



Open path for innovation

Looking for renewal, century-old companies sign open innovation agreements with startups. Understand why this strategy has proven to be a great choice.

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Beauty for eyes and ears: Brazilian band Secos & Molhados

LITTLE ANTIRACIST HANDBOOK

Tip by Janice Valentim

Diversity. A word that asks for passage because it represents one of the main contemporary concerns and raises questions around of the importance of a plural society. For Janice Valentim, Dasein associate consultant and author of the tip, despite being in vogue, diversity is not a new theme. On the contrary, it has been studied for a long time and requires even more research, readings, and understanding about the needs and demands of the other, as Djamila Ribeiro points out in her book “Pequeno Manual Antirracista” - “a read I recommend for those interested in taking their first steps in the subject.”

According to Valentim, “the author points out practical examples for us to change historical paradigms and stimulates questions about the reasons for social and racial inequality and why we should care about it.” She points not only to economic issues as a problem of racial inequality, but also highlights academic inequality, demonstrating that the racial issue is systemic and structural. Why are we still surprised to see black people in certain job positions? “Djamila enables us to see beyond and the book is fuel for the exercise of empathy by inviting us to expand our vision of who we are and what we want to be as a country, whether we want to maintain this scenario or whether we want to enjoy our best: a diverse nation with its own riches.”

What: “Little Antiracist Handbook”. | **Where to find it:** in the local bookstores of Brazil or at [amazon.com.br](https://www.amazon.com.br)

CREATIVITY, HUMOR, AND THE MEANING OF LIFE

Tip by Rebeca Prates

“Soul” - the latest Disney Pixar production, winner of the Academy Award for Best Animated Film - is our tip given by Dasein’s psychology intern Rebeca Prates. Based on the story of professor Joe Gardner, a frustrated musician who dreams of being recognized as a jazz musician, the production brings several lessons about life. “Joe spends all his time doing everything to achieve his dream, putting it first in every situation and leaving other important things aside. From there, something unexpected happens that gives him the opportunity to reflect on his way of living and seeing things.”

Throughout the film (spoiler alert), “Joe realizes how he was seeing his own story and living in a negative way, constantly on autopilot, something that is common for people who have a hectic routine. Then he starts to see more beauty in the little things, in his relationships, and to realize that he needs to believe in himself and find the tools that bring him closer to happiness

It’s a light, joyful film that focuses on the now. I hope you have fun watching it and learn a lot in the process.”

What: the movie “Soul” | **Where to watch it:** Disney Plus

BEAUTY FOR THE EYES AND EARS

Tip by Daniella Caçado

Psychedelic, innovative, authentic, a masterpiece. There are several ways of referring to the first album by the Brazilian band Secos & Molhados, but there is no doubt that the word “poetic” is a good fit. Dasein associate consultant Daniela Caçado, who brought us this tip, explains why. The songs on the album are, in fact, poetry by authors such as Vinícius de Moraes, Manuel Bandeira, Fernando Pessoa, Oswald Andrade, João Apolinário and Cassiano Ricardo.

Combining the masterful musicality of the poetry with a fascinating performance by Secos & Molhados, the album was a phenomenon at the time of its release, in 1973, and is, to this day, considered one of the most acclaimed works of Brazilian music. All this thanks to the genius of Ney Matogrosso, João Ricardo and Gerson Conrad - authors of the record. “They are powerful verses that transport us to unique places of thought, not to mention Ney’s voice, the most beautiful in Brazil.”

What: Secos & Molhados (1973) album | **Where to find it:** Spotify, Deezer and Amazon Music

WHAT I LEARNED FROM CULTURE, NATURE AND GASTRONOMY

A chat with CNN Brasil journalist and host Daniela Filomeno

“Being close to nature is a way to reconnect with the environment and with ourselves”.



