



1  
00:00:01,133 --> 00:00:07,500  
[musical tones]  
[electronic sounds of data]

2  
00:00:07,500 --> 00:00:13,466  
[music playing]

3  
00:00:16,233 --> 00:00:22,200  
So, welcome to the 2015  
NASA Ames Summer Series.

4  
00:00:23,600 --> 00:00:27,666  
If you look at NASA, you see  
lots of great achievements.

5  
00:00:27,666 --> 00:00:30,166  
You usually think of missions:

6  
00:00:30,166 --> 00:00:34,300  
missions to Mars,  
mission exploring other planets,

7  
00:00:34,300 --> 00:00:36,966  
or what used to be planets  
like Pluto,

8  
00:00:36,966 --> 00:00:39,366  
currently in the news.

9  
00:00:41,033 --> 00:00:43,633  
What we miss  
is behind all of that,

10  
00:00:43,633 --> 00:00:46,566  
is lots of different expertise,

11  
00:00:46,566 --> 00:00:50,133  
not just science  
and technology expertise.

12

00:00:50,133 --> 00:00:53,566

It really takes a group  
of lots of professionals

13

00:00:53,566 --> 00:00:57,166

to achieve the greatness  
that we achieve as an agency

14

00:00:57,166 --> 00:00:59,066

and as a nation.

15

00:01:01,066 --> 00:01:05,066

Also, as we develop and build

16

00:01:05,066 --> 00:01:07,633

what NASA will do in the future,

17

00:01:07,633 --> 00:01:11,066

it is really important  
to take lessons learned

18

00:01:11,066 --> 00:01:14,233

from the people who have come  
before us.

19

00:01:16,800 --> 00:01:21,333

Today's talk, entitled, "Taking  
the Rearview Mirror Test

20

00:01:21,333 --> 00:01:23,666

and Passing With Flying Colors!"

21

00:01:23,666 --> 00:01:27,266

will be given by Chuck Duff,

22

00:01:27,266 --> 00:01:31,066

NASA Ames  
Director of Center Operations.

23

00:01:32,733 --> 00:01:36,400

Chuck started his career  
at the U.S. Air Force

24

00:01:36,400 --> 00:01:38,600

as a civilian,

25

00:01:38,600 --> 00:01:43,266

and he started as a contract  
specialist in California,

26

00:01:43,266 --> 00:01:48,600

and then moved on to Washington,  
Maryland and Washington,

27

00:01:48,600 --> 00:01:52,333

and became  
a procurement analyst.

28

00:01:52,333 --> 00:01:55,900

Within that time span  
of eight years,

29

00:01:55,900 --> 00:01:59,233

he rose to actually  
being the sole

30

00:01:59,233 --> 00:02:01,633

Air Force Action Officer

31

00:02:01,633 --> 00:02:04,933

responsible for developing,  
coordinating, and implementing

32

00:02:04,933 --> 00:02:08,800

Air Force actions relative  
to a Department of Justice

33

00:02:08,800 --> 00:02:14,066  
Ill Wind procurement fraud  
investigation.

34

00:02:15,400 --> 00:02:17,966  
And after that he saw the light  
and said,

35

00:02:17,966 --> 00:02:21,966  
"Let me go join NASA,"

36

00:02:21,966 --> 00:02:26,766  
and so he spent  
the last 20 or so years

37

00:02:26,766 --> 00:02:29,033  
here working for NASA.

38

00:02:29,033 --> 00:02:31,933  
First started  
at Washington, D.C.,

39

00:02:31,933 --> 00:02:35,500  
then came  
to NASA Ames Research Center

40

00:02:35,500 --> 00:02:40,333  
where he is right now the  
Director of Center Operations.

41

00:02:40,333 --> 00:02:44,133  
During that time,  
he did decide to go to D.C.

42

00:02:44,133 --> 00:02:47,733  
for a little stint of a detail.

43

00:02:47,733 --> 00:02:51,566  
He has many certificates  
and awards

44

00:02:51,566 --> 00:02:54,266  
that came through his career.

45

00:02:54,266 --> 00:02:55,500  
One, for example,

46

00:02:55,500 --> 00:02:58,933  
is NASA Exceptional Achievement  
Medal for Service

47

00:02:58,933 --> 00:03:01,533  
as Deputy Center Director here

48

00:03:01,533 --> 00:03:04,633  
when he was the acting  
Center Director.

49

00:03:04,633 --> 00:03:07,700  
Please join me in welcoming  
Chuck Duff.

50

00:03:07,700 --> 00:03:10,100  
[applause]

51

00:03:10,100 --> 00:03:11,700  
Thank you, bud.

52

00:03:11,700 --> 00:03:13,966  
Appreciate it.

53

00:03:13,966 --> 00:03:17,200  
Well, it's apparent that  
my friendship dues to Jacob

54

00:03:17,200 --> 00:03:19,366  
are due at the moment right now,

55

00:03:19,366 --> 00:03:22,633

so I will settle up with you  
afterwards, Jacob.

56

00:03:22,633 --> 00:03:25,000

Thank you for that kind  
introduction.

57

00:03:25,000 --> 00:03:28,400

As Jacob said, a lot  
of the talks that are given

58

00:03:28,400 --> 00:03:30,700

in the Summer Series  
are covering a lot of

59

00:03:30,700 --> 00:03:33,000

different  
technical areas and the like.

60

00:03:33,000 --> 00:03:36,433

I would like to submit that,  
as Jacob pointed out,

61

00:03:36,433 --> 00:03:40,266

technical areas are not just  
science, math, and engineering.

62

00:03:40,266 --> 00:03:41,866

There's a lot of folks  
behind the scenes,

63

00:03:41,866 --> 00:03:43,333

and right in the middle  
of the scenes,

64

00:03:43,333 --> 00:03:45,566

often in the forefront,  
that pull it off,

65

00:03:45,566 --> 00:03:48,133  
and so some of these lessons  
are actually--

66  
00:03:48,133 --> 00:03:50,966  
I'm gonna touch on a little bit  
of that as I go.

67  
00:03:50,966 --> 00:03:54,333  
Jacob, why don't we go  
to the next slide.

68  
00:03:54,333 --> 00:03:56,600  
First things first, snapshots.

69  
00:03:56,600 --> 00:03:58,433  
You know, I say it will  
be a little bit different

70  
00:03:58,433 --> 00:03:59,500  
than the normal.

71  
00:03:59,500 --> 00:04:01,066  
It is a chance to chat.

72  
00:04:01,066 --> 00:04:03,733  
Like I say, it's about things  
like relationships

73  
00:04:03,733 --> 00:04:05,733  
and it's about the people  
you know

74  
00:04:05,733 --> 00:04:07,500  
and it's about  
what you stand for

75  
00:04:07,500 --> 00:04:10,166  
that it often makes  
the backbone

76

00:04:10,166 --> 00:04:12,533  
of the things that we do  
at NASA possible.

77

00:04:12,533 --> 00:04:14,266  
Takes a whole team.

78

00:04:14,266 --> 00:04:17,133  
The most important person  
on the planet that day at NASA

79

00:04:17,133 --> 00:04:19,133  
could be  
the human resources specialist

80

00:04:19,133 --> 00:04:21,033  
who's hiring the scheduler  
for a program

81

00:04:21,033 --> 00:04:22,666  
that can't move forward  
without it.

82

00:04:22,666 --> 00:04:24,200  
It could be someone  
in facilities.

83

00:04:24,200 --> 00:04:25,866  
It could be someone  
in security,

84

00:04:25,866 --> 00:04:27,200  
in our fire department.

85

00:04:27,200 --> 00:04:29,933  
It could be anywhere--  
in public relations.

86

00:04:29,933 --> 00:04:31,166

It takes a whole team,

87

00:04:31,166 --> 00:04:32,833

and I think it's really  
important to emphasize

88

00:04:32,833 --> 00:04:35,033

that point.

89

00:04:35,033 --> 00:04:37,666

Believe me, I'm not one  
for regrets at all.

90

00:04:37,666 --> 00:04:40,166

The "Woulda, shoulda, could've"  
team,

91

00:04:40,166 --> 00:04:42,266

that one I'm not on.

92

00:04:42,266 --> 00:04:45,166

There's only "Get on it,  
get with the program,

93

00:04:45,166 --> 00:04:47,433

and make some decisions  
as you go,"

94

00:04:47,433 --> 00:04:52,100

and what I've tried to do today  
is I'm gonna share a combination

95

00:04:52,100 --> 00:04:56,633

of some of my experiences with  
what I refer to as the rules.

96

00:04:56,633 --> 00:04:58,733

Now, I don't know if there  
are any fans in the audience

97

00:04:58,733 --> 00:05:00,933  
of "Pirates of the Caribbean."

98

00:05:00,933 --> 00:05:02,800  
They--what was it?  
Parlay?

99

00:05:02,800 --> 00:05:06,066  
They said,  
"They're more like guidelines."

100

00:05:06,066 --> 00:05:08,066  
Actually, they should be applied  
in moderation

101

00:05:08,066 --> 00:05:10,200  
as I'll point,  
with the exception of only one,

102

00:05:10,200 --> 00:05:11,666  
and that'll be the first one,

103

00:05:11,666 --> 00:05:14,866  
so with that, why don't we go  
ahead and launch into it,

104

00:05:14,866 --> 00:05:17,000  
and I'm gonna bounce around  
my career.

105

00:05:17,000 --> 00:05:20,333  
Jacob made some references  
to various places I've been

106

00:05:20,333 --> 00:05:24,200  
over time, and I--so, we're not  
gonna do this chronologically.

107

00:05:24,200 --> 00:05:25,500  
Okay?

108  
00:05:25,500 --> 00:05:27,733  
We're going to use the "rules"  
as the backdrop,

109  
00:05:27,733 --> 00:05:30,600  
so bear with it, and at the end,  
if you have any questions

110  
00:05:30,600 --> 00:05:32,300  
I'll be happy to answer those

111  
00:05:32,300 --> 00:05:35,666  
about why did I do what I did  
at that time or what have you.

112  
00:05:35,666 --> 00:05:36,733  
I'm all game.

113  
00:05:36,733 --> 00:05:39,900  
No questions are off the table  
today.

114  
00:05:39,900 --> 00:05:41,066  
The first one.

115  
00:05:41,066 --> 00:05:45,133  
I think it goes without saying,  
okay?

116  
00:05:45,133 --> 00:05:47,700  
It's up to all of us  
to own it, right?

117  
00:05:47,700 --> 00:05:49,100  
You have to own your integrity.

118

00:05:49,100 --> 00:05:50,800  
No one can take it away.

119  
00:05:50,800 --> 00:05:52,433  
You can only give it away.

120  
00:05:52,433 --> 00:05:54,866  
Many of you probably heard  
like expressions.

121  
00:05:54,866 --> 00:05:57,533  
I happen to really, really,  
really believe it, okay?

122  
00:05:57,533 --> 00:06:00,366  
And I think it also builds  
the basis and the backbone

123  
00:06:00,366 --> 00:06:02,466  
for the structure  
of who you are,

124  
00:06:02,466 --> 00:06:05,266  
what you stand for,  
what you believe in,

125  
00:06:05,266 --> 00:06:08,233  
and by the way, how you're  
going to apply that in a way

126  
00:06:08,233 --> 00:06:11,833  
that allows you and your  
missions to be successful, okay?

