



1  
00:00:00,600 --> 00:00:15,382  
[ MUSIC ]

2  
00:00:26,493 --> 00:00:27,193  
>> HELLO, EVERYONE.

3  
00:00:27,193 --> 00:00:28,795  
I'M MICHELLE FEREBEE,

4  
00:00:28,795 --> 00:00:30,163  
DEPUTY DIRECTOR

5  
00:00:30,163 --> 00:00:31,698  
OF NASA LANGLEY'S OFFICE

6  
00:00:31,698 --> 00:00:33,066  
OF STRATEGIC ANALYSIS,

7  
00:00:33,066 --> 00:00:33,867  
COMMUNICATIONS,

8  
00:00:33,867 --> 00:00:35,335  
AND BUSINESS DEVELOPMENT.

9  
00:00:35,335 --> 00:00:36,936  
TO EVERYONE WATCHING,

10  
00:00:36,936 --> 00:00:37,837  
THANK YOU.

11  
00:00:37,837 --> 00:00:39,172  
I'M EXCITED TO BRING YOU

12  
00:00:39,172 --> 00:00:40,407  
WHAT I BELIEVE WILL BE

13  
00:00:40,407 --> 00:00:42,208

A FASCINATING DISCUSSION.

14

00:00:42,208 --> 00:00:44,144

WE ARE EXPLORING THE POWER

15

00:00:44,144 --> 00:00:45,545

OF AFRICAN AMERICAN

16

00:00:45,545 --> 00:00:47,380

LEADERS IN NASA.

17

00:00:47,380 --> 00:00:49,015

WE'VE ASSEMBLED AN

18

00:00:49,015 --> 00:00:51,117

ESTEEMED PANEL OF EXPERTS,

19

00:00:51,117 --> 00:00:53,086

PROFESSIONALS WHO TRULY EMBODY

20

00:00:53,086 --> 00:00:55,121

THE IDEA OF NASA LEADERSHIP.

21

00:00:55,121 --> 00:00:56,689

THROUGHOUT OUR HISTORY,

22

00:00:56,689 --> 00:00:57,724

NASA'S SUCCESS IS

23

00:00:57,724 --> 00:00:58,892

DRIVEN BY PEOPLE OF

24

00:00:58,892 --> 00:01:00,427

DIVERSE BACKGROUNDS.

25

00:01:00,427 --> 00:01:02,295

THE WORLD HAS COME TO KNOW

26

00:01:02,295 --> 00:01:03,897

LANGLEY'S HIDDEN FIGURES,

27

00:01:03,897 --> 00:01:05,165

BUT THERE ARE PLENTY OF OTHER

28

00:01:05,165 --> 00:01:07,400

INSPIRING STORIES TO TELL.

29

00:01:07,400 --> 00:01:08,468

AT LANGLEY,

30

00:01:08,468 --> 00:01:09,335

IMPORTANT CONTRIBUTORS

31

00:01:09,335 --> 00:01:11,104

SUCH AS THOMAS BYRDSONG,

32

00:01:11,104 --> 00:01:12,505

A BLACK ENGINEER

33

00:01:12,505 --> 00:01:14,941

WHO CAME TO WORK IN 1953

34

00:01:14,941 --> 00:01:16,443

FOR THE NATIONAL ADVISORY

35

00:01:16,443 --> 00:01:17,977

COMMITTEE ON AERONAUTICS,

36

00:01:17,977 --> 00:01:19,312

OUR PREDECESSOR,

37

00:01:19,312 --> 00:01:20,680

NASA'S PREDECESSOR.

38

00:01:20,680 --> 00:01:21,848

HE WENT ON TO DO

39

00:01:21,848 --> 00:01:22,916

ESSENTIAL WIND TUNNEL WORK

40

00:01:22,916 --> 00:01:24,551

FOR THE APOLLO PROGRAM.

41

00:01:24,551 --> 00:01:26,019

ANOTHER EXAMPLE IS

42

00:01:26,019 --> 00:01:28,188

MR. STANLEY WOODARD, AN ENGINEER

43

00:01:28,188 --> 00:01:29,589

AND PROLIFIC INVENTOR

44

00:01:29,589 --> 00:01:31,291

WHO FILED MORE THAN 22

45

00:01:31,291 --> 00:01:33,460

U.S. AND INTERNATIONAL PATENTS

46

00:01:33,460 --> 00:01:34,727

BEFORE PASSING AWAY

47

00:01:34,727 --> 00:01:37,897

IN 2011 AT THE AGE OF 51.

48

00:01:37,897 --> 00:01:39,899

IN BETWEEN, THERE HAVE

49

00:01:39,899 --> 00:01:41,267

BEEN SO MANY OTHERS.

50

00:01:41,267 --> 00:01:42,702

I KNOW THE SAME IS TRUE

51  
00:01:42,702 --> 00:01:43,937  
ACROSS THE AGENCY.

52  
00:01:43,937 --> 00:01:45,472  
BLACK HISTORY MONTH

53  
00:01:45,472 --> 00:01:47,006  
IS THE PERFECT TIME

54  
00:01:47,006 --> 00:01:48,608  
TO REFLECT ON WHAT'S BEEN

55  
00:01:48,608 --> 00:01:50,009  
ACCOMPLISHED BY SO MANY

56  
00:01:50,009 --> 00:01:52,278  
AND TO SEE WHAT WE CAN LEARN

57  
00:01:52,278 --> 00:01:54,047  
FROM OUR TRIUMPHS AND STRUGGLES.

58  
00:01:54,047 --> 00:01:55,682  
WE'RE HONORED TO BE

59  
00:01:55,682 --> 00:01:56,716  
STANDING ON THE SHOULDERS

60  
00:01:56,716 --> 00:01:58,618  
OF SOME TRUE GIANTS.

61  
00:01:58,618 --> 00:02:00,186  
WHETHER THEY ARE PIONEERS

62  
00:02:00,186 --> 00:02:01,888  
CELEBRATED AROUND THE GLOBE,

63  
00:02:01,888 --> 00:02:03,356

OR EVERYDAY HEROES

64

00:02:03,356 --> 00:02:04,524

WHO HAVE MADE A DIFFERENCE

65

00:02:04,524 --> 00:02:06,292

FOR OUR AGENCY AND OUR NATION.

66

00:02:06,292 --> 00:02:08,828

WE HAVE SUCH A PROUD HERITAGE

67

00:02:08,828 --> 00:02:10,396

TO DRAW ON, AND WE WILL

68

00:02:10,396 --> 00:02:11,998

CONTINUE THAT HERITAGE

69

00:02:11,998 --> 00:02:13,233

EVERY DAY.

70

00:02:13,233 --> 00:02:14,267

SO, I INVITE YOU TO

71

00:02:14,267 --> 00:02:16,736

LISTEN AND REFLECT WITH US

72

00:02:16,736 --> 00:02:19,572

AS WE DISCUSS OUR AGENCY'S PAST,

73

00:02:19,572 --> 00:02:21,174

PRESENT, AND FUTURE

74

00:02:21,174 --> 00:02:22,342

AS SHAPED BY

75

00:02:22,342 --> 00:02:24,143

AFRICAN AMERICAN LEADERS.

76

00:02:24,143 --> 00:02:25,612

NOW, I'LL TURN YOU OVER

77

00:02:25,612 --> 00:02:27,280

TO MR. GLENN DELGADO,

78

00:02:27,280 --> 00:02:29,148

NASA'S ASSOCIATE ADMINISTRATOR

79

00:02:29,148 --> 00:02:31,251

FOR SMALL BUSINESS PROGRAMS.

80

00:02:31,251 --> 00:02:32,685

GLENN?

81

00:02:32,685 --> 00:02:33,486

>> THANK YOU, MICHELLE,

82

00:02:33,486 --> 00:02:34,320

FOR THOSE KIND WORDS.

83

00:02:34,320 --> 00:02:35,755

THOSE ARE GREATLY APPRECIATED,

84

00:02:35,755 --> 00:02:36,689

AND I REALLY WOULD LIKE

85

00:02:36,689 --> 00:02:37,557

TO WELCOME OUR AUDIENCE

86

00:02:37,557 --> 00:02:38,558

TO TODAY'S EVENT.

87

00:02:38,558 --> 00:02:39,559

I THINK YOU'LL FIND

88

00:02:39,559 --> 00:02:40,994

THIS PANEL VERY STIMULATING

89

00:02:40,994 --> 00:02:41,928

AND GIVING YOU A LOT OF

90

00:02:41,928 --> 00:02:43,096

FOOD FOR THOUGHT ABOUT

91

00:02:43,096 --> 00:02:44,597

LEADERSHIP AT NASA.

92

00:02:44,597 --> 00:02:46,933

UM, IT IS A VERY DIVERSE PANEL,

93

00:02:46,933 --> 00:02:48,067

AND I'D LIKE TO

94

00:02:48,067 --> 00:02:49,202

INTRODUCE THEM TO YOU.

95

00:02:49,202 --> 00:02:50,403

FIRST, I'D LIKE TO INTRODUCE

96

00:02:50,403 --> 00:02:51,738

MISS VANESSA WYCHE.

97

00:02:51,738 --> 00:02:53,473

SHE IS A DEPUTY CENTER DIRECTOR

98

00:02:53,473 --> 00:02:55,008

AT JOHNSON SPACE CENTER.

99

00:02:55,008 --> 00:02:56,676

THEN A GOOD FRIEND OF MINE,

100

00:02:56,676 --> 00:02:58,011

DR. WOODROW WHITLOW,

101  
00:02:58,011 --> 00:02:59,445  
WHO IS A FORMER CENTER DIRECTOR

102  
00:02:59,445 --> 00:03:00,914  
AT GLENN RESEARCH CENTER,

103  
00:03:00,914 --> 00:03:02,115  
AS WELL AS A FORMER

104  
00:03:02,115 --> 00:03:03,816  
ASSOCIATE ADMINISTRATOR

105  
00:03:03,816 --> 00:03:04,651  
FOR MISSION SUPPORT

106  
00:03:04,651 --> 00:03:05,852  
AT HEADQUARTERS.

107  
00:03:05,852 --> 00:03:06,853  
UH, A GOOD FRIEND OF MINE,

108  
00:03:06,853 --> 00:03:08,221  
BRENDA MANUEL, UH,

109  
00:03:08,221 --> 00:03:09,756  
WHO IS THE FORMER AA OF, UH,

110  
00:03:09,756 --> 00:03:12,058  
DIVERSITY AND EQUAL OPPORTUNITY AT NASA HEADQUARTERS.

111  
00:03:12,058 --> 00:03:13,426  
UM, AND HAL WALKER JR.,

112  
00:03:13,426 --> 00:03:14,327  
WHO IS A RETIRED

113  
00:03:14,327 --> 00:03:16,195

APOLLO LASER SCIENTIST

114

00:03:16,195 --> 00:03:17,864

WHO DID FASCINATING WORK,

115

00:03:17,864 --> 00:03:18,665

AND I'M SURE HE'LL TALK TO YOU

116

00:03:18,665 --> 00:03:19,966

ABOUT THAT A LITTLE BIT.

117

00:03:19,966 --> 00:03:21,801

AND LAST IS MR. CLAYTON TURNER,

118

00:03:21,801 --> 00:03:22,635

WHO IS THE CURRENT

119

00:03:22,635 --> 00:03:23,570

CENTER DIRECTOR AT

120

00:03:23,570 --> 00:03:25,605

LANGLEY RESEARCH CENTER.

121

00:03:25,605 --> 00:03:26,973

SO, THE FIRST THING THAT

122

00:03:26,973 --> 00:03:28,341

I REALLY WANT TO DO IS

123

00:03:28,341 --> 00:03:30,176

ASK EACH OF YOU A QUESTION

124

00:03:30,176 --> 00:03:32,612

AND, IN THREE WORDS OR LESS,

125

00:03:32,612 --> 00:03:34,113

I'M GONNA ASK YOU TO VIEW.

126

00:03:34,113 --> 00:03:35,448

"WHAT DOES LEADERSHIP

127

00:03:35,448 --> 00:03:36,416

MEAN TO YOU?"

128

00:03:36,416 --> 00:03:38,184

SO WITH THAT,

129

00:03:38,184 --> 00:03:39,953

I'LL START OFF WITH VANESSA.

130

00:03:39,953 --> 00:03:41,821

UM, WHAT DOES LEADERSHIP

131

00:03:41,821 --> 00:03:43,256

MEAN TO YOU, VANESSA?

132

00:03:43,256 --> 00:03:45,725

>> UH, GOOD MORNING, FIRST,

133

00:03:45,725 --> 00:03:47,026

AND THANK YOU FOR HAVING ME

134

00:03:47,026 --> 00:03:48,194

TO BE ON THE PANEL.

135

00:03:48,194 --> 00:03:50,396

BUT IN THREE WORDS,

136

00:03:50,396 --> 00:03:51,497

I GUESS I WOULD SAY,

137

00:03:51,497 --> 00:03:54,067

UM, "MOTIVATE TO ACHIEVE."

138

00:03:54,067 --> 00:03:56,135

>> THANK YOU, WELL-STATED.

139

00:03:56,135 --> 00:03:57,136

UH, WOODROW,

140

00:03:57,136 --> 00:03:59,505

SAME QUESTION TO YOU.

141

00:03:59,505 --> 00:04:00,473

>> UH, "INSPIRING

142

00:04:00,473 --> 00:04:02,141

THE WORKFORCE."

143

00:04:02,141 --> 00:04:04,344

>> AND THAT YOU DID DO.

144

00:04:04,344 --> 00:04:06,112

UM, BRENDA?

145

00:04:06,112 --> 00:04:06,813

>> I WOULD SAY

146

00:04:06,813 --> 00:04:09,315

"VISION AND ACCOUNTABILITY."

147

00:04:09,315 --> 00:04:10,950

>> HAL WALKER?

148

00:04:10,950 --> 00:04:12,852

>> UH, "TRUST AND COMMITMENT."

149

00:04:12,852 --> 00:04:14,287

>> WELL SAID,

150

00:04:14,287 --> 00:04:15,555

AND CLAYTON, IF YOU COULD

151

00:04:15,555 --> 00:04:16,689

WRAP THAT UP FOR US?

152

00:04:16,689 --> 00:04:17,390

>> YES, I WOULD SAY

153

00:04:17,390 --> 00:04:19,258

"SERVANT TO ENABLE."

154

00:04:19,258 --> 00:04:20,994

>> SERVANT TO ENABLE.

155

00:04:20,994 --> 00:04:22,028

OKAY, THOSE ARE ALL VERY

156

00:04:22,028 --> 00:04:23,796

DIFFERENT PERSPECTIVES,

157

00:04:23,796 --> 00:04:24,564

AND THAT'S THE REASON

158

00:04:24,564 --> 00:04:25,999

EXACTLY WHY WE HAVE A PANEL,

159

00:04:25,999 --> 00:04:26,899

SO WE CAN GET A DIVERSITY

160

00:04:26,899 --> 00:04:29,068

OF IDEAS AND OPINIONS HERE.

161

00:04:29,068 --> 00:04:31,004

SO, I'M GONNA TALK TO YOU GUYS,

162

00:04:31,004 --> 00:04:32,839

UM, AND JUST GET A FEEL

163

00:04:32,839 --> 00:04:34,240

FOR OUR AUDIENCE

164

00:04:34,240 --> 00:04:35,675  
OF HOW BLACK LEADERSHIP

165

00:04:35,675 --> 00:04:36,976  
IS DOING AT NASA.

166

00:04:36,976 --> 00:04:38,444  
SO, WELL, THE FIRST THING

167

00:04:38,444 --> 00:04:39,445  
I REALLY WANT TO DO

168

00:04:39,445 --> 00:04:41,414  
IS I'LL ASK CLAYTON

169

00:04:41,414 --> 00:04:43,116  
AND VANESSA THIS QUESTION.

170

00:04:43,116 --> 00:04:44,717  
"AS A SUCCESSFUL LEADER,

171

00:04:44,717 --> 00:04:45,852  
WHAT DO YOU WISH YOU HAD KNOWN

172

00:04:45,852 --> 00:04:46,786  
BEFORE TAKING YOUR

173

00:04:46,786 --> 00:04:48,655  
FIRST MANAGEMENT ROLE?"

174

00:04:48,655 --> 00:04:50,757  
>> SO-SO MY ANSWER WOULD BE

175

00:04:50,757 --> 00:04:52,592  
THAT I WOULD HAVE LIKED

176  
00:04:52,592 --> 00:04:54,027  
TO HAVE KNOWN THE, UH,

177  
00:04:54,027 --> 00:04:56,029  
FOCUS ON THE PEOPLE.

178  
00:04:56,029 --> 00:04:57,630  
UH, I FOCUS ON THAT

179  
00:04:57,630 --> 00:04:59,432  
TECHNICAL JOB AND, UH,

180  
00:04:59,432 --> 00:05:00,833  
DELIVERING OF THE--

181  
00:05:00,833 --> 00:05:03,002  
OF PRODUCTS AND SERVICES.

182  
00:05:03,002 --> 00:05:04,404  
UH, BUT YOU REQUIRE

183  
00:05:04,404 --> 00:05:05,938  
MORE FOCUS ON THE PEOPLE

184  
00:05:05,938 --> 00:05:06,939  
TO ENABLE THEM TO

185  
00:05:06,939 --> 00:05:08,441  
DO EXACTLY THAT.

186  
00:05:08,441 --> 00:05:10,843  
>> WELL SAID.

187  
00:05:10,843 --> 00:05:11,978  
UM, VANESSA?

188  
00:05:11,978 --> 00:05:12,779

>> SO FOR ME, YOU KNOW,

189

00:05:12,779 --> 00:05:14,013

I BEGAN, UH, MY CAREER

190

00:05:14,013 --> 00:05:16,215

AS A PROJECT ENGINEER.

191

00:05:16,215 --> 00:05:18,184

AND, UH, LIKE CLAYTON,

192

00:05:18,184 --> 00:05:19,786

FOCUSING ON, YOU KNOW,

193

00:05:19,786 --> 00:05:21,788

DEVELOPING THE BEST PRODUCT.

194

00:05:21,788 --> 00:05:22,689

AND THEN WHEN

195

00:05:22,689 --> 00:05:23,823

I BECAME A LEADER,

196

00:05:23,823 --> 00:05:25,925

UM, LEARNING AND UNDERSTANDING

197

00:05:25,925 --> 00:05:27,627

SITUATIONAL LEADERSHIP

198

00:05:27,627 --> 00:05:29,629

WAS, UH, WAS KEY FOR ME.

199

00:05:29,629 --> 00:05:31,264

UH, FINDING OUT THAT.

200

00:05:31,264 --> 00:05:32,465

YOU KNOW, NOT EVERYBODY

201  
00:05:32,465 --> 00:05:34,200  
COMES TO WORK WITH

202  
00:05:34,200 --> 00:05:36,502  
THE SAME, UH, BASELINE.

203  
00:05:36,502 --> 00:05:37,904  
YOU KNOW, COMING IN

204  
00:05:37,904 --> 00:05:40,306  
FOR MYSELF, UH, MY PARENTS

205  
00:05:40,306 --> 00:05:42,542  
BASICALLY WERE, UM,

206  
00:05:42,542 --> 00:05:44,277  
DISCIPLINARIANS, AND, UM,

207  
00:05:44,277 --> 00:05:46,913  
AND PUSHED US TO EXCEL.

208  
00:05:46,913 --> 00:05:48,915  
AND SO, UH, COMING TO WORK

209  
00:05:48,915 --> 00:05:50,283  
AS A HARD WORKER AND--

210  
00:05:50,283 --> 00:05:51,451  
AND WANTING TO ALWAYS

211  
00:05:51,451 --> 00:05:52,652  
UNDERSTAND AND DO THE BEST

212  
00:05:52,652 --> 00:05:54,420  
WAS JUST BY NATURE,

213  
00:05:54,420 --> 00:05:56,089

AND THEN FINDING MAYBE

214

00:05:56,089 --> 00:05:57,356

NOT EVERYBODY IS THE SAME.

215

00:05:57,356 --> 00:05:59,325

SO, UM, GETTING THE SKILLS

216

00:05:59,325 --> 00:06:00,693

TO BE ABLE TO MOTIVATE,

217

00:06:00,693 --> 00:06:01,828

UH, OTHERS THAT MAY NOT

218

00:06:01,828 --> 00:06:02,895

NECESSARILY HAVE THAT

219

00:06:02,895 --> 00:06:05,198

SAME BASELINE IS KEY.

220

00:06:05,198 --> 00:06:06,499

>> YEAH, THAT IS SOMETHING

221

00:06:06,499 --> 00:06:07,700

VERY IMPORTANT, I FOUND THAT

222

00:06:07,700 --> 00:06:08,768

MYSELF AS I'VE BEEN

223

00:06:08,768 --> 00:06:09,669

DOING MY JOB OVER

224

00:06:09,669 --> 00:06:11,237

THE LAST 14 YEARS HERE.

225

00:06:11,237 --> 00:06:13,406

OKAY, UM, THERE'S A VIDEO

226  
00:06:13,406 --> 00:06:14,440  
QUESTION THAT CAME IN,

227  
00:06:14,440 --> 00:06:15,975  
SO I'M GONNA GO THAT WAY.

228  
00:06:15,975 --> 00:06:17,610  
UM, THIS QUESTION IS

229  
00:06:17,610 --> 00:06:18,678  
A QUESTION FROM

230  
00:06:18,678 --> 00:06:20,446  
NAIA-BUTLER CRAIG.

231  
00:06:20,446 --> 00:06:22,448  
SHE'S AN AEROSPACE ENGINEER.

232  
00:06:22,448 --> 00:06:23,516  
>> AS PEOPLE WHO HAVE

233  
00:06:23,516 --> 00:06:24,917  
ABSOLUTELY PAVED THE PATH

234  
00:06:24,917 --> 00:06:26,252  
FOR YOUNG BLACK SCIENTISTS

235  
00:06:26,252 --> 00:06:28,588  
AND SPACE PROFESSIONALS,

236  
00:06:28,588 --> 00:06:29,388  
HOW DOES IT FEEL

237  
00:06:29,388 --> 00:06:30,356  
TO SEE YOUR LEGACY

238  
00:06:30,356 --> 00:06:33,426

AND IMPACT REAL-TIME?

239

00:06:33,426 --> 00:06:34,260

>> I'M GONNA DIRECT THAT

240

00:06:34,260 --> 00:06:35,661

QUESTION, UH, BACK TO YOU

241

00:06:35,661 --> 00:06:36,896

AGAIN, VANESSA, UH,

242

00:06:36,896 --> 00:06:37,663

'CAUSE OF YOUR

243

00:06:37,663 --> 00:06:38,664

TECHNICAL BACKGROUND.

244

00:06:38,664 --> 00:06:40,066

HAL, ALSO TO YOU.

245

00:06:40,066 --> 00:06:41,200

>> WELL, UH, I WOULD SAY,

246

00:06:41,200 --> 00:06:42,568

GLENN, UH, MYSELF,

247

00:06:42,568 --> 00:06:43,703

THAT I'VE HAD, UH,

248

00:06:43,703 --> 00:06:44,837

A REALLY GOOD CAREER.

249

00:06:44,837 --> 00:06:46,339

UH, AND BEEN ABLE

250

00:06:46,339 --> 00:06:47,840

TO ACHIEVE A LOT.

