

The Nationalist

VOICE OF THE
NATIONAL DEMOCRATIC FRONT

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50¢

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

Small is Fast Small is Flexible Small is Efficient!

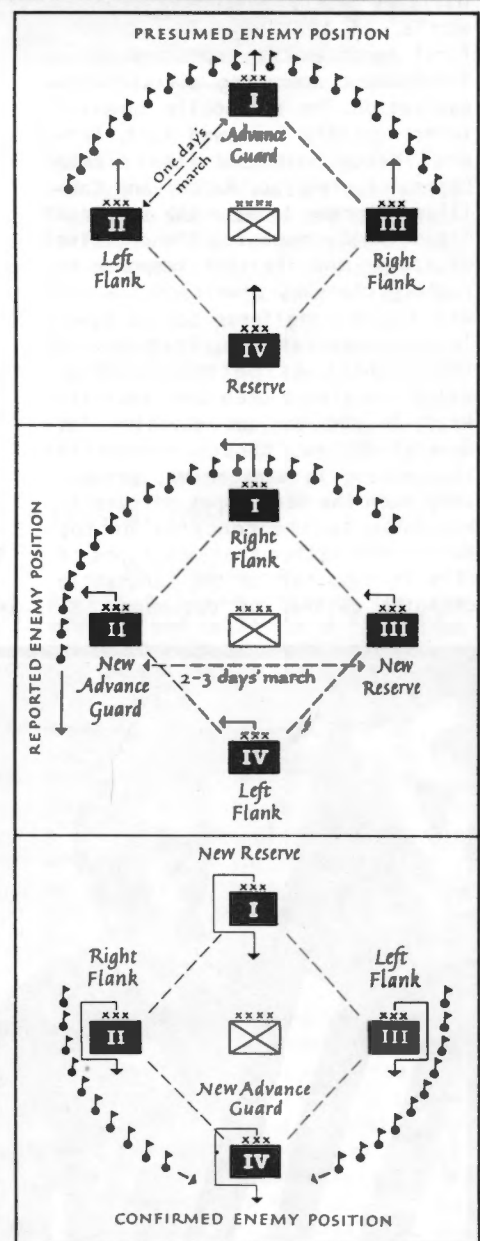
In recent years several business management analysts have criticized American companies for seeking to become too big. **The Bigness Complex** (1986) by Walter Adams and James Brock and **Thriving on Chaos** (1987) by Tom Peters are books in this vein. These authors contend that economies of scale are vastly overrated and that even vertical integration (where a manufacturing firm acquires its suppliers and sources of raw material, and the wholesalers and retailers that distribute the product) is not beneficial because it prevents the manufacturer from responding flexibly and rapidly to changing market conditions, world economic uncertainty, and technological revolution.

Alfred Sloan, the chairman of General Motors in the 1930's, pinpointed the problem when he said, "in practically all our activities we seem to suffer from the inertia resulting from our great size.... There are so many people involved and it requires such a tremendous effort to put something new into effect that a new idea is likely to be considered insignificant in comparison with the effort that it takes to put it across." Unfortunately, Sloan did not come up with a solution, and in terms of adaptability GM is still one of the most sluggish of companies today. In the last 15 years it has found itself unable to effectively respond to competition from smaller Japanese and German car companies.

AN ANCIENT CONTROVERSY

The theoretical struggle between large and small is not new. The ancient Romans found that by developing small independent operating units, called legions, they could outmaneuver the huge and powerful Greek phalanx. Each legion contained its own complement of cavalry, light troops and supply troops such that it was able to operate detached from the main body.

Napoleon rejected the organization of Frederick the Great for exactly the same reason. Frederick wanted his entire army concentrated in one great tactical fist on the battlefield so that he could see it all and personally direct it all. Napoleon, on the other hand, wanted the flexible fingers he needed to execute his wide-ranging strategic plans. Napoleon divided his army into independent operating units called corps. Each corps had enough infantry, cavalry, artillery and support troops to fend off the entire enemy army until the other corps could arrive on the battlefield, coming from all different directions to confound the enemy. The corps marched in a diamond formation, called the "battalion square", with a reserve corps in the center of the diamond. This gave the French Army the flexibility to move in any direction quickly in response to new intelligence on the whereabouts of enemy forces. Since



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Small is Better

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the corps all marched on different roads they rarely became entangled or clogged as did an army that sought to be concentrated at all times. Flexibility and speed, rather than raw power, were the keys to Napoleonic victory.

