

# Inventory on Total Customer Satisfaction (ITCS)

**Stephanie G. Sherman, MBA**

## **INSTRUCTIONS:**

This questionnaire is designed to help you share your opinions and views on customer service and how it should be carried out in a healthcare organization. Regardless of the position you are applying for, complete this questionnaire as if you personally were working in the position of a patient care giver.

On the following pages you'll encounter 42 questions that will help you think through how customer situations should be handled. For each question, imagine yourself in the role indicated. Choose the answer that best represents your thinking and opinion. Answer each question by marking an "X" in the box that most nearly describes your opinion. If you wish to change your response, put a circle around the incorrect response, then mark your new choice with an "X".

### **Example:**

Your supervisor is out of the department. Information arrives at the office requiring a decision that cannot wait. Would you:

- ☒ Inform those involved the supervisor is unavailable and they will have to wait
- ☐ Make a decision, even though the supervisor may not approve it
- ☐ Consult team workers and make a decision based on consensus



1. I believe coworkers welcome feedback from colleagues.
  - Agree
  - Don't know
  - Disagree
2. I believe I can personally impact patient satisfaction.
  - Agree
  - Indifferent
  - Disagree
3. I believe a person can control their attitude at work.
  - Agree
  - Indifferent
  - Disagree
4. If you could increase your pay by taking additional training, would you:
  - Possibly sign up for more training
  - Likely not sign up for more training
  - Definitely sign up for more training
5. A co-worker is not performing acceptably. Would you:
  - Report inadequacies to the supervisor
  - Ignore the situation and focus on your work
  - Personally coach and help the co-worker
6. What's your reaction to the following: "If you let patients have their way, they'll take advantage of you."
  - I agree
  - I disagree
  - I have no opinion
7. I believe the ideas I offer can make a difference.
  - I agree
  - I disagree
  - I don't know or have no opinion
8. A patient known to be a complainer approaches you. Would you:
  - Send her to another employee
  - Wait and see what she does
  - Call a supervisor
9. You observe a co-worker using improper clinical techniques. Would you:
  - Correct the co-worker
  - Ignore the situation
  - Report it to the supervisor
10. You see a problem in the work system. Would you:
  - Report the problem to your boss
  - Recommend a solution to the problem
  - Wait for direction on what to do next
11. You see a co-worker fumbling with equipment. Would you:
  - Offer to assist them
  - Let them struggle on their own
  - Call a supervisor
12. When you enter a patient room do you typically:
  - Say nothing to the patient
  - Introduce yourself each time you enter
  - Talk with the patient, but not introduce yourself
13. A physician is about to make an error. If you approach him, you think you may be rejected. Would you:
  - Tell your co-workers
  - Let the physician make an error
  - Tell the physician and suffer the insult
14. You overhear co-workers talking about confidential hospital business at lunch. Would you:
  - Say nothing
  - Let them know it is inappropriate
  - Report it to a supervisor
15. You have an idea for improvement. Would you:
  - Share it with your supervisor
  - Say nothing
  - Tell coworkers, but not your supervisor
16. You observe a co-worker using improper telephone etiquette. Would you:
  - Correct the co-worker
  - Ignore the situation
  - Report it to the supervisor
17. An upset patient insults you. Would you:
  - Return an insult
  - Try to calm them
  - Walk away
18. An upset family member complains to your co-worker who does not manage the situation well. Would you:
  - Intervene on behalf of your co-worker
  - Let the co-worker continue
  - Call a supervisor
19. A patient complains about the TV service. Would you:
  - Apologize & offer an alternative
  - Explain the technicalities of hospital TV service
  - Ignore the complaint
20. On the way to a meeting a visitor asks you for directions. If you're late your boss will question you. Would you:
  - Find someone else to escort the visitor
  - Give verbal directions, then go to the meeting
  - Escort the visitor
21. On a project with co-workers, others want to quickly finish, but you disagree. Would you:
  - Go along with the group
  - Ask for more data
  - Refuse to go with the group opinion

