



## HOW ABOUT TAKING A BREAK TO CONTEMPLATE?

Stop, breathe calmly, contemplate. Life needs a break. The feeling of transformation and the desire to do something different were the concepts behind Dasein's invitation to its clients and partners to participate in the 1st Soirée in the Valley.

Pages 7, 8, 9, 10, 11, 12, 13 and 14.

### OUTLOOK

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What we learn and what is beyond: how to boost talents that will build the future? These were some of the key lessons from AESC Global, which this year held a double celebration: the international conference involving the world's top executive search companies and leadership mentors and the 60th anniversary of the AESC.  
**p. 2, 3 and 4.**

### GET INSPIRED

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In a special Get Inspired column on AESC Global, let's talk about an important theme: the value of futurism studies. For this, we invited Erica Orange, vice president and COO of The Future Hunters, one of the leading experts on this subject and a highlight at the conference.  
**p. 5.**

### POINT OF VIEW

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Tips to retain your honorable leadership influence is the theme of the newest article by Lee Ellis. According to him, good leaders that make decisions without proper due diligence and perspective can undermine their influence and career for a long time.  
**p. 15.**

## OUTLOOK



# WHAT WE LEARN AND WHAT IS BEYOND: HOW TO BOOST TALENTS THAT WILL BUILD THE FUTURE?

Celebrate history, understand legacy, review the lessons of the journey to prepare for the challenges ahead. In fact, it is more than being prepared, it is knowing how to identify talents that can not only stand out from the innumerable future challenges but also build the future. These were some of the key lessons from AESC Global, which this year held a double celebration: the international conference involving the world's top executive search companies and leadership mentors and the 60th anniversary of the AESC.

According to Dasein CEO and AESC Councilor of the Americas, Adrian Prates, the highlights of the conference were the key research on leadership, presented first-hand; the sharing of experiences and strengthening of networks with the world's leading executive search companies, and panels that offered innovative perspectives to help professionals of the sector to not only identify talents that know how to navigate an uncertain future, but also identify

those who know how to build this future.

"The Global AESC also led me to contemplate deeper issues. In the end, what do people seek as professionals? In such a varied and dynamic world, that has gone through large and constant changes, this question continues to be a complex one. But what is new? Previously, changes were seen as linear and sequential. What is different today is that all this happens simultaneously and people live various characters in their lives at the same time – experiencing different realities and adopting various personalities for each one. Whether in the physical or virtual world, it is possible to don many hats. Which sometimes causes surprise and at others is simply living. In the end, some characteristics need to exist in the various lives in order to exercise humanity: imagination, curiosity, confidence and empathy!"

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Karen Greenbaum, president of the AESC

For Karen Greenbaum, president of the AESC, “as we reflect on the past six decades of representing the quality standard in executive search and leadership consulting, AESC and its global membership also look to the future of the profession in a rapidly changing business environment. The profession, just as the industries it serves, now requires much more agility. In a fast-paced, ever-shifting business climate accelerated by technology, we have to be at the forefront to best serve our clients with expert advice and insights.”

According to her, in contemplating the next 60 years of this association, the goal is “to ensure that our brand reflects both who we are today and who we vow to be tomorrow. The new AESC purpose (proposal??), mission and promise will guide us to stay true to our core standards while at the same time embrace future innovation in the profession.” AESC will commemorate its 60th anniversary with programs throughout 2019, including at upcoming conferences in Sydney and Amsterdam.



Adriana Prates and Kate Bullis (USA), Alissia Hassel (USA) e Cathy Logue (Canada)

### Commitment to diversity: the first step to create the future

According to Greenbaum, AESC recognizes that diversity is a business imperative with direct implications for organizational success. As trusted advisors to those companies that drive economies, lead innovation, and compete across vital sectors and geographies, we know first-hand the power of diverse corporate leadership. “Our member firms are uniquely positioned to advise our clients on the talent that will give them a competitive edge.”

The president explained that AESC members adhere to a strong Code of Professional Practice, which codifies our commitment to diversity and inclusion. As standard procedure, AESC members identify the most qualified talent without bias, and are known to challenge the status quo, presenting candidates beyond the “usual suspects.” “Our members understand that creating a diverse culture is more than metrics. We know that diverse teams drive innovation and generate fresh perspectives. For us, diversity is not just about checking boxes for specific categories of people. Clients who partner with an AESC member significantly increase their ability to find, recruit, and retain the best diverse talent around the world. Whether a client’s objective is to increase gender diversity on the board, build a truly global leadership team reflective of the marketplace, or ensure that leaders have different backgrounds and experiences to enhance innovative thinking, clients can count on AESC members to deliver.



