



Ongoing Feedback Guide

In this guide, you will find helpful information and tools to help you navigate **all Feedback Conversations** whether you are **Giving, Asking for or Receiving Feedback**.



What is Feedback?

Feedback is the **exchange of evaluative information** about an action, event, or process. It allows team members to **modify their behavior to help achieve their goals** by **acknowledging and reinforcing** positive actions as well as **identifying and correcting the gap** between expectations and objectives.

Employees help **drive better team results** and **increasing morale** by having **Feedback conversations with other colleagues and recognizing their successes and growth opportunities** across the organization.

When is the best time to give Feedback? Feedback can be given at **any time** and throughout **all relationships and business situations**. It's **most effective** when given **frequently and consistently**.

How do I Give or Ask for Feedback?

All Employees have the ability to **provide/request Feedback to or from anyone in the organization**.

Through myHR, you can **provide feedback using the guidance/principles outlined in myPerformance**.

The Feedback Tool ([click here](#)) allows you to view Ongoing Feedback provided to you, request Feedback from Colleagues, and reply to Feedback requests sent to you.

Feedback can center on our 3 template options:

Performance Feedback: Feedback on an individual's performance during performance year

New Hire Feedback: Feedback on an individual's performance during initial 30, 60, 90 days

Project Feedback: Feedback on an individual's performance while working on a project



Giving Feedback is a **necessary part of improving working relationships and performance**. It can be given to Managers, Team Members, and Peers.

Feedback should be **productive** and be able to **show a direct link to impact** whether **personally or professionally**.

Feedback is **most effective** when it is **specific, timely** and **actionable**.

The **STAR** model is a simple, yet impactful method to apply when **Giving Feedback**. It can be applied when **providing recognition or guidance** when **giving constructive Feedback**:

- **ST – Situation/Task:** Define the situation/or task; Pinpoint what needs to be addressed
- **A – Action:** Describe the action taken
- **R – Result:** What happened as a result of the action? Was it positive or negative?

If the **Feedback is constructive**, continue to discuss and work to identify **Alternative Actions and Results**:

- **AA – Alternative Action:** What could they have done instead? What can they try next time?
- **AR – Alternative Result:** With the alternative action, how might the situation turn out differently?

Other questions to ask yourself:

- What is the business purpose for the Feedback?
- How does this relate to the overall business of Gallagher?
- What effect will the Feedback have on your working relationship?
- Will the Feedback create goodwill, or could it be destructive?
- How effective it will this Feedback be? Will it be helpful?
- Does this Feedback connect to the overall business goals and objectives?
- Is this Feedback mine to give?

Reference the below chart if you need help in formulatind your words when aivino Feedback:

Instead of...	Try....
Can I give you some feedback?	Here's my reaction...
Good job!	Here are three things that resonated with me... What was going through your mind when you did them?
Here's what you should do...	Here's what I would do...
Here's what you need to improve....	Here's what worked best for me, and here's why
That didn't really work...	When you did x, I felt y, or I didn't get that...
You need to improve your communication skills...	Here's where you started to lose me...
You need to be more responsive...	When I don't hear from you, I worry we aren't on the same page...
You should do x [in response to asking for advice]...	What specifically do you feel like your struggling with? What has worked well in similar situations in the past?



Asking for Feedback

Depending on the work situation, **Employees/Managers** may not always **receive frequent or on the spot Feedback**.

Check-ins provide an **excellent opportunity** to elicit useful Feedback from Managers or Peers to **gain clarity on performance and expectations**.

Here are some guidelines to follow for soliciting effective Feedback:

- Be clear that you want honest Feedback and that even the hard truth will help you improve your performance.
- Focus on the future. Ask what can be done better going forward as opposed to what went wrong in the past.
- Do not be afraid to probe deeply and drill down to specifics to best understand the context and situation.
- Listen without judgement and think objectively. Follow the ACT model for receiving Feedback.
- Be actionable. List any action items and create an action plan with follow-ups to create accountability for Feedback.



