

The decision to bring Col. Simons to Dallas immediately after Paul and Bill were arrested to train the rescue team created a number of reactions within EDS.

- A rescue team was unnecessary. We would have them out in a few days.
- A rescue could cause more problems that would be far more serious than this one.
- A rescue would break many U.S. laws, Iranian laws, and laws in every country the rescue team passed through or operated out of. In every case, there were criminal penalties.
- An unsuccessful rescue would ruin the company and result in long prison sentences for those involved. In other words, the present situation involved two men. A failed rescue could adversely affect approximately 10,000 EDS employees.
- If the rescue team was captured in Iran, they would be shot.
- If the team were captured in any country that had an extradition treaty with Iran, the team would be returned to Iran to be shot.
- The team members had no legal status. International laws and the Geneva Accords that apply to uniformed soldiers did not apply here.
- Even if the rescue team succeeded and one or more team members were killed, the survivors would have large claims against EDS and the persons responsible would have criminal charges brought against them.

Some felt that Ross was doing this to make sure that we got Paul and Bill out through negotiations before the team could get to Iran.

Others felt that he would not use the team and was overreacting. Once the team left for Iran, it was obvious that he was serious.

Several people tried to talk Ross out of preparing for a rescue. He typically replied, "Stop worrying about all these problems. Just concentrate on what we have to do."

On several occasions he said, "If you worry about all of the bad things that can happen, you can lose your resolve and start to rationalize not doing anything."