

They know what to do; why don't they do it?

Whitepaper Series Part 2

Changing people's service behavior

Ever walk down the corridor and observe staff talking with patients or other guests with an annoyed tone of voice, disengagement, lack of eye contact, or 'it's not my problem' attitude? You immediately think, "I wonder where he was during our service training session?"

Knowing vs. Doing

Delivering excellent service isn't just a matter of intellectually knowing what to do. Most people know more about how to give good service than they actually provide. It would be nice if behavior change was easy, but it's not. Beyond teaching the right skills, there are some proven training elements that cause sustained behavior change.

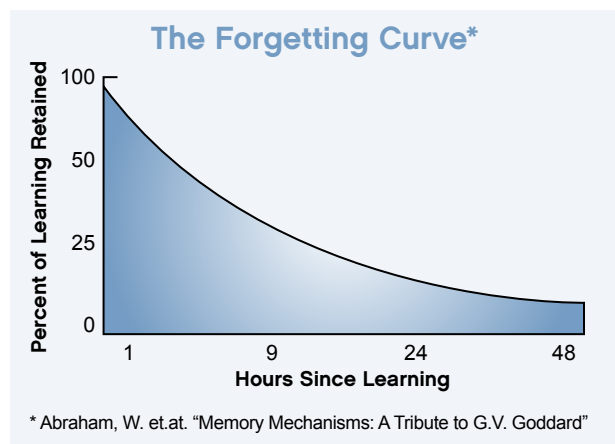
What Causes Behavior Change?

Too often training is seen as an event instead of a process. The old 'sheep dip' philosophy of sending people to a class and expecting new behaviors just doesn't work. People forget 96.4% of what they've heard and quickly return to old habits. The good news is that certain factors have been shown to greatly increase training effectiveness:

- **Leadership Commitment** Training by itself doesn't create a culture change. Leadership must be committed to service as a top priority and put in place a strategic plan to couple training with hiring practices, service standards, rewards and recognition, evaluations, measurement and accountability.

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- **Follow-Up** New behaviors take time to develop. When people leave a training session, there must be a structured reinforcement process involving real world practice, reporting on progress, time lapse and accountability. The following chart illustrates the drastic effect of the amount of knowledge people forget. Within 48 hours of a learning event, participants will forget more than 75% of what they learned without an ongoing process of application and reinforcement.



- **Management Support** Management must drive the process with their active involvement. Every manager and supervisor must be held accountable to understand, support, model and coach the behaviors being taught.

- **Principles-Based** For consistent results, skill principles must work for everyone regardless of education, job, experience or tenure. While techniques and scripts can work, they are more genuine if people can customize the principles for their daily life.
- **Employee-Focus** If employees don't feel valued, they won't value patients or each other. Research has shown a strong correlation exists between employee satisfaction and patient satisfaction. That means if employees are satisfied, then patients will likely be satisfied. Unfortunately, the opposite holds true as well. Therefore, training must focus on valuing the employee, which leads to stronger communication, teamwork and trust— which inevitably leads to improved satisfaction and bottom line results.
- **Affect more than skills** Saying the right words or mechanically performing a set of actions isn't enough. A large portion of good service involves attitudes, motives and values. Effective training should stress communicating from the heart as well as the head.

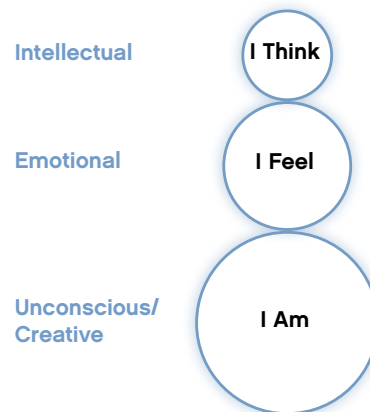
Don't Stop There

People are complicated. We think and learn on different dimensions— three dimensions to be exact. Most training addresses only the first. But, all three should be addressed:

1. The **Intellectual** dimension is the logical part where we think, learn facts and information, make choices, and solve problems. In health care this is crucial; but simply having technical skills doesn't guarantee effectiveness when interacting with people.
2. The **Emotional** dimension is how we feel. This may not seem as important, but it's typically more influential than the Intellectual dimension. Feelings drive many of our choices and decisions. Studies have shown that up to 85% of our job success is based on feelings, attitudes and emotions. Often, people know what to do, but just don't feel like doing it.

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different dimensions.

3. The deepest dimension is the **Unconscious/ Creative**. This is a profound level that houses our values, feelings of worth and self-esteem. The “silent tapes” that play in us are very powerful and control all our actions, feelings, behavior and abilities. It makes up your internal paradigm of who you believe you are.



As mentioned above, most training is directed only at the Intellectual dimension through presentation of information. Teaching service skills is only the tip of the iceberg. Attitudes, values and motivation come from the inside out, not from the outside in. For long-term behavior change, training and service interactions with others must touch all of the dimensions. How can this be done?

- Help people understand the purpose of their job and how it relates to the purpose of the organization
- Build people by focusing on their strengths instead of weaknesses

Attitudes, values and motivation come from the inside out, not from the outside in.

- Look at people as they can be, not just as they are
- Value people for who they are as well as what they do
- Teach how to emotionally connect with both the Head and Heart
- Understand that great service often involves much more than words – it can be a genuine smile, a touch or taking a moment to truly care

The Service Solution

More than 100 hospitals, medical centers and clinics have partnered with Integrity Healthcare Services to help change the service culture in their organizations. Integrity's proven approach addresses all three dimensions of a person. Skills, attitudes and values each have a unique focus. And the one-of-a-kind six week follow up program ensures that you're not wasting your training investment. You'll see the results, just watch your satisfaction scores improve.

Let Integrity Healthcare Services partner with you to change the service culture in your organization.

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