

FUNDAMENTALS OF SUCCESS



by

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Class VIII - OT VII

GOLD CENTURY PRESS

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IMPORTANT NOTICE

In studying, be very, very certain you never go past a word you do not fully understand. The only reason a person gives up a study or becomes confused or unable to learn is that he has gone past a word or phrase that was not understood. If the material becomes confusing or you cannot seem to grasp it, there will be a word just earlier that you have not understood. Do not go any further! Go back to the place you were reading before you got into trouble, find the misunderstood word and get it defined.

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INTRODUCTION

This book is the result of more than twenty years of experience, research and training in the field of personal improvement. The material within this book is simple. It has application in all walks of life. When used, it can have very far-reaching and sometimes rather dramatic results. This is some of the information that should be taught to us very early in our lives. Anyone desiring success should know and be able to apply these fundamentals. This is not by any means all of the information that is available, but it is a good start.

This material is a small part of the data of the subject of Scientology. The knowledge and wisdom contained in Scientology were discovered by L. Ron Hubbard. The application of this knowledge to success in life and the report of these findings are the subject of this book.

As a businessman, I found this information extremely useful in handling many of the problems confronting the business world.

The way to gain the most from “Fundamentals of Success“ is to keep it handy for easy reference and refer to it often. Find a datum that is real to you and apply it in life until you become proficient in its application. Now find another datum that is real and apply that. Continue to do this and refer to the book often. In this way you will get fast and stable results.

SCIENTOLOGY

The term “Scientology“ is taken from the Latin word “Scio“, meaning, “knowing in the fullest sense of the word“, and the Greek word “Logos“, meaning “to study“. Scientology is an applied religious philosophy. A philosophy is something that helps you to get over the rough spots in life.

Philosophy: Definition—The pursuit of knowledge. The knowledge of the causes and laws of all things. An applied philosophy is one which has to do with doing and action. One which applies to living—not just a theory, but one where the theory can be used to help you get on better in life. (HCO Bulletin 4 March 1965—Materials—Study Materials for HAS, Lesson 1, issued by L. Ron Hubbard).

Scientology as a religious philosophy is distinct from a religious practice. Scientology does not interfere with a person’s religious beliefs or faith in any way whatsoever. A person from any religious faith may become a Scientologist. Scientology will give a person a better understanding of his own religion. In Scientology, the realm of the 8th Dynamic, the Supreme Being or God, is not interfered with. Scientology does not evaluate for the individual in this area and leaves this entirely up to the individual’s own choice. In Scientology we find people from all religious faiths including Christian, Buddhist, Moslem, the Jewish faith and many others.

Scientology contains data which explains life, what it is and how it functions in the physical universe. Scientology can change any condition because it contains the technology of how to change conditions. It is the first time a person can change himself, his environment, his friends and his abilities. The magic of Scientology today can be learned and positively applied. Its rewards are great.

There is something to learn, know and use in Scientology. (HCO Bulletin 4 March 1965—Materials—Study Materials for HAS, Lesson 1, issued by L. Ron Hubbard). If you don’t like any of your existing conditions, Scientology is the way to change them for the better.

DIANETICS

“Dia“ (Greek) means “through“ and “noos“ (Greek) means “soul“. Dianetics is Man’s advanced school of the mind. Dianetics is the way to a happy, well human being. Scientology is the road from there to Total Freedom. Dianetics is described in the popular best-seller, Dianetics: The Modern Science of Mental Health, by L. Ron Hubbard.

CYCLES OF ACTION

There is a workable formula for success in the cycle of action. Knowledge and understanding of the cycle of action is extremely useful to any individual who, in any way, desires success. Let us have a look at what a cycle of action is and how we can use it and apply it in life.

Cycle means a period of time with a beginning and an end. Action is motion or movement, doing something, the process of acting, a thing done, act; so, cycle of action would be any motion or movement that takes place in a period of time. You will notice that your work consists of a number of cycles of action to be performed. In other words, you have motions and movements to be performed in a certain period of time during the day. Your success depends upon first deciding which cycles of action should be performed and then performing each of those cycles of action to a successful completion.

A cycle of action is START, CONTINUE and COMPLETE.

People have difficulty in starting, continuing and completing actions. It does not matter whether a person is a housewife or a successful businessman. He will succeed in life to the degree that he is able to start, continue and complete actions. Some people have a great deal of difficulty starting anything. Others are very good at starting, but cannot continue to a successful completion. A small percentage of people, approximately 5% by actual count, are able to start, continue and complete whatever they set out to do. The difficulties people have in life in getting things done come down to difficulties with the various parts of the cycle of action.

When you perform the cycle of action in the physical universe, there are two things that take place. First, there is a thought that goes before the action and, second, there is the action taking place in the physical universe. This is important because in many cases people don't put any thought into what they want to do; therefore, they are thinking incorrectly. In other words, there is no predetermined decision to do something and, consequently, the cycle of action never takes place. There must always be that predetermined thought before you can ever get around to doing anything. Look around and find some jobs that you have not yet done. Look each job over and you will find, in each case, that you have not made a definite decision to do it. There has been no predetermined decision or thought of the job as being completed. This predetermined decision that one makes before performing a cycle of action is called a "postulate". A postulate is a decision or thought that brings about action in the physical universe. The Scientology definitions of "postulate" are as follows:

POSTULATE: (noun) A conclusion, decision or resolution made by the individual himself on his own self-determinism on data of the past, known or unknown. The postulate is always known. It is made upon the evaluation of data by the individual or on impulse without data. It resolves a problem of the past, decides on problems or observations in the present, or sets a pattern for the future.

POSTULATE: (verb) To conclude, decide or resolve a problem or to set a pattern for the future or to nullify a pattern of the past. [Scientology Abridged Dictionary by L. Ron Hubbard]

A postulate is a decision that produces and brings about an end result. That postulate must always be the end result you wish to achieve. In other words, whatever you postulate is what you are going to end up with. This has been called, in other fields, positive thinking or positive mental attitude. In Scientology, we call it a postulate and we understand exactly how and why it works.

If one postulates the start of a cycle of action without postulating the completion of it, one will only start it.

If one postulates the continuation of an action without postulating the completion of it, one will continue that action and never complete it. Check this out for yourself on times when you have thought this way and you will find that in each instance the cycle of action was not completed. You are still on the continue part of it, or you started it and then did not continue it for very long. So, one must postulate the completion of the cycle of action.

It is very important to know a little about how to make a postulate. All postulates are made in present time, as though you have already completed the cycle of action. There are three universes (See chapter on The Three Universes.)—your universe, the physical universe and the other person’s universe. There is a definite relationship between each of these universes. The physical universe is patterned after your universe and the other person’s universe. A postulate is made in your universe. (Your universe is as big as you think it is and as big as you consider it to be.) The physical universe does not do anything by itself. You will notice that while reading this book the physical universe has not moved unless by your postulate or someone else’s postulate.

In fact, one could say that the existing conditions in the physical universe are the result of the existing postulates and the existing postulates give you the existing conditions. Look at the environment around you and you see the existing conditions. In order to change these conditions, you will find you need to make a postulate that they are different.

Example: Place a pen on the table. In order to do that, you would need to have made a postulate something like, “The pen is on the table“. That is the existing postulate and it gives you the existing condition of the pen being on the table. Now, make a postulate like, “The pen is six inches above the table“. Then, pick the pen up and place it in that position and hold it there.

You will notice that you made a postulate in present time and in your universe (thought-wise) that the pen is six inches above the table. This is the completion part of the cycle of action. Then, you went into action and performed the cycle of action on starting, continuing and completing the placement of the pen in that position. This applies to all cycles of action. People have difficulty by making postulates like, “I am going to . . .“ or “I will when I get around to it.“ or “I am thinking of doing it.“ Or “When I have some spare time, I will . . .“ or “I will try to do that . . .“ Each one of these statements is not the end result and consequently, the postulate will float in time and the cycle of action will never get performed.

Look over each cycle of action that you have not yet completed and pick up the postulate that you had concerning each one. You will notice that you have made a statement similar to those above and have not postulated the end result.

A postulate is a positive decision which motivates and brings about an action in the physical universe. To do anything in the physical universe, you must postulate it in your own universe. That is, postulate the completion of the cycle of action in your own universe.

If a person is having difficulty with time, it is because of his own postulates. You have heard people say such things as, “I’ll do that when I have time.“ or “I have so much to do, I don’t know what to do next.“ or “I don’t have time for that.“ You will never have time for anything unless you create time for it! That is the idea of postulating. The idea is to create the time in your own universe first and only then can it happen in the physical universe.

Let’s have a practical example of the application of this material. Make up a list of all the cycles of action that you have not yet completed. Put them down in any order. You will find that writing out a list of jobs or cycles of action to be performed does a lot to clarify and clear your mind (your universe). You may even find some things on the list which are not necessary for you to do now, but your attention has been hung up on them. You have had a hung-up cycle of action by having your attention on it. All that is necessary is for you to end cycle on that particular thought in your universe. Having made a list of all the things you have to do, look them over and find out which of them is the most important. Label it „Number 1“. Then, find the next most important thing to do and number it, and so on. This gives you an order of importance for each job. Now, go down the list and decide that each job is completed. Having done that, start in on the first

most important job and continue and complete it. Continue on with each one in the order of its importance until you have completed the lot. It is a good idea to allow yourself a certain amount of time and decide that you are going to get it done within that time span. If you don't decide on a time span, and hold yourself to it, you will find that you will waste a lot of time and create other things to do which are not necessary. You go down the list and say, „Goodness me, there's 59 much here, I will never get it all done!“ This is exactly what happens. You never get it all done. You will be surprised at how much you get done by just postulating that it is done.

What you are doing is creating your day. You create your own future. If you don't create it, it won't happen. A person needs to create the day, week and month, because if he does not, he will be pushing against time all the way. If he creates each day, week and month, he will find that he will gather momentum which will increase as he goes. Why? Because it is all planned out. It is a good idea to plan as far ahead as possible within your own limitations. If the best you can do is one day ahead, then plan that. Do whatever you can do successfully. As you do it, your ability to plan ahead will increase. To the degree that you postulate what you plan, you will be successful. Plan the correct end result and postulate that correct end result.

Difficulties in handling cycles of action often come about as a result of not assigning relative importances to each action. As you can appreciate, some cycles are far more important than others. Some jobs have to be done immediately, while others can be left. It is, therefore, not very intelligent to be working on a cycle of action which can be left for a day or so when one which is urgent is being left undone. The ability to assign relative importances gives one intelligence and judgment.

Intelligence and judgment are measured by the ability to evaluate relative importances. [From The Axioms of Scientology. Axiom 58 by L. Ron Hubbard]

In order to be successful, it is necessary to acquire intelligence and judgment. The above basic fundamental tells you how this can be done. Look at each cycle of action from the point of view of what is the most important thing to do. Is this more important than that?

We are interested in the practical application of this material, so let's have another look at the cycle of action. The cycle of action may be expressed as Start, Change and Stop. If you look at this closely, you will find that this is similar to Start, Continue and Complete. Expressing the cycle of action as Start, Change and Stop gives us further application.

One starts to work in the morning, one continues working all day (that is change) and at 5:00 P.M. one stops and begins the new cycle of action of leaving and going home. You will notice that each action you do in life is start, change and stop. There are long cycles and short cycles. It is purely up to you to determine where the start and stop begin and end in each cycle of action.

Let us look at the person who goes to work, has a lot of worries at work and takes these worries home with him. He worries about them all night, tosses and turns, and does not get to sleep. This person is hung up in a cycle of action. He left work and failed to end cycle on it. He failed to stop it there. You will notice that there are two parts to each cycle of action. There is the mental action and there is the physical action. The mental action is where the person is postulating into existence the physical action which he then performs. A person can get hung up mentally on a cycle of action by stopping the physical part of the cycle and continuing to create the mental part of the cycle in his own mental universe.

Example: A person suffers from insomnia. This is due to an incomplete cycle of action or the inability to end cycle. In one case I advised a person suffering from insomnia to go to bed, end cycle on the cycle of being awake, and start a new cycle on going to sleep. He did this and got his first good night's sleep in nine years! To my knowledge, he has not suffered from insomnia since that time.

Example: A person has an upset with another person and continues to be upset for days afterwards. This is due to a failure to end cycle on the upset and the upset continues to be created.

Example: A person has an upsetting and disturbing life in a big city. He decides that life can be better and moves to another area where he can start life afresh. In a short period of time, he has similar upsets and rough times. The original cycle of action is continuing and has not been ended. We could say that man's difficulty is due to the fact that he is hung up in the past. A past cycle of action is still continuing and he is unable to create in present time and to create or plan his future.

Man is hung up in many cycles of action; however, Scientology has the technology to handle this. It has processes (procedures) which unhook a person from past hang-ups. The person is able to end cycle on the past and start a new life and create a new future for himself without being influenced by the past. The person is brought up to being able to control himself and achieves the ability to start, change and stop things.

THE CYCLE OF ACTION IS AN APPARENCY AS FOLLOWS: CREATE, then SURVIVE, then DESTROY; or Creation, Survival, Destruction. First there is Creation. Then this is followed by Survival. Then this is followed by Destruction.

APPARENCY = appears to be, as distinct from what actually IS. This cycle is only an APPARENCY. It is what we see, what we behold, what we believe. We CONSIDER (think, believe, suppose, postulate) that it is so and then we see it so.

A child is born, he grows, he reaches manhood, he grows old, he dies. In Scientology it can be seen that none of these steps are necessary. One considers them so, and they are „true“. A man can grow old quickly or slowly. He grows old to the degree that he believes he is growing old. Because everyone AGREES that this is the way things are, they go that way. The cycle is not TRUE. It is only APPARENT. It is APPARENT because we believe we see it. It is APPARENT because we agree that it should be so. [From Fundamentals of Thought, Chapter 2, by L. Ron Hubbard]

The apparent cycle of action, as stated above by L. Ron Hubbard, tells us what appears to happen in life. Example: A man gets a job and survives in that job for a while, and then destroys the job and is fired. One starts a successful business, the business survives, and is then destroyed. We see this apparent cycle of action all around us. In order to understand exactly what is happening, we should examine the actual cycle of action, which follows:

„ACTUAL—what is really true—that which exists despite all apparencies = that which underlies the way things seem to be = the way things really are.

THE ACTUAL CYCLE OF ACTION is as follows: CREATE, create-create-create, create-counter-create, no creation, nothingness.

CREATE = make, manufacture, construct, postulate, bring in to beingness = CREATE.

Create-create-create = create again continuously one moment after the next = SURVIVAL.

Create-counter-create = to create something against a creation = to create one thing and then create something else against it = DESTROY.

No creation = an absence of any creation = no creative activity.

AN ACTUAL cycle of action then consists of various activities, but each and every one of them is creative. [From Fundamentals of Thought, Chapter 2, by L. Ron Hubbard]

From the above you will see that destruction, that is the use of create-counter-create, always results in problems, difficulties and chaos. Any person to be successful must be free of these; therefore, any time spent in understanding these basic fundamentals is time well spent.

Let us have another look at the cycle of action. As we have said, a cycle of action is Start, Continue and Complete, or Start, Change and Stop, but there is still another way of expressing this, and this is the actual cycle of action. It is Create, Create-Create-Create and No Creation, or Create, Create-Create-Create and Create-Counter-Create. It expresses actually what happens. Start, Continue and Complete, and Start, Change and Stop are apparent cycles of action. That is, they express what appears to happen.

The actual cycle of action is Create, Create-Create-Create (moment after moment) and No Creation. This then tells you that to start something, you need to create it. You need to create it by first postulating it into existence and then by doing it.

In order to change something or continue it, one needs to create-create-create (moment after moment) and continue to do so until the job is completed. To complete or stop, it is necessary to go on to no creation, that is, no further creation of the activity. A further way to stop something or complete it is create-counter-create. That is a creation against whatever one is creating. This is destruction.

Example: Stop a car by running it into a brick wall. The use of create-counter-create will cause confusion, upset, problems, difficulties, chaos and ruin. The use of no creation will create order, harmony, unity, the ability to control situations that may never previously have been experienced, as there is no further creation.

Example: A person has a job which he enjoys. He will continue to have the job and enjoy it while he creates it. If he ceases to create a job, that is a no-creation and he will soon find that he will no longer have a job.

Example: A businessman starts a new business. He creates the business and then continues to create it, moment after moment, day after day, month after month. It is a very successful business. Finally, after months of work, he achieves his original goal. At that point, because he does not recognize that he has achieved his original goal and does not end cycle on it, he begins to get difficulties and problems occurring in his business. He is now destroying the business by create-counter-create. In other words, he is creating against the creation of the business. He does not pay his creditors on time and so has problems maintaining credit. This is a creation against the creation of the business. Further, he creates difficult situations with his employees. He argues and complains. He is angry and antagonistic. Nothing is being done right in his eyes. He does not trust anyone and does not assign responsibility to the people who work for him and then let them get on with their jobs. He continuously invalidates, that is, makes less of those around him. All of these actions are creations against the business and will eventually result in the destruction of the business. The cycle of action contains an APPARENCY of SURVIVAL, but this is actually only a continuous creation. The APPARENT cycle of action contains DESTRUCTION, but the ACTUAL cycle of action tells us what destruction is. DESTRUCTION is one of TWO activities. DESTRUCTION is (in terms of action) a creation of something against a creation of something else.