Receiving Feedback

It's challenging to give constructive Feedback; it's **also sometimes harder to receive it**.

Recognize it's **normal to feel uncomfortable**. **Assume positive intent** and remember that the person providing the Feedback **shares a common goal** with you to **produce better results**.

We are all on the same team.

Follow the ACT model to make the most of Feedback being given to you:

- **Accept:** Accept that you are open to new ideas and willing to listen; Seek to understand
- **Clarify:** Ask for specific examples; Discuss alternative options
- **Thank:** Thank who has provided you with Feedback and assume positive intent

Scenario Examples and Resources on the next pages...



Determining the ‘What, When, How, and Where’

Whether you are Giving Feedback, Asking for Feedback or Receiving Feedback, it is important to consider the following when structuring your conversation:

- ✓ **What** Feedback on projects and goals
Specifically focusing on how well/how goals are being met
- ✓ **When** Feedback should be given in Real Time
Setting up specific cadence that best helps support goal achievement(s)
- ✓ **How** Set up framework that sets expectations
- ✓ **Where** Determine if feedback will be provided
Virtually or Face-to-Face

Scenario 1: Employee Requests Feedback from Manager

Fred reports to Joyce. Fred has requested Feedback from Joyce and it has been determined that regular/on-going Feedback is needed in order to achieve Performance Goals. Joyce has also asked that Fred come prepared to not only discuss his needs, but to provide Feedback to Joyce on how she can best partner/manage for peak effectiveness.

- ✓ **What** Feedback/Check-In to discuss Projects and Goals.
Specific focus on how well Fred is seeking and applying different perspectives.
- ✓ **When** Real-Time Feedback; Monthly cadence set to discuss collaboration that will best help support Fred in achieving his goals.
- ✓ **How** Fred will send an agenda with expectations for each Feedback Check-In one week prior to meeting. This allows each time to prepare.
- ✓ **Where** Fred has confirmed that Face-to-Face meetings will best support his development.

Some tips for both Joyce and Fred:

- Be Specific.
- Overly general feedback increases feelings of defensiveness, rather than openness to behavior change, because it involves broad judgments and invites counterpunching rather than discussion.
- The more specific and descriptive the feedback about strengths and weaknesses, the more likely the other person will understand.
- Describe illustrative or critical incidents. which indicate the impact on performance.



Scenario 2: Peer-to-Peer Feedback Request

Fred and Anna work on the same team, both reporting to Joyce. Fred and Anna working on a Project together in which Anna presented to the team. Anna has asked Fred to provide Feedback on her participation in the Project as well as Feedback on her presentation skills and delivery.

✓ What	Feedback/Check-In to discuss Project. Specific focus on Anna’s partnership, presentation skills and delivery.
✓ When	Anna provided sent Feedback Request via myPerformance and set up a Check-In with specific time and date.
✓ How	Anna has sent Fred a list of questions a week in advance in order to give Fred time to prepare.
✓ Where	Fred and Anna work remotely in different states. Their meeting will be held over Teams.

Some tips for Fred:

- Instead of saying “Your presentation was bad”, Say; “Your presentation didn’t include information on demographics, total life-cycle costs, and payment terms”
- These descriptors makes it easier to receive negative comments and take corrective action and aids in concentration on elements that can be improved.

Resources and Additional Information:

- As another reminder, Feedback can be requested and given via [myHR](#)
- Click [here](#) to be taken into the **Feedback Module** within myHR
- Click [here](#) to request/set up a **Check-In Meeting**
- [myPerformance - Training and Resources Repository](#)
- [myPerformance - Ongoing Feedback Overview Course](#)
- [myPerformance - Quick Reference Guide - Giving Feedback in myHR](#)

Articles and More:

- [Feedback Fallacies: Things to try to avoid when providing Feedback](#)
- [4 easy tips for delivering Feedback](#)
- [How to give Feedback that you can actually use](#)
- [How to Have Difficult Conversations When You Don’t Like Conflict](#)