

# **FEELINGS**

## The Spirit of Excellence



This book belongs to: \_\_\_\_\_

***An organization must know it's customers' level of expectations for these reasons: Do less than customers expect and service is bad. Do exactly what customers expect and service is good. But do more than customers anticipate, and service is perceived as superior."***

John Tschohl, *Author*

ACHIEVING EXCELLENCE THROUGH CUSTOMER SERVICE

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# ***The Spirit of Excellence***

## **Part One:** **The Participant Book**

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# Introduction

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The way health care is delivered is continually changing, and the language of health care has been changing with it. Today's current model of care is shifting from inpatient to outpatient services. Patients are being referred to as clients, customers or even consumers of care. Doctors and nurses are called providers of health care. This changing reality requires adjustments of us all, and yet the basic need for care and service remains. We must continue to distinguish ourselves to ensure our future survival and success.

We believe that our best advertisement is a satisfied patient. We believe that the respect evident here is the attitude that “the customer is always right.” We believe that you and your co-workers—who bring your skills, expertise, commitment and energy to your jobs—are the most important contributors to our organization. Patients who return and who faithfully recommend that their friends and family come here for care are those who will bring this medical center into its future.

You have a key role to play in the successful achievement of our goal to strive for service excellence. What you do and the spirit with which you do it is important, and patients, visitors and your co-workers depend on you to do your job well. When you do your work with commitment and with the enthusiasm and energy to strive for excellence, people respect you and enjoy working with you. The climate that is created promotes healing. It's not just the tasks you perform that are important, but the way you interact with others. No matter what job you were hired to do, your first “job” is to interact with others in ways that show your respect, care and support. This is good business. This is a priority that you will be expected to know—or to learn—and to practice in the work place.

# Chapter One

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## Why Do People Do What They Do?

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### **Feelings Are the Key**

### **Feelings Influence Our Decisions**

Why do we do the things we do?

What makes us tick?

How do we make spur of the moment decisions, as well as the important decisions in our lives?

What do you consider when you make a decision?

It's not easy to be certain about what makes us do what we do, but we can be sure most of the time when we know our feelings.

We like to think that our decisions—especially the important ones—are based only on facts. However, most of the time, our feelings are the key to the decisions we make in everything from our choice of friends to where we live, our jobs, and the cars we drive.

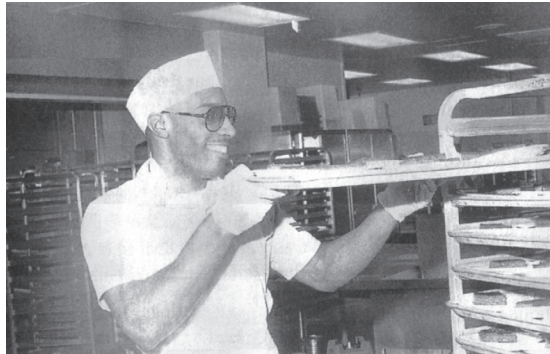
We may back up these gut decisions by comparison or investigation; but, in the end, we all put a great deal of emphasis on our feelings (emotions and instincts).

The impact of our feelings isn't limited to big decisions. Feelings also influence where we shop, the restaurants we eat in, products we buy, and our attitudes toward other people.

## **Quality Care is the Goal**

Because feelings are so important to what we do, we're spending this time learning to understand them better. At the same time we're developing an understanding of how and why the feelings of other people need to be considered every time we communicate with them.

Regardless of the job we perform, we need to strive to deliver quality service. Remember, we're all in the position to receive the service of others each day. When we go to the doctor, gasoline station, or dry cleaner, we expect courtesy, consideration, help, respect, and support. We expect to be treated as a valued customer.



Opportunities to give quality service exist in every human organization. Our customers appreciate it when you show you care about meeting their needs.



This is true in our personal lives too. Subconsciously, we select friends who treat us as a valued person. We want our families and loved ones to be courteous, helpful, considerate, respectful, and supporting. We are “customers” for those feelings.

### **Each of Us Needs the Help of Others**

Every day, we require the help and support of other people. Every contact we make with another person has the same element of give and take that we experience when we go into a store or a health care facility.

