

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo

HCO POLICY LETTER OF MARCH 13, 1965

ISSUE - II

THE COMM-MEMBER SYSTEM

ROUTING POLICIES SECTION

Definitions" THE COMM-MEMBER SYSTEM is a direct Communications System between the staff member of one org and only the exact staff post in another org without vias. It is governed by direct policies and regulations and its own technology of handling matters. IT DOES NOT CHANGE OR ALTER ANY EXISTING INTERNAL OR BETWEEN-ORG POLICY OR COMMUNICATION CHANNELS.

ROUTING

Any but the following routing is offline and therefore Dev-T in the Comm-Member System:

(1) A. ROUTING. Goes directly across from own post to same org post in another org only. Do not go across to same post and then up or down. This is clearly marked at the top of all despatches so routed "A Routing", with no vias marked.

(2) B. ROUTING. Goes up in one's own org and across and down again to the same post as own in the other org. Despatches so routed are clearly marked at the top "B Routing" with a full list of vias, written on it by the sender. Each via initials and forwards or stops it, says exactly why and returns it to sender.

(3) C. ROUTING. Goes up to one's org superior or superiors on channel as per Org Board only. One's own superiors can send it across if they wish to their similar post in the other org but it cannot be so routed by the original sender. Do not go up in own org and address across to a superior post than your own in another org. It must only be addressed to superiors in one's own org. Despatches so routed are clearly marked "C Routing" and have the proper vias for one's own org marked on it by the sender for forwarding inside his own org.

(4) D. ROUTING. Goes inside one's own org to anyone else in the org up or down. Despatches forwarded are called "D Routing" with the person to whom addressed clearly marked. D Routing is entirely limited to one's own org and is not forwarded across to another org except when demanded or as an enclosure in other despatches. D Routing means "to a specific post in one's own org, superior or junior."

A Senior Org is defined as the top org heading an echelon of orgs. Saint Hill is the top org to eleven other orgs but amongst these there is Continental seniority. The Continental Org is senior to the other orgs in that zone but as these all form one echelon to Saint Hill, Saint Hill is senior to the rest.

A senior Comm-Member (not senior staff member) is one holding a duplicate post in a senior org.

A junior Comm-Member is one who in relation to Saint Hill holds the duplicate post in any org in the first echelon of eleven orgs just below Saint Hill or in an org in that echelon of eleven junior to the Continental Orgs.

An org founded or salvaged by an org is junior to the founding or salvaging org and its staff members are junior to those of the same post in the founding or salvaging org.

Orgs or offices not included in the first echelon below Saint Hill have as their senior org that org of the next upper echelon which handles or controls its traffic. Orgs of the second echelon and lower communicate only to the founding or salvaging org on the next echelon above them or the org to which they are assigned. They may also communicate parallel to orgs of similar seniority in their own echelon but seniority must otherwise be assigned. Questions of seniority of orgs are settled by appeal to the International Council.

Note: On inspection, with the assistance of sketching a few examples, the reason for these routing regulations will be very evident. Any other routing than the above would make trouble all around. So any routing not covered in A B C or D must be spotted and called Dev-T, being offline.

SUBJECTS

(5) Discussing other than one's own concerns in despatches beyond normal ARC is

(6) Writing for somebody else than one's own hat is Off-Origin and should be returned as Dev-T.

ORDERS

(7) A senior Comm-Member should not give direct orders to his junior Comm-Member on the A Routing. Direct orders may be given only with B Routing and any direct order not following B Routing is offline except in cases of extreme urgency as in the case of books about to be shipped or a spinning pc. Such cases are called URGENT ORDERS. An Urgency Order given an A Routing must be followed at once on slower channels (air mail) by repeating it with B Routing through channels. The original must begin "Urgency Order" and the forwarded-through-channels copy must begin with URGENCY ORDER FROM _____ TO _____ DATE _____ SUBJECT _____ ORIGINAL SENT VIA TELEX (ORDER GIVEN) BECAUSE _____ (REASON FOR IT). If an Urgency Order given with good reason on A Routing and properly followed with its B Routing copy is not complied with at the other end and there is any actual loss of money or property or damage to persons or cases or property or repute as a result of the non-compliance, the HCO Justice Codes (HCO Pol. Ltrs. of March 7 1965 Issues I, II, and III) apply. Only a senior Comm-Member may give an order on the Comm-Member system.

(8) If an order which is only given B Routing is not stopped by a post superior to the two Comm-Members anywhere on the line, and is delivered to the junior post and is not complied with or acted upon, the HCO Justice Code applies regardless of lack of loss or damage.

