



FORSVARET

# Operativ resilienstrening

## Hvordan systematisk bygge psykososial beredskap

Institutt for militærpsykiatri og stressmestring (IMPS)  
Forsvarets sanitet (FSAN)

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Programleder: Operativ resilienstrening

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# Hva er resiliens?

Evnen til å

**1: tåle påkjenninger**

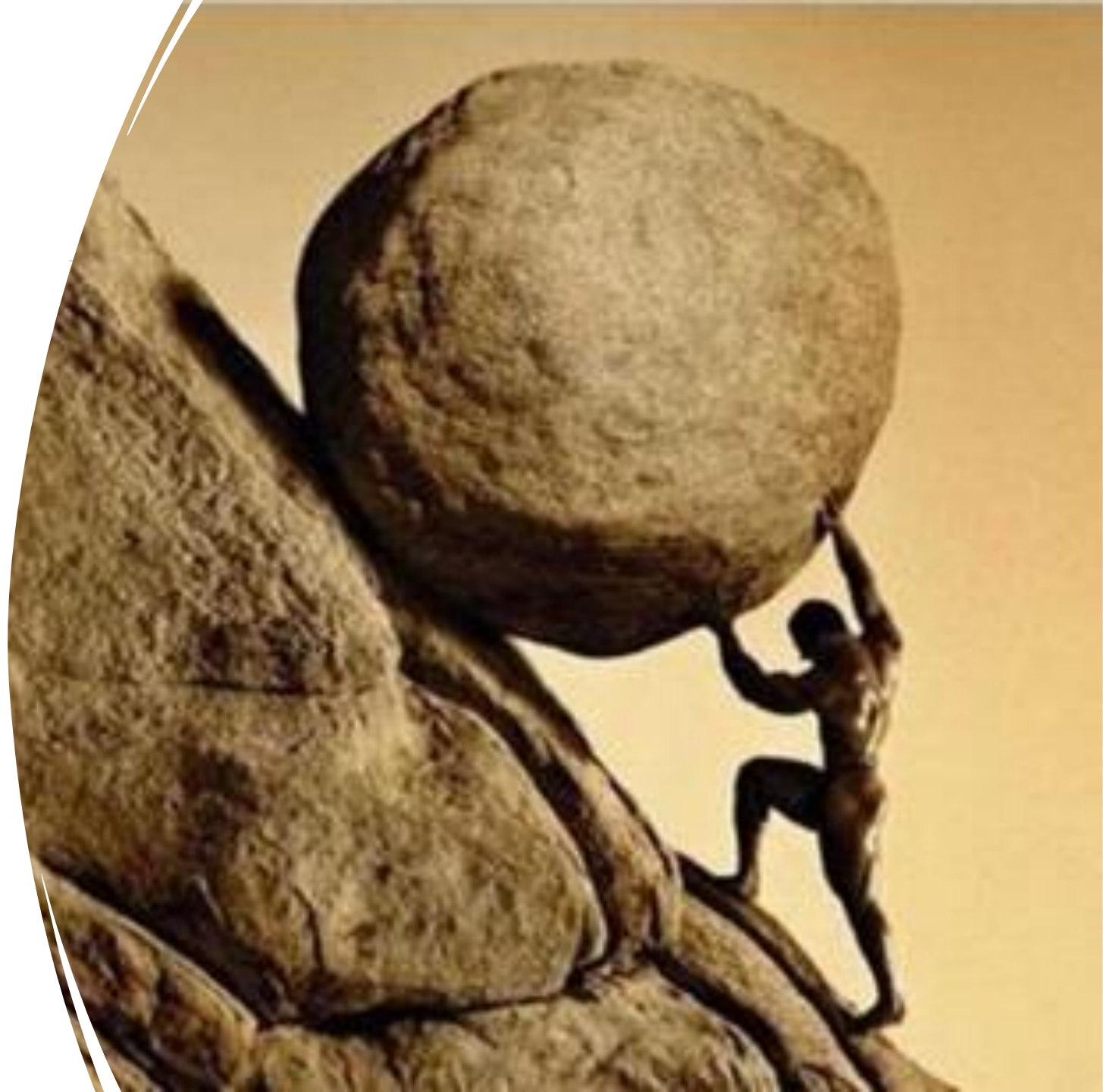
**2: å komme seg igjen etter påkjenninger**

→ **Motstandskraft:** Å motstå påkjenninger uten å miste funksjon

→ **Tilpasningsevne:** Aktivt arbeid for å opprettholde funksjon

→ **Restitusjon:** Gjenopprette normal funksjon etter påkjenninger

**Resiliens er noe du gjør, ikke noe du «har»**





# Operational Resilience Training

Armed Forces of Ukraine (AFU)

The central graphic is a circular maze with a white brain icon at its core. A yellow line traces a path through the maze, starting from the top and ending at the brain. The maze is set against a dark blue background with a yellow border.



