ABILITY

ISSUE 183



WHY ORGANISATIONS STAY SMALL

by L. Ron Hubbard



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WHY ORGANISATIONS STAY SMALL BY L RON HUBBARD

The size of an organisation depends upon this law:

A LARGE ORGANISATION IS COMPOSED OF GROUPS. A SMALL ORGANISATION IS COMPOSED OF INDIVIDUALS.

If you really understand this principle and use it properly you will be able to have a large organisation.

There are other factors such as (1) the desirability and quality of one's commodity, (2) the able promotion of it, (3) the abilty of the heads of groups in the organisation to catch dropped balls and (4) the close following and comprehension of the policies of the organisation and its groups.

But the gross monitoring law is as above. When one does not know this and apply it one has a small, semi-bankrupt organisation that over works everyone and underpays.

This rule applies to a planet or a nation and is most readily seen in these gross terms. A planet with nations will be far more prosperous than a planet with one central government governing the individuals of a planet.

Socialism fails (and it always fails) because of two factors:

(a) The government seeks to run the individual, and

(b) Socialism unmocks[1] companies.

[1]A mock-up is a mental or physical model, construction or picture created by a person. It is created volitionally, does not necessarily copy any previous experience, and is under the control of the person. To unmock something one would simply follow the reverse process.

At this writing the prosperity difference (and there is one, Russia currently starving) between the democracy of the US and England and the Super Socialism of Russia is that the "West" still has companies and the "East" (Russia and China) have abolished them. Russia seeks to run the individual. It has collective farms etc., but they won't leave a manager alone - to manage - they govern his workers.

To the degree that England and the US tax the individual and seek to govern him they will dwindle in size.

England at this writing is undergoing one unmock of the whole empire solely because it is by-passing the manager and the governor and directly seeking to govern individuals through income tax, "benefits" etc.

The US is about to come to pieces. Like all big countries on the way out it never looks so good as when it is already about to fall apart. The US is by-passing the states and US companies and is therefore putting the governors, managers and the states and companies in Danger Condition[2] This, unrepaired, will unmock states and companies and collapse the sub-group on which the big group called the US depends for an organisation is composed of groups. Non-existence is the Condition just below Danger. A Danger Condition carried on too long drops down scale to non-existence. A large group made up of non-existences is of course non-existent itself. Thus by-pass by the heads of a big organisation of the heads of its internal small organisations works toward non-existence. It is really quite simple. To make an organisation get smaller all one has to do is by-pass the sub-groups and run the individuals only and the organisation will collapse or struggle along at near-collapse NO MATTER HOW BRIGHT ITS MANAGER MAY BE OR HOW HARD HE OR SHE WORKS OR HOW BRIGHT THE STAFF IS, OR HOW GOOD THE PRODUCT, the violation of the law in the second paragraph will decay.

Fantastic, isn't it?

All one has to do to make an organisation grow is apply the law that a large organisation is composed of groups. It is NOT composed of individuals.

Russia, just yesterday sweeping the world has begun to lose ground and her empire withdraws. Russia won't allow companies. She never says to the head of Georgia "Get your statistics up, bub" and leaves him to it.

[2]One of the seven conditions of operation of any organisation. They are: Non-existence; Danger; Emergency; Normal; Affluence; Power Change and Power. In Scientology organisations, conditions are assigned on the basis of production statistics. Each condition has a Formula of Operation.

Instead she governs the Georgian individual with spies, secret police and even income tax and is more apt to shoot the head of Georgia if his statistics do rise as he is then looked on by a paranoid central government as capable enough to be a menace. Russia once governed via cells and did so long as she was expanding. Now she has Income tax!. Russia expanded despite bad management solely because she was composed of cells and collectives - but she went too far and erased the individual entirely, so, though growing she starves. Her groups were mainly dedicated to politics, not production, which is a frailty of governments anyway. But the basic group is composed of individuals. (For heaven's sakes don't tell Russia as we don't want her growing - tell her she must govern her individuals individually and she'll vanish. You can tell the US, if you like, but only because no president yet ever listened to anything except his popularity poll and with only a four year career, isn't likely to. In the US, the government itself vanishes regularly and only the companies, with plenty of interference, keep the civilization going.)

