



WHAT CAN ART TEACH FOR YOUR PROFESSIONAL LIFE?

Dasein launches new website
inspired by valuable artistic techniques.

Páginas 2, 3 e 4.

REPORT

How the impact of shifting demographics on the labor supply can affect economic growth? In a recent research report from The Conference Board, authors Marion Devine and Ilaria Maselli explore how policy makers and employers can adapt. **p. 8, 9 e 10.**

GET INSPIRED

In a new interview, AESC president Karen Greenbaum, one of the most respected executives in the world, shares experiences, skills, preferences and inspirational thoughts. **p. 6 e 7.**

POINT OF VIEW

What can a coach of running teach you? New article signed by Lee Ellis, president of Leadership Freedom, addresses valuable learning related to sports. **p. 11.**

OUTLOOK

HOW CAN ART INFLUENCE YOUR PERCEPTION OF ANOTHER?



***Adriana Prates**

What does art teach us for our professional life? On first sight this question might sound unusual, particularly in a world that is so often guided by Cartesian logic, as the market is. But one must understand that we are, above all, dealing with human complexities, which involve much deeper aspects such as society, economy, and global cultures... I therefore believe in the power of art and its unique ability to open people's eyes to broader issues, whether they be of a personal or professional nature.

These reflections came to me after participating in the visual project and content creation of our new site, launched in commemoration of Dasein's 22nd anniversary in August. And what does art have to do with this? I'll explain later.

Although I have a keen interest in online content (and understand its vital role), I'm by no means adept in the area and it was perhaps because of this that I wanted to understand better how companies present themselves in the digital world. It involved hours and hours of research. I came across some very interesting things, both from an aesthetic and informative point of view, but the majority didn't generate much surprise; perhaps because sites tend to follow the same trends or models. But why not be daring?

I concluded that this would be a good opportunity to step away from the traditional digital model and explore all the creativity and intrinsic sensitivity in Dasein's work. And that's where art comes in. After all, we know that in order to reach higher levels of performance and satisfaction, we need increasingly bigger doses of inspiration. We are specialists at stimulating the flourishing of our client's inspiration and in such make them able to take decisions that ensure they shall remain whole, integrated, safe and true.

I believe that contact with the most diverse art forms does not end with the experience of contemplation. It is something that broadens our perception of the other and the world, and we can therefore draw inspiration from their techniques and artistic practices to deliver surprising results.

DASEIN EXECUTIVE SEARCH

Av. Raja Gabáglia, 3117 – Conjunto 116 – São Bento
Cep:30350-540 – Belo Horizonte | MG

Phone +55 31 3291-5100

www.dasein.com.br
dasein@dasein.com.br

EXECUTIVE BOARD

Adriana Prates – President
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Paulo Ângelo C. Souza – Chairman of the Board

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Dasein's institucional newspaper

