NAVWAR

FY25 SUPERVISOR FORUM

Wartime Readiness: Aligning Vision and Action

Questions: NAVWARHQ_Training@us.navy.mil

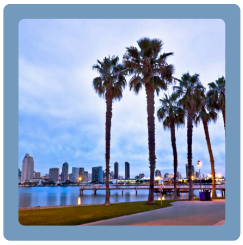





TABLE CONTENT

WELCOME
MESSAGE

Welcome, Supervisors, to the FY25 Supervisor Forum. This year's theme, Wartime Readiness: Aligning Vision and Action, calls on each of us to lead with clarity, purpose, and resilience as we prepare our teams to meet the challenges of today's global landscape.

As NAVWAR continues to deliver decisive advantage to our warfighters, your role as leaders has never been more critical. Over the next two days, we will engage in deep, strategic discussions and workshops designed to strengthen our leadership capacity and alignment with mission priorities.

We'll kick off with opening remarks from Mr. Pope, whose vision and leadership continue to guide our efforts across the enterprise. During his remarks, we will also celebrate excellence by presenting the Supervisor of the Year Award, recognizing outstanding leadership in action. We'll then transition into a compelling Wartime Readiness video to ground us in our collective purpose.

Let this forum be a space to reflect, connect, and take bold action. Together, we will bridge strategy and execution - aligning vision with action - to ensure NAVWAR remains a force ready for whatever comes next.

Thank you for your leadership, your service, and your commitment tp readiness.

WHAT TO EXPECT

We're honored to host expert voices including:

- **Mr. John Silitides,** who will guide us through a *Geopolitical Fireside Chat*, offering critical insights on global dynamics affecting our mission.
- **Ms. JeanAnn Nichols,** who will lead an interactive *Leadership Powerskills Workshop* to sharpen the interpersonal and adaptive skills that drive influence and innovation.
- **CAPT Jason Kuhn,** who will present *Pinnacle 27,* a deep dive into operational excellence and high-performance culture.
- **Mr. Chris Kirchhoff,** co-author of *Unit X,* who will challenge us to rethink the structure of modern defense organizations.
- **Mr. John Pope,** with a forward-looking discussion on *NAVWAR Next,* exploring what's ahead for our command and how we must adapt.
- **Mr. Keith Skousen & Ms. Janelle Ah-Hing,** will provide a short review of telework codes used in times cards and the telework monitoring dashboard.

AGENDA - DAY 1

Pacific	Eastern	Brief	Presenter	Duration
0800 - 0805	1100 - 1105	Kickoff: Admin + SF Goals + Agenda	Mr. Pete Smith	5 min
0805 - 0835	1105 - 1135	Opening Remarks/SOY Presentation	Mr. John Pope	30 min
0835 - 0850	1135 - 1150	FY25 SF Wartime Readiness Video	OD&T X NAVWAR Supervisors	15 min
0850 - 0900	1150 - 1200	BREAK	BREAK	10 min
0900 - 1030	1200 - 1330	Geopolitical Fireside Chat	Mr. John Sitilides	90 min
1030 - 1045	1330 - 1345	BREAK	BREAK	15 min
1045 - 1240	1345 - 1540	Leadership PowerSkills Workshop	Ms. JeanAnn Nichols	115 min
1240 - 1250	1540 - 1550	Closing Remarks	Mr. Art Sterrett	10 min

ALL BRIEFS ARE LOCATED IN THE FY25 SUPERVISOR FORUM CHANNEL

AGENDA - DAY 2

Pacific	Eastern	Brief	Presenter	Duration
0800 - 0805	1100 - 1105	Kickoff: Admin + SF Goals + Agenda	Mr. Pete Smith	5 min
0805 - 0835	1105 - 1135	Day 2 - Ice Breaker	CMC Jen Hafer	30 min
0835 - 0905	1135 - 1205	Pinnacle 27	CAPT Kuhn	30 min
0905 - 0920	1205 - 1220	BREAK	BREAK	15 min
0920 - 1050	1220 - 1350	Unit X	Mr. Chris Kirchhoff	90 min
1050 - 1150	1350 - 1450	NAVWAR Next Discussion	Mr. John Pope	60 min
1150 - 1220	1450-1520	Telework Time Entry Dashboard	Mr. Keith Skousen/Ms. Janelle AhHing	30 min
1220 - 1230	1520 - 1530	Closing Remarks	Mr. John Pope	10 min

ALL BRIEFS ARE LOCATED IN THE FY25 SUPERVISOR FORUM CHANNEL

FY24 SUPERVISOR OF THE YEAR

FISCAL YEAR 2024 SUPERVISOR OF THE YEAR

ROBERT WEAVER

Digital Engineering and Assessment
Division Head
NAVWAR 5.0

JOHN SITILIDES

PRINCIPAL AT TRILOGY ADVISORS, LLC

John Sitilides is Principal at Trilogy Advisors LLC in Washington, D.C., specializing in U.S. government relations, and international affairs, and serves as Senior Fellow in National Security Program at the Foreign Policy Research Institute.

He delivers exclusive geopolitical risk reports, webcasts, and advisory services to institutional capital market and retail clients. A professional speaker at corporate, investor, and industry conferences, as well as to government, military, and intelligence audiences, he addresses geopolitical risk management and the business impacts of global security policies. his work helps executives, investors, and civic leaders better understand and mitigate the complex geopolitical and geo-economic forces shaping markets in Asia, Europe, the Middle East, and beyond.

From 2006 to 2023, he was the Southern Europe Regional Coordinator at the State Department's Foreign Service Institute, and previously served as Board Chairman of the Woodrow Wilson Center Southeast Europe Project and Executive Director of the Western Policy Center, where he led its 2004 merger with the Wilson Center.

Sitilides has testified before Congress and appears frequently on Bloomberg, CNN, FOX News, Newsmax, and other major media. with commentary featured in the Wall Street Journal, New York Times, Washington Post, and leading global publications.

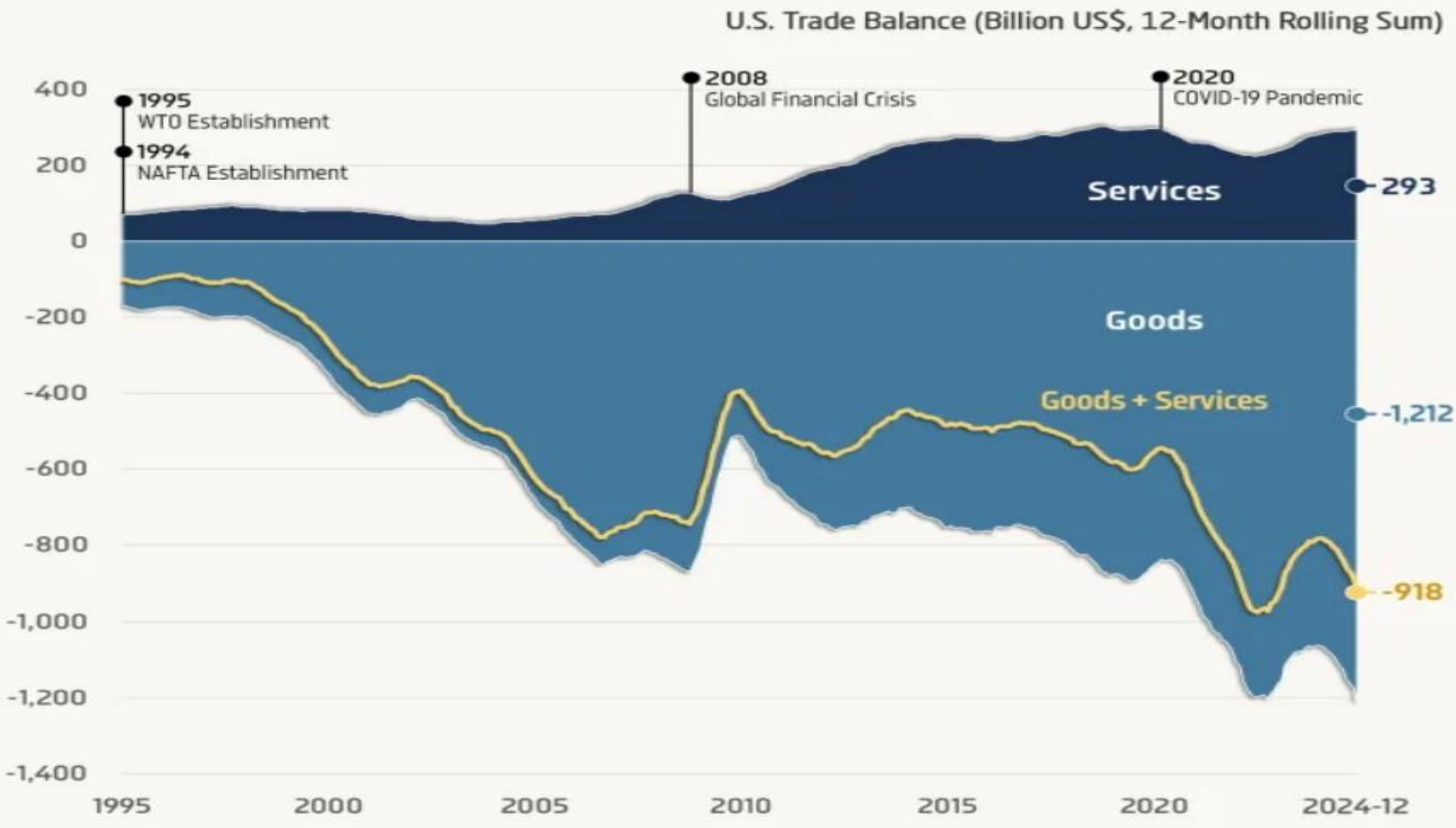
His clients include leaders in real estate, home construction, agribusiness, aviation, and emerging technologies, with expertise in environmental regulatory reform and property rights. He began his career in the U.S. Senate and on successful political campaigns.

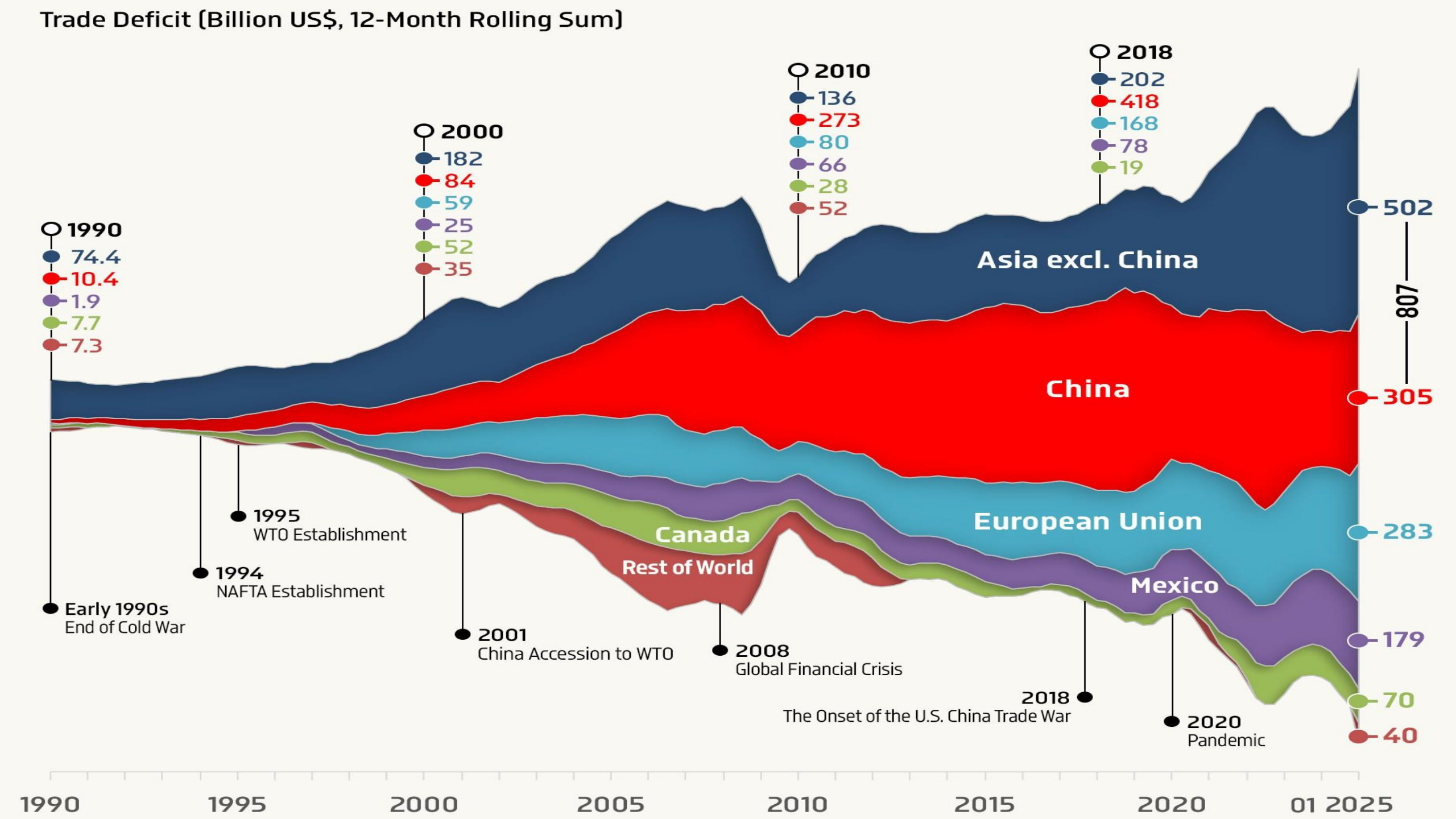
He serves on the Executive Committee and Board of Trustees of Leadership 100 and has held board roles with companies in media tech and biotech, as well as humanitarian and film industry organizations. A member of several national security and policy associations, Sitilides holds a Master's in International and Public Affairs from Columbia University. He lives in Washington, D.C area with his wife, an attorney and businesswoman, and their four sons.

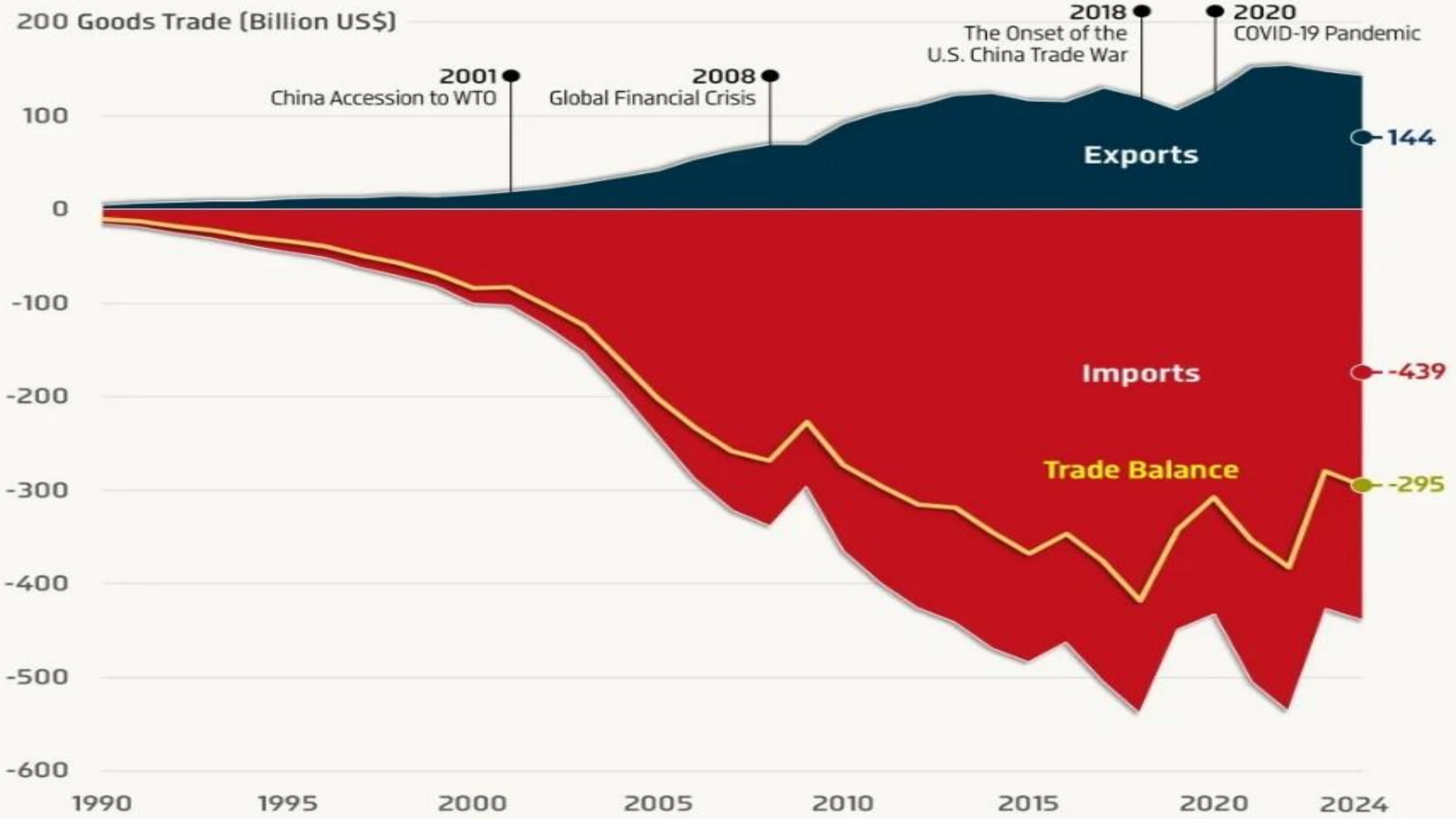
Trump & the World:
The New Geopolitics of
Trade, Energy, Diplomacy & War

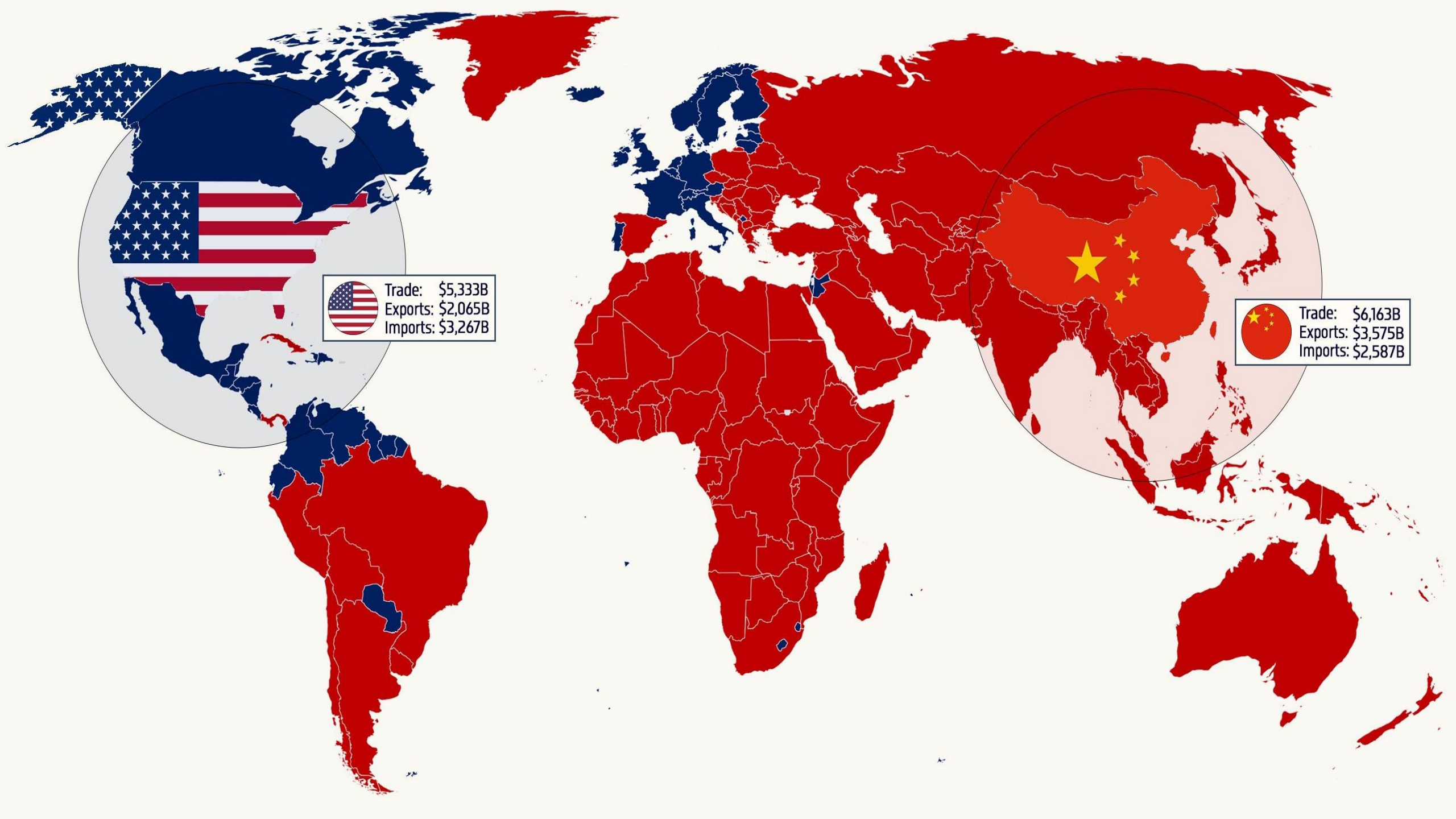
Naval Information Warfare Systems Command
San Diego, CA – June 17, 2025

John Sitilides
Geopolitical Strategy, Trilogy Advisors LLC
Senior Fellow for National Security, Foreign Policy Research Institute
Diplomacy Consultant, U.S. Department of State (2006-2023)


U.S. Trade Balance (Billion US$, 12-Month Rolling Sum)
400
200
0
-200
-400
-600
-800
-1,000
-1,200
-1,400
1995
WTO Establishment
1994
NAFTA Establishment
2008
Global Financial Crisis
2020
COVID-19 Pandemic
Services
293
Goods
Goods + Services
-1,212
-918
1995
2000
2005
2010
2015
2020
2024-12

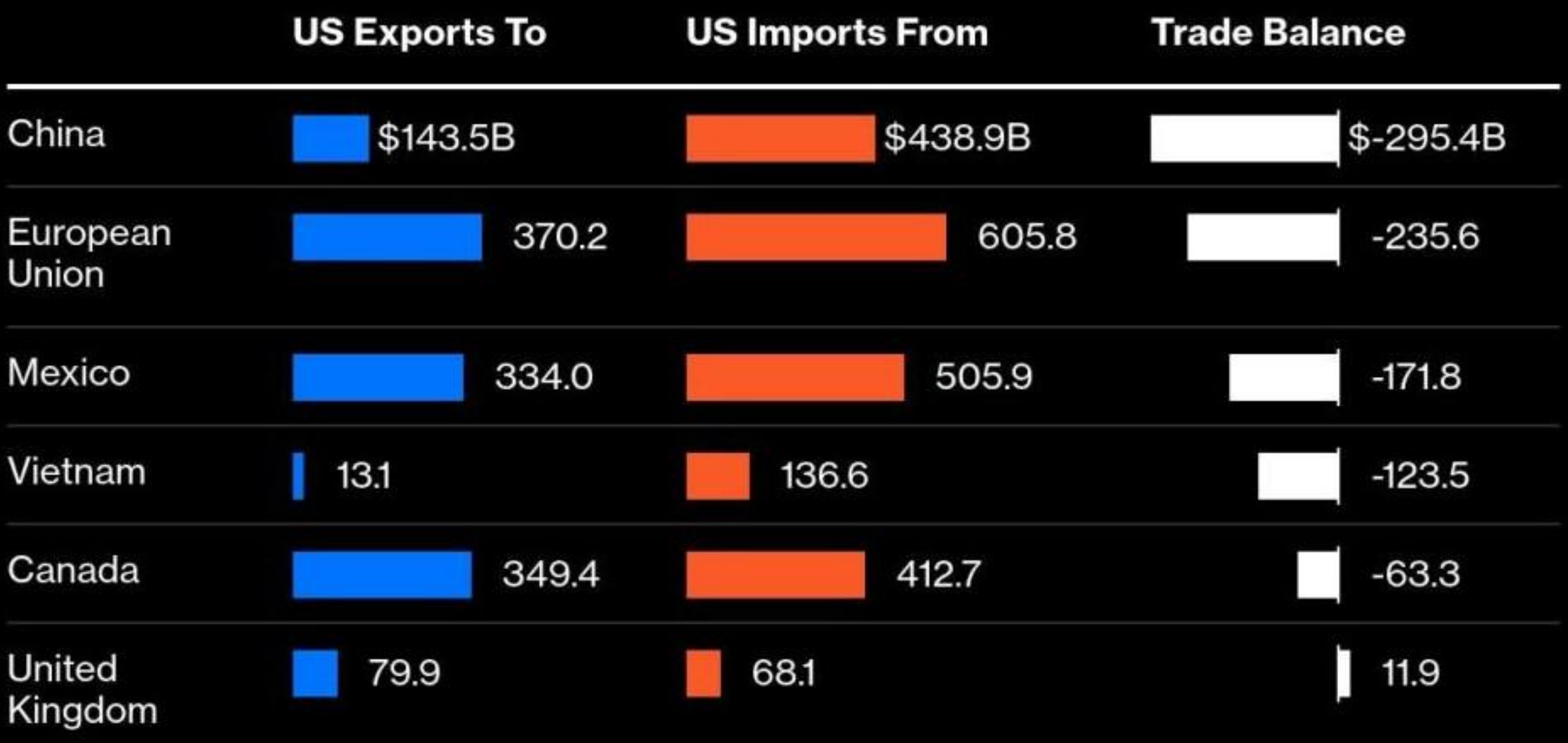

Trade Deficit (Billion US$, 12-Month Rolling Sum)
1990
74.4
10.4
1.9
7.7
7.3
2000
182
84
59
25
52
35
2010
136
273
80
66
28
52
2018
202
418
168
78
19
Asia excl. China
China
European Union
Mexico
Canada
Rest of World
502
807
305
283
179
70
40
Early 1990s
End of Cold War
1994
NAFTA Establishment
1995
WTO Establishment
2001
China Accession to WTO
2008
Global Financial Crisis
2018
The Onset of the U.S. China Trade War
2020
Pandemic
1990
1995
2000
2005
2010
2015
2020
01 2025


200 Goods Trade (Billion US$)
2001
China Accession to WTO
2008
Global Financial Crisis
2018
The Onset of the
U.S. China Trade War
2020
COVID-19 Pandemic
100
0
-100
-200
-300
-400
-500
-600
Exports
144
Imports
-439
Trade Balance
-295
1990
1995
2000
2005
2010
2015
2020
2024

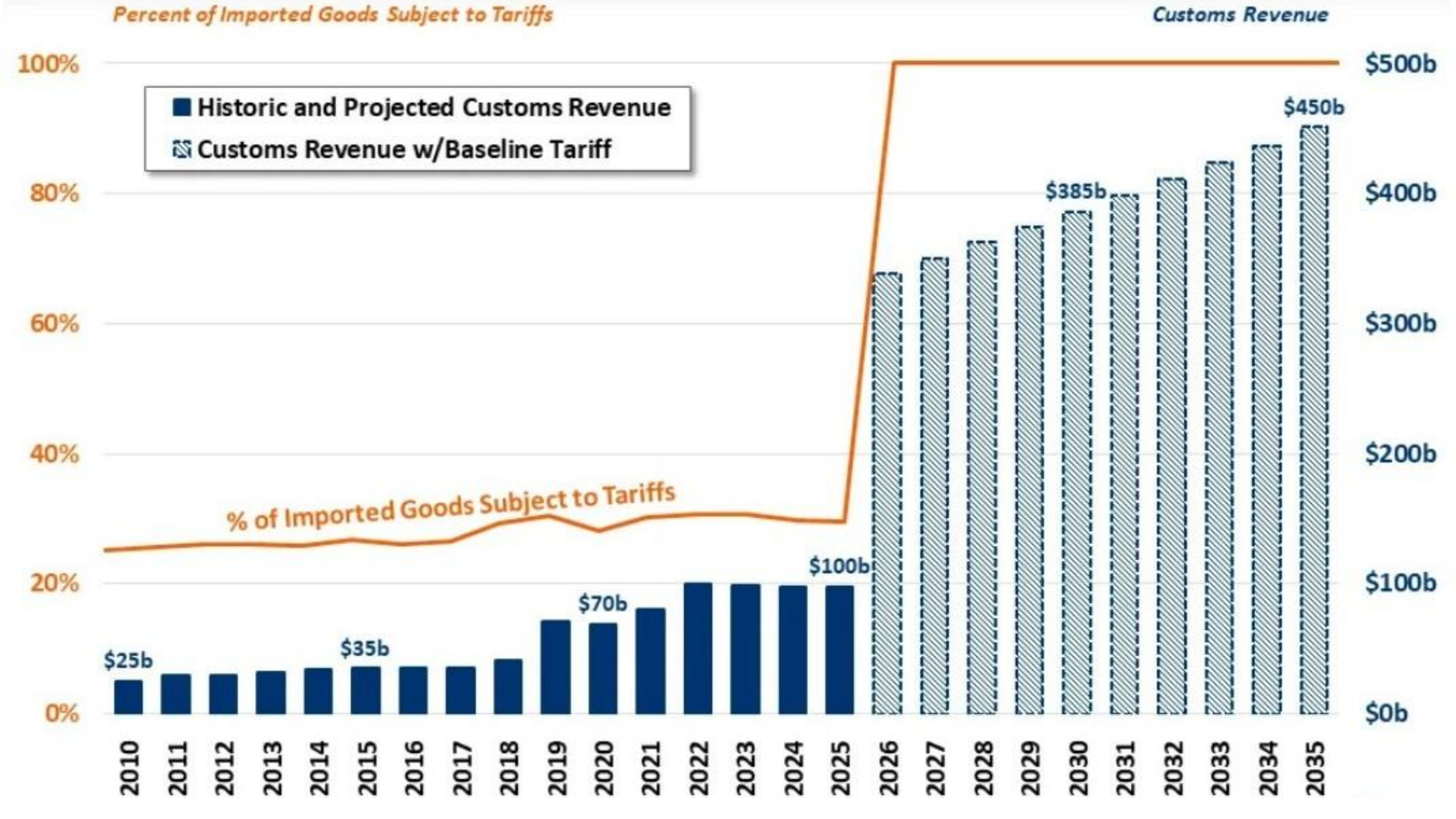

Trade: $5,333B
Exports: $2,065B
Imports: $3,267B
Trade: $6,163B
Exports: $3,575B
Imports: $2,587B

