GRIT Resilience Training Outline: Leadership and Small Businesses

Pg 2 Module 1:
- Introduction to GRIT-Lead
- Leadership challenges amidst COVID-19
- Core Principles of Psychological First Aid
- Introduction to GRIT Steps

Pg 17 Module 2:
- Stressors and Stress Reactions
- Self-Efficacy
  - Trauma Related Self-Efficacy
  - Collective Self-Efficacy
- Resilience
- GRIT Step 1: Making Connection

Pg 28 Module 3:
- Virtual leadership
- Supporting essential workers
- Questions, reflections, active listening
- GRIT Step 2: Asking Questions and Feelings, Distress, and Wellbeing
- GRIT Step 3: Identifying Coping Strengths and Resilience

Pg 36 Module 4:
- Small business challenges
- How to support transitioning back to work
- GRIT Step 4: Adding to Strengths

Pg 41 Module 5:
- GRIT Resources
- Resources for Leadership and Small Businesses
- GRIT Step 5: Reviewing, Summarizing, Giving Resources
- Self-Care

Pg 49 Appendices
Welcome to the GRIT-LEAD Program. GRIT Resilience Training been established to train volunteers in the community to promote wellness and resilience among fellow community members – friends, family, and acquaintances – in the wake of the stress caused by COVID-19 (Coronavirus).

Due to the impact of the stresses of COVID-19 on individuals, families, and communities, the current pandemic can be viewed as a disaster for the community, the country, and the world. In times of disaster, strengthening coping, spreading support, and providing resources can have a positive impact on healing and resilience for everyone.

As a GRIT-Leader, you can help strengthen resilience and spread this support to people in your organization and community.

GRIT-LEAD provides education, training, and support community leaders who have had to adapt quickly to a virtual workforce. In addition to their own mental health and wellbeing, community leaders are facing a multitude of unique challenges including supporting employees working from home and essential staff working in a challenging environment, assisting the transition of returning to work, managing concerns for safety and policy changes, managing ever-changing budget restrictions and challenges, and supporting the wellbeing of staff. In this stressful time, employees may be looking at their leaders and managers for answers and support that has not yet been developed. Because of this, GRIT-LEAD is focused on giving strategies to those leaders around supporting employees, managing in a new environment, and how to assist their employees in the back-to-work transition.
GRIT-LEAD Model

GRIT was established by Dr. Charles Benight and his team at the UCCS Lyda Hill Institute for Human Resilience to promote strength and empowerment.

Your training will enable you to provide direct support to organization during the phases of working from home and transitioning back to work and adjusting to new challenges in place due to COVID-19.

As we navigate an ever-changing work force and safety landscape, this type of support in your organization may continue past the time of the current social distancing; thus, this training may be a resource for several months as things slowly move back to different sense of normalcy.

With GRIT, you will have skills that you can use in future major (or even minor) events that may affect your organization. Look for more trainings that we will offer in the future www.grit.uccs.edu

Self-Reflection: Why did you sign up for the GRIT-LEAD training?

Self-Reflection: What are you hoping to get out of the GRIT-LEAD Program?

Self-Reflection: What are some challenges your own organization is facing?
What is a GRIT-Leader?

A GRIT Leader’s role is to support and motivate employees who may be struggling with the COVID-19 pandemic (or other disaster), as well as support and manage an organization in the challenges placed by COVID-19. This role is similar to other coaches you are already familiar with, such as a sports coach or a life coach. A GRIT Coach acts in a similar spirit, embodying the qualities of a helpful coach. You are not asked or expected to act as a team, wellness, or life coach.

In the sports world, when athletes struggle to improve a skill or hone their overall performance, they turn to a coach. In comparison, if they are injured, they turn to a medical professional. In this similar mindset, GRIT Coach Leader provide education and support at an individual, group, and organization level and are not medical or mental health professionals.

Self-Reflection: What types of qualities make up a good coach?

GRIT Coach Leaders provide short-term resilience support through effective listening, offering social support, strengthening individual coping strengths, and providing resources and referrals. Ultimately, they provide hope during a challenging time.

GRIT never replace professional help!

Who to Help

GRIT focus on helping employees in their organization, particularly those who may be struggling more with the challenges of COVID-19. They focus on identifying individuals and groups who might be especially in need of coping support during times of disaster, like the COVID-19 coronavirus pandemic. There is no clear list of individuals in need.

However, it is important to consider the following indicators of possible need:

- Someone seems especially withdrawn from others and seems to be isolating more than is necessary given the virus situation (e.g., not linking with anyone virtually)
- An individual is showing signs of stress such as appearing down, being unusually irritable, crying, or just seeming out of sorts
- A person is not sleeping or seems really exhausted
• Someone is working in a high stress/impact job (first responder, health care worker, small business owner)

• An individual is already coping with an existing mental health problem, like depression, PTSD, alcohol or drug use, or schizophrenia

• Someone who was already under significant stress (such as a chronic illness or financial difficulty) or going through a difficult life transition (such as job change, divorce, death in the family, etc.)

• Someone who is a single parent who is trying to manage having children at home and figure out financial situation with the stay-at-home requirement

**Self-Reflection:** Who in your organization could benefit from a GRIT conversation?

**Self-Reflection:** What skills, talents, and abilities do you feel you have that make you a natural leader?

**The GRIT-LEAD Training**

This course provides information on:

• Leadership and small business challenges amidst COVID-19

• General stress, disaster and trauma-related stress, and COVID-19 stress reactions

• Resilience, disaster recovery, and coping skills and support

• How to support employees who are working from home and transitioning back to the workplace
GRIT-LEAD offers training in a brief conversational intervention that can be used by a GRIT-Leader to support effective coping in employees and as an organization as a whole. It is intended to function as one element within more comprehensive planning to help individuals and organizations to be as resilient as they can be in the wake of the COVID-19 outbreak or other disasters.

**Goals of GRIT-LEAD Training**

- Gain a basic understanding of resilience, common stress reactions in disasters, and stress-related problems
- Learn how to support and listen to someone who may be struggling with the pandemic experience or other disaster
- Understand how to help build strength and resilience within individuals and families, and throughout the community
- Learn how to promote effective coping skills, sense of self-efficacy (confidence in ability to cope), and resilience
- Learn how to support employees working from home and transitioning back to the workplace
- Learn about available community resources, and how to guide individuals to more resources when needed.

**The GRIT-LEAD Concept**

Social support is a major factor in effective coping and resilience to adversity. A helping conversation is one good way of offering social support.

Goals of the GRIT-LEAD helping conversation include:

- Encouraging the person to talk about how they are coping with the stresses
- Drawing attention to and identifying what is working for them, their strengths
- Reviewing key activities that can make coping even more effective
- Sharing helpful community resources
- Sharing technology-based resources
- Encouraging active coping

**5 Steps to GRIT-LEAD**
The 5 Steps provide a guide to conducting a supportive helping conversation to support others. You can use these 5 steps to guide and structure your helping conversations:

1. Make Connection

2. Ask Questions about Feelings, Distress, and Wellbeing

3. Identify Coping Strengths and Resilience

4. Add to Strengths

5. Review, Summarize, Discuss Action Steps, Give Resources

**GRIT Roles and Expectations**

- To undertake initial training
- To practice and master the skills of holding supportive conversations
- To maintain ethical behavior and keep confidence and privacy
- To be knowledgeable about resources in the community
- To actively encourage others to participate in education and awareness programs directed toward physical and emotional fitness
- To abide by the spirit of a GRIT-Leader and promote resiliency throughout the community.

**Ethics of GRIT-LEAD**

**Confidentiality**

- Effective connection and support often rely heavily on a sense of trust between individuals in the conversation
• You may hear sensitive information from the speaker, or information the speaker would not want shared

• The strength of these relationships can depend greatly on you being able to keep the speaker’s confidence and trust

• Do not share any personal information from your GRIT-LEAD conversations with others

• Try to have conversations in private locations when possible, to avoid being overheard.

**Self-Reflection:** Have you experienced a time when your trust was compromised? What did that feel like?

---

**Range of Support**

Remember that you will be acting as a “Coach”, and **never** as a mental health or medical professional. GRIT-LEAD is an additional source of coping support, along with more traditional forms of help such as mental health treatment.

You may provide support, validate experiences, discuss coping, and share resources, but avoid giving any counseling or medical advice.

**Knowledge of Resources**

We will provide you with a set of resources that you can access and share. You will need to familiarize yourself with these resources so you can answer questions about them. More generally, it will be important and helpful to be knowledgeable about local resources in your community.

• 211 is a great resource that can be accessed 24/7 and provides information about local resources and services

• Also, the National Crisis Services at 1-844-493-TALK (8255) or text TALK to 38255 to speak to a trained professional is a wonderful resource and is available 24/7.
Self-Reflection: What types of resources are available in your own community and/or organization? Do you know how to access them?

Practice of Skills

*Take time to practice the skills you learn in this program!*

Sit down with a family member or friend (remember you can connect virtually!) to practice the questions and conversations you may have with others. It’s also helpful to practice the coping skills yourself (it will make you more resilient!!), that you will discuss with employees, so you can share your own experiences with others. Try out the various resources yourself (especially online systems), in order to benefit from them. This will help you talk with employees about the resources.

Self-Reflection: When practicing these skills, who will you be able to practice with? Will it be in-person or over technology?

Reporting

After your GRIT-LEAD training is complete, you will be sent a survey weekly through email. The survey will inquire about the number and type of contacts you had in the week, as well as the following questions:

- What were your successes with GRIT this week?
- What were your main concerns with GRIT this week?
- What areas of strength and positive functioning and well-being did you discuss? How useful were these areas of focus?
- If you provided a referral or resource, what type of referral did you provide? How often did you provide these referrals?
- How confident did you feel in utilizing the skills you learned in the GRIT Resilience Training?
- Did you find that GRIT helped in your own coping this week?
• How stressful was it for you to be a GRIT coach this week?
• Have you recommended GRIT Resilience Training to others?
• Do you have any questions regarding GRIT?

This information will assist us in evaluating the success and trends of the GRIT Resilience Training.

**Leadership Challenges Amidst COVID-19**

In addition to the typical challenges many leaders face in their organization, COVID-19 (and other disasters) poses new and/or unique challenges. Now more than ever, a leader’s presence in an organization is critical. Employees may be looking to their leadership to guide them through an ever-changing shift climate and being ready to face those challenges can make you a more efficacious leader! The GRIT-LEAD Steps described in this training will give you the skills to reach out and connect with your employees, as well as promote strength and resilience, and share resources.

Some unique challenges leaders are currently facing include:
• Allowing employees to work from home and the challenges associated with this
• Supporting essential staff who need to work at the workplace
• Navigating leadership techniques in a virtual setting
• Supporting employees who may be facing economic struggles, such as loss of finances
• Encouraging strengths and wellness in employees as well as yourself as a leader

**Organizational Structure**

Understanding your organization’s structure is essential in examining what ways you can provide support to employees and staff. Different types of structures can promote effective communication, flexibility, efficiency and productivity.