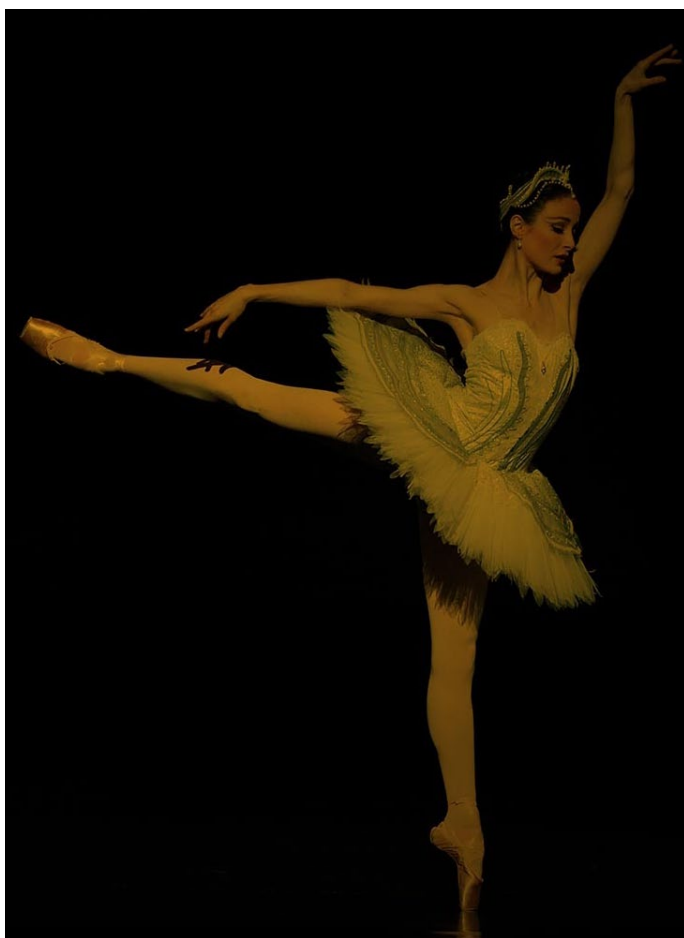
PUBLISHERS

Aline Ferreira and Pollyanna Alcântara

We are ahead of our time and know that “work done like art” is something that is pleasurable and creates a sense of fulfilment. I’m not talking about an explicit relationship. It is a way of thinking and acting that elevates aspects like reason, sensitivity, wisdom, optimisation, and result to the forefront. There is nothing more destructive than being limited to oneself. We know that the more contact a person has with artistic genres, the more insights and new answers they will be capable of producing. We try and reinforce this concept on our site via the relationship of Dasein’s main values with works and emblematic genres of art. You’ll notice, above all, the following connections on our site:

EXCELLENCE

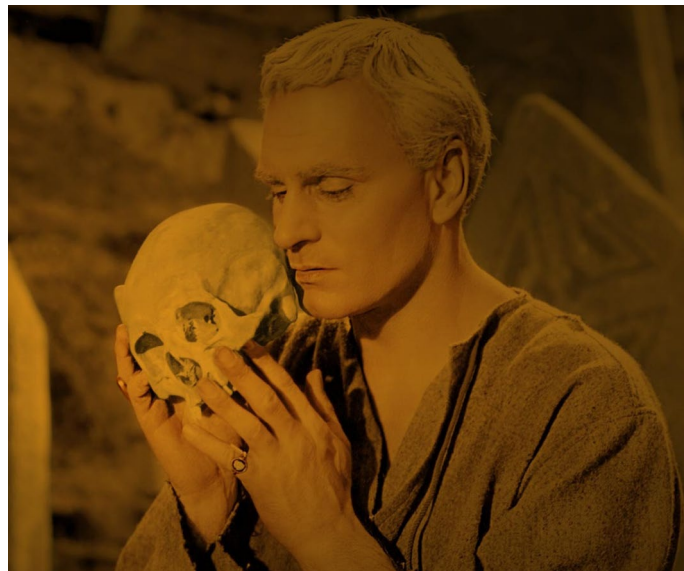
Superior results are achieved when there is a constant search for improvement and evolution. This is the mission that defines our client relationships.



Ballet perfectly demonstrates the relationship between strength and lightness, hard work and dedication which captivate.

INTEGRITY

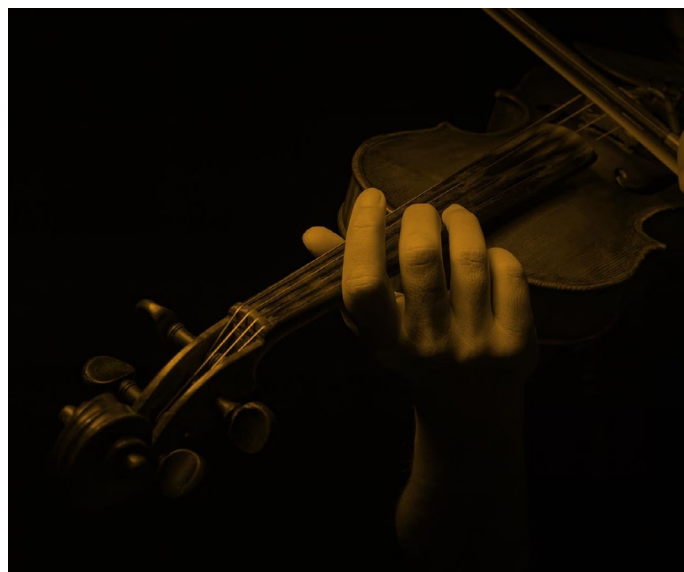
Ethics and loyalty are the cornerstone of our work and an integral part of our corporate culture and identity. A solid foundation for relationships made to last.



