

# Endangered Talents?

*An obstacle to company evolution, the scarcity of above-average professionals is a reality that can be changed. We show you how.*



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

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Our team shares cultural tips that are synonymous with enjoyment, well-being, and personal growth both inside and outside the office.

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# TEAM FINDINGS



*Scene from the film "The Boy Who Harnessed the Wind"*

## TRANSFORMATIVE EDUCATION

*Tip from Mariele Zapula, Coordinator of Management & Business at Dasein EMA Partners Brazil*

Emotional, captivating, one of those films that fills the heart with hope. "The Boy Who Harnessed the Wind" portrays the story of William Kamkwamba, a young man from Malawi who didn't give up in the face of difficulties: unable to attend school, he secretly visited the library.

According to Mariele Zapula, Coordinator of Management & Business at Dasein EMA Partners Brazil, the film is also a demonstration of how education can be transformative. "After reading science books, he managed to build a windmill for his village, providing everyone with a wind-powered water pump." With determination, curiosity, creativity, innovation, and resilience, Kamkwamba changed the reality of an entire community. "His inspiring story shows us that we should believe in the dreams of the younger generation and how persistence and determination are crucial to achieving goals. It's moving to see such a suffering reality changed by the determination of a young boy. This is a story that should be widely shared to inspire new youth."

**What:** film "The Boy Who Harnessed the Wind." | **Where to watch:** Netflix



## NEW ENCOUNTERS TO MOVE FORWARD

*Tip from Brenda Martins, Researcher at Dasein EMA Partners Brazil*

How to deal with grief after a significant loss? The movie “The Starling” addresses this and other questions by telling the story of Lily and her connection with a wounded starling and a former psychiatrist now working as a veterinarian, Dr. Larry Fine. Brenda Martins, researcher at Dasein EMA Partners Brazil and the tip’s author, states that through these events, the character is led to reflect on the fragility of life and how small things can hold great meaning.

“It’s a great film to understand the importance of facing difficulties, even when everything seems lost, showcasing human resilience in moments of pain and suffering. It also touches on themes like forgiveness and love, showing how these feelings can aid during tough times. Moreover, the film highlights the idea that it’s always possible to find comfort and connection with others, and that solidarity can be a powerful force for overcoming challenges.”

**What:** film “The Starling.” | **Where to watch:** Netflix.

## A NEW LOOK AT ETIQUETTE

*Tip from Daniel Rezende, Director at Dasein EMA Partners Brazil*

Challenging common misconceptions, the series “Mind your manners” discusses the importance of certain behaviors to cultivate self-awareness and enhance the quality of relationships. According to Daniel Rezende, Director at Dasein EMA Partners Brazil and the tip’s author, etiquette is about living more pleasant relationships; it’s a tool for empowerment, not just a set of restrictions. Guided by international etiquette expert Sara Jane Ho, viewers are introduced to individuals who want to transform their lives for the better but don’t know where to start.

Understanding the environment and knowing what to do in any situation, with any person, is about confidence and self-assurance—key behaviors to unlock the best parts of someone’s personality. “You should always be yourself, but not at the expense of the atmosphere in the room. This applies to restaurants, meetings, events, interviews, and any place where people interact socially, as interpersonal success goes far beyond good table manners.”

**What:** Series “Mind your manners.” | **Where to watch:** Netflix.

**LEARNING FROM:  
MALU NACHREINER, CEO OF  
BAYER IN BRAZIL**

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**“We have made a global and public commitment to have 50% women in all leadership positions by 2030.”**



Raised in an essentially matriarchal family led by her mother, grandmother, and great-grandmother, Malu Nachreiner learned early on that being a woman wouldn't prevent her from achieving what she wanted. Guided by this powerful message, she climbed an admirable trajectory step by step: from an intern, she reached the position of CEO of Bayer in Brazil and leader of the company's agricultural division. Recognizing the importance of representation, she advocates for the growth of women in leadership roles to serve as role models and inspiration.

**The number of women in leadership positions, including C-level roles, has been increasing. According to Insper, in Brazil, the presence of women in top leadership positions grew from 13% to 17% between 2019 and 2022. Despite these advances, there are still many obstacles to female leadership. How can we change this landscape?**

When we talk about diversity, equity, and inclusion, opportunity is essential. For companies committed to this cause, it's not enough to merely advocate for inclusion; intentional efforts are needed to think of effective ways to create opportunities.

Despite the clear progress we've made in recent years, we still see varying levels of maturity in companies on this issue and ample room for improvement. Public commitments are necessary, along with investment in initiatives that consistently promote equal opportunities from the start of one's career, with mentoring programs and leadership development specifically tailored for women. Another crucial aspect is creating policies and practices

that ensure an inclusive and bias-free culture, where women feel valued and empowered to advance in their careers.

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It is essential to have women working alongside us and, most importantly, in leadership positions to serve as role models and inspiration.

