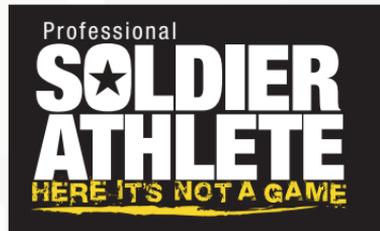


PERFORMANCE TRIAD

A Leader's Guide and Planner



Sleep, Activity, and Nutrition



contents

Sleep overview	2
Activity overview	16
Nutrition overview	34
Technology overview	43
Planner	44
Calendar	148



Sleep, Activity, and Nutrition



» SLEEP

sleep

Sleep: A Guide for Leaders

Overview:

This sleep guidance is drawn from FM 6-22.5, Leaders Guide to Combat and Operational Stress Control, Chapter 4. Leaders are encouraged to refer to FM 6-22.5 for further guidance: http://armypubs.army.mil/doc-trine/DR_pubs/dr_a/pdf/fm6_22x5.pdf.

Introduction:

Sleep is a biological need for brain function and is critical for sustaining the mental abilities required for success on the battlefield. Soldiers require **7–8 hours of high quality sleep every 24-hour period** to sustain operational readiness.

When Leaders and Soldiers do not get enough sleep, their performance suffers — putting themselves and fellow Soldiers at risk for committing errors that lead to accidents and mishaps. Insufficient sleep is a threat to mission success.

The so-called “adrenaline rush” during combat or training does not compensate for insufficient sleep. A sleep-deprived Soldier might transpose digits while entering coordinates into a fire-control system or administer the wrong dose or even the wrong medication. More generally, a sleep-deprived Soldier might make wrong tactical decisions. For these reasons, Leaders must prioritize sleep for their Soldiers and themselves.

Common combat tasks impaired by insufficient sleep include (but are not limited to):

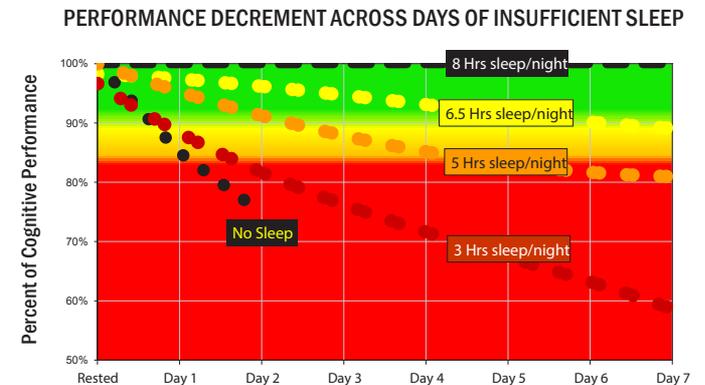
- ➔ Detecting and appropriately determining threat level
- ➔ Requesting indirect fire
- ➔ Coordinating squad tactics
- ➔ Integrating range cards

Insufficient sleep also impairs one’s ability to self-monitor. Leaders and Soldiers **overestimate** their own proficiency under such conditions. This is, in part, because insufficient sleep impairs the brain’s fundamental ability to function efficiently — a physiological change that cannot be overcome by motivation, initiative, willpower or caffeine.

Sleep Debt (Chronic Insufficient Sleep) and Performance:

The demanding nature of military operations often creates situations in which obtaining enough sleep on a regular basis is difficult or impossible. Such chronic, insufficient sleep (anything less than 7–8 hours per 24 hours) produces a **sleep debt** — a chronic state of sleep need that is characterized by impaired performance and readiness. The rate at which the sleep debt (and performance deficits) grows depends upon how much nightly sleep is restricted. The only way to eliminate the debt is to obtain sleep.

This figure shows the relationship between hours of sleep per night and performance. You can use this chart to gauge the impact of nightly sleep duration on performance. As shown, anything less than 7–8 hours of good-quality sleep per 24 hours negatively impacts performance — impairment increases as nightly sleep duration decreases.



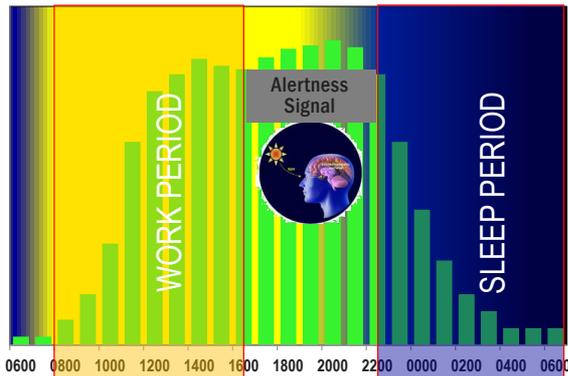
With 7–8 hours of sleep per 24 hours, Soldiers sustain optimal performance for the entire waking day (**Green zone**). When Soldiers get less than 7–8 hours sleep, performance degrades over time. Getting 4–6 hours of sleep every 24 hours will keep Soldiers in the **Amber zone** for several days, then they fall into the **Red zone**. Getting less than 4 hours of sleep guarantees that Soldiers immediately fall into the **Amber Zone** and quickly progress into the **Red Zone**.

Less than 5% of Soldiers can sustain performance on less than 7–8 hours sleep per 24 hours. If a Leader is in this 5% group, it may be difficult to understand that most Soldiers are not in this group — and to foster a unit environment where 7–8 hours is considered normal.

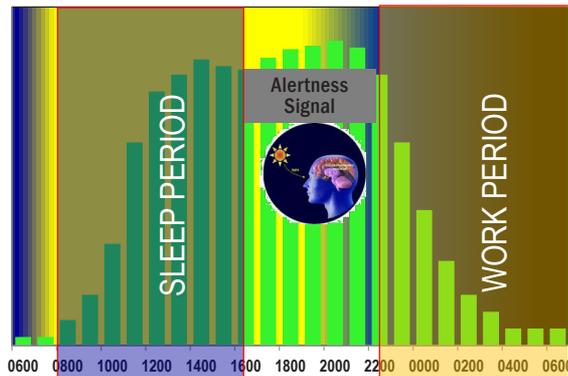
Night Operations and Performance:

The figure below shows how the brain's biological clock impacts sleep/wake and performance. The brain's clock is programmed to boost alertness during the day and sleepiness during the night. This clock is slow to adjust and often never adapts to night-time operations (particularly if Soldiers are exposed to daylight, which prevents the clock from adjusting). During the period from about 0600 to 0800, Leaders and Soldiers are especially error-prone.

Daytime Work / Nighttime Sleep



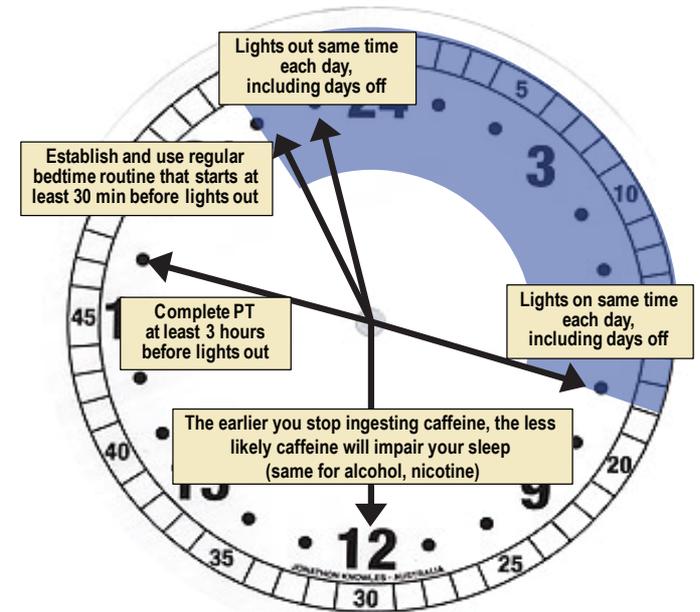
Nighttime Work / Daytime Sleep



Managing Sleep to Maintain Performance:

Sleep is best viewed as a critical item of resupply (like water, food, fuel, and ammunition). Planning for sleep in training and tactical environments is a core Leader competency.

Sleep doesn't have to be taken in one continuous period to be effective. It is preferable to give Soldiers uninterrupted sleep time especially at night (when sleep-promoting brain processes are most active and effective), but two periods that add up to 7–8 hours of sleep also works. Naps can compensate for insufficient nighttime sleep. This figure shows how a leader can model and promote routine sleep health habits.



If Leaders and Soldiers must sleep during the day, allow more time in bed (e.g., 9–10 hours) to obtain 7–8 hours of sleep. This extra time is needed to compensate for sleep disruptions due to the brain's biological clock.

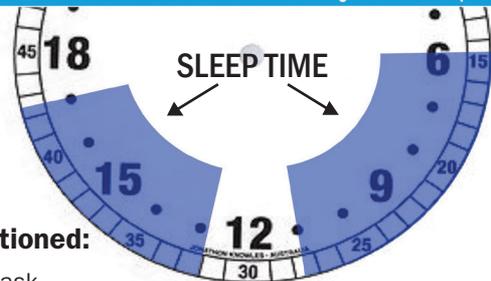
Bottom line: Do not create schedules or situations in which your Soldiers are forced to choose between adequate sleep and other off-duty activities (personal hygiene, calling home, etc.) They will always sacrifice sleep in these situations.



Strategies for Daytime Sleep for Shiftworkers

DAYTIME SLEEP

- Foam ear plugs or room fan to block NOISE 
- Window covers or sleep mask to block LIGHT 
- Allocate extra time (e.g., 10 hours) to get 8 total hours of sleep 
- Divide sleep time into 2 periods (but no more than 2) (example shown here, sleep time = 0600—1100 and 1300—1700)
- Protect Soldiers' Daytime sleep: Do not schedule briefings, meals, tasks or routine maintenance duties during scheduled sleep time



If Sleep Must be Rationed:

Prioritize sleep need by task.

- ➔ **TOP PRIORITY:** Leaders making decisions critical to mission success and unit survival.
- ➔ **NEXT PRIORITY:** Soldiers who have tedious or sedentary duties, such as monitoring equipment for extended periods or guard duty, and those who judge and evaluate information.
- ➔ **THIRD PRIORITY:** Soldiers performing duties involving only physical work.

Using Caffeine During Sustained Operations:

Daily use of caffeinated products is very common and can be useful in the morning to promote alertness. In day-to-day life caffeine intake should be restricted to morning use. Caffeinated products can be used to temporarily reduce sleepiness and maintain performance. Caffeine content varies depending on product. Guidelines for using caffeine are approximate (see Table).

Sustained Ops (no sleep):	200 mg @ 0000
	200 mg again @ 0400 and 0800 h, if needed
	Use during daytime (1200, 1600) only if needed
Night Ops with Daytime Sleep:	200 mg @ start of night shift
	200 mg again 4 hours later
	Last dose: at least 6 hrs away from sleep period
Restricted Sleep (6 or fewer hrs of sleep):	200 mg upon awakening
	200 mg again 4 hours later
	Last dose: at least 6 hrs away from sleep period

Even those Leaders and Soldiers who regularly use caffeine will benefit from caffeine — and those who must regularly use high levels of caffeine (400 mg or more a day) are likely trying to overcome a chronic sleep debt.

Sleep Loss Recovery After Sustained Operations:

Following any period of insufficient sleep, Leaders and Soldiers need extra sleep to fully reset and pay down their sleep debt. Although exact amounts required to fully recover are not known, it is known that the longer a Soldier has gone without adequate sleep, the more nights he will need to fully recover. It is known that recovery from acute, total sleep loss is faster than recovery from chronic insufficient sleep. The following can serve as general rules:

- ➔ **Total sleep loss (up to 3 nights):** Most Soldiers will recover if allowed 1–2 nights of ad lib recovery sleep.
- ➔ **Chronic, inadequate sleep (4–6 hours of sleep across 3–6 consecutive nights):** Most Soldiers will fully recover following 3–4 nights of ad lib recovery sleep.

Signs of Inadequate Sleep:

The best way to evaluate a Soldier's status is to observe his or her behavior. Indications of inadequate sleep include (but are not limited to):

- ➔ struggling to stay awake during briefings, etc.
- ➔ difficulty understanding or tracking information
- ➔ lapses in attention
- ➔ decreased initiative/motivation
- ➔ irritability

Or, ask the obvious question: **"How much sleep have you had over the last 24 hours?"** Leaders should also ask themselves this question.

For Leaders and Soldiers Having Difficulties Sleeping:

- ➔ **Maintain a consistent, regular routine** that starts with a fixed wake-up time. Start by setting a fixed time to wake up, get out of bed, and get exposure to light each day. Pick a time that you can maintain 7 days a week. Then adjust your bedtime so that you target 7–8 hours of sleep.
- ➔ **Get out of bed if you can't sleep.** Only go to bed (and stay in bed) when you feel sleepy. Do not try to force yourself to fall asleep — it will tend to make you more awake, making the problem worse. If you do not return to sleep within 20 minutes, get out of bed and do something relaxing. Do not return to bed until you feel sleepy.
- ➔ **Napping can be a good way to make up for poor/reduced nighttime sleep,** but naps can cause problems falling asleep or staying asleep at night — especially if those naps are longer than 1 hour and/or if they are taken late in the day (after 1500 hours). If you need to nap for safety reasons (e.g., driving), try to take a short (30–60 minute) nap in the late morning or early afternoon (e.g., right after lunch), just enough to take the edge off your sleepiness.
- ➔ **Move your clock to where you cannot see it.** If you tend to check the clock two or more times during the night, and if you worry that you are not getting enough sleep, cover the clock face or turn it around so that you can't see it (or remove the clock from the bedroom entirely).
- ➔ **If you experience sleep problems for more than 2 weeks, consult a healthcare provider.**

resources

Resources for more Information on Sleep:

FM 6-22.5, Chapter 4: http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm6_22x5.pdf

National Sleep Foundation Sleep Myths and Facts: <http://www.sleepfoundation.org/sleep-facts-information/myths-and-facts>

Army Medicine information on insomnia: <http://www.armymedicine.army.mil/hc/healthtips/06/201002insomnia.cfm>





» ACTIVITY



introduction

Activity: A Guide for Leaders

TRAIN SMART to avoid injuries!

Physical fitness and activity are crucial to ensuring our Soldiers perform as elite athletes. Each year, Soldiers are injured, some fatally, while exercising or participating in sports or other recreational activities. In fact, sports and physical training (PT) are the third leading cause of injury hospitalizations. Fortunately, leaders that promote and model smart training principles can help to prevent injuries in their Soldiers by following some simple steps:

- ➔ When beginning a new activity, gradually increase the intensity and duration of Soldiers' workouts as their fitness level improves.
- ➔ Vary Soldier workouts to include a combination of strength, endurance, and mobility training.
- ➔ Ensure that mouthguards are worn for high-risk activities like combatives, football, basketball, boxing, soccer, and extreme sports.
- ➔ Ensure Soldiers replace lost nutrients within 30–60 minutes of high-intensity activity with some lean protein, quality carbohydrates (like whole grain breads, fruits, and milk), and water.
- ➔ Require Soldiers to wear synthetic-blend socks like polyester and acrylic (not cotton) to prevent blisters.

Resistance Training

Ensure Soldiers:

- ➔ Use caution when lifting heavy weight plates to load and unload a barbell.
- ➔ Train with a spotter for high-weight, low-repetition exercises and low-weight, high-repetition exercises.
- ➔ Use good lifting form when executing a lift. Be sure to control the weight when lifting and lowering it.
- ➔ Have a qualified instructor teach your Soldiers how to perform exercises they are not familiar with.
- ➔ Warm up with repetitions of lighter weights.
- ➔ Don't hold your breath; inhale lowering the weight, exhale pressing it back up.
- ➔ Avoid anabolic steroids — they're illegal and cause adverse health effects.
- ➔ Gradually increase the weight and number of repetitions.

Additional Tips for SMART Training for Soldiers

- ➔ Do dynamic warm-ups before exercising and static stretching after exercising.
- ➔ Dynamic stretching exercises warm up the muscles and body tissues by moving the body through the full available range of motion.
- ➔ Stretching dynamically before exercise can increase power. Example—The Bend and Reach.
- ➔ Static stretching involves slow movements that hold the stretch for 15–30 seconds.
- ➔ Maintain your fitness while on a deployment or an extended field mission by continuing the level of intensity of your workouts (even if the workouts are shorter).
- ➔ **Drop the habit.** Smoking and tobacco use can increase your injury risk and the time it takes to heal from an injury.

What You Can Do to Prevent Soldier Injuries

- ➔ When designing training calendars, consider total daily physical demands and allow for recovery time.
- ➔ Leverage your local Military Treatment facility (MTF) physical therapist to analyze injury risk (MP3) data, optimize human performance, and prevent injuries.
- ➔ Track injury data to identify and minimize injury-producing events.
- ➔ Select NCOs for the Master Fitness Trainer Course who model healthy activity and can teach others.
- ➔ When planning the intensity and duration of PT, consider factors such as the Army Force Generation (ARFORGEN) cycle, block leave, and new Soldiers.
- ➔ Collaborate with healthcare providers to ensure Soldiers have profiles that identify alternatives to prohibited activities.
- ➔ Leverage your local MTF physical therapy technician to establish an effective Restorative Physical Readiness Training (RPRT) Program.



physical readiness

Army Physical Readiness Training

Physical Readiness is the ability to meet the physical demands of any combat or duty position, accomplish the mission, and continue to fight and win.

The Army's **Physical Readiness Training (PRT)** Program creates a daily opportunity to build the valuable Soldiering skills of strength, power, speed, and agility required to help Soldiers meet their mission. PRT is rooted in established principles of exercise science designed to build the Soldier Athlete and includes training activities that directly support war-fighting tasks within the full spectrum of operations. As a result, the program is essential to individual, unit, and force readiness.

- Army PRT is guided by three principles of readiness training:
 - » **Precision:** ensures all PRT activities are executed using proper technique, in order to reduce injury risk.
 - » **Progression:** gradually increases the intensity and duration of PRT activities to allow the body to properly adapt to the stresses of training.
 - » **Integration:** includes a variety of training activities (such as conditioning, climbing, and movement drills) in the program to achieve a balanced development of strength, endurance, and mobility.
- Quick Facts about PRT!
 - » Designed to minimize injuries commonly sustained in fitness training.
 - » Prepares Soldiers for the Army Physical Fitness Test.
 - » Increases skills related to warrior tasks and battle drills (such as jumping, crawling, lifting, and negotiating obstacles).
 - » Uses aerobic (cardio) and anaerobic (lifting and sprinting) exercises to optimize performance.
 - » Includes a four-phase training cycle (similar to the ARFORGEN cycle), designed to train Soldiers recovering from deployment (or extended absence from unit PRT) to deployment and/or combat missions.
 - » Includes a reconditioning program for Soldiers recovering from injury.

Check out the Physical Readiness Division's (PRD) PRT Resources!