Shakespeare’s Hamlet is understood by many psychologists and intellectuals as a work that is emblematic of self-knowledge and the search for integrity.

SENSITIVITY

Empathy, respect and perception enable us to understand human and business needs to deliver solutions that meet the expectations of all those involved.



Classical music requires greater attention, sensitivity and patience to perceive the richness of the set of instruments.

AUTHENTICITY

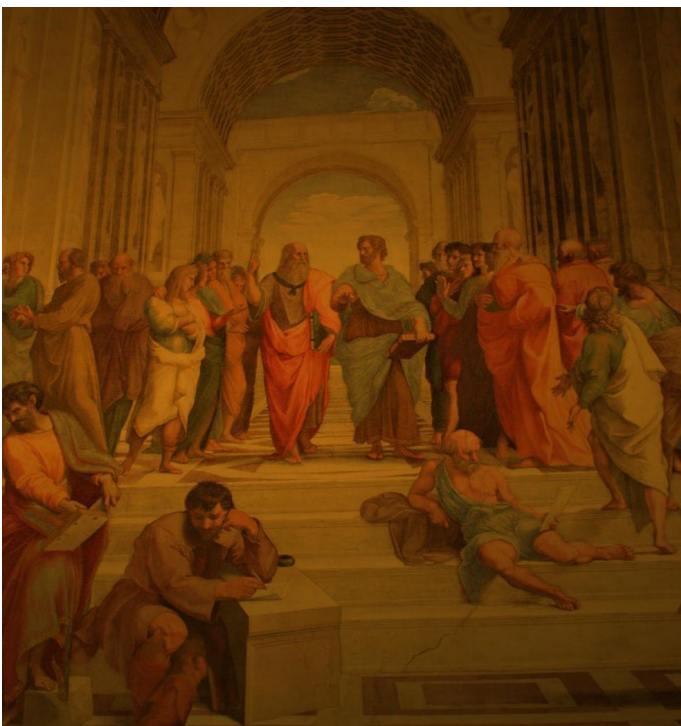
Courage and wisdom are necessary to avoid the trivial. It is with this in mind that we create bold solutions for companies that need to be ahead of their time.



Marcel Duchamp revolutionised the way of interacting with art and created a new window of interpretation and perception between the public and work of art.

KNOWLEDGE

Question models, research diligently, reinvent yourself daily. We believe that innovation and transformation emerge from the constant search for learning.



Raphael's fresco The School of Athens makes an interesting connection with western knowledge. The piece features personalities that are fundamental to science, such as Plato and Aristotle.

We understand that our way of working is a type of art in itself. Herein we employ our talent, passion, enchantment and gifts, and we only see these ways of working in the various art forms. Doing something with passion is an artistic construction and we know that we are able to deal with our clients' most essential questions in this way. It is a means of making them see things from a different perspective, with a broader view. This enables them, together with rationale, to use other attributes that they already possess, even though they are not aware of how much these can contribute and how much more fulfilled they will feel in what they do or choose to do.

We know that art demonstrates a form of presence, wholeness, and apparently illogical completeness. One doesn't need to write poems, compose music or paint paintings to enjoy the benefits of art. I sometimes see businessmen saying "a few days ago a consultant came to me see, but I didn't like what they were saying, it sounded like a sham, poetry". I understood that this shows the limited concept that many have of the benefits that art can contribute to professionals and executives that seek success.

Whether it be reading, enjoying, appreciating, composing, meditating (or in the poetic interruptions we do weekly), we provide our clients with a unique opportunity to change direction, to think outside of the box. When a person comes into contact with art, they have no control over how the work will affect them, given it is not information, but a sensation. It is a type of adventure that one does, even if quickly, when one returns to their everyday life. There will be a change in perception and it is very common for the professional to subsequently identify new ways and solutions, which, in the majority of cases, are more complete, resistant, safe and mature.

