

DNEWS

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FIRM LEADERS CAST MORE OPTIMISTIC BUSINESS OUTLOOK

Over 300 executives worldwide attended the new research from AESC, including 111 leaders of executive search and leadership advisory firms.

Pages 5, 6 and 7.

OUTLOOK

Art as a path to transformation. In this new article, Adriana Prates presents the connections between Dasein's work and artistic expressions that change the way we listen each other, our perspicacity, and our deliverables.
p. 2 and 3

POINT OF VIEW

In an exclusive article for Dnews magazine, Lee Ellis, one of the world's top leaders, calls attention to the importance of leadership clarity.
p. 8 and 9

THE REVERSE VERSE

For the premiere of this column we chose one of the great names of 20th century literature, T. S. Eliot and the 1930s poem "The Naming of Cats" that still is an inspiration for great artists. Each month we will present the work of consecrated poets to inspire you. **p. 10**

OUTLOOK

ART AS A PATH TO TRANSFORMATION

*Adriana Prates



What is it to be? What is your place in the world? What are your possibilities? Considering the current global scenario, the negative economic outlook or the fractured relationships between people and nations leads me to consider profound existential questions once evoked by the German term Dasein. It's something unsettling yet at the same time provocative, like the eternal search for ourselves. When going down this path, I would like to share with you, the readers, that I often find that art has a regenerative aspect.

Dasein has always maintained a dialogue with the most varied artistic expressions. It's something that is intimately linked to the sensibility of our work, to our modus operandi. It's in the way that we perceive the other, in our relationships, it influences the way we listen, our perspicacity, and our deliverables. It's how we renew values and expand our thinking. We have always believed that the power of art lies in its ability to awaken people to their possibilities and their authenticity, something so fundamental for a full life.

My relationship with art started in childhood, when I used to correspond with my paternal grandmother, who lived far away. It was during this period that I came to understand the power of words and how it was fun to play with them. As time passed, the prose of the letters gradually became poetry, which is how I was able to express my feelings. Writing led me to exploring other cultural genres such as music, dance and theatres; however, like for most people, the time arrived for me to put everything to one side and begin, at a very early age, my professional career, working and studying continuously.

The years passed and I accumulated experience. I began to notice that people at work didn't have such vigour or magnitude. Many like me had left an important part of themselves behind. After time, priorities appeared and responsibilities increased. I couldn't understand why people were so unhappy at work. On occasions, I also experienced bouts of unhappiness.

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If we consider the etymology of the word art, one can observe that it comes from the Latin *ars, artis*, and represents the techniques and means of creating or producing something. Whilst in Greco-Roman culture, art represented craft and skill. However, I believe that at some moment during the industrial revolution the essence of art, as an activity connected to a purpose, was totally forgotten.

Automation, both repetitive and limiting in form, was first introduced to production processes, which still occur in the same way to this day. Automated like machines, we obscure our emotions. And with our emotions repressed, we stop creating and begin to limit ourselves to only reproduce. Our soul consequently shrinks, we start to worry, anxiously waiting for Friday to come and to dare to have a real life experience.

Contemplating this scenario made me feel uncomfortable and on deeper reflection I began to recall the lightness, sensibility and sense of accomplishment that art can give us. I believe that we should no longer exclude beauty and pleasure at work. The current way of working is in rapid decline and I believe that something very special will appear in its place. Because life without art, without passion, is too barren.

“Dasein has always maintained a dialogue with the most varied artistic expressions. It's something that is intimately linked to the sensibility of our work, to our *modus operandi*.”

It is art that changes my outlook on reality, life, and work; and provides me with the serenity that few every achieve. It makes me adopt a different attitude to competing, winning and losing, because these things occupy the right amount of space in my life and when work

“It's wonderful to feel the impact that art has on each one of us. I'm fascinated by the various ways in which talent is expressed and I see art in the way some professionals act.”

isn't everything, it has everything it needs to blossom.

It's wonderful to feel the impact that art has on each one of us. I'm fascinated by the various ways in which talent is expressed and I see art in the way some professionals act. I firmly believe that art is, par excellence, the place of knowledge, accomplishment and expression.

