Trust!

CIA Simple Sabotage Field Manual
(1944, declassified 2008)

Julianne Hull
CEO
WenStar Enterprises

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CIA Simple Sabotage Field Manual (1944 – declassified 2008)

- During and Since World War II, US intelligence agencies have devised innovative ways to defeat their adversaries.
- 1944, CIA's precursor, the Office of Strategic Services (OSS), created the Simple Sabotage Field Manual.

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CIA Simple Sabotage Field Manual (1944 – declassified 2008)

- This classified booklet described ways to sabotage the US' World War II enemies. Recommended that the sabotage guidance be declassified and distributed to citizens of enemy states via pamphlets and targeted broadcasts.
- **Surprisingly Relevant Sabotage Instructions**
- Many of the sabotage instructions guide ordinary citizens, who may not agree with their country's wartime policies towards the US, to destabilize their governments by taking disruptive actions.
- Some of the instructions seem outdated; others remain surprisingly relevant. Together they are a reminder of how easily productivity and order can be undermined.

The Simple Sabotage Field Manual

- Available on the CIA's website
- Provided instructions for how everyday people could help the Allies
  - Weaken their country by:
    - 'reducing production' in factories, offices, and transportation lines.

Sadly we seem to have taken their advice in todays business society

Manual provides advice for

- Managers and Supervisors
- Employees
- Organizations and Conferences
- Telephone
- Transportation

"Due to budget constraints, we're cutting your hours. You only have to work every-other-minute."

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Managers: Objective

'To lower morale and production, be pleasant to inefficient workers; give them undeserved promotions. Discriminate against efficient workers; complain unjustly about their work'.

- Work assignments:
  - always sign out the unimportant jobs first.
  - See that important jobs are assigned to inefficient workers.

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Managers: Objective

- Insist on perfect work in relatively unimportant products
  - send back for refinishing those which have the least flaw.
- Lower morale and with it, production:
  - be pleasant to inefficient workers; give them undeserved promotions.
- Hold conferences when there is more critical work to be done.
- Multiply the procedures and clearances involved in issuing instructions, pay checks, and so on.
  - See that three people have to approve everything where one would do.

Employees: Objective

Work slowly. Think of ways to increase the number of movements needed to do your job: use a light hammer instead of a heavy one; try to make a small wrench do instead of a big one.

- Work slowly.
- Contrive as many interruptions to your work as you can.

"Do you know where the papers are on the Babcock contract or did you file them?"

Employees: Objective

- Do your work poorly and blame it on bad tools, machinery, or equipment.
  - Complain that these things are preventing you from doing your job right.
- Never pass on your skill and experience to a new or less skillful worker.

"Research has discovered why our large economy size packet hasn't been selling - it's too big to carry home."

Organizations and Conferences: Objectives

When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large and bureaucratic as possible. Hold conferences when there is more critical work to be done

- Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.
- Make "speeches." Talk as frequently as possible and at great length. Illustrate your "points" by long anecdotes and accounts of personal experiences.

