OUICK GUIDE For Leadership

SUSTAINING MENTAL READINESS IN THE CONTEXT OF PROLONGED STRESS



With Russia's invasion of Ukraine, U.S. Soldiers are living in a heightened state of readiness, uncertain how the crisis will evolve. Maintaining the mental fitness and wellbeing of these Soldiers is critical given that persistent physiological and psychological stress (ambiguity, family separation, underlying pressure, problems outside of their control, etc.) can diminish motivation, wellbeing, and psychological health.

This Quick Guide highlights strategies that can protect mental health, bolster resilience, and maintain mental readiness. Leaders can reinforce these strategies as part of their routine touchpoints.

KEY POINTS TO CONSIDER

PRIORITIZE HEALTHY SLEEP	 Sleep is important for physical health, emotion regulation, and cognitive functioning Psychological stressors (like uncertainty and ambiguity) and environmental stressors (like noise, light, and temperature) can interfere with good sleep hygiene Soldiers practice better sleep habits when their leaders emphasize the importance of sleep Preparing the body for sleep by engaging in a regular bedtime routine and limiting blue light can support good sleep When regular sleep isn't possible, tactical napping can help To prepare for anticipated lack of sleep, bank sleep ahead of time
REINFORCE Mental Skills	 Individual resilience can be strengthened by practicing mental skills Grounding, deep tactical breathing, self-talk, and buddy-talk can be integrated into daily life to reduce anxiety and maintain focus (see next page for details)
MANAGE Anger	 Anger can be a normal response to upsetting events, but uncontrolled or problematic anger can interfere with functioning and good decision making Challenging thinking can strengthen emotion regulation (see next page for details)
SUSTAIN Cohesion	 Leaders set the tone. Choose how to leverage group emotion, which can aid (or hinder) team functioning under stress (see next page for details) Emphasizing the team's purpose and values when facing uncertainty or setback is essential for boosting optimism and resilient performance
PAY ATTENTION	 The more leaders practice and encourage resilience skills, the more their Soldiers will too Leaders who monitor their own wellbeing are better able to sustain their unit's readiness

Maintaining focus on resilience can get lost amidst mission-critical tasks. Leaders have an opportunity to reinforce Soldier resilience and readiness by acknowledging the underlying mental stress, deliberately integrating resilience skills into leader touchpoints, and coaching Soldiers to use these skills.

COACHING SOLDIERS DURING PERIODS OF PROLONGED STRESS

ACCEPTANCE		When something that cannot be controlled is draining attention and energy	
HOW?		Acknowledge the stress and remind Soldiers that concerns are common and understandable Ask "how can I change it?" to identify what can be changed and accept what cannot be changed Develop a short phrase (like "let it go") that can serve as a personal reminder for acceptance	
DELIBERATE BREATHING When feeling overwhelmed or anxious			
HOW?		Take slow, deep breaths from the stomach, instead of chest and shoulders Count to 5 while breathing in, and count to 5 while breathing out Practice for 2 minutes and focus on the breath	
GROUNDING		When needing to reduce overwhelming stress that interferes with focus	
HOW?		Identify 3 things that the Soldier sees, hears, and feels (physically) in their environment Use this technique as a quick method for reorienting to the present	
SELF-TALK/BUDDY-TALK When needing to boost confidence, motivation, or attention			
HOW?		Create a short phrase to increase confidence and stay mentally tough during times of stress Develop short phrases to walk through simple technical procedures	
EMOTION REGULATION When negative feelings are getting in the way of relationships and connection			
HOW?		Label emotions with specific words. For example, rather than labeling every negative feeling as "mad", consider if the feeling is "disappointed", "annoyed", "impatient," or something else. Selecting specific words can enhance emotional control	
		Try "5-5-5." Take the perspective of your future self by imagining how you will feel about small concerns 5 weeks, 5 months, and 5 years from now	
		Take a tactical pause before responding to make a better choice	
SETTING THE TONE When team emotions need resetting			
HOW?		Remember that emotions and connection are contagious in groups	
		Consider that contagion is fueled by words, tone, facial expressions, and body language Check and recalibrate yourself: Team members can read when their leaders are stressed	
		You have the opportunity to reset every day	
TEAM COHESION When sustaining trust and connection			
HOW?		Remind the team of the importance of the mission	
		Express gratitude for the team's shared efforts	