REACH-C Logo
Colorful abstract bodies in 8 colors in a circle. Underneath it says REACH-C Resources Exist, Asking Can Help-Civilian.

# Resources Handout

RESOURCES EXIST, ASKING CAN HELP-CIVILIAN

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## Purpose

Whether you prefer to connect with someone by telephone, via email, or in person, this collection of resources will help you find the best possible solution for your needs. The resources in this handout are designed to connect you to the support, answers and information you may need to overcome difficult challenges and reach your goals. The resources are grouped into six major categories: 1) Mental Health Resources; 2) Sexual Assault and Domestic Violence Resources; 3) Employment Resources; 4) Service Branch Resources; 5) Veteran Resources; and 6) Mobile Resources. We encourage you to explore and use these resources to help you thrive.

Above all, remember that you are not alone, and help is available. Reaching out can be challenging, but taking the first step is often the hardest part. Once you do, you'll find it gets easier. Seeking help early is crucial to prevent issues from spiraling out of control. Don't hesitate to use these resources to find the support you need.

*Resources cited and the appearance of hyperlinks do not constitute endorsement by the Department of Defense of this website’s content, information, products or services. For other than authorized activities, such as military exchanges and Morale, Welfare, and Recreation sites, the Department of Defense does not exercise any editorial control over the information you may find at these locations. Such links are provided consistent with the stated purpose of this Department of Defense-sponsored publication.*

## Mental Health Resources

### Counseling Resources

#### DoD Employee Assistance Program

DoD Employee Assistance Program office is available to answer any questions regarding EAP programs for civilian employees seeking counseling services.

DoD EAP inbox: [dodhra.mc-alex.dcpas.mbx.dod-eap@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.dod-eap@mail.mil)

#### Employee Assistance Program – Counseling Services

Provides up to six **free** confidential counseling sessions (per issue, per 12-month period) through a nationwide network of licensed counselors for support with challenges such as stress, anxiety, grief, substance misuse, relationships, parenting, and more.

*Eligibility:*

* DoD civilian employees\*, their significant others, and their dependent children

\*Contact your agency’s EAP coordinator to confirm the EAP contact information

Available 24/7 by phone, live chat, or video conference.

866-580-9046

<https://magellanascend.com>

#### FindTreatment.gov – Behavioral Health Treatment Services Locator

Provides a comprehensive resource for individuals seeking treatment for mental and substance use disorders in the United States and its territories. FindTreatment.gov allows users to search for treatment facilities and care centers.

* Everyone

Available Monday-Friday, 8 a.m. to 6 p.m. ET by phone or email.

833-888-1553

Email: FindTreatment@samhsa.hhs.gov

<https://findtreatment.gov>

## Mental Health Resources

### Crisis Support Resources

#### 988 Suicide & Crisis Lifeline

Provides **free** confidential support and resources for anyone in suicidal crisis or emotional distress, including individuals experiencing suicidal thoughts.

The 988 Suicide & Crisis Lifeline is staffed by trained counselors who offer immediate assistance, crisis intervention, emotional support, and resources. It also connects individuals to local resources and mental health services, helping them find ongoing support and care.

*Eligibility:*

* Everyone

Available 24/7 by phone, online chat, or text.

988

[https://988lifeline.](https://988lifeline.org)org

#### Crisis Text Line

Provides **free** text-based mental health support and crisis intervention by empowering a community of trained volunteers to support people in their moments of need. A live, trained crisis counselor will receive the text and respond quickly.

*Eligibility:*

* Everyone

Available 24/7 by text.

Text 741741 to connect with a volunteer crisis counselor.

https://www.crisistextline.org

#### Disaster Distress Helpline

Provides **free** disaster crisis counseling for anyone experiencing emotional distress due to natural or human-caused disasters. You may call yourself or on behalf of someone else.

*Eligibility:*

* Everyone

Available 24/7 by phone or text.

800-985-5990

<https://www.samhsa.gov/find-help/disaster-distress-helpline>

## Mental Health Resources

### Substance Abuse Resources

#### Alcoholics Anonymous (A.A.)

Provides **free** help and information to anyone who is struggling with alcohol addiction and wants to stay sober, or help others achieve sobriety. Each A.A. meeting takes on the feel of their local area. At most meetings you will hear members share what actions they took to stop drinking and how they are living their lives today.