- PRD Webpage: <http://www.jackson.army.mil/sites/usapfs>
- PRT YouTube: <http://www.youtube.com/user/ArmyPhysicalFitness>
- Army PRT iPhone App: <http://www.armyprt.com/downloads/army-prt-iphone-app.shtml>
- PRT Training Materials: https://atn.army.mil/dsp_template.aspx?dplD=127



functional fitness

Functional Fitness: Preparing Soldiers for Any Task

Functional Fitness: Be Prepared for Any Task

The Army's PT doctrine includes training for functional fitness. Functional fitness training uses drills, exercises or activities that are specific to movements, skills, and physical demands needed for a given task. For example, performing single leg squats, lunges, crunches, and medicine ball throws requires the physical skills needed to react to man-to-man contact. Functional fitness is composed of strength, endurance, and movement skills (agility, coordination, and balance), which will get Soldiers fit for their mission and reduce risk of injury.

Shoot. Move. Communicate.

- Deployed Soldiers have identified that the most important tasks related to physical readiness involve:
 - » acquiring and engaging targets
 - » conducting individual movement techniques in full combat gear
 - » walking long distances under extreme conditions in full combat gear
 - » sending and receiving communications during physical exertion

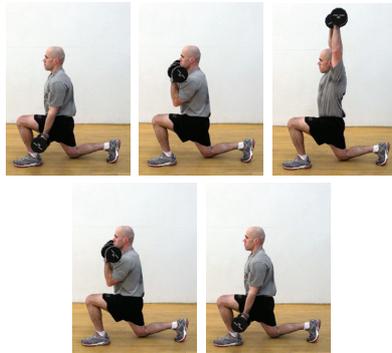


The following exercises demonstrate how training with a functional fitness focus can prepare Soldiers for the activities they may perform during deployment.

Acquiring and Engaging Targets



Half Kneel Curl & Press



Conducting Individual Movement Technique



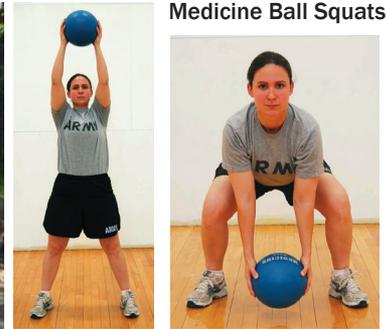
Lateral Hops (Single Leg Alternating)



Walking Long Distances in Full Combat Gear



Medicine Ball Squats



Sending and Receiving Communications During Physical Exertions



Jogging





extreme conditioning

Extreme Conditioning Programs

Extreme Conditioning Programs (ECPs) are workout programs that combine high-intensity exercises with short rest periods between sets. Programs like CrossFit®, P90X®, Insanity®, and PT Pyramid* are examples of ECPs. ECPs often promise to burn calories, build muscle, shed fat, and get users into peak fitness through intense workouts that could push them beyond what they can physically handle. ECPs are becoming popular forms of exercise among Soldiers; as a result, you should know what's good and bad about these programs and how Soldiers can avoid getting injured.

The Good

- ECPs may help:
 - » burn calories quickly
 - » build muscle and decrease body fat
 - » increase strength, power, and stamina
 - » improve coordination, agility, and athleticism
- ECPs offer nontraditional exercises during a workout (such as Olympic lifts, martial arts, ab/core training, and plyometrics).
- ECPs combine cardio and resistance training in one workout.
- Some ECPs require little equipment and can be done almost anywhere.

The Bad

- Injuries from any ECP may include:
 - » muscle strains
 - » torn ligaments
 - » stress fractures
 - » tendonitis
 - » other serious or life threatening conditions
- Some exercises or lifts are challenging and require training from a certified professional** to do safely.
- Many ECPs offer little rest or recovery, which can cause early fatigue and increase the risk of injury.



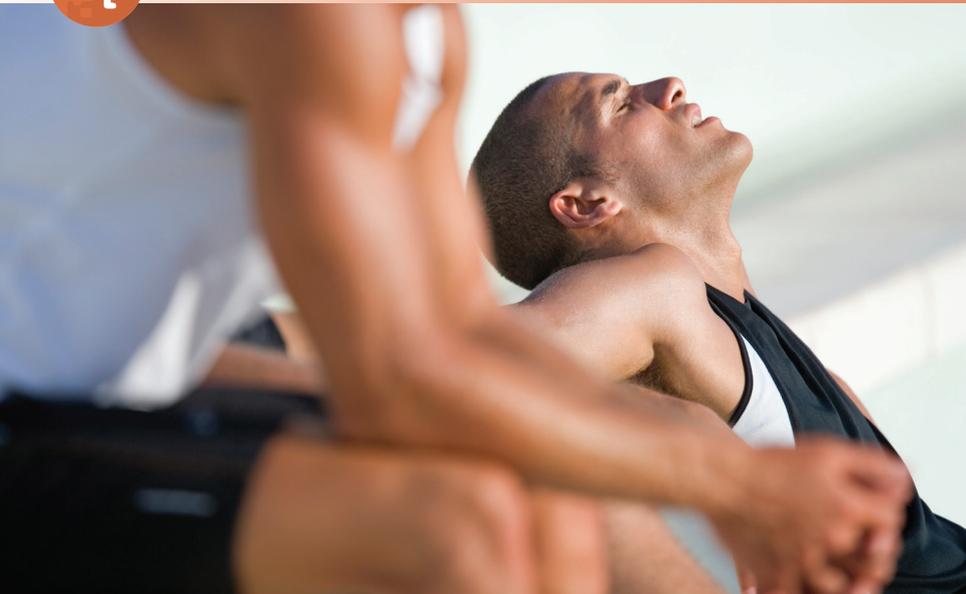
How to Avoid Getting Injured Using ECPs

- Advise Soldiers to talk to a healthcare provider BEFORE they start, especially:
 - » if they have high blood pressure, previous heat injury, or mild Traumatic Brain Injury (mTBI).
 - » if they have an injury that could be affected by ECPs.
- Work with a certified physical fitness trainer** or physical therapist.
- Don't do too much too soon! Start slowly, especially if they're a beginner.
- Encourage proper hydration and recognize these signs of over exertion:
 - » muscle or joint pain
 - » dizziness
 - » fatigue
 - » chest pain
 - » difficulty breathing

Caution Soldiers if they take supplements and/or are exercising in extreme temperatures.

* Use of trademark names does not imply endorsement by the U.S. Army but is intended only to assist in the identification of a specific product.

** Certified from the American College of Sports Medicine (ACSM) or the National Strength and Conditioning Association (NSCA).



Minimalist Running Shoes

Minimalist running shoes (MRS) are lightweight, low to the ground, flexible shoes with very little cushioning and support. Although the Army has no official stance on the use of MRS, many Soldiers use these shoes during training. If you are thinking about trying MRS, there are a few things you should know about running in these shoes.

- Switching from traditional running shoes to MRS may mean you need to change your running form. You should land on the balls of your feet and not your heels when you run in MRS.
- Any sudden change in shoes or running style can lead to sore muscles and joints, blisters, and injuries (such as stress fractures).
- An increased risk of injury may be due to:
 - > The lack of cushioning in MRS
 - > Failing to transition from a rear-foot strike to a mid-foot strike (which may cause stress on the lower extremities)
- Listen carefully to your body for injury warning signs during the transition phase to MRS.
- Transitioning to MRS should be done slowly and carefully by following the steps below.

Prep

- » Run in MRS before you buy — choose the shoe that feels the best.
- » Be sure to break your shoes in before wearing them for PT.
- » Avoid blisters by wearing synthetic blend socks.
- » Do dynamic warm-ups. Begin with 5–10 minutes of slow-paced running and include the following exercises: high knees, shuffles or cariocas, butt kicks, bounds, and high jumpers.

Run (Transition Program)

- » Run only 10 percent of your normal distance in MRS for your first 2–3 weeks. For example: If you run 10 miles per week, run only 1 mile per week in MRS.
- » Maintain a relaxed, upright posture.
- » Take smaller strides with a faster pace.
- » Land softly on the ball of your foot then let the heel down gently.

Recover

- » Increase your distance 10 percent or less each week for at least 8 weeks.
- » It may take up to 6 months to get used to running in MRS.
- » Stretching will be very important during the first few weeks of the transition program to limit soreness.
- » Do each stretch three times: calves, feet, and hamstrings.
- » Hold stretch for 30 seconds and repeat for each leg.
- » Avoid running 2 days in a row for the first 4 weeks.
- » Treat blisters with antibiotic ointment and cover with a bandage.
- » Stop wearing MRS if running is painful and consider different shoes.

- For more information visit:

- » Your healthcare provider
- » A physical therapist
- » Army Medicine MRS website at:
<http://www.armymedicine.army.mil/mrs/index.cfm>

Although ECPs claim to get users in the best shape of their lives, it's important to remember that these programs try to push them to the extreme, which can lead to injuries. Therefore, make sure Soldiers understand the importance of working within their fitness and skill level. Also, if your Soldiers do ECPs in addition to PT, they could be at risk for overtraining, even if they are fit.

- Overtraining can cause fatigue, sickness, a decrease in performance, and injury.
- Avoid training the same muscles groups in consecutive workouts. Require at least 48 hours before retraining that muscle group.
- Consider avoiding back-to-back ECP training days or alternating between high and low intensity training days.

ECPs are individual fitness programs and are not designed to prepare Soldiers for Army physical readiness. The Army's PRT Program is designed to help them achieve physical fitness and prepare them for the challenges of combat operations.

- For more information on ECPs visit: <http://hprc-online.org/>.



interactive tools

Interactive Physical Activity Tools

Encourage Soldiers to keep track of their fitness level! Visit <http://hprc-online.org/physical-fitness/exercise-libraries> to use the Army Physical Fitness Test calculator and other great tools.

SIT LESS, MOVE MORE!

- ➔ Prolonged sitting increases the risk of blood clots, diabetes, heart disease, cancer, and obesity. Moving during the day, in addition to PT and/or getting the recommended daily activity, is necessary to lower the risk of cardiovascular disease and other health conditions.
- ➔ Regular movement increases blood flow, burns calories, and helps to maintain a healthy weight.
- ➔ Encourage your Soldiers to get at least 150 minutes of moderate intensity exercise per week, but also to move at least 10 minutes of every hour. It can be as simple as taking a walk break, standing up to stretch, or taking the long route to the restroom at work.
- ➔ Walk 10,000 steps during everyday routines.



references

References

Army Medicine Minimalist Running Shoes:

<http://www.armymedicine.army.mil/mrs/index.cfm>

Building the Soldier Athlete (Human Performance Resource Center):

<http://hprc-online.org/physical-fitness/training-exercise/service-specific-resources/army/building-the-soldier-athlete>

FM 7-22 Army Physical Readiness Training:

http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm7_22.pdf

Headquarters, Department of the Army, Prevention and Control of Musculoskeletal Injuries Associated with Physical Training, TB Med-592 (Washington, DC: U.S. Department of the Army, May 2011)

Nindl, Bradley Ph.D, Physiological Employment Standards III: physiological challenges and consequences encountered during international military deployments. *European Journal of Applied Physiology*. In press. 2013

Nindl, Bradley Ph.D, Strategies for Enhancing Military Physical Readiness in the 21st Century, (United Army War College, March 2012)

Principles of RAW Training (Army Maneuver Center of Excellence):

<http://www.benning.army.mil/tenant/75thRanger/FunctionalFitness.htm>

Questions from the Field (Human Performance Resource Center):

<http://hprc-online.org/physical-fitness/hprc-articles/are-high-intensity-training-programs-safe-and-effective-2>

What Army Leaders Should Know About Extreme Conditioning Programs:

http://phc.amedd.army.mil/PHC_Resource_Library/PHN_No_0312-01_Extreme_Conditioning_Programs_and_the_Army_2012.pdf

Reducing sedentary behaviors: Sitting less and moving more (American College of Sports Medicine): <http://www.acsm.org/docs/brochures/reducing-sedentary-behaviors-sitting-less-and-moving-more.pdf>

Bassett DR Jr., Wyatt HR, Thompson H, Peters JC, and Hill JO, Pedometer-Measured Physical Activity and Health Behaviors in U.S. Adults. *Med. Sci. Sports Exerc.* 2010, Vol. 42, No. 10, pp. 1819–1825.

Hreljac, A. Marshall RN, and Hume Pa, Evaluation of lower extremity overuse injury potential in runners. *Med. Sci. Sports Exerc.* 2000, Vol. 32, No. 9, pp. 1635–1641.

Knapik JJ, Reynolds R., *Load Carriage in Military Operations: A Review of Historical, Physiological, Biomechanical, and Medical Aspects*. Borden Institute Monograph Series.

Tudor-Locke et al. How Many Steps/day are Enough? *Adults International Journal of Behavioral Nutrition and Physical Activity* 2011, 8:79.



» NUTRITION



nutrition

Nutrition: A Guide for Leaders

Overview:

The Soldier and Squad form the centerpiece of our formations; they require nutrition, activity, and sleep to perform optimally for sustained periods of time. Napoleon’s famous quote, “An Army marches on its stomach,” refers to the importance of the supply line, however, it also refers to the fact that Soldiers can only fight or function effectively if they have been well fueled.

A Soldier Athlete is someone who is holistically fit—physically ready, nutritionally sound, mentally strong, and confident in their own abilities and in those of the members of the team. Developing a Soldier Athlete requires not only a change in training techniques and assessment tools, but also in how Army leaders plan, direct, and participate in fitness training. Leaders must take into account the individual Soldier’s goals and needs while continuing to focus on the unit’s mission of maintaining combat readiness.



Why is this important to the Army?

The Army Operating Concept states “the Future Army forces require the ability to identify, access, retain, and develop Soldiers with unsurpassed cognitive, physical, and social (moral-cultural) capabilities.” The Performance Triad is designed to fuel, enhance, and sustain human performance. As a leader, you must understand the performance benefits of positive nutrition behaviors and the performance detriments caused by poor nutrition habits.

Our Soldiers must perform and excel at a professional level, just like any world-class athlete. Performance is a word Soldiers hear frequently throughout their military careers. They are rated on performance in training, on the job, and on Army Physical Fitness Tests. Fueling for success optimizes your Soldiers’ training and performance in combat or garrison.

Transforming the Service member into the most lethal weapon in the DoD arsenal requires “performance fueling” to maximize cognitive and physical performance and resiliency without compromising long-term health.

Soldiers are our most complex weapons. Eating or fueling for performance enables top level training, increases energy and endurance, shortens recovery time between activities, improves focus and concentration, and helps you and your Soldiers look and feel better.



Nutrition (Eating) Environment:

The nutrition environment, or places where people buy or eat food, is widely believed to contribute to the increasing epidemic of obesity in the United States. A healthy food environment is one where high performance food options are available, easily accessible, and affordable. On an Army installation, this would mean that healthy options are available and promoted in the home, dining facility, workplace, and throughout the installation.

Most adults spend a large quantity of their time at work; thus, worksites and worksite policies can have a profound impact on nutrition and help foster sustainable behavior change. Improving access to healthy foods in the workplace helps Soldiers make the right choice and demonstrates leadership commitment to health and wellness.

Worksites can provide a healthy food environment by providing a place to eat that is both comfortable and pleasant, and by offering healthy food options in dining facilities, vending machines, at meetings, fundraisers, and at social events. In addition, worksites can improve the nutrition environment by providing Soldiers with educational opportunities through trainings, communication materials, messaging, and promotional activities.



Military Nutrition Environment Assessment Tool

Military Nutrition Environment Assessment Tool (m-NEAT): Adapted by military nutrition experts from nationally recognized nutrition environment assessment tools, the m-NEAT measures the availability of healthy choices and assesses environmental factors associated with healthy eating. This installation leadership team's tool assesses how well a military installation supports and promotes healthy eating through policies, practices, and programs.

DoD Nutrition and Menu Standards: These standards are practical food and menu guidelines to assist dining facility managers in developing menus that meet the recommended nutrient intakes defined by the USDA Dietary Guidelines for Americans and AR 40-25, Nutrition Standards and Education. The standards lay the foundation for increasing fruits, vegetables, and whole grains; providing key nutrients (calcium, vitamin D, omega-3 fatty acids); eliminating trans-fat; and reducing sodium.



performance nutrition

Performance Nutrition

Army's Go for Green® Program: Go for Green® is a food identification labeling system that provides Service members with a quick assessment of the nutritional value of food items served in the dining facility (DFAC). Green labels identify high performance foods and cautionary yellow labels identify moderate performance foods. Red labels identify low-performance empty-calorie foods.

This program, first implemented in the Initial Military Training (IMT) as part of the Soldier Fueling Initiative (SFI), promotes eating like an athlete, training like a professional athlete, and performing like a champion. Program evaluation of the SFI showed that the messages of “eating for performance” and “fueling” resonate well with Soldiers. The Go for Green® labels are most helpful in making performance enhancing food choices; however, leadership influence, reinforcement of positive behavior, and modeling are critical. Leaders need to examine meal options and ensure high performance foods are available at every meal.

Create a worksite environment that promotes eating for performance by promoting healthier food and beverage choices:

- Implement formal worksite policies to promote healthy food and beverages for meetings, socials, and fundraisers.
- Ensure access to clean drinking water.
- Replace performance-limiting items with high performance items in high traffic areas.
- Advocate for healthy food and beverages in DFACs, vending machines, and elsewhere in the worksite.
- Ask the Installation Registered Dietitian to provide feedback on your worksite m-NEAT assessment.



Performance fueling requires “nutrient rich dining” and builds on nutritional fitness. Nutrient rich food choices support muscle growth, recovery, tissue repair, and immune function, and improve cognitive and physical performance. In addition, good nutrition can reduce the risk of chronic disease and help Soldiers maintain an appropriate weight. By eating the right balance and variety of food, Soldiers should get enough of all the nutrients (carbohydrate, protein, fat, water, vitamins, and minerals) they need for performance and health.

Another component of performance fueling is “nutrient timing,” which applies to the tactical timing of fuel (nutrients and fluids) according to work performed. Eating regular meals coupled with pre/post training (exercise) fueling ensure brain and muscles receive the energy they need to perform.

The Physiology of Refueling After Exercise: Exercise is catabolic — where energy is depleted and micro-tears occur in the muscle. The recovery phase is the anabolic or building phase. During this phase, you recover what was used up (muscle is refueled, repaired, and built). The process of training with exercise and recovery nutrition makes the body stronger and more able to perform.

During the recovery phase, hormone levels are in the right combination and at the right levels to facilitate the body's rebuilding and refueling process. If this window of opportunity is missed (30–60 minutes after workout), recovery will not only be longer, but performance will be degraded for follow-on missions/activities and performance degradation will negatively impact the next day's performance. Repeatedly missing the window will lead to muscle fatigue.

Leader Tips:

- Ensure Soldiers have ample time to eat.
- Encourage Soldiers to take time after PT to refuel, recover, and eat breakfast.
- Eat in the DFAC with Soldiers.
- Encourage Soldiers to use the DFAC's Go for Green® to guide their food choices.
- Ensure high performance foods (green labels) are available at every meal.



Hydration

It doesn't take much water loss for performance to suffer. 1% dehydration (as measured by change in body weight) has shown an adverse affect on cognitive function — slowed working memory, increased tension/anxiety and fatigue, and increased errors on visual vigilance. 2% dehydration has a *definite* affect on cognitive function, mood, and fatigue.

One can become easily dehydrated regardless of fitness level, body composition, or age. It happens quickly with physical activity, especially in extreme climates. The slump one feels in the mid-afternoon could be from the consumption of a large meal or the affect of inadequately hydrating throughout the morning.

