

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 JULY 1977  
ISSUE II

Remimeo  
Dissem Sec Hat  
Dir Procurement  
Hat  
Dept 5 Hata  
ARC Break Section  
Hats

R-FACTOR AND LETTER REGISTRATION

(Edited from the LRH lecture to  
Washington staff on 2 February 1959)

The subject of the R-factor is simply reality which is best interpreted as interest. The interest of the person writing the letter is more important than the interest of the person receiving the letter. That is the first thing you have to learn because the second you try to estimate the person's interest who is receiving the letter you will inevitably make mistakes.

People are all over the tone scale and the only R that you can feed them is your R. That is all the R you have a control of. So when you violate your own R and your own interest you have had it and you get into the frame of mind whereby you are simply trying to grind out some letters to meet a quota and that has nothing to do with the Registrar. We don't care how many letters go out so much as how many letters get answered. If one letter goes out that does not get an answer to it, there has been a mistake.

Therefore Letter Registrars, ARC Break Registrars or anybody writing registration letters must not write a letter from a list, must not introduce extraneous material into the letter in some effort to interest people. We are not trying to interest people. We are not trying to sell anything. We are not trying to do anything but establish a reality.

The ARC Break Registrar is trying to run ARC breaks and is the one who judges what the ARC break is. Trying to get the person to talk is all she is trying to do and this has nothing to do with selling the person anything.

R-factor is best represented by what the Letter Reg writing the letter is interested in with regard to the known data of the recipient of the letter. You have bodies in Central Files. These bodies are enclosed in file folders. If you don't have a body, don't write a letter.

DEVELOPING INFORMATION ON PEOPLE

How can you write a letter to somebody who does not have a body? It is just not possible. When somebody gives you a list of congress attendees and says, "Let's write all these people letters," the best thing to do would be to simply have a form photolithoed and mail it out to these people or put a form in Ability magazine and that is it.

If you have something that shows a person bought one book and that is all the information you have, that person should receive an information package. It has nothing to do with the Registrar beyond saying, "Send this person an information packet." If you don't have any data on a person, how can there be any reality? There is no body.

So, letter writing is cut down then to people we know about. The development of information on people is done by getting them to write letters. But it is the job of Ability magazine and forms and the information packet to prompt them to write something. We have various mechanisms by which this is done that do not require letters, one being to send a questionnaire with a slip pinned to it which simply says, "Fill this out and send it in."

"We have been thinking for a long time and it would seem to us that it would be a very good idea if we understood something about your case...." can't be counted on to arrive anywhere. But we can count on just this simple direction, "Fill this out and send it in. The directions are on the top of it." When that person sends this in, you start to get R as only then do you have mass.

R is mass. R is agreement. Higher it is a postulate. Now, you get agreement in reverse-wise. When there is mass you can get some agreement. But it is very doubtful if you will get much agreement in the absence of mass unless you have mastered theta communication. You probably could do that too and should undoubtedly make some sort of postulate that you intend the person to write to you.

But the point is you have to build a file and the building of that file is done by various mechanisms such as a questionnaire. Send them a test. "We are surveying to find out how bright Scientologists are. Make out the following questionnaire." You will be amazed at how many of these things you get back and how many you prevent getting back when you start explaining and selling a bunch of things along with it.

Minimize that outflow. Don't make it so formidable that nobody can flow against it. Give them reasons to write back and you will pretty well have it made.

For instance, one of the most effective writers of letters in the business used this particular system without understanding it and would get letters as much as 3 years later, but always got an answer.

You can put out such a formidable barrage that nobody can backflow. To show you how unformidable the formula could be if you did write to somebody you did not have very much information on beyond the fact that in 1953 and '54 he was interested in Dianetics and now isn't -- he had written some letters in but they had stopped and that was all the information you had on him -- the best letter in the world you could write that would get an answer would be simply to say, "Dear Joe, Where are you? The Registrar." You are not going to create any R with this person -- he is nothing but solid ARC Breaks. But somebody worried about where he

is or demanding to know where he is will cause him concern and you will get one of the most horrendous explanations of why he is where he is. He will probably hardly tell you where he is except where he can be reached by mail, but he will answer up to this one.

Now, using "What are you doing?" is more accusative. But if you had reason to believe the person's last two letters in the file were very choppy and it had been 2½ years since he had written anything, you would be amazed that he is in a frame of mind where accusation was the bone of resistance. There it is, this beautiful pattern of entheta, entheta and then no comm.

