



GRIT
STRENGTH THROUGH
RESILIENCE

2021

OPERATION GRIT TOOLKIT



ABOUT GRIT

USAFE-AFAFRICA's way to connect our Airmen to each other, to our USAFE-AFRICA heritage, and to the broader Air Force mission.

We are investing in our collective success by providing the time, tools, and resources to enhance personal and professional performance and promote a shared responsibility of Airmen taking care of Airmen.

DELIBERATE FOCUS

OPERATION GRIT has a deliberate focus on two significant protective factors for interpersonal and self-directed violence.

CONNECTEDNESS and SHARED SENSE OF PURPOSE

- CONNECTION - to the unit, our mission, and heritage
- PERSONAL PERFORMANCE - recognize and strengthen positive personal and professional behaviors
- SHARED SENSE OF PURPOSE - building on our shared identity as warrior Airmen and finding common purpose in our mission and values

FOLLOW US!



www.usafe.af.mil/GRIT/



OPERATION GRIT TOOLKIT

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Introducing

GRIT
STRENGTH THROUGH
RESILIENCE

OPERATION GRIT
TOOLKIT

This toolkit is an exclusive, customized, 12-month strategic calendar for OPERATION GRIT and the “Check 6 Discussion” tools. The goal of this toolkit is to equip Leadership with the powerful and proven resources needed to engage Airmen at all levels through meaningful, strategically-curated discussions that focus on the protective factors of connection, personal performance, and a shared sense of purpose. The materials will be distributed to USAFE-AFAFRICA leaders at all levels and published to our OPERATION GRIT public website and internal SharePoint website.

OPERATION GRIT

*focuses on the protective
factors of **connection**, **personal
performance**, and a shared
sense of **purpose***

OPERATION GRIT is our MAJCOM's initiative to connect our Airmen to each other, to our USAFE-AFAFRICA heritage, and to the broader Air Force mission. OPERATION GRIT is about building and sharing a culture of professional warriors who strive to do right, carry out the mission, and understand they are an integral part of the overall team. OPERATION GRIT is how we develop our Airman culture, focusing on essential character traits: **core values, perseverance, courage, resilience, and warrior ethos.**

Our Check 6 monthly topics and discussion tools establish a platform for Commanders and supervisors at every level to have active and sustained engagement with the airmen under their command. Supervisors at all levels facilitate discussions, utilizing the Check 6 tool. The discussions focus on deliberate and meaningful topics conducted in small groups. Each topic instills and promotes the warrior ethos and our AF core values. The MAJCOM monthly communication plan is designed to keep us focused on a synchronized message each month. Additionally, commanders are encouraged to inject personal experience into the monthly message to build a deeper bond with Airmen and fit the needs of their organization.

INSTALLATION INFLUENCERS:

SENIOR LEADERSHIP

Consists of COMUSAFE, COS, Wing, Group, Squadron Commanders, and Chief Master Sergeants.

COMMUNITY ACTION TEAM

A collaborative team brought together to share qualitative and quantitative data that identifies local community issues and concerns, and develops strategies to address those concerns. This influencer type will use all platforms.

FRONTLINE SUPERVISORS

Supervises subordinate staff personnel, motivates them to deliver excellent work and helps in achieving mission goals.

MASTER RESILIENCE TRAINERS

Provides the AF approved resilience skills lessons to First Term Airmen and the community. This influencer type will use all platforms.

COMMUNITY SUPPORT COORDINATOR

Oversees the Resilience Program and Community Action Team of helping agencies. This influencer type will use all platforms.

SEXUAL ASSAULT RESPONSE COORDINATOR

Administers the Installation Sexual Assault Prevention and Response program and provides oversight and guidance for installation VAs, VVAs.

EQUAL OPPORTUNITY DIRECTOR

Advisor on EO matters, complaint processing and ensures compliance with DoD and AF regulations, and directives.

VIOLENCE PREVENTION INTEGRATOR

Oversees the Interpersonal and Self-Directed Violence Prevention and Suicide Prevention programs. This influencer type will use all platforms.



WHY IS OPERATION GRIT IMPORTANT?

Personal development is about investing in yourself to achieve maximum efficiency and effectiveness. This is our vision for every Airman. Installation influencers are charged with serving as the delivery vehicle for these messages and inspiring Airmen to strive for personal and professional improvement. Making a commitment to personal development is the critical step on the path to personal fulfillment.

Personal development is beneficial in many ways:

- Promotes Self-Awareness to Recognize Strengths and Areas for Improvement
- Encourages Shared Goals and a Sense of Belonging
- Improves Focus and Effectiveness
- Strengthens Personal Motivation to Achieve
- Enhances Resilience to Overcome Hurdles
- Deepens Relationships with fellow Airmen

As an installation influencer, when you encourage and assist your team in a rigorous personal development course like Check 6, the rewards are amazing for them and for you!

The Check 6 topics represent a significant investment in USAFE-AFAFRICA's greatest resource – Our Airmen.



SIMPLE ROLES OF A GRIT CONVERSATIONALIST

Make your discussion a priority



1 Partner

- Create an effective relationship with your team members
- Customize the Check 6 materials as needed to meet your team's needs



2 Planner

- Select the method and process in which you will initiate the Check 6 discussion
- Prepare time and space to ensure it will encourage dialogue and interaction with the group.



3 Enabler

- Create and sustain an interactive and participatory environment
- Honor and recognize diversity ensuring inclusiveness



4 Motivator

- Trust in your group's potential
- Model neutrality
- Acknowledge input, thoughts and ideas



5 Director

- Manage the time
- Keep the group focused
- Manage group conflict



6 Guide

- Guide the group with clear models and examples
- Facilitate group awareness of the topic
- Guide the group to consensus and desired goal

**STRENGTH THROUGH
RESILIENCE**

Ultimate TALK GUIDE

1

BE GENUINE

What does the Check 6 topic mean to you and your team?

Where do you find your motivation/inspiration?

Be true to yourself.

2

CONVERSE, NOT DEBATE

Adopt a forward thinking mentality.
No need to have a conclusion or agreement point in every discussion.
Allow things to be left open if a common point can't be achieved.

3

EMBRACE DIFFERENCES

Don't impose, criticize, or judge.
Respect each other's choices/inputs.
Seek commonalities.
Build on the common links.

4

BE AUTHENTIC

Share real thoughts and opinions.
Be proud of what you stand for.
Act on your personal beliefs and values.
Be present in the moment.

5

OPEN-ENDED QUESTIONS

Ask questions that cause reflection.
What was it like to...?
How did you know...?
In what way is that similar/different from...?
What was the best part of...?

6

GIVE AND TAKE

As people reveal more about themselves, they give you information about which to pose more questions.
Balance the talking vs listening.

S T R E N G T H T H R O U G H

R E S I L I E N C E

GRIT

STRENGTH THROUGH
RESILIENCE



TAKE RISKS

Give yourself permission to try new things and see if they work. If it doesn't work, then learn from the experience. Maybe it won't fail at all!



ALWAYS LEARN

Do not consider that achieving success as being the destination. Success is a journey and failure is a part of getting there. Get feedback on a regular basis to modify your route.



SEEK AND APPLY

Learn from other people/organizations' mistakes and successes. Seek others out who are working to accomplish similar goals. What can you apply from their experiences?



ACCEPT FAILURE

No regrets! Being faced with obstacles and challenges are not "one and done" things. Instead of trying to avoid the inevitable "wrench in the works", embrace its existence.



FOUR WAYS TO FAIL FORWARD

Learn to fail forward on a daily basis. Embrace this as being part of a learning culture; seeking continuous improvement and a part of working towards success.



For more information on
OPERATION GRIT, visit our site!

Learn more at <https://www.usafe.af.mil/GRIT/>



NOTES _____

С Н Е Б С К



ANATOMY OF THE CHECK 6 DISCUSSION GUIDE

HOPEFUL WARRIOR

JAN

THE GOAL:

This section explains why the topic is important in developing Airmen.

GOAL

Airmen have positive expectations of the outcomes of current and future situations.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Read the six ways to find hope outlined in this article.

<https://www.psychologytoday.com/us/blog/pieces-mind/201504/finding-hope>

- Create a safe environment for everyone to share and discuss. Open, honest communication about this topic will be beneficial to you and your team.

- Watch the story of Col. J. Scot Heathman,

375th Air Mobility Wing commander: <https://www.dvidshub.net/video/760384/my-story>

All links should be copied and pasted into your secure browser's URL bar.

FACILITATOR'S NOTES:

Here are the primary resources you should reference prior to holding your Check 6 discussion meeting.

These links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE

ADDITIONAL RESOURCES

- Consider breaking your team into smaller groups to answer a few of the suggested discussion points at greater depth.
- Make sure your team is aware of the base helping agencies and resources available to them 24/7, including yourself as their team leader.

THE EXTRA MILE:

These are optional resources that will help you prepare for your Check 6 meeting.

MISSION

HOW TO EXECUTE

FRAMING THE CONVERSATION

Hopefulness is what keeps us looking ahead with positive expectations despite the challenges we're facing difficult circumstances, while embracing gratitude for the value of the situation we have. Learning how to find hope motivates us to keep going, and cultivates a positive culture in which those around us can thrive.

Being hopeful impacts us and has the power to inspire those watching how we handle our challenges. Being a Hopeful Warrior is what allows us to avoid being weighed down by negativity and to focus on the possibilities beyond the moment.

FRAMING THE CONVERSATION:

This statement is a useful primer for your Check 6 meetings, providing perspective on the importance of the topic and how it fits within the entire OPERATION GRIT program.

SUGGESTED DISCUSSION POINTS:

These thought-proving questions are a great way to start meaningful conversations with your Airmen. If you have additional discussion points, be sure to include them in the Notes section

NOTES

SUGGESTED DISCUSSION POINTS

- Which way of finding hope seems the most natural to you personally?
- What causes you to lose hope?
- How can we help others find hope when things seem hopeless for them?
- Share a time in your life when someone helped you become hopeful again.

NOTES SECTION:

Use this Notes section as a convenient collection space for your notes to reference during your Check 6 meeting. You can include notes on how this topic has impacted your career or personal life and other resources that you can use.

MISSION CHALLENGE

HOW TO APPLY THE LESSON

Choosing to search for hope lifts others up, just as it lifts us up. Effective leaders share their hopeful disposition, which impacts how they address unyielding circumstances.

