

# Leadership that transforms

*In 27 years of operation and more than 500,000 executive profiles analyzed, Dasein brings a panorama about leadership in the new times.*

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#### **DASEIN'S OUTREACH MAGAZINE**

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.04

**SHARED CULTURE**

A selection of cultural tips shared by members of the Dasein team, for you to think about inside and outside the office.

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.06

**DEMOCRATIC WINE**

Marcelo D'Arienzo, CEO of Wine, talks about how the company has democratized and uncomplicated the consumption of wines in Brazil.

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.12

**TRENDS AND THE EXECUTIVE UNIVERSE**

Dasein brings an overview of the executive market and how executive search and assessment methodologies can contribute to the evolution of leaders and companies.

---

.18

**REGENERATING IS THE WAY OUT**

The CEO of VG Waste, Gui Arruda, explains the importance of the regenerative economy to rebuild the environment and mentalities.

---

.22

**FACING THE SCREENS**

How do you evaluate your digital presence? Facial analysis and personal image expert Cris Alves talks about the importance of looking good on video calls.

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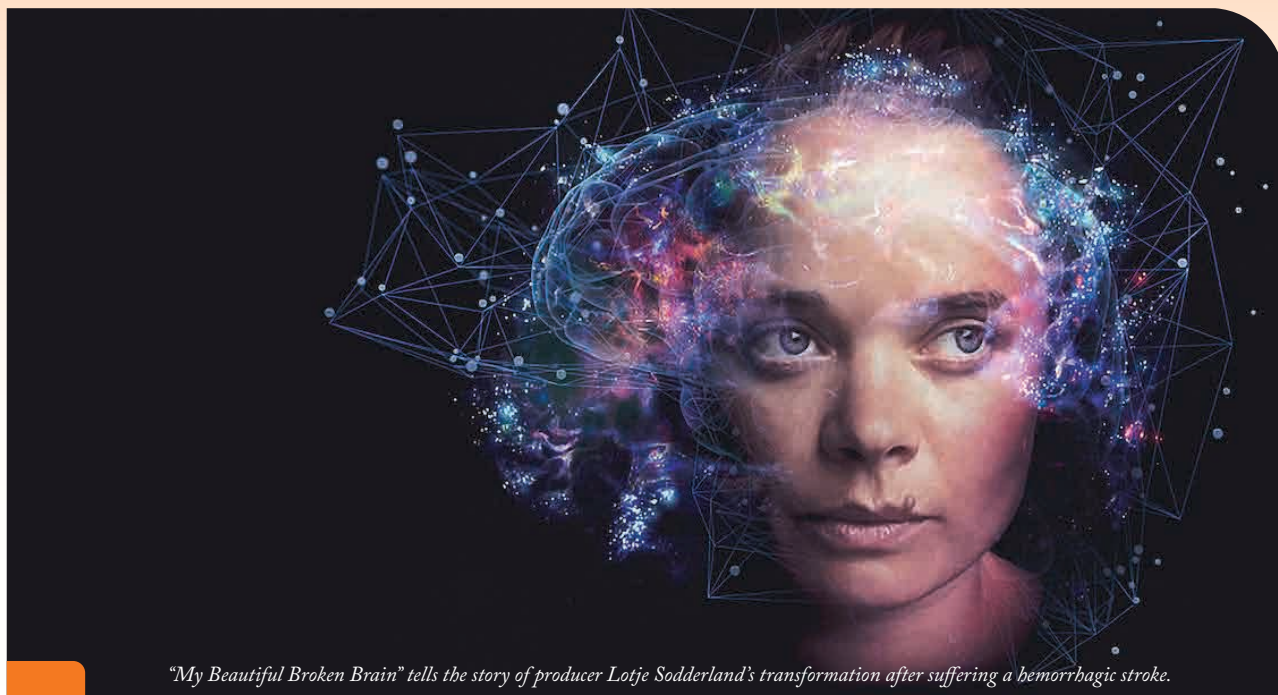
.26

**SLOW DOWN**

In an unpublished article, writer Fabrício Carpinejar brings a more than propitious provocation: "Are you a bee, a mosquito or a fly in the company?"

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# TEAM FINDINGS



*"My Beautiful Broken Brain" tells the story of producer Lotje Sodderland's transformation after suffering a hemorrhagic stroke.*

## A STORY OF HOPE AND TRANSFORMATION

*Advice from Dasein associate consultant, Janice Valentim.*

Produced by acclaimed filmmaker David Lynch, the documentary "My Beautiful Broken Brain" tells the story of producer Lotje Sodderland's transformation after suffering a hemorrhagic stroke at the age of 34. According to the author and Dasein associate consultant Janice Valentim, Sodderland made her recovery a project. "She needed to relearn how to tell stories, to rebuild herself within a rehabilitation perspective. She recorded frustrations and achievements in the process of restoring speech, reading and writing."

Although it seems like a sad story, Sodderland's good humor and perseverance lighten the mood. In addition, the film indicates the importance of a welcoming network for recovery from difficult treatments: the presence and support of family and friends are fundamental to the whole process. "It teaches that each of us has its importance and essence, that through the various forms of communication, silence, meditation, we can express ourselves by building a story that does not necessarily depend on what one does throughout life, but what we become with it."

