

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex.

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Field

HCO POLICY LETTER OF MARCH 25, 1963

RE-ISSUE SERIES (11)

A MODEL HAT FOR AN EXECUTIVE
(Re-Issue of HCO Bulletin of September 19, 1958)

- Primary -

To accomplish the purposes of the organization and/or his department on a continuing basis by the use of adequate organization and personnel.

To get people in his or her department or organization to get the work done.

To understand the jobs of staff members and to get them to ably wear all of their hats.

- Secondary -

To gain compliance with old or create new standard policy as necessary and to gain compliance in particular with the policy laid down by the Board and the policy already existing in standard hats.

Planning of campaigns and activities to create new or fulfill old demands and to utilize thereby personnel.

Personnel: Improving his personnel's understanding of their posts and duties and improving their interest and activity on that post.

Acquiring new personnel as needed on that post.

Adjusting work burden.

An Executive must realize that this is his whole hat as an Executive and that any other activity in which he is engaged than the above is another hat and should be written up as such and is no part of his executive hat. He must also be certain that an adequate amount of his time is spent filling his executive post, not another post he holds as a staff terminal.

See HCO Bulletin of August 27, 1958, entitled "Executives of Scientology Organizations." (Re-Issue Series (3) dated October 30, 1962).

The task of an executive is to put hats on people. Therefore, he should be very careful not to violate hats by introducing emergency programmes which pull off hats or by "temporarily" pulling people off post to do jobs not covered by their hats. If he has such jobs not covered by hats he should make provisions for their accomplishment in existing hats or create new hats.

Executives should not write critical or confusing dispatches to terminal having to do with their performance of duty.

Such matters as conduct or rearrangement of post should be taken up with the terminal directly. The only writing is done after the fact of arrangements.

Wide open comm lines such as we have cannot tolerate critical, confusing or distempered dispatches. There is no reason here to learn by experience what is already known - entheta on free comm lines can disturb an organization's comm system beyond belief. This applies equally to dispatches from terminals to executives.

In the case of an executive in one part of the world having difficulty with the conduct of a terminal in another part of the world, do not dispatch the terminal. Dispatch instead the executive in that part of the world closest to the terminal - explain the situation to that executive and have him take it up personally with the terminal. Even in a local operation, if you cannot interview the terminal in question, do not send a critical dispatch to him. Have the nearest executive to the terminal take it up with that terminal. No dispatch goes directly to such a distant terminal.

(THE ABOVE IS FACT; THE FOLLOWING IS MY OPINION
AND MAY BE CONSIDERED CONTROVERSIAL:)

Anyone will discover, in actually dealing with people, that these factors dominate:

1. People are willing to do their best and will until hammered about it.
2. Most causes for complaint are based not on misconduct but on misunderstanding.
3. Only personal contact can restore understanding.
4. Written criticism or anger is rarely repaired by more writing. A breach opened by writing is usually susceptible to being healed only by personal contact. The moral is, therefore, don't open the breach with a distempered dispatch.
5. Don't let a detected error drift. Take it up and correct it when found.
6. Don't accumulate "bad marks" against a terminal before acting. Forget old "bad marks" when they have been corrected.
7. A terminal has his side of the story. As the person on the job he has more valid data than the executive. Listen and question before you decide you're outraged.
8. The only capital an executive has is the willingness TO WORK. Preserve it. No person can be driven to labour - as every slave society has found out. They always lose. When a man is whipped, that work he then does still stems from his willingness alone. Anger made it smaller.

Terminals that are confused and have gone wrong are patched up just as an auditor patches up an ARC break. The terminal is also conscious of his own overt acts and thoughts.

The only persons an executive cannot handle are those who continually say or dramatize: "It can't be done". These persons are already spoiled by bad 8c in life. No matter if the person is the attorney or the accountant or the head sweeper, if his response to all solutions offered are "It can't be done" (either stated or acted out) the executive has only two answers: order him to intensive intensives or fire him. Short of this action, the executive has no other course to take. Threats, penalties, scoldings, all accomplish nothing.

We have then three classes of possible personnel:

1. The willing
2. The defiant negative
3. The wholly shiftless

To handle these we have three classes of action only and none in between. (An authentic case of white is white and black is black).

Class One (above): Handle them as outlined here with understanding, intelligence, helpfulness, courage and compassion.

Class Two (above): Process only, or fire,

Class Three (above): Process only, or fire.

Class two and three are non-employable. Why burden the staff or economics of the organization with them,

The Willing include the overbearing, the meek, the swift, the slow, the efficient, the worried. Threats and punishing regulations do not help him - only hurt the innocent with the guilty. Tight scheduling, insistence, reason, crispness, and ARC help them.

The Unwilling are bait only for auditors or the unemployment bureau. Leave a post vacant rather than hire them. You'll wish you had.

Don't confuse a clash of personalities, independence and lack of subservience with unwillingness to do. The military does this and look at it! If you only want a staff that won't talk back, join the army - they punish people for communicating or deserting. Some very high class bastards can do some high class jobs.

The Unwilling only do or say "can't" no matter what solution or task is offered. Usually they don't talk. Sometimes they are models of meekness. But like a hunting dog that won't kill chickens, they are no good to you. If they're out of your organization or department, you have only the willing left - so why look further in executing than being decent. The man who doesn't appreciate it isn't with you anyway. So that leaves only one code of conduct for an executive to follow, the one outlined here. His personnel hat excludes the Mr. No and Miss Can't and Master Flop. An executive needs as much discipline and anger as he lets the Unwilling in. The first principle of an executive is to accomplish the goals of the organization and department. He must employ the Willing and maintain ARC. And remember that there's an R in it.

A quarter of a century of leadership in this life has taught me that the only underprivileged posts there are, are posts of leadership. As one rises on the scale of authority his flaws magnify and so does his power to hurt and destroy. It would take an archangel to be a perfect executive. Despite the trying nature of an executive post it yet must be filled - and filled with understanding, intelligence, helpfulness, courage and compassion. When a lack of these enter upon an organization's comm lines, the organization sickens and is gone - just as our world at large is doing.

Our staff are willing. I believe in them and trust them. Nobody could ever do the job we're all doing - but we're doing it.

A hundred thousand years of future are looking at us - we can only measure up by doing our jobs as best we can today - with understanding, intelligence, helpfulness, courage and compassion - to the greatest good of the greatest number of dynamics. It is a large order - but the first to fill it must be our executives.

How to Issue Instructions to Personnel

1. Have a definite clear-cut and correct estimate of situation.
2. Make a precise, properly communicative statement in writing of exactly what you want done.
3. Reissue 2.
4. Reissue 2.
5. Reissue 2.

There are no other steps.

Every time you issue a direct, precise and orderly order you may generate a confusion. It turns out as the order is repeated over and over. The "reasons why" "the order is hard to duplicate" is the run off of a confusion. Don't Q & A with the confusion. Just issue the order again while maintaining good ARC.