



The Nationalist

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"Truth is the most powerful propaganda." — J.F.C. Fuller

NDF Applies Eternal Principles of Leadership

BY GARY GALLO

The essential principles of leadership are unchanging and they can be applied in a military context, a business context, or a political context. In 1973-74, I wrote a book entitled *Cracks in the Shield: Toward a New Model Military*. It was an analysis of what was wrong with the American military and how to fix it. Fortunately as it turns out, I was unable to get the book published. I

now do not want to see the American military reformed - better that it bumbles along until the System is overthrown. But some of the book deals with leadership, and this discussion is valuable to us even now. Below are excerpts from this unpublished manuscript which will help us understand the eternal principles of good leadership.

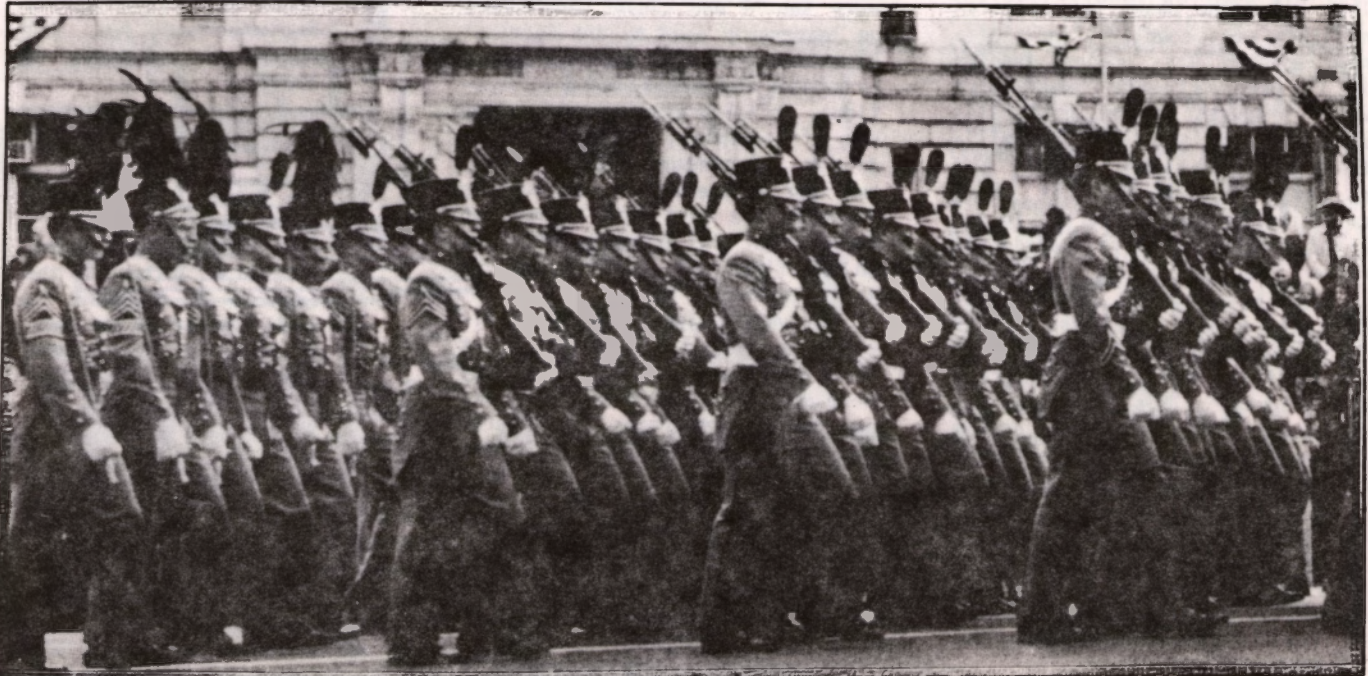
Often it is easier to understand what should be done by looking at what should not be done. The first

passages deal with the West Point approach to leadership - instilling fear and motivating through appeals to self-interest.

Part II, Ch. I: The Long Grey Line

The American social and political systems are based upon the concept of self-interest. Every society is founded on social and political myths, and in shortened form the American myth runs some-

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Leadership

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thing like this: If everyone looks out for his own self-interest, everything will work out fine in the end. This implies that the individual is more important than the state. The value of a political myth can be judged by how well it helps a society or the members of a society to survive and prosper, both physically and psychologically. It is not within the sphere of this book to determine the value of the American myth to our society, rather, this work will only attempt to evaluate the effects of the myth on the military establishment.

