

OPTIMISM AMIDST CHAOS

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DASEIN 25 YEARS

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GET INSPIRED

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OUTLOOK

OPTIMISM AMIDST CHAOS: HOW CAN UNDERSTANDING, HOSPITALITY, AND ACTION STIMULATE CONFIDENCE AND POSITIVE PERSPECTIVES IN TEAMS?



In ancient times, when human survival depended on hunting and gathering, any slight mistake was fatal. Over the centuries, the threats changed in intensity, but they remained present in the form of wars, diseases, economic crises or social hardship. According to many researches, that explains why our brain is programmed to concentrate on risks. It probably also explains why being an optimist is a great challenge, even in the 21st century.

And by “optimist” we don’t mean utopic or naive. On the contrary. The idea is to see possibilities in any type of situation, even in the most chaotic ones, such as the time the world is going through today. We will all have to reinvent ourselves. That is one of the few known facts during such uncertain times. Those who are able to see this in a positive way will certainly guarantee more quality to their survival.

For Dasein CEO Adriana Prates, although it may be early to make concrete plans during this time of instability, it

is important to draw probable scenarios regarding your market, career, personal finances and possibilities, in order to ensure life quality. And, of course, do not forget to be optimistic. “Do everything possible to keep your physical and emotional health stable, like doing exercises at home, eating healthily and picking up positive new habits, like reading and other forms for entertainment.”

Avoiding consumerism and cutting expenses is also recommended. “It is necessary to simplify our habits and way of life to have some savings in case the worst happens. We must be aware of what can be controlled and be patient with the variables that aren’t controllable. Do you have free time? Can you support others? Can you be a volunteer and have an impact on other peoples’ lives in a positive way? That is a great, tangible and possible action. Thinking only about your own reality can be exhausting”, she says.

Keeping your head in the present and avoiding speculations about the future that are not constructive to your

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OUTLOOK

personal and professional life is another important step, as recommended by Dasein director Daniel Rezende. For him, fear itself is not a bad emotion, the problem is feeling fear in anticipation, without there being actual exposure to risk. If the person is taking all possible care, there is no reason to forecast bad situations, because that leads to anxiety, feeling blocked and helpless.



“It is necessary to simplify our habits and way of life”. Adriana Prates, Dasein CEO.

In order to help curb our tendency to focus on problems, one needs an awareness exercise. According to Dasein Operation Manager Luzete Campolina, facts always have negative and positive aspects. “There are two sides to every story and it is fundamental to know them both to determine how to conduct ourselves. It is up to us to listen to the side that can help us the most, depending on what we are experiencing. If the goal today is mental health, you need to listen to the positive side and focus on developing skills that can be a differential in this time of crisis”.

She points out that stimulating positivity is always welcome. It is a way of making people feel cared for, remembered and welcomed. “When we act positively, not only do we contribute to the people around us, but also to ourselves. We feed the positive thoughts that influence our feelings. We give ourselves the opportunity to be grateful for what we have and accept what we do not have, having in mind that we will probably need to let go of what doesn’t add value to us at the moment.”

Accepting, understanding and acting in face of negative feelings: essential behavior among leaders and teams

It is natural to feel fear, anxiety and sadness when experiencing such a delicate situation as the Covid-19 pandemic. But after all, how can companies and leaders

guide their collaborators to accept these feelings in a way that they do not surrender to them? The first step is to understand that this situation causes increasing emotional instability and one needs to embrace these feelings, rather than avoid them.

In view of this, Adriana Prates points out that companies need to open space for the employees to express themselves and have access to psychological or psychiatric treatment. She recommends that leaders should also undergo training focused on how to deal with this situation, and understand that many of the goals set for 2020 will not be met. “When the leader reconsiders the goals and adapts them into something realistic, there is less feeling of guilt. It is important to keep being transparent to avoid tension between collaborators. Will there be layoffs? Will there not? Whatever is already defined should be out in the open.”