# Hva er ORT?

**Operativ:** Relatert til akutte eller pågående hendelser

**Resiliens:** Evne til å stå i og komme seg raskt etter påkjenninger

**Trening:** Strukturert, effektiv, målrettet og hands on

→ Fokus på konkrete verktøy, enkelt språk, operativ relevans

→ Fundament i forskning, pågående evaluering og erfaring

→ Tilpasningsfokusert og modulært





# Målsetning ORT

- **Ansvarliggjøre** individ, ledere og system for å aktivt jobbe med resiliens.
- Gi **individet** verktøy til:
  - ... å mestre stress
  - ... å hjelpe andre
- Gi **formelle og informelle ledere** verktøy til
  - ... å gjenkjenne hvordan stress påvirker operativ evne
  - ... å vite hvilke tiltak som må til
  - ... å bygge samhold og mening
- Effektiv i både operativ og sivil kontekst

→Å opprettholde operativ evne under belastning individuelt og i enheten

→At færrest mulig skal trenge å oppsøke helsehjelp



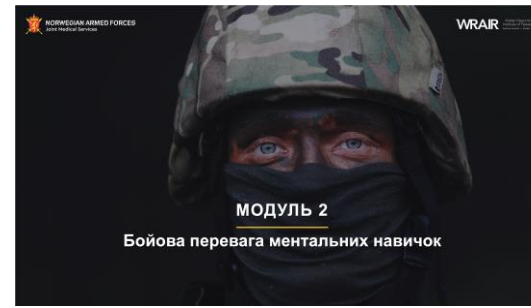


# Operational Resilience Training

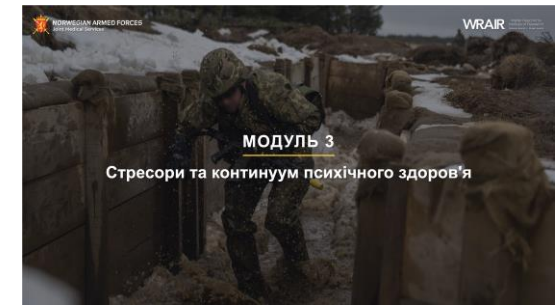
11 Modules



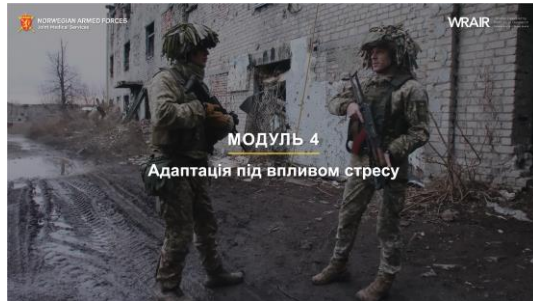
Module 1:  
Introduction



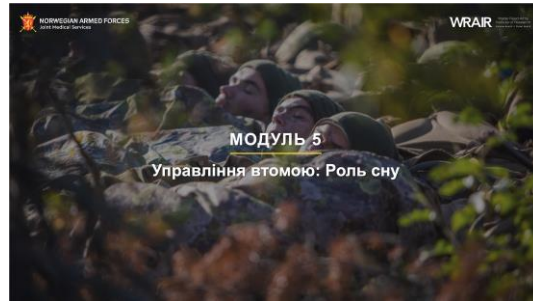
Module 2:  
The Combat Advantage of Mental Skills



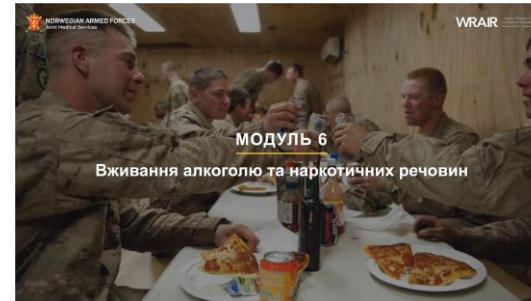
Module 3:  
Stressors and the Mental Health Scale