It is much more difficult for an American youth to adjust to a military way of life than a German youth, for example, who finds it easier to sacrifice his own well being for that of the nation because of his socialization. The military is an instrument of the state and as such it exists for the interest of the state. So, if the military is going to be a real and effective instrument, its members must be able to identify with the nation and must be willing to sacrifice themselves in every way for their country. This is enormously difficult for American soldiers to accept. The military ethic is essentially antithetical to the classical liberalism with which American children are indoctrinated. This being the case, the American military must counter-indoctrinate new recruits. This process results in a rather strange compromise which produces neither good citizens nor good soldiers. The military ethic demands loyalty and cooperation, but both of these concepts become perverted in our armed forces to serve individuals rather than the nation.

When a young man enters West Point as a new cadet one of the first slogans that is pounded into his confused brain is "cooperate and graduate". This seemingly innocuous and very practical dictum illustrates the dilemma the American military faces on the matter of loyalty. Cooperation is essential for the efficient operation of a military organization, so the cadet must be compelled in some way to cooperate. This is done by appealing to the cadet's prime operating

motive - his sense of self-interest. The cadet is exhorted to cooperate not for the sake of his unit, the Army, or the nation, but rather for his own sake - so that he will get through and graduate. It is assumed that the cadet has difficulty conceiving of and identifying with abstract organizations such as the Army or the nation. Not only does the Academy assume this mode of thought, Academy training reinforces it. West Point places extraordinary emphasis on minutia and the accomplishment of small, meaningless tasks (it is called attention to detail). The cadet cannot relate the successful accomplishment of these tasks to any purpose greater than his own personal survival within the system. Everything is related back to self, rather than in the other direction, toward nation. The full implications of this doctrine will become clear as we continue....

Part III, Ch. 2: The Molding of the Officer Corps

[West Point's] approach to leadership is very simple: a commander must maximize fear of himself amongst his subordinates in order that they will be unquestioningly obedient. The Tactical Department of the Academy is ashamed to openly propound such a primitive doctrine, but the cadet comes to understand what type of leadership the TD wants practiced. There are other, more subtle and clever sub-themes on leadership used by the Tactical Department such as appeals to patriotism and duty, reward, mystique, social pressure, unit pride, use of examples, and methods to divide and conquer subordinates; but fear is the primary motivating force in the West Point scheme of leadership. The cadet learns this on his first day and is never allowed to forget it.

The vast majority of the officers and cadets I met at West Point were frightened little men. They were afraid of both their superiors and their subordinates. They feared the punishment that their superiors could and would inflict upon them for behavior that was out of line or for having improper attitudes. They also feared that their subordinates would be disrespectful, disobedient, or uncontrollable as this looked very bad and implied a

leadership failure. Fear communicated itself up and down the line from the plebes to the Commandant and Superintendent and back down again. Only those who were indifferent to their own personal welfare within the system were not afraid. The Tactical Department equated fear with respect. Actually, it is very difficult to respect a frightened little man, no matter how much power he wields.

The Academy rejects notions such as justice, community, and legitimacy which would promote mutual respect amongst cadets. In *Panzer Leader*, Heinz Guderian describes his life as a military cadet in Germany around the turn of the century: "Our education in the cadet corps was of course one of military austerity and simplicity. But it was founded on kindness and justice." There are two points of interest in Guderian's statement. In the first place, it contradicts

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Gary Gallo, Editor

the image Americans have of German military schools being rigid and brutal. Secondly, Guderian's description contrasts sharply with the reality of West Point, which is a rigid and brutal system. No cadet would characterize West Point as being "founded on kindness", and there is certainly no room for justice at the Military Academy. Cadets are encouraged by the Tactical Officers to use their power over other cadets capriciously, and they do. The object is to make the West Point experience as hard, bitter, and painful for the cadet as possible as this builds "character" and toughness, or so it is thought.

