



# Comprehensive Soldier and Family Fitness (CSF<sub>2</sub>)



Edition 3  
October 2012



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## MISSION

**Execute Comprehensive Soldier and Family Fitness (CSF2) program in order to increase the physical and psychological health, resilience and enhanced performance of Soldiers, Families and Army Civilians.**



“We need to **institutionalize** resiliency. It is not an additional training task, it is a way of life.”

GEN Martin Dempsey  
CJCS  
30 March 2012



“I think one of the most important things we want to do is to start thinking about how we build Soldier and Family resilience.”

GEN Raymond Odierno  
CSA  
27 September 2012



“We have a window of opportunity here to make our Army better and stronger if we focus on the right things and resilience is one of the right things that will make the Army stronger and more effective.”

GEN Lloyd Austin  
VCSA  
27 September 2012



“I think we need to consider the MRT in line with a Master Gunner. They **provide** the commander **expert advice** on a readiness capability.”

SMA Raymond Chandler  
SMA  
16 April 2012

## VISION

**A Total Army team of physically healthy and psychologically strong Soldiers, Families and Civilians whose resilience and total fitness enables them to thrive in the military and civilian sector and to meet a wide range of operational demands.**





# COMPREHENSIVE SOLDIER & FAMILY FITNESS

BUILDING RESILIENCE ★ ENHANCING PERFORMANCE

## What is Comprehensive Soldier and Family Fitness (CSF2)?

A strength-building tool...

The U.S. Army's program to provide all Army community members with the psychological resources and skills to cope with adversity and thrive in their lives.

Built on solid foundations...

The program is based on over 30 years of scientific evidence.

Dedicated to complete wellness...

It trains specific skills in five dimensions of strength (physical, social, emotional, spiritual, and Family).

With measurable results...

The result is greater resilience – one's ability to return to a normal state of functioning following stress or tragedy and to apply the skills learned in everyday life, including on the job and with friends and family.

## Desired Outcomes:

**A Total Army team of physically healthy and psychologically strong Soldiers, Families and Civilians whose resilience and total fitness enables them to thrive in both the military and civilian sector and to meet a wide range of operational demands.**

**Giving Soldiers, Civilians, and Family members the tools for success:**

CSF2 is intended to help healthy people stay healthy while facing the challenges common in Army life. It is designed to teach long-lasting skills that can help Soldiers succeed in all aspects of their lives, producing benefits in times of conflict and in times of peace. If incorporated holistically and supported by commands, CSF2 can prevent self-defeating behaviors and lead to stronger, more ready units and Families.

## The CSF2 program consists of five pillars:

**The Global Assessment Tool (GAT)** - A confidential, 125 item questionnaire that measures an individual's psychological health and resilience using the five dimensions of strength. Users receive confidential feedback.

**Comprehensive Resilience Modules (CRM)** – A series of web-based training modules intended to build resilience across the Army community and teach skills that support physical, social, emotional, spiritual, and Family fitness.

**Master Resilience Trainers (MRT)** –Soldiers and Department of the Army Civilians who are graduates of the 10 day MRT course. They oversee resilience training programs, and instill these skills in every Soldier at every unit level.

**Institutional Resilience Training (IRT)** – Resilience training provided at every major level of the Army education system, from basic training to the war college.

**Performance and Resilience Enhancement (PREP)** – Performance Enhancement training provides Soldiers with the specific mental and emotional skills that underlie optimal human performance when it matters most: in combat, healing after an injury, or managing work and home life.

## Comprehensive Soldier and Family Fitness is effective:

- An evaluation completed by Army and Civilian scientists showed that Soldiers who received MRT-led resilience training reported higher levels of resilience and psychological health over time than Soldiers who did not receive the training. Most importantly, good leadership matters- Soldiers improved more when their commanders endorsed the program, scheduled training, and selected confident NCOs to serve as CSF2 trainers.
- Correlating GAT scores to reported PDHA results shows that Soldiers with higher emotional fitness are eight times less likely to experience symptoms of PTSD, three times less likely to experience symptoms of depression, and have half as many healthcare visits as those with low emotional scores. Because resilience training is shown to improve GAT scores, we can increase an individual's emotional fitness, thus decreasing their likelihood of experiencing symptoms of PTSD and depression.

# CSF2 FAST FACTS

Information dated August 2012

## Global Assessment Tool (GAT):

- Over 2.5 million completed surveys
- Over 2,000 surveys completed per day
- Shows Soldiers how their results compare to others in the same population bracket
- Confidential feedback presented to the Soldier upon survey completion
- Allows for analysis of changes in resilience over time
- Family members and DA Civilians are encouraged to take the GAT

## Comprehensive Resilience Modules (CRM):

- Modules viewed over 2 million times
- Currently 36 modules in place and more in production
- All five dimensions of strength are covered
- Appropriate CRMs are recommended to address suggested improvements upon completion of the GAT

## Master Resilience Training (MRT):

- Over 11,000 NCOs trained since inception of CSF2
- Uses "train-the-trainer" format
- Requirement for one MRT per company ensures resilience skills are integrated into the daily lives of the entire Army

## Performance and Resilience Enhancement Program (PREP):

- Currently, there are 11 PREP sites where Commanders and Soldiers can obtain training information customized to their specific goals and mission sets. These sites are located at Ft. Benning, Ft. Bliss, Ft. Bragg, Ft. Hood, Joint Base Lewis-McChord, the National Capital Region, Ft. Gordon, Ft. Knox, Ft. Sam Houston, and West Point.
- Using fundamentals of sport and performance psychology, PREP uses the five core skills, Building Confidence, Attention Control, Energy Management, Goal Setting and Imagery, to train the skills that underlie consistent high-level performance

### Survey Validation Technical Reports # 1 and #2

- Soldiers who completed suicide, tested positive for illicit drug use, or committed violent crimes, tested as being less resilient than those who did not engage in these activities.
- Officers who were promoted ahead of peers or selected for command are more emotionally and socially fit than Officers not promoted early or selected for command.
- Together, Tech Reports #1 and #2 showed that resilience is linked to important behavioral outcomes.

### Survey Validation Technical Report # 3

- Soldiers who received resilience training taught by an Master Resilience Trainer (MRT) improved more than those Soldiers who did not receive the training.
- The training appears to be more effective among Soldiers 18-24 than for older Soldiers.
- The training is more effective when commanders ensure that training is properly scheduled, confident leaders are selected as trainers, and then trainers feel that commands support them.

## Current and Future Directions

- Currently conducting an analysis of data linking suicidal Gestures, Acts, and Ideations (GAI) to the GAT.
- Analysis of Soldier drug and alcohol abuse, divorce rates, and attrition to GAT scores continue.
- Efficacy of spouse resilience training pilot program is being evaluated for expanded implementation.
- Implementation and evaluation of resilience training during in-processing at three major Army installations.

For more information, visit <http://csf.army.mil> Technical Reports are available at <http://www.dtic.mil>

BUILDING RESILIENCE ★ ENHANCING PERFORMANCE

# Resilience and Enhanced Performance



## RESILIENCE:

When faced with stress or adversity, resilience is a **key factor** in the mental, emotional, and behavioral ability to cope with and recover from the experience. It can help to achieve positive outcomes, adapt to change, and grow from the experience.

**Resilience** is closely linked to **Performance**. Performance is one measure used to assess an individual's level of resilience. A resilient individual is better able to leverage mental and emotional skills and behavior that promote optimal human performance.



## ENHANCED PERFORMANCE:

Mental, emotional, and physical skills that generate optimal human performance. Performing at your best when it matters most--in combat, healing after injury, or managing work or home life.

## **A resilient individual is someone who (consider these attributes of a resilient individual):**

- is able to overcome hardship, look at challenges as opportunities for growth, and take appropriate risks.
- has the ability to bounce back from adversity (recover), grow and thrive from setbacks, and meet their goals and objectives.
- thinks optimistically, keeps situations in perspective, is solution focused, and mentally tough.
- is able to think accurately about the causes of problems and effectively solve them has strong relationships, self-esteem, and a strong sense of social belonging.

## **Enhanced performance requires (consider these characteristics of optimal human performance):**

- effective interpretation of setbacks and challenges as a means of enhancing.
- performance competence and protecting confidence.
- attention control and the ability to attend fully and concentrate amidst distractions.
- personal cues and routines to improve focus and develop task mastery.
- effective modulation and restoration of energy in order to thrive under pressure.
- achievement of personal, meaningful goals through concrete, step-by-step plans, and the ability to sustain the motivation necessary to be successful.

# Setting Goals

## Why is setting goals important?

Setting goals for any situation can be important for growth, and the information you find here will enhance your Resilience by helping you set goals to improve in any or all of the five dimensions of strength (physical, emotional, social, family, and spiritual). Additionally, your Global Assessment Tool (GAT) score can help you determine your current level of overall fitness in each category. Even if you have not yet taken Resilience Training, the information provided will help you set goals.

Your ability to manage goals in your day-to-day life is critical not only to you and your family, but also to the overall success of your unit. Personal and unit effectiveness are built around developing and achieving goals. After reading and following the guidelines provided here, you can develop goals for yourself and develop a plan to reach those goals that will assist in your personal and professional growth. Don't fool yourself, though: "You" must make the most of this information.

## What next?

Just because you identify goals and develop a plan to reach those goals, they won't automatically occur. Only hard work, dedication, and perseverance will help you achieve that promotion, college degree, or another goal you have identified. The guidelines here are tools to help you and your chain of command visualize your goals and develop and implement a plan to attain them. They will allow you to progress as you accomplish the subtasks that will help you reach your final goals.

First-line leaders, team leaders, and squad leaders should use these guidelines to help their Soldiers grow and develop as they pursue their goals. At the same time, leaders can challenge their Soldiers to be proud of their professional and personal growth.



***“The Soldier’s heart, the Soldier’s spirit, the Soldier’s soul is everything. Unless the Soldier’s soul sustains him, he cannot be relied on and will fail himself and his command and his country in the end.***

***It is not enough to fight. It is the spirit which we bring to the fight that decides the issue. It is morale that wins the victory.***

***Morale is a state of mind. It is steadfastness, and courage, and hope. It is confidence, and zeal, and loyalty. It is élan, esprit de corps, determination.***

***It is staying power, the spirit which endures in the end — the will to win.***

***With it all things are possible; without it everything else — planning, preparation, and production — count for naught.”***

***General George C. Marshall***



# **Role of Global Assessment Tool (GAT)**

<https://www.sft.army.mil>

## **What is it?**

The Global Assessment Tool, as part of the Comprehensive Soldier Fitness Program, provides a baseline in the five dimensions of strength: physical, emotional, social, family, and spiritual. It also provides Soldiers with the means to track self-development and growth in these areas over a period of time.

## **What has the Army done?**

The GAT was developed by U.S. military and civilian university subject matter experts and consists of a series of questions which were prepared by scientists, and tested and validated by Soldiers.

Individuals' answers to the GAT questionnaire are not accessible to others and are meant to diagnose problems. Results provide immediate feedback that allows Soldiers to identify their own personal strengths and weaknesses. Soldiers can immediately begin training programs that will help them enhance their performance and build resilience.

The GAT questionnaire is designed to be taken multiple times during a period of six months to a year to measure overall improvement across the pillars of Comprehensive Soldier Fitness.

## **Why is this important?**

Comprehensive Soldier Fitness is a structured, long-term assessment and development program to build Resilience and enhance the performance of every Soldier, Family Member and DA civilian. It was designed to raise psychological fitness to the same level of importance as physical fitness. The program hails a new era and culture change for the Army, which now also equips and trains its Soldiers to maximize their potential and face the psychological rigors of sustained operations. This assessment and training enhances resilience and coping skills, enabling Soldiers to grow and thrive during this very demanding period of our Army.