We all create a domino effect with our words and actions, internally and externally. By becoming a Hopeful Warrior, you are choosing to start a positive domino effect by seeing the positive possibility even when negativity is demanding your attention.

MISSION CHALLENGE:

This statement is reference point for ways to apply the lesson in ways that your Airmen can appreciate.



GOAL

Airmen have positive expectations of the outcomes of current and future situations.

FACILITATOR'S NOTES

HOW TO PREPARE:

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THE EXTRA MILE ADDITIONAL RESOURCES

- Consider breaking your team into smaller groups to answer a few of the suggested discussion points at greater depth.
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MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

Hopefulness is what keeps us looking ahead with positive expectations, even when we're facing difficult circumstances, while embracing gratitude reminds us of the value of the situation we have. Learning how to find hope motivates us to rise up and keep going, and cultivates a positive culture in which those around us can feel safe.

Being hopeful impacts us and has the power to inspire those watching how we handle our challenges. Being a Hopeful Warrior is what allows us to avoid being weighed down by negativity and to focus on the possibilities beyond the moment.

NOTES

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We all create a domino effect with our words and actions, internally and externally. By becoming a Hopeful Warrior, you are choosing to start a positive domino effect by seeing the positive possibility even when negativity is demanding your attention.

J A N
01
2 0 2 1

Start the New Year right by committing to being a Hopeful Warrior. Col. J. Scot Heathman's story will give you perspective.
#USAFEGRIT #Check6

<https://www.dvidshub.net/video/760384/my-story>

J A N
2 0 2 1

Effective leaders have a hopeful disposition, which impacts how they handle unyielding circumstances. Be a Hopeful Warrior to build up Hopeful Warriors.
#USAFEGRIT #Check6



J A N
2 0 2 1

What is GRIT and why is so important? It's our way of staying connected and focused on our shared mission. We're in this together! #USAFE #USAFEGRIT

WHY? GRIT

STRENGTH THROUGH
RESILIENCE

ABOUT GRIT

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FOLLOW US!



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J A N
2 0 2 1

This article explains the 6 ways to find hope. Which one is most natural to you?

#USAFEGRIT #Check6

<https://www.psychologytoday.com/us/blog/pieces-mind/201504/finding-hope>

J A N
2 0 2 1

In February, we're focusing on the Mindful Warrior. How do you define mindfulness?

#USAFEGRIT #Check6



J A N
31
2 0 2 1

Being a Mindful Warrior is being attentive to the unexpressed needs of a person or situation. To prepare for February, consider an example of your own where mindfulness helped you succeed.

#USAFEGRIT #USAFE



GOAL Airmen operate with awareness, fully focused on and present in the current moment.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Watch a Moment of Resilience: Mindfulness with Vincent Howard:
<https://www.dvidshub.net/video/745790/moment-resilience-mindfulness>
- Part of mindfulness is being attentive to the unexpressed needs of a person or situation. This is applicable at work and at home. Consider a personal example of your own mindfulness that positively impacted the outcome.
- Mindfulness may seem difficult to master in intense environments and situations. Encourage your team to find ways to center themselves so they can remain attentive and aware, regardless of external factors.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Show this video clip to your team that includes comedian Jerry Seinfeld talking about his journey to mindfulness. Facilitate a discussion with your team on the topic: <https://vimeo.com/192570624>
- Invite your Community Support Coordinator, MRT or an RTA to conduct a "Mindfulness" resilience lesson with your team available to them 24/7, including yourself as their team leader.
- Consider inviting your Violence Prevention Integrator (VPI) to address your team regarding intervention methods when there is concern about someone's safety or well-being.

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

Mindfulness includes more than being aware of your surroundings or knowing that an unexpected outburst indicates feelings of anger. It's also about being fully present and observant in the moment and "reading between the lines" which means paying attention to what is not said or expressed.

Mindfulness is what enables us to know when a Wingman needs an intervention, even when he doesn't reach out for help, or assessing and filling the needs of a situation without being asked. It is an intricate part of communication that impacts the functionality of a team.

SUGGESTED DISCUSSION POINTS

- What are some unspoken indicators that a Wingman needs help?
- How does assessing and filling needs without having to be asked impact the way a team functions?
- What can we do on a daily basis to ensure that we are building the skill of mindfulness?
- Can you think of a time when someone's attention to subtle behavior was a help to you?

MISSION C H A L L E N G E

HOW TO APPLY THE LESSON

Mindfulness is most useful when it is welcomed by others. When a Wingman or personal family member / friend comes to you with something they have observed and are concerned about, how do you respond? It is important to be open to mindfulness in others as it positively impacts us individually and collectively.

Consider changes to your work environment that would encourage and enable mindfulness in you.



F E B
01
2 0 2 1

Get started on this month's #Check6 topic by watching a Moment of Resilience: Mindfulness with Vincent Howard >>

<https://www.dvidshub.net/video/745790/moment-resilience-mindfulness>

#USAFEGRIT #Check6

F E B
2 0 2 1

Mindful Warriors center themselves during pressing circumstances. As a leader, this starts with you. Refer to your resources for this month's #Check6 tools to start a conversation with your Airmen.

#USAFEGRIT



F E B
2 0 2 1

Through Operation GRIT, we empower our Airmen to be leaders for USAFE and in their home life. This resource explains more >>

<https://www.usafe.af.mil/Portals/8/What%20I%20Can%20Do%20Today.pdf?ver=2019-02-11-095216-967×tamp=1549897003962>

#USAFEGRIT #USAFE



F E B
2 0 2 1

Mindful Warriors know when a Wingman needs an intervention, even when he doesn't reach out for help. The Air Force is dependent upon Mindful Warriors.

#USAFEGRIT #Check6



F E B
2 0 2 1

A president's hardest task is not to do what is right, but to know what is right. – Lyndon Johnson

#PresidentsDay #USAFE



F E B
2 0 2 1

The #Check6 topic for March is the Steady Warrior. How steady are you when life is unbalanced?

#USAFEGRIT #Check6



F E B
28
2 0 2 1

Now that you've started to master mindfulness, you'll be focusing on what it means to be a Steady Warrior in March.

#USAFEGRIT #USAFE



Do you know
the signs?



Learn the warning signs of dating violence. Talk to us.

Is this
a sign?



Learn more about healthy and unhealthy relationships. Talk to us.



GOAL

Airmen are controlled in their actions and reactions, and able to process thoughts and emotions in a healthy way.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Use this video to help you prepare: *Work-Life Balance or Work-Life Blend?* Do you balance your personal and professional lives? Or are they more of a blend? Find out why work-life balance may no longer be the best way to think about this challenge. <https://fb.watch/1z-yf7uhxX/>
- Read and share this article: <https://nickwignall.com/emotionally-stable/>. Maintaining a balanced life is key to remaining steady both emotionally and mentally. By the end of this month, your Airmen should clearly understand the connection.
- This Check 6 tool is designed to help you facilitate open, authentic communication, and is dependent upon a safe space to share honest thoughts and feelings with each other.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Read and share this article, highlighting #3 “Make an Action Plan.” <https://medium.com/the-mission/3-keys-to-emotional-stability-2758d7109387>
- Make sure that your team is aware of the helping agencies and resources available to them. Becoming a Steady Warrior means being willing to reach out when an imbalance within ourselves surfaces.

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

There are so many things in life that pull us and stretch us to our limit— work, family, self-care, volunteering, education, leisure. Some may even struggle to find balance in simple things like eating healthy vs indulging in sweets and unhealthy foods. The stress of finding this balance can cause an emotional and/or mental imbalance within us as well. Outbursts, harsh speech and unpredictable behavior are all potential outcomes of failing to maintain balance.

As you are striving toward balance in your life, remember it's not a final goal that is achieved, it is a process that you have to work at and maintain. Find a Wingman that will support you and hold you accountable in the process. The more balanced your life is, the steadier your mind will be.

SUGGESTED DISCUSSION POINTS

- What does it look to be “steady” at work and home?
- Has there been a time where the stresses of life caused you to speak and act in a way that was not true to who you really are? Are you in that position right now? What are actions you took that helped you to regain balance and steadiness?
- Think of someone you’d describe as balanced and steady. What are their dominant character traits?
- Do you have someone in your life today that would hold you accountable as you become a Steady Warrior?

MISSION CHALLENGE

HOW TO APPLY THE LESSON

Refer back to the article noted under “*The Extra Mile.*” Make sure your Airmen have read this and challenge them to make an action plan for themselves as the article outlines. It is easy to discuss the things that cause us to be or feel unsteady, but having a plan to make small changes along the way gives us something to be accountable to, and helps us see the light at the end of the tunnel. As a leader, consider creating one first to share as an example.

M A R
01
2 0 2 1

Col. Nicole Malachowski, USAF (Ret.) talks about finding balance in this video. Share with your team and be prepared to discuss your thoughts together.

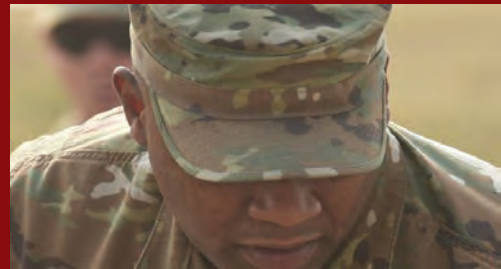
#USAFEGRIT #Check6

<https://vimeopro.com/speakervideos/nicole-malachowski/video/311898527>

M A R
2 0 2 1

Why is Operation GRIT a priority for the #USAFE? Because we invest time and resources into what we value. And we value YOU!

