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GROUP SANITY

The points of success and failure, the make and break items of an organization are:

1. **HIRING**
2. **TRAINING**
3. **APPRENTICESHIPS**
4. **UTILIZATION**
5. **PRODUCTION**
6. **PROMOTION**
7. **SALES**
8. **DELIVERY**
9. **FINANCE**
10. **JUSTICE**
11. **MORALE**

These eleven items **MUST AGREE WITH AND BE IN LINE WITH THE ADMIN SCALE** (Org Series No. 18).

Where these subjects are not well handled and where one or more of these are very out of line, the organization will suffer a third dynamic aberration.

This then is a **SANITY SCALE** for the third dynamic of a group.

The group will exhibit aberrated symptoms where one or more of these points are out.

The group will be sane to the degree that these points are in.

Internal stresses of magnitude begin to affect every member of the group in greater or lesser degree when one or more of these items are neglected or badly handled.

The society at large currently has the majority of these points out. These elements become aberrated in the following ways:

1. HIRING

The society is running a massive can't have on the subject of people. Automation and employment penalties demonstrate an effort to block out letting people in and giving them jobs. Confirming this is growing unemployment and fantastic sums for welfare—meaning relief. Fifty percent of America within the decade will be jobless due to the population explosion without a commensurate expansion in production. Yet production by US presidential decree is being cut back. War, birth control are two of many methods used to reduce population. THIS THIRD DYNAMIC PSYCHOSIS IS A *REFUSAL TO EMPLOY PEOPLE*. EXCLUSION OF OTHERS IS THE BASIC CAUSE OF WAR AND INSANITY.

2. TRAINING

Education has fallen under the control of one-worlders, and is less and less real. Data taught is being taught less well. Less data is being taught. School and college unrest reflect this. Confirmation is the deteriorated basic education found in teenagers such as writing. Older technologies are being lost in modern rewrites. THIS THIRD DYNAMIC PSYCHOSIS IS A *COVERT REFUSAL TO TRAIN*.

3. APPRENTICESHIPS

The most successful industries, activities and professions of earlier centuries were attained by training the person as an apprentice permitting him to understudy the exact job he would hold for a long period before taking the post. Some European schools are seeking to revive this but on a general basis, not as an apprentice system. A third DYNAMIC PSYCHOSIS IS A *DENIAL OF ADEQUATE EXPERIENCE TO SUCCEED*.

4. UTILIZATION

In industries, governments and armed services as well as life itself, personnel are not utilized. A man trained for one thing is required to do something else. Or his training is not used. Or he is not used at all. A third DYNAMIC PSYCHOSIS IS *FAILURE TO UTILIZE PEOPLE*.

5. PRODUCTION

Modern think is to reward downstats. A person is paid for not working. Governments who produce nothing employ the most people. Income tax and other current practices penalize production. Countries which produce little are given huge handouts. War which destroys, attains the largest appropriations. A THIRD DYNAMIC PSYCHOSIS IS *TO PREVENT PRODUCTION*.

6. PROMOTION

Promotion activities are subverted to unworthy activities. True value is seldom promoted. What one is actually achieving gets small mention while other things are heavily

promoted. Reality and PR are strangers. A THIRD DYNAMIC PSYCHOSIS IS *UNREAL OR NON FACTUAL PROMOTION*.

7. SALES

Sales actions are unreal or out of balance. Clumsy or non-functioning sales activities penalize producers and consumers. In areas of high demand sales actions are negligible even when heavy advertising exists. This is proven by the inability to sell what is produced even in large countries so that production cut backs are continual threats to economies and workers. A population goes half fed in times of surplus goods. With curtailed car factories a nation drives old cars. With a cutback construction industry people live in bad houses. Sales taxes are almost universal. A THIRD DYNAMIC PSYCHOSIS IS *THE IMPEDING OF PRODUCT DISTRIBUTION TO POTENTIAL CONSUMERS*.

8. DELIVERY

Failure to deliver what is offered is standard procedure for groups in the humanities. Commercially it is well in hand.

9. FINANCE

One's own experience in finance is adequate to demonstrate the difficulties made with money. A THIRD DYNAMIC PSYCHOSIS IS *THE PERVERSION OF FINANCE*.

