

HIGHLIGHTS  
FROM

# PROTON

50¢



# PROFESSION IS MY

THE CONFLICT MANAGER'S HANDBOOK  
BY ED BUTLER

**HIPPIE SPIRAL/SQUARE MOVIE (P204)**  
This poster depicts the Spiral and the Square Movement. The Hippie symbol explores inner and terminates in self-love. The SQUARE symbol moves in directions, but the trend is upward, expanding the mind, ideas and interests.

**THE THUMBSQUARE (P25)**  
Everybody wants peace. The question is how to get there. The path to peace, the path of victory, and the path of surrender, prompt perhaps, the other permanent, certainly. Hang Thumbs Up or Down, determine the path you choose.

**VICTORY/SURRENDER**  
Two more symbolic representations of "peace". The path is the old Nuclear Disarmament, while the path is formed by squaring the upward elements of a V for Victory. Militarily, there are no alternatives; there are necessarily, there are to get there to.

**GET CASTRO! (P201)**  
The Get Castro poster that SQUARES preferences with enemies with — in these days of — probably the weapons.

**SQUARE FLAG (P2)**  
The Square Flag the national symbol that it is because it is flexible.

**PEACE OR ELSE**  
This poster depicts the crisis of some elementary on the method of explanation take it to mean.

**BEWARE THE SQUARE**  
The puzzle is Square, and anti-zero. Surrenderists and expansionists

## THE STRATEGY OF LIBERTY

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This is a strategy of revolutionary rescue of Communist colonists, and dynamic defense of freedom led by private professional revolutionaries, called "Conflict:Managers". We see this as an age of wars *within* nations, not *between* nations, in which psychological-political operations play main roles. Military and diplomatic operations support them. Conflict:Managers are supported by private citizen Patrons, through organizations called "Conflict:Corporations", and through specified links with conventional institutions. This strategy can unite America to pursue peace, without the untenable alternatives of appeasement or surrender. This strategy can unite America to fight, without the suicidal alternatives of all-out war, or the delegation of dictatorial powers.

It can mobilize a tremendous amount of manpower against the actual adversary on the fields where he is operating, without concentrating centralized powers in the hands of any individual or small group of individuals.

The Strategy of Liberty is designed to supplement either the Peace or Victory policy, not to replace or displace them. In fact, it is designed to be compatible with any governmental policy, short of surrender or thermonuclear suicide. Thus, it brings to bear against the total system we confront, not another total system, but rather *the total power of our system*—limited government and private initiative.

This strategy will minimize risk of nuclear war, yet maximize chances of liberating the Communist colonies. And, most important of all, it will stimulate revolutionary zeal and fervor, because it is based on bedrock philosophical foundations which extend beyond the present to provide answers to mankind's inherent political, social and economic problems. It has only begun to be done. And since it is in the nature of new ideas to be bitterly resisted, I leave the search for "minus signs to those who read on.

### CONFLICT IN THREE DIMENSIONS

There are but three basic orders of conflict. All other varieties of conflict are subordinate to these three. Each of the preceding strategies—Peace, Victory, Liberty—stresses a different kind of conflict. Rarely is any brand of conflict conducted alone or independently nowadays. Instead, they are ranged together like boards in three dimensional chess. What happens on any one level can decisively influence what happens on the other two. These are the three, along with symbols for the sake of memorizing them:

- 1] *Parliamentary Conflict*. This kind of conflict goes by names like: "Domestic politics", and "Diplomacy". It seeks to resolve differences by discussion, rather than violence. Parliamentary conflict is the most civilized and humane kind of conflict, and depends upon debate to deal with Communism at home, and abroad (through the UN).  
The rectangular Conference Table is the symbol.



- 2] *Military Conflict*. When waged within nations by soldiers this is called "Civil War", and when waged between nations it is simply called "war" or other things. Troops, sailors or airmen aim to defeat the enemy with conventional kinds of violence. Although rules are often ignored, this kind of conflict is "civilized" to the extent that it has been used for centuries. It is never humane. The development of chemical, bacterial and thermonuclear weapons has made it potentially genocidal. The Strategy of Victory stresses military conflict to deal with Communism abroad, and with police power at home. Since the Army, Navy and Air Force comprise modern military conflict, our symbol is the triangle:

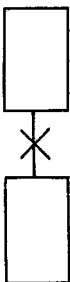


- 3] *Revolutionary Conflict*. Waged within nations, sedition between them, but often against them, revolutionary warfare is the most modern, least systematized, and hence, least civilized, kind of conflict. It is a "dirty game" to most Western minds. But it is more humane than military war. The Strategy of Liberty stresses revolutionary conflict. The World Revolutionary War observes no boundaries or limits—every nation, every person and word is involved. Therefore, our symbol is the circle:



### THE PICTURE OF PERIL

In any event, a stark picture of the most basic of our present problems can now be drawn, using standard symbols for the three kinds of conflict. The facing page shows what the "Cold War" really looks like, and why we are losing it.



There is a diplomatic stalemate.



There is a military stalemate.



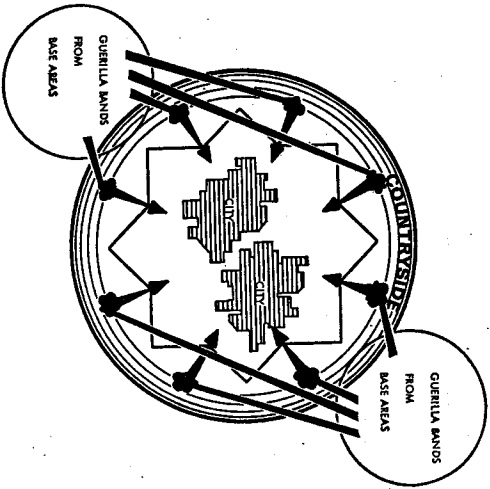
There is a revolutionary rout, now going on. The odds against us are millions to nearly none.

**THREE FORMULAE FOR REVOLUTION**

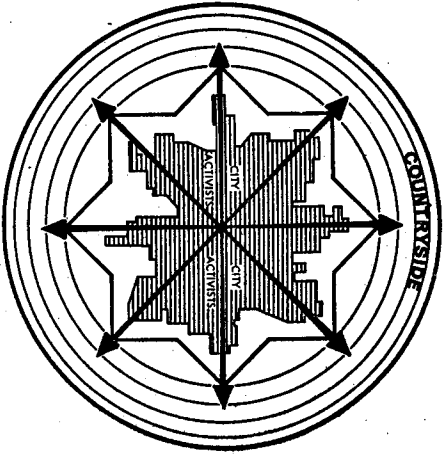
There are three basic formulae for revolution. All were invented a few hundred years ago. Revolution is a relatively recent development in history.

All of those formulae diagrammed and described on the following pages were employed in rudimentary form in the American Revolution, and are being used today by the Tyrannists against us. Tomorrow they can be employed by us against the Tyrannists, if we develop the professional competence to do so.

**FORMULA I  
AGRARIAN REVOLUTION**



**FORMULA II  
URBAN REVOLUTION**



AGRARIAN REVOLT IS CONDUCTED BY GUERRILLA BANDS, OPERATING FROM BASE AREAS OR SANCTUARIES, WHO GRADUALLY SURROUND THE CITIES AND ISOLATE THEM FROM EACH OTHER, FROM THEIR SOURCES OF SUPPLY, AND FROM THE RESOURCES OF THE COUNTRYSIDE. THE REVOLUTIONARY FORCES MOVE INWARD INTO THE HEART OF THE CITIES, AND SEIZE THE GOVERNING OFFICES.

URBAN REVOLT IS CONDUCTED BY ACTIVISTS, OPERATING IN THE MIDDLE OF CITIES, WHO CREATE CHAOS THROUGH RIOTS, STRIKES, AND SABOTAGE, THEN DURING THE CONFUSION SEIZE THE REINS OF GOVERNMENT, TURN THE COUNTRYSIDE INTO A REVOLUTIONARY ARMY, AND CAPTURE THE RURAL AREAS.

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**HIPPIE SPIRAL/SQUARE MOV (P20A)**

This poster depicts the Spiral and the Square Movement. Hippies explore inner and terminates in self-love. SQUARE symbol is up and down, but the trend is up and down, expanding in other directions and interested in other ideas.

**THE THUMB SQUARE (P25)**

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The Michigan State University looks like an old English / with massive stone buildings / structured to last centuries. It medieval setting moved the 20th century revolutionaries, some dress mod or hippie clothes, but in the denim pants with faded blue shirts which are de rigueur on the Left nowadays.

Kimmel was assigned to an agent with four other people, made it tough to compile his and stash his collection of pamphlets and anything else could grab. He had to carry a case under his arm at all time sleep on it as well. After a day's gig, he would fit an all night shop in the wee hours of the night, and sort it all out. Then he the apartment to "sleep" o briefcase.

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## FORMULA III MULTI-NATIONAL REVOLUTION

This is the Propaganda's Revolution. Its champions often masquerade as "correspondents". While it played a decisive role in the American Revolution, and has been perfected since, it has never been well understood.

Agrarian and Urban Revolution are geared to achieve results within the country where they are conducted. But the Multi-National Revolution is an assault in one nation, to assist and promote revolution in another.

Because it often spans enormous distances, because it makes full use of modern mass communications and psychology, and because we tend to see the details but not the overall revolutionary design, the Multi-National Revolution confuses millions. It need not.

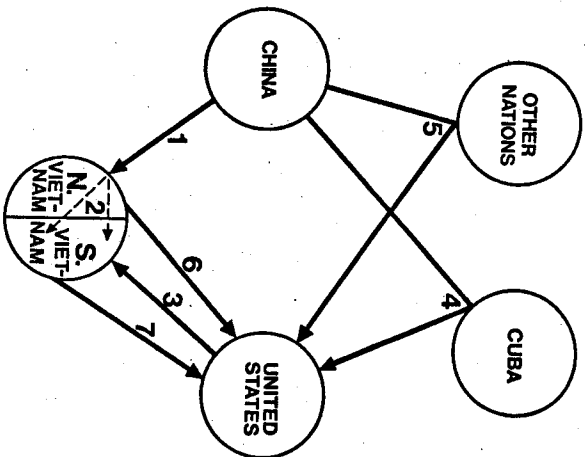
The present conflict in Vietnam is an excellent example of the way multi-national revolution works.

China launches an idea invasion of Vietnam—(1) to recruit support and help native revolutionaries. Revolution ensues, Vietnam is partitioned, and shortly thereafter North Vietnam begins propaganda penetration (2) of South Vietnam. This produces Agrarian and Urban revolt in South Vietnam. The United States counters with substantial military and economic support, but little propaganda assistance (3) China, first by way of Cuba (4), and then through other nations (5), launches an idea invasion of the United States on the theme "Get Out of Vietnam". The basic aim is to recruit U.S. citizens to put pressure on the U.S. government to withdraw support from South Vietnam, so that Communism can conquer there. At the same time from North Vietnam (6), and from ostensibly "objective" correspondents in South Vietnam, come propaganda pressures tending to support the major theme.

Of course, it is equally true that our own blundering, bi-partisan dispute over which of the wrong methods to use—diplomats or military—to solve an essentially revolutionary problem in Vietnam, has not been of great help.

Multi-national revolutions do not lend themselves to a simplistic three step analysis, as do agrarian and urban variations. Many things are occurring simultaneously, at varying stages of development, from widely diverse geographic locations.

One thing is certain, Communist covered societies, despite their controlled press, their walls and Iron Curtains, and their broadcast jammers, are very vulnerable to multi-national revolution, and the idea invasions which expedite them. In fact, the existence of a thought control apparatus is the best proof of the fear of penetration. When we begin to launch serious idea invasions of Communist countries, especially Cuba, only then will internal dissension diminish in America.



## MULTI-NATIONAL REVOLUTION

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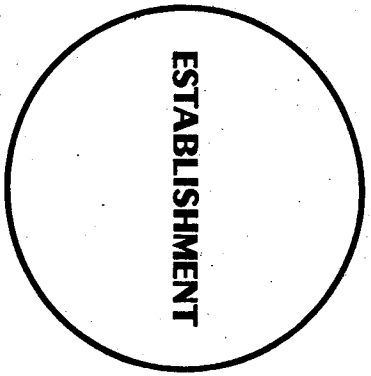
### THE THIRD FORCE

It amazes former Communists that the Party has been able to find any use for many young Americans.

They wonder, "How can drug-drenched youngsters be welded into a disciplined revolutionary force?" Actually, the ability to generate, recruit and utilize pacifists for what Gene Melvin calls "social demolition" reveals tactical maturity.

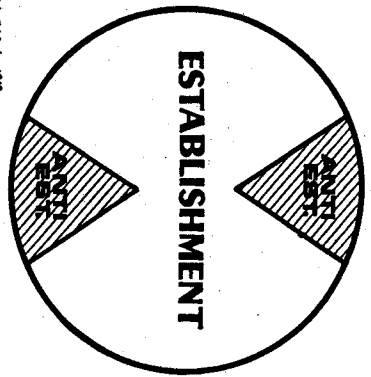
Certainly, the hippies can't be used as administrators of a revolution. In fact, the "flower children" title is an insular irony among U.S. extremists. During China's "Great Cultural Revolution", Mao's slogan "let a hundred flowers bloom" enticed Chinese intellectuals to speak freely. They were isolated and scythed for their "deviationism" later.

The original "flower children" are pushing up poppies in Chinese fields. But before a revolution, the Communists feel the hippies can be helpful. How? Survey the simple pie charts that follow:



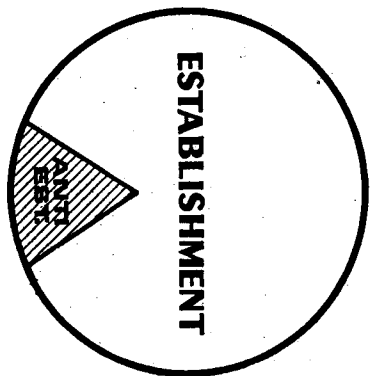
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**THE ESTABLISHMENT**  
 This circle represents the "Establishment" in the United States. An amalgam of all the Capitalist-reformist institutions which Communists of every stripe hate. Not since the late 20's has it existed in such impeccable purity.



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**THE ESTABLISHMENT+  
 THE 2 ANTI-ESTABLISHMENTS**



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**THE ESTABLISHMENT+  
 THE ANTI-ESTABLISHMENT**  
 This is the "Establishment" plus the anti-establishment—Nazis, Communists, KKK, etc. Nowhere near large or dynamic enough to constitute a serious internal threat. This is the way things looked for many years after World War II.