ACTUALITY tells us that there is no such thing as destruction. There is only creation against a creation. There is another „type of destruction“ and this is NO MORE CREATION. [From Fundamentals of Thought, Chapter 2, by L. Ron Hubbard]

In life, one is using the cycle of action knowingly or unknowingly. One creates situations and conditions which are wanted or which are not wanted. By knowing the actual cycle of action, one can continue to create the situations and conditions which are wanted, and one can go on no-creation of the situation and conditions which are not wanted. The use of create-counter-create results in destruction, as it is the creation of something against or upon something else. The following examples will help to explain this further.

Example: One gets into an argument with a friend. For there to be an argument, both parties must be creating it. When one goes on no further creation of the argument, the argument will then stop. If it continues, the argument may develop into a fight, which is a further create-counter-create. For one to have an argument in the first place, one is already counter-creating. One creates conversation with a friend, the friend counter-creates against that creation of conversation. One then further counter-creates. And so, we have an argument. It only takes one party to go onto no creation of the argument for the argument to cease.

Example: Every negative direction or order that you give is a create-counter-create. It is a creation of something against something else, and will result in confusion and upset. You tell your children not to touch the food and they immediately go and do it. You tell your eldest son, who is continually being beaten up, „Don't get into a fight.“ He continues to do so. You accuse your husband of stepping out on you, even though he is not doing so, and eventually that is exactly what he does. What you are doing in each case is putting the idea there and then putting a counter postulate on it. That is, a negative statement like, “Don't do . . .“

Now, as a further example, I am going to give you a direction and I want you to notice what happens. Here is the direction: “Don't think of a cat.“ Okay? What happened? You immediately thought of a cat. Remember that whatever you put your attention on, you create. Whatever you put someone else's attention on, you create. If you follow that by counter-creation, you immediately stick them with it, because a create-counter-create causes a persistence.

Example: If employees working for you are upset, the way to handle the situation is not to tell them to stop being upset, not to abuse them for being upset, not to invalidate them or evaluate them, but to ask them a simple question like, “What's the matter?“ or “What's the trouble?“ or “What's been happening with you?“ and then listen to what they say. Do not invalidate or evaluate their answers. You must accept them and not add anything. Then, put your attention on the future, on what you are going to do, on what the firm is going to do and set up new purposes. It is a case of ascertaining the importances. The past is unimportant. The upsets of the past are unimportant. The important thing is, “What are we going to do now and in the future?“ so you go on a create-create-create cycle of future activities in the direction of achieving purposes and goals, and you go on a no-creation of past confusions and upsets. This includes even bringing them up or mentioning them in any way whatsoever, or arguing about them.

Example: A person, to be successful, must first of all set up a worthwhile purpose and then go on to create-create-create-create, moment after moment after moment, until that purpose has been achieved. Then, when the purpose has been achieved, you recognize that the purpose has been achieved and end cycle on it by going on no further creation of that purpose. One should then write up what he did to achieve that purpose and then continue on to look at the existing conditions that he created and set up new purposes. Then, repeat the cycle. If this is not done upon achieving the purpose, the person does not recognize the fact that he did achieve that purpose. The immediate result is for the person to go on a create-counter-create and he will begin to pull in problems and difficulties. Many, many people have failed because of this phenomenon.

To succeed, any person must plan and postulate the important cycles of action he is to perform each day and each week, and he will succeed to the degree that he plans and creates in his own universe, the idea of the end result of each cycle of action which he is going to perform.

Example: Young Johnny is giving trouble. Special guests are coming to dinner and Johnny goes around poking at the food. Father gets upset and creates a difficult situation by punishing Johnny. (A create-counter-create against Johnny's behavior.) This creates a further persistence of the difficulty. To handle the situation, it would have been better for the father to go on „no-creation“ of the misbehavior of young Johnny, end cycle on it and create a new situation by saying something to Johnny like, „Johnny, what about showing our friends your new toy?“ No doubt Johnny is proud of his new toy and will be only too pleased to do so. This creates a new cycle of action and Johnny immediately goes and gets his new toy and brings it out and proudly presents it.

Example: A mother asks her young son to clean up the kitchen and before he has hardly started, she is criticizing and telling him the way he should be doing it. This is creation against her son's creation of cleaning up the kitchen and will result in confusion. Remember then, if you give someone a job to do, get out of it and let him get on and do it. If he is not trained for the job, then you had better train him before you give it to him.

The following is an example of an error made by teachers, executives, parents and many others in positions of control and responsibility.

Example: There are ten men working in a factory. One of them is really messing things up, producing faulty products, etc. The other nine are producing excellent work. An executive, hearing that a number of products are faulty, calls all the men into his office and dresses them all down at one time. He even adds that unless production quality is improved, they will all be fired.

Such group handling as this is incorrect. Only the person making the error should have been isolated and handled. (He needs retraining.) Otherwise, you are creating against the creation of something else, and you will find the other men will start not caring about quality and will not produce anything. The thinking being, “Regardless of what I do, he still criticizes me.”

Example: Members of the staff of a large corporation are continually bickering, fighting and refusing to help each other. The executives are disturbed with the situation, but create against this by giving orders like, “All staff will get along well with each other. No further bickering is to occur.” This is a create-counter-create—a further creation against the creation of bickering. It would be best to handle the situation by going on no further creation of the bickering and create a new cycle of action of cooperation between all members of the staff by example and communication. One way of doing this would be to ask each member of the staff individually what difficulties or problems he has with his job and then handle that difficulty or problem so that the person does not have to put up with that situation any further.

Example: A teacher has trouble controlling her class. Her trouble is not being caused by the whole class, but by one child only. Instead of handling that one child, she tells the whole class they must stay in after school because of the trouble that she was being caused. This is an example of create-counter-create. Remember this, in any group, it is not the whole group doing it, but one or two people only. You must determine who those one or two people are and handle them only. You handle the situation in a confidential interview with those people giving the trouble.

Remember that if you promote trouble, you will get more trouble. Whatever you validate, you create. By validating and putting people’s attention on motor car accidents, we continue to get more motor car accidents. By validating trouble, we get more trouble. You can validate or put someone’s attention on it by talking about it, saying how bad it is, saying that it shouldn’t be happening; therefore, validate people for the right actions and you will get more right actions. Validate people who work for you for the correct things they do and you will create more correct actions.

Example: A wife gets very upset with her husband because he is very late coming from the office and she has had dinner on the table for some hours before he arrives. When he does finally arrive home, she gives him nothing but criticism and abuse. This continues on many, many similar occasions and the situation does not resolve. Her husband continues to turn up late; in fact, he seems to get later and he may even turn up drunk on occasions. This is create-counter-create, the wife counter-creating against her husband’s creation of coming home late. It does not solve the situation, but causes it to persist. It may happen that one day the husband gets off work early, looks at his watch and decides to go home. He’s half an hour early and his wife now accuses him of being early or makes some statement like, „Well, it’s about time you decided to be on time.“ On the next occasion when he is early, the husband looks at his watch, thinks about what happened the last time and decides to have a few drinks before he goes home. He then arrives home late and possibly drunk.

Example: A ledger machinist is being given account inquiries to sort out and clean up. This is not part of her work and interferes with her ledger posting. A clever executive would find that this is occurring and have someone else handle the account inquiries, leaving the ledger machinist free to get on with ledger posting, which was what the inquiries were about in the first place. Had her work been up to date, there would have been fewer inquiries.

These principles have application in all walks of life. Look at your own environment, your work, your business, your associates, and your friends, and start finding ways of applying them. Try using the cycle of action Create, Create-Create-Create and No Creation instead of Create, Create-Create-Create and Create-Counter-Create.

In order to help you to apply the above principles of cycles of action in life, here are some simple exercises for you to try out:

1.
 - A. Choose one job that you wish to perform—one cycle of action.
 - B. Decide on the end result that you wish to achieve.
 - C. Start on that cycle of action.
 - D. Continue with it.
 - E. Complete it to the end result that you decided upon.

2.
 - A. Make a list of all incomplete cycles of action that you have. Write them on a piece of paper. Postulate the completion of the list. Then, complete it.
 - B. Go over the list and number each cycle of action in order of importance.
 - C. Decide on the end result of each cycle of action and postulate its completion in the order as indicated.
 - D. Start on the cycle of action marked „Number 1“, the most important and continue with it and complete it to the end result that you have decided on.
 - E. Continue in this manner with each cycle of action until the list is exhausted.

3.
 - A. Write out a list of cycles of action that you wish to complete over the next week and complete the list.
 - B. Look the list over, ascertain the order of importance and number the list accordingly.
 - C. Plan your week by writing up a diary and indicating against each day the particular cycles of action to be completed that day.
 - D. Now, look over the whole plan and postulate that you have completed all the cycles of action. Get the idea in your own universe of the end result that you wish to achieve. Write out examples of actual handling of cycles of action with people, by yourself, which resulted in confusion, upset or further enturbulation (where you used the cycle of action Create, Create-Create-Create and Create-Counter-Create). See if you can pick out the creations and the counter-creations.
 - E. Look the situation over and plan how you could have handled this by using the cycle of action Create, Create-Create-Create and No-Creation.

That completes the essential material on cycles of action. Now, go back over this chapter, and pick up any misunderstood words. Then reread the chapter, giving some thought to ways you can apply this material and then do so. Do the exercises set out above. Find more ways of applying this material.

ARC TRIANGLE

UNDERSTANDING OF HUMAN RELATIONS

Understanding is composed of Affinity, Reality and Communication. [From The Creation of Human Ability, Axiom 21 by L. Ron Hubbard]

Affinity, Reality and Communication contain the basic rules underlying human relations and how to get along with people.

There is what is known as the ARC Triangle. An understanding of the ARC triangle is of great importance in life and living, and being successful. With this knowledge, one can get along with others. Without it, one is at a loss to understand other people.

„A“ stands for „Affinity“, „R“ stands for „Reality“ and „C“ stands for „Communication“.

Affinity may be defined as the degree of liking that one person has for another. It is the degree of liking/affection or the lack of it. It is also how much distance one can tolerate between one's self and another person. Have you ever been in a situation where you were talking to someone and he came up too close to you? You may have been in another situation where you were talking to someone and the distance between you seemed too great. You moved in the other person's direction and he moved away. That's affinity on your part and the lack of it on the other person's part. It is also the willingness to share one's space with someone else and to have that other person in your space. You notice that when you really like someone, you like to have him near you and around you. When you don't like someone, you cannot tolerate him and you don't want him in your space. Affinity is a scale of attitudes and emotions. When you first meet someone, you have a certain affinity level for him which then increases or decreases as you communicate. The Emotional Tone Scale, described in a later chapter, comes under affinity.

Example: You meet someone for the first time and you take an immediate dislike to him. After getting into communication with him, really getting to know him, you find you like him much better. In fact, there were no grounds for your immediate dislike upon first meeting him.

Reality is the degree of agreement arrived at by two or more people. Something is real because we agree that it is so. If you can agree with someone about something, you can say that you have reality. That does not necessarily mean that the agreement or reality is true.

Example: The majority of people agree that the Earth is solid and would become disturbed and upset if told the Earth is hollow, with large, circular openings at the Poles. However, a large group of people believes this is so. These people are in total agreement with each other, but are out of agreement with everybody else. You will notice that reality depends on agreement and is not necessarily based on truth.

Example: A number of people agree that the way to train children is to punish them. This would be real to these people, although it is far from the truth. If you spoke to a person who had this reality, you would find that he would have all sorts of justifications to prove his point and hold his reality. He would get very disturbed if you upset his reality by trying to get him to agree to various other realities, such as punishment causes pain, pain suppresses a person and causes him to be stupid and lacking in intelligence. (People hold on to various realities/agreements which are not necessarily true. These realities can be changed by means of communication).

Communication is the interchange of thoughts, words and ideas between two or more people. Without communication, nothing happens. With communication, you can then arrive at certain ideas which you can agree upon with others. Thus, communication brings about reality between people.

Affinity, Reality and Communication go together. The three go together so much that whenever you get into communication with someone you will always have some level of ARC with him. That ARC level can either increase or decrease, according to how you handle it.

There is always a degree of Affinity, a degree of Reality and a degree of Communication. If one increases, they all increase. If one decreases, they all decrease. They all work together and the three of them equal Understanding. (ARC = Understanding). The three go together so well that they can be represented as a triangle; however, not with equal sides. Affinity and Reality are very much less important than Communication. It might be said that the triangle begins with Communication which brings into existence Affinity and Reality. If one point of a triangle is missing, you don't have ARC. They all move together and you can experience this in any conversation that you have with someone.

Example: You meet someone for the first time, but you don't particularly like him. You get into communication with him and you begin to like him more and more. You are really interested in talking to him. The ARC level is increasing as a result of communication. Affinity is increasing (you like the person more). Reality is increasing (you are arriving at more and more agreements). Communication is improving (you find it easier to communicate with the person). Thus, there is a higher level of ARC between you.

Example: You are very friendly with someone and have known him for a long period of time. You have a disagreement with the person, reality is reduced and you will find it more and more difficult to communicate. You will find you do not like the person as much and you will have a feeling of not wanting him or her around as much. This is reduced affinity, reality and communication.

There are many examples of this in life. See if you can pick out a few.

If you don't understand someone, then you are not in ARC with him. You will need to communicate more with him. You will need to arrive at more agreements (reality), you will need to like him better and be more willing to have him in your space (affinity). As a result of increasing ARC, you will find that you understand the person better. Misunderstandings come about as a result of a decrease in affinity, reality and communication between people.

Example: You have often heard the statement, „Women! You can never understand them!“ Anyone making a comment like this is out of ARC with women. That is, he is not in affinity, reality and communication with women. If he were, he would understand them.

The same principle applies to objects, such as machinery, tools, equipment, houses, motor cars, etc. If you don't understand any of these, it is because you are not in ARC with them. You will begin to understand it to the degree that you get into communication with it, that you like it (that is, have affinity for it) and that you have some agreement with it (that is, reality).

Example: If you are having trouble with your motor car, then get into ARC with it. Look at it. Feel it. Wash it down. Polish it. Clean the interior. You may be surprised as to how much better the car will run. These same principles apply through any other area of life, such as business. Get the idea of really liking your work. Go to the office, look at it. Get the idea of the various distances between yourself and objects in your office. Change your attitude and really like the people around you who work with you, your customers. Do this and your attitude will change. There will be a brighter and happier future ahead of you.

The first thing you do when you meet someone is be willing to have him in your space and near you. You have some degree of affinity for him. The next thing is that you communicate and you arrive at various agreements. This brings about reality. Thus we have affinity, communication and reality. (Notice that we have a cycle of action.)

The most important one of these three is communication. By means of communication we can monitor a situation and bring about an increase in affinity and reality. Communication is the means by which this is brought about. Communication can be improved by having greater affinity for someone and ending cycle on any dislike. If you have difficulty in communicating to someone, try really flowing affinity towards him. One does this by changing one's attitude to really liking the person. A higher level of affinity is admiration

and admiration is so powerful that its absence alone permits the persistence on any unwanted condition. Admiration is an extremely high ARC level.

Example: If you are really having trouble with someone, try admiring him. To the degree that you can do this, you will find to your surprise that the whole of the existing difficulties will suddenly change, and the other person will also change, and you will most certainly change.

Example: Try admiring people wherever you go. You may experience quite a change in attitude. Admiration is simple and requires no effort. If you are using effort or force, stop it (no creation) and just flow admiration.

Example: You are having a hard time with your mother-in-law, there is very little affinity, a lot of disagreement and communication is very difficult. The whole situation can be changed by really admiring your mother-in-law, continuing to communicate to her and thus arriving at reality or agreements. Many difficulties and problems arising between people are due to concentrating on disagreements. To change the situation, one should concentrate on agreements. What is it that you can agree upon with this person? Then build up on the agreements. It is even possible to agree to disagree, and this can resolve the situation.

Example: One is given a legal document to read, one reads through it and the first thing one comes across is a number of terms which cannot be agreed upon. You throw the document down and say, „I disagree with the terms of this agreement. I will not sign it.“ This situation is solved by going through the document and picking out the terms that one can agree upon and then going back and discussing those terms where there are disagreements. It will be found that there are very few disagreements and these can be sorted out by more communication.

Since affinity, reality and communication equal understanding, in order to understand something, it is necessary to be in affinity, reality and communication with it.

Example: If you are finding it difficult to understand this book, read through it until you come across something that you can agree upon. Then go back to the beginning and read it again until you can find something else you can agree with. Go back to the beginning again and read through it until you arrive at something else you can agree with. By doing this until you have a number of agreements, you will find that you also have affinity for the subject, are in communication with it, have a higher degree of ARC with it and understand it better.

Understanding is the universal solvent. It washes away everything. [From „Gradients and Understanding“, The Auditor 24 by L. Ron Hubbard]

Understanding is brought about by means of communication. Communication is an extremely important subject. It is so important that one could say that one would have problems to the degree that one fails to communicate. Communication will resolve all problems and difficulties. If you have a problem with someone, it is because of an incomplete communication with that person. The thing to do is not cut communication with him, but to communicate more and continue to do so until the situation resolves itself. Communication with another person establishes affinity, reality and communication, which, in turn, equal understanding. All misunderstandings stem from a break in affinity, reality or communication. This is called an ARC Break. (See Definitions.)

