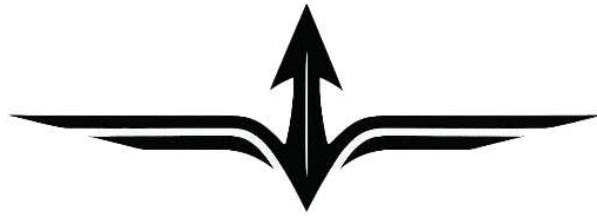


Chapter 14



Warrior Ethos in Hybrid War

Elizabeth Kunce and Chris Jackson

*“The world breaks everyone and afterward many are strong
at the broken places.”*

— Ernest Hemingway
A Farewell to Arms (1929)

Introduction: The Changing Character of War

U.S. national defense readiness has traditionally emphasized warrior lethality through physical conditioning, marksmanship, and the combat proficiencies needed for conventional war. These skills remain essential, but they are no longer sufficient. The character of war has changed in ways that place growing strain not only on platforms and formations, but on the cognitive, moral, and psychological endurance of those who fight. Boundaries that once

separated peace from conflict, civilian from combatant, and the front line from the home front have increasingly blurred, creating new demands for force readiness and national defense.

Hybrid warfare, as used in this chapter, refers to the integrated and sustained employment of military and non-military means—including conventional combat, cyber operations, economic coercion, information manipulation, and attacks on critical infrastructure—within a continuous campaign directed not only against opposing forces, but against the broader fabric of society. Hybrid warfare aims to erode morale, fracture cohesion, and exhaust the cognitive and emotional capacity of soldiers, institutions, and populations over time. In this environment, the ability to withstand pressure, maintain clarity, and act with integrity becomes an individual, organizational, and strategic necessity.

The war in Ukraine makes this transformation unmistakable. While it is Europe's largest conventional conflict since World War II, its decisive pressures extend far beyond long-range fires and maneuver. Daily missile strikes on civilian areas, systematic attacks on energy and communications infrastructure, disinformation campaigns targeting soldiers' families, and cyberattacks on hospitals and power grids have produced conditions of chronic uncertainty and threat. Scholars describe this environment as continuous traumatic stress (CTS): persistent exposure to real and ongoing threat, with no clear boundary between “before,” “during,” and “after” danger.²

In Ukraine, resilience capabilities originally designed for deployed forces have become indispensable not only for soldiers in trenches, but for teachers, nurses, parents, and entire communities

living under bombardment and displacement.³ Ukraine's experience demonstrates that resilience is no longer solely a military concern; it has become a matter of national security.

This chapter examines how the concept of warrior ethos must evolve to meet the realities of machine-speed warfare and the societal vulnerabilities posed by hybrid warfare. It draws on research in resilience and post-traumatic growth, as well as two decades of U.S. military human performance initiatives, including Preservation of the Force and Family (POTFF),⁴ Holistic Health and Fitness (H2F),⁵ and Total Force Fitness (TFF),⁶ to explore how warriors sustain ethical judgment, cohesion, and purpose under prolonged pressure. Within this framework, the chapter considers fortitude as an integrating concept that connects resilience, growth, and moral endurance in the context of hybrid warfare. The future of deterrence depends on strengthening the cognitive, psychological, moral, and ethical foundations of individuals, the force, and society.

The Cognitive and Psychological Burdens of Modern Warfare

Modern warfare increasingly unfolds across physical terrain, digital networks, and the warfighter's cognitive space. Operations take place in dense urban environments, contested information domains, and battlespaces saturated with sensors, data streams, and increasingly autonomous systems. The result is a form of conflict that places compound demands on human attention, judgment, and emotional regulation.

A non-commissioned officer preparing for patrol no longer relies solely on physical senses or immediate situational awareness.

Decisions are shaped instead by a constant flow of real-time data from drones, satellites, sensors, and algorithmic decision aids displayed on handheld devices. These tools accelerate operational tempo and expand visibility, but they also compress decision-making and magnify uncertainty under pressure. A grainy image or ambiguous data point may represent an enemy combatant, a civilian, or deliberate deception. Seconds matter, and errors carry moral, ethical, and strategic consequences.

Hybrid adversaries deliberately exploit and amplify ambiguity. By saturating sensors, manipulating tempo, injecting false or misleading information, and blending into civilian environments, they aim to overload cognition and erode decision quality. The objective is not simply to defeat forces physically, but to exhaust their capacity to think, discriminate, and act with discipline over time.