The manager emphasizes how important it is to create a new remote work routine to get closer to the team, contribute to discipline and mental sanity. “It’s a way of stimulating a feeling of belonging and a sense of collectivity. Perfection cannot be expected right now. It’s necessary to have empathy and flexibility, to listen and learn with the led. What suggestions can they give? Ask them to define some of the goals they will be able to reach. This kind of autonomy is good for them.”



“When we act positively, not only do we contribute to the people around us, but also to ourselves”. Luzete Campolina, Dasein Operation Manager.

Thinking of medium and long term actions for the companies, Daniel Rezende highlights the importance of human resources and internal communications. These are fields of growing importance, mainly because they are close to people, offering support and preparing them to face the new challenges ahead. More than ever, actions aiming

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well-being within and out of the business environment will be fundamental to maintain the teams' performances, concerning both the leaders and the led. While being involved in strategic decisions, the HR sector will also have a major role connecting people and operations, not only to give assistance, but also as a driving force to power results. They will be the ones to build confidence through dialogue and joined efforts.



"Fear itself is not a bad emotion, the problem is feeling fear in anticipation". Daniel Rezende, Dasein director.

According to Luzete Campolina, solving problems in this new scenario demands a systemic way of thinking and acting, as well as forms of governance that are increasingly transversal and sophisticated. "It is challenging, but possible", she assures. One thing that can be useful is studying collaborative experiences and well founded analyses, like the case presented by McKinsey in the article "Safeguarding our lives and our livelihoods: the imperative of our time". This material puts forward scenarios that can support discussions and practices between leaders and teams.

"Following trustworthy sources focused on solutions and not only on the problem, is critical", she points out. "But this is only one of the steps to be taken. For an unprecedented context, other skills need to be put into practice, such as creativity, resilience, cooperation, discipline, ability to negotiate and to learn continuously, which will allow us to follow the daily developments and adapt our actions to a new reality".

Is it necessary to keep doing more?

Both professional and personal digital content created as an alternative during social distancing are offered every day on social media. Besides that, many internet users and

influencers insist on sharing their new productive routine and how they manage to always do more, even during the pandemic. Due to this excess of content, it is important to stay alert to the fine line between consuming this content for inspiration, and trying to achieve the same level of production, comparing ourselves to that. This can make us demand too much of ourselves, causing anxiety, stress and even depression.

To avoid this type of problem, it is important to filter what is fundamental for you right now, suggests Luzete Campolina. "Don't try to know everything, be selective, especially by choosing trustworthy sources that can make you grow. It is even better if you are able to join people who have the same purpose as you, because during this time, co-working will strengthen people, whether it is mentally, creatively or in handling situations. When we do this, without realizing, we start dealing better with the new reality, and we create new mental models that help us control stress, anxiety and depression."

Daniel Rezende, on the other hand, suggests that people see the different digital stimuli as a way of clearing anxiety, boredom and sadness. "I see no problem in being productive or keeping yourself productive. It's a way of helping create a healthier environment, a new perspective, so as to benefit from the crisis and keep your mind on good things. Whether it is learning something or leisure time, a laid-back posture helps keeping us away from pessimism, anxiety and fear.

Putting positiveness into practice: we suggest some actions that can be taken right now

Be more humane: allow yourself to not have all the answers right now, open up to what is new and to the contributions that will come.

Practice active listening: take the teams in, allow them to talk about this moment and be positive despite the complexity of the current situation.

Appreciate the simple things: seeing small gestures and everything around you is a way of valuing freedom, people and family. It is one of the most positive things we can learn in such a chaotic situation as the one we are currently experiencing.

Know your team: understand each person's talent (the visionary, the strategist, the executor, the commander, etc). They will be necessary when redefining plans and goals, and when things are restored in the future.

SPOTLIGHT



BRAZILIAN POPULAR GUITAR

Charming chords from songs which made instrumental music history. The album “Geraldo Vespar: 20 popular Brazilian studies for guitar”, with faithful interpretation by Paulo Martelli, presents a set of songs performed between 1960 and the 2000s. In the compositions of guitarist Geraldo Vespar, Brazilianness stands out in memorable sambas.