**What:** "My Beautiful Broken Brain" documentary. | **Where to watch:** Netflix.

## HOW TO TURN STRANGERS INTO A TEAM

*Advice from consultant and advisor Luiz Leal.*

Usually when one studies teams and teams one thinks of groups of people who know each other, have a common orientation, get organized, train, and go into action. Business professor Amy Edmondson studies “team building”, when people previously unknown to each other, of different nationalities or creeds, come together quickly (and often temporarily) to solve new, urgent, or unusual problems.

Part of this work is presented in the TED Talk “How to turn a group of strangers into a team”, advice from Dasein associate consultant and advisor, Luiz Leal. “This situation has become more common every day and can happen in companies, in hospitals, in open innovation projects, and in tragedies, such as the incredible rescue of 33 miners trapped half a mile underground in Chile in 2010. Edmondson shares the elements needed to transform a group of strangers into a team that can respond quickly to challenges. She concludes by calling what is critical in these moments ‘situational humility.’”

**What:** TED Talk “How to turn a group of strangers into a team”. | **Where to watch:** [ted.com](https://www.ted.com/search?q=Amy%20Edmondson) (search for Amy Edmondson).

## WHY DO WE SLEEP?

*Advice from entrepreneur and designer Thiago Colares.*

One of the first contacts that businessman and designer Thiago Colares, a Dasein counselor, had with the book “Why we sleep”, by Matthew Walker, was in a lecture by the CEO of a large company, in which he shared how looking at sleep had impacted his life and even his professional performance. “For a long time some maxims like ‘work while they sleep’ seemed to be the shortest path to success. For that matter, what really is the standard of success in our current time?”

Relativizing some of these parameters crystallized in us, Colares suggests, “is part of a generous process of rethinking habits and making more room for who we are as human nature,” he says. “Author Matthew Walker explains, simply and through neuroscience, how sleep is a non-negotiable action that can lead us to a healthier and ultimately happier mental and body state. Quoting Walker, the counselor reinforces, “No aspect of our biology is left unscathed by sleep deprivation.”

**What:** book “Why we sleep”, by Matthew Walker | **Where to buy:** high street bookstores or online.

## WHAT I LEARNED FROM THE WINES

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**“THE WORLD OF WINE SHOWS  
US THAT WE CAN ALWAYS  
DISCOVER MORE, IT’S A  
CONSTANT EXPLORATION.”**



*Photo: Kevin Kelly / Unsplash.*

Beyond sensory experiences, wine represents a world of possibilities. With it, we learn about the land, its time and cultivation. About people, their stories and cultures. We can also learn to use it to slow down, to have a moment of our own. Or, on the opposite way, to socialize and have fun with friends and family. To talk about this, one of the most plural drinks in the world, we invited the CEO of Wine, Marcelo D'Arienzo, leader of the company that has been democratizing and teaching about wine in a modern, dynamic and not at all pedantic way.

**For connoisseurs or the general public, choosing a good wine is no easy task. And this curatorial role is also one of the great merits of Wine - whether for connoisseurs, with complex labels, or for beginners. Besides “un-complicating the world of wine”, what are the other differentials of Wine?**

Wine is currently the largest subscription club in the world and our value proposition involves the 3C's: curation, content, and convenience.

First the curation of new wines every month. These are selected by our Winhunters, who taste labels from the four corners of the world in search of special products. We have a technical office based in Spain to receive and evaluate the samples.

Then there is the content that is critical to making the experience complete. The wine drinking experience offers the opportunity to learn the story behind each bottle, the reason why the product was made.

Finally, the convenience, where you can receive it all in the comfort of your home. Since the subscription process is a frictionless purchase, members have the convenience of receiving

the WineBox every month and it ends up becoming a gift, a surprise and becomes the most anticipated moment of the month.

**About your relationship with wines, were you a wine lover before Wine? What changed in your relationship with wines after the company?**

I have always had an affinity for wine, and thought I knew what I liked and didn't like. When I joined Wine I discovered that I needed to open my mind and try new things. You can't say you don't like a particular grape or region without having tried all the wines, the universe of flavors and experiences is potentially limitless.

**What are the main lessons that wine culture (be it the market, contact with large and artisanal producers, new wineries and labels) has brought to your career and worldview?**

With wine we work with the time of the earth, the product is almost handmade and its production is an art. We cannot simply want to accelerate these cycles. I also understood that the real challenge is to make quality wines at affordable prices and on a large scale. I joke that everyone knows how to drink expensive wine, but to find an excellent label under 45 reais, that is the real expertise.

**Wine has been growing a lot in the last year, and besides being a leader in Brazil, it is expanding internationally, starting in Mexico. A good part of the e-commerce sales come from the app, which shows that the company is also increasingly more technological. What are the challenges of aligning the digital to the world of wine, which is very sensorial?**

Wine posted a net revenue growth of 68.8% in the third quarter of this year, when compared to



the same period in 2020. The Wine Club, a wine subscription business model based on the recurrence economy, is close to reaching 300,000 subscriptions and had a 44% net revenue growth in the third quarter of this year, also compared to the third quarter of 2020.