#USAFEGRIT



<https://www.usafe.af.mil/GRIT/>

M A R
2 0 2 1

The Steady Warrior is accountable for their words and actions. There are helping agencies available 24/7 to help when you feel unsteady. Only the strong reach out for help. #USAFEGRIT



<https://www.usafe.af.mil/Portals/8/What%20I%20Can%20Do%20Today.pdf?ver=2019-02-11-095216-967×tamp=1549897003962>



M A R
2 0 2 1

Being a Steady Warrior is an important part of #USAFEGRIT. Read this article to discover how to strengthen mental and emotional stability when life presses you >>

<https://nickwignall.com/emotionally-stable/>

M A R
2 0 2 1

Being a Respectful Warrior means showing the respect you expect from others. In April, you'll dive deeper into this #Check6 topic with your team. This video will get you started. #USAFEGRIT

<https://www.airman.af.mil/Products-and-Services/Videos/Heritage-Today-Video-Series/Mutual-Respect/>

M A R
29
2 0 2 1

Today we honor all Vietnam War Veterans for their #GRIT in defending our great nation. #USAFE



M A R
31
2 0 2 1

The #Check6 topic for April is the Respectful Warrior. Respect isn't just measured by how you act. It's measured by how you react. #USAFEGRIT

GRIT
STRENGTH THROUGH
RESILIENCE

GOAL

Airmen live honorable lives by aligning their words and behavior with their values, and making others feel valued.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Watch the Respectful Warrior video at:
<https://www.dvidshub.net/video/740798/grit-check-6-respectful-warrior>
- Watch and consider playing this Mutual Respect video during this month's discussion:
<https://www.airman.af.mil/Products-and-Services/Videos/Heritage-Today-Video-Series/Mutual-Respect>
- Create an environment that encourages honest conversation that will enable you to mentor by listening and aligning viewpoints.
- When Airmen are seen, heard, valued and feel accepted, their satisfaction, performance and creativity increase. Workplaces that are civil and respectful reduce stress, increase productivity and reduce negative behaviors (Anderson & Person 1999; Harter & Schmidt 2002).

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Watch, share and discuss the USAFE Heritage Video:
<https://cs2.eis.af.mil/sites/13819/SitePages/Home.aspx>
- Consider how you could find dependable, respected mentors for your Airmen that would invest in helping them grow professional and personally.

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

Effective, honest communication, reduced stress and mission-readiness are the byproducts of workplaces that provide civil and respectful environments. This requires that all those within the workplace operate in the same fashion. To achieve this, Airmen must understand the importance of finding the value in each member of the team, and treating them like they are valued.

Creating ideal workplaces for Airmen requires that coworkers and supervisors work to develop a shared vision regarding boundaries and expectations to which they are all held accountable, starting with themselves. Let your team know your thoughts on how ongoing professional development is critical to the mission.

- What words and actions make you feel respected? Disrespected?
- Are you willing to let people know when you feel disrespected in a calm, productive manner?
- Do you have a mentor? If so, what about that mentor makes you respect them?
- If you were in charge for one day, what changes would you initiate in your workplace?

MISSION CHALLENGE

Create a list of “house rules” for the workplace that outline what you, as the leader, believe creates an environment where everyone feels valued and respected. Have each member of the team create a list of 3 to 5 “house rules” that outline the same. Compare lists, and create one combined list that is displayed in a shared space in the workplace. Airmen should feel motivated by and accountable to the “house rules” because they contributed to the creation of the rules.



A P R
01
2 0 2 1

The Respectful Warrior gives others the freedom to speak and mutual respect without the threat of retaliation. To create a safe environment, everyone must share this #Check6 trait.

#USAFEGRIT

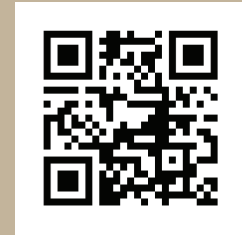


www.usafe.af.mil/GRIT/

A P R
2 0 2 1

As the leader of your team, discuss how the Respectful Warrior gives and receives both positive and negative feedback. This opens the door to accountability.

#Check6 #USAFEGRIT



www.usafe.af.mil/GRIT/

A P R
2 0 2 1

Why is the GRIT Program so important to the USAF? This video outlines it perfectly from the perspective of an Airman >>

#USAFEGRIT

<https://www.dvidshub.net/video/740330/usafe-af-africa-operation-grit-2020>



A P R
2 0 2 1

Being a Respectful Warrior means fulfilling your role in creating a psychologically safe environment. Listen to the examples by Wingmen and Airmen in this video >>

<https://www.dvidshub.net/video/740798/grit-check-6-respectful-warrior>

#USAFEGRIT #Check6

A P R
2 0 2 1

The #Check6 topic for May is the Honorable Warrior. Get a head start and consider: What does it take to be honorable?

#USAFEGRIT #Check6



A P R
30
2 0 2 1

Next month, #Check6 is focusing on the Honorable Warrior. Together we will make an effort to understand what it means to live with honor.

#USAFEGRIT
#USAFEGRIT #USAFE



APRIL IS **SEXUAL ASSAULT**

KNOW THE SIGNS

SEXUAL ASSAULT
IS DEFINED AS ANY
SEXUAL ACT
COMMITTED
WITHOUT THE
VICTIM'S
CONSENT.

EXAMPLES
INCLUDE RAPE,
GROPING,
UNWANTED
TOUCHING OR
KISSING.

KNOW THE **TRUTH**

MYTH:

Only strangers
sexually assault.

TRUTH:

Most of the time
sexual assault
originates from people the victims know.
Approximately 80% of perpetrators are
people the victims know.

AWARENESS MONTH

MYTH:

Males cannot be victims of sexual assault.

TRUTH:

Though the majority of reported sexual assault victims are female, males can be victims of sexual assault. Approximately 10% of sexual assault victims are male.

MYTH:

Sexual assault victims act a certain way.

TRUTH:

There is no standard reaction for a sexual assault victim. Victims can react in hundreds of different ways.

MYTH:

Most sexual assault victims lie.

TRUTH:

The majority of sexual assaults go unreported. Only 23% of cases are reported to the police. Of those who report, the rate of false statements is estimated to be at around 2 to 10%.

Visit your installation SAPR Office or Call 24/7

GOAL Airmen who, through speech and behavior, live a life aligned with their core values and beliefs.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Watch “*How to Strengthen Your Core Leadership Identity*” with Col. (ret) Lee Ellis, Vietnam POW, Author and Speaker: <https://vimeo.com/408030997>
- Conversations create opportunities to mentor, connect with, and exemplify honor to your team.
 - Be intentional. Engagement drives connection.
 - Be genuine. Establish credibility and gain trust.
 - Be open. Remember everyone has a different perspective.
- The most meaningful conversations involve shared personal experiences, making authenticity vital. The suggested discussion points are not merely a checklist. They are intended to guide you in opening an honest dialogue with your team and to give you space to facilitate the discussion in a way that best benefits your team.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Listen to the Blue Grit Podcast featuring Col. (Ret) Lee Ellis and recommend it to your team:
<https://soundcloud.com/user-52299767/blue-grit-episode-10-colret-lee-ellis>
- Col. Ellis spent nearly six years as a POW in Hanoi and surrounding areas. His story, and the stories he shares on behalf of the POWs with him, depict the selfless honor, integrity, and character necessary for effective daily decision-making.

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

The Air Force requires men and women who will lead with honor. Col. Ellis said, “Don’t take it for granted that you will lead honorably. Engage in the battle required to guard your character. To be prepared, know yourself, clarify your values, standards, and commitments, confront your doubts and fears, and connect with your support team.”

When you spend time getting to know yourself, you possess the ability to lead from your own true north. Accept who you are. Accepting who you are and recognizing the areas you need growth enables you to lead authentically from the inside out. We all face challenges that tempt us to operate contrary to our beliefs. It takes honor and integrity to course-correct quickly when we get off track because our example impacts home, work and our community.

To learn more from *Leading with Honor-Do You Have What It Takes?*, visit <https://www.amanet.org/articles/leading-with-honor-do-you-have-what-it-takes/>

SUGGESTED DISCUSSION POINTS

- Describe what it means to you to live with honor.
- Think of an honorable person you know. What character traits do they demonstrate that you respect?
- How does your work center and/or team handle dishonorable behavior?
- How can you be honorable in the everyday, and do right when others do not?

MISSION C H A L L E N G E

HOW TO APPLY THE LESSON

Creating an Honor Code for your work center would help focus on shared values, strengthen the common purpose and, therefore, build connection. Consider adopting “*The Honor Code (Leading with Honor®) Seven Core Behaviors for Honorable Leadership*” or create a new one that works better for your team.

Do you have specific Airmen that exemplify the behaviors established in your Honor Code? Recognize them in some way among the team. It reinforces the idea that their work and actions strengthen the individual and the team, collectively.



M A Y
01
2 0 2 1

Lead the conversation with your Airmen about living with honor. Ask them to think of an honorable person they know and describe what makes them honorable in their eyes. This will help you learn their perspective, and open conversation.

#USAFEGRIT



www.usafe.af.mil/GRIT/

M A Y
2 0 2 1

An Honorable Warrior is a warrior living a life aligned to their values, both in speech and conduct. Honest self-awareness is your best tool in discovering the truest version of you.

#USAFEGRIT



M A Y
2 0 2 1

Why do we use Operation GRIT? Its result is what readies us to fight when our nation calls on us. This video breaks it down >>

#USAFEGRIT

<https://www.dvidshub.net/video/740330/usafe-afafrika-operation-grit-2020>

M A Y
2 0 2 1

Building Honorable Warriors requires a high level of accountability. Watch this video to get motivated to lead!

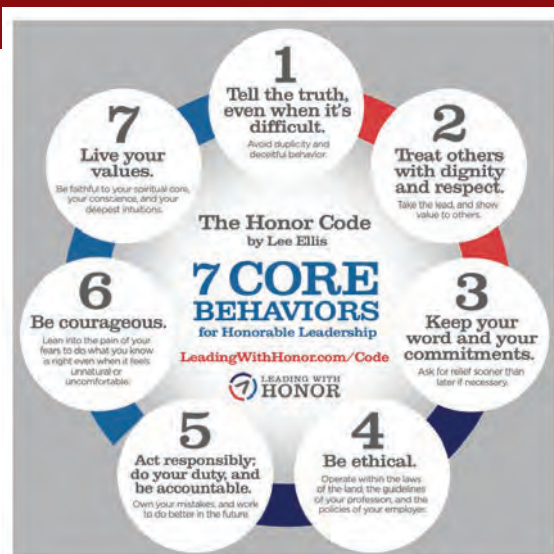
#USAFEGRIT #Check6

<https://cl.vlip.lv/video/QHYaC0xJQPEHCjc%3D.html>

M A Y
2 0 2 1

Do you live by the Honor Code?
This graphic highlights the
7 Core Behaviors of an
Honorable Warrior.