Example: A husband and wife have an upset. The husband throws up his hands in despair and says, „Women! I can't understand them!“ Since ARC equals understanding, the situation will resolve itself by continuing to communicate, by concentrating and validating agreements, rather than disagreements and by really liking the other person.

Example: Two people are in partnership in a business. Each has an equal say in what happens in the business. They have a dispute over some point in the management of the business. This is an ARC break.

That is, a break in affinity, reality and communication and will result in a misunderstanding. Unless the misunderstanding is resolved, it will eventually result in the dissolution of the partnership. This data has much application in life. You may have been using it unknowingly. Now try using it knowing what it is!

Exercises on ARC

1. Find someone you have not communicated with for some time. Call him on the phone or write to him. Get the idea of really liking him (affinity), concentrate on agreements (reality) and see what happens to your understanding.
2. Find someone with whom you have had an upset. Really like him. (If that's a bit hard, do the best you can.) Communicate with him, get his reality and accept what he says without invalidation or evaluation. Observe what happens. If he makes you wrong in some way, just ignore it. Remember this is a test exercise. You can have your say after the exercise is concluded.
3. Meet someone new (a stranger) and observe the ARC triangle in action.
4. Think up some exercises of your own which show the application of "Affinity, Reality and Communication equal Understanding".
5. Reread this chapter and do the exercise again, but with different people.

COMMUNICATION

Communication is the solvent for all things. It dissolves all things. [From Fundamentals of Thought, Chapter 5, by L. Ron Hubbard]

Communication is very important to anyone in any field or occupation. It is so important that your very livelihood depends on your ability to communicate. If you don't have sufficient income, it is an indication that you are not communicating as effectively as you could. Your income is directly proportional to your ability to communicate.

What would happen if you went home tonight and decided, „Tomorrow I won't communicate with anyone.“ Then, when you got up in the morning, you would not say, „Hello“ or „Good Morning“ to anyone. You would ignore your friends and when you went to work, you'd ignore the boss and not communicate with anyone. What do you think would happen? In a very short time, you would not have anyone talking to you. You would not have a job, a wife or husband, or any friends. This is taking the idea to an extreme, but I think you can see the point. By reducing communication down to nothing, we find that we lose all those things that we have. What would happen if we increased our ability to communicate? We would find that we would get on better with our wife or husband, our friends and the boss. The job we have depends upon our ability to communicate. We need to be in communication with that area in order to retain it. If the theory is right, by increasing our ability to communicate, we should end up with a better job. This is exactly what happens. A businessman need only communicate better in order to improve his business. If you improve your ability to communicate, you will find things around you improving. Your existing conditions will improve. By this, I mean the way things are at home, at work and how you get on with people. These are your existing conditions. You keep these conditions by means of communication. You change these existing conditions by means of communication. If you improve this ability, you will change these conditions and improve them. If you deteriorate in your ability to communicate, you will actually worsen these conditions. You can see how much this influences what you are doing. Your income depends upon it. Improve your ability to communicate and your income will increase.

For a number of years I conducted a Personal Efficiency Course and a Communication Course. The students from these courses reported the most amazing successes. An employee with no prospect of promotion was suddenly promoted to a new position directly after the Communication Course. A top businessman reported a vast improvement in his business due mainly to his ability to control it by better communication. He had also overcome some serious upsets with his wife and family. A number of salesmen reported an increase in their sales. There were other successes too numerous to mention. These successes covered people from all walks of life, from workmen to executives. In each case, all that had been done was to improve the person's knowledge and understanding of life and to increase his ability to communicate. He was then able to go out and bring about changes in his environment and existing conditions that he had never before thought possible.

If you have a problem, you have one because you have not communicated about it sufficiently or you left something unsaid to someone. Most problems are brought about by an undelivered communication. Have you ever been in a position where you have been talking to someone and you withheld something you should have communicated? Right here is the beginning of your problem and it is going to cause you some upset later because you did not get it handled. When you get an accumulation of these undelivered communications in your business, social or home life, you find you have many problems which you think are normal to have. „That's life!“ so to speak. What I am telling you is that life can be different! There is no need for you to have these problems or difficulties. Be more willing to confront. Communicate and continue to communicate until the situation resolves.

I was lecturing on this some years ago and a young girl came to me and said, „I have a problem with my father. He expects me home at 11:30 PM. When I don't turn up until 12:30 AM., there is an awful row which goes on till 2:00 or 3:00 A.M. Now, from what you are saying, I have the problem because I am not communicating sufficiently.“ I said, “Yes, that's right. Tell me exactly what happens before you leave

home and when you arrive home.“ She said, „Well, whenever I leave home, my father says to me, ‘Now, you will be home at 11:30, won’t you?’ and I say, ‘Yes,’ to save any argument. When I don’t turn up till 12:30 A.M., he waits up, meets me at the door and says, ‘You are late!’ and I say, ‘No, I’m not!’ and from there on we have a fight.“ I said, „Okay, try handling it this way. When he meets you at the door and says, ‘You are late!’ you say, ‘Yes, you’re right!’“ That night she went home at the usual hour and her father met her at the door and said, “You’re late!“ She looked him straight in the eye and said, “Yes, you’re right.“ There was complete silence for two minutes. He did not say a word. Finally, he said, “Ahmm, would you like a cup of tea?“ (the majority of Australians drink tea.) She said, “Yes, I would love one.“ So, he went out and made some tea. She commented that he had never done that before. What happened was that she completed the communication cycle and that was it. The other way this situation could have been handled was that at the time her father requested her to be home at 11:30, she could have told him that it was impossible and that she could not be home until 12:30.

You will find that every time you have a problem, you have incomplete communication. Every time you have incomplete communication, you are likely to end up with a problem. All you have to do is handle the situation by completing the communication cycle. This is why communication is the universal solvent. It will handle any problem. I don’t want you to accept this. I want you to try it for yourself. See if it works for you.

Let’s take a further step into communication. It is a very important subject. An organization runs well to the degree that there is communication from the executives to the staff at all levels and that there is communication from all of the staff back to the executives. It runs poorly to the degree that the communication gets cut or is non-existent either way. What usually happens is that there is very poor communication coming down from the executives and practically no communication coming up from the staff. Problems are created by incomplete communication cycles and could be sorted out by better communication. Executives could sort out many problems in the field or on the job by being in communication with those involved. If you want to sort out a production line problem, go and talk to the people on the production line. Continue to communicate until the difficulty disappears. You can sort out a whole department by asking each member of the department what difficulties he has in doing his job. Let each one talk and acknowledge him. Do not make him wrong or be accusative or critical. These are destructive actions (create-counter-create) and will decrease the ARC level.

A number of years ago I went into a large corporation which was three months behind in its accounts. The accountant had been working overtime every night trying to bring the work up to date. The firm had employed a large firm of accountants to handle the problem. They had been on the job nine months and they were still three months behind. When the accounts were sent out, the telephone would ring every two minutes of the day with someone complaining about his account. I am not exaggerating. Credits were not being put through, there were incorrect charges, incorrect prices, incorrect sales tax charged and all sorts of errors. The members of the staff were in complete chaos. They were fighting among themselves and pressure was on them all the time. They were bickering and upset. You can just imagine the scene.

The first week I was on the job, I did nothing except go around and talk to the staff. I wanted to know what difficulties or problems they were having. I would listen. When I say “listen“, I mean „listen“! Part of being able to communicate effectively is the ability to listen. This is one of the most effective tools that anyone can have. Another one of the most powerful tools you can have is the ability to ask a question and get an answer. This is what I did. I went around and I asked questions and I listened. I got all their complaints, all their problems. I did this for a week and took notes of various things to ascertain exactly what action I should take to sort it out. By actually going around and communicating and listening to each member of the staff, I stopped them from fighting with each other. No other attention was put on it. No orders were issued like, “The staff will stop fighting and bickering.“ If the principle that any problem is due to an incomplete communication cycle is correct, we should find that by communicating alone we can handle all such difficulties. This was the case. Of course, if the problem does not resolve, then it is the wrong problem. Find the right one and handle that.

As a result of my communication with the staff members, I found that two important things needed attention. These two things proved later to be the cause of the corporation’s problem of being three months

behind in its accounts. These two things were isolated by means of communication and they were handled by means of communication. The results were practically instantaneous. Within three days, members of the staff were saying, "There is a difference. It is getting better. We are catching up!" That was only three days after I took these actions!

The first thing I did was take the pressure off the ledger machinist. I told other staff members not to go near her with queries, but to mark them down on a file, leave them here and not worry anyone about them. There were far more important actions to do and these queries would be handled later.

The second thing I did was to go to the telephone order salesmen. These were the people taking incoming calls for orders. I had found these orders were being written up incorrectly and were going through the whole system, causing errors.

An accounting system is actually a vast communication system.

All you have to do is get the correct information put through the various terminals and end up at the ledger machinist correctly for it to go to the ledger cards correctly. If any errors are occurring, the fastest way to handle them is to go to the origination point and insure that they are correctly originated. That is exactly what I did.

Within three days there was a difference. This gives you an idea of the power of communication. The previous accountants concentrated on the bookwork and on the system. You don't need to pay any attention to the system, if you get the people functioning correctly. This is where communication comes in. With communication, you are dealing with live people. You get them doing the right action in the right direction and you will find the whole problem will sort itself out.

It is interesting to note that in correcting errors on this nature that you do not put your attention on the errors that have already occurred. You put your attention on what is going on right now and make that go right. You get the people working in your organization to coordinate their actions and work together for one purpose. This can only be done by means of good communication. A main error that you can make is to put your attention on what has happened in the past. This only leads to further confusion and chaos. The basic error made by the accountants in this example was in attempting to correct the past records instead of seeing that the staff was correctly coordinated so that the current records were correctly kept. This then gives you a clue to handling problems. Put your attention on people. Get them working together and coordinating actions for a common goal. People are the lifeblood of your organization. Without them you have nothing.

The same is true with selling. You get salesmen selling correctly and your sales will improve. Get one salesman selling correctly and his sales will go up. You just improve his communication a little bit and his sales will improve a little bit. The sales go up in proportion to the salesman's ability to communicate. This is how important communication is.

Reduce the communication in any organization, in your home, at work, anywhere and you will find that conditions get worse. Improve your communication and you will find that conditions get better. There are various aspects of communication which you will need to know. Some of these I will cover in this book.

Example: The senior executives of a large organization go out of communication with the managers and workers. They stay in their respective offices and try to solve problems by looking at reports. The reports are probably false, anyway.) Instead, they should be going to have a look at what is going on and communicating with the men on the job. In many cases, the workmen have the solution to the problem already. The problem could even be the person writing the reports, or the overseer or foreman on the job. This situation will resolve by more communication, not less.

Example: A large factory is having plant and manufacturing difficulties, which are costing a lot of money. Call all the workers, foremen, managers, executives and secretaries together and explain the situation. Introduce all executives, managers, etc., and allow time for a coffee break. Ask them all for their assistance.

Repeat this procedure as often as possible. The communication resulting will open up all sorts of possibilities.

A conversation is the process of alternating outflowing and in-flowing communication, and right here exists the oddity which makes aberration and entrapment. There is a basic rule here: He who would outflow must also inflow—he who would inflow must also outflow. When we find this rule overbalanced in either direction, we discover difficulty. A person who is only outflowing communication is actually not communicating at all in the fullest sense of the word; for in order to communicate entirely he would have to inflow as well as outflow. A person who is inflowing communication entirely is, again, out of order; for if he would inflow, he must then outflow. [From A New Slant on Life, by L. Ron Hubbard]

There are two flows—an inflow and an outflow. What is a flow? It is the movement of particles or objects through space. It is the flow of something. I could throw a baseball to you. You could say that the baseball flowed through space. I talk to you. That is a flow of vibrations going across to you. When you respond and talk back, that returns the flow and that is an outflow from you. So, we have two flows; an inflow and an outflow. In order to communicate effectively, a person must be able to control both flows. He must be able to control the outflow and the inflow. Have you ever met someone who talked so much that you could not get a word in? This is a failure on your part to control an inflow. Have you ever noticed yourself as to whether you are inclined to talk too much? This is an inability to control an outflow.

Communication is the consideration and action of impelling an impulse or particle from source-point across a distance to receipt-point, with the intention of bringing into being at the receipt-point a duplication of that which emanated from the source-point. [From The Creation of Human Ability, by L. Ron Hubbard]

Let us now have a look at the various parts of communication. Communication consists of consideration. You have to consider what it is you are going to say before you say it. This is where a lot of people fall down. Because they fail to consider what they are going to say, they say a whole lot of complex things. They take five minutes to say them, when it should have taken only ten seconds. If you are going to talk to someone, you want to accomplish a certain result. You must have that result in mind and what you are going to say will naturally be based on that.

Having considered what it is you are going to say, the next thing to do is to intend that the person is going to get it and receive it. That is intention. What do I mean by intention? Well, intention is a positive mental attitude. You intend to say something. You actually get the idea of what it is you are going to convey and you put it out there where the person is. You hold that thought there and you will find the communication will get across effectively. If you don't do that, you will find that you will be very weak in communication and people will not listen to you. Whatever you say, it is essential to say it with intention. Intention is having the thought over there (where the person is) of what it is you are going to convey to him. This is a very simple operation. You just put your attention over there and get the idea of what it is you are going to say and then you say it. When you do this, you will find that the person will start picking up what you want to say before you even say it. Lack of intention will cause many difficulties in communication.

The next part of communication is attention. It is essential if you are going to communicate with someone that you put your attention on him and get his attention on you. One will have his attention on you to the degree that you have your attention on him. This is something that you control. It is not something that is just left to an accidental occurrence. You should be at cause and put your attention on the person you wish to communicate to. He, in turn, will put his attention on you. It is a rule that a person's attention will follow your attention. Attention follows attention. If you are talking to someone and your attention goes out of the room, you will notice that he will look around and follow your attention. This is very important to a businessman or a salesman who can actually lose a valuable contract by having his attention somewhere other than on the business at hand.

Examples

Example: A businessman thinking of the profit he is going to make from a contract can lose it. He should have his attention on giving service.

Example: A salesman thinking of the commission he is going to make on a sale will lose the sale. He should have his attention on giving service to his client.

Remember, attention follows attention. Keep your attention on others and they will keep their attention on you. Try it.

The next important part of communication is cause, distance and effect. Cause is the origination point or source; that from which something originates. If you originate a communication, then you are at cause. You say whatever you have to say. Your communication goes across a distance and is received by the other person who is effect. He is the effect of your communication, or the receipt point.

To communicate effectively, a person must be able to be both cause and effect. He must be willing to originate a communication and receive a communication. A person who is at cause compulsively will not be able to communicate effectively. In the same way, a person who is compulsively at effect will not be able to communicate effectively. If one really wants to communicate, he must be willing to interchange cause and effect.

Distance is the distance over which the communication travels in order to reach the other person. Distance does have an effect upon communication. If the distance becomes too great, communication will be inhibited and its effectiveness will be reduced. At the same time, the distance may be too short. Someone who is continually insisting on being six inches from you is rather difficult to communicate with. A person should be aware of the distance factor and have it neither too great nor too short.

After cause, distance and effect comes duplication. To the degree that one is able to duplicate the communication, one may understand it. To the degree that one does not duplicate what is said, one will not understand the communication. To the degree that there are misunderstood words in a communication, there will not be duplication. Spoken words are symbols which mean certain things. When communicating, it is essential that one's meaning is duplicated by the other person. When I say, "chair", you think of a chair, don't you? It is essential for you to duplicate what I am saying or do so as nearly as possible. Otherwise, you just don't understand what I am getting at. In a communication to someone, you will never get complete duplication because of the different backgrounds and experience that people have had. They will always associate what you say with their own experience and will duplicate it accordingly. Have you ever spoken to someone and had his answer completely disassociated with what you were saying? Did you ever wonder why that occurred? What you were saying keyed in something in that person's past which he associated with what you said, although it had nothing to do with it. The experience can be as far out as this: You might say, "You will need to heat the boiler to 340°." The other guy says, "The pump was not working the last time I tried it." You don't have complete duplication. Always remember that. Sometimes this is a complete mystery to an executive who gives an order and finds that something entirely different is carried out. It is always good to double check by asking the person, "What is it that I want you to do?" Get him to explain it to you. In this way, you will soon see whether he has duplicated your directions.

Lack of duplication can cause no end of trouble between people. It causes trouble because what one person says is not being duplicated exactly by the other person. He is getting something entirely different. You need to be aware of this.

By putting your attention on the important elements of communication and by putting them in your own communication, you will find a vast difference in your ability to cope with situations and handle your problems.

In Scientology we have a communication course which effectively improves a person's ability to communicate by taking each one of these elements and improving it. The gains and improvements which can take place on the communication course are something which must be experienced to be appreciated. As the result of taking a communication course, I have seen successful businessmen improve their business, salesmen increase their sales, wives improve their relationships with their husbands, parents handle their children better by solving a long existing control problem. I have seen talented artists suddenly recognized, singers suddenly able to communicate and reach their audience as never before, and many, many other results too numerous to mention.