*Eligibility:*

* Everyone

Available by phone, online, or at in-person meetings; you can find your local office on the A.A. website.

212-870-3400

https://www.aa.org/new-to-aa

#### **SMART Recovery**

Provides **free** mutual support meetings to empower participants to achieve independence from addiction by using a science-based 4-Point Program. The meetings focus on techniques to help participants change their lives from one that is self-destructive and unhappy to one that is constructive and satisfying.

*Eligibility:*

* Everyone

Available by phone, online, or at in-person meetings.

440-951-5357

<https://smartrecovery.org/contact-us>

#### Al-Anon

Offers **free** peer support groups to families, peers, ad teens recovering from the effects of someone else’s drinking through connections where individuals can share experiences with one another.

*Eligibility:*

* Everyone

Available by phone, online, or at in-person meetings.

888-425-2666

<https://al-anon.org/al-anon-meetings>

#### Narcotics Anonymous

Provides **free** recovery support for individuals struggling with addiction to narcotics and other substances by offering group meetings, sponsorship, and educational resources.

*Eligibility:*

* Everyone

Available by phone, online, or at in-person meetings.

818-773-9999 x133

<https://www.na.org/meetingsearch>

## Mental Health Resources

### Referrals and Information

#### National Alliance on Mental Illness (NAMI) HelpLine

Provides **free** information, resource referrals, and support to individuals affected by mental health conditions and their families.

*Eligibility:*

* Everyone

Available Monday-Friday, 10 a.m. to 10 p.m. ET by phone, text, online chat, or email.

800-950-6264; text “helpline” to 62640

Email: helpline@nami.org

https://www.nami.org/Your-Journey

#### Substance Abuse and Mental Health Services Administration (SAMHSA) National Helpline

Provides **free** confidential treatment referral and information services (in English and Spanish) for individuals and families dealing with mental and/or substance use disorders. Offers referrals to local treatment facilities, support groups, and community-based organizations.

*Eligibility:*

* Everyone

Available 24/7 by phone.

800-662-4357

<https://www.samhsa.gov/find-help/national-helpline>

#### Mindful FED

Provides an array of **free** services, including 30-minute mindful meditations, conducted via an online meeting platform, to help cultivate well-being and resilience in the federal workplace.

Eligibility

* All federal employees

Subscribe by emailing Mindful-FED-subscribe-request@listserv.gsa.gov

<https://cldcentral.usalearning.gov/mod/page/view.php?id=128316>

#### American Association for Suicidology

Provides **free** resources and support to those affected by suicide by promoting the understanding and prevention of suicide.

*Eligibility:*

* Everyone

Available by phone or email.

202-237-2280

Email: info@suicidology.org

<https://suicidology.org/resources>

## 

## Mental Health Resources

### Trainings and Guides

#### DoD Employee Assistance Program

DoD Employee Assistance Program office is available to answer any questions regarding EAP programs for civilian employees seeking EAP training.

DoD EAP inbox: [dodhra.mc-alex.dcpas.mbx.dod-eap@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.dod-eap@mail.mil)

#### Employee Assistance Program – Learning Center

Provides **free** training libraries and resources that include articles, videos, webinars, self-assessments, and self-guided programs that can help those struggling with a variety of personal challenges.

*Eligibility:*

* DoD civilian employees\*, their significant others, and their dependent children

\*Contact your agency’s EAP coordinator to confirm the EAP contact information.

Upon navigating to the Magellan website, select your agency and then click on Learning Center.

<https://magellanascend.com>

#### Mental Health First Aid (MHFA)

Offers a course teaching how to identify, understand, and respond to signs of mental illnesses and substance use disorders. The training gives participants the skills they need to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a suicidal crisis.

*Eligibility:*

* Everyone

Available in-person, virtually, or via a blended format.

You can find courses offered for **free** by using the search tool and checking the course details.

<https://www.mentalhealthfirstaid.org/take-a-course/find-a-course>

#### “Simple Things Save Lives” Video

Provides **free** research-based information on patterns of social and behavioral risks that may be observed on social media preceding suicide. The video includes steps for intervening in a crisis and referring someone at risk for suicide to appropriate care.

*Eligibility:*

* Everyone

https://www.dvidshub.net/video/812135/simple-things-save-lives

Yellow Ribbon Suicide Prevention Education Training

Coordinates education, training, and collaboration efforts with local and national resources to build sustainable suicide prevention programs that empower individuals and communities through leadership, awareness and education.