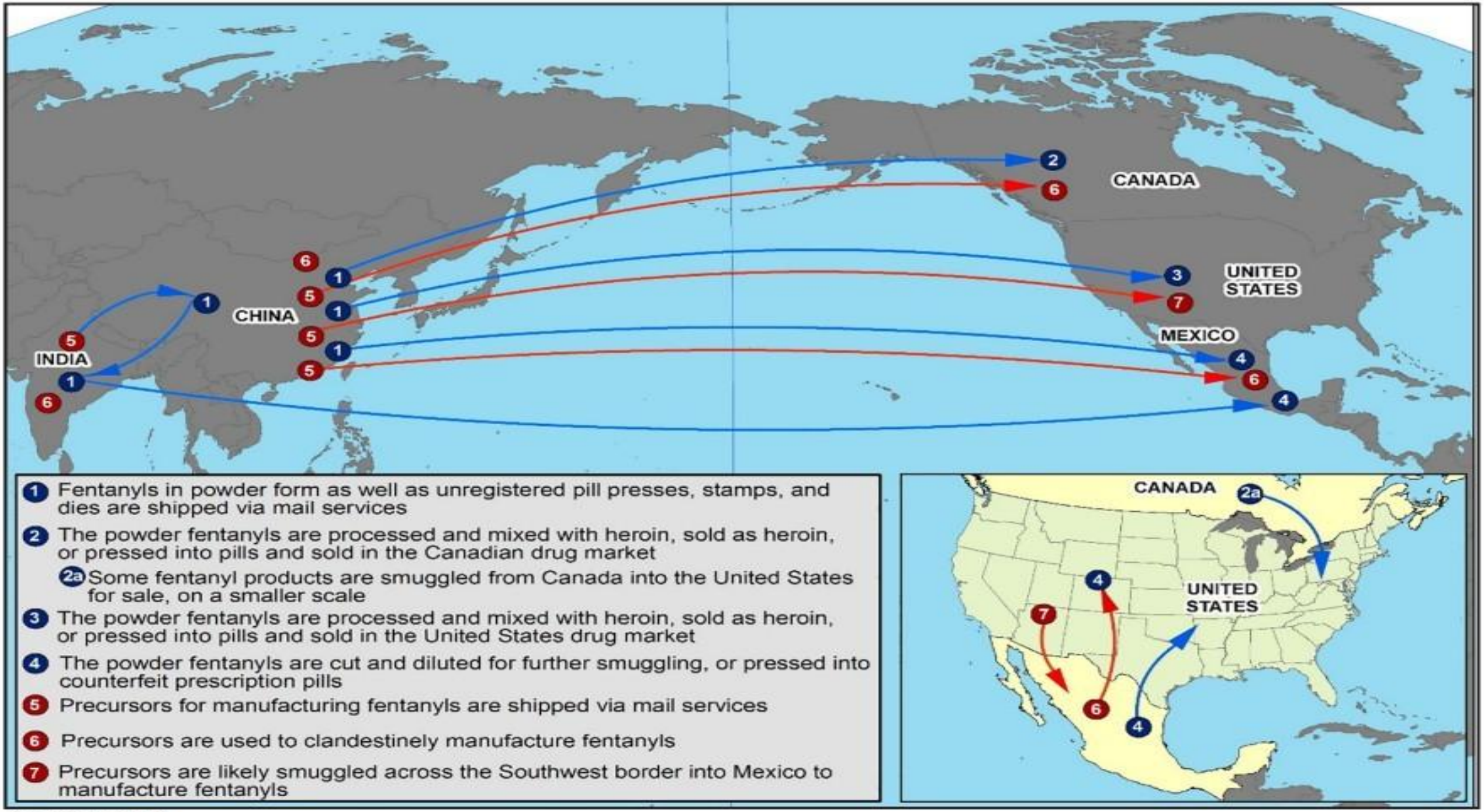
US Trade Balances With Partners

Goods imports and exports in 2024

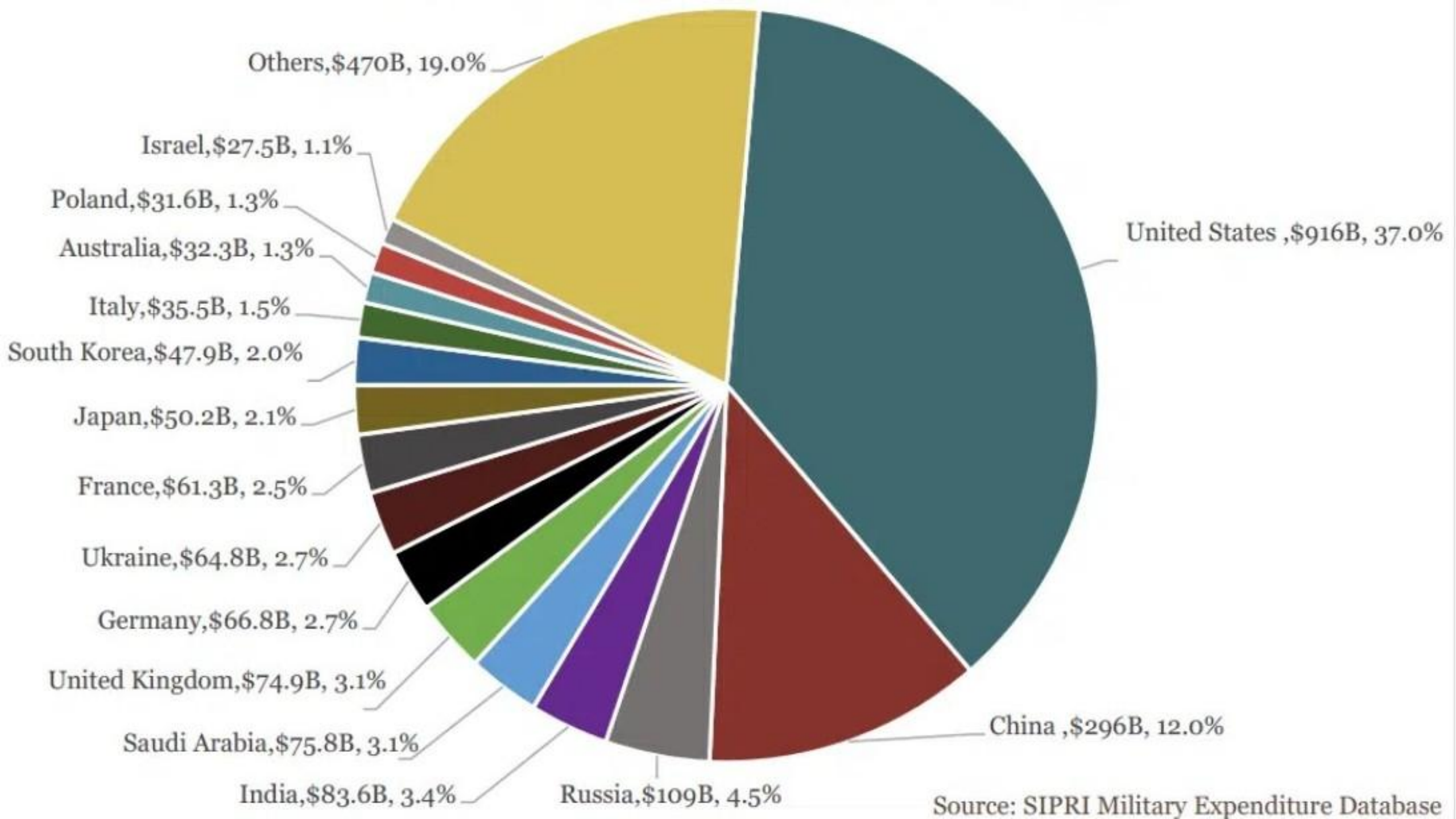


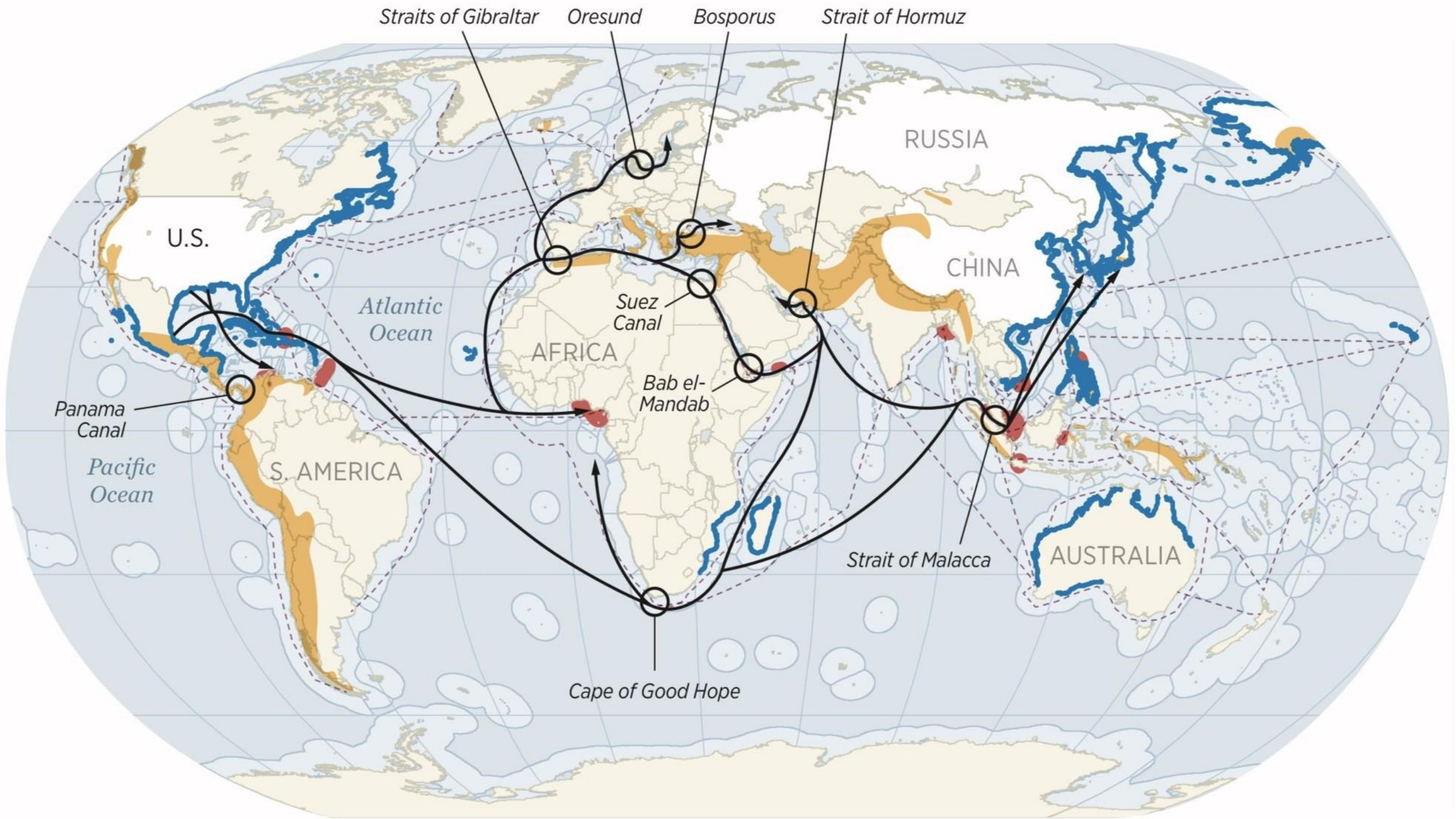

Chinese additional tariff rate on U.S. goods*
U.S. additional tariff rate on Chinese goods*
150
120
90
60
30
0
90-day pause on higher tariffs
30
10
1 Feb.
1 Mar.
1 Apr.
1 May
1 Jun.
1 Jul.
13 Aug.


Percent of Imported Goods Subject to Tariffs
Customs Revenue
100%
80%
60%
40%
20%
0%
$500b
$400b
$300b
$200b
$100b
$0b
Historic and Projected Customs Revenue
Customs Revenue w/Baseline Tariff
% of Imported Goods Subject to Tariffs
$25b
$35b
$70b
$100b
$385b
$450b
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035

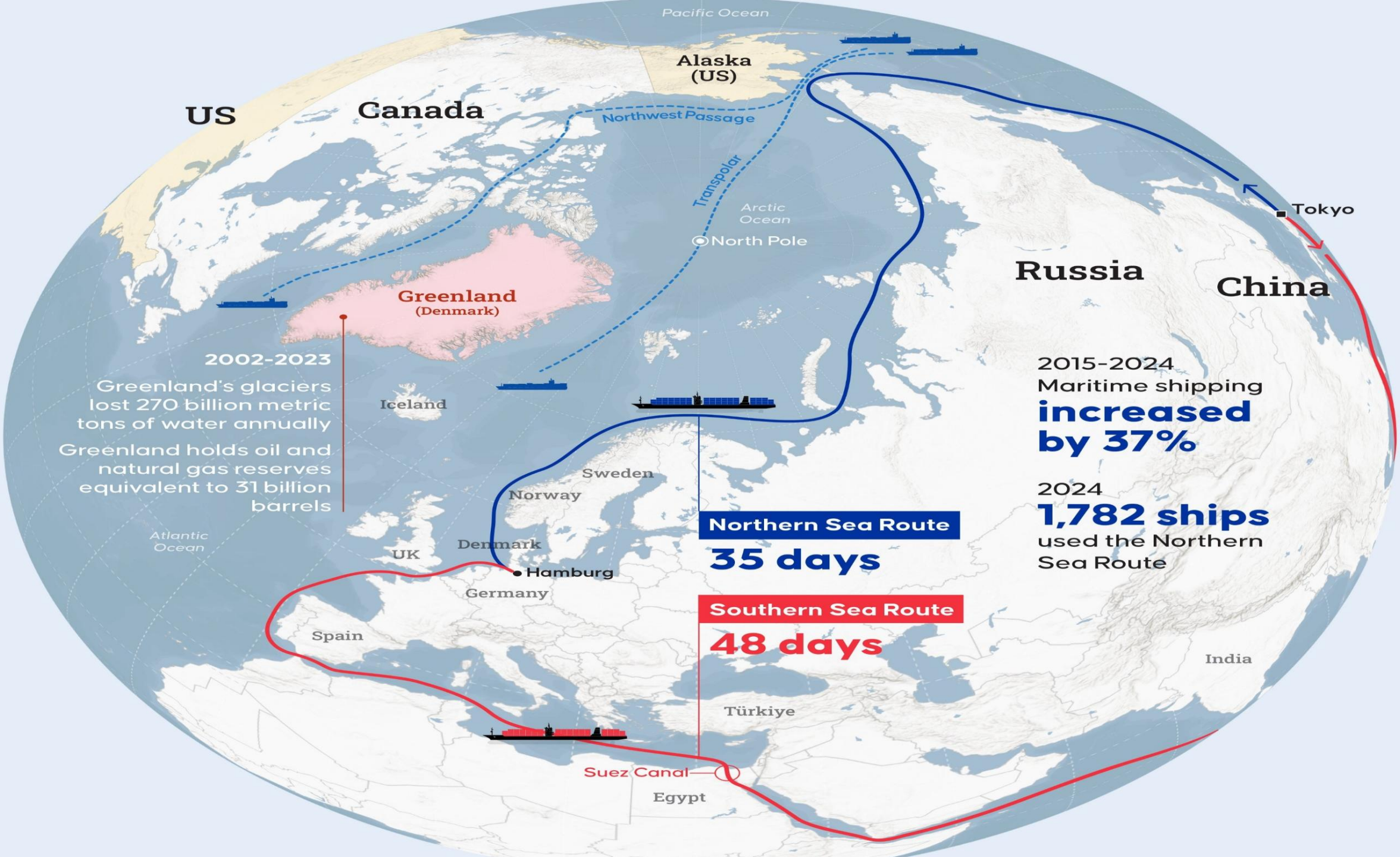

CANADA
UNITED STATES
MEXICO
CHINA
INDIA
1 Fentanyls in powder form as well as unregistered pill presses, stamps, and dies are shipped via mail services
2 The powder fentanyls are processed and mixed with heroin, sold as heroin, or pressed into pills and sold in the Canadian drug market
2a Some fentanyl products are smuggled from Canada into the United States for sale, on a smaller scale
3 The powder fentanyls are processed and mixed with heroin, sold as heroin, or pressed into pills and sold in the United States drug market
4 The powder fentanyls are cut and diluted for further smuggling, or pressed into counterfeit prescription pills
5 Precursors for manufacturing fentanyls are shipped via mail services
6 Precursors are used to clandestinely manufacture fentanyls
7 Precursors are likely smuggled across the Southwest border into Mexico to manufacture fentanyls

Source: DEA


Others,$470B, 19.0%
Israel,$27.5B, 1.1%
Poland,$31.6B, 1.3%
Australia,$32.3B, 1.3%
Italy,$35.5B, 1.5%
South Korea,$47.9B, 2.0%
Japan,$50.2B, 2.1%
France,$61.3B, 2.5%
Ukraine,$64.8B, 2.7%
Germany,$66.8B, 2.7%
United Kingdom,$74.9B, 3.1%
Saudi Arabia,$75.8B, 3.1%
India,$83.6B, 3.4%
Russia,$109B, 4.5%
China ,$296B, 12.0%
United States ,$916B, 37.0%
Source: SIPRI Military Expenditure Database

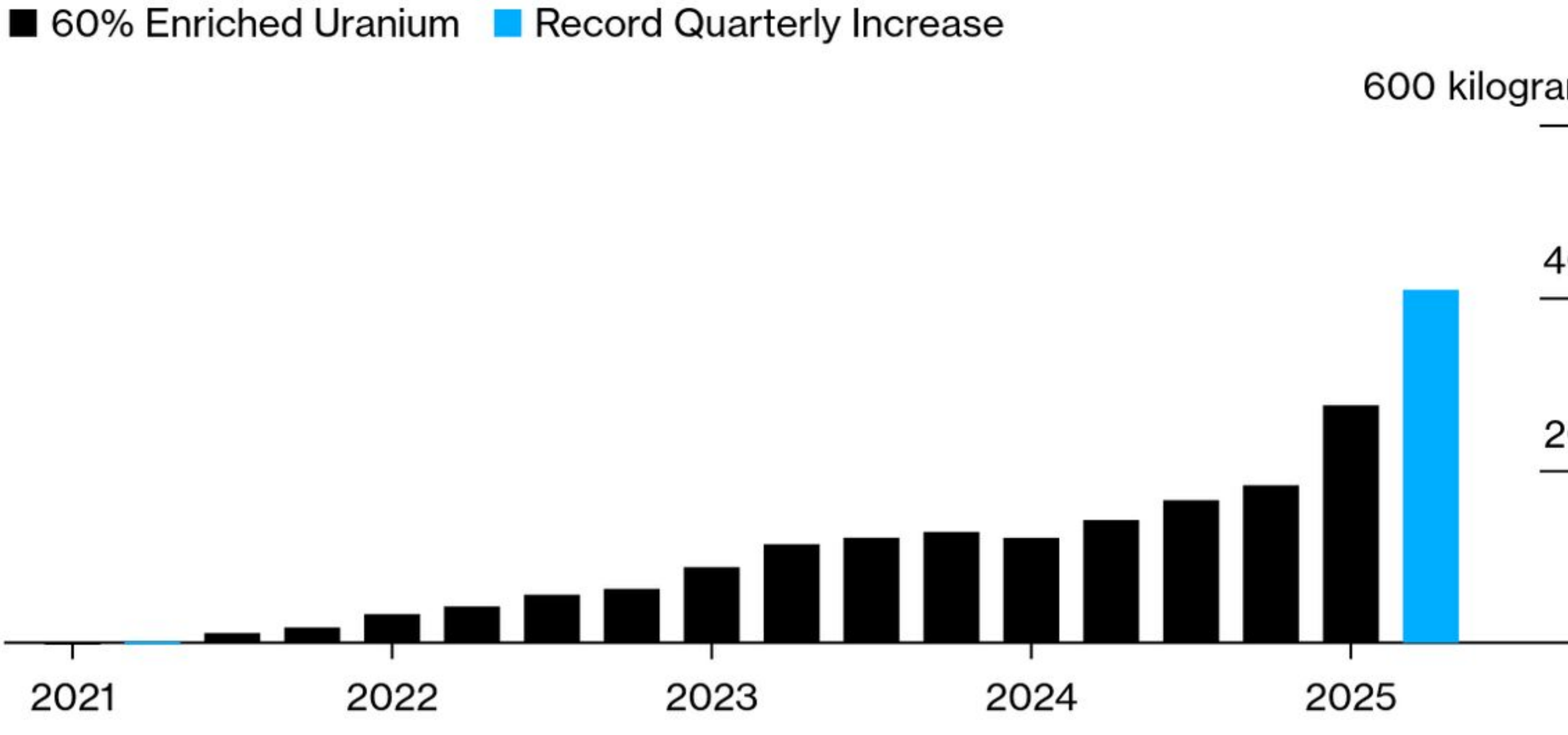

Straits of Gibraltar
Oresund
Bosporus
Strait of Hormuz
RUSSIA
U.S.
CHINA
Atlantic Ocean
Suez Canal
AFRICA
Bab el-Mandab
Panama Canal
Pacific Ocean
S. AMERICA
Strait of Malacca
AUSTRALIA
Cape of Good Hope

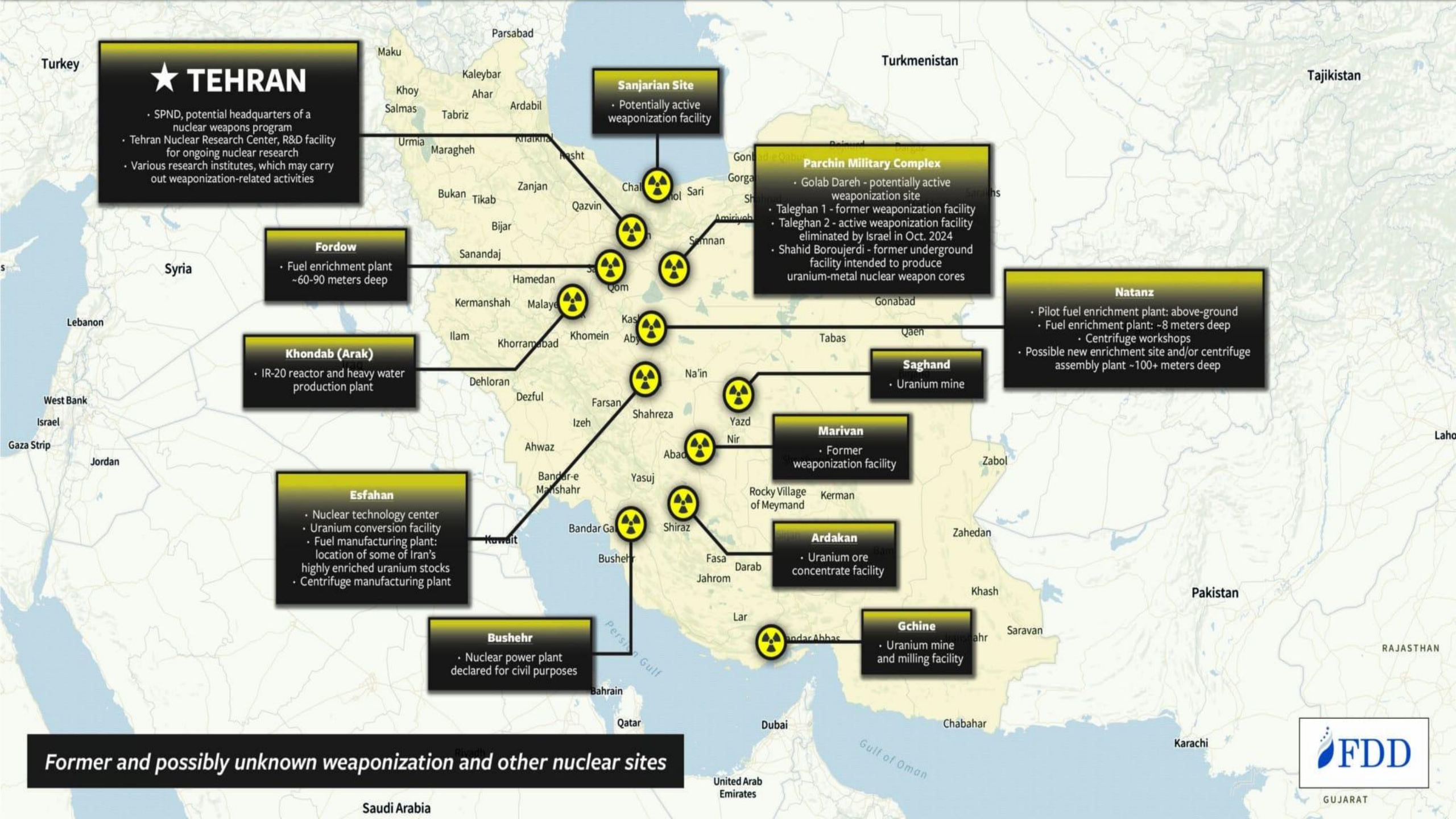

Top 10 Routes by Weekly Tonnage
1. East Coast U.S. to Asia
2. East Coast U.S. to West Coast South America
3. East Coast U.S. to West Coast Central America
4. Europe to West Coast South America
5. South America Intercoastal
6. East Coast South America to Asia
7. Europe to West Coast U.S.
8. U.S. Intercoastal
9. Asia to East Coast Central America
10. Central America Intercoastal
Most Frequent Flags Flown
1. Panama
2. Liberia
3. Marshall Islands
4. Singapore
5. Bahamas
6. Hong Kong
7. Malta
8. United States
9. Norway
10. Portugal


Pacific Ocean
Alaska (US)
US
Canada
Northwest Passage
Transpolar
Arctic Ocean
North Pole
Tokyo
Russia
China
Greenland (Denmark)
2002-2023
Greenland's glaciers lost 270 billion metric tons of water annually
Greenland holds oil and natural gas reserves equivalent to 31 billion barrels
Iceland
2015-2024
Maritime shipping
increased by 37%
Sweden
Norway
Northern Sea Route
35 days
2024
1,782 ships
used the Northern Sea Route
Atlantic Ocean
Denmark
UK
Hamburg
Germany
Southern Sea Route
48 days
Spain
India
Türkiye
Suez Canal
Egypt

