

REPORT DOCUMENTATION PAGE					Form Approved OMB No. 0704-0188	
The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.						
1. REPORT DATE (DD-MM-YYYY)		2. REPORT TYPE			3. DATES COVERED (From - To)	
07-04-2021		Master of Military Studies (MMS) thesis			AY 2019-2020	
4. TITLE AND SUBTITLE HUMINT Collectors Require A Positive Cognitive Approach to Increase Resilience				5a. CONTRACT NUMBER		
				N/A		
				5b. GRANT NUMBER		
				N/A		
				5c. PROGRAM ELEMENT NUMBER		
				N/A		
6. AUTHOR(S) Prentiss, Jennifer J.				5d. PROJECT NUMBER		
				N/A		
				5e. TASK NUMBER		
				N/A		
				5f. WORK UNIT NUMBER		
				N/A		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) USMC Command and Staff College Marine Corps University 2076 South Street Quantico, VA 22134-5068					8. PERFORMING ORGANIZATION REPORT NUMBER	
					N/A	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) N/A					10. SPONSOR/MONITOR'S ACRONYM(S)	
					11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
					N/A	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited.						
13. SUPPLEMENTARY NOTES						
14. ABSTRACT HUMINT collectors experience a myriad stressors and traumas which negatively affect their ability to perform at peak condition. Resilience training should utilize a cognitive approach and be promoted at performance enhancement and include the family. The most effective resilience training for collectors includes, biofeedback, resilience centers, and smart phone applications.						
15. SUBJECT TERMS HUMINT, collectors, stress, trauma, resilience, biofeedback, mental exhaustion, burnout, emotional intelligence, spiritual intelligence, stigma.						
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON	
a. REPORT	b. ABSTRACT	c. THIS PAGE			USMC Command and Staff College	
Unclass	Unclass	Unclass	UU		19b. TELEPHONE NUMBER (Include area code) (703) 784-3330 (Admin Office)	

United States Marine Corps
Command and Staff College
Marine Corps University
2076 South Street
Marine Corps Combat Development Command
Quantico, Virginia 22134-5068

MASTER OF MILITARY STUDIES

TITLE:

HUMINT Collectors Require A Positive Cognitive Approach to Increase Resilience

SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES

AUTHOR:

Jennifer J. Prentiss

AY 20-21

Mentor and Oral Defense Committee Member: Dr. Rebecca Johnson
Approved: [Signature]
Date: 15 April 2021
Oral Defense Committee Member: Chris Hartley
Approved: [Signature]
Date: 15 April 2021

*United States Marine Corps
Command and Staff College
Marine Corps University
2076 South Street
Marine Corps Combat Development Command
Quantico, Virginia 22134-5068*

MASTER OF MILITARY STUDIES

TITLE:

HUMINT Collectors Require A Positive Cognitive Approach to Increase Resilience

SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES

AUTHOR:

Jennifer J. Prentiss

AY 20-21

Mentor and Oral Defense Committee Member: _____

Approved: _____

Date: _____

Oral Defense Committee Member: _____

Approved: _____

Date: _____

Executive Summary

Title: Resilience Training for the HUMINT Collector

Author: Jennifer J. Prentiss

Thesis: The Defense Intelligence Agency needs to address resilience in HUMINT collectors through a positive cognitive approach focused on performance enhancement.

Discussion: HUMINT collectors experience a myriad stressors and traumas which negatively affect their ability to perform at peak condition in jobs requiring considerable mental focus. While resilience and mental health programs exist, there is a stigma to seeking any form of support lest the collector be identified as weak or vulnerable and therefore unable to perform his or her duties. DIA has a robust group of tools available to HUMINT collectors to address stressors and trauma. Two of the most effective tools are the use of biofeedback equipment and resilience centers. Biofeedback provides objective feedback to the collector regarding their stress response and thereby eliminates stigma. Unfortunately, there are limited psychologists in DIA certified in the use of biofeedback equipment and one resilience center. DIA should additionally look outside of their program to the U.S. Army and U.S. Special Operations Command (SOCOM). Both the U.S. Army and SOCOM have elements within their resilience programs that DIA should consider adopting for use with their collectors.

Conclusion: DIA should prioritize positions and funding for additional biofeedback trained psychologists and additional resilience centers. From the Army, DIA should take a cognitive approach to addressing resilience, monthly highlight parts of the program like Department of Defense applications available on smartphones to reduce stress and teach “hunting the good stuff” to improve family and coworker relations. From SOCOM, DIA should find ways to include the collector’s immediate family in the resilience program, emphasize resilience that has immediate results, and promote the resilience program as performance enhancement.

DISCLAIMER

THE VIEWS EXPRESSED IN THIS DOCUMENT ARE THOSE OF THE AUTHOR ALONE AND DO NOT REFLECT THE OFFICIAL POLICY OR POSITION OF THE DEFENSE INTELLIGENCE AGENCY, THE DEPARTMENT OF DEFENSE, OR THE UNITED STATES GOVERNMENT.

THE OPINIONS AND CONCLUSIONS EXPRESSED HEREIN ARE THOSE OF THE INDIVIDUAL STUDENT AUTHOR AND DO NOT NECESSARILY REPRESENT THE VIEWS OF EITHER THE MARINE CORPS COMMAND AND STAFF COLLEGE OR ANY OTHER GOVERNMENTAL AGENCY. REFERENCES TO THIS STUDY SHOULD INCLUDE THE FOREGOING STATEMENT.

QUOTATION FROM, ABSTRACTION FROM, OR REPRODUCTION OF ALL OR ANY PART OF THIS DOCUMENT IS PERMITTED PROVIDED PROPER ACKNOWLEDGEMENT IS MADE.

Table of Contents

	Page
EXECUTIVE SUMMARY.....	2
DISCLAIMERS.....	3
TABLE OF CONTENTS.....	4
PREFACE.....	5
INTRODUCTION.....	6
BACKGROUND	
HUMINT Collector	7
Stress	8
Resilience.....	10
Stigma	16
MAIN SECTION ONE	
DIA Resilience Program	17
MAIN SECTION TWO	
U.S. Army’s Resilience Program.....	23
MAIN SECTION THREE	
U.S. Special Operations Command Resilience Program.....	26
RECOMMENDATIONS.....	28
CONCLUSION.....	30
BIBLIOGRAPHY.....	31

Preface

I am grateful to the Defense Intelligence Agency for the opportunity to attend the Marine Corps Command and Staff College. Thank you to everyone at DIA who inspired and supported this research. I would like to thank my mentor Dr. Rebecca Johnson and Supervisory Special Agent Christopher Hartley for their support and guidance while I was researching and writing this timely topic. Thank you to my friends for their patience with cancelled plans because I needed time to research and consider the content. And a special thank you to Colonel Erich Wagner, U.S. Marine Corps, for his unrelenting encouragement and willingness to help focus my writing throughout the year. Your support has made all the difference in the world to me.

INTRODUCTION

How does the Defense Intelligence Agency need to address resilience in the Human Intelligence (HUMINT) collector program in order to maximize performance and minimize stigma? The Defense Intelligence Agency needs collectors at peak performance in order to conduct challenging and stressful intelligence collection in order to answer national security requirements levied by the U.S. Government policymaker, warfighter, and acquisitions professional. Unfortunately, collectors may face a myriad of stresses to include personal, family, and unique work which, at times, negatively affects their ability to perform at peak condition. Defense Intelligence Agency needs to address resilience in HUMINT collectors through a cognitive approach focused on performance enhancement.

This thesis will first address background issues to understand the collector, the stressors faced by the collector, how resilience protects against stress and may be increased, and the potential stigma a collector may experience when seeking assistance. Sections one through three discuss the existing resilience programs at the Defense Intelligence Agency, the U.S. Army, and U.S Special Operations Command. This monograph will address the positives and negatives to each program in relation to how it would serve the DIA HUMINT collector. Finally, the research will identify what elements of the three programs would best serve the HUMINT collector population at DIA and how DIA could best message the collection cadre.

