



SR2COMMUNITYLINK

The Army SHARP, Ready and Resilient Directorate Newsletter

Simon Sinek Talks Leadership at Army Profession Forum

By Antonieta Rico, SR2 Strategic Communications

ARLINGTON, Va. — What can a motivational speaker from the private sector teach the Army about leadership? Maybe more than we think. Building effective teams, whether in business or the military, is about building trust, says best-selling author Simon Sinek.

Sinek brought his perspective on leadership to Army senior leaders during the Army Profession Forum Dec. 11.

In his latest book, Sinek distills the essentials of leading with an "infinite mindset," or leading with a long-term view, to five practices. One of them — building trusting teams — refers to the psychological safety people must feel if they are to perform at their best within a team.

Officers and NCOs in a unit have to feel safe enough to say: "I made a mistake," "I don't feel qualified to do the job I'm being asked to do," "I'm scared," "I need help," he said during the forum.

Psychological safety is the foundation for establishing trust within a team. It is a "biological and anthropological concept" that is not up for debate, Sinek said in an interview. Without psychological safety, trusting teams will not develop.

"That is the root of all friendships, relationships, trusting teams. It's the root of human relationships: our ability to trust other people with our lives, with our frailty, with our insecurity," he said.

If Soldiers don't feel they can admit to making mistakes or to needing help, that is a leadership failure.

"Leaders need to create an environment where their Soldiers can express themselves and that leader will listen and make them feel heard," Sinek said.

Another challenge for Army leaders is creating environments free from sexual



Motivational speaker Simon Sinek speaks to Army senior leaders during an Army Profession Forum in Arlington, Va., Dec. 11, 2019. (U.S. Army photo by Sgt. James Harvey)

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Director's Column

SR2 Looking Ahead to 2020

Team,

As 2019 draws to a close, I want to take the opportunity to thank you for your hard work and dedication to our Soldiers and the SHARP, Ready and Resilient (SR2) mission. Also, I'd like to reflect on the accomplishments of the past year and look ahead to the new year.



Dr. James Helis

your steadfast commitment to fulfilling our duties and responsibilities as we went through the Directorate's reorganization. In 2019, SR2 participated in the first Discussion on Sexual Assault and Sexual Harassment at America's Colleges, Universities, and Service Academies, and hosted the 5th Annual Program Improvement Forum, which garnered the most significant attendance to

When I arrived in March, I was impressed by

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R2 Performance Centers in Action

SR2 Strategic Communications

New Training Tactics Help JBLE Army Ten-Miler Team Excel

FORT EUSTIS, Va., and WASHINGTON — Even the most seasoned athletes need encouragement. Master Resilience Trainer-Performance Expert (MRT-PE) Kacey Gibson provided performance coaching for the Joint Base Langley-Eustis (JBLE) Army Ten-Miler Team during tryouts and throughout training and race day. Her training focused on developing consistent pre-race routines, visualizing the race through imagery, and utilizing the Aware, Interrupt, Replace (AIR) technique. Three out of the four returning runners from the 2018 team set a new personal record during this year's race. Team JBLE officially finished in 15th place out of 48.

Right: Army Sgt. 1st Class Nick Krause, 2nd Battalion, 210th Aviation Regiment, 128th Aviation Brigade runs during the 35th annual Army Ten-Miler race in Washington, D.C., Oct. 13. (U.S. Air Force photo by Senior Airman Monica Roybal)



R2 Training Improves Graduation Rates Among Fort Benning Pre-Rangers

FORT CAMPBELL, Ky.— To best prepare Soldiers starting Ranger School at Fort Benning, Ga., Justin Foster and Kelsey Erlenbaugh, MRT-PEs, implemented mental training within the Program of Instruction of Fort Campbell's Pre-Ranger Course (PRC). The Sabalauski Air Assault School Commander Capt. David Mann and the PRC Senior Instructor Master Sgt. Jamie Johnson incorporated MRT-PEs within the course to improve the mental fortitude of PRC students. Subsequently, graduation rates at Fort Campbell increased from 51% in FY 2018 to 67.1% in FY 2019, well above the overall Army average of 35%. The R2 skills trained included: Mental Skills Foundations, Attention Control, Energy Management, Imagery, Motivation and Communication.



Music Class Participation Gives a Soldier for Life Mindset

FORT BRAGG, N.C.— Music can be a crucial element to instill a Soldier for Life mindset. For one group of Soldiers participating in guitar classes at the Warrior Transition Battalion, the classes have served as a unique occupational therapy experience. Along with learning to play the guitar, Soldiers were also trained in Growth and Fixed Mindset, Attention Control, Tribe (belonging), Energy Management, Goal Setting, Imagery, Building Confidence and Mindfulness. National Capitol Region MRT-PEs, alongside members of the 82nd Airborne Division Band, served as instructors for the classes.



Mastery Art Sessions Encourage Families to Communicate

FORT BELVOIR, Va.— MRT-PEs mastery sessions allowed Families to share a fun experience while increasing effective communication, empathy and positive emotions. After a brief refresher on the Activating Event, Thoughts, Consequences (ATC) model, the Families participated in an acrylic pouring art session. Each Family Member created artwork related to their experiences over the last month. Following the art session, the participants discussed life events, stressors and the next steps in communication best practices. For more information on Family mastery sessions, contact your nearest R2 Performance Center or visit readyandresilient.army.mil.



A Data Point: Review of a Dissertation on Military Sexual Violence Prevention

By John D. Foubert, Ph.D., Senior Advisor to the Director for Prevention

This summer, Dr. Jacqueline Layton published her dissertation titled "Informing Military Sexual Violence Prevention: An Exploration of Individual, Relational, and Sociocultural Factors." Her dissertation has useful information for us as we seek to end sexual violence in the U.S. Army.

When examining a wide variety of personal, peer and cultural factors that might lead to sexual violence, Layton found two factors topped the list for their level of influence. The most influential factor for predicting sexual violence in the military is "peer tolerance for sexual aggression." In other words, if your friends think it is okay to be sexually violent, you are much more likely to commit an act of sexual violence. The second most influential factor predicting sexual violence is "perceived cultural tolerance for violence." This second factor extends the circle out further from one's friends to the broader culture in which the behavior occurs. Think of this as the difference between the climate in a unit and the culture on a post. If a potential perpetrator thinks that people on post believe that violence itself is acceptable, they will be much



John D. Foubert, Ph.D

more likely to commit sexual violence.