Weight loss can be used to measure water loss. Weight lost over several hours of physical activity is body water lost in the form of sweat. In a 150 lb person, a 1.5 lb weight loss would be a loss of 1% of body weight and about 3 cups of sweat.

Leader Tips:

- Have Soldiers monitor fluid loss (weighing before/after physical activity, urine color).
- Encourage consumption of water throughout the day — even in garrison.
- Discourage use of energy drinks.

Water Consumption Table

Heat Category	WBGT Index, °F	Easy Work	Moderate Work	Hard Work
		Water Intake (Quart/Hour)	Water Intake (Quart/Hour)	Water Intake (Quart/Hour)
1	78° - 81.9°	½	¾	¾
2	82° - 84.9°	½	¾	1
3	85° - 87.9°	¾	¾	1
4	88° - 89.9°	¾	¾	1
5	> 90°	1	1	1

Body Armor = +5°
 MOPP 4 = +10°
 Rest - sitting or standing in the shade if possible

Easy Work – walking on a hard surface at less than 2 mph with less than a 30 pound load, weapon maintenance, marksmanship training, drill and ceremony
 Moderate Work – patrolling, walking in the sand at 2.5 mph with no load, calisthenics, patrolling, individual movement techniques (i.e., high/low crawl)
 Hard Work – walking in the sand at 2.5 MPH with a load, field assaults

The fluid replacement volumes will sustain performance and hydration for at least 4 HOURS of work in the specified heat category. Fluid needs can vary based on individual differences and exposure to full sun or full shade.

CAUTION: Hourly fluid intake should not exceed 1.5 quarts. Daily fluid intake should not exceed 12 quarts.

USAPHC 1-800-222-9698 <http://phc.amedd.army.mil> TA-091-0810 (Also available as a poster.)

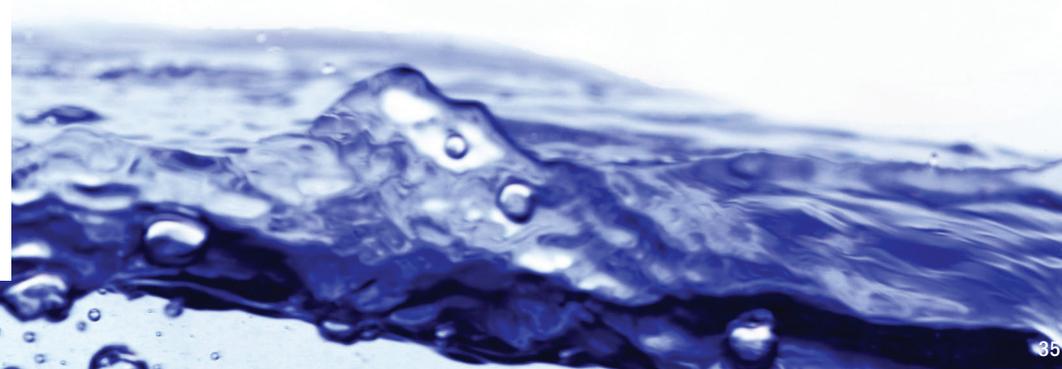
Sports Drinks. Water is the best fluid replacement for physical activity lasting less than 60 minutes. Sports drinks can provide added performance benefits as they contain carbohydrates (help refuel glycogen stores and blood sugar levels) and electrolytes (help retain body water). Sports drinks are beneficial when training or exercising continuously for 60–90 minutes or longer, especially in the heat. Glycogen levels and electrolytes start to dwindle if you are only drinking water.

Alternatives to sports drink:

- Dilute 100% fruit juice with an equal amount of water. Add 1/8 teaspoon salt per quart (four 8-oz cups). This mix closely approximates the carbohydrate, sodium, and potassium of commercially available sport drinks.
- Mix 1/3 cup sugar and 1/8 teaspoon salt per quart (four 8-oz cups) of water. Flavor with unsweetened Kool-Aid® or beverage base.

Kick the Energy Drink Habit. Energy drinks are not the same as sports drinks and should never be used for hydration. These drinks generally contain large quantities of caffeine and may contain other ingredients, most of which do absolutely nothing to enhance health or performance. Too much caffeine cannot only aggravate dehydration, but may lead to increased anxiety, upset stomach, shakiness, headaches, and sleep issues.

Alcohol. Alcohol (beer, wine, or spirits) is not a performance-enhancing beverage. Alcoholic beverages add empty calories that may contribute to weight gain and some nutrient deficiencies. Moderate alcohol intake is associated with increased risk of breast cancer, violence, drowning, and injuries from falls and motor vehicle crashes. The Dietary Guidelines for Americans recommend that if you choose to drink alcoholic beverages, do not exceed one drink per day for women or two drinks per day for men.





in the field Nutrition in the Field

Deployments and field operations demand a properly fueled and nutritionally maintained body — this could mean the difference between top performance and mission failure. Poor nutrition in extreme conditions (hot, cold, or high altitude) can lead to fatigue, rapid weight loss, injury, illness, and dehydration. Focus on eating foods that provide top cognitive and physical performance without compromising long-term health.

Readiness Begins in Garrison/FOB: Maintain a performance diet and a healthy weight by practicing healthful dining. The foods you choose to eat affect energy, concentration, and memory. Optimize your nutrition before, during, and after deployment/field operations.

Plan for the Operational Use of Caffeine for High OPTEMPO Environments:

Caffeine in moderate doses improves cognitive performance, mood, and marksmanship in the most stressful environments and has operational utility.

If you want to use caffeine for extended operations and you normally have a high caffeine intake, it won't help you when you need it. Caffeine is not useful to those already consuming over 300 mg per day.

Recommend 200 mg “optimal dose” — more is not better. Doses over 200–300 mg may produce initial symptoms of restlessness, anxiety, increased heart rate, and insomnia.

Higher doses can lead to more severe adverse reactions to include increased blood pressure, heart palpitations, dizziness, irritability, nausea, nervousness, jitters, and in some cases, death from caffeine overdose.

Performance Nutrition Tactics: When on continuous operations it is important to ensure Soldiers are encouraged to fuel (eat). Energy stores run down after several hours and need to be restored with food regularly. Ideally fueling should occur every 3–5 hours — Soldiers should avoid going more than 5 waking hours without eating. Warfighting requires Soldiers to expect the unexpected. An “empty tank” after a strenuous mission will be detrimental to the next mission.

Leader Tips:

- ➔ When there is little time or there won't be a chance for a break – make a point to encourage Soldiers to eat small amounts when they have the chance.
- ➔ When operations require Soldiers to eat-on-the-move, use the First Strike Ration™ instead of the Meals Ready-to-Eat™.
- ➔ Maintain glycogen stores and electrolytes during long periods (60–90 minutes or more of intense activity) by drinking a sugar-sweetened electrolyte beverage base mix from your rations, or eating crackers, a cookie, or granola bar.
- ➔ Encourage Soldiers to snack when they can — include carbohydrate and energy-rich choices such as dried fruits, nuts, and trail mixes when choosing snacks or save unopened ration items to eat on the run.
- ➔ Consuming calorie-dense and nutrient-rich foods is even more critical when exposed to cold and high altitudes due to higher energy needs and a decreased appetite.
- ➔ Enforce hydration discipline, especially during extreme environment such as hot, cold, and high altitudes.



Operational Rations are designed for military personnel in a wide variety of operations, in widely varied settings, for limited periods. A variety of rations exist to meet unique mission requirements to include the most familiar ration. MREs™ are made with real food and give you the most nutrition in the smallest package (approximately 1200–1300 calories per package). Some parts of the MRE™ may have extra nutrients and Soldiers should be encouraged to eat at least a part of each component of the MRE™ to get a well-balanced diet.

The First Strike Ration (FSR™) is a compact, eat-on-the-move assault ration designed for high-intensity combat operations. It is substantially lighter and more compact than the MRE™, and is designed to enhance Warfighter consumption, nutritional intake, and mobility. Developed to support operations lasting less than 72 hours, the FSR™ does not meet all of a Soldier's nutrient requirements and should not be used for more than 72 hours. The FSR™ is issued one per day, instead of the MRE™ distribution of three per day. Visit <http://nsrdec.natick.army.mil/media/fact/index.htm> for more information on combat rations or ask your Installation Registered Dietitian about the right ration for your mission profile.

Local Food and Water Sources: Local foods are those eaten on the economy and/or from sources not approved by U.S. military preventive medicine and veterinary personnel. They are found off-Forward Operating Bases (FOB) and also on-FOB in host country owned and operated food establishments. Consuming food from unapproved sources or food items that have been improperly stored, prepared, held, or served can result in life-threatening illnesses.



Prevention of illness is key to ensuring military operational readiness. Gastrointestinal illness, such as diarrhea, commonly afflicts deployed U.S. military personnel and can adversely affect operational readiness. Leaders should be familiar with the health risks of eating local foods and how to make safer food choices.

Check the USAPHC HIP eCatalog to download and order a Food Safety Toolkit for Leaders, Leader's Tips for Eating Local, and products for your Soldiers. <https://usaphcapps.amedd.army.mil/HIOShoppingCart/searchResults.aspx?c=0&s=0&f=0&l=0&t=food%20safety>

weight control Assisting Soldiers on the Weight Control Program

As leaders, you can help retain good Soldiers by encouraging them to meet the standards. Weight loss is more than going on a diet or upping the amount of physical activity. Weight loss and weight loss maintenance is a bit more complicated and requires behavior modification and commitment to a lifestyle change.

Only intensive counseling has been effective in achieving long-term weight control. Intensive counseling is defined as multiple face-to-face sessions over a period of time.



Army dietitians offer a standardized weight loss program called, **Army MOVE! to a Healthier Weigh.** Army MOVE! is a comprehensive, evidence-based weight management program that includes behavior modifica-

tion, activity, and diet. In addition, self-monitoring (via use of accelerometers/pedometers and food/activity logs) and maintenance of weight loss is emphasized. Army MOVE! meets nutrition counseling requirements per AR 600-9.

The program (Phase I) is spread over three months and requires intensive face-to-face contact of six facilitated group sessions followed by two individual sessions with a Registered Dietitian (RD). Upon completion of the Phase I minimum requirements, participants follow-up with an RD monthly for three months with one last contact on or about the nine-month mark.





Changing lifestyle habits doesn't happen in one visit and a signed 5th endorsement. Help your Soldiers meet AR 600-9 weight/body fat standards:

- Ensure Soldiers are encouraged to fully participate in the Army *MOVE!* program.
- View a nutrition appointment as a medical appointment designed to improve a Soldier's readiness.
- Refrain from using terms such as "Fat Boy Club."
- Encourage Soldiers that struggle to meet standards to seek nutrition counseling.
- Understand and positively reinforce Registered Dietitian-recommended weight loss principles.
- Avoid endorsing fad diets or supplements.
- Encourage a safe, sustainable rate of weight loss to help ensure future success at meeting body composition standards.
- Prevent injuries by ensuring "additional" PT is appropriate for weight loss.
- Support a healthy eating environment — advocate for healthier snacks at work and events.
- Be familiar with reputable resources, such as HPRC-online and Choosemyplate.gov, and direct Soldiers to this information.
- Encourage Soldiers who are within 2% of Body Fat Standards to utilize Army *MOVE!* for prevention.



dietary supplements

Dietary Supplements

Many Soldiers use dietary supplements to enhance their performance or for weight loss. However, dietary supplements are not tested or approved by the FDA prior to market, are often unnecessary, and can be dangerous and expensive. The most commonly tainted dietary supplements are those intended for bodybuilding, weight loss, diabetes, and sexual enhancement.

Dietary supplements cannot offset the unfavorable effects of poor food choices. Recommend Soldiers consume whole foods as the best source for an edge on performance.

If your Soldiers decide to use a supplement, advise them to BE SMART:

- Use well-known brands.
- Take no more than the recommended serving size — More is NOT better!
- Look for evidence of third-party testing on the label.



Help them make informed, safe decisions:

- Be aware of what they are taking.
- Become knowledgeable.
- Report adverse events.

Operation Supplement Safety (OPSS) is an initiative of the Human Performance Resource Center (HPRC) and the DoD to inform military personnel, their families, and retirees about dietary supplements and how to choose them wisely. Find information sheets, videos, answers to frequently asked questions about supplements, print materials and more at: <http://www.hprc-online.org/dietary-supplements/opss>.

Natural Medicines Comprehensive Database provides scientifically reliable answers to questions about dietary supplements and alternative therapies. The database includes information on the safety, benefits, side effects, and drug interactions of dietary supplements. You can access the database via HPRC-online or OPSS website.



references

References

The U.S. Army Study of the Human Dimension in the Future 2015-2024. 1Apr08.
<http://www.tradoc.army.mil/tpubs/pamndx.htm>

Glanz, K., Sallis, J., Saelens, B., Frank L., "Healthy Nutrition Environments: Concepts and Measures. American Journal of Health Promotion, 2005, 19(5): 330-333.

Creating a Healthy Worksite Food Environment. Harvard School of Public Health.
<http://www.hsph.harvard.edu/obesity-prevention-source/obesity-prevention/worksites/worksite-food-environment-and-obesity-prevention/>. Accessed 19Mar13.

Briefing. Master Fitness Trainer Course, Session 1: Nutrition Basics, V: 120712.

Briefing. Master Fitness Trainer Course, Session 2: Performance Nutrition and Recovery, V: 120712.

Dietary Guidelines for Americans, 2010 (www.cnpp.usda.gov)

Eberle S. (2000). Endurance Sports Nutrition.

Human Performance Resource Center Dietary Supplements Information: <http://hprc-online.org/dietary-supplements>

Human Performance Resource Center Nutrition Questions from the Field: <http://hprc-online.org/nutrition/hprc-articles>

Human Performance Resource Center Warfighter Nutrition Guide: <http://hprc-online.org/nutrition/nutrition-resources>

Performance Power...The Nutrition Connection. 1994.

USU Consortium for Health and Military Performance Mission Nutrition for Combat Effectiveness: http://hprc-online.org/files/mission-nutrition-ppt/at_download/file

technology for leaders

Technology: Tips for Leaders

Technology can be used to enhance personal and unit readiness

- **Leveraging smartphones for health and readiness:** 52% of smartphone users search for health information on their phones and 1 out of 5 have at least 1 health app on their phone. Apps focused on exercise, diet and weight are most popular.
- **Leveraging social media for health and readiness:** Virtual support groups help keep you motivated to meet weight loss goals. People who listened to podcasts, read daily health-related posts, and posted daily Twitter updates on weight loss experienced greater weight loss than those who just reviewed podcasts. Researchers found every 10 tweets posted resulted in ~0.5% weight loss.
- **Performance Triad technology:**
 - » **ARMYFIT:** ArmyFit is a new health and wellness platform that promotes readiness for our Soldiers and their Family members from CSF2. ArmyFit integrates those needs identified on the Global Assessment Tool (GAT v2.0) with electronic resources to assist Soldiers and Family members meet their goals. ArmyFit is a social media platform that facilitates education, collaboration, and competition.
 - » **H.E.A.L.T.H.:** H.E.A.L.T.H. is a web and Smartphone app that helps promote Soldier readiness and enhance job performance. It was developed using AR 600-9 and APFT standards along with the expertise of nutrition, fitness, and behavior experts. H.E.A.L.T.H. is designed to assist Soldiers in maintaining or losing weight and improving fitness by providing individualized nutrition and fitness plans that can be updated as the Soldier meets their goals, and it can be used by Family members. H.E.A.L.T.H. has been successfully used by over 8,000 Soldiers — the more it is used, the more likely the Soldier will meet their performance and weight loss goals!
 - » **Personal Readiness Devices** that track activity, nutrition, and sleep, and are also integrated with apps can help motivate Soldiers by quantifying their personal readiness. It can provide the tools to enhance physical performance by motivating change through an automated tracking of performance and fitness goals while simultaneously creating competition through social networks.

The Performance Triad Pilot has officially started!

What is it?

The Performance Triad represents Sleep, Physical Activity, and Nutrition — three key components that can impact the cognitive and physical performance of Soldiers. While each component is independently important, optimal performance is achieved when all three are addressed simultaneously. The Performance Triad supports the Ready and Resilient Campaign with the goal of increasing unit health and unit performance, and decreasing injuries. Ultimately, the Triad seeks to support a lifestyle of healthy behaviors for Soldiers and their Families.

Over the next six months, you and your Soldiers will participate in training and receive products and information on the Performance Triad. Hopefully during this time you'll see noticeable improvements in the awareness of your Soldiers regarding optimal performance and the importance of healthy Sleep, Physical Activity, and Nutrition.

This Leader's Guide and Planner includes weekly messages, notes and tips, action items, and resources to help you continually communicate the importance of the Triad with Soldiers.

For more information and to access electronic versions of Triad materials, log on to:

<http://armymedicine.mil>

PERFORMANCE TRIAD

Sleep, Activity, and Nutrition



HOW TO USE THIS BOOK

session
x

August 8-14

Performance Triad

to do today

notes & tips

		8 SUN
Check your Battalion Training Calendar to find out when your Company is scheduled for MP3 Testing.		9 MON
	The Performance Triad enables Soldiers to maximize their performance, thus enhancing your unit's operational effectiveness.	10 TUE
Have you completed the Leader Training? Check the schedule and make-up dates.		11 WED
Dentist appointment at 1630.		12 THU
	Register online for the Unit's Performance Dashboard.	13 FRI
	Aunt Linda's birthday dinner.	14 SAT

Motivating Change

Motivation fuels the will to do what is necessary to accomplish a mission. The best motivation comes from within, but it can also be affected by the actions and words of others. A leader's role in motivation is to understand the needs and desires of others, to align and elevate individual drives into team goals, and to influence others and accomplish those larger aims. To accomplish this, Army leaders must set the example, teach, and mentor their Soldiers.

Motivational interviewing is a technique that leaders can use to inspire their Soldiers to choose healthier behaviors. The acronym **RULE** represents the four principles of motivational interviewing.

Four principles of motivational interviewing are represented by the acronym RULE:

Resist the righting reflex: Avoid telling, directing, or convincing your Soldiers about the right path to good health.

Understand your Soldiers' motivations: Seek to understand their values, needs, abilities, motivations and potential barriers to changing behaviors.

Listen with empathy: Effective listening skills are very important when coaching your Soldiers to live a healthier life. Spend as much time listening to your Soldiers as you do talking to them.

Empower the Soldier: Work with your Soldiers to set achievable goals and help them develop techniques to overcome barriers to change.

References:

Army Doctrine Publication 6-22. Army leadership: Competent, confident, and agile.

Army Regulation 350-1. Army training and leader development.

National Center for Health Promotion and Disease Prevention. (Summer 2011). Motivational interviewing. HealthPower! Prevention News.

prep week

1

Motivating change

to do today

: notes & tips

to do today	:	notes & tips	
	•••••		SUN
Check your Battalion Training Calendar to find out when your Company is scheduled for MP3 Testing.	•••••		MON
	•••••	The Performance Triad enables Soldiers to maximize their performance, thus enhancing your unit's operational effectiveness.	TUE
Have you completed the Leader Training? Check the schedule and make-up dates.	•••••		WED
Post these Performance Triad posters in unit.	•••••		THU
Have Soldiers draft a goal related to Sleep, Activity, and Nutrition that they can work towards during the next several weeks.	•••••	Register online for the Unit's Performance Dashboard.	FRI
	•••••		SAT

Squad Leader Training

Prep week 1: Motivating Change



Sleep, Activity, and Nutrition



Learning Objectives:

- 1) Describe proper use of the Leader's Guide and Planner.
- 2) Demonstrate principles of motivational interviewing (MI).

