



1
00:00:01,133 --> 00:00:07,133
[music playing]

2
00:00:17,500 --> 00:00:20,366
- WELCOME
TO THE 75TH ANNIVERSARY

3
00:00:20,366 --> 00:00:24,400
OF NASA AMES RESEARCH CENTER
AND THE DIRECTOR'S COLLOQUIUM

4
00:00:24,400 --> 00:00:27,633
SUMMER SERIES.

5
00:00:27,633 --> 00:00:32,200
NASA IS
A SPACE EXPLORATION AGENCY,

6
00:00:32,200 --> 00:00:36,566
AN AGENCY
THAT SUPPORTS EDUCATION

7
00:00:36,566 --> 00:00:40,566
AND THE ABILITY
TO IMPROVE OUR COMMERCIAL

8
00:00:40,566 --> 00:00:46,400
AND ACADEMIC INSTITUTES.

9
00:00:46,400 --> 00:00:50,700
WHEN YOU LOOK AT NASA, YOU THINK
OF SCIENCE AND ENGINEERING.

10
00:00:50,700 --> 00:00:53,300
BUT IT TAKES A LOT MORE
THAN SCIENCE AND ENGINEERING

11
00:00:53,300 --> 00:00:55,433
TO GET EVERYTHING COMPLETED.

12
00:00:55,433 --> 00:00:59,633
IT'S A WHOLE FAMILY OF DIFFERENT
EXPERTISE AND SPECIALTIES

13
00:00:59,633 --> 00:01:03,600
THAT MAKE THINGS HAPPEN.

14
00:01:03,600 --> 00:01:06,666
ALSO, ON A PERSONAL NOTE,

15
00:01:06,666 --> 00:01:10,600
MENTORS ARE ALWAYS IMPORTANT
IN YOUR CAREER.

16
00:01:10,600 --> 00:01:12,866
THE MORE MENTORS YOU HAVE,

17
00:01:12,866 --> 00:01:15,933
THE MORE YOU COULD LEARN
FROM THEIR EXPERIENCE

18
00:01:15,933 --> 00:01:17,333
AND IMPROVE WHAT YOU WANT

19
00:01:17,333 --> 00:01:21,466
IN TERMS OF YOUR VISION
FOR THE FUTURE.

20
00:01:21,466 --> 00:01:25,600
TODAY'S TALK, ENTITLED,
"LESSONS LEARNED EN ROUTE

21
00:01:25,600 --> 00:01:28,266
TO BECOMING
CENTER DEPUTY DIRECTOR,"

22
00:01:28,266 --> 00:01:32,000
BY LEW BRAXTON.

23

00:01:32,000 --> 00:01:36,600

MR. BRAXTON

EARNED NUMEROUS DEGREES

24

00:01:36,600 --> 00:01:39,966

STARTING WITH A DEGREE--

A BACHELOR'S DEGREE

25

00:01:39,966 --> 00:01:43,166

FROM CAL STATE, FRESNO,

26

00:01:43,166 --> 00:01:47,733

GETTING AN MBA

FROM GOLDEN GATE UNIVERSITY,

27

00:01:47,733 --> 00:01:50,900

AND AN EXECUTIVE TRAINING

PROGRAM DEGREE

28

00:01:50,900 --> 00:01:56,866

FROM HARVARD GRADUATE SCHOOL

OF BUSINESS.

29

00:01:56,866 --> 00:02:01,000

HE STARTED HIS CAREER AT NASA

30

00:02:01,000 --> 00:02:03,666

39 YEARS AGO,

31

00:02:03,666 --> 00:02:06,900

AND HE STARTED, FOR THE STUDENTS

IN THE AUDIENCE,

32

00:02:06,900 --> 00:02:09,366

AS A CO-OP STUDENT,

33

00:02:09,366 --> 00:02:11,633

AN ACCOUNTANT TRAINEE

34

00:02:11,633 --> 00:02:15,000

AT NASA DRYDEN FLIGHT
RESEARCH CENTER.

35

00:02:17,066 --> 00:02:20,466

HE WILL--HE HAS DEMONSTRATED
WHAT IT TAKES

36

00:02:20,466 --> 00:02:23,800

TO BECOME A LEADER
WITHIN THE AGENCY.

37

00:02:23,800 --> 00:02:27,333

PLEASE JOIN ME
IN WELCOMING LEW BRAXTON.

38

00:02:27,333 --> 00:02:29,833

[applause]

39

00:02:29,833 --> 00:02:34,233

- THANK YOU.

40

00:02:34,233 --> 00:02:37,100

WELL, THANK YOU.

41

00:02:37,100 --> 00:02:39,733

THANK YOU VERY MUCH, JACOB.

42

00:02:39,733 --> 00:02:42,800

THIS IS
AN UNUSUAL OPPORTUNITY FOR ME

43

00:02:42,800 --> 00:02:45,600

'CAUSE NORMALLY WHEN I'M
STANDING UP HERE AT THIS PODIUM,

44

00:02:45,600 --> 00:02:49,233

I'M NORMALLY HANDING OUT AWARDS

45
00:02:49,233 --> 00:02:52,633
OR TALKING
ABOUT SOME TYPE OF CHALLENGE

46
00:02:52,633 --> 00:02:55,100
WE HAVE TO FACE
AT THE CENTER.

47
00:02:55,100 --> 00:02:59,100
THIS OPPORTUNITY THAT JACOB CAME
AND ENCOURAGED ME TO DO

48
00:02:59,100 --> 00:03:02,366
IS BASICALLY--IT'S GOING TO BE
A TRIP IN TIME.

49
00:03:02,366 --> 00:03:06,866
IT'S BASICALLY GOING TO GIVE YOU
AN IDEA OF WHERE I CAME FROM,

50
00:03:06,866 --> 00:03:08,366
WHAT I LEARNED ON THE WAY.

51
00:03:08,366 --> 00:03:11,533
AND I HOPE THAT WHEN I GET
TO THE FINAL COUPLE OF SLIDES

52
00:03:11,533 --> 00:03:13,866
WHEN WE TALK
ABOUT ACTUALLY BEING

53
00:03:13,866 --> 00:03:17,466
THE DEPUTY CENTER DIRECTOR,
YOU GOT AN IDEA OF, YOU KNOW,

54
00:03:17,466 --> 00:03:19,466
WHAT MADE ME WHO I AM

55

00:03:19,466 --> 00:03:22,033
AND WHY I WORK THE WAY I DO

56
00:03:22,033 --> 00:03:23,700
OR WHY I TICK THE WAY I DO.

57
00:03:23,700 --> 00:03:25,133
OKAY.

58
00:03:25,133 --> 00:03:27,933
AND, ALSO, PROBABLY A BETTER
UNDERSTANDING OF WHAT IT TAKES

59
00:03:27,933 --> 00:03:33,333
TO BE IN THIS POSITION
IF YOU ASPIRE TO DO SO.

60
00:03:33,333 --> 00:03:36,133
BUT BEFORE WE DO THAT, I THINK
THE ONE THING WE NEED TO DO

61
00:03:36,133 --> 00:03:37,566
IS MAKE SURE YOU UNDERSTAND

62
00:03:37,566 --> 00:03:41,400
THERE WAS A WHOLE BUNCH
OF PEOPLE BEFORE I CAME ALONG,

63
00:03:41,400 --> 00:03:44,033
AND MANY OF THOSE INDIVIDUALS
I WORKED FOR.

64
00:03:44,033 --> 00:03:46,933
AND THEY ALL HAD
DIFFERENT PERSONALITIES.

65
00:03:46,933 --> 00:03:50,133
BUT THE ONE THING I WILL
TELL YOU IS, YOU KNOW,

66

00:03:50,133 --> 00:03:52,333

ABOUT FIVE YEARS AGO
OR SIX YEARS AGO

67

00:03:52,333 --> 00:03:56,566

I DECIDED TO SPONSOR
WHAT WE CALL A REUNION.

68

00:03:56,566 --> 00:03:58,333

ONCE A YEAR WE GET TOGETHER,

69

00:03:58,333 --> 00:04:01,466

THOSE DEPUTY DIRECTORS WHO EVER
EXISTED AT AMES RESEARCH CENTER.

70

00:04:01,466 --> 00:04:05,733

AND WE HAVE DINNER, AND WE
REMINISCE ABOUT WHAT WE'VE DONE,

71

00:04:05,733 --> 00:04:08,666

HOW WE DID IT,
WHERE WE'VE BEEN,

72

00:04:08,666 --> 00:04:11,733

AND HOW WE,
WHEW, BARELY GOT BY.

73

00:04:11,733 --> 00:04:13,066

OKAY?

74

00:04:13,066 --> 00:04:15,266

AND ONE THING
STARTED COMING OUT.

75

00:04:15,266 --> 00:04:16,566

I STARTED REALIZING

76

00:04:16,566 --> 00:04:18,566

THAT THE BASIC CHARACTER TRAITS

THAT I HAD

77

00:04:18,566 --> 00:04:21,100
ARE NOT MUCH DIFFERENT
THAN MANY OTHER MEN AND WOMEN

78

00:04:21,100 --> 00:04:24,633
UP THERE ON THAT WALL.

79

00:04:24,633 --> 00:04:27,933
THIS IS THE DURATION
OF THE INDIVIDUALS,

80

00:04:27,933 --> 00:04:30,133
HOW LONG THEY SERVED
IN THE POSITION.

81

00:04:30,133 --> 00:04:33,633
AND AS YOU CAN SEE,
I DID MY TIME.

82

00:04:33,633 --> 00:04:35,433
OKAY?

83

00:04:35,433 --> 00:04:40,766
AND THE OTHER INDIVIDUAL,
THIS FACILITY IS NAMED AFTER.

84

00:04:40,766 --> 00:04:46,033
NOT ONLY DID HE SPEND AS MUCH
TIME AS HE DID BEING THE DEPUTY,

85

00:04:46,033 --> 00:04:48,333
BEING SYVERTSON,
DR. SYVERTSON,

86

00:04:48,333 --> 00:04:50,033
HE ALSO WAS
OUR CENTER DIRECTOR.

87

00:04:50,033 --> 00:04:52,100

I THINK HE WAS
OUR FOURTH CENTER DIRECTOR

88

00:04:52,100 --> 00:04:55,200

HERE AT AMES RESEARCH CENTER.

89

00:04:55,200 --> 00:05:00,233

SO LET ME GIVE YOU AN IDEA
WHERE I CAME FROM.

90

00:05:00,233 --> 00:05:01,566

THIS IS A COLLAGE.

91

00:05:01,566 --> 00:05:03,400

YOU'RE GOING TO SEE
A NUMBER OF THESE THINGS.

92

00:05:03,400 --> 00:05:05,300

YES, I WAS YOUNG AT ONE TIME.

93

00:05:05,300 --> 00:05:07,133

OKAY?

94

00:05:07,133 --> 00:05:10,066

YOU CAN SEE THAT I KNEW
WHERE I WAS GOING TO BE,

95

00:05:10,066 --> 00:05:11,766

RIGHT THERE
AT THE AGE OF THREE, MAN.

96

00:05:11,766 --> 00:05:14,100

I WAS TELLING EVERYBODY.
OKAY?

97

00:05:14,100 --> 00:05:18,133

BUT AS THINGS WENT ALONG, YOU
KNOW, I DID HAVE A BACKGROUND.

98

00:05:18,133 --> 00:05:21,800

A LOT OF PEOPLE DON'T REALIZE,
IN THE CITY OF HOUSTON,

99

00:05:21,800 --> 00:05:25,533

WHERE I GOT EXPOSED TO THINGS
AS A YOUNG AFRO-AMERICAN

100

00:05:25,533 --> 00:05:29,300

THAT I DIDN'T WANT
TO SEE HAPPEN TO MY KIDS.

101

00:05:29,300 --> 00:05:32,433

I HAD TO DEAL
WITH THE SEGREGATION ISSUES

102

00:05:32,433 --> 00:05:34,300

THAT EXIST EARLY ON IN LIFE.

103

00:05:34,300 --> 00:05:36,266

AND I STILL REMEMBER
THE FOUNTAINS

104

00:05:36,266 --> 00:05:39,733

THAT PRETTY MUCH SAID COLORED
PEOPLE ONLY CAN DRINK FROM.

105

00:05:39,733 --> 00:05:41,866

I CAN REMEMBER
WHICH SIDE OF THE STREET

106

00:05:41,866 --> 00:05:45,200

I HAD TO WALK ON IN THE CITY,
AND I CAN REMEMBER

107

00:05:45,200 --> 00:05:47,566

THAT WHEN I WENT
IN THE ELEVATOR AND GOT LOST,

108

00:05:47,566 --> 00:05:48,833

THEY THOUGHT

I WAS GOING TO BLOW UP

109

00:05:48,833 --> 00:05:50,633

THE ENTIRE

MACY'S DEPARTMENT STORE

110

00:05:50,633 --> 00:05:53,433

WITHIN HOUSTON

WITH MY MOM RUNNING AROUND

111

00:05:53,433 --> 00:05:55,633

BEING VERY, VERY UPSET

ABOUT HER BABY'S GONE,

112

00:05:55,633 --> 00:05:57,666

HER BABY'S GONE.

113

00:05:57,666 --> 00:05:59,666

THERE'S MY MOTHER.

114

00:05:59,666 --> 00:06:02,566

MY DAD WAS IN THE MILITARY.

115

00:06:02,566 --> 00:06:07,333

AND IT WASN'T LONG BEFORE--

116

00:06:07,333 --> 00:06:08,966

BEFORE THEY GOT TOGETHER

117

00:06:08,966 --> 00:06:11,000

WE WERE STARTING TO LIVE

IN A MILITARY-TYPE SETTING,

118

00:06:11,000 --> 00:06:13,033

AND I LIVED

IN VERY DIVERSE COMMUNITIES

119

00:06:13,033 --> 00:06:14,633
FROM THAT POINT ON.

120

00:06:14,633 --> 00:06:17,300
AND AS YOU CAN SEE,
I TRIED TO BE A GOOD CUB SCOUT.

121

00:06:17,300 --> 00:06:19,933
THERE I WAS
IN THE BACKDROP THERE.

122

00:06:19,933 --> 00:06:21,500
I ENJOYED IT.

123

00:06:21,500 --> 00:06:23,833
AND WHAT A LOT OF PEOPLE DON'T
REALIZE IS THAT, INITIALLY,

124

00:06:23,833 --> 00:06:26,100
I WANTED TO BE
A FOREST RANGER.

125

00:06:26,100 --> 00:06:28,966
I WAS SO
INTO THE OUTDOORS AND EXPLORING

126

00:06:28,966 --> 00:06:32,200
AND DOING THINGS WITH NATURE

127

00:06:32,200 --> 00:06:34,000
THAT THAT WAS A DESIRE
THAT I HAD,

128

00:06:34,000 --> 00:06:36,166
IS I WANTED TO BE SMOKE JUMPER.

129

00:06:36,166 --> 00:06:38,233
THEN I WANTED TO BE
A FOREST RANGER.

130

00:06:38,233 --> 00:06:40,700

AND THEN THINGS
KIND OF GOT IN THE WAY.

131

00:06:40,700 --> 00:06:42,800

SMOKE JUMPERS
GET HUNG UP IN TREES.

132

00:06:42,800 --> 00:06:45,166

FIRE BURNS PEOPLE--
TREES AND BURN PEOPLE.

133

00:06:45,166 --> 00:06:47,100

I DECIDED I DIDN'T WANT TO BE
A SMOKE JUMPER ANYMORE

134

00:06:47,100 --> 00:06:49,333

BECAUSE I DIDN'T
WANT TO BE BARBECUED.

135

00:06:49,333 --> 00:06:51,166

OKAY?

136

00:06:51,166 --> 00:06:52,933

I WANTED--SO WELL THEN,

137

00:06:52,933 --> 00:06:54,800

I'LL JUST GO OUT
IN THE WILDERNESS BEING ALONG,

138

00:06:54,800 --> 00:06:56,933

YOU KNOW, THE CAMP
AND BE ABLE TO LOOK OUT

139

00:06:56,933 --> 00:06:58,300

AND SEE WHAT'S GOING ON
OUT IN THE FOREST.

140

00:06:58,300 --> 00:07:00,700

AND THEN I REALIZED,
YOU KNOW,

141

00:07:00,700 --> 00:07:02,333

I DON'T KNOW
IF I COULD FIND A WIFE

142

00:07:02,333 --> 00:07:04,333

THAT'D WANT TO BE OUT THERE
WITH ME.

143

00:07:04,333 --> 00:07:07,066

SO I HAD TO GET RID
OF THE IDEA

144

00:07:07,066 --> 00:07:09,133

OF BEING A FOREST RANGER
BECAUSE THERE WAS TWO STRIKES.

145

00:07:09,133 --> 00:07:11,100

I DIDN'T WANT TO BURN UP,
AND I KNEW

146

00:07:11,100 --> 00:07:13,166

I WAS GOING TO HAVE TO HAVE
COMPANIONSHIP IN MY LIFE.

147

00:07:13,166 --> 00:07:14,966

OKAY?

148

00:07:14,966 --> 00:07:17,566

BUT I WAS ALSO
VERY INVOLVED IN SPORTS.

149

00:07:17,566 --> 00:07:19,166

TENNIS CAME INTO PLAY.

150

00:07:19,166 --> 00:07:21,766

BASEBALL, I WAS VERY GOOD AT.

151

00:07:21,766 --> 00:07:24,133

THIS IS THE HIGH SCHOOL
CHAMPIONSHIP TEAM I HAD.

152

00:07:24,133 --> 00:07:25,333

A LOT OF PEOPLE DON'T REALIZE,

153

00:07:25,333 --> 00:07:27,833

I GRADUATED FROM
THE UPPER PENINSULA OF MICHIGAN,

154

00:07:27,833 --> 00:07:30,033

NOT CALIFORNIA,
BUT MICHIGAN,

155

00:07:30,033 --> 00:07:32,433

WHERE THE WINTERS
GET ON THE AVERAGE

156

00:07:32,433 --> 00:07:37,800

BETWEEN JANUARY THROUGH MARCH,
AVERAGE MINUS 40 BELOW.

157

00:07:37,800 --> 00:07:39,333

OKAY?

158

00:07:39,333 --> 00:07:41,466

THERE ARE SOME PEOPLE
THAT WERE IN MY LIFE

159

00:07:41,466 --> 00:07:43,733

THAT HAVE BEEN VERY INSPIRING.

160

00:07:43,733 --> 00:07:45,933

THIS IS GRACE KIMOTO.

161

00:07:45,933 --> 00:07:48,966

SHE WAS MY FIFTH GRADE TEACHER.

162

00:07:48,966 --> 00:07:52,933

SHE MADE IT VERY CLEAR TO ME
THROUGHOUT THE ENTIRE YEAR

163

00:07:52,933 --> 00:07:56,133

THAT I WAS IN HER CLASS THAT
I COULD MAKE THINGS HAPPEN

164

00:07:56,133 --> 00:07:58,733

ANY WAY I WANTED
TO MAKE IT HAPPEN.

165

00:07:58,733 --> 00:08:00,200

SHE SUPPORTED ME.

166

00:08:00,200 --> 00:08:02,633

SHE WAS A TASKMASTER.

167

00:08:02,633 --> 00:08:05,233

SHE ACTUALLY CAME OVER
TO MY PARENTS' HOUSE AT TIMES

168

00:08:05,233 --> 00:08:07,066

TO MAKE SURE THAT I FOLLOWED
THROUGH WITH MY HOMEWORK

169

00:08:07,066 --> 00:08:10,333

BECAUSE I THOUGHT
IT WAS MORE FUN TO DO THIS

170

00:08:10,333 --> 00:08:12,033

THAN TO LISTEN TO HER
AT TIMES.

171

00:08:12,033 --> 00:08:13,166

OKAY?

172

00:08:13,166 --> 00:08:15,600

BUT SHE WAS VERY INSPIRING.

173

00:08:15,600 --> 00:08:18,066

THIS INDIVIDUAL HERE,
RON WILLIAMS,

174

00:08:18,066 --> 00:08:21,866

WAS MY TENNIS COACH
IN JUNIOR COLLEGE.

175

00:08:21,866 --> 00:08:24,133

HE, TOO,
WAS VERY INSPIRATIONAL

176

00:08:24,133 --> 00:08:26,633

AND BELIEVED IN ME
AND SUPPORTED ME.

177

00:08:26,633 --> 00:08:29,066

HE MADE SURE
THAT I WAS A WALK-ON

178

00:08:29,066 --> 00:08:30,566

AFTER I CAME BACK
FROM MICHIGAN.

179

00:08:30,566 --> 00:08:31,900

I MADE THE TEAM.

180

00:08:31,900 --> 00:08:35,966

I BECAME THE NUMBER ONE SEAT
ON THAT TENNIS TEAM.

181

00:08:35,966 --> 00:08:38,333

AND WE TRAVELED UP AND DOWN
THROUGH CALIFORNIA.

182

00:08:38,333 --> 00:08:39,800

AND ONE OF THE REASONS
I'M HERE AT AMES

183

00:08:39,800 --> 00:08:41,133
IS BECAUSE I USED
TO COME OUT HERE

184

00:08:41,133 --> 00:08:44,600
TO DE ANZA, FOOTHILL,
CAÑADA,

185

00:08:44,600 --> 00:08:45,733
COMPETE AGAINST THEM,

186

00:08:45,733 --> 00:08:46,933
AND I WAS FAMILIAR
WITH THE AREA,

187

00:08:46,933 --> 00:08:48,133
AND I KNEW TO COME HERE.

188

00:08:48,133 --> 00:08:50,333
I KNEW WHAT THE AREA
WAS GOING TO BE LIKE.