ROMANCE AND FANTASY IN ATLANTICS

Considered one of the essential films of the last Cannes festival, the film *Atlantics*, by director and actress Mati Diop, made her the first black woman to take part in the principal competition of the French festival, where she won the Grand Prix. The film, which is available on Netflix, combines, in a beautiful Afrofuturistic narrative, the culture and social and gender issues experienced in Senegal.



“WHY THIS WORLD: A BIOGRAPHY OF CLARICE LISPECTOR”

Written by the American Benjamin Moser, this work follows the life of Clarice Lispector from Tchechelnyk, in Ukraine, to her arrival in Brazil (Recife and Rio de Janeiro) and later, as the wife of a diplomat, to Naples, Bern and Washington, until her final return to Brazilian soil. With praise from reviewers around the world, the book shows the way in which Clarice transformed her struggles into timeless art.



CARIOCA MOODS THROUGH WOMEN’S EYES

One of the most successful Brazilian series on Netflix, “Coisa mais linda” takes place in Rio de Janeiro, in the 1950s, and portrays the story of four strong, intense and determined women. For those who have yet to encounter Brazilian productions on the streaming channel, this is a great place to start. In addition to its first-rate production.

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DASEIN TIMELINE 25 YEARS

25 YEARS PROMOTING FIRM CONNECTIONS AND GETTING SUPERIOR RESULTS

In increasingly volatile markets, companies that reach a decade of existence are rare. Not to mention 25 years. Solidity in delivery and results that surpass expectations. Responsibility for every detail. Connected to the future, anticipating trends. These values help explain not only Dasein's longevity, but its growing recognition as one of the most important executive search firms in Brazil – more than 9,000 executive positions were filled, counting only the last 14 years, with a hit rate of 99%. Around 65,000 face-to-face executive assessments with a 98% accuracy rate, among various other indicators of technical and operational excellence. In what follows, the milestones that help tell the story of the company created by current CEO Adriana Prates, executive mentor and AESC advisor for the Americas.

Kick-off: first Dasein team, formed in 1995.



The name speaks volumes: it comes from Dasein, as used by Heidegger, the great existentialist philosopher, and understands the human being in all its possibilities. Uniting this theoretical basis with the work of other philosophers, Dasein was born to support people to discover themselves, to value themselves and to become more authentic, spontaneous and fulfilled. With a background in the heavy construction, agribusiness and mining sectors, Adriana Prates understood that many organizational errors were related to hiring blind. "Although managers might talk the talk about the importance of good hiring, they entrusted their vacancies to nominees, relatives or friends. When there are no criteria or clear objectives, getting it right is a matter of luck."

1995 - 2000

Starts the recruitment and development of leaders in the telecommunications market.

It emerges, as a protagonist, in specialized recruitment and leadership development in the telecommunications sector, during the period of privatizations. More than 10,000 professionals were hired and developed (today, many of them are big names in the executive roster).



Inauguration of the new headquarters with a bold design.



Adriana Prates, Dasein CEO, and Daniel Rezende, Dasein director.



Inauguration of its own headquarters with a design 100% appropriate to the activities of Executive Search, Assessment, Coaching and Leadership Development. Consolidating its expansion to other regions, such as the North and the Central-West, Dasein now has a new partner: Daniel Rezende, current managing director. In 2005, the consultancy starts supplying advisory services boards to the market, supporting C-level executives, directors and entrepreneurs in various brands of consultancy, as well as in the hiring of members to boards of directors. A performance directed towards the development and implementation of companies' expansion strategies.

2001 - 2006

2006 - 2011

Constitution of the Board of Directors.



Achievement of the main global certification – AESC.



Modernization of services, new software, integrated management systems and the garnering of the main certification in executive search through the North American AESC (Association of Executive Search and Leadership Consultants). Accompanying the pace of expansion and development, the constitution and formalization of the Board of Directors and expansion of the team of consultants.

