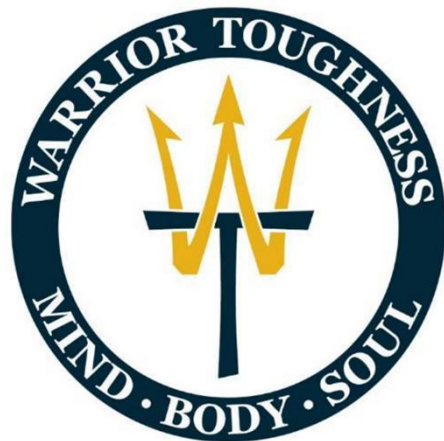




Warrior Toughness Discussion Guide



Warrior Toughness

What is Warrior Toughness? In the Navy, we never know when we will experience life-threatening situations. It may be responding to a natural disaster as part of a humanitarian assistance/disaster relief task force, combating terrorists or piracy, force on force at sea or ashore, or fighting to save the ship after a fire or flooding. We expect our service members to stand and face the threat. We expect them to save their ship. After all, we “Don’t Give Up the Ship.” But many forget the second phrase of this iconic saying, and with the return of great power competition, it might be time to bring it back to the forefront: “Fight her till she sinks.” The point is that toughness always has been part of our DNA, and it is our duty to develop the most efficient and effective way of building up our foundations of toughness.

We also have seen that beyond the battlefield and operational deployments, our sailors often face the potentially debilitating effects of stress, while struggling to find a realistic work–life balance or reintegrate into their families’ lives after months away from home. Sailors need to face personal stressors with the same capacity for toughness that they apply to their professional lives—a stable home life allows us to focus on our mission. We owe our sailors tools that can be used at sea and on the battlefield as well as in aspects of their everyday lives.

Warrior Toughness is an evidence-based, holistic initiative that strengthens the spiritual, mental, and physical toughness of our Sailors. It consists of performance psychology skills, mindfulness, character development, and a Warrior Mindset developed by Navy SEALs. The trained warrior will keep fighting after taking a hit, perform under pressure, and excel in the daily grind.

We use a set of specific tools to ingrain the Warrior Toughness in the Fleet.

1. **Warrior Mindset:** The Warrior Mindset is the linchpin of the mind, body, and soul framework. It comprises four elements: commitment, preparation, execution, and reflection.
2. **Character Development:** Character plays a compelling role in the transformation from civilian to sailor. Values, morals, and ethics are part of sailors’ vernacular, and they play an important role in fostering toughness. The Warrior Toughness character development is rooted in the Navy’s Core Values (Honor, Courage, and Commitment) and the Core Attributes (Toughness, Accountability, Initiative, and Integrity). Harnessing the Sailor’s character development through Warrior Toughness and discussion and reflection on the values, beliefs, and principles that guide us individually and collectively.
3. **Applied Psychological Exercises:** A wealth of evidence demonstrates the benefits of *mindfulness* and psychology for emotion regulation and performance. Performance psychology incorporates the following skills: Goal setting, Self-talk, Mental Rehearsal and Energy Management.

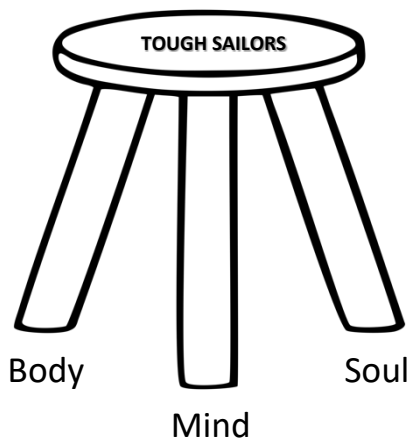
1. WARRIOR MINDSET

Warrior Toughness requires development of the Mind, Body, and Soul. Think of the sailor's toughness as a three-legged stool, with each leg representing one of these facets. Over-development, or under-development of one leg, while neglecting the others leads to an unstable stool that cannot perform well under stress.

We train the mind by learning our job-related skills and through the dedicated commitment to our craft. Additionally, we utilize performance psychology techniques to ensure that we are competent at our jobs and can perform to the best of our abilities under stress. These techniques have been proven to be effective throughout a variety of professions. The more we practice and appropriately apply these techniques, the better our confidence and success.

