



ageism: a new old problem

*Movements in the job market
have hindered opportunities
for professionals over forty.*

*Fortunately, still time
to change.*

**Dnews**

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TEAM FINDINGS



SEEING THE WORLD THROUGH THE ART OF DYLAN AND SCORSESE

Janice Valentim

A plunge into Bob Dylan's legendary Rolling Thunder Revue tour and into the hinterland of the United States of 1975 and 1976 is the matter of the new documentary from Martin Scorsese, the choice of consultant Janice Valentim. Bringing together artists such as Joan Baez, Joni Mitchell, Ramblin' Jack Elliott and Allen Ginsberg, the "collaborative tour", an untypical one for the time, is treated in an interesting way by the master Scorsese in a documentary feature (but one not shy of flirting with fiction).

For Valentim, what chiefly caught her attention in the film was the music composed by Dylan that tells the story of Hurricane Carter, a promising boxer in the 60s, who was unjustly accused and sentenced by a white jury to life imprisonment for the murder of three people. "Reading articles, books or watching films, besides setting all sorts of thoughts running, is a way of staying awake to realities that we wouldn't wish on anybody, where there are prejudices, injustices that we experience in various settings and contexts."

What: The documentary, *Rolling Thunder Revue: A Bob Dylan Story* | **Where to watch:** Netflix

JOURNEY INTO THE HUMAN MIND

Erundino Diniz Filho

Making strategic choices, identifying risks at work and in our personal life. When all is said and done, is our decision-making entirely rational? This is one of the ideas put under the microscope in the book *Fast and Slow: Two Ways of Thinking*, nominated by the mentor and executive coach, Erundino Diniz Filho.

Written by Daniel Kahneman, winner of the Nobel Prize for Economics and one of the most important thinkers of the twenty-first century, the book presents the two ways in which human thought develops: one is fast, intuitive and emotional; the other is slower, deliberative and logical. Throughout the book, the author reflects on when we can or cannot trust our intuitions, offering practical and enlightening insights on how to take decisions, and different techniques to protect us against mental slip-ups, which can often get us into trouble. "Each chapter has many interesting examples of research done by multiple scientists that show how people make unconscious mistakes due to a lack of reflection and elaboration, characteristics seen in a slow thinking mind" stresses Diniz.

What: The book, *Thinking, Fast and Slow*, by Daniel Kahneman | **Where to buy it:** companhiadasletras.com.br

REINVENTION THAT MAKES US LAUGH AND REFLECT

Rebeca Prates

Getting fired is not easy for anyone. Getting fired when you're over forty, in a market full of prejudice, is an even bigger challenge. *The Internship*, a film directed by Canadian film-maker Shawn Levy, manages to address this issue with a light touch and humour, but without dismissing the issue, as is pointed out by Rebeca Prates, who offers this tip. The feature follows the story of two watch salesmen (played by Vince Vaughn and Owen Wilson) who become unemployed after their company closes down. Feeling the need to reinvent themselves, and knowing nothing at all about technology, they apply to Google's internship program.

"From this experience we can draw many lessons. One is that we should try to get out of our comfort zones, especially when things are no longer working well, and so strive in the face of change, adapting ourselves to it." Another lesson from the film, according to Prates, is to know how to work as a team, to bring together the different skills of each person, regardless of age, gender and culture, and use them to everyone's advantage to, ultimately, achieve better and more complete results. "Another message that the feature film highlights: the importance of trusting in our potential and believing that we are capable of doing things we might never imagine we could do."

What: The film, *The Internship* | **Where to watch:** Amazon Prime Video

WHAT I LEARNED FROM THE MUSIC



Photo: Yurii Stupen

By Rivadavia Drummond*

The year was 1995 and I had decided to put together the best pop, funk and soul band in Belo Horizonte. I already had a track-record as a musician, having had some formative experiences in the city, such as with Markão & Banda, in Western House Neon, Supertramp Co., in Mr Beef, Geraes Big Band, of the Music School of UFMG, and the Symphony Orchestra of MG, in the Palácio das Artes.

Assembling the dream team required unique relationship skills, besides the understanding that any organization – even orchestras and bands – are political arenas (have you ever seen Fellini's film *Orchestra Rehearsal*?). In the music business, good relationships start with the recognition by others that you are competent as a musician and can handle things well in the most diverse settings.

My choice of team was clinical: three singers, a brass section (sax, trumpet, trombone), bass, keyboard, guitar and drums (I was the drummer). Little did I know that I had already become a “headhunter” when I got in my car and drove all over the metropolitan area of Belo Horizonte to talk to talents. I remember neighborhoods I had never heard of, churches and religions I didn't know and shacks which baffled me as to how so many people could possibly there live together. Then I had to sell my dream, tell the story a thousand times (yes, he who tells a tale embellishes it!), show where the dream would take us and how we would get there.