Brian Glade, director of the AESC

“We are firm believers in the power of a diverse leadership team. At a time where successful digital transformation is a top business challenge, we know that diversity drives innovation. We also understand the importance of the next generation of leaders – those leaders that are digital-savvy

– in every function of the organizations. These younger, highly sought-after leaders are diverse themselves and are seeking to work for organizations that are diverse, inclusive and innovative.”are seeking to work for organizations that are diverse, inclusive and innovative.”

As trusted advisors, Karen Greenbaum says it is important that AESC provides honest and direct guidance about what it takes to build a strong, effective leadership team; how to attract the very best talent; how to create an authentic employment brand that serves to both attract and retain the right talent to drive business strategy, and the importance of building an agile organization.



Adriana Prates at AESC Global

### **From its foundation in 1959, to the present day: the role of AESC in favor of (in developing) the executive recruitment market**

In the fall of 1958, several leaders of the most prestigious executive search firms gathered to “take steps to raise standards of the emerging professional field of executive recruitment by establishing a non-profit membership association in which only competent and ethical executive recruiting firms could qualify for membership.” The Association of Executive Recruiting Consultants (AERC) was incorporated on December 18, 1959. AERC was established for the dual purposes of creating a professional association for the most competent and reputable search firms, and for providing clients and prospective clients a means by which to differentiate qualified and ethical practitioners. The association would become a hallmark of quality and integrity.

According to the December 1959 AERC By-Laws, the objective of the association will be: to develop, maintain and enforce high standards of ethical professional practice and rigorous membership requirements, which will make membership in the Association a recognized mark of experience, stability, competence, and reliability. To develop and improve the practice of executive recruiting. To provide a fuller and wider understanding of the function of executive recruiting in our economy. To gather and maintain factual information about executive recruiting firms.

To establish and enforce a code of conduct and practice which will further the objectives of the Association.

We remain committed to being an exclusive global association dedicated to the highest standards of quality. While there were many changes over the years, the most significant change occurred in 2014 where, in recognition of the expanding role of member firms, AESC embraced leadership consulting in its identity. AESC changed the name of the organization to the Association of Executive Search and Leadership Consultants.

Today, AESC is dedicated to strengthening leadership worldwide. We understand that business leaders face a number of similar challenges: digital disruption, rapidly evolving technology, shifting economic forces, and fierce competition for the best talent in a world of accelerating change. Much like the early years of the organization, today AESC member firms partner with their clients to address their most urgent business needs with future-ready skills rooted in a commitment to ethics and client service.

AESC and its members share a deep commitment to the highest quality standards in executive search and leadership consulting, for the benefit of clients and the profession. Through collaboration and innovative thinking, we deliver the future of global leadership today



Erica Orange at the AESC Global

## GET INSPIRED

## “FLIPPING OUR PERSPECTIVES AND THINKING IN TERMS OF TREND/COUNTERTREND CAN BE AN EFFECTIVE WAY TO SEE THROUGH NEW EYES”



Erica Orange, vice president and COO of The Future Hunters

In a special Get Inspired column on AESC Global, let's talk about an important theme: the value of futurism studies. For this, we invited Erica Orange, one of the leading experts on this subject and a highlight at the conference. As vice president and COO of The Future Hunters and a renowned expert, she shares her insight into the benefits of investing in in-depth studies on trends, especially in the business world, in an exclusive interview for the Dnews Magazine.

### Why should companies and professionals who want to reach the top invest in futurism?

In today's increasingly globalized, interconnected and diversified world, pressure is mounting among many populations to preserve what is, or restore what once was. But to counter/or contrary to?? those forces, regions, nations and even companies that integrate foresight in a systematic and disciplined way will be able to establish what we call "ForePower" – power achieved directly from foresight: technological ForePower, economic ForePower, social ForePower and environmental ForePower. Using a hockey analogy, this is all about strategizing for where the puck is going, not where the puck currently is. While practicing foresight has always been an important discipline, it is now a top-down existential imperative in an increasingly complex geopolitical environment. It is also becoming a growing corporate leadership imperative.

