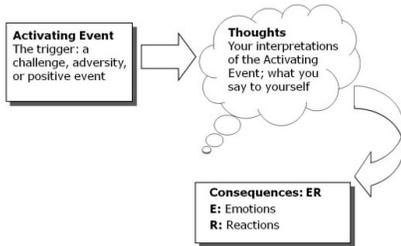




MRT Competencies: Self-awareness • Self-regulation • Optimism • Mental Agility • Strengths of Character • Connection

ATC
Identify your Thoughts about an Activating Event and the Consequences of those Thoughts.



Separate the **A** (Activating Event) from your **T** (Thoughts) from the **C** (Consequences: Emotions and Reactions) in order to understand your reactions to a situation.

| Thoughts | Emotions/Reactions |
|--|---|
| Loss (I have lost something) | Sadness/Withdrawal |
| Danger (Something bad is going to happen and I can't handle it) | Anxiety/Agitation |
| Trespass (I have been harmed) | Anger/Aggression |
| Inflicting harm (I have caused harm) | Guilt/Apoloizing |
| Negative comparison (I don't measure up) | Embarrassment/Hiding |
| Positive contribution (I contributed in a positive way) | Pride/Sharing, planning future achievements |
| Appreciating what you have received (I have received a gift that I value) | Gratitude/Giving thanks, paying forward |
| Positive future (Things can change for the better) | Hope/Energizing, taking action |

Avoid Thinking Traps
Identify and correct counterproductive patterns in thinking through the use of Critical Questions.



Use the Critical Questions to identify information you missed because of the Thinking Trap.

- Jumping to Conclusions: Slow Down: What is the evidence?
- Mind Reading: Speak up: Did I express myself? Did I ask for information?
- Me, Me, Me: Look outward: How did others and/or circumstances contribute?
- Them, Them, Them: Look inward: How did I contribute?
- Always, Always, Always: Grab control: What's changeable? What can I control?
- Everything, Everything, Everything: Look at behavior: What is the specific behavior that explains the situation?

Detect Icebergs
Identify deep beliefs and core values that fuel out-of-proportion emotion and evaluate the accuracy and usefulness of these beliefs.



Use the "What" questions in any order to help identify the Iceberg Belief:

- **What** is the most upsetting part of that for me?
- **What** does that mean to me?
- **What** is the worst part of that for me?
- Assuming that is true, **what** about that is so upsetting to me?

One you've identified your Iceberg, ask yourself: Is this Iceberg helping or harming me in this situation? Is this Iceberg something I still believe/value? Is this Iceberg accurate in this situation?

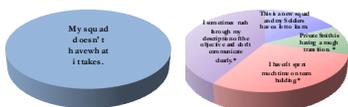
Energy Management
Regulate emotion and energy levels to enable critical thinking and optimal performance.



Use strategies to regulate emotion and to think clearly and respond with control:

- Mental Games
- Controlled Breathing
- Progressive Muscle Relaxation
- Meditation
- Positive Imagery

Problem Solving
Accurately identify what caused the problem and identify solution strategies.



Identify your thoughts about why the problem happened, identify other factors with Critical Questions, test them for accuracy, and then identify solution strategies:

- **Step 1:** What's the problem?
- **Step 2:** What caused the problem?
- **Step 3:** What did you miss?
- **Step 4:** What's the evidence?
- **Step 5:** What really caused the problem?
- **Step 6:** What can you do about it?

Fight the Confirmation Bias: Distance yourself from your thought, ask fair questions, consult with others, and prove your thoughts false.

Put It In Perspective
Stop catastrophic thinking, reduce anxiety, and improve problem solving by identifying the Worst, Best, and Most Likely outcomes of a situation.



Identify the Worst, Best, and Most Likely outcomes of a situation in that order and develop a plan for dealing with the Most Likely outcomes:

- **Step 1:** List worst case outcomes and ask, "And then what happens?"
- **Step 2:** List best case outcomes and ask, "And then what happens?"
- **Step 3:** List most likely outcomes.
- **Step 4:** Identify plan for dealing with most likely.



Real-time Resilience

Shut down counterproductive thinking to enable greater concentration and focus on the task at hand.



- Fight back against counterproductive thoughts by using the sentence starters:
- That's not completely true because...(evidence)
 - A more optimistic way of seeing this is...(optimism)
 - The most likely implication is...and I can...(perspective)
 - Avoid the common pitfalls: Dismissing the grain of truth, minimizing the situation, rationalizing or excusing one's contribution to a problem

Identify Strengths in Self and Others

Identify strengths in yourself and in others to build on the best of yourself and the best of others.



Identify your top Character Strengths and those of others and identify ways to use your strengths to increase your effectiveness and strengthen your relationships.

- VIA Character Strengths:** Appreciation of beauty and excellence • Bravery • Capacity to love • Caution, prudence • Citizenship, teamwork • Creativity • Curiosity • Fairness • Forgiveness • Gratitude • Honesty • Hope • Humor • Industry, perseverance • Judgment, critical thinking • Kindness • Leadership • Love of learning • Modesty • Perspective • Self-control • Social intelligence • Spirituality, sense of purpose • Zest

Use Strengths in Challenges

Identify strengths in yourself and in others to improve teamwork and overcome challenges.



Identify the specific actions that flow from your strengths in challenges and in successes:

- **Step 1:** Name the strength that you used or will use.
- **Step 2:** How did you or will you use that strength to deal with the challenge?
- **Step 3:** Draw on strengths of team members for complex challenges.

Assertive Communication

Communicate clearly and with respect, especially during a conflict or challenge. Use the IDEAL model to communicate in a Confident, Clear, and Controlled manner.



Use the IDEAL Model to communicate assertively:

- **I** = Identify and understand the problem
- **D** = Describe the problem objectively
- **E** = Express your concerns and how you feel
- **A** = Ask the other person for his/her perspective and ask for a reasonable change
- **L** = List the consequences

Active Constructive Responding and Praise

Respond to others with authentic, active and constructive interest to build strong relationships. Praise to build mastery and winning streaks.



Active Constructive Responding is authentic, constructive interest. It helps the other person to savor their positive experience and leaves them feeling validated and understood. Create "winning streaks" by using Praise to name strategies, processes, or behaviors that led to the good outcome.

| | Constructive | Destructive |
|---------|---|---|
| Active | Authentic interest, elaborates the experience; person feels validated and understood | Squashing the event, brings conversation to a halt; person feels ashamed, embarrassed, guilty, or angry |
| Passive | Quiet, understated support; conversation fizzles out; person feels unimportant, misunderstood, embarrassed, or guilty | Ignoring the event; conversation never starts; person feels confused, guilty, or disappointed |

Hunt the Good Stuff

Hunt the Good Stuff to counter the negativity bias, to create positive emotion, and to notice and analyze what is good.



Record three good things each day and write a reflection next to each positive event about:

- Why this good thing happened
- What this good thing means to you
- What you can do tomorrow to enable more of this good thing
- What ways you or others contribute to this good thing