

ROUNDING AT A GLANCE

PURPOSE: Create a “great place to work” where empowered employees achieve results.

WHY ROUNDING?

- The goal of rounding on employees is to capture important data on which to act, including information for reward and recognition and for process improvement.
- By regularly conversing with employees about their work and transparently taking action, leaders show employees they are valued, which increases resiliency and engagement.
- There is a high correlation between staff engagement results and quality outcomes.

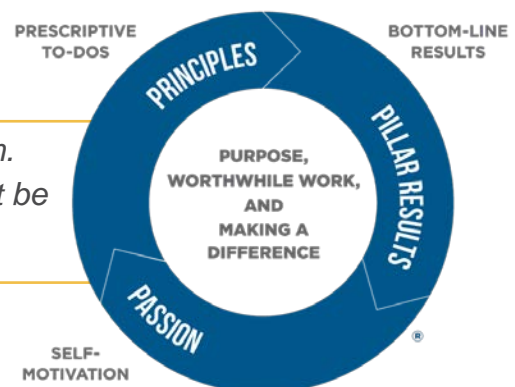
WHAT DO I ASK WHEN ROUNDING?

- What is working well for you?
- Do you have what you need to do your job?
- Is there anything I can do to help you continue to perform well?
- Is there anyone who has been especially helpful to you?

HOW DO I USE THE ROUNDING PROTOCOL?

- Introduce the process to staff.
- Set a rounding schedule that is manageable and reaches all direct reports.
- Record process improvement on a Stoplight Report.
- Validate the process with a rounding log or other tool.
- Manage up and reward and recognize individuals.
- Continue rounding!

As powerful as rounding is, it cannot succeed in a vacuum. Rounding skills must be standardized, and the process must be hardwired with all leaders at the organization.



ROUNDING TO MEET 5 CRITICAL EMPLOYEE NEEDS

DEMONSTRATING CONCERN

Employees want a leader who cares about and values them. The number one reason people leave their jobs is because they feel they are not valued. Even more, people do not leave their “team”—they leave their direct supervisor. Taking the time to make a human connection with employees—and to really listen and respond to their needs—counteracts that perception. “When you round properly, you automatically build strong relationships with all of your employees,” says Quint Studer. “It just happens naturally.”

FOUNDATIONAL CONDITIONS FOR SUCCESS

Employees want systems that work and the necessary resources to be successful in their work. Their job satisfaction is heavily reliant on each condition. Organizations often experience equipment and process breakdowns that stifle productivity. In some cases, employees have complained amongst themselves for years about inefficient systems and processes. Rounding solves these problems and gives productivity a boost. “When you ask people, ‘Do you have the tools and equipment you need to do your job today?’ and they say, ‘yes,’ it’s a win for everyone,” Studer explains. “If they say no, you can fix the problem and turn it into a win.”

CONTINUOUS IMPROVEMENT AND DEVELOPMENT

Employees want opportunities for professional development. Rounding is a natural avenue for discovering whose skill sets need improvement and for initiating professional development discussions. When making rounds, it is easy to suggest training to someone who is in need of a development opportunity, or to ask one employee to mentor another. Professional development can occur in a variety of settings. Rounding also provides opportunities to help high performers move to an even higher level. Consider using the phrase, “We want to keep you in our organization and are committed to helping you excel personally and professionally. Is there any training that you feel might be helpful for you?”

REWARDING AND RECOGNIZING OUTSTANDING PERFORMANCE

Employees want to be recognized and rewarded for doing a good job. A big part of the rounding process involves asking others to identify colleagues who have been helpful or who have demonstrated exceptional performance—and then passing the compliments on to others. It is a powerful way to build morale and collegiality. Praise from one’s peers is one of the most meaningful kinds. It makes an employee feel great when a leader says, “Carla told me you did an outstanding job getting the data report together last week.” It makes the employee feel great about Carla for recognizing her hard work and it makes the employee feel good about her leader for sharing the information.

ADDRESSING LOW PERFORMANCE TO CREATE A CULTURE OF EXCELLENCE

Employees do not want to work with low performers. Nothing makes employees feel as discouraged and resentful as having to work with people who do not pull their own weight. In fact, low performers often drive high performers right out the door – while attracting like-minded colleagues to the organization. Rounding solves this problem naturally. When a leader is in touch with all employees on a routine basis, leaders quickly learn which employees are consistently underperforming. Once low performers are identified, a leader has a choice to develop them or move them out. It is not an easy task, but it is absolutely necessary.