127  
00:06:11,833 --> 00:06:15,100  
So, at the end of the day,  
the reference to Ill Wind--

128  
00:06:15,100 --> 00:06:16,766  
Jacob made a reference to that.

129

00:06:16,766 --> 00:06:21,333

Believe it or not, yes, I did  
have on many a foggy night

130

00:06:21,333 --> 00:06:23,300

down at the old torpedo factory,

131

00:06:23,300 --> 00:06:27,266

and I kid you not, meetings  
with gentlemen in trench coats

132

00:06:27,266 --> 00:06:30,500

with brimmed hats  
under the foggy light

133

00:06:30,500 --> 00:06:33,366

talking about things  
that people did,

134

00:06:33,366 --> 00:06:36,766

and I was on a team that helped  
make sure that

135

00:06:36,766 --> 00:06:38,233

that didn't continue.

136

00:06:38,233 --> 00:06:40,733

What was happening was people--  
I hate to say it this way.

137

00:06:40,733 --> 00:06:42,500

Government--  
senior government officials--

138

00:06:42,500 --> 00:06:44,200

were selling their soul,

139

00:06:44,200 --> 00:06:46,566

giving away source selection  
information and the like

140

00:06:46,566 --> 00:06:48,433

to other contractors  
and the like

141

00:06:48,433 --> 00:06:49,966

for personal gain.

142

00:06:49,966 --> 00:06:52,100

I know it sounds  
like I'm an attorney

143

00:06:52,100 --> 00:06:53,433

in an ethics briefing.

144

00:06:53,433 --> 00:06:55,466

Believe me, it'll get a lot  
more fun after this,

145

00:06:55,466 --> 00:06:58,233

but the point was, believe me,  
I learned an awful lot

146

00:06:58,233 --> 00:07:00,733

about me, about people,

147

00:07:00,733 --> 00:07:02,900

about the integrity  
of the process,

148

00:07:02,900 --> 00:07:05,633

and how valuable that is.

149

00:07:05,633 --> 00:07:08,133

It gave me no great pleasure  
to be part of a team

150

00:07:08,133 --> 00:07:10,533  
that actually caused people  
to have to go to jail.

151  
00:07:10,533 --> 00:07:11,766  
That wasn't a highlight for me.

152  
00:07:11,766 --> 00:07:13,166  
That part wasn't.

153  
00:07:13,166 --> 00:07:15,600  
What was is that the process  
really took the opportunity

154  
00:07:15,600 --> 00:07:20,066  
to learn and correct itself in  
ways that actually improved it.

155  
00:07:20,066 --> 00:07:22,866  
But it was an amazing  
experience, actually,

156  
00:07:22,866 --> 00:07:24,533  
going through that kind  
of relationship.

157  
00:07:24,533 --> 00:07:26,366  
Here I am, a contracts guy  
at the time.

158  
00:07:26,366 --> 00:07:28,633  
What the heck are you doing  
involved in that kind of thing?

159  
00:07:28,633 --> 00:07:30,066  
Well, it was because we needed--

160  
00:07:30,066 --> 00:07:32,866  
I call it  
my "Gilligan's Island" tour,

161

00:07:32,866 --> 00:07:36,033

for those in the audience  
old enough to recall.

162

00:07:36,033 --> 00:07:37,266

Three-hour cruise.

163

00:07:37,266 --> 00:07:39,900

I actually went  
to Washington, D.C. for--

164

00:07:39,900 --> 00:07:41,566

to work  
at Andrews Air Force Base,

165

00:07:41,566 --> 00:07:42,866

and I'll talk about that  
in a sec,

166

00:07:42,866 --> 00:07:44,700

but the bottom line is I ended  
up at the Pentagon

167

00:07:44,700 --> 00:07:46,966

for about four years  
instead of three weeks.

168

00:07:46,966 --> 00:07:49,866

So, learned an awful lot working  
for a two-star general

169

00:07:49,866 --> 00:07:52,500

at the time, and--  
about organizing,

170

00:07:52,500 --> 00:07:56,500

about working with people,  
about multiagency interactions,

171

00:07:56,500 --> 00:07:57,666

all the services.

172

00:07:57,666 --> 00:08:00,266

It was really quite

an amazing experience,

173

00:08:00,266 --> 00:08:04,033

but at the core of it,

rule number one applies.

174

00:08:04,033 --> 00:08:06,666

Rule number two:

175

00:08:06,666 --> 00:08:08,333

"be true to yourself."

176

00:08:08,333 --> 00:08:09,900

Believe me, that one--

177

00:08:09,900 --> 00:08:11,733

I was with the Air Force

that Jacob mentioned

178

00:08:11,733 --> 00:08:13,100

for about eight years.

179

00:08:13,100 --> 00:08:15,800

That rule--this one comes

to mind and I apply this example

180

00:08:15,800 --> 00:08:17,500

because it was one

of the hardest decisions

181

00:08:17,500 --> 00:08:18,833

I made in my life,

182

00:08:18,833 --> 00:08:21,000  
and that was to actually  
leave the Air Force.

183  
00:08:21,000 --> 00:08:22,300  
I had no reason to leave.

184  
00:08:22,300 --> 00:08:24,100  
I loved it.  
I was on a great path,

185  
00:08:24,100 --> 00:08:25,366  
working on amazing programs.

186  
00:08:25,366 --> 00:08:27,266  
There were things  
I was getting to do

187  
00:08:27,266 --> 00:08:29,033  
that most would never have  
the opportunity.

188  
00:08:29,033 --> 00:08:30,200  
But NASA calls and said,

189  
00:08:30,200 --> 00:08:32,233  
"Hi, how about you come  
our way?"

190  
00:08:32,233 --> 00:08:35,700  
And when I sat and looked at it,  
I said, "Hey.

191  
00:08:35,700 --> 00:08:38,100  
This just looks  
too interesting."

192  
00:08:38,100 --> 00:08:41,633  
It was about civilian space  
rather than military space.

193

00:08:41,633 --> 00:08:44,766

It was about cost reimbursable,  
and university work,

194

00:08:44,766 --> 00:08:46,166

and research work rather than

195

00:08:46,166 --> 00:08:48,300

large weapon systems  
procurement.

196

00:08:48,300 --> 00:08:50,466

So, again, there was  
this large void in experience

197

00:08:50,466 --> 00:08:51,800

I didn't have,

198

00:08:51,800 --> 00:08:54,633

and believe me,  
it was really hard walking into

199

00:08:54,633 --> 00:08:56,600

my two boss' offices and saying,

200

00:08:56,600 --> 00:08:58,133

"I've been offered  
this opportunity.

201

00:08:58,133 --> 00:08:59,266

I think I'm gonna take it."

202

00:08:59,266 --> 00:09:02,233

And that was Ira Kemp  
and John Slinkard,

203

00:09:02,233 --> 00:09:04,633

and two heroes in my life.

204

00:09:04,633 --> 00:09:06,633

Amazing, amazing people.

205

00:09:06,633 --> 00:09:09,166

So...but I made the choice,

206

00:09:09,166 --> 00:09:11,200

and now, "Not at the expense  
of others."

207

00:09:11,200 --> 00:09:13,533

Well some of you,  
"Wait a minute, you left.

208

00:09:13,533 --> 00:09:15,600

Well, maybe they wanted  
you gone."

209

00:09:15,600 --> 00:09:18,400

Hopefully that wasn't the case,  
but the point is

210

00:09:18,400 --> 00:09:21,600

that how you avoid  
the expense part,

211

00:09:21,600 --> 00:09:24,166

especially while  
you're employed,

212

00:09:24,166 --> 00:09:26,966

is to really, really give it  
your all while you're there.

213

00:09:26,966 --> 00:09:30,600

In other words, spend the time  
and invest.

214

00:09:30,600 --> 00:09:31,933

You know,  
you'll see another rule

215

00:09:31,933 --> 00:09:33,633

called "give more  
than you take."

216

00:09:33,633 --> 00:09:36,900

Take those experiences,  
and actually sit down

217

00:09:36,900 --> 00:09:38,933

and give it your all  
while you're there.

218

00:09:38,933 --> 00:09:43,166

So tough decision, but it's been  
amazing, and here, you know,

219

00:09:43,166 --> 00:09:46,500

20 years later I'm, you know,  
with NASA still,

220

00:09:46,500 --> 00:09:49,233

and it's been an amazing  
experience.

221

00:09:49,233 --> 00:09:52,733

Ironically, I do still do work  
with the Air Force.

222

00:09:52,733 --> 00:09:54,766

Actually, in the same  
program area as I did

223

00:09:54,766 --> 00:09:56,100

when I started my career,

224

00:09:56,100 --> 00:09:58,500

which is really, really,  
really cool,

225

00:09:58,500 --> 00:10:00,466

so I get--I'm kind of closing  
a circle,

226

00:10:00,466 --> 00:10:03,366

beginning at an end  
as I get ready to retire here.

227

00:10:03,366 --> 00:10:05,333

Okay, Jacob.

228

00:10:05,333 --> 00:10:06,333

All right.

229

00:10:06,333 --> 00:10:07,733

"Never give up,  
never surrender."

230

00:10:07,733 --> 00:10:09,633

This is a really easy one, okay?

231

00:10:09,633 --> 00:10:11,700

I have to contribute  
"Never surrender"

232

00:10:11,700 --> 00:10:13,066

to "Galaxy Quest,"

233

00:10:13,066 --> 00:10:16,100

I mean, one of those highly  
technical movies.

234

00:10:16,100 --> 00:10:19,533

You know, but the kids loved  
it, and I always told them,

235

00:10:19,533 --> 00:10:20,866  
"Never give up."

236  
00:10:20,866 --> 00:10:22,433  
Then Courtney, of course,  
my daughter,

237  
00:10:22,433 --> 00:10:24,100  
jumps in,  
"Never surrender,"

238  
00:10:24,100 --> 00:10:25,766  
and we go,  
"Good for you, Court."

239  
00:10:25,766 --> 00:10:29,900  
And same with Karl,  
so the key to this one is

240  
00:10:29,900 --> 00:10:33,366  
any of you ever been told no  
to something you wanted before?

241  
00:10:33,366 --> 00:10:35,566  
Especially as you're looking  
for a job?

242  
00:10:35,566 --> 00:10:38,733  
I was a graduate  
of Whitman College.

243  
00:10:38,733 --> 00:10:41,666  
Actually, I had more hours  
in my first major

244  
00:10:41,666 --> 00:10:43,000  
which is economics

245  
00:10:43,000 --> 00:10:45,666  
until I switched it

to political science

246

00:10:45,666 --> 00:10:48,100  
with an emphasis in  
international security affairs

247

00:10:48,100 --> 00:10:51,166  
with a thesis on MX missile  
system basing options.

248

00:10:51,166 --> 00:10:53,433  
I'm a really interesting guy,  
aren't I?

249

00:10:53,433 --> 00:10:57,066  
Anyway, it's--what happened was  
is I was committed

250

00:10:57,066 --> 00:11:00,333  
to actually going to pursue  
not just a career in business,

251

00:11:00,333 --> 00:11:02,966  
but I love--  
I've always loved my spaceships

252

00:11:02,966 --> 00:11:04,266  
and airplanes.

