



AUTHENTICITY, ETHICS AND VALUES FOCUSED ON PEOPLE TO LEAD IN THE FUTURE

In an exclusive interview, Brian Glade, AESC's managing director for Americas, conducts a market review in 2019 and draws attention to the importance of people, diversity, and strong values, ethical behavior and compassionate leadership.

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OUTLOOK

In honor of the 23 years of Dasein, we have brought an article about the trajectory of the company and bets of its CEO Adriana Prates and the adviser Paulo Ângelo for the future of the executive recruitment sector.
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SPOTLIGHT

Check out a special selection with tips on literature, music, film and visual arts that help stimulate a sharper and more sensitive perception in your daily life and profession.
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POINT OF VIEW

"How does a leader gain influence?", "How can I influence others?". According to Lee Ellis, these skills seems to be important to many people. That's why he discusses this subject, from the perspective of honorable leadership, in his new article.
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OUTLOOK



BEFORE A TREND CYCLE COMES TO AN END, WE ARE ALREADY CONNECTED TO THE NEXT ONE

Soundly navigating decades and remaining at the forefront is a rare feat. Whether due to Brazilian obstacles (60% of companies last no longer than five years according to the last IBGE survey) or the dynamic of a market guided by change, where new needs are born and die at the speed of light. Dealing with crises, adapting to transformation, or better still, leading change without losing one's identity, really are the virtues of those that want to last. This is the case of Dasein.

Constantly attuned to innovation and striving for superior results, rigorously applying international standards of confidentiality and a pioneering spirit are some of the factors that have contributed to the longevity of the company which turns 23 this year, states its CEO Adriana Prates. "Before a trend cycle comes to an end, we are

already connected to the next. It is a natural bias of sensemaking and is in fact what enables us to offer a unique and distinguished style of work. We greatly believe in our sensibility and intuition. We understand that the subjective is just as important as the objective. This humane way of viewing the world and people has been with us since our foundation in the 90s and we are keen to preserve this", she highlights.

According to Adriana, the fact that the partner-founder is leading the way, contributing to guarantee results, is another important factor. "Above all in a world that is increasingly depersonalised, where contacts are made by robots. I involve myself personally in each process, project and all decision-making that requires a more detailed analysis. As our grandparents used to say "the eye of

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Aline Ferreira and Pollyanna Alcântara

the master fattens the cattle”. A further important point highlighted by Adriana is the special touch that Dasein makes point of inserting in each project. “It is a personal touch of mine and our consultants, something that greatly contributes to services being delivered in a unique manner. Our main commitment is to client satisfaction, therefore we strive to do as much as possible to achieve this”.



Adriana Prates and Daniel Rezende celebrating 10 years of Dasein at the Imperador Events.

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“The service provided by Dasein was very professional and accurate. The whole team demonstrated a very high level of seriousness and commitment to our need and the final result completely met our expectations. We are extremely satisfied with the work of Dasein and we recommend the company to anybody who wishes to invest in key people to improve their businesses.”

—
 André Albuquerque, Director of Grupo Meia Sola.

In addition to methodologies that are extremely important, yet are part of the basic cycle of a quality project, Adriana points out that the company also draws on innovation with exclusive and customised

procedures for all lines of business. “We know that our public doesn’t expect large scale actions; they expect the highest level of effectiveness that has an immediate impact on people, numbers and stakeholders.”



Malu Antonio, Paulo Navarro and Adriana Prates celebrating 10 years of Dasein.

In the opinion of Paulo Ângelo, Dasein advisor and renowned financial and capital market consultant, precisely understanding client needs is another attribute that sets the consultancy’s work apart. In doing so, Dasein avails itself of its years of experience in the market, as well as its national and international relationships throughout the AESC chain, which confers expertise in selecting a top professional who is not only suitably competent but also perfectly aligned with the needs of the client.



Erun Diniz, Adriana Prates and Paulo Angelo at Dasein, in 2013.



Jordana Alves, Adriana Matta Machado, Adriana Prates and Daniela Cançado at Dasein in 2018.



