

Creating new cultures, new markets, new paradigms

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The next generation of Brazilian leaders at its emergence

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Abstract

This research set out to explore the feasibility for Emzingo Group LLC's NexGen leadership development fellowship to be implemented in the emerging market of Brazil. Therefore (1) Brazilian contextual aspects for leadership, (2) the leadership development space, (3) personality traits of leaders, and (4) Brazilian culture-specifics were investigated through explorative research. This was done in order to position the Brazilian concept of leadership in relation to established concepts applied in the NexGen fellowship.

The Brazilian context was found to be a complex environment with various challenges and opportunities. In this environment there has been little development of leadership development education, offering a field of opportunities. Looking at the personality traits and cultural aspects of leadership a shift in values between generations has been recognized.

This shift in values in combination with a need for leadership development offers opportunities for Emzingo Group LLC to launch the NexGen fellowship in Brazil. NexGen provides an opportunity to translate future leader's values into practical leading approaches. Therefore, sessions of the fellowship should be adapted to address locally challenging topics, a locally operated NexGen could bring together Brazilians and internationals in the diverse Brazilian context allowing for intensive exposure to diversity, and an annual NexGen forum offers the opportunity to preserve engagement for social transformation. Moreover, tailored curriculum design for leadership development programs at university and corporate level is an opportunity Emzingo Group could address to obtain business in Brazil.

Foreword

This graduation assignment was written during a five-month internship at the social impact consulting firm Emzingo Group. Pairing the practical experience of the operational tasks and the conducted research enabled a great learning journey, which allowed me to explore my personal limits, step outside of my comfort zone, and develop in many aspects.

In the course of this research I had the honour to talk to many brilliant people from Brazil. They allowed me great insights into their personal and professional experiences, and also shared opinions and doubts about the current state in Brazil. Every interview enriched and broadened my horizon and understanding for global and local challenges. Thank you very much for sharing!

At the virtual team of Emzingo Group, Ramon Marmolejos provided me with great support as mentor and supervisor. During weekly check-ins we discussed the progress of the research and he opened my eyes for aspects and components I had not thought about before. Ramon, I am very grateful for an inspiring and experience-rich learning journey!

Another “thank you” is dedicated to Leewee Chew-Rietberg, my supervisor at the University of Applied Sciences Utrecht. She supported me allowing me a great deal of freedom in the research process, and ensured me staying focused and on track throughout the process. Thank you for giving me the opportunity to do “my thing” and keeping me in line.

Last but not least, it is time to show my gratitude to my family and friends. They have always supported me while being internationally oriented and remain an important part in my life. I am very thankful to have the honour of having such a supportive anchor in my life.

Glossary of terms

Anglo-Saxon:	a person of English origin, mainly referring to North America
Emotional Intelligence (EQ):	the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships empathetically
Established theories:	combining commonly used leadership theories and concepts, mainly originating from North America and Europe
Inclusion:	the competence to empower, involve and let others partake in structures, decision making and groups
Intercultural Awareness Profiler (IAP):	a questionnaire designed by Trompenaars Hampden-Turner Consulting in order to assess personal cultural orientations
Leadership:	the action and ability to lead a group of people or an organization
Leadershift:	the ability to change paradigms and bring about social innovation
Millennials:	also known as Generation Y, describing the generation born between 1981 and 2000
Social innovation:	the creation of new strategies, concepts and ideas to address societal challenges
Theory U:	social learning technique that facilitates disruption of behavioural patterns and leads towards conflict resolution through social engineering

Content

- 1. Introduction 6
 - The Emzingo approach 6
 - Spreading the vision 7
- 2. Reviewing NexGen in the context of leadership theory 9
 - An introduction to established leadership concepts 9
 - The say of culture 11
 - Exploring Brazilian specifics 12
 - Reaching a conceptual view 13
- 3. Methodology 15
 - Orientation 15
 - Research strategy 15
 - Data analysis 16
 - (De)Limitations 16
 - Ethics in the process 17
- 4. Findings 18
 - Brazilian context for leadership development 18
 - Leadership development programs in Brazil 20
 - Personality traits of a Brazilian leader 22
 - Brazilian culture and leadership 24
- 5. Discussion 26
 - NexGen’s role as a facilitator for social change 29
- 6. Recommendation 32
 - Next steps for Emzingo Group LLC in Brazil 34
- References 35
- Appendix 1 – Detailed description of force field analysis 39
- Appendix 2 – Interview information 40
- Appendix 3 – Guiding interview questions 41

1. Introduction

Over the past decades the concept of business leadership has gained substantial importance in academic research as well as in corporate practices. In the course of economic growth and focus on economic development in the second half of the 20th century, corporations emphasized the need for structured management that would ensure a company's growth through systematic policies and growth instruments (Hurst, 2012). At the latest since the burst of the online bubble in the beginning of the 2000s and the global financial crisis in 2007, societies and economic bodies have started to question the code of conduct structured management cultures encompass (Hamel, 2007). Therefore a call emerged, demanding an alternative approach to management and leadership. Themes such as sustainable stability, responsibility and social impact are essential elements of a shift towards a holistic perspective on business (Senge et al., 2010; Hamel, 2007). Taking on the latter, corporations are currently trying to overcome challenges imposed by globally societal and economic development by focusing on the idea of leadership.

Encouraged by this trend shift, numerous leadership development programs have been established. They shall provide companies with the support to facilitate a culture of transformational leadership. Emzingo Group LLC is one of the companies that engage in shaping a transformative leadership culture globally.

The Emzingo approach

Emzingo Group LLC is a privately held innovative, global integration and leadership development consultancy that was founded by a small group of young business professionals in 2010. Going beyond a simple understanding of leadership, Emzingo Group envisions a new stream of global leaders that unite business and social sector organisations. Transformed leaders would bring about a *leadershift* to organisations, forming a new way of thinking and thereby merging mutual benefits to society and economy (Emzingo Group, 2014).

In order to do so, the *NexGen Fellowship Program* (NexGen) was established. It addresses the aforementioned need for leadership development through communication of global competencies a leader should encompass. It offers students the opportunity to engage in a leadership development program that provides them with the learning experience of

leadership, and creates awareness for the need of change amongst emerging leaders (IBM, 2010).

As depicted in Figure 1, NexGen makes use of an action-based-learning approach that focuses on the development of awareness and understanding for global management, cultural awareness, sustainability, innovation and change, leadership, and self-awareness and emotional intelligence (EQ). The learning experience is mainly guided by Otto Scharmer's social learning technique *Theory U* that shall enable fellows to engage in a creative, challenge-solving innovation process.

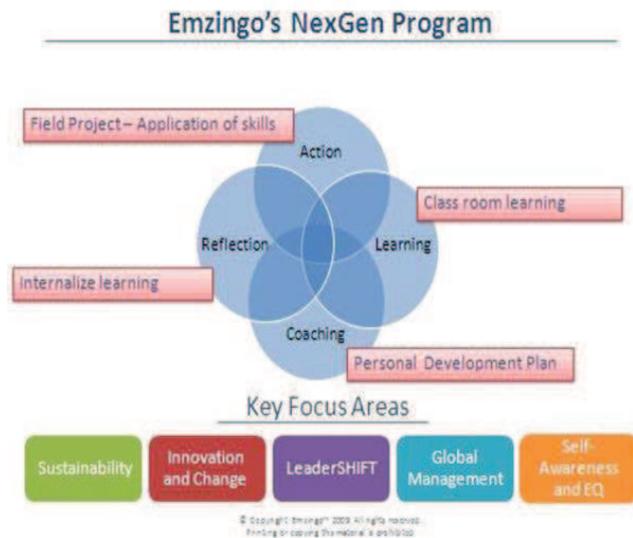


Figure 1 – Concept NexGen Program (Emzingo Group, 2009)

Participating in NexGen, fellows engage in a Theory U-learning journey consisting of a downloading, observing, reflecting and acting phase. In an intense leadership development curriculum phase participants “download” approaches and methodologies in order to build first competencies for their field work. During the practical immersion in a social sector organisation in an emerging market, participants engage in a social impact consulting project in which they are guided through an observing, reflecting and acting phase.

