

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 MARCH 1972
Issue I

Remimec

Establishment Officer Series 8

LOOK DON'T LISTEN

An Establishment Officer who stands around or sits around just talking to people or seniors is Dev-T.

If these people knew what was wrong the stats would be in Power. So if they aren't, why gab?

Questions, sharp and pointed, as in an investigation, yes.

But an Est O who just talks, no.

A GOOD EST O LOOKS.

The scene is in the hats or lack of them. The scene is on the org bd or lack of it.

THE SCENE IS RIGHT BEFORE ONE'S EYES.

It is moving or it is not.

Its graphs are rising or they are level or falling or they are false or don't reflect the product or they aren't kept or they aren't posted.

Products are appearing or they are not.

Overt products are occurring or good products.

The lines are followed or they aren't.

The Mest is okay or it isn't.

It is a SCENE. It is in three dimensions. It's composed of spaces and objects and people.

They are on a right pattern or they aren't.

A person is on post or he is moving onto one or moving off or isn't there at all or he is dashing in and out.

None of these things are verbal.

Few are in despatches. Quantities of despatches, types of despatches, yes. Content? Only good for investigation, not for adjusting the lines, types and volumes.

Example: Overloaded Exec. Examine his traffic. Don't *talk* to him. Examine his traffic. Look to see if he has an In basket for each hat he wears, a folder for each type or area. Find a WHY. It can be as blunt as he doesn't know the meaning of the word "despatch". Use the WHY. Handle. Hat his Communicator on Comm Procedures. Hat him on Comm Procedures. Examine his org bd. Find where it's wrong. Adjust it. Get his agreement. And the load comes off and Product goes up.

Now there are moments in that example when one talks. But they are concerned with **ACHIEVING THE PRODUCT OF AN ESTABLISHED PRODUCING EXECUTIVE.**

If the Est O doesn't himself know, name, want and get and get wanted his Product 1 (an Established thing) or Product 3 (a Corrected Establishment) he will talk, not look. (See P/L 29 Oct 70 Org Series 10 for Products 1, 2, 3, 4.)

You can't know what's happening in a kitchen by talking to a cook. Because he's not cooking just then. You can't know how good the food is without tasting it. You don't know really how clean a floor is without wiping at it. You don't know how clean an ice box is without smelling it.

You don't know what a tech page is really doing without watching him.

You don't know how an auditor is auditing without listening to him, looking at the pc, the exam reports, the worksheets, the date and progress of the program. If you *listened* to him, wow, one sometimes hears the greatest sessions that you ever could conceive.

To adjust a scene you have to **LOOK AT IT.**

ADMIN

An Est O or Est O I/C or Exec Est O who tries to do it with Admin will fail.

Admin is **S-L-O-W.**

A product officer acts very fast if he is producing. The flurry to get a product can tear the Establishment apart.

You don't halt the flurry. That's exactly counter to the purpose of an Est O.

The right answer is to **ESTABLISH FASTER AND MORE FIRMLY.**

It takes quickly found **RIGHT** Whys to really build something up.

And it isn't done by Admin!

"Dear TEO. I have heard that you are in trouble with the D of P. Would you please give me a report so I can bring it up at a meeting we are holding at the Hilton next week to see if we can get people to cooperate in sending us Whys about the insolvency of the org. My wife said to say hello and I hope your kids are all right. Drop around some time for a game of poker. Seeing you some time. Don't forget about the report. Best. Joe, Est O I/C."

Right there you'd have a Why of org insolvency. Not any meeting. But that it's on a despatch line. **TOO DAMNED SLOW.**

Already Establishment is slower than Production. It always is. And always will be. It takes two days to make a car on an assembly line and two years to build a plant.

BUT when you make Establishing even slower, you lose.

Est O Admin is a splendid way to slow down establishment.

Let me give you some actual times.

1. **SITUATION:** Overloaded Exec. Three periods of looking, each 15 to 20 minutes. Time to inspect and find **WHY**, and handle Mis U word 32 minutes. Time to write Cramming orders on a Communicator 17 minutes. Total Time to totally Est O handle: 1 hr and 49 minutes over a period of three days.