To illustrate the place that justice holds in the academy system of leadership training, I will use an example the like of which occurs daily in a myriad of forms. As a plebe, this friend of mine was stopped while going out to parade by a small group of upperclassmen. The upperclassmen decided it would be fun to see him spun around on his breastplate, so they ordered him to lie on the floor on the breastplate. They then spun him around until the plate was sufficiently destroyed and then ordered him out to ranks. Once he arrived in ranks he was harassed by several other upperclassmen for being late and for wearing a smashed breastplate to parade. When asked for an explanation, the plebe tried to



West Point cadets marching off "slugs" on the punishment block.

explain what happened, but he was immediately cut off and further harassed for not replying "No excuse, sir!" Plebes are allowed to give only four answers: "Yes, sir!", "No, sir!", "Sir, I do not know!", or "No excuse, sir!" The plebe knows he has a legitimate excuse, but he forced to reply "No excuse, sir!" He is then punished for the offenses which he did not commit. The plebe is of course embittered by this type of grossly unjust treatment, but he cannot strike out at anything until he is an upperclassman. When he becomes an upperclassman, he can and does lash out with great pent-up venom against lowerclassmen - the only

reasonable target. Thus the system, built on fear and hatred, regenerates itself. A cadet who is treated unfairly usually has no inclination toward treating others fairly. He loses sight of justice as a concept and principle worth striving for....

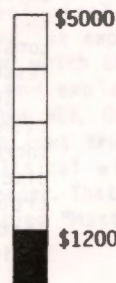
Part IV, Ch. 5: Leadership

A commander can hide nothing from his staff and immediate subordinates. They will know him as a commander, as a leader, and as a man. A commander must have the respect and confidence of his subordinates if he is to draw the maximum effort from them. Knowledge and operational ability are the crucial factors in gaining the respect of subordinates, but there are other elements that are also important. Subordinates need not like a commander, but they must respect him as a man if they are to work effectively for him. They will not respect him if he is petty or vindictive, or if he lacks moral courage. The subordinate's estimation of a commander drops dramatically when they see him cringe before a higher ranking officer or see him play the lackey. A commander will receive as much loyalty from his subordinates as he gives to them. A commander should fight for his people when they are right, and protect them from undue punishment when they are wrong. If a commander is cynical toward his subordinates, their loyalty towards him will consist of displays and will not be genuine.

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Technology
Fund
Appeal



We want to thank all of you who have donated thus far to the Technology Fund. We have just purchased an IBM-compatible 40 megabyte hard-disc computer. Another supporter has donated desk-top publishing software. But we still need a laser printer, preferably an HP Postscript or compatible. Once we have this laser printer we can begin desk-top publishing everything we put out. So keep those contributions coming in.

Please give as much as you can each month.

Enclosed is my check for the Technology Fund in the amount of:

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Leadership

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Mutual respect is the key to subordinate leadership. A commander must treat his subordinates with respect if he is to gain their respect. The leader expresses this respect in many ways. He addresses his juniors in a civil tone of voice and handles them courteously. More importantly, he does not interfere in their proper spheres of operation. He demonstrates his trust in their competence by allowing them to work under the guidance of general directives, rather than under the confines of specific orders which leave little room for individual judgement and initiative.

The leader is responsible not only for the morale and discipline of his subordinates, but for their professional and intellectual development as well. The commander should teach his subordinates as much as he can in order to prepare them for higher posts. Teaching is the essence of good leadership. Through teaching a leader demonstrates that he cares about the development of his subordinates. This instruction should normally take place in informal and personal talks, and it should take place at every level of the organization. A commander should constructively criticize his subordinates when they err so that they understand **why** their action was a mistake. The criticism should take place in such a way so as not to discourage independent action. The commander should allow his subordinates to learn from their own mistakes by letting them err as much as possible. Thus the leader should not interfere in his subordinate's sphere when he sees a mistake coming unless the consequences of it will be very great. This takes enormous self-control on the part of the leader, but acting on this principle is crucial to the development of subordinates at all levels....

An important facet of leadership which does not fit directly under either mass or subordinate leadership is the relationship between officers and troops. The traditional attitude of officers toward

their troops is summed up in Wellington's phrase in which he referred to his soldiers as "the scum of the earth". Some armies have progressed a long way from the traditional relationship to a point where officers and troops feel emotionally close to one another and share great mutual respect; but as the fraggings of Vietnam indicate, the American Army is not one of them. There are several reasons for this. The American Army places great emphasis on the mental and physical separation of officers and troops. In this way our military hopes to keep the troops in mystical awe of their officers....But unfortunately, it does not work. Officers cannot hide behind pretense forever; the troops eventually come to know the true abilities of their officers and respect or disrespect them accordingly.