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At Bayer, for example, we've made a global and public commitment to have 50% women in all levels of leadership by 2030. We're committed to ensuring that women have equal opportunities and are empowered to hold leadership positions. We've set clear goals and metrics to increase women's representation in leadership positions and have established hiring and promotion policies that encourage diversity. As a result, we currently have 39% of Bayer's leadership positions held by women, and we continue to evolve.

**From an intern in the Agronomy sector to becoming the first woman President of Bayer Brazil: you're an example for professionals and students aspiring to grow in their careers and attain leadership positions. What were the main challenges and lessons of this journey, especially considering that the agricultural sector is traditionally male-dominated?**

I was one of the first in my family to attend college. I left home at 19 to study in Piracicaba, and in my final year, I was hired as an intern, starting my career at Monsanto. One challenge that left a mark was moving alone to Santo Ângelo, a small town in Rio Grande do Sul, where I began working as a sales representative in the commercial area.

My career path wasn't very typical for two reasons – first, I was a young woman, and second, universities like USP don't usually train students for sales; they're more oriented towards academia.

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I recently participated in the Reverse Mentoring program, designed to promote interaction and learning between professionals of different generations.

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I remember encountering a welcoming but very male-dominated environment, which could be a bit intimidating. This made me realize the importance of representation – of having women working alongside us and, especially, in leadership positions to serve as role models and inspiration. A significant lesson from those early career days, one that stayed with me over the years, is that humility in seeking help and consistently delivering

results opens doors and reduces barriers, regardless of gender.

**In line with the previous question, despite the predominantly male agricultural sector, over 30% of Brazilian rural properties are now led by women. With nearly 20 years of experience in the industry, how do you see this progress from when you started in 2014 to today? What have been Bayer's main initiatives in terms of social responsibility, inclusion, and diversity?**

Fortunately, women are much more present in Brazilian agriculture today. It's a significant evolution, but there's still much room for growth, and the entire industry needs to contribute to this progress.

As Bayer, we have a collective mission to promote a more diverse and inclusive agricultural environment, both internally and externally. In 2020, we created Conexão Mulheres no Agro, a program that invests in numerous training, leadership, management, and event activities to increase female presence. Just last year, approximately 8,000 women were impacted through 85 actions carried out by the program.

One of the actions within this initiative is the Prêmio Mulheres do Agro (Women in Agriculture Award), developed in partnership with the Brazilian Agribusiness Association (Abag) to recognize women who excel in managing small, medium, and large agricultural properties. Since its inception in 2018, the award has received applications from over 900 female producers and has recognized the achievements of 45 women in agriculture throughout the country.



**You're a major leadership role model, not only in Brazil but worldwide. In your case, were there people who inspired you and continue to inspire you (whether public figures or people from your personal life)? Why do they inspire you?**

I come from an essentially matriarchal family. There were four generations living in one house: me, my mother (who was a single mother), my grandmother, and my great-grandmother. This was extremely important because they always emphasized the significance of women working and being independent. This environment shaped me from a young age, and these women have been and continue to be my great inspiration.

The big advantage of growing up in a family of many women was not receiving the message that I couldn't achieve something solely because I was a woman. I have a brother, and we were always treated equally. Believing that there wouldn't be barriers due to gender came with me, so working in a predominantly male field was never an obstacle.

**Leader to leader: How do you invest in your development today? This includes leadership as well as aspects of well-being, physical and mental health.**

I began my career as an intern in 2003 and have since participated in various enhance-

ment courses, with one of the most recent being an MBA from the University of Pittsburgh.

At Bayer, I recently participated in the Reverse Mentoring program, designed to promote interaction and learning between professionals of different generations. In this mentoring program, the mentors are from younger generations, while the mentees have more senior professional profiles. It was an enriching experience because I believe we always have something to learn. The younger generations, for instance, grew up in the digital era and have certain learning advantages.

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Humility in seeking help  
and consistently delivering  
results open doors and  
reduce potential barriers.

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In my free time, I enjoy reading books, watching series, and making the most of my time with my husband and my children, Lina and João.

## TRENDS AND EXECUTIVE UNIVERSE

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# In search of Above-Average Professionals

*Companies aiming to grow are facing a significant challenge: a shortage of talent. EMA Partners' leaders point out paths to overcome the issue.*

Impeccable services and products, efficiency, the ability to innovate, and generating desire in customers and professionals aspiring to be a part of it all. These are some common traits among the world's most admired companies. And behind each of these attributes are people. From the brightest talents to the skilled workers who inspire to go beyond the basics, always people.

It's these individuals we should think about when confronted with a harsh reality: Brazil is one of the least efficient countries in the world. It ranks 60th in the 2023 Competitiveness Yearbook, ahead only of South Africa, Mongolia, Argentina, and Venezuela. Considered one of the foremost global studies on the topic, this ranking that analyzed 64 countries is conducted by the Swiss institute IMD Competitiveness Center in partnership with Brazil's Fundação Dom Cabral.

