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## Conflict Management

### EXTENSION OF REMARKS OF HON. HALE BOGGS

OF LOUISIANA  
IN THE HOUSE OF REPRESENTATIVES  
Monday, September 17, 1962

Mr. BOGGS. Mr. Speaker, it is indeed a pleasure for me to call to the attention of my colleagues in the Congress a most incisive and penetrating series of four articles on positive methods which American businessmen and the private sector of our Nation's economy can adopt and apply to counter and to debilitate the massive propaganda and subversion of Sino-Soviet communism.

This series of thought-provoking articles was written by Edward Scannell Butler, for Challenge, the official weekly publication of the Young Men's Business Club of Jefferson Parish, the newest and fastest-growing civic organization in the New Orleans, La., area. Mr. Butler is a

founding member and the staff director of the Information Council of the Americas—Inca—and a member of the Young Men's Business Club of Jefferson; as a specialist in Sino-Soviet fourth dimensional warfare, he has presented his ideas on positive strategy for defeating communism before more than 25 civic, professional, and religious groups in the New Orleans area, and I have been assured that his thoughts have been favorably received.

I might point out here that as staff director of Information Council of the Americas, with its headquarters in New Orleans, Mr. Butler is actively engaged in the defeat of the Communist movement in Latin America through Information Council of the Americas "Truth Tapes" program—a program which provides scores of refugees from Communist tyranny the opportunity and the forum to relate their experiences on tape recordings for broadcast by radio stations throughout the Americas. In this worthy counterattack, Mr. Butler has been joined by many highly-respected

private citizens in my community, including Dr. Alton Ochsner, president of Information Council of the Americas and internationally famous surgeon from New Orleans. Such a program is a solid, forceful way to counteract Red propaganda, infiltration, and subversion in Latin America, and I know it is being well received.

The Young Men's Business Club of Jefferson has endorsed and is supporting wholeheartedly the Information Council of the Americas and its "Truth Tapes" program; and through its publication, Challenge, the Young Men's Business Club of Jefferson has provided a public service by publishing Mr. Butler's articles on "Conflict Management" in last month's issues.

The first of Mr. Butler's four articles on "Conflict Management" entitled "Part I—Agitprop Against America," follows; the other three articles will follow it on successive days in the Record:

## CONFLICT MANAGEMENT

by Edward Scannell Butler

### Introductory Note

With this issue, CHALLENGE begins an exciting new 4 part series dealing with the greatest Challenge of our time, and the way we businessmen can personally meet it.



BUTLER

The author, Edward Scannell Butler is a specialist in Sino-Soviet 4th dimensional warfare. A former advertising executive, he has published articles in PUBLIC RELATIONS JOURNAL and other professional magazines, which describe positive strategies for the defeat of communism. Mr. Butler is a founding member and Staff Director of the Information Council of the Americas (INCA), a member of the National Advisory Committee of the Cold War Council, and a member of the YMBC of Jefferson.

### Part I—AGITPROP AGAINST AMERICA

Discover a new need, fulfill it, and you'll make a million. So goes the old slogan. Yet for sixteen years a crying need—a need that increases daily, matters deeply to three billion people, and involves the wealth of the whole world—this tragic need has been virtually ignored by those who have the most to gain or to lose from it.

The "need" of course, is a practical method of counteracting communist colonialism, and liberating the one billion people the Red Empire now dominates, without triggering a hot war.

American businessmen do have the most to gain, and have already lost millions, because the average businessman just doesn't consider the cold war his business, or realize that he holds the way to win at his fingertips.

### THE DISORGANIZED ORGANIZATION MAN

One outmoded idea stands between America and Cold War Victory.

In spite of the Constitution's statement that "We the people . . . shall provide for the common defense" the average businessman believes that our limited government should do the job—alone. He is more or less willing to help with tax dollars, but he feels his responsibility ends there, and that his time, talent and personal profit are not needed or necessary to win.

Unfortunately, in 1903 Nicolai Lenin disregarded our tradition of "nation versus nation" general warfare, waged by uniformed, salaried soldiers. Instead he thought of war as class versus class, and developed a second, new kind of international Army to wage this sort of nibbling war.

