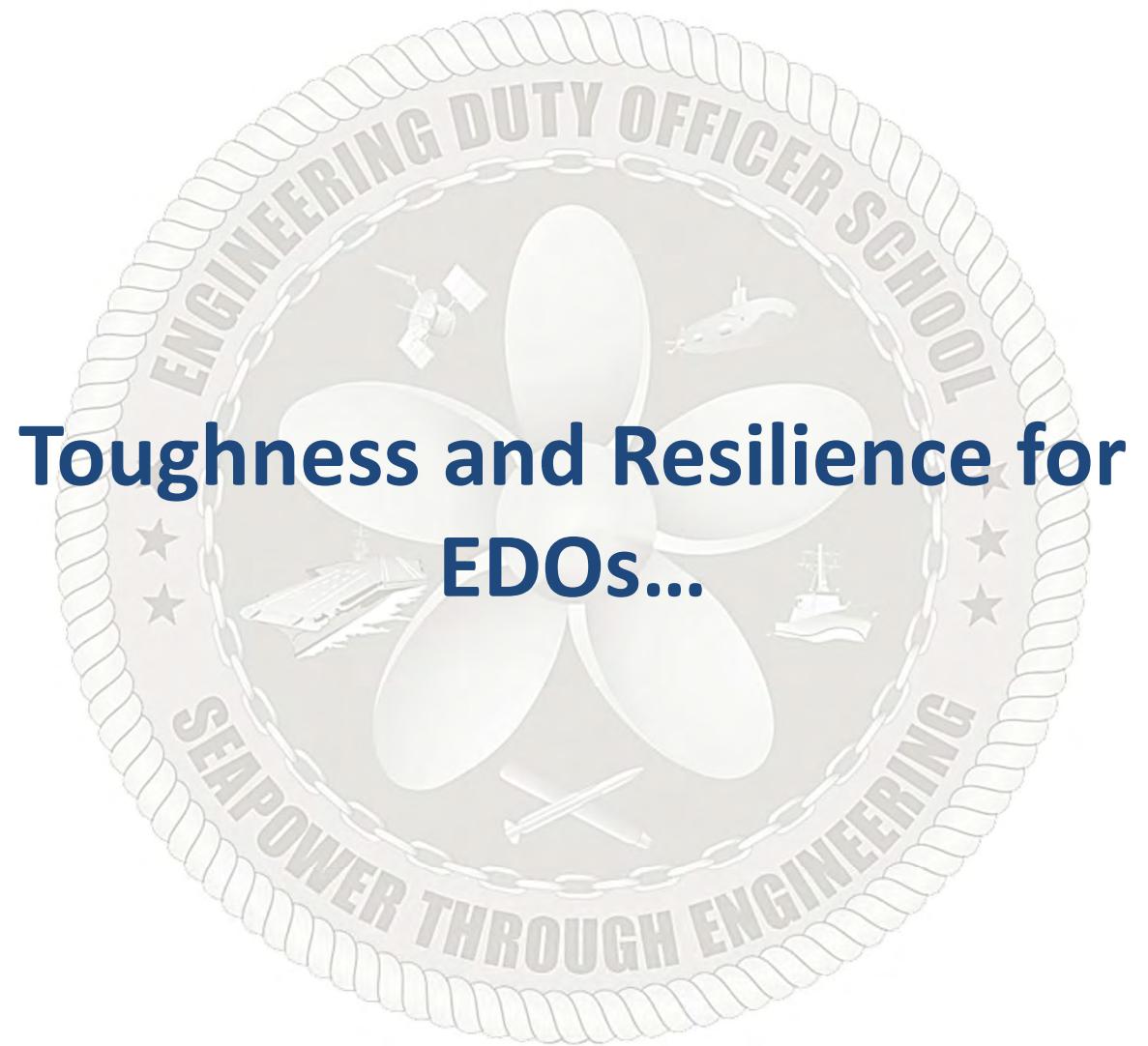




SEAPOWER THROUGH ENGINEERING



5.2.8

TOPIC LEARNING OBJECTIVES

Upon successful completion of this topic, the student will be able to:

1. Understand the attributes of the Navy's Warrior Toughness (WT) model.
2. Recognize the connection of WT to the Navy Leadership Development Framework.
3. Recognize the components of the Warrior Mindset (mind, body, soul).
4. Recognize techniques for sustaining peak performance under varying degrees of stress.