How do you handle something like that? He will not answer up to any sweetness and light but will to one of these two questions, "What have we done wrong?" After he answers that and writes back a choppy letter, send him out one that simply says, "Dear Joe, What have you done wrong?" or even better, "What have you done wrong to us?"

When you don't have any body, and by that I mean a corporeal body, what are you going to write to? You simply have to start creating a body and have to whistle up some attention and you can't guarantee where the person is going to be on the tone scale when it arrives.

One of these "Where are you?" letters launched into the blue on a test found a fellow down in Texas in a small town who, ever since the first book and having taken a course in Los Angeles, had been processing people on Dianetics: Modern Science of Mental Health. He didn't even know there was any more recent material. He had been successful the whole time and saw no reason to know anything else. He expressed the greatest amazement -- almost ARC Broken -- that we did not know where he was. We kept on getting floods of reports and letters and data from this person just on this one prompting. Each one of these was simply acknowledged and he all of a sudden fell back into communication with the organization. There are people around like that.

When you think of R-factor, R on the lower end of the scale is mass. This does not mean a mass communication. This means a mass of information. Therefore the development of that body called a CF folder which is the counterfeit or substitute body for the person is the first order of importance.

It is not developed by letters when it does not exist. It is developed by giving the person information and asking him to fill in questionnaires. Let the person be as anonymous as he is to you. That's reality. He is anonymous to you. He is just old Joe Zilch, 1822 Ninth Avenue, Bronx. What do you know about this man? You know nothing about him. So you should send him a very anonymous communication because that is certainly the R. It's a match. To pretend to know something about him the way big commercial firms do in order to sell something to him is offensive to him because it is not R and is a violation of your own R-factor.

REALITY AND INTEREST IN LETTER WRITING

The one thing that is foremost and absolutely necessary to be able to keep on writing letters is to keep within your own R. If you look at files this way, you will find that you never get upset about writing letters. There is nothing to get upset about. These are just people and you write them letters. A Registrar who does not keep within her own R will begin to feel beat, dragged out and forced.

Your unreality comes about when you take a folder which has just one letter in it written a year earlier for example with a reply and no further letter from the person. You don't know anything about the folder. The letter says, "Thank you very much for your letter. I suggest that you read Dianetics 55, Dianetics: Modern Science of Mental Health, Science of Survival and....." This just drowns the person. ".....to give you more background on Scientology and Dianetics, to help you out with the Co-Auditor's Manual, also learn the Code of a Scientologist and Auditor's Code. Learn those Codes very well and abide by them. I have enclosed a price list....." and here you have the Registrar selling.

This girl is a perfectly good Registrar, but when she wrote this letter she wore the hat of the Distribution Center, Inc., "We have to sell books," which is not the hat of the Registrar.

Let's take a further look at this letter. "I have a copy of your handbook entitled The Co-Auditor's Manual of Scientology given to me by a Scientologist friend quite some time ago. He has been very helpful in spite of the great distance between us. I can see great potential to Scientology helping people understand themselves as well as others and therefore I'm quite interested in learning all there is about Scientology. Although I have not been schooled in what to look for and am afraid I might do more damage than good, I would appreciate all suggestions and advices that you can give me including a list of books that will help along with the name, if you have someone available living locally, that my wife and I can consult or be audited by. Thanking you in advance for your help and kind considerations."

Do you see anything wrong with the letter that was written in reply to it? It was made to be totally formidable. Here was a training prospect. Self Analysis produces some interesting results if you simply open it page by page and read it to the preclear and get the answers. If the Registrar had just taken the last ARC Straightwire list on Self Analysis and sent it to the fellow and said, "Just read these questions to the person in order and get an answer to each one," she would have had the person feeling much better and the next thing you know he would have been in for training.

The person asked for help and information. The Registrar could have said Self Analysis has a list of books. She could have said a lot of things and given him all the technical advice in the whole world but she certainly would not have said very much in terms of selling.

There is another book, Scientology Handbook for Preclears that if they simply sat there with a pencil and asked the questions and put down the preclear's answers, they would have a kind of auditing session. Now, they would have said, this outfit is really helpful.

We will write this person another letter. "Thank you for your letter of July 16, 1958 requesting easier ways to audit. By return mail we are sending you one copy of Handbook for Preclears. If it does you any good, you may pay for it but we are not worried about that. Take a pencil in hand, take this book, turn it to its blank pages and ask the questions printed in it of the person you wish to audit. When you have completed the book send it back to me. Sincerely yours, Registrar."