253

00:11:04,266 --> 00:11:06,333  
Now matter how you wanted to fit  
into that community--

254

00:11:06,333 --> 00:11:08,400  
and I don't fit in, like I say,  
from the technical side,

255

00:11:08,400 --> 00:11:10,900  
even though I'm  
an "armchair engineer"--

256

00:11:10,900 --> 00:11:14,166  
the fact remains that it took me  
about 18 months

257

00:11:14,166 --> 00:11:15,700  
of a lot of "no."

258

00:11:15,700 --> 00:11:19,033  
If I had been  
a computer scientist in 1981,

259

00:11:19,033 --> 00:11:21,066  
I'd have had 20 job offers

260

00:11:21,066 --> 00:11:22,333  
on the spot.

261

00:11:22,333 --> 00:11:23,800  
But I wasn't  
a computer scientist,

262

00:11:23,800 --> 00:11:27,466  
and, "no," and, "no," and, "no,"  
and, "no" again.

263

00:11:27,466 --> 00:11:29,033  
I wasn't gonna take no  
for an answer.

264

00:11:29,033 --> 00:11:31,233  
Not gonna happen.  
I'm going to do this.

265

00:11:31,233 --> 00:11:32,700  
I'm not just going  
to do generic.

266

00:11:32,700 --> 00:11:34,533

I'm not going to settle.

267

00:11:34,533 --> 00:11:37,466

Well, fortunately it worked out.

268

00:11:37,466 --> 00:11:40,466

Someone decided to take  
a chance, and as they say,

269

00:11:40,466 --> 00:11:42,066

the rest is history, so...

270

00:11:42,066 --> 00:11:44,300

"Never give up,  
never surrender."

271

00:11:44,300 --> 00:11:46,266

Okay.

272

00:11:46,266 --> 00:11:49,100

"Do what you say  
you're gonna do."

273

00:11:49,100 --> 00:11:51,933

This--I threw ATOBTO  
in because I had to

274

00:11:51,933 --> 00:11:54,233

because only a couple people  
in the room know what it means.

275

00:11:54,233 --> 00:11:55,800

It means above the line,  
below the line.

276

00:11:55,800 --> 00:11:57,300

It's a budgeting tool,

277

00:11:57,300 --> 00:12:00,400

basically, you know,  
activity-based costing tool

278

00:12:00,400 --> 00:12:02,800

to try to track

what's tantamount to about

279

00:12:02,800 --> 00:12:07,066

\$150-million budget

that I manage.

280

00:12:07,066 --> 00:12:08,333

I don't manage it.

281

00:12:08,333 --> 00:12:11,133

My chiefs, several of which

are in the audience, do.

282

00:12:11,133 --> 00:12:14,466

Jim, actually, my deputy,

he really takes care of it,

283

00:12:14,466 --> 00:12:19,033

but the concept behind it is

that we run a complex spend

284

00:12:19,033 --> 00:12:20,100

in Center Operations.

285

00:12:20,100 --> 00:12:22,633

We, Jim and I,

have about half

286

00:12:22,633 --> 00:12:24,966

of the center's institutional

money here,

287

00:12:24,966 --> 00:12:27,466

so it's our job and our

responsibility to make sure

288

00:12:27,466 --> 00:12:30,166  
that money's well spent  
and that we can explain it.

289

00:12:30,166 --> 00:12:32,533  
So we said,  
"We're going to do

290

00:12:32,533 --> 00:12:34,366  
what we said we were  
going to do.

291

00:12:34,366 --> 00:12:35,833  
Let's show people what we did."

292

00:12:35,833 --> 00:12:37,400  
So we actually built a system

293

00:12:37,400 --> 00:12:39,333  
that actually has helped  
our customers.

294

00:12:39,333 --> 00:12:42,600  
Our clients all understand  
when they give us a dollar

295

00:12:42,600 --> 00:12:43,933  
what the heck  
we're doing with it,

296

00:12:43,933 --> 00:12:46,033  
and by the way, what kind  
of process did we use

297

00:12:46,033 --> 00:12:50,333  
to actually understand that  
that was the best spend,

298

00:12:50,333 --> 00:12:52,633

not the perfect spend,  
but the best,

299

00:12:52,633 --> 00:12:55,933

given all things considered  
that we knew at that moment.

300

00:12:55,933 --> 00:12:59,000

By the way, it's highly dynamic,  
so we continue to adapt,

301

00:12:59,000 --> 00:13:00,066

don't we, Jim?

302

00:13:00,066 --> 00:13:01,366

Absolutely.

303

00:13:01,366 --> 00:13:05,133

All right, so let's move on.

304

00:13:05,133 --> 00:13:06,333

Okay.

305

00:13:06,333 --> 00:13:08,533

I'm a consummate learner.

306

00:13:08,533 --> 00:13:10,733

Well, I try to be.

307

00:13:10,733 --> 00:13:14,700

It means continuing to go back  
to school over my career.

308

00:13:14,700 --> 00:13:17,266

One thing about NASA that makes  
it one of the--

309

00:13:17,266 --> 00:13:20,566

I'd argue the greatest organization in the government,

310

00:13:20,566 --> 00:13:22,033  
maybe in the country--

311

00:13:22,033 --> 00:13:25,433  
is that it is a huge advocate and proponent

312

00:13:25,433 --> 00:13:26,866  
of people wanting to learn,

313

00:13:26,866 --> 00:13:28,566  
and I think that that is huge.

314

00:13:28,566 --> 00:13:32,700  
I've had the opportunity to--  
I've been to Harvard six times,

315

00:13:32,700 --> 00:13:34,433  
you know,  
and there's just been a number

316

00:13:34,433 --> 00:13:35,733  
of different opportunity with--

317

00:13:35,733 --> 00:13:38,000  
that--where you get exposed  
to things

318

00:13:38,000 --> 00:13:40,533  
that you would not otherwise  
get exposed to.

319

00:13:40,533 --> 00:13:43,200  
NASA, its SES,  
its Senior Executive Service

320

00:13:43,200 --> 00:13:45,133  
Candidate Development Program  
is second to none

321  
00:13:45,133 --> 00:13:46,400  
in the government,

322  
00:13:46,400 --> 00:13:48,200  
so for those of you  
who are coming up the ranks,

323  
00:13:48,200 --> 00:13:49,466  
pay attention to things like

324  
00:13:49,466 --> 00:13:51,200  
the Mid-Level  
Leadership Program,

325  
00:13:51,200 --> 00:13:52,333  
NASA First, and others.

326  
00:13:52,333 --> 00:13:53,866  
There's people  
in this audience today

327  
00:13:53,866 --> 00:13:55,633  
that have been through  
those programs,

328  
00:13:55,633 --> 00:13:58,966  
and believe me,  
take it for all it's worth.

329  
00:13:58,966 --> 00:14:00,266  
Okay?

330  
00:14:00,266 --> 00:14:03,633  
So, keep learning,  
never lose that thirst to learn

331

00:14:03,633 --> 00:14:05,700

because that's what keeps  
motivating you,

332

00:14:05,700 --> 00:14:07,433

gives you that new perspective,

333

00:14:07,433 --> 00:14:08,566

refreshes you.

334

00:14:08,566 --> 00:14:11,100

It's just a wonderful,  
wonderful tool,

335

00:14:11,100 --> 00:14:14,166

and nobody beats NASA in that.

336

00:14:14,166 --> 00:14:16,066

Take us for everything  
we're worth.

337

00:14:16,066 --> 00:14:18,000

Rule number six:

338

00:14:18,000 --> 00:14:20,633

"Extra 5% of effort often  
defines the difference

339

00:14:20,633 --> 00:14:22,666

between excellence  
and mediocrity."

340

00:14:22,666 --> 00:14:23,966

Okay?

341

00:14:23,966 --> 00:14:26,100

I actually use that a lot.

342

00:14:26,100 --> 00:14:29,566

If you want to know  
the real test that I use,

343

00:14:29,566 --> 00:14:34,566

I attribute it to my Uncle Karl,  
for whom our son is named,

344

00:14:34,566 --> 00:14:39,533

and that test is the short  
departure will be--

345

00:14:39,533 --> 00:14:42,633

he had son going into  
seventh grade, Michael.

346

00:14:42,633 --> 00:14:44,966

Michael was going to play  
basketball.

347

00:14:44,966 --> 00:14:47,400

Karl wanted to make sure that he  
could put up a basketball hoop,

348

00:14:47,400 --> 00:14:49,900

so he could practice  
in the garage area.

349

00:14:49,900 --> 00:14:51,333

That sounds great.

350

00:14:51,333 --> 00:14:54,466

Okay, so enter me.

351

00:14:54,466 --> 00:15:00,100

I walk in, I've got a sky crane,  
I-beams, big trucks,

352

00:15:00,100 --> 00:15:03,433

concrete mixers,

footings ready to go in.

353

00:15:03,433 --> 00:15:05,433

Okay, there's mine.

354

00:15:05,433 --> 00:15:07,366

Then there's Uncle Karl.

355

00:15:07,366 --> 00:15:09,000

"Have any bubblegum?"

356

00:15:09,000 --> 00:15:11,500

If we need it,  
any duct tape?"

357

00:15:11,500 --> 00:15:13,133

And that was his version of it.

358

00:15:13,133 --> 00:15:16,700

And so, what I do is I use  
the Uncle Karl test

359

00:15:16,700 --> 00:15:18,500

in everything I make,  
every decision I make,

360

00:15:18,500 --> 00:15:19,766

which is: Wait a minute.

361

00:15:19,766 --> 00:15:24,066

I know, and Jim will attest  
to this, I overdo...

362

00:15:24,066 --> 00:15:25,733

everything.

363

00:15:25,733 --> 00:15:27,033

Out of the start, anyway.

364  
00:15:27,033 --> 00:15:28,700  
At least  
that's where it starts.

365  
00:15:28,700 --> 00:15:30,766  
But I apply  
the Karl Frankie test

366  
00:15:30,766 --> 00:15:33,666  
and immediately am quickly  
finding myself

367  
00:15:33,666 --> 00:15:35,500  
adjusting on the continuum.

368  
00:15:35,500 --> 00:15:37,266  
So, there's Karl,  
and there's me,

369  
00:15:37,266 --> 00:15:39,933  
and usually every decision  
you make is gonna drop somewhere

370  
00:15:39,933 --> 00:15:41,833  
on that continuum.

371  
00:15:41,833 --> 00:15:45,400  
So, I--look, we all think  
we're bright and intelligent

372  
00:15:45,400 --> 00:15:46,900  
and we just know what to do.

373  
00:15:46,900 --> 00:15:48,900  
Well, we're gonna get to that  
in a minute too,

374  
00:15:48,900 --> 00:15:51,400  
but the point is

apply your own version

375

00:15:51,400 --> 00:15:52,433  
of the Karl Frankie test.

376

00:15:52,433 --> 00:15:53,800  
I think you'll find it helpful.

377

00:15:53,800 --> 00:15:58,066  
Believe it or not, bubblegum  
may be just the right fix.

378

00:15:58,066 --> 00:16:00,733  
And like I say, I got Jim and  
Rhonda and Gene and everybody

379

00:16:00,733 --> 00:16:04,266  
to make sure, you know,  
that I stay to the bubblegum,

380

00:16:04,266 --> 00:16:05,966  
and whenever possible,

381

00:16:05,966 --> 00:16:09,100  
but it's well worth exploring.

382

00:16:10,566 --> 00:16:11,733  
Okay.

