



*Responding to China's  
Existential Threat to Global  
Order - Sustaining U.S.  
Leadership via Grand  
Strategic Thinking*

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## Disclaimer

*The views expressed in this presentation are the presenter's opinions, ideas and views only and are provided only for consideration*



# Key Questions

## Part I Covered:

- What is China's Strategic Intent - Really?
- What Indicators exist and what Patterns are forming?
- How does China's Mindset differ from the U.S. and its Allies?
- What are the Risks to the existing Global Order?

## Part II will cover:

- What is the World Order?
- Part I "Quick Look" Summary
- Grand Strategic Context
- Grand Strategic Thinking
- U.S. National Grand Strategies – Proposed
- U.S. National Grand Strategies re. China - Proposed
- Areas of Focus for Future Success

## Bottom Line

How Are We Going to Successfully Compete in the 21<sup>st</sup> Century?



# World Order

## Global Relations, Rules and Institutions

- **Working Definition:**
  - The concept held by a region or civilization about the nature of just arrangements and the distribution of power thought to be applicable to the entire world, resting on a set of commonly accepted rules that define the limits of permissible action and a balance of power that enforces restraint where rules break down, preventing one political unit from subjugating all others.” (Henry Kissinger)
- **Elements include:**
  - Constitutive Norms
  - Scope and Depth
  - Operating Principles
  - Specific Regimes, Institutions and Organizations
- **Future World Order Objectives (suggested):**
  - Preserving Conditions for Sustained Human Existence
  - Minimizing Risk of War
  - Managing the Movement of Goods, Capital, Information and People
  - Respecting Human Rights



# Big Picture Issues – “Quick Look” Snap-Shot

- China’s CCP – Compensating for “100 Years of Humiliation”
  - Expanding Militarily and Economically, Top-Down Leadership, State-Run, Strategically-Minded, In Debt, Getting Older, Increasingly Fragile i.e. a House-of-Cards
  - One Belt One Road, South China Sea, Taiwan, Regional Hegemony
  - Surveillance State - Social Credit Score, Pollution, Food, Water, Inequality
  - USTR Section 301 Report re. IP Theft, Cyber Crimes, Inappropriate Trade Policies
- Russia – Autocracy Compensating for Dissolution of the Soviet Union
  - Extraction-focused Economy the size of Texas, Sanctions Hitting Very Hard, Oligarchs, Inequality
  - Military is Source of Prestige, Nuclear Capabilities/Treaty Violations, Antagonistic
  - UN Security Council, China, **Ukraine**, Syria, Turkey, Iran, Belarus
  - Focused on Undermining Western Values and Alliances inc. NATO & EU
  - Ukraine is a festering sore point – Crimea is a ‘Crown Jewel’ they do not want to give up
  - Kremlin’s Playbook 2 – see: <https://www.csis.org/features/kremlin-playbook-2>
- U.S. Economic Sustainability and Budget Deficit, Infrastructure, Political Divisions/Social Media
- U.S. and Global Concerns re. Climate Change, COVID, Migration, Biodiversity Loss
- Globalization and Inequality
  - Populism, Nationalism, Authoritarianism, Poverty, Haves vs. Have Nots
- Corruption & Ideology – Governments and Democratic Institutions Under Attack
- Terrorism and Organized Crime – Cyber/Dark Web & Info Operations/PsyOps
- Fourth Industrial Revolution/Industry 4.0
  - **Exponential Acceleration & Convergence of Technologies vs. Resistance to Change**



# Recent Headlines

'Sound the alarm': National debt hits \$30 trillion as economists warn of impact for Americans

## Soros Says China's Real Estate Crisis, Omicron Threaten Xi's Rule

- Billionaire says Xi faces opposition within Communist Party
- Comments delivered days before start of Olympics in Beijing

## Expect a Navy Fleet Plan of 500 Ships, CNO Says

Adm. Gilday says recent exercises and several years of analysis are helping the service converge on numbers for its long-range shipbuilding plan.

## Threat to US from China 'more brazen, more damaging than ever before' says FBI director

No country presents a broader threat to American economic security, says Christopher Wray

## Taiwan nervous that China may take advantage amid Russia-Ukraine crisis

● Where attacks and explosions have been reported across Ukraine



Last updated: Feb. 24, 2022 at 10:30 a.m. ET  
Note: Extent of Russian-backed separatist-controlled area based on reporting as of Jan. 24, 2022.

Source: Ukrainian Interior Ministry, Ukrainian Ministry of Defense, US Embassy in Ukraine, CNN reporting, Institute for the Study of War, Maps4News, Google Maps  
Graphic: Henrik Pettersson, CNN



## Putin Admits He's Worried NATO Could Help Ukraine Get Crimea Back

| BIGGEST FEAR |

Allison Quinn News Editor  
Published Feb. 01, 2022 12:40PM ET



Chess pieces are seen in front of displayed China and Taiwan's flags in this illustration (REUTERS)

## RUSSIA ATTACKS UKRAINE

In the biggest attack by one state against another in Europe since World War Two, Russia launched an [all-out invasion of Ukraine](#) by land, air and sea - a confirmation of the worst fears of the West.



# Why Does Ukraine Matter?

## How the independent, sovereign, democratic nation of Ukraine ranks:

- 1st in Europe in proven recoverable reserves of uranium ores;
- 2nd place in Europe and 10th place in the world in terms of titanium ore reserves;
- 2nd place in the world in terms of explored reserves of manganese ores (12% of the world's reserves);
- 2nd largest iron ore reserves in the world (30 billion tons);
- 2nd place in Europe in terms of mercury ore reserves;
- 3rd place in Europe (13th place in the world) in shale gas reserves (22 trillion cubic meters)
- 4th in the world by the total value of natural resources;
- 7th place in the world in coal reserves (33.9 billion tons)

## Ukraine is an agricultural country:

- 1st in Europe in terms of arable land area;
  - 3rd place in the world by the area of black soil (25% of world's volume);
  - 1st place in the world in exports of sunflower and sunflower oil;
  - 2nd place in the world in barley production & 4th place in barley exports;
  - 3rd largest producer and 4th largest exporter of corn in the world;
  - 4th largest producer of potatoes in the world;
  - 5th largest rye producer in the world;
  - 5th place in the world in bee production (75,000 tons);
  - 8th place in the world in wheat exports;
  - 9th place in the world in the production of chicken eggs;
  - 16th place in the world in cheese exports.
- Ukraine can meet the food needs of 600 million people.

Source: Andriy Futey

Ukrainian Congress Committee of America Ukrainian World Congress



## Ukraine is an industrialized country:

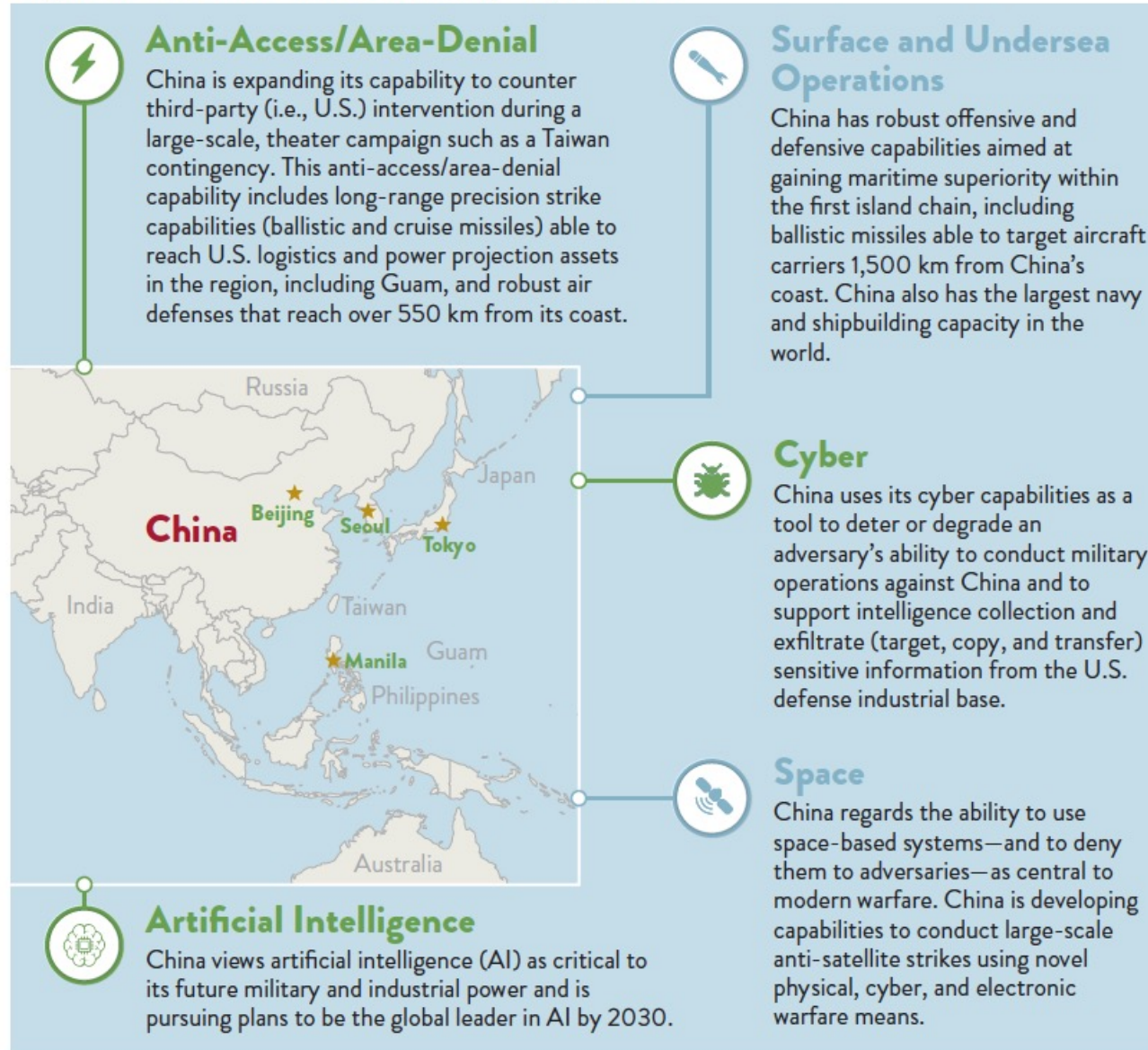
- 1st in Europe in ammonia production;
- 2-e Europe's and 4th largest natural gas pipeline system in the world
- 3rd largest in Europe and 8th largest in the world for nuclear plant capacity
- 3rd place in Europe and 11th in the world in terms of rail network length
- 3rd place in the world in production of locators/locating equipment;
- 3rd largest iron exporter in the world
- 4th largest exporter of turbines for nuclear power plants in the world;
- 4th world's largest manufacturer of rocket launchers;
- 4th place in the world in clay exports
- 4th place in the world in titanium exports
- 8th place in the world in exports of ores and concentrates;
- 9th place in the world in exports of defence industry products;
- 10th largest steel producer in the world (32.4 million tons)."



# GAO National Security Snapshot – February 2022

## “Challenges Facing DOD in Strategic Competition with China”

Figure 1: Selected Chinese Military Capabilities





# Advanced Contested Battlespace Threats – Kinetic and Non-Kinetic

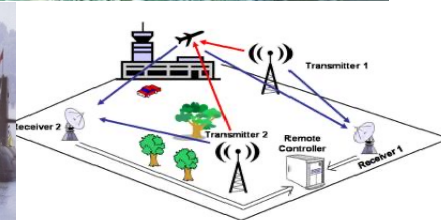


Fig. 1. PCL multistatic configuration

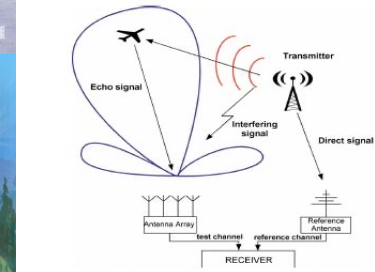


Fig. 2. Configuration of the receiver





# Knowledge Doubling Demands Accelerated Learning @ Scale to Stay Competitive

## Knowledge Doubling Curve

Buckminster Fuller

1900

Until 1900 human knowledge doubled approximately every century.



By 1945 knowledge was doubling every 25 years.



Currently, on average human knowledge is doubling every 13 months.



IBM predicts the build out of the "internet of things" will result in the doubling of knowledge every 12 hours.