According to the research, the reasons Brazil ranks so low on the list are tied to difficulties in retaining talent, unproductive workforce, and low educational levels. To reverse this situation: heavy investment in human development. This is the most effective path to halt the brain drain (which typically ends up in other nations on the ranking) and bridge the significant gap of above-average professionals.

### WHERE IS THE SKILLS GAP?

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It's a consensus among employers that the biggest gap among professionals isn't technical knowledge but behavioral skills such as communication, collaboration, and social acumen. According to Adriana Prates, CEO of Dasein EMA Partners Brazil, it's impor-



*Photography: Cottonbro Studio / Pexels.*



*Photography: Christina Woncintechchat / Unsplash.*

tant to add a much-needed yet scarce skill to this list: the ability to process complex situations and make judgments about them.

“Companies cannot develop talent if they do not possess it, but they can support the development of the entire team, continuously encouraging them to surpass limits and expand attitudinal dimensions,” she says. Dealing effectively with the complexities and ambiguities of the corporate landscape are skills that can be jointly developed by both the company and the employee.

There are various possibilities to enhance workforce training and evolution, to identify or refine talents, as Prates explains. “One of these lies in the strategy to understand the potential capacity of each individual and make individual forays, mapping, providing

feedback, elaborating specific development plans, and supporting the entire team’s evolution process.”

## GLOBAL IMPASSE

Despite the severity of the problem in Brazil, it’s not exclusive to the country. International studies conducted by Harvard University, Mercer, and ManpowerGroup have shown a growing gap in above-average professionals. According to recent research across 41 countries, 80% of companies claim to face difficulties in finding talents - the highest percentage in the last 17 years.

For Clara Vitalini, CEO of EMA Partners Italy, the lack of behavioral skills programs

and self-awareness among employees is an issue within companies. “Senior management must endorse these initiatives as a way to awaken individuals to desired behaviors, in addition to offering access to training paths or mentoring to incorporate these behaviors into practice.”

As a solution to this problem, Vitalini emphasizes the importance of a joint effort between the company’s senior leadership and people executives. “People leaders can influence organizational choices, competency development, and the hiring of the right employees who will impact the company today and in the future. Our task as consultants is to ensure that organizations have business and people leaders with the right mindset, striking a proper balance between business vision and human development.”

## LOOKING INWARD

Mismanagement of talent and the difficulty in identifying promising minds within the company also contribute to the shortage of above-average professionals. Adriana Prates states that great talents are lost within companies due to a lack of challenges that match their abilities.

“Many of them are not properly valued and, without growth opportunities, they fall into the process of underutilization. The solution to this problem is to assess and monitor employees’ performance to meticulously identify the potential of each individual. But this requires advanced methodologies and expert support: ‘above-average methods’ are needed to identify above-average professionals.”

## DEMOTIVATED INDIVIDUALS OR DEMOTIVATING STRUCTURES?

If we look at the market, there’s a general recognition of leaders who teach, engage, inspire, and above all, leave legacies. These professionals have a fundamental role in inspiring people, creating efficient processes, and fostering environments conducive to growth. However, in practice, companies don’t adequately invest in identifying and developing their leaders.

“The scholar of labor relations and Canadian physician Elliott Jaques was precise when he said, ‘there are no unmotivated people, only demotivating structures.’ For over 25 years, we’ve been working on raising awareness about the importance of identifying the right leaders - the first step for the entire workforce to be properly allocated,” says Prates.

However, making wrong hires remains a recurring mistake. “After this happens, very little can be done, only palliative actions. It has a devastating effect on all points of relation that the new professional will establish. And usually, the person chosen gets the bad reputation because they ‘knew very little about the company, its challenges, and its corporate culture.’

But why do they continue hiring wrongly if they know this? According to Prates, a significant portion of companies still focuses exclusively on results, experience, and qualifications as the most valuable requirements, overshadowing the set of competencies a



good professional needs to have. Additionally, many organizations forego specialists to assist in identification and opt for shallow instant tests that don't analyze important factors such as the growth potential and adaptability each professional will have in that organization.

## CONTINUOUSLY HIRING AND DEVELOPING

Corroborating with Prates, the CEO of EMA Partners in the UK, James Parr, reinforces that the right leader is essential for developing culture and teams. "They are responsible for defining the vision, motivating the team, and creating a positive work environment. However, a study from the Center for Creative Leadership shows that only 30% of companies have a formal leadership development program. This means that most companies are relying on luck to identify and develop their leaders."

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According to him, there are several reasons why companies don't invest adequately in le-

adership development. One of them is cost, and they only see the expenses. These programs have both their direct cost and the cost of productivity, the commitment of time which can range from months to even years. This can be a challenge for companies under pressure to produce short-term results. But there are also organizations that don't see the value in leadership development. They believe leaders are born ready and can learn simply through practice.

"From our experience, however, formal leadership development is a worthwhile investment. Benefits can include higher levels of employee engagement, greater customer satisfaction, and even increased profitability. Developing leaders can also help mitigate turnover risk. Studies have shown that employees who participate in leadership development programs are more likely to stay in their company."