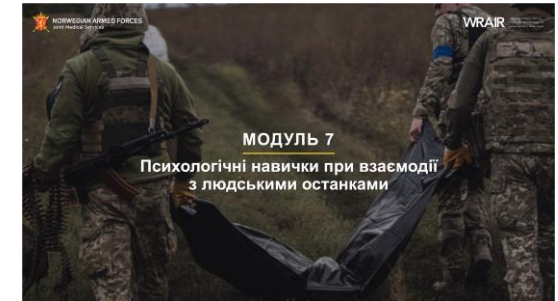
Module 4:  
Adapting Under Stress



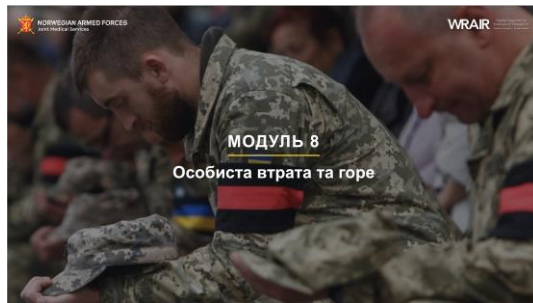
Module 5:  
Sleep



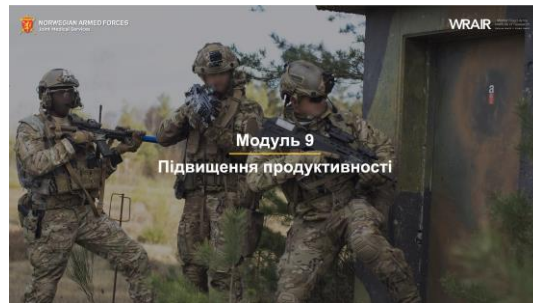
Module 6:  
Alcohol Use and Performance



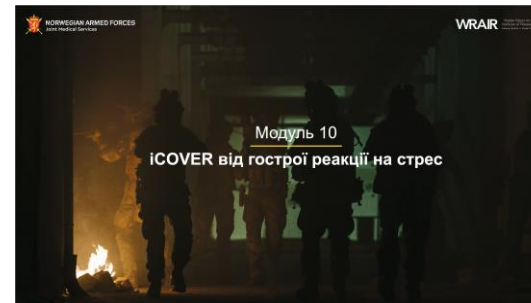
Module 7:  
Mental Skills for Handling Human Remains



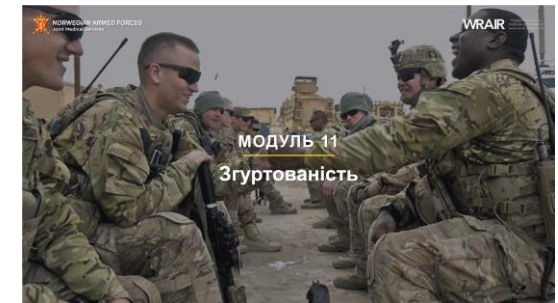
Module 8:  
Personal Loss and Grief



Module 9:  
Operational Stress Management



Module 10:  
iCOVER for Acute Stress Reactions

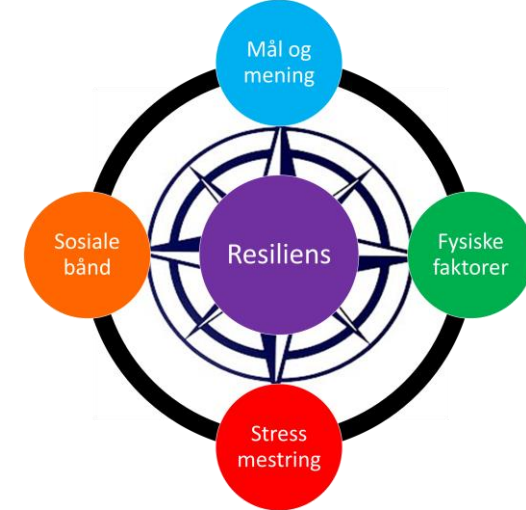


Module 11:  
Cohesion

# Resilienskompasset



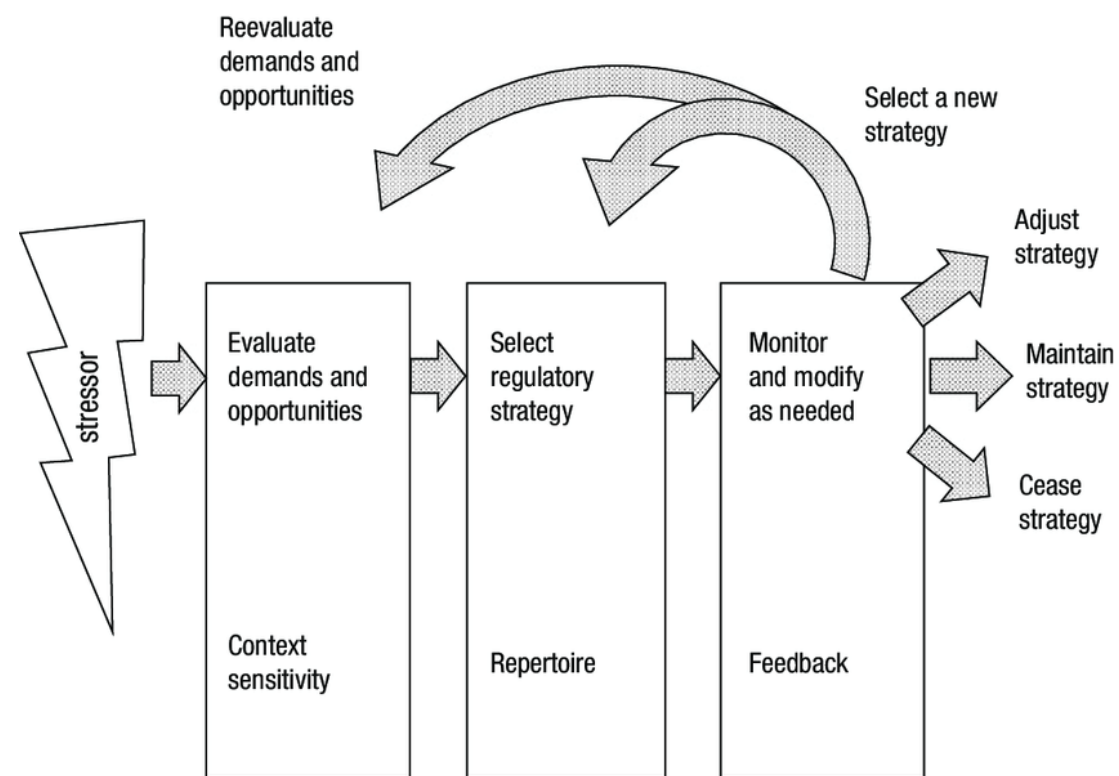
## Resiliensdomener



- **Psykologisk fleksibilitet**
  - Ferdigheter til å vite hvilke ressurser man har og hvordan man skal bruke de
- **Mål og mening**
  - Finne mening i jobben
  - Identifisere moralsk kompass
- **Fysisk**
  - Søvn
  - Alkohol
  - Fysisk aktivitet
  - Kosthold
- **Stressmestring**
  - Pusteteknikker
  - Reguleringsstrategier/måter å tenke
  - Forventninger
- **Sosialt**
  - Kommunikasjonsferdigheter
  - Bygge støtte i familie
  - Bygging av lagstilhørighet
  - Motvirke ensomhet