1950

2000



# Fourth Industrial Revolution

*“The scale, scope and complexity of how technological revolution influences our behavior and way of living will be unlike anything humankind has experienced.”*

Klaus Schwab  
Founder and Executive Chairman  
World Economic Forum

## Key Exponentially Accelerating Technologies:

- Big Data and Analytics
- Internet of Things
- 5G Telecommunications
- Mobile & Cloud Computing
- Nano- and Neuro-technologies
- 3D Additive Manufacturing/Digital Thread
- Augmented Reality/Virtual Reality/Mixed Reality
- Blockchain Technologies
- Machine Learning/Artificial Intelligence
- Quantum Technologies
- Synthetic Biology

**What Does this Mean?**  
**What are We Doing About it?**  
**What Does our Future Look Like?**



# White House Critical and Emerging Technologies

## February 2022

### **Critical and Emerging Technologies List**

The following critical and emerging technology areas are of particular importance to the national security of the United States:

- Advanced Computing
- Advanced Engineering Materials
- Advanced Gas Turbine Engine Technologies
- Advanced Manufacturing
- Advanced and Networked Sensing and Signature Management
- Advanced Nuclear Energy Technologies
- Artificial Intelligence
- Autonomous Systems and Robotics
- Biotechnologies
- Communication and Networking Technologies
- Directed Energy
- Financial Technologies
- Human-Machine Interfaces
- Hypersonics
- Networked Sensors and Sensing
- Quantum Information Technologies
- Renewable Energy Generation and Storage
- Semiconductors and Microelectronics
- Space Technologies and Systems



**“In the next decade, we will experience more progress than in the past 100 years.”**



–Peter Diamandis,  
Cofounder of Singularity University



“If you are not changing as fast as the world around you, the end is near”

Jack Welch  
Former GE CEO

“If you don’t like change, you’re going to like irrelevance even less.”

Gen(ret.) Eric Shinseki  
Former Army Chief of Staff



# Strategic Thinking

*“The purpose of strategic thinking is to discover novel, imaginative strategies which can re-write the rules of the competitive game; and to envision potential futures significantly different from the present”*

(Heracleous, 1998)

*“Strategic thinking is characterized by a switch from seeing the organization as a splintered conglomerate of disassociated parts competing for resources, to seeing and dealing with the corporation as a holistic system that integrates each part of the relationship to the whole.”*

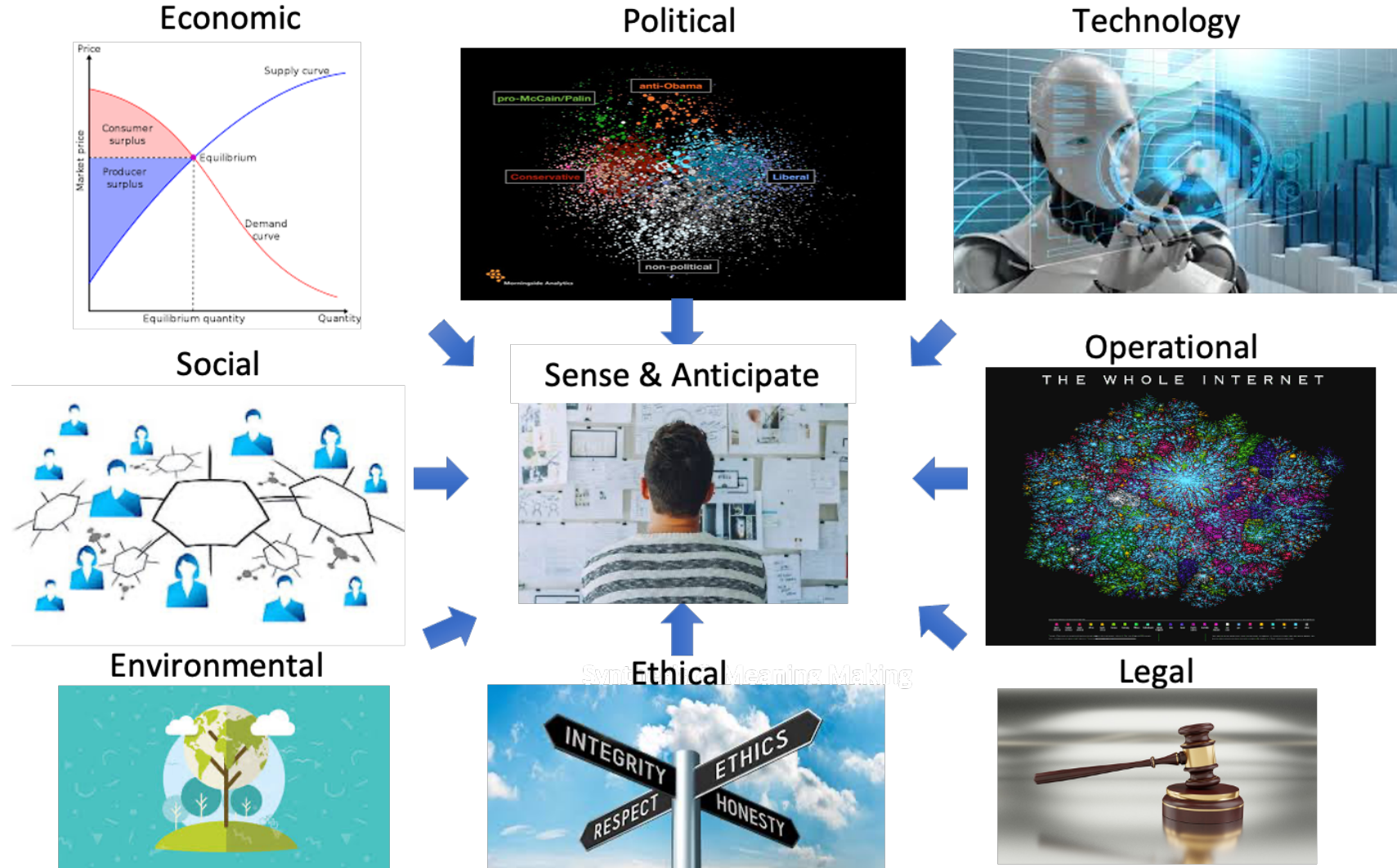
(Phil Hanford, 1995)





# Take a Holistic Strategic View

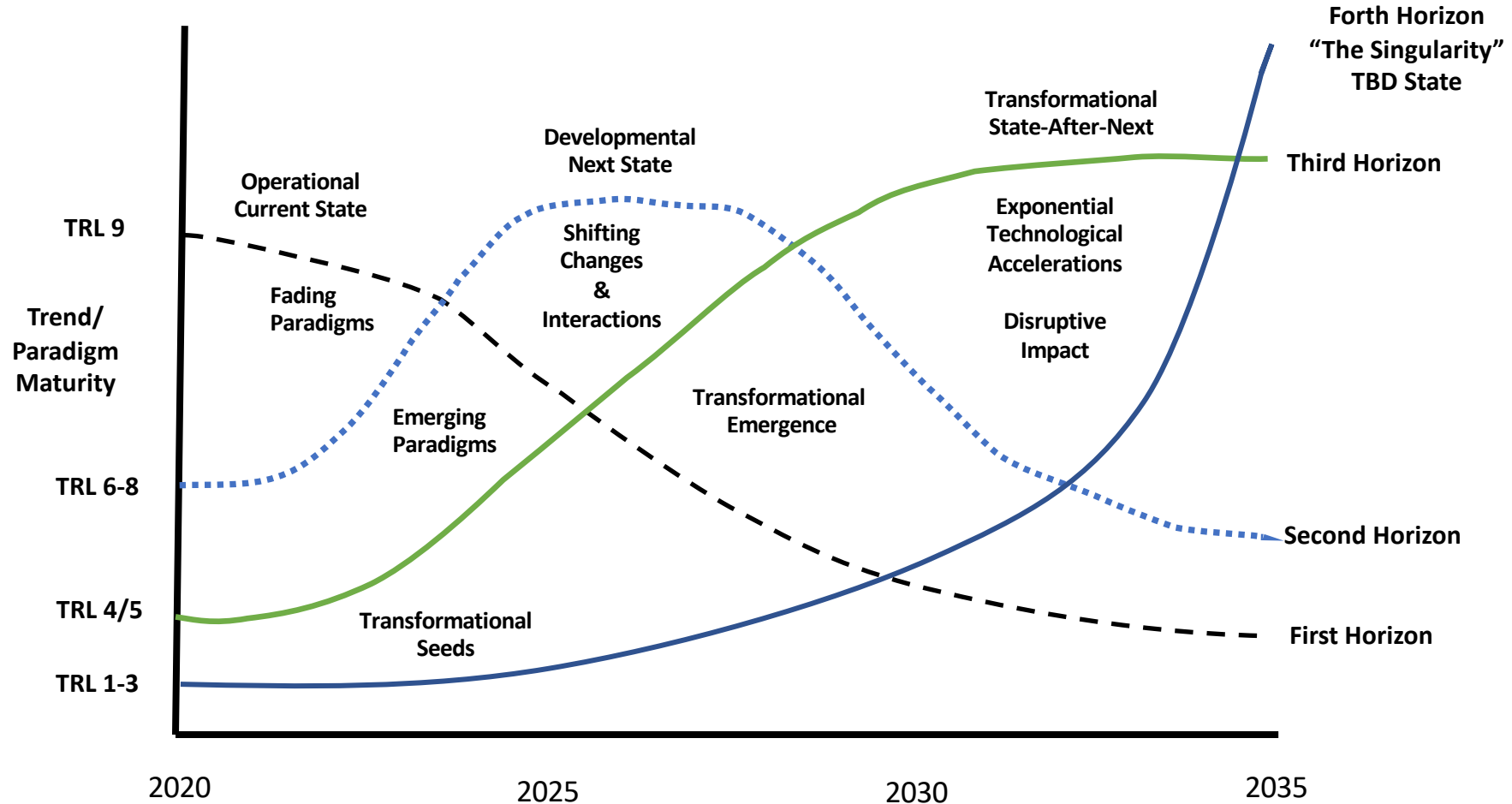
Consider the Past, Present and Future, the Trends, Inter-relationships and Interdependencies (refers to developing “contextual intelligence” per. Dr. Joseph Nye)