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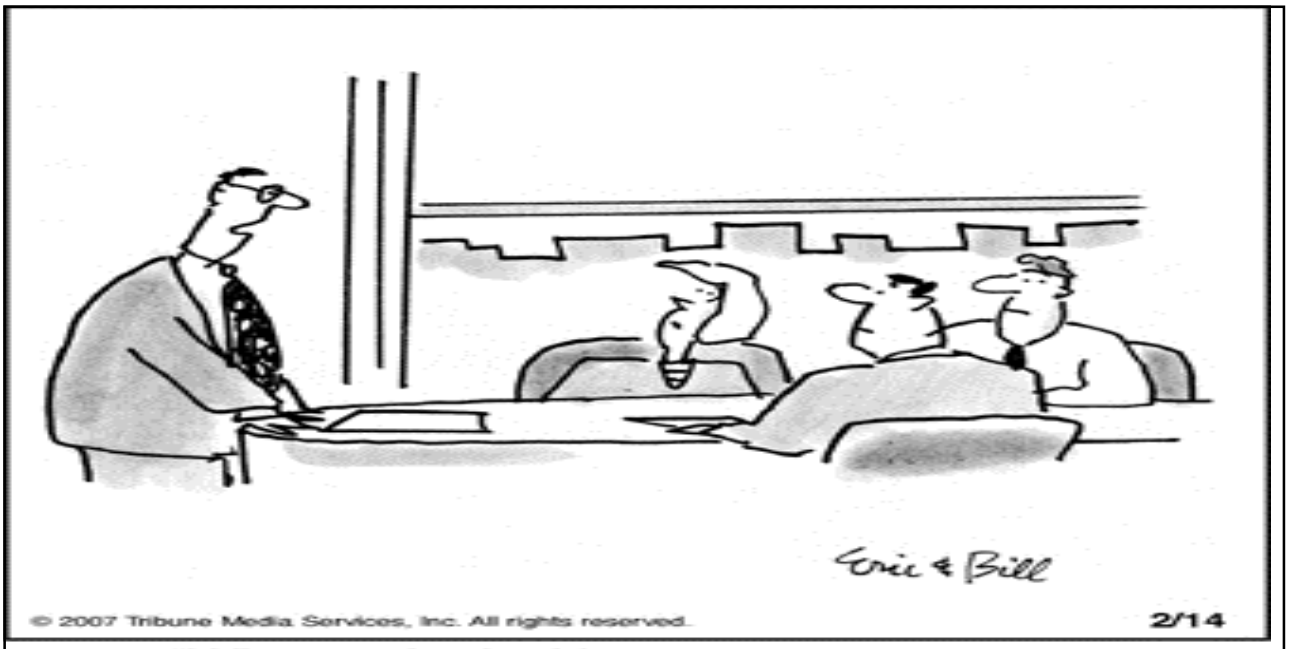
Organisations and Conferences: Objectives

- When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committee as large as possible — never less than five.
- Bring up irrelevant issues as frequently as possible.
- Haggle over precise wordings of communications, minutes, resolutions.
- Refer back to matters decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.
- Advocate "caution." Be "reasonable" and urge your fellow-conferees to be "reasonable" and avoid haste which might result in embarrassments or difficulties later.



"What we're lacking are street smarts. Does anyone here *not* have an MBA?"

Telephone: Objective

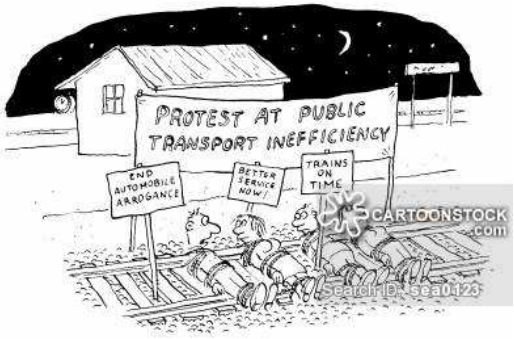
stymie communication

At office, hotel and local telephone switchboards:

- delay putting calls through
- give out wrong numbers
- cut people off "accidentally"
- forget to disconnect them so that the line cannot be used again

Transportation

- Make train travel as inconvenient as possible for enemy personnel
  - Issue two tickets for the same seat on a train in order to set up an "interesting" argument.



"Well folks, looks like the triain's been delayed."

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CIA Simple Sabotage Field Manual

- declassified and freely available on the CIA's website
- the manual the CIA currently describes as "surprisingly relevant"
- distributed to OSS officers abroad to assist them in training "citizen-saboteurs" in occupied countries like Norway and France

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CIA Simple Sabotage Field Manual

- "might already be sabotaging materials, machinery, or operations of their own initiative,"
- may have lacked the devious talent for sowing chaos that only an intelligence agency can properly master.
- Genuine laziness, arrogance, and mindlessness may surely be endemic.
- "purposeful stupidity is contrary to human nature" and requires a particular set of skills.
- citizen-saboteur "frequently needs pressure, stimulation or assurance, and information and suggestions regarding feasible methods of simple sabotage."

