

**Disciplined Fitness:**  
A Guide to Self-Control for Latter-day Saint  
Military Chaplains

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**This pamphlet is dedicated to my family. Heaven wouldn't be heaven without you.**



Jeff and his family near the Brigham Young University campus, 2021  
(From left to right: Elizabeth, Emily, Jeffrey, Jeremiah, Katie, Jesse)

## **Disciplined Fitness:**

**A Guide to Self-Control for Latter-day Saint Military Chaplains**

The Greater the Struggle, the More Glorious the Triumph”

– Nick Vujicic

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## **Instructions for Use**

This pamphlet provides Latter-day Saint military chaplains with a model for developing and maintaining discipline. Also, it gives information on creating and maintaining disciplined fitness, supported by wisdom literature, modern literature, and scholarly research.<sup>1</sup> It is divided into two main sections. The first section presents why disciplined fitness is important for military chaplains. The second section gives how disciplined fitness can be obtained and maintained in the military via modules in PowerPoint format. Latter-day Saint chaplains may wish to utilize this pamphlet to obtain discipline in their own lives or tailor the model to teach in their areas of assignment. Additionally, Annex A gives a sample physical fitness program for chaplains to use as desired.

Chaplains can access this pamphlet, the literature review, PowerPoint, and video summary (academic project defense) via the Brigham Young University Chaplaincy Student Publications webpage (see footnote).<sup>2</sup> Here, these resources can be downloaded for study, used by chaplains as is, or downloaded and edited to meet the needs of their units of assignment.

## **Bottom-Line Up Front**

Chaplains who take care of their physical bodies holistically are freer from physical ailments and limitations. Physical ailments and limitations can distract and limit focus from spiritual things. For example, a severely sick individual would likely struggle having consistent spiritual moments since the focus is on healing the physical body. Therefore, the better the physical body is maintained, the better individuals feel, and the more opportunities they have to connect with God spiritually.

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1. Wisdom literature pertains to things that are spiritual in nature like scriptures, talks from religious authorities, and other faith-based tradition's sacred texts.

2. <https://chaplaincy.byu.edu/publications/student-publications>

## So What?

Self-discipline may be the foundation to progress towards any goal and is a requirement to maintain any military fitness level. Discipline comes from the root word *disciplina*, Latin for “instruction” or “training,” which includes punishment necessary for instruction.<sup>3</sup> *Disciplina* is an instruction given to a *discipulus*, meaning pupil or follower.<sup>4</sup> Disciples of Jesus Christ strive to live according to his teachings,<sup>5</sup> follow the word of Jesus (John 8:31), and are willing to lay down their own lives for Christ (D&C 103:27–28). Based on the above, discipline is the process of becoming the Savior through correction.<sup>6</sup>

Therefore, discipline is learnable and requires individuals to do something uncomfortable to grow, thus increasing discipline. The Lord has said He loves those whom He chastens (Hebrews 12:5–11), forgives them (D&C 1:27), sanctifies them (D&C 101:2–5), builds obedience for them (D&C 105:6), and makes them worthy of his kingdom (D&C 136:31). The process of being corrected helps disciples “progress toward perfection and ultimately realize their divine

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3. “What does Discipline Mean?” Focus 3, January 28, 2020, <https://focus3.com/what-does-discipline-mean/#:~:text=The%20word%20%E2%80%9Cdiscipline%E2%80%9D%20is%20from%20the%20Latin%20word,learn%2C%20train%2C%20and%20apply%20a%20system%20of%20standards>.

4. “Discipline,” Online Etymology Dictionary, accessed Aug 24, 2021, <https://www.etymonline.com/word/discipline>.

5. The Church of Jesus Christ of Latter-day Saints, “Disciple,” accessed August 24, 2021, <https://www.churchofjesuschrist.org/study/scriptures/gs/disciple?lang=eng>

6. This pamphlet uses the word “sacrifice” in terms of changing one’s past habits with new habits.

destiny.”<sup>7</sup> Discipline is therefore defined as a necessary and naturally occurring by product of progression.

“Spirit is matter,” (D&C 131:7) and it is the conscious intelligence that links the spirit to the body, that is the soul of man.<sup>8</sup> The term fitness describes the physical body in terms of the ability of a chaplain<sup>9</sup> to perform physical work.<sup>10</sup> The physical body is a temporal stewardship given by God.<sup>11</sup> Also, D&C 89 instructs Latter-day Saints concerning the temporal nutrients and conditions that impact the body may also affect the spirit. In the New Testament, Paul taught the people at Corinth that the body is a “temple of God, and that the Spirit of God” resides within. Paul also said that because the body is a temple, it is holy (1 Cor. 6:19). The body and spirit are inseparably connected, forming man’s soul (D&C 88:15-16 & 93:33).<sup>12</sup> As the body is interconnected with the spirit, how chaplains maintain proper stewardship over their bodies impacts their spiritual well-being.

Among the Latter-day Saints, the Word of Wisdom is a commandment which provides, if obeyed, spiritual and physical benefits. This revelation was given to Joseph Smith in 1833 and can be found

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7. The Church of Jesus Christ of Latter-day Saints, “A Proclamation to the World,” accessed August 2, 2020, <https://www.churchofjesuschrist.org/study/scriptures/the-family-a-proclamation-to-the-world/the-family-a-proclamation-to-the-world?lang=eng>.

8. The Church of Jesus Christ of Latter-day Saints, “Spirit,” accessed August 2, 2020, <https://www.churchofjesuschrist.org/study/scriptures/bd/spirit?lang=eng>.

9. The word chaplain hereafter refers to military chaplains.

10. Peter Kokkinos, “Physical Fitness Evaluation,” *American Journal of Lifestyle Medicine* 9, no. 4 (January 1, 2014): 1–2.

11. “Stewardship,” The Church of Jesus Christ of Latter-day Saints, accessed August 2, 2020, <https://www.churchofjesuschrist.org/study/manual/gospel-topics/stewardship?lang=eng>

12. Man in this context refers to both female and male.

in section 89 of the church's Doctrine and Covenants.<sup>13</sup> It also states that saints who obey the Word of Wisdom will be blessed with health, wisdom, knowledge, and that the "destroying angel" will pass them by. Also, that they will "run and not be weary and shall walk and not faint" (D&C 89:18-21).

The process of obtaining discipline for chaplains is deliberate and must be done according to each chaplain's agency. At a Brigham Young University (BYU) symposium, Elder Dallin H. Oaks stated,

We should also avoid any practices in which one person attempts to surrender even part of his will to another person or in which another person attempts to take it. Whether the means are chemical, behavioral, electronic, or others not yet dreamed of, such attempts run counter to the heavenly plan and further the adversary's plan... Individual responsibility is a law of life. It applies in the law of man and the law of God. Society holds people responsible to control their impulses so we can live in a civilized society. God holds his children responsible to control their impulses so they can keep his commandments and realize their eternal destiny.<sup>14</sup>

In the military, chaplains receive orders and guidance from the commander. While they may not be responsible for each order or situation they encounter, they are responsible for how they respond to those situations.<sup>15</sup> President Boyd K. Packer said that the mind

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13. "Word of Wisdom," The Church of Jesus Christ of Latter-day Saints, n.d., <https://www.churchofjesuschrist.org/study/manual/gospel-topics/word-of-wisdom?lang=eng>.

14. Dallin H. Oaks, "Free Agency and Freedom," October 11, 1987, <https://speeches.byu.edu/talks/dallin-h-oaks/free-agency-freedom/>.

15. Jocko Willink and Leif Babin, *Extreme Ownership: How US Navy SEALs Lead and Win*, 2nd ed. (New York: St. Martin's Press, 2017), 41–63.

is like a stage, and only one thing may be on the stage at a time.<sup>16</sup> While chaplains may attempt to remain focused on discipline, temptation tries to find its way into the mind. As Lao Tzu stated, “watch your thoughts, they become your words; watch your words, they become your actions; watch your actions, they become your habits; watch your habits, they become your character; watch your character, it becomes your destiny.”<sup>17</sup> The process of change is unique to each chaplain’s circumstances. Therefore, each chaplain’s actions, thoughts, and habits required for a positive change are individual.

Chaplains ought to use free agency to progress in self-discipline. This means they should take ownership for their actions. Ownership implies that chaplains are free agents and responsible for their fitness. There is no shortcut to discipline, and discipline does not come without effort. Discipline is internal, not external. It requires one to utilize agency and pay the price to reach goals, ultimately leading to freedom of choice.<sup>18</sup> If one were to consider discipline as the process towards perfection, then it is healing. Others could help chaplains “heal,” but it must be done with the intent of allowing them space to heal internally by themselves.<sup>19</sup>

People are drawn to comfort and naturally avoid discomfort. To grow in discipline, Latter-day Saint chaplains must seek discomfort. David Goggins, a former Navy Seal, calls slowly applying pain cal-

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16. Boyd K. Packer, “The Instrument of Your Mind and the Foundation of Your Character,” BYU Speeches, February 2, 2003, <https://speeches.byu.edu/talks/boyd-k-packer/instrument-mind-foundation-character/>.

17. “A Quote by Lao Tzu,” GoodReads, accessed December 31, 2020, <https://www.goodreads.com/quotes/8203490-watch-your-thoughts-they-become-your-words-watch-your-words>.

18. Jocko Willink, *Discipline Equals Freedom: Field Manual MK1-MOD1*, Extended ed. (New York: St. Martin’s Press, 2020), 2-7.

19. Bessel A. Van der Kolk, *The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma* (London: Penguin Books, 2015), 254.

louses the mind. He said discipline and simple things bring with them “that [suck] every day” and that “doing things – even small things – that make you uncomfortable will help make you strong. The more often you get uncomfortable the stronger you’ll become.”<sup>20</sup> Discomfort through physical training has shown to increase discipline. Individuals on a two-month fitness program showed a “decrease in tobacco, alcohol and caffeine consumption, and an increase in healthy dietary habits, emotional control, maintenance of household chores and self-care habits, attendance to commitments, monitoring of spending, and study habits.”<sup>21</sup> Chaplains are expected to perform physical training.<sup>22</sup> They are also typically required to deploy. While the military will likely provide chaplains with many opportunities to experience discomfort, chaplains may benefit from being proactive in discovering ways to incrementally enhance discomfort on their own, on their terms, and with their agency.

Admiral William H. McRaven (ret.) stated that consistency in small things, such as making your bed each morning, can “change a person’s life, and possibly the world.”<sup>23</sup> Consistent daily habits build success, like building a home “brick by brick.”<sup>24</sup> In a study on fitness and work performance, Nicolaas P. Pronk, et. al., examined 683 workers to find if work performance was affected by physical fitness.

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20. David Goggins, *Can’t Hurt Me: Master Your Mind and Defy the Odds* (Nevada: Lioncrest Publishing, 2018), 11, 70, 344, 102-103.

21. Megan Oaten and Ken Cheng, “Longitudinal Gains in Self-regulation from Regular Physical Exercise,” *British Journal of Health Psychology* 11, no. 4 (December 2010): 730.

22. Department of Defense, *DoD Physical Fitness and Body Fat Program*, DoD Directive 1308.1, (Washington, DC: Department of Defense, 2004), 2, <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/130801p.pdf>.

23. William H. McRaven, *Make Your Bed: Little Things that can Change Your Life and Maybe the World* (New York: Grand Central Publishing, 2017), 63.

24. “Brick by brick,” March 29, 2018, Jayson Taylor, video, 2:01, [https://www.youtube.com/watch?v=kk0oYY4zdAo&ab\\_channel=JaysonTaylor](https://www.youtube.com/watch?v=kk0oYY4zdAo&ab_channel=JaysonTaylor).

The study found that individuals who were more physically fit had better job performance. Individuals who had better cardiorespiratory fitness worked for more extended periods of time with less effort. The study also found that fit individuals had an easier time getting along with coworkers.<sup>25</sup>

The therapeutic relationship between the chaplain and the servicemember is essential. It is a strong predictor of how much success a counselor has with an individual.<sup>26</sup> Physical fitness affects job performance, and chaplains' job performance impacts their ability to minister to servicemembers.

Motivation will bring a chaplain so far, but motivation may run out. Chaplains need to do the right thing, for the right reason, at the right time, regardless of how they feel, demonstrating integrity by their service.<sup>27</sup> For this reason, fitness is one of many ways a military chaplain can measure discipline, fitness being a practical measurement during military service.

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25. Nicolaas P. Pronk, et. al., "The Association between Work Performance and Physical Activity, Cardiorespiratory Fitness, and Obesity," *Journal of Occupational and Environmental Medicine* 46, no. 1 (January 2004): 21–22.

26. William R. Miller, Stephen Rollnick, *Motivational interviewing, 3rd Edition: Helping People Change* (New York: The Guilford Press, 2012), 8.

27. Chih-Long Yen and Yi-Ming Yu, "Development and Validation of a Military Integrity Attitude Scale," *Crime, Law and Social Change* 75, no. 4 (January 2021): 398.

## Section 1: A Review of Latter-day Saint Doctrine Regarding Disciplined Fitness

Perhaps the most important principle of change is knowledge. “It is impossible for [humankind] to be saved in ignorance” (D&C 131:6). The process of discipline cannot be applied if it is not understood. Elder Boyd K. Packer stated, that “the study of the doctrines of the gospel will improve behavior quicker than a study of behavior will improve behavior.”<sup>28</sup> Assuming that Latter-day Saint military chaplains study the doctrines of the gospel on a somewhat daily basis, their behavior should exhibit increased self-control as those doctrines are understood and applied. The effect of studying the gospel to improve behavior is possibly two-fold. As chaplains study the gospel, they increase self-control, and as chaplains learn self-control, they enhance their ability to study the gospel. Discipline in studying gospel doctrines may have a circular effect where desire and action become more intertwined over time. Christ told the early church apostles, “If ye continue in my word, then are ye my disciples indeed; and ye shall know the truth, and the truth shall make you free” (John 8:31-32).

One such doctrine can be found in Alma. it reads, “See that ye bridle all your passions, that ye may be filled with love” (Alma 38:12). Part of disciplined fitness for chaplains is to bridle the desires of the “natural man” (meaning men and women), which is an “enemy to God” (Mosiah 3:19). At the time of the Book of Mormon’s translation, to bridle meant to “restrain,



Photo Credit: Ranquilco.com, <https://www.ranquilco.com/blog/gauchos-argentina>

of the Book of Mormon’s translation, to bridle meant to “restrain,” 28. Boyd K. Packer, “Little Children,” The Church of Jesus Christ of Latter-day Saints, October, 1986, <https://www.churchofjesuschrist.org/study/general-conference/1986/10/little-children?lang=eng>.

guide or govern; to check, curb or control.”<sup>29</sup> A modern example of bridling can be found in South America where gauchos capture wild horses. After patiently taming a horse, it becomes docile to the gaucho, allowing him to place a bridle over its head. Once tamed with a harness, the horse can be utilized for its master’s purposes.<sup>30</sup> The human body and mind are compared to the horse and chaplains as the gauchos. Christ guides and directs chaplains, but chaplains must allow him to guide them in the correct direction through doctrine, correct principles, and instruction to increase discipline.

### **Jesus’s Example of Self-Discipline**

Jesus does not ask others to do what he cannot do. Rather, he provided the perfect example in self-discipline. During his earthly ministry, Jesus learned “grace for grace... until he [received] a fullness” (D&C 93:13–14). He increased “in favor with God and man” over time in his mortal life (Luke 2:52) and suffered the sins of all mankind, seeking the “will of the father that sent [Him]” (John 6:39). He learned obedience through suffering (Hebrews 5:8–9) and was perfected through that obedience and suffering (Hebrews 2:10).