In late 1961, the largest faction of the anti-Establishment—the Communist Party U.S.A.—was split in two. The new Left Wing Communist group called itself the "Progressive Labor Movement" and began to recruit radicals to support the Chinese-Communist line and Fidel Castro. Thus was the "New Left" born. It called the U.S. power structure a paper tiger, advocated instant revolution, and began a radical propaganda barrage to incite action.

The mental missiles landed with deadly effect in America. Lee Harvey Oswald, probably not a formal member, baptized the movement in November, 1963, by actually doing what it had been advocating.

Thunderstruck, the Communists and their cohorts and comrades scurried for shelter. The "Fair Play for Cuba Committee" crawled to Canada. The CPUSA publicly washed their hands of Oswald. A clique began to place the blame on Dallas, and its "climate of hate."

Expert left-wing propagandists like Thomas Buchanan, Harold Webber and Mark Lane, strove to exonerate Oswald and shift the blame to the FBI, CIA, and any handy anti-Communists. Their books, films and records became bestsellers, but their backgrounds were not widely publicized.

The rank-and-file Communist forces waited a few months for the roof to fall in on them. When nothing happened they were emboldened. They recruited and expanded rapidly following Oswald's act.

**HIPIE SPIRAL/SQUARE MOVIE**  
 (P204) (4702)

The hippie spiral and square are the symbols of the hippie movement. The spiral is a symbol of the hippie's inner world, and the square is a symbol of the hippie's outer world. The hippie movement is a movement of the mind, and the hippie is a person who has found his way to the inner world.

**LET CASTRO!** (P201)  
 The Get Castro poster is a symbol of the anti-establishment movement. It is a call for the overthrow of the establishment and the replacement of it with a more just and equitable society.

**SQUARE FLAG (P2)**  
 The Square Flag is a symbol of the national symbol. It is a call for the national symbol to be flexible and to be able to adapt to the needs of the people.

**PEACE OR ELSE**  
 This poster is a symbol of the peace movement. It is a call for peace and for the end of the arms race.

**BEWARE THE SQUARE**  
 The puzzle is a symbol of the anti-establishment movement. It is a call for the people to be aware of the establishment and to be ready to fight back.

but not all of his associates willing to cool it.

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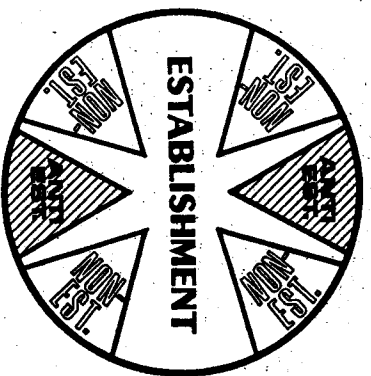
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## ENTER THE NON-ESTABLISHMENT

Now, to the Establishment and anti-Establishment formation, a Third Force—The Non-Establishment [Hippies] have been added.

Here's why:

By early 1966 scores of new underground publications—launching pads for mental missiles in the midst of America—had been put into operation. They concentrated on three objectives:

1. Cracking the legal restrictions against their activities, from receiving foreign propaganda to advocating insurance.
2. Expanding their scope and penetration by duplicating themselves and mutually supporting each other.
3. Recruiting new adherents and converting them into carbon copies of Lee Harvey Oswald.

But soon it was realized that a program of violence would never appeal to enough young Americans, initially. The New Left tacticians decided instead to help create a "Third Force." The idea was to destroy the Establishment by *deducting* its manpower, and divert its material resources into Communist coffers. The ultimate aim was ambitious: To pollute the youthful manpower pool that supplied America's leadership, so that it would become too disillusioned with itself, its country, and its own future, to fight to save them.

Communists focused all the publicity they could muster upon the incipient Beantnik movement. Many kids took the bait, while their parents watched wondering. Often extremist attacks on materialism and alienation among the Establishment, had more than a grain of truth. But retrogression into Communism is no answer.

## RECOGNIZING REVOLUTIONARY REALITY

As this book goes to press the future seems clouded and chaotic to many Americans. Millions have begun to realize at last that we are in a World Revolutionary War, and that the scene of conflict has shifted to the United States. But the picture is not all dark. Periods of revolutionary crisis typically convert thousands of ordinary citizens into practicing revolutionaries, and professionals are our greatest need, now. Moreover revolution is contagious. The banded flags that have been re-banded in America are spreading relentlessly into Communist countries.

If we awaken in time and grasp the torch, we can avoid catastrophe in our own country and lead the world to freedom. If we founder and fall, the light of liberty may not burn again in our lifetime.

It all depends upon how clearly we see the dangers and opportunities.

In America the decisive territory is the campus. On that battleground the current American Revolution will be won or lost. From experience in Malaysia and elsewhere, Communists realize that a revolution based on a minority race cannot succeed. The activists can be bottled up and neutralized. They also realize the territorial essential to any revolution is *secure base areas* near the arena of conflict. Therefore, to involve white militants and to capture sanctuaries, Communists must seize power on campuses through students.

There is no question that Student Power will be gained. The only question is, for which students? For the minority who believe a promised Utopia justifies a present tyranny? They have a monopoly of revolutionary know-how at present, with superb adult guidance, and the odds would seem to be all in their favor. Can the battle possibly be won by the majority who favor freedom—disorganized, and ignorant of revolutionary reality as they now seem?

I am staking my life on the latter without a quail. I know our people. Now we are many, but soon we will be one, as united as we have been divided, welded together by the very same revolution that has thrust us apart.

A clear recognition of revolutionary reality is the only ingredient needed to begin to win.

## FACING THE FUTURE

Castro and his comrades in Cuba are the controlling force behind virtually all revolutionary violence in the Americas, including the United States. A few of the standard proofs are detailed in a film which I produced for INCA, (see page 97) called "Hitler in Havana!" It has been shown throughout the United States on television, sponsored by the Schick Safety Razor Company.

Castro's cadres will probably continue to devote themselves to recruiting, training and organization of cadres, plus some sabotage and assassination. In the United States, the basic strategy will be to establish bridges and solidarity between the "Black Guerrillas" and the "White Campus". U.S. cities are now caught in a pincers of revolutionary terror, with attacks by both white and black. There

PART II

"REVOLUTION IS MY PROFESSION"

THE MANAGER

THE SEARCH STARTS

LIBERATOR + MONITOR =  
CONFLICT MANAGER

When contemplating the major decision of my life in 1960—whether or not to make revolution my profession—I began to look for books about how to combat tyranny. I found there were thousands of books about Communism's theory and practice. There was even more on Nazism. And there were a few theoretical volumes describing what could be done by government. But no practical handbooks about how a private citizen could undertake the task.

The professional Free Revolutionary must be proficient in promoting revolutions leading to liberty in captive nations, and this specialty is called simply "Liberation." He must also be competent to manage and/or eliminate revolutions leading to tyranny in free nations called "Monitorship".

Ignored or not, the practical side is vitally important. Anyone who is motivated to meet, compete with, and defeat tyranny is going to ask the same questions I had to ask and answer.

Before he can help liberate a tyranny like Cuba, the U.S. Conflict Manager must have monitoring skills to resist attack in America. Similarly, after a revolution has succeeded, the Liberator must remain on the job as Monitor to prevent Communists, Fascists, or some off-brand Tyrantist from stealing the revolution he has helped to make. Human nature will provide the Tyrantists to challenge him, just as it provides patients for the physicians.

What do I have to undertake this task?  
How do I, and my family, subsist while I do the work that needs doing so badly?  
How, and from whom, and on what basis shall I be recompensed?

These two functions, that of the Liberator and Monitor, combine to form Conflict Management. It should be clear that this does not make Conflict Management a dual-power institution. Both before and after revolution, functioning as a Liberator or Monitor, the Conflict Manager's single power is *destructive*. To negate the negative i.e., to destroy tyranny and thereby allow liberty to thrive, as a physician destroys disease for health's sake. Indeed, the Conflict Manager is a doctor of democracy.

How do I locate and share ideas and experience with others in the field, both to avoid needless duplication of effort and to receive critiques and suggestions on my work?  
And finally, how do I avoid being isolated and ostracized—lumped into a hazy pudding of prejudice with every self-appointed "anti-Communist" from Hitler to Lord Haw Haw.

Let's illustrate with some examples:  
There are many professions, but theology, law and medicine are recognized as the three learned professions at present. Each was presumably devised to answer a basic human need, and provide professionals to serve it.  
Each day thousands confide their innermost secrets to *clergymen*—secrets which could ruin them. They do it without a qualm.  
Hourly businessmen, housewives, young and old, on every matter from murder to divorce, whisper personal facts which could compromise them to *attorneys*, without hesitation.  
At this moment people are baring their bodies to *surgeons'* scalpels and *physicians'* searching eyes, as a matter of course. In evolving these professions, man was required to delegate potentially dangerous powers to their practitioners, who after all, were men like himself and could betray the trust. Yet mankind found a way to do it routinely, without much worry.

THE WORDS: CONFLICT MANAGER

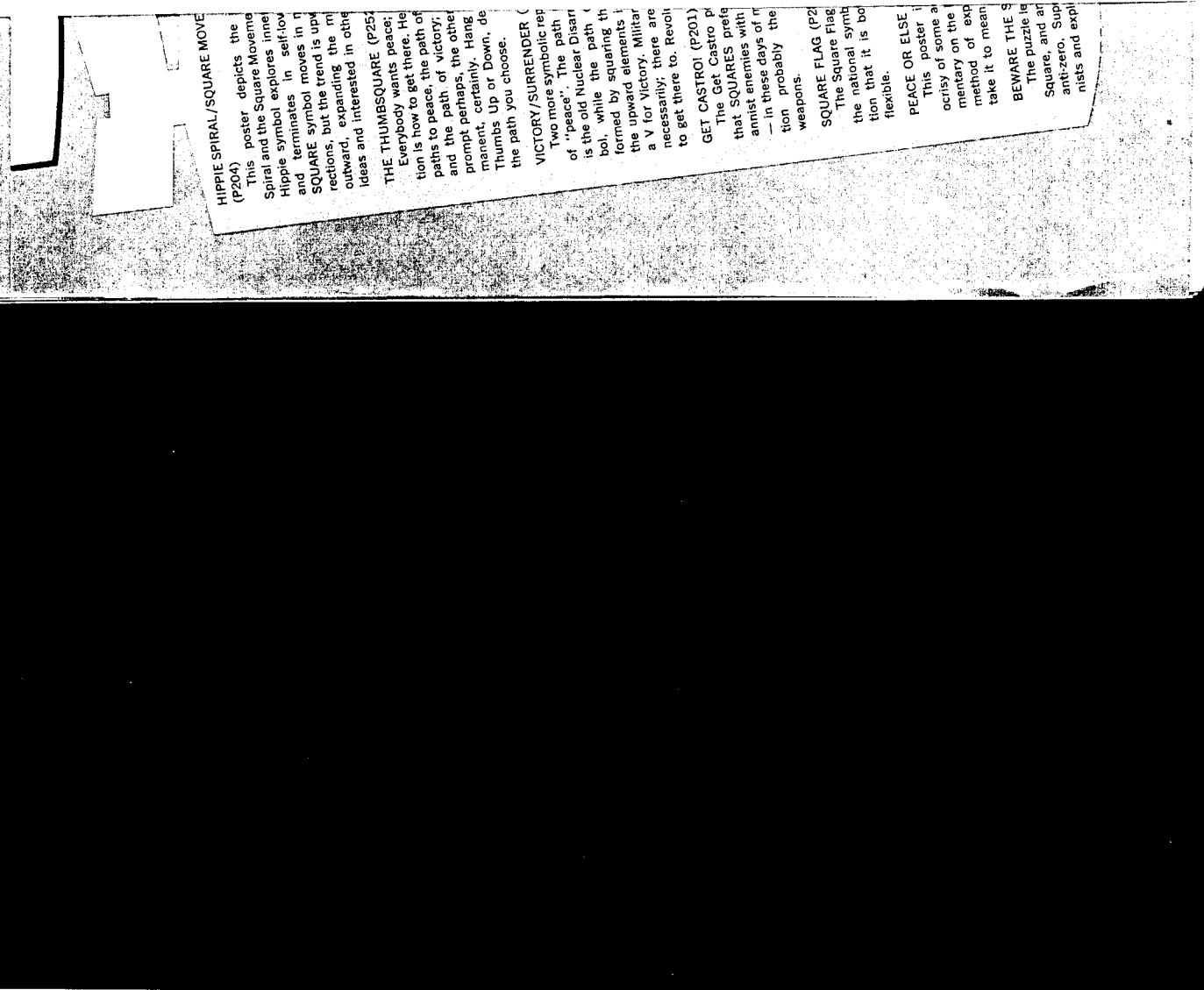
Definition

Conflict Management is the study and practice of Revolution as a profession. Basically, it is the use of words and symbols by the few to influence the many, in favor of freedom. A Conflict Manager is trained to meet, compete with, and defeat any tyrannical form of organization, through revolutionary means, in order to allow the development of systems which guarantee Liberty Under Law. The Conflict Manager's job stops where the Statesman's begins. After a revolution, he is the protector of liberty against revolutionary destruction, not the architect or administrator of free government.

PROFESSION NOT ORGANIZATION

Conflict Management must operate as a profession, not only because the work is complex and vitally necessary, but also because Conflict Managers could become as dangerous tomorrow as Communists are today, and Nazis were yesterday, unless care is taken to prevent it. How do you delegate life and death power, but retain it?  
It is just this kind of dilemma that mankind has solved in the past by creating *professions*. Mere organizations won't do.

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The reason is that within a profession, and only within this framework, are there sufficient psychological and organizational safeguards to allow man to delegate the great powers of life and death. But at the same time, to be relatively secure against their abuse.

There are four major means by which every profession checks and balances the practitioners:

1. The Professional Ethic
2. The Decentralized Organization
3. The Internal Self-Interest
4. The Restrained Method

The Professional Ethic—Instills in both the practitioner and his patron positive motivations for the proper exercise of power. And it also implants negative inhibitors against its abuse. The practitioner adopts a stylized professional competence, which acts as a personal check upon his ambition. By contrast, the diversity of business and the representative nature of government, makes it extremely difficult to establish a uniform set of standards for businessmen or statement. The Conflict Manager, however, operating in an area which is filled with temptation and opportunity to accumulate power, needs rigid standards.

The Decentralized Organization—Makes each practitioner responsible for his bread and butter on a daily basis—not to some distant boss—but directly to those whom he serves.