## Metamodell: Styrkning av evne til fleksibel selvregulering



Bonanno & Burton, 2013

**Resiliensparadokset:** Selv om vi kjenner hvilke faktorer som gir resiliens, klarer vi ikke forutsi om individer er resiliente (Bonanno, 2021)

**Årsaken:** Mange forskjellige situasjoner, mange forskjellige bakgrunner, mange forskjellige evner.

**Løsningen:** Trening må fokusere på å gi evne til fleksibel og situasjonsavpasset mestring.

→ **Kontekstsensitivitet:** Hva skjer? Hva må jeg gjøre?

→ **Verktøykasse:** Hvordan kan jeg gjøre det?

→ **Vurderingsevne:** Fungerer det jeg gjør?

# Den mentale funksjonsskalaen

	Optimal readiness	Ready	Reacting	Strained	Combat ineffective
<b>Mood</b>	Self-aware Content Grateful Optimistic	Normal mood Stable Grounded Takes things in stride	Irritable/ impatient Nervous Sad Overwhelmed Touchy	Angry Anxiety Pervasive sadness Hopelessness	Out of control Strong anxiety Panic attacks Depressed or suicidal thoughts
<b>State of mind</b>	Performing consistently well Confident and realistic	Performing well Capacity for enjoyment In mental control	Displaced sarcasm Little enjoyment Forgetful/distracted	Negative attitude Poor performance Poor concentration	Overt insubordination Unable to perform duties or concentrate
<b>Sleep</b>	Maintaining good sleep habits Excellent sleep quality	Normal sleep pattern Little sleep difficulty	Restless sleep Bad dreams or nightmares	Restless/disturbed sleep Reccurent nightmares	Can't fall or stay asleep Sleeping too much or too little
<b>Physical</b>	Feeling healthy and fit Feeling flexible, strong, and energetic	Good energy and physical activity levels	Tense muscles Headaches Low physical energy	Increased aches and pains Increased fatigue	Significant pains Constant fatigue
<b>Social connection</b>	Building and maintaining strong and deep social connections	Good social connections Trusting relationships	Reduced social connections	Avoidance Withdrawal	Active rejection of social connections
<b>Behavior</b>	Using mental skills Active self-care	Little use of alcohol and other intoxicants	Increased substance use and/or gambling Recklessness	Uncontrolled substance use and/or gambling	Self harm Addiction Suicidal behavior

# Operative resilenstiltak

## Optimize

## Maintain

## Counteract

## Seek help

Hjelp seg selv

Cultivate an agency mindset  
Practice «visualization»  
Develop «routines»  
Maintain relationships and build social support networks  
Employ «goal setting»

Maintain healthy eating, exercise, and sleep  
Control the controllables  
Use social support  
Maintain perspective with «5,5,5»  
Engage in «self-talk»  
Conduct «Personal AARs»

Reach out to others  
Practice «grounding»  
«Control the controllables»  
Use «worry postponement»  
Practice «deliberate breathing»  
Identify «What's Important Now»  
«Reframe» challenges  
Moderate alcohol use

Seek social support!  
Contact health personnel  
Talk to your leadership about your situation  
Be kind to yourself  
Use «Distraction by Design»

Seek immediate assistance from health personnel or other available resource  
Expect recovery

Hjelp andre

Encourage «goal setting»  
Build strong cohesion  
Cultivate optimism  
Practice «active appreciation»  
Establish «cue words»  
Leverage «emotional contagion»  
«Respond well» to good news

Listen actively  
Normalize  
Be inclusive  
Encourage use of mental skills  
Engage in «buddy talk»  
Foster «group mind»  
«Recognize contributions»

