



MARSHALL STAR

Serving the Marshall Space Flight Center Community

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Marshall's Organization & Leadership Development Office

Striving to enhance performance of leaders, teams, organizations

By Jessica Wallace

Did you ever think there has got to be a more effective approach to doing your job?

For any individual, team or organization, there is always room for performance improvement. The Organization & Leadership Development Office in Marshall's Office of Human Capital is available to help Marshall employees, teams and organizations enhance their work performance.

With an emphasis on organizational effectiveness, the Organization & Leadership Development Office partners with clients across the center to help develop high performing individuals, teams and organizations.

The Office of Human Capital sees the workforce as the heartbeat



David Higginbotham/MSFC

Marshall team members discuss ideas at a recent Integrated Product Team meeting. From left, Brian Rogers, organization development specialist; Travian Smith, human resources program specialist; Diane Cain, organization development specialist; and Greg Walker, client solutions.

of the center. Planning and positioning for future mission success requires acquiring talent, developing talent, achieving high performance and retaining talent. The Organization & Leadership Development Office, as part of the Office of Human Capital, contributes to mission success by helping different directorates develop high performing professionals, teams and organizations.

According to Dr. Jim Andrews, supervisor of the Organization & Leadership Development Office, "We are in the business

of strategic organizational effectiveness. Our two main service offerings are helping to develop high performing organizations and teams, and helping to develop high performing leadership. There

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Payload Operations Center marks sixth anniversary

By Lori Meggs

On March 19, the Payload Operations Center at the Marshall Center marked the sixth anniversary of round-the-clock operations, supporting NASA research on board the International Space Station, helping the current crew on board the station accomplish its science goals and, for the first time, conducting ground-based simulations with the Japan Aerospace Exploration Agency, also referred to as JAXA.

Payload operations teams have been responsible for these tasks since 2001 from a flight control room in the Huntsville Operations

Support Center. The team has worked with 13 station crews, including 33 astronauts and cosmonauts, supporting more than 200 scientific experiments. In the past year, they have seen their work grow with the return of three crew members for each expedition, which covers six-months on the station.

"It's been an exciting year, and the crews have been phenomenal to work with," said Pat Patterson, the payload operations manager for Expedition 14 — the current crew on the station. "Coordinating all of the science activities on the station is a critical job, and we don't take

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RS-68 engine hardware testing at Marshall

By Sheri Bechtel

NASA Marshall engineers recently conducted multiple hot-fire tests of subscale main injector hardware — testing that will aid in development of the RS-68 engine for Ares V, the cargo launch vehicle that will deliver large-scale hardware and systems to space for exploration missions to the moon.

The tests, conducted at Marshall's East Test Stand on March 9-14, are part of a series investigating different injector designs. The main injector is a key engine component. It injects and mixes hydrogen and liquid oxygen propellants in the combustion chamber, where they are ignited and burned to produce thrust. This first series of tests was performed

on a subscale injector that contained 40 individual elements for propellant flow. During the tests, engineers fired the injector horizontally for durations of 10 to 20 seconds.

Engineers are also conducting a second series of tests, on a subscale main injector containing 58 elements. Those tests began March 16 and will continue through the end of the month.

The hot-fire tests of the injector hardware and the number of elements are part of efforts to investigate design options and maximize performance of the RS-68 engine. A cluster of five RS-68 engines will power the core stage of the Ares V. The engine will be an upgraded version of those now used in the Delta IV, the largest



NASA/MSEC
Marshall conducts hot-fire tests at the East Test Stand.

of the Delta rocket family developed in the 1990s by the U.S. Air Force for its Evolved Expendable Launch Vehicle program.

Data from the tests also will be used to develop the J-2X engine system for Ares I, the crew launch vehicle that will carry the Orion and its crew of astronauts to Earth orbit.

These tests, part of a two-month series begun in late January, were conducted by a joint center team including members of Marshall's Exploration Launch Projects Office, Engineering Directorate and Safety and Mission Assurance Directorate.

The writer, an ASRI employee, supports the Office of Strategic Analysis and Communications.

New Web page highlighting Michoud goes 'live'

Want to learn more about NASA's Michoud Assembly Facility in New Orleans? Information about the Marshall-managed facility is now just a mouse-click away. NASA's new Michoud Assembly Facility Web page, administered by the Marshall Center, is now live at: <http://www.nasa.gov/centers/marshall/michoud/index.html>.

