

P.O. Box 85
Campbell, Calif. 95008
October 1, 1964

Mr. Thomas J. Watson, Jr.
International Business Machines Corporation
Old Orchard Road
Armonk, New York 10504

Dear Mr. Watson:

This is intended to be a brief note on recent developments under my "philosopher's hat" in respect to:

- (1) My negentropy paper at the London Social Psychiatry Congress;
- (2) The transition from the "Power Age" to the "Information Age";
- (3) Cybernetics and society Conference, Georgetown University;
- (4) The Institute for Cybercultural Research; and
- (5) The American Society for Cybernetics; and
- (6) IBM Management Policies.

Since most of the above items are closely related to sociological research and educational projects, I shall only briefly cover them in this letter and plan to give Mr. C. R. Bowen more details.

(1) Social Psychiatry Congress: We had an interesting discussion after my paper August 19th. The most significant criticism of my paper was the comment that my MCD scale in Fig. 13 is an oversimplification. A suggestion for a two-dimensional replacement scale will be included in the printed proceedings edited by Dr. John Proctor of MITRE Corp. As a result of participation in the Social Psychiatry Congress I am more confident that a wide range of social phenomena can now be significantly reviewed from the information theoretical viewpoint. For example the anti-trust laws can be perceived as an attempt to maximize negentropy on the basis of an oversimplified model similar to one in my December 1963 Cleveland AAAS-SGSR paper (SEPR No. 88-B). Another example is the sets of military policies considered by Herman Kahn formerly of RAND Corp. now with Hudson Institute. By a first approximation the negentropy of the set of policies in his book Thinking About the Unthinkable is higher than the set in his earlier book On Thermonuclear Warfare.

(2) Transition from the "Power Age" to the "Information Age": I have prepared a more detailed description of Fig. 2 (Gaussian Perspective) from my London paper as SEPR No. 76-B, "Historical Perspective: Three Eras = Force, Power, and Information" 9pp. I have sent a copy to Mr. Paul Armer of RAND Corp. to see if it is appropriate to his October 28th AFIPS Social Implications Committee.

(3) Cybernetics and Society Conference, Georgetown University: I have agreed to prepare a paper on "Cybernetics and the Public Order: The Use of Cybernetic Models and Technologies for Social Control," for November 19th.

(4) The Institute for Cybercultural Research: I am on the board of directors, but may consider resigning unless I can arrange transportation to board meetings so that I would truly exert my influence to keep the organization properly representative and maintain the customary standards of scientific research. When a few people from the computer industry accepted board positions, the AFL-CIO people declined to be on the board where they might be outvoted. Pending

decision on the above question, I am remaining active and expect to continue the debate or dialogue with Mr. Seligman of AFL-CIO at an extra invited session at AFIPS in San Francisco, October 29th.

(5) The American Society for Cybernetics: Dr. Frank Fremont-Smith of New York Academy of Sciences Interdisciplinary Communication Program has invited me to become a charter member of the American Society for Cybernetics and to attend the Inaugural Dinner in Washington, D.C., October 16th. Through my IBM Project Manager, Mr. David Royce, I have requested IBM to pay my travel expense to Washington for this meeting, but have not received a reply yet. It could be just the time delays in going up and down in ASD Division are making the process slow, but I am not taking any chances in missing this important meeting. I feel that the American Society for Cybernetics has greater potential for sustained achievement and standards of professional operation than the Institute for Cybercultural Research.

(6) IBM Management Policies: At a private discussion in New York City on one of my trips east, a lawyer for the National Association of Manufacturers criticized me for saying some things that were critical of my employer, IBM Corp. I think in general that my system of separation of roles under my "three hats" enables me to maintain equilibrium. However in this instance the NAM lawyer was right, I do have some hostility toward IBM which sometimes leaks out in private meetings. The principal source of this hostility is my reaction to some portions of IBM policies as they reach me through several levels of distorting filters. I get the impression that it is company policy to have management work hard at trying to get engineers to be irresponsible in respect to our country and the world. This comes in direct conflict with the ethics and sense of individual responsibility to the community, country, and world which I learned from my family, church, and schools. I think that this conflict may be more a sociological phenomena due to the structure of business organization than a function of what people hold particular jobs in the hierarchy.

Now I see reports of speeches by you and other top officials of IBM that appear to be the opposite of the impression gained from working in IBM. I.e. it appears that people at the corporate level of IBM are deeply interested in the social implication of the work from IBM and are truly concerned with the problems our civilization is facing. Perhaps I should plan to spend some time with some of your staff people to better understand their ideas, and to explain some of my ideas they may not understand, before I seriously consider making any changes.

Sincerely yours,

Frederick B. Wood

cc: C. R. Bowen

enc: 76-B

ltrs: Fremont-Smith, Dunne

P.O. Box 85
Campbell, Calif. 95008
October 1, 1964 6 P.M.

Mr. Thomas J. Watson, Jr.
International Business Machines Corporation
Old Orchard Road
Armonk, New York 10504

Dear Mr. Watson:

Perhaps I should have changed hats for the sixth section of my letter of this morning. Regardless of whether I am on the right communication channel, I have some good news to report. I have an idea of how to cure the problem of section (6) without having to go into an exhaustive investigation. It is similar to the autogenous vaccine used in medicine sometimes to cure unidentified diseases.

I shall get a letter off to Mr. C. R. Bowen within twenty-four hours which will describe the idea.

Sincerely yours,

Frederick B. Wood

Frederick B. Wood

cc: C. R. Bowen