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READ a complimentary copy of *Leading with Heart*, with Fernando Parrado, CEO of MRC-Parrado Multimedia and President, La Casa del Tornillo (Uruguay)



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Healthy Companies is a global management consulting and research firm dedicated to driving the CEO's Agenda.



THE HEALTHY LEADER

Prescriptions for growing a healthy company



Do you cast darkness or light?

When a massive cave-in trapped 33 Chilean miners 2,300 feet underground last August, the prospects for rescue were nil. The foreman in charge, 54-year-old Luis Urzúa, shared his men's mortal predicament, yet he managed to calm them. Urzúa steadfastly maintained they would all survive (amazingly enough, they did) and rigorously organized the crew to get through an ordeal that lasted 70 days. One tactic: Shine mining truck headlights at regular intervals to simulate day and night.



Do you inspire hope?

[CLICK HERE](#) to find out.

What Great Leaders Know

Great leaders know that in moments of darkness, your people will naturally turn to you for hope. Life always brings ups and downs. When your team experiences problems, mistakes or even crises, what will you do? Here, we offer a brief summary of how to lead your team through troubled times:

- **Believe.** Feel the strength within you. - Resolve to share it.
- **Connect.** Invite your team to envision a future you all want. Stress that "We are in this together." Show them your confidence and courage.
- **Trust.** See your problems as fixable and success as certain, even before the facts tell you so. Urge your people to trust right along with you.
- **Mobilize.** Turn hope into concrete actions. Organize your team's efforts. Throw yourself fully into the endeavor. Watch for fresh openings. Never stop pushing.

"I didn't just lose my job—I lost everything. My family, my money, my future. I didn't have anything to look forward to, but I was still breathing. If you're still breathing, you can create opportunities for yourself."

— **Fernando Parrado**,
CEO of MRC-Parrado
Multimedia and President,
La Casa del Tornillo (Uruguay)

Read tips for [Turning Negative Feelings into Productive Energy](#).

Will you be the difference?

Whether the situation is a failed project, a lost client, or something far worse—such as the peril those miners faced in Chile—what you do can make all the difference. Remember, when darkness looms, your first job as leader is to cast the light of hope.

Ask yourself...

- When trouble hits, do I accept that it is a natural and unavoidable part of life?
- Can I gauge and manage my anxiety? The anxiety of my team?
- When my team feels fear, do I focus them on pursuing what's possible?

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