## GOING BEYOND THE BASICS

Investing in people is closely linked to effectively recruiting the best leadership - a strategy often neglected by organizations, as highlighted by Adriana Prates. Having talent in leadership is one of the most effective ways to change unfavorable scenarios, to inspire and shape a collective mindset committed to going beyond the basic functions.

"Talents are the ones who will make a big difference in companies and who will eventually occupy high-level management positions, directorships, presidencies. They re-

present only 0.5% of the global population, according to Elliot Jaques, who dedicated his entire life to the study of organizational relationships and ways to make them fairer and more effective.

Since this contingent is limited, companies cannot forgo the best methods for recruiting their workforce, the leader emphasizes. “Identifying and recruiting talent is not simple; this is an attribute of consultancies that prepare strongly, that develop unique methodologies to achieve results.”

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People leaders can influence organizational choices and the hiring of the right employees who will impact the company today and in the future.

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Adriana highlights that inappropriate hires are not only a detriment to the role itself but also to the organizational environment from the perspective of relationships and team atmosphere. “It’s the employees who form an organization, who create the work environment and relationships. A negative environment undermines the desire of others to stay there, to dedicate themselves and prosper, which includes professionals with great growth potential.”

## THE IMPORTANCE OF KNOWING PEOPLE



To encourage the potential that resides in each person - whether in their individual or collective performance - it is necessary to first get to know them. Only then can they be supported so that they gradually unleash their full potential.

Alongside this strategy, it is essential to establish challenging goals as stimuli for professionals, provide feedback, continuous alignments, publicly recognize and reward valuable actions, offer development and growth opportunities, promote a collaborative environment, delegate responsibilities, and provide necessary support and resources.

## SUPPORTING ANOTHER'S TALENT IS GROWING TOGETHER



Beyond leadership, the professional who supports and encourages their colleagues holds a special place of respect and admiration from the entire team and, of course, from their superiors. “Empowering others is an admirable attitude, for both leaders and team members. These individuals understand that growth arises from supporting those around them. It is not necessary to hold a high position to encourage others to grow. It’s possible to be a dream stimulator from anywhere.”

Individuals who adopt a positive and proactive approach, who are always willing to contribute, listen, and seek new solutions, earn the admiration of peers and superiors. “An empathetic and curious mind leaves positive marks wherever it goes.”

## **FOCUS ON KEY POSITIONS IN THE COMPANY**

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To identify, recruit, and acknowledge the capacity and the best time for a talented leader, experience, background, and practical knowledge are essential. After all, what’s the use of having the right leadership in the wrong place? With over 25 years of experience in executive recruitment, Dasein has contributed to the evolution of companies by placing the right individuals in key positions.

A lot of competence, wisdom, scientific knowledge, proper integration of tools, and commitment are required to ensure that people are working where they can contribute the most. This encourages a state of flow, where work flows smoothly, is motivating, and fosters a desire for further development. “In over 25 years of operation, we have achieved a success rate of around 98% in potential assessment, which contributes to the evolution of companies through the right hiring of key positions.”

According to Prates, this result is the product of a combination of experience with specialized knowledge, customized processes, an extensive network of contacts, rigorous competency assessment, and post-placement follow-up. “Elements that help ensure that

companies have exemplary leaders in the right places. Our team of experienced and specialized consultants possesses broad knowledge in various sectors, enabling a deep understanding of the specific needs of each position. With customized search and assessment processes, we identify candidates who meet both technical and behavioral criteria.”

## **DEMOGRAPHIC DECLINE IS A POINT OF CONCERN**

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For many regions of the world, the talent shortage is linked to changes in the population, including aging and a declining birth rate. Japan, for example, faces this dilemma, according to Ben Yamada, CEO of EMA Partners in the country. “Our working-age population is decreasing, which reduces the pool of candidates that companies can choose from, leading to a lack of skill match, increasing global competitiveness, and industry-specific challenges.”

While companies grapple with a true talent gap, ineffective recruitment strategies worsen this scenario. Lack of investment in comprehensive recruitment strategies, competitive compensation and benefits offerings, opportunities for skill enhancement, promotion of a positive work culture, and technology to streamline hiring processes are lacking.

“We bring a level of expertise, experience, and strategic thinking to the hiring process that significantly impacts the growth and success of companies. Our ability to understand the market, identify and attract high-level leaders aligned with the organization’s vision and



*Photography: Brooke-cagle / Unsplash.*

values contributes to enhanced team performance, increased innovation, and overall business advancement.”

Clara Vitalini also points to demographic decline as part of the problem in the European Union. Currently, the region has 447 million inhabitants, and according to Eurostat projections, this number will reach 449 million by around 2025 and decrease to 424 million by 2070. “The overall population is not growing, and as a consequence, the new corporate generations will be much smaller than in the past.”

Another aspect mentioned by the leader is generational. “We are observing a decreasing interest from younger generations born after the 2000s in careers offered by large corporations. This is due to the imbalance between personal and professional life and the social and environmental impacts these companies generate.”

