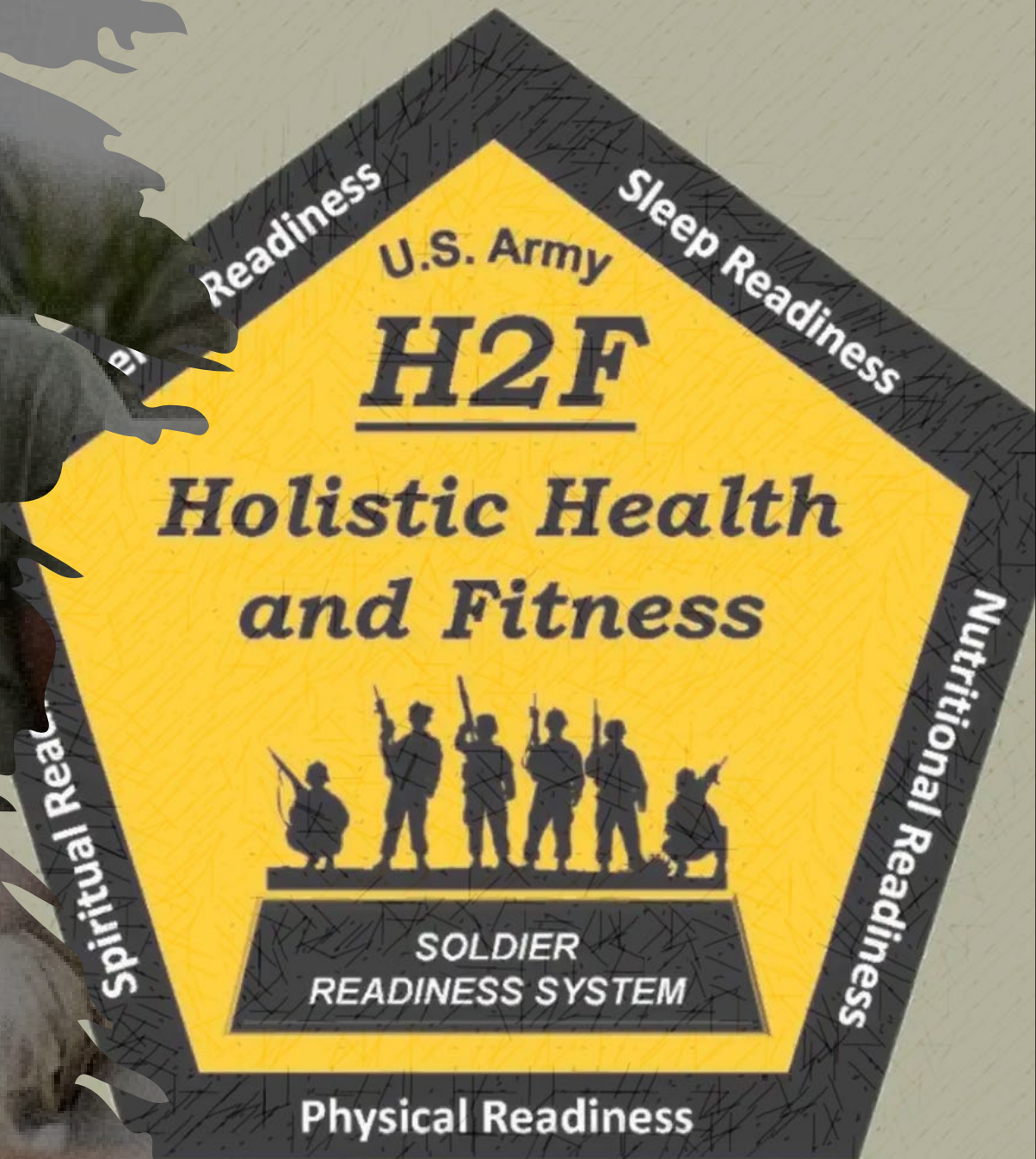


Mental Readiness

AR 7-22

Mental readiness is the ability to meet the mental demands of any combat or duty position, adapt successfully in the presence of extreme risk and adversity, accomplish the mission, and continue to fight and win.