383

00:16:11,733 --> 00:16:13,233  
Interesting.

384

00:16:13,233 --> 00:16:15,466  
"Perfection is the enemy  
of close enough."

385

00:16:15,466 --> 00:16:17,900  
You'll note the reference  
to the prior rule.

386

00:16:17,900 --> 00:16:20,366

These two rules, six and seven,  
actually give you

387

00:16:20,366 --> 00:16:22,333

the Karl Frankie test, okay?

388

00:16:22,333 --> 00:16:24,733

Which is, take your situation.

389

00:16:24,733 --> 00:16:28,133

Some things absolutely--I  
mentioned this Ill Wind thing.

390

00:16:28,133 --> 00:16:32,266

It required perfection  
on almost every point.

391

00:16:32,266 --> 00:16:35,133

Almost on every point.  
There was no room for error.

392

00:16:35,133 --> 00:16:38,900

Other things we do,  
the same level of rigor,

393

00:16:38,900 --> 00:16:41,800

the same cost,  
the investment level,

394

00:16:41,800 --> 00:16:44,266

the stress...no.

395

00:16:44,266 --> 00:16:46,466

You've got to know how to pick  
and choose between them.

396

00:16:46,466 --> 00:16:50,566

So, six and seven, you use them  
kind of against each other,

397

00:16:50,566 --> 00:16:52,600  
is kind of the way I look at it.

398

00:16:52,600 --> 00:16:53,766  
Go ahead.

399

00:16:53,766 --> 00:16:55,700  
All right.

400

00:16:55,700 --> 00:16:58,700  
Life is a clock,  
and by the way,

401

00:16:58,700 --> 00:17:01,933  
it doesn't stop  
for the two-minute warning

402

00:17:01,933 --> 00:17:03,600  
and everything else, right?

403

00:17:03,600 --> 00:17:05,100  
It keeps ticking,

404

00:17:05,100 --> 00:17:09,500  
so the reality is  
you better decide

405

00:17:09,500 --> 00:17:11,400  
as you're fussing through  
something

406

00:17:11,400 --> 00:17:14,733  
or you're quibbling or you're  
gonna be mad at somebody

407

00:17:14,733 --> 00:17:17,133

or whatever have you,

408

00:17:17,133 --> 00:17:18,800

that minute's not retrievable.

409

00:17:18,800 --> 00:17:20,033

It's kind of like a hotel room.

410

00:17:20,033 --> 00:17:22,233

It's--there's a perishable  
quantity.

411

00:17:22,233 --> 00:17:23,900

Attribute.

412

00:17:23,900 --> 00:17:26,866

So, that's where we kind of have  
to step back, go out of body,

413

00:17:26,866 --> 00:17:28,166

no fear every once in a while.

414

00:17:28,166 --> 00:17:31,933

Even if--and I do it.

I'm wrong a lot.

415

00:17:33,433 --> 00:17:35,233

You have to try to have  
the gumption to stand up

416

00:17:35,233 --> 00:17:36,733

and say, "Wait.

Wait a minute.

417

00:17:36,733 --> 00:17:38,766

Can we reset?

Can we reset?

418

00:17:38,766 --> 00:17:40,366

I just screwed that up."

419

00:17:40,366 --> 00:17:41,366

You know?

420

00:17:41,366 --> 00:17:42,533

"But could we reset?"

421

00:17:42,533 --> 00:17:43,966

And that takes a relationship  
to do that,

422

00:17:43,966 --> 00:17:46,266

and we'll get to that too.

423

00:17:46,266 --> 00:17:48,300

Use the information available  
to you.

424

00:17:48,300 --> 00:17:51,233

Well, how about you're driving  
through Europe and, you know,

425

00:17:51,233 --> 00:17:53,500

the sign says this,  
but your instinct says that.

426

00:17:53,500 --> 00:17:55,000

Well, hmm.

427

00:17:55,000 --> 00:17:56,200

What's the GPS say?

428

00:17:56,200 --> 00:17:57,500

Oh, just kidding.

429

00:17:57,500 --> 00:18:00,466

The point is there should be  
a lot of data you'll get.

430

00:18:00,466 --> 00:18:02,233

Use it.

431

00:18:02,233 --> 00:18:03,733

You know, what was that...

432

00:18:03,733 --> 00:18:05,000

"Bruce Almighty."

433

00:18:05,000 --> 00:18:06,533

Can I quote that here?

434

00:18:06,533 --> 00:18:08,600

"Bruce Almighty" went,  
"Give me a sign!"

435

00:18:08,600 --> 00:18:10,366

Remember the truck goes  
in front of him,

436

00:18:10,366 --> 00:18:12,400

and it's full of road signs?

437

00:18:12,400 --> 00:18:14,233

Just give me a sign.

438

00:18:14,233 --> 00:18:16,966

You know, they're there on  
almost everything you run into.

439

00:18:16,966 --> 00:18:18,366

There are signs,  
and by the way,

440

00:18:18,366 --> 00:18:21,266

a lot of them come from your  
friends, colleagues, and family.

441

00:18:21,266 --> 00:18:22,933

Pay attention.

442

00:18:22,933 --> 00:18:26,100

It matters because perspective  
doesn't matter where you sit,

443

00:18:26,100 --> 00:18:27,333

by the way.

444

00:18:27,333 --> 00:18:30,166

Doesn't make someone else right  
and you wrong,

445

00:18:30,166 --> 00:18:32,266

but we'll get to that too.

446

00:18:32,266 --> 00:18:33,466

All right.

447

00:18:33,466 --> 00:18:35,533

Nobody--give more than you take.

448

00:18:35,533 --> 00:18:39,033

My dad always said,  
"Nobody likes a taker."

449

00:18:39,033 --> 00:18:40,500

Let me tell you.

450

00:18:40,500 --> 00:18:41,866

That's so true.

451

00:18:41,866 --> 00:18:44,000

That also comes  
at some personal risk.

452

00:18:44,000 --> 00:18:45,200

Right?

453

00:18:45,200 --> 00:18:47,333

That means,  
you know,

454

00:18:47,333 --> 00:18:48,933

you probably overdo  
it sometimes,

455

00:18:48,933 --> 00:18:51,633

and maybe pick up bills or  
whatever that your shouldn't do

456

00:18:51,633 --> 00:18:53,466

or whatever, but you know what?

457

00:18:53,466 --> 00:18:56,500

At the end of the day,  
it's better to be a giver

458

00:18:56,500 --> 00:18:57,566

than a taker,

459

00:18:57,566 --> 00:19:02,600

and there--I've run into both.

460

00:19:02,600 --> 00:19:04,066

Most people  
are actually a hybrid,

461

00:19:04,066 --> 00:19:05,066

which is the right answer.

462

00:19:05,066 --> 00:19:06,433

Right?

463

00:19:06,433 --> 00:19:10,300

But I happen to err in the camp

of it's better to give

464

00:19:10,300 --> 00:19:11,533

than to take,

465

00:19:11,533 --> 00:19:16,200

so I practice that in some  
regards to a fault maybe

466

00:19:16,200 --> 00:19:19,166

in some areas, but it is,  
you know, your friends,

467

00:19:19,166 --> 00:19:21,066

they need--your friends  
and family have to know

468

00:19:21,066 --> 00:19:22,066

you're there for them.

469

00:19:22,066 --> 00:19:23,766

No matter what.

470

00:19:23,766 --> 00:19:25,166

Be there for them

471

00:19:25,166 --> 00:19:28,133

because that's all they have,  
and that's all you have.

472

00:19:29,666 --> 00:19:30,666

Okay.

473

00:19:30,666 --> 00:19:32,666

LOB.

474

00:19:32,666 --> 00:19:34,066

Even though some  
might accuse me,

475

00:19:34,066 --> 00:19:35,366

I think I have it.

476

00:19:35,366 --> 00:19:39,000

I can assure you I do not.

477

00:19:39,000 --> 00:19:40,233

Lock on brilliance.

478

00:19:40,233 --> 00:19:41,433

Ah-ah-ah.

479

00:19:41,433 --> 00:19:42,966

I have another expression

I like to use

480

00:19:42,966 --> 00:19:44,966

which is, "An idea plus another  
idea almost always

481

00:19:44,966 --> 00:19:46,166

makes for a better idea."

482

00:19:46,166 --> 00:19:47,633

Many of you who worked with me  
over the years

483

00:19:47,633 --> 00:19:49,766

have heard me say it,

484

00:19:49,766 --> 00:19:52,233

and I think you all know

I mean it,

485

00:19:52,233 --> 00:19:55,733

but am I ever bashful?

486

00:19:55,733 --> 00:19:57,833  
Do I have an opinion?

487  
00:19:57,833 --> 00:20:00,766  
On about everything.

488  
00:20:00,766 --> 00:20:02,833  
Probably to a fault,

489  
00:20:02,833 --> 00:20:04,866  
but nonetheless, I also like  
to use that as a way

490  
00:20:04,866 --> 00:20:07,133  
to start a conversation

491  
00:20:07,133 --> 00:20:09,066  
because of if it starts with me  
opening my mouth,

492  
00:20:09,066 --> 00:20:11,800  
and it ends with me  
closing my mouth,

493  
00:20:11,800 --> 00:20:14,900  
I guarantee you it's only got  
a x percent small chance

494  
00:20:14,900 --> 00:20:17,333  
of being anything worth a hoot.

495  
00:20:17,333 --> 00:20:19,366  
It's way better when I take  
something I got to say

496  
00:20:19,366 --> 00:20:21,833  
and put it with Ingrid or put it  
with Steve or Gene

497

00:20:21,833 --> 00:20:24,066  
or any of you all out here.

498

00:20:24,066 --> 00:20:25,900  
You know, it's way better  
when we take the ideas

499

00:20:25,900 --> 00:20:27,033  
and assemble them

500

00:20:27,033 --> 00:20:28,800  
because out of those  
are gonna become a much,

501

00:20:28,800 --> 00:20:30,133  
much better ideas,

502

00:20:30,133 --> 00:20:32,700  
and that's another thing  
that makes NASA great,

503

00:20:32,700 --> 00:20:34,733  
and one of the things I've been  
really happy to watch

504

00:20:34,733 --> 00:20:37,200  
over the last--particularly  
over the last decade

505

00:20:37,200 --> 00:20:39,500  
is NASA,

506

00:20:39,500 --> 00:20:43,466  
to say each center  
has its own culture

507

00:20:43,466 --> 00:20:45,833  
is absolutely true.

508

00:20:45,833 --> 00:20:47,133  
Absolutely true.

509  
00:20:47,133 --> 00:20:50,433  
I would argue we all have it  
sometimes to a fault,

510  
00:20:50,433 --> 00:20:51,900  
but I've been so happy to watch

511  
00:20:51,900 --> 00:20:53,333  
particularly over  
the last decade,

512  
00:20:53,333 --> 00:20:56,433  
as I mentioned, is how teaming.

513  
00:20:56,433 --> 00:20:59,966  
Nothing anymore in this world  
gets done without a team.

514  
00:20:59,966 --> 00:21:01,500  
Nothing.

515  
00:21:01,500 --> 00:21:03,800  
You can try and jam something  
through on your own.

516  
00:21:03,800 --> 00:21:06,400  
You'll get to some level  
of success,

517  
00:21:06,400 --> 00:21:08,733  
but I wonder if you'll make it  
all the way.

