



# Dasein 30 years: humanity as essence

*Sensitivity, trust, and  
commitment to the human  
being are at the essence of  
Dasein, from 1995 to the  
present day*





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

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.04

#### **THE NEW AND HISTORY**

Automation has come to show us many things, especially the value of experience.

---

.12

#### **MINERAL DEVELOPMENT AND WELL-BEING**

With one of the most admired careers in Brazilian mining, Carlos Gonzalez is proof that only example convinces.

---

.18

#### **INNOVATION BEYOND THE HYPE**

A critical analysis of the innovation process in companies, through the perspective of the creator of sensemaking, Denise Eler.

---

.24

#### **DASEIN 30 YEARS**

From a locally operating office to a global presence, the history of Dasein EMA Partners Brazil, its main achievements, and the challenges of the sector.

---

.30

#### **THE AESC SEAL OF CREDIBILITY**

Only 20 executive search companies in Brazil are part of AESC, the sector's main global reference. Among them is Dasein.

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.32

#### **SLOW DOWN**

In "Country of eternal spring," USP professor Laurindo Leal invites us to dive into his poetic vision — which inspired the creation of this column.

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## LEADERSHIP WITH ADRIANA PRATES

# The new in tune with history



*Automation has come to show us many things, especially the value of experience. Without repertoire and sensitivity, there is no way forward.*

Seeking answers, solutions, paths, and alternatives is part of life. Many times we take too long, we get lost, we go in circles. We look far away for what, admirably, is very close. Not rarely, kept inside us, in the spirals of stories and repertoires each one carries. Experience shows us this and it does not fail.

Experience, its value and importance, is practically unanimous. It is difficult to find someone who disparages it. That is why, perhaps, it is one of the good examples of life's inconsistencies. Let me explain. If we look at leaders over 50 years old, we find more resistance to hiring these professionals. They also receive fewer opportunities and are more pressured to retire when they hold management positions. Why? To make room for new talents. This is not an observation I make based on my daily life, it is what research shows.

### **THE WORLD HAS CHANGED, AND THE EXECUTIVE HAS TOO**

Throughout Dasein's 30 years, I have observed more objections to candidates over 50, especially in middle management. In general, there is an expectation that the professional occupying this position will continue growing and evolving over time. This desire is natural on the part of the company, and there is nothing wrong with that. Our challenge is to clarify that mature executives are fully capable of developing and want to grow along with the company. Today's senior execu-

tive is not close to (nor wants to) retire as used to happen in past decades.

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Talent, adaptability,  
and leadership have no  
expiration date.

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The ability to adapt and learn is not related to age but to mindset and willingness of each individual. Mature professionals bring baggage that includes resilience, critical thinking, and skill in dealing with complex scenarios, fundamental competencies to integrate new technologies strategically and effectively. It is not fair to simply say that older people have difficulty adapting to new things, are resistant to technology, and outdated. That is a misconception.

By excluding or pressuring these professionals to step aside, companies lose much more than experience: they lose emotional intelligence, a broad repertoire of life experiences, the ability to make decisions based on multiple scenarios, and especially a strategic vision, fundamental competencies to lead in an increasingly complex and automated world.

## EXECUTIVE SELECTION WITHOUT AGEISM

About 10 years ago, when the term ageism was still little known, we carried out communication actions drawing attention to the theme, based on our executive searches and within Dasein itself, which is formed by consultants of various ages, including, of course, professionals over 50. We know that age discrimination has always existed and generally happened in a veiled way. We needed to bring this issue to the table, and that is what we did. Early on, we adopted a clear stance against ageism because we understand that maturity brings unique richness, which cannot be replaced by age or trends. Talent, adaptability, and leadership have no expiration date.

This vision led us to incorporate into our processes evaluations that value competencies and attitudes regardless of age, and to support companies in building diverse teams, where the balance between youth and experience generates more robust and sustainable results.

## THE BEST OF HUMANITY AND AUTOMATION

In a near future, widely impacted by artificial intelligence, the value of human experience, repertoire, and sensitivity will be even more essential. In this sense, creating cultures and environments that foster the meeting of this knowledge, uniting

the best of humanity with the best of automation, is what will set companies apart.

At Dasein, we understand that the key lies in diversity of thoughts, generations, in encouraging collaborative learning, exchanges, where different skills and worldviews complement each other. The immense possibilities of automation are not obstacles, they are tools that can be mastered and enhanced by any professional willing to update themselves, regardless of age.

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Our selection processes value competencies and attitudes regardless of age.