There are many factors that help us to go further and art is certainly one of them. It helps us to understand sensitivity, the context and importance of unconditional presence in relation to clients, people and challenges. We understand that our client's world is also our world. That their life is also our life. We become and remain whole. It is by way of this intense and complete dedication that we are able to keenly perceive the key points of a problem and propose immediate solutions.

I firmly believe that art has helped us to become a world reference for quality, originality, and the ability to achieve. We work with people and know that our role in society is indispensable. Not only as Dasein, but also as somebody who looks after people in a humane, sensitive and professional manner.

SPOTLIGHT



OBAMA BY KEHINDE WILEY

For the first time in the history of the United States, a black artist is going to eternalise the image of one of its ex-presidents (also the first African American) in the National Portrait Gallery, Washington D.C. Chosen by Barack Obama, Kehinde Wiley is highly praised for his beautiful Rococo-style paintings, which contemplate society's past and present. It is a challenge to stereotypes, which offers an important reflection: the absence of black people in works of art. To learn more about the artist, you can find him on Instagram @KehindeWiley.



THE MOST RELAXING SONG

Do certain songs have the ability to calm you down? A group of researchers guarantees that Weightless by the English band Marconi Union can soothe even the most restless people. After going through a wide-ranging study carried out by Radox Spar in conjunction with the neuro-marketing company Mindlab International, the song was considered to be the most relaxing in the world as it managed to reduce stress levels and anxiety in the biggest number of study participants. It is a song that literally takes you to another dimension.



GETTING TO THE BOTTOM OF ART

It is now easy to understand the context in which works of art that are considered fundamental to western culture were created. In partnership with over 30 museums and galleries around the world, the application Smartify provides access to a rich analysis of paintings, sculptures, engravings, and installations, amongst others. In addition, the user can save works of art in a type of personal collection stored on their smartphone. The app is free and available on Android and iOS.



REFLECTIONS ON SELFIES AND SELF-KNOWLEDGE

Considered one of the precursors of the selfie, the North American visual artist Cindy Sherman has used her own body for over 40 years to offer reflections on the social archetypes, characters and beauty standards of each era. Well-humoured and sharp criticism lie at the heart of the images, which have been displayed in the main modern art museums around the world. The artist recently published a large number of photos to her Instagram account @_cindysherman.

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GET INSPIRED

“HARD WORK AND COMMITMENT WITH RESULTS: SUCCESS BREEDS SUCCESS”



Ability to develop the best talents, refine businesses and create highly motivated teams, these are just some of Karen Greenbaum's characteristics, the name in front of the entity that reunites the most renowned executive selection companies in the world, the AESC (Association of Executive Search and Leadership Consultants),

A great example of persistence and dedication – she began working in executive search alone, at her home office – Karen has carried out important work on diversified leadership, particularly the advancement of women in the world of business. In an exclusive interview for Dnews, she shares her experiences and skills, highlighting behaviors to accelerate gender equality, and reveals the names of some the people she admires. Get inspired!

CEOs from companies like Coca Cola, Cargill, SAP, Bank of America and consultancy firms like McKinsey and Spencer Stuart have signed an agreement with the Paradigm for Parity organisation to ensure that 50% of their leadership positions will be filled by women by 2030. I know you are also a founding member, representing the Association of Executive Search and Leadership Consultants. In S&P 500 companies, women currently occupy 14% of senior positions. In your opinion, what can the companies do to accelerate gender parity, particularly in executive positions?

As the President and CEO of the Association of Executive Search and Leadership Consultants, I am proud of our global commitment to diversity. Our members value diverse leadership and identify the most qualified talent by searching and assessing without bias. As a profession, we know that diversity enhances business results and drives innovation.

As the CEO of AESC, I represent our profession through membership of the 30% Club and as a founding member of Paradigm for Parity. Through Paradigm for Parity, we have identified a 5 point road map that is designed to accelerate gender parity. Top Executive Search and Leadership Consulting firms can partner with clients to make a real difference through the work we do both in finding and attracting the right talent and in other advisory services that include succession planning and internal talent assessment.

