

What is rounding?

Rounding is a purposeful way to interact with employees through consistent, transparent and open communication.

Why do it?

Rounding will help you build an engaged team. Rounding is an opportunity for you to:

- Build relationships with team members
- Gain knowledge about what is working well
- Learn about individual contributions and employees that should be recognized
- Address concerns in getting work done
- Listen to and getting suggestions from employees
- Show your accessibility and model leadership behaviors

How to round?

- **Step 1 – Set expectations:** Let employees know that you will be rounding and explain what, why and how you will be interacting with them. Be transparent in your communication. Consider sharing your questions in advance so you can get thoughtful responses and asking employee in advance about questions you should ask.
- **Step 2 – Focus on the employee:** Find out more about your employee – their personal life, what is important to them. Get to know the people who are working to make VUMC and you successful.
- **Step 3 – Request feedback:** Ask specific questions that you have designed to target what's working well, what needs improvement. Ask questions to identify if tools, equipment, systems, processes that are causing problems and working well in their work day. Ask if there are coworkers that need to be recognized. Check to see if there are tough questions the employee has as well as immediate needs you can address.
- **Step 4 – Act on information:** As soon as possible after rounding, act on what you heard. Take care of “low hanging fruit” and give a status update on items that you resolved. Explain the answers to tough questions, even if the answer isn't what the employee or you would prefer.
- **Step 5 – Build relationships:** Continue rounding. This process done consistently will be one of your biggest drivers for improved quality and engagement. You will build trust with your team as they share valuable information and see you act on their needs.

When to round?

Optimally you would want to round on every employee. Remember, rounding is separate from performance review discussions. Suggested frequency to round:

- Less than 40 employees, round with each employee monthly
- 41-80 employees, round with each employee every other month
- More than 80 employees, round with each employee quarterly or every 90 days

Where to round?

The best place is in the employees work space – it is more comfortable to employees. Meet in a neutral space if the employee does not have an office. The more comfortable the employee feels the more open and easy the conversation.

Where to get tools?

Go to the [elevate website](#) for a rounding log with suggested questions and other tools and resources.

Tips

- **Make a plan:** Schedule rounds and commit to the rounds, it can be flexible based on workload. Think about what you want to accomplish.
- **Communicate:** Tell people you will be rounding and explain the benefits. Watch your tone of voice. Use rounding as two-way communication and keep the tone of the meeting positive.
- **Just do it:** Don't make excuses. It might be uncomfortable at first but the results are worth the effort.
- **Follow up and follow through:** Use rounding logs to make sure you take action. Don't get caught up in fixing big issues when solving little ones can have a big impact.
- **Reward often, but honestly:** Reward those who are doing what you know needs to be done. Recognizing employees who deserve it sends a strong message. Capture and report back to your staff on wins.
- Use rounding as a way to see your area through your employee's eyes.
- **Manage up:** Take the chance to let employees know about the things that are happening with senior leaders. Never fall into blaming or we/they mode.
- **Say thanks:** Let your employees know that you appreciate their time and insights.