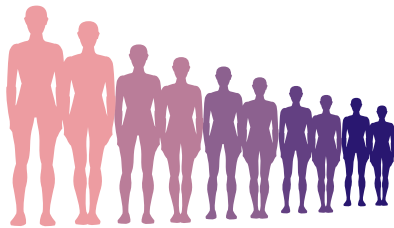# Theory of Organization

BASIC ELEMENTS

ORGANIZATION

The Movement is the organization which interprets the needs of the human being.
It produces the means to advance from the state of pre-determination toward that of liberty.

M
Doctrine
Methodology
Organization
Of Work

Allow for the generation of new organizations and do not place limits on is membership growth, activities, and geographical expansion.

The Movement is not based on economic, religious, or political entities. On the contrary, it is based on the human beings who are its members, and who participate and generate organizations (organisms) adequate for its development.

Orientation and Transformation of Existing Structures

The Movement is directed not solely to creating new organizations, but also to assisting those with acceptable goals which have not achieved direction or adequate potential, to fulfill their proposals.

Promotion by Effective Work

The Movement differentiates its functions and promotions to orientation and direction are made according to the concept of the **"effective work".** Consequently, neither length of membership, friendship, money, nor family, political or any other kind of influence, will put anyone in charge of directing any level of the Movement.

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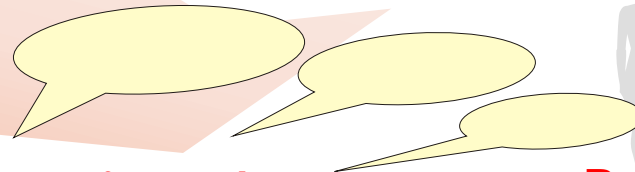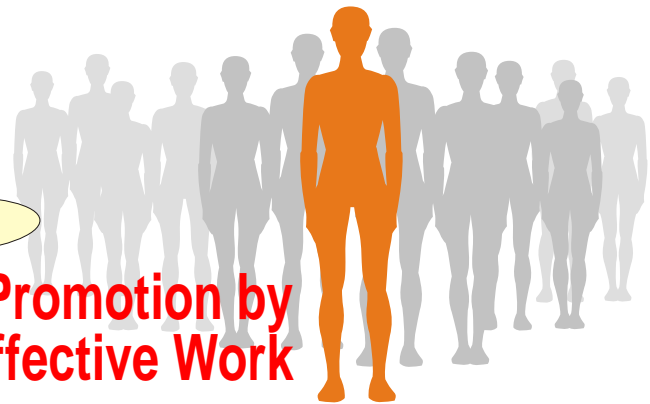
Theory of Organization

The Movement is permanent
**The organizations it launches are Transitory**

The creating, modifying, leaving, or canceling of any organization is determined by the strategic direction of the Movement.
This same criteria is valid for those organizations not created by the Movement but oriented by it.

Regarding the leaving of new organizations, this is understood as a decision that an organization be freed to follow its own dynamic, by the retiring of the Movement members from it.

