

HOLD THE FORM OF THE ORG - Part I

A lecture given on
4 March 1972

Alright. This is the fourth of March AD22, and an Establishment Officer lecture, and the name of the lecture is "Hold the Form of the Org."

The essence of an organization is postedness. Our organizations are built of people. Now, we're not trying to turn people into machines, and we're not trying to do a lot of other things you someday may be accused of trying to do, but I can give you an analogy, that is to say something similar, a similar example, in a motor, electric motor. Now, the power of a motor as you will find in I think 8-80 depends upon the base, it does not depend on the terminals, it depends on the base. It is the thing that holds the terminals apart and holds them in position. That is to say, the bottom plate of the motor, the concrete floor of the plant on which the motor is built.

Now, in the field and world of physics, this has been totally neglected as a factor and it is a new factor in physics. And I would just love to talk to Mr. Newton about this, because it would have been, we would have had a ball. A guy as bright as that on this subject, lord knows, this man might even have gotten some motors.

Anyway, it's the base and that stiff base, rigid, holds the terminals apart, and you get a positive terminal and a negative terminal, and the fact that motion occurs there, cutting that field, is what generates power. But if it weren't for that base, and let me call to your attention, if it weren't for that motion, this is not in 8-80, there wouldn't be any power generated at all.

So let me show you what can happen in an org. We say, "Well, we have a Tech Sec, so that's handled. And we've got some auditors, good, that's handled now, that's fine, and we've got a D of P, oh that's nice, and we're doing all right here so really there isn't any real reason to have an Establishment Officer because we do have an ED who is hold HAS from above and I should think that's adequate, and then we have a Treasury Sec, I read it someplace in an orders of the day here someplace, last year we appointed one." And the stats go down and they go down and they go down.

Well, there's two errors built into this, there's one guy who is triple hatted, and triple hatted onto the wrong post. The ED of course is a Product Officer, positive terminal crossed over into negative. So there are going to be some interesting short circuits in his skull. There's no base of the motor. In addition to that, we inquire into it a little bit further, ah this is one of those funny ones. When you're managing on a long distance communication line, you see some of the most remarkable communications come through.

I kept nagging an org over telex one time, "But do you have a supervisor?" "Oh yes." "Look, do you have a D of P?" "Oh yes." Everything, "Oh yes, oh yes, oh yes." I couldn't figure it out one way or the other. And time marched on. And every one of these cats was quadruple hatted, and the least of their posts were these two production posts, the least of their posts. See, the guy's the Treasury Sec and the D of P, and they, and you know that was just beautifully obscured. And I remember it because it, really now, it's no exaggeration, it went on for months trying to find out why they never audited anybody and why they couldn't teach any students.

Now in a time like this, you can imagine the most hideous reasons. They're all a bunch of traitors, you know, they, what are these things, you see? Well, I'm not even telling you that posts shouldn't be double hatted. But when a post is double hatted make sure that it's double hatted onto the same pole. You could probably double hat two production posts, but don't ever double hat a production and a organization post. He's the D of P and the Esto of the Tech Division. Deeb. Now, the proof of the pudding is the eating, to coin a cliché, and one

of the most remarkable points is that D's of P since time immemorial, unless they were very, very good indeed, have never really been able to establish the Tech Division. It has only been at very rare times that you find a D of P who is a sufficient, well, Mary Sue Hubbard for instance can do that. The second she moves off the post and puts somebody else on, splat! Now, what is the strange mystery back of it? It's a positive and a negative terminal without any base.

Now, I'm not trying to strain at this or give you this as the sole reason. I'm not even really talking about double hatting and triple hatting. I'm just talking to you about the form of the org. Now supposing, "Yes, we have a Tech Sec on post," only he's not on post, he isn't even double hatted. Now you keep wondering about which hat the fellow had on, "I wonder if we shouldn't teach him and send him into the main org to get his OEC and so forth, or train him up somehow," and then we find out he doesn't come to work. That's after we trained him. He doesn't even have a job anyplace else, he just doesn't come to work. And you say that's too incredible, that's why you never notice it, because it couldn't be.