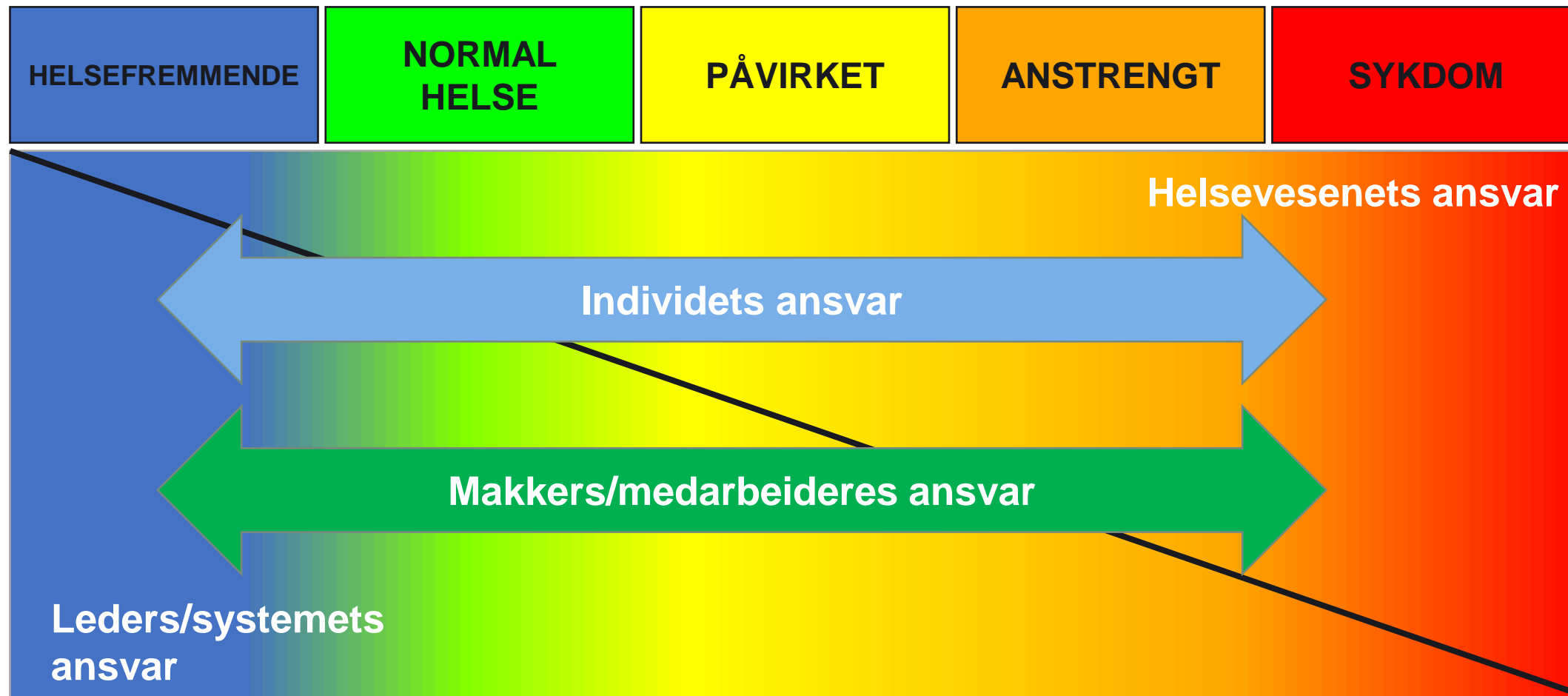
Listen actively and acknowledge stress  
Prompt mental skills  
Challenge negative thinking and use problem solving  
Lighten the mood  
Encourage moderation in alcohol use  
«Read nonverbal signals»

Listen actively and acknowledge stress  
Coach mental skills  
Have a «check-in» conversation  
Confer with support systems  
Provide practical support

Perform iCover  
Escort the person to care  
Help unit stabilize in aftermath of trauma  
Reach out to resources  
Encourage purposeful action in team