Mental readiness is the capacity to adapt successfully in the presence of risk and adversity. It can be seen as a set of personality traits, an assortment of skills or ways of behaving and thinking, or a combination of both personality traits and behaviors. Whether Soldiers think of mental readiness as something they have (such as a personality trait or disposition), something they do (such as a plan, strategy, or way of behaving), or something they believe (such as a faith, positive outlook, or neutral outlook), it will help Soldiers better understand uncertain situations and will make them aware of their own mental processes





Under extreme duress, mental readiness is the ability to create a sense of total control and confidence. In the presence of chaos and uncertainty, possibility for flawed judgment increases. Mental readiness reduces miscalculation and errors of judgment. Soldiers who are mentally ready can manage severe stress and grow mentally tougher in the process.

Mental readiness depends on a range of the following factors:

- Character.
- Behavior.
- Resilience.
- Cognitive skill.
- Social acuity

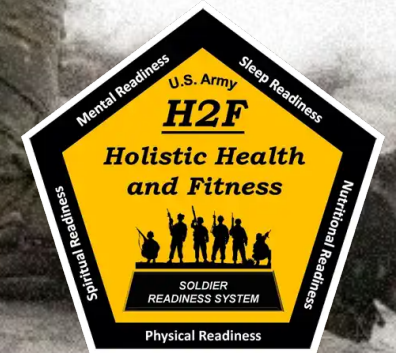


CHARACTER

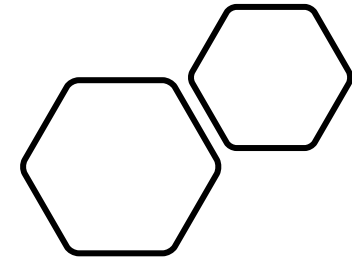
Intrinsically, character is one's true nature including identity, sense of purpose, values, virtues, morals, and conscience.

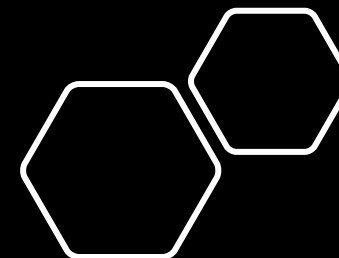
Character, in an operational sense, is an Army professional's dedication and adherence to the Army Ethic, including the Army Values, as consistently and faithfully demonstrated in decisions and actions.

AR 600-100, The Army Profession and Leadership Policy

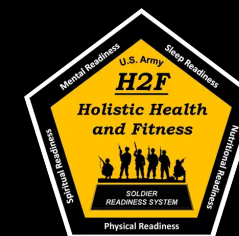
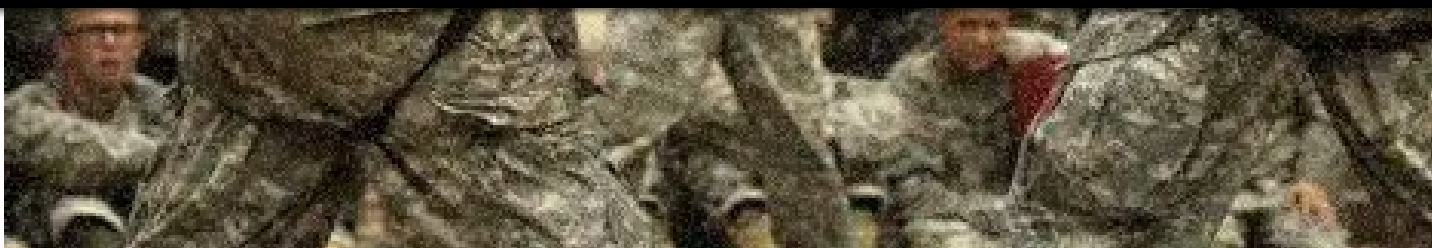


Character is a complex, multi-factorial construct. It is a Soldier's true nature including identity, sense of purpose, values, virtues, morals and conscience. These personal qualities help the Soldier to determine what is right and to become more dedicated and adherent to the Army ethic and Army Values. A Soldier of character is an honorable servant, an Army expert, and a steward of the Soldier profession—his or her way of life. A Soldier who demonstrates strength of character becomes, most essentially, a trusted leader.