After failures and successes, the team was recruited. The new problem hitting me was the old economic dilemma of “desires bigger than means”. Most of the musicians didn't have the money to invest or the extra income to cover all the costs involved. Like every entrepreneur, I took money from my own pocket and invested countless hours of work that ranged from teaching English to the singers, to finding sponsors to help with the costs.

Therefore, I got someone to sponsor the dance costumes, the band's website (not a common thing at the time and expensive), the gym and even a choreographer to teach some dance steps to all the robots involved. Despite the exhausting weekly rehearsals, the reinforcement of teamwork and the management of some “diva behaviour”, the main thing was still missing: a good schedule of shows that would reassure the guys with the certainty that there would be money in everyone's pocket. I managed to get a season at the Circuito Circo Bar, a very popular venue in Belo Horizonte at the time.

Countless lessons come to mind as I write these lines. Victories and failures, countless mistakes and lessons learned: necessity truly is the mother of invention. I learned through love and pain about leadership, relationships, talent management, teamwork and political articulation, among cou-

ntless other topics beyond the scope of these paragraphs. There were moments of euphoria and of feeling we were accomplishing something great, rejoicing to hear the great sound of that great team playing together. There were other moments of deep discouragement and of feeling alone, rowing against the tide. Isn't that the life of an entrepreneur? Well, no school teaches it that way.

The band broke up a little more than two years after its creation, overtaken by new musical trends such as pagode and axé that quickly – and ad nauseam – became the preference of live-music audiences. During those years as a musician, I also gave music lessons to pay the bills and even today, I am impressed by how this sharpened my didactics and my understanding of multiple pedagogies. These are skills which guide me today as a father, teacher, executive and counselor.

However, the question I am always faced with remains to be answered: “What is the best thing about the experience with music?” I answer without a moment's hesitation: after a while in the band, the original singer couldn't take the pressure and decided to quit; in the selection and hiring of the new singer, I found the love of my life, my partner in crime since 1996, Carem Rocha Soares. And you, what have you learned from the arts?



Rivadavia Drummond

*Post-doctorate from the Faculty of Information Studies, University of Toronto, Canada; doctorate, master's and bachelor's degrees from UFMG. Member of the Board of Directors of Vitru Ltd (Nasdaq/VTRU), clinical professor at the W P Carey School of Business at Arizona State University (USA) and associate professor at the Polytechnic University of Hong Kong.



Photo: @karlyukav / Freepik

EXECUTIVE UNIVERSE TRENDS

Ageism: we need to talk about this!

In a country where the number of elderly people is expected to triple by the year 2050, it is becoming increasingly urgent to broaden the debate and deconstruct the age prejudice that exists in society and in the labor market

Too old to learn a new activity and find the spotlight in the job market. Too old to go to certain places, to practice physical activities, to dress differently, even get a new haircut. If you are over forty or fifty years old you have certainly thought or heard one of these phrases. While humanity reaches after an unattainable model of youth, concepts like these are gaining more and more traction and promoting a new type of prejudice in society – ageism, as it is called, which consists of all forms of stereotyping, intolerance, and discrimination against older people.

The term, until recently unknown to many, has attracted a lot of attention and entered the main debates after the comedy team Porta dos Fundos last January launched a sketch called “Responsible”, in which a 57-year-old mother is ridiculed in relation to her children and technology. Since then, the channel has been the target of harsh criticism and been accused of having practiced age prejudice.

One of the personalities to engage in the cause was the lecturer and digital-content producer, Cris Guerra, who, like other fifty-year-olds, felt uncomfortable with the episode. In response to the video starring the actor Fábio Porchat, Cris posted on her Instagram a statement: “Porchat, growing old is not for the weak, even more so in a country where the word sounds like a crime. A person has a birthday and is already trying to arrange a false identity. We cannot keep encouraging this prejudice. Longevity, by the way, is a very recent fact of human life, people are living longer and longer, and old age is here to stay.” The lecturer’s words went viral on the internet and have brought together a crowd against ageism.

For Cris Guerra, the deconstruction of all and any prejudice is an urgent priority. Any cause that involves diversity is important, not only for those who are included. After all, everyone

wins with a more diverse and representative environment of life as it is lived. “Fighting against ageism, for example, may be advocating on one’s own behalf. Because today’s ageism is waiting for us further down the road. Necessarily, it is a form of discrimination from which we will not escape if our life goes on. Unless we change it. It is difficult, it will not happen overnight. Like all the reforms we have been working so hard to accomplish. Which in truth are the real constructions of a world that has been asking to exist for a long time. It’s a matter of intelligence, simple as that,” she underlines.

“

Investing in multigenerational teams can be a fun, rich, colorful experience that generates enthusiasm and joy.

