Establishment Officer Series No. 5

PRODUCTION AND ESTABLISHMENT

ORDERS AND PRODUCTS

The situation one often finds in an org, after one has to some degree, conquered Dev-T, is that PEOPLE REQUIRE ORDERS.

For years I wondered why this was so. Well, I found it.

WHEN PEOPLE DO NOT CLEARLY KNOW WHAT THEIR PRODUCTS ARE THEY REQUIRE CONSTANT ORDERS.

To the Establishment Officer, this reflects most visibly in trying to get Program targets DONE.

Some people have to be ordered and ordered and ordered and threatened and howled at. Then, in a bewildered way, they do a target, sometimes half, sometimes nearly all.

Behind this apparent blankness lies an omitted datum. When they're like that they don't know what their product is or what it adds up to. Or they think it's something else or should be.

That blankness can invite overts.

It is very seldom that malice or resentment or refusal to work lie behind the inaction. People are seldom that way.

They usually just don't understand what's wanted or why.

Because they don't know what a PRODUCT is!

A whole Ad Council of a downstat org was unable even to define the word.

They had required orders, orders, orders and even then didn't carry them out.

HAT SURVEY FOR ORDERS

A staff member who requires orders may also think that any order is a policy and lasts forever. If you look into hats you will even find casual "close the door" type of orders, given on one occasion to fit one circumstance are converted over into STANDING (continual) ORDERS that forever keep a certain door closed.

An Est O surveying the hats of a unit may very well find all manner of such oddities.

It is a standard Est O action to survey hats.

In hats you will find despatches giving specific orders or quoted remarks preserved instead of notes on what one has to know to produce a product.

In auditors' hats, directions for 1 specific pc in 1960, never published and from no tape or correct source, held onto like death like it was to be applied to every pc in the world!

A dishwashing hat may have orders in it but not how to wash dishes rapidly and well.

This is all a symptom of a unit or activity that does not know what its products are.

DISESTABLISHMENT

Where you find lots of orders kicking around, you will also find disestablishment by by-pass, command channels not held and staff members like to take their orders from anyone but those in authority - any passerby could give them orders.

This is rampant where an executive has not been well on post.

By counting such orders up and seeing who they are from one can determine the unhattedness of staff, their org bd weaknesses and principally their lack of knowledge of their products.

HATTING FOR PRODUCT

If an Est O is to hat so as to get the staff member to get his product out, then the Est O has to know how to clear up "products".

Now an Est O is an Establishment Officer? There are product officers. The Product of an Est O is the Establishment. Then what is he doing with Products?

Well, if he doesn't hat so staff members get out Products then the org will be a turmoil, unhappy and downstat.

Production is the basis of morale.

Hattedness is a basic of 3rd Dynamic sanity.

But if you don't HAT SO AS TO GET THE STAFF MEMBER YOU ARE HATTING PRODUCING YOU WILL HAT AND HAT AND IT WILL ALL BE IN VAIN. The person won't stay hatted unless he is hatted so as to be able to produce.

The Product Officer should be working to get the products out.

So if you don't hat for the product then the staff member will be torn between two sets of orders, the Est Os and the Product Officer's.

Only when you hat to get product will you get agreement with product officers.

If you are in disagreement with product officers, then the Est O is not hatting to get production.

RIGHT WAY TO

There is a right direction to hat. All others are incorrect.

1. CLEAR UP WHAT THE PRODUCT IS FOR THE POST. AND HAT FROM THERE.

2. HAT FROM THE TOP OF THE DIVISION (OR ORG) DOWN.

These are the two right directions.

All other directions are wrong.

These two data are so important that the failure of an Est O can often be traced to violation of them.

You can have a senior Exec going almost livid, resisting being hatted unless you hat by 1st establishing what the product is. If PRODUCT is first addressed and cleaned up then you can also hat from the top down.

If this is not done, the staff will not know where they are going or why and you will get silly unusual situations like "All right. So you're the Establishment Officer. Well, I give up. The division can have 2½ hours a day Establishment time and then get the hell out of here so some work can be done.....!" "Man, you got these people all tied up, stats are down! Can't you understand..."

Well, if you don't do one and two above you'll run into the most unusual messes and "solutions" you ever heard of, go sailing off policy and as an Est O wind up at your desk doing Admin instead of getting your job done in the Division. And an Est O who is not on his feet working in the division is worth very little to anyone.

So see where the basic errors lead and

Hat on Product before doing anything else and

Hat from the top down.