## Stresskontinuumet og ansvarsområder for tiltak





**NORWEGIAN ARMED FORCES**  
Joint Medical Services

# Operation Gungne: Værnes - April 2023 → TBD





## 6 rotations (so far)

Location: Værnes, Norway

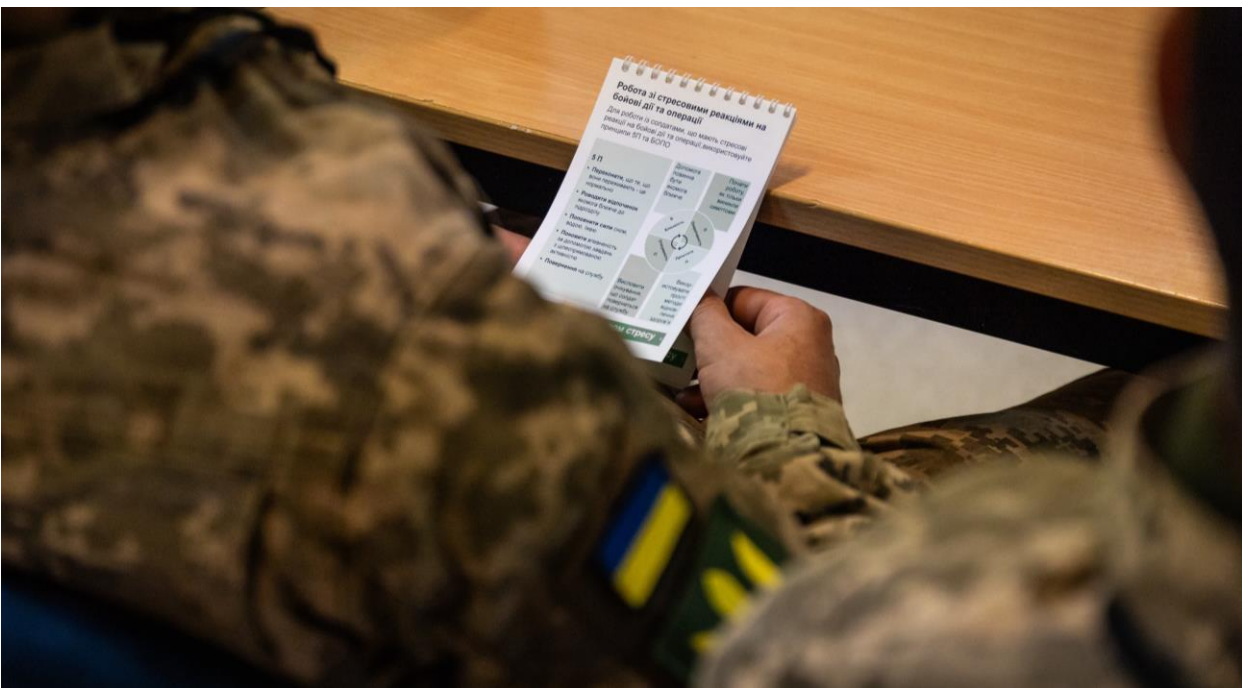
ORT Course for 30 AFU Medics



- **4** Instructors (Officers/Psychologists) working with Ukrainian Interpreters
- **2** Days (+ field recap), **11** Modules
- Mix between PowerPoints, instructional videos, and hands-on exercises
- Take-Home **Field Manual** →



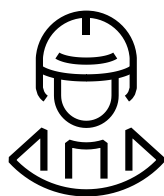












# Demographics

AFU Medics



Age span: **17-59** (3/4 under 40)



