# HEALTHY COMPANIES INTERNATIONAL



# WANT TO KNOW MORE? FOUR SEASONS Hotels and Resorts READ a complimentary copy of Turn Your Values Into Action with Isadore Sharp,



Founder and Chairman,

Four Seasons Hotels

and Resorts.









### Healthy Companies

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



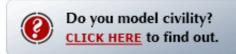
# THE HEALTHY LEADER

Prescriptions for growing a healthy company



# Are you civil?

Arriving late for a meeting. Abruptly dismissing someone's idea. Reading your texts or emails during a conversation. Ignoring a colleague's



request for information.... Incivility can be subtle, but it is everywhere. 96% of employees say they have experienced incivility at work. Half say they're subject to uncivil treatment at least once a week.\*

## **What Great Leaders Know**

Great leaders know that incivility corrodes morale, disengages people from their work, undermines organizational performance, and poisons customer relationships. As a leader, you set the tone. Model civility in your every action, so you can credibly oblige others to follow The Golden Rule.

To consistently model civility, you must maintain a high level of self awareness grounded in sound emotional, social, spiritual, and physical health:

- Emotional. Consciously modulate your emotions – especially anxiety and frustration, which often fuel uncivil behaviors.
- Social. Convey authentic respect in every interaction. Honor your agreements. Take the high road to resolve conflicts.
- Spiritual. Embody gratitude, genuine caring and humility.
- "Retaining customers is the most important thing. But you need to start with how you want your employees to be treated—kindly, properly. If you treat your employees in a respectful manner, it's more likely they will do the same in kind. That's where it really all starts."
- Isadore Sharp,
   Founder and Chairman,
   Four Seasons Hotels & Resorts
- *Physical.* Keep fit and rested, so you have the energy to be a consistently positive force at work.

Read Resolving Conflict Between Yourself and Others.

### Will you turn the tide?

Incivility is paralyzing government, tearing at the fabric of society, and costing businesses untold billions of dollars each year. Civility can only be

restored by each of us, one person at a time. Why not start right now, in your own workplace?

# Ask yourself...

- Am I the most civil person on my team?
- Do I talk to my people about the importance of being civil?
- Do I constructively confront uncivil behavior?
- \* The Cost of Bad Behavior, by Christine Pearson and Christine Porath

Like what you read? **Subscribe** for future editions.

Read what others are saying about incivility.

You've been chosen to receive this email because of your previous interest in building healthier companies.

© Copyright 2011. Healthy Companies International. All rights reserved.