

Specialist in leadership

CASE 1

Maintenance of the good working environment

You are a general practitioner in a larger clinic with 17 employees. You and the other owners find it of great importance to create a good working environment by prioritizing visible and clear leadership. You have two permanently employed doctors and you focus on the well-being of the staff and regularly talk to the other owners about the well-being of the staff and the collaboration in the clinic. The clinic has many benefits for the employees like free lunch every day, social arrangements, and flexibility in relation to working hours. Every morning you have a 10 minutes meeting with all the staff. The meeting is normally used for briefing on daily changes and other urgent matters. At the end of the meeting one of your colleagues spontaneously says: "This place is such a nice place to work. It's a bit like working at Apple or LEGO".

How do you reply?

Which elements are important to have a good working environment in the clinic?

How do you keep the good working environment?



Specialist in leadership

CASE 2

The good collaboration

You are doctor in a larger general practitioner clinic. The latest year you have been working structured to implement the latest political agreement and you have delegated osteoporosis, hypertension, and thyroid consultations to the staff. It goes beyond your expectations, and you have also optimized the yearly controls of diabetes and COPD.

The staff has made a great effort, and you and the other owners have talked about what a pleasure it is to run a clinic with such skilled employees and such a great team spirit.

How would you acknowledge their efforts?

How do you keep the good development?



Specialist in leadership

CASE 3 Discrimination

You are a general practitioner in a clinic with several doctors in their specialist training. One of the trainees consequently leave 10 minutes before the others to catch an earlier train.

One of the other trainees asks if they as well can leave earlier on days when they have finished their work early?

What do you respond?

What do you recognize of issues by answering yes or no, respectively?

Would it change anything if it was the nurse who asked?



Specialist in leadership

CASE 4 Professional diversity

You are a general practitioner and your partner Anna has been in the clinic for 20 years. She tends to prescribe sleeping medication a lot more frequently than you do.

You have been in the clinic for 3 years and you are more restrictive regarding addictive medication. You have recently had a third partner, Toby, who problematized this disagreement.

Which potential challenges do you recognize having different professional opinions in the same clinic?

What options do they have to adress this disagreement?



Specialist in leadership

CASE 5

The angry nurse

The nurse in your clinic seems more and more dissatisfied and negative. In the breaks she often complains about the patients and about the other colleagues who are not there. You find that it affects the other colleagues and yourself. You are told by the secretary that the nurse is experiencing difficulties in her marriage.

What are your possibilities as the leader?

Is it okay to include your second-hand knowledge about her personal life?



Specialist in leadership

CASE 6 Motivation

You are about to have your yearly development meetings with all your employees. You have noticed that especially one of the nurses has made a great effort during a busy period with a lot of illness in the clinic. She often takes on more responsibility than expected of her and offers her support when there is a lot of work to be done. She is enthusiastic about helping new employess and skilled at guiding them in their tasks.

You are very satisfied with her efforts and really want her to stay in the clinic.

How will you approach the conversation with her?

What topics do you find it relevant to discuss with the nurse?

Should she receive a salary raise?



Specialist in leadership

CASE 7

The overfilled calendar of patient appointments

You are one of the partners in a general practice with 6000 patients. After the summer holidays there is five weeks of waiting time to have a non-acute appointment with one of the doctors. The patients are dissatisfied. The secretary is stressed, and you find that the patients turn up with several problems at the same consultation. There is no space in your clinic for more employees.

What short-term opportunities do you recognize?

What long-term opportunities do you recognize?

Discuss pros and cons for the different solutions.



Specialist in leadership

CASE 8 Work-life-balance

You have just started as a co-owner in a two-person general practitioner clinic. Your partner who recently became a parent is requesting a day off each week. You recently bought a new house and is interested in having both of you work five days a week for financial reasons.

How do you resolve financial disagreements in a good way?

Should you change the way you are both paid and should you look into how much you earn individually?

What do you do if you earn more to the clinic than your partner does?

How do you avoid this type of conflicts in the future?



Specialist in leadership

CASE 9

From specialist trainee to owner of the clinic

You are at the end of your specialist training and have a good relationship with the staff in the clinic. The two nurses have passed on details about internal conflicts to you and they often have passive aggressive comments about the other staff. You are now becoming a co-owner of the clinic and suddenly you will become their boss. You have noticed that some of your decisions as a leader is not followed by the staff. They continue to follow instructions from the other owners who have been owners of the clinic for many years.

What do you do to clarify your new leadership role?

Do you do anything to handle the conflicts that you previously overheard?



Specialist in leadership

CASE 10

Sick leave in the clinic

The secretary in your clinic is very often absent due to illness. She is skilled and well-liked and has been employed in the clinic for many years. She got divorced half a year ago and has had an average of 4 sick days a month for the last 6 months. The secretaries' office is a mess when she is not at work, and it has started to affect the working environment as well as the finances of your clinic.

What are you going to do and how will you do it?



Specialist in leadership

CASE 11

Agreeing on a direction

You and your three partners are going on a leadership course together. You have agreed on working with your management foundation and strategy for the clinic for the coming years. You are three different personalities and each of you have your own strengths. Consequently, you have talked about the fact that you should distribute the areas of management between you based on your preferences and competences.

How would you structure a course like this?

What would be important for you to focus on?



Specialist in leadership

CASE 12

Insufficient supervision

You are in your specialist training becoming a general practitioner and do not receive the supervision that you need. Your tutor doctor seems stressed and has started to skip several of your planned supervision appointments. You have several times pointed out that you need the supervision. It has led to a bad atmosphere between you and your tutor doctor.

What do you do to get your supervision?

What will you do if it does not change?



Specialist in leadership

CASE 13 Headstrong

You are a new co-owner in a 4-person general practitioner clinic. One day, a large package is delivered to the clinic. It appears to be an expensive (2000 euro) height adjustable table ordered by your colleague because she has back pain and has ergonomic issues with the current interior.

Your colleague did not ask you and your co-owners about it and you find that unexpected.

How do you approach this with your co-owners?

How small amounts must be agreed upon?

Are there circumstances that excuse major purchases without consent?



Specialist in leadership

CASE 14 Adult bullying

You are at the end in your training of becoming a general practitioner and it is the plan that you are going to be co-owner of the clinic after you have finished your specialization. You have noticed that a specific employee is often spoken about negatively when she is absent and is being socially excluded.

What considerations do you make before becoming an owner of the clinic?

Do you speak up about the problem? And if so, when and how?



Specialist in leadership

CASE 15

An uncertain colleague

You are a general practitioner and have been a supervising doctor/tutor through many years. You have just received a new doctor in the clinic, a specialist trainee, who is friendly and kind. However, this young doctor knocks on your door for every consultation and finds it difficult making professional decisions. It is hard to keep the supervision at half an hour a day due to the many questions.

How can you answer the young doctor's many questions without being interrupted in your own workflow?

What does it change if the doctor is in the end of her/his specialization?

