

ENGAGEMENT & ORGANIZING – TECHNICAL SHEET

DELEGATION: THE THREE LEVELS OF RESPONSIBILITY

Delegation is a core organizing skill. The ability to place members in action, transfer responsibility, and build their autonomy is essential to building collective power.

1. WHY DELEGATION IS ESSENTIAL

THE ORGANIZER WHO DOES EVERYTHING

- Becomes indispensable to the organization they build
- Gives too little responsibility to members
- May develop a sense of superiority over the people they organize
- Risks turning the struggle into a personal quest disconnected from those concerned
- May feel uncomfortable asking for membership dues

THE ORGANIZER WHO DELEGATES AND MOBILIZES

- Spends most of their time transferring responsibility and skills to members
- Assigns responsibilities adapted to individuals and useful to the group
- Accepts people's strengths and weaknesses as they accept their own
- Helps people build their own power instead of acting in their place
- Is comfortable explaining and requesting dues

2. WHY PEOPLE ACCEPT RESPONSIBILITY

- Personal interest – improving their living conditions
- Social interest – belonging and acting with others
- Recognition – being valued and respected
- Values – moral commitment and principles

3. THE THREE LEVELS OF DELEGATION

There are three progressive ways to assign responsibility: Task, Mission, and Function.

TASK

A short-term, simple, clearly defined action.

MISSION

A set of recurring tasks defined by a field of responsibility.

FUNCTION

A set of missions forming a recognized role within the group.

EXAMPLES

- Informing 8 neighbors about one meeting → Task
- Informing 8 neighbors every time there is a meeting or action → Mission
- Mobilizing a whole building, informing neighbors, collecting concerns → Function

4. DELEGATING A TASK (FIRST LEVEL OF RESPONSIBILITY)

The first task is usually given during the first one-on-one meeting after membership. Completing a task is often the first step to becoming an active member.

C.I.T. CRITERIA

- Capacity – skills and means to complete the task
- Interest – motivation to carry out the task
- Time – availability and current workload

CLARIFY THE FOUR ELEMENTS

- What must be done exactly
- Why this task is important for the strategy
- When it must be completed (set a follow-up moment)
- How to do it (demonstration, role-play, sharing stories)

FOLLOWING UP ON A TASK

- Task completed and motivated → congratulate and assign new responsibility
- Task completed but reluctance to repeat → understand difficulties and adjust
- Task poorly done → clarify, train, or adapt the task
- Task not completed → reassess C.I.T., clarify expectations, rebuild trust

5. ASSIGNING A MISSION (SECOND LEVEL)

When a member masters several tasks, they can take responsibility for a mission made of recurring actions. Define clear objectives and indicators and ensure regular follow-up.

6. GIVING A FUNCTION (THIRD LEVEL)

A function is a recognized role composed of several missions and validated by the group whenever possible.

EXAMPLE: BUILDING REPRESENTATIVE

- Inform members about meetings and actions
 - Mobilize members to attend
 - Collect concerns and proposals from others
 - Ensure dues collection from provisional members
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PREPARING SOMEONE FOR A FUNCTION

- Knowledge transfer from someone who previously held the role
- Collective induction with others holding similar functions