*The following is an overview of the resilience skills that you can use to help set your goals. If you have not taken Resilience Training, you can still use this information to set goals.*

## **Resilience Training Skills Overview**

**Skill 1: Activating Events, Thoughts, and Consequences:** Identify your thoughts about an activating event and the consequences of those thoughts.

**Skill 2: Avoid Thinking Traps:** Identify and correct counterproductive patterns in thinking through the use of critical questions.

**Skill 3: Detect Icebergs:** Identify deep beliefs and core values that fuel out-of-proportion emotion and evaluate the accuracy and usefulness of these beliefs.

**Skill 4: Energy Management:** Enhance self-regulation so that you're able to stay calm and focused during adversity or challenging events.

**Skill 5: Problem Solving:** Accurately identify what caused the problem and identify solutions.

**Skill 6: Put It in Perspective:** Stop catastrophic thinking, reduce anxiety, and improve problem-solving skills by identifying the worst, best, and most likely outcomes of a situation.

**Skill 7: Real-time Resilience:** Shut down counterproductive thinking to enable greater concentration and focus on the task at hand.

**Skill 8: Character Strengths:** Identify your top character strengths and those of others and identify ways to use your strengths to increase your effectiveness and strengthen your relationships.

**Skill 9: Strengths in Challenges:** Identify the specific actions that flow from your strengths in challenges and in successes.

**Skill 10: Assertive Communication:** Communicate clearly and with respect. Use the IDEAL model to communicate in a confident, clear, and controlled manner. (I-Identify and understand the problem. D-Describe the problem objectively and accurately. E-Express your concerns and how you feel [when appropriate]. A-Ask others for their perspectives and then ask for a reasonable change. L-List the outcomes.)

**Skill 11: Active Constructive Responding and Praise:** Respond constructively to others to build strong relationships and use praise to build mastery and winning streaks.

**Skill 12: Hunt the Good Stuff:** Look for positive things to counter the negativity bias, to create positive emotion, and to notice and analyze what is good.



**ATC**  
Identify your Thoughts about an Activating Event and the Consequences of those Thoughts.

**Activating Event**  
The trigger: a challenge, adversity, or positive event



**Thoughts**  
Your interpretations of the Activating Event; what you say to yourself



**Consequences: ER**  
E: Emotions  
R: Reactions

Separate the A (Activating Event) from your T (Thoughts) from the C (Consequences: Emotions and Reactions) to understand your reactions to a situation.

Thoughts	Emotions/Reactions
<b>Loss</b> I have lost something.	Sadness/Withdrawal
<b>Danger</b> Sometimes bad things happen. I can't handle it.	Anxiety/Agitation
<b>Trespass</b> I have been harmed.	Anger/Aggression
<b>Inflicting harm</b> I have caused harm.	Guilt/Apologies
<b>Negative Comparison</b> I don't measure up.	Embarrassment/Hiding
<b>Positive Contribution</b> I contribute positively.	Pride/Sharing, planning future achievements
<b>Appreciating what you have</b> I have received a gift that I value.	Gratitude/Giving thanks, paying forward
<b>Positive Future</b> Things can change for the better.	Hope/Energizing, taking actions

**Avoid Thinking Traps**



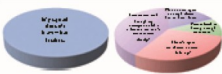
Identify and correct counterproductive patterns in thinking through the use of Critical Questions.



Use the Critical Questions to identify information you missed because of the Thinking Trap.

- Jumping to Conclusions—Slow Down: What is the evidence?
- Mind Reading—Speak Up: Did I express myself? Did I ask for information?
- Me, Me, Me—Look outward: How did others and /or circumstances contribute?
- Them, Them, Them—Look inward: How did I contribute?
- Always, Always, Always—Grab Control: What's changeable? What can I control?
- Everything, Everything, Everything—Look at Behavior: What is the specific behavior that explains the situation?



<p><b>Detect Icebergs</b> Identify deep beliefs and core values that fuel out-of-proportion emotion and evaluate the accuracy and usefulness of these beliefs.</p> 	<p>Use the “What” Questions in any order to help identify the Iceberg Belief:</p> <ul style="list-style-type: none"><li>• <b>What</b> is the most upsetting part of that for me?</li><li>• <b>What</b> does that mean to me?</li><li>• <b>What</b> is the worst part of that for me?</li><li>• Assuming that is true, <b>what</b> about that is so upsetting?</li></ul> <p><b>Once you’ve identified your Iceberg, ask yourself:</b> Is this Iceberg helping or harming me in this situation? Is this Iceberg something I still believe/value? Is this Iceberg accurate in this situation?</p>
<p><b>Energy Management</b> Regulate emotions and energy levels to enable critical thinking and optimal performance.</p> 	<p>Use Strategies to regulate emotion and to think clearly and respond with control:</p> <ul style="list-style-type: none"><li>• Mental Games.</li><li>• Controlled Breathing.</li><li>• Progressive Muscle Relaxation.</li><li>• Meditation.</li><li>• Positive Imagery.</li></ul>
<p><b>Problem Solving</b> Accurately identify what caused the problem and identify solution strategies.</p> 	<p>Identify your thoughts about why the problem happened, identify other factors with Critical Questions, test them for accuracy, and then identify solution strategies:</p> <ul style="list-style-type: none"><li>• <b>Step 1:</b> What’s the problem?</li><li>• <b>Step 2:</b> What caused the problem?</li><li>• <b>Step 3:</b> What did you miss?</li><li>• <b>Step 4:</b> What’s the evidence?</li><li>• <b>Step 5:</b> What really caused the problem?</li><li>• <b>Step 6:</b> What can you do about it?</li></ul> <p><b>Fight the Confirmation Bias:</b> Distance yourself from your thoughts, ask fair questions, consult with others, and prove your thoughts false.</p>



### Put It In

#### Perspective

Stop catastrophic thinking, reduce anxiety, and improve problem solving by identifying the Worst, Best, and Most Likely outcomes of a situation.



Identify the Worst, Best, and Most Likely outcomes of a situation, in that order, and develop a plan for dealing with the Most Likely outcomes:

- **Step 1:** List the worst case outcomes and ask, “And then what happens?”
- **Step 2:** List best case outcomes and ask, “And then what happens?”
- **Step 3:** List most likely outcomes.
- **Step 4:** Identify plan for dealing with most likely.

### Real-time Resilience

Shut down counterproductive thinking to enable greater concentration and focus on the task at hand.



Fight back against counterproductive thoughts by using the sentence starters:

- “That’s not completely true because ...” (evidence).
- “A more optimistic way of seeing this is ...” (optimism).
- “The most likely implication is ... and I can ...” (perspective).

Avoid the common pitfalls: Dismissing the grain of truth, minimizing the situation, rationalizing, or excusing one’s contribution to a problem.





### Identify Strengths in Self and Others

Identify strengths in yourself and in others to build on the best of yourself and the best of others.



Identify your top Character Strengths and those of others and identify ways to use your strengths to increase your effectiveness and strengthen your relationships.

**VIA Character Strengths:** Appreciation of beauty and excellence • Bravery • Capacity to love • Caution, prudence • Citizenship, teamwork • Creativity • Curiosity • Fairness • Forgiveness • Gratitude • Honesty • Hope • Humor • Industry, perseverance • Judgment, critical thinking • Kindness • Leadership • Love of learning • Modesty • Perspective • Self-control • Social intelligence • Spirituality, sense of purpose • Zest

### Use Strengths in Challenges

Identify strengths in yourself and in others to improve teamwork and overcome challenges.



**ARMY STRONG™**

Identify the specific actions that flow from your strengths in challenges and in successes:

**Step 1:** Name the strength that you used or will use.

**Step 2:** How did you or will you use that strength to deal with the challenge?

**Step 3:** Draw on strengths of team members for complex challenges.

### Assertive Communication

Communicate clearly and with respect, especially during a conflict or challenge. Use the IDEAL Model to communicate assertively.



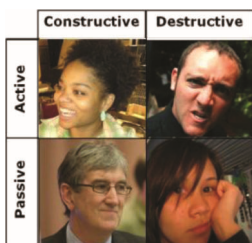
Use the **IDEAL** Model to communicate in a Confident, Clear, and Controlled manner:

- **I** = Identify and understand the problem.
- **D** = Describe the problem objectively.
- **E** = Express your concerns and how you feel.
- **A** = Ask the other person for his/her perspective and ask for a reasonable change.
- **L** = List the Outcomes.



## Active Constructive Responding and Praise

Respond to others with authentic, active, and constructive interest to build strong relationships. Praise to build master and winning streaks.



Active Constructive Responding is authentic, constructive interest. It helps the other person savor their positive experience and leaves them feeling validated and understood. Create “winning streaks” by using Praise to name strategies, processes, or behaviors that led to the good outcome.

	Constructive	Destructive
Active	Authentic interest, elaborates the experience; the person feels validated and understood.	Squashing the event brings conversation to a halt; the person feels ashamed, embarrassed, guilty, or angry.
Passive	Quiet, understated support; conversation fizzles out; person feels unimportant, misunderstood, embarrassed, or guilty.	Ignoring the event; conversation never starts; the person feels confused, guilty, or disappointed.

## Hunt the Good Stuff

Hunt the Good Stuff to counter the negativity bias, to create positive emotion, and to notice and analyze what is good.



Record three good things each day and write a reflection next to each positive event about:

- Why this good thing happened.
- What this good thing means to you.
- What you can do tomorrow to enable more of this good thing.
- What ways you or others contribute to this good thing.



# 5 DIMENSIONS OF STRENGTH



Physical



Emotional



Social



Family



Spiritual

## Physical Fitness

**Definition:** Physical readiness is the ability to meet the physical demands of any combat or duty position, accomplish the mission, and continue to fight and win.

***“War makes extremely heavy demands on the soldier’s strength and nerves. For this reason, make heavy demands on your men in peacetime exercises and training.”*** - Field Marshal Erwin Rommel, ***Infantry Attacks***, 1937

## Emotional Fitness

**Definition:** An emotionally fit person faces life’s challenges in a positive, optimistic way by demonstrating self-control, stamina, and balance — never too high or too low — in regards to their choices and actions.

***“Cast me into a dungeon; burn me at the stake, crown me king of kings, I can ‘pursue happiness’ as long as my brain lives, but neither gods nor saints, wise men nor subtle drugs can ensure that I will catch it.”*** - Robert Heinlein

## Social Fitness

**Definition:** A socially fit person develops and maintains trusted, valued relationships, and friendships that are personally fulfilling. They foster good communication including a comfortable exchange of ideas, views, and experiences.

***“The quality of a person’s life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor.”*** - Vince Lombardi

## Family Fitness

**Definition:** You build family fitness by being part of a family unit that is safe, supportive, and loving, and provides the resources needed for all members to live in a healthy and secure environment.