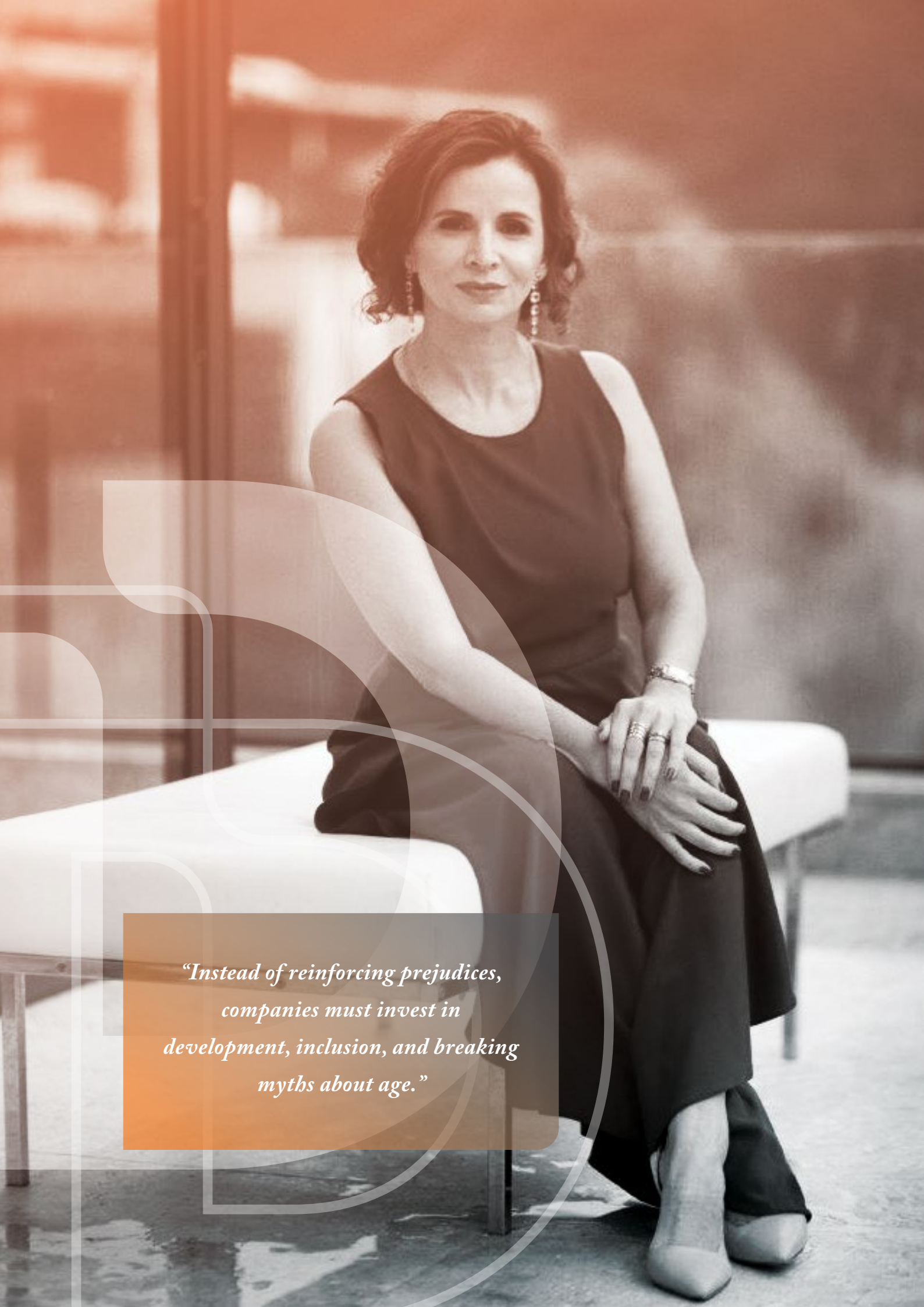
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Therefore, instead of reinforcing prejudices, companies must invest in development, inclusion, and breaking myths about age. Thus, they avoid the risk of losing valuable talent and ensure teams are better prepared to face the challenges of digital transformation in a sustainable and humanized way.

## REAL CASES SHOW THE VALUE OF EXPERIENCE

At the head of Dasein, I had the opportunity to witness countless examples that prove the incomparable value of leaders



A woman with dark, wavy hair is sitting on a white, modern-style bench. She is wearing a dark, sleeveless dress and light-colored pointed-toe shoes. She has several rings on her fingers and a watch on her left wrist. The background is a blurred outdoor setting with a large glass window or door. The image has a warm, orange-toned overlay. A large, semi-transparent orange circle is positioned on the left side of the image, partially overlapping the woman and the bench. A quote is displayed in a white, italicized font within a semi-transparent orange rectangular box at the bottom left of the image.

*“Instead of reinforcing prejudices,  
companies must invest in  
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myths about age.”*

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over 50, stories that can certainly inspire the entire executive community.

One remarkable case was when we assisted a large technology company in hiring an executive over 55 to lead a strategic innovation area. Despite the market being focused on younger profiles, the experience and broad vision of this leader were decisive to implement profound changes, integrate multidisciplinary teams, and lead the company to new levels of competitiveness.

There was also a short list in which we sent all finalists around the age of 50. The company, in the mining sector, needed to strengthen the strategic development area and chose to interview all professionals in this age group who had completed doctorates.

I also highlight the hiring of a 70-year-old professional as general director of a mid-sized technology company. It is a very rare situation, but serves as an example to many. For six years now, the executive has remained in the company, delivering excellent results.

These and many other leaders over 50 that I did not cite here also act as mentors within organizations, promoting the development of younger talents and fostering a culture of collaboration and learning. These executives not only brought stability and security in times of crisis but were essential to preserve the company's culture while driving digital transformation.

It is important to emphasize that we experienced situations where the commitment and ethics of these more experienced professionals were fundamental to strengthen corporate governance and social responsibility, adding value that goes far beyond financial results.

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It is urgent to deconstruct myths that associate age with incapacity, resistance to innovation, or lower productivity.

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These and many other cases show that investing in leaders over 50 is not only a matter of fairness or diversity, it is a smart strategy that combines experience, wisdom, and adaptability, resulting in more robust, innovative teams, prepared for present and future challenges.

## HOW TO MAKE DIVERSITY HAPPEN?

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First, it is essential to promote the appreciation of generational diversity as a whole, showing that teams balanced across different age groups generate more innovation, creativity, and better results. As a mentor to leaders and compa-





nies, I see how urgent it is to deconstruct myths that associate age with incapacity, resistance to innovation, or lower productivity. This requires constant awareness work, based on data, real examples, and success stories that highlight the value of more experienced professionals.

It is also important to invest in continuous development programs that meet the specific needs of this age group, reinforcing the idea that learning and adaptation are lifelong and not exclusive to the young. Training focused on new technologies, reverse mentoring (where the younger also

teach the more experienced), and actions that promote knowledge exchange between generations help break myths and build bridges.