Daniel Rezende, Adriana and Pedro in Dasein fraternization event in 2012.

“I could cite various notable aspects throughout the partnership with Dasein, but I would like to focus on an extremely relevant and rare aspect as it is not only and exclusively a corporate aspect, but an intrinsic value of the CEO Adriana Prates. Her ability to adjust the competencies of a determined professional to the real and most relevant requirements of a company.”



Roberta Martins, Erun Diniz, Ana Cristina de Boer and Irani Feliciano.



Gustavo Neves and Adriana Prates at Dasein's headquarters in Recife.

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“We have worked with Dasein for almost a decade and I have had the privilege of receiving excellent executive-search and coaching services. The team, under the competent leadership of Adriana, has always been very professional and focused on the needs of Largo. In fact, this is a strength. I remember, on the first occasion that we worked together (I was at another company), Adriana personally went to visit our operational unit, talked with the team and sat in on some work meetings, ultimately obtaining a really understanding of the company culture. It wasn't a surprise that the result was the best imaginable and we have since developed a partnership which continues to help us today.”

Paulo Misk, President of
Largo Resources Brasil

According to Paulo Ângelo, it is not uncommon for an organisation to futilely waste energy by not managing to find the appropriate professional in the market. Meanwhile, Dasein's effectiveness at repositioning professionals is extremely high. This means that the professional selected by the consultancy is perfectly suited to the hiring companies. “It's not only a case of a professional having a good/great academic curriculum, it's about distinguished professionals who will add both intrinsic and extrinsic value to a company, a person suited to their strategic interests”.

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“The novel ‘O Feijão e o Sonho’ (The Bean and The Dream) by Orígenes Lessa suggests that we need food (the bean) to keep not only the body but also the dream alive to more complete and happier. What has really stood out during my relationship with Dasein is the impeccable execution of eminently technical actions, such as the selection of people to assume certain vital positions within a company, self-knowledge assessments of leaders and/or coaching to improve their performance. Furthermore, in developing technical actions with concrete objectives, Dasein adopts an approach which provides space to reflect on the purposes of life, and about the importance of the executive being fully committed to the company, their team and their biggest personal desires. In my opinion, “resolved” leaders are more open to understanding others, to collaborate, embrace and lead their team with charisma. Any executive who has the opportunity to work with Dasein will certainly be encouraged to identify what makes their eyes light up and walk their paths with more assertiveness, focus, happiness and less physical and emotional distress. Leaders who are more aware of their strengths and weaknesses, as well as their inextricable human conditions (permeated with desires and contradictions) become the masters of their personal and professional trajectories, generating gains for their employers via the more harmonious and successful actions of their leaders.”

Laurindo Leal, Scientific Director of
the Vale Institute of Technology

For Dasein, an exemplary reputation is the result of being in tune with the needs of today and those of the future. Take a look at our CEO Adriana Prates’ thoughts on key topics of the labour market:

STRICT OBSERVANCE OF INTERNATIONAL CONFIDENTIALITY RULES.

Guarantee complete confidentiality and security of client

information ensures Dasein sits alongside the best in the world. Interactions with competitors and partners from around the world means that we see things from a global perspective, such as the need to invest in information security.



Adriana Prates, Helio Koscky and Beatriz Flecha in event of launching of the book “Bridges of the Psicodrama”, in 2007.

DIGITAL IDENTITY WITH A FOCUS ON CONTENT.

Investment in quality information for digital profiles, both for the website and social networks. “To be honest, we are pioneers in our sector in relation to the main social media channels like Instagram, LinkedIn, Twitter and Facebook. We are dedicated to shining the light on research, cases and day-to-day affairs that facilitate the life of our followers. In addition, we always add a drop of humour, affection, poetry, art and show that a successful professional is capable of having quality of life outside of the workplace; this reenergises the professional and greatly benefits the company.”



Maria Helena, Adriana Prates, Adriana Matta and Daniel in a development workshop in 2017.



Dasein team in celebration of 10 years of company at Iperador Events.

LEARNING FROM THE YOUNGER GENERATIONS.

