



DEVELOPMENT SURVEY

Luke Pieczynski

January 21, 2020

About This Report

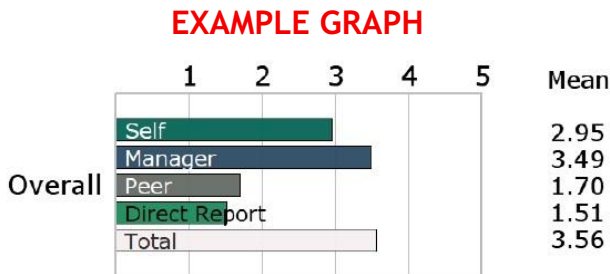


The DICK'S Sporting Goods 360 Development Survey is based on our Values & Behaviors of DRIVEN, PASSIONATE, COMMITTED, and SKILLED. The survey also incorporates key skills and attributes of an effective DSG teammate and / or leader.

This report contains insights to help you better understand how others view you in the workplace as well as feedback you can leverage in your career growth. The report has four key sections which are detailed below.

1. BAR CHART

The bar charts provided within this report outlines mean ratings / scores separated by each evaluator group. If the 'mean' is 0.0 and the bar is empty, you have no raters for that specific evaluator group. This view is leveraged throughout the report to present results by category and individual survey item.



2. DEVELOPMENT ANALYSIS

When reviewing the bar charts on the 'Overview' page, insights will be located on the right hand side based on the results of your evaluations. Although these insights are only found on the 'Overview' page, the same methodology can be leveraged when reviewing other bar charts throughout the report.

Clear Strength: A clear strength means your self-rating and total rating are both at or above 4 for this category.

Unrecognized Strength: An unrecognized strength means your self-rating is below 4 but the total rating is at or above 4 for this category.

Area of Opportunity: An area of opportunity means your self-rating and total rating are both below 4 for this category.

Blind Spot: A blind spot means your self-rating is at or above 4 but the total rating is below 4 for this category.

3. HIGH & LOW SCORES

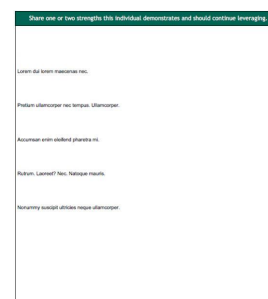
Provided within this report are High and 'Low' score tables which outline your overall top 5 and bottom 5 rated items within the 360 survey. Cells highlighted in green are strengths that averaged above a 3 rating, and cells highlighted in red are opportunities that averaged below a 3 rating.

Highest Scores			
Rank	Category	Item	Average
1	Communication	Listens actively to understand before sharing their point of view	4.17
2	Building Relationships	Able to influence and foster support for a specific initiative or project	3.36
3	Communication	Communicates openly and transparently	2.34
4	Communication	Shares with me the information I need to do my job	2.19

Lowest Scores			
Rank	Category	Item	Average
1	Communication	Shares with me the information I need to do my job	2.19
2	Communication	Communicates openly and transparently	2.34
3	Building Relationships	Able to influence and foster support for a specific initiative or project	3.36
4	Communication	Listens actively to understand before sharing their point of view	4.17

4. OPEN-ENDED COMMENTS

At the conclusion of this report are verbatim comments from evaluators who completed the survey. The comments provide additional context into your evaluator's ratings.



Evaluator Review

Your Respondents

The following respondents were invited to participate in your developmental 360° feedback.

Number of evaluators invited:	20
Number of Manager evaluations received:	1
Number of Peer evaluations received:	5
Number of Direct Report evaluations received:	5
Number of Other evaluations received:	3

Rating Scale

This assessment used the following rating scale when raters provided their feedback.

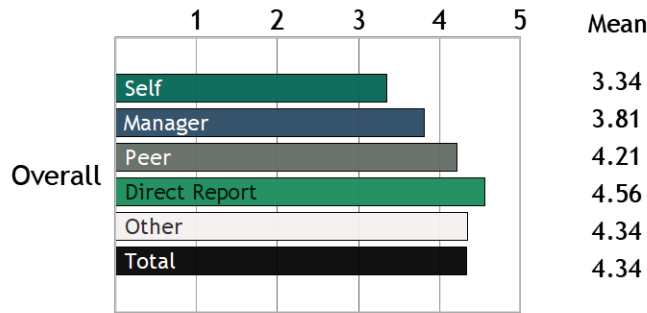
Not At All	1
To A Little Extent	2
To Some Extent	3
To a Great Extent	4
To a Very Great Extent	5

Evaluators Nominated

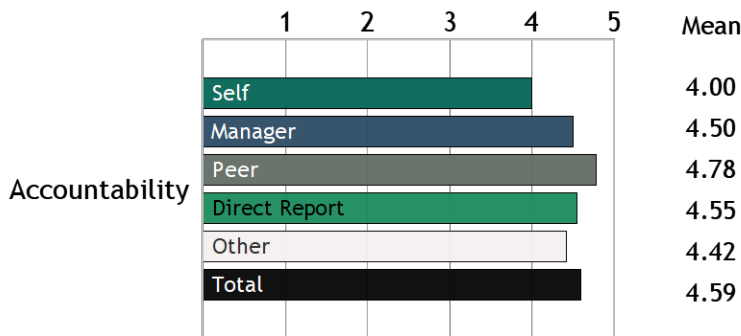
Names removed for privacy.