The global communist party now mobilizes 36 million civilian conflict managers in 81 nations, who riot and revolutionize, using words as weapons, and pay dues for the privilege of destroying the societies in which they live.

Every communist party member is trained to manage class conflict. So today the Reds not only have the Red Army and diplomats, but a monopoly of the biggest business in the world—"Conflict Management"—the profession of revolution. This conflict cartel at the mass level is the key to communist success.

Here are the present odds:

MANPOWER—Our limited government of about 3 million people and our population of 180 million is confronted by the forced output



## Part II

## TRICKS OF THE TRADE

of over 1 billion communist subjects, plus 36 million trained communists operating from 81 distinct parties within all of our alliances and the United States itself. Even in the unlikely event that every government employee, from paratrooper to postman were trained as communist conflict managers are, the reds would still have twelve to 1 manpower advantage vis a vis the United States.

**ORGANIZATION**—We have seen Cuba, Eastern Europe and China colonized, the Peace Corps paralyzed with a postcard, our former vice-president smeared with student spit, and the annexation of Algeria nearly accomplished. Much of this has been done by the use of native conflict managers waging psychological and guerrilla warfare for the Soviet Union by proxy. The Soviets have thousands of front groups and conflict organizations arrayed against us. The organizational odds are so overwhelming they defy computation.

**MONEY**—The total budget for the U.S. Information Agency is about \$116 million per year. The Soviets spend an estimated 4.5 billion to do all that U.S.I.A. can do, plus much more. The budgets of the few private organizations are relatively minute, and in money spent the odds are 36 to 1 against us.

President Kennedy himself has revealed the deep flaw in a purely governmental approach; speaking from the official viewpoint he recently said: "We can assist these (threatened) countries by our guarantees . . . against outright military invasion. We can assist them through economic assistance to improve the life of their people (and) through defense support against internal guerrillas.

"But in the final analysis—and we cannot do it for them—they have to organize the political and social life of their countries in such a way that they maintain the support of their people. There is a limit beyond which our efforts cannot go."

It is precisely beyond the limit, where no government can go, where the communist parties can go and work hardest, to disorganize the political and social life of free countries. This is where the Reds have gained their victories with riots and demonstrations, posters and placards and mobs as militants.

If there is a solution, it is most likely to be found (1) in an analysis of Red organization and (2) in the development and support of adequate organized competition which can work at the base of power—with the people. That is where capitalists and communists, but not diplomats or dictators, work. These are the organizational tasks of the American Organization man.

**THE MARKET AREAS**

As Colonel Wm. Kintner puts it, in a well known book of the same name, the front is everywhere. However, the Reds have pointed the organizational way for us by dividing conflict management into two broad market areas. Domestic and Foreign.

**THE MODEL MACHINE**

In 1939 the Soviets finally evolved, after much trial and error, the master component in their great leap forward toward international human automation. World War II delayed its use briefly, but afterward the machine shifted into high gear. We know the results.

Few businessmen have even heard the name of the Communist's not-so-secret weapon for thought control—but this human machine grinds out victories day after day. It's primary target, directly or indirectly is American Businessmen because it seeks to destroy the civilization they represent. The machine for mental manipulation of masses is called Agitprop.

Agitprop (Section for Agitation and Propaganda) is the external conflict management machine for all the Communist Parties. It functions through a maze of front organizations, subsidized authors and artists, mass media and local party cells throughout the Free World. Agitprop sells international markets. Glavlit, the internal machine sells domestic markets. In combination the Reds have perfected a most appropriate means of organizing brains for bondage at home and abroad.

Add these two thought control machines to a well equipped secret police and military establishment, all based on the same kind of forced draft inhumanity that helped the Egyptians build their pyramids on the bodies of galley slaves centuries ago—and you have the answer to communist victories today. Under Communism life and liberty are luxury items. They can be, and often are, traded for the necessity item—power. Organization is power.

Conflict Management is political warfare as an operational science. The 36 million trained communist conflict managers, daily waging political warfare, are the world's greatest threat to peace and progress. Yet what does a Red conflict manager do?