***“Pray that your loneliness may spur you into finding something to live for, great enough to die for.”*** - Dag Hammarskjold

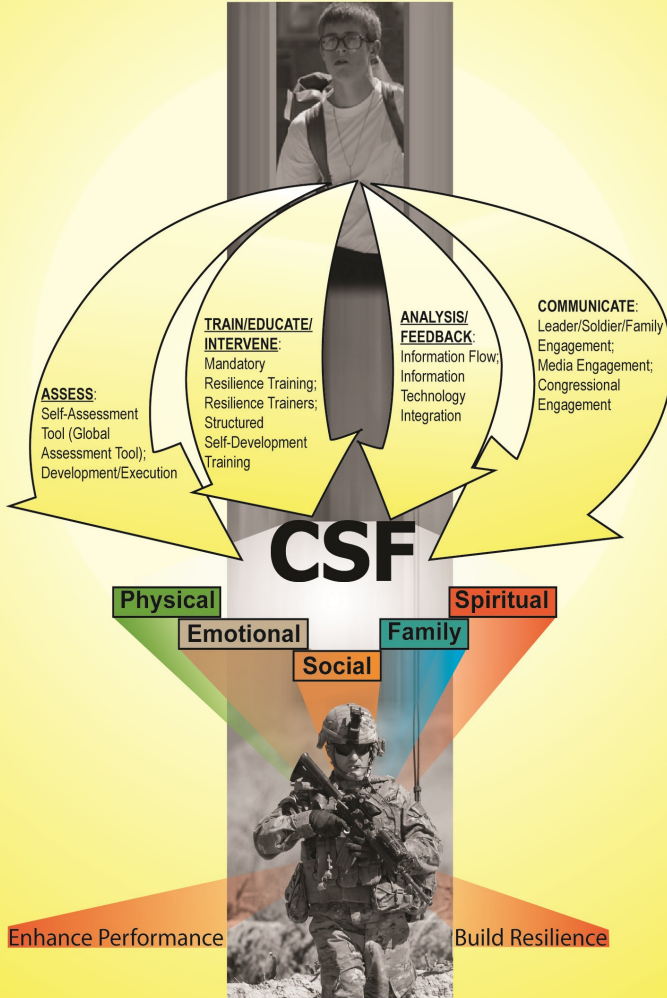
## Spiritual Fitness

**Definition:** You build spiritual fitness by developing and strengthening a set of beliefs, principles, or values that sustain you beyond family, institutional, and societal sources of strength.

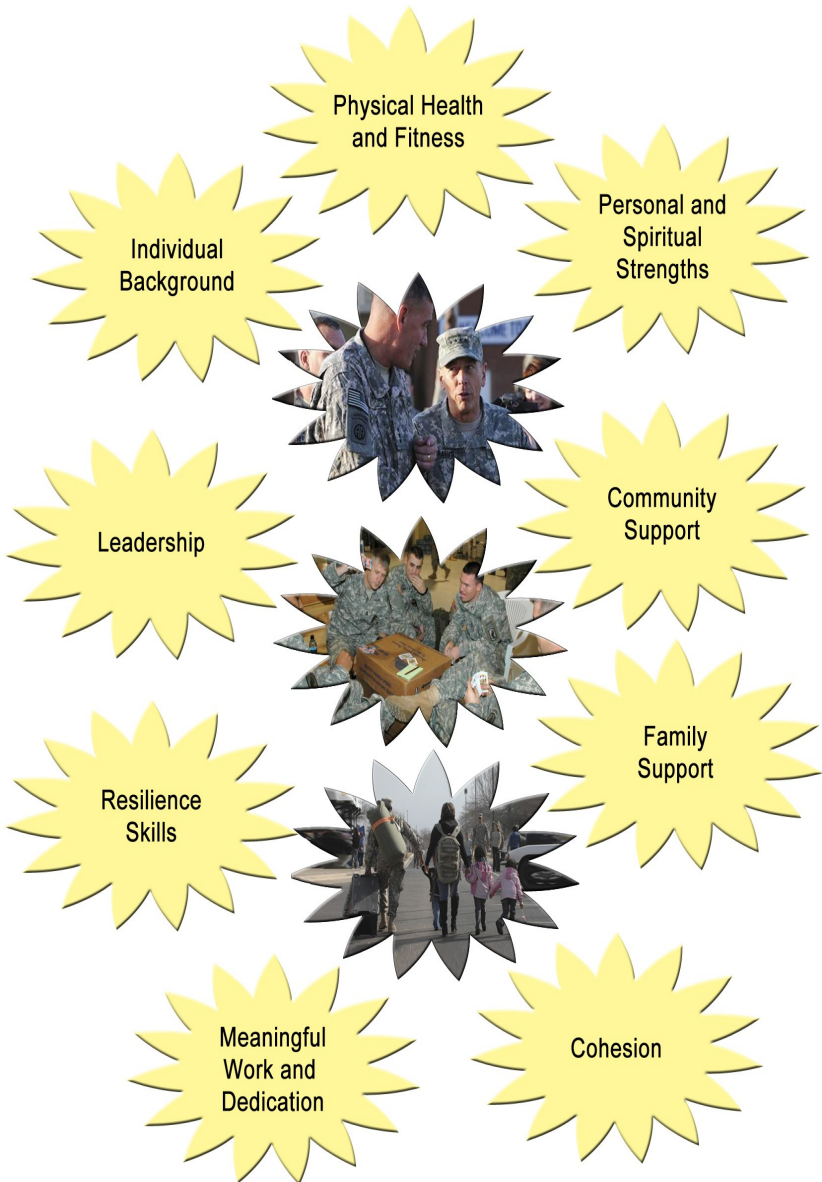
***“In war, the moral is to the material as three is to one.”*** - Napoleon Bonaparte

## Why is Resilience Needed?

**Intent:** Increase the resilience of Soldiers, Families, and Army Civilians by developing five dimensions of strength: physical, emotional, social, spiritual, and family. This assures an Army of balanced, healthy, self-confident Soldiers, Families, and Army Civilians whose resilience and total fitness enable them to thrive in an era of high operational tempo and persistent conflict.



# Resilience Factors





# You Can Overcome Obstacles

## Find the Leader



Most of these Soldiers are engaged in negative thinking. Can you spot the positive thinker?

If you chose the middle Soldier, you are correct.

Think of some examples of how negative thinking has made a bad situation worse for you. What are some of the ways you could have overcome this by obtaining perspective about the situation and finding ways to overcome the negativity?



# **Be A Great Leader**

## **Teach Your Soldiers**

# **RESILIENCE**

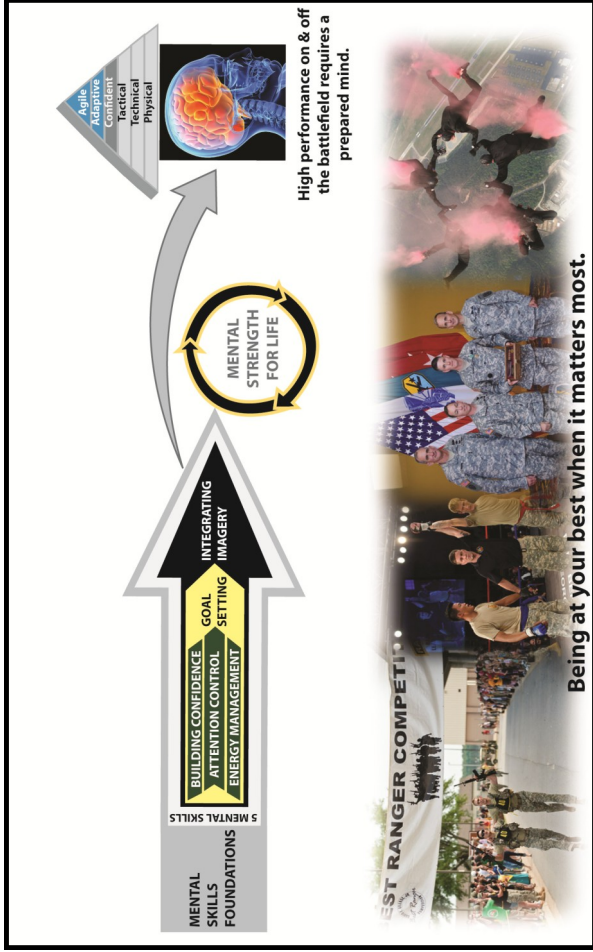
## **10 Steps to Building Resilience**

- 1. Develop supportive and caring relationships at home and among friends and colleagues. Accept help and support and help others when they need it.**
- 2. Remember that some crises are beyond your control. You can't change events, but you can change the way you interpret and react to them. Try to accept this and look ahead.**
- 3. Accept that change is part of life and that you will have to adapt to changing circumstances.**
- 4. Set some realistic goals and take regular small steps towards achieving them. Instead of focusing on the overarching goal, ask yourself, "What is the one thing I can accomplish today?"**
- 5. Be decisive. Do as much as you can rather than avoiding problems and hoping they will go away.**
- 6. Try to understand your own experiences in dealing with loss, hardship, or emotional problems. Appreciate what you have learned from these events.**
- 7. Develop a positive view about yourself and be confident in your strengths and abilities.**
- 8. Try to take a longer-term perspective and don't overinflate the significance of the event.**
- 9. Stay hopeful and optimistic. Visualize what you want, rather than worrying about what you fear.**
- 10. Look after yourself and your health, keep fit, and take time out for relaxation and peace. This will give you the strength and balance to deal with difficult situations.**

# Enhance Performance

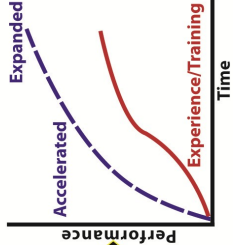
## MISSION

(CSF-PREP) provides cutting edge mental skills, resilience education and training, and teambuilding support to the Maneuver Center of Excellence (MCoE) and Fort Benning to reinforce a culture of excellence, resilience, and the Warrior Ethos.

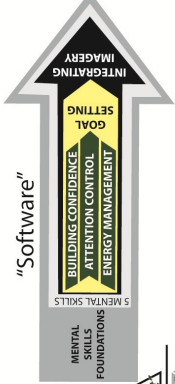


# PREP-LCD Concept Objective

## EVOLVING THE TRAINING PARADIGM FOR SOLDIER/LEADER DEVELOPMENT

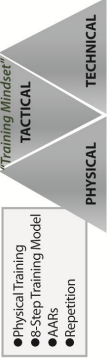


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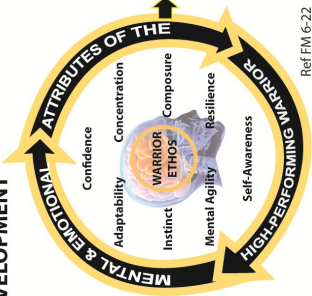


- ARMY STRONG**
- Build Confidence
  - Establish Purpose
  - Control Attention
  - Recover Energy
  - See Battlefield

**EMOTIONAL MENTAL**  
*Trusting Mindset*



- Physical Training
- 8-Step Training Model
- AARs
- Repetition



Expand junior leaders' ability to lead, develop, and achieve to their upper range of potential.  
**FM 6-22 Core Competencies**

Accelerate the advancement of the underlying knowledge and skills associated with the development of critical "BE" attributes for leadership.  
**FM 6-22 Leader Attributes**

**10T**

# Optimal Performance



**“Trusting Mindset”**



**Thoughts → Emotions → Physiology → Performance**



*“We teach the mental skills that enable repeated optimal performance.”*



## Mental Skills Training Overview

*The following is an overview of the mental skills that you can use to help enhance performance. These six skills are essential for achieving optimal performance.*

- **Mental Skills Foundations:** Mental Skills Foundations is the base upon which the five mental skills are built. This lesson involves understanding the nature of high performance, the interrelationship between the training and trusting mindset, and identifying the unique relationship between thoughts, emotions, physiological states, and performance. The thought process can be systematically developed and practiced to develop a powerful dominant response under extreme pressure.
- **Building Confidence:** Confidence is cited as a critical leader attribute and mentioned more than 60 times in FM 6-22. To achieve the highest possible level of performance, an individual must first understand the mental strategies for building, sustaining, and protecting confidence. This works towards educating individuals in understanding how confidence is a result of how one thinks, what one focuses on and how one reacts to the events in life. A confident individual is mentally agile and makes better decisions, thinking in deliberate and effective ways to create energy, optimism, and enthusiasm in the face of adversity and pressure.
- **Attention Control:** Like many skills, attention control is a natural ability that can be improved with quality practice. The model provides individuals with a greater understanding of how attention works and provides practical techniques for controlling attention to achieve greater focus and concentration; it also teaches individuals how to be present in the moment. The intent of this process is to leverage the skills necessary for identifying what is relevant and bring a greater awareness to the most important task worthy of our attention at any given time. Improving attention control also plays a key factor in practicing appropriate and rapid shifting of attention (mental agility) as well as learning techniques for refocusing after losing concentration.