STUDENT PREPARATION

Student Support Material

1. Mindfulness and Resilience videos
2. Warrior Toughness overview document

Primary References

1. Warrior Toughness Overview.
<https://www.netc.navy.mil/Warrior-Toughness/>
2. NAVADMIN 205/21, SUBJ: Aligning Toughness, Resilience, and Mental Health Support

Additional References

1. Culture of Excellence.
<https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/Culture-of-Excellence/>



Agenda

- What are Toughness and Resilience?
- How is the Navy training for Toughness & Resilience?
- How does Mindfulness support Toughness & Resilience?



Toughness & Resilience

- From Design 2.0:
 - One of the four core attributes: Integrity, Accountability, Initiative, & **Toughness**
 - Toughness defined: We can take a hit and keep going, tapping all sources of strength and **resilience**... We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight
- From NLDF 3.0:
 - Effective Navy leaders demonstrate a deliberate commitment to grow personally and professionally throughout their careers...They pursue excellence in accordance with our core attributes of integrity, accountability, initiative, and **toughness**
- From ED LDF 3.0:
 - **Resilience**: Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks

A DESIGN FOR MAINTAINING MARITIME SUPERIORITY

UNITED STATES NAVY

NAVY LEADER DEVELOPMENT FRAMEWORK

VERSION 3.0

VIII. Conclusions

The EDO community is small in numbers relative to the size of our naval force, but as Naval Officers and engineers, we bring extensive technical and acquisition knowledge that serves as the cornerstone of the Navy. From that perspective, it is critical that we develop well rounded and exceptional leaders to deliver state-of-the-art warfare systems, while also provide adequate sustainment to those systems through their lifecycles to enhance the combat power the Navy offers. We bear tremendous responsibility in the execution of our Navy's budget, shaping current and future acquisition programs, and maintaining and modernizing the Fleet assets. "We are building the Navy of tomorrow, one leader at a time," said Vice Admiral Galinis. "It is critical to the individual leader's development journey. A culture of mutual responsibility, where junior and senior share in developing solutions and seeking development opportunities, is essential to our success. At all levels, we have the opportunity to continuously improve ourselves, and those around us, for the benefit of our nation. As the CNO said, "Character and character are so tightly interwoven, that they must be strengthened together. World Class Leadership is our Navy's Decisive Advantage... Navy leaders must have a burning drive to develop their teams to consistently and sustainably deliver maximum performance." The time is now - Go Lead!

William J. Galinis
Vice Admiral, U.S. Navy
Commander, Naval Sea Systems Command

Engineering Duty Officers
Seapower Through Engineering



Culture of Excellence 2.0

Warrior Toughness

- From CNO:
 - Warrior Toughness is the Navy's premier program designed to integrate stress management and human performance optimization techniques across the force. This initiative aims to empower Sailors to manage harmful stress effectively and perform under pressure—both in the most demanding combat scenarios and in everyday life
 - As we move forward, our focus will be on advancing Warrior Toughness with innovative products, enhanced delivery methods, and refined requirements to ensure its effectiveness throughout the fleet



Navy Leadership Development Framework

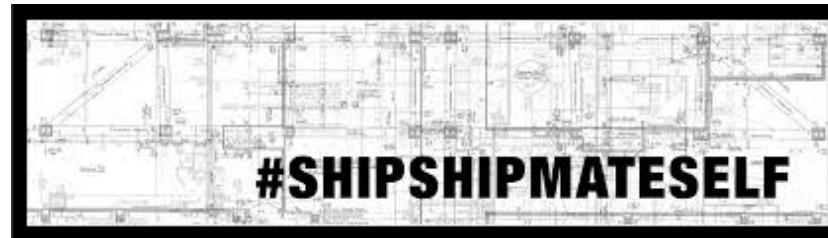
- Core Values
 - Honor
 - Courage
 - Commitment
- Core Attributes
 - Toughness
 - Integrity
 - Initiative
 - Accountability





