



1  
00:00:00,236 --> 00:00:03,476  
>> Dan Huot: So joining me here  
now in Mission Control Houston,

2  
00:00:03,476 --> 00:00:06,496  
it's a real privilege, I have  
our veteran flight director

3  
00:00:06,496 --> 00:00:07,796  
and our flight director  
for Orbit 2

4  
00:00:07,796 --> 00:00:09,056  
for the week, Mr. Paul Dye.

5  
00:00:09,376 --> 00:00:11,986  
This is his final week as a  
flight director here at NASA.

6  
00:00:12,346 --> 00:00:14,926  
Paul, first off, I really want  
to thank you, coming on and talk

7  
00:00:14,926 --> 00:00:17,596  
to me for a little bit,  
sharing all your experiences

8  
00:00:17,596 --> 00:00:18,086  
with me today.

9  
00:00:18,426 --> 00:00:19,486  
>> Paul Dye: Sure,  
Dan, it's great.

10  
00:00:19,966 --> 00:00:21,416  
>> Dan Huot: So, I  
want to jump right in.

11  
00:00:21,636 --> 00:00:22,866

How has this last week felt?

12

00:00:22,866 --> 00:00:24,686

I mean, you're a  
flight director,

13

00:00:24,686 --> 00:00:27,476

you're a very integral part of  
the human space flight program.

14

00:00:27,626 --> 00:00:29,136

How's this last week  
felt so far?

15

00:00:29,426 --> 00:00:31,506

>> Paul Dye: Well, it's  
actually been quite fun.

16

00:00:31,686 --> 00:00:33,046

You know, I was afraid  
that it was going

17

00:00:33,046 --> 00:00:36,296

to be a little bit sadder than  
it has been, but the truth is

18

00:00:36,296 --> 00:00:39,036

that I've been very, very  
privileged to fly spacecraft

19

00:00:39,036 --> 00:00:41,086

for the United States  
for many, many years,

20

00:00:41,716 --> 00:00:45,096

and flew the entire shuttle  
program, and now finishing

21

00:00:45,096 --> 00:00:47,056

up with the station, and

I did station as well,

22

00:00:47,056 --> 00:00:49,416  
but finishing up, dedicated  
a station the past year

23

00:00:49,416 --> 00:00:51,416  
and a half has really been fun  
because I've been able to work

24

00:00:51,416 --> 00:00:53,956  
with a lot of young folks and  
pass on a lot of the things

25

00:00:53,956 --> 00:00:56,706  
that were passed on to me by  
the early Apollo veterans.

26

00:00:57,166 --> 00:01:00,496  
And so the week hasn't been as  
sad as I thought it might be.

27

00:01:00,596 --> 00:01:02,976  
It's actually been a  
lot of fun just to work

28

00:01:02,976 --> 00:01:03,976  
with the flight controllers  
again.

29

00:01:04,686 --> 00:01:06,036  
>> Dan Huot: And we've been  
keeping it pretty light.

30

00:01:06,036 --> 00:01:08,256  
We've been having the good  
[laughter] quote dress codes

31

00:01:08,256 --> 00:01:08,786  
this week.

32

00:01:08,786 --> 00:01:12,076

You can see today was Vest Day;  
we had an Apollo Day yesterday,

33

00:01:12,076 --> 00:01:12,936

which was really cool.

34

00:01:12,936 --> 00:01:13,406

>> Paul Dye: Yes, we did.

35

00:01:13,406 --> 00:01:15,986

We had White Shirt and Skinny  
Black Tie Day yesterday just

36

00:01:15,986 --> 00:01:17,706

to remind people  
where we come from

37

00:01:17,706 --> 00:01:18,926

and think about the history.

38

00:01:19,876 --> 00:01:21,696

>> Dan Huot: And let's jump  
into your history really quick.

39

00:01:21,696 --> 00:01:23,576

Now, you started  
here as a student

40

00:01:23,856 --> 00:01:24,996

and in the cooperative program.

41

00:01:24,996 --> 00:01:25,236

>> Paul Dye: That's right.

