

## Chapter 1 : Failure Is Not an Option – Foundations of Academic Success: Words of Wisdom

*Kranz travels all over the world giving a motivational lecture titled "Failure Is Not an Option", including the historic Apollo 13 flight control room. [6] "Failure is not an option" was in fact coined by Bill Broyles, one of the screenwriters of Apollo 13, based on a similar statement made not by Kranz, but another member of the Apollo*

Failure meant that the astronauts on Apollo 13 would never come home, and that outcome was unacceptable. Failure, though never the intended outcome, can and sometimes does happen. Sometimes failure manifests itself in election results for a student government post, in a test score, or even in a final grade. Throughout my life I have had many failures. In high school I drove my parents and teachers crazy because of my lack of academic achievement. I even managed to get an F- in Spanish on my report card. I might have earned that minus after all. My failures in high school led to only one acceptance from all the colleges I applied to attend. Since graduating from college, my career path has taken me into higher education as a Student Affairs administrator. This career has exposed me to many great theories regarding student success, and many of them gave me insight into my own college experience. But it was Stanford psychologist Carol Dweck who appeared to be thinking of me when she wrote the following about fixed mindsets in the introduction to her book titled *Mindset: The New Psychology of Success: Believing that your qualities are carved in stone* – “the fixed mindset” creates an urgency to prove yourself over and over. Dweck, This statement was a revelation to me. I finally understood my problem throughout high school and even in college. I earned good grades because I liked Religious Studies but never really challenged myself inside or outside of the classroom. My problem was that I had a fixed mindset about academic success. My fixed mindset was holding me back because it led to a paralyzing fear of failure. Since as far back as I could remember, my family, friends, and teachers were always telling me how smart I was, and I believed them. But that belief was a double-edged sword. High school and college offered many occasions when self-confidence in my inherent intelligence could be threatened. If I fail, my family and friends will find out that they were wrong about me. However, there was a way to avoid all of the risks of academic rigor. I could just not try. By not putting forth any effort, my intelligence would never be disproven. It was fear, not logic, which was guiding my behavior. After reading *Mindset* I have made a conscious effort to identify and thwart any remaining fixed mindset thoughts that I continue to hold. There is another kind of mindset, and she calls it growth mindset. I put this theory to the test not long after reading the book. During this meeting we would be brainstorming solutions to a specific problem. This was going to be a true brainstorming session, led by a facilitator trained in the science of soliciting uninhibited ideas from an audience. As soon as I heard the word brainstorming I froze. I have always hated brainstorming. My fear of failing at this task in front of my coworkers paralyzed my mind. This was fixed mindset thinking. My belief in my brainstorming inadequacies was preventing me from even trying. So I flipped this thinking on its head and decided the best way to improve my brainstorming abilities was to clear my mind and start firing out ideas. Through this experience I found that I really could choose to have a growth mindset, and that this choice produces a greater chance of success. With a greater chance of success comes a smaller chance of failure. Nevertheless, when it comes to academic success and success in all phases of life, failure is always an option. Though it can be painful, failure can lead to great learning and progress when a specific failure is analyzed through the lens of a growth mindset. By focusing more on effort than on outcomes anyone can learn and grow, regardless of their skill level. Therefore, to make the most of their time in college, students must seek out challenges that will stretch their abilities. These challenges can take many forms and they can occur in a variety of settings, both inside and outside of the classroom. When seeking out challenges there is always the possibility of agonizing defeat, but out of that defeat can be the seeds of great success in the future.

**Chapter 2 : Failure is Not an Option: Mission Control From Mercury to Apollo 13 and Beyond by Gene Kranz**

*Failure Is Not an Option: Mission Control From Mercury to Apollo 13 and Beyond [Gene Kranz] on [www.nxgvision.com](http://www.nxgvision.com)  
\*FREE\* shipping on qualifying offers. This memoir of a veteran NASA flight director tells riveting stories from the early days of the Mercury program through Apollo 11 (the moon landing) and Apollo*