518  
00:21:08,733 --> 00:21:10,833  
I'd be willing  
to bet against that.

519

00:21:10,833 --> 00:21:12,800

That--I've been watching  
the center's pe--

520

00:21:12,800 --> 00:21:14,733

you know, people being on  
each other's teams,

521

00:21:14,733 --> 00:21:17,300

understand each other's roles  
and responsibilities,

522

00:21:17,300 --> 00:21:20,600

and step up,  
and actually work together,

523

00:21:20,600 --> 00:21:23,300

and, by the way,  
it starts at home.

524

00:21:23,300 --> 00:21:27,933

I'm talking about home at Ames  
about institution and program.

525

00:21:27,933 --> 00:21:29,866

As I mentioned, the most  
important person that day

526

00:21:29,866 --> 00:21:32,433

could be that HR person I used  
as an example.

527

00:21:32,433 --> 00:21:33,766

You don't get that schedule,

528

00:21:33,766 --> 00:21:35,566

your program  
does not move forward.

529

00:21:35,566 --> 00:21:37,100

You don't get that contract  
to work,

530

00:21:37,100 --> 00:21:39,300

you don't get that facility  
upgraded,

531

00:21:39,300 --> 00:21:42,100

you don't get the protective  
services officers out there

532

00:21:42,100 --> 00:21:43,833

guarding that test?

533

00:21:43,833 --> 00:21:46,100

Doesn't happen.

534

00:21:46,100 --> 00:21:47,766

It takes a team,

535

00:21:47,766 --> 00:21:49,366

so go on from there.

536

00:21:51,400 --> 00:21:52,800

Okay.

537

00:21:52,800 --> 00:21:54,433

[chuckles]

538

00:21:54,433 --> 00:21:58,433

We've all been surrounded by all  
kinds of colorful personalities

539

00:21:58,433 --> 00:22:00,600

over our lives,

540

00:22:00,600 --> 00:22:05,766

and believe me, I probably--

well, no.

541

00:22:05,766 --> 00:22:09,800

I definitely am in the camp of,  
"I will have an opinion.

542

00:22:09,800 --> 00:22:11,833

I'll probably be really strong  
about it.

543

00:22:11,833 --> 00:22:13,966

Probably too strong sometimes,"

544

00:22:13,966 --> 00:22:16,933

but one thing I've always tried  
not to do is I don't yell,

545

00:22:16,933 --> 00:22:19,800

I don't scream,  
I don't get upset.

546

00:22:19,800 --> 00:22:22,633

I might be firm,  
but I think that what we do

547

00:22:22,633 --> 00:22:25,200

is we owe it to ourselves  
and those around us

548

00:22:25,200 --> 00:22:27,400

to actually--if you've got  
something to say,

549

00:22:27,400 --> 00:22:28,800

you should say it.

550

00:22:28,800 --> 00:22:32,100

Everyone has the right to say  
whatever is on their mind,

551  
00:22:32,100 --> 00:22:34,433  
but I think  
it's got to--whether--

552  
00:22:34,433 --> 00:22:38,166  
in whatever environment  
you want to put that in.

553  
00:22:38,166 --> 00:22:42,366  
The fact remains that in this  
example the one I was gonna use

554  
00:22:42,366 --> 00:22:46,566  
was I was kind of upset  
because I was a GS-7

555  
00:22:46,566 --> 00:22:49,000  
at space division  
down in LA.

556  
00:22:49,000 --> 00:22:52,866  
They asked me to take on the job  
of being the contracting officer

557  
00:22:52,866 --> 00:22:55,433  
for a billion-dollar program

558  
00:22:55,433 --> 00:22:56,933  
as GS-7.

559  
00:22:56,933 --> 00:22:58,933  
Well, there was another  
individual that was for

560  
00:22:58,933 --> 00:23:01,633  
the spacecraft bus side  
of the defense program,

561  
00:23:01,633 --> 00:23:03,666

which is now open to talk about,

562

00:23:03,666 --> 00:23:06,400  
that the other person--we had  
a sensor side,

563

00:23:06,400 --> 00:23:07,633  
so you had the bus  
and the sensor

564

00:23:07,633 --> 00:23:09,966  
came together  
as a space vehicle, right?

565

00:23:09,966 --> 00:23:12,333  
Well, it wasn't really working  
out on the sensor side,

566

00:23:12,333 --> 00:23:15,033  
so they came to me,  
"Guess what.

567

00:23:15,033 --> 00:23:16,633  
You got the sensor too."

568

00:23:16,633 --> 00:23:19,100  
I go, "Okay.  
Really?

569

00:23:19,100 --> 00:23:20,600  
People--can't people  
do their jobs?

570

00:23:20,600 --> 00:23:21,966  
I mean, wait a minute."

571

00:23:21,966 --> 00:23:23,666  
I had a choice to make.

572

00:23:23,666 --> 00:23:26,500

Get all upset about it,  
and carry on, and flail,

573

00:23:26,500 --> 00:23:28,133

and I said,  
"No.

574

00:23:28,133 --> 00:23:29,133

No.

575

00:23:29,133 --> 00:23:31,000

Sure.  
I'll do it,"

576

00:23:31,000 --> 00:23:32,300

and we did it.

577

00:23:32,300 --> 00:23:35,400

The only Air Force  
multi-air contract.

578

00:23:35,400 --> 00:23:37,200

\$1 1/2 billion,  
\$2 billion,

579

00:23:37,200 --> 00:23:40,000

and the fact that the government  
trusts us to do that?

580

00:23:40,000 --> 00:23:42,633

It also means you have to work  
in a team,

581

00:23:42,633 --> 00:23:44,166

so stand up even though  
the situations

582

00:23:44,166 --> 00:23:45,933

you're running through

every once in a while

583

00:23:45,933 --> 00:23:46,966

which upsets you,

584

00:23:46,966 --> 00:23:49,700

and by the way,

probably justly.

585

00:23:49,700 --> 00:23:51,500

Probably justly.

586

00:23:51,500 --> 00:23:56,266

Ask yourself before the old,

"I have to vent first,

587

00:23:56,266 --> 00:23:58,066

and then I'm fine" model.

588

00:24:01,333 --> 00:23:59,533

No.

589

00:24:01,333 --> 00:24:02,633

so think about it,

and by the way,

590

00:24:02,633 --> 00:24:04,333

you should always feel

that you can discuss

591

00:24:04,333 --> 00:24:05,333

those kind of situations.

592

00:24:05,333 --> 00:24:06,633

I did.

593

00:24:06,633 --> 00:24:09,666

I went and talked to

the senior procurement officer

594

00:24:09,666 --> 00:24:10,700  
responsible for the firm.

595

00:24:10,700 --> 00:24:12,600  
I said,  
"I--you know, I'll do it.

596

00:24:12,600 --> 00:24:14,266  
Okay, this is what it's gonna  
take to do it.

597

00:24:14,266 --> 00:24:15,600  
If you want me to do this  
and that,"

598

00:24:15,600 --> 00:24:17,133  
and we sat down and had  
a conversation.

599

00:24:17,133 --> 00:24:18,166  
It was really quite good,

600

00:24:18,166 --> 00:24:19,566  
and in the end  
it all worked out.

601

00:24:19,566 --> 00:24:21,333  
We came in ahead of schedule,

602

00:24:21,333 --> 00:24:24,266  
we saved more money than anyone  
could--ever thought,

603

00:24:24,266 --> 00:24:26,300  
and off it went, so...

604

00:24:26,300 --> 00:24:27,466  
there you go.

605

00:24:29,600 --> 00:24:31,600

Next.

606

00:24:31,600 --> 00:24:32,600

All right.

607

00:24:32,600 --> 00:24:34,600

[laughs]

608

00:24:34,600 --> 00:24:37,200

Before you all came in,  
there was--I love these guys.

609

00:24:37,200 --> 00:24:38,533

That's why I come over.

610

00:24:38,533 --> 00:24:40,866

They always have  
"Star Wars" music on, right?

611

00:24:40,866 --> 00:24:42,500

I'm a huge "Star Wars" fan.

612

00:24:42,500 --> 00:24:47,733

In fact, the license plate  
on my motorcycle is RTDII,

613

00:24:47,733 --> 00:24:51,466

and it stands for--  
that it's an RT--BMW RT bike,

614

00:24:51,466 --> 00:24:53,733

and I'm Duff the second,  
so--and actually the name

615

00:24:53,733 --> 00:24:56,300

came from the kids  
that were working on

616

00:24:56,300 --> 00:24:58,966  
on the robotics program  
in the first robotics.

617

00:24:58,966 --> 00:25:01,200  
My son was on the team,

618

00:25:01,200 --> 00:25:03,666  
and they named the bike 'cause  
they knew I loved "Star Wars"

619

00:25:03,666 --> 00:25:06,566  
so much, and so they said,  
"Why don't you call it RTD2?"

620

00:25:06,566 --> 00:25:07,733  
I'm going,  
"Good thinking."

621

00:25:07,733 --> 00:25:08,900  
So I did.

622

00:25:08,900 --> 00:25:11,033  
Out on my bike,  
that's the license plate,

623

00:25:11,033 --> 00:25:14,000  
and, you know, there really is--  
the rule is, "Do or do not,

624

00:25:14,000 --> 00:25:15,300  
there is no try."

625

00:25:15,300 --> 00:25:18,133  
In the end of the day,  
remember six and seven now.

626

00:25:18,133 --> 00:25:19,300

Remember rules six and seven.

627

00:25:19,300 --> 00:25:20,966

"Perfection is the enemy  
of close enough"

628

00:25:20,966 --> 00:25:23,266

versus "Extra 5%,"

629

00:25:23,266 --> 00:25:26,066

but at the end of the day,  
on the important things,

630

00:25:26,066 --> 00:25:27,266

"Do or do not,  
there is no try."

631

00:25:27,266 --> 00:25:28,900

Really,

632

00:25:28,900 --> 00:25:32,566

and that's in relationships,  
that's in your day-to-day job,

633

00:25:32,566 --> 00:25:34,333

that's in setting goals  
for yourself.

634

00:25:34,333 --> 00:25:35,333

Right?

635

00:25:35,333 --> 00:25:37,900

It's who are you as a person?

636

00:25:37,900 --> 00:25:40,700

And in the end of the day,  
deliver when it matters.

637

00:25:40,700 --> 00:25:41,700

Okay?

638

00:25:41,700 --> 00:25:42,700

All right.

639

00:25:42,700 --> 00:25:43,700

John Mellencamp.

640

00:25:43,700 --> 00:25:46,966

I'm also a huge music guy.

641

00:25:46,966 --> 00:25:49,633

Happen to love John Cougar.

642

00:25:49,633 --> 00:25:52,266

The record company wouldn't let him use his real name,

643

00:25:52,266 --> 00:25:54,900

Mellencamp,  
until his second album

644

00:25:54,900 --> 00:25:57,233

because he was so successful,

645

00:25:57,233 --> 00:25:59,633

but, "Stand for something  
or you'll fall for anything."

646

00:25:59,633 --> 00:26:03,800

Actually, my son used this line  
in writing one of his best

647

00:26:03,800 --> 00:26:06,900

college essays ever written.

648

00:26:06,900 --> 00:26:08,533

I read a few of them,

649

00:26:08,533 --> 00:26:10,900

and it was really a kind of  
interesting backdrop

650

00:26:10,900 --> 00:26:13,266

for, you know,  
take a position.