**PLEASE CONTINUE  
ON THE OTHER SIDE**

22. The organization needs you to do another job. You will be retrained. Would you likely feel:
- Upset at the change
  - Neutral, take it or leave it
  - This is good opportunity to learn
23. You have finished your project assignment. A co-worker asks you to help on their assignment. Would you:
- Review their work as a courtesy
  - Help them do their assignment
  - Make an excuse why you cannot help
24. A co-worker is chronically late to work. Do you feel:
- The team should adapt to the situation
  - The work schedule should be changed
  - This is grounds for discipline or termination
25. Co-workers are struggling to complete a special project due today. Would you?
- Offer your help
  - Do some of their work so they have more time
  - Stay out of their way so they can complete it
26. Your co-worker refuses to do a task that is part of her job. After reporting this to the supervisor would you:
- Ignore the situation & let the supervisor handle it
  - Do the work for her one time
  - Do the work indefinitely
27. The department is short-staffed. How often are you likely to work extra hours?
- Very often
  - Sometimes
  - Hardly ever
28. A co-worker is not performing tasks correctly. Would you:
- Report inadequacies to the supervisor
  - Ignore the situation and focus on your work
  - Personally coach and help the co-worker
29. After finishing a technical report for a physician, you are informed that it is to be done differently. Would you?
- Consult your supervisor
  - Adjust the report to meet the doctor's request
  - Tell the doctor that you did it the best you can
30. A personal hygiene task was not done for a patient. To do this task means overtime for you. Would you:
- Work overtime and do the task
  - Skip the task
  - Report the situation to your supervisor
31. A creature comfort is promised to a patient. At the same time, your boss directs you to do other work. Would you:
- Forget about what you promised the patient
  - Do the patient's request first, then your supervisor's
  - Ask someone else to handle it
32. When on the phone how often do you write down details to help remember certain points.
- Usually/Always
  - Sometimes
  - Seldom/Never
33. Do you usually find yourself:
- Working on one thing at a time
  - Working on many things at a time
  - Working on a few things at a time
34. While with a patient, a co-worker calls you to help them. Would you:
- Respond to the co-worker and leave the patient
  - Complete the patient care then leave
  - Ignore the situation
35. You are working on a project and come across a word that's unfamiliar. Would you:
- Ask a co-worker what it means
  - Look it up
  - Guess what it means
36. A patient complains about their meal. Would you:
- Explain that medications impact the taste of food
  - Apologize and joke about the food
  - Apologize and offer to bring a different meal
37. While on your break a patient arrives needing assistance. Would you:
- Direct them to another co-worker
  - Stop and assist the patient
  - Explain that you are on break time
38. An upset co-worker comes to you demanding attention. Would you:
- Quickly attend to them
  - Ignore them
  - Tell them to wait their turn
39. A patient's family is visiting after hours. Would you:
- Advise them that they must leave
  - Ignore the visiting hours policy
  - Allow them to quickly finish their visit
40. Your department is filled with unattended patients. The receptionist is missing. Would you:
- Tell people you will find out what is going on
  - Ask each person if you can be of assistance
  - Go look for the receptionist
41. A patient call light has been on for 5 minutes. No one is available. Would you:
- Ask the patient what you can do to assist them
  - Let the light go until someone else answers it
  - Call the supervisor in charge
42. A patient complains about a medication not prescribed by your organization. Would you tell the patient:
- Your organization is not responsible
  - S/he has made a mistake and you are unable to help
  - You will investigate and try to help

## TO SCORE THIS INVENTORY

The inventory is divided into six categories. Add up the number of desired answers in each category. The desired answer to each question is the highlighted box. One point is given for each desired answer. Enter the scores in the **Score Column** under "**Raw Score.**" Then add up the category scores to get the "**Total.**"

To help you see where your strongest scores are, rank order each of the categories with the highest score equalling a rank of 1, the second highest equalling a rank of 2, etc. If two category scores are the same, give them the same rank number.