42

00:01:25,236 --> 00:01:28,696

I came here as a student from  
the University of Minnesota,

43

00:01:28,746 --> 00:01:32,166  
back in my, I guess it was  
my junior year of college,

44

00:01:32,166 --> 00:01:33,416  
after my junior year of college,

45

00:01:33,416 --> 00:01:35,976  
and didn't know what I  
was going to be doing.

46

00:01:35,976 --> 00:01:38,956  
But it turned out that the  
Operations Group had seen my

47

00:01:38,956 --> 00:01:41,636  
resume and I'd been flying,  
I was a commercial pilot

48

00:01:41,736 --> 00:01:45,056  
when I was young, and I'd  
been in the diving business

49

00:01:45,056 --> 00:01:45,986  
when I was young in college.

50

00:01:45,986 --> 00:01:47,856  
And they said hey, here's  
a guy who knows operations,

51

00:01:47,856 --> 00:01:49,466  
real-time operations,  
let's snap him up.

52

00:01:50,306 --> 00:01:53,426  
And so I came here as a flight  
controller and worked on some

53

00:01:53,686 --> 00:01:57,706  
of the very earliest  
shuttle missions and moved

54

00:01:57,706 --> 00:02:00,576  
on to being a senior flight  
controller pretty quickly

55

00:02:00,576 --> 00:02:02,466  
and then was a flight controller

56

00:02:02,466 --> 00:02:04,706  
for about a dozen years  
before I was selected

57

00:02:04,706 --> 00:02:06,816  
as a flight director in 1993.

58

00:02:06,816 --> 00:02:08,646  
>> Dan Huot: Tell me a little  
bit about your experience

59

00:02:08,646 --> 00:02:09,696  
as a flight controller.

60

00:02:09,696 --> 00:02:11,186  
Now, when you are  
the flight director,

61

00:02:11,186 --> 00:02:13,216  
you're overseeing every  
flight controller.

62

00:02:13,216 --> 00:02:14,786  
You are the flight controller,

63

00:02:14,786 --> 00:02:16,266  
you're the hive brain,  
that's you.

64

00:02:16,486 --> 00:02:18,336

How did your experiences,  
just, you know,

65

00:02:18,336 --> 00:02:20,516

one of the flight  
controllers here in the room,

66

00:02:20,516 --> 00:02:22,466

how did that really help  
you get to where you were?

67

00:02:22,526 --> 00:02:22,856

>> Paul Dye: You know,

68

00:02:22,856 --> 00:02:26,306

there probably isn't any  
better leadership school

69

00:02:26,306 --> 00:02:29,086

than Mission Control  
here in the frontroom.

70

00:02:29,086 --> 00:02:30,456

And that's not just  
for flight directors,

71

00:02:30,456 --> 00:02:31,576

it's flight controllers as well,

72

00:02:31,576 --> 00:02:34,126

because every frontroom flight  
controller has a backroom

73

00:02:34,126 --> 00:02:37,236

of flight controllers that  
supports them, and so you have

74

00:02:37,236 --> 00:02:38,786

to lead your backroom,  
you have to learn

75

00:02:38,786 --> 00:02:40,886

to trust your backroom just  
as the flight director needs

76

00:02:40,886 --> 00:02:42,956

to learn to trust his  
frontroom flight controllers.

77

00:02:43,496 --> 00:02:45,986

You learn how the  
business works.

78

00:02:46,346 --> 00:02:49,356

When we get selected  
as a flight director,

79

00:02:49,356 --> 00:02:52,136

we're given basically a year  
of training, and people say,

80

00:02:52,136 --> 00:02:52,846

well golly, you know,

81

00:02:52,846 --> 00:02:55,166

you learned to be a flight  
controller, and, you know,

82

00:02:55,166 --> 00:02:56,696

you learned to be a  
flight director in a year.