There is a lot more to communication than I have set out here. In conclusion, let me set out a few laws which are of great interest. In order to inflow, you must outflow. That means that in order to get communication coming back to you, you must communicate out to other people. Your prosperity depends upon your ability to communicate. So much so that there is an interesting law about this, and I quote from L. Ron Hubbard:

The prosperity of a business is directly proportional to the speed of flow of its particles (despatches, cables, goods, messengers, students, customers, agents, etc.). To prosper, service must be as close to instant as possible. [From Executive Directive 805 International, 11 January 1968 by L. Ron Hubbard, Organization Executive Course Volume 0]

To the degree that you answer a phone call quickly, handle correspondence and all your communication effectively and promptly, you determine your prosperity. The prosperity of your business is also affected by effectiveness and speed of your communication. To increase the ability of any organization just increase the ability of the personnel to communicate. To increase the sales of any business, all you need to do is increase the ability of the sales staff to communicate. It is vitally important that you know these laws and put them into use.

Examples of the Use of Communication

1. Increase sales by getting the person into communication with the product. Give the product to the customer, get him to look at it, feel it, and handle it.
2. If you have a sales staff, you can increase sales getting all salesmen into better communication with the products by getting them to look, feel and handle the products.
3. A driver is having trouble with driving his car. We get him to sit in the car and reach for the various parts of the car and then withdraw from them. We can also get him to observe the various distances between himself and the various parts of the car, including the outside extremities of the car. The driver will be in much better communication with his car and the trouble he was having will no longer be present.
4. Sales are down in a department. Go to that department and observe what is happening. Correct the out-points.

Example of Out-Points:

- A. The Department head is suppressive. She invalidates and makes people wrong. She is unable to accept a communication. Move her out and see what happens.
- B. A customer stands around waiting for attention. Speed up the service. Get your staff on the ball! Try this information out and see if it works for you.

Exercises in Communication

1. If you have some difficulty at home, at work or socially, sit down and decide on the end result. Then get into communication with the people or person concerned. Get into communication and discuss the situation. Put your idea forward as a possible solution and get agreement or partial agreement. Continue the discussion until the situation is resolved.
2. Increase sales by talking to more people effectively, following the communication formula. Concentrate on agreements (reality) and really like the people (affinity). The common denominator of all successful selling is purposes. Sound out the person's purpose and align your product to that purpose and watch your sales increase.
3. Discuss your problems with someone you can trust who will not invalidate you or evaluate for you. Notice what happens to your problems.

Go back and reread this chapter and find ways of applying the information.

THE EMOTIONAL TONE SCALE

There is a scale called the “Emotional Tone Scale“ which is a gauge of a person’s ability and survival. From it one can predict human behavior and obtain an understanding of people. It is extremely useful to any businessman to know about this scale. Any person who knows about this scale has an advantage over another person who does not know about its existence because with it a person is able to predict another’s actions. He is also able to do something about himself and is more able to handle situations in life.

Part of the Emotional Tone Scale is as follows:

4.0 Enthusiasm
3.3 Interest
3.0 Conservatism
2.5 Boredom
2.0 Antagonism
1.5 Anger
1.1 Covert Hostility
1.0 Fear
0.5 Grief
0.05 Apathy

[Extract from HCO Bulletin 25 September 1971—Tone Scale in Full, by L. Ron Hubbard]

Every person is somewhere on the scale and every person goes through these exact emotions in exactly the same order as set out above, going up or down the scale. (Note: The tone numbers may differ slightly on the various scales, due to the different times the scales were drawn up. This should not confuse the reader.) The following is taken from the Hubbard Chart of Human Evaluation and Dianetic Processing, which is contained within the book *Science of Survival*, by L. Ron Hubbard:

Apathy (0.05) is a state of no feeling. A person in chronic apathy could not care less about anything. It is a state of very little or practically no emotion. A person who is apathetic just drags himself around. A person in apathy has the barest functional control of himself. He is a liability to society and utterly careless of others.

Grief (0.5) is a state of deep sorrow or distress. A person in grief will cry or will have watery eyes. He may have a feeling of wanting to cry, but not being able to. A person chronically in grief will cry a great deal of the time. Grief is often brought about by an actual loss, a pending loss or an apparent loss.

Fear (1.0) is being afraid. Anytime a person is afraid of anything, he is in fear. A person can be continually or chronically in fear and not know what he is afraid of, being afraid of just about anything and everything. He may be afraid of meeting people, being in a crowd, being outdoors, afraid of the dark or afraid of doing the wrong thing. A person chronically in fear is just afraid.

Covert hostility (1.1) is hidden hostility. A person is hostile and hides it. A person in covert hostility will make some snide, double-edged remark to you. The person seems to be friendly, but underneath it all he is very covert and hostile. A person in covert hostility has no control over his reasons or emotions. He will use sly means to control others.

Anger (1.5) is an uncontrolled rage. A person in anger smashes or destroys others or his environment. Failing this, he may attempt the destruction of himself in various ways.

Antagonism (2.0) is hostility, hatred or dislike, but it is more under control than anger. A person in antagonism is contending violently against someone or something. He is in opposition to it, opposing it. He is destructive to himself and others in his environment. He desires to command in order to injure.

Boredom (2.5) is a state of being weary, of wanting to get away from what one is doing, of wanting to be somewhere else while one is where one is. A person in boredom has some reasoning powers, but does not desire much ownership. He is capable of constructive action, but seldom much quantity. He is too careless and not very trustworthy. He is insincere and careless of facts. He is not particularly honest or dishonest.

Conservatism (3.0) is a state where a person does not want anything to change. He wants to hold it the same way. He is very conservative. He reasons well, allows rights to others and is democratic. He follows ethics in which he is trained as honestly as possible. He is cautious of asserting truths. He handles responsibility in a slipshod fashion.

Interest (3.3) is being interested in other people. A person is interested in things around him. He is interested in things in his environment and in his job. His attitude is that of interest. He reasons well and has good control and accepts ownership. He will adjust the environment to the benefit of himself and others. He is truthful and capable of assuming and carrying on responsibilities.

Enthusiasm (4.0) is being enthusiastic. Such a person has a high worth and is creative and constructive. He has a very high concept of truth, a high courage level and an inherent sense of responsibility. He likes to meet people and has a good flow of communication. He is able to control others and get the best out of them.

Each and every person is somewhere on this Emotional Tone Scale. In fact, each person takes up two positions on the scale. One is a chronic position and the other is an acute position. The chronic position is a semi-permanent fixed position, which gradually descends down the scale (before Scientology) as the person lives. The acute position is a temporary position which the person fluctuates into as he goes about his daily activities. It may be above or below the chronic level. If a person receives some good news, his acute position will raise above his chronic position. If he receives some bad news or something upsets him, his acute position will deteriorate and go below his chronic level. The higher the person is on the tone scale, the more he is likely to fluctuate over the tone scale. The lower he is on the tone scale, the more fixed he becomes and less able to fluctuate over the whole tone scale.

There is a dividing point on the tone scale at 2.0. Above this point on the scale, the person is creative and below this point the person is destructive. We find that from Enthusiasm down to Boredom there is a decreasing ability to create. At Enthusiasm the person is able to create and flow communication and get the enthusiasm of other people to assist, get on and do whatever action is necessary. Going down to Boredom, the person wants to be somewhere else, but is still not destructive. At Antagonism, we have a person destructively striking out at other people with an increase in the destruction going down through Anger, Covert Hostility, Fear, Grief and Apathy. The destruction at Apathy is not very apparent; however, a person in Apathy can be very destructive by reason of the amount of attention that he requires from others.

We may apply the knowledge gained in the previous chapters regarding cycles of action, ARC and communication to the tone scale. We find that at enthusiasm a person would handle cycles of action well. He would be enthusiastic. There would be a descending ability as one went down the tone scale to boredom in handling cycles of action. At boredom, the person would not handle cycles of action very well. At antagonism, we find an antagonistic approach to cycles of action, an attempt to blame others and strike out. We would find incomplete cycles of action occurring. Going down through the other tone levels to apathy, a person could hardly start a cycle of action, let alone complete it.

With regard to ARC, a person at enthusiasm would have a very high affinity, reality and communication with other people. He would be in good ARC with others, with a descending ability down to boredom where a person would be capable of little ARC, but still not destructive. At antagonism we find ARC changing over to hatred and dislike, which is made known to the other party and not hidden. Going down to anger and covert hostility it becomes hidden. A person appears to be very friendly and in good ARC, but in actual fact, he is hiding his true feeling.

Descending further down to apathy, we find the person on a suppressed hatred and inhibited.

A similar descending spiral occurs with understanding. High on the tone scale at enthusiasm, a person is able to really understand others and is very willing to do so. Further down the scale at antagonism and anger, we find misunderstanding occurring and no attempt to understand others. Further down the scale this will invert to, „No one understands me!“

A person becomes less aware as he goes down tone. At enthusiasm he will be very aware of his environment, what is going on in his environment and other people. His attention will be more on other people than on himself. As he goes down tone, he becomes less aware of his environment and other people and has less and less space. Finally, in apathy, he has practically no space and no awareness of the environment or people.

With regard to communication, a person at enthusiasm can handle communication well. He is in good communication with those about him. He is able to talk to them. He is able to listen to others and acknowledge what they have to say. He has no compulsion to talk or to listen, but may do either. He will get on well with other people and will encourage them to do better. There is a descending ability to handle communication, going down to boredom where the person is not very interested in communicating, though at this point he may communicate to some degree, but not destructively. As he goes down further to antagonism, we now find destructive communication occurring. At antagonism, there is an attempt to destroy the person being spoken to. At anger, there is an even more violent attempt to destroy. Descending to covert hostility, the person appears to be very nice on the surface, but underneath, he is actually very, very destructive. Descending down into fear, grief and apathy, communication is a dramatization of the tone level.

By means of auditing (See Index for chapter on Scientology Processing), it is possible to reverse the downward spiral of a person being depressed down the tone scale. Auditing will assist the person to come up tone from any lower tone level to a higher one and achieve the ability of the higher level.

One of the vital facts to know about the tone scale is that, in order to communicate at any level of the tone scale, it is necessary to match the other person's tone level or to be on a tone level half or one notch above that level. In other words, the person at enthusiasm would not be able to talk effectively to a person at fear. The reason for this is that he is too far above the tone level. The person at fear will only be able to tolerate communication at a level no higher than antagonism.

The tone scale tells you a lot about a person. It tells you his ability to handle cycles of action, his ability to communicate, how responsible he is, how certain he is. It tells you his ability to handle the truth and whether you can believe what he says or not. With each of these tone levels, you can actually draw up a personality trait and you can plot the person's personality. When a person is young, he is relatively high on the tone scale. As he goes through life, he gradiently and gradually descends down the tone scale to 0.0 (death), at which time he dies. Death is below apathy. We can actually say that this tone scale is a scale of survival. Before the advent of Scientology and its technology, it was not possible for a person to go up the tone scale with any degree of stability. Today this is an every day occurrence for many thousands of Scientologists.

The emotional tone scale has many applications in life. With it you can predict what people will do. For example, when you are confronted by an angry man, by knowing about the tone scale, you will realize that the person is not in control of himself and that whatever he says is not the truth. You handle antagonism by being very bored yourself. That is, you go to the tone above the tone of the person you are handling.

Example: You are a businessman, and proprietor of a business. One of your senior executives, who holds an important position in the organization is seen to be chronically at anger. You take him off the position and put someone on who is at enthusiasm and suddenly the business starts to run right. A person at anger smashes or destroys others in the environment.

Example: You are having trouble employing able people who can do the job. You study the emotional tone scale and the traits shown on the Hubbard Chart of Human Evaluation. By applying this, you are able to employ able personnel.

Example: You have periods of sudden outbursts of anger. By studying the emotional tone scale, you realize that at such times you are not capable of making sound decisions. You, therefore, decide to take control of yourself and not permit the anger bouts to continue. As a result of just knowing about the emotional tone scale, you will find that you are able to maintain a much higher tone level with the consequent result of being able to make correct decisions.

By knowing the tone scale and the characteristics of a person at each level, you can more successfully evaluate the people with whom you associate.

Example: A businessman would be very careful in doing business with someone on chronic covert hostility or below and would confirm everything in writing.

Example: You can evaluate your own tone level and then do something about getting yourself further up the tone scale (if you are game to look).

Exercise

Go out and notice some people and place them on the tone scale (refer to the charts at the end of this chapter) and evaluate their personalities.

EMOTION AND AFFINITY SCALE

The emotional scale refers to the subjective feelings of the individual; the affinity scale refers to his relation with other people. The affinity scale may refer, at any particular time, to just one, or to a small number of people. But as affinity is suppressed repeatedly, the individual will begin to take on an habitual tone level on the affinity scale, an habitual reaction to almost all people.

Tone 4	
Eagerness—exhilaration	Love—strong, outgoing
3.5 Strong interest	Friendliness
Mild interest	Tentative advances
Tone 3	
Content	Tolerance without much outgoing action—
acceptance of advances offered	
2.5 Indifference	Neglect of person or people Dislike,
Boredom	attempts to get away from them
Tone 2	
Expressed resentment	Antagonism
1.5 Anger	Hate, violent and expressed
Unexpressed resentment	Covert hostility
Tone 1	
Fear	A cute shyness, propitiation, withdrawal
from people	
0.5 Grief	Supplication, pleas for pity, desperate
attempts to win support	
Apathy	Complete withdrawal from person or
people—no attempt to contact	

Notes on the Lectures 1950

[From Scientology 0-8 The Book of Basics by L. Ron Hubbard)

REALITY AND COMMUNICATION SCALE

The reality scale refers to the individual's hold on reality and his agreement with others on what reality is. Reality breaks are actually disagreements on reality, usually resulting only from a different viewpoint and not from actual differences in reality itself. The communication scale refers to the individual's ability to communicate with other people.

Tone	Reality	Communication
4.0	Search for different viewpoints and changes in reality in order to broaden own reality—complete flexibility in understanding, relating and evaluating different realities	Ability to communicate completely, withholding nothing; ability to create and construct through conversation
3.5	Ability to understand, relate and evaluate reality, regardless of change or difference in viewpoint, moderate flexibility in realities brought to view without eager search for new ones	Swift exchange of deep-seated, deeply felt beliefs and ideas
3.0	Attempts to reconcile own reality with conflicting reality—limited flexibility Awareness of possible validity of different reality (viewpoint) without relating it to own reality	Tentative expression of limited number of personal beliefs and ideas Casual exchange of superficial chatter
2.5	Indifference to conflicting reality— „Maybe— who cares?“ attitude communication—if toward environment, not trying to get perceptions over	Indifference to communication of others— „Let's not argue about it“ attitude—dismissal of
	Refusal to match two realities, rejection of conflicting reality „So what?“ attitude	Refusal to accept communication of other person (or environment)—turning to other sources of communication

- 2.0 Verbal doubt—defense of own reality, attempts to undermine others
Indirect pot-shooting, nagging, nasty cracks, invalidating other person or situation
- 1.5 Shutting off other person's communication, destruction of it— "Shut up!!" „Drop it!“
Destruction of opposing reality, wrecking or changing it, knocking out props from other person's reality— "You're wrong!" attitude. If reality is environmental, destruction is

accomplished only through change

Doubt of opposing reality, non-verbal disbelief, refusal to accept disbelief, refusal to accept conflicting reality without trying to fight back

1.0 Doubt of own reality—insecurity; attempts to gain reassurance; if reality is environmental—appeasement of gods or elements

0.5 Shame, anxiety, strong doubt of own reality with consequent inability to act within it, must be told what to do if person is to act at all, afraid to act himself since he has no way to assess consequences

Complete withdrawal from conflicting reality; refusal to test own reality against conflicting one; locked in own rigid reality—psychotic

0.0

Stubborn silence, sulking, refusal to communicate further, rejection of attempted communication by others

Lying to avoid real communication; can take the form of pretended agreement, flattery or verbal appeasements; or simply a false picture of person's feelings and ideas; false facade, artificial personality

Evasiveness to avoid communication; hiding person's own thoughts and feelings superficial communication built on accepted standards without relation to person's real feelings; or schizoid secrecy

Inability to communicate, completely unresponsive

[From Scientology 0-8—Notes on the Lectures 1950 by L. Ron Hubbard]

THE EIGHT DYNAMICS

There are eight main divisions or drives toward survival. In Scientology these are referred to as „dynamics“. A knowledge of these eight dynamics will assist one in understanding life and making correct decisions.

DYNAMIC: The urge, thrust and purpose of life—SURVIVE!—in its eight manifestations.

THE FIRST DYNAMIC is the urge toward survival of self.

THE SECOND DYNAMIC is the urge toward survival through sex or children. This dynamic actually has two divisions. Second Dynamic (a) is the sexual act itself and Second Dynamic (b) is the family unit, including the rearing of children.

THE THIRD DYNAMIC is the urge toward survival through a group of individuals or as a group. Any group or part of an entire class could be considered to be a part of the Third Dynamic. The school, the club, the team, the town, the nation are examples of groups.

THE FOURTH DYNAMIC is the urge toward survival through all mankind and as all mankind.

THE FIFTH DYNAMIC is the urge toward survival through life forms such as animals, birds, insects, fish and vegetation, and is the urge to survive as these. THE SIXTH DYNAMIC is the urge toward survival as the physical universe and has as its components Matter, Energy, Space and Time, from which we derive the word MEST.

