

## Can the National Dinosaur Only Be Moved By Noisily Kicking It?

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or in relaxation of building trades' work rules. We have to understand that if you want another 26 million housing units by 1980, a lot has to happen in 1970, and I don't think that it is.

We have littered the last decade with the bones of good intentions, and we've come out disillusioned and angry. Just as we've learned something about economics, imperfectly, but something, we have the beginnings of a science of input/output analysis. We're beginning to understand how parts of the economy inter-relate, how things fit together and affect each other; with today's rapid communications and computer abilities, it is becoming possible to test alternatives—to know if a program is workable and to get some feeling on what its real costs will be before we commit this enormous nation to an unrealistic or incomplete goal.

### Our Resources in People

Less developed, but becoming feasible, are some new ways or understanding our people resources; and we know that people are not infinitely versatile. A bond trader makes a very fine executive, but so far none of them has done much in nuclear physics. To what degree can we shift—to what degree can we find people to take on new tasks? That, I believe, is our greatest constraint, and it isn't considered very often. As I said earlier, if we're going to get these problems solved in the future, goal setting and goal analysis has to be elevated in government. Presidential commissions aren't enough, and we've got to get started.

In the final analysis it's not really hard to set most of our goals—education, health care, a decent standard of living—there's nothing very complicated about what we want. It will be harder to decide on priorities, but that's what the political process is all about. The real gain, if what I'm suggesting can be made to work, is quite different. The debate about the priorities could be limited to the possible, and the tradeoffs, which are mostly ignored today, would be understood. A new congressional program offered to the country as a congressional bill would have to be integrated to the overall goals

### Defense Marches On/Boeing Never Sleeps

Army is investigating an urban missile defense system called Regional Urban Defense Intercept (RUDI) in which high-explosive warheads of anti-missiles would shower gravel in the path of oncoming missile targets. The study is one of many in the service's continuing examination of ballistic missile defense concepts. Others include a Boeing idea for mounting anti-missiles on aircushion vehicles deployed around the Polar Cap.

—Industry Observer, *Aviation Week*, Dec. 8.

Why not avoid cost overruns on aircushions by putting mobile Boeing anti-missiles on Polar bears?

and priorities of the country before being presented to the public, and its impact on all of the other programs would be presented at the same time.

Finally, I believe we should begin to acknowledge our successes. One by-product of the way we manage today is the endless dialogue of despair. Well-intentioned people believe the only way the national dinosaur can be moved is by noisily kicking it. Their criticism is magnified in minds less experienced and less aware of where we've come from and where other societies are now. The result increasingly is nihilism in the young—a rejection of America without any appreciation of what it is achieving. A permanent goals body would not only set the goals—it would report progress and achievement.

As an institution begins to grow, it must change the way it manages its affairs. This is true in business, and it's no less true in government. Without goals, Explicit goals, and plans for getting from A to B we don't know where we're going, and we don't know whether or not we'll have the resources to get there.

It's a sad thing, a very sad thing when a nation like this one has to creep into a new decade with its tail between its legs. I don't want to do that again. I want to sail into the 1980's—and I want to see flags flying and hear bands playing. We can do that, I'm convinced, if we're willing to take a hard, cold and constant look at how we're running the biggest enterprise in the world.

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