Vertical organizations that emphasize standardization of policies and procedures where information flows from top to bottom. This structure tends to be:

• Highly centralized and complex
• Made up of numerous employees and departments
• Organizations in which lower level employees lack control/decision-making authority
Horizontal, or flat, organizations on the other hand, tend to promote innovation, growth, and clear goals. This structure tends to have:

- Lower level directors who have a high degree of decision-making authority, allowing them to flexibly respond to the needs of their employees
- Lower burnout
- Greater work engagement

It is important to recognize your organization’s structure in order to know what resources and support you are able to provide and how you may disseminate this support. Keep in mind that you can support anyone in your organization, regardless of structure.

Organizational Constraints

In examining the ways to support employees and staff, it is also important to recognize possible organizational constraints. These are aspects of a work environment that may interfere with productivity and wellness and influence burnout, or emotional, physical, and mental exhaustion caused by excessive and prolonged stress.

Typical Organizational Constraints can include:
- Poor equipment or supplies (including Personal Protective Equipment, PPE)
- Rigid organizational rules and procedures
- Difficult supervisors
• Lack of necessary information about what to do or how to do it
• Conflicting job demands

Organizational constraints can decrease one’s ability to feel recovered at the end of the day, and is associated with high emotional exhaustion, higher burnout and absenteeism, and low work engagement.

Social support is one of the most powerful resources for protecting against the negative effects of stress and offers protection against traumatic stress, secondary traumatic stress, and job burnout.

**Self-Reflection:** What is your organizational structure? What are possible constraints within your organization? How might you work with those constraints to support your employees?

---

**Core Principles of Psychological First Aid**

In this training you will learn about making contact and holding a conversation to promote strength, resilience, and effective coping. Our approach is based on core principles of Psychological First Aid. As you talk to friends, family, and acquaintances, and follow the 5 Steps of GRIT helping conversations, be thinking about promoting the following in the individuals you are supporting:

- Personal sense of safety
- Physical and mental calming
- Connectedness with other people
- Hope for the future
- Sense of self- and collective efficacy, confidence in ability to cope effectively with the disaster
Promote a Sense of Safety

Disasters, including COVID-19, threaten the lives and livelihood of individuals and communities. As the numbers continue to rise throughout the world, so too is the sense of personal threat and vulnerability. This is especially true for individuals who may have underlying health conditions, are immune compromised, are 60 years or older, have been around those confirmed as infected, and those who have loved ones that match those descriptions as well.

The pandemic has also severely affected the employment of millions of people, creating a threatened sense of personal and financial safety. With budget concerns and an unknown future in some companies, many employees may feel highly anxious about the prospect of losing their own job and may have family who have lost jobs or income.

An additional complication with COVID-19 is the lingering unknown. Individuals do not know when the infection rate will reach its peak, nor when that rate will slow and eventually fall. Stress reactions tend to persist when the sense of threat or danger continues and is ambiguous or unpredictable.

Individuals will feel safer if they know how to practice personal safety behaviors (e.g., social distancing), get social support from others, find and use helpful resources, feel themselves to be coping effectively, and experience positive emotions. It’s important to instill safety measures within your organization and to promote healthy and safe behaviors, such as distancing and personal protection equipment.

Check out the Northeastern University COVID-19 Safety Module for more on safety!  
https://www.northeastern.edu/covid-19-how-to-be-safe-and-resilient/

Self-Reflection: What are some ways you are practicing safety in your organization?


Promote Calming

Stress may increase physical tension as well as increasing anxiety and emotional distress, so having a heightened state of awareness and tension is normal during the pandemic or in the immediate aftermath of a conventional disaster. It is helpful for those experiencing tension to calm themselves physically and mentally. Calming techniques can be used to ease the effect of stress and anxiety.
With GRIT, you can discuss ways that individuals can calm themselves, especially by sharing apps or other resources that can help with calming. These apps include Calm, Headspace, and Happify.

Being able to calm yourself is an important component of resilience!

**Self-Reflection:** What are some ways you calm or relax yourself now? How can you promote calming techniques and practices in your organization?

---

**Calming via Normalization of Experience**

It is important for us all to recognize that initial strong emotional responses during and immediately following a traumatic event or disaster are common and are not usually considered a sign of a serious mental health problem. With support, access to resources, and the passage of time, most people will return to a sense of normalcy once the event has passed.

Indeed, this is the major focus of the GRIT Program: to provide resilience support to those in need. Some people may be hard on themselves and interpret their stress reaction as a negative reflection on themselves (“I’m crazy”, “I’m weak”, “I shouldn’t feel this way”, “I’m better than this”, etc.). Such thoughts can lead to or worsen anxiety and distress.

Remind others that they are going through a stressful time and that it is common and expected to feel distress.

**Promote Connectedness**

Social support has been shown to be related to better emotional wellbeing and recovery following trauma and disaster. Social connections also help in communication, information-sharing, problem-solving, and attaining resources after a disaster.

It is therefore important to maintain or develop levels of social connectedness during a pandemic or following a disaster.

During the pandemic when we may be advised not to connect face-to-face, we can use our technologies to keep our social connectedness!
Self-Reflection: What are ways you have stayed connected with others in the past several weeks?


Self-Reflection: How are you staying connected with your employees during the current pandemic?


Promote Hope

Hope is believing the future will be better and things will work out.

Hope can seem like a small thing, but studies show those who maintain optimism in times of stress are more likely to have positive outcomes!

After trauma, a sense of hopelessness may set in for many people. The good news is that as a whole, humans are resilient, and time and time again come together as a community to rebuild, re-engage, and push forward from disasters. We will, and are, doing this with the pandemic.

Promote Sense of Self- and Collective Efficacy

Self-efficacy centers around an individual’s belief in their ability to handle the stress and threats that the disaster (pandemic) is causing. A strong sense of coping self-efficacy provides a person with a sense of control over the situation, which is fundamental to resilience.

Individual self-efficacy is developed through:

1. Effectively handling difficult challenges (i.e., mastery)
2. Seeing others, like a friend or family member, effectively handling stressors
3. Receiving support from a friend or love one who encourages “you can do this!”
4. Effectively managing one’s physical or emotional distress
Collective self-efficacy is the group or community’s belief in the ability to respond to a challenge or stressor. In working through GRIT-LEAD, we hope that you can instill a sense of self-efficacy in yourself and your employees, as well as collective efficacy within your organization!

We will learn more about building self- and collective efficacy in the next module!
Module 2: Self-Efficacy, Stress, and Making Contact

Explain your role and use questions to explore how others are feeling and provide support

Goals for this Module

- Learn about developing self-efficacy and resilience
- Learn about disaster and traumatic stress
- Learn about COVID-19-specific stressors
- Start GRIT-LEAD steps!: Making Contact and Asking Questions

Developing Self-Efficacy

Think about Marathon runners. Marathoners did not put on their shoes the first day of training and run 26.2 miles!

They started with what they could accomplish that day. Maybe it was three miles, maybe one, or maybe it was a walk around the block. Then when the three miles/one mile/walk felt achievable, the distance was increased, bit by bit, until the runner could run 26.2 miles (mastery experience)!

In learning how to run a marathon, the runner also learned how to breathe effectively and regulate emotions.

Then, when they run the race, they run with others who are also demonstrating the ability to run a marathon (vicarious experience) and there are people on the sidelines cheering them on (social persuasion).

Finally, the runner takes into account their own physical and emotional state: do they have achy knees, pre-run jitters?

Taking all of this is account, the runner runs a marathon!

For the COVID-19 crisis, you can also see how having a strong sense of coping self-efficacy would be helpful in being resilient. Just like the marathoner, setting achievable goals in your daily life reinforces a sense of mastery as you accomplish them.
These goals can be quite domestic such as “I set a goal today to walk around the block. And I felt so much better after I did it!” Or, “I set a goal to help the kids with their homework after I finished my work. Being clear about the goal helped me to be more intentional with them and made me feel really good when I accomplished this goal.” These types of experiences increase a person’s sense of personal control which is fundamental to successful coping and resilience.

**Self-Reflection:** Think of times in your life when you have overcome a challenge. What was that process like for you?

---

**Trauma-Related Self-Efficacy**

Trauma-related self-efficacy focuses on how an individual feels about their personal ability to cope and come through the trauma:

- To regulate their emotions during and following a traumatic experience
- To solve problems related to the disaster
- To maintain relationships and social networks
- To fulfill trauma-related tasks (e.g., possibly relocating, obtaining a new job, or restoring property)

For many in the COVID-19 crisis, there may be specific stressors that people are having to manage related to the virus. We want to encourage individuals to focus on what aspect of these stressors they have some control over and to focus on their ability to handle these.

Some people are struggling more because they are focusing on what they cannot control (e.g., whether the economy is really going to be bad for a long time, or, whether the deaths from the virus will keep going up). Instead, if we can have people focus on doing what helps keep themselves safe (physical distancing), healthy (eating well and exercise), and emotionally connected to others, their coping self-efficacy will strengthen.
Collective Self-Efficacy

Collective self-efficacy is the group or community’s belief in the ability to respond to a challenge or stressor. For example, following the Waldo Canyon Fire, the community reacted very positively as a group and offered support to each other and the first responders.

Collectively, the perception is that an organization has “what it takes” to manage a major disaster. Sentiments such as “This company doesn’t quit!” are very helpful to promote overall collective resilience.

This is what we are hoping the GRIT will help to instill in their own organizations in response to the COVID-19 pandemic.

Self-Reflection: Have you sensed any collective efficacy in your organization in the wake of COVID-19? How so?

__________________________________________________________

__________________________________________________________

__________________________________________________________

Cultural Awareness

Cultural competency is a powerful tool in building collective efficacy. The concept goes well beyond race and ethnicity to encompass empathy, curiosity, and respect for all aspects that shape a patient’s lived experience, such as age, gender identity, sexual orientation, language, housing status, value system, and more.

Current communication messages in the COVID-19 pandemic tend to focus more on individual risks than community risks resulting from existing inequities. Culture is central to an effective community-engaged public health communication to reduce collective risks.

A disproportionate burden of COVID-19 mortality is among racial and ethnic populations in communities that have had historical inequities in health.

Community-engaged communication is crucial for acknowledging the voices of those in the community with culturally relevant solutions that are more likely to be sustained beyond the pandemic.