In her dissertation, Layton identified other factors that lead to a greater likelihood that sexual violence will occur. For example, higher rates of rape were found in military units in which ranking officers allowed or initiated sexually demeaning

comments or gestures. Layton reported that relational-level factors and perceptions have been found to be important in military samples. She reported that a study of bystander intervention found that officers with a greater rank, who perceived greater morale, and/or who perceived positive cohesion in their unit were also more likely to intervene in situations that could escalate into sexual violence. This result points us to the importance of maintaining high levels of positive unit cohesion. It also suggests that we need to do a better job empowering lower-ranked individuals to intervene when they see a potentially dangerous situation.

Layton also reports that a study of noncommissioned officers in the Army who were trained using a new method combining empathy and bystander intervention were more willing to intervene in situations that

could become sexually violent. This finding is important because the study also found that the training that was currently in use on post had little to no effectiveness.

Layton also found that things that had nothing to do with perpetration of sexual violence included how strongly a person identifies with the military, whether they have been deployed, and whether they have grown up in a military family. Layton also reported that past sexually aggressive behavior was the strongest predictor of recent sexually aggressive behavior — suggesting that repeat offenders are likely responsible for many of the sexual assaults in the U.S. Army.

Overall, the most significant findings in this study are the contributions that perceptions of peer and cultural tolerance for sexual aggression for violence had in predicting sexually aggressive behavior. The importance of peers and culture are particularly important pieces in the prevention puzzle. In conclusion, Layton noted that given the seeming importance of peer factors, unit leaders may be in a unique position to contribute to sexual violence prevention by setting norms and dispelling beliefs justifying or downplaying sexually aggressive behavior.



SHARP Regulations Revisions Underway

Representatives from Army Commands (ACOMS) and the Army SHARP Academy met at the SHARP, Ready and Resilient (SR2) Directorate headquarters Nov. 5. in Arlington, Va., to review, discuss and draft SHARP regulations.

(SR2 photo by Jasmine Taylor)



Resilience Training Offered to Service Members and Civilians Overseas

By Spc. Ryan Swanson, U.S. Army Central

CAMP ARIFJAN, Kuwait — Soldiers and Army Civilians in Kuwait tapped into the most current mental health fitness program offered by the U.S. Army on Camp Arifjan, Kuwait, Oct. 24.

The Master Resilience Training (MRT) course is taught by qualified instructors who foster positive thinking habits and mental health awareness at home and abroad. Multiple instructors and one of the program's founders traveled from the U.S. to the Middle East to teach the 10-day course on Camp Arifjan.

Keith Allen, an infantryman, was one of the first 50 military personnel chosen to pilot this new plan across the Army. Allen continued his education at the University of Pennsylvania after retiring from the military and continues to serve as the primary instructor at the U.S. Army Master Resilience School at Fort Jackson, S.C. In 2008, the U.S.

Army established the Comprehensive Soldier Fitness program under the guidance of Army Chief of Staff Gen. George W. Casey. Army psychologists and professionals from the University of Pennsylvania developed a joint initiative from the Positive Psychology Program. Currently the program is known as Ready and Resilient.

Master Resilience Training is also taught at basic combat training. MRT incorporates many strategies to help Soldiers adapt. As there is greater acceptance for Soldiers reaching out for help, MRT has adapted too.

"The addition to MRT included more performance psychology skills, Goal Setting, Energy Management and training to avoid Thinking Traps," Allen said. A Thinking Trap is a thinking pattern that can cause an individual to miss critical information about a situation or individual.



Students of the Army's Master Resilience Training course study mental wellness techniques at the Morale, Welfare and Recreation building on Camp Arifjan, Kuwait, Oct. 26. (U.S. Army photo by Spc. Ryan Swanson)

"We have had a fair amount of people of senior rank who say they wish that they received the training earlier in their careers because it would have truly enhanced their leadership throughout their careers," Allen said.

He also noted that the Army did a good job educating the physical training aspects of military living and has been now for a decade focusing on what happens in the

mind as being just as important.

For more MRT information, Allen noted that select units are allocated certain slots from their Army Command. If Soldiers are not in a typical unit, they may reach out to their operations section.

Military, Civilians and Family Members can also call the U.S. Army Master Resilience School directly at 803-751-3217.

Strengthening Campaign: Build your Personal Readiness This Holiday Season



The holiday season is a time for joy and merriment, vacations and visits to Family and friends. But for some of us, the holidays can be especially hard. Financial hardship can prevent us from joining in the fun, deployments can keep us away from loved ones, breaks in routines can lead to losing connections with our battle buddies.

Small actions and gestures of empathy and support can have a

profound effect on people going through tough times. It is important for leaders at all levels to increase their visibility and engage with Soldiers during this time of year, especially when their personal readiness is affected. With the message "Be ready and resilient. Know your values. Do what's right," the Strengthening Campaign reminds us of our duty and responsibility to proactively maintain routines and build relationships with our Soldiers to foster a culture of trust so that Soldiers are motivated to seek guidance. Doing so enhances our ability to recognize even the smallest changes in behavior (e.g., lack of motivation, withdrawal, sadness, etc.) that are a deviation from standards or out of character for the Soldier, and proactively address any concerns. Leaders who model the right behaviors, and reinforce the need to cultivate relationships, positively influence personal and unit readiness.

Strengthening Soldiers and enhancing resilience offers the greatest opportunity to increase unit cohesion and sustain readiness. You can support our campaign by sharing our social media posts and adding "Be ready and resilient. Know your values. Do what's right." to your signature block.

Everyone has the ability to change the trajectory of someone's life.