BACKGROUND

A Human Intelligence (HUMINT) collector experiences the normal stress that anyone may experience in life related to personal, family, and work issues. However, due to the nature of their work, and similarities in the personalities of people who conduct HUMINT collection, additional stressors from work add complications and require methods focused on the unique aspects of the job and personalities. In this section, the HUMINT collector and unique stressors will be defined. Then, the effects of stress will be discussed in the short and long term. After stress, this section will cover the concept of building resilience to handle stress and trauma, including spiritual resiliency which helps the collector find meaning and purpose during stress and trauma. Finally, this section will touch on the stigma that may prevent or deter HUMINT collectors from addressing their stress or trauma.

HUMINT Collector

The Defense Intelligence Agency (DIA) is an intelligence agency of the U.S. federal Government, specializing in defense and military intelligence. A part of DIA is focused on Human Intelligence, or HUMINT, which supports national security objectives through the collection and reporting of information gathered from a variety of sources.¹ The HUMINT field is comprised of collectors and support staff. Collectors acquire information vital to military and civilian policy and decision making utilizing a variety of sources and methods. The support staff consists of HUMINT Targeting Officers, HUMINT Collection Managers and HUMINT Desk Officers, who focus the collection effort and manage or guide HUMINT operations.² Some of the support staff have previous collection experience. The combination of the collector and

¹ Defense Intelligence Agency. *Human Intelligence*. Washington, DC: Defense Intelligence Agency, 2021, <https://www.dia.mil/Careers-Internships/Career-Fields/Human-Intelligence/#overview>.

² Ibid.

support staff with collection experience will hereafter be referred to as HUMINT collectors, or just “collectors” for the purpose of this paper.

Stress

HUMINT has unique stressors that need to be managed or overcome by the collectors. Stress refers to issues or events that a person does not have the ability to cope with resulting in a negative physical and/or emotional response.³ There are three categories of stressors that affect collectors: (1) Work stress, (2) Home stress, and (3) Individual stress. It is necessary to look at these stressors together within the whole-of-person because stress in one category is likely to affect another category in their life.⁴ Work stress includes issues like making decisions based on incomplete information, utilizing interpersonal skills to handle sources, corroborating with peers, managing projects, being away from home on deployments,⁵ engaging with people from other cultures,⁶ unclear job roles, maintaining currency with technology,⁷ not being suited to the job role⁸ physical danger and fear of failure, all which take a toll on the officer. Combine all of

³ Meera Shanker. “Emotional Intelligence: It’s Impact on Working Women’s Physical-Mental Wellness and Stress.” *Journal of Psychosocial Research* 15, no. 1 (January 1, 2020), 249. https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_proquest_journals_2455562210.

⁴ Jeffrey P. Stolrow. "Advanced Source Operations Course: Candidate Nomination Guidance for Commanders." *Military Intelligence Professional Bulletin* 36, no. 4 (2010), 11. <https://search-proquest-com.lomc.idm.oclc.org/docview/1017705189?accountid=14746>.

⁵ Defense Intelligence Agency.

⁶ Mounir Bouchareb. "Human Intelligence Trainees and the Struggle to Acculturate." *Military Intelligence Professional Bulletin* 44, no. 1 (Jan-Mar 2018), 57, <https://search-proquest-com.lomc.idm.oclc.org/docview/1987643109?accountid=14746>.

⁷ Jin Cheng-Lin, Ting Chen, Shu-Yang Wu, and Yi-Lin Yang. “Exploring the Impact of Stress on Burnout: A Mathematical Model and Empirical Research.” *Hindawi: Discrete Dynamics in Nature and Society* 2020 (October 2020), 2. https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_doaj_primary_oai_doaj_org_article_eaca0f1b0d7e0445b933aa817a2377c0e.

⁸ Kathleen A. Moore and YuLik Ng, “The Impact of Job Incongruence on Job Stress, Job

those stressors with home stress related to family dynamics^{9 10} and individual stress resulting from their personal life¹¹ may result in a complex set of stressors all competing for time and energy in the HUMINT collector.

The experience of stress results in four identifiable and cascading responses. Meera Shanker (PhD), a professor in the Department of Education in Management Studies at the Women's University in Mumbai states

The first stress response is called shock, which is when the person first experiences the threat and has no defenses engaged. The second stress response is countershock, which is when the person's defenses are activated. During the third stress response, the person starts adapting in what is called the resistance response. In the fourth stress response, if the stress persists for a long time the person will experience exhaustion.¹²

There is a cumulative effect of the stressors on the collector in the short and longer terms. Short term stress may affect problem solving skills. A collector may additionally experience "anxiety, frustration, depression, job dissatisfaction,"¹³ cynicism, and a lowered sense of personal and work success. Long term stress may result in burnout,¹⁴ decreased physical health,¹⁵ and emotional exhaustion.¹⁶ Additional effects of long-term stressors may include "[d]iabetes,

Satisfaction on Health Mediated by Solution-Oriented Coping." *Korean Journal of Health Psychology*, 5 (2000), 228.
https://www.researchgate.net/publication/275225885_The_impact_of_job_incongruence_on_job_stress_job_satisfaction_on_health_mediated_by_solution-oriented_coping.

⁹ Stolrow, 15.

¹⁰ Chen-Ling, 48.

¹¹ Stolrow, 12.

¹² Moore, 235.

¹³ Shanker, 249.

¹⁴ Cheng-Lin.

¹⁵ Moore, 235.

¹⁶ Ming-Fa Chen, , Huai-Liang Liang, Tien-Chin Wang. "Does Family Undermining Influence

hypertension, insomnia and heart disease, muscle pain, weakened immune system, high blood pressure, depression, and obesity,”¹⁷ In some cases, long term stress may result in suicide.¹⁸

Family stress increases job stress. When family stress increases job stress, and then the employee works too hard or fails to disengage from work, this combination of stressors may cause mental exhaustion. Mental exhaustion is generally agreed to be a necessary condition, and the main cause, of burnout.¹⁹ Burnout occurs when a person experiences long term stress. Burnout is usually identified by the presence of emotional exhaustion, a loss of self, and a reduced sense of personal value and accomplishments.²⁰ Another stress experienced by the collector may be caused by trauma; a real or perceived tragedy or crisis. Unique trauma that may be experienced by a collector may come as a result of deploying to a combat zone. For example, a collector may be very close to where a mortar hits or an improvised explosive device is exploded. Resilience plays a role in a person’s ability to handle stress and process trauma.

Resilience

How should HUMINT collectors be enabled to handle the stressors they face? One of the ways is to increase their resilience. Resilience is the internal strength that enables a person to

Workplace Deviance? A Mediated Moderation Model.” *Social Behavior and Personality: An International Journal* 48, no. 9 (September 2020) 10.
https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_gale_incontextgauss_IOV_A636080865.

¹⁷ Shanker, 249 and 251.

¹⁸ U.S. Department of Justice, Bureau of Justice Assistance. *VALOR Initiative Pilot puts Character at the Heart of New Resilience Training for Law Enforcement*. May 2019. <https://bja.ojp.gov/feature/valor-initiative-pilot-puts-character-heart-new-resilience-training-law-enforcement>.

¹⁹ Julie H. Tu. “Mindfulness and Resilience as Predictors of Burnout.” Masters Thesis, San Jose State University, 2009.

²⁰ Chen, 1-13.

mentally and behaviorally navigate both positive and negative challenges.²¹ The way resilience was originally considered,

people are like rubber bands that you stretch out, applied resilience training, and then they returned to the original shape. The person would go back to being the same person as before the stress. Now, resilience is considered differently. It is understood that when someone experiences something very stressful or traumatic, there is no going back to the same as they were before the event.²²

Resilience can be increased in several ways. A collector may be taught to identify triggers, internal thoughts about those triggers, and the effect of these.²³ Another way to combat stress is by removing role ambiguities and building resilience by training out technological challenges at work.²⁴ HUMINT collectors experience role ambiguities resulting from a variety of unclear duties and/or competing priorities. Living in this grey zone causes stress. The process of HUMINT collection and reporting intelligence involves the use of updated or changing technology. Staying current with that technology requires training and may result in stress from learning a new system when time is already a limited commodity. Another way to increase resilience is to increase the collector's emotional intelligence. If a collector's emotional intelligence is increased, then their resilience increases as well.²⁵ Daniel Goleman, the father of the concept of Emotional Intelligence (EI), states emotional intelligence consists of five factors:

²¹ Karen Reivich and Andrew Shatte. *The Resilience Factor*. New York: Three Rivers Press, 2002, 4 and 59.