651

00:26:13,266 --> 00:26:14,766

People don't have to agree  
with you.

652

00:26:14,766 --> 00:26:17,033

They don't have to even like it,

653

00:26:17,033 --> 00:26:20,333

but take a position  
and support it,

654

00:26:20,333 --> 00:26:21,933

and then, by the way,  
how about you listen

655

00:26:21,933 --> 00:26:24,100

to the other people's positions,  
and maybe you find out

656

00:26:24,100 --> 00:26:26,666

that there's a lot of merit  
to their argument as well,

657

00:26:26,666 --> 00:26:29,300

and again, welcome to an idea  
plus another idea,

658

00:26:29,300 --> 00:26:31,300

so as you'll see, there's a lot  
of relationship

659

00:26:31,300 --> 00:26:33,533  
between all these things, so...

660  
00:26:33,533 --> 00:26:35,366  
all right.

661  
00:26:35,366 --> 00:26:38,033  
"Levers and decisions," okay?

662  
00:26:38,033 --> 00:26:40,000  
There's the levers  
and decisions part,

663  
00:26:40,000 --> 00:26:42,266  
and then there's  
the serenity prayer,

664  
00:26:42,266 --> 00:26:44,400  
for those of you--  
probably all know it.

665  
00:26:44,400 --> 00:26:46,833  
You know, "Give me the grace  
to deal with the things

666  
00:26:46,833 --> 00:26:48,766  
I can deal with,  
and to not worry about those

667  
00:26:48,766 --> 00:26:50,166  
that I cannot."

668  
00:26:50,166 --> 00:26:53,033  
Now, that's a terrible  
destruction of the real words,

669  
00:26:53,033 --> 00:26:54,866  
but that's the essence of it,

670

00:26:54,866 --> 00:26:57,700  
but on the other side is welcome  
to--use the information

671  
00:26:57,700 --> 00:26:58,800  
available to you.

672  
00:26:58,800 --> 00:27:01,033  
That's the same kind of think,

673  
00:27:01,033 --> 00:27:04,600  
but in the end though,  
ideas are only ideas.

674  
00:27:04,600 --> 00:27:05,900  
They're only as good  
as the idea,

675  
00:27:05,900 --> 00:27:07,600  
and by the way,  
they're probably forgotten

676  
00:27:07,600 --> 00:27:09,333  
in the next 20 minutes,

677  
00:27:09,333 --> 00:27:12,133  
but there are levers  
you can pull,

678  
00:27:12,133 --> 00:27:14,533  
both in your--whether it be in  
your personal finances,

679  
00:27:14,533 --> 00:27:17,400  
whether it be in how you treat  
your family,

680  
00:27:17,400 --> 00:27:21,433  
be it how you deliver on your  
work assignments, okay?

681

00:27:21,433 --> 00:27:22,800

It all does matter,

682

00:27:22,800 --> 00:27:25,400

and you do have more control  
than you think you do.

683

00:27:25,400 --> 00:27:27,333

Make the choice to believe  
that you have leverage

684

00:27:27,333 --> 00:27:28,366

that you can pull,

685

00:27:28,366 --> 00:27:31,666

identify them,  
and then pull them,

686

00:27:31,666 --> 00:27:35,600

and if you're wrong,  
reset, and do it again.

687

00:27:35,600 --> 00:27:37,566

Assess what went wrong  
and do it again,

688

00:27:37,566 --> 00:27:39,000

but make decisions.

689

00:27:39,000 --> 00:27:41,433

There's nothing worse than  
the armchair quarterback, right?

690

00:27:41,433 --> 00:27:43,200

The Monday morning person  
that comes in and says,

691

00:27:43,200 --> 00:27:44,600

"Well, they should've  
done this."

692

00:27:44,600 --> 00:27:46,600

You remember that "woulda,  
coulda, shoulda" stuff?

693

00:27:46,600 --> 00:27:47,900

That's the deal  
that many of us face.

694

00:27:47,900 --> 00:27:48,933

Well, wait a minute.

695

00:27:48,933 --> 00:27:50,766

I have no respect  
for any of that.

696

00:27:50,766 --> 00:27:52,666

Don't tell me what I woulda,  
coulda, shoulda done

697

00:27:52,666 --> 00:27:54,333

or, "Well..."  
no, no, no.

698

00:27:54,333 --> 00:27:55,700

Get in here and help.

699

00:27:55,700 --> 00:27:57,166

Get in here.

You got something to say?

700

00:27:57,166 --> 00:27:58,200

Bring it.

701

00:27:58,200 --> 00:27:59,666

You know?

702

00:27:59,666 --> 00:28:01,933

Let's just sit down and have  
a chat about what it all means,

703

00:28:01,933 --> 00:28:04,900

and let's put all of our ideas  
together on the table.

704

00:28:04,900 --> 00:28:07,333

All right.

705

00:28:07,333 --> 00:28:08,966

16.

706

00:28:08,966 --> 00:28:12,433

By the way, you should probably  
know that the order

707

00:28:12,433 --> 00:28:14,766

that these rules were written--

708

00:28:14,766 --> 00:28:16,800

The first rule.

709

00:28:16,800 --> 00:28:18,900

"Honesty and integrity  
at all times," right?

710

00:28:18,900 --> 00:28:20,766

The next rule  
that I wrote was 17,

711

00:28:20,766 --> 00:28:22,100

and I'm gonna get that  
in a minute.

712

00:28:22,100 --> 00:28:23,600

I'll explain that  
in a minute,

713

00:28:23,600 --> 00:28:27,733

but 16 kind of became  
the backdrop of the talk,

714

00:28:27,733 --> 00:28:30,866

which was take the rearview  
mirror test.

715

00:28:30,866 --> 00:28:33,533

Now, a lot of people would  
instantly assume

716

00:28:33,533 --> 00:28:36,133

what that means is,  
"Well, what did I do?"

717

00:28:36,133 --> 00:28:37,933

And whatever is done  
is done."

718

00:28:37,933 --> 00:28:39,133

Right?

719

00:28:39,133 --> 00:28:42,600

I would argue it is  
180 off of that,

720

00:28:42,600 --> 00:28:45,300

and the way you do it is you  
use the rearview mirror test

721

00:28:45,300 --> 00:28:47,666

as a predictive tool.

722

00:28:47,666 --> 00:28:49,733

Before you make a decision--  
I talked about leaving

723

00:28:49,733 --> 00:28:51,433

the Air Force to go to NASA.

724

00:28:51,433 --> 00:28:54,700

I used 16, okay?

725

00:28:54,700 --> 00:28:57,366

To say, "All right,  
don't think."

726

00:28:57,366 --> 00:29:00,166

Ask yourself,  
"I now left the Air Force,

727

00:29:00,166 --> 00:29:02,833

I'm at six months or a year  
into NASA.

728

00:29:02,833 --> 00:29:03,833

What do I think about it?"

729

00:29:03,833 --> 00:29:05,166

Just--don't think about it.

730

00:29:05,166 --> 00:29:07,400

What's your gut tell you?

731

00:29:07,400 --> 00:29:08,666

For me, I said,  
"You know what?"

732

00:29:08,666 --> 00:29:09,733

I'm good with it.

733

00:29:09,733 --> 00:29:11,033

I think it's gonna  
work out fine."

734

00:29:11,033 --> 00:29:13,733

I hadn't even left

the Air Force yet.

735

00:29:13,733 --> 00:29:16,966

I think the key was that  
you use it as a predictive test.

736

00:29:16,966 --> 00:29:20,200

If you go,  
"Oh, God, I don't"--

737

00:29:20,200 --> 00:29:23,600

you better think twice about  
making the decision.

738

00:29:23,600 --> 00:29:26,166

Use that tool  
as a predictive tool.

739

00:29:26,166 --> 00:29:29,233

Not as one that discusses  
your fate.

740

00:29:29,233 --> 00:29:30,466

Okay?

741

00:29:30,466 --> 00:29:32,966

I--it's very much to me  
a prospective effort.

742

00:29:32,966 --> 00:29:34,966

It's not a--I don't look back.

743

00:29:34,966 --> 00:29:37,266

There's nothing I'd change.

744

00:29:37,266 --> 00:29:42,200

Almost 32 years, and I wouldn't  
change a thing in my career.

745

00:29:42,200 --> 00:29:44,933  
Not one minute.

746  
00:29:44,933 --> 00:29:46,400  
Now, would I say that some  
of the days,

747  
00:29:46,400 --> 00:29:48,433  
particularly in center  
operations, right, Steve?

748  
00:29:48,433 --> 00:29:51,300  
We could probably do without?

749  
00:29:51,300 --> 00:29:52,900  
But, you know what?  
At the end of the day,

750  
00:29:52,900 --> 00:29:54,333  
I've never seen  
organizations--

751  
00:29:54,333 --> 00:29:56,600  
whether it's in that one  
or when I was working

752  
00:29:56,600 --> 00:29:59,600  
with Mike and David over in  
safety mission assurance

753  
00:29:59,600 --> 00:30:02,366  
or when I was working in  
procurement where Kelly is now,

754  
00:30:02,366 --> 00:30:05,733  
I--at the end of the day,  
we worked through everything.

755  
00:30:05,733 --> 00:30:08,000  
We've never let the center down.

756

00:30:08,000 --> 00:30:10,166

Never let the agency down.

757

00:30:10,166 --> 00:30:14,333

Despite, you know, shrinking budgets and the like.

758

00:30:14,333 --> 00:30:16,400

How could someone not be thrilled

759

00:30:16,400 --> 00:30:17,800

to have had the opportunity to work

760

00:30:17,800 --> 00:30:19,166

in that kind of environment?

761

00:30:19,166 --> 00:30:20,666

How could you not be?

762

00:30:20,666 --> 00:30:24,200

And then never mind--look at all the technical successes

763

00:30:24,200 --> 00:30:25,766

and failures,

764

00:30:25,766 --> 00:30:27,333

and I'll look at how we learned from that,

765

00:30:27,333 --> 00:30:29,333

so it's very, very cool,

766

00:30:29,333 --> 00:30:31,300

so use the rearview mirror test.

767

00:30:31,300 --> 00:30:32,300

All right.

768

00:30:32,300 --> 00:30:34,466

The two in the picture there,

769

00:30:34,466 --> 00:30:35,900

they're the culprits that--

770

00:30:35,900 --> 00:30:39,200

well, they're now 22 and 25.

771

00:30:39,200 --> 00:30:41,466

They're the ones that use  
this rule against me

772

00:30:41,466 --> 00:30:44,300

with the most force and effect  
of anyone on the planet,

773

00:30:44,300 --> 00:30:46,266

so I'd say,  
"What did you do that for?"

774

00:30:46,266 --> 00:30:48,066

Da da da da da,"

775

00:30:48,066 --> 00:30:50,533

and they said,  
"Dad, rule 17,"

776

00:30:50,533 --> 00:30:52,433

and they'd come up with some  
eloquent rational,

777

00:30:52,433 --> 00:30:55,033

and I'd have to go,  
"Can't argue with that."

778

00:30:55,033 --> 00:30:56,633

Can't argue with that,"

779

00:30:56,633 --> 00:31:00,133

because that's actually where  
most great idea come from

780

00:31:00,133 --> 00:31:04,266

is by actually thinking in  
a non-linear, non-standard way.