189

00:08:50,333 --> 00:08:54,133
BUT ALL IN ALL,
I HAD A GOOD TIME.

190

00:08:54,133 --> 00:08:56,000
THERE'S MY LITTLE
BIRTHDAY PARTY.

191

00:08:56,000 --> 00:08:57,466
OKAY?

192

00:08:57,466 --> 00:09:01,500
BUT AS YOU SEE, I LOVED
BEING WITH GROUPS, TEAMS,

193

00:09:01,500 --> 00:09:04,300

THINGS THAT
CAN MAKE THINGS HAPPEN.

194

00:09:04,300 --> 00:09:06,800

AS A RESULT OF THAT,
THERE WERE SOME THINGS

195

00:09:06,800 --> 00:09:08,866

THAT I LEARNED
IN THOSE FIRST FEW YEARS,

196

00:09:08,866 --> 00:09:10,600

PROBABLY THE FIRST 20 YEARS.

197

00:09:10,600 --> 00:09:12,500

MY PARENTS WERE
VERY INSPIRATIONAL

198

00:09:12,500 --> 00:09:14,766

IN MAKING SURE
I UNDERSTOOD THESE THINGS:

199

00:09:14,766 --> 00:09:18,300

BE FAIR WHEN YOU CAN BE FAIR
WITH PEOPLE.

200

00:09:18,300 --> 00:09:20,400

KEEP YOUR COMMITMENTS.

201

00:09:20,400 --> 00:09:22,566

ONE THING THAT MY FATHER HATED

202

00:09:22,566 --> 00:09:24,266

WAS SOMEBODY'D GET
INVOLVED WITH SOMETHING

203

00:09:24,266 --> 00:09:26,800

AND THEN BACKING OUT ON IT.

204

00:09:26,800 --> 00:09:29,133

ONCE YOU GOT INVOLVED,
STICK THROUGH IT.

205

00:09:29,133 --> 00:09:31,366

SEE IT ALL THE WAY TO THE END.

206

00:09:31,366 --> 00:09:32,400

BE CAREFUL.

207

00:09:32,400 --> 00:09:34,033

NOW THE "BE CAREFUL" PART

208

00:09:34,033 --> 00:09:36,866

IS PRIMARILY
BECAUSE I WAS AFRO-AMERICAN.

209

00:09:36,866 --> 00:09:38,700

AND BECAUSE OF THE WAY
THINGS WERE,

210

00:09:38,700 --> 00:09:40,266

THEY WANTED TO MAKE SURE
THAT YOU GO OUT,

211

00:09:40,266 --> 00:09:42,900

GIVE EVERYBODY THE BENEFIT
OF THE THOUGHT, YOU KNOW--

212

00:09:42,900 --> 00:09:45,433

THE BENEFIT OF THE DOUBT
ABOUT THINGS,

213

00:09:45,433 --> 00:09:48,266

BUT ALWAYS MAKE SURE
YOU'RE A LITTLE CAREFUL

214

00:09:48,266 --> 00:09:49,900

ABOUT WHAT CAN HAPPEN
TO YOU BECAUSE OF THE WAY

215

00:09:49,900 --> 00:09:53,666

THINGS WERE GOING
IN THE COUNTRY AT THE TIME.

216

00:09:53,666 --> 00:09:55,800

BE PREPARED.

217

00:09:55,800 --> 00:09:57,533

THERE'S VALUE
IN EVERY HUMAN BEING.

218

00:09:57,533 --> 00:09:58,766

AND I GOTTA TELL YOU

219

00:09:58,766 --> 00:10:00,166

THAT I'VE SEEN THAT
IN MY ENTIRE LIFE.

220

00:10:00,166 --> 00:10:04,066

I DON'T CARE
HOW UGLY A PERSON CAN GET,

221

00:10:04,066 --> 00:10:05,400

IF YOU GET THEM AWAY,

222

00:10:05,400 --> 00:10:07,600

TALK WITH THEM,
SIT WITH THEM FOR A WHILE,

223

00:10:07,600 --> 00:10:09,533

YOU'LL FIND THERE IS VALUE
THAT THEY HAVE

224

00:10:09,533 --> 00:10:13,400

THAT THEY CAN SHARE
TO A SOLUTION TO SOMETHING.

225

00:10:13,400 --> 00:10:16,433

YOUR BEST WEAPON IS YOUR MIND.

226

00:10:16,433 --> 00:10:19,833

THIS IS ACTUALLY A PHRASE
THAT IS TAKEN FROM THE MILITARY.

227

00:10:19,833 --> 00:10:22,466

MY DAD WAS IN THE AIR FORCE,
FLEW IN B-52s,

228

00:10:22,466 --> 00:10:23,966

AND THEY ALWAYS
USED TO TELL HIM

229

00:10:23,966 --> 00:10:27,066

THE BEST MILITARY WEAPON THAT
THEY HAD WAS THE HUMAN MIND.

230

00:10:27,066 --> 00:10:30,066

I TRANS--YOU KNOW,
TOOK THAT IN AND USED THAT

231

00:10:30,066 --> 00:10:31,933

AS FAR AS
HELPING ME UNDERSTAND

232

00:10:31,933 --> 00:10:35,000

HOW TO DEAL AND BATTLE THINGS
IF I HAD TO.

233

00:10:35,000 --> 00:10:36,766

AND MORE IMPORTANT,

234

00:10:36,766 --> 00:10:39,500

DON'T BE AFRAID
TO ADMIT YOU'RE WRONG.

235

00:10:39,500 --> 00:10:41,733

OWN UP TO IT.
BE ACCOUNTABLE.

236

00:10:41,733 --> 00:10:44,600

YOU'LL FIND THAT PEOPLE WILL
REALLY LOVE TO FOLLOW YOU MORE

237

00:10:44,600 --> 00:10:46,600

IF YOU STAND UP
AND LET THEM KNOW THAT,

238

00:10:46,600 --> 00:10:48,200

HEY, YOU KNOW,
I SCREWED THE POOCH.

239

00:10:48,200 --> 00:10:50,000

NOW LET'S KEEP MOVING ON.

240

00:10:50,000 --> 00:10:53,133

EDUCATION, I LEARNED
THAT WHEN I TOLD A STORY,

241

00:10:53,133 --> 00:10:55,233

TRY TO MAKE IT
AS SIMPLE AS POSSIBLE.

242

00:10:55,233 --> 00:10:56,866

THEY ARE THE BEST STORIES.

243

00:10:56,866 --> 00:10:58,966

PEOPLE WILL STICK WITH YOU
AND STAY AROUND.

244

00:10:58,966 --> 00:11:01,633

HISTORY REPEATS.
I LOVE HISTORY.

245

00:11:01,633 --> 00:11:04,366

THE ONLY DIFFERENCE
BETWEEN THE ROMANS AND US

246

00:11:04,366 --> 00:11:06,566
IN THE UNITED STATES TODAY
IS TECHNOLOGY.

247
00:11:06,566 --> 00:11:08,400
THE WAY WE THINK,
THE WAY WE BEHAVE,

248
00:11:08,400 --> 00:11:11,066
THE DESIRES WE HAVE,
THEY'RE ALL THE SAME.

249
00:11:11,066 --> 00:11:12,533
IT'S JUST THAT
THE TOOLS WE USE

250
00:11:12,533 --> 00:11:15,600
MAKE THINGS HAPPEN
A LOT FASTER AND A LOT QUICKER.

251
00:11:15,600 --> 00:11:17,866
LEAD BY EXAMPLE,
AND YOU EARN TRUST.

252
00:11:17,866 --> 00:11:19,266
THROUGHOUT THIS
YOU'RE GOING TO SEE

253
00:11:19,266 --> 00:11:23,133
TRUST IS A KEY TO PEOPLE WANTING
TO PICK YOU, CHOOSE YOU,

254
00:11:23,133 --> 00:11:28,533
MAKE YOU A PART OF WHATEVER
YOU'RE DOING TO GET THINGS DONE.

255
00:11:28,533 --> 00:11:31,833
BE PREPARED TO EXHIBIT
A PROFILE IN COURAGE.

256

00:11:31,833 --> 00:11:33,133
JOHN F. KENNEDY,

257

00:11:33,133 --> 00:11:35,533
I REMEMBER READING THIS BOOK
WHEN I WAS 12 YEARS OLD,

258

00:11:35,533 --> 00:11:37,133
HE WROTE A BOOK CALLED,
"PROFILE IN COURAGE."

259

00:11:37,133 --> 00:11:38,533
THERE WASN'T AN INDIVIDUAL--

260

00:11:38,533 --> 00:11:40,866
THERE WASN'T A STORY
HE WROTE IN THAT BOOK

261

00:11:40,866 --> 00:11:42,700
WHERE IT DIDN'T TURN OUT BAD
FOR THE PERSON,

262

00:11:42,700 --> 00:11:44,866
BUT THEY DID THE RIGHT THING.

263

00:11:44,866 --> 00:11:46,800
AND YOU HAVE TO STAND
BY YOUR CONVICTIONS

264

00:11:46,800 --> 00:11:48,800
AND BE PREPARED
TO DO THE RIGHT THING

265

00:11:48,800 --> 00:11:51,266
EVEN THOUGH IT MEANS
FROM THAT POINT IN YOUR LIFE

266

00:11:51,266 --> 00:11:53,600
YOU MAY HAVE A LOT OF STRUGGLES.

267

00:11:53,600 --> 00:11:55,800

I ALWAYS MARVELED
AT THAT BOOK.

268

00:11:55,800 --> 00:11:57,533

NOW, SPORTS, I JUST LOVE IT

269

00:11:57,533 --> 00:11:59,733

BECAUSE THERE WERE A LOT
OF THINGS THAT CAME OUT OF IT.

270

00:11:59,733 --> 00:12:02,466

LEADERSHIP EXTENDS
BEYOND THE FIELD OF PLAY.

271

00:12:02,466 --> 00:12:04,166

IN THE SPORTS
THAT I WAS INVOLVED WITH,

272

00:12:04,166 --> 00:12:08,333

WHETHER IT WAS BASEBALL,
FOOTBALL, BASKETBALL, TENNIS,

273

00:12:08,333 --> 00:12:09,800

IF I WAS A LEADER,

274

00:12:09,800 --> 00:12:12,766

I WAS A LEADER OFF THE FIELD
AS WELL AS WAS ON THE FIELD.

275

00:12:12,766 --> 00:12:15,000

PEOPLE EXPECTED THAT.

276

00:12:15,000 --> 00:12:20,366

TRUST EQUALS SUCCESS,
AND SUCCESS BUILDS TRUST.

277

00:12:20,366 --> 00:12:22,733

ALWAYS KEEP THAT IN MIND.

278

00:12:22,733 --> 00:12:26,100

MUST HAVE
A SOUND FOUNDATION.

279

00:12:26,100 --> 00:12:27,466

HEY, YOU CAN'T GET ANYWHERE

280

00:12:27,466 --> 00:12:29,833

UNLESS YOU MAKE SURE
YOU DEAL WITH THE BASICS.

281

00:12:29,833 --> 00:12:31,233

A LOT OF PEOPLE
I WORK WITH TODAY

282

00:12:31,233 --> 00:12:32,700

UNDERSTAND I ALWAYS
WANT TO MAKE SURE

283

00:12:32,700 --> 00:12:34,433

I HAVE THE RIGHT PEOPLE
IN THE RIGHT SPOT,

284

00:12:34,433 --> 00:12:36,433

THE RIGHT TOOLS
IN THE RIGHT AMOUNT

285

00:12:36,433 --> 00:12:38,433

TO MAKE SURE
WE GET SOMETHING DONE.

286

00:12:38,433 --> 00:12:42,333

SMALL TEAMS WORK MORE EFFECTIVE
IN MY OPINION.

287

00:12:42,333 --> 00:12:43,866

BIG TEAMS ARE
VERY CUMBERSOME AND HARD.

288

00:12:43,866 --> 00:12:45,433

BUT IF YOU GET A SMALL GROUP--

289

00:12:45,433 --> 00:12:48,933

I THINK OF THE SPANISH ARMADA,
THAT'S WHERE I GET THIS FROM.

290

00:12:48,933 --> 00:12:52,100

SAILING TO TAKE OVER ENGLAND,

291

00:12:52,100 --> 00:12:53,733

HAD TO DEAL
WITH THE GALES AND THE STORMS,

292

00:12:53,733 --> 00:12:55,300

AND THEN
THE LITTLE ENGLISH SHIPS

293

00:12:55,300 --> 00:12:57,100

COME OUT AND WHIP THEIR TAIL.

294

00:12:57,100 --> 00:12:59,500

AND WHAT I LEARNED FROM THAT
IS I NEED A SMALL GROUP.

295

00:12:59,500 --> 00:13:01,633

AND I'VE DONE THIS
IN MY CAREER HERE.

296

00:13:01,633 --> 00:13:03,933

I'LL PICK
THREE OR FOUR GUYS OR GALS,

297

00:13:03,933 --> 00:13:05,700

AND WE GO OUT,
AND WE MAKE IT HAPPEN.

298

00:13:05,700 --> 00:13:08,333

AND THEN WE GO OUT AND HAVE WINE

OR BEER AND TALK ABOUT,

299

00:13:08,333 --> 00:13:10,566

"HEY, WE JUST KICKED BUTT."

300

00:13:10,566 --> 00:13:11,766

ALL RIGHT?

301

00:13:11,766 --> 00:13:13,700

DIVERSE TEAMS ARE STRONG.

302

00:13:13,700 --> 00:13:15,433

YOU COMPETE TO WIN,

303

00:13:15,433 --> 00:13:18,500

AND THE BEST PLAYER
DOESN'T GUARANTEE TO WIN.

304

00:13:18,500 --> 00:13:21,966

ASK LEBRON WITH MIAMI.

305

00:13:21,966 --> 00:13:23,633

THEY DIDN'T GET IT THIS YEAR.

306

00:13:23,633 --> 00:13:25,766

OKAY?

307

00:13:25,766 --> 00:13:28,000

AND LASTLY, BE RESILIENT.

308

00:13:28,000 --> 00:13:29,700

YOU MAY NOT BE ABLE
TO GO STRAIGHT AHEAD,

309

00:13:29,700 --> 00:13:31,033

BUT TACK YOUR WAY.

310

00:13:31,033 --> 00:13:33,466

I FOUND IN THIS COUNTRY
AND THIS ORGANIZATION,

311

00:13:33,466 --> 00:13:36,200

IF YOU JUST KEEP BEING
PERSISTENT, YOU'LL GET THERE.

312

00:13:36,200 --> 00:13:38,233

YOU'LL BE ON TOP.

313

00:13:38,233 --> 00:13:41,033

SO, NOW, I ARRIVED AT DRYDEN

314

00:13:41,033 --> 00:13:46,466

IN JANUARY 31st, 1975.

315

00:13:46,466 --> 00:13:49,233

AND I WALKED
INTO THE PERSONNEL OFFICE,

316

00:13:49,233 --> 00:13:52,900

AND THE LADY COMES UP TO ME AND
SAYS, "ARE YOU LEW BRAXTON?"

317

00:13:52,900 --> 00:13:54,133

AND I SAID, "YEAH."

318

00:13:54,133 --> 00:13:56,300

SHE LOOKED AT MY RESUME,
AND THEN SHE RUNS OUT.

319

00:13:56,300 --> 00:13:58,466

HER NAME WAS DORA BOURGEON.

320

00:13:58,466 --> 00:14:00,600

AND SHE RUNS OUT TO THE REST
OF THE PERSONNEL OFFICE

321

00:14:00,600 --> 00:14:03,400

AND GOES, "WE GOT ANOTHER ONE,
AND WE DIDN'T EVEN TRY."

322

00:14:03,400 --> 00:14:06,166
[laughter]

323

00:14:06,166 --> 00:14:09,700
OKAY?

324

00:14:09,700 --> 00:14:12,233
SO THERE I WAS

325

00:14:12,233 --> 00:14:14,900
FULFILLING MY OBLIGATIONS
OF AFFIRMATIVE ACTION

326

00:14:14,900 --> 00:14:16,366
AND DIDN'T EVEN KNOW
I WAS DOING IT.

327

00:14:16,366 --> 00:14:19,133
OKAY?

328

00:14:19,133 --> 00:14:21,400
BUT DRYDEN WAS
A FUN PERIOD OF TIME.

329

00:14:21,400 --> 00:14:24,933
THE FIRST YEAR
I GOT TO FLY THE C-47.

330

00:14:24,933 --> 00:14:27,333
IN THOSE DAYS THE TEST PILOTS
HAD TO GO OUT

331

00:14:27,333 --> 00:14:29,300
AND DO WHAT THEY CALL
A PROFICIENCY TEST.

332

00:14:29,300 --> 00:14:30,966
AND I HAD THE OPPORTUNITY

333

00:14:30,966 --> 00:14:32,466
TO GO RIDE
IN THE AIRCRAFT WITH THEM.

334

00:14:32,466 --> 00:14:33,666
AND WHEN THEY WERE DONE,

335

00:14:33,666 --> 00:14:36,333
I CAN REMEMBER
BANKING OVER RIVERSIDE,

336

00:14:36,333 --> 00:14:38,633
FLYING THE C-47,

337

00:14:38,633 --> 00:14:40,966
THINKING I WAS THE COOLEST CAT
IN THE WORLD,

338

00:14:40,966 --> 00:14:42,933
EVEN THOUGH I DIDN'T
KNOW HOW TO COMB MY HAIR,

339

00:14:42,933 --> 00:14:44,533
AS YOU CAN SEE THERE.

340

00:14:44,533 --> 00:14:47,300
BUT IT WAS--YOU KNOW,
IT WAS A GOOD TIME.

341

00:14:47,300 --> 00:14:51,200
AS WELL AS I MADE
THREE GOOD CLOSE FRIENDS THERE.

342

00:14:51,200 --> 00:14:53,233
THERE WAS BUD MERITT,
IDA KETCHUM,

343

00:14:53,233 --> 00:14:55,466

AND THERE WAS BERNIE KEEL.

344

00:14:55,466 --> 00:14:57,200

UNFORTUNATELY,
BERNIE HAS PASSED AWAY,

345

00:14:57,200 --> 00:14:59,133

BUT BUD AND IDA
ARE STILL AROUND.

346

00:14:59,133 --> 00:15:00,733

AND WHEN I WENT DOWN
FOR THE DEDICATION,

347

00:15:00,733 --> 00:15:02,633

THE ARMSTRONG DEDICATION,

348

00:15:02,633 --> 00:15:04,566

I MET THEM,
AND THEY'RE STILL AROUND,

349

00:15:04,566 --> 00:15:06,066

AND THEY ARE GOOD FRIENDS
OF MINE.

350

00:15:06,066 --> 00:15:07,566

BUT THEY'RE THE ONES
THAT PRETTY MUCH SAID,

351

00:15:07,566 --> 00:15:09,100

"WHERE'S THAT LITTLE KID?"

352

00:15:09,100 --> 00:15:10,666

HE'S OUT THERE
IN THE GRAVEYARD

353

00:15:10,666 --> 00:15:13,333

WHERE THEY PUT ALL

THE SKELETONS OF THE AIRCRAFT.

354

00:15:13,333 --> 00:15:14,933

HE'S SITTING AROUND
TRYING TO ACT

355

00:15:14,933 --> 00:15:16,366

LIKE HE COULD FLY THEM.

356

00:15:16,366 --> 00:15:17,700

IN FACT, THE X-15

357

00:15:17,700 --> 00:15:19,600

THAT'S IN THE SMITHSONIAN
INSTITUTE RIGHT NOW

358

00:15:19,600 --> 00:15:22,266

OFF OF INDEPENDENCE AVENUE
IN WASHINGTON, D.C.,

359

00:15:22,266 --> 00:15:24,633

I USED TO SIT IN THAT THING
DAY IN AND DAY OUT,

360

00:15:24,633 --> 00:15:26,300

ACTING LIKE I WAS
A TEST PILOT.

361

00:15:26,300 --> 00:15:28,566

AND THEN ONE DAY THE CLAMPS
WENT ACROSS MY LEGS

362

00:15:28,566 --> 00:15:30,033

TO KEEP THE PILOT STEADY,

363

00:15:30,033 --> 00:15:31,966

AND I COULDN'T GET OUT
OF THE DADGUM BIRD.

364

00:15:31,966 --> 00:15:33,933
AND I WAS OUT THERE FOR
AN HOUR AND A HALF IN THE HEAT

365
00:15:33,933 --> 00:15:35,733
TRYING TO MAKE SURE
I DIDN'T GET IN TROUBLE

366
00:15:35,733 --> 00:15:36,966
AND FINALLY REALIZED

367
00:15:36,966 --> 00:15:38,400
I WAS GOING TO HAVE
TO OWN UP TO THE FACT

368
00:15:38,400 --> 00:15:39,566
THAT I WAS A BAD BOY.

369
00:15:39,566 --> 00:15:41,000
WHEN I TURNED,
THE CLAMPS WENT OFF,

370
00:15:41,000 --> 00:15:44,133
AND I NEVER WENT IN THAT BIRD
AGAIN BECAUSE I GOT OUT.

371
00:15:44,133 --> 00:15:45,966
THEN I CAME TO AMES.

372
00:15:45,966 --> 00:15:48,066
AND AS YOU CAN SEE,
I WAS ACTIVE IN SPORTS.

373
00:15:48,066 --> 00:15:49,433
THERE'S ERIC.

374
00:15:49,433 --> 00:15:51,666
ERIC'S SOMEWHERE AROUND HERE
TAKING PICTURES,

375

00:15:51,666 --> 00:15:53,600

ONE OF MY GOOD BUDDIES
IN SPORTS.