But the substance of it is, he is not on his post originating the actions and productions of that post. And it doesn't mean that he has to sit at a desk all the time because some of the motion there is him moving. So he's not really a rigid terminal and there the similarity breaks down, but he is on that post. Now supposing he is on the post and is apparently very busy, but no production happens. Then he is what you might call a dev-T merchant. He doesn't really do the duties or produce the products of the post he is on.

Now, there are probably dozens of ways where he could not be on post, beginning with post not filled and he doesn't come to work. And going on up through rather rarified points such as he gets pulled off his post by having to establish this, that or the other thing in order to get some production, which would be a rather innocent thing. They actually run through the gamut of all sorts of misdemeanors, crimes, errors and so forth, but there are innumerable ways for him not to be on post. One of them used to be double hatted over to a establishment post. If he's the production officer, then he's double hatted over onto an establishment post, well he has to establish things a bit so that he can get some production, yes. We can tolerate just so much of that and you know the funny part of it is, he'll get tired, he'll get upset, he'll get this, he'll get that, he'll get the other thing. It isn't something that is easily done. And in addition to that, yeah, produce and establish, it's not too easily done.

There is a way to do it and you should know this as part of your kit. If a guy is going to occupy a production post and he's going to do establishment actions, then the trick way to do it is to compartment the day very rigidly. Now, there's an LRH ED that says this, and it gives so many hours divided, the day is divided up and he's to do these various actions. It was written before the Product/Org officer thing and is not a model of this, but he's to put in two hours a day, I think it says, on these organizational actions between the hours of woof and woof. That's legitimate, as long as he doesn't scramble his traffic, he'll make it. "I'm going to organize all morning and I'm going to produce all afternoon," he will, for god's sakes do so. But you've got to have some way to close the door on the organizing traffic while you produce.

Now, it's a remarkable thing that on my, my writing hat very often gets backlogged, and gets backlogged very heavily, when I have to undertake too much organizational action. I will compartment it like this, however. I will spend a week or two organizing and then just move off those lines and then spend some time producing directly. So there's another way you can do it, but it's all under the heading of time compartmentation. I can hear you now say, "I have no objections in view of the fact!"

I'll tell you the tough beef for an Establishment Officer. Not here, but in a little pip squeak org that has totally green staff and can only afford, and it really can't afford those and it can't afford not to have them and it can't afford to have them, two Establishment Officers, one senior to the other, and one of them holding divisions seven, one, two and the other one holding divisions three, four and five and six. Oh wow. Because the other people in the org

there'll probably be just as many people in the org in the beginning as there are Establishment Officers, you see, there'll be two Establishment Officers and two org staff. It's, how do you carve up their hats? Well, time compartmentation is the trick.

Now, it's perfectly alright for you to be the CO all morning and audit all afternoon. But it is not alright for you to be the CO/ED and an auditor. That is not alright. It is not alright for all hands, let's say there's six auditors got together and formed up an org and you've got an Establishment Officer and he's trying to sort this out. "It is alright for you guys to audit all afternoon and evening, providing you do your administrative work in the morning, providing it gets done." One of the ways you triple and quadruple and quintuple and hexapuple, meaning eight, hats is to give a guy that many basket sets and put a big plain label on each one of the basket sets and then, and then insist that some time portion goes on to each one of those baskets. The time portion is absolutely essential if you're going to double or triple hat anything.

Now, the knuckle head that will, the Distribution Sec that holds Success and Testing by just going down the org board and holding Success and Testing, needs one of these electroencephalographs that the psychiatrists use. They connect the electrodes into the meat of the brain. You'd have to go that deep to find out how anybody could be that goofy. Because what's happened? He's abandoned a post. Now let's get back to where we started here. The abandonment of any post and not doing the duties or functions of that post while holding the post, or having the title and doing something else or not doing and so on, disposes of one of those terminals in the org. And there won't be any spark and there won't be any power and that is that. The lights will go out, not just for that department or division or org. They will go out for the guy, and he just won't know what the heck this is all about.