## Mental Skills Training Overview (Cont.)

- **Energy Management:** Both positive and negative experiences can elicit stress responses that require an individual to deliberately and diligently manage mental, physical, and emotional states. In this lesson, individuals are taught the practical skills used to sustain and restore high levels of personal energy while minimizing the negative effects of stress. Individuals will then be able to self-regulate their psycho-physiological responses under pressure by learning to effectively process experiences, thoughts, and emotions. The use of biofeedback technology and relaxation techniques is also used to demonstrate self-regulation between mind and body.
- **Goal Setting:** The goal setting process begins by defining a goal that is personally meaningful to the Warrior, Family Member or DA Civilian and developing the tangible steps to create a well-documented path to success. This goes well beyond the traditional list-making, becoming instead a personal action plan and involving a great level of commitment from the individual. Once a goal has been set in place, the individual goes through the process of creating priorities, actions, and belief statements. An individual's attitudes, beliefs, and behaviors are crucial in the accomplishment of priorities that contribute directly to the overarching goals. Goal Setting assists individuals in pursuing and achieving excellence and promotes a culture that moves well beyond norms and minimum standards.
- **Integrating Imagery:** Envisioning successful outcomes through detailed mental rehearsals enhances thinking skills and increases confidence and effectiveness. In this lesson, individuals learn to use all of their senses to either create or recreate a powerful, vivid experience in their mind. The utilization of practical imagery techniques can improve all aspects of performance including training, preparing, performing, recovering, and healing. The development and utilization of advanced imagery scripts allows one to envision success and can enhance confidence in one's preparation and presence. Deliberate and hasty imagery is the "how to" for mental preparation.

# Applied Performance Plan (APP)

## Writing out your plan to use mental skills can greatly improve performance.

### Mental Skills Foundation (MSF)

Self-Awareness  
Self-Regulation  
Exceptional Attitude  
Training Mindset  
Trusting Mindset  
Thought Performance  
Interaction

### Building Confidence (BC)

Selective Perception  
Build on Success  
Isolate Failure  
Attitude Statements  
Thought Stoppage

### Goal Setting (GS)

Outcome Goal  
Gut Check Moment  
Set Priorities  
Actions and Attitudes  
Commitment  
Monitor Progress

### Attention Control (AC)

Identify "What's Important Now (WIN)"  
Cue Words  
Routines  
Refocus

### Energy Management (EM)

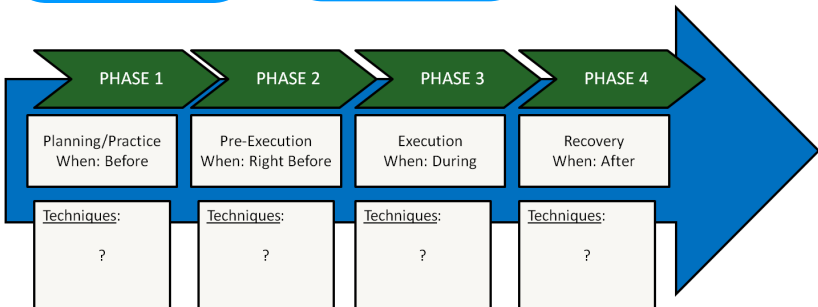
Amp Up/Calm Down  
Reinterpret Nerves  
Reinterpret Situation  
Grip vs. Gravity  
Deliberate Breathing  
Deliberate Recovery  
Sleep

### Integrating Imagery (II)

Deliberate vs. Hasty  
Mental Rehearsal

PVC—

- Perspective
- Vividness
- Controllability



# Delivery Methodology

- **Intake:** PREP trainers conduct intake with unit leaders to determine needs, goals, and desired outcomes; How to measure effectiveness of PREP.
- **AAR:** Assess objective and subjective effects of PREP on unit performance (surveys, assessments, reports, story boards) and the next performance areas of emphasis.



## **Team Building: Characteristics of Great Teams**

- Shared vision and unity of purpose.
- Pride in organization and team identity.
- Meaningful and inspiring mission.
- Complementary roles and synergistic teamwork.
- Individual and mutual accountability.
- Internal leadership; peer/social support.
- Open, honest, and ongoing communication.

Yukelson, D.



## **What Makes Teams Successful**

Successful teams across domains (i.e., sports, corporate, and military) share common characteristics that lead to effective outcomes.

A three-year study examining high-performing teams found eight characteristics to explain how and why effective teams develop.

- Clear, elevating goal.
- Results-driven structure.
- Competent team members.
- Unified commitment.
- Collaborative climate.
- Standards of excellence.
- External support and recognition.
- Principled leadership.

Larson, C.E., & LaFasto, F.J.

## Terms of Reference

- **Cohesion:** *A dynamic process that is reflected in the tendency of a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member needs. (Carron, Brawley, and Widmeyer)*
- **Social Cohesion:** *The nature and quality of the emotional bonds of friendship, liking, caring, and closeness among group members. (MacCoun)*
- **Task Cohesion:** *The shared commitment among members to achieving a goal that requires the collective efforts of the group. (MacCoun)*
- **Group Dynamics:** *The behavior patterns typical of groups, including the effects that members of a group have on each other, the personal relationships they form, and the way groups form and function. (Carron, Brawley, and Widmeyer)*
- **Social Resilience:** *Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views and experiences. (CSF)*
- **Team Building:** *The integration of purpose, performance, and relationships in a team to accomplish goals, so the genius of each individual emerges and is used for the higher advancement of everyone. (Carron, Hausenblas, and Eys)*

# Concept of Support

## MCoE Integration Plan

### Long-term Support

- Target CDR's specific needs/ initiatives
- Long-term support to units/ organizations
- Linked to existing training plans
- Assist unit MRTs w/RTA courses as needed
- Develop/refine best practices
- Assessing effects (MoE, Rol)

### 40-hour PREP-LD Course

- Initial pilot validation
- Two courses per month, 20-40 student load
- Target junior leaders-TM/SQD/ PL
- Train the trainer
- Support to 21st Century LD and SQD: Foundation of the Decisive Force and ALM initiatives  
~ 700-800 leaders

### ABIC Instructional Support

- Instructor as coach Education/ TTPS
- 8-16 hours working knowledge/ integration in instructor style
- Implement NLT FEB 12 ICW QAO ~ 1,000 instructors annually
- Linked to ALM
- **Implementation TBD**

### Unit/Org Workshops

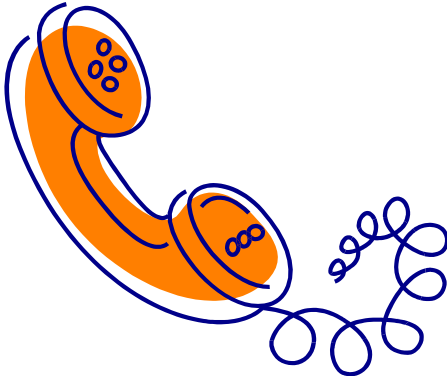
- Responsive to unit requests
- 30-minute to four-hour workshops
- Supports unit/ organization/LPD/ OPD/NCOPD program/off sites
- Performance enhancement mental skills training
- Team building-TM goal setting/great teams exercise

### Walk-In

- Individual/team support
- CDR/leader referral
- Focus on Soldiers/ leaders seeking self-improvement
- Potential referral for at-risk population

***Relevant, Responsive, and Scalable to the MCoE***

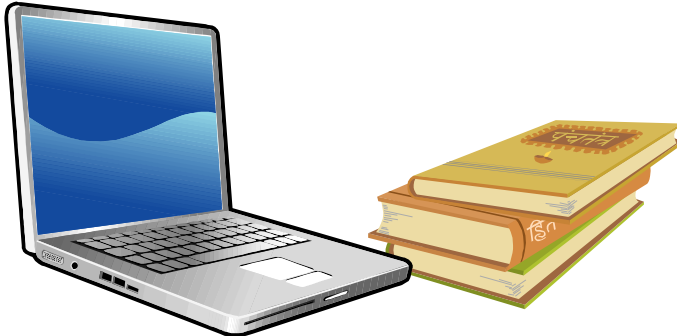




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# Goal Setting

Goals are a vital aspect of our lives. They provide purpose and direction, motivation and commitment, and clarity about the desired outcome. Unfortunately, most of us do not engage in a deliberate and systematic process for identifying goals and a plan for accomplishing them. Elite performers do it all the time. Research has shown that goals and Goal Setting do influence performance. Setting and achieving goals do not have to be a burden; there is a method and a process to help you chart the way.

Properly applied, this process can add clarity and focus to what has typically been a challenging experience for many Soldiers, Family Members, and Civilians. And when you link the tested principles of Goal Setting with the methods developed in the Master Resilience Trainer (MRT) Course, you are on the way to releasing the inner you. By incorporating the process of Goal Setting with other Resilience Training skills, you will develop lifelong practices that will enable you to achieve your goals and to perform at your best. If done right, a goal-setting process will establish mechanisms that will have you “tripping over your goals” each and every day.

## Play It SMART

Use the **SMART** acronym to help you develop goals that will push you over the finish line.

**Specific** - Your goals must be specific. This means that you must point out with clarity and detail exactly what it is that you would like to achieve, and the more detail, the better the results. Here, you are determining the **WHAT** element. The **HOW** element is a work in progress that you will develop at a later time.

**Measurable** - Your goals must be measurable. Spend time developing criteria and tools that you will use to measure your progress towards the attainment of your goals.

**Attainable** - Your goals must be attainable. You must not only believe that you can achieve your goals, but also they must be within reach. If you have no belief in the goals you set, then your goals are nothing more than fleeting wishes or dreams that you will long for but never attain.

**Realistic** - Your goals must be realistic. This means that logically — given your time, money, resources, and level of skill — you will be able to achieve these goals successfully. If any of these is lacking, then you either need to improve your time, financial situation, skills, and resources or simply set a different set of goals. But always aim high.

**Timed** - Your goals must be timed. You must set a deadline for the achievement of your goals and objectives. Without clear deadlines, you are growing the seeds of procrastination within your mind. Don't fall into this trap.

## Helpful Hints

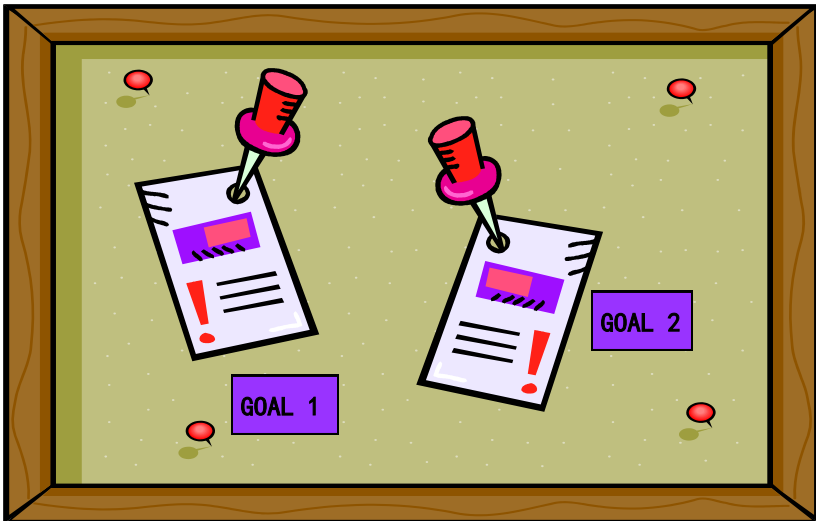
### Record Your Goals Daily

Writing out the smaller goals daily that lead to your larger goals is an effective way to keep them at the forefront of your mind. You can do this by creating a list based on your goal-setting worksheet, which you developed at the beginning of the goal-setting process for each MRT area goal. Not only will you gain new insights and understanding, but also it will keep you focused on what is most important in your life that day. But that focus will not be random. It will follow the goal plan you developed earlier.

