



HOW TO GET WHAT YOU WANT

**Elements of Organisation,
Strategy and Tactics**

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Elements of Organisation, Strategy and Tactics.

The transcription of a tape recording made in January, 1976 by
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**This book is printed in memory of
Arthur A. Chresby
in appreciation of the practical advice and
guidance for political actionists which
his years of political involvement
and research have produced.**

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Foreword

History of the Australian Constitution Education Campaign Fund Committee

The Australian Constitution Education Campaign Fund Committee was formed in 1981 to assist the late A. A. Chresby, both financially and physically, in his work on the Australian Constitution.

Since his death in 1985, the Committee has continued to function by reprinting his booklet, "Your Will Be Done", and also publishing from his writings the papers, "Our Constitution and Peace", "Whitlam's Republican Dream and Evidence That Demands a Verdict" and "The Chresby Papers - The Constitutional Link on a State Parliamentary Bank".

The Committee has published the following booklets of its own compilation, "Political Authority", "Magna Charta" and "Towards Better Government".

Introduction

This is a transcription of a cassette tape recording which was made by the late Arthur Chresby in January, 1976. It has been produced in this written form in the hope that the contents of the tape recording will be even more accessible and useful to those among us who are striving to achieve worthwhile political objectives.

Transcribing a cassette tape is not always a straightforward exercise, since paragraphs, and even some sentences, have to be formed. This is due to the fact that the spoken word is often different from the written word. In performing this task, I have deleted some repetitive material, rearranged some sections to amalgamate references to particular topics into single blocks, and deleted some material irrelevant to a written publication. For ease of reading, I have added some headings throughout the book.

However, I sincerely hope that I have in no way detracted from the essence of the message which Arthur Chresby intended to convey to us.

A. J. Symonds
1-10-1990.

How To Get What You Want.

In January, 1934, C.H. Douglas (Appendix 1) addressed a meeting in the Blaxland Galleries in Sydney, a meeting of over one thousand top business, professional and communal leaders. He began his address with these words, "There is an old Chinese proverb which says that when hit by a thunderbolt, it is too late to consult the book of dates".

The purpose of recording this cassette is to help those who wish to achieve the maximum result for the minimum effort; to understand some of the causes of the failures arising from the extraordinary efforts put out by countless honest, sincere people who believe Douglas was right, and tried to present the material which he gave us.

It has become clearly apparent to me that, talking in military terms, purely as an illustration, we have in Australia the best-informed troops. We have the troops with the best type and quality of material to fire political shots, but they are not sure on how to fire those shots.

Indeed, my experience has been that, to date, their shots have been based on what is called, in old time military terms, frontal attacks. Or, to put it in artillery terms, just a constant barrage.

There are indeed many amongst our folk who are shouldered with the responsibility of advice and direction to others, but who have extreme doubts as to whether you can make a Member of Parliament do anything. They believe that Members of Parliament are so lost, are so tied up in the Party machine, that there is no way that they can be extracted from it. From some quarters there appear to be ideas that eventually we may have to push forward Independents, fully trained and fully *au fait* with all aspects of our work.

Now let me state, here and now, that what I have to record hereon is not theory, but is based upon the correct application of natural or physical laws which will produce results with the same mathematical certainty that the correct application of the laws of physics landed men on the moon and brought them back. The laws and mathematics involved are precisely the same.

If we were to take the time to collate the various moves that we have made in the last half century following the thoughts of Douglas, in Australia alone, we would find that the successes which we have had, and they are many, were when we applied these physical and mathematical laws. But our failures, which have drained, depressed, and even tended sometimes to demoralise many of our good workers, were due to the fact that we failed to correctly apply those physical and mathematical laws.

This does not mean that all of us have to be physicists and mathematicians, for I, for one, am neither. But it does mean that we must rethink our approach, not in our material, but our techniques of approach. My first major statement is this.

Party politicians, and I underline and emphasise Party, always yield to pressure. Make no mistake about this, or kid yourself otherwise. But at the moment, the major pressure is from above, from the Parties. It is just in misunderstanding this word, pressure, or as Douglas once referred to it as moral suasion, the correct application of moral pressure or moral suasion, is where we are weakest, and where, to that extent, the enemy is the strongest.