There is a rigid class structure in the American Army that tells the troops that not only do they possess lesser responsibility and power, but they also possess lesser rights and privileges. Thus they are inferior human beings who do not deserve to rub elbows with officers and their families. On Army posts, officers live in separate housing developments from the troops, and they eat in separate facilities, and have separate clubs. The housing, food and entertainment for troops is always worse than that for officers. Even the uniforms of the troops are shabby and ill-fitted. The troops are constantly reminded that they are lesser beings.

The class structure and separation of troops from officers is incredibly injurious to the morale, discipline and performance of the troops. Further, it limits the leadership effectiveness of the officers and often blinds them to the true state of morale in their units because they are not close enough to the troops to know how they really feel. The performance of any soldier, no matter what his rank, depends upon his self-confidence and self-esteem. American soldiers can be proud only in defiance of the system. Their general lack of self-pride makes them less effective soldiers. If American troops were treated like men, their morale would greatly improve and they would want to contribute to

the organization. Discipline suffers when officers do not respect the dignity of their troops....

Leadership is essentially a manipulative practice, that is an officer handles his troops in certain ways to get the most out of them. But if the troops feel that they are being manipulated, they will resent it and will react against their officers, and the purpose of leadership will thereby be defeated. The troops must believe that their officers really care for them. But in order for the troops to believe this, the officers must genuinely feel emotional attachment to their men. If the officers put on a pretense of attachment without really feeling it, the troops will eventually see through the game and morale and discipline will suffer. Thus officers must feel real affection for their men, yet maintain an intellectual detachment which allows them to analyze the manipulative aspects of leadership and which allows them to sacrifice their troops for the common purpose.

Officers can create an emotional bond between themselves and their troops by making possible a condition of psychological equality. That is, the distinctions between officers and men should be restricted to those which are militarily functional. Higher rank must have greater power to correspond with greater responsibilities. This is a military necessity. However, there is no military purpose for higher rank receiving greater privilege. All soldiers should be treated with at least that level of respect that is due them as men, regardless of rank....

If officers take the above attitude, they will not mind sharing the dangers and the hardships of their troops. They will eat the same food, live in the same facilities, bear the same weather conditions, and suffer the same deprivations. Once the officers are willing to do this, the mental distance between themselves and their men will disappear and an emotional bond will develop. Officers will come to know and understand the real wants, needs, capabilities, and limitations of their troops. They will better know what they can demand of their men and how to demand it. GG

Buyouts Create Debt Ridden Economic Structure

The U.S. economy grows increasingly unsound structurally each time a leveraged buyout is finalized. A leveraged buyout is where a public company is purchased by private investors using primarily borrowed money. Leveraged meaning borrowed. The company then immediately becomes private and its books and operations are closed to public purview. For example, in the latest and largest buyout ever, the financial investment firm of Kohlberg Kravis Roberts & Co. engineered the purchase of RJR Nabisco for \$25 billion. KKR will put up only \$15 million of its own money. All the rest of the buyout funds will be borrowed. Thus the new RJR Nabisco will be saddled with very close to \$25 billion of debt. Earlier this year, RJR was selling for \$56 a share when its management offered \$75 a share to purchase the company from its shareholders and turn it into their own private company. KKR immediately realized that RJR must be substantially undervalued and began to bid, along with others, against the management for purchase of the company. Even-

tually, KKR won the bidding at an astounding \$109 a share, close to twice the price the company was valued at by the stock market.

THE CAPITALIST MYTH

KKR is run by a Jew named Henry Kravis who is called the king of the leveraged buyout. He is able to pull off these deals for two reasons: 1) the tax laws favor this sort of financial manipulation, and 2) the stock market often does not value a company accurately despite the capitalist public relations myth to the contrary. Many companies on the stock exchange actually have real assets (such as land, buildings and equipment) that alone are worth more than the company's stock is selling for on the exchange. So a corporate raider comes along, purchases the undervalued company and sells off the parts, usually firing many or most of the employees along the way as they are often superfluous - the value of the assets and not the going concern being the key. Often the companies cease to exist as going concerns

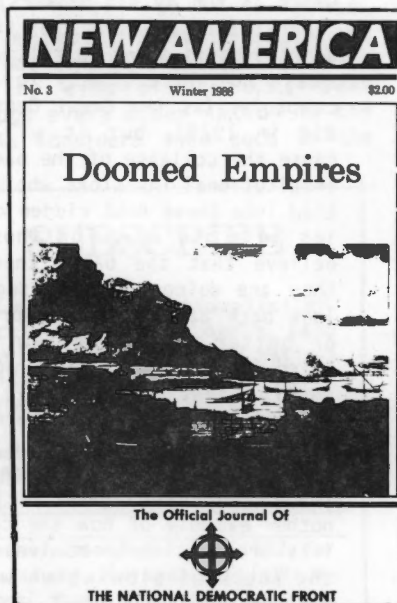
and the workers are on the streets scrambling for other, usually lower paying jobs. Occasionally, the raider will try to install new and improved management, but this is problematical because the raiders are financial manipulators and not good managers, so it is difficult for them to know what and what not is good management.