Iran's Highly-Enriched Uranium

IAEA verified Iran increased HEU stockpile by 134 kilograms



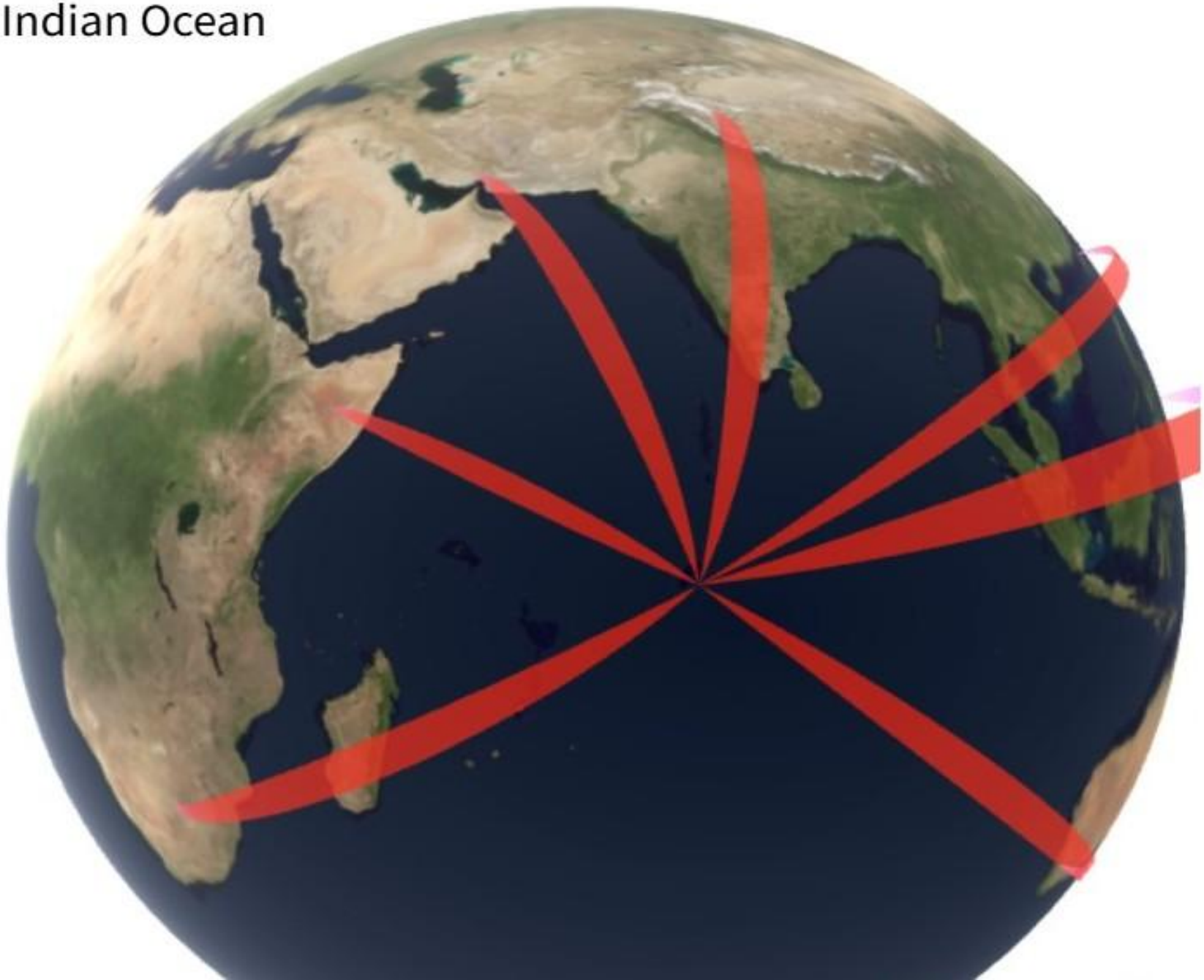

★ TEHRAN
• SPND, potential headquarters of a nuclear weapons program
• Tehran Nuclear Research Center, R&D facility for ongoing nuclear research
• Various research institutes, which may carry out weaponization-related activities
Sanjarian Site
• Potentially active weaponization facility
Parchin Military Complex
• Golab Dareh - potentially active weaponization site
• Taleghan 1 - former weaponization facility
• Taleghan 2 - active weaponization facility eliminated by Israel in Oct. 2024
• Shahid Boroujerdi - former underground facility intended to produce uranium-metal nuclear weapon cores
Fordow
• Fuel enrichment plant ~60-90 meters deep
Natanz
• Pilot fuel enrichment plant: above-ground
• Fuel enrichment plant: ~8 meters deep
• Centrifuge workshops
• Possible new enrichment site and/or centrifuge assembly plant ~100+ meters deep
Khondab (Arak)
• IR-20 reactor and heavy water production plant
Saghand
• Uranium mine
Marivan
• Former weaponization facility
Esfahan
• Nuclear technology center
• Uranium conversion facility
• Fuel manufacturing plant: location of some of Iran's highly enriched uranium stocks
• Centrifuge manufacturing plant
Ardakan
• Uranium ore concentrate facility
Bushehr
• Nuclear power plant declared for civil purposes
Gchine
• Uranium mine and milling facility
Former and possibly unknown weaponization and other nuclear sites
Turkey
Turkmenistan
Tajikistan
Syria
Lebanon
West Bank
Israel
Gaza Strip
Jordan
Kuwait
Bahrain
Qatar
Dubai
Saudi Arabia
United Arab Emirates
Pakistan
Chabahar
Karachi
Gulf of Oman
Persian Gulf
RAJASTHAN
GUJARAT
FDD

Diego Garcia

U.S. force projection from the Indian Ocean

Diego Garcia to:

1. Guam 5,175 miles
2. Southern Africa 3,350 miles
3. Australia 3,270 miles
4. Himalayas 2,900 miles
5. Taiwan Strait 2,850 miles
6. Iran 2,650 miles
7. Horn of Africa 2,000 miles



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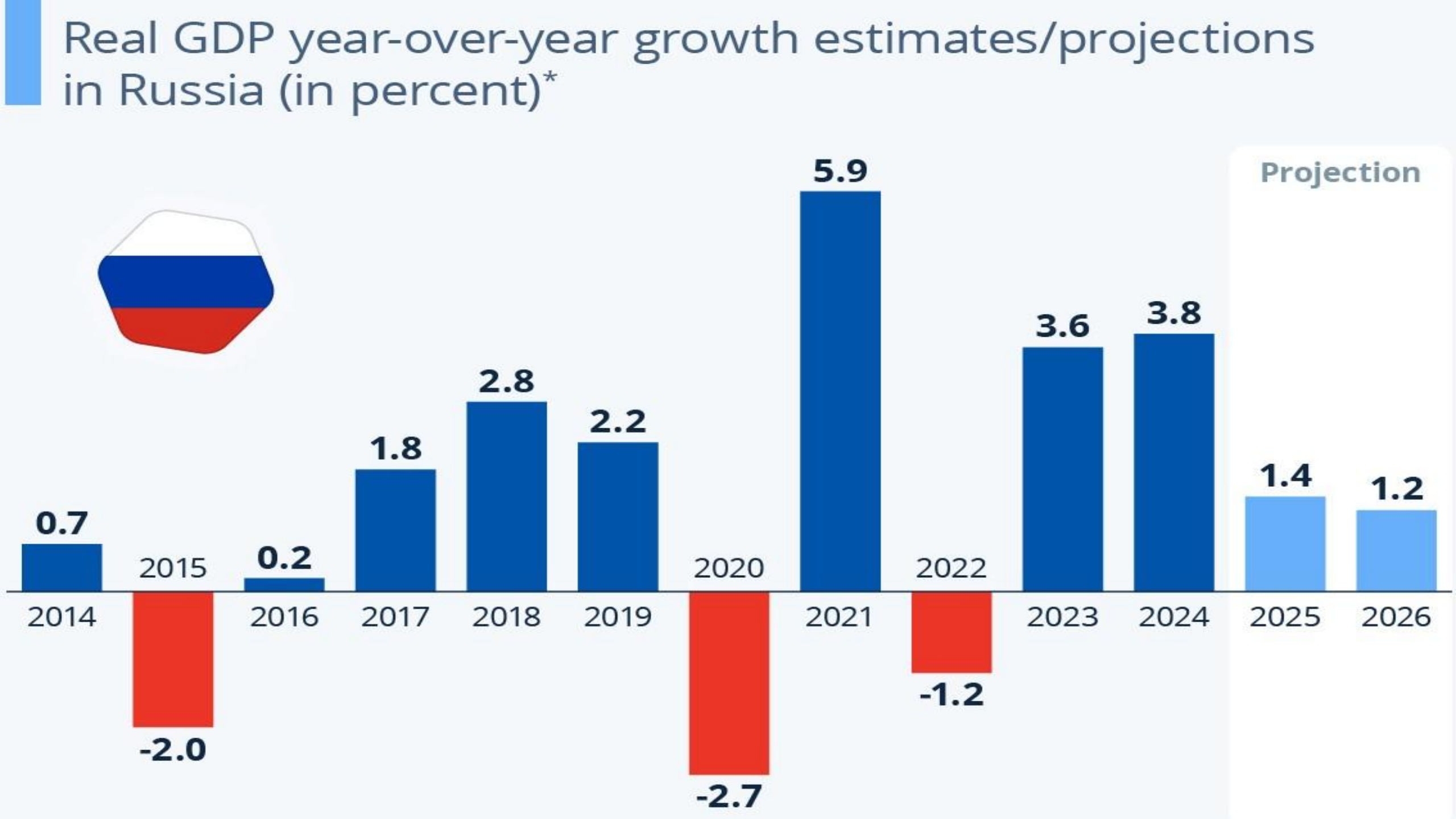
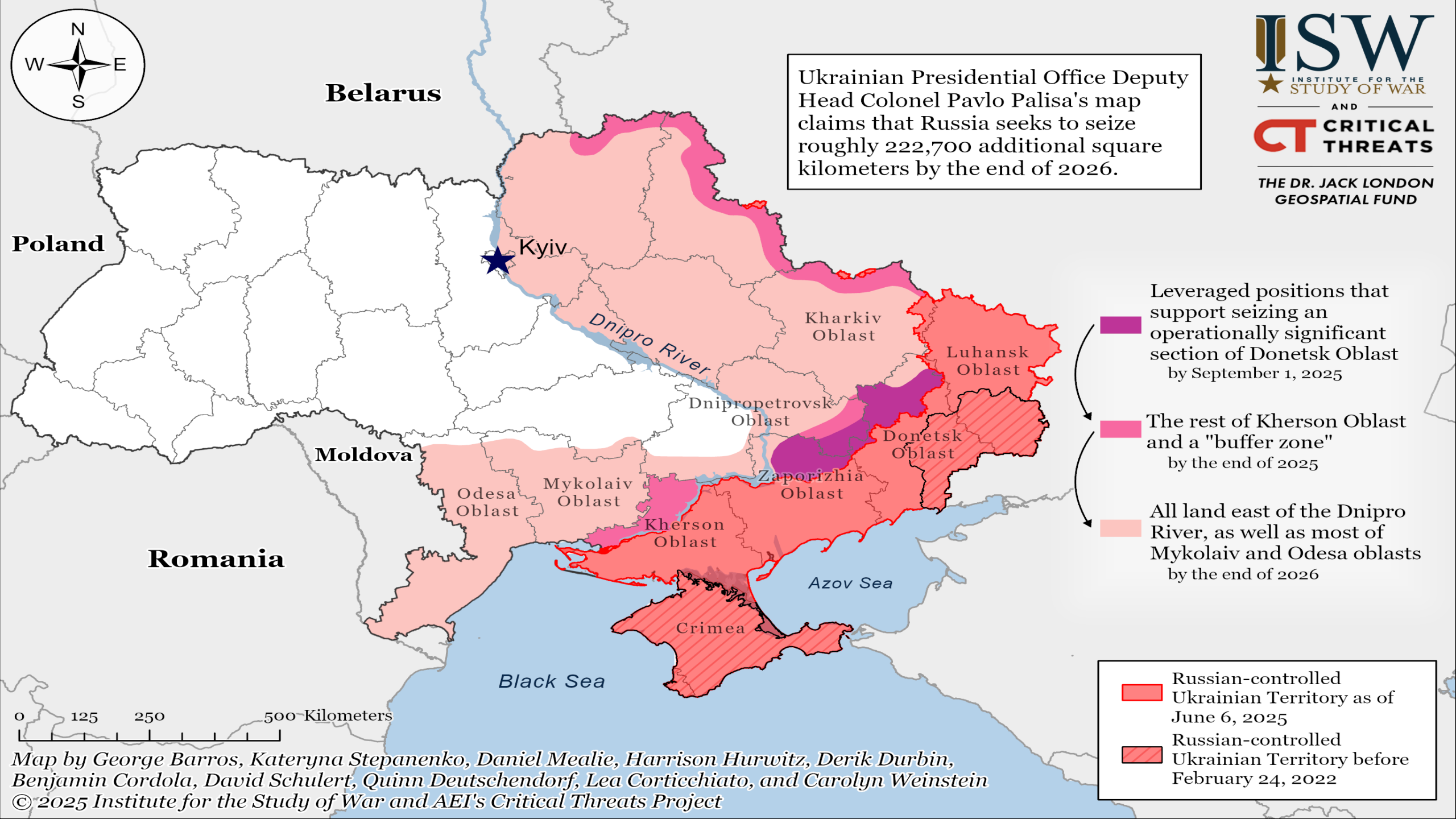
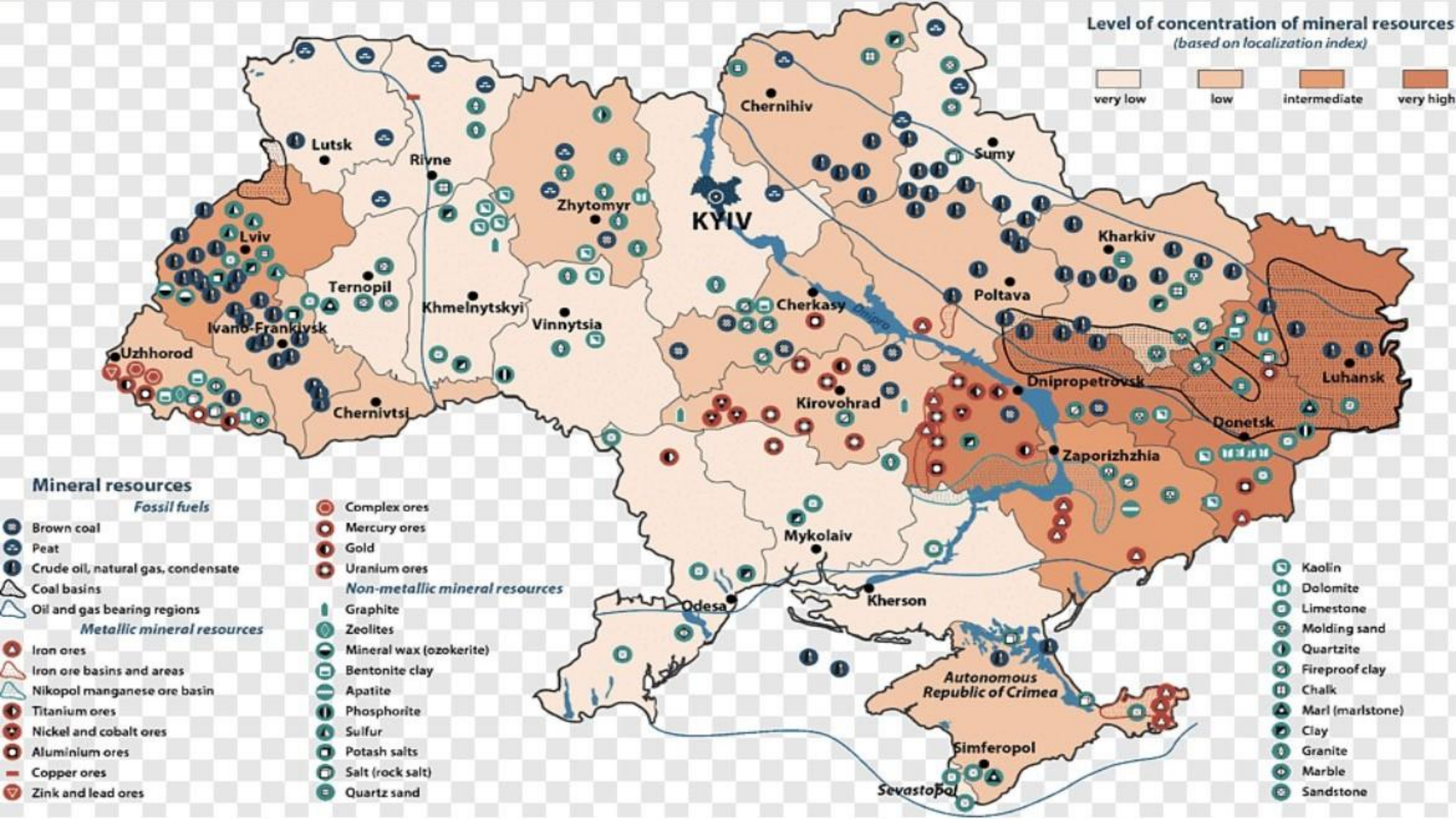
Real GDP year-over-year growth estimates/projections in Russia (in percent)*



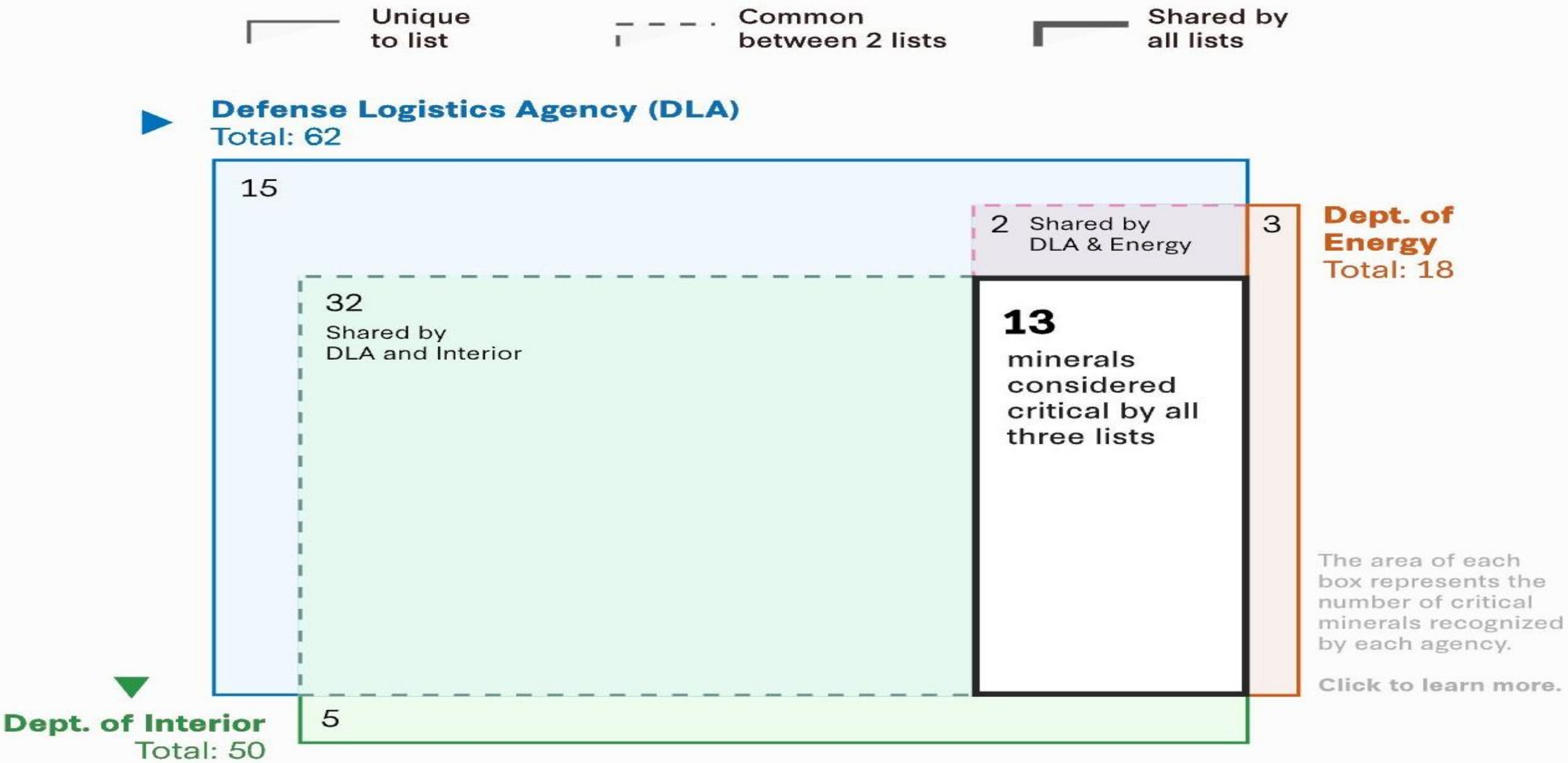

Battlespace
Grouping of Forces
Russian direction of attack
Territory taken by Russia since Feb 2022
Territory taken by Russia since Feb 2014
Ukraine incursion
Defence Intelligence
UPDATE ON UKRAINE
6 June 2025
BATTLEFIELD SITUATION
BELARUS
RUSSIA
UKRAINE
MOLDOVA
ROMANIA
Klimovo
Chernihiv
Kursk
Voronezh
Sudzha
Northern
Sumy
Belgorod
KYIV
Kharkiv
Kupiansk
Western
Cherkasy
Dnipro River
Poltava
Izium
Rubizhne
Volgograd
Chasiv Yar
Luhansk
Dnipro
Kropyvnytskyi
Pokrovsk
Avdiivka
Central
Donetsk
Zaporizhzhia
DONBAS
(Ukraine Territory under de facto Russian control since 2014)
Eastern
Southern
Rostov-on-Don
Mariupol
Mykolaiv
Melitopol
Kherson
Dnipro
Odesa
Elista
Sea of Azov
Kerch
Black Sea
Krasnodar
Simferopol
CRIMEAN PENINSULA
(Ukraine territory forcibly annexed by Russia since 2014)
Sevastopol
Mayko
0 25 50 100 150 200 Miles
0 50 100 200 300 Kilometres
WARNING: Control area is for illustrative purposes only and should not be taken as authoritative.
Disputed Boundary
Regional boundary
NOTE: DI products are not to be taken as necessarily representing the view of the UK Government on boundaries.



Map by George Barros, Kateryna Stepanenko, Daniel Mealie, Harrison Hurwitz, Derik Durbin, Benjamin Cordola, David Schulert, Quinn Deutschendorf, Lea Corticchiato, and Carolyn Weinstein

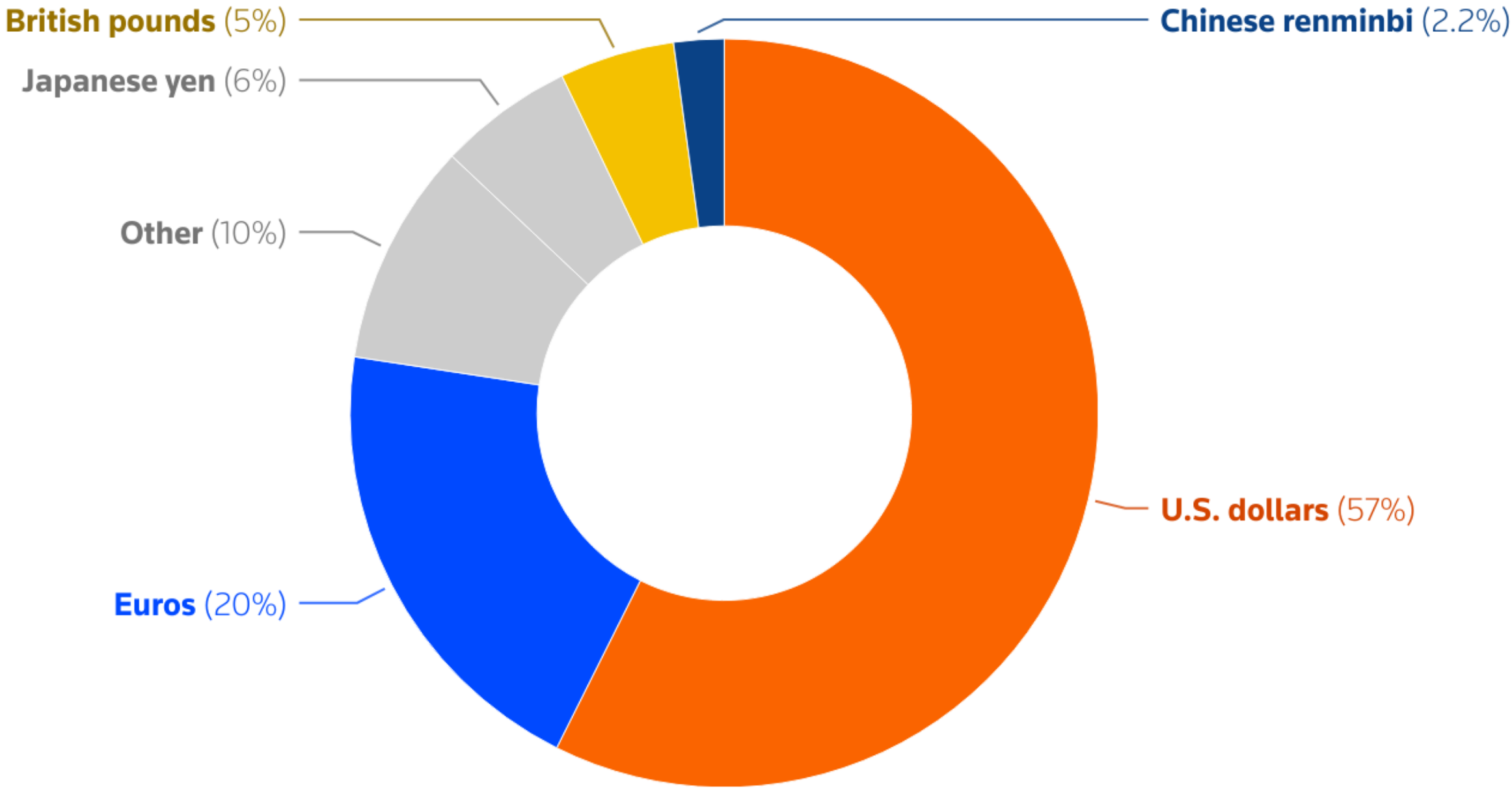

Level of concentration of mineral resources
(based on localization index)
very low
low
intermediate
very high
Chernihiv
Sumy
Lutsk
Rivne
Zhytomyr
KYIV
Kharkiv
Lviv
Ternopil
Khmelnytskyi
Vinnytsia
Cherkasy
Dnipro
Poltava
Ivano-Frankivsk
Uzhhorod
Chernivtsi
Kirovohrad
Dnipropetrovsk
Luhansk
Donetsk
Zaporizhzhia
Mykolaiv
Odesa
Kherson
Autonomous Republic of Crimea
Simferopol
Sevastopol
Mineral resources
Fossil fuels
Brown coal
Peat
Crude oil, natural gas, condensate
Coal basins
Oil and gas bearing regions
Metallic mineral resources
Iron ores
Iron ore basins and areas
Nikopol manganese ore basin
Titanium ores
Nickel and cobalt ores
Aluminium ores
Copper ores
Zink and lead ores
Complex ores
Mercury ores
Gold
Uranium ores
Non-metallic mineral resources
Graphite
Zeolites
Mineral wax (ozokerite)
Bentonite clay
Apatite
Phosphorite
Sulfur
Potash salts
Salt (rock salt)
Quartz sand
Kaolin
Dolomite
Limestone
Molding sand
Quartzite
Fireproof clay
Chalk
Marl (marlstone)
Clay
Granite
Marble
Sandstone

Three U.S. Government Lists: Which Minerals Are the Most Critical?