#USAFEGRIT



M A Y
2 0 2 1

The USAFE's strength
comes from unity and
diversity. This is our
#Check6 topic in June -
the Inclusive Warrior.



M A Y
2 0 2 1

The #Check6 topic for June
is the Inclusive Warrior. What
does it mean to be "all in?"
You're about to find out!

#USAFEGRIT



M A Y
28
2 0 2 1

Today we remember the fallen.
Tomorrow we will continue
to defend the freedom they
fought for.

#MemorialDay #USAFE



GOAL

Airmen who are committed to excellence through diversity and contribute to creating a unified legacy that shapes our force

FACILITATOR'S NOTES

HOW TO PREPARE:

■ **Watch:**

GRIT Talk, The Inclusive Warrior <https://www.dvidshub.net/video/759931/grit-talk-inclusive-warrior>

■ **Create a Productive Environment:**

Make sure your Airmen have a safe, trusted space to have these conversations.

■ **Read and Share:**

Seven Steps Towards Open Conversations Around Race and Diversity.

Open-minded conversations create an emotionally productive environment.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Contact your Installation Equal Opportunity Office or your Installation Diversity & Inclusion Representatives for training in effectively managing courageous conversations during facilitation.
- Share: Start the important conversations surrounding diversity and inclusion in the U.S. Air Force by sharing the stories and perspectives of five Airmen from Luke Air Force Base. <https://www.dvidshub.net/video/767173/diversity-inclusion-video-series-introduction>

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

Play video: "What I'm Thinking About," Gen. Charles Brown, Air Force Chief of Staff, <https://www.facebook.com/PACAF/videos/649436842308086/>

Having conversations about race, inequality and social injustice require personal courage. While discomfort may be unavoidable, the cost of neglecting these conversations is much too high for our Air Force family. This is why we strive to create a safe, trusted space before we engage in bold, inclusive discussions around important topics. We are to respect that others' perspectives may differ from ours and remain completely committed to being unified as we seek clarity, understanding and acceptance.

SUGGESTED DISCUSSION POINTS

- As Gen. CQ Brown, Jr. asks - What are you thinking about and how can we make a difference together?
- Shared experiences are part of a conversation. Invite people to discuss their perspective on Gen Brown's comments regarding race, inequality, and social injustice. What changes have occurred in our Air Force since Gen Brown's post?
- Describe the actions you take when stereotypes come up in conversations. How do you intervene and model inclusive conversations?
- What contributions do you make to foster an environment that is inclusive? How do you recognize an exclusive workplace? How would you recognize an inclusive workplace or community?
- What new understanding or common ground did you find within this conversation?

MISSION CHALLENGE

HOW TO APPLY THE LESSON

If you want to establish robust and dynamic teams in your organization, start by addressing blind spots. This activity will help identify potential biases and discuss ways to improve the reality and acceptance of diversity on your team.

Read the activity instructions here first:
<https://icbe.ie/skillnets/business-excellence/wp-content/uploads/2018/12/Trusted-10-Lunchtime-Bite-12th-December-2018.pdf>

Download blank handout here:
<https://cs2.eis.af.mil/sites/13819/Check%206%20Worksheets/06.%20JUN%202020%20Empathetic%20Warrior/My%20Trusted%2010%20Activity%20Sheet.pdf>



J U N
01
2 0 2 1

Inclusive Warriors respect and value diversity, knowing that it builds a legacy that shapes the force. An Airman discusses how to apply this in USAFE life in this video >>

#USAFEGRIT

<https://www.dvidshub.net/video/759931/grit-talk-inclusive-warrior>



J U N
2 0 2 1

Using The Welcoming Table resource, help your team understand the practical steps they can take towards becoming a true Inclusive Warrior.

USAFEGRIT #Check6

J U N
2 0 2 1

Being an Inclusive Warrior means you acknowledge differences and accept others for who they are. GRIT requires unity, and unity requires inclusivity.

#USAFEGRIT #Check6



J U N
2 0 2 1

Ask your team about inclusivity to promote self-awareness. For example, “How do you think your experiences impact the way you interpret social injustice?” This PDF provides more guidance.

#USAFEGRIT

GRIT

Ultimate
TALK GUIDE

1	BE GENUINE	What does the Check 6 topic mean to you and your team? Where do you find your motivation/inspiration? Be true to yourself.
2	CONVERSE, NOT DEBATE	Adopt a forward thinking mentality. No need to have a conclusion or agreement point in every discussion. Allow things to be left open if a common point can be achieved.
3	EMBRACE DIFFERENCES	Don't impose, criticize, or judge. Respect each other's choices/opinions. Seek commonalities. Build on the common links.
4	BE AUTHENTIC	Share real thoughts and opinions. Be proud of what you stand for. Act on your personal beliefs and values. Be present in the moment.
5	OPEN-ENDED QUESTIONS	Ask questions that cause reflection. What was it like to...? How did you know...? In what way is that similar/different from...? What was the best part of...?
6	GIVE AND TAKE	As people reveal more about themselves, they give you information about which to pose more questions. Balance the talking to listening.

STRENGTH THROUGH
RESILIENCE

J U N
2 0 2 1

The #Check6 topic for July is the Resilient Warrior. In the words of Winston Churchill, “Never let a good crisis go to waste.” That’s what resilience is all about.

#USAFEGRIT



www.usafe.af.mil/GRIT/

J U N
30
2 0 2 1

At the heart of Operation GRIT is resilience. Next month, your leaders will start the conversation on what it means to be a Resilient Warrior.

#USAFEGRIT #Check6



GOAL

Airmen with the skills necessary to manage and overcome challenges in every area of life.

FACILITATOR'S NOTES

HOW TO PREPARE:

- **Watch and Share:** “Resilience In 1 Minute 30 Seconds” <https://cs2.eis.af.mil/sites/13819/SiteAssets/Resilience%20in%201%20Minute%2030%20Seconds.mp4>
- **Read and Share:** Page 2 of this document. Highlight the importance of personal resilience as a means of always being ready and willing to support a Wingman.
- **Consider:** Share a personal or professional story of how resilience led you closer to your goals and/or overcoming personal struggles. This lays the groundwork for others to share their own stories.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE

ADDITIONAL RESOURCES

- Have an MRT/RTA join your small group discussion and share a key skill in being resilient.
- **Read and share** “Lessons in Resilience - The Stories We Tell and Why They Matter”: http://www.dailygood.org/story/1968/lessons_in_resilience_the_stories_we_tell_and_why_theymatter/

MISSION PLAN

HOW TO EXECUTE

FRAMING THE CONVERSATION

As Winston Churchill famously advised leaders, “never let a good crisis go to waste.” Trying times quickly feel overwhelming but they also give us a unique opportunity to learn how to become more resilient.

Our mindset is the foundation of everything we say, do and feel. Our personal resilience skills improve our performance, energy, health, memory and mood. The more we force ourselves to refocus on our values, passions and connections, the more resilience is enhanced within us.

SUGGESTED DISCUSSION POINTS

- Do you allow friends, family and coworkers to help you through stressful moments?
- How does your belief in something other than yourself help you deal with life's stresses?
- What skills do you think you need to focus on building in yourself?
- Would you consider asking a trusted friend or Wingman for suggestions on improving your resilience?

<https://www.odemanagement.com/maintaining-momentum-in-tough-times>

MISSION CHALLENGE

HOW TO APPLY THE LESSON

While it is important to build resilience skills, it is also important to recognize when those skills are lacking in both yourself and others. Meaningful connections with others enable us to grow in those areas. Choose one way per week to reach out and connect with those on your team, in-person or virtually.



J U L
01
2 0 2 1

The Resilient Warrior learns how to manage and overcome life's challenges. Hear how several Airmen became resilient in this video >>

<https://www.dvidshub.net/video/708234/resilient-airmen>

#USAFEGRIT #USAFE

J U L
04
2 0 2 1

Today we celebrate our Independence as a nation, and remember those who defend it.

#IndependenceDay
#USAFE



J U L
2 0 2 1

This story of how Staff Sgt. Christopher Atkins overcame barriers in life exemplifies GRIT and the heart of resilience.

<https://www.usafe.af.mil/News/Article-Display/Article/2318861/do-what-you-have-to-do-to-be-where-you-want-to-be/>

#USAFE



J U L
2 0 2 1

We learn through adversity.
Help your team build and
understand resilience by
learning about what threatens it.

#USAFEGRIT #Check6



J U L
2 0 2 1

Resilience is enhanced as we
refocus on our purpose and
make meaningful connections.
Being a Resilient Warrior
includes a willingness to find
strength in vulnerability.

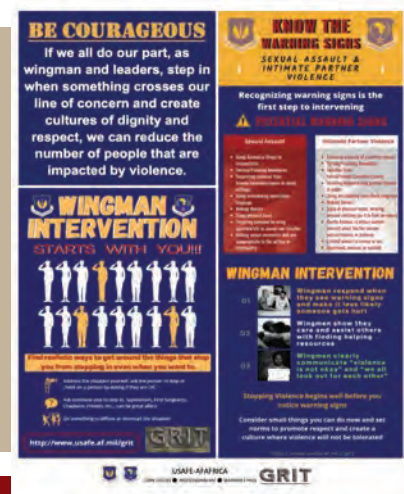
#USAFEGRIT



J U L
30
2 0 2 1

“Fear is a reaction. Courage is a
decision.” - Winston Churchill

We’ll dive deeper into what he
means in August when #Check6
focuses on the Courageous Warrior.



J U L
31
2 0 2 1

The #Check6 topic for
August is the Courageous
Warrior. Start by considering
what makes it hard to
choose courage.

#USAFEGRIT



GOAL

Airmen recognize the importance of courage in creating resilient, safe communities.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Read the story of MSgt. Roddie Edmonds: *No Surrender*. It depicts the journey of a son after his father's death, and the discovery of bravery, compassion and righteousness along the way.
<https://eu.knoxnews.com/story/life/2019/10/04/chris-edmonds-no-surrender-book-shares-fathers-heroic-world-war-ii-actions/2442041001/>
- Every Wingman has a role in addressing Interpersonal Violence (IPV) in order to eliminate it. They should have a clear understanding that IPV is not an acceptable solution to internal challenges and that they are expected to calmly speak-up when they see warning signs of IPV in a fellow Airman.
- Refer to Page 2 as a guide when discussing courage in your groups this month.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE

ADDITIONAL RESOURCES

- Consider reading *No Surrender* by Chris Edmonds and Douglas Century as a group. Using a small group format encourages connection and conversations.
- Invite your Violence Prevention Integrator (VPI) to address your team regarding intervention methods when there is concern about an Airman's safety and well-being.