M

The location of members in different levels of directing an organization is tactical.
This circuit is not reversible in the sense that the location of a person in an organization does not influence their location within the Movement.
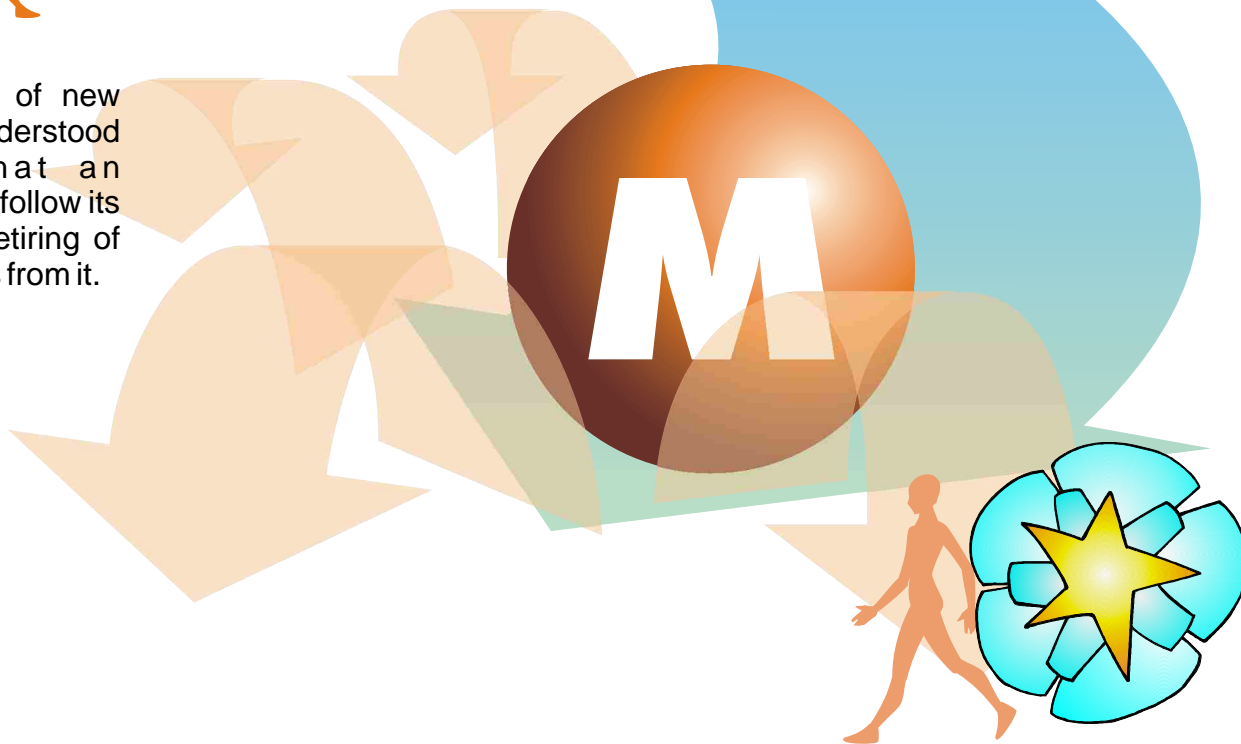
The way an organization operates is also tactical, and depends on the characteristics and placement of that organization. The organizations have complete liberty of action so long as their actions do not enter into conflict with the strategic line of the Movement.

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Theory of Organization

Limited by the Personal Contact

The contacts are persona and the possibilities for growth of a group are limited, and do not extend beyond the range that personal contact permits.

Agglutiantion of people around the Leader
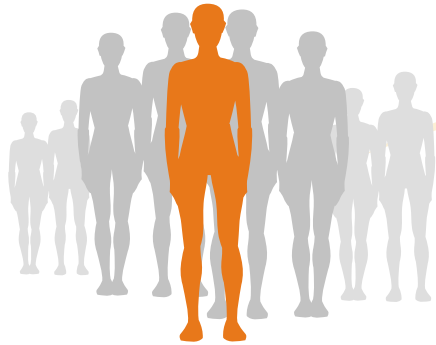
By the term "group" we understand the agglutination of people around a member of the Movement, or more spontaneously the agglutination that may occur around the books or other materials of the Movement.
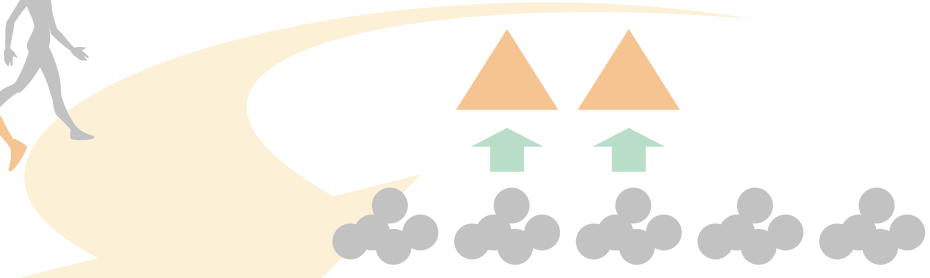
Fluctuates to the Leader

The group fluctuates according to the personal vicissitudes its leader suffers.