Technology plays an important role in the mission to democratize the world of wine by ensuring the accessibility of our portfolio to all consumers, Wine Club members and non-members, and also by offering labels with an excellent cost-benefit ratio. Today, for example, 8 out of 10 purchases in Wine's physical stores are made through our Wine app, and the app, which has already reached more than 1.5 million downloads, is the platform that integrates the physical stores and e-commerce.

Even in one of our 16 physical stores throughout Brazil, customers can buy their wines and pay through the app, benefiting from e-commerce promotions and discounts. The consumer himself reads the QR code of each label and adds it to the shopping cart on the app. In the end, all you have to do is finish and pay directly from your cell phone in a quick and easy way.

**Smell, sight, taste. The act of taking a break and enjoying a good wine is a rich source of experiences. To encourage the executives who read this, and as a leader in the largest wine club in the world, what are the benefits (either for professional or personal life) of taking time to enjoy the drink? If you can, name your favorite grapes.**

Wine is entertainment. Because of its versatility it goes well with various moments, such as a series marathon, a happy hour with friends, a family lunch... Wine is also a product that brings people together, that stimulates good conversation and inspires trips and discoveries even without leaving home. Each new bottle is a new discovery. The world of wine shows us that we can always discover more, it is a constant exploration.

My favorite grape is Sangiovese, but I confess that I have a passion for sparkling wines, and WineBox Sparkling Wine is my favorite. It is an incredible experience to be able to get to know, every month, new different sparkling wines that exist around the world.



*Marcelo D'Arienzo is CEO of Wine, the world's largest wine club.*

*Photo: Celso Doni.*

## TRENDS AND THE EXECUTIVE UNIVERSE

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# NEW TIMES DEMAND NEW LEADERSHIP PROFILES



*Photo: Joseph Barrientos / Unsplash.*

Innovative mentality. Social responsibility. Empathy. Are these the most essential values for companies? In the eagerness to trace paths towards the evolution of people and organizations, there are many professionals who say yes, without hesitation. In fact, these are values with a great potential for transformation. But as maturity shows us (and recent history has taught us), certainties are fragile. Before following a trend x or y, it is better to contextualize, reflect and absorb, always with critical thinking, what will make a difference in your reality, in the reality of your team and your company.

With 27 years in the market and over 500,000 executive profiles analyzed, Dasein believes in the potential that resides in every context, in every organization, in every human being. For Adriana Prates, CEO and founder of Dasein, being aware of trends is important, but we shouldn't limit ourselves to them. "Each being is unique and brings in its genesis a combination of competencies that can add a lot of value to the business, in many different periods. Or, on the opposite side, subtract value and expose the company with inadequate management".

According to her, more than thinking about the "skills of the moment", it is important to reflect about something that has a perennial value and never goes out of fashion: knowing how to manage one's own emotions. The person who has control over their feelings will know how to pass this security to the team. They will also know how to lead people and companies in the worst of crises.

## THE ROLE OF ASSESSMENT IN SELF-KNOWLEDGE

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"Self-knowledge is the basis for the greatest source of human growth there is," emphasizes

Adriana Prates. And executive assessment fulfills this mission very well. She explains that, besides providing moments of pure reflection for the executive himself, it will contribute for certain competencies to be reinforced, others controlled, and others developed. "Evolution only occurs through the constant search for improvement, whether as people, parents, citizens, or professionals. No wonder those who seek personal growth end up having a more solid foundation to support others in their own journeys".

For the doctor in administration and Dasein associate mentor, Luiz Gonzaga Leal, assessment is essential for a better understanding of one's own profile and the diverse profiles of others. It is also important to understand, accept and stimulate diversity, including in boards. "Emotional intelligence, so rightly trumpeted as fundamental in human relations, has as its pillar the knowledge and acceptance of oneself and of others. From a good knowledge it becomes easier to manage one's own emotions and relationships".

Another role of the assessment, as Prates highlights, is to open the way for the company to build its career and succession map. "It is extremely motivating when professionals know that they will be able, within the company, to walk a path toward growth and more visibility".

## SCIENCE AND SENSIBILITY IN THE SEARCH FOR BETTER LEADERSHIP

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Through a combination of scientific methods and human sensitivity, Dasein conducts a process of research and development of executives for officer and CEO/CEO positions. "This is one of our great specialties. Many times the company has not prepared for this moment of succession and it is up to us to meticulously

search for a professional who will fulfill all the expectations created by the shareholders. We activate our Executive Search method and come back with a consistent list for the company to complete the required recruitment”.

In other situations, the company has internal indications for this succession, whether it is a family organization or not, and it is up to Dasein to promote specific diagnoses and mentoring actions that contribute to the development of these professionals. “We have already done this type of consulting on several occasions, always with very positive results, either by bringing in new professionals when the company does not have them in-house, or even by preparing those who have potential, whether short, medium or long term”.