10. JUSTICE

Under the name of justice, aberrated man accomplishes fantastic injustices. The upstat is hit, the downstat let go. Rumors are accepted as evidence. Police forces and power are used to ENFORCE the injustices contained 1 to 9 above. Suppressive justice is used as an ineffectual but savage means of meeting situations actually caused by the earlier listed psychoses. When abuses on 1 to 9 make things go wrong, the social aberration then introduces suppressive injustices as an effort to cure. Revolt and war are magnified versions of injustices. Excess people—kill them off in a war. A THIRD DYNAMIC PSYCHOSIS IS *THE SUBSTITUTE OF VIOLENCE FOR REASON*.

11. MORALE

A continuous assault on public morale occurs in the press and other media. Happiness or any satisfaction with life is under continuous attack. Beliefs, idealism, purposes, and dreams are assaulted. INSANITY IS *A REFUSAL TO ALLOW OTHERS TO BE, DO OR HAVE*.

Any action which would lead to a higher morale has to be defended against the insane few. A THIRD DYNAMIC PSYCHOSIS IS *A DETESTATION OF HIGH MORALE*.

The COMMON DENOMINATOR of all these insanities is the desire to SUCCUMB.

Insanities have as their end product, self or group destruction.

These eleven types of aberration gone mad are the main points through which any group SUCCUMBS.

THEREFORE, these eleven points kept sane, guarantee a group's SURVIVAL.

EXAMPLES

Seeing all this in one example permits one to see that these third dynamic insanities combine to destroy.

A. Believing it impossible to obtain money or make it, a firm cannot hire enough people to produce. So has little to sell, which is badly promoted and is not sold, so it has no money to hire people.

B. Needing people for another job, the firm robs them from a plant which then collapses and fails to make money, so no new people can be hired. This reduces production, so people have to be dismissed as they can't be paid.

C. Persons are in the firm but are kept doing the wrong things, so there is little production and no promotion or sales, so there is no money to pay them, so they are dismissed.

D. A new product is put in. People to make it are taken from the area already making a valuable product which then collapses that area and there is not enough money to promote and selling fails, so people are dismissed.

The examples are many. They are these same eleven group insanities in play upon a group, a firm, a society.

SANITY

If this is a description of group aberration, then it gives the keys to sanity in a group.

1. HIRING

Letting people INTO the group at large is the key to every great movement and bettered culture on this planet. This was the new idea that made Buddhism the strongest civilizing influence the world has seen in terms of numbers and terrain. They did not exclude. Race, color, creed were not made bars to membership in this great movement.

Politically the strongest country in the world was the United States, and it was weakened only by its efforts to exclude certain races or make them second class citizens. Its greatest internal war (1862-65) was fought to settle this point, and the weakness was not resolved even then.

The Catholic Church only began to fail when it began to exclude.

Thus *inclusion* is a major point in all great organizations.

The things which set a group or organization on a course of exclusion are (a) the destructive impulses of about 10 or 15% of the society (lunacy) and (b) opposition by interests which consider themselves threatened by the group or organization's potential resulting in infiltration (c) efforts to mimic the group's technology destructively and set up rival groups.

All these three things build up barriers that a group might thoughtlessly buy and act to remedy with no long range plans to handle.

These stresses make a group edgy and combative. The organization then seeks to solve these three points by exclusion, whereas its growth depends wholly upon *inclusion*.

No one has ever solved these points successfully in the past because of lack of technology to solve them.

It all hinges on three points: (1) the sanity of the individual, (2) the worthwhileness of the group in terms of general area, planetary or universal survival, and (3) the superiority of the group's organization tech and its use.

Just at this writing, the first point is solved conclusively in Scientology. Even hostile and destructive personalities wandering into the group can be solved and, due to the basic nature of Man, made better for the benefit of themselves and others.

The worthwhileness of the organization is determined by the assistance given to general survival by the group's products and the actual factual delivery of those valid products.

The superiority of a group's admin tech and its application is at this current writing well covered in current developments.

Thus inclusion is almost fully attainable. The only ridges that build up are the short term defense actions.