Nobody was made to sit in front of a computer for 10 hours a day. Our mission is to awaken within people these gifts that have been obfuscated by other priorities and we believe that it's never too late to do it. Companies and people must understand that there are different and sensitive ways of transcending and reinventing oneself.

Successful executives usually enrich their lives in a balanced manner through the aspects and stimuli connected to their gifts, whether it be via cooking, comedy, music, or any other activity that provides fulfilment. Both actively, creating concepts and launching ideas; and sensorially, enjoying everything that the senses enable one to feel. We always employ different and effective means by which companies and executives can reinvigorate themselves. It's necessary to develop a new outlook thus we are here to assist them in the identification of new answers.

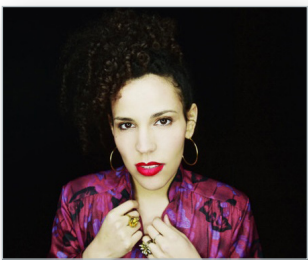
*Adriana Prates is the president of Dasein Executive Search and Americas Council member at AESC.

SPOTLIGHT



VOLPI IN NEW YORK

Recognized by critics as a grand master of Brazilian painting and one of the most important artists from the second generation of modernism, the Italo-Brazilian Alfredo Volpi will have his first solo exhibit in New York. Works from each of the artist's phases, including iconic paintings which recall bunting, colourful houses and their façades from the 1960s, will be on display at the renowned Barbara Gladstone gallery, from November of this year.



XENIA RUBINOS

What is it to be a black woman in the United States? What space does consumption occupy in your life? How do you face machismo and violence? These are some of the questions that the American singer Xenia Rubinos makes on her new and acclaimed album Black Terry Cat. With her powerful and intoxicating voice, the artist of Puerto Rican and Cuban descent naturally and tastefully mixes Caribbean rhythms, soul, punk and noise music.



THE WORLD IN WIDE ANGLE

The World Photography Awards, known as the Oscars of the sector, has revealed the winners in London. This year, 49 nationalities were represented in the Professional, Open, Youth and Student categories. Amongst them were the Brazilian photographers João San, Franklin Neto, Gil Josquin and Caio Vita. The awarded images were chosen from 227 thousand photos sent from 183 different countries.



THE LIFE OF GABO

Some of the works of Gabriel García Márquez, or simply Gabo, winner of the Nobel Prize for Literature and one of Latin America's main authors, will be turned into TV series. The project revolving around the Colombian writer, who would have turned 90 in 2017, is being led by independent script writers and producers in Colombia. The dramas will recount unpublished stories full of magic, imagination and superstition, which were typical characteristics of Gabo's work.

Did you like our selection? To learn more about each tip, follow us on Facebook, LinkedIn, Instagram and Twitter. All you need to do is search for Dasein Executive.

REPORT

AESC GLOBAL EXECUTIVE TALENT OUTLOOK 2017 SUMMARY REPORT

The worldwide Association of Executive Search and Leadership Consultants (AESC) annually surveys its global membership, executive talent advisors to the world's most successful businesses, on the key executive talent trends they are witnessing across sectors, C-suite functions and geographic markets.

The insights revealed in the report provide timely business intelligence to decision makers as well as valuable guidance to executive candidates considering new opportunities in the year ahead. This year, our survey was completed by 310 AESC member consultants worldwide, including 111 leaders of executive search and leadership advisory firms.

