

Remimeo  
Executive Hats

Organizing Series 5

ORG BD CUTATIVES

The most serious blunder in re-doing org boards is losing past functions off them.

"Cutative" is an invented word to mean the impulse to shorten or leave out or the thing left out.

THE RULE IS: ANY MAJOR FUNCTION ACTION OR POST LEFT OFF AN ORG BOARD WILL WRAP ITSELF AROUND THE IN CHARGE LIKE A HIDDEN MENACE.

As the function is not expressed it is not recognized. But it forces itself upward and can swamp an activity if not done.

Thus we get the laws:

1. Activity functions must all be expressed on the org board.
2. All functions below a personnel on an org bd are the responsibility of that personnel, no matter what size the staff may be.
3. Functions omitted will act as invisible overloads.

EVOLUTION OF ORG BDS.

Usually the first org board ever done for an activity is a dream up. It is seldom real but better than no org bd at all.

Experience then refines it.

Some functions on it are not related to it, are unreal.

Some functions not on it rise up to haunt and overload the In Charge.

Actions done by an executive that are not on the org board in departments get posted like small flags opposite the executive's name. (Like Legal, VIP greeting, etc.)

After a while these little flags are too many.

A reorganization occurs and the Flags are put down into departmental functions. This gets them off the executive's neck and gets them manned up.

So far so good. Now what happens is a catastrophe. A new executive who has no experience with this Org Bd DREAMS UP A NEW ONE. This is out of sequence in evolution. He is treating the place as though it had NO org bd simply because he doesn't know the existing board.

This gives us the Cutative. He drops functions off the board. These now wrap around his neck. The place stalls.

YOU HAVE TO KEEP EVERYTHING ON THE ORG BD THAT WAS EVER ON THE ORG BD EVEN IF IT WAS 3000 YEARS.

SALVAGE

It often occurs that one has to do a full, complete salvage of an org bd.

There is absolutely no reason except the org bd writer's laziness not to put everything on an org bd!

There is a rule about posting an org bd. You don't post a name for every post. That is folly. You post by work load.

All the functions below a person are handled by that person. If they are too much you put in a new name and person on a heavy load function.

So why do a cutative? It means no more people. It just means more space and tape. What's saved but elbow grease. What's lost? The whole org can be lost and become non-viable.

Example: SH original board had 10 major divisions on it. They were just functions really. They were the 10 sources of income before SH trained or processed anyone. Some years ago I tore the place apart looking for that old org bd. It was evidently thrown away. Today SH does not have but one of those income functions! Nine have been lost! It added training and processing, it lost 9 functions capable of supporting it. They should be looked up in the 1959-1960 accounts records, the old invoices analyzed and gotten back and put on the WW Org Bd and manned. This is regardless of what is already on the org bd.

Other functions lost off that and the SH org bds should be posted back on them and at least held from above or double or triple hatted.

Example: DC which had the original 6 Dept org bd should recover those posts and put them on the 9 Div Org Bd so early policy would make sense.

Example: London should recover its earliest org bds and put their posts and functions on its current org bd.

There comes a time when early org bds have to be salvaged and reposted on existing org bds.

BECAUSE THOSE FUNCTIONS ARE STILL THERE AND MOST OF THEM GONE INVISIBLE.

Example: A Division 2 org bd asked to be redone threw away 50% of its functions and posts, was dreamed up brand new off a division already caved in by loss of performance. The excuse was "other activities now do these." Published, this org bd would have driven its executives mad with omitted duties that would come to him as invisible overloads.

The "We don't do that now" is like what once happened to tech. One could say "Maybe you think you don't do it now but the function is still there hidden. It was found once. Now you've lost it again."

#### OLD EMPIRES

The Egyptian, Greek and Roman Empires still try to operate! I've checked it. The late British Empire may be gone on the British org bd but it will still function without expression until it kicks England's head in. The British public shovels money out by the scoopful on an Empire that doesn't exist!

Trying to kill an org takes years and years and years and it still tries to survive.

When one takes responsibility for a function or area it still tends to persist.

It is an odd phenomenon. The Third Dynamic track is that way. Changes later on the track, (short of auditing individuals) do not change earlier circumstances.

A thetan's intentions get very pale perhaps but a thetan never really gives up.

All this expresses itself on the subject of org bds.

One can also willfully disregard an existing board, dream up a new board that does not express the functions and get into real trouble.

A NEW LOOK

Examining this subject of org bds in the light of very current experience with asking people to redo them, these facts have emerged.

It gives us a new look.

The next full Scn org bd issue you see will have on it all functions of which we have any trace and the nine division board we are using.

The new board will have nine divisions. It will also include all past titles and functions in addition to all current titles and functions with the past titles in parenthesis.

Many org bds of other activities have never become expressed at all and have left a tangled history. The US still hangs flags around the Office of the President and one hears "The Executive Branch is usurping the power of Congress." Congress once had all those functions but didn't put them on its org bd. They still do them but lost the titles to the president. Thus an appointee despotism rises in place of a democracy. It all goes back to a lost Congressional Org Bd.

It is necessary for a people or a staff to

- (a) Have an org bd
- (b) Know the org bd
- (c) Have the org bd express the total functions and duties that have ever been held by an post even including the flags of yesteryear duly dated.

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Don't cut functions off an org bd. If they have become known they have been found. Why lose them?

One can rearrange flow patterns.

One cannot abandon living functions on an org bd.

It's only the unknowns on an org bd that get anyone overloaded, confused or in trouble.

So why not keep it visible?

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