SHARP Focus

SR2 Strategic Communications

Fort Knox "Walking for 7623+" Event

FORT KNOX, Ky. — The USAG Fort Knox SHARP Program hosted "Walking for 7623+," a week-long event in which community members walked or ran laps in support of survivors of sexual assault. The established goal of 7,623 finished laps represented the total number of sexual assaults reported in the military during Fiscal Year 2018. On Day 1 of the Walk, Command Sgt. Major Garrick Griffin, Fort Knox Garrison Command Sergeant Major, put forth the challenge and the Fort Knox Community responded by completing a total of 46,982 laps.



NCoE Recognizes SHARP Victim Advocate of the Third Quarter

FORT BENNING, Ga. — Col. Townley Hedrick and Command Sgt. Maj. Martin Celestine, Assistant Commandant, U.S. Army Infantry School, and CSM of the Maneuver Center of Excellence (MCoE), presented an award to Sgt. 1st Class Dorothy Sosene, in recognition of her selection as the MCoE SHARP Victim Advocate for the 3rd Quarter, Fiscal Year 2019. Hedrick presented the award to Sosene during the MCoE Quarterly Excellence Award Ceremony, a forum to recognize and reward outstanding service and support of military and Civilian personnel who excelled in accomplishing the complex missions of MCoE. Sosene served as the full-time SHARP Victim Advocate for Martin Army Community Hospital. She exemplified her unyielding compassion in support of sexual assault victims as well as her holistic approach to training, advocacy, community service and prevention. Her dotting spirit amidst a crisis has provided a safe and healthy environment for all victims.



"I AM STRONG" Performance Creates Sexual Assault Awareness, Change

FORT IRWIN, Ca. — For two years, actor and playwright Luvenia White has used her play I AM STRONG as a vehicle for social change and awareness. The performance shows the effects of sexual harassment and sexual assault on the individual, the unit and the community. U.S. Army Soldiers and Civilians have attended the production as part of their annual training requirements. "I wrote I AM STRONG for those people who are suffering in silence, those people who are going through things that they don't know how to get the answers to and just need some kind of refuge," White explained during a 2017 interview. The USAG SHARP Program hosted the production this fall, with future shows scheduled for December 2019. Intervene, Act and Motivate (I. A.M.) STRONG is the Army's campaign to combat sexual harassment and sexual assault by engaging all Soldiers in preventing sexual assault and harassment before they occur.



LRMC's Forensic Examiners: Empowering Victims in Europe

LANDSTUHL, Germany — Sexual Assault Medical Forensic Examiners (SAMFE) gathered at Landstuhl Regional Medical Center for a photograph, Nov. 1. SAMFEs are physicians, physician assistants and advanced practice registered nurses. They are trained to meet the medical and behavioral health care needs of adolescent and adult sexual assault patients, to include documenting and collecting forensic information. The team's ability to deploy helps support the medical needs of unit commanders across the European theater and operational environments. Front row, from left: Florence Hare, U.S. Air Force Capt. Jacqlyn Sanchez, U.S. Army Capt. Susanne Richterich, Katie Koval. Second row, from left: U.S. Army Capt. Lana Wolfe, Rachel Sanning, U.S. Air Force Maj. Jennifer Terrebonne, Luidmyla Nelson. Not pictured: U.S. Army Maj. Ciara Rakestraw and Brian Hayes. Photo by Marcy Sanchez.



DHAP Program Helps Soldiers Manage Holiday Blues

By Maria James, SR2 Strategic Communications

Signs of the holiday season are all around – inside stores, in online ads and on TV. This time of the year, between November and January, can be a busy one filled with excitement. However, for some Soldiers, it can also be a time that triggers an array of feelings ranging from joy and excitement to anxiety, loneliness or sadness. When negative emotions arise, Army leaders can step in and help Soldiers feel comfortable reaching out for help with the assistance of the Deployment Health Assessment Program (DHAP).

"Soldiers face many challenges during the holiday season," said Sgt. Maj. Gabriel D. Harvey, Senior Enlisted Advisor, SHARP, Ready and Resilient Directorate.

These challenges include: being disconnected from Families, some for the

very first time; financial issues which arise from going into debt or not having enough money to provide for Family or loved ones; loneliness or sadness from serving in a new location, feeling they must take on their issues by themselves, Harvey said.

"DHAP is very important as it serves as a tool to assist in recognizing the early warning signs that an individual may need help. It serves to get Soldiers the help they need when they need it," said Harvey.

DHAP was designed to identify Soldiers' and Department of the Army Civilians' (DAC) physical and behavioral health issues related to deployment. Soldiers take a series of three assessments: 1) Pre-Deployment Health Assessment DD Form 2795; 2) Post-Deployment Health Assessment DD Form 2796; and 3) Post-Deployment Health



Re-Assessment DD Form 2900. If a Soldier answers in the positive to a question that may require attention, then they work with the provider and discuss the next steps. Successful execution allows for early identification and prioritization of care for deployment-related health concerns that may manifest into serious conditions months before and after an individual's deployment.

"As leaders we must continue to reinforce the importance of the program and ensure that Soldiers have ample time to complete assessments," said Harvey. "We must invest in ourselves and in those with whom we serve with."

SR2 Directorate Kicks off Monthly Outreach Webinar Series for Army

By David Gercken, SR2 Strategic Communications

The SHARP, Ready and Resilient (SR2) Directorate launched a monthly outreach webinar series in October with a presentation on sexual violence prevention by Dr. John Foubert, the SR2 Senior Advisor to the Director for Prevention.

The new webinar series will host nationally recognized subject matter experts monthly to discuss best practices, present research, and engage the field in addressing topics relevant to the SR2 Directorate's mission. The webinars are offered to link the SR2 community to outreach resources and equip them with knowledge to more effectively execute their missions. In addition, individuals may earn Continuing Education Units for participation in most webinars.

For the October webinar, Foubert presented on "Where Sexual Violence Prevention is Headed," focusing on areas in the field of sexual violence prevention likely to be prominent in upcoming years. He provided ideas, resources and research for how prevention professionals can educate people in their spheres of influence. He also discussed characteristics of perpetrators and those they target, the contributions of pornography to

sexual violence, the importance of empathy for survivors in effective sexual assault prevention programs, the neurobiology of sexual trauma and Post Traumatic Stress (PTS), methods for attitude and behavior change, and factors that increase the effectiveness of bystander intervention.