For example, the physician who betrays his oath finds his practice depending and his living standard diminishing.

Likewise, the Conflict Manager who attempts to seize control of the state for his personal purposes, or otherwise abuse his powers, can be made to feel the disfavor of his Patron. Fast and firmly.

Every profession provides watchdog powers so that those who are most immediately affected by the practitioner's actions can control them, day-to-day. By contrast, stockholders may normally exercise such powers only once each year (if, indeed, at all): Voters can register complaints only once every two, four, or six years upon elected officials, and nearly never upon appointed ones. Business and government can get by without continual close scrutiny, because life and death decisions are not a daily duty. But Conflict Management operations must be continually checked out by the Patrons who pay for them.

Internal Self-Interest—Puts the professionals into dynamic internal competition with each other, thus balancing powers practically. For example, when a lawyer is disbarred, other lawyers do the disharring.

So, too, must the Conflict Manager be constantly subject to the censure of his peers, should he merit it.

The latent power of the majority to cast out an individual or minority whose actions could injure the profession as a whole, are a strong deterrent and effective insurance against anyone getting out of hand.

Such internal self-interest in professional purity does not apply in business. Anti-trust statutes have been enacted from outside to prevent collusion against the public interest. Nor does it apply in politics, where numerous devices, from impeachment and recall proceedings, to elections themselves, are provided for outside governance.

There is nothing evil about business or politics. It is simply that the virtues of diversity, competition, and compromise outweigh any social advantage to be gained by the stylized uniformity, and purity of purpose, which is essential to a profession.

The Restrained Method—Prevents practitioners from gradually expanding their powers into a total tyranny, by limiting them publicly at the outset. Before theology could become a profession, congress and false prophets had to be expelled, and the duties of the ministry carefully limited.

Before Conflict Management can achieve professional status, the quacks and charlatans must be discredited, and the beginning and end of its power must be clearly defined.

In government and business the imperatives clearly point to the opposite direction. The less limitation on opportunity the better. The less restrictions on personnel the fairer.

It is significant that in the time of greatest political danger for democratic nations, the conduct of war is the province of professional men. Of military men. The President joins the professionalists to lead the armed services and the nation as Commander-in-Chief.

Similarly in business, whenever life and death decisions become part and parcel of the daily routine, professions have been evolved to minimize the risk. Thus in the building trades, architects and engineers who take the responsibility for designing bridges and buildings which must bear the burden of hundreds of lives, have come to be classed as professionals.

Certified Public Accountants, who check and control funds, which in America's corporate oriented economy can mean the sustenance of millions, have been gradually achieving professional status over the past several years.

Because they are needed, but potentially dangerous, Conflict Managers must be professionals, not organization men.

#### THE PATRON-PRACTITIONER PRINCIPLE

Up to now, in America and in other free nations, anyone who wanted to "combat Communism" or "fight Fascism" simply elected himself and plunged into battle. I did it this way, and so did every other professional. Sometimes the results were gratifying, but often not. A great deal of the grief could have been avoided if the combatants had known where to look for counsel, and followed it.

In all professions a distinction must be drawn between the people who practice, and the people who support them. The words "client", "patient", "parishoner" distinguish the supporter from the professional who serve them. There was no way to say "professional revolutionary anti-fascist" before I applied the term "Conflict Manager" to it. No way has existed to say "supporter of Conflict Managers" either.

In my own work I use the term "Patron" to describe those who participate as non-professionals. But whatever you call them, the Patrons are an essential half of the team, co-equal in importance with the Conflict Manager. They furnish far more than money. Even if the Conflict Manager were a billionaire, he would still need Patrons for advice, for prestige, to participate in shows of strength, to gather and convey intelligence, to legitimize and disseminate information . . . and for a hundred and one other good reasons.

Among Patrons there are various levels of interest and competence, ranging from the individual who vaguely considers Conflict Management a "good cause", to the expert amateur who could quickly convert to professional status if he were not occupied in some other pursuit or vocation.

There are some with exceptional leadership capability who help recruit and mobilize millions.

In summary, Patrons are an integral part of the profession of Conflict Management. Just as important as the Conflict Manager himself.



## PROFESSIONAL POSITIONS

There are several basic ways a Conflict Manager can earn a living:

1. *Within a Conflict Corporation*—as a staff member of a non-profit organization involved in the profession of revolution.
2. *In the Corporate Practice of Conflict Management*—as an employee or executive of a business firm with responsibilities in the area of Conflict Management.
3. *In the private practice of Conflict Management*—as a sole proprietor, partner or shareholder in a profit making "Conflict Company" which contracts to consult and execute services in the profession of revolution, for private industry, education, government, or produces "Conflict Catalysts".
4. *In the Government Practice of Conflict Management*—as an employee of a state, city, or federal government specializing in Conflict Management.

In the following case studies we'll deal with two personal experiences: [1] founding a non-profit Conflict Management [2] and organizing a private practice in Conflict Management. Then we can briefly analyze the Corporate and Government practice of Conflict Management.

### REVOLUTIONARY ORGANIZATION CASE STUDY I—INCA

In 1961 a non-profit Conflict Corporation called The Information Council of the Americas (INCA) was formed in New Orleans. It was based on an article in the June, 1960 PUBLIC RELATIONS JOURNAL called "The Forgotten Army".

An internationally famed surgeon,<sup>1</sup> was founding President, and a group of civic leaders determine policy for the Conflict Manager in residence to implement. The group's first "Conflict Catalyst" was TRUTH TAPES—civilians accounts by refugees from Communism (mainly Cuba), which were sent to a network of over 100 local radio stations in 15 nations of Latin America.

Later, INCA produced the one hour TV documentary film called "Hitler in Havana!", featuring secret scenes smuggled out of Castro's Cuba.

INCA also produced two startling documentary record albums featuring the voice of Lee Harvey Oswald, "Oswald: Self-Portrait in Red" and "Oswald Speaks".

The following doctrine of INCA organization could, I believe, be applied to the creation of similar non-profit Conflict Corporations.

#### Step One: Apprenticeship and Analysis

The overall revolutionary situation was analyzed. Castro-Communism was obviously the greatest threat to the peace and progress of this hemisphere. Like most beginners, I tended to think too big at first. But good advice persuaded me to zero-in on a single practical project. Conflict Managers should consult an established professional for counsel during this early period. I decided never to solicit or accept hidden federal funds.

#### Step Two: Creating the Conflict Catalyst

A Conflict Catalyst is the revolutionary project which, after analysis, seems the most feasible, needed and fundable, for the personnel available. After many contacts, and much good advice, we developed TRUTH TAPES. The Conflict Catalyst is vitally important, both because it is the tangible symbol around which to organize, and the mechanism for achieving desired goals.

#### Step Three: Recruiting the Nucleus

We began contacting local business and professional acquaintances. The early INCA organizers included a Public Relations counselor,<sup>2</sup> two Insurance executives,<sup>3</sup> and the Dean of a Law School.<sup>4</sup>

#### Step Four: Selecting the Leader

We surveyed the local scene, searching for an individual who combined interest, experience, stature and ability. Many excellent names were suggested, but during lengthy deliberations, it was clear that one man possessed all the attributes to lead the hemisphere operation we had planned. We approached him, and after a series of discussions, he decided to accept the post of Organizational Chairman of INCA, and became President shortly thereafter.

#### Step Five: Recruiting the Rank and File

With appropriate leadership, a great many obstacles disappeared. When the President called a meeting, other leaders began to attend. When he asked for money, others began to give. When he told the story, private citizens and officials listened. The problem now became one of getting the necessary balance between the members, so that the group would not become the political tool of a party, or faction.

In solving this problem we developed an organizational concept that provides a fundamental pattern for other Conflict Corporations, elsewhere.

<sup>1</sup>Richard G. Drown, Jr.  
<sup>2</sup>Richard J. Newman and R. Kirk Moyer.  
<sup>3</sup>Dean A.E. Papan, of Loyola University of the South.  
<sup>4</sup>Some early official supporters were: Hon. Victor H. Schiro, Mayor of New Orleans; Hon. de lassepis S. Morrison, late former Mayor and OAS Ambassador; Congressman Hale Boggs; Congressman John O. Marsh Jr.; Senators Thomas J. Dodd and Keri E. Mundt.

## THE LIFE-NET PRINCIPLE

Few of us have had occasion to leap from a burning building into a fireman's Life-Net, stretched taut below. But most of us understand how it works: each fireman gets a grip on the perimeter of the circular net. Each pulls hard, in a slightly different direction. But the sum of all the efforts results in a tight, stable landing platform.

If one thinks of the Conflict Manager as the man-in-the-middle, the Life-Net principle is easy to understand.

The various Patrons in a properly constructed Conflict Corporation will represent in themselves, a sampling of the society from which they are drawn. In America there will be Liberals and Conservatives, Democrats and Republicans, businessmen, doctors, lawyers, representatives of farm, labor, clergy, and education. All will tug in different directions depending upon their vocations. This diversity is not left to chance. It is carefully pre-planned.

Far from causing controversy, such a multi-partisan set-up eliminates it at the outset. The members realize that they must agree to disagree, and avoid anything but the central subject of defeating tyranny. Partisan politics is taboo.

## REVOLUTIONARY ORGANIZATION CASE STUDY 2—SCANNELL ASSOCIATES

In early 1966, a Public Affairs and Public Relations firm was established in Los Angeles, called Scannell Associates and doing business as "The Westwood Village SQUARE". It specializes in Conflict Management.

Our first client contact was also one of the first U.S. businessmen<sup>1</sup> to fully grasp the implications of Castro's takeover in Cuba. With riots blazing at home, and wars raging abroad he realized the time for "business as usual" was past. To protect his shareholders' interests, his customers', and his own, he set out to explore the capabilities of mass media for social change. He ventured into TV, radio and print advertising with a positive message, and predictably, Communists began to vilify him.

But surprisingly, the controversy did not hurt business. On the contrary, it seemed to help. Other businesses began to stand up for their beliefs. However, the time to research projects, perform the follow-up, and cope with occasional sneers called for professional counsel. Scannell Associates' duties include developing communications themes and copy points for advertising. Plus analyzing or devising Public Affairs and Public Relations campaigns, both for corporate security, and public service. The social attitude of business leadership is the key factor in developing Conflict Management capability within a corporation.

Business gets what it deserves. If it reinvests nothing in America, if it panders to the baser elements in human nature, if it follows rather than leads, a loss to the shareholders, and perhaps expropriation of the business follows inevitably.

As terror increases and decadence develops, it is obvious that government needs help to cope with the problem of revolution. Businesses must retain Conflict Managers as naturally as they secure corporate legal counsel to cope with riots, sabotage and similar violence.

<sup>1</sup>Patrick J. Frawley, Jr., a major shareholder in Evershary, Inc., and Technicolor, Inc.

Demand will stimulate response. Soon the dynamics of private enterprise will draw thousands of young people into Conflict Management. The work is demanding and the risks are many, but the rewards for success are great. Not merely in money, but in the sense of doing creative and vitally important work, for peace and freedom.

The Communist counterattack will be steamrollered and circumvented.

## CONFLICT MANAGEMENT—IN A CONVENTIONAL BUSINESS

There are many men and women employed by conventional companies, often in the public relations and public affairs or security departments, whose work brings them into contact with Communists—whether they realize it or not. When they respond, they are functioning as Conflict Managers.

It is important to make these employees self-conscious about their role, function, duties and ethics.

In this way, even though not functioning as full-time Conflict Managers, they will employ professional methods and ethics when seeking solutions for revolutionary problems. Professional journals are an excellent means of supplying such information at the start. Seminars should be set-up soon to continue the training.

Following are a few types of businesses which may need Conflict Management counsel, either from outside firms or from corporate executives:

**Banks**—which will be increasingly attacked by activists, **Insurance Companies**—which are being gradually driven to the wall by rioters.

**Retailers**—who are the target of looters.

**Utilities**—which have already been hit by sabotage.

**Consumer Merchandisers**—who are being undercut by slippy styles.

**Manufacturers**—who have been rioted, struck, demonstrated against, and attacked in the public print.

**Service Industries**—who have been subjected to slanders, now being churned out by pro-Communist authors in the hundreds of thousands.

Virtually every business is a potential client for the professional Conflict Manager.

## CONFLICT MANAGEMENT— IN GOVERNMENT

The Conflict Manager's job stops where the Statesman's begins.

As long as the Conflict Manager serves democratic government on a 1) appointive, 2) purely professional, 3) non-partisan basis, his participation is pasteurously. He is not governing but protecting government.

There are a few professionals in government now, whom I would consider Conflict Managers. Normally they function under other titles.

As noted, Government should not fight Communism alone, nor even carry the main burden. Private professionals should defend these security agencies and extend the work where it is improper for government to go.

But without government security agencies, America would be a jungle, and Communist predators would crush freedom in a matter of months.

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## THE MANAGERS MOTIVE

In the profession of revolution: Money is sometimes scarce. There is danger. Glory is often absent. The Conflict Manager cannot govern the government he helps to install. So why in the world would anyone want to be a Conflict Manager?

First, because he or she welcomes great challenges and wants to change history.

Second, because he or she cares about humanity and generations not yet born.

Third, because he or she enjoys the complex, adventurous and varied life of Conflict Management. It is a career that counts. Right now, depending upon who wins the current revolution in America, we can look forward to a dark epoch under discredited Marxism, or an expanding life of liberty throughout the globe.

The key factor that distinguishes the Conflict Manager from every previous revolutionary, is that the Conflict Manager considers the profession of revolution an end in itself.

In other words, the means *are* the ends. Amateur revolutionaries of the past, like Washington and Bolivar, felt that their revolutionary activity was a necessary evil, a step toward securing state power for themselves to represent the people. To them, the means were subordinate to the ends.

To Communists, Nazis and other tyrannists, the ends are at once so important, so vague and so intensely personal, that they justify any means.

Those who look beyond revolution to ruling, are actually perverting the profession, and converting it into a stepping stone to power.

The effect is to either make them casual about techniques, and unwilling to perpetuate the profession, as our ancestors were; or to make them so obsessed with power that they are willing to adopt any methodology to obtain it, as Communists do.

## THE PROFESSIONAL ETHIC

Roughly speaking there are three factors which together comprise the Professional Ethic of Conflict Management.

First, is a Code of Conduct for Conflict Managers.

Second, is the Discipline required of professionals.

Third, is *Esprit de corps*.

