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“Conflicts in Mission Development and Execution: Notes from the Front,” M. D. Shuster. *Report of the Workshop on Participation Opportunity on the Brazilian Scientific Satellite*, Instituto Nacional de Pesquisas Espaciais, São José dos Campos, Brazil, October 19–20, 1994, 8 pp.

In October 1994, I was asked by my friend Giórgio Giacágliã, then the first head of the new Brazilian Space Agency, to participate in a two-day workshop on micro-satellite opportunities in Brazil. My task was to shake things up, that is, to ask lots of questions and to get other people to speak up. While there he asked me to make a presentation on some related topic. Overnight, essentially, I generated this short talk and paper, which largely aired my pet peeves about mission planning and execution, but with humor. The work is all motherhood and apple pie and not deserving of serious attention.

I almost didn't arrive at the workshop. The Brazilian government resents that Brazilians require a visa in order to visit the United States, and, therefore, require Americans to have a visa by a very drawn-out process that can take up to a week. I needed to board a plane in two days. That was how much warning Giórgio had given me. The consulate in Washington, D. C., said that there was nothing they could do. Giórgio, as head of the Brazilian Space Agency, called the consulate to ask for an exception. The visa office was adamant. The chief of staff of the Brazilian Air Force (the space agency in Brazil is in the Air Force portfolio) called the consulate with no better luck. Finally, abandoning all hope, I called VARIG, the Brazilian airline, to cancel my reservation. The VARIG office, of course, had booked many business and personal flights for the ambassador of Brazil and his family, and done him many favors. The saleswoman called the ambassador, the ambassador called the consul, the consul called the visa office, and I had my visa the next day. Thus is influence distributed in the great halls of power.

I do not blame the visa office or the consul for this. They have their instructions from above. Still, it was amusing to see where the pull is.