In November's webinar, Dr. Tiz Arnold presented, "Resilience: What Does it Mean to the Army? What Could it Mean to You?" She outlined the Army's resilience and performance training and its role in strengthening individual readiness, building cohesive units and promoting a culture of trust founded on the Army Values. She also discussed the interrelation between SR2 training, from Master Resilience Training (MRT) and Engage, to squad leader training and others, and its part in sustaining a ready and resilient force. Arnold also shared how Army caregivers and Families can learn and apply the same skills to take care of themselves and their Soldiers. To learn more or sign up for the next webinar, contact SR2 Strategic Communications at: usarmy.pentagon.hqda-dcs-g-1.list.dape-ars-p@mail.mil

4 Strategies to Make You More Resilient

Practice Gratitude

to achieve greater life satisfaction, increase happiness and encourage positive emotions



Change Your Thinking

to gain greater control of how you feel, and what you say and do



Use Deliberate Breathing

to get more energy, enhance the immune system and aid in memory and recall



Show Empathy

to make connections, build stronger relationships and decrease loneliness



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Webinar attendees learned evidence-based techniques to build their resilience.



Wiesbaden SHARP Program Hosts 'Look SHARP' Clothing Exchange

By Pfc. Andrew Wash, 5th Mobile Public Affairs Detachment

WIESBADEN, Germany – The Wiesbaden Army Garrison Sexual Harassment and Assault Response and Prevention (SHARP) office and the 66th Military Intelligence Brigade worked together to organize the Look SHARP Clothing Exchange at the Wiesbaden Entertainment Center Oct. 24. The exchange helped share the message of sexual harassment and assault prevention with military Families and Department of Defense Civilians who may not have the same SHARP training given to Soldiers throughout the year. The organizers challenged the myth that provocative clothing is a cause in sexual assault and harassment cases by dressing mannequins around the event in

similar clothing to actual victims of assault. The clothes ranged from an Army Physical Fitness Uniform to casual dress wear and illustrated that perpetrators of sexual assault do so regardless of clothing choice of the victim. "Spreading the SHARP message to a wider audience lets people know that the SHARP offices are not only for Soldiers but also for Soldiers' Families and government workers," said Bill Mottley, the Wiesbaden Garrison SHARP Program Director. This was the second Look SHARP Clothing Exchange at the Wiesbaden Entertainment Center. The event not only helps members of the community by allowing them to donate clothing and add items to their wardrobe, but it also allows

the SHARP Program to spread more awareness about the realities of sexual assault and harassment and reach a wider audience. The Look SHARP Clothing Exchange was the brainchild of Deborah Wagner, the 66th Military Intelligence Brigade Sexual Assault Response Coordinator. "This event would not be possible without the generosity of the community members who donate and come out and participate," Wagner said. "We are here to show that consent never goes out of style and to change the culture around victim blaming and show that when it comes to sexual assault, what you wear is not the issue." Wagner says that



An event participant looks at clothes during the Look SHARP Clothing Exchange at the Wiesbaden Entertainment Center. (U.S. Army photo by Pfc. Andrew Wash)

she hopes the Look SHARP Clothing Exchange will become an annual event that will continue to help the community and raise awareness.

Updated SHARP Annual Refresher Training Released

SHARP Division, SR2 Strategic Communications

An updated Training Support Package (TSP) for SHARP Annual Refresher Training is now available for download and use from the Army Training Network (ATN). The revised package includes a new look and significant content changes. The TSP includes tools meant to enable execution in accordance with Army Directive 2018-23, which states, "Annual SHARP training will be conducted face to face using the approved Department of the Army SHARP Annual Refresher Training Support Package (TSP) available on the Army Training Network. Unit leaders will lead the training with the assistance of credentialed SHARP Professionals."

Major upgrades and enhancements include: comprehensive instructor guide, new content sequencing to emphasize prevention, introduction of the Bystander Intervention 3D's (Direct, Distract, Delegate), key learning "takeaways" embedded within slide presentation notes, simplified check-on-learning trifold, easily identifiable video and vignette cross references and a visualization practical exercise.

Prevention represents the first main topic, intended to empower all members of the Army

Profession, both Soldier and Army Civilian, to act as change agents. The revised instructor guide has been streamlined and includes key learning highlights and recommended discussion points. The guide provides unit leaders with supporting information needed to conduct engaging training that improves the knowledge and skills of the audience.

As noted in the instructor guide, this training sets the foundation for all SHARP learning that occurs with the Total Army (Active, Guard, Reserve), ensuring that all members of the Army profession, Soldier and Civilian, understand and can apply the fundamentals of both prevention and response. The revised TSP provides unit leaders and SHARP professionals with comprehensive, easy-to-use training tools designed to enable and support professional unit/organizational climates reflective of trust, dignity, respect and teamwork.

Questions regarding the new TSP may be directed to Jeff Bevington, Chief of Leader Development, Education, and Training, Army SHARP Academy. You may contact him at jeffrey.p.bevington.civ@mail.mil.



Sexual Assault Awareness and Prevention Month (SAAPM) April 2020

The Army's 2020 SAAPM theme is
"Building Cohesive Teams through Character, Trust & Resilience. Protecting Our People Protects Our Mission."

This year's theme builds on the concepts of shaping Army culture, organizational climates, and individual responsibility to create an environment of mutual trust that promotes personal and unit readiness and prevents and mitigates misconduct.

It is our duty and responsibility to build cohesive teams by fostering a culture of trust so our Soldiers are motivated to seek our guidance.



Sergeant Major of Army Exhorts Soldiers to Take Ownership of 'My Squad'

By Bryan Gatchell, Fort Benning

FORT BENNING, Ga. — Sgt. Maj. of the Army Michael Grinston discussed how to build cohesive teams and how to win during the third and final day of the Maneuver Warfighter Conference, Sept. 12.

On the subject of building a cohesive team, Grinston encouraged ownership of units by their Soldiers, which he summed up in the phrase, "This is my squad."