251  
00:06:47,840 --> 00:06:50,476  
BUT, UM, LOOKING AT WHERE

252  
00:06:50,476 --> 00:06:53,012  
WE ARE TODAY WHERE WE HAVE

253  
00:06:53,012 --> 00:06:55,648  
SO MANY, UH, AFRICAN AMERICANS

254  
00:06:55,648 --> 00:06:57,683  
THAT ARE, UM, YOU KNOW,

255  
00:06:57,683 --> 00:06:58,785  
JUST EVEN THE INCREASE

256  
00:06:58,785 --> 00:06:59,919  
IN THE ASTRONAUT CORPS,

257  
00:06:59,919 --> 00:07:00,920  
FOR EXAMPLE.

258  
00:07:00,920 --> 00:07:02,388  
UH, THEN JUST LOOKING

259  
00:07:02,388 --> 00:07:03,422  
AT THE NUMBER OF PEOPLE

260  
00:07:03,422 --> 00:07:04,390  
THAT WE HAVE IN LEADERSHIP.

261  
00:07:04,390 --> 00:07:05,124  
YOU KNOW, LOOKING AT--

262  
00:07:05,124 --> 00:07:07,126  
AT CLAYTON AS CENTER DIRECTOR

263  
00:07:07,126 --> 00:07:08,628

AT, UH, LANGLEY

264

00:07:08,628 --> 00:07:10,363

RESEARCH CENTER AND OTHERS

265

00:07:10,363 --> 00:07:11,798

ACROSS THE AGENCY.

266

00:07:11,798 --> 00:07:13,966

UH, IT MAKES ME FEEL, UM,

267

00:07:13,966 --> 00:07:14,867

THAT WE HAVE ACCOMPLISHED

268

00:07:14,867 --> 00:07:16,002

QUITE A LOT, YOU KNOW?

269

00:07:16,002 --> 00:07:18,437

I KNOW THAT IT'S BEEN, UH,

270

00:07:18,437 --> 00:07:19,472

A ROAD FOR US TO MAKE IT

271

00:07:19,472 --> 00:07:20,873

TO THIS, UH, POINT.

272

00:07:20,873 --> 00:07:23,109

AND A LOT OF PEOPLE, UH,

273

00:07:23,109 --> 00:07:24,911

YOU KNOW, UH, BRENDA

274

00:07:24,911 --> 00:07:26,612

AND-AND WOODROW, THE WORK,

275

00:07:26,612 --> 00:07:28,414

AND-AND OTHERS THAT

276

00:07:28,414 --> 00:07:30,116  
THEY PUT IN, UH, TO MAKE IT

277

00:07:30,116 --> 00:07:31,851  
SO WE CAN GET TO WHERE

278

00:07:31,851 --> 00:07:33,619  
WE ARE TODAY, BUT, UM,

279

00:07:33,619 --> 00:07:35,288  
I'M VERY PROUD, UH, TO SAY

280

00:07:35,288 --> 00:07:36,689  
THAT, YOU KNOW, THEY--

281

00:07:36,689 --> 00:07:37,924  
THEY PAVED THE WAY,

282

00:07:37,924 --> 00:07:39,025  
AND THEN OTHERS NOW

283

00:07:39,025 --> 00:07:40,293  
ARE ABLE TO-TO STAND

284

00:07:40,293 --> 00:07:41,460  
ON THEIR SHOULDERS.

285

00:07:41,460 --> 00:07:43,329  
>> YEAH, I TOTALLY AGREE

286

00:07:43,329 --> 00:07:44,497  
WITH THAT, THAT'S WELL SAID.

287

00:07:44,497 --> 00:07:46,232  
OKAY, HAL.

288

00:07:46,232 --> 00:07:48,334

>> UH, I HAD THE OPPORTUNITY

289

00:07:48,334 --> 00:07:50,503

TO WORK WITH, UH, RON MCNAIR

290

00:07:50,503 --> 00:07:51,871

AS HE WAS MY OFFICE MATE

291

00:07:51,871 --> 00:07:52,572

WHILE HE WAS AT

292

00:07:52,572 --> 00:07:53,940

HUGHES AIRCRAFT COMPANY.

293

00:07:53,940 --> 00:07:55,308

SO, WE HAD A CHANCE TO TALK

294

00:07:55,308 --> 00:07:56,742

ABOUT THE FUTURE OF AEROSPACE

295

00:07:56,742 --> 00:07:58,678

AND SPACE EXPLORATION.

296

00:07:58,678 --> 00:08:00,313

BUT I THINK THAT GOT--

297

00:08:00,313 --> 00:08:01,647

SOMEHOW, OUR COMMUNITY

298

00:08:01,647 --> 00:08:03,282

DOESN'T FEEL AN ATTRACTION.

299

00:08:03,282 --> 00:08:04,750

I NEVER FELT OUR COMMUNITY

300

00:08:04,750 --> 00:08:05,785

HAD AN ATTRACTION

301  
00:08:05,785 --> 00:08:07,220  
TO THE SPACE INDUSTRY.

302  
00:08:07,220 --> 00:08:08,354  
I FELT VERY FORTUNATE

303  
00:08:08,354 --> 00:08:09,856  
GROWING UP AS A YOUNGSTER,

304  
00:08:09,856 --> 00:08:11,357  
UH, IN THOSE EARLY DAYS.

305  
00:08:11,357 --> 00:08:12,458  
I-I SAW MOVIES LIKE

306  
00:08:12,458 --> 00:08:13,659  
"BUCK ROGERS" AND THINGS

307  
00:08:13,659 --> 00:08:14,961  
LIKE THAT WHICH REALLY

308  
00:08:14,961 --> 00:08:16,829  
STIMULATED MY INTEREST IN SPACE.

309  
00:08:16,829 --> 00:08:17,763  
I DON'T THINK

310  
00:08:17,763 --> 00:08:18,965  
WE SAW SOME OF THIS

311  
00:08:18,965 --> 00:08:20,166  
IN THE LATTER YEARS,

312  
00:08:20,166 --> 00:08:21,467  
BUT I SPENT MUCH OF MY LIFE

313  
00:08:21,467 --> 00:08:22,501

TRYING TO DO THINGS

314

00:08:22,501 --> 00:08:24,470  
AS PART OF MY EIGHT-MAN PROGRAM,

315

00:08:24,470 --> 00:08:25,571  
WHICH WAS A SCIENCE

316

00:08:25,571 --> 00:08:26,906  
TECHNOLOGY ENGINEERING MODEL

317

00:08:26,906 --> 00:08:28,174  
TO TRY TO IMPROVE

318

00:08:28,174 --> 00:08:30,042  
THE PARTICIPATION  
OF YOUNG BLACKS,

319

00:08:30,042 --> 00:08:31,344  
MALES AND FEMALES,

320

00:08:31,344 --> 00:08:33,679  
IN SCIENCE AND TECHNOLOGY.

321

00:08:33,679 --> 00:08:34,647  
>> WELL SAID.

322

00:08:34,647 --> 00:08:36,382  
THAT'S, UH, VERY INTERESTING.

323

00:08:36,382 --> 00:08:37,617  
IT MAKES ME GO BACK

324

00:08:37,617 --> 00:08:38,484  
AND THINK OF MY DAYS OF

325

00:08:38,484 --> 00:08:39,619  
WATCHING "BUCK ROGERS,"

326

00:08:39,619 --> 00:08:40,419

I WAS A LITTLE YOUNGER

327

00:08:40,419 --> 00:08:41,587

THAN YOU, I THINK, THOUGH,

328

00:08:41,587 --> 00:08:42,588

WHEN WE WERE DOING THAT.

329

00:08:42,588 --> 00:08:43,956

OKAY, I HAVE

330

00:08:43,956 --> 00:08:45,024

A QUESTION THAT'S LIKE,

331

00:08:45,024 --> 00:08:46,459

"WHICH LEADERSHIP SKILLS

332

00:08:46,459 --> 00:08:48,127

WERE THE MOST DIFFICULT ONES

333

00:08:48,127 --> 00:08:49,228

TO DEVELOP?"

334

00:08:49,228 --> 00:08:50,363

GONNA PUT THAT TO, UH,

335

00:08:50,363 --> 00:08:51,998

CLAYTON AND THEN

336

00:08:51,998 --> 00:08:53,766

ALSO TO HAL AGAIN.

337

00:08:53,766 --> 00:08:55,301

>> S-SO FOR ME, IT'S--

338

00:08:55,301 --> 00:08:57,770  
IT'S BEING ABLE TO-TO LEAD.

339  
00:08:57,770 --> 00:08:59,972  
UH, I'M A-AN EXTREME INTROVERT,

340  
00:08:59,972 --> 00:09:01,007  
SO MY COMFORT LEVEL

341  
00:09:01,007 --> 00:09:02,875  
IS IN MY LAB AND SLIDE

342  
00:09:02,875 --> 00:09:04,377  
A PIZZA UNDER THE DOOR.

343  
00:09:04,377 --> 00:09:05,544  
[ CHUCKLING ]

344  
00:09:05,544 --> 00:09:06,512  
UH, THAT'S-THAT'S

345  
00:09:06,512 --> 00:09:07,513  
WHERE I WANT TO BE.

346  
00:09:07,513 --> 00:09:09,048  
BUT THAT'S NOT SUFFICIENT,

347  
00:09:09,048 --> 00:09:10,182  
AND IN ONE OF MY EARLIER

348  
00:09:10,182 --> 00:09:11,717  
CAREERS, I ACTUALLY WENT IN

349  
00:09:11,717 --> 00:09:12,885  
AS A RECORDING ENGINEER

350  
00:09:12,885 --> 00:09:13,819  
WITH THE IDEA THAT I COULD

351  
00:09:13,819 --> 00:09:15,121  
JUST TURN DIALS AND KNOBS

352  
00:09:15,121 --> 00:09:16,756  
AND GET THE SIGNAL TO

353  
00:09:16,756 --> 00:09:17,957  
THE RECORDING DEVICE

354  
00:09:17,957 --> 00:09:19,191  
AND IT WOULD BE WONDERFUL.

355  
00:09:19,191 --> 00:09:20,559  
BUT WHAT I DISCOVERED THERE

356  
00:09:20,559 --> 00:09:22,128  
WAS THAT YOU HAD TO ENGAGE

357  
00:09:22,128 --> 00:09:23,095  
WITH THE HUMAN BEING,

358  
00:09:23,095 --> 00:09:24,196  
BECAUSE THAT'S WHAT

359  
00:09:24,196 --> 00:09:25,498  
WAS CREATING THAT,

360  
00:09:25,498 --> 00:09:26,265  
AND THAT'S WHAT WAS GONNA

361  
00:09:26,265 --> 00:09:27,333  
MAKE THE BEST PRODUCT.

362  
00:09:27,333 --> 00:09:28,234  
NOW, IT TOOK A WHILE

363

00:09:28,234 --> 00:09:29,035  
FOR THAT TO TAKE

364  
00:09:29,035 --> 00:09:30,069  
BECAUSE AS I MENTIONED,

365  
00:09:30,069 --> 00:09:32,004  
I AM AN EXTREME INTROVERT.

366  
00:09:32,004 --> 00:09:34,373  
BUT BECAUSE WE HAVE

367  
00:09:34,373 --> 00:09:35,641  
SUCH AN AMAZING MISSION,

368  
00:09:35,641 --> 00:09:36,642  
BECAUSE WE'RE COMING HERE

369  
00:09:36,642 --> 00:09:38,177  
TO DO WONDERFUL THINGS,

370  
00:09:38,177 --> 00:09:40,546  
IT MATTERS THAT PEOPLE

371  
00:09:40,546 --> 00:09:41,347  
ARE EXCITED ABOUT

372  
00:09:41,347 --> 00:09:42,148  
WHAT THEY'RE DOING.

373  
00:09:42,148 --> 00:09:42,949  
AND AS VANESSA SAID,

374  
00:09:42,949 --> 00:09:43,716  
PEOPLE COME WITH

375  
00:09:43,716 --> 00:09:44,583  
DIFFERENT BACKGROUNDS,

376

00:09:44,583 --> 00:09:46,185  
DIFFERENT BASELINES,

377

00:09:46,185 --> 00:09:47,553  
AND SO PART OF THE--

378

00:09:47,553 --> 00:09:48,788  
TH-THE BIG PART OF LEADERSHIP

379

00:09:48,788 --> 00:09:50,890  
IS SERVING THOSE FOLKS

380

00:09:50,890 --> 00:09:51,857  
AND CREATING THAT ENVIRONMENT

381

00:09:51,857 --> 00:09:53,225  
SO THEY CAN DO AMAZING THINGS.

382

00:09:53,225 --> 00:09:53,960  
SO, I WOULD SAY THAT'S

383

00:09:53,960 --> 00:09:54,794  
THE BIGGEST THING FOR ME,

384

00:09:54,794 --> 00:09:57,596  
ENGAGING WITH THE PEOPLE.

385

00:09:57,596 --> 00:09:59,799  
>> OKAY, SO THE BIG QUESTION IS,

386

00:09:59,799 --> 00:10:00,533  
WHAT KIND OF PIZZA

387

00:10:00,533 --> 00:10:01,667  
GOT SLID UNDER THE DOOR?

388

00:10:01,667 --> 00:10:04,570  
[ LAUGHING ]

389  
00:10:04,570 --> 00:10:05,571  
>> SO, I-I-I CAN

390  
00:10:05,571 --> 00:10:07,173  
CERTAINLY SHARE, UH,

391  
00:10:07,173 --> 00:10:08,774  
IT LESS LIKELY WAS PIZZA

392  
00:10:08,774 --> 00:10:09,608  
AND MORE LIKELY,

393  
00:10:09,608 --> 00:10:10,543  
IF YOU'RE FROM LANGLEY,

394  
00:10:10,543 --> 00:10:11,277  
YOU KNOW IF IT WAS

395  
00:10:11,277 --> 00:10:12,178  
WEDNES-WEDNESDAYS,

396  
00:10:12,178 --> 00:10:13,079  
IT WAS FRIED CHICKEN,

397  
00:10:13,079 --> 00:10:13,846  
IF IT WAS THURSDAYS,

398  
00:10:13,846 --> 00:10:14,747  
IT WAS MEAT LOAF.

399  
00:10:14,747 --> 00:10:16,716  
SO, THAT-THAT'S THE WAY WE ROLL.

400  
00:10:16,716 --> 00:10:17,850  
AND IT'S BEEN THAT WAY

401  
00:10:17,850 --> 00:10:20,052  
ALMOST OUR ENTIRE 103 YEARS.

402  
00:10:20,052 --> 00:10:21,187  
>> YEAH, THAT SOUNDS

403  
00:10:21,187 --> 00:10:22,288  
LIKE A GOOD-GOOD MEAL

404  
00:10:22,288 --> 00:10:23,322  
TO WORK ON, THERE!

405  
00:10:23,322 --> 00:10:24,290  
[ CHUCKLING ]

406  
00:10:24,290 --> 00:10:25,324  
I CAN LIVE WITH THAT.

407  
00:10:25,324 --> 00:10:26,392  
YOU HAVE A QUESTION AGAIN.

408  
00:10:26,392 --> 00:10:27,393  
SO, HAL, DO YOU HAVE

409  
00:10:27,393 --> 00:10:28,527  
AN ANSWER TO, UH,

410  
00:10:28,527 --> 00:10:29,662  
WHAT LEADERSHIP SKILLS

411  
00:10:29,662 --> 00:10:30,596  
WERE THE MOST DIFFICULT

412  
00:10:30,596 --> 00:10:32,064  
TO DEVELOP FOR YOU?

413

00:10:32,064 --> 00:10:33,899  
>> UH, I THINK MANAGING CHANGE.

414  
00:10:33,899 --> 00:10:36,202  
UH, OF COURSE, I-I CAME

415  
00:10:36,202 --> 00:10:37,703  
OUT OF THE MILITARY

416  
00:10:37,703 --> 00:10:39,071  
AND WENT TO COLLEGE

417  
00:10:39,071 --> 00:10:40,072  
FOR A SHORT TIME,

418  
00:10:40,072 --> 00:10:41,774  
THEN WENT INTO THE INDUSTRY.

419  
00:10:41,774 --> 00:10:43,376  
AND OF COURSE, UH,

420  
00:10:43,376 --> 00:10:44,577  
MANAGING CHANGE WAS, UH,

421  
00:10:44,577 --> 00:10:45,678  
WAS A REAL CHALLENGE

422  
00:10:45,678 --> 00:10:47,146  
FOR ME. BECAUSE, AGAIN,

423  
00:10:47,146 --> 00:10:49,115  
WHEN YOU HAVE WHAT I CALL

424  
00:10:49,115 --> 00:10:50,683  
AN INTRODUCTORY ENVIRONMENT

425  
00:10:50,683 --> 00:10:51,384  
WHERE YOU'RE BEING

426

00:10:51,384 --> 00:10:52,518

INTRODUCED TO NEW THINGS,

427

00:10:52,518 --> 00:10:54,353

AND YOU START TO LEARN THINGS

428

00:10:54,353 --> 00:10:55,755

AS THEY SHIFT AND CHANGE,

429

00:10:55,755 --> 00:10:57,390

I STRUGGLED WITH THAT A LOT.

430

00:10:57,390 --> 00:10:59,525

BUT I FOUND OUT MAKING FRIENDS,

431

00:10:59,525 --> 00:11:00,659

OR AT LEAST DEVELOPING

432

00:11:00,659 --> 00:11:02,328

FRIENDSHIP WITH MY COWORKERS

433

00:11:02,328 --> 00:11:03,596

ALWAYS TENDED TO GIVE ME

434

00:11:03,596 --> 00:11:05,131

A LITTLE BIT OF A BACKUP.

435

00:11:05,131 --> 00:11:07,233

SO, I-I WOULD SAY MANAGING

436

00:11:07,233 --> 00:11:08,434

CHANGE IS A BIG PART OF

437

00:11:08,434 --> 00:11:10,436

DEVELOPING MANAGEMENT SKILL,

438

00:11:10,436 --> 00:11:11,337  
AND ONE OF THE WAYS

439  
00:11:11,337 --> 00:11:12,271  
THAT YOU SOLVE THAT,

440  
00:11:12,271 --> 00:11:13,739  
BY BUILDING A RELATIONSHIP

441  
00:11:13,739 --> 00:11:14,573  
WITH OTHER PEOPLE

442  
00:11:14,573 --> 00:11:16,108  
INVOLVED ON YOUR TEAM.

443  
00:11:16,108 --> 00:11:17,943  
>> OKAY, THAT'S PRETTY

444  
00:11:17,943 --> 00:11:18,944  
WELL-SAID AND I--

445  
00:11:18,944 --> 00:11:20,546  
I UNDERSTAND WHAT YOU'RE SAYING

446  
00:11:20,546 --> 00:11:21,947  
AND I CAN FEEL THAT BECAUSE,

447  
00:11:21,947 --> 00:11:23,382  
UH, I'VE HAD, UH,

448  
00:11:23,382 --> 00:11:24,316  
A LOT OF GROWING TO DO

449  
00:11:24,316 --> 00:11:25,084  
BECAUSE I WAS ONE

450  
00:11:25,084 --> 00:11:25,918  
OF THESE YOUNG KIDS

451

00:11:25,918 --> 00:11:27,420  
GOING UP AND, YOU KNOW,

452

00:11:27,420 --> 00:11:28,587  
GOT INTO MANAGEMENT EARLY,

453

00:11:28,587 --> 00:11:29,789  
AND IT TOOK ME A WHILE TO

454

00:11:29,789 --> 00:11:30,790  
UNDERSTAND SOME OF THESE

455

00:11:30,790 --> 00:11:31,690  
CONCEPTS THAT YOU GUYS

456

00:11:31,690 --> 00:11:32,625  
ARE TALKING ABOUT,

457

00:11:32,625 --> 00:11:33,626  
WHICH IS IMPORTANT.

458

00:11:33,626 --> 00:11:34,460  
>> EXACTLY.

459

00:11:34,460 --> 00:11:35,394  
>> YEAH, I SAY I'M A LITTLE

460

00:11:35,394 --> 00:11:36,362  
OPPOSITE OF CLAYTON,

461

00:11:36,362 --> 00:11:37,029  
BECAUSE I'M MORE OF

462

00:11:37,029 --> 00:11:38,030  
AN EXTROVERT, SO I--

463

00:11:38,030 --> 00:11:40,232  
I TRUSTED PEOPLE A LOT MORE,

464

00:11:40,232 --> 00:11:41,434  
AND SOMETIMES I HAD

465

00:11:41,434 --> 00:11:42,701  
TO LEARN THAT SOMETIMES

466

00:11:42,701 --> 00:11:43,636  
YOU CAN'T DO THAT.

467

00:11:43,636 --> 00:11:45,304  
TO TIE BRENDA'S COMMENTS--

468

00:11:45,304 --> 00:11:46,639  
EXCUSE ME, VANESSA'S COMMENTS

469

00:11:46,639 --> 00:11:48,174  
BACK IN EARLIER, YOU KNOW,

470

00:11:48,174 --> 00:11:49,675  
PEOPLE DO COME TO THE TABLE

471

00:11:49,675 --> 00:11:50,843  
WITH DIFFERENT SKILLSETS

472

00:11:50,843 --> 00:11:51,577  
AND YOU HAVE TO

473

00:11:51,577 --> 00:11:52,545  
REALLY UNDERSTAND THAT,

474

00:11:52,545 --> 00:11:53,412  
AND THAT IS PART OF

475

00:11:53,412 --> 00:11:54,480  
THE KEY TO WORKING

476

00:11:54,480 --> 00:11:55,614  
WITH A LOT OF PEOPLE,

477

00:11:55,614 --> 00:11:56,649  
SO THAT'S A GOOD THING.

478

00:11:56,649 --> 00:11:57,783  
NOW, THIS ONE WOULD BE

479

00:11:57,783 --> 00:11:58,784  
FOR BRENDA AND WOODROW

480

00:11:58,784 --> 00:11:59,952  
IN THAT ORDER.

481

00:11:59,952 --> 00:12:01,287  
UM, "WHAT OBSTACLES

482

00:12:01,287 --> 00:12:02,555  
DID YOU HAVE TO CROSS

483

00:12:02,555 --> 00:12:03,622  
TO ACHIEVE YOUR

484

00:12:03,622 --> 00:12:05,624  
ULTIMATE CAREER AT NASA?"

485

00:12:05,624 --> 00:12:08,360  
>> OKAY, UH, I WOULD SAY THAT

486

00:12:08,360 --> 00:12:11,864  
EARLY ON I BEGAN TO RECOGNIZE

487

00:12:11,864 --> 00:12:14,066  
THAT SIMPLY DOING A JOB,

488

00:12:14,066 --> 00:12:15,434  
A GOVERNMENT JOB,

489

00:12:15,434 --> 00:12:17,837  
WAS NOT GOING TO GET ME

490

00:12:17,837 --> 00:12:19,271  
WHERE I WANTED TO BE,

491

00:12:19,271 --> 00:12:21,107  
AND I NEEDED TO DEVELOP

492

00:12:21,107 --> 00:12:22,541  
NEW SKILL SETS.

493

00:12:22,541 --> 00:12:25,177  
AND SO, I CAME OUT OF

494

00:12:25,177 --> 00:12:27,246  
MY COMFORT LEVEL AND BEGAN

495

00:12:27,246 --> 00:12:29,748  
TO LOOK FOR OTHER WAYS THAT,

496

00:12:29,748 --> 00:12:31,484  
UM, I COULD GAIN

497

00:12:31,484 --> 00:12:32,651  
DIFFERENT SKILLS.