18 years of Dasein: Lee Ellis comes to Brazil for the first time.



To celebrate 18 years of market consolidation, Dasein brought to Brazil Lee Ellis, one of the most important global leaders. At events held in Belo Horizonte and Recife, he led activities alongside Dasein's directors.

Membership in international networks for executive consulting.



Dasein joins IMD, one of the largest international networks for collaboration and networking. In 2016 it is co-founder of the international alliance TGCL – The Global Community for Leaders, fulfilling a cycle of growth to the present day in cooperation with other global networks.

2011 - 2016

2017 - 2020

Adriana Prates, Dasein CEO, and Karen Greenbaum, AESC CEO.



Art and poetry at Soiree in the Valley.



1st Business and Coffee received Brian Glade, AESC director, in Minas Gerais.



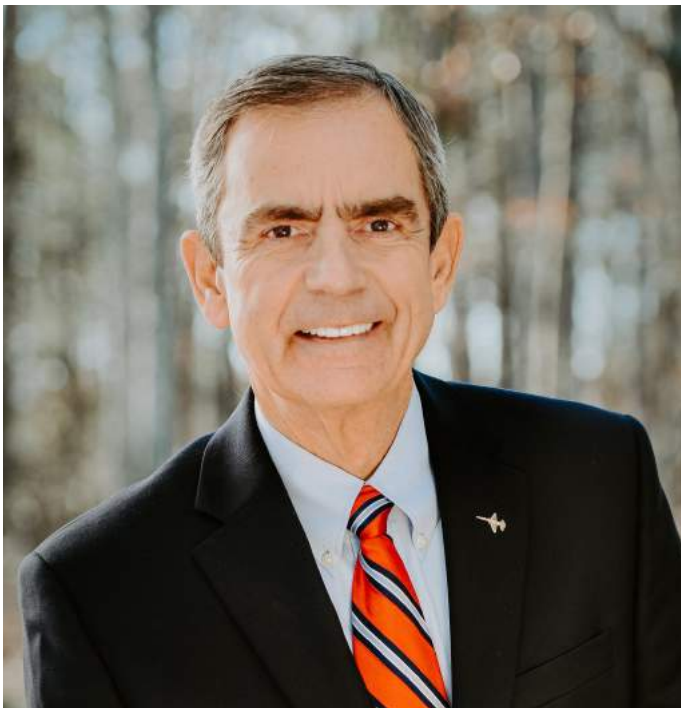
1st concert of the Voluntary Orchestra of Belo Horizonte.



To stay ahead of trends, investment in development and participation in the main global events in the sector. Combining digital with the importance of face-to-face relationships, Dasein pioneered unique events such as Sarau no Vale, the 1st Café com Negócios (which brought Brian Glade, director of AESC, to Brazil), and was also a partner of the 1st concert of the Volunteer Orchestra of Belo Horizonte.

GET INSPIRED WITH LEE ELLIS

“UNDERSTANDING NATURAL, HARD-WIRED BEHAVIORS WOULD ENABLE US TO BETTER MANAGE OUR OWN STRENGTHS AND STRUGGLES WHILE ADAPTING OUR EXPECTATIONS AND COMMUNICATION”



Lee Ellis, founder and president of Leadership Freedom LLC.

An exclusive partner of Dasein in Brazil, Lee Ellis recently launched his book “Leadership Behavior DNA” - which introduces an innovative methodology to investigate individual differences and human behavior. In this interview, he talks about the work carried out in co-authorship with Hugh Massie and how it can contribute to leadership development.

The innovative methodology “Leadership Behavior DNA” is the central theme of his new book, in partnership with Hugh Massie. For Brazilians who do not yet know the advantages of the methodology, could you emphasize its importance for the evolution of professionals and companies?

The challenge of relating to individual differences in human

behavior has been evident in every family and workplace since the beginning of time. However, being able to clarify and manage differences consistently has never really been done effectively in society, especially in the workplace.