Termite tactics, thought control, mob psychology—these are the Red conflict manager's stock-in-trade. However, scare words mean little to the average business man, who may not realize that his immediate profit and long range prospects are affected by conflict techniques more strongly than by his keenest orthodox competitor.

To understand conflict management, look over the shoulder of a hypothetical communist conflict manager at work, in the following Case Study.

**THE CASE OF COMRADE X**

Comrade X is a Latin American native conflict manager, trained in the Lenin School of Strategic Studies in Moscow. He wears the local garb and speaks the Spanish dialect fluently.

His mission is to destroy a dam which is being built with U.S. technical assistance and matching funds in his Latin Nation. To destroy the dam, Comrade X doesn't use explosives. He uses explosive words.

Arriving at the dam site, Comrade X hires on as a construction worker.<sup>1</sup> He soon hears, or generates, whispers about a rank and file desire for higher pay.<sup>2</sup> Comrade X helps form a committee which decides to ask for a 20 centavos daily increase.<sup>3</sup> A delegation meets with management. This could be collective bargaining at its best, but once "inside" Comrade X elbows forward as Chief Spokesman, demanding, not a 20 centavos but a 200 centavos increase. Management refuses. Granting the demand they say, might upset the labor-scales of the entire community. Comrade X makes telling comparisons to high wages paid United States workers for similar jobs.<sup>4</sup> Management cringes guiltily but holds firm, and Comrade X becomes belligerent and abusive. He is finally ejected from the meeting room . . . bodily. The twenty centavos increase is negotiated in his absence. But recalling that Comrade X had bargained hard for two-hundred centavos. The workers feel cheated. Comrade X. "the little man who fought alone against overwhelming odds for our rights" becomes a hero.<sup>5</sup>

From the moment Comrade X becomes a "hero", problems multiply. Comrade X consults his actuarial tables, determines the probability of construction casualties on the Dam project, then simply waits for an accident to happen. When an unlucky worker falls from a scaffold and is fatally injured, Comrade X soon appears, brandishing a frayed rope and belovng defiance at the "capitalist cutthroats" whose "greedy negligence" has "martyred" the worker, widowed his wife, and orphaned his six children.<sup>6</sup> Other representatives of Agitprop in the Americas—Castro's PRENSA LATINA—miraculously arrive to film piteous group shots of the weeping wife and children. Next morning, the funeral procession is treated to a stirring eulogy by Comrade X . . . and becomes an angry mob which stones the U.S.I.A. building, three miles away.<sup>7</sup> Cameras grind and presses roll. After the hoopla, the communist press departs and the Dam Authority provides a pension for the dead worker's wife and kids—but this doesn't make headlines.

Comrade X eventually produces a forged document, complete with official seals and signatures, which "proves" a "conspiracy" between the United States State Department and high Latin American government officials to "cheat" the surrounding farmers, by charging them exorbitant fees for irrigation an electricity.<sup>8</sup>

The charge balloons into an "international incident". The Pro-American President's political opponents, both communists and opportunists, rise in his legislature to slander him. Pressure mounts Throughout the country, sympathy riots occur "spontaneously".<sup>9</sup> Six weeks later the forgery is meticulously exposed. But by then, it's "yesterdays news!"



# FLICT MANAGEM

## CONFLICT BY PRODUCTS

El Presidente, who once saw the dam as a monument to his benevolence, now fears it may become his political headstone. He politely informs the U.S. Ambassador that the dam project must go.

The dam, a half-finished skeleton of "Yanqui Imperialism" is left to mock a ghost town of angry peasants, who only a few months before were anticipating a higher living standard, cheap power, irrigation, and the benefits of burgeoning industry. Millions of dollars of potential purchasing power, has evaporated. Worse, increasing pressure is put on el presidente to reduce Yanqui trade for tempting Sino-Soviet offers.™

## CONCLUSIONS OF CONFLICT

Conflict Managers like Comrade X probably have their own technical language for the seemingly spontaneous crises they engineer. Here are typical examples of communist jargon keyed to the numbers in the above story:

1. "Penetration at the mass base."
2. "Identifying problems of the proletariat."
3. "Unifying the toiling masses."
4. "Drawing the lines of class conflict."
5. "Assumption of the proletarian trust."
6. "Creation of the Anti-Cause."
7. "Mobilizing the masses in the streets."
8. "Crushing reactionary reformism."
9. "Forming the pre-revolutionary surge."
10. "Reorientation toward communism."