In addition to these two actions, communicate. Invest in transparent and constant communication, internally and externally. Share success stories, positive impacts, and the valuable contributions of these professionals in organizations. This is a way to reinforce the message and serves as inspiration for managers, teams, and society.

LEARNING WITH:  
CARLOS GONZALEZ

# Mineral development hand in hand with collective well-being

*“Rebuilding society’s trust  
requires consistency between  
discourse and practice.”*

With one of the most admired careers in Brazilian mining, Carlos Gonzalez is proof that only example convinces. Going well beyond words, his actions are a source of teaching for the sector. Working in various fronts of the mineral production chain, he led pioneering projects such as Minas-Rio, from Anglo American. He worked as a professor, and today he combines the career of entrepreneur, miner, board member, and executive of Grupo Avante. All this without giving up two of his greatest values: humility and humanity.

**A study by the consulting firm GlobeScan shows that companies that invest in generating social and environmental impact have achieved a solid reputation and more motivated and loyal employees. At the head of commendable examples involving sustainability and social responsibility, such as Ferro Puro Mineração, tell us more about the importance of generating positive impact, both internally, among employees, and in the community.**

For companies to assume sustainable protagonism goes far beyond a trend. It is a structural change that reflects a new milestone in business, in which the region's economic development goes hand in hand with social and environmental responsibility. In this context, companies that conduct in-depth socioeconomic and environmental diagnostics manage to go beyond legal requirements, acting as agents of transformation in the territories where they operate.

In the case of Ferro Puro Mineração, from the beginning we established non-negotiable pillars: People, Safety, Environment,

and Community. These values form the basis of our institutional purpose and sustain a differentiated organizational culture. As a result, we achieved a solid reputation, based on credibility and trust, both with the market and with local communities. Internally, this culture strengthens the work environment, promoting engagement and motivation among employees, who begin to identify with the company's values and act as brand ambassadors. In short, when an organization leads sustainability and social responsibility initiatives with authenticity and consistency, it reinforces its value proposition, attracts and retains talent, and establishes lasting bonds with various stakeholders.

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Each failure brought valuable lessons that directly contributed to my personal and professional growth.

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**Mining is an extremely valuable industry for Brazil. It is essential for the development of society, but it carries a stigma regarding its image. What paths could sector leadership follow to overcome this challenge?**

Mining is one of the main pillars of the Brazilian economy, accounting for appro-

imately 25% of national exports. The sector plays a crucial role in generating jobs and income, in tax collection, and in supplying essential inputs for various production chains. Moreover, due to the locational rigidity of mineral resources, the activity often drives development in regions with a low level of urbanization.

However, mining still lives with significant image challenges, associated with poorly managed environmental impacts, social conflicts, operational negligence, and lack of territorial planning. To reverse this scenario, it is essential that sector leadership adopt a strategic agenda aligned with ESG principles (environmental, social, and governance). Among the priority actions are: the consolidation of a corporate culture guided by ethics and transparency; the incorporation of sustainability as a central vector of the business; and investment in structuring programs focused on local development, including professional training, income generation, infrastructure strengthening, and fostering technological innovation aimed at operational efficiency and the circular economy. Rebuilding society's trust requires consistency between discourse and practice, delivery of concrete results, and a long-term vision committed to collective well-being, business competitiveness, and environmental preservation.

**With a long journey in mining, working on various fronts, leading emblematic projects such as Minas-Rio, from Anglo American, also as a professor, and today combining the career of entrepreneur/miner, board member, and executive**

**of Grupo Avante. Looking back on your career, what were your greatest achievements and, on the opposite path, the mistakes that taught you the most?**

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The balance between vocation, technical experience, humility, and appreciation of human relationships has been the main driver of my career.

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This is a profound question, which invites reflective analysis of the journey, the accumulated lessons, and life's purpose. Throughout my career, I had the privilege of working in different companies and in various stages of the mining production chain, which provided me with a systemic and integrated view of the sector. From the initial operational challenges to participating in strategic decisions in boards and large-scale projects, each experience contributed significantly to my development. Among the most relevant milestones, I highlight my passion for geosciences and mining, the intense learning in field operations, especially in remote locations, and later, the opportunity to lead people and conduct emblematic projects alongside professionals who deeply inspired me.

I believe that this balance between vocation, technical experience, humility, and appreciation of human relationships has been the main driver of my career. More recently, I am experiencing an equally transformative stage with my role as a partner and executive at Grupo Avante. Undertaking with purpose, thinking about legacy and innovation, and contributing to the construction of an organization that values people, territory, and the sustainable future of mining is undoubtedly a milestone in my personal and professional fulfillment.

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When we are connected with our values, we can recognize daily gestures, often silent, as sources of inspiration and commitment to the common good.

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As for mistakes, I recognize that along the way there were moments when, with today's maturity, I would have made different decisions. Experience teaches us that some situations require time and a more sensitive reading of the context. In retrospect, I realize that the anxiety for immediate results and the lack of qualified listening at certain times could have been better managed, avoiding some wear and tear. However, I do not carry re-

grets: each failure brought valuable lessons that directly contributed to my personal and professional growth.

**You are considered one of the most admired leaders in the mining sector: for your pioneering spirit, keen vision, efficiency, and above all, for your humility and the humanity with which you deal with everyone around you. Just as you inspire many executives and entrepreneurs, who most inspired you throughout your career and who inspires you today?**

Receiving this recognition is a reason for honor and deep gratitude. If today I am seen as someone who inspires, it is because, throughout my journey, I have been and continue to be inspired by people who helped shape my vision of leadership, business, and the transformative role of mining and society. I believe that inspiration is built from multiple references and experiences. At the beginning of my career, I was strongly influenced by technical leaders who combined professional excellence with ethics and respect for people. With them I learned that being a good engineer is not the one who understands ore, but the one who understands the complexity of the environment where they operate, recognizes the impacts generated, and takes responsibility with a systemic and sustainable vision. Later, in executive life, I had the opportunity to work with professionals who made difficult decisions with courage and assertiveness, always prioritizing the long-term purpose over immediate results. I cannot fail to mention the foundation of values



I carry since childhood, learned from my parents, examples of loyalty, integrity, generosity, and dignified work, which will always be my source of inspiration.