Dasein retains amongst its portfolio client companies that are led by professionals between the ages of 25 and 35. “They have taught us many things. We have the humility to listen, learn and unlearn with the understanding that with cycles growing ever shorter, we need to be increasingly dynamic and find the right time to offer certain services and discontinue others.”

of know-how needs to happen. On one side, young professionals bursting with information, content and diplomas. On the other, professionals that are similarly well-prepared but also know how to deal better with setbacks. They understand better than anybody the importance of having a solid plan B. This interface between young and mature professionals has been synergistic, bringing more happiness and creativity to workplaces that had become very stagnant.”



At the Metropolitan Club in New York, Daniel, Adriana, Renata, Alfredo and Cabrera at Dasein's certification event at AESC in 2010.

MATURE PROFESSIONALS ARE ALSO THE FUTURE.

“Many of our positions are filled by professionals over 50 years old. I know market resistance has fallen significantly and it is an important turning point, because the transfer

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“Availability, readiness, technical ability, consistency, presentation of top candidates and well-structured information are very important for a client to feel comfortable in any recruitment process, mainly C-level ones. The above was clear during the development of our partnership with Dasein. There is always a feeling of tension within the hiring company when its necessary to change somebody who is underperforming, particularly when we enter into a new partnership. Dasein brought credibility, for the executives of HR and those of the requesting area, clearly minimising this tension on any occasion they delivered.

Priscilla Neves, Corporate Manager of Internal Consultancy at Hermes Pardini.



Dasein team confraternization in 2006.

ROBOTS VS HUMANS.

“Artificial intelligence has had a huge impact but also generated uncertainty. Nevertheless, it has stimulated the generation of new positions and a demand for activities that will bring greater gains, as automation will take care of the repetitive, demotivating jobs. In terms of the executive search sector, artificial intelligence is expanding the capacity to generate important results with effective and quick analyses.”



First Dasein team celebrating three years of company - Adriana, Erika, Michele, Amanda and Daniela, 1998.

HOME OFFICE AND MORE FLEXIBLE TEAMWORK.

“The physical world is full of barriers, filters and restrictions. On the hand, the world of cooperative logic is connected, values results, is more horizontal, and focuses more on the collective, on sharing. In other words, it leaves behind the traditional logic of control and hierarchy, driven by ego. This has a direct and immediate impact on women who are much more motivated to contribute to company teams as there now exists a greater emphasis on making an effective contribution rather than just being part of the work environment. The exponential increase in co-working spaces are proof of how companies are in fact betting on these solutions, as they understand

that by exposing their executives to people of culture, habits and different customs makes them more creative, productive and happy. Everybody wins with happiness in the workplace.

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“In a country in which 5 years after being established, 60% of the companies close down, commemorating 23 years of business, is no small feat. It is through a lot of hard work, dedication, ethics and the construction of lasting relationships that companies like Dasein are able to build their reputation and consolidate their market presence year after year. In addition to having participated in recruitment processes, I've previously worked at Dasein and understand the seriousness and impartiality with which the processes are carried out.”

Pedro Ferreira, Sales Manager
at Líder Aviação



Adriana, Eliane Ramos, Inacia Soares and Maria Clara at the Infovarejo congress in 2018.



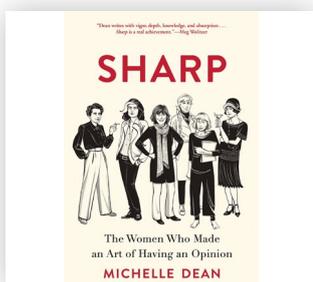
Team Dasein holds the 1st drama games workshop in Minas Gerais at Hotel Grandarrell in 2001.

SPOTLIGHT



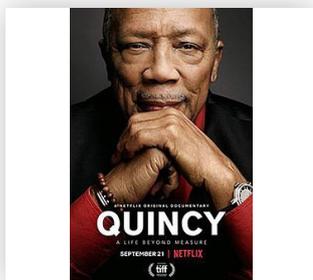
JACOB DO BANDOLIM: SENTIMENTO E BALANÇO

In 2018, one of the biggest names in Brazilian popular music, Jacob do Bandolim, would have turned 100. To commemorate the date and highlight the influence that the musician still has today, an album has just been released which unites two generations of bandolim chorão - Joel Nascimento and Fábio Peron - accompanied by the Henrique Cazes Trio, in an impeccable homage to the master Jacob.