376

00:15:53,600 --> 00:15:55,500

AND I DID LONG-DISTANCE RUNNING,

377

00:15:55,500 --> 00:15:57,733

AND WE HAD A TEAM FROM
THE FINANCIAL MANAGEMENT SIDE

378

00:15:57,733 --> 00:15:59,266

OF THE HOUSE IN THE EARLY DAYS.

379

00:15:59,266 --> 00:16:01,300

AND YOU CAN SEE WE COULDN'T
AFFORD CLOTHES IN THOSE DAYS,

380

00:16:01,300 --> 00:16:03,600

BUT WE DID COME OUT
AND PLAY SOFTBALL.

381

00:16:03,600 --> 00:16:07,266

AND YOU DIDN'T HAVE A FENCE
AROUND THE DADGUM AIRFIELD

382

00:16:07,266 --> 00:16:08,433

AT THE TIME.

383

00:16:08,433 --> 00:16:09,833

YOU COULD WALK RIGHT UP
TO THE FLIGHT LINE

384

00:16:09,833 --> 00:16:11,433

'CAUSE WE PLAYED BALL
AND CHASED OUR SOFTBALL

385

00:16:11,433 --> 00:16:13,133

OUT INTO THE FLIGHT LINE.

386

00:16:13,133 --> 00:16:15,666

BUT THEN AS I STARTED GETTING
MORE AND MORE MATURE,

387

00:16:15,666 --> 00:16:19,100

I HAD TO GO TO THESE FORMAL
THINGS CALLED OFF-SITES.

388

00:16:19,100 --> 00:16:20,733

AND THIS IS ONE WHERE I WAS

389

00:16:20,733 --> 00:16:24,000

STARTING TO GET INTO
THE MANAGEMENT WORLD AT ASILOMAR

390

00:16:24,000 --> 00:16:26,300

AND HAD TO START
TRYING TO LEARN--

391

00:16:26,300 --> 00:16:29,600

UNDERSTAND HOW WE DO THINGS
WITHIN THE AGENCY.

392

00:16:29,600 --> 00:16:31,733

SO THESE ARE SOME OF THE LESSONS
I STARTED LEARNING

393

00:16:31,733 --> 00:16:33,266

IN THOSE EARLY YEARS.

394

00:16:33,266 --> 00:16:36,366

TRANSPARENCY EARNS TRUST.

395

00:16:36,366 --> 00:16:38,133

CAN'T STRESS THAT ENOUGH.

396

00:16:38,133 --> 00:16:39,500

DON'T LIKE IT A LOT OF TIMES,

397

00:16:39,500 --> 00:16:41,833

BECAUSE YOU HAVE TO BE
ACCOUNTABLE TO YOURSELF.

398

00:16:41,833 --> 00:16:44,733

BUT IF YOU WANT TO MAKE SURE
YOU HAVE PEOPLE THAT FOLLOWS YOU

399

00:16:44,733 --> 00:16:48,100

TO GET THINGS DONE,
BE AS TRANSPARENT AS YOU CAN.

400

00:16:48,100 --> 00:16:51,100

REACTION TO CHANGE
IS RELATIVE AND PERSONAL.

401

00:16:51,100 --> 00:16:54,800

WHAT I MEAN BY THAT IS--
I'LL GIVE YOU TWO EXAMPLES.

402

00:16:54,800 --> 00:16:58,333

AS A YOUNG BRANCH CHIEF, WE
REMODELED THE ENTIRE WORK AREA

403

00:16:58,333 --> 00:17:00,433

BY PUTTING IN
MODULAR FURNITURE.

404

00:17:00,433 --> 00:17:04,200

EVERYBODY WHO WAS HERE WORKING
FOR ME AT THAT TIME HATED IT.

405

00:17:04,200 --> 00:17:06,233

THOUGHT IT WAS THE WORST THING
THAT COULD EVER HAPPEN.

406

00:17:06,233 --> 00:17:09,233

THEY LOST THEIR PRIVACY.
THEY COULDN'T--

407

00:17:09,233 --> 00:17:10,800

PEOPLE COULD LOOK IN
AND SEE THEM.

408

00:17:10,800 --> 00:17:12,333

IT WAS JUST
A BAD DEAL FOR THEM.

409

00:17:12,333 --> 00:17:14,433

ON THE OTHER HAND,
EVERY NEW EMPLOYEE I HIRED

410

00:17:14,433 --> 00:17:17,033

THOUGHT IT WAS THE BEST WORK
ENVIRONMENT THEY EVER CAME TO.

411

00:17:17,033 --> 00:17:20,133

IT DEPENDS ON WHERE YOU ARE
AT A GIVEN PERIOD IN TIME.

412

00:17:20,133 --> 00:17:21,933

WE'RE DEALING
WITH SOMETHING SIMILAR RIGHT NOW

413

00:17:21,933 --> 00:17:24,100

WHEN IT COMES TO GOOGLE.

414

00:17:24,100 --> 00:17:26,066

A LOT OF EMPLOYEES
RIGHT NOW HAVE A PROBLEM

415

00:17:26,066 --> 00:17:27,366

BECAUSE GOOGLE IS ON THE LEFT,

416

00:17:27,366 --> 00:17:29,100

IT'S ON THE RIGHT,
IT'S ON THE BACK.

417

00:17:29,100 --> 00:17:30,800
AND THEY THINK,
"OH, WE'RE GETTING SURROUNDED."

418
00:17:30,800 --> 00:17:34,433
BUT THEY DON'T REMEMBER
THAT AMES REALLY, INITIALLY,

419
00:17:34,433 --> 00:17:36,466
WAS 500 ACRES.

420
00:17:36,466 --> 00:17:38,066
AND WE HAD THE NAVY
ON THE LEFT.

421
00:17:38,066 --> 00:17:39,333
WE HAD THE NAVY ON THE RIGHT.

422
00:17:39,333 --> 00:17:40,600
WE HAD THE NAVY IN THE BACK.

423
00:17:40,600 --> 00:17:42,500
NOBODY COMPLAINED
IN THOSE DAYS.

424
00:17:42,500 --> 00:17:44,400
THEY COMPLETELY SURROUNDED US.

425
00:17:44,400 --> 00:17:45,633
IT'S RELATIVE.

426
00:17:45,633 --> 00:17:48,900
DEPENDS ON WHERE YOU ARE
AT A GIVEN POINT IN TIME.

427
00:17:48,900 --> 00:17:51,866
EXPECTATIONS ARE
FOR TIMELY DECISIONS.

428

00:17:51,866 --> 00:17:53,500
CAN'T STRESS THAT ENOUGH.

429
00:17:53,500 --> 00:17:56,266
PEOPLE WANT TIMELY DECISIONS.

430
00:17:56,266 --> 00:17:58,566
THEY WANT THINGS TO TAKE PLACE.

431
00:17:58,566 --> 00:18:01,033
MOST PEOPLE WANT TO BE LED.

432
00:18:01,033 --> 00:18:02,400
THERE'S A DEBATE THERE.

433
00:18:02,400 --> 00:18:03,733
BECAUSE MOST PEOPLE
WOULD COME UP AND SAY,

434
00:18:03,733 --> 00:18:05,466
"NO, I JUST WANT
TO BE INVOLVED."

435
00:18:05,466 --> 00:18:07,666
HOW MANY MEETINGS YOU BEEN
INVOLVED WITH

436
00:18:07,666 --> 00:18:09,166
AND EVERYBODY'S
AROUND THE TABLE,

437
00:18:09,166 --> 00:18:10,933
AND THEY'RE TALKING, AND
IT ISN'T UNTIL SOMEBODY SAYS,

438
00:18:10,933 --> 00:18:12,133
"WE'RE GOING TO DO THIS,"

439
00:18:12,133 --> 00:18:14,400

AND EVERYONE SAYS,
"OKAY, LET'S GO."

440

00:18:14,400 --> 00:18:17,300

SO IN MY BOOK,
MOST PEOPLE WANT TO BE LED.

441

00:18:17,300 --> 00:18:18,566

OKAY?

442

00:18:18,566 --> 00:18:21,233

THE NASA BRAND IS SO POWERFUL.

443

00:18:21,233 --> 00:18:23,833

THE STORY I HAVE THERE,
ESSENTIALLY,

444

00:18:23,833 --> 00:18:27,666

WHEN I WAS CO-OPING AND I WAS
TRYING TO GET HOUSING,

445

00:18:27,666 --> 00:18:29,833

AND IT WAS VERY DIFFICULT
FOR ME TO GET HOUSING.

446

00:18:29,833 --> 00:18:31,866

HERE I WAS, SCRAWNY,
LITTLE BLACK DUDE WALKING UP.

447

00:18:31,866 --> 00:18:34,733

I SAID,
"HEY, I NEED A PLACE TO LIVE,"

448

00:18:34,733 --> 00:18:36,300

WHETHER IT WAS IN FRESNO
AT THE TIME

449

00:18:36,300 --> 00:18:39,533

OR WHETHER IT WAS
UP IN LANCASTER.

450

00:18:39,533 --> 00:18:42,566

AND EACH TIME I WENT UP TO
SOMEBODY, THEY WOULD TELL ME NO.

451

00:18:42,566 --> 00:18:44,633

AND, BASICALLY,
THEY WANTED THE FIRST,

452

00:18:44,633 --> 00:18:48,166

THEY WANTED THE LAST,
AND THE CURRENT MONTH RENT.

453

00:18:48,166 --> 00:18:52,133

BY ACCIDENT ONE DAY
I PUT ON A NASA T-SHIRT.

454

00:18:52,133 --> 00:18:56,000

IT HAD THE SHUTTLE
ON TOP OF A 747.

455

00:18:56,000 --> 00:19:01,366

I WALKED UP TO A LANDLORD
TO SEE IF I COULD GET A PLACE.

456

00:19:01,366 --> 00:19:03,000

HE SAYS,
"DO YOU WORK FOR NASA?"

457

00:19:03,000 --> 00:19:05,333

I SAID, "YEAH,
I'M A CO-OP STUDENT THERE."

458

00:19:05,333 --> 00:19:06,900

"YOU GOT TO BE EXCEPTIONAL."

459

00:19:06,900 --> 00:19:08,633

AND I SAID,
"OKAY, CAN I GET A PLACE?"

460

00:19:08,633 --> 00:19:10,333

HE SAYS, "SURE."

I SAID, "WHAT ABOUT THE FIRST?"

461

00:19:10,333 --> 00:19:12,566

"YOU DON'T NEED A FIRST.

YOU DON'T NEED A LAST.

462

00:19:12,566 --> 00:19:14,500

"ALL YOU NEED TO DO

IS PAY YOUR MONTHLY RENT.

463

00:19:14,500 --> 00:19:16,033

YOU GOT A PLACE."

464

00:19:16,033 --> 00:19:19,366

SO I THOUGHT, WELL,

THAT'S JUST AN ANOMALY,

465

00:19:19,366 --> 00:19:21,600

'CAUSE THAT HAPPENED IN

LANCASTER, AEROSPACE WORLD.

466

00:19:21,600 --> 00:19:22,866

OKAY?

467

00:19:22,866 --> 00:19:24,966

THEN I TURNED AROUND

AND CAME TO FRESNO.

468

00:19:24,966 --> 00:19:28,166

I SAID, "I'M GONNA WEAR

THE SHIRT."

469

00:19:28,166 --> 00:19:31,166

I WALKED UP,

SAME THING HAPPENED.

470

00:19:31,166 --> 00:19:34,266

THAT BRAND WITHIN THIS AGENCY
IS VERY, VERY POWERFUL.

471

00:19:34,266 --> 00:19:37,933
IT SENDS A MESSAGE OUT
THAT YOU'RE SOMEBODY SPECIAL,

472

00:19:37,933 --> 00:19:40,066
EXTREMELY SPECIAL.

473

00:19:40,066 --> 00:19:43,100
DON'T FORGET THAT.

474

00:19:43,100 --> 00:19:45,133
SO NOW I'M GETTING
PAST THE POINT

475

00:19:45,133 --> 00:19:47,900
OF THINKING THAT MY LIFE
WAS ALL ABOUT TENNIS,

476

00:19:47,900 --> 00:19:49,400
AND NOW
I'M STARTING TO REALIZE

477

00:19:49,400 --> 00:19:52,133
THAT I'M GOING
TO MAKE SOME CHOICES

478

00:19:52,133 --> 00:19:53,333
AS FAR AS WHAT
I'M GOING TO DO

479

00:19:53,333 --> 00:19:54,866
TO HELP LEAD IN THE AGENCY.

480

00:19:54,866 --> 00:19:57,200
STILL, I WAS GETTING AROUND,

481

00:19:57,200 --> 00:20:00,166
AND THEN I FELL IN LOVE
WITH THIS LADY ONE DAY.

482
00:20:00,166 --> 00:20:02,666
AND SHE CAN'T ANSWER
NO QUESTIONS,

483
00:20:02,666 --> 00:20:06,666
BECAUSE IF
SHE ASKED ANY QUESTIONS

484
00:20:06,666 --> 00:20:07,833
I'M JUST GOING TO MELT.

485
00:20:07,833 --> 00:20:09,233
BUT ANY EVENT,

486
00:20:09,233 --> 00:20:11,966
WE DECIDED THAT WE'RE
GOING TO MAKE A GO OF IT.

487
00:20:11,966 --> 00:20:14,066
AND I SAID--
YOU KNOW, I BELIEVE IN AERO,

488
00:20:14,066 --> 00:20:16,600
AND I'M GOING TO TAKE YOU UP
IN A GLIDER.

489
00:20:16,600 --> 00:20:18,666
AND SHE THOUGHT THAT WAS GOING
TO BE THE GREATEST TRIP

490
00:20:18,666 --> 00:20:20,166
IN HER LIFE.

491
00:20:20,166 --> 00:20:22,066
AND IT WAS UNTIL THE END.

492

00:20:22,066 --> 00:20:26,133

'CAUSE DURING THE FLIGHT
THE GUY FLEW US OVER FREMONT.

493

00:20:26,133 --> 00:20:28,500

HE ASKED US IF WE WANTED TO DO
ANY ACROBATICS,

494

00:20:28,500 --> 00:20:29,833

AND SHE GOES,
"YEAH."

495

00:20:29,833 --> 00:20:31,600

SO THE GUY TOOK A NOSEDIVE,

496

00:20:31,600 --> 00:20:34,033

AND IT LOOKED LIKE WE WERE GOING
TO DO A 360, AND IT CAME OUT.

497

00:20:34,033 --> 00:20:35,900

AND SHE SAID,
"OH, THIS IS FANTASTIC."

498

00:20:35,900 --> 00:20:37,733

AND THEN THE GUY SAYS, "LOOK,
YOU WANT TO DO ANOTHER ONE?"

499

00:20:37,733 --> 00:20:38,933

SHE GOES, "YEAH."

500

00:20:38,933 --> 00:20:41,833

SO HE CORKSCREWS US DOWN
INTO THE SKY

501

00:20:41,833 --> 00:20:43,400

OVER MISSION PEAK.

502

00:20:43,400 --> 00:20:45,133

AND WE COME OUT

OF THE CORKSCREW,

503

00:20:45,133 --> 00:20:46,533

AND SHE'S ALL HAPPY.

504

00:20:46,533 --> 00:20:47,766

AND THE GUY SAYS,

"WHERE'S YOUR HOUSE?"

505

00:20:47,766 --> 00:20:49,266

AND WE SAID, "OH, OVER HERE."

506

00:20:49,266 --> 00:20:51,300

THE GLIDER FLIES OVER THERE.

507

00:20:51,300 --> 00:20:52,500

"WHERE'S YOUR HOUSE?"

508

00:20:52,500 --> 00:20:53,866

"IT'S A HOUSE

WITH ONE OF THOSE POOLS."

509

00:20:53,866 --> 00:20:56,400

AND WE LOOKED,

AND EVERY DAMN HOUSE HAD A POOL.

510

00:20:56,400 --> 00:20:59,033

SO IT TOOK US A WHILE

BEFORE WE FOUND THE HOUSE.

511

00:20:59,033 --> 00:21:00,833

AND THEN WE CAME,

AND WE LANDED

512

00:21:00,833 --> 00:21:03,066

WHERE THEY NOW HAVE

THE AUTO MALL IN FREMONT.

513

00:21:03,066 --> 00:21:04,433

IT USED TO BE AN OPEN FIELD.

514

00:21:04,433 --> 00:21:05,900

AND SHE SAYS,

515

00:21:05,900 --> 00:21:07,466

"WELL, HOW MANY TIMES ARE WE
GOING TO GET AN OPPORTUNITY?"

516

00:21:07,466 --> 00:21:11,000

I SAID, "WE GET ONE TIME
BECAUSE THERE'S NO ENGINE,

517

00:21:11,000 --> 00:21:12,866

AND IT'S GONNA--
HE'S GOING TO DO A GOOD JOB."

518

00:21:12,866 --> 00:21:14,766

AND WE HIT THE GROUND,
AND SHE THOUGHT IT WAS GREAT.

519

00:21:14,766 --> 00:21:16,600

WE TALKED TO THE PILOT,

520

00:21:16,600 --> 00:21:18,000

AND THEN SHE LOOKED
OVER HER SHOULDER

521

00:21:18,000 --> 00:21:20,400

AND SAW THEM POPPING
THE WINGS OFF.

522

00:21:20,400 --> 00:21:23,133

AND SHE SAID,
"THE WINGS COME OFF THAT EASY?"

523

00:21:23,133 --> 00:21:25,066

I SAID, "YEAH."
WE HAVEN'T BEEN UP SINCE.

524
00:21:25,066 --> 00:21:27,133
[laughter]

525
00:21:27,133 --> 00:21:30,333
WE HAVEN'T BEEN UP SINCE.

526
00:21:30,333 --> 00:21:32,200
OKAY?

527
00:21:32,200 --> 00:21:34,166
BUT THE MAIN THING
ABOUT THIS COLLAGE,

528
00:21:34,166 --> 00:21:36,300
THIS IS ABOUT THE MIDDLE,
BUT THERE'S A COUPLE OF PEOPLE--

529
00:21:36,300 --> 00:21:38,066
YOU START SEEING
I'M STARTING TO ASSOCIATE.

530
00:21:38,066 --> 00:21:39,633
THIS WOULD END UP BEING

531
00:21:39,633 --> 00:21:42,500
THE DEPUTY CENTER DIRECTOR
OF AMES AT THE TIME, BILL DEAN.

532
00:21:42,500 --> 00:21:44,633
VIC PETERSON WAS THE DEPUTY
CENTER DIRECTOR AT THE TIME

533
00:21:44,633 --> 00:21:46,533
AS THEY WERE SENDING ME OFF
TO HARVARD BUSINESS SCHOOL

534
00:21:46,533 --> 00:21:47,900
TO BE IN EXECUTIVE TRAINING.

535
00:21:47,900 --> 00:21:49,700
YOU CAN SEE MY FRIENDS HERE.

536
00:21:49,700 --> 00:21:52,566
JOHN SPICER, UNFORTUNATELY,
IS NOT WITH US ANYMORE

537
00:21:52,566 --> 00:21:54,766
BECAUSE ABOUT 20 YEARS AGO,

538
00:21:54,766 --> 00:21:57,033
HE AND I AND ANOTHER GROUP,
PHIL FLUEGEMANN,

539
00:21:57,033 --> 00:21:59,266
AND WE WERE HIKING UP
MOUNT SHASTA, EAST SUMMIT.

540
00:21:59,266 --> 00:22:00,933
ALTITUDE SICKNESS HIT HIM.

541
00:22:00,933 --> 00:22:02,466
HE WALKED OFF THE MOUNTAIN.
HE DIED.

542
00:22:02,466 --> 00:22:03,800
HE'S STILL THERE.

543
00:22:03,800 --> 00:22:07,066
AND SO HE'S A VERY DEAR,
DEAR SPOT IN MY HEART.

544
00:22:07,066 --> 00:22:09,266
I STILL SEE HIS FAMILY
IN BALTIMORE EVERY TIME,

545
00:22:09,266 --> 00:22:11,100
EVERY OPPORTUNITY
I CAN GET OUT THERE.

546

00:22:11,100 --> 00:22:13,033

AND WE USED
TO GO AROUND HIKING.

547

00:22:13,033 --> 00:22:16,300

KATHY REDA, PHIL FLUEGEMANN,
AND MYSELF, WE GO HIKING.

548

00:22:16,300 --> 00:22:18,766

EUGENE MIYA AND I,
WE FINALLY SUMMIT SHASTA.

549

00:22:18,766 --> 00:22:20,233

THAT'S WHAT THIS PICTURE
IS ABOUT.

550

00:22:20,233 --> 00:22:21,633

WE'RE ON TOP OF SHASTA.

551

00:22:21,633 --> 00:22:23,133

BUT I BELIEVE IN TEAMS.

552

00:22:23,133 --> 00:22:25,666

YOU CAN SEE MY TEAM WITH
HERBIE FINGER IS STILL AROUND.

553

00:22:25,666 --> 00:22:28,466

YOU CAN SEE JOHN
IN THE BACKGROUND THERE.

554

00:22:28,466 --> 00:22:30,733

SPICER, DEE GREEN, RIGHT HERE.

555

00:22:30,733 --> 00:22:33,500

DAMON, OUT IN BUILDING 255
IS STILL AROUND.

556

00:22:33,500 --> 00:22:36,200

I GOT TO KNOW A LOT OF PEOPLE
THROUGH SPORTS AT THIS PLACE,

557

00:22:36,200 --> 00:22:38,133

WHICH HELPED ME BE EFFECTIVE.