The following ideas and methods are those which I have found personally useful over a period of several years, for governing my own life as a professional Conflict Manager. Whether these basic rules or improved ones are adopted, it is *vitaly important to have an ethic*. Otherwise revolution—whose tactics are easily available to all—becomes a ruthless game of musical chairs manipulated by a few faceless fanatics with power as the prize.

## REVOLUTIONARY ESPRIT DE CORPS

A mark of the professional ethic is the unifying sense of common purpose and shared sacrifice that adds up to what the French call *esprit de corps*.

This feeling of pride and solidarity can never be enjoined from above. It must be evoked from below by the honest achievements of the activists. On the other hand, great deeds against heavy odds do not of themselves add up to *esprit de corps*.

Achievements must be chronicled, communicated and linked to a system or organization, symbolism, and action. Without publicity, courageous exploits slip away—forgotten and meaningless.

## CONFLICT MANAGERS CODE OF CONDUCT

[1] The Conflict Manager's objectives will be the liberation through revolution of nations under tyranny, and the protection of Liberty Under Law against revolutionary attack.

[2] The Conflict Manager must be on guard against the lure of power and glory, and never accumulate or retain power beyond that which is necessary to crush tyranny.

[3] The Conflict Manager will ask and accept fair recompense and conduct himself in all financial affairs as a professional. However, he shall not deny emergency counsel to any individual or organization in need.

[4] The Conflict Manager shall be honest in all dealings with colleagues, referring cases to others whenever appropriate, and refraining from unseemly competition for the support of Patrons.

[5] The Conflict Manager must view the proper practice of the profession of revolution as an end in itself, and not a stepping-stone to advancement in other fields or fortunes.

[6] The Conflict Manager should be willing to accept with humility an honor bestowed on him, with the understanding that it reflects credit on the previous work of many colleagues.

[7] The Conflict Manager, using appropriate discretion, should publish the results of his study and practice as promptly as possible, so that his colleagues may benefit from his experience.

[8] The Conflict Manager must maintain confidence, exposing none to disgrace or ridicule without just cause, accepting the full responsibility before law for his actions.

[9] The Conflict Manager who is a superior, should treat his subordinates with the respect and courtesy due colleagues, and if he is a subordinate, he should fulfill each just task as directed.

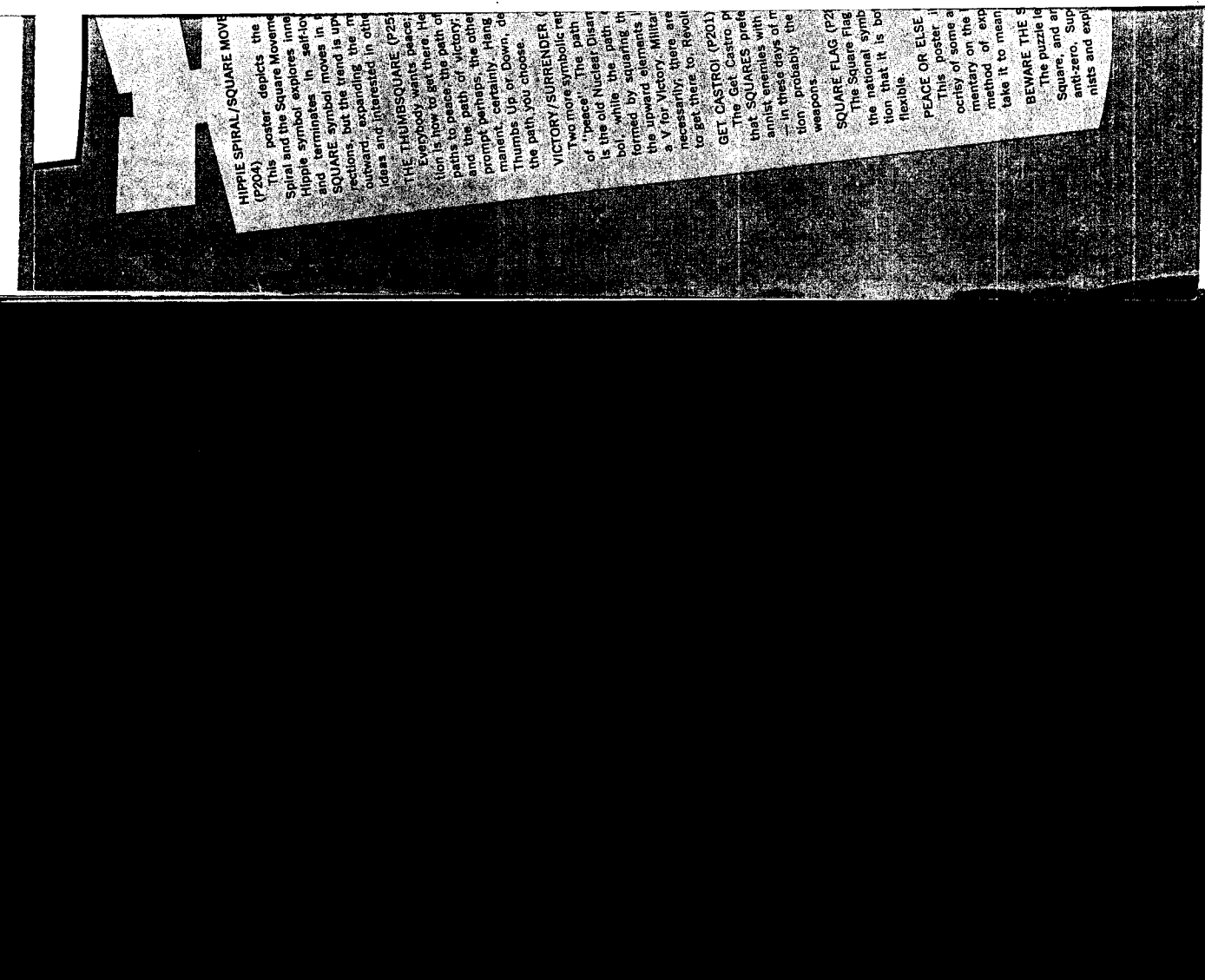
[10] The Conflict Manager should consider truth his most powerful weapon and reject lies wholly, as the anathema of his profession.

## RECRUITING REVOLUTIONARIES

The word, "recruit" suggests a "Membership Drive" in which the prospect passively accepts or rejects a sales pitch. Actually, in Conflict Management the student searches out and learns the profession. Conflict Management attracts the prospect, not vice versa. Conflict Managers don't go looking for candidates, any more than doctors beat the bushes for med students.

Communists know this too. Despite the danger from the capitalist power structure, Marx and Engels had to "discern to conceal their aims and objectives" and publish the Communist Manifesto. Otherwise how were prospective followers to find a career in Communism?

This handbook will create tactical resistance among the Establishment, and it will tip our hand to the tyrannists. But it had to be written in order to inform potential adherents. Otherwise Conflict Management can't mature as a profession. Every profession takes certain educational steps in its development. Conflict Management is at the 4th stage of 6 stages now.



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#### Stage 1 Individual Operations—

During this stage a few pioneering professionals are "spontaneously generated" by the need. Grouping, making mistakes, getting to know each other, they create the nucleus of a practice upon which the profession is founded.

Stage 2  
Drawn Documents—At this point the practicing professionals begin to put down the principles in print. They learn from each other, and begin winnowing the chaff from the grain.

#### Stage 3

Apprenticeship—their literary efforts attract talent for "on the job training". These people are usually at transition periods in their lives; i.e., just out of school the Military, or in the process of searching for a field which will fulfill their hopes and ambitions. These early apprentices learn directly, by watching, listening and doing.

#### Stage 4

Extension Courses—As the demand for Conflict Management training grows, systematic means which allow the fewest to teach the most are found. Mail order extension courses, using tape recordings and computerized testing, are a logical step at this stage.

#### Stage 5

Conflict Management Courses—Demand from the public for protection against violence, and from prospect for a proper place to learn the profession, will produce interest in the universities. Courses in Conflict Management will develop.

#### Stage 6

Conflict Management Colleges—Finally, as the demand compels it, and as the prestige and universal understanding command it, full colleges of Conflict Management with complete, specialized faculties, will be created. Then Conflict Managers will be trained like doctors and lawyers.

Conflict Management will mature as methods are devised to systematically teach people what their own role is, as well as the exciting method of Conflict Management.

### BEWARE OF SQUARES

Conflict Management is anything but a "mass Movement". It's whole operating rationale is founded on the notion of high quality and relatively low quantity of personnel.

Yet mass movements are the essential for winning revolution. Conflict Managers must learn to relate to, and articulate for, large numbers of people. As a spokesman for the SQUARE movement, I have learned that no one can create fads or trends, much less a movement. But he can identify and anticipate latent convictions and viewpoints, help verbalize them, and give them form, content and substance.

It did not take long to learn that the vast majority of young Americans were repelled by the few Nihilists and Tyrannists among them, and that they despised the adult exploiters who had fastened themselves on this generation like leeches, for money, sex and political power.

It took a little more time to discern what the SQUARES were for, and many months were spent finding effective ways to say it in words and pictures.

After that it was merely a matter of finding exciting new forums for the ideas: a quarterly magazine called the "Westwood Village SQUARE", a line of posters, bumperstickers and buttons called "SquareOptics", the smallest store in the world (a converted elevator) called the "Cubic Inch"—these were a few of the colorful ideas the SQUARES devised. Other SQUARES are doing their thing in other parts of the country. The Hippie Movement which seemed so strong in 1966 is dying today, deserted by angry young men and women who have begun to realize that they were tempted into the Underground for the gratification of a few warped people who wanted to trade on their bodies. So now there are a great many swinging SQUARES who have been to Ashbury heaven and found it phony.

As the SQUARE movement grows, doubtless hundreds of Conflict Managers and thousands of laymen will play an active role, and millions will be touched by it.

That story will I hope, be the subject of another book. The SQUARE movement is important here because, although not all SQUARES will become Conflict Managers, all Conflict Managers are likely to be SQUARES.

And the SQUARE Movement itself could be the catalyst needed to unite the millions of Americans from the loyal Left and the responsible Right to oppose the Tyrannists.

"REVOLUTION IS MY PROFESSION"

PART III

THE METHOD

FINDING A FORMULA

People hate or fear most, what they understand least. A bona fide revolution is in progress in America today, and since very few people have yet faced the fact, uncertainty and fear are widespread. By finding a formula for understanding revolution, one can dispel much of the fear and hatred which prevents progress toward a just resolution of the conflict.

The terms of chemistry help illustrate the manner in which revolutionary processes develop in society.

THE CHEMISTRY OF CONFLICT

A stable society is like an emulsion. The nation which contains it is the test tube. Government is the cap. The atom of society is the individual, each with his own set of values, interests, desires and needs. In the nature of things, these differences often engender conflict, both within individuals and between individuals. Thus society is a mixture of mutually antagonistic components, which themselves coalesce to form complex "molecular structures"—family, acquaintances, occupational, age groups and so forth. These groups "molecularize", like the individual atoms which compose them, are often hostile to each other, because of conflict of interest. To disperse and stabilize the complex, and often violently conflict prone elements of society, government introduces "emulsifiers".

Just as soap makes oil and water mix, the hostile elements in society are dispersed, held in suspension, and buffered by emulsifying agents.

These emulsifying agents are the law, acting through courts, lawyers and the police, and the army or militia, when they perform police functions.

What has been said up to now applies to both free and non-free society. But, at this point the formula begins to change. Every society, like every emulsion, wants to return to its "natural state." That is, the emulsified elements tend to separate and settle into their different, antagonistic levels. Hence, one might say the natural state of society is conflict. The civilized state is peace.

Free societies inhibit this tendency toward conflict by continually, but gently agitating the mixture. Or rather, by allowing it to agitate itself. Individuals and groups are permitted relatively free travel and passage—nation to nation, state to state, province to province. The free press and freedom of speech allow the social heat and verbal gas generated by natural conflict to pass away harmlessly. Moreover, the tendency among Free Societies is to become more and more identical as people and ideas flow back and forth. Unrestricted travel helps to promote international harmonies. A Free Society operates in a test tube covered by a government of sponge. Such a government is as "absorbent" as it is porous.

emerging into its very fabric a representative sample of the society which it contains, during each election. When there are Communists in the solution, naturally they are drawn into the government and corrode it.

Non-free societies cannot afford the luxury of elections. They must keep a solid cork on as tightly as possible to "protect" the "Aryan Race", "the New Soviet Man", and the ideology which makes such nonsense seem real. Hence, the tendency, both for the various antagonisms to find their own levels, and for the gases of hatred to build up, are stronger in a non-free society than in a democratic society. In other words, totalitarian nations are always closer to the threshold of revolution than free nations.

To counter this problem, the government in a non-free society does several things.

First, the emulsifiers in the society are both quantitatively and qualitatively upgraded. There is more government and bureaucracy; more "courts" of a kind. More police. More militia. More "lawyers" of a sort. And new emulsifying agents, like Secret Police, and neighborhood spy committees are introduced.

Second, through psychological pressures and internal propaganda, continuing effort is made to change the very nature of the social components and individuals, to force them into bland conformity. This is accomplished with censorship as well as propaganda, and by occasional violent purges which attempt to precipitate out of the solution its most volatile components. The dead human sediment is cast off or buried harmlessly.

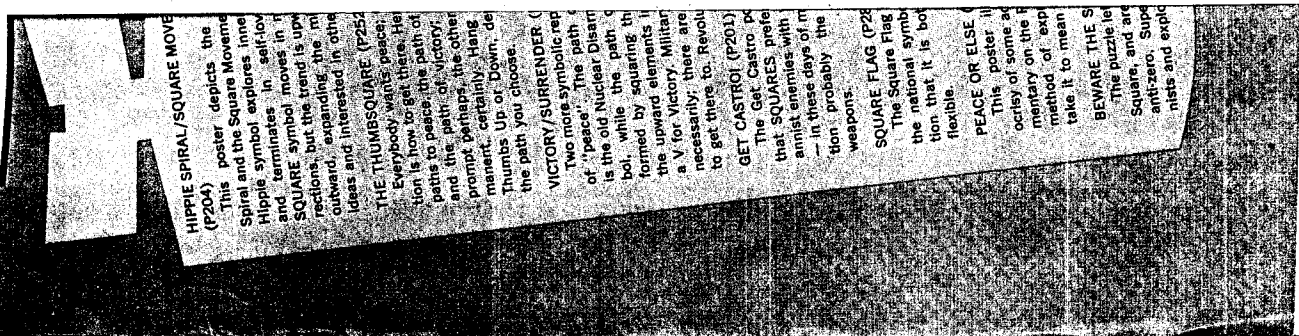
Finally, one-way safety valves are provided. Malignants are allowed to escape, as refugees. The relaxation of pressures permits unorthodox ideas to bubble to the surface, in the press and other media of expression. When the trouble-making bodies are identified, they are precipitated from the compound.