²² Sergeant First Class Matthew Brueggeman, telephone conversation with the author, January 15, 2021.

²³ Reivich, 74.

²⁴ Cheng-Lin, 2.

²⁵ Ainize Sarrionandia, Estibaliz Ramos-Diaz, and Oihane Fernandez-Lasarte. "Resilience as a Mediator of Emotional Intelligence and Perceived Stress: A Cross-Country Study." *Psychology & Psychiatry Journal* 156, (January 2019), 156.

self-awareness, self-regulation, motivation, empathy, and social skills.²⁶ Higher emotional intelligence equates to greater success at work; it is even more important than one's intelligence or problem solving. The importance of emotional intelligence increases as a person promotes to higher ranks because the necessity for technical skills is negligible compared to intellect, cognitive skills, and emotional skills. And of the later three, emotional intelligence is a higher indicator of success. Job satisfaction increases when an organization develops the employee's emotional intelligence through coaching and mentoring.²⁷ Higher levels of EI lowers the likelihood of burnout.²⁸ Shanker noted emotional intelligence may cause the person to handle the stress more effectively but does not eliminate his experience of stress.²⁹ Higher EI does not mean greater resilience. However, EI is a component of resilience that can be increased. When someone increases their EI, and increases other elements of their resilience, they may prevent or reduce their experience of stress.³⁰ In addition, there has been considerable attention paid to the value of developing healthy relationships at work in order to build a strong foundational network.³¹ The University of Pennsylvania's (U. of Penn), Department of Psychology, Positive Psychology Center, has encouraged the development of a realistically positive attitude based on greater understanding of what caused the stress externally and internally. And then, with a more

²⁶ Daniel Goleman. "What Makes a Leader?" *Harvard Business Review* (2004). <https://hbr.org/2004/01/what-makes-a-leader>.

²⁷ Ibid

²⁸ Ponniah Raman, Murali Sambasivan and Naresh Kumar. "Counterproductive work behavior among frontline government employees: Role of personality, emotional intelligence, affectivity, emotional labor, and emotional exhaustion." *Journal of Work and Organizational Psychology* 32, (2016), 25-37.

²⁹ Shanker, 247–254.

³⁰ Sarrionandia, 156.

³¹ Sandra M. Wilson and Shann R. Ferch. "Enhancing Resilience in the Workplace through the Practice of Caring Relationships." *Organization Development Journal* 23, no. 4 (Winter 2005) 45.

positive attitude, moving forward with new thought processes and stronger relationships³² through “preparation, sustainment, and enhancement” of skills.³³

A HUMINT collector who has experienced a trauma needs to cross through several stages involving an adaptive resilience. This means that instead of resilience, which refers to handling or recovering from stress, adaption indicates the person absorbed the event or effects of the event into their life in a positive manner. The stages of adaptive resilience are (1) an identification of what caused the trauma, (2) a controlled balancing of emotions, (3) talking about the issue, (4) accepting what has occurred in the past and looking for a new way forward, and (5) ultimately looking for a way to apply that knowledge for the good of others.³⁴ For a person to recover from trauma he must be able to name the cause, have some predictability in his life going forward, and develop a coherent story about his changes. Relationships have been identified as one of the most important elements of increasing resilience. Alternately, disengaging from work and increasing quality leisure time combined result in increased resilience.³⁵ According to Wilson and Ferch, trusting relationships support a person as they navigate moving from the past and into a new future by enabling faith in themselves and others. These trusting relationships provide a safe harbor for the person recovering from trauma to

³² Martin E.P. Seligman. “Building Resilience.” *Harvard Business Review*, April 2011. <https://hbr.org/2011/04/building-resilience>.

³³ Reivich, 25.

³⁴ Richard Tedeschi. “Growth After Trauma: Five Steps for Coming Out of a Crisis Stronger.” *Harvard Business Review* 98, no. 4 (July 1, 2020), 127–131. https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_gale_businessinsightsgauss_A627983813.

³⁵ William Payne. “New Approaches to Promoting Resilience at Work.” *Occupational Health* 61, no. 11 (2009), 31, <https://www-proquest-com.lomc.idm.oclc.org/docview/207329124?accountid=14746>.

reconcile the dissonances of their past, reframe their future, and package it all into a coherent narrative.³⁶

An important element to increase resilience is through finding meaning and purpose in life during stress and trauma.³⁷ Spiritual intelligence in resilience, not to be confused with doctrinal religion, was identified by several researchers as highly important in resilience and recovering from trauma. “A person’s spirituality is the foundation of their morals and resilience.”³⁸ Spiritual Intelligence focuses on purpose and awareness in leadership and life.³⁹ One metatheory study noted an aspect of resilience connected to self-actualization was related to having faith in a greater power. This belief fortified one’s immune system and provided other resilient qualities. It was essential for a psychologist, caregiver, or the individual going through stress, to find those strengths and encourage or develop them in the person working to manage their stress or recover from trauma.⁴⁰ In the military and HUMINT realm, embedded operational psychologists and unit chaplains serve as the main entry point to mental health support.⁴¹ An example of the importance of spiritual resilience is many former prisoners of war

³⁶ Wilson, 45-60.

³⁷ Althea Olson and Mike Wasilewski. “More Than A Cop: 9 Ways for Cops to Fight Mental Health Stigma.” *Police 1* (September 2016).
<https://www.police1.com/police-products/human-resources/articles/9-ways-for-cops-to-fight-mental-health-stigma-sqYUOr2bDCX4VYJP/>.

³⁸ Sergeant First Class Matthew Brueggeman, telephone conversation with the author, January 15, 2021.

³⁹ Stephen K. Hacker and Marvin Washington. “Spiritual Intelligence: Going Beyond IQ and EQ to Develop Resilient Leaders.” *Global Business and Organizational Excellence* 36, no. 3 (2017), 24.

⁴⁰ Glenn E. Richardson. “The Metatheory of Resilience and Resiliency.” *Journal of Clinical Psychology* 58, no. 3 (March 2002), 315 and 317.

⁴¹ Paul Dean and Jeffrey McNeil. 2012. “Breaking the Stigma of Behavioral Healthcare.” *Special Warfare: The Professional Bulletin of the John F. Kennedy Special Warfare Center & School*, 25, no. 2 (Apr-Jun 2012), 7–9, <https://search-ebscohost-com.lomc.idm.oclc.org/login.aspx?direct=true&db=tsh&AN=74643653&site=ehost-live>.

(POWs) and hostages have credited Christianity for strengthening them through their traumatizing situations.⁴² The POWs and hostages drew strength from the knowledge that “someone cared and was listening.”⁴³ As Christians, these POWs and hostages believed no circumstances could separate them from the love of Christ. They relied on the power of the Holy Trinity to protect and sustain them in time of trial by remembering Biblical verses, songs, and finding ways to practice fellowship in the worst of situations.⁴⁴ They came to accept their experiences and forgive. However, “since everyone is different,” one religious affairs specialist acknowledged, “a military chaplain needs to minister to people who do not believe in a god and that is done through the humanist perspective.”⁴⁵ The humanist perspective in psychology endorses finding the good in people and focuses the humanist on methods which increase a person’s ability to fulfill their own potential.⁴⁶ One school of thought related to humanist psychology is Realism, defined as a belief in “how things are rather than (how you) want them to be. Realism “demonstrates a strong need to feel that things had turned out right in the end” regardless of whether a person believed in a higher power or attributed surviving as a result of their own strengths.⁴⁷ Mindfulness, a foundational element of Buddhism, has been shown to

⁴² Kenneth Robb Kersey. “Faith in Jesus Sustained POW in Vietnam.” *Godotherways.com*, May 12, 2015. <https://www.godsotherways.com/stories/2015/5/12/pow-sustained-by-gods-power>.

⁴³ Tu, 101-110.

⁴⁴ Barbara Powers Wyatt. *We Came Home*. Toluca Lake, CA: P.O.W. Publications, 1977.

⁴⁵ Sergeant First Class Matthew Brueggeman, telephone conversation with the author, January 15, 2021.