**As the vice president of one of the leading futurism consultancies in the world, what is your assessment of companies' perceptions of the importance of in-depth study of trends in making more effective decisions?**

While in-depth trend assessment within organizations is an important part of long-term thinking, it can also serve, in some ways, as a crutch to effective decision-making. One of the primary reasons behind this is the fact that any individual, organization or industry can get stuck in myopic thinking. We refer to this as "educated incapacity" – in other words, we all know so much about our areas of expertise but it makes it so that we struggle to see those areas (or bodies of knowledge) objectively. What we know to be our greatest asset, can also be our greatest liability.

Flipping our perspectives and thinking in terms of trend/ countertrend can be an effective way to see through new eyes, blow away the mental cobwebs and unearth untapped opportunities. Effective decision-making can only be had using objective information, and retraining our thinking is a core aspect of this.

Another aspect is being able to spot patterns. The study of trends can only be truly effective when the intersections of those trends are analyzed. In other words, it's not enough to look solely at a sociocultural or economic trend in a vacuum – we must also look at the intersection between the two. When we combine trends – versus looking at them in siloes – we can extract valuable insights that are not in plain sight.

**Some companies like Ford and PepsiCo invest heavily in trends and have, for example, future study centers. What do these companies gain with such investments? Should the methodologies used by futurists be taught in companies or in corporate education environments? Why?**

Foresight is critical for any company today. And any company with an in-house futurist (or internal foresight function) may be better positioning themselves to capitalize on which direction the future is heading by identifying potential threats and opportunities on the horizon. As a firm, we have long touted the corporate and organizational value of foresight studies. Our approach is one we call "Strategic Scanning" and involves the systematic scanning of long-term trends in the external environment.

We also have a series of "Thinking Technologies" that we walk corporate leaders through in order to help them think differently about both the future in general and that of their particular industry. Foresight needs to become a core aspect of corporate education, particularly at a time when change is happening so quickly. Having your finger on the pulse of change can only benefit a company today. Core business models are becoming quickly upended, so being nimble, flexible and adaptable is a growing corporate imperative.

## SPOTLIGHT



### TARSILA AT MOMA

One of the icons of the anthropophagic movement and the Brazilian modern art scene, the painting “A Lua” (The Moon), by Tarsila do Amaral, has been bought by the New York Museum of Modern Art (MoMa) where it has been on exhibit since March 2019. In a communication, the museum described the artist as a “founding figure for modern art in Brazil and a central protagonist in the cultural exchanges of this important movement.” This is the first piece by the artist to become a part of the museum’s permanent collection.



### TROPICAL ORCHESTRA BOSSA NOVA IS NOT BRAZILIAN MUSIC'S ONLY EXPORT

The first album of the Brazil in Concert project, “Alberto Nepomuceno: Symphony in G minor” presents exquisite national symphonic pieces. Maestro Fabio Mechetti conducts the Philharmonic Orchestra of Minas Gerais in three Nepomuceno (1864 - 1920) compositions: Sinfonia em Sol Menor (Symphony in G Minor), Série Brasileira (Brazilian Suite) and the Prelude to Garatuja.



### UNRIVALLED KITCHENS

From Michelin-starred kitchens and award-winning chefs, to the inventiveness of young talents, the series Chef’s Table sees something else in authenticity and manages to reinvent itself year after year. The seven-time Emmy-nominated series was first aired in 2015 and this year sees the launch of the 6th season, which highlights the importance of childhood references and inspirations. After so long, the series represents a true lesson of perseverance, dedication and creativity. Available on Netflix.



### 1ST SOIRÉE IN THE VALLEY PLAYLIST

International classics, the latest generation of Brazilian music, solar songs and other compositions that allude to inner peace and recall sunsets. You will find all this and much more in this carefully selected collection put together by Rebeca Prates for the 1st Soirée in the Valley, organised by Dasein. Perfect for sharing a moment with friends or to simply listen to and relax. Access Spotify and search for “1º Sarau no Vale”. Highly recommended!

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.