THE SEVENTH DYNAMIC is the urge toward survival through spirits or as a spirit. Anything spiritual, with or without identity, would come under the Seventh Dynamic. A subheading of this Dynamic is ideas and concepts such as beauty, and the desire to survive through these.

THE EIGHTH DYNAMIC is the urge toward survival through a Supreme Being, or more exactly, Infinity. This is called the Eighth Dynamic because the symbol of Infinity stood upright makes the numeral „8“. [From Scientology Abridged Dictionary by L. Ron Hubbard]

In Scientology, the realm of the Eighth Dynamic, the Supreme Being or God, is not interfered with. Scientology does not evaluate for one in this realm and leaves this entirely up to the individual's own choice. Scientology does not interfere with a person's religious beliefs or faith in any way whatsoever. A person from any religious faith may become a Scientologist. In Scientology we find people from all religious beliefs and faiths, including Christian, Buddhist, Moslem, Jewish and many others. These are religious practices.

Scientology is an applied religious philosophy, which is distinctively different from a religious practice. Scientology will give a person a greater understanding of his own religious practice.

The eight dynamics cover the divisions of life. Knowledge of the eight dynamics is useful in deciding on correct actions. The correct or best action may be interpreted as that action which assists the survival of the greatest number of dynamics.

An incorrect or bad action may be interpreted as that action which hinders the survival of the greatest number of dynamics. If one evaluates one's actions in this way, one immediately has a yardstick to measure good actions and bad actions, correct actions and incorrect actions.

The next time you have a difficult decision to make, evaluate it against the eight dynamics and ascertain if the action is for the greatest number of dynamics or otherwise. On that basis, make your decision. Will it assist you (first dynamic); your wife, family, children (second dynamic)? Will the decision assist the survival and existence of your group; your corporation, your club, etc., and so on through each of the dynamics.

THE THREE UNIVERSES

And there are universes. The universes, then, are three in number; the universe created by one viewpoint, the universe created by every other viewpoint, the universe created by the mutual action of viewpoints which is agreed to be upheld—the physical universe. [From *The Creation of Human Ability, The Factors* by L. Ron Hubbard)

There are three universes—your universe, the other universe and the physical universe. There is a definite relationship between each of these three universes. For example, the physical universe patterns itself on your universe. If you don't put anything there in your universe, it will not happen in the physical universe. If you want to put something in someone else's universe, you will need to put it there by means of intention. If you don't think of it and intend it, it won't happen and the other person won't pick it up.

There is a continuous interaction of action, thought, intention and postulate going on between your own universe, another person's universe and occurrences in the physical universe. The physical universe does not think, it does not intend and it does not postulate. A live being intends and postulates. Your universe is the universe in which you think. It is not contained within your head and it co-exists with the physical universe and the universes of every other person. Your universe is infinite and you are capable of putting into it anything you desire. The physical universe is patterned on the thoughts, intentions and postulates contained within your universe and another's universe. You will notice that any object that you have in the room with you right now has not moved since it was put in that position. The only way it can be moved is by you putting it in your universe in another position, intending it to be there and then picking it up and putting it in that position.

What does this tell you? It tells you that unless you think, postulate and create a mock-up within your own universe, nothing will happen within the physical universe. If you are in a position of being in charge of other people, unless you put it in your universe first, they will not pick it up and duplicate it in their universe and be able to carry out your intentions. If you are confused in your universe, others around you are likely to get confused also.

MOCK-UP: A mental model, construction or picture created by a thetan. A mock-up is distinct from a facsimile in that it is created volitionally, does not necessarily copy any previous experience, and is under the control of the thetan. (From *Scientology Abridged Dictionary* by L. Ron Hubbard)

Your ability to handle your own universe is inhibited by your own reactive mind. If any difficulty is experienced in mocking up and holding a mock-up still, then a person should seek Scientology processing. When a person makes a postulate within his own universe, it will always come about. When a postulate does not come about within the physical universe or within another person's universe, there are three reasons why it has not happened:

1. You did not really postulate it.
2. You bought someone else's postulate.
3. You have counter-postulates within your own reactive mind, which keyed-in and countered your own postulate.

You should become aware of picking up other people's thoughts or ideas and going along with them. These are postulates which they have postulated within their own universe. Because it co-exists with yours, you pick it up and go into agreement with it. Something can only happen for you when you go into agreement and you also postulate it. For example, you intend to get some work done on the weekend and a friend comes along and asks you to go fishing. You end up going fishing. You went along with his postulate and went into agreement with it.

There is an interesting relationship between your own universe and the physical universe. You can have only those things in the physical universe that you create in your own universe. They will not be there for you in the physical universe unless you can first mock them up in your own universe and hold them there. The reasons why a person has difficulty creating and holding something within his own universe are:

1. He lacks knowledge of how to handle his own universe and how to mock up something.
2. He has the reactive mind which comes into restimulation on that particular subject causing counter-postulates which interfere with his own postulates and create difficulty within the physical universe.

Example: A person is unable to mock-up and hold the mock-up of a brand new car. In the physical universe he goes out and buys a brand new car. Within three months that car will be almost a wreck. Why? Well, he can't hold the mock-up of a new car within his own universe, so he won't be able to have it within the physical universe. The physical universe is influenced only by your own universe and other people's universes.

Example: If you are unable to mock-up a parking space in a certain area, you will find when you get there that there is no parking space for you. If you are able to mock-up and create a parking space in your own universe and feel completely confident that it will be there when you get there, there will be a parking space.

Example: Only 5% of the people by actual statistics really succeed and get what they want out of life so as to become independent financially. The remaining 95% have trouble holding a mock-up in their own universe. This condition can be corrected only by means of Scientology processing. (See chapter on Scientology Processing.)

A person is as successful as he is able to create in his own universe. Whatever you want to achieve you must be able to see in your own universe as if you have already achieved it.

Try this out. Decide what you are going to do. Then go over it with various mock-ups until you have it worked out the exact way you want it to end up. Having done that, decide that that will be the final end result. Now, do it.

If you ever have trouble getting a job completed, then mock up the final end result and put it there in your universe as if it were already accomplished. Continue to do this until you feel better. Any stops you had on the completion of the job will blow off.

SUCCESS—PURPOSES—POSTULATES

The basic formula of LIVING (not Life) is: HAVING AND FOLLOWING A BASIC PURPOSE. [From HCO Policy Letter 13 March 1965—The Structure of Organization—What Is Policy? by L. Ron Hubbard]

If ever there was a secret for success, it lies in the area of purposes. No person can become successful without having a purpose. A purpose is something worthwhile the individual wishes to accomplish. The reasons an individual fails to get anywhere in life are as follows:

1. He does not know where he wants to go because of the influence of the reactive mind.
2. Having decided what his purpose is, he achieves it and fails to end cycle on that purpose and put up another purpose. (This is called an „overrun“ on the purpose.)
3. The person runs into various stops and obstacles in the way and ends up with a failed purpose.

In order to succeed, one must have purposes. Success can be defined as the achievement of what one set out to achieve. Many people go through life without knowing what they really want to do; they fail because they are unable to set up purposes. Even when you tell them the secret of success, and that all they have to do to succeed is set up a worthwhile purpose, they are still unable to decide what they are going to do. The explanation for this lies in understanding the reactive mind. (See chapter on Analytical and Reactive Mind.)

To keep beings from growing, the reactive bank is almost entirely made up of false and booby-trapped purposes. [From HCO Policy Letter 13 March 1965 The Structure of Organization—What is Policy? by L. Ron Hubbard]

The reactive mind contains mental conflicts and many false purposes. These cause one to go through life in a direction that he does not really wish to go. The reactive mind puts the individual in a state of confusion. It controls the individual like a puppet on a string. The solution to this problem is Scientology processing. (See chapter on Scientology Processing.)

Even with the reactive mind, a person can do much to begin to succeed in life by sitting down and working out his purposes; what it is he wishes to achieve. These should be written down as the end result, that is, the completion of the cycle of action. A person may have a number of purposes. Having decided what it is one wishes to do, the next action is to postulate the completion of the purpose. That is, to get the idea in one's own universe that one has in actual fact achieved that purpose right now.

The next action is to work out the gradient steps which need to be accomplished in order for the final purpose to be achieved. These steps are then written down and postulated as having been completed in one's own universe.

The next action is to take the first step, postulate its completion and go through the cycle of action of start, continue and complete on that step. Do the same with the next step and the next and so on. It must be realized that in bringing about the accomplishment of an overall purpose, it may be necessary to obtain new information, new skills, new equipment or additional assistance. Each of these are set out as part of the gradient steps toward the accomplishment of the overall purpose.

Stops all occur because of failed purposes. Behind every stop there is 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. [From HCO Policy Letter 14 January 1969—OT Orgs by L. Ron Hubbard]

Any difficulties experienced in achieving a purpose or any step along the way are all overcome by putting one's attention on the purpose and getting the idea in one's own universe of having actually accomplished that purpose. This action is called „rekindling a failed purpose“. You will find that any stops will blow off just by doing this. Example: A person has to buy groceries from the grocery store and it is now five o'clock. The store closes at five o'clock. The purpose is to buy the groceries. Get the idea in your own mind of having bought the groceries. Then

go and do the physical action of buying the groceries. You do not think, „Oh, the store is closed because it is now five o'clock.“ This is putting your attention on the stop.

Example: You decide to fly to New York on a business trip. You ring the airline and are told that the flight is full and there is a waiting line for standby. You think, „Oh, well, that is that!“ and you catch the first bus. The correct action is to postulate that you are in New York. Turn up at the airport and decide that you are on that plane and you have arrived in New York. Go to the ticket office and ask for your ticket.

Example: You are a businessman and you have set up a purpose to develop a successful business. You have your idea of what that success will be. You need some temporary financing and you go to the bank and request a loan. Your banker informs you that the bank at the present is unable to loan any more money. You put your attention on your purpose of a successful business and continue to do so until suddenly the idea occurs to you that you can raise the loan somewhere else or that you don't really need the loan.

You note in each case, you put your attention on the purpose. If you do this, you will find that any stops will immediately blow off. Remember, this is called „rekindling a failed purpose“. Any failed purpose can be rekindled by putting one's attention on the original purpose. This technology is straight out of Scientology and is very powerful. Do not underestimate its usefulness.

This principle has many uses in family life, too. Many difficulties that you run into can be handled on the basis of rekindling someone else's failed purpose. When a person has a failed purpose, he will dramatize the stop. Failed purposes come about by an individual having a purpose and then being stopped in the achievement of that purpose. When this occurs, he will then put his attention on the stop and dramatize it by stopping other people and other things around him. The way to handle such a situation is to rekindle the individual's failed purpose by asking him what it is that he has wanted to do that he has not yet done; what it is that he wanted to achieve that he has not yet achieved, or some other similar question.

Another situation that needs to be watched is the overrun purpose. That is where the person sets up a purpose to be achieved and actually achieves the purpose without realizing that he has achieved it. Sometimes a person can achieve a purpose very rapidly and not realize that he has accomplished it. This results in an overrun and the person immediately runs into difficulties, upsets and problems.

Example: A person sets up a purpose to get onto a study course. Within a very short time the person is actually on the course, but now has tremendous difficulty with the course. The reason for this difficulty is that the person having achieved the purpose of getting onto the course had not ended cycle on it and set up a new purpose for getting off the course by completing it.

Example: A person sets up a purpose to swim across the river. Having swum across the river and reached the other bank, the person continues to swim. As you can imagine, he now has difficulties and continues to do so until such time as he realizes that he is actually on the other side, ends cycle on it and sets up a new purpose.

Example: A businessman sets out with a purpose of developing a successful business, does it within two years and fails to realize that he has achieved his original purpose. At this point, the business starts to fail somewhat, many difficulties occur, efficiency falls off and he is beset by many business problems. The reason? He had already achieved the purpose set up, but he did not end cycle on it and set up new purposes to be achieved. Unless one sets up a purpose, one has nowhere to go. Going through life without a purpose is like sending a ship out to sea without a rudder. It is likely to end up anywhere, always be in difficulty, or have some problem wrecked on a sandbank or washed ashore on some lonely beach.

The subject of purposes is very important. In order to succeed in life, a person must know where he is going. He must have set up a purpose. Having achieved that purpose, he must end cycle on it and set up a new purpose. A person without a purpose is adrift, well on the way to succumbing at Tone 0. (See chapter on The Emotional Tone Scale.)

Example: A person has been active in his life. At the age of 65 he is retired. Now he is told that he cannot work. He does not set up any new purposes in life. In many instances, in a very short time, he gets sick and

dies. The wording of a purpose is very important. The purpose should describe the end or the completion of the cycle of action that one wishes to accomplish.

An individual, specie, organism, organization, to succeed, survive and expand in influence must have a formulated BASIC PURPOSE. [HCO Policy Letter 13 March 1965—The Structure of Organization—What is Policy? by L. Ron Hubbard]

The main thing guiding a person through life is a purpose. Success in anything comes about as a result of setting up a worthwhile purpose, which you then work towards and achieve, and then you set up new ones. It is essential for any Scientologist to really sit down and set out his purposes. This is the reason people stop. They dramatize the stops that have been put on them and they have no way to go. They don't know what they want to do. The biggest difficulty a person has is to sit down and determine what it is he wants to do and where he is going. The fact that he doesn't have a purpose indicates that he's got a failed purpose. He will be stopped in life.

Stops all occur because of failed purposes. [HCO Policy Letter 14 January 1969—OT Orgs by L. Ron Hubbard]

Anyone who is stopped in life and is not succeeding has a failed purpose. Nothing happens in this universe unless a live being postulates it into existence; therefore, it is essential to know what a postulate is. Postulate: A conclusion, decision or resolution made by the individual himself on his own self-determinism on data of the past, known or unknown. The Postulate is always known. It is made upon the evaluation of data. It resolves a problem of the past, decides on problems or observations in the present or sets a pattern for the future. [Scientology Abridged Dictionary by L. Ron Hubbard]

You create your own future and if you do not create it, it will not happen.

You will notice that any cycle of action that is not yet completed, is not completed because you have not postulated the end result. If you want to stand up, you must get the idea of standing up. That is the end result. You can then stand up.

You must postulate the correct end result.

A postulate always works. You are postulating all the time. Events work out exactly as you postulate them. If you go around saying, „I can't do that“, you won't be able to do it. If you think, „There is no money. Money is scarce“, there will be no money. If you think, „I have lost my keys. I don't know where they are“, sure enough, you won't know where they are.

The greatest barrier a person has to success is his own attitude. Change a person's attitude and he will overcome the most insurmountable problems. Think, „I have done . . .“ and it is half done. Think, „I know where my keys are. I have my keys.“ and suddenly they will appear.

A postulate to work merely has to be a light thought. If you put any effort into it, you immediately get a counter-effort. Then you have a problem.

Any postulate you make should be the end result you want. A postulate is made in present time in your universe as if it had already happened.

Anything that you have not done has not been done because you did not postulate it in your universe as an end result. Postulates like, „I am going to . . .“, „one of these days I will . . .“ are not end results. The person making them gets nothing done.

To be successful in life, one needs to set up goals and purposes. Plan what end results one is going to do, then postulate the end results as though they were already achieved in present time in one's own universe. One should spend time each day planning the next day's activities and postulating them. I have found that this can only be done successfully by keeping a suitable diary and keeping it up to date as to what I am

doing each day. I can then mock up my future as I decide and not leave it to chance. Try this out yourself. Write out a list of jobs that are to be done. Get the important ones indicated. Decide when you are going to do each one and get the idea of each as it will be when completed, the final end result to be achieved. Do this daily (each night) before sleeping and each morning upon awakening. Do it for a week and notice if you are more successful.

Exercise

Write out a list of your own purposes. If you have trouble doing this, re-read the chapter on The Analytical and Reactive Minds, the chapter on The Three Universes and this chapter. If you still have difficulty, then Scientology Processing will help you to locate the cause of your trouble and handle it.

PROBLEMS

Life poses problems for its own solution. [From Creation of Human Ability, Axiom 39, by L. Ron Hubbard]

A knowledge of problems and how to overcome them is essential to anyone wishing to succeed.

PROBLEM: Anything which has opposing sides of equal force; especially postulate counter-postulate, intention counter-intention or idea counter-idea. [From Scientology Abridged Dictionary by L. Ron Hubbard]

Any problem an individual has exists solely because the individual is creating that problem. One creates problems in one's own universe by creating an intention and then creating an equal and opposite intention, a postulate and then an equal and opposite postulate. Decide to do something and then decide not to do it. One then has a problem. A problem may appear to exist in the physical universe. It will only continue to exist in the physical universe as long as one is creating the problem in one's own universe. As soon as one stops creating a problem in one's own universe, the problem in the physical universe will then disappear. When a person has a problem, he sits in the middle of the two opposing postulates, intentions or ideas and does not move in either direction. He sits on a maybe. The problem will continue to exist until such time as he makes up his mind to go one way or the other. A problem can only exist in the absence of confronting it. As soon as the problem is confronted and a decision made, the problem will be reduced to that degree. A problem only exists in the absence of handling and confronting it. If you are set up to handling and confronting a problem, then is the time you have to handle it. If you are able to handle and confront a problem, then you will suddenly find that you do not have to handle it.