The case of Comrade X is a typical example of the way in which one man, backed up by Agitprop, can inexpensively engineer the destruction of a multi-million dollar Foreign Aid project.

The lesson is clear. Foreign Aid alone is no substitute for conflict management, and in fact is extremely vulnerable to misrepresentation. On the other hand communist-style conflict management without a worthwhile goal is anti-democratic. Together, conflict management and Foreign Aid can become a double-pronged spearhead for Success.

## MORE CONCLUSIONS FROM CONFLICT

Comrade X had little to fear from U.S. officials. As "foreign guests", U.S.I.A.'s allegedly "biased" statements would have been ignored or misinterpreted. So the U.S.I.A. men wisely kept silent. Even the Voice of America, which can talk against communism, loses much of its audience when it does. Many audiences just don't consider the U.S. Government an objective source for anti-communist information.

## CONFLICT CASE STUDIES

Management case studies by the Harvard Business School and other enlightened institutions, include no pat solution. Neither does the Case of Comrade X, nor will similar conflict case studies which could become primary training aids. Different conflict managers will solve problems in different ways. However, clearly necessary for any solution, are trained on-the-spot Free Conflict managers, backed up by aimed, non-official (hence "objective") information.

## CONFLICT ENGINEERING

The priorities in communist thinking are: first destroy the existing order, then build the new. They attack each project with precision. On the other hand our own thinking is imprecise, in that we attempt to build on, and reform, the overall existing order without first destroying the destroyers. So while we build, they bust: and because destruction is inherently quicker and cheaper than construction, the Reds retain the offensive. Hence, the destruction or neutralization of communist party organizations . . . which exploit misery and injustice for power . . . this is the priority job, if we are ever to have true peace and progress.

## PART III CONFLICT CORPORATIONS FOR COUNTERATTACK

Conflict Management is a new business for American businessmen. Conflict Management can help existing businesses insure themselves against expropriation and outright confiscation, preserve and extend the total market, defend individual life, liberty and property—while at the same time providing a challenging new career field for thousands.

At present there are only a few hundred non-communist conflict managers in the Free World. To utilize their talents and know-how best, private industry should grant funds immediately for the following purposes:

### CONFLICT CONSULTATION

Political warfare counsel at the top-management level should become a recognized requirement for every U. S. Business with foreign interests. With proper counsel, standard trade missions, advertising and public relations, could become both selling aids and Cold War weapons. Similarly, our far-flung, corporate personnel, (both U. S. and foreign nationals) could be taught to perform conflict management tasks of great value to freedom, without impairing their normal business functions. Business today has a willing, but untrained army which it could mobilize to defend itself, with the proper counsel at the top-level.

### CONFLICT COLLEGES

In the U. S., public demand has created a legion of professional, semi-professional, and amateur "anti-communists". It's difficult to determine who the proportionally few conflict managers are.

To complicate matters more, in spite of giant Soviet expenditures on it, and proven successes with it, there is still some debate as to whether conflict management exists!—i.e., whether political warfare can be studied and practiced as an operational science. Business could end the debate, chase the charlatans, and provide the needed stream of accredited manpower by earmarking funds to establish chairs of conflict management within the universities. From these seeds would come the private "Colleges of Conflict Management" needed to compete with the annual massive manpower advantage of the communists.

### CONFLICT CORPORATIONS

There are huge areas of conflict—too big for any normal business to cover, but too low for any free government to reach. These conflict twilight zones are vitally important nevertheless, because the mass base is where the communists now concentrate. Here is the arena of the Conflict Corporation—a private, non-profit, usually tax-exempt enterprise, geared specifically and exclusively to counter-attack Red psychological, political, and economic attack beneath the official level.