“Even while facing various challenges in recruiting and retaining talents from the new generation, we observe that most organizations have not changed their traditional recruitment methods or their image as employers. On the other hand, those who invest in new Employer Branding proposals, who invest in attributes that differentiate them and make them relevant to different generations of talent, are ahead.”

“They have a recruitment strategy that does not focus solely on looking for titles and successful experiences but instead seeks competencies and potential that can be developed. In markets that change very quickly, people cannot be defined by previous experiences. Careers are very dynamic, and this needs to be taken into account,” Vitalini emphasizes.

## A NEW WORLD, NEW WAYS OF ATTRACTING TALENT

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Reflecting on global changes in the post-pandemic era is an important exercise to understand the context and best handle the new needs of above-average professionals.

According to James Parr, CEO of EMA Partners in the United Kingdom, globally, in the months following the Covid pandemic, there was a wave of people leaving their jobs in search of better opportunities. At the same time, companies were under pressure to make up for lost time during the various lockdowns and other pandemic measures. The competition for talent grew to the point of rendering the entire market inefficient and unproductive.

“In the UK, Brexit had a significant impact on the market. The expectation was that it would mainly affect junior or entry-level positions or, in the worst case, only a few sectors such as hospitality and manufacturing. In reality, it impacted all career levels, with many mid-level and senior international professionals moving back to their home countries or to markets where they feel their skills are more valued.”

This effect is still seen in a large portion of companies, according to the leader. Today, recruiting is more challenging than it was one or two years before the pandemic, both from the perspective of social and mindset changes, as well as from the companies, which are not attractive enough. “Companies

have not modernized their methods of identification, attraction, or retention to meet a vastly altered global workforce. They still use advertisements or searches in databases to identify candidates, even in skill-scarce markets. Others do not offer competitive salaries or flexible benefits, making it difficult to attract high-level talent. Or they have a weak work culture or at least lack a focus on defining their culture, leading to high turnover rates.”

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For Clara Vitalini of EMA Partners Italy, digital transformations also have a significant impact when analyzing the current talent shortage scenario. “This involves not only seeking training but a change in mindset. Mastering technology as an integral part of work is, on the one hand, a matter of know-how that can be addressed through training, but on the other hand, it’s a matter of mindset, of approach, which implies something deeper, like the desire to try new things and challenge how we do things every day.”



## RECOMMENDATIONS FOR LEADERS TO BRING OUT THE TALENTS IN THEIR TEAM

**Hire Correctly.** Engaging experts in recruitment and personnel development is a way for leaders to create opportunities for their entire team while avoiding hiring based solely on affinity, isolated aspects, and filters that don't contribute to identifying those who truly make a difference in the company.

**Know Your Team.** Effective leaders dedicate time to individually know each employee. This includes understanding their skills, experiences, interests, and professional aspirations.

**Set Clear Goals.** Defining clear and challenging goals for the team is an effective way to bring out talents. Goals should be specific, measurable, achievable, relevant, and time-bound (SMART criteria).

**Provide Constructive Feedback.** This is a powerful tool for talent development. Leaders should offer regular and constructive feedback to their team members, recognizing their achievements and identifying areas for improvement. Feedback should be specific, objective, and directed towards continuous growth and development.

**Promote Continuous Development.** Leadership should encourage continuous learning and development among their employees. This can include offering training, workshops, mentorship programs, or allocating resources for individual learning.

**Delegate Responsibilities.** Allowing team members to take on responsibilities and make decisions is an effective way to encourage talents. Leaders should delegate challenging tasks and provide autonomy, enabling employees to apply their skills and make decisions that impact their work.

**Cultivate a Collaborative and Trusting Environment.** A work environment should be based on collaboration, open communication, and mutual trust. Leaders should encourage active participation from all team members, recognizing and valuing their contributions.

**Recognize and Reward Talents.** Exceptional performance should be rewarded. This can be done through public praise, tangible rewards, promotions, or growth opportunities.

**Be a Leadership Role Model.** Leaders should also inspire by demonstrating exemplary behavioral and technical skills, as well as a positive attitude and passion for the work.

## ATTITUDES LEADERS EXPECT FROM AN ABOVE-AVERAGE PROFESSIONAL

**Proactivity.** Exceptional professionals are proactive and take responsibility for their actions. They don't wait to be told what to do; instead, they identify opportunities and take initiative to seek solutions and improvements. Developing this attitude involves having an action-oriented mindset, being attentive to the team's and organization's needs, and being willing to take on additional challenges and responsibilities.

**Autonomy.** This involves the ability to make independent decisions, prioritize tasks, manage time, and solve problems without constant supervision. To develop autonomy, it's necessary to build trust with leaders, acquire the necessary knowledge and skills for the job, and demonstrate a consistent track record of positive results.

**Collaboration.** Valuing and practicing teamwork is a distinguishing trait. People who excel in this area can build good relationships with colleagues, listen to and respect different perspectives, and contribute constructively to collecti-

ve goals. Developing this attitude involves cultivating effective communication skills, demonstrating empathy, being open to feedback, and seeking teamwork opportunities.