For instance, Scientology currently must fight back at the death camp organizations of psychiatry whose solution is a dead world, as proven by their actions in Germany before and during World War II. But we *must* keep in mind that we fully intend to reform and salvage even these opponents. We are seeking to *include* them in the general survival by forcing them to cease their non-survival practices and overcome their gruesome group past.

There are two major stages then of including people—one is as paid organization personnel and one as unpaid personnel. BOTH are in essence being "hired." The pay differs. The wider majority receive the pay of personal peace and effectiveness and a better world.

The org which *excludes* its own field members will fail.

The payment to the org of money or the money payment to the staff member is an internal economy. Pay, the real pay, is a better personal survival and a world that can live.

Plans of *inclusion* are successful. They sometimes contain defense until we *can* include.

Even resistance to an org can be interpreted as a future inclusion by the org. Resistance or opposition is a common waypoint in the cycle of inclusion. In an organization where everyone wins eventually anyway the senselessness of resistance becomes apparent even to the most obtuse. Only those who oppose their own survival resist a survival producing organization.

Even in commercial companies the best organization with the best product usually finds competitors merging with it.

2. TRAINING

Basic training, hats, checksheets and packs MUST exist for every member of a group.

Criminal or antisocial conduct occurs where there is no hat.

Any type of membership or role or post in the whole organization or its field requires individual and team training. Only where you have a group member who will not or cannot bring himself to have and wear a hat will you have any trouble.

This is so true that it is the scope of personal enhancement.

Ask yourself “Who isn’t trained on his post and hatted?” and you can answer “Who is causing the trouble?”

Basic training, slight or great, is vital for *every* member of a group, paid or unpaid.

A field auditor must have a hat. A student needs a student hat, etc. etc.

This requires training.

Training begins in childhood. Often it has to be re-oriented.

Training as a group member must be done.

Training in exact technology or in the precise tech of admin is not the first stage of training. Basic training of group members, no matter how slight, must exist and be done.

Otherwise group members lack the basic points of agreement which make up the whole broad organization and its publics.

Training must be on real materials and must be rapid. The technology of how to train is expressed in speed of training.

The idea that it takes twelve years to make a mud pie maker is false. TIME in training does not determine quality of training. *Amount of data learned that can be applied and skills successfully drilled, determine training.*

That the society currently stresses *time* is an aberrated factor.

The ability to learn and apply the data is the end product of training. Not old age.

The rate of training establishes to a marked degree the expansion factor of a group and influences the smoothness of the group during expansion.

If training is defined as making a person or team into a part of the group then processing is an influencing factor. The facilities for processing and quantity available are then a determining factor in group expansion.

3. APPRENTICESHIP

Training on post is a second stage of any training—and processing—action. This is essentially a familiarization action.

To have a person leave a post and another take it over with no “apprenticeship” or groove-in can be quite fatal.

The deputy system is easily the best system. Every post is deputized for a greater or lesser period before the post is turned over and the appointment is made. When the deputy is totally familiar he becomes the person on the post.

Rapid expansion and economy on personnel tend to injure this step. Lack of it can be *very* destructive.

Optimally there should be one or two deputies for every key post at all times. This is a continual apprenticeship system.

Economically it has limitations. One has to weigh the *losses* in not doing it against the cost in doing it. It will be found that the losses are *far* greater than the cost, even though it increases personnel by at least a third for a given organization.

When an organization has neglected it as a system (and has turned over too many posts without deputy or apprenticeship action) its economics may decay to where it can never be done. This is almost a death rattle for an organization.

In a two century old highly successful industry, *only* the apprentice system was and is used (Oporto wine industry). The quality of the product is all that keeps the product going on the world market. If the quality decayed the industry would collapse. Apprenticeship as a total system maintains it.

Certainly every executive in an organization and every technical expert should have a deputy in training. Only then could quality of organization be maintained and quality of product guaranteed.

The total working organization should be on this system actually. And whenever a person is moved up off a post, the deputy taking over, a new deputy should be appointed. The last step (appointment of a new deputy) is the one that gets forgotten.

