

Edition 9 of NCO PME: Resilience

This edition of **Professional Military Education** (PME) explores resilience and how we can build it and measure improvement in resilience within our workforce. Read this article on [Measuring Resilience in the Australian Army](#) to gain a greater understanding on the subject of resilience prior to sitting down to discuss the subject in a group.

WANT MORE?

If you would like to take a further look at the FORCOMD Commanders' Guide to Resilience, [this link](#) contains all three parts of the guide which cover understanding resilience, promoting unit resilience and enhancing commander resilience and performance. It contains a wealth of resources on resilience.

DISCUSSION QUESTIONS

1. What are some of the things that come to mind when you think of the word resilience?
2. What are some of the ways you have overcome adverse situations in your life and your career? How do you move on, grow and improve as a result?
3. How can we measure the resilience of our people and our organisation overall?
4. How much resilience is enough? Are there certain things that military members need to be able to endure?
5. How do we build resilience while avoiding exposing people to too much adversity which may cause trauma?
6. What part do you think 'tough training' has in building resilience in the face of adversity? For example, do you think that food and sleep deprivation activities or difficult physical activities can play a part in building resilience?
7. Explore the possibility that kids are raised in a more comfortable physical, societal and economic environment than previous generations. Does this mean that recruits are entering Army with a lower base level of resilience? Does Army need to adapt to that differing level or does it need to work harder to bring the level of resilience up to where it is in previous generations of Army?
8. What do you consider to be the key to success in the face of adversity?
9. What have you done in your career that you consider to have built your own resilience? Explain what it was, how you felt while you were doing it, and how you felt after.
10. What are some ideas for building resilience in your training establishment or unit?

OTHER ACTIVITIES

If you enjoyed this activity, why not try the other PMEs ([hyperlink to PME index page](#)) available on The Cove?

Want more material for your SNCOs/WOs? Find it [here](#). For JNCOs [here is a link](#) to our JNCO Quick Military Education resources.

CONCLUDING COMMENTS

If you have suggestions for improvements - additional readings or reference material, alternative discussion points, new delivery methods - or just wish to provide feedback, please contact The Cove Team via soldiercove@gmail.com.

FACILITATOR NOTES

There is no 'right answer' to these questions. The points provided below are only prompts to help the facilitator foster conversation

1. What are some of the things that come to mind when you think of the word resilience?
 - Adversity, overcome, persevere, adapt, absorb, move on, continue, bounce back.
2. What are some of the ways you have overcome adverse situations in your life and your career? How do you move on, grow and improve as a result?
 - Encourage the sharing of experiences and lessons.
 - Highlight any key themes that are raised.
3. How can we measure the resilience of our people and our organisation overall?
 - How do we measure the impact of adversity on our people and how well they react to difficult situations?
 - How do we measure how quickly they bounce back from adversity?
4. How much resilience is enough? Are there certain things that military members need to be able to endure?
 - What is the minimum standard in the situations our people must be able to face?
 - Is there such thing as over preparing when it comes to resilience?
5. How do we build resilience while avoiding exposing people to too much adversity which may cause trauma?
 - Discuss the balance between preparing people for adversity with over-exposure to traumatic events.
 - Do we have a necessity for resilience in a peace time setting?
6. What part do you think 'tough training' has to play in building resilience in the face of adversity? For example, do you think that food and sleep deprivation activities or difficult physical activities can play a part in building resilience?
 - Encourage the sharing of experiences and lessons.
 - Compare experiences of those with a large amount of experience in Army versus those with less.
7. Explore the possibility that kids are raised in a more comfortable physical, societal and economic environment than previous generations. Does this mean that recruits are entering Army with a lower base level of resilience? Doe Army need to adapt to that differing level or does it need to work harder to bring the level of resilience up to where it is in previous generations of Army?
 - Focus on the differences in environment rather than comparing generations.
8. What do you consider to be the key to success in the face of adversity?
 - Encourage the sharing of experiences and lessons.
9. What have you done in your career that you consider to have built your own resilience? Explain what it was, how you felt while you were doing it, and how you felt after.
 - Encourage the sharing of experiences and lessons.

10. What are some ideas for building resilience in your training establishment or unit?

- Brainstorm some ways that resilience can be increased and measured within the unit.