The experience of Ukrainian forces vividly illustrates these pressures. Soldiers report being “glued to the ground” during sustained drone surveillance and artillery barrages—paralyzed by conflicting cues and unable to reliably distinguish threat from noise.⁷ This is warfare waged simultaneously in the physical and cognitive domains, where success depends as much on mental endurance as on physical stamina.

Under these conditions, modern warfighters must be able to:

- Manage extreme cognitive load
- Resist automation bias and overreliance on algorithmic systems
- Sustain attention amid constant threat and distraction

- Make moral and ethical decisions despite fatigue, fear, and ambiguity
- Regulate emotional and physiological responses in real time

Neural fatigue, moral complexity, and machine-speed tempo demand a reexamination of what constitutes strength in combat. Physical conditioning remains essential, but it is no longer decisive on its own. The critical advantage lies in the human capacity to:

- Think clearly under sustained pressure
- Maintain cognitive endurance across prolonged operations
- Regulate emotion and physiological arousal
- Uphold moral and ethical judgment when clarity is scarce
- Adapt under uncertainty without losing coherence
- Recover without forfeiting identity or purpose

In this environment, the warrior ethos serves as a moral compass, orienting action. Resilience serves as a stabilizing capacity that absorbs shocks and enables continued functioning. Post-traumatic growth enables learning and meaning-making after disruption. Together, these shape how warfighters sustain judgment, discipline, and their humanity under prolonged pressure.

As the following sections explore, fortitude can be understood as an integrating concept that reflects how resilience, growth, and ethical endurance are forged over time, linking cognitive performance, moral clarity, and sustained commitment within the lived experience of modern warfare.

Redefining Strength

Redefining strength in modern warfare requires moving beyond a singular focus on toughness, recovery, or endurance in isolation. Sustained performance under hybrid conditions depends on a sequence of human capacities that operate over time and under cumulative pressure. Resilience stabilizes functioning in the face of immediate stress. Post-traumatic growth enables individuals to reconstruct meaning and identity after disruption. Fortitude reflects how these capacities are integrated into enduring judgment, discipline, and purpose. Together, they describe how the warrior ethos is sustained not only in moments of crisis but across prolonged conflict.

Resilience: The Foundation

Resilience is the capacity to maintain or return to functional equilibrium after adversity, what Ann Masten famously described as “ordinary magic.”⁸ Research on military deployments and combat stress consistently shows that most service members maintain relatively stable functioning with low psychological distress during standard deployments, even under conditions of risk.⁹

Resilience can be trained, strengthened, and sustained. Programs such as POTFF, H2F, and TFF integrate physical, psychological, social, and spiritual readiness to support this capacity.¹⁰ Collectively, these initiatives demonstrate that resilience is not solely an individual trait but a collective capability that is integral to warfighters’ survival under duress.

Yet resilience has limits. In environments of continuous traumatic stress, such as Ukrainian trench warfare marked by repeated rotations, constant drone threat, and attacks on soldiers' families, resilience alone may erode over time. Prolonged exposure without meaningful opportunities for rest, safety, or sense-making can degrade even highly resilient individuals.¹¹ When coping capacity is overwhelmed or moral frameworks are fractured, resilience alone is no longer sufficient.

Post-Traumatic Growth: Rebuilding Meaning

When adversity exceeds coping capacity, warfighters may confront injuries that resilience alone cannot resolve, including moral injury, betrayal, survivor's guilt, or participation in acts that violate deeply held moral codes. Put plainly, resilience does not resolve anything. It sustains. That alone is insufficient to the threats and stressors presented in hybrid warfare. Left unresolved, such experiences can destabilize identity and undermine trust in leaders, institutions, and oneself.¹²

Post-traumatic growth extends beyond recovery. It is the deliberate, transformative reconstruction of belief, identity, and meaning following trauma into positive change, rather than a return to the status quo. The post-traumatic growth may involve:

- Deliberate reflection and narrative integration
- Meaning-making and reinterpretation of experience
- Rebuilding moral and existential frameworks
- Reestablishing purpose after disruption

- Transforming suffering into service, contribution, or leadership

Post-traumatic growth typically emerges not during the crisis, but after the immediate danger has passed, when individuals begin to integrate their experiences and reshape their identity in ways that deepen strength, relationships, and commitment.¹³ Growth is neither automatic nor universal and must not be romanticized. Whether it occurs depends heavily on leadership, culture, and institutional support.

