

FUTURE FORCE Roundtable

The Founding Convening of the Future Force Council
Presented by FourBlock
(in partnership with ZeroMills)

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PRE READ

Executive Intelligence Brief

(Not intended for publication or broad distribution)

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Introduction

This is a build moment.

What brings this group together is not a shared program, a shared sector, or even a shared strategy.
It is a shared constraint.

Across aerospace, defense, financial services, technology, and advanced industry, leaders are confronting the same underlying problem from different angles:

The system that connects talent to opportunity is no longer producing aligned outcomes.

Roles remain unfilled...

Talent remains underutilized.

And the mechanisms designed to connect the two are not keeping pace with the complexity of the problem.

This brief is not intended to simply inform. It is intended to recalibrate



The Market Is Reorganizing & Capital Is Leading



This is not a workforce conversation in isolation. It is a reflection of a broader economic and industrial realignment already underway. At the highest levels of capital allocation, institutions are repositioning around:

National Security

**Supply Chain
Resilience**

**Infrastructure &
Industrial
Expansion**

**Frontier
Technologies**

The Signal Makers Are in the Room

Investing in the future

JPMorgan Chase has launched a \$1.5 trillion, 10-year Security and Resiliency Initiative, directing capital into:

- defense and aerospace
- advanced manufacturing
- energy systems
- AI, cybersecurity, and emerging technologies

This is not a hiring initiative.

It is a rebuild-the-industrial-base strategy.

And it introduces a fundamental constraint:

Workforce is no longer downstream of industry.

Workforce is now a gating factor for capital deployment.

At the same time

USAA has committed \$500M through Honor Through Action to build career pathways and long-term mobility

BlackRock has deployed \$100M into workforce training tied to infrastructure expansion

Blue Origin and other advanced industry employers are actively engaging in targeted, high-skill talent ecosystems

These are not isolated actions.

They are converging signals:

- Capital is moving
- Industry is reorganizing
- Demand is accelerating

But the system connecting talent to that demand has not kept pace.



The Workforce Problem Has Been Misdiagnosed

For years, the dominant explanation has been consistent: There is not enough talent.

But across this same system:

- 200,000+ service members transition annually
- Employers across sectors report persistent workforce gaps

If both are true, it is not a supply issue, but a structure issue.

The system is failing to :

- connect
- translate
- synchronize

What appears as scarcity is, in reality, misalignment.

Three Failures, One System

01 | Alignment Failure

02 | Translation Failure

03 | Timing Failure

Talent lacks clarity on where it fits. Employers lack pathways to access that talent. Industry operates in silos rather than as a coordinated system.

Military experience can be translated, but it is not activated. After translation, there is still no clear, actionable pathway from experience to role. Employers may understand the talent—but lack structured ways to bring it into their systems. The result is not lack of fit. It is a failure to convert alignment into hiring.

Talent is ready now. Hiring systems move slowly. Training systems lag behind demand. The system is out of sync with itself.

What This Looks Like Inside Industry

What Has Changed?

The issue is no longer whether talent exists. The issue is whether talent can move at the speed and specificity that capital now requires. JPMorgan Chase, Bank of America, and USAA are all investing in workforce strategies across multiple sectors, while Boeing, Huntington Ingalls Industries, and Blue Origin highlight industrial and aerospace talent gaps that directly constrain mission delivery and project execution. FourBlock, Fastport and SHRM are aligning talent systemically through skills-based frameworks and HR best practices, reinforcing that workforce strategy is now an infrastructure problem, not a sourcing problem.

Aerospace & Advanced Industry (ex., Blue Origin, Boeing)

Demand is accelerating for highly specialized engineering, propulsion, and mission-critical operational roles. The constraint is precision alignment, not sheer volume. Pathways into these roles remain underdeveloped, creating opportunity for structured pipelines that match talent to complex requirements.

Defense & Industrial Base (ex., Huntington Ingalls, GDIT)

Workforce gaps directly impact mission execution. The challenge is sustaining long-term pipelines for specialized, high-skill roles—not simply filling immediate openings. Retention, skill validation, and continuity planning are essential to mission readiness.

Financial & Consulting Services (ex., Bank of America, Blackstone, EY-Parthenon, JPMorgan Chase, KPMG, PWC, USAA)

Demand is scalable and immediate, spanning finance, risk, advisory, and technology functions. The constraint is embedding mission-ready, adaptable talent into structured hiring systems, particularly for non-linear career paths.