The Registrar can always draw on materials to develop prospects and unless a Registrar audits long distance, takes an interest in cases, handles the problems of groups of people or individuals, he's not taking responsibility for the field. A REGISTRAR HAS TO BE ABLE TO TAKE RESPONSIBILITY FOR EVERY REACTIVE BANK IN THE ENTIRE COUNTRY.

Another letter received said, "In answer to yours of August 12th, may I tell you that this long delay in answering was not intentional. It is simply a recovery period from the information you sent along with your letter. I would never have thought, frankly, that any help from Dianetics would be financially beyond me. My planning to come to Washington is quite out of the question for two reasons, namely, I have two children ages 10 and 1½ plus a semi-invalid mother-in-law to care for, and to spend the required time at your guidance center would be financially impossible. Oh my dear Miss Jones, it is necessary to buy everything, even freedom of the mind. Can mankind really help himself and others or can he only do so when he can audit?"

The answer to this was an explanation. The Registrar said, "I'm sorry I've given you the impression that it takes a great deal of money to obtain results in Dianetics and Scientology. This is not the case. We have two books called Self Analysis and Handbook for Preclears that contain many simple tools for a person."

This was September 11, 1958 and there was no answer to it because the person was already ARC broken and evidently had some other things in mind. It does no good to explain. Have you ever had an auditor explain an ARC break to you? The file was marked "hot" yet was colder than an iceberg.

The only way you can heal ARC breaks is to get people to talk. If they won't talk, they won't run them. You can't run the other person's ARC break.

You are developing bodies. What you want is a mass on these things. They can write many searching questions you can answer with great rapidity. You can answer them very briefly. But obviously their outflow still says more ARC break and you're still running an ARC break so you go right back to running the ARC break. It has two sides.

Another letter simply had this; "Please send Scientology Fundamentals of Thought and Dianetics 55 too." This was no file. A file requires an origin. We do not even consider it a file until the person himself has originated. When the person himself originated, we have a file. A book order is an origin. But this was some kind of an offbeat thing. It was just an address - send a couple of books to an address, maybe as a Christmas present.

The reply said, "Thank you for ordering Scientology Fundamentals of Thought." Now, nobody knew that that was ordered because it was not there as ordered. It might have been ordered by a friend. The primary reason why there was no answer to this letter was undoubtedly because the individual did not order them. This was not a file. It does not deserve an answer.

A further file on a person who bought a book said, "Enclosed is three dollars money order. Please send Dianetics 55 to D.V.S., San Diego, California," and an answer, "I notice you have a copy of Dianetics 55 and that you probably finished reading it by now. I have used the techniques in the book by using the Co-Auditor's Manual. If you care to try for yourself and find out how it works, I suggest you send for..." This is just selling books. It has nothing to do with the person. There is no R in that.

We would have to develop information on this person before we could do another thing. One of the best ways to develop information is to send him questionnaires of one kind or another and have him fill them out. Have a questionnaire on Dianetics 55, "Did you notice the typographical error on page 18?" It is probably his level of reality.

Another fatter folder was on somebody who had actually done a questionnaire and sent it in, with a little correspondence from us to the person but no correspondence from the person to us except, "Please send book Scientology to the above address. Thank you."

Now somebody had developed it. There evidently had been a letter in the file which was missing. "A rough estimate on Clearing that I could give you, Dick, would be three to five weeks here at the HGC. You say that you got a close family but poor otherwise." This was a faulty file, and as such had no business being answered until it had been patched up.

If you could not patch up the file then you would obviously have to write this person and tell him his letter of August 22nd, 1958 to go along with his questionnaire had been lost and could not be graded. You could tell him anything you cared to but you would have to get some mail from him because a letter had been lost. That shows an incomplete CF.

Another letter read, "Dear Sirs, I saw your advertisement in March 1958 issue of Fate magazine. Interested in your Operation Clear.\* Please send me information." This

\* - Operation Clear - see definition in the Dianetics and Scientology Technical Dictionary

was on April 26th, '58 and we had not heard from the person since. He was written a letter which was far too personal for him. All he should have gotten in return was an information package and a letter.

One folder I recently saw contained letters, letters, letters and more letters. The more letters you write that do not get answered, the more flooded the individual becomes and the less anxious he is to answer. That is because they are not R and are just a matter of selling. You have to develop the field before you start doing something for people.