The earliest material on this that I recall offhand, is the middle 1950s, there's some kind of a policy letter of wearing a comm basket on your body. And do you know that a fellow who doesn't have a comm basket will go off post and he won't, that is to say he'll go home in the evening or something like that, and he takes, takes the whole thing right along with him, even if he isn't carrying papers in his pocket. And it's; he's sort of the comm basket. And there's a very funny phenomenon, by just putting an in/out tray there with the post title on it, you immediately will get some relief off of somebody who feels rather hard pressed. Now, you say that isn't very much to do, well, it isn't very much to do and it's magical.

"Now, what communications you receive go into that top basket, and what communications you put out go into that bottom basket, and let's not have any of those communications appearing in the drawers or under the blotter," and just that. Now, when a guy is multiple hatted he can go mad unless he knows his hats, because it's the unknown hat that comes up and wraps itself around his neck. He is not alert to the fact that he's wearing that hat and that's the one that bites, that's the one that wraps around his neck, that's the one that's absorbing all of his time, and but really the one that's making him irritated, something on the order of bypassed charge.

So when you see somebody who is just getting awfully desperate one way or the other, remember that there can be BPC on a post of an unknown hat. And the remedy for that is you have him sit down and write down a whole list of the hats he wears.

Now, what do you know? A D of P, although he thinks of himself as the D of P, if he is running a somewhat isolated unit from the main org, can have by actual count on a past D of P thirty-five hats. Now, every post has some hats in addition to the hat that is expressed on the org board. Oh, there was all kinds of hats there, this person was doing tech paging and they were doing selling and they were doing this and that, but there were thirty-five separate hats and when she sat down, we didn't do anything about this but just list them. And as soon as they were all listed, why she was much happier. We didn't even put up a comm basket for each one of these hats because they weren't really hats to whom anybody communicated, but they certainly had to be done. And it was great relief, it is something like writing the list of "what is your hidden standard?"

So, it is a trick for an Establishment Officer when he sees somebody very, very, very oowowoom, have him sit down and write down each hat he wears, regardless of what it's called. Let him invent the name for the thing. And he will wind up with a very interesting list. And the F/N BD item will be the one he never suspected that he wore that hat. "Well what do you know?" So the next time he gets upset, a month or two later, make him do the same thing. You can run the process ad infinitum.

Now, the org board is the base, that is the base, like the concrete floor on which the, the electrodes and so forth of the motor sit that is the base as far as you're concerned, so long as that base transmits itself over to the concrete or the wooden floor of the building the org is in. Now if you notice, an org board flows from the left to the right, and if you don't watch it, guys on the left side of the org board will fly on down the org board. The flow lines of an org board are very strong and in a big organization you can actually watch this phenomenon. Not only will the executive fall down vertically into his department, but also he will flow horizontally.

Now, the org board is built that way to flow the public. Now, because it flows the public, what do you know, the erosive action of the public flowing by; and it is a sort of an erosive action like a, like a river going through a plain will eventually cut a gully or a canyon, it always pulls off a few rocks off the edges of the canyon and takes them along; that's staff. And you can actually, will notice that staff will flow down the org board. You can take anybody who has been running a sort of a single handed, god help us, no Establishment Officer organization, you can make him list his hats and spot exactly how far he has flowed down the org board from the executive division. God help him if he's gotten all the way to six.

"What are you basically involved with at this particular time?" What are you involved with, is what you would ask. Now, you could ask any one of those executives this, or you could ask any of that staff, and they will always give you something over to the right.

Now, when the HCO went out, they sort of take bodies to HCO, but when the org board flows down, it leaves a sort of a vacuum in HCO, and the org can't quite work itself back up to HCO. Now, that's very symbolical, but has some truth in it. "Just abandon it, to hell with it, HCO isn't going to do anything for us, to hell with them, that's it, yeah. Oh, we'll get some staff around I guess, I don't know, somebody, who are all these PE students here? Any of you guys want to work in the Distribution Division?" And you'll see Treasury coming over and saying, "Anybody on this PE Course has any accounting experience that would like to work in the Org?" You know? Scrounge, scrounge, scrounge. Don't think that doesn't make dev-T. Do you see what's happened? HCO has flowed down the org board and sort of hung itself on everybody else down the org board. Do you see that? So a whole division can flow from left to right.