Culture may appear neutral, but its power to define identity and communities as a collective is based on values expressed through institutions such as healthcare, education, and families. Culture shapes language, which in turn shapes communication both in message delivery and reception. Culture is also key to the global response to community engagement.
**What is Resilience?**

Being resilient does not mean that an individual is never stressed, or that stress or trauma does not affect him or her. Rather, it is the ability to quickly return to a “pre-trauma” or “pre-stress” state. Individuals high in resilience can essentially “bounce back” from a hardship, setback, or obstacle. The more this rebound occurs, the more resilient the individual becomes to future hardships.

The experience of adversity alone does not create resilience; it is the experience of successful coping that is important. Resilience is based on effective utilization of resources, flexible coping, active management of personal distress, and ability to seek opportunities to help others.

The ability to respond to setbacks, paired with strong perceptions of self-efficacy and positive self-worth, promotes and maintains masterful resilience.

<table>
<thead>
<tr>
<th>Resilient People...</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Are effective at identifying what they can control and developing strategies to recognize and acknowledge success as they cope</td>
<td></td>
</tr>
<tr>
<td>Thrive on turning stressors into challenges, rather than viewing difficulties as threats</td>
<td></td>
</tr>
<tr>
<td>Have confidence in their abilities to manage what’s coming at them</td>
<td></td>
</tr>
<tr>
<td>Are good at self-care and work to take care of their emotional and physical health</td>
<td></td>
</tr>
<tr>
<td>Persevere when they hit roadblocks and, when they do fail, they turn that into a learning opportunity in order to succeed again</td>
<td></td>
</tr>
<tr>
<td>Help other people to cope, believing in the concept that collectively we will succeed, alone we will not</td>
<td></td>
</tr>
</tbody>
</table>

**Stressors**

A stressor is any event or condition that causes a person to adapt or change in significant ways.

In response to the event, stressors have many sources and include any situation in life requiring a significant change or adaptation. We can have a stress response to an actual acute challenge, or to perceived or imagined (i.e., psychological) threats.

As humans, we can stress about events or situations that have not yet happened or about something that is not even true. The physiological and emotional response to these psychological threats is similar to an actual physical threat.
Stress Reactions

Stress reactions are the mind and body’s reactions to an unusual demand such as a threat or challenge. Whether this demand is real or imagined, outside the body or within, the body will respond in a characteristic way known as the Stress Response.

When the brain interprets something as a stressor, it sends alarm signals via nerves and hormones to prepare the body to “fight, flight, or freeze.” Consequently, senses become more alert; muscles tighten and tense for action, heart and breathing rates increase so that more blood is provided for vital organs.

When stress is chronic, these physical affects can cause or worsen a range of health problems, including hypertension, autoimmune problems, chronic body aches and pains, menstrual problems, indigestion or stomach upset, headaches, insomnia, and frequent illnesses. Stress can change many aspects of our thinking, emotions, and actions:

<table>
<thead>
<tr>
<th>Cognitive</th>
<th>Poor concentration, forgetfulness, difficulty making decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional</td>
<td>Anxiety, grief, irritability, anger, nervousness, withdrawal, depression, feeling overwhelmed</td>
</tr>
<tr>
<td>Behavioral</td>
<td>Changes in eating habits, increased smoking, greater consumption of alcohol or prescribed and/or illicit drugs, increased accident proneness, and changes in sexual libido</td>
</tr>
</tbody>
</table>

Disaster and Traumatic Stress

Some stressful events are considered traumatic in intensity. These are typically events that threaten the life, health, or safety of an individual, either directly or indirectly. Traumatic events can include natural and human-caused disasters, physical and sexual assaults, war, child abuse, and life-threatening illness. Distress and symptoms following exposure to such an extreme event may be more severe or persistent than general stress reactions.

Disasters are events that challenge individual capacity for adaptation, which can lead to the onset of a range of mental health outcomes, from minimal and manageable to severe psychological distress and/or impairment that may last for weeks or years after the event.
**Self-Reflection:** What are other examples of disasters your community has experienced in the past 10 years?

---

**Coronavirus vs. Conventional Disasters**

Both kinds of disaster can produce:

- Threat to the safety and wellbeing of oneself and loved ones
  - Loss of community

- Loss of access to normal activities of daily life

**Unlike most natural disasters, the pandemic creates a sense of ongoing threat.**

In conventional disasters, help is usually offered “post-disaster.” With COVID-19, help must be offered while the disaster is still ongoing. Ongoing threat can create a sense of continuing dread that can pervade the community of those exposed.

The coronavirus is affecting everyone, unlike most disasters that are confined to specific areas. There are no safe zones during the pandemic, except at home alone. In the pandemic, health care workers are especially affected, and there is an important need to mobilize support services for them.

Because of the risk of infection and need for social distancing, face-to-face disaster response services and face-to-face mental health counseling are largely not available (PFA, counseling) in a pandemic. The physical isolation required by coronavirus interferes with social connections and support, which are important coping tools.

**Self-Reflection:** Have there been times in the past several weeks when you have struggled with the social isolation?

---

The unfamiliar and invisible nature of the virus threat makes it more difficult to cope with. The destruction and dramatic impact of a natural disasters are usually very clear, such as when an earthquake or fire claims lives and property in an acute phase, after which the majority of the shock is finished. By contrast, the traumatic aspect of technological disasters may be less acute...
and involve learning of, versus witnessing of an event, with this happening over an extended time period, often with substantial delays.

Frightening information is received in doses, in fragments and contradictory ways. In the pandemic, there is overwhelming media coverage that can increase anxiety rather than reduce it. With the virus, people worry about different things (e.g., fears of having symptoms, health anxiety) than in natural disasters.

**Self-Reflection:** Have you found news coverage of the COVID-19 outbreak helpful or harmful? In what ways?

---

**Virus-Specific Stressors**

There are a number of kinds of experience in the pandemic that can be especially stressful for those unfortunate enough to have them.

For those who have become infected:

- Feeling afraid of dying
- Anxiety about passing the infection to their families
- Separation from family and need to social distance from them
- Children worried about sick parents
- Exposure to ethnic stigma (e.g., hostility to Chinese-Americans)

For those in specific situations:

- Witnessing and caring for individuals who are severely ill
- Loss of a loved one or friend
- Cultural and ethnic stigmas

Many people will experience cascades of losses and psychological stress above and beyond the fear-provoking consequences of the disease itself:

- Financial stress (food and resource insecurity)
- Loss or interruption of employment and structured activity
- Loss of access to pleasurable activities
- Loss of access to social contacts
Actions needed to stay safe - social distancing – can increase stress by reducing access to normal routines, enjoyable activities, and social supports.

Stresses of Essential Workers During COVID-19

Some essential staff personnel have often experienced especially great levels of stress, due to the following kinds of experiences that might be troubling them:

- Physical and mental exhaustion
- Torment of making difficult decisions about who will receive care
- Pain of losing patients and colleagues
- Infection risk of catching a disease with a potentially lethal outcome (perceived life threat)
- Separation from family and need to social distance from them
- Anxiety about passing the infection to their families
- Limited access to personal protective equipment (PPE) and needed supplies
- When becoming infected, sudden role reversal from a care provider to a patient may create great adjustment challenges, frustration, and feelings of helplessness

5 Steps to GRIT-LEAD

1. Make Connection
2. Ask Questions
3. Identify Coping Strengths and Resilience
4. Add to Strengths
5. Review, Summarize, Discuss Action Steps, Give Resources
Skills for Making Connection

1. Initiate contact and begin your helping conversation in a respectful, non-intrusive way.

2. Introduce the fact that you have trained as a GRIT-Leader and describe your role.

3. Ask for permission to talk to him/her about the pandemic and explain that you are there to see if you can be of help.

Try to ensure privacy for the conversation. Give the person your full attention. Speak softly and calmly.

Here are things you can say to start up a helping conversation (you can say something like this, using your own words):

- “I’m checking in with our staff to see how they’re doing with the stress of the pandemic (or other disaster)”

- “Is it okay if I talk to you about that for a few minutes?”

Do not assume that people will respond to your outreach with immediate positive reactions.

If an individual declines your offer of help, respect his/her decision and indicate when and where to contact you later if wanted.

Self-Reflection: How would you initiate a conversation with your own staff?

Giving Support

Support predicts wellbeing after exposure to stressful events. When people feel supported, they are likely to feel less alone, safer, more confident in a positive future, and more confident in their ability to cope.

Giving support often means just listening, showing interest, and “being there” for the person. It happens when you bring up the stressful situation in a supportive way. It might include sharing your own experience when it seems to support or validate what the person is saying.

It doesn’t mean solving problems for the person or giving them advice.
It can be a real challenge to support others while maintaining social distancing:

- Phone or video support
- Talking while maintaining social distancing of 6 feet

**Some Do’s and Don’ts**

When people we care about are in pain or feeling upset, it is sometimes hard to know how to support them.

Here are some Do’s and Don’ts to keep in mind when others are sharing thoughts and feelings:

<table>
<thead>
<tr>
<th>Don’t</th>
<th>Try to solve or fix someone else’s thoughts or feelings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change the subject when someone begins sharing feelings</td>
<td>Demand that others talk when they don’t want to</td>
</tr>
<tr>
<td>Demand that others talk when they don’t want to</td>
<td>Criticize the other person’s experience</td>
</tr>
<tr>
<td>Criticize the other person’s experience</td>
<td>Try to distract someone away from sharing feelings</td>
</tr>
<tr>
<td>Try to distract someone away from sharing feelings</td>
<td>Attack or punish someone for having feelings</td>
</tr>
<tr>
<td>Attack or punish someone for having feelings</td>
<td>Just listen and offer support</td>
</tr>
<tr>
<td>Just listen and offer support</td>
<td>Make time for others to talk</td>
</tr>
<tr>
<td>Make time for others to talk</td>
<td>Support others’ feelings</td>
</tr>
<tr>
<td>Support others’ feelings</td>
<td>Tolerate your own anxieties, fears, and worries</td>
</tr>
<tr>
<td>Tolerate your own anxieties, fears, and worries</td>
<td>Share your own concerns and feelings</td>
</tr>
</tbody>
</table>

It sounds silly but having some basic statements that let the other person know that it’s okay to talk and feel the way they do is important. You can use your own words, but here are some examples:

...“*That sounds really hard (scary, awful, painful, etc.*)”*

...“*I sometimes feel that way too*”
…”Is there anything I can do to help?”

…”Uh-huh....Mmmm....Oh.... (in other words, JUST LISTEN!”

Encouraging People to Talk

Nonverbal behavior can confirm, deny, strengthen or control what is being said. In a virtual environment (e.g., over zoom or facetime) this is a bit harder. But head nodding to show you are getting what the person is saying will help.

Be aware of how much you are talking versus listening. Give opportunity to talk for the individual you are trying to help. Remember, you cannot overestimate the power of truly listening. Effective listening is an emotional “Advil” or pain reliever.

In making contact, we are promoting connectedness.