Spreading the vision

So far, NexGen has only been offered to top universities from developed countries and the program is merely designed on the basis of ideals, paradigms and concepts found by Anglo-Saxon and European scholars. In the future, Emzingo Group has the vision to potentially offer leadership development trainings also to entrepreneurs, students and executives in emerging markets. Currently Emzingo Group is operating programs in South Africa and Peru, and is now planning to expand its activities to Brazil.

Entering a new market with a program that touches upon the socially and culturally sensitive topic of leadership will pose challenges to Emzingo Group. Concepts of leadership are shaped by cultural, societal and economic circumstances (House, 2004). Entering a culturally diverse

country like Brazil, alternating expectations of leadership could easily undermine the success and impact of the existing NexGen program, and create challenges in the communication of essential philosophies. It is therefore vital to consider the unique conditions in Brazil that influence the concept and requirements of leadership in the society.

The aim of the research

This research intended to provide knowledge to the challenge of entering the Brazilian market with a transformational leadership development program, in order to give advice for a future strategy for Emzingo Group's leadership development offering in Brazil. To be able to give an educated outlook within the framework of NexGen, the challenge was to first understand the concepts of leadership in the market of Brazil before being able to confirm or reject the company's current leadership development offerings. The following question, therefore, guided the research process.

“How does the perception of leadership amongst entrepreneurs, students and business executives in Brazil differ from the established theories used in the *NexGen Fellowship Program*?”

The concept of leadership and the leadership development space were analysed and examined based on extensive literature research and field research. The explorative character of the research question set out to answer the supporting sub questions mentioned in the box below around contextual factors, leadership development in Brazil and personality traits desired by the interviewed sample. Eventually, future opportunities and possible adaptations for leadership development training were mapped to create a source for Emzingo Group's leadership development in Brazil.

- What contextual factors influence the concept of leadership in Brazil?
- What is the content of already existing leadership development programs?
- What personal traits are desired of leadership in Brazil?
- How could the *NexGen Fellowship Program* be adapted to a different demand in Brazil?

2. Reviewing NexGen in the context of leadership theory

Increased attention for leadership caused the amount of theory dealing with the matter to grow broadly. In order to maintain a focus for this research, it was mainly looked at concepts and theories that are included in Emzingo Group's NexGen program. Paying attention to Brazilian-specifics, it was inevitable to take the impact of national culture and contextual factors onto the idea of leadership into account. In this review, the impact culture is assigned to have on the matter of leadership, and existing Brazilian literature on leadership will therefore be explored as well.

An introduction to established leadership concepts

Aiming for transformational leadership solutions, NexGen, like many existing leadership development programs, is based on leadership constructs mainly shaped by Anglo-Saxon scholars. The emphasis on leadership in Europe and the US has led to an extensive pool of concepts and ideas. However, these depict Anglo-Saxon and European context, and neglect alternating circumstances in other markets (Muczyk & Holt, 2008).

In Anglo-Saxon philosophy leadership is attributed a wide range of concepts and definitions. Since the first leadership theories of the Great Man, which saw leadership competency as an intrinsic capability, leadership theories have evolved around (1) trait theory, (2) behavioural theories, (3) contingency leadership, and (4) transactional, and (5) transformational leadership theories. Assigning importance to different components of leadership, theories have developed from intrinsically focused concepts to extrinsic and integrated approaches. Just to mention some concrete leadership concepts that are given major recognition: *situational leadership* by Hersey and Blanchard (1969), *servant leadership* by Greenleaf (1977), *transformational leadership* by Burns (1978) and Bass (1985), and *ethical leadership*, *responsible leadership* and *strength-based leadership* by Rath and Conchie (2008). These established concepts influence the design of leadership development programs and provide a basis for leader-creation in the US and Europe.

In the most recent years, primary importance has thereby been given to societal and environmental developments, including several factors such as cultural differences, sustainability, social responsibility, climate change and economic success as well as to the identification of personality traits a leader should bring to fulfil his functions and

responsibilities (Voegtlin, et al., 2013; Porter & Kramer, 2011; Trompenaars & Voerman, 2009).

Amongst those personality traits, Goleman (1998) has identified EQ to be the “sine qua non of leadership”, the most essential element of leadership. EQ incorporates five basic components a business leader should possess: *self-awareness*, *self-regulation*, *motivation*, *empathy* and *social skills* (Goleman, 1998).

These are also recognized by other scholars and are reoccurring in various theories, emphasizing their importance for leadership qualities and competencies. Russel and Stone (2002) highlight eight attributes of a (servant) leader, including *vision*, *honesty*, *trust*, *service*, *modelling*, *pioneering*, *appreciation of others*, and *empowerment*. Also Voegtlin et al. (2012) recall the attributes of trust, appreciation of others etc. in their concept of responsible leadership. Furthermore, an ethical leader is found to be “trustworthy” and characterized “as honest, caring, and principled individuals who make fair and balanced decisions” (Brown & Treviño, 2006, p. 97). Taking the definition a step further, Treviño et al. (2000) describe ethical leaders to engage in proactive efforts to influence followers’ ethical and unethical behaviour.

Even though encompassing many of these qualities seems to be favourable in order to become a leader, Hersey and Blanchard (1969) argue that a leadership style has to be in line with the situational demands. Using the dimensions of relationship and task focus a leader can take on different styles in order to comply with the focus that is required in a situation. Each style in turn integrates qualities that comply with unique demands and make universal quality guidelines for leadership irrelevant.

Looking at leadership more from a conceptual point of view, Barker (1999) explores the desired nature and behaviour of a leader in his concept of *leadershift*. He draws the attention towards a leader’s responsibility to shape the future and be a tractive force for followers (e.g. employees) as a visionary and vanguard, driving a paradigm shift (Barker, 1999). According to Barker, a leader must have the ability to tap into one’s authentic self in order to inspire others to achieve meaningful results for society.

The ability to connect to a higher or authentic self is also mentioned to be the essential leader competency by Otto Scharmer. In *Theory U* Scharmer raises the point “not to argue for an upstream view of leadership at the expense of processes, capabilities (midstream), and

execution (downstream), but to conceive of the whole field of leading and organizing as a single living entity”(Scharmer, 2009, p. 66). This should lead to a form of “leadership [that] is about creating and cultivating the larger context” (Scharmer, 2009, p. 73). Thereby, Scharmer, supported by Senge et al. (2010), places leaders’ responsibilities in the system, calling for a contextual approach to pluralistic and multifaceted tasks. Within this context Scharmer points out the importance for a leader to find one’s blind spot and authentic self to lead creativity in disruptive innovation for society. The desire for meaningful results was also emphasized in transformational leadership by James MacGregor Burns (1978), who argues that “leaders and followers raise one another to higher levels of motivation and morality“ (p. 20) causing specific changes for organisations and society. Hereby, the focus is not solely on the individual and its unique characteristics, but rather elaborates on a leader’s position and function in a system, showing the leader how to tap into one’s authentic self, being able to take his/her role as a visionary for the whole.

The say of culture

Several scholars have raised the importance of cultural differences in close combination with leadership. Muczyk and Holt (2008) claim that “organizational cultures are influenced by national cultures, leadership approaches [therefore] might be effectively tailored to align with national cultures”.

In order to understand the influence national cultures have, it is important to view culture as the way different groups of people find distinctive solutions to universally shared human problems, and reconcile dilemmas differently based on communal basic assumptions (Schein, 1985; Kluckhohn & Strodtbeck, 1961; Hofstede, 2005). This implies, that “in every culture [...] phenomena as authority, bureaucracy, creativity, good fellowship, verification, and accountability are experienced in different ways” (Trompenaars & Hampden-Turner, 2012, p. 4). In other words, an accustomed conduct and perception of leadership in one culture, such as US leadership concepts, may not be applicable in another, e.g. Brazilian understanding (House et al., 2004).