Because Conflict Corporations are a most practical way to mobilize private enterprise, ("The one weapon we have that the communist cannot duplicate") let's take a closer look at what they are and how they operate:

### FREE CONFLICT CORPORATIONS IN CROSS-SECTION

Today the United States has about 150 recognized groups and organizations, uniformly under-funded and under-staffed, which claim to be "anti-Communist". Scores of local "discussion groups" are growing up each day. Obviously, not all of these organizations can be called bona fide conflict corporations. They range from childish to extremely professional. In the latter category are: The University of Pennsylvania's Foreign Policy Research Institute, The Rand Corporation and the Institute for American Strategy.

All of these scholarly organizations are engaged in research on communist conflict management and the development of affirmative strategies to overcome the long communist lead time. The IAS adds an extra dimension by sponsoring seminars for executive personnel in education, government, and industry, all have published studies on conflict management.

The most noteworthy books are "Protracted Conflict", "A Forward Strategy for America" (FPR), "The Organizational Weapon" (Rand), and "American Strategy for the Nuclear Age" (IAS).

A new kind of conflict corporation which operates domestically is the recently chartered Cold War Council, headed by Henry Mayers, a Los Angeles Advertising Executive.

The Cold War Council's top-priority job is to make legislators aware of Cold War issues by informing "the folks back home". Mr. Mayers believes that ironically, although there are literally hundreds of lobbies for various "special interests" there is no Lobby for Freedom to explain conflict management to the electorate and its representatives . . . yet conflict management should be everyone's special interest.



# ENT

One special interest which the Cold War Council (as a political action group) is currently pressing, is the Freedom Academy bill designed to inaugurate a West Point of Cold Warfare. The communists have 177 such propaganda colleges in Russia alone, the United States has none.

Another of Cold War Council's efforts will be to focus publicity on little known facts which will forewarn the public. For instance, events suggest that few businessmen have any idea that there are specific Red propaganda themes beamed toward them now, in 1962 . . . much less what they are. Hence they can't act to protect themselves.

There are numerous conflict corporations operating internationally. One, Radio Liberation, is beamed at Russia itself. Another, the recently founded Information Council of the Americas (INCA) is the first conflict corporation designed to help prevent the communization of an entire continent. It will operate throughout Latin America. INCA's program is aimed at supplying the need for eyewitness information on communist tactics from an effective source. INCA will feature testimony of Cuban Refugees and other living proof of Red Lies. Its first project, weekly half hour TRUTH TAPES will be broadcast by local Latin radio stations. INCA will establish regional councils in several Latin Nations.

The best known and biggest conflict corporation is Radio Free Europe, RFE is privately financed, non-profit and beamed at the Iron Curtain countries. Many people confuse RFE with the Voice of America, which is the official voice of the United States Government, operated by the U. S. Information Agency. Which is doing a magnificent job on a relatively small budget.

Radio Free Europe has grown from a little 7½ kilowatt mobile transmitter in Germany, to a professional organization which employs about 1,200 people and is budgeted at about 10 million dollars per year.

## THE ECONOMICS OF CONFLICT

Those U. S. businessmen who consider the Cold War their business know that the Red fear RFE so much, they spend 100 million dollars per year trying fruitlessly as to jam its broadcasts. This is a 10 to 1 ratio in our favor, and an estimated seventy-five percent of the RFE message gets through.

Russia, whose Gross National Product is still far below ours, just can't afford to spot us an RFE-like 10 to 1 advantage very often. So they must diagnose our greatest weakness and focus upon it their greatest strength.

Logically then, we have tried to pinpoint our own weakness by closely analyzing the Red effort, in comparison with our own competition to it.

In so doing, the preceding articles have not stressed the Free World's many victories—from Greece to Guatemala—over Sino-Soviet expansion. In the public sector, the Marshall Plan, NATO and now the concept of an "interdependent" Atlantic Community and the Alliance for Progress, are positive programs which can succeed, if they are shielded from continual sniping and harassment at the non-official level.

The mass base is the battleground of the Free conflict manager. Here, decisive battles of today and tomorrow will be won . . . or lost.

## PART IV WAYS TO WIN

"If we back the attack and begin to win the Cold War, won't we tempt the communists to launch an annihilating atomic attack?" This unspoken fear—"Is political warfare worth winning?"—lurks in minds of many thoughtful Americans.