Example: Your boss is giving you a tremendous amount of difficulty and trouble. You are undecided on how to handle the situation and you make no move to correct the position between you. The difficulty continues to exist and you have a problem. You get an opportunity to think the matter over and you decide that you don't need that problem. If worse comes to worse, you can do without your job, and you make up your mind to go into the office and handle the boss. Thus decided, you arrive at the office only to find that the problem no longer exists. The boss has for some strange reason changed.

A problem can only exist when there are two opposing postulates, intentions or ideas.

As an example of the action of a problem, try this demonstration. Push on each hand with equal force. You now find yourself with your two hands locked together in front of you. Now you have a problem. If you don't believe me, continue to create that situation of your two hands locked together in front of you, each one pushing on the other with equal force and then go about your daily activities. In order to uncreate this situation, all you have to do is stop creating the force being exerted by one hand. As soon as you do this, you will immediately find that the force from the other hand has also disappeared and you have resolved the problem.

To solve any problem it is only necessary to become theta the solver, rather than theta the problem. [From Creation of Human Ability, Axiom 49, by L. Ron Hubbard.]

In order to handle a problem in the physical universe, all you have to do is handle the problem in your own universe and cause it to disappear there. It then disappears in the physical universe.

Before the discovery of this datum by L. Ron Hubbard, man had been solving his problems in the physical universe by manipulating the physical universe, little realizing that the problem existed in his own universe and that all he had to do was to change his own ideas to make the problem disappear.

Example: A businessman has a financial problem. Business is bad, sales have fallen off and he is short of money and unable to pay his creditors. His creditors are pushing him for the payment of their debts. His solution of this problem is to get sick. He eventually winds up in the hospital in an attempt to hold off his creditors. Of course, this does not resolve his situation. The solution now becomes the next problem. He ends up going bankrupt anyway, as well as being a very sick man. The correct solution would have been to have resolved the financial problem in his own universe by taking apart the opposing forces (postulate, counter-postulate, intention/counter-intention, idea/counter-idea) in regard to finance, money and his business. Having done that, he would then have handled the situation.

Giving advice to someone who has a problem does not work because the person is creating the problem himself. The advice merely acts as a counter-create against the problem. Getting the person to explain the problem will reduce it.

One creates one's own problems. One solves one's own problems by handling and confronting them in one's own universe.

One is bigger than, and can be cause over, one's problems. One cannot solve another's problems. Any attempt to solve another's problems will only cause the person to pull in another problem. The solution then becomes the problem. As an example, lend someone some money to solve a problem and see how it works out. After the money is spent, the same problem will reappear.

The way to handle a problem is to handle the cause of it. The cause is always within oneself.

SCIENTOLOGY PROCESSING

Scientology is for the able person who wishes to become more able. In Scientology, we are interested in people succeeding. One's success depends upon one's ability to handle one's own universe. To function in the physical universe, one must be able to create, think and mock up in one's own universe. To the degree that he can do that, he can then succeed in his actions in the physical universe.

An individual is a spiritual being. In Scientology it is called a „thetan“. He has far more ability than he is actually using. A person has a tremendous amount of latent (hidden) abilities. These abilities are held down by various mental barriers. These mental barriers are unknown to the individual; however, it is possible for the individual to locate and remove them. This is done by means of Scientology processing. Scientology processing consists of getting the individual to look at his own universe, locate and identify for himself the various upsets of the past. It could be said that these mental barriers consist of various moments of pain, unconsciousness, loss and misemotion that the individual has experienced. By means of processing, it is possible to locate these mental barriers and free the individual of them.

Any difficulty that an individual has in succeeding in life, handling his problems, mocking up and creating his future, deciding on his purposes, postulating cycles of action and completing them, can all be resolved by means of Scientology processing.

Scientology processing can be obtained in two forms. One is group processing and the other is individual processing.

Another form of processing is Dianetic processing. The object of Dianetic processing is to achieve health, happiness and freedom from those things which make a person susceptible to and hold in place physical illness. After Dianetic processing, a person is well, happy and free from all psychosomatic ills.

SCIENTOLOGY TRAINING

In order to succeed, one needs to know about life. The best way to learn about life is to be trained. The information contained in this book can be learned by an individual and applied without training; however, one's skill and ability in its application can increase ten-fold upon receiving Scientology training. There are a number of Scientology training courses which will increase an individual's potential success. More information on training can be obtained by consulting the addresses listed on the last page of this book.

The following is an excerpt from **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH** by L. Ron Hubbard.

THE ANALYTICAL MIND AND THE STANDARD MEMORY BANKS

This chapter begins the search for human error and tells where it is not. The human mind can be considered to have three major divisions. First there is the analytical mind, second there is the reactive mind, and third, there is the somatic mind.

Consider the analytical mind as a computing machine. This is analogy, because the analytical mind, while it behaves like a computing machine, is yet more fantastically capable than any computing machine ever constructed and infinitely more elaborate. It could be called the "computational mind". But for our purposes, the analytical mind, as a descriptive name will do. This mind may live in the pre-frontal lobes—there is some hint of that—but this is a problem of structure, and nobody really knows about structure. So we shall call this computational part of the mind the "analytical mind" because it analyzes data.

The monitor can be considered part of the analytical mind. The monitor could be called the center of awareness of the person. It, inexactly speaking, is the person. It has been approximated by various names for thousands of years, each one reducing down to "I". The monitor is in control of the analytical mind. It is

not in control because it has been told to be but only because it is, inherently. It is not a demon who lives in the skull nor a little man who vocalizes one's thoughts. It is "I". No matter how many aberrations a person may have, "I" is still "I". "I" may be submerged now and then in an aberration, but it is always present. The analytical mind shows various evidences of being an organ, but as we know in this age so little of structure, the full structural knowledge of the analytical mind must come after we know what it does. And in Dianetics we know precisely that for the first time. It is known and can be proven with ease that the analytical mind, be it one organ of the body or several, behaves as you would expect any good computing machine to behave.

What would you want in a computing machine? The action of the analytical mind—or analyzer—is everything anyone could want from the best computer available. It can and does all the tricks of a computer. And over and above that, it directs the building of computers. And it is as thoroughly right as any computer ever was. The analytical mind is not just a good computer, it is a perfect computer. It never makes a mistake. It cannot err in any way so long as a human being is reasonably intact (unless something has carried away a piece of his mental equipment).

The analytical mind is incapable of error, and it is so certain that it is incapable of error that it works out everything on the basis that it cannot make an error. If a person says, „I cannot add“, he either means that he has never been taught to add or that he has an aberration about adding. It does not mean that there is anything wrong with the analytical mind.

While the whole being is, in an aberrated state, grossly capable of error, still the analytical mind is not. For a computer is just as good as the data on which it operates and no better. Aberration, then, arises from the nature of the data offered to the analytical mind as a problem to be computed.

The analytical mind has its standard memory banks. Just where these are located structurally is again no concern of ours at this time. To operate, the analytical mind has to have percepts (data), memory (data), and imagination (data).

There are several of these standard banks and they may be duplicated in themselves so that there are several of each kind of bank. Nature seems generous in such things. There is a bank, or set of banks, for each perception. These can be considered racks of data filed in a cross-index system which would make an intelligence officer purple with envy. Any single percept is filed as a concept. The sight of a moving car, for instance, is filed in the visio-bank in color and motion, at the time seen, cross-indexed to the area in which seen, cross-indexed to all data about cars, cross-indexed to thoughts about cars, and so forth and so forth with the additional filing of conclusions (thought stream) of the moment and thought streams of the past with all their conclusions. The sound of that car is similarly filed from the ears, straight into the audio-bank, and cross-indexed multitudinously as before. The sensations of that moment are also filed, in their own banks.

Now it may be that the whole filing is done in one bank. It would be simpler that way. But this is not a matter of structure but mental performance. Eventually somebody will discover just how they are filed. Right now the function of filing is all that interests us. Every percept sight, sound, smell, feeling, taste, organic sensation, pain, rhythm, kinesthesia (weight and muscular motion) and emotion—is properly and neatly filed in the standard banks in full. It does not matter how many aberrations a physically intact person has or whether he thinks he can or cannot contain this data or recall it, the file is there and is complete. This file begins at a very early period, of which more later. It then runs consecutively, whether the individual is asleep or awake, except in moments of "unconsciousness", for an entire lifetime. It apparently has an infinite capacity. "Unconscious" throughout this work means a greater or lesser reduction of awareness on the part of "I"—an attenuation of working power of the analytical mind.

The numbers of these concepts (concept means something that is retained after something has been perceived) would stagger an astronomer's computer. The existence and profusion of memories retained were discovered and studied in a large number of cases and they can be examined in anyone by certain processes.

Everything in this bank is correct in so far as the single action of perception is concerned. There may be organic errors in the organs of perception, such as blindness or deafness (when physical, not aberrational), which would leave blanks in the banks; and there may be organic impairment such as partial organic deafness which would leave partial blanks. But these things are not errors in the standard memory banks; they are simply absence of data. Like the computer, the standard memory banks are perfect, recording faithfully and reliably.

Now part of the standard banks is audio-semantic, which is to say, the recordings of words heard. And part of the banks is visio-semantic, which is to say, the recordings of words read. These are special parts of the sound and sight files. A blind man who has to read with his fingers develops a tactile-semantic file. The content of the speech files is exactly as heard without alteration.

Another interesting part of the standard memory banks is that they apparently file the original and hand forward exact copies to the analyzer. They will hand out as many exact copies as are demanded without diminishing the actual file original. And they hand out these copies each in kind with color-motion sight, tone-audio, etc.

The amount of material which is retained in the average standard memory banks would fill several libraries. But the method of retention is invariable. And the potentiality of recall is perfect.

The primary source of error in “rational“ computation comes under the headings of insufficient data and erroneous data. The individual, daily facing new situations, is not always in possession of all the material he requires to make a decision. And he may have been told something on “good authority“ which was not true and yet which did not find counterevidence in the banks.

Between the standard banks, which are perfect and reliable, and the computer, the analytical mind, which is perfect and reliable, there is no irrational concurrence. The answer is always as right as it can be made to be in the light of data at hand, and that is all anyone can ask of a computing device or a recording device. The analytical mind goes even further in its efforts to be right than one would suppose. It constantly checks and weighs new experience in the light of old experience, forms new conclusions in the light of old conclusions, changes old conclusions and generally is very busy being right. The analytical mind might be considered to have been given a sacred post of trust by the cells to safeguard the colony, and it does everything within its power to carry out that mission. It has correct data, as correct as possible, and it does correct computations on them, as correct as they can be made. When one considers the enormous number of factors which one handles, for instance, in the action of driving a car ten blocks, he can appreciate how very, very busy on how very many levels that analytical mind can be.

Now before we introduce the villain of this piece, the reactive mind, it is necessary to understand something about the relation of the analytical mind to the organism itself .

The analytical mind, charged with full responsibility, is far from without authority to carry out its actions and desires. Through the mechanism of the life function regulator (which handles all the mechanical functions of living), the analytical mind can effect any function of the body it desires to effect. In excellent working order—which is to say, when the organism is not aberrated—the analytical mind can influence the heartbeat, the endocrines (such things as calcium and sugar in the blood, adrenalin, etc.) selective blood flow (stopping it in the limbs or starting it at will), urine, excreta, etc. All glandular, rhythm and fluid functions of the body can be at the command of the analytical mind. This is not to say that in a cleared person they always are. That would be very uncomfortable and bothersome. But it does say that the analytical mind can effect changes at desire when it skills itself to do so.

This is a matter of laboratory proof, very easy to do. People have long been intuitive about the „full power of the mind“. Well, the full power of the mind would be the analytical mind working with the standard memory banks, the life function regulator and one other thing.

The last and most important thing is, of course, the organism. It is in the charge of the analytical mind. And the analytical mind controls it in other ways than life function. All muscles and the remainder of the organism can be under the full command of the analytical mind.

In order to keep it and its circuits free of bric-a-brac and minor activities, the analytical mind is provided with a learned training pattern regulator. Into this, by education, it can place the stimulus-response patterns necessary for the performance of tasks like talking, walking, piano-playing, etc. These learned patterns are not unchangeable. Because they are selected by the analytical mind after thought and effort, there is seldom any need to change them; if new situations arise, a new pattern is trained into the muscles. None of these are “conditionings”; they are simply training patterns which the organism can use without attention of any magnitude from the analyzer. An uncountable number of such patterns can be laid into the organism by this method. And they are not the source of any trouble since they file by time and situation, and a very little thought will serve to annul old ones in favor of new ones.

All muscles, voluntary and “involuntary”, can be at the command of the analytical mind.

Here, then, is the composite of a sentient being. There is no chance of error beyond the errors incident to insufficient data and erroneous but accepted data (and the last will be used by the analyzer just once if that once proves the data to be wrong). Here is the realm of pleasure, emotion, creation and construction, and even destruction if the computation on the optimum solution says something has to be destroyed. The dynamics underlie the activities of the analytical mind. The urge toward survival explains all its actions. That we can understand the fundamental simplicity of the functional mechanism does not, however, mean that a man operating this way alone is cold or calculating or intent on “tooth and claw”. The nearer man approaches this optimum, in an individual or in a whole society, the quicker and warmer is that society, the more honest may be its moods and actions.

Sanity depends upon rationality. Here is optimum rationality and therefore optimum sanity. And here also are all the things man likes to think man should be like or, for that matter, what he has represented his better gods to be like. This is the clear. This is sanity. This is happiness. This is survival. Where is the error?

MONEY AND THE SOLUTION TO YOUR MONEY PROBLEMS

In order to be successful, one needs to know about money and how to handle one's money problems. Many people who are otherwise successful feel that they fail because they never have any money. This is due to the fact that they have many misunderstandings with regard to money and how to handle it.

The income potential of any usual group is established by the demand for income, not by any other important factor. In financial supervision on an international basis, this is the only factor one works with. While it is reasonable to suppose that income will occur for other reasons and can be achieved in other ways, the actual fact is that only demand by the group produces any income at all.

You can, for use in financial supervision, make the requirement almost anything you like, and so long as the group believes it is spending all it makes and needs more, you will have adequate income. For practical purposes, no other rules apply. [HCO Policy Letter 18 January 1965—Financial Management—Building Fund Account—Organization Executive Course, Volume III, Page 32, by L. Ron Hubbard]

The above was written with respect to the group, but also applies to an individual. An individual requiring a greater income must demand that greater income of himself before he has any hope of achieving it.

The above does not mean one goes out and demands income from someone else. Income of any description is only earned as a result of giving service. The service must be of such nature that it has monetary value and someone is prepared to pay for the service. The service given must approximate in value the amount of money exchanged for it. If a service is of high quality and superior to any other service being offered, then a higher value can be placed on it. Providing there is a need for that service, people will pay for it and not even question its value.

An understanding of the term „demand for income“ is essential. It covers the individual's desire to earn, his needs and how much he feels he should have in life. Income will be received by the individual to the degree that he is prepared to give service to give value for what he receives—in other words, the fair exchange of value for value.

If one's income is not high enough, one of the first actions that should be taken is to pour on the service. Give more service, give better service and be prepared to give more. In other words, you have to put out more if you are going to get more or retain your existing income. This is of particular importance to a businessman or a salesman. It is a promotional action and will result in excellent word of mouth from the satisfied customers to others who will then start coming in for that high quality service.

Make all the money you can. Spend less than that. That's the simple A B C of financial control. [HCO Policy Letter 28 January 1965—Finance, by L. Ron Hubbard]

The above is sound advice. In essence it means, make all the money you can and spend less than you make. In this universe the tendency is to spend all that one makes, if not more. Have you ever noticed this? How does one control one's expenditures? Let's have a look at this.

An organization, whether Standard Oil or any other, will always spend all it makes and try to spend more. The task is on the one hand to keep it from spending more than it makes and on the other to make some of its expenditures recoverable in cash. But, I do it by making the organization apparently spend all it makes, while actually spending the surplus in a recoverable fashion. This is the only way I have ever achieved a surplus for an organization in actual practice.

Only the physical removal of money can achieve a surplus. [HCO Policy Letter 18 January 1965—Financial Management—Organization Executive Course Volume III, Page 33 & 34 by L. Ron Hubbard]

The above gives you a clue as to what you should do in order to make a surplus from your own financial management.

Many people have problems with money because they don't understand it. The definition of money is as follows:

Money: 1. Current coin; gold, silver or other metal made into coins; bank notes, etc. representing gold or silver; any medium of exchange, especially as issued by a government or authorized public authority. 2. A particular form or denomination of money. 3. Any object or material serving as a medium of exchange and a measure of value, as checks drawn on banks or nuggets or the dust of precious metal. [The World Book Dictionary]

Money: 1. A commodity that is legally established as an exchangeable equivalent of all other commodities and used as a measure of their comparative market value. 2. The official currency issued by a government. 3. Assets and property that can be converted into actual currency. [The American Heritage Dictionary]

Money is an energy flow. "Flow" is defined as follows:

Flow: 1. To run like water; move in a current or stream. 2. To pour out, pour along. 3. To move easily or smoothly; glide. [World Book Dictionary]

It is important that you get this point and really understand it, so, go and turn the water tap on. The water flows. (So does money.) Try to hold onto water. (You can't.) It continues to flow and you waste it. Even if you had a large container, it would eventually fill up and then begin to overflow and waste. It's the same with money. Try flowing the water down definite channels to areas where you can recover it. Now it does not waste. Got it? So, it is with money. You have to keep flowing it. Try blocking the outflow of water. The flow reduces and eventually stops. The same will happen with money flows, unless you follow the rules of flows. (Notice that you have to decide to stop the flow before you can stop it.)