Now, I'm giving you materials, I don't know the degree that they were written up in 1965 and earlier, but there is a lot of oddity, a lot of phenomena concerning an org board, and I'm just giving you bits and pieces of it. The policy letters you can read for yourselves, it's all in policy. I don't know that all of this was expressed about flowing because boy, does it flow. Now, if your staff is unposted and unhatted, it will become a rock in the stream with the greatest of ease and they sort of blow. They'll go right on down the org board and right off the org board and fall off the org board and that's that.

In other words, they're inadequately posted, they're inadequately hatted, they're inadequately stable. They don't really know what their job is so they sort of go into sympathy with anything that comes down the stream. They'll come down the stream, "Nyah, nyah, nyah, nyah, and they cut my throat and they did this or that and they ruined me and so on and I want my money back," and the next thing you know, "Oh gee, this is, everything is terrible here and!" so on. The guy might be just lying in high C, because you see they'd have really no way of knowing that, because the guy didn't really know kind of what it's all about and

it's all confusing. But the confusion begins at home. If he's confused on his post, anybody can confuse him. So the public traffic that is naturally confused, just in themselves, and if you have a confused staff, why the staff goes wheeoo into little whirlpools and flows on down the org board and bongonggg, off the org board, and you won't be able to man up the org board.

Now, the org board itself should express itself on the floor of the org. You say well then the ideal org building would be something that had a big three sets of offices in three buildings, three long buildings, that would be the executive division, and those three buildings would be in sequence. And then it would have buildings which were HCO buildings, and then it would have buildings which were dissem buildings, and then it would have accounting sections and then those would be that. And go right on down to six and that would be absolutely correct, that would be how the org form should be built, if you're going to build a building.

Instead of that, you rent buildings and then you hire an architect, they've got to get by the local planning authority. And the local planning authority, well, they're mostly monitored by how much they can make a building cost so that their friends who are in the building trade will be paid adequately and not starve, the poor fellows. So it would be rather hard at this stage of the game to actually lay out a building, but if you had a huge concrete floored barn, and you didn't know anything more about this or that or the other thing about what to do, the best thing to do with it is to shoot all of your public lines along one short line with a representation for each division. And then have the working sectors of the division back from the public lines. That was forgotten at St. Hill, so that anybody to sign up had to go up from the back of the castle down to the manor, over to the old hall, back up; this was points one, two, three. I don't know, I didn't have anybody test it out with a pedometer, which is the miles you walk instrument, but it must have been marvelous. And Mary Sue took one look at it and went yeeep, and grabbed hold of a pen and started marking in the proper public lines. They're all along that back porch of the castle, they're ratta-tat-tatta-tat-tat so as to shorten up the line so the public doesn't have to walk that far, and the terminals that meet the public are all on that line.

So that tells you that the org board ought to be a curve, it ought to be curved at the top inward. Do you see? They ought to be like a, a dip at the top and wings spread out at the bottom, so the top is contracted and the bottom is long, and you would find that the org board would flow. Now, there are certain things that happen from this place to that place to the other thing, and so that when you mark out an organization, you don't have any neat scene like this, and then your troubles begin, because your traffic and dispatch flow lines are going to criss-cross, and wherever they criss-cross you will have enturbulence. Just try to shoot two fire hoses perpendicular to each other, the stream of one fire hose going through the stream of the other fire hose, and you get wet.