558

00:22:38,133 --> 00:22:39,833

'CAUSE I GREW UP
AND THEY GREW UP,

559

00:22:39,833 --> 00:22:41,566

AND WE GOT INTO POSITIONS
OF AUTHORITY,

560

00:22:41,566 --> 00:22:43,466

WE MADE THINGS HAPPEN.

561

00:22:43,466 --> 00:22:45,766

OKAY, THIS IS MY TENNIS BUDDY

562

00:22:45,766 --> 00:22:47,966

FROM THE TIME I WAS IN HIGH
SCHOOL TO THIS CURRENT POINT.

563

00:22:47,966 --> 00:22:49,533

WE'RE STILL TOGETHER.

564

00:22:49,533 --> 00:22:51,900

SO THIS IS LETTING YOU KNOW
I'M GETTING INTO THE RUNNING,

565

00:22:51,900 --> 00:22:53,366

FELL IN LOVE,

566

00:22:53,366 --> 00:22:55,100

YOU KNOW, GOT DISTRACTED,

567

00:22:55,100 --> 00:22:56,500

TRYING TO FIGURE OUT

HOW TO STAY,

568

00:22:56,500 --> 00:22:58,600

YOU KNOW,
FOCUSED ON THINGS,

569

00:22:58,600 --> 00:23:00,500

BUT THIS WAS THE MIDDLE YEARS.

570

00:23:00,500 --> 00:23:02,033

AND THESE ARE THE THINGS
I STARTED LEARNING:

571

00:23:02,033 --> 00:23:04,500

CHANGE IS CONSTANT.

572

00:23:04,500 --> 00:23:05,866

NOBODY LIKES CHANGE.

573

00:23:05,866 --> 00:23:08,400

WE ALWAYS TRY--WE'RE FIGHTING
IT, BUT IT IS CONSTANT.

574

00:23:08,400 --> 00:23:12,800

ONCE YOU ACCEPT THAT IN THE JOB,
YOU'LL BE MUCH MORE EFFECTIVE.

575

00:23:12,800 --> 00:23:15,166

BUT THERE ARE SOME THINGS
YOU CAN DO TO ADDRESS--

576

00:23:15,166 --> 00:23:17,700

I CALL IT
THE FOUR PILLARS OF POWER.

577

00:23:17,700 --> 00:23:19,500

KNOWLEDGE, INFORMATION,

578

00:23:19,500 --> 00:23:21,800

POSITIONAL AUTHORITY,
AND WHO YOU KNOW.

579

00:23:21,800 --> 00:23:24,200
THOSE FOUR ELEMENTS OF POWER

580

00:23:24,200 --> 00:23:26,133
NORMALLY MAKE SURE
YOU CAN ADDRESS CHANGE

581

00:23:26,133 --> 00:23:27,333
OR MAKE THINGS HAPPEN.

582

00:23:27,333 --> 00:23:29,900
THE RULE OF THUMB IS,
IF YOU KNOW--

583

00:23:29,900 --> 00:23:31,966
IF YOU HAVE KNOWLEDGE
AND INFORMATION,

584

00:23:31,966 --> 00:23:35,033
IT'S THE MOST LASTING
POWER BASE YOU CAN HAVE.

585

00:23:35,033 --> 00:23:37,500
AND THE MOST FLEETING
IS POSITIONAL AUTHORITY

586

00:23:37,500 --> 00:23:38,966
AND WHO YOU KNOW.

587

00:23:38,966 --> 00:23:41,466
AND IF YOU WANT TO BE
ENTIRELY EFFECTIVE

588

00:23:41,466 --> 00:23:44,600
IN MAKING THINGS HAPPEN,
THE RULE OF THUMB IS, NORMALLY,

589

00:23:44,600 --> 00:23:46,533

MAKE SURE YOU HAVE
ONE OF THESE TWO,

590

00:23:46,533 --> 00:23:48,000

INFORMATION OR KNOWLEDGE

591

00:23:48,000 --> 00:23:49,933

OR COMBINE WITH EITHER

592

00:23:49,933 --> 00:23:51,466

POSITIONAL AUTHORITY
OR WHO YOU KNOW,

593

00:23:51,466 --> 00:23:53,666

AND YOU CAN MAKE
THINGS HAPPEN.

594

00:23:53,666 --> 00:23:55,833

JUST SOMETHING I'VE FOUND
TO BE VERY EFFECTIVE.

595

00:23:55,833 --> 00:23:58,200

MY BOSSES HAVE NOTICED IT,

596

00:23:58,200 --> 00:24:01,733

TOOK ADVANTAGE OF IT IN ORDER
TO MAKE THINGS HAPPEN.

597

00:24:01,733 --> 00:24:04,000

THE OTHER--EXCUSE ME.

598

00:24:04,000 --> 00:24:05,966

THE OTHER THING
I STARTED REALIZING IS,

599

00:24:05,966 --> 00:24:08,033

PEOPLE LIVE FOR CONVENIENCY.

600

00:24:08,033 --> 00:24:11,666

AND WHAT I MEAN BY THAT
IS THAT YOU START REALIZING

601

00:24:11,666 --> 00:24:16,233

THAT A LOT OF TIMES PEOPLE
DON'T WANT TO BE ACCOUNTABLE FOR

602

00:24:16,233 --> 00:24:18,566

OR THEY DON'T WANT TO BE
IN THE MIDDLE OF SOMETHING

603

00:24:18,566 --> 00:24:21,433

THAT THEY DON'T KNOW
HOW IT'S GOING TO END.

604

00:24:21,433 --> 00:24:24,600

AND IF SOMEBODY ELSE
WAS TO TAKE ADVANTAGE OF THAT

605

00:24:24,600 --> 00:24:27,433

AND TAKE CARE OF IT FOR THEM,
THEY LIKE THAT.

606

00:24:27,433 --> 00:24:28,966

ON THE OTHER HAND,

607

00:24:28,966 --> 00:24:31,100

IF YOU'RE TRYING
TO GET PEOPLE TO BE MOTIVATED

608

00:24:31,100 --> 00:24:32,900

TO GO SOMEWHERE AND DO THINGS,

609

00:24:32,900 --> 00:24:35,300

MAKE THEIR LIFE
AS COMFORTABLE AS POSSIBLE,

610

00:24:35,300 --> 00:24:36,800

AND YOU'RE GOING TO KEEP THEM.

611

00:24:36,800 --> 00:24:38,033

IT'S JUST OUR NATURE.

612

00:24:38,033 --> 00:24:40,000

I LIKE THINGS TO BE
EASIER FOR ME.

613

00:24:40,000 --> 00:24:44,200

IT'S JUST THE NATURE
OF WHAT WE ARE AS HUMAN BEINGS.

614

00:24:44,200 --> 00:24:45,700

THE OTHER THING
I HAD TO LEARN

615

00:24:45,700 --> 00:24:48,400

WAS MANAGERS ARE MEASURED
ON HOW WELL THEY UTILIZE PEOPLE,

616

00:24:48,400 --> 00:24:50,033

MONEY AND FACILITIES.

617

00:24:50,033 --> 00:24:54,000

NOT JUST PEOPLE, NOT JUST MONEY,
NOT JUST FACILITIES, ALL THREE.

618

00:24:54,000 --> 00:24:56,733

ALL THREE IS WHAT YOU USE
IN YOUR EQUATION

619

00:24:56,733 --> 00:25:00,666

TO GET THINGS DONE
WITHIN AN ORGANIZATION.

620

00:25:00,666 --> 00:25:02,833

SOLVE PROBLEMS.
DON'T DEFER THEM.

621

00:25:02,833 --> 00:25:05,166

BOY, THAT WAS A HARD LESSON
FOR ME TO LEARN.

622

00:25:05,166 --> 00:25:06,366

A LOT OF MANAGERS ARE LIKE,

623

00:25:06,366 --> 00:25:08,166

"SO I GOT
A PROBLEM OVER HERE."

624

00:25:08,166 --> 00:25:10,033

AND NORMALLY
IT'S AN INDIVIDUAL.

625

00:25:10,033 --> 00:25:12,366

"IF I COULD JUST GET THEM
INTO ANOTHER ORGANIZATION,

626

00:25:12,366 --> 00:25:14,666

MY LIFE IS GOING
TO BE BETTER," OKAY?

627

00:25:14,666 --> 00:25:18,633

SO WE FIGURE OUT HOW WE'RE GOING
TO PROMOTE THE PERSON UP,

628

00:25:18,633 --> 00:25:21,600

OR WE FIGURE OUT HOW WE'RE GOING
TO LATERAL THE PERSON OUT.

629

00:25:21,600 --> 00:25:24,366

SO IF THAT PERSON'S
IN ANOTHER ORGANIZATION,

630

00:25:24,366 --> 00:25:26,366

THEN I DON'T HAVE
THAT PROBLEM ANYMORE.

631

00:25:26,366 --> 00:25:28,600

THE PROBLEM
THAT I FOUND IN LIFE IS,

632

00:25:28,600 --> 00:25:30,466

I WAS STILL DEVELOPING
AS A MANAGER,

633

00:25:30,466 --> 00:25:32,100

AND AS I GREW UP
IN THE ORGANIZATION,

634

00:25:32,100 --> 00:25:34,166

I INHERITED MY PROBLEM BACK.

635

00:25:34,166 --> 00:25:35,566

OKAY?

636

00:25:35,566 --> 00:25:37,466

I REMEMBER RUNNING INTO A GUY
NAMED CHUCK MCCLINTON,

637

00:25:37,466 --> 00:25:40,300

ONE OF MENTORS AND ONE
OF MY DEAR, DEAR FRIENDS,

638

00:25:40,300 --> 00:25:41,933

AND SAID,
"AH, MAN, THIS IS GREAT.

639

00:25:41,933 --> 00:25:43,166

"I SOLVED THIS,
I SOLVED THIS.

640

00:25:43,166 --> 00:25:44,500

"I'M THE BRANCH CHIEF

641

00:25:44,500 --> 00:25:46,900

"OF THE FINANCIAL MANAGEMENT
CONTROL ORGANIZATION,

642

00:25:46,900 --> 00:25:49,633

"AND THIS PARTICULAR INDIVIDUAL
IS OUT OF OUR ORGANIZATION.

643

00:25:49,633 --> 00:25:51,700

WE'RE GOING TO BE
A TOP-NOTCH ORGANIZATION."

644

00:25:51,700 --> 00:25:53,300

THREE MONTHS LATER,

645

00:25:53,300 --> 00:25:55,133

"YOU'RE GOING TO GO INTO
THE GENERAL ACCOUNTING BRANCH."

646

00:25:55,133 --> 00:25:57,100

I GO TO THE GENERAL ACCOUNTING
BRANCH, WHO DO I GET?

647

00:25:57,100 --> 00:25:59,933

THE SAME GUY THAT I HAD
TRANSFERRED OVER THERE.

648

00:25:59,933 --> 00:26:02,900

AND MY LESSON FROM THERE WAS,
I'LL NEVER DO THAT AGAIN.

649

00:26:02,900 --> 00:26:06,900

YOU KNOW, I WANT TO DEAL WITH
THE PROBLEM, DON'T DEFER IT.

650

00:26:06,900 --> 00:26:08,966

SO, NOW,
I GET TO THE CFO WORLD.

651

00:26:08,966 --> 00:26:11,566

AND YOU CAN SEE A LITTLE BIT
MORE CLEAN CUT, NO AFRO.

652
00:26:11,566 --> 00:26:12,866
OKAY?

653
00:26:12,866 --> 00:26:14,566
I'M REALLY GETTING INTO GOLF,

654
00:26:14,566 --> 00:26:16,366
BEING THAT CORPORATE LOOK.

655
00:26:16,366 --> 00:26:18,800
BUT MY TEAM
IS ALWAYS STILL THERE.

656
00:26:18,800 --> 00:26:21,366
AS YOU CAN SEE,
WHEN WE'RE IN THE CFO WORLD,

657
00:26:21,366 --> 00:26:22,833
WE REALLY HAD A GOOD TEAM
AT THAT TIME.

658
00:26:22,833 --> 00:26:25,066
IT WAS ONE OF THE BEST TEAMS
THAT I HAD.

659
00:26:25,066 --> 00:26:28,733
AND I--SOMETIMES I SIT BACK
AND REMINISCE ON THAT

660
00:26:28,733 --> 00:26:31,400
BECAUSE IT WAS SO MUCH FUN
WORKING WITH THOSE INDIVIDUALS

661
00:26:31,400 --> 00:26:33,066
TO MAKE THINGS HAPPEN.

662
00:26:33,066 --> 00:26:35,533
UP HERE IS ANOTHER GOOD TEAM.

663

00:26:35,533 --> 00:26:37,266

THEY GOT A NAME
FROM THIS GENTLEMAN,

664

00:26:37,266 --> 00:26:38,900

WHO WAS THE CENTER DIRECTOR
FOR A WHILE,

665

00:26:38,900 --> 00:26:41,333

WHICH IS SCOTT HUBBARD.

666

00:26:41,333 --> 00:26:42,900

AND I'M STANDING HERE,
AT THE TIME,

667

00:26:42,900 --> 00:26:44,833

WITH OUR CENTER DIRECTOR,
AT THAT TIME,

668

00:26:44,833 --> 00:26:47,466

WHICH WAS HARRY MCDONALD.

669

00:26:47,466 --> 00:26:49,566

WE HAD A GROUP
CALLED "THE KILLER BEES."

670

00:26:49,566 --> 00:26:52,033

I DIDN'T GIVE IT THAT NAME.
HE DID.

671

00:26:52,033 --> 00:26:54,433

HE DIDN'T
KIND OF LIKE THEM BEES.

672

00:26:54,433 --> 00:26:58,666

BUT WE GOT THAT NAME BECAUSE ALL
OUR LAST NAMES BEGIN WITH "B."

673

00:26:58,666 --> 00:27:01,533

IT WAS JACK BOYD,
WHO IS MY MENTOR TODAY.

674

00:27:01,533 --> 00:27:04,233
STILL COMES IN MY OFFICE
AND GIVES ME HECK

675

00:27:04,233 --> 00:27:06,733
ABOUT I'M 29 YEARS YOUNGER
THAN HIM.

676

00:27:06,733 --> 00:27:07,933
OKAY?

677

00:27:07,933 --> 00:27:09,266
IT WAS NANCY BINGHAM,

678

00:27:09,266 --> 00:27:12,033
FAMOUS FOR,
"YOU'VE GOT TO UNDERSTAND."

679

00:27:12,033 --> 00:27:13,400
SHE ALWAYS POINTED HER FINGER
AND SAID,

680

00:27:13,400 --> 00:27:14,900
"YOU'VE GOT TO UNDERSTAND."

681

00:27:14,900 --> 00:27:18,500
AND BILL BERRY, WHICH I JUST
GOT A PICTURE TODAY FROM JACK,

682

00:27:18,500 --> 00:27:21,066
SITTING ON TOP OF A HOUSE
IN THE MOUNTAINS TALKING ABOUT,

683

00:27:21,066 --> 00:27:22,233
"THIS IS THE LIFE."

684

00:27:22,233 --> 00:27:23,966
HE WAS THE DEPUTY DIRECTOR
AT THE TIME,

685
00:27:23,966 --> 00:27:25,933
AND, OF COURSE, I WAS THE CFO.

686
00:27:25,933 --> 00:27:28,200
AND THE RULE OF THUMB
IN THAT PERIOD OF TIME,

687
00:27:28,200 --> 00:27:29,566
A LOT OF PEOPLE FOUND OUT,

688
00:27:29,566 --> 00:27:31,300
IS IF YOU GET TWO
OF THOSE FOUR INDIVIDUALS

689
00:27:31,300 --> 00:27:36,333
TO AGREE TO YOUR IDEA,
YOUR IDEA WAS ACCEPTED.

690
00:27:36,333 --> 00:27:38,166
IT WAS EVEN BETTER THAN THAT.

691
00:27:38,166 --> 00:27:39,600
PEOPLE USED TO GO AND LOOK

692
00:27:39,600 --> 00:27:41,600
AND SEE IF OUR CARS
WERE PARKED OUT HERE.

693
00:27:41,600 --> 00:27:44,066
AND IF THEY SAW
TWO OF THE KILLER BEES' CARS,

694
00:27:44,066 --> 00:27:45,333
THEY RUSHED IN,

695

00:27:45,333 --> 00:27:47,233
CONVINCED THEM THAT THIS
WAS WHAT NEEDS TO HAPPEN,

696
00:27:47,233 --> 00:27:49,400
AND WALKED OUT
AND FELT REALLY GOOD.

697
00:27:49,400 --> 00:27:52,933
I DIDN'T KNOW ALL THIS STUFF
UNTIL AFTER I WAS THE CFO.

698
00:27:52,933 --> 00:27:54,700
OKAY?

699
00:27:54,700 --> 00:27:56,900
BUT IN ANY EVENT, AGAIN,

700
00:27:56,900 --> 00:27:59,266
THE PEOPLE THAT I STARTED
TO ASSOCIATE WITH.

701
00:27:59,266 --> 00:28:02,333
NOW, THIS GENTLEMAN HERE,
HE'S SITTING IN THE AUDIENCE.

702
00:28:02,333 --> 00:28:03,766
HIS NAME IS DON JAMES.

703
00:28:03,766 --> 00:28:05,466
HE DON'T LOOK THE SAME.

704
00:28:05,466 --> 00:28:06,733
OKAY?

705
00:28:06,733 --> 00:28:08,900
- WHAT YOU TALKING ABOUT?

706
00:28:08,900 --> 00:28:12,733

- BUT IT'S DON JAMES,
DEAR FRIEND.

707

00:28:12,733 --> 00:28:14,900

I WENT THROUGH
A PERIOD OF TIME

708

00:28:14,900 --> 00:28:17,200

WHERE I HAD TO GO
THROUGH A SEPARATION,

709

00:28:17,200 --> 00:28:19,033

AS FAR AS A DIVORCE.

710

00:28:19,033 --> 00:28:20,600

I HAD NOWHERE TO GO.

711

00:28:20,600 --> 00:28:22,466

LITERALLY, NOWHERE TO GO.

712

00:28:22,466 --> 00:28:25,733

THIS GUY PICKED ME UP
LIKE A LITTLE PUPPY DOG

713

00:28:25,733 --> 00:28:27,800

AND PUT ME IN HIS HOUSE

714

00:28:27,800 --> 00:28:29,400

AND LET ME LIVE WITH HIM
FOR TWO YEARS

715

00:28:29,400 --> 00:28:31,066

UNTIL I COULD GET ON MY FEET.

716

00:28:31,066 --> 00:28:33,733

ALWAYS BE INDEBTED
AND ALWAYS BE GRATEFUL FOR THAT.

717

00:28:33,733 --> 00:28:37,266

HE LIVED UP TO MANY
OF THE VALUES AND CONCEPTS

718

00:28:37,266 --> 00:28:38,666
THAT I BELIEVE IN LIFE.

719

00:28:38,666 --> 00:28:43,633
SO ALWAYS GOING TO BE
A PART OF WHO I AM.

720

00:28:43,633 --> 00:28:45,633
THINGS I LEARNED IN THE CFO.

721

00:28:45,633 --> 00:28:46,900
GREED AND FEAR.

722

00:28:46,900 --> 00:28:49,400
NOW, THIS IS NOT BECAUSE
I WAS A CFO AND I HAD MONEY.

723

00:28:49,400 --> 00:28:50,733
OKAY?

724

00:28:50,733 --> 00:28:52,833
BUT I HAD A MENTOR
BY THE NAME OF JACK BOYD

725

00:28:52,833 --> 00:28:55,233
THAT USED TO COME IN
AND TALK TO ME

726

00:28:55,233 --> 00:28:57,866
AND TELL ME THAT IF YOU WANT
TO MOTIVATE INDIVIDUALS

727

00:28:57,866 --> 00:28:59,166
TO GO IN A DIRECTION,

728

00:28:59,166 --> 00:29:01,533

YOU NEED TO START
UNDERSTANDING THE BASIC CONCEPTS

729

00:29:01,533 --> 00:29:04,733

OF WHAT MOTIVATES A HUMAN BEING,
AND THAT'S GREED AND FEAR.

730

00:29:04,733 --> 00:29:07,600

A LOT OF PEOPLE INTERPRET THAT
TO BE MONEY,

731

00:29:07,600 --> 00:29:09,100

RELATED TO MONEY.

732

00:29:09,100 --> 00:29:10,266

IT'S NOT MONEY.

733

00:29:10,266 --> 00:29:12,533

IT COULD BE PASSION.
OKAY?

734

00:29:12,533 --> 00:29:14,933

IT COULD BE A HOBBY
THAT YOU DESIRE

735

00:29:14,933 --> 00:29:16,700

AND YOU CAN'T GET ENOUGH OF.

736

00:29:16,700 --> 00:29:19,600

IT'S TO UNDERSTAND
THAT AN INDIVIDUAL

737

00:29:19,600 --> 00:29:23,733

IS GOING TO WANT A LOT OF ONE
THING OR A LOT OF ANOTHER THING,

738

00:29:23,733 --> 00:29:27,200

OR THEY DON'T WANT
TO DEAL WITH A LOT OF ONE THING

739

00:29:27,200 --> 00:29:28,600
OR ANOTHER THING.

740

00:29:28,600 --> 00:29:31,033
AND IF YOU FIND WHAT IT IS
FOR THAT INDIVIDUAL,

741

00:29:31,033 --> 00:29:33,200
YOU START TO MOTIVATE THEM
IN A DIRECTION.