A quick link to the page also may be found on the Marshall Web site at <http://www.nasa.gov/centers/marshall/home/index.html>.

Just click the "Michoud" button on the left side of the home page.

You'll find extensive information about the NASA facility, including Michoud's history and capabilities. Visitors also can find fact sheets, tenant information, the latest news and images, information about current work at the facility and future work slated to support NASA's exploration mission, and much more.

Michoud is a component of NASA's Marshall Center.

Marshall's Herbert Shivers, Teresa Vanhooser honored

Dr. Herbert Shivers, deputy director of Marshall's Safety & Mission Assurance Directorate, was presented with the 2007 Alumnus of the Year Award by Auburn University's Department of Industrial and Systems Engineering on March 16.

Teresa Vanhooser, deputy director of Marshall's Engineering Directorate, was recently presented with the 2007 Technologist of Distinction Award by Tennessee Tech University's College of Engineering.

HSPD-12 Web site now open to Marshall employees

The Homeland Security Presidential Directive-12 Web site is now available at <http://hspd12-staging/index.php>. For more information, go to "Inside Marshall."

Obituary

Lenox P. Tuell, 78, of Huntsville died March 6. He retired from Marshall in 1987 as an engineer.

Payload operations

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it lightly. Those people 220 miles above Earth are counting on us."

Along with ensuring that science activities are carried out, the Marshall team also serves virtually as an extra space station crew member, increasing experiment efficiency and saving precious crew time. The Payload Operations Center also links researchers on Earth with their experiments — or payloads — on orbit.

The Payload Operations Center at Marshall is one of three flight control centers around the world that monitor all station activities. The Huntsville cadre, along with their peers at the Johnson Space Center in Houston and the Russian Mission Control Center in Moscow, work as one team.

The team is now planning for the April 7 launch of Expedition 15, where new science experiments and activities are planned. They also are busy working with JAXA and the European Space Agency, preparing them for the job of handling science activities on the station for the Columbus Module and Japanese Experiment Module, both scheduled to launch next year.

"Our mission is to ensure each crew member has the knowledge and the resources they need on-orbit to achieve the highest possible science results," said Patterson. "With every new experiment, we are understanding more and more about how to live and work six months at a time in the harsh environment of space. Things we are learning will help us on future long-duration missions, and we are proud to do our part."

The writer, an ASRI employee, supports the Office of Strategic Analysis and Communications.



Development

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are many “textbook” definitions of organization development, but in reality, it is looking at an organization and its people as an integrated system. In that way, you can help assure that a team or organization has the right strategies, roles, responsibilities, processes, skills, working relationships and leadership to effectively accomplish its mission. Simply put, it is helping an individual, team or organization get from its present state to its preferred state.”

“Many times, people talk about organization development as being soft or ‘touchy feely,’” adds Mike Culver, an organization development specialist with the Organization & Leadership Development Office. “What I’d like for people to understand is that effective organization development work is always about improving individual, team or organizational performance. This office’s goal is to help with growth and development so the center has the right people in the right place at the right time to carry out Marshall’s mission.”

Continuous development supports leadership success

After getting the right talent at the right proficiency levels, the office’s goal is to continue to develop or strengthen this acquired or existing talent by leveraging the potential of the employees. Through their service offering of developing high performing leadership the Organization & Leadership Development Office offers a variety of organizational consulting services to Marshall employees. One of these services, in conjunction with the training office, is professional development consultants who continue to help individuals enhance the leadership development skills needed for their jobs. This ranges from helping them select programs to supporting their development and removing obstacles.



David Higginbotham/MSFC

From the left, Greg Walker, client solutions; Dr. Jim Andrews, supervisor of the Organization & Leadership Development Office; and Janie Moyers, human resources specialist and business coach, attend an Integrated Product Team meeting.

Some programs include:

- Professional Intern Program – provides guidance to recently appointed college graduates and other employees who have moved into entry- or intermediate-level professional jobs.
- Federal Career Intern Program – gives new hires directly out of college an opportunity to further their professional development through rotational assignments, a dedicated training plan and other developmental opportunities.
- Fellowship Program – offers various education programs provided by external organizations. These organizations are nationally recognized and fully accredited college, university or federal training institutes.
- Full and Part Time Study – offers college courses.
- Academy of Program/Project and Engineering Leadership – offers training for engineers.