⁴⁶ Saul McLeod. “Humanistic Approach.” *Simply Psychology*, 2020. <https://www.simplypsychology.org/humanistic.html>

⁴⁷ Fawaz Alrofiani, Jessica Bellingham, and Paul Gibson. “Realism and Resilience: An Inquiry into the Helpfulness of Adopting an Existential Outlook.” *Sage Journals* 123, no. 6 (2020), 2173. <https://journals.sagepub.com/doi/abs/10.1177/0033294119862979>.

lower stress by focusing on the present⁴⁸ because it gives the body and brain a safe place to slow down and process concerns.⁴⁹ Regarding the practice of mindfulness in Buddhism it was stated that “the Dharma is 100% effective for transforming suffering.”⁵⁰ Ultimately, whether a person believes in a god or not, finding purpose and meaning in life is an essential element to managing stress or recovering from a traumatic experience.

Stigma

HUMINT collectors face the issue of real or imagined stigmas if they seek behavioral health support to increase their resilience. There are three types of stigma: public, self, and institutional. Public stigma refers to how others may view a person. In the work environment experienced by a collector, there may be actual or perceived limitation to compete for assignments. Self-stigma refers to an internalized shame at their personal vulnerability. Institutional stigma is when the workplace provides less opportunity in services or funding to receive mental health or behavioral care in relation to other illnesses.⁵¹ In order to become a HUMINT collector, an individual needs pass several elements in a background investigation and maintain a clearance. Despite updated policies and clear messaging from various levels of leadership, there remains a misconception that seeking behavioral health indicates weakness and threatens job stability. A researcher reviewing Army specific policies, many of the same documents for a HUMINT collector, noted no policies were identified “directly contributing to

⁴⁸ Tu, 13.

⁴⁹ Tu, 41.

⁵⁰ Dr. Edo Shonin and Ven William Van Gordon. “Should Mindfulness be Taught to the Military?” Word Press.com, November 30, 2020, 2. <https://edoshonin.wordpress.com/tag/military-psychology/>.

⁵¹ American Psychiatric Association. *Stigma, Prejudice and Discrimination Against People with Mental Illness*. APA, 2020, <https://www.psychiatry.org/patients-families/stigma-and-discrimination>.

stigmatization,” though personal and peer perceptions exist among collectors that correlate mental health with weakness and problematic vulnerability.⁵²

MAIN SECTION ONE

DIA has a resilience program for the entire workforce. First, this section will discuss why DIA has and funds a resilience program. Then, the section will focus on what elements have proven to be effective with collectors, why those methods are more successful than other methods, and the effect of the COVID pandemic on the resilience training. Finally, the focus will conclude with the positive aspects of the program and the challenges faced with successfully addressing resilience in HUMINT collectors.

DIA’s Resilience Program

Sergeant First Class Matthew Brueggeman, U.S. Army, Senior Religious Affairs NCO with the Office of the Chaplain asked why a HUMINT officer, or anyone, should put all the effort into strengthening their own resilience? “Resilience is like working out for the brain. If the muscles are weak, you need to lift weights. When you lift weights, it causes tiny micro-tears in muscles which makes the muscle stronger.⁵³ It hurts. But that is the point, where you feel pain is where you are the weakest. Where there is pain, you need to put systems in place to come out stronger. It is hard, it takes a lot of work and the process hurts. The person will come out of

⁵² Paul Dean and Jeffrey McNeil. 2012. “Breaking the Stigma of Behavioral Healthcare.” *Special Warfare: The Professional Bulletin of the John F. Kennedy Special Warfare Center & School*, 25, no. 2 (Apr-Jun 2012), 7–9, <https://search-ebscohost-com.lomc.idm.oclc.org/login.aspx?direct=true&db=tsh&AN=74643653&site=ehost-live>.

⁵³ Michael Matthews. “How to Quickly Gain Muscle: The Simple Science of Building Mass Fast.” LegionAthletics.com. <https://legionathletics.com/how-to-quickly-gain-muscle/#muscles-grow-only-if-theyre-forced-to>.

the process different but stronger.”⁵⁴ Why would DIA or another organization spend so much money and time on resilience training and support?

People have drama in their lives, but they still need to function. A HUMINT collector uses a lot of mental skills. When you add in life drama which takes up maybe 80% of your brainpower, you only have 20% for work. But the job requires a lot more than 20%. DIA recognizes that life happens. Resilience can prevent or lessen the damage. The mission is too important to not be engaged. Resilience programs are designed for each person to clear the fog. While a resilience program needs to look at a person holistically, the application is unique to each individual because it is oriented to that specific individual needs.⁵⁵

Resilience is not one size fits all.

DIA’s Resilience Training Program Manager, Debra Hall stated the “DIA resilience program called ‘Thrive’ consists of several support resources that were already in existence when the program started. DIA’s Workforce Resilience Programs categorizes resilience into four buckets: Physical, Psychological, Spiritual, and Family and Social Networks.”⁵⁶ To better understand the breakdowns, the physical includes services like the fitness center and medical unit. Psychological encompasses Employee Assistance Program (EAP) and contract services, Spiritual is the chaplain’s office, and family-social includes things like telework, financial and legal support, and assistance finding daycare. Additional support includes resiliency training from scientists at the Department of Energy, EAP resilience centers. In the DIA resilience program, there has been little stigma associated with the resilience training as a result of the positive feedback from graduates of the program. Some may consider mindfulness or meditation to be a little too strange; However, when packaged in resilience training and described instead of named, there has been a positive reaction to the practical exercises. There remains a stigma

⁵⁴ Sergeant First Class Matthew Brueggeman, telephone conversation with the author, January 15, 2021.

⁵⁵ Ibid.

⁵⁶ Ms. Debra Hall, telephone conversation with the author, January 14, 2021.

associated with some resilience-based services involving use of the EAP behavioral health services.

In a conversation with Dr. Heather Martens, a DIA Clinical Health Psychologist notes the Employee Assistance Program conduct workshops that focus on and highlight the importance of good nutrition, exercise, and plenty of quality sleep. The incredible importance of sufficient quality sleep is stressed at these workshops and the psychologists point out that less than four hours of sleep has the equivalent effect on a person as functioning impaired under the influence of alcohol. The psychologists recommend the book, *Why We Sleep*, by Matthew Walker, the preeminent researcher on sleep, who captures the importance of sleep through a variety of experiments in this book. At these workshops, the psychologist introduces biofeedback as a tool to increase resilience through the use of a stress test. The individual is connected to the biofeedback equipment and then a series of three provoked stress events are initiated, each followed by a recovery time. Leads connected to the person capture their biological responses. Stress is provoked through a game where the person needs to conduct a variety of tasks using their breath and keeping their stress response minimized in order to keep, for example, a vehicle running smoothly on a video monitor. The leads connected to their body capture any changes in their breathing and heart rate, which affects how the vehicle races down a track or across dunes. If the person becomes stressed the vehicle may stop running or start running into obstacles or crash. The individual is then given a recovery time. This scenario of stress reactions and recovery time is recorded three times. Then, the psychologist shows the individual his response to stress which may, for example, include holding one's breath, hyperventilating, or tightening muscles for example. Because the responses were captured via an objective machine, any disagreement the individual may have regarding the results of the information is eliminated. The

psychologist teaches them on the spot ways to manage stress and reduce muscle tension. The psychologist will also introduce a few phone applications (phone apps) that can be downloaded and utilized to reduce stress.

Overall, the purpose of the biofeedback is to teach the individual to identify their response to stress and then teach them to lower their breath rate to six breath cycles per minute when under stress. Three of the recommended apps were created by the Department of Defense; Breathe2Relax, Tactical Breathing, and CBT-I Coach.⁵⁷ Breathe2Relax has a stress tracker and then guides the user through a breathing exercise. The app talks the user through the breath cycle. The user observes a moving bar that mimics the pace of breathing in and out with the diaphragm while showing pretty, slowly moving pictures. The app enables the user to adjust settings for breath, prompts, and genre of pictures. Tactical Breathing prompts the user to conduct square breathing to a male or female voice while watching colored lights that increase and decrease with breath and change color depending on whether you are in the inhale, exhale, or holding breath stage. Square breathing involves inhaling for four seconds, holding for four seconds, exhaling for four seconds, and then again holding for four seconds. CBT-I Coach is focused on ensuring the user has the best sleep. CBT-I Coach has several options to explore under the main section: My Sleep, Tools, Learn, and Reminders. CBT-I Coach includes guided meditation apps for the user to choose from. According to Dr. Martens, EAP psychologists further meet with individuals headed to high stress locations and assignments one-on-one to do an assessment and teach them skills to manage stress. When the individual visits or returns to the United States following an assignment in a hostile threat environment, EAP meets with them to assess their health and provide any additional assistance. Because the stress test is “game-ified,”

⁵⁷ Heather Martens, telephone conversation with the author, January 26, 2021.

the stigma of participating is nearly eliminated. Due to the individual's response to the stress being captured on a machine, the subjective nature of the modality is removed. The result being the individual is usually quite willing to consider the psychologist recommendations to lower their stress responses and thereby improve their HUMINT collection skills.