MISSION PLAN

HOW TO EXECUTE

FRAMING THE CONVERSATION

"Fear is a reaction. Courage is a decision." - *Winston Churchill*

It takes courage to show-up and be vulnerable, to step-in and help someone in need, or to call-out injustice. One courageous choice has the power to shift the norms for an entire community. When we choose to act courageously, we empower ourselves and encourage others to walk bravely alongside us.

There are many things that rise against us. That's why it is imperative that we all do our part in ensuring the safety and well-being of those around us however possible, no matter how tough it may be.

SUGGESTED DISCUSSION POINTS

- What does it mean to be courageous to you?
- What aspects of a situation make it difficult to be courageous?
- How can we overcome those barriers when the moment calls for it?
- Describe a time in your own life when you had to be courageous.

MISSION CHALLENGE

HOW TO APPLY THE LESSON

Gen. Charles Brown, Air Force Chief of Staff, said *“I want to be smarter at the end of the day than I was when I walked in the door. I want all our Airmen to feel that way; that they learn something every day when they come to work. Bottom line, we want to develop and empower our Airmen to be leaders. That’s what it’s all about.”*

Our decision to be courageous leaders has the power to inspire others to do the same. This is what makes recognizing Wingmen who intervene so vital to your team. From this month on, we encourage you to find ways to highlight the positive actions of your Airmen. Courage drives the Air Force, and courage can drive your team.

A U G
01
2 0 2 1

There will be demands upon your ability, upon your endurance, upon your disposition, upon your patience... just as fire tempers iron into fine steel, so does adversity temper one's character into firmness, tolerance and determination.

—Sen. Margaret Chase Smith, Lt. Col.,
US Air Force Reserve



A U G
2 0 2 1

The Courageous Warrior invites the responsibility of creating safe and resilient communities. Lt. Col. Corey Aiken discusses what this really means >>

<https://www.dvidshub.net/video/764651/grit-talk-courageous-warrior>

A U G
2 0 2 1

As a leader, you set the example for being a Courageous Leader. Find out how your team defines courage and how they overcome tough barriers, then ask yourself; “Do they see this in me?”

#USAFEGRIT #Check6



www.usafe.af.mil/GRIT/

A U G
2 0 2 1

Operation GRIT is a vital initiative within the USAFE. It cultivates connectedness, personal accountability and unity as we pursue the same goals.

#USAFEGRIT #USAFE



A U G
2 0 2 1

It takes courage to react in the face of interpersonal violence. A Courageous Warrior supports their fellow Airmen in the toughest situations.

#USAFEGRIT #Check6



A U G
2 0 2 1

The #Check6 topic for September is the Connected Warrior. As members of the #USAFE family, this topic is vital to you and your team!



A U G
31
2 0 2 1

As you discuss the Connected Warrior, consider this: What makes you feel like you “belong?”

GRIT
STRENGTH THROUGH
RESILIENCE



GOAL

Airmen cultivate connectedness by modeling positive behaviors and interactions, professionally and personally.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Watch Connectedness video to help you prep: https://cs2.eis.af.mil/sites/13819/Articles%20and%20Suggested%20Reading/Connectedness_1080p.mp4
- Read Connectedness: An Expanded Approach to Suicide Prevention: <https://www.amc.af.mil/News/Article-Display/Article/786550/connectedness-an-expanded-approach-to-suicide-prevention/>
- Consider a personal story that exemplifies the importance of connectedness and relationship to set the stage for a discussion on creating meaningful connections
- Be well-versed in the resources available virtually and locally
- Have ACE (Ask-Care-Escort) cards immediately available in your work center; consider the Mission Challenge as an additional activity.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE

ADDITIONAL RESOURCES

- Work with your Violence Prevention Integrator to organize or attend any available in-depth suicide prevention and response trainings such as Wingman Intervention Training, Family Suicide Prevention Training, Living Works START, ASIST, or SafeTalk, if available.
- Show and discuss the video “Voices of Resilience: Gregg Hesterman” <https://www.dvidshub.net/video/718579/voices-resilience-gregg-hesterman>
- Show and discuss the video “Firefighter Honored for Saving Colleague from Suicide” <https://www.youtube.com/watch?v=mLqTnY8VRrU>

MISSION PLAN

HOW TO EXECUTE

FRAMING THE CONVERSATION

Those with strong ties to family, friends and community are known to be happier and healthier individuals. Connections are vital. Daily interactions with people to whom you are close provide chances to laugh, empathize, love, have healthy arguments, etc. Some professionals have compared the importance of daily connections to the importance of a physically healthy lifestyle, which is to say that our relationship habits are just as vital as our dietary habits, and water consumption.

Connected communities instill a sense of belonging, value and hopefulness to residents. We are able to initiate this connectedness in our own lives on a daily basis. Keep in mind, quality over quantity is also true of social connections. Reminding people that we care about them, appreciate having them in our life, and value them as a member of our “squad” is an effective way to help us remember that we are stronger together!

SUGGESTED DISCUSSION POINTS

- What helps you feel like you belong in your friend/family group?
- How is this the same and/or different for you in your unit or work center?
- Discuss why it is so important to be connected with others.
- What are some suggestions for how to connect with others?
- Share how you would respond if someone told you they felt overwhelmed, unable to cope, or that the current stress was too much.

MISSION CHALLENGE

HOW TO APPLY THE LESSON

Being connected in a meaningful way helps us notice when our teammates aren't acting like themselves. It provides an opportunity to observe and evaluate the change in behavior, and determine if they are in distress and need help. Taking the time to prepare for tough conversations before they happen makes a difference, too. For this month's Mission Challenge, practice Ask-Care-Escort (ACE). Hand-out ACE cards and walk through each step together, identifying how each one should play out.



S E P
01
2 0 2 1

When you feel connected to those you are serving with, you operate with more #USAFEGRIT and confidence. Being a Connected Warrior impacts the whole team.



S E P
2 0 2 1

This month, build a team of Connected Warriors through transparency. Consider sharing a story about how a relationship positively impacted you to encourage them to build relationships amongst each other.

#USAFEGRIT



S E P
2 0 2 1

Connected communities instill a sense of belonging. As a Connected Warrior, you are an advocate for building connection. See how being connected saved this man's life >>

<https://www.eastidahonews.com/2019/03/firefighter-honored-for-saving-colleague-from-suicide/>



S E P
18
2 0 2 1

Happy birthday to the
United States Air Force!
Today we celebrate 74 years
of #GRIT, passion and
servitude.



S E P
2 0 2 1

Connectedness is the
foundation of next month's
#Check6 topic: the Warrior
Family. This video on social
fitness gets the discussion
started >>>

[https://www.dvidshub.net/video/
embed/518649](https://www.dvidshub.net/video/embed/518649)

#USAFEGRIT

S E P
30
2 0 2 1

Warrior Families consist
of Airmen with #GRIT,
intention and commitment.
This is our #Check6 topic
for October.

#USAFEGRIT

GRIT
STRENGTH THROUGH
RESILIENCE





Department of the Air Force RESILIENCE

SUPPORTING BOTH OUR AIR AND SPACE FORCES AND FAMILIES



AIR FORCE LEADER'S POST SUICIDE **ATTEMPT** CHECKLIST

PURPOSE:

This checklist is designed to assist leaders in regards to addressing suicide attempts by those in their unit. There can be many factors considered in a person's decision to attempt suicide, and the proper response to the attempt can diminish the risk factors for another attempt, and greatly aid in restoring the individual to the work center with minimal disruption.

GUIDANCE FOR ACTIONS FOLLOWING A SUICIDE ATTEMPT

1. As noted in the Air Force Leader's Guide for Post-Suicide Response PowerPoint (*available at: http://airforcemedicine.afms.mil/idc/groups/public/documents/afms/ctb_151390.pdf*) suicide is an act made by a person seeking relief from real or perceived pain.

A person who makes a suicide attempt may have either (1) been prevented from making an action they intended to result in death; (2) not intended to die, but felt the need to demonstrate an attempt for others to know they are in pain; (3) been under the influence of drugs (including alcohol) which caused an impaired decisions (often referred to as "impulsive"); (4) been suffering from mental illness and extremely impaired but did not die as a consequence of the suicide plan.

2. Contact local law enforcement/Security Forces, AFOSI, and 911 (situation dependent). AFOSI Duty Agent can be contacted after hours through the Law Enforcement Desk or Command Post.

3. Notify First Sergeant, Command Post and Chain of Command. Command Post will initiate Operational Reporting (OPREP) messages. (Command Post will notify FSS/CL). Ensure notifications are kept to short list of "need to know" and contain minimum amount of information to convey nature of critical event. Being appropriate with "need to know" helps avoid stigmatizing the member's return to a work center where many people are aware of what happened.

4. If attempt was by an Airman in Title 10 status: Notify the nearest active duty Mental Health Clinic or Mental Health on-call provider to consult on safety planning, a fitness for duty determination and coordination of a possible Commander Directed Evaluation (CDE). If an attempt was by a civilian the Mental Health Clinic or on-call provider can provide guidance on options. Generally, civilian authorities and hospitals will be the lead agents for response to the attempt.

5. If the attempt has occurred in the workplace: Notify local law enforcement/Security Forces, AFOSI and Chain of Command. Ensure the area of the attempt has been secured and contact the nearest active duty Mental Health Clinic or Mental Health on-call provider or ARC equivalent for consultation and potential TSR activation.

6. A suicide attempt requires formal Mental Health assessment and often will result in hospitalization to stabilize the individual and ensure safety. If the member is hospitalized, it is recommended you consult with Mental Health and your Chain of Command regarding visiting the person while they are in the hospital.

7. Returning to work: A person who has experienced a crisis may find returning to work to be comforting (a sense of normalcy) or distressing. Work may need to be tailored to accommodate for medical/Mental Health follow-up appointments and assessed abilities of the person upon their return. The goal is to gradually return to full duties as appropriate.

