



Leadership at John Deere



What Defines a Leader?

Our Chairman and CEO, Sam Allen, on Leadership

As a John Deere leader, you have been given tremendous responsibility to advance this great company, while benefiting its employees, customers and shareholders. John Deere's exciting future demands leadership that is fully prepared and committed as we expand operations and enter new markets.

We cannot grow our business, however, without engaged employees from all backgrounds who are highly motivated and passionate about their work. You as a leader, are a critical enabler of employee engagement, the single most important factor in determining the health of our organization. Attaining our global ambitions is possible only through a positive manager/employee relationship.

A John Deere leader is expected to be a role model, and as such, the How remains paramount in the way we operate, not only by doing business the right way, but in the way we treat and develop our employees.

You have the opportunity as a John Deere leader to both contribute to human flourishing by helping feed, clothe and shelter the world, and at the same time build a sustainable business. This is truly an exciting time to work for John Deere. Committed to those linked to the land, we are uniquely qualified to meet the challenges of a growing global population. Broadly developed leaders are needed to help us do that.

Whether your leadership path identifies you as a Knowledge Leader or a People Leader, I count on your support to deliver high level performance, and in doing so, helping global citizens prosper and flourish.

With your help, Deere's best days are ahead.



Sam Allen



John Deere Senior Leadership Competencies

Eyes on the Horizon – Externally Focused

DEMONSTRATING GLOBAL PERSPECTIVE

- Works globally within our Business Conduct Guidelines
- Supports an inclusive, multicultural talent pool
- Communicates transparently, develops relationships and negotiates across multiple cultures
- Understands the social, policy and governance implications of decisions
- Uses learning from new markets to identify opportunities for global expansion

FOCUSING ON CUSTOMERS

- Builds a deep understanding of customers’ perspectives and businesses
- Knows competitors’ strategies, strengths and weaknesses
- Anticipates market trends and customer needs
- Shapes solutions for customers to fit their needs and wants
- Earns customer loyalty

THINKING STRATEGICALLY

- Develops strategies that leverage our core capabilities and the value of our brand
- Creates a compelling vision that attracts followers and builds commitment
- Establishes aggressive goals clearly linked to shareholder value
- Sponsors breakthrough ideas, initiatives and new business ventures
- Aligns company strategies with customers’ strategies



Feet on the Ground – Internally Focused

BUILDING TALENT

- Empowers, coaches and teaches others to lead
- Instills values in developing both people leaders and knowledge leaders
- Holds people accountable and addresses performance issues
- Admits mistakes and seeks personal feedback
- Displays candid and unselfish managerial courage in assessing, communicating and developing potential

ENGAGING & INSPIRING

- Inspires others to reach beyond what they thought they could do
- Creates a climate of trust and respect that makes work gratifying and enjoyable
- Establishes positive and supportive manager/employee relationships
- Recognizes and rewards achievements in both the What and the How
- Maintains an atmosphere where people are excited about the business and their futures

DRIVING FOR SUSTAINABLE RESULTS

- Acts courageously to take intelligent, reasonable risks, and supports others who do so
- Conveys a strong sense of urgency in delivering on promises
- Reports bad news early
- Confronts issues and manages assertively
- Capitalizes on unanticipated opportunities and changing circumstances

LEADING CHANGE PROACTIVELY

- Collaborates with diverse groups balancing multiple perspectives and priorities
- Identifies conflicts and uses them as a driver of change
- Challenges others to question conventional thinking, form fresh perspectives and use creative approaches
- Responds to resistance or constraints with flexibility and resilience
- Builds support for ideas or arguments with a logical, compelling business case

Types of Leaders at John Deere

People Leaders

The primary responsibility of People Leaders is to engage employees and maximize their potential to achieve outstanding business results. They establish a mission, strategy and plans and deploy resources to grow our business. They are accountable for developing talent and building effective teams throughout the organization.

People Leadership is about achieving results through others and is exercised by inspiration and development of employees, a formal reporting relationship, decision making power, resource control, and strategic responsibility. In most cases, People Leaders have one or more levels of direct reports. The focus on leading through other leaders increases with each level.

Knowledge Leaders

The primary responsibility of Knowledge Leaders is to apply their technical and professional expertise to contribute to building products and services that will influence the world. Through their knowledge they execute, support, research, innovate, and teach others.

Knowledge Leadership is exercised through personal credibility and influence, which stems from a consistent record of accomplishments and experience. The organization draws on their knowledge to develop strategies and plans. Knowledge Leaders are primarily valued for their expertise and often lead informally but do not typically directly manage employees.

Leaders at John Deere do not have the option to:

- Act outside of our company values
- Use biased, abusive or intimidating behavior
- Betray others' trust
- Avoid tough conversations about performance or behavior
- Decline to identify, teach, coach and develop talent
- Stop learning and accepting coaching from others
- Display disrespect for other cultures
- Block employees' career progress
- Abdicate responsibility to be a role model
- Delay sharing bad news
- Become an obstacle to new thinking or change



The How

To enable human flourishing, we must focus on both the What and the How from all employees. The core of the How is the integrity and honesty with which we do our work. This can be observed daily in the ethically and socially responsible behavior of each of us. However, the How also consists of the ways we include, trust, engage, influence, support, develop, collaborate, communicate and relate to not only other employees, but also the customers, suppliers, dealers and other external stakeholders with whom we interact. Simply put, the way we treat each other will determine how much we personally prosper as we provide the products and services that contribute to human prosperity across the world.