None of these protective mechanisms are foolproof. Revolutions, which are the violent liberation of latent antagonisms in society, can and have occurred in both free and non-free societies. Revolution recently occurred in then quasi-Communist Indonesia, and revolutions are impending in China and Russia itself.

Following are a few standard revolutionary processes.

SATURATION

The most frequent cause of revolutionary upheavals is the saturation of one or more antagonistic elements of the society with conflict-oriented propaganda. Such conflict propaganda is designed: First, to build hatred and contempt for the existing order; Second, to create desire for a vague alternative; Third, and finally, to communicate specific methods by which the people can overcome the governmental power to suppress them. And when the emulsifiers are gradually overcome, the naturally antagonistic components of the mixture are free to forcibly seek their own levels. Then, revolutionary explosion occurs, inevitably.



# THIS IS A DANGEROUS BOOK

but not all of his associates willing to cool it.

During the trial some of militant supporters came up and said they thought and get him into the John so the have a "serious talk" with him a chat with the steel tongue-knives they were carrying. He signal, went to make a photo and left a note in the coin slot the police to get the guy but Larry still doesn't know if he of their agents, but they dic him away before the militant him.

## A HEAD FOR HARD FAC

Late in Spring, rads eye were thinking about the SDS 1 Convention, to be held June 1 in East Lansing, Michigan SQUARE agreed to back Larry He was elected as an alterna gate and left New Orleans ea day morning, June 9, 1968.

He had a lawyer in Chica tried to contact the Police into Division, but they were out Sundays, i.e., a real cop out went on to East Lansing, I that if the meet got violent a busted he might get bent a l self.

The Michigan State Universi pus looks like an old English with massive stone building struced to last centuries. medieval setting moved the 2C tury revolutionaries, some dre mod or hippie clothes, but r the denim pants with faded bli shirts which are de rieur on t Left nowadays.

Khrnel was assigned to ar ment with four other people made it tough to compile hi and stash his collection of i pamphlets and anything e could grab. He had to carry case under his arm at all tim sleep on it as well. After a day ging, he would hit an all right shop in the wee hours of the ing, and sort it all out. Then l the apartment to "sleep" briefcase.

AT MSU: S.D.S., P.L.P. & L There was almost a race to literature tables between the F sive Labor Party (Maoist) peo Socialist Workers Party an

But if you want to know what is happening before it happens; if you dare pursue radical new paths to peace and progress; you will often read and long re-member **REVOLUTION IS MY PROFESSION** by Ed Butler. Here is an activist's bible. Every sentence is geared to secure practical results, to produce concrete effects, to guide specific actions. Even before public release it was used as the textbook for National Leadership Conferences which trained young Americans for coming confrontations on campuses throughout the nation.

Ed Butler contends that we are all involved in the World Revolutionary War whether we like it or not. The conflict cannot be stopped, it must be won for liberty or lost to tyranny. He gets down to the nitty-gritty with How-To Chapters on exciting subjects like these:

1. Careers in Conflict
2. Three Formulae for Revolution
3. Trade Secrets
4. Conflict Manager's Code of Conduct
5. Recruiting Revolutionaries
6. The Chemistry of Conflict
7. Propaganda and Agitation
8. Methods of Moving People
9. The Instruments of Insurrection
10. Mob Management
11. Winning the Revolutionary War ... and many more

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**REVOLUTION IS MY PROFESSION** is also a theoretical blueprint for a world in which war and poverty are countered on a day-to-day basis by private professionals — Conflict Managers — who operate where most problems begin, beneath the official level. Finally **REVOLUTION IS MY PROFESSION** is a dramatic autobiography of a young man whose own exciting life and achievements are the best proof of his controversial case.

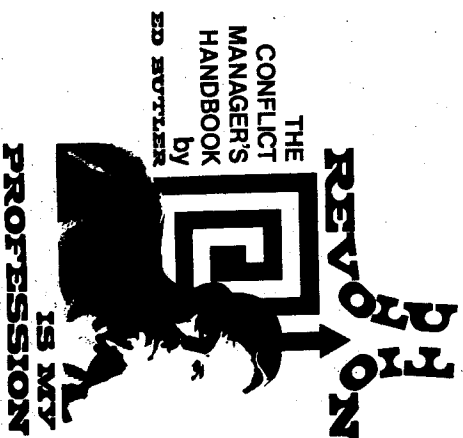
Ed Butler is —

— editor/publisher of Westwood Village SQUARE magazine in Los Angeles.  
— organizer of the Information Council of the Americas (INCA) in New Orleans.

— a radio/TV personality who has appeared in his own nationally televised documentaries, "Hitler in Havana!" and "Oswald: Self Portrait."

— an activist who debated Lee Harvey Oswald shortly before the assassination of John F. Kennedy and has been into the action, especially on college campuses, ever since.

— and a professional in the revolutionary tradition which created this nation.



## FILTRATION

The second factor which permits revolution is the "filtering out" of the emulsifying agents of authority, so that the volatile elements can ever more freely coalesce to create organized conflict. You've got to get rid of the cops.

## CONTAMINATION

This blanket term covers the various physical processes by which individual human "atoms" are introduced into, or converted within the target society. By nature these activist elements are unstable and antagonistic to the status quo.

The process of contamination is also commonly called "indoctrination", "infiltration" or "penetration".

## PRECIPITATION

Finally, just as the hostile elements can be precipitated out to stabilize a society, so, too, can the emulsifying agents of authority be precipitated out, to promote revolution.

Precipitation has two forms, physical and psychological. Physical precipitants are assassination and execution, capture and imprisonment, torture and terror.

Psychological precipitants act on the mind to destroy the will to resist, inhibit action, demoralize or introduce doubt among the agents of authority.

## THE UNIVERSAL FORMULA

Just as alchemists concentrated on discovering a universal formula for the fabled Philosopher's Stone to turn "base metal" into gold, some social scientists search for a Utopian alternative to Communism.

A practical plan for Utopia seems as likely to be found as the Philosopher's Stone.

And yet the search may lead to useful discoveries. For instance in their quest, the Alchemists stumbled upon Aqua Regia (The King of Waters), a corrosive mixture of acids which will dissolve every metal except gold. Aqua Regia cannot create gold. But it is invaluable for testing and salvage of gold.

Similarly, searching for an alternative to Communism, I stumbled across a formula which cannot create Utopia, but can destroy Communist organizations.

This is the formula:

First: ISOLATE the Party from manpower, money and material, requiring work by Conflict Managers outside the Party.

Second: PENETRATE the Party, requiring work by Conflict Managers within the Party.

Third: DEMORALIZE the Party, requiring a combination of two kinds of Conflict Management coordinated by one or more Conflict Managers.

Isolate + Penetrate + Demoralize = Victory

... or using initials:

I + P + D = V

That little formula sums up all that we know about how to demolish tyranny through infinitely varied revolutionary means.

That does not mean that he who relies on the formula will always win. It does mean that he has a good chance of winning if he reviews these three basic approaches (and all the options they imply) before he dashes into conflict.

I would like to discuss the procedures briefly, one-by-one.

## ISOLATE

Since the early 1950's the Communists have waged a gradual, but eminently successful campaign, to prove that they don't really exist in America. If they don't exist, they are not dangerous, and can roam about anywhere. This mobility is the opposite of isolation.

They began by appealing to America's sense of Fair Play. First, it became fashionable to scorn "witch hunts", "Red-baiting" and "guilt by association" as unjust means to achieve good ends. The word "McCarthyism" was coined, and introduced on the pages of the DAILY WORKER, as a stigma. "I agree with his aims, but not his methods" was the slogan.

After Senator McCarthy's demise, the vogue was to chuckle politely at "Alarmists" who "see a Red under every bush".

The word "Communist", as applied to an internal threat fell into disuse in American mass communication. Not because reporters were afraid, but because they had no one to quote. Anyone who used the term "Communist" was liable to be immediately labeled a "fanatic" or "McCarthyite" and so on. Later, highly publicized exposes of such right wing fringe groups as the Birchers and Minutemen were conducted. These show trials in mass media helped to solidify the stigma, and inundate opinion molders.

Slowly, popular politicians stopped using the term "Communist." It was easier to use a neutral name, and hope someone got the hint. Those who persisted in talking about internal subversion, like Richard Nixon, Walter Judd and Thomas Dodd, were taken care of.

## The Non-Existence Pact

Fewer and fewer motion pictures and TV shows, feature articles and books about Communist activities appeared in mass media. And Communists stopped calling recalcitrant opinion molders names, and began giving praise to the pliable ones. The conditioning was effective. Many courageous newsmen continued to call the shots, but others simply shut up about Communism and looked elsewhere for stories.

Soon, millions of American youngsters had seldom heard the word "Communist" related to subversion in America. Nor had they seen Communist contamination in other nations dramatized. There have been few films about the Korean or Vietnamese conflicts against Communism. Instead, World War II battles against the Nazis and Japanese were re-fought nightly for the kids on television.

Meanwhile, as the "Non-existence pact" acquired the indispensability of age, Communists quietly extended their spheres of power and influence. Recruiting a man here, placing a woman there. Spreading hate propaganda everywhere. And when Oswald shot Kennedy, they were ready. They incited, not ordered, the murder. And they knew how to take advantage of it. They began a hate propaganda barrage in the U.S. which is unparalleled in history. No conspiracy. Openly, which is unparalleled in history. No conspiracy. Openly.

When we, who had fought Communism in Latin America, saw the problem shift to the United States and pointed it out, many were skeptical. It has taken the terrible catastrophe of Hiro to make some believe. Others won't agree until after we win, or lose.

It is vitally important to call Red, Red. Expose is the essence of isolation. As long as polite euphemisms are used to camouflage the problem, the concealed Communists will operate openly to promote fights: between the races, between religions, between management and labor, young and old, rich and poor.

cely. They are doing some- at least, and many still don't violence, but rather progress. the strategists above have ideas. Primarily to seize the ses, convert them into sanc- imune from outside inter- y, and use them as base areas ck the entire society.

## THE ACCUSATION

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## DEMORALIZE

The horrible splitting up and weakening of Communist cells is achieved by the coordination of inside and outside operations.

The Conflict Manager who directs such an effort must have good judgment, some experience and a proven ability to balance informational and organizational activities on a broad scale, conducted by many individuals.

A fine sense of timing is probably the most important attribute of the coordinator. Properly timed, an effective operation can become decisive. Improper timing can preface disaster.

It is impossible to describe the work of the coordinator in one or two pages. The essence of his work is management—getting things done through the efforts of others.

The remainder of this handbook deals in depth with many methods and problems the coordinator will need to know.

## INFORMATION AND ORGANIZATION

There are two basic functions of Conflict Management:

1) *Information*—covering the entire broad spectrum of effort designed to educate and inform people about those current events which condition their daily lives.

2) *Organization*—comprising those efforts which are made to recruit, train and assign personnel to translate the information into concrete action in the field.

The Communist counterpart of Information and Organization is propaganda and agitation. Switched and shortened, it becomes "Agitprop."

Information and organization, or propaganda and agitation, if preferred, cannot be separated in practice. To speak of one without the other is senseless. Only for literary convenience do we make a separation in this handbook. The two always go together in real life.

They are the two legs on which every revolution marches.

## PROPAGANDA

Propaganda is the planned communication of information, by any appropriate means, to cause people to act, or not to act, in order to achieve social, military, political, or economic effects.

### Words are weapons.

To a professional, who uses them every day, this is not some silly figure of speech—as America is beginning to learn. Words can kill people.

I met Oswald before he killed President Kennedy and tried to warn people about him, because Communist propaganda had mangled his mind.

Three years before race riots blitzed two dozen American cities, Castro launched an invisible invasion to incite them.

Until Americans grasp the simple fact that words can kill—whether shouted openly in frenzy, whispered secretly in conspiracy, or printed blandly in newspapers—then we will be tragically vulnerable.

It is disturbing to read, see and hear Communist propaganda surfacing in our own press. And it is chilling to know that of one hundred people reading it in the same newspaper, one may comprehend its true meaning slightly, eight will doubt it partially, but care little; 90 will believe, but won't act; and one will decide to kill because of it.

The technique of isolation is simple. *Relentless exposure*. Of course, Communists have quietly manipulated the law. Now they can call anyone practically anything (Free Speech). But no one can call a Communist a Communist (libel) without ironclad official evidence. This is a handicap. However, a group of American lawyers is preparing a brief handbook on the subject, and legal studies are now being made. Meanwhile, there is ample evidence available to professionals.

Conflict Managers, fully familiar with ways and means of legally exposing, and thereby responsibly isolating Communists, are urgently needed. They should work closely with—but clearly distinct from—their colleagues in the sister profession of journalism.

## PENETRATE

Conflict Managers must ponder 1) how to get into Communist operations and 2) what to do once they're accepted. Getting in is the easier of the two. Party operations are normally arranged in a series of concentric rings. Beginning with the large popular front organizations, which are filled with dupes, issue ideologues, and deviant leftists. Next are the tight front groups of sympathizers, then the rank-and-file Party member level, and finally down to the inner Party core. There is a definite channel of access. You begin at the outer ring, after expressing interest in an issue, and gradually work your way to the middle. Time, dedication, and acrobatic ability are the criteria demanded of penetrators.

The initial entry is usually by attending some front meeting, signing a slip, expressing sympathy for the cause and waiting for a letter or phone call. Thereafter it is merely a matter of building trust and confidence.

Once you have penetrated a few layers there are many things you can do, always with a "coordinator" who links you with "isolators", doing outside work.

The following are tactical possibilities:

1. *Gather intelligence*—collect names, descriptions and personality peculiarities of everyone you meet within the movement. Learn what you can about plans, attitudes, successes and failures. Get documentary evidence—letters, memos, film, files. Get photographs. Name lists. File frequent reports.

2. *Create splits*—on the basis of philosophy, personality, strategy, tactics. Develop a personal following, uphold opposing points of view. Spread rumors.

3. *Recruit penetrators*—"duplicate yourself" as often as possible. Bring in and develop other penetrators. But not every penetrator should know the identity of others. This is a cross check on performance, a precaution against double agents, and a safeguard against exposure of all, if one should be caught, or converted.

