

A woman with red hair and glasses is looking down at a handheld device. She has a small white circular sensor attached to her upper arm. The background is a blurred outdoor scene with greenery and a brick wall. A dark blue banner is overlaid on the image, containing white text. A circular inset in the bottom right shows a weathered sign with the text 'OLD WAYS WON'T OPEN NEW DOORS'.

**Operation Warp Speed: thoughts,  
anecdotes, and discussion.**

**OLD WAYS  
WON'T OPEN  
NEW DOORS**

## Great Team Effort!

“People can accomplish anything together if there is no need to worry about who gets the credit.”

~Unknown

# Safe & effective vaccine and therapeutics



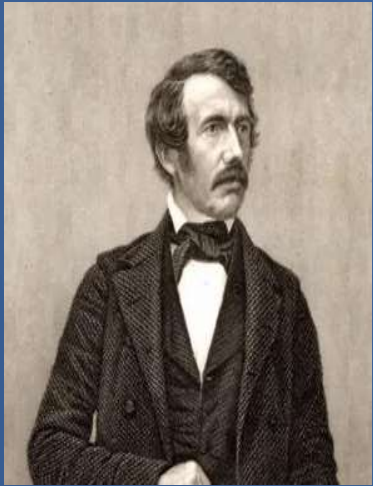
**Clearly Defined Purpose**



**Absolute Priority and Resources**



**Unity of Effort (Gov't, Industry  
& Academia)**



“I’ll go anywhere as long as  
it’s forward.”

~ Dr. David Livingstone

# Opportunity disguised as a problem. Attitude matters!



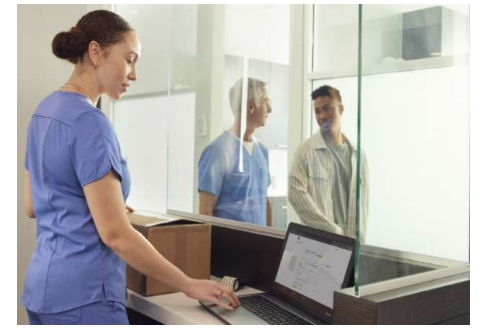
Simultaneously  
developed  
6 vaccines



Manufactured:  
infrastructure,  
equipment, materials  
and consumables;  
executed 19 DPAs



Distribution:  
50 States, Territories,  
Major Cities, and Federal  
Agencies; >70 locations



Created visibility:  
Tiberius



“What am I doing that I should not be doing, and what am I not doing that I should be doing?”

~ LTG (R) Hal Moore

# Failure is not an option!



**Personally & professionally uncomfortable**



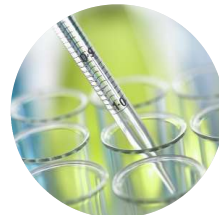
**Unity of effort vs. unity of command;  
lead from behind**



**~100-person team; right people and  
attitude are important**



**Battle Rhythm; operationalized efforts  
to effects**



**Managed risk**

## Good training for me!



Responsibility &  
accountability



Defending  
status quo



Actions on  
the objective



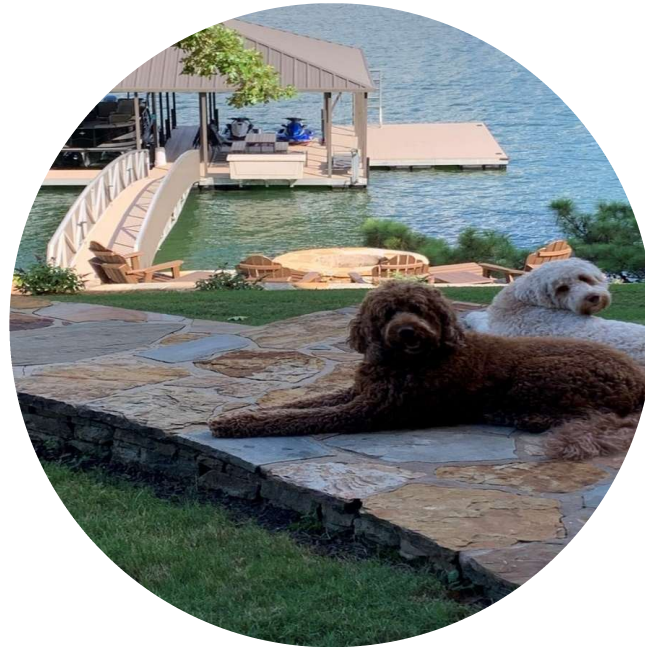
Politics and  
media



Stay strong;  
never give up!



# The Real Reason Why!



“In War, the difference between being ready and reacting is going to be measured in number of lost lives.”

~General Gus Perna

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