### Create Goal Reminders

It is easy to lose focus when things get hectic and out of hand. At these times, it is important to get back to basics and to focus upon the process of achieving your goals. This is best accomplished when you have creative goal reminders you can refer to throughout the day.

For example, using magazine photos and text pasted on poster board, create a collage that represents the passionate goals you have set for yourself. Create a catchy phrase for your key goal and repeat it to yourself every time you open a door, anywhere, anytime, all day.



## Enlist a Personal Coach

Why do 53 of the best football players in the world (pick any National Football League team) need a coach? Does Payton Manning — considered by many to be one of the best quarterbacks in the NFL — really need a coach? And why would former Major League Baseball player Ken Griffey Jr., considered one of the best hitters of his time, need a hitting coach? Shouldn't he be coaching the coach? Professional athletes, indeed, anyone who performs at the peak of their ability, usually excel by having a personal coach at their side.

Whether it is playing a musical instrument or hitting a baseball 450 feet, individuals obtain excellence by having a trusted and competent coach to help them navigate through the trials and roadblocks that will inevitably occur. You must do likewise.



### Include your coach

Build a relationship with a friend, coworker, or even your supervisor that allows them to coach you. As you write down your goals on the Goal Setting Worksheet (beginning on page 69), record the name of your personal coach and take the time and effort to include your coach in the process. Doing so will help you remain accountable while performing at your best.

Name of Coach:

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# GOAL SETTING



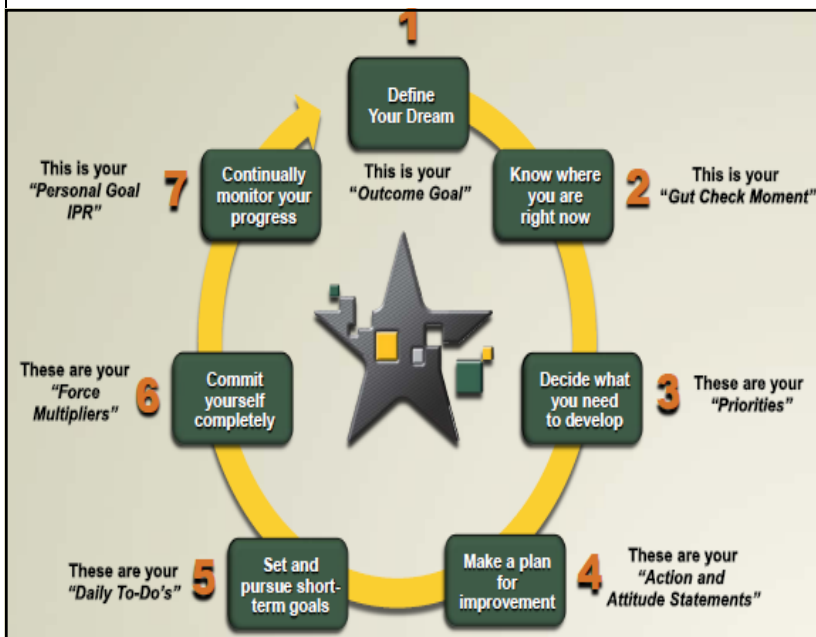
## Goal Setting Defined:

This is a process that defines a dream that is personally meaningful to you and develops the concrete steps to create a well-documented path to success.

***Successful Goal Setting is having the courage to develop a vision, the creativity to establish a plan, and the guts to commit to the journey.***

# Goal Setting:

## Setting Your Sights on the 300-m Target



### KEY POINTS

Goal Setting is a process that builds upon itself, as indicated in the model above. This process encourages action and constantly changes as you change. As the Chinese proverb states, "Be not afraid of going slowly, be only afraid of standing still."

Science has shown that Goal Setting is the most effective performance-enhancing strategy available to Soldiers.





# GOAL SETTING WORKSHEET



Outcome Goal Score 300 on my APFT

Priority Area

I physically and mentally prepare for the APFT.

Action Statements

I eat a big meal two nights before the test and eat a more modest meal the night before, focusing on plain foods, complex carbs, and hydration.  
The night before, I carve out five to 10 minutes to visualize myself executing my APFT perfectly and achieving my goals.  
I do a pre-combat check of all needed PT gear the night before so that I feel ready and relaxed in the morning.

Belief Statements

I am fully equipped to crush my previous APFT score - I've done the hard work and now I go "all in" and reap the rewards.  
Pain has become my new benchmark of success. The more it hurts, the better I am doing.  
It's not the will to win, but the will to prepare that makes the difference, and I win the battle before it begins.

Priority Area

I physically and mentally warm-up for the APFT.

Action Statements

I prepare my muscles by flexing and stretching my chest, arms, and abs when standing in line.  
I do an easy jog and some light stretching on the infield of the track before the run. I make sure I'm sweating before the run begins.  
While warming up physically, I prepare my mind by creating positive images of success, accompanied by motivating and confident self-talk and a light hearted intensity.

Belief Statements

I would rather be confident than comfortable. I embrace my nerves and steer my butterflies to fly in formation.  
I pay my dues now to reap the rewards later. Short-term pain leads to long-term satisfaction.  
I start strong and finish stronger. The longer the workout, the better I get.

Priority Area

I execute my physical and mental APFT plan.

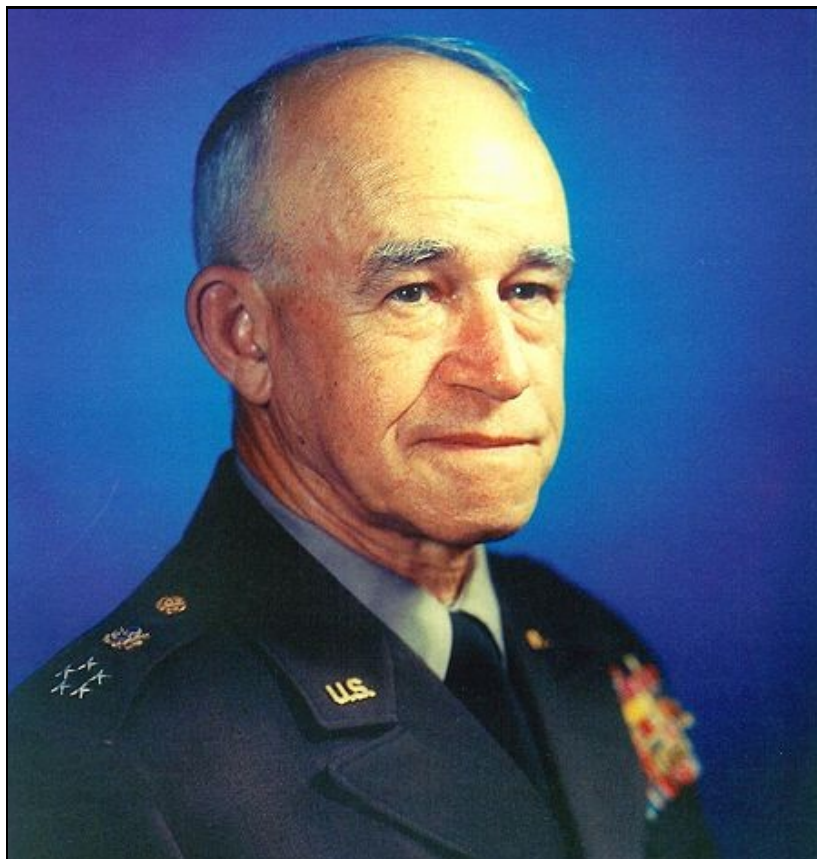
Action Statements

Pull-ups and sit-ups: I relax and let gravity do the work on the way down.  
I explode from the ground to halfway, and my momentum finishes each rep.  
Run: I focus on running tall with my head still and level, eyes locked on my next target, arms loose and moving forward and backwards.  
I use my cues: "Fire the pistons" for pull-ups, "crack the whip" for sit-ups, and "glide the stride" for my 12-minute run.

Belief Statements

I work hard during events and recover using my time in-between events to recharge and refocus.  
I choose to suffer for 12 minutes rather than regret giving into a comfortable 14-minute run. Short-term pain leads to long-term satisfaction.  
My blistering pace and silky stride made a greyhound feel inadequate.

What image will you use as a background for this goal sheet daily? How will you trip over this goal sheet daily?



***“This is as true in everyday life as it is in battle: We are given one life, and the decision is ours whether to wait for circumstances to make up our mind, or whether to act, and in acting, to live.”***

***General Omar Bradley***

# Start From the Beginning: Define Your Dream



**You must define a powerful and personally meaningful dream goal.**

Think of it as your objective. Start by thinking about how it affects you:

Graduate  
Ranger School  
this year.

- Does it give you goose bumps when you envision it?
- Does it keep you awake at night because of excitement and anticipation?
- Does it send chills down your spine when you think about achieving it?

Begin to define your dream. Ask yourself the following questions and be sensitive to the first thought or image that pops into your mind. This is a challenging yet crucial first step, because it requires you to think creatively about what is really important to you. Your responses will be used to develop your Outcome Goal and its timeline.

1. As a Soldier, Family Member, or Army Civilian, what accomplishments or achievements would be worth your very best effort?

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2. For this year, what would you pursue if everything fell perfectly into place?

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3. Looking beyond your time spent as an Army Soldier, Family Member, or Army Civilian, how do you want to be remembered?

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*Based on your brainstorming, identify your personally meaningful Outcome Goal that is worth pursuing this year and record it on a Goal Setting Worksheet on the appropriate line.*

# Know Your Status Now: Try a Gut Check



A Gut Check requires brutal objectivity.



*This is where reality sets in. The time for dreaming big must be balanced with an objectively honest self-analysis about where you are at this very moment, what assets you have to leverage, and what limitations are standing in your way.*

1. Where are you right now in relation to your Outcome Goal?

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2. What strengths do you possess that will help you accomplish your Outcome Goal?

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3. What skills and qualities are needed to accomplish your Outcome Goal?

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4. What kinds of obstacles or challenges will likely get in your way?

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5. Do your personal values match your desired goal?

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# What Next?

## Define Your Big Rocks



### Decide What You Need To Develop.

At this point, you have two important pieces of information: (a) the dream and corresponding Outcome Goal — where you want to go — and (b) the reality — where you are now. To achieve your Outcome Goal, there are some main areas of your life that will require immediate attention and improvement. These will become your “Big Rock” priorities.

To begin closing the gap between where you are and where you want to go, you’ll have to focus your energy and effort on the activities and thoughts that will have the greatest benefit. You can identify these by answering the question: “What main areas of myself do I need to develop to make my dream come true?”



“Maxing the Army Physical Fitness Test” provides a simple example of setting priorities. Priorities might include (a) increasing upper body strength, (b) increasing abdominals/core strength, (c) improving two-mile run time, and (d) developing a mentally tough mindset. See page 44 for more examples.