As Christ learned the Father’s doctrine grace by grace, He obeyed the doctrine. Satan tempted Him, testing his discipline, but Jesus rejected the temptations. Satan tempted Christ in three ways. First, Satan tempted the physical body of Jesus to eat bread—to use his special creative powers to turn stone into bread. Second, Satan tempted the Spirit of Jesus, telling him that if he were the Son of God, he would be saved by jumping off the temple—tempting Jesus’ doubts about the veracity of his Messiahship. Third, Satan tempted

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29. “Bridle,” Webster’s Dictionary, 1828, accessed 16 December, 2021, <http://webstersdictionary1828.com/Dictionary/bridle>.

30. “Wild Patagonian Horse is Masterfully Tamed,” January 7, 2018, BBC Earth, YouTube, <https://www.youtube.com/watch?v=w7WsuNNLcNw>.

Christ with the world, something Satan could not give.<sup>31</sup> Rather than give into impulses of the flesh, contrary to God’s will, Jesus was unwavering in his discipline.

Jim Rohn, an American author and motivation speaker, stated, “We must all suffer from one of two pains: the pain of discipline or the pain of regret. The difference is discipline weighs ounces while regret weighs tons.”<sup>32</sup> Jesus’s life and example was anything but convenient, and obedience over pain was the path that he set. Just as the Savior demonstrated that the path towards discipleship involves pain, so pain accompanies taming the body through discipline.

Elder Holland said that following Christ is not convenient and requires discipline. Satan first drew away God’s children in the premortal existence, but now he turns to more subtle temptations, destroying self-discipline.<sup>33</sup> Elder Holland also suggested that achievements come at a high cost, requiring those who follow Christ to take the inconvenient road of discipleship by putting off temptation for their later reward in heaven.<sup>34</sup> Jesus stated, “Enter through the narrow gate. For wide is the gate and broad is the road that leads to destruction, but



Photo Credit: Lightworkers Media, Temptation Scene from “Song of God,” 2014.

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31. Jeffrey R. Holland and Patricia T. Holland, “The Inconvenient Messiah,” *BYU Speeches*, February 2, 1982, <https://speeches.byu.edu/talks/jeffrey-r-and-patricia-t-holland/inconvenient-messiah/>.

32. Jim Rohn, “The Pain of Discipline or the Pain of Regret,” accessed August 27, 2021, <https://www.goodreads.com/quotes/209560-we-must-all-suffer-from-one-of-two-pains-the>.

33. Holland, “The Inconvenient Messiah,” February 2, 1982.

34. Holland, 1982.

small is the gate and narrow the road that leads to life, and only few find it” (Matthew 7:13–14). Jesus showed the inconvenient path towards discipleship. The doctrinal path towards discipline is inconvenience. Military chaplains face temptations of the body, spirit, and the world which can detract them from their core values and effectiveness in serving others.

### **Self-Discipline Leads to Perfection**

To follow the path of disciplined fitness, chaplains can “draw upon [The Savior’s] life.”<sup>35</sup> Latter-day Saint chaplains have covenanted with God to “keep the law of obedience, the law of sacrifice, the law of the gospel, the law of Chastity, and the law of consecration.”<sup>36</sup>

Latter-day Saint doctrine teaches that all on earth are the literal children of God with a divine disposition to become as God. In *The Family: A Proclamation to the World*, it describes the divine origin and eternal potential of humankind,

All human beings – male and female – are created in the image of God. Each is a beloved spirit son or daughter of heavenly parents, and as such, each has a divine nature and destiny... In the pre-mortal realm, spirit sons and daughters knew and worshipped God as their Eternal Father and accepted His plan by which His children could obtain a physical body and gain earthly experience to progress toward perfection and ultimately realize their divine destiny as heirs

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35. Charles Stanley, *The Wonderful, Spirit-Filled Life* (Nashville: Thomas Nelson Publishing, 1992), 64.

36. David A. Bednar, “Prepared to Obtain Every Needful Thing,” *The Church of Jesus Christ of Latter-day Saints*, April, 2019, <https://www.churchofjesuschrist.org/study/general-conference/2019/04/54bednar?lang=eng>

of eternal life.<sup>37</sup>

This official doctrinal declaration provides how Latter-day Saint chaplains view the doctrine of perfection and how God intends them to achieve that desired outcome. Moral agency is one of the critical reasons God's children live on the earth. They focus their lives to become like God. Seeking discipline in this life is essential in Latter-day Saint doctrine as it perpetuates growth in becoming like God.

Church leadership encourages members to rely on personal experiences with God as a way whereby they come to know who God is and how they can become perfect like him. Elder L. Lionel Kendrick told BYU students, "It is tender experience to petition our Heavenly Father in sincere,



Photo Credit: GreenProphet.com, 2012.  
Taken from: <https://www.greenprophet.com/2012/09/>

heartfelt prayer and look to Him for personal guidance."<sup>38</sup> Personal study of gospel doctrines and direct revelation from God assists Latter-day Saint chaplains in making corrections to their discipline, "and if men come unto me I will show unto them their weakness... for if they humble themselves before me, and have faith in me, then will I make weak things become strong unto them" (Ether 12:27). Chaplains are not alone in obtaining discipline, church leadership and scriptures both direct chaplains to seek discipline. In this sense,

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37. The Church of Jesus Christ of Latter-Day-Saints, "A Proclamation to the World." 2 August 2020. <https://www.churchofjesuschrist.org/study/scriptures/the-family-a-proclamation-to-the-world/the-family-a-proclamation-to-the-world?lang=eng>.

38. L. Lionel Kendrick, "Personal Revelation," *Ensign*, The Church of Jesus Christ of Latter-Day-Saints, September, 1999, <https://www.churchofjesuschrist.org/study/ensign/1999/09/personal-revelation?lang=eng>.

discipline can be considered the cement which holds obedience together. If chaplains master discipline, then they master obedience, and if they master obedience then they master the path towards God.

However, discipline does not appear to be a single choice that happens all at once. Moral agency is a significant factor for Latter-day Saint chaplains to become as God. Perfection requires chaplains to be free agents and to act for themselves, “wherefore, men are free according to the flesh... and they are free to choose liberty and eternal life” (1 Nephi 2:27). Also, God “gave unto man that he should act for himself. Wherefore, man could not act for himself save it should be that he was enticed by one or the other” (2 Nephi 2:16). God gives humankind the ability to choose good or evil and to grow. Just as trees require the opposition of wind to grow deeper roots,<sup>39</sup> so do chaplains require opposition to grow deeper connections with Christ. Also, as they grow in deeper connections with the Savior,



they become more strongly rooted, thus they become more disciplined to withstand both spiritual and temporal challenges they face in the military.

Photo Credit: Lawpracticetoday.org, “Reining in Perfectionism,” 2019. Taken from <https://www.lawpracticetoday.org/article/reining-in-perfectionism/>

## **A Potential Pitfall of the Perfectionism Mindset**

As a note of caution, seeking perfection could present a chal-

39. Dennis Jones, “Strong Winds Strong Roots: What Trees Teach Us About Life,” *Natural Awakenings*, March 13, 2015, <https://www.naturalawakenings.com/2015/03/31/274262/strong-winds-strong-roots-what-trees-teach-us-about-life>.

lenge for Latter-day Saint chaplains. In an article written by James S. McGraw titled *The Negative Impact of Perfectionism Among Mormons*, McGraw sought to show through research how having a faith of perfection can harm growth in discipline. McGraw states that scholars have been concerned with the negative mental health issues caused by perfectionism. He defines perfectionism as setting standards that are “unrealistically high” and connects it with “depression, anxiety, eating disorders, personality disorders, sexual disorders, OCD and experiences such as suicidal thoughts.”<sup>40</sup> He states that studies are looking into treating perfectionism for these mental illnesses.

McGraw also stated that “toxic perfectionism” can be found among Latter-day Saint members due to a lack of understanding about the Atonement of Christ, grace, and living the commandments of God in Latter-day Saint theology. McGraw says that this is due to a feeling among Latter-day Saint members that they must keep the commandments perfectly to feel God’s love.<sup>41</sup> Discipline is a process that takes time. Chaplains may inadvertently inhibit their growth in discipline by fixating on obtaining perfection now rather than recognizing it as a process.

In a separate study by Jesse M. Crosby titled *Examination of the Relationship Between Perfectionism and Religiosity as Mediated by Psychological Inflexibility*, the team examined the effect of religiosity on perfectionism. He defines criticism as the attempt of an individual to achieve unrealistic standards. He listed several negative emotions correlated with perfectionism from previous studies, including “procrastination, stress, shame and guilt, low self-esteem, and interpersonal problems.” He provided additional factors that

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40. James S. McGraw, “The Negative Impact of Perfectionism Among Mormons,” University of Utah, accessed August 2, 2020, <https://www.uvureview.com/news/front-page/recent/opinions/negative-impact-perfectionism-among-mormons/>.

41. James S. McGraw, “The Negative Impact of Perfectionism Among Mormons.”

apply to perfectionism, such as sports and exercise, education, professional achievement, and religion.<sup>42</sup> The military is a competitive environment which requires much out of its servicemembers. The study showed that perfectionism bleeds across several aspects of chaplains' lives. If the doctrine of perfection is misunderstood, Latter-day Saint chaplains may be susceptible to harming their careers and those around them.

Shifting chaplains' perspectives from the end of the process can be beneficial, meaning focusing in the moment and enjoying the process rather than only perfection. Striving for perfection is different from perfectionism in that it allows for healthy growth, non-judgment, and vulnerability.<sup>43</sup> If Latter-day Saint chaplains define perfection by their interpretation of the word, or other sources instead of official church sources, then they may misunderstand its true meaning and fall prey to maladaptive discipline. Perfection is a process which can be obtained within healthy limitation, with temperance.<sup>44</sup>

## **Disciplined fitness through Ordinances and Covenants**

Perhaps the most important assistance that Latter-day Saint chaplains have in obtaining discipline is through ordinances and covenants, thus “in the ordinances thereof, the power of godliness is

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42. Jesse M. Crosby, “Examination of the Relationship Between Perfectionism and Religiosity as Mediated by Psychological Inflexibility,” *Current Psychology* 30, no. 2 (May 2011): 117–128.

43. Breñe Brown, *The Gifts of Imperfection: Let Go of Who You Think You're Supposed to be and Embrace Who You Are* (Hazelden Publishing, 2010), 54–56.

44. D&C 4:6 lists attributes for missionary work, which could be also applied to chaplains. Temperance is listed among the attributes and is often defined as moderation. While the scriptural context of D&C 4 is towards missionary work, temperance is required in obtaining perfection and discipline since trying too hard could lead to perfectionism. Obtaining discipline is a process, requiring a balance of fervor and patience, thus temperance.

manifest” (D&C 84:19–21). Elder Russel M. Nelson, an apostle said, “The moment [Jesus] uttered the words ‘even as your Father which is in heaven is perfect,’ he raised our sights beyond the bounds of mortality.”<sup>45</sup> Covenants provide a stable platform in discipline for Latter-day Saint chaplains. It is a part of spirituality, which is among several pillars of fitness in wholistic living.<sup>46</sup> Spirituality also serves as a foundation of character<sup>47</sup> and is part of wholistic fitness, which is part of everyday life.<sup>48</sup> Therefore, covenants root chaplains in their faith, supporting their character while guiding their discipline in wholistic fitness.

Covenants are part of living the gospel of Jesus Christ. David O. McKay stated that the gospel’s purpose is “to make bad men good and good men better, and to change human nature.”<sup>49</sup> The third article of faith states, “We



Photo Credit: The Church of Jesus Christ of Latter-day Saints, “Lifelong Conversion,” BYU Speeches, 2021. Taken from <https://speeches.byu.edu/talks/dale-g-renlund/lifelong-conversion/?M=V>

believe that through the Atonement of Christ, all mankind may be saved, by obedience to the laws and ordinances of the Gospel.” The fourth article of faith builds on the third, providing the formula in living

45. Russel M. Nelson, “Perfection Pending.” *The Church of Jesus Christ of Latter-day Saints*, October, 1995, <https://abn.churchofjesuschrist.org/study/general-conference/1995/10/perfection-pending?lang=eng>.

46. Department of the Army, *Triad: P3 Soldier Challenge*, FM 1-05 (Washington, DC: Department of the Army, 2015), 14–17.

47. Department of the Army, 3.5-3.6.

48. “Van Dress,” December 3, 2021, *Army Medical Center of Excellence*, video, 1:02:29, <https://www.youtube.com/watch?v=jmiSWdkd6gA>.

49. From the film “Every Member a Missionary,” as acknowledged by Franklin D. Richards, CR, October 1965, 136–37; see also Brigham Young, JD 8:130 [22 July 1860].

ordinances, “We believe that the first principles and ordinances of the Gospel are: first, Faith in the Lord Jesus Christ; second, Repentance; third, Baptism by immersion for the remission of sins; fourth, laying on of hands for the gift of the Holy Ghost.”<sup>50</sup> Disciplined fitness requires the same formula outlined in the gospel of Jesus Christ. Disciplined fitness requires action through believing in something not seen, recommitment and renewal to living core values with non-judgment, seeking correction and improvement, and repeating the pattern with a growth mindset. Living the pattern of the first principles and ordinances of the gospel is circular, like driving up a mountain, where the pattern is repeated well after this life until perfection is reached.<sup>51</sup>

The gospel covenants are also commonly considered renewed on Sunday at church during Latter-day Saint sacrament meeting. Chaplains take the bread and water, the sacrament, to remember the Savior’s sacrifice for the sins of the world and their commitment to take upon themselves His name, which would include living the inconvenient life of discipline and growth. Partaking of the sacrament is sacred to them because it symbolizes a continuous commitment to accept Christ’s grace as they grow in discipline. Elder Neil L. Anderson said,

Spirituality is not stagnant, and neither are covenants. And hopefully, what we pray is that all of us members are moving along a progressive growth in our spirituality and in our covenants. Covenants bring not only commitments, but they bring spiritual power. We should teach our members that we are moving toward our

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50. The Church of Jesus Christ of Latter-day Saints, “Articles of Faith 1:1–4,” accessed August 27, 2021, <https://www.churchofjesuschrist.org/study/manual/the-pearl-of-great-price-teacher-manual-2018/the-articles-of-faith/articles-of-faith-1-1-4?lang=eng>.

51. Dale G. Runlund, “Lifelong Conversion,” *BYU Speeches*, September 14, 2021, <https://speeches.byu.edu/talks/dale-g-renlund/lifelong-conversion/>.

Heavenly Father. The Sacrament is a beautiful time to not just renew our baptismal covenants, but to commit to Him to renew all our covenants, all our promises, and to approach Him in a spiritual power that we did not have as we move forward.<sup>52</sup>

Living the gospel of Jesus Christ through ordinances and striving to live covenants increases discipline in wholistic fitness. The sacrament and renewal of covenants are essential in the discipline process. It is symbolic of their lives revolving around the Savior as the key opens the gates to heaven and allows them to progress to become as God. Elder Dallin H. Oaks stated, “As we ‘deny [ourselves] of all ungodliness, and love God with all [our] might, mind, and strength,’ then we may be ‘perfect in Christ.’<sup>53</sup> As chaplains strive to live covenants they grow in disciplined fitness, and as they grow in disciplined fitness, they are more capable to live their covenants.