"When you build a cohesive team, I want you to say 'This is my squad,'" he said. "That has ownership, and that builds a positive attitude. I want everybody to say, 'This is my squad.' Do you want to be THE division commander, or do you want to be MY division commander?" He wants the mindset of unit ownership to permeate the command structure. Grinston said that for noncommissioned officers, it means things like regularly visiting the barracks and the dining facilities to know how Soldiers are living and eating.

This is part of Grinston's "People First" priority, in which he also brought up the permanent changes of station, in- and out-processing, and sponsorship. On the subject of sponsorship, Grinston said it means more than fulfilling a requirement.

"This is not about changing a chart from red to green," he said. "Sponsorship is about taking care of your Soldiers and how you receive them into your highly trained, disciplined and fit organizations. It's making sure they are well received, that they understand the physical standards, that they understand the training that you are going to



Sgt. Maj. of the Army Michael Grinston talks to Army leaders during the final day of the Maneuver Warfighter Conference Sept. 12. (U.S. Army photo by Markeith Horace)

provide at your leader time training. And they're going to understand all the deployments they're going to (make)."

Grinston was appointed 16th Sergeant Major of the Army Aug. 9.

"We have the greatest noncommissioned officer corps the world has ever seen," he said, concerning his new tenure as Sergeant Major of the Army, "and that is not going to change on my watch."

He attributed the success of the noncommissioned officer corps to the trust the officer corps has placed in its NCOs.

Grinston emphasized the value of training the fundamentals to the auditorium of Army leaders. He brought up the Expert Soldier Badge to the audience, which was announced by the Army June 14. Grinston then asked the

"We have the greatest noncommissioned officer corps the world has ever seen, and that is not going to change on my watch."

- Sgt Maj. of the Army Michael Grinston

audience how many of their units had the ESB scheduled for their unit, remarking that only one audience member raised their hand.

"If you want to be a highly-trained unit that's disciplined and fit, then you probably should start with the basic warrior tasks that every unit has done," said Grinston. "When you get to your units, you have folks in your organization that need to know those tasks. I don't care what unit you're in; you need to know your warrior tasks and battle drills."

During his presentation, the Sergeant Major of the Army further emphasized the roles of sleep and nutrition in addition to physical activity in keeping Soldiers physically fit.

Toward the end of his session, Grinston spoke further on the theme of ownership.

"I am proud to be your sergeant major," said Grinston. "I'm the Sergeant Major of the Army, but I am YOUR sergeant major. ... I'm really proud to be a part of this organization, and I'm really proud to be a Soldier of the United States Army."

Prescription Drug Collection Day Helps Keep Community Safe

SFP, U.S. Army Cadet Command

FORT KNOX, Ky. — The Soldier and Family Programs Division planned and coordinated the first U.S. Army Cadet Command (USACC) Prescription Drug Take-Back Day in recognition of the National observance. The Fort Knox Military Police and the Kentucky State Police ensured proper supervision, handling, storage and disposal of the medications. USACC Soldier and Family Programs staff worked with the Fort Knox Alcohol and Substance Abuse

Prevention (ASAP) team to post flyers and further engage the community leading up to the event. The effort resulted in seven boxes and over 100 pounds of unneeded medications collected from Soldiers, Retirees and Family members.

In photo from left: Officer Kennedy, Lenore Wright, Kimberly Moore, Officer Warren, Danielle Peterson and Shirley Johnson.

(U.S. Army photo by Spc. Matthew J. Marcellus)



Wiesbaden Community Members Rally Against Sexual Assault

By Sgt. Erica Earl, 5th Mobile Public Affairs Detachment

WIESBADEN, Germany — “Are you sure you want to go out this late at night? You may want to consider wearing flats instead of high heeled shoes, something you can run away better in. Carry your keys in between your fingers to use as a potential weapon. You were out at midnight, what did you expect to happen?” In the 1970s, questions and statements like these drove a group of women to reclaim their right to safety, no matter what time of day, and the “Take Back the Night” initiative, a march against violence against women, was born.

“The assumption was that if a woman was out late at night, she was taking her life into her own hands at that point,” said Sarah Gordon, the Sexual Assault Response Coordinator (SARC) for Headquarters and Headquarters Battalion, U.S. Army Europe.

Forty years later, the Take Back the Night movement is still thriving, although now with a focus on safety for all genders, Gordon said. On Oct. 3, the SHARP office on Clay Kaserne, Wiesbaden, Germany, hosted the Take Back the Night 10K, 5K and 1K on base for service members, Families and members of the community.

Participants ranged from Soldiers of all ranks, parents with their babies in strollers, to the Wiesbaden High School cross-country team. Command Sgt. Maj. Christopher Truchon, the Wiesbaden Garrison Command Sergeant Major, said the event wasn’t just about the race, but also about the reason the participants were gathered.



A participant in the Take Back the Night Run and Walk places his glow stick on display on Clay Kaserne, Wiesbaden, Germany, Oct. 3. Each attendee carried a glow stick to represent shining a light on sexual harassment and assault prevention. (U.S. Army photo by Sgt. Erica Earl)

“This is an extremely important event. Sexual harassment and assault continue to be a problem in our Army,” said Truchon. “It’s a scourge not only on our Soldiers but also our Families. The way we address this problem is what we are doing right now, groups of people standing together in solidarity to take a stand and say that we’re not going to put up with this any longer.”

According to Gordon, when it comes to highlighting the prevention of sexual assault and domestic abuse, a focus on offender behavior is significantly more important than risk reduction tactics (such as avoiding going out at night). The latter risks blaming the victim and insinuating that there was something they could have done to prevent their attack.

“Stigmatizing just does not work. The thing that prevents sexual assault is awareness of what sexual assault is and choosing not to assault,” said Gordon. “It is also important for bystanders to

get involved and intervene when they see something that doesn’t quite look right and ask things like, ‘Are you okay with what’s going on here?’”

Gordon also emphasized the importance of remembering that all genders can be victims of sexual assault. According to the Department of Defense’s annual report on Sexual Assault for the Fiscal Year 2018, 6.3% of active duty men reported cases of sexual harassment. Gordon said many of these cases are under the guise of “hazing,” a type of harassment involving humiliation and degradation as a sort of initiation, in which the victim is promised acceptance after having gone through the abuse.