### KEY POINTS

- **Priorities focus on larger, more general areas of your life that require your attention.**
- **Focus attention on current priorities you can improve starting now.**
- **For additional ideas, review your answer to the previous question, “What skills and qualities are needed to accomplish my goal?”**





# Defining Your "Big Rocks"



## GOAL SETTING WORKSHEET



Outcome Goal

Score 300 on my APFT

Priority Area

I physically and mentally prepare for the APFT.

Action Statements

I eat a big meal two nights before the test and eat a more modest meal the night before, focusing on plain foods, complex carbs, and hydration.

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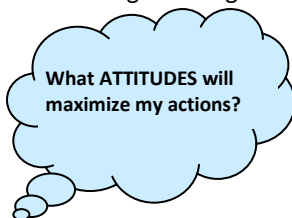
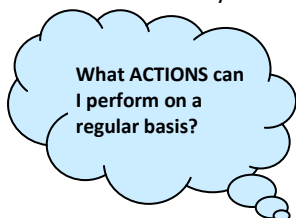
I pay my dues now to reap the rewards later. Short-term pain leads to long-term satisfaction.

I start strong and finish stronger. The longer the workout, the better I get.

# Plan for Steady Improvement



Once priorities are set, the next step is to identify the specific actions you will take in addressing them, as well as the attitude you will bring to the actions. Both are necessary to bring about meaningful change.



Choose SMART actions:

Specific  
Measurable  
Attainable  
Realistic  
Timed



Choose attitudes that are:  
Powerful  
Personal  
Present tense

- 1. What can I do on a regular and perhaps daily basis to address each of my chosen priorities to make my dreams come true?**








*For example, if one of your priorities is to improve your marriage, then a key action might be, "I go out of my way to do something special for my spouse once a week." Now, turn to your Goal Setting Worksheet and identify two or three Action Statements that will help you accomplish each Priority Area, which in turn will make achieving your Outcome Goal possible. (See page 44 for examples of Action Statements).*

- 2. What must I believe about myself and my performance as I take these actions?**

*Create powerful Belief Statements that describe what you want to achieve as a result of your actions, but phrase them in present tense, as if you already have achieved them. These Belief Statements intensify your actions. Now, turn to your Goal Setting Worksheet and identify two or three Belief Statements for each Priority Area. (See page 44 for examples of Action Statements).*

# Effective Belief Statements

## Belief Statement Checklist

	<i>Is it phrased in <b>first person</b>?</i>
	<i>Is it phrased <b>present tense</b>?</i>
	<i>Does it use <b>affirmative language</b>?</i>
	<i>Does it create <b>vivid imagery</b>?</i>
	<i>Does it create the <b>right emotions</b>?</i>
	<i>Is it <b>powerful</b>?</i>
	<i>Is it <b>personal and meaningful</b>?</i>

<b>Psyching Up</b>	<b>Perseverance</b>	<b>Reframing</b>	<b>Reducing Stress</b>
<p>Slow is smooth, smooth is fast.</p> <p>I am aggressive and attack with ferocity.</p> <p>I am a PT animal and relentlessly attack each set.</p>	<p>I am resilient, tough, and thrive in adversity.</p> <p>I love challenges and testing myself—Bring it!</p> <p>I am best when the odds are stacked against me. I love a challenge.</p>	<p>I learn from setbacks and improve every day.</p> <p>I find it easy to let go of critics and my own self-criticism.</p> <p>I am in control of my thoughts, feelings, and actions.</p>	<p>I am strong, centered, and relaxed when things heat up.</p> <p>I see and use stressful situations as a challenge.</p> <p>I am calm and composed in the midst of chaos.</p>
<b>Physical Condition</b>	<b>Mental Skills</b>	<b>Ranger Tab</b>	<b>General</b>
<p>I ace the APFT every time I take it.</p> <p>I push myself to train at a high intensity — if it hurts, it's right for me!</p> <p>I take my meals as seriously as I take my workouts.</p>	<p>I take my recovery as seriously as I take my job.</p> <p>My confidence is mine and mine alone to protect.</p> <p>I am cool, calm, and confident during extreme stress.</p>	<p>I make smart decisions to protect my body and stay healthy.</p> <p>When things get tough, I suck it up and drive on.</p> <p>I am always mindful of my resources and conserve them.</p>	<p>I am important and worthy of respect.</p> <p>I take pride in myself and my accomplishments.</p> <p>I lead from the front and act as a role model for my Soldiers.</p>

## Practical Exercise

### Recognizing Belief Statements

Circle or underline the Belief Statements in the creed that apply to you.

#### **Soldier's Creed**

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert, and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

#### **Army Civilian Corps Creed**

I am an Army Civilian, a member of the Army Team.

I am dedicated to our Army, our Soldiers, and Civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army.

I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

How does the Army use creeds? What makes them so powerful?

## Practical Exercise

### Constructing and Using Belief Statements

1. Identify an area of your professional life in which you want to be at your best.

Example: I want to be professional at all times.

**Construct a powerful, personal, and meaningful Belief Statement using the checklist below.**

Example: I am what right looks like.

2. Identify an area of your personal life in which you want to be at your best.

Example: I want to be a strong parent and spouse.

**Construct a powerful, personal, and meaningful Belief Statement using the checklist below.**

Example: My actions inspire my kids to want to grow up to be like me.

3. Identify a present weakness you wish to overcome.

Example: I have a hard time controlling my frustration when things don't go as I had planned.

**Construct a powerful, personal, and meaningful Belief Statement using the checklist below.**

Example: Even when things don't go as I planned, I stay levelheaded and adaptive.

Belief Statement Checklist	
	Is it phrased in <b>first person</b> ?
	Is it phrased <b>present tense</b> ?
	Does it use <b>affirmative language</b> ?
	Does it create <b>vivid imagery</b> ?
	Does it create the <b>right emotions</b> ?
	Is it <b>powerful</b> ?
	Is it <b>personal and meaningful</b> ?

4. Identify one or more deliberate, creative ways that you'll get mental reminders of your Belief Statement daily.

Example: Set as desktop background and use as my ringtone.

# Practical Exercise

Directions: Based on what you know about effective Priority Areas, Action Statements, and Belief Statements, edit this Goal Setting plan to make it more powerful and effective.



## GOAL SETTING WORKSHEET



Outcome Goal To get my associate's degree.

Priority Area I will be a more confident student.

Action Statements {  
I review my past successes before each class.  
I would like to score high on every test.  
I need to be successful from the beginning.

Belief Statements {  
The best students are confident.  
I am a top-notch scholar in every way.  
I always exceed the teacher's expectations.

Priority Area I gather support around me.

Action Statements {  
I update family and friends once a week.  
I reward my spouse for watching the kids.  
I use the tutoring program 2 times a week.

Belief Statements {  
When I win, my family wins.  
Don't be a loser.  
Fight for yourself, fight for your family.

Priority Area I create a study plan for success.

Action Statements {  
I review my notes for two hours, three nights a week.  
I will be prepared for every class.  
I will try to monitor my progress.

Belief Statements {  
Each day I'm closer to the diploma.  
I am the ultimate "tactical student."  
Someday, it will all fall into place.

Priority Area I want to be physically fit.

Action Statements {  
I run for 20 minutes as a study break.  
I will eat healthy foods to manage energy.  
I use tactical breathing before every class.

Belief Statements {  
Top fitness means top grades!  
Leverage the mind-body connection.  
Don't give up training or you'll flunk.

What image will you use as a background for this goal sheet daily? How will you trip over this goal sheet daily?

# Set and Pursue Short-Term Goals



Now, it's time to get down and dirty with Goal Setting. You've already identified a personally meaningful Outcome Goal, corresponding priorities, and both Action and Belief Statements for each priority area.

It is both unrealistic and impossible to achieve every Action and Belief Statement on the goal plan every day. So, we must ensure we set at least one daily goal that directs effort to some aspect of the goal plan by answering, "What will I do right now?"



The vision you identified during Step 1 may take months or even years to realize, and to keep yourself excited and energized through this time period, short-term goals are critical to your success. Setting and achieving short-term goals provides you with immediate feedback. If your actions are not producing change then you will know it is time to rethink them.

There is no short-term goal more important than the one you make for today. The present moment is the only place where you have any true control, which means that your personal life and your Army career are nothing more than the sum of all of your "todays." Going to PT each morning with a specific goal in mind, such as completing every repetition of every exercise with complete focus, or hitting your target split times for each mile, means you have a purpose for that session. "Purpose" is another word for "intent," and this "intent" is what makes "intensity" possible.

## **DAILY GOAL = PURPOSE = INTENT = INTENSITY!**

The most effective use of this technique involves setting both an Action Goal and an Attitude Goal for each day. These should be directly relevant to some aspect of your larger goal plan. A blend of the right actions and attitudes helps you consistently do the right things while focusing on the state of mind that will help you reach your long-term goals. Record these daily in a planner, green book, cell phone note section, etc.



# Commit Yourself Completely



## These are Your Force Multipliers!



Align what you want with what you do

Keep your eyes on the mission and your mind on the task

Leverage a "Battle Buddy"

Create ways to trip over your goals daily!!!

What strategies might you adopt to keep your goals present in your mind? Be creative ...

Example: Post my goals on my fridge so I can see them daily.

Use my goal sheet as a computer screensaver.

Ask my friends and family to remind me.

### KEY POINTS



- Sacrifice, discomfort, and setbacks are a part of the process. Do not let them erode your confidence and motivation!
- Find creative and strategic ways to post your goals so that you trip over them every day.
- Share your goals with team members and loved ones. They will reinforce your successes and hold you accountable when you're tired or distracted.

*"The difference between being involved and committed is like the difference between the pig's contribution and the chicken's contribution to a ham and eggs breakfast— the chicken is involved, but the pig is committed."*

*~Martina Navratilova, World Champion tennis player*

# Your Personally Meaningful Outcome Goal

## Priority Areas (one to four or more):

- At least one Summary Statement, unit motto, or relevant quote to motivate you.
- Three to five Action Statements for each priority.
- Three to five Belief Statements that complement your Action

### I am the Complete Warrior

#### Caring Father and Role Model for Son

- I play with my son at least one hour every day.
- I use positive and meaningful language when I communicate with him.
- I develop my son's self-esteem by making him feel loved, accepted, and encouraged.
- I read books or sing to him every day.
- I teach him about ethics and morality.
- My son and I have a strong and unbending relationship.

#### Strong and Supremely Fit

- I lift weights four times a week and hit every body part at least once a week.
- I lift with superior form, focus, and explosiveness.
- I conduct cardio training three times per week.
- I stretch after every workout for recovery purposes.
- I am powerful as an ox.
- I push through the burn.

#### Compassionate and Dedicated Husband

- I always treat my spouse with respect.
- I tell my spouse I love her every day.
- I show my appreciation to my spouse and commitment to my family every day.
- I openly communicate with my spouse in regards to our experiences and feelings.
- I stay relaxed when I am with my spouse.
- I spend two weeks on vacation with my family.

#### Best Officer in Year Group

- I lead by example, seizing the moral high ground.
- I check my baggage at work and give 100 per cent.
- I am a determined, dedicated, humble, and attentive leader.
- I remain focused and vigilant until the battle is won.
- I treat all my Soldiers with respect and dignity.
- I am strong enough to handle success and criticism.

# Continually Monitor Your Progress



Every day, you are given the opportunity to ask yourself, “Am I getting closer to what really matters to me?” This question can only be answered if you keep your eyes open and monitor your progress. Are you in fact getting closer? Is your action plan paying off? Are you recognizing your improvements and forward progress? Examining your progress is as important as making progress.

