



BUSINESSWISE

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THE WISE® PODCAST CHANNEL

WORKABLE SOLUTIONS TO
A PROSPEROUS BUSINESS

Episode 1-Volume 1

The First Lesson

Whether you are a business owner or working for one, there is one vital thing you should know in order to break the barrier to success!

The technology of management, as developed by humanitarian and author, L. Ron Hubbard, was created from discoveries which were fundamental to life, itself. And that makes sense, when you think about it, since management, and the building of groups and organizations, has a lot to do with life.

Hubbard developed a science of the mind called *Dianetics*, and went on to found the Church of Scientology, with the purpose of addressing the travails of the human persona, and of assisting humanity in achieving spiritual freedom. It was while building up the organizations that were intended to handle the most valuable and volatile commodities that exist – the human spirit, and the human mind – that his management technology was evolved. Hubbard once said that building such organizations is like making a vessel out of water, to hold water.

The fruits of his research into administration were numerous and of a very broad scope: twelve volumes and millions of words, covering all facets of building and sustaining an organization. Topics include financial management; marketing and promotion; the components of leadership; sales; basic organization; efficiency; how to find, choose, hire and train competent staff; and much, much more. It is, without a doubt, the largest body of writing about management and administration in existence. In addition to this written work, Hubbard recorded many lectures on the subject.

My goal here is not to impress you or overwhelm you. Even the individuals who have met with tremendous success from the application of the Hubbard® Management Technology are only using a very small percentage of what there is to be known and applied. Any of you can experience tremendous benefit from reading and applying one article from any of Hubbard's books. But the point that I'm trying to make is that there is more to learning the ins-and-outs of management than you can read in one minute.

I'm going to help you by giving you one vital lesson which, if you take it to heart and apply it, will start you on the road to the very top of your business and of your life.

With all of my experience of more than twenty years, working with organizations and businesses of all shapes and sizes – from one-man startups to organizations of more than 100,000 employees – the following is the first and most important lesson to learn. If you understand it, you're on your way. But if you don't get it, you are dooming yourself to a business life that will never be under your control, and which will, instead, control *you*.

The lesson is simply this: *A right way to do something can exist.*

Okay, I realize that this might seem a little anticlimactic. But believe me, this datum is not prevalently known in business, although it is sometimes known in other fields.

Many years ago, when I was building my own furniture as a hobby – everything from bookshelves to dining room chairs – I acquired the lesson above as a rule of thumb. If a project was taking too long, or was too difficult, or too much of a struggle, and if I was using too many four-letter words, I concluded that I must be doing something wrong. There were people out there who make a living building furniture; and if they were doing it the way I was doing it, they would be going broke.

So, I would go back to my home library and pull out the woodworking books and look up what I was trying to do. And, just as I suspected, every time I encountered difficulty, I had missed a step and was trying to do something the hard way. So, I would fix it. And suddenly, I would be quite happy to get on with it. And I built a lot of furniture.

Look to your own experience. The odds are that you are truly proficient at the know-how of whatever it is that you offer to your clients or customers. There is a *technology* to what you do. Whether you are running an auto repair shop fixing cars, a construction company building homes, or a dental or medical practice repairing bodies, there is a technology – or “tech” – to what you do. There's even a technology of sales, and any true professional at sales knows this.

Technology is a very valuable word that often gets limited to highly specialized uses in certain fields. But it is defined simply by Hubbard as follows:

“The methods of application of an art or science as opposed to mere knowledge of the science or art itself.” Hubbard College Reference Set Glossary*

It is also defined as:

“A body of truths.”

Whether you are a dentist or a house painter, you know that there are specific procedures which, if followed, will give you a predictable result. These procedures have been developed over many years as the best way to paint a room, or the best way to cap a tooth, or what have you. Chances are that you didn't develop these procedures, yourself, but learned them from a text, or were shown what to do. If you were to try and develop, all by trial and error, everything you know about the technology that you use, you'd probably agree that you would die stupid and leave a lot of unhappy customers in your wake.

So, let's take a look at the technology of your particular business.

Question number one is: How long have you studied this technology? Most of you will answer anywhere from four to eight years. And most of you will say, "I am still learning." (That is a sign of a true professional, I might add.)

Question number two is: If, in the application of your technology, you were to encounter a problem you had never encountered before, what would you do? Let's say you run an auto shop, and you encounter a device on a new car you have never seen before. Or perhaps you are a house painter, and you have been asked to produce an effect you have never done before. Or you're a dentist, confronting an issue with a tooth you have never seen before. What would you do?