Currently, I am inspired by leaders who break with traditional models, by social entrepreneurs committed to transforming territories, by people connected to sustainable innovation, and especially by ordinary people who face everyday challenges with courage, dignity, and resilience. I believe that when we are truly connected with our values, we can recognize daily gestures, often silent, as genuine sources of inspiration and commitment to the common good.

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Executive search  
professionals  
master consolidated  
methodologies,  
sophisticated assessment  
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capture nuances that are  
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**A survey published by the newspaper Valor Econômico shows that CEO turnover has never been so high: 30 of the 82 Brazilian companies listed on the Ibovespa B3 index changed leadership, which can**

**increase the risk of instability and generate million-dollar losses. In this sense, how do you assess the role of executive search in hiring the right leadership?**

The published survey reinforces the strategic importance of executive search in the current context, especially regarding the hiring of C-level leaders. The high turnover among CEOs highlights a growing challenge of identifying professionals who are truly aligned with the organizational culture, values, and long-term vision of companies.

I had the opportunity to work in different contexts, as an executive in large publicly traded companies and, more recently, as a partner in a mid-sized, privately held company with restricted corporate governance. This experience broadened my understanding of the complexity involved in defining and choosing leaders, especially given the diversity of corporate cultures and governance models. To illustrate: an organization with traditional management, seeking a profile geared towards disruptive management, runs a serious risk of error if it does not understand the real level of readiness for structural changes to happen.

In this case, the role of executive search goes far beyond talent prospecting. It is a strategic assessment, which begins with active and in-depth listening with board members and shareholders, to understand the organization's moment, its structural challenges, prevailing culture, and future goals. Only with this contextual reading is it possible to map leaders with real potential for adherence, not only



from a technical point of view but above all behavioral and cultural. Executive search professionals master consolidated methodologies, sophisticated assessment tools, and the sensitivity to capture nuances that are often not explicit in a traditional selection process. In a dynamic and volatile corporate environment, technical qualification is only a prerequisite. The true differentiator lies in the ability to identify leaders with purpose,

integrity, systemic vision, and delivery capacity compatible with the company's ambition. Therefore, having a strategic partner who works on building the best "fit" between professional and organization is no longer an alternative but has become an essential condition for sustainability, stability, and the generation of sustainable value in the medium and long term.

# Innovation Beyond the Hype

*How four Brazilian  
companies built trajectories that  
make sense*

In 2025, at the Davos Forum, Erik Brynjolfsson warned: billions of dollars in artificial intelligence investments are being wasted on pilots that never get off the ground. Projects driven by hype generate headlines — but rarely deliver lasting value. For innovation to move beyond being a fad and become a strategic journey, more than technology is needed. It is necessary to understand what is changing and what needs to change, decoding external signals (new technologies, market trends) and reinterpreting internal codes (values, narratives, resistances).

This process of building collective meaning — before, during, and after change — is known as sensemaking.

Inspired by authors like Karl Weick and articulated with Heidegger's philosophy, sensemaking considers that organizations do not react to facts, but to the interpretations they build around them. That is why, among the ten lenses of analysis we proposed in the book *Digital Transformation: Beyond the Obvious®*, sensemaking occupies a central place.

The term "Dasein" — Heidegger's "being-in-the-world" — also inspires this situated perspective, which seeks to understand the context before the response. In 2021, Dnews magazine was a pioneer in dedicating a series of four articles to sensemaking, anticipating the centrality of the theme in the debate on innovation.

## FOUR OBSTACLES TO DIGITAL TRANSFORMATION

The newly released *Digital Transformation: Beyond the Obvious®* examines four cases of Brazilian companies — GOL, Banco Inter, Cemig, and Drogaria Araújo — through ten analytical lenses, including an entire chapter on sensemaking. Each case faced blockages that proved to be obstacles of meaning:

- **GOL:** advancing with automation without runway teams perceiving it as a threat to employment.
- **Cemig:** decentralizing IT initiatives without compromising security and governance.
- **Drogaria Araújo:** expanding e-commerce without creating rivalries between physical and digital teams.
- **Banco Inter:** communicating and validating the value of a 100% digital and fee-free model, pioneering in Brazil in 2016.

## EMBLEMATIC EXAMPLE: BANCO INTER'S FEE-METER

In 2016, Banco Inter installed at headquarters and on its website the "tarifômetro" (fee-meter), a real-time panel that already totals R\$ 89.8 million in savings for customers:

- **Spontaneous media:** headlines in newspapers and networks, breaking with the static communication of banks.



- **Market:** made the “no fees” tangible, accelerating adoption.
- **Internally:** reinforced collective purpose, since each employee could see their impact in numbers.

The sensemaking challenges accompanied Banco Inter throughout its evolution: from the fee-meter to the superapp that unified services and channels, to the international expansion that began in 2021 — at each stage it was necessary to decode external signals and reframe internal narratives to ensure adoption and trust.

GOL, Cemig, and Araújo also created their own “artifacts of meaning” — operational dashboards, low-code laboratories, and journey maps — to overcome governance, process, and culture resistances.

## SENSEMAKING AT TWO KEY MOMENTS

As an analytical lens, sensemaking delves into two points of attention:

### • Decoding external signals

Identifying market trends, emerging technologies, and customer behaviors to point out where to invest and what to abandon.