SCORE COLUMN	Raw Score	Rank
I. SERVICE ORIENTATION		
II. TAKING INITIATIVE		
III. COMMUNICATION SKILLS		
IV. TEAM PLAYER		
V. ATTENTION TO DETAIL		
VI. HANDLING PROBLEMS		
TOTAL		

PLACE CATEGORY HEADERS AND SUBTOTAL BOXES IN PLACE AFTER ALIGNING PROPER RESPONSE BOXES

VI. HANDLING PROBLEMS

II. TAKING INITIATIVE

V. ATTENTION TO DETAIL

IV. TEAM PLAYER

I. SERVICE ORIENTATION

III. COMMUNICATION SKILLS

VI. HANDLING PROBLEMS

II. TAKING INITIATIVE

V. ATTENTION TO DETAIL

IV. TEAM PLAYER

I. SERVICE ORIENTATION

III. COMMUNICATION SKILLS

SUBTOTAL

SUBTOTAL

SUBTOTAL

SUBTOTAL

SUBTOTAL

SUBTOTAL

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## **SECTION LABELS & CORRECT ANSWERS**

### **SERVICE ORIENTATION**

- 1-A**
- 2-A**
- 3-A**
- 4-C**
- 5-C**
- 6-B**
- 7-A**

### **TAKING INITIATIVE**

- 8-B**
- 9-A**
- 10-B**
- 11-A**
- 12-B**
- 13-C**
- 14-B**

### **COMMUNICATION SKILLS**

- 15-A**
- 16-A**
- 17-B**
- 18-C**
- 19-A**
- 20-C**
- 21-C**

### **TEAM PLAYER**

- 22-C**
- 23-A**
- 24-C**
- 25-B**
- 26-B**
- 27-A**
- 28-C**

### **ATTENTION TO DETAIL**

- 29-B**
- 30-C**
- 31-B**
- 32-A**
- 33-C**
- 34-B**
- 35-B**

### **HANDLING PROBLEMS**

- 36-C**
- 37-B**
- 38-A**
- 39-C**
- 40-A**
- 41-A**
- 42-C**

# **Answer & Discussion Booklet**

## **Inventory on Total Customer Satisfaction (ITCS)**

**Stephanie G. Sherman, MBA**

**Note: This inventory is still in development and no norms have yet been established. It's current value is as a learning instrument and to suggest questions that could be asked in an interview to see how candidates feel about various customer situations they may find themselves in. The inventory should not be used as an employment screening test as validity has not yet been established.**



