

Interview with [REDACTED] Rashid

Simons has developed strong willpower and he knows it. Will gives him patience. He enjoyed being a hero. Being needed, wanted.

First impression: He is up to something, not a business matter. Somebody experienced. I believe in fast education, not experience. Revolution, not evolution. He had experience - you could see it in his face. No doubt or second thoughts.

Burning cars, torn buildings, shooting, people at the prison gate crying.

I thought the mob storming th prison was a possibility.

What if the place was ignored by the mobs? This would be the opportunity.

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I was wearing an English cap, no tie. Heading for the Bucharest Office. Going to work. Dealing with apartments - packing, shipping, instructing the two companies.

Situation in the city changed my mind. One friend in registration office. Going to take him a shirt to change for his uniform. Sixth floor - afraid of being shot on the way up - empty building. (He wanted a gun to go to Gasr.)

Basement - two rooms. 1: boxes of loaded magazines. 2: G3 machine guns.

Boxes on the floors. Arch between two rooms. Boxes open.

Dark black mosaic/tiles. Dark walls. No lights - window (it was a semi-basement.) They followed him down the steps. The same people.

Gasr garrison was quarter of a mile away, less.

People went with him - 5/6. He had not talked to them.

Garrison: high brick wall, steel door smashed up as if someone ran over it with a tank, bricks out, burning car. He went in.

Inside: distant buildings. Shooting. Guy killed. Put him in a jeep & took him away.

(Two days earlier: I saw a bus driver who was trying to block the soldiers so they shot him in the head. They brought him to the mosque. I uncovered his head. One section of his head was gone, a mixture of blood and brain. It was sickening. It was such a warning.)

They were not aiming, just trying to scare people. It was so sudden. I didn't see him dying, I saw him dead. There was no time

to think about it. I went behind a wall. Didn't shoot at that point. I saw people put white underwear on branches - surrender.

Building 200 yards away. The purpose was not to kill them - the purpose was to occupy the place.

Everybody felt - its over, lets go to another place.

(Had gone earlier to munitions factory Farah Abad and handed out ammunition.)

When garrison fell - "They're ready right now" - he starts talking.

From my father - enthusiasm, hard work, honesty, discipline.

I do the impossible. You need a unique approach.

TRUTTE. SPHERICAL AUTETOTIC.

Understand people.

Understand the situation.

Level with people.

Understand their needs.

Garrison people: needed most of all excitement and adventure.

wanted to oppose the Shah's regime.

Fifteen people, maybe more, followed him to the prison.

Lot of people already in the square, passing by.

Lot of shooting going on.

(My family all stayed indoors. They objected very strongly.)

23. Shot at the bricks. We wanted to try everything we had seen in the movies.

Don't think of failure - it decreases your enthusiasm.

Keys from office on other side of the gate.

People walking over women and old men to get out.

Rashid [REDACTED] thinking what to say when he sees Paul and Bill.

Waited one hour at the door. Just about everyone is out - traffic was slowing down.

I started asking prisoners: Have you seen those Americans? and they told me Building No. 8. Started with that one, searched all.

I took the likeliest route to the hotel. (Same back.)

Keane gave me the keys and told me where the car was, then followed me into the corridor.

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PAGE 278: The revolutionary leader: a tall strong man. Ready to go. The thrill of victory in his face. Disturbed, confused, but motivated.

Deputy: short guy.

School: Big yard. Three sides building around courtyard with goldfish pond. Revolutionary leader on floor of small upstairs room.

PAGE 279: Another small upstairs room. 4/5/6 people having tea, coming and going. ████████<sup>Rashid</sup> talked to the deputy.

Deputy receptive after a while. His own idea to call Tehran.

Deputy kept going out, three or four times.

I asked for the guards. Couldn't get into hotel without them. (Plus: He would have done it anyway, so to ask for them increases his trust.)

Deputy was the driver.

I don't think he tried (to call Tehran.)

Sat down, talked to him: "There are five or six thousand Americans in Tehran. Because the airports are closed and we want to send them home, we decided to bring them all out this route. So on. Better organise some procedure for getting them through. They just want to go home and see their families. We want to get them out but we want to treat them right so they don't have ~~negative~~ anything against the new regime."

I told the leader that we have to set up procedures, I will work with your subordinates.

Like the man in the movies who flashes his driving licence instead of a pass, undermines confidence.

Pat Sculley asked me if I wanted to go to Dallas.