One of his letters said, "Find no listing for El Paso, Texas, in your recent Group Newsletter. Is there not even an old fashioned HDA here? Am including some information you requested recently if you want a complete file." He was communicating September 6th, 1954 but not in 1959. It was obviously an ARC break. He had been sent names of auditors who probably were not there. He had to be sent some modernization material and the whole file had to be redeveloped from scratch. He stopped communicating with us one way or the other. Why? Did he still exist? Did he still live? This is the sort of thing a Registrar would want to know.

The R-factor is what do you want to know? Not what do you want to sell him. What do you want to know? You want to know what happened to him. You want to know if he still exists, if he is dead or something, if he ever read these books. Did he ever get in touch with any of these auditors? Did he ever get in touch with any group? You have to know these things in order to have a file. Why butter it up with American business "ARC". "Dear Mr. B., I am very very... and I wonder if you have tried our new Dilly Willy Mix Pancake Batter." That is not the way you handle people. You want to know things. So you just write and ask him. And it is amazing how often it will just go instantly.

The Registrar's interest is all that counts. Don't worry about making an effect on the man. You don't have to calculate your effect. What is your interest? There is a folder - it presents a mystery. Well, answer the mystery.

I would not be above writing this man just this way, "Where are you? What's the idea of falling out of communication with me? You were interested at one time or another. What are you doing now? What happened to you? Did you ever get in touch with these groups? What occurred? Write me at once." He would answer up because it would be real.

You are dealing with a mystic factor here called reality and it is mystic how it communicates.

#### "FORM" LETTERS VIOLATE REALITY

A Registrar once told me that a good percentage of her originated letters to this type of folder would be form letters. They couldn't be. This man had asked certain questions which he evidently got some answers to. He wanted to know if there was even an HDA in El Paso. What did he

do with those answers? They were specific questions which were not form. Unless you were interested in this person he would not answer you. It is as mysterious as that. What are you interested in? Look this over and find out what your interest is in the folder. Who is this person? You have to know about him, not about people like him. If your interest in the folder exists and you express it - not in the form - you will have a letter instantly. If you are not interested in the folder, you have no business writing to him. If your interest does not exist and you write a letter, you have betrayed yourself. It is as harsh as that.

If you want to know how bad men can get when they betray themselves, go up on Madison Avenue and look at American advertising.

An actual letter I saw recently said, "I have a heavy commitment to finish. As soon as it is complete, I desire to study Dianetics thoroughly." I looked this over and without reading further, to show you how far this was from form, my interest was whether she hadn't fallen into the hands of a squirrel someplace. So that was what I would have asked her. "Dear Mrs. B., You sure you didn't fall into the hands of a squirrel someplace?"

It is too real. All you have to do is say "squirrel" to the person on the other end of this receiving line. They at least have to write and ask you what a squirrel is.

I am not interested in their reality. I am interested in what our reality is, and there will be some R. The person was really keen and then disappeared.

Another letter read, "Report on progress - none so far except in a negative way. No tea drug since last July. Plowing away an hour a day with Self Analysis in an attempt to keep at least one finger in the pie. I notice an outstanding memory improvement as the first award and that in itself is encouragement enough to dig in some more. That's about it except to thank you for keeping in touch with me so that I don't quit completely. The home situation is still impossible to surmount as regards the hopes of a trip to your fair city. Perhaps time will alter that plus a little money. I have a line on an old friend of mine in Detroit who is head of a small group there and intend to get in correspondence with him for pointers on what they are doing."

Well, Detroit was the home of the squirrels. The man had not been heard of since January 4th, 1957, so I knew pretty easily what happened to him.

The letter continued, "I am completely lost with no group, no fellow players, no instruction as to who's on first. I never graduated beyond the first book of Dianetics. This doesn't mean I won't try to catch up if and when the opportunity presents itself."

The first thing I was interested in was the fact that he had been going along on Self Analysis at an hour a day. That he evidently had a hard time doing it did not interest me. I did not care what he was interested in.



I would probably have written him a letter to this effect: "Have you found the ARC Straightwire list at the end of Self Analysis? Did you know that this gone over and over and over day after day would do more for you than the rest of the book put together? I have found this out recently and I wished to communicate the information to you at once. Please tell me how you are getting along. I also see you've been writing somebody in Detroit. We had somebody in Detroit once but he got drowned. Why aren't you in correspondence with us now?" That would be the letter I would have written him. It is very far from form, isn't it? He deserved a letter, but there was a mystery there.