Infrastructure & Education (ex., FourBlock, ZeroMils, VJM, SHRM, PREA Foundation, Johns Hopkins Applied Physics Lab, Fastport, Intrepid Museum, AFCEA)

These organizations enable companies to build and sustain talent pipelines, providing frameworks, tools, and ecosystem connectivity to translate potential into opportunity. They focus on skills-based hiring, industry-aligned training, and systemic workforce design—making it possible for employers to identify, develop, and retain high-potential, mission-ready talent. While the work exists and the talent exists, alignment without these enablers remains inconsistent, and workforce readiness cannot keep pace with evolving industry demands.

Advanced Manufacturing (ex., Caterpillar, RTX, NextEra)

Roles are plentiful, but the connection between employer need and ready, adaptable workforce remains fragmented. Talent pipelines exist but are not fully integrated into operational or capital deployment strategies.

Technology (ex., AWS, Cisco, Microsoft, TekSystems, WWT)

High-demand, precise skillsets are required in cloud, AI, autonomous systems, cybersecurity, and infrastructure roles. Talent pipelines exist, but organizations need rapid integration of adaptable, mission-ready professionals capable of operating at scale in emerging technology domains.

Across all sectors:



Effort is high. Outcomes are inconsistent.
Alignment is missing.

The Missing Layer: Most organizations operate effectively within their domain:

- hiring
- training
- funding

But the system itself—the connective layer—remains unowned.

There is no consistent mechanism to:

Translate
talent into pathways

Align
demand across sectors

Coordinate
action

This is the gap.
Not effort.
Not intent.

Ownership.

This Room Is the System—In One Place

This is not a group of participants.

It is the system, represented in parts:

- **Demand (scale + precision)**
- **Capital (investment + influence)**
- **Infrastructure (pathways + execution)**
- **Narrative (market understanding)**
- **Coordination (system design)**

The opportunity is not discussion.
It is organization.

Most organizations operate on one side of the workforce equation:



Talent.

Or hiring.

Or training.

FourBlock sits at the center

Connecting all three.

Supply.

Demand.

Industry.

Because real workforce solutions aren't built in silos.

They're built where talent, opportunity, and industry intersect.

That's where true pathways are created – scalable, aligned, and ready to meet the demands of today and tomorrow.



Why This Is Different

Most convenings are designed to share information.

This one is designed to respond to a market shift that is already underway. Capital is being deployed at an unprecedented scale. Industries are reorganizing around national priorities, infrastructure, and advanced capability. Demand is accelerating across sectors—but not in uniform ways.

And yet, the system responsible for connecting talent to that demand remains fragmented. This convening exists at the intersection of those forces.



Most discussions end in insight.

This one is intended to produce alignment across actors who control different parts of the system:

- capital
- hiring
- pathways
- narrative
- coordination

Most participants attend.

This group has been invited because of its ability to shape outcomes beyond a single organization or sector.

The distinction is not subtle.

It is structural.

What Is Expected

You are not here to represent your organization.
You are here because of your ability to influence
what comes next within the system.

That requires a different level of engagement.
Come prepared to speak directly to:

Come prepared to speak directly to:

where your current workforce model breaks under pressure

which roles remain persistently unfilled—and why

where timing, translation, or alignment fail in practice

how capital, hiring demand, and talent readiness fall out of sync

And most importantly:

What would you build differently if alignment—not activity—were the objective?

This is not a conversation about programs.
It is not a conversation about awareness.

This is a conversation about how the system must change to support the scale and specificity of
demand already forming in the market

What This Begins

This convening marks the beginning of the Future Force Council.
Not as a program. Not as a membership.
But as a coordinated effort to take ownership of the system itself.

To Align:

- **talent supply**
- **employer demand**
- **capital investment**
- **industry sector needs**

Into something that produces consistent, scalable outcomes—not isolated success.
What happens next will not be determined by this room alone.
But it will be shaped by whether this room chooses to move from:

- **participation → ownership**
- **discussion → coordination**
- **intent → execution**

This is not a one-time conversation.
This is the point at which capital, demand, and talent either
remain disconnected—
or a system begins to organize itself.

The System Players

By Industry

- Aerospace & Advanced Industry
- Defense & Industrial Base
- Financial & Consulting Services
- Advanced Manufacturing
- Technology
- Infrastructure & Education

Outlining

- Roles
- Capabilities
- Demand Signals



Building the Ecosystem...