Core Attributes

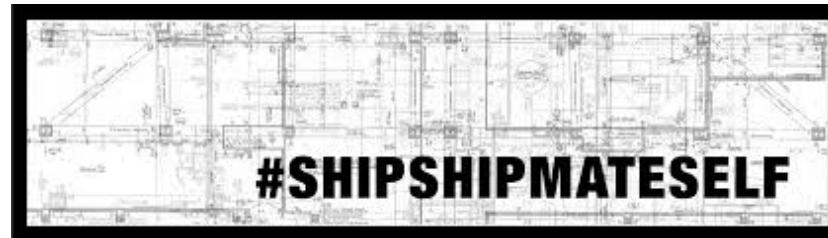
- Integrity
 - Our conduct must always be upright and honorable. Our behaviors as individuals, as teams, and as an organization must align with our values as a profession. We will actively strengthen our resolve to act consistently with our values
- Accountability
 - We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we are trying to solve and the outcomes to which we will hold ourselves accountable. In execution, we honestly assess our progress and adjust as required. We are our own toughest critic. Our leaders in command recognize the unique trust and confidence placed in them to operate independently. This is a profound responsibility Absolute honesty, trustworthiness, and reliability in training, operations, and maintenance





Core Attributes

- Initiative
 - We strive to accomplish what needs to be done, even in the absence of direct orders. Leaders at all levels take ownership and act to the limit of their authorities. We foster a questioning attitude, and we encourage everyone to look at new ideas with an open mind. Our most junior teammate may have the best idea; we must be open to capturing and implementing that idea
- Toughness
 - We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We don't give up the ship





Core Attributes from Values Conviction and Decisiveness





Orders vs Cool-aid



- Alone on the field or in the field, you must be able to focus on those attributes
- Seal team snipers do not rise to the occasion, they fall back on their training

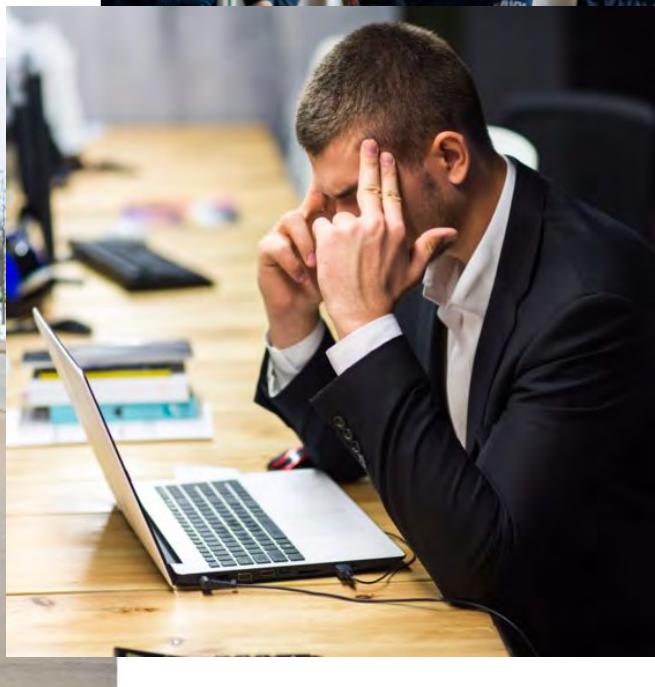


**Train at a Higher Level
With Tactical Breathing**



Warrior Toughness?

- The ability to fight after sustaining a hit
- The ability to excel in the daily grind
- The ability to perform under pressure





Amygdala



- Detects danger, and signals us to respond





Frontal Cortex



Amygdala

- “Volume control” for stress response
 - Can be enhanced with “reps and sets” and regular meditation



Current Combat

- USS Carney
 - 51 engagements
 - 20 targets destroyed in defensive strikes
 - Successfully engaged Iranian ballistic missiles fired at Israel.