So this is something about the form of the org probably which has never been emphasized hard enough, because we have one org that had its comm baskets, I've already mentioned to you, had its comm baskets in the basement, so that to get from Division One to Division Two, somebody had to go to the basement and come back up. And then Division Two, they would have to go down to the basement and come back up, because this wasn't I don't think accompanied by any messenger delivery. So you had several times a day, every member of that staff had to go up and down in that elevator. It must have been an interesting scene. I don't say you can get this disarranged, I say we have case histories of this being so disarranged you wouldn't believe it. It's another one of those incredibles. "Nah, nobody'd do anything like that." Oh yes they have.

Now, when an org is housed in two separate buildings several blocks apart, you have trouble, you inevitably will have trouble because it is no longer a cohesive, a stick-together unit. It develops all kinds of little oddball rivalries and so forth, it's "them over there" and "us over here" and that sort of thing. And it's one of the principles that if you've got to spread an org out into several buildings, well for godsakes, try to get those buildings consecutive. Now, it can be that you can put completely out of your org only one division successfully, and that is the Tech Division. You can even split the Tech Division so that your training, main training

quarters, and so that your HGC quarters are in two separate buildings, both of them separate from the org; separate from each other and separate from the org. This can exist providing you split up your Tech Services and have PC Admin and Student Admin, providing.

And there's one little hooker, and something they never do, so long as a representative of the Tech Division exists on the in org public lines. You say, "Well, who would that be?" Well that would be, that would be like the Tech Division Liaison Officer. "Well, what does he do?" Well, he does the Tech Services functions and the instant D of P functions that would have to be done. There's got to be a representative.

And when you wonder why those lines don't flow, it's just because the public line is not put together so it flows. You've got Joe Blow walks from the registrar's office over to Tech Services or something, to get on course. And the number of Joe Blows that get lost off that line, you would be very, very amazed. The routing form won't route. Now, you actually have to have a page or something like that to escort. So you have to make up for this sort of thing with posts that aren't on the org board so that there's, you never heard of one before I don't suppose, but there's something like a Dissem Page, that's anybody leaving the Dissemination Office. Now, you say that can be made up for with a Tech Page, and we do have a Tech Page, but he's somebody who looks up people and that sort of thing. We do have HCO Couriers that go around in the org.

But bodies have to be escorted, but that's an awful lot of consumption of man hours from a standpoint of the fellow leaves the registrar and is then walked way over someplace for a tech analysis of his case or something like that, and then way back, do you see, and oh wow. It took the guy all morning to get signed up. Your public lines ought to be a fifteen, twenty minute proposition, you see? Well, just make sure that your public line is in consecutive order and is in the order of those terminals that your customer has to see, and you got it made, you got it made. You have to substitute for the big org building in terms of having liaison posts on that public line and then that'll flow. And then you'll find out your staff won't get swept away and people won't eddy into the place and that sort of thing.

Now, of course this pc who is undergoing processing, he isn't really on a, that is a service line and is not a public sign-up line, and he can eddy in and out of Tech Services or something like that all he wants to, as long as it has a reception. So the second you detach a unit it has to have a reception, otherwise its staff will be continuously enturbulated. One of the maddest scenes you ever wanted to see is mixing the auditors and the pcs in the same room of the HGC. The auditors' admin room and the pcs' waiting room is the same room of an HGC. Those auditors now start getting into trouble, they start running out all of the things that the pc has started to self-audit while listening to two auditors talking about what they ran on some pc. In other words, the cross, the cross of communication there is too great, and you start mixing that up, that's pretty grim.

Now, students getting mixed up with interns and getting mixed up with auditors isn't so bad, except they get overwhelmed, but they sometimes feel a little bit flattered, but if you've done this and your HGC and your auditor admin area, Tech Services, is mixed up so that your students get mixed up with your staff auditors, or your public gets mixed up with the staff auditors, you've got trouble, because it's different types of particles. Now you've got to do something to separate that out. One of the first things you find out amongst the students, they'll all of a sudden start running squirrel tech and studying squirrel tech and thinking bulletins are old or something, because the people they're associating with, the staff auditors, are not supervisors. And they will ask them questions and, hold your hat, the auditor doesn't maliciously misinform them, the student just willfully misunderstands practically anything that's said to him. He wouldn't be asking questions in the first place if he didn't have a misunderstood word. So anything he hears after that misunderstood word just goes in one ear and out the other, but leaves a sort of a puddle of alter-is. And the next thing you know you can't figure out, "Why don't these students learn anything?" See?

