

# Rounding

## Description

A common complaint of staff is that their leader does not spend time with them and truly understand what they do. Staff expects their leaders to know what their needs are and care enough about them to try to meet those needs (Pilcher & Lague, 2009).

Rounding on staff assists in the development of a genuine relationship and an understanding of what is going on in their lives. The use of rounding provides a leader the opportunity to regularly check on the status of his/her employees and check on what staff want and need.

Skilled “rounding for outcomes” is the number one “must have” that promotes:

- increased staff performance,
- increases staff retention,
- improves operational efficiency and gets quicker action on performance issues.

Successful rounding is highly focused and outcome driven. Rounding must be part of a leader’s routine. It allows a leader to build the kind of culture in which people feel a sense of purpose, a sense that their work is worthwhile, and a sense that they are making a difference. Since “proactive leadership is far more effective than reactive leadership” (Studer, 2008) rounding assists a leader to be prepared when solving problems that may arise.

## Expectations

1.) Rounding must be completed one time per semester with each person supervised or to whom service is provided.

2.) When rounding, a time should be chosen in which there is an opportunity to engage in conversation without other distractions. It is extremely important for the leader to be sure that the individual knows that they are in the process of being “rounded upon” by explaining the process and why it is being done. It is also important to begin each rounding session by genuinely becoming engaged in a conversation. The conversation should be meaningful and relevant to the individual’s needs, experiences and/or interests. Ideas for conversational topics can be determined from “Preference Cards” that staff has completed at the beginning of the school year (See sample “Preference Card” in this Administrative Handbook/EBL Notebook).

3. After initially engaging an individual the following questions should then be built into the conversation: (1) Rounding on Staff You Supervise: *What is working well today? Is there anything we/you can do better or what are your greatest challenges? Are there any individuals or departments I should be recognizing? Do you have the tools and equipment to do your job? What else would you like for me to know?* (2) Rounding on Those Served: *What are we doing well? What is the best service that we provide? Is there anything that we should discontinue doing? What could we do better to support you? When you have a problem who do you call?*

*What staff and/or departments would you like for me to recognize and why?* It is important throughout the rounding session to take the opportunity to include “keys words at key times” (See “Key Words at Key Times” description in the Administrative Handbook/EBL Notebook).

4.) Notes should be taken on a “Rounding Template” during the rounding session (This template can be found in the Administrative Handbook/EBL Notebook). A rounding log may be used to keep information from all staff in one place. Taking notes on what is being learned will assist in keeping what needs to be addressed in the forefront.

5.) A summary “Scouting Report” must be completed monthly and returned to your supervisor to assist that individual with “Senior Leadership Rounding” (This template can be found in the Administrative Handbook/EBL Notebook).

6.) The information received during rounding should be acted upon and follow-up made. The person rounded upon should be assured that an attempt will be made to resolve any issues or concerns. If the person being rounded upon identifies persons or a department during the rounding discussion that should be recognized, it is important to take that opportunity to recognize that person by writing a thank-you note of appreciation to that individual see (See Managing Up/Appreciations definitions in the Administrative Handbook/EBL Notebook).