498

00:12:32,651 --> 00:12:34,120  
AND ONE OF THE THINGS

499

00:12:34,120 --> 00:12:36,188  
THAT I DID WAS I BEGAN

500

00:12:36,188 --> 00:12:38,124  
TO, UH, DO TRAINING.

501  
00:12:38,124 --> 00:12:40,459  
AND ULTIMATELY, I BECAME

502  
00:12:40,459 --> 00:12:42,094  
A PROJECT DIRECTOR,

503  
00:12:42,094 --> 00:12:44,363  
UH, AT A COMPANY, UH,

504  
00:12:44,363 --> 00:12:45,397  
AND THIS WAS ALL WHILE

505  
00:12:45,397 --> 00:12:47,633  
I WAS WORKING A GOVERNMENT JOB.

506  
00:12:47,633 --> 00:12:50,402  
UH, SUBSEQUENTLY, I DECIDED

507  
00:12:50,402 --> 00:12:52,338  
I WAS GOING TO AGAIN

508  
00:12:52,338 --> 00:12:53,873  
COME, UH, COME OUT

509  
00:12:53,873 --> 00:12:55,307  
OF MY COMFORT LEVEL

510  
00:12:55,307 --> 00:12:57,243  
AND I WENT INTO PRIVATE

511  
00:12:57,243 --> 00:12:59,478  
PRACTICE AS AN ATTORNEY.

512  
00:12:59,478 --> 00:13:02,715  
AND SO, ALL OF THOSE THINGS

513

00:13:02,715 --> 00:13:05,151  
COLLECTIVELY GAVE ME

514  
00:13:05,151 --> 00:13:06,552  
ADDITIONAL SKILL SETS

515  
00:13:06,552 --> 00:13:09,155  
THAT I THINK, UH, HELPED ME

516  
00:13:09,155 --> 00:13:10,456  
TO GET WHERE I AM T--

517  
00:13:10,456 --> 00:13:12,591  
UH, WHERE I AM TODAY.

518  
00:13:12,591 --> 00:13:14,660  
BUT ESPECIALLY, UM,

519  
00:13:14,660 --> 00:13:17,663  
HOW I MADE IT TO THE POINT

520  
00:13:17,663 --> 00:13:19,965  
OF, UH, AN ASSOCIATE

521  
00:13:19,965 --> 00:13:22,535  
ADMINISTRATOR AT NASA.

522  
00:13:22,535 --> 00:13:23,936  
>> OKAY.

523  
00:13:23,936 --> 00:13:24,637  
THAT SOUNDS LIKE

524  
00:13:24,637 --> 00:13:25,571  
YOU DEFINITELY HAD

525  
00:13:25,571 --> 00:13:26,372  
A WELL-ROUNDED, UH,

526

00:13:26,372 --> 00:13:27,540  
GROWTH-SPURT THERE,

527

00:13:27,540 --> 00:13:28,674  
GOING LAWYERS, UH,

528

00:13:28,674 --> 00:13:29,875  
THINGS LIKE THAT.

529

00:13:29,875 --> 00:13:30,876  
UH, THAT'S ONE THING I WISH--

530

00:13:30,876 --> 00:13:32,077  
I REALLY WISH I HAD DONE

531

00:13:32,077 --> 00:13:33,379  
IS BECOME A LAWYER,

532

00:13:33,379 --> 00:13:34,813  
BUT NOW I'M GLAD I DIDN'T.

533

00:13:34,813 --> 00:13:35,648  
I'M VERY HAPPY

534

00:13:35,648 --> 00:13:36,549  
WITH WHAT I'M DOING.

535

00:13:36,549 --> 00:13:38,384  
[ LAUGHING ]

536

00:13:38,384 --> 00:13:40,886  
SO, OKAY, SO, UM, WOODROW?

537

00:13:40,886 --> 00:13:42,888  
>> WELL, I-I'LL TALK ABOUT,

538

00:13:42,888 --> 00:13:44,256  
UH, THE LITTLE BIT OF

539

00:13:44,256 --> 00:13:45,958  
WHAT HAL SAID ABOUT CHANGE

540

00:13:45,958 --> 00:13:47,560  
AND BRENDA SAID ABOUT,

541

00:13:47,560 --> 00:13:48,961  
UH, COMFORT ZONE.

542

00:13:48,961 --> 00:13:50,729  
UH, THOSE SORT OF THINGS

543

00:13:50,729 --> 00:13:51,931  
I REALLY HAD TO

544

00:13:51,931 --> 00:13:54,166  
WORK HARD AT TO OVERCOME.

545

00:13:54,166 --> 00:13:56,869  
IN MY 34 YEARS OF NASA,

546

00:13:56,869 --> 00:13:58,237  
OF COURSE, I STARTED AT LANGLEY,

547

00:13:58,237 --> 00:13:59,371  
THEN I WENT TO HEADQUARTERS,

548

00:13:59,371 --> 00:14:00,739  
THEN I WENT BACK TO LANGLEY,

549

00:14:00,739 --> 00:14:02,007  
THEN I WENT BACK

550

00:14:02,007 --> 00:14:03,008  
TO HEADQUARTERS,

551

00:14:03,008 --> 00:14:04,210

THEN I WENT BACK TO LANGLEY.

552

00:14:04,210 --> 00:14:05,945

THEN TO GLENN, THEN TO KENNEDY,

553

00:14:05,945 --> 00:14:07,279

THEN TO GLENN,

554

00:14:07,279 --> 00:14:09,248

THEN TO HEADQUARTERS.

555

00:14:09,248 --> 00:14:10,316

>> SOUNDS LIKE YOU HAVE

556

00:14:10,316 --> 00:14:11,450

TROUBLE HOLDING A JOB THERE,

557

00:14:11,450 --> 00:14:12,284

WOODROW, WE GOTTA GO.

558

00:14:12,284 --> 00:14:13,485

[ LAUGHING ]

559

00:14:13,485 --> 00:14:14,753

>> I HAD THAT PROBLEM,

560

00:14:14,753 --> 00:14:17,223

BUT I ONLY RELOCATED ONE TIME.

561

00:14:17,223 --> 00:14:18,857

I RELOCATED-RELOCATED FROM,

562

00:14:18,857 --> 00:14:21,493

UH, LANGLEY TO GLENN.

563

00:14:21,493 --> 00:14:23,963  
AND SO, I SPENT, UH,

564

00:14:23,963 --> 00:14:25,297  
ABOUT EIGHT AND A HALF YEARS

565

00:14:25,297 --> 00:14:26,599  
OF MY CAREER LIVING AWAY

566

00:14:26,599 --> 00:14:27,566  
FROM HOME AND COMMUTING

567

00:14:27,566 --> 00:14:29,201  
ON THE WEEKENDS.

568

00:14:29,201 --> 00:14:31,704  
AND, UM, YOU KNOW,

569

00:14:31,704 --> 00:14:33,839  
SO I REALLY HAD TO STEP

570

00:14:33,839 --> 00:14:35,441  
OUTSIDE MY COMFORT ZONE

571

00:14:35,441 --> 00:14:37,009  
BECAUSE I ALWAYS THOUGHT

572

00:14:37,009 --> 00:14:38,911  
THAT EVERY JOB THAT I WAS IN

573

00:14:38,911 --> 00:14:41,080  
WAS THE BEST JOB THAT THERE WAS,

574

00:14:41,080 --> 00:14:42,147  
AND I-AND I DID NOT

575

00:14:42,147 --> 00:14:43,349  
WANT TO CHANGE.

576

00:14:43,349 --> 00:14:45,184  
AND REALLY HAD TO BE PUSHED,

577

00:14:45,184 --> 00:14:48,187  
UH, AND FORCED INTO

578

00:14:48,187 --> 00:14:50,856  
TAKING NEW ASSIGNMENTS

579

00:14:50,856 --> 00:14:52,591  
WITH MORE RESPONSIBILITY,

580

00:14:52,591 --> 00:14:54,126  
AND A LOT OF THAT

581

00:14:54,126 --> 00:14:55,194  
HAD TO DO WITH NOT

582

00:14:55,194 --> 00:14:56,495  
WANTING TO LEAVE HOME.

583

00:14:56,495 --> 00:14:59,098  
>> OKAY, THAT'S A VERY

584

00:14:59,098 --> 00:15:00,065  
GOOD THING 'CAUSE, UH,

585

00:15:00,065 --> 00:15:01,600  
IT SHOWS THAT YOUR SKILL LEVELS

586

00:15:01,600 --> 00:15:03,102  
AND SKILL SETS WERE DEVELOPING

587

00:15:03,102 --> 00:15:04,670  
AND, UH, THEY NEEDED YOU

588

00:15:04,670 --> 00:15:05,671  
IN NEW POSITIONS TO HELP,

589

00:15:05,671 --> 00:15:06,872  
YOU KNOW, GET THE LEADERSHIP

590

00:15:06,872 --> 00:15:08,040  
MOVING IN THE RIGHT DIRECTION,

591

00:15:08,040 --> 00:15:09,174  
SO-- AND I KNOW I HAD

592

00:15:09,174 --> 00:15:10,042  
THE PRIVILEGE OF WORKING

593

00:15:10,042 --> 00:15:11,277  
WITH YOU FOR AT LEAST THREE,

594

00:15:11,277 --> 00:15:12,444  
FOUR YEARS WHEN YOU WERE

595

00:15:12,444 --> 00:15:13,345  
THE ASSOCIATE ADMINISTRATOR

596

00:15:13,345 --> 00:15:14,546  
AT MISSION SUPPORT.

597

00:15:14,546 --> 00:15:15,781  
AND, UH, I WAS IN AWE

598

00:15:15,781 --> 00:15:16,849  
AND LEARNED A LOT FROM YOU

599

00:15:16,849 --> 00:15:17,816  
AND I GREATLY APPRECIATE

600

00:15:17,816 --> 00:15:19,084  
THAT TIME SPENT WITH YOU.

601  
00:15:19,084 --> 00:15:20,219  
>> WELL, I APPRECIATE IT.

602  
00:15:20,219 --> 00:15:22,154  
>> OKAY, UM, THERE'S

603  
00:15:22,154 --> 00:15:23,389  
ANOTHER VIDEO QUESTION

604  
00:15:23,389 --> 00:15:24,556  
THAT CAME UP.

605  
00:15:24,556 --> 00:15:25,557  
THIS ONE IS FROM A YOUNG LADY

606  
00:15:25,557 --> 00:15:26,825  
NAMED COURTNEY LEE.

607  
00:15:26,825 --> 00:15:28,927  
COURTNEY IS IN THE SOCIAL MEDIA

608  
00:15:28,927 --> 00:15:31,196  
LEAD AT THE NANCY GRACE ROMAN

609  
00:15:31,196 --> 00:15:32,798  
SPACE TELESCOPE.

610  
00:15:32,798 --> 00:15:34,233  
>> WHAT IS SOMETHING

611  
00:15:34,233 --> 00:15:35,401  
EXCITING OR INTERESTING

612  
00:15:35,401 --> 00:15:36,201  
THAT YOU HAVE DONE

613

00:15:36,201 --> 00:15:37,336  
THAT WASN'T ON YOUR RADAR

614  
00:15:37,336 --> 00:15:40,039  
WHEN YOU STARTED YOUR CAREER?

615  
00:15:40,039 --> 00:15:42,207  
>> I THINK THAT, UH,

616  
00:15:42,207 --> 00:15:43,342  
ONE OF THE THINGS

617  
00:15:43,342 --> 00:15:46,745  
THAT I DID WAS, UM,

618  
00:15:46,745 --> 00:15:50,416  
I TRIED TO, UH, LOOK AT

619  
00:15:50,416 --> 00:15:51,817  
DIFFERENT OPPORTUNITIES,

620  
00:15:51,817 --> 00:15:55,988  
UM, WITHIN NASA THAT

621  
00:15:55,988 --> 00:15:59,425  
WOULD ALLOW ME TO GAIN

622  
00:15:59,425 --> 00:16:00,526  
DIFFERENT PERSPECTIVE,

623  
00:16:00,526 --> 00:16:01,827  
NEW PERSPECTIVES.

624  
00:16:01,827 --> 00:16:03,796  
AND AS A RESULT,

625  
00:16:03,796 --> 00:16:05,964  
I WAS ALWAYS VOLUNTEERING

626

00:16:05,964 --> 00:16:07,166  
TO DO SOMETHING THAT

627

00:16:07,166 --> 00:16:08,667  
I HADN'T DONE BEFORE.

628

00:16:08,667 --> 00:16:11,270  
AND I THINK THAT'S

629

00:16:11,270 --> 00:16:13,539  
EXTREMELY IMPORTANT FOR YOU

630

00:16:13,539 --> 00:16:15,040  
TO GAIN A BROADER PERSPECTIVE

631

00:16:15,040 --> 00:16:17,343  
OF WHAT'S GOING ON,

632

00:16:17,343 --> 00:16:18,911  
NOT ONLY IN THE AGENCY,

633

00:16:18,911 --> 00:16:21,280  
UM, BUT PERSONALLY,

634

00:16:21,280 --> 00:16:22,948  
HOW YOU FIT IN,

635

00:16:22,948 --> 00:16:25,017  
AND HOW YOU CAN WORK

636

00:16:25,017 --> 00:16:26,018  
TO BETTER YOURSELF

637

00:16:26,018 --> 00:16:27,753  
AND DO THOSE THINGS

638

00:16:27,753 --> 00:16:28,854  
THAT ARE MOST IMPORTANT

639  
00:16:28,854 --> 00:16:31,623  
AS A LEADER.

640  
00:16:31,623 --> 00:16:32,624  
>> WELL, ONE OF THE THINGS

641  
00:16:32,624 --> 00:16:34,993  
THAT MY CAREER GAVE ME

642  
00:16:34,993 --> 00:16:36,495  
AS AN INSIGHT VERY EARLY,

643  
00:16:36,495 --> 00:16:37,796  
IS I WAS THE ONLY--

644  
00:16:37,796 --> 00:16:39,231  
I WAS LIKELY THE ONLY

645  
00:16:39,231 --> 00:16:41,300  
AFRICAN AMERICAN OR MAYBE ONLY

646  
00:16:41,300 --> 00:16:43,268  
ONE OTHER PERSON WAS INVOLVED

647  
00:16:43,268 --> 00:16:45,204  
IN OUR TECHNOLOGY TEAMS.

648  
00:16:45,204 --> 00:16:46,505  
UH, IT WAS VERY LIMITED

649  
00:16:46,505 --> 00:16:47,873  
PARTICIPATION BY OUR

650  
00:16:47,873 --> 00:16:49,708  
BROTHERS AND SISTERS.

651

00:16:49,708 --> 00:16:51,944

SO, I FOUND THAT, UH,

652

00:16:51,944 --> 00:16:53,812

I WAS USUALLY GIVEN WHAT

653

00:16:53,812 --> 00:16:55,848

SOMETIMES WAS REFERRED TO

654

00:16:55,848 --> 00:16:58,484

AS, UH, A CARTE BLANCHE

655

00:16:58,484 --> 00:16:59,785

THAT IF I WAS ASKED

656

00:16:59,785 --> 00:17:00,686

TO DO SOMETHING,

657

00:17:00,686 --> 00:17:01,687

I HAD A LOT OF SUPPORT.

658

00:17:01,687 --> 00:17:03,322

PEOPLE FELT OBLIGATED TO TRY

659

00:17:03,322 --> 00:17:04,857

TO BE OF ASSISTANCE TO US,

660

00:17:04,857 --> 00:17:06,091

'CAUSE AFRICAN AMERICANS

661

00:17:06,091 --> 00:17:07,159

IN THOSE DAYS.

662

00:17:07,159 --> 00:17:08,460

BUT ONE OF THE THINGS

663

00:17:08,460 --> 00:17:09,361  
THAT I GAINED FROM THAT

664  
00:17:09,361 --> 00:17:10,462  
EXPERIENCE WITH THEM IS

665  
00:17:10,462 --> 00:17:11,563  
I SAID, "I NEED TO GO

666  
00:17:11,563 --> 00:17:12,631  
IN THE WORLD WHERE THINGS

667  
00:17:12,631 --> 00:17:13,599  
ARE HAPPENING, GET OUT OF

668  
00:17:13,599 --> 00:17:15,067  
THE LAB WHERE YOU'RE BASICALLY

669  
00:17:15,067 --> 00:17:16,335  
WORKING WITH CIRCUIT DESIGNS

670  
00:17:16,335 --> 00:17:18,270  
OR SOME PARTICULAR TEST.

671  
00:17:18,270 --> 00:17:19,338  
GO OUT IN THE FIELD

672  
00:17:19,338 --> 00:17:20,072  
WHERE THESE THINGS

673  
00:17:20,072 --> 00:17:20,906  
ARE HAPPENING."

674  
00:17:20,906 --> 00:17:22,174  
AND I THINK THAT'LL BRING ME

675  
00:17:22,174 --> 00:17:24,243  
BACK WITH AN ADDED SENSE OF,

676

00:17:24,243 --> 00:17:25,978

UH, CAPABILITY THAT I WOULD--

677

00:17:25,978 --> 00:17:27,212

I WOULD HAVE NOW TO ADD

678

00:17:27,212 --> 00:17:28,447

TO WHAT I HAD IN THE LAB.

679

00:17:28,447 --> 00:17:29,948

SO, I WORKED IN WHAT'S CALLED

680

00:17:29,948 --> 00:17:30,883

FIELD ENGINEERING

681

00:17:30,883 --> 00:17:31,884

FOR PROBABLY THE GREATER

682

00:17:31,884 --> 00:17:33,352

PART OF MY CAREER,

683

00:17:33,352 --> 00:17:35,187

AND WHAT THAT DID IS LEAD ME

684

00:17:35,187 --> 00:17:36,488

TOWARD THE APOLLO MISSION

685

00:17:36,488 --> 00:17:37,856

WHERE I WAS ASKED TO

686

00:17:37,856 --> 00:17:39,291

OPERATE THE LASER THAT

687

00:17:39,291 --> 00:17:40,692

CONDUCTED THE FIRST, UH,

688

00:17:40,692 --> 00:17:42,060  
INTERPLANETARY LASER,

689

00:17:42,060 --> 00:17:43,195  
ARRANGE THE EXPERIMENT BETWEEN

690

00:17:43,195 --> 00:17:44,496  
THE EARTH AND THE MOON.

691

00:17:44,496 --> 00:17:45,297  
NOW, OF COURSE,

692

00:17:45,297 --> 00:17:46,799  
AS I THINK I'VE MENTIONED

693

00:17:46,799 --> 00:17:48,200  
IN SOME OTHER ARTICLES

694

00:17:48,200 --> 00:17:49,401  
I'VE WRITTEN ABOUT THEM,

695

00:17:49,401 --> 00:17:51,136  
I WAS NOT A MEMBER OF NASA.

696

00:17:51,136 --> 00:17:52,938  
NASA DID HAVE A LASER

697

00:17:52,938 --> 00:17:54,940  
OPERATIONS TEAM AT LIGO

698

00:17:54,940 --> 00:17:56,074  
OBSERVATORY WHERE WE, UH,

699

00:17:56,074 --> 00:17:58,143  
CONDUCTED THE EXPERIMENT FROM.

700

00:17:58,143 --> 00:17:59,645  
HOWEVER, NASA UNFORTUNATELY

701  
00:17:59,645 --> 00:18:00,712  
DID RUN INTO TROUBLE,

702  
00:18:00,712 --> 00:18:02,681  
AND OUR SYSTEM WAS THE BACKUP,

703  
00:18:02,681 --> 00:18:03,816  
SO WE WERE BROUGHT IN

704  
00:18:03,816 --> 00:18:05,150  
TO TAKE OVER AFTER

705  
00:18:05,150 --> 00:18:06,552  
THAT INCIDENT HAPPENED.

706  
00:18:06,552 --> 00:18:07,453  
BUT ONE OF THE THINGS

707  
00:18:07,453 --> 00:18:08,420  
THAT I ALWAYS WANT TO

708  
00:18:08,420 --> 00:18:09,755  
REMIND OURSELVES AND OUR--

709  
00:18:09,755 --> 00:18:10,956  
ALL THE FOLKS THAT WORK

710  
00:18:10,956 --> 00:18:12,157  
IN THE VAST TECHNOLOGY.

711  
00:18:12,157 --> 00:18:13,992  
WHEN THINGS-- IF SOMETHING CAN--

712  
00:18:13,992 --> 00:18:15,994  
WAS THAT MU-- MURPHY'S LAW?

713

00:18:15,994 --> 00:18:17,362  
ALWAYS KEEP AN EYE

714  
00:18:17,362 --> 00:18:18,530  
ON MURPHY'S LAW.

715  
00:18:18,530 --> 00:18:19,398  
IF SOMETHING'S GONNA

716  
00:18:19,398 --> 00:18:21,133  
GO WRONG, IT WILL.

717  
00:18:21,133 --> 00:18:22,367  
SO, FOR US, WHEN SOMETHING

718  
00:18:22,367 --> 00:18:23,602  
WENT WRONG WITH MY LASER

719  
00:18:23,602 --> 00:18:25,170  
AT LIGO OBSERVATORY

720  
00:18:25,170 --> 00:18:26,371  
ON THE SECOND DAY

721  
00:18:26,371 --> 00:18:27,940  
OF THE LANDING, UH,

722  
00:18:27,940 --> 00:18:29,842  
A-AT THE MOON, OF COURSE,

723  
00:18:29,842 --> 00:18:30,976  
UH, EVERYBODY IN THE WORLD

724  
00:18:30,976 --> 00:18:32,344  
WAS ASKING QUESTIONS ABOUT

725  
00:18:32,344 --> 00:18:33,245  
WHAT ARE WE GONNA DO

726

00:18:33,245 --> 00:18:34,413  
TO FIX THIS THING?

727

00:18:34,413 --> 00:18:35,547  
AND OF COURSE, THE ANSWER

728

00:18:35,547 --> 00:18:37,015  
I GAVE THEM IS LET'S FIRST

729

00:18:37,015 --> 00:18:38,250  
TURN OFF OUR RADIOS,

730

00:18:38,250 --> 00:18:39,351  
'CAUSE THAT'LL ALLOW ME

731

00:18:39,351 --> 00:18:40,152  
TO THINK ABOUT THINGS

732

00:18:40,152 --> 00:18:41,086  
FOR A MINUTE.

733

00:18:41,086 --> 00:18:41,954  
AND THEN THE OTHER THING

734

00:18:41,954 --> 00:18:42,754  
IS THAT ONCE WE'VE GOT

735

00:18:42,754 --> 00:18:43,922  
THINGS GOING AGAIN,

736

00:18:43,922 --> 00:18:45,290  
HEADQUARTERS LET US KNOW

737

00:18:45,290 --> 00:18:46,125  
WAS THAT WE'VE GOTTA

738

00:18:46,125 --> 00:18:47,526  
GET THIS REFLECTED BEFORE

739  
00:18:47,526 --> 00:18:48,494  
THE RUSSIANS DID, AND THAT WAS--

740  
00:18:48,494 --> 00:18:49,328  
REMEMBER, THERE WAS

741  
00:18:49,328 --> 00:18:50,863  
COLD WARS GOING ON.