BRICS members (10)
BRICS partners (8)
Invited to be partner, no answer (4)
Invited to be member, no answer (1)
Invited to be member, rejected offer (1)
BRICS KEEPS GROWING

The dollar dominates global foreign exchange reserves



Aviation & Aerospace

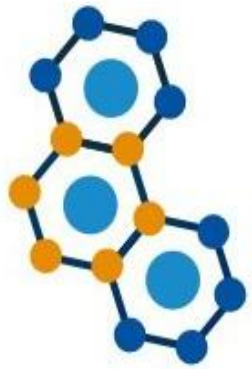
Agriculture

Electrical Power

New Energy Automotive

High-End Robotics

Next Gen Information Technology

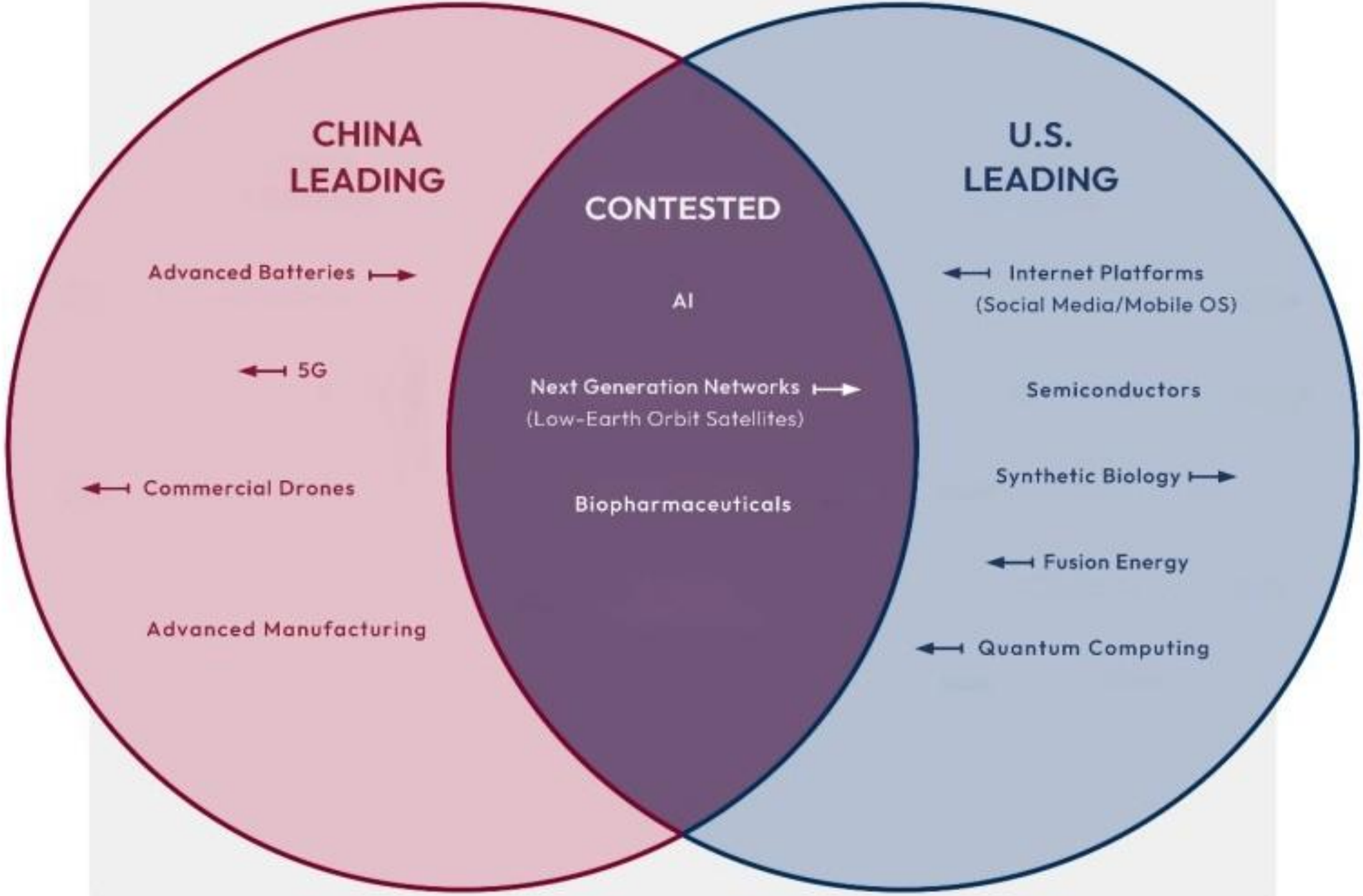


New Materials & Composites

Rail Transportation

Maritime Engineering

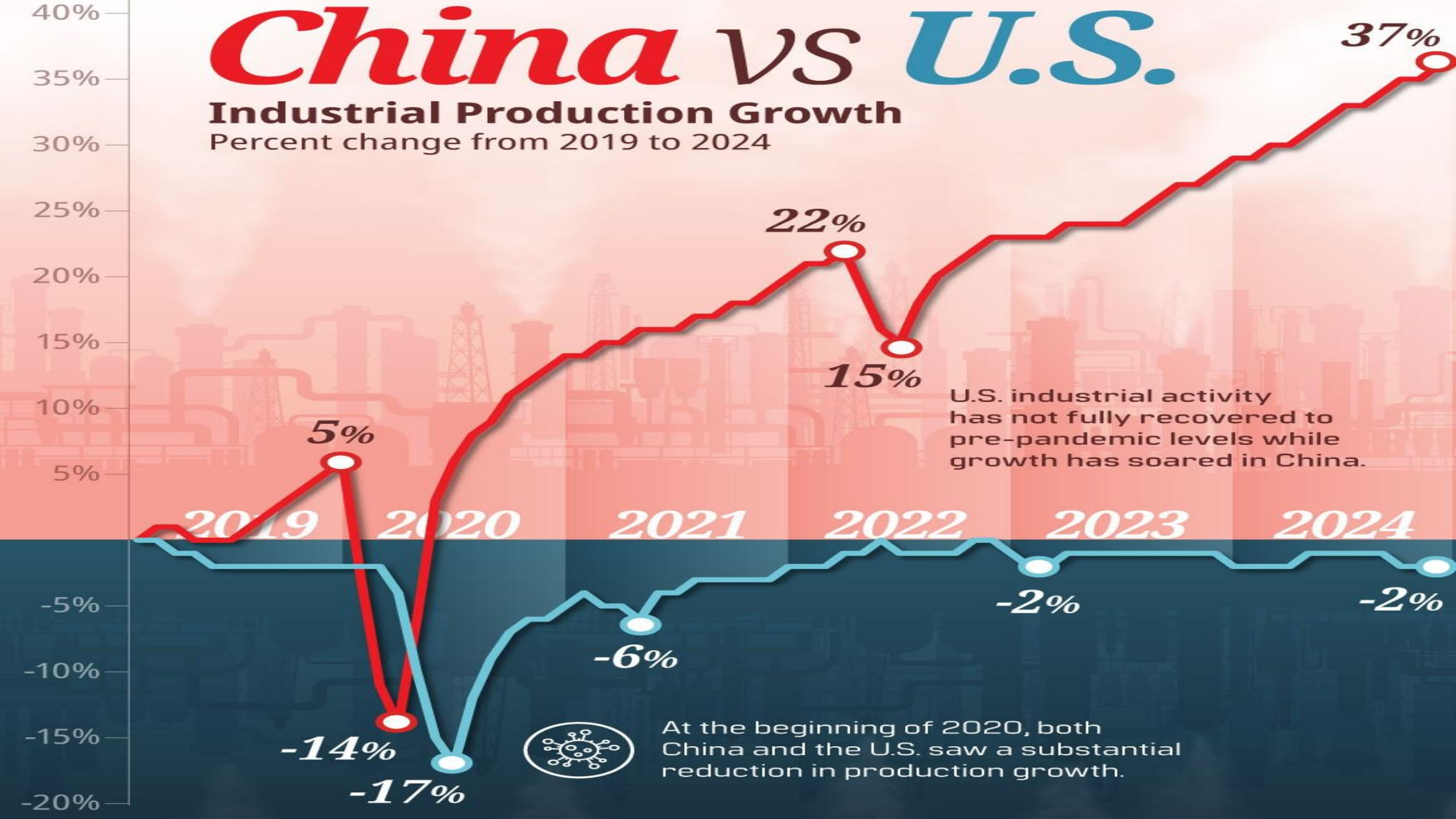
Biomedical & Advanced Medical Equipment

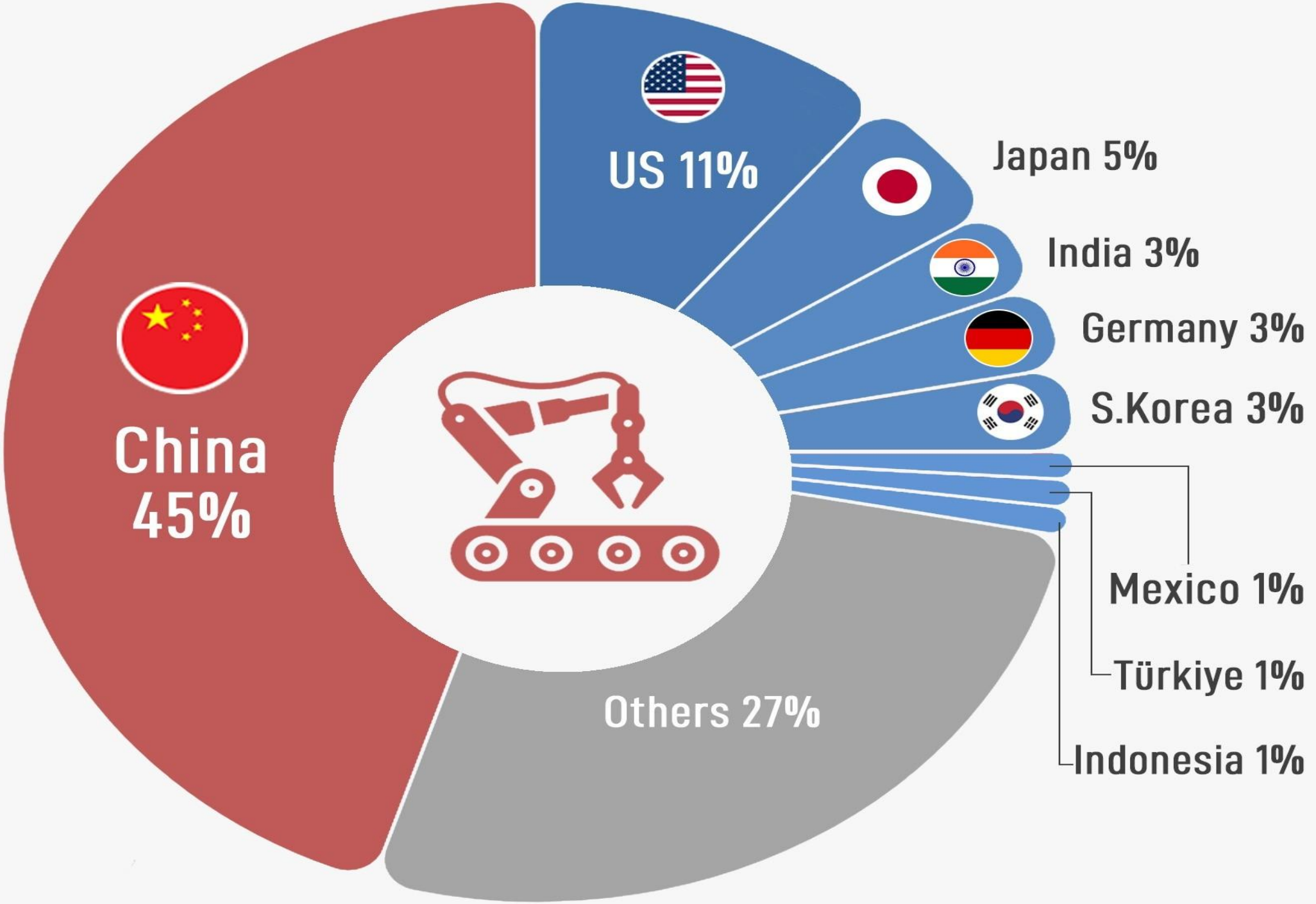

CHINA LEADING
Advanced Batteries
5G
Commercial Drones
Advanced Manufacturing
CONTESTED
AI
Next Generation Networks
(Low-Earth Orbit Satellites)
Biopharmaceuticals
U.S. LEADING
Internet Platforms
(Social Media/Mobile OS)
Semiconductors
Synthetic Biology
Fusion Energy
Quantum Computing

China vs U.S.

Industrial Production Growth

Percent change from 2019 to 2024




US 11%
Japan 5%
India 3%
Germany 3%
S.Korea 3%
Mexico 1%
Türkiye 1%
Indonesia 1%
Others 27%
China
45%

Taiwan produces an estimated 90% of the world's most advanced semiconductors and about 68% of all global chip production.

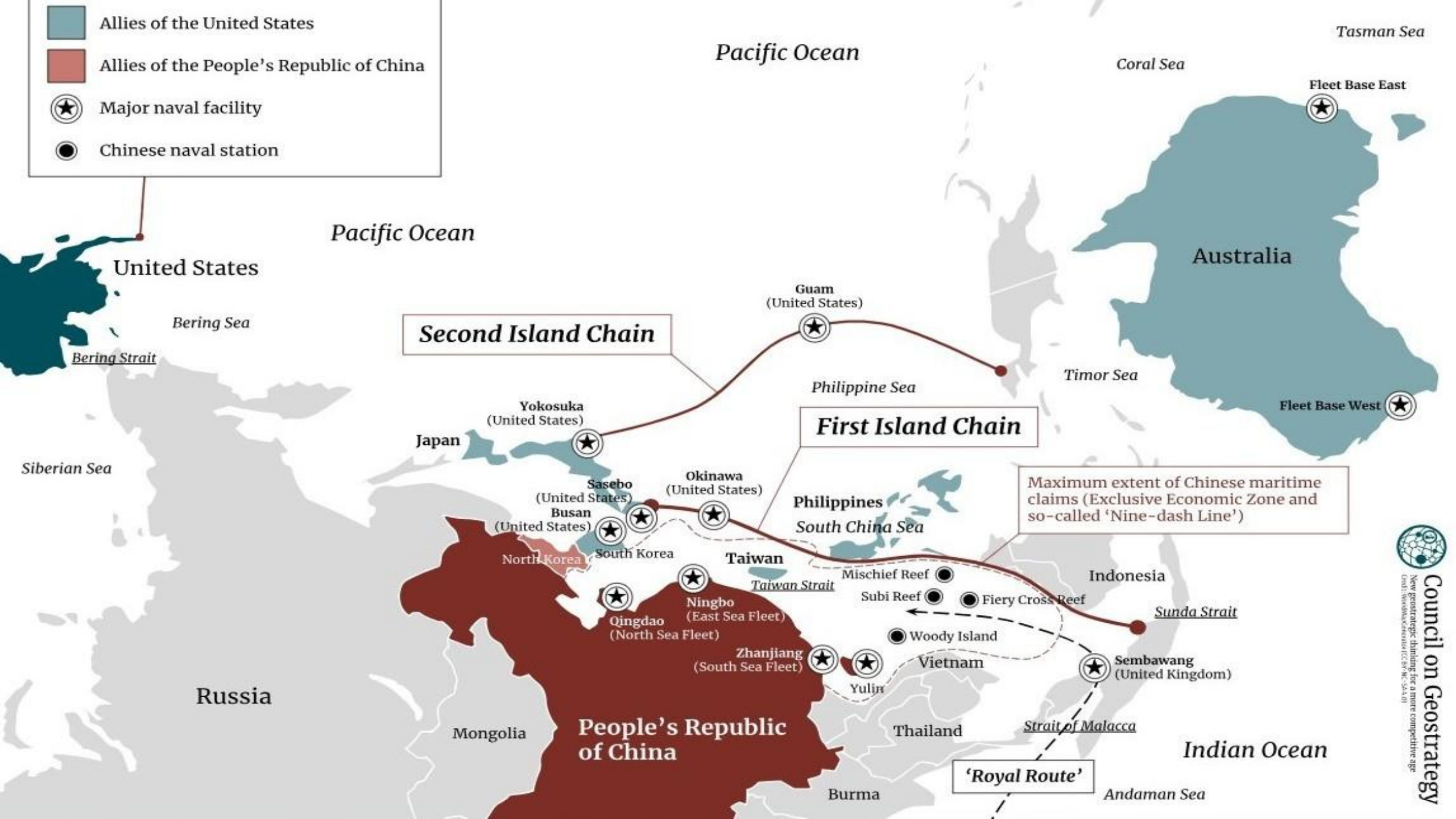
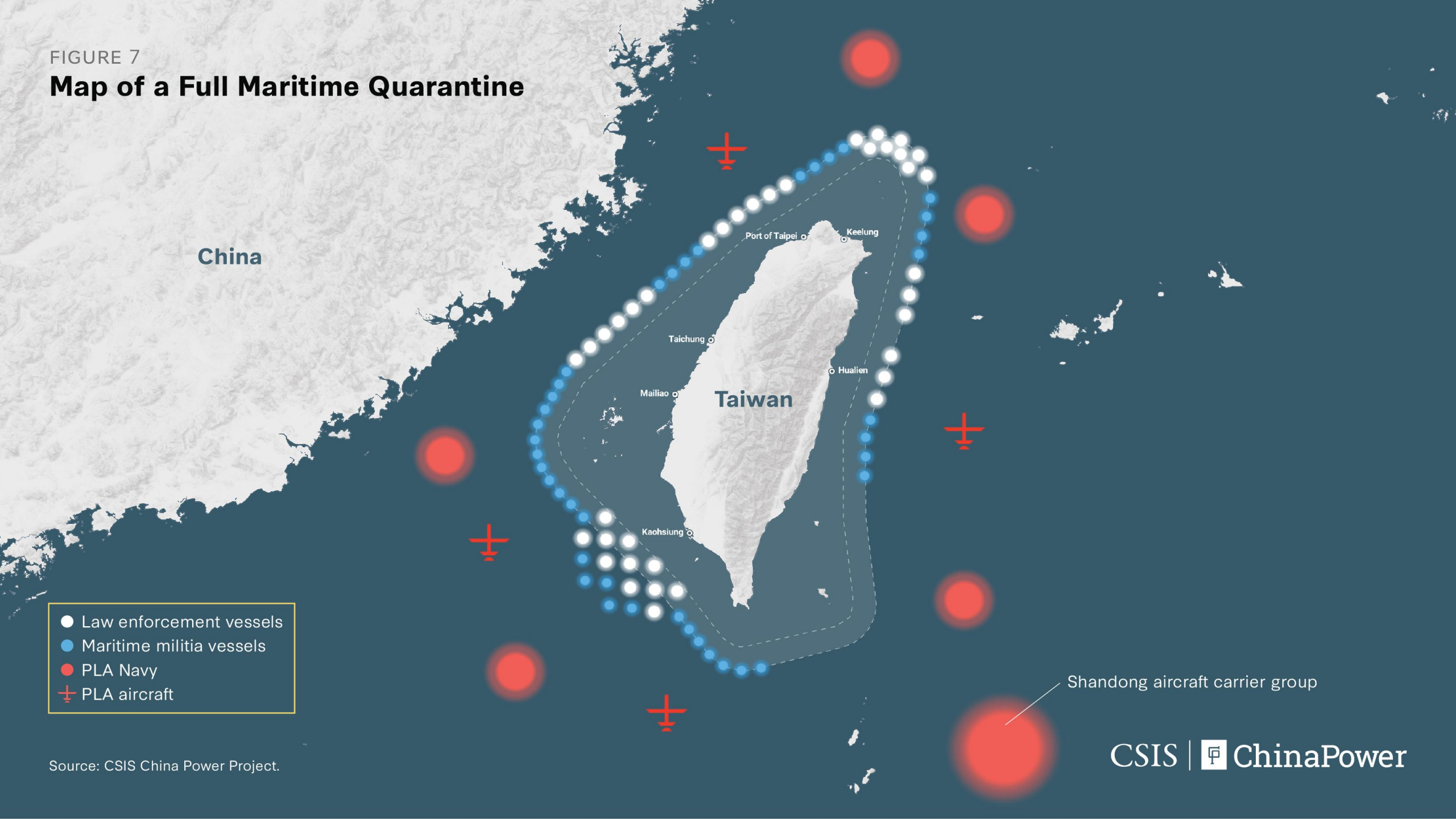
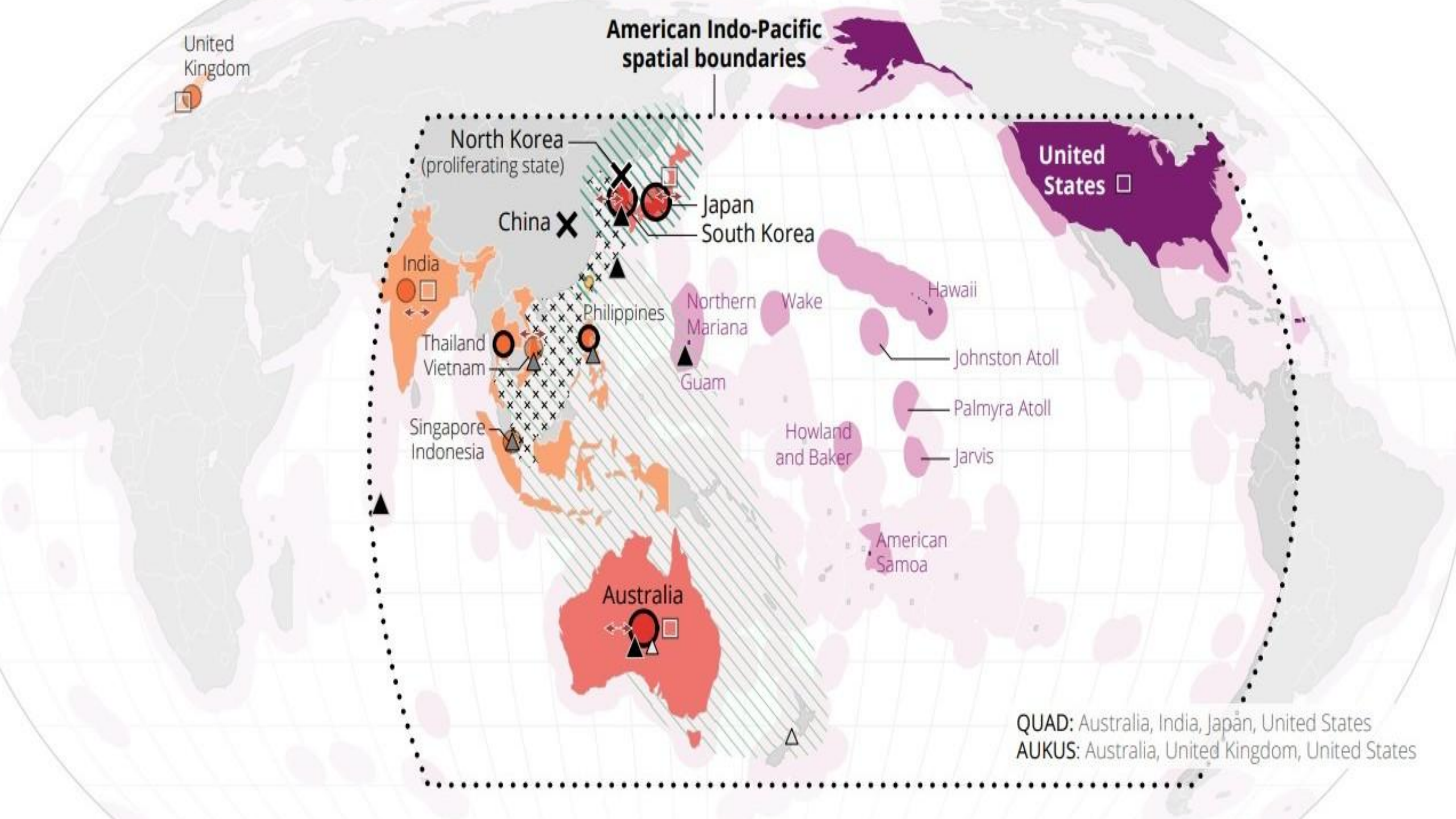

Allies of the United States
Allies of the People's Republic of China
Major naval facility
Chinese naval station
Pacific Ocean
Tasman Sea
Coral Sea
Fleet Base East
Australia
Fleet Base West
Timor Sea
Pacific Ocean
United States
Bering Sea
Bering Strait
Guam
(United States)
Second Island Chain
Philippine Sea
First Island Chain
Yokosuka
(United States)
Japan
Siberian Sea
Sasebo
(United States)
Okinawa
(United States)
Busan
(United States)
Philippines
South China Sea
Maximum extent of Chinese maritime claims (Exclusive Economic Zone and so-called 'Nine-dash Line')
North Korea
South Korea
Taiwan
Taiwan Strait
Mischief Reef
Indonesia
Subi Reef
Fiery Cross Reef
Sunda Strait
Ningbo
(East Sea Fleet)
Qingdao
(North Sea Fleet)
Woody Island
Zhanjiang
(South Sea Fleet)
Vietnam
Sembawang
(United Kingdom)
Yulin
Russia
Mongolia
People's Republic of China
Thailand
Strait of Malacca
Indian Ocean
'Royal Route'
Burma
Andaman Sea
Council on Geostrategy
New geostrategic thinking for a more competitive age

FIGURE 7

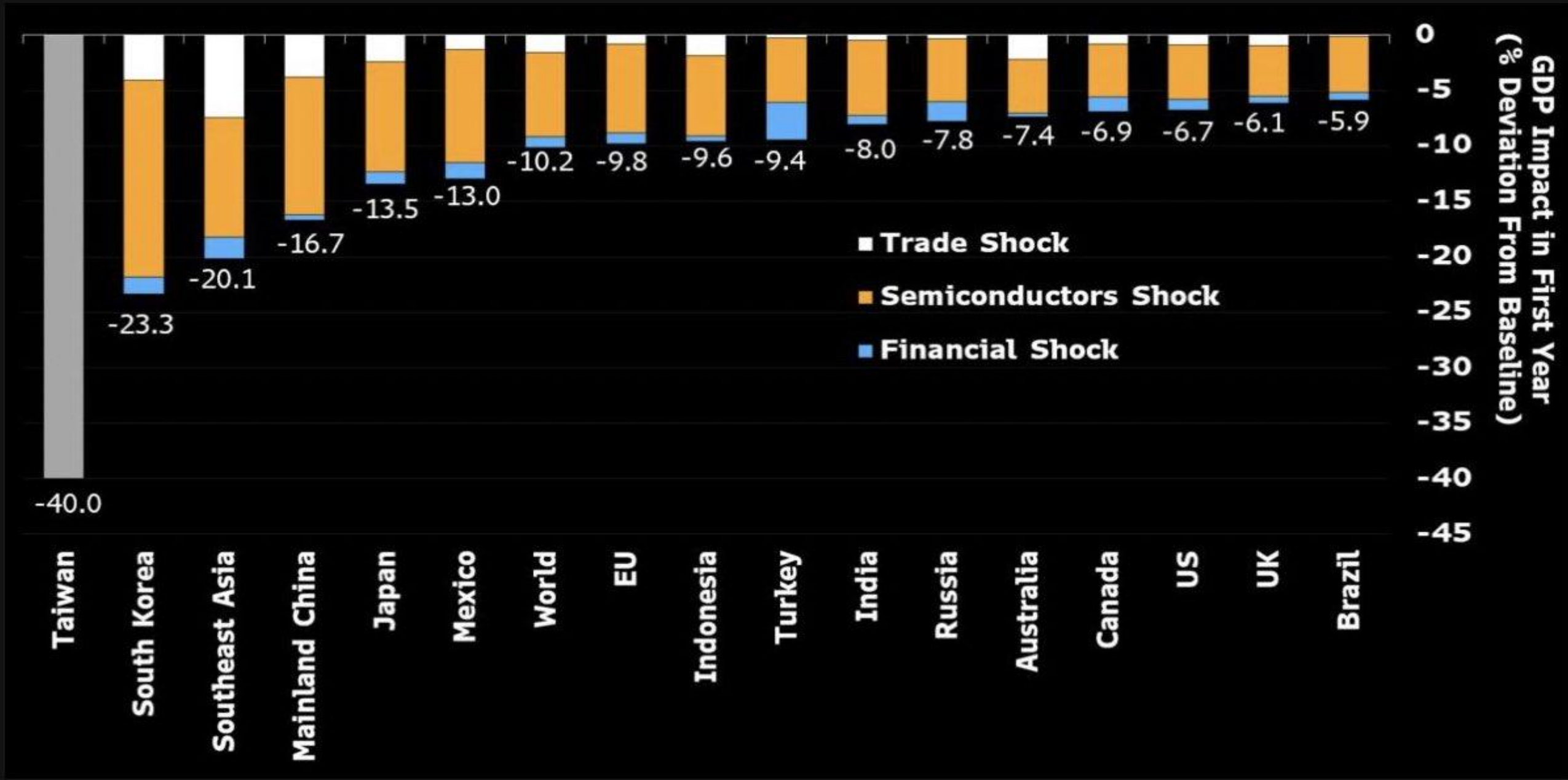
Map of a Full Maritime Quarantine

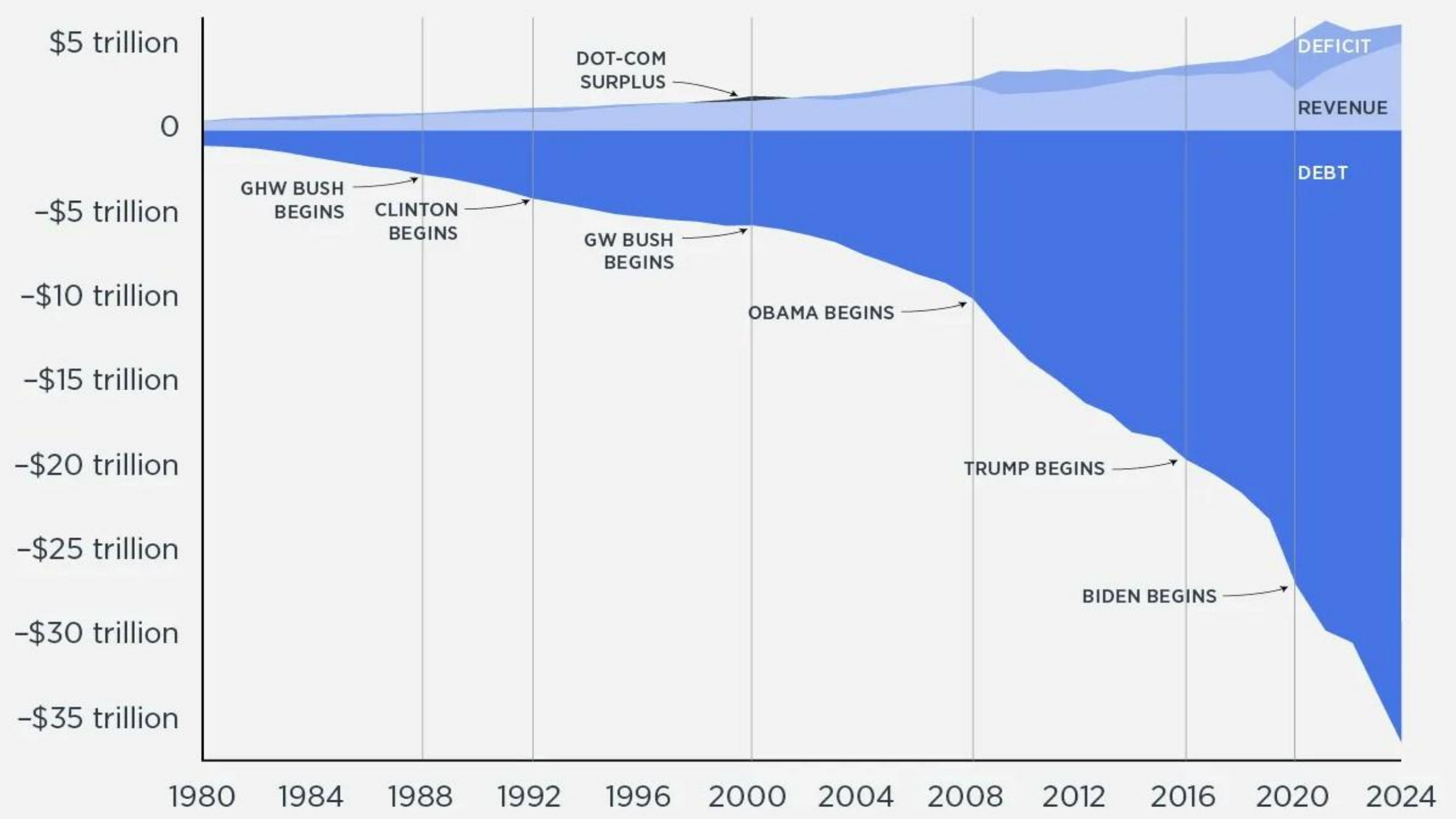


Source: CSIS China Power Project.