742

00:29:33,200 --> 00:29:35,900
NOW IT'S A FINE LINE
BETWEEN DOING GOOD,

743

00:29:35,900 --> 00:29:37,466
WHEN YOU TAKE ADVANTAGE
AND UNDERSTAND THAT

744

00:29:37,466 --> 00:29:38,566
AND DOING BAD.

745

00:29:38,566 --> 00:29:39,733
BECAUSE THE OTHER THING

746

00:29:39,733 --> 00:29:41,566
THAT COMES OUT OF THIS
SOMETIMES BY PEOPLE

747

00:29:41,566 --> 00:29:42,766
IS MANIPULATION.

748

00:29:42,766 --> 00:29:44,866
AND NOBODY WANTS
TO BE MANIPULATED.

749

00:29:44,866 --> 00:29:46,666
SO YOU HAVE TO BE ABLE
TO FIGURE OUT

750

00:29:46,666 --> 00:29:49,333
HOW TO TAKE ADVANTAGE
OF THAT UNDERSTANDING,

751

00:29:49,333 --> 00:29:51,666
THAT IT GOES FOR A GOOD.

752

00:29:51,666 --> 00:29:53,133
OKAY?

753

00:29:53,133 --> 00:29:54,366
THE EQUITY FACTOR.

754

00:29:54,366 --> 00:29:56,866
BOY, DID I LEARN THAT
IN THE CFO WORLD.

755

00:29:56,866 --> 00:29:58,433
I THOUGHT AT
ONE TIME THE CENTER

756

00:29:58,433 --> 00:30:00,366
WAS GOING TO BE
A BILLION-DOLLAR CENTER.

757

00:30:00,366 --> 00:30:01,866
WE WORKED HARD.

758

00:30:01,866 --> 00:30:03,833
ON PAPER, IT LOOKED LIKE
WE WERE GOING TO GET THERE.

759

00:30:03,833 --> 00:30:06,533
AND THEN FINALLY IT HIT ME,

760

00:30:06,533 --> 00:30:09,300
NASA DOESN'T ALLOW
ANYBODY TO GROW.

761

00:30:09,300 --> 00:30:11,833

NASA DOESN'T ALLOW
ANYBODY TO SHRINK.

762

00:30:11,833 --> 00:30:14,166

NASA WANTS EVERYBODY
TO BE THE SAME.

763

00:30:14,166 --> 00:30:16,500

IT'S CALLED THE EQUITY FACTOR.

764

00:30:16,500 --> 00:30:19,600

IT'S VERY SELDOM
DO YOU SEE A MAJOR GROWTH

765

00:30:19,600 --> 00:30:23,500

IN ONE CENTER VERSUS ANOTHER
CENTER WITHIN THIS AGENCY

766

00:30:23,500 --> 00:30:26,000

BECAUSE THEY WANT EVERYTHING
TO BE BALANCED

767

00:30:26,000 --> 00:30:28,533

AND CALM AND EQUITABLE.

768

00:30:28,533 --> 00:30:29,866

KEEP THAT IN MIND.

769

00:30:29,866 --> 00:30:31,333

THAT'S JUST THE WAY
THIS AGENCY WORKS

770

00:30:31,333 --> 00:30:35,000

BECAUSE EVERYBODY
IS TRYING TO MAKE SURE

771

00:30:35,000 --> 00:30:37,733

THEY SATISFY THEIR COLLEAGUES.

772

00:30:37,733 --> 00:30:39,933

'CAUSE YOU NEVER KNOW
FROM ONE DAY TO THE NEXT

773

00:30:39,933 --> 00:30:42,433

WHEN THAT COLLEAGUE OF YOURS
MIGHT BE YOUR BOSS.

774

00:30:42,433 --> 00:30:46,033

OR YOU, THE BOSS, MAY END UP
BEING THE SUBORDINATE.

775

00:30:46,033 --> 00:30:47,766

THAT'S THE WAY THIS AGENCY
KIND OF WORKS.

776

00:30:47,766 --> 00:30:50,200

THAT'S A LESSON I LEARNED.

777

00:30:50,200 --> 00:30:53,933

SENIOR POSITIONS BRING
UNEXPECTED RESPONSIBILITY.

778

00:30:53,933 --> 00:30:56,933

WHEN I FIRST BECAME
A SENIOR EXECUTIVE CFO, I SAID,

779

00:30:56,933 --> 00:30:59,400

"GREAT, I'M GOING
TO RUN THE CFO OFFICE.

780

00:30:59,400 --> 00:31:01,366

THAT'S ALL I'M GOING
TO CONCENTRATE ON."

781

00:31:01,366 --> 00:31:03,000

THE NEXT THING I KNOW,

782

00:31:03,000 --> 00:31:04,900
EVEN THOUGH I WAS BORN
AFRO-AMERICAN,

783

00:31:04,900 --> 00:31:10,200
I BECAME HISPANIC,
HAD DISABILITIES.

784

00:31:10,200 --> 00:31:12,766
I KNOW
THAT THE ASIAN COMMUNITY

785

00:31:12,766 --> 00:31:14,266
WANTED ME
TO JOIN THEIR FAMILY.

786

00:31:14,266 --> 00:31:15,900
I STARTED TO BE
A REPRESENTATIVE FOR EVERYBODY

787

00:31:15,900 --> 00:31:17,966
BECAUSE I WAS
ONE OF THE FEW MINORITIES

788

00:31:17,966 --> 00:31:20,500
OR UNDERREPRESENTED GROUP
IN A POSITION OF AUTHORITY.

789

00:31:20,500 --> 00:31:22,100
I DIDN'T EXPECT THAT.

790

00:31:22,100 --> 00:31:25,066
THAT WAS OVERWHELMING WHEN
I FIRST GOT INTO THE POSITION.

791

00:31:25,066 --> 00:31:27,000
'CAUSE PEOPLE WERE LOOKING
FOR MY HELP,

792

00:31:27,000 --> 00:31:29,833
MY GUIDANCE, AND MY IDEAS
OF HOW TO MAKE THINGS HAPPEN,

793
00:31:29,833 --> 00:31:31,633
AND I HAD TO LEARN
AND UNDERSTAND

794
00:31:31,633 --> 00:31:34,133
THAT IT BRINGS THINGS
THAT YOU DIDN'T ACCOUNT ON,

795
00:31:34,133 --> 00:31:37,133
AND YOU HAVE TO RISE UP
TO THE OCCASION.

796
00:31:37,133 --> 00:31:40,833
BETTER TO BE 80% RIGHT THAN
TO PROVIDE UNTIMELY DECISIONS.

797
00:31:40,833 --> 00:31:45,133
AND I'M NOT TALKING ABOUT
MY SCIENTISTS BEING 80% RIGHT

798
00:31:45,133 --> 00:31:47,366
ON THE DESIGN
OF A CIRCUITRY BOARD.

799
00:31:47,366 --> 00:31:48,600
OKAY?

800
00:31:48,600 --> 00:31:50,666
I'M TALKING
ABOUT MANAGERIAL DECISIONS.

801
00:31:50,666 --> 00:31:51,866
OKAY?

802
00:31:51,866 --> 00:31:54,633
I LEARNED IN COLLEGE,

AND I WATCHED PEOPLE,

803

00:31:54,633 --> 00:31:57,666

THAT BASICALLY--YOU CAN
ANALYZE SOMETHING TO DEATH.

804

00:31:57,666 --> 00:32:01,133

YOU CAN ANALYZE IT,
I MEAN, TO THE NTH DEGREE.

805

00:32:01,133 --> 00:32:03,300

BUT THE SUCCESS RATE
OF SOMEBODY

806

00:32:03,300 --> 00:32:05,700

WHO ANALYZES EVERYBODY
AND FLIPPING THE COIN

807

00:32:05,700 --> 00:32:06,933

IS ABOUT THE SAME.

808

00:32:06,933 --> 00:32:08,400

IT'S 50/50.

809

00:32:08,400 --> 00:32:09,800

SO IF YOU GET IN A POSITION

810

00:32:09,800 --> 00:32:11,066

WHERE YOU'RE GETTING
TO THE POINT

811

00:32:11,066 --> 00:32:14,500

WHERE TIME IS OF ESSENCE
AND YOU NEED TO MAKE THAT CALL,

812

00:32:14,500 --> 00:32:17,800

YOU NEED TO MAKE THAT CALL,
MAKE THE CALL.

813

00:32:17,800 --> 00:32:22,033
80% OF THE TIME I FOUND
THAT I'M GOING TO BE RIGHT.

814
00:32:22,033 --> 00:32:24,700
OKAY?

815
00:32:24,700 --> 00:32:27,166
THERE WILL ALWAYS BE
TWO SIDES TO A COIN.

816
00:32:27,166 --> 00:32:28,666
I DON'T THINK HE'S HERE TODAY.

817
00:32:28,666 --> 00:32:31,333
I GOT THIS ACTUALLY FROM CHUCK
DUFF WHEN HE WAS MY DEPUTY.

818
00:32:31,333 --> 00:32:32,766
THERE'S AN ARGUMENT.

819
00:32:32,766 --> 00:32:34,500
THERE'S TWO SIDES TO THE STORY

820
00:32:34,500 --> 00:32:36,433
IS BASICALLY
WHAT THEY'RE SAYING.

821
00:32:36,433 --> 00:32:38,400
BUT IT'S THE EDGE THAT'S
ALWAYS THE INTERESTING PART

822
00:32:38,400 --> 00:32:40,000
TO TRY TO UNDERSTAND.

823
00:32:40,000 --> 00:32:42,133
'CAUSE IF YOU LISTEN
TO THIS SIDE, THEY'RE RIGHT.

824

00:32:42,133 --> 00:32:44,266
IF YOU LISTEN TO THIS SIDE,
THEY'RE RIGHT.

825
00:32:44,266 --> 00:32:45,933
BUT WHEN YOU PUT
THE TWO TOGETHER,

826
00:32:45,933 --> 00:32:48,766
AND YOU LOOK AT THE EDGE OF
THAT STORY AND MILL IT TOGETHER,

827
00:32:48,766 --> 00:32:51,600
THAT'S NORMALLY
ABOUT WHAT IT'S ABOUT,

828
00:32:51,600 --> 00:32:54,133
AND IT HELPS GUIDE YOU
WHERE THINGS SHOULD BE.

829
00:32:54,133 --> 00:32:57,933
HOW YOU SHOULD GO ABOUT
MAKING A CALL OR A DECISION.

830
00:32:57,933 --> 00:32:59,500
CHERISH POWER.

831
00:32:59,500 --> 00:33:02,300
I GOT THAT FROM A GENTLEMAN
NAMED WILLIE BROWN

832
00:33:02,300 --> 00:33:04,900
HERE IN THE BAY AREA.

833
00:33:04,900 --> 00:33:10,433
PROBABLY ONE OF THE MOST
SCRUPULOUS STATE POLITICIANS

834
00:33:10,433 --> 00:33:12,500
THIS STATE HAS EVER PRODUCED.

835

00:33:12,500 --> 00:33:14,666

BUT THE ONE THING HE SAID
THAT ALWAYS STUCK WITH ME

836

00:33:14,666 --> 00:33:17,500

IS THAT POWER IS
VERY CHERISHABLE IN THIS SENSE.

837

00:33:17,500 --> 00:33:21,233

IF YOU OVERUSE IT,
YOU LOSE IT.

838

00:33:21,233 --> 00:33:25,166

IF YOU'RE GONNA USE IT, BE
VERY SELECTIVE WHEN YOU USE IT.

839

00:33:25,166 --> 00:33:29,066

BECAUSE IF YOU OVERDO IT,
THE WAY OUR COUNTRY IS,

840

00:33:29,066 --> 00:33:30,466

PEOPLE START GETTING TOGETHER,

841

00:33:30,466 --> 00:33:32,033

THEY START
RALLYING AROUND OTHERS

842

00:33:32,033 --> 00:33:33,933

AND THEY'RE GOING
TO TAKE YOU OUT.

843

00:33:33,933 --> 00:33:38,600

SO BE VERY SELECTIVE WHEN
YOU DECIDE TO PULL THE HAMMER.

844

00:33:38,600 --> 00:33:43,000

SO THE LAST ONE IS,
WATCH OUT FOR ANTIBODIES.

845

00:33:43,000 --> 00:33:45,966

I GOT THAT FROM BILL BERRY,
DEPUTY CENTER DIRECTOR HERE

846

00:33:45,966 --> 00:33:48,133

THAT I WORKED FOR
WHEN I WAS THE CFO.

847

00:33:48,133 --> 00:33:50,800

IF YOU PUSH SOMETHING--THAT'S
WHY I BROUGHT THIS LITTLE--

848

00:33:50,800 --> 00:33:55,566

THIS LITTLE TOY,
I CALL IT MY ANTIBODY TOY.

849

00:33:55,566 --> 00:33:58,533

IF I'M GONNA TELL SOMEBODY
THEY CAN'T DO SOMETHING,

850

00:33:58,533 --> 00:34:02,333

I GET THE SAME RESPONSE ON
THE END, THE SAME ENERGY LEVEL.

851

00:34:02,333 --> 00:34:06,900

IF I DECIDE TO UP
THAT ENERGY LEVEL TO TWO,

852

00:34:06,900 --> 00:34:10,166

I GET THE RESPONSE
ON THE BACKSIDE.

853

00:34:10,166 --> 00:34:12,266

IF YOU'RE GOING TO GET
INTO A SCRAP WITH SOMEBODY,

854

00:34:12,266 --> 00:34:13,866

YOU BETTER UNDERSTAND,

855

00:34:13,866 --> 00:34:16,100
THE ENERGY YOU PUT INTO IT
IS PROBABLY GOING TO BE

856
00:34:16,100 --> 00:34:18,366
THE EQUAL AMOUNT OF ENERGY
COMING BACK.

857
00:34:18,366 --> 00:34:22,400
AND YOU BETTER BE PREPARED
TO ADDRESS THAT.

858
00:34:22,400 --> 00:34:24,333
SO DON'T TAKE IT LIGHTLY.

859
00:34:24,333 --> 00:34:26,933
IF YOU'RE GOING TO MAKE
A DECISION, USE YOUR POWER,

860
00:34:26,933 --> 00:34:31,033
UNDERSTAND THAT
ONCE YOU PUSH THAT BUTTON,

861
00:34:31,033 --> 00:34:33,300
THERE'S NO SUCH THING AS A,

862
00:34:33,300 --> 00:34:35,233
"OH, I UNDERSTAND, I'M JUST
GOING TO WALK AND ACCEPT

863
00:34:35,233 --> 00:34:36,900
WHAT YOU HAVE TO DO."

864
00:34:36,900 --> 00:34:38,300
THERE'S GOING TO BE
A PUSH BACK.

865
00:34:38,300 --> 00:34:41,266
REALIZE THAT'S
GOING TO HAPPEN.

866

00:34:41,266 --> 00:34:42,300

SO NOW I'M OLD.

867

00:34:42,300 --> 00:34:44,633

OKAY?

868

00:34:44,633 --> 00:34:47,100

NOW I'M

THE DEPUTY CENTER DIRECTOR.

869

00:34:47,100 --> 00:34:49,100

AND A LOT OF PEOPLE DON'T KNOW

HOW THAT HAPPENED.

870

00:34:49,100 --> 00:34:50,633

I'LL TELL YOU HOW

IT KIND OF HAPPENED,

871

00:34:50,633 --> 00:34:54,166

BECAUSE A GENTLEMAN

BY THE NAME OF PETE WORDEN

872

00:34:54,166 --> 00:34:56,333

CAME TO ME ONE DAY

AT THE GOLF COURSE.

873

00:34:56,333 --> 00:34:57,900

AND PETE WORDEN AND I

874

00:34:57,900 --> 00:34:59,566

WERE FUSSING LIKE

YOU WOULDN'T BELIEVE

875

00:34:59,566 --> 00:35:02,133

ABOUT GETTING ACCESS TO HANGAR

ONE WHEN IT STILL HAD A SIDE.

876

00:35:02,133 --> 00:35:03,566

OKAY?

877

00:35:03,566 --> 00:35:05,700
AND HE WANTED TO BE ABLE
TO HAVE PEOPLE TO GO IN

878

00:35:05,700 --> 00:35:06,900
AND WALK INSIDE THE HANGAR.

879

00:35:06,900 --> 00:35:08,466
I SAID, "NO WAY.

880

00:35:08,466 --> 00:35:12,933
"THAT HANGAR'S BEEN DESIGNATED
AS AN ENVIRONMENTAL PROBLEM.

881

00:35:12,933 --> 00:35:14,400
"WE'RE NOT GOING TO DEAL
WITH THE LIABILITY

882

00:35:14,400 --> 00:35:17,033
OF SOMEBODY GOING IN THERE
AND GETTING CONTAMINATED."

883

00:35:17,033 --> 00:35:20,433
SO WE FUSSED ALL DAY,
AND HE, YOU KNOW, WENT AWAY.

884

00:35:20,433 --> 00:35:21,933
AND I'M OVER
AT THE GOLF COURSE,

885

00:35:21,933 --> 00:35:24,266
AND HE'S DRINKING HIS WINE,
AND I'M DRINKING MY BEER,

886

00:35:24,266 --> 00:35:25,666
AND HE SAYS,
"LEW, LET'S TALK."

887

00:35:25,666 --> 00:35:27,166

AND HE PULLED ME ASIDE.

888

00:35:27,166 --> 00:35:29,366

I SAID, "PETE, I TOLD YOU.

NOBODY'S GOING IN THAT HANGAR.

889

00:35:29,366 --> 00:35:30,833

OKAY?"

890

00:35:30,833 --> 00:35:32,700

"OH, I DON'T WANT TO TALK

TO YOU ABOUT THE HANGAR."

891

00:35:32,700 --> 00:35:34,433

"WHAT DO YOU WANT

TO TALK TO ME ABOUT?"

892

00:35:34,433 --> 00:35:36,666

HE SAYS, "I'VE BEEN GIVING IT

A LOT OF THOUGHT,

893

00:35:36,666 --> 00:35:39,100

AND I WANT YOU TO BE

MY DEPUTY CENTER DIRECTOR."

894

00:35:39,100 --> 00:35:40,933

I SAID, "WHAT?"

895

00:35:40,933 --> 00:35:43,333

I SAID,

"THAT'S NOT THE HANGAR."

896

00:35:43,333 --> 00:35:46,333

HE SAID, "NO, I WANT YOU TO

BE THE DEPUTY CENTER DIRECTOR."

897

00:35:46,333 --> 00:35:50,566

AND I SAID, "LOOK, I'M NOT SURE

THAT'S THE RIGHT CALL."

898

00:35:50,566 --> 00:35:51,766

AND THAT'S THE TRUTH.

899

00:35:51,766 --> 00:35:53,233

I DIDN'T THINK

IT WAS THE RIGHT CALL.

900

00:35:53,233 --> 00:35:59,233

I SAID, "IN THIS AGENCY, IT IS

VERY, VERY RARE FOR SOMEBODY

901

00:35:59,233 --> 00:36:02,100

"WHO ISN'T IN THE TECHNICAL SIDE

TO BE THE DEPUTY.

902

00:36:02,100 --> 00:36:03,966

"ASSOCIATE DIRECTOR, YES.

903

00:36:03,966 --> 00:36:06,166

ON THE TECHNICAL SIDE,

THAT'S RARE."

904

00:36:06,166 --> 00:36:07,733

OKAY?

AND I TOLD HIM,

905

00:36:07,733 --> 00:36:09,133

"I'M NOT SO SURE

I'M THE BEST GUY."

906

00:36:09,133 --> 00:36:11,533

THERE'S A GENTLEMAN HERE

THAT I STILL RESPECT HIGHLY

907

00:36:11,533 --> 00:36:14,166

AND THINK VERY HIGHLY

AND GO AND CONSULT WITH,

908
00:36:14,166 --> 00:36:15,166
AND THAT'S STEVE ZORNETZER.

909
00:36:15,166 --> 00:36:16,300
AT THE TIME,
I WAS THINKING

910
00:36:16,300 --> 00:36:18,766
STEVE OUGHT TO BE
THAT DEPUTY DIRECTOR.

911
00:36:18,766 --> 00:36:20,000
OKAY?

912
00:36:20,000 --> 00:36:23,166
AND PETE SAID,
"NO, I WANT YOU TO BE THAT."

913
00:36:23,166 --> 00:36:25,433
I SAID, "I'M NOT
COMFORTABLE WITH THIS.

914
00:36:25,433 --> 00:36:27,266
I NEED TO TALK TO MY SPOUSE."

915
00:36:27,266 --> 00:36:29,766
MY SPOUSE ALWAYS SAYS YEAH,
BUT I USED IT AS AN EXCUSE.

916
00:36:29,766 --> 00:36:31,766
OKAY?

917
00:36:31,766 --> 00:36:36,633
SO ANYWAY, FINALLY I SAID,
"OKAY, I'LL AGREE TO DO THIS,

918
00:36:36,633 --> 00:36:38,833
"BUT YOU NEED TO GO AND TALK
TO THE VARIOUS PEOPLE

919

00:36:38,833 --> 00:36:39,933

TO MAKE SURE
THEY'RE COMFORTABLE."

920

00:36:39,933 --> 00:36:41,166

BECAUSE I THOUGHT
I'D BE BETTER

921

00:36:41,166 --> 00:36:44,433

AS AN ASSOCIATE DIRECTOR
OF THE INSTITUTION

922

00:36:44,433 --> 00:36:47,200

BECAUSE THAT'S WHERE MY SKILL
BASE KIND OF CAME UP THROUGH.