So let's examine this question of the correct application of moral suasion, and see if we cannot find and bring forth simple principles and techniques of the application of these principles. In his famous Buxton speech in 1935, Douglas pointed out that from now on, our primary objective was the developing of means of bringing about the Member of Parliament, and consequently, the machinery of Parliament and the armed forces of the nation, under the control of the electorate.

His reason for this was given in his famous paper, "Whose service is Perfect Freedom". Primarily he said that ever since 1917, which was the date of the production of Economic Democracy, he had endeavoured to point out that no monetary reform was possible in the face of centralisation of power, and he said that is why the centralisers are in such a hurry.

It is not necessary to traverse all the illustrations of how power is being centralised. We know that inflation is the major strategy, not policy. Douglas said, so many years ago, that the enemy has one policy, not one strategy or tactic, but one policy everywhere. If he gains complete centralisation of power then he has complete control of the armed forces and the legal machinery of the nation. Then we are powerless.

And his major strategy everywhere in the world, and he has minor ones, is the strategy of inflation. This is enabling him to work to achieve his policy of complete centralisation of power.

The Party System

How does he implement his major strategy of inflation? We know that this is done through the machinery or mechanism of Parliament. How does he control the Parliament? Through the machinery and mechanism of what is called the political Party system. He would indeed have the greatest difficulty in the world in trying to persuade over two hundred Senators and Members of the House of Representatives, if they were pure Independents, and not under the duress of dictation of a Party.

He would have the greatest difficulty in controlling and persuading such a conglomerate of different types and mentalities of which our Parliament exists. And so, there can be no argument that the basis of his control, the basis of the implementation of his financial policy and efforts to centralise all power, and destroy the people's control over their member, is through the Party system.

As a consequence then, we must look at this Party system and its structure and how it works. Now in expressing my opinion on the question of the Party system, I do so, not from the reading of others, but from practical experience. I deliberately went into the Party system, worked my way into the position of a member of State executive, and deliberately worked myself into the position of getting a seat in Parliament. So I was able to see from the inside precisely what happens and how it works.

I believe this qualifies me to express a real knowledge as against theories as written by many splendid writers over the years, political scientists at the Universities and the like, who do not speak from practical, inside personal knowledge.

Now a Party system consists from the very first of a group of warring elements, of people fighting each other, of people trying to get into Parliament. They may be sincere, genuine, dedicated, honest, deeply religious persons, but, nevertheless, there are certain laws of physics and mathematics which come into operation, which turn these people into manipulators of their fellows. I dealt somewhat briefly, but succinctly with this subject in an article which I wrote in the "English Social Creditor" in October, 1941, under the title of "The Leadership Principle".

I took my base from an article by L. D. Byrne, which he wrote under the title of "Beware of the Cloven Hoof", or "The Principles of Organisation". The essence of the leadership principles is that some person or persons, by virtue of superior knowledge, debating skill or some other factor, is better situated to tell you what you ought to do, to know what you want, and to make decisions for you. Real leadership is that, of course, which came from the founder of Christianity. "He who will be the greatest among you, let him be the servant of them all."

That is what we, as trained Social Engineers, try to be. Servants of the people. We don't get paid for it. Now since the Party system is built in the form of a pyramid, with all the power and all the authority in the apex, it is quite clear that area is where all power, authority, privilege and prestige rests. And all leadership.

That area is so small that only a limited number of people can get there at one time. Of a consequence, there are those within the Party system striving at all times to reach the apex, no matter what their motives. Those in the apex, realising this, are forever learning the arts and crafts of manipulating their fellows to prevent them from taking their place. For loss of position in the apex virtually means Party political extinction.

Primarily in a political Party, any person who becomes a member of Parliament, does so only by riding over the political corpses of his opponents. He creates political enemies. He is aware constantly that there are those within the Party with their knives concealed, but ready to slip them into his ribs any time he makes a mistake. He always has opponents who want to take his place.

During my three years in Parliament, I had to keep the most rigid personal

disciplinary control over myself. Otherwise, I felt that I could quite easily go the way of the others and become a servant of power. The power that you feel as a Member of Parliament, the adulation, the absolute servility with which many people in departmental and other places treat you - your every wish in the House is a command so far as the public servants are concerned - becomes like rich wine going to the head.

