**O.S.L.E #1**  
**Conflict Resolution**  
**Objective Structured Leadership Exam**

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___ (max 10 points) Creates a “holding environment” for conflict

___ (max 10 points) Reminds participants of positive common orienting values that make the angst worthwhile

___ (max 10 points) Acknowledges feelings, but establishes norms that make disagreement permissible

___ (max 10 points) Begins discussion of disagreements with easy or technical differences, then moves to more complex/emotionally laden areas.

___ (max 10 points) Avoids making an autocratic decision creating a winner/loser situation

___ (max 10 points) Expresses thanks for employees dedication and concern, and coveys the principle that the ability to see things from another’s perspective and the ability to consider changing our own habits are also employee attitudes and skills that the doctor values.

___ (max 40 points) Utilizes Principled Negotiation (Harvard Negotiation Project)
  1) People-Separate the people from the problem
  2) Interests-Focus on interests, not positions
  3) Options-Generate possibilities before deciding
  4) Criteria-Insist that results are based on objective standards

_____ Total Score

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_____ Resident displays competency in this leadership skill (score 80-100)

_____ Resident displays some good skills in most areas but needs to retest after feedback. (score 60-80)

_____ Resident needs to repeat module with additional reading before retesting (score <60)

Faculty ___________________________ Date
The Setting
You work in a Rural Health Clinic with one physician (you), 0.5 FTE Nurse Practitioner, 1.5 FTE (full time equivalent) front desk/clerical staff, 1.0 FTE billing staff; and 2.0 FTE nursing staff. It is 6:30 PM on Friday and the cleaning staff has started scrubbing the floors in the front waiting room (note: office hours are 8am-5pm)

The People
Front Desk Flora – trusted and valued 10 year employee who always seems to find a spot for patients on the schedule, and collects professional fees at the time of visit better than anyone you have ever seen.
Back Nurse Betty – youngest employee with you 5 years who is the most efficient clinic nurse you have ever worked with and who patients universally love and trust.

The Conflict
Front Desk Flora and Nurse Nancy are in the front reception area engaged in an argument about why they are still at work at 6:30 pm on Friday.

Leadership Challenge
Use your physician leadership skills to help resolve this conflict in your office. It is late, and you promised your son that you would be at his homecoming football game. Kickoff is 7:00 PM and the stadium is 15 minutes from your office. No problem! You can provide important leadership towards resolution in 10 minutes and still have 5 minutes to buy your ticket, a hot dog and find your bleacher seat at the stadium.
Front Desk Flora

Who you are
You are have been at the rural health clinic for 10 years. You answer all the phones, book appointments, register patients, and collect office visit fees – with only part-time help on most days.

What you know
You know that you are best across the counter/end of visit collector of cash for co-pays and professional fees that this doctor or clinic has ever had. You try and accommodate all the patients as much as you can, especially if they sound like they can’t wait till tomorrow to be seen.

What you are worried about (but will never say out loud unless directly asked by the doctor)
If the clinic cannot accommodate the majority of the appointment requests and walk-ins, then they may defect to the new Urgent Care Center in the next town. Less patients means less money, and less chance for a raise – that seems long overdue. This new nurse seems have a lot of influence over what the doctor decides, and she doesn’t care about raises as much as me – because she makes more per hour already.

How you should act
You had your coat on and were getting ready to leave. The last 2 patients had not checked out yet, but you already collected their co-pay and told them to call you back on Monday if the doctor needed to see them again. If they run late seeing patient in the back – it’s not your fault! You never complain about overtime – but you told the doctor that your granddaughter was in the homecoming parade at 6:00 and now you have missed it! You are not going to cry over spilt milk, but by gosh, no one better blame you for this office running late!

Insist on getting to the bottom of this mess right now and right here! (Gives the doctor a clue to move the discussion to a private area)
Back Nurse Betty

Who you are
You are have been at the rural health clinic for 5 years. You bring all the patients back to exam room, take their vitals, give shots, return calls as directed by the doctor, call in prescription refills with one additional nurse on days the Nurse Practitioner is working.

What you know
You know almost all of the patients by first name and what makes them tick. You know you have a wonderful ability to anticipate what the patient and doctor need to make the visit smooth and efficient. Lately, it seems like the appoint book is way too crammed with work-ins and complex patient problems in short appointment slots.

What you are worried about (but will never say out loud unless directly asked by the doctor)
You worry that you are going to burn out at this pace. The front desk keeps adding the patients and seems to do it without always checking with you or the doctor. You feel the older front desk person controls the office with little regard for patient care quality and nursing staff burnout.

How you should act
Once again Flora was ready to leave and you still have one more shot to give. You have a life too – even if you don’t have grandchildren or children! If Flora was so concerned about the homecoming parade and game then why not keep to the schedule today and not jam extra people in the schedule without clearing it the nurses or doctor.

Ask the doctor to decide who is in charge of the add-ons to the schedule ….you or Flora?
(Gives the doctor a clue to suggest that this is not an either/or, or win/lose situation here, and engage all three of you in a group solution)