Drawing the link back to leadership, Fiedler (1976) claims that people cannot adopt a particular leadership style that they are opposing with their personal, culturally biased values. It becomes clear that “cultural forces influence many aspects of the leadership phenomena” (House et al., 2004,).

In order to get an understanding for the nature of the values consistently identified in Brazilian culture, Table 1 provides an overview of the most important values. Scholars such as Hofstede, Trompenaars, and Fernando Motta, and the projects “Brasilidade” and the GLOBE study, have investigated Brazilian specific characteristics, which can be grouped along the values of person orientation, flexibility, hierarchy, collectivism, and persistency.

Value	Characteristics
Person-Orientation	<ul style="list-style-type: none"> • Placing more importance on maintaining relationships than task commitment • Importance of personal network and trust for business deals
Flexibility	<ul style="list-style-type: none"> • Changes in priorities and procedures may occur • Belief in external control • Creativity in problem solving and different interpretations of rules
Hierarchy	<ul style="list-style-type: none"> • Acceptance of hierarchical status and social inequality • Expectance of hierarchical structures within organizations
Collectivism	<ul style="list-style-type: none"> • Priority of the group interests over individual concerns • Importance of the family and personal relations for achievements
Persistency	<ul style="list-style-type: none"> • Need of a basic, reliable structure (family & stable hierarchical structures) • Acceptance of existing hierarchy and social differences

Table 1 – Brazilian cultural values (adapted from Glauser, 2011)

Exploring Brazilian specifics

The amount of Brazilian literature on leadership is very limited. A major source for research on leadership in Brazil is therefore the GLOBE study, a study that looked to identify culturally endorsed leadership styles. House et al. (2004) have investigated the Brazilian preferences for leadership amongst other Latin American societies, and state the Brazilian leadership to be charismatic/value based and team oriented. Attributes shaping these dimensions universally across societies were found to be: *positivity, vision, honesty, trustworthiness, intuition, persuasiveness, collaboration, integration, diplomacy* etc.. As an example for this type of leadership, Castano et al. (2013) have identified Lula, Brazil’s former president. Furthermore, the GLOBE study found, that Brazilians “seek leaders who are more focused on domestic and internal matters” (Castano et al., 2013, p. 9).

Another leadership style, based on historical and cultural dimensions, was found by Davila and Elvira (2012), who suggest that Latin American societies prefer a leadership style that “score[s] high on authority and collective of group-related cultural dimensions and value [...],

paternalistic leadership” (p. 548). This style is characterized by “centralizing authority and creating symbiotic relationships of superior-subordinate work” (Davila & Elvira, 2012, p. 549). In Brazil in particular, the construct of *jeitinho* emerged, known as an “adaptive strategy for problem-solving” making use of “social mechanism [and emotional resources] within a relationship of reciprocity” (Davila & Elvira, 2012, p. 550).

In contrast, Odir Pereira (2005) defines leadership as “the art and process of influencing and empowering people for a life of excellence, that leads to meaningful inner transformation (Being) and contributions to society and self (Doing), in a way that allows one to make a difference in life.” (p. 76). He looks at leadership thereby as a moral authority that has to immerse in “self-examination, self-knowledge, and self-awareness” (p. 75) in order to address (future) societal challenges.

Reaching a conceptual view

This research aims to explore the Brazilian perception of leadership. It is therefore important to have an understanding for the definition of perception. According to the Oxford Dictionary (2014) perception is “the [complex] way in which something is regarded, understood, or interpreted”. Several components such as cultural, social and emotional factors play into it together, making it a complex socio-psychological phenomenon (Aronson et al., 2010). In order to break down the aforementioned complexity it was necessary to delimit the components regarded as vital for the Brazilian concept of leadership. These are shown in the conceptual framework, Figure 2.

In accordance with literature and under consideration of the many existing concepts of leadership, (1) the Brazilian context was included in the conceptual view based on Senge and Scharmer’s theories for system thinking. Focusing more on (2) human capital development, enabled to benchmark and place Emzingo Group’s NexGen in the Brazilian leadership development market. Besides, (3) personality traits were identified to be another component shaping the Brazilian concept of leadership. Last, (4) culture was included as an underlying variable shaping perceptions to a wide extend. The conceptual framework is displayed in Figure 2 below.



Figure 2 – Conceptual framework

- (1) *Context* is the framework of political, economic, societal, natural, and historical aspects a leader is operating in. The unique conditions in Brazil, as in any other country, pose country-specific challenges to a leader. They need to be addressed and taken into consideration when making decisions and therefore need to be understood when outlining a concept of leadership and looking at leadership development in Brazil.
- (2) *Human capital development* looks at the current state of leadership development programs in Brazil and challenges and trends encountered by professionals focusing on the aspect of leadership development. Thereby it was possible to place NexGen’s unique proposition in the markets offers and explore its potential in a Brazilian setting.
- (3) *Personality traits* describe the “combination of characteristics or qualities that form an individual’s distinctive character” (Oxford Dictionary, 2014). As found in contemporary literature, personality traits play a significant role in the conceptualization of leaders. In order to understand who would be perceived to be a leader in Brazil, desired attitudes, characteristics, and behaviours were looked at.
- (4) *Culture* was identified to be an underlying factor that is shaping the aforementioned. According to John Gabrieli “Culture is not changing how we see the world, but rather how you think and interpret [it]” (Goldberg, 2008). This is also supported by Hoffman et al. (1986) who suggest that “cultural implicit personality theories influence the way people form impressions of others” (Aronson et al. 2010, p. 125). As one can see here, culture has major implications for all areas. It was therefore important to take into account the Brazilian, cultural uniqueness, including values and norms, while analysing the variables that influence the concept of leadership in Brazil.

3. Methodology

Orientation

The topic of leadership is a sensitive, complex topic that is highly influenced by cultural assumptions (House et al., 2004; Trompenaars & Hampden-Turner, 2012). It is therefore important to understand that this research did not aim to reject or prove a certain leadership style. Through its explorative nature it aimed to investigate the relationship between existing literature on leadership, the concept of leadership, and also aspirations for leadership development in Brazil amongst students and business professionals. In particular it was looked at the factors shaping the concept of leadership in Brazil in order to develop an understanding for Brazilian leadership. Emphasis was put on current perceptions and the expectations Brazilians express for their (future) leaders.

Readers must note that measuring perception can be understood twofold: (1) identifying factors and (2) exploring the extent to which factors affect a concept. This research focused only on the first aspect.

Research strategy

The data was collected through extensive literature research and interviews. Interviews included 19 in-depth, semi-structured interviews with durations varying between one to two hours. Supporting the analysis, the Intercultural Awareness Profiler (IAP) provided by THT was used to place the participants' answers in a cultural context. Furthermore, extensive literature research enabled to draw a contextual picture of the situation of leadership (development) in Brazil. This inclusive approach was necessary to understand contextual influences, perceptions and also aspirations resulting from trends and challenges.

In accordance with Marshall (1996), the qualitative sampling for this research followed a “flexible, pragmatic approach” (p. 523) that was seeking the most productive sample. Productive was herein understood as a combination of students, young business professionals as well as older professionals. These included professionals involved with leadership development in Brazil. The amount was chosen in consideration of Bertaux (1981) who suggests a minimum sample size of fifteen interviews for all types of research.

Considering the nature of NexGen, the sample consisted of Brazilian students, entrepreneurs and business professionals. Characteristics consistent amongst the sample were Brazilian

nationality and a socialisation in Brazil until end of high-school, exposure to other cultures, and ability to speak the English language. 100% of the sample had international experience. Moreover, an equal distribution amongst the three groups was maintained to create a representative picture of different groups in Brazil's society.

Data analysis

The basis for the analysis of the collected data was the conceptual framework which was developed based on reviewed literature (see "Reaching a conceptual view"). After recording and an initial analysis, the interviews were coded along the variables indicated in the conceptual framework. The complexity of the topic required that the findings from the interviews were further sought to be substantiated by literature and secondary sources.