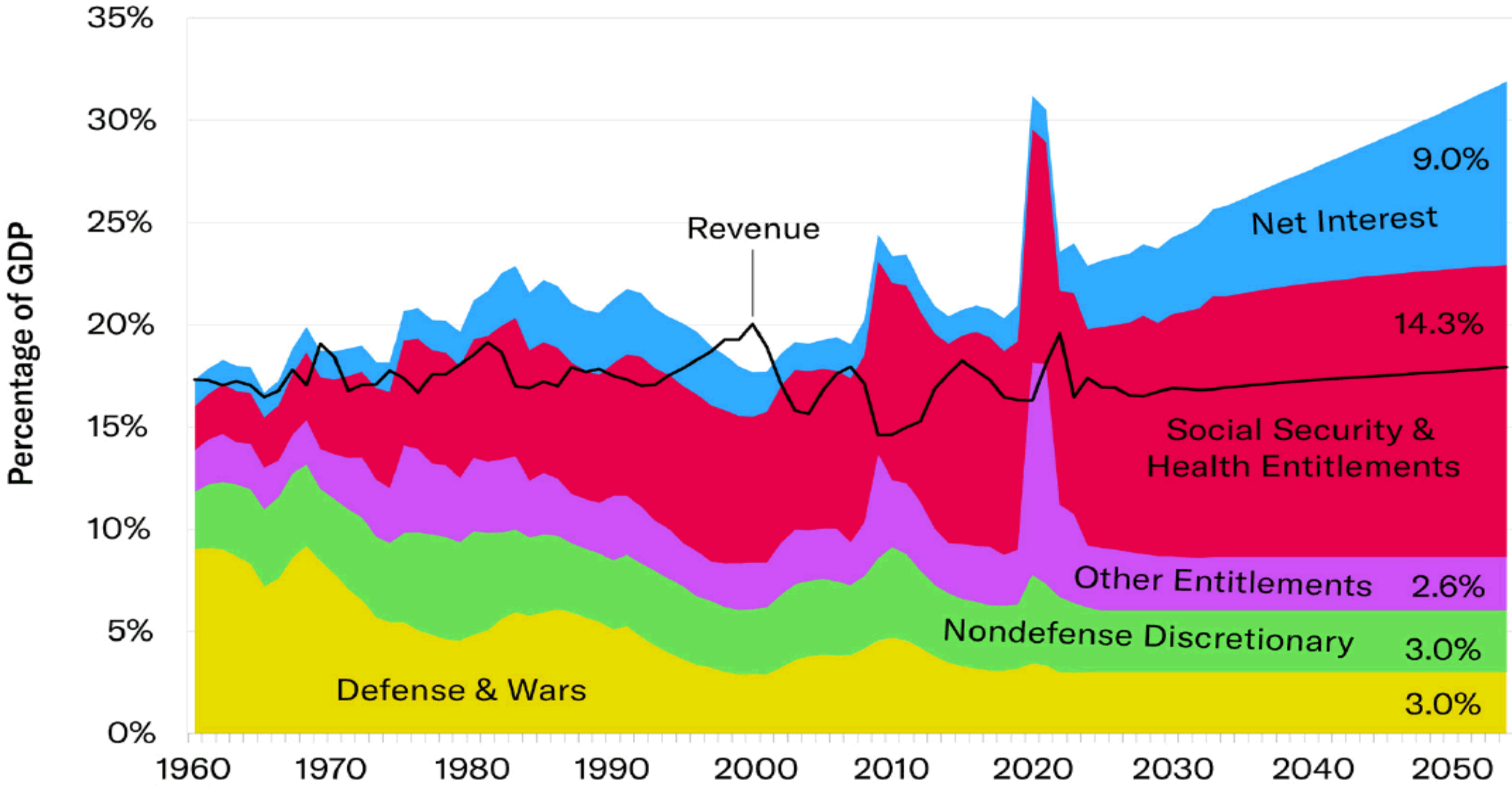

American Indo-Pacific spatial boundaries
United Kingdom
North Korea
(proliferating state)
China
Japan
South Korea
United States
India
Philippines
Northern Mariana
Wake
Hawaii
Thailand
Vietnam
Guam
Johnston Atoll
Palmyra Atoll
Singapore
Indonesia
Howland and Baker
Jarvis
American Samoa
Australia
QUAD: Australia, India, Japan, United States
AUKUS: Australia, United Kingdom, United States

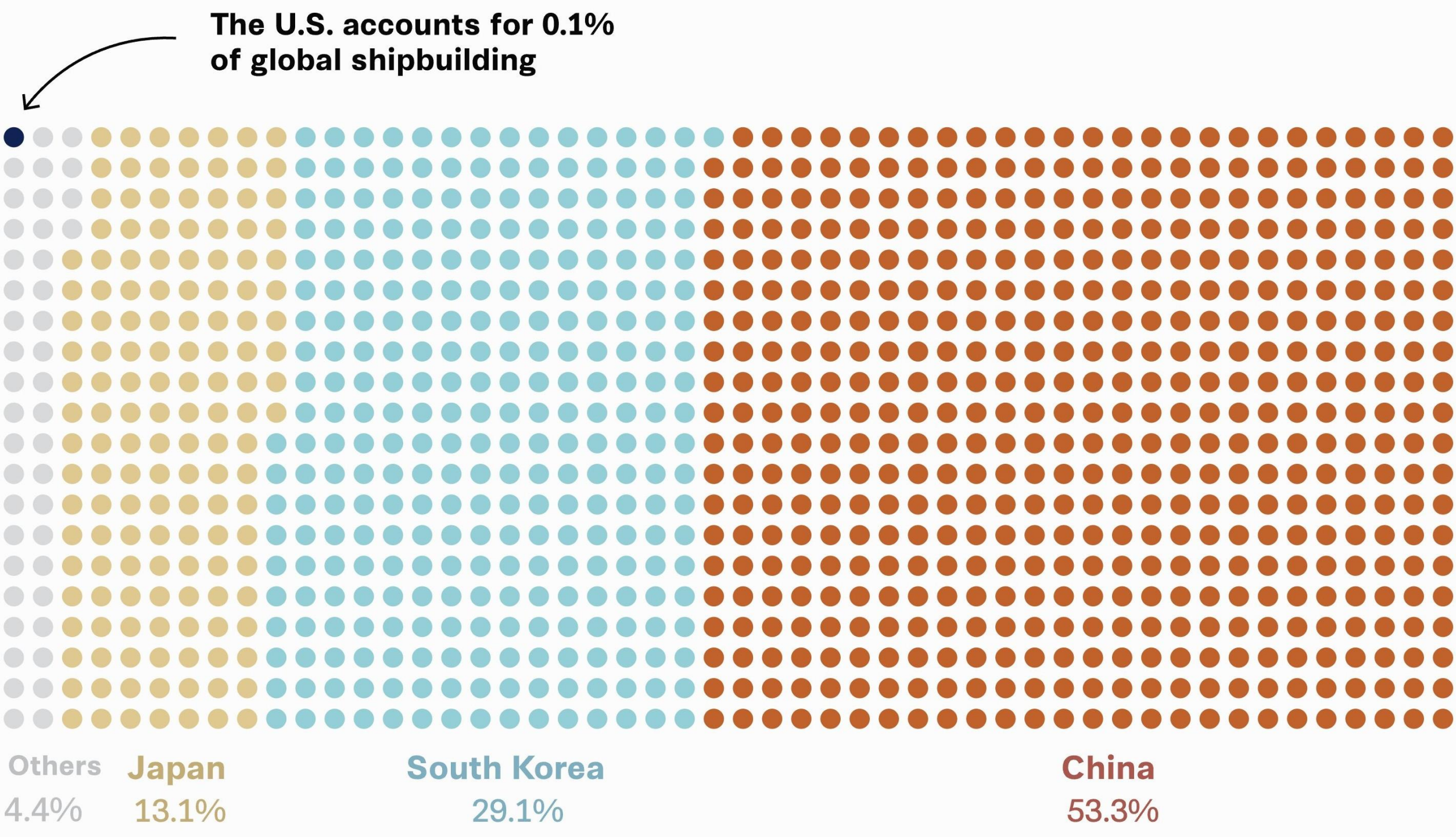
Global Impact on GDP of War Over Taiwan

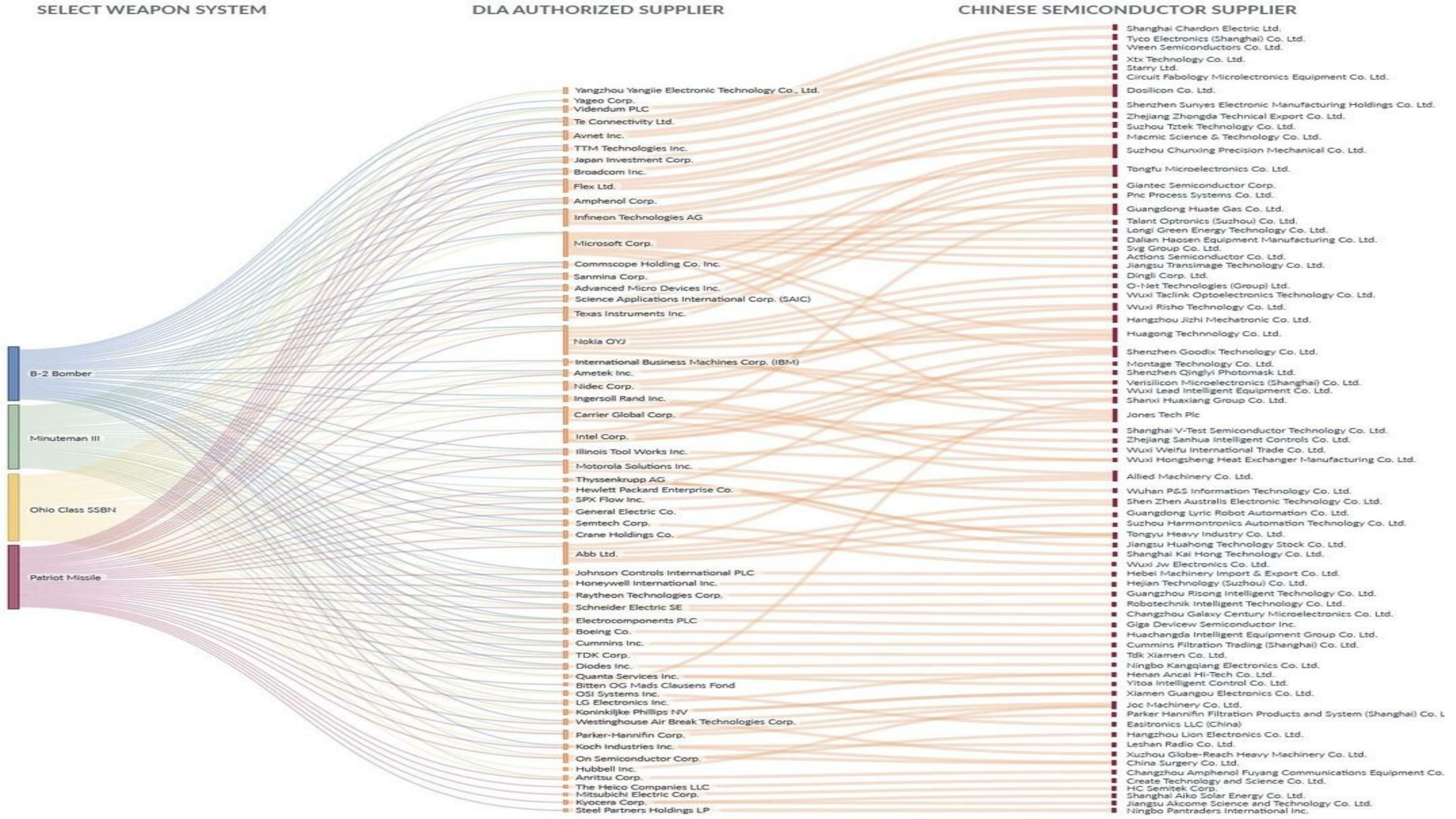



$5 trillion
0
–$5 trillion
–$10 trillion
–$15 trillion
–$20 trillion
–$25 trillion
–$30 trillion
–$35 trillion
DOT-COM SURPLUS
DEFICIT
REVENUE
DEBT
GHW BUSH BEGINS
CLINTON BEGINS
GW BUSH BEGINS
OBAMA BEGINS
TRUMP BEGINS
BIDEN BEGINS
1980
1984
1988
1992
1996
2000
2004
2008
2012
2016
2020
2024

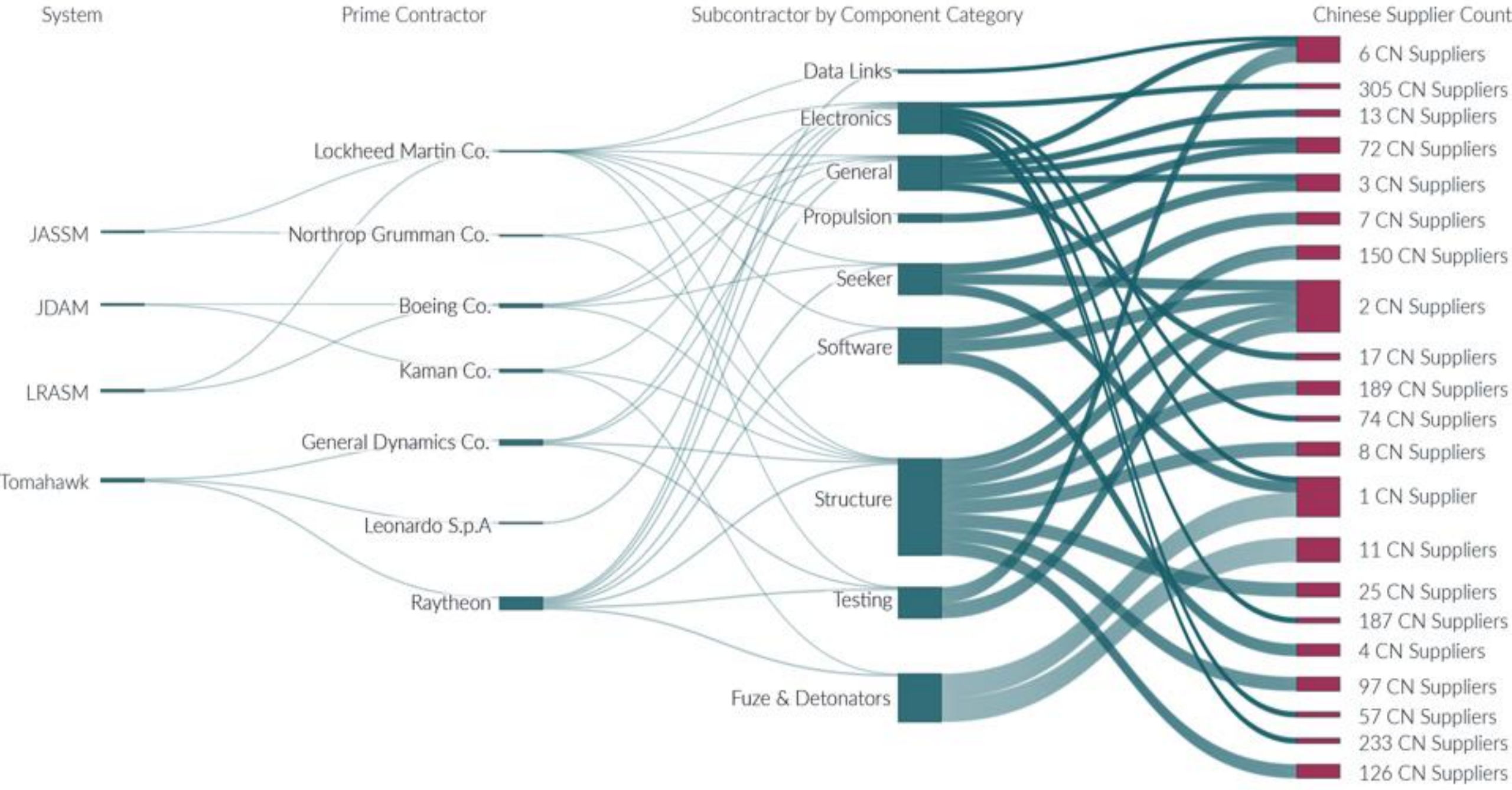
Federal Budget, 1960–2054 (Projected)




The U.S. accounts for 0.1%
of global shipbuilding
Others
4.4%
Japan
13.1%
South Korea
29.1%
China
53.3%


SELECT WEAPON SYSTEM
DLA AUTHORIZED SUPPLIER
CHINESE SEMICONDUCTOR SUPPLIER
B-2 Bomber
Minuteman III
Ohio Class SSBN
Patriot Missile
Yangzhou Yanglie Electronic Technology Co., Ltd.
Yageo Corp.
Videndum PLC
Te Connectivity Ltd.
Avnet Inc.
TTM Technologies Inc.
Japan Investment Corp.
Broadcom Inc.
Flex Ltd.
Amphenol Corp.
Infineon Technologies AG
Microsoft Corp.
Commscope Holding Co. Inc.
Sanmina Corp.
Advanced Micro Devices Inc.
Science Applications International Corp. (SAIC)
Texas Instruments Inc.
Nokia OYJ
International Business Machines Corp. (IBM)
Ametek Inc.
Nidec Corp.
Ingersoll Rand Inc.
Carrier Global Corp.
Intel Corp.
Illinois Tool Works Inc.
Motorola Solutions Inc.
Thyssenkrupp AG
Hewlett Packard Enterprise Co.
SPX Flow Inc.
General Electric Co.
Semtech Corp.
Crane Holdings Co.
Abb Ltd.
Johnson Controls International PLC
Honeywell International Inc.
Raytheon Technologies Corp.
Schneider Electric SE
Electrocomponents PLC
Boeing Co.
Cummins Inc.
TDK Corp.
Diodes Inc.
Quanta Services Inc.
Bitten OG Mads Clausens Fond
OSI Systems Inc.
LG Electronics Inc.
Koninkiljke Phillips NV
Westinghouse Air Break Technologies Corp.
Parker-Hannifin Corp.
Koch Industries Inc.
On Semiconductor Corp.
Hubbell Inc.
Anritsu Corp.
The Heico Companies LLC
Mitsubichi Electric Corp.
Kyocera Corp.
Steel Partners Holdings LP
Shanghai Chardon Electric Ltd.
Tyco Electronics (Shanghai) Co. Ltd.
Ween Semiconductors Co. Ltd.
Xtx Technology Co. Ltd.
Starry Ltd.
Circuit Fabology Microlectronics Equipment Co. Ltd.
Dosilicon Co. Ltd.
Shenzhen Sunyes Electronic Manufacturing Holdings Co. Ltd.
Zhejiang Zhongda Technical Export Co. Ltd.
Suzhou Tztek Technology Co. Ltd.
Macmic Science & Technology Co. Ltd.
Suzhou Chunxing Precision Mechanical Co. Ltd.
Tongfu Microelectronics Co. Ltd.
Giantec Semiconductor Corp.
Pnc Process Systems Co. Ltd.
Guangdong Huate Gas Co. Ltd.
Talant Optronics (Suzhou) Co. Ltd.
Longi Green Energy Technology Co. Ltd.
Dalian Haosen Equipment Manufacturing Co. Ltd.
Svg Group Co. Ltd.
Actions Semiconductor Co. Ltd.
Jiangsu Transimage Technology Co. Ltd.
Dingli Corp. Ltd.
O-Net Technologies (Group) Ltd.
Wuxi Taclink Optoelectronics Technology Co. Ltd.
Wuxi Risho Technology Co. Ltd.
Hangzhou Jizhi Mechatronic Co. Ltd.
Huagong Technnology Co. Ltd.
Shenzhen Goodix Technology Co. Ltd.
Montage Technology Co. Ltd.
Shenzhen Qinglyi Photomask Ltd.
Verisilicon Microelectronics (Shanghai) Co. Ltd.
Wuxi Lead Intelligent Equipment Co. Ltd.
Shanxi Huaxiang Group Co. Ltd.
Jones Tech Plc
Shanghai V-Test Semiconductor Technology Co. Ltd.
Zhejiang Sanhua Intelligent Controls Co. Ltd.
Wuxi Weifu International Trade Co. Ltd.
Wuxi Hongzheng Heat Exchanger Manufacturing Co. Ltd.
Allied Machinery Co. Ltd.
Wuhan P&S Information Technology Co. Ltd.
Shen Zhen Australis Electronic Technology Co. Ltd.
Guangdong Lyric Robot Automation Co. Ltd.
Suzhou Harmontronics Automation Technology Co. Ltd.
Tongyu Heavy Industry Co. Ltd.
Jiangsu Huahong Technology Stock Co. Ltd.
Shanghai Kai Hong Technology Co. Ltd.
Wuxi Jw Electronics Co. Ltd.
Hebei Machinery Import & Export Co. Ltd.
Hejian Technology (Suzhou) Co. Ltd.
Guangzhou Risong Intelligent Technology Co. Ltd.
Robotechnik Intelligent Technology Co. Ltd.
Changzhou Galaxy Century Microelectronics Co. Ltd.
Giga Devicew Semiconductor Inc.
Huachangda Intelligent Equipment Group Co. Ltd.
Cummins Filtration Trading (Shanghai) Co. Ltd.
Tdk Xiamen Co. Ltd.
Ningbo Kangqiang Electronics Co. Ltd.
Henan Ancai Hi-Tech Co. Ltd.
Yitoa Intelligent Control Co. Ltd.
Xiamen Guangou Electronics Co. Ltd.
Joc Machinery Co. Ltd.
Parker Hannifin Filtration Products and System (Shanghai) Co. L
Easitronics LLC (China)
Hangzhou Lion Electronics Co. Ltd.
Leshan Radio Co. Ltd.
Xuzhou Globe-Reach Heavy Machinery Co. Ltd.
China Surgery Co. Ltd.
Changzhou Amphenol Fuyang Communications Equipment Co.
Create Technology and Science Co. Ltd.
HC Semitek Corp.
Shanghai Aiko Solar Energy Co. Ltd.
Jiangsu Akcome Science and Technology Co. Ltd.
Ningbo Pantraders International Inc.

CHINESE SUPPLIERS IN U.S. AIR-LAUNCHED ARMAMENT SUPPLY CHAINS, 2023



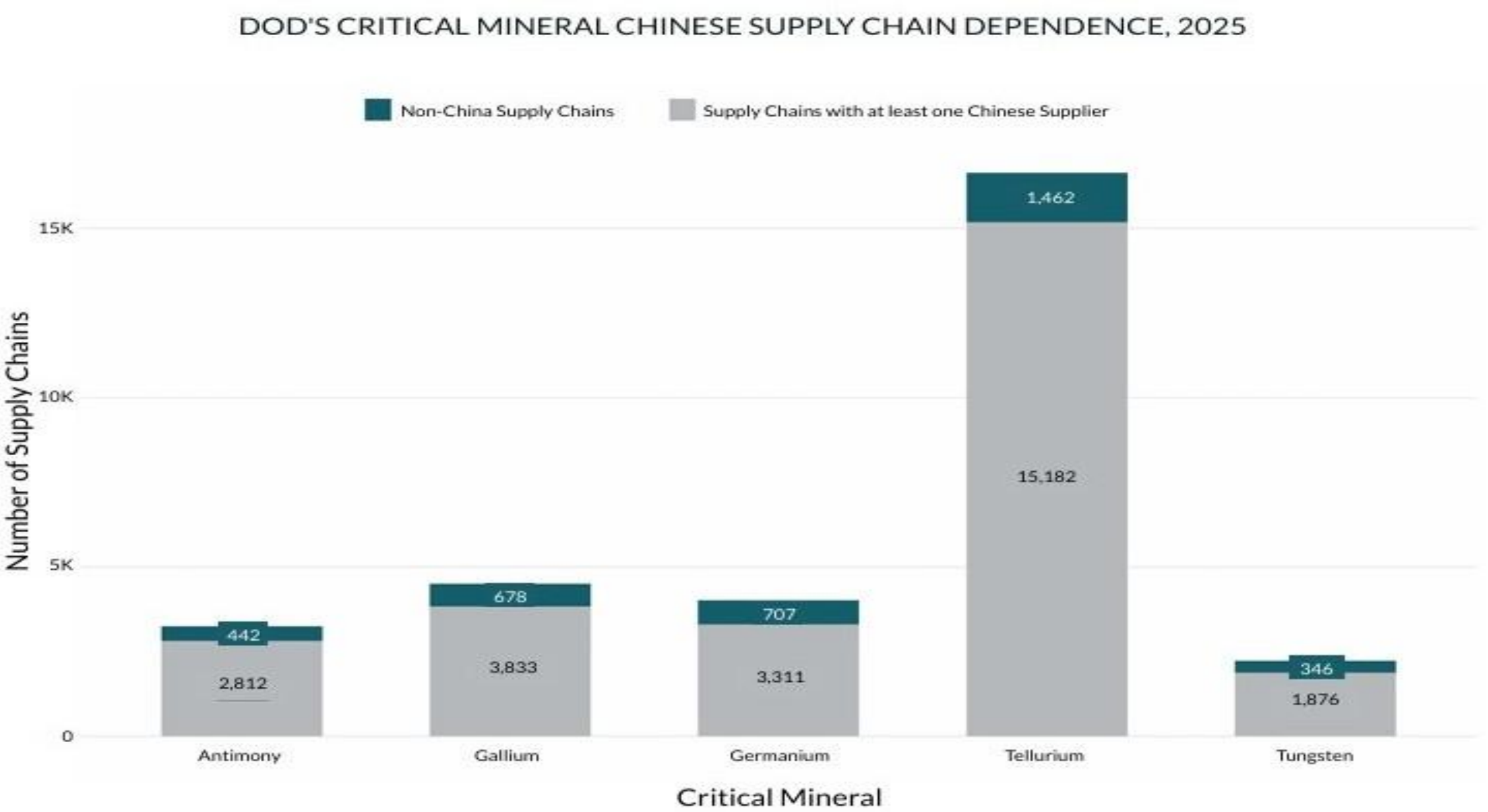
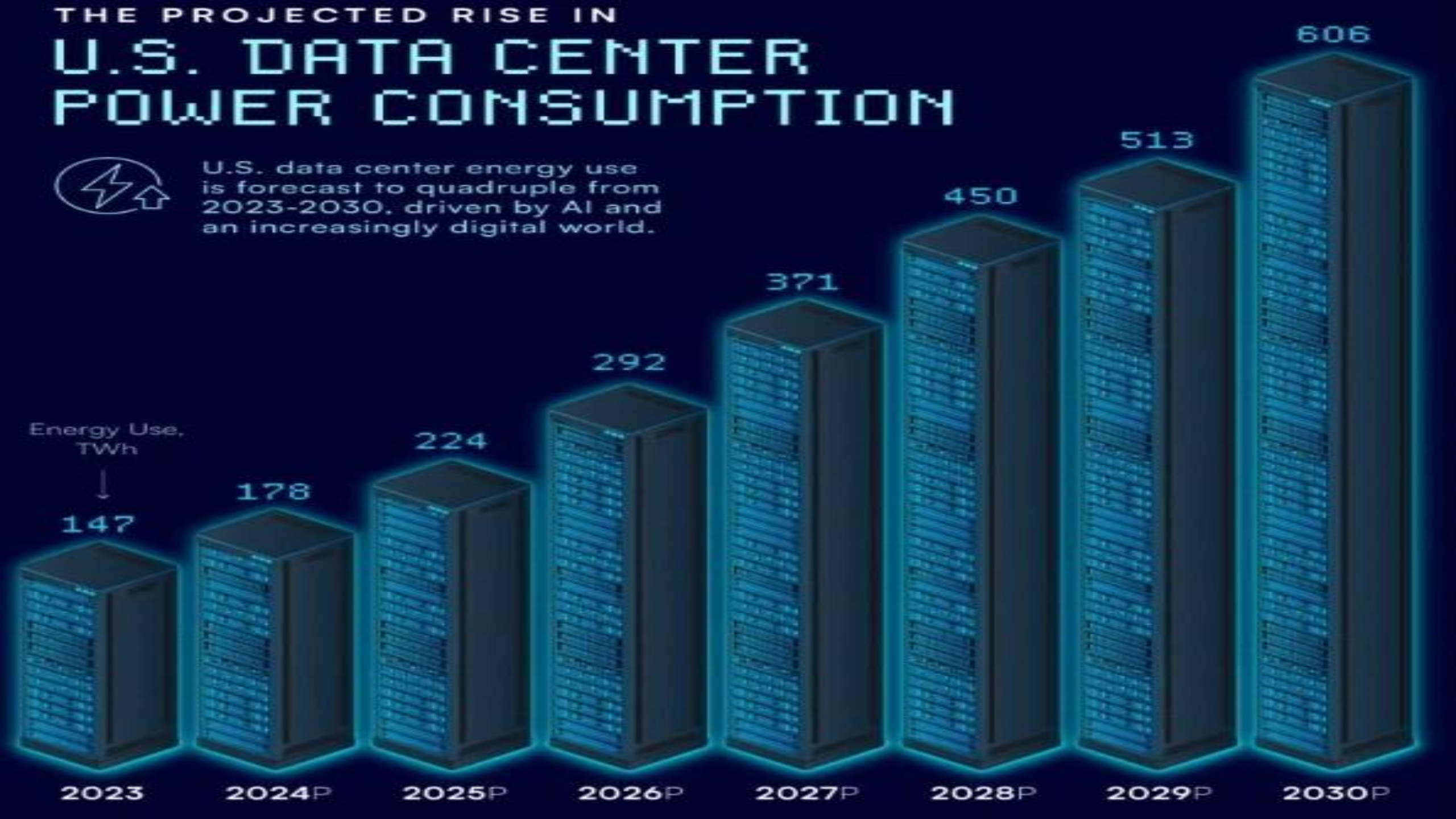


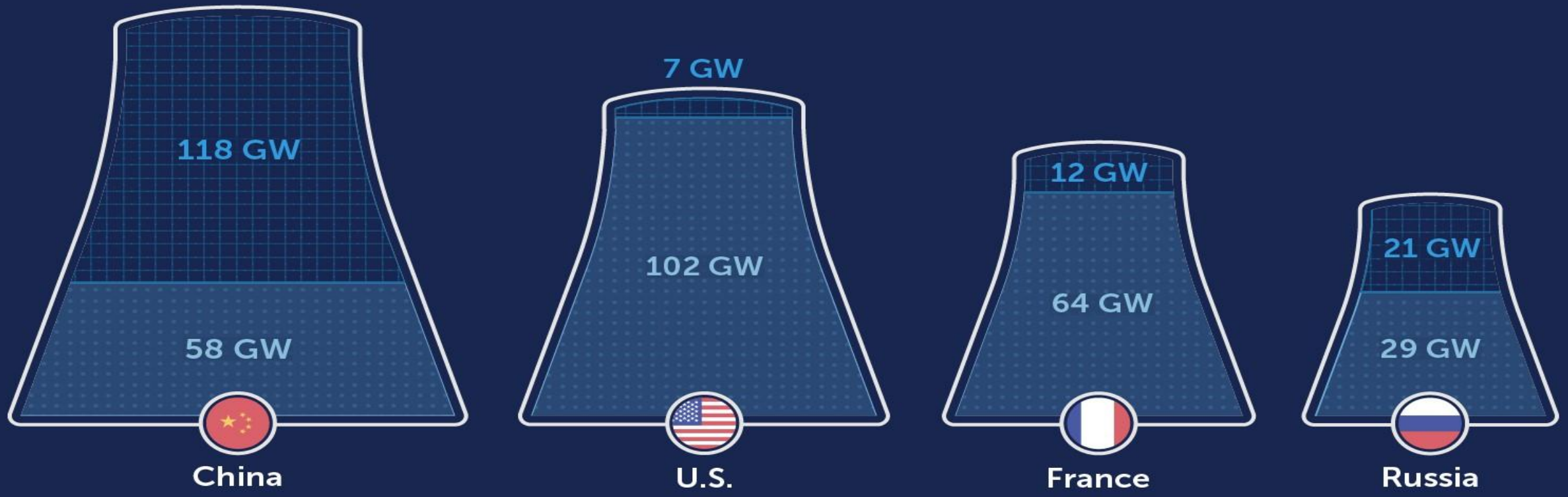
Figure 4. The majority of DoD's Supply Chains for these five critical minerals rely on at least one Chinese supplier.