We train the body through PT. We place a demand or stress on the body through physical conditioning, proper rest, and diet. This conditioning must translate directly to being able to perform your job. We must be physically capable to perform when things don't go our way and when environments and circumstances are harsh. We do not train for easy circumstances and for when things go as planned, but for the worst-case scenarios and conditions. This is the mentality we must have as warriors.

We train the soul through character development. It is imperative that we adhere to a belief system that is in line with the Navy Core Values and inspires us to act with honor, courage, and commitment. We also need to be aware that when we knowingly make self-destructive decisions, our character takes a hit, our soul or self-worth takes a hit, and we become desensitized to doing what is wrong and in contradiction to our values as a Navy.



Case Study: USS MASON

On 09 October 2016, USS MASON was cruising off the coast of Yemen. The MASON's job is to knock missiles out of the sky. They are trained and drilled daily at doing their job. One day, while Yemen was in the midst of civil war, one of the warring sides decided to launch a missile at the USS MASON.

Discussion: Use the following questions to foster discussion.

- What things might you be thinking if there was a missile coming at your ship?
- What might you feel if there was a missile inbound to your ship?

If you are going to survive and thrive in this situation, you need something key: Toughness

How can we train toughness? We use the *Warrior Mindset* to train the Mind, Body, and Soul.

The **Warrior Mindset** consists of the continuous cycle of Commitment, Preparation, Execution, and Reflection. It prepares the warfighter to meet the challenges of working in hazardous and stressful environments of all Naval Occupations with maximum performance.

Commitment: The core of the commitment phase of the Warrior Mindset Continuum is determining your WHY and PURPOSE. We need to ask ourselves questions like: Why did I join the Navy? What are my personal values and beliefs? What inspires me to adhere to the Navy Core Values? Furthermore, commitment requires the proper *discipline* and *motivation*. Discipline is doing what needs to be done regardless of the circumstances or how you feel. Motivation is the feeling that inspires one to act and initially commit to something. Motivation comes easy, but this goes first when times get tough, and it is your commitment that will see you through adversity.

Preparation: We need to have the discipline and training to ensure that when we fall back on that training or preparation that it is sound enough to get us through that combat or high-stakes situation. “We don’t rise to the occasion; we fail to the level of our training.” Brilliant on the basics. Calculated response but a trained reaction once chosen. Preparation is how we overcome adversity and approach challenges.

Execution: This is where our commitment, training, and preparation are tested as a coordinated unit. This is where all your training and commitment comes into play. Proper execution requires calculated responses, mental flexibility, and acute prioritization and performance.

Reflection: Disciplined and professional post event procedures. This is a process of learning valuable lessons from our mistakes so that we do not (repeat them) make the same mistakes in the future. This should be done as a group and as an individual practice. Hold disciplined and professional post event debriefs. Individual reflection is where we ask ourselves the hard questions to keep ourselves accountable. It is important not to dwell on failure or negativity but address quickly and productively and move on.



Discussion: Use the following questions to foster discussion.

- What commitments brought you to _____?
- What did you do to prepare for _____?
- How well are you executing tasks for _____?
- What have you learned so far about yourself?

2. CHARACTER DEVELOPMENT

We must develop our character to be aligned with the Navy Core Values of **Honor, Courage, and Commitment**, and the Navy Core Attributes of **Integrity, Accountability, Initiative, and Toughness**. We may all hold our own personal values, but ultimately, as sailors in the United States Navy, we must strive to always align these with the Core Values and Attributes.

US Navy Core Values

HONOR: "I will bear true faith and allegiance ..." Accordingly, we will: Conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates; Be honest and truthful in our dealings with each other, and with those outside the Navy; Be willing to make honest recommendations and accept those of junior personnel; Encourage new ideas and deliver the bad news, even when it is unpopular; Abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word; Fulfill or exceed our legal and ethical responsibilities in our public and personal lives twenty-four hours a day. Illegal or improper behavior or even the appearance of such behavior will not be tolerated. We are accountable for our professional and personal behavior. We will be mindful of the privilege to serve our fellow Americans.

COURAGE: "I will support and defend ..." Accordingly, we will: have courage to meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult; Make decisions in the best interest of the navy and the nation, without regard to personal consequences; Meet these challenges while adhering to a higher standard of personal conduct and decency; Be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way. Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

COMMITMENT: "I will obey the orders ..." Accordingly, we will: Demand respect up and down the chain of command; Care for the safety, professional, personal and spiritual well-being of our people; Show respect toward all people without regard to race, religion, or gender; Treat each individual with human dignity; Be committed to positive change and constant improvement; Exhibit the highest degree of moral character, technical excellence, quality and competence in what we have been trained to do. The day-to-day duty of every Navy man and woman is to work together as a team to improve the quality of our work, our people and ourselves.