England's sad old empire was great as long as India was run by the East India Company etc,etc. Its colonies and dominions did fine right up to the moment the government in Westminster and Whitehall started to the run the natives as individuals, by-passing the company controlled colonies. Then the "Empire" started to go broke because it never was a political empire but a commercial one. As a political empire it uniformly failed until about 350 years ago it began to charter companies to rule and govern foreign lands. Then it got an "empire". When it began to by-pass its company heads and set up crown controlled governors and then by-pass these it ceased to be an English Empire and it looks today that soon there won't even be an England. It could not control even one colony the moment it started to govern individual colonial citizens on a by-pass of the colonial companies.

You can use the same argument they use. That "concentrating only on groups is hell on the individual". Marx used that line. Well it isn't true. When you get too big a group the individual in it, suffering the whole pressure of the state suffers. The reverse is true - "by concentrating only on groups the individual is protected and prospers."

Now we get to the philosophic question in the law, how large is large, how small is small.

Oddly this is easily answered, unlike most philosophic conundrums. You have to have the answer to "how big should a group be in order for the individuals in it to be effectively managed without oppression in order to get the job done." That asks and answers it. A correct group

size is one where individuals in it are not made too small by the group being too large. This is a ratio question. The Government of England and the individual Englishman are of incomparable magnitude. What the hell can Joe Cockney, a citizen, do against the Government of England! Nothing! So Joe Cockney goes to pieces. You can't have a communication line between a billion horse power motor and one grasshopper! Something is going to explode and it isn't the billion h.p. motor. It's the grasshopper. Therefore when the management unit is too big the individual (despite all the protection laws in the world) becomes apathetic and can't work or doesn't see himself as important enough to bother about.

So what is a proper sized group?

A GROUP IS A PROPER SIZE WHEN THE INDIVIDUALS IN IT CAN EASILY APPROACH THE MANAGER OF THAT GROUP ON A FAMILIAR FRIENDLY BASIS AND BE SURE HE KNOWS WHAT THEY'RE DOING AND WHY AND IF THEY'RE DOING IT.

The individual in that group is not oppressed. His charm counts. He feels up to arguing with that manager. The executive (with a deputy on his side) feels up to confronting the rest of the group. His own personality counts.

The only reason you have strikes and labour unions is that this group law has been violated. Too many individuals in the group for them to know intimately their manager on a friendly co-operative basis.

This is all Marx talks about. Marx is really a protest against too big a group solved by creating a protective state (an overwhelmingly large group) that "rescues" the individual! So Communism is a mess. For by making a state group one overwhelmed the individual and sure enough the only criticism of Communism that a Communist will tolerate is that it has too big a "bureaucracy" by which he means too big a government for an individual to confront. Communism goes even further. It abolishes the individual utterly! It forces him to be a group. And that is very bad for individuals are the building block of the small group. So Marx neither knew nor solved the basic problem of government. He didn't know the above 2 laws about organisations and groups so Communism, supposed to solve individual oppression, is the most individually oppressive form of Government on this planet.

How many individuals can effectively compose a group?

It depends on the ability of the manager to handle men on an individual basis. This varies. But such men or women as can handle a large number are very, very rare. So we take a safe answer.

A fairly safe answer is six - the manager is the group plus five

individuals, one a manager.

This is determined by the answer to this question:

How many subordinates are you willing to work with on the job? Five others is about all you'd care to stretch it. Two others would be comfortable - even too dull. But you can stretch it up to five.

Thus we could stretch out an organisation composed of groups of six persons - making a six maximum in each group.

And now you have the size of the largest building blocks it takes to make a big organisation. Six persons in each.

So long as an Executive only handles 2, 3, 4, 5 people he can handle his job because they know him. The people under him can handle their subgroups so long as they contact only 2, 3, 4, 5 people and themselves.