If you study Party politicians, you will find this is what happens to them. Whilst I was there, I was able to resist power by never seeking it. I was able to resist a tremendous number of internal pressures, not all, but most of them, by never seeking other than to be the servant of everybody who was in the House on both sides. Just being a good fellow and a bit of a no-hoper. That enabled me to get the minds of fellow Members of Parliament, find out what they wanted, what they wanted to do. It is a very tight-knit club.

Party Politicians Always Yield To Pressure

Having said all this, I come back to the major point. Party politicians yield to pressure. Parliament is composed of every type of person you find in the community. Thus, it is a true cross-representation of all elements that go to make up the community we call the electorate of a state or the nation. There are good, bad and indifferent. There are men and women who honestly desire the right thing, who hold onto their seats filled with the hope that one day they may be able to be free and come forward and do the things they believe they ought to do. It is the no-hopers, the seat-warmers, who enable Party leaders to bring disciplinary control over the others, with the threat of election and the threat of exposure.

The decent fellows say, "What the devil's the good? If I go and put my head out, the public won't support me. The press, radio and television are against me. What hope have I got? I can only go along until a break comes and take advantage of it as I can."

Now that statement has been made to me by members of all political Parties, this I can assure you. There are very fine fellows in all Parties. Recognizing this then, our hope and our task is to assist these fellows. We may never know who they are at this stage of proceedings, but they are there. We have to drive a wedge between the Party and the Member.

Now this on the surface, and on broad past experience, seems to be a practically impossible task. This is the thing that is worrying so many of our very good people who have worked so hard over all these years. What then is the answer, and how do we go about it?

I said that Party politicians yield to pressure. Therefore, the pressure that we bring to bear has to be greater than the pressure brought to bear by the Party. Now this brings us down to an examination of physical and mathematical laws. These laws Douglas never tired, never wavered, in presenting to us in a multitude of ways.

The central core of Douglas' presentation in this particular context, was summed up

by him in his Buxton speech in these words: That a Member of Parliament is concerned with two things, and two things only. The first is in holding his seat. The second is how much voting pressure is behind any demands made upon him. And from my own experience, I can verify that to be correct.

Our Past Failures

Fair enough, you say, but our experience is that Members don't take any notice. All they do is ignore us. I will come to that. One of the principal lessons that we Social Engineers never seem to grasp is that the failure of the suggestion which we make to the people is not because there is no way of controlling Members of Parliament, but simply because we have not given enough deep intelligent analysis to the advice that we do give. We have not examined the mathematical and physical laws involved and brought them out and presented them to the people in simple terms.

The fault is ours. Remember that. Our failure is the result of our own fault. We cannot attribute it to the power of the enemy. There are those who have listened to me on some of the things I am going to say, but not all. But they haven't yet grasped them. The fact that they haven't grasped them and applied them, is revealed in the results of the action they undertake. Remember, there is only one way in which you can judge your success, or your failure, and that is by the tactics of your opponents.

It is a weakness in our makeup, it is an acknowledgement of our own failure to thoroughly grasp and correctly apply these physical and mathematical laws, when we turn around and say we have tried this, tried that and got nowhere, and we will have to put beyond the idea that we are ever going to get Members of Parliament, Party politicians, to yield, because they won't. We have tried every way. You haven't tried every way, friends. You have only tried incorrectly. Try the correct techniques.

Corrective Measures

Now I am going to make a number of statements, and then further elaborate upon them. It is obvious that the first thing all of us as Social Engineers have to grasp is that we must have the same attitude of mind towards things. This will enable us, then, to arrive at a common way of seeing, and a common way of acting. This is the basis of all military disciplines.

Secondly, we must utilise the principles, and apply the principles which win wars, and discard those which are a failure, or, rather, learn how to reapply those principles correctly. At present, as in the past, most of us have spoken with quite authoritative measures on the matter of Pavlovian techniques of brainwashing. It would be hard to find one of us, indeed, who could not point to press, radio or television and indicate the technique being used to brainwash the people who visualise, who see and hear and read.

