

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JANUARY 1968

Remimeo

DEV-T SERIES, PART OF  
OVERFILLED IN BASKET  
BAD NEWS

If an executive is trying to do his or her job and looking ahead and handling things and yet is being hit constantly with bad news and problems and has his In-basket loaded continually

- (a) HE IS GETTING NON COMPLIANCE AND FALSE REPORTS  
and
- (b) HIS JUNIORS ARE NOT GETTING HIS ORDERS EXECUTED  
and
- (c) HIS JUNIORS ARE NOT PUTTING IN ETHICS BUT LEAVING IT ALL  
TO HIM.

What he sees is bad news and hard to handle items and an overfilled In basket.

He does not see (a) (b) and (c) above as they are out of view and often blurred by efforts by juniors to LOOK and SOUND active in his sight while actually really loafing and goofing or outright betraying him.

This is the most senior datum in all Dev-T policy - that

IF YOU ARE BEING HIT BACK BY LINES YOU ARE TRYING TO HANDLE  
then YOU HAVE UNSEEN NON COMPLIANCE AND FALSE REPORTS ON  
YOUR LINES.

Therefore, to remedy this situation, when an Executive is being knocked about by his lines, bad news, disasters, etc. and he feels PTS he must apply this formula mercilessly

- (A) MAKE THE PENALITES FOR NON COMPLIANCE AND FALSE  
REPORTS TOO GRUESOME TO BE FACED AND ENFORCE THEM
- (B) LOCATE AND DISCIPLINE THE JUNIORS WHO DO NOT EXECUTE  
OR DO NOT GET ONE'S ORDERS EXECUTED  
and
- (C) SACK EVERY JUNIOR WHO WILL NOT PUT IN ETHICS IN THEIR  
OWN AREA ON THEIR OWN.

The only reason an otherwise competent and industrious executive gets hit by bad news and has an overloaded in basket lies in (a) (b) and (c) above and the only effective remedy is (A) (B) and (C).

It takes far more ethics and far steeper enforced penalties to make an organization work than Scientologists have been using.

If you don't learn and use the above you will not be a big success and your life will be miserable and your post untenable.

We work in a jungle of non compliance and false reports called the wog world. Our ethics must be proportional to our ability to do good or we will all vanish.

You must give attention to this Pol Ltr or you'll never cure the Dev-T on your lines. It all comes from Non Compliance, False Reports and your juniors patty-caking around and not getting in Ethics on their own, no matter HOW it may look from your post.

Of course your lawyers and accountants "know best" and have OUT ETHICS and therefore give you the most trouble as they are outside your control perimeter as "experts" and so you have more legal and accounts problems than others. This Pol Ltr still applies to them too.

You CAN function as an Executive if you do your job and do (A) (B) and (C) above. Otherwise, lord help you, your juniors will get you shot by (a) (b) and (c). A good fellow is a dead good fellow when he's dead. So being a good fellow is NOT the solution to getting a job done. The solution for an Executive is (A) (B) & (C).

L. RON HUBBARD  
Founder

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