Somebody's liable to ask you as Establishment Officer this burning question. One of the first things you ought to do is, "How much do those students associate with auditors? Is the space the same?" And one of the things you can do on one of these things, just go around and ask each student who told them this, who told them this, who told them this, and you'll come up with the terminal who is erring. You can solve it that way. That is to say some supervisor's doing his nut because he can't really get it across to the students, or some case supervisor is going mad because everybody starts making the same errors on his interne lines. At that point it is the job of investigation that you narrow down to one person, but one of the sins in the thing is having the guys in with the wrong people, and tech won't stay straight under those considerations. So that rather serious technical errors can occur by reason of displaced, disorganized space. It's the only point I'm trying to make.

The form of the org is far more important than anybody has ever given it any attention whatsoever, the form of the org, that is a very vague term to most people. It means does it have a wof, does it have a wof, does it have a wof and does it have some divisional heads? "Yes, oh yeah, we've got the form of the org." Baa, baa, baa, baa! Where is it located in space? Are those guys that are mentioned on the org board wearing those hats or aren't they? Is that org board able to flow in any way whatsoever spatially? Can it start anyplace and end up someplace else in the space of the org? You can get some of the craziest things you ever wanted to see in this sort of thing, really mad things. Disarrangements of space. You can have a C/S in a little cubby hole five buildings away from his auditors. You can have an accounts cashier six buildings away from the registrar. You can really have some goofy ones.

Now, when you're spattering units all around and trying to fit them into places, the first thing you hold is that public line, that's the first thing you hold. And you don't give a damn how fond somebody is of his office. You know, every time I go back to an organization that's got nothing in it but executive offices and there's no service space; an organization depends on it's service space, not on its executive space; I always make myself probably very unpopular, I move all the executives out of their private offices, take all their secretaries away from them, put them in one big room and then give all of their space over, and all of a sudden why, the org goes boom, not into an explosion but into vaulting stats. Before that it was just going downhill, downhill, downhill, downhill. See? All the service space was gone.

So the first thing you do is you look this thing over from the standpoint of space, what is the space locations, and can that public line flow. If it isn't close terminal to terminal to terminal to terminal, it won't flow. And if you cannot fit the office that public line is supposed to have on it there, you put a liaison person there instead of the whole office there. Don't have things missing, don't have things missing. That's the first thought. Your next thought on spatial arrangement is service space, it is a service org. Give all of it's space that you possibly can you give to service. If that space can be given to service, fine. If there's a penthouse in the joint why, that's fine, you can't use a penthouse for service, put the executives in there. Service, it is a service org; if it is a service org, that's service.

For instance we have two large spaces on Flag, one is devoted to the accumulation of information and the digestion thereof, and the ad council, aides council, and the dispatch of missions, and so on. That is a service action because that's a management org that that services. And the other space is devoted to the HCI, which is the students. Those are two large spaces. Notice that those are, that they're the only really big spaces that there are as whole spaces around in the ship, and they are immediately and directly devoted. There is one other fairly good sized space and that's where you find your HGC/Qual functions in, and they're always screaming because they don't have enough admin space. I know that, and so on, and there are various things wrong with that spatial location. We just ran out of space. But notice they've got a big space.

Now, there's spaces all over the place and there's even cabins used, there's all kinds of odds and ends of space, but that's what they are, odds and ends of space. That's what you do with them. Now, there are many things that you could use space for, there are many things that

could be adjusted and so on, it probably is not optimum, but it has fallen together. Now, it's public lines do not flow well at this particular time.