Ukraine's experience underscores that hybrid warfare collapses traditional assumptions about recovery. Conflict is not bounded by deployment timelines or secure rear areas, but constitutes a sustained, society-wide assault in which the distinction between front line and home front largely disappears.¹⁴ Under such conditions, resilience and growth cannot be episodic or centralized. They must be continuous, embedded, and practiced by warfighters who support one another through deliberate training, education, peer engagement, and leadership.

Fortitude: Integrated Strength

Fortitude extends beyond resilience and post-traumatic growth. If resilience stabilizes and growth transforms, fortitude integrates. It reflects the enduring capacity to act with integrity, judgment, and purpose under sustained hardship—not only after disruption, but throughout prolonged pressure.

As used in this chapter, fortitude consists of three interlocking dimensions:

1. **Moral clarity:** a grounded understanding of what is right, why it matters, and how it applies under ambiguity and stress.
2. **Self-regulation:** the ability to manage thoughts, emotions, and physiological responses so that action remains aligned with values and mission.
3. **Purposeful persistence:** sustained commitment to role, team, and values over time, despite fatigue, fear, and uncertainty.

Fortitude is expressed in behavior. It appears in leaders who acknowledge fear and uncertainty yet maintain ethical standards; in units that preserve cohesion during prolonged danger; and in warfighters who continue to exercise disciplined judgment despite cumulative strain. General George C. Marshall captured this principle when he observed that “the soldier’s heart, the soldier’s spirit, the soldier’s soul, are everything,” and that it is “the spirit which endures to the end” that ultimately decides the outcome of battle.¹⁵

In the context of hybrid warfare, fortitude is not a substitute for resilience or growth, but a reflection of how these capacities are sustained over time. It represents a core expression of the warrior ethos. It is the core of strategic advantage: the quality that enables individuals, units, and societies to absorb shock, adapt, and continue to resist coercion over time.

Warrior Ethos in a Machine-Speed Battlespace

The warrior ethos of duty, honor, courage, loyalty, integrity, and self-discipline remains central to the military profession. Yet in a battlespace shaped by algorithmic speed, distributed sensors, and increasingly autonomous systems, the psychological terrain confronting the modern warrior has shifted. Decisions must be made faster, with less clarity, and under the influence of technologies that often intensify ambiguity rather than resolve it.

Adapting to this environment requires clarity about the distinction between morality and ethics.

- **Morality** is internal: the deeply held beliefs shaped by family, culture, spirituality, and lived experience.
- **Ethics** are external: the professional, legal, and institutional standards governing what is permissible, required, or prohibited by the law of armed conflict and rules of engagement.

Together, they frame how warfighters understand right action under conditions of uncertainty and constraint.

In high-tech and hybrid warfare, moral and ethical resilience becomes more vital, not less. As Nancy Sherman argues, the ability to preserve one's humanity while exercising lawful and restrained violence is not a philosophical luxury, but a survival skill for the soul.¹⁶ Hybrid conflict magnifies vulnerabilities such as moral injury, survivor's guilt, and perceived betrayal. Jonathan Shay defined moral injury as a "betrayal of what's right" by someone in legitimate authority in a high-stakes situation—a risk that increases

when warriors operate under sustained pressure and ethical ambiguity.¹⁷

Adversaries deliberately exploit these vulnerabilities. Disinformation campaigns targeting families, manipulated civilian movement patterns, AI-generated deception, the use of human shields, and deliberate blending into civilian populations are designed to erode trust and complicate moral judgment. Under such conditions, doing the right thing may be legally correct yet morally agonizing, or morally intuitive yet operationally constrained. Repeated exposure to these dilemmas can degrade confidence, cohesion, and discipline over time.

Protecting the warrior's moral core is therefore not only a matter of individual well-being; it is a requirement of operational readiness and long-term force cohesion. Because hybrid warfare amplifies moral pressures while compressing decision timelines, moral, psychological, and physiological readiness must begin early in service and be reinforced continuously throughout a warfighter's career.

