

# WHAT WE MUST DO

## SCIENCE FOR SURVIVAL

### Mobilizing Scientists

*It is a unique experience for us to have peacetime problems, or technical problems which are not industrial problems, on such a scale. We do not know quite where to start, and there is no mechanism yet for generating ideas systematically or paying teams to turn them into successful solutions.*

*But the comparison with wartime research and development may not be inappropriate. Perhaps the antisubmarine warfare work or the atomic energy project of the 1940's provide the closest parallels to what we must do in terms of the novelty, scale, and urgency of the problems, the initiative needed, and the kind of large success that has to be achieved. In the antisubmarine campaign, Blackett assembled a few scientists and other ingenious minds in his "back room," and within a few months they had worked out the "operations analysis" that made an order-of-magnitude difference in the success of the campaign. In the atomic energy work, scientists started off with extracurricular research, formed a central committee to channel their secret communications, and then studied the possible solutions for some time before they went to the government for large-scale support for the great development laboratories and production plants.*

*Fortunately, work on our crisis problems today would not require secrecy. Our great problems today are all beginning to be world problems, and scientists from many countries would have important insights to contribute.*

*Probably the first step in crisis studies now should be the organization of intense technical discussion and education groups in every laboratory. Promising lines of interest could then lead to the setting up of part-time or full-time studies and teams and coordinating committees. Administrators and boards of directors might find active crisis research important to their own organizations in many cases. Several foundations and federal agencies already have inhouse research and make outside grants in many of these crisis areas, and they would be important initial sources of support.*

*But the step that will probably be required in a short time is the creation of whole new centers, perhaps comparable to Los Alamos or the RAND Corporation, where interdisciplinary groups can be assembled to work full-time on solutions to these crisis problems. Many different kinds of centers will eventually be necessary, including research centers, development centers, training centers, and even production centers for new sociotechnical inventions. The problems of our time—the \$100-billion arms control problem—are no smaller than World War II in scale and importance, and it would be absurd to think that a few academic research teams of a few agency laboratories could do the job.*

### Social Inventions

*The thing that discourages many scientists—even social scientists—from thinking in these research-and-development terms is their failure to realize that there are such things as social inventions and that they can have large-scale effects in a surprisingly short time. A recent study with Karl Deutsch has examined some 40 of the great achievements in social science in this century, to see where they were made and by whom and how long they took to become effective. They include developments such as the following:*

Keynesian economics  
Opinion polls and statistical sampling  
Input-output economics  
Operations analysis  
Information theory and feedback theory  
Theory of games and economic behavior  
Operant conditioning and programmed learning  
Planned programming and budgeting (PPB)  
Non-zero-sum game theory

*Many of these have made remarkable differences within just a few years in our ability to handle social problems or management problems. The opinion poll became a national necessity within a single election period. The theory of games, published in 1946, had become an important component of American strategic thinking by RAND and the Defense Department by 1953, in spite of the limitation of the theory at that time to zero-sum games, with their dangerous bluffing and "brinkmanship." Today, within less than a decade, the PPB management technique is sweeping through every large organization.*

*This list is particularly interesting because it shows how much can be done outside official government agencies when inventive men put their brains together. Most of the achievements were the work of teams of two or more men, almost all of them located in intellectual centers such as Princeton or the two Cambridges.*

*The list might be extended by adding commercial social inventions with rapid and widespread effects, like credit cards. And sociotechnical inventions, like computers and automation or like oral contraceptives, which were in widespread use within 10 years after they were developed. In addition, there are political innovations like the New Deal, which made great changes in our economic life within 4 years, and the pay-as-you-go income tax, which transformed federal taxing power within 2 years.*

*On the international scene, the Peace Corps, the "hot line," the Test-Ban Treaty, the Antarctic Treaty, and the Nonproliferation Treaty were all implemented within 2 to 10 years after their initial proposal. These are only small contributions, a tiny patchwork part of the basic international stabilization system that is needed, but they show that the time to adopt new structural designs may be surprisingly short. Our clichés about "social lag" are very misleading. Over half of the major social innovations since 1940 were adopted or had widespread social effects within less than 12 years—a time as short as, or shorter than, the average time for adoption of technological innovations.*

### Areas for Task Forces

*Is it possible to create more of these social inventions systematically to deal with our present crisis problems? I think it is. It may be worth listing a few specific areas where new task forces might start.*

1) "Peace-keeping mechanisms and feedback stabilization." Our various nuclear treaties are a beginning. But how about a technical group that sits down and thinks about the whole range of possible and impossible stabilization and peace-keeping mechanisms? Stabilization feedback-design might be a complex modern counterpart of the "checks and balances" used in designing the constitutional structure of the United States 200 years ago. With our new knowledge today about feedback, group

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.

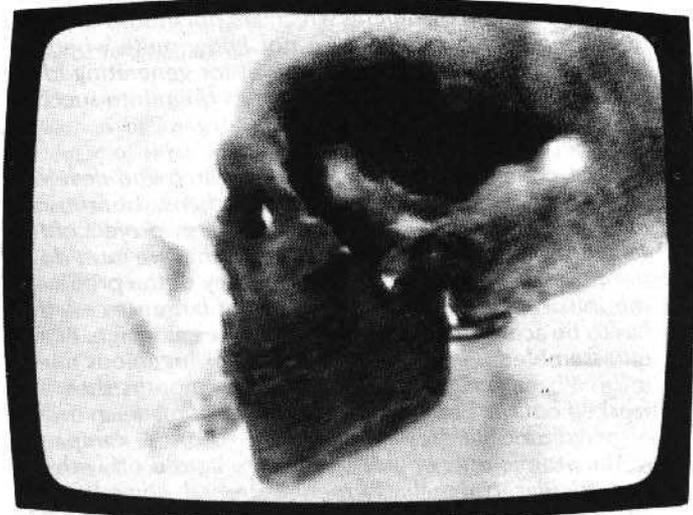
4) "Psychological and social theories." Many teams are needed to explore in detail and in practice how the powerful new ideas of behavior theory and the new ideas of responsive living might be used to improve family life or community and management structures. New ideas of information handling and management 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.