# Big Picture, Long Term - Four Horizons Scanning



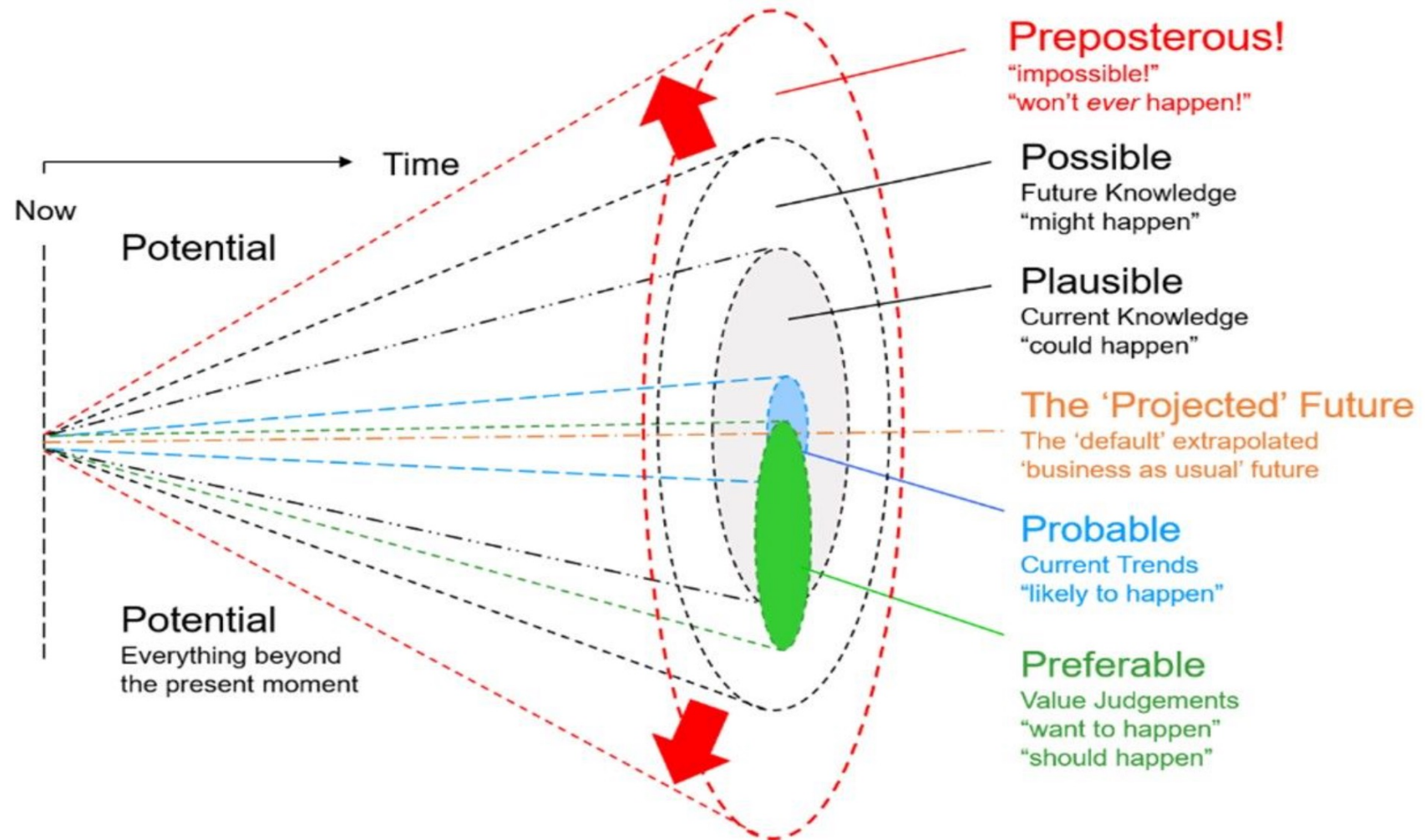


# Understanding the Full Range of Futures

## The Futures Cone

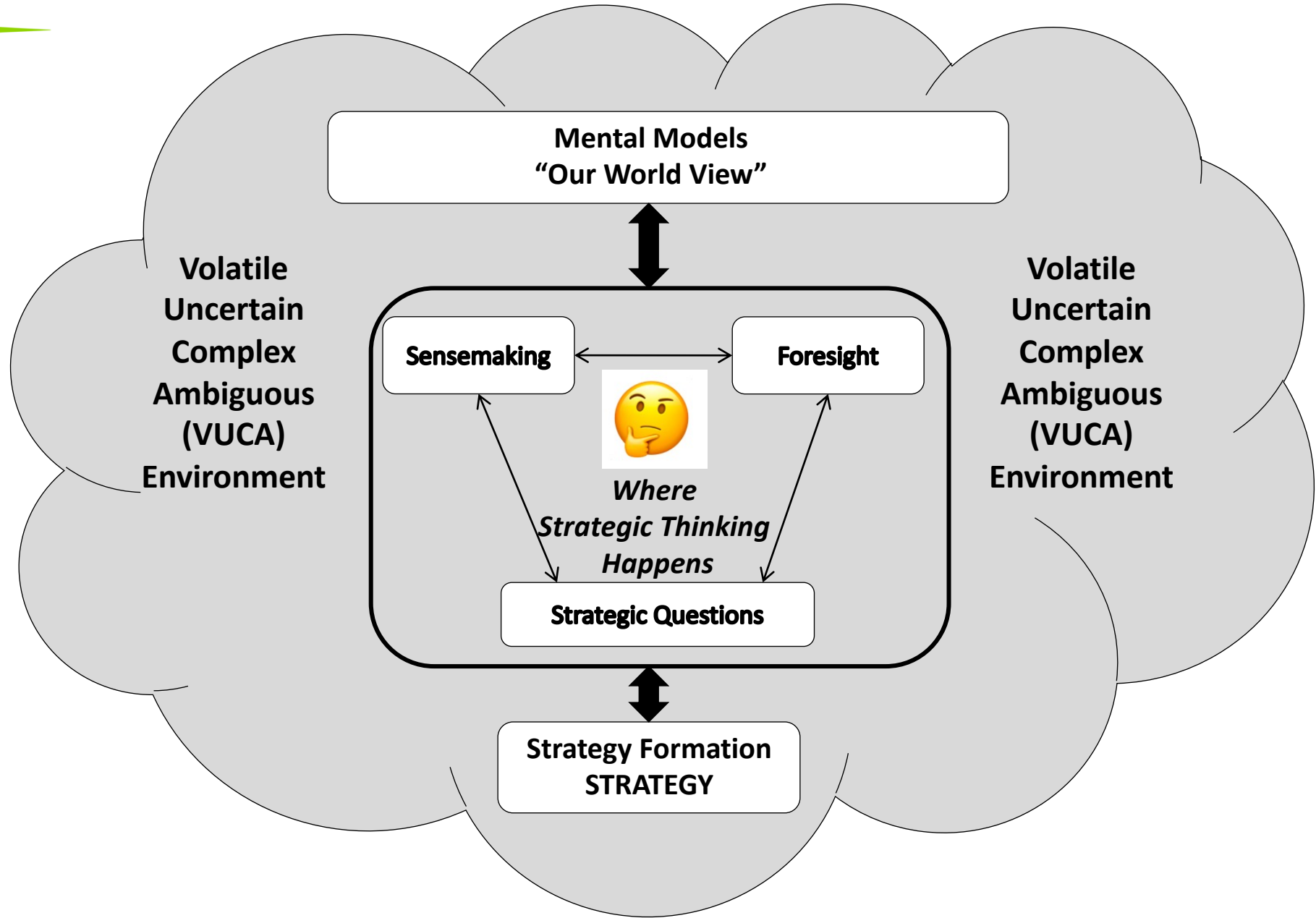
Maree Conway  
Jan 18, 2022 • 4 min read

*We often suffer from a lack of imagination, that reality could be very different from the status quo*





# Strategic Thinking Conceptual Frame





# Creating a Compelling 'Vision' in Anticipation of the Future

- Creating a Vision requires future oriented imaginative ideas, ideally intriguing and refreshing idea that trigger people's interest, curiosity, and excitement.
  - Requires an open mind and willingness to listen to unconventional ideas
- A Vision:
  - Shows the path forward
  - Stretches the imagination
  - Challenges the status quo
  - Breaks existing paradigms
  - Energizes and mobilizes
  - Is a focal point for transformational leadership
  - Provides a conceptual map for where org is headed
  - Provides a sense of individual and collective identity ie. purpose, belonging
- A Vision is rational, emotional, unconventional and noble
- A Vision persuades followers: convincing, credible & emotionally stirring
- Creating Visionary Capacity – Focus on seeing things early & connecting the dots
- Identify Future Facts we believe could be reality – feeds visioning process



## American Vision Statement (Proposed)

*A Unified, Diverse and Inclusive Nation Continuously Learning and Growing; Rooted in our Core Values of Life, Liberty and the Pursuit of Happiness, Freedom and Human Rights; Exploring the Vast Realm of Possibilities; and Fully Engaged and Committed to Achieving a Greater and More Equitable, Prosperous, Sustainable and Secure Global Future*

### Potential Characteristics of an American Vision Statement

- Peace
- Stability
- Security
- Freedom
- Lawful
- Prospering
- Liberty
- Democratic
- Diverse/Inclusive
- Sustaining
- Capitalistic
- Innovative
- Growing
- Sharing
- Empowering/Enabling
- Leading
- Collaborative
- Cooperative
- Competitive
- Trustworthy
- Respectful
- Empathetic/Caring
- Compassionate
- Equal Opportunity
- Hopeful
- Learning
- Creating
- Thinking
- Wise
- Spiritual

What would your American “Vision Statement” Be?



# Grand Strategy

- Grand strategy is a purposeful and coherent set of ideas about what a nation seeks to accomplish in the world, and how it should go about doing so.

(Dr. Hal Brands)

- Grand strategy is a coherent statement, a framework of organizing principles, of the state's highest political ends to be pursued globally over the long term. Its proper function is to prioritize among different domestic and foreign policy choices and to coordinate, balance, and integrate all types of national means – including diplomatic, economic, technological, and military power – to achieve the articulated ends.

(Dr. William C. Martel)

- Three Guiding Principles for American Grand Strategy (Dr. William Martel)
  1. Rebuilding Domestic Foundations of Power
  2. Exercising American Leadership to Restrain Sources of Disorder that Threaten US vital interests
  3. Forging Alliances and Partnerships to Confront the Most Pressing Threats to Global Stability



# Grand Strategy Requirements\*

- A Grand Strategy requires:
  - A holistic view of interests, threats, and resources
  - An understanding of the multidimensional, yet finite, nature of power
  - An ability to make sense of a multitude of complex, complicated and confusing events
  - Necessitates a vision to link policies to the highest and most enduring interests
  - Willingness to make the hard decisions and follow-through on them
  - An agile mind that can consider paradox, competing demands and tensions
  - The capacity for systematic thinking as well as flexibility and the ability to adapt
  - A foresightful mind that can deal with today's crises while looking beyond them
  - Judgment and wisdom to determine the path forward

\*based on "What Good is Grand Strategy" by Dr. Hal Brands (2014)



# Lessons in Grand Strategies

- “The Rise and Fall of Great Powers” by Paul Kennedy (1987)
  - Surveyed 500 years of Grand Strategies
  - Empires fall from “imperial overstretch”, and as a result faced growing threats when their share of world economy is declining
  - “To be a Great Power – by definition, a state capable of holding its own against any other nation demands a flourishing economic base.” (p. 539)
  - “The triumph of any one Great Power, or the collapse of another, has usually been the consequence of lengthy fighting by its armed forces; but it has also been the consequence of the more or less efficient utilization of the state’s productive economic resources in wartime...of which the state’s economy had been rising or falling, relative to other leading nations in the decades preceding the actual conflict.” (p. xv)





# Domain of Grand Strategies

## Existing in the Current Literature

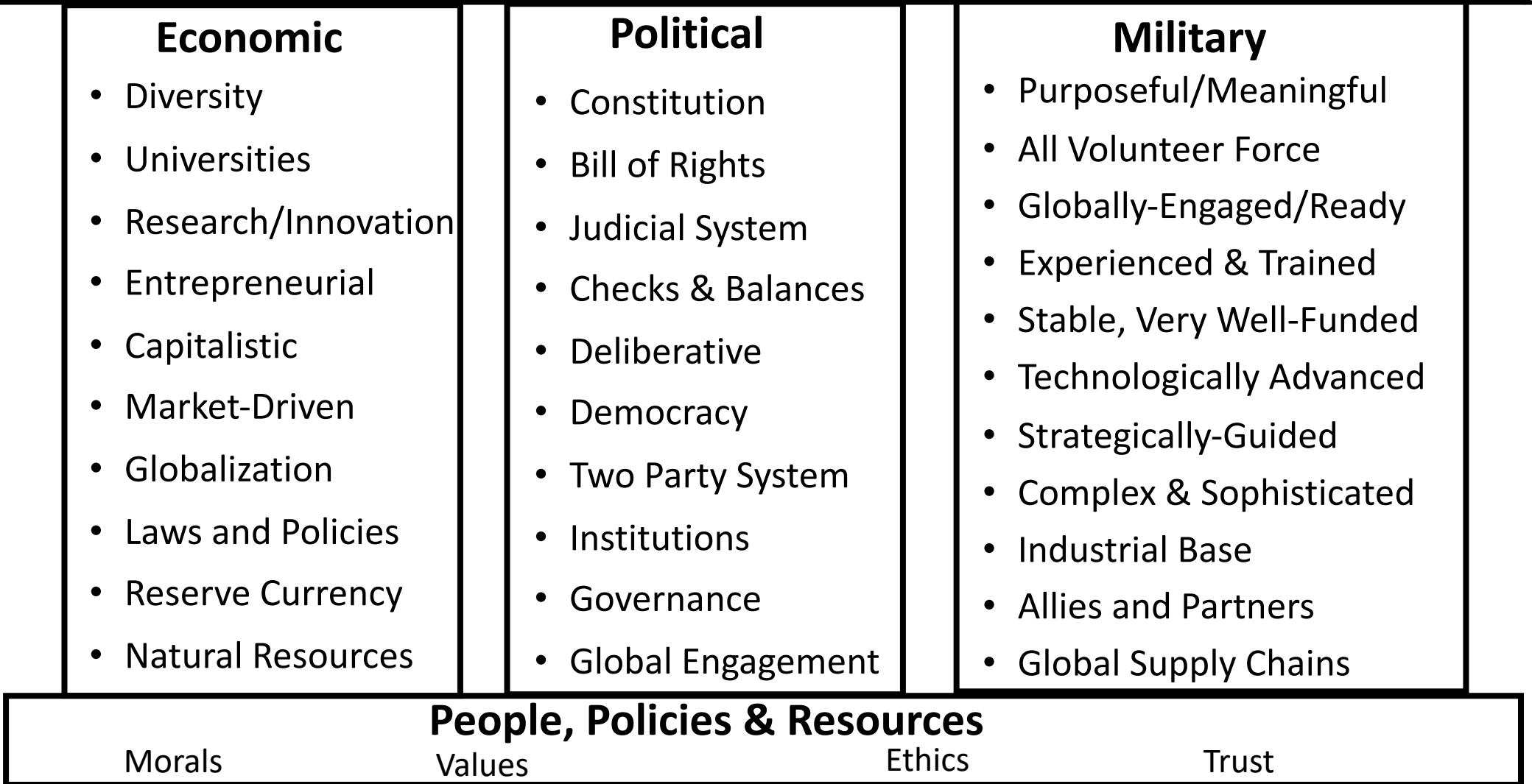
- Total Confrontation
- Integrated Deterrence
- Deterrence by Detection
- Cold War
- Containment
- Strategy of Denial
- Responsible Competition
- Resilience
- Resolute Restraint
- Hegemony/Primacy
- Selective Engagement
- Off-Shore Balancing
- International Collectivism
- Appeasement
- Neo-Isolationism

## New for Consideration

- Innovation & Agility
- Adaptation and Adoption
- Creative Generativity
- Humanism
- Anticipatory Leadership
- Inclusive Growth & Meritocracy
- Sustainable Global Order
- Open Competition
- Resolute Deterrence
- Unrestricted Deterrence