Failure to recruit new people over a period will very surely find the whole organization declining soon solely because there is no apprentice system of deputies. The

organization expands, singles up the posts, promotes some un-apprenticed people and begins to lose its economic advantage. Low pay ensues, people blow off, and then no one can be hired. It's a silly cycle, really, as it is prevented easily enough by hiring enough soon enough when the org is still doing well.

The rule is DEPUTIZE EVERY POST AND NEWLY DEPUTIZE THEM WHEN PROMOTIONS OCCUR.

The most covert way to get around this is just to call each person's junior a deputy even though he has other duties. This makes it all look good on an org board. "Do you have each post deputized?" "Oh yes!" But the deputies are just juniors with posts of their own.

A deputy is *used* to run the same post as it is deputized for. This means a double posting pure and only.

You'd be amazed at how much production an executive post can achieve when it is also deputized and when the principal holder of the post will use the deputy and gen him in, not get him to cover an empty lower post.

4. UTILIZATION

People must be utilized.

Equipment must be utilized.

Space must be utilized.

Learning to USE is a very hard lesson for some. Untrained people, bad organization, poor machinery, inadequate space all tend to send one off utilization.

The rule is, if you've got it, use it; if you can't use it, get rid of it.

This most specifically applies to people. If you've got a man, use him; if you can't use him get him over to someone who can use him. If he isn't useful, process and train him.

Anyone who can't figure out how to use people, equipment and spaces to obtain valuable final products is not worthy of the name of executive.

Reversely we get what an executive or foreman is — an executive or foreman is one who can obtain, train and use people, equipment and spaces to economically achieve valuable final products.

Some are very skilled in preparing people, systems, equipment, property and spaces to be used. But if these then go to someone who does not USE them you get a bad breakdown.

The welfare state and its inflation is a sad commentary on "executive ability."

An executive whose people are idle and whose materiel is decaying is a traitor to his people and the org, just that, for he will destroy them all.

UTILIZATION requires a knowledge of what the valuable final products are and how to make them.

Action which doesn't result in a final product that adds up to valuable final products is destructive, no matter how innocent it seems.

Man has a planet as a valuable final product. Improper *use* of the countries and seas, air and masses which compose it will wind up with the destruction of Man, all life on it and the usefulness of the planet. So *proper* utilization of anything is a very real factor.

The 19th century industrialist like the mad kings who built great structures used up men; they didn't properly use men.

And not using them at all, the current fad, is the most deadly of all.

UTILIZATION is a big subject. It applies to resources, capabilities and many other factors.

The question being asked in all cases is "How can we USE this to economically obtain a valuable final product?"

Failing to answer that question gives one the "mysteries of life."

5. PRODUCTION

One may be prone to believe there is no sense in any production at all. Such as one would also be likely to say "There is no sense at all." Or "If they keep on producing it will become impossible to destroy it all."

Production of some final valuable product is the chain of all production sequences.

Even the artist is producing a *reaction*. The reaction's service in a wider sphere to enforce it is what gives art its sense. A feeling of well being or grandeur or light heartedness are legitimate valuable final products, for instance.

The production areas and activities of an org that produce the valuable final products are the most important areas and activities of the org.

6. PROMOTION

The acceptance of valuable final products and of their value depends in a large degree upon (a) a real value and (b) a desire for them.

Promotion creates desire for the valuable final product.

The old saw that the man who builds a better mousetrap will have the whole world coming to his door is a total falsity.

Unless the value is made known, and the desire created, the mousetraps are going to go unsold.

Promotion is so important that it can stand alone. It can have limited success even when there is no product! But in that case it will be of short duration.

Promotion must contain reality and the final product must exist and be deliverable and delivered for promotion to be fully successful.

Public Relations and advertising and all their skills cover this area of promotion.

7. SALES

It is hard to sell what isn't promoted and can't be delivered. Economics greatly affect selling.

Anything must be sold for a price comparable to its value in the eyes of the purchaser.

COSTING is a precise art by which the total expenses of the organization administration and production must be adequately covered in the PRICING allowing for all losses and errors in delivery and adequate to produce a reserve.

PRICING (the amount being asked) cannot be done without some idea of the total cost of the final valuable product.

