1. dogma
   enemy of human freedom

2. Doing what you can with what you've got
   -black stereotype of always eating watermelon
   -college students who weren't allowed to do anything but chew gum
   -blacks shopping in a department store

3. Example
   Issue in identifying enemy in urban areas
   -shifting of responsibility from one jurisdiction to another
   -Board of Education in Chicago when mayor attacked for not having blacks, he shifts the responsibility to committee
   John L. Lew- C.I.O never attacked general motors, always attacked the president
   -let nothing get you off your target

4. Example
   Gandhi- passive resistance
   burglary in Alinsky's office
   stayed in a hotel with 30 security officers

5. Example
   General William T. Sherman- march to the sea
   where he had no front or rear lines of supplies
   loose and living on the land
   south confused, panic, terror, collapse
   General Patton

6. Example
   the means and the end
   always wind up with their ends without any means

7. purpose
   written for the "have-nots" on how to take away power from the "haves"
   -to create a guide for future community organizers to use in uniting low income communities in order to empower them.

8. purpose cont.
   to gain social, political, and economic equality by challenging the current agencies that promoted their inequality

9. revolution
   by have-nots has a way of inducing a moral revelation among the haves
   -also induces a paranoid fear
   -status quo must be defended
   -revolution and communism have become one

10. Rule 1
    "power is not only what you have but what they think you have"
    derived from 2 main sources: money and people
    -have-nots must build power from flesh and blood
    Ex. Eyes, ears, nose

11. Rule 2
    "Never go outside the expertise of your people"
    It results in fear, confusion, and retreat (must have precursor familiarity)
    -results in lack of communication: ex. Pilot on flight from Chicago to NY, Moses, Birth control with neighbors, sex and toilet all relate

12. Rule 3
    "whenever possible go outside the expertise of your enemy"

13. Rule 4
    "Make the enemy live up to their own book of rules"

14. Rule 5
    "Ridicule is man's most potent weapon"
    - impossible to counterattack ridicule and it infuriates

15. Rule 6
    "A good tactic is one that your people enjoy"
    -if your people aren't having a ball doing it, then something's wrong

16. Rule 7
    "A tactic that drags on too long becomes a drag"
    can only sustain military interest for a limited time, after which it becomes a ritualistic commitment, like going to church on Sunday

17. Rule 8
    "keep pressure on with different tactics and actions and utilize all events of the period for your purpose"

18. Rule 9
    "the threat is usually more terrifying than the thing itself"
    -imagination and ego can dream up more consequences than any activist

19. Rule 10
    "The major premise for tactics is the development of operations that will maintain a constant pressure upon the opposition"
    -the pressure produces the reaction and constant pressure sustains action

20. Rule 11
    "If you push a negative hard and deep enough it will break through into its counter side" this is based on the principle that every positive has its negative

21. Rule 12
    "the price of a successful attack is a constrictive alternative"
    -can't risk being trapped by the enemy

22. Rule 13
    "Pick the target, freeze it, personalize it, and polarize it"
    -there is always a passing of the buck, so we have to freeze the target

23. Rule 14
    "A tactic that drags on too long becomes a drag"
    can only sustain military interest for a limited time, after which it becomes a ritualistic commitment, like going to church on Sunday

24. self-interest
    US in WWII allied with Russia against Germany, Japan, and Italy but after fervently allied with others against former ally
    -Orwell sacrificing and saving his comrades in war = exception
| 25. **Tactics** *(eyes, ears, mouth)* | eyes - parade what you have around enemy visibly  
| | ears - hide it in dark but make noise to trick  
| | mouth - too tiny for noise, stink up the place  
| 26. **what it is** | compiled lessons from 1939-1971 of his personal experiences in community organizing  
| | - how to create mass organization to seize power and give it to people |