# Pillars of U.S. National Power & Influence





# Democracy Playbook 2021

## The 10 Commitments Brookings Institute

1. Strengthen and Ensure Election Security, Integrity, Transparency, and Voting Access
2. Advance the Rule of Law and Impartial Justice
3. Depoliticize Democratic Processes
4. Enhance Democratic Safeguards on Technology
5. Strengthen Civil Society and Independent Media
6. Avoid Toxic “Otherization” Politics
7. Prioritize Anti-Corruption and Anti-Kleptocracy Initiatives
8. Demonstrate that Democracies Can Deliver a Better Standard of Living
9. Strengthen Democracy via Multilateral Institutions
10. Build and Deepen a Broad-Based Global Coalition of Democracies



# The Invariants to Competitiveness

*“The Things You Want to Focus on and Get Right”*

- Internal Climate/Culture
- External Conditions
- Environmental Awareness
- Strategies
- People & Relationships
- Leadership
- Management
- Learning
- Cognition
- Agency
- Wisdom
- Investment
- Education
- Research & Development
- Innovation
- Technology
- Policies & Laws
- Processes
- Collaboration/Competition
- Structure
- Operating/Business Models
- Technology

**Overarching Metrics: Quality, Speed, Cost and Innovativeness in the Competitive Context**



# Global Competitiveness Index (World Economic Forum)

Twelve pillars of competitiveness for rankings:

1. Institutions
2. Appropriate infrastructure
3. Stable macroeconomic framework
4. Good health and primary education
5. Higher education and training
6. Efficient goods markets
7. Efficient labor market
8. Developed financial markets
9. Ability to harness existing technology
10. Market size—both domestic and international
11. Production of new and different goods using the most sophisticated product processes
12. Innovation



# State of Competition within the DOD Industrial Base

## DEPARTMENT OF DEFENSE REPORT

### State of Competition within the Defense Industrial Base



Office of the Under Secretary of Defense for  
Acquisition and Sustainment  
February 2022

## Recommendations

1. Strengthening Merger Oversight
2. Addressing Intellectual Property Limitations
3. Increasing New Entrants
4. Increasing Opportunities for Small Business
5. Implementing Sector-specific Supply Chain Resiliency Plans



# Creative Destruction

*“Leading Continuous Change – By Design”*

## Strategy for ‘Economic’ Success in Evolving Societies:

- A) Create the New (& Better)**
- B) Embrace the New (Change Faster than Competitors)**
- C) Shed the Old - Get Rid of Ineffective & Costly**
- D) Repeat the Creation, Adoption & Elimination Cycle**

Allan Greenspan  
Joseph Schumpeter  
Karl Marx



## ISO 56002 Innovation Management System - Summary

- **Purpose:** To remain competitive in the 21<sup>st</sup> Century organizations must continuously renew themselves and generate new and novel products & services that deliver high value to customers at the speed of relevance.
- **Intent:** Establish and institutionalize a “World Class” Innovation Management System approach to create the enabling value-driven conditions, entities, components, policies & processes to sustain competitiveness.
- **Approach:** Provide the architectural framework, education and training necessary to deploy requisite roles and responsibilities, tools, techniques and methodologies to ensure that a leading-edge innovation management systems approach is created, developed and institutionalized.
- **Key Features:**
  - Leadership Engagement/Commitment to Stakeholders – Supports Mission, Vision, Policy & Strategy Development
  - Cultural Transformation – Generative, Creative, Open, Networked, Learning, Creative, Expert, Diverse, Inclusive
  - Embraces a Balanced Approach between Experimentation and Exploitation – an Ambidextrous Organization
  - Requirements, Opportunities and Resources-Driven Innovation Focus and Holistic Approach to Realize New Value
  - Embraces “Plan, Do, Check, Act” (PDCA) – a reflective closed-loop system for measurement and continuous improvement
  - Knowledge Creation and Management – Social Exchange, Codification, Accessibility, Dissemination, Diffusion, Adoption
  - Management Reviews/Internal & External Audits to Accelerate Innovation Management System Improvement –
- **Results:** A “World Class” Innovation Management System that generates contextually-oriented, customer-driven and stakeholder-aligned creative solutions and innovative products and services, reflective of the state-of-the-art in 21<sup>st</sup> Century leadership and management practices, and human and organizational development.





# U.S. National SWOT Analysis

Maximize

Strengths



Opportunities



Strategies

U.S. Constitution & Bill of Rights  
Democracy and Institutions  
Diversity & Inclusion  
Universities, Colleges and Trade Schools  
Basic and Applied Research  
Innovation & Technology Ecosystems  
Customer-Driven/Market-Based Capitalism  
Government Long Term Research & Investment  
Venture Capital Investment/Foreign Direct Investment  
Overall Trustworthiness = Allies and Partners  
U.S. Dollar as the Global Reserve Currency

Diversity/Inclusion = Ideation  
Research and Patents = Innovation  
Technology & Entrepreneurism = Growth  
Capital & Venture Markets = Scale  
Credible Global Leadership = Smart Vectors  
Global Security/Trade Partnerships = Synergy  
Global Technology/Green Leadership = GDP Growth  
Government/Industry/Academia = Ecosystems  
Democracy Proliferation = Equitable Representation  
Globalization of Trade = Competitive Markets  
International Standards/Institutions = Excellence



# U.S. National SWOT Analysis

Minimize

Weaknesses



Threats



Strategies

Economic Cycle Status/Rising vs. Waning  
Income/Wealth Inequality = Social Unrest  
Aging Workforce/STEM Supply  
Big \$ in Politics = Undue Influence  
Resistance to Change i.e. Change is Hard  
Political Disunity/Increasing Ideological Divides  
Cyber & Security Vulnerabilities  
Psychological/PsyOps Vulnerabilities  
Growing Debt and Trade Deficits  
Inconsistent Global Leadership Credibility/Influence  
Outdated & Worn Infrastructure  
Increasing Weather Vulnerability

Near-Peer "Unrestricted" Cyber/WMD Threats  
Social Media Misinformation/Deep Fakes  
Partisan Political Gridlock & Divisions  
Loss of Election Security & Accessibility  
Infectious Disease/Viral Mutation/Synthetic Biology  
Growing National Debt/Entitlements/Defense \$  
Increasing STEM Demands/True War-for-Talent  
Exponential Rates of Change vs. Rates of Adoption  
Constrained Labor Force & Illegal Immigration  
Climate Change/Erratic Weather/Property Loss  
Environmental Damage/Food Chain/Biodiversity Loss  
Technology/Business Monopolies = Societal Influence

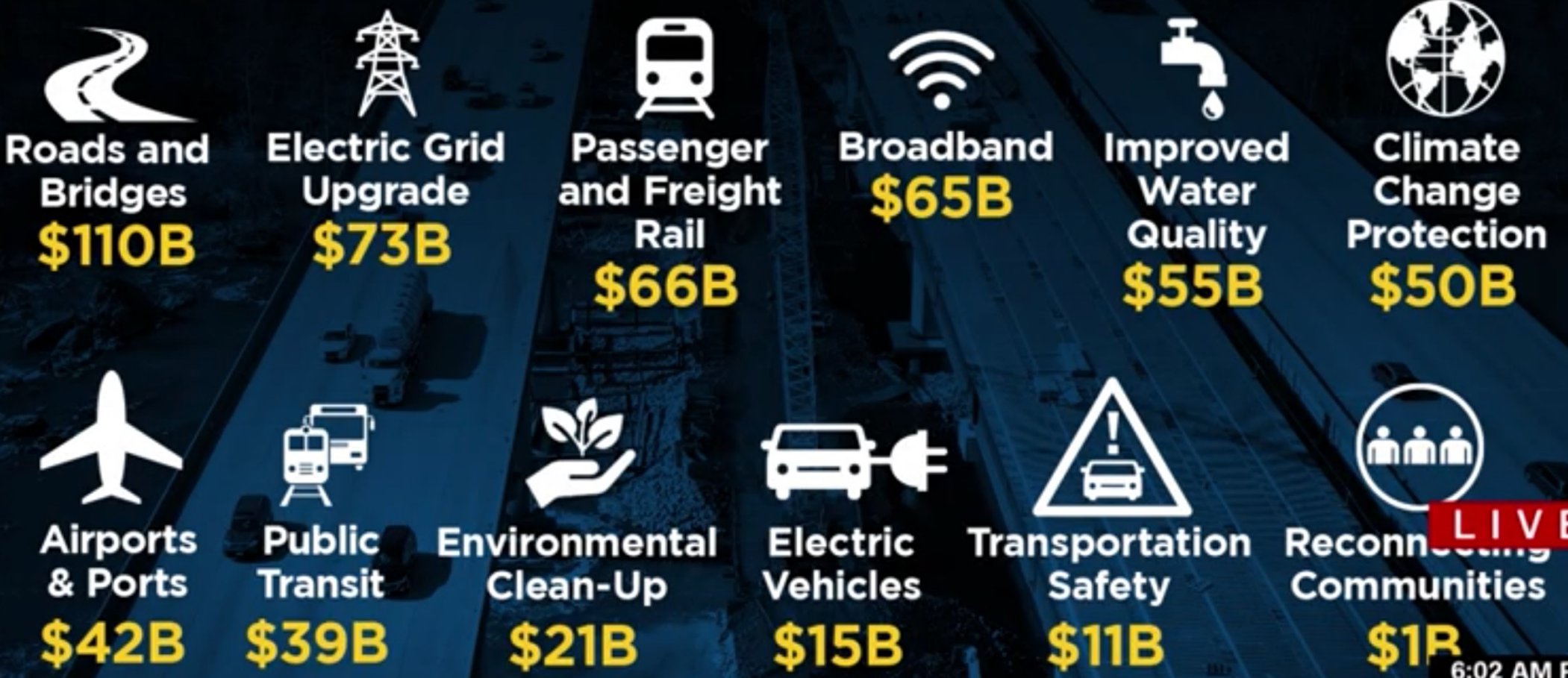


# Potential U.S. National Strategies

1. Promote Democratic Integrity & Principles
2. Reinvigorate Basic and Applied Research
3. Immigration Reform/Embrace Diversity & Inclusivity
4. Digitize & Virtualize Research & Innovation Ecosystems
5. VSM/Streamline & Digitize Innovation Pipelines
6. Leverage Global Tele-Collaboration/Open-Markets
7. Trade and Infrastructure Modernization
8. Accelerate Technology Development/Adoption
9. Create a Learning Culture = Cognitive/Techno Society
10. Boldly Lead Continuous Change @ Scale
11. Embrace “Creative Destruction” Economics
12. Strengthen an Inclusive Culture of Meritocracy
13. Embrace ‘World Class’ Standards Setting & Adoption
14. Explore/Develop/Embrace New Business Models
15. Master Strategic Thinking, Leadership & Management
16. Reinvent DoD for the new 21<sup>st</sup> Century Paradigms
17. Reinstigate Journalistic Integrity Regulations
18. Ensure Ubiquitous 4G/5G Internet Access
19. Internet of Things (IoT) Analytics = “Smart” Nation
20. Ensure an Independent/Balanced/Fair Judicial System
21. Ensure Equality/Human Rights/Human Dignity
22. Invest in Middle Class Opportunities
23. Reimagine/Redesign the Tax Code
24. Attack Corruption, Antitrust & Big \$ Influence
25. Reform Law Enforcement & Cyber Crime Security
26. Education & Training Reform for the 21<sup>st</sup> Century
27. Promote Global Win-Win Trade w/Level Playing Field
28. Cyber Hardening and Supply Chain Resilience



# CONGRESS PASSES \$1.2 TRILLION BIPARTISAN INFRASTRUCTURE BILL



**LIVE**

6:02 AM PT



# Critical Defense Supply Chain Security

## Focus Areas:

- **Kinetic capabilities:** current missiles systems and advanced and developing missile capabilities, including hypersonic weapons technology, as well as directed energy weapons
- **Energy storage and batteries:** high-capacity batteries, with a particular focus on lithium batteries
- **Castings and forgings:** metals or composites developed into key parts and manufacturing tools through high-intensity processes
- **Microelectronics:** State-of-the-Practice (SOTP) and legacy microelectronics, as well as State-of-the-Art (SOTA) microelectronics

## Strategic Enablers:

- **Workforce:** trade skills through doctoral-level engineering skills
- **Cyber posture:** industrial security, counterintelligence, and cybersecurity
- **Manufacturing:** current manufacturing practices, as well as advanced technology like additive manufacturing
- **Small business:** the role of key members of DoD supply chains

## Recommendations:

- **Build domestic production capacity:** For those supply chains that are critical for national defense, the U.S. is committed to ensuring reliable production access within the defense industrial base, both domestic and allied.
- **Engage with partners and allies:** The U.S. is collaborating with its international partners and allies to develop policies and arrangements that strengthen our defense industrial bases and improve supply chain resilience.
- **Mitigate Foreign Ownership, Control, or Influence (FOCI) and safeguard markets:** The Department is committed to protecting its supply chains and the defense industrial base from adversarial FOCI by scaling efforts to identify and mitigate FOCI concerns.
- **Conduct data analysis:** DoD will continue to build on previous efforts to expand its visibility into supply chains by collecting and organizing key data.
- **Aggregate demand:** The Department will signal to industry what the likely total demand is across multiple programs, so industry can better anticipate number of orders from year to year.
- **Develop common standards:** To leverage commercial sector innovations, and to embed modernizing technologies in weapon systems, the DoD will work, where possible, to limit its use of military-unique requirements when developing performance requirements.
- **Update acquisition policies:** DoD should engage in efforts to develop a whole-of-government strategy and implementation plan to engage with industry and Congress to determine which policy and regulatory changes would encourage expansion of capabilities.