Afterwards, a force field analysis was carried out. This enabled the identification of major contextual themes, and the analysis of values and orientations recognized by Brazilian interviewees to be important for leadership and human capital development. Please see Appendix 1 for a more detailed description.

(De)Limitations

The scope of this research was delimited to the concept of leadership amongst students, entrepreneurs and executives in the Brazilian market. Thereby, a connection to the target group of *NexGen* was ensured.

Posing the research question with a focus on the perception of leadership amongst students etc. the question indicated the assumption that a difference between established concepts and ideas in the emerging market of Brazil is existent. Besides, originating from Germany and being educated in Europe the author is culturally influenced by his socialisation. Interpretations of findings are, therefore, biased by his personal norms, values and basic assumptions.

Furthermore, the use of virtual communication tools (Skype etc.) posed challenges to the ease of communication. Thus, interpretation from interviews might be influenced by the quality of the connection. With respect to communication, another limitation was the lack of language competencies. The author did not speak Portuguese at the time of the research. Interviews were conducted in English, which possibly shortened the insight in leadership perception amongst different societal levels.

Other limitations to the research were the limit of time and availability of financial funds. The time frame of this research was bound to a six month internship fulfilled at Emzingo Group LLC which required that a recommendation had to be given before the end of this internship. An ethnographic research normally requires a more extensive group of interviews and a longer investigation of ideas and visions of a bigger sample than a rather small sample of 19 interviews. This research could, therefore, only provide limited conclusions about the perception of leadership in Brazil in general. Furthermore, with more time and funds it could have been possible to set up a research design, that would have allowed for a comparison of Brazilian interviewee profiles with similar profiles from the US and Europe. Thereby it would have been possible to provide a source of reference for the findings. Also, limited financial funds restricted onsite field research in Brazil.

Ethics in the process

This research looked to integrate people's personal experiences and opinions. It was therefore important to respect and protect their privacy and personal rights. In order to explain the nature and extent of the interviews, participants were provided with information about the research beforehand (see Appendix 2 and 3). Before each interview it was confirmed with the participant if he/she was in accordance with recording the conversation for later analysis. Their names were also not included in this report in order to protect their privacy. If information about the interviewees is needed, readers can contact the researcher.

4. Findings

In section two, the conceptual framework was explored in order to give an overview of the variables that were analysed to understand the concept of leadership in Brazil. In the following, the findings of this research will be explored, starting out with an introduction into the Brazilian context. The focus will then shift to leadership development and the personal traits perceived to be important by interviewees. In a last stage the cultural diversity will be addressed.

Brazilian context for leadership development

Since the Brazilian constitution was passed in 1988, Brazil has grown into an emerging economy that has shown an annual average of gross domestic product (GDP) growth rates at 3% from 1991 to 2014 (Trading Economics, 2014). It continuously ranked amongst the ten largest economies by GDP over the last two decades, ranking 7th in 2012 according to the World Bank's (2014) latest report.

Before, Brazil's history was shaped by rather uncertain and short periods of reign. In its more recent history (20th century), Brazil was governed by radical governments and varying dictatorships. During the military dictatorship from 1964 to 1985 Brazil was governed by inconsistent decrees and suppression of opposing parties. People were living in high uncertainty without the opportunity to speak up for their rights and share their opinions freely. After the constitution was established, political emphasis was first put on economic, neoliberal development. Social issues were however not addressed intensively and especially the indigenous population suffered from violation of human rights. Eventually, an opposing, populist government was elected, which shifted the political focus more towards integration of social issues as well (Die Zeit, 2005). This historical development has implication on the Brazilian concept of leadership and differences between generations.

Despite the historical uncertainty, Brazil, as part of the BRIC countries, has gained major importance in the economic world and is confirmed to have a "continuing upward growth trajectory" (INCRA, 2012, p. 17). Despite current rivalries and demonstrations in connection with the FIFA World Cup 2014, Brazil has been a politically stable country over the past 26 years.

Reasons for the recent demonstrations are varying. The dissatisfaction present in the demonstration was also found amongst the interviewees. One interviewee explained that *“Brazil does not have a long term vision, no one plans for the long run, which means everything is cyclical, the political cycle being the longest one with four years”*. The short-term orientation evident here leads people to seek out their own interest. This in turn supports the corruption issue brought up by a majority of the interviewees. Corruption is seen as *“a problem at all levels”* and a *“huge challenge for organisations in Brazil”* caused by the *“lack of ethics and transparency”*. According to Transparency International (2013), 70% of the Brazilian population state that corruption is a serious problem in the public sector. For example, the three essential bodies of democracy, the legislative, executive and judicial authority, were assigned a corrupt/extremely corrupt status.

Turning to economic challenges, the political stability has enabled an economic development that has forced extreme poverty (people living with less than 1.25\$/day) numbers to drop to 2.2% in 2009 (2003: 10%) and poverty (people living with less than 2\$/day) dropped to 11% (2003: 21%) (World Bank, 2014). Enhanced by these shifts and the creation of a larger upper and middle class, *“a new type of consumer is appearing on the scene: ethical, sustainability-minded, concerned about health and interested in specific products and services.”* (Deloitte, 2010, p. 22). On the other hand interviewees emphasized that income inequality is still a major challenge to social cohesion in Brazil. As numbers, published by the German Spiegel (May, 2014) suggest, only 22% of the population have a monthly income of more than 1120 Real (= \$500). The income inequality is also evident in the World Bank’s GINI coefficient. With a coefficient of 54.7 in 2009, Brazil ranks amongst the highest in the world.

This inequality is connected to the issue of the GDP composition present in Brazil, where 62.5% of the GDP are generated by the service industry, a level, almost as high as in Germany (69%) or the USA (79.4%). Referring to a report by Federação das Indústrias do Estado de São Paulo (FIESP) (2013), one interviewee emphasized the risks of Brazil’s GDP composition for the development of the economy. The service industry is in need of highly educated people, which are only found amongst people that have been able to take part in the educational system.

The educational gap for needed talent appeared to be a major challenge that came back throughout interviews with professionals involved in human capital development, and was also supported by studies of Deloitte (2012). As Manpower Group (2013) found, 68% of

Brazilian employers had difficulties filling vacant positions. Former president Lula introduced the Bolsa Familia program in order to enable more people to seek out education, and increase labour supply. However, Deloitte, FIESP, and interviewees state that despite these efforts not enough young people are enabled to reach higher education, which is desperately needed amongst organisations to fill positions requiring skilled workers. In 2011 only 12% of 25-64 year olds had attained a degree from tertiary education causing the unemployment of graduates from tertiary education to be at 2.9% (OECD, 2013). The shortage of labour supply for existing demand of skilled and affordable work force leads to a talent war as interviewees working in leading positions state.

Furthermore it is very important to consider the diversity present in Brazil. This was emphasized by all interviewees. Odir Pereira, founder of the Brazilian Leadership Institute (ILB) highlighted the cultural richness and diversity within Brazil itself, based on the many different groups and ethnicities that immigrated into Brazil over the centuries. Especially the difference between the more rural north and the more industrialized south is evident. INCRA (2012) states that the south almost reaches development levels of industrial nations, but also the cultural differences between the southern regions (e.g. high amount of immigrants from Europe and Japan) and northern regions (more tribal population) are significant. This links to the importance of considering inner-cultural differences when looking at the concept of leadership and leadership development for Brazil.

Leadership development programs in Brazil

As previously mentioned, people in Brazil were historically not assured a certain economic consistency. Therefore, the focus lies with the development of processes and products that will yield a short-term maximisation of fiscal value. As one interviewee puts it in a nutshell, *“Brazilians do not have a strong appreciation for intangible value, they only have appreciation for hard numbers”*. In comparison with the evolved need for human capital and leadership development in the US and Europe, human capital has therefore not been recognized as a major driver for economic success by Brazilian companies. At this stage, economic benefits are more important than human capital, and societal or environmental challenges. To quote one interviewee, there is a *“vacuum of ethical leadership”*, a lack for social innovation and social impact.