ADVICES, QUESTIONS AND ANSWERS

(9) Ordinary traffic on A Routing is usually data or questions or answers from the junior Comm-Member to the senior Comm-Member and advices, questions and answers from the senior Comm-Member to the junior Comm-Member.

TIPS

(10) C Routing is so marked and used when a staff member wishes to call his own org superior's attention to a datum or statistic or even a rumour which seems to have basis in fact. One marks the despatch C Routing as above, with all vias written on it by the sender up to the sender's own org department which might be interested. It is initialled enroute and is simply received by the Comm-Members's superior in his own comm. EXCEPT that when a long letter or report received by A Routing is forwarded to one's own superiors in one's own org the staff member forwarding it must cover it with a brief digest despatch giving the possibly important datum or must underscore or circle the important parts with a different colour pen so one's superior can clearly pick out the datum. No comment should be made by the staff member originating the tip as that makes it an org comm which must be acked. Making tips into internal org despatches is Dev-T as it is off-origin. The staff member forwarding the tip to his superiors is not the sender. Data can flow freely on lines without acks as it's just data. Thus C Routing is only a data line, receives no ack from the C Routed Superior to the staff member who forwarded it or the originator who sent it from the other org. Usually the recipient of a Comm-Member despatch on a C Routing just sends it on to Files by marking it F with an arrow.

If the person who forwarded it wants it back he marks it "Ret. to (name)" and the arrow is drawn to that when seen by the superior. It is expected that the person in the org to whom his other org Comm-Member addresses it will ack the message as a message from his junior or senior Comm-Member in the other org.

GREETINGS & INFO

(11) Greetings contained in a letter or despatch such as "Say hello to Bill for me" are handled with D Routing as in D above. The greeting bit is clearly circled with a different coloured pen than the original and the message is clearly marked D Routing, the greeted person's name put on it and arrowed and is forwarded to the person being greeted. He or she marks it F with an arrow and it goes to files. If the Comm-Member wanted it back with a "Ret. to ----" the greeted person returns it to sender without ack or comment but only an initial by the greeting itself. To handle any other way or to comment is Dev-T as it becomes an Org Despatch.

(12) Information goes by D Routing. Any Comm-Member System despatch in the senior or junior org may become INFORMATION. Such a despatch from another org is received by the senior or junior Comm-Member and when it is thought that it contains important information of interest to some other staff member of the receiver's own org above or below him on the command channel or across in another department or division, the whole message is clearly marked "D Routing"; its earlier routing crossed out if to be returned to the forwarding staff member it is marked "Ret. to" with the staff member's own name or post name. If it just goes to files afterwards it is marked F with an arrow. The information bit is clearly circled or underscored with a different

coloured pen. Adding comments to INFO bits in forwarding or in returning inside one's own org is Dev-T as it is made into an org despatch by the comment. If acked with no "Ret. to" on it, it is marked F with an arrow and is sent by files.

(13) Routings C and D sent with a comment by the forwarder or returned with a comment by the receiver is Dev-T. However, if vital data is also known by the forwarder or returning staff member an org despatch is attached as a separate piece of paper. This makes the Comm-Member despatch simply an "enclosure" to an org despatch. If however the org despatch does not contain other data or orders than idle chatter it is Dev-T. Therefore Routings C and D do not apply when a despatch is added, for a routine internal org despatch has been made of the Comm-Member despatch.

(14) A, B, C and D Routings are not "brought by a body" ever, any more than routine org despatches would be. By "Brought by a body" is meant brought in person not by HCO. Also A, B C and D Routings are not returned by a body.

FAILURES TO ALERT

(15) Any staff member in a senior org (an org senior on the comm lines to the other org, not just Saint Hill) having vital data concerning an org, department, unit or section that is IN AN EMERGENCY STATUS or information clearly indicating it should be, who does not bring the matter effectively to the attention of superiors in his own org is liable to the HCO Justice Codes under neglect or omission, a Misdemeanor. If failure to advise results in loss or damage to the other org's income or public repute or his own orgs, the matter becomes the subject of a Committee of Evidence, making the staff member who received the information an accessory to the other org's default or upset.