Every Structure begins as a Group, but not every group will convert into a structure.
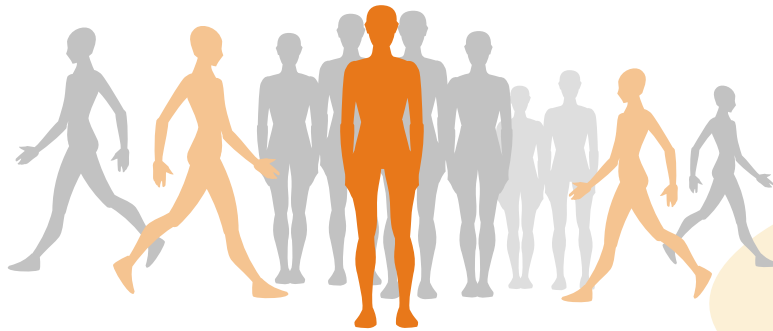
Apparent permanence

It is difficult to sustain a group over time. While a group may achieve an apparent permanence, this may be due to a rapid turnover in its membership.
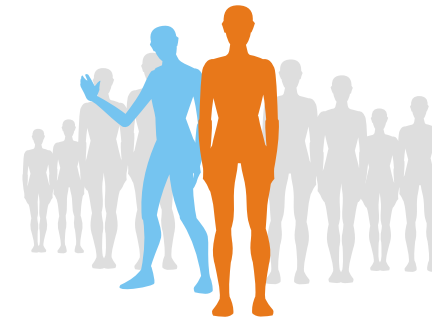
A group becomes a structure when:
a) there is differentiation of functions;
b) there is differentiation of instances, i.e. intermediation.

Theory of Organization

The Administrative Function

The Leader begins to convert into an Orientor

That is, when he or she gives the proposals of the Movement, and the agglutination is produced not through his or her personal qualities, but through these themes, and through teamwork in action.
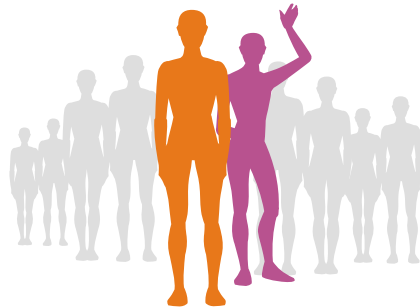
A member begins to fulfill the administrative function for the group. This person makes certain that the contact between all the members is rapid and permanent; produces the written materials that are needed; keeps all information needed by the group current; and may also connect with the immediate human environment as a spokesperson for the group.

The support Function

The a**dministrative** member fulfills the tasks of: contact, materials, and circulation of information.

The **support** function is to carry out tasks focusing on the integration of new members and complementation.

A third member assumes the Support function, in which he or she complements the two previous members for the best development of the activities of the whole, and also supports any members who have notable difficulties in integrating into the whole or into certain activities.
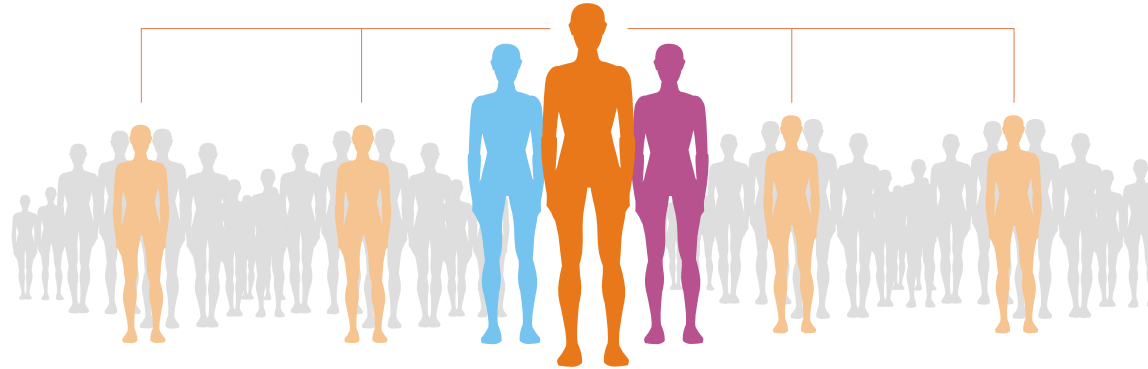
When the three functions reach a Permanent character, the structure is in a condition to differentiate Instances

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Theory of Organization

New groups are formed

Different members of the group begin to form their own agglutinations, according to what they have learned in the initial group.

We have an **Orientor**, an **Administrator**, and a **Support** person (i.e. differentiated functions). There are also other group **members** who begin to intermediate the work of the Movement by formingtheir own groups (i.e. differentiated instances).