If Active Duty or ARC: Ensure the Airman is cleared for return to duty by Mental Health and their Primary Care Manager (PCM). PCM Consultation between Mental Health/PCM and Command can ensure a work schedule that accommodates the active duty member provides additional supervision and support without risk of showing secondary gain for having attempted suicide.

Recommendations:

- "No Drink" order
- Non-weapons bearing duties
- Secure personal weapons, providing a safe alternative (i.e., base armory)

If civilian: Recommend discussing alcohol and weapons. Engage with employee to ensure they provide documentation indicating they are medically cleared by their treating medical/Mental Health provider to return to the work environment. Coordinate with Civilian Personnel Office on accommodations (if required) to work schedule and work environment.

8. A returning member must not be treated as fragile or 'damaged.' If they sense they are being "singled out" or treated differently in the presence of peers, it can damage the recovery process. Freely speak with the employee about being receptive to their thoughts on returning to work and how to avoid either their, or your, perception of 'walking on egg shells.'

9. Consider leave requests carefully. Support the employee by ensuring leave requests involve structured time or planned events that will enhance them as they take time away from work. ARC leaders are encouraged to collaborate with civilian employers after obtaining permission from the member to do so.

10. Ensure all members of the unit are aware that seeking Mental Health is a sign of strength and helps protect mission and family by improving personal functioning instead of having personal suffering.

11. Never underestimate the power of the simple statement: "What can I do to be helpful to your recovery process?"

12. Consult with Mental Health providers to develop a supportive plan to re-integrate the Airman into the workplace.

13. Engage family and support networks to increase support and surveillance of the Airman. Encourage family and friends to reach out to the unit if they become concerned about the Airman's emotional state.

14. Ensure a DoDSER entry is completed for all suicide attempts which result in hospitalization or evacuation from the AOR.

For more leadership tools visit
www.resilience.af.mil



Department of the Air Force RESILIENCE

SUPPORTING BOTH OUR AIR AND SPACE FORCES AND FAMILIES



PROMOTE RESILIENCE

Practice self-care such as regular exercise, sufficient sleep, and relaxation time. Invest in resilience skills like balancing your thinking, mindfulness, and looking for the good to manage stress.

RECOGNIZE SIGNS OF DISTRESS

- Mood changes, such as depression or anxiety
- Irritability, agitation or anger
- Sleep difficulties
- Withdrawing from social activities, family, friends or others
- Lack of interest in activities that were previously enjoyed (hobbies, work, etc.)

ASK

Directly ask the individual if they are having thoughts of death, self-harm, or suicide.

CARE

Care about their answers. If they hesitate, or seem uncertain, ask follow-up questions to convey that you care about their well-being.

ESCORT

If the individual is having thoughts of suicide or needs help, escort them to a qualified professional or leadership.



If someone demonstrates signs of distress, consider their access to **LETHAL** means including firearms, medications or other means of fatal methods. Airmen should remember **SLC** – use **SAFES**, **LOCKS** or store mean **OUTSIDE** of the home.

SMALL STEPS SAVE LIVES.

www.resilience.af.mil

MILITARY CRISIS LINE: 1 (800) 273-8255

HELPING RESOURCE	COMMANDER/ SUPERVISOR	AIRMAN & FAMILY READINESS CENTER	MILITARY ONESOURCE/ MILITARY FAMILY LIFE COUNSELOR (MFLC)	CHAPLAIN	CIVILIAN EMPLOYEE ASSISTANCE PROGRAM	MENTAL HEALTH (MH) CLINIC	EMERGENCY ROOM
CONTACT:							
CAN ASSIST:	All	All	Military and Family Members	All (full confidentiality)	Civ/NAF	Military	All
Suicidal Thoughts	✓		✓	✓	✓	✓	✓
Relationship Problems	✓	✓	✓	✓	✓	✓	
Loneliness/Isolation	✓	✓	✓	✓	✓	✓	
Workplace Stress or Problems	✓	✓	✓	✓	✓	✓	
Alcohol/Drugs	Must report to ADAPT			✓	✓	✓	
Fatigue/Sleep	✓		✓	✓	✓	✓	
Anxiety/Panic Depression	✓			✓	✓	✓	
Grief and Loss	✓	✓	✓	✓	✓	✓	
Deployment	✓	✓	✓	✓	✓	✓	
Finances/Budget	✓	✓	✓ (One Source)	✓	✓		
Retirement/ Separation	✓	✓	✓	✓	✓	✓	



Department of the Air Force RESILIENCE

SUPPORTING BOTH OUR AIR AND SPACE FORCES AND FAMILIES



PURPOSE:

This checklist is designed to assist leaders in guiding their response to suicides and suicide attempts. Research suggests the response by a unit's leadership can play a role in the prevention of additional suicides/suicide events or, in worst cases, inadvertently contribute to increased suicides/suicide attempts (suicide contagion). This checklist is intended to augment any local policies. It incorporates "lessons learned" from leaders who have experienced suicide deaths in their unit. It is a guide intended to support a leader's judgment and experience. The checklist does not outline every potential contingency which may come from a suicide or suicide attempt.

AIR FORCE LEADER'S POST SUICIDE CHECKLIST

GUIDANCE FOR ACTIONS FOLLOWING A DEATH BY SUICIDE

1. Contact local law enforcement/Security Forces, AFOSI, and 911 (situation dependent). AFOSI Duty Agent can be contacted after hours through the Law Enforcement Desk or Command Post.
2. Notify First Sergeant, Command Post and Chain of Command. Command Post will initiate Operational Reporting (OPREP) messages. (Command Post will notify FSS/CL and Mortuary Affairs.)
3. Notify Mental Health Clinic or Mental Health on-call provider, or ARC equivalent, to prepare activation of the Disaster Mental Health (DMH) Team. Command Post can assist with contacting Mental Health after duty hours.
4. Validate with JA and AFOSI who has jurisdiction of the scene and medical investigation. Normally, local medical examiners/coroners have medical incident authority in these cases but some locations may vary.
5. Contact Casualty Assistance Representative (CAR) to notify Next of Kin (NOK) IAW AFI 36-3002, Casualty Services and receive briefing on managing casualty affairs. Wing Commander or office designee makes notification if NOK is in local area. CAR can assist.
6. Consult with DMH Team Chief or on-call Mental Health provider to prepare announcement to unit and co-workers.
7. Make initial announcement to work site with a balance of "need to know" and rumor control. Consider having DMH team members present for support to potentially distraught personnel, but avoid using a "psychological debriefing" model. Make initial announcement to work site/unit
8. Consult with Public Affairs regarding public statements about the suicide and refer to the Public Affairs Guidance (PAG) for Suicide Prevention.

9. When speaking to the work site/unit, avoid announcing specific details of the suicide, merely state it was a suicide or reported suicide. Do not mention the method used. Location is announced as either on-base or off-base. Do not announce specific location, who found the body, whether or not a note was left, or why the member may have killed himself.

10. Avoid glorifying/idealizing deceased or conveying the suicide is different from any other death. Consult with Mental Health, the Chaplain, and your mentors/Chain of Command for any actions being considered for memorial response.

11. When engaging in public discussions of the suicide:

1. Express sadness at the Air Force's loss and acknowledge the grief of the survivors;
2. Emphasize the unnecessary nature of suicide as alternatives are readily available;
3. Express disappointment that the Airman did not recognize that help was available;
4. Ensure the audience knows you and the Air Force want personnel to seek assistance when distressed, including those who are presently affected;
5. Encourage Wingmen to be attuned to those who may be grieving or having a difficult time following the suicide, especially those close to the deceased; and
6. Provide brief reminder of warning signs for suicide.

12. After death announcement is made to the work center, follow-up your comments in an e-mail provided to the community affected. Restate the themes noted above.

13. Unless you discern there is a risk of being perceived as disingenuous, consider increasing senior leadership presence in the work area immediately following announcement of death. Engage informally with personnel and communicate message of support and information. Presence initially should be fairly intensive and then decrease over the next 30 days to a tempo you find appropriate.

AIR FORCE LEADER'S POST SUICIDE CHECKLIST

GUIDANCE FOR ACTIONS FOLLOWING A DEATH BY SUICIDE

14. Consult with Chaplain regarding Unit Sponsored Memorial Services. Memorial services are important opportunities to foster resilience by helping survivors understand, heal, and move forward in as healthy a manner as possible. However, any public communication after a suicide, including a memorial service, has the potential to either increase or decrease the suicide risk of those receiving the communication. It is important to have an appropriate balance between recognizing the member's military service and expressing disappointment about the manner of death. If not conducted properly, a memorial service may lead to adulation of the suicide event and thus potentially trigger "copy cat" events. Therefore, memorial services should avoid idealizing the deceased or the current state of peace found through death. Avoid normalizing suicide by inferring it is an acceptable reaction/response to distressful situations. Make clear distinctions between positive accomplishments/qualities and the act of suicide. Focus on personal feelings and feelings of survivors. Express disappointment in deceased's decision and concern for survivors. Promote help-seeking and the Wingman concept. The goals are to:

- Comfort the grieving
- Help survivors deal with guilt
- Help survivors with anger
- Encourage Airmen/family members to seek help
- Prevent "imitation" suicides

15. Public memorials such as plaques, trees, or flags at half-mast may, in rare situations, encourage other at-risk people to attempt suicide in a desperate bid to obtain respect or adulation for themselves. Therefore, these types of memorials are not recommended.

16. Utilize or refer grieving co-workers to Integrated Delivery System (IDS) community-based resources. For Military beneficiaries, consider Mental Health, Chaplain, Airman & Family Readiness, and Military OneSource (1-800-342-9647). For civilians, consider Employee Assistance Program and follow-up services through DMH (consult with DMH team chief on details, if needed). If non-beneficiaries (i.e., extended family members, fiancé or boy/girlfriends) are struggling and asking for help, refer them to community-based services and/or discuss options with a mental health consultant or competent medical authority.

17. Ensure Department of Defense Suicide Event Report (DoDSER) completion for military personnel and participate, as requested, with any appointed independent reviewer process (suicide review for installation/MAJCOM, or Medical Incident Investigation (MII)). Avoid defensiveness. Acknowledge the processes are intended to determine if there are any 'lessons learned' in regards to suicide prevention, not to affix blame.

18. Anniversaries of suicide (1 month, 6 month, 1 year, etc.) are periods of increased risk. Promote healthy behaviors and the Wingman concept during these periods.