83

00:02:56,696 --> 00:03:00,396

And I said, no, I learned to be  
a flight director in 12 years

84

00:03:00,596 --> 00:03:03,706

as a flight controller, watching

how flight directors worked

85

00:03:03,706 --> 00:03:05,346  
and learning the  
spacecraft systems,

86

00:03:05,346 --> 00:03:07,636  
not just learning the  
systems I was responsible for

87

00:03:07,916 --> 00:03:09,546  
but learning everybody  
else's systems,

88

00:03:09,766 --> 00:03:12,036  
and that's what made  
me qualified,

89

00:03:12,096 --> 00:03:14,336  
like other flight directors,  
to be a flight director.

90

00:03:14,336 --> 00:03:17,356  
We were looking outside of  
our own responsibilities

91

00:03:17,726 --> 00:03:19,016  
to really look at  
the big picture.

92

00:03:19,016 --> 00:03:21,116  
>> Dan Huot: So really,  
really being part of a team,

93

00:03:21,276 --> 00:03:22,396  
eventually leading the team.

94

00:03:22,396 --> 00:03:23,726  
>> Paul Dye: Yeah, yeah, you've  
got to be part of the team.

95

00:03:23,726 --> 00:03:25,876

I always joke around with  
flight controllers --

96

00:03:25,876 --> 00:03:27,896

it's not really a joke, but  
it's a thought experiment --

97

00:03:27,896 --> 00:03:30,366

when I'm talking with FCR  
frontroom flight controllers

98

00:03:30,366 --> 00:03:33,146

in training, and I tell them  
at some time we're going

99

00:03:33,146 --> 00:03:36,066

to do a simulation where just  
before we start the sim I'm

100

00:03:36,066 --> 00:03:38,716

going to make everybody in  
the room switch consoles.

101

00:03:38,716 --> 00:03:39,036

>> Dan Huot: [Laughter].

102

00:03:39,036 --> 00:03:41,646

>> Paul Dye: And the idea  
behind that thought experience,

103

00:03:41,646 --> 00:03:43,546

or experiment, is  
to get them to think

104

00:03:43,546 --> 00:03:45,416

about what would  
terrify them the most,

105

00:03:45,416 --> 00:03:48,316

what console would terrify them  
the most, and I ask them that,

106

00:03:48,316 --> 00:03:49,946

and then I say, well that's  
what you need to go study.

107

00:03:50,546 --> 00:03:52,316

I assume that if you've  
made it to the frontroom,

108

00:03:52,316 --> 00:03:54,366

you're already an expert  
on your own systems.

109

00:03:54,576 --> 00:03:57,416

What you need to learn is how to  
interface with everybody else,

110

00:03:57,756 --> 00:03:58,936

and that's what's  
really valuable.

111

00:03:59,506 --> 00:04:01,016

>> Dan Huot: Now,  
let's jump right into,

112

00:04:01,536 --> 00:04:02,836

you made it as a  
flight director,

113

00:04:02,836 --> 00:04:05,086

now your very first  
mission STS-63,

114

00:04:05,496 --> 00:04:07,726

that was a hallmark  
mission really

115

00:04:07,726 --> 00:04:09,406  
in U.S.-Russian relations.

116

00:04:09,406 --> 00:04:11,476  
That was the space  
shuttle did a fly-around

117

00:04:11,476 --> 00:04:12,626  
and a rendezvous with Mir.

118

00:04:13,206 --> 00:04:16,876  
Nowadays, you know, U.S.  
and Russian space agencies,

119

00:04:16,966 --> 00:04:18,416  
it's an everyday thing.

120

00:04:18,416 --> 00:04:20,516  
What's it been like to  
really see the progression

121

00:04:20,926 --> 00:04:23,786  
from that very first, you  
know, big partnership step

122

00:04:23,816 --> 00:04:24,636  
to where we are today?