In practice, what attitudes should be taken by companies?

1-Minimize or Eliminate Unconscious Bias. Initiate unconscious bias training. Engage women and men at all levels, starting with the CEO and senior leadership. Ensure that your company leaders comprehend, own and address the conscious and unconscious biases that prevent women from succeeding.

2-Significantly Increase the Number of Women in Senior Operating Roles. Make full gender parity (50/50) your

ultimate goal. As a near term goal, target that a single gender will not account for more than 70% of a leadership level, from the Executive Management Group downward. Move to 60% as a medium term goal.

3-Measure Targets at Every Level and Communicate Progress and Results Regularly. Set measurable goals and hold yourself and your senior team accountable. Communicate results to your wider organization and board. Expect meaningful progress each year, with the aim of parity by 2030. Work with investors as they increase the pressure to measure and monitor diversity progress. Share statistics with other CEOs and consider publishing results over time.

4-Base Career Progress on Business Results and Performance, Not on Presence. Give women and men control over where and how they work, whenever workable. Acknowledge the needs and expectations of Millennials, an important talent pool. Find ways to work more flexibly to meet the needs of all employees. Create cultural change so that working flexibly is embraced, and not an underused and over talked about benefit.

5-Identify Women of Potential and Give Them Sponsors, as well as Mentors. Meritocracy is an often used, and more importantly misused, belief because our biases affect our view of performance and merit. Women of all backgrounds need career sponsors and access to networks of influence. Men, who are still the majority of leadership, have a critical role to play in advocating for women, both internally and in the wider corporate world. Look for the best within your organization and help them to succeed by assigning each woman a mentor and a sponsor.

“Live so that when your children think of fairness, caring, and integrity, they think of you.”

You are both an experienced leader and a female executive. Could you highlight some skills and behaviours that have been essential to your professional trajectory?

Flexibility, adaptability and agility: willingness to try new things, open to new roles and opportunities throughout my career, ability to make quick decisions but adapt and adjust as needed.

Positive attitude: attitude is one of the important traits/behaviors that each of us can control. A positive attitude

helps throughout your career. Early on, it helps you to get identified and selected for new opportunities and high profile assignments. As you develop as a leader, a positive attitude inspires the team and encourages everyone to perform their very best.

Teamwork and collaboration: No matter how good you are, there is very little you can accomplish on your own. I thrive on teamwork and collaboration and get my energy from working in partners-hip with bright and talented people with diverse points of view. I believe the best ideas are often developed through a collaborative team-oriented approach and an environment where each person feels they can contribute, challenge and enhance common thinking.

Hard work and commitment to results: Success breeds success. I personally take great satisfaction in a job well done – by myself and by others. A great strategy is nothing without strong execution and a focus on results.

You are highly-respected by professionals from around the world, but who currently inspires you and why?

First, let me say that I take my inspiration from those who are the greatest successes, the unsung heroes, and even those who inspire by providing an example of what I choose not to do. At work, I have always strived to learn from everyone at every level. I have learned as much from my best bosses as I have from my worst. But here are two great examples of two inspirational leaders from the past:

Nelson Mandela – he was a true inspiration, giving of himself selflessly, focused on justice and equality despite incredible adversity. Not giving up. Caring about not just South Africa but the world and our planet. He was a truly inspirational leader whose imprint lives on beyond his death.

Amelia Earhart – I was impressed that she was not afraid to try to do things that, as a woman, had not been done before. She said “Please know that I am aware of the hazards. I want to do it because I want to do it. Women must try to do things as men have tried. When they fail, their failure must be a challenge to others.”

Please state a phrase or teaching that you constantly recall.

Live so that when your children think of fairness, caring, and integrity, they think of you.

REPORT



THE OTHER SIDE OF NEXT GEN: IMPLICATIONS AND OPPORTUNITIES IN THE CONTEXT OF AN AGING WORKFORCE

In a recent research report from The Conference Board, “Turning Silver into Gold: Tapping into the Mature Workforce to Close Europe’s Widening Talent Gaps”, authors Marion Devine and Ilaria Maselli examine the impact of shifting demographics on the labor supply in Europe, and explore how policy makers and employers can adapt. While the report is focused on the European labor market, the findings have implications for other economies.