The reason for little human development efforts can be diverse. With respect to the latest concepts and theories communicated and adapted in Europe and the US, one interviewee emphasized the little exposure to cutting edge leadership theories in Brazil. The access to creative, ethical, responsible, or simply new leadership development ideas is limited and restrained to top executive level. A consultant working with change and innovation management shares the fact, that the middle management often is not exposed to innovative leadership and management theory developed for example by the Centre for Creative Leadership (CCL).

Despite being a fairly undiscovered space amongst Brazilian corporations, there are organisations that engage in leadership development. How interviewees stated, coaching and mentoring have become a trend amongst businesses, and there are several companies offering certified coaching services to businesses focusing on personal reflection and development. The leadership development offerings are there mainly centred around soft-skill and personal development. Besides major international consulting firms, such as Korn Ferry, Deloitte, PwC, McKinsey are offering their globally applied leadership development programs.

Also universities have sought out co-operations with other international universities allowing students to participate in exchange programs that focus on the development of leadership competencies. The Institute for Global Leadership of Tufts University in the US, for example launched the TILIP program in 1998, that enables “cross-cultural interaction, create[s] an open environment for discussion, break[s] down barriers between cultures, and encourage[s] students to educate others about issues in their home countries” (Tufts University, 2014).

Differentiating hard and soft skill development within human capital, there are two major, local organisations focusing on leadership development that is showing similarities to Emzingo Group’s NexGen program: Amana-Key and ADIGO. Both have distinct models that have proven to be successful in Brazil. ADIGO has built a reputation for coaching services based on concepts of Rudolf Steiner and Bernard Lievegoed. They “assist people in the task of finding themselves within organizations and the potential, skills and resources to the change process, respecting their cultures and biographies” (ADIGO, 2014). In contrast, Amana-Key is providing organisations with consulting services and has set up their own campus where they provide up to one week leadership development courses. According to one of the partners at Amana-Key, they are aiming to facilitate for a leadership that bears the common good in mind through connecting results, motivation, and purpose.

Another aspect that is important for the human capital development is the current war for talent in Brazil. With a population having an average age of 30 the work force in Brazil is rather young, compared to other industrial nations (CIA Factbook, 2014). However, it has to be noted, that a demographic forecasts of the Center for Strategic & International Studies (2009) states that the population will age dramatically until 2050. Currently the work force is nevertheless to 45% (according to an interviewee) comprised of Millennials, a generation that encompasses different values and views than previous generations. An interviewed CEO raised the point that *“it is really complicated to attract and retain this generation and especially the Brazilian generation because [...] the mind-set is completely different”*. Millennials globally as well as in Brazil include people born between 1981 and 2000. They are now aging between 14 and 33 and have therefore not experienced major recessions, suppression and dictatorship in Brazil. Interviewees characterized the Brazilian Millennials as a generation that is searching for purpose-driven careers by demanding responsibilities and challenges. Furthermore they are demonstrating ambitions and seek immediate progression.

Personality traits of a Brazilian leader

A great extent of the interviews dealt with leadership experiences of participants in their professional and personal life. The aim was to learn about personality traits that are associated with leaders and explore those that are of importance for future leadership development. Through a force field analysis, outlined in Appendix 1, the most important traits were identified.

In the process of interviewing it was generally found that the concepts of leadership differ between the young generation (Millennials) and the older generation of business professionals. One interviewee phrased it this way: *“there are two main kinds of leaders, the old money [...] and the new branch of leaders which have been emerging from Brazil”*. Certain values have been found to be consistent throughout the generations, but a shift with regard to some values is also evident.

An important trait that came back throughout the interviews was the need to create a common ground and a purpose. From a business professional’s perspective it was important to interviewees to *“get people on the same expectation level”* and *“connect people to the targets [...] and make them understand why we are doing that”*. Thereby it was possible to create an environment where people would get together to work towards the financial targets. In

contrast to the financial, tangible targets, the younger generation's common ground or purposes were more centred around intangible value in order to for e.g. fulfil their vision of doing good for society by using their personal knowledge and skills.

In order to reach a purpose it was important to all interviewed that a leader acts under consideration of his people. It is seen as essential for a leader to maintain good relationships with his colleagues and employees. In a Brazilian context this is especially vital because people bring their *"personal and professional life to work"*. Considering Brazilian values that were identified to be consistent throughout literature (see Table 1), this observed value is consistent with literature analysis. Within a person-oriented approach to leadership, trust has shown to be an essential aspect to build relationships. Trust has to be built over time, and as Trompenaars Hampden-Turner (2012) suggests, it is vital to build trustworthy relationships before engaging in doing business together.

In further connection with a person-orientated nature of a leader, interviewees especially raised the importance of empowerment, inclusion in processes, and support by the leaders. Two general managers pointed out that it is very important to be able to listen and ask actively to understand the meaning and intentions. They saw the need for a leader to serve through active listening: *"you have to ask: what do you need, how can I help?"*. Considering the challenges of the talent war, two interviewees emphasized the need for a human-centred approach that would allow for inclusive approaches within the organisations. According to them it is necessary to *"make a transformation with them [, the employees]"* through co-creation and trust building.

Consistent with Glauser (2011), hierarchy appears to be a value that is essential for a leader to be in a position that allows the execution of his/her ideas. In connection with the importance of relationship, hierarchy has been found to be of paternalistic nature, as also explored in the literature review in section two. Leadership at several companies where a person was interviewed appeared to fulfil the characteristics of a paternalistic leader. However, in particular the Millennial generation amongst the interviewees, expressed the need for more egalitarian structures shifting away from paternalistic hierarchy. One interviewee compared present organisational structures to a caste system which encompasses a leader caste, a middle management, and a workers caste where trust exist only amongst members of each caste but not across. In response to that, the young generation is striving for equality across social levels. Glauser (2011) supports this trend in her study, stating a cultural change happening

from hierarchy towards more equality. The general call for more equality also goes hand in hand with the recent demonstrations in Brazil pointing at societal differences and challenges between the different social groups within companies and in society.

A personality trait that especially the younger generation emphasized was the demand of a leader to be a role model addressing social challenges. Interviewees pointed mainly at social challenges such as the corruption issue, social inequality, and the education gap. According to interviewees these challenges require a role model to be socially responsible, be ethical through enacting morality and honesty, and be humanitarian and foster authenticity. Thereby they had to take a lead on social transformation bringing Brazil forward.

Brazilian culture and leadership

As introduced in the conceptual framework, culture is a component that has overlapping influence on all other aspects. Table 1 in section two provides a distinct summary of historically defined Brazilian cultural values, and will be a point of reference at this stage. In connection with the results from the IAP questionnaire it was possible to get a sense for participants' cultural orientations and place their statements in a personal cultural context.

The analysis and evaluation of the interviews demonstrate a shift between generations. Participants, who are born Millennials, show an alignment with the values of other Millennials around the globe. As Pew Research (2014) has shown, the Millennial generation is the most highly connected and best educated generation in history. They have a different understanding of issues and a more diverse exposure to global challenges than previous generations.

Building on this assumption, several other studies have shown that values of Millennials are getting aligned globally. Millennials globally are concerned with social impact and global challenges. As Deloitte (2014) found in its *Millennial Survey* that a vast majority of Millennials finds that business and government leaders have the responsibility to impact “unemployment, resource scarcity, climate change/protecting the environment, and inequality of incomes and wealth” (p. 4). Furthermore, they think business can do much more to address society's challenges in these areas.

The recent *Millennial Compass Report* found that Millennials across five countries, including Brazil “are focused on achieving through personal networks and technology; having good

work-life balance; and getting high levels of support from their managers. They don't want to be tied to an organization, a timetable, or a hierarchy, and they'd rather avoid the stress they see their senior leaders shouldering.” (MLS Group, 2014). In terms of qualities of a leader “Millennials have a very different perspective and expectation of the role and behavior of managers, seeing them more in an encouraging, coaching, and peer capacity” (Williams, 2014).