To sustain ethical action under pressure, service members must understand:

- What they believe and why
- What their profession, institution, and nation stand for
- The legal and ethical frameworks governing conflict, including domestic law, international humanitarian law, and rules of engagement
- How their own minds and bodies respond to acute and chronic stress

This preparation cannot be episodic or confined to a single ethics block within Professional Military Education (PME). It must be integrated across training and education, reinforced throughout the training continuum over the warfighter's entire time of service, and modeled consistently by leaders. Even with rigorous preparation, warfighters will encounter events that exceed their capacity to cope and that challenge deeply held assumptions. Recovery then requires deliberate progression: immediate resilience during operations, post-traumatic growth once conditions permit reflection, and ultimately fortitude—the integration of experience into renewed purpose, character, and commitment.

Leadership and organizational systems are decisive in this process. Leaders must be equipped to recognize moral strain, facilitate sense-making and disclosure, and apply evidence-based practices for post-traumatic growth.¹⁸ When appropriately supported, disruption can be transformed into a more profound conviction. Warfighters convert moral pain into moral resolve, emerging more grounded, disciplined, and committed to the values of their profession.

Ethical clarity and moral discipline, therefore, are not aspirational ideals. They are survival skills and foundations of strategic legitimacy. As emerging technologies—from autonomous systems to neural interfaces—compress decision cycles and blur the boundaries between cognition and combat, risks to principles like distinction, proportionality, meaningful human control, and human dignity intensify.¹⁹ Western militaries often refrain from capabilities or practices that violate international law, even when adversaries do not. This restraint is not weakness, but moral strength: a deliberate commitment to legitimacy, accountability, and national purpose.

In a battlespace defined by machine-speed sensing and decision-making, moral and ethical self-discipline serve as both shield and compass—protecting the humanity of the warrior while guiding responsible action amid technological acceleration.

Institutionalizing Resilience and Growth

Over the past two decades, the U.S. military has developed some of the most advanced institutional approaches to human resilience in the world. Programs such as Preservation of the Force and Family (POTFF), Holistic Health and Fitness (H2F), and Total Force Fitness (TFF) were initially designed to sustain elite or high-demand warfighters. Their broader contribution, however, lies in demonstrating that resilience and human performance can be institutionalized. It can be deliberately built into daily routines, organizational structures, leadership practices, and professional culture.²⁰

These initiatives differ in scope but share a common premise: human performance is a readiness variable rather than an ancillary concern.

- **POTFF** embeds behavioral health providers, spiritual readiness mentors, and cognitive performance specialists directly within operational units, reframing help-seeking as professionalism rather than weakness.
- **H2F** expands readiness beyond fitness testing to an integrated system encompassing physical training, strength and conditioning, sleep and recovery, nutrition, and mental readiness.²¹

- **TFF** conceptualizes fitness across eight interrelated domains: physical, psychological, social, spiritual, environmental, medical, nutritional, and financial, emphasizing their continuous interaction over time.²²

These systems are not wellness initiatives. They are force-protection and readiness frameworks designed to sustain human performance under prolonged stress and to prevent cumulative strain from compounding into injury, moral breakdown, or attrition. In operational terms, resilience directly contributes to readiness, which in turn underwrites lethality.

Recent experience underscores why such institutional approaches are increasingly indispensable. The war in Ukraine illustrates how contemporary conflict exposes warfighters to persistent psychological pressure, continuous threat, and moral ambiguity without clear cycles of relief or recovery.²³ Digital information attacks, drone-enabled precision violence, and conditions of continuous traumatic stress challenge traditional assumptions that resilience can be built around predictable deployment cycles or clearly bounded theaters of operation.

These pressures also interact with pre-existing vulnerabilities. Evidence suggests that a substantial proportion of recruits enter military service with prior trauma histories. One study of Marine Corps recruits found that nearly half of men and more than two-thirds of women reported at least one interpersonal trauma before accession.²⁴ Other research indicates that pre-military adverse experiences frequently interact with deployment stress to shape long-term outcomes,²⁵ including risk for psychological injury, moral injury, and attrition. When such factors go unrecognized, the

cumulative stress of modern warfare can degrade readiness, cohesion, and retention.

Operational experience from Ukraine also validates the importance of peer-based acute stress intervention. Peer-led acute stress interventions such as iCOVER—developed initially within the Israel Defense Forces and later adopted by the United States, Norway, and other militaries—train service members to recognize and manage acute stress reactions in teammates in real time, restoring functional capacity in the moment.²⁶ These interventions demonstrate that resilience support is most effective when it is immediate, peer-delivered, and embedded in the operational environment.