An example of a book ARC break was someone who wanted to know why a book had not reached her. The reply said, "Thank you for your letter. Please accept our apologies for this delay in sending your book to you. The book has been shipped to you and you should have it in your hands very shortly. May I suggest that the next book you read..." You would not suggest any more books. She was already mad and no word had been heard from her since February 12th, 1958. Obviously the ARC break book had not arrived. The only thing you could ask her is "Did that book which got lost in the mails and which was replaced by the DCI on such and such a date ever get to you?" You would want to know that - that is the missing interest.

Another long letter read, "Thank you very much for your nice letter. Certainly I am very much interested in the subject you are teaching. Happened to read that you find happiness and satisfaction in your activity. How long have you been there? My activities have changed very little." This was on March 11, 1957, too long ago, and was a pen pal sort of letter. "Like you, I find a great deal of satisfaction in this kind of work, though at times I am frustrated with the slow response of a patient to treatment."

Now, here was my R. I did not go any further. "We've been having the same kind of trouble, Mr. S., as you mentioned on March 11th, 1957 in your letter to us. And the slowness with which people respond is indeed disheartening. However, we have a new process which makes them respond very much faster and we are much happier about it. Thank you very much. Registrar."

He would have answered as that was his worry. There was the problem he was looking for a solution to. Now there is your R-factor.

Another file most recently heard from February 24th, 1958 contained money orders, books but no letters and an aptitude test which was marked "hot" of all things. It wasn't hot, it wasn't even lukewarm. All it was was an aptitude test. We had no other information about the person. He had bought a Fundamentals of Thought. My interest, if he had bought a Fundamentals of Thought, was that it was too heavy for him and what he really needed was Problems of Work, and I would have said, "Dear Mr. S., Did you find Fundamentals of Thought was too heavy for you? Sincerely yours, Registrar."

That was my total interest. It had nothing to do with "Why don't you come and be processed? Why don't you get

trained?" That would not have been real to him. Nothing would have been real to him unless he said he was going to get trained in 1955 and he wasn't being trained then. I always look at that and I say, "What happened?"

One CF folder I saw had tons of letters from us. Notice that I don't read our letters. I don't bother with and am not fixated on our outflow. I do not bother to read the letters to find out what the man was told. I want to find out what the man said.

#### LETTER REG STATIONERY

A Registrar once told me she found many people in the files who referred to religious organizations did not want any further part of religious activities, and that she then used HASI stationery even though instructed to use nothing but Founding Church stationery. That instruction was incorrect. You can use Academy or HGC stationery, or have stationery printed to get around that. Your authority certainly on the Registrar line includes getting something that is acceptable to the public. The Academy of Scientology or the Hubbard Guidance Center are perfectly good names.

#### INTEREST AND REALITY

A further letter I saw said, "Dear Miss Jones, With much regret I must ask you to cancel my intensive which was scheduled for November 18th. Unfortunately, I am having too much difficulty here at home, maritally and financially at this time to come to Washington. It appears however, that in another three to four weeks the picture will change sufficiently to go along with the original plan."

That was nonsense. Now, my interest was very succinct and distinct. "What did you really do, Mr. S., that made you change your mind?" This would have puzzled him no end. But that was what I wanted to know, what he did that made him change his mind, because obviously that was a phoney.

That's me, I want to know and I have a right to know. I don't care whether he had the right to tell me or not.

One letter had a question as to whether the person ever enrolled, as there was high, high enthusiasm in October 1954 and not another whisper afterwards. A later letter explained it, "The Director of this institution informs me that I will be another year before I am ready to be released. Therefore I must decline your kind offer at this time." But you would still write and find out how he is.

One Registrar thought the letter was meant to be a joke and that it was extremely sarcastic. It might or might not have been authentic, but I did not look at it as being sarcastic. That was not the R I got out of it. You do hear from lunatics. The Registrar was writing script and that was none of her business. No.R. Her reaction was that it was a phoney. If that was her reality, then she should have simply found out if it was the case. There are lots of

letters that read somewhat like that.

This is a fundamental error. She was interested in this man's reality, and she wasn't competent to judge his reality. That is not the reality I mean. You are not looking for your own personal opinion of a letter.

The Registrar was trying to get her reality on the person -- to what end and goal? I didn't want her reality on the person. I only wanted her interest in what was being said. I asked her what she was interested in in the folder. She was evidently interested in the fact that it was a phoney. Maybe she was interested in the person, but the R-factor we were talking about was her R-factor on the folder, not her R-factor on who the person might be.

There is a subtle difference.

Her private opinion may or may not have been an accurate estimate of his R. That was all I was trying to say.

She said she would not force her opinion on anybody in the world, but she had just missed the boat by about a hundred thousand yards. I told her to look at the folder. Was she interested in anything in that folder or was she just being critical? What was she interested in?