A SHARP OPINION

Sharp, the new book by Michelle Dean, looks at the feminine influence on North American culture during the 20th century. Mixing biography, literary critique and cultural history, the publication recounts the trajectory of brilliant women that turned opinion into an art. Through innovative points of view, they inspired and motivated entire generations. The work includes stories about Dorothy Parker, Hannah Arendt, Pauline Kael, Nora Ephron, and Susan Sontag, amongst others.



QUINCY

From jazz to pop and hip hop, Quincy Jones is considered the Midas of the American music industry. At 85 years old, he is still going strong. As a means of celebrating his past and present, his daughter Rashida Jones accompanied him over the last three years to film the documentary Quincy, which has just been released on Netflix. Musical memories, reflections and perspectives are part of this feature-length documentary film.



KIKK FESTIVAL

The global economy, robotics, technology, culture and creativity provide the backdrop for the works of art on show at the Kikk Festival, an event held in the city of Namur, in Belgium. Bringing together artists from around the world, including the Brazilian Rejane Cantoni, the event spotlights various artistic formats that stimulate the public to reflect on the issues of the modern world. To see the featured works and the programme, access www.kikk.be.

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.

GET INSPIRED**“STRONG MORALS AND VALUES, ETHICAL BEHAVIOR, AND COMPASSIONATE LEADERSHIP ARE ALL CRITICAL COMPETENCIES FOR LEADERS TODAY”**

Brian Glade is a global strategist and AESC's managing director for Americas.

Plurality, multiculturalism and the value of human differences are prominent in the view of Brian Glade, a global strategist and AESC's managing director for Americas. Long before these topics became a trend, he already understood that it is people, and their diversity, who are responsible for building better and stronger companies. Respect for the other, authenticity of being who you are and honesty are other values he has cultivated since childhood. Next, we tell a little of the trajectory and worldview of this brilliant executive. Get inspired!

According to various surveys by renowned institutions such as Harvard and Stanford, professions linked to customer success, big data analysis or information security, for examples, are big future trends. In terms of executive-search and leadership-mentoring companies, which of these skills of the future will be indispensable?

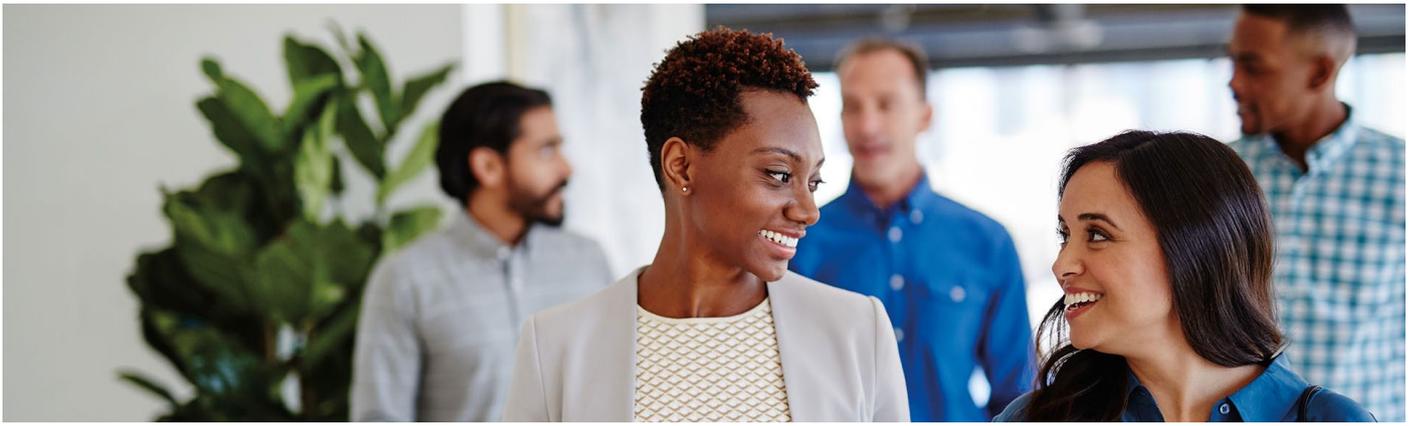
All industries today are grappling with the Business 4.0 environment, created by the emerging technologies of the Fourth Industrial Revolution. These technologies include analytics, artificial intelligence, the internet of things (IoT) and robot process automation. The pace of change continues to accelerate, leaving many organizations