**78 %** have completed higher education or technical school



**61 %** are serving in the army for the first time

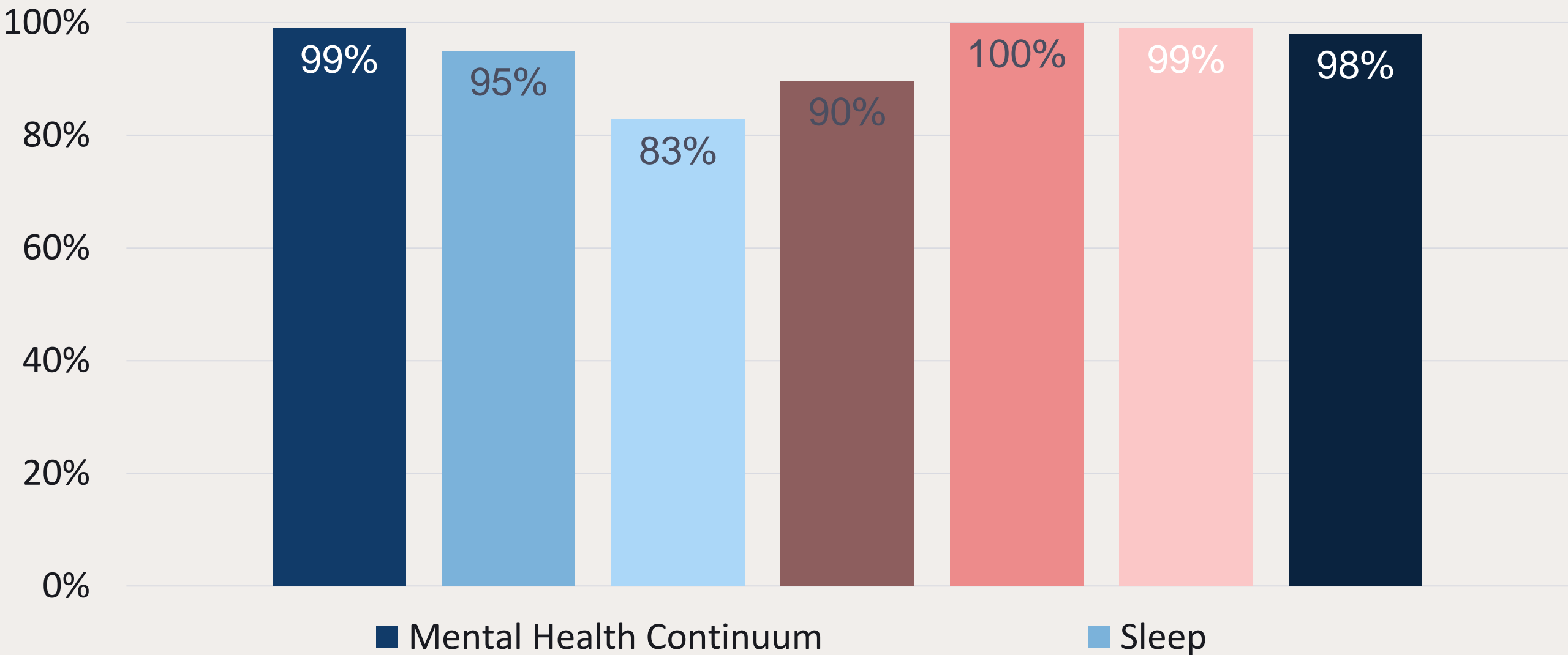


**57 %** reports having taken part in combat operations



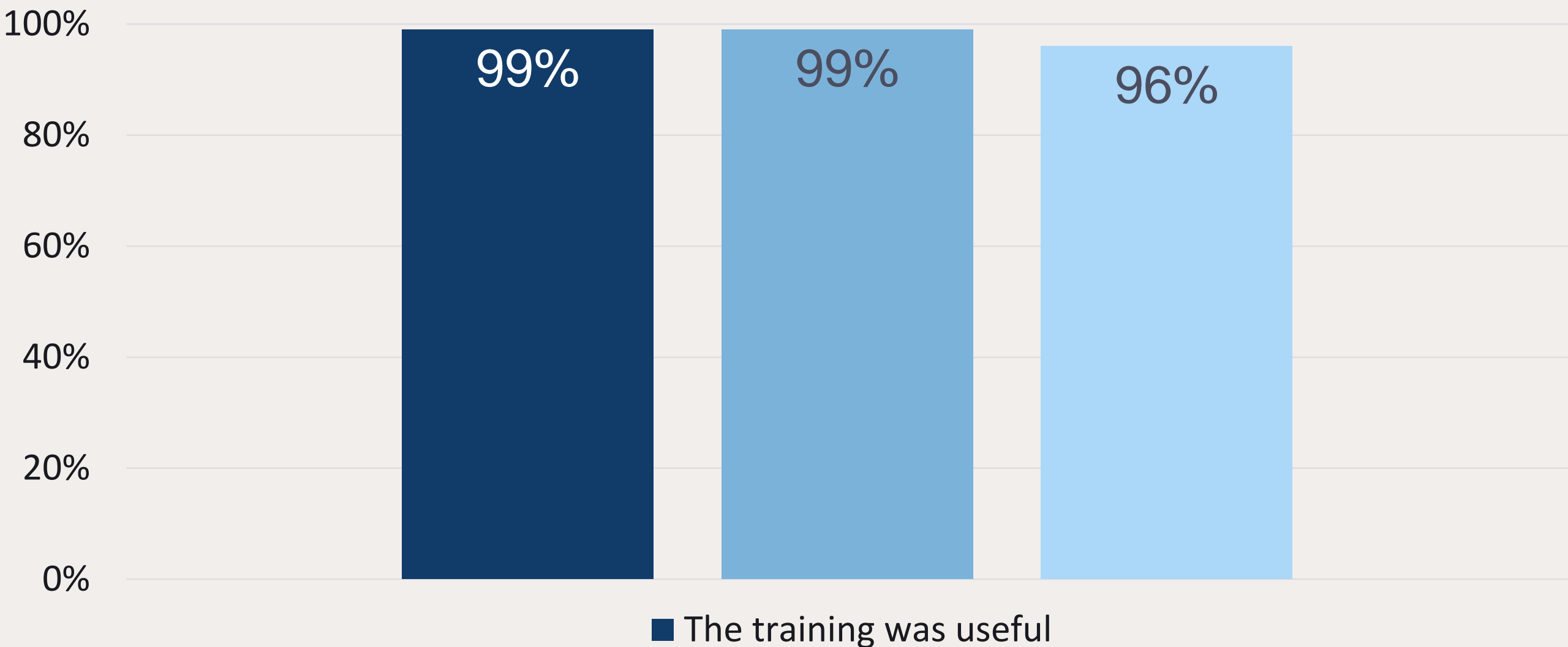
## Module Satisfaction (T2):

Percentage of medics who rated the modules as either «Good» or «Very Good»



## Course Satisfaction (T2):

Percentage of medics who answered «Agree» or «Completely Agree» to the following statements



## Confidence (T1-T2-T3):

Percentage of medics who answered  
«Mostly» or «Completely» to the following statements

I am confident...	Pre-Training	Post-Training	Pre-Return	Change
That I could <b>help another soldier</b> who is having difficulty functioning because of <b>mental stress</b>	63.3 %			
That I can use resilience skills to <b>enhance the performance of other soldiers</b> in combat	71.1 %			
That I can use resilience skills to <b>help myself</b> if I'm having <b>mental stress</b>	79.1 %			
That I can use resilience skills to <b>enhance my performance</b> in combat	85.6 %			
That I could <b>help a unit member</b> who gets so <b>overwhelmed by mental stress</b> during combat that they have difficulty functioning	65.5 %			
That I could <b>support a unit member who was grieving</b> the loss of another soldier	61.9 %			
That I have effective strategies to help me <b>manage the stress</b> associated with <b>handling human remains</b>	55.8 %			
I have the skills to contribute to <b>strengthening unit cohesion</b>	54.0 %			
In my <b>tactical communication skills</b>	59.7 %			
<b>AVERAGE</b>	<b>66.2 %</b>			



## Confidence (T1-T2-T3):

Percentage of medics who answered  
«Mostly» or «Completely» to the following statements

