

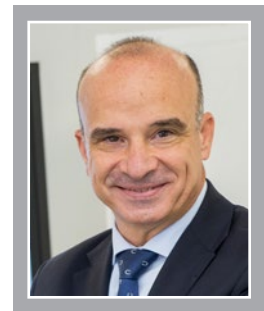
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## Vives Semper Vivas!

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“Leading is betting on authenticity while avoiding mediocrity”  
(Xavier Marcet)

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**X**avier Marcet wrote that we navigate this life to leave a legacy to others, to those to come after us, and to be grateful for the legacy of those who have gone before us. I am Javier Cendoya and I am lucky enough to be dedicating my life to a unique and exciting project, the Edelvives publishing house. I have three complex and demanding children, and a wonderful wife, Natalia, with whom I share concerns and happiness, projects and difficulties.

I started working at Edelvives in 2001 under the guidance of Brother Antonio Giménez de Bagües, helping to design a new business model that could compete in increasingly complex environments without ever losing its roots in a history full of success, suffering and commitment. Those Marist Brothers who arrived in Gerona (Spain) in December 1886, with the initial idea of learning Spanish and then leaving for the Americas, eventually decided to stay, founding the first works in Spain and starting the publishing of educational materials under the FTD label. Thus, they began to build up their legacy.

They were followed by incredible people who worked with the intention of serving the schools. And in difficult times, willingly serving with courage. Suffice it to say that in July 1936 the headquarters of the publishing house, then in Barcelona, was burned down and in the following months six of the fifteen Marists who worked there were killed. Despite so many obstacles, some seemingly insurmountable, the surviving Marists were not deterred and within a few months were creating the infrastructure necessary to continue the printing of materials for the schools. The legacy has become a collective mirror of a community in which the whole has become more important than the sum of its parts.



Meeting in Rome of the Marist Publishers Network

Today Edelvives is an open, young, committed company, curious about, and critical of, the world around us. We are present, in one way or another, in twenty-eight countries and we try, as our current strategic plan says, to be genuine, relevant, and humble. After working alongside Brother Julián Sanz Falces, I had the good fortune to take over the general management of the Group in January 2019 with the determination to expand the legacy I received.

These have been years of learning and amazement. I am fortunate to work with a superb team who manage to make the difficult easy and who strive every day to help teachers educate people capable of transforming the world. We are fully connected; we are a part of the Marist body. Wherever we go, we boast about our origins and our goals. That is my job, to lead a team full of indispensable people. At the end of the day, to lead is to align legacy with purpose.

I like to lead with small gestures, transmitting passion and emotion in every project and every decision. I believe in people, and I need to trust in what they do. The challenge is always to generate enthusiasm, to go beyond what is foreseeable. This is how I was educated at home; this is how I perceived education at the De La Salle school where I had the good fortune to spend the best years of my life, and this is how I link my work every day with the Marist charism with which I feel so identified. I enjoy bringing out the talents of the Edelvives team, the triumphant intelligence defined by José Antonio Marina, and generating a climate that allows decisions to be made in such difficult times. I assume that my task is focused on securing Edelvives for the coming years because, after all, legacies are pointers and, apart from that, they must always look defiantly to the future.

It is essential that there is ambition in the objectives, that there is organizational tension, a positive tension, and that the working climate is conducive. In an era when the ephemeral seems to prevail over the solid, it is time to generate links to retain talent and to seek greater loyalty from our users and customers. It is essential to build a winning project. And I will stick with Miquel Lladó's definition: "Winning today means moving forward. It is to grow. It is learning and applying what we have learned. It is to be better than yesterday. It is to be clear about the principles that accompany you, the behaviors and values. It is knowing how to be grateful. It is to give the maximum to those who bet on you" (Miquel Lladó, *Enamorarse del futuro*, 2020 - Plataforma Editorial).

Today, together with Brother Abel Muñoz, President of our Board of Directors, I share our dreams to make our mission and the strategic vision that we transmit to all those who come to us a reality at all times, sending a life-giving message to teachers, families and educational institutions. That life which constantly encouraged those who made this journey of more than 133 years possible, that life in all those who today, here and across the seas, also allow us to proclaim our legacy with hope: Vives Semper Vivas! (Internal motto historically used by Editorial Luis Vives (Edelvives) and inspired by the "Sempervivas" flowering shrub that formed part of its graphic image).



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