

"When you're doing versus thinking, you're no longer deciding.
It's just the act of being there.

When you're on a quest, to do stuff no one has done before,
you can't be thinking about what you should have done."

"My passion is to solve really hard problems with really brilliant people --
to take on grand challenges, problems humanity has not cracked open before.
It takes a whole spectrum of brilliances to solve these kinds of problems.
Collaborators bring their own individual passion, expertise, dedication to quality and excellence.
If you can be on a team like that, the passion is self igniting.
It's like fusion, it grows from itself.
Doing it together is exciting."

"If it's not challenging, it's probably not very interesting
and if there is no adversity,
it's probably not very interesting to anyone else.
You have to anticipate and mitigate their effect on you.
And if you're really smart, you will make this just what you needed."

"You have to build constituencies that support your vision.
And you have to understand their vision and make it a part of the overall vision, fold it in."

"The most important thing I learned was that
what looked to other people like big technical problems
are really big social problems.
I say to my colleagues
'This is a great social experiment occasionally interrupted by technical difficulties.'
I know we can solve the technical difficulties, but can we work together as a team?"

"It's important to be 'fair' with people and 'fair' is not friendly. With these kinds of responsibilities
you have to be very careful not to let friendships and personal prejudices for or against people
interfere with your judgment about how to act with respect to the mission, because if you do,
you will hurt yourself, you'll hurt them and you'll hurt the mission."

"I've also learned from people I do not respect.
You should also learn from people who exhibit what is wrong.
And the reason for that is, you could fall into that same trap too.
So you need to become aware of them.
I think studying the good, the bad and the ugly in the human condition is very important."

"It's easy to be dismissive of ideas that you haven't thought of before or are not ready for
and that's really lost opportunities.
Accumulated wisdom is good to tap into.
You've got to be ready for it."

-- abstracting the message from the noise. Good leaders finally do that.
You think, What's a good speech?,
What's great art?
It's a very succinct statement of the conditions that exist."

"Keep in mind, play to your strengths (and everyone is strong somewhere).
And that's where you can provide the most and provide in a way that you enjoy.
Also everyone is weak somewhere.
Those weaknesses do not have to be an anchor for you.
If you are aware of them, self awareness is important, you build them up.
Make yourself more well rounded.
If you do those things, no matter what your field, you will be who you are and you will add to it."