Linking the identified generation gap back to the history of Brazil, it is possible to understand the differences between Millennials and the older generation of leaders. Looking at leaders that have been educated during a military dictatorship and in times of economic uncertainty, components of paternalistic leadership styles appear to be consistent. Concentration of power, hierarchical structures and possessive centralisation potentially root in historically social structures. The difference with young leaders and Millennials who take on alternative perspectives on challenges, based on a different value set, is apparent. The value shift between these two generations, as demonstrated in Table 3, who have been educated in distinctively different contexts, determines a refocus of leadership.

Value/Generation	Baby boomers & Generation X	Millennials
Person-orientation	<ul style="list-style-type: none"> Relationships vital in doing business Trust in organisations remains within social and organisational levels 	<ul style="list-style-type: none"> Relationships are vital Trust across social and organisational levels important Nature of relationships shifts to a more egalitarian structure
Flexibility	<ul style="list-style-type: none"> Strength of concept <i>jeitinho</i> Acceptance for agility in priorities and decision making Rules and agreements can be re-interpreted 	<ul style="list-style-type: none"> Critical view on <i>jeitinho</i> Demand for consistency and accountability Taking responsibility for decisions
Hierarchy	<ul style="list-style-type: none"> Paternalistic leadership style dominant Acceptance for inequality and strong hierarchical structure 	<ul style="list-style-type: none"> Shift towards participative leadership style sought Expressed demand for equality and egalitarian structures across levels
Collectivism	<ul style="list-style-type: none"> Priority of family and personal relations Progression through group networks 	<ul style="list-style-type: none"> Individualistic values, for e.g. performance, personal progression more important Family relation remains strong
Persistency	<ul style="list-style-type: none"> Acceptance of existing hierarchy and social differences Need for stable structures (e.g. hierarchy) 	<ul style="list-style-type: none"> Request a wake-up call, breaking with comfort zones, the status quo Existing structures have to be rethought

Table 2 – Value comparison between Baby Boomers and Generation X vs. Millennials

5. Discussion

In the process of the research it became clear that the concept of leadership and its development are embedded in a very complex and currently, tremendously changing context in Brazil. Shaping young, future leaders to work with global challenges in complex environments, Emzingo Group has designed the NexGen program in order to facilitate for the development of global, culturally independent competencies. This discussion will therefore analyse and evaluate the challenges and opportunities in the Brazilian context in order to answer the research question “How does the perception of leadership amongst entrepreneurs, students and business executives in Brazil differ from the established theories used in the NexGen Fellowship Program?”. Subsequently a conclusion will be reached, how NexGen is applicable in Brazil.

The development of Brazil as a whole integrates several aspects: economic, social, political and environmental innovation. Traditionally the economic variable has been seen as the most important for a country’s development. With respect to historical development in Europe and other industrialised nations, Peter Senge (2010) however suggested to reverse this perspective and view the economy as a part of the larger society, and both as a part of the environment. In Brazil it appears that merely the economic development remains to be seen as the superior driver for development. Social progress and performance in turn remains a slowly advancing component in Brazil. In the course of the Social Progress Index, Porter et al. (2014) ranked Brazil 36th behind other emerging economies, confirming that social cohesion remains less attention compared to economic success.

Brazilian organisations face various challenges in their development efforts, spanning across the traditional fields of development and are in line with similar multifaceted challenges organisations face globally. With high growth rates over the last years Brazil has shown its great economic potential. However, here it is not enough to focus merely on economic development as interviewees and other Brazilian business professionals recognize. By getting young people to expose themselves to inclusive approaches, Brazilian leaders would gain the opportunity to immerse themselves in advancing their competencies and capabilities for doing business in the future.

The aforementioned complexity required simplification of the challenges in order to enable analysis and evaluation. During the research there were two major leadership challenges

identified that are incorporating major points of attention, brought to light by interviewees. These two challenges are considered to be essential features to be addressed by leadership development program for Brazilian students: (1) social equality across social and organisational levels and (2) talent development at all levels in organisations.

(1) Looking at the Millennial generation in Brazil, it appears that young people are seeking to get engaged with social challenges and change. It has become important for them to devote themselves to projects that have a social impact and change the status quo. It is important for them to contextualise their perspectives and realize “that we live in a society, we have to think about others, [...], that our actions will have a consequence for someone and will cause something”. They are concerned with social equality in Brazil in terms of wealth, health, power distribution and education. Philanthropy and civic engagement are fairly new in Brazil due to the suppressive dictatorship. However, the philanthropic and volunteering sectors have experienced great development (Lessa & Rossetti, 2005). Addressing social challenges, Millennials seek to get engaged in organisations such as AIESEC and TECHO. Even though civic engagement is present across social levels as Rizzini et al. (2009) found, the majority of engaged Millennials originates from more wealthy levels.

Overall, Millennials are seeking to contribute to a social transformation process that enables people to have more equal standards of living. However, based on the research it appears to be evident that the Brazilian society is divided into social groups which present a societal hierarchy. Social groups are built around historical wealth, influence and reputation. Being in a wealthy and powerful position allows obtaining higher education and best opportunities to achieve a great career. In contrast to this, coming from a less wealthy background with little influence, the chances to obtain higher education etc. are smaller. The societal hierarchy with its different social groups can be observed by looking at São Paulo’s structure of wealthy and poor districts.

This societal hierarchy is also reflected in organisations where powerful and wealthy people remain to be in charge because of education opportunities and networks. Between the groups in society as well as in organisation, is hardly any exchange and mutual communication in place that would allow for permeability. The social groups are therefore isolated from each other and relationships across the groups are rarely built. A consequence from this is a lack of ethical and transparent behaviour towards each other.

Eventually this results in a trust issue across society. This is for example evident in the repeatedly mentioned issue of corruption that appears to shape a large part of the political, economic and societal picture. Low levels of trust are also confirmed in the Edelman Trust Barometer (2014). With regard to Brazil, especially the low trust rating in the government stands out, compared to the populations trust in business.

The Millennial studies by Deloitte (2014) and MLS Group (2014) suggest that Generation Y is opposing the approaches and perspectives the previous generation takes for granted. Their desire for an ethical, transparent, moral and equal approach to leadership goes beyond current, comforting structures. By disrupting historical hierarchy and leadership styles, Millennials might be able to regain trust across social and organisational levels. Striving for the aforementioned values a renunciation from the traditional paternalistic leadership style, which has been found by researchers to be present especially in Brazil will be a consequence. A paternalistic leadership style inherits a high degree of hierarchical structures with centralized power around one, traditionally male individual. This kind of leadership is not in line with the values that are sought out by a more globalized generation. Thus, it is possible to assume that a leadership shift is about to happen slowly, but automatically. The shift in the value composition will not allow traditional leadership styles to breed the same economic performance and success anymore.

Questioning the status quo and looking for innovative, differentiated approaches to leadership, a great opportunity arises to seek out facilitating and supporting means for their desire for social transformation. Having a great and visionary set of values in place it is still a matter of education to foster the development of those values into practical and applicable cutting edge approaches to leadership. In order to be able to lead and inspire with a different set of values than previous generations, it is vital for the next generation of leaders to learn methodologies that embrace their values and utilize them for social change and innovation through organisational work.

- (2) The development of human capital has been found to be an element that has “grown in importance because knowledge has become a critical” component to the economic success of organisations and development (Santos-Rodrigues et al., 2010, p. 53). The focus on tangible, economic results has not allowed human capital development to gain major importance in Brazil. Especially leadership education is a rather passive topic despite the many new concepts and models that have been established in Europe and the

US, trying to go beyond culturally dependent leadership models. During the research process it was found that in Brazil there is not only little focus on leadership development within organisations, but also educational institutes are just starting to integrate leadership development courses in their curricula. Thus, the “demand for leadership by far exceeds the availability of leaders” as Odir Pereira puts it. Supporting the assumption that there is a demand for skilled and competent leadership talent is the education gap causing a talent war, not only at the executive level.