DIA psychologists are in daily contact with collectors with whom they utilize this biofeedback technology. As a result of the psychologists' daily contact with the collectors, the psychologists are additionally able to break through the stigma because they are a friendly face and already have rapport with the collectors. However, a challenge with the biofeedback approach is that it can really only be conducted one-on-one which greatly limits the number of collectors who may benefit from this technology. For larger groups, the EAP psychologists maintain the focus on eating healthy, exercising, and getting good sleep. The psychologists add in mindfulness and meditation training through breathing exercises and introducing verbal imagery to manage stress. The mindfulness and meditation are generally well received with the exception of a few outliers that choose not to participate.⁵⁸

One of the most original things that EAP brings to DIA DO and the overall subject of resilience is the Resilience Center. At the center, employees have the opportunity to step away from work and relax during the day for a few minutes by lounging in zero gravity chairs, listening to a relaxing sound machine, and background sounds of running water from a water feature. The biofeedback offered at these centers are part of a program called 'Alive' which requires a laptop and some limited equipment all of which can be utilized if a person is properly trained. Due to the user-friendly nature of the equipment and the overall success of the Resilience Center for meeting the employees' needs, the word is getting out to other DIA

⁵⁸ Ibid.

locations and government agencies with whom DIA employees engage. Several other locations and agencies have contacted DIA EAP to learn about the center and how they can set up their own resilience centers.⁵⁹

The COVID-19 pandemic has had a marked effect on the resilience program. The COVID-19 pandemic has had a marked effect on the resilience program, so virtual counseling, online workshops and computer applications are the expectations for the future. Virtual counseling, online workshops, and computer applications are the expectations for the future. Due to the pandemic, families are spending considerable time together at home, which has introduced new challenges and stressors to family relationships. In response, DIA's EAP will offer a 3-part series on marital resilience.⁶⁰

The positive aspects of DIA's holistic resilience program called Thrive is that it may be utilized in part or in whole to address the needs of all DIA's employees. The program has a wide variety of options for the individual to choose the services they require from financial guidance to behavioral healthcare. There are also multiple ways to access the Thrive program both inside and outside of the building, inside the continental United States and internationally. The collectors have greater access to the biofeedback and a resilience center due to the biofeedback trained, embedded psychologists in the Directorate for Operations. Due to the objective nature of the biofeedback, this best addresses issues of stigma with collectors when they understand the value biofeedback brings to enhancing their skills. Unfortunately, the current pandemic hinders the ability of psychologists to meet with employees.

⁵⁹ Ibid.

⁶⁰ Ibid.

MAIN SECTION TWO

U.S. Army's Resilience Program

The U.S. Army Master Resilience Training program is a 10-day program focused on Non-Commissioned Officers (NCOs). It is a train-the-trainer program designed to expand the skills across the army faster than is possible to get everyone physically into the training. There are three components to the training; 1. Preparation, 2. Sustainment, and 3. Enhancement. "Preparation" is based on the University of Pennsylvania Positive Psychology Department's nearly 40 years of empirical research into positive psychology. "Sustainment" is based on research conducted by the Walter Reed Army Institute of Research into the deployment cycle. "Enhancement" is based on the U.S. Military Academy lessons on personal and professional studies. The resiliency portion of the training is the first 8-days of class. The program is based on the concepts that "resiliency is teachable" and that you can have "good outcomes despite serious threats."⁶¹ The 8-days are taught in 4 modules: 1. The basics of, and misconceptions about, resiliency, 2. Identifying cognitive strengths and problem solving, 3. Identifying individual and team strengths and using those strengths to handle problems and increase effectiveness, 4. Building community (team morale and communication) to work together to find the best answer.

The skills are taught through teaching the soldiers to learn their ABC's; properly identify the Adversity or trigger, understanding personal Beliefs about the situation also called Icebergs, and recognizing Consequences. For example: The Action (or trigger) is spilling your coffee, the Belief might be that your spouse is slamming doors (belief) and startling you on purpose for

⁶¹ Karen J. Reivich, Martin E. P. Seligman, and Sharon McBride. "Master Resilience Training in the U.S. Army." *American Psychology* 66, no. 1 (January 2011), 25.

whatever reason (iceberg), the Consequence is that you start yelling. The ABCs teach a soldier to recognize that they spilled their coffee and that their belief that the spouse did it on purpose is incorrect, which results in them not yelling at anyone. The program is a strongly cognitive approach that is focused on clarifying and correcting inaccuracies in thoughts to result in appropriate behavior that benefits every person and soldier immediately and over the long term of their life and career.⁶² In addition, the soldier is also taught to “hunt the good stuff.”⁶³ This means that they look to use those learned ABC thought processes to actively identify situations in their life every day where people have outperformed their expectations. The reason for this activity is to teach a positive attitude as they learn to see activities that they may have previously incorrectly identified as negative in a new, more educated and positive perspective.

Army literature addresses the HUMINT collector, specifically the challenges of the job itself, personal characteristics, and life events that may affect a person’s suitability to conduct collection. A collector must be in the best position of mental health as possible prior to entering this highly challenging and stressful training or prior to doing the job and actually conducting the necessary tradecraft.⁶⁴ The reason for this emphasis on mental health is due to the necessity the collector to retain their own character and purpose while meeting very specific goals during engagement with people who are often not similar in background or culture to the collector.⁶⁵ The U.S. Army goal was to consider each individual holistically and reasonably state that if a selectee for HUMINT collection training has too many stressors, the selectee should be given the

⁶² Ibid , 27-28.

⁶³ Ibid , 29.

⁶⁴ Stolrow, 11-18.

⁶⁵ Mounir Bouchareb. 2018. "Human Intelligence Trainees and the Struggle to Acculturate." *Military Intelligence Professional Bulletin* 44, no. 1 (Jan-Mar 2018), 57-62, <https://search-proquest-com.lomc.idm.oclc.org/docview/1987643109?accountid=14746>

opportunity to solve those issues before training. Evidence has shown individuals with too many stressors will not succeed in HUMINT training because the training requires considerable focus.

The positive aspects of the Army's Master Resilience Training Program addressed the need to reach a lot of people in a shorter period of time than could be conducted by running every soldier through the course. The issue of stigma is nearly eliminated because it addresses stressors and timing related to pre-deployment, deployment, and post-deployment. The HUMINT collector is considered holistically to determine the likelihood of mission (training) success based upon personal stressors. While there is considerable volume of reporting against positive psychology on which the Army resilience program is based, that reporting focused on an extreme and incorrect version of false positivity which is not espoused by the program or guidance provided by the U. of Penn. The U of Penn's program identifies the real issue being faced and then chooses a positive cognitive, or at least less negative, response to the situation. The Army program is intended to reach people by teaching a block once a month during troop training meetings. Unfortunately, there is so much information that needs to be covered at the monthly troop training meetings, the resilience training is inevitably pushed in favor of addressing more pressing, time-sensitive matters. However, this method has been successfully utilized by DIA via virtual leadership meetings, leadership emails to the workforce, phone applications, and internet training.

MAIN SECTION THREE

U. S. Special Operations Command's Resilience Program

U.S. Special Operations Command (USSOCOM), hereafter referred to as SOCOM, developed a program called Preservation of the Force and Family (POTFF) which is focused on enhancing performance and increasing the resilience of Special Operations Forces (SOF) and their families. This program was also designed to address and defeat the stigma associated with seeking any sort of treatment, lest the soldier be considered weak. The POTFF Task Force Staff cite the following core messages

- POTFF initiatives were developed in response to a clear demand signal from the SOF components, their units, and SOF families.
- SOF deployments are unique in scope and requirements.
- POTFF conducts an annual Needs Assessment Survey to identify and address issues and stressors affecting the force and their families.
- POTFF is a priority for the commander and will continue to evolve to meet the needs of the force and their family.
- POTFF efforts are specifically designed to build resilience, improve operational performance, and ensure SOF readiness.
- We first leverage service-provided and DOD programs; POTFF addresses the gaps and seams.
- POTFF programs and initiatives are based on four key domains: Human Performance, Psychological Performance, Spiritual Performance, and Social Performance.
- We use an integrated, embedded care model to maximize access and minimize stigma.

