the mail. They are normally asked to make judgments about when and under what conditions certain events are likely to occur. Their opinions, which usually cover a wide range, are collected and used as the basis of a second questionnaire which asks the same experts to make the same judgments called for in the first questionnaire, now in the light of the collected range of opinion. Thus, the experts may (or may not) modify their original estimates after receiving feedback from other experts. This process can be repeated several times until a consensus is reached.

Using the Delphi technique, Rand Corporation, one of the well-known think-tanks, provided the following list of probable changes by the year 2000.

New food sources will have opened up through large-scale ocean farming and fabrication of synthetic proteins. Controlled thermonuclear power will be a source of energy. New raw materials will be derived from the oceans. Regional weather control will be past the experimental stage. General immunization against bacterial and viral diseases will be available. Primitive forms of artificial life will have been generated in the laboratory. The correction of hereditary defects will be possible. Automation will have advanced from menial robot services to sophisticated, high IQ machines. A universal language will have evolved through automated communication. On the moon there will be mining and manufacturing of propellant materials. Humans will have landed on Mars.

Another management of change methodology is the scenario. This is a narrative in which the author puts together a series of events that might conceivably take place in the future. The rationale for the author's belief in the probability of such a sequence usually derives from a trend extrapolation or analysis of expert opinion. By working the data into a narrative, the author can often make a convincing case for the probability of occurrence.

Herman Kahn of Hudson Institute and Paul Ehrlich are especially adept at the use of this technique. The opening paragraph of Ehrlich's essay "Eco-Catastrophe," included in Alvin Toffler's The Futurists, serves as a good example of the scenario technique.

The end of the ocean came late in the summer of 1979, and it came even more rapidly than the biologists had expected. There had been signs for more than a decade, commencing with the discovery in 1968 that DDT slows down photosynthesis in marine plant life. It was announced in a short paper in the technical journal, Science, but to ecologists it smacked of doomsday. They knew that all life in the sea depends on photosynthesis, the chemical process by which green plants bind the sun's energy and make it available to living things. And they know