**Commitment.** Leaders expect professionals to be committed to the work and the organization's objectives. This involves demonstrating dedication, responsibility, and persistence in tasks and projects. To develop commitment, it's necessary to have clarity about job objectives, be willing to take on additional responsibilities when needed, and maintain a results-focused and excellence-oriented mindset.

**Curiosity and Continuous Learning.** Demonstrating curiosity about one's field and actively seeking ongoing development is a highly valued attitude. To develop this mindset, it's important to pursue learning opportunities such as courses, workshops, and reading, and to be open to trying new and challenging things.

**Integrity.** Leaders expect integrity and ethics in all situations. Being honest, reliable, and keeping promises are essential. Acting with transparency, adhering to the organization's ethical values, making ethical decisions, and maintaining confidentiality are crucial actions.

**Resilience.** Being able to handle pressure and adversity constructively is a much sought-after attitude. People who possess this skill can recover from failures, learn from challenges, and maintain a positive attitude. To develop resilience, it's important to cultivate emotional resilience and adopt a mindset of learning and growth in the face of obstacles.



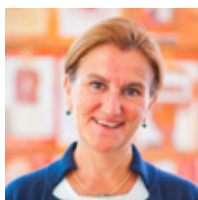
*Adriana Prates is the CEO of Dasein EMA Partners Brazil.*

*Photo: Glauber Prates*



*Ben Yamada is the CEO of EMA Partners Japan.*

*Photo: Personal archive*



*Clara Vitalini is the CEO of EMA Partners Italy.*

*Photo: Personal archive*



*James Parr is the CEO of EMA Partners United Kingdom.*

*Photo: Personal archive*



*Image: Dnews Covers*

## DNEWS 15 YEARS

*Stories that bring new meanings  
to your relationship with work*

Behind the immense corporate machinery lie life stories. Journeys of personal and professional learning that inspire the transformation of work environments and professionals' relationship with their craft. For 15 years, Dnews has invited you to enter this universe of individual and collective experiences. Experiences that generate identification, empathy, and emotion.

Starting from an interest in others, from the investigation of behind-the-scenes stories (filled with achievements, but also mistakes and course corrections), we draw attention to what is most valuable in companies: humanity.

And as research shows, a humanized management is beneficial. Just to give an example: a study by USP reveals that companies that focus on employee well-being, involving them in decision-making, have 225% higher levels of satisfaction among teams and 240% higher among customers.

Looking, with admiration, at the many journeys of humanization led by professionals at the helm of innovative organizations is

knowing that it is they, the people, who have the power to transform. First themselves, and in a larger context, teams, departments, companies, markets. By telling such powerful stories, we invite you to see yourself beyond the professional and as a being of possibilities.

### **DIVERSE REPERTOIRE, AUTHENTIC THINKING**

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Over more than 100 editions of the Dnews magazine, we have invited thousands of people from our community to recognize the distinctiveness of a good repertoire. And we do this through diversity – by traversing diverse areas, proposing relationships between seemingly distant universes (such as the executive world and art), we stimulate a more curious, creative, questioning, innovative gaze.

This perspective is crucial for understanding contexts or situations broadly and valuing what makes us unique, our authenticity. With a broader repertoire, it's possible to move away from the commonplace, to disentangle



from the tiresome competition for a place in the sun. It also leads to attributing new meanings to your relationship with work.

Repertoire is closely related to diversity – a priority for at least 37% of global companies, according to the Great Place To Work (GPTW). We know that to build diverse and inclusive work environments, we must first foster a plural mindset. This process begins when we know and understand different points of view, when we navigate through areas of knowledge that are not part of our work routine.

By telling stories of professionals from various sectors, their experiences, mistakes, and successes, we show how diverse the world is and how this can be inclusive. By seeing everyday professional aspects such as career, leadership, innovation, and corporate culture with fresh eyes, new horizons and solutions open up. Relationships are strengthened because the more viewpoints we can fully hear, the better we can break down rigid ideas and make differences something constructive.

### **EFFECTIVENESS AND LIGHTNESS CAN (AND SHOULD) GO HAND IN HAND**

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The current work landscape shows that excesses always come at a high price – proof of this is the rising burnout rates that are

making people realize that trading well-being for endless hours of work is no longer an alternative.

With a curious and open look towards the new, we investigate habits, trends, and business practices that not only help build a comprehensive understanding of the executive world but also instigate reflections and the construction of work environments that combine health and efficiency.

Observing closely the main trends and movements in the job market, Dnews has always advocated the need to redefine old habits to build healthier, human, inclusive, and efficient professional environments.

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In over 100 editions from Dnews, we invite thousands of people to see the difference in a good repertoire.

”

Paying attention to exemplary executive conduct, we share work-world practices to inspire companies and professionals. See below for movements that gained prominence in our history and are now benchmarks in organizational development.