Ready (Squad Leader preparation):

- 1) Review the Leader's Guide and Planner.
- 2) Review the video about motivational interviewing at <http://armymedicine.mil>.

Set (Squad Leader training):

- 1) Azimuth check:
 - > Reaction/questions about the Leader's Guide.
 - > Reactions to the video.
- 2) Discussion of Leader's Guide layout and how to use it.
- 3) Watch video demonstration.
- 4) Practice motivational interviewing in pairs.

Go (Practice):

- 1) Pick a health behavior from the Performance Triad that you want to change.
- 2) Pair up with a Squad Leader peer for the next 6 months.
- 3) Practice motivational interviewing with your partner and be prepared to demonstrate at next session.

notes & reminders

Why is it important? Ask yourself:

- Motivational interviewing is very similar to coaching. In motivational interviewing you work to uncover what motivates the Soldier to change.
- In motivational interviewing, you don't tell your Soldiers what to do; you find out what is important to them. (What is **motivating** their change?)
- The best time to use this is when a Soldier is **undecided** about change. If you're hearing why the Soldier **can't** change, use motivational interviewing (coaching).
- Motivational interviewing gives the Soldier the choice to change the behavior that is **important to him or her**.

How to overcome barriers:

- Allow your Soldiers to work on what is important **to them**. Their goals can be different from the topic/lesson for each week. Just hold them accountable for working on what they've chosen.
- Use **R-U-L-E**: **R**esist the righting reflex, **U**nderstand the Soldier's motivation, **L**isten to the Soldier, **E**mpower the Soldier.
- Avoid disagreement with your Soldiers. Keep the dialogue going to help uncover what motivates the Soldier.

notes & reminders

Squad Leader Training

Practice Coaching (Motivational Interviewing)

prep week

2

Squad Leader Training

to do today

:

notes & tips

		SUN
		MON
Practice motivational interviewing with another Squad Leader.		TUE
		WED
Continue to work on your own health behavior change with another Squad Leader.		THU
		FRI
		SAT

Squad Leader Training

Prep week 2: Practice Coaching (Motivational Interviewing)



Sleep, Activity, and Nutrition



Learning Objectives:

- 1) Demonstrate motivational interviewing with another Squad Leader.
- 2) Describe how to work with **ambivalence about change**.

Ready (Squad Leader preparation):

- 1) Practice motivational interviewing with another Squad Leader.
- 2) Review the video about motivational interviewing at <http://www.armymedicine.mil>.

Set (Squad Leader training):

- 1) Azimuth check:
 - > How can you motivate health behavior change?
 - > What does not work to motivate behavior change?
- 2) Demonstrate motivational interviewing with another Squad Leader.
- 3) Observe demonstration by fellow Squad Leaders.

Go (Practice):

- 1) Review how to use your Leader's Guide and Planner.
- 2) Continue to work on **your own** health behavior change, working with another Squad Leader.
- 3) Review the Squad Leader preparation (**Ready**) for next week's message.

notes & reminders

Why is it important? Ask yourself:

- How is health behavior change different in the Performance Triad? What is different about motivational interviewing?
- When a Soldier is working to change something that is important **to him/her**, they are more likely to make and sustain change.
- What are your personal health behavior change goals? Your Soldiers will be motivated by how this works for you!

How to overcome barriers:

- When in doubt, remember to use motivational interviewing: R-U-L-E.
- LISTEN, LISTEN, LISTEN to understand your Soldiers' motivations.

notes & reminders



Nutrition: Eat for Performance

Performance is a word you will hear throughout your military career. You are rated on your performance in training, on the job, and on Army Physical Fitness Tests.

The quality and quantity of food you eat plays a role in your physical, mental and emotional performance in the gym, during the mission, at home, and everywhere in between. The body can be viewed as a machine — the fuel that is put into it determines the performance that comes out.

Eating for Performance will:

- Enable you to train and perform at your top level
- Increase your energy
- Increase your endurance
- Shorten your recovery time between activities
- Increase your focus
- Enable you to stay calm
- Increase your motivation
- Increase your confidence
- Help you look and feel better

Just as it takes weeks or months to build your strength and endurance, nutritional fitness is the result of long-standing eating habits. An ideal eating plan supports your energy output through daily activities and exercise. An ideal plan will incorporate the correct type and amount of food as well as your personal eating habits (how often, how fast, and how consistently you eat).

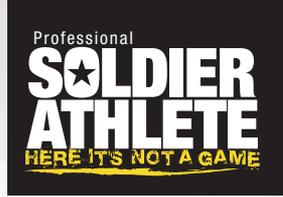
For more information on building a performance nutrition strategy, review:

Nutrition section in the Soldier Pocket Guide
<http://armymedicine.mil>

to do today

notes & tips

		SUN
	The quality and quantity of food you eat plays a role in your physical, mental, and emotional performance.	MON
Use the Nutrition Tip Card to help Soldiers build a performance nutrition plan that fits their schedule, training regimen, food availability, and preferences.		TUE
		WED
Review with Soldiers the high performance nutrition strategy and tactics as outlined in the Soldier's Guide to the Performance Triad.		THU
	Proper nutrition increases energy, endurance, stamina, and muscle growth.	FRI
		SAT



Learning Objectives:

- 1) Describe the performance benefits of eating right.
- 2) Define optimal performance nutrition habits.

Ready (Squad Leader preparation):

- 1) Assess your performance nutrition plan using the performance nutrition quiz.
- 2) Watch the performance nutrition video at: <http://armymedicine.mil>.

Set (Squad training):

- 1) Azimuth check:
 - > How can you use motivational interviewing to discover Soldiers' barriers to eating for performance?
- 2) Discuss the potential barriers and how to overcome them.
- 3) Orient Soldiers to quiz location to assess their performance plan.
- 4) Discuss what you learned about your own performance nutrition plan.
- 5) Watch the videos with your squad or discuss what you learned from the video.

Go (Practice):

- 1) Assess your performance nutrition plans using the quiz.
- 2) Develop a plan to get more fruits and veggies into your performance plan. Strive for 8 servings every day!
- 3) Visit the link below if you are having trouble coming up with a plan to increase your fruits and veggies.
<http://www.fruitsandveggiesmorematters.org/quick-guide-to-getting-more-fruits-and-vegetables>



TARGET: 8 is great! On most days, eat 8 servings of fruits and vegetables.

Why is it important?

- Easier to get the energy you need to workout or perform tasks.
- Easier to lose body fat. (Can you pinch an inch or more around your waist?)
- Feel better — be stronger, faster, more able to perform mental and physical tasks, and not as sore or fatigued after strenuous exercise.

How to overcome barriers:

- Know your weaknesses.
 - Have a plan, "Hope is not a method." — *General Gordon Sullivan*
 - Keep it simple, start by striving to eat 8 servings of fruits and vegetables every day! Visit the Fruit and Veggies — More Matters website for ideas on how to increase your intake.
 - A Professional Soldier Athlete must be committed — "Do or do not, there is no try." — *Yoda*
-  Good nutrition before and after activities optimizes performance.
-  8 hours of sleep per day is essential for performance just like food fuels performance.

notes & reminders

See your Registered Dietitian or Nutritionist for more information.



session
2

Stay active throughout the day

Sit Less and Move More!

Prolonged sitting increases the risk of blood clots, diabetes, heart disease, cancer and obesity. Your daily workout does not stave off the ill effects of prolonged sitting. Moving during the day, in addition to PT and/or getting the recommended daily activity, is necessary to lower the risk of cardiovascular disease and other health conditions.

- Regular movement increases blood flow, burns calories and helps to maintain a healthy weight
- Aim to move at least 10 minutes of every waking hour.
- American adults average only 5,000 steps per day.
- Adults should aim for 10,000 steps or about 5 miles per day for good health.
- If you are already getting 10,000 steps per day, great job!
- Boys age 6–12 need 15,000 steps per day.
- Girls age 6–12 need 12,000 steps per day.

For additional resources, visit:

Performance Triad

<http://armymedicine.mil>

American College of Sports Medicine Brochure

<http://www.acsm.org/docs/brochures/reducing-sedentary-behaviors-sitting-less-and-moving-more.pdf>

Mayo Clinic

<http://www.mayoclinic.com/health/sitting/AN02082>

Making Health Easier

<http://makinghealtheasier.org/getmoving>

<i>to do today</i>	<i>notes & tips</i>	
		SUN
	Regular movement increases blood flow and burns calories.	MON
If your Soldiers sit at a desk, have them set a timer on their phone or computer to go off every hour to stand up or take a quick walk around the room when they can.		TUE
 Post this Sit Less, Move More poster in unit.		WED
		THU
Ask Soldiers to track their week-end activity using their personal readiness device, and discuss early next week.		FRI
		SAT



Learning Objective:

- 1) Describe the benefits of regular activity.
- 2) Define the optimal level of regular activity.

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Watch videos:
Rock Center Dangers of Sitting
<http://www.msnbc.msn.com/id/21134540/vp/50428556#50428556>
David Bloom death from DVT during Iraq invasion
<http://armymedicine.mil>

Set (Squad training):

- 1) Azimuth check: 
 - > What new nutrition habit did you practice?
 - > Did you strive for 8 servings of fruits and vegetables each day?
- 2) Option: Watch the videos.
- 3) Check your step number then take a walk; discuss the videos and healthy activity.
- 4) Talk about early personal readiness device numbers.

Go (Practice):

- 1) Stand up every hour if sitting.
- 2) Be active with your Family/friends.
- 3) Who can get the most steps by next week without running more?



TARGET: 150 minutes of exercise/week
10,000 steps/day

Why is it important? Ask yourself:

- Are we designed to sit...or move?
- Why do we sit so much? (TV, gaming, computers, drive-through)
- Is idling your car good for it? Why not?
- Is prolonged sitting good for you? Why not?
- Regular activity moves your blood, burns calories and keeps you ready to perform.
-  More activity during the day makes it easier to sleep at night. Have you ever noticed this?

How to overcome barriers:

- My job is sedentary (I sit more than 4 hours a day) ⇒ Get up and move every hour.
- I am on my feet all day ⇒ It is OK to sit down; just move at least 10 minutes of every hour.
- I drive a lot ⇒ Park farther away.
-  Avoid the drive-through. Cooking is a great activity.
- I like gaming ⇒ Choose active games.
- I don't have time ⇒ Build activity into your daily routine; take the stairs; walk while on the phone (when safe and permitted by regulations).
- I don't feel like it ⇒ Use your personal readiness device to compete with your friends.

7–8 Makes a Good Soldier Great

Sleep is vital for health, performance, and well-being — and the better the sleep, the greater its benefits. That is why good sleep habits (i.e., that promote optimal sleep duration and quality) are important for all adults.

Soldiers routinely receive less than 6 hours of sleep per day, yet current Army guidance is 8 hours of sleep per 24-hour period for effective performance. The first step to getting a full night’s rest is to maintain a consistent, regular routine.

Share the following best sleep habits with your Soldiers:

- Sleep 7–8 hours every 24 hours.
- No caffeine within 6 hours of lights out.
- Finish PT 3 hours before lights out.
- Establish a wind-down routine starting 30–60 minutes before lights out.
- Stop using electronics. Read or listen to relaxing music instead.
- Empty your bladder just before lights out so the need to urinate won’t interrupt your sleep.
- Sleep in a safe, quiet place: if tactically permitted, use soft foam ear-plugs or a fan to block sounds; use a sleep mask to block light.
- Wake up at the same time every day of the week.
- If you still have sleep problems 2 weeks after correcting your sleep habits, talk to your healthcare provider.

For more information and to review the 10 Effective Sleep Habits for Adults Tip Card, visit:

Army Performance Triad
<http://armymedicine.mil>

session
3

Sleep 8 to be great!

<i>to do today</i>	<i>notes & tips</i>	
		SUN
Utilize 10 Effective Sleep Habits for Adults Tip Card to remind Soldiers how to get better sleep.		MON
	Finish exercising at least three hours prior to lights out, no caffeine after 1500 hours, and wake up around the same time... even on weekends!	TUE
	Alcohol, TV, music, and tobacco all disturb or inhibit quality sleep.	WED
 Post this Sleep 8 to be Great poster in unit.		THU
	End of 1st Month Reminder Register personal readiness device with Unit’s Performance Dashboard. 1st Company to 100% wins special recognition.	FRI
		SAT



Learning Objectives:

- 1) Describe the Army guidance on minimum sleep requirements.
- 2) Identify strategies to achieve 7–8 hours of sleep per day.

Ready (Squad Leader preparation)

- 1) Review the Leader's Pocket Guide on Sleep.
- 2) Use a clock as a teaching tool.

Set (Squad training)

- 1) Azimuth check: 
 - > Who had the most steps last week?
 - > Share a good strategy for moving every hour.
- 2) Discuss with your Soldiers:
 - > "What are the benefits of a good night's sleep?"
 - > "How do you feel when you get a full night's sleep?"
 - > "Is sleep a priority for you, your Family?"
 - > "What prevents you from scheduling 8 hours of sleep?"
- 3) Use a clock to teach soldiers how to backward plan for 8 hours of sleep.

Go (Practice)

- 1) Have each Soldier SET A SLEEP GOAL: Are you willing to set a sleep goal? What about increasing your nightly sleep by 30 minutes? (Set a reasonable goal)
- 2) Using your goal, set a clock to count back ___ hours from the time you need to wake for PT. Based on your sleep goal, what is your target bed time?
- 3) Set a reminder alarm to get into bed by your target bed time.
- 4) What are you willing to change (e.g., give up 30 minutes of TV or internet time) to achieve your sleep goal?



TARGET: 8 hours of sleep

Why is it Important?

- 7–8 hours of sleep is necessary for your brain (your internal command center) to perform at optimal levels.
- Insufficient sleep leads to bad decision making, fatigue, poor attention, poor performance and accidents.
- When you don't get enough sleep you are irritable, distracted and feel stressed. Others notice it, and it affects your relationships.

How to overcome barriers:

- Use the 10 Effective Sleep Habits for Adults tip card to set up your bedroom environment for healthy sleep.
- A consistent wake and bedtime is the first step in resetting healthy sleep habits.
-  A good night's sleep results in better (healthier) eating decisions. You will have the energy and motivation to prepare healthy foods and not just reach for sugary snacks and fast food.
-  Adequate sleep keeps you motivated to exercise and stay active. Lack of sleep only motivates you to SLEEP.

notes & reminders

Goal Setting

The ability to manage goals in your day-to-day life is critical not only to you and your Family, but also to the overall success of your unit. Personal and unit performance are built around developing and achieving goals.

The goal setting process begins by defining a goal that is personally meaningful and developing the tangible steps to create a well-documented path to success. This goes well beyond the traditional list-making, becoming instead, a personal action plan and involving a great level of commitment from the individual. Once a goal has been set in place, the individual goes through the process of creating priorities, actions, and belief statements. An individual's attitudes, beliefs, and behaviors are crucial in the accomplishment of priorities that contribute directly to the overarching goals. Goal setting assists individuals in pursuing and achieving excellence and promotes a culture that moves well beyond norms and minimum standards.

Use the **SMART** acronym to help you develop goals that will push you over the finish line.

Specific: Point out with clarity and detail exactly **WHAT** it is that you would like to achieve and the more detail, the better the results.

Measurable: Spend time developing criteria and tools that you will use to measure your progress towards the attainment of your goals.

Action-focused: Identify the daily actions you will take to move toward your goal.

Realistic: Given your time, money, resources, and level of skill — you will be able to achieve these goals successfully. Be realistic, but always aim high.

Time-bound: Set a deadline for the achievement of your goals and objectives.

For more on goal setting, talk to a Master Resilience Trainer and review:

CSF2 Goal Setting Information
<https://www.sft.army.mil>

Under "CRMs" click on "Continue to all of the CSF2 Training Modules" ⇒
 "PHYSICAL" tab ⇒ "Goal Setting" tab

session
4

Be SMART about setting goals

<i>to do today</i>	:	<i>notes & tips</i>	
	⋮		SUN
Help your Soldiers set SMART goals with one-on-one counseling.	⋮		MON
Share the ArmyFit Tip Card with your Soldiers this week to review the online tool.	⋮		TUE
	⋮	Competition can motivate and inspire. ArmyFit allows users to compare fitness goals and compete with friends.	WED
Start a competition among your Soldiers to see who can log the most steps or calories burned today.	⋮		THU
	⋮		FRI
	⋮		SAT

Session 4

Be SMART about setting goals



Sleep, Activity, and Nutrition

Professional
**SOLDIER
ATHLETE**
HERE IT'S NOT A GAME

Learning Objectives:

- 1) Understand the SMART method of setting goals.
- 2) Develop a SMART goal in the Performance Triad.

Ready (Squad Leader preparation):

- 1) Talk to your unit Master Resilience Trainer (MRT) about goal setting.
- 2) Review the video about SMART Goal Setting at http://www.youtube.com/watch?v=TAUhAqy_5Hs.
- 3) Consider showing your squad this video about a baby with a goal: <http://www.youtube.com/watch?v=Y-zaJA0wTl8>.

Set (Squad training):

- 1) Azimuth check: 
 - > What did you notice about your sleep last week?
 - > What were you able to change about your sleep?
- 2) Set goals using: **S**-Specific, **M**-Measurable, **A**-Action-focused, **R**-Realistic, **T**-Time-bound
- 3) Use motivational interviewing to help Soldiers identify a goal that is **important to them**.
- 4) Take 5 minutes for each Soldier to write down a SMART goal setting plan.
- 5) Discuss some of the plans — are they SMART?

Go (Practice):

- 1) Pick a health behavior from the Performance Triad that you want to change.
- 2) Write down your SMART goal for the behavior.
- 3) Begin keeping track of how you're doing at your goal.
- 4) Meet with each Soldier for an individual counseling about their plan.

Why is it important? Ask yourself:

- What's the difference between a SMART goal plan and a to-do list?
- If you don't set goals about what you want to change, how will you know when you've achieved what you set out to do?
- Ask Soldiers: why is the behavior you chose to change, important to you?

How to overcome barriers:

- You don't have to be perfect in following your plan, but if you follow it 80% of the time, you can succeed. (It's called the 80/20 rule.)
- Make a contingency plan for how to keep working toward your goals when your plan falls apart. For example, if you planned to lift three days a week at the gym, make a contingency for resistance training in case the gym is closed for some reason.
- Review your goal/plan periodically to make sure it is still important to you — and is it **S**-Specific, **M**-Measurable, **A**-Action-focused, **R**-Realistic, and **T**-Time-bound?

notes & reminders

Performance Triad and the Army Family

The Army Performance Triad doesn't exist in a vacuum. It reaches outside of your unit, your battalion, and even your base. Healthy sleep, activity, and nutrition should be reinforced at home within each Army Family, where Soldiers spend the majority of their time.

The Performance Triad not only supports improved strength, endurance, power and physical performance, it seeks to support emotional and mental health and well-being. Families can benefit from improved performance — at school, at home, at work, and across the lifespace — and serve as a critical support system for Soldiers.

