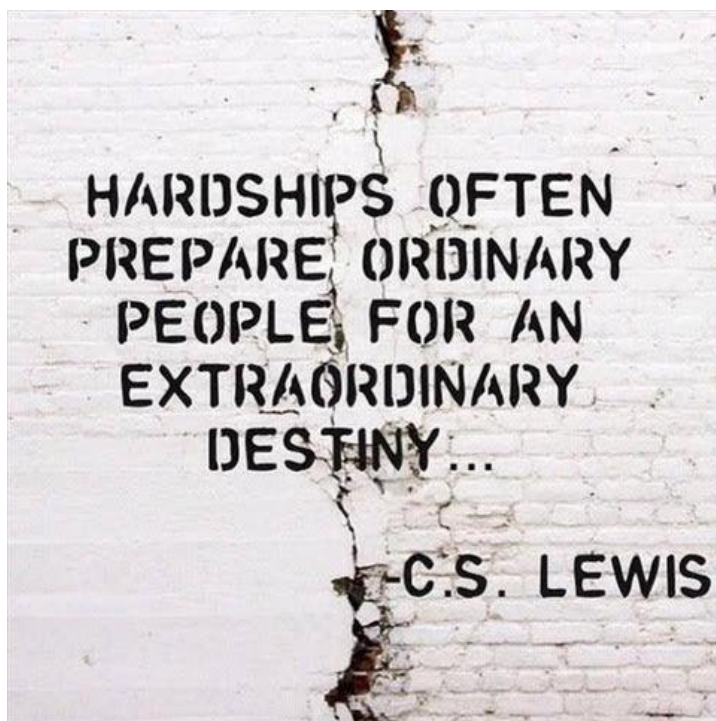


Good morning,

I hope you are all as well as you can be. The pace and pressure we are operating under is real, and fatigue has a way of creeping in quietly then suddenly. It rarely announces itself, but “pressure” affects judgment, patience, tolerance and how we show up for one another. That is worth recognizing. Endurance is not simply grinding through. It is a decision. A decision is not a prediction. It is a commitment to a chosen direction, especially when circumstances make that harder. And it is precisely in those moments, when we are tired, stretched, or uncertain, that our decision-making is most tested.

There are no perfect paths waiting to be found. The path is shaped by the choices we make and the consistency with which we make them. Under pressure, we do not rise to our aspirations as much as we fall back on what we truly believe in and practice. That is not a flaw. It is a reality we can work with.

That is why consistency matters. Progress is not made. It is rented, and the rent is due every day in the form of steady, disciplined action.



We have talked before about comparison being the thief of joy. It works quietly, creating doubt and distraction. When judgment enters alongside it, things escalate. Comparison notices differences. Judgment assigns weight to them. Together, they can pull focus away from what actually matters.

A simple reset helps.

Replace comparison with calibration. Where are you, really, relative to what matters most?

Replace judgment with discernment. What is true, and what is useful right now?

One keeps you grounded. The other keeps you effective.

And we must continue to respect one another. Not tolerate, but respect. To "tolerate" something often carries a negative connotation because it implies enduring or permitting what one privately disapproves of, rather than genuinely accepting or valuing it.

Respect is different.

Respect is a gift we give to others, as it involves recognizing our and others' uniqueness and dignity. It is not something that can be demanded; rather, it arises from ethical and moral behavior. As one quote states, "Respect is earned, not given," emphasizing that respect is a reciprocal relationship. By treating others with respect, we not only uplift them but also foster a more harmonious and meaningful environment for everyone involved.

Within any team, especially under strain, there is also a difference in how people carry energy. Some help steady and lift those around them. Others, often without intending to draw more from the system than they add. Under normal conditions, that difference is subtle. Under pressure, it becomes more visible.

This is not about labeling people. It is about awareness. Each of us moves between those roles at times. The important part is recognizing where we are and making the effort to contribute positively to those around us, even in small ways.

That is where patience comes in. Not as passivity, but as discipline. Not all activities are progressing. Not all movements are meaningful. Patience is the ability to maintain a steady tempo and act with purpose rather than react to noise.

Because change does not happen evenly. There are long stretches where little seems to shift, followed by moments where everything does. In those moments, there is no time to prepare who you are. You rely on what you have already built.

So, continue to take care of yourselves and each other. Pay attention to the small things that keep you grounded. Stay focused on what is real and useful. And remember that how we show up, especially when it is hardest, is what ultimately carries the team forward. We'll have more information in the next few days about what our future looks like, on modifying work schedules, and what changes to anticipate. We aren't in a hurry to fail but going as fast as we can to get to the next thing.

*“Hope springs eternal in the human breast; Man never Is, but always To be blest.
The soul, uneasy, and confin’d from home, rests and expatiates in a life to
come.” Alexander Pope*

Thank you for your continued and steadfast service to the nation and its citizens.

Respectfully,

Dan