An example that illustrates well the new leadership profiles (and the importance of science being allied to human sensibility) was Dasein’s conduction of a process that united the academic universe and the market. “We assisted a chemical industry in the development of a professional who would assume the presidency of the company, knowing that his only previous experience was academic. Making this transition lasted almost three years and was extremely challenging, since the unwritten codes and rules of a large university differ greatly from the dynamics of a large company. In this case, the accomplishment of the mentor who leads these projects is as great as that of the professionals who have been mentored. Fulfilling our personal mission exquisitely is always something to be celebrated by us. And our activity allows us to transcend ourselves by leading others to actually be protagonists, achievers, conquerors, and happy”.

At Dasein, there is an understanding that in a mentoring relationship, there always comes a

time to pass the baton, to turn the tables. “Who is there is no longer a mentor and a mentee; but two people who admire each other, since both, for never being ready, had to overcome themselves in order for the transformation to happen”, highlights Prates.

## WHAT DO COMPANIES DEMAND FROM EACH LEADERSHIP POSITION?

Coordination, management, directors, boards. Far from being mathematical (as we pointed out above), the responsibilities of each position are closely linked to the culture of each company and its needs. But it is possible to cite the main demands of companies that are on the rise, while respecting the differences between the chairs and their responsibilities.

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With 27 years in the market and over 500,000 executive profiles analyzed, Dasein believes in the potential that resides in every human being.

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According to Adriana Prates, the differentiation between the levels lies in the increased complexity, ambiguity, volatility, and degree of uncertainty that these professionals will face in their working environment. “Board members,



for example, need to have excellent analytical skills, political and diplomatic skills, and know how to provoke the other board members so that they can expand the varied worldviews that each one carries”.

Luiz Gonzaga Leal also highlights that “the board, as the highest body, needs to have a systemic and strategic vision to understand the totality of consequences of each isolated decision, in the short, medium and long term. By being away from the operations, it needs to be able to challenge the leaders of the operations, take them out of their comfort zone, stimulate innovation and the search for what is “apparently impossible”.

As for the directors, Prates points out, they will need to be shrewd in making decisions that take into account the long term, bring immediate relief in the short term, and make those decisions prove to have been right even decades after the decision-making process.

“Managers will need to be great experts and managers of people. With ample capacity to compose and develop high performance teams, promote engagement, align the team around the conciliation between corporate purpose and individual purpose, inspiring people to act with autonomy and freedom to make decisions. It is in this instance that the process of creating successors takes place in a more consistent manner. It is a manager’s duty to create the successors for the critical success positions in a company”.

“Coordinators need to be impeccable in ensuring that people and processes evolve at the same pace. It is the field of specialties where you need to sustain the results and operations and have enough energy to train the future leaders and ensure the quality of the final product. A leadership that encourages people to bring in their

ideas and opinions to contribute effectively to team building and expanding awareness and technical repertoire”.

According to Luzete Campolina, an organizational psychologist and Dasein associate consultant, reflection and a re-signification of roles will be necessary at all levels, especially considering that both society and the labor market are constantly changing. “In this scenario, the problems take on a more complex facet and require more elements for their solution, which makes the role of leaders even more challenging in directing work teams. Previously outdated models were still tolerated in the organizational environment, which in face of the new context tends to no longer generate results and consequently be discarded”.

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Self-knowledge is the basis for the greatest source of human growth there is.

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## SELECTION PROCESSES AND THE “CULTURAL FIT”

The positive results generated by diversity in companies are undeniable, and most are at least trying to build a more diverse environment. However, due to the country’s historical problems, most of the professionals who apply for leadership positions have a similar profile (most of them belong to the middle or upper middle

class, studied in private schools, etc.). The only way to change this reality and include the most diverse people possible is to rethink the selection processes.

According to Adriana Prates, who is also an AESC Diversity and Inclusion advisor, “some advances are occurring and are often criticized, as was the case of Magazine Luiza when it recruited trainees exclusively for black people. Despite the criticism, there was also a great appreciation for this initiative. Due to the immense social inequality in Brazil, this kind of attitude needs to occur more often and in even more diverse groups, since we know that it is necessary to combat the accumulated effects of discrimination that occurred in the past, throughout our history”.

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”

According to Luzete Campolina, the unconscious biases at the moment of the selection process often prevent this change from being consolidated in the companies. For this reason, each step taken is extremely important for any advancement to occur. One of these steps indicated in 93% of the companies awarded as the Best Companies to Work For in Brazil in 2021 by GPTW is the

presence of a person responsible for fighting discrimination and promoting diversity.

Another way is blind recruiting. According to Adriana Prates, this method analyzes only the competencies of the candidates in the first stages. Without exposing name, gender, age, location, educational institution where the candidate graduated, and the name of companies where he or she has previously worked. “That is a good way to combat unconscious biases”.

For these changes in the selection processes to occur, it is fundamental that top management has the courage and competence to innovate. “Many times, when we are taking on new projects, the client always brings as an indispensable requirement in the profile the ‘cultural fit’. As we work in a consultative way, if the client wants to innovate, to look for people who add value and not just continue perpetuating what already exists, we advise them to renounce to the ‘cultural fit’ and bring to the team people that will bother them in the beginning. But this discomfort, if well conducted, helps the company to get out of inertia as far as the professional profile in force is concerned”.