(16) A junior Department Head Comm-Member who does not advise the most senior Comm-Member on his routine lines of lessened income or traffic when it has continued for three consecutive weeks in his department, becomes liable to HCO Justice Codes under the heading of a Misdemeanor, if not personally at fault, or a crime if at fault for any reason. Such a report from a junior Comm-Member must contain specific, detailed data as to possible cause and a specific detailed recommendation to the senior Comm-Member for correcting the slump. Such a report is called a SLUMP REPORT. The receiving senior Comm-Member must pass this report at once to HCO OIC-In-Charge in his (the senior) org marked "Priority" in Red. It does not go via channels but by D Routing and is made part of the senior org's own OIC summary report on orgs for the week.

The senior Comm-Member must demand (not orders) at once from his junior Comm-Member on receipt of a SLUMP REPORT, any data he thinks he may need or doesn't know or wants to know about the situation. It is forbidden to send orders at this stage as insufficient data is to hand but any advices may be sent by the senior Comm-Member.

(17) If a slump, determined by raw data (statistics) reported or not, in any executive junior Comm-Member's Division, org, department, unit or section and the condition continues two months despite advices or orders the senior Comm-Member must despatch HCO Conditions Unit in his org requesting the assignment of an Emergency Condition to any part of the org controlled by his junior Comm-Member. HCO assigns the condition with a despatch to the Division head or heads of that org on B Routing clearly marked in Red on its face EMERGENCY CONDITION in very large letters such as a stamp.

(18) On receipt of an "Emergency Condition" the junior Comm-Member must inform his senior Comm-Member what he is doing about it and co-operate with his org and any senior staff member to his post.

(19) If an "Emergency Condition" does not produce results the senior Comm-Member, after a reasonable time, must inform his superiors of the fact with all the data he has and with a specific recommendation concerning the handling of the situation.

(20) A Comm-Member (senior or junior) must do what he can for the morals of the other Comm-Member during the other's periods of stress without undermining the org's executives with his sympathy for their subordinate at "being badly led". The Comm-Member must realize that the other Comm-Member is already under stress when things are going wrong and try not to be short or sharp or flashback or call names. Routing is so direct and there's so much theta on the line that misemotion can blow the other end to pieces, (the first organizational lesson ever learned about Scientology's open comm lines). The thing to concentrate on in any condition of stress, emergency or not, is to keep the Comm-Member on post and working. The Comm-Member should knock out the other's generalities with "WHO SPECIFICALLY?" and cure the junior Comm-Member's ARC Breaks with his environment. He should then get the other Comm-Member to spot and remove distractions, barriers, non-compliance and alter-its, augment the purpose of the other's post or department or division or org, strengthen the edges of the channel and

find and help reduce the real opposition where possible by any valid means. This approach is better than quoting policies during stress. This procedure usually applies from a senior to a junior CommMember. But may sometimes become reversed, depending on who is under stress. If done by a junior Comm-Member (it must be realized that a senior Comm-Member has three to eleven junior Comm-Members and good wishes and some understanding words may be far more valuable than several Juniors "auditing" their senior via this system at once.

(21) A Junior Comm-Member must not overwork or unnecessarily worry his senior Comm-Member by caprice, long despatches, irrelevant material, gossip, hearsay or entheta. There are other orgs being handled by the senior Comm-Member as well as his own post and the senior Comm-Member is apt to be sharp about Dev-T and rightly. A Junior Comm-Member can find himself involved with the HCO Justice Codes at a crime level for misinforming or falsifying reports or enturbulating or losing one's temper over a long comm line. Any Comm-Member must report such offenses when flagrant or upsetting to HCO Justice at once.

(22) In using A Routing be very certain that brevity for the sake of speed does not defeat itself. A too brief message, a garble, causes a repeat request which multiplies the message traffic by three. Always read a message you are sending before you send it as though you knew nothing about it and were receiving it. Put "ARC" between sentences when using cable or "Stop". In cabling and despatching always number your despatch with the date of the day + your post Initials and your org cable abbreviation and the post in the org you are addressing (abbreviated) and note the number and subject in your own log. Answer a despatch so code numbered by repeating its code, not your own and adding a digit to the end of it to show which message it was, the first, second or third on the same subject. Omit the 1 but always add the 2, 3 and so on in rotation, using the original code number with the original day date. The Comm Officer can show you how. That way messages don't "cross" and cause a wonder of which was sent first. Sloppy comm procedure over long lines is Dev-T. Always be legible. Don't scribble. Write so it can be read. An indiscipherable message is a curse. Use lots of airletter, spare cable when you can and avoid enclosures when possible as they require a large envelope and aside from weight cost nearly three times as much as an air letter. Address the post and the org. Use initials in cables, remembering DP is director of processing and PD is publications director. Use Dept and Division in addressing air letters such as, to Div I Promreg Address-In-Charge. Always address air letters in the order Division, Department (unit or section) Post. Avoid personal names on addresses between orgs but use the person name in "Dear-----" if you wish. Your senior or junior Comm-Member in another org is your same post with the org name added instead of your orgs.

