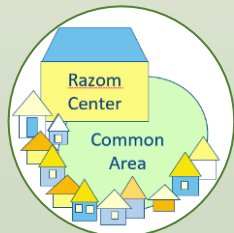




Building Total Resilience Military & Civilian Workshops

The Resilience Projects
In coordination with



Resilient Village Ukraine

An Overview of
Globally Respected Authorities
with Links & Apps to Learn More

Adapted for Military in Ukraine



Building Blocks for
Personal & Unit Resilience
on the Battlefield

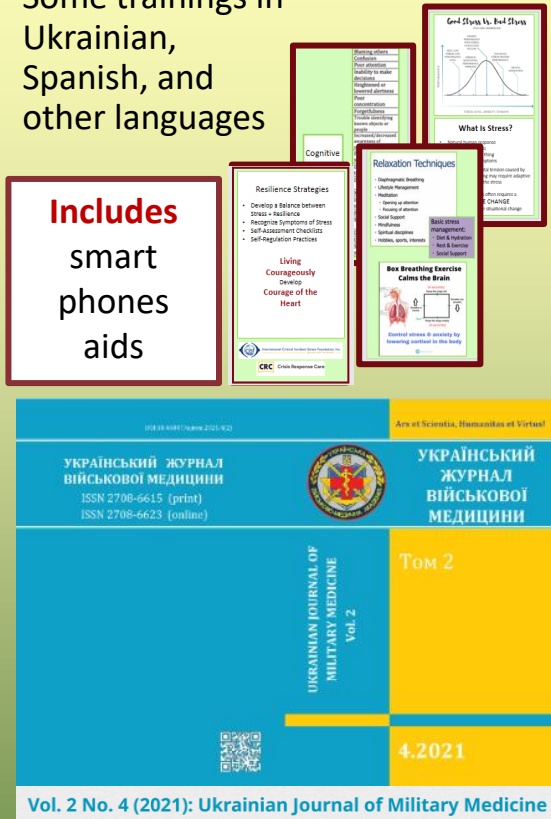
Combine with other resilience projects
for total immersion learning

An Overview of Proven Resources & Authorities

With links for certifications, refreshers, and continuing learning

Some trainings in
Ukrainian,
Spanish, and
other languages

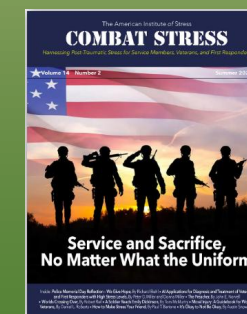
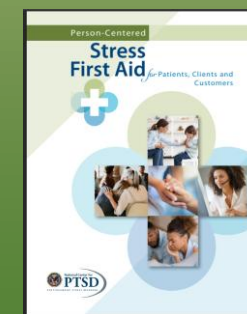
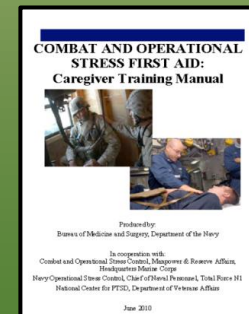
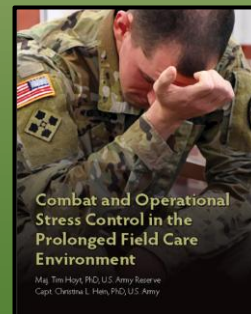
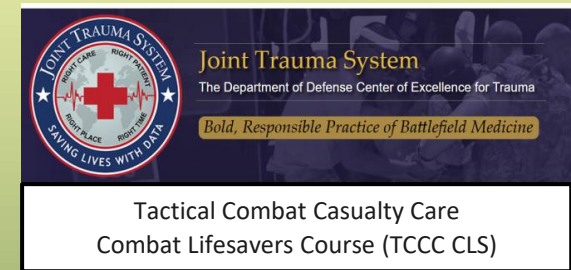
Includes
smart
phones
aids



This presentation includes examples from:

- ICISF Critical Incident Stress Management Training
- FEMA Emergency Management Independent Study Courses
- U.S. Department of Veterans Affairs on PTSD, Combat and Operational Stress First Aid (COSFA)
- USMC Operational Stress Combat & Readiness (OSCAR)
- National Institutes of Health (NIH) – Holistic Body Mind, Spirit (BMS) need
- Boulder Crest Posttraumatic Growth (PTG) Center
- British Army Mental Resilience Training
- NATO standards
- Ukrainian Military standards adopted including US Army's Combat and Operational Stress Control (COSC) system

Details provided for official trainings available from some of these sources
Free workshops are available upon request for segments of this presentation





Vol. 2 No. 4 (2021): Ukrainian Journal of Military Medicine

NATO Standards Being Adapted by the Armed Forces of Ukraine

What America's Military Is Learning from the War on Ukraine

- The war in Ukraine has highlighted the need for **resiliency training** and a rotational deployment strategy.
- The Armed Forces of Ukraine have signaled a need for **Combat and Operational Stress Control (COSC) training** within their formations.

From

Ukraine Medical Lessons Learned Report

Jun 1, 2025

lineofdeparture.army.mil/Journals/Pulse-of-Army-Medicine/Archive/June-2025/UKRAINE-MEDICAL-LESSONS

Main trends in NATO:

- Training programs to increase psychological resilience

... **psycho-medical rehabilitation of military personnel**

in the armed forces of the leading NATO member countries and partnership for peace countries is one of the fundamental aspects for

implementation in the Armed Forces of Ukraine

NATO Support to Ukraine

Human-Centric Framework

for specialists of psychological support services within the Ministry of Internal Affairs.

NATO's Comprehensive Assistance Package for Ukraine for psychological resilience and mental health support for the defence and security sector personnel.

EMDR Eye Movement Desensitization and Reprocessing

- the National Guard of Ukraine,
- the State Emergency Service,
- the National Police of Ukraine,
- the State Border Guard Service of Ukraine,
- Territorial Medical Associations
- Medical Rehabilitation Centers under the Ministry of Internal Affairs.

1.8 million people among Ukraine's military personnel and veterans may require psychological support.

The Health Ministry

Many mental health care programs exist but lack an integrated system nationwide

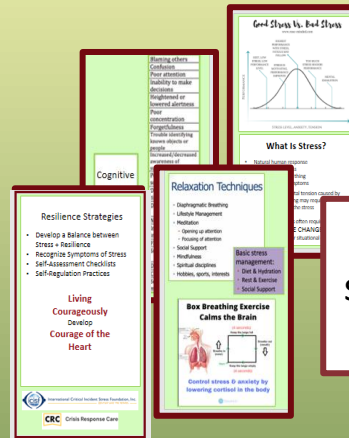




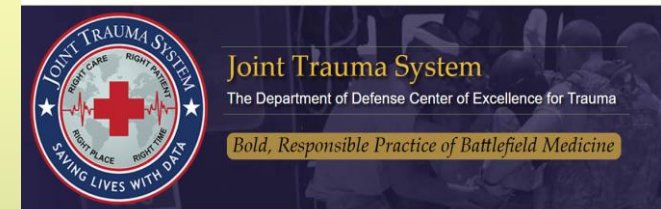
Authorities

Connections to proven resources For refreshers & continuing learning

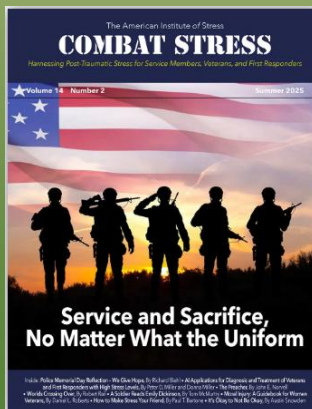
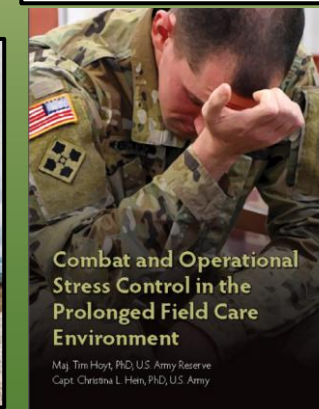
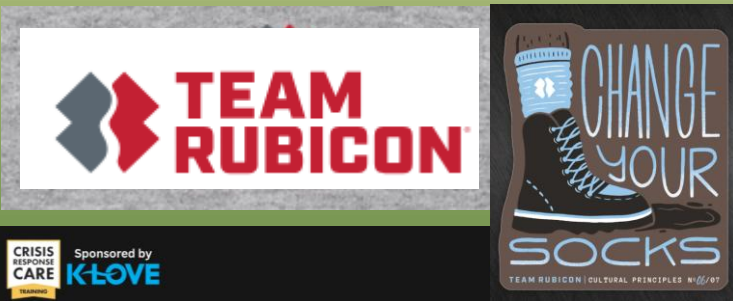
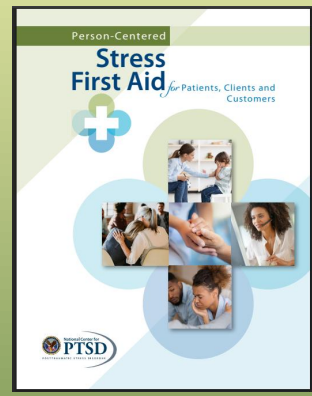
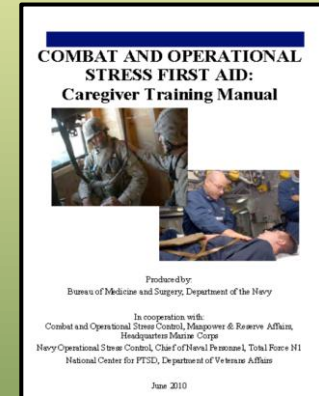
Some trainings available in
Ukrainian, Spanish, and
other major languages



NEW!
smart phones
aids



Tactical Combat Casualty Care
Combat Lifesavers Course (TCCC CLS)



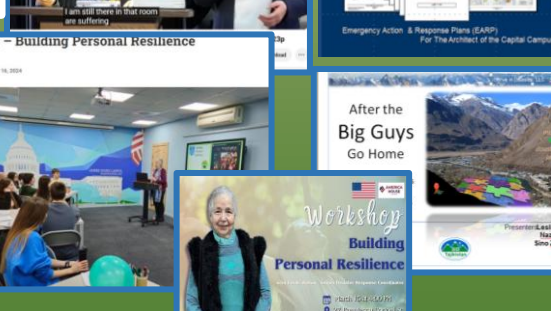
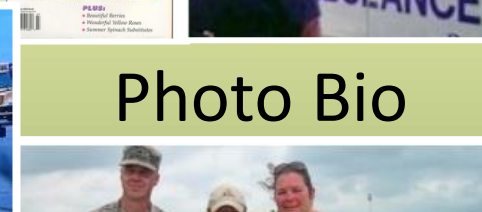
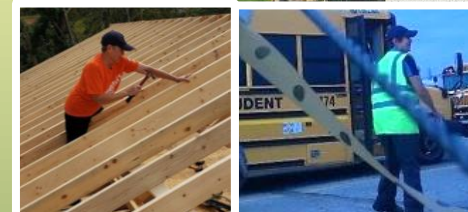
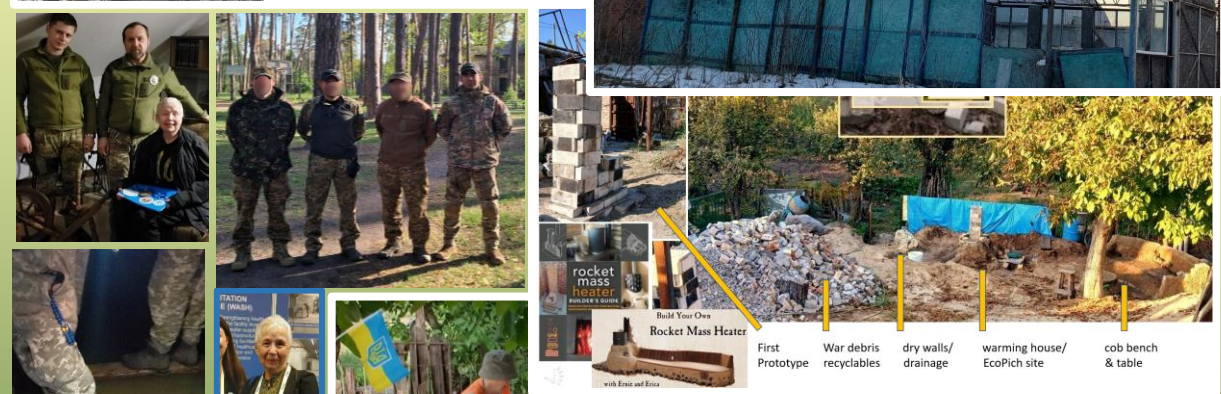
Ukraine & Border Nations