She said she was interested in why he had that attitude and what happened that he should have the attitude. That was so correct. She would not have written him anything else. Why he had the attitude had nothing to do with his R. Her question and interest were totally bounded by the fact that she wanted to know why the person had that attitude. She did have an interest in the folder to the degree that she wanted to know something from the folder and wanted to answer or inform it. That was correct.

You do not abandon a letter or base your answer on the reality of another person or try to go into agreement with this person like it says in Dale Carnegie.

#### REALITY AND SALESMANSHIP

America is totally hagridden with an unfortunately standardized American business attitude toward its public. Their selling processes do not work. For instance, the way you are supposed to handle a prospect is all greasy and oily and 1.1 and no reality.

I asked a person once, "What do you want to buy this motorcycle for? It's hot and it's fast." He did not appear to me to have good sense so that was what I told him. I did not even say it was a good motorcycle or anything else. He told me a lot of reasons why he wanted to buy it, and said "Hubbard's a great guy" and bought it at once. Wasn't that a funny way to sell a motorcycle? I was really very unwilling to sell it to him and not as a pitch at all. I didn't say, "Well, it's a good motorcycle. Its RPM is so and so, and isn't the weather nice?" and rub my hands together and do an uncle with the three pawn shop balls out front. That does not sell things. You are not even interested in selling things if you are interested in R.

The funny part is the second you are interested in R you apparently have something and people won't let you leave it alone. They want.

If you were concerned about the man's reality, you have missed my point. You have no slightest worry about his reality. All you would write about is your reality on why he had that attitude. It is as simple as that. You would not try to correct his attitude or try to write the script of why his attitude was that way, or write the script as to whether or not you pre-supposed something about it, which is what I was objecting to. Your pre-supposition that it was possibly a joke or a gag might or might not have been correct. There are lots of letters around like that.

You are liable to get a wounded letter back. That does not matter. It was per your reality and somebody would have responded to it.

People do not respond to unreality. They do not respond to criticism, explanations or sales talks. This country is sold to death, they do not respond to any of these things. The one thing they have ever responded to is your reality on them and they respond to that at once. If your reality on them is real, they respond instantly. It is almost too simple a trick.

A letter I once saw said, "Dear Sir, In reference to your letter of February 15th, in regard to Ability mag and yearly membership please discontinue as I am still not working. A fractured ankle is my latest episode and my husband does not give me any money and he is having a difficult time paying the bills. And we are in debt." The person should have been written to and told, "Here's your Ability. Would you like us to send your membership free for a while? Don't feel you should be without it at this time." She should not be penalized. "Have you ever tried a touch assist?" As it was quite a while ago I would have said something on this order, "How's your ankle now? Did it get all right?"

#### HANDLING INFORMATION REQUESTS

A great many things can be done with an answer to advertising such as, "I saw your advertising, please send me the information." You have an information package which changes from time to time and is sent out according to what the person will answer up to. You do not flood the person with a bunch of stuff. You could go as far as sending a questionnaire at once, saying, "You've asked for answers and we like to know what kind of person you are so as to be able to give you some proper information." Anything like that to get them to write to you. There are numbers of ways you could handle, not only an information package. You could start right out with a test of some kind. Many things could be done. It is a matter of constant change, constant adjudication and constant exploitation.

A question I was asked recently was whether it would be all right to tell someone you would be interested in hearing what he thought of an Ability magazine which he was interested in and which had been sent to him. That is a secondary action.

Your information package to get people to answer up and write back again would be improved with the inclusion of a questionnaire at the end of the magazine as they are not a good subject for a letter and it is something I have been trying to break the back of because it is silly. If you want a response from people you have to give them the means to respond. You could send them a magazine and a questionnaire which they would look at and send back.

Another questionable sort of letter I saw was in 1955 and the person had not written us since. He never responded to our letters to him but seemed to have written us quite a bit. I would have written him and said, "What happened to all the people who were vaguely aware of your claim you organized a group?" This group was not a staunch supporter of anybody. He said the people were only vaguely aware. I already know people are vaguely aware. I wanted to know what happened to all these people who were vaguely aware. That would have been my question.

Folders with no letters can be sent a repeat info package with a questionnaire. You do not put a form letter on them. Send a slip of paper to the mailroom saying, "Send this person package number 8," which would contain an Ability magazine and a questionnaire or something of the sort.