123

00:04:24,966 --> 00:04:26,696  
>> Paul Dye: Well, I'll tell  
you the story behind that was

124

00:04:26,696 --> 00:04:30,686  
that it really, I started  
working with the Russians before

125

00:04:30,686 --> 00:04:35,266  
that in 1992 we were, there was  
a meeting between our president

126

00:04:35,266 --> 00:04:37,236  
and their president, and  
they decided that we needed

127

00:04:37,236 --> 00:04:38,256  
to work together better,

128

00:04:38,306 --> 00:04:40,816  
and they thought maybe the  
space programs could do that,

129

00:04:40,816 --> 00:04:44,706  
and so our agency head met with  
their agency head and they said,

130

00:04:44,706 --> 00:04:46,816  
you know, our presidents said  
we should do something together,

131

00:04:46,816 --> 00:04:48,146  
so let's get some  
experts together.

132

00:04:48,586 --> 00:04:51,266  
And a very small team of  
Americans, myself included,

133

00:04:51,266 --> 00:04:53,426  
went over to Russia and  
we sat across the table

134

00:04:53,426 --> 00:04:56,026  
from our counterparts in  
Russia, and we said, well,

135

00:04:56,426 --> 00:04:57,986  
our government said we  
should work together,

136

00:04:57,986 --> 00:05:00,636

what do you think we can do  
with each other in space?

137

00:05:00,636 --> 00:05:03,736

And they said, well, we  
have this space station

138

00:05:03,736 --> 00:05:06,066

but we don't have a shuttle,  
and you guys have a shuttle

139

00:05:06,066 --> 00:05:07,156

but you don't have  
a space station,

140

00:05:07,156 --> 00:05:08,706

so maybe we can go  
visit each other.

141

00:05:09,446 --> 00:05:10,436

And that's where it came from.

142

00:05:10,786 --> 00:05:13,256

And because I was  
working on that

143

00:05:13,256 --> 00:05:16,496

as a senior flight controller  
and got very deeply involved

144

00:05:16,496 --> 00:05:20,596

with that, it made me better  
prepared to be selected

145

00:05:20,596 --> 00:05:22,956

as a flight director, and  
lo and behold, I worked all

146

00:05:22,956 --> 00:05:24,036  
of the shuttle Mir missions.

147

00:05:24,586 --> 00:05:26,196  
We had a very small  
team of people

148

00:05:26,196 --> 00:05:28,156  
who worked all the  
shuttle Mir missions

149

00:05:28,156 --> 00:05:31,336  
because the Russians really like  
working with particular people,

150

00:05:31,336 --> 00:05:33,536  
not with a person  
with a title but with,

151

00:05:33,786 --> 00:05:34,846  
they want to work with Paul.

152

00:05:34,846 --> 00:05:36,806  
Once they know Paul, they  
want to work with Paul.

153

00:05:36,806 --> 00:05:37,866  
>> Dan Huot: They  
want to establish

154

00:05:37,866 --> 00:05:38,626  
that relationship,  
and [laughter].

155

00:05:38,626 --> 00:05:39,826  
>> Paul Dye: [Inaudible] the  
relationship's important.

156

00:05:39,826 --> 00:05:40,866  
>> Dan Huot: So you

became their go-to.

157

00:05:40,866 --> 00:05:41,346

>> Paul Dye: That's right,

158

00:05:41,346 --> 00:05:42,786

and there was a small  
group of us that did that.

159

00:05:42,786 --> 00:05:45,216

So we worked, a small group  
that did all those missions.

160

00:05:45,656 --> 00:05:48,766

And there was a lot  
of time where we had

161

00:05:48,766 --> 00:05:50,956

to discover how each  
was different

162

00:05:51,106 --> 00:05:53,766

but we really discovered that  
we were very, very similar,

163

00:05:53,766 --> 00:05:56,026

and I told you that  
when [inaudible] sitting

164

00:05:56,026 --> 00:05:58,366

across a table, you could  
point at a guy and say he looks

165

00:05:58,366 --> 00:05:59,366

like a ground controller...

166

00:05:59,366 --> 00:05:59,806

>> Dan Huot: [Laughter].

167

00:05:59,806 --> 00:06:01,736

>> Paul Dye: ...that guy looks like an instrumentation officer,

168

00:06:01,736 --> 00:06:02,846

and sure enough, that's what they were.