Photo: CNN

She is an expert in discovering surprising places and sharing cultures, culinary traditions, and natural beauties that range from bucolic landscapes to the world's most exuberant horizons. Daniela Filomeno - journalist, presenter, and founder of the electronic magazine Viagem & Gastronomia, currently shown on CNN Brasil - is considered one of the greatest specialists in this segment in Brazil. She has visited more than 60 countries and has written about 3 thousand reports on travel in a professional career that started at the age of 17. According to her, her passion for new experiences, for making a connection with nature, people, and cultures comes from an early age. “From a very

young age I was already passionate about traveling. My parents always prioritized traveling to spend time with the family, get to know new cultures, and have experiences that could enrich us as people. I started working at a very young age already with a focus on saving up so I could explore the world.”

Today, she highlights, “I am sure that each of the over 60 countries I have had the opportunity to visit have contributed to my formation as a human being. And what moves me is a combination of passions: the stories, the cultural and gastronomic riches, and the unveiling of each particularity of these places.”

A WAY TO EXTEND CREATIVITY AND INNOVATION

For Filomeno, traveling is not just about ticking off a list of tourist spots, but living with intensity and in the essence of the local experience, the customs, the gastronomy of each corner. “Traveling is transformative,” she says. The more a person maintains contact with cultures and people outside their bubble, the more innovative and creative they can become.

“Every place has its peculiarities, its own history, and a different flavor. Those who travel expand horizons, meet new people and cultures. When we travel, we leave the comfort zone of our home, work, and routine, living experiences and promote lifelong learning.

In addition to the noteworthy itineraries, innovation and creativity are in many aspects of “CNN Travel & Gastronomy”. The program has a notable presence on digital platforms, being simultaneously on TV, YouTube and social networks with very high quality images. The program’s portal offers not only records about the places explored, but news and tips related to travel, cuisine, culture, and a sophisticated search system, with special directions in “delivery” and “recipes”.

Another highlight is the immersive content, with the best travel and restaurant experiences, in the Instagram “stories” model, and tips from experts in the main cities of Brazil that will tell you “where chefs eat and bartenders drink”.



CONNECTION WITH NATURE

It is no news that we are becoming more and more distant from nature, since the majority of the population lives and works in large urban centers. Add to this the avalanche of information that hits us daily, the pressure for deadlines and results. The contact with nature goes exactly in the opposite direction, by providing a calm, inviting and much needed breather. According to Daniela Filomeno, we live in a very fast-paced world, where information travels at a speed never before experienced. “This scenario has changed our relationship with places and altered our cultural habits. Being close to nature is a way to reconnect with the environment and with ourselves. Nature is invigorating. Whenever possible, I always prioritize destinations surrounded by ecotourism.”

LEARN WITH EVERY CHALLENGE

The initiative to transform challenges into profitable lessons is an attitude present in Daniela Filomeno’s professional path. “Without a doubt, I took away many lessons and learned a lot for each challenge I faced. I found that with persistence, determination, and a lot of work, we can achieve good results and our goals,” she says. She adds, “it is not easy, but as a woman who has been working since she was 17 years old, I am very proud to be able to contribute to national and international tourism and bring people information about travel and gastronomy with quality and a lot of dedication.”

Daniela Filomeno is journalist, presenter, and founder of the electronic magazine Viagem & Gastronomia, currently shown on CNN Brasil.

Fotografia: 7Cumes/Canal Off



Fotografia: Imre Tomosvari/ Unsplash.



TRENDS AND THE EXECUTIVE UNIVERSE



**Open innovation:
discover the
advantages of
the combination
of tradition and
the new economy**

It's not news that we associate success with the capacity for reinvention - whether for businesses or people. But what until recently was more a part of discourse than practice has become mandatory. An example? The digitalisation imposed by the pandemic. Within a month, thousands of people and companies were forced to review processes to adapt to virtual work - according to Dell Technologies' Digital Transformation Index, 87.5% of companies installed in Brazil carried out robust digital transformation initiatives in 2020.



The world is changing rapidly and we need to focus on value creation rather than value capture.