The Four-Inch Flight "Houston, we have a problem. Each of us had indelible memories of that awful day three years before when three other astronauts sat in an Apollo spacecraft firmly anchored to the ground. Running a systems test. In terms of the distances involved in spaceflight, we could almost reach out and touch them. Moments after the first intimation that something had gone terribly wrong, technicians were up in the gantry, desperately trying to open the hatch. It took only seconds for an electrical glitch to ignite the oxygen-rich atmosphere of the cabin, creating a fire that was virtually a contained explosion. In those few seconds, the men inside the capsule knew what was happening -- and they must have realized, at the last moment, that there was no escape. We simply could not reach them in time. Now, three equally brave men were far beyond us in distance, far out in the vast absolute zero world of space, the most deadly and unforgiving environment ever experienced by man. We could measure the distances in miles. But with so many miles, the number was an abstraction, albeit one we had become used to dealing with in matter-of-fact fashion. We could reach them only with our voices, and they could speak to us only through the tenuous link of radio signals from precisely directional radio antennas. This time they were truly beyond our reach. So close were we in the Apollo fire that claimed the first three Americans to be killed in a spacecraft. Now we were so far, so very far, away. Once again, technology had failed us. We had not anticipated what happened back then, on Earth. We had not anticipated what had happened this time. In fact, it would be hours before we really understood what had happened. There was one big difference in this case. We could buy time. All we had to work with was time and experience. These three astronauts were beyond our physical reach. But not beyond the reach of human imagination, inventiveness, and a creed that we all lived by: Would it happen again -- the loss of three men? We had failed our crew in Apollo 1. This time we had a few hours to do something. But did we have the wisdom? And could we somehow build not just on our own years of experience but the courage and resourcefulness of three astronauts far, far from home? Sociologists and engineers call it "the human factor. But it was our first classroom and laboratory. And all we had learned since those first, uncertain years would be what we had to work with to figure out what had happened -- and what to do about it. How long the flight took on one of those old prop aircraft on any given day depended on the size of the bugs that hit the windshield and slowed it down. This time my eagerness had nothing to do with the condition of the aircraft. This was my first trip to Cape Canaveral, Florida, the launching site for the infant American space program. During the brief flight on the shaky Convair, I was absorbed in thoughts about the new battle in which I had elected to play a part. As an American, I hated to see our nation second in anything -- and I had no doubt we were second in space. I had seen an example of what Soviet technology could do as I watched MiG aircraft making contrails high in the sky over the demilitarized zone in Korea, higher than our F fighters could climb. Now the Russians had utterly surprised us by launching the space race. This was a race we had to win and I wanted to be part of it. In a matter of weeks, I had given up my exhilarating work in aircraft testing to take a job with the National Aeronautics and Space Administration NASA , officially coming on board on October Two weeks later I was on my way to the Cape, and my family -- my wife, Marta, and our two young daughters -- was camping out at a motel near Space Task Group headquarters at Langley. My instructions were pretty simple: Well, I thought, here I am, looking around for launch towers and gantries -- but all I could see looked like a regular old Air Force base. It turned out that my knowledge of the local geography was just a little bit hazy. We had landed at Patrick AFB and I literally did not know whether we were north or south of my destination. That was unusual -- a nonmilitary vehicle cruising around the ramp of a military base. As I stepped onto the tarmac, I looked around for the man my boss had said would meet me. I felt like a foreigner in a strange land. As I nodded, he said, "Climb aboard. I had never driven this fast on a military base in my life. I was thinking I had hitched a ride with a madman, or at least someone who apparently had no concern