## SPECIAL REPORT: 1st SOIRÉE IN THE VALLEY

Photos: Camila Rocha



### LIFE NEEDS A BREAK

Workaholic, workalover, multitasking, no time for anything, always switched on. Do any of these sound like you? In a world of endless responsibilities and challenges, it's very likely. But ok, you must already know that you are not alone... So stop, and take a breath. How about taking a short break from this model marked by competition and speed (and ever present stress)? Break. That's right, in the widest sense of the word: a period of time to allow oneself to think, slow down, breathe calmly and be free.

The feeling of transformation and the desire to do something different were the concepts behind Dasein's invitation to its clients and partners to participate in the 1st Soirée in the Valley: a real immersion into the richness of different personalities and sensibilities, their potential and talents, and the art of each guest. The result? A moving experience as you will see over the next few pages.





### Why not rethink certain models?

It is important to remember that despite the stereotype of a happy people, research carried out by the World Health Organisation reveals that Brazil has an alarming level of depressed and anxious professionals. According to Adriana Prates, CEO of Dasein and the mind behind Soirée in the Valley, there is a broad dissatisfaction with the current employee-employer work relationship model. “Insisting on only a few competencies doesn’t motivate professionals, you need to touch their hearts, enable them to make choices, take care of their health, and exercise, but also slowdown in order to avoid burning out and incapacitation, which has removed many from the workplace”, she says. “Culture and art allow people to feel that they really exist, that they are not just utilitarian, that they are beings with

desires, passions, gifts, and vocations, who want to admire beauty and feel pleasure.”

As routine, repetitive and operational tasks are being substituted by machines, automation and artificial intelligence, people are starting to ask themselves what they are doing there. “In the end, what are they really doing?”, asks the leader. Another important aspect, in her view, involves the younger generations. “They need to have a clear understanding of what they can actually contribute to businesses, besides productivity and generating riches for shareholders, increasing the concentration of their wealth and power. Businesses, insisting on old models, have started to notice an increase in psychiatric disorders, which lead to periods of leave and absenteeism, and as a result, productivity levels have nosedived.



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Culture and art allow people to feel that they really exist, that they are not just utilitarian, that they are beings with desires, passions, gifts, and vocations, who want to admire beauty and feel pleasure.

Adriana Prates







According to Daniel Rezende, Director of Dasein, an employee must be well in every aspect of their lives in order to be able to give their best to the company. Physical, mental and emotional health must be promoted. Art and entertainment enrich the human being and provide positive experiences that can translate into results and productivity. Interactions between different people, exchanging experiences and living new ones, enrich the human being and make them better people. Having better employees is what every body wants.”



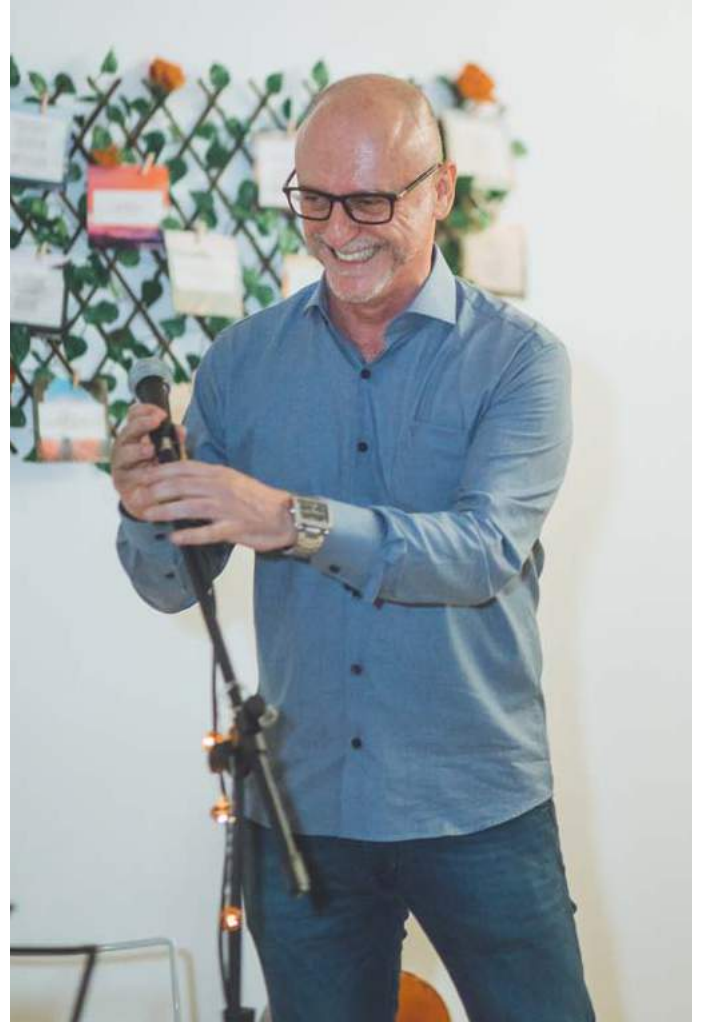
### **Empathy: connection which makes sense**