To find the answer, we must glance backward into recent history.

### CONFLICT QUOTATIONS

In 1956 an American wrote: "Throughout the Soviet Union there are about 8,000 special schools maintained by the Party and devoted exclusively to training professional propagandists. These have an enrollment at any one time of 185,000 students. Above these schools are 177 regional 'propaganda colleges' to train 135,000 'alumni' of the local schools. And above the regional schools are a dozen higher institutions giving 'graduate training' to several thousand advanced students. Propaganda is by far the biggest industry in the U.S.S.R."

In 1961 a Communist said: "Comrades! There is only America. A this country can be compared to a worn out runner. He had the prize—others have been born, trained and are now running.

"The U. S. is now running on its past reputation but at the finish line the young, fresh strong runner will break the tape and our socialist country young, strong, organized, mobilized—is snapping at the heels of America not silently, but saying, 'Look we are in the race. Hurry up or we will overtake you!' (Emphasis mine, ESB)

The first statement was made after a study of the subject by Willis Benton, former adman and U. S. Senator, who now publishes the Encyclopedia Britannica.

The second statement was shouted by Nikita S. Khrushchev, at party rally in Alma Ata Kazakstan. Khrushchev also said that American experts were reporting to President Kennedy that the Soviet Union would overtake the U. S. by 1970 and added: "This is our date."

These statements go together like a man in a missile. For although Khrushchev's speech was reported in the U. S. as an economic challenge neither reporters nor the American public was aware, (as every communist) that the biggest business in the Soviet economy is propaganda. To it initiated communist courtiers Khrushchev was promising, not economic parity, but propaganda warfare victory by 1970. Be certain he meant it.

Point One: Cold War is real war.

### THE GRAPH OF POWER

Business statisticians distrust the unstable line that shoots to the pinnacle of the chart which often topples on a whisper of suspicion. The R line has soared from 25 men under Lenin in 1903, to over a billion under Khrushchev today. It has accounted for the extermination of millions human beings and the enslavement of a billion.

And yet communism, based as it is on "a pseudo-scientific residue the 19th century", trembles violently whenever an organized nudge is given one of its weak spots. Its hysterical attacks on Radio Free Europe at Radio Liberation are one example, another is the frenzied fear of U. S. debate on Hungary, a third is the massive guilt hysteria surrounding the Berlin Wall.

Point Two: The Reds can lose, if we help them.

### THE NEW TREND

Once American business begins buying private insurance for freedom dramatic changes could occur quickly.

Abroad, an adequate private investment in Cold War offense could mean the gradual reopening of Iron-Curtained markets, and the free development of underdeveloped nations.

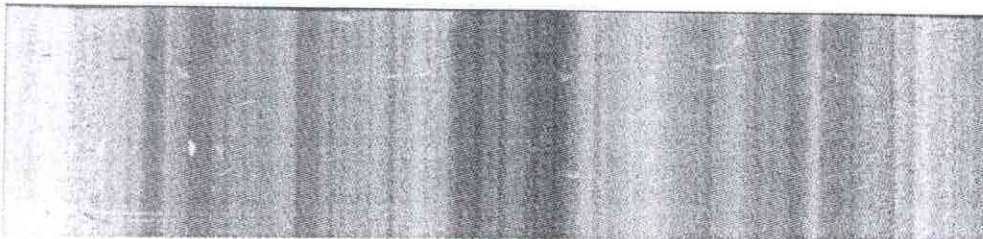
At home, a whole new career field in conflict management will develop. Our concern about the necessity of creating 13 million new jobs by 1970 may become meaningless, when American youth begins to discover the rewards of professional involvement in the greatest challenge of the century. However, if the present trend continues, it is equally possible that no private enterprise jobs will exist by 1970, as Khrushchev shouted Alma Ata.

Point Three: We can Win, if we will.

### DEFEAT BY DEFAULT

Unfortunately, there are some few Americans who still advocate throwing sops to Cerberus in the forms of the lives, liberty and property of millions of once-free allies. They are willing to sacrifice "peripheral interest to buy time and seek accommodation with a "milder" Soviet Dictatorship in the future. Aside from any moral considerations, a strategy of "no offense" in Cold War can result in continual nibbling at the perimeter or ultimately in a "Citadel America" . . . a lonely armed island in a sea of enemies, free to choose only between thermonuclear war, or surrender.