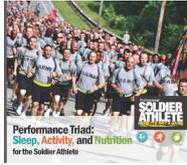
For more information on how Families can participate in the Performance Triad and to access resources, visit:

<http://armymedicine.mil>

session
5

Performance Triad and the Army Family

to do today : *notes & tips*

<i>to do today</i>	<i>notes & tips</i>	
		SUN
	The Performance Triad is not just for Soldiers — Army Families can improve performance and support Soldiers' healthy habits.	MON
Revisit the Performance Triad Tip Card at formation and urge Soldiers to share with their Families.		TUE
		WED
	Families can access H.E.A.L.T.H. and ArmyFit to create a personalized plan, track progress, and locate resources.	THU
Discuss weekend plans with your Soldiers — suggest they teach a Family member about the Performance Triad.		FRI
		SAT

Session 5

Performance Triad and the Army Family



Sleep, Activity, and Nutrition



Learning Objectives:

- 1) Promote what you have learned to your Family and friends.
- 2) Understand how Family and friends can reach goals together.

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Watch video: *Army Families are Army Strong*
<http://www.goarmy.com/soldier-life/army-family-strong.html>

Set (Squad training):

- 1) Azimuth check:
 - > What SMART goal did you adopt last week?
 - > What is your plan to meet your goal?
- 2) Option: Watch the above video.
- 3) Discuss how to get Family and friends involved in making healthier choices for sleep, activity, and nutrition.

Go (Practice):

- 1) Talk to Family and friends about what you have learned during the last 4 weeks.
- 2) Do a group activity to encourage healthy activity, nutrition and sleep (e.g., walk the neighborhood with Family and friends, cook a healthy meal, DVR your late night shows).



TARGET: Encourage your Family or friends to sign up for a group challenge related to sleep, activity or nutrition.

Why is it important?

- Is behavior change easier when partnering with friends or Family?
YES
- Does social support aid behavior change?
- What health habits did you learn in the last 4 weeks that you could share with Family and friends?

How to overcome barriers:

- My Family doesn't know much about sleep, activity or nutrition.
⇒ Share what you have learned from the first 4 weeks.
- My Family doesn't want to change. ⇒ Use motivational interviewing (coaching) to find out what may motivate your Family members to adopt healthier behaviors.
- My Family doesn't know much about goal setting. ⇒ Review the CSF2 goal setting training and share what you learned.

notes & reminders



Prevent Injuries

Unit readiness is directly related to Soldier health, fitness, and performance. To remain ready, Soldiers need to be injury-free. Musculoskeletal injury was the number one leading cause of medical evacuations (MEDEVAC) during 2002–2010 and the second leading cause of hospitalizations, resulting in 10 million limited duty days per year. Missed days can put the entire unit at risk.

Here are a few tips to help your Soldiers stay healthy and able to perform:

- To minimize overuse injuries, consider total daily training requirements. For example, don't schedule lower body weight training, endurance running and a road march on the same day.
- A focused training program may help decrease injury risk for Soldiers with poor coordination, decreased balance, decreased core strength and endurance, decreased power, and loose joints.
- Dynamic warm-ups (PRT preparation drills, walking prior to jogging, jogging prior to running, etc.) prepare the body for activity, increase performance, and decrease risk of injury.
- Stretching AFTER (not before) working out relaxes muscles and increases flexibility.
- Wear a mouth guard for high risk activities like combatives and contact sports.
- Wear a semi-rigid ankle brace for high risk activities such as basketball or soccer if you have had a previous ankle injury.

For more on injury prevention, talk to a Master Fitness Trainer or Physical Therapist, and review:

Physical Fitness Information
<http://hprc-online.org/physical-fitness>

TRADOC pamphlets
<http://www.tradoc.army.mil/tpubs/pamndx.htm>

session
6

Prevent injuries

<i>to do today</i>	<i>notes & tips</i>	
	<ul style="list-style-type: none"> • Staying active and fit is critical to your job, but pushing yourself too hard can cause injuries. 	SUN
Meet with a Master Fitness Trainer this week to review your unit's PT schedule, typical warm-ups, and post-PT stretching to identify any potentially risky components you can revise.		MON
 <p>Post this Get Fit, Not Injured injury prevention poster in unit.</p> 		TUE
Check in with Soldiers found to be at a higher risk of injury (per MP3 results) to track their progress.		WED
	<ul style="list-style-type: none"> • To minimize injury risks, gradually increase intensity, duration, frequency, and variety of training. 	THU
		FRI
		SAT



Learning Objectives:

- 1) Identify why injuries occur.
- 2) Describe how to decrease your chances of getting injured.

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Review the Ground Risk Assessment Tool vignettes and accident summaries.
https://grat.safety.army.mil/ako_auth/GRAT/vignette.aspx?missionType=5&Mission=12

Set (Squad training):

- 1) Azimuth check:
 - > How did you encourage your friends and Family to engage in Performance Triad strategies?
- 2) Share a personal injury story. How long did it last? Was it preventable?
- 3) Discuss how injuries can be prevented.
- 4) Talk about individual MP3 injury risk assessment results.
- 5) Encourage early care for injuries. Review sick call procedures.

Go (Practice):

- 1) Ensure Soldiers do individual injury risk reduction exercises.
- 2) Verify MP3 “red” Soldiers have an injury risk reduction plan.
- 3) See your Master Fitness Trainer, BDE/MTF Physical Therapist (PT) or BDE/MTF PT Tech if you have an injury or need physical training advice.



TARGET: Complete your injury risk reduction exercises at least 5 days this week.

Why is it important? Ask yourself:

- How do you feel when you are injured? (physically, emotionally)
- How does an injury affect the squad’s ability to accomplish a mission?
- How does an injury affect your ability to sleep?
- How does an injury affect your ability to be active?
- Have you seen friends gain weight after getting injured?
- Why do injuries occur? (overuse, poor form, unsafe conditions, poor fitness, prior injury, no warm-up)
- Can we prevent injuries? How?

How to overcome barriers:

- My unit runs every day for PT ⇨ Run 30 minutes, 3 days per week. Cross train to build strength, endurance, agility, balance and coordination.
- I lift weights every day ⇨ Rest muscle groups 48 hours between sessions; recharge with 7–8 hours of sleep.
- I need to get in shape fast ⇨ Gradually increase the intensity, duration and frequency of any new workout.
- I don’t have time to warm up ⇨ It is better to sacrifice some “work out” time for a good warm-up.
- I like to do CrossFit®, P90X®, etc. ⇨ Use caution when beginning; focus on form rather than speed.
- Good hydration will help prevent muscle cramping & injury.



Nutrient Timing for Performance

Nutrient timing for performance is key to fueling your body with the right nutrients at the right time for maximum training results. Plan your meals like you plan your workouts! Strategies for eating and hydrating before, during, and after physical training are essential.

Before strenuous activities, build up your energy stores:

- Eat a snack or small meal 2–4 hours before strenuous exercise.
- About 2–3 hours prior to strenuous exercise, drink approximately 2–3 cups of water.

During your workout:

- Drink ½ to 1 cup of water for every 15–20 minutes during your workout (you may need more during warm weather).
- For sessions lasting 60–90 minutes or more: Starting at the 20-minute mark, consume 10–20 grams of carbohydrate (fruit, sports drink, commercial sports bar or granola bar, gel shot, etc.) every 20 minutes.

After your workout:

- Eat some protein and a carbohydrate-rich food within 30–60 minutes after strenuous exercise.
- Suggested carbohydrate/protein snacks include low-fat chocolate milk, 100% fruit juice (8 oz) and a handful of nuts, whole-grain bread with peanut butter and banana, low-fat yogurt plus fruit, or a commercial sports bar.
- Rehydrate.

For more on nutrient timing, talk to a Registered Dietitian and review:

Performance Triad:

<http://armymedicine.mil>

Eat Right and Get Results: Nutrition Tips for the Soldier Athlete Tip Card at:

<http://armymedicine.mil>

session
7

Performance Nutrition

<i>to do today</i>	<i>notes & tips</i>	
		SUN
Practice proper fueling for strenuous exercise/missions.		MON
Use the Nutrition Tip Card to help Soldiers build a performance nutrition plan that fits their schedule, training regimen, food availability, and preferences.		TUE
		WED
		THU
	During workouts over 60 minutes, enhance energy and focus with food.	FRI
		SAT



Learning Objectives:

- 1) Explain why nutrient timing and refueling are important.
- 2) Describe appropriate fueling techniques (before, during, and after missions).

Ready (Squad Leader preparation):

- 1) Review the Nutrition Tip Card: <http://armymedicine.mil>.
- 2) Review the Nutrient Timing and Training Guide: <http://hprc-online.org/nutrition/nutrition-resources/warfighter-nutrition-guide-chapter-5-1/warfighter-nutrition-guide-chapter-5>.
- 3) Watch the video series “Be Army Strong”: <http://armymedicine.mil>.

Set (Squad training):

- 1) Azimuth check: 
 - > Follow up with Soldiers to make sure MP3 “reds” and injured Soldiers have a plan to get better.
- 2) Watch videos with squad and discuss the talking points.
- 3) Using Nutrition Tip Card or the Nutrient Timing and Training Guide:
 - a) Discuss how to prepare for and recover from regular physical training.
 - b) Discuss nutrient timing for an extended endurance activity such as a road march.
 - c) Discuss examples of foods/beverages to use after strenuous activity to finish strong and recover.

Go (Practice):

- 1) Practice nutrient timing for strenuous exercise/missions.
- 2) Create a list of food/beverage (fuel) choices to use this week for better nutrient timing. Track how it helps with mental focus and physical performance.



TARGET: Refuel 30–60 minutes after strenuous exercise every day this week.

Why is it important?

- Nutrient timing before, during, and after workouts helps you perform at your best and makes a difference in how prepared you will be for your next mission.
- **Start Strong:** Don't start your workout on an empty and dry tank! The best energy boosters are breakfast and lunch.
- **Stay Strong:** During workouts over 60 minutes, enhance energy and focus with food.
- **Finish Strong:** Make the most of your workout. Refueling speeds your recovery and prepares you to face the unexpected mission.
 - Refuel within 30–60 minutes after strenuous activity.
 - Eat a mixed fuel of carbohydrate and protein.
-  Eating right before, during, and after strenuous activities optimizes performance and keeps you prepared for the unexpected.

How to overcome barriers:

- Develop a list of food/beverage choices to use before, during, and after strenuous missions.
- Develop your own daily nutrition plan and remember to time your food with your workouts. Monitor your performance and adjust your plan to meet your goals.
-  Refuel with 7–8 hours sleep every day to maintain optimal performance.

Improve Sleep Quality

Sleep is a biological need. Soldiers require 7–8 hours of sleep every 24-hour period in order to sustain mental abilities and brain function. When leaders and Soldiers do not get enough sleep, their performance suffers — putting themselves and fellow Soldiers at risk for committing errors that can lead to accidents and mishaps. The bottom line is that disciplined sleep equals survivability. Disciplined sleep can be achieved by changing daily behaviors.

Here are some small changes you can make to improve your sleep:

- Add curtains or blinds (even dark trash bags) to your bedroom windows to make your room darker.
- Go caffeine-free at least 6 hours before bedtime.
- Exercise earlier in the evening — at least 3 hours before bedtime.
- Wake up at the same time each morning, even on the weekends.

If you are concerned that one of your Soldiers is not getting adequate sleep and is unable to implement the 10 healthy habits, encourage him/her to speak to a healthcare provider. Your healthcare provider can help them reset their sleep with an individualized plan.

For more tips on quality sleep:

10 Effective Sleep Habits for Adults Tip Card

<http://armymedicine.mil>

Sleep Optimization Information

<http://hprc-online.org/mind-tactics/sleep-optimization>

session
8

Start small: Make changes to improve your sleep quality

<i>to do today</i>	<i>notes & tips</i>	
Implement Sleep Management tips in the Sleep section of this Leader's Guide.		SUN
	Improving your sleep isn't impossible. Small adjustments can help you work your way toward a better night's rest.	MON
Check that your Soldiers are using their personal readiness device or tracking their sleep manually.		TUE
		WED
	Small changes can have big payoffs — such as improved ability performing on the job and in combat.	THU
Refer Soldiers to the 10 Effective Sleep Habits for Adults Tip Card and have them try to apply some of the strategies over the weekend.		FRI
		SAT



Learning Objectives:

- 1) Understand how a bedtime routine drives healthy sleep.
- 2) Describe the 10 healthy sleep habits to obtain a good night's sleep.

Ready (Squad Leader preparation):

- 1) Review the 10 Effective Sleep Habits for Adults Tip Card.
- 2) Use the clock with the 8 habits around it as a visual reference (on page 38 of this Leader's Guide).

Set (Squad training):

- 1) Azimuth check: 
 - > Did you refuel within 30-60 minutes of strenuous activity every day last week?
- 2) Discuss with your Soldiers: "How many of you are meeting your sleep goals?"
- 3) Visit a barracks room to point out how to set up your room for a healthy sleep environment. Look for sleep distractors and find ways to eliminate them.
- 4) Use a clock to show an example daytime/nighttime routine that supports adequate sleep.
- 5) Use CBTi Coach Application to familiarize Soldiers with a sleep tactic they may want to use.

Go (Practice):

- 1) If you aren't getting enough sleep, where are your problem areas during the day? Which healthy sleep habit are you having problems with? Do you have to let some activities go (e.g., TV time, computer time, social time) to make time for sleep?
- 2) Watch this video about sleep and performance:
<http://www.youtube.com/watch?v=008i-hEixDU>



TARGET: Set a consistent bedtime and wake-up time.

Why is it important?

- Just like you have a workout routine to maintain physical fitness, you need a solid bedtime routine to maintain healthy sleep and reset your sleep when it's disrupted.
-  A good night's sleep reduces cravings for "junk food" and gives you the mental energy and motivation to make healthy eating decisions.
-  Complete your daily workout routine at least 3 hours before bedtime. Make sleep part of your physical fitness routine.
- Sleep is critical for your brain. Your judgment and decision-making suffer when you don't get 7-8 hours of sleep per night.

How to achieve 7-8 hours of sleep:

- Look at the 10 healthy sleep habits and note which ones you meet and which ones you don't meet.
- If you are having trouble sleeping, focus on sleep habits 7 through 10. If your sleep doesn't improve after about 2 weeks, see your healthcare provider.
- Set up a good sleep environment: dark room (or use sleep mask), quiet (or use earplugs/fan to block noise) and remove or turn off your electronics.

Goal Setting

Much like a New Year’s resolution, setting a goal is often much easier than reaching that goal. For those struggling to progress toward goals, Comprehensive Soldier and Family Fitness provides a 7-step process for goal setting.

1. **Define Your Goal:** Establish a powerful and personally meaningful dream goal that you are excited to pursue.
2. **Assess Where You Are Now:** Perform an objectively honest self-analysis about where you are at this very moment, what strengths and weaknesses you have, and what limitations are standing in your way.
3. **Identify Your Critical Components:** Determine the main areas of your life that will require immediate energy, effort and attention. These will become your “Big Rock” priorities.
4. **Develop Your SMART Actions:** Plan specific actions you will take in addressing your big rocks, as well as the attitude you will bring to the actions.
5. **List Your Daily “To Dos”:** Set daily goals that direct efforts to some aspect of the goal plan by answering, “What will I do today?” Create a simple to-do list.
6. **Commit Yourself to the Process:** Don’t let obstacles challenge your commitment! Create contingency plans for potential setbacks. Post visual reminders of your long-term goal.
7. **Monitor Your Progress:** Conduct a weekly AAR. Find a battle buddy to keep you on task. Celebrate small successes.

For more on goal setting, talk to a Master Resilience Trainer and review:

CSF2 Goal Setting Information
<https://www.sft.army.mil>

Under “CRMs” click on “Continue to all of the CSF2 Training Modules” ⇒
 “PHYSICAL” tab ⇒ “Goal Setting” tab

session
9

7 steps to reach your goal

<i>to do today</i>	:	<i>notes & tips</i>	
	⋮		SUN
Recommend 1-on-1 with Soldiers to help them set SMART goals.	⋮		MON
Share the ArmyFit Tip Card with your Soldiers this week to review the online tool.	⋮		TUE
	⋮		WED
Start a competition among your Soldiers to see who can log the most steps or calories burned today.	⋮		THU
	⋮		FRI
	⋮		SAT

Session 9

7 Steps to Reach your Goals



Sleep, Activity, and Nutrition

Professional
**SOLDIER
ATHLETE**
HERE IT'S NOT A GAME

Learning Objectives:

- 1) Apply the 7 steps of goal setting.
- 2) Review and revise your SMART goal for the Performance Triad.

Ready (Squad Leader preparation):

- 1) Review your own personal goals with another Squad Leader.
- 2) Review the video about SMART Goal Setting at <http://armymedicine.mil>.
- 3) Consider having your Soldiers watch <http://www.youtube.com/watch?v=9ZnIB9fG39E> before this session.

Set (Squad training):

- 1) Azimuth check: 
 - > How well did you sleep last week?
 - > Were you able to follow a bedtime routine?
- 2) Review how to set goals: **S**-Specific, **M**-Measurable, **A**-Action-focused, **R**-Realistic, **T**-Time-bound
- 3) Use motivational interviewing to help Soldiers determine if the behavior they wanted to change is still important to them.
- 4) Take 5 minutes for each Soldier to review and update their SMART goal setting plan.
- 5) Discuss some of the plans — are they SMART?

Go (Practice):

- 1) Is it time to set a new goal or revise your current one? The 7 steps can help.
- 2) Update your SMART goal based on your progress.
- 3) Begin keeping track of how you're doing at your plan.
- 4) If you haven't met your goal, ask your Squad Leader for help.
- 5) Meet with each Soldier for individual counseling about their plan.

Why is it important? Ask yourself:

- It's important to continue to hold Soldiers accountable for achieving their goals — just make sure they are working on what is **important to them**.
- If you don't set goals about what you want to change, how will you know when you've achieved what you set out to do?
- Ask Soldiers: why is the behavior you chose to change **important to you**?

How to overcome barriers:

- If a Soldier isn't sticking with his plans or reaching his goals, use motivational interviewing to understand why the Soldier wants to change this behavior.
- Review the plan to make sure the goal setting was done using SMART.
- Ask the Soldier what is getting in his way of achieving his goal? Can he think of ways around the issues? What is the cost of not achieving his goals? What can I do to help you?

notes & reminders



My Daily Performance Nutrition Plan

Food plays a role in Soldier performance in the gym, during the mission, at home, at work, and everywhere in between. The food you eat can help you look and feel better, improve your focus, support physical activity goals, and enable you to perform at your best.

Choosing foods for performance is easier at the Dining Facility (DFAC) thanks to a new color-coded food identification system. **Green**, **yellow**, and **red** labels designate nutrition categories and help Soldiers pick a smarter meal based on their performance needs.