*Eligibility:*

* Everyone

Available by phone or email.

303-429-3530

Email: ask4help@yellowribbon.org

<https://yellowribbon.org>

#### SAMHSA’s *Creating a Healthier Life: A Step-By-Step Guide to Wellness*

Provides a **free** step-by-step guide to things we can do—at our own pace, in our own time, and within our own abilities—that can help us feel better and live longer. The guide covers emotional, physical, occupational, intellectual, financial, social, environmental, and spiritual dimensions.

*Eligibility:*

* Everyone

<https://store.samhsa.gov/sites/default/files/d7/priv/sma16-4958.pdf>

#### Mental Health America (MHA) Webinars

Provides **free** webinars that focus on a wide range of topics related to mental health and well-being. These webinars are designed to provide education, resources, and support for individuals, families, and professionals. Webinars address such topics as how to cope with stress, build resilience, and practice self-care.

*Eligibility:*

* Everyone

<https://mhanational.org/mha-webinars>

## Sexual Assault and Domestic Violence Resources

#### Sexual Assault Prevention and Response (SAPRO)

Oversees DOD sexual assault policy and provides **free** information and resources for victims of sexual assault.

*Eligibility:*

* DoD civilian employees

Available by phone Monday-Friday, 8 a.m. to 5 p.m. ET.

571-372-2657

<https://www.sapr.mil/about-sapro>

#### Rape, Abuse, and Incest National Network (RAINN) Hotline

Offers **free** confidential support services to survivors of sexual assault. When you call, you will be routed to a local RAINN affiliate organization based on the first six digits of your phone number.

*Eligibility:*

* Everyone

Available 24/7 by phone or online chat.

800-656-4673; chat at online.rainn.org

<https://rainn.org>

#### National Domestic Violence Hotline

Provides **free** information and assistance to anyone affected by domestic violence and abuse. The hotline offers crisis intervention, safety planning, and referrals to local services and shelters.

*Eligibility:*

* Everyone

Available 24/7 by phone, online chat, or text.

800-799-7233; text “start” to 88788

<https://www.thehotline.org>

#### Safe Helpline

Provides **free** anonymous help, information and resources to DoD civilian employees and some of their family members who have been affected by sexual assault.

*Eligibility:*

* DoD civilian employees and their family dependents 18 years of age and older when they are stationed or performing duties outside of the United States
* U.S. citizen DoD contractor personnel when authorized to accompany armed forces in a contingency operation OCONUS and their U.S. citizen employees
* All Service members
* Military spouses
* Dependent children 18 years of age and older

Available 24/7 by phone or online live chat.

877-995-5247

<https://www.safehelpline.org>

## Employment Resources

#### DoD Employee Assistance Program

DoD Employee Assistance Program office is available to answer any questions regarding EAP programs for civilian employees seeking legal services.

DoD EAP inbox: [dodhra.mc-alex.dcpas.mbx.dod-eap@mail.mil](mailto:dodhra.mc-alex.dcpas.mbx.dod-eap@mail.mil)

#### Employee Assistance Program – Legal Services

Provides one **free** 60-minute consultation per issue per year on the phone or in-person with an attorney or mediation expert who will listen to and help determine whether mediation is a suitable method to resolve the legal issue. DoD employees receive a preferential discount for services beyond 60 minutes that involve estate planning, family law, document preparation, and other standard legal services. Legal advice on employment matters is excluded.

*Eligibility*

* DoD civilians\*

\*Contact your agency’s EAP coordinator to confirm the EAP contact information.

Available 24/7 by phone or live chat.

866-580-9046

<https://magellanascend.com>

#### Ombudsman

Provides DoD civilians with confidential support in handling workplace concerns like disputes and employee relations issues. An Ombudsman will not report issues to the organization unless they have permission from the DoD civilian who contacted them.

*Eligibility*

* All DoD civilian employees

Contact with an Ombudsman from your agency can generally be made by telephone or email.

#### **Equal Employment Opportunity (EEO) Office**

Enforces federal employment laws that protect civilian employees against discrimination in all types of workplace situations, including hiring, firing, promotions, harassment, training, wages, and benefits. Communication with the EEO Office is confidential unless and until an individual files formal charges.