## TIMELINE – DNEWS

### 2008 | Pioneer in Digital Communication

Launch of Dnews as a newsletter. Pioneering by being one of the first executive search companies to communicate with its audience through digital content, highlighting its importance.

### 2009 | Gains of Relating to Other Areas

Development of an editorial line that privileges the encounter of diverse areas, including culture, as a way to encourage new perspectives and creativity.

### 2012 | Multichannel Content

Attentive to trends and the growing relevance of digital communication, Dnews content goes beyond the magazine format and reaches social media.

### 2015 | Humanization at the Heart of Debates

Before the term “humanization” gained the spotlight it deserved, Dnews drew attention to the importance of people-focused management, the benefits of diversity and inclusion, and showcased renowned female leadership.

### 2016 | Open Innovation

By listening to leaders who revolutionized companies by bringing innovation and simplicity to the forefront, Dnews anticipated a trend that was here to stay.

### 2017 | Combating Ageism

Valuing professionals above 50 has always been a Dnews flag. Well before necessary discussions about age prejudice, the content highlighted how the experience of these professionals can be beneficial.

### 2020 | New Digital, Visual, and Editorial Project

In the midst of a global health crisis, Dnews reinvents itself and launches a new digital, visual, and editorial project focused on behaviors in the executive world that inspire the creation of healthier professional environments.

### 2021 | ESG and Sustainable Leadership

Without practices of social, environmental, or governance responsibility, there is no possible future. This was the warning the magazine conveyed by listening to leaders who are reference points in the executive universe.

### 2022 | International Expansion

With Dasein's partnership with the global EMA Partners network, Dnews expanded its reach and is now distributed in English to more than 30 countries.

## DASEIN INVITES: JUDITH WIESE

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# Why Being a Chief People and Sustainability Officer is a Game-Changing Superpower



*Fotography: Markus SpisKe / Unsplash.*

The challenges for human (co-)existence on the planet due to resource depletion, climate change, and unsustainable practices of the industrial era are undeniable. Managing and mitigating these factors require a broad approach that goes beyond environmental concerns. We must rethink how we conduct business and organize our societies. Focus and dedication are needed for these efforts to be effective.

In the corporate world, the broader attention needed to address sustainability issues is often attributed to the role of Chief Sustainability Officer (CSO). However, there are no universal standards for what this role does or how much authority it has to be effective. At Siemens, the CSO role has been a board-level position since 2008, emphasizing the importance of sustainability as a building block of our DNA and establishing a strong foundation to build upon. And that's what we do, every day.

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We encourage  
continuous learning and  
are committed to  
upskilling and reskilling.

”

As Chief People and Sustainability Officer (CPSO) at Siemens, I have the unique opportunity to wear two hats: one to ensure the well-being of our people and nurture our

company culture, and another to promote sustainable practices in our own operations and all aspects of our business – multiplying the impact for our customers and communities. To me, this is a superpower. It combines two powerful elements that horizontally span all of our businesses: People and Sustainability – both necessary to find solutions to address the most critical issues of our time. Add the power that Siemens brings as a technology company, and you have an unstoppable combination actively supporting the mindset change needed to achieve a more sustainable world.

### **People-Centered Approach to Transformation**

Sustainability issues are commonly viewed in terms of environmental, social, and corporate governance (ESG) goals. At Siemens, our drive for sustainable business practices is embedded in our 360-degree framework, with six fields of action: Decarbonization, Ethics, Governance, Efficient Resource Use, Equity, and Employability or DEGREE. Our DEGREE framework is, among other things, a commitment to ethical standards based on trust and respect for human rights in the supply chain. It takes the sustainability conversation to another level – it's no longer a standalone topic with a goal, but an integral part of everything we do and stand for.

DEGREE enables a holistic view of sustainability that highlights topics such as employability and equity, as well as environmental and social impact. We encourage continuous learning and are committed to upskilling and reskilling, especially green skills needed to

address the complex issues we face. In the last fiscal year, we invested €280 million in professional training and continuing education to transform our workforce into sustainability ambassadors. Our highly popular Base Camp for Sustainability offers an introduction to DEGREE, and 66,000 participants completed the course in the fiscal year 2023.

We value the E for Equity, which helps us integrate and promote diversity, equity, and inclusion in our company's framework. This supports us in creating a workforce that reflects our customers' landscape and brings a fresh perspective to how we think about solutions. The intersection of people's interests with our company's values creates a sense of belonging and engagement that we both admire and appreciate.

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We have increased our  
CO2 reduction target  
from 50% to 90% by 2030.

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Uniting the responsibilities for sustainability and people operations allows social aspects to be complemented by expertise in the environmental and corporate governance spheres. At Siemens, with sustainability at the core of our processes, we need relevant skills in our business units and corporate functions. This allows sustainable approaches to be developed ecologically, observing the interfunctional and business governance patterns needed

to comply with new EU classification regulations and develop non-financial reporting and accounting guidelines.

“

Decarbonization, Ethics,  
Governance, Efficient  
Resource Use, Equity, and  
Employability are among  
the sustainable practices.