”

In the last four years, having gone through an intense experience with her elderly father (now deceased), another who has dedicated herself to the topic is the journalist, content producer and longevity activist, Natália Dornellas. She fronts the Instagram profile @conversadevo_, which recounts stories from the universe of long-lived people from eighty to a hundred years old, and is part of the podcast “The Perennials”, which gives voice to women over forty, who are going through the pains and delights of this phase of life.

Although it is a long road, Dornellas is optimistic about the dismantling of age prejudice.

“In my work, I can already see that people are valuing their elders more. I am getting a number of approaches from grandchildren who want to tell the life stories of their grandparents. Unfortunately, ageism is ingrained in our culture, so our role is to educate and to learn. At various times, we prejudice against ourselves. I have caught myself saying several times that I would not learn a certain activity because I am old, and this is because I am at the apex of my forty-four years. We need to police ourselves, change our behavior, attitude and even vocabulary.”

LONGEVITY IS HERE TO STAY

Data from the Brazilian Institute of Geography and Statistics (IBGE) reveal that, in 2030, the number of elderly people in the country are on track to surpass the number of children. Currently, this figure represents 14.03% of the population, equivalent to 29.3 million people. The Brazilian age-pyramid has been going through changes over the years; we are already witnessing its inversion and the change in the demographic profile. Estimates from the World Health Organization (WHO) also show that, while the number of elderly people will double internationally by the year 2050, in Brazil it will almost triple, and is set to become the sixth most elderly population on the planet.

The founder of Orizonti, Oncomed Institute for Health and Longevity, physician Amândio Soares Fernandes Júnior, says that life expectancy has increased and, along with it, the autonomy and independence of those who are part of the cohort of people over sixty. Therefore, it is necessary to understand that not every elderly person is feeling physically or mentally fragile – especially not those who have cultivated healthy habits over the years.

If population ageing is an inevitable fact, the question remains: how to combat ageism in society and in the labor market?

In Cris Guerra’s point of view, the first thing is to talk about the subject, as it is being done at the moment; to read about it from a scientific, social, demographic, and geographic point of view; to understand that doing this is to offer care to a friendlier future for us all, the elderly of today and those who will soon be older.

In the job market, she points out that it is worth showing how maturity can be beneficial and conduce to peak moments in professional life. “Companies have prejudices against their older employees for a simple lack of information. There are things that only time and experience bring. Age is not a determinant of a set of attitudes. Investing in multigenerational teams can be a fun, rich, colorful experience that generates enthusiasm and joy. But there will be a need to work on minds with ingrained prejudices and – it has to be admitted – the longer you live cultivating a prejudice, the more difficult it is to take it apart,” adds the digital-content producer.

Guerra also sees how prejudice towards younger people can reveal a prior ignorance that is unfair. “To judge a younger person as less capable is ageism just the same. Each person is unique and their age does not determine who they are,” she points out.

In the opinion of physician Amândio Soares, in order to welcome the long-lived population, whether in society or in the job market, it is essential to create public policies aimed at this group: listening so as to understand their needs and adapting to welcome them. “The discussion about longevity needs to be, first of all, a discussion about prevention. Brazil is not yet a nation that understands preventative healthcare, and

creating a culture of prevention as soon as possible is fundamental. Thinking about the country's economy, it is worth pointing out that prevention is much cheaper than treatment (medications, procedures, surgeries, hospitalizations)."

RESPECT TO DIVERSITY

In the course of almost three decades of providing services in the Executive Search arena, Dasein has always encouraged its clients to be interested in people with the capacity to contribute, regardless of whether or not they fit low relevance criteria such as age, gender, and race. An example of this, as CEO Adriana Prates tells us, was the hiring of a director who is now 75 years old. "This was the oldest professional we presented to the market, at the time 67 years old. A marathon runner, highly spirited, and with great leadership skills, he has been part of the organization that hired him since 2013. I believe that a professional can work in the market until the moment he is able to contribute. This is the most relevant criterion," she stresses.

As good models should and deserve to be shared, Adriana reports that Dasein is currently serving a large global company that decided to abandon the age filter. "They realized that it was necessary to change behaviour, and this beautiful movement has happened with the hiring of professionals over sixty. The placement is not because they are older, but because they will come in to add something, mentor the younger ones, and transfer years of acquired expertise. The advantages of having older professionals in the companies are manifold, such as: life-experience, work experience, maturity, emotional balance, resilience for coping under pressure, and a lower level of ambition in relation to top po-

sitions. They are people who seek to contribute so that the company can have a more pleasant climate at work."