There would be few of us who do not understand the slanted word, or the truth carefully slanted to direct us away from our object, precisely in the same manner that if you take a compass bearing one point off direction, then by the time you have gone a few miles, you are away from your objective.

Action and Reaction

The next thing I want to state is a very familiar one. It is the old law of Newton, that action and reaction are equal and opposite, to which Douglas added those very vital words, "and wholly automatic". I have often given many of you my own doggerel, "Mary Rose sat on a tack, Mary rose".

Now that happened because Mary Rose brought into contact with her anatomy an object which had no natural relationship. Of a consequence, without Mary Rose thinking, there was a reaction which was equal, opposite, and wholly automatic. And Mary rose.

Five Fundamental Principles of Strategy and Tactics

I want now to reiterate the five fundamental principles of strategy and tactics. Action, for without action no decision can be arrived at. Application of forces, superior at time and place of impact. Economy of effort. You don't use more energy than is essential to achieve the task. You don't use a nuclear device where the use of a slingshot will do the same job. Retention of initiative. Never engage in any action whatever which you yourself cannot break off anytime you want to, and come back again. Never allow your efforts to be so extended that you have exhausted everything in your means, that you are depleted in physical and mental energy, that you are not able to carry on, because then the enemy has defeated you. Application to yourself of intelligent obedience, or functional discipline. I have often illustrated this by the use of General Wolff's famous words to his troops before the taking of Quebec, "Hold your fire until you see the whites of your enemies' eyes."

Now those are the five principles of strategy and tactics. You may hear military men coming out with all sorts of strategical, tactical and technical jargon, but boiled down, it comes to those five principles. You must ever remember that there are no other principles of strategy and tactics. All strategy and tactics are simply the correct application of physical and mathematical laws. There are no other laws known to mankind. The enemy uses them, and we use them. This brought Douglas to state, many years ago, that the forces of evil will always vanquish the forces of good, so long as the forces of evil use their tools the better. The enemy and ourselves have precisely the same tools; it is a question of better application. It is as simple as that; nevertheless, to most of us at the moment, highly complex.

Local and Key Objectives

I want to touch on key objectives and local objectives. A local objective can be something like getting a hole in the road filled by the Council, or it may be a nationwide thing, as when we, back in 1939, defeated the National Insurance Act. A local objective is something which can be achieved within the existing framework of the financial and Party political system. Now there are a multitude of local objectives, and each one can be used as a training ground for the people in teaching them how to use their vote correctly.

A key objective is that which brings about a complete change in the political Party, in other words, the destruction of it, and a complete change in the financial system, in other words, a complete revision of the techniques of the financial power in the control of a nation. A local objective can turn itself into a key objective. It may be only some little thing which can be developed, and as it develops the necessary elements come together to turn it into a complete challenge to revise the control of power by the enemy. We deprive the enemy of any possible hope of complete control of Parliament and the machinery of Parliament in the form of legislation, finance and the Armed Forces.

Three Scientific Principles of Making A Demand

In any demand that you make on a Member of Parliament, there must be, inherent in those demands, three scientific aspects. If any one of those scientific aspects are missing, then your demands upon a Member of Parliament will fail just as surely as night follows day.

How many times have you rushed out and asked people to sign letters and forms asking for this and that. Then somehow or other you have got nowhere, people have become disinterested, and you get a bit disillusioned and disheartened. Have you ever stopped to wonder why?

The three scientific principles that must be embodied in any demand made upon a Member of Parliament are:-

- (1) Is the demand something which everybody really wants?
- (2) Not only is it something which everybody really wants, but everybody is determined to get it.
- (3) Is it something that when they have got it, they will be able to recognise whether or not they have got it, without having to ask anybody else to interpret the result for them?

If a group of people want a hole in the road filled, that's something they want. If the

hole in the road reaches such a stage that body and vehicles are susceptible to severe damage, then they are determined to have that hole filled. Once that hole is filled, they can see it, define it, they can say there it is. I have got what I asked for.

If you examine many of the demands we make on a Member of Parliament, quite frankly, one, two or three of the scientific principles are completely missing. That is why we fail.

