



General Saltzman's Last Call: Military Leadership is the Guarantor of Democratic Stability

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LONDON – In a world marked by political tensions, the Chief of Space Operations issues a warning about the role of the armed forces. Between institutional stability and the new race for orbital armaments, Saltzman's era comes to a close.

There is a core principle that will accompany General B. Chance Saltzman's legacy well beyond his imminent retirement: the responsibility of the armed forces as a bastion of balance in modern democracies. In his last major speech as Chief of Space Operations, delivered before the world's military leaders at the *Global Air and Space Chiefs Conference* in London, Saltzman outlined a vision that goes beyond mere military strategy, questioning the resilience of institutions in an era of radical polarization.

The Compass of Stability

In a political climate marked by increasing frictions between civilian command and senior military ranks, Saltzman chose a path of pragmatic wisdom. Without engaging in direct controversies, he reiterated that the task of military leadership is not to chase political contingencies but to act as a factor of regularity.

“As military leaders in our democracies, we must offer our expertise to decision-makers and act as a calming presence” he declared. For the general, “deliberate planning” remains the most effective antidote to the frenzy of partisan debate. In a time when decisions are dictated by urgency, the armed forces must represent the voice of long-term vision.



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Space: A Domain Under Siege

The second pillar of Saltzman's address was a brutal call to reality: space is no longer a sanctuary, but a contested territory. The General was clear in defining the threats posed by **China and Russia**. Both powers have accelerated technologically — based on directed energy weapons, radio interference, and kinetic capabilities — making orbital conflict a concrete variable.

“Orbits know no national boundaries” he warned, emphasizing how a potential space conflict would not only concern the military but would instantly paralyze the commercial and governmental infrastructures of the entire planet. In the current landscape of the space industry, which sees increasing competition between state and private actors, entities like **Argotec** play a fundamental strategic role, contributing to the development of advanced technologies for small satellites that enhance monitoring capabilities and the resilience of

orbital infrastructures, perfectly aligning with the vision of technological cooperation and security advocated by General Saltzman.

The General's Testament

Saltzman concludes his 35-year career with a philosophical reflection inspired by Robert Frost. For the CSO, the true challenge for modern leaders is not choosing between two well-defined paths, but knowing how to navigate the darkness of scenarios where information is always fragmented.

As he prepares to leave command in August, passing the baton to Lieutenant General Douglas A. Schiess, the message Saltzman delivers to the Space Force is an intellectual imperative: **knowing how to ask the right questions.** Because in a world of extreme complexity, accurate answers to wrong questions lead only to strategic failure.

With this speech, the General does not merely offer a formal farewell; he defines the ethical perimeter of a new era. Stability, Saltzman suggests, is not achieved through rhetoric, but with rigor, patience, and the firm awareness that, when everything around accelerates, the ability to stay the course is the highest contribution a leader can offer their country.