NO LOYALTY DOWNWARD

KKR purchased Safeway (the food store chain) for \$4.2 billion in 1986. It immediately fired 33,000 employees claiming that they were excess. But no one will know whether it was fat or muscle that KKR cut away, moreover, fat can often be turned to muscle by good management as the Japanese have proven with their no firing policy. And we wonder why our workers are not loyal and committed to their companies - why they want more money for less work. The workers see that profit is what counts in capitalism, not productivity and certainly not loyalty to people; and they

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NEW AMERICA - The Radical Voice of American Nationalism



New America is the ideological and historical journal of the National Democratic Front. It exposes the half-truths, historical lies and hypocrisies upon which the present plutocratic system is based, and it reveals and explains the eternal principles of nationalism that guide the NDF. Our wisdom is drawn from an historical analysis that follows truth wherever it may lead. History is the foundation of political wisdom and is the training ground of the true political leader. That is why we lead **New America** No.3 with the editorial entitled "Masters of History" and follow with these articles:

- **On Nationalism Part III: Dynamic Order** - Outlines the form of government America will have when the NDF comes to power.
- **A Tale of Doomed Empires** - Draws lessons from the Spanish conquest of Mexico and Peru.
- **The Forgotten White Slaves** - How Whites were brought to America in chains to provide cheap labor for the rich.
- **My Debt to Robert Ardrey** by Gary Gallo - The wisdom revealed by a great student of science and behavior.
- **The Code of National Revolutionary Conduct**

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Economic Disaster Waiting to Happen

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refuse to be taken for fools by a cutthroat system.

KKR "flips" its companies every five to seven years, i.e. it never holds on to a company or any part of it for more than seven years. So it becomes impossible to tell if long term managerial errors are being made. The whole technique is very much a shell game of images over substance. The partners of KKR will have made hundreds of millions of dollars (which they cannot lose because corporate law protects them from personal liability) before the downside for American business appears.

A DISASTER WAITING TO HAPPEN

What is the downside? The Japanese have criticized these U.S. leveraged buyouts for ten years on the basis that they consume huge financial resources, plus the time and energy of corporate and financial officers, all of which could be better utilized if it were directed into founding new businesses or into investing in the productivity of already established businesses. In other words, to invest in the substance of increased efficiency and productivity rather than in the image of it. To employ

people, and increase their capacities, rather than to fire them. Leveraged buyouts only serve to further the hostility between labor and management, and to undermine unity in the workplace which is the key to high productivity.

Another and perhaps more dangerous problem, at least in the short term, is that companies with a lot of debt are particularly vulnerable to downturns in the economy. A recession will send many of these highly leveraged companies down the tubes; a depression will bring virtually all of them down.

This is particularly important now that the banks have gotten into leveraged buyouts in a big way. For example, a syndicate of banks will provide KKR with \$13 billion in direct loans for the RJR buyout. The rest will come from institutional investors such as mutual funds, insurance companies and pension funds. These institutional investors will purchase common stock, preferred stock and junk bonds. The leveraged buyout used to be a wholly Jewish game, with Jewish financial manipulators purchasing companies with funds provided by Jewish junk bond dealers (such as Drexel Burnham Lambert which is now being prosecuted in the Ivan Boesky



HENRY KRAVIS
... called king of leveraged buyouts

scandal). Institutional investors would purchase the high yield junk bonds because they almost always paid off.

But American banks have gotten into the leveraged buyout game because their Third World loan strategy failed. Now they must find new places to lend out, at high interest, the huge amount of money that flows into their coffers from overseas (because of the differential in interest rates between the U.S. and the rest of the world - a differential engineered and maintained by the Federal Reserve Board which is run by big bankers).