Given this scenario, there is a factor that should be very well understood by managers, so as not to make digitalization a one-off thing: we're talking about culture. Specifically the culture of innovation - a more collaborative, agile culture, that encourages the free exchange of ideas, and stimulates tests. This is where open innovation comes in as an alternative to creating a disruptive culture from scratch (which would be a much longer and more expensive process for organisations). By being inserted in the innovation ecosystem, through open innovation agreements with startups, the company closely monitors the development of technologies and new business models, expands its capacity to anticipate trends and opens its mind to new solutions, products, services and processes.

“We are not talking about a competition between big and small companies but, between fast and slow companies. For this reason, consolidated corporations have approached startups so that together they can test new hypotheses, or try new business models, with more agility, flexibility and often a lower cost” highlights Gustavo Caetano, founder of Sambatech, one of the pioneers in streaming technology.

Considered by MIT (Massachusetts Institute of Technology) one of the most innovative minds in Brazil, the entrepreneur believes that this is a unique moment in the market, in which the need for innovation has become a prerequisite for any company that wants to continue generating value to its customers, in any segment, at the speed that they demand.

THE COMBINATION OF TRADITION AND THE NEW ECONOMY

Basf, a German multinational in the chemical sector founded in 1865, is a great example of the benefits of the union between century-old corporations and the new mentality of startups. Supporting innovation in various sectors - it maintains acceleration programs in agribusiness, a blockchain platform to scale circular economy solutions, among others - it ranks 1st in the Chemical Industry innovation ranking and is among the top 5 (4th place) in the 100 Open Startups 2021 ranking.

Last year alone, the company invested more than 2 billion Euros globally in research and development with more than 10,000 employees



dedicated to innovation worldwide. At Basf, the culture of open innovation takes place through a strong involvement with the ecosystem including startups, universities, hubs, partners, among others. “Speaking specifically of startups, our relationship ranges from initiatives to search for technologies aimed at the specific issues of the business and its customers, to more structured programs of acceleration, intrapreneurship and co-creation with customers - which are increasingly at the centre of our actions. We also evaluate



Fotografia: Antenna / Unsplash.

investment opportunities via Basf Venture Capital”, highlights Basf’s manager of open innovation and digital ecosystems, Ornella Nitardi.

“

We are not talking about a competition between big and small companies, but between fast and slow companies.

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According to her, in addition to agility in solving real market issues, open innovation brings the possibility of collaborative work that has played a key role in the company’s cultural shift. “It also brings the possibility of testing hypotheses quickly so we can develop more agile solutions with greater adherence to market demands.”

Which is not to say that the process is not full of challenges, ponders the executive. “One of them is the change from the traditional contract formats, complexities that startups don’t normally have. We are managing to safely simplify these issues. Another challenge was to engage the teams and our various business areas in this journey. We have several initiatives underway and a catalyst in this process was the launch of the innovation hub onono (BASF’s Center for Scientific and Digital Experiences) in 2019, created to promote transformative connections between the company, customers and the open innovation ecosystem. Among onono’s initiatives is the Startups Central, created to streamline the process of finding more possibilities of companies suitable to support in the solution of each Basf and customer challenge in a single place. Currently, our Central has connected challenges from more than 40 customers with a base of more than 10,000 startups - and we keep growing.”

HOW TO LESSEN THE RISKS OF A CULTURAL SHIFT?



It is not simple to introduce a disruptive culture into the daily routine of a traditional company - mainly because many of the innovations change products and services on the factory floor. “I believe that in a relationship between startups and large companies, both sides can win as long as the rules are clear from the beginning,” hi-

ghlights Gustavo Caetano. “The big ones gain in agility and flexibility, and the small ones can have access to the market endorsement of a strong partner brand, as well as the possibility of improving their corporate governance.”

Founded in 1930, Banco BMG is now one of the leaders in open innovation in the financial sector - the institution is ranked third in the 100 Open Startups 2021. For Rodolfo Santos, CEO of BMG Uptech, the main point for reducing the risks of culture change is alignment within the company. “The entire corporation must be aligned to this process, from the shareholders to the interns. Over time, we have seen several organizations lose markets due to not having their culture of innovation aligned and integrated into their guidelines. One of these examples is Kodak: the company developed the digital camera, but preferred to keep this innovation under lock and key so that it would not impact the photographic film market.