<table>
<thead>
<tr>
<th>Time to Practice!</th>
<th>Roleplay initiating a conversation. Practice introducing GRIT to a family member, a friend, and a neighbor.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Remember you can use technology to roleplay!</td>
</tr>
</tbody>
</table>

Assignment: Review of Resources

Check out the following resources to start to familiarize yourself with possible resources

- My Resilience Website
  - www.myresiliencehelp.com

- GRIT Website
  - www.grit.uccs.edu

- Lyda Hill Institute for Human Resilience
  - www.resilience.uccs.edu
Module 3: Identifying Coping Strengths and Resilience

Ask questions and look for strengths. Ask about what is working for you? What are you doing to cope that is helping?

Goals for this Module

- Learn how to lead virtually
- Continue GRIT-LEAD steps!: Asking questions and identifying coping strengths and resilience

Self-Reflection: How have you navigated supporting your organization or community virtually so far? What are some challenges you have had and what can be improved on?

Navigating Virtual Leadership
From HR Daily Advisor and Association for Talent Development

- Be able to utilize virtual technology (and possible several platforms). Transitioning to a virtual world may take time, patience and flexibility. Know what technology support you and your company and capable of providing, and know that it may require several platforms.
  - Virtual communication includes:
    - Email
    - Text
    - Video calls
    - Virtual team meetings
    - Instant messaging

- Recognize achievements. Employees may feel that their accomplishments are overlooked for several reasons, including lack of social connections and feedback while working from home or discouragement caused by the rigor of being an essential employee. Find ways to offer praise and encouragement to employees in every background.
• **Be proactive in staying in contact.** For similar reasons stated above, employees may feel discouraged and isolated. Communication may therefore decrease. Be proactive in checking in with your employees both as a team and individually. Stay knowledgeable about projects what they’re working on, how those projects are going, what obstacles they’re facing, and what they need. *You may need to check in more often than you would at the workplace.*

• **Promote good communication.** Communication in a virtual world feels different than in-person. It can be more difficult to portray effective or support body language and written communication can be interpreted. Keep in mind clear communication is incredibly important in a virtual landscape and utilize the active listening skills discussed in Module 2.

• **Show trust in your employees and motivate them along the way.** Show your employees you trust their skills, competence, and work performance. *When we feel we are trusted, we are usually more motivated to perform well!*

• **Set and track goals.** Showing trust does not mean employees should not have goals and benchmarks to meet. Work with your employees to set clear, measurable, and achievable goals. Then check in on these goals as they progress, not just at the end. Achievable goals promote a sense of self-efficacy, that feeling of “I can do this!”

• **Have realistic expectations.** Navigating a virtual workforce also means changing expectations. Set reasonable expectations with your employees regarding the times to be “at work” and when calls should reasonably be answered and returned. Allow a 5:00 pm workday to truly end at 5:00 pm. Be clear about these expectations and flexible with barriers (such as internet speeds and work environment).

• **Model behavior expected in your employees.** Model proactive communication, work/life balance, and healthy skills and self-care.

• **Be patient.** This goes for your employees as well as yourself. Transition takes time, and the current transition to virtual environments is occurring on top of significant stress in our country and the world. Stress impacts our mind and body in many ways and may interfere with productivity and efficiency. Be patient and understanding of the challenges being faced and the varying degrees people manage those challenges.

• **Take care of yourself too!** With employees looking for guidance now more than ever, recognize that this can take a toll on your own mental wellness. Be proactive in your own self-care and motivation and be clear and reasonable with yourself in taking time to rest and restructure.
Supporting Essential Workers
From Fond and Staywell

- **Educate about symptoms and prevention.** Employees often look towards their leaders for critical information and guidance. Provide this education from a reputed source, such as the CDC and communicate often.

- **Prioritize safety.** Safety comes in many factors. In the current pandemic, it is important to grant sick leave to employees who feel anything other than healthy, and work with employees to provide sick leave when possible. *Make it easy for employees to stay home until they are well again.* At the workplace, ensure cleanliness and possibly go above your “normal” standards. When possible, provide supplies such as hand sanitizer, cleaning wipes, face masks, and gloves. Ensure a 6-foot distance whenever possible.

- **Think about what is important.** Prioritize the important parts of the job, make a list, and keep them in sight.

- **Communicate!** Clear and frequent communication is important, both in providing clear instructions and policies and easing anxieties and potential stress. It may be helpful to provide communication in multiple platforms, such as in person, through phone calls or video conferencing, in emails, and in bulletins and updates.

- **Recognize the importance and commitment of your employees.** It is no small task to physically go to a workplace amidst a global pandemic. Recognize the potential fears and anxieties that may accompany this action and communicate your appreciation. Verbal praise is often well met, but consider other tangible marks of appreciation, such as gift cards, paid time off, or even coffee for everyone.

- **Provide resources for your organization and ensure this information is easily accessible.** We will provide a variety of resources throughout this training but also be aware of what resources are available to your employees both within and outside of the organization. Have this information easily accessible, such as within an intranet, through email, or in a folder or drive employees as easy access to.

- **Check in often and ask what employees need.** Take time to ask questions and listen to the concerns of your employees and staff. Not only will you learn how things are being managed “on the front line, you will also show that you care and want to hear from everyone. Give every employee an opportunity to share worries and challenges, as well as achievements and positivity.
• **Ask about the good!** In a time of global fear and stress, it can be easy to focus on the negative. However, it is *important* to also talk about the good! What is going well, how are people coping, what was a positive take-away form the day? Do not force this but encourage your employees to talk about the positives, however small, and share that communication throughout the organization.

• **Model behavior expected in your employees.** Model proactive communication, work/life balance, and healthy skills and self-care.

• **Take care of yourself too!** With employees looking for guidance now more than ever, recognize that this can take a toll on your own mental wellness. Be proactive in your own self-care and motivation and be clear and reasonable with yourself in taking time to rest and restructure.

**5 Steps to GRIT-LEAD**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Make Connection</td>
</tr>
<tr>
<td>2</td>
<td><strong>Ask Questions about Feelings, Distress, and Wellbeing</strong></td>
</tr>
<tr>
<td>3</td>
<td><strong>Identify Coping Strengths and Resilience</strong></td>
</tr>
<tr>
<td>4</td>
<td>Add to Strengths</td>
</tr>
<tr>
<td>5</td>
<td><strong>Review, Summarize, Discuss Action Steps, Give Resources</strong></td>
</tr>
</tbody>
</table>

**Open-Ended and Closed-Ended Questions**

Two types of questions are open and closed questions.

• Closed questions elicit only a yes or no or a short response (“Are you feeling stressed out because of the virus?”). Phrases that generally begin a closed question include: “Do you, can you, would you, will you, is it?”

• To elicit more informative answers and encourage your person to talk, you may need to try open questions using phrases such as:

  “How do you feel about...?”

  “Help me understand....”

  “Tell me about...”
Asking “Why” questions can often get the typical response of “I don’t know” or “Because.” The use of why questions can connote an interrogation or judgmental style of questioning; use why questions carefully.

Asking too many questions or asking irrelevant questions can cause confusion for the person.

**Important Open-Ended Questions to Ask**

To get the conversation started, and learn how the pandemic (or other disaster) is affecting the person, ask two or three of the following questions:

- “How are you doing?”
- “What is happening for you?”
- “What is most distressing for you?”
- “How are you handling it emotionally?”
- “What have you been doing lately that helps you relax or provides you some enjoyment?” (this question will help you move into the next Step)

**Self-Reflection:** Write down one closed-ended and one open-ended question in your own words.

As your conversation flows from these questions, listen, support, and encourage resilient behaviors: Social connections and support, positive (mood-improving) activities, healthy eating and drinking, sleeping, exercise, relaxation.
Checking for Receptiveness to Support

Pay attention to how receptive the other individual in a conversation is. Signs that someone is not receptive to the conversation are:

- Minimal eye contact
- Turning away from speaker
- Easily distracted
- Frequent nodding of the head and/or frequent “ok” or “yeah”
- Seeming irritated by your offer of help

Check in with the listener if you feel like they are not being receptive to the conversation.

Self-Reflection: What are ways you can tell that someone is engaged in a conversation?

In asking questions, we are promoting connectedness.

Coping Strengths and Resilience

Why We’re Asking about Strengths and What is Helping

Remember, coping self-efficacy centers around an individual’s belief in one’s ability to manage important stressors or challenges and increases sense of control over the situation and the future.

Sometimes we have to be reminded of the things we have already overcome and the things we are already doing to cope and work through our immediate difficulties.
Noticing Strengths can Increase Resilience

Developing and utilizing coping skills adds to a sense of resilience. Resilience is based on effective utilization of resources, flexible coping, active management of personal distress, and ability to seek opportunities to help others.

You can help individuals notice these things in themselves by checking in about what current actions and supports are working for them or have worked in the past.

Key Questions to Ask about Strengths

After finding out, generally, how people are being affected and feeling, move into asking about what is helping or working for them, their strengths.

Here are questions you can ask. Choose two or three to ask the person:

- “What are you doing that is helping you cope?”
- “What parts of your life feel good to you?”
- “Are there times when you have felt positive emotions or good feelings during this pandemic?”
- “Have you been able to offer support to anyone who is struggling?”
- “Who has been especially helpful to you in getting through this?”
- “In your past, what difficult experience were you able to overcome?”

Look for Opportunities to Expand Discussion about Their Strengths

Ask open-ended questions to have them say more about the positive things:

- “How is that helping you?”
- “Can you tell me more about that?”
- “What exactly did you do when you were able to overcome that difficult experience in the past?”

Your goal is to listen, support, and encourage resilient behaviors: Social connections and support, positive (mood-improving) activities, healthy eating and drinking, sleeping, exercise, relaxation. We will expand on this in the next module.
When we identify strengths and resilience and have people focus on these, we are promoting a sense of control, safety, hope, and self-efficacy.

**Assignment: Continue Review of Resources**

- [www.211.org](http://www.211.org)
- Your state’s crisis resources
  - Colorado: [www.coloradocrisisservices.org](http://www.coloradocrisisservices.org)

**Time to Practice!**

Roleplay asking about strengths, try out both closed and open-ended questions.

Remember you can use technology to roleplay!
Module 4: Adding to Strengths

Review key coping actions and look for opportunities to add to the strengths of the person

Goals for this Module

- Small Business Challenges
- How to support transitioning back to work
- Continue GRIT-LEAD steps!: Adding to Strengths

Small Business Challenges

One of the hardest hit entities amidst the COVID-19 pandemic has been small businesses and entrepreneurs. Leaders in these businesses have to navigate an ever-changing landscape, and often have their home and livelihood riding on the successes of their business. Some unique challenges for small businesses and entrepreneurs include (from Vault):

- **Financial concerns.** There are several entities providing grants and loans to small businesses. A list of these agencies can be found here: [https://exponentialimpact.com/small-business-emergency-relief-fund/resources/general/](https://exponentialimpact.com/small-business-emergency-relief-fund/resources/general/) and here: [https://covid19.helloalice.com/](https://covid19.helloalice.com/)

- **Analysis Paralysis (i.e. overthinking).** Entrepreneurs are often faced with a lot of decision-making requirements and the decisions often fall on their shoulders alone. Some decisions make require quick thinking while others may require detailed thought. Try to break down tasks and decisions into small steps and priorities. Then tackle the high priority items. This will also help instill a sense of control over the situation.