Beyond formal military programs, complementary efforts such as Struggle Well and Warrior PATHH (Progressive and Alternative Training for Helping Heroes) focus on prevention and post-traumatic growth. Struggle Well normalizes stress and prepares participants to convert adversity into strength through deliberate practice before a crisis. Warrior PATHH provides intensive post-traumatic growth training to help service members, veterans, and first responders reconstruct purpose and identity following trauma.²⁷ While often operating outside formal military structures, these initiatives align closely with core professional development needs.

Taken together, these efforts align with the resilience–growth–fortitude framework:

- **Resilience:** H2F, TFF, POTFF, and peer-based tools such as iCOVER stabilize functioning and reduce the risk of acute breakdown.

- **Post-traumatic growth:** Programs such as Struggle Well and Warrior PATHH support deliberate meaning-making and identity reconstruction after disruption.
- **Fortitude:** When integrated into leadership development and organizational culture, these practices contribute to enduring moral clarity, self-regulation, and purposeful persistence.

The central challenge is not innovation, but integration. Many resilience and growth initiatives remain peripheral to formal military education and training. To sustain a force capable of enduring prolonged conflict, these practices must move from the margins to the center of professional military education and training, the core creator of service culture.

Rather than existing as stand-alone programs, they should be modularized and embedded within:

- Initial entry training
- PME at all levels
- Leader development curricula
- Pre-deployment and post-deployment cycles

Ultimately, the modern force must rethink how it approaches human physiology, emotion, and cognition. These are not secondary “wellness” concerns, but central determinants of readiness, cohesion, and disciplined lethality. Leaders must be equipped to recognize and address acute and chronic stress, moral struggle, and physiological dysregulation within their formations and respond effectively. Preparing service members early, deliberately, and

continuously is therefore not ancillary to warfighting; it is an essential expression of the warrior ethos itself.

Fortitude Beyond the Force

Hybrid warfare deliberately blurs traditional boundaries—geographic, institutional, and psychological. It targets hospitals alongside barracks, energy grids alongside command centers, and social trust alongside supply lines. Military families, information networks, and civilian communities increasingly become part of the contested space.²⁸

While this chapter remains focused on the warrior and the profession of arms, these dynamics carry an essential implication: the resilience, growth, and fortitude cultivated within the force do not exist in isolation. The military's experience in institutionalizing resilience, growth, and moral endurance offers insights that are relevant beyond the battlefield. The military's resilience infrastructures, therefore, provide essential templates for a broader national resilience posture. Extending these comprehensive frameworks, such as POTFF, H2F, TFF, Struggle Well, Warrior PATHH, and similar programs, could:

- Strengthen civilian awareness and capacity to withstand sustained pressure
- Fortify societal resilience against coercive influence
- Improve psychological preparedness for crises and prolonged disruption
- Reinforce community cohesion and trust

- Enhance interagency interoperability before a crisis forces cooperation under duress

As hybrid threats proliferate, resilience becomes not only a means of recovery but a form of deterrence. A society that can absorb shocks, adapt, and remain cohesive is far harder to coerce or destabilize. Hybrid tactics aimed at breaking collective will are more likely to fail when individuals and communities possess the skills, support, and moral clarity to endure.

Sustaining the Force Under Hybrid Pressure

Preparing for hybrid conflict requires treating resilience, post-traumatic growth, and fortitude as essential components of readiness, rather than ancillary support functions. At the individual and organizational levels, the progression is clear:

- **Resilience** stabilizes performance under acute and chronic stress
- **Post-traumatic growth** enables learning, meaning-making, and identity reconstruction after disruption
- **Fortitude** integrates experience into enduring character, judgment, and purpose

Together, these capacities sustain cohesion, discipline, and effectiveness over time. While this chapter focuses primarily on the profession of arms, the pressure described here operates across the force and increasingly beyond it. As stated, the evolution of war's terrain and the increasingly blurred lines between combatant and non-combatant require a whole-of-society integration of this type of readiness and resilience posture. The recommendations that follow,

therefore, emphasize the military as the primary locus of action while acknowledging broader implications for preparedness under hybrid pressure.

