



# La destrucción creadora

11 JAN 2023 · PUBLICATION

A huge challenge facing civil society organizations is how to carry out the pursuit of the ideal that led to its birth, while achieving efficiency and control over the processes that the organization owns.

Anyone who has made a decision about his place of work has had to ask himself about his contribution to society, about what makes that scenario an attractive space where to develop professionally. Faced with this dilemma and before many others, the author Luigino Bruni confronts himself in *The creative destruction* (Editorial Ciudad Nueva, 2019), although he performs a nuance that has never before been studied in such an honest and revealing way: he focuses his analysis on the organizations moved by ideals (OMI) and those communities and initiatives that are born of charisms.

Dr. Cristina Calvo, who prologues this essay, makes a definition of the term charisma that in my opinion forms the argumental axis of the work. The charism is «a gift to see (with the eyes of the spirit) things that others do not see». It consists of ideality, the passion to carry out a dream, that which is considered excellent and that is persecuted.

> «And so, when in communities and organizations charisms are lacking or are silenced, the common life loses beauty, delicacy and spiritual strength, and we begin to content ourselves with sad and small goals».

Although it sounds paradoxical, in order to remain faithful to its charism and maximize the impact of its values in society, the OMI need a constant movement of renewal of organizational forms. In turn, they must not stop soaking up the world and it is imperative to flee from the self-reference that turns charism into an ideology. However, how can the founder or director of an OMI conquer the battle between the success of charisma and the institutional development of the organization? To this end, he needs to value the paradox of gratuitousness: «so that people can flourish and thus enrich themselves, enrich the organization and the world, it is necessary not to possess them, not to consume them, not to use them, not even for the noblest purposes».

Bruni turns to the notion of *munus* — that free gift we receive that forces his exchange — to execute the distinction between community and immunity. As the second is a denial of the first, it is imperative that the IMO give a vote of confidence to the people who are part of the organization in order to allow creativity, innovation and other virtues such as loyalty. Around this notion revolves the title of the book *The creative destruction*, which refers to the theory of the Austrian economist Joseph A. Schumpeter to describe the process of transformation that accompanies innovation. With this, Bruni moves these concepts into the field of ideals, organizations and charisms, realizing that in order to achieve his triumph, death is often inescapable to ancient conceptions and the acceptance of new talents of people who find their vocation within the charism.