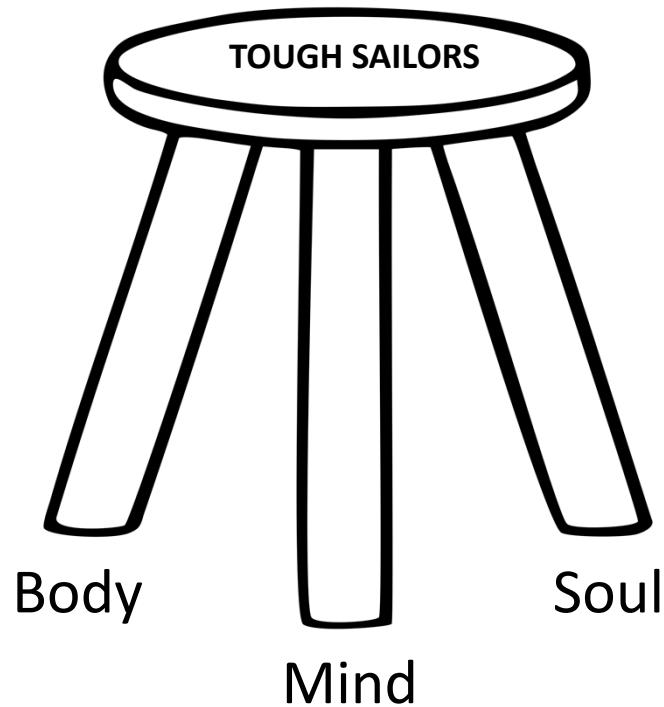


Current Combat

- <https://www.netc.navy.mil/Warrior-Toughness/Videos/>
 - But some sailors are unable to operate
 - We don't want sailors to rise to the occasion, we want them to fall back on their training
 - A peer competitor will test our commitment
 - What do you get when you lock in a Navy Seal, Chaplain, and Navy Physiologist?



How is Toughness Trained?