Betting on diversity, Dasein's own team is made up today by professionals in their twenties and thirties and, for the most part, over fifty years old. There are two senior consultants over sixty-five, one of whom earned a doctorate at sixty and is at the peak of his career as a coach and mentor. "We are very open to extending ourselves with the sort of interventions that younger people make and we benefit from the wisdom of those in the older age cohort. I myself was very young when I founded the company, and if we continue to progress it is because, from the beginning, I teamed up with more mature people who knew how to advise and support me. This realization was fundamental to our plurality since our foundation. Coexistence among the generations is always very healthy for everyone involved," explains the CEO.

According to Adriana Prates, organizations need to wake up to transform the challenge of longevity and age diversity into an opportunity. The first step is to break down the barrier of compulsory retirement, whether at 55, 60 or 65. Once this norm ceases to exist, it is necessary to create adequate and specific criteria to measure the performance of age groups. After all, you cannot evaluate the performance of all people from the same perspective. "Each group has distinct competencies that are worthy of detailed attention. Why not create, for example, a recruitment department to attract professionals above the age of fifty? Companies concerned with the impact of their actions on society have a much higher level of acceptance and, consequently, see a strengthening of their brand," she reflects.

AGEING AS AN OPPORTUNITY

You are part of the older age cohort and want to reach a position in the job market, or you are already there but need to stay productive and competitive. Stay tuned for the tips of Dasein's CEO, Adriana Prates:

01. Pay attention to your physical and mental health;
02. Master the platforms of virtual meetings, work around agile methods and feel like you are constantly evolving;
03. Show that you are up to date in topics of your area of interest and in the social media directed at the job market;
04. Have a brief resume, but make it clear where the sum value of your contribution lies;
05. After the age of sixty, as well as at other ages, leadership positions become fewer in a company. However, you can act in other positions, either as an assistant, analyst, specialist, among others thing. There are also more specific opportunities as counselor, mentor, tutor, and interim manager. The field of operations expands, since with all your experience you will have the capacity to contribute and make the company's decision-making process more consistent;
06. Focus on not becoming a person resistant to change. The rule of the game is to abandon failed management models and be in constant transformation;
07. Understand that knowledge nowadays ages very fast. Therefore, bring in straight away the concept of lifelong learning. Continuous learning is a source of renewal, growth and overcoming..



Adriana Prates
CEO of Dasein and AESC Advisor for the Americas
Photo: Camila Rocha



Cris Guerra
Lecturer and digital content producer
Photo: Márcio Rodrigues



Natália Dornellas
Journalist, content producer and longevity activist
Photo: Personal File



Amândio Soares Fernandes Júnior
Physician and founder of Orizonti, Oncomed Institute for Health and Longevity
Photo: Personal File

PROFESSION: BUSINESS WOMAN

“The most significant professional challenge that I faced was understanding my value as a leader.”



Photo: Craig Garner/ Unsplash

Interview with Lynne Murphy-Rivera

A lifelong learner or the perfect combination of passion and dedication to continuous development. That's Lynne Murphy-Rivera, managing director for the Americas at the Association of Executive Search and Leadership Consultants (AESC). For over 20 years, she demonstrated experience driving business growth across the public and private sectors, with extensive experience in non-profit industries. She is currently co-chair of the New York chapter of the Quorum Initiative, a professional organization dedicated to the advancement of women executives in business, culture and public policy.

01. According to the latest Women at Work report, the number of women in C-suite positions grew from 17% to 21% between 2015 and 2020. We are making progress, but there is a long way to go to achieve equality. Thinking about your personal experience, as a top executive in renowned companies, what are some of the difficulties and struggles that the small number of women in leadership positions have to go through?

As I reflect on the past 30+ years, the most significant professional challenge that I faced was understanding my value as a leader. Like many women, I did not fully recognize my strengths nor my capabilities. Over time, with a combination of assessment tools, great mentors, and career coaches, I began to identify and leverage my skills in business development and relationship management. Part of the struggle in attaining a leadership role for both women and men is to first identify your strengths. Most are overly focused on “areas of improvement” or perceived “weaknesses” instead of growing or extending the power of one’s natural abilities aligned with organizational value. According to an article in the Harvard Business Review, “Making Yourself Indispensable” by John H. Zenger, Joseph Folkman, and Scott Edinger, “... cross-training for leadership skills is clear-cut: (1) Identify your strengths. (2) choose a strength to focus on according to its importance to the organization and how passionately you feel about it...”

02. There are several circumstances that may or may not lead a woman to take on executive positions. But if you could name three key factors, what would they be?

In many cases, women are overlooked for executive positions because of three key factors:

1. They have not cultivated a diversified network of contacts – representing diversity of industry, gender, ethnicity, and culture.
2. Their organizations do not foster inclusive behavior as a key leadership trait.
3. They underestimate their abilities.

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Part of the struggle in attaining a leadership role for both women and men is to first identify your strengths.