4. *Promote failures*—failure shakes faith. So all operations should be "tipped" in advance, whenever possible. Then a tightly coordinated plan of action from inside and out can be developed to thwart them. When one is in a position of leadership or counsel he may also have opportunities to initiate operations that are foredoomed. Therefore in order to promote failures best, one must work hard within the group to succeed.

5. *Depart dramatically*—when it is time to go, do it in the most public, proud way, thereby taking as many people as possible with you.



While we rush around searching for some bastard bullet at Pavlovian command, and look for the legend "Made in Cuba by Castro" on the bottom of Molotov Cocktails, Communists are firing mental missiles into the midst of America, through our own mass media, and mails. And Americans are dying wherever they strike. That, and not plots, is the point of this epoch.

#### AGITATION: DEFINITION

AGITATION is the planned motivation and organization of people by any and all means, to achieve social, military, political or economic effects.

#### METHODS OF MOVING PEOPLE

The herd instinct is deeply ingrained in humanity. There are but five basic ways to move masses of people. However, the revolutionary who remembers them can develop infinite variations from the simple basic means:

- 1. *Parasitism*—which is the creation of a desire to act through logical argument and emotional stimuli operating on the conscious will and emotions.
- 2. *Conditioning*—which is the insertion of an impulse to act or an inhibition against action, beneath the consciousness. The individual is induced to associate certain words and symbols with reward or punishment, hate or guilt. Thereafter he reacts to the stimulus as the propagandist wishes.
- 3. *Coercion*—which is the development of the desire to act, using threats, blackmail, torture, terror, physical punishment aimed also at the conscious will and emotions.
- 4. *Suggestion*—which is the development of the desire to act using symbolic hypnotic emotional and tactile stimuli that operate upon the unconscious to condition a predetermined response or reflex. The individual moves, but he knows not that why nor where, consciously.
- 5. *Contagion*—which is the development of the desire to act in one individual or group, as the result of exposure to the action of a model individual or group. When people see someone smoking or yawning on TV, they want to, too. This "monkey see, monkey do" reflex (see pg. 171) can be triggered through personal contact as well as by mass media. A case can be made for classifying "contagion" with suggestion. But we have listed it separately to emphasize its importance.

It should be noted that all these methods can be used to inhibit action and paralyze people, if that is more desirable than movement.

#### ACCELERATORS AND INHIBITORS . . . .

... are those incidents which reverse or advance the progress and pace of revolution by indicating the inability or unwillingness of the Establishment to control the revolutions, or vice versa.

#### ANOMIE . . . .

... is the gradual disintegration of a society into its smallest individual human components. As the various institutions of a society are called into question and discredited—the family, religion, the economic system, the government, the national heroes—people are set adrift. The younger, the easier.

#### ASSERTION . . . .

... is the first statement of slogans and themes to imbue them at all levels of consciousness as facts.

Perhaps Conflict Management's most important social role in the beginning, will be to balance the assertions, so that people can seek facts, rather than accept opinions, uncritically.

#### COUP D'ATTENTION . . . .

... is an overthrow from below, which occurs in the last stages of a guerrilla warfare campaign, when the streets shift to open military conquest and occupation.

Frequently, guerrilla war, either urban or agrarian, is a matter of battering and blasting the rigid, conventional defenses of a power structure. The Establishment collapses when there is no longer any will to win among the troops, their leaders or the people.

#### COUP DETAIL . . . .

... is a takeover from the top, in which the political leaders of the Establishment are captured and coerced into turning over power, or killed, to get it.

The coup detail is hard to visualize for Americans, accustomed to elections. Very few people have bothered to wait them dramatically. This is unfortunate since surprise is a great advantage to revolutionaries organizing a coup d'etat.

1. Precision planning—if one key person, (like Indonesia's Minister of Defense, Nasution) escapes, the results can be catastrophic for the revolutionaries, since the military and police forces are still intact.

2. The allegiance of the military—at least in key spots. Otherwise retaliation can be swift and brutal.

3. An alternative leadership—which previous propaganda has conditioned the populace to know, trust and accept.

The best defense against coup d'etat is advanced understanding, planning and "fire drills" on the part of the leaders and populace. The coup detail depends upon shock, which produces paralysis among the populace.

#### DILEMMA-ISSUES . . . .

... are those political problems which cannot be affirmatively solved by any conventional means in the short range, without creating greater problems.

The power of the initiator—the who acts first—is usually decisive in the development of dilemma-issues.

#### ECHOING . . . .

... is the inevitable reverberation of ideas, words and symbols which land in mass media.

#### PRESTIGE . . . .

... is a sort of domination exercised on our mind by an individual, a work or an idea.

There are two ways to measure prestige, by elevation and by coloration.

society. They are doing some, at least, and many still don't violence, but rather progress. The strategists above have ideas. Primarily to seize the uses, convert them into sanctions, immune from outside interference, and use them as base areas back the entire society.

#### THE ACCUSATION

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**OBJECTIVIZING OR CAPSULING . . .**

... is a method which puts a point on propaganda, heightens its generosity, and drives it deep into the subconscious. Objectivizing also makes propaganda predictions more palatable by coating them in a smooth capsule of objectivity.

**OPTIONALIZING . . .**

... is proposing two or more alternatives, each of which is bad for your enemy, good for your ally. While the immediately preceding procedures are most often used to influence opinions about people, optionalizing is usually used to influence policy.

**PROPAGANDA POISONING . . .**

... is the use of drugs, especially hallucinogens, to produce revolutionary results.

**PROPAGANDA MILLS . . .**

... are the locations used for the physical production and/or distribution of propaganda materials in a society under attack. Ideas are conveyed by physical means. Books, magazines, newspapers, pamphlets, bumperstickers, buttons, films, tape recordings, records, posters—all of these tangible products have to be made and sold.

**RACISM . . .**

... is the inordinate emphasis on race, culminating in the superstition that all people in a single ethnic category are the same.

Communists are fight promoters. They start conflicts between other people, and offer to hold their coats, in order to pick their pockets.

That is why the Communists try hard to get into racial, national and religious organizations. A Communist in an ethnic organization can stir up a hornet's nest of hate, by unjustly attacking other races from behind the screen of these organizations. An indiscriminate counterattack often leads to chaos. Also Communists operating from behind racial or religious camouflage can often provoke people into losing faith in their own institutions, and to desert or attack them, thus weakening them for later Communist conquest.

Conflict Managers will always shun racism, while relentlessly exposing Communist efforts to use racism as a path to power.

**RUMORMONGERING . . .**

... is the dissemination of propaganda by word of mouth to create hysteria, suspicion, panic and incite riots, or otherwise influence the climate of opinion in favor of revolution.

Elevation indicates the number of people who recognize the prestige. It is the vertical mobility of a name, face, attitude or institution from anonymity to celebrity, with thousands of gradations in between. Elevation is achieved by the repetition of publicity. It may be achieved slowly, by the repetition of millions of impressions over a long period of time. Or it may be achieved more quickly, by thousands of impressions over a short period of time. Once gained, elevation is usually lost but slowly, since once a name is news, it generates coverage.

Coloration indicates the negative or positive value most people give the prestige. It is the lateral mobility from notorious to notable. Coloration is much more easily shifted as the name rises on the elevation scale, and the shifts are more radical. A person can go from good guy to bad guy, and back again, within a few days. Not all people see coloration the same, and a good guy to some may be a bad guy to others.

There are three ways to destroy elevation and change coloration: 1. *Overexposure*—which bores the public with the limitations of the celebrity; 2. *Failure*—if the celebrity does not succeed, his slide may be abrupt, although there is reason to believe that this is partly illusory, since a success can raise the elevation to greater heights and push coloration to the positive side; 3. *Questioning*—ridicule, satire, irony can gradually erode elevation and change coloration. When they are lost this way, they are nearly impossible to regain.

**EUPHEMIZING . . .**

... is the creation and application of pleasant labels to project allies and friendly activities.

**GOALS . . .**

... are those aims and objectives for which the revolution is waged. In the Conflict Manager's case, as has already been explained, the goals are purely negative. To destroy tyranny, so that freedom can grow. This singleness of purpose—to negate a negative and thereby permit a positive—can inspire the highest kind of sacrifice and achievement. It distinguishes Conflict Management from Nazism and Communism, which have positive, definite plans for ruling, after they destroy the existing order.

Sometimes those goals are left unstated outside a small group of cognoscenti, because the goals don't fit in with the goals of those who are assisting the Communists.

**MODEL MAKING . . .**

... is the deliberate construction and elevation of a model attitude, act, fad, concept, or personality for political purposes.

**LEGITIMIZING OR SURFACING . . .**

... is the launching of mental missiles—through the Enemy's own media, at his own people to insure credibility.

## SATIRE . . .

... is the use of humor for revolutionary purposes. Satire is undoubtedly the sharpest scalpel in the professional's kit. With it he can lay the mighty low, strip bare the hypocrisy, lies, and injustice of the power elite. Wrongly used, satire can spread cynicism and hate to advance the climate of nihilism, which often precedes Communist revolution.

## SEXUALIZING . . .

... is the exploiting of the human sexual drive for revolutionary reasons.

## SHOW TRIALS AND PSYCHODRAMAS . . .

... are those dramatic devices which utilize the human tendency to project, act out and play roles.

## SLOGANS . . .

... is the briefest summation of an important idea which serves as a command to act, or not to act, in psychological warfare.

Slogans are the result of painstaking thought, not casual hack. Most slogans appear, like the rarest of nuggets, among the thousands of sentences a propagandist writes on a subject. The talent lies in recognizing them when they appear, plucking them out, and remembering to use them repeatedly. In a mob action, a slogan with general content will be used to condition and excite the crowd: "Freedom Now! Freedom Now!"

Once the frenzy has been stirred, the directive is made more specific: "Kill the cops, Kill the Cops!"

The slogan must be:  
*Brief*—the fewer words the better. It is literally an order to act.

*Emotional*—Since action, not wisdom, is the slogan's aim, the most expressive, soul stirring words are the best.

*AP*—It should embody and reveal latent desires. Slogans must appeal to the immediate self-interest of the subjects.

*Harmonious*—It should be political poetry; possibly rhyming, alliterative, staccato, etc.

*Repeated*—Slogans lead themselves to constant, unending repetition in waves, each syllable like a separate saw-tooth, each chant like a stroke, cutting deeper and deeper.

## STIGMATIZING . . .

... is the creation and application of an unpleasant label to discredit opponents and their activities.

Typically, propagandists paint a smiling, euphemistic mask for their revolutionary friends; they scratch a snarling, evil face on their enemies. The latter technique is stigmatizing.

Thus, do ugly words like "reactionist", "mercenary", "colonialist", "imperialist", "militarist", "latifundists", etc., etc., seep into daily dispatches throughout the world to describe America's allies.

## STUNTS . . .

... are incidents deliberately designed and implemented for their publicity value, so as to spread propaganda as news.

The competitive nature of free journalism assures that any event which is inherently newsworthy will be covered in depth. Which means that, not only will the objective facts be reported, but the people connected with the stunt will be interviewed and given a chance to air their views.

What is news? Following are a few earmarks:

- a) News appeals to the self-interest of the audience;
- b) News has not been heard before;
- c) News solves an important problem; reveals an urgent need; exposes a shocking fact or condition, deals with a famous person.

## SUBJECT EXPANSION . . .

... is the deliberate expansion or linkage of subject matter through propaganda, to achieve either a defensive or offensive effect.

## SUBJECT PARALLELING . . .

... is the device of using similar points in not necessarily similar subjects to achieve a desired belief or illusion.

## TARGET NARROWING . . .

... is the concentration of propaganda to heighten a desired effect by focusing on a specific target, or part of a target.

Target narrowing, when consciously employed, can be a devastating weapon. One word in a speech, one phrase in a book, one individual in an organization, can be plucked out and used to annihilate the rest.

## SYMBOLOLOGY . . .

... is the study and use of symbols to destroy and build individuals and instruments for revolutionary purposes.

## REVOLUTIONARY OBJECTIVES

In all revolutions, the activists aim for certain physical and personnel objectives. Maps are marked. Priorities are noted. Lists are drawn up. Missions are assigned. The steps are stylized. The revolution now going on in the United States is no different. Here are a few of the bullseyes that revolutionaries can be expected to hit in any modern nation on the revolutionary target:

*Radio Stations:* This is a top goal for takeover or destruction at the climax of revolution, as well as for penetration beforehand, in order to prepare revolution. Statistics indicate that Americans turn first to radio for news, and for direction. He who controls radio directs the crowd. Revolutionaries will attempt to occupy staff positions wherever possible, as well as influence packaged programming. In America, radio reaches the all-important teenagers as well, or better than, any other medium. In a pre-revolutionary context, captive and private radio stations could be expected to incite violence, broadcast coded directives, spread hysteria and panic, and advocate license and decadence.

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**Television Stations.** Before, during and after a revolution, TV stations are prime targets. Penetration beforehand permits the proper climate of opinion to be prepared. TV domination during, and after, revolution allows the revolutionaries to impress their personalities upon the people. To give directions and orders, to create attitudes, to establish ideas, Fidel Castro was the first to understand and effectively use the power of TV. His hypnotic, all-night diatribes on Cuban TV provided the major medium for his consolidation of power in Cuba. Before revolution, TV may be used to create models of the attitudes and activities the revolutionaries would like to see adopted. And also to elevate revolutionary activists into leadership roles. A single appearance on national TV is enough to establish a "leader", a slogan, a theme or directive.

**Newspapers and Magazines.** Both editorial offices and printing plants are fair game for revolutionary seizure. Basic battlegrounds are the City Desk of the major metropolitan dailies. The revolutionary who is able to penetrate a position as reporter or editor can work havoc, by slanting stories, omitting or including certain items or individuals. Printing plants can be expected to come under early attack. Posters, handbills, pamphlets and newspapers are all vital to control during and just after a revolutionary climax. In preparing for revolution, professional periodicals and broader based newspapers are essential for recruiting, motivating and directing the faithful. This "underground" press also serves as a rallying point with a permanent office for brainstorming and cross-fertilizing ideas, and a multitude of non-literary jobs, ranging from art to circulation. It was Lenin, with "Iskra", who first saw the opportunities implicit in the underground press. Organized stand ready to surface, move into key slots, and assume command of conventional newspapers and magazines when a takeover occurs.

**Telephone Exchanges.** Both before and after a revolution, through telephone tapping, and switchboard operators planted in key spots, professionals can secure invaluable information. During a revolutionary climax, disruption of telephone service can create havoc. He who controls the telephone can control a city. Harassment of telephone companies by overloading centrals with simultaneous calls, contesting bills, installing unauthorized equipment, etc., is being advocated and practiced throughout the United States.