742  
00:18:50,863 --> 00:18:51,897  
SO, ALL OF A SUDDEN

743  
00:18:51,897 --> 00:18:52,831  
I WAS GIVEN THIS--

744  
00:18:52,831 --> 00:18:54,299  
THIS KIND OF A COMMAND.

745  
00:18:54,299 --> 00:18:55,334  
WE DON'T WANT TO KNOW

746  
00:18:55,334 --> 00:18:56,401  
WHAT YOU'RE GONNA DO, HAL.

747  
00:18:56,401 --> 00:18:58,237  
JUST GO DO IT!

748  
00:18:58,237 --> 00:18:59,238  
YOU'VE PROBABLY HEARD

749  
00:18:59,238 --> 00:19:01,240  
THOSE CONVERSATIONS BEFORE.

750  
00:19:01,240 --> 00:19:02,374  
BUT ANYWAY, WE WERE

751

00:19:02,374 --> 00:19:03,609  
SUCCESSFUL AND WHAT

752

00:19:03,609 --> 00:19:04,710  
I LEARNED FROM THAT AGAIN

753

00:19:04,710 --> 00:19:06,245  
IS BE READY TO TAKE ON

754

00:19:06,245 --> 00:19:07,479  
A CHALLENGE AND GIVE IT

755

00:19:07,479 --> 00:19:09,248  
EVERYTHING YOU'VE GOT.

756

00:19:09,248 --> 00:19:11,283  
>> THAT WAS VERY WELL SAID,

757

00:19:11,283 --> 00:19:12,851  
HAL, AND I THINK MOST OF US

758

00:19:12,851 --> 00:19:14,419  
CAN IDENTIFY WITH THOSE TIMES

759

00:19:14,419 --> 00:19:15,554  
AND I THINK ALL OF US HAVE

760

00:19:15,554 --> 00:19:17,055  
HEARD THOSE ORDERS BEFORE.

761

00:19:17,055 --> 00:19:18,090  
I DON'T CARE HOW

762

00:19:18,090 --> 00:19:19,491  
YOU GET IT DONE, GET IT DONE.

763

00:19:19,491 --> 00:19:20,492  
AND SOMEONE TURNS AROUND

764  
00:19:20,492 --> 00:19:21,693  
AND LEAVES THE ROOM,

765  
00:19:21,693 --> 00:19:22,594  
AND THEN YOU'RE SITTING THERE,

766  
00:19:22,594 --> 00:19:23,595  
SCRATCHING YOUR HEAD GOING

767  
00:19:23,595 --> 00:19:25,697  
"OKAY, LET'S FIGURE THIS OUT."

768  
00:19:25,697 --> 00:19:27,566  
OKAY, AND ACTUALLY, UH,

769  
00:19:27,566 --> 00:19:28,467  
COURTNEY HAS ANOTHER

770  
00:19:28,467 --> 00:19:29,835  
FOLLOW-UP VIDEO QUESTION.

771  
00:19:29,835 --> 00:19:32,004  
>> IS WHAT YOU'RE DOING NOW

772  
00:19:32,004 --> 00:19:33,038  
THE JOB YOU DREAMED OF

773  
00:19:33,038 --> 00:19:33,805  
AS A KID?

774  
00:19:33,805 --> 00:19:34,806  
IF NOT, WHAT WAS YOUR

775  
00:19:34,806 --> 00:19:36,708  
CHILDHOOD DREAM JOB?

776

00:19:36,708 --> 00:19:37,543

>> UH, I'M GONNA THROW THAT

777

00:19:37,543 --> 00:19:38,710

INTO WOODROW'S COURT,

778

00:19:38,710 --> 00:19:40,112

AND THEN VANESSA, IF YOU

779

00:19:40,112 --> 00:19:41,113

CAN FOLLOW-UP WITH THAT,

780

00:19:41,113 --> 00:19:42,347

I'D APPRECIATE IT.

781

00:19:42,347 --> 00:19:43,048

>> WELL, I HAD,

782

00:19:43,048 --> 00:19:44,383

UM, ABOUT THREE

783

00:19:44,383 --> 00:19:46,351

CHILDHOOD DREAM JOBS.

784

00:19:46,351 --> 00:19:48,720

UM, M-MY FIRST ONE WAS,

785

00:19:48,720 --> 00:19:51,290

UM, I WAS GONNA PLAY LEFT FIELD

786

00:19:51,290 --> 00:19:52,724

FOR THE DETROIT TIGERS.

787

00:19:52,724 --> 00:19:54,259

AND, UH--

788

00:19:54,259 --> 00:19:55,894

>> WELL, YOU SHOULD BE

789

00:19:55,894 --> 00:19:56,895

THE HOT CORNER, WOODROW.

790

00:19:56,895 --> 00:19:57,829

YOU SHOULD BE THE HOT CORNER,

791

00:19:57,829 --> 00:19:58,764

THIRD BASE!

792

00:19:58,764 --> 00:20:00,198

>> UH, THAT-THAT'S TOO CLOSE.

793

00:20:00,198 --> 00:20:02,200

[ CHUCKLING ]

794

00:20:02,200 --> 00:20:04,069

TH-THEN I WAS GONNA BE,

795

00:20:04,069 --> 00:20:06,605

UH, A WORLD-FAMOUS CHEMIST.

796

00:20:06,605 --> 00:20:08,707

AND, UM, AND THEN,

797

00:20:08,707 --> 00:20:12,344

UH, ABOUT 1961-1962,

798

00:20:12,344 --> 00:20:14,379

NASA STARTED PUTTING PEOPLE

799

00:20:14,379 --> 00:20:15,347

ON TOP OF ROCKETS

800

00:20:15,347 --> 00:20:17,649

AND LAUNCHING THEM INTO SPACE,

801  
00:20:17,649 --> 00:20:19,384  
AND THEN I DECIDED I WAS, UM,

802  
00:20:19,384 --> 00:20:21,253  
GOING TO BE AN ASTRONAUT.

803  
00:20:21,253 --> 00:20:23,088  
SO, I DID MY RESEARCH

804  
00:20:23,088 --> 00:20:25,357  
AND I FOUND OUT THAT, UH,

805  
00:20:25,357 --> 00:20:26,224  
WELL, I THOUGHT I HAD TO

806  
00:20:26,224 --> 00:20:27,492  
GET A DEGREE IN AERONAUTICS

807  
00:20:27,492 --> 00:20:28,293  
AND ASTRONAUTICS

808  
00:20:28,293 --> 00:20:30,095  
AND GO WORK FOR NASA,

809  
00:20:30,095 --> 00:20:31,463  
THEN I COULD BE AN ASTRONAUT.

810  
00:20:31,463 --> 00:20:33,098  
SO, I'VE WENT AND GOT

811  
00:20:33,098 --> 00:20:34,666  
MY DEGREES IN AERONAUTICS

812  
00:20:34,666 --> 00:20:36,335  
AND ASTRONAUTICS FROM MIT.

813

00:20:36,335 --> 00:20:38,837  
UH, WENT TO NASA, AND THEN

814  
00:20:38,837 --> 00:20:40,205  
WHEN THE SHUTTLE PROGRAM

815  
00:20:40,205 --> 00:20:42,107  
WAS JUST GEARING UP

816  
00:20:42,107 --> 00:20:45,444  
IN THE EARLY 80s, I APPLIED

817  
00:20:45,444 --> 00:20:46,745  
FOR THE PROGRAM AND WAS

818  
00:20:46,745 --> 00:20:48,213  
DOING PRETTY GOOD UNTIL

819  
00:20:48,213 --> 00:20:50,882  
THEY SENT ME TO AN EYE DOCTOR,

820  
00:20:50,882 --> 00:20:51,783  
AND THEY HAD SOMETHING CALLED

821  
00:20:51,783 --> 00:20:54,586  
"LOW-LIGHT VISION UNCORRECTED."

822  
00:20:54,586 --> 00:20:55,587  
AND WHEN I WENT

823  
00:20:55,587 --> 00:20:56,922  
AND SAT IN THE CHAIR AND--

824  
00:20:56,922 --> 00:20:58,290  
WITHOUT MY GLASSES,

825  
00:20:58,290 --> 00:20:59,124  
AND THEY ASKED ME

826

00:20:59,124 --> 00:21:01,159  
TO READ THE CHART.

827

00:21:01,159 --> 00:21:02,761  
AND MY RESPONSE WAS,

828

00:21:02,761 --> 00:21:03,495  
"WHAT CHART ARE YOU

829

00:21:03,495 --> 00:21:04,396  
TALKING ABOUT?"

830

00:21:04,396 --> 00:21:05,697  
[ LAUGHING ]

831

00:21:05,697 --> 00:21:07,866  
>> I SAY THAT, OFTEN!

832

00:21:07,866 --> 00:21:10,936  
>> SO, UH, SO, UH,

833

00:21:10,936 --> 00:21:11,803  
I ENDED UP, UH,

834

00:21:11,803 --> 00:21:13,305  
NOT BEING AN ASTRONAUT.

835

00:21:13,305 --> 00:21:15,574  
BUT, UM, UH, ONE THING

836

00:21:15,574 --> 00:21:16,842  
I DON'T HAVE TO WORRY ABOUT

837

00:21:16,842 --> 00:21:17,676  
AND DON'T EVER HAVE TO

838

00:21:17,676 --> 00:21:19,678  
ASK MYSELF THE QUESTION OF,

839

00:21:19,678 --> 00:21:21,480  
"WHAT WOULD HAVE HAPPENED IF?"

840

00:21:21,480 --> 00:21:22,781  
BECAUSE I KNOW.

841

00:21:22,781 --> 00:21:25,851  
AND, UM, AND SO

842

00:21:25,851 --> 00:21:27,285  
A CAREER AS A RESEARCHER

843

00:21:27,285 --> 00:21:29,187  
AND CENTER DIRECTOR

844

00:21:29,187 --> 00:21:30,522  
AND ASSOCIATE ADMINISTRATOR

845

00:21:30,522 --> 00:21:34,159  
IS NOT SO BAD AT NASA, AFTERALL.

846

00:21:34,159 --> 00:21:36,061  
>> YEAH, THAT'S VERY WELL SAID.

847

00:21:36,061 --> 00:21:37,796  
I HAD ALMOST A VERY SIMILAR

848

00:21:37,796 --> 00:21:39,031  
EXPERIENCE BECAUSE, UH,

849

00:21:39,031 --> 00:21:39,965  
MY CHILDHOOD DREAM WAS

850

00:21:39,965 --> 00:21:40,932  
TO BE A FIGHTER PILOT,

851

00:21:40,932 --> 00:21:42,267  
AND THEN THEY ASKED ME

852

00:21:42,267 --> 00:21:43,802  
TO TOUCH THE RED LIGHT

853

00:21:43,802 --> 00:21:44,569  
AND THE GREEN LIGHT.

854

00:21:44,569 --> 00:21:45,270  
AND I SAID,

855

00:21:45,270 --> 00:21:46,104  
"THEY'RE BOTH THE SAME COLOR.

856

00:21:46,104 --> 00:21:46,905  
WHAT LIGHT'S RED,

857

00:21:46,905 --> 00:21:47,806  
WHAT LIGHT'S GREEN?"

858

00:21:47,806 --> 00:21:49,341  
SO, UH, THAT QUICKLY, UH,

859

00:21:49,341 --> 00:21:50,876  
GOT MY DR-- MY CHILDHOOD DREAMS,

860

00:21:50,876 --> 00:21:52,477  
UH, DERAILED A LITTLE BIT.

861

00:21:52,477 --> 00:21:53,345  
>> YEAH.

862

00:21:53,345 --> 00:21:55,080  
>> OKAY, SO, VANESSA?

863

00:21:55,080 --> 00:21:57,182  
>> SO, UM, A LITTLE

864  
00:21:57,182 --> 00:21:58,116  
DIFFERENT FOR ME.

865  
00:21:58,116 --> 00:21:59,317  
UH, I GREW UP, UH,

866  
00:21:59,317 --> 00:22:00,852  
ON THE COAST OF SOUTH CAROLINA

867  
00:22:00,852 --> 00:22:02,888  
AND, UH, I USED TO LOVE

868  
00:22:02,888 --> 00:22:04,589  
TO WATCH JACQUES COUSTEAU.

869  
00:22:04,589 --> 00:22:06,191  
AND I THOUGHT THAT I WAS

870  
00:22:06,191 --> 00:22:08,093  
GONNA BE A MARINE BIOLOGIST,

871  
00:22:08,093 --> 00:22:09,394  
BUT I REALLY DIDN'T

872  
00:22:09,394 --> 00:22:10,529  
KNOW HOW TO BECOME

873  
00:22:10,529 --> 00:22:11,863  
A MARINE BIOLOGIST.

874  
00:22:11,863 --> 00:22:13,765  
UH, SO, UM,

875  
00:22:13,765 --> 00:22:15,600  
MY BIOLOGY TEACHER THOUGH,

876

00:22:15,600 --> 00:22:17,202

SHE HAD A BIG INFLUENCE ON ME.

877

00:22:17,202 --> 00:22:19,871

SHE INSPIRED ME TO PURSUE

878

00:22:19,871 --> 00:22:22,374

MY DREAMS IN SCIENCE.

879

00:22:22,374 --> 00:22:24,976

AND SO, I WENT TO COLLEGE

880

00:22:24,976 --> 00:22:27,012

AND, UM, I ACTUALLY

881

00:22:27,012 --> 00:22:29,414

STARTED OUT AS A, UM,

882

00:22:29,414 --> 00:22:31,450

MICROBIOLOGY MAJOR.

883

00:22:31,450 --> 00:22:32,951

UH, THEN I FOUND OUT

884

00:22:32,951 --> 00:22:34,086

THAT I REALLY DIDN'T LIKE

885

00:22:34,086 --> 00:22:35,987

MICROSCOPES ALL THAT MUCH.

886

00:22:35,987 --> 00:22:38,724

AND SO, I SWITCHED

887

00:22:38,724 --> 00:22:41,159

TO ENGINEERING AND, UM,

888

00:22:41,159 --> 00:22:43,628

I'VE NEVER LOOKED BACK.

889

00:22:43,628 --> 00:22:45,831

FOUND-FOUND MY TRUE CALLING

890

00:22:45,831 --> 00:22:47,466

AS AN ENGINEER.

891

00:22:47,466 --> 00:22:49,201

I GOT MY BACHELOR'S DEGREE,

892

00:22:49,201 --> 00:22:50,535

AND THEN, UH, WAS,

893

00:22:50,535 --> 00:22:52,037

UH, FORTUNATE THAT, UH,

894

00:22:52,037 --> 00:22:54,840

I WAS ACTUALLY ABLE TO GET

895

00:22:54,840 --> 00:22:56,675

A MASTERS IN BIOENGINEERING,

896

00:22:56,675 --> 00:22:57,442

SO I WAS ABLE TO

897

00:22:57,442 --> 00:22:58,577

COMBINE THE TWO.

898

00:22:58,577 --> 00:23:00,445

AND SO WHEN I GOT TO NASA,

899

00:23:00,445 --> 00:23:02,948

UM, I ACTUALLY STARTED

900

00:23:02,948 --> 00:23:04,049

MY CAREER DOING

901  
00:23:04,049 --> 00:23:05,884  
EXPERIMENTS ON ASTRONAUTS,

902  
00:23:05,884 --> 00:23:08,086  
AND THAT WAS MY DREAM JOB.

903  
00:23:08,086 --> 00:23:08,920  
SOMEBODY TALKED ABOUT

904  
00:23:08,920 --> 00:23:10,188  
HOW YOU H-HAVE A JOB

905  
00:23:10,188 --> 00:23:11,356  
AND YOU THINK THAT'S

906  
00:23:11,356 --> 00:23:12,157  
THE BEST JOB EVER,

907  
00:23:12,157 --> 00:23:12,791  
SO I DON'T WANT TO

908  
00:23:12,791 --> 00:23:13,658  
EVER LET IT GO.

909  
00:23:13,658 --> 00:23:15,193  
AND THAT WAS IT FOR ME,

910  
00:23:15,193 --> 00:23:16,595  
UH, BUT I WILL SAY,

911  
00:23:16,595 --> 00:23:17,896  
YOU KNOW, TAKING RISK

912  
00:23:17,896 --> 00:23:19,831  
AND CHANGING JOBS, UH,

913

00:23:19,831 --> 00:23:21,666  
WORKING MY WAY UP THROUGH

914  
00:23:21,666 --> 00:23:23,001  
THE LADDER TO BECOMING

915  
00:23:23,001 --> 00:23:24,236  
A DEPUTY CENTER DIRECTOR

916  
00:23:24,236 --> 00:23:24,936  
HERE AT NASA'S

917  
00:23:24,936 --> 00:23:26,471  
JOHNSON SPACE CENTER...

918  
00:23:26,471 --> 00:23:28,273  
IT IS A GREAT JOB.

919  
00:23:28,273 --> 00:23:30,242  
>> THAT WAS VERY FASCINATING.

920  
00:23:30,242 --> 00:23:31,243  
WHAT PART OF SOUTH CAROLINA

921  
00:23:31,243 --> 00:23:32,644  
DID YOU GROW UP AT?

922  
00:23:32,644 --> 00:23:33,945  
>> UH, WELL,

923  
00:23:33,945 --> 00:23:35,280  
IT'S NEAR MYRTLE BEACH.

924  
00:23:35,280 --> 00:23:36,248  
>> OKAY.

925  
00:23:36,248 --> 00:23:37,082  
>> YEAH.

926

00:23:37,082 --> 00:23:37,783

>> YEAH, BECAUSE I HAVE--

927

00:23:37,783 --> 00:23:38,517

MY WIFE'S FAMILY IS

928

00:23:38,517 --> 00:23:39,251

FROM AROUND THERE NEAR

929

00:23:39,251 --> 00:23:40,185

THE FLORENCE NEIGHBORHOOD.

930

00:23:40,185 --> 00:23:41,453

BUT I GO TO MYRTLE BEACH A LOT

931

00:23:41,453 --> 00:23:42,854

BECAUSE I TRY TO CHASE THAT

932

00:23:42,854 --> 00:23:44,456

LITTLE WHITE BALL CALLED GOLF,

933

00:23:44,456 --> 00:23:45,457

AND THAT'S THE PLACE WHERE

934

00:23:45,457 --> 00:23:46,525

A LOT OF PEOPLE GO.

935

00:23:46,525 --> 00:23:47,559

SO--

936

00:23:47,559 --> 00:23:48,560

>> THAT'S MY HAPPY PLACE.

937

00:23:48,560 --> 00:23:49,895

>> YEAH, IT IS MINE, TOO.

938

00:23:49,895 --> 00:23:51,296  
[ CHUCKLING ]

939  
00:23:51,296 --> 00:23:52,497  
YEAH, BUT SOMETIMES

940  
00:23:52,497 --> 00:23:53,331  
IT'S FRUSTRATING,

941  
00:23:53,331 --> 00:23:54,432  
WHEN YOU'RE AT MYRTLE BEACH.

942  
00:23:54,432 --> 00:23:55,967  
I'LL TELL YOU THAT.

943  
00:23:55,967 --> 00:23:57,435  
WOODROW AND I USED

944  
00:23:57,435 --> 00:23:58,336  
TO PLAY QUITE A BIT,

945  
00:23:58,336 --> 00:23:59,471  
SO WE HAD A LOT OF FUN.

946  
00:23:59,471 --> 00:24:00,739  
NEXT QUESTION IS,

947  
00:24:00,739 --> 00:24:02,340  
"WHAT IS THE MOST IMPORTANT

948  
00:24:02,340 --> 00:24:03,275  
LEADERSHIP LESSON

949  
00:24:03,275 --> 00:24:04,643  
YOU'VE LEARNED?"

950  
00:24:04,643 --> 00:24:05,577  
I THINK OUR AUDIENCE WOULD

951

00:24:05,577 --> 00:24:07,145  
REALLY LIKE TO GET A LOT

952

00:24:07,145 --> 00:24:08,313  
OUT OF THAT PART BECAUSE

953

00:24:08,313 --> 00:24:09,848  
OUR LEARNING-- YOU KNOW,

954

00:24:09,848 --> 00:24:10,515  
WE'VE GONE THROUGH

955

00:24:10,515 --> 00:24:12,050  
20 YEARS OF THIS STUFF.

956

00:24:12,050 --> 00:24:13,885  
UM, WE'RE TRYING TO SEE

957

00:24:13,885 --> 00:24:14,820  
IF WE CAN PASS THIS ON

958

00:24:14,820 --> 00:24:15,887  
TO THE NEXT GENERATION

959

00:24:15,887 --> 00:24:16,755  
A LITTLE BIT.

960

00:24:16,755 --> 00:24:19,191  
>> SO, I WILL SAY IT WAS,

961

00:24:19,191 --> 00:24:20,458  
UH, IN MY CAREER AS,

962

00:24:20,458 --> 00:24:21,960  
UH, AS I WAS MOVING FROM

963

00:24:21,960 --> 00:24:22,894  
POSITIONS IN THE LAB

964  
00:24:22,894 --> 00:24:23,895  
OR PROJECT MANAGEMENT

965  
00:24:23,895 --> 00:24:25,163  
INTO LEADERSHIP.

966  
00:24:25,163 --> 00:24:27,299  
AND, UH, AND BRENDA,

967  
00:24:27,299 --> 00:24:28,066  
I THINK IT'S A PROGRAM

968  
00:24:28,066 --> 00:24:29,467  
THAT YOU AND JANET STARTED,

969  
00:24:29,467 --> 00:24:31,469  
YOU WANTED EARLY CAREER LEADERS

970  
00:24:31,469 --> 00:24:33,405  
TO DO LEADERSHIP TALKS.

971  
00:24:33,405 --> 00:24:34,372  
AND SO, JANET TALKED

972  
00:24:34,372 --> 00:24:35,173  
TO ME ABOUT IT.

973  
00:24:35,173 --> 00:24:36,875  
AND I, OF COURSE,

974  
00:24:36,875 --> 00:24:38,643  
PREPARED MY POWERPOINT SLIDES

975  
00:24:38,643 --> 00:24:40,378  
WITH ALL THE DEFINITIONS

976

00:24:40,378 --> 00:24:41,446  
OF LEADERSHIP AND WAS

977

00:24:41,446 --> 00:24:42,581  
PREPARED TO TALK DOWN

978

00:24:42,581 --> 00:24:43,615  
THE STRUCTURE OF IT.

979

00:24:43,615 --> 00:24:44,816  
AND JANET SAID,

980

00:24:44,816 --> 00:24:45,650  
"THAT'S NOT WHAT I WANT,

981

00:24:45,650 --> 00:24:47,152  
I WANT YOU."

982

00:24:47,152 --> 00:24:48,320  
SO, I THOUGHT ABOUT THAT

983

00:24:48,320 --> 00:24:49,354  
FOR A BIT AND I SHARED

984

00:24:49,354 --> 00:24:52,123  
SOME STORIES OF WHAT

985

00:24:52,123 --> 00:24:53,158  
HAD HAPPENED IN MY CAREER.

986

00:24:53,158 --> 00:24:54,426  
NOT GETTING SELECTED FOR

987

00:24:54,426 --> 00:24:55,660  
A JOB, AND-AND WHAT

988

00:24:55,660 --> 00:24:56,561  
THAT FELT LIKE.