Since May 2022 Full time pro bono & volunteer 8+ CSOs

2005-2022 Emergency Management & Disaster Response

10,000+ working hours in disaster response & recovery

Staff & volunteer with 15+ US & International CSOs



Resilience must involve the total person:

- **Physical**

The discipline to keep the body under **stress** as healthy & strong as possible

- **Mental**

The drive to maintain effective cognitive functions even under great **stress**

- **Emotional**

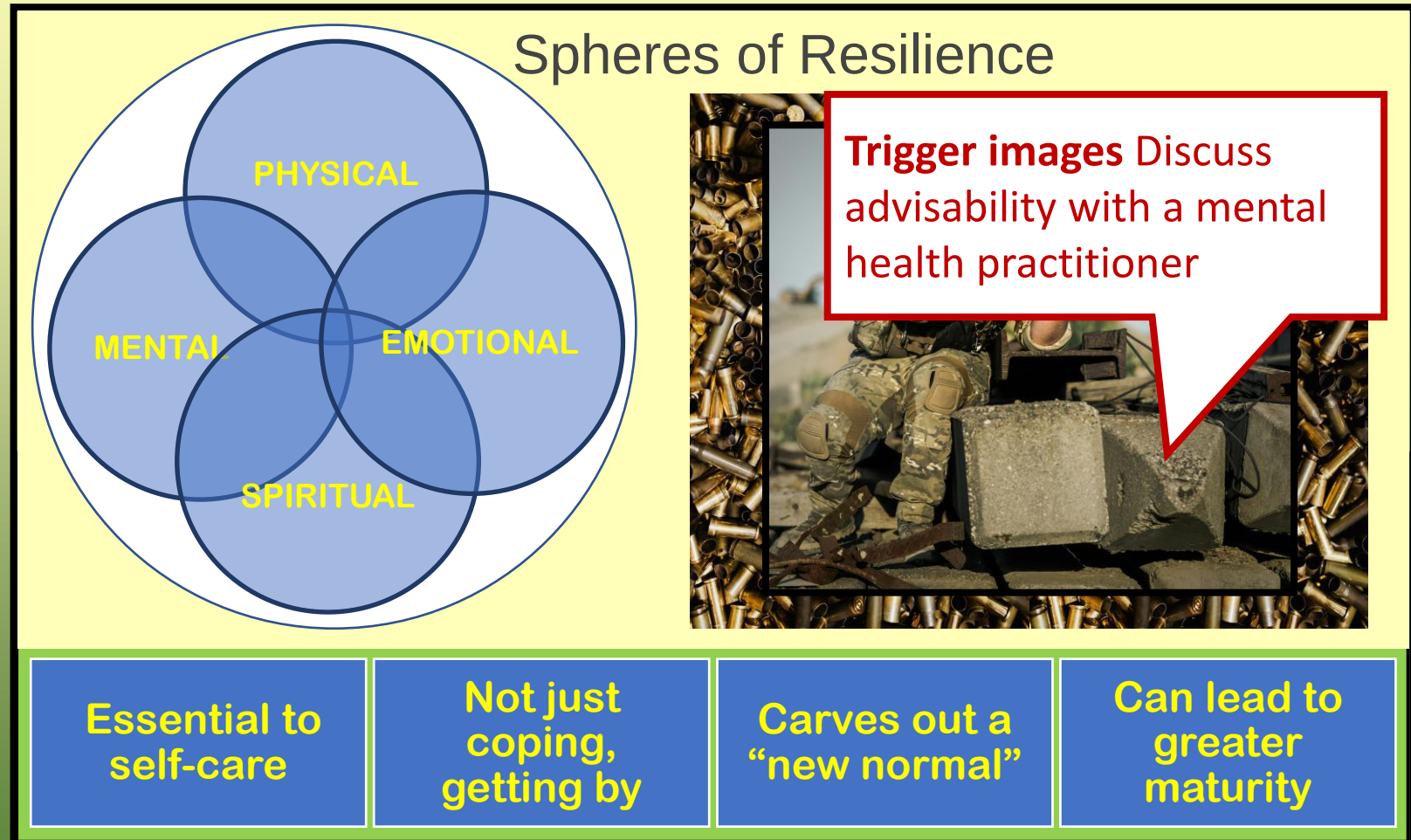
The ability to adapt to **stressful** situations or traumatic events

- **Spiritual**

The ability to sustain meaning & purpose even when the **stresses** of life overwhelm

But how do you adapt to stress?

What Is Resilience?



**How DO you
adapt to stress?**

Battlefield: Stress

**Stress is a
defensive weapon**

- No cure-all
- Combination of strategies
- Varies in different situations
- Experiment to discover the best techniques for you

Stress is Normal

- Natural human response
- Everyone has stress
- Stress is not a bad thing
- Many possible symptoms

What Causes Stress?

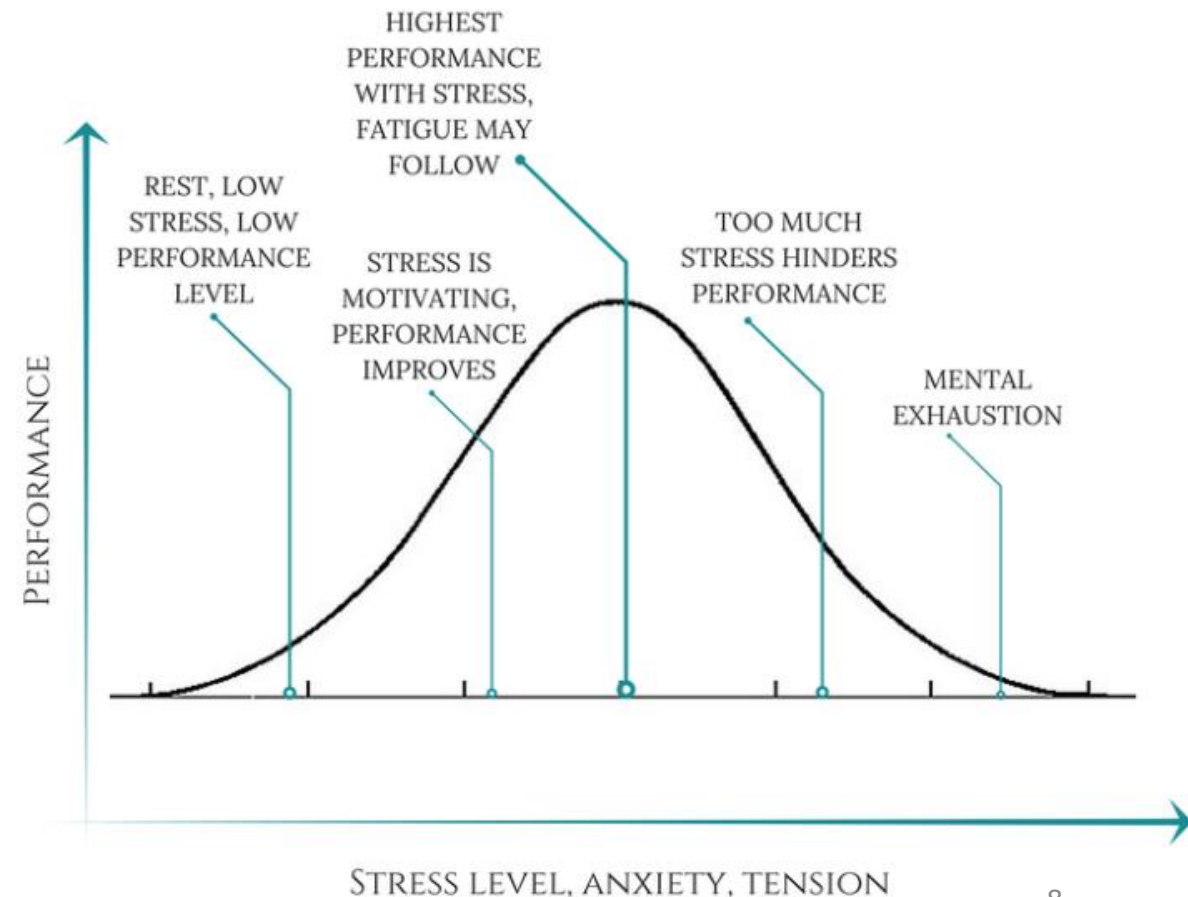
- Life Changes
 - Relationships
 - Health
 - Family
 - Finances
 - Chronic Issues
- For the Military:
- Language
 - Lifestyle
 - Combat
 - Training
 - Civilian to Military to Veteran

Chronic Severe Stress?

Ongoing worry
or mental tension
caused by threats
to your well being
may require
adaptive solutions

Good Stress Vs. Bad Stress

www.rose-minded.com



Stress Response Types

Fight Flight Freeze Fawn ... Follow?

How Do You Respond to Stress?

Fight or flight used to be the two basic reactions discussed.

However, there are other types of responses that people might have when they are under stress.



What about



The
Lemming
Effect

Accepted Practices

Global Military & Veterans Groups

Stress Management

- For yourself
- Peer-to-peer support
- Family support
- Group intervention



The Pillars of Mental Resilience Training (MRT- UK)

- **SELF-BELIEF** – confidence in your own abilities & judgement
- **POSITIVE AFFECT** – ability to interact with life in a positive way
- **EMOTIONAL CONTROL** – ability to understand and express your emotions
- **MENTAL CONTROL** – ability to control thinking, attention, focus, concentration, self-awareness, reflexivity, problem-solving
- **SENSE OF PURPOSE** – motivation that drives you forward
- **COPING** – adaptability, natural coping strategies you have learnt through coping in previous stressful situations
- **SOCIAL SUPPORT** – your social network and ways you use it

Battlefield: Stress

First Aid and Beyond

High stress reactions lead to the need for:

Psychological First Aid (PFA) - immediate response to stress situations

Operational Stress First Aid OSFA - a cycle for monitoring status within the stress continuum, addressing symptoms as needed.

Combat & Operational Stress First Aid (COSFA) – Similarly, an ongoing cycle to check and correct stress levels in the military.
SFA Stress First Aid (VA/PTSD)

Post Traumatic Growth (PTG) – A positive, holistic framework to encourage growth and maturity from traumatic events.

Psychological First Aid (PFA) – 8 Core Actions

1. **Contact and Engagement:** To respond to contacts initiated by survivors, or to initiate contacts in a non-intrusive, compassionate, and helpful manner.
2. **Safety and Comfort:** To enhance immediate and ongoing safety, and provide physical and emotional comfort.
3. **Stabilization (if needed):** To calm and orient emotionally overwhelmed or disoriented survivors.
4. **Information Gathering on Current Needs, Concerns:** To identify immediate needs and concerns, gather additional information, and tailor Psychological First Aid interventions.
5. **Practical Assistance:** To offer practical help to survivors in addressing immediate needs and concerns.
6. **Connection with Social Supports:** To help establish brief or ongoing contacts with primary support persons and other sources of support, including family members, friends, and community helping resources.
7. **Information on Coping:** To provide information about stress reactions and coping to reduce distress and promote adaptive functioning.
8. **Linkage with Collaborative Services:** To link survivors with available services needed at the time or in the future.

Operational Stress Control and Readiness (OSCAR) Teams

MARINE TOTAL FITNESS SELF CHECK TOOL Human Performance Branch / Resilience

This is a private self-assessment tool that may help a Marine or Sailor identify a need for support. It is not designed for use by the chain of command to evaluate a Marine's fitness or readiness.