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03. What are the greatest learnings that your executive career has brought to your life and that could be an inspiration to others?

In my experience as an executive, I have found it essential to explore leadership development programs either through an executive coach or through continuing business education. It is imperative for all leaders to make their ongoing professional development a priority. It is not enough to take a course and then 20 years later consider yourself an expert. The path of leadership is a lifelong endeavor.

Secondly, it is important to have a mindset of continuous improvement and lifelong learning. Staying attuned to new trends through building relationships both inside and outside of your organization keeps your perspective fresh and adds value to those around you.

Finally, the executive who values listening learns the most about how to motivate and inspire her team – listening is a vital component of active communication and leadership.

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It is not enough to take a course and then 20 years later consider yourself an expert. The path of leadership is a lifelong endeavor.

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04. Talking about the executive life itself, for the collective imagination, leaders are symbols of power, strength and courage. They are extremely dedicated professionals with a busy routine who study for hours at a stretch. Inevitably, they leave many moments of relaxation and leisure aside. Is there any truth in this? How do you see the life of an executive? In order to understand better this profession, could you detail a little bit your daily routine?

The greatest wisdom that I derived from one of my executive coaches was to develop a morning routine that included a self-care regimen of exercise, reading, listening to informative podcasts and journaling. To quote Oprah Winfrey, “If you want to accomplish the goals of your life, you have to begin with the Spirit” – the morning routine serves to pause and get ready for a productive day.

05. Having female leadership role models in companies is considered one of the most effec-

tive practices to inspire the new generation of women into important leadership positions. But beyond that, what else can companies do to give women the same chances as men?

Women, like men benefit from mentorship and sponsorship. However, because men are placed in vastly more power positions than women, the onus is on them to become better allies for future women leaders by listening to and understanding women. The power of diversity, equity & inclusion is the act of “including”. Talent drives an organization; diverse talent is on the minds of corporations around the world, how to better reflect your stakeholders. My organization, the Association of Executive Search and Leadership Consultants (AESC) established a Diversity Pledge (signed by over 100 member firms) to signal to both current and future generations of corporate leaders the business imperative of diversity, equity, and inclusion across the profession of executive search and leadership consulting. The pledge states “...to use our collective voices and actions to help create a world that is inclusive, diverse, equitable and accessible for all.” Research has shown that companies who proactively include women and diverse voices on their boards and



Photo: freestocks / Unsplash

in their strategic operations, outperform those that do not. To quote the late, Former Associate Justice of the Supreme Court of the United States, Ruth Bader Ginsburg, “Women belong in all places where decisions are being made. It shouldn’t be that women are the exception.”

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Listening is a vital component of active communication and leadership.

”

06. The pandemic highlighted a growing demand for more humane leaders, people who have more empathy and generate trust. Since, in the remote working model, it is this type of leadership that connects with people on the diverse platforms that are available nowadays, and that promotes more engagement and productivity. Therefore, thinking about a reality

in which the remote working model will endure, what is the role that leaders must take to continue involving their teams and sustain important symbols of the company’s culture?

We have an immense opportunity with the advent of remote work in terms of culture shaping. Organizations are not limited by geography as in the past – many companies have chosen to remain virtual or hybrid to some degree. Leaders in these organizations have shown great courage in pivoting their business models – while virtual work has been a necessity during COVID times, the leaders who have embraced the next normal have engendered the greatest trust among their organizations. During the AESC Virtual Global Conference in November 2020, Sven Smit, Senior partner at McKinsey, co-chairman of the McKinsey Global Institute (MGI), and one of the AESC conference speakers said that we will look back on these pandemic times as a period of “great learning.” The organizations that pivoted successfully may very well be those who thrive in the Post-pandemic recovery.



Lynne Murphy-Rivera
Managing director for AESC and co-chair of the New York chapter of the Quorum Initiative.
Photo: Sean Pollock

ON DEARTH IN AN AGE OF ABUNDANCE: WHAT ARE YOU HUNGRY FOR?

—
**Denise Eler*
Photo Rafael Motta

Answer quickly: what is today's
scarcest resource?

The most frequent answer: time.

Wrooong answer.

