

## General Disclaimer

### One or more of the Following Statements may affect this Document

- This document has been reproduced from the best copy furnished by the organizational source. It is being released in the interest of making available as much information as possible.
- This document may contain data, which exceeds the sheet parameters. It was furnished in this condition by the organizational source and is the best copy available.
- This document may contain tone-on-tone or color graphs, charts and/or pictures, which have been reproduced in black and white.
- This document is paginated as submitted by the original source.
- Portions of this document are not fully legible due to the historical nature of some of the material. However, it is the best reproduction available from the original submission.

# Science and Exploration

...to Help Us Move Off the Planet

Priscilla Elfrey  
NASA/KSC

Moving Off the Planet is an awesome idea

Difficult to get good idea accepted.

Common experience

Why, instead, do bad ideas flourish?

How do we turn good ideas into ideas that flourish?

And why do we remember rumors?

Can we make rumors into rules?

Rumors, like stories, allow us to fill-in the blanks

A little mysterious; intuitive

Pose questions & open situations

Turn an abyss into a manageable gap

Intuition requires good data, many sources

Balance information, instinct, analysis &

synthesis with pattern recognition &

bias mitigation to avoid unwise risk.

A colleague said, “Teach with rumors.”

**RUMOR:  
WE ARE GOING TO MOVE OFF THE  
PLANET IN THE TWENTY-FIRST CENTURY**

**Pass it on**

This will be a defining moment in this century  
As landing on the Moon was in the last.  
When we all became explorers.

Yet science and exploration are not in the center  
of our culture... in fact, they are on the  
periphery  
Our job is to nudge it more to the center  
How best can we do that?

Our's is a multi-decadal massively complex  
adventure

Wicked problems

Huge systems & technical issues

Hostile environment

Highly dispersed teams

Trans-disciplinary skills

We need commitment, dedication as well as  
technology to make it happen.

## Do It Yourself Opportunity?

Science and exploration:  
dark, cold, vacuum,  
hostile distant environment,  
a lot of real estate, minerals and resources  
(no trees, flowers, streams or blue skies).

Challenge to move this adventure closer to the  
center of our lives.



## What I know

Space exploration science is not on political  
landscape.

Back to the Moon --*to stay*-- is a good message  
As is, on to Mars--*to stay*.

## Hard Sell

Even George Lucas, Steven Spielberg, Gene Roddenber, Tom Hanks and Carl Sagan have been able to do just so much

Maybe Will Waite

Or toys

Computer ( and simulation) success based on toys

Freeman Dyson

Biotechnology

Need a do-it-yourself robot space explorer kit

Grow your own species

Move easily from place to place

Endure cold darkness

Both humans and automated missions

Toys to resolve Fermi Paradox?

## Rounded Relational Numbers

Billions and billions of Universes/ Landscape?

Billions and billions of stars

Billions and billions of dollars, euros, pounds and  
yen.

Relate to human scale: Dimes for research

Stories, simulations, models

## Survival of the Adaptive

Not fittest or strongest

Extinction based on over-specialization

Space too important to leave-- only-- to scientists  
and engineers

This century: breakdown of disciplines

Simulation teams need trans-disciplinary skills

Heads nod “yes” but no action

Add artists, philosophers, storytellers,  
gatekeepers, ethicists?

Negroponte: in 1980, adding graphic artist to  
Media Lab was controversial.

Ferran: “Big Idea” vs. Requirements”

Simulation based on models.  
Models lie.  
How can we trust simulation?  
Avoid misuse?

World divided between those who think world is  
divided and those who do not.

Art vs. technology--Schism since Aristotle  
Favors analytic, skeptical, risk averse thinking  
Avoids intuitive, speculative, artistic

Innovator, entrepreneur, artist, scientist  
“Look at what everyone looks at and see  
something different.”

“Aha!” is at core of simulation & this century



## Fundamental Error Attribution

Overestimate personal & underestimate  
situational importance

Study of match between mind and environment in  
its infancy

Huge issue

Especially in terms of living on a different planet

Dispersed teams Require  
Shared vision  
Tacit & explicit knowledge  
Synchronous and asynchronous communication  
Print & digital media  
Face to face and virtual meetings

Collaboration based on interactive focus, good  
information, use of time, ability to track and store  
work accessibly and safely  
Acquire what is absent but desired  
Destroy, remove or contain undesired

“Wicked” problems

Ill-defined

Complex

Serious

Incremental improvement is often best we can do

“We see the world as we are not as it is.”

Perception frames our choices  
history, biases, how we feel... We select, abstract  
but most of what we are aware of happens outside  
our awareness

To test our assumptions... another wicked  
problem

Shared story is at heart of our adventure  
Necessary for success  
Resonate, energize.  
Easy to say. But hard to do  
Maintain over time as mission, technology,  
language and teams change  
100 years? 1000?  
No job for amateurs.

More wickedness--making it all work  
Integration uncertain  
More than large or intricate  
No guarantees  
Outcome unknown  
Unforeseen consequences  
Any change can change anything  
“Unanticipated interaction can lead to  
catastrophe.”

Persistent Virtual Team

Highly dispersed

Multidisciplinary

Multinational, multicultural

Share common vision over decades

May have no face-to-face time

Interactivity is hard to maintain

Unending giving and taking

## Betterment Opportunity

Disciplined intense “front end” planning

Reduce unwanted changes and rework

Expand decision process

Example of metaphor, story and simulation to  
improve decision making



Grand and Not-so- grand Challenges... just  
beginning

Faster than speed of light  
Data, simulation, hardware and humans that work  
together

New and easier, robust interoperable tools

Interactive collaborative functions

Optimal simplicity

.

Wicked problems will surface  
Thousands of entities and processes  
Can never say, “It is finished.”

Simulation can reduce uncertainty and ambiguity  
discover unexpected problems and opportunities  
support consensus & decision-making  
Bring order and hope to apparent chaos.

To come full circle: “rumors” require simplicity  
Difficult in complex world

Whitehead--measure of civilization  
Einstein-- Simple as possible , no simpler  
George Miller--7 +/-2  
Seek opportunities for ease and fun

It will be a long and bumpy ride  
Celebrate and raise a toast to all the explorers--  
whatever their roles or where or when