169

00:06:02,846 --> 00:06:06,286

That's the way they worked, is very similar to the way we work,

170

00:06:06,426 --> 00:06:09,576

and here today when we work with them on a constant basis --

171

00:06:09,576 --> 00:06:11,976

we have Russians here, and we have Americans over there,

172

00:06:11,976 --> 00:06:13,596

and we're constantly talking back and forth --

173

00:06:14,096 --> 00:06:15,826

we work very naturally together.

174

00:06:16,616 --> 00:06:16,996

>> Dan Huot: Okay.

175

00:06:17,076 --> 00:06:19,296

Now let's jump to the end.

176

00:06:19,566 --> 00:06:20,976

You were a flight director

177

00:06:20,976 --> 00:06:23,216

on the final shuttle mission, STS-135.

178

00:06:23,416 --> 00:06:23,706

>> Paul Dye: Right, right.

179

00:06:23,706 --> 00:06:25,776

>> Dan Huot: Want to see if you can go back to that day.

180

00:06:26,016 --> 00:06:28,186

How much did it mean to you to really be part of that...

181

00:06:28,186 --> 00:06:28,286

>> Paul Dye: [Laughter].

182

00:06:28,286 --> 00:06:30,436

>> Dan Huot: ...flying it out, seeing the successful end

183

00:06:30,616 --> 00:06:31,996

of the space shuttle program?

184

00:06:32,046 --> 00:06:34,346

>> Paul Dye: I think that you have to understand

185

00:06:34,346 --> 00:06:35,566

that I'm basically an airplane guy.

186

00:06:35,566 --> 00:06:39,386

I grew up as a pilot, and silk scarf and goggles, and the like,

187

00:06:39,386 --> 00:06:42,996

and so to me the space shuttle was the highest flying,

188

00:06:42,996 --> 00:06:45,286

fastest flying airplane ever

built, and there's nothing

189

00:06:45,286 --> 00:06:46,746  
about the shuttle  
that I didn't like.

190

00:06:47,186 --> 00:06:49,576  
I spent a lot of time  
flying it in the simulators,

191

00:06:49,576 --> 00:06:50,786  
doing a lot of development work

192

00:06:50,816 --> 00:06:52,976  
with the handling qualities  
and things like that.

193

00:06:53,646 --> 00:06:56,766  
To see the program  
end was very tough

194

00:06:56,766 --> 00:06:58,146  
because we could  
have kept flying

195

00:06:58,146 --> 00:06:59,276  
that bird for a long time.

196

00:06:59,316 --> 00:07:01,826  
I'm talking about  
from the standpoint

197

00:07:01,946 --> 00:07:04,726  
of from engineering-wise  
and operations-wide,

198

00:07:04,726 --> 00:07:07,196  
we could've kept flying that  
and it would've been nice.

199

00:07:07,196 --> 00:07:09,296

Here, we finished the station  
and it would've been nice

200

00:07:09,296 --> 00:07:10,946

to be able to continue  
carrying large loads

201

00:07:10,946 --> 00:07:12,596

up and large loads back.

202

00:07:13,276 --> 00:07:17,506

And so that last shuttle  
mission was a little tough.

203

00:07:17,596 --> 00:07:21,466

But the great thing about  
it is that we flew it

204

00:07:21,466 --> 00:07:23,456

as professionals  
right to the very end.

205

00:07:23,906 --> 00:07:26,426

We had people that  
were working on console

206

00:07:26,936 --> 00:07:30,486

that knew they were walking  
out the door when we landed,

207

00:07:30,746 --> 00:07:34,746

and they never let up, not  
one iota, until it was done.

208

00:07:34,746 --> 00:07:36,136

That's how much they  
cared about the program.

209

00:07:36,436 --> 00:07:39,446  
>> Dan Huot: And these teams  
always shown so much dedication,

210  
00:07:39,746 --> 00:07:41,286  
and it's always been  
very impressive.

211  
00:07:41,856 --> 00:07:45,516  
Now before, you were talking to  
me, flight directors think fast.