Physical Fitness

RESOURCES: Gym/HITT/MCMAP/Personal Trainers/Nutritionist/Dietician

Please indicate how much you agree with the following statements:

	Agree	Somewhat agree	Neutral	Somewhat disagree	Disagree
a. I have the physical fitness necessary to perform all of my duties with confidence (both deployed and in garrison).	☐	☐	☐	☐	☐
b. My duties are not affected by an unreported medical or dental condition.	☐	☐	☐	☐	☐
c. In the past 30 days, poor physical health did not keep me from my usual activities or from performing my duties.	☐	☐	☐	☐	☐
d. I have the necessary knowledge to make good choices regarding nutrition, alcohol use, tobacco use, and safe sex practices.	☐	☐	☐	☐	☐
e. I meet my body composition standards (height and weight or body fat).	☐	☐	☐	☐	☐
f. Please indicate your most recent PFT/CFT classification.	☐	☐	☐	☐	☐

Physical Fitness Total: 19-24 13-18 7-12 0-6

Mental Fitness

RESOURCES: Mental Health/MCCS/MFLC/Chaplain

Please indicate how much you agree with the following statements:

	Agree	Somewhat agree	Neutral	Somewhat disagree	Disagree
a. I feel pride in my accomplishments.	☐	☐	☐	☐	☐
b. I look forward to beginning each day.	☐	☐	☐	☐	☐
c. I am making a real contribution toward mission accomplishment.	☐	☐	☐	☐	☐
d. I usually know what I can and cannot control.	☐	☐	☐	☐	☐
e. I am comfortable seeking assistance and asking for help in times of emotional challenge or crisis	☐	☐	☐	☐	☐
f. I am currently engaged in activities (reading and education) that contribute to growth	☐	☐	☐	☐	☐

Mental Fitness Total: 19-24 13-18 7-12 0-6

Spiritual Fitness

RESOURCES: Chaplain, Civilian Clergy, Counselor, Mentor

Please indicate how much you agree with the following statements:

	Agree	Somewhat agree	Neutral	Somewhat disagree	Disagree
a. My life has meaning/purpose.	☐	☐	☐	☐	☐
b. I am hopeful about life/the future.	☐	☐	☐	☐	☐
c. My decisions are always moral.	☐	☐	☐	☐	☐
d. I have no problem forgiving myself or others.	☐	☐	☐	☐	☐
e. I am respectful of people of other beliefs.	☐	☐	☐	☐	☐
f. I am engaged in core values/beliefs.	☐	☐	☐	☐	☐

Spiritual Fitness Total: 19-24 13-18 7-12 0-6

Social Fitness

RESOURCES: Single Marine Program, MCCS, Chaplain, CREDO Retreats

Please indicate how much you agree with the following statements:

	Agree	Somewhat agree	Neutral	Somewhat disagree	Disagree
a. I am respectful of the members of my unit.	☐	☐	☐	☐	☐
b. I can depend on my spouse/significant other/friends for support.	☐	☐	☐	☐	☐
c. I get along well with members in my unit.	☐	☐	☐	☐	☐
d. I get involved in efforts to improve the community.	☐	☐	☐	☐	☐
e. I actively participate in base or community events and activities.	☐	☐	☐	☐	☐
f. I effectively use USMC and/or local civilian community resources.	☐	☐	☐	☐	☐

Social Fitness Total: 19-24 13-18 7-12 0-6

See Pages two and three for information and resources to increase your overall health and resiliency.

TOTAL FITNESS SCORE 73-96 49-72 25-48 0-24

ptsd.va.gov/disaster_events/for_providers/SFA/docs/NCPTSD_SFA_30min_Instructors_Manual.pdf

Strategy to influence:
command climate,
culture,

unit cohesion,

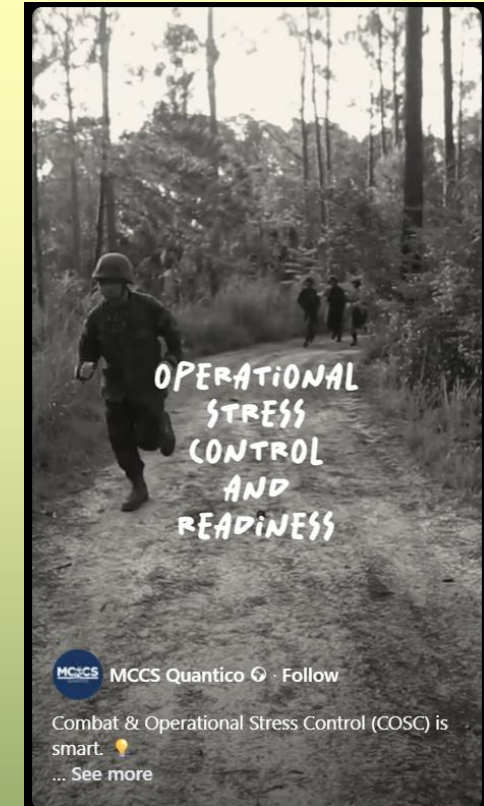
Marine Corps Total Fitness
(MCTF)

Goal: To keep Marines ready for combat and for life by ensuring they receive help quickly when needed

- Makes units stronger
- more prepared as warfighters
- Empowers small unit leaders to recognize early signs of stress

OSCAR team members

- Selected for their strong leadership skills and commitment to helping others
- Support their fellow Marines



Beyond First Aid An Ongoing Cyclical Approach

Stress First Aid Model



1. CHECK

Assess: observe and listen

2. COORDINATE

Get help, refer as needed

Repeat

1 & 2

Throughout

Primary Aid

3. COVER

Get to safety ASAP

4. CALM

Relax, slow down, refocus

5. CONNECT

Get support from others

6. COMPETENCE

Restore effectiveness

7. CONFIDENCE

Restore self-esteem and hope

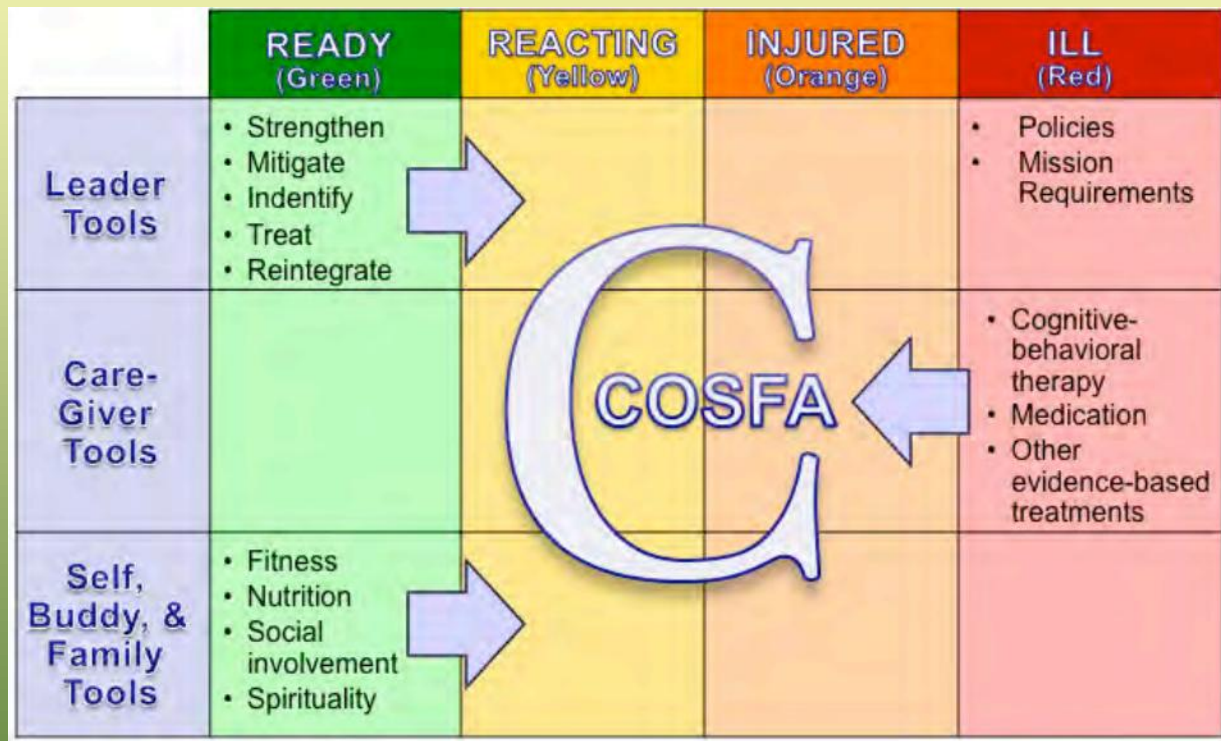
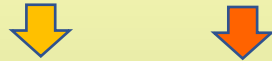
Secondary Aid

Person-Centered
Stress First Aid
for Patients, Clients and Customers



Combat & Operational Stress First Aid (COSFA)

COSFA, like many other assessment processes, use the **Stress Continuum** for individuals or units experiencing symptoms in the **Yellow** or **Orange** zones.



The Goal Is Green!

Goals:

- **Preserve life**
- **Prevent further harm**
- **Promote recovery**

Provides crisis care to help restore:

- **Physical**
- **Psychological**
- **Social**
- **Spiritual**

support structures that exist in the military

Adapted from

Operational Stress First Aid. "Competence."

Developed by Bureau of Medicine and Surgery, Department of the Navy, June 2010. .

ess ptsd.va.gov/disaster_events/for_providers/stress_first_aid.asp

COMBAT AND OPERATIONAL STRESS FIRST AID: Caregiver Training Manual



Produced by:
Bureau of Medicine and Surgery, Department of the Navy

In cooperation with:
Combat and Operational Stress Control, Manpower & Reserve Affairs,
Headquarters Marine Corps
Navy Operational Stress Control, Chief of Naval Personnel, Total Force N1
National Center for PTSD, Department of Veterans Affairs

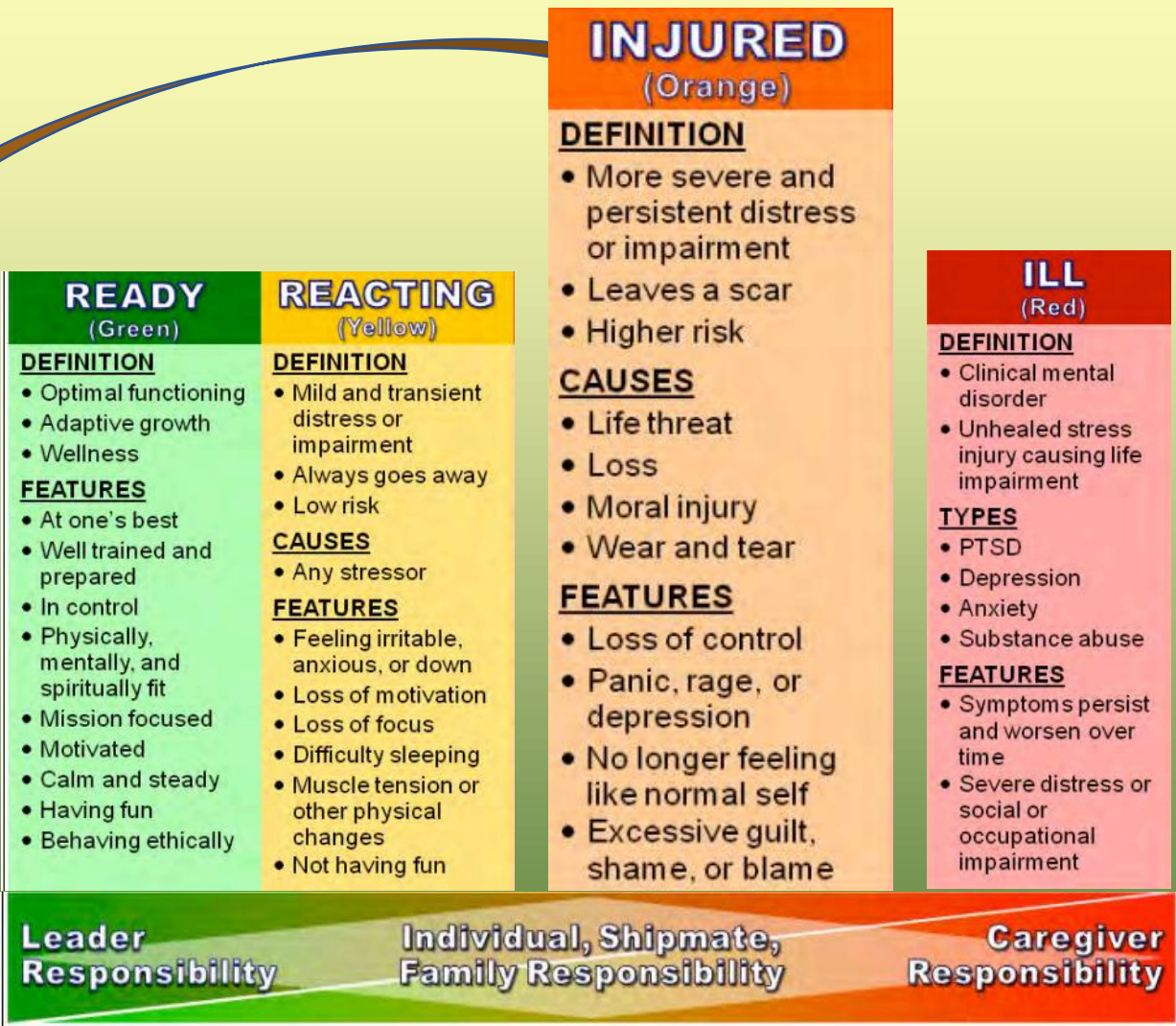
June 2010

The Stress Continuum is a widely-used model, giving a colorful “voice” to stress levels. It helps identify warning signs (Yellow or Orange) to encourage prompt intervention and support. This reduces the chance of severe (Red zone) stress levels that likely require professional help and may interfere with combat readiness. Remember: the goal is Green!

