
The Futures Think Tank

Where the State Department gets its policy levers for pushing Global 2000

The genocidal population doctrine of the Global 2000 Report and related documents is not supported by a majority of the American population. While some of Global 2000's supporters, such as Alexander Haig at the State Department, David Stockman at the Office of Management and Budget, Robert O. Anderson of Arco, and members of the Council on Foreign Relations are in influential positions, backers of Global 2000 also admit that they have some powerful enemies, including key individuals in the Reagan White House—for example, the President himself. Yet, despite opposition, the planning for Global 2000's implementation is proceeding.

EIR has obtained a copy of a report by a team of investigative reporters on an entity known as the Futures Group that helps explain how Global 2000 is able to move ahead.

The Futures Group, based in Glastonbury, Connecticut, is the principal contractor for the RAPID program, with more than \$4 million in State Department grants. The specialty of the Futures Group is brainwashing, mostly of the "soft" kind, on both a small and mass scale.

Founded in 1971, the Futures Group now employs about 100 people in its octagonal headquarters in a Glastonbury industrial park, and in a smaller facility in Washington, D. C. It is one of a number of interconnected "futures" think tanks that includes the Stanford Research Institute; a nest of planners at MIT in Cambridge, Massachusetts; the University of Michigan's Institute for Social Research; the Research Triangle Institute in Durham, North Carolina; Eric Trist's operation at the Wharton School of Business; and the mother of them all, the Rand Corporation in California. There are more than 100 similar centers in this country. They are tied internationally to such groups as Alexander King's Inter-Futures operation at the OECD in Paris, and the Vienna-based International Institute for Applied Systems Analysis.

Interfacing all these institutions is the network of the Tavistock Institute for Human Relations in Sussex, Eng-

land. Tavistock is the psychological-warfare arm of the British royal family which originated the concept of "futures" studies after World War II as an elaboration of work done by Kurt Lewin and others around the Strategic Bombing Survey.

Overall, this network numbers no more than 10,000 worldwide, but it has insinuated itself into planning positions in governments, the military, and major corporations. These futurists, using systems-analysis planning devices and manipulation of their intended victims' perceived options, are able to rig, or "wire" policy. Over the last 35 years, their pseudoscientific methodology, the methodology of the *Global 2000 Report*, has become an accepted norm in policy-planning circles in the West and in such think tanks as IMEMO in the Soviet Union.

'What is reality?'

The founder of the Futures Group, Ted Gordon, is a former top Rand operative. Gordon worked at Rand on the development of a soft brainwashing methodology known as "the Delphi technique." A group of targeted individuals are seated in a room and given a problem. The parameters are set by a "Delphi" controller, who manipulates the group to arrive at a consensus solution. The group appears to have arrived at the decision on its own, never realizing that the whole affair has been pre-rigged for a desired result. Delphi sessions usually involve "role-playing" and the attempt to give an appearance that the targeted individuals' ideas are being taken into consideration.

The Futures people use the Delphi technique in nearly everything they do. Treasurer Hal Becker, for example, is the second in command after Ted Gordon. Becker looks and acts like a former Rand Corporation whiz-kid who in middle age has learned the art of being "laid back." He is admittedly a top practitioner of the Delphi technique.

"What is reality?" he was asked, as he sat in his office in the Glastonbury octagon discussing the RAPID program. "There is no such thing as reality," he replied, tapping the table to make a point. "Reality

is only a question of perceptions. If you think something is real, then it is. What we do is work on the way people perceive things. We make them change their perceptions, ever so slightly. We are good at it. The idea is not to make people think they are coerced, but that it is their idea. . . . If we change perception or control perception, you change and control reality.”

The key, said Becker, is to capture the minds of the opinion-makers, the corporate people, the government officials, the media. Grab their minds and you grab reality, since they make things real. The way to do this, he stated, is to surround such people with planners and others who will reinforce a policy like Global 2000. To control the perceptions of the leaders, you must also control their planners.