People Act On Their Convictions, Not on their Opinions

Now connected with these three scientific principles is a natural mathematical law that nobody ever acts on their opinions. They form opinions, that is what we do in our educational work, but something else has to come along and turn that opinion into a conviction. I want it, I don't want it. Here is where we make many grave errors in our approaches to people and politicians. We think that the mere provision of the information we have given them is sufficient to develop them into action.

We can't force people into action. People will act when the steam arises and they become agitated. Then the opinions we have helped them develop sprout and come forth. Douglas said, "When I am irresistibly drawn to cleave a money lender to the chin, the first thing I look for is a chopper." And so when people get really agitated, you have got to remember that the electorate as a whole, and the people taken as a whole, have not the capacity to retain agitation for a very long period. It reaches its peak, then tends to taper off and die.

If you haven't judged the point of its peak, then you have missed out. I couldn't tell you, sitting at home in my den, nor can anybody else, when the peak of agitation arises in your area. Only you can be effective in your own area. "The elements of human association are only effective in their own sphere," says Douglas. So only you can decide whether the agitation in your area has reached a peak, and that people are ready for you to act. It is at that precise moment that you take advantage of all the work you have done before, all the educational work, the talking about how to write letters to Members of Parliament and so on. You come out with a ready made, clear cut, simple type of letter which is directed at the Member.

Steam

There is also the question of steam. Now if you care to evaluate as far back as you can remember, you will be able to identify that at approximately every three to six months there arises some issue, on which there develops public agitation. We call this issue steam, because the people get steamed up about something, irrespective at this stage, of the merits or demerits. Now the first thing we as Social Engineers have to do in such a case, is to analyse the agitation, the issue, and bring it down to clear cut principles. By clear cut I mean, "I want my dollar to buy more tomorrow than it did today." That's a clear cut simple thing.

Then reduce it so that all people agree on it, because you will find most people argue and fight over words. They don't clarify the words they are using, they don't find the central issue in the words they are using. So we have got to find that central issue, whatever it may be. Having found it, we then advise the people how to apply their voting correctly.

We do not generate steam. We must ever remember that it is not our function to generate steam. A lot of people believe we must, but we haven't the forces, or the resources, for that purpose. Steam will be generated by the moves and actions, strategy and tactics of the enemy. They will do that job for us. We don't have to waste our time doing it, but we have to watch for it, identify it, clarify it, then give it direction. That is our function as Social Engineers. If that direction is correct, we will get somewhere.

Strategy and Tactics

What is strategy and what are tactics? We must get these clearly in our minds. The simple definition of strategy is the science, art or craft, of engaging your opponent at a place, at a time, in a form, which is disadvantageous to him. Tactics are the science, art or craft, of manoeuvring your enemy once you have engaged him in battle.

There are only two forms of strategy known to mankind. One is offensive strategy, the second is defensive. There are only two forms of tactics known to mankind. One is offensive tactics, the second is defensive. Now it is clear that with an offensive strategy, you can have either an offensive tactic or a defensive tactic. With a defensive strategy, you can have either an offensive tactic or a defensive tactic. Those four combinations are the only ones known to mankind, there are no others. And so we have to identify which is which that our opponents are using. And of a consequence, this will largely determine our counter. Again, for every action, there is a reaction.

Generalship

Generalship - that is something which every Social Engineer must know and be fairly well versed in. Perhaps the simplest definition of good Generalship is the ability, after obtaining all the proven facts, to place yourself in the position of your opponent and work out what you would do, as an opponent, against the action that you take against him. In other words, you have got to interpret your enemy's mind and say to yourself, now I am going to take such and such a line of action in relation to such and such a thing. If I am the enemy, how would I react, what would be my thinking, my method of reasoning, if those strategy and tactics were applied against me. This makes the difference between success and failure, between good and bad generalship.

Three Functions of Actionists

In the work that we are doing as Social Engineers, whether you realise it or not, you are performing three separate and distinct functions. The first is educational. You are distributing literature, making known the great conspiracy, how banks create credit, and how finance works. You are endeavouring to educate the people. This is the recruiting area. The second field is the militant one, that is to say, you are trying to take action yourself, and asking others, and involving others, to take action to get what they want, which is what we all want, the maximum possible personal, economic and financial security, with a maximum possible personal and political freedom in which to enjoy that economic security. As Douglas so often quoted, "They shall sit every man under his own vine, his own fig tree, and none shall make them afraid." This is what we all want.