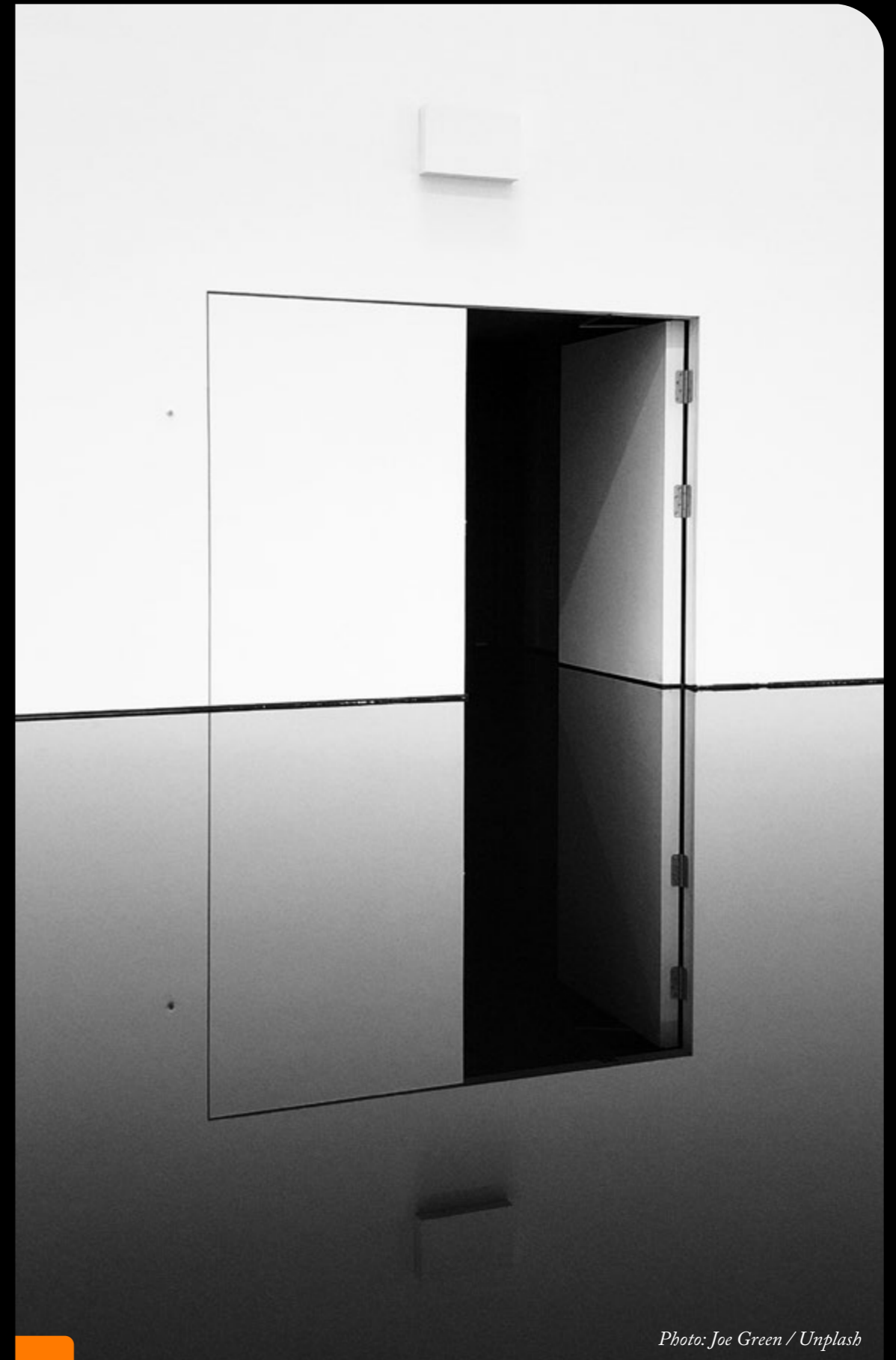


Photo: Joe Green / Unplash

The same time that existed in the Middle Ages exists now. The same 24 hours that Netflix and Magazine Luíza has, your company has. So how come some company's (and some people's) time seems to yield more?

Most frequent answer: good time management.

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At the end of the day, the one thing that really matters is, what value did your delivery generate for the business?

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Well, I have been working for twenty years with organizations from a wide range of sectors, from multinationals to start-ups, cooperatives and NGOs, government and academia, and I can say that “time management” courses are at the top of the list for HRs. Just Google “time management” and you'll find lists to turn you into an excellent “time manager”: start early, don't procrastinate, schedule tasks, define deadlines, prioritize, delegate tasks, focus, learn to say no and... avoid stress (really?).

There's nothing wrong with following this advice, but the fact is that you may have done all of this and not seen the slightest difference in your productivity. At the end of the day, the one thing that really matters is, what value did your delivery generate for the business? It doesn't matter if you and your team delivered something in record time (and without stress).

Three things matter:

1. Solving the right problem
2. Solving the problem right
3. Delivering constant value

For each of these premises, we can make a question:

Solving the right problem: **What (really) is the “problem”?**

Solving the problem right: **What is the best way to “solve” the “problem”?**

Delivering constant value: **What is value, in this case?** (Presupposing knowledge of “who” should give value; since value does not reside in things, but is a perception about them).

Ironically, answering these three questions “consumes” time. Reflecting consumes time, but it reduces the risks of worthless deliveries. And worthless deliveries undermine people's self-esteem. What are we running so hard for, after all?