So proper organisation for expansion builds in blocks of six maximum - 5 plus an executive. That can be 5 groups plus an Executive as you go up or 5 staff members plus an executive as you go to the bottom.

Whenever this is violated the organisation (whether a nation or a company or us) will dwindle . Where it is kept, the organisation will grow.

I warn you that 5 plus an executive sized groups is hard work, even a strain at times, but it can be done. 6 or 7 plus an executive is quite too much. And a Government versus Joe Doakes is a complete smash as Joe is only maybe 1/70,000,000th as big as the Government!

So never by-pass. Completely aside from the true mechanics of the Danger Formula[3] where by-pass results in non-existence. It is hell on the Executive and every member of the organisation to have continual violation of the maximum groups size.

If an executive feels overworked, even with all Dev-T cared for and policed, then that executive has below him violations of group size and is by-passing some point that should have an executive below him, with a group under that executive. The overworked executive is trying to handle more than five other people directly.

It's like boxes in boxes in boxes. But in this case 6 boxes at the most fit comfortably.

[3]The Formula of Operation applied in an organisation in Danger Condition.

[4]Developed and unnnecessary traffic and communication in any organisation or between organisations.

If a department has 8 sections under it's director, then we have to group the sections by giving the Director 2 who each control 4 sections. This is a very comfortable director for he has a group of 2 plus the director. He can loaf. But his assistants will sweat. So add 1 assistant and divide the departments sections into 3 groups, 3, 3 and 2 and you will have a more efficient department.

That's the way you juggle it about to prevent overwork by Executives and overwhelm of the individuals.

If you want to increase efficiency on a 5 plus executive group, always make one of the five a deputy and slightly senior to the other four. The four can then approach the deputy to see if they should approach the executive on matters they feel uneasy about. This adds a gradient.

There are various ways to juggle this about. An executive with 7 sections can take 3 himself and give a deputy 4 etc. Lots of ways to do it but just stay at or below 1 plus 5 if you can.

The senior to the group executive is not counted as a member of the group.

So those are the laws which underlie organisation.

So completely aside from Danger Condition violations of <u>following</u> proper group organisation will bring any organisation, a planet, a state, an organisation into a mess.

<u>This</u> is what underlies the decline and fall of civilisations: the state begins to govern the individual!

An organisation is composed of <u>groups</u> not individuals. And that truth followed and practised in the flesh as well as on paper will bring about a happy civilisation, a happy nation and a flourishing organisation.



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A NEW DIANETIC AUDITING COURSE

Scientology is the route from human being to total freedom and total beingness, Dianetics was the route from abberated and ill human to capable human. This step had never before been acheived in Man's history.

Oddly the step from human being to a spirit had been achieved, if rarely, but was not generally credited (Buddhism) by other spiritual practices, even Christianity. Scientology really achieves it and for the first time with TOTAL stability, no relapse and invariably one for one. Nevertheless Man had an inkling of the goals of Scientology even though he considered them almost beyond God.

But Man had no inkling whatever of Dianetics, None. This was the bolt from the blue. Man was hacking and sawing and shocking and injecting and teaching and moralizing and counselling and banging and jailing men with enthusiasm without any idea at all of what caused Man to behave as he did or what made him sick or well.

The budding psycho-analyst gets the shock of his life when he sees there is SOMETHING THERE. Before us, people thought the brain had short circuits in it, (psychologists and psychiatrists) or that a beast called a Censor lived in a dungeon in it (Freud), or that evil spirits haunted one (Christianity).

The answer was and still is Dianetics.

No understanding of the mind is complete without a thorough grasp of secondaries[1] and engrams[2] and running them. A person trained up to a high level can suddenly flop because he has no faintest notion of what he is auditing. Thus the first requisite of any auditor trainee is to find and run secondaries and engrams on a preclear, preferably a fellow student, and then have them run on self.

[1]Mental image pictures containing misemotion (encysted grief, anger, apathy, etc.) and a real or imagined loss.

[2]A mental image picture of an experience containing pain, unconsciousness and a real or imagined threat to survival.