I am confident...	Pre-Training	Post-Training	Pre-Return	Change
That I could <b>help another soldier</b> who is having difficulty functioning because of <b>mental stress</b>	63.3 %	89.2 %		+ 25.9
That I can use resilience skills to <b>enhance the performance of other soldiers</b> in combat	71.1 %	89.2 %		+ 18.2
That I can use resilience skills to <b>help myself</b> if I'm having <b>mental stress</b>	79.1 %	89.2 %		+ 10.1
That I can use resilience skills to <b>enhance my performance</b> in combat	85.6 %	94.3 %		+ 8.7
That I could <b>help a unit member</b> who gets so <b>overwhelmed by mental stress</b> during combat that they have difficulty functioning	65.5 %	89.9 %		+ 24.4
That I could <b>support a unit member who was grieving</b> the loss of another soldier	61.9 %	80.0 %		+ 18.1
That I have effective strategies to help me <b>manage the stress</b> associated with <b>handling human remains</b>	55.8 %	85.0 %		+ 29.2
I have the skills to contribute to <b>strengthening unit cohesion</b>	54.0 %	86.4 %		+ 32.5
In my <b>tactical communication skills</b>	59.7 %	87.9 %		+ 28.1
<b>AVERAGE</b>	<b>66.2 %</b>	<b>87.9 %</b>		<b>+ 21.7</b>

## Confidence (T1-T2-T3):

Percentage of medics who answered  
«Mostly» or «Completely» to the following statements

I am confident...	Pre-Training	Post-Training	Pre-Return	Change
That I could <b>help another soldier</b> who is having difficulty functioning because of <b>mental stress</b>	63.3 %	89.2 %	80.0 %	+ 16.7
That I can use resilience skills to <b>enhance the performance of other soldiers</b> in combat	71.1 %	89.2 %	78.8 %	+ 7.7
That I can use resilience skills to <b>help myself</b> if I'm having <b>mental stress</b>	79.1 %	89.2 %	86.1 %	+ 6.9
That I can use resilience skills to <b>enhance my performance</b> in combat	85.6 %	94.3 %	81.3 %	- 4.4
That I could <b>help a unit member</b> who gets so <b>overwhelmed by mental stress</b> during combat that they have difficulty functioning	65.5 %	89.9 %	86.3 %	+ 20.8
That I could <b>support a unit member who was grieving</b> the loss of another soldier	61.9 %	80.0 %	78.5 %	+ 16.6
That I have effective strategies to help me <b>manage the stress</b> associated with <b>handling human remains</b>	55.8 %	85.0 %	77.5 %	+ 21.7
I have the skills to contribute to <b>strengthening unit cohesion</b>	54.0 %	86.4 %	73.8 %	+ 19.8
In my <b>tactical communication skills</b>	59.7 %	87.9 %	84.8 %	+ 25.1
<b>AVERAGE</b>	<b>66.2 %</b>	<b>87.9 %</b>	<b>80.8 %</b>	<b>+ 14.6</b>

# Erfaringer med ORT oppsummert

- ORT blir veldig godt mottatt av ukrainske frontsoldater
- De opplever treningen som nyttig, relevant, og viktig – og sier at det øker deres selvtillitt til å fungere som sanitetspersonell
- Desto mer kamperfaring, desto mer setter de pris på det.
- **Hovedutfordring: Ledere og systemet vil ikke se verdien av det de kan.**



## Lessons learned

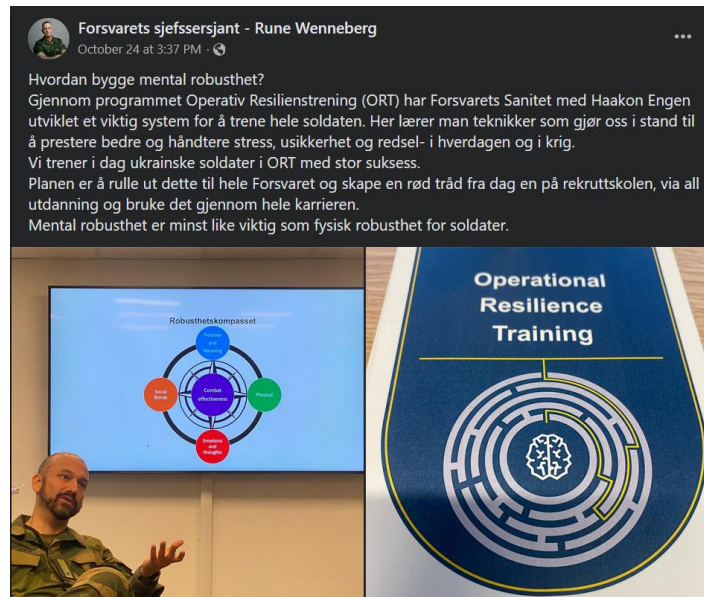
- Stor interesse og behov for bygging av psykososial beredskap i både militære organisasjoner i NATO og sivile institusjoner i Ukraina
- Erfaring fra implementering i Forsvaret: Bottom-up alene fungerer ikke, må støttes av ledelsen.
- Tiltak må institusjonaliseres; ildsjeler skifter beite
- Lite nytte av individuelle tiltak hvis ledere og system ikke er innstilt på å jobbe med det.
- ORT implementeres i Forsvarets lederutdannelser; lignende tiltak må til i andre sektorer.





# Veien videre for ORT

- Implementere ORT i Forsvarets lederutdannelse på alle nivåer
- Rulle ut ORT i hele Forsvaret: Rød tråd og samme språk for stressmestring og mental helse fra rekrutt til forsvarssjef.
- Dele og videreutvikle ORT med NATO- allierte og ukrainsk helsepersonell
- Tverrsektoriell tilpasning og samarbeid (?)





**NORWEGIAN  
ARMED FORCES**

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