The sale price of one final valuable product may have to cover the cost of producing other products which are delivered without price.

PRICING however does not necessarily limit itself to only covering immediate cost of a product. A painting with a dollar's worth of paint and canvas may have a price of half a million dollars.

Also a painting used in promotion may cost two hundred dollars and be displayed at no cost at all to the beholder.

These relative factors also include the SKILL of the salesman himself and there is much technology involved in the act of selling something to someone and the world abounds in books on the subject.

Therefore sales (once promotion is done) are bound up really in COSTING, PRICING AND SELLING.

The value in the eye of the purchaser is monitored by the desire created in him for it. If this is also a real value and if delivery can occur then SELLING is made very easy—but it is still a skilled action.

The production of a valuable final product is often totally determined by whether or not it can be sold. And if it can be sold at a price greater than the cost of delivering it.

That it *gets* sold depends on the salesman.

The skill of the salesman is devoted to enhancing the desire and value in the eyes of the buyer and obtaining adequate payment.

8. DELIVERY

The subject and action of DELIVERY is the most susceptible to breakdown in any organization. Any flaw on the sequence of actions resulting in a valuable final product may deteriorate it or bar off final delivery.

There are many preparatory or hidden from public view steps on a production line. When any of these break down, delivery is imperiled.

Given the raw materials and wherewithal to make some valuable final product, the valuable final product should occur.

WHEN A VALUABLE FINAL PRODUCT DOES NOT GET PRODUCED AND CANNOT BE DELIVERED REPAIR THE EARLIER STEPS OF ITS PRODUCTION.

Example: An auditing result is not delivered. Don't just repair the PC. Repair training of auditors and C/S'es. Repair the assembly line *before* the valuable final product. The sub-products are less visible. Yet they add up to the valuable final product.

THE LAW OF THE IRREDUCIBLE MINIMUM occurs in all delivery problems. Someone is trying to produce only the visible end product of a post or production line and neglects the earlier contributory actions and products as these are not plainly visible.

When an organization or its posts operate only on an irreducible minimum, production goes bad and DELIVERY crashes.

Take a cook who has his post at an irreducible minimum. Food is appearing on the table. If he reduced just one bit more the food would no longer be edible at all. He neglects purchasing, menus and preparation. That these occur is invisible to the diners. That food appears on the table is visible to the diners. If the cook operates at any less level than he is, no edible food would be visible—hence, irreducible minimum. The food served will be bad. But it will be visible. Invisible-to-the-diners actions aren't being done.

To improve the food, get the less visible actions *done*. Get the sequence of actions all done. The result will be improved food.

Take training. The final valuable product is a trained auditor. The course supervisor who runs his post on an irreducible minimum is simply there, appearing to supervise.

His final product may be horribly unskilled. The teaching may take "forever."

To improve this one goes earlier on the assembly line—materials, packs, tapes, student tech services, recorder repair, scheduling—dozens of actions including getting the course supervisor trained.

The visibility is still a course supervisor and students being taught. But with the *whole* earlier line in, the final valuable product is excellent!

A being hopes lazily for instantaneous production. It doesn't happen this way in the MEST universe. Things are produced in a sequence of sub-products which result in a final valuable product. Hope all you want to. When you omit the sub-products you get no valuable final product.

When the people in an organization do not know the valuable final products of the org and when a person on a post does not know the final products of his post, a condition arises where no org DELIVERY will occur, or if it does occur it will be poor or costly. It is vital that a person knows what his post final products are and what his unit, section, department and division sub-products are and how his own and each of these contribute to the valuable final products of the organization for actual delivery to occur.

Delivering other than valuable final products or useless final products or final products that need constant correction also add up to non-delivery.

A whole civilization can break down around the point of DELIVERY. So can an organization.

Since money can be looked upon as too valuable a final product it can actually prevent DELIVERY.

Failure to deliver is the one point beings do not forgive. The whole cycle hangs upon DELIVERY.

DELIVER WHAT IS PROMISED when it is expected in sufficient volume and adequate quality is the first maxim even of a group in politics or the humanities.