The initial Structure is called a COUNCIL

The **Council** is composed of a minimum **Nucleus** of three members: **Orientor**, **Administrative**, and **Support** (differenciated functions)

And of other members who are forming their own groups (Intances)

In addition to other symphatizers or adherents, who do not fulfill Movement functions or develop instances.

The Orientor will only be promoted to another level when the total number of members reaches the required minimum number, counting the total of all the instances

A frequent error in this process is to consider as Group Delegates those adherents or sympathizers who may participate in meetings or activities, but who do not form instances or work in this direction

There is no real change of level without the formation of instances

A group corresponds to a group delegate A structure corresponds to a team delegate

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Levels and structures are possibles
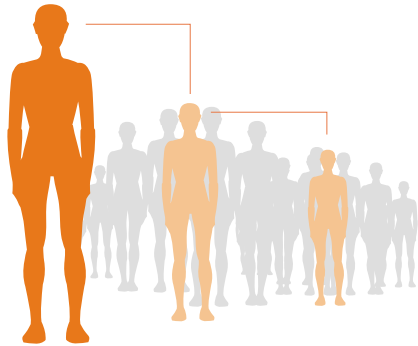
Creation of second and third instances

The Orientor's task is to facilitate the creation of second and third instances, working in an open **"fan"**. In other words, he or she strives for an equal sharing of the structural weight among the majority of his or her structure

Column Effect

We call a **"column"** the malformation produced when the Orientor's greatest numeric weight of members rests on a second instance, with one second instance member having a more ample line than those of his or her peers

In order for the process to be correct, they must attend to both the numbers of members and the configuration
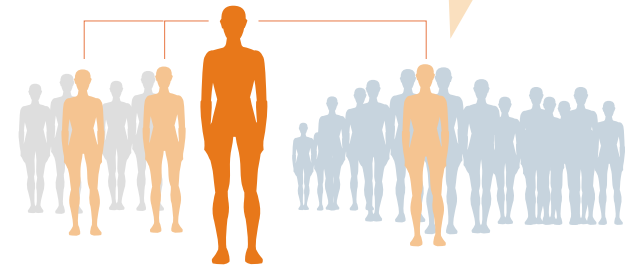
Artificial De-Columnizing

The recourse of "de-columnizing" or artificial fanning out, that is, distributing existing members between those who do not have as large numbers, will undermine the process of the whole structure.

Experience shows that those who have not built structures themselves lose everything that is ascribed to them. Also, those who lose part of their structure by having it translated from them to others will be discouraged in their work.
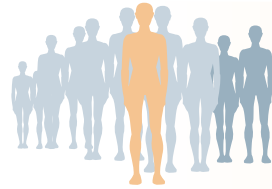
De-Columnizing by initiating a Parallel process

If a structure continues to develop but does not correct a malformation of columns, then the Orientor must initiate a new, parallel structure to the previous one in order to compensate this difficulty.

New parallel structure　　　　**Original structure**
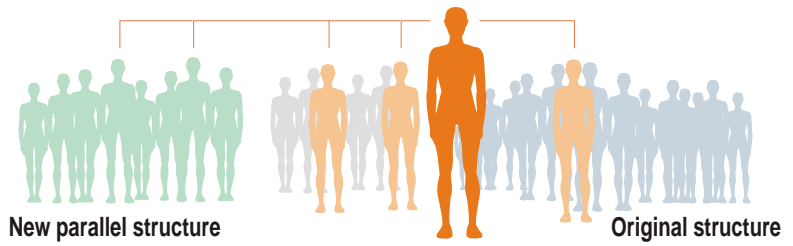
## A strong determination over the long run of time

We must attend to a structure's Conditions of Origin because these conditions form a strong determination that will act over the long run of time.

