

ORD 5535-66
14 December 1966

MEMORANDUM FOR: Acting Deputy Director for Science and
Technology

SUBJECT : The Territorial Imperative and Related
Items

1. I understand from Mr. Chapman that the Director asked you whether I had a chance to look at The Territorial Imperative and was interested in an evaluation of it and more specifically what one might do about it. The following comments are the gist of my feelings about it.

2. No doubt the Director and Deputy Director were impressed by The Territorial Imperative because it made sense to them. It should. The ideas expressed by Ardrey and to some extent by Lorenz are technically and scientifically substantiated on the basis of extensive experimentation cited in these books. I should say that the degree of scientific validity to Ardrey's concept of group behavior is far greater than the experimental data from Freud and others. To try to summarize Ardrey's work, I would say he is pointing out that man's group behavior is not random and is motivated by an "innate" desire for possession of a defined territory (real estate), by the need for stimulation, and a need for identity (the age old question of "Who am I?"). He does not exclude other well-known motivators such as love, hate, etc. The important point is that whatever these forces are, they are exhibited in a group within certain well-defined constraints throughout the animal kingdom including man. The various external forces which impinge upon modern societies are so complex that man has lost

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to some extent his ability to re-identify his territory, to assure some degree of security, and most of all to define his own identity. Various methods are suggested by Ardrey and also Lorenz to solve this kind of problem. Whether their solutions would be practical or successful is hard to judge. That they are determined on the basis of sound data is in my view unquestioned.

3. The question of what the Agency should do requires response at two levels. First, it is obvious that an individual with technical knowledge and background in this and related areas should be integrated into our estimating groups not only to answer certain kinds of questions but to raise questions which are not now being considered. The only action required at this stage is the selection of an individual to work with the Office of National Estimates Board. A second level of action involves a carefully designed program to study the behavior patterns of groups, tribes, or nations of interest to the Agency and determine the most relevant parts of the environment which can be stimulated or motivated in the direction desired by the Agency. Once having developed this information, it should be tested in a real operational setting for verification. Toward this end, the Office of Research and Development (ORD), in close and continuing dialogue with elements in the Technical Services Division, Directorate of Plans (TSD/DD/P), has outlined a modest beginning program which has not been initiated partly due to lack of funds and more to the lack of interest in this area until recently (the two are not unrelated). ORD is about to offer employment to an outstanding former Agency employee well qualified to initiate this program who has had extensive experience not only in the technical areas involved but also in the writing of finished intelligence and in direct support of DD/P. If ORD is successful in recruiting this individual, we expect to initiate our program after more formal coordination with the DD/P within the next six months. I would estimate that useful tools suitable for employment

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resulting from this program should begin to be available within two years. A copy of this initial program is attached.

[Redacted]

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Deputy Director
of
Research and Development

**Attachment
As Stated**

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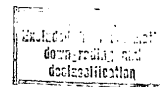
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TITLE: MEDICAL AND BEHAVIORAL PROGRAM

GOAL : HUMAN FACTORS AND BEHAVIOR

AREA : STRESS MEASUREMENT AND INTERPRETATION
HUMAN BEHAVIOR
HUMAN FACTORS

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