923

00:36:47,200 --> 00:36:48,900

AND SO I USED TO ALWAYS WONDER

924

00:36:48,900 --> 00:36:52,200

WHETHER OR NOT BEING
IN A DEPUTY POSITION,

925

00:36:52,200 --> 00:36:54,166

WHETHER YOU CAN EVEN
MANAGE A LABORATORY

926

00:36:54,166 --> 00:36:56,866

WITHOUT HAVING
A TECHNICAL BACKGROUND.

927

00:36:56,866 --> 00:37:00,466

AND AS YOU CAN SEE,
THIS HAS BEEN GOOD TIMES,

928

00:37:00,466 --> 00:37:01,700

VERY GOOD TIMES.

929

00:37:01,700 --> 00:37:03,066
MY WIFE AND I
HAVE BEEN ENJOYING OUR LIVES

930
00:37:03,066 --> 00:37:05,533
UP TO THIS POINT IN TIME.

931
00:37:05,533 --> 00:37:08,100
I SNUCK A RIDE
ON THE AIRSHIP VENTURE,

932
00:37:08,100 --> 00:37:11,133
SO I'LL PROBABLY GET THE I.G.
NOW ON MY BUTT.

933
00:37:11,133 --> 00:37:13,033
YOU CAN SEE OUR TEAM TOGETHER.

934
00:37:13,033 --> 00:37:14,766
WE WORK,
WE FIGHT,

935
00:37:14,766 --> 00:37:16,433
WE LOVE,
WE PLAY,

936
00:37:16,433 --> 00:37:18,266
BUT WE GET THINGS DONE.

937
00:37:18,266 --> 00:37:20,500
AND, OF COURSE,
I HAVEN'T ABANDONED MY GOLF.

938
00:37:20,500 --> 00:37:22,666
AND I HAVE
MY THREE SOUL MATES HERE

939
00:37:22,666 --> 00:37:24,533
THAT I CAN GO OUT AND TALK TO.

940

00:37:24,533 --> 00:37:27,300

I DON'T HAVE TO WORRY
ABOUT THEM RUNNING AMOK

941

00:37:27,300 --> 00:37:29,933

AND SHARING THINGS
THEY SHOULDN'T SHARE.

942

00:37:29,933 --> 00:37:32,800

AND I HAVE A CLOSE BUDDY HERE,
WOODROW WILSON,

943

00:37:32,800 --> 00:37:36,533

WHO I WENT AWAY FOR A YEAR TO BE
THE ASSOCIATE DIRECTOR

944

00:37:36,533 --> 00:37:38,533

OF THE MISSION SUPPORT
DIRECTORATE AT HEADQUARTERS.

945

00:37:38,533 --> 00:37:41,733

AND HERE'S MY FOUNDATION
STARTING WITH CHUCK MCCLINTON.

946

00:37:41,733 --> 00:37:43,800

I WAITED UNTIL NOW
TO TALK ABOUT THIS.

947

00:37:43,800 --> 00:37:46,833

HOW WAS I FOUND TO COME
TO AMES RESEARCH CENTER?

948

00:37:46,833 --> 00:37:48,600

CHUCK REALLY BELIEVED,

949

00:37:48,600 --> 00:37:51,033

REALLY BELIEVED THAT HE HAD
A QUEST TO MAKE SURE

950

00:37:51,033 --> 00:37:54,700
WE DIVERSIFIED OUR WORKFORCE
AND SPECIFICALLY IN THE AREAS

951
00:37:54,700 --> 00:37:56,833
ASSOCIATED
WITH AFRO-AMERICANS.

952
00:37:56,833 --> 00:37:59,166
HE HEARD ABOUT ME AT DRYDEN.

953
00:37:59,166 --> 00:38:02,633
HE HEARD THAT I WASN'T GOING
TO BE PICKED UP AT DRYDEN.

954
00:38:02,633 --> 00:38:05,233
I ACTUALLY WAS BEING WINED
AND DINED TO BE AN EXEC,

955
00:38:05,233 --> 00:38:06,766
IF YOU WANT TO CALL IT THAT,

956
00:38:06,766 --> 00:38:08,966
AT THE TIME
AT SECURITY PACIFIC BANK,

957
00:38:08,966 --> 00:38:11,666
WHEN I GRADUATED
FROM FRESNO STATE.

958
00:38:11,666 --> 00:38:15,466
CHUCK WENT TO THE LITTLE TOWN
OF ATWATER OUTSIDE OF MERCED.

959
00:38:15,466 --> 00:38:17,666
HIS DAUGHTER WAS
PARTICIPATING IN THE PARADE.

960
00:38:17,666 --> 00:38:19,900
HE STARTED WALKING

UP AND DOWN THE LINE,

961

00:38:19,900 --> 00:38:22,000

ASKING PEOPLE IF THEY KNEW
THE BRAXTONS.

962

00:38:22,000 --> 00:38:23,500

HE FINALLY FOUND
A PERSON WHO SAYS,

963

00:38:23,500 --> 00:38:26,066

"YEAH, HIS BROTHER
IS OVER THERE."

964

00:38:26,066 --> 00:38:28,933

TALKED TO MY BROTHER, ANTHONY,
TOLD HIM WHERE MY PARENTS WERE.

965

00:38:28,933 --> 00:38:31,133

MY PARENTS TOLD HIM
WHERE I WAS AT FRESNO.

966

00:38:31,133 --> 00:38:32,966

HE GOT IN CONTACT WITH ME,

967

00:38:32,966 --> 00:38:35,000

AND HE WANTED ME
TO COME AND WORK FOR HIM.

968

00:38:35,000 --> 00:38:37,666

THAT'S HOW HE WENT OUT
AND RECRUIT,

969

00:38:37,666 --> 00:38:39,833

AND THAT'S HOW HE FOUND ME.

970

00:38:39,833 --> 00:38:42,800

AND I MADE THE DECISION
TO COME TO AMES

971
00:38:42,800 --> 00:38:44,633
AND HAVEN'T REGRETTED IT.

972
00:38:44,633 --> 00:38:47,766
PEOPLE LIKE HANS MARK
IS A DEAR, DEAR FRIEND,

973
00:38:47,766 --> 00:38:49,966
BELIEVES IN ME,
SUPPORTS ME.

974
00:38:49,966 --> 00:38:52,800
I CAN CALL HIM AND BE THERE,
AND HE'D BE RESPONSIVE.

975
00:38:52,800 --> 00:38:54,700
AND THIS IS SOMEBODY WHO USED
TO BE THE CENTER DIRECTOR.

976
00:38:54,700 --> 00:38:56,366
HARRY MCDONALD
IS DOING THE SAME THING.

977
00:38:56,366 --> 00:38:58,500
I CALL HIM,
HE'LL BE THERE.

978
00:38:58,500 --> 00:38:59,966
OKAY?

979
00:38:59,966 --> 00:39:01,866
SO--BUT THIS IS
MY FOUNDATION WITH CHUCK

980
00:39:01,866 --> 00:39:05,233
AND A LOT OF THE LEGACY OF
OUR FINANCIAL MANAGEMENT GROUP

981
00:39:05,233 --> 00:39:09,300

THAT CAME TO CELEBRATE
HIS BIRTHDAY AND HIS TIME,

982

00:39:09,300 --> 00:39:12,700

ABOUT TWO YEARS AGO,
AND HE'S STILL AROUND.

983

00:39:12,700 --> 00:39:14,600

SO WHAT DID I LEARN?

984

00:39:14,600 --> 00:39:18,200

STAY BEHIND THE SCENE
AS A DEPUTY CENTER DIRECTOR.

985

00:39:18,200 --> 00:39:20,100

I'M NOT THE DIRECTOR.

986

00:39:20,100 --> 00:39:21,633

I'M THERE TO SUPPORT.

987

00:39:21,633 --> 00:39:23,333

I'M THERE TO CARRY OUT
HIS POLICIES.

988

00:39:23,333 --> 00:39:25,633

I'M THERE TO MAKE SURE
HE'S SUCCESSFUL.

989

00:39:25,633 --> 00:39:30,066

I MAY NOT ALWAYS AGREE, BUT THAT
IS MY JOB AS THE DEPUTY.

990

00:39:30,066 --> 00:39:31,733

POLITICS, POL--

991

00:39:31,733 --> 00:39:33,600

POLITICS, POLITICS,
POLITICS.

992

00:39:33,600 --> 00:39:34,966
BOY, I DIDN'T HAVE ANY--

993
00:39:34,966 --> 00:39:38,033
I THOUGHT POLITICS WAS
ABOUT YOU AND I HAVING AN ISSUE

994
00:39:38,033 --> 00:39:40,266
OR LISTENING TO JACK
TALK ABOUT JILL AT WORK.

995
00:39:40,266 --> 00:39:42,300
NO, I'M TALKING
ABOUT CAPITOL HILL.

996
00:39:42,300 --> 00:39:46,666
I HAD NO IDEA
HOW MUCH INVOLVEMENT

997
00:39:46,666 --> 00:39:49,666
I HAD TO DEAL IN WASHINGTON.

998
00:39:49,666 --> 00:39:52,033
AND I HAVE TO TELL YOU,

999
00:39:52,033 --> 00:39:55,900
I HAD NO IDEA WHY I VOTED FOR
SOME OF THE PEOPLE I VOTED FOR

1000
00:39:55,900 --> 00:39:57,833
ONCE I'D MET THEM
IN WASHINGTON.

1001
00:39:57,833 --> 00:39:58,900
[laughter]

1002
00:39:58,900 --> 00:40:01,500
OKAY?

1003

00:40:01,500 --> 00:40:05,166
I'VE SAT IN SOME OF THESE ROOMS,
AND, YOU KNOW, YOU WALK IN,

1004
00:40:05,166 --> 00:40:07,466
AND, OKAY,
I'VE GOT THIS IMPRESSION

1005
00:40:07,466 --> 00:40:09,300
THAT THIS IS
A VERY INTELLIGENT PERSON

1006
00:40:09,300 --> 00:40:10,766
AND THEY UNDERSTAND
WHAT'S GOING ON.

1007
00:40:10,766 --> 00:40:13,866
AND WHEN I WALKED OUT, I SAID,
"HOW'D THEY GET HERE?"

1008
00:40:13,866 --> 00:40:15,900
[laughter]

1009
00:40:15,900 --> 00:40:20,200
BUT THERE IS AN EXTREME AMOUNT
OF POLITICS IN THIS JOB,

1010
00:40:20,200 --> 00:40:22,733
WHICH BRINGS ME
TO THE NEXT POINT.

1011
00:40:22,733 --> 00:40:25,166
OKAY, UNDERSTAND,

1012
00:40:25,166 --> 00:40:27,166
AND THIS IS SOMETHING
I HAD TO REALLY LEARN

1013
00:40:27,166 --> 00:40:32,133
ALL THE WAY THROUGH MY CAREER,

ORGANIZED LABOR IS HERE TO STAY.

1014

00:40:32,133 --> 00:40:34,533

ORGANIZED LABOR
IS HERE TO STAY.

1015

00:40:34,533 --> 00:40:36,266

IT'S GOOD.

1016

00:40:36,266 --> 00:40:37,733

BUT I DIDN'T INITIALLY
ACCEPT THAT,

1017

00:40:37,733 --> 00:40:40,000

BECAUSE I ACCEPTED THE FACT
THAT THEY WERE TRYING TO TELL ME

1018

00:40:40,000 --> 00:40:42,366

I DIDN'T KNOW HOW TO DO MY JOB.

1019

00:40:42,366 --> 00:40:44,466

AND I HAD BEEN SUCCESSFUL
UP TO THIS POINT IN TIME

1020

00:40:44,466 --> 00:40:47,533

IN DOING MY JOB.

1021

00:40:47,533 --> 00:40:48,933

BUT I'VE GOT
TO REMEMBER SOMETHING.

1022

00:40:48,933 --> 00:40:50,033

THERE'S A TEAM.

1023

00:40:50,033 --> 00:40:51,933

THEY'RE PART OF OUR TEAM.

1024

00:40:51,933 --> 00:40:53,833

AND THAT TEAM

HAS A DIFFERENT VISION

1025

00:40:53,833 --> 00:40:56,966
THAN WE HAVE AS MANAGERS
OR AS WE AS INDIVIDUALS.

1026

00:40:56,966 --> 00:40:59,433
AND IT'S IMPORTANT
THAT THEY SPEAK UP

1027

00:40:59,433 --> 00:41:02,533
AND SHARE THAT VISION
THAT THEY SEE

1028

00:41:02,533 --> 00:41:03,766
SO THAT IF WE HAVE AN IDEA

1029

00:41:03,766 --> 00:41:05,333
TO MAKE SURE
WE DON'T GO OFF TRACK.

1030

00:41:05,333 --> 00:41:07,433
'CAUSE I GOT TO TELL YOU,
I HAD A DISCUSSION JUST RECENTLY

1031

00:41:07,433 --> 00:41:09,066
WITH THE PRESIDENT OF THE UNION

1032

00:41:09,066 --> 00:41:11,300
A COUPLE OF DAYS AGO
OR LAST NIGHT,

1033

00:41:11,300 --> 00:41:13,766
AND SOMETHING CAME UP
THAT I DID NOT SEE.

1034

00:41:13,766 --> 00:41:16,900
NEVER WOULD HAVE KNOWN IT
IF WE HADN'T HAD THE DISCUSSION.

1035

00:41:16,900 --> 00:41:17,966

OKAY?

1036

00:41:17,966 --> 00:41:19,633

SO THEY'RE HERE.

1037

00:41:19,633 --> 00:41:21,133

THERE'S GOODNESS ABOUT IT.

1038

00:41:21,133 --> 00:41:23,433

THEY'RE HERE TO STAY.

1039

00:41:23,433 --> 00:41:26,000

FEDERAL AGENCIES
SHAPE SOCIAL CHANGE.

1040

00:41:26,000 --> 00:41:27,500

A LOT OF PEOPLE
DON'T LIKE THAT.

1041

00:41:27,500 --> 00:41:29,300

THEY UNDERSTAND THEY GET
THEIR PROGRAM DOLLARS.

1042

00:41:29,300 --> 00:41:31,233

I WANT TO LAUNCH MY ROCKET.

1043

00:41:31,233 --> 00:41:32,666

I WANT TO DO MY BIOLOGY.

1044

00:41:32,666 --> 00:41:35,500

I WANT TO MAKE SURE I DESIGN
THE BEST COMPUTER.

1045

00:41:35,500 --> 00:41:37,766

BUT YOU WORK
FOR THE FEDERAL AGENCY.

1046

00:41:37,766 --> 00:41:40,766
AND THE FEDERAL AGENCY
IS ABOUT SOCIAL CHANGE.

1047
00:41:40,766 --> 00:41:42,533
A PRESIDENT COMES IN,

1048
00:41:42,533 --> 00:41:44,800
AND HE OR SHE
IS GOING TO MANDATE

1049
00:41:44,800 --> 00:41:46,966
THAT WE'RE GOING TO DO SOMETHING
A LITTLE BIT DIFFERENT

1050
00:41:46,966 --> 00:41:49,566
DURING THEIR ADMINISTRATION.

1051
00:41:49,566 --> 00:41:52,233
IF YOU ACCEPT THAT, IT'S A LOT
EASIER TO GET YOUR JOB DONE.

1052
00:41:52,233 --> 00:41:53,833
IF YOU'RE GETTING
TO THAT POINT THAT,

1053
00:41:53,833 --> 00:41:55,466
"OH, NO.
I DON'T NEED TO DO THAT,"

1054
00:41:55,466 --> 00:41:57,266
THEN YOU'RE LOSING SIGHT
OF THE WHOLE REASON

1055
00:41:57,266 --> 00:41:59,966
WHY YOU'RE WORKING
IN THE FEDERAL SECTOR.

1056
00:41:59,966 --> 00:42:03,000
IT'S HERE FOR SOCIAL CHANGE.

1057

00:42:03,000 --> 00:42:05,800

BUT FEDERAL LABORATORIES,
AT THE TIME,

1058

00:42:05,800 --> 00:42:09,666

THEY HAVE OPPORTUNITY TO SHAPE
HISTORY OR MAKE HISTORY.

1059

00:42:09,666 --> 00:42:11,600

THINK OF KEPLER.

1060

00:42:11,600 --> 00:42:16,133

I'LL NEVER, EVER FORGET
THE FACT THAT THIS IS THE CENTER

1061

00:42:16,133 --> 00:42:19,800

THAT FIRST DISCOVERED THERE'S
OTHER PLANETS IN THE UNIVERSE,

1062

00:42:19,800 --> 00:42:25,366

DOCUMENTED OTHER PLANETS
THAT EXIST IN THE UNIVERSE.

1063

00:42:25,366 --> 00:42:26,766

THAT'S HISTORY.

1064

00:42:26,766 --> 00:42:28,233

A HUNDRED YEARS FROM NOW,

1065

00:42:28,233 --> 00:42:30,400

SOMEBODY'S GOING TO BE
DIGITIZING THE STORY,

1066

00:42:30,400 --> 00:42:31,733

AND THEY'RE GOING TO LOOK AT IT,
AND THEY'RE GOING TO SAY,

1067

00:42:31,733 --> 00:42:33,100

"AMES RESEARCH CENTER."

1068

00:42:33,100 --> 00:42:34,933
NOW I FAILED IN ONE THING.

1069

00:42:34,933 --> 00:42:37,166
I WANT ONE OF THOSE PLANETS
TO BE NAMED AFTER ME.

1070

00:42:37,166 --> 00:42:39,566
I WANTED A BRAXTON PLANET.

1071

00:42:39,566 --> 00:42:42,366
I REALLY TRIED HARD
TO GET THAT BRAXTON PLANET.

1072

00:42:42,366 --> 00:42:47,333
ALL I GOT WAS K42B.

1073

00:42:47,333 --> 00:42:49,666
AND THEN
THEY GAVE ME PAPERWORK

1074

00:42:49,666 --> 00:42:52,200
FROM CALIFORNIA DEPARTMENT
OF MOTOR VEHICLE

1075

00:42:52,200 --> 00:42:56,000
TO CHANGE MY NAME TO K42B,

1076

00:42:56,000 --> 00:42:59,533
AND THAT WILL BE THE WAY
I GET MY NAME AFTER A PLANET.

1077

00:42:59,533 --> 00:43:01,633
OKAY?

1078

00:43:01,633 --> 00:43:05,633
NEEDLESS TO SAY,

I'M NOT GOING TO DO THAT.

1079

00:43:05,633 --> 00:43:08,366

AND THEN LASTLY,
THE THING THAT I--

1080

00:43:08,366 --> 00:43:10,500

LIKE I SAID,
IS THE QUESTION I ALWAYS HAD

1081

00:43:10,500 --> 00:43:12,100

WHEN PETE ASKED ME
TO DO THIS JOB,

1082

00:43:12,100 --> 00:43:14,033

CAN A GENERAL MANAGER

1083

00:43:14,033 --> 00:43:16,333

WHO DOESN'T HAVE
A TECHNICAL BACKGROUND

1084

00:43:16,333 --> 00:43:18,100

MANAGE A FEDERAL LABORATORY?

1085

00:43:18,100 --> 00:43:19,433

AND I'M HERE TO SUBMIT--

1086

00:43:19,433 --> 00:43:21,533

I CAME TO THE CONCLUSION,
THE ANSWER IS YES.

1087

00:43:21,533 --> 00:43:24,466

I'VE BEEN VERY EFFECTIVE
IN DOING SO IN MY MIND.

1088

00:43:24,466 --> 00:43:26,733

AND SO THAT WAS
ONE OF THE QUESTIONS

1089

00:43:26,733 --> 00:43:28,566
THAT I HAD OF MYSELF.

1090
00:43:28,566 --> 00:43:32,100
DOUBTED A LITTLE BIT WHEN
THE MAN ASKED ME TO DO THE JOB.

1091
00:43:32,100 --> 00:43:34,733
SO HERE'S A COLLAGE,

1092
00:43:34,733 --> 00:43:38,800
BASICALLY
DEALING WITH ETHNICITY, RACE.

1093
00:43:38,800 --> 00:43:41,066
IT IS A PART OF MY LIFE.

1094
00:43:41,066 --> 00:43:43,633
I DO NOT DENY THAT.

1095
00:43:43,633 --> 00:43:45,400
I CHERISH THAT.

1096
00:43:45,400 --> 00:43:49,000
I WANT PEOPLE
TO UNDERSTAND THAT.

1097
00:43:49,000 --> 00:43:53,866
MY FATHER IS THE ONE THAT
BASICALLY SHOWED ME THE ROADS

1098
00:43:53,866 --> 00:43:56,533
OF HAVING TO COPE
WITH MANY OF THE ADVERSITIES

1099
00:43:56,533 --> 00:43:57,700
THAT HE HAD TO DEAL WITH

1100
00:43:57,700 --> 00:44:00,566

AS AN OFFICER
IN THE U.S. AIR FORCE.

1101

00:44:00,566 --> 00:44:04,533

AND I WATCHED HIM AND HOW HE HAD
TO DEAL WITH THOSE CHALLENGES.

1102

00:44:04,533 --> 00:44:06,633

ONE OF THE THINGS I DIDN'T
LEARN FROM HIM, HE SAYS,

1103

00:44:06,633 --> 00:44:08,033

"DON'T EVER VOLUNTEER."

1104

00:44:08,033 --> 00:44:09,766

AND I VOLUNTEER
A LOT OF TIMES,

1105

00:44:09,766 --> 00:44:11,066

AND I SHOULD HAVE
LISTENED TO HIM.

1106

00:44:11,066 --> 00:44:13,133

OKAY?

1107

00:44:13,133 --> 00:44:17,166

THESE YOUNG LADIES AND THE MEN
INVOLVED IN THE AAAG,

1108

00:44:17,166 --> 00:44:18,766

THEY'VE ALWAYS BEEN THERE.