- **Keeping up with Governmental Changes.** In a time when information is coming from several entities and often changing week-by-week (if not day-by-day), it’s important to keep up with the changes being implemented by different government agencies. Monitor news from the local, state, and federal government and get your news from reputable sources such as a government website, a bank representative, accountant, or other professionals in your network.
• **Work/Life Balance.** Easier said than done, but very important! Having to balance the challenges of a small business amidst a pandemic is *no easy task.* Natural responses like stress, fear, and anxiety may arise. Take time to take care of yourself.

• **Information Overload.** It can be natural to constantly watch or keep up with the news but keep in mind that being continuously exposed to negative media can be harmful. If you find yourself constantly watching or checking the news, step back and take a break! You can also “schedule” time to watch the news or limit yourself to a time frame.

• **Have a plan in place if the pandemic surges again.** Entrepreneurs may feel apprehensive or cautious to re-open or return to brick and mortar due to still unknown future of the current pandemic. Have several plans in place if a new surge occurs your community. Write own what your response will be and communicate this plan with employees.

**Supporting the Transition Back to the Workplace**  
*From GovLoop and Gartner*

Returning to the workplace during a pandemic is no easy task and can be filled with new complexities. As when supporting employees when they are working from home, supporting employee returning to the workplace may take time, flexibility, and patience.

• **Wait until your employees are ready.** Consider whether returning to the workplace is essential for any or all of your employees. If employees are unable or unwilling to return to the workplace, work with those employees to ensure safety, comfort, and realistic expectations.

• **Prioritize safety.** Safety comes in many factors. In the current pandemic, it is important to grant sick leave to employees who feel anything other than healthy, and work with employees to provide sick leave when possible. *Make it easy for employees to stay home until they are well again.* At the workplace, ensure cleanliness and possibly go above your “normal” standards. When possible, provide supplies such as hand sanitizer, cleaning wipes, face masks, and gloves. Ensure a 6-foot distance whenever possible. Remember that safety is both a physical measure and a feeling.

• **Celebrate successes.** Acknowledge the effort and stamina that was required when working from home and celebrate the milestones and achievements that were made away from the workplace. Focus on both individual and group accomplishments.
• **Be patient and forgiving.** Keep in mind that people are handling varying levels of stress and may be coping in different ways. It may be easier for some to transition back to the workplace than others. Some employees may need extra guidance and assistance. Allow employees to take some time to settle in and re-adjust.

• **Recognize varying emotions.** Returning to the workplace may involve many emotions, including sadness, anxiety, and guilt. Some employees may feel sadness regarding leaving the comfort of their home and the presence of their family, others may feel anxious about safety and precautions in place; still others may feel guilty for returning to work when a percentage of the country has lost their job. Recognize that these feelings are often complex and unique to each person and offer support when and how you can (part of the GRIT steps!).

• **Recognize a “new normal.”** It is unlikely your organization will return to the way it was before the pandemic began and spread. There may be new policies in place, new safety precautions, different protocols. This will inevitably create a new team dynamics and ways of working. Consider working within your organization to recognize the things that worked “before” and what may be different and changed now.

• **Have a plan in place if the pandemic surges again.** Employees may feel apprehensive or cautious to settle back into their work responsibilities due to still unknown future of the current pandemic. Have a plan in place if a new surge occurs your community and communicate this plan with your employees. Be clear about what the response will look like from the organization and what supports will be available.

**Self-Reflection:** How can you support the transition back to the workplace in your own organization? What specific challenges might you expect and how to you plan to overcome those challenges?
5 Steps to GRIT-LEAD

1. Make Connection
2. Ask Questions about Feelings, Distress, and Wellbeing
3. Identify Coping Strengths and Resilience
4. Add to Strengths
5. Review, Summarize, Discuss Action Steps, Give Resources

Adding to Strengths

As the person speaks about the concerns, and then their strengths, you have been looking to find opportunities to encourage their resilient behaviors:

- Social connections and support
- Positive (mood-improving) activities
- Healthy eating and drinking
- Sleeping
- Exercise
- Relaxation

Now, gradually move the conversation into a brief review of several key coping actions that are important to most people’s recovery and resilience during a difficult time.

Self-Reflection: It’s important that we walk the walk. How are you encouraging these resilient behaviors in yourself? Are there areas you want to focus more on?

Introduce the Topic

Introduce the topic; tell them you would like to quickly ask about some key things.

- “I would like to quickly check in with you about some key actions that help many people get through this difficult time”
Tie this into your previous discussion of strengths if possible. For example, if they said they are skyping or phoning their friends or family several times a week as a way to cope, you can say “For example, social support and connection is very, very important, and you’ve been doing a lot to focus on that.”

**Questions to Ask to Review Key Coping Actions**

- “What are you doing each week to stay connected with friends and family and give and get support from others?”
  - If needed, explore ways of increasing connection and social support (Appendix B)

- “What are you doing each week to include positive activities and activities you enjoy that might make you feel better inside yourself (lift your mood)?”
  - If needed, explore positive activities to lift mood (Appendix C)

- “What are you doing to keep your mind and body relaxed?”
  - If needed, discuss tools for calming body and mind (Appendix D)

- “What are you doing to help your sleep?”
  - If needed, discuss sleep hygiene (Appendix E)

- “Are you getting physical exercise each week?”
  - If needed, discuss how to increase exercise (Appendix F)

- “What are you doing to make sure you are eating well and limiting your use of substances?”
  - If needed, discuss eating or drinking habits (Appendix G)

When we identify strengths and resilience and have individuals recognize these, we are promoting a sense of calming and self-efficacy. See the Appendixes for resources on each of these coping actions.

**Time to Practice!**

Roleplay asking about strengths, then adding to them.

Remember you can use technology to roleplay!

**Assignment: Check out the following apps to start to familiarize yourself with possible resources**

- Headspace: [https://www.headspace.com/](https://www.headspace.com/)
- Calm: [https://www.calm.com/](https://www.calm.com/)
- Happify: [https://www.happify.com/](https://www.happify.com/)
Module 5: Resources, Referral, and Action Steps

Based on your conversation, provide 211 resources, discuss option of referral for counseling if needed, and review and summarize discussion and action steps moving forward.

Goals for this Module

- Review resources
  - For Leaders
  - GRIT Resources
- Finish GRIT-LEAD steps!: Review, Summarize, Discuss Action Steps, Give Resources and important closing remarks.

5 Steps to GRIT-LEAD

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Make Connection</td>
</tr>
<tr>
<td>2</td>
<td>Ask Questions about Feelings, Distress, and Wellbeing</td>
</tr>
<tr>
<td>3</td>
<td>Identify Coping Strengths and Resilience</td>
</tr>
<tr>
<td>4</td>
<td>Add to Strengths</td>
</tr>
<tr>
<td>5</td>
<td>Review, Summarize, Discuss Action Steps, Give Resources</td>
</tr>
</tbody>
</table>

Overview Virtual Leadership Resources

Websites

Dare to Lead Hub with Brené Brown
- Information and resources for leaders
- [https://daretolead.brenebrown.com/](https://daretolead.brenebrown.com/)
Center for Creative Leadership
• Webinars, articles, and assessment focused on leadership challenges and building resilience
• [http://www.ccl.org](http://www.ccl.org)

McKinsey and Company
• Interactive tools for leadership

CSA Research
• Research and data regarding COVID-19
• [https://csa-research.com/More/Featured-Content/COVID-19](https://csa-research.com/More/Featured-Content/COVID-19)

Inc.
• Inc.’s Essential Business Survival Guide for the Covid-19 Crisis

Apps

2Do
• Keep track of lists and assist in time management
• [https://www.2doapp.com/](https://www.2doapp.com/)

Minute
• Sync calendars, record notes during meetings, and delegate tasks
• [https://www.getminute.com/](https://www.getminute.com/)

Resources for Small Businesses

Exponential Impact (XI)

Survive and Thrive Program: This site hosts the digital recordings and supplemental resources from weekly webinars for small business owners.

• Webinars include:
  o Emotional Wellbeing
  o Digital Marketing
  o Bookkeeping and Payroll Post COVID-19
  o Mental Health and Wellness
  o Negotiating with your Landlord
  o Immunize your Business with Strategic Goal Setting
PPP Loan Forgiveness and Colorado SBDC
Finding Joy at Home and Work During Hard Times
What Does it Mean to Thrive in Business and in Life?

- Wellness challenges for yourself and your team
- Also provides resources for small businesses, financial relief resources, informative sites, and startup resources
- [https://exponentialimpact.com/](https://exponentialimpact.com/)

**US Small Business Disaster Loan Assistance**

- Federal Disaster Loans for Businesses, Private Non-profits, Homeowners and Renters
- [https://covid19relief.sba.gov/#/](https://covid19relief.sba.gov/#/)

**Hello Alice COVID-19 Business Resource Center**

- Provides funding opportunities and tools tailored to different industries

**Overview of Virtual GRIT Resources**

**Websites**

**211 Resources for Practical Assistance**

211 is an organization dedicated to proving information for local resources and services. 211 is available throughout the country to provide expert, caring help, including food and nutrition programs, shelter and housing options, utilities assistance, emergency information, disaster relief, employment and education resources, services for veterans and ex-offenders, health care information, support for individuals with mental health concerns, and assistance for substance use and interpersonal violence.

- You can call 2-1-1 anytime to speak with a live, trained service professional to learn about national and local resources.
- Or go to 211.org for a list of national resources, including information on COVID-19, emergency and crisis resources, disaster assistance, and resources for essential needs.

**GRIT Website**

The GRIT website is provided through the UCCS Lyda Hill Institute for Human Resilience and offers useful tip and information sheets for a variety of different groups (e.g., Veterans, first
responders, families, community, medical staff/healthcare workers). There are also interesting resilience-based video “casts“- 30 Keys to GRIT.

- [www.grit.uccs.edu](http://www.grit.uccs.edu)

My Resilience Internet Course

The My Resilience Web support system is an interactive website ([www.myresiliencehelp.com](http://www.myresiliencehelp.com)) with 6 modules in it to help people manage traumatic disaster situations and promote self-efficacy.