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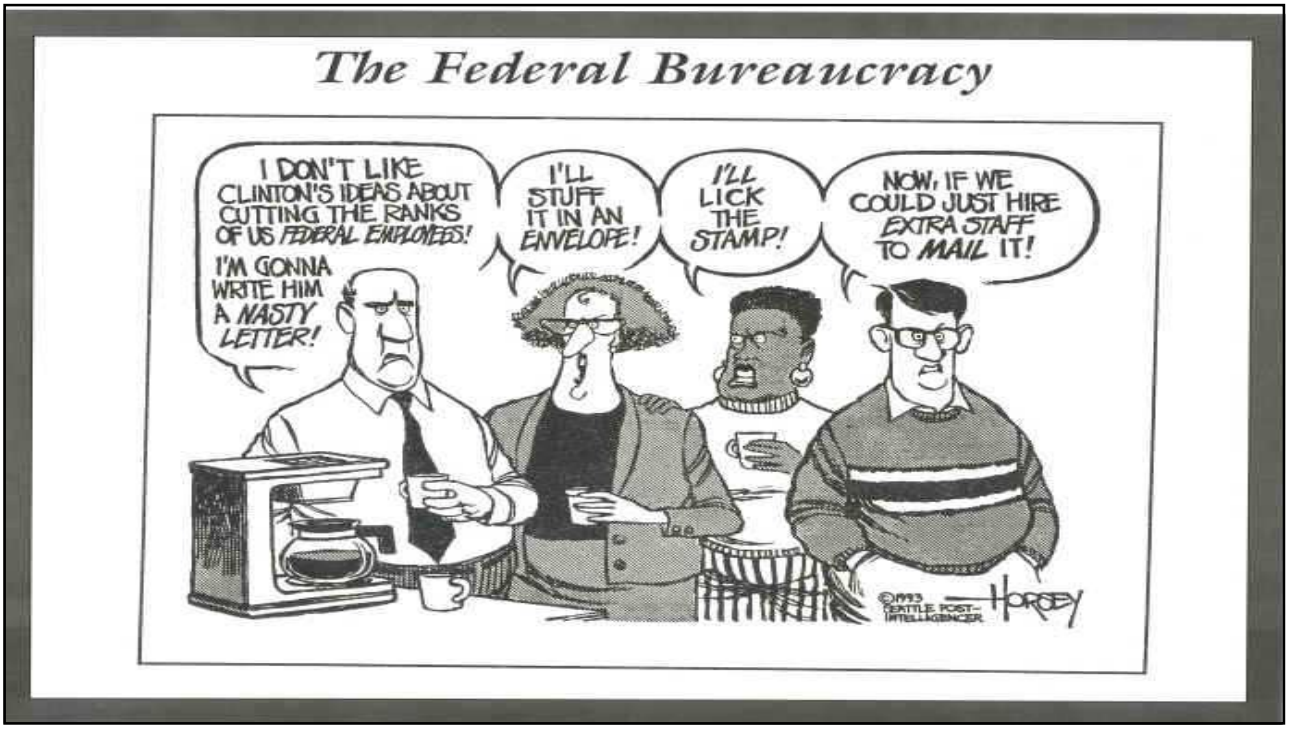
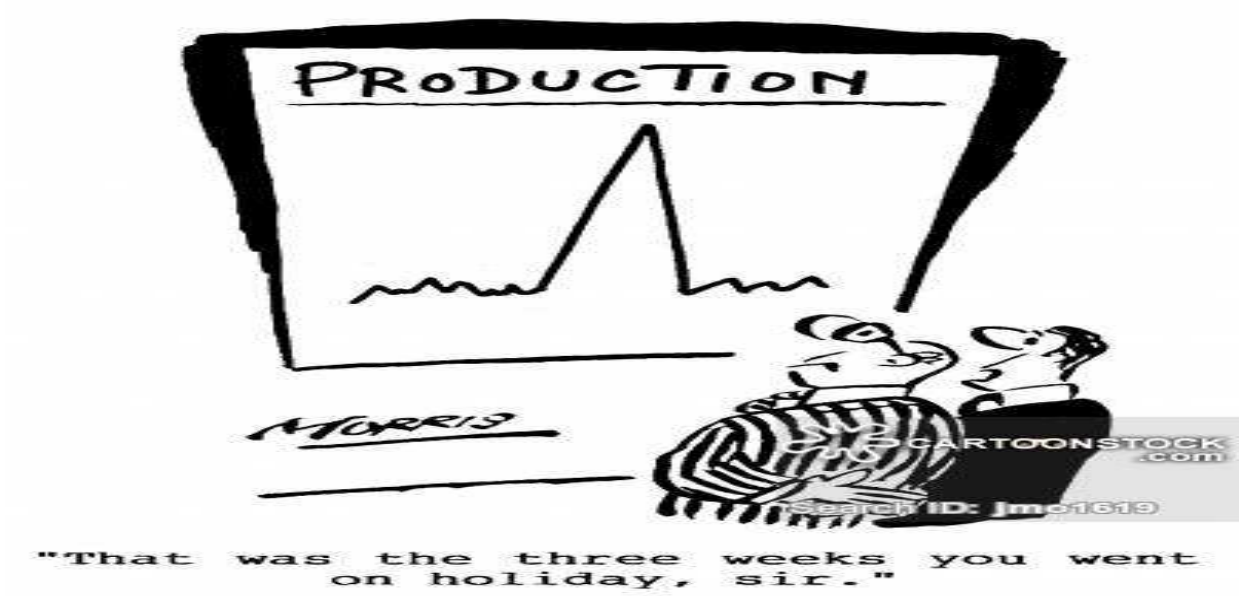