### **Self-Discipline Adds a Layer of Protection for Covenants**

It is probably no secret that Latter-day Saints are generally considered to have high moral standards in the military. Those standards add a layer of protection in discipline which protects chaplains from temptations and sin. For example, the further a defensive line keeps the opposing offensive line away from their endzone in football, the less likely the opposing offensive line will score a touchdown. Similarly, the more disciplined and grounded a chaplain is in living covenants, the less likely the chaplain is to falter when temptations times arise. As will be explained, disciplined fitness helps chaplains manage difficult situations which could compromise their character and

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52. Neil L. Andersen, “Principles Related to Sacrament,” April, 2015, <https://www.churchofjesuschrist.org/broadcasts/watch/general-conference-leadership-training/2015/04?lang=eng&vid=4775931419001>.

53. Dallin H. Oaks, “Cleansed by Repentance,” April, 2019, <https://www.churchofjesuschrist.org/study/general-conference/2019/04/51oaks?lang=eng>.

growth. Therefore, disciplined fitness not only assists with becoming as Christ, but it is a safety net, or additional layer of armor, against the fiery darts of Satan (D&C 27:17 & Eph. 6:16).

In Proverbs, King David taught, “He that hath no rule over his own spirit is like a city that is broken down, and without walls” (Proverbs 25:8). This teaching from King David is like Paul’s epistle

to the Ephesians that God’s people should “Put on the whole armor of God, that ye may be able to stand against the wiles of the devil” (Ephesians 6:11). Paul expounds on his thought to cover the sensitive parts of the human



Photo Credit: The Church of Jesus Christ of Latter-day Saints, Neil L. Andersen, “Spiritual Whirlwinds,” 2017. Taken from <https://www.youtube.com/watch?v=DzWXsz9hxxw>

body. He states that truth should cover the loins with the “breastplate of righteousness” (Ephesians 6:14). In Paul’s comparison, all the vital organs are protected by armor used in war, using truth and righteousness to protect the spirit from losing discipline. From November 1984 to February 1985, a field hospital in the Netherlands obtained patient information of individuals wounded in the modern battlefield. They found that 25.6% of deaths were directly attributed to intra-abdominal injury, and 80% of mortality rates included abdominal injury, making abdominal injuries among the most common in war.<sup>54</sup> Perhaps among the most common spiritual injuries to discipline is a misinterpretation of the doctrine of perfection, as stated in the Pitfall of Perfectionism section. True doctrine willingly practiced nourishes discipline and must be protected.

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54. Adrianus Trouwborst, “Medical Statistics of Battlefield Casualties,” *Injury* 18, no. 2 (March 1987): 96–99.

Paul compared the use of armor to protect the most vital parts of servicemembers' abdomens, covered by breast plates in physical war, with the most vital parts of the Lord's Servicemembers in a spiritual war. Every war has opposing forces, and in this spiritual war the opposing force is Satan (Revelation 12:11) and the natural man (Mosiah 3:19). Referring to King David, "own spirit" is speaking about the Lord's servicemembers protecting their own spirits. The Soldier's Creed of the Army states, "I am disciplined, physically and mentally tough."<sup>55</sup> Like a wall, discipline is built slowly, stone by stone until it is built sufficiently to "stand against the wiles of the devil" (Ephesians 6:11). If chaplains willingly neglect discipline, then they leave their doctrinal path of discipline open for attack.

## **Growth Mindset and Grace**

In addition to actively protecting their discipline, chaplains must be merciful with themselves. The Lord has said, "I, the Lord, will forgive whom I will forgive, but of you it is required to forgive all men" (D&C 64:10). Part of forgiving "all" includes forgiving oneself. A growth mindset means that while some chaplains may expect to achieve perfection in their discipline and fitness plans, they will fail occasionally along the way. Chaplains need to have grace with themselves while striving for perfection.<sup>56</sup> Failure is inevitable for individuals to grow, which explains why applying the gospel of Jesus Christ is a repeated pro-



Photo Credit: Yongsung Kim, "The Hand of God,"  
Taken from <http://www.janisematyassmith.com/lord-save-me-prayer-when-youre-drowning/>

55. "The Army Values," *United States Army*, accessed 1 January 2020, <https://www.army.mil/values/servicemembers.html>.

56. Glenn Livingston, *Never Binge Again: How Thousands of People Have Stopped Overeating and Binge Eating – and Stuck to the Diet of their Choice!: By Reprogramming Themselves to Think Differently About Food* (CA: CreateSpace), 2015, 26.

cesses throughout chaplains' lives. As chaplains strive to strengthen discipline, they turn towards faith in Jesus Christ, feel remorse for lengthening themselves from God, receive grace from God, forgive themselves, recommit their covenants, and seek the Holy Ghost.

As a word of caution regarding Grace, in an article from Robert L. Millet, he states that Latter-day Saints often choose works over grace as a form of doctrine for salvation. This belief is tied to ordinances and doing what they can in the service of others (Mosiah 18:8-10). Latter-day Saint chaplains may misunderstand this concept of grace, believing it is applied after this life once God's children have met specific criteria. However, grace is more than a verbal expression of a belief in Christ. Latter-day saint chaplains may want control over their discipline, but weakness reminds them that they are not in control and must rely on the Lord's Grace.<sup>57</sup> In the Book of Mormon, King Benjamin instructs about letting go of control and submitting to God,

the natural man is an enemy to God, and has been from the fall of Adam, and will be, forever and ever, unless he yields to the enticings of the Holy Spirit, and putteth off the natural man and becometh a saint through the atonement of Christ the Lord, and becometh as a child, submissive, meek, humble, patient, full of love, willing to submit to all things which the Lord seeth fit to inflict upon him, even as a child doth submit to his father. (Mosiah 3:19)



Photo Credit: Unknown Artist. "Jesus is Light: Spoken Word." 2021. Taken from <https://www.youtube.com/watch?v=8lhRsDHAMJg>

Elder David A. Bednar in a forum speech at BYU declared that

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57. Robert L. Millet, "'After All We Can Do': The Meaning of Grace in Our Lives," cited in *May Christ Lift Thee Up: Talks From the 1998 BYU Women's Conference* (Salt Lake City: Deseret Book, 1999), 53–71.

because of humanities' fallen state, all must allow Christ's atonement to change their nature.<sup>58</sup> Grace enables chaplains to perform the work necessary for change. To clarify this, In the context of 2 Nephi 25:23, "ye are saved by grace after all ye can do," Elder Bednar said that when the Lamanites buried their weapons of war, they were striving to do all they could do.<sup>59</sup> Similarly, chaplains seeking discipline who acknowledge the greatness of God and their own weakness are forgiven of their sins, daily (Mosiah 4:11-12). Actions come because of effort, and effort comes because chaplains believe, and belief comes as action and one's beliefs are centered on Christ. As chaplains apply Grace, they may submit cheerfully to the will of the Lord who suffered all and makes his burden easy to carry (Matt 11:28–30).

## Summary

Jesus Christ provided the perfect example in discipline, which included living a life of discomfort. Discipline comes from discipleship, following the path of the Savior through ordinances and covenants, and is necessary for obtaining perfection in Latter-day Saint theology. However, the doctrine of perfection may be misunderstood by Latter-day Saints, harming discipline and growth if there is no flexibility for failure. Additionally, the Gospel of Jesus Christ correlates with building disciplined fitness, having progression through a growth mindset. The gospel growth mindset of faith in Jesus Christ, repentance, renewing covenants through the sacrament, seeking the help from the Holy Ghost, and enduring to the end by striving to live covenants provides servicemembers the formula to grow in perfection towards the Savior.

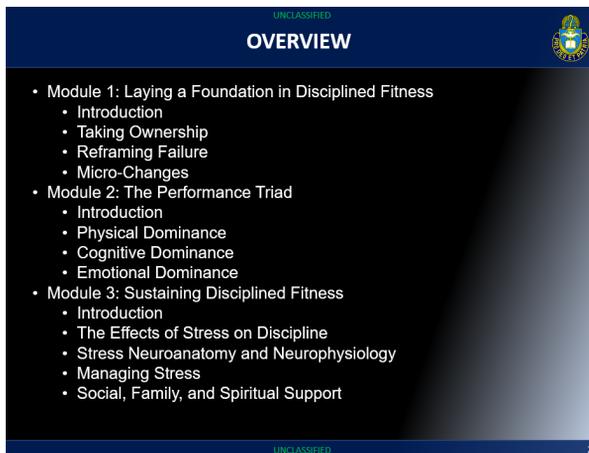
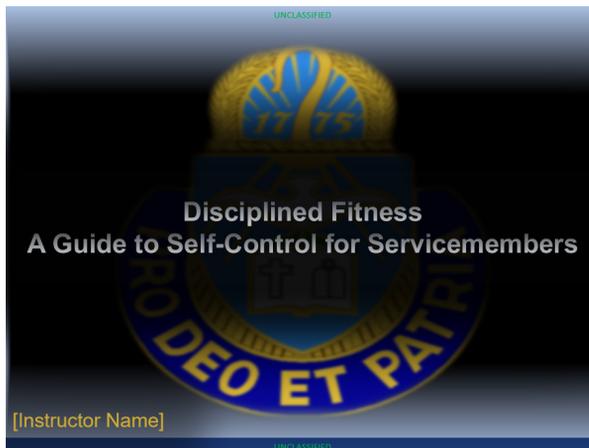
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58. David A. Bednar, "In the Strength of the Lord," *BYU Speeches*, October 23, 2001, <https://speeches.byu.edu/talks/david-a-bednar/strength-lord/>.

59. Bednar, "In the Strength of the Lord."

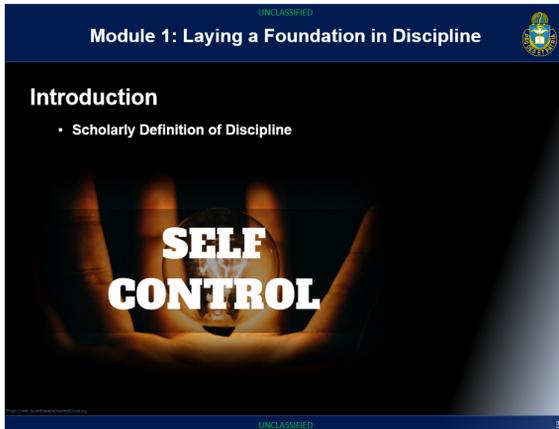
## Section 2: Modules

*Note: The Literature beneath each slide are the briefing notes for the slide and are also found with the PowerPoint under each slide's notes. It is up to the instructor to know the material and summarize/edit to the needs of the audience. The slide number is at the bottom right of each slide beyond the first, and photo credit is found at the bottom left.*



# Module 1: Laying a Foundation in Disciplined Fitness

## Introduction



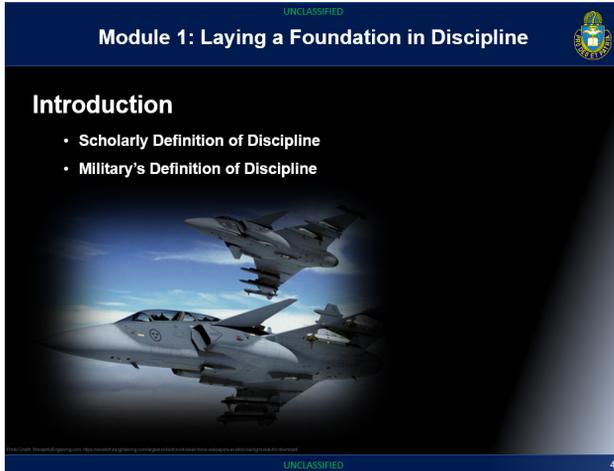
In scholarly literature, self-discipline has been defined as desire, control, and effort. It is synonymous with self-control, may be limited, and may be determined by the amount of exertion an individual uses to control a desire.<sup>60</sup> The perceived difficulty of a task has been shown to require more effort than the action itself. Self-discipline is also the ability of an individual to act or to prohibit behavior, thoughts, and feelings.<sup>61</sup> The process of losing the ability to either act or prohibit unwanted behavior is also known as ego depletion. Ego depletion carries over from one event to the next, lowering the power of

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60. Hiroki P. Kotabe and Wilhelm Hofmann, "On Integrating the Components of Self-Control," *Perspectives on Psychological Science* 10, no. 5 (2015): 621–623, 632.

61. Mark Muraven and Roy F. Baumeister, "Self-Regulation and Depletion of Limited Resources: Does Self-Control Resemble a Muscle?" *Psychological Bulletin* 126, no. 2 (August 2000): 247.

self-control. As the ego is depleted, the desire and ability to prohibit an unwanted action are decreased. The amount of ego depletion that occurs depends on the effort put into the control. Automatic actions do not deplete the ego as much as deliberate actions.<sup>62</sup> Discipline is enhanced incrementally and improves as individuals focus on core techniques in training.<sup>63</sup> Servicemembers would benefit from turning deliberate actions into automatic actions as frequently as possible, thus lowering the amount of ego depletion required to sustain a task and enhance self-disciplined fitness. The more servicemembers add disciplined fitness in their lives, the more value they contribute to the Armed Forces.



In the military, servicemembers are the most complex and

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62. Kathleen D. Vohs and Roy F. Baumeister, *Handbook of Self-Regulation: Research, Theory, and Applications* (New York: Guilford Publications, 2016), 86–90.

63. Juha Heikkala, "Discipline and Excel: Techniques of the Self and Body and the Logic of Competing," *Sociology of Sport Journal* 10, no. 4 (December 1993): 399.

sophisticated weapons systems.<sup>64</sup> They are expected to be disciplined by caring for their fitness wholistically. The military defines fitness as a combination of physical, cognitive, and emotional dominance.<sup>65</sup> Additionally, the military makes up less than 1% of the U.S. population<sup>66</sup> and requires its servicemembers to meet the physical, mental, and emotional demands, which, when compared to the civilian population, may be difficult. Given the needs of the military and high-performance standards, servicemembers' discipline is an important component within the Armed Forces. Disciplined fitness means that servicemembers never stop preparing, specializing, and developing skills.<sup>67</sup> Adding to the fitness mindset, the Army Medical Command developed the "Soldier Athlete" theme,<sup>68</sup> showing that the military would expect its servicemembers to be physically fit while providing spiritual care in any environment. Servicemembers are disciplined officers who strive to excel in the same physical, cognitive, and emotional standards expected by all servicemembers. Therefore, wholistic disciplined fitness serves as one of the foundations for a disciplined servicemember.

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64. Weapon system in the sense that their mission is to meet and defeat the enemy. Not all servicemembers are in combat arms, however, their mission is primarily to support the commander's intent.

65. Department of the Army, *Triad: P3 Soldier Challenge*, FM 1-05 (Washington, DC: Department of the Army, 2015), 1.

66. "Demographics of the U.S. Military," *Council on Foreign Relations*, July 13, 2020, accessed November 29, 2021, <https://www.cfr.org/backgrounders/demographics-us-military>.

67. Department of the Army, *Triad: P3 Soldier Challenge*, 2–11.

68. U.S. Army Medical Department, *Building the Soldier Athlete* (7700 Arlington Boulevard, Falls Church, VA 22042: Rehabilitation & Reintegration Division), 1–2.