- We strive to reduce the stigma associated with seeking help - seeking help is normal and expected.⁶⁶

An element of the POTFF program is the Human Performance Program (HPP) focused on the physical aspects of conditioning the body and eating properly. The Psychological Performance Program (PPP) addresses cognitive and behavioral issues to address stress and resiliency. Some of the topics addressed on the website include building teams, cognitive thinking traps, the necessary mindset to achieve goals, and minimizing the use of social media. The Spiritual Performance Program (SPP) addresses the holistic connection of values, relationships, and motivation or purpose in life. This program is run through the chaplain's office and addresses the mind-body-spirit connection as a triangle on a three-legged stool with the legs of the stool being activity, sleep, and nutrition. The Social Performance Program (SoPP) has dedicated guidance and interventions for the entire family that are directed specifically to challenges in the SOF family including issues related to family relationships, legal, financial, credit scores, and supporting not-for-profit agencies.⁶⁷

A positive aspect of the program includes its holistic approach to the SOF employee including their family. Another positive aspect of the program is their careful use of language. The SOF are referred to as "warriors" and the training is "performance enhancement". The language is positive and stresses the importance of improving performance instead of fixing something wrong or broken. The pictures and language on every page of their website supports the core messages. An additional positive aspect of the program is that it is reviewed yearly to

⁶⁶ United States Special Operations Command (USSOCOM). "Preservation of the Force and Family (POTFF)." USSOCOM Headquarters, POTFF Staff, MacDill Air Force Base, FL: February 13, 2019. <https://www.socom.mil/POTFF/Pages/About-POTFF.aspx>.

⁶⁷ POTFF.

ensure the program meets developing and changing SOF needs. The only apparent negative aspect is that the program is the newness of the program, about two years old, and will need time to mature and break the pervasive and entrenched stigma in the community against seeking care.

RECOMMENDATION

DIA does an excellent job introducing the workforce to the elements of the resilience program ‘Thrive’ in the entry program to DIA. Going forward, collectors need to have it continuously reinforced to them that the leadership knows they are under stress, identify the stress, how stressors affect everyone, the effects of stress, and the various ways through which the stress may be mitigated. While it is a large investment of money and resources, I recommend that DIA leadership support the prioritization of positions and funding for additional psychologists trained in the use of biofeedback and additional resilience centers. These two resources are currently the most effective methods provided to collectors to improve their HUMINT skills and increase their resilience.

DIA should borrow the best intentions from the Army in rolling out their train-the-trainer resilience program by introducing an element of the DIA Thrive program on a monthly basis that repeats every 6-12 months. The highlighted Thrive elements should be tied to the short and long-term value in a person’s life, how it may help them, or enhance their performance, personally and at work. Appeal to the cognitive elements as to why resilience improves the collectors’ personal and work life; explain the purpose and value of the training in concrete terms. Special attention should be paid in the near-term to those elements of the program that may be accessed virtually. The collector workforce should be introduced to one or more of the recommended

phone applications that support managing stress through breathing, meditation, and supporting healthy sleep habits every month. The leadership should introduce these applications down through the supervisory chains to support acceptance of these tools by the entire workforce. Another element that DIA should consider utilizing from the U.S. Army resilience program is the concept of “hunting the good stuff.” DIA collectors should be reminded that they are family, a cadre among themselves and they need to reembrace the concept of presuming good intent. Hunting the good stuff would help instill the concept of identifying and correcting negative, false perceptions, while moving forward to more correct and positive perceptions of other’s intentions.

DIA should also borrow a few elements from SOCOM’s POTFF resilience program. First, DIA should review opportunities to actively include the immediate family members in the resilience program. This may take the form of teaching the family the value and use of phone applications, mediation classes, or online discussions about sleep and nutrition. Encouraging forward leaning activities to prevent problems may include legal advice, financial guidance, or helping them receive and understand credit scores. DIA should also consider changing the focus of resilience from fixing and preventing problems to a more positive use of “performance enhancement”; a new focus on collectors performing at peak condition.

CONCLUSION

HUMINT collectors face a variety of unique stressors as a result of their jobs. In addition, they are subject to a mix of challenges from home, and individual stress that combined may overwhelm their ability to manage successfully resulting in emotional exhaustion and burnout. These stressors have cascading effects resulting in short and long-term effects that may be cognitive, behavioral, or manifest physically. Fortunately, there are several ways to increase resilience before, during, or after the stress is experienced. DIA, Army, and SOCOM have resilience programs. DIA's program is individualized, and needs based due to DIA consisting of so many mixed groups.⁶⁸ The Army teaches skills that are useful across a larger but less diverse population. SOCOM has a program that addresses the needs of the entire family. The best method to introduce resilience to the HUMINT collection population is to start from a cognitive standpoint through the use of biofeedback which eliminates subjectivity. Then, be sure to include the essential health elements of healthy diet, exercise, and sleep. The resilience centers should be utilized to support healthy habits and give the collector a place to recover, or pause, during the day to better handle stress. When possible, include families in the resilience programs.

* * *

⁶⁸ Sergeant First Class Matthew Brueggeman, telephone conversation with the author, January 15, 2021.

Bibliography

- Alrofiani, Fawaz, Jessica Bellingham, and Paul Gibson. "Realism and Resilience: An Inquiry into the Helpfulness of Adopting an Existential Outlook." *Sage Journals* 123, no. 6 (2020). <https://journals.sagepub.com/doi/abs/10.1177/0033294119862979>.
- American Psychiatric Association. *Stigma, Prejudice and Discrimination Against People with Mental Illness*. APA, 2020, <https://www.psychiatry.org/patients-families/stigma-and-discrimination>.
- Bouchareb, Mounir. 2018. "Human Intelligence Trainees and the Struggle to Acculturate." *Military Intelligence Professional Bulletin* 44, no. 1 (Jan-Mar 2018), 57-62, <https://search-proquest-com.lomc.idm.oclc.org/docview/1987643109?accountid=14746>.
- Bracket, M.A., Palomera, R., Mojsa, J., Reyes, M., & Salovey, P. "Emotion-Regulation Ability, Burnout, and Job Satisfaction Among British Secondary-School Teachers." *Psychology in the Schools*, 47, (February 20120), 406-417. <https://onlinelibrary.wiley.com/doi/abs/10.1002/pits.20478>.
- Caporuscio, Jessica. "How Does Isolation Affect Mental Health?" *Medical News Today*, May13, 2020, <https://www.medicalnewstoday.com/articles/isolation-and-mental-health>.
- Centers for Disease Control and Prevention (CDC). "Learn About Mental Health". *CDC: Mental Health*, January 26, 2018. <https://www.cdc.gov/mentalhealth/learn/index.htm>.
- Chen, Ming-Fa, Huai-Liang Liang, Tien-Chin Wang. "Does Family Undermining Influence Workplace Deviance? A Mediated Moderation Model." *Social Behavior and Personality: An International Journal* 48, no. 9 (September 2020) 1-13. https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_gale_in_contextgauss_IOV_A636080865.
- Clark, David. 2016. "HUMINT Training: A Three-Step Model." *Military Intelligence Professional Bulletin* 42, no. 1 (Jan-Mar 2016), 41-43, <https://search-proquest-com.lomc.idm.oclc.org/docview/1809045099?accountid=14746>.
- Colvin, Heather M. and Rachel M. Taylor. "*Building a Resilient Workforce: Opportunities for the Department of Homeland Security: Workshop Summary*." Washington, DC: National Academies Press, 2012.
- Conniff, Richard. "When the Warrior Returns Home." *Men's Health* (October 2010). <https://www.menshealth.com/health/a19525892/when-the-warrior-returns/>.
- Cornum, Brigadier General Rhonda. "Army To Train Soldiers In Emotional Resiliency." By

