

behavior, and game theory, it ought to be possible to design more complex and even more successful structures.

Some peace-keeping mechanisms that might be hard to adopt today could still be worked out and tested and publicized, awaiting a more favorable moment. Sometimes the very existence of new possibilities can change the atmosphere. Sometimes, in a crisis, men may finally be willing to try out new ways and may find some previously prepared plan of enormous help.

2) "Biotechnology." Humanity must feed and care for the children who are already in the world, even while we try to level off the further population explosion that makes this so difficult. Some novel proposals, such as food from coal, or genetic copying of champion animals, or still simpler contraceptive methods, could possibly have large-scale effects on human welfare within 10 to 15 years. New chemical, statistical, and management methods for measuring and maintaining the ecological balance could be of very great importance.

3) "Game theory." As we have seen, zero-sum game theory has not been too academic to be used for national strategy and policy analysis. Unfortunately, in zero-sum games, what I win, you lose, and what you win, I lose. This may be the way poker works, but it is not the way the world works. We are collectively in a non-zero-sum game in which we will all lose together in nuclear holocaust or race conflict or economic nationalism, or all win together in survival and prosperity. Some of the many variations of non-zero-sum game theory, applied to group conflict and cooperation, might show us profitable new approaches to replace our sterile and dangerous confrontation strategies.

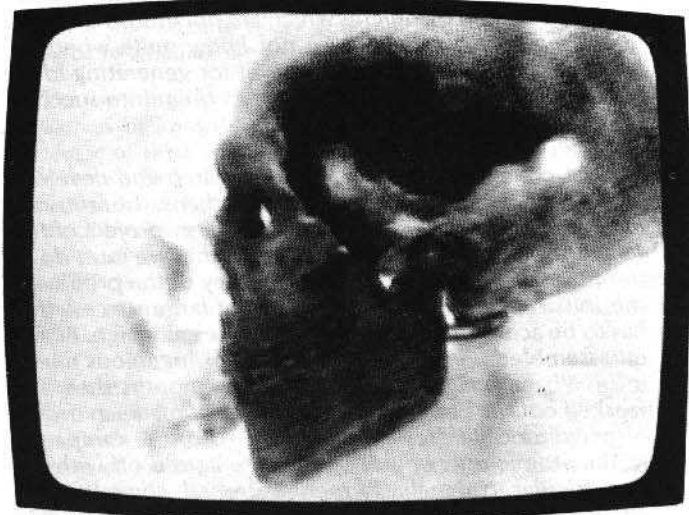
4) "Psychological and social theories." Many teams are needed to explore in detail and in practice how the powerful new ideas of behavior theory and the new ideas of responsive living might be used to improve family life or community and management structures. New ideas of information handling and management theory need to be turned into practical recipes for reducing the daily frustration of small businesses, schools, hospitals, churches, and town meetings. New economic inventions are needed, such as urban development corporations. A deeper systems analysis is urgently needed to see if there is not some practical way to separate full employment from inflation. Inflation pinches the poor, increases labor-management disputes, and multiplies all our conflicts and our sense of despair.

5) "Social indicators." We need new social indicators, like the cost-of-living index, for measuring a thousand social goods and evils. Good indicators can have great "multiplier effects" in helping to maximize our welfare and minimize our ills. Engineers and physical scientists working with social scientists might come up with ingenious new methods of measuring many of these important but elusive parameters.

6) "Channels of effectiveness." Detailed case studies of the reasons for success or failure of various social inventions could also have a large multiplier effect. Handbooks showing what channels or methods are now most effective for different small-scale and large-scale social problems would be of immense value.

The list could go on and on. In fact, each study group will have its own pet projects. Why not? Society is at least as complex as, say, an automobile with its several thousand

parts. It will probably require as many research-and-development teams as the auto industry in order to explore all the inventions it needs to solve its problems. But it is clear that there are many areas of great potential crying out for brilliant minds and brilliant teams to get to work on them.



#### **Future Satisfactions and Present Solutions**

This is an enormous program. But there is nothing impossible about mounting and financing it, if we, as concerned men and women, go into it with commitment and leadership. Yes, there will be a need for money and power to overcome organizational difficulties and vested interests. But it is worth remembering that the only real source of power in the world is the gap between what is and what might be. Why else do we work and save and plan? If there is some future increase in human satisfaction that we can point to and realistically anticipate, we will be willing to pay something for it and invest in it in the hope of that return. In economics, they pay with money; in politics, with their votes and time and sometimes with their jail sentences and their lives.

Social change, peaceful or turbulent, is powered by "what might be." This means that for peaceful change, to get over some impossible barrier of unresponsiveness or complexity or group conflict, what is needed is an inventive person or group—a "social entrepreneur"—who can connect the pieces and show how to turn the advantage of "what might be" into some present advantage for every participating party. To get toll roads, when highways were hopeless, a legislative-corporation mechanism was invented that turned the future need into present profits for construction workers and bondholders and continuing profitable solution of our present problems.

The only possible conclusion is a call to action. Who will commit himself to this kind of search for more ingenious and fundamental solutions? Who will begin to assemble the research teams and the funds? Who will begin to create those full-time interdisciplinary centers that will be necessary for testing detailed designs and turning them into effective applications?

The task is clear. The task is huge. The time is horribly short. In the past, we have had science for intellectual pleasure, and science for the control of nature. We have had science for war. But today, the whole human experiment may hang on the question of how fast we now press the development of science for survival.