Pillar 1: Build Cognitive and Moral Readiness as Foundations

1. Treat continuous psychological pressure, moral injury risk, compressed decision cycles, and AI-enabled deception as baseline features of contemporary conflict rather than exceptional conditions.
2. Integrate cognitive and psychological readiness into training, assessment, and planning, including education on cognitive load, attentional limits, and automation bias.
3. Strengthen ethical and moral decision-making within PME through realistic scenarios reflecting hybrid conflict dilemmas (e.g., contested information environments, civilian shielding, deepfake orders).
4. Provide education on ethical employment of AI-enabled systems, emphasizing capabilities, limitations, accountability, and the continuing responsibility of human decision-making.
5. Reinforce meaningful human control and individual accountability in lethal decision-making across training and operations.

Pillar 2: Institutionalize Integrated Human Performance

6. Expand and normalize human performance programs that treat physical, mental, cognitive, social, spiritual, and family domains as operational readiness factors.

7. Embed behavioral health, resilience, and performance professionals within units to normalize early help-seeking, peer support, and proactive intervention.
8. Treat rest, recovery, stress regulation, and meaning-making as readiness requirements rather than discretionary benefits.
9. Standardize peer-led acute stress interventions, like iCOVER, across the force to enable immediate, unit-level response to stress reactions.

Pillar 3: Prepare Leaders to Sustain Fortitude

10. Train leaders to recognize moral and psychological strain, facilitate sense-making conversations, and guide personnel through post-traumatic growth when conditions permit reflection.
11. Incorporate fortitude into leader development and evaluation, emphasizing moral clarity, self-regulation, and sustained commitment under pressure.
12. Align organizational narratives, rituals, and policies with a culture that values endurance, accountability, and learning from adversity.

Pillar 4: Beyond the Force, Prepare Families and Communities for Hybrid Pressure

13. Include resilience education for families and communities, recognizing that they are targeted directly in hybrid conflict.
14. Develop integrated resilience programs and partnerships with schools, first responders, health systems,

and civil society organizations to prepare for sustained pressure and hybrid tactics.

15. Use military resilience frameworks as templates for community-based programs, adapted for civilian roles, cultures, and capacities.

Conclusion: Warrior Ethos Under Sustained Pressure

Hybrid warfare reminds us of something the military has always known: a nation's strength is not solely defined by advanced weapons or cutting-edge concepts. It ultimately depends on the character, resilience, and mindset of its people. The warrior of the future still needs technical skill and physical readiness, but must also think flexibly, hold strong values, manage stress, and turn difficult experiences into renewed purpose.

Resilience helps us absorb shocks and keep going. Post-traumatic growth shows how people can come out of hardship with deeper insight and stronger commitment. Fortitude brings these ideas together into a steady, long-term capacity to stay grounded under pressure, the kind of strength that supports identity, cohesion, and purpose even when stress is prolonged, and the strategic environment is uncertain.

The United States already has a solid foundation for building this kind of strength. Programs like POTFF, H2F, TFF, peer-support tools such as iCOVER, and PTG-focused efforts such as Struggle Well and Warrior PATHH provide science-based structures and practices. What is needed now is a shift in mindset: recognizing that human resilience is not an extra or an option. It is part of warfighting itself.

Today's adversaries target people's thinking and morale as much as physical assets. Moral injury can affect mission effectiveness as seriously as physical wounds. That means our understanding of the Warrior Ethos must evolve. In the age of hybrid war, fortitude at the individual, unit, and national levels is a strategic advantage that technology cannot replace and that competitors cannot easily undermine. Building this kind of force and national defense posture is essential for deterrence, operational effectiveness, and the long-term security of our nation.

