

March 1, 1967

Dear Staff

It is constantly amazing how the so-called lines of authority operate in this organization.

Once, I thought people were sincere when they voted to give this organization a new structure. People were given more authority in order to help us function better.

All I want to know is what happened?

that:

What is it/makes us decide, vote and assign people to carry out decisions and those decisions are started but never finished. We, myself especially, are getting very tired of trying to bear up under so much pressure.

Those in authority wait until a crisis situation becomes an impossible situation before they deal with it. There are people on staff who should be made to take a rest and our officers know who those persons are, but as usual, the situation must first become a desperate one before any action is taken.

Offices are closed, equipment and other supplies are lost... Why? Because there are no defined rules of how those offices should be closed and the equipment confiscated. If defined rules do exist, and we just don't know about them, then those assigned that job have definitely been lax.

People are fired, but they might as well not be. They continue to work inside the organization. What are the defined rules around that and who is supposed to be implementing the decisions about people who have been put off staff.

Those in the assigned positions that have been given certain authority usually have a habit of running away from it all when things get up-tight, but then there are those of us who try to work around, over and under all this mess.

I would like to offer a few possible solutions to some of the problems now in existence.

You must become interested not only in your project, but in the organization as a whole.

Check out who is doing what and how it was done.

You must take concrete action at the staff meeting for if you don't people will go on making decisions and not carrying them out.

Others will cry out "I'm hungry", but certain people will continue to make policies without setting up new fund raising apparatus. It is up to you to see that things get done. It is up to you to see that persons assigned to do various things do them.

We have a chairman who insists on flying first-class and who also refuses to take any part whatsoever in the internal functions of the organization.

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We have taken virtually a new and stronger line of action, therefore, we must learn, immediately, to acquire new money. We have less money now, therefore, we must learn to economize.

You must realize that the stronger our organization is internally, the better the work we will be able to put out.

People can't continue to work indefinitely under a pressure that never lets up and be expected to produce good work.

People cannot continue to be creative when there is a constant nerve pounding in their heads, because of having to deal with so many problems that others have been assigned to deal with.

Our organization needs tightening up internally and if the people who are supposed to be doing that aren't, then let us find out where we went wrong and correct it.

We have certain people on the C. C. who tell us they are not going to attend a certain meeting, because they don't want to deal with the problem at hand.

What that person (s) should do is resign from their position and put someone in their place who is willing to deal with problems, no matter what they are.