

Rounding Tips

Staff Rounding

1. **Communication.** Let people know you are rounding. Explain what you will be doing and why at a staff meeting.
2. **Make a plan.** Don't start rounding until you have a plan. Think about what you want to accomplish.
3. **Make a date.** Prepare a schedule and stick to it.
4. **Start small.** Don't let the prospect of rounding overwhelm you. Begin with things you feel comfortable doing.
5. **Practice.** Consider actually role-playing with other leaders or with your coach.
6. **Follow up and follow through.** Use the rounding logs and Stop Light Report to ensure that you not only take action on what you find, but that you communicate back to let staff know you have done it.
7. **Reward often, but honestly.** Start off rewarding as much as possible. It may seem obvious to you, but if everyone is not doing it and you want it to be done, reward those who are. Others will begin. Only reward and recognize employees who deserve it. This sends a very strong message.
8. **Take a second look.** Use rounding as an opportunity to view your department through different eyes. Listen to what employees are saying. Observe them as they go about their daily routine.
9. **Manage up.** Take the opportunity to let staff know more about senior leaders and other leaders. Share good things senior leaders are doing. Never fall into the blaming trap or we/they syndrome.
10. **If you have a small department.** Consider "rounding while working". This might mean shifting focus during part of a regular work time to ensure that you are focusing on the rounding goals and objectives.

Senior Leader

1. **Make a Plan.** Ask your assistant to schedule rounds on your calendar and respect those times as non-negotiable. Have directors complete scouting log in advance
2. **Practice.** Implement role-playing with other leaders.
3. **Communicate.** Let people know you are rounding. Educate the organization about the benefits of rounding and inform them in advance that you will be out on the floors.
4. **Just Do It.** Don't fall into the trap of finding excuses not to round. Everyone feels uncomfortable at first. Stick with it. The results are worth the effort.
5. **Follow Up and Follow Through.** Use the rounding logs to ensure that you not only take action on what you find, but that you communicate back to let staff know you have done it. Don't get caught up in fixing big issues when solving little ones can have an impact on staff.
6. **Capture the Wins.** Use the time you have with staff to position your middle managers for success and break down any perceived, or real, barriers between staff and administration. Highlight staff that is doing the things you want.
7. **Hold People Accountable.** Put rounding on leadership meeting agendas.
8. **Expect Tough Questions and Don't Be Afraid to Give Tough Answers.** Take the time to think through possible questions/issues that might come up while you are rounding and come up with some answers.
9. **Support Other Leaders.** Be supportive. Be careful not to undermine direct reports.
10. **Manage Up.** Take the opportunity to let staff know more about the good things their leader is doing for them. When you congratulate someone be sure to let him or her know that the leader told you about his or her success.