



Guidance for Virtual Performance Feedback Conversations | Employees

To fulfill the Gallagher Way Tenet No. 4, “We can all improve and learn from one another,” we encourage frequent communication and feedback discussions with each other. With remote work continuing for most of us, these alternate arrangements can change our communication and may be a barrier to effective performance feedback conversations. Additionally, ongoing physical distance raises new challenges, making it more important to focus on making our performance conversations effective. As we adapt to new habits, this guidance is intended to support future performance and feedback conversations.

PREPARING FOR YOUR PERFORMANCE FEEDBACK CONVERSATION

The remote work experience can limit not just communication, but also context. Both managers and employees may not have the full context for decisions made or directions taken. Consider the following guidance as you prepare for your performance feedback conversations this year.

BEFORE	DURING	AFTER
<ul style="list-style-type: none"> • If the conversation is for annual performance evaluations, complete your self-evaluation in advance (this checklist can help). • Allocate adequate time for the conversation and use video functionality if available. For annual performance evaluations, be sure to dedicate sufficient time to discuss goal progress, performance feedback, strengths, development opportunities and career goals. 	<ul style="list-style-type: none"> • Be sure you are aligned regarding progress on your goals, performance expectations and priorities. • Stay open-minded and consider how the feedback can help you improve. • Share how your manager can support you with performance, development and/or career goals. 	<ul style="list-style-type: none"> • Take the points of feedback and incorporate them into future check-ins and/or career development goals.

“ WE ALL NEED PEOPLE WHO WILL GIVE US FEEDBACK. THAT’S HOW WE IMPROVE. ”
 —Bill Gates

VIRTUAL COMMUNICATION PRACTICES

Remote work settings can limit connection, and we no longer have opportunities for impromptu feedback conversations around the office. With most office communication norms upended, it’s easy for good work to get glossed over in the daily cadence of at-home routines. Without the energy and body language of physical presence, words and tone have more power.

- 1 Increase frequency.**
 Be intentional about giving feedback to peers and make it an ongoing practice. Consider one-on-one meetings with peers to compensate for lack of other communication.
- 2 Share informal feedback.**
 Give informal positive feedback frequently over email, instant messages and phone.
- 3 Prioritize conversations.**
 Communicate the priority of feedback conversations to be sure you and your colleagues prepare and focus on the discussion (e.g., quiet space, planned talking points, open mind). Use video if available.

ADDITIONAL RESOURCES

- [Performance Conversation Framework](#)
- [Performance Evaluation Overview](#)
- [Ongoing Feedback Overview](#)
- [How to Give Feedback People Can Actually Use](#)
- [myHR](#)
- [Difficult Conversations When You Don't Like Conflict](#)
- [Polishing Your Feedback Skills](#)
- [Using Performance Appraisals to Advance Your Career](#)
- [myPerformance Training & Resources](#)