Aerospace & Advanced Industry

Blue Origin

Blue Origin is at the forefront of commercial space and aerospace innovation, and we're seeing a workforce demand that values precision, technical depth, and execution speed.

Roles span:

- Advanced engineering
- Propulsion systems
- Mission operations
- High-reliability manufacturing

Capabilities require:

- Systems thinking
- Technical expertise under pressure
- Cross-functional problem-solving

Demand signal: This is not a pipeline problem; it is a pathway design problem.

Boeing

Boeing operates across commercial aviation, space, and defense sectors, requiring high-skill, mission-critical technical talent.

Roles span:

- Aerospace engineering and systems integration
- Avionics and propulsion
- Flight operations and maintenance

Capabilities require:

- Technical proficiency and execution under high stakes
- Collaborative problem-solving across multi-disciplinary teams
- Alignment with complex program timelines

Demand signal: Talent must be precisely aligned to high-stakes aerospace projects.



Building the Ecosystem...

Defense & Industrial Base

Huntington Ingalls Industries (HII)

As the largest military shipbuilding company HII represents long-cycle, mission-critical workforce demand in shipbuilding and defense systems.

Roles span:

- Naval architecture and engineering
- Systems integration
- Production and operations management

Capabilities require:

- Deep technical knowledge
- Project execution under operational rigor
- Continuity and retention planning

Demand signal: Sustaining specialized pipelines is essential for mission delivery.

GDIT

General Dynamics Information Technology signals workforce demand for defense, intelligence, and advanced IT systems.

Roles span:

- Cybersecurity and intelligence operations
- Systems engineering and program management
- Technical operations and support

Capabilities require:

- Technical and operational expertise
- Integration across multi-program environments
- Rapid adaptability to evolving mission requirements

Demand signal: Alignment of talent with mission-critical IT and defense projects is vital.



Building the Ecosystem...

Financial & Consulting Services

JPMorgan Chase

A global financial services leader, JPMorgan Chase is actively deploying capital across banking, markets, and infrastructure, creating a demand for adaptable, mission-ready talent.

Roles span:

- Investment banking and advisory
- Risk management and compliance
- Technology and operational strategy

Capabilities require:

- Analytical and strategic thinking
- Execution under high-pressure, high-stakes conditions
- Systems integration across complex financial operations

Demand signal: Embedding mission-ready talent into structured, scalable pipelines is essential.

USAA

USAA leverages workforce investment as part of its “Honor Through Action” initiative, committing \$500M over five years to advance military-connected talent and community impact.

Roles span:

- Risk, compliance, and insurance operations
- Technology and digital solutions
- Finance and analytics

Capabilities require:

- Operational excellence in mission-driven environments
- Adaptive problem-solving and leadership
- Cross-functional project execution

Demand: Scalable, mission-aligned talent is critical for financial services and community-focused initiatives.



Building the Ecosystem...

Financial & Consulting Services

Bank of America

A multinational financial institution, Bank of America is advancing systemic workforce strategies while scaling operational and advisory functions globally.

Roles span:

- Financial advisory and wealth management
- Risk and regulatory compliance
- Data and technology solutions

Capabilities require:

- Technical and financial acumen
- Strategic execution across teams and geographies
- Leadership under high-stakes operational conditions

Demand signal: Mission-ready talent must be embedded across global finance operations.

EY-Parthenon

EY-Parthenon, a global strategy consulting brand under EY, delivers advisory and PE-focused talent solutions across multiple sectors.

Roles span:

- Strategic consulting and transaction support
- Private equity portfolio advisory
- Operational and financial analytics

Capabilities require:

- High-level strategic thinking
- Multi-client, multi-project execution
- Rapid translation of non-linear, high-potential talent into actionable business insights

Demand signal: Consulting pipelines must integrate non-traditional talent quickly and effectively.



Building the Ecosystem...

Financial & Consulting Services

KPMG

KPMG provides audit, tax, and advisory services while scaling client-focused solutions across industries.

Roles span:

- Advisory and risk consulting
- Technology implementation and transformation
- Audit and financial services

Capabilities require:

- Analytical depth and problem-solving
- Project management across client engagements
- Execution in high-pressure, regulatory environments

Demand signal: High-performing professionals must be embedded into client-facing and operational pipelines.

