E

elkeWiersma, en su artículo [How and when do firms translate slack into better performance?](http://www.sciencedirect.com/science/article/pii/S0890838917300318) (The British Accounting Review, Volume 49, Issue 5, September 2017, Pages 445-459) compendian los resultados de investigaciones precedentes, recordando: “*Organizational slack can cause many forms of strategic behavior such as growth initiatives (Mishina, Pollock, & Porac, 2004), greater innovation efforts (Chen & Huang, 2010; Nohria & Gulati, 1997; Troilo, Luca, & Atuahene-Gima, 2014), more acquisitions--at higher prices (Wan & Yiu, 2009), more resource expropriation (Du, Kim, & Aldrich, 2015), and more risk taking (Bromiley, 1991). The ultimate impact of organizational slack on performance is still not known as the results of studies carried out to date differ based on the type of slack examined (Bradley, Shepherd, & Wiklund, 2011; George, 2005; Mousa, Marlin, & Ritchie, 2013; Tan & Peng, 2003), and on the economic environment of the firm (Wan & Yiu, 2009). ―Nohria and Gulati (1997, p. 604) define organizational slack as the ‘pool of resources in an organization that is in excess of the minimum necessary to produce a given level of organizational output.’ Firms might have, for example, too many employees, excessive cash, or idle capacity (Bourgeois, 1981; Nohria & Gulati, 1997).1 Managers can redeploy resources not directly needed for current operations. They might use them to cross-subsidize an unprofitable division, to pay a take-over premium, or for perquisites. In addition, majority shareholders may expropriate these resources. Some of these expenditures may provide little benefit to the firm (Jensen, 1986; Lau & Eggleton, 2003), and so represent the so-called ‘slack as inefficiency’ view (Daniel, Lohrke, Fornaciari, & Turner, 2004, p. 566). Alternatively, slack resources may be used to protect the core business against competitors, difficult economic conditions or other environmental shocks, or to re-orientate firm strategies by investing in product or market innovation.* (…)”

¿Qué tenemos que decir frente a lo [propuesta del Gobierno de descapitalizar Fondo Nacional del Ahorro](http://caracol.com.co/radio/2017/09/26/economia/1506382520_601091.html)?

Este es un excelente caso para ilustrar lo que es o no es una profesión preocupada por el interés público. Porque lo que se postula en los folletos, en las constituciones, las políticas, debe ser realidad. A nosotros nos admira la forma como en varios países, los contadores le “meten muela” a muchas propuestas del Gobierno, como el presupuesto y sus negocios. En cambio, nos desilusiona el silencio que caracteriza a los colombianos.

*Hernando Bermúdez Gómez*