This is precisely the scenario I have encountered and is something that justifies the statistics that

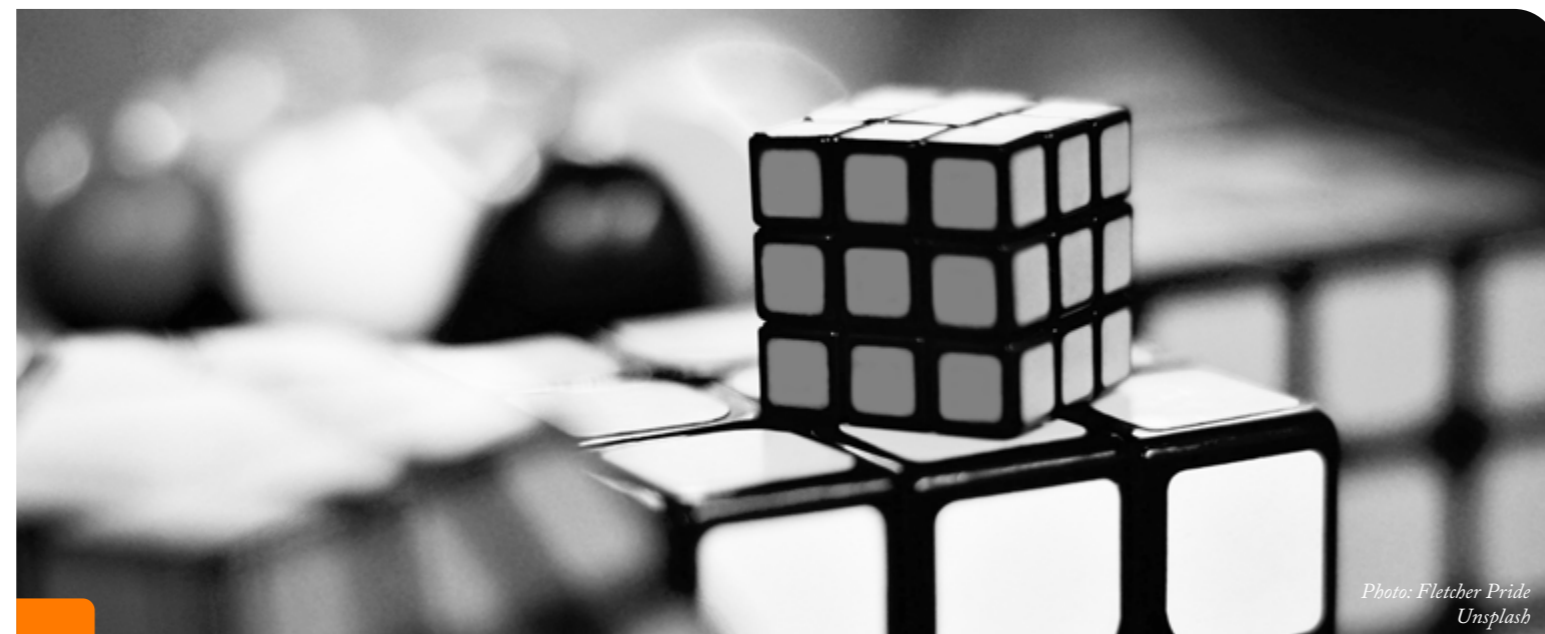


Photo: Fletcher Pride
Unsplash

say that only 13% of employees are engaged in their jobs. Isn't that ironic? We know that soon, probably sooner than we would like, all repetitive work will be done by machines. And yet, almost 90% of people surveyed are working automatically. It's just “clocking in”. Leadership and followers.

Without time (and willingness) to think, there is no innovation, because a tense mind delivers known answers. It seems that the more we run against time, the more time escapes us, because companies that do not innovate are short-lived. And so, “haste” is confused with “agility”, “responsiveness” with “evolution” and “reactivity” with “reflection”.

All this makes me think that the great scarcity in organizations is not time, but meaning. It is no accident that suddenly to have a “purpose” has become a business imperative. A company's purpose serves to guide the joint efforts of employees, to generate motivation and a sense of belonging. But having a purpose is not enough.

It is in routine that I have noticed, leadership

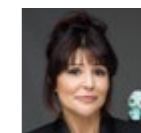
and followers, immersed in activities devoid of meaning: meetings that could have been an email, live broadcasts that could have been a tweet, presentations that do not enable decision-making, reports that do not expand understanding of a topic, graphics that demand too much time to be understood, and zombie projects that no longer have any relevance to the business but insist on consuming brains.

“

Without time (and willingness) to think, there is no innovation, because a tense mind delivers known answers.