## WHAT DO LEADERS EXPECT FROM THEIR TEAMS?

In the midst of the recent turbulence, a sort of “survival mode” was triggered among companies, and with this, the leaders were able to observe in their teams who were the potential rising stars. “Many leaders were able to give people who demonstrated the willingness and ability to take on new challenges a chance to rise and shine,” explains Dasein director Daniel Rezende. “Companies have been focusing on hiring professionals who can not only grow

in their roles, but also take on other responsibilities and positions that involve greater complexity”.

“One of the characteristics that leaders value most in their teams today is the ability of the person to act independently, assuming self-management, the ability to assess risks and make decisions with autonomy. This involves other competencies such as technical consistency and power of analysis, as well as proactivity. These are important qualities that leaders possess, but that they also want to see demonstrated by their subordinates, because even under supervision, when they assume a posture characteristic of a professional in a management position, the person starts to be seen as a potential future leader in succession processes”.

Another characteristic that calls attention is sociability, stresses Rezende. “It is a characteristic that reflects in the interaction between people

making team actions effective, besides promoting a great work environment. These are people who, besides delivering results, are able to motivate teams, inspire people, keep up with the changes in the world, and relate well”.

As advice for young professionals, Daniel Rezende recommends that, first of all, they expand their technical knowledge and seek to have a clear vision about the reality of the area in which they work. “Understand deeply the reality of the profession they have chosen and always be aware of what’s new. It is good that they read a lot, observe the market, and study what the competition is doing not only in the local market, but on a global scale. Courses that involve subjects related to ethics, social responsibility and environmental commitment, as well as activities that promote social interaction are recommended for those who want to be a successful future leader”.



**Adriana Prates** is CEO of Dasein and Diversity and Inclusion advisor of AESC.  
Photo: Camila Rocha



**Daniel Rezende** is the director of Dasein.  
Photo: Personal collection



**Luiz Gonzaga Leal** has a doctorate in business administration and is a Dasein associate mentor.  
Photo: Personal collection



**Luzete Campolina** is an organizational psychologist and Dasein associate consultant.  
Photo: Personal collection

## INSIDE REGENERATIVE ECONOMY

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**“WE NEED TO DO MUCH MORE TO  
MAINTAIN OUR PLANET, WE NEED  
TO REINVIGORATE, REVITALIZE,  
GIVE BACK ENERGY”**

*Chat with Gui Arruda, CEO of “VG Resíduos”*





*Photo: Sharon McCutcheon / Unsplash*

Historic storms that devastate entire cities, thermometer readings that exceed records and endless droughts have long denounced the alarming climate crisis we are experiencing. In an attempt to stop so much damage, being sustainable is no longer enough. To reverse the damage, it will be necessary to rebuild - the environment and mentalities.

Yes, doing your part to zero negative impacts (whether you are an individual or a company) is no longer useful. The measures that need to be taken, urgently, must aim at revitalizing what was destroyed. And that's what the regenerative economy is for.

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We need to do much more  
to maintain our planet.  
We need to reinvigorate,  
revitalize the environment,  
give back energy.

”

In this new system, companies concentrate their efforts to create businesses that, besides generating profit, generate positive impacts to the environment and to society.

According to Gui Arruda, CEO of “VG Resíduos”, one of the most promising startups in the environmental area, research from Scientific Reports, conducted in 2020, shows that this ‘point of no return’ has already passed. This was one of the points highlighted during the COP 26 (2021 United Nations Climate Change Conference), which recently gathered the world’s main leaders in Glasgow, Scotland.

“The consensus is that we need to do much more to maintain our planet, we need to rein-

vigorate, revitalize the environment, give back energy. In general, this is the concept of the regenerative economy and one of the main ways we can achieve the Sustainable Development Goals (SDGs) and the 2030 agenda”.

## GENERATING POSITIVE IMPACTS IS A MATTER OF SURVIVAL



While in the sharing era the value was in the “customer experience”, today, in a regenerative economy, the value starts to be measured by the impacts that the business generates on people, the ecosystem and society. According to Arruda, PWC studies show that 77% of consumers intend to stop buying products that are not appropriate for ESG in the next 2 years.