212  
00:07:45,836 --> 00:07:46,076  
>> Paul Dye: Right.

213  
00:07:46,706 --> 00:07:47,506  
>> Dan Huot: Describe  
that again...

214  
00:07:47,506 --> 00:07:47,573  
>> Paul Dye: [Laughter].

215  
00:07:47,573 --> 00:07:48,566  
>> Dan Huot: ...because  
that was very cool.

216  
00:07:49,216 --> 00:07:51,756  
>> Paul Dye: I think one of the  
hallmarks of flight directors,

217  
00:07:51,936 --> 00:07:54,806  
either by selection or by  
training, is that we tend

218  
00:07:54,806 --> 00:07:55,846  
to think very, very fast.

219  
00:07:55,846 --> 00:07:58,646  
We think of contingencies,  
and we think of multiple paths

220

00:07:58,646 --> 00:07:59,816  
and multiple contingencies.

221

00:08:00,356 --> 00:08:03,176  
And before we make a decision,  
we've probably gone very quickly

222

00:08:03,176 --> 00:08:04,826  
through our mind, and if  
I do this I can get this,

223

00:08:04,826 --> 00:08:06,476  
if I do this I go to  
this, and if this happens

224

00:08:06,476 --> 00:08:07,706  
and this happens, and  
this happens, then,

225

00:08:08,066 --> 00:08:10,566  
and that sometimes isn't  
apparent to other people.

226

00:08:10,566 --> 00:08:12,846  
They just see us go, okay  
we're going to do this.

227

00:08:12,846 --> 00:08:14,806  
And then they ask us, well,  
have you thought about that,

228

00:08:14,806 --> 00:08:15,886  
have you thought about  
this, have you thought --

229

00:08:15,886 --> 00:08:17,116  
yes, I've thought  
about all that stuff,

230

00:08:17,116 --> 00:08:19,276

and I know that this  
is what I want to do.

231

00:08:19,376 --> 00:08:21,536

And that's probably one  
of the hallmarks of most

232

00:08:21,536 --> 00:08:23,286

of the people who've sat  
in the center seat here.

233

00:08:23,886 --> 00:08:26,566

>> Dan Huot: So, for all the  
flight controllers in this room

234

00:08:26,566 --> 00:08:30,396

that are maybe aspiring to  
someday become flight director

235

00:08:30,396 --> 00:08:31,736

and sit in your seat,  
what kind of,

236

00:08:31,736 --> 00:08:32,916

what advice would you give them?

237

00:08:33,446 --> 00:08:35,116

>> Paul Dye: They've got to get  
outside of their own systems,

238

00:08:35,116 --> 00:08:36,906

they've got to think  
the big picture,

239

00:08:36,906 --> 00:08:38,436

they need to constantly  
be thinking

240

00:08:38,436 --> 00:08:41,006  
about how they serve  
the overall mission.

241  
00:08:41,596 --> 00:08:45,956  
Our goal is two things: flight  
safety and mission success.

242  
00:08:46,196 --> 00:08:47,816  
We want to make sure  
everybody comes home,

243  
00:08:47,816 --> 00:08:49,546  
and we want to make sure  
we accomplish the mission.

244  
00:08:49,626 --> 00:08:52,066  
It doesn't do any good  
to accomplish the mission

245  
00:08:52,066 --> 00:08:54,496  
and people don't come home,  
so you got to do both those.

246  
00:08:54,906 --> 00:08:58,246  
And in order to do that, you got  
to understand all the systems,

247  
00:08:58,246 --> 00:09:00,306  
you have to understand  
how they play together,

248  
00:09:00,306 --> 00:09:02,866  
you have to understand what  
the program wants and how

249  
00:09:02,866 --> 00:09:04,206  
that program needs  
to be accomplished.

250

00:09:04,586 --> 00:09:07,816  
And today, with a space station,  
you have to understand all

251  
00:09:07,816 --> 00:09:08,966  
of the international partners,

252  
00:09:08,966 --> 00:09:10,826  
and how they contribute,  
and how they work.