*Eligibility*

* All DoD civilian employees

Your local EEO Office contact procedures and information will depend on your agency.

#### **Human Resources**

Provides **free** support for DoD civilians in performance management, career development, employee relations, benefits, compensation, and sometimes legal consultation.

*Eligibility*

* All DoD employees

Contact with a Human Resources specialist from your agency can generally be made by telephone or email.

#### **DoD Mentoring Portal**

Aims to reinforce and influence an enduring mentoring culture throughout DoD, by providing **free** mentoring resources to individuals and organizations.

*Eligibility*

* All DoD employees

Available by email.

Email: dodhra.mc-alex.dcpas.mbx.dod-mentoring-resource-portal@mail.mil

<https://www.dcpas.osd.mil/learning/civilianleaderdevelopmentbroadeningother/mentoringportal>

#### Voluntary Leave Bank

Each agency may establish voluntary leave banks under which an employee may contribute unused annual leave for use by a leave bank member who is experiencing a personal or family medical emergency and has exhausted his or her available leave. The leave bank may not be available at all agencies.

<https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/voluntary-leave-bank-program/>

## Service Branch Resources

### Army

#### Army Community Services (ACS)

Provides essential support, education, and information to the Army community, organizing events and offering emotional and practical assistance to enhance the overall well-being of Army personnel.

*Eligibility:*

* Department of the Army civilians and their family members
* Soldiers and their family members

To find your local ACS, contact your installation’s official website.

#### Army Morale, Welfare and Recreation (MWR)

Supports readiness and resilience by providing recreational, social, and family programs that enhance the quality of life for Army personnel.

MWR programs also provide discounted tickets for various attractions, events, and entertainment options in the local community.

*Eligibility:*

* Department of the Army civilians and their family members
* Soldiers and their family members
* Military retirees
* Eligible participants for as long as they are associated with the Army

To find your local MWR, visit:

<https://www.armymwr.com/installation>

#### Department of the Army Civilian Fitness and Health Promotion Program

Aims to enhance the health, fitness, and quality of life of Department of the Army civilians by encouraging them to engage in regular exercise.

personnel.

Civilian employees may be granted up to 3 hours of administrative leave per week (no more than 1 hour per day) to participate in a command-sponsored fitness and health promotion program, including physical fitness activities, preventive health events, education on health promotion topics (such as nutrition and exercise principles), and any other activities covered by the program.

*Eligibility:*

* Department of the Army civilians

To learn more about this program, refer to Army Directive 2021-03 available at:

<https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN31614-ARMY_DIR_2021-03-000-WEB-1.pdf>

## Service Branch Resources

### Marine Corps

#### Marine Corps Community Services (MCCS)

Offers a comprehensive array of information, education, and resources to support Marine Corps civilians in their professional development, well-being, health, and overall quality of life.

*Eligibility:*

* Marine Corps civilians and their family members
* Marines and their family members

To find your local MCCS, visit:

<https://www.usmc-mccs.org>

## Service Branch Resources

### Navy

#### Fleet and Family Support Center (FFSC)

Offers parenting and life skill programs, financial programs, deployment support, transition and employment assistance, relocation assistance, counseling and victim assistance, exceptional family member support, information and referrals, and many more programs to promote quality of life for Navy personnel and their families.

Please confirm with your local FFSC which services are available to civilians at your installation.

*Eligibility:*

* Department of the Navy civilians and their family members
* Sailors and their family members

To find your local FFSC, visit:

<https://ffr.cnic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program/FFSC-Directory/>

#### Department of the Navy Civilian Employee Assistance Program (DONCEAP)

Provides **free** support to Navy civilian employees, where professional staff can answer questions, research information, and link employees to a wide variety of qualified local and licensed confidential support.

You can choose to either meet in person with or speak on the phone with an experienced, licensed DONCEAP counselor who is available in your community to provide consultation, short-term problem solving, coaching, or crisis management.

*Eligibility:*

* Department of the Navy civilians and their family members

Available 24/7 by phone, live chat, or video conference.

Domestic: 844-366-2327

International: 888-262-7848

<https://www.secnav.navy.mil/donhr/Employees/pages/default.aspx>

#### Navy Morale, Welfare, and Recreation (MWR)

Provides a wide range of programs and services designed to enhance the quality of life for Navy personnel and their families. These offerings include recreational activities, fitness programs, community events, and support services that foster well-being and build community.

