**Leader Rounding on Direct Reports**

Leader rounding is a best practice leadership tool that helps improve communication, strengthen relationships, create approachability, assess improvement opportunities, obtain actionable information and recognize employees. It is a structured, short (less than 5 minutes) conversation that is typically conducted out in the work area and monthly (when less than 30 employees). It *is not* a performance or business conversation or a replacement for standing meetings.

**How to conduct a leader rounding conversation:**

* Open the conversation with your employee. Make a personal connection.
* Ask your employee for his or her thoughts.
  + What’s working well on our unit/department?
  + Is there anyone you work with that I can recognize? Is there anyone in the departments we work with I can recognize? (Reminder: Who? What? Why?)
  + Are there any systems that need improvement?
  + Do you have the basic tools and equipment that you need to do your job?
  + (Optional) Follow up question on progress on an initiative or action plan you are currently working on.
  + Is there anything I can do to help you do your job more effectively?
  + Thank the employee for sharing their feedback and remind them you will be rounding on them periodically in the future so keep ideas and thoughts in mind.

*Take brief notes on the rounding log to remind yourself of key points when reviewing.*

**How to follow up on a leader rounding conversation:**

1. Demonstrate responsiveness by creating a feedback mechanism/s to communicate back to your employees.
   1. First, debrief with your supervisor and leadership team using a summary of information you have received through rounding over the prior month. (What did you learn from rounding? What are the key issues that need attention? Where do you need help from others? Your supervisor?)
2. Using the information gained from rounding, and through the initial debriefing with your leadership team, identify opportunities for improvement in your department or unit.
3. Close the loop with your employees (monthly) in the form of a stoplight summary (see suggested template). This can be posted in a visible place in your work area and shared with employees at meetings/huddles. It is important to distinguish between what actions have already occurred in response to the feedback, what are in process and what cannot be changed at this time.
4. Recognize employees who have been called out by others in rounding conversations.

**Leader Rounding on Employees Log**

**Name** **Department/Unit**

**Employee name** **Date/Week of**

***Tip****: Initially explain the purpose of leader rounding (“trying to be a better leader”)*

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| Steps | Comments |
| 1. Personal Connection |  |
| 2. What’s working well? |  |
| 3. Is there anyone I can recognize for providing excellent service?  *(Reminder: Who / What / Why)* |  |
| 4. Are there any systems that need improvement? |  |
| 6. Do you have the basic tools and equipment to do your job? |  |
| 7. Optional question\*  Examples:   * *How well are we doing in our unit’s efforts to speak up for safety?* * *How well are we doing with implementing our department’s actions from the Employee Opinion Survey?* |  |
| 8. Is there anything I can help you with right now? |  |

\*“Optional question” is customized based on whatever key issue the department/unit is focusing on that month with the intent that all leaders who are rounding ask the same question/s and can debrief together.

**Stoplight Report - Rounding Follow-up**

**Date:**

**Completed!** These are opportunities that we answered right away:

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**Work in Progress:** These are opportunities that we couldn’t answer right away, but are working on:

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**We can’t do now and here is why:** These are requests that we cannot do at this time and the reason why:

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The Stoplight Report is a way to communicate (post on communication boards) how the ideas/concerns harvested in rounding are addressed.  **Green** light items are things that have been addressed and are complete. **Yellow** light items are things in progress.  **Red** light items are those issues or ideas that cannot be done with the reason why. Items are dated when they are posted to the report and dated again when moved to green or red areas of the report.