

ROUNDING QUESTIONS FOCUSED ON PSYCHOLOGICAL SAFETY

WHAT - Rounding is simply dedicated time that a leader takes, usually 1:1, to ask very purposeful questions to prompt a meaningful discussion.

WHY - It's a powerful and impactful tactic for engaging with employees, providers, and/or patients to build and strengthen relationships.

- **What leaders ask about elevates its importance and keeps it top-of-mind.**
- **Follow up and follow through builds trust.**

3 Options Leveraging Rounding for HRO, Just Culture and Psychological Safety

Option 1 - Conversational Rounding Prompts from your Employee Survey Questions

Customized Organization-Wide or Local-Level Questions based on your survey questions and results related to these topics:

- Safety Index
- Resilience
- Trust
- Teamwork
- Leadership

Some Examples of Actual Employee Survey Questions:

- "There is a climate of trust within my department."
- "I feel free to raise workplace safety concerns"
- "I can report patient safety mistakes without fear of punishment."

Option 2 - Conversational Rounding Prompts for Exploring Psychological Safety

(Adapted from Amy Edmondson's Psychological Safety Assessment)

1. "When mistakes happen around here, how are they usually handled?"
Follow-up: Does that approach help people learn or discourage them from speaking up?
2. "If you had a concern about a process or patient safety issue, how comfortable would you feel bringing it up?"
Follow-up: What would make it easier to speak up in those situations?
3. "Do you feel like people can be themselves on this team—even if they think or work differently?"
Follow-up: What helps people feel included and accepted here?
4. "What's the environment like when someone takes a risk or tries something new?"
Follow-up: Do people feel supported or second-guessed when that happens?
5. "When someone asks for help on this team, how is it usually received?"
Follow-up: What could make it easier for people to ask for support when they need it?
6. "Do you feel like everyone here genuinely supports each other's success?"
Follow-up: Have you seen behaviors that build trust—or that break it down?
7. "Do you feel your unique strengths and ideas are valued by our team?"
Follow-up: Is there something we could do to better recognize and use your talents?

Option 3 - Trust-Building Rounding Questions for Low Psychological Safety Environments

Observation-Based Questions - *These focus on what employees notice—not what they did or think.*

- "What have you noticed lately that's working really well on your team?"
- "Is there anything you've seen that could be made easier or safer?"
- "Have you observed any small changes that made a positive difference?"
- "Are there any routines or practices that feel inconsistent?"

Experience-Focused Questions - *These invite sharing without requiring emotional risk.*

- "What part of your workday feels most smooth or efficient?"
- "What slows you down the most during a typical workday?"
- "What's something small that would make your day easier?"
- "What helps you feel most supported in your role?"

Appreciation and Recognition - *These build connection and open the door to safer conversations.*

- "Who has been especially helpful lately—and what did they do?"
- "What's a recent moment you felt proud of the care your team provided?"
- "Is there someone you think deserves recognition for something positive?"

Suggestions-Oriented - *These focus on solutions rather than problems, reducing fear of blame.*

- "If we could improve one thing in this department, what would it be?"
- "What's one idea you have to make things better for patients or staff?"
- "If you were in charge for a day, what's a small change you'd try?"

Future-Focused/Low-Risk Questions - *Encourages engagement without critique.*

- "What would help this team be even better?"
- "Is there a tool or training that would be helpful to add?"
- "What would make it easier for you to do your best work every day?"