MWR programs also provide discounted tickets for various attractions, events, and entertainment options in the local community.

*Eligibility:*

* Department of the Navy civilians and their family members
* Sailors and their family members

To find your local MWR, visit:

<https://www.navymwr.org/>

## Service Branch Resources

### Air Force and Space Force

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#### Military & Family Readiness Center (M&FRC)

Supports individuals and families with adaptation to the challenges and demands they face on daily basis. The M&FRC works in conjunction with base helping agencies and community partners to provide effective consultation, educational classes, workshops and activities that help sustain work-life balance, strengthen communities, encourage self-sufficiency, enhance mission readiness and ease adaptation to military life.

*Eligibility:*

* Department of the Air Force civilians and their family members
* Airmen and their family members
* Guardians and their family members

To find your local M&FRC, contact your installation’s official website.

#### Civilian Health Promotion Services (CHPS)

Provides **free** resources to help individuals maintain and improve their health and well-being. Resources include wellness screenings, health education programs, wellness challenges, awareness campaigns and more.

Once you create an account and log in, you can fill out a Health Risk Assessment (HRA) and receive a personalized wellness report with recommendations based on your individual answers.

*Eligibility:*

* Department of the Air Force civilians and their family members

<https://www.usafwellness.com/>

#### Air Force Morale, Welfare, and Recreation (MWR)

Provides the necessary building blocks essential to retention, resiliency, squadron readiness, and trust among Airmen and Guardians. MWR programs include: Aero Club; Arts and Crafts; Auto Hobby; Bowling; Clubs; Community Center; Golf; Information, Ticket, and Travel; Gaming; Library; Outdoor Recreation; and other membership clubs.

MWR programs also provide discounted tickets for various attractions, events, and entertainment options in the local community.

*Eligibility:*

* Department of the Air Force civilians and their family members
* Airmen and their family members
* Guardians and their family members

To find your local MWR, visit:

<https://www.myairforcebenefits.us.af.mil/Benefit-Library/Resource-Locator>

## 

## Veteran Resources

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#### U.S. Department of Veterans Affairs

Provides resources to veterans in multiple areas, including community living centers, health care benefits and rehabilitation services, caregiver information, chaplain services, compensated work therapy, homeless services, and mental health services and counseling.

*Eligibility:*

* Veterans

Available 24/7 by phone or online chat.

800-698-2411

Live chatbot: <https://ask.va.gov/>

<https://www.va.gov/health/programs/index.asp>

#### Vet Centers

Provides **free** confidential community-based counseling services to assess and treat mental health issues, including professional readjustment counseling.

*Eligibility:*

* All service members and their families
* Veterans and their families

Available 24/7 by phone.

877-WAR-VETS (927-8387)

<https://www.vetcenter.va.gov>

#### Give an Hour

Provides **free** mental health counseling and therapy from a network of licensed mental health professionals.

*Eligibility:*

* Veterans and their families
* Survivors of large disasters and traumas

Available in person, by phone or secure video.

<https://giveanhour.org>

#### inTransition

Provides **free** specialized coaching and confidential assistance with mental healthcare to service members and veterans relocating to another assignment, returning from deployment, transitioning between services, transitioning out of the military or when a new mental health provider is needed.

*Eligibility:*

* Veterans
* Service members

Available 24/7 by phone, online chat, or email.

800-424-7877

OCONUS in Australia, Germany, Italy, Japan, and South Korea only: 800-748-81111

Email: dha.ncr.j-9.mbx.intransition@health.mil

<https://www.health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/inTransition>

#### Military OneSource

Provides **free** confidential non-medical counseling, resources, and support to address a variety of issues, reduce stress, improve emotional well-being, and build important skills to tackle life’s challenges.

*Eligibility:*

* Veterans and their families for 365 days after separation date
* Surviving spouses and their children

Available 24/7 by phone, secure video or online chat.

800-342-9647

https://www.militaryonesource.mil/

## Veteran Resources, *cont.*

#### Psychological Health Resource Center

Provides **free** programs and resources for psychological healthcare support, combat stress, reintegration, treatment for mental health conditions, and many other topics.

*Eligibility:*

* Veterans and their families
* Service members and their families

Available 24/7 by phone, online chat, or email.

