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HCO Areas

HCO POLICY LETTER OF DECEMBER 27, 1963

THE "MAGIC" OF GOOD MANAGEMENT

(Some tips of value which, while they do not form the rationale back of my own actions, will be found of practical use.)

(Hat Check: HCC Secs. should Hat Check this Policy Letter on Assn/Org Secs. and Assn/Org Secs. should Hat Check it on HCO Secs. up to Continental Level.)

The sole actual criteria by which skill in management is estimated in this society and by us in any one management person is financial volume and solvency.

This does not mean that Scientology is obsessed with making money. But money does buy a lot of things Orgs. and staffs need and under poverty inspired propaganda, "making money" has come into bad repute. In actual fact the only real sin in our present system of economics is to be poor, even in Russia.

Financial volume and solvency are the final test of any manager of a Scientology Organization or area, large or small. If the Organization isn't making lots of money, if the staff isn't well paid, if there's no good cash surplus to hand, if book stocks are not well up and paid for, if the tape bills aren't paid up to date and the 10% is overdue and behind, then the natural conclusion at headquarters is that there isn't much good managing being done. The criticism is leveled solely at the person managing the Org. or its HCO and no other factors or explanations are taken into account.

Finance, in this society, is still our best index, and so we use it to judge the competence of management. People who say we shouldn't have money merely want us to fail. The data is looked at this way: A good manager's organization is highly solvent; a bad manager's organization is broke. Staff, conditions of the area, local flaps, these are never taken into account.

There are no forgivenesses for insolvency from the society and there is no better index of the kind of job the manager is doing.

To have high financial volume and to be solvent, a manager need only (a) follow established patterns, (b) see that there are competent people on staff and that they are doing their work, (c) that service gets rendered on a highly personal basis, (d) that there isn't a lot of entheta and natter coming from disaffected staff members and hangers on, (e) that the spirit of Scientology is recognizable in the Organization, (f) that people aren't over-restimulated by the "dangerous environment," (g) that there are lots of bodies moving through the shop, and (h) that the place is obviously for Ron and in agreement with his plans. Given just these things, success is certain. Given one or more of these poorly done or badly out and failure starts to creep in, given several out and there's no Org, much less no manager.

These points of success mean many other things but they also mean high volume solvency. And high volume solvency is the index of success in the present economic framework of society no matter how socialistic the society appears.

The route to volume and solvency is milestoned by following these few points:

A. ESTABLISHED PATTERNS

Follow established patterns of the Org. Don't keep breaking them up (or distracting personnel on post) with new projects and wild ideas. And don't follow them so Simple Simon that there's no initiative ever displayed in handling Org. problems. The best promotion channels are already built into the Org. pattern.

B. UPGRADE STAFF STATUS

See that people want to work for the Org. and make it a pleasant and happy thing to work for the Org. Stamp ruthlessly on propaganda that interferes with Org. personnel procurement in the field.

Continuously hold up the proper image that staffs are made up of the better Scientologists and make it true. Make it worthwhile to be on staff. Arrange it so that a staff member has more status than a field Scientologist. Discourage the idea that a staff member is there "just to help out" as a favour. Permanent staff membership should be a coveted status and an enduring career. After all, we'll be running things one of these days. And who will we count on? Staff members of tried and proven record, of course. Get competent people on staff, give them status and hold them on staff. Don't go in for transience and see that they do their own job, not a lot of others. And treat them with courtesy and respect.

C. SERVICE

Be sure service gets rendered. The person trained must be well and interestedly trained and his or her problems in training handled. The person there for processing must be processed at the case level to get a win and processed interestedly and personally to a win. Tear the place apart if non-trained students drift off or non-winning pcs emerge from the HCG. Don't ignore these ever. Give good service. Give the people what they came for. Schedule their time briskly and oversee their progress alertly. Look at the students and pcs every week and see how they look and act accordingly.

D. MALCONTENTS

See that the place stays clear of entheta and natter. Use O/W liberally. Spot the spinning malcontent and do something energetic. Don't get reasonable about natterers. If they're hypercritical they have overts. If they have a real complaint they'd talk to the management, not everybody else. These people are just nuts and they spread disaster. They drive off all the good staff members and prevent new ones, yet there they stay nattering madly about things they don't understand and haven't read. As they drive off good personnel, if you don't watch it you wind up with only nuts. So the natterer is no light problem. Don't hire them in the first place, but if you do by accident, deep six them during the probation period provided. Don't fill up an Org with disaffected persons just because you have to have bodies. This is a tough one because at least half the people about are incapable of understanding what's going on but capable of howling like mad about it. They prevent work. They're just chaos merchants. Natterers that hand around an Org, with "an apartment nearby where all the students go" should be processed or shot from guns.

E. THE ATMOSPHERE OF AN ORGANIZATION

The Spirit of Scientology is one of help, a flippancy for the Authorities Who Know Best, a hope of getting onward, the one possible escape from the condemnation of this place. It doesn't include doubt and "I've an open mind" or reasonableness about those who would stop us. It's an aura of new horizons, a better life, an invitation out of the muck of all the misspent yesterdays. It's an offer to be born again. When it is discounted, played down, put alongside of psychology, medicine or self betterment Carnegies, its being betrayed. The door is being closed on the millions. Omit playing my tapes, omit remembering why we're here, go into agreement with the idea we're just another Org like Murrays and you've had it. The atmosphere of Scientology is a lot more important than new buildings and modern furniture.