I know what you would do: you would look it up. Or you would consult a friend or associate who might know what to do. I can guarantee that you wouldn't just "wing it" and try to dream up a solution. Not if you want to keep your customers happy, and your business viable. You would do your homework. You would do some research. Why? Because in your field, you certainly know that a "right way of doing it" does exist. And so it is, with anything from baking a cake to building an organization.

This gives us two main options in dealing with any problem we might encounter while trying to produce any product.

Going back to the carpentry example, let's say I'm building a chair, and it's not coming together. And I'm about to get too frustrated to be permitted to be around the children. At this point, I have one of two choices: I can decide, "Well, carpentry is just a lousy activity. It's a grind, I hate it, and that's just the way it is." And then keep going in the slavish, frustrated, awful way I've been going; or maybe just quit.

Or I can decide, "Heck, I must be doing something wrong." And then do the necessary research to find out what it is that I am doing wrong, and how to make it right.

What about your business? How often do you get frustrated? How often do you decide that it's not worth it? That it's just no fun? That running a business is just "like that."

"It's a two Martini day, today."

"Let's hope things can get better tomorrow."

"I can't wait until I retire."

"I'm just in the wrong business."

Is that how you would treat a patient or a customer? "Sorry, ma'am. Your car still won't work. Come back tomorrow, we'll take another shot at it." "Sorry to hear the tooth still hurts. Maybe it'll be different tomorrow."

Businesspeople who operate that way don't survive because they lose customers. And here's another point: they lead miserable lives. They haven't even mastered the technology of what they are offering their customers.

The professional looks for answers. He knows he cannot keep doing the same things and hoping for a different result. And it's no different with your business.

Hubbard states the following in his article entitled STANDARD ADMIN (“Admin” is short for “Administration”):

“To approach the subject of STANDARD ADMINISTRATION realistically, one first must recognize that a right way to do things can exist.

“Let us take an example like starting a car. There is a right way to do this. You see if it has gasoline, you see that it’s out of gear and that the brake is on. You turn on the ignition key and make the starter make contact. You feed it some gas and it starts. Now if one varied the sequence or did something else the car wouldn’t start. Then one pushes it or finds a hill. It still doesn’t start so a mechanic is sent for. The bulk of the time, the mechanic finds no gas or failure to turn on the ignition.

“There are an infinity of ways *not* to start a car.

“There is only one way to start a car.

“So it is with any standard procedure.”

(From the article STANDARD ADMIN, dated 7 June 1971)

Note that Hubbard says that there is an infinity of ways not to do things. How many of you have ever tried a few of these wrong ways? Most of us have. Very few people actually graduate from the school of hard knocks; most just learn to endure getting knocked. “Congratulations. Here’s your certificate.” *Whap.*

No, the answer is not to try to develop a full technology, all by your lonesome, under the belief that you can’t benefit from anybody else’s experience or research, and that the whole world is stupider than you are (no matter how true that might be).

Once you realize that a right way to do something can exist, you need to commit yourself to learning that technology. And look, if it takes four or eight years to become a professional at fixing a car, playing an instrument, programming a computer or treating a toothache, then why in heaven’s name do we assume we can pick up the complex subject of building and administering a group of individuals in a couple of seminars, or some five dollar paperback?

Ever notice that people tend to talk back, and have a lot more going on with them than your average bookcase, tooth, or carburetor? Managing them takes earnest commitment and dedicated study, just like anything else. You don’t even have to believe that Hubbard has all the answers. But if you study Hubbard’s work, you will find workable solutions that will resolve the problems you currently have with your business.

That, however, is something you’ll have to find out for yourself. This is not an exercise in faith. It is an exercise in logic. I hope that I have succeeded in bringing home this first lesson for you, and that you have realized that a right way to build and expand your business does exist.

If you will look, you will see that there must be a right way. If you will look, there is abundant hope for you. And your business will build and build, and be a source of power, joy and satisfaction to you.

And if you choose not to look, and decide that “this is just the way things are: business is tough, the economy is bad,” you will have resigned yourself to the apathetic quagmire that so many people have come to call their workaday world. (Which I happen to think is a real shame, because it tends to make society, itself, a rather apathetic quagmire.)

If you look, and wherever you look, I’m convinced you will come home to roost within this amazing encyclopedia of administration developed by L. Ron Hubbard. We, in WISE, stand ready and able to help you along on this great and rewarding adventure.

May you, and your business, never be the same.



*The Hubbard College Reference Set can be purchased from the Hubbard College International at www.hubbardcollegepress.org.

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