One letter which had apparently never been written to said, "Dear Miss Smith, Thank you for your note of March 5th and may I say unfortunately that I am not familiar enough with the work or principles of Scientology to express congratulations. In looking over your questionnaire I am not disposed to answer at this time. It would appear that your methodology, if it could promote the kind of pure observation or reactions indicated by the questionnaire, it would be most welcome to the confused world. Sometimes I have wanted to express interest in your work. With the busy schedule I am keeping, my original intention will not satisfy me. At this time I request a basic book of principles and practice, in which to delve so I may become acquainted with some of your tenets and methods. From this point and my teaching experience and a rather intelligent background in psychology, allow me to attempt to arrive at some judgement about Scientology. My feeling at this time is that the field has much merit." There was no indicated action of any kind but a letter had been appended to it at one time. This was only April 8th, 1957.

I would have written a letter to this fellow and said, "We have no record of having sent you the book on Scientology you requested. Here is a basic popular book called Problems of Work. There are other texts concerning education and its use in the London County Council School System. Sincerely, Registrar." He asked for something and I had no evidence he ever got it. You would send him another one to make sure he got it. You use a lot of those for promotion.

A letter such as, "Please explain to me about the state of Clear and what can be done;" is simply sent an information package. One person who wanted to hear about Clear was simply sent an information package but never did it. The only reason you would send a letter would be to double explain what a Clear was and give a Clear definition. The person wrote a letter wanting to know what Clear was so the least you would

do in re-writing him would be to say, "A Clear is a person who answers up to this definition." Put the definition down in full and send it back to him again and also say, "By the way you haven't answered our questionnaire. What's wrong with you?"

These letters illustrate what R is from my viewpoint.

People who have bought a book are information package public. A smart procedure is to invoice out an information package so it shows up as an invoice no charge information packet and the name and address show up in the invoice line. If you are going to send somebody a book, invoice it out so you know if he did get the book.

### THE LIABILITY OF "SELLING"

Now, in handling the public at large, in America particularly, you are handling an over-sold public who are being totally caved in and who never have an opportunity to answer up.

Your interest alone in their folders and letters is all that is going to make them answer up. You are a traitor to yourself every time you write somebody or answer a folder that you are not interested in. There is something to be interested in in every folder, and it is always different.

If you get a list of names such as statements or delinquent accounts for this month, don't ever write that list of names. Hand it to CF Liaison to get you the folders. As fast as they are fed to you, write these people just on an ARC break basis as you would anyone else. But always write the folder, never the list.

When you violate your own R, you do not get an answer. People are getting pretty foggy under the hammer and pound of "We're helping you all out by putting on TV the horrors of sinusitis, and if we can implant you thoroughly enough into believing that you should be sick, we are helping you out. Why don't you put yourself in debt a thousand times over so that you can have this new kiddie car here? Why don't you borrow money at tremendous sums so that you can be foreclosed on in order to pay all of your bills because we can't foreclose on you?" Why should anybody pay 8% rates? To pay his bills? That is very silly. Anybody who has a debt could take a couple of dollars a month, add these all together and he would have his payment less his interest. Yet they advertise, advertise, advertise when the flood goes out with a Dale Carnegie pitch that all must be sweetness and light.

I would not have people on these lines who were totally trained and oriented with years of experience in sales. They just lay eggs all over the place because their reality is just about gone. By this I mean professional salesmen who have never been anything but professional salesmen. You would have to process and process and process them to restore any R-factor at all because their private attitudes are that the world is composed totally of fools and this shows up in everything they do. Each letter they write will have a little curve in it and the next thing you know is that you have more ARC breaks than you can handle.

This orientation has taken the country and has made it almost unsaleable. If you were to tell the United States Treasury that their business index was going up and down with regard to attitude and approach of sales distribution, they would think you were goofy, but they would ask Madison Avenue and would hear from them that advertisers have suddenly found out advertising is a liability. Only in the last two years have big manufacturers awakened to the one fact that they can advertise themselves practically out of business. They had to be very careful with their advertising, which is not the thing it pretended to be in 1928 when it was born.

This is a problem in realities. The individual no matter how foggy he has gotten can still recognize sincerity and interest. He thinks it is sincerity and interest. It actually is not, it is your reality on him. He will react to your reality on him even if you bark at him.

We are not interested in keeping all this at 1.1. That is an awfully pegged point on the tone scale which is modern salesmanship. We are not trying to sell anything. If we just do our work well, we will wind up with a clear country, and the way we do our work well is to speak always in our zone of reality, not betray ourselves in our own realities, and give the very best service we know how to give. If we just do those two things consistently and continually, we will have it made and nothing will be able to stop us.