253  
00:09:11,356 --> 00:09:14,536  
It's a vast program,  
and you can't do it

254  
00:09:14,536 --> 00:09:16,876  
without a great deal of help.

255  
00:09:17,146 --> 00:09:19,346  
We sometimes describe  
flight directors

256  
00:09:19,346 --> 00:09:22,176  
as the conductor  
of an orchestra.

257  
00:09:22,606 --> 00:09:26,096  
I'm not a virtuoso on  
every instrument...

258  
00:09:26,096 --> 00:09:26,796  
>> Dan Huot: [Laughter].

259  
00:09:26,796 --> 00:09:29,006  
>> Paul Dye: ...I may be  
able to make noise with most

260  
00:09:29,006 --> 00:09:32,066  
of the instruments,  
and one or two

261

00:09:32,066 --> 00:09:34,226  
of them I can probably  
play fairly well,

262

00:09:34,766 --> 00:09:37,946  
but we have to depend on  
a big team, and you have

263

00:09:37,996 --> 00:09:40,166  
to learn leadership and how

264

00:09:40,166 --> 00:09:42,546  
to develop leadership,  
what leadership is.

265

00:09:42,546 --> 00:09:44,646  
It's different than management.

266

00:09:44,796 --> 00:09:46,286  
Leadership is about inspiration,

267

00:09:46,286 --> 00:09:48,826  
it's about inspiring  
people to a vision.

268

00:09:49,656 --> 00:09:51,676  
I can identify a  
leader in an instant

269

00:09:51,676 --> 00:09:52,766  
by saying, "What's your vision?"

270

00:09:52,766 --> 00:09:54,096  
And if they don't have one,

271

00:09:54,096 --> 00:09:55,666  
then I know that  
they're not a leader.

272

00:09:56,656 --> 00:09:59,496

You have a vision, you make it  
so attractive to other people

273

00:09:59,496 --> 00:10:02,566

that they say, "I got to go do  
that," and the leader just needs

274

00:10:02,566 --> 00:10:05,416

to get out of their way  
and help provide them

275

00:10:05,416 --> 00:10:06,676

with the resources  
to get it done.

276

00:10:07,556 --> 00:10:09,516

>> Dan Huot: Well, hopefully we  
have a few more leaders sitting

277

00:10:09,516 --> 00:10:11,856

here listening in that  
are going to take note.

278

00:10:12,116 --> 00:10:12,636

>> Paul Dye: I think we will.

279

00:10:12,636 --> 00:10:15,236

>> Dan Huot: Well, as your,  
you know, as your time

280

00:10:15,236 --> 00:10:16,706

as a flight director  
is coming to an end,

281

00:10:16,706 --> 00:10:19,186

was there anything you're  
really, really going to remember

282

00:10:19,646 --> 00:10:22,176  
from all the time you spent in  
this room, flying the shuttle?

283

00:10:22,176 --> 00:10:22,243  
>> Paul Dye: [Laughter].

284

00:10:22,243 --> 00:10:23,146  
>> Dan Huot: Is there  
anything that's really going

285

00:10:23,146 --> 00:10:23,826  
to stand out?

286

00:10:23,956 --> 00:10:25,886  
>> Paul Dye: You know, people  
ask me that all the time,

287

00:10:25,886 --> 00:10:27,716  
and the fundamental  
answer is I have had

288

00:10:27,716 --> 00:10:31,476  
so many incredible moments doing  
what I've been allowed to do

289

00:10:31,476 --> 00:10:36,036  
for 33 years that it's  
impossible to pick them out.

290

00:10:36,466 --> 00:10:37,596  
It would be like choosing

291

00:10:37,596 --> 00:10:39,366  
between which is  
your favorite child.

292

00:10:39,876 --> 00:10:43,116  
We've just had so many

incredible moments

293

00:10:43,116 --> 00:10:44,506  
from beginning to end,

294

00:10:44,956 --> 00:10:47,306  
and sometimes you  
stop and you go, "Wow!"