### • Interpreting internal codes

Understanding how employees assign meaning to changes — values, fears, and motivations — and shaping narratives that reduce resistances and ensure real ownership.

## FIVE PRACTICES TO TRULY INNOVATE

To take innovation beyond the hype and transform these two critical moments into effective changes, the book presents five practices that connect diagnosis and action:

### 1. Inventory existing narratives

Map beliefs and rituals that shape perceptions before any rollout, anticipating resistances and leverage points.

### 2. Develop visual artifacts

Use dashboards and symbols to make goals tangible and foster dialogue between teams.

### 3. Promote small-scale pilots

Run quick prototypes that generate immediate feedback, allowing adjustments without blocking operations.

### 4. Create a shared vocabulary

Adopt metaphors and unifying terms that align interpretations and reinforce purpose.

### 5. Establish sensegiving rituals

Create milestone-celebration ceremonies and exchange forums to consolidate new meaning into culture.

**Innovation revolves around technological artifacts, but only makes sense when it reconfigures symbolic artifacts.**

### The leader as an architect of meanings

Successful leaders do not just execute projects: they learn the organization's internal language before translating strategies. This requires an exercise in epistemological humility: first decoding how





*Digital Transformation: Beyond the Obvious®: commented cases of Brazilian companies. 1st ed. São Paulo: Brasport Books and Multimedia, 2025. 288 p. ISBN 978-65-60960-60-2*

employees and partners really think, what codes and values guide their daily lives. Only with this understanding do managers transform corporate goals into symbolic narratives that connect market logic, business strategy, and internal culture — not through impositions, but through genuine dialogues. This is how bridges are built between innovation and practice, ensuring ownership and continuity.

## Conclusion

Innovation without sensemaking is just noise: adopting external trends without reframing internal culture produces fragile and ephemeral changes. Genuine transformation requires decoding environmental signals and weaving narratives

that give depth and purpose to initiatives. Inspired by Heideggerian Dasein — the “being-in-the-world” that forges meaning from its contextual immersion — DASEIN translates this philosophy into strategic action. And it has been doing so for more than 30 years through DNEWS, this publication that identifies and interprets signals of change in the Brazilian business landscape.

In *Digital Transformation: Beyond the Obvious®*, you will find the ten analytical lenses — from strategy to sensemaking — that sustain the journeys of GOL, Banco Inter, Cemig, and Drogaria Araújo. May this book be your starting point for innovation that truly makes sense.

*\*Denise Eler is a reference in Sensemaking and co-author of Digital Transformation: Beyond the Obvious®, Ed. Brasport*

# Dasein 30 years: values that transcend time

*Sensitivity, trust, and  
commitment to the human being are at  
the essence of Dasein, from 1995  
to the present day.*

To transform the world, companies, and people, reason alone is not enough. Sensitivity is needed, this is the principle at the foundation of Dasein EMA Partners Brazil, from 1995 to the present day. If many things have changed over the last three decades, including Dasein itself, its essence remains the same. The commitment to the human being, in their uniqueness and possibilities, is part of the company's identity since its founding, when it operated only in Greater Belo Horizonte, in Minas Gerais.

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Throughout its history,  
Dasein has selected  
approximately 6,500  
leaders.

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The humanized approach has never been circumstantial at Dasein. “It is rooted in our work, which has humanism and existentialism as its philosophical basis,” says the company's CEO and founder, Adriana Prates. “These foundations continually guide us on the path we must follow, such as ethical, in-depth conduct committed to the value of people. This is what has always allowed us to be not only effective, scientifically rigorous, but also consistent with what we believe and with the impact we want to generate in the world of work.”

Care in the conduct of each selection process, in the attentive listening to the

professionals involved, always carried out with great care, respect, and consideration are fundamental attributes of the company and lead to great successes in executive recruitment, highlights Daniel Rezende, director at Dasein. “We have never selected someone just to fill a seat. We establish a relationship of trust, a sensitive understanding of the candidates and of the company's moment. This involves, in addition to objective and scientific aspects, the nuances, the subjectivities of the human being, personalization, and a look beyond the résumé.”

## **TOWARD A NEW LEVEL OF PERFORMANCE**

Thirty years ago, while the executive search market in São Paulo was beginning to consolidate, in Minas Gerais traditional recruitment predominated, still without structured techniques or strategies aimed at executive positions. At the time, there were no companies specialized in senior management recruitment in the state.

“In the beginning, we worked in a generalist way, both in relation to the segments served and the type and volume of positions handled. Starting in 1998 we experienced a major turning point with the explosion of the technology and telecommunications sector. We were chosen to advise Maxitel (now TIM) in forming its talent team, in a completely new scenario in Brazil. The challenge was immense. We were dealing with a segment that practically did not exist in Minas and was barely beginning to take shape in the country.

22

— This required Dasein to undergo a profound technical and methodological evolution,” recalls Prates.

The company then adopted bold mapping and sourcing strategies. In addition to innovations in how it conducted assessments, it began offering services such as coaching, mentoring, and leadership development. The experience in this emerging market led the firm to a new level of performance: more precision, agility, refined listening, and an elevated quality standard.

This transformation movement drove the company to expand its operations beyond technology, serving sectors such as automotive, various industries, and services companies.

### **MORE THAN NUMBERS, CARE FOR PEOPLE**

Throughout its history, Dasein has selected approximately 6,500 leaders, professionals who generated positive results that go beyond their companies. A living legacy that has impacted and continues to impact people and the market to advance on fundamental themes such as diversity, equity and inclusion, and social and environmental responsibility.