## Securing Defense-Critical Supply Chains

An action plan developed in response to President Biden's Executive Order 14017

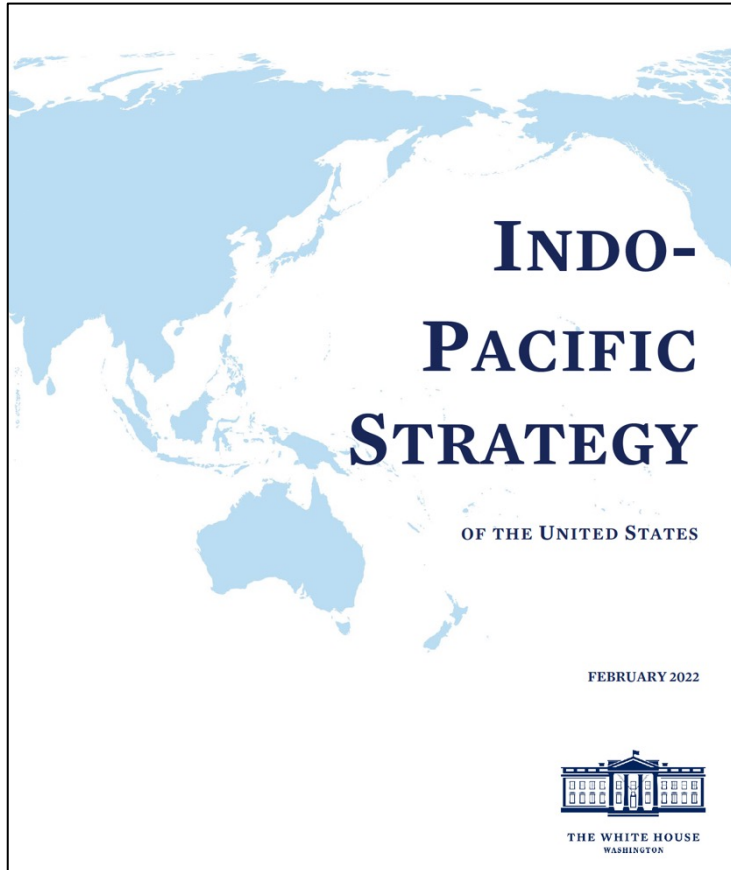
February 2022





“ THE FUTURE OF EACH OF OUR NATIONS—AND INDEED THE WORLD—DEPENDS ON A FREE AND OPEN INDO-PACIFIC ENDURING AND FLOURISHING IN THE DECADES AHEAD.

PRESIDENT JOE BIDEN  
QUAD LEADERS' SUMMIT  
SEPTEMBER 24, 2021



## THE REGION BY THE NUMBERS



- ◆ **POPULATION:** Over half the world's people, including 58% of youth
- ◆ **ECONOMY:** 60% of global GDP
- ◆ **GROWTH:** 2/3 of global economic growth
- ◆ **GEOGRAPHY:** 65% of the world's oceans and 25% of its land

## INDO-PACIFIC STRATEGY ELEMENTS



- ◆ **STRATEGIC ENDS:** Advance a free and open Indo-Pacific that is more connected, prosperous, secure, and resilient.
- ◆ **STRATEGIC WAYS:** Strengthen the U.S. role and build collective capacity with allies and partners and with regional institutions.
- ◆ **STRATEGIC MEANS:** Modernized alliances; flexible partnerships, including an empowered ASEAN, a leading India, a strong and reliable Quad, and an engaged Europe; economic partnership; new U.S. defense, diplomatic, development, and foreign-assistance resources; sustained focus on and commitment to the region at all levels of the U.S. government.



# U.S. National SWOT Analysis re. China

Maximize

Strengths



Opportunities



Strategies

Universities and Research Institutions  
Formidable Military Capabilities  
DoD & Military Industrial Base  
Allies and Partners – Japan, Aus, S. Korea  
Strategic Ambiguity/Trustworthy  
#1 Global Economy  
Innovation Ecosystems/DARPA Model  
'Creative Destruction' Agility Model  
Emergent/Generative Economy  
Open & Trusting Society  
Taiwan Geography  
Strategic Choke Points

Whole-of-Nation Strategy & Alignment  
Military Porcupine Approach  
A2AD and Asymmetric Capabilities  
Geographic Choke Points/Vulnerabilities  
FMS to ASEAN Region  
Joint Force Integration/Interoperability (JADC2)  
Speed of Light, Cyber & AI-Enabled Capabilities  
Robust/Redundant/Resilient/Agile Systems & Networks  
Tactical Edge Computing & Swarms  
Missile Defense and Long-Range Fires  
Advanced Wargaming & Analysis  
Complex Adaptive and Anticipatory Systems



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## Weaknesses

Playing an Away Game  
Readiness/Fully Mission Capable Rates  
Affordability of Advanced Capabilities & Sustainment  
Strategic Ambiguity & Taiwan Relations Act  
Lack of Coherence/Unity of National Effort  
Capitalistic/WIIFM Tendencies – Expensive Systems  
Industry Global vs. National Interest Perspective  
Lack of Big Picture: Short Term Focus/Quarterly Profits  
Lost Manufacturing Jobs and Capabilities  
Supply Chain Dependencies/Vulnerabilities  
Workforce and Infrastructure Vulnerabilities  
Open & Trusting Society



## Threats

“China Dream” Top-Down Authoritarian Ambitions  
1.3 Billion Chinese Population vs. 340 Million  
“Unrestricted” yet Undeclared Warfare  
Aggressive CCP Cyber/IP/Crime  
Rapidly Growing PLA Capabilities  
Increasing Belligerent Rhetoric  
Fomenting an Ideological Contest  
Air Defense Identification Zone (ADIZ) Incursions  
Hong Kong CCP Assimilation  
Belt and Road Initiative – Loans and Obligations  
Blatant Economic & Military Coercion  
International Law Violations & Standards Insurgency



Strategies





# Potential U.S. National Strategies re. China

1. Challenge China at the WTO for Violations
2. Challenge China re. COVID at Wuhan via WHO
3. Make Public the Facts and Data re. CCP Actions
4. Radio Free Asia – Get the Word Out
5. Promote Democratic and Human Rights Principles
6. Re-Engage w/International Institutions
7. FMS Sales and Strategy Development with Allies
8. Partnerships with ASEAN Allies (AUKUS)
9. Apply robust A2AD Capabilities – Increase Complexity
10. Promote Integration, Interoperability & Robustness
11. Accelerate DOD Innovation Pipeline to Warfighter
12. Government as Lead SoS/Systems Integrator
13. Streamline Full Life Cycle Competition for Value-Add
14. Promote Accelerated OTA and Rapid Contracting
15. SOTA Advanced Modeling and Simulation/Virtualization
16. AI/Big Data Analytics, War Game and Kill Web Analysis
17. Build Global Digitized/Virtualized Innovation Ecosystems
18. Reinvigorate Basic and Applied Research
19. Expand DARPA/IARPA & Kessel Run/SW Foundry Models
20. Create a Learning DOD Culture = Lead w/Questions
21. Enable the “Sense, Anticipate, Respond” Cycle @ Scale
22. Boldly Lead DOD Continuous Change @ Scale
23. Re-imagine the POM Process for Agility and Flexibility
24. Embrace “Creative Destruction” as the Norm
25. Leverage “Latent” Potential – Cross-Nation Synergy
26. Embrace ‘World Class’ Standards Setting & Adoption
27. Explore/Develop/Embrace New Business Models
28. Master Strategic Thinking, Leadership & Management

## TAIWAN SNAPSHOT

Official name Republic of China (Taiwan)

National Flag



National Flower Plum blossom

Area (Taiwan and outlying islands) 36,197 square kilometers

Population 23.6 million (2019)

Ethnicity

Over 95 percent Han Chinese (including Holo, Hakka and other groups that originated in China), 2 percent indigenous Malayo-Polynesian peoples, 2 percent new immigrants, primarily from China and Southeast Asia

Government Multiparty democracy

President Tsai Ing-wen

Capital Taipei City

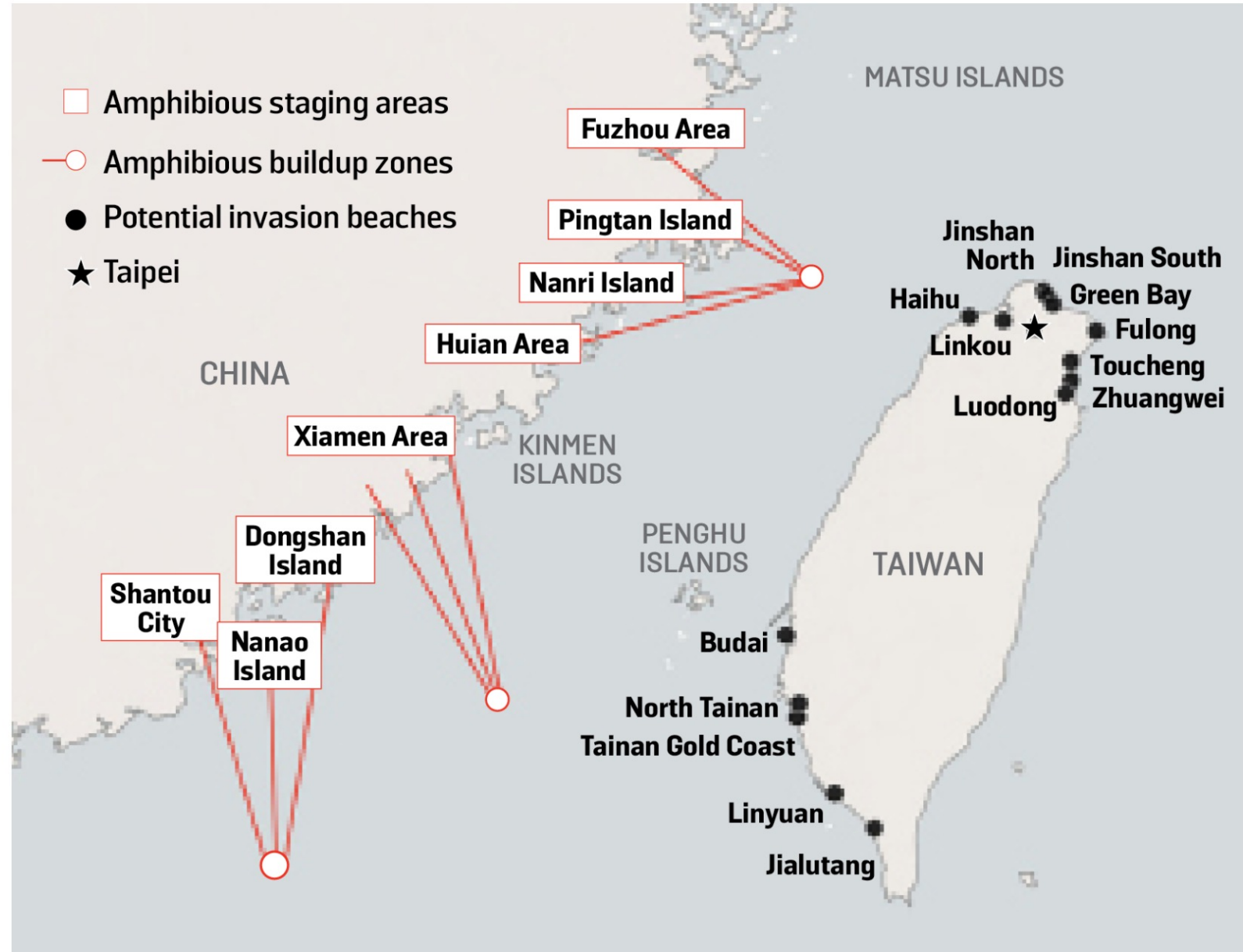
Special municipalities Taipei, New Taipei, Taoyuan, Taichung, Tainan, Kaohsiung cities

National currency New Taiwan dollar (NT\$ or TWD)

Languages Mandarin (Chinese), Holo (Taiwanese), Hakka, Austronesian languages

Major religions Buddhism, Taoism, I-Kuan Tao, Chinese folk religions, Christianity, Islam