Blackstone

A leading global investment firm, Blackstone deploys capital across private equity, real estate, and credit markets, shaping workforce strategy for portfolio companies.

Roles span:

- Strategic talent planning and workforce alignment across portfolio companies
- Development of specialized, high-skill talent pipelines in finance, operations, and investment management
- Integration of adaptable professionals into high-stakes, mission-critical roles

Capabilities require:

- Expertise in capital deployment and workforce strategy
- Coordination across multiple portfolio companies and execution oversight to ensure alignment with investment and operational goals

Demand signal: Blackstone aligns talent readiness with strategic capital deployment.



Building the Ecosystem...

Advanced Manufacturing

Caterpillar

A global leader in construction and mining equipment, Caterpillar represents workforce demand defined by operational complexity and technical skill.

Roles span:

- Equipment operations and maintenance
- Engineering and design
- Supply chain and logistics

Capabilities require:

- Technical depth
- Process-oriented problem-solving
- Execution under operational pressure

Demand signal: Integrating ready, adaptable talent into operational workflows is essential.

NextEra Energy

NextEra Energy operates at the intersection of advanced energy infrastructure and sustainable development, requiring specialized technical and operational talent.

Roles span:

- Renewable energy operations
- Engineering and project management
- Grid and infrastructure maintenance

Capabilities require:

- Technical and operational expertise
- Systems integration
- Adaptability to dynamic project environments

Demand signal: Rapid deployment of qualified talent is necessary to meet energy infrastructure expansion.

RTX (Raytheon, Pratt Whitney)

A leading aerospace and defense technology company, RTX demands precision, technical expertise, and operational adaptability across complex programs.

Roles span:

- Engineering and assembly
- Advanced manufacturing
- Program and quality management

Capabilities require:

- Systems-level thinking
- Technical execution
- Collaboration under high-stakes timelines

Demand signal: Alignment of skilled talent to mission-critical operations is vital.



Building the Ecosystem...

Technology, Data Centers

AWS

Amazon Web Services signals workforce demand in cloud computing, AI, infrastructure, and cybersecurity domains.

Roles span:

- Cloud engineering and operations
- AI and machine learning development
- Infrastructure and cybersecurity management

Capabilities require:

- Advanced technical skills
- Systems integration
- Operational adaptability at scale

Demand signal: Integration of mission-ready tech talent is essential.

TekSystems

TekSystems is an IT and business services company focused on staffing, workforce development, and technology solutions.

Roles span:

- Full-stack IT staffing and talent placement
- Workforce upskilling, reskilling, and technology adoption
- Managed IT services and project-based delivery

Capabilities require:

- Deep cross-functional technical expertise
- Speed-to-productivity across emerging technology platforms
- Talent lifecycle management from sourcing through retention

Demand signal: Scalable, job-ready tech talent pipelines are the defining competitive advantage.



Building the Ecosystem...

Infrastructure & Education

FourBlock

FourBlock functions as a national workforce ecosystem hub, connecting employers, talent, and industry to create structured pathways into high-impact careers.

Roles/impact span:

- Career readiness program development
- Employer-aligned talent coaching and mentorship
- Industry Pathway Event coordination

Capabilities require:

- Systems-level thinking across talent, demand, and industry
- Community-building and program execution
- Translating non-linear talent into structured career pathways

Demand signal: Employers cannot fully capture high-potential, adaptable talent without ecosystem intermediaries.

ZeroMils

ZeroMils is a veteran-owned enterprise dedicated to creating a regional engagement platform that fosters collaboration across sectors among employers, talent, and community organizations, all aimed at enhancing local talent pipelines.

Roles/impact span:

- Coordination of regional talent forums and industry coalitions
- Talent mapping, outreach, and localized activation

Capabilities require:

- Systems-level coordination across multiple stakeholders
- Alignment of regional talent pools to employer demand
- Execution of large-scale events and engagement initiatives

Demand signal: Localized talent activation is critical to translating national workforce readiness into regional impact.



Building the Ecosystem...

Infrastructure & Education

Veteran Jobs Mission

Veteran Jobs Mission is a national employer coalition dedicated to connecting transitioning service members and veterans to meaningful careers by mobilizing the collective hiring power of America's leading companies.