THE PROJECTED RISE IN

U.S. DATA CENTER POWER CONSUMPTION

U.S. data center energy use is forecast to quadruple from 2023-2030, driven by AI and an increasingly digital world.

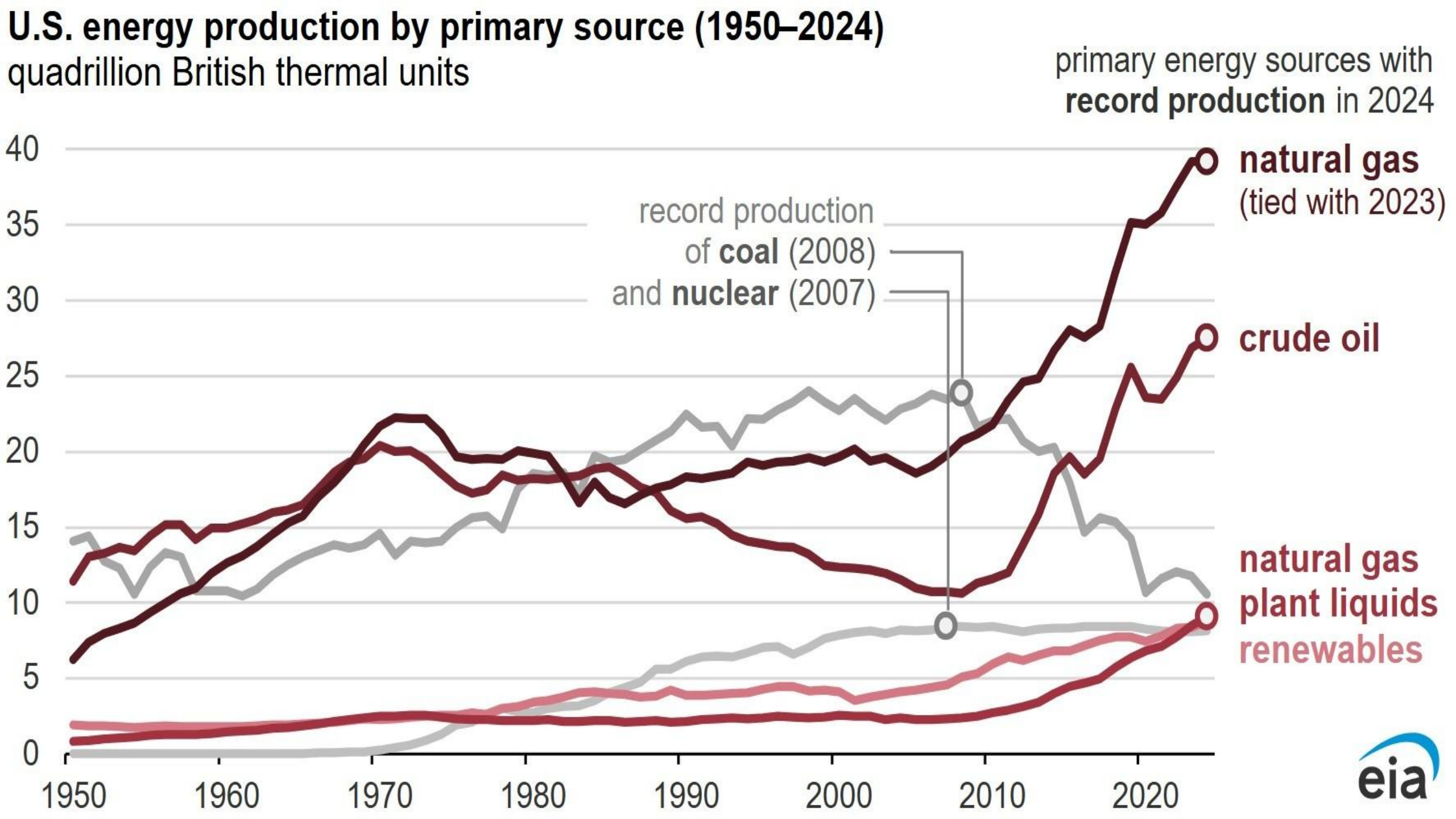




If all this prospective capacity eventually comes online, global nuclear capacity could increase to 695 GW, a jump of over 75%.

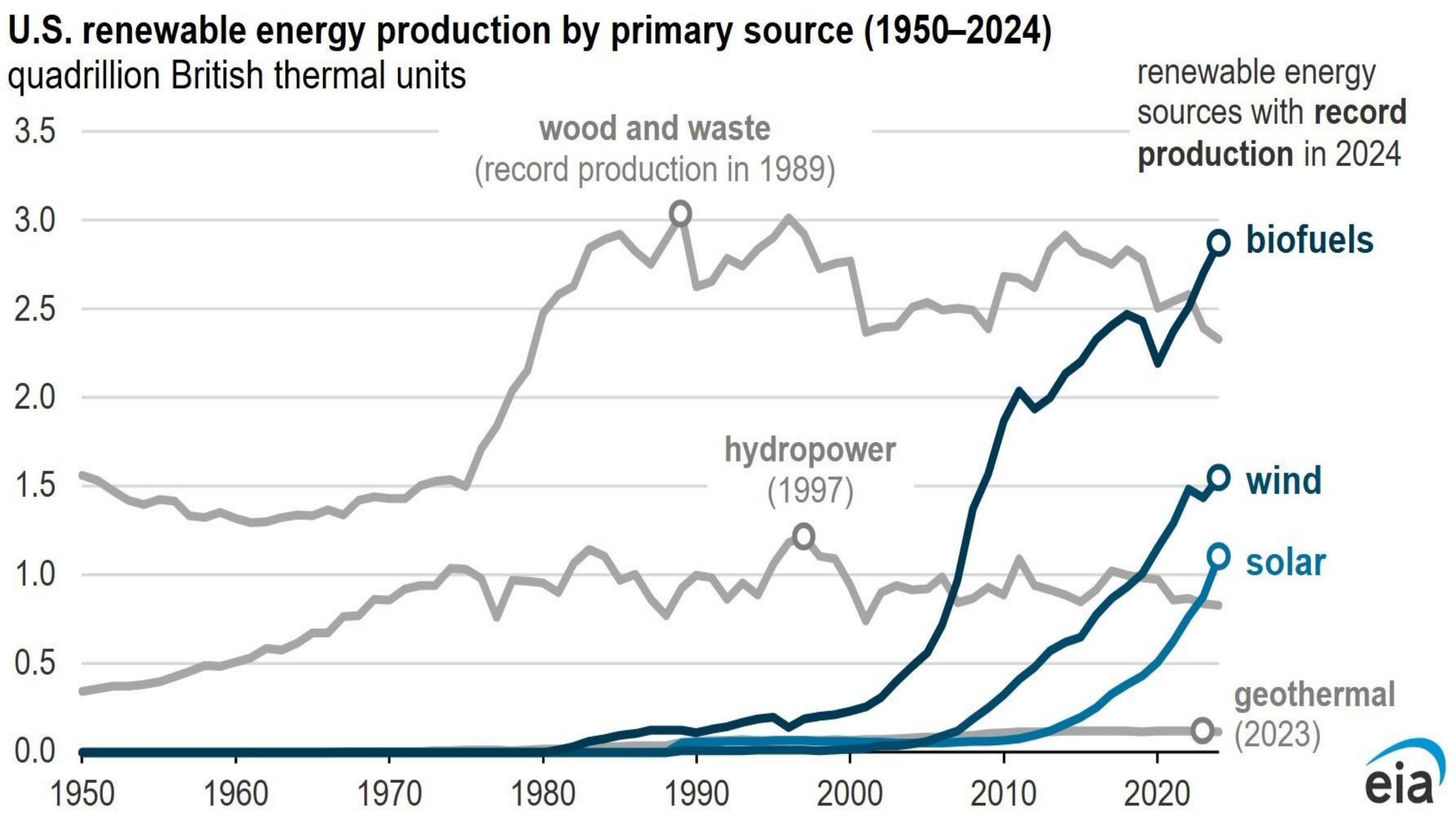
U.S. energy production by primary source (1950–2024)

quadrillion British thermal units



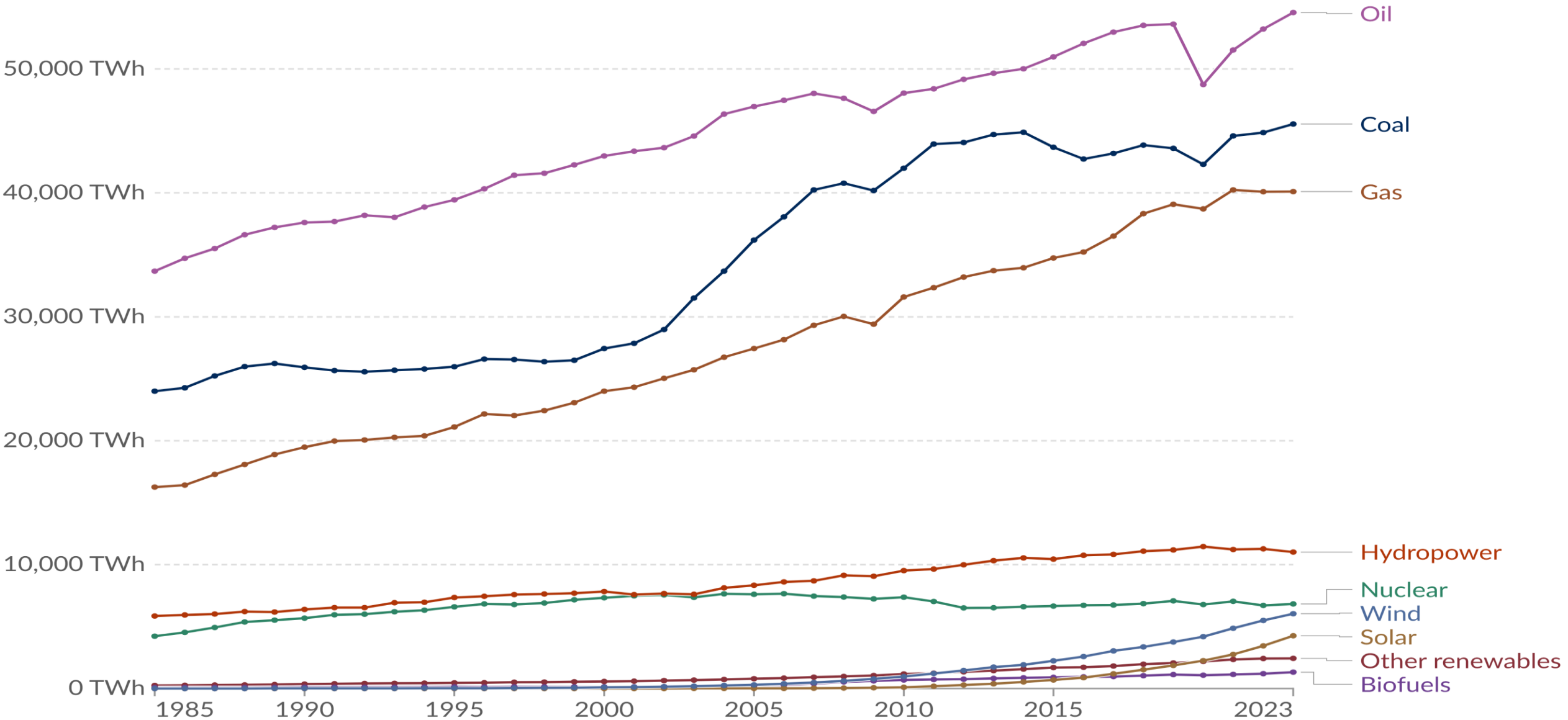
U.S. renewable energy production by primary source (1950–2024)

quadrillion British thermal units



Primary energy consumption by source, World

Primary energy[1] is measured in terawatt-hours[2], using the substitution method[3].

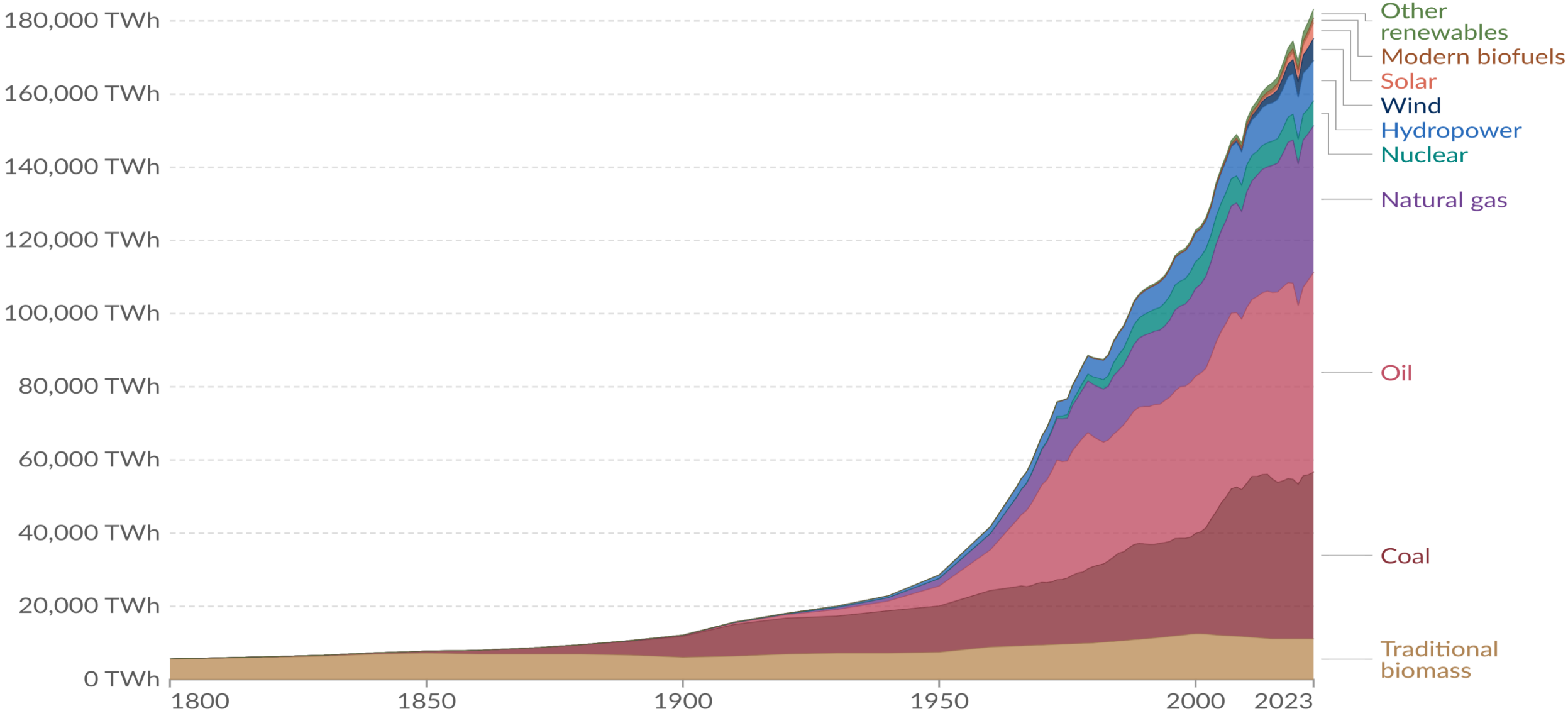


Data source: Energy Institute - Statistical Review of World Energy (2024)

Global primary energy consumption by source

Primary energy[1] is based on the substitution method[2] and measured in terawatt-hours[3].

Our World in Data



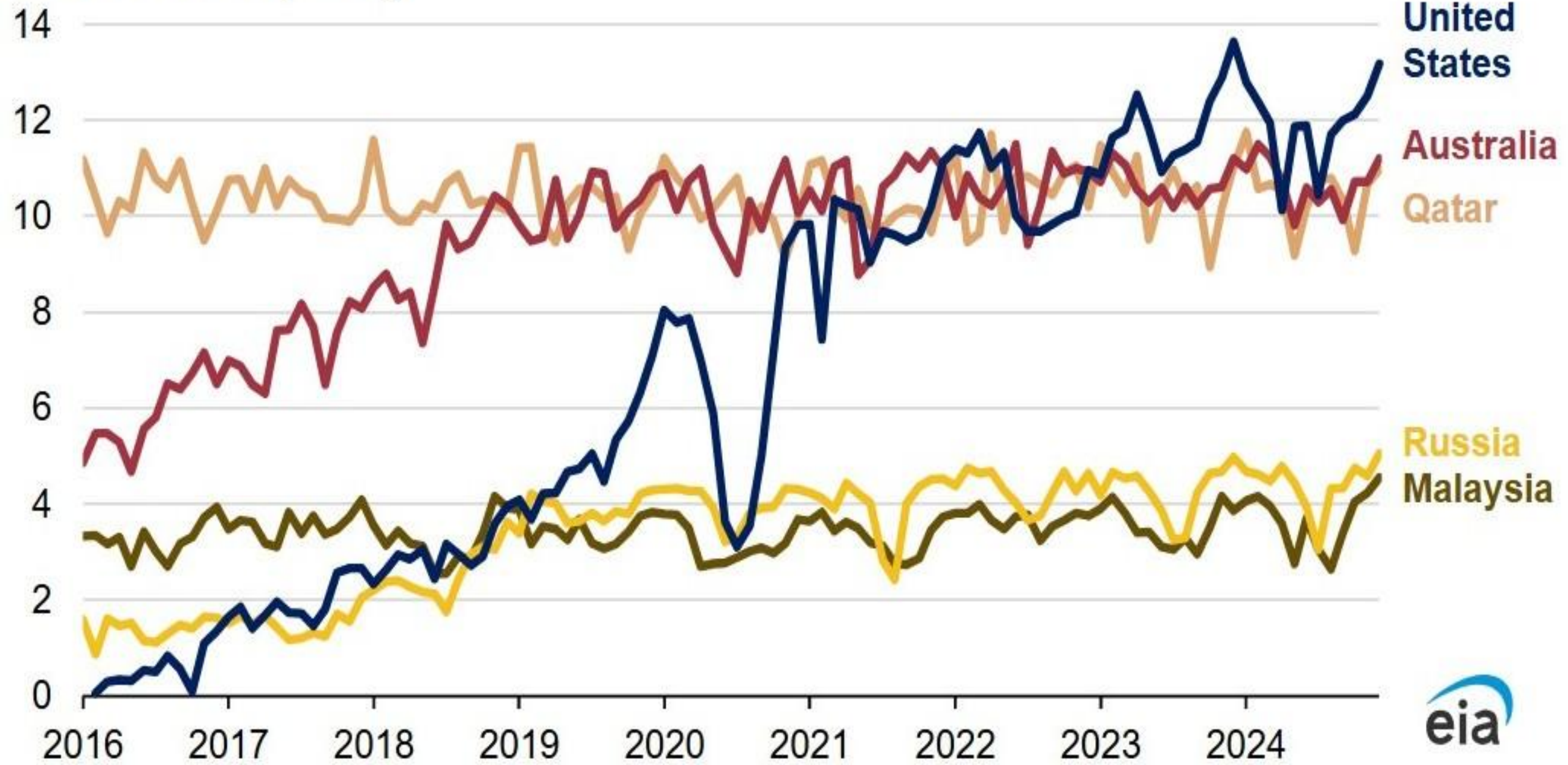
Data source: Energy Institute - Statistical Review of World Energy (2024); Smil (2017)

OurWorldInData.org/energy | CC BY

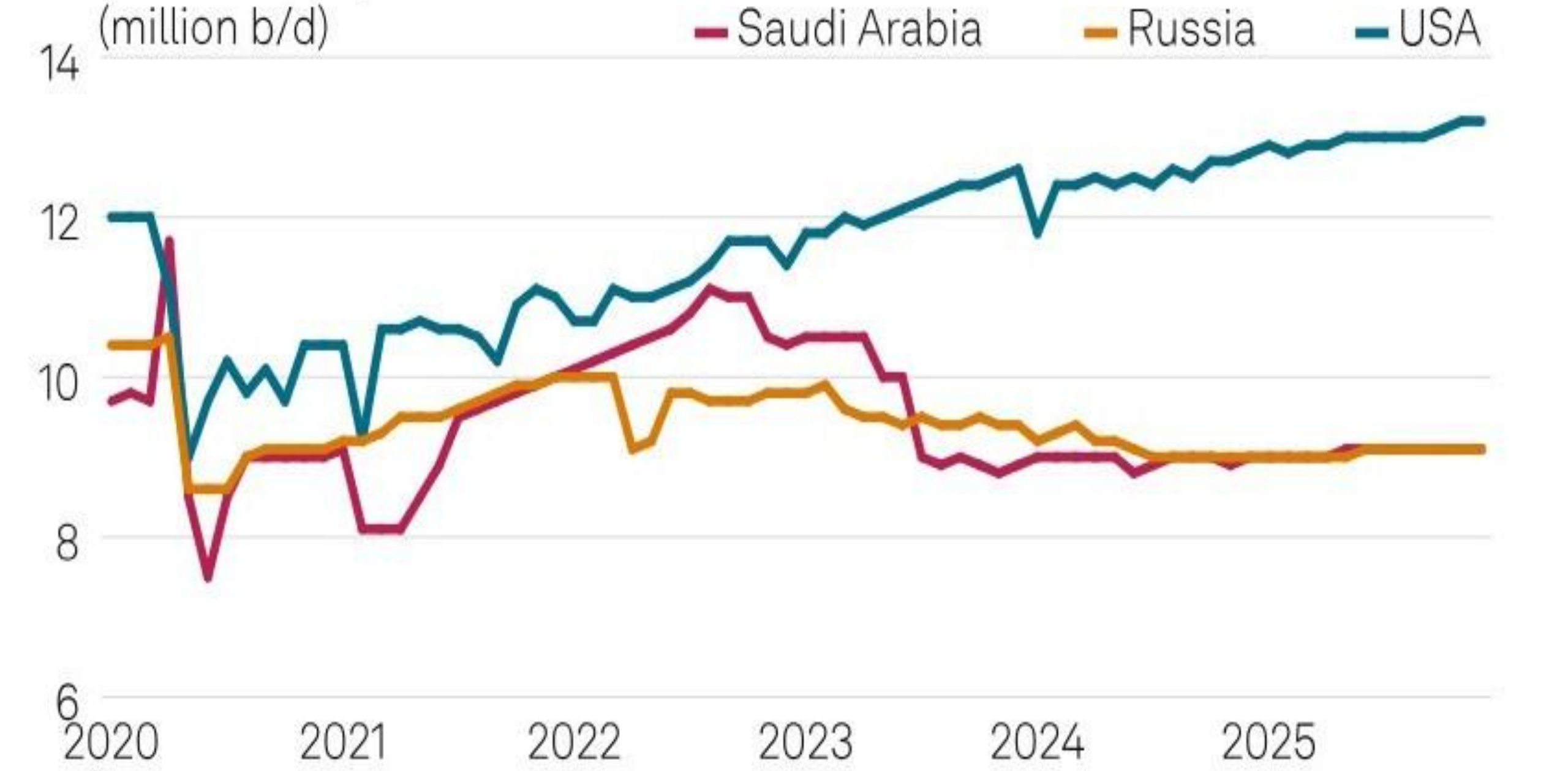
Note: In the absence of more recent data, traditional biomass is assumed constant since 2015.

Monthly liquefied natural gas exports from select countries (Jan 2016–Dec 2024)

billion cubic feet per day



US crude output on the rise, while Saudi Arabia, Russia cut



THANK YOU!

JEANANN NICHOLS

LEADERSHIP AND EXECUTIVE EXPERT

JeanAnn Nichols is an accomplished executive with more than 30 years of professional experience. She has led a wide range of functions—including engineering, product design, manufacturing, marketing, sales, communications, and IT operations—within Fortune 500 companies, and most recently served as a Vice President and General Manager for a $60B global technology company. Her ability to foster open communication, inspire urgency, and drive rapid execution has consistently delivered meaningful and measurable bottom-line results.

Widely regarded as a skilled leader, JeanAnn excels at navigating complex business environments and managing rapid, large-scale change. She is an exceptional communicator with a deep understanding of how globalization and technology continue to shape modern business strategy.

Outside of her professional work, JeanAnn actively gives back to her community. She volunteers with the California State Parks Foundation as a Park Champion, leading teams in habitat restoration projects.

A lifelong learner and avid reader, JeanAnn enjoys exploring ideas across a wide range of authors and drawing connections between themes across time. She is also an experienced global traveler who values learning through direct engagement with new cultures and communities.

She lives with her husband in the San Francisco Bay Area, has two grown children, and is currently accepting applications for a new family pet.

NAVWAR SUPERVISOR FORUM

June 2025

POWER SKILLS
Essential Leadership Skills

Led by JeanAnn Nichols

Agenda

- New Workplace, New Leadership Required
- Modern Leadership Model
- 3 Tools To Build Power Skills NOW

Hello

JeanAnn Nichols

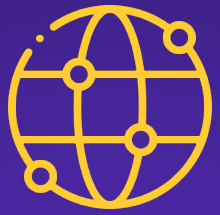
Keynote Speaker and
Executive Coach

- Engineer
- Parent
- Former F50 Vice President
- Executive coach
- Author
- Keynote speaker
- Leadership instructor
- Board member

Defining Great Leadership

GROUP SHARE

Think of a modern leader you admire. What is one trait of the leader that makes them special?