GOAL

Airmen succeed in the mission when they feel valued and have a sense of belonging to the organization.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Share the video “*What is Connectedness*”: <https://www.dvidshub.net/video/embed/619375>
The purpose of the conversation that follows is to mentor your team by listening and aligning viewpoints. Make sure the environment you start this discussion in is a safe, trusted space.
- Airmen that create a sense of belonging to Wingmen also create trust and a healthy reliance on the team. This happens more effectively when time is invested in becoming an Honorable Warrior, a Respectful Warrior, etc
- Because we may spend more time with our co-workers than our immediate families, our work life is where we create some of our strongest relationships.
- The culture of a team is developed through formal and informal social interactions and leadership.
- Be familiar with the helping agencies on your base so you can effectively take care of yourself and others.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Share and discuss this video on Social Fitness:
<https://www.dvidshub.net/video/embed/518649>
- **Share and discuss** this video on *The Connection Paradox*: <https://fb.watch/1A4hW7Z5p3/>

Please note: If you play this video, be intentional about making the connection between your work center and the key points of isolation and technology.

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

Feeling connected to others has an immediate impact on us. Team members who can develop relationships within the workplace can use that social capital to share resources and meet mission requirements more efficiently while reducing individual stress and burnout.

Work stress is often a result of a disparity between productivity and resources. Understanding the value of connectedness is the starting point in developing workspaces that intentionally invest in creating a more supportive culture.

SUGGESTED DISCUSSION POINTS

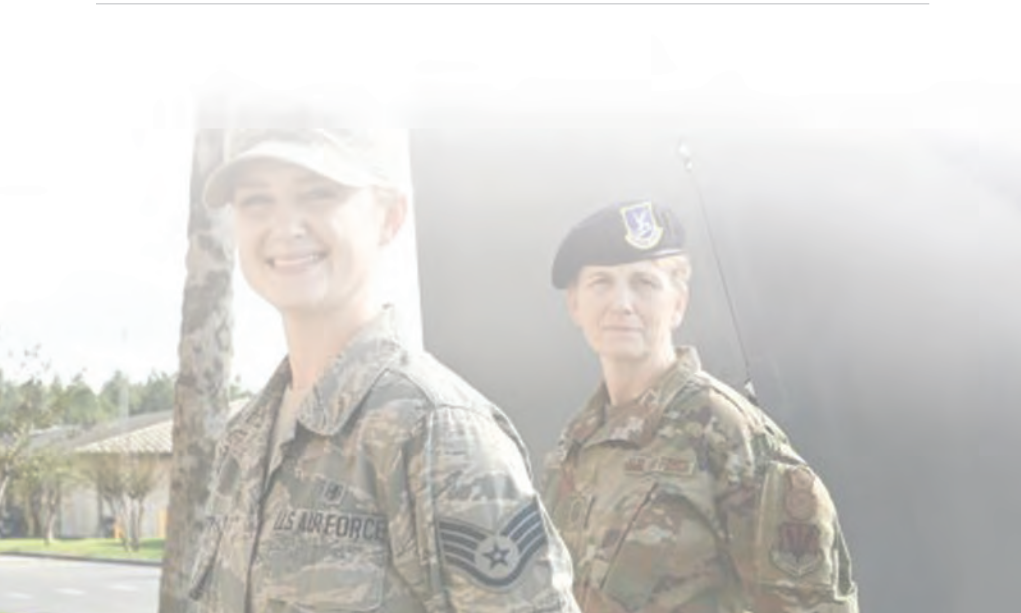
- How would you describe the similarities and differences between work relationships and your family/friend relationships?
- What are some reasons people may feel disconnected from the team?
- What can you do to prevent people from feeling disconnected, and ensure people feel they belong on the team?
- What strategies can you use personally to manage workplace stress?
- How can you support fellow Airmen when home stress adds to workplace stress?

MISSION CHALLENGE

HOW TO APPLY THE LESSON

Have your Airmen list both their individual and the team strengths, and how those strengths add value to the mission of the team.

Create a list of strategies that align your team on how to best support individuals when they begin to burnout, struggle with work/life balance or are challenged by mission requirements.



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Our work life is where we create some of our strongest relationships. Being part of a Warrior Family means learning how to support your team. Consider how you support fellow Airmen when home stress adds to workplace stress.

#USAFEGRIT



O C T
2 0 2 1

If your team is a Warrior Family, that makes you the leader of the family. Are you making an effort to cultivate a safe, trusted environment for your airmen?

Download this month's resource to start a conversation.



www.usafe.af.mil/GRIT/

O C T
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We don't get everything perfect in life, but #GRIT teaches you how to fail forward.

#USAFEGRIT



For more information on OPERATION GRIT, visit our site!
Learn more at <https://www.usafe.af.mil/GRIT/>



O C T
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Families are connected. They know, care about and support each other. These Airmen explain what connectedness looks like in the workplace and how it makes us a Warrior Family.

#USAFEGRIT

<https://www.dvidshub.net/video/embed/619375>

O C T
2 0 2 1

The #Check6 topic for November is the Grateful Warrior. Spend a few minutes today considering 3 things for which you are grateful.



O C T
31
2 0 2 1

November is the month of the Grateful Warrior. Check out this video of members of the US Air Force sharing their gratitude and focus on the practice and power of gratitude.

#USAFEGRIT #Check6

<https://www.dvidshub.net/video/724475/thanksgiving-season-gratitude-2019>





Department of the Air Force **RESILIENCE**

SUPPORTING BOTH OUR AIR AND SPACE FORCES AND FAMILIES



VIOLENCE/HARASSMENT/ASSAULT



The risk of domestic abuse and child

maltreatment increases when one or more family members have a history of exposure to abuse or neglect and are experiencing increased stress. Promoting healthy communities is a key to fostering safe, non-violent family environments. The Air Force approach to prevention involves encouraging members to focus on positive behaviors and make healthy choices.

Treatment plays an important role in preventing continued maltreatment after an abusive incident. The full range of maltreatment interventions offer family members safety, support, treatment, and interpersonal skills that help families break the cycle of violence. Early identification and support are key to mission and family readiness.

DOMESTIC VIOLENCE AND FAMILY MALTREATMENT

SIGNS AND RISK FACTORS WINGMEN SHOULD BE AWARE OF

- ▶ Active Duty member, spouse, or unmarried intimate partner is known to have difficulties with regulating emotion.
- ▶ Couples known to be experiencing high conflict and multiple stressors.
- ▶ Excessive alcohol use by one or both partners.
- ▶ Couples experiencing significant marital discord, especially when loaded firearms or other weapons and alcohol are in the home.
- ▶ Reports of infidelity, severe arguing, extreme jealousy, or domestic contacts with law enforcement.
- ▶ Any indication of stalking behavior or attempts to strangle partner or any verbal threat to injure or kill partner or children (these are serious warning signs for lethal domestic violence!).
- ▶ Partner is threatening to, or actually separates, from spouse or intimate partner.
- ▶ Families with fewer connections to the unit or community.
- ▶ Families in transition (e.g., deploying/redeploying, PCSing, recent birth of a child, etc.).
- ▶ Airmen with recurring personal hygiene issues or recurring reports of unsanitary living conditions who have small children at home may be experiencing electronic addictions or other serious addictions that increase risk of child neglect.
- ▶ Single parent with inadequate dependent care plan and inadequate finances.
- ▶ Compulsive on-line gamers and/or social network site users – spending many hours per day on-line with an infant or toddler in the home.
- ▶ Active Duty member or spouse/intimate partner with history of depression or suicide attempts, or other significant mental illness (e.g., schizophrenia, bipolar disorder) with children in the home.

RECOMMENDED WINGMAN ACTION

- » Know your wingmen and their families.
- » Refer for prevention and support before an incident of maltreatment occurs.
- » Be vigilant, and when red flags for maltreatment are identified, ask the individual how you can help.
- » Create a unit/community environment that encourages communication and help-seeking behavior.
- » Communicate concerns to leadership.

LEADERSHIP CONSIDERATIONS

- ▶ Leaders must comply with AFI 40-301, which mandates the service member's chain of command to report child maltreatment to the Family Advocacy Program (FAP). This instruction requires commanders to report suspected domestic abuse to law enforcement and requires law enforcement to report all domestic abuse and child maltreatment to FAP. This instruction also requires all mandatory reporters of child abuse to report to FAP and to the local child protective services agency.
- ▶ Ensure personnel are aware of signs of domestic abuse and child maltreatment, reporting requirements, and how to report.
- ▶ Ensure personnel are aware of helping resources, such as Chaplains and legal counsel.
- ▶ Communicate the expectation that supervisors will know their people.
- ▶ Don't ignore reports of personnel or families that are having problems. Refer them for prevention services and follow-up to promote their follow-through with the appointment.
- ▶ Maintain awareness of problematic situations beyond initial adjustment or resolution.
- ▶ Make referrals to FAP as appropriate (a referral for secondary prevention to decrease issues from becoming an incident or a report of alleged maltreatment where a suspected or known incident has occurred).
- ▶ Consult frequently with FAP, the Mental Health Clinic, or the Staff Judge Advocate (SJA) regarding clinical and safety issues to include issuing no contact orders, use of unit watch procedures, moving personnel or families into different housing arrangements, restriction from base, changes in duty locations, etc.
- ▶ Ensure the basic needs of victims are met if abuse or neglect have been identified.

GOAL

Airmen are intentional about finding the good in themselves, others and present circumstances.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Watch *The Airman Spirit: Gratitude* and share with your team:
<https://www.dvidshub.net/video/534060/airman-spirit-series-gratitude>
- Gratitude flows from us when we are focused on what is good about ourselves and our circumstances. Remind your Airmen of the good you see in them and what they add to the team. Feeling valued and supported by you is vital to their ability to find the good in seemingly bad situations.
- Feeling, expressing and focusing on gratitude are more than just positive reinforcement - they contribute to each Airman's resilience. Read this article and prepare to share the concepts with your team:
<https://advice.theshineapp.com/articles/the-simple-way-gratitude-helps-us-build-resilience/>

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Set time aside after the discussion for the Airmen to make a list of what they are grateful for in the present moment. Regroup to discuss how the items on their list helps them focus on the good in the day-to-day.
- Consider preparing and sharing your own list with them. This provides an example and encourages openness among the rest of the team.

