

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 14 JANUARY 1969

Remimeo
Starrate on all Execs

OT ORGS

What it takes to make an org go right is the intelligent assessment of what really needs to be done, setting these as targets and then getting them actually fully **done**.

We have all the data necessary to make orgs boom.

Therefore we find that when they don't, these faults must be present:

1. Completely unreal analysis of what needs to be done to make things really go.
2. Cross orders-juniors setting other targets *across* vital targets.
3. Non-compliance with vital target accomplishment.
4. False reports on actions or false data concerning targets.
5. Failure to doggedly follow through on one action and get it done fully and completely.
6. Distractions leading to any of the above.

MAJOR TARGET

The desirable overall purpose being undertaken. This is highly generalized, such as „To become an auditor“.

VITAL TARGET

By definition a VITAL Target is something that must be done to operate at all.

Man's worst difficulty is his inability to tell the important from the unimportant. „Every target is the same as every other target“ is part of A=A=A.

It takes good sense to be able to survey an area and find out

1. What MUST be done.
2. What SHOULDN'T be done.
3. What is only desirable to be done.
4. What is trivial.

As Man all too easily specializes in stops he tends to stress what SHOULDN'T be done. While this enters into it, remember that it's a STOP.

STOPS ALL OCCUR BECAUSE OF FAILED PURPOSES.

BEHIND EVERY STOP THERE IS A FAILED PURPOSE.

A stuck picture or a motionless org are similar. Each has behind it a failed purpose.

THERE IS A LAW ABOUT THIS-ALL YOU HAVE TO DO TO RESTORE LIFE AND ACTION IS TO REKINDLE THE FAILED PURPOSE. THE STOPS WILL AT ONCE BLOW.

That law (it comes out of OT VIII materials) is so powerful it would practically revive the dead!

It applies to orgs.

It applies to cities or nations.

When you diverge from a constructive purpose to „stop attacks“, the purpose has

been abandoned. You get a *stop*. The real way to stop attacks is to widen one's zone of responsibility. And pour the coal on the purpose. Thus all attacks one makes should be in THE DIRECTION OF ENLARGING ONE'S SCOPE AND AUGMENTING BASIC PURPOSE.

Thus, in the case of Scientology orgs one should attack with the end in view of taking over the whole field of Mental Heating. If our purpose was this then it had to be this on all dynamics. We only got into trouble by failing to take responsibility for the whole field!

We'll win back by reasserting that responsibility and making it good.

Targets, to that degree, are purposes.

Purposes must be executed. They are something to DO.

OT

Let us look at the definition of OT-cause over Thought Life Form Matter Energy Space and Time.

As one falls away from that one becomes a SPECTATOR, then one becomes an effect. Then one is *gone*.

One causes things by *action*. Not by thinking dim thoughts.

One can be doing an IN basket as simply a spectator.

In the society today *spectatorism* is very common. Magazine writers, reporters write weird pieces that took at how odd things are. The writer doesn't understand them at all. He just watches them.

Spectatorism is not so low as total effect.

The total effect-no cause-person has mainly a case. He doesn't even *look*.

Thus there is a gradient scale of OT. It's not an absolute. One is as OT as he can CAUSE things.

One of the things to cause is target attainment. When somebody can push through a target to completion he's to that degree OT.

People who don't push targets are either just spectators or they are total effect.

ORG STATE

An Org is somewhere on the OT scale. Any org is. Of any kind.

An org can figure out the vital targets and push them through to completion or it can't.

It's a gradient scale.

An org succeeds or fails to the degree its individual executives and staff members can measure up to the OT formula: Cause.

Scientology orgs must become cause over their environments.

They do this by each executive and each staff member *accomplishing* targets, small and large.

Thus:

- (a) if the targets of what MUST be done to operate at all are set and
- (b) are carried out with no non-compliance and
- (c) if no false reports are entered into it,

Then

That org is way high on the OT scale

AND IT WILL CONQUER ITS ENTIRE ENVIRONMENT COMPLETE.

That's really all there is to it.

One way to fail at it is do (a) with things that are so general that they invite no doingness.

Some guys are so bad off they set targets like „Move the Mountain“ and give one and all a big failure. Since there's no way to do it and probably no reason to either, that's an SP target. So what MUST be done means just that. What is vital and necessary. Not what is simply a good idea.

Here's some MUST targets as examples:

- A. Get Tech delivered I 00% in the org itself
- B. Get the public aware of its being delivered and wanting it.
- C. Get the admin machinery in to get the public in and out.

Or another series:

- D. GET 10,000 trained auditors into the org field.
- E. Get the public aware of the project and wanting training.
- F. Set up terrific I 00% snap-pop courses to handle the flow.

Or another:

- G. Get a \$100,000 reserve cushion.
- H. Get all Accounts staff and Executives checked out on Finance Policy.
- I. Shove the throttle down on promotion.
- J. Deliver fantastic service.
- K. Get enough tech people in training to handle the flows.
- L. Find bigger poshier quarters to handle the flow *when* it rises.
- M. Get all staff onto the OEC to diminish flow line flubs.

You get the idea.

An exec who is just a spectator to his in basket flow is doing nothing but cultivating Dev-T.

You *can* assess the situation.

You can drive targets home to full completion.

Every executive and every staff member is somewhere on the OT Scale. And he can rise higher just by setting up the targets and plowing them through to done, done, done.

Yes, it requires ideas. But ideas come from interested looking and sizing it all up before you set the target in the first place.

You can even raise an org by gradients so as not to overwhelm it. Set and *make* small targets. Then bigger and bigger ones.

Well, you get the idea.

It's the ORG's road to OT.

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NOTE: This Policy Letter has been corrected as per HCO P/L 23 January 1969 OT ORGS CORRECTION.