GLOBAL OBSERVATIONS

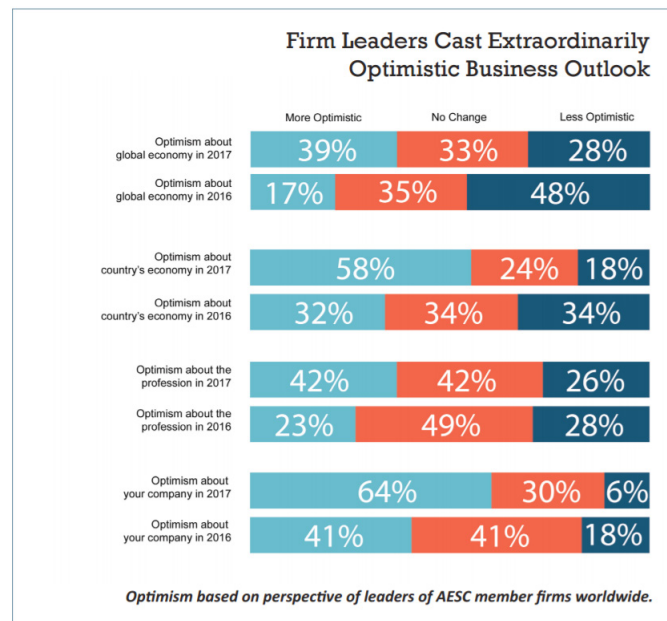
AESC members cite global economic and geopolitical uncertainty as top business concerns, but cast a significantly more

positive business outlook for 2017 as compared to 2016. Globally there is strong demand for top executive talent, with business leaders identifying executive search as the favored form of talent acquisition for top executives, including searches for C-suite executives, board-level searches, confidential searches, and searches for hard-to-fill positions.

Second, the executive search and leadership consulting profession continues to grow, with increasing demand for services beyond executive search, including succession planning, internal talent assessment and board advisory. Especially in times of uncertainty, business leaders value being advised by experts who can be trusted based on their deep industry and functional expertise, and their ability to engage with and entice the best candidates locally and globally, as

well as provide competitive business advantages through the optimization of current and future talent strategy.

Across the board, AESC members are more optimistic this year about the global economy, their country's economy, the executive talent advisory

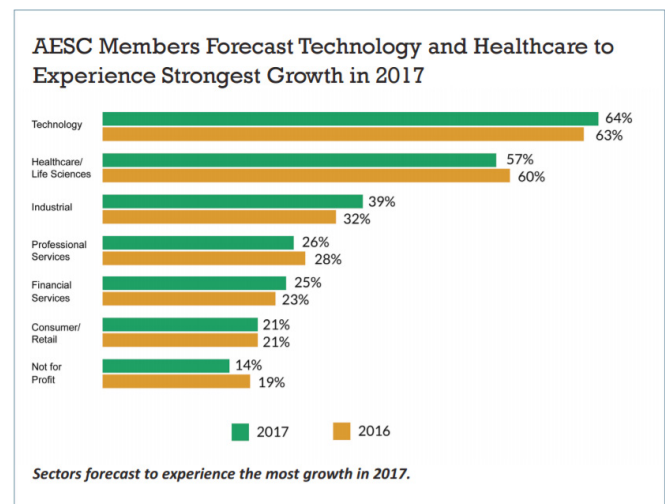


profession and their own businesses. This year, 64% of leaders at AESC member firms have a more optimistic outlook for their businesses, compared to only 41% last year (a 23 percentage point increase). As uncertainty looms, business leaders turn to Professional Services advisors for strategic insights and to minimize risk. We see this reflected also in AESC's recent 2017 BlueSteps Executive Job Outlook report, where Professional Services executives revealed a 41% increase in optimism regarding the executive job market this year than the same time last year. Across the globe this year, the climate for business leaders will be cautious, but

more than ever, they will value the deep insights and expertise trusted advisors can deliver for long-term competitive business advantage.

OUTLOOK BY SECTOR

AESC members believe that Technology and Healthcare/Life Sciences will be the two sectors that will experience the most growth in 2017. These are the fifth and fourth, respectively, largest industry sectors for the executive search



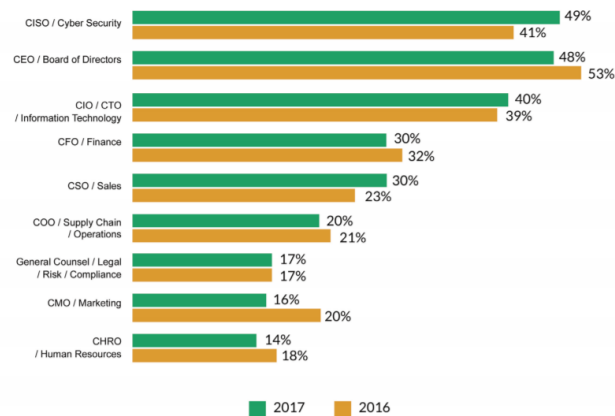
profession currently and continue to represent significant future growth opportunities.