Understanding natural, hard-wired behaviors would enable us to better manage our own strengths and struggles while adapting our expectations and communication style to better relate to others which is essential to good leadership, collaborative teamwork, and ultimately: mission success.

Because of this basic understanding of natural behavior gained early on, friends and colleagues began to ask us for help in various ways related to business—particularly areas that related to the human domain: hiring, managing, motivating, developing and retaining people. After gaining insights using other assessment tools, some of which we had created, owned and used, it was clear that we needed to develop and refine a new assessment that incorporated both the latest research and our deep experience gained from years of coaching and training work with clients.

This effort brought us the “best in class” DNA Behavior assessment, employing eight Factors of behavior that represent sixteen powerful Traits. The scientific core of this new book that we’ve written focuses on sharing these performance Traits, which we believe are the solution to successfully working with people and succeeding in relationships of all kinds.

How was the collaborative work with Massie and what is the main benefit of the union of such valuable experiences?

Hugh and I are both similar and different in our talents. We tend to see the same big picture vision quickly, yet we may respond differently because some of our Traits are different. Of course, we also come from different experiences, and our passion and calling for work is slightly different too.

If you judged us only by our early professions, you'd never expect that we would be teammates. There was nothing in our backgrounds to indicate that our passion and calling would be collectively focused in the field of human behavior.



Hugh Messie is co-founder of DNA Behavior International and executive mentor.

In my first career, I was a US Air Force officer, fighter pilot, and flight instructor, holding leadership positions at every level along the way in his twenty-five-year military career before retiring as a colonel.

Hugh grew up in Australia and became a recognized CPA in Sydney, Singapore, and Bangkok, working in a leadership role with one of the world's most acclaimed accountancy firms before founding his own wealth management company in Sydney.

Now, it's been nearly two decades since we began to discuss our common interest in natural behavior and how capitalizing on natural talents could address several objectives in the workplace. We celebrate our different perspectives which make for a more holistic methodology on the power of understanding human behavior.

Understand the differences in depth and know how to manage them to gain in engagement and productivity. This is one of the benefits of the "Leadership Behavior DNA" methodology. Through the book, is it possible for the reader to put this concept into practice in their daily work? How can he do this?

Much of what undermines teamwork is just people being themselves. That is the reality. Each person is unique and often the people we need most in our lives at home and work are the ones who are very different from us—often making them the ones hardest to relate to. This important insight is crucial for building the trust needed to form cohesive teams—teams that can work through the stress and meet the challenges of a highly competitive and rapidly changing world.

First, we must apply the Platinum Rule in our daily interactions – "Do unto others as they would like to be done unto". Even though it's very simple, it's often difficult to grasp and always challenging to follow. We refer to this rule many times throughout the book because of its importance.

Second, if you've identified and removed some of your limiting filters and distorted (or biased) lenses, you will be able to see others from a more accurate and balanced perspective. This type of awareness will enable you to experience the powerful and positive benefits of individual differences.

Instead of expecting unity around the necessary but divisive individual differences (such as talent, motivations, interests, needs, and styles), successful teams choose to celebrate differences and focus on those attributes that unify them (mission, commitment/loyalty, organizational values, opportunity, and policies/discipline). When there is disagreement or confusion on these two lists (diversity and unity), there is likely to be a breakdown in trust, cohesion, commitment, and teamwork. Make clarity a priority.