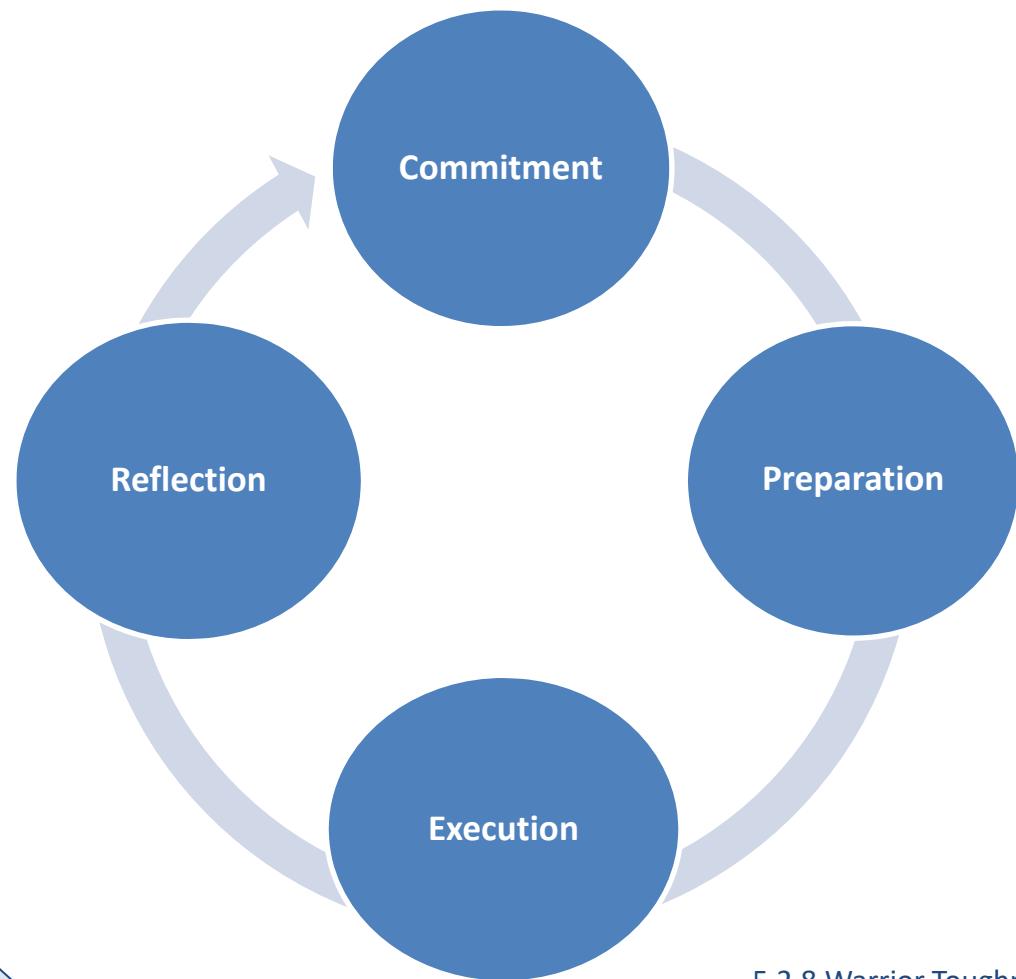


Train the whole person





Warrior Mindset

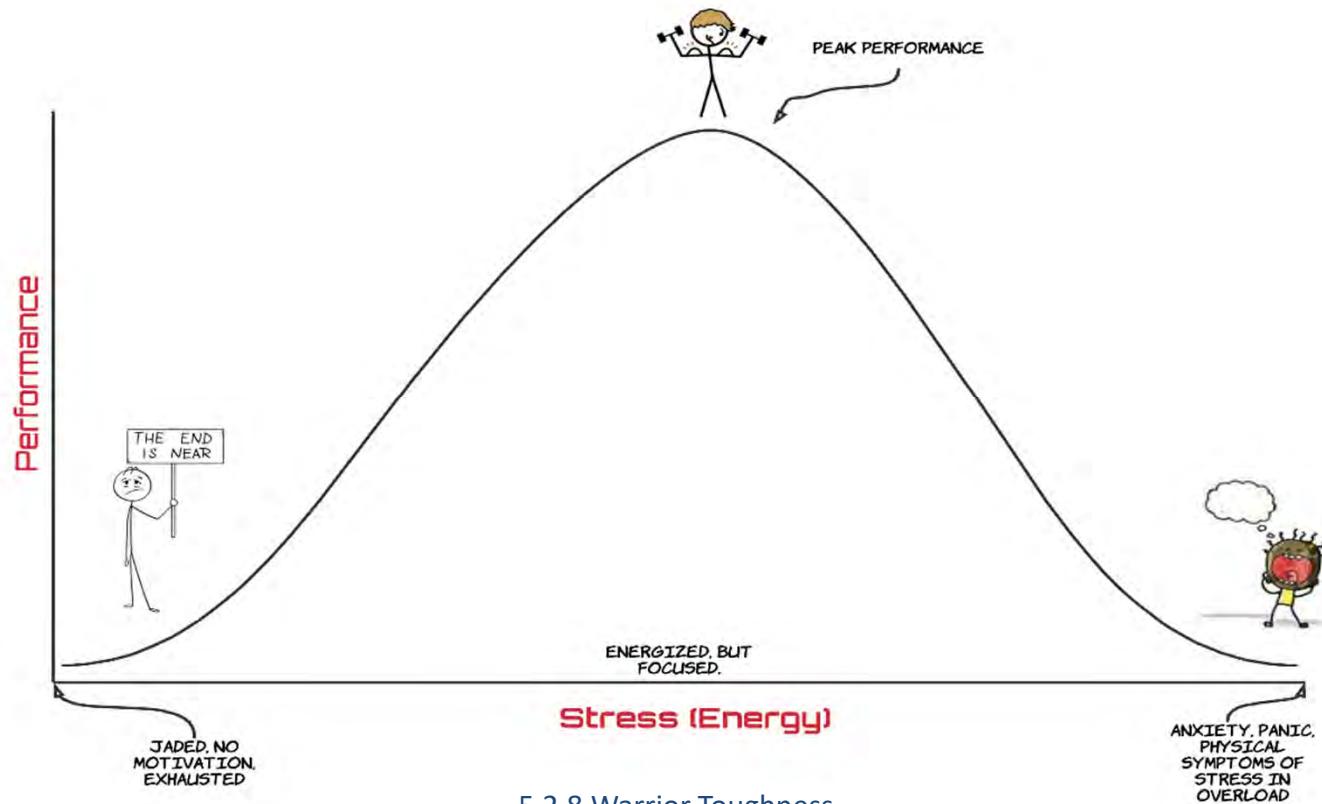


5.2.8 Warrior Toughness



Warrior Mindset

- Success requires **stress**
 - There is an optimal level
 - Different activities require different levels of energy/stress