2. SITUATION: Investigation of lack of personnel. Collection of past records 1 hour. Location of peak recruitment period by record study 7 minutes. Location of Eds and hats of that period 35 minutes. Study of what they did. 20 minutes. Location of Why (dropped out unit) 10 minutes. Orders written as an Ed to reestablish unit. Approval 9 minutes. Total Est O time 2 hours and 21 minutes. Plus time to form unit by HAS. 1 day. Unit functioning in 36 hours and got first 3 products in 2 days.

3. SITUATION: Backlog on an auditor. Inspection of lines one half hour. Of folders of all auditors and their times in session 2 hours. Finding WHY and verifying 25 minutes (other HGC auditors dumping their pcs on one auditor because he had a slightly higher class and "they couldn't do those actions"), investigation of D of T 32 minutes (not on post, doing Admin, Supers doing Admin). Writing Pgm 35 minutes. Locating P/Ls on Course Supervision, one hour. Writing Cramming chits on 6 Auditors. Supers and D of T 1 hour 15 minutes. Total time 6 hours and 17 minutes. Check of Why five days later found HGC stats up and auditor not backlogged.

4. SITUATION: Stats I/C goofing, making errors. Meter action Method 4 18 minutes. Found word "statistic" not understood. Total time 18 minutes. Check back in 3 days, Stats I/C doing well, taking on all the duties of the hat.

5. SITUATION: Pc Admin only Instant Hatted. Getting her Mini-hatted. M4, Demos Clay Demos, 4 days at 1 hour per day & 15 minute check in late day to see if she is applying it to produce what it says. 5 hours.

6. SITUATION: Exec believes all his products are overt. 3 hours and 15 minutes completing 14 Steps of Est O Series 5 on him, locating only one product was overt. 20 minutes cleaning up how to unbug it. 3 hrs and 35 minutes.

These are typical Est O situations. They are not all the types of actions Est Os do. They would be typical total required time involved if the Est O were right on his toes.

I do such Est O actions. They are very rapid and effective. So what I am writing is not just theory.

Not all actions are at once successfully resolved. I have been involved in efforts to find a WHY in a very broad situation for months before all was suddenly revealed.

But where in all this was writing despatches about it?

F/N VGIs

One knows he is right when he looks and when he finds the right WHY. It's always F/N VGIs. Gung Ho! ("Pull together.")

So one isn't only looking. He is looking to see the scene and find the WHY and Establish.

If the Est O has spotted, and named the product he wants, then he has a comparison with the existing scene.

He cannot compare unless he looks!

Product named and wanted. Is it here in this scene? One can only see by *looking*.

You start listening and you get PR. problems, distractions, 3rd Partying etc etc. An Est O gets into a cycle of

Outpoint, handle, outpoint, handle, outpoint, handle.

He hasn't looked and hasn't found a Why. So the scene *will get worse*.

You have then a busy, frantic Est O with the walls of Jericho falling down all over

him because he listens to people blowing their own horns.

When you see an Est O standing and listening. Okay. If you see it again elsewhere. What? What? This Est O is not doing his job.

If you see an Est O standing and watching. Okay. If you see him pawing through old files. Okay. If you see him sitting doing a checkout, okay. If you see him working with a meter on somebody, okay. If you see him with a pile full of hats gazing into space tapping his teeth, okay. If you see him running, okay. If you see him reading Policy, okay.

If you see him sitting at a desk doing Admin. No, unless it's "Today's Chits". As a habit all day, No No No No No No.

If you see him standing talking, standing talking, give him a Dev-T chit. He's not being an Est O.

The real tale is told when a division or an org is established so that its stats RISE and RISE.

When the staff looks happier and happier.

When the public being served is bigger and bigger and more and more thrilled.

And the Est O achieves all that by LOOKING.

A good Est O has the eye of a hawk and can see an outpoint a hundred feet away while going at a dead run.

A good Est O can find and know a real WHY in the time it takes a human being to wonder what he'll have for dinner.

A good Est O LOOKS. And he only listens so he can look.

And like Alice he knows he has to run just to keep up and run like everything to get anywhere.

And so a good Est O arrives.

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Founder

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[See also HCO PL 9 May 1974, *Prod-Org, Esto and Older Systems Reconciled*, on page 438, which modifies the above Policy Letter.]