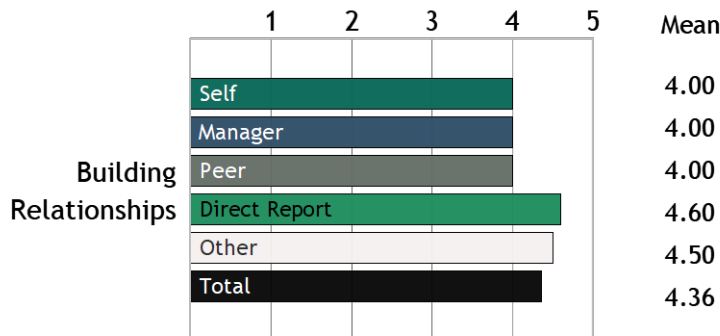
Overview



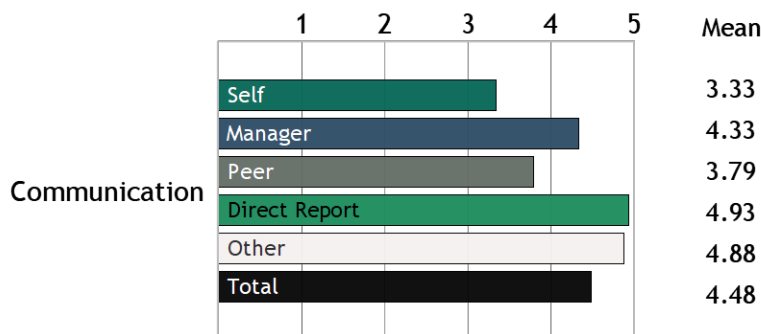
Unrecognized Strength: An unrecognized strength means your self-rating is below 4 but the total rating is at or above 4 for this category.



Clear Strength: A clear strength means your self-rating and total rating are both at or above 4 for this category.

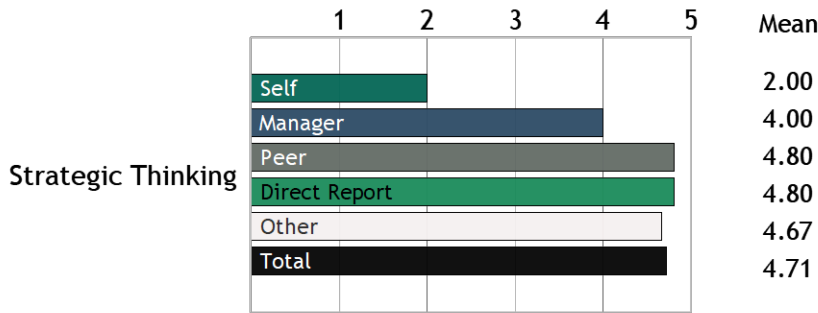


Clear Strength: A clear strength means your self-rating and total rating are both at or above 4 for this category.

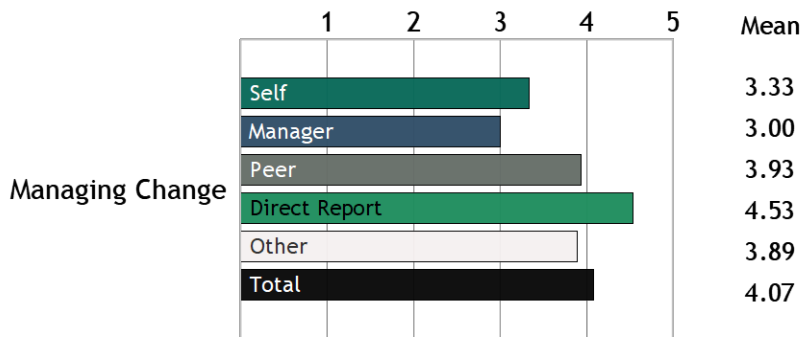


Unrecognized Strength: An unrecognized strength means your self-rating is below 4 but the total rating is at or above 4 for this category.