989  
00:24:56,561 --> 00:24:59,064  
AND-AND HAVING A PROJECT

990  
00:24:59,064 --> 00:25:01,399  
MANAGER WHEN I WAS, UH,

991  
00:25:01,399 --> 00:25:02,834  
EARLY CAREER ENGINEER ASK ME

992  
00:25:02,834 --> 00:25:04,636  
QUESTIONS ABOUT MY WORK.

993  
00:25:04,636 --> 00:25:05,770  
AND SHE JUST ASKED

994  
00:25:05,770 --> 00:25:07,138  
QUESTION AFTER QUESTION

995  
00:25:07,138 --> 00:25:08,139  
AFTER QUESTION,

996  
00:25:08,139 --> 00:25:08,907  
AND WHEN I WENT

997  
00:25:08,907 --> 00:25:09,674  
BACK TO MY DESK,

998  
00:25:09,674 --> 00:25:10,709  
I SAT AND SAID, "WELL,

999  
00:25:10,709 --> 00:25:11,910  
WHY DID SHE ASK ME THIS?"

1000  
00:25:11,910 --> 00:25:13,345  
AND "WHY DID SHE ASK ME THAT?"

1001

00:25:13,345 --> 00:25:14,379

AND WHEN I GOT

1002

00:25:14,379 --> 00:25:15,747

TO ABOUT THE THIRD ONE,

1003

00:25:15,747 --> 00:25:16,648

IT OCCURED TO ME

1004

00:25:16,648 --> 00:25:18,149

THERE WAS A BETTER WAY TO DO IT.

1005

00:25:18,149 --> 00:25:20,352

NOW, SHE COULD'VE JUST TOLD ME,

1006

00:25:20,352 --> 00:25:21,486

"GO DO IT THIS WAY,"

1007

00:25:21,486 --> 00:25:22,387

BUT SHE CHOSE

1008

00:25:22,387 --> 00:25:23,788

TO INVEST TIME IN ME

1009

00:25:23,788 --> 00:25:25,590

FOR ME TO FIGURE IT OUT.

1010

00:25:25,590 --> 00:25:29,194

SO, WHEN YOU-YOU-YOU SHARE

1011

00:25:29,194 --> 00:25:29,995

THOSE STORIES

1012

00:25:29,995 --> 00:25:31,196

AND TALK ABOUT THOSE THINGS

1013

00:25:31,196 --> 00:25:32,464  
AND, AT THE END OF THAT TALK,

1014  
00:25:32,464 --> 00:25:34,399  
I HAD SEVERAL PEOPLE COME UP,

1015  
00:25:34,399 --> 00:25:35,834  
AND THEY WERE IN TEARS.

1016  
00:25:35,834 --> 00:25:36,668  
NOT BECAUSE I WAS

1017  
00:25:36,668 --> 00:25:37,669  
AN AMAZING SPEAKER,

1018  
00:25:37,669 --> 00:25:39,004  
THAT CERTAINLY WASN'T THE CASE.

1019  
00:25:39,004 --> 00:25:40,705  
IT WAS BECAUSE THEY HEARD

1020  
00:25:40,705 --> 00:25:42,874  
EVERYTHING DIDN'T GO PERFECTLY,

1021  
00:25:42,874 --> 00:25:44,075  
EVERYTHING DIDN'T GO RIGHT.

1022  
00:25:44,075 --> 00:25:45,844  
SO THE LESSON, I WILL SAY,

1023  
00:25:45,844 --> 00:25:48,280  
IS BE WILLING TO SHARE YOURSELF.

1024  
00:25:48,280 --> 00:25:49,481  
AND AS AN INTROVERT,

1025  
00:25:49,481 --> 00:25:50,949  
THAT'S REALLY HARD FOR ME.

1026

00:25:50,949 --> 00:25:52,117

UH, BUT YOU HAVE TO BE

1027

00:25:52,117 --> 00:25:53,151

WILLING TO SHARE YOURSELF.

1028

00:25:53,151 --> 00:25:54,519

YOUR PEOPLE HAVE TO SEE IT.

1029

00:25:54,519 --> 00:25:56,154

AND-AND-AND THAT GOES

1030

00:25:56,154 --> 00:25:57,155

BEYOND OUR WORK.

1031

00:25:57,155 --> 00:25:58,290

WE HAVE TO SHARE OURSELVES.

1032

00:25:58,290 --> 00:25:58,924

YOU KNOW,

1033

00:25:58,924 --> 00:25:59,891

THE "SEE IT TO BE IT."

1034

00:25:59,891 --> 00:26:01,259

SO THAT WAS A BIG LESSON FOR ME

1035

00:26:01,259 --> 00:26:01,993

IN LEADERSHIP.

1036

00:26:01,993 --> 00:26:02,928

YOU HAVE TO-- YOU HAVE TO BE

1037

00:26:02,928 --> 00:26:03,728

WILLING TO BE OPEN

1038

00:26:03,728 --> 00:26:06,197  
AND, IN SOME CASES, VULNERABLE.

1039  
00:26:06,197 --> 00:26:08,667  
>> THAT-THAT WAS VERY WELL SAID.

1040  
00:26:08,667 --> 00:26:09,634  
UH, I THINK PEOPLE

1041  
00:26:09,634 --> 00:26:10,602  
CAN DEFINITELY LEARN A LOT

1042  
00:26:10,602 --> 00:26:11,303  
JUST FROM LISTENING

1043  
00:26:11,303 --> 00:26:12,070  
TO THAT PART,

1044  
00:26:12,070 --> 00:26:14,172  
AND I'M GLAD THAT THAT TIME

1045  
00:26:14,172 --> 00:26:15,507  
COULD ACTUALLY--

1046  
00:26:15,507 --> 00:26:17,108  
UNDERSTAND YOU AS AN INTROVERT

1047  
00:26:17,108 --> 00:26:18,410  
AND BRING IT OUT OF YOU,

1048  
00:26:18,410 --> 00:26:19,744  
BECAUSE, UH, I SEE YOU

1049  
00:26:19,744 --> 00:26:21,012  
JUST DOIN' THE POWERPOINT

1050  
00:26:21,012 --> 00:26:22,914  
AND THAT PERSON BEING ABLE

1051

00:26:22,914 --> 00:26:24,482

TO EXTRACT THAT OUT OF YOU

1052

00:26:24,482 --> 00:26:25,984

OPENED YOU UP, I THINK,

1053

00:26:25,984 --> 00:26:26,985

A LITTLE MORE TO REALLY

1054

00:26:26,985 --> 00:26:29,054

DEVELOP YOU TO WHO YOU ARE.

1055

00:26:29,054 --> 00:26:30,655

AND, UH, THAT WAS WELL SAID.

1056

00:26:30,655 --> 00:26:32,023

UM, VANESSA.

1057

00:26:32,023 --> 00:26:34,359

>> OH, SO I WILL SAY, UM,

1058

00:26:34,359 --> 00:26:36,962

PROBABLY EMPOWERING

1059

00:26:36,962 --> 00:26:38,296

YOUR-YOUR TEAM

1060

00:26:38,296 --> 00:26:39,864

OR YOUR ORGANIZATION.

1061

00:26:39,864 --> 00:26:41,833

UM, YOU KNOW, NOT, YOU KNOW,

1062

00:26:41,833 --> 00:26:43,068

AS-AS CLAYTON SAID,

1063

00:26:43,068 --> 00:26:45,537  
YOU KNOW, MICROMANAGING

1064  
00:26:45,537 --> 00:26:47,238  
AND TELLING THEM HOW TO DO IT,

1065  
00:26:47,238 --> 00:26:49,007  
BUT HELPING THEM TO LEARN.

1066  
00:26:49,007 --> 00:26:50,976  
BUT-BUT I THINK, UH, TRUST,

1067  
00:26:50,976 --> 00:26:52,610  
UH, I THINK MAYBE HAL

1068  
00:26:52,610 --> 00:26:53,645  
MENTIONED THAT EARLIER.

1069  
00:26:53,645 --> 00:26:56,014  
BUT HAVING TRUST, UH,

1070  
00:26:56,014 --> 00:26:57,282  
IN YOUR-IN YOUR TEAM

1071  
00:26:57,282 --> 00:26:59,484  
AND GIVING THEM THE RESOURCES,

1072  
00:26:59,484 --> 00:27:00,585  
BUT LETTING THEM KNOW

1073  
00:27:00,585 --> 00:27:01,886  
THAT YOU TRUST

1074  
00:27:01,886 --> 00:27:02,821  
THAT THEY'RE GONNA GO,

1075  
00:27:02,821 --> 00:27:03,488  
AND THEY'RE GONNA

1076

00:27:03,488 --> 00:27:04,522

DO THE RIGHT THING.

1077

00:27:04,522 --> 00:27:05,357

AND I HAVE FOUND THAT,

1078

00:27:05,357 --> 00:27:06,825

WHEN YOU EMPOWER PEOPLE,

1079

00:27:09,194 --> 00:27:08,093

THEY DO AMAZING.

1080

00:27:09,194 --> 00:27:10,328

BECAUSE THEY KNOW

1081

00:27:10,328 --> 00:27:12,163

THAT YOU HAVE THEIR BACK

1082

00:27:12,163 --> 00:27:14,332

WHEN-WHEN THEY NEED YOU,

1083

00:27:14,332 --> 00:27:15,700

BUT YOU TRUST THAT THEY'RE

1084

00:27:15,700 --> 00:27:17,168

GONNA GET THE JOB DONE.

1085

00:27:17,168 --> 00:27:18,503

>> THAT IS--

1086

00:27:18,503 --> 00:27:19,537

THAT'S WELL SAID, TOO.

1087

00:27:19,537 --> 00:27:21,306

UM, I'M GONNA-- YOU KNOW,

1088

00:27:21,306 --> 00:27:22,540  
I'M THE MODERATOR.

1089  
00:27:22,540 --> 00:27:23,441  
I'LL THROW IN A LITTLE BIT

1090  
00:27:23,441 --> 00:27:25,276  
OF MY OPINION OF THAT,

1091  
00:27:25,276 --> 00:27:26,277  
BUT THEN I'M ACTUALLY GONNA

1092  
00:27:26,277 --> 00:27:27,145  
OPEN IT UP TO, UH,

1093  
00:27:27,145 --> 00:27:28,346  
WOODROW AND BRENDA A LITTLE BIT,

1094  
00:27:28,346 --> 00:27:29,347  
IF THEY WANNA COMMENT ON

1095  
00:27:29,347 --> 00:27:30,648  
WHAT'S THE MOST IMPORTANT

1096  
00:27:30,648 --> 00:27:31,449  
LEADERSHIP LESSON

1097  
00:27:31,449 --> 00:27:32,317  
YOU LEARNED.

1098  
00:27:32,317 --> 00:27:33,551  
BUT, UH, AS A LEADER,

1099  
00:27:33,551 --> 00:27:35,153  
I-I WON'T SAY UNFORTUNATELY,

1100  
00:27:35,153 --> 00:27:36,254  
BUT I CAME INTO NASA

1101  
00:27:36,254 --> 00:27:38,023  
AS AN ASSISTANT ADMINISTRATOR

1102  
00:27:38,023 --> 00:27:38,890  
BACK IN THE DAY.

1103  
00:27:38,890 --> 00:27:40,625  
SO I CAME IN HIGH.

1104  
00:27:40,625 --> 00:27:41,426  
YOU KNOW, I USED TO WORK

1105  
00:27:41,426 --> 00:27:42,093  
ON THE STAFF

1106  
00:27:42,093 --> 00:27:43,094  
OF THE SECRETARY OF THE NAVY

1107  
00:27:43,094 --> 00:27:44,029  
FOR A WHILE.

1108  
00:27:44,029 --> 00:27:45,196  
UM, I USED TO BUY

1109  
00:27:45,196 --> 00:27:46,297  
MAJOR WEAPONS SYSTEMS,

1110  
00:27:46,297 --> 00:27:47,532  
YOU KNOW, I USED TO BUY THE F-18

1111  
00:27:47,532 --> 00:27:48,700  
AND THINGS OF THAT NATURE

1112  
00:27:48,700 --> 00:27:49,901  
AND LEARNED A LOT

1113

00:27:49,901 --> 00:27:50,869  
OF MY LEADERSHIP SKILLS.

1114  
00:27:50,869 --> 00:27:51,703  
BUT THE MOST IMPORTANT THING

1115  
00:27:51,703 --> 00:27:52,771  
I REALLY LEARNED

1116  
00:27:52,771 --> 00:27:54,472  
ONCE I BECAME A SUPERVISOR

1117  
00:27:54,472 --> 00:27:55,840  
AND THEN A LEADER IS

1118  
00:27:55,840 --> 00:27:57,809  
YOU HAVE TO TRUST YOUR PEOPLE.

1119  
00:27:57,809 --> 00:27:58,576  
AND BOTH HAL

1120  
00:27:58,576 --> 00:27:59,744  
AND BER-- AND VANESSA

1121  
00:27:59,744 --> 00:28:00,845  
SAID THAT VERY WELL.

1122  
00:28:00,845 --> 00:28:03,081  
AND I AM A VERY HANDS-OFF,

1123  
00:28:03,081 --> 00:28:05,283  
UH, UM, MANAGER, LEADER.

1124  
00:28:05,283 --> 00:28:07,085  
I LET PEOPLE LEARN

1125  
00:28:07,085 --> 00:28:08,686  
A LITTLE BIT BY THEIR MISTAKES,

1126

00:28:08,686 --> 00:28:09,654

AND THEN I TEACH THEM

1127

00:28:09,654 --> 00:28:11,022

HOW THEY MADE THEIR MISTAKE--

1128

00:28:11,022 --> 00:28:11,656

BUT I MAKE SURE

1129

00:28:11,656 --> 00:28:12,757

THEY WERE TRAINED UP FRONT.

1130

00:28:12,757 --> 00:28:13,992

AND IF THEY MAKE A MISTAKE,

1131

00:28:13,992 --> 00:28:15,794

THEY LEARN A LOT FROM THAT

1132

00:28:15,794 --> 00:28:17,262

AND THEY WON'T USUALLY MAKE

1133

00:28:17,262 --> 00:28:18,430

THAT SAME MISTAKE AGAIN

1134

00:28:18,430 --> 00:28:19,464

AND THEY'LL GROW FROM IT,

1135

00:28:19,464 --> 00:28:20,331

AND THEY APPRECIATE YOU

1136

00:28:20,331 --> 00:28:21,199

TRUSTING THEM

1137

00:28:21,199 --> 00:28:22,901

TO LEARN THAT WAY

1138

00:28:22,901 --> 00:28:23,601  
A LITTLE BIT.

1139  
00:28:23,601 --> 00:28:25,503  
UM, AND IT'S CRITICAL

1140  
00:28:25,503 --> 00:28:27,005  
THAT YOU SUPPORT YOUR PEOPLE.

1141  
00:28:27,005 --> 00:28:28,573  
MY BIG THING IS, YOU KNOW,

1142  
00:28:28,573 --> 00:28:30,909  
I ALWAYS, UH, PRAISE IN PUBLIC

1143  
00:28:30,909 --> 00:28:32,043  
AND SCOLD IN PRIVATE

1144  
00:28:32,043 --> 00:28:32,877  
IS, UH, ONE OF

1145  
00:28:32,877 --> 00:28:33,878  
THE MOST IMPORTANT THINGS.

1146  
00:28:33,878 --> 00:28:35,647  
AND I'D NEVER ACCEPT

1147  
00:28:35,647 --> 00:28:37,449  
THE-THE GLORY, PER SE,

1148  
00:28:37,449 --> 00:28:39,317  
BUT I ALWAYS ACCEPT THE BLAME,

1149  
00:28:39,317 --> 00:28:41,052  
OKAY, IF SOMETHING GOES WRONG.

1150  
00:28:41,052 --> 00:28:41,786  
IF IT'S SOMETHING

1151

00:28:41,786 --> 00:28:42,787  
REALLY WELL DONE,

1152

00:28:42,787 --> 00:28:44,022  
THE TEAM DID IT,

1153

00:28:44,022 --> 00:28:44,689  
AND I'M JUST PROUD

1154

00:28:44,689 --> 00:28:45,890  
TO BE A PART OF THE TEAM.

1155

00:28:45,890 --> 00:28:46,991  
IF SOMETHIN' GOES WRONG,

1156

00:28:46,991 --> 00:28:48,460  
IT'S MY PROBLEM, MY FAULT,

1157

00:28:48,460 --> 00:28:49,527  
AND I'LL TAKE OF

1158

00:28:49,527 --> 00:28:50,995  
THE PEOPLE RELIGIOUSLY.

1159

00:28:50,995 --> 00:28:51,663  
I'LL DEFEND THEM

1160

00:28:51,663 --> 00:28:52,997  
TO MY DYING DAY.

1161

00:28:52,997 --> 00:28:54,399  
AND I THINK THAT

1162

00:28:54,399 --> 00:28:55,600  
REALLY BUILDS THE TRUST,

1163

00:28:55,600 --> 00:28:57,569  
AND IT BUILDS THE RESPECT IN--

1164  
00:28:57,569 --> 00:28:58,870  
OF YOUR LEADERSHIP SKILLS,

1165  
00:28:58,870 --> 00:28:59,938  
AND PEOPLE WILL GO

1166  
00:28:59,938 --> 00:29:00,839  
TO THE MAT FOR YOU.

1167  
00:29:00,839 --> 00:29:01,840  
REALLY, THEY DO.

1168  
00:29:01,840 --> 00:29:02,974  
AND I THINK THAT'S HOW

1169  
00:29:02,974 --> 00:29:04,642  
WE HAVE SUCH A SUCCESSFUL AGENCY

1170  
00:29:04,642 --> 00:29:06,511  
AND SUCH A SUCCESSFUL PROGRAM,

1171  
00:29:06,511 --> 00:29:07,378  
IN MY CASE.

1172  
00:29:07,378 --> 00:29:08,513  
SO WOODROW, I'LL GIVE YOU

1173  
00:29:08,513 --> 00:29:09,514  
A CHANCE TO ADD

1174  
00:29:09,514 --> 00:29:10,348  
ANYTHING ONTO THAT

1175  
00:29:10,348 --> 00:29:11,683  
THAT YOU WOULD LIKE TO SAY.

1176

00:29:11,683 --> 00:29:13,751  
>> I'LL JUST-JUST BRIEFLY,

1177

00:29:13,751 --> 00:29:16,454  
UM, THE PEOPLE ARE

1178

00:29:16,454 --> 00:29:18,623  
ALWAYS WATCHING YOU.

1179

00:29:18,623 --> 00:29:19,657  
>> MMM.

1180

00:29:19,657 --> 00:29:20,725  
WELL SAID.

1181

00:29:20,725 --> 00:29:21,926  
>> SO HOLD YOURSELF

1182

00:29:21,926 --> 00:29:23,194  
ACCOUNTABLE,

1183

00:29:23,194 --> 00:29:24,662  
AND THINGS THAT YOU SAY

1184

00:29:24,662 --> 00:29:25,797  
YOU GONNA DO,

1185

00:29:25,797 --> 00:29:27,632  
GO OUT AND, UM--

1186

00:29:27,632 --> 00:29:29,300  
AND-AND DO THOSE THINGS.

1187

00:29:29,300 --> 00:29:31,136  
AND-AND DON'T GO ASKING

1188

00:29:31,136 --> 00:29:32,770  
YOUR WORKFORCE TO DO SOMETHING

1189  
00:29:32,770 --> 00:29:33,938  
THAT YOU YOURSELF

1190  
00:29:33,938 --> 00:29:34,939  
WOULD NOT DO.

1191  
00:29:38,910 --> 00:29:37,175  
>> WELL SAID.

1192  
00:29:38,910 --> 00:29:40,111  
>> VERY WELL SAID.

1193  
00:29:40,111 --> 00:29:40,812  
SOMETIMES THAT DRIVES

1194  
00:29:40,812 --> 00:29:42,013  
MY TEAM CRAZY, THOUGH,

1195  
00:29:42,013 --> 00:29:42,780  
'CAUSE, YOU KNOW,

1196  
00:29:42,780 --> 00:29:44,082  
I DO A LOT OF OUTREACH,

1197  
00:29:44,082 --> 00:29:44,949  
AND SOMETIMES THERE'S

1198  
00:29:44,949 --> 00:29:46,217  
A LOT OF LAST MINUTE SETUP

1199  
00:29:46,217 --> 00:29:47,252  
THAT YOU HAVE TO DO.

1200  
00:29:47,252 --> 00:29:48,052  
>> YEAH.

1201

00:29:48,052 --> 00:29:48,820

>> CHECKING IN,

1202

00:29:48,820 --> 00:29:49,754

REGISTRATION PEOPLE,

1203

00:29:49,754 --> 00:29:50,455

YOU KNOW, YOU HAVE

1204

00:29:50,455 --> 00:29:51,422

2,000 PEOPLE AT THE DOOR,

1205

00:29:51,422 --> 00:29:52,557

SO I DROP WHAT I'M DOING,

1206

00:29:52,557 --> 00:29:53,591

AND I START HELPING THEM

1207

00:29:53,591 --> 00:29:54,526

TO REGISTER PEOPLE,

1208

00:29:54,526 --> 00:29:55,627

AND THEY GO, "NO, NO, NO,

1209

00:29:55,627 --> 00:29:56,394

YOU'RE NOT SUPPOSED TO DO THAT.

1210

00:29:56,394 --> 00:29:57,228

YOU'RE THE AA."

1211

00:29:57,228 --> 00:29:58,396

I GO, "I'M PART OF THE TEAM.

1212

00:29:58,396 --> 00:29:59,764

THE TEAM NEEDS TO GET IT DONE.

1213

00:29:59,764 --> 00:30:00,732  
LET'S GET IT DONE."

1214  
00:30:00,732 --> 00:30:01,566  
YOU KNOW?

1215  
00:30:01,566 --> 00:30:02,433  
>> YEP.

1216  
00:30:02,433 --> 00:30:03,134  
>> SO, I-I-I SOMETIMES

1217  
00:30:03,134 --> 00:30:03,935  
GET YELLED AT FOR IT,

1218  
00:30:03,935 --> 00:30:04,969  
BUT OTHER TIMES, HEY,

1219  
00:30:04,969 --> 00:30:05,904  
I'M STILL PART OF THE TEAM.

1220  
00:30:05,904 --> 00:30:06,738  
I GOTTA GET IT DONE.

1221  
00:30:06,738 --> 00:30:07,438  
>> YEAH.

1222  
00:30:07,438 --> 00:30:08,173  
>> SO, BRENDA,

1223  
00:30:08,173 --> 00:30:09,140  
WHAT WOULD YOU LIKE TO SAY?

1224  
00:30:09,140 --> 00:30:10,675  
>> I WOULD SAY ONE OF

1225  
00:30:10,675 --> 00:30:12,544  
THE MOST IMPORTANT THINGS

1226

00:30:12,544 --> 00:30:15,146  
IS INSPIRING YOUR TEAM.

1227

00:30:15,146 --> 00:30:16,714  
UM, AND AGAIN,

1228

00:30:16,714 --> 00:30:19,551  
AS-AS HAS BEEN SAID, UM,

1229

00:30:19,551 --> 00:30:21,352  
YOU HAVE TO MAKE SURE

1230

00:30:21,352 --> 00:30:23,354  
THAT YOUR PEOPLE KNOW

1231

00:30:23,354 --> 00:30:24,789  
THAT YOU'RE BEHIND THEM.