When we get the response we want, we feel good about the encounter. Our need for positive interaction with other people is satisfied. We feel good about the experience and are willing to repeat it.

### **The Feelings of Others Count**

Even if we view our daily contacts with people on the job as routine and boring, we need to consider the feelings of those people. For our patients, contact with us may not be routine. They have the expectation of receiving quality care built into their feelings.

Unfortunately, in our working lives, we tend to think of the people we encounter as strangers or as faces in the crowd. That doesn't have to be the case.

On the job, opportunities for friendship are literally limitless. That's because our patients and guests, the people we're in business to serve, want to be treated well. They want to be treated as friends.

## **Patients Expect Quality**

Any number of surveys prove that patients make their decisions on which facility they choose based upon what the health care organization does or doesn't do to make their experience a pleasant one. Advertising, location, reputation, and services offered will attract patients once, but it is the quality of the personal relationship that brings people back.

The same is true of any encounter we have with other people. We tend to avoid those people with whom we have had a negative experience.

Have you ever been ready to buy something, then walked out of the store because you couldn't get anyone to wait on you?



The emotional reactions we have to service attitudes strongly influence which health care facility we will choose.

Or avoided a restaurant with great food just because the service was slow?

Or used an automatic teller machine to avoid impersonal, uncaring, bank tellers?

Or tried to avoid an assignment at work because you didn't get along well with people assigned to help you?

In the end, price, taste, personal service, or importance of the project didn't matter.

That's how much our feelings affect what we do every day.

**Good Feelings  
Build a  
Win/Win  
Relationship**

Feelings build habits. We do things because we feel good about doing them. Interacting with others gives us the opportunity to feel good about other people, as well as ourselves. This doesn't happen as often as it could, but when it does, it is a win/win encounter for everyone involved.

**Each Person Is  
Special**

What people really want is help, support, consideration, and respect. We want to be treated in a special way with compassion and dignity, and that's what our patients expect from us. We must remember that every person we deal with, at home or on the job, is special. Why is this so important?

**Positive  
Communication  
Equals Quality  
Service**

The most important ingredient in developing relationships is to treat other people as special. When we do this, they tend to treat us the same way. Suddenly, we're no longer "just another person," but

someone to be remembered. Life moves along smoother, with fewer problems, and our personal and work experiences greatly improve. We establish win/win situations.

How can we make this happen? We can do it with positive communications such as:

- Praise for a job well done
- A smile
- A “thank you”

Anyone who consistently receives positive feedback feels good personally and feels good about the person giving it.

### **Negative Communication Makes Us Feel Angry or Resentful**

When we receive negative communication, we have the opposite reaction. Negative communication generates anger and resentment.

Think about your experiences as a customer. Have you ever been ignored when you were trying to get assistance in a bank, drugstore, or supermarket? How did you feel? Have you ever looked for an item in a store and an employee told you, “Never heard of it.”

How do you feel when you call a medical facility and get switched to several people without getting any real help?

## **Positive Relationships Really Count**

A negative experience may take thirteen additional positive encounters to erase that experience.

It benefits us to generate good feelings as often as we can. In every job environment, good feelings usually generate quality care.

By consistently providing quality service to others, we create positive relationships. This not only helps us and the people we deal with, but the entire organization. Consistent quality service takes consistent effort from each of us.



Caring, courtesy, good service, and friendliness are key ingredients in successful dealings with co-workers.

## Personal Goal Statement

Tear this sheet out and keep it with you to remind you of your goals!

As a way of helping you think about your work goals and their relationship to the quality of the service you can provide to patients, their family members, and co-workers, please answer the following questions:

*(This exercise, like many of the others following each chapter, is for your use alone—to be shared later only if you choose.)*

1. List two things you'd like to learn that would make your job easier:

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

2. List which job-related skills you'd like to improve:

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. List one work attitude you'd like to change:

\_\_\_\_\_

\_\_\_\_\_

4. List one thing you could do to make your work environment more constructive or positive:

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5. List the name of one co-worker you'd like to get along with better in the future:

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6. List a service skill you'd like to improve:

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7. List one skill you'd like to develop to help you deal with difficult situations involving patients, visitors and co-workers:

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8. In one year how would you like your job to be different from what it is today?