781

00:31:04,266 --> 00:31:05,966

I'm sure a lot of folks  
probably consider me

782

00:31:05,966 --> 00:31:08,266

to be a very linear thinker.

783

00:31:08,266 --> 00:31:12,066

I can assure you it's very much  
not that way.

784

00:31:12,066 --> 00:31:14,766

I prefer actually to think  
about the wackiest stuff,

785

00:31:14,766 --> 00:31:19,100

and even if it's the old bridge  
too far, bring it back in.

786

00:31:19,100 --> 00:31:20,633

Bring it back in.

787

00:31:20,633 --> 00:31:23,800

Use that tool because it's--  
that is how we actually solve

788

00:31:23,800 --> 00:31:26,233

most things is through

this particular tool,

789

00:31:26,233 --> 00:31:28,933

and that's why

it got created second.

790

00:31:28,933 --> 00:31:31,400

Okay?

791

00:31:31,400 --> 00:31:32,666

All right.

792

00:31:32,666 --> 00:31:37,366

At the end of the day--

this is the last one, okay?

793

00:31:37,366 --> 00:31:38,866

At the end of the day,

as I said,

794

00:31:38,866 --> 00:31:40,966

I've mentioned a little bit

about team in this talk

795

00:31:40,966 --> 00:31:42,766

and my viewpoints.

796

00:31:42,766 --> 00:31:46,666

Trust me,

it isn't what you know--

797

00:31:46,666 --> 00:31:48,233

oh, yeah it is, actually.

798

00:31:48,233 --> 00:31:50,700

You better be a respected

subject matter expert--

799

00:31:50,700 --> 00:31:51,900

Discipline expert.

800

00:31:51,900 --> 00:31:55,133

Or a person who  
can collect those positions

801

00:31:55,133 --> 00:31:57,900

and use them in the team,

802

00:31:57,900 --> 00:32:00,866

but at the end of the day,  
it's, you know,

803

00:32:00,866 --> 00:32:02,266

those--it's who you know,

804

00:32:02,266 --> 00:32:04,833

and it's kind of said  
despairingly.

805

00:32:04,833 --> 00:32:06,866

I argue it's very positive.

806

00:32:06,866 --> 00:32:08,166

Why?

807

00:32:08,166 --> 00:32:11,866

Because with great  
and strong relationships

808

00:32:11,866 --> 00:32:14,566

comes credibility,

809

00:32:14,566 --> 00:32:17,266

and believe me, I've been  
in more than one situation

810

00:32:17,266 --> 00:32:20,600

where my job brought

an issue to it

811

00:32:20,600 --> 00:32:22,600

that...

812

00:32:22,600 --> 00:32:25,633

I have no idea how it happened  
or why it happened

813

00:32:25,633 --> 00:32:27,200

or even what we're gonna  
do about it yet,

814

00:32:27,200 --> 00:32:28,366

and the phone would ring.

815

00:32:28,366 --> 00:32:29,900

It would be NASA headquarters  
or whatever,

816

00:32:29,900 --> 00:32:31,200

"Ah da da da da da da,"

817

00:32:31,200 --> 00:32:32,433

and you know what?

818

00:32:32,433 --> 00:32:34,366

We'd be able to just sit  
and talk, and they said,

819

00:32:34,366 --> 00:32:38,033

"You know,  
we know you'll work it,"

820

00:32:38,033 --> 00:32:39,766

and then the phone  
would hang up,

821

00:32:39,766 --> 00:32:41,033

and that'd be it.

822

00:32:41,033 --> 00:32:42,100

Never hear from them again.

823

00:32:42,100 --> 00:32:43,266

Why?

824

00:32:43,266 --> 00:32:44,900

Because then the relationships  
locally kick in,

825

00:32:44,900 --> 00:32:46,200

and we'd just sit down  
and we'd work it,

826

00:32:46,200 --> 00:32:48,400

then we close the loop

827

00:32:48,400 --> 00:32:49,766

that we took care of it,

828

00:32:49,766 --> 00:32:51,233

and off you go,

829

00:32:51,233 --> 00:32:55,533

but most of it's done because  
people actually know you,

830

00:32:55,533 --> 00:32:58,266

trust you, okay?

831

00:32:58,266 --> 00:32:59,666

That, you know,  
who are you?

832

00:32:59,666 --> 00:33:01,433

What do you stand for?

833

00:33:01,433 --> 00:33:02,733

Okay?

834

00:33:02,733 --> 00:33:07,666

Well, this has been my little  
collection of rules,

835

00:33:07,666 --> 00:33:11,666

but let me say there is some  
enveloping of that,

836

00:33:11,666 --> 00:33:15,200

and that's what the little  
fine print is about, okay?

837

00:33:15,200 --> 00:33:19,400

The--my own words  
about rule one,

838

00:33:19,400 --> 00:33:21,133

there's no deviation, right?

839

00:33:21,133 --> 00:33:22,966

It applies, okay?

840

00:33:22,966 --> 00:33:25,666

And by the way, once you go  
down the slope,

841

00:33:25,666 --> 00:33:26,766

you're...

842

00:33:26,766 --> 00:33:28,866

may or may not be able  
to get back,

843

00:33:28,866 --> 00:33:32,800

and, so keep that in mind.

844

00:33:32,800 --> 00:33:35,500

The crosscutting principles.

845

00:33:35,500 --> 00:33:38,500

This was also something  
that kind of came to mind

846

00:33:38,500 --> 00:33:41,766

as a result of kids,  
for those that have them.

847

00:33:41,766 --> 00:33:44,700

When they start getting older,  
especially,

848

00:33:44,700 --> 00:33:46,500

"Where's the--  
could I have a few bucks

849

00:33:46,500 --> 00:33:48,733

and where are the car keys?"

850

00:33:48,733 --> 00:33:51,866

You know, we always had  
an expression, Beth and I did,

851

00:33:51,866 --> 00:33:54,733

we said, "Have fun.  
Be safe."

852

00:33:54,733 --> 00:33:55,733

Right?

853

00:33:55,733 --> 00:33:57,100

"Make good decisions,"  
right?

854

00:33:57,100 --> 00:33:58,333

That kind of thing.

855

00:33:58,333 --> 00:34:01,166

The last two is we expected them  
to ask themselves

856

00:34:01,166 --> 00:34:02,166

those two questions:

857

00:34:02,166 --> 00:34:03,366

"Are you going to be safe?"

858

00:34:03,366 --> 00:34:04,766

"And are the people around you  
going to be?"

859

00:34:04,766 --> 00:34:06,100

Okay?

860

00:34:06,100 --> 00:34:10,066

So, I mean, that's kind of  
what surrounds them.

861

00:34:10,066 --> 00:34:11,066

Okay?

862

00:34:11,066 --> 00:34:13,966

All right, last area.

863

00:34:13,966 --> 00:34:16,233

A few tidbits to sum up.

864

00:34:16,233 --> 00:34:18,200

I don't even know  
how I'm doing on time.

865

00:34:18,200 --> 00:34:21,633

All right.

866

00:34:21,633 --> 00:34:23,100  
Do become an expert.

867  
00:34:23,100 --> 00:34:26,100  
In whatever your chosen field  
is, it matters not.

868  
00:34:26,100 --> 00:34:28,333  
Get noticed  
by delivering product,

869  
00:34:28,333 --> 00:34:29,833  
by taking on more  
responsibility

870  
00:34:29,833 --> 00:34:31,100  
than your pay grade.

871  
00:34:31,100 --> 00:34:34,166  
Welcome to the U.S. government,  
by the way.

872  
00:34:34,166 --> 00:34:36,900  
Each position does offer new  
opportunities.

873  
00:34:36,900 --> 00:34:38,633  
Seize them.

874  
00:34:38,633 --> 00:34:40,233  
They're yours to lose.

875  
00:34:40,233 --> 00:34:41,333  
Right?

876  
00:34:41,333 --> 00:34:44,166  
I took that one  
from Lou Braxton,

877

00:34:44,166 --> 00:34:46,166  
my old boss in Center Ops.

878

00:34:46,166 --> 00:34:48,400  
He and I were awesome together.

879

00:34:48,400 --> 00:34:50,100  
Being willing to move.

880

00:34:50,100 --> 00:34:54,200  
Beth had to tolerate  
the game of Pong.

881

00:34:54,200 --> 00:34:56,333  
I've been to Washington, D.C.  
and LA.

882

00:34:56,333 --> 00:34:58,066  
Got--

883

00:34:58,066 --> 00:34:59,600  
brought to Washington, D.C.

884

00:34:59,600 --> 00:35:00,800  
Ames brought me back.

885

00:35:00,800 --> 00:35:02,400  
Headquarters tried to get me  
back again.

886

00:35:02,400 --> 00:35:04,000  
Beth said,  
"No way am I staying."

887

00:35:04,000 --> 00:35:05,000  
Just kidding.

888

00:35:05,000 --> 00:35:07,300  
No, she was right,

by the way.

889

00:35:07,300 --> 00:35:09,200

Awesome job opp--  
awesome opportunity,

890

00:35:09,200 --> 00:35:11,500

but what did is open the door  
to the Center Operations world

891

00:35:11,500 --> 00:35:12,566

when I came back.

892

00:35:12,566 --> 00:35:15,066

Everything does work out  
for a reason.

893

00:35:15,066 --> 00:35:17,033

Take a chance.

894

00:35:17,033 --> 00:35:20,266

Always, always, always  
watch each other's backs.

895

00:35:20,266 --> 00:35:21,700

Okay?

896

00:35:21,700 --> 00:35:25,600

Okay, that's what we're here  
to do at the end of the day.

897

00:35:25,600 --> 00:35:26,833

Share what you've learned.

898

00:35:26,833 --> 00:35:28,600

Last thing I'm gonna--  
last story I'll share

899

00:35:28,600 --> 00:35:31,066

before I get off the stage.

900

00:35:31,066 --> 00:35:33,533

I've been for the last six years  
doing volunteer work

901

00:35:33,533 --> 00:35:37,033

in a little rural town called  
Emmett, Idaho.

902

00:35:37,033 --> 00:35:39,800

The SESs at the center go out  
and do volunteer work.

903

00:35:39,800 --> 00:35:42,866

We have--I've been with  
that school almost six years.

904

00:35:42,866 --> 00:35:45,966

Mike Lou goes with me  
on those trips,

905

00:35:45,966 --> 00:35:47,600

as does Brian Smith,

906

00:35:47,600 --> 00:35:51,766

where we work with K through 12,  
and I'll tell you

907

00:35:51,766 --> 00:35:54,233

you've never seen a community  
more grateful,

908

00:35:54,233 --> 00:35:57,066

so remember that "give more  
than you take" kind of thing?

909

00:35:57,066 --> 00:35:59,766

Believe me, they're--  
I'm taking from them.

910

00:35:59,766 --> 00:36:01,433

Based on the experience  
and the exposure

911

00:36:01,433 --> 00:36:02,633

and the commitment.

912

00:36:02,633 --> 00:36:05,000

When you have 414 students  
in a classroom,

913

00:36:05,000 --> 00:36:08,266

and 598 come to family night,

914

00:36:08,266 --> 00:36:11,500

what does that tell you about  
a little 6,000-person city?

915

00:36:11,500 --> 00:36:13,033

Little town.

916

00:36:13,033 --> 00:36:14,500

Don't tell me  
they don't have it great

917

00:36:14,500 --> 00:36:16,033

out in the little areas  
in this country.

