Global Performance Management

Upward Feedback

Upward Feedback helps managers identify and improve their strengths while identifying opportunities for development. The key aspect for managers in building talent is an understanding of how to support each employee. Managers need to know, from employees, how they are doing.

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| **Upward Feedback is a tool for managers to obtain feedback from their solid line and/or dotted line reports.** | |
| **Requirements for Participation** | * Participants must be in SAP as an active salaried John Deere employee. * Contract, contingent, and wage employees cannot participate. * Managers must have at least one solid line report to initiate the Upward Feedback process and engage at least two other solid or dotted line reports to participate. * Ensure you have been supervising these employees for at least six months. |
| **Survey Categories** | * Business Integrity, Career Development, Communication, Developing Talent, Guiding Performance, Inclusion, and Recognition |
| **Initiation and Completion** | * The link to the survey will be sent via email to the respondents and will be available for a minimum of 10 business days to complete. * When completing the survey provide a truthful assessment of observed performance or behaviors using specific examples and detailed comments (example comments below). |
| **Results** | * To share the results with the manager, at least three solid line/dotted line reports have to complete the survey. * All the responses will be anonymous and combined into a summarized report. The report will be sent to the manager; or, the manager and his/her manager. * Requestor will receive resources to help interpret results. |

The feedback comments are important to your manager’s development; ensure you include detailed comments like the ones shown below:

* **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 may 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.