

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 MARCH 1972  
Issue II

Remimeo

Establishment Officer Series 9

STUCK IN

An Est O, as well as being mobile, must not get "stuck in" on one point of a Division or Org.

Spending days hating only one staff member and letting whole departments go is an example of what is meant by "getting stuck in".

This is why one "short cycles" an area. By that is meant doing a short start-change-stop that COMPLETES that action.

This is why one (a) Instant hats (b) gets production (c) does a mini hat P/L on the person (d) gets production (e) does another P/L (f) gets production.

The Produce is a test to the Est O of whether or not he is winning on a post.

You cover your whole area as an Est O with short cycles you can complete on each person individually.

You do group drills of the whole group, little by little.

Gradient scales are at work here. (Look it up if you don't know it.)

Like, found one basic product for each in the Div. Then handled other things. Then got product moved to Exchange on each one. Then did other things. Etc. Etc.

The other things are find a Why for a jam area or handle a blow or any other Est O duty.

But don't spend 82 hours hating Joe who then doesn't make it while the rest go hang.

Dev-T drops little by little and production rises IF you short cycle your actions.

Don't get "stuck in". "I've been working on Dept 1 and it is better now. Next month I go to Dept 2" is a wrong look.

Short cycles. Each staff member getting attention individually as well as a group.

If 1 man was totally hatted and all the rest not, they'd just knock his hat off anyway.

Don't get stuck in on a Dev-T terminal. Instruct Cram Retread Dismiss is the sequence.

Short cycles work. They show up the good as well as the bad. This gives upstats a reward.

Never have a situation where a Product Officer can say to you "I appreciate all the trouble you're taking getting Oscar hatted. Let me know some day when you've finished so I can stop holding the Div together and get on with my product."

Little by little a whole group makes it. Drilled as a group as on Org Bds. Hatted on one Product or a P/L as an individual.

In between you work like mad to get up an org bd and groove in the new staff member or find the WHY the Exec Est O is so anxious to get.

If 2 days pass and a staff member has not had any individual attention, no matter how brief, from an Est O, that Est O has gotten "stuck in".

Stay unstuck!

Flow. Be mobile.

You can, you know. And be very effective too.

L. RON HUBBARD  
Founder

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[See also HCO PL 9 May 1974, Prod-Org, Esto and Older Systems Reconciled, on page 446, which modifies the above Policy Letter.]