overwhelmed despite the desire to leverage the new opportunities these technologies bring. For our profession, we must embrace these new technologies and use them to enhance the work we do for our clients throughout the process of consulting.

For the executive search and leadership consulting profession, we are delivering a very high touch, advisory service. For us, it's how do we use technology to augment the knowledge we already bring on behalf of our clients. Our clients are disrupted by these technologies in a much more direct way, so for us, it is keeping well ahead of trends, deeply understanding how technology will impact industries and the specific organizations we serve, so we can in turn work with organizations to develop the right talent and development strategies.

One of the major breakthroughs of analytics, automation and other emerging digital technologies is the ability to serve customers in a much more personalized way. This is a win win for both business and consumer. Businesses have much more intel than ever before and understand their customers in a way that they only dreamed of in the past, so they are better positioned to deliver products and services that truly serve the individual customer, as opposed to in the past they were focused on a demographic. But the world doesn't operate in broad strokes anymore, we expect personalization in almost every aspects of our lives.

This new focus where the customer really is at the center of everything has changed the profiles of C-Suite roles. Today's CEO has to be customer-driven, so does the CTO and CFO. It's no longer just an aspect of the marketing department. That has impacted the executive search and leadership advisory profession in the way we identify, attract and develop the right leaders for our clients. While our profession has always been highly personalized as we are an advisory business, it has maybe influenced the portfolios of today's best search firms. Many AESC Member executive search firms have expanded their portfolios well beyond search, to offer coaching, candidate assessments, board advisory, succession planning, culture shaping and many other organizational and leadership consulting services. This is in direct response to our customers, the businesses we serve around the world.



Thinking in the short term - 2019 - which positions linked to these professions could emerge? What are your predictions? And how can professionals best prepare themselves to assume such positions?

All roles will be digital in all different sectors in the future, not just in technology companies. That means leaders will have to understand the impact of technology, for example: artificial intelligence, and machine learning, and automation. And in functions such as marketing, logistics, customer service, human resources, and administration.

Where the change really comes from is with the new digital environment. The same core business acumen is still needed in a CEO today, a CFO, etc. but also more and more the digital acumen. A lot of the new roles are a result of Big Data, analytics, automation and other technologies. Candidates with both the business acumen, track record and a breadth of digital experience is hard because we are dealing with new technologies and very few candidates who bring that experience.

In the eyes of the AESC, what is the outlook for Brazil in 2019? Above all in a moment in which the theme of anti-corruption is being widely debated in various instances around the country. Do you believe this issue could impact the executive search market?

Political uncertainty around the implementation of reforms continues to be important and could interfere with Brazil's economic recovery. But if uncertainty fades and reforms go ahead as assumed, investment will become stronger. That will lead to increased economic growth, which will lead to greater need for talent in leadership positions.

With greater transparency of behavior by leaders, integrity and trust are critical characteristics of good leaders today. The increased attention on corruption will have a strong impact on the expectations of leaders, both in government and the private sector. Strong morals and values, ethical behavior, and compassionate leadership are all critical competencies for leaders today.

The AESC has just launched the Global Guide to Choosing

an Executive Search Firm in Portuguese. How do you feel this guide could help Brazilian businesspeople to take better decisions when searching for an Executive Search consultancy company?