9. FINANCE

Finance too often disregards the other factors in this scale or the other factors in this scale too often disregard finance for organizations to long remain viable.

Financing must be in agreement with all the other factors of this scale and all the other factors must be in agreement with finance for viability to occur.

Because money is interchangeable for commodities then people can confuse it with too many things.

If you regard money like so many beans, as a commodity in itself, you open the door to understanding it.

Money is so many beans in to get so many beans out.

When you can master this you can handle FINANCE.

The FINANCE persons of an org, a civilization, a planet should put so many beans in and expect more beans out than they put in. This is quite correct as a viewpoint for finance.

The difference of beans in and beans out for a planet is made up by adding beans enough to those already in existence to cover new commodity.

When finance people fail to do this beans cease to be in pace with production and inflation and deflation occur.

In an org or any of its parts, industriousness of the staff makes the difference between the beans in and beans out.

An org has to have income greater than outgo. That is the first rule of finance. Violating it brings bankruptcy.

Now if the FINANCE people of an org apply the same rule remorselessly to all *its* transactions (financial planning) with each person and part of an org, finance becomes real and manageable.

So many beans in to support the first division means so many beans out of the org back to finance because of the cooperative work of the first division.

A hectic effort to work only with production products will wind finance up in a knot. One has to estimate (COST) the contribution of each part of an org to the valuable final product to know what to allow what part of an org.

Finance has to have a full reality on the valuable final products and the sub-products and post products of the whole org to intelligently allocate funds.

This person, that division, each contributes some part of the action that results in the money received for the valuable final products.

So finance can extend so much money for each and expect that and an additional amount back.

If this occurs, so will expansion.

Finance comes unstuck when it fails to “COST” an organization and fails to support valuable final product production.

Finance must not only practice “Income greater than Outgo” for the org, it must practice it for each part of the org as well.

Then solvency becomes real.

The greatest aberration of finance is that it seeks to *save* things into solvency. The real losses in an org are the sums never made. These are the most important losses for finance to concentrate upon.

An org that makes £500 a week that should make £5000 a week in potential is losing the finance people £4500 a week!

Finance can force production along certain lines by putting in funds and getting more back.

Finance becomes too easily the management of an org but it only does that when it ceases to deal in its own commodity—money.

An org which has executives unfamiliar with finance will fall at once into the control of the finance people in the org. And these finance people, if they don't really know money will fall at once under the control of outside finance people.

One has to know finance in any organization anywhere, even in a socialism. Sooner or later the books get balanced in any society.

10. JUSTICE

Without justice there can be no real organization.

Even a government owes its people an operating climate in which human transactions and business can occur.

Where insane and criminal individuals operate unchecked in the community justice is uncertain and harsh.

The society in which the insane rise to positions of power becomes a nightmare.

Justice is a difficult subject. Man handles it badly.

Justice cannot occur until insanity can be detected and cured.

The whole task of justice is to defend the honest man. Therefore, the target of justice is the establishment of a sane society.

The inability to detect or cure the insane destroys civilizations.

Justice is an effort to bring equity and peace. When one cannot detect and cure insanity then sooner or later justice actions will become unjust and be used by the insane.

To us, justice is the action necessary to restrain the insane until they are cured. After that it would be only an action of seeing fair play is done.

11. MORALE

When all factors balance up in an org and give the group a common direction and mutual viability, morale can be expected to be good.

When the admin scale and the ten elements described are out of balance (without proper importance given to each) and when one or many of these (admin scale and the elements herein described) are not in agreement one with another, then morale will be poor.

Morale is not made of comfort and sloth. It is made of common purpose and obstacles overcome by the group.

When the admin scale and these elements are not held together by similar aims, then morale has to be held up artificially.

The most ghastly morale I have ever seen was amongst “the idle rich.”

And the highest morale I’ve ever seen was amongst a furiously dedicated common purposed group working under fantastic stresses with very little against almost hopeless odds.

I used to observe that morale in a combat unit would never materialize before they had been through hell together.

All drama aside, morale is made up of high purpose and mutual confidence. This comes from the admin scale items and these elements of organization being well aligned, one with the next, and honest sane endeavor to achieve a final goal for all.

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