1232

00:30:24,789 --> 00:30:26,491  
THE OTHER THING

1233

00:30:26,491 --> 00:30:28,026  
I WOULD SAY IS THAT

1234

00:30:28,026 --> 00:30:30,128  
IT'S EXTREMELY IMPORTANT THAT,

1235

00:30:30,128 --> 00:30:33,198  
UM, YOU MANAGE EXPECTATIONS.

1236

00:30:33,198 --> 00:30:35,667  
UM, OFTENTIMES THE THINGS

1237

00:30:35,667 --> 00:30:37,268  
THAT YOU WANNA DO,

1238

00:30:37,268 --> 00:30:39,204

UH, TAKE TIME.

1239

00:30:39,204 --> 00:30:41,706

AND SO YOU HAVE TO BE STRATEGIC,

1240

00:30:41,706 --> 00:30:43,908

UM, YOU HAVE TO MAKE SURE

1241

00:30:43,908 --> 00:30:45,810

THAT YOUR TEAM UNDERSTANDS

1242

00:30:45,810 --> 00:30:48,713

THAT, UH, WHATEVER YOU DO,

1243

00:30:48,713 --> 00:30:50,148

IT HAS TO BE DONE

1244

00:30:50,148 --> 00:30:51,683

IN EXCELLENCE.

1245

00:30:51,683 --> 00:30:54,452

AND SO IT'S MORE IMPORTANT

1246

00:30:54,452 --> 00:30:55,920

THAT YOU PLAN

1247

00:30:55,920 --> 00:30:58,089

AND THAT YOU BE STRATEGIC,

1248

00:30:58,089 --> 00:31:00,458

AND THEN WHEN YOU EXECUTE,

1249

00:31:00,458 --> 00:31:02,393

UM, WHAT YOU'RE DOING

1250

00:31:02,393 --> 00:31:03,761

IS PUTTING FORTH

1251

00:31:03,761 --> 00:31:06,364

PROGRAMS OR PROJECTS

1252

00:31:06,364 --> 00:31:08,800

THAT WILL BE BENEFICIAL TO ALL

1253

00:31:08,800 --> 00:31:11,369

THAT YOU'RE SEEKING TO ADDRESS.

1254

00:31:11,369 --> 00:31:13,438

UM, AND I THINK

1255

00:31:13,438 --> 00:31:17,141

IF EMPLOYEES SEE THAT

1256

00:31:17,141 --> 00:31:19,544

THAT'S A RECIPE FOR SUCCESS,

1257

00:31:19,544 --> 00:31:22,247

IT INSPIRES THEM TO DO THINGS

1258

00:31:22,247 --> 00:31:23,848

IN THE FUTURE

1259

00:31:23,848 --> 00:31:26,517

IN THE SAME MANNER.

1260

00:31:26,517 --> 00:31:27,819

>> WELL SAID.

1261

00:31:27,819 --> 00:31:29,687

THAT'S, UH-- THAT'S SOMETHING

1262

00:31:29,687 --> 00:31:30,588

I CAN TAKE TO SCHOOL,

1263

00:31:30,588 --> 00:31:31,556

THAT'S FOR SURE.

1264

00:31:31,556 --> 00:31:33,524

THE NEXT QUESTION I HAVE IS,

1265

00:31:33,524 --> 00:31:35,493

"WHAT PREPARATION OR ADVICE

1266

00:31:35,493 --> 00:31:36,461

WOULD YOU GIVE TO THOSE

1267

00:31:36,461 --> 00:31:38,263

WHO ARE TRYING TO ACHIEVE

1268

00:31:38,263 --> 00:31:39,864

A LEADERSHIP ROLE AT NASA?"

1269

00:31:39,864 --> 00:31:40,632

SO, WITH THAT,

1270

00:31:40,632 --> 00:31:41,699

I'LL GO WITH WOODROW.

1271

00:31:41,699 --> 00:31:42,900

NOW, WOODROW, WOULD YOU LIKE

1272

00:31:42,900 --> 00:31:44,168

TO SAY ANYTHING ON THAT ONE?

1273

00:31:44,168 --> 00:31:44,969

>> THE NASA WORKFORCE

1274

00:31:44,969 --> 00:31:46,170

IS SPECIAL.

1275

00:31:46,170 --> 00:31:48,973

UH, I USED TO SAY EVERY DAY

1276

00:31:48,973 --> 00:31:49,974

I GET TO GO TO WORK

1277

00:31:49,974 --> 00:31:51,643

WITH SOME OF THE SMARTEST PEOPLE

1278

00:31:51,643 --> 00:31:53,111

IN THE-IN THE WORLD.

1279

00:31:53,111 --> 00:31:54,879

UH, AND-AND WHAT COMES

1280

00:31:54,879 --> 00:31:57,115

WITH THAT IS, UM,

1281

00:31:57,115 --> 00:31:59,851

THE WORKFORCE WANTS TO MAKE SURE

1282

00:31:59,851 --> 00:32:01,219

YOU HAVE SOME KNOWLEDGE.

1283

00:32:01,219 --> 00:32:02,353

SO THERE'S MORE RESPECT

1284

00:32:02,353 --> 00:32:03,254

FOR YOUR KNOWLEDGE

1285

00:32:03,254 --> 00:32:06,391

THAN THERE IS SIMPLY, UH,

1286

00:32:06,391 --> 00:32:08,192

FOR, UM, A POSITION

1287

00:32:08,192 --> 00:32:10,028

THAT YOU-THAT YOU HOLD.

1288

00:32:10,028 --> 00:32:11,896  
UH, SO I ALWAYS TELL PEOPLE

1289  
00:32:11,896 --> 00:32:12,764  
WHO ARE-- YOU KNOW,

1290  
00:32:12,764 --> 00:32:13,865  
WHO ARE TRYING TO MOVE UP,

1291  
00:32:13,865 --> 00:32:15,166  
YOU KNOW, SPEND ENOUGH TIME

1292  
00:32:15,166 --> 00:32:17,568  
TO, UM, UH,

1293  
00:32:17,568 --> 00:32:18,603  
HAVE SOME ACHIEVEMENTS,

1294  
00:32:18,603 --> 00:32:20,638  
BUILD A REPUTATION, UH--

1295  
00:32:20,638 --> 00:32:22,573  
AS, UM, BRENDA JUST SAID,

1296  
00:32:22,573 --> 00:32:23,775  
BUILD A REPUTATION

1297  
00:32:23,775 --> 00:32:25,777  
FOR EXCELLENCE IN SOME FIELD

1298  
00:32:25,777 --> 00:32:27,445  
INSTEAD OF, YOU KNOW,

1299  
00:32:27,445 --> 00:32:28,613  
SPENDING A FEW MONTHS HERE,

1300  
00:32:28,613 --> 00:32:29,747  
A FEW MONTHS THERE, YOU KNOW,

1301

00:32:29,747 --> 00:32:30,682

TRYING TO JUMP AROUND

1302

00:32:30,682 --> 00:32:33,184

TO-TO MOVE QUICKLY UP THE, UH--

1303

00:32:33,184 --> 00:32:34,419

THE ORGANIZATIONAL LADDER.

1304

00:32:34,419 --> 00:32:36,120

BECAUSE IT, UH, SOME POINT,

1305

00:32:36,120 --> 00:32:37,822

UH, UH, YOU'LL--

1306

00:32:37,822 --> 00:32:38,756

YOU'LL BE BLOCKED.

1307

00:32:38,756 --> 00:32:40,625

AND, UH-- AND TAKE ADVANTAGE

1308

00:32:40,625 --> 00:32:42,226

OF THE EXCELLENT LEADERSHIP

1309

00:32:42,226 --> 00:32:43,294

DEVELOPMENT PROGRAMS

1310

00:32:43,294 --> 00:32:45,830

THAT, UH-- THAT THE AGENCY HAS.

1311

00:32:45,830 --> 00:32:47,265

THERE'S-THERE'S PLENTY OF THOSE.

1312

00:32:47,265 --> 00:32:49,133

AND-AND WHAT I ALWAYS DO,

1313

00:32:49,133 --> 00:32:49,967

WHAT I LOOK AT,

1314

00:32:49,967 --> 00:32:50,968

I WILL LOOK AT

1315

00:32:50,968 --> 00:32:52,203

THE DEVELOPMENT PROGRAMS

1316

00:32:52,203 --> 00:32:53,471

WE WOULD-WE WOULD HAVE,

1317

00:32:53,471 --> 00:32:54,972

AND I WOULD SAY, "OKAY,

1318

00:32:54,972 --> 00:32:56,007

NOW, WHO'S BEEN

1319

00:32:56,007 --> 00:32:57,008

TO THESE PROGRAMS?"

1320

00:32:57,008 --> 00:32:57,709

AND I WOULD LOOK

1321

00:32:57,709 --> 00:32:59,010

AND FIND OUT WHO WENT--

1322

00:32:59,010 --> 00:33:00,011

WHO WENT THE FURTHEST.

1323

00:33:00,011 --> 00:33:01,145

AND I'D SAY, "YEAH, THAT'S

1324

00:33:01,145 --> 00:33:02,380

THE PROGRAM I WANNA GO TO,

1325

00:33:02,380 --> 00:33:03,614

BECAUSE THESE PEOPLE

1326

00:33:03,614 --> 00:33:05,717

WENT TO THIS PROGRAM, AND--

1327

00:33:05,717 --> 00:33:06,951

AND THEY WENT THE FURTHEST."

1328

00:33:06,951 --> 00:33:08,553

AND-AND ONE OF THE GOOD THINGS

1329

00:33:08,553 --> 00:33:09,520

ABOUT THE--

1330

00:33:09,520 --> 00:33:11,255

THOSE DEVELOPMENT PROGRAMS

1331

00:33:11,255 --> 00:33:13,624

IS THAT SOMETIMES PEOPLE WILL GO

1332

00:33:13,624 --> 00:33:14,625

AND THEY WILL FIND OUT,

1333

00:33:14,625 --> 00:33:16,227

"WELL, I DON'T WANNA BE

1334

00:33:16,227 --> 00:33:17,662

IN A LEADERSHIP POSITION."

1335

00:33:17,662 --> 00:33:19,497

AND-AND THAT'S A--

1336

00:33:19,497 --> 00:33:21,632

THAT'S A POSITIVE RESULT, TOO,

1337

00:33:21,632 --> 00:33:22,800

BECAUSE WE DON'T

1338

00:33:22,800 --> 00:33:23,935  
WANNA GO AROUND,

1339  
00:33:23,935 --> 00:33:25,136  
TAKE OUR BEST ENGINEERS,

1340  
00:33:25,136 --> 00:33:26,137  
OUR BEST SCIENTISTS,

1341  
00:33:26,137 --> 00:33:27,805  
OUR BEST RESEARCHERS

1342  
00:33:27,805 --> 00:33:28,673  
AND TURN THEM

1343  
00:33:28,673 --> 00:33:29,874  
INTO OUR WORST LEADERS.

1344  
00:33:29,874 --> 00:33:31,609  
SO, UH, WE-WE HAVE

1345  
00:33:31,609 --> 00:33:33,044  
THE SENIOR TECHNOLOGISTS

1346  
00:33:33,044 --> 00:33:34,245  
AND THE SENIOR LEADERS PRO--

1347  
00:33:34,245 --> 00:33:36,314  
UH, UH, CAREER TRACK

1348  
00:33:36,314 --> 00:33:37,548  
FOR THOSE PEOPLE

1349  
00:33:37,548 --> 00:33:38,783  
WHO DON'T WANNA BE LEADERS.

1350  
00:33:38,783 --> 00:33:40,818  
SO, UH, UM, BUILD

1351

00:33:40,818 --> 00:33:41,919

SOME EXCELLENCE,

1352

00:33:41,919 --> 00:33:44,122

UH, EXPLORE THE LEADERSHIP

1353

00:33:44,122 --> 00:33:45,356

DEVELOPMENT PROGRAMS,

1354

00:33:45,356 --> 00:33:47,225

AND THEN FIND OUT IF, UH,

1355

00:33:47,225 --> 00:33:49,427

LEADERSHIP TRULY IS, UM,

1356

00:33:49,427 --> 00:33:51,129

THE-THE RIGHT CAREER PATH

1357

00:33:51,129 --> 00:33:52,630

FOR YOURSELF.

1358

00:33:52,630 --> 00:33:54,098

>> WELL SAID WITH THAT.

1359

00:33:54,098 --> 00:33:55,600

BECAUSE WE FIND THAT A LOT,

1360

00:33:55,600 --> 00:33:56,334

ESPECIALLY IN

1361

00:33:56,334 --> 00:33:57,135

TECHNICAL PEOPLE.

1362

00:33:57,135 --> 00:33:58,836

THEY ARE GOOD MANAGERS,

1363

00:33:58,836 --> 00:33:59,537

BUT THEY'RE NOT

1364

00:33:59,537 --> 00:34:01,139

GOOD LEADERS SOMETIMES,

1365

00:34:01,139 --> 00:34:01,773

'CAUSE THEY HAVE

1366

00:34:01,773 --> 00:34:02,774

DIFFERENT SKILL SETS.

1367

00:34:02,774 --> 00:34:03,775

AND WE LOVE 'EM

1368

00:34:03,775 --> 00:34:05,143

AS THEIR TECHNICAL MANAGEMENT,

1369

00:34:05,143 --> 00:34:06,177

BECAUSE THEY PUT US

1370

00:34:06,177 --> 00:34:08,112

ON THE MOON AND MARS AND BEYOND.

1371

00:34:08,112 --> 00:34:09,414

BUT LEADERSHIP THERE--

1372

00:34:09,414 --> 00:34:11,449

MIGHT NOT BE THERE SOMETIMES.

1373

00:34:11,449 --> 00:34:12,550

SO, THAT'S A GOOD LESSON

1374

00:34:12,550 --> 00:34:13,451

TO LEARN.

1375

00:34:13,451 --> 00:34:14,385

UM, BRENDA, IF YOU HAVE ANYTHING

1376

00:34:14,385 --> 00:34:16,053

THAT YOU'D LIKE TO ADD TO THAT?

1377

00:34:16,053 --> 00:34:17,255

>> YES, I DO.

1378

00:34:17,255 --> 00:34:20,057

UM, I WOULD LIKE TO SAY THAT,

1379

00:34:20,057 --> 00:34:22,427

UM, IT'S IMPORTANT

1380

00:34:22,427 --> 00:34:25,263

THAT YOU OBSERVE LEADERSHIP.

1381

00:34:25,263 --> 00:34:28,065

UM, IF YOU CAN FIND ONE

1382

00:34:28,065 --> 00:34:29,000

OR TWO PEOPLE

1383

00:34:29,000 --> 00:34:31,102

THAT YOU CAN OBSERVE, UM,

1384

00:34:31,102 --> 00:34:33,237

SOMETIMES IT GIVES YOU

1385

00:34:33,237 --> 00:34:35,006

AN INSIGHT INTO

1386

00:34:35,006 --> 00:34:36,941

HOW YOU SHOULD OPERATE.

1387

00:34:36,941 --> 00:34:38,376

UM, IT'S LOOKING

1388

00:34:38,376 --> 00:34:40,945  
AT HOW THEY OPERATE

1389  
00:34:40,945 --> 00:34:43,448  
IN ADVERSE CIRCUMSTANCES

1390  
00:34:43,448 --> 00:34:45,216  
AS WELL AS IN THOSE

1391  
00:34:45,216 --> 00:34:47,952  
CIRCUMSTANCES THAT ARE GOOD.

1392  
00:34:47,952 --> 00:34:50,388  
UM, IT HELPS YOU TO GAIN

1393  
00:34:50,388 --> 00:34:53,124  
A PERSPECTIVE THAT, UM,

1394  
00:34:53,124 --> 00:34:56,794  
LEADERSHIP IS NOT EASY.

1395  
00:34:56,794 --> 00:34:58,830  
UM, THAT THERE ARE GOING TO BE

1396  
00:34:58,830 --> 00:35:00,198  
DIFFICULT TIMES.

1397  
00:35:00,198 --> 00:35:01,566  
YOU'RE GONNA HAVE TO MAKE

1398  
00:35:01,566 --> 00:35:03,267  
DIFFICULT DECISIONS.

1399  
00:35:03,267 --> 00:35:05,503  
AND HOW DO YOU

1400  
00:35:05,503 --> 00:35:07,338  
WEATHER THOSE STORMS?

1401

00:35:07,338 --> 00:35:08,973

UM, AND THAT'S IMPORTANT

1402

00:35:08,973 --> 00:35:11,242

IN LOOKING AT HOW

1403

00:35:11,242 --> 00:35:14,512

OTHER PEOPLE WHO HAVE GAINED,

1404

00:35:14,512 --> 00:35:16,848

UH, LEADERSHIP ROLES

1405

00:35:16,848 --> 00:35:18,449

HAVE HANDLED THOSE KINDS

1406

00:35:18,449 --> 00:35:20,618

OF SITUATIONS.

1407

00:35:20,618 --> 00:35:22,720

>> THAT IS, UH, GREAT,

1408

00:35:22,720 --> 00:35:24,155

BECAUSE I CAN TELL YOU,

1409

00:35:24,155 --> 00:35:24,822

I'VE HAD A LOT

1410

00:35:24,822 --> 00:35:25,656

OF THOSE HARD DAYS.

1411

00:35:25,656 --> 00:35:27,058

[ CHUCKLING ]

1412

00:35:27,058 --> 00:35:28,960

AND, UH, YOU DO HAVE TO LEARN

1413

00:35:28,960 --> 00:35:30,127  
A LOT OF LESSONS FROM IT,

1414  
00:35:30,127 --> 00:35:31,362  
THAT'S TRUE.

1415  
00:35:31,362 --> 00:35:32,630  
OKAY, WE'RE GONNA GO TO A--

1416  
00:35:32,630 --> 00:35:33,731  
>> GLENN, CAN I--

1417  
00:35:33,731 --> 00:35:34,565  
CAN I ADD SOMETHING

1418  
00:35:34,565 --> 00:35:35,266  
TO THAT ONE?

1419  
00:35:35,266 --> 00:35:36,033  
>> PLEASE.

1420  
00:35:36,033 --> 00:35:36,934  
>> BECAUSE I COMPLETELY AGREE

1421  
00:35:36,934 --> 00:35:39,670  
WITH THE PREVIOUS RESPONSES.

1422  
00:35:39,670 --> 00:35:41,138  
UH, THE ONE THING

1423  
00:35:41,138 --> 00:35:42,640  
THAT I WOULD WANT TO ADD,

1424  
00:35:42,640 --> 00:35:43,574  
I KNOW AT OUR CENTER

1425  
00:35:43,574 --> 00:35:45,176  
WE DO HAVE A FORMAL

1426

00:35:45,176 --> 00:35:46,244  
MENTORING PROGRAM.

1427

00:35:46,244 --> 00:35:48,246  
AND, UH, EVEN IF YOU DON'T

1428

00:35:48,246 --> 00:35:49,914  
HAVE A FORMAL MENTORING PROGRAM,

1429

00:35:49,914 --> 00:35:51,983  
I ENCOURAGE, UH, FOLKS

1430

00:35:51,983 --> 00:35:54,218  
TO GET A MENTOR, YOU KNOW,

1431

00:35:54,218 --> 00:35:55,286  
SOMEBODY THAT YOU

1432

00:35:55,286 --> 00:35:56,988  
CAN LEARN FROM, YOU KNOW,

1433

00:35:56,988 --> 00:35:58,656  
WHERE YOU HAVE A RELATIONSHIP

1434

00:35:58,656 --> 00:36:00,525  
WITH THIS PERSON AS HELPING YOU,

1435

00:36:00,525 --> 00:36:02,293  
GIVING YOU ADVICE AND GUIDANCE,

1436

00:36:02,293 --> 00:36:03,895  
AND BEING WILLING

1437

00:36:03,895 --> 00:36:05,429  
TO LISTEN TO THAT ADVICE.

1438

00:36:05,429 --> 00:36:07,298  
UM, BUT I DO THINK THAT

1439  
00:36:07,298 --> 00:36:08,399  
THAT'S VERY IMPORTANT,

1440  
00:36:08,399 --> 00:36:10,134  
ESPECIALLY TO HELP WITH

1441  
00:36:10,134 --> 00:36:11,369  
THE EARLY FOLKS

1442  
00:36:11,369 --> 00:36:12,203  
THAT ARE COMING IN,

1443  
00:36:12,203 --> 00:36:13,371  
IF YOU'RE EARLY IN YOUR CAREER,

1444  
00:36:13,371 --> 00:36:14,405  
TO HELP YOU TO UNDERSTAND

1445  
00:36:14,405 --> 00:36:15,873  
THE CULTURE OF THE AGENCY,

1446  
00:36:15,873 --> 00:36:17,608  
OF THE CENTER WHERE YOU ARE.

1447  
00:36:17,608 --> 00:36:19,443  
UH, BUT TO-HAVE A MENTOR.

1448  
00:36:19,443 --> 00:36:21,379  
>> THAT IS WELL SAID.

1449  
00:36:21,379 --> 00:36:22,747  
AND I DO MENTOR A LOT OF PEOPLE.

1450  
00:36:22,747 --> 00:36:24,148  
AND THE, YOU KNOW,

1451

00:36:24,148 --> 00:36:25,383

CLOUD WITH THAT,

1452

00:36:25,383 --> 00:36:26,784

I ALSO ASK THEM

1453

00:36:26,784 --> 00:36:28,586

TO GET ANOTHER MENTOR,

1454

00:36:28,586 --> 00:36:29,387

SOMEONE THAT HAS

1455

00:36:29,387 --> 00:36:31,055

A DIFFERENT POINT OF VIEW OF ME,

1456

00:36:31,055 --> 00:36:32,657

SO THAT THAT WAY THEY CAN SEE

1457

00:36:32,657 --> 00:36:34,492

DIVERSE, UM, WAYS THAT

1458

00:36:34,492 --> 00:36:35,993

PEOPLE ARE BOTH SUCCESSFUL.

1459

00:36:35,993 --> 00:36:37,762

SO-- 'CAUSE MY STYLE

1460

00:36:37,762 --> 00:36:39,196

MIGHT NOT MATCH THEM AS WELL,

1461

00:36:39,196 --> 00:36:40,131

BUT I CAN STILL GIVE THEM

1462

00:36:40,131 --> 00:36:41,666

GOOD LEADERSHIP AND ADVICE.

1463

00:36:41,666 --> 00:36:42,633  
AND SO EVERYBODY ELSE

1464  
00:36:42,633 --> 00:36:43,801  
CAN COMPLEMENT THAT.

1465  
00:36:43,801 --> 00:36:45,002  
AND THE-THE SYNERGY

1466  
00:36:45,002 --> 00:36:45,870  
BETWEEN THE TWO OF US

1467  
00:36:45,870 --> 00:36:47,204  
MIGHT MAKE THAT PERSON

1468  
00:36:47,204 --> 00:36:47,939  
A WHOLE LOT BETTER

1469  
00:36:47,939 --> 00:36:49,173  
THAN JUST ONE PERSPECTIVE.

1470  
00:36:49,173 --> 00:36:49,874  
SO, THAT'S

1471  
00:36:49,874 --> 00:36:51,242  
A VERY GOOD POINT, TOO.

