



Causas nobles y ventajas competitivas

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Those who work in the Third Sector and, in particular, in a value-laden segment, with a definite anthropological vision and a compass that marks a clear moral north, are truly fortunate. We are fortunate because we help an ecosystem of people and organizations that try to advance noble causes that we share. In this way, we work for our values and make a living with it.

However, the great fortune of being able to dedicate ourselves professionally to all this also contains a series of challenges and temptations, of which three stand out:

The first is to reverse the above-mentioned order. Relatively often, organizations are born to advance certain noble causes but, in doing so, they must also keep the account of sound results. Thus, the temptation to put the cause at the service of the organization, and not the other way round, is always present. It is important to have very clear order: to work for the cause, and to earn a living by doing so; and not to earn a living by the cause. Such instrumentalization leads to frustration on the part of the sector as a whole, to the celebration by ideological adversaries, and to the perversion of the founding mission of the organization.

The second challenge arises when the organizations advance the brand on the cause. In an ideal situation, the organizations will be able to grow their brand and, at the same time, advance the system of values for which they work. However, sometimes, that advance the cause is incompatible with the growth of the organization. It is worth remembering that the noble “cause” always goes first and is unrenunciabile; and that the organizations brave enough to understand this, will end up, in the medium and long term, benefiting precisely from their loyalty to the cause.

Finally, there is a paradox that is perhaps insurmountable: noble causes become competitive advantages. The good doing of organizations as ambassadors and promoters of certain values makes them have a great interest in monopolizing these noble causes. This is the recipe for disaster, because while the former must be shared, the latter must be retained. Thus, organizations that a priori were born to raise certain flags, they end up making them tatters.

In short, these are three challenges that this sector faces every day. The response to these challenges is not simple, but enormously complex. The very fact that we have them in mind and that they remove our consciences is already very positive. Sign that we are on the right track.