In other words, the first people who form a group will tend to work in the future with people who are similar to those they encountered as peers.
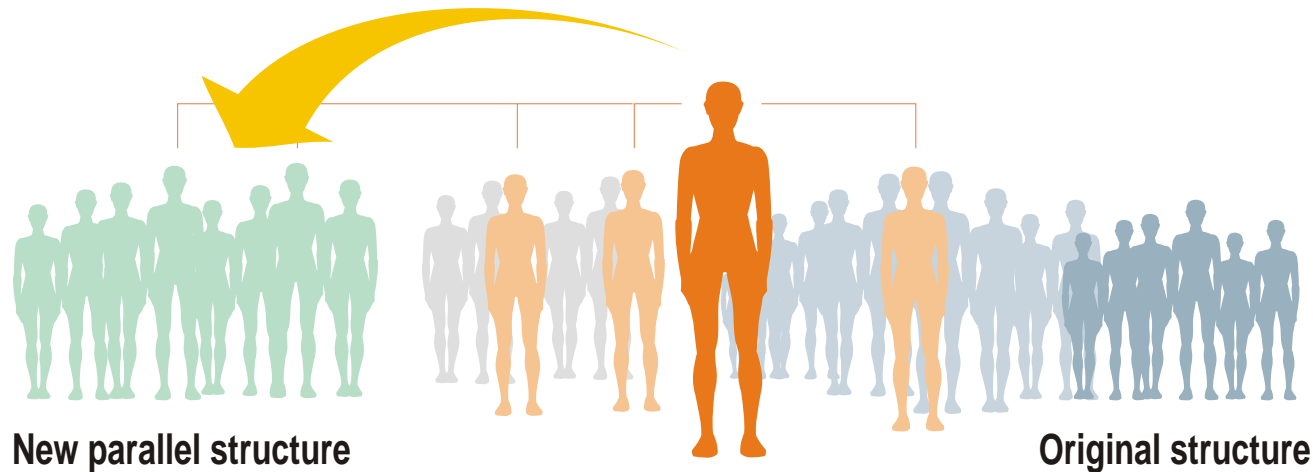
The deficiencies of the formation of the initial group may continue despite its growth.

Understanding this problem of the conditions of origin, an Orientor who perceives deficiencies in his or her structure needs to correct things by opening a parallel structural as in the case of the "column".
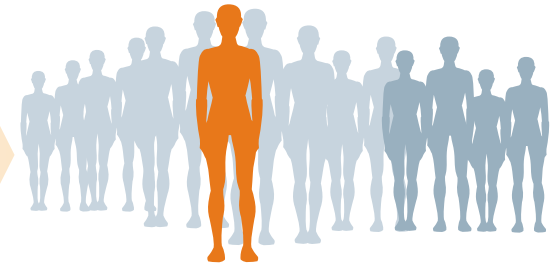
### Two cases in which it is recommended to initiate a parallel process:

A) in the case of a column   and   B) in the case of unfavorable conditions of origin

New parallel structure

Original structure

Theory of Organization

The development of a structure with unrooted members

A group could be started and convert into a structure with members who are unrooted or spread out. This is postive if the intention is to greatly spread out in order to multiply themselves in geographical points distant from their peers.
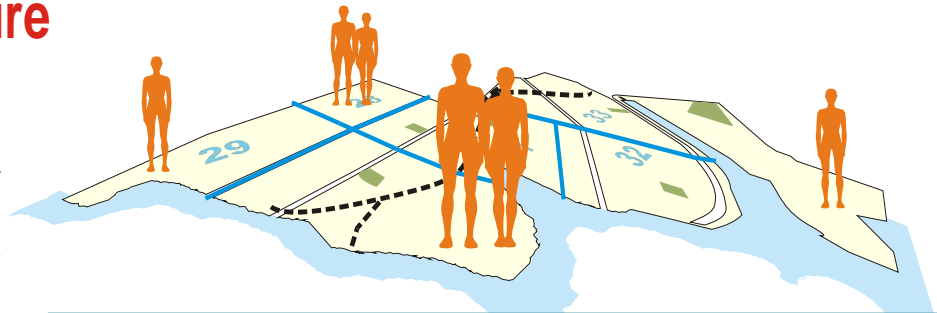
The unrooted group

It has difficulties in mobilizing people, because its components work in different environments. It has problems of contact and of speed in the circulation of information and its capacity to respond is slow, because in order to realice meetings and getting together the members have the problem of displacements over great distances.

If, on the other hand, the intention is to influence a precise environment, the group must be initiated in a rooted way

The rooted group

It has more capacity of movilitation, because it has as a reference a *certain area*, and both the displacement of its members as well as its action over the immediate environment, are short in space and time

Adaptation to the environment

Growing **Declining**

A rooted group needs to follow a *growing adaptation* to the environment in which it is inserted.
If its adaptation impedes its growth and the mobilization of the people in its environment, then this is characterized as *declining adaptation*.
The adaptation will have a growing or declining direction according to the results obtained of the actions.