According to Rezende, successful recruitment for Dasein involves the long term. It is not just a victory for HR or the partner consultancy. “Success for us means sustainable organizational de-

velopment, ensuring engaged leadership, consistent delivery, and a culture strengthened in essentials for the future, such as ESG topics.”

In addition to the executives who took part in selection processes conducted by Dasein, the company has carried out more than 300,000 assessments and the development of around 1,350 leaders for organizations of different sectors and sizes. For Adriana Prates, “the numbers are significant, but what really makes us proud is the care dedicated to each project, each person, each client, partner, and employee. Many of the clients we won over in this process remain with us to this day, which reinforces our commitment to long-lasting partnerships based on trust, delivery, and shared value.”

### **HIGH ACCURACY INDEX**

Combining sensitivity and scientific rigor has brought a commendable result for Dasein and its clients. Over three decades, its hiring accuracy rate is 98%. “More than the use of advanced tools, rigorous reference checks, and consolidated methodologies, what has always set us apart was attentive listening, refined reading of scenarios, and a transparent and close relationship with each client. These elements are major guides for our deliveries and what ensures that each hiring decision is deeply aligned with the organization’s needs and culture,” underscores Prates.



*"Dasein is a strategic partnership in the field of people management, recognized for the depth and sensitivity with which it understands human beings. Its approach goes beyond the conventional, treating people management as a true art and reinforcing the appreciation of our most precious asset: people. In a scenario where commoditization of this discipline is often tempting, Dasein stands out for remaining true to the philosophy that, in the business world, each person is unique and deserves special care. This approach instills confidence in us, empowering decisions and results for managing our times."*

**Felipe Fagundes**, vice president of HR  
Latam, AngloGold Ashanti



For Daniel Rezende, well-selected professionals who have real cultural fit and technical command generate solid results, are prepared to deliver value, make sound decisions, and lead transformations, contributing to the company's growth and sustainable performance. "And when a company positions itself as an environment where professionals grow, stay, and deliver consistent results, it becomes more attractive to market talent. This strengthens its reputation and broadens access to high-level profiles. It is a virtuous cycle."

In these 30 years, the selection processes conducted by Dasein also stand out for identifying professionals aligned with organizational expectations. "This concern with cultural fit led us, from very early on, to adopt more advanced and sophisticated assessment strategies, with the aim of minimizing as much as possible the risks involved in senior management hires. This choice proved decisive. Investing in a robust technical and behavioral evaluation area allowed Dasein to offer highly personalized recruitment processes that became a benchmark in quality and precision in Brazil."

## INTERNATIONAL PERFORMANCE

The executive search market in Brazil has undergone profound transformations over recent decades. From a scenario marked by informal recruitment and personal relationship networks, the sector was evolving toward a more structured

and strategic model. With the arrival of international companies, demand grew for qualified executives with leadership experience, fluency in languages, and a profile aligned with global corporate culture.

The context of the time, added to Dasein's maturation, showed that national operations were not enough to clearly see the global perspectives of the executive recruitment market. Expanding the view and adjusting deliveries to an international quality level was a decisive move, it was time to seek international certification.

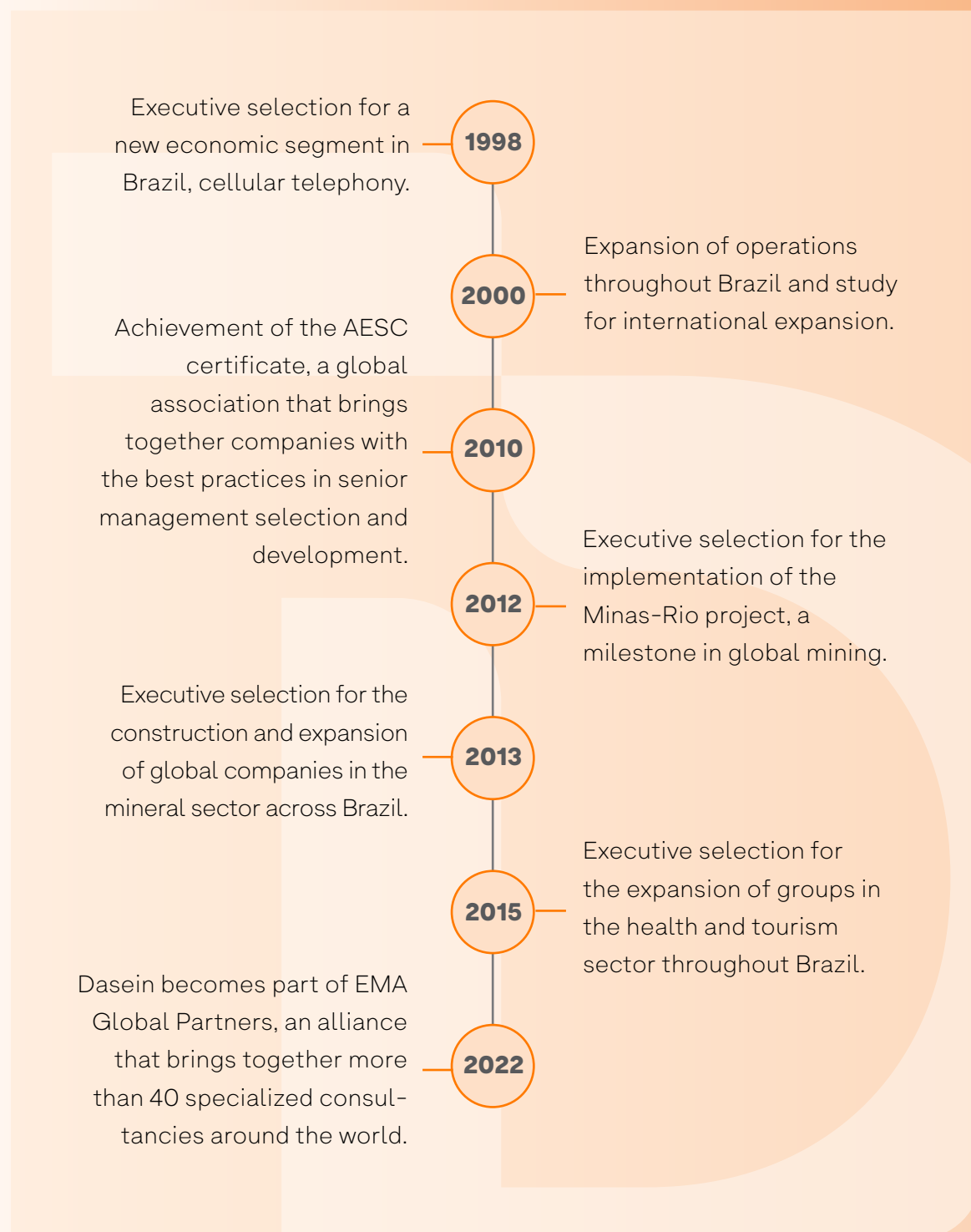
In 2010, Dasein earned recognition from AESC (Association of Executive Search and Leadership Consultants), the main global regulatory body in the sector. "Since then, as association members, we have maintained this seal of international excellence with rigor and responsibility. This achievement was, and continues to be, an important milestone that positions us ahead of trends, strengthens our ethical principles, and challenges us to continually evolve in our practices," highlights Prates.