To guide servicemembers in living disciplined, wholistically fit lives, The Army developed the Performance Triad. The triad consists of balancing sleep, activity, and nutrition, hoping that servicemembers “view health as more than simply healthcare and transition the Army to an entire system for health that emphasizes the performance triad.”<sup>69</sup> It correlates the effects of poor habits in each area of the performance triad, such as adverse outcomes in performance, stamina, fatigue, recovery, sleep quality, increased depression, weight gain, obesity, and anxiety. The performance triad is integrated into each category of the fit servicemember: physical, cognitive, emotional, sustained operations, and social-family-spiritual support.<sup>70</sup> Small lifestyle changes could dramatically affect a servicemember’s long-term accomplishments.<sup>71</sup> Unlike an expensive weapons system or combat platform, the military cannot manipulate or force its servicemembers

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69. Department of the Army, 14–15.

70. Department of the Army, 15–17.

71. James Clear, *Atomic Habits: Tiny Changes, Remarkable Results: An Easy & Proven Way to Build Good Habits & Break Bad Ones* (New York: Random House Publishing, 2018), 38.

to perform in optimal conditions. Instead, servicemembers would need to deliberately develop and maintain healthy lives in line with the performance triad.

Living a healthy life through the standards of the performance triad would help maintain a disciplined servicemember. It is never too late to begin good habits in fitness. There is power in doing what needs to get done at the moment, giving momentum to discipline.<sup>72</sup>

### *Taking Ownership*



First and foremost, servicemembers need to choose disciplined fitness willingly and actively. Ownership implies that servicemembers are free agents and responsible for their wellness. Just as taming the horse is a process, disciplining the body and the mind is a process.<sup>73</sup> There is no shortcut to discipline, and it does not come without effort. It is internal, not external. It requires one to utilize agency and pay the price to reach goals, ultimately leading to freedom of choice.<sup>74</sup> If one were to consider discipline as becoming better, then it is healing. Others can help a servicemember “heal,” but it must be done with the intent of allowing the servicemember

72. HESMotivation, “Powerful Speeches by Jocko Willink.”

73. BBC Earth, “Wild Patagonian Horse is Masterfully Tamed.”

74. Willink, *Discipline Equals Freedom: Field Manual MK1-MOD1*, 2-7.

space to heal internally.<sup>75</sup> Some servicemembers may tell themselves that they are too busy, too old, too young, or too tired. These are all excuses, and excuses are lies. A significant way to stop lies is with truth, and “the truth will set you free.”<sup>76</sup>

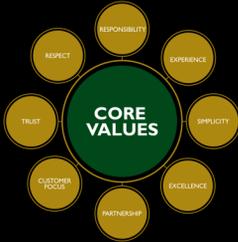
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## Module 1: Laying a Foundation in Discipline



### Taking Ownership

- Choose Disciplined Fitness Freely
- Plan to Align Habits with Core Values



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7

Once servicemembers have chosen to be disciplined, they check their habits, whether they are in line with their core values or external values. For example, if their daily habits involve consistently eating out at a buffet and binging to where they feel uncomfortable then there might be a compromise with their values of fitness whatever they might be. Therefore, living values of fitness and health can be difficult and normally requires planning. The clearer the plan, the greater the chances of its success. By allowing unclear plan, servicemembers give into external desires, losing discipline.<sup>77</sup>

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75. Van der Kolk, “The Body Keeps the Score: Memory and the Evolving Psychobiology of Posttraumatic Stress,” 254.

76. HESMotivation, “Powerful Speeches by Jocko Willink.”

77, Glenn Livingston, *Never Binge Again: How Thousands of People Have Stopped Overeating and Binge Eating – and Stuck to the Diet of their Choice! (By Reprogramming Themselves to Think Differently About Food)*, 8, 22.

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**Module 1: Laying a Foundation in Discipline**



### Taking Ownership

- Choose Disciplined Fitness Freely
- Plan to Align Habits with Core Values
- Avoid “fuzzy lines”



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8

Many people procrastinate discipline, allowing the lines to become fuzzy. Discipline requires sacrifice, dedication, and commitment. The military may create external discipline for a servicemember, like mandatory physical fitness, or weight control, but that ceases during a specific amount of time and is normally monitored. Self-discipline is a lifestyle. It is a choice where servicemembers identify themselves as disciplined individuals.<sup>78</sup> For disciplined fitness to grow, it needs to be a deliberate choice, and the sooner, the better.

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78. Willink, *Discipline Equals Freedom: Field Manual MK1-MOD1*, 6–7.

## Reframing Failure

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Module 1: Laying a Foundation in Discipline



Reframing Failure

- Accept both Strengths and Weaknesses

UNCLASSIFIED 9

Failure to different extents when striving for disciplined fitness is inevitable. Servicemembers may be tempted to cheat the system, take shortcuts, and give a less-than-sincere effort, providing interim results.<sup>79</sup> Often their best is not enough, and they fall short. *Growth requires accepting one's weaknesses and faults*, seeing oneself wholistically with the good and the bad. Disciplined servicemembers grow by falling, then getting up.<sup>80</sup> This means servicemembers plan, execute, and re-evaluate. They have a clear set standard, are committed to that standard, then they re-evaluate themselves once inevitable failure occurs. They have mercy with themselves before repeating the process of planning, executing, and re-evaluating again and again until they reach consistency in the set standard.

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79. David Goggins, *Can't Hurt Me: Master Your Mind and Defy the Odds* (Carson City: Lioncrest Publishing, 2018), 209.

80. Goggins, 297–364.

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**Module 1: Laying a Foundation in Discipline**



## Reframing Failure

- Accept both Strengths and Weaknesses
- Get Comfortable Being Uncomfortable



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People are drawn to comfort and naturally avoid discomfort. To grow disciplined fitness, to change, servicemembers must seek discomfort. David Goggins, a former Navy Seal, calls slowly applying discomfort callousing the mind. He said discipline and simple things bring with them “that [suck] every day” and that “doing things – even small things – that make you uncomfortable will help make you strong. The more often you get uncomfortable, the stronger you’ll become.”<sup>81</sup> The mind is also being adapted by incrementally training the body over time to adapt to discomfort.<sup>82</sup> Suppose both the body and the mind experience a positive outcome from discomfort. In that case, they are more likely to repeat the discomfort to obtain the desired results.<sup>83</sup>

81. David Goggins, *Can’t Hurt Me: Master Your Mind and Defy the Odds*, Kindle ed. (Lioncrest Publishing, 2018), 11, 70, 102–103, 344.

82. Ryan Hunt, *Self-Discipline: The Spartan and Special Operations Way to Mastering Yourself*, 1st ed. (New York: MM Publishing, 2018), 12.

83. Michael Matthews, *Bigger Leaner Stronger: The Simple Science of Building the Ultimate Male Body*, 120.

## Micro-Changes

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Module 1: Laying a Foundation in Discipline 

### Micro Changes

- Disciplined Fitness is a Journey, not a Race



UNCLASSIFIED 11

Building discipline takes time, requires micro-changes, and is perhaps the most important in obtaining fitness in discipline while managing healthy stress. It requires relentless pursuit and is a slow process. Each second and minute compounds success, breaking or making discipline.<sup>84</sup> Self-control's value is possibly most efficient when creating new habits through micro-changes. People tend to slide back into routines and automatic habits created by their environment sometime after initially making a change.<sup>85</sup> This means that *self-control is present when motivated to make an initial change*. Also, this motivation to change likely occurs whenever self-reflection of one's life habits and core values are compared, for example New Year's resolutions. Therefore, rather than only forcing a change against an environment, servicemembers may benefit more from

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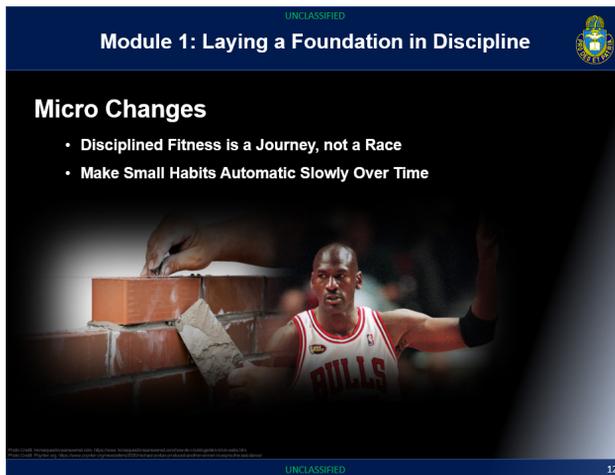
84. HESMotivation, "Powerful Speeches by Jocko Willink."

85. Denise De Ridder, et al., "Taking Stock of Self-Control: A Meta-Analysis of How Trait Self-Control Relates to a Wide Range of Behaviors," *Personality and Social Psychology Review* 16, no 1 (August 2011): 79.

changing their environments to be more conducive to the change in fitness. One way to look at this is that disciplined fitness is a journey, not a race, and requires individuals to take one step at a time. If too many steps are taken too quickly then one risks injury and giving up. Disciplined fitness is not a temporary fix, but a permanent lifestyle change.

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Module 1: Laying a Foundation in Discipline



**Micro Changes**

- Disciplined Fitness is a Journey, not a Race
- Make Small Habits Automatic Slowly Over Time

UNCLASSIFIED 12

Micro-change to an individual or the environment requires action and consistency. Consistent micro-changes are preferred because habits do not require much thinking. In developing effective habits in the workplace, 45% of daily habits are automatic, however, to change a routine or habit requires a significant amount of mental effort and energy.<sup>86</sup> Suppose servicemembers exert too much self-control during the day. In that case, they are likely to reduce self-control in the evening, and their desires for immediate gratification increase.<sup>87</sup>

86. Craft Professional, "Develop Effective Work Habits to Grow Your Business."

87. Michael Inzlicht and Brandon J. Schmeichel, "What is Ego Depletion? Toward a Mechanistic Revision of the Resource Model of Self-Control," *Perspectives on Psychological Science* 7, no. 5 (September 2012): 460.

World athletes do not win by changing their lives instantly but by making many small changes over time. When competing against the best in the world, the smallest of differences matter. A 1% improvement could be a dramatic difference in a marathon. In training, a 1% improvement applied consistently over a year will yield a 37.78% improvement overall.<sup>88</sup>

One example of micro-changes in discipline is Michael Jordan, who did not want his physical weaknesses to halt his progress. He hired a trainer, Tim Grover, who built Michael's muscles while reducing injuries.<sup>89</sup> He wanted to become .0001% better. Grover writes that there is no standardized approach because everyone's needs vary.<sup>90</sup> Jordan stayed with injuries that likely would have put other players out of the game.<sup>91</sup> There is no way to get disciplined quickly or use a cookie-cutter method that works for everyone. Each servicemember's physical, cognitive, and emotional needs are different. Trial and error are the keys to accepting failure, like Thomas Edison, in discovering thousands of ways that did not work for creating the lightbulb, but he did finally find the solution that did work.<sup>92</sup>

The BYU student wellness department's slogan is "find your flow," defining the flow as a "state of concentration and engagement that can be achieved when completing a task that challenges one's skills."<sup>93</sup> If servicemembers are too lax, they may not realize their growth potential or have developed sufficient discipline to sustain

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88. James Clear, *Atomic Habits: Tiny Changes, Remarkable Results: An Easy & Proven Way to Build Good Habits & Break Bad Ones*, 14–15, 21.

89. Tim S. Grover and Shari L. Wenk, *W1NNING: The Unforgiving Race to Greatness* (New York, NY: Relentless Publishing, 2021), 24.

90. Grover, *W1NNING: The Unforgiving Race to Greatness*, 31.

91. Grover, 63.

92. Thomas Edison, "Quotes by Thomas Edison."

93. "Find Your Flow," Brigham Young University, accessed August 27, 2021, <https://findyourflow.byu.edu/>.

service in a high-stress environment. On the other hand, if they are too ambitious, they risk burnout and ego depletion throughout the day.

Some valuable tips in retaining habits in fitness include 1) Starting easy, 2) Grouping habits (like brushing teeth directly after showing since it is more convenient), 3) Respecting rhythm, 4) Designing the environment, 5) Using positive self-talk, and 6) Celebrating successes.<sup>94</sup> Rome was not built in a day, and neither was discipline. One lays the metaphorical brick to daily discipline's home through small and simple means. The more convenient habits are, the more likely they will be repeated, mainly if the environment contains triggers, such as laying out workout clothes the night before. Furthermore, if identity guides actions, servicemembers and leaders can help develop resiliency by understanding one's identity.<sup>95</sup>

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94. Rangan Chatterjee, *Feel Better in 5: Your Daily Plan to Feel Great for Life* (Dallas, Texas: BenBella Books, Inc., 2020), 26–37.

95. Army Medical Center of Excellence, "Van Dress."

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## Module 1: Laying a Foundation in Discipline



### Micro Changes

- Disciplined Fitness is a Journey, not a Race
- Make Small Habits Automatic Slowly Over Time
- Be Consistent, Trust the Process, Love the Journey



UNCLASSIFIED 13

Two examples of temperance come from Rich Froning, who changed training for the CrossFit Games, and the super-athlete tribe Tarahumara. Both Froning and the Tarahumara won elite competitions, changing how trainers view fitness. The difference between them and their competitors was how they trained and why. For Froning, fitness, and CrossFit was a lifestyle. Rather than doing sprint workouts then resting as part of a to-do list, he enjoyed programming his workouts and trying them for fun.<sup>96</sup> Likewise, the Tarahumara tribespeople athletes from Mexico, who won an ultramarathon without any systematic or expert programming, loved running.<sup>97</sup>

The key to fitness is consistency. As individuals do something they love, it is not a burden. It is not a to-do list of chores to accomplish at the end of the day. Instead, they want to get more of it, looking at different ways to work around their weaknesses, learning to

96. "Froning: The Fittest Man in History," 2015, YouTube, video, 1:39:29, <https://www.youtube.com/watch?v=s5g4YU4ak0Q&t=s>.

97. Christopher McDougall, *Born to Run: A Hidden Tribe, Superathletes, and the Greatest Race the World Has Never Seen* (New York: Random House, 2009), 91–100.

become .0001% better daily just because they could.<sup>98</sup> They all trusted the process, but they also loved the journey. Like traversing a storm, servicemembers traverse discipline with temperance, slowly making changes because it is part of their lives and something they either love or perhaps learned to love.

Fitness may not be every servicemember's core value. Still, discipline in wholistic fitness increases servicemembers' ability to live their core values, to effectively live their core values, leading servicemembers towards success. In a way, discipline is like sailing on a ship. Some ships are made better than others, but the strong ones wither larger storms. External temptations and desires may interrupt living core values, morally injuring an individual.<sup>99</sup> The key seems to be consistently striving with temperance. This may be best explained as a ship navigating waves. If a ship is out in the ocean caught in a storm, it does not navigate waves by heading straight up the waves, and neither does not turn around to run away from the waves. Instead, it approaches the waves at an angle, subtly climbing towards success.<sup>100</sup> In a race, once the finish line is passed, it is over. However, obtaining and maintaining disciplined fitness is not a sprint; it is a lifestyle. It is not something to be achieved; it unlocks potential to achievement through temperance.

A healthy change would be through micro-changes of habits over time. If servicemembers make too many changes at once, the less time they would have to focus on what matters most. Instead, servicemembers could identify their core values and primary tasks, adjusting their habits to align with what matters most in their lives. Still, the changes should be overtime to perform deliberate tasks consistently.

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98. Grover, *W1NNING: The Unforgiving Race to Greatness*, 31.

99. Griffin, "Moral Injury: An Integrative Review," 357–358.

100. "How to Drive a Boat in Big Waves: Step by Step Guide," *Commuter*, March 28, 2018, <https://commutter.com/drive-boat-big-waves/>.