US Navy Core Attributes

INTEGRITY: Our behaviors as individuals and as an organization align with our values as a profession. We actively strengthen each other's resolve to act consistently with our values. As individuals, as teams, and as a Navy, our conduct must always be upright and honorable both in public and when nobody's looking.

ACCOUNTABILITY: We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we're trying to solve and the proposed outcomes. In execution, we honestly assess our progress and adjust as required – we are our own toughest critic.

INITIATIVE: On their own, everybody strives to be the best they can be – we give 100% when on the job. Our leaders take ownership and act to the limit of their authorities. We foster a questioning attitude and look at new ideas with an open mind. Our most junior teammate may have the best idea; we must be open to capturing that idea.

TOUGHNESS: We can take a hit and keep going, tapping all sources of strength and resilience: rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families. We don't give up the ship.

Toughness

“Never give in, never give in, never, never, never, never—in nothing, great or small, large or petty—never give in except to convictions of honor and good sense. Never yield to force; never yield to the apparently overwhelming might of the enemy.”- Winston Churchill

Toughness is the ability to perform under pressure, take a hit and keep going, and keep it up through the day-in-day-out grind.

TOUGHNESS: We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight.

Toughness as a concept stands at the core of Warrior Toughness as a whole. Knowing who you are, what you do, and why you do what you do is foundational to being tough. This understanding of oneself is the strength and depth of character that gives the motivation and determination necessary to maintain faithfulness to one's commitments, beliefs, and values in the face of adversity and in the daily grind. Developing toughness requires reflection and a deep understanding of oneself.

If you are tough, you are resilient. You can be resilient, but not tough.



Case Study: The Collision on the USS FITZGERALD

USS FITZGERALD struck another ship (the CSX Crystal) about 0900 on June 17, 2017. It struck the Crystal, a ship that was roughly 10 times its size and weight off the coast of Japan. Virtually no damage was done to the larger ship, but a hole was ripped into the FITZGERALD beneath the waterline, right in a berthing. Survivors reported that within 30 seconds the berthing was filled with waist-deep water, and by 60 seconds, the water was chest deep and large items were floating around, like wall lockers and mattresses. Seven Sailors died that night.

Discussion: Use the following questions to foster discussion.

- If toughness is “perform under pressure” “take a hit and keep going” and excel in the “day-in and day-out grind”, let’s identify the toughness needed in this situation. What was the pressure down in berthing that these sailors had to perform under?
- How about the hit? What kinds of hits did the Sailors take?
- What about the grind? What day-in and day-out difficulties were on the Sailors working under that they had to overcome?

Some additional information: Because the Sailors were tough, they fought the ship, fought the sea, and saved their ship. They didn’t get knocked out of the fight. They calmly lined up and evacuated the flooding compartments. They grabbed shipmates out of the water, some of whom were sure that they were going to die. They were tough in body, mind, and soul.

- What kind of body toughness did they have?
- What kind of mental toughness did they have?
- How about soul toughness? What soul toughness did they exhibit?

We are building toughness in you to ensure that, should something like this happen on your watch, you will be ready and able to respond. We are training you in body, mind, and soul to give you what you need to save your ship.



Integrity

“The integrity of a society or a group is approximately equal to the lowest common denominator of its people. When the standards are lowered for an individual, the standards of the group or society to which the individual belongs are lowered. Sometimes standards are raised in groups, but more frequently there is a gradual disintegration of the standards.” – Admiral Arleigh Burke

INTEGRITY: Our behaviors as individuals and as an organization align with our values as a profession. We actively strengthen each other’s resolve to act consistently with our values. As individuals, as teams, and as a Navy, our conduct must always be upright and honorable both in public and when nobody’s looking.

Ultimately, integrity is our ability to adhere to our Core Values and is demonstrated by our Core Attributes. The foundational values are those values by which we live. They are derived from several sources: professional life (Navy Core Values), upbringing, spirituality, religion, connections we have made. We need to know our own values and why they are important to us. Your values determine your commitments and determine your character.

How can we help our sailors develop their values and align their personal values with the Navy Core Values?



