An organization does not just happen. Sometimes, a catalyst or disaster of sufficient proportion disturbs mass conscience to the extent that experienced individuals, with experience relating to the disaster, can form a group dedicated to aid in a disciplined manner. This created the American Red Cross.

On occasion, the breakdown or dismantling of another organization leaves a group of disgruntled ex-members convinced they know a better course. This resulted in Communist Party USA.

Sometimes membership groups are merely organized. In this case, an organizer, or organizing entity will seek a solution in an area of concern. He, or they, will outline a solutional method to remedy the situation, outline the geographic confines of the problem, and approach individuals of similar concern within the area, explaining their concept of solution, and on finding agreement, asking the individual to join in the effort. Eastern Farm Workers Association is an example of this: a preplanned, organized entity.

It then remains for the organization to define itself structurally and philosophically in regard to its operation. In some, a board of directors handles decisions. In others, a plebiscite of membership is relied on. In the case of most organized entities, where the duty of the organization lies in the arena of building another organization, and the majority of strategic questions were preplanned, the Cadre System is established.

Under a cadre system of decision making, trained individuals capable of both operating the basic mechanics of the group and training other individuals to perform the tasks, agree to tactical solutions regarding strategic goals by the consensus approach. That is, submitting positive information from key areas within the organization to approachable leadership, and then confers on policy evolving from the leadership analysis.

The criterion of approval lies in obviating a denial of correctness from any of the participants. In this case, the participants are cadre. Leadership is furnished by either the operations structure of the organization or the originator of the approved strategy.

Eastern Farm Workers Association is then, a cadre based organization operation as a preplanned entity of original committee approval. It is dedicated to raising a membership
plebiscite of farmworkers, who will, at the time of the plebiscite, determine the structure of the final entity.

A cadre is either an individual of the type described above, or a collection of individuals within the organization dealing with a specific task in unison. Cadres come from two areas. They are either exterior cadre or interior cadre. Interior cadre come to the organization from the ranks of sympathizers, supports, members and other associates, who, in continuing their association with the group, subscribe to the methods and goals espoused by the organization to the extent that they both desire to abide by all preplanned policy and discipline; and second, they fulfill the standards for participation subscribed to by the participating cadre, at least to the extent that cadre consensus does not exclude them.

Cadres are goal motivated. The ends, the final solution offered by the organization, is the primary concern prior to participation. If the solution seems correct, the structural facets of the group in respect to flexibility and strategic dexterity must be correct. Leadership should exhibit approachability, awareness and a logical dispassionate ability in analysis.

A goal-motivated individual considering cadre status within a group is concerned with solutional analysis, structural correctness and leadership understanding. A potential exterior cadre examining an organization, as a potential host for personal goals is interested only in ascertaining if any condition exists currently that proves conclusively the attempt will not work. The cadre is aware of, and unconcerned by, the fact that the vehicle CURRENTLY won’t work. One thing is lacking – individuals of sufficient skill, determination, discipline and devoid of ulterior motivation or interest to operate the vehicle of organization.

In short, the organization must fit only two descriptions. It must have correct goals and it must not be structurally incorrect. Success from that point is determined by cadre motivation, ability and training.

It is the basic concept of the cadre oriented activist; that a reasonable plan, with no logical flaw, and no basic structural imperfection, will eventually triumph in struggle with a strongly entrenched adversary, possessing even the minimal faults needed to qualify as an oppressor, contradictions in practice or performance, and divided areas of self interest. The basic role of cadre is not one of position, but one of power within any position.