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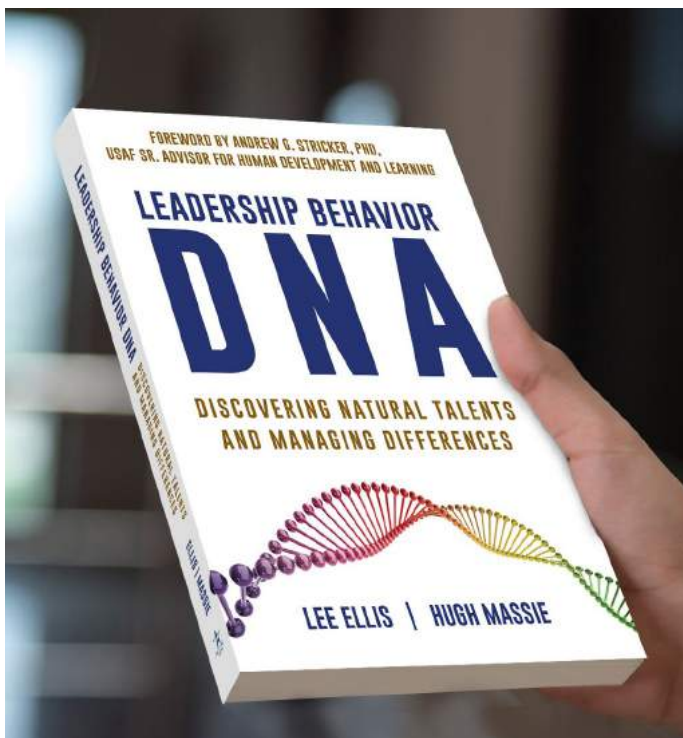
“Being able to clarify and manage differences consistently has never really been done effectively in society, especially in the workplace.”

In 1967 you were a prisoner of war in Vietnam and managed to transform this drastic situation into honorable learning. How did this experience contribute to the development of “Leadership Behavior DNA”?

During my time as a Vietnam Prisoner of War, the living situation varied from isolation to cells of four to six people, but eventually I spent almost two years locked up in one large room with 52 strong-willed, competitive aircrew cellmates. There were no inside walls in this cell of roughly 1800 sq. ft.; it was packed with bodies. The POWs slept elbow to elbow on a raised concrete slab. There were some hard times, but it was the perfect laboratory to learn about human nature and practice the Platinum Rule (mentioned in the last question)—long before it was so named.

With little to do, most of us decided it was a good opportunity to grow and develop. We soon organized an educational program with formal academic classes six days a week. It was optional, but most guys engaged in some of the classes. The teamwork in that cell became remarkable.

We organized everything, assigned and rotated duties, and most importantly learned the power of respecting and caring for others—even those who irritated us the most. Only twice in those 20 months did someone raise their voice at another, and in both cases, they apologized before bedtime. Besides a greater awareness of the unique strengths and struggles of each person, we also learned to live the Platinum Rule and effectively manage our differences.



“Leadership Behavior DNA”: an innovative methodology to investigate individual differences and human behavior.

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“Each person is unique and often the people we need most in our lives at home and work are the ones who are very different from us.”

Getting professionals out of the comfort zone and encouraging them to collaborate with the whole team is one of the main challenges for leaders. How can the book contribute to this task?

In our training workshops, we always start out with understanding self—self-awareness is essential for development. As they gain insights into their own strengths and struggles, they learn that some are like them and some are very different. Very quickly, folks are wanting to know what their teammates are like: who is like me and who is different and in what way? Fortunately, there is a simple way to avail that information using the DNA Behavior Team Performance Report. It gives a clear visual team array and highlights the science of how individual DNA Behavior differences impact team dynamics in a very real and powerful way.

Teammates can visually see how they are different and use that information to have realistic expectations for each other. Each person can understand and value the different talents of everyone on the team. It’s obvious to the leader that each person is unique and needs to be encouraged, managed, and communicated with differently.

The discovery process and subsequent flow of learning are so logical and transparent that they facilitate a low-threat environment that frees people to be vulnerable and openly discuss their strengths and struggles. Self-awareness and others-awareness increases objectivity which facilitates vulnerability which builds team trust.

There is an entire section in the book dedicated to this team dynamics process, but the first two sections build the framework needed to apply this knowledge.

THE VERSE REVERSE**WHOLENESS**

When reason is gone?
You'll need to accept yourself
And when illusion is gone?
You'll see how barren you've become
And when meaning is gone?
You'll feel life's slipped through your fingers
And when doubt prevails?
You'll be whole again

Adriana Prates



Illustration by Catarina Garcia