The modules are:
1. Self-talk: being your own best advocate;
2. Seeking Social Support;
3. Managing Trauma Triggers/Memories;
4. Relaxation/Calming;
5. Unhelpful Ways of Coping;

This system was found to significantly reduce worry and depression in a randomized trial with Hurricane Ike survivors. This system is provided through the UCCS Lyda Hill Institute for Human Resilience.

[www.myresiliencehelp.com](http://www.myresiliencehelp.com)

Apps

For Relaxation/Calming/Sleep
- Headspace: [https://www.headspace.com/](https://www.headspace.com/)
- Calm: [https://www.calm.com/](https://www.calm.com/)
- Happify: [https://www.happify.com/](https://www.happify.com/)

For Resilience
- SuperBetter: [https://www.superbetter.com/](https://www.superbetter.com/)

For Eating
- MyFitnessPal: [https://blog.myfitnesspal.com/category/nutrition/](https://blog.myfitnesspal.com/category/nutrition/)
- Noom: [https://www.noom.com/#/]

For Exercise
- FitOn (phone app) – Free (and paid options) at-home fitness workouts including HIIT, Barre, Yoga, strength, and body weight
- Barre3 (website) – 15 days of free barre fitness workouts
• Also, many fitness-oriented classes on YouTube for free
  
  When we share resources, we are promoting
  a sense of safety, calming, connectedness, hope and self-efficacy.
  All five key elements of Psychological First Aid!

**Self-Reflection:** Do you have experience with any of the apps listed? What was that experience like? Are there any apps not listed that you like using?

---

**Review, Summarize, Agree on Action Steps**

Actions steps include:

• Continuing activities that have already been helping

• Adding additional actions based on review of key coping activities

• Adding use of tools for coping (apps, Internet programs, websites, telephone support service)

**Review and Summarize**

Summarize key points of your conversation:

• How the pandemic (or other disaster) is affecting them

• What they are doing to cope that is helping

• What added actions they can take to further strengthen their coping

Check on their reaction to what you have summarized using the following questions (in your own words):

• “Have I got that right?”

• “Is there anything else important that I’m forgetting, or you’d like to add?”
Agree on Action Steps

Say the following using your own words:

- “We discussed ways you are effectively coping, especially (add individual strengths in coping actions here) and how you can keep doing or increase what is working for you”
- “We also talked about things you can add to your toolbox to strengthen your own resilience (add elements here based on your assessment and previous discussion)”
- “Do those things make sense to do in the next days and weeks?”
- “What action steps do you see as most important to you?”

Time to Practice!

Roleplay reviewing a conversation and agreeing on action steps.

Remember you can use technology to roleplay!

Time to Practice!

Put it all together and role play a conversation.

Introduce GRIT training, use closed and open-ended questions and ask about strengths, add to those strengths, then review and agree on steps to take!

Remember you can use technology to roleplay!
Remember the 5 Steps to GRIT-LEAD

1. Make Connection
2. Ask Question about Feelings, Distress, and Wellbeing
3. Identify Coping Strengths and Resilience
4. Add to Strengths
5. Review, Summarize, Discuss Action Steps, Give Resources

GRIT-LEAD and Self-Care

Assess your own reactions to the pandemic (or other disaster). Practice the same self-care actions we recommend to others.

Personal checklist:

- Are you maintaining important social connections and giving and getting social support?
- Are you doing positive (mood-improving) activities each week, in ways that are consistent with social distancing?
- Are you practicing healthy eating and drinking?
- Are you maintaining health sleep patterns?
- Are you getting regular exercise?
- Are you finding ways to relax regularly?

Walking the walk enables us to speak from experience and models good self-care.

Self-Reflection: How do you engage in self-care?
**Maintaining Boundaries and Avoiding Becoming a “Treatment” Provider**

It is essential that you maintain the role of “Coach” and not as a counselor with your people you reach out to. Remember the athletic analogy: Motivation is handled by coach, injuries by the doctor.

**Dealing with Problems and Questions**

It is expected that people will have problems and questions that you may not have an answer for. You can always email us questions and concerns at grit@uccs.edu and let them know you will get back to them!
Appendix A

Quick Reference Guide

5 Steps to GRIT

1 Make Connection

Explain your Role

Introduce the fact that you have been training as a GRIT-Leader and describe your role. Ask for permission to talk to him/her about the pandemic, and explain that you are there to see if you can be of help.

“As a GRIT-Leader, I’m volunteering to check in with people I know to see how they’re doing with the stress of the pandemic (or other disaster). Is it okay if I talk to you about that for a few minutes?”

2 Ask Questions to Understand Person

How are you doing?
What is happening for you?
What is most distressing for you?
How are you handling it emotionally?
What have you been doing lately that helps you feel more confident?
What have you been doing lately that helps you feel relaxed or provides you some enjoyment?

While asking questions and responding to conversation, listen, support, and encourage resilient behaviors: Social connections and support, positive (mood-improving) activities, healthy eating and drinking, sleeping, exercise, relaxation.

3 Identify Coping Strengths and Resilience

What are you doing that is helping you cope or feel a sense of mastery?
What parts of your life feel good to you?
Are there times when you have felt positive emotions or good feelings during this pandemic?
Have you been able to offer support to anyone else who is struggling?
Who has been especially helpful to you in getting through this?
Look for Opportunities to Expand Discussion about Their Strengths
How is that helping you?
Can you tell me more about that?
What have you done in the past that has helped you overcome difficult times?

Listen, support, and encourage resilient behaviors: Social connections and support, positive (mood-improving) activities, healthy eating and drinking, sleeping, exercise, relaxation

4 Add to Strengths

Gradually move the conversation into a brief review of several key coping actions that are important to most people’s recovery and resilience during a difficult time

Questions to Review Key Coping Actions

I would like to quickly check in with you about X key actions that help many people get through this difficult time

What are you doing each week to stay connected with friends and family and give and get support from others?
   If needed, explore ways of increasing connection and social support (Appendix B)

What are you doing each week to include positive activities and activities you enjoy that might make you feel better inside yourself (lift your mood)?
   If needed, explore positive activities to lift mood (Appendix C)

How much stress are you feeling physically and emotionally?
   If needed, discuss tools for calming body and mind (Appendix D)

How are you sleeping?
   If needed, discuss sleep hygiene (Appendix E)

Are you getting physical exercise each week?
   If needed, discuss exercise (Appendix F)

How about your eating and drinking during this time?
   If needed, discuss eating and drinking (Appendix G)
5 Review, Summarize, Discuss Action Steps, Give Resources

Summarize Key Points of Your Conversation

How the pandemic (or other disaster) is affecting them
What they are doing to cope that is helping
What added actions they can take to further strengthen their coping

Agree Action Steps

We discussed ways you are effectively coping, and about things you can add to your toolbox, including... (state key takeaways based on your previous discussion)

Do those things make sense to do in the next days and weeks?

What action steps do you see as most important to you?

Give and Discuss Recommended Resources

Give Resilience Resource handout (Appendix H)

211 Resources for practical assistance (www.211.org)
GRIT website (www.grit.uccs.edu)
My Resilience website (www.myresiliencehelp.com)
Apps
Appendix B

Ways of increasing connection and social support

Ways to connect virtually with friends and family:

- Facetime (Apple products)
- Video Call (Android products)
- SnapChat video Call
- Google Hangout
- Zoom
- Microsoft Teams

Other social connections

- YouTube Live classes
- Netflix party
- Facebook Watch Party
- Instagram live concerts

Activities to do virtually

- Book clubs
- Dinner or coffee “dates”
- Meditation, yoga, or other exercise groups
- Game night
- Movie night
- Museum, park, or zoo “tours”
Some Positive Activities to Lift Mood

- Play with a pet
- Exercise
- Sing
- Make art
- Journal
- Take a bath
- Have a date night
- Have a movie night with a friend
- Go for a safe walk
- Listen to music
- Find a new online magazine or newspaper to read
- Play cards
- Play a board game
- Meditate
- Repair things around the house
- Garden or take care of your plants
- Doodle
- Find a virtual church
- Connect with previous classmates
- Try embroidery or cross stitching
- Play a musical instruments
- Do arts and crafts
- Make a gift for someone
- Find music you used to love
- Cook or baking
- Read
- Join a virtual book club
- Go virtual sightseeing
- Do you hair or makeup
- Learn a dance
- Work on a puzzle
- Rearrange the furniture in your house
- Write down things you are grateful for
- Look at the stars
- Set goals for the next year, five years, and ten years
- Work on a hobby
Appendix D

Tools for Calming Body and Mind

Meditation:

- Information about meditation and how to meditate
  - [https://www.headspace.com/meditation/meditation-for-beginners](https://www.headspace.com/meditation/meditation-for-beginners)
  - [https://www.mindful.org/how-to-meditate/](https://www.mindful.org/how-to-meditate/)
  - [https://zenhabits.net/meditation-guide/](https://zenhabits.net/meditation-guide/)

- YouTube Channels
  - The Honest Guys: [https://www.youtube.com/channel/UC4jWo5kiyOCT4PnvF4jbaLg](https://www.youtube.com/channel/UC4jWo5kiyOCT4PnvF4jbaLg)
  - Calm: [https://www.youtube.com/user/calmdotcom](https://www.youtube.com/user/calmdotcom)

- Helpful Apps
  - Headspace
  - Calm
  - Happify

Yoga:

- Information about yoga and simple poses:
  - [https://www.nytimes.com/guides/well/beginner-yoga](https://www.nytimes.com/guides/well/beginner-yoga)
  - [https://www.yogabasics.com/practice/yoga-for-beginners/](https://www.yogabasics.com/practice/yoga-for-beginners/)
  - [https://www.healthline.com/health/fitness-exercises/definitive-guide-to-yoga#the-basics-and-foundation](https://www.healthline.com/health/fitness-exercises/definitive-guide-to-yoga#the-basics-and-foundation)

- YouTube Channels
  - Yoga with Adriene: [https://www.youtube.com/user/yogawithadriene](https://www.youtube.com/user/yogawithadriene)
  - SarahBethYoga: [https://www.youtube.com/user/SarahBethShow](https://www.youtube.com/user/SarahBethShow)

- Helpful Apps
  - DownDog
  - Pocket Yoga
Appendix E

Sleep Hygiene

Improving sleep hygiene (CDC and National Sleep Foundation recommendation)

- Be consistent in when you get ready for sleep and the time you want to wake up
- Make sure your bedroom is quiet, dark, relaxing, and at a comfortable temperature
- Remove electronic devices, such as TVs, computers, and smart phones, from the bedroom
- Limit daytime naps to 30 minutes
- Avoid large meals close to bedtime
- Steer clear of food that can be disruptive right before sleep
- Avoid stimulants such as caffeine and nicotine close to bedtime
- Exercise to promote good quality sleep
- Ensure adequate exposure to natural light
- Establish a regular relaxing bedtime routine
- Make sure that the sleep environment is pleasant
Appendix F