In addition to events such as Take Back the Night, Gordon said the best way to combat sexual harassment and assault is to talk about it year-round. Whether the discussion is in the barracks, the workplace or out with friends, everyone must do their part to end hostile work culture or

inappropriate humor, which is fertile ground for sexual assault.

When assisting someone who comes forward after an incident of sexual harassment or assault, two of the most helpful things you can do are letting them know you believe them and taking a pause to ensure their well-being, Gordon said.

“One thing that is just absolutely devastating about sexual assault is that a person’s ability to choose what happens to their own body is completely taken away from them,” Gordon said.

Gordon said it is impactful to give them that control and bodily autonomy back by asking them what it is they need before jumping in with advice.

If you have been affected by sexual assault, the Safe Helpline provides anonymous, confidential support, 24/7. Call 877-995-5247 from anywhere in the U.S. or worldwide via DSN.



Don't Let Your Drinking be a Buzzkill This Holiday Season

By Ashley Chagnon, SR2 Strategic Communications

The holidays are a time for reuniting with loved ones, but can also be a reminder of Family, friends and battle buddies who are no longer with us. With the joy and grief this time of year may bring, also comes the presence of, and temptation to, drink.

The 2015 Department of Defense Survey Health-Related Behaviors Survey found more than one in three service members (35.3%) met criteria indicative of hazardous drinking or possible alcohol use disorder. Additionally, 8.2% of service members experienced one or more serious consequences of drinking.

To help combat this critical issue, the Army spends over \$130 million annually on programs like the Army Substance Abuse Program (ASAP) and Prime for Life, through which Soldiers can rehabilitate and learn to live healthy, substance-free lives.

As we celebrate this season of fellowship, be aware of your alcohol consumption to make it a safe and joyful holiday for all.

You can also abstain from alcohol while still participating in social events. If you're at a bar or restaurant, order a seltzer and cranberry or even a soda, and discreetly ask the bartender for a cocktail straw in your drink. At home, pour any non-alcoholic beverage into a cup. This will create the illusion of drinking with

everyone else while remaining sober.

"The safest thing is to not drink at all," said Master Sgt. Cesar J. Garcia, Drug Deterrence Program Noncommissioned Officer, Headquarters, Department of the Army, SHARP, Ready and Resilient Directorate.

"Just have one standard drink. If (you're) going to drink (more), have a plan; a designated driver or make arrangements to stay the night."

There can be serious consequences for excessive drinking, both on and off duty. In addition to the inevitable hangover, being absent, tardy or visibly ill for formation can result in counseling, extra physical training or other administrative action and being mandated to ASAP. Alcohol heightens the chance of risky behaviors with irreparable damage, so as friends and Family are gathering, the bubbly is flowing, and the kegs are being tapped, be aware of when it's time to end the party.

If you are struggling with alcohol or substance use, please see your first line supervisor and self-refer to ASAP.



S **Specific:** Set a drink type and number and stick to it.

M **Measurable:** Remember how you process different types of drinks.

A **Attainable:** Make sure this goal is easy to reach.

R **Relevant:** Know when enough is enough.

T **Time-based:** Set a length of time between drinks and a final cut-off time.

Army's Substance Abuse Program Drug Testing and Screening Processes

By Joe Ezell, SR2 Strategic Communications

This is a reminder to all Army Leaders that current Drug Testing policy requires commanders to test all Soldiers on an annual basis. Soldiers not tested by the end of the 3rd Quarter of each Fiscal Year will undergo a urinalysis during the 4th Quarter. The Commander's Risk Reduction Dashboard will soon be capable of identifying untested Soldiers; however, Unit Prevention Leaders, ICW Alcohol and Drug Prevention Coordinators, can provide that information now. Additionally, in accordance with federal law, behavioral health professionals must screen all Soldiers who have been confirmed

as using illicit substances or reported involvement with misuse of alcohol, such as "Driving Under the Influence." This screening must be completed regardless of administrative actions to separate or disposition of criminal charges. Army leaders must reinforce that "avoiding the use of illegal or misuse of legal substances will decrease the likelihood of additional high-risk behavior that detracts from their personal and unit readiness." See the Army Substance Abuse Program policy (AR 600-85) for further information: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/AR600-85_WEB_Final.pdf.

Defining Drinking

"The National Institute on Alcohol Abuse and Alcoholism (NIAAA) defines three different drinking levels: moderate alcohol consumption, binge drinking and heavy drinking.

Per the Dietary Guidelines for Americans 2015-2020:

Moderate drinking is defined as consuming up to one drink per day for females and up to two drinks per day for males. **Binge drinking** is defined by the NIAAA as 'a pattern of drinking that brings blood alcohol concentration (BAC) levels to 0.08 g/dL (grams per deciliter), which typically occurs after four drinks in two hours for females and five drinks in two hours for males. The Substance Abuse and Mental Health Services Administration (SAMHSA) defines binge drinking as 'drinking five or more alcoholic drinks on the same occasion on at least one day in the past 30 days.'

SAMHSA defines **heavy drinking** as 'drinking five or more drinks on the same occasion on each of five or more days in the past 30 days.'

Source: [Psychological Health Center of Excellence](#)



Reflections of the Past Year *DIRECTOR'S COLUMN Continued from page 1*

date of Army Senior Leadership.

SR2 sent more than 55 Master Resilience Trainer-Performance Experts (MRT-PE's) to train the Army's future leaders during Cadet Summer Training at Fort Knox, Ky., and provided performance training to wounded Soldiers and Veterans participating in the DOD Warrior Games. We also launched Suicide Prevention pilots at several major installations; released Increment 2 of the Commander's Risk Reduction Dashboard; and executed countless day-to-day missions that significantly contributed to

the development of ready and resilient Soldiers of character, capable of fighting and winning our Nation's wars.

Looking ahead, we are already preparing for the [2nd Annual Discussion on Sexual Assault and Sexual Harassment at America's Colleges, Universities, and Service Academies](#), which will be hosted by the Army, April 1-3, at the Military Academy at West Point, N.Y. This year's theme is "Engaging and Partnering for Excellence."