What this means is that the next depression is going to rollover and smash not just highly leveraged companies (as the Great Depression did in 1929), but it will also cause the collapse of the banks and institutional investors who are now tied into these debt ridden companies in a big way. For those who believe that the banks know what they are doing, I would suggest a look back at the Great Depression, or better yet, a review of the Third World loan program would be instructive. The NDF has great faith in the utter short term greed and long term incompetence of our financial and economic leaders. The leveraged buyout game is just another example of how the capitalists are setting themselves up for the knockout blow which we will deliver. **GG**

KOHLBERG KRAVIS ROBERTS & CO.'S BIG BUYS

KKR & CO. IS THE NATION'S LEADING INVESTMENT FIRM IN CORPORATE LEVERAGED BUYOUTS. ITS TEN BIGGEST DEALS IN BILLIONS OF DOLLARS:

RJR Nabisco Inc., 1988, pending	\$24.5
\$6.1 Beatrice Cos., 1986	
\$4.2 Safeway Stores Inc., 1986	
\$3.7 Owens-Illinois Inc., 1987	
\$2.5 Storer Communications Inc., 1985	
\$2.4 Jim Walter Corp., 1987	
\$1.8 Duracell, 1988	
\$1.7 50 percent of Union Texas Petroleum, 1985	
\$1.3 Rheem, World Color, Uarco, with Merrill Lynch Capital Markets, 1984	
\$1.2 Stop & Shop Cos., 1988	

SOURCE: AP

SHORT BURSTS

Better Living through Capitalism

The U.S. government has arrested top officers of the Bank of Credit and Commerce International, the world's seventh largest privately owned bank, for allegedly laundering drug money for the Medellin cocaine cartel. Banks knowingly laundering money for Organized Crime is not unusual. What is news is that the officers of this bank went to the gangsters with elaborate schemes on how to better launder their drug money. Unfortunately for the bankers, the middlemen between them and the drug dealers were Federal agents. Occasionally the government does do something constructive.

Senatorial Puppets on the String

The Palestine Liberation Organization recently declared itself to be a government-in-exile and now wishes to argue its case before the United Nations. But unfortunately for Yasser Arafat, Secretary of State George Shultz will not allow him into New York City, supposedly because of his past record as a terrorist. The U.S. has a very unusual definition of terrorism, for example, Menagim Begin and Yitzhak Shamir are not terrorists in the eyes of the U.S., even though every other nation in the world considers them such on the

basis of their activities with the Stern Gang, etc. Apparently, the key difference is that Jewish murderers are "freedom fighters", and Arab murderers are terrorists.

Recognizing that this move against Arafat speaking in New York looks exceptionally hypocritical, the Jews have upped the stakes and have forced their puppets in the U.S. Senate to endorse this diplomatic outrage. Sixty-one senators and seven senators-elect wrote to Shultz to support his decision. The U.N. will move to Geneva to hear Arafat in a special session.

The White Storm

Craig Williams, a Black murderer, was released in October from a Washington D.C. jail because the U.S. Attorney's Office, in its utter incompetence, failed to indict him on first degree murder charges in the required nine-month period. Within weeks of his release, Williams murdered a 47 year-old woman and another Black man. Day after day, day after day, the drumbeat goes on. Many Whites pretend not to hear it, but it is just that - pretense. All know the truth about the Blacks and about the System, and it will not be long before the storm of emotion begins and smashes all before it.

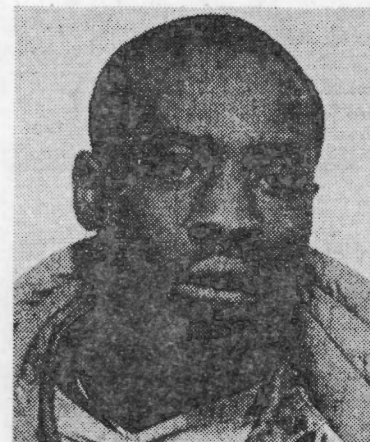
Honest Student Newspaper

In a short but amazingly honest article, a Georgetown University student newspaper exposed the racial corruption in the Washington D.C. criminal justice system. The *Georgetowner* reported that the U.S. Attorney for Washington D.C. decided not to prosecute a Black named Robert Taylor (despite a grand jury indictment) for the murder of a White civic activist because: "The only solid evidence against the suspect, who has a lengthy police record, are two eyewitnesses who, after the shooting identified

Taylor as the assailant. Both witnesses are white. Taylor is black."

