

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 19 DECEMBER 1969
Executive
Secretary Hats
Executive Hats

Cancellation Of
HCO PL 19 July 1963
and London Sec Ed May 4, 1959

EXECUTIVE DUTIES

(The cancelled PL and Sec Ed above stated that an Executive "got people to get the work done". This principle has been found to result in some Executives believing they were not supposed to work. It is an old management definition. Much more experience on the subject in Scn orgs and the Sea Org show the following to be more fundamental and more workable.)

An Executive handles the whole area while he gets people to help.

An Executive in charge of an org would "single-hand" (handle it all) while getting others to handle their jobs in turn.

This gives a practical and workable approximation of what top stat executives actually do do.

The executive who sits back and waits for others to act when a situation is grave can crash an entire activity.

Essentially an Executive is a working individual who can competently handle any post or machine or plan under him.

He is a training officer as well. He designates who is to do what and sees that a training action is done by himself or others to be sure the post will be competently held. An executive who accepts the idea that if a person has a school degree in "waffing Wogglies" or sewing on buttons he can at once be trusted to waff wogglies or sew buttons is taking a personnel by recommendation, not by his experience with the personnel whose work-organization potential has never been tested under that executive. A camouflaged hole (undetected neglect area) may very well develop in such a circumstance, which can suddenly confront the executive with a time consuming disaster.

Thus an executive accepts help conditionally until it is demonstrated to be help, and meanwhile does not relax his control of a sector below him until he is sure it is functioning.

In this way an executive is one who does and backs off spots continually. He could be said to always be doing himself out of a job by getting the job competently done. However, in actual practice, as post personnel does shift, he has to be prepared at any time to wade back in and put it right.

The Supreme Test of an Executive (as in the HCOB Supreme Test of a Thetan) is to MAKE THINGS GO RIGHT.

To the degree he can maintain his observation, communicate and get supervision done (see HCO PL on the Key Ingredients) he can achieve production or service and satisfy users.

As observation is often faulty, especially over long distances, as Communication is not always received or studied and as supervision is often absent, the Executive must develop a sensitivity to indicators of outnesses and systems to correct them.

A very good Executive knows how to "play the org board" under him. He has to know every function in it. He has to know who to call on to do what or he disorganizes things badly.

An Executive also has to know neighboring org board arrangements in the same org, the org board of allies and of enemies.

An Executive has to know what users need and want and furnish it. When normal and routine posts fail under him, the Executive is of course forced into Non Existence as an Executive, has to find what is needed and wanted and produce it. He applies the whole Non Existence formula to the situation.

Only if he does not handle fully once he does see an outness does an Executive go into Liability.

An Executive deals with the frailty of human variations and distractions. When these engulf his area and he is confronted with the fruits of alteration and non-compliance, of posts not held and duties suddenly found left undone, it is up to the Executive to get them done any way he can. Having handled he applies the Danger formula (or lower as it appears) to the neglected area.

An Executive has to be somebody who cares about his job and wants to get things done. If he only wishes the title for status he is of course heading himself and his area for disaster and it could be said that such an executive, not meaning to do the job but only wanting the title, is in Doubt or lower on the third dynamic.

The Executive thinks of the area and organization first and repairs. Then he thinks of the individual and straightens him out.

An Executive who is worker-oriented winds up hurting all the workers. The workers depend on the organization. When that is gone they have nothing.

An organization cannot have more taken out of it than is being put into it. Efforts to bleed an organization of more blood than it has destroys it.

The preservation of his organization is a first consideration of an executive.

In an Executive's hands an organization or one of its areas must be "VIABLE". That is, it must be capable of supporting itself and thus staying alive. When his area is parasitic, dependent on others outside it, without producing more than it consumes, the area and its workers are at severe risk and in the natural course of events will be dispensed with, if not at once, eventually.

Thus an Executive is some one whose own sweat and energy keeps an organization or an area of it functioning. In this he earns and uses help and they in turn take over executive roles in their subordinate areas and keep them alive and producing.

An Executive is in the business of SURVIVAL of his area and its people and providing with service or production an

abundance which makes the area, his own services and that of his subordinates valuable.

If an Executive so functions his own survival and increase is guaranteed even by natural law. If an Executive functions for other reasons it is certain the ground will vanish from under him eventually again by natural law.

An Executive is in fact a worker who can do all and any of the work in the area he supervises and who can note and work rapidly to repair any outnesses observed in the functioning of those actions in his charge.

The best liked executive who is most valued by his workers as someone they need is an executive who functions as described above. One who seeks to survive on favours given and does not otherwise measure up is not in fact regarded highly by anyone.

Whatever ideology one finds himself in, the above still applies. The way to the top may well be marrying the boss's daughter, but the way to stay there still requires the elements described herein. As bosses' daughters are few, a sounder way is to learn all the jobs well and study this policy and just become an Executive.

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