**Public Utilities.** The destruction of electrical circuitry can plunge huge segments of the United States into darkness, bring urban traffic to a standstill—in the streets, on rails even up and down, in elevators. It is an open secret that such sabotage is feasible. Revolutionaries also like to capture generating facilities so that lights can be snuffed out in areas the revolutionaries want darkened, left on where they want light. Gas main explosions, which tip the heat out of a city, are as hard to pinpoint as blackouts, and even more deadly. More of this is coming in America.

**Dams and Water Reservoirs.** Because of their size, such facilities are difficult to protect. A quart of substances such as LSD or "STP" can "turn off" a whole city. As previously noted, this has been discussed in psychedelic circles.

Thurfar no entire urban populations have been exposed to the "great white light" of a mass hallucination. Dams can be sabotaged the areas below flooded. With cities damped into darkness and doubt, fires become difficult to fight. Explosives like "vandal's" are often applied to revolutionaries who engage in sabotage. But to those who know, this is a specialized and dangerous operation, for professionals mainly.

**Police Stations.** At the moment of revolution it is necessary to "box in" and isolate the police, and wherever possible to wipe out the stations with explosives, or occupy them. The sophisticated radio communications which make a modern police force a feared and highly mobile mechanism, have some certain weak spots—i.e. the central dispatcher. Police are unaccustomed to the military need for posting guards, assigning passwords, etc. A few audacious revolutionary commands, with stolen uniforms and automatic weapons, or with powerful transmitters, could seize control of the entire police power of many modern cities by capturing the central transmitter and dispatcher. Another vulnerability is the cruisers themselves. A few dozen radio activated bombs in police cars could put the entire force out of commission for hours, while the remainder were painstakingly checked. Sugar in gas tanks, soda in bathtubs, and sand in oil sumps, can stop all motion. Drills to prepare police, and harden up these soft spots, should be conducted all over the country, quickly. Realizing that police are, above all, symbols of authority, revolutionaries will often agree to end the violence provided "their own" handpicked police force is allowed to patrol. Where once there was *one* authority, two thus grow. Soon the first is strangled by the second.

**Anti-Revolutionary Headquarters.** Communists keep close tabs on the locations of those groups which oppose them actively, and Conflict Managers would do well to learn the lesson of experience. In the enemy's headquarters one is apt to find his plans and memoranda, invaluable lists of names and addresses, embarrassing stores of physical goods—ammunition, burglar tools, bombs, even people. These last are most important. No revolution can be successfully run, or opposed, without people. And the professionals—the leaders—are the important people. Eliminate them from the game by discrediting, imprisoning, exiling or executing them, and the action simply ceases. It is for that reason that seasoned revolutionaries compile interminable lists of the names, descriptions and whereabouts of their enemies. And it is for that reason that they so conscientiously conceal lists of their friends, and guard their offices.

**Liquor and Drug Stores.** Liquor is the lubricant, and drugs are the driving fuel of much revolutionary fervor. There is no need to draw maps, most mobs believe for these sites during riots. But because the revolutionary wants the widest and fastest possible dispersal of liquor and drugs among the crowd, the careful professional sends a squad to see that none of the looters hoards in case jobs. "Share a drink now!" is the slogan.

**Banks, Jewelry Stores, Armored Cars, Post Offices.** Revolutions require money, and it is a safe bet that many of the



underground revolutionary newspapers, magazines and movie-riots which pretend to legitimacy are actually paid for with stolen money. The unsolved rash of daring daylight robberies which has plagued banks and armored cars in the United States and Canada, the increasingly prevalent jewel thefts and rooftop post office entries, are indications that the militants have returned to the profession that Stalin popularized in Tiflis over a half century ago. Of course, some funds are raised conventionally and some come from Communist courts.

**Garages and Service Stations.** Auto transportation keeps modern cities moving. Truck transportation helps the cities together. By capturing garages and service stations, the revolutionary can control cars; not only by setting up roadblocks near the commanding road sites which service stations typically inhabit, but also by restricting distribution of fuel. Without gasoline or diesel oil, cars and trucks don't move, and cities die. Moreover, gasoline is the chief active ingredient of the most popular revolutionary munition—the "Yakovlev Cocktail" firebomb. He who dominates the pumps owns an arsenal. Consequently, revolutionaries will keep a careful map of service stations and garages to commandeer.

**Trains and Airplanes.** Strange detrainments and mysterious plane and helicopter crashes become common during revolutions. They can effectively tie up personnel and freight transportation, and cause extensive loss of life and property. Results are cheap and relatively safe to obtain. There are thousands of miles of indefensible railroad track, but only a few feet need to be sabotaged. Out of the thousands of airplanes only one has to be changed. And airplanes, with their long glide patterns into landings are sitting ducks with high powered magnans and telescopic sights. Even more vulnerable are the ubiquitous choppers, ferrying high and slowly, back and forth, checking traffic, ferrying passengers, and in some cases monitoring riots. They are made to be moved down. But the real stalling duck of air transport is the control tower. Twenty-five men with watches of "phantique" could put our complex civilian air traffic systems out of whack for weeks simply by hitting the big airports in big cities simultaneously. To prevent this, security systems should be checked out now.

**Gun and Hardware Shops.** It is typically American to believe that revolutionary danger can be legislated out of existence. Automatic weapons for use in the U.S. will be smuggled in from Castro's Cuba, often by way of Canada and Mexico. A large number of weapons have been stolen during the pre-planned pillage that ripped America began, before the widespread riots that ripped America began, a gun law might have prevented bloodshed. But now, so many weapons have disappeared into the underground, to be wrapped in plastic packages and plastered into walls, any legislation should take those facts into consideration. It would be wrong to deprive those who abide by law of self-defense, thereby granting a monopoly of firepower to those who don't abide by law. For example, restrictions have been placed on hand weapons, which criminals want because they can be concealed. But rioters couldn't care less about concealment. During armed insurrection the high-powered rifle with scopes for sniping, and 12 gauge repeater shotguns for close range work, are most useful. When chaos reigns, it is difficult to

tell friend from enemy, and the revolutionaries dominating the communications media take care to compound the confusion. Often friends kill friends, while their mutual enemies pull the strings, during revolution.

**Government Offices.** Usually the decisive act of any revolution is the occupation of the seats of government and capture of officials. If successful, this often breaks the back of the resistance, though not always. The target may be a police station, a Justice of the Peace or the Mayor's Office, or a State or National Capitol. The revolution in the United States will have reached its climax when a serious attempt is made to seize power in the Capitol of the United States. Given the racial makeup of the area at present, there is little hope of saving the Capitol from destruction, if our present policies for dealing with revolution are pursued if at first the revolutionaries don't succeed, they will try and try again. The President, his Cabinet, and members of the legislative branch, as well as Governors, Mayors and their aides will be key targets in any revolutionary climax. Efforts will be made to kill some, capture others. The revolutionary will put pistols to the heads of the unucky ones and their families, to force them to sign documents or make statements turning over power to the revolution. With these, they will have some legal claim to the allegiance of the military and police, who are accustomed to obeying orders. They will split their ranks, pit some against others, and gradually occupy certain urban areas, extending their power outward and linking up cities, little by little.

This is not a pleasant picture. But the best way of minimizing violence is to prepare the people and thus prevent panic or paralysis. It is absolutely essential that alternative revolutionary mechanisms be created to deny a monopoly of power to the tyrannists and defend the Revolutionary Republic.

#### THE SPARK DOCTRINE

On December 21, 1960 a flame of revolution was kindled which has thruster produced not light but darkness, for a billion people. The fire started with a bit of thin paper called "Iskra" (The Spark). "Iskra" was an underground newspaper, printed in Leipzig, distributed in Russia, and edited by Nicolai Lenin.

The purpose of "Iskra" was threefold. That purpose, and the formula which made it pay off, can be codified as a doctrine for all revolutionaries—both Communists and Communist Managers—who seek to incite revolt in a hostile society. The objectives are:

1. To reach into the heart of the target nation with an idea invasion (in this case Russia), and there to motivate and methodically educate a hard core of professional revolutionaries. These are the *steels* of revolution.
  2. To incite and inspire the most powerful kind of blind hatred and enmity for the revolutionaries among a second hard core group. These are the *stones* of revolution.
  3. To create at first passive sympathy, and finally active rapport for the revolution with as many among the great masses as possible, and to continue, demoralize, inhibit, and immobilize all the rest. These are the *timber* of revolution.
- The *steel* of revolution is recruited and tempered both by the editorial content of the propaganda material, and by the work which is done to distribute it. The editorial material points up injustices in dramatic detail, and conveys instructions on how to remedy the wrongs through revolution. The distribution activity knits the activists into a functioning, mutually dependent organism.

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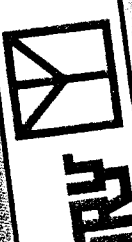
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The *stone* of revolution begins to develop against the revolutionaries when they put their incendiary program into practice. The riots, strikes, slogans and other revolutionary methods provoke active hostility from the status quo. What bears emphasis is that the hostile reaction of the minority is essential to revolutionary success. Both Communists and Conflict Managers require it. Without reactionary opposition, no revolution can succeed. By the same token, dynamic revolutionary action always calls forth reactionary opposition.

The *frater* of revolution piles up as reports and personal experience in revolutionary conflict reach the masses. Riots erupt. Bombs explode. People are killed. Slogans are seen. A few choose sides early, but in every revolution the great mass of the people stand by, as helpless onlookers. Stunned and frightened, the masses are swept to and fro by the unending clash of violence which they cannot comprehend. Only at the final hour do the masses leap into flaming action, or drop like a blinker upon the revolution to smother it.

The Spark Doctrine can be influenced in many ways. If officials move swiftly and crush the idea invasion with censorship and suppression, the steel can be destroyed. It is far too late for that in America, and any such attempts will either accelerate revolution or instill reaction.

If the government falls into the hands of the stonelike reactionaries, the revolution can be postponed, sometimes for generations. But the results are usually an inhuman dictatorship, and an ultimate Communist takeover.

If the great masses of private citizens become conscious of the revolutionary situation, and enlist private professionals to defend and extend freedom, the Spark Doctrine can be converted into a formula for worldwide liberty. Then the revolutionary flames will consume the steel and stone early, and persist to light the way for peace and progress for all. Achieving that effect is what this handbook is all about.

### MOB MANAGEMENT

The movement of human beings in a crowd to achieve political effects is an art, which approaches a science. Modern mob management techniques are so well perfected that riots can be incited at nearly any place, at almost any time. And the main Mob Managers can be thousands of miles away.

There are certain things about Mob Management that are elemental. A few of the most important principles follow:

1. The Mother of the Mob is the Mouth, and only words can control a mob.
2. The Father of the Mob is the Mind, and only the wit can overwhelm a mob.
3. Muscles and machines can temporarily suppress, but never completely kill a mob.
4. The mob is the instant army of revolutionary war.
5. The riot is an urban battle of revolutionary war.
6. A mob needs a leader, and will usually create one, or disperse, if a leader is not supplied for it.
7. A mob is not a collection of individuals (a crowd), it is a new collective individual, in which each person is a cell.
8. A mob will attempt things none of its members will attempt alone.
9. A mob responds to repeated orders better than reasoning.
10. A mob feels anonymous, faceless and secure, and thus not responsible for its acts.
11. A mob feels powerful, and thus able to achieve anything.

12. A mob's emotions can be manipulated much more swiftly from fear, to love, to hate, than can an individual's emotions.
13. He who commands communications dominates the crowd and manages the mob.
14. The mob's allegiance is fickle, and it will tear a fallen leader to bits.
15. The mob is at the mercy of the weather, and rain or snow helps to disperse mobs.
16. It is easier to antagonize a pleasant crowd than placate a mean mob.
17. It is best to avoid a confrontation between police or soldiers and the mob, since this draws a line which fight promoters can exploit.
18. Mobs are hypnotized by the methods their leaders use to mobilize and move them, and suggestions implanted before, and during, and after the outbreak will often be acted out.
19. Mobs, like other armies, can be used for good or evil, according to the will of the leaders who control them.
20. Mobs are here to stay.

### URBAN GUERRILLA WARFARE

This is the highest perfection of the riot. Urban Guerrilla warfare is a hybrid form of revolt, combining features of both urban and agrarian actions. It is of special interest because it is the variety chosen by Castro-Communists to overthrow the U.S. government. It makes use of both military and diplomatic methods to support the revolutionary battle.

There are counterparts in this revolutionary strategy to every level of military engagement. It is real war, waged within the nation by its own citizens. For example:

On rooftops, in attics and in high windows snipe and bomber squads using scope rifles, machine guns, molotov cocktails and perhaps bazookas, act as the revolutionary "air force" to "bomb" and "strafe" those below. They also perform reconnaissance missions and direct artillery fire when available. Indeed, bazookas, mortars and small artillery pieces have not yet been used in the U.S.; but one would assume they will be soon.

At street level, mobs on foot perform all the tasks of the infantry and engineers, fighting with the authorities, foraging for food and provisions, and setting up street barricades and tank traps. Mobilized forces will use ordinary passenger cars and trucks, sometimes with Aberglas armor between door panels and around gas tanks. Grenades, machine guns, bazookas and molotov cocktails may be mounted. This "savagery" may be used for fast penetration of the enemy's defenses, attacks on his command posts and headquarters, and spreading the conduct quickly, far from its point of origin.

In sewers, basements and subways a highly efficient "urban marine" force can be expected to operate. Using cellar windows and subway kiosks as periscopes, the revolutionaries can pop out of manholes in the midst of police. The underground will sabotage gas, electric and transportation systems, gather intelligence, and set traps for cars, tanks, trucks, and troop carriers.

In coastal areas a "naval force" of private vessels will be organized to transport messages and people, smuggle arms, and with specially fitted boats, to broadcast radio programming into the target nation.

Obviously, a small force of men and women can create havoc in such an enterprise.

My personal opinion is that no conventional force of military and police can contain urban guerrilla conflict. Thus far a group of gerry-built expedients has been employed by the authorities, together with soothing syrup denials of reality, which are fooling less and less people. When campuses are captured, whites will be attacked too, and the last bubble will burst.

Radically new revolutionary methods, based on the Universal Formula, must be developed to isolate, penetrate, and demoralize the revolutionary troops.

The basis for a beginning is contained in this book, Conflict Management Consultants will be needed by police, national guard and army units; not to mention the other governmental bodies, and communications firms and business corporations.