(23) Anybody may write his senior or Junior Comm-Member, not just executives. Where staff boards do not have further designations for their non-executive posts, a staff member who has no executive title simply addresses "Staff Auditor, Saint Hill from Staff Auditor Benson Sydney." As these types of post increase and decrease in number it is not always possible to get the same line in and it is best to generalize in addressing. For example: "To Maintenance Staff Member Saint Hill from Maintenance Staff Member Melbourne". There are not many such posts with no further designation and they are usually sorted out but cross at times. The questions usually get answered.

(24) All regulations apply to general staff members as well as executive staff members.

(25) Complaints about routing when the staff member himself cannot get his communicating staff members hat on himself should always be forwarded to the HCO Communicative staff members hat on himself should always be forwarded to the HCO Communications Officer in the org where the complaint is made. The HCO Communication Officer will take the matter up with the Communications Officer in the org mentioned in the complaint. If this does not bring results it should be reported directly to the HCO Area Secretary of the org making the complaint who takes it up with his or her communicating member in the org being complained about, and can request direct discipline or a Committee of Evidence of the other org depending on the magnitude of the offense. No discipline may be ordered by a senior org member to a member in another org. One may be disciplined only by one's own org. But when one's own org fails to discipline it can be subjected to a Committee of Evidence at its top levels by an org just senior to it, not necessarily the next echelon org. The Continental Org is usually so requested by Saint Hill when offenses warrant it and discipline seems to be gone in its comm lines or in the org and it will not act.

(26) Letters from the field or public that get into the Senior Member System should be turned over to the Letter Registrar for answering as they're in the line by error. All letters received by an org are opened by the org before distribution.

However public mail after being opened in the comm centre may also be replied to by the staff member it is addressed to but he or she should remember that they must be handled in accordance with Division 1, HCO policy. The Communications Officer should ask the staff member if he or she wants them if the public or offline character is noted by the Comm Officer or called to his or her attention by the staff member. If the staff member does not want it, it is properly routed by the Comm Officer to Letter Reg. But in any event the Letter Reg should be given the original and a copy of the staff member's answer for files.

(27) Any letters received in the Comm-Member System should go to CF with copies of the reply when answered. No staff member may have a file containing letters older than 2 months. If retained at all they must be safeguarded and eventually turned in within two months. Comm-Member letters are org letters and may not be destroyed but must go to CF where they are filed as to org and post.

(28) Franchise Holders queries may not be answered by other staff members than those authorized and should be turned over, when received, to the Franchise hat in the department or org. Answering Franchise Holders attempting to use the Comm-Member System is forbidden.

(29) Merchants and business persons and specifically lawyers and accountants may not correspond with staff members on the org's business unless it is the duty of the staff member.

(30) The Comm-Member System does not in any way change any other routing or comm policy in an org internally. It's internal lines remain as always with the same procedure as before this system come into effect.

(31) High hatting is a term applied to a practice of wearing only one's highest hat in a small org using the Comm-Member system and also in receiving an order or advice as a loser Comm-Member and "going upstairs" with one's hats to refuse it. In a very small org, it is very wise to write from the hat one is talking about to the Comm-Member in a bigger org that wears that hat, and then, in receiving the reply, receive it as the hat that asked the question or sent the data. Help the big org's brass by querying from the hat that wants to know and receiving the reply as the same hat in proper parallel.

COMM-MEMBER SYSTEM

COMM POLICIES SECTION

1. Communications may not contain entheta or misemotion. Our lines are too open and magnify it and lines are blown up when these are used over long distances.

2. Communications to Saint Hill may not criticize one's own org seniors and Saint Hill communications to orgs may not criticize Saint Hill or org seniors. The surest way to interrupt the comm lines is to give executives cause to interrupt or intercept.

3. Saint Hill advices must not give unusual solutions where actual policy or technology exists and can be pointed to. Don't alter-is data in handling org problems. The data you are receiving from the other org may not be correct or complete or sometimes false and thinking up new procedures that alter old to solve the "problem" is to introduce an arbitrary order on an already false base. If standard policy doesn't seem to apply then the "problem" is probably misrepresented and doesn't exist that way. Get data before you advise, or use standard advices only.