about being pulled over by the Air Police for speeding and breaking every regulation in the book. This feeling was reinforced as we took a few hard rights and lefts, then roared toward the gate, momentarily braking as an Air Force military policeman snapped a salute and waved us through. I took a closer look at the stranger behind the wheel. He was hatless, wearing a Ban-Lon shirt. There was no gold braid on him. Hitting the highway, he made a wide turn and a hard left, burning rubber. In no time, he had the needle quivering between eighty and ninety miles an hour. As I soon learned, if you saw someone wearing a short-sleeved Ban-Lon sport shirt and aviator sunglasses, you were looking at an astronaut. We humble ground-pounders wore ties and white shirts, and yes, those nerdy pencil-holding pocket protectors. I thought of that handshake often in the many years that followed. Mercury worked because of the raw courage of a handful of men like Cooper, who sat in heavy metal eggcups jammed on the top of rockets, and trusted those of us on the ground. That trust tied the entire team into a common effort. I took it as a good omen that Cooper, taking pity on a befuddled stranger, offered me a lift to the base. He was one of the seven former test pilots selected for the first class of astronauts. They had been introduced, unveiled like sculptures, in April of Instantly the media compared them to Christopher Columbus and Charles Lindbergh. Today, I wonder how many of them the average American could name. Deke Slayton, Scott Carpenter, and Cooper. They were similar in size and build, partly because the design of the capsule ruled out anyone over five-foot-eleven. All of them were white, all from small towns, all middle-class, and all Protestant. This was not the result of deliberate discrimination, but because at the time that was the kind of man who became a military test pilot. At this period it was hard for Americans from any minority to get into flight training. But the military, like the rest of the country, grew up and lived up to its fundamental commitment to equality, thanks in large measure to the civil rights movement that, like the space program in the same era, demanded conviction and courage. That day when I arrived in Florida I stumbled into the future. Without knowing much about anything, I was telling people how to do everything, writing the rules for the control team that would support the Mercury-Redstone launch. Not only had I never laid eyes on the Mercury Control Center, I had never even seen, close up, any rocket big enough to carry a human payload. I did not really research the program before I joined. I knew that it was called the "man in space project. The impact of the first orbiting satellite, visible to the naked eye as it passed through the night sky over America, was profound. Sputnik was a shock to national pride -- Russian science had put the first object in outer space, giving Americans both an inferiority complex and a heightened sense of vulnerability in what was then the most intense phase of the Cold War. Out of this was born the "missile gap" between ourselves and the Soviet Union. Years later we would discover that this "gap" was an intelligence myth. But the Soviet Union was indeed ahead in a space race that this tiny, rather primitive satellite had effectively initiated. Our adversary had developed rockets with greater thrust and throw weight -- for the military this meant ballistic missiles that could "throw" a heavier warhead a greater distance than anything in our arsenal. The reverberations of that little sphere emitting its "beep-beep" radio signal as it sailed unrestricted through space were far reaching. Among other things, it would spark a massive federal education funding program, significantly called "The National Defense Education Act," to stimulate better teaching of math and science as well as foreign languages to more students throughout the country. A sleeping giant suddenly woke up. One of the other immediate results of Sputnik was the National Space Act of and the creation of the National Aeronautics and Space Administration. To me, our leap into space was the logical next step beyond the X rocket-powered aircraft. The problem was that our first "leaps" would be some fairly short hops. All of these factors had influenced my decision to join this embryonic program. It had been cautiously funded, was working from a somewhat thin base -- and was also a crash effort for everyone involved in it. Nor could I have anticipated just how thrilling and dangerous, frustrating and inspiring the first lap in it would be. All of those involved were obsessed by a driving dream, working with an intensity that fused NASA employees and contractors, launch and flight operations into one powerful organism. Cooper dropped me off at Mercury Control and I was greeted by the familiar face of the only person in the program I knew down at the Cape, Paul Johnson, a troubleshooter working for Western Electric, one of the subcontractors to Bendix in building the control center and the tracking network. These were the core systems. Western Electric quickly parlayed this into a responsibility for integrating operations, training, maintenance, and network communications. Paul was

amazingly young for his responsibilities.

## Chapter 3 : Failure Is Not an Option - Wikipedia

*Failure Is Not an Option* by Gene Kranz - This memoir of a veteran NASA flight director tells riveting stories from the early days of the Mercury program through.

