



Guidance for Virtual Performance Feedback Conversations | Managers

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 having effective performance conversations. As we adapt to new habits, this guidance is intended to support future performance and feedback conversations.

CONSIDERATIONS FOR REMOTE PERFORMANCE FEEDBACK CONVERSATIONS

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. Virtual settings can also make uncomfortable questions (e.g., performance, money, time off) more challenging for employees to raise.

Consider the following tips 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 manager evaluation in advance (this checklist can help). • Schedule 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 specific with your feedback by sharing examples and impact. • Share full context about recent company or team updates and decisions made. • Ask probing questions to be sure employees can address uncomfortable topics. 	<ul style="list-style-type: none"> • If the conversation is for annual performance evaluations, submit your manager evaluation and performance rating within myHR. • Continue to support your employees’ ongoing growth with check-ins, development plans and career goals.

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 routines 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 providing feedback regularly, perhaps with monthly targets. Consider increasing frequency of one-on-one meetings 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.



MANAGING CONVERSATIONS THAT MAY BE DIFFICULT

Consider the following if you anticipate that a performance feedback conversation may be challenging.

BEFORE	DURING	AFTER
<ul style="list-style-type: none"> • Consider emailing what you plan to talk about in advance to avoid surprises. • Prepare relevant background and facts. 	<ul style="list-style-type: none"> • Consider context you may not have due to the remote work environment. Outline facts and pose questions, being intentional about providing your context and asking about theirs. • Listen as much if not more than you talk. Request clarification and summarize points to ensure mutual understanding. Go deeper to demonstrate interest in their experience. • Accept as much responsibility as possible, focusing on "I" statements. 	<ul style="list-style-type: none"> • Email a written follow-up that objectively summarizes the conversation.

ADDITIONAL RESOURCES

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

ADDRESSING CURRENT EVENTS

With this year's world events causing massive and sudden changes to our ways of life, the current climate may result in emotional struggles for colleagues as well as practical ones.

Check in to see how your employees are feeling, and stay attuned to whether they are present and connecting. If an employee is withdrawn, use a feedback conversation to determine why he/she is withdrawn and be prepared with resources/guidance.

1

If they are struggling to successfully navigate remote work, discuss tips to help them be more effective, such as daily routines and/or structure. Connect with your local HR representative for more detailed guidance or considerations.

2

If they are struggling with isolation or world events, encourage them to connect with the local HR partner to take advantage of wellbeing opportunities and/or employee assistance program (EAP) resources.

“ WE ALL NEED PEOPLE WHO WILL GIVE US FEEDBACK WILL THAT'S HOW WE IMPROVE. ”

—Bill Gates