The third field is technical. The enemy is working towards complete centralisation of power. That is his policy. His objective is centralisation of power. His major strategy is one of inflation. Another of his strategies is in the education system, what is being done there to destroy the people's capacity to realise truth. I said that he is able to implement his strategy of inflation by his control of the Parliamentary mechanism. The only way he can control the Parliamentary mechanism is because he controls the political Party system. If the Party system disappeared, he couldn't control the Parliamentary mechanism, or it would be extremely difficult for him to do so.

Letter Writing

Now as Social Engineers, we will write, from time to time, letters to Members of Parliament for the purposes of obtaining information or conveying information. These letters, in military terms, are called reconnaissance, in which we try to elicit sufficient data to be able to evaluate the psychology of the Member, and what the situation is on the battle ground that we have decided to fight on. But when we ask the ordinary man in the street to write a letter, asking a Member of Parliament his opinion, or any specific thing, or whether he will be prepared to support a particular line of thought, what is it we are doing? Before we write that letter, we hold the initiative. Once we get people to write that type of letter, asking a Member for his opinion on anything, we have passed the initiative to the Member. We must remember that they very speedily learn to be experts in sidetracking and getting away from things which they think constitute a danger to them unless they control it. If you look back, you think of the postage, the energy and everything else that's been wasted, writing Members what they think.

This is bad tactics, for all it does is allow the Member to say, "Yes I will support it, but, unfortunately I won't get anywhere with it because someone else writes in and says no, I have never heard of it", and all that sort of thing. Now that's all right for us as Social Engineers to do that; we want information. But for the ordinary man in the street, no.

All we have to ask him to do is to write a simple letter, (Appendix II) and we can

prepare it for him. It need only contain one paragraph. If it's on inflation, it merely has to say, "Mr Member, I know that the Parliament has the power to stop inflation. It is my will that inflation be stopped now. Yours sincerely." Now if the Member writes back and starts to argue on this, that and the other, then you merely have to tell the person not to argue with him, he is your servant. Tell him to write another letter and say, "I am not arguing with you. This is what I want. I don't propose to argue with you."

Now there is a psychology in this which most people don't seem to have grasped. It fits in with the Pavlovian techniques of brainwashing. When a Member finds a letter coming in which simply says I want something, and it is a statement of fact, he writes back. Then the person to whom he writes just writes a simple letter back and says, not interested in what you say, I want so and so. Then he finds others are doing the same. Something starts to work. It is the start of the correct application of moral suasion. It is far better if letters come in in dribs and drabs than if you put ten thousand in in one lump. You might doubt this, but it is correct, because there is a psychology developing instinctively in the Member's mind. Every time he goes to open a letter, the instinct says, I wonder how many more. Now the surprising thing is that most people have got the idea that you have to get the majority of the people in an electorate writing to get a Member to do something. And they say you cannot do it.

Apart from the defeatist attitude that you can't do it, I would suggest to you most respectfully from my own experience that it is not necessary to get the majority of the people in the electorate writing. It is only necessary to get a sufficient number. A Member may have a majority of thirty thousand. You only have to go out systematically to get a quarter of that, seven thousand five hundred, to write that one simple letter. Not an impossible task if you have judged that the steam is rising at its peak. Now what's the effect of seven thousand five hundred on a Member whose overwhelming majority is thirty thousand? The part we overlook is the psychology of the Member of Parliament. He doesn't just look at the volume of what he's got. He knows that if seven thousand five hundred people have been prepared to sit down and sign a letter like that, whether it's photo-copied or not, he knows that there is far more electorate opinion, electorate feeling, than that seven thousand five hundred.

It's the volume who haven't written to him that frightens him once he gets a quarter of his majority writing. He only has to do a matter of simple arithmetic to realise that if he doesn't do something, then all those others are going to write. He knows that at the back of him is the Party machine, where they have got their eyes on him all the time. He knows he is a dead duck unless he has got the support of the electorate, and if he can prove he has got the support of the electorate, then the Party has little influence over him. Now this may seem fantasy, but it is a cold hard statement of fact.