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

We have things to be grateful for; people, experiences and even some material possessions. Being a Grateful Warrior involves taking that idea deeper, teaching yourself how to focus on the good in the world and in yourself.

When we focus on the good, no matter what is happening in and around us, we free our minds from the negative and find hope beyond the present moment. This is a daily practice that has long-term impact.

SUGGESTED DISCUSSION POINTS

- What are three things you are grateful for off the top of your head?
- What are three things you have currently negative feelings towards?
- When you pause to consider what you are grateful for, how does it change your mood in this moment? What about when you consider the negative?
- Do you see how teaching yourself how to focus on the good and gratitude can impact you and those around you?

MISSION CHALLENGE

HOW TO APPLY THE LESSON

As the team leader, you are in the unique position to set the example for what it means to be a Grateful Warrior. When you are living in gratitude, it has the power to boost the morale of your Airmen. Challenge yourself to find a moment to express your gratitude for one quality in each Airman and how it strengthens the team. This may open the door for them to follow your lead and express the good about their fellow wingmen.



N O V
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November is Warrior Care Month. Did you know that PTSD, sleep struggles, severe back and neck pain and depression are the top 4 struggles plaguing warriors when they come home, according to the Wounded Warrior Project? Let's raise awareness of the assistance our warriors need.
#USAFEGRIT Happy Air Force Day!



N O V
2 0 2 1

Becoming a Grateful Warrior starts with learning how to focus on the good in people and situations. This TED Talk with Travis Roy will show you how.

https://www.ted.com/talks/travis_roy_the_art_of_practicing_gratitude_and_life_s_simplest_pleasures

#USAFEGRIT

N O V
11
2 0 2 1

The United State Air Force salutes the Warriors who gave their lives in service of our great nation.

**#VeteransDay
#USAFEGRIT**



N O V
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This month is the perfect time to remind your Airmen of the good you see in them and what they add to the team. When you see the good in them, they'll see the good around them, too. Find more tips in this month's resource >>

**#Check6
#USAFEGRIT**



www.usafe.af.mil/GRIT/

N O V
2 0 2 1

GRIT conversationalists
have several roles to fill.
What does your team see in you?

#USAFEGRIT
#Check6



N O V
2 0 2 1

The #Check6 topic for December is the Reflective Warrior. Give this some thought today: How does being a Reflective Warrior impact your team?

#USAFEGRIT
#Check6



N O V
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Happy Thanksgiving!
We're grateful for Warriors like you who give their all for something greater than themselves.

#Thanksgiving
#USAFEGRIT



N O V
30
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Personal reflection is integral to advancement. Read this article in preparation for next month's #Check6 topic - the Reflective Warrior.

<https://www.military.com/veteran-jobs/career-advice/military-transition/leadership-through-personal-reflection.html>

GOAL

Airmen hold themselves accountable for their speech and behavior.

FACILITATOR'S NOTES

HOW TO PREPARE:

- Read and share this article with your team:
<https://www.military.com/veteran-jobs/career-advice/military-transition/leadership-through-personal-reflection.html>
- Every Wingman should have a clear understanding that being reflective and accountable for themselves is an intricate part of self-improvement, advancement and maintaining close connections with other Wingmen.
- As a leader, your team should see this example in you. Consider how reflective you are, how you respond when something about yourself is brought to your attention and share a time you acted on it.

All links should be copied and pasted into your secure browser's URL bar.

THE EXTRA MILE ADDITIONAL RESOURCES

- Watch and share this video on “Gibbs’ Reflective Cycle”:
<https://vimeo.com/454033906>. See Mission Challenge below.
- Make sure your Airmen are aware of the help agencies available to them as they reflect on their individual needs and challenges.

MISSION PLAN HOW TO EXECUTE

FRAMING THE CONVERSATION

“Great leaders develop through a never-ending process of self-study, self-reflection, education, training, and experience.” – *Tony Buon*

Self-awareness is vital to effective leadership and genuine and connections. It is important that we know where we stand, what our strengths are and how we can improve our thoughts, speech and behavior.

As active Airmen, everyone holds a position of leadership in some way, and, therefore, should prioritize being reflective. It benefits you, your team and your friends and family at home when you take an active role in observing yourself for the purpose of improving. It must become a habitual practice rather than something we only do when we are called out by someone else.

SUGGESTED DISCUSSION POINTS

- How do you respond when someone brings something about yourself to your attention?
- Are you willing to reflect on your thoughts and behaviors?
- Has there been a time that you considered your words or actions after a situation and identified a way you could have responded differently?
- How do you think being accountable for yourself can help the strength of your team?

MISSION CHALLENGE

HOW TO APPLY THE LESSON

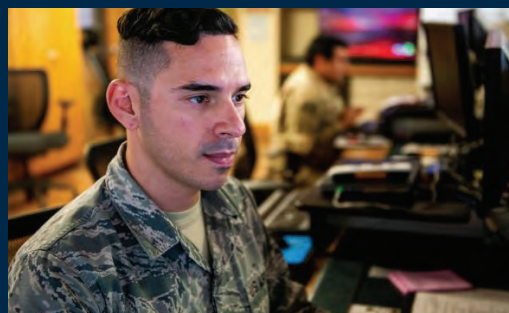
Refer back to “Gibbs’ Reflective Cycle” noted in The Extra Mile. Encourage your Airmen to write down the cycle explained in the video the next time they have to pause and evaluate their recent speech or behavior at work or home. This practice is beneficial in understanding the reality of the situation and what caused their reaction. Eventually, when this practice is embedded in the mind, Airmen can complete the exercise without writing it out.

Remind them that help is always available if they discover something in the process that they would like help sorting through in a healthy way.

D E C
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Reflective Warriors know that self-awareness is vital to effective leadership and genuine connections. How self-aware are you?

#USAFEGRIT



D E C
2 0 2 1

Reflective Warriors focus on accountability and self-improvement. What does your team see in you? Get the conversation started with this month's resources.

#USAFEGRIT
#Check6



www.usafe.af.mil/GRIT/

D E C
2 0 2 1

GRIT is courage, resolve, and strength of character. It's what keeps the USAFE Warrior fighting.

#USAFEGRIT



<https://www.usafe.af.mil/GRIT/>



D E C
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**Happy Holidays
to all our
Warriors and
their loved ones!**

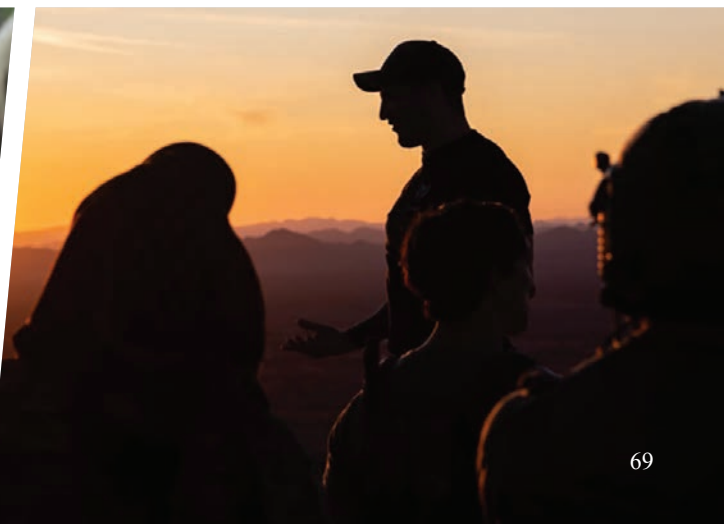


D E C
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Focusing on positive results is the key to the Reflective Warrior. This article breaks it down >>

<https://www.mindtools.com/pages/article/reflective-cycle.htm>

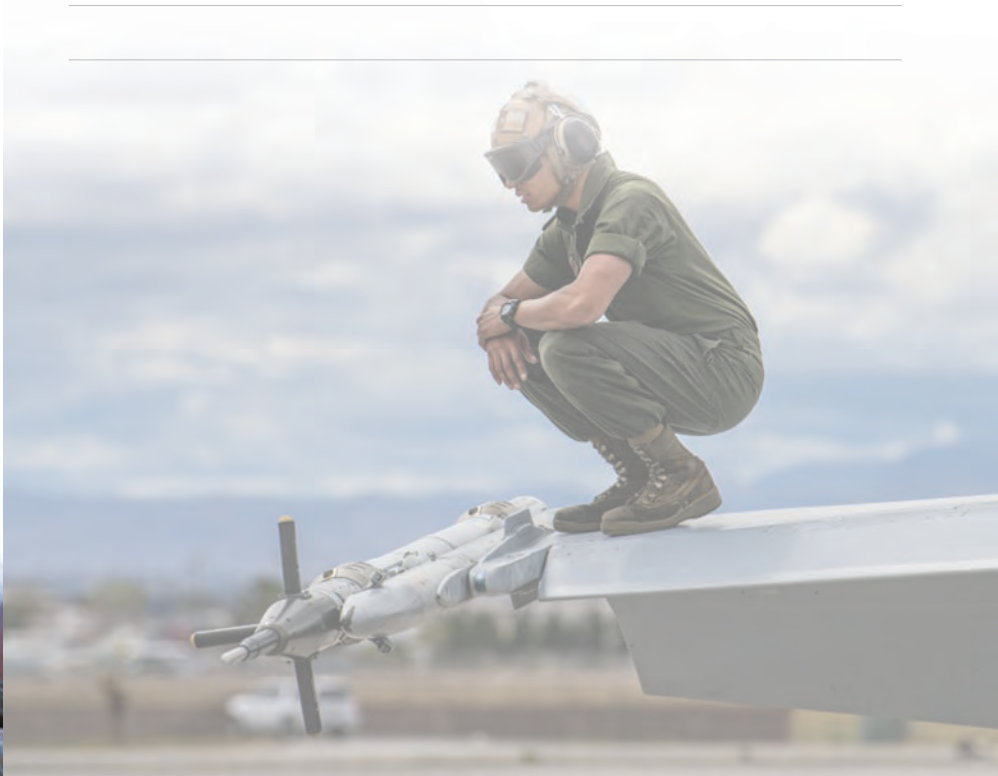
#USAFEGRIT
#Check6





NOTES _____







GRIT
STRENGTH THROUGH
RESILIENCE



GRIT
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RESILIENCE