High Performance Foods

- Premium fuel for the Soldier Athlete
- Fresh and flavorful
- Nutrient dense
- **Go for Green: Choose frequently**

Moderate Performance Foods

- Higher in calories
- Lower in vitamins and minerals
- **Use Caution: Select less frequently**

Performance-Limiting Foods

- Highest in calories
- Lowest in vitamins and minerals
- **Warning: Limit intake**

For more on Green foods:

Visit the DFAC to see Go For Green food options

Performance Triad

<http://armymedicine.mil>

Warfighter Nutrition Guide

<http://hprc-online.org/nutrition/nutrition-resources>

session
10

My Daily Performance Nutrition Plan

<i>to do today</i>	<i>notes & tips</i>	
		SUN
Ask Soldiers to think of easy "Green" snacking ideas to share with the unit for inspiration, e.g., low-fat yogurt and banana, cherry tomatoes, carrot sticks, a handful of almonds, whole-wheat toast with 1 tbsp natural peanut butter.		MON
	The DFAC makes it easy to choose high-performance food (at a good price) with color coded labels.	TUE
Join Soldiers for lunch in the DFAC and choose all or mostly "green" and "yellow" foods — and suggest that Soldiers do the same.		WED
Review nutrition section of this guide for Go for Green® tips for Leaders.		THU
	Proper nutrition is more than just food to nourish hunger — it fuels performance, and increases energy, endurance, stamina, and muscle growth.	FRI
		SAT



Learning Objectives:

- 1) Describe a performance nutrition plan.
- 2) Use technology to develop your performance nutrition plan.

Ready (Squad Leader preparation):

- 1) Review the Nutrition Section of Soldier's Guide to the Performance Triad.
- 2) Keep track of what and how much you eat for 24 hours; use this with your squad to demonstrate how to use MyPlate.
- 3) Watch overview video of *My Daily Performance Nutrition Plan*, then choose one of the tools and watch the video that covers that tool:
<http://armymedicine.mil>

Set (Squad training):

- 1) Azimuth check:
 - > Did you start a group challenge?
- 2) View video with Squad, and pick one tool to demonstrate with your squad.
- 3) Use your 24 hour food record with your squad to discuss how well your meal plan met the MyPlate standard. What food groups were missing or poorly represented; what groups were over-represented? Did you consume 8 servings of fruits and vegetables?
- 4) Optional: Have squad members use MyPlate to evaluate each others' meals. Have volunteers discuss what they learned or who had the best and worst plates/meals.

Go (Practice):

- 1) Record what and how much you eat and drink for 24 hours. Evaluate your meals using technology (MyPlate, Super Tracker, FitBit, MyFitnessPal, or Sparkpeople).
- 2) Share what you learned with your squad next week.

Why is it important?

A daily nutrition plan ensures that the right nutrients are always available. Without a plan, too much of your food choices are left up to chance or luck. To begin, record everything you eat and drink for 24 hours. Then use a tool like MyPlate to evaluate your day. Look for missing food groups; a missing or low intake food group means key nutrients are not available when they are needed and performance will suffer.

How to overcome barriers:

- 1) Develop a plan and/or a system to monitor your performance nutrition plan.
- 2) Monitor your plan and outcomes.
- 3) Keep it simple—You don't have to change everything you do all at once. Try making one change at a time, like eating more fruits and vegetables, then after that has become routine, make more changes.
- 4) Use a mobile app to monitor your plan and track results.

Use MyPlate to guide food choices for three meals.

- Make $\frac{1}{2}$ of your plate fruits and vegetables.
- Choose quality carbohydrates; make half your grain choices whole grains.
- Select lean proteins; don't forget to include dairy.
- Use healthy fats such as olive oil or canola oil.



TARGET: Track what you eat and drink for one week.



Safe Running

Physical fitness, especially cardiovascular stamina, is a major factor that optimizes Warfighter performance. Running greatly increases aerobic stamina, which in turn increases the chance of survival and decreases the risk of physical injury for military personnel. Running can be done in virtually any environment and location and is an excellent way to achieve cardiovascular fitness.

- Various studies of recreational and competitive runners have estimated that between 27% and 70% of runners sustain overuse injuries during any 1 year period. Be alert for signs of overuse (pain in your knees, shins or feet) and seek healthcare right away.
- Warm up with walking, jogging and/or PRT Military Movement Drills prior to running.
- Flexibility exercises should be done after running, when your muscles are warm and stretch more easily. Static stretching before you run can actually reduce your performance with no benefit to injury prevention.
- Replace shoes if:
 - > 3–6 months old or 350–500 miles.
 - > When you place your old shoes on a table and look at them from behind, they are worn and leaning to one side.
 - > The midsole material (cushioning) is creased in areas of high load (under the heel or the ball of the foot).
 - > The shoe twists more easily than a new shoe (worn midsole).
 - > The tread is worn (usually the midsole wears out first, so if the tread is worn, your shoes need to be replaced).

For more on physical fitness and the preparation required to remain healthy and perform your best, review:

Human Performance Resource Center

<http://hprc-online.org/physical-fitness>

Minimalist Running Shoes

<http://www.armymedicine.mil/mrs/index.cfm>

Physical Readiness Training on Army Training Network (ATN)

https://atn.army.mil/dsp_template.aspx?dplD=127

to do today

notes & tips

<i>to do today</i>	<i>notes & tips</i>	
		SUN
Plan for time after PT to talk with the squad about safe running methods and practices.		MON
		TUE
Have all squad members remove their shoes. Inspect the shoes for signs of wear.		WED
	Hydrate prior to running, especially in warm/hot conditions.	THU
		FRI
		SAT



Learning Objectives:

- 1) Describe how often one should run.
- 2) Recognize when shoes need to be replaced.

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Review your shoes for signs of wear. Bring an old pair to PT tomorrow if you have one.
- 3) Plan for time after PT to talk with the squad.

Set (Squad training):

- 1) Azimuth check: 
 - > Did you track what you ate and drank for one week?
Share what you learned.
- 2) Discuss running. If someone has had a running injury, have them share their story.
- 3) Have all squad members remove their shoes. Inspect the shoes for signs of wear.

Go (Practice):

- 1) Plan to buy new shoes if too worn (\$60–\$100).
- 2) Consider saving a pair of shoes just for running.
- 3) One option for shoe selection:
<http://www.runnersworld.com/shoeadvisor>



TARGET: Cross train... run about 30 minutes, 3 days per week.

Why is it important?

- Why do we run? (improve overall conditioning by developing endurance)
- How many miles do you run in a typical week?
- How many days a week do you typically run?
- Did you know that injury rates rise if running more than 30 minutes, 3 days per week?
- What could you do instead of running?
- When did you last replace your running shoes?
- Do your shoes look worn?

How to overcome barriers:

- My unit runs every day for PT ⇨ Run for 30 minutes, 3 days per week. Cross train to build strength, endurance, agility, balance and coordination.
- I have to run more to get faster ⇨ Follow PRT (FM 7–22) guidelines for “speed running” to improve your APFT 2-mile run performance. If increasing mileage, do so by no more than 10% a week.
-   My muscles cramp when I run ⇨ Hydrate prior to running, especially in warm/hot conditions. Get 7–8 hours of sleep to aid recovery between PT sessions.
- I like to run in minimalist running shoes ⇨ Land softly on the ball of your foot and increase mileage very slowly. Stop if you develop pain.
- I can't afford new shoes ⇨ Budget for new shoes every 3–6 months or 350–500 miles.

Performance Checkpoint

This week marks 3 months of the Performance Triad Pilot. The Performance Triad equips Soldiers with the tools to drive change within the unit—to improve performance, promote healthy behaviors, and improve each Soldier’s ability to succeed in the mission and in life.

In March 2013, Secretary of the Army John McHugh ordered the Ready and Resilient Campaign (R2C), and directed the Army to develop resilience programs that build and promote healthy lifestyles based on the Performance Triad of sleep, physical fitness, and nutrition. Together with the Performance Triad Pilot resources, you’re answering that call to action from Army leadership.

The success of the unit relies on the readiness of its Soldiers. Use this Performance Checkpoint to assess the progress of your unit and revisit the Performance Triad guides and tip cards. Keep up your unit’s success by accessing Triad resources at <http://armymedicine.mil>.

For additional information on the R2C, visit:
<http://www.army.mil/readyandresilient>

session
12

Three months, three key performance areas

<i>to do today</i>	:	<i>notes & tips</i>	
	⋮		SUN
	⋮		MON
Share with your Soldiers the three biggest changes you’ve seen in the unit since starting the Triad Pilot.	⋮		TUE
	⋮	Support the Ready and Resilient Campaign (R2C) goal of increasing unit health and unit performance and decreasing injuries.	WED
	⋮		THU
Revisit the Performance Triad for the Soldier Athlete Tip Card and ask Soldiers to share the most impactful things they have learned.	⋮		FRI
	⋮		SAT

Sleep and Sustained Operations

Sleep is critical for sustaining the mental abilities needed for success in training and on the battlefield. Even simple tasks such as communicating, driving, or plotting grid coordinates can be impaired by inadequate sleep (anything less than 7–8 hours every 24 hours).

Combat operations can create situations where inadequate sleep becomes the norm. Soldiers who do not get enough sleep accumulate a sleep debt that must be paid off by getting the needed sleep. It's mission-critical to make sleep your top priority.

Inadequate sleep impairs these (and other) abilities:

- Detecting and appropriately determining threat level
- Requesting indirect fire
- Coordinating squad tactics
- Integrating range cards

Sleep loss can result from a poor sleeping environment, insufficient time allocated for sleep, work environment (shift work, field/deployment, extended work hours) or simply poor sleeping habits.

Signs of insufficient sleep:

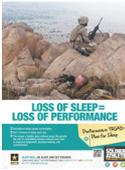
- Struggling to stay awake during mission breaks, guard duty, or driving
- Difficulty understanding or tracking information
- Attention lapses
- Irritability, decreased initiative/motivation

For more information, visit:

Sleep Tactics Tip Card at:
<http://armymedicine.mil>

session
13

Sleep and sustained operations

<i>to do today</i>	<i>notes & tips</i>	
	<ul style="list-style-type: none"> • Current Army guidance is 8 hours of sleep per 24-hour period for effective performance. 	SUN
Observe Soldiers' behavior and look for signs of insufficient sleep; help them overcome any sleep distractors using tips from the Sleep Tactics Tip Card .		MON
 Post this Loss of Sleep=Loss of Performance sleep poster in unit.		TUE
	<ul style="list-style-type: none"> • Soldiers who do not get enough sleep accumulate a sleep debt that must be paid off by getting the needed sleep. 	WED
Ask your Soldiers to track their sleep for one week and have them identify one way to improve their sleeping environment.		THU
		FRI
		SAT



Learning Objectives:

- 1) Describe strategies to maintain cognitive performance during sleep-restricted operations.
- 2) Instruct on smart caffeine use to maintain performance during sleep-restricted operations.

Ready (Squad Leader preparation)

- 1) Review the Leader's Guide section "Managing Sleep to Maintain Performance" (page 39).
- 2) Review the Leader's Guide section "Using Caffeine" (page 40).
- 3) Review Eco-challenge video <http://www.youtube.com/watch?v=NUxlbPGa2Q>.

Set (Squad training)

- 1) Azimuth check: 
> How did cross-training go the last two weeks?
- 2) Distribute *Sleep Tactics for the Professional Soldier Athlete: Sustained Operations* Tip Card.
- 3) Observe Eco-Challenge video <http://www.youtube.com/watch?v=NUxlbPGa2Q>.
- 4) Discuss the link between sleep and operational/combat performance.
- 5) Review caffeine dosing for alertness during sustained operations.

Go (Practice)

- 1) Prepare a sleep plan with the squad for various operational scenarios. Integrate sleep banking, sleep recovery, naps and shift work.
- 2) Have Soldiers identify caffeine amounts in favorite energy drink.



TARGET: Go caffeine-free 6 hours before bedtime to reset sleep.

Why is it important?

- Sleep is critical for operational/combat performance. Insufficient sleep affects tasks like detecting and appropriately determining threat level, coordinating fire and maneuver, and integrating range cards.
- During sleep loss, caffeine will temporarily improve performance and alertness, but it only delays sleep. It does not replace sleep or reduce the sleep debt.

How to Achieve Maximum Sleep in Operational Settings

- Before sustained operations/restricted sleep, use sleep banking.
- During night operations or shift work, use naps to target 7–8 hours of sleep per 24.
- After sustained operations/restricted sleep, use sleep recovery (program additional sleep time for several days) to speed return of optimal performance and alertness.
-   Follow the tip card for caffeine dosing. Stop caffeine at least six hours before scheduled sleep. Stick with your performance nutrition plan even when out in the field. Even during sustained operations you can incorporate good activity and exercise to maintain fitness and help you perform optimally.



Be Smart About Dietary Supplements

Unfortunately, some supplements have actually resulted in adverse side effects that compromise performance.

A proper performance nutrition plan — along with regular physical activity and quality sleep — can help Soldiers maximize their performance, steer clear of harmful supplement side effects, and avoid wasting money on unnecessary supplements. Dietary supplements are not magic bullets — they cannot offset the unfavorable effects of poor food choices.

It is ALWAYS better to use food because supplements:

- are not tested or approved by the FDA prior to market.
- are often unnecessary.
- can be dangerous.
- can be expensive.

For more on dietary supplements:

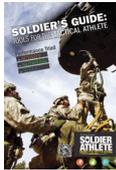
The U.S. Department of Defense’s educational campaign, Operation Supplement Safety, provides information, resources, and posters for educating Soldiers on the risks of and tips to follow if they decide to use dietary supplements.

<http://hprc-online.org/dietary-supplements/opss>

Reach out to a Registered Dietitian through your Medical Treatment Facility for additional information on dietary supplements and visit <http://army-medicine.mil> for additional resources.

session
14

Be smart about dietary supplements

<i>to do today</i>	<i>notes & tips</i>	
Remind Soldiers that it is always better to use food because supplements are not tested or approved by the FDA, are often unnecessary, and can be dangerous and expensive.		SUN
Refer Soldiers to the Soldier’s Guide to the Performance Triad for additional information on dietary supplements.		MON
	If Soldiers decide to use a supplement, advise them to use well-known brands, take no more than the recommended serving size, and look for evidence of third-party testing on the label.	TUE
 Post this Fuel for Performance poster in unit.		WED
Talk to Soldiers who choose to use supplements. Ask them if they know what’s in it, does it work, is it safe, do they really need it, has it been third-party tested?		THU
	Do Soldiers in your unit regularly use supplements? Consider reaching out to a Registered Dietitian on base to deliver a short information session during formation or PT.	FRI
		SAT



Learning Objectives:

- 1) Describe how to ensure supplements are safe to take.
- 2) Discuss why supplements may not be the best choice for performance.

Ready (Squad Leader preparation):

- 1) View video on dietary supplement industry.
<http://www.youtube.com/watch?v=3vxrTMYXpZo>
- 2) Check out Operation Supplement Safety:
<http://hprc-online.org/dietary-supplements/files/opss/>
and the Natural Medicines Comprehensive Database

Set (Squad training):

- 1) Azimuth check: 
 - > Did your caffeine use change?
 - > Did it make a difference?
- 2) Watch the videos with your squad and discuss talking points.
- 3) Provide card with supplement evaluation questions:
<http://usaphcapps.amedd.army.mil/HIOShoppingCart/viewItem.aspx?id=502>.

Go (Practice):

- 1) Look at 3 supplement labels and answer questions on the Supplement evaluation card.
- 2) Go to Natural Medicines Comprehensive Database and look up a supplement from the card or a supplement you currently take. How do they rate? **Report back next week.**



TARGET: Choose food to meet your performance needs; if you decide to use dietary supplements, be smart!

Why is it important?

- **If your Soldiers decide to use supplements, advise them to BE SMART:**
 - > Take no more than the recommended serving size — more is NOT better!
 - > Look for evidence of third-party testing on the label
 - > Check out NSF Certified for Sport: <http://www.nsf sport.com>
- **It is ALWAYS better to use food because supplements:**
 - > are not tested or approved by the FDA prior to market
 - > are often unnecessary
 - > can be dangerous
 - > can be expensive
- **Before taking a supplement, ask yourself:**
 - > What's in it?
 - > Does it work?
 - > Is it safe?
 - > Do I really need it?
 - > Has it been third-party tested for purity and content?

How to overcome barriers:

- Try food instead of supplements — save money and use nutrient timing to perform at your best.
- Research what you take to know the pros and cons.



Prepare to Perform

Effective, challenging workouts enable Soldiers to improve strength, increase stamina, and position themselves to perform better on the battlefield, on the job, and at home. As a Soldier, you likely strive to include regular workouts, along with proper nutrition and quality sleep, into your daily routine. All effective workouts need to start with an appropriate warm-up. Dynamic warm-ups use controlled movements to take each target area or joint (such as a hip if preparing to run) through the range of motion — lengthening and warming up tissues and preparing the body for activity. When the mission allows, warming up in the field is also important for preventing injuries.

- The Physical Readiness Training (PRT) preparation drills are an excellent way to warm up. According to FM 7-22 (Army PRT), preparation drills increase body temperature and heart rate, increase pliability of joints and muscles, and increase responsiveness of nerves and muscles.
- A focused and tailored warm-up can increase your performance and decrease the risk of injury.
- Determine the warm-up based on the workout or mission. If you will be lifting heavy weights in the gym or heavy objects in the field, be sure to warm up your shoulders, back, arms and legs.
- Gradually increase the intensity of your warm-up. For example, walk before jogging, jog before running, and run before sprinting.
- Add variety. PRT Military Movement Drills such as laterals, power-skips and crossovers are great running warm-ups.

For more on physical fitness and the preparation required to remain healthy and perform your best, review:

Leader Pocket Guide
<http://armymedicine.mil>

Human Performance Resource Center
<http://hprc-online.org/physical-fitness>

Physical Readiness Training on Army Training Network (ATN):
https://atn.army.mil/dsp_template.aspx?dplD=127

session
15

Prepare to perform: optimize performance with dynamic warm ups

<i>to do today</i>	<i>notes & tips</i>	
	• Tailor warm-ups to a specific activity to enhance performance.	SUN
 <p>Post the Don't Get Sidelined... Train Smart! injury prevention poster in unit.</p>		MON
	• Walk before jogging, jog before running, and run before sprinting.	TUE
Ensure Soldiers warm-up specifically for each APFT event.		WED
		THU
Warm-ups should result in mild sweating without fatigue.		FRI
		SAT



Learning Objectives:

- 1) Describe the importance of warming up.
- 2) Give examples of dynamic warm-up activities.

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Watch a couple of APFT YouTube videos. Notice that you rarely see any Soldiers warming up.
- 3) Review FM 7-22 Preparation Drills
http://www.armyprt.com/preparation_and_recovery/preparation-drill.shtml

Set (Squad training):

- 1) Azimuth check: 
 - > What did you find on the supplement labels?
 - > How do your favorite supplements rate on the Natural Medicines Comprehensive Database?
- 2) Watch an APFT video or discuss the typical warm-up prior to the APFT.
- 3) Discuss why warming up is important before any physical activity.

Go (Practice):

- 1) Get out of bed one morning this week and immediately run up a flight of stairs. How does your body react?
- 2) Notice how your body feels if you don't warm-up.
- 3) Warm up dynamically prior to physical training.
- 4) Commit to warming up prior to each event at your next APFT (knee push-ups, crunches, jogging).



TARGET: Do a dynamic warm-up for 5–10 minutes before exercise.

Why is it important?