It is not the information about a given policy that is important, but the way it is packaged and presented. And the key to presentation, according to the Futures people, is to introduce “stress” in a controlled way. “The RAPID presentations create stress for a leader,” one of Becker’s aides stated. The idea is to cause just enough tension so that the release of tension causes the desired result. Thus, the less complicated the idea, the more direct the presentation, and the more effective the tension. The release from the tension is the recognition of the need to accept the given policy, like population reduction. If there is resistance to acceptance of the desired policy, according to Becker’s aide, the tension-release procedures is repeated many times and in different ways.

‘Homo the sap’

Once the policy planners are locked into a policy through such manipulations, a similar methodology—only on a larger scale—is to be used on the rest of the population. Stress forces people to adapt. Becker stated that the methodology used for such “mass perception shifts” was developed during World War II.

Studies done by Tavistock-linked psychiatrists like Brig. Gen. Dr. John Rawlings Rees found that under extreme stress, the human mind can be induced to undergo perception shifts that enable a person to accept as everyday occurrence things that normally (in peacetime) would be horrifying. A person’s sense of morality can be wiped out, Becker said, and a new morality be substituted.

“Man should really be called ‘homo the sap,’” Becker told his interviewers, proud of his turn of phrase. “The most important thing about him is not that he can think, but that he can adapt to almost anything.”

Becker continued, trying out his Delphi technique on his interviewers, “Let me tell you about perceptions and how people are made to accept things. I want you to think about how you were living five years ago. Things were really bad. You had very little money. You

had trouble getting a job. Things were awful and you told yourself, this is really hell. Well, now it is even five years later. Things are even worse. There is a depression out there, or at least the makings of one. Inflation is going through the ceiling, interest rates, unemployment—it’s all up in the stratosphere. There are people trying to shoot the President. The society is falling apart. Things are worse than horrible. Now look at that time five years ago, but do it with your mind located right now. If you think about it, things were really not so bad then. As a matter of fact, they were almost pleasurable. You see what you perceived to be reality has in fact changed. You changed your perceptions, nothing else. . . . If we force these kinds of comparisons, we get people to change their perceptions about the here and now and we alter their plans for the future.”

Becker stated that economic conditions—inflation, interest rates and so on—are the crucial psychological stress factors in advanced-sector nations used to force perception shifts. Such ideas can be used to get across the concept of limits, a key concept in the *Global 2000 Report*. And if people accept the idea of limited resources, then they are softened up to accept population reduction doctrines. This is especially so if people perceive that genocide is inevitable in the developing sector.

Shaping policy

As Becker and his cohorts have boasted, they play a major role in shaping U.S. policy toward the developing sector, the key location for the implementation of Global 2000’s population doctrine.

Without the transfer of capital-intensive industry and technology to the developing sector, there can be no real development of their economies. Under the Carter administration, technology exports, including nuclear energy, were straitjacketed by the same State Department people around Secretary of State Cyrus Vance who initiated the Global 2000 project.

The Futures Group, using its Delphi methods, conducted a classified study for the State Department of non-U.S. developed nations’ policy toward technology transfer so as to thwart such policies as France’s nuclear export program developed under President Giscard.

With a second grant, the Futures Group designed Delphi sessions to plan U.S. policy response to demands of developing nations for technology transfer programs made at international conferences. Such sessions employ extensive psychological profile material on various leaders in the developing sector, such as Egypt’s President Anwar Sadat, that were accumulated in work on the RAPID program and other Futures projects.

“Our people have enough material to manipulate these guys [Third World leaders] like a bunch of yoyos,” boasted Development Studies manager Malcolm

Donald to an investigator.

The Defense Department and the Joint Chiefs of Staff are similarly "wired" around a population-oriented policy doctrine. Systems analysis is nothing new at the Defense Department; it has been wreaking havoc with U.S. strategic planning since especially the tenure of Robert McNamara. Not surprisingly, McNamara, the former World Bank president and a well-known advocate of population reduction, is an idol of the Futures crowd. "He is a man who can see the future clearly and acts," said Becker admiringly of the man who shaped the course of the Vietnam War.

