**Slide 1:**

* Introduce yourself and your role in training toughness to CPO’s

**Slide 2 Introduction:**

* Warrior Toughness is here to stay. It’s not a program, it’s not a GMT, it’s the way of the Sailor, and it’s the way of the Chief.

**Slide 3 Why Warrior Toughness?**

* Although these techniques are already well established to be effective at enhancing performance with athletes and in other branches of the military, RTC tested them to make sure they were still effective in the Navy. The applied exercises portion of WT was tested through a series of IRB-approved research studies. Across all studies, applied exercises led to an increase in “on-time” graduation rates with the Recruits’ first assigned division. This equates to decreased time-to train and associated training/personnel costs. Applied exercises also led to improved performance on baseline PFA, swim qualification, and inspections.
* They have received numerous reports from staff and recruits about the positive impact of Warrior Toughness. Recruits who have gone through the holistic, WT training (character development and applied exercises) consistently espouse and display a sense of belonging/connectedness and increased commitment to our organization. This training must be reinforced from the mess across the fleet. We have the power to make sure our Sailors use these tools and use them as warfighters and as a way of life.

**Slide 4 A Call To Arms:**

Have a member of the Mess or a CPO Selectee read the information

* In 2019, CNO Adm. Richardson discussed the importance of displaying our core values of Honor, Courage, and Commitment through four core attributes.
* **ASK: What are the Four core attributes of a United States Sailor?**
  + **(*Integrity – Accountability – Initiative – Toughness*)**
* Your commitment to our values will be demonstrated by how you live your life. In the navy, a person of character will live out the core attributes.
* **Ask: How will you, as a Chief, take ownership of your values? How can you turn this into example, education, and dialogue?**

**Slide 5 Warrior Mindset:**

* This is a cycle of excellence that we use to reach our best ever performance.
* This is a recurring cycle that begins with commitment. As leaders, we need to determine how our values as individuals integrate into the Navy Core Values. This will help us to enable the same process with our subordinates. As leaders, we need to think about these values, where they come from and why they are important. Just by asking ourselves these questions, we facilitate an opportunity for growth and give us a foundation from which to make decisions on in difficult times.
* **ASK: How can we expect to do our theoretical best if we are not aligned and committed?**
* Commitment requires both discipline and motivation.
* **ASK: What are you committed to? What is the mess committed to?**
* The cycle continues with preparation. We must prepare for known and unknown difficulties. The warriors approach to mental preparation and enduring focus is derived from: a strong sense of commitment and purpose, and is continued by discipline and training.
* The discipline and training is the preparation. It ensures that when we fall back on the training or preparation, it is sound enough to get us through that combat or high-stakes situation. No one rises to the occasion, we fail to the level of our training.
* The warrior prepares the body, mind, and soul.
* The next part of the cycle is Execution. We execute our tasks mindfully, being fully engaged in the moment.
* Distractions lead to complacency that costs money and lives. This is where all of your preparation and commitment comes into play. Even when we are performing our daily operational tasks, we must be prepared to flex when the situation changes and things go off script.
* It is in these moments that we must ensure that we do not get hijacked emotionally by the situation. We must maintain our situational awareness, agility, and focus on the task without getting sucked in.
* Being mindful during execution, having present moment awareness is crucial to mission accomplishment. We should not think about the future or the past, only what is in front of us in the moment.
* The last phase of the Warrior Mindset is reflection. This is a disciplined post event procedure. There are two main types of reflection: individual and organizational. Individual is where we assess past performance and ask ourselves if our actions and words were congruent with our commitments. Organizational reflection is more defined and serves to promote improvement within that context.
* This reflection on past performance allows us to reengage without commitments to ensure they still align without goal and personal philosophy. In this way, the warrior Mindset is a continuous cycle of improvement that we utilize over and over again in order to achieve our best-ever performance.
* Post-event reflection is where we are able to grow. If we do not reflect, we cannot improve. Period.

**Slide 6 Myth vs. Reality:**

* We have all heard of the words “toughness” and “resilience.” We want to distinguish these two terms because they are often confused and are actually two different concepts.
* Resilience (and resilience programs) focus on prevention of negative outcomes after stressors/critical events (e.g. preventing self-destructive behaviors). Resilience focuses on recovery from adversity; reducing or preventing illness or injury in Sailors; getting them back to their individual baseline prior to the event.

**Slide 7 Myths vs. reality:**

* Toughness (and WT program) focuses on the mindset prior to a critical event with an emphasis on improved performance and ethical decision making as well as what happens after. Toughness focuses on performance enhancement in execution of the mission and making healthy sailors better at their job.