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## **Chapter One Review**

### **Points to Remember**

- We make decisions based on our feelings.
- Each of us needs the help and support of others.
- Dealing with people is a special part of our lives.
- The way we provide help and support to others in our dealings with them will influence their feelings.
- People need positive communication. The more we receive, the better we feel!
- People dislike poor service because it makes us feel unimportant!
- Living up to the service expectations of others benefits everyone.



# Chapter Two

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## The Art of Satisfying Patients

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The most successful health care organizations are those which know and understand how to make patients and their families comfortable while they are receiving health care. Good management may make a health care facility more effective and more profitable, but that must go hand-in-hand with serving the customer. Without that basic ingredient, no health care facility will remain successful.



One of the best ways to build a relationship is to give your patient or guest a sincere, warm smile. Smiling and making eye contact conveys your friendly outlook in all human interactions.

## **Success Is Built on Human Values**

Success is built on human values and interaction. The better we interact with customers and co-workers, the better we will serve and work with them. Health care facilities need caring, dedicated people to succeed in today's competitive environment. Good people work hard to do their best. They want to win for themselves and others.

When we build these human values into our lives, we become part of a winning team.

It is important for us to remember that we are an important part of our health care facility because we provide the human touch every time we come in contact with others.

All of us need that personal touch. But if we don't provide it to others, we won't get it in return.

For most of us, one of the most irritating things we deal with is being treated like a number—with indifference.

## **Patients Have Feelings Too**

Patients react to indifference the same way we react. Often, we get so caught up in getting our work done, being efficient, crisp, and even-handed in our interaction with others, we forget that our patients, guests and co-workers have feelings too.

Many of us take pride in our ability to deal with others efficiently, but people need more than efficiency. They want to be recognized as individuals.

## **Don't Show Boredom Toward Others**

In our jobs, many of us have contact with a great many people every day. For example, a medical receptionist sees hundreds of patients a day. A hospital switchboard operator talks to hundreds of people a day. The days turn into weeks, the weeks into months, the months into years. Our job becomes routine and we stop seeing others as individuals.

A smile, genuine concern, a laugh, or a helping hand are all types of positive communication that robots can't provide.

They're also the same types of positive communication that make our dealings people to people, instead of number to number. They are the responses we need as human beings.

All of us are capable of being sincere and friendly to others. When we demonstrate that by opening up and letting feelings out, a remarkable thing happens. Others appreciate it.

## **We All Fear Negative Responses**

It is a learning experience on both sides. Patients occasionally treat us abruptly and with suspicion. That's because they have had negative experiences.

## **Patients Appreciate Sincerity and Friendliness**

Poor service is what many patients are accustomed to receiving. They may be surprised to find that you really are sincere and friendly. It may take some getting use to for them. They will become accustomed to it very quickly and react very pleasantly.

If we put ourselves in the role of the patient for a moment, we find that we appreciate the times when we are treated with warm, sincere, positive communication. Other people respond in the same positive way.

## **Enlarge Your Circle of Friends**

We need to work at gaining friends from all of our contacts with people. This helps us enlarge our circle of friends and creates richer happier relationships. Reaching out to others is the only way to make friends, on or off the job.



A commitment to warm, personal service means you always put the patient first. Remember, patients have feelings too.

# Exercises:

1. Make a list of three businesses (e.g., particular stores, restaurants, shops, etc.) that you avoid because of a poor service encounter in the past. Briefly list the nature of the problem.

Business	Reason
<i>toy store at the mall</i>	<i>clerk not helpful</i>
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

2. Make a list of three offices or departments at our organization that you avoid dealing with because of the way you've been treated in the past:

Office	Reason
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

3. List three positive changes in your work area that would improve service delivery to others:

1. _____
2. _____
3. _____

4. Have you ever changed someone's attitude toward their work by giving them praise and positive feedback? If so, how?

_____
_____