He who would outflow must inflow. He who would inflow must outflow. [From Dianetics 55! by L. Ron Hubbard]

If you block the outflow of money, the inflow stops. If you stop the inflow, well, you don't have anything to outflow.

Money is not an end result. It is the means to an end. It helps to bring about an end result. I can always tell someone who is going to have a money problem. He always sets up a purpose like, "to have a lot of money". Anyone with a purpose like this will always have money problems. The purpose should be to render a service and, as a result of rendering and concentrating on giving and maintaining a high level of service, money will flow and help you to maintain that service. This tells you then, that one should concentrate on giving the service and not concentrate on money. Put your attention on earning money (giving service) and not on spending it. To the degree that you put your attention on spending it, you will spend it. To the degree that you put your attention on giving service, you will give service and earn money.

Control of money consists of controlling the flows of money, for money is a flow. It is not something you have, it is something you flow. A good way of controlling these flows (which I have found successful) is put aside 10% of everything you earn each week into a savings account. You spend it into the savings account so that later you can recover it. As far as you are concerned, it is spent.

In other words, you pay yourself first 10% of your income. Out of the remaining 90%, you pay your living expenses, etc. Debts are also paid out of this 90%. You must budget what you spend and then keep within that budget. For one week, keep a record of every penny you spend. You will be surprised where your money goes. By knowing where your money is going, you are now in a position to handle it and stop the waste.

Handling money consists of flowing it in and out. You must control both the inflow and the outflow. If you flow money in and fail to outflow it, you will find you will jam the flow and it will stop coming in.

A good way to control money is to open a checking account and a savings account. Your income for the week (Say \$200) is banked into your checking account. You immediately draw out 10%, which you pay into your savings account. You pay yourself first. The remaining balance of \$ 180 is then paid out in the way of living expenses and debts, leaving a small balance in that account. It is a good idea to leave a few dollars in the account to keep it open. Flowing the money in this way assists you to postulate the next inflow because you are postulating both the inflow and the outflow. Having reduced your bank account back to nothing, you then postulate the next week's inflow of money. Then, do exactly the same action. Pay yourself a minimum of 10% and pay 90% for living expenses and debts.

Using this method of controlling your flows, you will find that very soon you will have more than 10% available to put away in your savings. In other words, you will be paying yourself more than the original 10%. You will also find that you will have your attention on saving and paying your expenses and debts and you will not have your attention on spending your money. You create that which you put your attention on, so put your attention on earning it, saving it and paying your expenses and debts.

Do this consistently, discipline yourself to do this each week and you will find in a very short period of time that you are up to date with your debts. Do not commit yourself for future payments by using credit for living expenses or buying articles on time payment.

Stable Data:

1. An organization will try to spend more than it makes.
2. Economy is aimed at preventing it from spending more than it makes.
3. A surplus is achieved only by making it part of what an organization spends.
4. An organization's expenditures are not regulated by what the organization needs in order to do business, but by what an organization think: It has available for expenditure.
5. Financial management cannot achieve a financial surplus by economy alone. [HCO Policy Letter of 18 January 1965 Financial Management—Organization Executive Course Volume 3 by L. Ron Hubbard]

By applying the above stable data to an individual, you get the following:

1. An individual will try to spend more than he earns.
2. Economy is aimed at preventing him from spending more than he makes. (But, that economy must be applied by the individual himself as the government's economy is aimed at helping him to spend it.)
3. A surplus is achieved only by making the surplus part of what the individual spends.
4. An individual's expenditures are not regulated by what the individual needs in order to live, but by what the individual thinks he has available for expenditure. (Unless you control your money flows and have your attention on earning money and not on spending it, you will be sure to spend all that you have available. Your expenses will not be based on your actual needs, but on what you think you need as a result of the money being available to you. I recall the example of the individual who is buying two cars on time payment. One was due for finalization of the time payment by one further instalment. He told me that as soon as he had paid the car off, he was going to buy another one on time payment because he now had \$ 60 a month available. How often have you or someone else put aside money for an emergency? Then, sure enough, that emergency arose, practically to the exact penny of the amount put aside!)
5. Financial management by an individual cannot achieve a financial surplus by economy alone. (This means that if the individual does not control the flows of his income and spend all that he makes as per number 3 above, he will never achieve a surplus.)

The secret of solvency is:

1. Make a lot of money.
2. Spend less than you make.
3. Make it before you have to spend it.
4. Gather bit-by-bit a cushion of cash to fall back on and don't ever fall back on it.

5. Keep your credit excellent as a second cushion.
6. Refuse to spend reserves. Make more money to meet the emergency instead. (It's usually quicker to make it than to dig it out of old hiding places. Never borrow to pay bills. It is less trouble just to make the money.)
7. Realize that collective thought regarding finance is just bank and that bank is dead against the creation of anything good and all for eating up everything that exists. Financial planning and control is an individual job, is often contrary to group demands and succeeds only when the individual handling it can rise superior to the group. A „tame dog“ financial manager trailing along behind the group ‘yesing‘ everything, will always make the group insolvent. The person you put in charge of financial management should be able to say „no“, no matter how popular a silly „yes“ would be. A financial manager is not there to buy his own popularity with organization's funds. [HCO Policy Letter 28 January 1965—How to Maintain Credit Standing and Solvency—Organization Executive Course Volume 3 by L. Ron Hubbard]

Put the above into practice and you will notice considerable difference in your money flows. You also need to know something about credit and its use, otherwise, you will run into difficulties and not know the reason for them.

CREDIT

Don't buy anything on credit. Pay cash for it. If you don't have the cash for it, don't buy it.

A person working on cash knows exactly where he stands at any time. If he does not have the cash, he cannot spend it. The person who has paid off all his debts has cash on hand and knows exactly where he stands. A person using credit not only does not know exactly where he stands, but also is violating certain basic principles of flows. The main one being that one does not outflow what one does not have.

Consequently, a person working on credit is prone to get into financial difficulties. Thus, we find the majority of people in this nation and other nations are in financial difficulty.

I once asked a friend of mine who had achieved financial success how he achieved it. His reply was rather revealing. He said, “I began to become financially successful the day I began to pay cash for everything I purchased. When I first began business, I worked on credit and I very soon got myself in financial trouble. A friend of mine told me to work on cash and to sell all the goods I had for cash. With the cash I gained from those sales, I was to buy more goods for cash and then sell those goods. Then, use the cash from that to buy further goods. I did this and immediately began to achieve financial success.”

Buying on credit is a trap. According to the cycle of production of this universe, you must supply the energy first (money), and then get the product. When you use credit, you get the product first and then supply the energy for it later in time. This results in the person continuing to be in debt.

Buying on credit also leaves you with an incomplete cycle of action, which leaves you suspended in time with a lot of your attention on the incomplete cycle. When you pay for something by cash, the cycle is completed then and there. It does not carry on into the future. Also, when you pay cash, you will find you will manage your money much better because you will know exactly where you stand. When you are short of money, you go out and earn some more and don't book it up to the future.

Do not buy a new car on terms. Buy a used car and pay cash for it. There are used cars available that are in excellent condition. Write out the specifications on exactly what you want. Put it there in your own universe (See Chapter 1). Go out and communicate on it and you will find that is the type of car you will get. Don't accept anything less. Get someone who is experienced in used cars and knows to look at it and qualify it as being in good mechanical condition. Pay cash for it.

Also, don't borrow money. Earn it and live on less than you earn.

Many people say to me, “But, there must be times when it is all right to buy on credit or to borrow money?” Yes, there are times, but my advice is to pay cash and learn to flow money to a point where you can control and manipulate it skillfully. Then you will also develop a judgment on handling credit and borrowing. At that time, you will also find that you have no need to borrow or use credit.

If you do borrow, only borrow what you really need and then pay it back fast!

Sometimes one gets in a condition of emergency and has to borrow in order to keep from falling into a lower condition. These times are illustrated below:

1. When one is in a personal condition of emergency and has let his income decrease to the point where, in order to pull out, money is needed fast. One then borrows and, when in affluence, pays it all back.
 2. When one is in bad shape mentally and/or physically and needs urgent attention. This is emergency. Borrow and get that necessary attention and then work, earn it and pay it all back.
 3. When your assets are tied up and you need ready cash. Borrow and pay it back.
- If you are in affluence (a good flow of money coming in), you don't borrow. You economize and pay off all your bills and debts. You don't run up any more debts or commit yourself for future debts. If you do borrow while in affluence, the situation will change and the flow of money will cease. You will then find yourself unable to pay off your newly incurred debt.

Example: At the point of a person in affluence even thinking of buying a new car on terms, he will suddenly experience a change. He won't feel so good. His flow of money mysteriously dries up. He has violated the affluence formula and has dived into emergency— where you borrow money. (Of course it is. That's why he ended up there.) To get out, he will have to apply the emergency formula and produce— work—really get to it. It will be an effort, but if he doesn't, he won't get out of emergency.

Some people are consistently in a state of emergency. They are always borrowing, always running up debts, using credit cards or never paying off debts. This is the way to stay in debt. If you do borrow, make sure you are in the right condition for borrowing. Pay off your debts and start getting ahead.

Basically, the reason a person has trouble with money is that he is having trouble in his own universe. He is unable to mock up (create) an exchange of service which actually transpires. He is unable to put it there in his own universe. To be successful in having and handling money, all that is necessary is to see it clearly in your own universe and have an air of "expecting it to happen."

Exercise

Get some modeling clay and put your money situations in clay:

1. The way they are now.
2. The way they should be (the ideal scene).

Model in clay all the parts of your money scene, such as:

You Your thoughts about money Your friends Your boss Your customers Your banker Your spouse Your debtors Your creditors Your liabilities Your assets Communication lines to each person (both inflow and outflow)

Put each of the parts in clay and attach a label (piece of paper) to each part. Do this and you will begin to realize why you don't have enough money.

SERVICE

YOU

YOUR BOSS

MONEY

Note: Verbal communication lines are not shown in this example, but put them in your clay demonstration. Borrowing on assets of value like real estate (house and land) is sound business. In such investments, seek advice only from those qualified and competent in their own affairs (through their own experience). Bankers, attorneys or real estate agents are not qualified. Find someone who already owns property and has

experience in handling it. He can and will give you all manner of information that will take you years of experience in trial and error to accumulate.

Buying on credit by the use of credit cards is another trap. Don't use credit cards. Pay cash. Apart from the fact that you get hung up in the cycle of action, it will cause a lot of additional work for you.

Another point about buying on credit is that it is so easy that one will pay too much for an article or even buy articles which are not needed. If you pay cash, you have a different attitude.

You can see your hard earned money leaving you in exchange for this article. You are really in a position to compare value for value. Is it really needed? In many cases, it is not. If it was needed, you could buy better by planning the purchase.

In buying on credit one is inclined to accept articles of inferior quality because the outflow is put off to some future date. Finally, when the person has to pay for it, he realizes that he was not really satisfied with the quality.

When you pay cash, you are able to assess the equality of the exchange—dollar for dollar. You will be more inclined to insist on quality and value. Check up on your own attitude when you buy for cash and when you buy on credit.

The above is probably the basic reason why there are so many inferior quality products on the market. The majority of buyers buy on credit and don't insist on quality.

Don't rush in on compulsive buying. Leave that credit card at home locked up. Carry cash. You will feel the strain greater when you pay cash and you will spend less.

Income is more important than disbursement. [HCO Policy Letter 27 February 1971 Issue II—First Financial Policy by L. Ron Hubbard]

Put your attention on earning money (giving service) and not on spending it.

Gross Income Senior Datum: The size, not the quality, of the organization's mailing list and the number of mailings and letters to it determines the gross income of an organization. [HCO Policy Letter 30 July 1968—Organization Executive Course Volume 0, Page 277 by L. Ron Hubbard]

In applying the above datum to an individual, we find the individual's gross income varies according to the amount of communication that he puts out. You will find that you only receive income from those people with whom you are in communication. If you go out of communication with your boss at work, in a very short time you will not have a job and you will not have any further income from that source.

Applying the above datum to a business, we find that it is the amount of communication that is put out in the way of promotion and advertising that determines the gross income of that business. Your income will vary directly in proportion to your communication. If you wish to increase your income and money flows, increase your communication. If your weekly income is not large enough, you are not putting out sufficient communication. Your income is in direct proportion to your outflow of communication.

The prosperity of a business is directly proportional to the speed of flow of its particles (dispatches, cables, goods, messages, students, customers, agents, etc.) [Executive Directive 805 INT 11 January 1968 by L. Ron Hubbard]

This means that to the degree that you get things done promptly, your business will prosper. This datum also applies to an individual. To the degree that you do not complete cycles of action (you leave things undone) or do not handle your problems, you will not be prosperous. Speed up your particle flow. Apply the data on postulates and cycles of action in the first chapter of this book and be successful and prosperous

YOU AND THE FUTURE

The study of Scientology open a totally new field. It has been my purpose in writing this book to give you the main data necessary to be successful. Naturally, within this limited space I have not been able to give you all the data that IS available. Indeed, there is much more than I could put down here in this small volume. Also, there is much more data covered in Scientology training courses.

Scientology is a broad subject. It deals with life in all its aspects: business, social life, home life, family, etc. It deals with you and what you are, your problems, your worries, your difficulties, your successes. It has data that can be applied. **THE CONDITIONS AROUND YOU CAN BE CHANGED! YOU CAN BECOME FAR MORE SUCCESSFUL THAN YOU EVER IMAGINED.**

DEFINITIONS

A=A=A: Anything equals anything equals anything. This is the way the reactive mind thinks, irrationally identifying thoughts, people, objects, experiences, statements, etc., with one another, where little or no similarity actually exists.

ABERRATION: Irrational or deranged behavior or thought on, or about, a specific subject or subjects, resulting from the influence of the reactive mind upon the individual in relationship to that subject or subjects.

ACCEPTANCE LEVEL: The degree of a person's willingness to accept people or things freely, monitored and determined by his consideration of the state or condition that those people or things must be in for him to be able to do so.

ACUTE: Severe but of short duration; not chronic; said of some diseases. [Webster's New World Dictionary]

ADDITIVES: Anything extra added to an already workable process or procedure which reduces or nullifies the results obtainable from that process or procedure.

AFFINITY: Degree of liking or affection or lack of it. (This is often expressed as an emotion enthusiasm towards a person betokens more affinity than apathy.)

ALLY: A person who sympathized with or appeared to aid the survival of an individual when he was ill, injured or unconscious, and whom the individual now reactively regards as necessary to his continued existence and well being.

ALTER-IS: To change or falsify the way something actually is.

ALTITUDE: The prestige which anyone has in the eyes of another.

ANALYTICAL MIND: This mind consists of visual pictures, either of the past or the physical universe, monitored and presided over by the knowingness of a thetan. The keynote of the analytical mind is awareness; one knows what one is concluding and doing. It combines perceptions of the immediate environment, of the past (via pictures) and estimations of the future into conclusions which are based upon the realities of situations.

ANATEN: An abbreviation of "analytical attenuation", meaning a diminution or weakening of the analytical awareness of an individual for a brief or extensive period of time. If sufficiently great, it can result in unconsciousness. (It stems from the restimulation of an engram which contains pain and unconsciousness).

APPARENCY: The way someone or something appears to be, where this is different from the way that they actually are.

ARC: A word made from the initial letters of Affinity, Reality and Communication which together equate to understanding. (These are the three things necessary to the understanding of something—one has to have some affinity for it, it has to be real to him to some degree and he needs some communication with it before he can understand it.)

ARC BREAK: A sudden drop or sundering in Affinity, Reality and Communication with or toward someone or something, which is often accompanied by misemotion or dramatization. An ARC Break is evidenced when a person is completely unwilling or finds it impossible to communicate to someone or something.

ARC TRIANGLE: It is called a triangle because it has three related points: Affinity, Reality and the most important, Communication. Without affinity there is no reality or communication. Without reality or some agreement, affinity and communication are absent. Without communication, there can be no affinity or reality. It is only necessary to improve one corner of this very valuable triangle in Scientology in order to improve the remaining two corners. (The easiest corner to improve is Communication: Improving one's ability to communicate raises at the same time his affinity for others and life, as well as expands the scope of his agreements.)

ART: (Basic definition) ART is a word which summarizes the QUALITY OF COMMUNICATION.

AUDITING: The application of Scientology processes and procedures to someone by a trained auditor. The exact definition of auditing is: The action of asking a preclear a question (which he can understand and answer), getting an answer to that question and acknowledging him for that answer.

AUDITING SESSION: A precise period of time during which an auditor audits a preclear.

AUDITOR: A listener or one who listens carefully to what people have to say. An auditor is a person trained and qualified in applying Scientology processes to others for their betterment.

AUTOMATICITY: Anything one is doing that he is not aware he is doing or is only partially aware he is doing. Also, a sudden, very rapid outflow of answers given by a preclear in a session.