No sane citizen wants nuclear war, and no liberty-loving American wants Red domination. Fortunately there is a third, rational path between detonation and domination: i.e. to maintain obviously superior weapons, civil defense, and will-power which will keep Soviet challenges beneath the Hot War level (Herman Kahn suggests specific, and practical ways and means in his excellent RAND study "On Thermonuclear War", for the Center for International Studies at Princeton). Having capped the nuclear volcano, we must also develop offensive strategies to win the Cold War, a goal which LIFE magazine has suggested should become our primary national purpose.





# CONFLICT MANAGEMENT

## VICTORY THROUGH VITALITY

Far from endangering peace, a positive public-private effort for Cold War victory will insure it.

There is every reason to believe the Reds are as concerned as we are about avoiding thermonuclear war, unless they can make it "risk-proof" through the psychopolitical methods of conflict management. Red strategists denounce "military adventurism" (meaning any high-risk move that endangers "Mother Russia"). Moreover, the Reds seem to believe their own myth of invincibility. They appear certain that communist conquest is "historically determined"—hence only a question of time. Understandably therefore, the Reds will always prefer a Leninist "step backward", to avoid domestic warfare, unless the odds are conclusively in their favor.

The basic question then is: Will Red dictators be more belligerent when we are strong, or when we are weak? When we are winning . . . or losing?

Events of the past 16 years, and the whole philosophy of communism from Lebanon to Laos, have proven that against the Reds—power means peace; weakness, war.

**Point Four: We can win without losing.**

## CAPTAINS OF CONFLICT

As technology advances and democracy seems to decline, it has been said that the modern world faces an alternative between a New Renaissance and New Dark Age. Required today are Renaissance Men, for the destruction of Red Imperialism and the expansion of a system of Liberty Under Law to all the peoples of the earth.

Mentors like Drs. Hubert Strauss Hupe and William R. Klutner of the Foreign Policy Research Institute, Frank Barnett of the Institute for American Strategy, Gerhart Neimeyer of Notre Dame, and Stefan Possony of the Hoover Institution on War, Revolution and Peace at Stanford, are unfamiliar names to the average businessman. The future of freedom may well depend on these little-known experts, and the lights are on in the Ivory Towers.

## TASKS FOR TODAY

Most businessmen cannot personally manage conflict, but all should support those who can. A nation which contributes nearly 88 billion a year to orthodox charity can certainly allocate a small margin of its resource to insure its own survival. It surely will, when we eliminate the "let Uncle Sam do it alone" mental block. But since a philosophy of "private investment for survival" doesn't yet exist, the few Free World Conflict Managers are forced into pauperism (if they practice) or prosaic "peacetime" pursuits (if they don't.) Lacking either monetary or mental incentive, new talent is not attracted to the field. But once even modest pay becomes possible, an academic discipline will develop, and professionalism will proceed. However, business must begin the cycle. Money is mandatory, but often the job can be done with tax-deductible dollars.

## WAYS TO WIN

Someday soon perhaps United Freedom Funds will operate in every community in the nation, to finance the work of Free Conflict Corporations throughout the world. One top civic leader per community could rally the support of his city for such a United Freedom Fund, and strike thousands of blows at Red weak spots.

Until then, top management should: (1) Hire qualified Conflict Consultants to defend and guide their business in Cold War combat, (2) Endow a Conflict Course or College to train top-flight talent, (3) Select a Free Conflict Corporation and support it with regular corporate contributions.

Junior executives should work to initiate corporate contributions through their companies. Every means, from the trusty suggestion box and bulletin boards, to small group discussions, assemblies and the house organ, should be used to inform fellow workers and/or employees of the grave responsibility they bear.

If the American businessman will make Conflict Management his business, if he will fulfill the great unfulfilled need of our time, America can win. Conflict Management is the way.

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expense*

# CONFLICT MANAGEMENT

by EDWARD SCANNELL BUTLER

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