## Attacking Taiwan by Sea

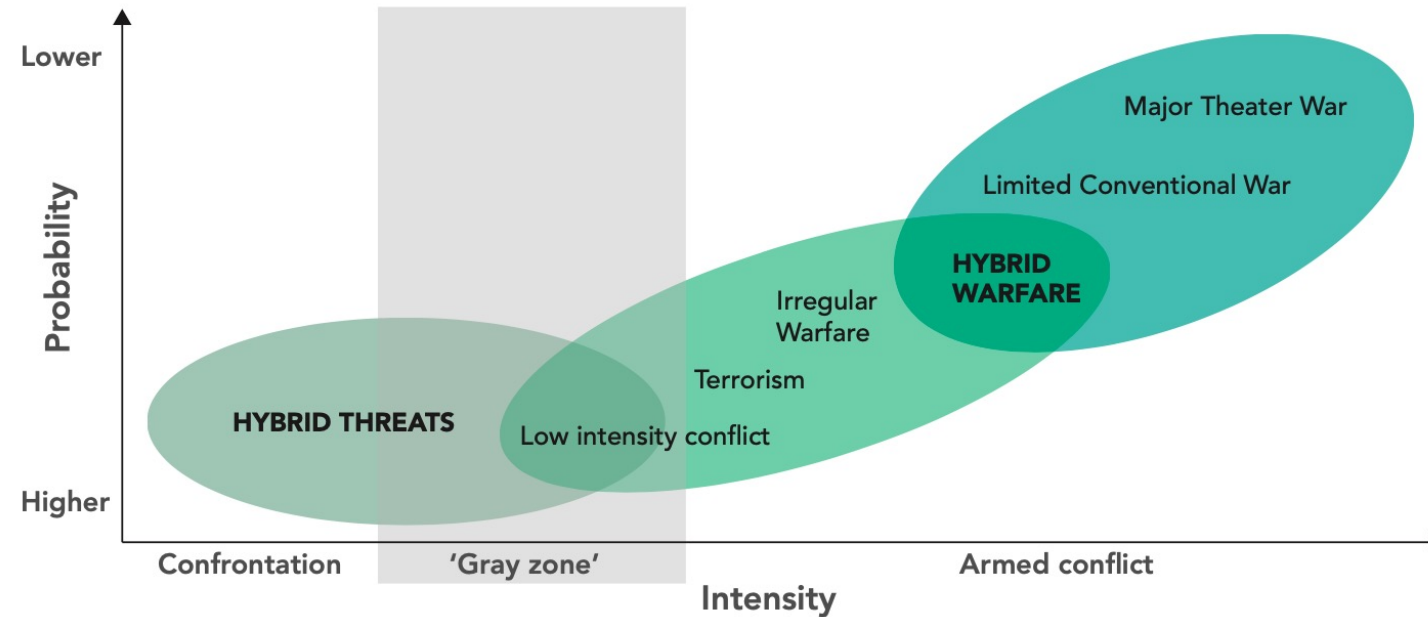


SOURCE: THE CHINESE INVASION THREAT: TAIWAN'S DEFENSE AND AMERICAN STRATEGY IN ASIA BY IAN EASTON, WITH MAPS BY PAUL HUANG; BASEMAP: CARTO



# Emerging Forms of Warfare

**FIGURE 1. Hybrid Threats and Hybrid Warfare Shown on a Continuum of Conflict<sup>35</sup>**





# Contributions to Enemy Organizational Collapse in Three Operations

## Col(ret) John Boyd

<u>APPROACH</u>	<u>EFFECT</u>
1. Exploit Destructive Force	(create widespread destruction)
2. Exploit Protection	(leverage obstacles, disperse, obscure)
3. Exploit Mobility	(speed and rapidity)
4. Produce Frightful Attrition	(breaking will to resist)
5. Exploit Ambiguity	(alternative impressions)
6. Exploit Deception	(erroneous Impressions)
7. Exploit Novelty	(create unfamiliarity)
8. Exploit Fast Maneuvers	(create irregular, abrupt shifts)
9. Produce Disorientation	(create mismatch)
10. Produce Surprise	(create disorientation)
11. Produce Shock	(create paralyzing disorientation)
12. Produce Disruption	(break apart)
13. Exploit Menace	(create impressions of danger)
14. Exploit Uncertainty	(ambiguity, chaotic)
15. Create Mistrust	(create doubt and suspicion)
16. Payoff	(surface fear, anxiety, alienation)



# Taiwan's Option - A "Porcupine" Strategy\*

## A Large Number of Small Things

*Taiwan's Overall Defense Concept (ODC) includes:*

*Force Preservation, Conventional Capabilities, Asymmetric Capabilities*



- Asymmetric System Characteristics:
  - Large quantities
  - Small & Dispersed
  - Agile/Adaptive
  - Mobile/Maneuverable
  - Distributed/Decentralized
  - High-Tech Smart & Fast
  - Deceptive/Concealed
  - Effective/Lethal
  - Affordable & Sustainable
  - Survivable/Hardened
  - Robust/Resilient/Redundant
  - Decision-Centric Warfare\*\*
  - Hybrid/Urban Warfare
- A Whole of Society Approach to Secure:
  - Energy
  - Information
  - Food
  - Infrastructure
  - Supply Chains
  - Stockpiling/Reserves
- Weapon System Examples:
  - Decoys, False Targets
  - Mines, Jammers, ISR
  - SAMs/MANPADs, Mobile Missiles
  - Coastal Defense Cruise Missiles (CDCMs)
  - Fast Attack Boats, PGMs
  - Highly Autonomous UxVs, Swarms

\*William S. Murray NWC 2008/\*James Timble, ADM James O. Ellis Jr, The Strategist, Winter 2021/2022/\*\*Bryan Clark, Dan Patt

## BAYRAKTAR TB2 DRONES



**Countries that have sent them:**  
Turkey

**How many has Ukraine received:**  
Several batches, but official figure unknown

**Cost:**  
Around £3.7 million (\$5 million) each

**How they work:**  
Capable of attacking tanks and bunkers, with a maximum altitude of five miles to avoid enemy machine guns.

**Where have they been used in Ukraine:**  
Unclear

## STINGER MISSILES



**Countries that have sent them:**  
Latvia and Lithuania

**How many has Ukraine received:**  
Unknown

**Cost:**  
£97,000 (\$130,000) per unit

**How they work:**  
Shoulder-fired by a single operator.

**Where have they been used in Ukraine:**  
Unclear

## 152MM ARTILLERY AMMUNITION



**Countries that have sent them:**  
Czech Republic

**How many has Ukraine received:**  
Unknown

**Cost:**  
Around £746 (\$1,000) per round

**How they work:**  
Provide fire support for armour and infantry forces by firing munitions at greater distances than small arms.

**Where have they been used in Ukraine:**  
Unclear

## NEXT GENERATION LIGHT ANTI-TANK WEAPONS (NLAW)



**Countries that have sent them:**  
UK

**How many has Ukraine received:**  
At least 2,000

**Cost:**  
£35,000 (\$48,000) per single-shot unit

**How they work:**  
Launched on the shoulder and can be fired from confined spaces.

**Where have they been used in Ukraine:**  
Kharkiv, to the north-east of the country, to destroy four Russian tanks and three attack helicopters

## JAVELIN ANTI-TANK GUIDED MISSILES



**Countries that have sent them:**  
UK, Estonia and America

**How many has Ukraine received:**  
300 from the US, others unknown

**Cost:**  
£130,000 (\$175,000) each

**How they work:**  
Javelins use infrared systems to lock on to their targets before slamming down on a target from above - known as a 'curveball' shot.

**Where have they been used in Ukraine:**  
Glukhiv

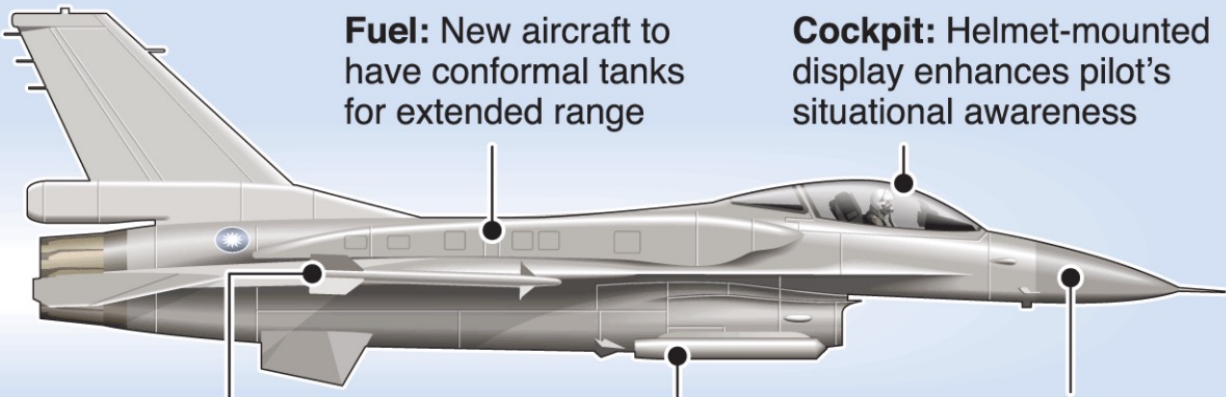


# Taiwan fields new F-16 fighter jet

Taiwan has deployed the most advanced version of the F-16 fighter jet, as the self-ruled island steps up its defence capabilities in the face of continuing threats from China, which claims it as part of its territory

## LOCKHEED MARTIN F-16V "VIPER" FIGHTING FALCON

Latest variant of U.S.-built multi-role fighter aircraft



**Fuel:** New aircraft to have conformal tanks for extended range

**Cockpit:** Helmet-mounted display enhances pilot's situational awareness

**Armament:** Includes AIM-9X Sidewinder air-to-air missiles

**Sensors:** Cutting-edge electronic warfare systems and precision GPS navigation

**APG-83 radar**  
Tracks 20 targets simultaneously

**Taiwan's F-16 fleet:** Upgrade of 141 older F-16A/B models to F-16V type (due for completion by 2023), plus 64 new F-16V jets on order

### AIRCRAFT COMPARISON



	F-16 (U.S.)	J-20 stealth fighter (China)
Length	15m	23m
Wingspan	9.5m	15m
Speed	2,414km/h	2,100km/h
Engine thrust	29,000lb (129kN)	2 x 30,000lb (133kN)
Empty weight	9,207kg	17,600kg
Maximum take-off weight	21,772kg	35,000kg

Sources: Airforce Technology, Associated Press, Lockheed Martin, Reuters

© GRAPHIC NEWS

# Taiwan Has Declared Its Upgraded F-16V Fighter Jets Fully Operational

As tensions with China rumble on, the Taiwanese president formally inducted the first wing of modernized F-16V aircraft.

BY THOMAS NEWDICK NOVEMBER 18, 2021



ROC President Tsai Ing-wen

# Joint All-Domain Command and Control (JADC2) as Anti-Access/Area Denial (A2AD) Solution

*JADC2 provides simultaneous and sequential operations using surprise and the rapid integration of capabilities across all domains*



Source: <https://www.japcc.org/electronic-warfare-the-forgotten-discipline/>.



# Intelligent-Interconnected-Distributed-Digital (I2D2) Framework

NATO  
Science & Technology  
Trends 2020-2040  
Exploring the S&T Edge NATO  
Science & Technology  
Organization

