



PICO PRINCIPLES FOR COMMUNITY ORGANIZING

Leadership Development / Relationship Building

1. Never do for others what they can do for themselves.
2. People cannot be held responsible for what they do not understand.
3. When in doubt, do a one-to-one.
4. Take people from where they are, not from where you want them to be.
5. The first resolution is internal.
6. There is no nice way to make change.
7. Empowerment is developmental.
8. If people can't say "no", what good is a "yes"?
9. Leaders have followers.
10. Organizers teach leaders, leaders organize.

Power

1. Power is the ability to act.
2. Real power is often hidden.
3. Power is taken, not given.
4. Power is a product of relationship.
5. Power respects power.
6. Power defines the rules.
7. Power: use it or lose it.
8. Ask: "Who do you love?"

Strategy Development

1. Small is beautiful.
2. Go in dumb, come out smart.
3. Define the situation, control the outcome.
4. Push a negative far enough and you get a positive.
5. Stay with the experience of your people.
6. Render unto Cesar that which is Cesar's, no more, no less.

Issue Development

1. Organizing is about people; people are about issues.
2. People act out of self-interest.
3. Self-interest is never static.
4. The greater the distance you are from a problem, the more you can philosophize about it.
5. Push a problem and you get an issue. Push the issue and you get values.

Action Development



1. No permanent allies, no permanent enemies, only permanent interests.
2. The action is in the reaction.
3. Rewards go to those who do the work.
4. Relationships are reciprocal

[Source](#)