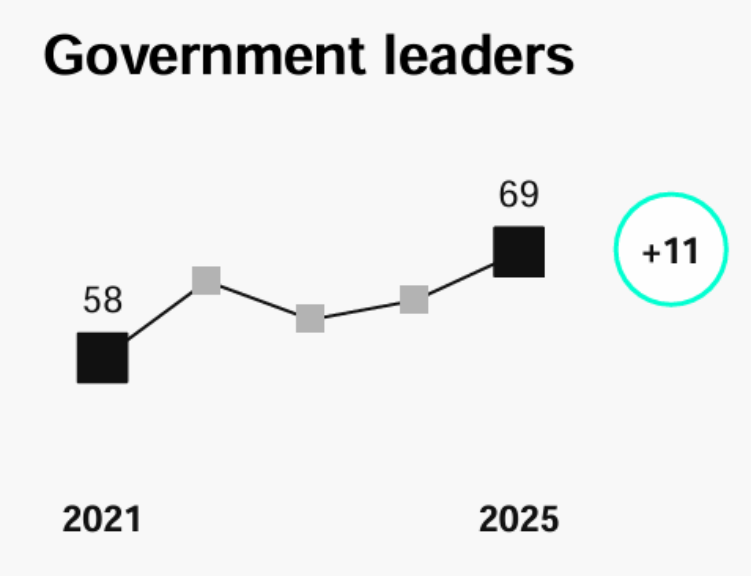


The New World of Work

Everything's Changed

Current Sentiment of the Global Workforce

"I believe government officials purposely mislead people"



Edelman 2025 Trust Barometer

82%

of employees don't trust their boss to tell the truth

The Workplace Was Already Changing…

Demographics:

Generational shifts in attitudes and values around how we work and who we work with

Transparency:

Shifting power dynamics due to the democratizing impact of social media, apps

Purpose:

Shifting role of the corporation from **shareholder** -focused to **stakeholder** -focused

Technology:

Continuing evolution of LLMs, generative AI, agentic AI, AGI

What Used to Work at Work No Longer Does

Old Way of Working

- Hierarchical
- Cultures of "What"
- Productivity-Focused
- Profit over People
- "Boomer" "Gen Xer"

New World of Work

- Collaborative
- Cultures of "Why"
- People-Focused
- Purpose, People, AND Profits
- "Millennial" "Gen Z"

Modern Leadership in the New World of Work

Yes, everything's changed!

Traditional Leadership No Longer Works

Traditional Leadership
Me Me Me

Authoritarian, Secretive

Inflexible, Rigid

Guarded, "The Expert"

“Get It Done Fast”

Micro -Manager, "In the Weeds"

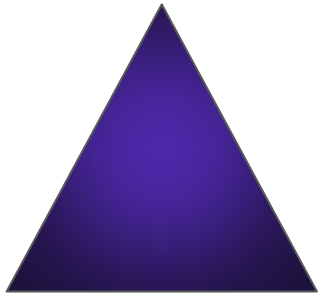
Modern Global Leaders Must Adapt

Traditional Leadership “Me Me Me”	Modern Leadership “We We We!”
Authoritarian, Secretive	Authoritative, Transparent
Inflexible, Rigid	Collaborative, Agile
Guarded, "The Expert"	Vulnerable, Authentic
“Get It Done Fast”	“Get It Done Right”
Micro -Manager, "In the Weeds"	Visionary, Delegates

Power Dynamics Have Shifted

Traditional Leadership = Power OVER

"Leader"

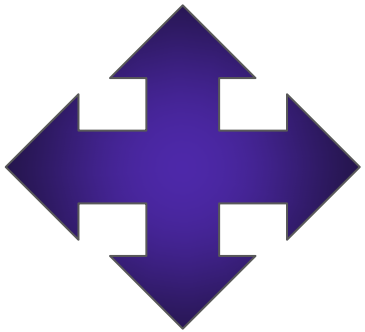


Employees

Modern Leadership = Power WITH

"Leaders": Strategy Makers

External Community / Consumers



Customers / Investors

Influencers: Leaders at Every Level

Redefining Power

Traditional Power

- Focuses on **domination and control** (power "over")
- Maintains the **status quo**
- **Limits empathy** and **collaboration**
- Rewards **self-serving** behavior
- Reinforces a **belief in exceptionalism**

Intentional Power

- Focuses on **influence and impact** (power "in partnership with")
- Encourages **adaptability**
- Rewards **collaboration**
- Promotes **civility and respect**
- Reinforces a belief in **community** and **collective action**

"Hard skills are soft and soft skills are hard. These 'soft' skills are the most important and the 'hardest' skills in business. Without them you will never be a big success."

- Josh Bersin

HR Thought Leader and Analyst

Author of *Irresistible: The Seven Secrets of the World's Most Enduring, Employee -Focused Organizations*

The HEARTT Model:

Six Essential Power Skills for Modern Leaders

The HEARTT Model of Modern Leadership

- **H**umility
- **E**mpathy
- **A**ccountability
- **R**esiliency
- **T**ransparency
- **T**eamwork

Adapted from Prismwork, Inc. HEARTI@ model

POLL

When you think of your own strengths as a leader, which of these power skills do you consider your strongest?

- Humility
- Empathy
- Accountability
- Resiliency
- Transparency
- Teamwork

The “ A R T” of Leadership

Redefining Accountability

Traditional Definition

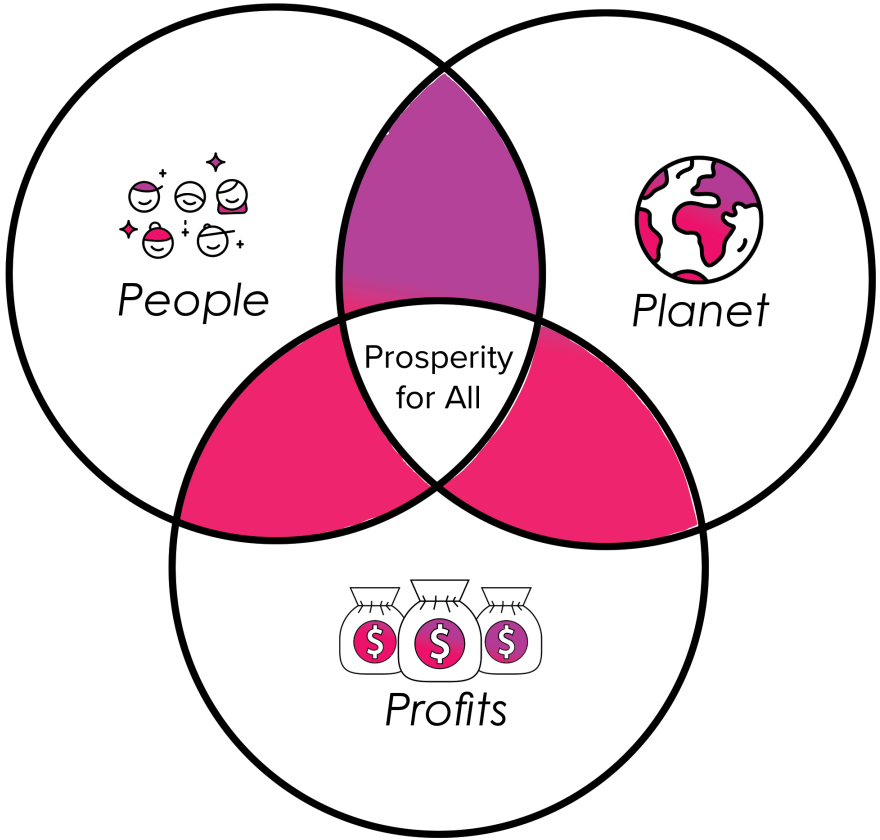
- An obligation or willingness to **accept responsibility** or to account **for one's actions**

Modern Leader's Definition

- A commitment to not only **deliver results**, but to **drive triple bottom line impact**

Modern leaders understand that accountability is not just about taking responsibility for one's actions, but about using one's power to drive impact.

Triple Bottom Line Impact



..Because It Is Good For Business

If the company didn't meet changing consumer tastes, it couldn't grow.

If the company failed to manage its impact on the environment, its costs would rise.

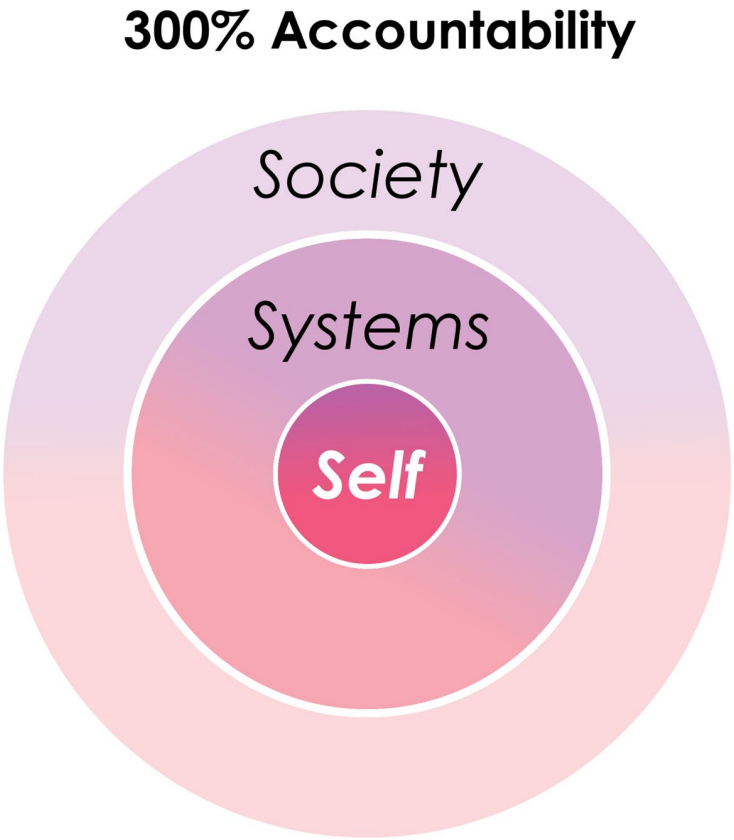
If the company didn't encourage people to bring their whole selves to work, it wouldn't attract the best employees.

Altogether, if the company didn't deliver performance, it couldn't fund its purpose.

Indra Nooyi

Former Chairman & CEO, PepsiCo

The Three S's of Modern Leader Accountability



Holding Others Accountable is Difficult Because…

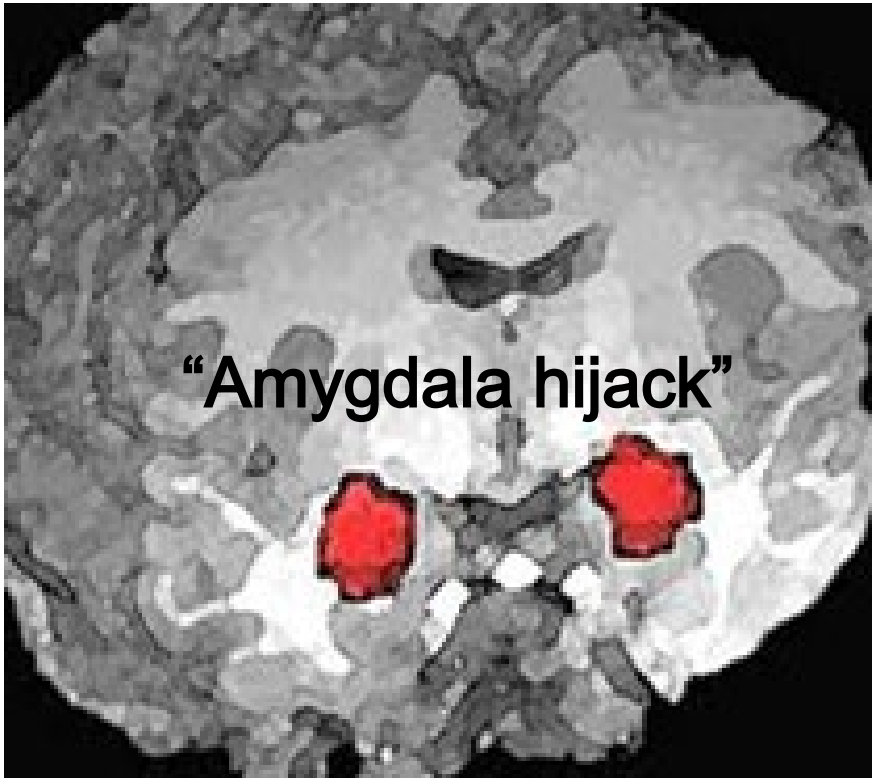
-
-
-
-

Holding Others Accountable is Difficult Because…

- Don't know how to have the conversation
- Don't like conflict
- Don't have enough time
- Company bureaucracy / policies
- Lack of clarity/agreement over what was committed
- Lack of role models
- Lack of a culture of accountability

Why Do People Resist Being Held Accountable?

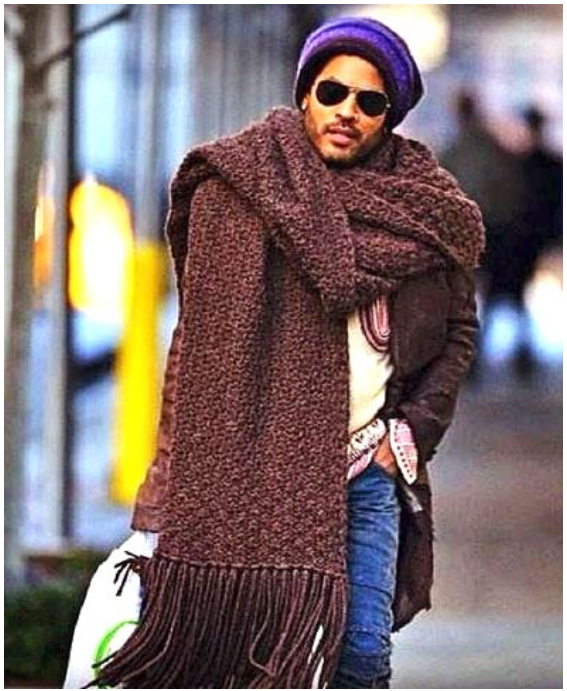
Our brain treats certain "social threats" with the same intensity as physical threats



Power Skill Tool

SCARF: Accountability Triggers

- **S**tatus - our relative importance vs others
- **C**ertainty - our ability to predict the future
- **A**utonomy - our control over events
- **R**elatedness - our sense of connectedness with others
- **F**airness - how fair we feel events and exchanges to be



Adapted from Dr. David Rock, "Managing with your brain in mind"

Small Group Discussion

You've been leading a team for 3 years and have received very positive feedback on your performance. You believe you are up for a promotion in the next cycle.

Your manager is suddenly let go and you'll be reporting to a peer who is known as a micro-manager.

Which elements of the SCARF model might be triggered for you?

Choose one person to report

Small Group Discussion: What's Triggered?

- Status -
- Certainty -
- Autonomy -
- Relatedness -
- Fairness -

Accountability Triggers - Leader

- **S**tatus – lateral instead of promotion, passed over
- **C**ertainty – what other parts of my job change in reorg?
- **A**utonomy – don't like being told what I must do
- **R**elatedness - loss of relationships, less access to leaders
- **F**airness – no open interview process, criteria for decision

Power Skill: Resiliency

Redefining Resiliency

Traditional Definition

Grit is about sustained, consistent effort toward a goal even when we struggle, falter, or temporarily fail.

Modern Leader's Definition

Resiliency Ability to withstand, recover and grow in the faces of stressors and changing demands. Bouncing forward after failure.

3 Traits of Resilient People

- A staunch acceptance of reality
  - Realistic Optimists
  - Optimistic Pessimists
- A deep belief that life is meaningful
  - Context for today's challenges
- An ability to improvise
  - Creative problem solving

Resiliency Downsides

- Burnout
  - Self
  - Team
- Miss the opportunity for structural change
  - Not recognizing when “enough is enough”

What is the very first step to increase your resiliency?

FAIL

"Work resilience is about **strengthening future performance** rather than coping better."

- Kathryn McEwen

Power Skill Tool

3 P's for Building Resiliency

Gain Perspective:

- **P**ersonalization
  - What was beyond my control?
- **P**ervasiveness
  - Which areas of my life are affected?
- **P**ermanence
  - When will it change?

Adapted from psychologist Martin Seligman

Self Reflection

Building Resiliency: Practicing Perspective

1) Take a minute to consider a recent failure.
2) Which of the 3 Ps tripped you up?
3) Consider how you could have failed forward by employing the 3 Ps.
4) What is one thing you can do differently next time?

Power Skill: Transparency

Redefining Transparency

Traditional Definition

Having thoughts, feelings or motives that are easily detected

Modern Leader's Definition

Knowing what you stand for and making it clear to others:

- Integrity (ethics)
- Clarity of Purpose
- Courage
- Effective communication
- Trust

Transparent Leaders

- Know where they stand
- Stand in their "Why"
- Align organization on vision, goals, policies
- Explain their decisions
- Communicate with candor
- Use discretion
- Seek feedback, disclose it, and share their action plan
- Make themselves available

300% Transparency

Core Leaders

- Integrity
- Candor
- Trustworthy & trusting

Company:

- Information
- Reporting
- Decision-making
- Culture

Community:

- Human
- Social
- Environmental
- Fiduciary

"A good Commander is transparent; he does not hide facts; he provides knowledge. He imbues his crew with confidence, because they know where the ship is, they know where it is going, and why."

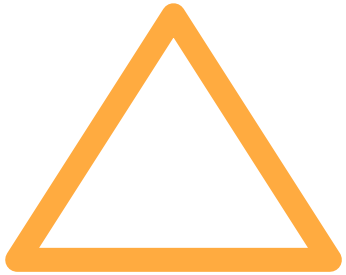
- Captain John Paul Jones
US Navy

Power Skill Tool

Transparency: Leader's Trust Triangle

Authenticity

I experience the real you



Logic

Your reasoning and judgment are sound

Empathy

I believe you care about me and my success

"Unleashed" by Frances Frei

Where is Your Trust “Wobble”?

Think of a challenging work relationship. With a partner, in t he next 6 minutes, share:

- In what category (logic, empathy, authenticity) might trust be low?
- What is one thing you could do to increase their trust in you?

Your Power Skills

- New Workplace, New Leadership
- The "ART" of Power Skills
- Three Power Skill Tools to Use TODAY
  - Accountability: SCARF model
  - Resiliency: 3 P's
  - Transparency: Trust Triangle

Thank YOU

Continue the Conversation:

- Connect with me on LinkedIn
- Read leadership blogs at www.JeanAnnNichols.com
- Ask questions at JeanAnn@JeanAnnNichols.com

CHRISTOPHER KIRCHHOFF

CO-AUTHOR OF UNIT X

Christopher Kirchhoff is an expert in emerging technology who founded the Pentagon's Silicon Valley office and has led teams for President Obama, the Chairman of the Joint Chiefs of Staff, and CEO of Google. He is the author of Unit X: How the Pentagon and Silicon Valley are Transforming the Future of War.

Most recently Dr. Kirchhoff worked special projects at Anthropic. Earlier, he helped grow the philanthropy of Google CEO Eric Schmidt from 10 to 100 people and $1 billion in programs. Previously he led the 67-person Defense Innovation Unit X, which piloted flying cars and microsatellites in military missions and created a new acquisition pathway for start-ups now responsible for $70 billion dollars of
technology acquisition by the Department of Defense.

During the Obama Administration, Kirchhoff was Director for Strategic Planning at the National Security Council, the senior civilian aide to the Chairman of the Joint Chiefs of Staff, and an advisor to Presidential Counselor John Podesta. He led the 8-member Chairman's Initiatives Team on the Joint Staff and the 15-person NSC Strategic Planning Small Group, working on issues ranging from how technology will change the future to Operation United Assistance, which deployed 3,000 U.S. service members to end the Ebola epidemic in West Africa. Kirchhoff penned four landmark reports: the Obama Administration's Lessons Learned Report on Ebola, White House Big Data Report, Hard Lessons: The Iraq Reconstruction Experience, coined "the Iraq Pentagon Papers" by the New York Times, and the Space Shuttle Columbia Accident Investigation report.

An expert in strategic forecasting, technological systems, and the social impacts of technology, Kirchhoff graduated in History and Science from Harvard College and holds a doctorate in politics from Cambridge University, where he was a Gates Scholar. He has been awarded the Secretary of Defense Medal for Outstanding Service and the Civilian Service Medal for hazardous duty in Iraq.

An avid trail runner, Ironman triathlete, and dog dad, from 2011-2014 he was the highest ranking openly gay advisor in the U.S. Department of Defense. He and his husband John live in San Francisco.

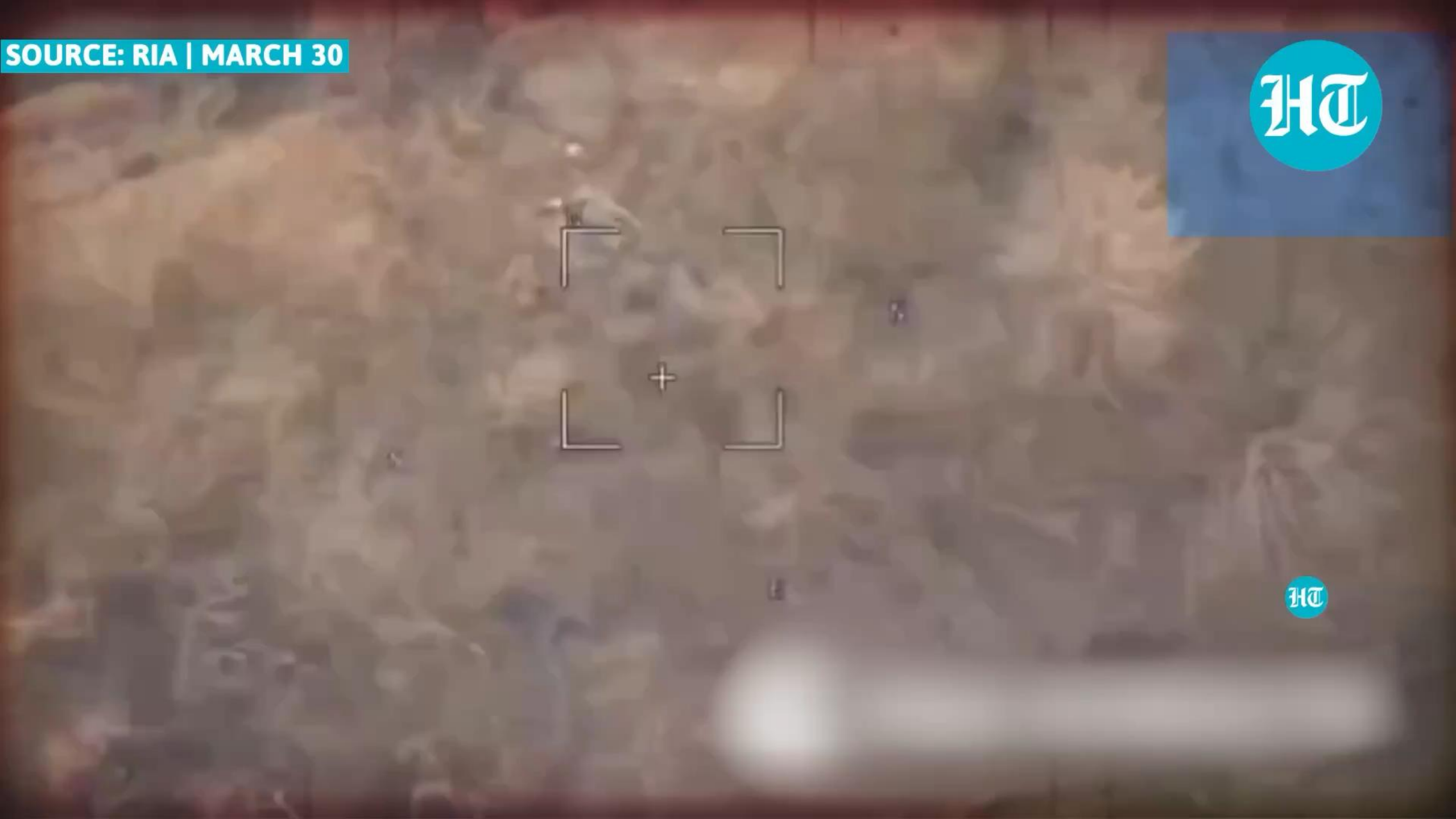
"Inspiring . . . a riveting reminder of how hard protecting our nation's security can be, and how much depends on the ingenuity of a select few. A must-read."
—WALTER ISAACSON, *New York Times* bestselling author of *STEVE JOBS* and *ELON MUSK*

UNIT X

HOW THE PENTAGON AND SILICON VALLEY ARE TRANSFORMING THE FUTURE OF WAR

FINANCIAL TIMES BUSINESS BOOK OF THE YEAR 2024 SHORTLISTED

RAJ M. SHAH AND CHRISTOPHER KIRCHHOFF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الإعلام العسكري

CognitiveDrone: A VLA Model and Evaluation Benchmark for Real-Time Cognitive Task Solving and Reasoning in UAVs

Artem Lykov*, Valerii Serpiva*, Muhammad Haris Khan, Oleg Sautenkov,
Artyom Myshlyaev, Grik Tadevosyan, Yasheerah Yaqoot, and Dzmitry Tsetserukou

***Abstract*— This paper introduces *CognitiveDrone*, a novel Vision-Language-Action (VLA) model tailored for complex Unmanned Aerial Vehicles (UAVs) tasks that demand advanced cognitive abilities. Trained on a dataset comprising over 8,000 simulated flight trajectories across three key categories—Human Recognition, Symbol Understanding, and Reasoning—the model generates real-time 4D action commands based on first-person visual inputs and textual instructions. To further enhance performance in intricate scenarios, we propose *CognitiveDrone-R1*, which integrates an additional Vision-Language Model (VLM) reasoning module to simplify task directives prior to high-frequency control. Experimental evaluations using our open-source benchmark, *CognitiveDroneBench*, reveal that while a racing-oriented model (RaceVLA) achieves an overall success rate of 31.3%, the base CognitiveDrone model reaches 59.6%, and CognitiveDrone-R1 attains a success rate of 77.2%. These results demonstrate improvements of up to 30% in critical cognitive tasks, underscoring the effectiveness of incorporating advanced reasoning capabilities into UAV control systems. Our contributions include the development of a state-of-the-art VLA model for UAV control and the introduction of the first dedicated benchmark for assessing cognitive tasks in drone operations. The complete repository is available at `https://cognitivedrone.github.io`.**

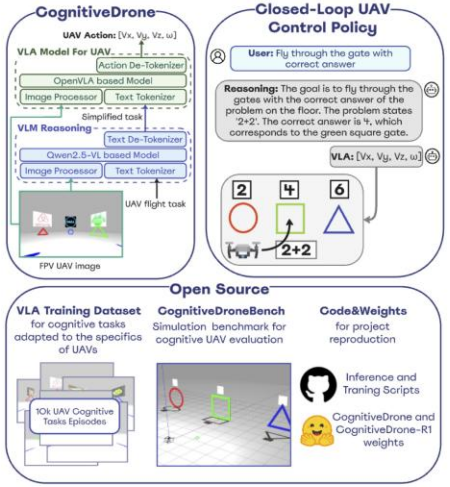


Fig. 1. CognitiveDrone is a VLA system for UAVs that generates smooth 4D control commands from first-person visual inputs and natural language instructions. It combines a 7B-parameter VLA model trained on an extensive open-source dataset of cognitive tasks—including reasoning, human recognition, and symbol understanding—with a 7B-parameter VLM reasoning module that refines task directives. The system is evaluated within CognitiveDroneBench—the first evaluation benchmark for VLA systems tailored to cognitive UAVs—where the drone must navigate a track with gates by selecting the appropriate gate through solving cognitive tasks. We have released the complete dataset, benchmark environment, model weights, and training/inference code as open source.

I. Introduction

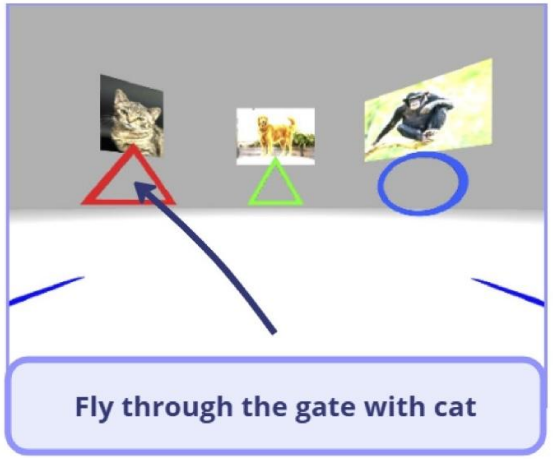
In an era marked by rapid advancements in robotics and artificial intelligence, enabling robots to perform a wide range of complex tasks in dynamically changing environments has emerged as a critical challenge. Cognitive robotics strives not only to endow machines with precise control but also to equip them with high-level reasoning and decision-making capabilities that allow them to adapt to unpredictable real-world scenarios. Despite notable progress in various domains of robotics, one persistent challenge remains: how to objectively evaluate and compare cognitive robotic systems, particularly when they are expected to tackle a multitude of intricate tasks.

