BEING VISIBLE THROUGH ROUNDING

MANAGING CHANGE TOOL

Purpose

Following every change, there is a period of uncertainty. During this period, people need assurances of their safety, purpose, and belonging. Your role as a leader is to help all employees make their transition by helping them navigate their own emotions and uncertainties and guide them along the change curve.

Rounding is a simple way to be visible to team members and support them as they work through their reactions to the change, and then their work to adopt and sustain the change.

When you check in with employees through rounding, you create a unique opportunity to pulse-check how the change is being adopted and what barriers may exist. Use rounding to check in with team members and:

1. Reinforce key messages, including what is changing and why the change is being made.
2. Share the vision of the 'future'.
3. Clarify what the change means to team members on a personal basis.
4. See, first-hand, how the change is being adopted.
5. Understand what barriers may exist around making the change.
6. Recognize team members who are showing positive.

The time after a change is announced is critical and connecting with team members ***is a priority***. That time will pay for itself, as team members move more quickly to adoption with the support you provide up front!

Rounding Best Practices

1. **Go to where your team is.** Truly get out and be present. In our virtual world, you may need to schedule a quick check in (5-10 minute) to ensure you can connect. In that case, be sure to look at them (your camera) and not multi-task.
2. **Show curiosity.** Ask team members questions about their experience with the change. See the list of sample questions below. Plan on asking 2-3 and then following up on responses as appropriate.
3. **Take action as needed**. If team members show resistance, that is OK. Probe into what exactly about the change is frustrating. Check out the Redirecting Complaints tool for more tips! If team members have a positive reaction, acknowledge it and, if appropriate, ask for them to champion the change with their peers.
4. **Say thanks.** Always thank team members for their time and candor. Reinforce that your door is 'open' if they have additional thoughts or ideas.
5. **Capture feedback.** Use our Team Connections rounding tool to capture team members feedback and responses, as you check-in with those who are impacted by the change.

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Questions to Ask

Impacted Team Members

- Have you reviewed the information you received from HR?
- How can I support you during this time?
- What do you want to know more about?
- Tell me what you know about the change? (Correct any mis-understandings if needed)

Non-impacted Team Members

- Tell me what you know about the change? (Correct any mis-understandings if needed)
- How do you feel about the change?
- What concerns you about the change?
- What do they need more support with, to stay focused on the direction we are going?
- How can I support you during this time?
- What has you feeling hopeful?