If the other fellow can't seem to apply your advice, then you haven't been given the real facts or the complete facts - try to get them and then re-advise. If the other fellow still can't understand, then study materials apply. He or she needs Remedy A or B on our Policy or earlier Organization contacts not a new solution.

4. 4. Clear any Promotion Ideas with your Division 1, HCO, before you advise them or question HCO so as to keep the offerings real and uniform. You may interrupt an existing programme.

5. Clear technical recommendations or requests (such as in an HGC) with your Division 2 before you make them, so as to prevent getting a squirrel activity going in some org with consequent upsets. The technical data or solution probably already exists.

6. Clear financial and materiel recommendations or queries with your Division 3 before making them as the policy or planning may already exist for the org being advised by you.

7. Avoid giving orders or advice that can be used to make you wrong when it's misapplied. Be sure of data and what the question really should be. Then advise.

8. Report pronounced statistical changes you get wind of on your lines to your superiors. But never report entheta and mere opinions or rumours - the data is too fragmentary to be of value. Get statistics if you hear something weird and if the statistics are bad (less money, less bodies, less anything) report it. But REPORT ONLY STATISTICS.

9. Continually find out what's working well and why things working well in one org aren't in another. Realize faulty utilization, not the policy itself, is the commonest fault. Like a technique, they're not using it right.

10. Report large statistic changes up or down you notice in any org at once to your superiors and your senior Comm-Member or superior, and report loudly when statistics continue bad. Report very loudly and until you are heard.

11. Kill of "bush telegraph" with facts. Reduce the rumour factor all you can. It is valueless in itself being fragmentary data. Use it only as a signal to get more specific data before you make up your mind or report it to anyone.

12. Be absolute death on "everybody". Anyone saying "Everybody here says ___" "The field here thinks", "They ___" or such generalities should be sharply answered with WHO SPECIFICALLY says or thinks or feels? You'll find one or two people have become "everybody" as that's the mechanism of an ARC Break - when people have an ARC Break in general they generalize. Reporting the opinion of one person in a zone as the "opinion of everyone" in that zone can falsify ARC and ruin sound planning. Find out who "everyone in the Academy" is - Bill or Pauline. An ARC Broken (upset) person, misemotionally reporting in a letter or telex invariably generalizes broadly in an effort to justify his misemotion and make a proper effect. In finding out the exact identity of his generalized "everyone" you cure his ARC Break and don't let it cause ARC Breaks between your org and his.

13. Use your lines to bring order. Never use them to enturbulate.

14. Use the power of your line (its calmness and good sense) to handle disturbances. Don't threaten or nag.

15. Material passing only the line is subject to the Justice Regulations if the content violates any of them - i.e. inciting to insubordination, mutiny placing a superior in danger. Cold raw statistics, provable facts alone do not violate the Justice Regulations. Saying George X is "a lousy superior" is subject to Committee of Evidence; saying "since George X took over this post enrollment has fallen, being months since" - if that is true and can be checked up on, it is not Committee of Evidence for the reporter. Facts not opinion keep a person reporting (and an org) out of trouble. REDUCE RUMOUR AND OPINION TO RAW DATA BEFORE YOU REPORT IT OR PUT IT ON LONG COMM LINES.

16. Differentiate amongst purposes, sub-purposes, senior policy, routine policy directives, momentary orders and advice. All policy does not have equal value. Policy can't exist down to the details of getting it into effect. That requires relating to the expenditure of ballpoints. A martinet is only one who insists on following policy down to idiot level, using policy for how to shine shoes or bite fingernails. A good leader only gets major policy in hard and uses the rest as specific orders or advices. Not following important policies is a shooting offense. Using small policy as a means of avoiding the major policy is also a shooting offense.

17. One mostly causes his own trouble on his comm lines. But like the inexperienced auditor who can't spot the point where he started the pc's ARC Break, the person who starts trouble on a comm line seldom sees how or why. Usually it's not understanding what's said or not answering.

18. Don't try to impress on org comm lines if you have nothing really to say. "We're running a Great Comm Course here" is an idle statement. "After taking our comm course, 91% of our students pass their HCO Bd Provisional" is, if true, the only acceptable way to brag. We have had too many "great auditors" and "great instructors" whose statistics were down graphs and failed students. Brag with statistics on an org comm line.

19. Warn when your senior or junior Comm-Member is "under the gun" or getting into disfavour. (But say who says what. Never generalize in such an instance. It's vicious and stupid). For maybe the person you warn is innocent and can straighten it up as so often happens before a needless Committee of Evidence, called by rumour.