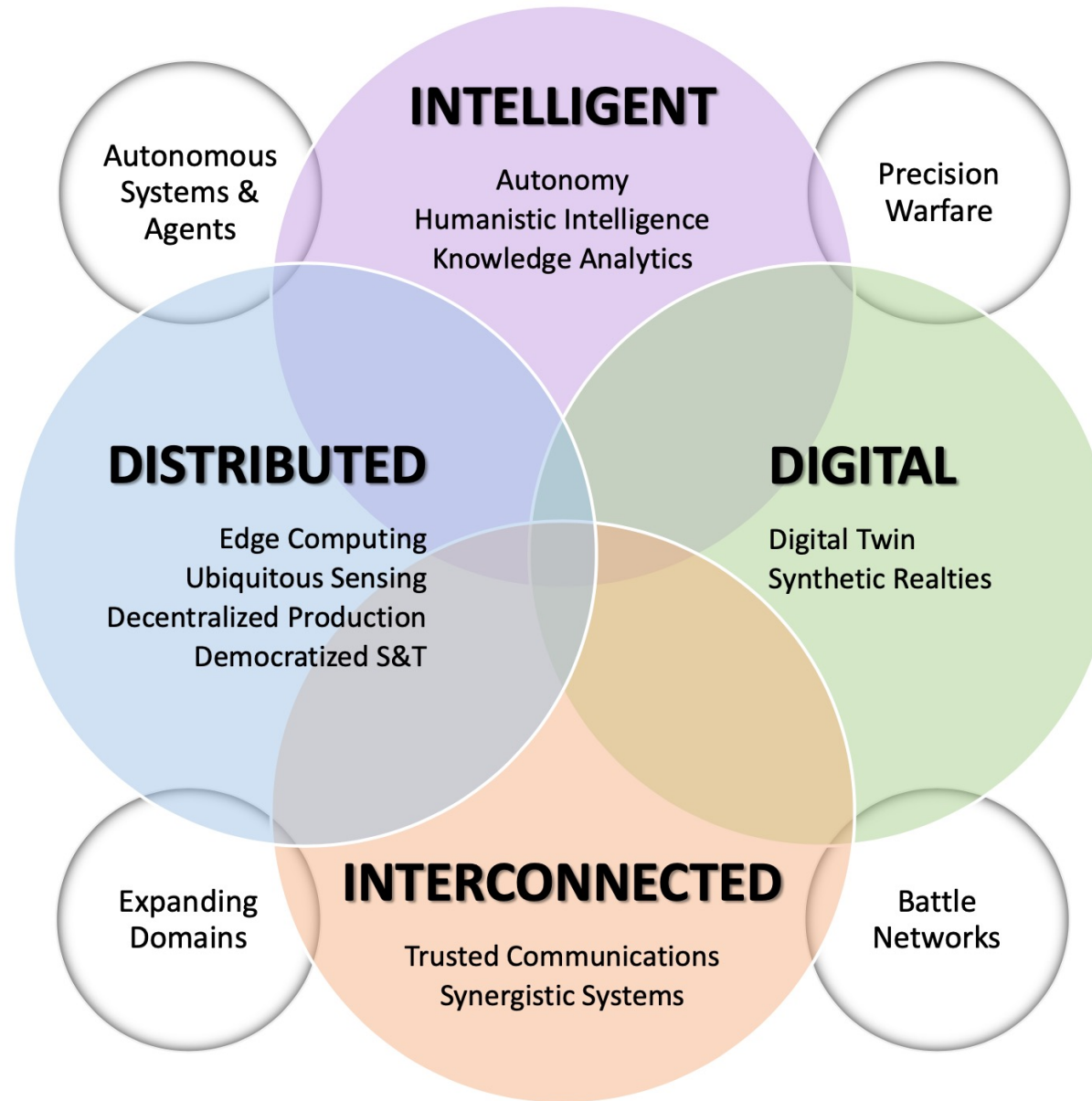
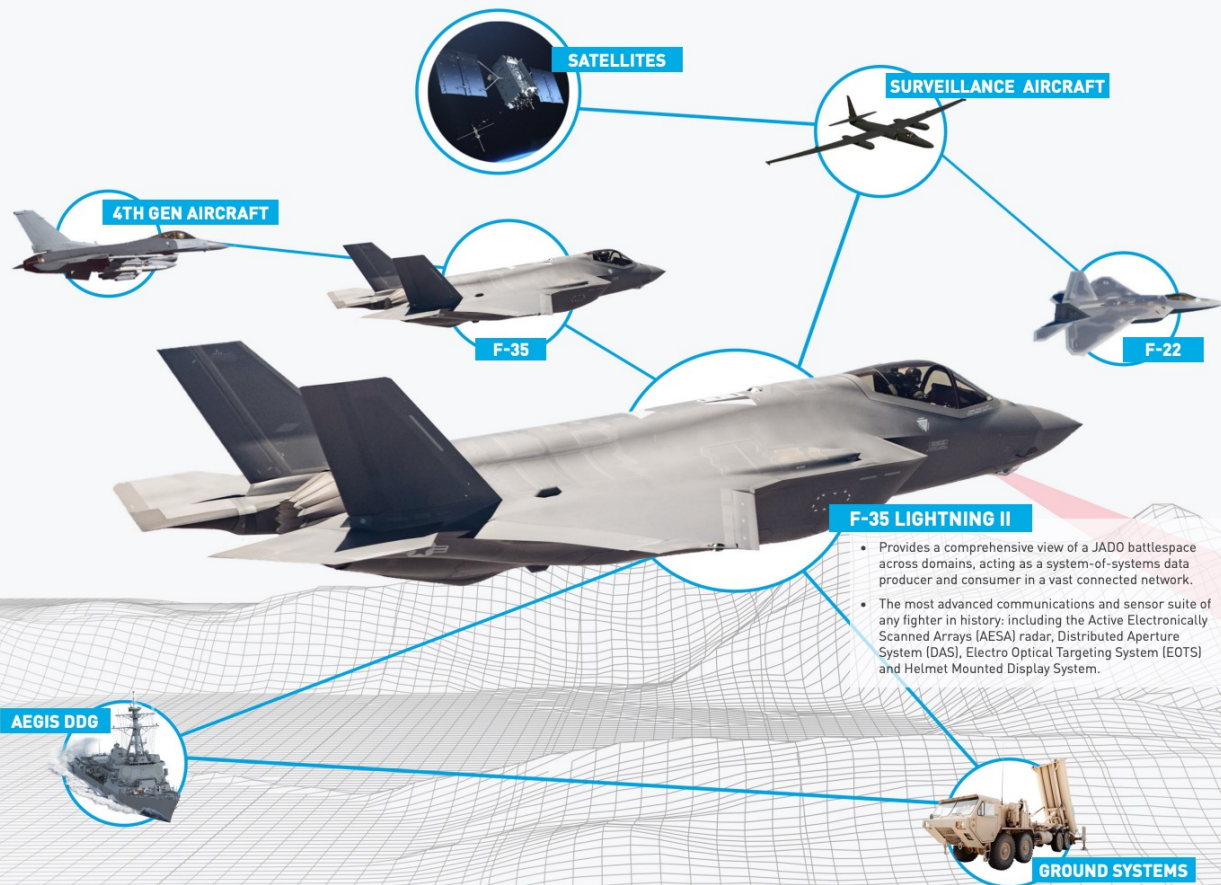


Figure 2.1: Intelligent-Interconnected-Distributed-Digital (I2D2) with associated military trends.

# F-35 Lightning II: The Most Advanced Node in the 21<sup>st</sup> Century Warfare Network-Centric Architecture

At Lockheed Martin our mission is to deliver seamless and secure integrated deterrence to our customers by providing advanced systems that serve as intelligent nodes in the networked battlespace and enable rapid and decisive action.



## F-35 Contributions to Joint All Domain Operations

### SENSING



- Extends Precision Targeting Range
- Survive in Highly Contested Space
- Fused Battlespace Awareness

### EFFECTS



- Sensor and Shooter
- Electronic Attack and Protect
- Internal and External Carriage

### CONNECTIVITY



- Secure Communications
- Flexible, Evolving Architecture

### F-35 LIGHTNING II

- Provides a comprehensive view of a JADO battlespace across domains, acting as a system-of-systems data producer and consumer in a vast connected network.
- The most advanced communications and sensor suite of any fighter in history: including the Active Electronically Scanned Arrays (AESA) radar, Distributed Aperture System (DAS), Electro Optical Targeting System (EOTS) and Helmet Mounted Display System.

### 2016

#### F-35 / NIFC-CA Live Fire Exercise

The U.S. Navy hosted its first live fire demonstration to successfully test the integration of F-35 with existing Naval Integrated Fire Control-Counter Air (NIFC-CA) architecture.

### 2018

#### F-35 + HIMARS

The U.S. Marine Corps set another milestone when it leveraged F-35B sensor data to queue, target and extend range for the High Mobility Artillery Rocket System (HIMARS) precision strike weapons system.

### 2019

#### Orange Flag (Dec. 2019)

Two U.S. Air Force F-35As were integrated for the first time with the U.S. Army Integrated Air and Missile Defense Battle Command System (IBCS), providing an airborne sensor capability to successfully detect, track and intercept near simultaneous air-breathing threats in a test at White Sands Missile Range, New Mexico.

#### Orange Flag (June 2019)

The F-35 demonstrated its ability to send data to the U.S. Army's Integrated Air and Missile Defense Battle Command System during the Orange Flag Evaluation 19-2.

**F-35's Distributed Aperture System (DAS) successfully tracked two ballistic missiles** in the a Missile Defense Agency test and passed that data live to Schriever Air Force Base for integration into the national missile defense architecture. (March 2019)

### 2020

#### Project Convergence (Sept. 2020)

During the U.S. Army's Project Convergence exercise, a U.S. Marine Corps F-35B successfully sent targeting data to ground units to combine efforts and deliver more effective fires.

#### Orange Flag (Sept. 2020)

During Orange Flag, an F-35 was tied into the U.S. Army's sensor-to-shooter network, without human-in-the-loop intervention.

#### GatewayONE ABMS Demonstration (Dec 2020)

Lockheed Martin successfully completed a test of a communications gateway, allowing F-35s to exchange data with F-22s via native data links with a low probability of detection. The flight at Yuma Proving Grounds, a part of the ABMS gatewayONE product line, demonstrated increased amounts of bi-directional communication over each fighter's native LPI/LPD data link and used a common open message standard.

### 2021

#### Flight Test - 6

PAC-3 missile successfully intercepted a surrogate cruise missile threat at White Sands Missile Range (WSMR), New Mexico, using F-35 as an elevated sensor, marking a first in one flight test - F-35 data contributing to the global track used by the U.S. Army Integrated Air and Missile Defense Battle Command System (IBCS) to live fire a PAC-3.

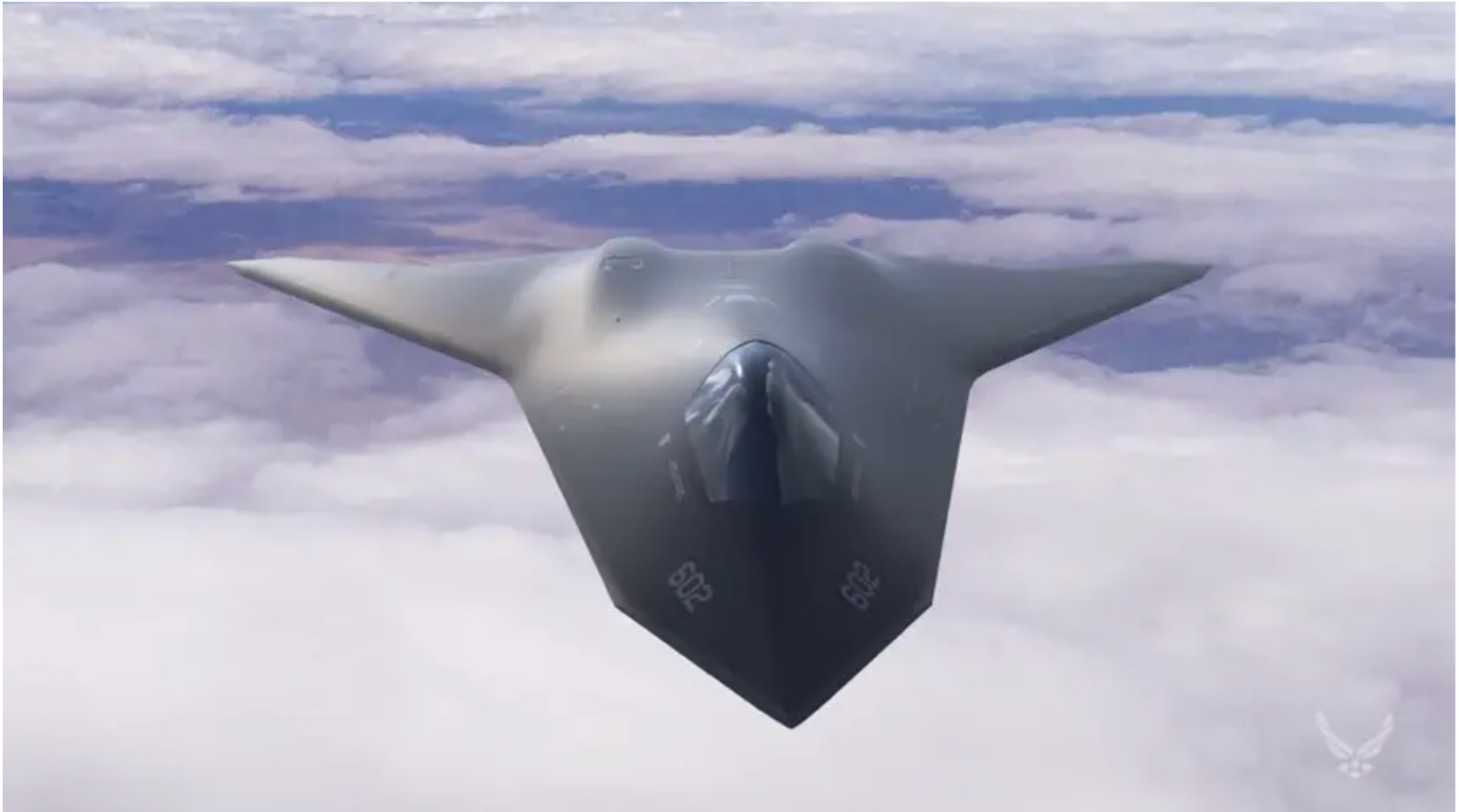
#### Project Hydra

The Project Hydra exercise successfully tested U-2, F-35 and F-22 integration with land-based long-range fires and naval fires and without humans-in-the-loop.

#### Northern Edge

The F-35 demonstrated its ability to close a long range fire kill chain.