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## I. SERVICE ORIENTATION

1. A. Some people don't want to hear anything from co-workers, but the great majority of people do welcome feedback, both positive and constructively directive from co-workers. Co-workers often have more credibility with peers than do any others in the organization. Those who answer this question "Don't Know" are likely to be looking for direction in their thinking and behavior. Those who answer is "Disagree" may have a single experience to document their thinking, in which case you may be able to sway their thinking, but most likely they will not change attitude until they have experienced or witnessed it first hand.
  2. A. Those that think that they can personally impact patient satisfaction are the power thinkers and the ones that you want to employ. Those who "Don't Know" or "Disagree" have a lesser opinion of themselves or the organization and will likely be difficult to coach on Service Excellence behaviors.
  3. A. Those that believe they can control their attitude at work will indeed do so. These are the people that you want to hire. Those that "Don't Know" or "Disagree" are likely to demonstrate wide ranges in attitudes at work depending on how life outside of work is going, and these people present wide variances in behaviors on a daily basis—difficult at best to work with for top satisfaction ratings.
  4. C. With job design changing rapidly and frequently, the best staff are those that are willing to change, attain more skills for self development. One great motivator of further education for adults is greater income. If greater income does not motivate a participant to gain further training, then the question begs an answer for what will. Seek out the reasoning behind answers other than "C".
  5. C. Service Excellence takes a team. Team members do not run to report to the supervisor when a teammate needs some assistance that they can provide, nor does Excellence allow anyone to ignore a situation where individual performance is not at an acceptable level. "C" is a strong response. "A" is a weak response and "B" is an unacceptable response.
  6. B. Patients will not likely take advantage of you under most circumstances. Those who "Agree" with this statement or indicate an "A" response are likely not to be very Service Oriented as whenever they interpret the situation to be that the patient is getting their (patient's) way, that will correlate to the patient taking advantage. You are looking for people who want to give the patient their way as much as possible and as frequently as possible
  7. A. Those people who believe in the value of their ideas are people with some level of self confidence. Ideas for change and improvement represent the competitive advantage of the organization. Self confidence is important in the selection of an employee.
- a challenging customer and does not deflect the the problem to someone else.
9. A. Clinical techniques must be properly administered. A desirable employee is one who is willing to correct and assist a co-worker that is not performing properly. Those who answered this question with "B" pay present a liability to the organization, and those that answered it "C" are often less than a team player.
  10. B. When there are problems in the work system recommendations for solution are most welcomed by management. Service Excellence can happen only when all staff are willing to recommend solutions to the problems that they see in delivery of the service.
  11. A. Service Excellence occurs whenever less-than-acceptable events are immediately corrected. Hence the need for employees who are willing to step in at the site of mediocrity and offer to improve upon it. This is how teams and trust, plus Service Excellence develop.
  12. B. Patients do not remember you from the first or second introduction. They are often medicated, often less than mentally alert, and there are many people coming and going all day long. Common courtesy dictates that you introduce yourself each time that you enter the room until there is a definite, sure relationship with the patient. Beware of those that answer "A" to this question as they may need training in simple conversation.
  13. C. Service Excellence requires individual courage to speak up for what it right, regardless of the consequences. To tell co-workers is irresponsible behavior as is letting the error occur when you could have prevented it.
  14. B. The best employees are those that are willing to speak up and counsel peers about inappropriate behavior. If they will do it for hospital business, then they will likely do it with other inappropriate behaviors. Peer pressure is the best way to change or solidify group and individual behavior.

## III. COMMUNICATION SKILLS

15. A. The most desirable response is to share ideas with your supervisor who has the power to implement the idea. Those who answer "B" and say nothing will be difficult Service Excellence team members, and those who answer "C" should explain their thinking.
16. A. The issue of Taking Initiative has been played out in several questions throughout the Inventory. If the participant consistently reports that they would ignore the situation or report it to the supervisor, then you have a person in need of much Service Excellence coaching, and a person from whom peers might not get much coaching or correction of undesirable behaviors.
17. B. This is clear answer. Any other replies would be devastating to Customer Satisfaction ratings.
18. C. This is tricky. In a conflicted situation, co-workers should not gang up on the Customer, but summon a person with position power to deal with the situation.

## II. TAKING INITIATIVE

8. B. An effective employee is one who is willing to manage

19. A. Regardless of the situation, dissatisfaction always requires an apology and an alternative. To ignore the complaint or to offer excuses only angers the Customer more.
20. C. The Customer is always first. Anything less than undivided attention will be viewed by the Customer as less than Excellent regardless of the surrounding situation. The only circumstance that would cause you to answer "A" or "B" would be if you were already with another Customer when you were approached.
21. C. Service Excellence requires employees who are strong enough in self confidence to say what they think is correct. This does not mean that if they disagree with the group that they would talk negatively about the group's work or final decision. Other responses such as "ask for more data" are acceptable if it is not a procrastination of process.