The Stress Continuum

Four Sources of Orange Zone Injury

Intense or Prolonged Combat or Operational Stress



Special Case:

Post-Traumatic Stress PTSD

Post-Traumatic Stress Disorder

A clinical diagnosis often seen as a stigma label

or PTSI?

Post-Traumatic Stress Injury

a term that aims to
reduce the stigma
associated with PTSD

But, how about



PTG
Posttraumatic
Growth

Post-Traumatic GROWTH

In times of great trauma We are capable of great GROWTH!

The 5 Domains of Growth

Struggle > strength > growth

purpose in pain



triumph in tragedy

5 Essential Components of a Life Worth Living

1. New possibilities
2. Deeper relationships
3. Personal strength if I can get thru this ... anything!
4. Appreciation for life - shift in priorities, gratitude for what we have
5. Spiritual & Existential Belonging - why am I here? Where do I belong?

Understanding Posttraumatic Growth

bouldercrest.org/research-resources/what-is-posttraumatic-growth-ptg

Problem-Focused Coping Strategies Predict Posttraumatic Growth in Veterans with Lower-limb Amputations. Journal of Social Service Research

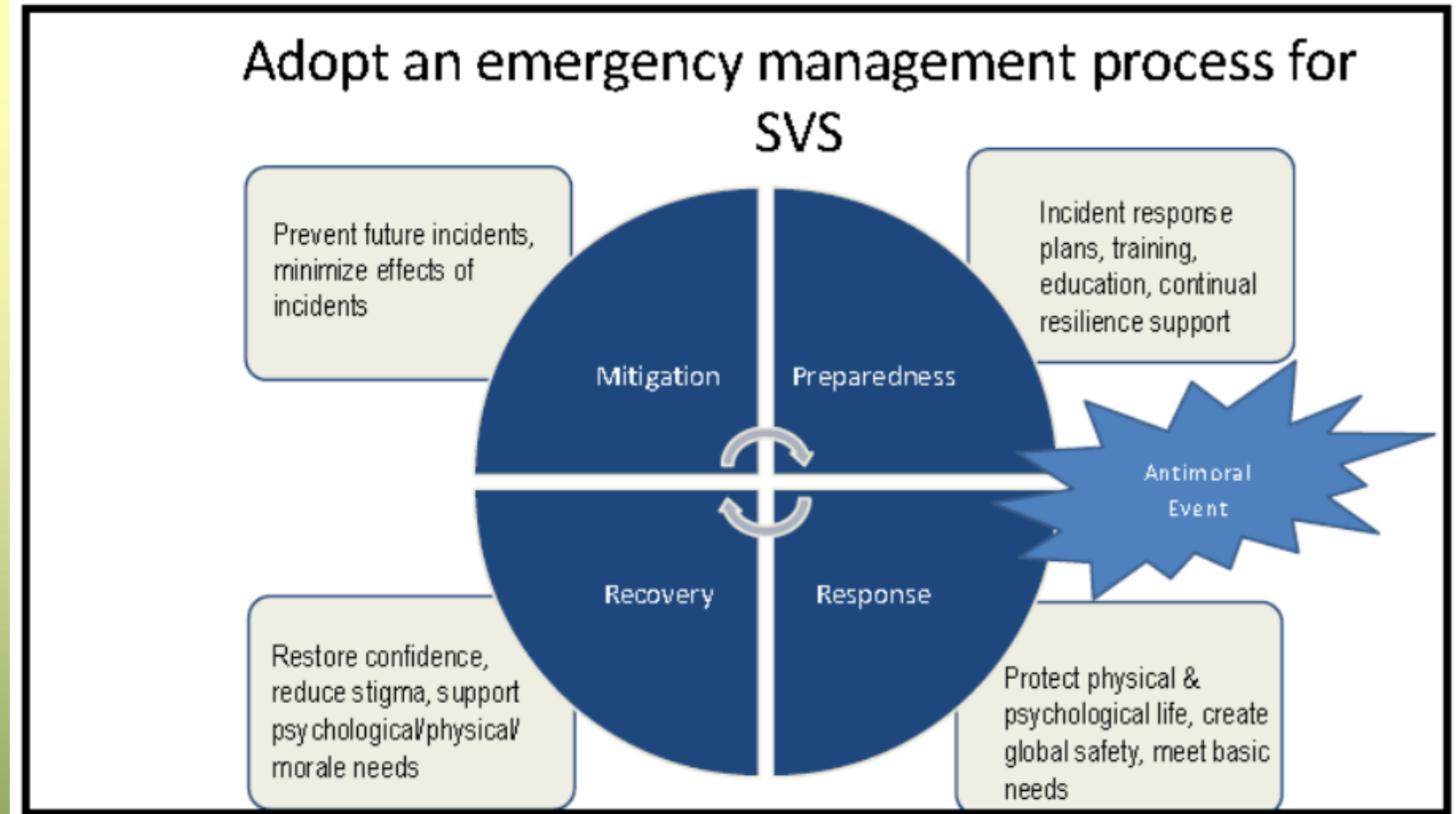
doi.org/10.1080/01488376.2015.1033584

Special Case: Secondary Trauma

Experiencing (PTSD) symptoms after being exposed to the trauma of another person. It can affect care providers, chaplains, emergency responders, or military at all levels, after a someone, perceived to be in their care, is negatively impacted

Vicarious trauma occurs after a buildup of repeated, secondary exposure to traumatic stories

Secondary trauma occurs in a moment, in response to one event.



Second Victim Syndrome

A Unique Form of Moral Injury

"Second victims are health care providers who are involved in an unanticipated adverse patient event, in a medical error and/or a patient related injury and become victimized in the sense that the provider is traumatized by the event. Frequently, these individuals feel personally responsible for the patient outcome. Many feel as though they have failed the patient, second guessing their clinical skills and knowledge base."

Scott, et al. 2009

Stress

17

Special Case:

Moral Injury

Moral Conflict:

A situation in which one knows the morally correct action but feels conflicted to act according to one's core values

Moral Distress

Causes:

- Inadequate resources, staffing
- Conflicting values
- Duty vs. safety
- Self vs. other
- Teleology vs. Deontology
- Institutional procedures, protocols, policies

Typical Victims of Moral Injury

- Military
- Healthcare workers
- Civilian “survivors”
- Emergency personnel/Disaster responders

A wound of conscience wherein a person

- *has perpetrated,*
- *failed to prevent, or*
- *witnessed events*

that cannot be justified

within pre-existing moral schemata.

- Paget (2020)

Core Assumptions Shape Our Worldview

1. The world is benevolent
2. The world is meaningful
3. The self is worthy

- Janoff-Bulman (1992)

Moral Distress & Moral Injury from a Shattered Worldview

1. Bad things happen
2. Nothing makes sense
3. I am worthless



Inner Conflict:

A **state of indecision** caused by

- competing beliefs
- opposing desires
- or conflicting needs?

How do you make a decision when you have inner conflict - not a moral conflict?

- Values
- Morals
- Ethics

Some effects of Moral Injury

- Fear
- Failure
- Grief

Moral Injury Can Lead to Guilt & Shame

Special Case:

Moral Injury

Moral Conflict:

A situation in which one knows the morally correct action but feels conflicted to act according to one’s core values

Moral Distress:

A psychoemotional response in a morally conflicted situation wherein one feels powerless to respond according

to one’s core values and integrity

Causes of Moral Distress

- Inadequate resources, staffing
- Conflicting values
- Duty vs. safety
- Self vs. other
- Teleology vs. Deontology
- Institutional procedures, protocols, policies

Moral Injury Paths - Military & Healthcare

- Caring for patients with contagious diseases
- Keep families safe from infection – away from patients
- Triage
- Extreme numbers of deaths
- Extreme suffering with no recourse
- Inadequate equipment and insufficient resources
- End of life decisions counter to belief and values
- Betrayal by those in power
- Treating/supporting/rescuing infectious patients and putting their own families – children/elderly/disabled/vulnerable at – risk

Moral Injury Can Lead to Guilt & Shame

Values Morals Ethics

Moral Injury:

“A betrayal of what’s right by someone who holds legitimate authority in a high stakes situation.” Shay (2014)
“An act of transgression that severely and abruptly contradicts a person’s expectations about moral conduct. The person must be (or become) aware of the discrepancy between his or her morals and the experience which causes cognitive dissonance and inner conflict.” Lutz, et al. (2009)
“A wound of conscience wherein a person has perpetrated, failed to prevent, or witnessed events that cannot be justified within pre-existing moral schemata.” Paget (2020)
“A wound to the soul that exposes the nakedness of self and surpasses the ability of forgiveness.” Paget (2021)

Three Core Assumptions Shape Our Worldview

1. The world is benevolent
 2. The world is meaningful
 3. The self is worthy
- Janoff-Bulman (1992)

Moral Distress & Moral Injury from a Shattered Worldview

1. Bad things happen
2. Nothing makes sense
3. I am worthless

Antimoral Events

Events that oppose moral behavior
May be accidental or by choice or by ru
May be individual choices
May be based on deontology or teleology
Based on the law, policy, rule
Based on the best outcome
For the individual
For the greater good – society

Inner Conflict:

A **state of indecision** caused by competing beliefs, opposing desires, or conflicting needs

What we know about Inner Conflict

- It’s uncomfortable and stressful
- There’s no resolution unless we confront it
- Makes us examine issue more carefully
- May be personal and internal or between people
- Most decisions are made unconsciously
- Struggle between what we “ought” to do & “want” to do
- Demands a choice and often a change
- It’s inevitable, unavoidable

Types of Inner Conflict

- Love: disciplining children
- Interpersonal: true self vs. perceived self
- Faith and religion: questioning God or values
- Sex: moral values vs. sexual desire
- Self-image: actions don’t align with character
- Existential: mission and reality
- Moral: ends justify the means
- Culture: assimilate or differentiate
- Value: Head vs. Heart

How do you make a decision when you have inner conflict (not a moral conflict)?