866-966-1020

Email: resources@phcoe.org

<https://www.health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/Psychological-Health-Resource-Center>

#### OXYGEN Program

Offers a **free** program that helps military and veteran couples strengthen their relationship by working on communication in a fun, non-threatening environment. The program teaches couples how to resolve conflict, create emotional intimacy, achieve greater empathy and improve their parenting skills.

*Eligibility:*

* All service members and their families
* All veterans and their families

Available in person.

<https://strongerfamilies.com/what-we-do>

## Mobile Resources

*Scan the QR code by using your cellphone camera. Point your camera at the QR code and it will prompt you to open your web browser where you will see the option to download the app either on the App Store or Google Play, depending on your device (IOS or Android). Download the app and begin using it!*

#### Defense Health Agency Apps

A collection of apps that provide information and support to individuals dealing with behavioral health issues and traumatic brain injury. The apps can be downloaded for **free** on either Android or iOS devices.

SCAN ME

#### Chill Drills

A **free** app developed for the military community and their families that provides a collection of audio exercises to help users relax and manage their symptoms of stress.

SCAN ME

#### My Military OneSource App

A **free** app that connects users to resources available through Military OneSource to help them reach their goals, overcome challenges, and thrive.

SCAN ME

#### Mindfulness Coach

A **free** app that offers a slow-paced, self-guided training program designed to help people understand and adopt a simple mindfulness practice.

SCAN ME

#### Couples Coach

A **free** app developed that provides an opportunity for partners to improve their relationships and explore new ways to connect.

SCAN ME

#### Insomnia Coach

A **free** app that provides helpful information on how to manage insomnia. The app provides weekly training plans, a sleep coach, sleep diary, and other tools to help improve sleep.

SCAN ME

## Mobile Resources, *cont.*

#### Breathe2Relax

A **free** app that provides a hands-on diaphragmatic breathing exercise that helps stabilize mood and control anger.

SCAN ME

#### Virtual Hope Box

A **free** app that provides simple tools to help individuals with coping, relaxation, distraction, and positive thinking.

SCAN ME

## Supervisor Resources

#### The U.S. Surgeon General’s Framework for Workplace Mental Health & Well-Being

Provides a structured approach for organizations to create supportive environments that promote mental health, reduce stigma, and offer resources for employees facing mental health challenges.

https://www.hhs.gov/sites/default/files/workplace-mental-health-well-being.pdf

#### Defense Suicide Prevention Office’s Leaders Suicide Prevention Safe Messaging Guide

Leaders are responsible for understanding how their language may influence behavior and play an important role in suicide prevention. This guide equips leaders with the tools and resources necessary to safely and effectively communicate about suicide.

<https://www.dspo.mil/Portals/113/Documents/DSPO_LSP_SafeMsgGuid%20(Final).pdf?ver=opq1ACha5G4DEMHsWeZ1Iw%3d%3d>

#### 1,001 Ways to Engage Employees: Help People Do Better What They Do Best

Employee motivation has been consistently cited as a top and growing priority by CEOs, managers and human resources leaders across the world. This book will help move any organization from just measuring the need to engage employees to changing management behavior which will, in turn, lead to a stronger culture of motivation and psychological safety.

Nelson, B. (2018). *1,001 ways to engage employees: Help people do better what they do best.* Red Wheel/Weiser.

#### The Psychological Safety Playbook: Lead More Powerfully by Being More Human

Every employee, at every level, wants to feel seen, heard, and respected. This book serves as the guide you need to lead your team to the highest levels of performance and innovation. It includes 25 proven moves to help you increase the psychological safety in your team and to lead more powerfully by being more human.

Helbig K. & Norman, M. (2023). *The psychological safety playbook: Lead more powerfully by being more human.* Page Two Press.

Available through Pentagon Library.

<https://pentagonlib.overdrive.com>

#### The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation

Fear has a profoundly negative impact on engagement, learning efficacy, productivity, and innovation. This book shows leaders how to build a culture of psychological safety. It's your guide to creating an environment where employees feel included, fully engaged, encouraged to contribute their best efforts, and safe to speak-up.

Clark, T.R. (2021). *The 4 stages of psychological safety: Defining the path to inclusion and innovation.* Berrett-Koehler Publishers.

Available through Pentagon Library.

<https://pentagonlib.overdrive.com>