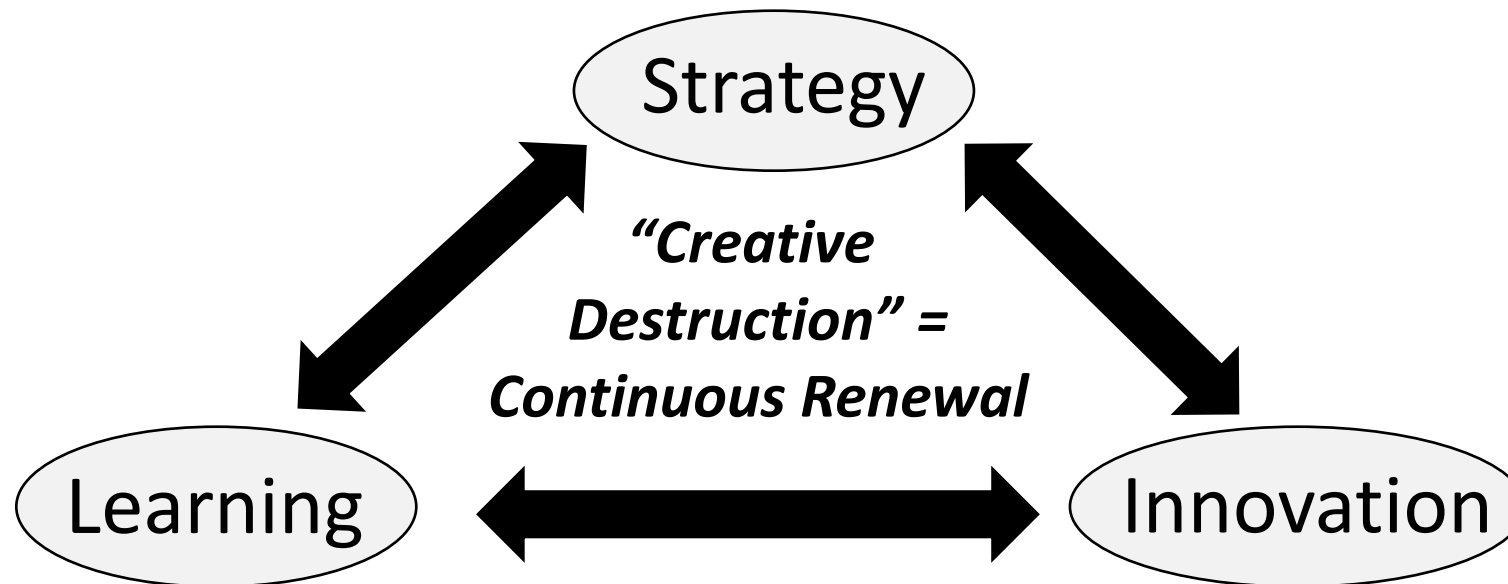
# The Future?



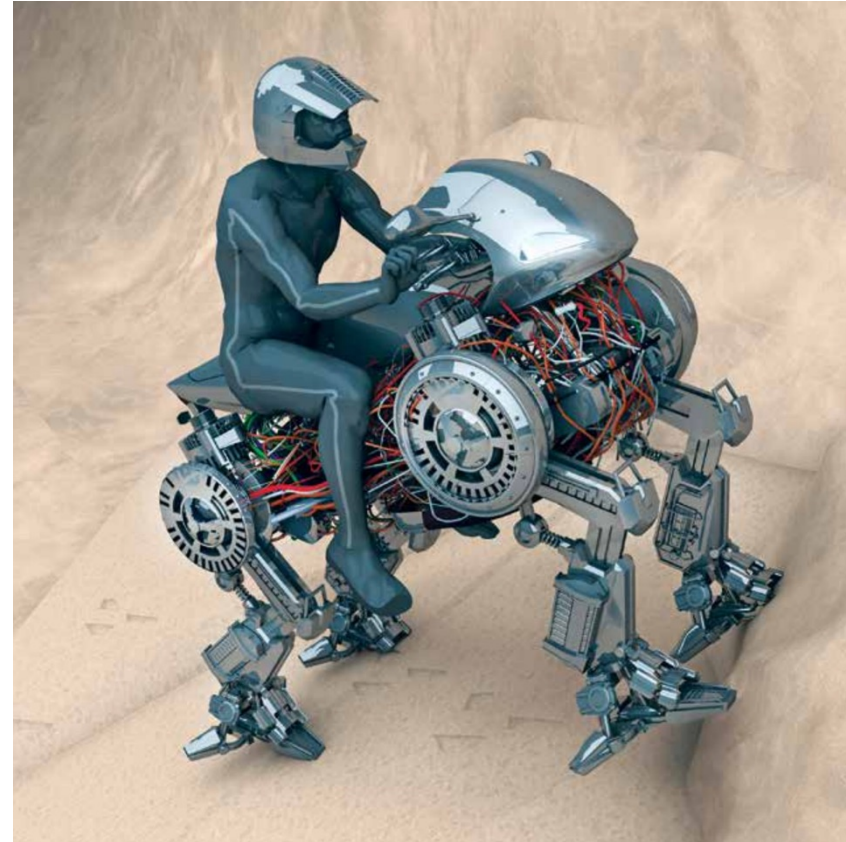
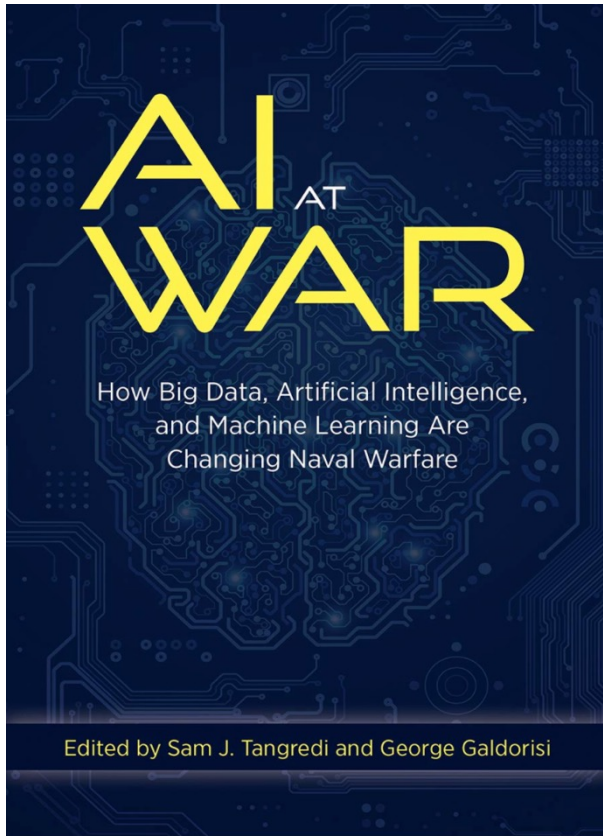


# Summary Theme

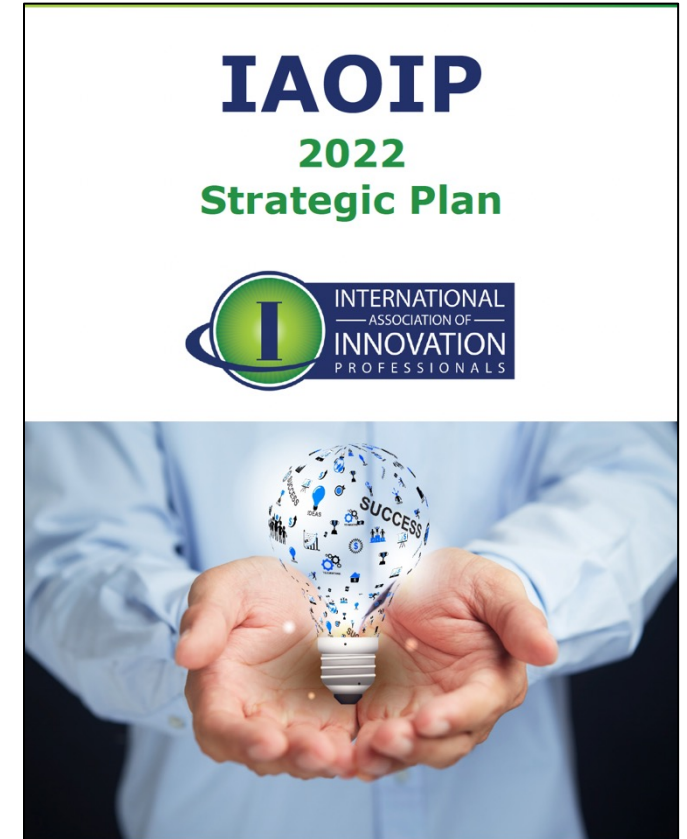
*The United States **MUST** Provide the Requisite Leadership for Continuous Change & Transformation @ Pace with Partners and Allies for a Free, Open and Prosperous Global Order that is rooted in 21st Century Global Security, Stakeholder Value and Sustainable Coopetition*



# Questions?



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**Back-Up**



# National S.W.O.T. Analysis

## *A Whole-of-Nation View with a Global Perspective*

Maximize

### Strengths

U.S. Constitution & Bill of Rights  
 Democracy and Institutions  
 Diversity & Inclusion  
 Universities, Colleges and Trade Schools  
 Basic and Applied Research  
 Innovation & Technology Ecosystems  
 Customer-Driven/Market-Based Capitalism  
 Government Long Term Research & Investment  
 Venture Capital Investment/Foreign Direct Investment  
 Overall Trustworthiness = Allies and Partners  
 U.S. Dollar as the Global Reserve Currency



### Opportunities

Diversity/Inclusion = Ideation  
 Research and Patents = Innovation  
 Technology & Entrepreneurism = Growth  
 Capital & Venture Markets = Scale  
 Credible Global Leadership = Smart Vectors  
 Global Security/Trade Partnerships = Synergy  
 Global Technology/Green Leadership = GDP Growth  
 Government/Industry/Academia = Ecosystems  
 Democracy Proliferation = Equitable Representation  
 Globalization of Trade = Competitive Markets  
 International Standards/Institutions = Excellence

Minimize

### Weaknesses

Economic Cycle Status/Rising vs. Waning  
 Income/Wealth Inequality = Social Unrest  
 Aging Workforce/STEM Supply  
 Big \$ in Politics = Undue Influence  
 Resistance to Change i.e. Change is Hard  
 Political Disunity/Increasing Ideological Divides  
 Cyber & Security Vulnerabilities  
 Psychological/PsyOps Vulnerabilities  
 Growing Debt and Trade Deficits  
 Inconsistent Global Leadership Credibility/Influence  
 Outdated & Worn Infrastructure  
 Increasing Weather Vulnerability



### Threats

Near-Peer "Unrestricted" Cyber/WMD Threats  
 Social Media Misinformation/Deep Fakes  
 Partisan Political Gridlock & Divisions  
 Loss of Election Security & Accessibility  
 Infectious Disease/Viral Mutation/Synthetic Biology  
 Growing National Debt/Entitlements/Defense \$  
 Increasing STEM Demands/True War-for-Talent  
 Exponential Rates of Change vs. Rates of Adoption  
 Constrained Labor Force & Illegal Immigration  
 Climate Change/Erratic Weather/Property Loss  
 Environmental Damage/Food Chain/Biodiversity Loss  
 Technology/Business Monopolies = Societal Influence

### Potential National Strategies

Promote Democratic Integrity & Principles  
 Reinvigorate Basic and Applied Research  
 Immigration Reform/Embrace Diversity & Inclusivity  
 Digitize & Virtualize Research & Innovation Ecosystems  
 VSM/Streamline & Digitize Innovation Pipelines  
 Leverage Global Tele-Collaboration/Open-Markets  
 Trade and Infrastructure Modernization  
 Accelerate Technology Development/Adoption  
 Create a Learning Culture = Cognitive/Techno Society  
 Boldly Lead Continuous Change @ Scale  
 Embrace "Creative Destruction" Economics  
 Strengthen a Culture of Meritocracy  
 Embrace 'World Class' Standards Setting & Adoption  
 Explore/Develop/Embrace New Business Models  
 Master Strategic Thinking, Leadership & Management  
 Reinvent DoD for the new 21<sup>st</sup> Century Paradigms  
 Reinstill Journalistic Integrity Regulations  
 Ensure Ubiquitous 4G/5G Internet Access  
 Internet of Things (IoT) Analytics = "Smart" Nation  
 Ensure an Independent/Balanced/Fair Judicial System  
 Ensure Equality/Human Rights/Human Dignity  
 Invest in Middle Class Opportunities  
 Reimagine/Redesign the Tax Code  
 Attack Corruption, Antitrust & Big \$ Influence  
 Reform Law Enforcement & Cyber Crime Security  
 Education & Training Reform for the 21<sup>st</sup> Century  
 Promote Global Win-Win Trade w/Level Playing Field  
 Cyber Hardening and Supply Chain Resilience



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 Taiwan Geography  
 Strategic Choke Points



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