This is the Dianetic Auditing Course. The technology is that of Book One - "Dianetics: The Modern Science of Mental Health." Dianetics was and is the answer to psychosomatic ills and human aberration.

There is real magic in the running of secondaries and engrams. Severe physical ailments such as heart disease, arthritis, malfunction, allergies, impotency, frigidity, lameness etc., through the catalogue of human ills have vanished or reduced on properly running engrams to erasure. We are not in healing but we have fantastic success with Dianetics in this activity.

No auditor will ever be worth very much unless he has come in the right way - through Dianetics. The concept of physical and mental difficulty stemming from a mental image picture was a great discovery and the technology of erasing such pictures as developed must not be lost on our trained Scientologists.

When we originally tried to teach the technology we had no Ethics, we were at the time already drowned with Suppressive Persons[3] and auditors weren't duplicating the technology. But those few I taught personally and simply had, as any old timer will tell you, the most fantastic success with incredibly low effort by the auditor.

The student today has guides he never had in 1950-1952. He has the Auditor's Code, the actual responses of the E-Meter, Ethics and the final solution of how to turn on visio[4] even in Suppressive Persons.

The whole answer to the mind is the mental pictures and masses created by the thetan. There is no other source or cause of abberation. Unless a student knows that he will never make a good auditor and Scientologist.

This has always been the most popular course for the public. Tell your friends about Dianetics. Tell them about the course and send them in to the Registrar of your local organisation.



[3]One who actively seeks to suppress or damage Scientology or a Scientologist by suppressive acts.

[4]Ability to see in mental image picture form something one has seen earlier so that one sees it again in the same colour, dimension scale, brightness and detail as it was originally viewed.



THE BASIC AUDITORS COURSE IN DIANETIC PROCESSING

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THE WAY UP TO A CAPABLE HUMAN BEING IS THE REALM OF DIANETICS. SUCCESS IN SCIENTOLOGY IS ASSURED BY A THOROUGH GROUNDING IN DIANETICS. DIANETICS WAS THE ULTIMATE DEVEL- OPMENT OF THE STUDY OF THE MIND OF HUMAN BEINGS.

THIS FACINATING COURSE IS PERFECT FOR YOUR FRIENDS WHO CAN- NOT REACH ALL THE WAY TO SCIENTOLOGY. SELL THEM COPIES OF THE NEW EDITION OF "DIANETICS - EVOLUTION OF A SCIENCE" AND "DIANETICS - THE MODERN SCIENCE OF MENTAL HEALTH". ABOVE ALL SEND THEM TO SEE THE REGISTRAR OF YOUR ORGANISATION LISTED ON THE BACK PAGE OF THIS ISSUE TO SIGN UP FOR THE COURSE - MAKE AN APPOINTMENT FOR THEM TODAY!

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in nineteen fifty millions read dianetics and benefited self and others millions more have been asking always what happened to dianetics

what happened to dianetics was that in the fifteenth year of dianetics l ron hubbard completed technology and it was called scientology but here in its sixteenth year the original dianetics has not stopped being the backbone of tech or you might call it the true proving ground of auditor reality it is called seeing the elephant wow it's really there is the engram and the secondary uncurling before your attention units and that's the elephant you tame you may have thought you missed out on dianetics but you did not you can come to washington and learn to snap the whip on that bank any bank and you will be an auditor to reckon with in world clearing you have to own a mark five e meter or an azimuth your tuition is five hundred dollars

course length is one month days and if you take it weekends it's fifteen of them get your exact schedule from the registrar of the academy of scientology the hunting is good learn to clear these preserves of bank we've got a universe to go after so you see you didn't miss out on the good old days after all the registrar is ready it's eighteen twelve nineteenth street northwest washington dc

Advancement Congress Reservation Form

TO: THE REGISTRAR,
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Please reserve seat(s) for me at The Advancement Congress to be held on Saturday and Sunday, July 2nd & 3rd, 1966, at the Sheraton-Park Hotel 2660 Connecticut Ave., N.W., Washington, D.C.

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The following people will be coming with me:

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