The office also offers leadership development consulting services, such as:

- Executive coaching – focuses on aligning organizational and individual goals to improve individual performance and mission results.
- Situational leadership – develops managers to partner with employees for success and performance in today’s challenging work environment.
- Leadership consulting – senior level consultants working with center leaders to strategically develop their teams or organizations or to plan for the impact of change.

In addition, the office cultivates individual development, which means not only developing people, supervisors, managers and leaders, but also developing leading skills at all levels. “We will meet the new frontier of space exploration only by having leaders or the leader mindset at all levels in the organization,” said Andrews.

“Leading employees are visionary in the sense that they can translate and talk about how everyday work tasks support the center’s mission,” he said. These are the people who are results-driven so that they hold themselves and their colleagues accountable. At the same time, they can be held accountable by others without making it about themselves, but about the mission.”

Continuous development supports organizational and team success

In developing high performing organizations and teams, the office helps with transitioning new managers into their teams, facilitating strategic planning, co-creating a roadmap for an organization’s or a team’s development, continuing team development, and helping organizations navigate and plan for the impact of change that occurs from implementing new systems or processes. “Our office has a huge role in helping the center and agency by providing change management

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Classified Ads

To submit a classified ad to the Marshall Star, go to Inside Marshall, to "Employee Resources," and click on "Employee Ads — Submit Ad." Ads are limited to 15 words, including contact numbers. No sales pitches. Deadline for the next issue is 4:30 p.m. Thursday.

Miscellaneous

Lane snuggler twin-size sleeper sofa, you pick up, \$250. 859-338-2649

Two-piece white pedestal sink w/faucet hardware, \$75. 464-3135

Broadway Theater tickets for "Wonderful Town," March 30, 8 p.m., F28 & 29, \$95 both. 256-837-3158

Ultra riding mower for parts, good engine, asking \$25 firm for all. 828-5246

Recurve bow, Kodiak Magnum, 50 pound, 52", left hand, \$160. 931-425-0205

New Swedish memory foam mattresses, king, \$450, queen \$425. 256-996-5617

Two Broyhill dark blue wing-back chairs, \$200 each; foosball table, 5" square legs, \$325. 883-6496

Green sofa/loveseat, \$150; queen-size bedroom suite,

\$70. 684-5505

Oak living room pieces, butler's table, coffee table, \$100. 655-0313

Kayak, Perception, 9.5', includes paddle, \$200 obo. 325-4731

White bunk bed with mattresses and two large roll-out drawer units. \$300. 561-427-9436

Wrought iron, ornate, glass-topped, 36" round, pub table, 2 chairs w/brown "suede" cushions, \$50. 859-9165

Used piano, \$250, free delivery. 755-0050

Two plots in Valhalla Memorial Gardens, \$3,000. 256-534-0141

Corner computer armoire, wood cabinet style, must pick up, \$150. 829-0285

Murray riding lawn mower, 12.5HP, 40" wide body, 6 speed, used two years, \$275. 837-1774

Ipod Nano, pink, 4 GB, \$125. 1-931-308-1238

PowerMac 7500/100, extended keyboard, 17" monitor, Mac OS 9.1, loaded w/software, \$150. 489-4483

Sauder Heritage Hill desk, credenza, hutch, cherry finish, boxes unopened, \$650. 256-828-1321

Kitchen Aid "Special Addition" stand mixer, KSM5, many features and attachments, \$160. 256-233-4670

Entertainment center, 3 pieces, alder wood, fits up to 37" TV, \$500. 520-6950

Go-cart, Carter Brothers, 2 seater, seat belts, roll cage,

lights, new padding, new tires, runs great, \$500.