In the 1940s Dr Brian Monahan produced a book called, "Introduction to Social Credit". In that he dealt with the fulcrum, of leverage. Now everybody knows the simple principles of leverage. One man couldn't lift the front of a ten ton truck off the ground. But one man with a strong pole, strategically placed over a block of wood, could put one finger on the end of the pole, and lift the front of that truck completely off the ground. That is a simple

statement of natural law, of mathematical certainty. And so this question of judging when we have arrived at the maximum peak of generation of steam, and the application and direction of this steam at the seat of the Member, is the secret of correct application of moral suasion. This question needs time for consideration by local people to analyze the local situation.

Now in a lot of our work, we have got to differentiate between the form and the substance. You will find it in the first chapter of Economic Democracy. Study that, since the form is commonly mistaken for the substance.

There is a principle known which was instituted by a man known as Elmer Wheeler of the U.S.A., one of the great brains in the field of ordinary salesmanship. He developed the slogan, "Sell the sizzle, not the steak." Use words, and here we have got to look at words carefully, which excite the salivary glands of the person. They smell the steak being fried, their mouth waters. They still might be full, but say, "I have got to have that, it smells so lovely."

Now we have got to find words that are sizzle words, that excite the mental salivary glands of people. "I want that." This means we ourselves have got to keep on purifying what it is we are doing. It is no good our getting something and going out the same old way over and over again *ad nauseam*, because all we do is create a certain amount of resistance, despite the fact that we do sow seeds.

The Lighthouse

Coupled with this is the article I wrote in 1941, under the title of "Leadership", the last paragraph of which so many of you have heard me quote. "Ours is a lighthouse whose light grows brighter as the darkness grows greater." Now what does this really mean in terms of practical action on our part? The thing we have to get to realise is this. For all the seeds we have sown over the years, we must wait that moment, we cannot force it. Events, as Douglas said, were the only thing which will destroy the enemy. Tiresome as it is, we must wait until that psychological moment, and that moment is that things must get blacker than what they are now, before we will see the real reward. This is what we are waiting for.

Now the blacker things become, then our seeds start to germinate, and our light shines forth so strongly. The words we use over the years are now commonplace on everybody's tongue. Politicians use them, ministers use them, newspapers use them, some of them without realising what they are using. But we can only wait that moment when people move from a mere opinion of something, into a conviction that they are going to do something. And then our light will strike the eye, our light will point the way. This is as correct as any laws of physics or mathematics. The scientist gets the correct result, when he applies the laws of physics, the laws of nature correctly. Go through any aspect of human activity and this one inexorable rule stands clear, precise and unarguable. This is what Douglas meant when he talked about the "canon of rightness."

APPENDIX I

Brief Biography of C.H. Douglas, M.I.Mech.E., M.I.E.E.

The late Clifford Hugh Douglas, M.I.Mech.E., M.I.E.E., consulting engineer, economist, author, and founder of the Social Credit Movement, was born in 1879 and died in 1952. Among other posts which he held in his earlier years were those of engineer with the Canadian General Electric Company, Peterborough, Canada; Assistant Engineer, Lachine Rapids Hydraulic Construction; Deputy Chief Electrical Engineer, Buenos Aires and Pacific Railway; Chief Engineer and Manager in India, British Westinghouse Company; Assistant Superintendent, Royal Aircraft Factory, Farnborough (England). During the First World War he was a major in the Royal Flying Corps and later in the R.A.F. (Reserve).

Just prior to the 1914-18 war, he supervised the installation of electrical plant in the London Post Office Tube. While there were no physical difficulties about the work, he used to get orders from time to time to slow it up and pay the men off. Yet when the war came, he noticed that there was no longer any difficulty about getting money for anything the Government wanted.

In 1916, Douglas was sent to Farnborough to sort out a muddle in the Aircraft Factory's accounts. There he observed that the factory generated costs at a faster rate than it distributed incomes in the form of wages and salaries. Suspecting that this could be true of every factory or commercial business, he collected information from over 100 large businesses and found it to be so.

It followed that only part of the final product could be distributed through the incomes distributed by its production. Unless this defect in the monetary bookkeeping was corrected, the distribution of the remainder must depend increasingly on work in progress, on future production financed by loan credit, export sales, consumer borrowing or sales below cost leading to bankruptcy. The result, he predicted, would be mass poverty through unemployment and inflation, debt and monopoly.