AMERICAN BUSINESS FINALLY RESPONDS

Napoleonic notions of organization gradually permeated from the military world into the business world. In 1921, DuPont was the first American company to adopt the independent operating division organization. The automobile manufacturers quickly followed suit. General Motors divided itself into Chevrolet, Pontiac, Buick, and Cadillac in order to ease the complexity of management. But the doctrine of speedy and flexible response to rapidly changing conditions, which was the driving force behind Napoleonic organization, lost out to the bigness is better doctrine which has always been the "American Way." So the various divisions of General Motors, though nominally independent in management, produce very much the same types of cars in response to the concerns of top management rather than new types of cars in response to the constantly changing desires of customers. By

concentrating on the big market, that is the typical middle-class market, GM and the other American car companies gave up the specialty markets to foreign competition. And once the Germans and Japanese got their foot in the door, they were able to convince the American consumer of the superior quality of their products such that now the only thing keeping the American automobile industry from collapse is "voluntary" quotas on foreign automobiles.

SMALL IS BEAUTIFUL

After the Second World War, the German emigres F.E. Schumacher and John Papworth began the "Small is Beautiful" movement in Britain. The roots of this movement had grown in National Socialist Germany, but did not fare well under the pressures of wartime (see article "Darre's Ideas More Timely Than Ever" in this issue.) Schumacher's book *Small is Beautiful* is still being reprinted, but the movement was largely a failure in changing the way Britons did things. Big is better is as much a British concept as it is American.

At the same time W. Edwards Deming was having more success in Japan teaching that every small team of workers had to be responsible for its own quality control. Deming said that, though Henry Ford accomplished great things, the Model T was not a quality product and

that big production lines with quality control inspectors could not succeed in producing quality products. Deming's emphasis on small team responsibility and self-management was warmly received as the Japanese had a long-standing respect for things small and efficient. Understandably on the crowded islands of Japan, waste is seen as a great sin, and large operations inevitably generate more waste than small ones.

Both cost control and quality control suffer when companies become too large. Moreover, workers in a big company or on an assembly line begin to feel like cogs in a machine, and they come to resent the management that forces them to work in such an inhuman way. This alienation manifests itself at first in passive resistance such as carelessness and inattention to quality, and then finally in active resistance such as sabotage and strikes. Only Britain and Italy lose more manhours to strikes than does America. Some American companies are responding to worker disaffection by shifting a worker from job to job as he learns to master each in order to give him a feel for the whole production process. This reduces boredom and it allows the worker to identify more strongly with the product. It also provides management with a more flexible and motivated workforce. Other companies organize workers into small teams who are responsible for the production of the en-



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Gary Gallo, Editor

tire product and these develop into small groups of craftsmen who are proud of their work as the artisans and builders of old used to be. But such progressive companies are still rare, and most American factories still rely on supposedly efficient assembly-line techniques.

Miniaturization in industry is a movement that is already taking hold in America, largely because of the need for computer microchips and semi-conductors. But even in conventional industries the trend is toward smaller machines and smaller factories that adjust quickly to ever-changing customer needs and tastes. In this regard, mini steel mills have proved more productive than the huge plants of old, and now even smaller micro steel mills are replacing the minis. This is wonderful news for the workers who need no longer feel like just numbers. Plants are becoming so small that every worker can know every other worker at the factory and this generates a sense of camaraderie that was never present in the past.

THE FUTURE IS SMALL AND GREAT

The NDF is happy to see that American management experts are starting to come around on the issue of size. It is now recognized that small companies generate far



The ragged edge of a dime looms behind a tiny "wobble motor" built by microengineers at the University of Utah Center for Engineering Design. The motor runs on electrostatic energy, which spits the aluminum rotor in the center of the stainless steel device around and around at 100,000 wobbles per minute. The rotor has completed 6 billion turns.

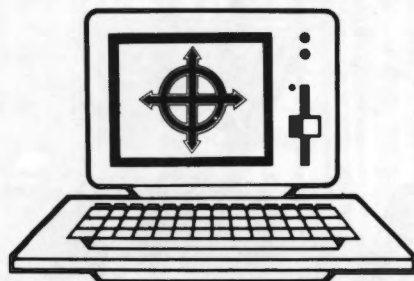
more creativity and innovation than large companies, and that small companies are able to get new ideas into practice and production much more quickly than large businesses with their layer upon layer of management.