256-353-6635

Golf club, New Adams IDEA Hybrid A20s 4 iron, Grafalloy, still in shrink wrap, \$125. 536-8692

Baker's rack, three plexi-glass shelves, one natural wood shelf, wine rack, \$40. 830-1524

Vehicles

2006 Accord EX, white/tan, moonroof, loaded, cloth interior, 6-disc CD, 5K miles, must sell, \$21,500. 883-6894

2005 GMC Envoy, silver, 37.9K miles. 858-6003

1993 Ford Taurus, LP, 6-cylinder, 57.5K miles, beige color, \$1,700. 539-1564

2003 Harley Davidson Ultra Classic, "100th Anniversary Edition," 2005 Harley-Davidson XL883L Sportster; extended warranties. 256-348-5300

2004 Nissan Maxima SL, loaded, 76.5K highway miles, \$17,500. 508-6840

1998 Chevy Malibu, \$2,000. 256-828-1640

1995 Mazda, MPV van, 6 cyl., 150K miles, \$1,900. 797-4107

1986 Cutliss, 2 door, for parts only, \$300. 652-1495

Free

Two-year-old Australian Shepherd, spayed, female, needs fenced yard. 461-3721

Development

Continued from page 4

services, which is a planned change, as new systems and processes are introduced and jobs change throughout the organization," said Coy Brown, an Office of Human Capital organization and leadership development consultant.

Projects and programs help enhance work performance

To reach its goals of guiding Marshall teams to enhance work performance throughout the center, the Organizational & Leadership Development Office is involved with more than 50 projects. These projects range from executive coaching, leadership development, facilitating strategy planning offsite, transitioning a new manager to his or her team, team building, team development planning, and helping organizations plan for the impact of change from new systems or processes.

In addition, the office has several ongoing programs in leadership development.

One example is Marshall's flagship Leadership Development Series, which began in 2003. Its objective is to enhance leadership skills, facilitate positive change and help the center create and sustain a culture of learning, continuous improvement, high performance and empowerment. Approximately 270 leaders at all levels of Marshall have graduated from the program. "If you took a picture of each participant just from our Leadership Development Series and placed that picture on their position on Marshall's organizational chart, you will see this series has been beneficial to many center organizations, and in supporting the center's mission," said Andrews.

To learn more about the services of the Organization & Leadership Development Office, visit <http://ohc.msfc.nasa.gov/old/> or contact Coy Brown for organization and leadership development at 544-7978, Cynthia House for change management services at 544-8863 or Ronald McDonald for professional development at 544-8315.

The writer, an ASRI employee and Marshall Star editor, supports the Office of Strategic Analysis and Communications.

Former astronaut Owen Garriott to speak at NSSTC on March 22 about the future of space exploration

By Sherrie Super

Former NASA astronaut Dr. Owen Garriott will speak Thursday, March 22, at the National Space Science and Technology Center in Huntsville. The talk is part of the center's Distinguished Lecturer Series.

Garriott's presentation, set for 11 a.m. in NSSTC Room 4078, is entitled "Exploration — Where Are We Headed?" The lecture is free and open to employees and contractors at the NSSTC and the Marshall Center, commercial partners and university students and instructors.

A veteran of Skylab and Spacelab missions, Garriott is a current member of the NASA Advisory Council. Chartered in 1977 to advise the NASA administrator, the council taps its members' expertise in fields that include aerospace, science and management.

Garriott, who joined NASA in 1965 as a scientist and astronaut, set a world record for space-flight duration on his first trip into space in



In 1973, Owen Garriott deploys a solar shield during Skylab-3, the second crewed Skylab mission.

1973, when he flew 60 days on board Skylab, America's first crewed space station.

He also spent 10 days in space during the Spacelab-1 mission in 1983. Spacelab was a reusable laboratory designed to allow scientists to perform experiments while orbiting Earth.

After leaving NASA in



In 2000, former astronauts Owen Garriott, left, and Jim Lovell join an expedition team in Antarctica, where they discovered living microorganisms in the ice and 20 meteorites for scientific research.

1986, he was a consultant for aerospace companies, and joined Teledyne Brown Engineering in Huntsville as vice president of space programs in 1988. He served in that role until 1993. In 2000, Garriott also served as the first executive director of the NSSTC.

The Distinguished Lecturer Series, hosted monthly by the NSSTC and its participating organizations, brings speakers to Huntsville from industry, academia, private research facilities and government agencies around the nation.

For more information, call the NSSTC at 961-7000. In the coming weeks, Garriott's presentation will be available on the NSSTC Web site at <http://www.nsstc.org/lectures/>.

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