- Neal Conan. *Talk of the Nation*, NPR, September 2009.
<https://www.npr.org/templates/story/story.php?storyId=112717611&ft=1&f=1128>.
- Dean, Paul, and Jeffrey McNeil. 2012. "Breaking the Stigma of Behavioral Healthcare." *Special Warfare: The Professional Bulletin of the John F. Kennedy Special Warfare Center & School*, 25, no. 2 (Apr-Jun 2012), 7–9, <https://search-ebscohost-com.lomc.idm.oclc.org/login.aspx?direct=true&db=tsh&AN=74643653&site=ehost-live>.
- Defense Intelligence Agency. *Human Intelligence*. Washington, DC: Defense Intelligence Agency, 2021. <https://www.dia.mil/Careers-Internships/Career-Fields/Human-Intelligence/#overview>.
- Farmer, Becky. "Top 10 Myths About Army Resilience Training" *Military.com* (February 2014).
<https://www.military.com/spousebuzz/blog/2014/02/top-10-myths-army-resilience-training.html#.V6ocRkaT57o.email>.
- Felman, Adam. "What is Mental Health?" *Medical News Today*, Medically Reviewed by Timothy J. Legg, PhD, CRNP, April 13, 2020.
<https://www.medicalnewstoday.com/articles/154543>.
- Goleman, Daniel. "What Makes a Leader?" *Harvard Business Review* (2004).
<https://hbr.org/2004/01/what-makes-a-leader>.
- Goleman, Daniel. "How are emotional intelligence and resilience connected?" By Dr. Carla M. Schuman. *Moving Forward Blog*, April 2016.
<http://www.drcarlamesseenger.com/moving-forward-blog/2016/4/11/how-are-emotional-intelligence-and-resilience-connected>.
- Green, Douglas. 2016. "Traumatic Stress, World Assumptions, and Law Enforcement Officers." PhD Dissertation, City University of New York, 2016. <https://search-proquest-com.lomc.idm.oclc.org/docview/1807132938?accountid=14746>.
- Greitens, Eric. R. *Resilience: Hard Won Wisdom for Living a Better Life*. New York: Houghton Mifflin Harcourt Publishing Company, 2016.
- Hacker, Stephen K. and Marvin Washington. "Spiritual Intelligence: Going Beyond IQ and EQ to Develop Resilient Leaders." *Global Business and Organizational Excellence* 36, no. 3 (2017), 21-28.
- Hemmerly-Brown, Alexandra. "Secretary of Army Gives 'Thumbs Up' to Resilience Course." *Army.mil*, April 2010.
https://www.army.mil/article/37343/secretary_of_army_gives_thumbs_up_to_resilience_course?ref=news-arnews-title0.
- Jin, Cheng-Lin, Ting Chen, Shu-Yang Wu, and Yi-Lin Yang. "Exploring the Impact of Stress on

- Burnout: A Mathematical Model and Empirical Research.” *Hindawi: Discrete Dynamics in Nature and Society* 2020 (October 2020).
https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_doaj_primary_oai_doaj_org_article_ea0f1b0d7e0445b933aa817a2377c0e.
- Kelly, Lieutenant Colonel Jeffrey “Slaw”. “Resistance to Organizational Cultural Change in the Military – A JFO Case Study.” Strategy Research Paper, U.S. Army War College, 2008. Defense Technical Information Center. <https://apps.dtic.mil/docs/citations/ADA479711>.
- Kersey, Kenneth Robb. “Faith in Jesus Sustained POW in Vietnam.” *Godotherways.com*, May 12, 2015. <https://www.godsotherways.com/stories/2015/5/12/pow-sustained-by-gods-power>.
- Kong, Dejun Tony, Violet T. Ho, and Sargam Garg. “Employee and Coworker Idiosyncratic Deals: Implications for Emotional Exhaustion and Deviant Behaviors.” *Journal of Business Ethics* 164, no. 3 (July 2020), 593–609.
https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_proquest_journals_2116545389.
- Lester, Paul B. “Resilience Training in the U.S. Army.” *Harvard Business Review* (October 2010). <https://hbr.org/2010/10/resilience-training-writ-large.html>.
- Lewis, Gerald. *Organizational Crisis Management: The Human Factor*. Boca Raton: Auerbach Publications, 2006.
- Matthews, Michael. How to Quickly Gain Muscle: The Simple Science of Building Mass Fast. LegionAthletics.com. <https://legionathletics.com/how-to-quickly-gain-muscle/#muscles-grow-only-if-theyre-forced-to>.
- McLeod, Saul. “Humanistic Approach.” *Simply Psychology*, 2020.
<https://www.simplypsychology.org/humanistic.html>.
- Meredith, Lisa S., Cathy D. Sherbourne, Sarah Gaillot, Lydia Hansell, Hans V. Ritschard, Andrew M. Parker, and Glenda Wrenn. “Promoting Psychological Resilience in the U.S. Military.” Rand Center for Military Health Policy Research, Prepared for the Office of the Secretary of Defense (2011).
https://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND_MG996.pdf.
- Mishra, Varun, Sen Sougata, Grace Chen, Tian Hao, Jeffrey Rogers, Ching-Hua Chen, and David Kotz. “Evaluating the Reproducibility of Physiological Stress Detection Models.” *Association for Computing Machinery: Interactive, Mobile, Wearable and Ubiquitous Technologies (IMWUT) Journal*, vol. 4, no. 4 (March 2020).
<https://varunmishra.com/public/files/papers/stress-reproducibility.pdf>
- Moore, Kathleen A. and YuLik Ng, “The Impact of Job Incongruence on Job Stress, Job

- Satisfaction on Health Mediated by Solution-Oriented Coping.” *Korean Journal of Health Psychology*, 5 (2000), 225-264.
https://www.researchgate.net/publication/275225885_The_impact_of_job_incongruence_on_job_stress_job_satisfaction_on_health_mediated_by_solution-oriented_coping.
- National Alliance on Mental Health (NAMI). *Mental Health Conditions*, December 13, 2020.
<https://www.nami.org/learn-more/mental-health-conditions>.
- Ogińska-Bulik, Nina, and Magdalena Kobylarczyk. “The Mediating Role of Resiliency in the Relationship Between Temperament and Posttraumatic Growth.” *Journal of Loss & Trauma* 22, no. 1 (January 2017), 1–10, <https://search.ebscohost-com.lomc.idm.oclc.org/login.aspx?direct=true&db=a9h&AN=120793307&site=ehost-live>.
- Olson, Althea and Mike Wasilewski. “More Than A Cop: 9 Ways for Cops to Fight Mental Health Stigma.” *Police 1* (September 2016).
<https://www.police1.com/police-products/human-resources/articles/9-ways-for-cops-to-fight-mental-health-stigma-sqYUOr2bDCX4VYJP/>.
- Olson, Althea and Mike Wasilewski. “More Than A Cop.” *Police 1* (September 2016).
<https://www.police1.com/police-products/human-resources/articles/suffering-in-silence-mental-health-and-stigma-in-policing-mjOp9cyzKIPz4jMz/>.
- Office of the Deputy Under Secretary of the Army (O/DUSA), *The Comprehensive Soldier and Family Fitness Program Evaluation Report #4: Evaluation of Resilience Training and Mental and Behavioral Health Outcomes*. Washington, DC: Research Facilitation Team (RFT), 2013. <https://ppc.sas.upenn.edu/sites/default/files/csftechreport4mrt.pdf>.
- Office of the Deputy Under Secretary of the Army (O/DUSA), *The Comprehensive Soldier Fitness Program Evaluation Report #3: Longitudinal Analysis of the Impact of Master Resilience Training on Self-Reported Resilience and Psychological Health Data*. Washington, DC: Research Facilitation Team (RFT), 2011.
<https://ppc.sas.upenn.edu/sites/default/files/csftechreport3mrt.pdf>.
- Payne, William. "New Approaches to Promoting Resilience at Work." *Occupational Health* 61, no. 11 (2009), 31, <https://www-proquest-com.lomc.idm.oclc.org/docview/207329124?accountid=14746>.
- Perlis, Margaret M. “5 Characteristics of Grit – How Many Do You Have?” *Forbes*, October 2013.
<https://www.forbes.com/sites/margaretperlis/2013/10/29/5-characteristics-of-grit-what-it-is-why-you-need-it-and-do-you-have-it/#224cf9a84f7b>.
- Pickens, William John. “Critical Incidents in Law Enforcement: A Phenomenological Analysis of Coping with Traumatic Stress”. Doctoral Dissertation, Argosy University, 2010.
<https://www-proquest-com.lomc.idm.oclc.org/docview/860925840?accountid=14746>.