F. THE DANGEROUS ENVIRONMENT

Keep down the danger in the environment by actually winning steadily against it. As per Scientology Zero, don't increase it. Only the Merchant of Chaos does that. The natterer is obsessively selling a dangerous environment, trying to frighten others, trying to decry their belief in Scientology because it gets in the road of their desire to alarm and frighten others. Don't increase the danger in the staff member's environment by sudden firings, wholesale staff reductions, etc. It's the manager's job to find work for his staff to do, not reduce the staff to fit the work. Use job security, reassurance and nice steady wins to reduce the danger of the environment. Some day every Scientology Org will be sanctuary for any person within it by civil law. Just now, handle this by keeping morale up and winning against the outside. Don't fire or let off permanent staff members. Increase the volume of work to do. And laugh at these attacks. That's all such puny attacks deserve anyway, no matter the noise they make. The staff uncertain of its jobs, uncertain of the staying power of Scientology and the Org, cowed by raging executives and threats is in an apathy of no-work. One sweeping firing can wreck a place for a year. One threatening Staff meeting can reduce work for weeks. Raise staff tone with raised security, good temper,

wins they know about, and steady even if small progress against our enemies. And publish the wins so they don't come only on a rumour line. And boot out the Chaos Merchant - whose sole task is selling "dangerous, hopeless environment".

C. BODIES IN THE SHOP

Make sure that lots of bodies move through the shop, no matter whether they're spending or not. Just work all the time to move lots of bodies through the place. Don't let letter registrars drive them off with high prices threatened. Don't let reception turn everybody away. Hold open evenings and Sunday teas and tape plays and Congresses and Co-Audits. Move bodies through the shop in volume. The instinct unfortunately is to keep the place quiet and stop traffic. Don't let it happen. Just keep people pouring in and out, no matter how or for what. And your standard promotion lines if in place will get their shares of course sales and intensives and books. The managers' first job is not to "run an organization" but to see that bodies move through the shop and build an Organization to care for them and then to keep bodies moving through the shop and increase body volume. All else, if other points here are in place, will follow. You can forecast any slump coming by a body count. When that public body traffic drops, watch it. Within a few weeks, there goes the unit.

Mail in the Mailbox is an index of how many bodies are going to be in the shop. Get large volumes of letters out and large volumes of answers. Any letters out are better than no letters out. Too much emphasis on quality of letters is just another way of excusing low mail volume. And will result in few bodies in the shop. Do you best to hold quality up and keep goofs down - but get mail pouring into the mailbox.

Get books avalanching into the public (your first line of reach, actually) and you'll have more bodies in the shop.

An Org. is home to Scientologists. If you've no place for them to sit and talk or leave the shopping bag, you'll have closed the door on a lot more bodies in the shop. So field auditors prowl and steal pcs. All right, hand up a sign "We are not responsible for any bad results from cut rate co-auditing or processing not supervised by us."

Open the door with books, mail events and interest and keep it open. And you'll soon have a volume of bodies in the shop. Then accommodate the flow. And still keep the channels open for new bodies, no matter how crowded you get.

No Organization was ever solvent without bodies in the shop and channels for new bodies to put in the shop. However you get them in or why, do it. Concentrate hard on new traffic flow.

H. A HUBBARD SCIENTOLOGY ORG

This final bit is added not out of any pride or conceit or bid for loyalty. It has been consistently observed by many observers that when a place seems to be critical of or in disagreement with Ron or cool toward his plans, the public falls rapidly away. No squirrel has ever survived. Treat a bust or a personal office of mine with disrespect and the public falls away. Apologise for my policies and the public stays off in droves. There's nothing of superstition about this. The public wants Scientology Ron's brand and they don't buy other brands. In thirteen years, every squirrel or disaffected or critical office has miserably failed.

The "we agree in most things with Ron but _____" sees the coat tails of the public, not their faces. Only recently a large office nearly crashed on this one along. I repeat that this is no self-interested observation. It is just fact. "This office doesn't fully agree with Ron" is a sure trademark of failure. I can name nearly a hundred (independent, nearly all of them) failed centres who for all their work and often creditable actions, new furniture and exteriors, failed and failed hard on just that point. Just fail to keep the name plate on the door of my personal office bright, just let some student's critical remark about a tape go by and you've promptly got less public. Of course the one who discounts this point of success the most is already failing the worst. It's bad taste for me to mention it but it is true and has to be brought up in any monograph of the success of a Scientology office. I know of two or three million dollars spent and lost on forming offices because this was not appreciated as a fact or in success - and this at times when Anti-Ron newspaper stories were at their peak!

Success in our times is measured by quantities and material gains. By our society's operational system, spiritual gains are often unobtainable in the absence of material things. However much you may regret this, we do live in this society and operate within its financial framework.

The manager's record before the board's eyes, whether he or she be Central Org. or HCO, is considered basically successful or unsuccessful by measure of balance sheets. It is just a measure. Good income means good quarters, a cheerful staff, successful service and everything listed above in place. It means Scientology is winning. I do not receive direct benefit from that balance sheet. But I receive direct information from it. And the basic point, not forgiven by any other point, is that good and well done organizational Scientology is high volume and solvent Scientology. And all new appointments and changes in Org top personnel are made by the board with that point in mind.

Of course, you can sell Scientology short, grab a lot of money for no service and have an apparent solvency. But I have found that this takes about six months to catch up with an Org., at which time it starts to go broke in earnest in a soured community. All solvency is measured by yearly averages, not with spurts. Consistent income means all above points in.

I just thought you'd like to know. We're not in it for money. But solvency is our best broad yardstick of consistent service and high activity and the quality of management of any Org is judged accordingly.

L. RON HUBBARD

LRH:dr

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