The Futures crew has cooked up something titled "Political Stability Prospects," which purports to be an index of instability within a given country, along with forecasting capacities to "predict trends." The Prospects program, as it is known, produces a computer chart, indexing countries' instability. As with the RAPID program, the computer charting is a pre-rigged hoax. The assumptions are pumped into the computer, with the Futures group and various Defense Department and national security types providing the "analysis."

Incredibly, the Prospects program is the basis for U.S. strategic policy as implemented through the Joint Chiefs of Staff Long-Range Appraisal. The demographic factor—the population crisis—is an important weighted variable, Becker and his top planner stated.

The Prospects program was used as justification for the shift in U.S. military doctrine that produced the Rapid Deployment Force concept. "Why should we have a military to fight wars we are not going to fight," said Becker, echoing former Army Chief of Staff Gen. Maxwell Taylor. "The battlefields will be in the developing sector. Prospects shows this."

One of the key variables in the Prospects analysis is a measure of a population's sense of "unfulfilled expectations" of economic development—a factor manipulated by Futures technology transfer control programs. "Do some of the things we do create instability?" Becker asked himself rhetorically. "Certainly. You should have asked whether it was *intentional*. . . . That you have to ask the State Department."

The Prospects program is now being marketed to major U.S. corporations, who are plentiful among the Futures Group's clients. Becker stated that the original program was done jointly for the Joint Chiefs and for David Rockefeller's Chase Manhattan, with the only difference being the Joint Chiefs' access to classified information to make "value judgments." And the program is, in fact, being covertly coordinated with the State Department. By manipulating a variable here and there to show probable instability, the Prospects program becomes a way to discourage and shut off private sector investment in targeted developing sector nations.

A good portion of the Futures Group's work is

devoted to imposing Global 2000's population doctrine on the United States.

Becker, who is fond of portraying himself as a Cassandra, boasts that he predicted in 1973 that energy shocks and future resource scarcity would rapidly transform the United States into a 1984 Orwellian society. He says that many of the shifts in perception that occurred over the last 15 years are leading toward permanent changes in lifestyles, to be reinforced by even greater shocks in the future.

"We are right on schedule," said Becker. "We have created a permanently adolescent society," said Futures Group vice-president William Deitch. "The values of the younger generation have become the values of us all and this is for the better. Your parents think and accept such things as drug use. They listen to rock and roll music. . . . As the baby-boom generation grows to maturity, these things will become even more the norm."

All of this has been charted—and shaped by—Futures Group studies on "consumer trends."

For example, a 1973 study done for the Roche drug company, one of the country's largest producers of tranquilizers, on "the effects of psychotropic drugs on the American population," predicted widespread acceptance and escalating usage; Roche was told to gear up for a growing market, which they did.

According to Becker, the real reason for marketing small cars is not their gas mileage or the energy shortage. Americans don't have big families any more so they don't need big cars. He told auto industry executives this several years back—predicting that they would soon be able to market a smaller car and charge more for it.

According to Becker and his Futures Group, the real sense of choice available in the world is summed up by banker Felix Rohatyn's oft-repeated statement about his choice for New York City. "It is a choice between pain and agony, between total chaos and organized disorder."

Becker stated, "Our perception of pain must change so that it seems pleasurable compared to otherwise certain agony." The United States, he continued, was "built in an era of plenty. Now we are faced with an era of scarcity, and our institutions cannot handle it. Everything will have to change. The Constitution, everything. We are headed for a coercive, benign fascist society."

Comparing the future to Aldous Huxley's *Brave New World*, the treasurer of the Futures Group said that he and the futurologists must "not sit idly by, but intervene to make things happen. . . . Global 2000 and similar reports are documents of choice. Either you make the choices now to deal with the horrors they predict, or you deal with them in total chaos later. Pain or agony, that is the choice."