Case Study: Fire aboard USS HUE CITY

In preparation for a 2014 deployment, sailors on the USS HUE CITY ordered 75 extra bales of rags for cleaning. This was to prevent having to order rags while underway or on deployment. In total, 235 total bales of rags had been ordered. When the rags arrived, there was no room in storage, so a working party, under the direction of a PO2, stowed the rags in a location he thought was appropriate. Unfortunately, this stowage location was located next to the exhaust uptakes. Engineering procedures require that all spaces are inspected, and fire hazards removed prior to the ship getting underway. This inspection was not properly performed. Three days into the underway smoke begins to fill the engine room. Within 19 minutes, there were reports of fires in five different spaces. The source of the fire was located and determined to be the rags stowed in the exhaust uptakes. The ship had to return from deployment and undergo \$23 million in repairs.

Discussion Use the following questions to foster discussion.

- Where did you see the sailors fail to act with integrity? (*Talking points: Cutting corners on the ordering, failure to properly inspect, nobody stood up and said this was wrong*)
- Where did you see the sailors act with integrity? (*Talking point: Firefighting efforts*)
- What could have been done to prevent this fire?
- Why can it sometimes be difficult to act with integrity?

Tie back into meaning and purpose

So what makes up “purpose and meaning” in life? **Physical and mental well-being:** Physical and mental well-being means not just taking good care of your body; it means taking care of your mind and spirit. This can be achieved, in part, through stress-reduction techniques and positive thinking and expectations.

Belonging and recognition: Belonging and recognition refers to feeling valued and validated and feeling like others “get” you. **Personally treasured activities:** Things you do that make you feel good – things that you do where it feels like you are in the moment and time flies by. **Spiritual closeness and**

connectedness: Spiritual closeness and connectedness can happen even if you do not have a religious practice. While religion can be part of spirituality, spirituality goes beyond religion.



Accountability

“One of the things that I truly love about being in the Navy is that we are a mission focused force. We set aggressive goals and stretch goals, and we hold ourselves accountable to achieve those goals. As part of our practice we are going to build in an assessment strategy so we can measure our progress toward our goals. And we have to be our own worst critic and make adjustments as required so that we can achieve those ends that we set about achieving.” – A Design for Maintaining Maritime Superiority

“I can imagine no more rewarding a career. And any man who may be asked in this century what he did to make his life worthwhile, I think he can respond with a good deal of pride and satisfaction: ‘I served in the United States Navy.’” – President John F. Kennedy

ACCOUNTABILITY: We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we are trying to solve and the outcomes to which we will hold ourselves accountable. In execution, we honestly assess our progress and adjust as required. We are our own toughest critic. Our leaders in command recognize the unique trust and confidence placed in them to operate independently. This is a profound responsibility.

To whom are we accountable? The basic answer for this comes from our Oath of Office or Oath of Enlistment. Inherent in our oath, from the moment we raise our right hand, is our dedication and commitment to being accountable to the Constitution of the United States. This an abstract and awesome source of accountability. The Oath of Enlistment contains the further source of accountability to the President of the United States and the officers appointed over us. Ultimately, this becomes a dedication of accountability to the American People. We are all accountable to the Constitution and the American People. From what else do we derive sources of accountability?

Before joining the Navy we were probably accountable to family, friends, religion, coaches, or any number of other sources. Once we swear our oath we are suddenly accountable to much more. How can we align our sources of accountability outside the Navy with our accountability to the Constitution and the People? How can we align our sources of accountability with the Navy Core Values?



Case Study: Dropped Round on USS CHUNG-HOON

The Topside Rover on USS CHUNG-HOON is on hour four of a five hour watch. The sailor is equipped with an M4 rifle, and M9 pistol, a flak vest, and other security gear. He is responsible for maintaining the physical security of the vessel and to respond in the case of any attack on the ship. He must remain vigilant throughout his watch. While the Topside Rover is looking out over the harbor, he leaned against a life line and accidentally depressed the magazine release button. The magazine fell on the deck, a round popped out, rolled off the deck, and fell overboard.

Discussion: Use the following questions to foster discussion.

- What are the opportunities here to hold oneself accountable?
- To whom/what are these sailors being held accountable to?
- What could have been differently in this situation? *(Talking point: Nothing really could have been done to prevent this from happening; it was an honest mistake. What matters here is how the sailor responded.)*
- What can the challenges to holding oneself, or others, accountable?

Additional information: The sailor immediately reported the dropped round to his supervisor. The dropped round was properly accounted for.