5.2.8 Warrior Toughness

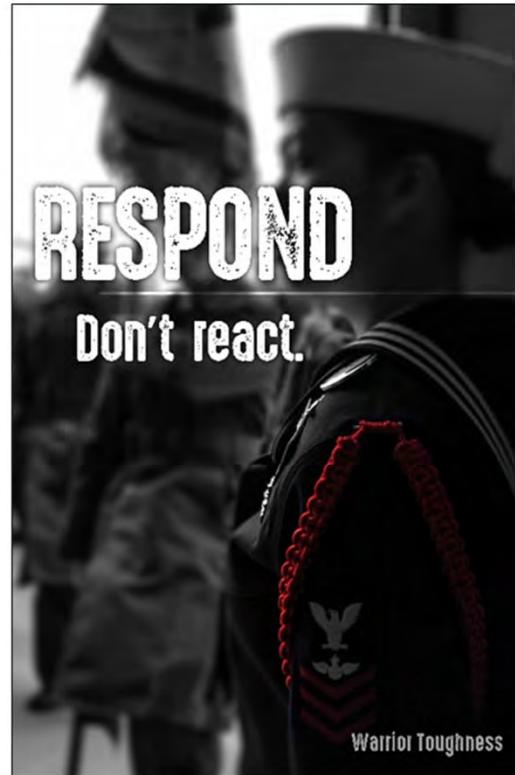


Key Concepts

Warrior Mindset



Character Development



Competency





Performance Psychology Applied Exercises

- Mindfulness
- Goal Setting
- Recalibrate
- Warrior Ethos
- Healthy Behaviors
- Performance Statements
- Mental Rehearsal
- Peer-to-peer support
- Energy Management
- Intentional Recovery
- Flexible Thinking
- Sea Stories





“Where’s Your Head At?”

50%

of the time,

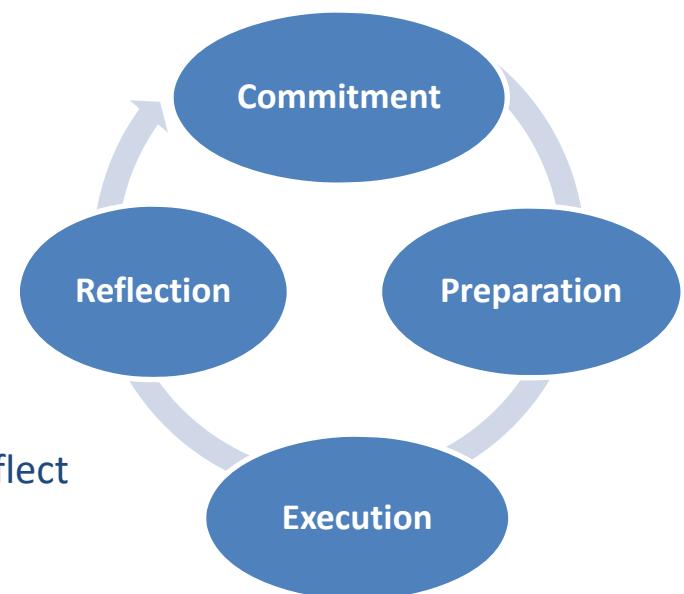
our minds are

wandering.



EDO Warrior Mindset

- What is your mindset at the job?
- Have you thought about what would happen if war starts next week?
- Have you practiced?
- Does your team know?
- Warrior Mindset for EDOs
 - Commitment
 - Condition of ship underway
 - Preparation
 - Walk through the scenario mentally
 - Understand the errors when there is time to reflect
 - Execution
 - Test your team's commitment and preparation
 - Reflection
 - Focus on the bad execution and the positive





Summary

- What are Toughness and Resilience?
- How is the Navy training for Toughness & Resilience?
- How does Mindfulness support Toughness & Resilience?



Mindfulness Benefits*

(In Support of Warrior Toughness)

Mindfulness and Meditation



LCDR Megan Jolicoeur, DO
Naval Branch Health Clinic Port Hueneme

UNCLASSIFIED

- Lessened stress reactivity
- Quicker recovery from stress
- Better emotional regulation
- Improved ability to regulate attention

Homework: Video Posted to Google Classroom

*Altered Traits. Science Reveals How Meditation Changes Your Mind, Brain and Body; Goleman & Davidson, 2017.



What is Mindfulness?

“ Mindfulness means paying attention in a particular way; On purpose, in the present moment, and non-judgmentally.”

Jon Kabat-Zinn