I give this book four stars because it a story that needs to be told. Gene Kranz is pretty exhaustive in his details but I admit it was way too "operationally" focused for me. I like the human element and this was all about how it was done -- the nuts and bolts. It took me months to get through this book because of the level of operational detail. I forgot to mention how utterly brilliant everyone was who worked there at the time. Many fresh out of college. The challenges they faces were enormous. In nearly every mission something went wrong they had to fix--of extreme crises proportions. And like the "cool, steely-eyed missile men" they where, they did it. What NASA accomplished was phenomenal. The balls, courage, and in-the-moment decision making was not just apparent in the astronauts, but also instilled in everyone sitting behind every Mission Control console, wether in Huston or at the Cape. The book is not only a personal account inside some organization but details some of the most historical moments not just in American but in human achievement and exploration especially under the most adverse conditions possible. This was definitely apparent in training the Apollo 1 crew when Kranz accounts, "Nothing could be done for the crew Death had come to the Space Program in the most unimaginable way possible" Kranz The people of NASA were continuously put under the tightest constraints ever seen in aerospace engineering where technological progress was just barely enough to simply get the mission done; the rockets were borderline "a flying-coffin" In fact just a week before John Glenn flew to space, the type of rocket he was going to go on malfunctioned and had to self destruct. This level of risk-taking is apparent when Kranz mentions,"With only seven days to prepare for our first manned flight It was just about to the point of sending prototypes instead of well-revised final design. Any self-respecting world power would want to be the dominate force in any, especially untried, field. Furthermore, not being the defined champion of the Space Race would show weakness and in terms of politics and warfare, if you are weak you are dead. This was of course, the ultimate motive. Above all, getting to the moon would show ultimate superiority. In a way this is a story I believe, is stranger than fiction, in terms of not setting limits to what can be done but proving that you-yourself determines how far you can achieve in life and exhibits that anything is possible.

**Chapter 4 : Eugene F. Kranz - Wikiquote**

*Failure is Not an Option* is a phrase associated with Gene Kranz and the Apollo 13 moon landing mission. Although Kranz is often attributed with having spoken those words during the mission, he did not.

He grew up on a farm that overlooked the Willys-Overland Jeep production plant. His father died in , when Eugene was only seven years old. Kranz has two older sisters, Louise and Helen. His early fascination with flight was apparent in the topic of his high school thesis, entitled "The Design and Possibilities of the Interplanetary Rocket". Following his high school graduation in , Kranz went to college. Shortly after receiving his wings , Kranz married Marta Cadena, a daughter of Mexican immigrants who fled from Mexico during the Mexican Revolution. Kranz performed this role for all unmanned and manned Mercury flights, including the MR-3 and MA-6 flights, which put the first Americans into space and orbit respectively. He continued in this role for the remaining two Mercury flights and the first three Gemini flights. With the upcoming Gemini flights, he was promoted to the Flight Director level and served his first shift, the so-called "operations shift," for the Gemini 4 mission in , the first U. EVA and four-day flight. After Gemini, he served as a Flight Director on odd-numbered Apollo missions, including Apollos 5, 7 and 9, including the first and only successful unmanned test of the Lunar Module Apollo 5. He and his team, as well as the astronauts, received the Presidential Medal of Freedom for their roles. In the Discovery Channel mini-series *When We Left Earth* , he appears throughout the series with his customary flattop haircut and his white vest from the Apollo 13 mission mission patch plainly visible. Later career[ edit ] Kranz continued as a Flight Director through Apollo 17 , when he worked his last shift as a flight director overseeing the mission liftoff, and then was promoted to Deputy Director of NASA Mission Operations in , becoming Director in . In addition to having written *Failure Is Not an Option*, which was adapted for The History Channel in , he also flies an aerobatic aircraft and serves as a flight engineer for a restored Boeing B Flying Fortress. In popular culture[ edit ] Kranz has appeared as a character in several dramatizations of the Apollo program. Matt Frewer portrays him in the TV movie *Apollo* . It was uttered by actor Ed Harris, playing Kranz, in the film *Apollo* . Kranz then used it as the title of his autobiography, *Failure Is Not an Option 2*. Since then, it has entered general parlance as a motivational phrase. Kranz travels all over the world giving a motivational lecture titled "Failure Is Not an Option", including the historic Apollo 13 flight control room. In preparation for the movie, the script writers, Al Reinart and Bill Broyles, came down to Clear Lake to interview me on "What are the people in Mission Control really like? We never panicked, and we never gave up on finding a solution. Now we just have to figure out who to have say it. Kranz chose it as the title of his autobiography because he liked the way the line reflected the attitude of mission control. Teams, "the human factor" and "the right stuff"[ edit ] Kranz was the leader of the "white team", a shift at mission control that contributed to saving the Apollo 13 astronauts. According to Kranz, this factor is what is largely responsible for helping put America on the Moon in only a decade. The blend of young intelligent minds working day in and day out by sheer willpower yielded "the right stuff. They were people who were energized by a mission. And these teams were capable of moving right on and doing anything America asked them to do in space. According to him, a few organized examples of this factor included Grumman "who developed the Apollo Lunar Module" North American Aviation , and the Lockheed Corporation. After the excitement of the s, these companies dissolved into corporate mergings, such as happened when Lockheed became Lockheed Martin. Another example of the "human factor" was the ingenuity and hard work by teams that developed the emergency plans and sequences as new problems arose during the Apollo 13 mission. Kranz made the following address to the gathering *The Kranz Dictum* , in which his expression of values and admonishments for future spaceflight are his legacy to NASA: Spaceflight will never tolerate carelessness, incapacity, and neglect. Somewhere, somehow, we screwed up. It could have been in design, build, or test. Whatever it was, we should have caught it. We were too gung ho about the schedule and we locked out all of the problems we saw each day in our work. Every element of the program was in trouble and so were we. The simulators were not working, Mission Control was behind in virtually every area, and the flight and test procedures changed daily. Nothing we did had any shelf life. Not