1109

00:44:18,766 --> 00:44:21,400

THEY'VE ALWAYS BEEN THERE
FOR ME.

1110

00:44:21,400 --> 00:44:23,766

THEY UNDERSTAND WHAT I MAY BE
GOING THROUGH.

1111

00:44:23,766 --> 00:44:27,266

THEY UNDERSTAND THE CHALLENGES
THAT I FACE DAY IN AND DAY OUT.

1112

00:44:27,266 --> 00:44:28,766

A LOT OF PEOPLE DON'T REALIZE,

1113

00:44:28,766 --> 00:44:30,100

YOU HAVE YOUR DEFICIENCIES

1114

00:44:30,100 --> 00:44:31,766

THAT YOU HAVE TO DEAL WITH
IN LIFE.

1115

00:44:31,766 --> 00:44:33,566

BUT A LOT OF PEOPLE
DON'T REALIZE,

1116

00:44:33,566 --> 00:44:37,633

IF I DRESS IN A SUIT AND I WALK
INTO WALMART OR PENNEY'S,

1117

00:44:37,633 --> 00:44:39,100

THERE'S AUTOMATICALLY PEOPLE
WHO ASSUME

1118

00:44:39,100 --> 00:44:41,966

I'M A TELLER
AND I WORK THERE.

1119

00:44:41,966 --> 00:44:44,666

THAT DOESN'T HAPPEN
ON OCCASIONS.

1120

00:44:44,666 --> 00:44:49,666

THAT HAPPENS EVERY FLIPPING TIME
I WALK INTO A DEPARTMENT STORE

1121

00:44:49,666 --> 00:44:51,300

IF I'M WEARING A SUIT.

1122

00:44:51,300 --> 00:44:54,366

IF I'M WEARING REGULAR CLOTHES,

1123

00:44:54,366 --> 00:45:00,166

I'M GONNA SAY, A T-SHIRT, JEANS,
BLUE JEANS AND A HAT,

1124

00:45:00,166 --> 00:45:03,600

AND I'M DRIVING A NICE-LOOKING
CAR, I GET PULLED OVER.

1125

00:45:03,600 --> 00:45:05,566

I GET PULLED OVER ROUTINELY.

1126

00:45:05,566 --> 00:45:06,900

I GOT A NICE MUSTANG.

1127

00:45:06,900 --> 00:45:10,066

MANY OF YOU KNOW
I OWN A 1970 MACH 1 MUSTANG.

1128

00:45:10,066 --> 00:45:12,333

I'VE BEEN PULLED OVER
IN THAT THING ABOUT THREE TIMES,

1129

00:45:12,333 --> 00:45:15,366

BECAUSE PEOPLE CAN'T BELIEVE
I OWN MY OWN CAR.

1130

00:45:15,366 --> 00:45:16,700

OKAY?

1131

00:45:16,700 --> 00:45:18,100

AND GIVE ME THE REASONS

1132

00:45:18,100 --> 00:45:20,566

FOR WHY THEY HAD

A PROBLEM WITH IT

1133

00:45:20,566 --> 00:45:23,366
IS BECAUSE EITHER THE LICENSE
PLATE WAS BEING COVERED UP,

1134

00:45:23,366 --> 00:45:26,633
OR THERE WAS TOO MUCH MUD
ON THE FRONT OF SOMETHING.

1135

00:45:26,633 --> 00:45:32,500
BUT WE KNEW.
I KNEW WHAT WAS GOING ON.

1136

00:45:32,500 --> 00:45:35,366
BUT THAT'S JUST
A FACT IN LIFE.

1137

00:45:35,366 --> 00:45:37,133
IT'S JUST A FACT IN LIFE.

1138

00:45:37,133 --> 00:45:40,033
AND WHAT I REALLY FOUND

1139

00:45:40,033 --> 00:45:42,433
IS THAT YOU'VE GOT TO START
MEASURING PEOPLE

1140

00:45:42,433 --> 00:45:44,533
BASED ON THE CONTENT
OF THEIR CHARACTER.

1141

00:45:44,533 --> 00:45:46,500
YOU JUST WENT THROUGH A TRIP.

1142

00:45:46,500 --> 00:45:48,700
YOU CAN SEE
MY FOUNDATION'S IN FINANCE.

1143

00:45:48,700 --> 00:45:50,200

I WANTED TO MAKE SURE
PEOPLE SEE THAT.

1144

00:45:50,200 --> 00:45:51,866

HERE'S MY FAMILY.

1145

00:45:51,866 --> 00:45:54,033

THAT'S MY ENTIRE FAMILY.

1146

00:45:54,033 --> 00:45:57,900

THAT'S MY WIFE, MY DAUGHTERS,
MY SON, MY GRANDKIDS.

1147

00:45:57,900 --> 00:46:00,466

UNFORTUNATELY, MY FATHER'S NOT
IN THIS PICTURE

1148

00:46:00,466 --> 00:46:02,333

BECAUSE HE WAS BATTLING
LUNG CANCER AT THE TIME,

1149

00:46:02,333 --> 00:46:04,566

BUT HE'S NOW DOING GOOD.

1150

00:46:04,566 --> 00:46:07,033

BUT THAT'S THE FOUNDATION

1151

00:46:07,033 --> 00:46:10,166

THAT HELPED ME GET THROUGH
EVERYTHING IN LIFE,

1152

00:46:10,166 --> 00:46:12,400

TO GET TO THE POINT
WHERE I AM TODAY,

1153

00:46:12,400 --> 00:46:15,833

WHY I CAN TOLERATE THE TIMES
THAT PETE WANTS TO BE

1154

00:46:15,833 --> 00:46:17,500

MAYBE A LITTLE EXPRESSIVE,

1155

00:46:17,500 --> 00:46:20,133

FOR THOSE OF US WHO KNOW
WHAT EXPRESSIVE IS WITH PETE,

1156

00:46:20,133 --> 00:46:24,700

OR TOLERATE THE TIMES WHEN
IT DOESN'T MAKE SENSE TO ME

1157

00:46:24,700 --> 00:46:27,033

WHY HEADQUARTERS
WANTS TO MICROMANAGE US

1158

00:46:27,033 --> 00:46:30,466

WHEN WE KNOW BETTER HOW
TO MAKE SURE THINGS GET DONE.

1159

00:46:30,466 --> 00:46:32,500

IT'S HAVING
THAT SOLID FOUNDATION.

1160

00:46:32,500 --> 00:46:37,000

SO I PUT A LOT INTO
THE CONTENT OF MY CHARACTER,

1161

00:46:37,000 --> 00:46:40,500

AND I PUT A LOT INTO THE CONTENT
OF YOU AS INDIVIDUALS,

1162

00:46:40,500 --> 00:46:41,766

YOUR CHARACTER.

1163

00:46:41,766 --> 00:46:44,333

AND BY ALL THOSE LESSONS
THAT I'VE LEARNED

1164

00:46:44,333 --> 00:46:46,200

THROUGH THE ROAD MAP
OF MY LIFE,

1165
00:46:46,200 --> 00:46:48,766
I'VE BEEN ABLE TO GET
TO THE POSITION I AM

1166
00:46:48,766 --> 00:46:51,066
BECAUSE PEOPLE SOUGHT ME.

1167
00:46:51,066 --> 00:46:53,666
I DIDN'T SEEK THEM
AS MUCH AS THEY SOUGHT ME.

1168
00:46:53,666 --> 00:46:56,000
IT STARTED WITH CHUCK
COMING AFTER ME.

1169
00:46:56,000 --> 00:46:57,633
PETE CAME AFTER ME.

1170
00:46:57,633 --> 00:47:00,100
A GENTLEMAN BY THE NAME OF
RALPH ROBINSON, WHO WAS A CFO,

1171
00:47:00,100 --> 00:47:01,500
HE CAME AFTER ME.

1172
00:47:01,500 --> 00:47:03,100
PEOPLE CAME AFTER ME

1173
00:47:03,100 --> 00:47:05,433
BECAUSE I FOLLOWED
MANY OF THOSE RULES,

1174
00:47:05,433 --> 00:47:07,133
AND I TRIED TO MAKE SURE

1175
00:47:07,133 --> 00:47:08,933

I'D MAKE THEIR LIFE EASIER
FOR THEM.

1176
00:47:08,933 --> 00:47:11,100
SO WHAT DID I GET IN RETURN?

1177
00:47:11,100 --> 00:47:13,266
THIS IS WHAT I GOT IN RETURN.

1178
00:47:13,266 --> 00:47:14,966
MAN, THIS IS GREAT.

1179
00:47:14,966 --> 00:47:16,333
I DON'T KNOW HOW MANY PEOPLE--

1180
00:47:16,333 --> 00:47:17,766
I WENT
TO HARVARD BUSINESS SCHOOL

1181
00:47:17,766 --> 00:47:19,433
ABOUT FIVE YEARS AGO AND SAYS,
"I'M A LITTLE DEPRESSED.

1182
00:47:19,433 --> 00:47:20,766
I THINK I OUGHT
TO GET OUT OF HERE."

1183
00:47:20,766 --> 00:47:22,300
THEY SAID, "ARE YOU CRAZY?"

1184
00:47:22,300 --> 00:47:24,000
"I SPENT ALL MY LIFE
TRYING TO FIGURE OUT

1185
00:47:24,000 --> 00:47:26,833
"HOW TO MAKE PAPER
MORE PROFICIENT,

1186
00:47:26,833 --> 00:47:28,733

"AND YOU GET
TO MEET DIGNITARIES.

1187
00:47:28,733 --> 00:47:30,666

"YOU GET TO GO
TO DISTANT PLANETS.

1188
00:47:30,666 --> 00:47:32,333
YOU GET TO SEE TECHNOLOGY."

1189
00:47:32,333 --> 00:47:33,933
AND BY THE TIME
THE GUY FINISHED

1190
00:47:33,933 --> 00:47:35,400
RAKING ME OVER THE COALS,
I SAID,

1191
00:47:35,400 --> 00:47:37,933
"YOU KNOW, YOU'RE RIGHT.
I'VE GOT IT PRETTY GOOD."

1192
00:47:37,933 --> 00:47:41,833
THIS IS WHAT I GOT FOR BEING
HERE AT THIS LABORATORY.

1193
00:47:41,833 --> 00:47:45,000
I'M VERY PROUD TO BE
A PART OF YOUR TEAM.

1194
00:47:45,000 --> 00:47:47,533
BECAUSE I CAN PUT MY NAME

1195
00:47:47,533 --> 00:47:49,166
ASSOCIATED WITH EVERYTHING
UP THERE,

1196
00:47:49,166 --> 00:47:52,833
WHETHER IT'S KEPLER,
IRIS, LADEE, LCROSS.

1197

00:47:52,833 --> 00:47:55,133

WE HAD OUR OPPORTUNITY
WITH CURIOSITY,

1198

00:47:55,133 --> 00:47:57,766

AIR TRAFFIC MANAGEMENT TO ROAD,
SPACE STATION WORK,

1199

00:47:57,766 --> 00:47:59,833

CUBESATS, YOU KNOW.

1200

00:47:59,833 --> 00:48:03,666

WE DID A LOT IN THE TENURE THAT
I WAS DEPUTY CENTER DIRECTOR

1201

00:48:03,666 --> 00:48:05,833

AND VERY PROUD
TO BE A PART OF THAT.

1202

00:48:05,833 --> 00:48:07,000

OKAY?

1203

00:48:07,000 --> 00:48:09,033

SO WITH THAT,
THAT'S MY STORY.

1204

00:48:09,033 --> 00:48:10,766

THAT'S MY TRIP.

1205

00:48:10,766 --> 00:48:14,933

I'VE BEEN WITH THIS AGENCY,
LIKE THEY SAID, 39 1/2 YEARS.

1206

00:48:14,933 --> 00:48:16,900

I DON'T THINK
IT'S GOING TO GO TO 41.

1207

00:48:16,900 --> 00:48:18,266

SO...

1208

00:48:18,266 --> 00:48:19,700

I REALLY ENJOYED IT,

1209

00:48:19,700 --> 00:48:22,000

AND I HOPE THAT YOU ENJOYED
THE STORY I SHARED WITH YOU.

1210

00:48:22,000 --> 00:48:23,000

THANK YOU.

1211

00:48:23,000 --> 00:48:26,000

[applause]

1212

00:48:35,933 --> 00:48:39,000

- SO WE HAVE TIME
FOR A FEW QUESTIONS.

1213

00:48:39,000 --> 00:48:40,833

IF YOU HAVE A QUESTION,
PLEASE RAISE YOUR HAND

1214

00:48:40,833 --> 00:48:42,900

AND WAIT FOR THE MICROPHONE

1215

00:48:42,900 --> 00:48:46,333

AND STAND WHEN YOU GET
THE MICROPHONE.

1216

00:48:48,300 --> 00:48:50,500

- HEY, LEWIS.

1217

00:48:50,500 --> 00:48:53,166

I THINK THIS IS
WHAT YOU GOT.

1218

00:48:53,166 --> 00:48:54,666

THIS IS WHAT YOU GOT.

1219

00:48:54,666 --> 00:48:57,033

BUT WHAT ONE MISTAKE
DID YOU MAKE?

1220

00:48:57,033 --> 00:48:59,633

- WHAT ONE MISTAKE I MADE?

1221

00:48:59,633 --> 00:49:04,200

- THAT'S A HARD ONE
TO FIGURE OUT, HUH?

1222

00:49:04,200 --> 00:49:08,100

- OH, UM, I HAVE A WEAKNESS.

1223

00:49:08,100 --> 00:49:10,400

SO I'M NOT GONNA SAY
THAT'S ONE MISTAKE.

1224

00:49:10,400 --> 00:49:12,333

IT'S CAUSED ME TO MAKE
A NUMBER OF MISTAKES,

1225

00:49:12,333 --> 00:49:14,966

AND THAT WEAKNESS
IS I CAN BE VERY IMPULSIVE.

1226

00:49:14,966 --> 00:49:17,433

I WANT TO GET SOMETHING,
I WANT TO GET SOMETHING DONE,

1227

00:49:17,433 --> 00:49:21,666

AND SO THAT WEAKNESS WILL
CAUSE ME TO MAKE A STATEMENT

1228

00:49:21,666 --> 00:49:25,266

OR SAY SOMETHING THAT I REGRET,
I SHOULDN'T HAVE SAID,

1229

00:49:25,266 --> 00:49:26,933

BECAUSE I CAN BE
SO IMPULSIVE.

1230

00:49:26,933 --> 00:49:29,900

I HAVE DONE THAT IN MY DEALINGS
WITH ORGANIZED LABOR.

1231

00:49:29,900 --> 00:49:31,133

I OWN UP TO THAT.

1232

00:49:31,133 --> 00:49:32,866

THAT'S BEEN A MISTAKE.

1233

00:49:32,866 --> 00:49:36,866

I'VE DONE THAT SOMETIMES WORKING
WITH SOME OF MY EMPLOYEES.

1234

00:49:36,866 --> 00:49:38,266

OKAY?

1235

00:49:38,266 --> 00:49:40,366

AS FAR AS THINGS GETTING DONE
IN A TIMELY MANNER

1236

00:49:40,366 --> 00:49:41,800

OR GETTING DONE THE RIGHT WAY.

1237

00:49:41,800 --> 00:49:43,266

THOSE ARE MISTAKES.

1238

00:49:43,266 --> 00:49:46,766

AND SO I THINK
I'M BETTER AT IT,

1239

00:49:46,766 --> 00:49:48,266

BUT I STILL GOTTA
WATCH ABOUT IT

1240

00:49:48,266 --> 00:49:50,666

BECAUSE I LIKE TO GET
ACROSS THE FINISH LINE.

1241

00:49:50,666 --> 00:49:54,400

OKAY?

1242

00:49:54,400 --> 00:49:58,000

- LEW, WHAT HAS BEEN ONE
OF YOUR MOST TRYING MOMENTS

1243

00:49:58,000 --> 00:50:01,566

IN YOUR 39 YEARS HERE AT AMES?

1244

00:50:01,566 --> 00:50:04,000

- IT MIGHT HAVE BEEN THE TIME
THAT I WAS IN THE BATHROOM,

1245

00:50:04,000 --> 00:50:05,766

AND SOMEBODY WAS TRYING
TO GET THE BUDGET COMPLETED

1246

00:50:05,766 --> 00:50:08,100

AND WOULDN'T LET ME GET OUT
OF THE STALL.

1247

00:50:08,100 --> 00:50:09,766

THAT WAS A TRYING MOMENT.

1248

00:50:09,766 --> 00:50:10,966

[laughter]

1249

00:50:10,966 --> 00:50:13,500

UH, SERIOUSLY--

1250

00:50:13,500 --> 00:50:17,166

UM, PROBABLY--

1251

00:50:17,166 --> 00:50:21,666

UM, IT ACTUALLY
TURNED OUT TO BE GOOD,

1252
00:50:21,666 --> 00:50:23,566
SO JUST MAKE SURE
I CAPTURE THAT.

1253
00:50:23,566 --> 00:50:25,366
IT'S WHEN SCOTT HUBBARD
CAME TO ME

1254
00:50:25,366 --> 00:50:28,266
AND DECIDED THAT HE NO LONGER
WANTED ME TO BE THE CFO.

1255
00:50:28,266 --> 00:50:30,233
THAT WAS A VERY TRYING MOMENT,

1256
00:50:30,233 --> 00:50:31,966
IN THE SENSE
THAT I LIKED TO MAKE SURE

1257
00:50:31,966 --> 00:50:33,533
I COMPLETED THINGS.

1258
00:50:33,533 --> 00:50:35,100
AND I DIDN'T FEEL AS THOUGH

1259
00:50:35,100 --> 00:50:37,166
I GOT TO COMPLETE THE THINGS
I WANTED COMPLETED

1260
00:50:37,166 --> 00:50:39,966
WHEN I WAS THE CFO, OKAY,
AT THAT TIME.

1261
00:50:39,966 --> 00:50:45,666
AND THEY PUT ME IN THE JOB
TO BE THE CENTER OPS, BASICALLY.

1262

00:50:45,666 --> 00:50:51,366

AND I JUST THOUGHT
I GOT DEMOTED.

1263

00:50:51,366 --> 00:50:53,166

AND I WANTED
TO TRY TO FIGURE OUT:

1264

00:50:53,166 --> 00:50:58,166

HOW WAS I GOING TO BE ABLE TO
WALK TALL AND FEEL STRONG ENOUGH

1265

00:50:58,166 --> 00:51:03,200

THAT I STILL HAD
WHAT THIS CENTER DESIRED?

1266

00:51:03,200 --> 00:51:04,900

IT WAS KIND OF INTERESTING,
THOUGH.

1267

00:51:04,900 --> 00:51:08,066

WHEN I WENT TO OTHER CENTERS,
THEY ALL THOUGHT I GOT PROMOTED,

1268

00:51:08,066 --> 00:51:11,233

'CAUSE WITHIN THE AGENCY,
THE CENTER OP POSITION

1269

00:51:11,233 --> 00:51:14,166

IS CONSIDERED TO BE MORE
PRESTIGIOUS THAN THE CFO JOB.

1270

00:51:14,166 --> 00:51:17,400

BUT IN MY MIND,
THE CFO JOB WAS MORE PRESTIGE,

1271

00:51:17,400 --> 00:51:18,666

AND I HAD
TO WORK THROUGH THAT.

1272
00:51:18,666 --> 00:51:19,900
OKAY?

1273
00:51:19,900 --> 00:51:21,800
SO THAT WAS VERY,
VERY TRYING.

1274
00:51:21,800 --> 00:51:24,500
AND THEN, OF COURSE,
THE REST IS HISTORY.

1275
00:51:24,500 --> 00:51:27,766
YOU KNOW, YOU GOT A CFO JOB
AND WE DID A FEW YURI'S NIGHTS

1276
00:51:27,766 --> 00:51:33,533
AND MADE SURE THAT WE TOOK ON
THE DESIRES OF PETE

1277
00:51:33,533 --> 00:51:35,600
AND TRYING TO MAKE SURE
WE MADE NASA COOL AGAIN.

1278
00:51:35,600 --> 00:51:38,033
AND HE SAW THAT,
AND IT LEVERAGED ME

1279
00:51:38,033 --> 00:51:39,733
INTO THE DEPUTY POSITION.

1280
00:51:39,733 --> 00:51:42,500
IT MADE THE OPPORTUNITY
AVAILABLE,

1281
00:51:42,500 --> 00:51:45,666
WHICH I DON'T THINK WOULD HAVE
HAPPENED IF I WAS CFO.

1282
00:51:45,666 --> 00:51:49,566

OKAY?

1283

00:51:52,833 --> 00:51:51,333

RIGHT HERE.

1284

00:51:52,833 --> 00:51:54,233

- LEW, LOOK UP THERE.

1285

00:51:54,233 --> 00:51:57,133

- HI, LEWIS.

1286

00:51:57,133 --> 00:51:59,800

YOU MENTIONED

TOWARDS THE END

1287

00:51:59,800 --> 00:52:05,700

AN EPISODE WHERE YOU WERE

GETTING BASICALLY DISRESPECTED

1288

00:52:05,700 --> 00:52:08,566

BECAUSE OF YOUR COLOR.

1289

00:52:08,566 --> 00:52:11,633

IS THIS WORSE NOW, BETTER NOW,

1290

00:52:11,633 --> 00:52:13,866

THAN IT WAS

WHEN YOU WERE YOUNGER?

1291

00:52:13,866 --> 00:52:17,233

- UH...

