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The Power of Disruption

Speech for Combined Naval Event 2024

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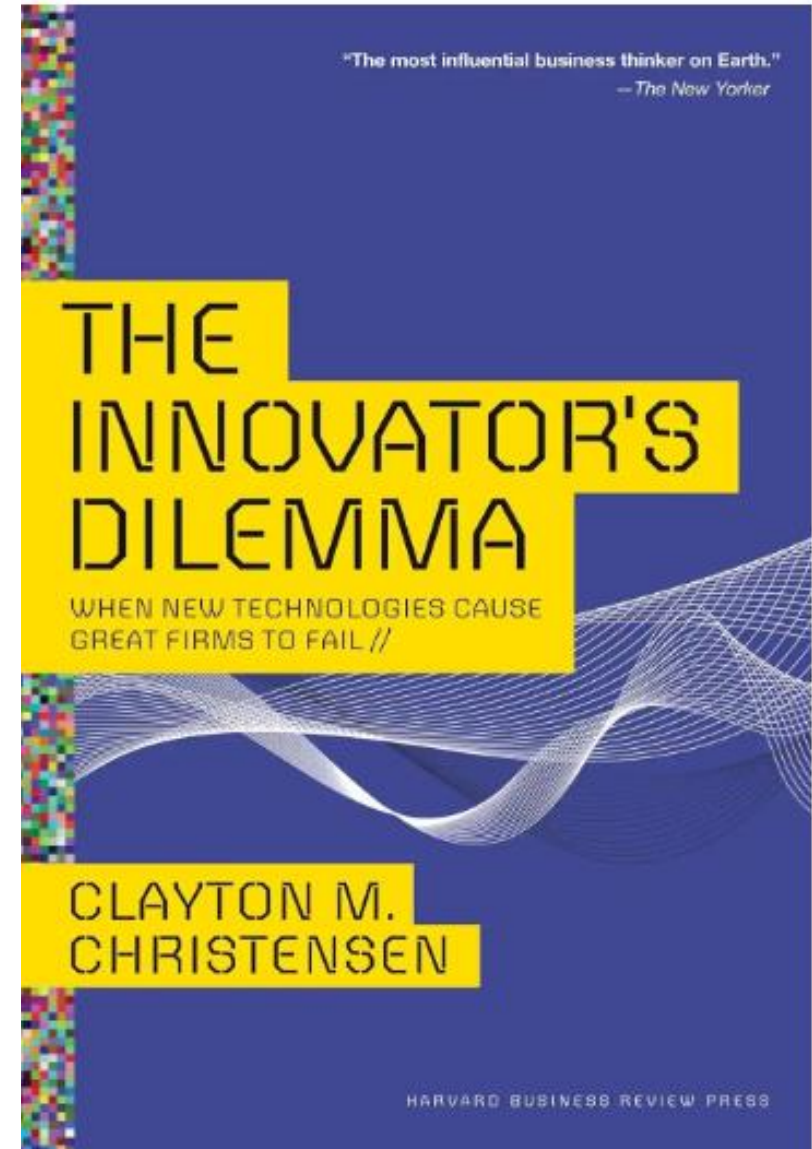
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“The future ain’t what it used to be.”

—Yogi Berra

***Sustaining* technology is making incremental improvements to existing tech.**

***Disruptive* technology is a fundamentally new approach to a similar problem.**



Drones, Commercial Space, Task Force 59, Starlink

Simpler ✓

Smaller ✓

Cheaper ✓

Commercial product ✓

Developed for market niche ✓

Then scaled ✓



Billy Beane:

**Guys, you're still trying to replace Giambi.
I told you we can't do it, and we can't do it.
Now, what we might be able to do is
recreate him in the aggregate....
That's what we're looking for.
Three ballplayers whose average OBP is...**

Peter:

.364.

—From *Moneyball*

1988-1994	Armenians win the first war with Azerbaijan using traditional Soviet tactics
Fall 2020	Azerbaijanis win the second war, primarily by using unmanned systems
September 2021	Navy establishes Task Force 59 and Unmanned Task Force
February 2022	Russia invades Ukraine; both militaries use drones in combat
October 2023	Hamas uses drones to begin attack on Israel
November 2023	Houthis begin using drones to attack ships traversing the Red Sea
January 2024	Disruptive Capabilities Office is established
March 2024	Ukraine says it will produce and use 1 million drones to fight Russia in 2024— double the amount it received from the entire European Union in 2023
2027	Admiral Davidson's estimate of when China would invade Taiwan

“[In] order to win, we should operate at a faster tempo or rhythm than our adversaries—or, better yet, get inside adversary’s observation-orientation-decision-action time cycle or loop. Why? Such activity will make us appear ambiguous (unpredictable) thereby generate confusion and disorder among our adversaries.”

“He who is willing and able to take the initiative to exploit variety, rapidity, and harmony... survives and dominates.”

**—From *Patterns of Conflict*
by John Boyd, US Air Force
pilot/military strategist**

“The Navy’s newly established Disruptive Capabilities Office (DCO) is focused on the most promising, game-changing technologies and getting them from prototype, to scale, and into the hands of our warfighters as quickly as possible.”

**—Admiral Lisa Franchetti,
Chief of Naval Operations**

“Every day that a potential adversary looks out its window and sees the United States Navy and all it can do and then says, ‘Today is not the day,’ every day that happens, we win.”

—Admiral Philip Davidson

Thank you