295

00:10:47,306 --> 00:10:49,796  
I can't believe I've  
been allowed to do that."

296

00:10:49,906 --> 00:10:53,266  
People who are really enamored  
by space, and aeronautics,

297

00:10:53,266 --> 00:10:56,426  
and the like, but haven't been  
given a chance to work here,

298

00:10:56,426 --> 00:10:59,026  
would probably give just  
about anything to be involved,

299

00:10:59,386 --> 00:11:00,986  
to have been involved  
in some minor way

300

00:11:00,986 --> 00:11:02,096  
with one shuttle mission.

301

00:11:02,716 --> 00:11:06,386  
I flew 39 missions as a  
shuttle flight director,

302

00:11:06,386 --> 00:11:07,696  
nine of those as the lead.

303

00:11:08,036 --> 00:11:10,156

How can I possibly  
complain about anything?

304

00:11:10,156 --> 00:11:11,276

Every one was a highlight.

305

00:11:11,946 --> 00:11:12,466

>> Dan Huot: Well, it sounds

306

00:11:12,466 --> 00:11:15,646

like you certainly will be  
walking away with, you know,

307

00:11:15,646 --> 00:11:17,276

just as much as you  
put in I hope.

308

00:11:17,496 --> 00:11:17,886

>> Paul Dye: Oh, yeah.

309

00:11:18,096 --> 00:11:19,816

It's been an incredible  
experience.

310

00:11:20,656 --> 00:11:22,026

>> Dan Huot: Any big  
plans for afterwards?

311

00:11:22,026 --> 00:11:23,316

Anything exciting you're  
looking forward to?

312

00:11:23,316 --> 00:11:24,806

>> Paul Dye: Well, I've  
always been an airplane guy,

313

00:11:24,806 --> 00:11:26,536

and I'm going to continue  
being an airplane guy.

314

00:11:26,536 --> 00:11:29,506

I'm pretty deeply involved  
in experimental aviation,

315

00:11:29,506 --> 00:11:30,856

flying and building airplanes,

316

00:11:30,856 --> 00:11:33,956

and helping to test  
airplanes and work on designs.

317

00:11:33,956 --> 00:11:37,376

I'm an advisor with the  
Experimental Aircraft

318

00:11:37,376 --> 00:11:40,796

Association, I'm  
big into operations,

319

00:11:40,796 --> 00:11:42,466

and safe flight testing,  
and things like that.

320

00:11:42,466 --> 00:11:44,386

So, we have a lot of things  
to work on in that area,

321

00:11:44,386 --> 00:11:46,146

and flying is wonderful.

322

00:11:46,836 --> 00:11:49,216

>> Dan Huot: Alright, well,  
best of luck with that,

323

00:11:49,216 --> 00:11:50,486

you know, stay safe in the air.

324

00:11:50,486 --> 00:11:52,926

You certainly have a lot of  
experience with flying safe,

325

00:11:52,996 --> 00:11:55,406

so I have no doubt you'll  
continue to carry that on.

326

00:11:55,636 --> 00:11:55,866

>> Paul Dye: Okay.

327

00:11:55,866 --> 00:11:57,006

Thank you very much.

328

00:11:57,056 --> 00:11:57,476

>> Dan Huot: I really want

329

00:11:57,476 --> 00:11:59,246

to thank you real  
quick, Paul, so much.

330

00:11:59,246 --> 00:12:00,996

It's honestly, it's  
been a real privilege.

331

00:12:01,376 --> 00:12:03,326

It's been great sitting  
here with you and the team

332

00:12:03,326 --> 00:12:05,686

for your last week, and it  
really, it's been an honor.

333

00:12:05,686 --> 00:12:06,066

>> Paul Dye: Okay.

334

00:12:06,066 --> 00:12:06,716

Well thanks much.

335

00:12:06,716 --> 00:12:07,296

We'll see you tomorrow.

336

00:12:07,296 --> 00:12:08,486

>> Dan Huot: Best of  
luck in the future.