ECONOMIC GROWTH, IN SIMPLE TERMS

Ilaria Maselli has been studying labor markets for a decade. “The simple understanding about economic growth is that you can grow by adding more people, more hours, or more capital,” she explains. “This is what countries do in the early stages of development.” At the later stages of development when an economy “can no longer add many more hours, much more capital, or more people into the labor market,” Maselli says, “then you need to grow by productivity: you need to grow by adding ideas, by making your processes more efficient.” And this, she says, is very difficult. “This is the challenge, in general, of all advanced economies: economic growth in the future has to come from productivity.

SLOWING POPULATION GROWTH AND AN AGING WORKFORCE

Low fertility is now a global phenomenon. Demographers say the fertility rate needs to reach 2.1 children per

woman just to replace people dying and keep populations constant. According to 2015 data from the UN, nearly half the world lives in countries with below-replacement level fertility rates. This means that population ageing will continue at a fast pace.

“Population aging is a global challenge,” Maselli says. “All the mature economies have an aging problem, and some emerging markets have an aging problem, too. There are some countries where this is particularly advanced. Germany and Japan, for example. At some point, all countries will get there.”

McKinsey Global Institute’s January, 2015 report *Global growth: Can productivity save the day in an aging world?* is focused on the G19 and Nigeria, and shows “employment prospects vary significantly. The number of employees has already peaked and started to decline in Germany, Italy, Japan, and Russia; their labor pools could shrink by up to one-third by 2064. In most other countries, employment is likely to peak within 50 years. In China and South Korea, the peak is expected as early as 2024.” In Europe, “the population of those of working age (15-64) reached its peak in 2015 at 333 million people. Every year this number is projected to shrink by almost a million,” according to The Conference Board report.

THE IMPACT OF A SHRINKING, AGING WORKFORCE

During the twentieth century, Maselli explains, “labor productivity increased due to innovation. After that, it

became quite flat, despite all the innovations of the last decade. Despite all the expectations we have of the digital transformation, we only start to observe now timid signs of a possible reverse.” Which makes even more important the effort to increase labor participation, the percentage of the population that is active in the labor market—either employed or willing to work.

“If we don’t have enough people, and if people don’t become more productive, our economy will just shrink,” Maselli says, with urgency. Many economists attribute up to a third of economic growth to more people joining the workforce each year than leaving it.

According to the World Bank, the world labor participation rate has declined from 66.5% in 1990 to 62.8% in 2016. This drop in labor force participation rates concerns economists because it depresses economic growth, increases the burden on social support programs, and reduces the tax base. Working age populations in advanced economies, particularly in Europe, are in decline, but the size of the working age population may be less important in the medium-term than that labor pool’s participation rate.

According to the TCB report, “on average, 72.5 people in the EU are working for every 100 in the working-age population, a percentage that varies widely by country and by demographic subgroup. On average, just over half of those 55-64 years old are working.” In Europe and perhaps other regions, the combined labor shortage and relative size of the 55+ older worker population may present an opportunity.

RETAINING AND RECLAIMING MATURE WORKERS

According to The Conference Board Turning Silver Into Gold report, “It appears there is much scope for improvement in the retention and deployment of 55+ workers. The sobering reality is that despite the importance of this growing cohort, many mature workers are still being lost to the European workforce or not employed at their full potential due to skills gaps or age discrimination.”

Maselli observes that though mature workers have a significant role in raising productivity, much of the research and media focus has been on the younger generations. “What I oGen found funny is that the human capital practice tends to focus on Millennials. But if you look at statistics you can see that the group of 55+ is a much bigger part of the labor market in nearly all European countries. So that’s what we should be talking about. That’s what we should make strategies around.”

Barriers to building strategies around the mature workforce include the perception that mature workers’ skills are obsolete, they need to move aside for the next generation, or they are past being meaningfully productive.