The process of character development in the Army starts during the accessions process. The civilian's transformational experience, his or her Soldierization, continues in IMT. Through deliberate, career-long professional education and experience, leaders and H2F performance teams who interact with Soldiers reinforce character strength every day. They coach, counsel, mentor, and influence Soldiers during physical and nonphysical training. Soldiers model ethical reasoning and decision making that reflect the attitudes and behaviors of their leaders.



BEHAVIOR

Behavior is the outward expression of character. It combines a Soldier's verbal and nonverbal actions, writings, photos, and videos that inform the world about that Soldier. No matter what background and set of values a Soldier brings to the Army, all Soldiers understand that they are required to adhere to the Army's policies, regulations, doctrine, and values. The extent that Soldiers are open to and committed to these values and ethics is reflected in their behavior.



RESILIENCE

Resilience is the ability to face and cope with adversity; adapt to change; and recover, learn, and grow from setbacks. Resilient Soldiers can better leverage mental and emotional skills and behaviors that promote enhanced performance and optimize their long-term health.

The Army considers resilience to be a key component of Soldier and unit readiness. Resilient leaders can recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining their mission and organizational focus. They can foster this capacity in their Soldiers through leading by example and with tough, realistic training. Leaders who learn in the presence of stress and grow from it build resilience. Resilience helps leaders and their units fight and win and continue to fight and win. Resilient leaders carry difficult missions to their conclusion.





COGNITIVE SKILL

Cognitive skill is the ability to expand and integrate knowledge into decisions. It drives the ability to make sound decisions. It is built through the instruction and absorption of personal and professional experience and education, values, and beliefs. It should not be difficult for Soldiers and leaders to understand the link between high levels of cognitive skill and optimal performance on the battlefield. Low cognitive skill leads to poor decision making and misconduct behaviors.

Key measures for Soldiers and leaders to use in assessing cognitive skill include the following:

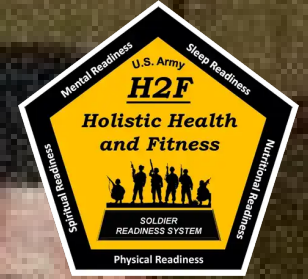
- Attention or attentiveness, memory or recall.
- Integration of concepts, data, inputs, and orders.
- Reasoning: problem solving and decision making.
- Understanding.