-  Does sleep prepare you to perform the following day?
-  Does proper nutrition and hydration prepare you to perform?
-  What if you didn't eat, drink or sleep prior to an FTX or combat operation?
 - Why do pitchers throw in the bull pen?
 - Why do quarterbacks throw on the sidelines?
 - Why do runners run before the race?
 - Can you lift more with or without a warm-up?
 - Can you jump higher with or without a warm-up?
 - Why do you think warming up is important? (warms muscles, loosens joints, ↑ performance, ↓ injury risk)
 - What is the best way to warm up? (dynamic)

How to overcome barriers:

- I don't have time to warm up ⇔ It is better to sacrifice some "work out" time for a good warm-up.
- Running before the APFT will make me tired ⇔ Warming up will prepare your body to run, resulting in less shock to your muscles and less fatigue.
- Doing push-ups before the APFT will lower my push-up score ⇔ Doing some push-ups on your knees will prepare your body, resulting in less shock to your muscles and less fatigue during your push-up event.
- You can't warm up in the field ⇔ Do a few ruck curls before lifting a heavy ruck. Do some partial squats before moving out on a patrol or ruck march.
- I don't need to warm up ⇔ Compete with friends. Who performs better, the one who warms up or the one who doesn't?

Goal Setting

If you or your Soldiers are still struggling to overcome barriers and progress toward goals, here are some details from CSF2 on the last two goal setting steps:

Step 6: Commit Yourself to the Process

As you strive to achieve your goal, it's inevitable that you will encounter obstacles along the way. Remember that sacrifice is often required in order to achieve big things.

Create contingency plans (pre-planned "if-then" statements) to prepare for obstacles.

- For example, "If I have an unexpected expense, then I will sacrifice my clothing budget for the month so I can still put money away for the house down payment."
- Contingency plans can be for positive events as well. For example, "If I receive cash for my birthday, then I will use this money to pay off our debt faster."

Use visible reminders such as posters, post-it notes, or objects with special meaning to remind you of your "To Dos," SMART actions, critical components and your goal.

Step 7: Monitor Your Progress

Failing to monitor progress is a common way Goal Setters lose motivation. Use the following ways to ensure continued progress toward achieving your goals.

- Conduct a personal AAR on a weekly basis to assess your progress, and when necessary, make appropriate modifications.
- Align what you do with what you want. Find a battle buddy to keep you on task.
- Record your daily and weekly efforts in a performance journal to keep track of how far you've come. Spend a few minutes each day reflecting on the thoughts and actions that helped and hurt your goal progress. Make sure that your actions have remained consistent with your core values.
- Celebrate small successes along the way.

For more on goal setting, talk to a Master Resilience Trainer and review:

CSF2 Goal Setting Information
<https://www.sft.army.mil>

Under "CRMs" click on "Continue to all of the CSF2 Training Modules" ⇨
 "PHYSICAL" tab ⇨ "Goal Setting" tab

session
16

Sticking with the plan

<i>to do today</i>	:	<i>notes & tips</i>	
	⋮		SUN
Share the ArmyFit Tip Card with your Soldiers this week to review the online tool.	⋮		MON
	⋮	• Competition can motivate and inspire. ArmyFit allows users to compare fitness goals and compete with friends.	TUE
	⋮		WED
Ask your Soldiers to share their progress.	⋮		THU
	⋮		FRI
	⋮		SAT

Session 16

Sticking with the Plan



Sleep, Activity, and Nutrition

Professional
**SOLDIER
ATHLETE**
HERE IT'S NOT A GAME

Learning Objectives:

- 1) Review the SMART method of setting goals.
- 2) Review and revise your SMART goal for the Performance Triad.

Ready (Squad Leader preparation):

- 1) Review your own personal goals with a Squad Leader partner
- 2) Review the video about SMART Goal Setting at <http://armymedicine.mil>.
- 3) Consider having your Soldiers watch <http://www.youtube.com/watch?v=9ZnIB9fG39E> before this session.

Set (Squad training):

- 1) Azimuth check: 🌀
 - > Did you notice a significant difference when you didn't warm up before a workout?
- 2) Review how to set goals: S-Specific, M-Measurable, A-Action-focused, R-Realistic, T-Time-bound
- 3) Use Motivational Interviewing to help Soldiers determine what health behavior(s) they want to change.
- 4) Put these two behavior change goals into a specific PLAN for behavior change.
- 5) Consider contingencies for when you can't stick with your original plan.
- 6) Discuss some of the plans — are they specific, with SMART goals and contingencies?

Go (Practice):

- 1) Write down your behavior change plan.
- 2) Begin keeping track of how you're doing at your plan.
- 3) Meet with each Soldier for an individual counseling about their plan.

Why is it important?

- It's important to continue to hold Soldiers accountable for achieving their goals — just make sure they are working on what is **important to them**.
- If you don't set goals about what you want to change, how will you know when you've achieved what you set out to do?
- Ask Soldiers: why is this goal **important to you**? How will they work together when you achieve your goals?

How to overcome barriers:

- If a Soldier isn't sticking with his plan or reaching his individual goals, use motivational interviewing to understand why the Soldier wants to change this behavior.
- Review the plan to make sure the goal setting was done using SMART.
- Help the Soldier think of a contingency plan for how to keep working toward his goals under challenging circumstances. For example, if you planned to lift three days a week at the gym, make a contingency for resistance training in case the gym is closed for some reason.

notes & reminders

Sleep is Critical

Most sleep-deprived Soldiers think that they are less vulnerable to the effects of sleep loss because they believe they just need less sleep or they can “tough it out.” The consequences of inadequate sleep go far beyond feelings of drowsiness, attention lapses, irritability, and loss of motivation; inadequate sleep is a serious liability for Soldiers. Impaired decision-making and ability to implement tasks could cause devastating consequences in training and battle.

- A sleep-deprived Soldier loses self-awareness of his/her own impairments.
- Soldiers who routinely get 5–6 hours of sleep perform much like a person with a blood alcohol content of 0.08. These Soldiers are highly prone to fall asleep at the wheel.

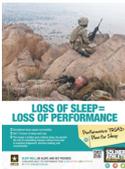
Sleep is vital for health, performance, and well-being. With better sleep, Soldiers have more stamina and energy to excel mentally and physically, can recover more effectively after strenuous workouts, and may eat more thoughtfully (rather than reaching for caffeinated drinks or sugary snacks). That is why proper sleep habits that promote optimal sleep duration and quality are important for everyone.

For more information, visit:

10 Healthy Sleep Habits Tip Card at:
<http://armymedicine.mil>

session
17

Sleep is critical

<i>to do today</i>	<i>notes & tips</i>	
	<ul style="list-style-type: none"> • Current Army guidance is 8 hours of sleep per 24-hour period for effective performance. 	SUN
Observe Soldiers' behavior and look for signs of insufficient sleep; help them overcome any sleep distractors using tips from the 10 Healthy Sleep Habits Tip Card .		MON
 Post this Loss of Sleep = Loss of Performance Sleep poster in unit.		TUE
Coordinate with the Battalion Master Resilience Trainer to have the CSF2 PREP staff provide relaxation skills training for Soldiers.	<ul style="list-style-type: none"> • Soldiers who do not get enough sleep accumulate a sleep debt that must be paid off by getting the needed sleep. 	WED
		THU
		FRI
		SAT



Learning Objectives:

- 1) Describe the Army guidance on minimum sleep requirements.
- 2) Understand the hazards associated with lack of sleep.

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Watch at least one of the drowsy driving videos to understand hazards of fatigue: <http://drowsydriving.org/resources/drowsy-driving-video-gallery/>

Set (Squad training):

- 1) Azimuth check:
 - > Did you meet with your Squad Leader to discuss your goals?
- 2) Discuss with your Soldiers: "How many of you have fallen asleep at your desk? During a briefing? On duty? At the wheel?"
- 3) Describe the hazards and risks associated with insufficient sleep.
- 4) Discuss minimum sleep requirements and strategies to obtain sufficient sleep.

Go (Practice):

- 1) Watch at least one of the drowsy driving videos to understand hazards of fatigue: <http://drowsydriving.org/resources/drowsy-driving-video-gallery/>
- 2) Check personal readiness device reports before sending Soldiers home. Remind Soldiers that anything less than 7 hours is putting the Soldier at risk of having an accident that could harm oneself, buddies, or Family members.



TARGET: Get 7–8 hours of sleep every 24 hours.

Why is it important?

- Sleep is critical for sustaining the brain capabilities you need for success on and off the battlefield.
- Every year, drowsy drivers cause over 1,500 motor vehicle fatalities. That's almost 3 deaths per day caused by a problem that WE CAN PREVENT.
- One night without sleep slows your reaction time to the same extent as being legally drunk.
- In New Jersey, if you haven't slept in 24 hours, you are considered to be driving recklessly (in the same class as being intoxicated). Other states are considering similar laws.
- Insufficient sleep results from not devoting enough time to sleep, but it also can result from a poor sleep environment or poor sleeping habits. These two types of problems can be fixed.

How to overcome barriers:

- If you are having trouble sleeping or don't feel rested after a full night's sleep, focus on sleep habits 7 through 10. If your sleep doesn't improve after about 2 weeks, see your healthcare provider.
-   Lack of sleep reduces your desire and motivation to exercise regularly and to make healthy eating decisions.

notes & reminders



Be Smart About Energy Drinks and Products

Many Soldiers reach for energy drinks for a mid-day pick-me-up or to make it through a long night shift. But do energy drinks help Soldiers do their job, or do they hinder their ability to perform?

Energy drinks are not the same as sports drinks and should never be used for hydration — cool, plain water should always be a first choice for hydration. Energy drinks generally contain large quantities of caffeine and may contain other ingredients, most of which do absolutely nothing to enhance health. Also, the large quantities of caffeine can actually aggravate dehydration, and may also lead to increased anxiety, upset stomach, shakiness, headaches, and sleep issues. These potential side effects can actually reduce Soldiers' ability to perform, NOT enhance it.

Instead of reaching for energy drinks, it's best to feed your body energy throughout the day:

- Snack on carbohydrates and energy-rich foods such as dried fruits, nuts, trail mix, a commercial sports bar or low-fat chocolate milk.
- Drink cool, plain water frequently, even if you aren't thirsty.
- Get at least 8 hours of sleep if you anticipate a long work day or a late-night shift the following day. With a full sleep bank, you'll feel more alert and able to stay awake naturally.

For more on energy drinks, review:

Nutrition Pocket Guide

<http://armymedicine.mil>

Warfighter Nutrition Guide

<http://hprc-online.org/nutrition/nutrition-resources>

session
18

Do energy drinks help or hurt performance?

<i>to do today</i>	<i>notes & tips</i>	
		SUN
When you see a Soldier in your unit with an energy drink, ask them to read the ingredient list — can they pronounce or identify the purpose of each ingredient?		MON
	Large amounts of caffeine (often found in energy drinks) can lead to increased anxiety, upset stomach, shakiness, headaches, and sleep issues.	TUE
 Post this Eat Right and Get Results nutrition poster in unit.		WED
Challenge your Soldiers to swap energy drinks for a reusable water bottle for one week — they'll save money and maybe learn to kick the habit.		THU
	Caffeine should only be used to maintain alertness temporarily and should never be considered a substitute for sleep.	FRI
		SAT



Learning Objectives:

- 1) Describe the effects of stimulant products on performance.
- 2) Describe strategies to maximize energy levels.

Ready (Squad Leader preparation):

- 1) Review the Nutrition Section of the Soldier's Guide.
- 2) Watch video *Be Smart about Energy Products*:
<http://www.armymedicine.mil>

Set (Squad training):

- 1) Azimuth check: 
 - > Last week did you find yourself falling asleep at your desk? During a brief? On duty? At the wheel?
- 2) Cover the talking points during the discussion.
- 3) Review the quick comparison chart on caffeine content <http://www.energyfiend.com/quick-chart-compare-caffeine-amounts>.

Go (Practice):

- 1) Determine how much caffeine you consume daily? If you consume energy products, look up the caffeine content on <http://www.energyfiend.com>.
- 2) Report back next week:
 - a) Name, cost, calories and caffeine content of the products consumed.
 - b) How much caffeine did you consume in a typical day?
 - c) Did you discontinue caffeine intake within 6 hours of sleep time (lights out)?
 - d) Did you eat right to sustain energy (breakfast and lunch consumed daily)?



TARGET: If you decide to use energy products, be smart!

Know your product and limit caffeine intake to no more than 100–200 mg every two hours, for up to 8 hours straight to help with alertness during operations. Consult the Sleep Section of the Soldiers Guide for more guidance on how to use caffeine to enhance alertness during sustained operations or night operations.

Why is it important?

- If you are consuming something that advertises itself as an energy product, such as energy drinks or energy shots, you are probably helping yourself to a hefty dose of stimulants.
- The main active ingredient in these products is caffeine. Caffeine is a drug and should be respected, not abused. Caffeine can be used to enhance and extend performance, however too much can degrade performance.
- Beware, “energy” products contain other stimulants, such as guarana, taurine, ginseng, i-carnitine, creatine and/or glucuronolactone.
- Performance degradation from too much/many stimulants:
 - > Dehydration and upset stomach (readiness)
 - > Anxiety (mental health)
 - > Shakiness (marksmanship)
 - > Headaches (mental ability)
 - > Death from overdose (some may not vomit before they reach toxic levels)
- Caffeine is most effective when taken in 100 mg doses, although much less may be effective for individuals who do not regularly consume caffeine. Take one hour before needed and discontinue taking within 6 hours of sleep time (lights out).

How to overcome barriers:

- Alternatives to energy products to achieve sustained energy:
 -  Eat right: breakfast and lunch are your best energy producing meals.
 -  Take a quick walk to feel more energized.
 -  Get 8 hours of sleep/24 hours.
 -  Take short naps to recharge.



Resistance Training

Resistance training can be a great way to maximize performance and prepare for any task. Physical fitness and activity are crucial to ensuring our Soldiers maintain and improve strength, agility, power, and speed. Adding resistance training to your regimen can help you perform like a professional Soldier athlete.

- Periodized resistance training combined with aerobic training helps you carry heavy loads farther with less fatigue.
- Visit the Army Training Network to view FM 7-22 Strength and Mobility Activities to include Strength Training Circuits with kettle bells. See link below.
- Resistance training increases bone density and is important for long term bone health, especially in women.
- Women gain strength from resistance training but do not typically add bulk because they have much lower testosterone levels than men.
- Balance your strength program to reduce the risk of injuries. For example, shoulder workouts should include pulling (e.g., rows), pushing (e.g., bench press) and rotation (e.g., internal and external rotation with cables or dumbbells).
- If considering supplements, check Operation Supplement Safety at the Human Performance Resource Center website.

Review Building the Soldier Athlete and find more information on resistance training at:

Human Performance Resource Center

<http://hprc-online.org/physical-fitness/program-guides>

Physical Readiness Training on Army Training Network (ATN):

https://atn.army.mil/dsp_template.aspx?dplID=127

session
19

Enhance performance with resistance training

<i>to do today</i>	<i>notes & tips</i>	
	<ul style="list-style-type: none"> • As a good rule of thumb, work each muscle group 2 or 3 days each week. 	SUN
Highlight resistance training tips in the Activity Tip Card with Soldiers.		MON
		TUE
Work with a Master Fitness Trainer to hold a PT session focused on resistance training.		WED
	Remember to rest between more vigorous sessions for at least 48 hours.	THU
		FRI
		SAT



Learning Objectives:

- 1) Describe some benefits of resistance training.
- 2) Describe safe weightlifting technique (warm-up, spotter, breathing).

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Pick up or have a Soldier bring a muscle magazine to the lesson.
- 3) Review this 5 minute video about supplements
<http://www.youtube.com/watch?v=MSIHmdFbtDw>.
- 4) Designate a gym where you can meet during non-peak hours.

Set (Squad training):

- 1) Azimuth check: 
 - > What did you discover from tracking energy products? (cost, caffeine and calories)
 - > Did you record the name, cost, calories and caffeine content of the products consumed?
 - > How much caffeine did you consume in a typical day?
 - > Did you discontinue caffeine intake within 6 hours of sleep time (lights out)?
 - > Did you eat right to sustain energy (breakfast and lunch consumed daily)?
- 2) Use the muscle magazine as a prop for the discussion.
- 3) Demonstrate proper warm-up, form, spotting and breathing.

Go (Practice):

- 1) Concentrate on good technique when lifting.
- 2) Review your strength program for balance: pushing vs pulling vs rotating.
- 3) Record your weightlifting time on your personal fitness device.



TARGET: Perform a balanced resistance training program 2–3 days per week.

Why is it important?

- Does being stronger help you do your job better? How?
- Do you think any of the muscle magazine pictures are photoshopped?
- Do you see any bodybuilders who may have used steroids?
- Are there more pages with or without supplement ads?
-  Do supplements make you stronger? (Most do not)
- Does regular resistance training make you stronger? YES
- Does resistance training make you bigger? YES
- Does resistance training strengthen your bones? YES
- When is it important to use a spotter? (when lifting to fatigue, approaching failure)

How to overcome barriers:

- I don't have time to weight train ⇨ Working out just 2–3 days per week effectively builds strength.
- I don't have access to a gym ⇨ Resistance training can use weights, bands, your body weight or your buddy.
- I get really sore after lifting weights ⇨ Warm up with light resistance. Gradually increase the weight and/or reps. Don't lift to muscle failure. Stay well hydrated.
-  Resistance training just makes me tired, not stronger ⇨ Rest muscle groups 48 hrs between workouts. Get 7–8 hours of sleep to maximize recovery.
- I'm afraid I'll get hurt ⇨ Use a spotter. Contract your core muscles (abs). Lift with slow, controlled motion. Exhale when you lift. Use caution when lifting heavy plates.

Make Sleep a Top Priority

Sleep is critical to successful operations, optimized performance, and overall health and well-being. But for many people, sleep is sacrificed for all of the other activities that fill up our days.

Share these tips with your Soldiers to help them achieve healthy sleep:

- Ask yourself whether you're doing something that could wait for another time. Consider putting it off until the following evening or the weekend to avoid staying up too late and feeling tired the next day.
- Set time limits for yourself. Getting the appropriate amount of sleep doesn't mean you have to sacrifice a social life or hobbies. If you are meeting friends, going out for dinner, or playing video games, stay mindful of the time and give yourself ample time to wind-down and get to bed at a reasonable and realistic hour.
- Turn off before you turn in. When you're preparing to sleep, focus on relaxation, breathing and healthy sleep. Avoid thinking about other things, like tomorrow's to-do list or stressors, which can keep you awake, alert and unable to fall asleep.

For more information, visit:

10 Effective Sleep Habits for Adults Tip Card:
<http://armymedicine.mil>

session
20

Make sleep a top priority

<i>to do today</i>	<i>notes & tips</i>	
	<ul style="list-style-type: none"> • Poor sleep is a significant National and Army health concern. 	SUN
		MON
<p>Revisit the 10 Effective Sleep Habits for Adults Tip Card at formation — emphasize healthy sleep habits with your Soldiers.</p>		TUE
		WED
<p>Ask your Soldiers to come up with a few activities they could scale back in order to make sleep a higher priority (video games, time spent online/ social networking, watching TV).</p>		THU
	<ul style="list-style-type: none"> • Focusing on your breathing and turning attention away from stressors can help you relax and fall asleep. 	FRI
		SAT



Learning Objectives:

- 1) Describe the Army guidance on minimum sleep requirements.
- 2) Establish sleep goals that can be sustained beyond the Pilot Program.