In a reversal of present practice in America, the National Democratic Front will favor small business over big business. Under the NDF, the workers will control all companies of 100 or more employees, but even these larger companies will be broken down into more man-

ageable units according to individual circumstances. We recognize that some businesses and some factories must be large, just as Napoleon's army had to be large, but these will be organized in accordance with the principle of centralizing authority while decentralizing power such that decisions will be taken at the lowest level possible in order to encourage initiative on the part of the independent operating units.

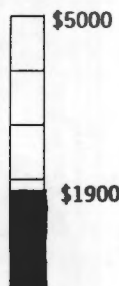
IT IS ALL CONNECTED

In *Thriving on Chaos*, Tom Peters paints a bleak picture for the economy and calls for a revolution in American business management, but what he does not understand is that such a revolution can only come about where there is also a social revolution that changes the fundamental attitudes of worker and manager toward one another. And that such a social revolution can only come about in the context of a political revolution that actually does away with capitalist structures and class warfare. Only a national revolutionary movement can work the change necessary to save America from the sort of economic decline Britain has undergone. With good organizational doctrine and good leadership doctrine, it is the NDF that will work a revolution in American business as part of the revolutionary national revival that will save our Race from destruction at the hands of the capitalists. 66



We want to thank all of you who have donated thus far to the Technology Fund. We have now 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.

**Technology
Fund
Appeal**



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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Darre's Ideas More Timely Than Ever

R. Walther Darre was Hitler's Minister of Agriculture from 1933 to 1942. Though Darre and his ideas have been largely forgotten, they have the ring of modernity, particularly in regard to ecology. In fact, many of his ideas are timely and important. In 1985, Anna Bramwell, a British author from Oxford University, wrote a sympathetic biography of Darre entitled **Blood and Soil: Walther Darre & Hitler's Green Party**. The book has been all but ignored by the conventional press and the ecologists as it describes the National Socialist roots of the Green Movement. Darre eventually split with National Socialism and was officially ousted in 1942 (though he was essentially powerless from the beginning of the war), but the reasons for his falling from grace would not please today's powers that be.

NORDICISM AND THE PEASANT STATE

Darre was a Nordicist who believed that the Nordic sub-race could only be preserved through a rejuvenation of the peasantry which was tied to the soil. Unlike most Nordicists, he saw Nordics as having a territorial rather than a nomadic spirit, and he believed that Nordics could only be happy and productive when in touch with the soil. He was the originator of the slogan "Blood and Soil" which came to imply all sorts of things that had nothing to do with Darre's concept of a healthy peasant-based society. Darre was so committed to the peasant life-style and what he saw as peasant values that he wanted to see Germany de-industrialized.

Darre's Nordicism did not endear him to most of the Nazi leadership (except for Himmler) as they were not Nordics. South Germans are primarily Alpine, not Nordic, and most of the top Nazi's came from the south. Hitler's racial genotype is typically south German, and he used the term Aryan to define the Germans racially in order to avoid

sub-racial conflict between the Alpines, the Nordics, and the Mediterraneans within Germany. Goebbels was obviously of Mediterranean racial stock and so was also not well disposed to Darre, Himmler and the other Nordicists. As the SS empire expanded, Himmler became pan-European in orientation, but Darre never changed. In fact, he was bitterly opposed to the war in Russia because colonization of the East would cause further dilution of the Nordic stock as it inevitably mixed with the eastern Aryan subraces. He wanted Poles removed from western Poland to be replaced with German peasants, but otherwise he was opposed to the Lebensraum idea. He saw imperialism and nationalism as irreconcilable. He also saw peasant-based populism as losing out to the highly centralized and supposedly efficient techno-bureaucracy that Himmler and other top Nazis were building to direct the empire.

Darre's support of deindustrialization was beyond the pale for Hitler and the Nazi leadership which was desperately trying to

make Germany more industrially productive. National Socialism was essentially an urban movement, and it saw industrial strength as national strength. Both sides refused to submit (and there was no conceivable compromise) so Darre had to go. His popularity was such that his dismissal was disguised. It was claimed that he was in bad health, and his successor, Herbert Backe, did not assume the title of Minister of Agriculture until 1944.