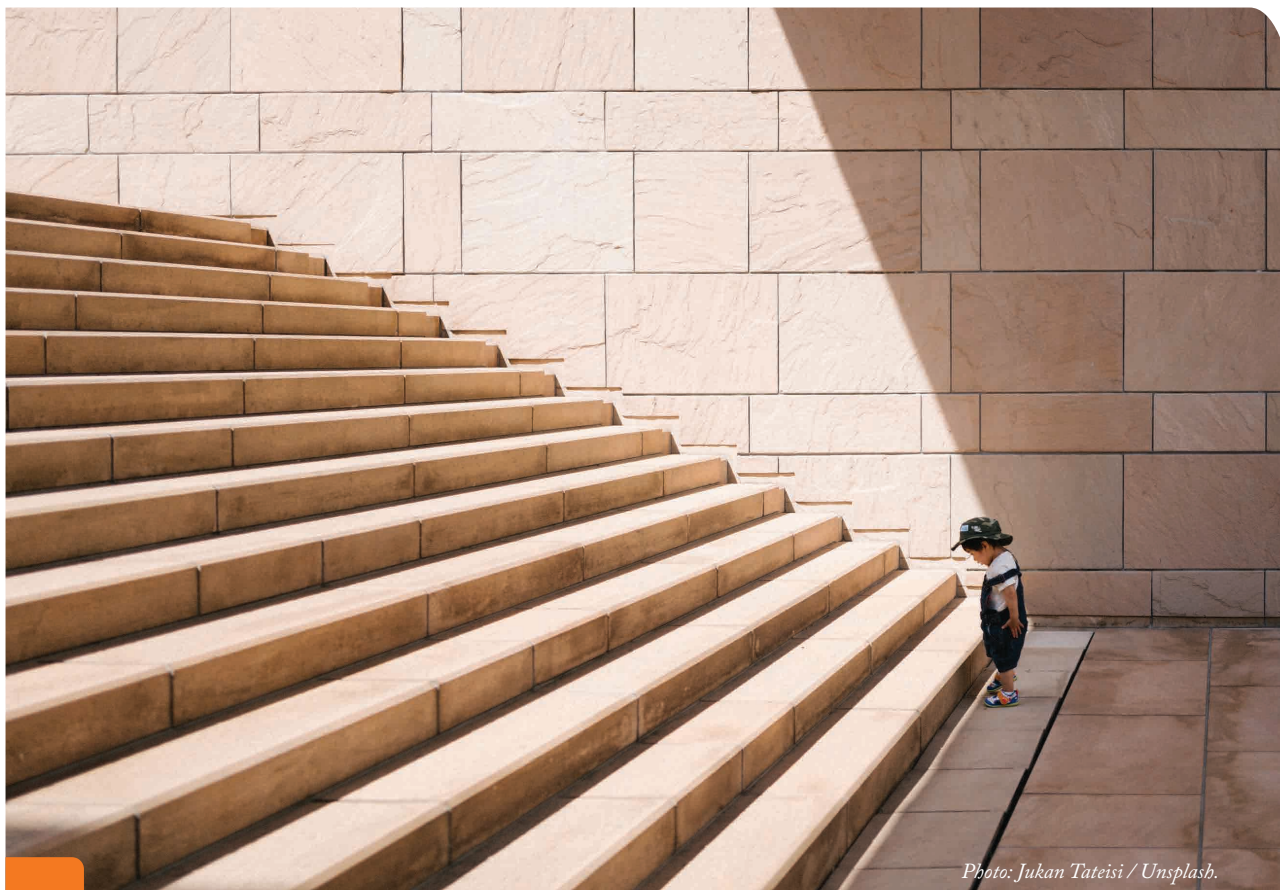
In other words, provoking positive socio-environmental impacts is a matter of survival for companies and governments. “The big challenge is what to do to become regenerative. We understand, at VGR, that our role is to expand beyond our stakeholders to impact the whole society. We have stopped being a waste management tool to become one of the paths to the regenerative journey”.

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Provoking positive  
socio-environmental  
impacts is a matter of  
survival for companies  
and governments.

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*Photo: Jukan Tateisi / Unsplash.*

## THE ROLE OF BUSINESS IN CREATING A REGENERATIVE SOCIETY

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“Companies have a fundamental role in creating a regenerative society. In this ‘new world’, I see organizations as a platform for personal development, aligning personal purpose with company purpose, allowing each person to explore their potential and impact society as a whole. For this to happen, companies need to encourage people to identify their purpose and create conditions for this purpose to be exercised. Create conditions, giving freedom, autonomy, and education that support people in this development,” stresses Gui Arruda.

In practice, and in a more immediate way, the executive cites initiatives around training and selection processes focused on social groups that have had fewer opportunities with the goal of creating a more diverse environment and with people who have different life experiences. “These are actions that can already be seen in some companies and besides social regeneration, they favor creativity and innovation.”

**REGENERATING IS  
ALSO INCLUDING AND  
DEVELOPING THOSE  
WHO HAVE NOT HAD  
OPPORTUNITIES**

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According to Arruda, it is natural to think that different opinions, different experiences and views combined have a higher probability of generating a better result than just one opinion or view. And so this diverse and inclusive environment is something that companies are trying to build. However, in practice this has been a challenge because due to historical and structural problems the biggest offerings on the market are similar professionals with similar views and experiences.

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Instead of trying to find already prepared professionals in the market, regenerative companies propose to train and develop people who haven't had opportunities.

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“And when we study about the topic, one of the pillars of the regenerative economy is personal development,” he unleashes. Instead of trying to find already prepared professionals in the market, regenerative companies propose to train and develop people who haven't had opportunities or are from under-represented groups, or from places outside the RJ-SP axis. And the great benefit is that they manage to create this inclusive and diverse environment so desired, and still become a place where talents want to be, because they offer autonomy and freedom for employees to exercise their purpose”.