STEPS TO CLEAR "PRODUCT"

This is a general rundown of the sequence by which Product is cleared and re-cleared and re-cleared again.

This can be checklisted for any Exec or staff member and should be with name and date and kept in the person's "Est O file folder" for eventual handing to his new Est O when the person is transferred out of the division or in Personnel Files if he goes elsewhere.

1. Clear the word PRODUCT.   _____

2. Get what the Product or Products of the post should be. Get it or any number of products he has fully fully stated, not brushed off.   _____

3. Clear up the subject of Exchange. (See HCO PL 27 Nov 71 Exec Series 3 and HCO PL 3 Dec 71 Exec Series 4).   _____

4. Exchange of the product Internal in the org. For what valuable?   _____

5. Exchange External of the valuable with another group or public. For what valuable? (Person must come to F/N VGIs on these above actions before proceeding or he goes to an auditor to get his mis Us and out ruds very fully handled.)   _____

6. Does he want the product? Clean this up fully to F/N VGIs or yourself get E/S to F/N or get an auditor to unsnarl this.   _____

7. Can he get the products (in 2 above) out? How will he? What's he need to know? Get him fully settled on this point.   _____

8. Will it be in volume? What volume? Is that enough to bother with or will it have to be a greater volume? Or is he being optimistic? What's real? What's viable?   _____

9. What quality is necessary? What would he have to do to attain that? To attain it in volume?   _____

10. Can he get others to want the product or products (as in 2 above)? What would he have to do to do this?   _____

11. How do his products fit into the unit or section or department or division or the org? Get this all traced?   ———

12. Now trace the blocks or barriers he may believe are on this line. Get what HE can do about these?   ———

13. What does he have to have to get his product out? (Alert for unreasonable have to have before he can do blocks).   ———

14. Now does he feel he can get his product or products out?   ———

Signature of Est O
or Clearer.

NOW he really can be hatted.

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BRUSH OFF

Quickie handling is a very very bad fault. "Quickie" means a brush off "lick and a promise" like wiping the windshield on the driver's side when really one would have to work at it to get a whole clean car.

So don't "quickie" Product. If this is poorly done on them there goes the old balloon. Hatting won't be possible.

Orders will have to be poured in on this terminal. Dev-T will generate. Overt products will occur, not good ones. And it won't be worthwhile.

DISAGREEMENT

There can be a lot of disagreement amongst product officers and Est Os on what products are to be hammered out.

In such a case, or in any case, one can get a Disagreements check done in Dept of Personnel Enhancement (who should look up how to do one).

This is a somewhat extreme way to settle an argument and should only be a "when all else fails".

It is best to take the whole product pattern of the org apart with the person, STARTING FROM THE BIGGEST PRODUCT OF THE ORG AND WORKING BACK TO THE PERSON'S PRODUCT.

Almost always there will be an outpoint in reasoning.

An Exec who <u>only</u> wants GI can be a trial as he is
violating EXCHANGE. As an org is paid usually before it
delivers, it is easy to get the org in trouble by backlogs
or bad repute for non-delivery. An org that has credit
payments due it that aren't paid maybe didn't deliver.
But Div III may soften up collections for some reason like
that and then where would the org be?

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Vol O of the OEC Course gives an excellent background
of how a basic org works. As one goes to higher orgs,
lower orgs are depended upon to continue to flow upward
to them. (See HCO P/L 9 Mar 72 Issue 1 Finance Series No.
11 "Income Flows and Pools")

. A study of Vol O OEC and a full understanding of its
basic flows and adapting these to higher orgs will unsnarl
a lot of odd ideas about Product.

The Est O has to be very clear on these points or he
could mis-hat a person.

Usually however this is very obvious.

PRODUCT OFFICERS

Heads of Orgs and divisions have had to organize so
long they get stuck in it.

They will try to order the Est O.

This comes about because they do not know their pro-
ducts or the Est O is not following 1 and 2 above and does
not know his own product.

The Product Officer may try to treat the Est O as a
sort of "organizing officer" or a "program officer" if

A. The Est O is not hatting to get production.

B. The Product Officer is not cleared on Product.

So it comes back to the 1 and 2 first mentioned.

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You can look over it now and see that if one is not
doing these two things, Dev-T, non-viability and orders
will occur.

So where you have Dev-T, down stats and orders flying
around you know one thing that will resolve it:

SOMETHING WILL HAVE TO BE IRONED OUT ABOUT <u>PRODUCT</u>.

When it all looks impossible, go to this point and get to work on 1 & 2.

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