



**mhca's e-Newsletter**

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## Leading During Times of Industry Transformation

I want to thank Tom Sebastian, CEO of Compass Health and **mhca** Board Member, for sharing [a link to his recent Tedx Talk](#). Not only was this an excellent talk; but, after I watched it, YouTube recommended several other talks related to leading during times of industry transformation. Here is an overview of what I learned from my recent Ted Talk binge.

According to organizational change expert [Jim Hemerling](#), we are living in an era of continual transformation - which can either be exhausting, or exhilarating; it all hinges on leadership.

Leading transformation requires putting people first by:

1. Connecting to a deeper sense of purpose. Why do we exist? What problems are we trying to solve, and for whom?
2. Going ALL IN. Focus first on initiatives that enable you to win in the medium term, actions that change how the organization operates, and investments that develop leadership and talent (like **mhca** membership!).

3. Enabling people to succeed during transformation and beyond. Analyze what new skills are needed, invest in skill development, and reinforce of collaborative behaviors.
4. Instilling a culture of continuous learning. Establish a growth mindset where team members understand they're not expected to have all the answers, but are expected to listen, learn, and bring out the best in each other.

According to entrepreneur and academic [Lesley Hayes](#), entrepreneurs are hardwired to believe we always have the best ideas; but, as leaders, we need to learn to listen to our teams and show them we respect their ideas and trust them to help us achieve our vision. As leaders, we must own and communicate the WHY, but our teams should own the HOW.

But change is hard, and people will naturally resist; so, here are some tips from [Jeni Cross](#), a sociology professor at Colorado State University, on how to improve the way you communicate so you can achieve desired behavior change.

1. Messages must be framed in a way that resonates with your audience – connect the desired behavior change with the audience's underlying values.
2. Education alone will not change behavior; information must be presented in tangible, personal ways and through observation and interaction with other people.
3. People are LOSS adverse – show them what they stand to lose if they don't change instead of focusing on what they stand to gain if they do.
4. Attitudes follow behavior – they don't predict it. Set behavioral expectations and attitude change will follow.

I really enjoyed hearing these Ted Talks, and I'm excited to tell you that we will be launching Ted-style **mhca** Talks at our Winter Conference in Clearwater Beach in February. The session will feature five short talks from member CEOs who will share a significant personal or professional challenge they've faced and how they either adapted to overcome the challenge or tried something new with disastrous consequences, and what they learned in the process. I hope you will enjoy this new session format, and I invite you to reach out to me at [dshreve@mhca.com](mailto:dshreve@mhca.com) if you are interested in presenting an **mhca** Talk at one of our future conferences.

Happy Holidays and see you in the New Year!

Save the Dates for mhca's 2018 Conferences!

### Winter Conference

Join us in Clearwater Beach **February 27 -**

**March 1** for our Winter Conference and Annual



Meeting. This is our most well-attended meeting of the year and our hotel block will sell out quickly. For conference and hotel information,

[Click Here](#)



## Spring Conference

Experience southern hospitality at its best! Join us in Savannah, Georgia, **May 15-17**. The conference agenda and online registration will be available in February. To make your hotel reservation,

[Click Here](#)



## Summer Conference

**mhca** will explore the Motor City this summer. Join us in Detroit **August 14-17**. The conference agenda and online registration will be available in May. To make your hotel reservation,

[Click Here](#)



## Fall Conference

Get your grove on in Austin **October 30 - Nov. 1!** The conference agenda and online registration will be available in August. For hotel information,

[Click Here](#)



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