# Module 2: The Performance Triad

## Introduction

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Module 2: The Performance Triad



### Introduction

- Pillars of exercise, Nutrition, and Sleep

Physical Dominance      Cognitive Dominance      Emotional Dominance



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The performance triad provides stability in fitness for service-members, building disciplined fitness on pillars of exercise, nutrition, and sleep. Furthermore, the pillars provide a base for disciplined fitness in physical, cognitive, and emotional dominance. Both the pillars and the other domains provide servicemembers a more wholistic fitness paradigm to sustain disciplined fitness while serving in the armed forces.

## Physical Dominance



Physical dominance is the first fitness discipline by the performance triad. It focuses on establishing disciplined fitness through physical performance.<sup>101</sup> Physical components benefit muscular strength, endurance, aerobic endurance, anaerobic endurance, and power—all elements of physical dominance combined with strong, fast, and enduring discipline.<sup>102</sup> Physical dominance is perhaps one of the most straightforward goals to set and achieve in the Armed Forces. However, it would be remiss to consider that physical dominance can be gained while neglecting the other disciplines of cognitive and emotional dominance. The remaining traits would be essential to master if a servicemember wishes to excel in physical dominance, each pillar supporting one another. Disciplined servicemembers in the Armed Forces should have a military bearing.<sup>103</sup>

101. Department of the Army, *Triad: P3 Soldier Challenge*, 26–55.

102. Department of the Army, *Holistic Health and Fitness*, FM 7-22 (Washington, DC: Department of the Army, 2020), 3-1.

103. “Military Bearing Sample,” Law Aspect, February 16, 2020, <https://lawaspect.com/military-bearing-4/>.

One's physical dominance in appearance and performance could affect that bearing. In addition, it may have a psychological impact on a servicemember's confidence, which could affect a servicemember's competence in the profession.

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## Module 2: The Performance Triad



### Physical Dominance

- Develop Physical Dominance for Strong, Fast, and Enduring Discipline
- Set S.M.A.R.T Goals



The diagram illustrates the SMART goal framework. It features a staircase with five steps, each labeled with a letter: S (Specific), M (Measurable), A (Achievable), R (Realistic), and T (Timely). Below each step is its corresponding descriptor: SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC, and TIMELY. The staircase is set against a coordinate system with a vertical y-axis and a horizontal x-axis labeled 'GOAL'.

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Goal setting helps achieve discipline in physical dominance and consists of setting specific, measurable, attainable, realistic, and time-bound (S.M.A.R.T) goals.<sup>104</sup> Specific goals carry a clear vision of what needs to be achieved. Measurable goals are an objective way to measure progress over time. Attainable goals make an individual stretch. However, there should be no doubt that the goal can be achieved if the daily work is accomplished. Realistic goals consider resources available (time, money, skills) in determining if a goal can be achieved. Finally, time-bound goals have a deadline by which they are completed.<sup>105</sup> S.M.A.R.T. goals may be seen as a series of mini to-do lists over time. Rather than setting a single long-term goal, servicemembers could break them down into manageable monthly,

104. Henry M. Cothran and Allen F. Wysocki, "Developing SMART Goals for Your Organization," *IFAS Extension*, no. 14 (November 2005): 1–2.

105. Department of the Army, *Triad: P3 Soldier Challenge*, 24–28.

weekly, and daily goals. Small goals will likely provide some discomfort, but the discomfort focuses on the moment, trusting that the process will deliver the desired result so long as proper habits are maintained.

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Module 2: The Performance Triad 

**Physical Dominance**

- Develop Physical Dominance for Strong, Fast, and Enduring Discipline
- Set S.M.A.R.T Goals
- Fuel the Body Appropriately



**Food Is Fuel**

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Increasing strength requires proper nutrition. Fueling requires taking in the right nutrients at the correct times.<sup>106</sup> For example, fueling before workouts can improve performance by 25–50%, Proper hydration increases performance by 30%, and fueling immediately after activities increases recovery by 50%.<sup>107</sup> Planning fuel prior, during, and after exercises are essential as the body will utilize energy from foods rather than muscles for energy.

In addition to proper nutrition, supplements can assist the fuel needs of servicemembers. Vitamin and mineral supplements are

106. Kenneth Vitale and Andrew Getzin, “Nutrition and Supplement Update for the Endurance Athlete: Review and Recommendations,” *Nutrients* 11, no. 6 (June 2019), 5–6.

107. Department of the Army, *Triad: P3 Soldier Challenge*, 36–40.

among the most common, used by 40-50% of athletes. They only need to be taken in small amounts and provide multiple benefits, such as energy production, forming red blood cells, giving oxygen to muscles, maintaining healthy muscles and joints, and recovery from exercise.<sup>108</sup> Typically, supplements come in many different forms and are highly researched, but they are also often unregulated. While supplements such as creatine monohydrate, whey protein, and caffeine have shown positive improvements in physical performance, “proprietary” blends are constantly added, avoiding actual listing ingredients on the label.<sup>109</sup>

Additionally, 70% of companies do not meet F.D.A. manufacturing standards.<sup>110</sup> Whole foods are always a better choice, but the third-party verified quality supplements can complement what a servicemember’s nutrition plan is lacking.<sup>111</sup> Servicemembers may benefit from the knowledge that small changes in nutrition can have a long-term impact on their overall performance in the military. It would help them do the research to know what supplements may potentially end their careers if they contain forbidden substances.

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108. Patricia A. Deuster, Pierre A. Pelletier, and Anita Singh (eds.), *The US Navy Seal Guide to Fitness and Nutrition* (New York: Skyhorse Publishing, 2007), chap. 4.

109. University of Utah, “You should be Skeptical about Supplements,” June 15, 2017, [https://healthcare.utah.edu/the-scope/shows.php?shows=0\\_dcckejk5](https://healthcare.utah.edu/the-scope/shows.php?shows=0_dcckejk5).

110. Deuster, *The US Navy Seal Guide to Fitness and Nutrition*, chap. 4.

111. Department of the Army, *Triad: P3 Soldier Challenge*, 42–45.

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**Module 2: The Performance Triad**



**Physical Dominance**

- Develop Physical Dominance for Strong, Fast, and Enduring Discipline
- Set S.M.A.R.T Goals
- Fuel the Body Appropriately
- Sleep for Muscle Growth, Physical Performance, and Mental Sharpness



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In addition to exercise and nutrition, sleep is vital in maintaining a healthy body and mind. Good sleep is deliberate.<sup>112</sup> A lack of sleep can limit attention, reasoning, and mental processing. Physical performance is also affected, however, less so than cognitive performance.<sup>113</sup> *Sleep improves physical performance, muscle growth, and mental sharpness.* Insufficient sleep affects the sense of well-being, reaction times and has shown a 20% cognitive decline in individuals sleeping five hours a night for five days.<sup>114</sup> While sleep requirements vary among adults, they need roughly seven to nine hours of sleep to feel rested.

Furthermore, Sleep requirements are primarily based on individual needs. For example, while Tiger Woods reported needing only four hours of sleep a night, LeBron James reported needing about 12 hours of sleep a day.<sup>115</sup> Disciplined servicemembers who biologically

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112. Army Medical Center of Excellence, "Van Dress."

113. Deuster, *The US Navy Seal Guide to Fitness and Nutrition*, chap. 10.

114. Department of the Army, *Triad: P3 Soldier Challenge*, 48–51.

115. Department of the Army, *Triad: P3 Soldier Challenge*, 48–51.

require less sleep may get more done, and some may need to spend more time strategizing their days if they require as much sleep. In either case, servicemembers' disciplined fitness benefits from prioritizing sleep and not trying to compensate sleep with substances.

## *Cognitive Dominance*

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Module 2: The Performance Triad

### Cognitive Dominance

- Values Drives Motivation. Motivation Drives Habits

Watch your thoughts;  
They become words.  
Watch your words;  
They become actions;  
Watch your actions;  
They become habits.  
Watch your habits;  
They become character.  
Watch your character;  
It becomes your destiny.

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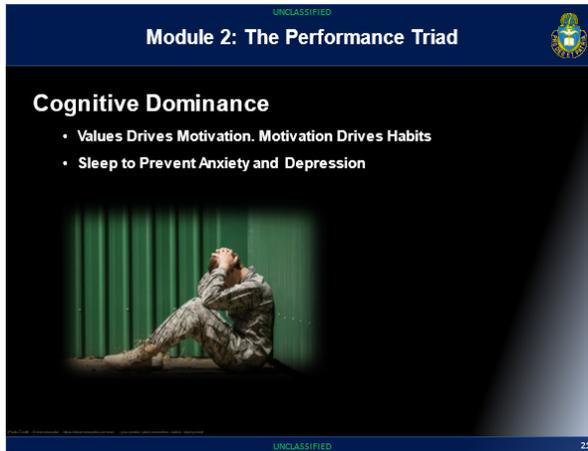
Cognitive dominance is the second discipline in the performance triad and is arguably the primary driver of disciplined fitness. About 45% of an individual's day is made of routine habits.<sup>116</sup> Deliberately changing an unwanted practice requires motivation. Motivation is the determination to meet goals and adjust internal and external habits.<sup>117</sup> Conventions are typically in line or out of line with values, so

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116. "Develop Effective Work Habits to Grow Your Business," *Craft professional*, accessed November 30, 2021, <https://www.craftprofessional.com/effective-work-habits.html>.

117. "8 Types of Motivation to Achieve Your Goals," *Indeed*, March 18, 2021, <https://www.indeed.com/career-advice/career-development/types-of-motivation>.

motivation is different for every person.<sup>118</sup> If trained correctly, mental dominance is the ability of a disciplined servicemember to maintain confidence and a sense of control under pressure. As servicemembers' cognitive dominance increases, they can manage more stress and grow mentally tough.<sup>119</sup>



Sleep in Cognitive Dominance helps servicemembers to be consistently competent. A lack of sleep increases the risk of post-traumatic stress disorder (P.T.S.D.), anxiety, and depression while decreasing daily cognitive performance.<sup>120</sup> Individuals who usually obtain 5-6 hours of sleep tend to perform with a 0.08% alcohol intoxication level.<sup>121</sup> If rest is lacking, servicemembers can take naps to

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118. Department of the Army, *Triad: P3 Soldier Challenge*, 56–58.

119. Department of the Army, *Holistic Health and Fitness*, 3-3.

120. Department of the Army, *Triad: P3 Soldier Challenge*, 62–63.

121. Paul Maruff, Marina G. Falleti, Alex Collie, et al., “Fatigue-related Impairment in the Speed, Accuracy and Variability of Psychomotor Performance: Comparison with Blood Alcohol Levels,” *Journal of Sleep Research* 14, no. 1 (March 2005): 25-27.

improve mental sharpness and focus. Ideally, servicemembers would benefit from timing their sleep patterns to wake up without an alarm and sleep until they feel rested.<sup>122</sup>

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**Module 2: The Performance Triad**



**Cognitive Dominance**

- Values Drives Motivation. Motivation Drives Habits
- Sleep to Prevent Anxiety and Depression
- Use Activity to Increase Mental Performance



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Cognitive dominance is also enhanced with activity. Exercise has been shown to improve focus for up to three hours after training.<sup>123</sup> It has also been correlated with better grades in school.<sup>124</sup> In addition, individuals who exercise tend to feel better, have less stress, feel more confident, have improved pain tolerance, better self-discipline, reduced anxiety, less depression, and have improved concentration. Also, small exercises throughout the day, such as a short walk or push-ups, may provide a substitute for caffeine to improve

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122. Department of the Army, *Triad: P3 Soldier Challenge*, 63–64.

123. John Ratey, “Spark – The revolutionary New Science of Exercise and the Brain,” cited by Jennifer Cohen in “6 Ways Exercise Makes You Smarter,” May 8, 2012, <https://www.forbes.com/sites/jennifercohen/2012/05/08/6-ways-exercise-makes-you-smarter/>.

124. Trevor Archer and Danilo Garcia, “Physical Exercise Influences Academic Performance and Well-being in Children and Adolescents,” *International Journal of School and Cognitive Psychology* 1, no. 1 (January 2014): 2.

cognitive performance.<sup>125</sup> Caffeine can support performance, but the benefits of caffeine are most effective when an individual is not sleep-deprived.<sup>126</sup> Adversely, overtraining can lead to decreased concentration, burn-out, chronic fatigue, irritability, sleep quality, and decision-making skills.<sup>127</sup> Therefore, exercise should be done with prudence and balance and can help compensate when individuals need an extra boost of energy to increase cognitive fitness performance.

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**Module 2: The Performance Triad**



**Cognitive Dominance**

- Values Drives Motivation. Motivation Drives Habits
- Sleep to Prevent Anxiety and Depression
- Use Activity to Increase Mental Performance
- What Goes into the Body Affects the Brain



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Finally, nutrition affects cognitive performance. Hydration, caffeine, Omega-3 fatty acids, and quality sleep have significantly improved memory, concentration, focus, and decision-making. Generally, whole foods boost cognitive dominance, while processed foods tend to decrease mental performance.<sup>128</sup> A balanced diet com-

125. Department of the Army, 68–70.

126. “Caffeine and Sleep Deprivation: Why Coffee is Not the Answer,” *Chronobiology*, June 4, 2021, <https://www.chronobiology.com/caffeine-and-sleep-deprivation-why-coffee-is-not-the-answer/>.

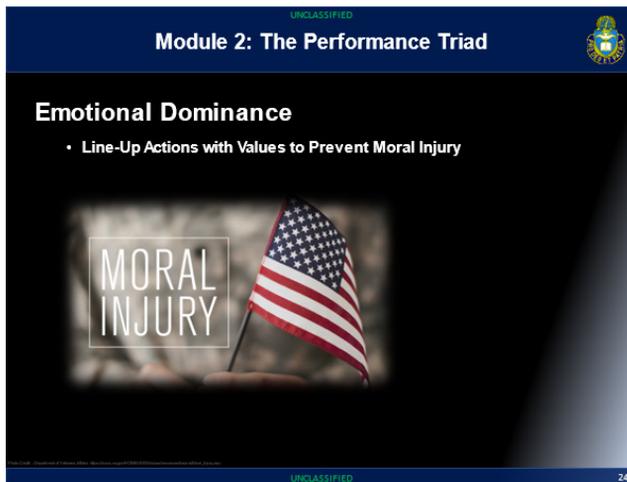
127. Deuster, *The US Navy Seal Guide to Fitness and Nutrition*, chap. 11.

128. Department of the Army, *Triad: P3 Soldier Challenge*, 74–76.

bined with whole foods provides quality, sustained energy that servicemembers need to perform at optimal levels.

Nutrition, combined with proper sleep and activity, provides consistent positive results in cognitive performance. Add positive thinking, and servicemembers would find increased positive moods, gratitude, mindfulness, and compassion.<sup>129</sup> This is important because thoughts often trigger emotions.<sup>130</sup> The more developed servicemembers are in their cognitive and physical performance, the more positive emotions they are likely to experience. Thus, they are more likely to repeat uncomfortable things.

### *Emotional Dominance*



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129. "Positive Psychology," *Harvard Health Publishing*, accessed December 28, 2021, <https://www.health.harvard.edu/topics/positive-psychology>.

130. Karen Lawson, "What are Thoughts & Emotions?" University of Minnesota, accessed December 28, 2021, <https://www.takingcharge.csh.umn.edu/what-are-thoughts-emotions>.