Taking up the discussion around the desired values amongst the potential next generation of leaders, an education is needed that provides young professionals to prepare their ability to become responsible, socially innovative leaders that are capable of utilizing global management approaches in a Brazilian context. New leadership concepts from Europe and the US, such as responsible, ethical and servant leadership, as explained during the literature review, are aiming to embrace very similar values as found to be important amongst interviewees. So far the exposure to new leadership concepts has been limited in leadership education in Brazil. There is therefore a gap for cutting edge leadership education that would provide leaders with access to new leadership concepts and models. By exposing future leaders to disruptive concepts they can be enabled to utilize creative and diverse approaches for development of organisations and society. Enabling access to new streams of thinking would turn the educational threat into an opportunity. An opportunity that offers the creation of an integration of means that enable addressing challenges of social equality through talent development. At the same time it allows to develop a transformed generation of leaders that commits to the creation of a sustainable, socially inclusive future.

NexGen's role as a facilitator for social change

As previously mentioned, Brazil is a highly diverse country with people from many different origins. Based on the small sample that was conducted for this research it is therefore not feasible to provide specific leadership characteristics that would cover the perfect Brazilian leader. The country presents a cultural diversity that does not allow simplifying and neglecting certain groups or cultural orientations. In Brazil it therefore appears to be even more important to establish a leadership education that goes beyond focusing on certain traits and qualities of a specific leadership concept. Teaching global competencies enables future talent to take on innovative, empathetic approaches instead.

Supported by the Millennial studies a difference between the previous and current generation of leaders and the next generation was found. In connection with the interviews, Figure 3 demonstrates the theoretical framework shaping future leadership desires in Brazil. The next generation of leaders identifies the need for socially transformational leadership that integrates vital (1) competencies, (2) practices and (3) values for social impact that breaks with existing structures. Doing so, they desire sustained stability and development for Brazil.

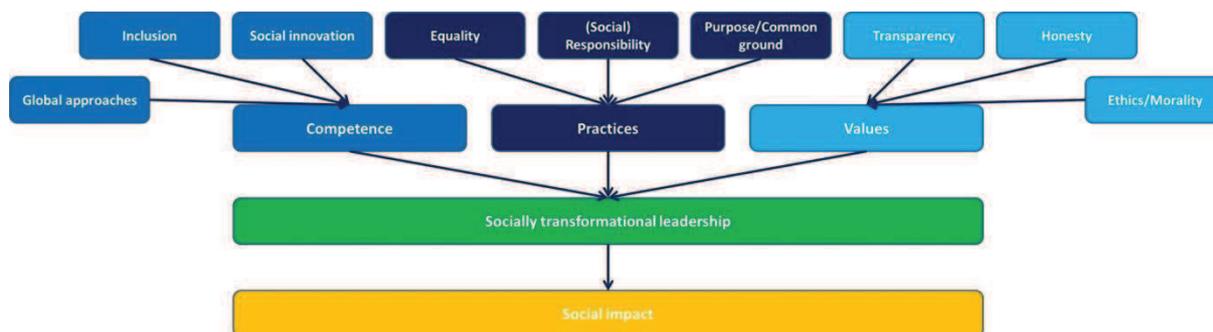


Figure 3 – Drivers for social impact amongst Brazilian Millennials

- (1) *Competence* is “the ability to do something successful or efficiently” (Oxford Dictionary, 2014). Three major components were identified to create essential competence for socially transformational leadership in Brazil: global approaches, inclusion and social innovation. Brazilian professionals from the leadership development space believe that enabling access to global approaches would enrich the understanding for existing opportunities for leadership that are socially inclusive and enable social innovation. By fostering the inclusive competence of leadership, participation and empowerment of diverse actors in society and organisation would be nurtured allowing for successful innovation. Furthermore, creating an expertise for social innovation would allow utilization of the other competences to create social impact in Brazil.
- (2) *Practice* is “the actual application or use of an idea, belief, or method” (Oxford Dictionary, 2014). Believing in the ideas of equality, social responsibility, and purpose and common ground it will be important for future leaders to translate these into applicable practices. Thereby it will be possible to integrate beliefs in action-taking for social transformation.
- (3) *Values* are “principles or standards of behaviour” (Oxford Dictionary, 2014) that are leading the actions of a leader. The Brazilian Millennials that participated in the research recognised transparency, honesty and ethics/morality to be vital for future leadership. These three values appear to require most attention in leadership development in order to achieve social impact through leadership. For e.g. looking at the issue of corruption the

incorporation of mutually beneficial values will enable the creation of a trust-based society through leaders that foster a change towards less corruption

In Figure 3 it becomes apparent that socially transformational leadership is not based on simple communication of certain traits or values, but an integrated approach aiming to facilitate a complex journey is needed. The integration of competence, practices and values into socially transformational leadership requires guidance in the development process.

This is what NexGen has been set up to do: going beyond traditional, bounded leadership models and instead focusing on the creation of competencies, global practices and consolidation of personal values. Thereby the next generation of leaders is set up to lead social impact by creating new cultures, new markets, and new paradigms. New cultures and paradigms are vital in the process of nurturing sustained development in Brazil. The future generation of leaders demands changes in social structures and traditional systems, and is therefore in need of leaders that can drive the desired social transformation.

Exposing Brazilian students and young professionals to the NexGen leadership development program can therefore have a positive impact on their identity as a socially transformational leader. Emzingo Group is in a good position to provide leadership development to the next generation of leaders in Brazil by equipping them with methodologies and approaches that take on their desires, ideas and values. Through translating “soft” components into “hard”, applicable approaches a leader will be enabled to lead social transformation.

6. Recommendation

The NexGen program appears to be a feasible offering to potential leaders in Brazil. As explored in the discussion, through NexGen, approaches are communicated that integrate the value propositions of young Brazilians. Despite this fact, entering the Brazilian market requires to critically look at (1) the program composition of NexGen and (2) the profile of clients to target.

- (1) The program composition of NexGen takes on many of the components desired by Brazilian interviewees. However, there are certain aspects that require an alternative or stronger facilitating approach. Looking for example at the aforementioned trust issue across organisational and social levels, which has been identified to be the root for other challenges, it is vital to facilitate for trust creation across levels and sectors. The social impact consulting projects in the NexGen program offer a great ground to do so because they enable fellows to experience alternative perspectives and have to learn to appreciate these perspectives in decision making. Within the program, especially attributes such as integrity in terms of ethical, honest and transparent business practices, awareness and appreciation of differences, and the accountability and responsibility for one's own actions should be emphasized. If a leader learns and embodies those as a role model, he might be able to affect his/her followers.

Considering the inner-societal trust issue and the need to create trust across levels within Brazil, Emzingo Group might be able to support the creation of trust even more effectively by offering NexGen programs for Brazilians in Brazil. Getting Brazilian MBA and master students engaged with social impact, cross-sector projects within their own society or community, would allow for exchange of perspectives and more transparency across societal and organisational levels. Thereby integrity and engagement could be created more effectively amongst a larger group of the Brazilian society and also involve lower income groups. Engaging also participants from other universities around the world, the experience to work with a diverse group could be supported, allowing for strong exposure to other cultures and perspectives. Talking about concrete program features, the session focusing on cultural awareness for e.g. should specifically focus on inner Brazilian diversity creating awareness for the variance across social levels. Moreover, the session on social innovation could be targeting Brazilian specifics, modelling potential social innovations in the Brazilian market that creates paradigm shifts.

Looking beyond the NexGen program, it has to be recognized that hierarchical structures and paternalistic leadership have been embedded in the Brazilian culture for a long time. Cultural shifts are discernible in Brazil, but it is important to keep the strength of cultural patterns and structures in mind. In order to preserve and nurture the leadership towards equality, inclusion and ethics it appears to be important to establish a common ground that allows fellows to stay engaged with social transformation and change making. An option could be the launch of an *Emzingo NexGen Forum Brazil* in which the NexGen alumni engage in initiatives and an exchange of ideas for social transformation in Brazil.