Exercise

10 Tips to Exercise Safety (Better Health Channel)

1. Be aware of your body

2. Warm up and cool down

3. Pace yourself

4. Mix it up

5. Use straps or tape

6. Stay hydrated

7. Be weather aware

8. Focus on technique and quality over quantity

9. Check your gear

10. Be sensible

11. Abide by social distancing guidelines
Appendix G

Eating and Drinking Habits

Tips for healthy eating and drinking (Heart Foundation)

- Eat a variety of foods,
  - Vegetables
  - Wholegrains
  - Lean meats
  - Oily fish
  - Fruit
  - Low, reduced or no fat dairy
  - Vegetable and seed oils
- Incorporate plant-based foods
  - Make plant-based foods the main part of each meal
    - Vegetables
    - Wholegrains
    - Fruit
    - Nuts and seeds
- Choose healthier unsaturated fats instead of saturated and trans fats
  - Use spreads and margarines made from canola, sunflower or olive oil and dairy blends
  - Choose from a variety of vegetable and seed oils when you are preparing food
  - Use salad dressings and mayonnaise made from canola, sunflower, soybean, olive, sesame and peanut oils
  - Eat two to three serves of oily fish a week
  - Select lean meat and poultry
  - Try to limit processed meats (e.g. sausages) and deli meats
  - Try to limit take-away foods
- Choose reduced, low or no fat dairy foods or ‘calcium added’ non-dairy foods
- Limit salt and try to season with spices and herbs instead
- Limit sugary, fatty and salty snack foods
- Choose mainly water to drink
- Limit sugary drinks
- Drink coffee (regular or decaffeinated) and tea in moderation.
- Choose reduced, low or no fat milk
- Be aware of alcoholic beverages
Appendix H

GRIT Resilience Training Resource List

*If there is a resource need that is not listed, you can go to the 211 database here - http://211colorado.communityos.org/cms/home

GRIT Website

- grit.uccs.edu - Provided through the UCCS Lyda Hill Institute for Human Resilience and offers useful tip and information sheets for a variety of different groups (e.g., Veterans, first responders, families, community, medical staff/healthcare workers).

My Resilience Website

- www.myresiliencehelp.com - Interactive website with 6 modules in it to help people manage traumatic disaster situations and promote self-efficacy. The modules are: 1) self-talk: being your own best advocate; 2) Seeking Social Support; 3) Managing Trauma Triggers/Memories; 4) Relaxation/Calming; 5) Unhelpful Ways of Coping; and 6) Seeking Professional Help.

Crisis Specific Resources

General

- http://211.org/ - National resource database for most needs (e.g., housing, MH/SA tx, medical care, financial assistance). Has COVID-19-specific resource page. Can also call 211.

COVID-19 Specific

- COVID Coach app: Education about coping during the pandemic, tools for self-care and to improve emotional well-being, trackers to check your mood and measure your growth toward personal goals, and graphs to visualize progress over time: https://www.mobile.va.gov/app/covid-coach

Mental Health

- SAMHSA Disaster Distress Helpline (call line) 1-800-985-5990
  - Text TalkWithUs to 66746
- National Suicide Prevention Lifeline (call line) 1-800-273-8255
- National Domestic Violence Hotline (call line) 1-800-799-7233
• Rape, Abuse, & Incest National Network (RAINN) 1-800-656-4673
  o Online chat – online.rainn.org
• The Grief Recovery Institute (website) - Free eBook on grief and links to their workbooks
  o https://www.griefrecoverymethod.com/mainpage-ebook

Youth Resources
• Children’s Hospital Colorado COVID-19 video for kids - https://youtu.be/vSsKQPqpS7A

Website and App Based Resources

Relaxation, Meditation, Sleep
• Calm (phone app and website) – Meditations, calming music/sounds, sleep stories. Mostly free, some paid content in-app.
• Headspace (phone app and website) – Meditations, sleep, and movement exercises. Free during the global crisis.
• Smiling Mind (phone app and website) – Meditations and mood tracking.
• Sattva (phone app) – Guided meditations and tracking.
• Sleep Cycle (phone app) – Sleep tracking, gentle alarms, sleep stories, snore tracking. Skip premium version to continue to free content.
• White Noise (phone app) – Noises to fall asleep to. Can record your own sleep sounds.
• Spotify (phone app and computer app) – Music content and a section devoted to podcast and content to help with sleep and relaxation.

Mood and Mental Health
• Moodpath (phone app) – Mental health app for depression and anxiety. Includes reflections on thoughts/emotions, psychological exercises, assessments, and mood tracking.
• SuperBetter (phone app and website) – Mental health tracker with goals and achievements.
• Happify (phone app and website) – Includes activities and games to increase happiness, such as countering negative thoughts or meditation. Includes progress tracking.
• Recovery Record (phone app) – Platform to support individuals with eating disorders – meal plan adherence, coping strategies, encouragement

Fitness
• FitOn (phone app) – Free (and paid options) at-home fitness workouts including HIIT, Barre, Yoga, strength, and body weight
• Barre3 (website) – 15 days of free barre fitness workouts
General Wellbeing, Arts, Entertainment, and Culture

- Brit & Co – Website with a focus on education and creativity for women – free and paid content/classes (watercolor classes, budget management classes, etc.)
- Pikes Peak Library District – register for free card online ([https://ppld.org/library-cards](https://ppld.org/library-cards)) and gain access to online content including ebook and audiobooks
- Goop Community Office Hours (Instagram) – Experts from Goop discussing covering different topics (anxiety, simple recipes, breathwork, etc.) ([https://www.instagram.com/goop/](https://www.instagram.com/goop/))
- Quarantine Culture (website) – A curated calendar of online events, free. ([https://quarantineculture.com/](https://quarantineculture.com/))
- Yo-Yo Ma’s Songs for Comfort (twitter stream) – Daily tweets with songs, free. ([https://mobile.twitter.com/YoYo_Ma](https://mobile.twitter.com/YoYo_Ma))
- Quarantine Book Club (website) – Join your favorite authors on Zoom where you can have discussions, free. ([https://www.quarantinebookclub.com/](https://www.quarantinebookclub.com/))
- Caveat (website) – A NYC event space hosting live shows for streaming, free. ([https://www.youtube.com/channel/UC3b57CBtNx-cXPRdkst7g](https://www.youtube.com/channel/UC3b57CBtNx-cXPRdkst7g))
- New York Times Crosswords (phone app or website) – Free and paid crossword puzzles from the New York Times
- Sixth and I (website) – Jewish cultural events online ([https://www.sixthandi.org/events/category/jewish-life/jewish-education/?bblinkid=210345933&bbemailid=19978601&bbejrid=1409279316](https://www.sixthandi.org/events/category/jewish-life/jewish-education/?bblinkid=210345933&bbemailid=19978601&bbejrid=1409279316))
- Conde Nast’s Collection of Museums, Operas, and Symphonies offering events during this time (article) – All the things you can enjoy from your home ([https://www.cntraveler.com/story/all-the-museum-exhibits-symphonies-and-operas-you-can-enjoy-from-home?utm_source=Internet+Brunch&utm_campaign=215356d5cd-EMAIL_CAMPAIGN_2019_09_12_01_00_COPY_01&utm_medium=email&utm_term=0_fb5e40aa73-215356d5cd-490911953&mc_cid=215356d5cd&mc_eid=e5288b3532](https://www.cntraveler.com/story/all-the-museum-exhibits-symphonies-and-operas-you-can-enjoy-from-home?utm_source=Internet+Brunch&utm_campaign=215356d5cd-EMAIL_CAMPAIGN_2019_09_12_01_00_COPY_01&utm_medium=email&utm_term=0_fb5e40aa73-215356d5cd-490911953&mc_cid=215356d5cd&mc_eid=e5288b3532))
- NPR’s collection of daily concerts (article) – list of daily livestreamed concerts through April 11th ([https://www.npr.org/2020/03/17/816504058/a-list-of-live-virtual-concerts-to-watch-during-the-coronavirus-shutdown?utm_source=Internet+Brunch&utm_campaign=d54ba1d4f0-EMAIL_CAMPAIGN_2019_09_12_01_00_COPY_01&utm_medium=email&utm_term=0_fb5e40aa73-d54ba1d4f0-490911953&mc_cid=d54ba1d4f0&mc_eid=e5288b3532](https://www.npr.org/2020/03/17/816504058/a-list-of-live-virtual-concerts-to-watch-during-the-coronavirus-shutdown?utm_source=Internet+Brunch&utm_campaign=d54ba1d4f0-EMAIL_CAMPAIGN_2019_09_12_01_00_COPY_01&utm_medium=email&utm_term=0.fb5e40aa73-d54ba1d4f0-490911953&mc_cid=d54ba1d4f0&mc_eid=e5288b3532))
- Zoom virtual karaoke (zoom live) – Information here -> [https://www.vulture.com/2020/03/how-to-host-zoom-karaoke-while-coronavirus-social-distancing.html](https://www.vulture.com/2020/03/how-to-host-zoom-karaoke-while-coronavirus-social-distancing.html) and sign-up here -> [https://docs.google.com/document/d/1YtR901sBeuCH9anVqgL1bYsvP5Bdj8yDTZKOPKxRvU/edit](https://docs.google.com/document/d/1YtR901sBeuCH9anVqgL1bYsvP5Bdj8yDTZKOPKxRvU/edit)
• Live Concerts (website) – Live streamed concerts where donations benefit the artists (https://liveconcertsstream.com/)
• Call to Care (website – activity) – Sign-up to be matched with an older adult quarantining alone and chat with them via phone (https://www.callto.care/)
• Ted Connects (website) – Everyday at 12pm eastern, live conversation with global experts whose ideas are helping us to reflect and work through the COVID-19 pandemic with a sense of wisdom, urgency, responsibility and compassion (https://www.ted.com/about/programs-initiatives/ted-connects-community-hope)
• Some Good News (YouTube) - John Krasinski highlights some good news around the world with special guests each week, from celebrities to people in the community spreading positivity https://www.youtube.com/channel/UCOe_y6KKvS3PdIbf9q9pGug
Appendix I

Podcasts

Positive / Wellness Podcasts:

- **The School of Greatness**: NYT bestselling author Lewis Howes interviews entrepreneurs, athletes, celebrities, and more to share inspiring stories on how to feel better, do better, and live a happier life.

- **PositivePsychology.com Podcast**: Hosts Hugo Alberts and Seph Fontane Pennock explore a variety of topics including listening to your emotions, passion, work, and money, humility, effortless being, positive CBT and finding focus amidst distraction

- **Positive University**: Positive inspiration and encouragement to help you overcome your challenges and make a greater impact! Hosted by bestselling author, Jon Gordon.