As we celebrate the holidays, let's take a moment to keep Soldiers

who are deployed, and their Families, in our thoughts. Let's wish a speedy recovery to our wounded troops, and pause to honor our service members who made the ultimate sacrifice in defense of our Nation. It is because of their numerous sacrifices we can share the holidays with our Families and friends. Let's ensure we, and the Soldiers entrusted to our care, enjoy a safe holiday season (more on this on page 10). The holidays are a good time to practice and strengthen our resilience skills; we should take the time to recharge ourselves

and to nurture connections with our loved ones. The new year also provides the opportunity to refocus on our goals, both personal and professional (for a smart way to do this, see below).

I look forward to another great year working with you. Thank you, again, for all you do for our Army Total Force—our Soldiers, Army Civilians, and their Families. Have a joyful holiday season and a very happy new year!

**People First! Winning Matters!
Army Strong!**

James A. Helis, Ph.D.

Simon Sinek Talks Leadership *ARMY PROFESSION FORUM Continued from page 1*

assault. To do so, leaders need to look at the root cause of the problem, Sinek said. Although sexual assault is present in society at large, military culture is "different from society," he said. People in the military are inculcated into a new, military culture, and thus the culture "bears some responsibilities" when it comes to the problem of sexual assault.

Sinek said leaders need to consider how people achieve their goals, not just that they achieved them. As such, he cautioned against tolerating "high performers with low

trust," who are often toxic team members or leaders. They may produce results in the short term, but in the long term they undermine the entire organization. He said if these people are not coachable, they must be removed from the team.

In his book, Sinek also talks about demonstrating the courage to lead. While courageous leadership is easy to identify in combat, what does it look like day-to-day?

Sinek pointed to the message given by Army Chief of Staff Gen. James C.

McConville, who hosted the forum, along with the Army Secretary and Sergeant Major of the Army. McConville emphasized leaders' responsibility to "do the right thing, the right way."

Sinek said that is a courageous task in the face of daily stressors like peer pressure, the pressure from our own egos and insecurity, or the pressure from a boss to produce results.

"To do the right thing requires overwhelming courage," Sinek said.

Personal Readiness: Goal Setting



Define Your Goal

Put a suspense on your goal to prevent procrastination.



Identify Benefits and Obstacles

Know when you are starting in order to reach your goals.



Take S.M.A.R.T Action

Establish goals that are: specific, measurable, action focused, realistic and time bound.



Maintain Motivation

Create power statements that are purposeful, productive and keep you motivated.



Stay Committed

Keep visual cues around to remind you of your goal and identify someone to hold you accountable.



Florida National Guard, Fort Carson ASAP receive DoD awards for drug demand reduction efforts

By Ashley Fahle Gonzalez, SR2 Strategic Communications

WASHINGTON—The Department of Defense selected the Fort Carson, Colo., Army Substance Abuse Program (ASAP) and Florida National Guard Counterdrug Civil Operations Program (FLNG-CDP) as recipients of the 29th Annual Secretary of Defense Community Drug Awareness Award. This award recognizes the best drug demand reduction programs across the DoD. U.S. Navy Capt. Eric Welsh, from the Office of the Secretary of Defense, presented the awards during the Annual DoD Red Ribbon Week Awards Ceremony on Thursday, Oct. 17, in the Pentagon Hall of Heroes, Arlington, Va.

The Fort Carson ASAP, led by William Lana, capitalized on every opportunity to saturate the community with information and resources aimed at reducing the impact alcohol and drug abuse has on Soldiers, Families, Civilians and Retirees. In 2018, they conducted over 315 classes and educated over 20,000 people.

"We've got a truly amazing team of professionals here at Fort Carson, and not just within ASAP, but among all the agencies we partner with, both on and off the installation. Anytime we get this many people dedicated to one mission, we're bound to be successful," said Lana.

Recognizing the connection between suicide and substance abuse, the Fort Carson ASAP collaborated with the Fort Carson Suicide Prevention Program to host an Applied Suicide Intervention Skills Training (ASIST) Train the Trainer course.

Similarly, the FLNG-CDP collaborated with community-based organizations throughout the state to help identify problems such as the lack of medication disposal services. They assisted in the planning and execution of Drug Enforcement Administration Drug Take-Back sites, which collected over 2,000 pounds of unused medication in 2018.



James N. Stewart, performing the duties of the Under Secretary of Defense for Personnel and Readiness, speaks to attendees during the 29th Annual DoD Red Ribbon Week Awards Ceremony at the Pentagon, Arlington, Va., Oct. 17. (DoD photo by U.S. Navy Petty Officer 2nd Class James K. Lee)

Editor's note: For the full story, please see ["Florida National Guard programs receive DoD award for drug demand reduction efforts"](#) on Army.mil.

West Point to Host 2nd National Discussion on Collegiate Sexual Assaults

By Chester R. Curtis, SR2 Strategic Communications

April 2020 marks the second year of the National Discussion on Sexual Assault and Sexual Harassment, an initiative developed by the secretaries of the Air Force and Navy, and Defense Secretary Dr. Mark T. Esper, during his time as Army secretary. The conference demonstrates the resolve of the armed services to eradicate sexual assault and sexual harassment at the academies, in ROTC programs across the country, and in the ranks of the Army, Navy, Air Force and Marine Corps.

"West Point is honored to host this important discussion on eliminating sexual violence on our college and university campuses," said Army Lt. Gen. Darryl Williams, West Point's superintendent. "Sexual assault and harassment have no place at

West Point, on college campuses, or in our military. We must foster a climate of trust that respects and protects our students, whether they're attending civilian colleges and universities or wearing a military uniform."

Subject matter experts, college and university presidents, academics, and civilian and government leaders will also converge for the April 1-3, 2020 event.

"The purpose of this National Discussion is to bring together leading experts and university leadership to better understand and address the challenges of eliminating sexual assault and sexual harassment at military service academies, and on college and university campuses across the nation," said Dr. James Helis, Director of the Army's

Sexual Harassment/Assault Response and Prevention (SHARP), Ready and Resilient Directorate in Arlington, Va.