Emotional dominance is the third discipline in the performance triad and is likely the key to maintaining fitness discipline. Emotions may serve as an excellent indicator of whether habits align with core values. The further away actions are from core values the more servicemembers are likely to experience moral injury.<sup>131</sup> As servicemembers experiment with different methods and habits with disciplined fitness, their emotions may be that compass that guides their S.M.A.R.T. goals, directing them to change.

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## Module 2: The Performance Triad



### Emotional Dominance

- Line-Up Actions with Values to Prevent Moral Injury
- Exercise, Eat, and Sleep Healthy for Emotional Performance



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Exercise helps to maintain healthy emotions throughout change and disciplined fitness. The performance triad suggests using exercise to blow off steam and stay balanced, using food for mood, and proper sleep to help maintain emotional dominance.<sup>132</sup> Exercising helps servicemembers to stay emotionally balanced while striving

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131. Brandon J. Griffin, et al., “Moral Injury: An Integrative Review,” *Journal of Traumatic Stress*, 32, no. 3 (January 2019): 357-358. Moral injury has been defined succinctly as a conflict in values and actions that can effect the individual, emotional, spiritually, and physically.

132. Department of the Army, 80.

for their goals. It builds resilience by releasing endorphins, a hormone that helps one feel good, improving one's ability to relax and sense well-being, strengthening mental resilience while reducing depression and anxiety.<sup>133</sup> An additional physical technique to control emotions is relaxation and breathing exercises which lower blood pressure and mental tension. Like sleep, exercise trains the brain to maintain itself. It helps the brain to repair damaged parts of memory and emotional response. It also improves blood flow and brain activity.<sup>134</sup>

Food and sleep can also affect servicemembers' emotional states. For example, individuals who reported eating fresh fruits and vegetables daily reported being five times higher in their emotional well-being than those who did not like each fresh fruit and vegetables daily. Also, those who ate breakfast, less high-fat foods, and whole grains had more energy, were less depressed, and were less tense than those who skipped breakfast or indulged in high-fat foods.<sup>135</sup>

Furthermore, sleep affects emotions. Almost half of Americans report not getting enough sleep on weeknights<sup>136</sup> and sixty-five percent of Americans reported insufficient sleep due to stress, and 32% of Americans lose sleep at least one night per week.<sup>137</sup> To get better sleep, the performance triad recommends keeping a journal to write down thoughts that can be addressed later, deep breathing, muscle

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133. Mohammed Abou Elmagd, "Benefits, Need and Importance of Daily Exercise," *International Journal of Physical Education and Sports Health* 3, no. 5 (August 2016): 24–25.

134. Department of the Army, *Triad: P3 Soldier Challenge*, 88–89.

135. Department of the Army, *Triad: P3 Soldier Challenge*, 94–97.

136. CDC Newsroom, "1 in 3 Adults Don't Get enough Sleep," January 1, 2016, <https://www.cdc.gov/media/releases/2016/p0215-enough-sleep.html>.

137. Better Sleep Survey, 2019, cited in Mary Ellen Wells and Bradley V. Vaughn, "Poor Sleep Challenging the Health of a Nation," *The Neurodiagnostic Journal* 52, no. 3 (January 2015): 236.

relaxation exercises, visualization exercises, and meditation for better sleep.<sup>138</sup>

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Module 2: The Performance Triad



**Emotional Dominance**

- Line-Up Actions with Values to Prevent Moral Injury
- Exercise, Eat, and Sleep Healthy for Emotional Performance
- Have a Growth Mindset



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A significant contributor to emotional wellness is a growth mindset. Whenever a goal is achieved, the brain releases chemicals, signaling pleasure. Not reaching goals would signal displeasure. Since willpower is limited, it is better to tackle one goal at a time, allowing a servicemember to celebrate and feel success.<sup>139</sup> To identify the most worthwhile goals, servicemembers could generate a core value chart. The chart may assist them in creating a goal worthwhile completing that has a life-long impact, and that may even be a life-long pursuit. Even if the plan takes years to achieve, servicemembers may feel a sense of accomplishment from striving to accomplish goals that place their actions in line with their core values.

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138. Department of the Army, *Triad: P3 Soldier Challenge*, 98–102.

139. Department of the Army, *Triad: P3 Soldier Challenge*, 82–84.

Disciplined servicemembers are life-long learners, and “failures” provide servicemembers with experience. As Thomas Edison said when attempting to create the lightbulb, he said, “I have not failed. I have just found 10,000 ways that won’t work.” He also said, “Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.”<sup>140</sup>

It could help shift the paradigm of how servicemembers view unwanted thoughts and emotions. One way to change the paradigm is to seize ownership of emotions, accepting that they are present without giving space for them to act on the individual.<sup>141</sup> It may benefit servicemembers to look at life as a glass. Rather than the glass being half empty or half full, it is both. However, while one can take ownership of trials by acknowledging that the glass is half empty, one does not need to dwell on it. Instead, a servicemember can choose to have a growth mindset by focusing on the glass half full and learning from the glass half empty.

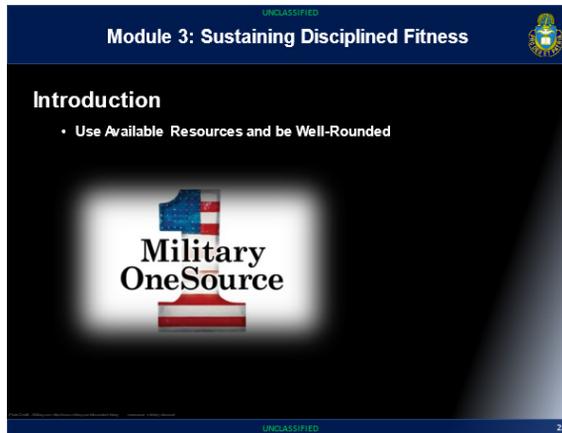
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140. Thomas Edison, “Quotes by Thomas Edison,” Goodreads, accessed November 8, 2021, [https://www.goodreads.com/author/quotes/3091287.Thomas\\_A\\_Edison](https://www.goodreads.com/author/quotes/3091287.Thomas_A_Edison).

141. Jocko Willink, *Discipline Equals Freedom: Field Manual MK1-MOD1*, Extended ed. (New York: St. Martin’s Press, 2020), 12.

# Module 3: Sustaining Disciplined Fitness

## Introduction



Disciplined fitness will likely fail if not placed in perspective. The military is consistently changing and adapting. It can be challenging for servicemembers to maintain fitness in all aspects with an inconsistent schedule, deployments, field training exercises, family issues, etc. Setting goals and building a network would help servicemembers sustain their wellness throughout their careers. Additionally, individuals with support mechanisms are 50% more likely to succeed in their careers.<sup>142</sup> Also, the Army has established [actnow.army.mil](http://actnow.army.mil)<sup>143</sup> to help servicemembers keep their short and long-term goals in sight.<sup>144</sup> Servicemembers could track their career progress and have contingency plans to adjust their goals.

142. Department of the Army, 106–111.

143. Act Now is a website where individuals can track goals pertaining to career advancement. This site can only be activated by a common access card.

144. Requires Enterprise Access Management Service-A Login credentials.

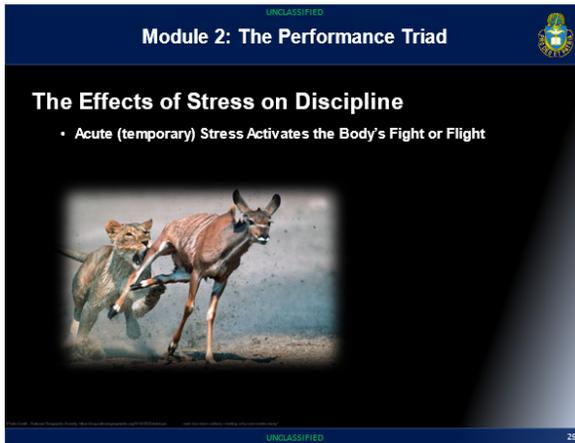
Well-rounded fitness is essential, and cross-training (a combination of strength and endurance training) reduces injuries by up to 50% during functional testing. Additionally, servicemembers can wear body armor during functional training to enhance performance which has been shown to increase servicemembers' ability to carry body armor and a rucksack by 30%.<sup>145</sup> The mission would dictate fitness requirements. Additionally, every servicemember's training needs are different, and it would likely benefit service members to train for a particular outcome.<sup>146</sup>

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145. Department of the Army, *Triad: P3 Soldier Challenge*, 126.

146. Department of the Army, *Holistic Health and Fitness*, 5-3-5-6

# The Effects of Stress on Discipline



Stress is perhaps one of the most prominent considerations when managing disciplined fitness over sustained operations. About 20 percent of people experience acute stress after a strongly negative adverse event.<sup>147</sup> Acute stress is the most common type of stress. It is experienced as the brain perceives an emotional, physical, or psychological threat.<sup>148</sup> About 75% of adults in the United States report having physical or emotional symptoms over the past month, and 60% report that they lack additional emotional support.<sup>149</sup> Acute Stress shares the same symptoms as Post-Traumatic Stress Disorder (PTSD), It is defined as having experienced “actual or threat-

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147. William Heckman, “Acute Stress Disorder,” The American Institute of Stress, October, 2019, <https://www.stress.org/acute-stress-disorder>.

148. Elizabeth Scott, “All About Acute Stress: What You Should Know About Acute Stress,” Very Well Mind, March 19, 2021, <https://www.verywellmind.com/all-about-acute-stress-3145064>.

149. “Reducing Stress in The Military,” Empire Resume, December, 2017, <https://empireresume.com/reducing-stress-in-the-military/j>.

ened death, serious injury, or sexual violence.”<sup>150</sup> Studies have also shown that individuals working in high-threat organizations can experience acute stress, even though they are not in immediate danger. A high-threat organization is defined as one where those employed are likely to encounter danger to life and limb.<sup>151</sup> While older studies linked acute stress and suicide to deployed troops, research also shows that servicemembers who do not deploy can also experience the effects of stress that can lead to suicidal behavior.<sup>152</sup>

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Module 2: The Performance Triad 

### The Effects of Stress on Discipline

- Acute (temporary) Stress Activates the Body's Fight or Flight
- Continues Exposure to High Stress Leads to PTSD (a Longer-Lasting Form of Acute Stress)



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150. American Psychiatric Association, *Diagnostic and Statistical Manual of Mental Disorders*, 5th ed. (Arlington, VA: American Psychiatric Publishing, 2013), 271.

151. Roos Delahaij and Karen Van Dam, “Coping with Acute Stress in The Military: The Influence Of Coping Style, Coping Self-Efficacy And Appraisal Emotions,” *Personality and Individual Differences*, 119, no. 1 (December 2017): 13–18.

152. National Institute of Mental Health (NIMH), “Suicide in the Military: Army-NIH Funded Study Points to Risk and Protective Factors,” March, 2014, <https://www.nih.gov/news-events/news-releases/suicide-military-army-nih-funded-study-points-risk-protective-factors>.

Additional stressors that potentially increase the likelihood of acute stress include feeling responsible for lives, being highly visible to the public, physical harm, and being away from family for long periods. Additionally, the military is rated among the most stressful jobs in the United States.<sup>153</sup> Generally, stress is a healthy response to a negatively perceived event, except when the brain overly reacts to the stressful stimuli and the individual experiences intrusion symptoms, negative mood, dissociate symptoms, avoidance, and arousal symptoms. About 50% of individuals who experience these prolonged symptoms can continue experiencing symptoms beyond the 30-day diagnosis, progressing to PTSD.<sup>154</sup> Nevertheless, the military is a stressful environment and stressors can be viewed negatively as to one's career. In that case, servicemembers who experience these same stressors may be viewed in a different light. Based on the above, the military is aware of its servicemembers' stress and dedicates resources to assist troops with healthy coping strategies, like Master Resiliency Training (MRT).<sup>155</sup>

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153. Peter D. Harms, et al., "Stress and Emotional Well-Being in Military Organizations," In *The Role Of Emotion And Emotion Regulation In Job Stress And Well Being*, Research in Occupational Stress and Well Being, Vol 11 (Bingley, WA: Emerald Group Publishing Limited, 2013), 103–132.

154. Heckman, "Acute Stress Disorder."

155. Master Resiliency Training is a Department of Defense program that strives to improve servicemembers well-being in five areas: physical, emotional, social, family, and spiritual.

## Stress Neuroanatomy and Neurophysiology

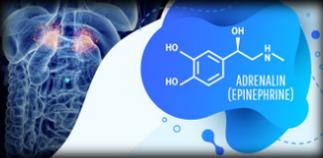
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Module 3: Sustaining Disciplined Fitness



**Stress Neuroanatomy and Neurophysiology**

- Epinephrine (Adrenaline) and Norepinephrine



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Since stress management can be critical in maintaining disciplined fitness, it may help to understand some of its neuroanatomy and neurophysiology briefly. The brain can stimulate a person into action. When the brain perceives a threat, the autonomic nervous system responds. The peripheral nervous system increases breathing, blood flow, and heartbeat. The enteric nervous system is also activated, intensifying the body's response.<sup>156</sup> The hypothalamus speeds up the autonomic nervous system in response to the perceived threat. The autonomic nervous system's function is to release "epinephrine and norepinephrine from the adrenal glands."<sup>157</sup> Epinephrine is also known as adrenaline and comes from the adrenal gland (responsible for steroid hormones and controlling heart rate

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156. Cherry Kendra, "How the Autonomic Nervous System Regulates Body Functions," April, 2020, <https://www.verywellmind.com/what-is-the-autonomic-nervous-system-2794823>.

157. Amy M. Smith, "Acute Stress: The Body and the Brain," Emotion, Brain, & Behavior Laboratory, October 10, 2014, <https://sites.tufts.edu/emotiononthebrain/2014/10/10/acute-stress-the-body-and-the-brain/>.

and blood pressure). It also functions to speed up parts of the body, primarily the organs, heart, lungs, and systemic muscle contraction. The primary triggers for the release of epinephrine are any stimuli that may be perceived as life-threatening by the brain and upon activation of the sympathetic nervous system.<sup>158</sup>

Norepinephrine, also known as noradrenaline, is triggered similarly to epinephrine. However, its function is to control nerve fibers and skeletal muscle contraction. It also functions to increase the heart's contraction, increasing blood flow to parts of the body when a threat is perceived. Like epinephrine, norepinephrine is also produced by the adrenal gland. It is stockpiled and released directly to the sympathetic nervous system.<sup>159</sup> The adrenal gland plays a key role during acute stress. It can be a positive life-saving tool at the moment, so long as cortisol follows soon after to regulate the sympathetic nervous system back to homeostasis. Some individuals who have experienced a traumatic event may continue to produce stress hormones, keeping the amygdala activated. However, individuals with PTSD are typically low in cortisol and are not brought back to homeostasis.<sup>160</sup>

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158. "Epinephrine function, epinephrine uses, dosage & epinephrine side effects," HealthJade, October, 2018, <https://healthjade.net/epinephrine/>.