The Manager: Citizen-Saboteur



Conclusion

- 'Trust' is simple to sabotage
- We can all sabotage 'Trust' as managers, employees, team members
- By being inconsiderate, lazy, obstructive, stubborn we can all undermine 'Trust'

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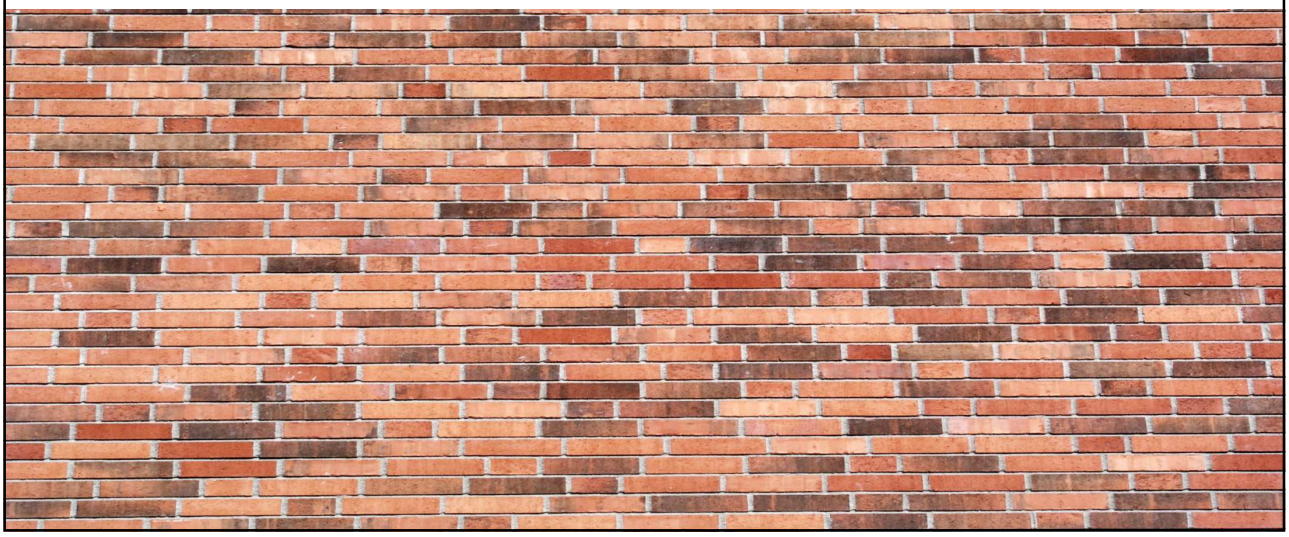
Conclusion

- Have you ever shouted at an employee, at a CRO?
- Have you ever not responded to a message?
- Have you ever mandated multiple approvals with no real gain?
- We can all undermine 'Trust

How do we build 'Trust'?