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### **Tangible Business Benefits in the Confluence of Sustainability with People and Organizational Change**

Effecting change requires cultural and organizational transformation and a change in mindset. The convergence of people and sustainability can be a useful tool to accelerate the much-needed momentum for change in all aspects of our existence. Indeed, for a company like Siemens – transitioning from industry to a global technology leader – sustainability is a significant opportunity. Fundamentally, this applies to both our own operations and our portfolio. We have increased our CO2 reduction target from 50% to 90% by 2030, compared to 2019, and will invest €650 million in decarbonizing our activities by 2030. But our products and solutions can also assist our customers in their sustainability challenges – 150 million tons of emissions were avoided by customers in the fiscal year 2022 alone.





*Fotography: Casey Horner / Unsplash.*

Companies that recognize the power of this combination will be well positioned to drive innovation and growth, increase employee engagement, and mitigate the challenges associated with rapid transformation.

As a company at the intersection of the real and digital worlds, we at Siemens believe that technology is a key factor for sustainability.

Embracing a holistic view that goes beyond environmental topics, we firmly anchor sustainability in all our businesses and operations. We are confident that leveraging the superpower combination of technology, people, and sustainability can make a difference, solve the existential challenges of our era, and transform the lives of billions.



*Judith Wiese is the Global Chief People and Sustainability Officer and a member of the board of Siemens AG, responsible for Brazil.*

*Photo: Siemens archive*

# SLOW DOWN

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\* Written by Cris Pàz

## DO YOU REMEMBER WHAT YOU LIKE??

Sundays are my litmus test. I hear only a few sounds, distinguishing them in a way that doesn't happen on weekdays. Sunday is a day to do something special or a day to do absolutely nothing. And in this productivity-driven world, doing nothing is even harder than doing something. In the calm and silence, Sunday asks me who I am and what I truly desire. Knowing what I want tends to be one of the hardest things. Sunday is a mirror, showing me if I'm content with myself, if I'm happy, if I can be comfortable in my own company, and more importantly, if I truly know what I want and what brings me joy.

I've just come out of a five-year relationship. Shortly after the breakup, I went to Tiradentes with two friends. In the inn's room, there was a framed quote: "Do you remember what you like?" The quote caught me by the collar, gave me a chokehold. I brought it with me, my first acquisition in this new single life. Not coincidentally, every week the Sunday's silence asks us this question. How wonderful.

Yes, I remember many things that I like, but I acknowledge: many times I blend into others and lose myself. This happens in romantic relationships, it can happen with children, and also with parents – if you're in my age range, around 50, you understand what it's like to be part of the sandwich generation, the one that cares for both parents and children, and risks not finding space for oneself. My parents left us very early, so I don't have to take care of them, but being a woman in a still very patriarchal world always puts us in a position to meet others' expectations, whether they are emotional, aesthetic, or productivity-related – to say the least.

Since my life has never been the most conventional, I ended up having to take a different path. I'm in a phase of understanding myself, before I have to answer to the world. And in that aspect, I've been working quite well. I'm coming from a happy period, where affection and care

have not been lacking. Two other friends have been my companions for concerts and other cultural events. Sometimes I feel like a teenager who never stays at home. The other day, during a concert by Chico Chico (the incredibly talented son of Cássia Eller) here in BH, I found myself thinking about how many concerts I've missed, how many I didn't attend in a time when I invested my money more in things than in moments. But I was listening to an amazing singer and enjoying it so much, alive and happy. Instead of regretting and beating myself up for it, I chose to think, "How great that I'm learning to enjoy these moments." I quickly thanked the friends who are encouraging me not to miss out on beautiful performances.

Instead of looking at what I haven't done or what I might no longer be capable of doing, it's more valuable to turn my gaze to how I've become better at knowing myself. Life has never been easy, but it becomes even harder if I don't know what I like and what I desire, if I don't know myself. Instead of seeing the passage of time as a moment when I'm not as good at what I used to do, or as an alarm clock ticking for what I can't do anymore, I prefer to look at the wonder that is living the present moment so much better. What we call aging might finally be the moment when we become seniors in life, the moment when we become skilled at conjugating the verb "to live." I think I'm getting good at that.

And you, do you remember what you like?



***Cris Paz** is a communicator, writer, speaker, and content producer. She has published eight books, writes columns for BandNews FM radio in Belo Horizonte, Vida Simples magazine, Dia de Beauté website, and hosts the podcast 50 Crises (among the Top Podcasts of 2020 by Spotify Brazil). In her talks, she addresses topics like mental health, grief, motherhood, female empowerment, fashion, gender, and generations.*

*Photo: Flávio Castro*

In the age of excess, *singularity*.  
Amidst a maelstrom of voices,  
models, options: *your choice*

We present the new concept of  
Dasein and invite you to tell us –  
**where can your ideas take you?**  
**Where do you want to be in the future?**



To learn more, photograph  
the code on the side or access  
our channel on Youtube.  
It will be a great pleasure  
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