Some effects of Moral Injury

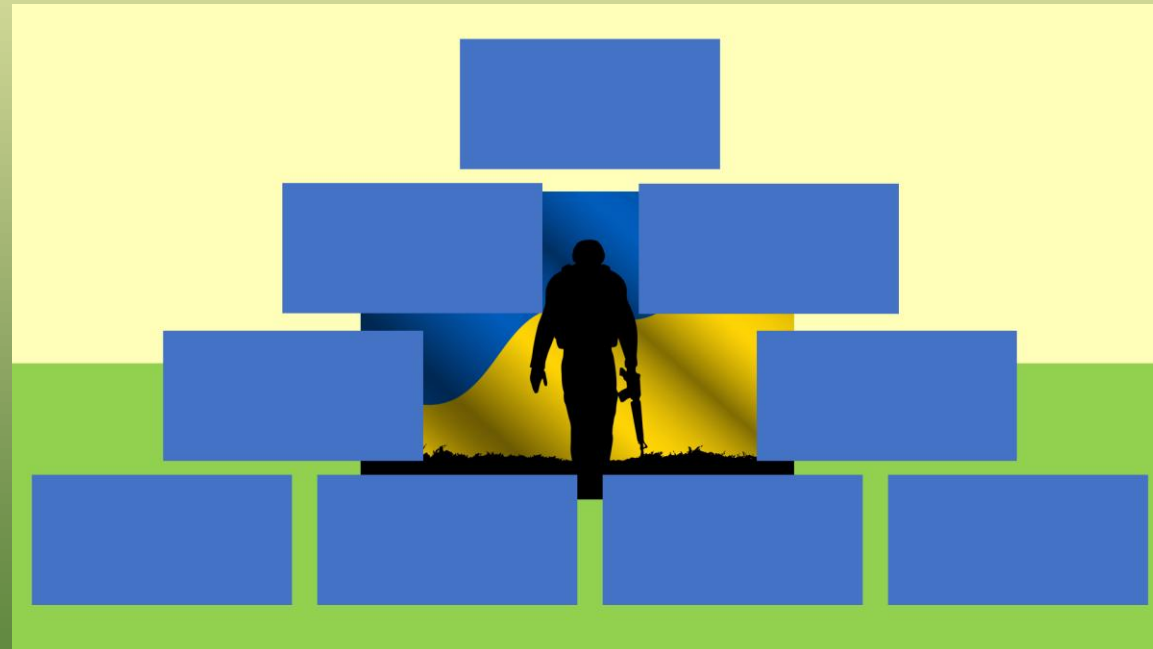
- Fear
- Failure
- Grief

Typical Victims of Moral Injury

- Military
- Emergency personnel
- Disaster responders
- Healthcare workers
- Civilian “survivors”

Basic Equipment: Stress Management Tools

Build
Resilience



Communication Skills

Active Listening



Compassionate
Response



Effective Crisis
Communication

Hearing or
Listening?

Establish
Rapport

Empathy or
Sympathy?

Communicate
with Caution

Informed
Sensitivity

Power of
Silence

Language
Challenges

Ethics of Crisis Communication

- Privilege
- Confidentiality
- Privacy
- Legal obligations?



Deciding if/when to make
referrals to professionals

Intervention Actions



For Communications during Crisis

- Respond non-defensively to criticism
- Non-judgmental
- Problems, options > problem solving
- Solution focused
- Sensitivity to Diversity

For Challenging Situations

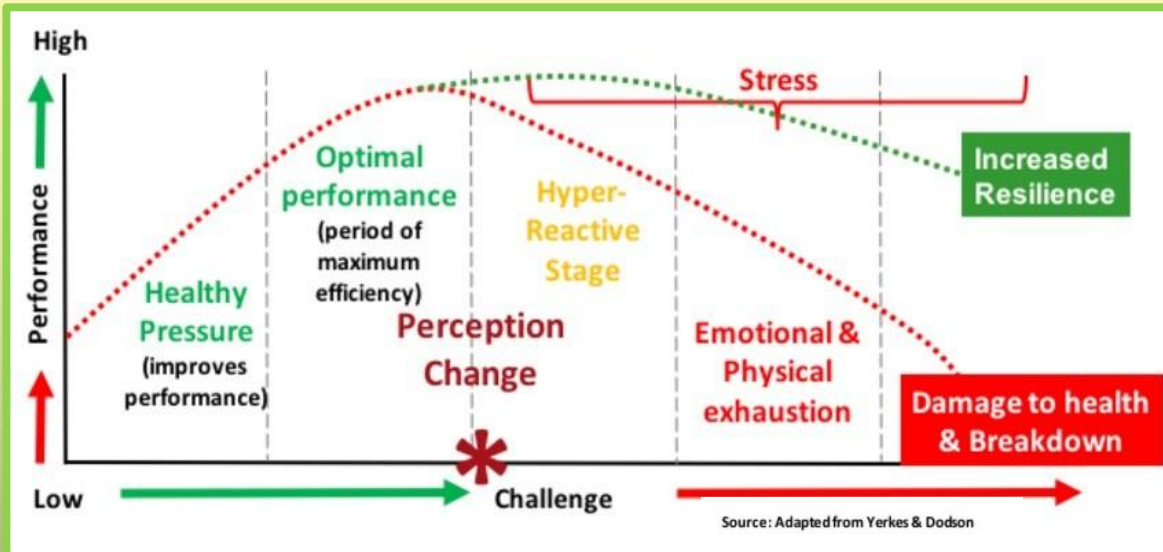
- Fear
- Grief
- Anger
- Suicide or homicide



The relationship between **Stress** & **Resilience**

Resilience

- Cope with adversity
- Bounce back from trauma
- Attitudes, actions, and approaches that help you overcome problems and recover faster



Improving quality of life for those around you improves your life as well

- Enhance the vision & mission
- Meet your team's challenges
- Build steel-clad unit cohesion
- Promote new opportunities
- Encourage brainstorming for all
- Encourage positive adjustment & adaptation
- Blow winds of change into a toxic atmosphere
- Cultivate an atmosphere of healing & restoration
- Work together to overcome



Ready	Reacting	Injured	Ill
• Good to go • Well trained • Prepared • Fit and tough • Cohesive units, ready families	• Distress or impairment • Mild, transient • Anxious or irritable • Behavior change	• More-severe or persistent distress or impairment • Leaves lasting evidence (personality change)	• Stress injuries that do not heal without intervention • Diagnosable – PTSD – Depression – Anxiety – Addictive disorder



Build Resilience

Trigger images Use only when a mental health practitioner or chaplain in the room

Identify the Stressor

- **Analyze the situation:** Identify specific events or situations causing your stress
- **Journals, Mind maps, Color-Coded Bullets:** Write down, draw, chart incidents that act as triggers, significant feelings & experiences (good & bad) to gain clarity on what triggers your stress as well as what can relieve it.

Can You Control or Eliminate the Stressor?

- **Take control:** For controllable stressors:
 - Take proactive steps to resolve underlying issue
 - Set SMART Goals
- **Time management:** Use time-management techniques to organize and control your schedule
- **Set boundaries:** Create healthy boundaries to protect your time and energy
- **Avoid triggers:** Reduce or eliminate things contributing to your stress, (excessive news consumption, alcohol, caffeine)
- **Get an Accountability Partner** to keep you on track

Know Your Enemy



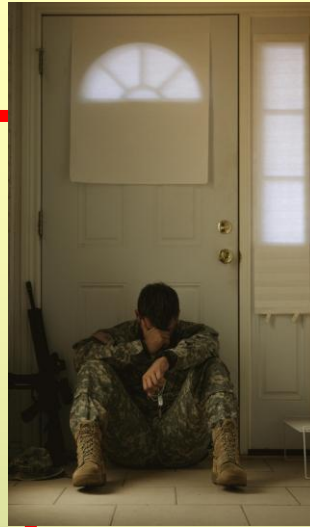
Build Resilience



Sources of Personal Stress

- Physical: temperature extremes, dehydration, sleeplessness, noise, toxins, injury, illness
- Mental: preoccupation, boredom, info overload, uncertainty, hyper-focus
- Emotional:
- Spiritual:
- Social:
- Financial:

EMOTIONAL	• Fear of injury or death • Grief • Being away from loved ones • Congregants • Administration	• Fear of failure • Horror • Isolation • Committees • Poor economy • Great needs	• Guilt or shame • Loss of personal space • Broken relationships • Taxes • Poverty
SOCIAL			
FINANCIAL	• Debt • Lack of funds	• Poor economy • Great needs	• Taxes • Poverty
SPIRITUAL	• Life doesn't make sense like it used to • Challenge of faith • Ambiguous mission	• Moral conflict • Lack of ministry calling	



Sources of Military Stress

- Deployment to combat zones
- Long separations from families
- Exposure to high-risk situations
- Dealing with horrific injury, death
- Challenges transitioning back to civilian life after deployment

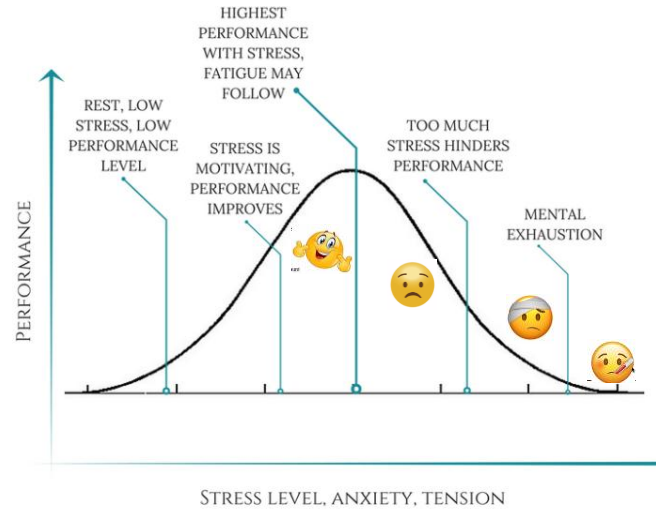


Build Resilience

Stress Reactions

Stress Awareness Exercise

- What are your typical early warning signs?
- What signs do you pay attention to?
- Which signs do you ignore? Why?
- What do others notice?
- Which stresses are triggered by events?
- Which just happen with no known cause?



Handout

Common Signs and Symptoms of a Stress Reaction

Physical*	Cognitive	Emotional	Behavioral
Fatigue	Blaming others	Denial	Substance abuse
Insomnia	Confusion	Anxiety	Change in speech
Muscle tremors	Poor attention	Grief	Suspiciousness
Twitches	Inability to make decisions	Survivor guilt/self-blame	Emotional outbursts
Difficulty breathing	Heightened or lowered alertness	Severe pain (rare)	Change in communication
Elevated blood pressure	Poor concentration	Fear of loss/of going crazy	Withdrawal from others
Rapid breathing	Forgetfulness	Uncertainty	Inability to rest
Rapid heartbeat	Trouble identifying known objects or people	Loss of emotional control	Changes in normal activities
Chest pain	Increased/decreased awareness of surroundings	Emotionally numb	Intensified startle reflex
Headaches	Poor problem solving	Depression	Appetite disturbance
Visual difficulties	Disorientation of time/place/person	Lack of capacity for enjoyment	Decreased personal hygiene
Nausea/vomiting	Disturbed thinking	Apprehension	Erratic movements
Thirst	Nightmares	Intense anger	Pacing
Hunger	Inescapable images	Irritability	Changed sexual behavior
Dizziness	Flashbacks	Agitation	Antisocial acts
Excessive sweating	Suicidal ideas	Feelings of worthlessness	Prolonged silences
Chills	Disbelief	Mistrust	Accident prone
Weakness	Change in values	Helplessness	
Fainting	Search for meaning	Apathy/boredom	

*Any of these symptoms may indicate the need for medical assistance. When in doubt contact your physician.