According to the World Health Organization, “There is no physiologic reason that many older people cannot participate in the formal workforce, but the expectation that people will cease working when they reach a certain age has gained credence over the past century. Rising incomes, along with public and private pension systems, have allowed people to retire based on their age rather than any health-related problem.”

European governments have been working to postpone older workers’ retirement with a measure of success, but getting mature workers to remain in or return to the workforce also requires the commitment of employers. According to The Conference Board’s research, “employers appear to be slow to change their practices, and too many talented mature workers are exiting the workplace prematurely. Even when they stay, their competences are oGen not fully leveraged.”

“It’s really a missed opportunity, because people want to remain engaged,” Maselli says.

Maselli observes that the needs and wants of millennials and mature workers aren’t that different. “What my colleague noticed while she was working on a report on millennials, is that if you look closer and if you abstract from the hype, what you discover is people from different generations really don’t want different things.” Those things include flexibility, training and professional development, and a feeling of purpose.

MATURE WORKERS AND PRODUCTIVITY

Aging experts identify the macroeconomic impact of an aging population in both a higher old-age dependency ratio—a decreasing workforce has less capacity to cover the needs of those who have already retired—and a higher concentration of older workers, which may translate into lower productivity.

Workers with jobs that require physical exertion seem likely to become less productive as they age, but some roles are age-neutral, and mature workers with occupations that require more education and experience may actually become more productive with age. Research from the Munich Center for Economics and Aging, “Productivity and age: Evidence from work teams

at the assembly line,” bears this out.

The 2007 study allowed researchers to estimate “rather precise age-productivity profiles at the individual level and at the level of a work team. These profiles do not show a decline in the relevant age range between 25 and 65 years of age. On the individual workers’ level, our average productivity measure actually increases monotonically up to age 65.”

The researchers also conclude that even in a role that requires physical strength, “its decline with age is compensated by characteristics that appear to increase with age and are hard to measure directly, such as experience and the ability to operate well in a team when tense situations occur, typically when things go wrong and there is little time to fix them.”

In many cases, mature workers possess valuable institutional knowledge that companies would not want to lose. In addition, mature workers in advanced economies are much more likely to be educated, better suited for higher-skilled work. They may be ideally suited to help fill the talent shortage in Europe and elsewhere.

IS TECHNOLOGY THE ANSWER?

For certain geographies, the answer to talent shortage is technology. “Japan is more interesting because there is almost no migration into Japan. They don’t want to solve the aging problem by importing workers from other countries,” Maselli says. “So this means for them it’s even more difficult to keep the labor force constant. I think they are the ones who are pushing robotics as much as possible, but I don’t see, even in Japan, the evidence that this will solve the problem.”

OGen when Maselli and her colleagues give talks about retaining and leveraging the mature workforce, someone brings up technology. “Whenever we go out to talk about this, always somebody raises their hand and says “yes, but do we really have to do this, because our understanding is that robots will replace all of us at some time.” There are technological barriers that we are not going to be able to overcome in the near-future, and the problem with labor supply—we have to do something now.” She adds “this ‘future’ might come quite late.”

THE SOLUTION?

Maselli recognizes the strides made in Europe to keep mature workers in the active labor market. “I think

Europe is leading, because here in Europe we pushed the retirement age, and we really convinced people to stay in the labor market.” She says, however, “the driver for pushing retirement age is mostly public policy. The other part of the story should be that companies keep people productive in the late stage of their career.”

The solution, according to the report, may be strategic workforce planning that includes tailored work arrangements, healthy, age- friendly work environments, and engaging workplaces.

“When we started talking to people in this age bracket,” Maselli says, “we realized they were just parked, doing something useful but not to the maximum of their potential. They were without opportunities to train someone in their skills, to give advice, to take some training. They were just put in a corner waiting for their retirement,” she says. “But their wish was to remain productive.”

The business case for retaining and recruiting mature workers and investing in their productivity will ultimately become a source of competitive advantage.

THE WORLD-VIEW

Researchers continue to examine global demographic and labor market trends and how markets can sustain the global economy. According to McKinsey, among the activities that would contribute to fueling long-term growth is to “put in place regulation and social support to boost labor-market participation among women, young people, and older people; and improve education and matching skills to jobs, and make labor markets more flexible.”