But the second we start selling, falsifying our own realities, trying to express interest in people we do not care live or die; the second we start going out on a limb of a pitch like a vendor of mechanical dolls down on the corner, we are dead. The whole strength and impetus of the Scientology movement is killed.

We have unfortunately done an awful lot of selling, selling, selling to our mailing list and it is up to us to rehabilitate the whole list.

#### OUTFLOW MUST EXCEED INFLOW

Another point I want you to know is that you could make the mistake of believing that the opinion and expression of the field is represented in your letter inflow lines. It is not. That is one of the hardest things for someone to believe who is working hard with a mail line. That line does not represent or even give you an indication how the field feels about you. You sometimes have to make an extraordinary effort to pat somebody on the back who is doing a good job. Therefore if we stay in a continuous stimulus-response basis of only responding when the public speak and never originate ourselves except on the letter line, we are doing a damaging thing. We are not giving those people a pat on the back who deserve it.

Our auditors that we do not hear from and who do not say anything to us are still doing a good job. They have no real reason to write into the organization. They are possibly represented in Central Files but certainly are in Address.

Every certificate issued to the best of our knowledge is going into the Address list. People of this character look to HCO or somebody similar to correspond with them occasionally. It has been very successful to send them a questionnaire and ask what they are doing and how they are getting along. Once in a blue moon we have done this and have gotten tremendous response. When we get a response on that basis we know we are getting a representative response. The survey of processes we engaged in year before last when we wanted to know what the most effective processes were, resulted in a stack of responses. Interestingly, the first 8 or 9 letters received back were all training or processing prospects.

If you just fooled around back and forth with the people who wrote and no other project of any kind was ever initiated you would inevitably work your way out the bottom.

All the magazines that go out, books that are sold, extension courses ever do is to promote the registrar line from the Registrar viewpoint. They promote a flow of correspondence. But you yourself have to be active and have to make sure that they exist before you can broadly correspond with the field at all.

CF, on originated letters, is not representative of the interests in Scientology in the United States. Therefore you have to exceed this area every once in a while.

#### ADDRESS AND CARD FILES

A Registrar told me recently that people who are Extension Course students challenge our communication line and are very offended when we write them not knowing this. What you need is an addressograph machine card file on all Extension Course students. The designations of various people can be turned out in various card files. There is another method of handling this. Every file is supposed to have all its invoices going to this file. Everything that is bought should go into CF and Extension Course would show up at once. Evidently there is an inadequacy of filing invoices in CF. Every Extension Course student complaint was due to the invoice slip not having been filed in CF. Invoices are supposed to be filed in CF because there is a copy for CF.

A Registrar is entitled to any number of file card systems she wants and can mark them in any way she wants to. It gives a tremendous zone of action as she can take each type and category and zone it. When she writes a person she can look through four or five card files and can actually tabulate them, put a slip in the person's folder and check off the various categories. She can get a form made up to fill out and check on her files. This can also be done in CF. This is a continuing action. The Registrar is entitled to lists of people and card files that can be used and marked. If the Registrar cannot have them the address machine has no reason to exist.

Nobody has yet awakened to the fact that they have an electronic brain called an Address machine. Everybody says, "It's addresses to mail Ability magazine," and that is all they think it is for. I have not challenged this to the



point which it is going to be challenged due to the very hard time grooving in the Department of Promotion and Registration lines and setting up some files, but as soon as this is done the Address machine will be going in all different directions and people will start wondering why it is called an Address machine because all it is is a persons machine. It gives unlimited types of lists, mixtures of lists, can keep files and records in all different categories, and can provide you with a master file of the people you have written to. The machine can actually run the whole business practically all by itself, yet is looked on as just an address machine. It is actually a persons machine.

---

I am trying to take off the strain and the idea of wearing out and tiring out. If you violate your own reality often enough I can assure you you will be tired. I want you to groove it up toward a total expectancy on letters. I want you to actually get to a point of outrage when someone just isn't answering you and write and tell him so. "What's the matter with you? Didn't I write you a letter? Haven't I treated you nicely?"

You will find your work will get a bit easier along the line.

L. RON HUBBARD  
FOUNDER

Assisted by  
Men Pjt 871-1

for the

BOARDS OF DIRECTORS  
of the  
CHURCHES OF SCIENTOLOGY

BDCS:LRH.HE:nt/lf/pt  
Copyright © 1959, 1977  
by L. Ron Hubbard  
ALL RIGHTS RESERVED