1292

00:52:17,233 --> 00:52:18,733

I THINK IT'S BETTER NOW,

1293

00:52:18,733 --> 00:52:20,566

ONLY BECAUSE I LIVE

IN CALIFORNIA.

1294
00:52:20,566 --> 00:52:21,600
OKAY?

1295
00:52:21,600 --> 00:52:23,233
LET ME MAKE SURE
YOU UNDERSTAND THAT.

1296
00:52:23,233 --> 00:52:25,766
THE YEAR THAT I SPENT
IN WASHINGTON, D.C.,

1297
00:52:25,766 --> 00:52:27,066
WAS AN EYE-OPENER.

1298
00:52:27,066 --> 00:52:28,533
I THOUGHT THE REST
OF THE NATION

1299
00:52:28,533 --> 00:52:32,400
HAD PROGRESSED AS FAR AS I THINK
NORTHERN CALIFORNIA HAS.

1300
00:52:32,400 --> 00:52:34,000
AND I'LL MAKE IT CLEAR.

1301
00:52:34,000 --> 00:52:35,800
I THINK NORTHERN CALIFORNIA
IS LEAPS AND BOUNDS

1302
00:52:35,800 --> 00:52:37,633
OVER SOUTHERN CALIFORNIA,
OKAY?

1303
00:52:37,633 --> 00:52:40,566
WHEN IT COMES TO DEALING
WITH ETHNICITIES.

1304
00:52:40,566 --> 00:52:43,100
BUT IT IS BETTER IN MY MIND.

1305

00:52:43,100 --> 00:52:46,500

BASED ON THE ENVIRONMENT THAT
I'M LIVING IN, IT'S BETTER.

1306

00:52:46,500 --> 00:52:48,933

BUT ONCE I GET
OUTSIDE THIS PROTECTIVE,

1307

00:52:48,933 --> 00:52:53,733

WHAT I CALL, COCOON, IF YOU MAY
CALL IT THAT, THEY'RE THERE.

1308

00:52:53,733 --> 00:52:55,700

THE THINGS ARE--
THE THINGS ARE THERE.

1309

00:52:55,700 --> 00:52:58,166

WHETHER IT'S COMING
TO ACQUIRING--

1310

00:52:58,166 --> 00:53:01,366

AND I CALL IT
INSTITUTIONALIZED.

1311

00:53:01,366 --> 00:53:02,900

GIVE YOU AN EXAMPLE.

1312

00:53:02,900 --> 00:53:04,833

ONE OF THE THINGS
THAT KIND OF TROUBLES ME--

1313

00:53:04,833 --> 00:53:08,700

AND WE'RE THE I.T. CENTER,
IN MY MIND, OF THE AGENCY.

1314

00:53:08,700 --> 00:53:10,433

HISTORICAL BLACK COLLEGES,

1315

00:53:10,433 --> 00:53:15,266

THE NUMBER ONE DEGREE
THAT THEY PRODUCE,

1316

00:53:15,266 --> 00:53:17,566

THE PEOPLE COMING OUT,
IS NORMALLY IN THE I.T. WORLD--

1317

00:53:17,566 --> 00:53:20,200

PROGRAMMING, SOFTWARE,
AND THINGS OF THAT NATURE.

1318

00:53:20,200 --> 00:53:23,066

THAT IS THE NUMBER ONE DEGREE

1319

00:53:23,066 --> 00:53:26,433

THAT IS BEING PRODUCED BY
HISTORICAL BLACK UNIVERSITIES.

1320

00:53:26,433 --> 00:53:29,233

YET IN THE SILICON VALLEY

1321

00:53:29,233 --> 00:53:32,000

WE SAY WE DON'T HAVE
ENOUGH PEOPLE TO HIRE

1322

00:53:32,000 --> 00:53:34,733

TO HAVE THAT BACKGROUND
AND WE PRESS REAL HARD--

1323

00:53:34,733 --> 00:53:37,800

NO DISRESPECT FOR THE PEOPLE
WHO HAVE THE EDUCATION ABROAD--

1324

00:53:37,800 --> 00:53:39,533

BUT WE PRESS REAL HARD
TO MAKE SURE

1325

00:53:39,533 --> 00:53:41,000

WE CAN GO OUT

AND GET THE PEOPLE ABROAD

1326

00:53:41,000 --> 00:53:42,466

AND NOT TAKE IN CONSIDERATION

1327

00:53:42,466 --> 00:53:45,100

THE NUMBER ONE CATEGORY
OF INDIVIDUALS

1328

00:53:45,100 --> 00:53:46,766

THAT ARE
AN UNDERREPRESENTED GROUP,

1329

00:53:46,766 --> 00:53:48,966

THE DEGREE
THEY'RE GETTING IS I.T.,

1330

00:53:48,966 --> 00:53:51,466

WE DON'T EVEN TAP INTO,
OKAY?

1331

00:53:51,466 --> 00:53:52,966

THAT TROUBLES ME.

1332

00:53:52,966 --> 00:53:55,166

NOW I BELIEVE
THAT AS THIS CENTER

1333

00:53:55,166 --> 00:53:56,433

BECOMES MORE AWARE OF THAT,

1334

00:53:56,433 --> 00:53:58,100

THEY'LL TAKE ADVANTAGE
OF THAT.

1335

00:53:58,100 --> 00:54:00,966

I'VE SEEN THAT HAPPEN
ROUTINELY NOW

1336

00:54:00,966 --> 00:54:03,166
BETWEEN TWO GENTLEMEN
THAT I REALLY ADMIRE

1337
00:54:03,166 --> 00:54:05,366
THAT UNDERSTANDS THIS
AND SEEKS IT OUT,

1338
00:54:05,366 --> 00:54:08,500
AND THAT IS EUGENE TU,
WHO IS HEAD OF CODE-T,

1339
00:54:08,500 --> 00:54:11,000
AND THAT'S TOM EDWARDS,
HEAD OF CODE-A.

1340
00:54:11,000 --> 00:54:13,400
IF YOU SHOW THEM
A TALENTED INDIVIDUAL

1341
00:54:13,400 --> 00:54:17,666
THAT IS FROM ONE OF THOSE
INSTITUTIONS, THEY'LL GRAB THEM.

1342
00:54:17,666 --> 00:54:19,133
THEY'LL GRAB THEM.

1343
00:54:19,133 --> 00:54:21,900
AND THAT MAKES ME VERY PROUD
TO BE A PART OF THEIR TEAM.

1344
00:54:21,900 --> 00:54:25,700
BUT AS FAR AS MY YOUTH--
THE YOUTH COMING UP,

1345
00:54:25,700 --> 00:54:27,533
I THINK THE YOUTH
ARE GOING TO FIND

1346
00:54:27,533 --> 00:54:29,200

THAT THINGS ARE SLIDING.

1347

00:54:29,200 --> 00:54:30,666
BECAUSE YOU ASKED ME
IF IT'S GETTING--

1348

00:54:30,666 --> 00:54:32,133
I THINK THINGS WILL SLIDE.

1349

00:54:32,133 --> 00:54:35,533
AND I THINK OUR YOUTH HAS A LOT
TO DO WITH HELPING IT SLIDE.

1350

00:54:35,533 --> 00:54:39,366
YOU CANNOT COMMAND RESPECT

1351

00:54:39,366 --> 00:54:43,866
IF YOU DON'T DEMONSTRATE RESPECT
PUBLICLY TO YOURSELF.

1352

00:54:43,866 --> 00:54:49,433
SO THE MEDIA, THE SONGS,
THE TELEVISION PROGRAMS

1353

00:54:49,433 --> 00:54:54,833
THAT GO ABOUT SHOWING PEOPLE
BEING LESS THAN DOESN'T HELP.

1354

00:54:54,833 --> 00:54:57,566
MY GENERATION
UNDERSTOOD THAT CLEARLY,

1355

00:54:57,566 --> 00:54:59,300
AND THEY TRIED HARD
TO MAKE SURE

1356

00:54:59,300 --> 00:55:01,166
THAT THOSE THINGS
DIDN'T OCCUR,

1357

00:55:01,166 --> 00:55:02,700

BECAUSE IT MADE IT
THAT MUCH MORE DIFFICULT

1358

00:55:02,700 --> 00:55:05,833

WHEN THEY WALKED INTO A ROOM
TO APPLY FOR A JOB

1359

00:55:05,833 --> 00:55:07,500

TO DEAL
WITH THOSE STEREOTYPES.

1360

00:55:07,500 --> 00:55:08,866

OKAY?

1361

00:55:08,866 --> 00:55:11,400

SO I THINK IT'S BETTER FOR ME

1362

00:55:11,400 --> 00:55:14,933

IN THIS AREA
OF THE UNITED STATES.

1363

00:55:14,933 --> 00:55:16,500

I HAD AN OPPORTUNITY
TO GO AND WORK

1364

00:55:16,500 --> 00:55:20,733

AS AN AGENCY-WIDE CFO
AT GODDARD.

1365

00:55:20,733 --> 00:55:22,066

DIDN'T WANT IT,

1366

00:55:22,066 --> 00:55:23,466

BECAUSE I DIDN'T WANT TO BE
IN THE BELTWAY.

1367

00:55:23,466 --> 00:55:25,033

I DIDN'T LIKE WHAT I SAW.

1368

00:55:25,033 --> 00:55:27,300

I KNEW IF I WENT IN THE SOUTH,
BECAUSE I'M VERY OUTSPOKEN,

1369

00:55:27,300 --> 00:55:29,300

THERE WAS NO WAY
I WOULD HAVE A CAREER PATH

1370

00:55:29,300 --> 00:55:31,533

FOR TELLING PEOPLE TO GO TAKE
A FLYING LEAP.

1371

00:55:31,533 --> 00:55:34,466

AND I DIDN'T WANT
TO GO TO HOUSTON

1372

00:55:34,466 --> 00:55:36,400

BECAUSE I WOULD HAVE BEEN BURIED

1373

00:55:36,400 --> 00:55:38,466

WITH MY FAMILY'S SIDE
OF THE HOUSE

1374

00:55:38,466 --> 00:55:40,100

ALWAYS DEALING WITH THE ISSUES

1375

00:55:40,100 --> 00:55:43,500

OF BEING DENIED OPPORTUNITIES
OF JOBS AND GROWTH.

1376

00:55:43,500 --> 00:55:45,300

I THINK
THIS IS A GREAT COMMUNITY.

1377

00:55:45,300 --> 00:55:46,600

THE ONLY OTHER COMMUNITY

1378

00:55:46,600 --> 00:55:48,533

THAT I THINK IS
AS GOOD AS NORTHERN CALIFORNIA

1379
00:55:48,533 --> 00:55:53,000
IS THE SEATTLE-TACOMA AREA,
OKAY, AS FAR AS ETHNICITY.

1380
00:55:53,000 --> 00:55:56,133
I HOPE THAT ANSWERED
YOUR QUESTION.

1381
00:55:56,133 --> 00:55:58,166
- CHECK, CHECK.

1382
00:55:58,166 --> 00:55:59,933
- OH.

1383
00:55:59,933 --> 00:56:01,466
- YEAH, I JUST WANTED TO ASK

1384
00:56:01,466 --> 00:56:03,933
HOW MUCH OF A ROLE DID FEAR
AND PRACTICALITY PLAY

1385
00:56:03,933 --> 00:56:05,833
INTO THE DECISIONS YOU MADE?

1386
00:56:05,833 --> 00:56:10,500
- OH, A LOT.

1387
00:56:10,500 --> 00:56:14,133
THE GREATEST FEAR I HAVE,

1388
00:56:14,133 --> 00:56:16,333
AND I DEAL WITH THIS
EVERY DAY,

1389
00:56:16,333 --> 00:56:20,166
IS WHEN I MAKE A DECISION

OVER SOMEBODY'S LIFE,

1390

00:56:20,166 --> 00:56:22,166

THAT I DIDN'T REALLY
THINK IT THROUGH WELL

1391

00:56:22,166 --> 00:56:25,233

TO MAKE SURE THAT
I CONSIDERED EVERY ASPECT

1392

00:56:25,233 --> 00:56:28,233

BEFORE I DECIDED THAT
THEY'RE NOT QUALIFIED

1393

00:56:28,233 --> 00:56:29,733

OR THEY'RE NOT WARRANTED

1394

00:56:29,733 --> 00:56:32,866

OR THEY'RE NOT GOOD ENOUGH
TO BE IN A CERTAIN POSITION.

1395

00:56:32,866 --> 00:56:34,100

I HAVE TO THINK REALLY HARD.

1396

00:56:34,100 --> 00:56:36,100

I ALWAYS TELL MYSELF:

1397

00:56:36,100 --> 00:56:38,300

CAN I LOOK IN THE MIRROR
AND WALK AWAY

1398

00:56:38,300 --> 00:56:40,533

AND SAY THAT I DID
EVERYTHING THAT I COULD

1399

00:56:40,533 --> 00:56:45,133

TO MAKE SURE THAT
THAT PERSON OR THAT GROUP

1400

00:56:45,133 --> 00:56:48,600
HAD A FAIR OPPORTUNITY
TO BE SUCCESSFUL?

1401
00:56:48,600 --> 00:56:51,800
IF I CAN WALK AWAY FROM THAT,
I FEEL GOOD.

1402
00:56:51,800 --> 00:56:54,400
IF I WALK AWAY
AND DON'T FEEL GOOD,

1403
00:56:54,400 --> 00:56:55,533
YOU KNOW, THAT'S MY FEAR.

1404
00:56:55,533 --> 00:56:57,000
I DON'T WANT TO WALK AWAY

1405
00:56:57,000 --> 00:56:59,533
AND FEEL LIKE I DIDN'T GIVE
THAT PERSON A FAIR SHAKE.

1406
00:56:59,533 --> 00:57:01,466
OKAY?
THAT'S FEAR.

1407
00:57:01,466 --> 00:57:06,200
THE OTHER FEAR I HAVE IS LETTING
DOWN ORGANIZATIONS AND GROUPS.

1408
00:57:06,200 --> 00:57:10,433
AND EVEN THOUGH
I MADE THE DECISION

1409
00:57:10,433 --> 00:57:13,533
THAT, YOU KNOW, I'M NOT GOING
TO BE AT AMES MUCH LONGER,

1410
00:57:13,533 --> 00:57:16,766
I ALWAYS FEAR LETTING DOWN

THE PEOPLE OF AMES.

1411

00:57:16,766 --> 00:57:18,233

I GREW UP HERE.

1412

00:57:18,233 --> 00:57:21,600

AND I DON'T WANT
MY LEGACY TO BE

1413

00:57:21,600 --> 00:57:26,000

THAT I WALKED AWAY WHEN
THINGS WERE AT ITS TOUGHEST,

1414

00:57:26,000 --> 00:57:28,466

OR I SET THINGS UP
IN SUCH A WAY

1415

00:57:28,466 --> 00:57:32,000

THAT PEOPLE DIDN'T FARE WELL

1416

00:57:32,000 --> 00:57:35,433

BECAUSE I DIDN'T MAKE SURE
I STAYED IN THE GAME

1417

00:57:35,433 --> 00:57:37,233

OR I DIDN'T MAKE SURE
I MADE THE RIGHT DECISIONS

1418

00:57:37,233 --> 00:57:39,100

SO THAT THEY CAN
STILL HAVE THE TYPE OF LIFE

1419

00:57:39,100 --> 00:57:40,533

THEY'RE ACCUSTOMED TO,

1420

00:57:40,533 --> 00:57:41,966

BEING A PART
OF THIS LABORATORY

1421

00:57:41,966 --> 00:57:43,900
IN THIS PART OF THE COUNTRY
IN THE UNITED STATES.

1422
00:57:43,900 --> 00:57:45,533
THOSE THINGS ARE ALWAYS
IN MY MIND.

1423
00:57:45,533 --> 00:57:47,066
AND MY WIFE GETS TIRED,
SAYS,

1424
00:57:47,066 --> 00:57:48,500
"WHEN ARE YOU GOING TO PUT
THE BLACKBERRY DOWN?

1425
00:57:48,500 --> 00:57:51,066
"WE CAN'T EVEN GO OUT
AND HAVE A GOOD, ROMANTIC TIME,

1426
00:57:51,066 --> 00:57:52,600
"CAUSE ALL YOU WANT TO DO
IS LOOK AT THE BLACKBERRY,

1427
00:57:52,600 --> 00:57:55,066
BLACKBERRY, BLACKBERRY,
BLACKBERRY," YOU KNOW?

1428
00:57:55,066 --> 00:57:56,166
[laughter]

1429
00:57:56,166 --> 00:57:57,533
SO...

1430
00:57:57,533 --> 00:58:00,966
BUT, YOU KNOW, THOSE THINGS--

1431
00:58:00,966 --> 00:58:03,066
THOSE THINGS ARE WITH ME
ALL THE TIME.

1432

00:58:03,066 --> 00:58:04,933
I WONDER WHAT IT'S GOING
TO BE LIKE WHEN I RETIRE.

1433

00:58:04,933 --> 00:58:06,233
AND AM I GOING TO FINALLY
BE ABLE TO JUST...

1434

00:58:06,233 --> 00:58:07,566
[exhales]

1435

00:58:07,566 --> 00:58:10,800
AND LET SOMEBODY ELSE
HAVE THAT RESPONSIBILITY?

1436

00:58:10,800 --> 00:58:12,166
OKAY.

1437

00:58:12,166 --> 00:58:13,300
YEAH?

1438

00:58:13,300 --> 00:58:15,366
YOU GOT ANOTHER ONE?

1439

00:58:15,366 --> 00:58:17,600
- JUST A FOLLOW-UP QUESTION
TO WHAT YOU FINISHED OFF--

1440

00:58:17,600 --> 00:58:20,266
HOW YOU FINISHED OFF.
DO YOU KNOW--

1441

00:58:20,266 --> 00:58:24,833
I MEAN, IS IT UP TO YOU WHO
YOUR RESPONSIBILITY GOES DOWN TO

1442

00:58:24,833 --> 00:58:27,033
AFTER YOU PLAN TO LEAVE

IN LESS THAN A YEAR?

1443

00:58:27,033 --> 00:58:28,766

- NO.

1444

00:58:28,766 --> 00:58:31,066

POLITICS, POLITICS, POLITICS.

1445

00:58:31,066 --> 00:58:33,266

OKAY?

1446

00:58:33,266 --> 00:58:36,500

YOU KNOW, LIKE I SAID,

THE FEDERAL AGENCY

1447

00:58:36,500 --> 00:58:41,266

DRIVES ADMINISTRATION POLICIES,
PLATFORMS.

1448

00:58:41,266 --> 00:58:44,366

AND THE ADMINISTRATOR
IS A POLITICAL APPOINTEE.

1449

00:58:44,366 --> 00:58:48,200

AND MOST LIKELY THEY'RE GOING
TO WANT TO PICK SOMEBODY

1450

00:58:48,200 --> 00:58:51,466

THAT HAS THEIR PHILOSOPHY
IN MIND.

1451

00:58:51,466 --> 00:58:53,166

THEY'RE NOT GOING
TO WANT TO PICK SOMEBODY

1452

00:58:53,166 --> 00:58:54,766

WHO DOESN'T HAVE
THEIR PHILOSOPHY IN MIND.

1453

00:58:54,766 --> 00:58:56,466
I CAN GIVE A RECOMMENDATION.

1454
00:58:56,466 --> 00:58:58,300
THEY'RE ALWAYS GOING TO ASK
FOR A RECOMMENDATION.

1455
00:58:58,300 --> 00:59:00,500
AND I THINK THERE'S
ABOUT THREE INDIVIDUALS HERE,

1456
00:59:00,500 --> 00:59:02,566
IF THEY ASK ME WHO THEY ARE,

1457
00:59:02,566 --> 00:59:03,933
WHICH I'M NOT GOING TO TELL YOU,

1458
00:59:03,933 --> 00:59:05,233
BUT THERE'S THREE INDIVIDUALS

1459
00:59:05,233 --> 00:59:07,233
THAT I WOULD
DEFINITELY MAKE SURE

1460
00:59:07,233 --> 00:59:09,000
THAT THE ADMINISTRATOR
AND PETE WORDEN

1461
00:59:09,000 --> 00:59:10,466
KNOW I THINK
ARE THE RIGHT PEOPLE

1462
00:59:10,466 --> 00:59:11,900
TO BE IN THE JOB THAT I HAVE.

1463
00:59:11,900 --> 00:59:13,266
OKAY?

1464
00:59:13,266 --> 00:59:15,433

BUT THE FINAL CALL COMES DOWN

1465

00:59:15,433 --> 00:59:18,466
TO PETE WORDEN
AND THE ADMINISTRATOR.

1466

00:59:18,466 --> 00:59:20,733
AND IT BASICALLY IS:

1467

00:59:20,733 --> 00:59:23,166
WHERE DO THEY WANT
THIS AGENCY

1468

00:59:23,166 --> 00:59:24,633
AND WHERE DO THEY WANT
THIS CENTER,

1469

00:59:24,633 --> 00:59:27,266
THIS LABORATORY TO BE, BASED
ON THE CURRENT ADMINISTRATION?

1470

00:59:27,266 --> 00:59:29,000
IS KIND OF WHAT
IT COMES DOWN TO.

1471

00:59:29,000 --> 00:59:30,800
OKAY?

1472

00:59:30,800 --> 00:59:34,266
- SO PLEASE JOIN ME IN THANKING

1473

00:59:34,266 --> 00:59:38,366
OUR MENTOR AND CENTER DEPUTY
DIRECTOR, LEW BRAXTON.

1474

00:59:38,366 --> 00:59:41,366
[applause]

1475

00:59:41,366 --> 00:59:44,166

THAT WAS REALLY GREAT.
- THANKS.