1472  
00:36:51,242 --> 00:36:52,710  
OKAY, SO WE'LL TAKE OUR,

1473  
00:36:52,710 --> 00:36:54,545  
UM, LAST VIDEO QUESTION.

1474  
00:36:54,545 --> 00:36:55,746  
UH, THE QUESTION

1475  
00:36:55,746 --> 00:36:57,415  
IS FROM PHILLIP HARGROVE.

1476

00:36:57,415 --> 00:36:59,817

PHILLIP IS A LAUNCH VEHICLE

1477

00:36:59,817 --> 00:37:01,953

TRAJECTORY ANALYSIS.

1478

00:37:01,953 --> 00:37:04,488

>> WHAT RESOURCES ARE

1479

00:37:04,488 --> 00:37:05,756

AVAILABLE TO HELP FAMILIES

1480

00:37:05,756 --> 00:37:07,124

AND EDUCATORS LEARN ABOUT

1481

00:37:07,124 --> 00:37:08,292

THE WAYS THAT BLACK PEOPLE

1482

00:37:08,292 --> 00:37:09,460

HAVE ALWAYS BEEN A PART

1483

00:37:09,460 --> 00:37:11,062

OF THE NASA STORY?

1484

00:37:11,062 --> 00:37:13,030

>> OKAY, WELL, YOU KNOW,

1485

00:37:13,030 --> 00:37:13,931

THAT'S A REALLY

1486

00:37:13,931 --> 00:37:15,833

INTERESTING, UH, QUESTION.

1487

00:37:15,833 --> 00:37:17,635

YOU KNOW, FOR ME,

1488

00:37:17,635 --> 00:37:19,203  
WHEN I THINK ABOUT THE FACT

1489  
00:37:19,203 --> 00:37:20,771  
THAT, YOU KNOW, "HIDDEN FIGURES"

1490  
00:37:20,771 --> 00:37:22,006  
CAME OUT AS A MOVIE

1491  
00:37:22,006 --> 00:37:23,274  
AND, FOR US

1492  
00:37:23,274 --> 00:37:24,775  
IN THE NASA WORKFORCE,

1493  
00:37:24,775 --> 00:37:27,178  
WE WERE NOT EVEN AWARE.

1494  
00:37:27,178 --> 00:37:28,746  
AND SO I THINK IT WAS

1495  
00:37:28,746 --> 00:37:31,449  
REALLY UNFORTUNATE THAT

1496  
00:37:31,449 --> 00:37:32,416  
THAT STORY HAD NOT

1497  
00:37:32,416 --> 00:37:33,784  
BEEN TOLD, RIGHT?

1498  
00:37:33,784 --> 00:37:35,553  
BECAUSE FOR, UM--

1499  
00:37:35,553 --> 00:37:36,587  
AT LEAST FOR MYSELF,

1500  
00:37:36,587 --> 00:37:38,255  
WHEN I SAW THAT MOVIE,

1501

00:37:38,255 --> 00:37:40,257

I WAS LIKE, "OH, WOW!"

1502

00:37:40,257 --> 00:37:42,426

YOU KNOW, THERE WERE THESE WOMEN

1503

00:37:42,426 --> 00:37:44,061

THAT HAD GONE THROUGH THIS,

1504

00:37:44,061 --> 00:37:45,529

YOU KNOW, 30 YEARS

1505

00:37:45,529 --> 00:37:46,931

BEFORE I WAS GOING THROUGH

1506

00:37:46,931 --> 00:37:48,332

THESE SAME THINGS.

1507

00:37:48,332 --> 00:37:49,266

AND, YOU KNOW,

1508

00:37:49,266 --> 00:37:51,002

HAD I MAYBE KNOWN THAT,

1509

00:37:51,002 --> 00:37:52,603

MAYBE IT WOULD HAVE LET ME KNOW,

1510

00:37:52,603 --> 00:37:53,971

HEY, THEY DID IT,

1511

00:37:53,971 --> 00:37:55,239

SO YOU CAN DO IT.

1512

00:37:55,239 --> 00:37:56,107

SO, YOU KNOW,

1513

00:37:56,107 --> 00:37:58,109  
JUST HAVING THAT RESOURCE

1514  
00:37:58,109 --> 00:37:59,243  
OF KNOWING ABOUT IT,

1515  
00:37:59,243 --> 00:38:00,711  
IT IS VERY IMPORTANT.

1516  
00:38:00,711 --> 00:38:01,779  
UH, I, YOU KNOW,

1517  
00:38:01,779 --> 00:38:03,047  
KNOW THAT WE HAVE,

1518  
00:38:03,047 --> 00:38:04,949  
UH, HISTORY PROJECTS NOW,

1519  
00:38:04,949 --> 00:38:06,684  
AND, YOU KNOW, I ENCOURAGE

1520  
00:38:06,684 --> 00:38:08,319  
ALL OF YOU TO BE A PART OF THAT.

1521  
00:38:08,319 --> 00:38:09,787  
BUT WHERE WE CAN SHARE

1522  
00:38:09,787 --> 00:38:10,755  
THOSE STORIES.

1523  
00:38:10,755 --> 00:38:12,023  
I LIKE CLAYTON'S, UH, STATEMENT

1524  
00:38:12,023 --> 00:38:13,491  
EARLY ABOUT, YOU KNOW,

1525  
00:38:13,491 --> 00:38:14,925  
SHARING AND LETTING OTHERS

1526

00:38:14,925 --> 00:38:15,926

KNOW YOUR STORY

1527

00:38:15,926 --> 00:38:16,894

SO THAT THEY, TOO,

1528

00:38:16,894 --> 00:38:17,995

CAN KNOW THAT THEY CAN ACHIEVE.

1529

00:38:17,995 --> 00:38:20,865

YOU KNOW, I KNOW FOR ME,

1530

00:38:20,865 --> 00:38:21,999

THOSE RESOURCES

1531

00:38:21,999 --> 00:38:23,000

WEREN'T AVAILABLE,

1532

00:38:23,000 --> 00:38:24,001

BUT I AM GLAD NOW

1533

00:38:24,001 --> 00:38:26,270

THAT THE STORIES ARE BEING TOLD.

1534

00:38:26,270 --> 00:38:27,371

>> VERY WELL SAID.

1535

00:38:27,371 --> 00:38:28,639

NOW, WOODROW, WE'RE STARTING

1536

00:38:28,639 --> 00:38:29,540

TO RUN SHORT ON TIME,

1537

00:38:29,540 --> 00:38:31,776

SO YOUR, UH, THOUGHT OF THAT.

1538

00:38:31,776 --> 00:38:33,411  
>> SO-SO, BE BRIEF.

1539  
00:38:33,411 --> 00:38:34,478  
[ LAUGHING ]

1540  
00:38:34,478 --> 00:38:35,980  
>> SEE, THAT'S WHY

1541  
00:38:35,980 --> 00:38:37,682  
YOU'RE A GOOD LEADER.

1542  
00:38:37,682 --> 00:38:38,783  
>> YOU KNOW, V-VANESSA,

1543  
00:38:38,783 --> 00:38:39,717  
YOU KNOW, TALKED ABOUT

1544  
00:38:39,717 --> 00:38:40,751  
THE "HIDDEN FIGURES,"

1545  
00:38:40,751 --> 00:38:41,952  
AND SOME YEARS AGO,

1546  
00:38:41,952 --> 00:38:43,087  
NOT TOO LONG AFTER I STARTED

1547  
00:38:43,087 --> 00:38:44,722  
AT LANGLEY, I DID

1548  
00:38:44,722 --> 00:38:46,057  
A BLACK HISTORY MONTH SPEECH,

1549  
00:38:46,057 --> 00:38:47,425  
UH, AT FANNIE MAE.

1550  
00:38:47,425 --> 00:38:49,160  
AND THEY WANTED ME TO TALK

1551

00:38:49,160 --> 00:38:50,928

ABOUT, UM, AFRICAN AMERICANS

1552

00:38:50,928 --> 00:38:51,996

IN THE SPACE PROGRAM.

1553

00:38:51,996 --> 00:38:53,464

SO I ACTUALLY HAD A CHANCE

1554

00:38:53,464 --> 00:38:55,900

TO INTERVIEW, UM, MARY JACKSON

1555

00:38:55,900 --> 00:38:58,335

AND, UM, KATHERINE JOHNSON

1556

00:38:58,335 --> 00:39:00,304

BECAUSE, UM, THEY BROUGHT

1557

00:39:00,304 --> 00:39:02,239

MY-MY WIFE INTO, UH,

1558

00:39:02,239 --> 00:39:04,508

THE AKA SORORITY WHEN, UH--

1559

00:39:04,508 --> 00:39:05,976

WHEN WE WERE-- WE WERE THERE.

1560

00:39:05,976 --> 00:39:07,945

AND, UH-- AND MARY TOLD ME

1561

00:39:07,945 --> 00:39:08,746

ABOUT HAVIN' TO GO

1562

00:39:08,746 --> 00:39:10,414

TO OTHER BUILDINGS, UH,

1563

00:39:10,414 --> 00:39:12,149  
TO-TO GO TO THE BATHROOM

1564  
00:39:12,149 --> 00:39:14,285  
AND-AND-AND THE STRUGGLES.

1565  
00:39:14,285 --> 00:39:15,019  
AND SO THEY WERE,

1566  
00:39:15,019 --> 00:39:16,654  
YOU KNOW, PEOPLE LIKE MARY,

1567  
00:39:16,654 --> 00:39:17,788  
KATHERINE,

1568  
00:39:17,788 --> 00:39:19,423  
UH, CHRISTINE DARDEN,

1569  
00:39:19,423 --> 00:39:20,991  
[ INDISTINCT ]

1570  
00:39:20,991 --> 00:39:22,226  
UH, BOB LEE,

1571  
00:39:22,226 --> 00:39:23,928  
WHOM I PLAYED BASKETBALL AGAINST

1572  
00:39:23,928 --> 00:39:25,362  
AT LANGLEY.

1573  
00:39:25,362 --> 00:39:27,231  
UM, SO I HAD A CHANCE TO TALK

1574  
00:39:27,231 --> 00:39:28,532  
TO A LOT OF WHAT I WOULD CALL

1575  
00:39:28,532 --> 00:39:29,934  
THE MORE SENIOR FOLKS,

1576

00:39:29,934 --> 00:39:30,668

YOU KNOW, WHEN I FIRST

1577

00:39:30,668 --> 00:39:31,569

GOT TO LANGLEY.

1578

00:39:31,569 --> 00:39:32,737

AND THEN THERE'S A BOOK

1579

00:39:32,737 --> 00:39:34,405

THAT I-- THAT I HIGHLY RECOMMEND

1580

00:39:34,405 --> 00:39:35,973

THAT "WE COULD NOT FAIL."

1581

00:39:35,973 --> 00:39:36,507

AND IT'S ABOUT

1582

00:39:36,507 --> 00:39:38,275

THE FIRST AFRICAN AMERICANS

1583

00:39:38,275 --> 00:39:40,344

IN THE, UH, SPACE PROGRAM.

1584

00:39:40,344 --> 00:39:42,813

AND, UH, HOW THE SPACE PROGRAM

1585

00:39:42,813 --> 00:39:43,581

WAS SET UP,

1586

00:39:43,581 --> 00:39:44,915

THE ROLE AFRICAN AMERICANS HAD,

1587

00:39:44,915 --> 00:39:46,250

AND JUST INTERESTING STORIES

1588

00:39:46,250 --> 00:39:47,752  
ABOUT, UH, FOLKS

1589  
00:39:47,752 --> 00:39:48,686  
AT SOME OF THE CENTERS

1590  
00:39:48,686 --> 00:39:49,553  
IN-IN THE SOUTH

1591  
00:39:49,553 --> 00:39:52,056  
WHO, UH, COULDN'T LIVE

1592  
00:39:52,056 --> 00:39:52,857  
NEAR THE CENTER

1593  
00:39:52,857 --> 00:39:54,325  
FOR OBVIOUS REASONS,

1594  
00:39:54,325 --> 00:39:55,326  
BUT HAD TO DRIVE

1595  
00:39:55,326 --> 00:39:56,560  
THROUGH KLAN TERRITORY

1596  
00:39:56,560 --> 00:39:58,763  
TO GET BACK AND FORTH TO WORK.

1597  
00:39:58,763 --> 00:40:01,465  
UH, SO, UM, I WOULD HIGHLY

1598  
00:40:01,465 --> 00:40:02,800  
RECOMMEND, UH, THAT BOOK.

1599  
00:40:02,800 --> 00:40:04,235  
AND SO I-I'LL JUST

1600  
00:40:04,235 --> 00:40:05,236  
CUT IT RIGHT THERE

1601  
00:40:05,236 --> 00:40:06,771  
SINCE WE'RE SHORT ON TIME.

1602  
00:40:06,771 --> 00:40:07,538  
>> OKAY, THAT WAS,

1603  
00:40:07,538 --> 00:40:08,939  
UH, INTERESTING.

1604  
00:40:08,939 --> 00:40:10,207  
I GOT TO ACTUALLY GO

1605  
00:40:10,207 --> 00:40:11,275  
TO THE PREMIERE

1606  
00:40:11,275 --> 00:40:12,777  
OF, UH, "HIDDEN FIGURES" WITH,

1607  
00:40:12,777 --> 00:40:14,211  
UH, ALL THE NASA LEADERSHIP

1608  
00:40:14,211 --> 00:40:15,579  
WHEN I WAS AT THE, UH,

1609  
00:40:15,579 --> 00:40:16,781  
NATIONAL--

1610  
00:40:16,781 --> 00:40:18,983  
WHAT IS THE MUSEUM UP IN DC.

1611  
00:40:18,983 --> 00:40:20,951  
AND IT WAS QUITE EYE-OPENING.

1612  
00:40:20,951 --> 00:40:21,986  
MY WIFE AND I WERE THERE,

1613

00:40:21,986 --> 00:40:22,853  
AND I WAS, LIKE,

1614  
00:40:22,853 --> 00:40:24,155  
ALMOST IN SHOCK

1615  
00:40:24,155 --> 00:40:25,089  
WATCHIN' THAT MOVIE.

1616  
00:40:25,089 --> 00:40:26,924  
SO, IT WAS A GOOD EDUCATION.

1617  
00:40:26,924 --> 00:40:28,359  
A VERY GOOD EDUCATION.

1618  
00:40:28,359 --> 00:40:29,960  
OKAY, SO IN WRAPPING THIS UP,

1619  
00:40:29,960 --> 00:40:31,529  
UM, IF YOU CAN

1620  
00:40:31,529 --> 00:40:32,830  
IN ABOUT A MINUTE OR LESS,

1621  
00:40:32,830 --> 00:40:33,798  
I'M GONNA EACH--

1622  
00:40:33,798 --> 00:40:34,765  
ASK EACH ONE OF YOU

1623  
00:40:34,765 --> 00:40:36,367  
IN THE SAME ORDER THAT I DID

1624  
00:40:36,367 --> 00:40:38,135  
AT THE VERY BEGINNING, UM,

1625  
00:40:38,135 --> 00:40:39,436  
WHY IS IT IMPORTANT

1626

00:40:39,436 --> 00:40:40,771  
TO HAVE AFRICAN AMERICAN

1627

00:40:40,771 --> 00:40:42,173  
LEADERSHIP AT NASA?

1628

00:40:42,173 --> 00:40:43,808  
SO, IF YOU CAN IN A MINUTE

1629

00:40:43,808 --> 00:40:44,909  
OR LESS, VANESSA,

1630

00:40:44,909 --> 00:40:46,010  
I'LL OPEN UP WITH YOU

1631

00:40:46,010 --> 00:40:47,878  
AS I DID AT THE BEGINNING.

1632

00:40:47,878 --> 00:40:50,514  
>> SO, I DO THINK, UH, YOU KNOW,

1633

00:40:50,514 --> 00:40:53,217  
DIVERSITY AND INCLUSION

1634

00:40:53,217 --> 00:40:55,553  
IS TIED TO INNOVATION, RIGHT?

1635

00:40:55,553 --> 00:40:59,023  
UM, SO BEING ABLE

1636

00:40:59,023 --> 00:41:00,524  
TO COME TO WORK AND BRING

1637

00:41:00,524 --> 00:41:01,892  
YOUR WHOLE SELF TO WORK

1638

00:41:01,892 --> 00:41:03,327  
AND FEEL THAT YOU ARE INCLUDED

1639  
00:41:03,327 --> 00:41:04,862  
AND THAT YOU'RE ABLE

1640  
00:41:04,862 --> 00:41:07,498  
TO CONTRIBUTE, UM, ALLOWS YOU

1641  
00:41:07,498 --> 00:41:09,800  
TO ADD TO THE RICHNESS

1642  
00:41:09,800 --> 00:41:11,268  
OF WHAT'S HAPPENING HERE.

1643  
00:41:11,268 --> 00:41:13,904  
AND SO IT'S VERY IMPORTANT FOR,

1644  
00:41:13,904 --> 00:41:15,639  
UH, PEOPLE TO COME TO WORK

1645  
00:41:15,639 --> 00:41:16,841  
AND BE ABLE TO DO THAT.

1646  
00:41:16,841 --> 00:41:18,742  
UH, I'VE HAD, UH, PEOPLE,

1647  
00:41:18,742 --> 00:41:20,711  
YOU KNOW, SAY TO ME, YOU KNOW,

1648  
00:41:20,711 --> 00:41:22,580  
"I DON'T SEE ANYBODY--"

1649  
00:41:22,580 --> 00:41:24,181  
YOU KNOW, THIS WAS BEFORE WE HAD

1650  
00:41:24,181 --> 00:41:25,950  
AFRICAN AMERICANS IN LEADERSHIP.

1651

00:41:25,950 --> 00:41:27,685

"I DON'T SEE ANYBODY

1652

00:41:27,685 --> 00:41:28,752

THAT LOOKS LIKE ME

1653

00:41:28,752 --> 00:41:30,087

THAT'S IN LEADERSHIP.

1654

00:41:30,087 --> 00:41:31,355

WHY SHOULD I STAY HERE?

1655

00:41:31,355 --> 00:41:33,057

WHAT'S THE PATH FOR ME?"

1656

00:41:33,057 --> 00:41:34,558

AND I THINK, YOU KNOW,

1657

00:41:34,558 --> 00:41:37,228

HAVING AN UNDERSTANDING THAT,

1658

00:41:37,228 --> 00:41:39,363

YES, THERE IS A PATH FOR YOU

1659

00:41:39,363 --> 00:41:41,031

IF THIS IS YOUR-- IF THAT'S

1660

00:41:41,031 --> 00:41:42,366

YOUR CHOICE, YOUR DESIRE.

1661

00:41:42,366 --> 00:41:43,734

UH, SO IT'S VERY IMPORTANT

1662

00:41:43,734 --> 00:41:45,035

FOR US TO BE ABLE TO COME

1663

00:41:45,035 --> 00:41:46,537  
AND BE OUR WHOLE SELVES

1664  
00:41:46,537 --> 00:41:47,471  
TO CONTRIBUTE,

1665  
00:41:47,471 --> 00:41:49,139  
HAVE DIVERSE PERSPECTIVES,

1666  
00:41:49,139 --> 00:41:51,008  
UM, AS THIS PANEL.

1667  
00:41:51,008 --> 00:41:51,709  
YOU KNOW, IT'S--

1668  
00:41:51,709 --> 00:41:52,776  
IT'S A VERY BEAUTIFUL PANEL

1669  
00:41:52,776 --> 00:41:53,978  
WITH VERY DIVERSE IDEAS.

1670  
00:41:53,978 --> 00:41:55,546  
BUT, YOU KNOW, TO BE ABLE

1671  
00:41:55,546 --> 00:41:56,714  
ALL TO COME TO WORK

1672  
00:41:56,714 --> 00:41:58,215  
AND BE [ INDISTINCT ]

1673  
00:41:58,215 --> 00:42:00,351  
AND BE FULLY APPRECIATED.

1674  
00:42:00,351 --> 00:42:02,353  
>> HMM, THAT WAS WELL SAID,

1675  
00:42:02,353 --> 00:42:03,287  
WELL ARTICULATED.

1676

00:42:03,287 --> 00:42:05,589

OKAY, MY FRIEND MR. WOODROW.

1677

00:42:05,589 --> 00:42:07,892

WHAT DO YOU HAVE TO SAY?

1678

00:42:07,892 --> 00:42:08,559

>> WELL, I WOULD

1679

00:42:08,559 --> 00:42:09,760

JUST BRIEFLY SAY, YOU KNOW,

1680

00:42:09,760 --> 00:42:10,928

IT'S BEEN SHOWN

1681

00:42:10,928 --> 00:42:12,496

THAT DIVERSE TEAMS, UM,

1682

00:42:12,496 --> 00:42:14,098

GIVE BETTER RESULTS.

1683

00:42:14,098 --> 00:42:16,667

AND-AND SO I--

1684

00:42:16,667 --> 00:42:20,371

AND AS VANESSA SAID, UM...

1685

00:42:20,371 --> 00:42:23,574

WE HAVE TO HAVE, UH,

1686

00:42:23,574 --> 00:42:26,877

EXAMPLES OF AFRICAN AMERICANS

1687

00:42:26,877 --> 00:42:28,045

IN LEADERSHIP ROLES

1688

00:42:28,045 --> 00:42:29,680  
IF WE GOING TO BRING

1689  
00:42:29,680 --> 00:42:31,582  
AFRICAN AMERICANS, UH,

1690  
00:42:31,582 --> 00:42:34,385  
INTO, UM, THE ORGANIZATION,

1691  
00:42:34,385 --> 00:42:35,653  
YOU KNOW, TO HELP,

1692  
00:42:35,653 --> 00:42:37,821  
UH, WITH THAT DIVERSITY.

1693  
00:42:37,821 --> 00:42:40,324  
AND, UH, SO THAT'S WHY

1694  
00:42:40,324 --> 00:42:41,125  
IT'S IMPORTANT.

1695  
00:42:41,125 --> 00:42:42,326  
SO WE HAVE THOSE EXAMPLES

1696  
00:42:42,326 --> 00:42:43,661  
OUT THERE TO SAY, YES,

1697  
00:42:43,661 --> 00:42:45,829  
I TOO CAN, UH, ACHIEVE

1698  
00:42:45,829 --> 00:42:48,165  
MY FULL POTENTIAL IF, UH--

1699  
00:42:48,165 --> 00:42:50,100  
IF I JOIN NASA

1700  
00:42:50,100 --> 00:42:51,602  
OR IF I JOIN THIS ORGANIZATION.

1701  
00:42:51,602 --> 00:42:53,470  
AND THEN I WOULD JUST CLOSE

1702  
00:42:53,470 --> 00:42:54,438  
BY SAYIN'

1703  
00:42:54,438 --> 00:42:56,507  
IT'S NOT ABOUT RECRUITING,

1704  
00:42:56,507 --> 00:42:59,076  
IT'S ABOUT SELECTING.

1705  
00:42:59,076 --> 00:43:01,178  
>> AMEN TO THAT.

1706  
00:43:01,178 --> 00:43:04,915  
OKAY, UM, BRENDA.