## KEY POINTS

- Track your goal progress daily and weekly, celebrate even the smallest victories, and identify new strategies in overcoming sticking points.
- Focus on your goal successes weekly to build motivation and confidence.
- Focus on your goal setbacks weekly to adapt and improve.
- Begin performance journaling. Spend a few minutes each day reflecting on the thoughts and actions that helped and hurt your goal progress.

## PERSONAL GOAL EVALUATION

This form requires your dedicated attention for about 10-15 minutes at the end of the week. Record three things that went well related to your goals. Also, record two things you want to improve for the next week based on your progress and results.

List three “Confidence Builders” based on your performance this past week. Consider your goal successes and progress made towards your goal when listing these items.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List two “Competence Builders” based on your goal results from this past week. Consider areas that need improvement or more direct attention when listing these items.

1. \_\_\_\_\_
2. \_\_\_\_\_



# GOAL SETTING WORKSHEET



Outcome Goal To get my associate's degree.

Priority Area

I will be a more confident student.

Action Statements

- I review my past successes before each class.
- I would like to score high on every test.
- I need to be successful from the beginning.

Belief Statements

- The best students are confident.
- I am a top-notch scholar in every way.
- I always exceed the teacher's expectations.

Priority Area

I gather support around me.

Action Statements

- I update family and friends once a week.
- I reward my spouse for watching the kids.
- I use the tutoring program 2 times a week.

Belief Statements

- When I win, my family wins.
- Don't be a loser.
- Fight for yourself, fight for your family.

Priority Area

I create a study plan for success.

Action Statements

- I review my notes for two hours, three nights a week.
- I will be prepared for every class.
- I will try to monitor my progress.

Belief Statements

- Each day I'm closer to the diploma.
- I am the ultimate "tactical student."
- Someday, it will all fall into place.

Priority Area

I want to be physically fit.

Action Statements

- I run for 20 minutes as a study break.
- I will eat healthy foods to manage energy.
- I use tactical breathing before every class.

Belief Statements

- Top fitness means top grades!
- Leverage the mind-body connection.
- Don't give up training or you'll flunk.

What image will you use as a background for this goal sheet daily? How will you trip over this goal sheet daily?

# Graduate From Ranger School This Year

## Steadily increase my physical fitness

- I lift shoulders and back twice a week for 40 minutes, varying the intensity of each workout.
- I run five days a week, averaging a 7:15 pace for at least 40 miles per week.
- I swim at least once a week for 800 meters.
- I march with a 35-pound pack six or more miles weekly.
- I shoulder more than my share of the task, whatever it may be, more than 100 percent.
- “If you want to shine, you got to burn.”

## Conduct mental preparations

- I talk to other Rangers for guidance.
- I read the book, “No Excuse Leadership.”
- I keep a motivation tab in my patrol cap.
- I say the Ranger Creed daily.
- I can and have survived food and sleep deprivation.
- I am mentally alert, physically strong, and morally straight.
- My intestinal fortitude is rock solid and unwavering.
- “All I need now is to want it bad enough!”

## I practice Infantry-based Leadership

- I read a section from FM 3-21.8 at least three times weekly.
- I practice writing OPORDs.
- I carry the Ranger Handbook with me at all times.
- I am a technically and tactically competent team player who makes my battle buddies successful.
- I know the basics of patrolling. I know the battle drills. I know troop leading procedures.
- Gallantly, I show the world I am a specially selected and well-trained Soldier.

## I stay healthy throughout my preparations

- I eat four healthy meals a day and stay hydrated by drinking two liters of water daily.
- I stretch before and after all workouts.
- I tend to my feet and deal with all blisters and hot spots before they become issues.
- My equipment is well-maintained; my boots are broken in and comfortable.
- I am fresh and injury free on report day.
- Ranger School begins long before Ranger School begins.
- Pain is temporary, the tab is forever.



## Best Drill Sergeant in My Brigade

### **I am an expert marksman and trainer**

- I attend AWG CATC training.
- I read all weapons FMs and TMs.
- I become the SME on the Engagement Skills Trainer.
- I use the BRM imagery CD.
- I continually research close quarters battle, refine shooting techniques, and develop new training techniques.
- I'm the go-to guy and a team player.
- I shoot expert every time.
- I am the best shot in the battalion.

### **I set the standard in PT**

- I max the APFT every time.
- I run 30 miles per week.
- I lift full body three times per week.
- I enter a race two times per year.
- I attain Combatives Level II certification.
- I become a proficient swimmer.
- I bring relentless intensity to every PT session.
- I am a PT animal and everyone knows it!

### **I lead Soldiers from the front**

- I conduct PT with Soldiers every day.
- I prepare fully for every class I teach.
- I use combat experience to motivate and to make training realistic and relevant.
- I help my Soldiers set goals, and I mentor them to achieve their goals.
- I am a dynamic leader and trainer.
- I am a compassionate leader with Soldiers who are struggling.

### **I continue to develop myself**

- I attend Sniper School.
- I earn Sgt. Audie Murphy Club by the end of the year.
- I take three college classes per year towards my bachelor's degree.
- I volunteer at my church.
- I maintain balance with my spouse and children.
- I learn something new every day.



## I Am Promoted to SSG by the End of the Year

### Increase my military and civilian education

- I attend WTC in March.
- I graduate WLC NLT mid April.
- I complete one correspondence course a week.
- I speak to an education counselor this week.
- I research different colleges and degree programs this weekend.
- I enroll in a criminal justice program ASAP.
- I take at least two college courses each semester.
- “Study hard today. Play hard tomorrow.”

### Increase physical fitness

- I run at least two miles on Tuesdays, Thursdays and Saturdays after work.
- I do an upper body workout on Mondays.
- I do a lower body workout on Wednesdays.
- I do an abdominal workout on Fridays.
- I limit fast food to once a month.
- I drink at least six bottles of water daily for hydration.

### I develop my leadership skills

- I focus on teaching, coaching, and mentoring my Soldiers every day.
- I develop my counseling skills by reviewing FM 6-22, Appendix B once a month.
- I take on one new responsibility each month.
- I give my Soldiers one new responsibility each month.
- I review my Soldiers’ performances when given a new responsibility each month.

### I expand my military knowledge

- I study one section from the Army Study Guide every evening.
- I read FM 6-22 (Army Leadership), and ADP 7-0 (Training Units and Developing Leaders), in the next four months.
- I study one warrior task or battle drill per week.
- I learn about one Army program a day.

\* “Hit ‘em hard, hit ‘em fast!”

# My Deployment Plan

## My body is healthy

- I attend three exercise classes a week to help release stress.
  - I eat a well-balanced diet including whole grains and four servings of fruits and vegetables each day.
  - I follow a sleep routine consisting of eight hours each night.
  - I try a new type of fun exercise one day per week.
- \* “I become healthier, stronger, and empowered.”
- \* “I am healthier than I was yesterday.”
- \* “This is my time!”

## My heart is devoted

- I create a gratitude board for my family to share three things to be grateful for each day.
  - I give support and compassion to my spouse.
  - I provide strength and comfort to my kids.
- \* “A strong family is a strong future.”
- \* “My pride and devotion carry me through all challenges.”
- \* “I am a role model within my family.”

## My Mind is resilient

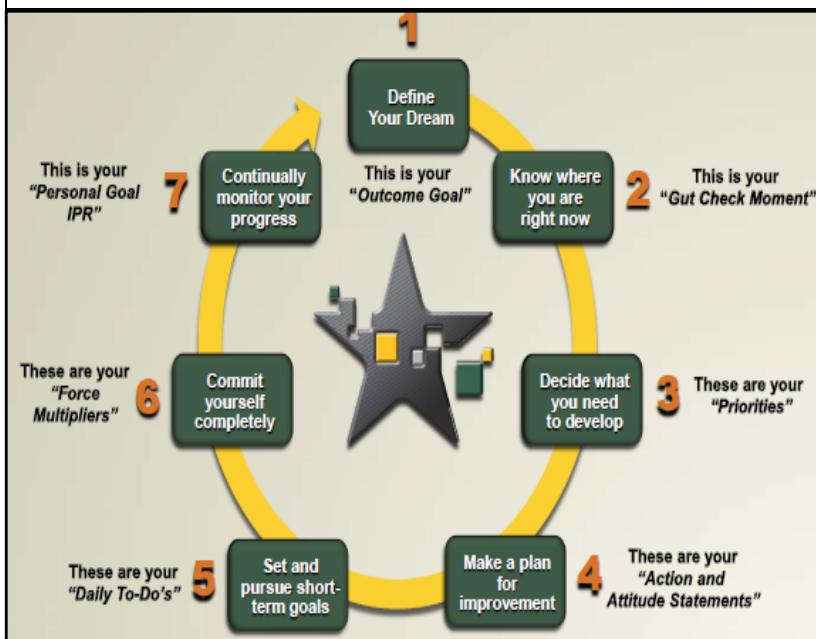
- I set and evaluate goals as new challenges arise.
  - I practice relaxation with complete focus and intention daily.
  - I use meaningful cues to help refocus my priorities and maintain a strong sense of self.
  - I reach out to my social support daily.
- \* “My goals and cues make me more resilient every day.”
- \* “I am calm and able to tackle any challenge.”
- \* “I am a strong support to my family and community.”

## My spirit is unbreakable

- I work every day to build a powerful self image.
  - I remain patient with myself knowing that I cannot control everything.
  - I focus on being aware of the needs of others and am available to help.
- \* “I am grateful for the positive aspects of my life and reflect on these things each day.”
- \* “I appreciate strengths today.”
- \* “Three strikes and I am NOT out.”



# Family Goal Setting: Setting Your Sights on the 300-m Target



## KEY POINTS

Goal Setting is a process that builds upon itself, as indicated in the model above. This process encourages action and constantly changes as you change. As the Chinese proverb states, "Be not afraid of going slowly, be only afraid of standing still."

Science has shown that Goal Setting is the most effective performance-enhancing strategy available to Soldiers and families.



# Start From the Beginning: Define Your Dream



**You must define a powerful and personally meaningful family dream goal.**

Think of it as your objective. Start by thinking about how it affects you:

Create a new family tradition.

- Does it give you goose bumps when you envision it?
- Does it send chills down your spine when you think about achieving it?

Begin to define your family dream. Ask yourself the following questions and be sensitive to the first thought or image that pops into your mind. This is a challenging yet crucial first step, because it requires you to think creatively about what is really important to you. Your responses will be used to develop your Outcome Goal and its timeline.

1. As an Army Family, what accomplishments or achievements would be worth your very best effort?

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2. For this year, what would you pursue as a family if everything fell perfectly into place?

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3. Looking beyond your time as an Active Army family, how do you want your family to be remembered?

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4. **Values:** What's most important to you. List three values that are most important to you.

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**Values are linked to your goals which make them powerfully more meaningful to you!**

# Know Your Status Now: Try a Gut Check



A Gut Check requires brutal objectivity.



*This is where reality sets in. The time for dreaming big must be balanced with an objectively honest self-analysis about where your family is at this very moment, what assets you have to leverage, and what limitation are standing in your way.*

1. Where are you right now in your desire to being a healthy, resilient Army Family?

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2. What strengths do you possess that will help you accomplish your Outcome Goal? Are you patient and kind with one another?

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3. What skills and qualities are needed to accomplish your Family Goal?

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4. What kinds of obstacles or challenges will likely get in your way?

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5. Do your personal values match your desired goal?

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# What Next?

## Define Your Big Rocks



### Decide What You Need To Develop.

At this point, you have two important pieces of information: (a) the dream and corresponding Family Goal — where you want to go — and (b) the reality — where you are now. To achieve your Family Goal, there are some main areas of your life that will require immediate attention and improvement. These will become your “Big Rock” priorities.

