The significant outward forms of the civilization of the western world are the product of the machine and its technology. Indirectly, they are the product of the scientific revolution which took place in the seventeenth century. In its effect upon men's external habits, dominant interests, the conditions under which they work and associate, whether in the family, the factory, the state, or internationally, science is by far the most potent social factor in the modern world. It operates, however, through its undersigned effects rather than as a transforming influence of men's thoughts and purposes. This contrast between outer and inner operation is the great contradiction in our lives [...]

When we look at the external social consequences of science, we find it impossible to apprehend the extent or gauge the rapidity of their occurrence. [...] Domestic life, political institutions, international relations and personal contacts are shifting with kaleidoscopic rapidity before our eyes. We cannot appreciate and weigh the changes; they occur too swiftly. We do not have time to take them in. No sooner do we begin to understand the meaning of one such change than another comes and displaces the former. Our minds are dulled by the sudden and repeated impacts. Externally, science through its applications is manufacturing the conditions of our institutions at such a speed that we are too bewildered to know what sort of civilization is in process of making. [...] 

[...] we know that the earlier optimism which thought that the advance of natural science was to dispel superstition, ignorance, and oppression, by placing reason on the throne, was unjustified. Some superstitions have given way, but the mechanical devices due to science have made it possible to spread new kinds of error and delusion among a larger multitude. [...] 

In truth science is strictly impersonal; a method and a body of knowledge. It owes its operation and its consequences to the human beings who use it. It adapts itself passively to the purposes and desires which animate these human beings. It lends itself with equal impartiality to the kindly offices of medicine and hygiene and the destructive deeds of war. It elevates some through opening new horizons; it depresses others by making them slaves of machines operated for the pecuniary gain of owners. [...] 

The beginning of wisdom is, I repeat, the realization that science itself is an instrument which is indifferent to the external uses to which it is put. [...] The airplane binds men at a distance in closer bonds of intercourse and understanding, or it rains missiles of death upon hapless populations. We are forced to consider the relation of human ideas and ideals to the social consequences which are produced by science as an instrument. 

The problem involved is the greatest which civilization has ever had to face. It is, without exaggeration, the most serious issue of contemporary life. Here is the instrumentality, the most powerful, for good and evil, the world has ever known. What are we going to do with it? Shall we leave our underlying aims unaffected by it, treating it merely as a means by which uncooperative individuals may advance their own fortunes? [...] 

[...] science had to struggle for existence. It had powerful enemies in church and state. It needed friends and it welcomed alliance with the rising capitalism which it so effectively promoted. [...] The conditions have now changed, radically so. The claims of natural science in the physical field
are undisputed. Indeed, its prestige is so great that an almost superstitious aura gathers about its name and work. [...] It is not possible that, under such conditions, the subordination of scientific techniques to purposes and institutions that flourished before its rise can indefinitely continue. In all affairs there comes a time when a cycle of growth reaches maturity. When this stage is reached, the period of protective nursing comes to an end. The problem of securing proper use succeeds to that of securing conditions of growth. Now that science has established itself and has created a new social environment, it has (if I may for the moment personify it) to face the issue of its social responsibilities. Speaking without personification, we who have a powerful and perfected instrument in our hands, one which is determining the quality of social changes, must ask what changes we want to see achieved and what we want to see averted. We must, in short, plan its social effects with the same care with which in the past we have planned its physical operation and consequences. Till now we have employed science absent-mindedly as far as its effects upon human beings are concerned. The present situation with its extraordinary control of natural energies and its totally unplanned and haphazard social economy is a dire demonstration of the folly of continuing this course. [...] Science has operated as a means for extending the influence of the institution of private property and connected legal relations far beyond their former limits. It has operated as a device to carry an enormous load of stocks and bonds and to make the reward of investment in the way of profit and power one out of all proportion to that accruing from actual work and service. Here lies the heart of our present social problem. Science has hardly been used to modify men's fundamental acts and attitudes in social matters. It has been used to extend enormously the scope and power of interests and values which antecedced its rise. Here is the contradiction in our civilization. The potentiality of science as the most powerful instrument of control which has ever existed puts to mankind its one outstanding present challenge.