Ready (Squad Leader preparation):

- 1) Review the Leader's Pocket Guidance on Sleep.
- 2) Review SMART goal-setting materials by CSF2.
- 3) Review Eco-Challenge video. Notice that the winning team prioritized sleep instead of pushing forward. <http://www.youtube.com/watch?v=NUuxlbPGa2Q>.

Set (Squad training):

- 1) Azimuth check: 
 - > Discuss how you modified your resistance training program.
- 2) Discuss with your squad: "Why should you prioritize sleep? Why should the Army prioritize sleep?"
- 3) Discuss the impact of lack of sleep on combat performance and daily performance.
- 4) Review the healthy sleep habits clock on page 39.

Go (Practice):

- 1) Integrate a relaxation, breathing exercise or imagery exercise into your daily bedtime routine. Use the CBTi Coach Application. Check for the mobile app on Android or iPhone.
- 2) Record how much time you spend on the computer, playing video games, or watching TV.
- 3) Can you eliminate 30 minutes of any of these to get more sleep?
- 4) Name one other activity or task that you could put off until the following day or eliminate so you can get more sleep.



TARGET: Recommit yourself to a bedtime routine.

Why is it important?

- Your brain will only work as well as the amount of sleep you feed it: the more sleep you get, the more mentally sharp you will be.
- You cannot train your brain to function better with less sleep. There are no shortcuts for sleep, not even caffeine.
- You will not be aware how lack of sleep is impacting your performance — lack of sleep also impairs your mood and motivation. Don't be the irritable person no one wants to be around — make sleep a priority.
- Getting sufficient sleep doesn't necessarily mean completely eliminating your social life or hobbies. You will have to be smart with scheduling your time, and sometimes you will have to say "no" to some activities in order to get enough sleep.

How to overcome barriers:

- Creating a daily schedule — and sticking to it with the help of your buddies and technology — will keep you on track to meet your sleep, activity, and nutrition goals.
- Turn off before you turn-in. What is your 30–60 minute wind-down routine? A routine and fixed bedtime reinforces sleep as an individual priority for optimal performance.

notes & reminders



Mission-Specific Nutrition Guidelines

Deployments and field operations demand a properly fueled body—this could mean the difference between top performance and mission failure. Eating foods that provide top cognitive and physical performance without compromising long-term health is critical. Poor nutrition in extreme conditions (hot, cold, high altitude) can lead to fatigue, rapid weight loss, injury, illness, and dehydration.

Primary ways to be nutritionally prepared for all missions:

- Maximize energy stores. Low energy stores = fatigue.
 - > Eat a high carbohydrate diet.
 - > Avoid skipping meals—refuel every 4–5 hours.
- Be well hydrated.
- Minimize fat intake.

During missions:

- Make time to fuel. Refuel every 4–5 hours—avoid going more than 5 waking hours without eating.
- Snack when you can. Choose carbohydrate- and energy-rich choices such as dried fruits, nuts, and trail mixes when choosing pogy bait or save unopened snack items from rations to eat on the run.
- Eating calorie-dense and nutrient-rich foods is even more critical when you’re exposed to cold and high altitudes. Your energy needs will be higher and your appetite may decrease.
- Drink fluids frequently, even when you are not thirsty. In extreme environments such as hot, cold, and high altitudes, increase your fluid intake.

For more information, visit:

Soldier’s Guide to the Performance Triad

<http://armymedicine.mil>

<i>to do today</i>	:	<i>notes & tips</i>	
	⋮		SUN
	⋮	<ul style="list-style-type: none"> • Eat meals and snacks; don't skip meals or go more than 4–5 waking hours without fueling. 	MON
	⋮		TUE
<ul style="list-style-type: none"> • Develop a performance nutrition plan for your next mission using your operational rations. 	⋮		WED
	⋮		THU
<ul style="list-style-type: none"> • Discuss activity levels during typical exercise or mission. 	⋮		FRI
	⋮		SAT



Learning Objectives:

- 1) Describe the performance benefits of eating right during a mission.
- 2) Define optimal nutrition habits for your mission profile.

Ready (Squad Leader preparation):

- 1) Review the Nutrition Section of the Soldier's Guide and review the Mission Nutrition For Combat Effectiveness guide:
<http://hprc-online.org/nutrition/nutrition-resources/warfighter-nutrition-guide-chapter-15-1/warfighter-nutrition-guide-chapter-15>
- 2) Watch video on *Mission-Specific Nutrition*:
<http://www.armymedicine.mil>

Set (Squad training):

- 1) Azimuth check: 
 - > Were you able to gain at least 30 minutes of sleep by adjusting your bedtime routine?
- 2) Watch the video(s) with your squad.
- 3) Discuss activity levels during typical exercise or mission.
- 4) Identify performance nutrition ration choices for pre-mission, during mission, and post-mission.

Go (Practice):

- 1) Develop a performance nutrition plan for your next mission using your operational rations.



TARGET: Match your fuel with your mission. Start strong, stay strong, and finish strong — Be Army Strong!

Why is it important?

Eating for performance in the field is the same as in garrison, only now you are on operational rations and in an unpredictable environment. Nutrient timing for peak performance is key to fueling your body with the right nutrients at the right time for maximum results. This concept will make you stronger, faster, and more fit, which might just make the ultimate difference on your next mission.

How to overcome barriers:

- Match your fuel with your mission. Find a similar mission profile to your profile in the guide Mission Nutrition For Combat Effectiveness: <http://hprc-online.org/nutrition/nutrition-resources/warfighter-nutrition-guide-chapter-15-1/warfighter-nutrition-guide-chapter-15>.
- Eat meals and snacks; don't skip meals or go more than 4–5 waking hours without fueling.
-  Always be prepared—remember to refuel/recover after an intense physical mission, so you are ready for the next one.
-  Good nutrition before, during, and after a strenuous mission optimizes performance today and ensures readiness for the next mission even if it's unexpected.
-  Ensure your sleep plan allows adequate time to fuel before a mission.



Extreme Conditioning Programs

Physical activity, one of the three Performance Triad components, is essential to maintaining a healthy weight, keeping up with demands of the Army, and excelling in challenging physical tasks. Extreme Conditioning Programs (ECPs), like CrossFit®, P90X®, Insanity®, and PT Pyramid®, are workout programs that combine high-intensity exercises with short rest periods between sets. ECPs are increasingly popular and can help improve physical performance, but like any training program, it's important to work within individual fitness and skill levels.

ECPs can help Soldiers burn calories, build muscle, decrease body fat, increase strength and stamina, and improve coordination and agility. HOWEVER, if done improperly they can also lead to injuries such as muscle strains, torn ligaments, stress fractures, tendinitis or other serious conditions.

One condition associated with ECPs is called rhabdomyolysis. This occurs when someone works out so hard that muscle fibers are broken down, releasing their contents into the bloodstream. Some of these are harmful to the kidneys and frequently result in kidney damage.

Soldiers can avoid injuries by talking to a healthcare provider BEFORE starting an ECP, especially if they have high blood pressure, previous heat injury, mild Traumatic Brain Injury (mTBI) or an injury that could be affected by ECPs. Once starting ECPs, gradually increase the duration and or difficulty of workouts. Working with a Master Fitness Trainer or Physical Therapist can keep Soldiers at their peak.

Additional resources:

Army Performance Triad
<http://armymedicine.mil>

Army Program Guides
<http://hprc-online.org/performance-optimization/physical-fitness/navy-seal-fitness-guide>

What Army Leaders Should Know
About Extreme Conditioning Programs
http://phc.amedd.army.mil/PHC_Resource_Library/PHN_No_0312-01_Extreme_Conditioning_Programs_and_the_Army_2012.pdf

<i>to do today</i>	<i>notes & tips</i>	
		SUN
Approach a Soldier in your unit who works out with an ECP. Ask the Soldier to guest-lead PT one day this week (and have the MFT oversee).		MON
Refer Soldiers to the Soldier's Guide to the Performance Triad for more information.		TUE
	Increase the duration of rest periods between sets of exercise and schedule rest days to optimize recovery and minimize fatigue.	WED
Review with the Soldiers the injury prevention basics in the Activity Tip Card and Pocket Guide.		THU
Refer to the activity section of this guide for more information.		FRI
		SAT



Learning Objectives:

- 1) Describe the signs of overexertion.
- 2) Describe safe performance of Extreme Conditioning Programs (ECPs).

Ready (Squad Leader preparation):

- 1) Review the lesson plan.
- 2) Get a can of cola to bring the next day.
- 3) Review the CrossFit® PDF article at <http://journal.crossfit.com/2011/06/rhabdomyolysis-revisited.tpl>.

Set (Squad training):

- 1) Azimuth check: 
 - > What ration best matches your next mission profile?
- 2) Discuss ECPs.
- 3) Briefly describe rhabdo from the article (rapid muscle breakdown overcomes the kidneys).
- 4) Use the cola to demonstrate the color of urine in someone with rhabdo.

Go (Practice):

- 1) If doing ECPs, beware of signs of overexertion.
- 2) If doing ECPs, make sure new unit members begin gradually.
- 3) Record your workout time on your personal fitness device.



TARGET: Be able to recognize signs of overexertion.

Why is it important?

- Do you know anyone who worked out so hard they threw up? Had muscle swelling? Were painfully sore? Had brown urine?
- What if you workout so hard you are painfully sore and your urine looks like cola? SEE A DOCTOR!
- Does pushing through pain make you stronger? NO
- Is it healthy to workout until you puke? NO
- Should you be painfully sore after working out? NO
- Is it OK to work out hard, make your muscles burn, and be tired when you get done? YES
- Is it OK to “smoke” someone as punishment? NO, exercise for corrective action can promote overtraining and injury. According to FM 7-22, exercise for corrective action should not exceed 5 repetitions for any one exercise

How to overcome barriers:

-  I am often unmotivated to do my workout ⇒ A good night's sleep makes you more invigorated to work out.
-  My urine is always dark yellow after working out ⇒ Drink more water before, during and after your workout.
- I get really sore after lifting weights ⇒ Warm up with light resistance. Gradually increase the weight and/or reps. Don't lift to muscle failure.
- My friends do CrossFit® but I'm afraid I'll get hurt ⇒ Start gradually and recover adequately between sets. Focus on form rather than speed. It's OK to not complete the entire “workout of the day.” Don't cave to peer pressure.

Final Check-In

How did you do?

During this week, you will reassess your Soldiers to see how they did throughout the Triad.

to do today : *notes & tips*

		SUN
		MON
Ask Soldiers to start thinking about the changes they've seen over the past 6 months.		TUE
	The goal of the Performance Triad is to improve readiness, resilience, and performance — what other positive changes have you seen?	WED
		THU
Check the assessment schedule for next week.		FRI
		SAT

session
24

Stay the course!

OPORD for your Life
Stay the Course!

to do today

:

notes & tips

		SUN
Ask Soldiers how they plan to keep up what they've started.		MON
		TUE
		WED
		THU
		FRI
		SAT

Session 24

OPORD for your Life – Stay the Course!



Sleep, Activity, and Nutrition



Learning Objectives:

- 1) Review what you've accomplished throughout the Triad.
- 2) Discuss ways to stick with your plan (OPORD for Life).

Ready (Squad Leader preparation):

- 1) Review your own personal plan with another Squad Leader.
- 2) Think of your Health Behavior Change Plan like an OPORD: Situation, Mission, Execution, Sustainment, Command & Signal
- 3) Watch the video on ways to prevent getting off track at: <http://armymedicine.mil>.
 - > Develop contingency plans.
 - > Allow yourself to follow the 80/20 rule.
 - > Write down your plan and keep track of your progress.
 - > Have a Battle Buddy to hold you accountable.
 - > Dump the guilt — start again NOW.

Set (Squad training):

- 1) Azimuth check:
 - > How did your Soldiers do throughout the Pilot?
- 2) Discuss examples of:
 - > Situation (e.g., I'm run down, irritable, and losing focus because I'm tired.)
 - > Mission (e.g., get 8 hours of sleep per night)
 - > Execution (e.g., no caffeine 6 hours before bedtime; keep my bedroom cool, quiet and dark; cut down on alcohol consumption to improve sleep quality)
 - > Sustainment (e.g., I need to sleep in comfortable clothes, develop a consistent nighttime routine)
 - > Command & Signal (e.g., I'm in charge, but have my Squad Leader or members of my squad for support or info; ask for support if I need it)

Stay the Course!

- 1) Write your OPORD for Life.
- 2) Remember to get guidance when you need it.
- 3) Congratulate yourself for the changes you have made and continue to make!

Why is it important? Ask yourself:

- What have you learned that can make a difference in your life?
- What is important for you — Health? Looks? Performance? Being a role model for your family?
- If staying on track was easy, wouldn't we all live perfectly healthy lives?
- Is it easier to stick with your plan if you think about how to respond to challenges ahead of time?

How to overcome barriers:

- Don't be too hard on yourself — aim for getting your plan right 80% of the time.
- Dump the guilt and start over.
- Ask your Squad Leader to review your goals with you — using Motivational Interviewing.
- Ask yourself what good will come of you sticking with your plan? What do you have to give up to stick with it?
- Remember why the Performance Triad is important TO YOU!

notes & reminders

References

1. http://journals.lww.com/acsm-msse/Abstract/2010/10000/Pedometer_Measured_Physical_Activity_and_Health.4.aspx
Medicine & Science in Sports & Exercise: October 2010 - Volume 42 - Issue 10 - pp 1819-1825
doi: 10.1249/MSS.0b013e3181dc2e54 Basic Sciences
Pedometer-Measured Physical Activity and Health Behaviors in U.S. Adults
BASSETT, DAVID R. JR.; WYATT, HOLLY R.; THOMPSON, HELEN; PETERS, JOHN C.; HILL, JAMES O.
2. <http://www.ncbi.nlm.nih.gov/pubmed/14715035>
Sports Med. 2004;34(1):1-8.
How many steps/day are enough? Preliminary pedometer indices for public health.
Tudor-Locke C, Bassett DR Jr.
Department of Exercise and Wellness, Arizona State University, Mesa, Arizona 85212, USA.
3. <http://www.ncbi.nlm.nih.gov/pubmed/15193909>
Prev Med. 2004 Jun;38(6):857-64.
BMI-referenced standards for recommended pedometer-determined steps/day in children.
Tudor-Locke C, Pangrazi RP, Corbin CB, Rutherford WJ, Vincent SD, Raustorp A, Tomson LM, Cuddihy TF.
Department of Exercise and Wellness, Arizona State University East, Mesa, AZ 85212-0180, USA. Tudor_Locke@asu.edu
4. HRELJAC, A., R. N. MARSHALL, and P. A. HUME. Evaluation of lower extremity overuse injury potential in runners. Med. Sci. Sports Exerc., Vol. 32, No. 9, pp. 1635-1641, 2000.
5. J Strength Cond Res. 2012 Feb;26(2):585-97. doi: 10.1519/JSC.0b013e3182429853. A systematic review of the effects of physical training on load carriage performance.
Knapik JJ, Harman EA, Steelman RA, Graham BS.
Source: U.S. Army Institute of Public Health, Epidemiology and Disease Surveillance Portfolio, Aberdeen Proving Ground, Maryland, USA. joseph.knapik@apg.amedd.army.mil

AUGUST 2013*

S	M	T	W
4	5	6	7
11	12	13	14
18	19	20	21
25	26	27	28

* Federal Holidays only

notes & reminders

T	F	S
1	2	3
8	9	10
15	16	17
22	23	24
29	30	31

notes & reminders

S	M	T	W
1	2 Labor Day	3	4
8	9	10	11
15	16	17	18
22	23	24	25
29	30		

* Federal Holidays only

notes & reminders

T	F	S
5	6	7
12	13	14
19	20	21
26	27	28

notes & reminders

SEPTEMBER 2013

*

S	M	T	W
		1	2
6	7	8	9
13	14 Columbus Day	15	16
20	21	22	23
27	28	29	30

* Federal Holidays only

notes & reminders

T	F	S
3	4	5
10	11	12
17	18	19
24	25	26
31		

notes & reminders

OCTOBER 2013*

S	M	T	W
3	4	5	6
10	11 Veterans Day	12	13
17	18	19	20
24	25	26	27

* Federal Holidays only

notes & reminders

T	F	S
	1	2
7	8	9
14	15	16
21	22	23
28 Thanksgiving Day	29	30

notes & reminders

NOVEMBER 2013 *

S	M	T	W
1	2	3	4
8	9	10	11
15	16	17	18
22	23	24	25 Christmas Day
29	30	31	

* Federal Holidays only

notes & reminders

T	F	S
5	6	7
12	13	14
19	20	21
26	27	28

notes & reminders

DECEMBER 2013*

S	M	T	W
			1 New Year's Day
5	6	7	8
12	13	14	15
19	20 Birthday of Martin Luther King, Jr.	21	22
26	27	28	29

* Federal Holidays only

notes & reminders

T	F	S
2	3	4
9	10	11
16	17	18
23	24	25
30	31	

notes & reminders

JANUARY 2014 *

S	M	T	W
2	3	4	5
9	10	11	12
16	17 Presidents' Day	18	19
23	24	25	26

* Federal Holidays only

notes & reminders

T	F	S
		1
6	7	8
13	14	15
20	21	22
27	28	

notes & reminders

FEBRUARY 2014 *

S	M	T	W
2	3	4	5
9	10	11	12
16	17	18	19
23	24	25	26
30	31		

* Federal Holidays only

notes & reminders

T	F	S
		1
6	7	8
13	14	15
20	21	22
27	28	29

notes & reminders

MARCH 2014 *

APRIL 2014*

S	M	T	W
		1	2
6	7	8	9
13	14	15	16
20	21	22	23
27	28	29	30

* Federal Holidays only

notes & reminders

T	F	S
3	4	5
10	11	12
17	18	19
24	25	26

notes & reminders

S	M	T	W
4	5	6	7
11	12	13	14
18	19	20	21
25	26 Memorial Day	27	28

* Federal Holidays only

notes & reminders

T	F	S
1	2	3
8	9	10
15	16	17
22	23	24
29	30	31

notes & reminders

MAY 2014 *

S	M	T	W
1	2	3	4
8	9	10	11
15	16	17	18
22	23	24	25
29	30		

* Federal Holidays only

notes & reminders

T	F	S
5	6	7
12	13	14
19	20	21
26	27	28

notes & reminders

JUNE 2014 *

S	M	T	W
		1	2
6	7	8	9
13	14	15	16
20	21	22	23
27	28	29	30

* Federal Holidays only

notes & reminders

T	F	S
3	4 Independence Day	5
10	11	12
17	18	19
24	25	26
31		

notes & reminders

JULY 2014*

S	M	T	W
3	4	5	6
10	11	12	13
17	18	19	20
24	25	26	27
31			

* Federal Holidays only

notes & reminders

T	F	S
	1	2
7	8	9
14	15	16
21	22	23
28	29	30

notes & reminders

AUGUST 2014*

S	M	T	W
	1 Labor Day	2	3
7	8	9	10
14	15	16	17
21	22	23	24
28	29	30	

* Federal Holidays only

notes & reminders

T	F	S
4	5	6
11	12	13
18	19	20
25	26	27

notes & reminders

SEPTEMBER 2014 *

LEARN MORE ABOUT THE PERFORMANCE TRIAD:
SLEEP, ACTIVITY, AND NUTRITION

AT [HTTP://ARMYMEDICINE.MIL](http://ARMYMEDICINE.MIL)