SOCIAL ACUITY

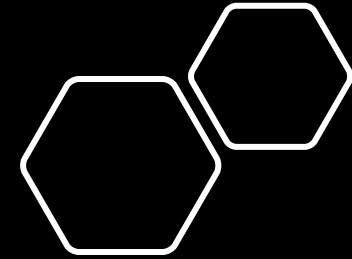
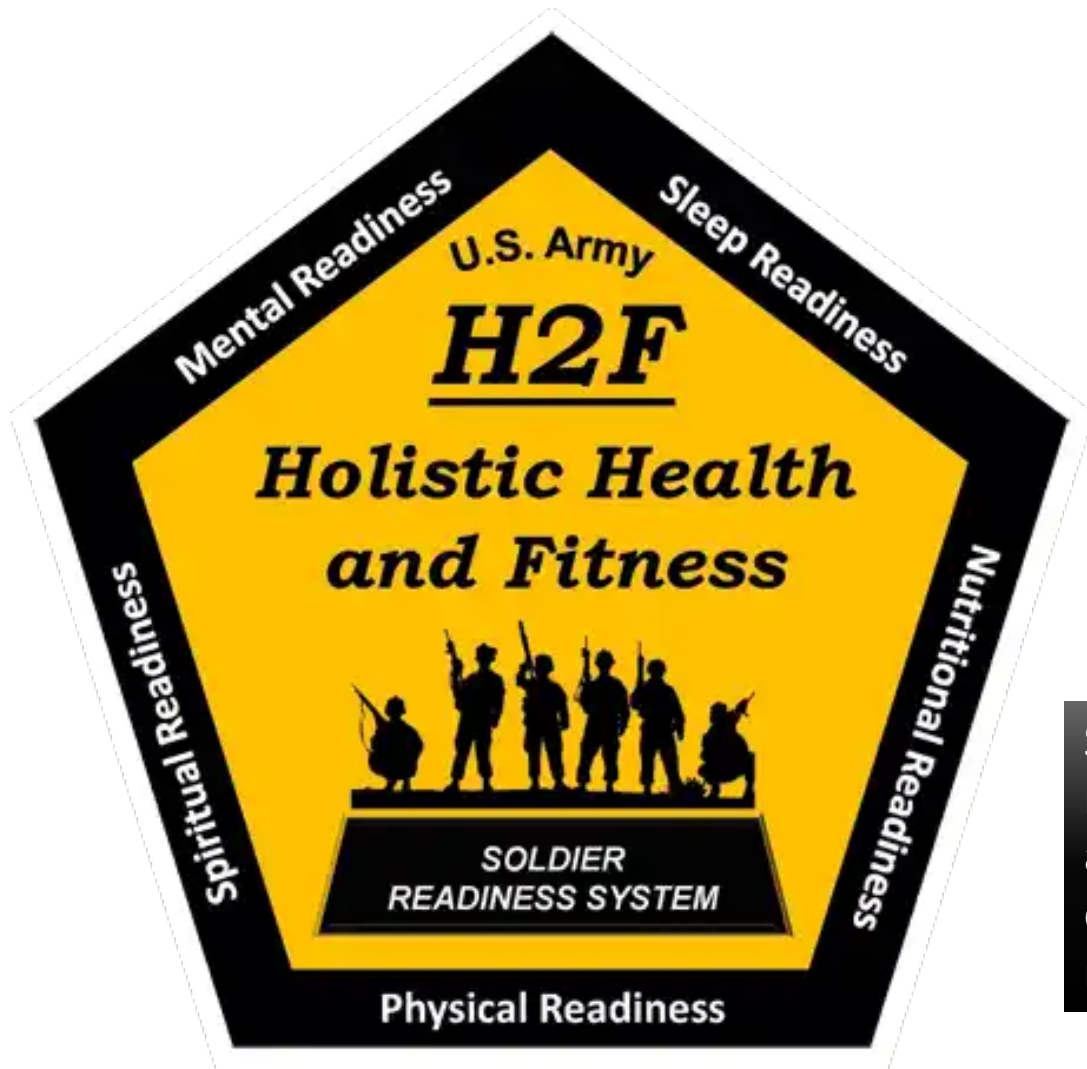
Social acuity is the awareness of, control over, and ability to manage interactions with others. High social acuity or social intelligence is the ability to read other people's cues and then act appropriately. Emotionally intelligent Soldiers can interact with others with an awareness of, control over, and an ability to appropriately express their own emotions.





Three useful measures of Soldier social acuity are task cohesiveness, Army identification, and social cohesiveness.

- Task cohesiveness is the motivation to achieve the Army's goals and objectives, which leaders generally assess at the Soldier level and aggregate at the unit level. In other words, each Soldier's commitment to the unit's goals is assessed and aggregated across the unit as a measure of the group's task cohesiveness. A higher level of task cohesiveness directly correlates with increased morale, operational effectiveness, and ultimately improved odds of survival.
- Army identification and commitment is the extent to which a Soldier feels that he or she is similar to and can relate to the Army. It is the extent to which a Soldier feels a part of the Army and finds the Army personally meaningful or fulfilling.
- Social cohesiveness is the motivation to develop and maintain social relationships within the unit. Like task cohesiveness, leaders generally assess it at the Soldier level and aggregate it at the unit level.



Soldiers must be capable of overcoming adversaries at a moment's notice. To do this, Soldiers must be mentally as well as physically ready. They must possess the physical, cognitive, emotional, and interpersonal capabilities to fight and win in multi-domain operations.

Health and Holistic Fitness section on Physical Readiness.