For business leaders in these industries, this data represents a possible indicator as to how these sectors will perform through the year. For executive candidates working in these sectors or seeking to transition across sectors, the forecast can help with career management strategy in 2017.

OUTLOOK BY FUNCTION

The forecast for the Technology sector also informs the functions that AESC

AESC Members Forecast CISO as Most in Demand Function for 2017



Functions forecast to experience the most demand growth in 2017.

members expect to be most in-demand during 2017. For the first time this year, Chief Information Security Officers (CISOs) now rank among AESC members as the top function with the most growing demand, followed by always in demand CEO and Board of Director searches.

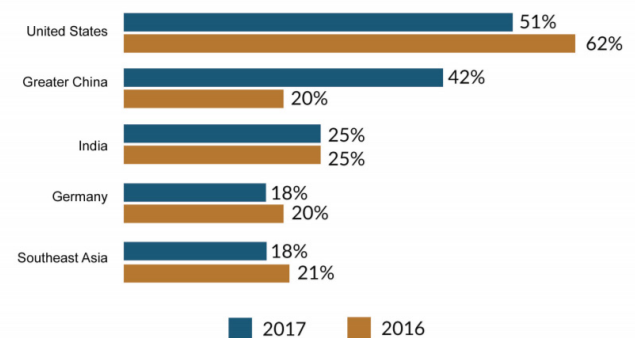
CIO/CTO searches rank third for high growth demand in 2017. As technology and digitalization continue to disrupt all sectors, organizational leaders more and more turn to trusted advisors to find and

develop the right talent and strategies to turn disruption into opportunity.

OUTLOOK BY GEOGRAPHIC MARKET

The United States is the market expected by AESC members to experience the most growth in 2017, although with less certainty than last year, ranking ten percentage points than the second market expected to experience the most growth this year, Greater China, which was ranked third after India in 2016 and more than 20 percentage points greater than the growth forecast for that market last year.

Substantial Growth Forecast for China in 2017



Top five geographic markets forecast to experience the most growth in 2017, by percentage of AESC members worldwide.

ABOUT AESC

AESC is the voice of excellence for the executive search and leadership consulting profession worldwide. Our rigorous Code of Professional Practice guides our members in nearly 1,300 offices in 74 countries and beyond to serve as strategic advisors on behalf of their clients. In turn, AESC members are best positioned to provide companies with a competitive advantage—the ability to find, attract and develop the best talent in the world and ensure that executives are successfully integrated. By virtue of selecting an AESC member, clients can be secure in their choice of consulting firm, and can reap the benefits that only a trusted advisor can deliver.

POINT OF VIEW

THE FOUR LEVELS OF LEADERSHIP CLARITY

*Lee Ellis



Have you ever had to fight for clarity in a meeting or conversation? Early on in my military training at Air University, our professors who taught speaking and writing courses told us repeatedly to “fight for clarity.” When lives are at stake while flying multi-million dollar pieces of equipment, clarity was crucial for us.

CLARITY IN THE CRUCIBLE

Having spent several years in the crucible of the Hanoi POW camps, I grasped the concept of clarity in a literal way several years before I fully understood it in a classroom setting. With the guards patrolling the compound, it was a daily battle just to keep our limited covert communications flowing. And with

so much on the line, clarity was essential for alignment on strategy and tactics as well as encouragement and support.

CLARITY IN ALL SITUATIONS

Clarity is essential in all situations. It’s easy to see the problems when a sports team doesn’t have a clear message. For example, in baseball, what if the batter misses the sign and the runner at first gets thrown out on what should have been a sacrifice bunt? In a more typical workplace culture, it may be more subtle but can be even more disastrous. So, though clarity may be crucial, it’s almost never easy.

