



# CURRICULUM VITAE & CURRICULUM VENTURUS

By *Daniela Campos*

Do you know who is the author of the phrase “the only constant is change”?

The most current expression to define what is a real certainty of organizations was coined by the philosopher Heraclitus of Ephesus, who lived about 500 years before Christ. The phrase has crossed all time, but the speed with which transformations have taken place since then has increased exponentially. Before it took several centuries; today, in just a few years, we have seen significant changes in the economy, culture and society.

This acceleration has profoundly impacted life and business. Traveling through time, from the secular philosopher to the futurist sociologist

Jamais Cascio, who defined the dynamics of the current world through the well-known acronym BANI (Brittle, Anxious, Nonlinear, Incomprehensible), it is time to strengthen the capabilities we need to navigate this Brittle, Anxious, Nonlinear, Incomprehensible world.

For fragility, which translates into structures subject to change at any time, resilience and purpose are foundations in facing challenges and, in addition, we need someone who knows how to thrive in chaos, who finds in uncertainty a source to become better. “The antifragile”, as author Nassim Taleb defines it in his book.

Against anxiety, which grows in the face of such great uncertainties, we need

leaders with high emotional intelligence, transparent and empathetic, who help their teams to achieve balance and confidence in the face of uncertainty, through clear communication that does not generate even more apprehension.

If the issues that arise are not linear, that is, they do not have a single meaning and it becomes impossible to predict how they will evolve, adaptability and creativity are valuable skills to find innovative solutions. And agility. If the course may change at any time, it takes agile decision-making and fluid processes, which are assembled and disassembled to respond to the challenges in each context.

And how to deal with the incomprehensible? We have a lot of information and few answers and the complexity of today's world often exceeds our ability to understand situations. However, when we cannot understand, it is possible to intuit. Intuition and the vision to see beyond what is presented may lead to very successful paths.

And here comes something very interesting to explore, because this ability to see far and co-create futures, for me, is key among the capabilities of the contemporary world. We need to recalibrate our selection and evaluation indicators, de-emphasizing past experience only and including future, that is, potential of what a person can do.

Less "curriculum vitae" and more what I call "curriculum venturus". From Latin, venturus is that which may happen, coming; the opposite of precedent, antecedent, previous. Identifying who are the professionals who will be able to build a good "curriculum venturus" is a differential for the sustainability of the business.

Much is said about ambidextrous leadership or organizational ambidexterity which, in Deloitte's definition, is the art to balance operational optimization with innovative experimentation while simultaneously increasing efficiency by cultivating continuous innovation. Companies often seek this balance by merging two groups of professionals – the business maintenance leaders and the innovation leaders.

The former are leading in the present to optimize resources, review processes, be guardians of culture and history and keep the operation running. And the second ones have the mission of looking at the business not as it is, but as it should be. An ideal world would be to have more and more ambidextrous people, with skills to ensure operational efficiency and promote innovation.

For me, these are the venturus professionals. Have consistent repertoire and use it to ask good questions (and not to give the same



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answers), have guided experience for the future – the one that allows you to know shortcuts to advance a few spaces. People who invested in a lot of knowledge to the point of understanding that they will always need to learn; who not only observe future trends, but help build them, seeking new ways of doing things.

They are visionary leaders who create opportunities for themselves and others. People who have developed their emotional intelligence, as well as their cognitive one, and are therefore able to taking risks, learning from mistakes, being agents of transformation in this fragile, anxious, non-linear and incomprehensible world.

If the world changes so much, we don't know what will be the next acronym

that will define it, but certainly the value of experience will remain, however, expanded. It is necessary to change the mindset that experience is only related to the past, because the future is also built by experimentation. The new arises from the margin to deal with the unknown, from the test, from what you will still learn, from the experience to come, from what you will do, even having done so much. From this potent ability to create better futures for you, your company or society.