To begin closing the gap between where you are and where you want to go, you’ll have to focus your energy and effort on the activities and thoughts that will have the greatest benefit. You can identify these by answering the question: “What main areas of our family life do we need to develop to make our dream come true?”



“Spending More Family Quality time Together” provides a simple example of setting priorities. Priorities might include (a) marking on a calendar specific days and times of the week to spend together, (b) letting the kids have more of a say — what takes place in family time, and (c) making family time fun and something to forward to.

For your Outcome Goal, identify three or four “Big Rock” priority areas and record them on page 63. These priorities will direct your effort, energy, and attention to the right things to maximize goal success. Make an honest assessment of where you need to focus your time and energy.

#### KEY POINTS

- **Priorities focus on larger, more general areas of your life that require your attention.**
- **Focus attention on current priorities you can improve starting now.**
- **For additional ideas, review your answer to the previous question, “What family skills and qualities are needed to accomplish my goal?”**



Family Exercise  
**What Does It Mean to Put the BIG Rocks  
First?**



Your Big Rocks are the most important things you will need to do the next week and month such as:

- Spending time with the kids
- Paying the Bills
- Getting ready for the promotion board
- Family Readiness items such as:
  - Updating your SGLI
  - Updating your Power-of-Attorney

Your little rocks are less important things in your life and may tend to get in your way of taking care of the BIG rocks such as:

- Watching T.V.
- Playing your favorite video game
- Surfing the Internet
- Putting minor details of your job ahead of family time.

My BIG Rocks for next week and month are:

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My Small Rocks for next week and month are:

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*Never forget to keep quality family time as a big rock for your family, and to pick it up when you need to. In the Army, sometimes you may not get a lot of time with them, but when you do, it must be the best time.*

## Creating Special Family Moments



Remember a time when you had a special or fun time with a family member.

My special memory is:

Create a new special time or experience with a family loved one.

I want to spend time doing \_\_\_\_\_  
\_\_\_\_\_ with \_\_\_\_\_.

Remember a wonderful tradition you had with your family growing up.

A past family tradition was:

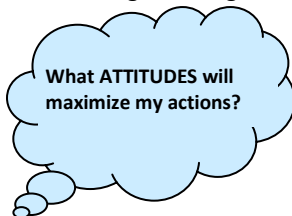
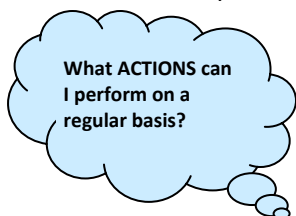
Create or a new family tradition.

A new Family tradition I will start is:

# Plan for Steady Improvement



Once priorities are set, the next step is to identify the specific actions you will take in addressing them, as well as the attitude you will bring to the actions. Both are necessary to bring about meaningful change.



Choose SMART actions:

Specific  
Measurable  
Attainable  
Realistic  
Timed



Choose attitudes that are:  
Powerful  
Personal  
Present tense

- 1. What can I do on a regular and perhaps daily basis to address each of my chosen priorities to make my dreams come true?**

*For example, if one of your priorities is to improve your marriage, then a key action might be, "I go out of my way to do something special for my spouse once a week." Now, turn to your Goal Setting Worksheet and identify two or three Action Statements that will help you accomplish each Priority Area, which in turn will make achieving your Outcome Goal possible. (See page 44 for examples of Action Statements).*

- 2. What must I believe about myself and my performance as I take these actions?**

*Create powerful Belief Statements that describe what you want to achieve as a result of your actions, but phrase them in present tense, as if you already have achieved them. These Belief Statements intensify your actions. Now, turn to your Goal Setting Worksheet and identify two or three Belief Statements for each Priority Area. (See page 46 for examples of Action Statements).*

## Practical Exercise

### Constructing and Using Belief Statements

1. Identify an area of your professional life in which you want to be at your best.

Example: I want to have a resilient Family at all times.

Construct a powerful, personal, and meaningful Belief Statement using the checklist below.

Example: We are what a resilient Family looks like.

2. Identify an area of your personal life in which you want to be at your best.

Example: I want to be a strong parent and spouse.

Construct a powerful, personal, and meaningful Belief Statement using the checklist below.

Example: My actions inspire my kids to want to grow up to be like me.

3. Identify a present weakness you wish to overcome.

Example: I have a hard time controlling my frustration when things don't go as I planned.

Construct a powerful, personal, and meaningful Belief Statement using the checklist below.

Example: Even when things don't go as I planned, I stay level-headed and adaptive.

4. Identify one or more deliberate, creative ways that you'll get mental reminders of your Belief Statement daily.

Example: Set as desktop background and use as my ringtone.

Belief Statement Checklist	
	Is it phrased in <b>first person</b> , or third person for a Family?
	Is it phrased <b>present tense</b> ?
	Does it use <b>affirmative language</b> ?
	Does it create <b>vivid imagery</b> ?
	Does it create the <b>right emotions</b> ?
	Is it <b>powerful</b> ?
	Is it <b>personal and meaningful</b> ?



## Practical Exercise

### Recognizing Belief Statements

Circle or underline the Belief Statements in the creed that apply to you.

#### **Soldier's Family Creed**

I am an Army Strong Family

I am a Warrior and a member of a team. I serve my Family and live the Army Values.

I will always place the Family first.

I will never accept defeat.

I will never quit.

I will never leave a Family member behind.

I am disciplined, physically and mentally resilient, trained and proficient

in my Family tasks and drills. I always maintain my Family,

my priorities and myself.

I am an expert, and I am a professional.

I stand ready to deploy, engage, and destroy the enemies that vie to stand in the way of my Family being strong and resilient.

I am a guardian of my Family and our way of life.

I am an Army Strong Family.

How does the Army use creeds? What makes this creed so powerful?

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# Set and Pursue Short-Term Goals



Now, it's time to get down and dirty with Goal Setting. You've already identified a personally meaningful Family Goal, corresponding priorities, and both Action and Belief Statements for each priority area.

It is both unrealistic and impossible to achieve every Action and Belief Statement on the goal plan every day. So, we must ensure we set at least one daily goal that directs effort to some aspect of the goal plan by answering, "What will I do right now?"



The vision you identified during Step 1 may take months or even years to realize, and to keep yourself excited and energized through this time period, short-term goals are critical to your success. Setting and achieving short-term goals provides you with immediate feedback. If your actions are not producing change then you will know it is time to rethink them.

There is no short-term goal more important than the one you make for today. The present moment is the only place where you have any true control, which means that your personal life and your Army career are nothing more than the sum of all of your "todays." Going into each specialized family time with a specific goal in mind, such as playing ball with your son with complete focus, or watching your little girl dance and sing before you with no distractions, means you have a purpose for that session. "Purpose" is another word for "intent," and this "intent" is what makes "intensity" possible.

## **DAILY GOAL = PURPOSE = INTENT = INTENSITY!**

The most effective use of this technique involves setting both an Action Goal and an Attitude Goal for each day. These should be directly relevant to some aspect of your larger goal plan. A blend of the right actions and attitudes helps you consistently do the right things while focusing on the state of mind that will help you reach your long-term goals. Record these daily in a planner, green book, cell phone note section, etc.



# GOAL SETTING WORKSHEET



Outcome Goal \_\_\_\_\_

Priority Area

Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

What image will you use as a background for this goal sheet daily? How will you trip over this goal sheet daily?



# GOAL SETTING WORKSHEET



Outcome Goal \_\_\_\_\_

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Action Statements

Belief Statements

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Outcome Goal \_\_\_\_\_

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Outcome Goal \_\_\_\_\_

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# GOAL SETTING WORKSHEET



Outcome Goal \_\_\_\_\_

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Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

What image will you use as a background for this goal sheet daily? How will you trip over this goal sheet daily?



# GOAL SETTING WORKSHEET



Outcome Goal \_\_\_\_\_

Priority Area

Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

Priority Area

Action Statements

Belief Statements

What image will you use as a background for this goal sheet daily? How will you trip over this goal sheet daily?

## Helpful Websites

### Army Behavioral Health

<http://www.behavioralhealth.army.mil/>

### Comprehensive Soldier Fitness

<http://csf.army.mil/>

CSF ERMC: Army Center for Enhanced Performance:

GAT: <https://www.sft.army.mil/>

ACEP: <http://www.acep.army.mil/index.php/Home>

<http://www.army.mil/csf>

CGSC Student Blog: Why Comprehensive Soldier Fitness?

CSF Brochures:

[http://csf.army.mil/downloads/csf\\_brochure.pdf](http://csf.army.mil/downloads/csf_brochure.pdf)

[http://csf.army.mil/downloads/CSF\\_Family\\_Fit.pdf](http://csf.army.mil/downloads/CSF_Family_Fit.pdf)

CSF Brand Toolkit: [http://csf.army.mil/downloads/CSF\\_Brand\\_Toolkit.pdf](http://csf.army.mil/downloads/CSF_Brand_Toolkit.pdf)

### Fort Benning Homepage

<https://www.benning.army.mil/>

### Fort Benning CSF PREP

[www.benning.army.mil/csfprep](http://www.benning.army.mil/csfprep)

### MACH Department of Behavioral Health

<http://www.martin.amedd.army.mil/meddepts/dbh.htm>

### Mental Health Screening

<http://www.mentalhealthscreening.org/>

### Military Mental Health Organization

<http://www.Mentalhealthscreening.org>

### National Center for Post Traumatic Stress Disorder

<http://www.ptsd.va.gov/>

### National Depression Screening Day

<http://www.militarymentalhealth.org>

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For more information about Comprehensive Soldier Fitness,  
go to

<http://csf.army.mil/>

CSF2 Program Manager: Mr. Sam Rhodes 706-545-6033

CSF2 Program NCOIC: SSG Walker 706-626-8560

CSF2 Support Specialist: Mrs. Williams 706-545-0236

Enhanced Performance Site Manager:

Mr. Brown 706-626-8561

For a Soldier Fitness Tracker go to

<https://www.sft.army.mil>



### 5 PILLARS OF COMPREHENSIVE SOLDIER AND FAMILY FITNESS



GAT



MRT



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Videos



CSF2 Program  
Overview Video

<https://www.sft.army.mil/>

# Free Goal Setting App Available for Download

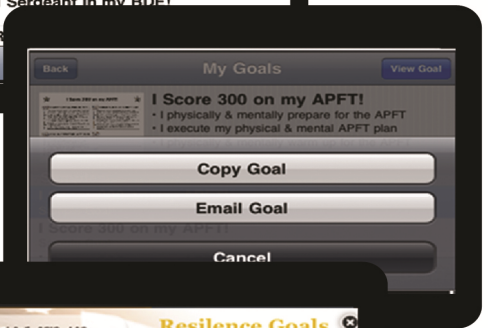
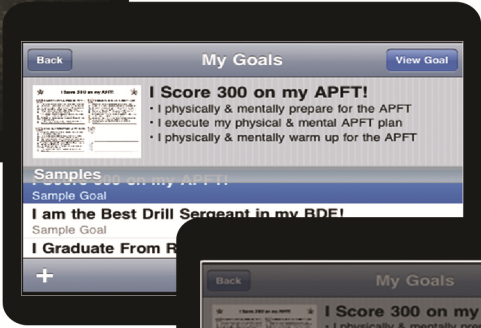
- Videos
- Goal Setting Tools
- Web Links
- Practical Exercises
- Comprehensive Soldier Fitness



Go to App Store on your iPhone or iPad and search for "Goal Setting-Comprehensive Soldier Fitness" and Download!



Go to Android Market on your Droid and search for "Goal Setting-Comprehensive Soldier Fitness" and Download!



You can also open iTunes on your computer, click iTunes Store and type in "Goal Setting-Comprehensive Soldier Fitness."