## **FREEDOM TO BE YOURSELF, WITHOUT DISTINCTIONS BETWEEN PERSONAL AND PROFESSIONAL LIFE**



Gui Arruda also calls attention to the practices, among regenerative companies, that stimulate autonomy and freedom. “They are divided in three pillars: self-management and integrality, besides the evolutionary purpose that I mentioned above. In the case of self-management, the company is organized as a ‘living system’ where each person works as a ‘sensor’ that captures tensions or improvement opportunities and also as a ‘brain’ creating improvement proposals and having the autonomy to implement them. And this decentralization of power reaches even the most controversial points of the company’s daily routine, such as defining salaries, hiring and firing processes. An innovative model compared to the traditional one, where companies resemble ‘machines’ that have a layer on top that makes the decisions and gives the commands for the ‘gears’ to run.

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While in the sharing era the value was in the customer experience, today the value starts to be measured by the impacts that the business generates.

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In the case of integrality, regenerative organizations provide a space where people can be themselves, without the need to have a distinction between ‘personal personality’ and ‘professional personality’, this makes people feel involved and an essential part of a living organism, generating greater engagement and sense of belonging. “The ‘check in’ and ‘check out’ at the beginning and end of each meeting at VGR is an example of integrality practice. At ‘check in’ each person quickly brings how they are feeling as they enter the meeting,” he says. To illustrate, Arruda cites a situation that

occurred recently with his team. “In a meeting we had about budgeting, one of the employees said he was very worried because his grandmother had just been hospitalized with Covid. The meeting was conducted very differently than it would have been if everyone was in ‘normal condition’. This is a way of considering the human being as a whole in the day to day work and not just a machine that has to ‘forget’ its concerns and personal problems to be in the work environment”.



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**Gui Arruda**

*For over 10 years developing software for industry, today Gui Arruda leads “VG Resíduos”, elected one of the 10 most promising startups in the environmental area by the “100 Open Startups” ranking.*

*Photo: VGR Divulgação*



*Photo: Salba Frijia / Unsplash.*

**GUEST COLUMNIST: CRIS ALVES**



**DIGITAL PRESENCE:**

**ARE YOU  
“LOOKING GOOD”  
IN VIDEO CALLS?**

In the post-pandemic, remote work is no longer a trend but a reality for many professionals. However, I still notice a certain lack of skill from leaders and employees to deal with this new routine, its tools and ways of interaction. Physical distance has the power to make interpersonal relationships in the corporate context a little colder. And instead of working hard to overcome the limitations of the virtual world, many people have taken advantage of the convenience of cameras turned off and text messages to neglect a work variable that is essential for the healthy and efficient dynamics of any team.

By disregarding that the virtual environment is as real as the physical one, some people are missing out on important opportunities to attract new business and/or promotion in their current job. Many times, people get comfortable with the familiar environment of the home and adopt a behavior of not positioning themselves and not communicating properly through the screens. Even leaders are forgetting that it is possible to raise the level of engagement of the team even in a 100% remote work environment. Therefore, this is the time to take care of our digital presence!

### **But, Cris, how do you build a memorable digital presence?**

If you want to be remembered, let's start with the most basic and most important: don't hide behind your screens! Omission, lack of prior care for your appearance, or even worse, leaving the camera off are ways to sabotage your communication. Besides showing lack of interest, it is very unpleasant to interact with someone who seems not to want to be there. Presence means being in the moment, com-

pletely. Nothing replaces an eye to eye interaction!

### **How is your background?**

Here I will refer to the image in the literal sense, that is, the context of what is going to appear on the screen: the setting, the lighting, the sound, among other issues. These are very important factors to consider:

**Distance from the camera:** Cell phone and computer cameras, used by most people during digital interactions, are wide-angle and can cause image distortions (widening the face, distorting extremities such as the nose, and preventing the perception of bone proportions). Thus, in interactions over the cell phone, I suggest at least one meter of distance. From the computer, 50 centimeters is enough.

It is important that the camera is at eye level. If necessary, use a support (a stack of books will do) or a tripod to place it in the ideal position.

**Lighting:** Again, the idea is to be seen clearly! If you have a natural light source (work near a window, for example), perfect! Otherwise, invest in an artificial light source. Ideally, you should have two light sources coming towards you (one on either side of your face). This will avoid shadows on the face and the consequent emphasis on facial ridges. When this happens, the effect is a tired and aged look.

**Ambiance:** Avoid visual pollution. The environment must not draw the attention of the interlocutors more than you do. You can insert pictures and photos on the wall, but avoid those with human figures. Good options are geometric figures or abstract images. If the



background is colored, avoid walls with colors that may tire the people on the other side of the screen. Plants and ornaments are welcome, as long as they are not competing with you. Bookshelves are preferred by most people and can create a very interesting composition. Just be careful to avoid that the books are so close to the screen that they make people curious to read the title of the covers. And remember: these choices of your setting will also communicate about you: your tastes, your preferences, and your life repertoire.

### What about the aspect of sound?

The traffic outside, 'the neighbors' construction, the noise of the children, the ringing Interphone... None of this can be controlled when you are in the home office. The ideal is that, while someone else is talking, you leave your microphone muted. This way, the background noise does not interfere with the other person's speech, besides showing respect to the other person. When you need to make an intervention, activate the "hand up" button or let the meeting participants know through the chat box.

I do a lot of live streams and record a lot of videos to interact with my audience on social media. Recently, I discovered the Krispi app, which helps eliminate background noise for people listening to us. It has been very helpful and I recommend it!