Today's organizations face unprecedented challenges. In an era of uncertainty and growing complexity, business leaders turn to trusted advisors for strategic insights and to minimize risk. Organizations are increasingly partnering with executive search firms to identify, attract and retain top talent, but also to assess existing talent, build succession strategies and advise boards on long-term strategic vision.

AESC's Global Guide to Choosing an Executive Search Firm is everything business leaders—from CEOs and CHROs to Boards of Directors and Procurement teams—need to know, understand and expect from executive search consultants.

Amidst the uncertainty and growing complexity, business leaders turn to trusted advisors for strategic insights and to minimize risk. Shareholder confidence, organizational effectiveness, and employee engagement are just a few of the immediate benefits of the right executive hire. However, the risks associated with an unsuccessful hire can be catastrophic. These risks can be significantly reduced by working with the right executive search firm.

The AESC developed this guide to help business leaders navigate a new breed of executive search firm, understand what solutions they offer for your top business challenges, identify the highest quality firms from the rest, and learn what to expect from the very best firms, which are AESC members.

As a strategist of the people management and executive mentoring segments, you are internationally recognised for your expertise. Please tell us a little bit about your professional trajectory, and what was fundamental to you distinguishing yourself and gaining such skills?

I have been very fortunate in my professional career. I have had such great opportunities to learn and grow from some wonderful experiences. Having studied international relations, my professional life has always been global. It is

hard to imagine there was a time when we didn't recognize the reality of "globalization," particularly in the United States, which was very focused on domestic affairs. Most people and organizations didn't see the trends that pointed to greater interdependence among countries and cultures. So I was in some ways ahead of those trends by studying and working in organizations that were very international in scope. And it may have been helpful that I had studied five languages and traveled to over 50 countries, so these gave me better intercultural relationship skills.

In addition, all of my professional work has centered around people: labor relations, human resources, and talent acquisition. Can you remember there was a time when organizations didn't recognize that people are their greatest asset? So in this too I was ahead of the trend of seeing the value of people and the contributions they can make to organizational success.

Finally, in all the positions I had, there was always a sense of purpose and a mission of contributing to a greater good. I have worked in several nonprofit organizations that were dedicated to the people in a profession.

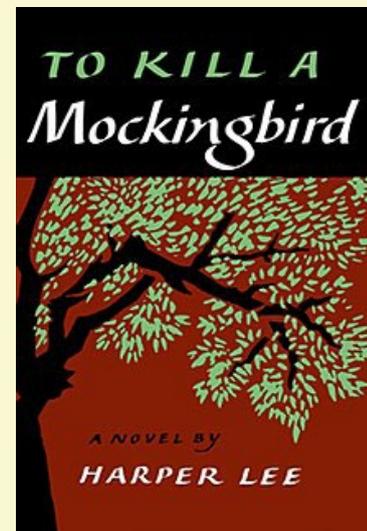
For young professionals who intend on pursuing a career in the executive search sector, what teaching would you like to share based on your experiences?

Executive search consulting can be an amazing and satisfying profession. It provides a variety of experiences by working with clients and candidates in different sectors, industries, and functions. I would advise young professionals to take seriously the great responsibility you have in changing people's lives. Think of how important one's career is—it is as important as our relationships with spouses and partners and the home in which we live. Finding the right talent for the right organization at the right time has a tremendous impact on that executive as well as the organization and people they will lead.

In addition to looking at themes related to the labour market and executive careers, this column likes to share references and inspirations that have had a significant impact on the personal and professional growth of the interviewees. From a cultural perspective, would you like to cite a book, film or even a sport that has inspired or been relevant to your professional development?

"To Kill a Mockingbird" was a book and then made into a movie. It is a celebrated work in US literature. I read the book as a young child, and my parents helped me to understand its core message, which I have applied to my personal life and professional career. That is that everyone deserves to be treated with respect, without regard to age, race, or social class, among other circumstances. Each person has the potential to succeed, and we should have empathy and supportive and encourage that potential

when we have the opportunity to make an impact on people's lives.



"I read the book as a young child, and my parents helped me to understand its core message, which I have applied to my personal life and professional career: everyone deserves to be treated with respect, without regard to age, race, or social class, among other circumstances."