20. Never recommend a solution in the absence of data. Less havoc is caused by demanding straight data than by waiting a bit. If the situation is an emergency, however, any policy or action is better than no action.

21. Never decide about the truth about a person or situation in the absence of data. In this case a lie is worse than no data at all.

22. Realize when you catch someone in an outright lie about his post, he is not working.

23. Detect non-compliance of orders by flashback or complete absence of acknowledgement.

24. Be safe with policy. One is unsafe with off-the-cuff recommendations contrary to usual practice no matter how bright it may seem. When there is no policy use the purpose of the activity to make your point. Don't use unusual ideas that don't fit the purpose of the group you are advising. In the absence of known policy, make the purpose severe instead and work out a solution that forwards the purpose of the department or unit. Always report such solutions when they work. Policy is a growing thing, based on "what has worked". What works well today becomes tomorrow's policy.

25. Lost, forgotten or overlooked policy is more often the cause of trouble than circumstances themselves. The person who is in trouble got that way because of dropped policies. Policies are the solutions which solved yesterday's lacks or troubles and which if followed will prevent tomorrow's troubles. Therefore present loss of or non-compliance with policy is asking for trouble tomorrow. Almost all current trouble is occurring because of departures from policy yesterday or from causes never before experienced by the group. Policy is group experience. Followed, the group advances. Abandoned, the group falls away. Only Scientologists dare become fiends about following policy for only Scientologists know enough to erase it when it no longer applies. But drop a policy as if one were letting go the only piece of wood in the ocean - once gone there may be no rescue to hand. To demand that unimportant "policy" be followed slavishly or to use it to balk org purposes is another way of dying. For it makes people fight major policy and fighting that they have disasters. A group is only a collection of different people without policy to agree upon. For policies are the points of agreement which make the group into a True Group and an irresistible force. Using policy intelligently is the only way a group can ever advance. No policy at all or non-compliance with major policy is the basis of every upset that will be reported to you whether the fact is stated or not. Purposes and Major policy are very safe roads. Leaving them leads to too many quicksand pits for anyone to be mild about departures from policy.

26. Be inexorable and continual in getting purposes followed and major policies in. This is the whole secret of producing startling statistics.

27. Use the formula for upping power and velocity into a line and group: from the group purpose remove distractions, remove barriers, thrust aside non-compliance with by-pass, strengthen the edges of the channel and make sure there is will to follow the purpose. Like magic the group will come to life.

28. The way to audit a group that is in collapse is (a) get them to realize their purpose, spot their past distractions alter-its and barriers and remove them, (b) get them to strengthen the channel edges to prevent wandering off it, (c) get them to see how the group purpose can be achieved, (d) take out of the group by any method those who have sought to suppress or invalidate the purpose or the source of the group's purpose, and (e) handle as a horrible example all those guilty of non-compliance expressed as laziness or mutiny, (f) provide space for the group to move toward in their action and (g) spot the exterior opposition to the groups purpose and begin to reduce it, (h) and be sure the group is energetically led by someone dedicated to the group purpose and intelligent enough to learn and follow policy and report new lessons.

If these things are done in the group even when not on its individual members, life will magically appear, for the formula of livingness has been used - which is "To have and follow a purpose." Now if one also then audits the individual members of the group to increase their abilities, nothing can stand in the group's way and still remain standing. Man has hit on this formula accidentally sometimes when starting a war or mob actions and the result is highly destructive to one and all as the purpose was a very bad one such as "Kill all Arabs" or "Lynch the man!" These are just reactive bank purposes gone into frantic dramatization, not rational thought. But Man rarely rises above this in applying his instinctive feelings about groups. Sometimes there is a "born leader" who knows the ropes by experience or instinct but

his ability is "unexplained" or called personal charm. When the purpose is good it then has theta, not entheta, and the result is fantastically successful. To the degree an executive can't or won't do as a starting or continuing action (a) to (h) above, the group falls and lacks life. There will be as much life in the group as the purpose is worthwhile and (a) to (h) is executed. The keynote of insanity or death in a group or person is the presence of the symptoms implied in (a) to (h) above. The ability to apply and execute these is called "Leadership" or "executive action" in Scientology. Mankind has not achieved a clear definition for either until this time.

29. A comm line of an org is a trust, not a right. Anyone can speak as he pleases on his own line. But when it is a group line it is held in trust for the group and used for the group. Never confuse one's own personal impulses and freedom of speech with the comm lines of a hat in a group.

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