Roles/impact span:

- Coalition management across 300+ employer partners
- Veteran hiring commitments, tracking, and accountability
- Cross-sector workforce policy advocacy and employer education

Capabilities require:

- Coordination of large-scale employer networks around shared hiring goals
- Translation of military skills and experience into civilian job frameworks
- Data-driven reporting on veteran hiring outcomes and employer performance

Demand signal: Employer alignment around veteran hiring at scale requires a trusted convener with the credibility, infrastructure, and reach to hold commitments and close the loop between intent and execution.



Building the Ecosystem...

Infrastructure & Education

SHRM

SHRM drives systemic workforce alignment through HR best practices, skills-based hiring frameworks, and advisory services.

Roles/impact span:

- HR strategy and consulting
- Policy and compliance guidance
- Workforce development program advisory

Capabilities require:

- Expertise in workforce strategy
- Alignment of talent to business outcomes
- Implementation of systemic hiring and retention practices

Demand signal: Organizations must integrate high-potential talent into operational pipelines efficiently.

PREA

Pension Real Estate Association (PREA) Foundation enables the institutional real estate sector to translate capital into workforce-aligned opportunity.

Roles/impact span:

- Industry-aligned talent programs for commercial real estate
- Employer engagement and sector convening
- Early identification and development of high-potential candidates

Capabilities require:

- Deep sector knowledge
- Coordination with employers and academic partners
- Alignment of training programs with real-world role requirements

Demand signal: The capital-intensive commercial real estate sector requires precision-aligned talent pathways.



Building the Ecosystem...

Infrastructure & Education

Johns Hopkins Applied Physics Lab (APL)

APL delivers advanced research, technical innovation, and national security projects requiring highly specialized technical talent.

Roles/impact span:

- Applied research and engineering
- Systems integration and program support
- Operational execution in defense projects

Capabilities require:

- Technical and analytical expertise
- Cross-disciplinary problem-solving
- Execution under high-stakes, mission-critical conditions

Demand signal: Specialized talent must be embedded into technical and research pipelines.

Fastport

Fastport provides workforce solutions that enable defense, technology, and logistics employers to access, skill and onboard mission-ready talent.

Roles/impact span:

- Talent sourcing and pipeline management
- Training program development
- Employer engagement and candidate alignment

Capabilities require:

- Systems-level workforce coordination
- Strategic alignment of talent with operational demands
- Translation of candidate readiness into placement

Demand signal: Companies cannot scale without intermediaries aligning talent and skill development to operational needs.



Building the Ecosystem...

Infrastructure & Education

Intrepid Museum Foundation

The Intrepid Museum Foundation acts as a convening platform connecting industry leaders, talent, and policy to shape workforce development.

Roles/impact span:

- Industry convenings and executive roundtables
- Talent exposure events
- Programmatic partnership coordination

Capabilities require:

- Leadership in ecosystem building
- Experience curating high-value talent-industry engagements
- Alignment of mission and industry objectives

Demand signal: System-level conversations are required to translate available talent into operational results.

AFCEA

AFCEA is a professional organization that supports communication, electronics, intelligence, and IT sectors by connecting companies with skilled technical talent.

Roles/impact span:

- Workforce readiness programs
- Industry convening and knowledge sharing
- Skills development and certification

Capabilities require:

- Deep sector expertise
- Talent alignment to operational needs
- Ecosystem convening for high-impact outcomes

Demand signal: Organizations need intermediaries to translate technical readiness into operational capacity.



Event Day Contact Information

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Location Details

USS Intrepid

**One Intrepid Square,
12th Avenue & 46th Street,
New York, NY 10036**

Phone

(212) 245-0072

Transportation & Parking

There is no on-site parking at the Intrepid Sea, Air & Space Museum. Several nearby garages are available in Midtown Manhattan, typically ranging from \$20-\$50+. We highly recommend reserving a spot in advance using apps such as SpotHero or SpotAngels.

Nearby options include:

- [624 W 43rd St](#) (Sky Garage)
- 670 W 43rd St (Valet)
- [641 W 41st St](#) (River Place Garage)
- 613 W 47th St (closest proximity)

For drop-offs, cars and rideshares may utilize the designated bus lane directly outside the Museum entrance on 12th Avenue.

Arrival & Security

Upon arrival, all guests will enter through the Welcome Center. Please note that security includes mandatory bag checks and metal detector screening. To ensure a smooth experience, we recommend allowing a few extra minutes for entry.

If you are also attending the Changemakers Gala you will be required to leave the ship between 2:00 and 6:30 PM and proceed through the security checkpoint again after your return.