You are admired by many professionals, but who do you admire?

I admire leaders who are fair, compassionate, and just to all peoples. They use their power and influence to improve people's lives. They don't have to be presidents or prime ministers or CEOs. They can be Mothers, Fathers, teachers, clergy, or community activists. But they all give from their hearts.

Please share a phrase or teaching that you constantly recall.

My favorite saying is, "To thine own self be true." I believe it is from the play Hamlet by Shakespeare. For me, it means that it is so important to be authentic. First, there is our outer authenticity – how well what we say and do matches what is really going on inside us. Second, there is our inner authenticity – how well we actually know ourselves and are aware of our inner states.

In my life I have attempted to be truthful, genuine, and honest in all that I do and with all whom I meet.

POINT OF VIEW



*By Lee Ellis

STUCK AND NOT GETTING RESULTS? 5 SOLUTIONS TO EMPLOYEE ENGAGEMENT

I'm amazed at how often I get asked by young people, "How does a leader gain influence?" or "How can I influence others?" This skill seems to be an important question for many people, so let's discuss it from the perspective of honorable leadership.

POWER AND AUTHORITY VERSUS RELATIONSHIPS

The crucial role of influence in relationships matches my company's leadership consulting and training experience. We have surveyed thousands of very strong and powerful leaders to identify the characteristic of their best leader. More than 70% of the time, they come up with a relationship-oriented attribute and not a results-oriented behavior, power, or authority attribute.

When we look at the list shared by people in the room, often these highly results-oriented leaders are surprised when realizing that relationships—not power—drew them to their best leaders.

MILLENNIALS AND THE POWER TACTIC

This idea is on my mind because I recently spent considerable time with some young leaders at one of the United States military academies, and I've completed a Tedx-type presentation related to leading and developing Millennials.

You may have noticed, as I have, that younger generations are not so impressed with power, position, or prestige of their leaders. And we should not be surprised. They grew up being treated much more like equals than any generation in our history and most likely the history of the world. Having spent much of my adult life in the military, I've typically noticed that deference to power generally does not seem to be in the younger generations' repertoire. On the other hand, they seem hungry for genuine relationships where they feel valued and important. But they are not alone in this need.

A MAJOR STUMBLING BLOCK TO SUCCESS

Relationship connections are a need of human nature in every generation, and it's a real stumbling block for strong leaders that don't understand this fact. I believe that it's one of the biggest issues in the workplace today. Consider the following statistics:

- 70% of Americans are not arriving at work committed to delivering their best performance.
- 52% are not engaged in their work and

- 18% are actively disengaged.

What's the big problem with a lack of employee engagement? Consider this short list - a loss of energy, not taking full ownership and responsibility, missing accountability, customers not well served, teams not running on all cylinders, workplace dissatisfaction, and high turnover.

The missing ingredient is a relationship with their immediate supervisor. When people don't feel engaged, it's about relationships.

BUILDING A NEW CULTURE OF ENGAGEMENT

So what are some things honorable leaders can do to build relationships and increase employee engagement?

1. View every person as special and with the talents to make unique and needed contributions to the workplace.
2. Communicate your belief in others and help them see their potential to make significant contributions by using their talents.
3. Help them develop their talents and navigate to roles where they can be even more successful.
4. Connect with their heart by affirming their efforts and contributions. Everyone wants to feel needed, valued, and like they are making an important contribution.
5. Listen to their ideas and implement them where possible. Every person wants to be heard. For many of us listening is a sacrifice. We have to suffer to stay in the moment and truly hear what the other person is sharing. But the payoff is huge in building a relationship.

In more recent times leadership guru Ken Blanchard expressed it very simply, "The key to successful leadership today is influence, not authority." As an honorable leader, make the commitment to build engaging, healthy relationships while getting results. It honors the other person and ensures your long-term leadership success.

*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. A retired Air Force Colonel, his latest book is entitled Engage with Honor: Building a Culture of Courageous Accountability. Learn more at www.engagewithhonor.com.

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