In addition to joining AESC, since 2022 Dasein has been part of EMA Global Partners, an alliance that brings together more than 40 specialized consultancies around the world. Through collaboration, consultants from various countries work in an integrated way, with regular meetings and a strategic global gathering, always with the aim of aligning guidelines and sharing knowledge. "This network allows us to guarantee our clients, in any region, the same quality standard we offer at Dasein and, at the same time, enables

## MILESTONES OF EVOLUTION

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In its 30 years, Dasein has taken part in emblematic initiatives for the Brazilian economy by conducting executive selection processes for the implementation of new sectors in the country and for companies' expansion. See some highlights:



*"Dasein has spent three decades illuminating potential and transforming possibilities, solidifying its place as a premier matching firm. By connecting company culture with candidate aspirations, the consultancy has redefined executive search. For companies seeking leaders and candidates seeking fulfilling careers, I highly recommend Dasein. Congratulations!"*

**Guilherme Jácome**, business development director, Brazilian Nickel



us to operate in Brazil with the support of a global presence. It is a two-way street that broadens horizons, reinforces our excellence, and strengthens our ability to generate real and lasting value.”

## **EXECUTIVE RECRUITMENT, A LOOK TO TOMORROW**

Today, specialists agree that hiring the wrong leaders generates million-dollar losses for companies. However, a study published by the newspaper Valor Econômico shows that CEO turnover has never been so high, 30 of the 82 Brazilian companies listed on the Ibovespa B3 index changed leadership, representing 37% of the total. In addition to the financial loss, such as recruitment costs, severance, and immediate loss of productivity, this turnover causes deep and difficult-to-measure damage.

“Constant leadership turnover compromises the company’s strategic direction,” warns Adriana Prates. She explains that each new CEO tends to bring their own vision, which often implies abrupt changes in course, discontinuity of projects, and loss of focus. “This demobilizes teams, generates insecurity, weakens bonds of trust, and can increase turnover at other levels of the organization. Corporate culture also suffers, since it is shaped by leadership.”

The company’s image in the market can also be compromised. Investors, clients, and partners begin to see instability and

lack of governance. “For all these reasons, the choice of a leader cannot be based only on résumé or technical performance. Sensitivity to the organization’s moment is needed. Investing in an executive recruitment process is not a cost, it is long-term protection and intelligence.”

## **ARTIFICIAL INTELLIGENCE AT THE SERVICE OF HUMAN INTELLIGENCE**

When Dasein thinks about innovation, which goes beyond automation, the requirement is responsibility. Innovating with responsibility is as important as innovating with agility. Not every change makes sense, ponders Adriana Prates. “It is necessary to discern what is fleeting from what truly adds value to our purpose, to clients, and to society. We seek this balance while respecting our essence. That is why we incorporate technological, methodological, and conceptual innovations always with a critical eye.”

With regard to artificial intelligence, Dasein uses strategic resources in its processes to optimize technical stages such as data analysis, market mapping, cross-referencing competencies, and identifying behavioral patterns. “However, we make a point of being clear. AI does not replace the active listening, clinical eye, and sensitivity that are part of our human and personalized approach. Technology supports, but the decision continues to be driven by critical judgment and experience.”

Dasein has been continuously developing research projects related to how familiarity with and mastery of AI have become important differentiators in the evaluation of executives. “Today, in many sectors, it is expected that leaders not only know automation tools but know how to apply them to drive innovation, efficiency, and competitive advantage. Therefore, this competency is already part of the criteria we observe in talent selection, always considering the company’s context, segment, and moment. At Dasein, we believe the future of executive recruitment involves a balance, artificial intelligence at the service of human intelligence.”

On the other hand, the executive views with concern the indiscriminate use of AI by HR areas in selection processes. Delegating selection to algorithms can lead to biases, injustices, and the loss of talents with unique or less “standardized” profiles. Processes that are too automated tend to dehumanize and impoverish recruitment. For this reason, we advocate that technology be used responsibly, always combined with listening, dialogue, and deep understanding of the human being.