one of us stood up and said, "Dammit, stop! We are the cause! We were not ready! We did not do our job. We were rolling the dice, hoping that things would come together by launch day, when in our hearts we knew it would take a miracle. We were pushing the schedule and betting that the Cape would slip before we did. From this day forward, Flight Control will be known by two words: Tough means we are forever accountable for what we do or what we fail to do. We will never again compromise our responsibilities. Every time we walk into Mission Control we will know what we stand for. Competent means we will never take anything for granted. We will never be found short in our knowledge and in our skills. Mission Control will be perfect. When you leave this meeting today you will go to your office and the first thing you will do there is to write "Tough and Competent" on your blackboards. It will never be erased. Each day when you enter the room these words will remind you of the price paid by Grissom, White, and Chaffee. These words are the price of admission to the ranks of Mission Control. Referring to the words "tough and competent," he said, "These words are the price of admission to the ranks of NASA and we should adopt it that way. When asked in spring if NASA is still the same place today as it was in the years of the space race , he replied: In many ways we have the young people, we have the talent, we have the imagination, we have the technology. I believe we need a long-term national commitment to explore the universe. And I believe this is an essential investment in the future of our nation –" and our beautiful, but environmentally challenged planet. In his book *Failure Is Not an Option*, he also expressed disappointment that support for space exploration dried up after the Apollo program. Writing about his vision for renewing the space program he said: Lacking a clear goal the team that placed an American on the Moon, NASA, has become just another federal bureaucracy beset by competing agendas and unable to establish discipline within its structure. Although NASA has an amazing array of technology and the most talented workforce in history, it lacks top-level vision. It began its retreat from the inherent risks of space exploration after the Challenger accident. During the last decade its retreat has turned into a rout. American Institute of Aeronautics and Astronautics:

### Chapter 5 : Failure Is Not an Option (Audiobook) by Gene Kranz | [www.nxgvision.com](http://www.nxgvision.com)

*The autobiography Failure is Not an Option by Gene Kranz depicts the events of the original space race through the eyes of himself, the flight director. Kranz begins with his autobiography working in the Mercury program, and takes readers through his time in the Gemini program, and finally ends in the Apollo program.*