Initiative

“Never has a man reached his destination by persistence in deviation from the straight path” – Mahatma Gandhi

INITIATIVE On their own, everybody strives to be the best they can be – we give 100% when on the job. We strive to accomplish what needs to be done, even in the absence of direct orders. Leaders at all levels take ownership and act to the limit of their authorities. We foster a questioning attitude and look at new ideas with an open mind. Our most junior teammate may have the best idea; we must be open to capturing and implementing that idea.

Character provides us with the keys to proper initiative. Every situation we encounter provides us with an opportunity to take initiative. Our character guides us in making the right decisions at the right times. When we take action, we should consider the following:

Assess:

- Am I the right person to act?
- Do I have the skills needed?
- Will my action make things better or worse?

Strategic Thinking:

- What is the bigger picture?
- How will my actions affect others? What are the second and third order effects of my actions?

Character Based:

- How do these actions align with my values, and with the Navy Core Values?



Case Study: Attack on USS COLE

On 12 October, 2000, USS COLE pulled into harbor at Aden, Yemen for a refueling stop. They were planned to be in port for four hours. At around 1100 local time, a small boat – assumed to be a garbage barge – approached the COLE. Security forces were not concerned until the boat came directly alongside the ship. At that time, two men in the boat stood up, saluted, and proceeded to detonate some 600-700 pounds on explosives against the side of the ship. The explosion tore a 40x60 foot hole in the side of the ship. Closest to the explosion was the chow line, where numerous sailors were lining up for lunch. Seventeen sailors were killed and a further 39 were injured.

Discussion: Use the following questions to foster discussion.

- Where did sailors fail to take proper initiative?
- Where did sailors take proper initiative? *(Talking points: Use the framework of the above three guidelines to shape the discussion, damage control efforts, swift response to attack)*
- What could have been done to prevent this attack, or reduce the severity of it?
- What are some challenges to taking initiative?

Some additional information The CO of the COLE was highly motivated to make his team the best at damage control as possible. The ship had consistently drilled damage control throughout the underway and became highly trained and skilled at all damage control procedures. Additionally, when the COLE entered the 5th fleet AOR they were directed to implement 62 additional security procedures. Because they had only been in the 5th Fleet AOR for a few hours, they were unable to implement all 62 procedures. They implemented 31 of the additional procedures.

Using this additional information, how do your answers to the above questions change?



3. APPLIED PSYCHOLOGICAL EXERCISES

Mindfulness Exercises

Taking a holistic approach to toughness includes using mental tools to be able to perform at your best, responding (instead of reacting) to an unforeseen obstacle, and excelling in your everyday life. The science behind accomplishing this is called performance psychology. A wealth of evidence demonstrates the benefits of mindfulness and performance psychology for emotion regulation and performance.

Mindfulness is defined as “present moment awareness.” Exercises such as focused breathing, progressive muscle relaxation, body scan, and cognitive diffusion are practiced every day. After physical training, Sailors lower their heart rates, regulate their breathing, and improve their focus while in an elevated physiological state. At night, they reset.

Recalibrate This is a breathing exercise used to cultivate focus and improve performance.

- Inhale slowly through the nose for five seconds
- Exhale out through either the nose or mouth for seven seconds
- Repeat

Progressive Muscle Relaxation This is an exercise to improve mind-body connection and build mindfulness.

- Start by recalibrating and controlling your breathing-abdomen expands/inhale or contracts/exhale
- Tense and release different muscle groups and focus on the sensations
- It is normal for your mind to wander, but remember to refocus
- Start my tensing muscle groups in your head for five seconds while inhaling, and releasing for seven seconds while exhaling
- Progressively work down your body, through the neck, chest, arms, torso, legs, and feet

Body Scan During this exercise you will pay attention to sensations in your body. This exercise is used to improve mental toughness and mindfulness.

- Start by recalibrating and controlling your breathing
- Focus on different parts of your body, starting with your head and working your way down through your neck, back, chest, torso, arms, legs, ankles, and feet
- Focus on each part of your body for 30 seconds
- Whatever you notice in each part of your body, just observe; do not try to change it
- It is normal for your mind to wander, but remember to refocus

Mental Scan This is an exercise like body scan, but we are focusing on your mind, noticing whatever thoughts, feelings, and images come and go. This exercise can improve mental toughness and mindfulness.