READY	REACTING	INJURED	ILL
Calm and steady Confident and competent Getting the job done In control Sense of humor Sleeping enough Eating the right amount Working, staying fit Playing well and often Socially and spiritually active 	Anxious, irritable Worried Cutting corners on the job Short-tempered or mean Irritable or grouchy Trouble sleeping Eating too much or too little Apathy, loss of interest Keeping to oneself Negative, pessimistic 	Loss of control of body functions, emotions or thinking Can't fall or stay asleep Recurrent, vivid nightmare Intense guilt or shame Panic or rage attacks Inability to enjoy activities Disruption of moral values Serious suicidal or homicidal thoughts 	Stress injury symptoms that last for several weeks after the stressors have ended or subsided Symptoms that get worse instead of better Symptoms that get better for a while, then return even worse 

Operational Stress First Aid

OSFA Assessment Checklists

Handouts

1.Spirituality

Creativity, order, connection

Okay	Needs Work	Needs Help
☐ Enjoy worship ☐ Happy with fellowship ☐ Happy with spiritual expression ☐ Able to give and receive love ☐ Appreciating beauty ☐ Creative ☐ Comfortable with your place in world ☐ Connected, peaceful	☐ Less tolerant of different beliefs ☐ Feeling distant from God; want to get closer ☐ Don't know how to love or feel loved ☐ Feeling distant from others ☐ Struggling to understand others ☐ Not sure where you fit in ☐ Something's missing	☐ No reverence for anything outside self ☐ Alone and wandering aimlessly ☐ Spiritually empty ☐ Don't care about others ☐ Nothing seems important ☐ Feel powerless to change life ☐ Out of touch ☐ Loss of purpose ☐ Lacking a "moral compass"

2.Emotional/Mental/Physical Health

Fitness, wellness, self-esteem, control

Okay	Needs Work	Needs Help
☐ Sleeping well ☐ No bad nightmares ☐ Working out regularly ☐ Good nutrition ☐ Good energy level ☐ Good emotional control ☐ Able to enjoy life ☐ Not troubled by memories ☐ Feeling good about self	☐ Trouble getting to sleep ☐ Keep waking up ☐ Out of shape ☐ Eating too much or too little ☐ Loss of interest in life ☐ Feeling anxious or worried ☐ Feeling irritable ☐ Painful memories ☐ Feeling guilty	☐ Can't sleep enough ☐ Repeated disturbing thoughts ☐ Trouble pushing memories out of mind ☐ Panic attacks (heart pounding, shaking) ☐ Rage outbursts ☐ Depressed mood ☐ Keep blaming self ☐ Thoughts of suicide or homicide

3.Relationships

Spouse, significant other, family, friends

Okay	Needs Work	Needs Help
☐ Good communication ☐ Feeling close ☐ Looking forward to seeing ☐ Cooperating well ☐ Playing well ☐ Good sex ☐ Good conversation ☐ Affection ☐ Openness ☐ Responsiveness	☐ Trouble communicating ☐ Occasional fights and disagreements ☐ Uncomfortable being together ☐ Not having fun ☐ Staying apart ☐ Difficult or rare sex ☐ Complaints from partner ☐ Ambivalence ☐ Guardedness	☐ Poor comm. ☐ Frequent fighting ☐ Dreading contact ☐ Emotional coldness ☐ No sex ☐ Irresolvable conflict ☐ Criticism ☐ Contempt ☐ Defensiveness ☐ Emotionally numb ☐ Thoughts of hurting others or self

4.Roles in Life

Leader, coach, parishioner, citizen, provider

Okay	Needs Work	Needs Help
☐ Comfortable in roles ☐ Meeting your own expectations in roles ☐ Able to balance competing demands ☐ Fulfilled ☐ Energized	☐ Some strain in roles ☐ Not meeting own expectations in roles ☐ Not able to fit the pieces together ☐ Out of balance ☐ Pressured ☐ Drained	☐ Pulled apart ☐ Too many demands ☐ Tension between roles ☐ Serious conflict with others over roles ☐ Exhausted

5.Public Behavior

Driving, waiting, dealing with public, patience

Okay	Needs Work	Needs Help
☐ Comfortable in public ☐ Appropriate in public ☐ Good and careful driver ☐ Patient in frustrating situations ☐ Calm, even with rude people ☐ Friendly ☐ No police involvement	☐ Avoiding going out in public ☐ Suspicious of strangers ☐ Absent minded ☐ Getting frustrated easily ☐ Impatient ☐ Occasionally angry or irritable ☐ Driving too fast ☐ Driving recklessly	☐ Paranoid in public ☐ Road rage ☐ Picking fights ☐ Rage outbursts in public ☐ Panic attacks in public ☐ Persistent hyperactive startle responses ☐ Arrests

6.Work Function

Shop, supervisors, goals, promotion, rewards

Okay	Needs Work	Needs Help
☐ Achieving ☐ Feeling like a team ☐ Mentoring subordinates ☐ Getting rewarded ☐ Career goals progressing ☐ Job satisfaction ☐ Enjoying going to work ☐ Respected by subordinates	☐ Cutting corners ☐ Needing a lot of supervision ☐ Animosity toward peers or leaders ☐ Being apathetic or unmotivated ☐ Unrewarding ☐ Stagnating ☐ Indifferent	☐ No respect for self or others ☐ Defying authority ☐ Being a tyrant to subordinates ☐ Hostile environment ☐ Disorganized/lack of leadership ☐ Held back ☐ Unsupported ☐ Abandoned ☐ Abused

7.Money and Finances

Budget, purchases, credit, bills, savings

Okay	Needs Work	Needs Help
☐ Saving money ☐ Bills paid up to date ☐ Keeping to budget ☐ Debt under control ☐ Working a financial plan ☐ Spending in sync with spouse	☐ Minimal savings ☐ Bills past due ☐ Financial worries ☐ Uncomfortable debt ☐ Vague financial plan ☐ Conflict with spouse over spending	☐ No savings ☐ Collection notices ☐ Major financial stress ☐ Large debt load ☐ Creditors contacting self, office, home ☐ Total disagreement over spending ☐ Financial trouble

8.Substance Use/Abuse

Tobacco, alcohol, drugs, sugars, fats

Okay	Needs Work	Needs Help
☐ Good control over intake of alcohol ☐ Not tempted to use drugs ☐ Not smoking chewing more ☐ Nobody who knows you thinks you are abusing	☐ Others express concern over drinking ☐ Got drunk when didn't intend to ☐ Use alcohol to get to sleep ☐ Drinking is getting in the way ☐ Smoking or chewing more	☐ Anger when others complain about drinking ☐ Lying to keep drinking ☐ Hiding drinking ☐ Harm to life from alcohol ☐ Using illegal drugs ☐ Blackouts ☐ Frequent drinking to intoxication

Build
Resilience



Traditional Ways to
Build Resilience

Stress Management Techniques

Build Resilience

- Education, preparation, training
- Catharsis, reflection, cognitive restructuring
- Emotional regulation, thought awareness
- Stress management
- Social support
- Values and beliefs

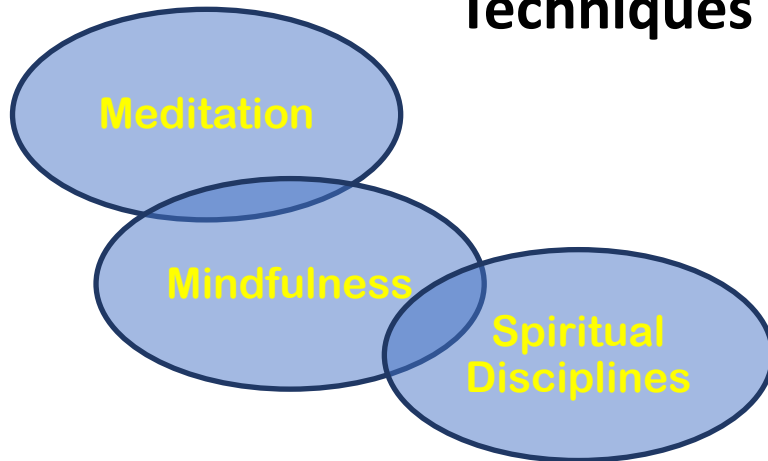
- Education, preparation, training
 - Learn about stress, crisis, resilience
 - Prepare for duties, responsibilities, aftermath
 - Train under supervision to increase skills
- Catharsis, reflection, cognitive restructuring
 - Processing the experience in the cognitive realm while being informed by the affective realm
 - Verbal, written, art, music
 - Considering the event and reactions through multiple lens
 - Maintain perspective

- Emotional regulation, thought awareness
 - Diaphragmatic breathing
 - Progressive muscle relaxation
 - Grounding
 - Never a victim but a survivor
 - Optimism, positive thinking
- Stress management
 - Regular exercise and rest
 - Healthy diet and hydration
 - Control over alcohol, drugs, prescriptions

- Social support
 - Maintain healthy relationships
 - Family, friends, colleagues
 - Provide and expect respectful treatment
 - Maintain community spirit and morale
- Values and beliefs
 - Clarify personal values
 - Define personal and corporate mission
 - Set challenging and achievable goals
- Practice spiritual disciplines
 - Prayer, meditation, scripture reading, worship



Stress Management Techniques



Achieving Balance

- Career
- Family
- Financial
- Mental

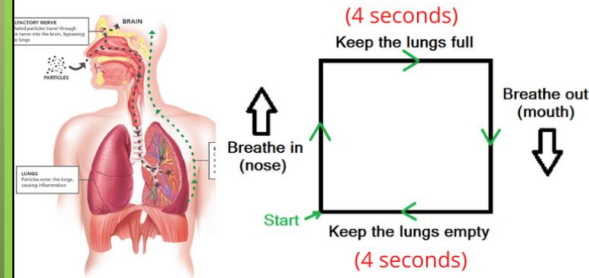


- Physical
- Social
- Spiritual
- Other

Stress Management

Build Resilience

Box Breathing Exercise Calms the Brain



Control stress & anxiety by lowering cortisol in the body

Dr Steven Lin

Self-Regulation: Choose Your Response

- Ability to respond appropriately
- Acting consistent with your values and beliefs
- Ability to self-soothe when upset
- Ability to lift your own spirits
- Ability to control impulses

Requires motivation and discipline

Military Mindfulness

Developing Mindfulness

- Pause
- Take a deep breath
- Shift your attention inward briefly

Practice
Practice
Practice
To develop
The habit

Benefits

- Improves relaxation
- Lowers blood pressure
- Improves sleep
- Helps ability to focus
- Strengthens relationships
- Reduces pain and stress
- Improves impulse control

Train your brain to stay in the present moment

Mindfulness during garrison

Mindfulness during training

Mindfulness in theater

Mindfulness in a combat

Mindfulness transitioning from military to home life

Stress Management

! CAUTION
YOU ARE ENTERING YOUR COMFORT ZONE



Put your blinders on

FLOW Is:

- Productively pursuing a form of leisure matching your skill set
- The melding together of action & consciousness finding balance between a skill & the challenge of a task
- Demands a high level of concentration
- A coping skill for stress & anxiety

Mirvis, Philip H. (July 1991). "Flow: The Psychology of Optimal Experience" *Flow: The Psychology of Optimal Experience*, by Csikszentmihalyi Michael.

Strategy to Create a State of Flow

1. Choose something you enjoy
Name it _____
2. Eliminate distractions
Name your distractions _____
3. Commit to a Goal
State your goal _____
4. Embrace the challenge
Recite w/ _____
5. _____ here and now

Get into the Zone!
 Emotions + Focus aligned & channeled
 Toward a single task

Handout

Flow Theory

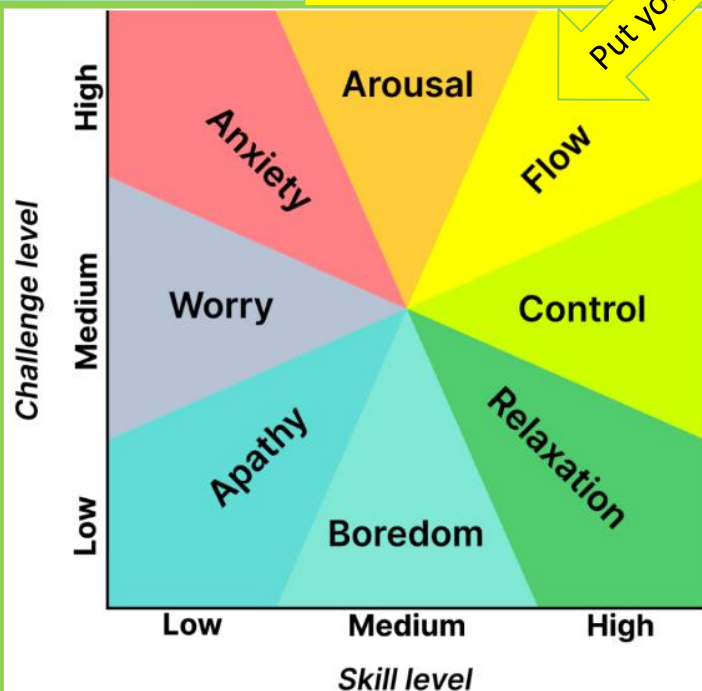
1. The activity must have clear goals and progress. This establishes structure and direction.
2. The task must provide clear and immediate feedback. This helps to negotiate any changing demands and allows adjusting performance to maintain the flow state.
3. Good balance is required between the perceived challenges of the task and one's perceived skills.