As the first event of this type, expectations were surpassed. “I can honestly say it was a magical experience. The goal of the Soirée was to provide a moment in which people who are accustomed to only interacting for professional reasons could create a new type of connection, other than professional experience, given we always stimulate our clients to be more collaborative, altruistic, authentic, empathetic and sensitive when managing people or the companies under their control. When we realised we could take these orientations one step further, we decided to take on the challenge of creating an event in which these aspects would be fundamental.”



The Soirée in the Valley was a type of laboratory where judging was suspended, “the primary objective was to touch the heart of another and feel our own be touched. During the two months prior to the event, various efforts, considering the high diversity of participants, were made to get everybody in the right frame of mind. The appropriate care was taken to ensure that the participants felt comfortable and secure enough to act spontaneously, at the time and in the manner of their choosing.

With a welcoming stage, the only rule of the Soirée was to ensure this space remained free, with instruments, song lyrics and poems for anybody who wished to use them. Little by little, the stage became occupied with the art of each participant. “Framed by a beautiful sunset, the best feelings and emotions began to appear and pervaded the whole environment, motivating everybody to express what they were feeling in some way.





### Five generations in tune

Adriana points out that one of the high points was to see people from five generations united by one language, universal yet at the same time indecipherable: “this is the power that art has, to put us on equal terms. We put labels, credit cards and credentials to one side and were simply human beings who wanted to offer the best of us. Love, passion, vibration, happiness, peace and the most touching feelings possible.”

“

Physical, mental and emotional health must be promoted. Art and entertainment enrich the human being and provide positive experiences that can translate into results and productivity.

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Daniel Rezende

Each participant gradually and naturally remembered the art they carry within, from their childhoods, and which is often confined when it comes to social conventions. But at the Soirée, they could move around freely in a relaxed manner. Performances occurred naturally and the stage became occupied, each person respecting their own rhythm and time, and many chose to remain their, with the hope that time would stop for a few hours.

In the opinion of Daniel Rezende, art in any of its forms is part of human expression. Contact with art, whether appreciating or producing, is something that not only develops our feelings, but also sharpens our thinking and empowers us as people. Art as a means of expression is an attribute reserved for human beings, which are capable of reflecting the qualities of love, wisdom, justice and power. Art makes us more human.”

### New editions in 2019

As this initial event surpassed expectations, two events are expected to be held this year, with the first taking place in the first semester. According to Adriana, the idea is to maintain the format and bring together 30 guests to promote the establishment of connections of trust and the opportunity to get to know the other facets of each person. “We will always look for locations in which there is a direct interaction with nature, as most of the time, walking with your feet on the ground does a world of good. It is also essential that it is a collaborative occasion, built by all. There is no way to do something for somebody, only with the other.”



The most important thing, according to her, is to bring people together who are open to interacting in an easy-going manner, and are willing and interested in rediscovering values, gifts and talents, which frenetic work routines, in many cases, serve to ensure that life projects fall by the way side. In a world ruled by relationships founded on interests, this type of sincere exchange has become increasingly rare. “This is not an event for networking or the purchase or sale of goods and services. Despite being people who have a direct or indirect professional connection, these credentials have no importance at the Soirée. Instead, the capacity to interact and create unique moments of pure emotion and union gain relevance. The idea is to slow down and understand that life is much greater than just that which work relationships can offer.”



Adriana Diniz, Adriana Prates and Paulo Misk.



Paula Antunes, Adriana Prates, Job Borges and Daniel Rezende.



Adriane Machado, Erun Diniz and Adriana Prates.



Adriana Matta and Fabrício Vieira.



Paulo Misk and Rebeca Prates.



Roberta Martins, Adriana Matta, Adriana Prates, Daniella Cançado and Jordana Alves.



Andrea Lemos, Adriana Prates and Cida Feitosa.