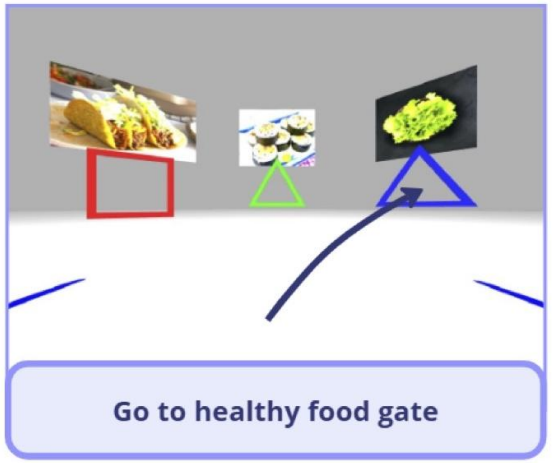
The scarcity of standardized, open-source benchmarks and datasets is especially evident in the realm of Unmanned Aerial Vehicles (UAVs), where existing evaluation frameworks are largely confined to racing or basic navigation tasks. This limitation not only hinders fair comparison among different cognitive UAV systems but also restricts the exploration of more sophisticated cognitive functions such as reasoning, human recognition, and symbolic understanding.

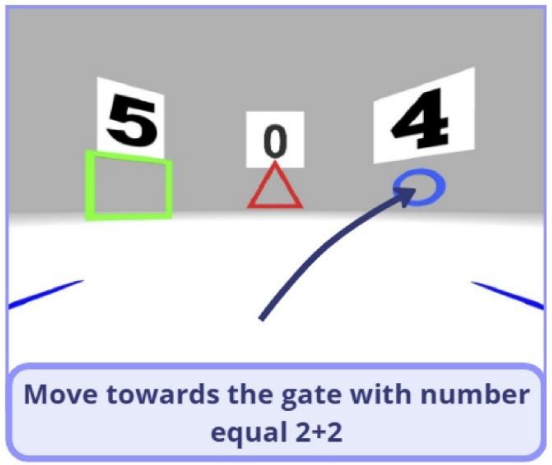
To address these challenges, we introduce *CognitiveDrone* — a novel VLA model designed for real-time cognitive task solving and reasoning in UAVs. In conjunction with the model, we propose *CognitiveDroneBench*, an open-source benchmark built upon a Gazebo-based physical simulation environment that integrates a drone racing track with cognitive checkpoints. At each stage of the track, the UAV is required to select specific gates by solving a cognitive task, thus providing a comprehensive performance evaluation that transcends traditional racing metrics.

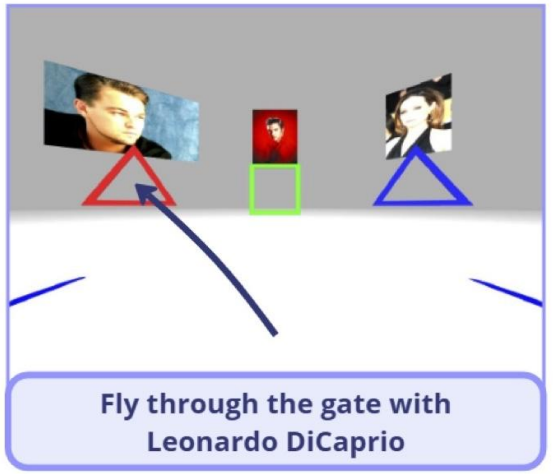
Furthermore, we augment our system with an auxiliary

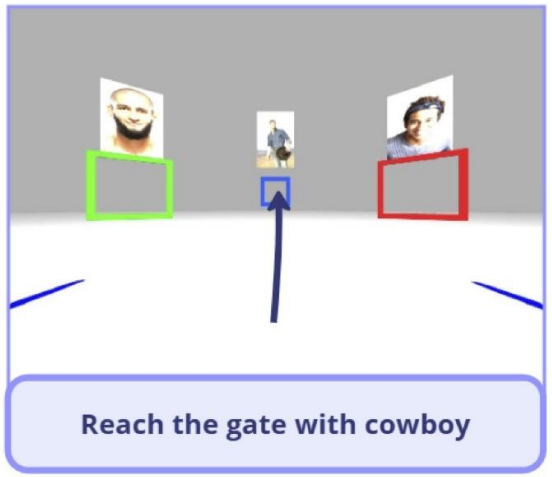
* These authors contributed equally to this work.
The authors are with the Intelligent Space Robotics Laboratory, Center for Digital Engineering, Skolkovo Institute of Science and Technology. {Artem.Lykov, Valerii.Serpiva, haris.khan, Artyom.Myshlyaev, oleg.sautenkov, grik.tadevosyan, yasheerah.yaqoot, d.tsetserukou}@skoltech.ru

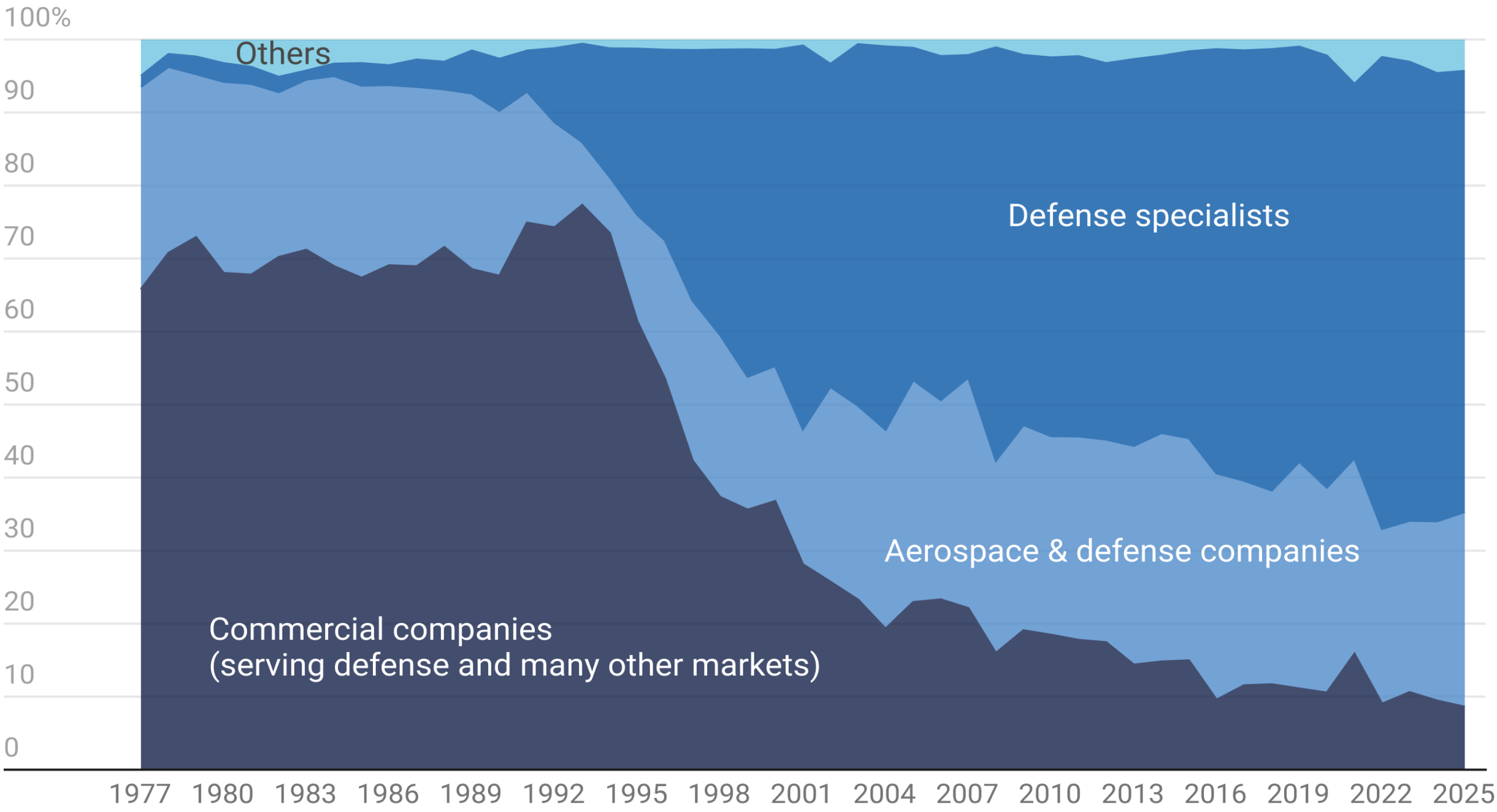








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Others
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Commercial companies
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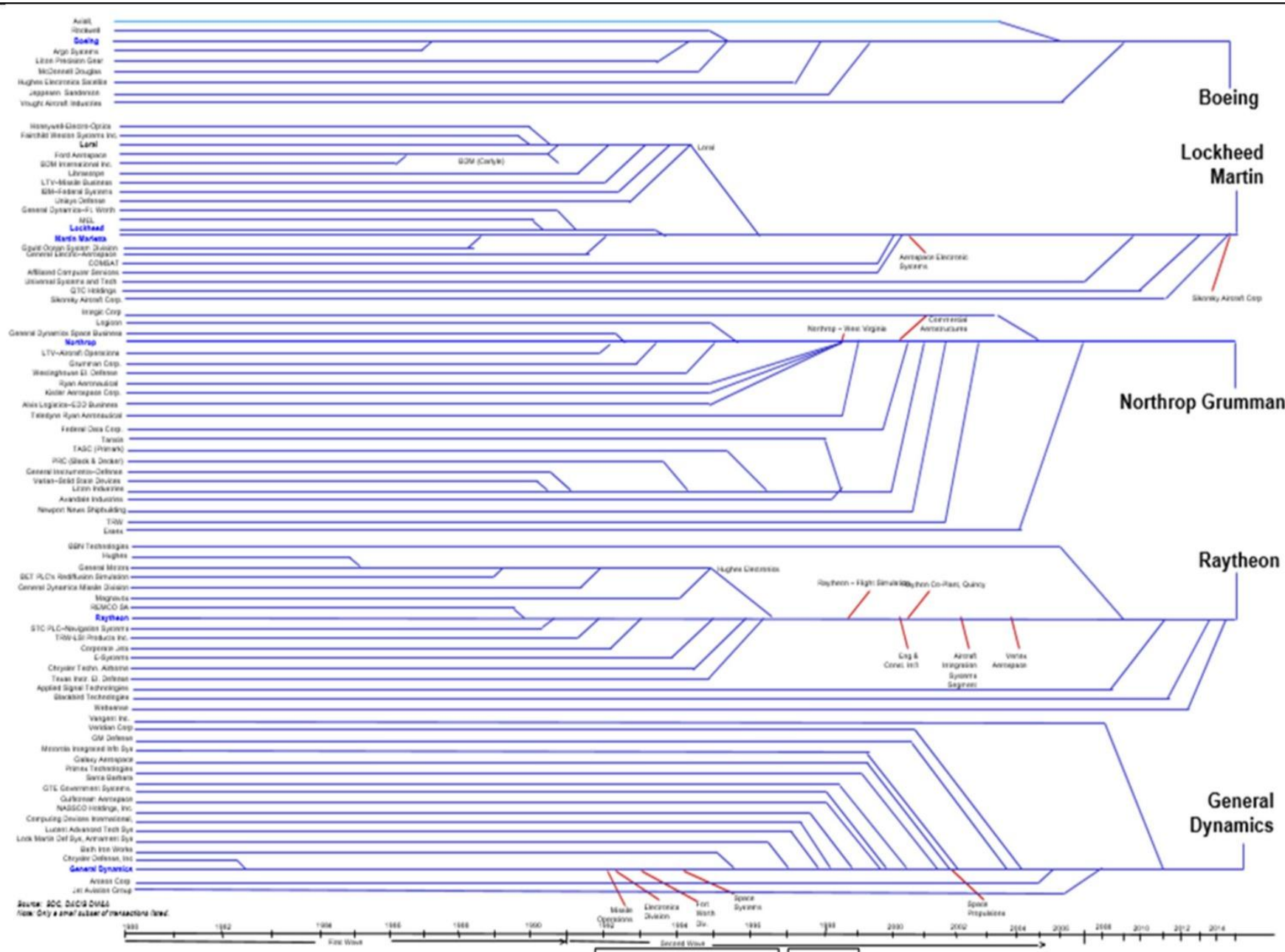
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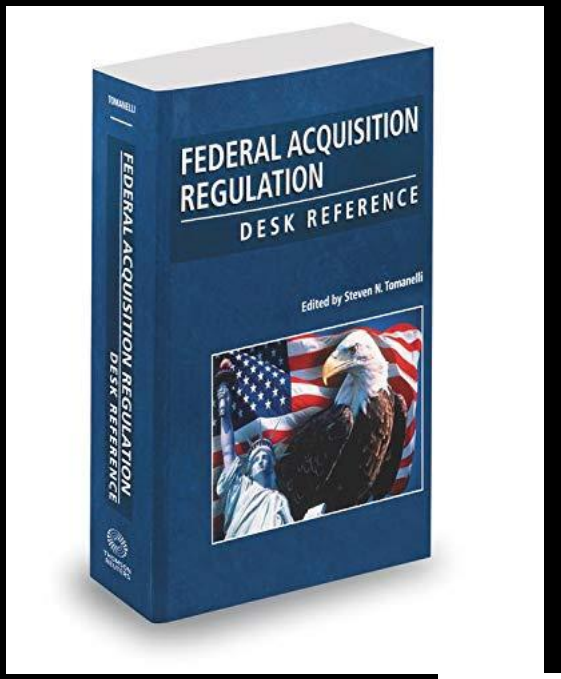
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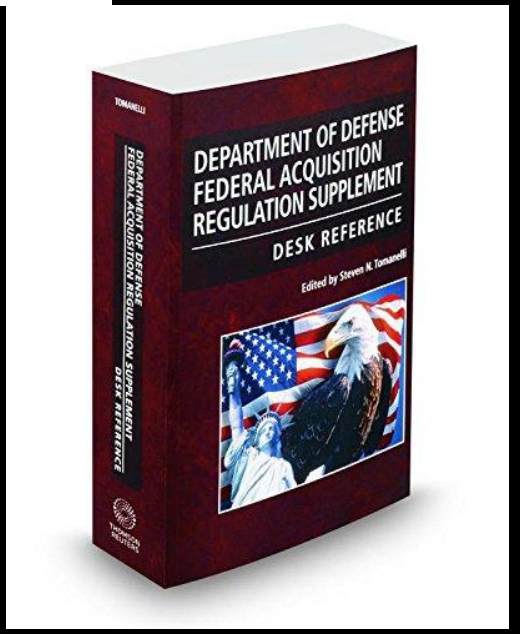
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SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAR - 6 2025

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Directing Modern Software Acquisition to Maximize Lethality

The Department of Defense (DoD) has been slow to recognize that software-defined warfare is not a future construct, but the reality we find ourselves operating in today. Software is at the core of every weapon and supporting system we field to remain the strongest, most lethal fighting force in the world. While commercial industry has rapidly adjusted to a software-defined product reality, DoD has struggled to reframe our acquisition process from a hardware-centric to a software-centric approach. When it comes to software acquisition, we are over pivoting to a performance-based outcome and, as such, it is the Warfighter who pays the pr

It is a top priority for DoD to reform its acquisition processes in order to acquire, d and iterate on our weapon and business systems — including software — at speed and scal our Warfighter. To start, DoD must maximize the use of its existing authorities, contractin strategies, and processes for software acquisition. This will enable us to immediately shift construct designed to keep pace with commercial technology advancements, leverage the e commercial ecosystem for defense systems, rapidly deliver scaled digital capabilities, and our systems faster than adversaries can adapt on the battlefield.

To meet this challenge, I am directing all DoD Components to adopt the Software Acquisition Pathway (SWP) as the preferred pathway for all software development components of business and weapon system programs in the Department.

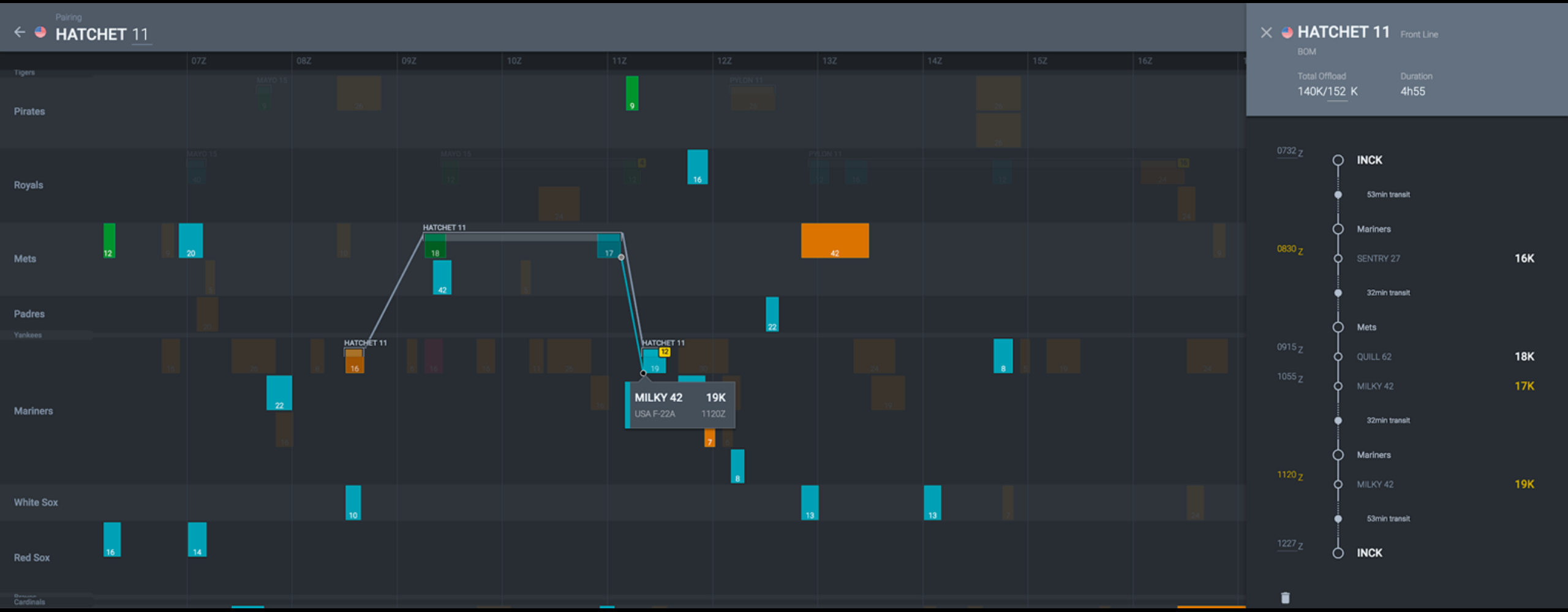
The Department must also align contracting strategies and maximize the use of existing authorities. Effective immediately, for efforts that meet the threshold requirements enabling the application of authorities provided at title 10, U.S.C., § 3458 or title 10, U.S.C., § 4022. I am directing the use of Commercial Solutions Openings and Other Transactions as the default solicitation and award approaches for acquiring capabilities under the SWP. This applies to any software pathway program in the planning phase prior to execution. Department Components are prohibited from implementing further guidance on this point that would set out restrictive measures, guidelines, frameworks, directives, or policies other than required by statute.

The Under Secretary of Defense for Acquisition and Sustainment, in coordination with the Director of the Defense Innovation Unit, will develop and submit an implementation plan within 30 calendar days.

SD29

OSD001079-25/CMD001535-25

application of authorities provided at title 10, U.S.C., § 3458 or title 10, U.S.C., § 4022. I am directing the use of Commercial Solutions Openings and Other Transactions as the default solicitation and award approaches for acquiring capabilities under the SWP. This applies to any software pathway program in the planning phase prior to execution. Department Components are prohibited from implementing further guidance on this point that would set out restrictive measures, guidelines, frameworks, directives, or policies other than required by statute.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USA F-22A 1120Z
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SENTRY 27 16K
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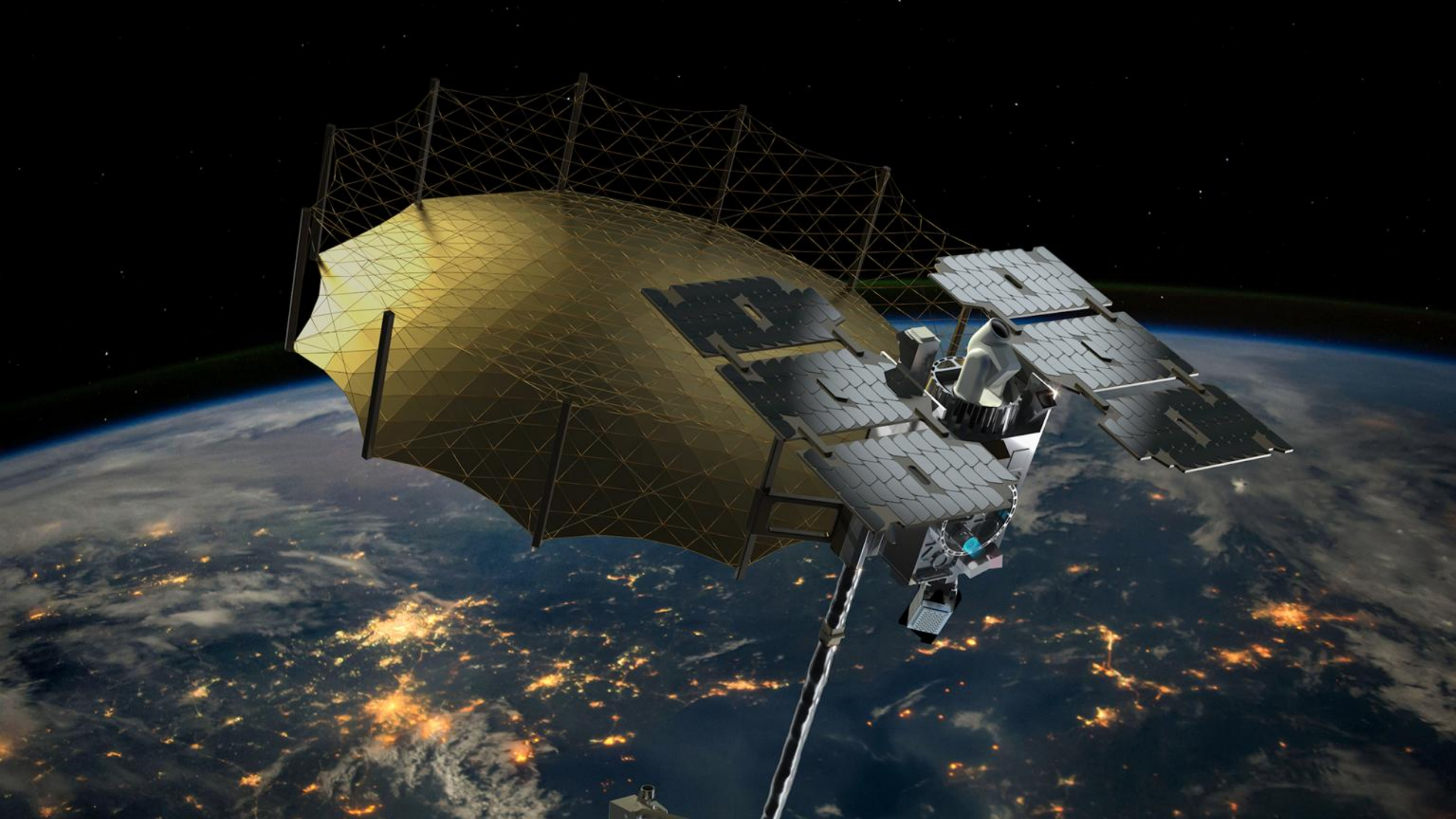


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DIUx ROGUE SQUADRON
"WE REBEL"

Defense Innovation

10X Warfighters
+
Real Tech
+
Modest Money
+
Senior Top Cover

Co-Opt Entrenched Interests
+
Healthy Irreverence
+
Team
+
[International Cooperation]


THE WORLD
ON MERCATOR'S PROJECTION
"PLEASE UNDERSTAND THERE IS NO DEPRESSION IN THIS HOUSE AND WE ARE NOT INTERESTED IN THE POSSIBILITIE OF DEFEAT, THEY DO NOT EXIST."
VICTORIA, R.I.

"Inspiring . . . a riveting reminder of how hard protecting our nation's security can be, and how much depends on the ingenuity of a select few. A must-read."
—WALTER ISAACSON, *New York Times* bestselling author of *STEVE JOBS* and *ELON MUSK*

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RAJ M. SHAH AND CHRISTOPHER KIRCHHOFF

Telework Dashboard

NAVWAR

Telework Code Use and Transparency

- Time-Card use of telework codes should be accurate
- Accurate usage of telework codes builds Transparency and Accountability
- Monitoring internally, in anticipation of monitoring externally
- Compliance and Reporting
- Competency/PEO Leadership will receive access, and can identify exempt employees for legitimate policy exemptions

Telework Code Guidance

Telework codes:

1. TS: Situational Telework

   Should be used in cases of an approved exception or for ad hoc instances where their telework is unscheduled. This code can also be used for employees who are approved to telework perhaps to complete a training or work some comp time on a special project etc.

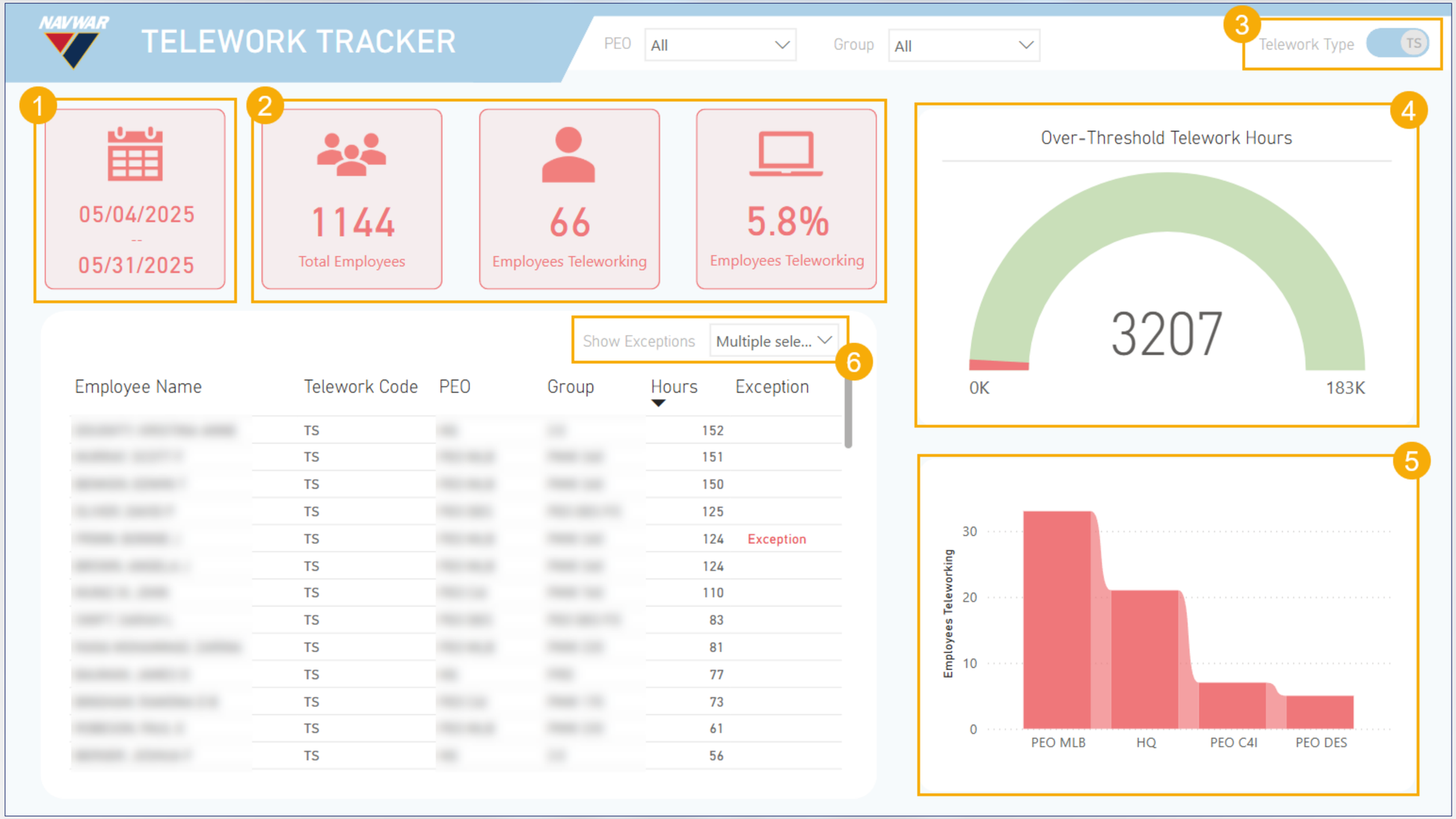
2. TW: Regular/Recurring Telework

   Should be used in cases where an approved exception has an arrangement covering some but not all time. For example, every Tuesday and Thursday they are approved to telework.

3. TR: Remote Work

   Should be used in cases where an approved exception was for 100% remote, meaning no requirement to come on site at all.

Telework Monitoring Dashboard



Training Event: AWF Continuous Learning Credit

- **Acquisition Workforce members: Receive 10 hours (5 hours/day) of Continuous Learning by entering the following in eDACM:**

Activity Name: FY25 Supervisor Forum

Activity Type: Other Functional Training

Description: Annual leadership development training session to introduce topics important to NAVWAR workforce.

Start Date: June 17, 2025 (5 hrs.)

End Date: June 18, 2025 (5 hrs.)

Points Requested: 10 (both days); otherwise 5 points per day

Comments: This training was approved by the NAVWAR DAWIA Program Director.