- "Psychology; Study Findings from Department of the Army Provide New Insights into Psychology." *Psychology & Psychiatry Journal*, Feb 12, 2011. <https://search-proquest-com.lomc.idm.oclc.org/docview/848904495?accountid=14746>.
- "Psychology - Management Psychology; Findings in Management Psychology Reported from University of Canterbury (Employee Resilience: Development and Validation of a Measure)." *Psychology & Psychiatry Journal*, Oct 12, 2019. <https://search-proquest-com.lomc.idm.oclc.org/docview/2302512450?accountid=14746>.
- Raman, Ponniah, Murali Sambasivan and Naresh Kumar. "Counterproductive Work Behavior Among Frontline Government Employees: Role of Personality, Emotional Intelligence, Affectivity, Emotional Labor, and Emotional Exhaustion." *Journal of Work and Organizational Psychology* 32, (2016), 25-37.
- Rendon, Jim. "Post-Traumatic Stress's Surprisingly Positive Flip Side." *New York Times* (March 2012). https://www.nytimes.com/2012/03/25/magazine/post-traumatic-stress-surprisingly-positive-flip-side.html?_r=1.
- Reivich, Karen and Andrew Shatte. *The Resilience Factor*. New York: Three Rivers Press, 2002.
- Reivich, Karen J., Martin E. P. Seligman, and Sharon McBride. "Master Resilience Training in the U.S. Army." *American Psychology* 66, no. 1 (January 2011), 25–34.
- Richardson, Glenn E. "The Metatheory of Resilience and Resiliency." *Journal of Clinical Psychology* 58, no. 3 (March 2002), 307–321.
- Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*. Baker Publishing Group, 2004.
- Sande, Ken and Kevin Johnson. *Resolving Everyday Conflict*. Baker Publishing Group, 2015.
- Sarrionandia, Ainize and Estibaliz Ramos-Diaz and Oihane Fernandez-Lasarte. "Resilience as a Mediator of Emotional Intelligence and Perceived Stress: A Cross-Country Study." *Psychology & Psychiatry Journal* 156, (January 2019), 156.
- Schein, Edgar H., and Peter A. Schein. "The Structure of Culture." In *Organizational Culture and Leadership*, 17-30. Hoboken: Wiley, 2018.
- Schlenz, Jeff. "A Lonely Faith: Lessons in Spiritual Resiliency Learned from the Isolated, Captive, and Rescued". PhD Ministry dissertation, Liberty Baptist Theological Seminary, 2014. <https://search-proquest-com.lomc.idm.oclc.org/docview/1639087118?accountid=147461>.
- Seligman, Martin E.P., "Building Resilience." *Harvard Business Review*, April 2011.

<https://hbr.org/2011/04/building-resilience>.

Selva Bc.S, Psychologist, Joaquin. “Master Resilience Training (MRT) in the Army: PowerPoint & Interview.” *Positive Psychology.com*, January 9, 2020.

<https://positivepsychology.com/master-resilience-training-mrt/#what-mrt>.

Shanker, Meera. “Emotional Intelligence: It’s Impact on Working Women’s Physical-Mental Wellness and Stress.” *Journal of Psychosocial Research* 15, no. 1 (January 1, 2020), 247–254.

https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_proquest_journals_2455562210.

Shoenfelt, Elizabeth. “How Much Do We Really Know About Employee Resilience? More, If We Include the Sport Psychology Resilience Research.” *Industrial and Organizational Psychology* 9, no. 2 (June 2016), 442–446.

https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_proquest_journals_1801399976.

Shonin, Dr. Edo, and Ven William Van Gordon. “Should Mindfulness be Taught to the Military?” Word Press.com, November 30, 2020.

<https://edoshonin.wordpress.com/tag/military-psychology/>.

Stolrow, Jeffrey P. "Advanced Source Operations Course: Candidate Nomination Guidance for Commanders." *Military Intelligence Professional Bulletin* 36, no. 4 (2010), 11-18.

<https://search-proquest-com.lomc.idm.oclc.org/docview/1017705189?accountid=14746>.

Tedeschi, Richard. “Growth After Trauma: Five Steps for Coming Out of a Crisis Stronger.” *Harvard Business Review* 98, no. 4 (July 1, 2020), 127–131.

https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_gale_businessinsightsgauss_A627983813.

Torres-Cortes, 1st Class Manuel. “Army Master Resilience Training Course Provides Valued Instruction”. *Army North Public Affairs Office, Army.mil*, March 2010.

https://www.army.mil/article/36520/army_master_resilience_training_course_provides_valued_instruction.

Tu, Julie, H. “Mindfulness and Resilience as Predictors of Burnout.” Masters Thesis, San Jose State University, 2009.

U.S. Army, HQDA, G-1 *Army Resilience Directorate Ready and Resilient Resource and Activity Guide*. 30 April 2020. <https://api.army.mil/e2/c/downloads/2020/05/04/677a5442/v18-ard-ready-and-resilient-initiative-guidance-activity-and-resource-guide-master.pdf>.

U.S. Army Reserve. *Master Resilience Training Skills*. U.S. Department of the Army, (Washington, DC: 2020). <https://www.usar.army.mil/MRT/>.

- U.S. Department of Justice, Bureau of Justice Assistance. *VALOR Initiative Pilot puts Character at the Heart of New Resilience Training for Law Enforcement*. May 2019. <https://bja.ojp.gov/feature/valor-initiative-pilot-puts-character-heart-new-resilience-training-law-enforcement>.
- U.S. Special Operations Command (USSOCOM). *Preservation of the Force and Family (POTFF)*. USSOCOM Headquarters, POTFF Staff (MacDill Air Force Base, FL: 2019). <https://www.socom.mil/POTFF/Pages/About-POTFF.aspx>
- Van Oosten, Ellen. “The Impact of Emotional Intelligence and Executive Coaching on Leader Effectiveness.” *ProQuest Dissertations Publishing*, 2013. https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_proquest_journals_2440677645.
- Van Slooten, Kurt. “532nd Military Intelligence Battalion Instituted Virtual Resiliency Training During COVID-19 Quarantine.” *Army.mil*, (June 2020). https://www.army.mil/article/236433/532nd_military_intelligence_battalion_instituted_virtual_resiliency_training_during_covid_19_quarantine.
- Vergun, David. “Study Concludes Master Resilience Training Effective.” *Army.mil* (January 2012). https://www.army.mil/article/72431/study_concludes_master_resilience_training_effective.
- White, Jan. “POW Saved by His Memories of Scripture in Church.” *The Andalusia Star-News*, November 12, 2011. <https://www.andalusiastarnews.com/2011/11/12/pow-saved-by-his-memories-of-scripture-church/>.
- Whitehurst, Jim. “Create a Culture Where Difficult Conversations Aren’t So Hard.” *Harvard Business Review*. (August 2015), <https://hbr.org/2015/08/create-a-culture-where-difficult-conversations-arent-so-hard>.
- Williams, Thomas J, and W. Brad Johnson. “Introduction to the Special Issue: Operational Psychology and Clinical Practice in Operational Environments.” *Military Psychology* 18.4 (2006), 261–268.
- Wilson, Sandra M. and Shann R. Ferch. “Enhancing Resilience in the Workplace through the Practice of Caring Relationships.” *Organization Development Journal* 23, no. 4 (Winter 2005) 45-60.
- Wyatt, Barbara Powers. *We Came Home*. Toluca Lake, CA: P.O.W. Publications, 1977.
- Zhou, Danni, Sheng-Min Liu, and Huanhuan Xin. “Servant Leadership Behavior: Effects on Leaders’ Work–family Relationship.” *Social Behavior and Personality* 48, no. 3 (March 3, 2020). 1–12.

https://usmc.primo.exlibrisgroup.com/permalink/01USMCU_INST/1n6cq95/cdi_gale_in_contextgauss_IOV_A618468128.