Endnotes

- ¹ The authors are solely responsible for the views expressed in this publication, which do not necessarily represent the official policy or position of the Daniel K. Inouye Asia-Pacific Center for Security Studies, the U.S. Department of War, or the U.S. government.
- ² Gillian Eagle and Debra Kaminer, "Continuous Traumatic Stress: Expanding the Lexicon of Traumatic Stress," *Peace and Conflict: Journal of Peace Psychology* 19, no. 2 (2013): 85–99, <https://doi.org/10.1037/a0032485>; Iryna Frankova et al., "Psychological Resilience in Trench Warfare: Leveraging Mental Health Frameworks for Ukrainian Soldiers," *Neuroscience Applied* 4 (2025), <https://doi.org/10.1016/j.nsa.2025.105528>.
- ³ Frankova et al., "Psychological Resilience in Trench Warfare"; Nataliia Frolova and Roxane Cohen Silver, "A Sudden but Prolonged Collective Trauma: The Ukrainian Experience," *PLOS Mental Health* 1, no. 2 (2024), <https://doi.org/10.1371/journal.pmen.0000056>.
- ⁴ U.S. Special Operations Command, "Preservation of the Force and Family (POTFF)," SOCOM, accessed January 20, 2026, <https://www.socom.mil/POTFF>.
- ⁵ Headquarters, Department of the Army, *Holistic Health and Fitness*, Field Manual (FM) 7-22 (Washington, DC: Department of the Army, 2020), https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN44522-FM_7-22-002-WEB-7.pdf.
- ⁶ Beverly C. Land, "Current Department of Defense Guidance for Total Force Fitness," in *Total Force Fitness for the 21st Century: A New Paradigm*, ed.

- Wayne B. Jonas et al., *Military Medicine* 175, suppl. 8 (August 2010): 3–5, <https://apps.dtic.mil/sti/tr/pdf/ADA528391.pdf>; Wayne B. Jonas et al., “Why Total Force Fitness?” in *Total Force Fitness for the 21st Century: A New Paradigm*, ed. Wayne B. Jonas et al., *Military Medicine* 175, suppl. 8 (August 2010): 6–13, <https://apps.dtic.mil/sti/tr/pdf/ADA528391.pdf>.
- 7 Frankova et al., “Psychological Resilience in Trench Warfare.”
- 8 Ann S. Masten, “Ordinary Magic: Resilience Processes in Development,” *American Psychologist* 56, no. 3 (2001): 227–38, <https://doi.org/10.1037//0003-066x.56.3.227>.
- 9 Land, “Current Department of Defense Guidance for Total Force Fitness”; Jonas et al., “Why Total Force Fitness?”; Christopher J. Phillips et al., “Risk Factors for Posttraumatic Stress Disorder Among Deployed US Male Marines,” *BMC Psychiatry* 10 (2010), Article 52, <https://doi.org/10.1186/1471-244X-10-52>.
- 10 Land, “Current Department of Defense Guidance for Total Force Fitness”; Jonas et al., “Why Total Force Fitness?”; Patricia A. Deuster, Vanessa M. Meyer, and Helene M. Langevin “Total Force Fitness: Making Holistic, Integrated Whole-Person Research a DoD Priority,” *Military Medicine* 188, suppl. 5 (October 2023): 8–11, https://academic.oup.com/milmed/article/188/Supplement_5/8/7259402; Department of the Army, *Holistic Health and Fitness*, FM 7-22.
- 11 Eagle and Kaminer, “Continuous Traumatic Stress”; Frankova et al., “Psychological Resilience in Trench Warfare.”
- 12 Jonathan Shay, *Achilles in Vietnam: Combat Trauma and the Undoing of Character* (New York: Atheneum, 1994); Tyler J. VanderWeele et al., “Moral Trauma, Moral Distress, Moral Injury, and Moral Injury Disorder: Definitions and Assessments,” *Frontiers in Psychology* 16 (2025): 1–11, <https://doi.org/10.3389/fpsyg.2025.1422441>.
- 13 Richard G. Tedeschi and Lawrence G. Calhoun, “The Posttraumatic Growth Inventory: Measuring the Positive Legacy of Trauma,” *Journal of Traumatic Stress* 9, no. 3 (1996): 455–71, <https://doi.org/10.1007/BF02103658>; Michael F. Steger and Crystal L. Park, “The Creation of Meaning Following Trauma: Meaning Making and Trajectories of Distress and Recovery,” in *Trauma Therapy in Context: The Science and Craft of Evidence-Based Practice*, ed. Robert A. McMackin et al. (Washington, DC: American Psychological Association, 2012), 171–91.
- 14 Frolova and Silver, “A Sudden but Prolonged Collective Trauma”; Igor V. Linskiy et al., “The Psychological Consequences of Hybrid Warfare on

