

This to me is probably the greatest advance of the so-called manager, if he can do it, of anything we have had so far. It is the concept that, through the gift of the manager's creative imagination, he can take any final event--take Apollo on its launching pad, or any final event--and by thinking backward to the various changes in the environment, all the events--with Apollo there are maybe 20,000 subcontractors, 21,000 prime contractors, 150,000 scientists and engineers, and \$30 billion, you see, all this resource application-- if done, will cause this final event to happen, so that the final event generates the causes which bring about its own effectation.

Now, try and do the Apollo Project by sheer decision. I can't conceive of getting Apollo or any other missile off by sheer decision making. There must be this positive thinking projected in this man's imagination on that which is desired, so that by positive thinking he can then bring it to pass.

Of course this brings in your CPM, your critical path method, your PERT network and all of these projects that will come up to this final event. This is a tremendous thing. We need to be very careful in the future, because I am sure that men like you in this room and other managers will be so adept at achieving any given objective through our planning and positive thinking and our managerial ability that what we just have to be awful careful of is that that is the final event we want when we get it.

I am sure we will be able to get it. Our only worry will be that maybe we wanted something else instead of that. Here is the important thing.

QUESTION: Sir, it appears that most of your discussion centered around management theory on your prospective economic organization. How much corresponding theory is there on things like government and the military? I don't think