

Leadership Rounds

Introduction & Context

What's in this guide	Suggestions on how to implement a system for leadership rounds
Primary Audience	Preliminaries Delivery team members
Also useful reading for	CAREFUL programme board, other delivery team members
Objectives of this guide	To provide enough information for the Preliminaries team to design, set-up and implement a system of Leadership Rounds
Underlying principles	Leadership rounds will only work if the activity and outcomes are measured and reported
Where this fits into the CAREFUL programme	This should be one of the first (if not <i>the</i> first) intervention in any CAREFUL programme.
Models you should understand	None
Tools / resources you will need (and where to find them)	Leadership Rounds and Thank-You Letters Log tool (spreadsheet) Leadership Rounds Leadership Brief
Where to go for help	Please ask your Programme Board or Programme team leader for help with this or email careful@pickereurope.ac.uk for online help.

Where should I start?

Ensure that you and the team are familiar with the “Leadership Rounds” leadership brief and Chapter 4 of “The Meaning of CAREFUL”

Ensure that you and the team have reviewed the Leadership Rounds Log Tool (this is a spreadsheet).

Review the Leadership Rounds coaching facilitators' guide

Arrange regular meetings of the Preliminaries Delivery team to discuss how leadership rounds are to be taught and their results logged and the results publicised.

Where should I be aiming (and how will I know that I'm successful)?

By the end of the programme, a system of leadership rounds should have been installed for all leaders in the organisation.

All leaders – from Ward Managers to the CEO – should consider it part of their weekly job to undertake a formal Leadership Round in some part of the organisation and that they should record the results of this.

Success should be measured initially by the number of leadership rounds that are successfully completed

You can also consider measuring the effect of leadership rounds by asking the areas visited for feedback on the rounds.

The leadership rounds log can be implemented in the longer-term using a more sophisticated system than a shared spreadsheet.

Engaging the organisation (how to make this bottom-up and inclusive)

All leaders will need to be trained in doing leadership rounds. We suggest starting with a small group of senior leaders, testing the tools and system with them and then expanding these to a wider group of 'second tier' leaders, finally expanding the system to all leaders. While this may feel 'top down' the rounds themselves are specifically designed to engage staff.

To ensure that leadership rounds work for the people who are on the 'receiving' end of these rounds, it is important to design these rounds with the recipients in mind. It is a sensible idea to work with a group of first-level leaders to understand what they want from a more visible senior leadership.

Linking this to other parts of the CAREFUL programme (and other operational considerations)

Leadership rounds are closely connected to Thank you letters and Talking-up – both of which are managed by the same Delivery team.

All of these behaviours (leadership rounds, thank you letter and talking up) are basic behaviours we want to encourage in our leadership population. This links strongly to the ENERGETIC team's more formal leadership development programme

How to make this a positive experience (Likely challenges and how to navigate them – and how to keep motivated)

Leadership rounds themselves must be a positive experience for the area being visited. For this to be the case, leaders **MUST** understand how the questions that they ask may be received. They **MUST** appreciate that rounds are **NOT** problem solving opportunities or inspections. We strongly urge that the three questions are used as the basis of all Leadership Rounds: “What is going well, who should I thank, and what tools and equipment are you missing in order to do your job?”

The most likely barriers to this system are:

- (1) resistance from leaders to doing rounds
- (2) Poor data collection and input. Implementing a measurement system and report from the collected data – and reviewing this with both the Delivery Team and the Programme Board – is essential.

How to time this right (not too much at once) and how long will it take?

Make sure that leadership rounds are implemented in a small group of motivated senior leaders and then spread more widely in the organisation.

What systems should you consider setting up and how to monitor success

The leadership round log for monitoring leadership round activity should become the Preliminaries Delivery team's management report – detailing how many leadership rounds have taken place.

Leaders should use a standard data entry sheet, the contents of which should then be transferred to the log – either by the leader or by administrative support. The log contains the following fields:

1. Area Visited
2. Leader visiting
3. Due Date
4. Visit in leaders's diary?
5. Due Date Agreed with area?



6. Actual Date
7. Good news
8. Person to thank
9. Why?
10. Thank you letter written?
11. By Whom?
12. Date written
13. Tools and Equipment Needed
14. Actions Arising
15. Action to be completed by
16. Actions due by
17. Actions Completed?

The Yes/No fields (4, 5, 10, 17) need to be followed-up to ensure that Thank You letters are written and agreed actions completed.

How to ensure this is sustainable

The number of leadership rounds undertaken needs to be closely monitored at the individual level and incorporated as part of the leaders performance measurement. This should be reviewed as part of any appraisal or performance management system.
