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 hatting 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 is find a Why for a jam area or handle a blow or any other Est O duty.

But don't spend 82 hours hatting 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.