**源自美军的“破坏工作指南”**

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二战时期，美国情报部门在常人料想不到的领域出力甚多，其中一招就是指挥敌对国家或敌占区的平民，暗中实施破坏活动，削弱对手的战争潜能。 在这方面，中央情报局（CIA）的前身——战略情报局（OSS）编撰的《简单破坏战地手册》(Simple Sabotage Field Manual，简称《手册》)，堪称无所不包的“宝典”。这份手册，在纳粹占领区发放，希望当地的反纳粹工人遵照执行，以此来“合法、合理”地破坏纳粹的生产。

该手册的第十一章介绍了“干扰组织与生产的一般方法（General Interference with Organizations and Production）”，值得深陷大企业病的组织和机构警醒。

**01**

**Organizations and Conferences**

**组织决策和会议机制**

1) Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.

坚持所有事情都要通过正规渠道处理，坚决不同意走后门、插队等办事方式。

2) Make "speeches," Talk as frequently as possible and at great length. Illustrate your "points" by long anecdotes and accounts of personal experiences. Never hesitate to make a few appropriate "patriotic" comments.

多发言论，有事没事发尽可能长的讲话，要结合自己的观点和经历，多谈谈爱国话题。

3) When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large as possible - never less than five.

尽可能把事情提交给委员会来解决，以便“为了长期考虑并进一步解决问题”，委员会成员越多越好，不能少于5个人。

4) Bring up irrelevant issues as frequently as possible.

尽量多提一些毫无关联的问题。

5) Haggle over precise wordings of communications, minutes, resolutions.

通讯、备忘录、解决方案之类的文件，逐字逐句地推敲和校对，一定要确保绝对精准。

6) Refer back to matters decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.

讨论一个问题时一定要找出上次会议的结论进行参考，并重新打开这个问题再次讨论。

7) Advocate "caution." Be “reasonable" and urge your fellow-conferees to be "reasonable" and avoid haste which might result in embarrassments or difficulties later on.

注意“安全”和“理智”，强调下属也要“理智”，避免着急解决问题，万一今后会导致更多问题呢？

8) Be worried about the propriety any decision - raise the question of whether such action as is contemplated Has within the jurisdiction of the group or whether it might conflict with the policy of some higher echelon.

仔细考虑决策后果，想清楚这事到底归不归自己的部门管，这个事情做了之后会不会冒犯其他上级部门？

**02**

**Managers and Supervisors**

**管理及监督机制**

1) Demand written orders.

所有命令必须书面传达（口说无凭）。

2) "Misunderstand" orders. Ask endless questions or engage in long correspondence about such orders. Quibble over them when you can.

“误解”命令，不断对命令提问，或者发一些冗长的说明，尽量鸡蛋里面找骨头。

3) Do everything possible to delay the delivery of orders. Even though parts of an order may be ready beforehand, don't deliver it until it is completely ready.

尽量拖延发布指令，即使有些指令是要提前发的，也要等到万事俱备再发出。

4) Don't order new working' materials until your current stocks have been virtually exhausted, so that the slightest delay in filling your order will mean a shutdown.

原料没有用完就不要预订新原料，这样就能停工一阵子了。

5) Order high-quality materials which are hard to get. If you don't get them argue about it. Warn that inferior materials will mean inferior work.

订购高品质的原料，即使非常难订到也要坚持。如果你拿不到它们，就警告没有好原料就完不成工作。

6) In making work assignments, always sign out the unimportant jobs first. See that the important jobs are assigned to inefficient workers of poor machines.

安排工作的时候，烂活让好工人拿好机器做，好活就让烂工人用烂机器做。

7) Insist on perfect work in relatively unimportant products; send back for refinishing those which have the least flaw. Approve other defective parts whose flaws are not visible to the naked eye.

对于不重要的产品，一定要精益求精，只要看得见有问题，一定要打回去重新做；如果看不出毛病的瑕疵品，那用了就用了。

8) Make mistakes in routing so that parts and materials will be sent to the wrong place in the plant.

安排计划的时候犯点小错误，把原料送到错误的地方。

9) When training new workers, give incomplete or misleading instructions.

培训新人，要给他们错误或不完整的指导。

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

提拔烂工人，批评好工人，然后抱怨这种不公平的风气。

11) Hold conferences when there is more critical work to be done.

事情越多越要开会。

12) Multiply paper work in plausible ways. Start duplicate files.

多搞纸面工作，使劲重复。

13) 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.

签发指令、支付支票等工作要多增加审批环节，每件事都要至少三个人来签字批准。

14) Apply all regulations to the last letter.

遵从所有规则，精确到每一个字。