1707  
00:43:04,915 --> 00:43:07,184  
>> WELL, AS THE ASSOCIATE

1708  
00:43:07,184 --> 00:43:08,786  
ADMINISTRATOR FOR DIVERSITY

1709  
00:43:08,786 --> 00:43:10,721  
AND EQUAL OPPORTUNITY

1710  
00:43:10,721 --> 00:43:13,791  
AT NASA, FORMALLY, UM,

1711  
00:43:13,791 --> 00:43:15,659  
I WAS DEFINITELY A PROPONENT

1712  
00:43:15,659 --> 00:43:17,661  
OF DIVERSITY AND INCLUSION,

1713

00:43:17,661 --> 00:43:19,029  
AS WELL AS EQUITY.

1714  
00:43:19,029 --> 00:43:21,065  
UM, I-I THINK IT'S

1715  
00:43:21,065 --> 00:43:23,334  
THE CORNERSTONE OF HAVING

1716  
00:43:23,334 --> 00:43:25,502  
A GREAT ORGANIZATION.

1717  
00:43:25,502 --> 00:43:27,671  
UH, I THINK THAT IT IS

1718  
00:43:27,671 --> 00:43:30,207  
IMPORTANT THAT WE BE ABLE

1719  
00:43:30,207 --> 00:43:32,109  
TO BRING DIFFERENT PERSPECTIVES,

1720  
00:43:32,109 --> 00:43:34,278  
DIFFERENT SKILL SETS, UH,

1721  
00:43:34,278 --> 00:43:35,813  
GIVE DIFFERENT BACKGROUNDS

1722  
00:43:35,813 --> 00:43:37,281  
TO WHAT WE DO.

1723  
00:43:37,281 --> 00:43:40,551  
I THINK NASA IS FAR BETTER,

1724  
00:43:40,551 --> 00:43:42,820  
UM, AS AN AGENCY

1725  
00:43:42,820 --> 00:43:45,422  
BECAUSE WE HAVE BECOME DIVERSE.

1726

00:43:45,422 --> 00:43:48,726

UM, BECAUSE WE HAVE OPENED UP

1727

00:43:48,726 --> 00:43:52,029

AND ALLOWED, UH, MINORITIES

1728

00:43:52,029 --> 00:43:54,631

AND WOMEN TO GROW AND TO MOVE

1729

00:43:54,631 --> 00:43:57,134

INTO HIGHER LEVEL POSITIONS.

1730

00:43:57,134 --> 00:43:59,803

I THINK IT HAS MADE NASA

1731

00:43:59,803 --> 00:44:02,473

A FAR BETTER ORGANIZATION.

1732

00:44:02,473 --> 00:44:04,141

UH, IT'S TAKEN SOME TIME

1733

00:44:04,141 --> 00:44:05,576

FOR US TO GET THERE,

1734

00:44:05,576 --> 00:44:07,711

BUT I THINK THAT, UM,

1735

00:44:07,711 --> 00:44:09,980

IF WE LOOK BACK AT OUR HISTORY,

1736

00:44:09,980 --> 00:44:11,281

I THINK WE WILL SEE

1737

00:44:11,281 --> 00:44:13,684

THAT WE ARE IN A POSITION

1738

00:44:13,684 --> 00:44:14,885  
TO MOVE FORWARD

1739  
00:44:14,885 --> 00:44:17,221  
BECAUSE WE HAVE EMBRACED

1740  
00:44:17,221 --> 00:44:19,656  
DIVERSITY AND INCLUSION.

1741  
00:44:19,656 --> 00:44:21,191  
>> YEAH, WELL SAID.

1742  
00:44:21,191 --> 00:44:23,827  
YEP. OKAY, UH, HAL.

1743  
00:44:23,827 --> 00:44:24,962  
WHAT WOULD YOU LIKE TO SAY

1744  
00:44:24,962 --> 00:44:26,230  
IN CLOSING?

1745  
00:44:26,230 --> 00:44:27,264  
>> I'M JUST PROUD TO BE

1746  
00:44:27,264 --> 00:44:28,465  
ASSOCIATED WITH NASA.

1747  
00:44:28,465 --> 00:44:29,566  
I'VE ALWAYS BEEN ASSOCIATED

1748  
00:44:29,566 --> 00:44:31,635  
IN SOME WAYS WITH NASA

1749  
00:44:31,635 --> 00:44:33,570  
GOING BACK TO THE PROJECT RELAY,

1750  
00:44:33,570 --> 00:44:34,805  
THE FIRST ORBITING

1751

00:44:34,805 --> 00:44:36,240

COMMUNICATIONS SATELLITE.

1752

00:44:36,240 --> 00:44:37,474

I WAS AT STL.

1753

00:44:37,474 --> 00:44:38,442

WE BUILT THE FIRST

1754

00:44:38,442 --> 00:44:40,144

COMMUNICATIONS, UH,

1755

00:44:40,144 --> 00:44:41,578

DOWNLINK AND UPLINK FOR IT.

1756

00:44:41,578 --> 00:44:42,780

AND OF COURSE THAT LED

1757

00:44:42,780 --> 00:44:44,748

ONTO APOLLO 11 AND SO FORTH.

1758

00:44:44,748 --> 00:44:46,116

BUT I WANNA LEAVE US

1759

00:44:46,116 --> 00:44:47,451

AND OUR YOUNG PEOPLE

1760

00:44:47,451 --> 00:44:48,952

THAT MAYBE ARE LISTENING

1761

00:44:48,952 --> 00:44:50,421

IS THIS LITTLE THOUGHT

1762

00:44:50,421 --> 00:44:51,622

I'M GONNA READ.

1763

00:44:51,622 --> 00:44:53,590  
UH, ABOUT, "U.S. PREPARES

1764  
00:44:53,590 --> 00:44:55,692  
FOR OFF-WORLD FUTURE.

1765  
00:44:55,692 --> 00:44:57,194  
THE U.S. COMMERCIAL SPACE LAUNCH

1766  
00:44:57,194 --> 00:44:58,862  
COMPETITIVENESS ACT,

1767  
00:44:58,862 --> 00:44:59,830  
WHICH PRESIDENT OBAMA

1768  
00:44:59,830 --> 00:45:00,564  
SIGNED INTO LAW

1769  
00:45:00,564 --> 00:45:03,000  
ON NOVEMBER 25, 2015,

1770  
00:45:03,000 --> 00:45:05,202  
GRANTING U.S. CITIZENS

1771  
00:45:05,202 --> 00:45:07,271  
THE RIGHTS TO RESOURCES

1772  
00:45:07,271 --> 00:45:08,806  
THEY OBTAIN FROM ASTEROIDS

1773  
00:45:08,806 --> 00:45:10,908  
OR OTHER BODIES BEYOND EARTH."

1774  
00:45:10,908 --> 00:45:12,109  
SO, GUYS, THERE'S

1775  
00:45:12,109 --> 00:45:13,210  
BUSINESS OUT THERE.

1776

00:45:13,210 --> 00:45:15,379

IF WE CAN DO IT,

1777

00:45:15,379 --> 00:45:17,448

YOU CAN, OKAY?

1778

00:45:17,448 --> 00:45:18,816

ALL RIGHT.

1779

00:45:18,816 --> 00:45:19,516

>> MM-KAY.

1780

00:45:19,516 --> 00:45:20,451

THANK YOU, HAL.

1781

00:45:20,451 --> 00:45:21,819

CLAYTON, YOU HAVE THE HONOR

1782

00:45:21,819 --> 00:45:22,586

OF WRAPPING UP

1783

00:45:22,586 --> 00:45:23,787

THIS ESTEEMED PANEL,

1784

00:45:23,787 --> 00:45:24,788

AND BEFORE WE CLOSE

1785

00:45:24,788 --> 00:45:25,823

AND CLAYTON CLOSE,

1786

00:45:25,823 --> 00:45:26,990

I WOULD LIKE TO SAY THANK YOU

1787

00:45:26,990 --> 00:45:27,791

TO EACH OF YOU.

1788

00:45:27,791 --> 00:45:28,559  
I GREATLY APPRECIATE

1789  
00:45:28,559 --> 00:45:29,460  
EVERYTHING.

1790  
00:45:29,460 --> 00:45:31,028  
AND CLAYTON?

1791  
00:45:31,028 --> 00:45:32,229  
>> THANK YOU, GLENN.

1792  
00:45:32,229 --> 00:45:32,996  
SO, A LITTLE BIT

1793  
00:45:32,996 --> 00:45:34,031  
ON WHAT HAL WAS SAYING.

1794  
00:45:34,031 --> 00:45:36,266  
SO, AT NASA, OUR MISSION

1795  
00:45:36,266 --> 00:45:37,601  
IS TO REACH FOR NEW HEIGHTS,

1796  
00:45:37,601 --> 00:45:38,635  
TO REVEAL THE UNKNOWN,

1797  
00:45:38,635 --> 00:45:40,404  
FOR THE BENEFIT OF HUMANKIND.

1798  
00:45:40,404 --> 00:45:41,338  
THERE'S A LOT OF WORK

1799  
00:45:41,338 --> 00:45:42,639  
THAT NEEDS TO BE DONE THERE,

1800  
00:45:42,639 --> 00:45:44,241  
AND YOU CAN'T DO THAT

1801

00:45:44,241 --> 00:45:45,075

WITH TEN OF ME

1802

00:45:45,075 --> 00:45:46,243

OR TEN OF ANYBODY.

1803

00:45:46,243 --> 00:45:47,444

YOU NEED DIVERSE THOUGHT,

1804

00:45:47,444 --> 00:45:48,445

YOU NEED NEW IDEAS,

1805

00:45:48,445 --> 00:45:49,446

AND YOU NEED--

1806

00:45:49,446 --> 00:45:52,316

TO-TO-TO-TO ACHIEVE OUR MISSION,

1807

00:45:52,316 --> 00:45:53,884

WE HAVE TO FIND THAT UNITY.

1808

00:45:53,884 --> 00:45:55,786

AND TO ACHIEVE OUR MISSION,

1809

00:45:55,786 --> 00:45:57,387

OUR LEGACY IS NOT

1810

00:45:57,387 --> 00:45:58,589

WHAT WE'RE DOING TODAY,

1811

00:45:58,589 --> 00:46:00,157

IT'S WHAT'S FOLLOWING US.

1812

00:46:00,157 --> 00:46:00,991

SO I WILL TELL YOU,

1813

00:46:00,991 --> 00:46:02,126  
I SPENT MY FIRST DAY

1814  
00:46:02,126 --> 00:46:03,060  
AS CENTER DIRECTOR

1815  
00:46:03,060 --> 00:46:04,061  
WITH A CLASSROOM

1816  
00:46:04,061 --> 00:46:05,062  
OF FOUR-YEAR-OLDS

1817  
00:46:05,062 --> 00:46:05,996  
AND THREE-YEAR-OLDS.

1818  
00:46:05,996 --> 00:46:07,264  
AND I TALKED TO FOUR-YEAR-OLDS

1819  
00:46:07,264 --> 00:46:08,499  
ABOUT THE SOLAR SYSTEM

1820  
00:46:08,499 --> 00:46:09,833  
AND WE MADE ONE.

1821  
00:46:09,833 --> 00:46:10,567  
AND EACH OF 'EM

1822  
00:46:10,567 --> 00:46:11,401  
COULD TALK ABOUT IT.

1823  
00:46:11,401 --> 00:46:12,603  
I TALKED TO THE THREE-YEAR-OLDS

1824  
00:46:12,603 --> 00:46:13,504  
ABOUT GRAVITY,

1825  
00:46:13,504 --> 00:46:15,939  
AEROTHERMAL DYNAMICS, CODING,

1826

00:46:15,939 --> 00:46:17,674

AND THEN I ASKED

1827

00:46:17,674 --> 00:46:19,510

WHEN I DROPPED THE BALL,

1828

00:46:19,510 --> 00:46:21,211

WHY DID THIS BALL FALL?

1829

00:46:21,211 --> 00:46:21,979

AND A THREE-YEAR-OLD

1830

00:46:21,979 --> 00:46:22,980

YOUNG LADY TOLD ME,

1831

00:46:22,980 --> 00:46:24,148

"BECAUSE IT'S NOT A BALLOON."

1832

00:46:24,148 --> 00:46:24,815

AND SHE TOLD ME

1833

00:46:24,815 --> 00:46:26,216

WHY A BALLOON GOES UP.

1834

00:46:26,216 --> 00:46:28,152

THAT'S WHAT WE WANNA INSPIRE.

1835

00:46:28,152 --> 00:46:30,621

NOT ONLY NEED TO DELIVER TODAY,

1836

00:46:30,621 --> 00:46:31,421

BUT IF WE'RE GONNA

1837

00:46:31,421 --> 00:46:32,589

TAKE ON THE CHALLENGES

1838

00:46:32,589 --> 00:46:34,057  
NOT ONLY OF OUR NATION

1839  
00:46:34,057 --> 00:46:35,292  
BUT OF OUR PLANET,

1840  
00:46:35,292 --> 00:46:37,427  
WE NEED EVERY MIND WE CAN GET.

1841  
00:46:37,427 --> 00:46:39,530  
THERE'S NO TIME, NO ROOM

1842  
00:46:39,530 --> 00:46:41,265  
TO PUT ANYBODY TO THE SIDE.

1843  
00:46:41,265 --> 00:46:42,366  
WE NEED TO PROVIDE

1844  
00:46:42,366 --> 00:46:43,267  
OPPORTUNITIES,

1845  
00:46:43,267 --> 00:46:44,368  
TO WOODROW'S POINT.

1846  
00:46:44,368 --> 00:46:45,702  
IT'S NOT JUST RECRUITING,

1847  
00:46:45,702 --> 00:46:46,637  
IT'S WHAT YOU DO

1848  
00:46:46,637 --> 00:46:47,571  
WHEN YOU GET HERE.

1849  
00:46:47,571 --> 00:46:48,939  
EVERYBODY SHOULD FEEL INCLUSIVE

1850  
00:46:48,939 --> 00:46:49,840  
AND PART OF IT.

1851

00:46:49,840 --> 00:46:51,308

AND I WILL, UH, GRAB A QUOTE

1852

00:46:51,308 --> 00:46:52,409

THAT SOMEBODY SHARED FOR ME

1853

00:46:52,409 --> 00:46:53,343

FROM WOODROW.

1854

00:46:53,343 --> 00:46:55,312

UH, "WHERE YOU SIT AT THE TABLE

1855

00:46:55,312 --> 00:46:56,547

DOESN'T MAKE YOU A LEADER."

1856

00:46:56,547 --> 00:46:57,948

AND-AND WOODROW,

1857

00:46:57,948 --> 00:46:59,950

I INTENTIONALLY MOVE AROUND

1858

00:46:59,950 --> 00:47:00,817

BECAUSE SOMEBODY SHARED

1859

00:47:00,817 --> 00:47:01,952

THAT QUOTE WITH ME.

1860

00:47:01,952 --> 00:47:03,287

BECAUSE BEING A LEADER

1861

00:47:03,287 --> 00:47:04,421

IS TAKING LEADERSHIP

1862

00:47:04,421 --> 00:47:05,622

AND LEADING OTHERS

1863

00:47:05,622 --> 00:47:06,590  
AND SERVING.

1864  
00:47:06,590 --> 00:47:07,891  
SO I'LL WRAP UP WITH THAT.

1865  
00:47:07,891 --> 00:47:09,026  
REACH FOR NEW HEIGHTS

1866  
00:47:09,026 --> 00:47:09,993  
TO REVEAL THE UNKNOWN

1867  
00:47:09,993 --> 00:47:11,495  
FOR THE BENEFIT OF HUMANKIND.

1868  
00:47:11,495 --> 00:47:12,829  
WE NEED EVERYBODY.

1869  
00:47:12,829 --> 00:47:14,364  
I MEAN EVERYBODY.

1870  
00:47:14,364 --> 00:47:15,232  
EVERY BRIGHT MIND

1871  
00:47:15,232 --> 00:47:16,200  
THAT'S WILLING.

1872  
00:47:16,200 --> 00:47:19,169  
>> WOW, UM, IT WAS TRULY

1873  
00:47:19,169 --> 00:47:21,171  
MY HONOR TO SIT WITH EACH OF YOU

1874  
00:47:21,171 --> 00:47:22,239  
DISTINGUISHED PEOPLE.

1875  
00:47:22,239 --> 00:47:23,507  
EVEN JUST SITTING HERE

1876

00:47:23,507 --> 00:47:24,308  
THROUGH THIS HOUR,

1877

00:47:24,308 --> 00:47:25,242  
I HAVE LEARNED A LOT

1878

00:47:25,242 --> 00:47:26,243  
AND I GREATLY,

1879

00:47:26,243 --> 00:47:27,211  
GREATLY APPRECIATE

1880

00:47:27,211 --> 00:47:28,045  
YOU GUYS TAKING YOUR TIME

1881

00:47:28,045 --> 00:47:29,680  
AND SHARING THIS, UM,

1882

00:47:29,680 --> 00:47:30,581  
WITH THE AUDIENCE

1883

00:47:30,581 --> 00:47:31,715  
THAT WE HAVE TODAY.

1884

00:47:31,715 --> 00:47:32,516  
AND WITH THAT,

1885

00:47:32,516 --> 00:47:33,684  
I'LL SAY THANK YOU VERY MUCH,

1886

00:47:33,684 --> 00:47:34,551  
AND I'LL CLOSE,

1887

00:47:34,551 --> 00:47:36,086  
AND I'LL TURN IT OVER TO ASHLEY

1888

00:47:36,086 --> 00:47:37,588  
TO-TO CLOSE US OUT.

1889  
00:47:37,588 --> 00:47:38,388  
AND I APPRECIATE

1890  
00:47:38,388 --> 00:47:39,356  
EACH AND EVERY ONE OF YOU

1891  
00:47:39,356 --> 00:47:40,123  
AND YOUR TIME.

1892  
00:47:40,123 --> 00:47:40,891  
AND YOU IN THE AUDIENCE

1893  
00:47:40,891 --> 00:47:42,025  
FOR TAKING THE TIME

1894  
00:47:42,025 --> 00:47:42,859  
TO LISTEN TO US.

1895  
00:47:42,859 --> 00:47:43,860  
THANK YOU.

1896  
00:47:46,830 --> 00:47:47,931  
>> WOW!

1897  
00:47:47,931 --> 00:47:49,900  
WHAT AN INCREDIBLE SESSION.

1898  
00:47:49,900 --> 00:47:52,169  
IF YOU'RE ANYTHING LIKE ME,

1899  
00:47:52,169 --> 00:47:54,304  
I HAVE PAGES OF NOTES

1900  
00:47:54,304 --> 00:47:55,405  
AND SPECIAL MOMENTS

1901

00:47:55,405 --> 00:47:56,707

THAT I'LL BE SURE

1902

00:47:56,707 --> 00:47:58,475

TO TAKE AWAY FROM TODAY.

1903

00:47:58,475 --> 00:47:59,576

ONE OF THE MOST

1904

00:47:59,576 --> 00:48:00,844

IMPORTANT MESSAGES

1905

00:48:00,844 --> 00:48:02,179

THAT WE CAN RECEIVE

1906

00:48:02,179 --> 00:48:04,047

FROM THIS ESTEEMED PANEL

1907

00:48:04,047 --> 00:48:05,916

IS THAT LEADERSHIP REQUIRES

1908

00:48:05,916 --> 00:48:08,819

VISION, COMPASSION,

1909

00:48:08,819 --> 00:48:11,054

TRUST, AND INNOVATION.

1910

00:48:11,054 --> 00:48:13,190

LEADERSHIP ALSO REQUIRES

1911

00:48:13,190 --> 00:48:15,092

BRAVE INDIVIDUALS

1912

00:48:15,092 --> 00:48:16,460

THAT ARE PAVING THE WAY

1913

00:48:16,460 --> 00:48:18,028  
FOR OTHERS TO FOLLOW.

1914  
00:48:18,028 --> 00:48:19,496  
AND WE ARE GRATEFUL

1915  
00:48:19,496 --> 00:48:20,797  
TO THESE BOLD LEADERS

1916  
00:48:20,797 --> 00:48:22,099  
THAT HAVE WORKED

1917  
00:48:22,099 --> 00:48:24,234  
AND ARE STILL WORKING TO ENSURE

1918  
00:48:24,234 --> 00:48:26,503  
THAT NASA FULLY REFLECTS

1919  
00:48:26,503 --> 00:48:28,171  
ITS CORE VALUES,

1920  
00:48:28,171 --> 00:48:29,806  
INCLUDING THE NEWEST

1921  
00:48:29,806 --> 00:48:32,109  
CORE VALUE OF INCLUSION.

1922  
00:48:32,109 --> 00:48:35,112  
IF IT'S TRUE THAT WE STAND

1923  
00:48:35,112 --> 00:48:36,446  
ON THE SHOULDERS OF GIANTS

1924  
00:48:36,446 --> 00:48:38,415  
THAT HAVE GONE BEFORE US,

1925  
00:48:38,415 --> 00:48:41,118  
THEN CLEARLY WE STAND

1926

00:48:41,118 --> 00:48:42,052

ON THE SHOULDERS

1927

00:48:42,052 --> 00:48:44,021

OF AFRICAN AMERICAN LEADERS

1928

00:48:44,021 --> 00:48:45,922

WHO HAVE WORKED TIRELESSLY

1929

00:48:45,922 --> 00:48:47,791

FOR EQUITY AND FAIRNESS

1930

00:48:47,791 --> 00:48:49,760

DURING NASA'S HISTORY.

1931

00:48:49,760 --> 00:48:51,695

WE EXTEND OUR GRATITUDE

1932

00:48:51,695 --> 00:48:53,664

TO OUR EXCELLENT MODERATOR,

1933

00:48:53,664 --> 00:48:55,032

GLENN DELGADO,

1934

00:48:55,032 --> 00:48:57,134

AND OUR EXCELLENT PANELISTS,

1935

00:48:57,134 --> 00:49:00,137

VANESSA, CLAYTON, WOODROW,

1936

00:49:00,137 --> 00:49:03,440

BRENDA, AND HAL FOR THEIR TIME.

1937

00:49:03,440 --> 00:49:05,142

THIS SPECIAL PRESENTATION

1938

00:49:05,142 --> 00:49:06,977  
WAS BROUGHT TO THE AGENCY

1939  
00:49:06,977 --> 00:49:08,578  
BY THE AFRICAN AMERICAN

1940  
00:49:08,578 --> 00:49:10,047  
EMPLOYEE RESOURCE GROUPS

1941  
00:49:10,047 --> 00:49:12,082  
AT LANGLEY, HEADQUARTERS,

1942  
00:49:12,082 --> 00:49:13,317  
AND JOHNSON.

1943  
00:49:13,317 --> 00:49:14,351  
AND THE NASA

1944  
00:49:14,351 --> 00:49:15,986  
HEADQUARTERS CHAPTER

1945  
00:49:15,986 --> 00:49:18,255  
OF BLACKS IN GOVERNMENT.

1946  
00:49:18,255 --> 00:49:20,223  
WE WANNA THANK THE AGENCY

1947  
00:49:20,223 --> 00:49:21,591  
OFFICE OF COMMUNICATION

1948  
00:49:21,591 --> 00:49:23,193  
FOR ENSURING THAT WE WERE

1949  
00:49:23,193 --> 00:49:25,362  
ALL ABLE TO HEAR AND SEE

1950  
00:49:25,362 --> 00:49:27,297  
THIS EXCELLENT PRESENTATION.

1951

00:49:27,297 --> 00:49:29,299

AND FINALLY, THANK YOU

1952

00:49:29,299 --> 00:49:31,201

TO THE EVENT PLANNING TEAM