**Global Performance Management**

**Tips on giving and receiving feedback**

The intent of requesting feedback is to help employees identify and improve their strengths while also identifying opportunities for development. How you receive and provide feedback can make a difference to employees.

**Tips on giving feedback:**

* Focus on a specific behavior, not on a person or their intentions.
* Give accurate details to prevent the individual from misunderstanding your feedback.
* Focus on the individual’s future instead of dwelling on past actions.
* Be sincere and honest.
* Describe actions or behaviors that the individual can do something about.
* Learn the individual’s point of view to gain insight into his or her behavior.
* Make sure you give feedback in a private setting—especially the constructive feedback.
* Document your feedback, so you can follow-up as appropriate.
* Give timely feedback; provide the information as closely tied to the event as possible.
* Give feedback about what was done or how something was done, instead of potentially provoking defensiveness by asking why.

The feedback comments are important to the employee’s development; ensure you include detailed comments.

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| **Process** | **Example** |
| **General Feedback** | * **Communication -** She sets a good example when she shares information with us that impacts our jobs and the company. I would recommend that we have a chance to review it together - not only receive it; that way we can ask follow-up questions. * **Recognition -** She does a great job of recognizing achievements. She always gives me timely, thoughtful, and appropriate recognition for my performance. * **Performance –** He didn’t meet his deadlines for the ABC Project; which caused problems for the team. In the future, let the team know as soon as possible so schedules can be adjusted as needed. |
| **Upward Feedback** | * **Business Integrity** – My manager models behavior that is consistent with John Deere’s core values. She encourages us to do the same through our regular conversations about the Business Conduct Guidelines at staff meetings. Also my manager reviews with us how to report any concerns that we have. * **Career Development** - I usually end up taking my one/one time to talk about a project I am heavily involved in. I am interested in a position in another division and I know we have talked about the resources available, but I am not sure what to do next. I would like more one/one time to talk about my development and future career opportunities with the company. * **Communication** – My manager doesn’t always provide timely communications about our department and our work. It would be nice to have regular monthly team meetings with our manager to discuss changes, problems, or issues with the department. |

**Tips on receiving feedback:**

* Welcome constructive feedback and recognize the courage it takes for others to provide it.
* Be respectful and take the feedback seriously.
* If you don’t understand the feedback or know how to apply it; ask for clarification or examples.
* Where appropriate, work with your manager to revise your development action plan based on the feedback received.
* Follow-up with those that are giving you feedback to see if improvement has taken place
* Let the person finish what he or she is saying.
* Try to paraphrase what you are being told, either back to the person or in your own mind.
* Ask the person to give you alternatives to your behavior.
* Monitor your nonverbal and emotional responses.
* Take the time after the feedback interaction to evaluate the information and consider specific actions for improvements.
* Teach yourself to recognize situations in which a certain behavior needs to be altered. Feedback can help you self-monitor your behavior at times when you are less than optimally effective.
* Thank the person for being helpful to you.

**Supporting Resources:**

For more detailed information about learning on how to give and receive feedback, refer to [JD Learning](http://johndeerelearning.deere.com/jdu/Home) for additional classes.