He says that, thanks to chairman of BMG’s board, Flávio Guimarães, “a young entrepreneur with 93 years of age”, the group has always been very attentive to entrepreneurship. As well as the bank, the whole group invests in various branches of the economy such as logistics, agribusiness, real estate businesses, among others. The most recent of these, Santos says, is Bmg UpTech itself, which was born from an idea Guimarães had when he was 87. The goal is to invest in and support entrepreneurship to ensure the development of innovations for the group’s companies, in addition to financial return.

According to the executive, it’s fundamental to encourage employees to exercise innovation and not to punish them when something goes wrong. “They know better than anyone what the pains and problems within the company are. When we manage to stimulate people’s creati-

vity, the results are spectacular. Another important point is to make everyone feel part of the solution, especially if the issue is to select, in the market, a startup to solve some internal problem. If this new solution threatens any area or employee of the company, the first reaction is one of self-preservation, that is, professionals tend to try and show the negative points of the solution and not the positive side. This, in general, makes the company not hire or invest in the startup.

Rodolfo Santos also stresses the importance of encouraging a culture of testing, which understands errors as learning opportunities. “But in general what happens is that, unfortunately, the Brazilian culture is very averse to error. When a professional makes a mistake, they end up being fired or penalized in some way and this often inhibits employee creativity. On the startup side, the ‘trial and error’ culture is part of the businesses’ day-to-day routine, which makes ordinary people achieve extraordinary results.”

“

We need to encourage a culture of testing, which understands errors as learning opportunities.

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WHAT SHOULD LEADERS EVALUATE?

For Dasein’s CEO, Adriana Prates, when we talk about open innovation, it is fundamental to reflect on the sharing of knowledge. “It is neces-

sary to break away from the traditional model that research and development must be kept within the company and that new technologies can only be thought up and implemented by those who participate in this routine. The innovation process must be open to the contribution of various agents from outside the organisation, whether through companies, governments, universities, research centres or startups.”

“

The big ones gain in agility and flexibility, and the small ones can have access to the market endorsement of a strong partner brand.

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“The world is changing rapidly and we need to focus on value creation rather than value capture. The companies that are more intelligent will renounce some control to focus on productivity and on the gain of solutions arising from partnerships,” says Prates. This is, in fact, the basis of the Open Innovation concept, a term created by economist and professor Henry Chesbrough, executive director of UC Berkeley’s Garwood Center for Corporate Innovation and chairman of the Open Innovation Center Brazil (Centro de Open Innovation Brasil).

Before making a decision, the executive recommends a true immersion in the innovation universe (see more in the spotlighted sections). “Look for benchmarks, talk to experts and companies that have been operating in this model for a longer time. Do a complete consultation

of the models not only in Brazil but worldwide. Study the cases of success and those that failed. This is how the leaders will be able to reach a critical mass to help in the decision making process”, he advises. “Only with a lot of information and critical sense can companies transform a startup, that could otherwise be their competitor, into an ally or ensure that they don’t work with those who are already part of their competition.”

THE ROLE OF MANAGERS IN THE INNOVATION ENVIRONMENT



According to Dasein’s operations coordinator Mariele Zapula, to create a favourable environment for innovation it is necessary to invest not only in communication and training, but also in training focused on competencies such as entrepreneurship, agile methodologies and the development of interpersonal skills such as flexibility, resilience and teamwork. “If I were to say in a few words what is needed to minimise any conflict in the corporate environment, I would cite having flexibility and adaptability to the new, to that which is different.”

Beyond the managers, the team must be open to moving towards achieving high performance, changing their perceptions. “It is necessary to be prepared to listen and have clear dialogue, putting forward your point of view and understanding the other person’s point of view. Leaders must be a source of inspiration, creativity and empathy, being open to understanding and working on cultural differences, using this opportunity to demonstrate to employees how much one can learn and how much value one can add with the help of different people, making this a transformative moment.”

