

# Objectives

## Audit your Toolbox: Skill Translation

Apply counseling techniques to manage system and staff transitions, such as digital EHR adoptions.

## Assess the Situation: Applying a Framework

Utilize Bolman & Deal's Political Frame to engage non-traditional stakeholders like IT and Division Leadership.

## Develop a Plan: Humanistic Protocols

Use the Lippitt-Knoster framework to distinguish resistance types and prioritize psychological safety in leadership interventions.

# Use our Clinical Training to Navigate Change with Empathy, Systemic Thinking, and Political Awareness



# What are some changes that you have faced or will be facing soon at your center?

## Past

Changes in administration

System delivery

Began integration process

Electronic Health Record System

## In Process/Future

Continued integration

Shared Health and Wellness Building

Changes in orientation, mandates vs. student agency

Artificial Intelligence

What is a challenge you are facing currently in your system?

# Integrating four departments, and planning for co-location in the near future





# What Skills Could Be Useful During Times of Transition?



# **Translating Clinical Skills to Organizational Leadership**

# The Translation Framework: Counseling Skills → Leadership

Clinical Skill	Organizational Application	Example Scenario
Active Listening	Staff Transition, Team and 1:1 Meetings, Rel. Building	Hearing unstated fears during EHR rollout announcements
Identifying Resistance	New Systems/ Spaces, Procedure Change, Workflow, Tech Upgrades	Distinguishing burnout from principled pushback on new workflows
Systemic Thinking	Mission/ Vision, Leadership group, Signature programming, Campus Partner relations	Mapping how clinical and IT systems interact in mergers; student satisfaction survey implementation
Motivational Interviewing	Stakeholder engagement, cross training ADCs, budgetary decisions	Eliciting divisional buy-in; partnership with ITS; change in scheduling process
Psychoeducation	Wellness Lens with Campus Programming, Campus Partners, New Tech	Explaining why service delivery changes benefit both staff and clients, how campus partners can consider wellness more

# The Translation Framework: Counseling Skills → Leadership

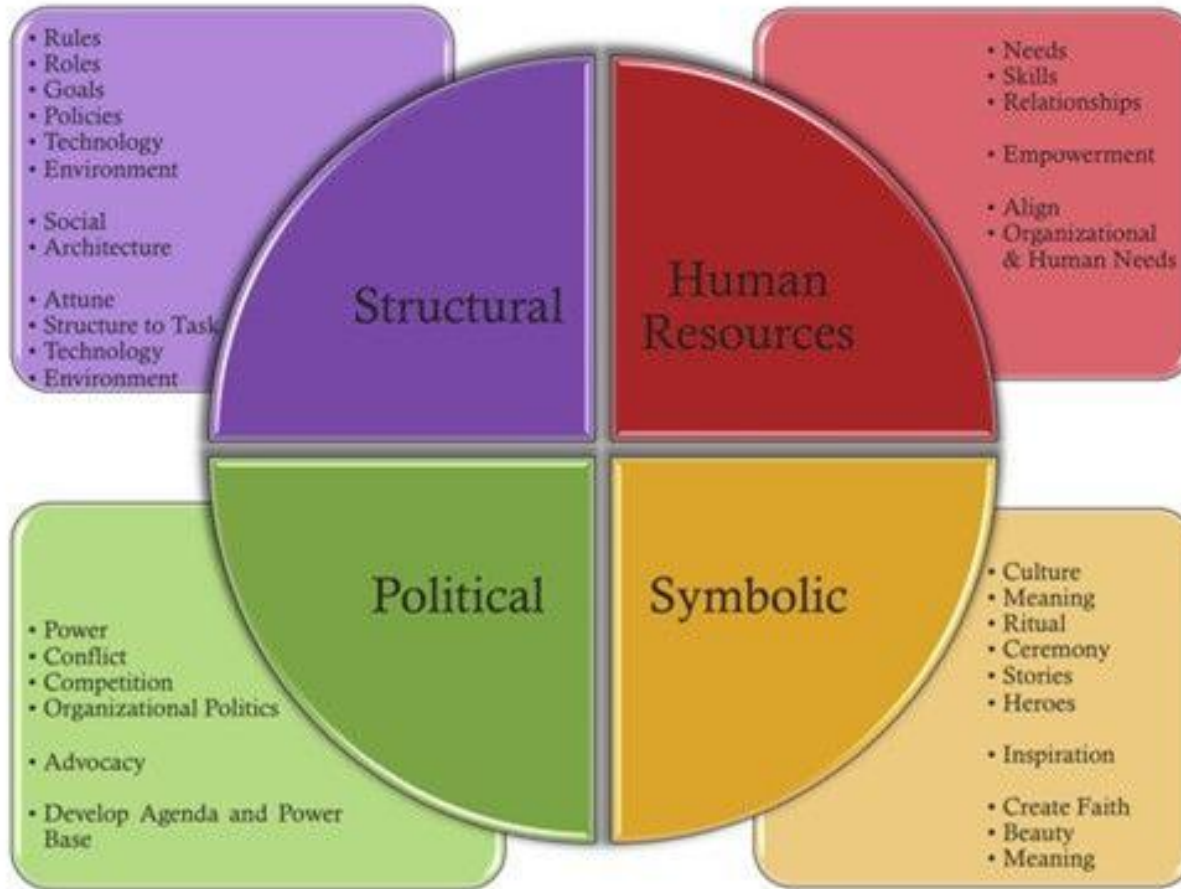
Clinical Skill	Organizational Application	Example Scenario
Managing Countertransference	Leader Self-Awareness & Differentiating “Subjective” and “Objective” Reactions	Recognizing when a coworker triggers your own unresolved conflicts vs. their reaction affecting most people — and pausing/consulting before reacting
Radical Acceptance	Change Fatigue, Decision Fatigue, Grief Work	Helping teams move through stages of loss when beloved programs, roles, or workflows are eliminated integration
Understanding Cognitive Distortions	Reframing Catastrophic Thinking/ Personalization/ All-or-Nothing Thinking/ Mind-reading	Identifying all-or-nothing thinking in staff ('This EHR will take forever to learn and we won't have time to do our other jobs') and guiding toward realistic appraisal