Confidence in the ability to complete the task is required.

Flow State

Get in the Zone

Align & Channel Your Focus & Emotions
CONCENTRATE! on a single task



Go with the Flow

Stress

Personal Stress Hardiness Plan

Create a personal self care plan for optimum performance and satisfaction at work and play.

Step 1. **Learn** about Yourself Self Assessment

1. What are my early warning signs of excessive stress?
2. What do I do now on a daily basis for self care?
3. What do I do on a weekly basis to improve self care?
4. What do I do when my stress level is unusually high?
5. What do I do to address the impact of vicarious trauma in my life?



LAPS for Functional Stress Hardiness

Learn
Attitude
Plan
Support

Using the **LAPS** model
and your handout
create a personal self-care plan
for optimum performance
and satisfaction
at work and play

Personal Stress Hardiness Plan

Using the LAPS model, create a personal self-care plan for optimum performance and satisfaction at work and play.

1. LEARN about yourself:

- What are my early warning signs of excessive stress?
- What do I do now on a daily basis for self-care?
- What do I do on a weekly basis to improve self-care?
- What do I do when my stress level is unusually high?
- What do I do to address the impact of vicarious trauma in my life?

2. ATTITUDE What motivates you?

- Why do I want to be functionally stress hardy?
- How can I make LAPS more fun?
- What will it take to make LAPS a part of my daily routine?
- What will I do when I don't feel like doing LAPS?
- How much flexibility will I allow myself when I can't do LAPS?
- What reward will I gain by doing LAPS?
- What's the main reason I want to have lower stress and be able to function in a healthy way under difficult circumstances?

3. PLAN What's your strategy?

- What can I add to my self-care routine? (identify several if possible)
- How will I make time for these new strategies for self-care?
- How often should I review what I am doing?
- What challenges do I expect to have with self-care as I make these changes?
- How will I know if the changes are helping?
- What do I hope will be the important outcomes I will notice as I improve self-care?

4. SUPPORT How will you stay accountable?

- Who can I turn to for support with my plan?
- How often should I check in with him/her?
- What professional support is available to me if I need it?

Handout

Step 2. **Attitude** What motivates you?

1. Why do I want to be functionally stress hardy?
2. How can I make **LAPS** more fun?
3. What will it take to make **LAPS** a part of my daily routine?
4. What will I do when I don't feel like doing **LAPS**?
5. How much flexibility will I allow myself when I can't do **LAPS**?
6. What reward will I gain by doing **LAPS**?
7. What's the main reason I want to have lower stress and be able to function in a healthy way under difficult circumstances?

Step 3. **Plan** What's your Strategy

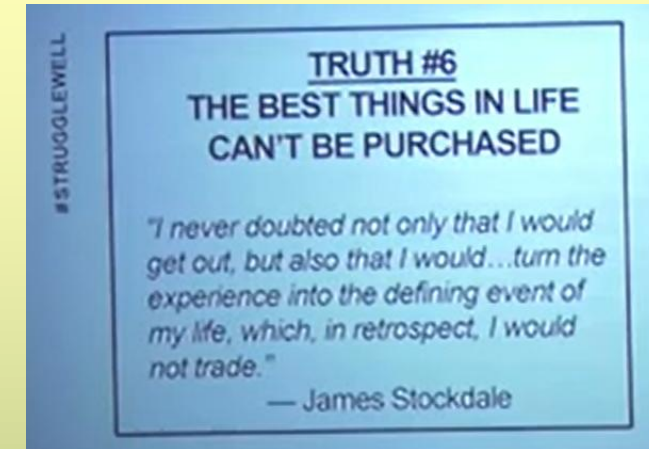
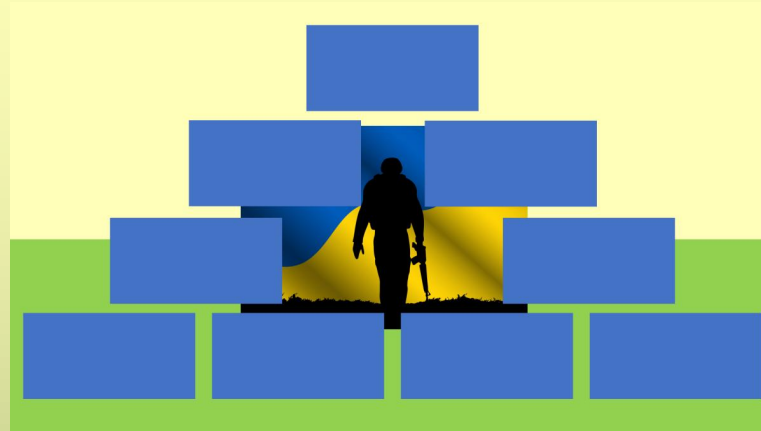
1. What can I add to my self care routine? (identify several if possible)
2. How will I make time for these new strategies for self care?
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Step 4. **Support** How will you stay accountable?

1. Who can I turn to for support with my plan?
2. How often should I check in with him/her?
3. What professional support is available to me if I need it?

**Build
Resilience**

Beyond Stress: The Resilient Leader



The 21 Irrefutable Laws of Leadership – John Maxwell

POSITIVE ATTITUDE

CHARISMA

PASSION

RESPONSIBILITY

SELF-DISCIPLINE

SECURITY

SERVANTHOOD

FOCUS

GENEROSITY

INITIATIVE

LISTENING

PROBLEM SOLVING

ATTITUDE

RELATIONSHIPS

VISION

CHARACTER

COMPETENCE

TEACHABILITY

COMMITMENT

COMMUNICATION

COURAGE

DISCERNMENT

BMS: A Holistic Approach

Body

- sensation
- energy
- physical strength
- body functions
- physiological responses, etc.

Mind

- cognition
- perception
- mood
- affection
- problem-solving ability
- memory
- willpower, etc.

Spirituality

- meaning
- life goals
- morality
- values
- commitment and fulfillment
- relationship with higher being and cosmos



Common Signs and Symptoms of a Stress Reaction

Physical*	Cognitive	Emotional	Behavioral
Fatigue	Blaming others	Denial	Substance abuse
Insomnia	Confusion	Anxiety	Change in speech
Muscle tremors	Poor attention	Grief	Suspiciousness
Twitches	Inability to make decisions	Survivor guilt/self-blame	Emotional outbursts
Difficulty breathing	Heightened or lowered alertness	Severe pain (rare)	Change in communication
Elevated blood pressure	Poor concentration	Fear of loss/of going crazy	Withdrawal from others
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Rapid heartbeat	Trouble identifying known objects or people	Loss of emotional control	Changes in normal activities
Chest pain	Increased/decreased awareness of surroundings	Emotionally numb	Intensified startle reflex
Headaches	Poor problem solving	Depression	Appetite disturbance
Visual difficulties	Disorientation of time/place/person	Lack of capacity for enjoyment	Decreased personal hygiene
Nausea/vomiting	Disturbed thinking	Apprehension	Erratic movements
Thirst	Nightmares	Intense anger	Pacing
Hunger	Inescapable images	Irritability	Changed sexual behavior
Dizziness	Flashbacks	Agitation	Antisocial acts
Excessive sweating	Suicidal ideas	Feelings of worthlessness	Prolonged silences
Chills	Disbelief	Mistrust	Accident prone
Weakness	Change in values	Helplessness	
Fainting	Search for meaning	Apathy/boredom	

*Any of these symptoms may indicate the need for medical assistance.
When in doubt contact your physician.

- Holistic health is a state of internal balance, not just an absence of illness
- It emphasizes the connection of the mind, body, and spirit (BMS)
- This NIH* study found no common definition of BMS

* National Institutes of Health
[pmc.ncbi.nlm.nih.gov/articles/PMC9168865](https://pubmed.ncbi.nlm.nih.gov/articles/PMC9168865)

Most stress management techniques are about **Lifestyle Change** not temporary or situational change

Crisis experience includes positive emotions of resolve:

- Courage
- Compassion
- Hope

8 Essential Stress Survival Skills

Sense of Humor

Reverence for Life

Spirit of Adventure

Vision

Team Spirit

Vitality

Courage

Resilience

Living Courageously

Demands developing **Habits of the Heart** challenge our vulnerability Connects us authentically

Courage:
Latin *cor*
or “heart”

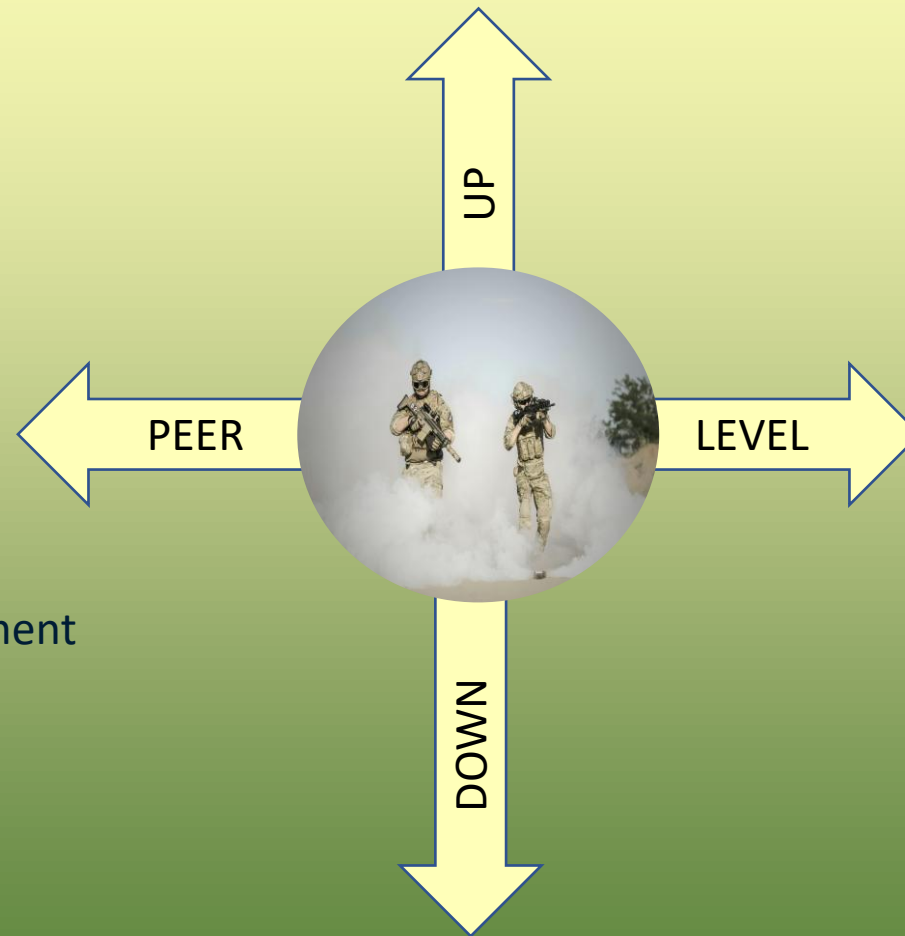


From Surviving to Leading

Applying 360-Degree Leadership

Key Skills & Qualities

- Integrity & Character
- Communication
- Adaptability & Resilience
- Empathy & Motivation
- Decision-Making
- Influence
- Self-Awareness
- Empowerment & Talent Development



360-Degree Leaders in the Military

- Influence at All Levels
- Problem-Solving & Anticipation
- Reliability & Proactiveness.
- Process Improvement
- Character & Competence

Military Context

- Operational Readiness
- Teamwork
- Formal vs. Informal Power

Critical Thinking – a Military Approach

The Challenge

Divide &
Conquer

Account for
Biases

Research &
Assess Facts

Adjust Plans
Accordingly

Implement
Best Solution

Critical thinking is needed to adapt to an increasingly complex and uncertain operational environment

I couldn't solely depend on my experience as an infantryman. Instead, I had to sharpen my critical thinking skills to adapt to the unique challenges we faced.