“I also believe that the know-how and the interconnection of knowledge of the different partners and sectors is fundamental for the work to have greater fluidity, generating new perspectives. It is interesting to create mixed teams that complement each other, seeking to generate a combination of ideas and aggregating reasoning.

I have an idea that I take with me to my professional and personal environment, that there is always something new to discover, and this is true even for those companies that are consolidated in the market. It is always good to share, to know and to learn.”

OPEN INNOVATION IN PRACTICE

Building joint projects with startups is one of the opportunities to practice open innovation. Besides this one, Adriana Prates puts forth the following guidelines:

Challenges or hackathons for internal or external teams to develop prototypes for your company;

Idea programs to encourage start-up businesses by turning them into partners of your company. They can be limited to internal employees or open to the company's entire network (customers, suppliers, and other partners);

Creating incubators or acceleration programs within the company itself, encouraging the emergence of spin-offs created by employees, helping them grow while keeping them within the company's ecosystem.

REFLECTIONS FOR THE LEADERSHIP

What should be a priority when we talk about open innovation? Adriana Prates shares tips for leaders.

Evaluate the company's priorities. If you haven't met the basics like diversity and inclusion, how can you succeed in adopting bold models like open innovation? You need to avoid fads. Make sure the company is prepared for this leap by clearly understanding key objectives and priorities.

Adding strength to R&D. If the company already has a structured R&D area and feels that it is not advancing, it can cross the frontier and adopt the open innovation mentality. Surely the combination of internal and external ideas is fundamental for the development of new technologies, processes, and products.

The best partnerships. You will need to understand which partnerships will need to be adopted. You need to consider cooperation with research institutes, universities, customers, competitors, and suppliers. The more people with the same goal are involved, the greater the exchanges that will take place.

Examples from the pandemic. The partnerships created due to the pandemic can illustrate well how cooperation between people from different fields and various parts of the world managed to generate solutions. The vaccine, for example, if created using the traditional approach, would have taken at least a decade.



Adriana Prates
CEO of Dasein and AESC advisor for the Americas
Photography: Camila Rocha



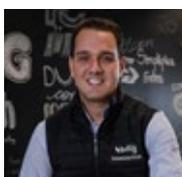
Mariele Zapula
Dasein Operations Coordinator
Photography: Arquivo pessoal



Gustavo Caetano
Founder, Sambatech
Photografia: Arquivo pessoal



Ornella Nitardi
Open Innovation and Digital Ecosystem Manager, Basf
Photography: Basf/Divulgação



Rodolfo Santos
CEO do Bmg Uptech
Photography: Bmg/Divulgação

A LOOK INTO THE PROFESSION:

PEOPLE MANAGEMENT

*Interview with Sandra Barquilha,
director of People at 3M*

**“HR needs to be brave,
it has to talk about
things that nobody
talks about, it has to
talk about the elephant
in the room”**





Photography arquivo pessoal

More than a vocation for inspiring people to work towards a common goal, Sandra Barquilha has the willingness and courage to roll up her sleeves, take the lead, and say what needs to be said. Director of People and leader of Diversity and Inclusion at 3M in Brazil, she believes in leadership by example, in the freedom to speak what one thinks and to listen, to make room for the other. Diversity, she says, is also about welcoming, it's about how I react to those who think differently from me. In this interview, she shares her views on people management and what she thinks about the future of this profession.

01. Collaboration and innovation are qualities much desired by companies (they are even defining attributes of 3M's culture). Thinking post-pandemic, with the hybrid working model gaining strength, how can we keep teams collaborating and innovating even without the intensity of face-to-face exchanges, with less eye-to-eye interaction?

Since in the hybrid model people will go to the workplace with a certain regularity, I understand that one way is to optimize its physical spaces aiming at human interaction. I believe in the re-signification of these spaces, including the re-signification of the work in the office. HR will have to be very creative and provoke "encounters", stimulating that a face-to-face meeting, for example, not only deals with work themes, but also becomes a moment for relationships, for conversation, for exchanges about other subjects, about life, a moment of celebration.