#### IV. TEAM PLAYER

22. C. People who are service-oriented are accustomed to change and responsiveness. In order to provide customer satisfaction, staff need to be ready to change the way that they do things, and to change with a positive attitude.
23. A. Service Excellence requires all staff to be competent at their jobs, hence the preferred answer is "review the work as a courtesy" and not to help do the work for the co-worker. Answer "B" might be acceptable if the participant described it as a one time situation.
24. C. Service Excellence requires all staff to be conducting their work according to schedule, which is what the Customer expects. Teams and schedules should be designed to meet Customer's needs, not the needs of an individual team member.
25. B. To "do some of their work so they have more time" represents taking initiative and pitching in when you see that your help is needed. It is the preferred behavior. "A" is also an acceptable answer, demonstrating teamwork, but not necessarily as much initiative. "C" is the least desirable behavior.
26. B. Service Excellence requires all staff to do their work. No one can refuse to do any portion of the job, or Excellence will not occur and morale will falter. Desired behavior demonstrates teamwork in doing the work of a colleague while the supervisor corrects the situation. Doing the work indefinitely weakens the Service Excellence fiber of the organization.
27. B. If Service Excellence is the goal, and staffing shortage is a problem, then the most preferred candidates are those that are frequently willing to work extra hours.
28. C. Teamwork and personal assistance to co-workers is the preferred behavior as it is a more immediate response to the employee's need for learning; more quickly impacts upon the customer experience; and fosters team. If this assistance does not solve the problem, then reporting inadequacies to the supervisor would be appropriate. To

answer "B" and ignore the situation puts Service Excellence in jeopardy.

#### V. ATTENTION TO DETAIL

29. B. Physicians are customers. Serve the customer. Assume that the communication problem was at your end.
30. C. There is never enough time to do all that can be done for a patient. When additional payroll time is required to finish the job, it is the supervisor's responsibility to approve the overtime.
31. B. Whatever is promised to a customer must be delivered, and delivered in the promised timeframe unless a life threatening event occurs that requires your immediate attention. If it is not life threatening, then the customer comes first.
32. A. Excellence is in the details. People who do not write down details are at risk for miscommunicating and causing errors.
33. C. It is possible, and necessary for employees to work on a few things at a time and do each of them well. Only a few people can work on many things at a time and do all of them well. Excellence does not tolerate mediocrity. Those who answer "A" will likely become frustrated in a high paced environment.
34. B. Unless it is an immediately life threatening situation, always complete current patient work before leaving for another situation.
35. B. People with initiative are better problem solvers. This question gets at Initiative. To solve the problem by looking up the answer shows the greatest initiative. Answer "A", to ask a coworker is an acceptable answer, but shows less initiative. Answer "C" is unacceptable.

#### HANDLING PROBLEMS

36. C. A complaint should always be met with an apology and correction of the situation. Answer "A" will be seen as an excuse, and answer "B" will be viewed as an insult.
37. B. The patient always comes first, even if your personal time is interrupted. Answers "A" and "C" will be viewed as an insult by the patient.
38. A. To calm an upset co-worker is to calm all those around him, including other co-workers and customers. An upset co-worker who is demanding attention in front of others, is out of control and needs to be quickly calmed.
39. C. Visiting hours should be viewed as a guideline and not an iron gate. Relationships with family/friends are essential to high customer satisfaction.
40. A. The first thing that unattended customers want to know is that an apparent out-of-control situation is being attended to. Answer "B" is fruitless as you cannot deliver a back up of Customer needs alone, and answer "C" is a behavior that does not provide communication to the Customer, leaving the Customer to continue to think that things are out-of-control.

41. A. Service Excellence requires all staff to be comfortable inquiring as to a patient's needs. Although this is not the ideal situation, it does provide more rapid acknowledgement to the patient that their needs are/will be addressed, and information with which to seek out the best provider for the patient's needs.
42. C. Service Excellence has no boundaries. The customer is thankful to the party that helps to solve their problem, particularly when they did not create the problem. Informing the patient that you are not responsible is often interpreted as a denial of assistance.