DARRE'S PROGRAM

The NDF has no more sympathy for Darre's Nordicism and de-industrialization than did the Nazi's, but on other vital matters of agricultural policy Darre was certainly right and his opponents wrong. Hitler invited Darre into the NSDAP in 1931 because he needed an agricultural expert. Darre accepted because he saw National Socialism as the closest he was going to get to his own program, and he thought he could lead the Party along the right path.

Darre had not only a vision of where the nation should go agriculturally, he had designed a specific set of policies to get there, and he was articulate in defense of his ideas. Darre believed that the small farm owned by a single peasant family was far more productive



Darre (second from left) waits to address a meeting in Goslar. Behind him the wheat sheaf symbol of the National Food Estate, superimposed on a swastika.

than the large Junker estates which were run by managers and worked by hirelings. He believed that the peasant would not only work harder than the farm laborer and farm manager, but that he was more creative and caring because he identified strongly with the soil. The capitalist agribusiness worried more about short term profit than the long term health of the soil. The capitalist practice of hedgerow to hedgerow planting and use of chemical fertilizer was causing massive soil erosion and was destroying the fertility of the land by depleting the humus. Darre created the term "organic farming" (previously called biological-dynamic farming) to describe the natural methods of food-growing that he favored. He feared that chemical fertilizers, pesticides and soil overuse interfered with the natural cycle of growth and decay that ensured the long term fertility of the soil.

"SMALL" IDEOLOGY LOSES OUT

Darre's agricultural ideas dovetailed ideologically with Gregor Strasser's ideas on the reorganization of industry and the two got along well, despite Darre's disdain for brother Otto Strasser who he

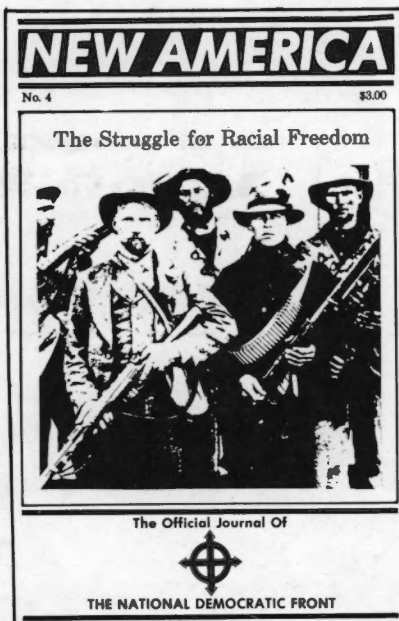
considered too much of a Bolshevik. Gregor Strasser wanted to breakdown the large capitalist firms into smaller companies run by small businessmen and worker co-operatives. Darre wanted to breakdown the large Junker (noble) agricultural estates and distribute the land to the peasantry. Each peasant would be given only as much land as one man could work efficiently aided by downsized, cheap farm machinery that was specifically designed for the peasant farm. Darre criticized the large and expensive tractors, harvestors, and other farm machinery that had been developed in the U.S. and the U.S.S.R. for the huge, cash-crop capitalist and communist farms. He believed that the farmer and the state would be more secure in its food supply if the peasant farm was diverse and self-sufficient, rather than cash-crop oriented. He wanted small tractors and other cheap machinery developed specifically for the small self-sufficient farm. Certainly, the furious fluctuations in world cash-crop prices that has resulted in the bankruptcy of so many American small farmers and in the decline of American agriculture such that we now import more food than we export should lend weight to Darre's analysis.

As Agricultural Minister Darre was able to revitalize peasant farming. He set up the National Food Estate which purchased all food directly from the farms and then distributed it to wholesalers. Through the National Food Estate he was able to subsidize prices for the small farm, completely reversing the policy of the plutocratic Weimar Republic which subsidized the big farms (just as is the case in plutocratic America today, see "The Killing of the Small Farmer" in the Dec85 **Nationalist**.) Darre was also able to force through a law which protected the small farm from destruction and which caused the farm to be passed down from father to eldest son through the generations (primogeniture).

