

What about the Passion?

The Changing Face of NASA

Presented at:

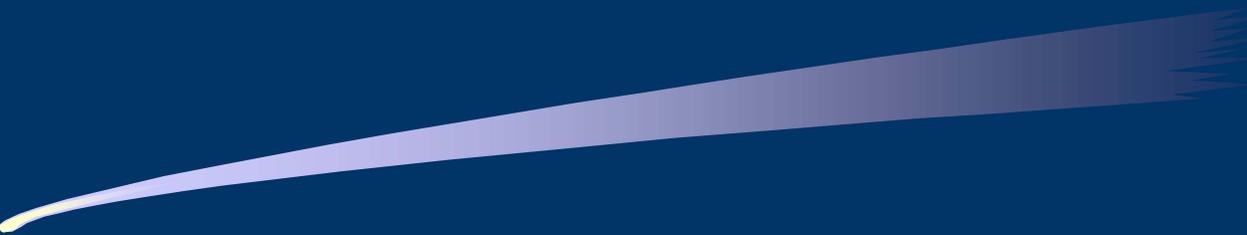
**NASA's Project Management Knowledge
Sharing Session
December, 2000**

**Presented by: Steven A. Gonzalez, Chief,
Operations Research & Strategic
Development, JSC/DV**

What about the Passion? The Changing Face of NASA

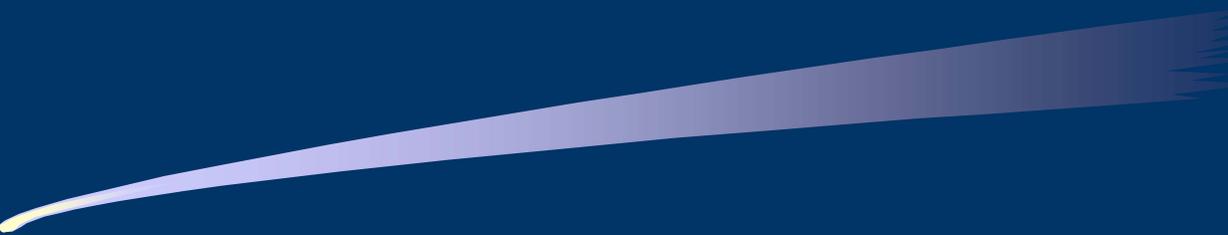


JSC/DV/Steven A. Gonzalez
Chief, Operations Research &
Strategic Development
December 05, 2000



Agenda

- The Original Passion
- What changed
- Renewing the Vision/Passion
- Defining the Vision
- Charting a new course
- Gems to take home



The Original Passion

- The NASA Mystique
 - Cutting edge technology
 - Where science fiction is made a reality
 - No red tape/Bureaucracy happens everywhere else
 - Everyone gets their hands dirty in a project
 - NASA is full of visionary individuals and teams
 - Everyone is excited about what they do
 - Everyone is continually learning the latest technology
- The Passion
 - We are going to inhabit the galaxy

What changed

- The current culture
 - Contract management focus
 - Privatization and all “interesting work” going to contractors
 - Political climate has resulted in a near term focus
 - Technology pull instead of push
 - Micromanagement
 - “Taxes” levied on all projects and individuals
- Result
 - Original passion has faded, BUT NOT lost

Renewing the Vision/Passion

- Define for yourself
 - Where on the spectrum is your passion
- Risk
 - Ask who is willing to recapture the original passion
 - Motivate the team to take control of their own destiny
 - Make them feel empowered to branch off into new areas
 - Engage them in a road of discovery and “one less traveled”

Defining the Vision

- Take action
 - Ask each one to define their own vision, what brought them to NASA in the first place
 - Vision defined that included everyone's personal vision
 - QUEST (Qualification and Utilization of Electronic System Technology)
 - Identify everyone's role in bringing the vision to life

QUEST Vision



Charting a new course

- Found creative ways to forward the vision
 - At first did not have funds, therefore established creative partnerships
 - Found sources of seed money that would bring in new business
 - Shared vision with the community as if it is already done
 - Captured the vision pictorially
- Challenges
 - Team has to work two jobs (one passionate about, and one that pays the bills)
 - Keeping the momentum when management buy in and commitment has not occurred yet
 - Finding the partnerships

Operations Strategy for the Exploration of Space

Earth Based Operations

Planetary Based Operations

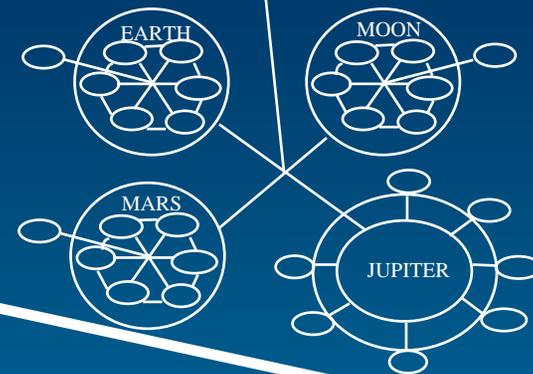
Operations Vehicle Based

MCC



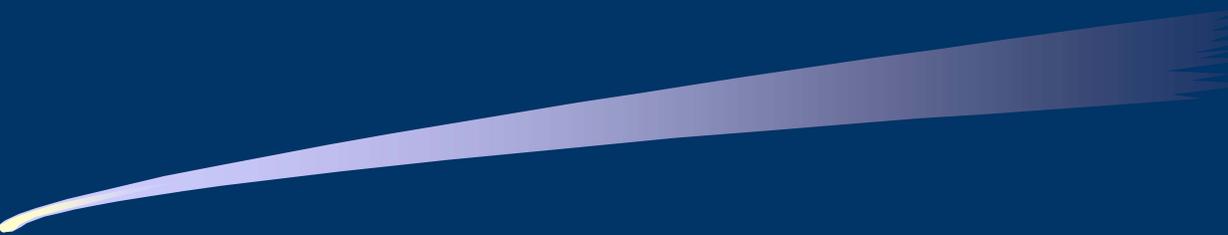
Control Center Constellation

Planetary Constellation



Interstellar Constellation





Gems to take home

- Identify for yourself where you are on the spectrum regarding your passion for your work
- Take risks in finding others who will join you on your QUEST
- Ensure that the vision captures everyone's vision
- Capture the collective vision pictorially
- Develop the skill to navigate on the road less traveled
- In this time of scarce resources, effective partnerships can take you a long way