918

00:36:16,033 --> 00:36:17,066

They do.

919

00:36:17,066 --> 00:36:18,833

They do,  
and they should be applauded.

920

00:36:18,833 --> 00:36:20,733

Last--I'll close with this.

921

00:36:20,733 --> 00:36:23,433

Always, always, always  
tell the truth.

922

00:36:23,433 --> 00:36:26,566

No matter how ugly.

923

00:36:26,566 --> 00:36:30,666

Even if I screw up completely,  
I will stand up and say it.

924

00:36:30,666 --> 00:36:32,300

Do the same.

925

00:36:32,300 --> 00:36:35,833

With that, I'd like to thank  
Jacob for the opportunity

926

00:36:35,833 --> 00:36:38,066

and for all of you  
for joining me today,

927

00:36:38,066 --> 00:36:39,600

and I'd be happy to take  
any questions.

928

00:36:39,600 --> 00:36:40,933

Thank you.

929

00:36:40,933 --> 00:36:43,933

[applause]

930

00:36:46,600 --> 00:36:49,066

- So, if you have any questions,  
please line up in the aisle,

931

00:36:49,066 --> 00:36:51,366

and we'll take your question.

932

00:36:55,166 --> 00:36:58,000

So, while we wait for somebody  
to get up and have a question,

933

00:36:58,000 --> 00:36:59,866

I will ask you a question.

934

00:36:59,866 --> 00:37:02,200

So, one of the things  
that I have in my career

935

00:37:02,200 --> 00:37:07,366

is looking at the balance of  
deciding when to stick it out

936

00:37:07,366 --> 00:37:10,433

in that position,  
and when to move forward

937

00:37:10,433 --> 00:37:12,633

to an outside location.

938

00:37:12,633 --> 00:37:15,600

What I saw in your career  
is this back and forth

939

00:37:15,600 --> 00:37:18,066

from California to Washington,

940

00:37:18,066 --> 00:37:20,533

which in my career so far  
I did once, right?

941

00:37:20,533 --> 00:37:23,633

Going California, Washington,  
back, and so on.

942

00:37:23,633 --> 00:37:28,666

In each particular position,  
did the opportunity come first?

943

00:37:28,666 --> 00:37:30,833

Or were you searching  
for something

944

00:37:30,833 --> 00:37:34,400

as you were looking at it  
through your career?

945

00:37:34,400 --> 00:37:37,000

- To be--to be blunt, my dad  
had another expression,

946

00:37:37,000 --> 00:37:40,533

"Be sought after because looking  
is really hard."

947

00:37:40,533 --> 00:37:41,800

Trust me, he's right.

948

00:37:41,800 --> 00:37:44,066

I explained how, up front,  
it took me a long time

949

00:37:44,066 --> 00:37:49,033

to actually weasel my way  
into the aerospace business.

950

00:37:49,033 --> 00:37:50,566

I was very fortunate, Jacob.

951

00:37:50,566 --> 00:37:53,700

I haven't looked for a job  
since I got hired,

952

00:37:53,700 --> 00:37:56,600

and the phone would ring,  
like the Air Force called,

953

00:37:56,600 --> 00:37:59,066  
and all of a sudden NASA  
calls me at the Air Force,

954

00:37:59,066 --> 00:38:01,633  
and then I'm out here,  
and then out here calls NASA,

955

00:38:01,633 --> 00:38:03,066  
if I come out to a center,

956

00:38:03,066 --> 00:38:06,966  
so the flipping of center  
and headquarters experience

957

00:38:06,966 --> 00:38:09,866  
has been intensely valuable,  
but it's really been at the--

958

00:38:09,866 --> 00:38:11,433  
at the behest of others.

959

00:38:11,433 --> 00:38:13,200  
I can take no credit for that.

960

00:38:13,200 --> 00:38:15,333  
They--they've taken a chance  
on me,

961

00:38:15,333 --> 00:38:17,100  
so I can't thank all of them  
enough.

962

00:38:17,100 --> 00:38:19,933  
Tom Litkey in particular  
in D.C.,

963

00:38:19,933 --> 00:38:21,700

and there are many,  
many others.

964

00:38:24,000 --> 00:38:26,433  
- Going back to your first rule.

965

00:38:26,433 --> 00:38:28,666  
I imagine people will find  
themselves in a situation

966

00:38:28,666 --> 00:38:30,800  
whether they're working  
in a NASA center,

967

00:38:30,800 --> 00:38:35,533  
Air Force, private industry,  
where leadership is perhaps

968

00:38:35,533 --> 00:38:37,233  
trying to lead them astray.

969

00:38:37,233 --> 00:38:39,166  
Whether it be, you know,  
a center manager,

970

00:38:39,166 --> 00:38:42,333  
a general, a CEO,

971

00:38:42,333 --> 00:38:45,633  
and what would you advise  
somebody to do

972

00:38:45,633 --> 00:38:48,133  
when they're--when rule  
number one tells them

973

00:38:48,133 --> 00:38:51,733  
to go one direction,  
and their leadership tells them

974  
00:38:51,733 --> 00:38:53,766  
to go in a different one,  
and the consequences

975  
00:38:53,766 --> 00:38:55,066  
can be dire.

976  
00:38:55,066 --> 00:38:57,666  
So, what would you say  
to somebody in that state--

977  
00:38:57,666 --> 00:38:59,133  
situation?

978  
00:38:59,133 --> 00:39:01,500  
- Well, a pretty easy answer  
for me.

979  
00:39:01,500 --> 00:39:02,933  
I remember delivering a paper.

980  
00:39:02,933 --> 00:39:05,066  
We got called at  
5:00 on a Wednesday.

981  
00:39:05,066 --> 00:39:07,033  
Sam Nunn and  
the Center of Armed Services

982  
00:39:07,033 --> 00:39:12,833  
wanted to have our associate  
or deputy secretary of defense

983  
00:39:12,833 --> 00:39:14,733  
to come testify  
and do class control

984  
00:39:14,733 --> 00:39:16,533  
the next morning at 10:00,

985

00:39:16,533 --> 00:39:19,733

so at 2:00 in the morning

I'm delivering a paper

986

00:39:19,733 --> 00:39:21,466

to him on one aspect of that,

987

00:39:21,466 --> 00:39:23,866

and he looks at it,

throws it down on his desk,

988

00:39:23,866 --> 00:39:26,066

says, "Get out of here.

This is terrible."

989

00:39:26,066 --> 00:39:29,333

You know, and, you know,

what I did is came back

990

00:39:29,333 --> 00:39:31,600

in another hour, and he said,

"Where was this an hour ago?"

991

00:39:31,600 --> 00:39:33,700

And this guy was amazing.

992

00:39:33,700 --> 00:39:35,000

Probably the most brilliant man.

993

00:39:35,000 --> 00:39:36,500

This is John Slinkard.

General John Slinkard.

994

00:39:36,500 --> 00:39:38,366

Major General,

995

00:39:38,366 --> 00:39:41,466

and, but what he also long

always said was,

996

00:39:41,466 --> 00:39:44,800

"I pay you to think."

997

00:39:44,800 --> 00:39:46,766

That was the essence  
of that story in the paper.

998

00:39:46,766 --> 00:39:48,300

"Where was this an hour ago?"

999

00:39:48,300 --> 00:39:49,866

I pay you to think."

1000

00:39:49,866 --> 00:39:52,300

So, two rules on that:

1001

00:39:52,300 --> 00:39:53,300

think.

1002

00:39:53,300 --> 00:39:54,466

Okay?

1003

00:39:54,466 --> 00:39:58,833

But then how you deliver  
your dissenting view.

1004

00:39:58,833 --> 00:40:00,266

Many of you who work with me  
know that

1005

00:40:00,266 --> 00:40:03,300

that is also absolutely vital  
to me.

1006

00:40:03,300 --> 00:40:05,233

You can disagree with me  
until the cow comes home.

1007

00:40:05,233 --> 00:40:06,900

Doesn't bother me at all.

1008

00:40:06,900 --> 00:40:08,666

Now, assume it starts getting  
all emotional

1009

00:40:08,666 --> 00:40:11,100

or it starts getting,  
you know, whatever.

1010

00:40:11,100 --> 00:40:12,633

That's gonna be hard for me  
to react to.

1011

00:40:12,633 --> 00:40:14,100

Okay?

1012

00:40:14,100 --> 00:40:16,433

But on the other side, I think  
the key is that people need--

1013

00:40:16,433 --> 00:40:19,766

if they can deliver a cogent,  
you know, reasonable--

1014

00:40:19,766 --> 00:40:21,500

sometimes you have to wait  
a little bit.

1015

00:40:21,500 --> 00:40:22,633

You don't corner--

1016

00:40:22,633 --> 00:40:25,766

you tend not to poke at  
a wounded animal, right?

1017

00:40:25,766 --> 00:40:27,933

I mean, you know,  
you got to be smart

1018  
00:40:27,933 --> 00:40:30,533  
about how you deal with  
your dissent,

1019  
00:40:30,533 --> 00:40:33,400  
but I have no--there's nothing  
I have less respect for

1020  
00:40:33,400 --> 00:40:35,833  
than the people who do not have  
the guts to dissent

1021  
00:40:35,833 --> 00:40:38,633  
when they know they should.

1022  
00:40:38,633 --> 00:40:40,666  
When they know they should,

1023  
00:40:40,666 --> 00:40:43,433  
but how you do it matters a lot.

1024  
00:40:43,433 --> 00:40:44,433  
Okay?

1025  
00:40:44,433 --> 00:40:45,733  
So, I--please.

1026  
00:40:45,733 --> 00:40:46,733  
We're humans.

1027  
00:40:46,733 --> 00:40:48,400  
We're smart people.

1028  
00:40:48,400 --> 00:40:50,466  
If you have an opinion that--  
especially if you think

1029

00:40:50,466 --> 00:40:52,700

something's wrong,  
and you don't speak up,

1030

00:40:52,700 --> 00:40:55,300

all you have to do is read  
the CAIB report

1031

00:40:55,300 --> 00:40:58,400

on the lost "Columbia" or on  
the lost "Challenger,"

1032

00:40:58,400 --> 00:41:02,000

and you'll see exactly what  
not speaking up will get you.

1033

00:41:02,000 --> 00:41:04,233

Probab--possible loss of life.

1034

00:41:04,233 --> 00:41:05,400

Let alone loss of mission,

1035

00:41:05,400 --> 00:41:07,700

so speak up,

1036

00:41:07,700 --> 00:41:10,133

but do it in a respectful,  
thoughtful,

1037

00:41:10,133 --> 00:41:13,533

well-timed,  
proper environmental way.

1038

00:41:13,533 --> 00:41:14,533

Okay.

1039

00:41:14,533 --> 00:41:15,533

Jacob.

1040

00:41:15,533 --> 00:41:16,833

Any other questions?

1041

00:41:16,833 --> 00:41:19,933

Otherwise I would like to thank  
all of you for coming,

1042

00:41:19,933 --> 00:41:24,600

and for letting one guy share  
his view of life, a career,

1043

00:41:24,600 --> 00:41:28,200

against a bunch of guidelines  
with one really hard rule.

1044

00:41:28,200 --> 00:41:29,433

Thanks a lot.

1045

00:41:29,433 --> 00:41:32,433

[applause]