The two reasons why a line won't flow well, unhattedness, three reasons, unhattedness, spatial dislocation so that they confuse and cross, and lack of routing form. You could also have an unreal routing form. And if the public isn't flowing on those lines, you will find it's one of those three things that is out. Now, with an org that is spread all over the place, you don't have to have an accounting unit on the public lines. Let's say there is an accounting unit and it's got two accountants in it or two account personnel in it, and all they ever do is just add up books and figures and so forth, and add up books and figures. They don't pay out disbursement, they don't receive money, something like that, it doesn't matter where you put them. They're not on the org flow lines that intimately or directly, and in view of the fact that they aren't, they can be given something in the back garden. So you can get rid of units that way.

Now, promotion and publications whereas to their book stocks and where they really write up their magazine and all of that sort of thing, that can be shed off the public lines, but Department Six registration can't be. But letter registrars can be shed off the public lines. So you analyze it from the basis of what you can shed off the public line and where you can stick it without getting it so confused that Department Four of promotion is not a hundred yards from Department Five publications, and you'll start to hold together something like the form of the division. It could be spattered around pretty badly actually without really upsetting things, providing you use your head.

So it's one thing to have that org board up on the wall and another thing to get it down on the concrete floor, but if you don't the org will not develop any power. There might even be a lot of frantic motion, but because there's no fixed terminals it isn't cutting any line to develop any power. Nothing is happening, nothing is being generated is what I'm trying to tell you. It'll sure be noisy, oh boy, that staff can look so exhausted, it can be so knocked in the head, ethics officers tearing around the place and commanding officers or EDs coming down, "What is the matter with you people?" and finally getting so beaten down they never even move out of their office. See? Divisional secretary's in a screaming fit, HAS, just a huge mountain of paper. They're working, oh boy, they're working, oh man! The number of man hours are measured in gallons of sweat. And they're not producing a confounded, cotton picking, blinking thing but bankruptcy. And the secret is the form of the org is not held.

As an executive Esto, there's an Esto in any part of that scene, those are your first thoughts. Form of the org. Now, a staff can be very, very upset by having to pick up all of their desks and move them someplace else and pick up the desks there and move them someplace else and pick up central files there and move them someplace else. So don't do it twice, don't do it twice, only do it once. So you'd better be doggone right before you lay one out.

Now, let me tell you the data I'm giving you seems very obvious. And would you please ask why I periodically have to call for the floor plans of St. Hill, ASHO and other orgs, and sit here and say, "Oh my god," because it violently influences their stats. You can so mess up that spatial locationness in an org that you can crash it. The public can't find it's way through the org. Public damned, the org staff can't. It is actually a very nice thing to have a chart up on the wall showing where everything is, even if you have buildings spread out and that sort of thing. Big public chart with a nice mark on it saying, "You are here."

One time they were going to build one at St. Hill, it never got built but it's still a terrific idea, it was a "you are here" chart that had little lights in it, and you had this bright light that was burning and it had a list of buttons. And you pushed one of those buttons and another light went on that matched what that function was. You are here, you want to see the Ethics Officer, push the Ethics Officer button and the light will go on showing you what building he is in and what office. Now that is routing, and that comes under routing forms. Routing form also infers that somebody is going to go along a route. And when you go into France, it's very nice for you to have a Michelin man, a tourist man, showing the roads, and you'll feel

very lost and very confused if you don't have one. One sign post says St. Lasar and the other post says Nancy, you know, only some joker has turned it all around, or it's blown down or there isn't any.

I remember my first routing signs of automotive roads in the United States and actually somebody had actually managed to make some tin signs and nail them up on an occasional tree a few hundred miles apart that gave the Yellowstone Trail, which went from Montana to California, or it went from Montana to Oregon. And I think I saw a half a dozen of them, but somebody had really been enterprising. The road of course was nothing but a cart trail that followed exactly the old forty-niner route, ruts and all. There was nothing there. And it was a puncture every thirty miles, that was the life span of a tire. That was when America started to get on the wheel. I'm not taking you back to my boyhood, I don't much care for this boyhood. I've got some more interesting boyhoods than that. But I remember vividly the great joy and the VGIs which would turn up on their eyeballs when they would see one of these battered, knocked apart, filled full of shot, tin signs nailed to a tree. They were very infrequent. It was a great relief to them. They'd found out that they hadn't somehow gotten into Canada or Nevada.