# Frameworks to Support Change Management



# **Bolman & Deal's Four-Frame Model of Leadership**

# Bolman & Deal's Four-Frame Model of Leadership



Credit: <https://sea.santarosa.edu/sites/sea.santarosa.edu/files/documents/NJohnson-FourFrameModel-ReframingOrganizations-Adapted.pdf>

# CHOOSING A FRAME

Question	Frame if answer is Yes	Frame if answer is No
Are individual commitment and motivation essential to success?	Human Resource, Symbolic	Structural, Political
Is the technical quality of the decision important?	Structural	Human Resource, Political, Symbolic
Are there high levels of ambiguity and uncertainty?	Political, Symbolic	Structural, Human Resource
Are conflict and scarce resources significant?	Political, Symbolic	Structural, Human Resource
Are you working from the bottom up?	Political	Structural, Human Resource, Symbolic

**Using the challenge you identified, what frames are most relevant?**

Political

Human Resources

Symbolic

Structural



# Empathy-Driven Change: Lippitt-Knoster Framework

# The Lippitt-Knoster Framework: 6 Conditions for Change

**Vision**

*If missing →*

**Confusion**

**Skills**

*If missing →*

**Anxiety**

**Incentives**

*If missing →*

**Resistance**

Leadership response when missing: Address directly before proceeding

**Resources**

*If missing →*

**Frustration**

**Action Plan**

*If missing →*

**False Starts**

**Consensus**

*If missing →*

**Sabotage**

# Lippitt Knoster Model of Complex Change

A framework for understanding complex change that looks at the elements necessary to support successful change. If any are missing... change struggles.

VISION	BUY-IN	SKILLS	INCEN-TIVES	RESOUR-CES	ACTION PLAN	ASSESS	CHANGE
	Buy-In	Skills	Incentives	Resources	Action Plan	Assess	<b>CONFUSION</b>
Vision		Skills	Incentives	Resources	Action Plan	Assess	<b>SABOTAGE</b>
Vision	Buy-In		Incentives	Resources	Action Plan	Assess	<b>ANXIETY</b>
Vision	Buy-In	Skills		Resources	Action Plan	Assess	<b>RESISTANCE</b>
Vision	Buy-In	Skills	Incentives		Action Plan	Assess	<b>FRUSTRATION</b>
Vision	Buy-In	Skills	Incentives	Resources		Assess	<b>FALSE STARTS</b>
Vision	Buy-In	Skills	Incentives	Resources	Action Plan		<b>STAGNANT</b>

# Diagnosing Resistance: Defiant vs. Anxiety-Based Stalling

## ⚠️ Resistance

### SIGNALS

- Publicly opposes changes
- Rallies others to block process
- Disputes authority to change
- Uses non-compliance as leverage

### LEADERSHIP RESPONSE

- Address behavior directly/privately
- Set clear performance expectations
- Involve supervisor early

## 😬 Anxiety-Based Stalling

### SIGNALS

- Excessive clarifying questions
- Avoids committing to timelines
- Compliance with errors
- Expresses fatigue or inadequacy

### LEADERSHIP RESPONSE

- Validate fear before solving
- Break into small, achievable steps
- Increase training and check-ins
- Foster psychological safety

# Bringing It All Together: Your Leadership Action Plan

## Audit Your Clinical Toolkit

- 1 Which counseling skills do you already use in leadership?