- Start by recalibrating and controlling your breathing
- Bring your attention to your mind and any thoughts, images, or feelings that come up
- Think of this exercise as if you were standing on the sidewalk, watching the road. You watch the cars go by, but you don't follow them
- Notice your thoughts and they come and go
- Try to stay focused, but don't try to control your thoughts: just notice them

Performance Psychology Applied Exercises (Big Four)

Performance psychology involves incorporating goal setting, self-talk, mental rehearsal, and energy management.

Goal Setting Goals influence how we think, feel, and behave. They help us direct attention and focus behaviors, mobilize effort and increase persistence, and have the potential to alter our emotions. The three types of goals are:

- Outcome Goals. Aspirational, but hard to measure up to (*example: Sailor's creed, represent the fight spirit of the Navy. How can we measure up to this?*).
- Performance Goals. Defined targets to try to reach Outcome Goals. These goals should be SMART: Specific, measurable, attainable, relevant, and time-based (*example: excel at my job by finishing my quals by the end of next month*).
- Process Goals. Easiest to do and measure if progressing toward Performance Goals. These are the "nitty-gritty" daily/weekly goals (*example: study for 2 hours each day, meet with my mentor twice a week*).

You should set all three types of goals, goals should be positive, you should reward yourself for achieving goals, and hold yourself accountable for not. It can be helpful to write down your goals and tell others about them. Be wary about setting too many goals, or goals which are too lofty.

Mental Rehearsal This exercise is about imagining scenarios in your mind and using as many senses as possible to make it as realistic as possible. helps build or refresh skills that otherwise can be hard to in real life because of cost, time, or safety issues. Very often we cannot simulate the worst-case scenarios, such as realistic combat and mass casualty events. For example, we cannot just sever people's limbs just so the corpsman can practice doing triage and tourniquets. A good corpsman will practice mass casualty care in his mind to keep his skills fresh.

- Select actions that you know you must execute well, but you have low self-confidence in
- Do it someplace you will not be distracted
- Keep your mind calm and focused
- This may incorporate physical movements

Self-talk This is the constant narrative inside our heads. It can be about anything. In a stressful situation, self-talk can be detrimental if overly negative. However, self-talk, when performed *mindfully* can be hugely beneficial. Use of performance statements can help encourage positive self-talk. A Performance Statement is a statement that interrupts our doubtful, distracted thinking and keeps us in a better state of mind to perform. Performance Statements should be brief, specific, and improve confidence and motivation. *Example: Just do it!*

Energy Management During the execution phase of the Warrior Mindset cycle, there is an optimal amount of energy/arousal. Controlling your energy to best accomplish the task is vital. We need awareness, the idea that there is an ideal level of energy to be at for every task. Both too little and too much energy usually leads to poor performance.

DISCUSSION GUIDE

APPLICATION REFLECTION QUESTIONS (Scenarios can be found in “Ethics for the Junior Officer” or can be from personal or group experience.)

- What virtue/value can you identify that is being challenged?
- How does this issue make you feel? Has this ever happened to you? How did it make you feel?
- If you had someone to call for advice regarding this issue, whom would you call? Why? What advice would they give?
- What can you do today that will give you greater confidence than when you were tested or tempted? Will you stand firm and not violate this virtue/value?

SEA STORIES Your Sea Stories are an effective and interesting way to illustrate and validate your point. Do not waste your story.

A great Sea Story...

- Has a clear beginning
- Stays on point
- Does not celebrate any values contrary to the NCV
- Has a strong ending

SUMMARY

- We need to emphasize our *core values* and *attributes* today, particularly as you come aboard a warfighting vessel that will require much of you.
- It is important to stay connected to your personal core values, but what keeps us together as a team is our connection to the Navy’s core values and how we live the attributes ascribes.
- If you are true to your core, you will stretch and bend, but just as with planks and push-ups, the only way to complete your mission is to keep the core tough.
- Keeping your core tough requires deliberate and mindful training of the mind, body, and soul. Neglecting any one of these can lead to instability and failure during high stress situations.
- Tough sailors must be adept at using the Warrior Mindset in their approach to all tasks. The stages of Commitment, Preparation, Execution, and Reflection are all vital.
- Warrior Toughness is a skillset. It provides us with tools to approach difficult and stressful situations in our lives as sailors. It does not come for free. We must be mindful of our thoughts and bodies.
- We can develop mindfulness through the deliberate application of psychological exercises. Performance psychology is the science behind performing at your best in all manner of tasks.