The feeling of lostness will cause a turn aroundness and walk outness. If you want to know why people disappear out of reception, there are two reasons why. One is nobody receives them and the other is there's no map there as to where to go to be received. So it is something on the order of a clearing map) So the public can route themselves to the degree that they have a routing form, to the degree they have a map. Now, it's no good to give the public a routing form for which they have no map. Go from Dover to Callais to Paris to Barcelona, it just says that. And this guy got G or he got, pardon me, F in his geography in grammar school, you see, and he doesn't know where these places are. And it's a great relief to him, it's an ARC factor. So when you're busy laying everything out, remember that the public is going to be following this and people are going to be following this who haven't got a ruddy clue, and who would get lost in their own front room with ease. And if you just put that down as a test, then you will know that you have got your routing plans and planning about setting up your routing somewhere near correct. He can't get lost, and you will just be amazed what this will do for the stats, the ease, the comfort, the cheerfulness of an org, this feeling of easiness and ARC and so on.

So the form of the org isn't something peculiar, and it isn't some advertised significance of some kind or another, it is something that moves into concrete. And you can go from there down to quarters for which we can pay the rent. You can go from there, machinery and equipment, you can go from there to desks, you can go from there to this and to that. But while you're going from down into paying the rent and machinery and the equipment and the desks and the supplies and all of that sort of thing, you're in secondary country because if you've got the first one wrong, you won't ever pay for that other class of stuff. And it is something that is ordinarily and routinely missed in orgs, and it is as true for an org of four staff members as it is for one of two hundred. The form of the org. Now those guys are on post, or they're occupying the post.

Now, you find all kinds of shifts like this. "We haven't got many people and we're trying to cover this thing and we have a lot of other things to do, so we'll only open the public lines at such and such a period, bong bong, and we'll have the public lines open just during that period." That's a great plan but the public doesn't get scheduled, people going through those lines don't get well scheduled, weird things happen which are off line things and so on. So if you do something like that, have an alternate route, have a sign up saying "Mamie Glutz, phone 625-973," or something. There's got to be an alternate route, otherwise the line will jam, because the public does not always stay on between those time periods and sometimes, hold your hat, it takes longer than that to run the public lines.

So I'll give you an example that you don't have in the org, but there are such examples in the org. Let's supposing he had to go home and get his birth certificate in order to come back and register. Now, the public line was open and he was first in line, but by the time he gets out to

North Pomona and back again, the public lines are closed. Now, he's back again and he didn't notice the public lines would be closed after five, so he's going through the public lines. How do you get him through the public lines? Well, it will make more dev-T if you don't. It is a service org.

The United States Government's scheduled itself in such a way as the U. S. Government first and the citizen last. Somebody walked into London and reorganized the London Embassy. Oh, he was quite an administrator, he must have been an admiral in the American Navy. Christo busto, he had that, it was all running fine before that, you went in, you got service and so forth and you walked out of it, there was nothing much to it. Jeeez god, you got in there, you sat down, a bunch of clerks sitting around doing absolutely nothing and huge offices inside, you couldn't see them. And finally, after you'd been sitting there an hour or two, you managed to get out of the receptionist with a black jack that their public lines weren't open until two-thirty. It was now eleven. You came back at two-thirty and found out you didn't have an appointment because, you see, you couldn't get on the public lines to make an appointment unless you had an appointment to get on the public lines. It was a genius, an absolute genius. You notice their embassies are getting burned and information services getting burned at various times over the world, it's not the natives.

So therefore this public line has got to be workable, the spatial lay out of the org has got to be workable, and now we get down to hating the people and making sure they're holding those posts, and we get them doing the jobs of the post and knock the dev-T out of the org, and make sure that the post is producing what it's supposed to be producing and ratta-tat-tatta-tat-tatta-tat-tat and we're off to the races, and we eventually get down to where we can actually make enough money to buy some materials. OK?

Thank you.