Meeting Centers and Publications

Meetings centers which are open to the public and periodic *publications* permit a broader public participation and institutional presence which favors and solves a good part of the work

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Theory of Organization

All the structures of the Movement operate in a synchronized way based on a

Calendar

which establishes its activities beforehand with precise dates

General

Six-month calendar valid for the whole movement

of Group

Quaterly calendar in which the objectives to be achieved in this period are established, highlighting the necessary steps to obtain the desired results

of Campaigns

This is a calendar that is made up of a number of specific operatives which add up into a larger result

Every calendar should contain

A fixed **objective**, different **stages** and **transitions**, and **precise actions** and dates.
It should also contain **observations** or **comments** which clarify **how to implement** each action.
In order to be converted into a tool and not a hindrance, it should have a **margin of correction of time** which should not exceed 10% of the total establishedcalendar period.

Consensus

The search for consensus in a council in the elaboration of a calendar is of fundamental importance because otherwise the members tend to fulfill it only through discipline. And we know that the return from discipline is always less than the return from consensus

Once it has been fixed a calendar should be modified only by:

A) A new agreement among all the members;
B) Some larger circumstance impossible to overcome or
C) The expiration of the established time limit

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Theory of Organization

There are at least nine types of information:

- information which goes from an Orientor to his or her council and the reverse
- information which circulates between peers of the same council or group
- information which goes from the administrative to his or her peers and the reverse
- information which goes from the administrative to the immediate environment and the reverse
- information which goes from Orientor to Orientor in the structural line in a descending and/or ascending direction
- exceptional which goes from the adm. of one council to the adm. of another council, always following the agreements of the Orientors
- information which is distributed in events, seminars, retreats, or centers of work
- the doctrine and general bibliography
- information of the organizations which circulates according to the mechanisms established in each one of them

Oral information

always requires confirmation of understanding through "feedback"
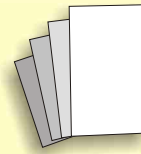
Documentary information

always appear: the date and place of origin; the producer or sender; recipients; and the objective or interest

The responsibility of the Administratives:

- **classify**
- **keep**
- **purify the information**
- **make an intelligence report**
- **synthesis of the information which reaches his or her hands**

The Council's archive is its **Memory.** With the help of a separate index of information, both the orientor and all peers of the administrative will be able to know whether any materials are available

The individual information card makes contact possible:

It is useful for compiling the census or other studies. For this, the Administrator should maintain a record of data on the members including the following points:

Name	Occupation
Age	I.D.
Sex	Birthplace
Address and zip	Date of entrance
Telephone	Useful contacts for the Mov.

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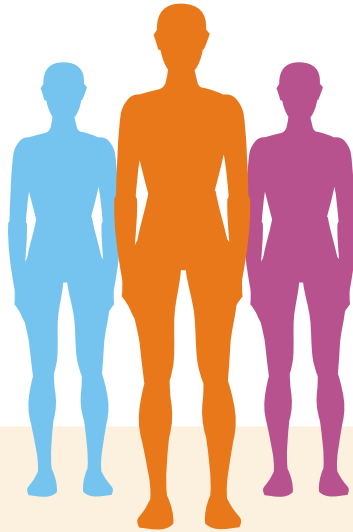
An Orientor who does not have an adequate Support person to rely on will have problems of cohesion within the structure.

An Orientor who does not have an adequate Administrator will be "flying blind" due to lack of information and contact.
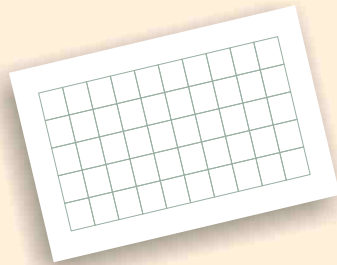
The Calendars

It is necessary for the Orientor to master the use of the Calendar, because otherwise his or her work will be disordered and personalized
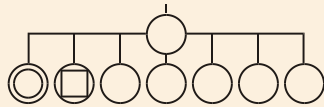
Organigram

It allows the Orientor to follow the structural lines, to understand the composition of his or her structure, and to detect and be able to correct any malformations or disequilibrium

Maps

The maps or "spacegrams" allow one at a glance to locate things in the scenary of the activities of the structure