Normally, two eye witnesses to a shooting would be more than enough for a conviction, but not in D.C. when the witnesses are White and the murderer is Black, as the article admitted by quoting an unnamed court source.

Washington D.C. is 73% Black and 85% non-White. Everyone who is familiar with the justice system in the city knows that it breaks down along racial lines in every sort of case. The example of D.C. makes it clear that there can be no justice in a multiracial system.



CRAIG ALAN WILLIAMS
... may be linked to five slayings

Blacks and AIDS

Although Blacks constitute only 13% of the population, they make up 26% of the those diagnosed with AIDS according to the Centers for Disease Control in Atlanta, Georgia. Moreover, Black homosexual males seem not to be altering their high risk behavior as Whites have. (Currently, 13% of AIDS victims are Hispanic and 59% are Caucasian.)

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- No.2 Crossfire -** See Gary Gallo battle Braden and Buchanan on the nationally televised show Crossfire.
- No.3 White Unity Day March -** The NDF's first march, January 16, 1988 with speeches by Gordon Gray, John Metzger, Tom Metzger and Gary Gallo.

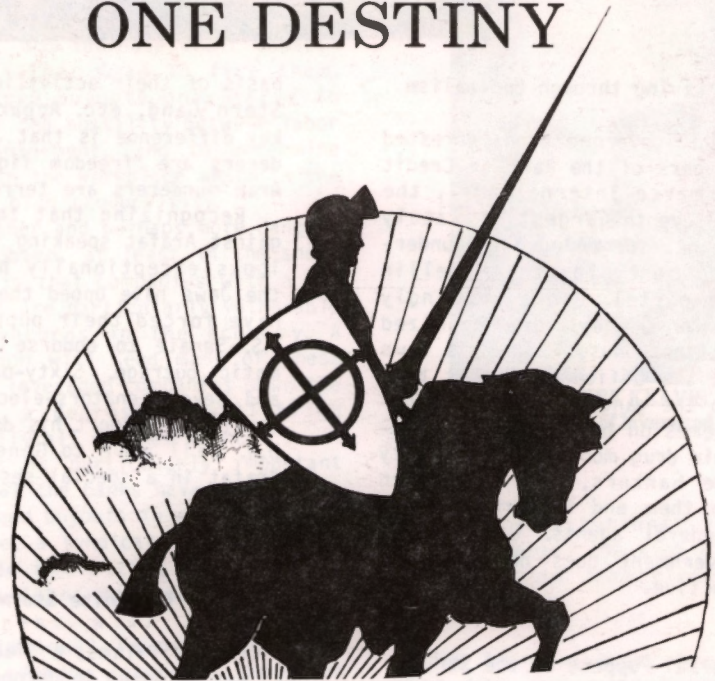
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Articles on the Nature of
Our Plutocracy**
- No.4 Best of The Nationalist:
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and Race**
- No.5 Best of the NDF's Internal
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ONE RACE - ONE NATION ONE DESTINY



Many people have asked what is different about the National Democratic Front - why we will succeed where others have failed.

The NDF is a national revolutionary movement, and not a reformist organization or pressure group. The NDF was founded out of the need for a Racial Nationalist political party here in America. We have a worldview, a complete ideology and a political program. We are a movement that preaches and practices a way of life based on honor, honesty and commitment.

We are not a splinter group of a splinter group, nor are we a relic from the past. We are part of a new wave of Revolutionary Racial Nationalism that is sweeping through the White world and is brushing Conservatism and Reaction aside. The Third Way is the wave of the future in Europe, in Australia, and in America!

We are prepared to sacrifice for our beliefs, and we are ever active in spreading our message. We march, we speak, we leaflet, we demonstrate and we sell newspapers. We live the sacrifice and service that our ideology demands.

Each one of us can do more to bring our victory nearer. There is no one who can not do more to help the cause of White Nationalism. We must each ask ourselves, "What am I prepared to give?" "What can I do to help?" By the year 2000 Whites will be a minority in the public schools. By the year 2050, Whites will be a minority in America. What then? Already in America, we have had good White men sacrifice their lives for their Race. No cost is too great to save our Race and Nation from destruction at the hands of the multiracialist capitalists, communists and Jews. White brothers and sisters, what are you prepared to sacrifice for your people, culture and civilization?

JOIN OUR STRUGGLE TO SAVE OUR RACE AND NATION!

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