159. Kara Rogers, "Norepinephrine," Encyclopedia Britannica, May 26, 2020, from [https://www.britannica.com/science/norepinephrine\\_](https://www.britannica.com/science/norepinephrine_)

160. Van der Kolk, "The Body Keeps the Score: Memory and the Evolving Psychobiology of Posttraumatic Stress," 29–30.



### Stress Neuroanatomy and Neurophysiology

- Epinephrine (Adrenaline) and Norepinephrine
- Endocannabinoid System (ECS)



In addition to the above, the basolateral amygdala is activated with the swift utilization of endocannabinoids.<sup>161</sup> The endocannabinoid system (ECS) regulates sleep, mood, appetite, memory, and reproduction. Research is still being done into the entire function of ECS, and it has been linked directly to stress. Many other body functions include appetite, metabolism, and sleep, acting as a type of balancing mechanism to help the body operate “smoothly.”<sup>162</sup> By understanding that the body releases chemicals naturally and often outside of a servicemember’s control, servicemembers may be more forgiving of themselves. A new perspective on how stress is triggered and the control that epinephrine, norepinephrine, and endocannabinoids have on the brain may help reduce additional stress that may come from believing that servicemembers need to have absolute control over how their body responds to stress.

161. Shi Di, et al., “Acute Stress Suppresses Synaptic Inhibition and Increases Anxiety Via Endocannabinoid Release in the Basolateral Amygdala,” *Journal of Neuroscience* 36, no. 32 (August 2016): 8461–8470.

162. Alan D. Carter, “Endocannabinoid system: A simple guide to how it works,” May 17, 2019 from <https://www.healthline.com/health/endocannabinoid-system>.

## Managing Stress

UNCLASSIFIED

Module 3: Sustaining Disciplined Fitness



**Managing Stress**

- Plan and Prioritize Self-Care

UNCLASSIFIED 33

Managing acute stress among military servicemembers is imperative as they are likely to face life-threatening circumstances at some point in their careers.<sup>163</sup> For example, they may be under fire and experience significant emotional stress. Acute stress is a natural response of the brain, protecting the individual from harm.<sup>164</sup> However, servicemembers may find themselves at increased health risk if the stressors don't subside (like in sustained combat operations over a 12 to 15 month period).<sup>165</sup> Everyone reacts to stress differently,

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163. Amy B. Adler, "Helping Military Teams Manage Acute Stress When It Matters Most," Centers of Excellence Military Health, 2020, from <https://www.pdhealth.mil/news/blog/helping-military-teams-manage-acute-stress-when-it-matters-most>.

164. Smith, "Acute Stress: The Body and the Brain."

165. "Stress," MedlinePlus, U.S. National Library of Medicine, accessed August 23, 2021, <https://medlineplus.gov/stress.html>.

and the military is taking steps to reduce stress.<sup>166</sup> Hopefully, those efforts will help servicemembers' cognitive functioning and sympathetic nervous systems react appropriately when met with high-stress situations. However, based on the above, studies have shown that even the perception of threat in a safe environment has an impact on servicemembers during their typical day to day lives, showing an increased need for coping mechanisms and perhaps a simple understanding of the brain's functions to reduce judgment of themselves, thus possibly preventing a spiral effect of loathing and self-hate.

Recommendations to alleviate stress include practicing *self-care*, maintaining positive thinking, relaxing, identifying stress, discovering sources of stress, focusing on what can be controlled, and keeping the plan simple.<sup>167</sup> Once adrenaline has depleted the brain's energy, the brain produces cortisol by turning protein into glycogen, making the body more insulin-resistant to provide the brain with additional glucose for fuel.<sup>168</sup> Prolonged Exposure (PE) trauma-focused Cognitive Behavioral Therapy (CBT), and Cognitive Processing Therapy, since 2017, are the preferred treatment methods in reframing the adverse event.<sup>169,170</sup> The above methods of treatment for people who have high levels of stress due to PTSD would help them reduce stress, thus reducing the production of epinephrine and norepineph-

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166. U.S. Department of Veterans Affairs, *Manage Stress Workbook* (Washington, DC: Veteran's Health Administration, (2014), 1.

167. Empire Resume, "Reducing Stress in The Military."

168. "Cortisol - how it effects the body & mind," *The Reformer*, accessed June 12, 2021, <https://www.therevisionist.org/bio-hacking/hormone/cortisol/>.

169. Laura E. Watkins, Kelsey R. Sprang, and Barbara O. Rothbaum, "Treating PTSD: A Review of Evidence-Based Psychotherapy Interventions," *Frontiers in Behavioral Neuroscience* 12, (November 2018): 258.

170. Prolonged Exposure (PE), trauma-focused cognitive behavioral therapy (CBT), and cognitive processing therapy (CPT) have all been used to treat individuals diagnosed with PTSD according to the diagnostic criteria listed in DSM-5.

rine, allowing cortisol to bring the body back to homeostasis and increase fitness.

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**Module 3: Sustaining Disciplined Fitness**



**Managing Stress**

- Plan and Prioritize Self-Care
- Utilize Available Resources

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34

Some organizations are taking action to assist military personnel in coping with acute stress. MilitaryOneSource offers advice on providing self-care during stress and grief. MilitaryOneSource recommends overcoming stress by taking short breaks, walks, and breathing deeply. They offer advice such as making self-care part of a daily routine, eating healthy, getting sufficient sleep, and regular exercise. They have also developed applications for smartphones called Chill Drills, Breath2Relax, Virtual Hope Box, and a Podcast called Military Meditation Coach designed especially for veterans experiencing acute stress.<sup>171</sup>

Meditation may be an excellent source of self-control. Meditation may ground servicemembers, separating them from their tem-

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171. "Taking Care of Yourself to Overcome Stress & Grief," Military OneSource, April, 2021, from <https://www.militaryonesource.mil/military-life-cycle/friends-extended-family/taking-care-of-yourself-to-overcome-stress-grief/>.

porary feelings.<sup>172</sup> Feelings change from moment to moment. As servicemembers observe themselves from a distance with curiosity and non-judgment, they may be able to separate themselves from impulses as they become more detached from their emotions, inhibiting ego depletion and increasing discipline.<sup>173</sup> By sitting in the feelings and not acting immediately on impulses, servicemembers become more aware of their thoughts and emotions. This meditative state may give them more awareness, allowing servicemembers to make more deliberate decisions rather than reacting to their environment. By being aware of how servicemembers' thoughts and emotions are connected to their behavior, servicemembers may alter their environment or retrain their brains to act more positively to external stimuli.

### *Social, Family, and Spiritual Support*



172. T. Ruth Randall, "Meditation: The 15-Minute-a-Day Habit to Increasing Spirituality," September, 2018, accessed September 4, 2021, <https://abn.churchofjesuschrist.org/study/liahona/2018/09/afs-eng-local-pages/local-news-003?lang=eng>.

173. Malte Friese, Claude Messner, and Yves Schaffner, "Mindfulness Meditation Counteracts Self-Control Depletion," *Consciousness and Cognition* 21, no. 2 (June 2012): 1021.

Finally, sustaining disciplined fitness long-term would not last if it had no meaning. Social, family, and spiritual supports can help provide and be an anchor long-term progress. For example, working out in groups has increased attendance at an event by up to 50%.<sup>174</sup> Additionally, servicemembers can be examples of healthy lifestyle choices by being the first to voice their opinions of a healthy lifestyle. For example, an individual at a store with a group of friends could reach first for bananas and peanut butter rather than a bag of chips. This is known as ‘anchoring’ and can increase the likelihood of others making a healthy choice by up to 80%.<sup>175</sup>

Esprit de corps can bring morale up as a group. Spirituality can bring morale up as an individual.<sup>176</sup> As role models for other members of the unit, when a disciplined servicemember engages with friends, family, and the community while living holistically, mental health improves for those within the servicemember’s sphere of influence, those habits being contagious.<sup>177</sup> Furthermore, servicemembers are considered religious leaders and are expected to support the commander in the unit’s resiliency efforts.<sup>178</sup> One cannot draw water from an empty well, and resilient servicemembers can speak from experience, teaching what they put into practice. Wholistic fitness, living as a focus for servicemembers, provides them with the ability to care for their service members.

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174. Department of the Army, *The Performance Triad*, 146.

175. Department of the Army, 146.

176. Army Medical Center of Excellence, “Van Dress.”

177. Department of the Army, *The Performance Triad*, 132–135.

178. Department of the Army, *Holistic Health and Fitness*, 1-2.



Spirituality is deliberate, not coming passively as servicemembers idly watch.<sup>179</sup> Spiritual readiness is linked to fitness in discipline. It is “the ability to endure and overcome times of stress, hardship, and tragedy by making meaning of life experiences.”<sup>180</sup> Spiritual fitness provides resilience as it strengthens purpose and identity as disciplined servicemembers experience life. Spirituality can come from religion and philosophical or human values that serve as a foundation for character. A servicemember who is more disciplined in wholistic fitness would be more capable of living their spiritual lives. In turn, as spiritual anchors, a sense of purpose, meaning, and spirituality would likely bleed to the servicemembers and family members within each servicemembers’ sphere of influence.

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179. Army Medical Center of Excellence, “Van Dress.”

180. Department of the Army, *Holistic Health and Fitness*, 3.5–3.6.

# Summary



Internal change brings lasting change. Each servicemember must individually decide if disciplined fitness is worth the time and effort, setting a standard and long-term goal to grow. However, servicemembers ought to slowly plan out how they can achieve their desired goals over time through micro-changes in their habits. Failure to achieve goals is part of a growth mindset, allowing servicemembers to reflect and make necessary changes while managing stress. The process of growth is uncomfortable and accepting discomfort as part of the process towards growth helps servicemembers accept their weakness. Thus, they can work their strengths around their weaknesses.

The performance triad of exercise, nutrition, and sleep builds the pillars needed to maintain disciplined fitness. The performance triad supports physical, cognitive, and emotional dominance and is the platform with the pillars that define fitness discipline. When disciplined fitness is achieved, it excels servicemembers' potential to

accomplish their growth and goals.

Sustaining disciplined fitness can be a challenge. Stress is among the most significant challenges in maintaining discipline and consistency in fitness. Stress may lead servicemembers to neglect self-care through fitness. If servicemembers neglect fitness, they are likely to spiral down negative physical impacts on their health, harming their performance and overall well-being. Additionally, if servicemembers neglect their core values due to unhealthy habits, they possibly risk moral injury. Remember that a 1% increase in fitness is better than no increase.

For this reason, it would help servicemembers to do micro-changes overtime in their lifestyle, avoiding burnout. Additionally, they are examples within their units of assignment. How they live and healthily manage disciplined fitness affects servicemembers and families. As servicemembers live disciplined fitness, they are more capable of living up to the potential of what they can accomplish in the military.

## Final Thoughts

Elder Jörg Klebingat said, “feeding the spirit while neglecting the body, which is a temple, usually leads to spiritual dissonance and lowered self-esteem. If you are out of shape, if you are uncomfortable in your own body and can do something about it, then do it!”<sup>181</sup> If God opened the heavens and gave any chaplain something, how would chaplains take care of it? The odds are, they would take care of the sacred thing very well. Bodies are a unique device from God, tied to chaplains. Like any otherworldly device that must be maintained, how well they are maintained determines how well they will perform. Everyone has potential, and living a wholistically disciplined, fit life unlocks that potential, allowing them to live life to its fullest, although it may cause some discomfort.

Before one can conquer in war, one must conquer oneself. Discomfort needs to be worth the reward. However, everyone’s reasons and desires to be fit are unique. Telling chaplains what should motivate them may be ineffective as they need to evoke their motivation for the cost of discipline, which involves suffering. A person’s reason for suffering may serve as an anchor through trial, error, and heartache. Additionally, people learn through pain. Callousing the mind means increasing pain or stress until they become accustomed to its standard, through temperance.

Temperance and growth increase as people turn to God. One’s spirit drives one’s will, or agency, to train the body to suffer beyond external desires and values for core values. The body and mind are vehicles. They have urges, desires, and limited experience, which may cause the body and mind’s behaviors to contradict core values. When chaplains are comfortable, they may forget God when

181. Jörg Klebingat, “Approaching the Throne of God with Confidence,” The Church of Jesus Christ of Latter-Day Saints, October, 2014, <https://abn.churchofjesuschrist.org/study/general-conference/2014/10/approaching-the-throne-of-god-with-confidence?lang=eng>.

the body is comfortable. In contrast, when the body is uncomfortable (in a state of growth), the spirit turns to God for strength. Therefore, chaplains ought not to become comfortable.

When is suffering worth the pain? Individuals are different and all would need to dig deep within their core values to identify the desires of their hearts. For example, suppose one's core value is to have self-discipline. In that case, everything they do not in harmony with the core value of discipline may cause some form of moral injury. Core values make up one's true character and identity. It's possible that if the body's actions and behavior consistently act outside of core values, then one may experience an identity crisis, which may lead to depression, anxiety, anger, confusion, frustration, and other negative emotions.

Eventually, servicemembers are backed up against the wall of faith,<sup>182</sup> and there is pain no matter what servicemembers choose. As Jim Rohn put it, "there are two types of pain you will go through in life, the pain of discipline and the pain of regret. Discipline weighs ounces while regret weighs tons."<sup>183</sup> Individuals who wish to change would likely suffer the pain of change. Eventually, the body and mind would fall in with the spirit's desires as the natural man becomes bridled.

Success is not an endpoint. Everyone can set an objective standard, but success is about striving. It is about growth. Most would likely agree that all have physical, mental, and emotional limitations. Limitations are sound because they beget humility, convincing reason to accept the Savior. However, that does not mean that one

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182. Ezra Taft Benson, "Use the Book of Mormon to Counter Error," *Ensign*, January 1989. <https://www.churchofjesuschrist.org/study/ensign/1989/01/news-of-the-church/use-book-of-mormon-to-counter-error-president-benson-teaches?lang=eng>.

183. Rohn, "The Pain of Discipline or the Pain of Regret."

stops striving. On the contrary, one must always strive to become better to make one's limitations a little better or more well-rounded in some way. There's a balance between believing that one is something greater versus recognizing weakness, accepting it, and working around those limitations.

Quentin L. Cook perhaps summarizes this best, "the refiner's fire is real, and qualities of character and righteousness that are forged in the furnace of affliction perfect and purify us and prepare us to meet God."<sup>184</sup> If discomfort comes through the forge, and Jesus is with chaplains, then let it be! As chaplains follow the principles outlined in this project, they will not only be better equipped to minister to service members and their families, but they will also magnify their progress towards perfection.

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184. Quintin L. Cook, "The Songs They Could Not Sing," General Conference, October, 2011, <https://www.churchofjesuschrist.org/study/general-conference/2011/10/the-songs-they-could-not-sing?lang=eng>.

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## **Sample Chaplain Physical Training (PT) Program**

This program was structured to follow a PT routine from Jessi Noll in incorporating TABATA and weightlifting. It was written by Jeffrey Burke and follows the run structure recommended by the Army and military.com. The workouts are designed for 90-minute sessions and incorporates movements for the ACFT. While it focuses on the Army ACFT, the application of the program will likely benefit any military branch of service. The structure of the program is as follows,

**Monday:** 10 min warm up, 30 min Chest and Triceps, 20 min Release Run, 8 min burnout,

**Tuesday:** 10 min warm up, 30 min Back and Biceps, 30 100M Sprints

**Wednesday:** 10 min warm up, 30 min Legs and Shoulders, 20 min Swim/Rower/Bike (Low-Impact Movement), 8 min burnout

**Thursday:** 10 min warm up, 30 min Chest and Triceps, 30 min 60/120's

**Friday:** 10 min warm up, 30 min Back and Biceps, 20 min Swim/Rower/Bike (Low-Impact Movement), 8 min burnout

**Saturday:** 10 min warm up, 30 min Legs and shoulders, 30 min 800M Sprints (four min rest)

The daily weightlifting workout will consist of 12 exercises (six per muscle group, alternating each muscle group each set, e.g., Chest, triceps, chest, triceps), each workout consisting of four work/rest TABATA style intervals (20 second work, 10 second rest X4) with a 45 second break between exercises. Depending on the goals of the individual, heavier weight, and fewer reps (~6 reps) are used to

build strength where lighter weight and more reps are used to build endurance (~16 reps). By the end of the 20-second work cycle, the individual should not have much energy to perform more reps. x3 core/abb workouts are incorporated into the 12 exercises back-to-back. The ab workouts are back-to-back for maximum effectiveness. This rest will allow the individual to rest the major muscle groups and mentally until the final sets in the rotation.