## Assess Your Situation

- 2 Run a resistance diagnostic. Apply the change frameworks. Consult with others who think differently! Plan for enough time!

## Develop a [Treatment] Action Plan

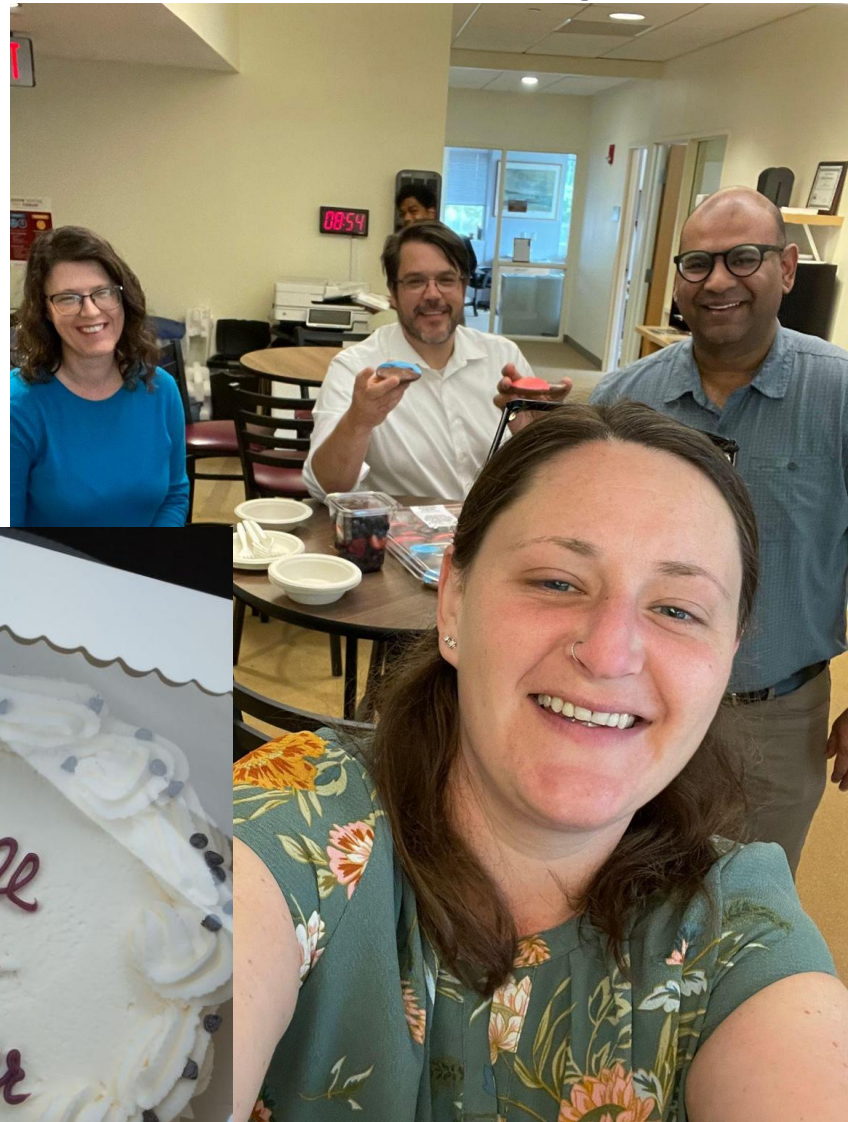
- 3 For each resistant staff member, determine: Is this defiance or anxiety? Choose your intervention accordingly.

# Some lessons learned ...

1. Communication and Transparency
  - Regular updates to leadership, department staff
  - Acknowledge challenges and potential threats to the project
1. Relationship building and leaning into team member strengths
  - This is new for us all
1. Adding fun into the process:
  - Cake
  - Awards and other recognitions
  - Mantras
    - We are on this journey together
    - This is new for all of us
    - There are no silly questions
    - In the end this system will help us to do good work
    - Hard work= new neurons



Pictures of health and wellness and ITS staff with cake and goodies.



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# Feedback & Questions?