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How can we change this? We need to question the real meaning behind each of these activities. Stop being collectors/producers of information to become enablers of intelligence. In the next three articles, I invite you to learn about Sensemaking techniques – the process of creating meaning in decision-making.



Denise Eler

One of the country's leading experts in Sensemaking and Design Thinking, Denise Eler is a consultant, lecturer and professor at Fundação Dom Cabral and PUC Minas.

Photo: Rafael Motta

SLOW DOWN

Colors of the afternoon

Between a breath and a sigh

A smile and a sob

A vanish and a meeting

A joy and a longing

A door and a yard

It's how I love to be . . .

an almost-truth

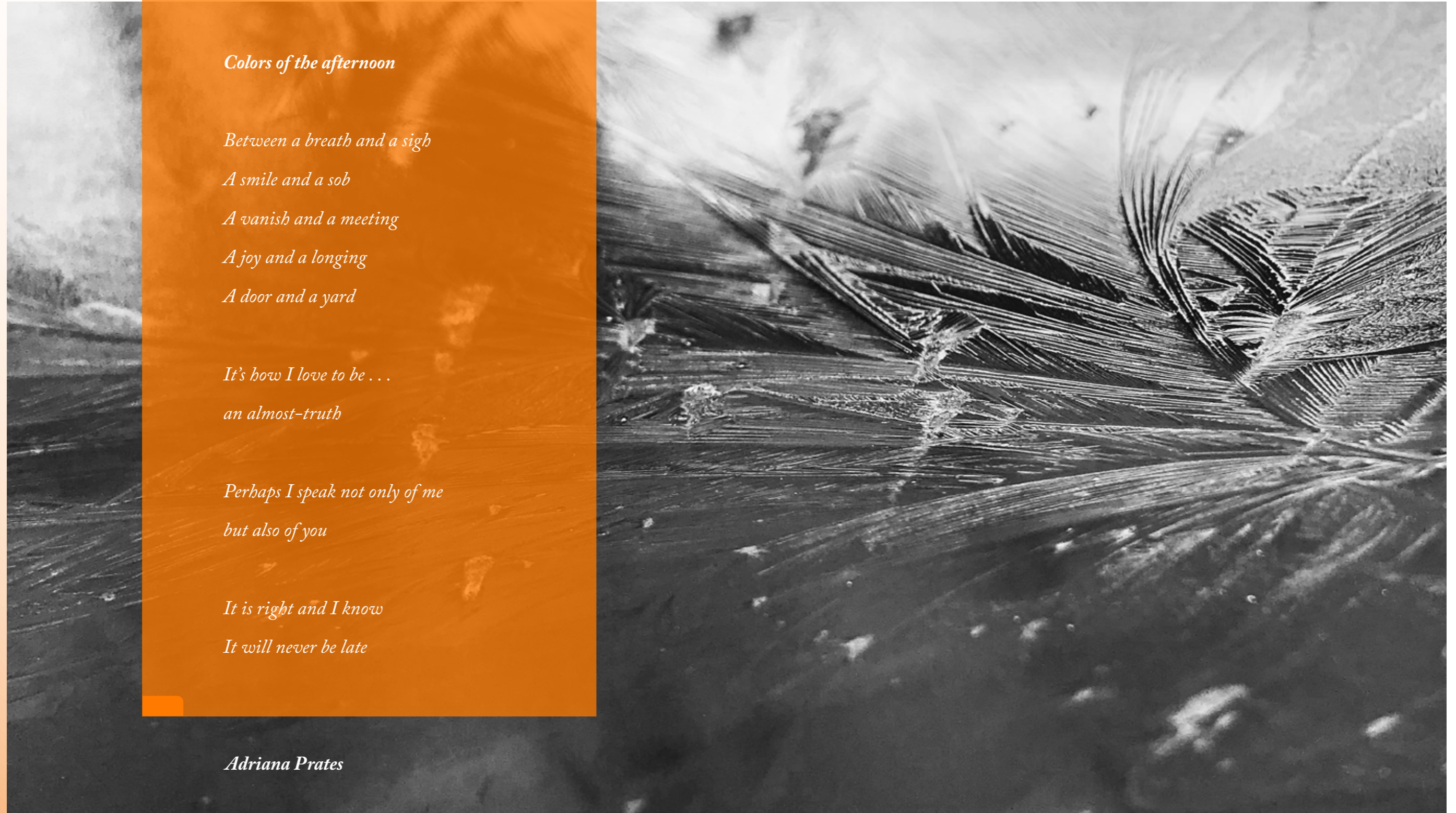
Perhaps I speak not only of me

but also of you

It is right and I know

It will never be late

Adriana Prates



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Amidst a maelstrom of voices,
models, options: *your choice*.

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Dasein and invite you to tell us –
where can your ideas take you?
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