Maselli’s latest research focuses on Europe, but she has a global perspective. “A lot of the world’s GDP is produced by and bought by people in advanced economies, and all advanced economies are actually seeing this issue of aging. So the share of economies that is involved is big enough to have major consequences on the world economy.”

“Our research suggests that companies urgently need to consider how best to manage an aging workforce—because the challenge is here and now and not sometime down the road.”

From The Conference Board Turning Silver Into Gold

Source: This research was originally published by Talent Executive Magazine of Aesc - Issue 11

POINT OF VIEW



LEARNING A NEW RUNNING STRATEGY

Lee Ellis*

As we headed out, I noticed that he soon stopped and started walking. I kept jogging along and would move ahead and then he would catch up and drop back. This went on for a few cycles and after a short distance he easily pulled up beside me and began a conversation. He explained the basics of his strategy of run-walk-run. I have always been an off-and-on runner but never really dedicated, so I hadn't heard of this strategy.

Having learned of his fame as a coach shortly before this event, I thought I should listen and learn from him. He told me how he had won a marathon in the U.S. Rocky Mountains by using run-walk-run. I noticed we were gaining on a group ahead of us that ran continuously, so I listened even more closely to Jeff's advice. He explained that most people, and especially older folks, would run faster and have far fewer injuries using this run-walk-run strategy.

The First Lesson Learned

At the three-mile point I realized that our run intervals were getting faster and faster and that I was holding Jeff back, so I encouraged him to leave me in his dust. The end of the story was that I was able to beat my goal for minutes per mile for the run. I ran better than I expected by walking one third of the time during the run. What a shocker!! So I learned something about running that has helped me resume this healthy practice with more energy and passion than ever before. This insight was there all the time, but I would've rejected it immediately had I not been taught by an experienced coach.

The Second Lesson Learned

And that's the second lesson. More often than I care to admit, I realize that I have to let go of an old mindset that really does not work so well in order to adopt a new one that works better. As a coach, I have been able to help many leaders adapt to a new mindset that greatly improved their influence on others. The powerful leadership idea of connecting with the heart is so obvious, yet not natural or practiced by most results-oriented leaders.

What Does Connecting With the Heart Look Like?

Typical heart-connecting actions include listening, supporting, encouraging, believing in, and almost any action to connect to

the deepest needs of another person in a positive, respectful, and honoring way.
Why does it work?

Every human being has deep desires to be valued, heard, seen, respected, trusted, feel important, feel as though they are contributing to something important, and believe they're doing something that has purpose and meaning. We want to know that we count for something. These heart level connections mentioned above communicate this type of value and lift the spirits. The idea is succinctly captured in this quote -

"The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to help people to think more highly of themselves." - J. Carla Northcutt

What is the Impact?

- Heart connections energize people with positive emotions that give hope and confidence.
- They empower people to perform better and work harder.
- In short, they enable us to produce more and better results.

So there you have it, and you can take it to the bank. If you will take this heart-connecting coaching principle and try it for 30 days, you'll see immediate improvement in your leadership and others' success.

Take it from your coach: The old mindset of only encouraging results, without taking time to encourage the heart is a losing proposition in the long run. As I learned from Coach Jeff, my mindset of running non-stop was not the most effective. I hope you will trust me and begin connecting at a heart level for a healthier run in your leadership assignments.

**As president of Leadership Freedom® LLC, a leadership and team development consulting and coaching company, Lee Ellis consults with Fortune 500 senior executives in the areas of hiring, teambuilding, human performance, and succession planning. His media appearances include interviews on networks such as CNN, CBS This Morning, C-SPAN, ABC World News, and Fox News Channel. A retired Air Force Colonel, his latest award-winning book about his Vietnam POW experience is entitled Engage with Honor™: Building a Culture of Courageous Accountability. Learn more at www.leadingwithhonor.com.*

DASEIN EXECUTIVE SEARCH

comunicacao@dasein.com.br

Tel: +55 (31) 3291 5100

www.dasein.com.br