On two-three days a week, the end of the workout is followed by a burnout lasting 8 minutes of two exercises. The 8-minute workout begins with a 60 second work period, followed by a 5 second transition to the second exercise for another 60 seconds. This process with the two exercises is then repeated, again with a 5 second transition, but repeating the first exercise for 50 seconds. The process is repeated down to a 10 second interval. Preferably, these exercises are intensive full-body exercises such as tire flips, burpees, and sled drag. Additionally, this is a time when the group may switch out the burnout exercise with an 8-minute team-oriented workout such as competitive sprints or log PT.

Every 6 weeks the program incorporates a lighter workout week followed by a practice ACFT on Friday/Saturday. To provide mental and physical rest and recovery, sports are incorporated the week following the practice ACFT to enhance motivation.

Since most gyms have limited equipment and most workouts will take place in battle buddy teams, workouts highlighted in blue are workouts which require same equipment to execute an exercise. They are highlighted for convenience of planning each workout so two people do not require the use of the equipment at the same time. Each day can be properly executed with three individuals on a single rotation when accounting for equipment. If four or more individuals attend, then the group would want to set up an additional lane to ensure that no two individuals are on the same piece of equipment at

the same time (i.e., the squat rack or bench press). In cases where there are more than six individuals, then the group will want to rotate who begins with the weight and who begins with the run (recommendation: place those who struggle most with the run on the run first, and those who need more strength on the TABATA workout first).

Users of this programming do so at their own risk.

## CHAPLAIN PT: MONDAY (STYLE 1)

5 Min SET UP EQUIPMENT

10 min WARM UP

30 MIN TABATA (chest and triceps)

1: barbell chest press

2: Diamond push-ups

3: hand-release push-ups (no rest)

4: cable press downs

5: forward-leaning dips

6: bent-over alternating kickbacks (alt. bench dips)

7: leg-tucks (NO REST) (alt, crunches)

8: kettle-bell windmill

9: cable crunch

10: skull crushers (barbell or dumbbell)

11: laying on ground db fly

12: db overhead tricep extensions

5 min tear down and transition

20 MIN RELEASE RUN

8 MIN BURN-OUT

cool down and stretch

## CHAPLAIN PT: TUESDAY (STYLE 1)

5 Min SET UP EQUIPMENT

10 min WARM UP

30 MIN TABATA (back and biceps)

1: DB one arm BENCH row

2: PUSH-UPS

3: pull-ups (ALT, CABLE KNEELING PULL-DOWN)

4: db incline bench curl

5: prone row (no break)

6: db hammer curls

7: AB ROLLOUT (ALT, AB ROLLOUT ON KNEES)

8: MEDICINE BALL SIDE-BEND

9: PLANK (NO REST)

10: RAISED DEADLIFTS (ON BOXES OR SAFETY BARS)

11: db curl

12: kettle bell swings (no break)

5 min tear down and transition

30 MIN 100m sprints

cool down and stretch

## CHAPLAIN PT: WEDNESDAY (STYLE 1)

5 MIN SET UP EQUIPMENT

10 min WARM UP

30 MIN TABATA (legs and shoulders)

1: barbell squat

2: db shoulder press

3: db FORWARD lunge

4: db front raise

5: db squat

6: db bent over delt raise

7: CABLE WOOD CHOPS

8: EXERCISE BALL LEG-LIFTS

9: LEG-TUCK AND TWIST

10: barbell military press

11: ALTERNATING jump LUNGES (ALT, FORWARD LUNGE)

12: WEIGHT PLATE RAISE

5 min tear down and transition

20 MIN SWIM/ROWER/BIKE (LOW-IMPACT MOVEMENT)

8 MINUTE BURN-OUT

cool down and stretch

## CHAPLAIN PT: THURSDAY (STYLE 1)

5 Min SET UP EQUIPMENT

10 min WARM UP

30 MIN TABATA (chest and triceps)

1: barbell chest press

2: Diamond push-ups

3: hand-release push-ups (no rest)

4: cable press downs

5: forward-leaning dips

6: bent-over alternating kickbacks (alt. bench dips)

7: leg-tucks (NO REST) (alt, crunches)

8: kettle-bell windmill

9: cable crunch

10: skull crushers (barbell or dumbbell)

11: laying on ground db fly

12: db overhead tricep extensions

5 min tear down and transition

30 MIN 60/120 sprints

cool down and stretch

## CHAPLAIN PT: FRIDAY (STYLE 1)

5 Min SET UP EQUIPMENT

10 min WARM UP

30 MIN TABATA (back and biceps)

1: DB one arm BENCH row

2: PUSH-UPS

3: pull-ups (ALT, CABLE KNEELING PULL-DOWN)

4: db incline bench curl

5: prone row (no break)

6: db hammer curls

7: AB ROLLOUT (ALT, AB ROLLOUT ON KNEES)

8: MEDICINE BALL SIDE-BEND

9: PLANK (NO REST)

10: RAISED DEADLIFTS (ON BOXES OR SAFETY BARS)

11: db curl

12: kettle bell swings (no break)

5 min tear down and transition

20 MIN SWIM/ROWER/BIKE (LOW-IMPACT MOVEMENT)

8 MINUTE BURN-OUT

cool down and stretch

## CHAPLAIN PT: SATURDAY (STYLE 1)

5 MIN SET UP EQUIPMENT

10 min WARM UP

30 MIN TABATA (legs and shoulders)

1: barbell squat

2: db shoulder press

3: db FORWARD lunge

4: db front raise

5: db squat

6: db bent over delt raise

7: CABLE WOOD CHOPS

8: EXERCISE BALL LEG-LIFTS

9: LEG-TUCK AND TWIST

10: barbell military press

11: ALTERNATING jump LUNGES (ALT, FORWARD LUNGE)

12: WEIGHT PLATE RAISE

5 min tear down and transition

30 MIN 800m sprints (4 minute rest between intervals)

cool down and stretch

**CHAPLAIN PT: SUNDAY (STYLE ET 1)**

REST

**CHAPLAIN PT: PT TEST WEEK**

Monday: cut sets in half, light cardio, stretching

Tuesday: cut sets in half, light cardio, stretching

Wednesday: cut sets in half, light cardio, stretching

Thursday: acft 1

Friday: acft 2

Saturday: game

## CHAPLAIN PT: MONDAY (STYLE 2)

0545: 15 MIN SET & Warm up

0600: 30 MIN TABATA (chest and triceps)

1: Chest: db chest press

2: triceps: cable press downs

3: chest/abs: front leaning rest (no rest – squeeze abs)

4: triceps: skull crushers lying on ground

5: chest: hand-release push-ups

6: triceps/abs: spiker-man crawl (no rest – squeeze abs)

7: chest: db incline chest press

8: tricep: cable overhead extension

9: chest/abs: ab roller (squeeze chest on inside)

10: tricep: db overhead tricep extensions

11: chest: laying on ground db fly (squeeze chest at top)

12: triceps/abs: elbow to hand planks (no rest – squeeze

abs)

0630: 10 min tear down and transition

0640: 8 MIN BURN-OUT

0650: 20 MIN RELEASE RUN

0710: cool down and stretch

## CHAPLAIN PT: TUESDAY (STYLE 2)

0545: 15 MIN SET & Warm up

0600: 30 MIN TABATA (back and biceps)

1: back: barbell bent over row

2: biceps: db curl

3: back/abs: side plank (no rest – switch sides HALFWAY)

4: biceps: PUSH-UPS (alt – kneeling)

5: back: prone row (no rest)

6: biceps/abs: leg tucks (alt – crunches)

7: back: kettle bell swings (no rest)

8: biceps: db push-up +1 bicep curl (+1 curl for e/push-up)

9: back/abs: straight-leg body twist (alt – bent leg)

10: biceps: db hammer curls

11: back: raised hexbar deadlifts (on plates or boxes)

12: biceps/abs: db biceps curl v sit on dome

0630: 10 min tear down and transition

0640: 30 MIN 100m sprints

0710: cool down and stretch

## CHAPLAIN PT: WEDNESDAY (STYLE 2)

0545: 15 MIN SET & Warm up

0600: 30 MIN TABATA (legs and shoulders)

1: legs: barbell squat

2: shoulders: db shoulder press

3: legs/abs: weighted v-ups (alt – no weight)

4: shoulders: db front raise

5: legs: bear crawls (no rest)

6: shoulders/abs: v seated WEIGHT PLATE RAISE on dome

7: legs: barbell rear lunge

8: shoulders: db bent over delt raise

9: legs/abs: EXERCISE BALL LEG-LIFTS

10: shoulders: barbell military press (start from ground)

11: legs: ALTERNATING jump LUNGES (ALT, FORWARD

LUNGE)

12: shoulders/abs: hanging leg raise (alt – bent or high knees)

0630: 10 min tear down and transition

0640: 8 MINUTE BURN-OUT

0650: 20 MIN SWIM/ROWER/BIKE (LOW-IMPACT MOVEMENT)

0710: cool down and stretch

## CHAPLAIN PT: THURSDAY (STYLE 2)

0545: 15 MIN SET & Warm up

0600: 30 MIN TABATA (chest and triceps)

1: Chest: db chest press

2: triceps: cable press downs

3: chest/abs: front leaning rest (no rest – squeeze abs)

4: triceps: skull crushers lying on ground

5: chest: hand-release push-ups

6: triceps/abs: spider-man crawl (no rest – squeeze abs)

7: chest: db incline chest press

8: tricep: cable overhead extension

9: chest/abs: ab roller (squeeze chest on inside)

10: tricep: db overhead tricep extensions

11: chest: laying on ground db fly (squeeze chest at top)

12: triceps/abs: elbow to hand planks (no rest – squeeze

abs)

0630: 10 min tear down and transition

0640: 30 MIN 60/120 sprints

0710: cool down and stretch

## CHAPLAIN PT: FRIDAY (STYLE 2)

0545: 15 MIN SET & Warm up

0600: 30 MIN TABATA (back and biceps)

1: back: barbell bent over row

2: biceps: db curl

3: back/abs: side plank (no rest – switch sides HALFWAY)

4: biceps: PUSH-UPS (alt – kneeling)

5: back: prone row (no rest)

6: biceps/abs: leg tucks (alt – crunches)

7: back: raised hexbar deadlifts (on plates or boxes)

8: biceps: db push-up +1 bicep curl (+1 curl for e/push-up)

9: back/abs: straight-leg body twist (alt – bent leg)

10: biceps: db hammer curls

11: back: kettle bell swings (no rest)

12: biceps/abs: db biceps curl v sit on dome

0630: 10 min tear down and transition

0640: 8 MINUTE BURN-OUT

0650: 20 MIN SWIM/ROWER/BIKE (LOW-IMPACT MOVEMENT)

0710: cool down and stretch

## CHAPLAIN PT: SATURDAY (STYLE 2)

0545: 15 MIN SET & Warm up

0600: 30 MIN TABATA (legs and shoulders)

1: legs: barbell squat

2: shoulders: db shoulder press

3: legs/abs: weighted v-ups (alt – no weight)

4: shoulders: db front raise

5: legs: bear crawls (no rest)

6: shoulders/abs: v seated WEIGHT PLATE RAISE on dome

7: legs: barbell rear lunge

8: shoulders: db bent over delt raise

9: legs/abs: EXERCISE BALL LEG-LIFTS

10: shoulders: barbell military press (start from ground)

11: legs: ALTERNATING jump LUNGES (ALT, FORWARD

LUNGE)

12: shoulders/abs: hanging leg raise (alt – bent or high knees)

0630: 10 min tear down and transition

0640: 30 MIN 800m sprints (4 minute rest between intervals)

0710: cool down and stretch

## **CHAPLAIN PT: SUNDAY (STYLE 2)**

REST

## **CHAPLAIN PT: PT TEST WEEK**

Monday: cut sets in half, light cardio, stretching

Tuesday: cut sets in half, light cardio, stretching

Wednesday: cut sets in half, light cardio, stretching

Thursday: acft 1

Friday: acft 2

Saturday: game

## **CHAPLAIN PT: MONDAY (STYLE 3)**

recovery Run (garmin run plan)

SET UP EQUIPMENT

30 MIN TABATA (chest and triceps)

1: (chest) db chest press

2: (tricep) laying on ground skull crushers

3: (chest) barbell incline chest press

4: (tricep) upright dips (alt diamond push-ups)

5: (chest) hand-release push-ups (no rest)

6: (tricep) incline bench db overhead tricep extensions

7: (chest) laying on ground db fly

8: (tricep) bench/box dips

Ab circuit (timer continues)

9: leg-tucks (alt, crunches)

10: kettle-bell windmill

11: cable crunch

10 min barbell bench press (5/3/1 app)

tear down equipment

stretch

### **CHAPLAIN PT: TUESDAY (STYLE 3)**

intervals (garmin run plan) until complete  
20 min dead lift (5/3/1 app)  
remaining time cool down and yoga

### **CHAPLAIN PT: WEDNESDAY (STYLE 3)**

30 min outdoor Yoga  
30 MIN TABATA (legs and shoulders)  
1: (leg) barbell forward lunge  
2: (shoulder) military press  
3: (leg) single leg landmine lunge  
4: (shoulder) db front raise  
5: (leg) squats  
6: (shoulder) db bent over delt raise  
7: (leg) ALTERNATING jump LUNGES (ALT, FORWARD LUNGE) barbell  
8: (shoulder) db shoulder press  
ab circuit (timer continues)  
9: leg tucks (alt, crunches)  
10: EXERCISE BALL LEG-LIFTS  
11: LEG-TUCK AND TWIST  
10 min barbell squat (5/3/1 app)  
tear down equipment  
stretch

### **CHAPLAIN PT: THURSDAY (STYLE 3)**

90 minute ruck / run  
cool down and stretch

### **CAPLAIN PT: FRIDAY (STYLE 3)**

30 min outdoor yoga  
20 min chest (5/3/1 app)  
crossfit workout of choice (girls/heroes)  
cool down and stretch

### **CHAPLAIN PT: SATURDAY (STYLE 3)**

intervals (garmin run plan) until complete  
30 MIN TABATA (back and biceps)  
1: (back) kettle bell swings (no break)  
2: (biceps) db curl  
3: (back) pull-ups (ALT, prone row no break)  
4: (biceps) db incline bench curl  
5: (back) barbell row  
6: (biceps) db hammer curls  
7: (back) DB one arm BENCH row  
8: (biceps) ez bar bicep curl  
ab circuit  
9: AB ROLLOUT (ALT, AB ROLLOUT ON KNEES)  
10: leg tucks  
11: PLANK (NO REST)  
10 min deadlift (5/3/1 app)  
tear down equipment  
stretch

**CAPLAIN PT: SUNDAY (STYLE ET 3)**

REST

**CHAPLAIN PT: PT TEST WEEK**

Follow garmin run schedule

Every fourth week of the month follow 5/3/1 deload week

Skip tabata workouts

Take ACFT when convenient during week, possibly saturday if not a drill weekend.