Douglas later directed his ideas into politics. In 1934 a Social Credit Secretariat was formed under his Chairmanship, which started an Electoral Campaign involving the use of the vote for purposes desired by the electors rather than by Parliament or the political Parties. This was followed by a highly successful Local Objectives Campaign along similar non-party lines, and a Lower Rates and Assessments Campaign which saved the British ratepayers many millions of pounds without loss of services, by reducing loan charges.

APPENDIX II

Sample Petition ("My Will" letter) to State Member.

State Member for.....

Address.....

.....

Dear.....,

I know it is my duty to keep you informed as to MY WILL on any matter that comes before the Parliament, or should come before the Parliament.

I understand serious consideration is being given to building a prison somewhere in this State Electorate. Having given this possibility my earnest consideration, I have reached the conclusion that the building of a prison in this State Electorate would be against my wishes.

Therefore, it is MY WILL that a prison is not built in this State Electorate.

Yours faithfully,

PRINT NAME.....

Signature.....

ADDRESS.....

Date.....

.....

.....

APPENDIX III

Some Chresbian Principles Compiled by A.J. Symonds.

1. There are only two basic policies:
 - a) Centralisation - the policy of the enemies of Representative Democracy.
 - b) Decentralisation - the policy of the defenders of Representative Democracy.
2. Policy
A policy of Principle is the only correct policy.
3. From a same attitude of mind towards things, will first result the same way of seeing things, and from this common way of seeing will arise a common way of acting.
4. Planning
In considering the design, either of a mechanism or of an undertaking, it is first of all necessary to have a specific and well-defined objective and, after that, a knowledge not only of the methods by which that objective can be obtained, but also of the nature and treatment of the forces which will be involved, the materials available, and their reactions to those forces.
5. Local and Key Objectives
A Local Objective is that which may be achieved within the existing framework of the financial and Party political systems, or the destruction of them.
6. There are Three Essential Steps to the Achievement of an Objective:
 - a) Organisation - which has to do with security, which entails a correct appeal to the conviction of the individual which determines them to fight; the movement of those recruits into necessary position to give Political Battle.
 - b) Strategy - which decides where to act and on what broad lines such action shall take place.
 - c) Tactics - which lays down the mode of political attack suitable to the circumstances of the moment.
7. An Organisation Requires Three Primary Requisites:
 - a) A Qualified General Staff composed of persons positively competent in their respective spheres, blended into an effective dynamic whole under the guidance of sound and qualified leadership.
 - b) Adequate resources.
 - c) An effective rank and file.
8. Three Separate and Distinct Functions of Political Action:
 - a) Educational, also a recruiting role.

- b) Militant: taking action yourself, and asking others to do so.
 - c) Technical.
9. Form, and Combinations of, Strategy and Tactics:
- a) Defensive Strategy with Defensive Tactics.
 - b) Defensive Strategy with Offensive Tactics.
 - c) Offensive Strategy with Defensive Tactics.
 - d) Offensive Strategy with Offensive Tactics.
10. Five Fundamental Principles of Strategy and Tactics:
- a) Action, without which no decision is possible.
 - b) Application of forces superior at time and place of impact.
 - c) Economy of effort, intelligent use of financial and manpower resources.
 - d) Fundamental discipline and intelligent obedience.
 - e) Retention of initiative.
11. For every ACTION, there is a REACTION, EQUAL and OPPOSITE, and WHOLLY AUTOMATIC.
12. Three Scientific Principles of Making a Demand:
- a) Is it something the people want (or don't want)?
 - b) Is it not only something they want, but are determined to get?
 - c) Is it also something they know what it is when they get it?
13. People Act On Their Convictions, Not On Their Opinions.
14. Steam or Electorate Agitation
Political actionists should not generate steam. They haven't the forces or resources. It is generated by the various moves and actions of their opponents. Actionists must identify it, clarify it, judge when it has peaked, and then give it direction.

**“But, because God promised that it shall be so, we
await the new heavens and the new earth, in which
justice will have its home.”**

II Peter Ch. 3, v.13

Translation by William Barclay