Darre was frustrated in his attempts to seize and break-up the large Junker estates, just as the Strasserite Nazis were frustrated in their efforts to reorganize the large industrial firms because Hitler was unwilling to go to war with the Junkers and the big capitalists. Hitler's primary concern was preparing for the coming war, and for that he felt he needed the support of the Junkers (who also controlled the army) and the industrialists. The workers could be

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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 ideas are drawn from an historical and scientific analysis that follows truth wherever it may lead. **New America** No.4 is concerned primarily with the issue of race:

- **On Nationalism, Part IV: Racial Freedom** This article outlines the NDF's official position on Race. Who is in, who is out, and why.
- **Books in NDF Review**
 - Drylongso** by John Gwaltney - A most revealing self-portrait of Blacks and Black life in America. This book makes one realize how alien White culture is to Blacks, and how different we really are from one another.
 - The March Up Country** by Harold Covington - A critical analysis of a book that purports to be a manual for White revolutionaries.
- **The Code of National Revolutionary Conduct**

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Darre

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satisfied, at least temporarily, through full-employment and an increasing standard of living. Despite Darre's disappointments, his reforms caused agricultural productivity to boom between 1933 and 1939.

When the war started and Poland was taken, Darre saw this as an opportunity to resettle German peasants on the soil of western Poland. But in fact, most of this land was divided up amongst the big Junkers. Large-scale farming was reemphasized during the war in the "Battle of Production" because Hitler, Himmler and even Herbert Backe (Darre's disciple and successor) believed that it could produce more food in the short run, especially if aided by large-scale use of pesticides and chemical fertilizers. Darre argued that exactly the reverse was true, and he predicted a decline in German agricultural productivity. In 1940, Darre committed completely to organic farming and argued for the elimination

of chemical pesticides and fertilizers, thereby adding the big chemical firms to his list of enemies. But the organic experimental farms at Marienhoehe had managed to produce good crops through a long drought which convinced Darre and most members of the National Food Estate that organic farming was more productive and less dangerous than chemical farming. But as Darre's views grew more radical his influence waned. His ideas were rejected and from 1940 through the end of the war Germany's agricultural productivity steadily declined just as he said it would.

THE ECOLOGICAL DEBATE

Darre was not an extreme "nature-before-man" ecologist. In fact, he was attacked by the extreme ecologists (particularly the Steiner movement) for being too "man-centered." Darre believed that nature had to be directed to serve man, but that man had to live close to nature to counter the malevolent effects of civilization and its domestication of man. He believed that man's civilized existence was essentially artificial and so man

had to use reason and scientific inquiry to help him guide and direct the relationship between man and nature for the benefit of both, for if nature was destroyed then man was lost. If man cannot find a way to live in harmony with nature and in accord with its laws, then nature will destroy man in the end. We could not agree more. GG

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SHORT BURSTS

The Latest from Los Angeles

Last year the Black Mayor of Los Angeles, Tom Bradley, decided to shift \$2 million dollars in city funds to the Far East National Bank. It turns out that this took place just shortly after Far East paid Bradley \$18,000 in "consulting fees."

The noble Mayor Bradley also led the city's fight against semiautomatic rifles which were banned on March 1st. But according to police, LA is encountering widespread passive resistance from gun owners who refuse to sell, destroy or turn in their semiautomatic rifles. What a surprise!

Buchanan Peeks Out of the Closet

Is Pat Buchanan slowly coming out of the closet? Will he one day declare himself to be a racist? Naaa, but listen to his commentary from the May 8th **Washington Times**:

"In New York, and the Northeast, as the governor [Cuomo] has to know, crime is primarily a black phenomenon."

"Blacks who make up only 10% of the population in Mr. Cuomo's Northeast, now account for half the prison inmates. (In New York City the figure is 91%; in Washington, it is closer to 99%.)"

"Nationally, blacks - one in eight Americans - are responsible for 50% of all rapes and robberies, and 60% of murders. (Hispanics, who are 6% of our population account for another 12% of violent crimes.)"

"Interracial crime is almost always black-on-white."

"Further, while white criminals chose white victims 98% of the time, black criminals favored black victims less than half the time; they seemed to prefer robbing and raping whites."

Genetic Pesticides: Boon or Bane?

In this century, chemical pesticides have helped farmers greatly increase their yields, but pesticide-resistant insects have arisen (either through natural selection or mutation) and new research has focused on the dangers these chemicals pose to man over a lifetime of consuming them. These considerations motivated genetic engineers to develop "biopesticides" or pesticidal plants which are genetically altered to manufacture their own pesticides. The bugs that munch on the new insect-resisting plants drop dead after their meal. Sounds delightful - but there are problems.