- **Happier with Gretchen Rubin**: The #1 bestselling author of The Happiness Project and Better Than Before gets more personal than ever as she brings her practical, manageable advice about happiness and good habits to this lively, thought-provoking podcast.

- **Wake Me Up**: Morning mindfulness, meditation, and motivation. Guided morning routines get you out of bed, calm your mind, and start your day in the best possible way. Episodes incorporate mindfulness, meditation, motivation, and other scientifically-supported methods for mental health and well-being.

Podcasts for Sleep

- **Sleepy**: Doze off to classic stories with Sleepy. Each week, baritone host Otis Gray reads old books in a low, rhythmic tone to lull you into a deep slumber so you can have a fresh start the next day.

- **Nothing Much Happens**: Yoga and meditation teacher Kathryn Nicolai reads bedtime stories where nothing much happens to help you relax and sleep peacefully. The stories are a soft landing spot for your mind. Nicolai tells the story twice and go a bit slower the second time.

- **Guided Sleep Meditations: Tracks to Relax**: Guided sleep meditations that help people relax and fall asleep fast.
Appendix J

Audiobooks Available on Audible

The Happiness Hypothesis
- By: Jonathan Haidt, Narrated by: Ryan Vincent Anderson, Length: 10 hrs and 18 mins
  - This ambitious audiobook follows in the footsteps of best selling author Jonathan Haidt’s first book, The Righteous Man, to bring more ancient wisdom to the motivational book canon. Here, he studies individual ideas that have endured through centuries and permeated different cultures, examining the source of their staying power. Listeners are encouraged to find comfort in how blockers to happiness, though they may feel completely unique, have been universally felt by millions across times and cultures. With Haidt’s diligent, thoughtful examination brought to life by the skillful narration of Ryan Vincent Anderson, the listening experience is simultaneously like an enthralling lecture series and an excavation of the wisdom of past ages.

Living with a SEAL: 31 Days Training with the Toughest Man on the Plane
- By: Jesse Itzler, Narrated by: Jesse Itzler, Length: 5 hrs and 18 mins
  - You might think having a Navy SEAL as your roommate would bring about an attitude of stoicism—but when author-narrator Jesse Itzler invited Navy SEAL David Goggins to live with him, it instead caused a boatload of unexpected shenanigans. From Goggins’s scheduling a snowy run in the middle of the night to a series of unfortunate walk-ins, Itzler recounts his housemate’s antics in a way that brings some much-needed humor to the motivational genre. Along the winding road of Itzler’s month with a SEAL, expect joy, friendship, and a healthy dose of serious motivation. (After all, Goggins is also an ultramarathon runner, ultra-distance cyclist, and current world-record holder for most push-ups in 24 hours.) In the end, what he offers Itzler and listeners alike is a much-needed attitude adjustment: what we think we’re capable of is nowhere near our limit

Resilience: Hard-Won Wisdom for Living a Better Life
- By: Eric Greitens, Narrated by: Eric Greitens, Length: 10 hrs and 34 mins
  - In 2012, Eric Greitens unexpectedly heard from a former SEAL comrade, a brother-in-arms he hadn’t seen in a decade. Zach Walker had been one of the toughest of the tough. But ever since he returned home from war to his young family in a small logging town, he’d been struggling. Zach and Eric started writing and talking nearly every day, as Eric set down his thoughts on what it takes to build resilience in our lives. Eric’s letters drawing on both his own experience and wisdom from ancient and modern thinkers are now gathered and edited into this timeless guidebook. Resilience explains how we can build purpose, confront pain, practice compassion, develop a vocation, find a mentor, create happiness, and much more.
Appendix K

Resources for Leadership

Find your leadership style:

Mind Tools: https://www.mindtools.com/pages/article/leadership-style-quiz.htm

Leadership IQ: https://www.leadershipiq.com/blogs/leadership/36533569-quiz-whats-your-leadership-style

Theories on Leadership styles: https://www.verywellmind.com/what-is-the-situational-theory-of-leadership-2795321

Helpful articles on current leadership challenges:

HR Daily Advisor: https://hrdailyadvisor.blr.com/2018/01/05/virtual-leadership-skills/

Forbes: https://www.forbes.com/sites/johnbaldoni/2020/05/12/the-next-big-thing-virtual-leadership/#5bf32da3e5e9

TD: https://www.td.org/magazines/td-magazine/effective-leadership-in-a-virtual-workforce


General Leadership Articles:

Aliste Marketing: https://alistemarketing.com/blog/types-of-leadership-models/

Berrett-Koehler Publishers: https://ideas.bkconnection.com/the-5-types-of-leadership-styles-that-can-define-your-organizations-culture

Very Well Mind: https://www.verywellmind.com/leadership-styles-2795312

The Institute of Leadership and Management: https://www.institutelm.com/learning/worksheets.html


IMD: https://www.imd.org/hpl/leadership-reflections/leadership-styles/
Books for Leadership

Dare to Lead: Brené Brown
- Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she’s showing us how to put those ideas into practice so we can step up and lead.

Strengths Based Leadership: Great Leaders, Teams, and Why People Follow: Tom Rath and Barry Conchie
- Based on research, Rath and Conchie identify three keys to being a more effective leader: knowing your strengths and investing in others’ strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.
Appendix L

Local Resources in El Paso County, Colorado

**Veteran Health and Trauma Clinic:** The VHTC helps individuals recover from psychological challenges associated with military service, natural disaster, domestic violence, auto accidents, sexual assault or first responder trauma as well as a broad range of anxiety, mood, and eating disorders. Services offered include specialized trauma recovery, trauma treatment, and neuropsychological services. Individual, group and couples therapy are available. **Contact: 719-255-8003**

**AspenPointe Behavioral Health:** Provides exceptional behavioral health care to our community, one patient at a time. Our continuum of care includes mental health and substance abuse services as well as career and education enhancement programs for individuals and families. From teen to child to family counseling, AspenPointe provides an array of services across the lifespan in outpatient, inpatient and walk-in settings. **Contact: 719-572-6100**

**NAMI (National Alliance on Mental Illness):** NAMI is the largest grassroots organization dedicated to improving the lives of people with mental illness. Programs and support groups are peer-led and always free to the community. They emphasize that mental illness is biologically based, treatable and common — with 1 in 5 of us experiencing it in any given year. **Contact: 719-473-8477**

*For people living with mental illness:* Peer-to-Peer and Connection Support Groups provide strategies and support to adults who wish to establish and maintain wellness in response to personal mental health challenges such as bipolar disorder, schizophrenia, depression and more.

*For family members:* Family-to-Family, Basics and Family Support Groups serve family members of individuals who struggle with mental illness, providing information and resources on brain physiology, advocacy strategies, self-care and more.

*For community members and groups:* NAMI Colorado Springs offers classes and presentations to audiences as diverse as faith leaders, high school students and law enforcement officers. Each is designed to fight stigma and to educate others on the “lived experience” of mental illness.

**Rocky Mountain Health Services**- RMHS is an organization dedicated to helping individuals and families create and maintain independence. RMHS works to help connect individuals to resources in the community, finding independence for themselves, creating stability in their lives, and coordinating care with other agencies to help bring about whole person care. **Contact: 719-466-8777**
Pikes Peak Suicide Prevention: The mission of Pikes Peak Suicide Prevention Partnership is to unite the community in addressing suicide in the Pikes Peak Region through education, intervention, and postvention. Services include virtual support groups, suicide support services, coping skill development groups, and counseling and individual therapy, postvention support services, awareness, and education. Contact: 719-573-7447

TESSA: TESSA provides immediate safety at a confidential Safehouse for women, children, and other victims escaping abuse, empowers survivors through programs and support such as Advocacy and Counseling, and creates a safer future through Education and Outreach to schools, businesses, and other organizations. Contact: 719-633-3819

Pikes Peak United Way: Pikes Peak United Way strengthens community by improving education, income, and health – focusing on youth success and family stability. Pikes Peak United Way helps those in need navigate the complex and ever-growing maze of health and human service providers in their community. Trained information specialists staff the hotline from 8am to 5pm Monday through Friday utilizing a comprehensive database of thousands of resources including federal, state, and local government agencies, private non-profits, as well as faith and community-based organizations. Contact: 2-1-1

Planned Parenthood: Planned parenthood is an agency that focuses on helping woman, young and old, to have healthy discussions and information about sex education, safe sex, medical information, resources, and prescriptions to help provide a safe and knowledgeable life. Contact: 719-475-7162

Peak View Behavioral Health: Peak View is an inpatient and intensive outpatient facility that focuses on crisis, stabilization, and stability within the community. At Peak View Behavioral Health they provide inpatient stays for adolescents to geriatric age, as well as intensive outpatient programs, and psychiatric services. Contact: 888-235-9475

Cedar Springs Behavioral Health Services: Cedar Springs Hospital is a behavioral health treatment center offering a wide range of specialized services for individuals of every age struggling with emotional, psychiatric and substance abuse disorders. Contact: 888-456-0968

Family Care Center: FCC is an outpatient facility that focuses on services for military families and veterans, while also helping adolescents and adults in a plethora of services from outpatient therapy to medication management. Contact: 719-540-2146

Achieve Whole Recovery: AWR is an outpatient facility that focuses on whole person health care. AWR is an organization that focuses on connecting individuals and families to resources both internally and externally for mental health, substance use, and medication management to work on the whole person. AWR specializes in substance use and mental health care. Contact: 719-966-1206
Brain and Body Integration - Brain and Body Integration is an outpatient mental health clinic that focuses on providing quality assessments and mental health services, such as biofeedback and neuro feedback, to help individuals regain stability in their life, understand what is impacting their stability in life, and connecting individuals to appropriate resources within the community. **Contact:** 719-357-6471

Food assistance (website) – Food resources during the COVID-19 outbreak (https://www.hungerfreecolorado.org/covid-19/)

Food access/distribution resources – Colorado Springs Food Rescue (http://www.coloradospringsfoodrescue.org/resources-covid19)

Non-urgent COVID-19 questions (call center) – El Paso County Public Health call center (719) 575-8888 or Colorado Health Emergency Line for the Public (COHELP) (303) 389-1687

SilverCloud

SilverCloud is an online mental health supportive platform currently available for free for GRIT Community in El Paso County, CO. SilverCloud is clinically-proven and provides an online platform with programs to help users reduce symptoms of stress, improve sleep and build resilience.

1. Space from COVID-19: Manage stress and self-care during challenging times
2. Sleep Issues: Build healthy sleep habits
3. Resilience: Enhance your wellbeing and build work-life balance
4. Stress: Overcome and manage your stressors

GRIT Community in El Paso County, CO can sign up for free at care.silvercloudhealth.com/signup and used the PIN GRIT2020. GRIT Community in El Paso County, CO can also provide SilverCloud as a resource within their GRIT conversations and community, simply provide the above signup link and provide the PIN GRITCOACH2020.