In this sometimes painfully honest account, Kranz tells the nuts-and-bolts story of his life as a flight director on some of the most important manned space missions in American history. It takes an insider like Kranz to reveal just how primitive the earliest American efforts to put a man in space really were. From the first successful launch of a chimpanzee into space in January to the remarkable Apollo 17, the last to the present visit of humans to the moon, the spacecraft were controlled by systems of minimal computer power. Fortunately, neither the American public nor the members of the space program perceived the limitations of the equipment and procedures at the time. Kranz, who was vital to the manned space flight mission for more than 30 years, writes of the technical requirements of the mission in a hard-edged style that reflects his thinking and his manner. He is dispassionate as he deals with the tremendous uncertainties of the time, when risks were taken on a scale that would be impossible today. When he writes of his fellow workers, though, Kranz shows a compassionate side, taking care to point out the achievements of his colleagues. He pays tribute to such luminaries as Chris Kraft, Glynn Lunney, John Hodge and others, and his assessment of their capabilities is surely valid. Yet Kranz does not gloss over the fact that there was rarely a close personal relationship between the people in mission control and the astronauts in space. They were apparently professionals who depended upon each other but did not choose to mix socially. Kranz reveals that one of the great miracles of the space program was its ability to survive tragic losses, shifting technology and seemingly ever-changing management. It was the dedication of the relatively small circle of insiders, mission controllers and astronauts that kept the programs on track. There he suggests that the change in NASA and in the makeup of the aerospace industry have placed the future of space exploration in jeopardy. Kranz calls for those formerly associated with the space program to band together to place space exploration on the national agenda. Second, he recommends a revitalization of NASA, citing its change from a disciplined team with a clear goal into just another federal bureaucracy. Essential for this revitalization would be a new administrator, one with the qualities of the great James Webb, whose political and management skills made NASA into a powerhouse able to put a man on the moon. Finally, he demands that the U. Congress become fully engaged in the space program, as it once was. It also shows exactly why the program is in trouble today. As a flight director, Gene Kranz called things as he saw them. He does the same as an author in this highly readable, very valuable book.

## Chapter 6 : Failure Is Not An Option | NASA

*Personal Review of "Failure is Not an Option" This fantastic book outlines the major milestones of the American Space Program and the author, Gene Kranz, describes what it was like before the first rockets have ever flown at NASA and the administration's legacy from Skylab and beyond.*

Jump to navigation Jump to search Tough means we are forever accountable for what we do or what we fail to do. Quotes[ edit ] Competent means we will never take anything for granted. We had risen to probably one of the greatest challenges in history, put a man on the moon in the decade. Spaceflight will never tolerate carelessness, incapacity, and neglect. Somewhere, somehow, we screwed up. It could have been in design, build, or test. Whatever it was, we should have caught it. We were too gung ho about the schedule and we locked out all of the problems we saw each day in our work. Every element of the program was in trouble and so were we. The simulators were not working, Mission Control was behind in virtually every area, and the flight and test procedures changed daily. Nothing we did had any shelf life. Not one of us stood up and said, "Dammit, stop! We are the cause! We were not ready! We did not do our job. We were rolling the dice, hoping that things would come together by launch day, when in our hearts we knew it would take a miracle. We were pushing the schedule and betting that the Cape would slip before we did. From this day forward, Flight Control will be known by two words: We will never again compromise our responsibilities. Every time we walk into Mission Control we will know what we stand for. Competent means we will never take anything for granted. We will never be found short in our knowledge and in our skills. Mission Control will be perfect. When you leave this meeting today you will go to your office and the first thing you will do there is to write "Tough and Competent" on your blackboards. It will never be erased. Each day when you enter the room these words will remind you of the price paid by Grissom, White, and Chaffee. These words are the price of admission to the ranks of Mission Control. People who were energized by a mission. And these teams were capable of moving right on and doing anything America asked them to do in space. And what we did is we watched these teams disappear. We watched the great contractors – the Grumman, the North Americans, the Lockheeds – disappear from the horizon. On the teams created in the s during the Space Race , in "Space Lifeguard: An Interview with Gene Kranz" at Space. I believe we need a long-term national commitment to explore the universe. And I believe this is an essential investment in the future of our nation – and our beautiful, but environmentally challenged planet. Statement attributed to him in the film Apollo 13 , which he had not actually used in that crisis. He later used the phrase as the title of his autobiography.

## Chapter 7 : Failure Is not An Option: Books | eBay

• Gene Kranz, *Failure is not an Option: Mission Control From Mercury to Apollo 13 and Beyond*. 4 likes. Like "Failure is not an option." • Gene Kranz.

## Chapter 8 : Gene Kranz Quotes (Author of Failure is Not an Option)

*In Failure Is Not an Option, Gene Kranz recounts these thrilling historic events and offers new information about the famous flights. What appeared as nearly flawless missions to the moon were, in fact, a series of hair-raising near misses.*

## Chapter 9 : Gene Kranz - Wikipedia

*"Failure is not an option" is attributed to Gene Kranz, flight director of Gemini, Apollo and Space Shuttle missions. In the movie Apollo 13, Ed Harris says it but IMDB trivia states that it was not said during that mission.*