That's what I believe will work, but we haven't tested the hybrid model at 3M yet and, no doubt, it's something that will challenge us. We learned a lot in these 18 months of pandemic, but the new format will require a transition, it

will be another kind of challenge, we will have to relearn.

Regarding innovation, I believe it is possible in psychologically healthy environments, where people feel heard, and feel that they have space to bring new ideas. Leaders play a fundamental role in this sense, in the very way they deal with error, in the trust they place in their team. It is a lot about trust.

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Innovation is possible in psychologically healthy environments, where people feel heard.

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02. Diversity is a ubiquitous goal among HR professionals and most companies have already made commitments in this regard. However, the number of women in leadership positions has fallen in Brazil (according to the IBGE, in 2018, women occupied 39.1% of these positions and in 2019 they will occupy 37.4%). How can HR contribute so that diversity doesn't only exist on paper?

WE need to continue being vocal, speaking out, bringing up issues, discussing, and not allowing the subject to go cold. A lot of it stems from there. In Brazil, we are far from having a diversified workforce thinking about minority groups, it is a very big challenge. There are a number of companies bringing differentiated strategies,

mentoring programs, development actions and talent acceleration. You can have differentiated hiring programs aimed at diversity, this will help in the diversification of people, but our concern has to be with inclusion. Since inclusion is much broader.

At 3M we connect inclusion to mental health, to a psychologically healthy environment. When we talk about diversity, we are going beyond minority groups. We're talking about an inclusive environment, where people are free to talk about their beliefs, their ideas. It is much more about welcoming what is different. It's how I, as a leader, react to an opinion that is different from mine. When I embrace diversity I create a much richer environment than the one formed by people who think like me.

Speaking of practical measures, I am in favour of two pillars: respect and information. It is necessary to respect diversity in all its dimensions and it is necessary to create actions of information, of raising the awareness of all people, but mainly of the leaders, so that they welcome diversity.

03. Still on diversity (focusing here in its broadest sense: people of different generations working together, for example), leading people with such different mindsets and life stories can't be easy. How can HR bring out the best in these professionals - the best in these differences - and make them contribute to the business?

Leaders need to understand that the difference will help, not give more work. After all, a good leader is one who makes results happen through others. And productivity only happens when people are satisfied, when they feel included.

I often say that talking about diversity is an exercise in empathy, but it is also an exercise in knowing that to be inclusive I will also make mistakes. Sometimes I will have an opinion, I will learn and I will say that I was wrong about that opinion.

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You can have differentiated hiring programmes aimed at diversity, that will help diversify people, but our concern has to be with inclusion.

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It is already known that all great inventions come from breaking paradigms, they come from questioning - “why can't this be done in a different way?”. This only happens if you have different outlooks. A team in which people have different life stories, different world views, has better results. This is because people will naturally be more creative. Each generation has a worldview and the sum of these visions is much greater.

It is also important to know that it is good to disagree. However, because we are more “emotional” in our heads we don't want to disagree, perhaps because we mistake it for disrespect. But positive conflict is very good and has nothing to do with losing respect. I can disagree in a healthy way, I can, perhaps, change my opinion and everything is fine. It is important to get out of the “I'm right and you're wrong” bias.



04. HR, which has always worked very much behind the scenes, gained the spotlight in the pandemic and highlighted essential issues such as caring for people, their physical and mental health. Thinking ahead, will this agenda continue to be a priority for HR? What else is on the radar?

Humanisation will continue to be a very present theme, as well as health care, the emotional side. And we will have all the challenges of the hybrid world, which will generate a great impact on attracting and retaining people. Diversity, in a concrete and real way, will also be on the agenda and it will be a great challenge.

I believe that HR will remain in the spotlight if it continues to fight for this space. Nobody will give us this space if we don't fight for it. And HR needs to be courageous, it has to talk about things that nobody talks about, it has to talk about "the

elephant in the room". It is HR that is going to talk about mental health.

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HR will remain in the spotlight if it keeps fighting for that space. No one will give us this space if we don't fight for it.