BANK: A colloquial name for the reactive mind. (This is what the procedures of Scientology are devoted to disposing of, for it is only a burden to an individual and he is much better off without it.)

„BANKY“: A term which means that a person is being influenced by his bank and is displaying bad temper, irritability, lack of cooperation and the signs of dramatization. He is being irrational.

BEINGNESS: The assumption or choosing of a category of identity. Beingness is assumed by oneself or given to oneself, or is attained. Examples of beingness would be one's own name, one's profession, one's physical characteristics, one's role in a game—each and all of these things could be called one's beingness. To Grant Beingness means to grant life to something: to permit or allow other, people to have beingness.

BUTTON: Items, words, phrases, subjects or areas that are easily restimulatable in an individual by the words or actions of other people, and which cause him discomfort, embarrassment or upset, or make him laugh uncontrollably.

CASE: The way a person responds to the world around him by reason of his aberrations.

CHRONIC: Constant; habitual; continuous; a chronic liar, a chronic smoker.

COGNITION: A new realization of life. It results in a higher degree of awareness and consequently a greater ability to succeed with one's endeavors in life.

COMM LAG (COMMUNICATION LAG): The time it takes for a preclear to give an answer to a question that the auditor has asked him, regardless of whether he is silent until he gives the answer, or has been talking in the interim. Also applies to the delay between the giving of an auditing command by the auditor and the execution of that command by the preclear.

COMMUNICATION: The interchange of ideas or objects between two people or terminals. More precisely, the definition of communication is: Cause, Distance, Effect with Intention and Attention and a Duplication at Effect of what emanates from Cause. (The ability to communicate is the key to success in life; therefore, this definition should be studied thoroughly and understood. Read Dianetics 55! for a full practical treatise of communication.)

COMMUNICATION LINE: The route along which a communication travels from one person to another.

CONFRONT: To meet face to face; to stand facing. [The World Book Dictionary]

CONFUSION: Any jumble of things, communications, actions, thoughts, etc., that don't apparently make sense. More broadly, a confusion is random motion.

CONTROL: The ability to start, change and stop things at one's own choice. (With processing, a person is capable of controlling a wider and wider sphere of things.)

COURAGE: The theta force necessary to overcome obstacles in surviving.

CYCLE: From the beginning to the conclusion of an intended action.

CYCLE OF ACTION: The sequence that an action goes through, wherein the action is started, is continued for as long as is required and then is completed as planned.

DEV-T: Developed and unnecessary traffic in any organization or between organizations, consisting of off-line, off-policy or off-origin despatches or other communications. (From Developed Traffic.)

DIANETICS: Man's most advanced school of the mind. From the Greek dia through, and noos, mind, thus „through mind“ or „through thought“.

DRAMATIZATION: Thinking or acting in a manner that is dictated by masses or significances contained in the reactive mind. When dramatizing, the individual is like an actor playing his dictated part and going through a whole series of irrational actions.

DYNAMIC: The urge, thrust and purpose of life—SURVIVE!—in its eight manifestations. The First Dynamic is the urge toward survival of self. The Second Dynamic is the urge toward survival through sex, or children. This dynamic actually has two divisions. Second Dynamic

(a) is the sexual act itself and Second Dynamic (b) is the family unit, including the rearing of children. The Third Dynamic is the urge toward survival through a group of individuals or as a group. Any group or part of an entire class could be considered to be a part of the Third Dynamic. The school, the club, the team, the town, the nation are examples of groups. The Fourth Dynamic is the urge toward survival through all mankind and as all mankind. The Fifth Dynamic is the urge toward survival through life forms such as animals, birds, insects, fish and vegetation, and is the urge to survive as these. The Sixth Dynamic is the urge toward survival as the physical universe and has as its components Matter, Energy, Space and Time, from which we derive the word MEST. The Seventh Dynamic is the urge toward survival through spirits or as a spirit. Anything spiritual, with or without identity, would come under the Seventh Dynamic. A sub-heading of this Dynamic is ideas and concepts such as beauty, and the desire to survive through these. The Eighth Dynamic is the urge toward survival through a Supreme Being, or more exactly, Infinity. This is called the Eighth Dynamic because of the symbol of Infinity stood upright makes the numeral „8“.

EMOTIONAL TONE SCALE: A scale of emotional tones or states which range from death at the bottom, up through apathy, grief fear, covert hostility, anger, antagonism, boredom, conservatism to enthusiasm at the top. (See Hubbard Chart of Human Evaluation)

ENGRAM: A mental image picture of an experience containing pain, unconsciousness and a real or fancied threat to survival; it is a recording in the reactive mind of something which actually happened to an individual in the past and which contained pain and unconsciousness, both of which are recorded in the mental image picture called an engram.

ENTURBULATE: Cause to be turbulent or agitated and disturbed.

ERASE: To rub out; scrape out: He erased the wrong answer and wrote in the right one. To remove all trace of; blot out. [The World Book Dictionary]

ETHICS: Rationality toward the highest level of survival for the individual, the future race, the group and mankind, and the other dynamics taken collectively. Ethics are reason and the contemplation of optimum survival.

EVALUATION: Any attempt by someone to impose his stable datum or data upon another. The first rule of the auditor's code is „Do not evaluate for the preclear“.

FLOW (Noun): Impulse or direction of thought, energy or action between terminals.

GENERALITY: A general or non-specific statement which is applicable to all and used in Scientology to mean a statement made in an effort either to hide cause or to overwhelm another person with the all-inclusive, e.g. „Everybody thinks..“.

GPM: Means Goals Problem Mass. A GPM is composed of mental masses and significances which have an exact pattern, unvarying from person to person, whose significances dictate a certain type of behavior and whose masses, when pulled in on the individual, cause psychosomatic effects, such as illness, pains or feelings of heaviness and tiredness.

GRADIENT: A gradual approach to something, taken step by step, level by level, each step or level being, of itself, easily surmountable so that, finally, quite complicated and difficult activities or high states of being can be achieved with relative ease. This principle is applied to both Scientology processing and training.

HAPPINESS: The overcoming of not unknown obstacles toward a known goal and, transiently, the contemplation of or indulgence in, pleasure.

HAT: Slang for the title and work of a post in a Scientology organization; taken from the fact that in many professions, such as railroading, the type of hat worn is the badge of the job.

HAVINGNESS: The concept of being able to reach.

HIDDEN STANDARD: An undisclosed, decision or consideration which an individual formed sometime in the past of how things should be which has never been acknowledged or accepted by others, and which the individual uses automatically to judge and measure his own progress as well as the propriety of the actions and behavior of others.

INCIDENT: An experience, simple or complex, related by the same subject, location, perception or people that takes place in a short and finite time period such as minutes, hours or days; also, mental image pictures of such experiences.

INTELLIGENCE: The ability to perceive, post and resolve problems.

KEY-IN: The moment an earlier upset or painful incident has been restimulated.

KEYED-OUT: Released or separated from one's reactive mind or some portion of it.

LEDGER MACHINIST: Australian term for one who runs a bookkeeping posting machine.

LEVEL OF AWARENESS: That of which a being is aware. (This can be established by finding which general condition of existence he is most aware of, as shown and plotted in the awareness characteristics column of the Classification, Gradation and Awareness Chart.)

LIVING: Having and following a purpose. (Only if an individual has a purpose toward which he works, can he be said to be truly alive, rather than just existing.)

LOCK: A mental image picture of a non-painful but disturbing experience the person has experienced and which depends for its force on an earlier secondary and engram which the experience has restimulated.

MACHINE: An actual machine in the mind (like ordinary machinery), constructed out of mental mass and energy, that has been made by the individual to do work for him, usually having been set up so as to come into operation automatically under certain pre-determined circumstances.

MECHANICS: The physical and quantitative structure and operation of things, and the way they interact one with another under specific circumstances and in obedience to certain rules. The way something, be it mind, body or matter, works or is constructed.

MEMORY: Any facsimiles of consciously perceived data which can be recalled by the individual.

MEST: The physical universe. A word coined from the initial letters of Matter, Energy, Space and Time, which are the component parts of the physical universe. Also used as an adjective, in the same sense to mean physical—as in “mest universe“, meaning the “physical universe“.

MIND: A control system between the thetan and the physical universe. The mind is not a brain.

MISEMOTION: Emotion which is irrational and inappropriate to the present time situation. Misemotion is also emotion which has been suppressed and which remains part of an individual's locks and secondaries unless he is audited.

MOCK-UP: A mental model, construction or picture created by a thetan. A mock-up is distinct from a facsimile in that it is created volitionally, does not necessarily copy any previous experience, and is under the control of the thetan.

MONITOR: To check in order to control something. [The World Book Dictionary]

NECESSITY LEVEL: This is a person's ability to rise above his aberrations when his action is required to handle an immediate and serious threat to his survival.

OBNOSIS: Observation of the obvious: The only way one sees anything is by observing the obvious: one looks at the isness of something, at what is actually there. Fortunately, the ability to obnose is not in any sense “inborn“ or mystical. It is easily regained and improved through Scientology.

OFF-LINE: An adjective which describes a dispatch or communication in any organization or from one organization to another which is sent to the wrong person for handling. It should only be routed back to the sender.

OFF-ORIGIN: An adjective which describes a dispatch or communication in any organization or between organizations which is originated by the wrong person: by someone concerning a job or activity other than his own. It should be sent back to the sender.

OFF-POLICY: An adjective which describes a dispatch or communication in any organization or from one organization to another which is originated by or forwarded by someone who should only be routed back to the sender.

ORG BOARD (ORGANIZATION BOARD): A board which displays the functions, duties, sequences of action and authorities of an organization.

OT (OPERATING THETAN): A Clear who has been familiarized with his environment to a point of total cause over matter, energy, space, time and thought, and who is not in a body.

OUT-POINT: Any one datum that is offered as true that is in fact found to be illogical.

OVERT ACT (OVERT): Harmful or contra-survival act. Precisely, it is an act of commission or omission that harms the greater number of dynamics. Therefore, a failure to eradicate something or stop someone that would harm broadly would be an overt act. Equally, assistance to something that would harm a greater number of dynamics would also be an overt act.

POLICY: The rules and administrative formulas and procedures by which individuals in an organization agree on action and conduct their organizational activities.

POSTULATE (Noun): A conclusion, decision or resolution made by the individual himself on his own self-determinism on data of the past, known or unknown. The postulate is always known. It is made upon the evaluation of data by the individual or on impulse without data. It resolves a problem of the past, decides on problems or observations in the present or sets a pattern for the future.

POSTULATE (Verb): To conclude, decide or resolve a problem or to set a pattern for the future or to nullify a pattern of the past.

PRECLEAR: This term covers anyone who is not a Clear; however, it is principally used to describe a person who, through Scientology processing, is finding out more about himself and Life.

PRESENT TIME: That which is now and which becomes the past almost as rapidly as it is observed. It is a term that refers to the environment as it exists now, not as it existed; as in the phrase “the preclear came up to present time“, meaning the preclear became aware of the existing matter, energy, space and time of now, “Now“.

PRESENT TIME PROBLEM: A special problem that exists in the physical universe now on which the preclear has his attention fixed. One of the principal causes of present time problems is the communications undelivered by the individual to other people.

PROBLEM: Anything which has opposing sides of equal force; especially postulate counter-postulate, intention counter-intention or idea counter-idea.

PROCESS: A set of questions asked by an auditor to help a person find out things about himself or life. More fully, a process is a patterned action, done by the auditor and preclear under the auditor’s direction, which is invariable and unchanging, composed of certain steps or actions calculated to release or free a thetan. There are many processes and these are aligned with the levels taught to students and with grades as applied to preclears, all of which lead the student or the preclear gradiently to higher understanding and awareness. Any single process is run only so long as it produces change and no longer.

PROCESSING: That action or actions, governed by the technical disciplines and codes of Scientology, of administering a process to a preclear in order to release or free him.

Q AND A (Noun): A failure to complete a cycle of action. **Q AND A (Verb):** To fail to complete a cycle of action; to deviate from an intended course of action. (Q derives from question and A derives from answer. The term Q and A means that the exact answer to a question is the question itself if one follows completely the duplication part of the definition of communication. However, it came to mean that the auditor did what the preclear did or changed when the preclear changed. A later definition was „Questioning the preclear’s answer. “Q and A is precisely defined, in auditing, as “a failure to complete a cycle of action on a preclear“.)

RANDOMITY: The ratio of unpredicted motion to predicted motion.

REACTIVE: Irrational, reacting instead of acting: Thinkingness or behavior dictated by the reactive mind rather than the individual’s own present time determinism.

REACTIVE MIND: That portion of a person’s mind which works on a stimulus-response basis (given a certain stimulus, it gives a certain response) which is not under his volitional control and which exerts force and the power of command over his awareness, purposes, thoughts, body and actions. It consists of GPM’s, engrams, secondaries and locks.

RECALL: Thinking of remembering, putting your attention on something that happened in the past—all done from PRESENT TIME.

RELEASE: A person whose reactive mind is keyed-out and is not influencing him. There are eight grades of Release—they are, from the lowest to the highest, Grade 0—Communications Release, Grade I—Problems Release, Grade II—Relief Release, Grade III—Freedom Release, Grade IV—Ability Release, Grade V—Power Release, Grade VA—Power Plus Release, Grade VI—Whole Track Release. Each is a distinct and definite step toward greater levels of awareness and ability. (See also Triple Grades.)

RESPONSIBILITY: The concept of being able to care for, to reach or to be; the ability and willingness to be cause. To accept responsibility for something is to accept that one operated as cause in the matter. It should be clearly distinguished from such lower level considerations as blame or praise which include the further evaluation of the goodness or badness of the thing caused.

SANITY: The ability to evaluate importances in life.

SCIENTOLOGIST: One who knows he has found the way to a better life through Scientology and who, through Scientology books, tapes, training and processing, is actively attaining it.

SCIENTOLOGY: An applied religious philosophy dealing with the study of knowledge, which, through the application of its technology can bring about desirable changes in the conditions of life. (Taken from the Latin word SCIO—knowing in the fullest sense of the word, and the Greek word LOGOS—to study.)

SECONDARIES: Mental image pictures containing misemotion (encysted grief, anger, apathy, etc.) and a real or imagined loss. They contain no pain; they are moments of shock and stress depending for their force on earlier engrams which have been restimulated by the circumstances of the secondary.

STABLE DATUM: Any part or factor (which may or may not be correct or true) in a confusion that an individual selects out as a known and secure thing by which to relate and align the rest of the parts of the confusion, thereby lessening or bringing order into the confusion. (For more on stable data and confusions, read *The Problems of Work* by L. Ron Hubbard)

STATIC: A Static has no mass, no motion, no wave-length, and no position in space or time, no meaning, and no mobility. While a Static may have qualities, it has no quantities. [From *The Creation of Human Ability* by L. Ron Hubbard]

SUPPLICATION: A humble and earnest request or prayer. [The World Book Dictionary]

SUPPRESS: To squash, to sit on, to make smaller, to refuse to let reach, to make uncertain about his reaching, to render or lessen in any way possible by any means possible. to the harm of the individual and for the fancied protection of a suppressor.

SUPPRESSIVE GROUPS: Are defined as those which seek to destroy Scientology or which specialize in injuring or killing persons or damaging their cases or which advocate suppression of mankind.

SUPPRESSIVE PERSON: A person with certain behavior characteristics and who suppresses other people in his vicinity and those other people when he suppresses them become Potential Trouble Sources.

THETA: Energy peculiar to life or a thetan which acts upon material in the physical universe and animates it, mobilizes it and changes it; natural creative energy of a thetan which he has free to direct toward survival goals, especially when it manifests itself as high tone, constructive communications.

THETAN: The person himself—not his body or name, the physical universe, his mind or anything else; that which is aware of being aware; the identity that IS the individual. (From Theta θ , the Greek symbol for „thought“ or perhaps „spirit“.)

TIME TRACK (Track): The consecutive mental image pictures or facsimiles recording the consecutive moments of “now“ through which the individual has lived.

TONE: Any level of survival or state of being plotted on the tone scale of the Hubbard Chart of Human Evaluation.

TONE SCALE: A scale measuring and relating the various factors of behavior, emotion and thought to levels on the scale. (The book *Science of Survival* by L. Ron Hubbard contains a full description of the tone scale and its applications in life.)

TRs: Training drills on Scientology courses which train students to communicate and audit.

TR 0: Training drill which trains students to confront a preclear or other terminals.

TR 1: Training drill which trains students to reach a preclear or other terminals with their communication.

TR 2: Training drill which trains students to listen to and acknowledge the communication of a preclear or other terminals.

TR 3: Training drill which trains students to get a question answered, also to develop the ability to complete communication cycles and to persist until the communication cycle is completed.

TR 4: Training drill which trains students to confront, understand and handle smoothly the communications of a preclear or other terminals.

TRIPLE GRADES: The expansion of the levels from Dianetics to Grade IV Release to address all three of the primary flows; OUTFLOW (self to another), INFLOW (another to self) and CROSSFLOW (another to another or others to others). Triple Grades intensify and stabilize the gains on each level. (Today are run Quad Flows.)

TWO-WAY COMMUNICATION: Communication between two people in which each one takes turns, while the other listens attentively, in expressing fully his ideas on a subject. This is, therefore, communication in two directions. (Two-way communication is the basis of any successful and enjoyable personal relationship.)

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