Another approach:

I D E A S

5-Step Critical-Thinking General Problem Solving Process

IDENTIFY the Problem and Set Priorities

DETERMINE Relevant Information & Deepen Understanding

ENUMERATE Options and Anticipate Consequence

ASSESS Situation and Make a Preliminary Decision

SCRUTINIZE Process and Self-Correct as Needed

researchgate.net/publication/251303244_Critical_Thinking_What_It_Is_and_Why_It_Counts

Emotional Intelligence

**Self
Awareness**

**Social
Awareness**

**Self
Management**

**Relationship
Management**

**Emotional
Awareness**

**Emotional
Balance**

Empathy

Influence

Adaptability

**Organizational
Awareness**

**Coach &
Mentor**

**Positive
Outlook**

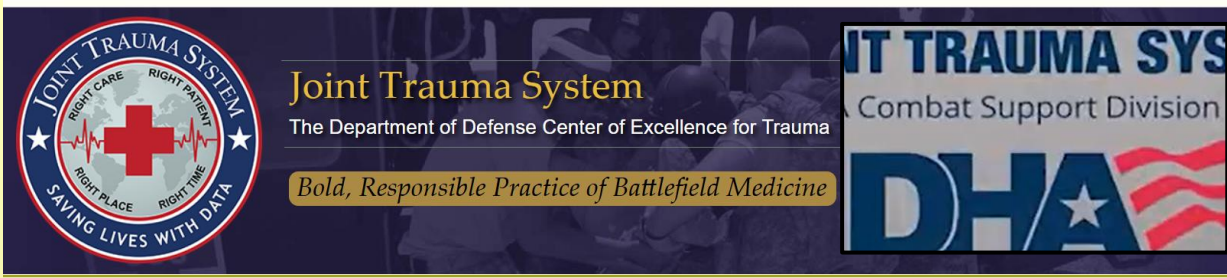
**Conflict
Management**

**Achievement
Orientation**

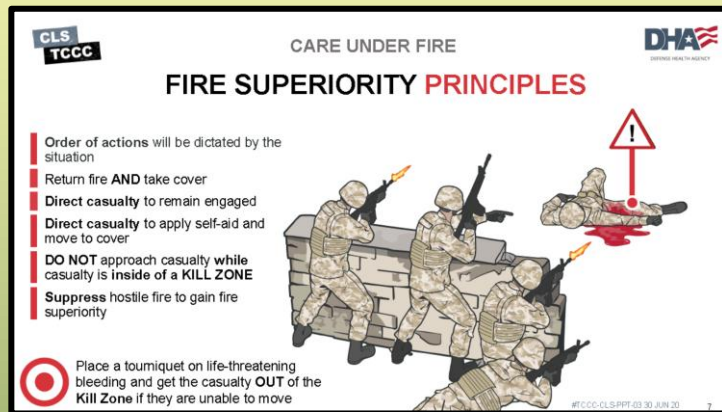
Teamwork

**Inspirational
Leadership**

Trigger images Decide if a
mental health practitioner or
chaplain should be present



Materials created by: Joint Trauma System Defense Health Agency
Serving the Army, Navy, and Air Force



Free materials including realistic videos:

tccc.org.ua/en/collection/tccc-cls

These resources can be used as:

- stand-alone course or woven into an existing course
- hip pocket or spontaneous training beyond formal courses
- on the job performance support while in the field

jts.health.mil

Hands-On Practice

Manuals, Videos,
Skills Assessment

English & **Ukrainian!**

Other Languages Available

Topics include:

- Care under Fire: Bleeding Control
- Usage of Tourniquets:
 - ratchet and windlass styles, one- or two-handed
- Massive Hemorrhage Control
- Airway Management
- Evacuation Procedures



Tactical Combat Casualty Care Combat Lifesavers Course (TCCC CLS)

**All Service
Members
Course**

Provides an intermediate step between All Service Members and Combat Medics, Corpsman training to replicate *some* (not all) advanced medic techniques until advanced care is available.



**Combat
Medics,
Corpsman**

ICISF/CISM A Global Authority



icisf.org

Assisting Individuals in Crisis

Course Description:

Crisis Intervention is a humanitarian and emergency service role: intervention is to provide psychological support to individuals in crisis. This course is designed for professionals in the military, law enforcement, fire service, industry, crisis intervention, and stress management.

Highlights:

- Psychological crisis and psychological crisis intervention
- Resistance, resiliency, recovery continuum
- Critical incident stress management
- Evidence-based practice
- Basic crisis communication techniques
- Common psychological and behavioral crisis reactions
- Putative and empirically-derived mechanisms
- SAFER-Revised model
- Suicide intervention
- Risks of iatrogenic "harm"

Core courses are pre-requisites for many humanitarian and emergency service roles:

- **Assisting Individuals in Crisis**
- **Group Crisis Intervention**
- **Peer to Peer Crisis Intervention**



United Nations

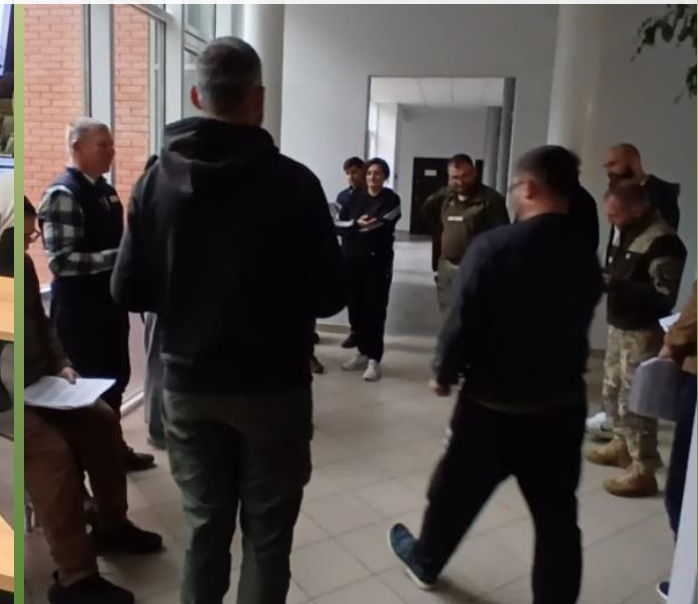
Department of Safety and Security

3 Crisis Intervention Systems in Place in the World

UN professionals incorporate these 3 programs into the fabric of UN staff support:

- **Early Medical-Psychological Intervention** program developed by Dr. Louis Crocq at the French Institute for Research and Education in Trauma and Stress in Paris, France
- **Acute Trauma Management** program of the American Academy of Experts in Traumatic Stress
- **Critical Incident Stress Management program (CISM) of the International Critical Incident Stress Foundation (ICISF)**

Assisting Individuals in Crisis & Group Crisis Intervention Kyiv Theological Seminary 2025

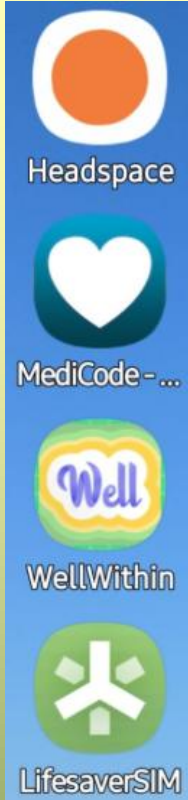


Stress Aids & Apps

Best
Meditation & Therapy App
2025?

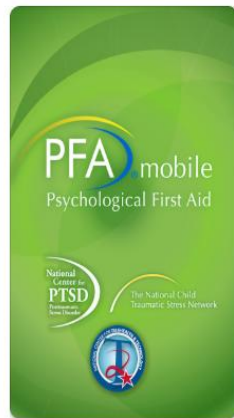
Headspace

Recommended by several top
reviewers



NCTSN

The National Child
Traumatic Stress Network



PFA Mobile

UCLA

MILITARY
ONE SOURCE

Support for Military
Personnel & Their Families

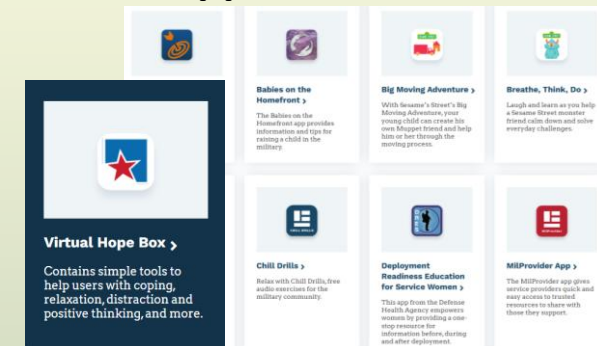
Military Meditation Coach

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Alison
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Strengthen your resilience with disaster management education

In our interconnected world, crises such as wars, diseases, earthquakes, and extreme weather events send shockwaves globally, impacting communities in profound ways. First responders often come from affected communities, but with limited resources, external assistance becomes crucial. Our free online disaster management courses, selected in conjunction with Catalyst 2030, empower individuals worldwide to play a vital role in disaster readiness, response, and recovery.

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Beginner Level

Intermediate Level

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2-3 hrs 20,750 learners

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4-5 hrs 254,383 learners

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Management
Introduction to Emergency Crisis Management

2-3 hrs 8,129 learners

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Education
High Performance CPR, Emergencies and First Aid for Lay Responders

2-3 hrs 17,903 learners

More Info Start Learning

Personal-Development
Wildfire Awareness and Risk Assessment

Advanced Level

Personal-Development
Understanding the Problem of Modern Slavery

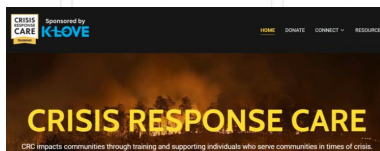
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Beginner Level

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Shipboard Safety: Emergency Equipment and Life-Saving Appliances

Beginner Level



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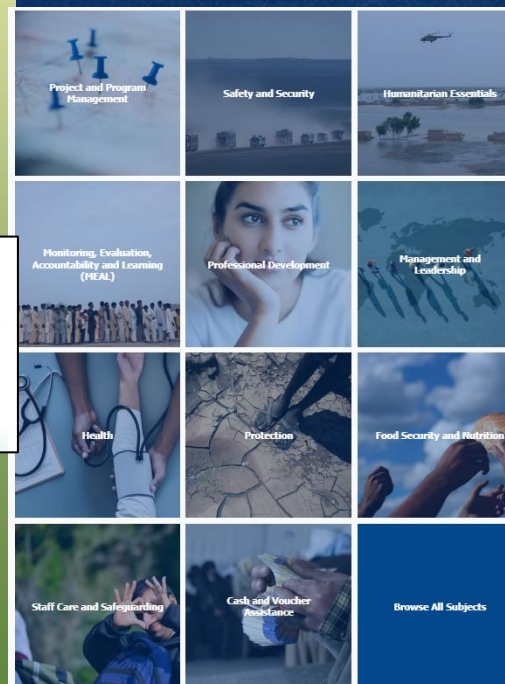
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Combination Programs

Teaching, Training, Organizing, Funding

- Conversational Multi-Language classes
- Classes with translator – possible topics:
 - Military Resilience
 - Personal & community resiliency
 - Helping children in crisis situations
 - Humanitarian Skills for personal & organizational resiliency
 - Crisis intervention (chaplain) skills
 - Workshops at military hospitals, rehab centers

Activities to Engage Right & Left Brain

- Sustainable & safe deconstruction
- repurposing war debris, permaculture, sustainable living
- Making dragons teeth and other combat aids from sand, clay and war debris
- EkoPich build your own Rocket Mass Heating systems from brick & concrete salvage
- Building arch truss homes, greenhouses, work centers

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For information on free workshops in Ukraine, please contact:

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Profile: [linkedin.com/in/llwilsonservices](https://www.linkedin.com/in/llwilsonservices)



Signal



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