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05. You are an inspiration for many people, including young women who dream of reaching leadership positions. What attitudes and skills have been essential in your professional career? Have you also been inspired or are you inspired by someone?



Photography: Cherrydeck / Unsplash.

I could list several skills that were necessary along my trajectory, but I highlight two very present in my career and in my life (I always carry with me a “Post It” with these two words, LOL) - protagonism and courage.

I strongly believe that we need to be the protagonists of our career, and I know this is not easy. It is necessary to know how to choose, to have attitudes. I have always been very much a protagonist in knowing what I want for myself and what I need to look for to get there. And here I am also talking about not delegating our career to anyone. We are the ones who build, who run after, who do the networking. This even increases the chances of employability, because you don't leave your chances to third parties (if the boss or the company doesn't promote me, etc). It's hard work, but it works.

I have always opened doors by having the courage to speak my mind, challenging the status quo. Being a woman, this was even harder. On the other hand, working in HR, I have always found it easy to encourage people to work towards a goal. People saw the coherence between my practice and my discourse - because I was the protagonist and because I had the courage to say what no one else would, I gained space with the teams, with the managers.

I also want to mention my posture of being an eternal apprentice - which has to do with protagonism, with chasing after things. Everything I know about HR will be useless for this new world. I believe I will have to learn and discover things together with other people.

Sandra Barquilha is director of People and leader of Diversity and Inclusion at 3M in Brazil. Source: personal archive.

Photography: Arquivo pessoal

ENVY: NO ONE GOES WITHOUT IT



Guest Columnist: Thelma Teixeira

“The first thing that one must learn to stand tall in this life is to withstand the envy of the rest...”

Guimarães Rosa





Photography: Gr Stocks / Unsplash..

A situation that always intrigued me in my work as a Human Development consultant in organizations was the issue of envy. Many times, when working with the subject of Interpersonal Relationships, it was so clear to me that a manager was feeling it but did not mention it because he thought it was shameful and unworthy or because he did not even identify it.

Emotions and feelings are, or were for a long time, taboo within organizations. Remember the expression “leave your emotions outside”? Envy, in my experience, remains the most inhibited feeling in organisations.

I once took part in a psychodrama workshop on this topic conducted by my fellow psychodramatist, Mariza Leão. She began by asking Does envy exist? To which everyone answered: Yes! To the second question: Are you envious? No! It was almost unanimous.

How can this be? If people consider that it exists, who then is the envious one, if these very same people say that they don't envy? It would be naïve to think that only others do, not me.

This is also true for other feelings. Fear, when assumed, is anxiety; anger is dissatisfaction; sadness is discomfort. Joy prevails, and is indeed acknowledged and expressed.

“It's better to be happy than sad, joy is the best thing there is (...)” said Vinicius and Baden Powell in Samba da Benção, but they continued: “But to make beautiful samba you need a little sadness (...)”.

Why do we perceive and assume that we feel joy but we do not admit to envy, fear, and anger and

want to transform sadness immediately into joy when it arises?

They are all feelings that dwell in us, yet are considered inappropriate or even abhorrent. And, as such, should not be felt. For this reason, one doesn't even realise that one has them and if one does, one denies them. This is what happens.

However, understanding and accepting feelings is essential to knowing how to deal with them. Denial leads us to what Fagner says in the song *Revelação*:

“When we try by all means to keep ourselves from it, a feeling that is marooned, dead, muzzled, comes back to trouble us”.

Fear, euphemistically called apprehension, is indispensable in life. It keeps us away from dangers and gives us a certain common sense. It just shouldn't be paralysing, because that would prevent us from creating resources to overcome it. It is closely linked to anger however strange this statement may seem. The wise character Riobaldo, by Guimarães Rosa, expresses this when he says: “To not be afraid? Ah, in order not to be afraid one goes to anger. Anger covers the space of fear, just as from fear, anger arises”.

Fear, when not identified and denied, is often transformed into anger or worse, into its superlative, hatred. This feeling which is so explicit and present in society today hides a very great fear, especially of the loss of power. And it is incredible how certain people need to destroy others so that they recognise the power that they do not perceive in themselves, or that they are unsure of, or feel the need to show others.