The insects will develop immunity to the biopesticides in the same fashion they did with the chemical pesticides. Those who have a natural immunity will live to reproduce while those without it will die, eventually giving rise to a completely immune generation of insects. Alternatively, some insects may mutate in response to the pesticide, eventually giving rise to a new immune species. Genetic engineers can make the biopesticides more complex in order to make insect adaptation more difficult, but this draws more energy away from the plant and results in lower crop yields.

Another form of biopesticide is the endophyte which is an organism separate from the plant and which flows through the vascular system of the plant. Theoretically these endophytes could find their way into other plants such as weeds and grasses and threaten to throw the whole of nature's dynamic equilibrium out of kilter, at least temporarily, with entirely unpredictable consequences. This is an area in which genetic engineering should go very slowly and carefully. But there is already field-testing being done with endophytes with apparently no safeguards against possible transmission to other plants.

Frontline on Israel

On Tuesday May 16, 1989, the leftist PBS television series **Frontline** broadcast a program which examined the close relationship between Israel and the U.S. Though very little was said about the Jewish Lobby and nothing about the USS Liberty, a good bit of information damaging to the Jews came out. It was revealed, for example, that the CIA sought to deceive the Eisenhower Administration about Israel's war plans in 1956 in order to prevent the U.S. from interfering to Israel's detriment. Specifically, James Angleton, the CIA chief in charge of counter-espionage, assured Eisenhower that Israel was not about to launch a war of aggression against Egypt despite the Pentagon's warning to the contrary. Angleton knew from his good buddies in the Mossad that, in fact, Israel was about to attack. Angleton is considered a hero in Israel, and should be considered a traitor in America.

The Jews had Angleton and the CIA in their pocket because their Jewish agents in the Soviet Union were able to get all sorts of intelligence (such as Khrushchev's secret 1956 anti-Stalin address) that was otherwise unobtainable. Apparently, they were too stupid to realize that if the Jews in the U.S.S.R. were more loyal to Jewry than to Russia and Communism that maybe the Jews in the U.S. were more loyal to Jewry than to America and Capitalism. In that vein, the **Frontline** program described how Israel was able to get help from France in building its nuclear weapons plant in Dimona in 1957 by offering the French secret information that their Jewish agents stole in the U.S. on atomic test results.

The program failed to note the irony that it is Jewish-led liberal pressure in Congress that causes the U.S. to be an unreliable supplier of arms, and thus opens the door for Israel to sell arms to those the Jews call evil.

NDF Videotapes

- No.1 Introduction to the NDF** - Meeting on March 22, 1987 with speech by Gary Gallo and question and answer period.
- 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.

All videotapes are \$15.00 each. Make checks payable to NDF, P.O. Box 915, Washington Grove, MD 20880. Price includes postage and handling. (VHS only)

NDF Audio Cassette Tapes

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- No.1 Introduction to the NDF**
Meeting March 22, 1987
Speech by Gary Gallo and
Question & Answer session.
- No.2 The NDF's Program of
Democratic Nationalism**
- No.3 Best of The Nationalist:
Articles on the Nature of
Our Plutocracy**
- No.4 Best of The Nationalist:
Articles on the Jews
and Race**
- No.5 Best of the NDF's Internal
Bulletins**

LETTERS

Dear Mr. Gallo,

I recently saw an NDF representative along with Roy Innis on the Morton Downey Show. I felt your representative Michael [Sokoloski] held up very well and did a splendid job of getting the NDF message across in spite of Downey's familiar name-calling, smears and taunts. I did feel though, that your representative made a mistake in not wearing some sort of button or badge with the NDF mailing address. Anyway, I hope that you offer a tape of this show for sale, and again, keep up the good work!

Sincerely
Chris Donnellan
California

Dear Gary,

Thank you for the last few issues of *The Nationalist*. I found them quite interesting. I am enclosing \$20.00 for 12 issues.

I am in agreement with your Program of Democratic Nationalism. Particularly the idea of a movement based on a Vanguard System of leadership which I believe will encourage the best people in all classes to sacrifice themselves for the Cause - the struggle being a way of life based on honour, honesty, and commitment, with each holding a position commensurate with ability, regardless of wealth, social position or political connections.

The NDF is certainly one of the most radical revolutionary forces speaking out on behalf of the White Race in the USA. If I were living in the States, I would have no hesitation in joining you. In the meantime, all the best in your endeavors to liberate the White Race from the yoke of Capitalism, Communism and Zionism.

Yours for the White Race,
D.B. Ellsworth
England