“Clarity is difficult because we’re dealing with humans—not machines.”

WHY IS CLARITY SO HARD?

Clarity is difficult because we’re dealing with humans—not machines. To understand the battle, here are some of the challenges we must overcome:

Low Priority. We’re too busy and don’t recognize how important clarity is and just neglect it

Bad Assumptions. We assume that others

see the world that we're seeing and therefore don't understand that they don't have the right picture.

Unfocused. Some leaders don't take the

“The rewards for clarity are great—extending beyond celebrating success of the immediate task. In the process, everyone is growing in accountability and professional development.”

time to focus and decide what they want to happen—what success will look like.

Lazy. Sometimes leaders are too lax in their approach, figuring that somehow it will get done.

Fear. Some leaders resist clarity because they fear the responsibility of holding others accountable—which, at times, means being firm and risking “negative emotions.”

Yes, it's a battle, but gaining clarity is worth fighting for.

HOW CAN YOU GET CLARITY?

100,000-foot level. Clarity about mission, vision, and values is crucial to building a culture of synergy and accountability. Unless these are hammered out at the top and then pushed down to the lowest levels, the culture will never be strong.

50,000-foot level. For the sake of discussion,

consider this level as standards and policies for the industry and organization. Enron and Arthur Anderson lost clarity and focus on these points, and they're no longer in business.

25,000 foot level. This level is about policies and processes for the leader and the team. How do we work together? What do we expect of each other?

15, 10, and 5,000-foot levels. This level is about the specifics of the task or project. What will a successful outcome look like? What problems will be solved? What resources are available, and what ground rules or assumptions are in place that need to be considered?

When you look at clarity in these few levels, you can see that it's not easy. It takes diligence and courage on the part of the leader to provide the clarity that people and teams need to successfully perform their assignments.

THE REWARD

The rewards for clarity are great—extending beyond celebrating success of the immediate task. In the process, everyone is growing in accountability and professional development. Envision current and next generation leaders growing together. Now that's a goal really worth fighting for.

*As president of Leadership Freedom® LLC, a leadership and team development consulting and coaching company, Lee Ellis consults with Fortune 500 senior executives in the areas of hiring, teambuilding, human performance, and succession planning. His media appearances include interviews on CNN, CBS This Morning, C-SPAN, ABC World News, and Fox News Channel. Lee is a retired Air Force colonel; his latest award-winning book about his Vietnam POW experience is entitled *Leading with Honor®: Leadership Lessons from the Hanoi Hilton*. Learn more at www.leadingwithhonor.com.

THE REVERSE VERSE

THE NAMING OF CATS

The Naming of Cats is a difficult matter,
 It isn't just one of your holiday games;
 You may think at first I'm as mad as a hatter
 When I tell you, a cat must have THREE DIFFERENT NAMES.
 First of all, there's the name that the family use daily,
 Such as Peter, Augustus, Alonzo or James,
 Such as Victor or Jonathan, George or Bill Bailey –
 All of them sensible everyday names.
 There are fancier names if you think they sound sweeter,
 Some for the gentlemen, some for the dames:
 Such as Plato, Admetus, Electra, Demeter –
 But all of them sensible everyday names.
 But I tell you, a cat needs a name that's particular,
 A name that's peculiar, and more dignified,
 Else how can he keep up his tail perpendicular,
 Or spread out his whiskers, or cherish his pride?
 Of names of this kind, I can give you a quorum,
 Such as Munkustrap, Quaxo, or Coricopat,
 Such as Bombalurina, or else Jellylorum –
 Names that never belong to more than one cat.
 But above and beyond there's still one name left over,
 And that is the name that you never will guess;
 The name that no human research can discover –
 But THE CAT HIMSELF KNOWS, and will never confess.
 When you notice a cat in profound meditation,
 The reason, I tell you, is always the same:
 His mind is engaged in a rapt contemplation
 Of the thought, of the thought, of the thought of his name:
 His ineffable effable
 Effanineffable
 Deep and inscrutable singular Name.

T. S. Eliot