### Personal image is just as important as the technical aspects!

Since we are talking about the camera on and being seen, we cannot leave out the care for our

personal image! We have to pay special attention to the part we show on camera, from the waist up. Our "3x4 portrait" has never been so in evidence as it is now! Having good personal hygiene, clean hair, choice of clothes, all this also shows concern and interest in being there. It shows that you have prepared yourself for that moment.

Do you still have questions on the subject? On my Instagram (@persoona.crisalves) there are a series of lessons on this subject, which also includes verbal communication.

And now, do you feel more confident about making your video calls "look good"? Start testing these tools, and if you want to exchange ideas with me, I'd love to!

Warm regards,

Cris Alves.



*Cris Alves specializes in facial analysis and personal image. Creator of the method Facetelling®, is an avid reader of the story that people's faces tell, and also teaches you how to do it at Persona® School.*

*Photo: Personal collection*

## SLOW DOWN

ARE YOU A BEE, A MOSQUITO  
OR A FLY IN THE COMPANY?*\*By Fabrício Carpinejar*

You can be a bee, a fly, or a mosquito in the company.

Bee is a synonym of agility, it does not accumulate problems, it solves them within the possible. And it sews possibilities attentive to the gifts of each one around it. It unifies the team, balancing failures and successes. It cooperates even with those who are having difficulties, after all, the honey belongs to the hive. It exercises leadership by listening to all sides of the same issue. It does not rush to defend its own interests. Even when life does not help, it develops hope. It does not complain for nothing, it shares its dilemmas seeking a solution. It exposes its doubts as a starting point for collective creativity. It thinks aloud and summarizes his actions. They do not worry (fly backwards), but rather have responsibility (fly forward). It surpasses its goals through innate curiosity, always inspired to pursue new gardens and explore other landscapes.

It doesn't martyr itself for something that didn't happen. It doesn't get caught in the web of guilt. It achieves the cohesion of the environment by its joy. Joy is, at the same time, humility and leadership.

In the manifest charisma of the bee, happiness is easy and genuine. It is not only someone good at work, but good at working together.

The bee seeks pollen, prepares at length the honey of its effort, articulates its wings in the name of a common purpose.

The fly, on the other hand, does not want to draw attention to itself. It is absolutely bureaucratic, functional, and does nothing more than what is asked of it, a mere doer of tasks. It uses gossip to avoid being charged and to democratize its mistakes with others. It pretends to be distracted in order to avoid working. It waits for the customer to call when he has already been in the store for more than ten minutes. It doesn't take initiative, it doesn't offer to collaborate and orient. It doesn't really like what it does, it seems as if it's completing a favor. Conscious of its own antipathy, it's already waiting for failure, the confirmation of his fears. It's always right, always replicating unpleasant expectations. It wants to prove that its colleague sucks, even if it has to deprive itself of its own happiness along with it. It flies over dead leftovers and keeps picking up implications that have been overcome in the making of demands. It employs competition to embarrass. It does not evaluate its joy by what it can offer, but by what it can receive. It does not go forward in adversity, it stops in mid-air, it fixates on the past. Dissimulated, it pretends that everything is fine when it's

bad, it pretends that everything is bad when it's fine, it doesn't face the truth, it doesn't do what it said it would and ends up doing many things in parallel, it exempts itself by saying that it's not the best time to talk (it's never the best time), it doesn't put his work as a priority, it has an isolated and isolationist posture. The fly doesn't leave its place, it flies to the sides.

The mosquito, on the other hand, deceives by its false enthusiasm. He forces kindness to the point of it becoming exaggerated. The customer has not even entered the store and he intimidates with euphoric offers. He is someone who shouts, staying on top, not letting the other person choose and decide, in a complete ringing in the ears. He demonstrates to be the best friend before any intimacy. He doesn't realize that intimacy means gaining trust little by little, as a bee does by receiving the customer firmly and understanding, first of all, what his priorities are.

The mosquito fawns over the customer, arousing suspicion and counterpointing any comment by bringing it down. Its fake laughter and the trivialization of flattery cannot be trusted. For it is authenticity that breeds sincerity.

The mosquito in the company is a disruptor, it inflames the competition with self-praise, it's always congratulating itself and doesn't abandon its megalomania at any moment. It extols its sales, highlights its achievements, insinuating favoritism. It sucks the energy of others and flies into attack.

The fly and the mosquito are selfish, the bee is sympathetic. The fly and the mosquito are against, the bee is for. The fly and the mosquito are conformists, the bee is curious. The fly and the mosquito take people down, the bee hastens rebirths. The fly and the mosquito turn over the garbage of contradictions, the bee reorders a chaotic environment and separates the useful from the futile. The fly and the mosquito disturb, the bee encourages. The fly and the mosquito defend no one, the bee has the sting to protect those it loves. The fly and the mosquito leave their post in adversity, the bee helps out.

The fly and the mosquito fly. But only the bee soars high in success.



*Fabrício Carpinejar is a writer, commentator, lecturer, and one of the most influential personalities on the internet. The author of 48 books, he has received more than 20 awards for his works.*

*Photo: Carolina Pires*

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