### THE PRIORITIES FOR PREVENTION

The major question is where to begin to cure riots. Some compassionate people blame environmental factors for riots, solely.

Like most materialist interpretations of history, these assumptions have some truth. Communists do zero-in on real grievances to mobilize mobs. Both environmental factors and Communist agitators cause social dislocations. One without the other usually won't do. Problems begin when people take an "either-or" attitude—either environmental or agitational. The misunderstanding gets worse when sincere amateurs line up on either side of the question.

Everyone agrees that the environmental problems must be corrected for the sake of humanity. Obviously the environmental problems are real, otherwise the Communists wouldn't be exploiting them.

But it is a fatal mistake to try to cure riots by changing the environment, *before* removing the agitators.

It is like trying to stop fires by making every home fireproof, while allowing arsonists to run free.

The process of construction and social renovation presents new opportunities to the arsonist. And to make matters worse, if he runs out of houses to burn, he may commence torching cars, or start shooting people, or begin blowing up bridges . . . the opportunities for destruction are endless, and the supply of grievances guaranteed by human nature.

To neglect poverty, unemployment, dictatorship, bigotry, or other social injustices, is inhumane and evil. By spreading despair, neglect signals catastrophe. To refuse to acknowledge and eliminate agitation is to invite disaster, by giving cover and concealment to the Communists.

Both sides should be given equal weight. But if a choice must be made, the agitators must be attacked first. Otherwise, injustice can never be cured, we build things only to have them broken, and continually fall further and further behind.

It takes teams of skilled workers months and millions to build a hospital or school. But it takes only a moment, a match, and a molotov cocktail in the hands of a single Communist to destroy them.

You must destroy the destroyers before you can build with confidence.

### THE MAGNIFICENT MISTAKE

Cynic though he may have been, Lenin had faith in Marx. Without any "quintessential" Judeo-Christian scruples to hinder him, he seemed to sense immediately that the quickest and surest way to separate man from both property and God—was to set up an incredibly overblown monopoly of power. Create revolution. Confiscate all property. Then place an elite at the top of the pile of stolen possessions to control people until they lost their "superstition" and "greed."

According to the Marxist dialectic there was no danger in thus delegating to a tiny minority all that had once been spread about among many. Because once private property was abolished, the desire for power would disappear. Later, the elite monopoly would simply "withers away."

So Lenin conceived the Communist Party, when it seized power in Russia, a few dozen men suddenly possessed all the power in the State. Far more power than the Czar dreamed of. They were suddenly the most powerful men on earth.

And, of course, they and their descendants have never given that power up. Because Lenin failed to take into account the true flaw in human nature. *The tendency toward tyranny.*

### THE TENDENCY TOWARD TYRANNY

*The tendency toward tyranny* is inherent in human nature. In most men it lies latent. But in a minority during every era the dread desire to dominate develops unrestrained. The Tyrants often go berserk and smash every human right and decency, until they are stopped.

The tendency toward tyranny is in all of us. We exhibit it mildly when we interrupt, or shout at another. We feel it compels us to say or do—or not to say or do—something.

Theologians might call the tendency toward tyranny a manifestation of "concupiscence" i.e., the tendency toward evil which man inherited when he lost the preternatural virtues.

The tendency toward tyranny is greater than men or their organizations, for it directs and controls them. It compels and generates philosophies to defend, extend and justify its existence.

Marx did not understand that *private property is but a path to power*, the conventional road that power seekers take in a capitalist society. By changing the society you merely change the path, not the search, nor the seeker's nature.

### THE LONGING FOR LIBERTY

For what do we fight?

One answer is "we fight to destroy tyranny, so that the framework for freedom may be preserved where it exists, and established where it does not."

Another, better way to say it might be: "We fight in favor of the longing for liberty."

Side by side with the tendency toward tyranny is another equally powerful and diametrically opposite drive—*the longing for liberty*. It is in us all.

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## THE NEED IS NOW

The thread of violence runs through history like a bloody hula-hoop. Names like Nero, Atila, Hitler and Stalin remind us of the wounds power-greed has branded upon mankind's back.

Yet to some, this fact provides the most powerful argument against the establishment of Conflict Management as a profession. "If," they reason, "society survived before, why must we pay private professionals to protect us now? Let government bomb the baboons if they get too far out of hand. How do we know we can trust anyone we don't elect? Why should we take a chance on something new?"

The answer is simply that three new factors have come together in time. Their concatenation has produced a crucial new necessity, to fulfil an age-old need. Here are the new factors:

### Factor I—The Marxist Leninist Ideology

Communism's basic premise that "God is Dead" has demystified the psychological checks and balances of the Judeo-Christian Ethic, both among its millions of followers and millions more who are subject to Communist coercion or persuasion. By discrediting God, one destroys the basic moral values which form one's conscience—the primary internal, intellectual check on the tendency toward tyranny. Not content with turning on the tap, Communism has provided powerful pressure. In place of the former values, Marxist-Leninism has proposed a "power-permissive" conscience which rationalizes, and justifies the most enormous excesses of power-greed in the name of revolutionary expediency. Anything that forwards the revolution is "good", anything that hampers it "bad". Thus, because of Marxism, man's most ferocious animal lusts have been unleashed, on a scale more massive than at any previous time in history.

### Factor II—The New Nature of War

The nature of war has changed. War is still a method of achieving political aims through conflict. But the objectives of war have changed through the influence of Marxist ideology, and the means of waging war have changed through Leninist methodology. Wars are now waged for minds by revolution. Communism has succeeded because Communists were the first to exploit, for political purposes, scientific breakthroughs in two fields—psychology and mass communications. It is natural that those in a continual quest for personal power would understand these new means first, and ruthlessly use them. The Communists have discovered (through psychology) that words are weapons; and that (through mass communications) they can be delivered anywhere, instantly, to gain any desired political effect.

### Factor III—Atomic Weapons

Now with rockets to deliver thermonuclear weapons, and radio-TV waves for communication, the reach of tyranny not only spreads the globe in minutes, but lunge into space itself. The Tyrannists of today make dictators of the past seem like children, with only firecrackers and water pistols available for mischief.

What has made the matter truly urgent is that the tendency toward tyranny can obliterate the human race in the nuclear age. Even a minor league tyrant could conceivably capture and unleash enough atomic power in a few hours to obliterate a large percentage of the population of the earth.

## REVOLUTIONARY RISKS

In combating Communism, Conflict Management will perfect the skills needed to combat other kind of Tyrannist who will inevitably follow Communism.

Philosophically Communism is on the decline, but it has enough momentum to complete the conquest of the globe and then tear itself to bits in a nuclear encore.

So what assurance is there that the Communists will have the good grace to be beaten, without blowing up the world in a last paroxysm of desperate defiance?

First, Communists believe their own myth of invincibility. They are prone to temporize, and take one step backward to await our "inevitable collapse", each time one of their colorless liberates itself. It is a question of providing easy and honorable avenues to the rear, and making each advance ambiguous, and not quite decisive enough for the opposition to risk all or nothing to stop liberation.

Second, Conflict Management technique envisions the use of private professionals and patrons who are nationals of the countries involved. Cubans will liberate Cuba, just as Russians will liberate Russia. It is as impractical for Communism to deal with such a citizen offensive on the thermonuclear level as it would be to fumigate your own house by detaching dynamite in the den. On the contrary, as the offensive progresses the danger of general war will decrease.

Third, there is a moral imperative, which transcends any self-serving desire to minimize our own risk. America and freedom will die by degrees if we stand by while more Hungarays and Cubans and Vietnams occur. Even if we could somehow suppress the insurrection which is occurring today in America, it would erupt again tomorrow as some new inequity was exposed. We cannot maintain the illusious and luxuries of peace while war is raging everywhere.

## IN SUMMARY

Conflict Managers intend to assist at the birth of a variety of Revolutionary Republics. We believe that there is no single perfect system or form of government. The best governments are commonly changing as the people and problems change.

The proper form of government for each nation can be determined only by its people. Each form will differ to the extent that the citizens' cultural, social, geographic, political and economic heritage differs. And the form will change as the people change. In the beginning, it is essential to establish a rudimentary representative framework, for perfection through experiment.

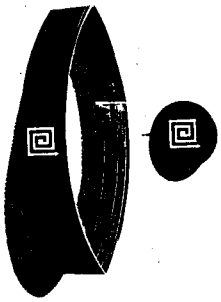
However, Revolutionary Republics must be consistent with the unchanging identities in human nature. They must offer all citizens a chance to choose new representatives at regular intervals, determined in advance, by law.

We believe that a person who is not willing to die for what he believes has no claim to a life or luxury, enjoying the freedom for which others have fought and died.

We believe that any form of tyranny is the ultimate evil, and will fight it implacably.



# WEAR THE BLUE BADGE OF COURAGE



*From bold headlines*

You've read about it. Now get into the action on campuses throughout America. Wear the SQUARE symbol of the Free Campus Movement in white on a solid BLUE ARMBAND. Fits any arm. Only one dollar. (Could it save your life someday?)

Also SQUARE symbols of the Free campus movement on Blue Buttons, only \$1.00 for five. This is the authentic button worn in the wars at Valley State and elsewhere.

Wear the Blue Badge of Courage proudly, and speak for the Silent Majority. None will be sent without a signed Thumbs Up! affirmation.

<b>BLUE BADGE</b>		P.O. Box 212, El Segundo, Calif.		WVSS	
<b>AFFIRMATION</b>					
I (we) the undersigned solemnly affirm that I (we) will wear the symbolic SQUARE blue armband and/or blue buttons with honor and courage.					
Please rush:		signed _____		Total _____	
Blue Armbands at \$1.00 each				Total _____	
Blue Buttons at 5 for \$1.00				Grand Total _____	
Name _____		State _____		Zip _____	
Address _____		City _____			
California residents add 5% sales tax. Write for special quantity prices.					

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#### THE ACCUSATION

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his name connected with the organization. Hamish knew much more about personalities than Larry did, and the Scot knew how to get along in a marvellously diplomatic way. For example to the lean and hungry cats he would say, "I thought about you when I said we have to toil, in my speech up there." The kids would beam.

Tactics like creating a diversionary movement which would unify all factions against the establishment were discussed. The logistics of creating an incident which would bring in the police were also weighed, but nothing final was decided. Larry left the meeting about 10:30 in the truck. Then he went over his notes, and even the briefcase he slept on felt pretty good that night.

**MAKING CAPITAL OUT OF CONFLICT**  
Meanwhile back at the campus, the curriculum continued. Several impor-

tant pamphlets were passed out at the various workshop sessions. They dealt with subjects like Guerrilla Theater, which amounts to stock anti-theater . . . little immorally plays aimed at making solid citizens blow their minds. SDS is now most interested in developing professional revolutionaries, who can work at revolution full time, and support themselves in the process. To assist, the Radical Education Project compiled a list of "Vocations for Radicals", which numbered employment opportunities, among newspapers, pamphlet manufacturers, radio organizers, film makers and paid organizers. It ran to five pages including over 80 organizations. The list was compiled hurriedly and didn't include any of the so called "underground" newspapers, which now number in excess of 200.

What has happened is that the New

Leftists, who virulently oppose the capitalist system, have taken advantage of the opportunities for entrepreneurship within the market system in order to finance the movement. Many students who oppose SDS and defend capitalism complain about lack of funds, and expect some sugar daddy to finance their struggle. An amazing irony.

#### COMMUNIST WITH A SMALL "C"

The factionalism climaxed on Friday, the moment for elections and resolutions. Plans were presented for tightening up the organizational structure while creating slots for professional revolutionaries by appointing them as Regional Coordinators. Progressive Labor's naked grabs for power triggered angry verbal clashes. There was much vote trading and pressure politics, courtesy of Tammany Hall. Hamish watched. Then he moved for unity.

First he passed out red armbands as a symbol of solidarity. He simply watched while two officers were contested by the candidates with much bitterness. Then came the key office of inner organizational secretary. Hamish stepped to the front, and his tall, slim figure commanded silence for the first time. He nominated Bernadine Dohrn. Nobody else was even nominated, such was the dominance generated by Sinclair. One stalwart ventured to suggest that the office should be abolished, but he was booted ferociously. When a reporter asked Bernadine Dohrn if she was a "socialist" she replied "I consider myself a revolutionary communist." The room was drowned in shouts and cheers, stomping, singing, banging shoes, and the strains of "Solidarity Forever." The meaning of what she said is important to grasp. The word "communist" is with a lower case "c", meaning non party, anti-Soviet, and revolutionary. The old Soviet lining people are considered revisionists, just as they were in Cuba before the revolution. Later the line changed, the Old Party captured power, and many students fled for their lives.

The SDS Convention had a profound effect on Larry's thinking. At first he had expected to go in and expose hypocrisy and greed. But it became obvious that many of the rank and file people in SDS were sincere in attacking some of the real evils of

our society. They are doing something, at least, and many still don't want violence, but rather progress.

Yet the strategists above have other ideas. Primarily to seize the campuses, convert them into sanctuaries immune from outside interference, and use them as base areas to attack the entire society.

#### THE ACCUSATION

When he returned from East Lansing Larry rated celebrity of sorts. But the honeymoon didn't last long. His troubles began at a demonstration against the American Legion, which was having presidential candidates Humphrey and Wallace speak, on September 11, 1968. Larry had been marching since about nine that morning, and by two in the afternoon he was tired. Suddenly Pete Freouf a pro China, pro Guevara radical activist, came up to Dave Stone, the demonstration leader. He seemed excited, and his mustache twitched nervously as he whispered to Dave and glanced at Larry. He accosted every other leader in the demonstration. This didn't take long, since the ranks were primarily sincere kids who opposed the war, and weren't let in on some things.

Larry watched Dave. He fiddled with his sign, smoothed his long blond hair, stood still for a few seconds. Then he looked at the demonstration, saw a few kids straggling, and shouted orders. Then he gave his sign to somebody next to him and sauntered over to Larry.

"Are you a cop?" demanded Dave. Larry turned to a friend, "Look, Billy, set this guy straight about me, will you? I've had it!"

"I just want to know," Dave mumbled. "Pete says you are, and he seems sure."

Larry jerked his head to indicate the crowd of kids Larry said, "Let's settle this among the leaders, not here." Dave shrugged and looked relieved.

"O.K. Show up at the Alliance of Radicals meeting tomorrow night. You know where."

"Sure," said Larry. He squared his shoulders and split. Ed Butler was in Los Angeles, so Larry advised Dick Warren at INCA, and Sgt. Bennie Windstein, his contact with the New Orleans police, who checked in Captain Roth. All agreed that he should attend the meeting.

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