"Through ongoing dialogue and collaboration, university leaders and subject matter experts will share challenges and successes in enacting effective policies to decrease and eliminate sexual assault and sexual harassment," he said.

Sexual assault, in the military and on campuses, has been under a microscope in recent years, with multiple research efforts dedicated to tracking assaults and preventing future violence.

Results of a survey released by the Pentagon earlier this year reported students at the nation's military service academies experienced nearly a 50%

increase in unwanted sexual contact during the last academic year.

The estimated number of occurrences of unwanted sexual contact – behavior that ranges from groping to rape – rose from 507 across all service academies during the 2015-2016 academic year to 747 in 2017-2018, according to a report from DOD's Sexual Assault Prevention and Response Office. Nearly 13,000 students attend the three academies.

Working together, the Service secretaries believe academic leaders at this recurring event can develop and share strategies, which will make a significant impact on increasing awareness, improving education, strengthening prevention efforts, and providing care for victims.



Oversight Program Improves Operations with Site Visits

By Shermona Hart, SHARP Division

Sexual Harassment/Assault Response and Prevention (SHARP) Division's new Oversight Program has observed positive results after the implementation of Staff Assistance Visits (SAV). The Oversight Program was established to assess policy compliance and effectiveness associated with the Command's SHARP program. To date, it has conducted seven visits; the latest visit was to U. S. Army Special Operations Command, Fort Bragg, N.C., in October.

The SAV's purpose is to improve relationships between the field and headquarters, as well as provide hands-on expertise to improve operations. It consists of a review of SHARP policies, processes, and procedures for the Sexual Assault Review Board (SARB); program management; victim advocacy and response services; and SHARP training.

To prepare for the SAV, functional area members used Organization Inspection Program (OIP) inspection checklists from the SHARP, Ready and Resilient (SR2) website to ensure they were following Army instructions and directives. Conducting self-inspections using the checklists allow the units to identify discrepancies and problem areas. SAV team members work in conjunction with functional area members to bring those areas into compliance. Problem areas noticed in self-inspections receive priority.

The SAV team conducted five functional interviews with Sexual Assault Response Coordinators (SARCs), Victim Advocates (VAs), and SHARP Trainers and Program Managers (PMs). They also interviewed SARCs and VAs at every level to gain critical feedback about their knowledge, execution, and challenges of the SHARP program.

The SAV team highlighted two sections. The U.S. Army John F. Kennedy Special Warfare Center and School at Fort Bragg, N.C., conducted an OIP inspection headed by Sgt. 1st Class Robert Fee, Master Sgt. Lourdes Vasquez Arocho, Sgt. 1st Class Stephen Wallace, and Dr. Julie Lindahl, USASOC Program Manager.



SHARP Division presented Coins of Excellence to Fort Bragg SHARP Professionals, October 2019. From left: Shaheed Shakir, SHARP Trainer, Shermona Hart, SHARP Oversight Program Manager, Mercedes Bryant Williams, SHARP Trainer.

During the SAV, the team also visited U.S. Army Reserve Command, recipients of the Excellence in Prevention Award. Jeffrey Travers, of USAR, developed and executed bystander intervention training for integration into the Annual Refresher training for USAR. He was able to identify a significant gap in the training curriculum and addressed the issue using the most current research in the area of social norms theory. His contribution has made a significant impact on the USAR, resulting in a 36% reduction of reported sexual assaults and a 14% increase in sexual harassment reports. This data suggests his efforts to shift the primary point of recognition and intervention to the left along the continuum of harm has had positive results.

The team also visited the Joint Special Operations Command (JSOC) Program Manager, Lt. Col. Kenneth Wical. Wical provided an in-brief of JSOC's overall goals and objectives as they apply to Headquarters, Army's SHARP Program.



UPCOMING SAV SITE VISITS

2nd QTR

Jan. 3–17, 2020 – USAREUR
TBD – USARPAC (Japan)
TBD – SDDC (Scott AFB, Ill.)

3rd QTR

March 30–April 1, 2020 – AMC
(Rock Island, Ill.)
TBD – USARC (Mountain View, Calif.)

4th QTR

TBD – ARNG (Guam)

5th QTR

TBD – FORSCOM



Hail & Farewell

We invite the SHARP, Ready and Resilient (SR2) community to join us in welcoming new members to SR2 headquarters. Congratulations to current members on taking new positions, and fond farewell to outgoing members departing the directorate.

Hail

- Col. Roy Walker, Chief, Strategy Division
- Col. Matthew Weber, Chief, R2I & Training Division
- Maj. Kathryn LoFranco, Plans Officer
- Maj. Rachel Tyler, Health Promotion Policy Officer, DHAP
- Mr. Chet Curtis, Strategic Communications Specialist, C&O Branch

Farewell

- Ms. Karan Reidenbach, Director, SHARP Division

SHARP, Ready and Resilient Directorate

SR2COMMUNITYLINK

December 17, 2019. Volume 4, Issue 5

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SR2 Upcoming Events



JANUARY

NASPA STRATEGIES CONFERENCE

January 16-18: Attendees can learn about and interact with professionals working in the fields of collegiate alcohol and drug abuse prevention, mental health, sexual violence prevention and response, and well-being.

Location: New Orleans, La.

FEBRUARY

DOMESTIC VIOLENCE & SEXUAL ASSAULT TRAINING

February 3-5: This training offers new and relevant information pertaining to Domestic Violence and Sexual Assault. The topics are behaviorally and psychologically based.

Location: Atlanta, Ga.

Follow @USArmySR2

Please coordinate with your Public Affairs Office to share or retweet @USArmySR2 content on Command or Installation Facebook and Twitter platforms. Sharing and retweeting the content on these platforms will help get SR2 messages in front of more Soldiers, as well as their Family and friends. Contact Ashley Fahle Gonzalez for any questions regarding SR2 social media at ashley.j.fahlegonzalez.civ@mail.mil.



Connect with SR2!

Contact SR2 Strategic Communications at usarmy.pentagon.hqda-dcs-g-1.list.dape-ars-p@mail.mil



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