**Slide 8 WT Core Attributes:**

* The CNO defines accountability as aligning our collective behavior with our mission. If integrity is about self, accountability is about community. It’s a commitment to give of myself for the sake of those I am connected to. I am connected to a mission-focused force, we maintain high standards, we honestly assess our progress and adjust as required, and as leaders in command we recognize the unique trust and confidence placed in us to operate independently.
* **ASK: As Chiefs, what are we accountable to?**
* Traditionally, the definition of initiative has been pretty simple: find a job and do it. And while that is not a bad start, we all know that you can create plenty of problems by doing a job you have no place doing. The definition of initiative that comes from the design for maintaining maritime superiority is very helpful.
* **ASK: Why do you think Initiative is important to a Chief?**
* Integrity is about aligning our behaviors to our values. Professionally, we share the common values of honor, courage, and commitment. These collective values unite us together as a team to accomplish the shared mission of defending the constitution. Our values align us as one as we defend freedom and democracy around the world. It is these values that keep our families safe and allow us to live out the American dream. They set for us our moral compass as Sailors, Chiefs and as an organization.
* Toughness means that a warrior Sailor can take a hit and keep on going. How? By tapping all sources of strength, through rigorous training, a fighting spirit and the steadfast support of our families.

**Slide 9 WT Competencies:**

* First we need to understand how our brains were designed to survive in situations like running away from bears (fight or flight). So we have to be purposeful in how we train a part of our brain called the Frontal Cortex to respond differently in high pressure situations. This is why we do mindfulness exercises - to strengthen this part of the brain.
* Mindfulness is being fully aware of the present moment, not just what’s going on around you (we call this situational awareness), but also what’s going on internally. What are you thinking, feeling – what is your body doing. With this awareness we can respond instead of react. In order to build mindfulness we need to do specific mindfulness exercises to grow the frontal cortex. While there are hundreds of mindfulness exercises out there, we include four in WT: Recalibrate, Progressive Muscle Relaxation, Body Scan, and Mental Scan. These exercises require the person to focus on something in the here and now and when their mind wanders off, refocus without getting frustrated with yourself. This is the mental version of push-ups – something you do ahead of time to build strength. Sailors should not be waiting until the moment of Execution to do a mindfulness exercise. Just like they shouldn’t drop and do push-ups in the middle of General Quarters.
* Self-talk is the constant thinking that occur inside our minds. These thoughts can be distracting and not helpful, therefore impeding performance. Recruits are taught how to improve their self-talk and write Performance Statements to realign thoughts to be more focused and helpful.
* Mental rehearsal is a performance psychology technique of rehearsing in your mind, the exact steps necessary to complete a task. Mental rehearsal can apply to any physical activity (running, swimming, public speaking, reps and sets, inspections, etc.). When rehearsing something mentally, it should be vivid (using all senses) and controlled (only rehearsing what you want to happen).

**Slide 10 WT Competencies:**

* Were all a part of the Mess for a reason- we are high performers. Many of us do these things already. How have you used these performance psych skills before, and just didn’t call it by the names we are now?
* As a Chief, how will these be helpful in your division or department? How could you encourage rehearsal of these techniques?

**Slide 11 Toughness Defined:**

* **Read slide, then move to next slide and ask questions to follow**

**Slide 12 As a Chief, you will have to show your ability to:**

When have you taken a hit in your career? Were you able to keep going right after? What did that look like?

* You’ll be performing under pressure during Initiation. What skills will you use to commit, prepare, execute and reflect?
* How do you see the WT techniques helping you excel in the day-in and day-out grind?

**Slide 13 How is WT Rolling out?:**

**Slide 14 WT instructional hierarchy:**

* The Science of Learning is an approach that recognizes the value and importance of cross-fertilization across traditional fields of study, drawing on many different methods and techniques to understand how learning occurs— with the ultimate goal of optimizing learning for all.  *John Hopkins Science of Learning Institute Web Page*

* The work NSTC (Naval Service Training Command) has done with Warrior Toughness has incorporated the Science of Learning as described above starting with the use of a multi-disciplinary instructor team.  It is reinforced through practical skill development and application, and then further refined through a feedback loop between the Sailor and RDC.
* This work reflects the 5 principles of learning: Participation, Repetition, Relevance, Transference and Feedback.
* As you can see from the slide here there are three levels of training. The WT Student training is administered throughout the accession pipelines. The WT Instructor training allows instructors to deliver basic WT training, with the requirement of the Advanced Toughness Training Facilitator Course.
* The Advanced toughness training facilitator course is designed to support the development of WT instructor and student curriculums, provide quality control, and provide formal training to WT instructors. These Facilitator teams must consist of subject matter experts: clinical psychologists, chaplains, and warrior instructors.

**Slide 15: Fleet Forces Implementation Plan**

* This slide provides us an outline for Fleet Forces implementation and sustainment plan for the next year.

**Slide 16: Conclusion:**

* It’s time for reflection. What do we need to do in order to meet this challenge?
* **Use this time for reflection aimed at strengthening commitments to WT and figuring out what needs to be done to succeed.**