- Ukrainian Civil Population in Slavyansk and Nikolayevka,” *Journal of Traumatic Stress Disorders & Treatment* 4 (2015), <https://doi.org/10.4172/2324-8947.1000148>.
- ¹⁵ George C. Marshall, quoted in *Selected Speeches and Statements of General of the Army George C. Marshall*, ed. Harvey A. DeWeerd, (Washington, DC: The Infantry Journal, 1945), 121–25; quoted in “Presentation Speech,” *The Nobel Peace Prize 1953*, NobelPrize.org, accessed January 22, 2026, <https://www.nobelprize.org/prizes/peace/1953/ceremony-speech/>.
- ¹⁶ Nancy Sherman, *Stoic Warriors: The Ancient Philosophy Behind the Military Mind* (New York: Oxford University Press, 2005).
- ¹⁷ Shay, *Achilles in Vietnam*.
- ¹⁸ Tedeschi and Calhoun, “The Posttraumatic Growth Inventory”; VanderWeele et al., “Moral Trauma, Moral Distress, Moral Injury, and Moral Injury Disorder.”
- ¹⁹ Anna M. Gielas, “Warfare at the Speed of Thought: Can Brain–Computer Interfaces Comply with IHL?” *Humanitarian Law & Policy Blog*, International Committee of the Red Cross, August 21, 2025, <https://blogs.icrc.org/law-and-policy/2025/08/21/warfare-at-the-speed-of-thought-can-brain-computer-interfaces-comply-with-ihl/>.
- ²⁰ Land, “Current Department of Defense Guidance for Total Force Fitness”; Jonas et al., “Why Total Force Fitness?”; Deuster et al., 2023; Department of the Army, *Holistic Health and Fitness*, FM 7-22.
- ²¹ Department of the Army, *Holistic Health and Fitness*, FM 7-22.
- ²² Land, “Current Department of Defense Guidance for Total Force Fitness”; Jonas et al., “Why Total Force Fitness?”; Deuster et al., 2023
- ²³ Frankova et al., “Psychological Resilience in Trench Warfare”; Frolova and Silver, “A Sudden but Prolonged Collective Trauma.”
- ²⁴ Jessica Wolfe et al., “Gender and Trauma as Predictors of Military Attrition: A Study of Marine Corps Recruits,” *Military Medicine* 170, no. 12 (December 2005): 1037–43, <https://doi.org/10.7205/milmed.170.12.1037>.
- ²⁵ Robert H. Stretch, Kathryn H. Knudson, and Doris Durand, “Effects of Premilitary and Military Trauma on the Development of Post-Traumatic Stress Disorder Symptoms in Female and Male Active-Duty Soldiers,” *Military Medicine* 163, no. 7 (July 1998): 466–70, <https://doi.org/10.1093/milmed/163.7.466>; John R. Blosnich et al., “Disparities in Adverse Childhood Experiences among Individuals with a History of Military Service,” *JAMA Psychiatry* 71, no. 9 (September 2014):

- 1041–8; <https://doi.org/10.1001/jamapsychiatry.2014.724>; Janeese A. Brownlow et al., “The Influence of Deployment Stress and Life Stress on Post-Traumatic Stress Disorder (PTSD) Diagnosis Among Military Personnel,” *Journal of Psychiatric Research* 103 (August 2018): 26–32, <https://doi.org/10.1016/j.jpsychires.2018.05.005>.
- ²⁶ Amy B. Adler et al., “Peer-Based Intervention for Acute Stress Reaction: Adaptations by Five Militaries,” *BMJ Military Health* 170, no. 5 (2024): 425–32, <https://doi.org/10.1136/military-2022-002344>; Andrea E. Nordstrand et al., “A Novel Intervention for Acute Stress Reaction: Exploring the Feasibility of ReSTART Among Norwegian Soldiers,” *European Journal of Psychotraumatology* 15, no. 1 (2024): <https://doi.org/10.1080/20008066.2024.2400011>; Alexander Flaata, “Preparing for the Worst—Building Resilience in Soldiers Going into War,” *The Nordic Psychiatrist* 1, (2024), <https://www.thenordicpsychiatrist.com/post/preparing-for-the-worst-building-resilience-in-soldiers-going-into-war>.
- ²⁷ Boulder Crest Foundation, Warrior PATHH (Progressive and Alternative Training for Helping Heroes), accessed January 22, 2026, <https://bouldercrest.org>.
- ²⁸ Frolova and Silver, “A Sudden but Prolonged Collective Trauma”; Linskiy et al., “The Psychological Consequences of Hybrid Warfare on Ukrainian Civil Population”; Frankova et al., “Psychological Resilience in Trench Warfare.”