The writer Ruy de Castro wrote in an article, an impactful sentence “No one tolerates anyone anymore, no one admits an opposing thought.” Yes, human beings also have a great need for equalisation; intolerance, as well as envy, resides in the rejection of diversity.

A healthy way to deal with envy is to turn it into admiration and develop skills to achieve what you envy in people, recognising individual limits and valuing diversification.

“

Why do we notice and assume that we feel joy but don't admit envy, fear, anger and want to turn sadness right away into joy when it appears?

”

In a course given in the 90s, the consultant Antonio Roberto Soares taught: the father of envy is desire and the mother is comparison. When we fail in our desire, envy arises and without comparison, there is no envy. However - when there is comparison - discomfort, frustration,

sadness and even anger arise to fill the void. The person begins to inflate themselves in order to match the other or to diminish this other. It is inevitable. How to deal with this? I compare myself to myself because I must always compare equal “things”. Self-comparison is the ideal, that is, me being the standard of comparison for myself. “In self-comparison I invest in my capacity and not in the capacity of the other” he adds.

I reinforce this by stressing the importance of self-knowledge. It is necessary that we know which feelings we are having in the various situations of life, perceive them, recognise them, assume and accept them. Not to repress them, but to have control over them, using and developing emotional intelligence. What we have to repress is the untimely, uncontrolled and inadequate action.

Psychological sanity is proportional to the awareness of feelings and the wisdom to deal with them, which makes people more affective, generous and solidary.

I conclude by returning to Guimarães Rosa in another of Riobaldo's lines: “One can only live close to another and get to know another person without the danger of hatred, if one has love. Any love is already a little bit of health, a rest from madness”.



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Photography: Rafael Motta

SLOW DOWN

TO LEAD A BETTER LIFE, SAY NO MORE OFTEN

On the courage and honesty to make your own choices

By Luiza Voll

I believe that our ability to say yes or no with honesty, and with alignment to our values, is what makes our lives better. So often do we fail to realize, especially us women, that we go on autopilot saying yes to the world, to external stimuli, to favors, to demands, to opportunities - just as well. The result is a famous hashtag, we become #exhausted. In the book “Women Who Run with the Wolves” the author suggests: “It’s time to put on a tin bra and stop being the world’s big momma.

In my life I have a trait that is a blessing in disguise, my body penalizes me if I say yes when I mean no. My face belies me and if I follow through I am sure to experience anything from headaches to fevers. Because of this I learned early on to say no in a way that respects me (and others) and I always try to have relationships where I can have this kind of honesty, without people taking no personally, with the confidence that when we are together it is because everyone really wants us to be.

The truth is that time is our scarcest commodity, and we treat it as if we were going to live forever. The sooner we realize this fallacy, the

better, more honest, and more connected with what truly nourishes us, life will become.

But how do we get out of this auto-mode that makes us say yes to everything? The first thing I do is ask for a little more time before making a decision. I have learned that it's important to bring this process into the body as well. Think about some decision you need to make and try to listen to what your body is telling you. You know when you agree to do something and halfway through you say to yourself, "I knew I shouldn't have done it"? Yes, you did. But most of the time we don't give ourselves the time to feel it. The more we train our capacity to make decisions according to our values and priorities in life, the faster and more intuitive we become.

Older people, or those who have already gone through an experience that reinforces that our time is finite, are another example to be observed - they say no very easily. While we still don't have this confidence, we will practice. Before you start practicing, it is worth doing this reflection: saying no does not make us less loving or kind people. Knowing how to do this in a culture that constantly asks: do - buy - use - like - follow - give your all - is often one of the greatest acts of care to yourself, to others, and also to the world. And it's only by saying no that we are able to take the time to say YES when opportunities arise that really speak to our hearts.



Luíza Voll is a partner at Contente, an education and content platform to create #ainternetqueagentequer (#theinternetthatwewant). She thinks and writes about time beyond productivity and what the internet has done to us.

Photography: Arquivo pessoal

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