

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 DECEMBER 1982R
REVISED 30 JULY 1983

Remimeo
All Orgs
All Executives
All Management
Personnel

*(Revised to show changes which have
been made in the Executive Status levels.)*

(Revisions in script)

Org Series 63R

Executive Series 34R

Esto Series 53R

Admin Know-How Series 44R

THE TOOLS OF MANAGEMENT

(Refs:

HCO PL 28 Jul 72	Esto Series 20 Executive Series 16 Org Series 32 ESTABLISHING, HOLDING THE FORM OF THE ORG
HCO PL 1 Jul 82	Admin Know-How Series 41 MANAGEMENT COORDINATION
HCO PL 11 Apr 70	THIRD DYNAMIC TECH)

There is a simplicity to managing effectively. It begins with the basics of management.

Although it may appear so to some, successful management is not a highly complicated, esoteric activity. But, just as an auditor or a C/S must know and be able to use the exact tools of First Dynamic Tech in handling cases in order to achieve exact and standard results on a one for one basis, so must an executive or manager know and be able to use the exact tools of Third Dynamic Tech in handling groups to achieve successful and exact results in every instance.

Within the wealth of data on Third Dynamic Tech contained in HCO Policy Letters, the OEC Volumes and tapes and books on the subject, there are certain definite, specific tools a manager uses. These are the tools of management.

The difference between brilliant management and mediocre or no management, at any level, lies in:

- 1) Knowing what the tools of management are, and
- 2) Knowing how to use them.

Many people are not aware that, like a carpenter or any other workman, a manager uses specific and exact tools. Thus, we see people here and there who are doing the equivalent of using the handle of a chisel to drive nails into wet concrete.

It is a common fault with inexpert workmen to find them using their tools wrongly or not using them at all. They make a breakthrough when they discover what the specific tools are for.

One can see this in people who can't mix sound or can't become mixing engineers. They sit with all these knobs in front of them, reach out and grab this knob or that one, hoping hopefully something will happen to the sound. Yet every component they have in front of them is an exact tool to do an exact thing with sound!

There are a lot of comparisons one could make, but the point is that people in management positions have precise tools available to them in Dianetics and Scientology which happen to be far better tools than have ever been available on the planet.

One can have very good people on management posts who still can drown if they don't know and put to use the basic management tools.

But without these being specified as exact tools one might not see the simplicity of it.

MANAGEMENT ECHELONS

Operating as it does into an expanding scene, Scientology has grown into the need for and use of various echelons of management.

In orgs, for some time we have had Division Heads and above them we have the Executive Council, headed by the CO or ED of the org.

Above the level of service orgs we have middle management and still above that we have the Senior Executive Strata of management. And each of these echelons must know the tools of management and how to use them.

What has brought this about is the rapid expansion of Scientology into wider zones of responsibility and therefore increased responsibility with a resultant increase in traffic. This naturally has to be handled by increasing efficiency. What it has done, in effect, is push some up from lower level management status to upper level management status, necessarily. Without realizing it, some executives have been climbing a status stairs in terms of influence and zones of control. And they can go only so high without being terribly precise in their use of tools. After that, without this acquired precision, they drown.

The OEC (Org Executive Course) and the FEBC (Flag Executive Briefing Course) have long been established as the essential courses for training executives *at service org level and above.*

These courses, and the OEC Volumes upon which they are based, teach the form of the org and how to use the parts and posts and functions that go to make up the whole. They give us executives who know how to correctly utilize staff and their assigned posts and duties. We call it "knowing how to play the piano" --- it's a matter of knowing what key to hit when and which keys to use in combination to produce a desired result. (Ref: HCO PL 28 Jul 72, ESTABLISHING, HOLDING THE FORM OF THE ORG.) In other words, it's a matter of knowing and using one's tools. *The OEC and FEBC Courses teach this data and much, much more.*

While at this writing there are numerous OEC and FEBC grads and more in the making, thousands more will be needed to handle the current rate of expansion.

Meanwhile an executive at any level and whatever his training needs to know and use his management tools NOW if he is to function at all.

A Div Head must "know how to play the piano" within his Division.

The posts of CO or ED, Chief Officer, Supercargo, Org Exec Sec and HCO Exec Sec require executives who are capable of "playing the piano" across the Divisions of the entire org and using hats and posts and functions correctly in order to achieve immediate production from the org as a whole.

At middle management one is handling not one function nor only one org but many orgs and their functions, which requires "knowing how to play the piano" at that level.

And at the Senior Executive Strata of management, we get into the vital need for "knowing how to play the piano" across a much wider sphere, using the full scope of management tools and using them with high skill. One might be using the same tools as lower stratas of management but a higher level of expertise is required as one's planning, decisions and actions are influencing far, far broader areas.

The obvious answer to all of this is an executive training program which instant-hats executives on the fundamental tools of management and provides Management Status Checksheets through which an executive or manager raises his status by becoming more and more expert with these and an even wider range of tools. And such a program has now been developed!

MANAGEMENT STATUS CHECKSHEETS

The new executive training program consists of three status levels.

These levels are to be covered in a series of Management Status Checksheets.

Working up through these status levels, a manager not only becomes more proficient in handling an org, any org, but becomes fully certified to operate at middle or senior echelons of management.

- 1) EXECUTIVE STATUS ONE *instant hats an exec on the most basic and fundamental tools of management. At this level, the person is simply thrown on post, the basic management tools are put into his hands via a brief, rat-a-tat-tat Executive Status One Checksheet (with prerequisites of Staff Status Two and the Basic Study Manual or Student Hat), and he then gets on with it.*

Some of these basic tools are: the Admin Scale, target policy, strategic planning and programming, the use of org lines and terminals, org boards, dispatches and telexes, statistics and graphs, conditions, hats and hatting, importance of files, personnel folders, ethics folders, etc. Each one is a specific tool.

(Note: Even an OEC or FEBC grad would do his Exec Status One level, as when he comes out of an FEBC, all in the clouds, the Exec Status One level is needed to bring him back down to Earth and tell him he's dealing with tools which are very finite tools.)

2) **EXECUTIVE STATUS TWO:** For one to be certified at this level, one must have:

- (a) Completed the OEC;
- (b) Done the Exec Status Two Checksheet;
- (c) Have an adequate production record.

The Exec Status Two course covers such tools as: survey tech, PR, pilots, general economics, finance systems, cost accounting, control through Networks, admin indicators, morale, legal, good will, exchange, missions (action missions), economical management and managing by dynamics.

3) **EXECUTIVE STATUS THREE:** For one to be certified at this level, he must have:

- (a) Completed the FEBC;
- (b) Done the Exec Status Three Checksheet;
- (c) Have a proven production record.

The Exec Status Three course takes up each of the eleven points upon which the senior executive strata operates and trains the person in each of these as a specialist action.

Once these Executive Status Checksheets are issued, middle and central management personnel should not draw full pay or be bonus eligible until they have gotten up through Executive Status Three, as they will not be operating effectively until they have done this.

With the release of the new Management Status Checksheets precise and gradient training levels for all echelons of management will exist comparable to the precise and gradient training levels required for all echelons of technical delivery.

Quite an unbeatable combination!

One winds up with managers fully familiar with their exact tools, having the one-two-three of management tech at their fingertips, and "knowing how to play the piano" effectively across an org, a continent, a planet!

So the answer to current expansion is an action which is geared to bring about even further expansion. And that is the only way to go!

It begins with the basic tools of management.

L. RON HUBBARD
Founder

Adopted as Official
Church Policy by the
CHURCH OF SCIENTOLOGY
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