*"The Brisa Hotel Network's partnership with Dasein has been crucial in attracting committed and skilled professionals. This partnership strengthens our team, values human capital, and directly impacts the quality of services offered at the chain's hotels. Together, we are building a future of excellence and hospitality."*

**Ijhiane Amorim**, administrative and financial director, Brisa Hotel Network





*"Dasein, even when it was still small, served us at AngloGold on important projects and always with great success. That's why we maintained a long partnership during my time at AGA. Believing in and building solid partnerships was the path to our success, and, of course, embracing all of Dasein's expertise. Congratulations, and may you continue this journey of three decades of value, increasingly supporting organizations and people."*

**Camilo Farace**, CEO of Fundação Renova.



# The AESC Seal of Credibility



*For 15 years, Dasein has been part of a select international group that brings together the companies with the best practices in senior executive search and leadership development.*

Only 20 executive recruitment firms operating in Brazil are part of AESC, the global entity that defines international quality standards for the executive sector. Among them is Dasein, one of the few companies of Brazilian origin to have earned this valuable certification.

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The AESC brand requires its members to be ethical, rigorous, and transparent firms.

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Operating globally since 1959, AESC is responsible for establishing the highest quality criteria for the profession, ensuring that companies, organizations, and clients around the world can identify, attract, and leverage the best talent for senior corporate leadership.

To discuss the competitive advantage of being part of this select group of executive recruitment consultancies, we invited Lynne Murphy-Rivera, AESC's Managing Director for the Americas.

**Only 20 executive search and leadership development firms are part of AESC in Brazil. What are the prerequisites that the entity takes into account to select a consultancy for its elite group?**

AESC members represent the highest standards of quality and excellence in executive search and leadership consulting. All member firms conduct the majority of their assignments at the executive and board level. AESC does not accept firms that offer a contingency model. Overall, the member review process is rigorous, including references from the industry and clients, an operational review, and a vote by the respective regional council.

**Thinking about clients and companies in general: hiring the wrong executive comes at a high price. Depending on the leadership position, the losses go beyond financial issues, potentially affecting productivity and even the company's image. In this sense, how can AESC member consultancies prevent such damage?**

Research and data prove that a poor hire of a senior executive can be extremely costly for a company, with potential losses ranging from 2 to 27 times the executive's annual salary, not to mention reputational costs.

Only the best executive search firms can face the challenge of identifying and influencing the best hiring decisions for their clients.

AESC members are recognized leaders in global executive recruitment and leadership consulting, offering a full range of organizational and talent solutions for high-performing organizations.



Clients must be diligent in choosing a consultant. Association members choose to exceed industry norms and client expectations, as the AESC brand requires its members to be ethical, rigorous, and transparent firms.

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Hiring mistakes can generate losses ranging from 2 to 27 times the executive's annual salary.

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Dasein is celebrating 30 years of operation and has maintained a 15-year partnership with AESC. Considering the

**consultants, the exchange of knowledge and experiences between the association and Dasein, what benefits does this rich exchange generate for both consultants and clients?**

As the only global trade association representing the \$22 billion leadership consulting and executive search industry, AESC seeks to elevate its members through growth opportunities, elite networking, legislative updates, market analysis, and insights. Membership in AESC differentiates firms, strengthens credibility, builds business, and connects them to a highly trusted community of leaders.





*"Throughout our strong, years-long partnership, Dasein's expertise in selection and headhunting has been absolutely crucial to our success. The consultancy not only helps us identify professionals with the necessary technical and behavioral readiness, but goes even further: it ensures deep alignment with our culture and vision for the future. Their cutting-edge methodologies and rigor at every stage of the selection process provide us with the confidence that we are always making the best choices in the market. It is this partnership of trust and excellence that allows us to build teams that are not only solid and resilient but also innovative and capable of helping us shape Samarco's future."*



**Vera Lúcia Silva**, general manager of people and culture, Samarco



## SLOW DOWN

# The Country of Eternal Spring

\*By Laurindo Leal

In a frozen habitat without resources,  
Among saber-tooths and bears,  
Lived the People of Somewhere.  
Living there was no ease,  
They endured with the firm belief  
That one day another home they'd find.  
What place is this?

The wise men asked,  
With their noses in old tomes,  
Without finding any answer.  
By the fire the poets sang  
That in autumn birds migrated  
In search of another place.

Meanwhile here, in a long winter,  
Living through a daily hell,  
One could imagine  
That migrants in a paradise  
Of warmth, abundance, and laughter  
Could there find shelter.  
They were mirages of a fabulous country,  
Where life would be blessed  
For the People of That Place  
Deprived of every beast,  
Spring all year long,  
An Eden to dwell in.  
They say Holy Necessity  
Calls her children eagerly  
When there is a problem to solve.  
Engineering replied,  
Accomplice of Innovation in the magic  
Of the art of how-to-do.

They built then a dirigible,  
Somewhat rough, yet very credible,  
To follow the migrating birds.  
Acting thus, they thought one day  
The brave people would succeed  
In discovering that promised land.

The daring plan was carried out,  
And in pursuit of the birds they flew  
Until reaching another hemisphere.  
At last they arrived in spring,  
Exhausted from deprivation and waiting  
To land in that Eldorado.  
They lived in trance day by day,  
Filled with such joy  
That the dirigible was left to ruin.  
The birds nested,  
They grew, multiplied,  
And then set off again.

Hungover and heavy-eyed,  
They were stunned by autumn,  
Lamenting in chorus to the winds.  
At every bird departing  
Every man felt  
Like a toad at a feast in the sky.  
No provisions had been made,  
It was autumn without a harvest,  
No roof for shelter.  
There had been no need of it,  
Since the sky had protected them  
While the dream endured.



*\*Laurindo Leal is a professor at the University of São Paulo (USP), was scientific director of the Vale Technology Institute for over 5 years, and is recognized as a reference for the international mining sector. His poetic vision was the great inspiration for the creation of this column Slow Down.*

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  
to receive your visit.



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