- (2) As a lone-standing program NexGen could be offered to major Brazilian universities that provide master studies related to business administration and international relations. It appears that some universities seek internationalisation in order to also attract international students. Offering a program such as NexGen could potentially add to their value proposition, attracting more students. The highlighted need for leadership development programs at university level also supports this recommendation. Major universities to consider are the business administration faculties of: Fundação Getulio Vargas (FGV) EASP, Universidade Federal do Rio de Janeiro (UFRJ) COPPEAD and the Business School São Paulo (BSP).

Thinking beyond, the general demand for human capital and leadership development as part of university education offers an additional opportunity for Emzingo Group. Providing curriculum development of leadership development courses at university could be another mean to obtain business in the Brazilian market. This is not limited to graduate courses, but could also include curriculum design for undergraduate studies. However, the concrete potential for this would have to be explored in conversations with universities.

The unique approach of NexGen also triggered interest amongst Brazilian companies. However, especially amongst locally operating companies, the economic situation currently restrains major funding of human capital development. In order to obtain business, a focus on larger, multinational companies might be a recommendable first step to enter the Brazilian corporate market. Thereby first references could be obtained that might simplify the development of the business.

In order to keep costs for the program low, and considering the nature of the emerging market of Brazil, there are also numerous opportunities to offer corporate NexGen's and

comparable programs in-country. This would potentially also be in accordance with a tendency of corporations to first engage in local community development before seeking international exposure.

Next steps for Emzingo Group LLC in Brazil

Summing up, there are five next steps that Emzingo Group could take create new cultures, new markets and new paradigms in the Brazilian leadership development space.

1. Adapt NexGen sessions to local challenges such as trust development across sectors
2. Explore the opportunity and ways to implement local NexGen programs bringing together different Brazilian social groups and internationals
3. Create a preserved common ground by organizing a Emzingo Brazil forum through active engagement of Brazilian participants
4. Reach out to universities to discuss NexGen and explore the space for tailored curriculum design as part of academic programs
5. Explore the corporate space in order to obtain a better picture of demands and means

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Appendix 1 – Detailed description of force field analysis

The force field analysis used the three components, context, and human capital development and personality traits, as identified in the conceptual framework as a basis. Within each component major themes and values were identified. This allowed funnelling components that can contribute to leadership development education in Brazil. Please see the Figure 4 below for essential themes and the leadership funnelling retrieved challenges and demands.

With regard to context, challenges and trends were retrieved from the interviews and information available in literature about Brazil. Topics raised in the interviews functioned as guiding themes for substantiating literature research. Beforehand interviews were coded along topics concerned with politics, economics, society and environment.

Analysing human capital development themes were sourced from the interviews with business professionals and experts in the human capital development space in Brazil. Interviews were coded along threats, challenges, trends and opportunities in the space.

The themes and values important for personality traits of leaders were identified by looking at personal and professional experiences of interviewees. Under consideration of literature on leadership and culture, overarching values and themes were identified and interpreted from interviewees responses. Using Excel, it was possible to get an extensive overview.

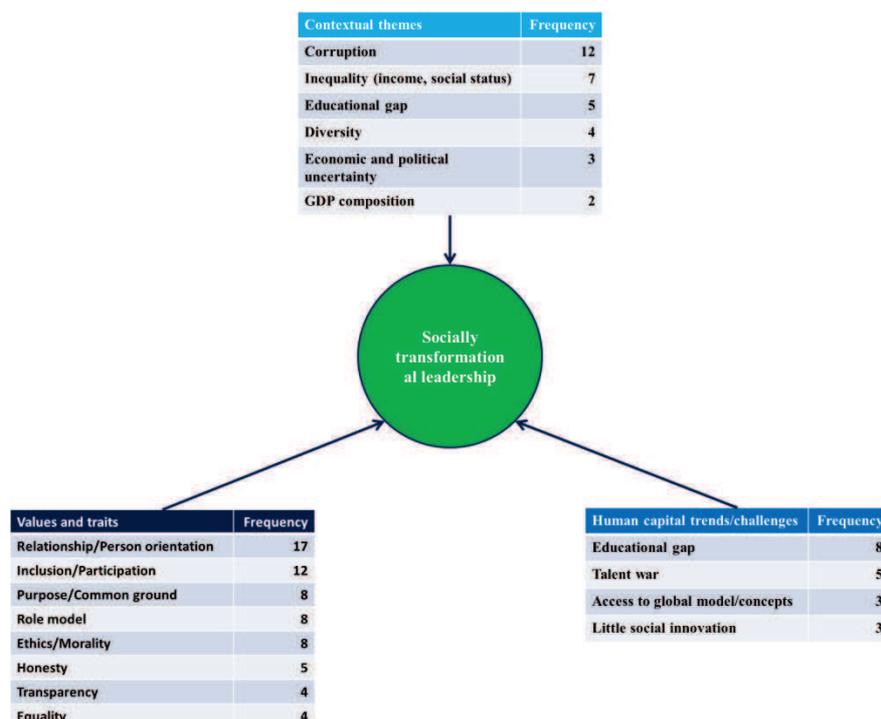


Figure 4 – Overview of force field analysis

Appendix 2 – Interview information

Dear ...,

my name is Max Bangen, I am 22 years old and I study International Business for Emerging Markets at the University of Applied Sciences Utrecht, in the Netherlands. The study incorporates business strategies and aspects that go beyond the regular study areas, putting a focus on cross-cultural, sustainable and socially responsible challenges. This is why I got more involved with cross-cultural management and sustainable leadership consulting. Through internships I experienced different perspectives of the consulting world and I hope to start working in this business sector after I have finished my bachelor.

As a first step, I recently started my internship at Emzingo Group LLC (www.emzingo.com), a consulting company that provides sustainable and creative leadership development solutions in the academic as well as corporate field. As part of my work, I am doing a research about the perception of leadership amongst Brazilian students, entrepreneurs and business staff/managers.

Therefore, I am looking for people that are willing and available to participate in an interview that should provide me with data for my analysis. The interview will deal with the perception and idea of the concept of leadership in Brazil. Therefore we would touch upon aspects such as your personal experiences with leaders and Brazilian social trends and challenges. Below you find some of the main questions that will guide the interview.

The interview is anticipated to last one hour, which is held in one virtual meeting (preferably via Skype). If more time is needed and clarification of certain aspects is required, we can agree on additional interview session. The time and date should be scheduled, so it suits both parties.

Furthermore I am using a questionnaire provided by Trompenaars Hampden-Turner which will deal with your cultural orientations. Before our talk I would therefore like to ask you to participate in this 30-40 minutes questionnaire. The results of this questionnaire, your personal culture orientation, will be made available to you at the end of this year. Further information will be given, if you decide to participate in my research.

Hopefully the above gave you an initial understanding for the nature of my research and raised your interest. I would be very glad if you were willing to participate in this research!

If you have any further questions or would like to support me, please send an e-mail to max@emzingo.com. Thank you very much!

Best regards,
Max Bangen

Appendix 3 – Guiding interview questions

Personal experiences with leadership

- How did you get where you are today?
- What do you do in your role at ...?
- How do you think leadership is important in your ...?
 - What have you learned about leadership in your career?
- What leaders have you experienced?
 - Why was this person a leader?
 - What qualities in form of characteristics and behaviour made him outstanding?
 - What made him/her a good or bad leader?
- How do you think leadership is important in Brazil?

Leadership in Brazil

- What are social/ business challenges in Brazil?
- How should a (business) leader approach challenges?
- How could (business) leaders utilize trends in Brazil?

Human capital development in Brazil

- What are your experiences with leadership development, innovation and the social impact space in Brazil?
 - What do companies invest in it?
- What are challenges faced, working with innovation and leadership consulting in Brazil?
- What are trends in human capital and leadership development in Brazil?

Final question

- How would you characterize a Brazilian leader?