Rebeca, Adriana and Clara Prates.



Rebeca, Adriane Machado and Clara Prates.



Rebeca, Cida, Clara and Andrea.



Daniel Rezende and Paulo Misk.



Aline Ferreira, Dasein communications advisor.



The singer and songwriter Livia Itaborahy.



Livia Itaborahy and Andrea Lemos.



Laurindo Leal and Adriana Prates.



Beatriz Vieira and Adriana Matta Machado.



Livia Itaborahy.



Livia, Aline and Gabriel Arruda.



Visual puzzle: Adriana, Laurindo, Paulo Misk and Guilherme Carrara.



Laurindo Leal and Paulo Misk.



Aline Ferreira and Camila Rocha (photographer).



Guilherme Carrara, Raquel Naves and Gabriel Arruda.



Daniel Rezende and Marcelo Mota.



Adriana Diniz and Paulo Misk.



Roberta, Adriana, Andrea and Cida.



Marcus Matos and Jordana Alves.



Adriana and Beatriz Vieira.

## POINT OF VIEW

# FOUR TIPS TO RETAIN YOUR HONORABLE LEADERSHIP INFLUENCE

\*By Lee Ellis



You're in a work situation where it's not necessarily wrong or improper, but the appearance of your activity or decision could mistakenly be construed as a wrongdoing. What do you do? Launch forward and accept the consequences or avoid the appearance of wrongdoing altogether?

As I've seen in the past, good leaders that make decisions without proper due diligence and perspective can undermine their influence and career for a long time. This soft skill must be discussed, and let's look at a couple of examples.

## Slippery Slope

Recent news in the U.S. reports that another mayor is being subpoenaed for corruption involving excessive bonuses given to city employees. The final verdict is pending, but even the appearance of corruption could have been mitigated in this situation.

Another news report in the U.S. is that a governor has been accused of ethical and legal wrongdoing, with the latest news that they have admitted to some wrongdoing while the rest of the case is being investigated.

How many times do we hear stories like these across multiple industries and public offices on a worldwide basis? Wherever there is the opportunity for power, pleasure, or prestige, it's easy to give in to our basic human desires and get off course. And the average citizen, employee, or witness is further desensitized to the issue and left with a sense of frustration and erosion of trust.

## Looking Inward

While we regularly hear and watch stories of other people in unethical situations, the most important step is to examine ourselves first. If we can't control the behavior or actions of others, we can control our personal actions and decisions. But what are some tangible ways that we can keep ourselves in check?

## 4 Practical Tips

Regardless of the type of work that you do, you can successfully avoid the appearance of wrongdoing and

keep your honorable influence and reputation as a leader intact. Based on my executive coaching experience with staff and clients, here are four practical tips that you can apply right now –

### 1. Be realistic.

Opportunities will come up to move off-course from making the right decision (or the appearance of the right decision). Be realistic, expect them to come up, and accept our human vulnerability.

### 2. Be prepared.

Are you really committed to honorable leadership? If so, how? Clarify your personal standards and commitments. If you need some guidelines, download the free Honor Code ([www.leadingwithhonor.com/code](http://www.leadingwithhonor.com/code)) that thousands of leaders have used to establish their personal guardrails.

### 3. Be in community.

Part of making wise daily decisions is getting support and being accountable to others. Specifically, I'm recommending a positive vs punitive accountability arrangement where everyone mutually benefits.

### 4. Be courageous.

Set boundaries and don't be afraid to make the hard decisions. Think long-term, not short-term when these situations come up. Get a copy of the free Courage Challenge Card ([www.leadingwithhonor.com/courage](http://www.leadingwithhonor.com/courage)) to help you along the way.

## The Essence of Character

In essence, what I've described in this article is having basis of good character in your personal and professional life. The appearance of wrongdoing is just a symptom of a potentially deeper character issue. And it's a very difficult one to repair if bad decisions are made.

**Please share your tips and experience on this topic in the comments section. What guidelines do you give yourself for avoiding the appearance of wrongdoing?**

\*As president of Leadership Freedom® LLC, a leadership and team development consulting and coaching company, Lee Ellis coaches 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 award-winning book about his Vietnam POW experience is entitled *Engage with Honor: Building a Culture of Courageous Accountability*. Learn more at [www.leadingwithhonor.com](http://www.leadingwithhonor.com).

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