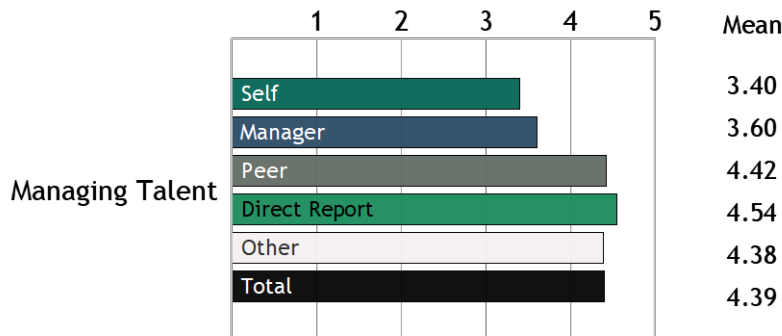
Overview



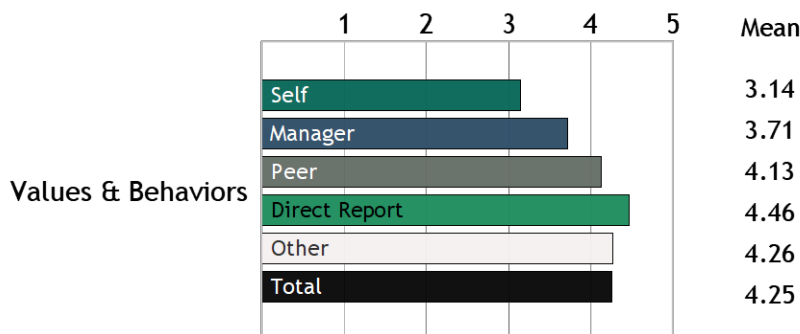
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High & Low Scores

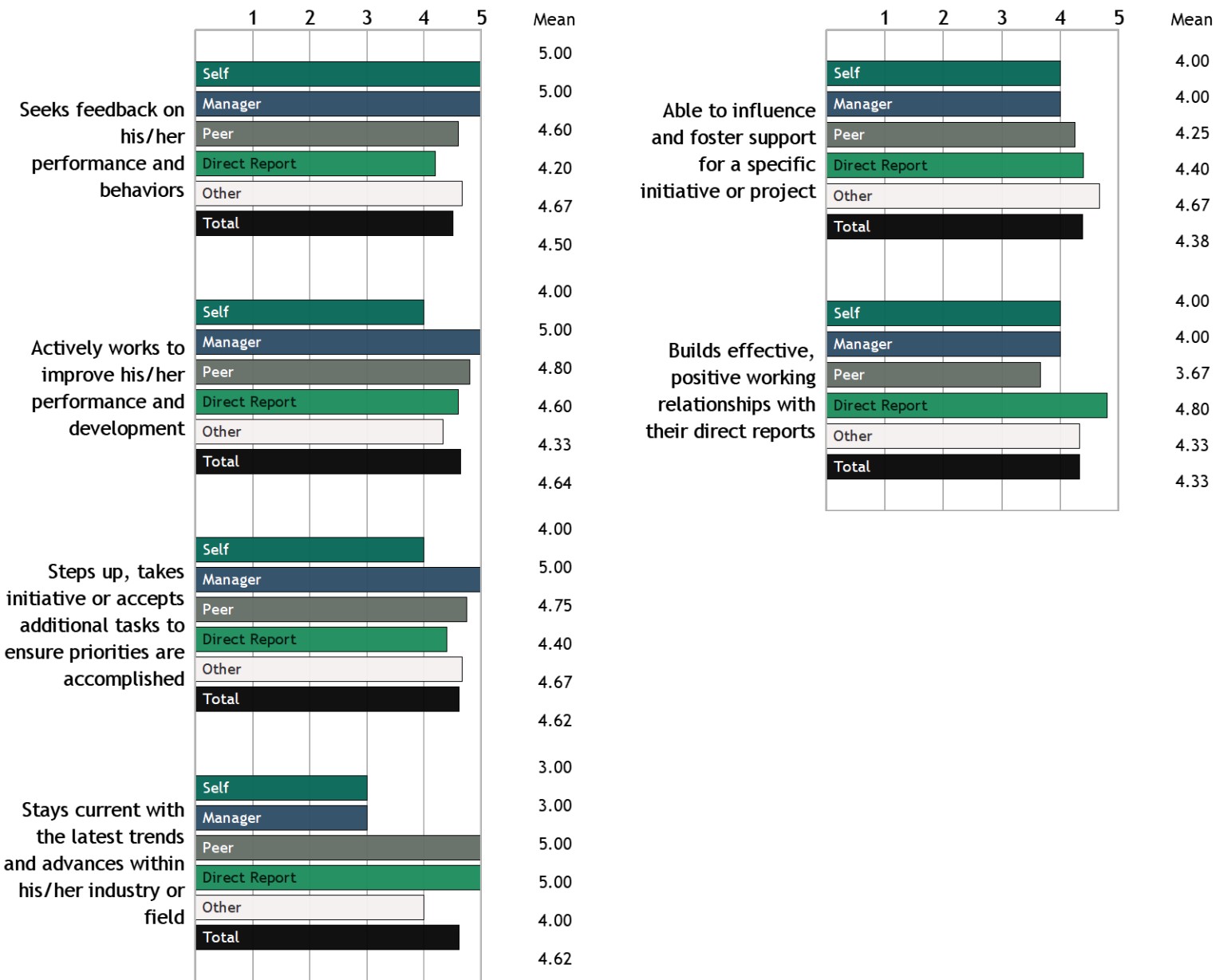
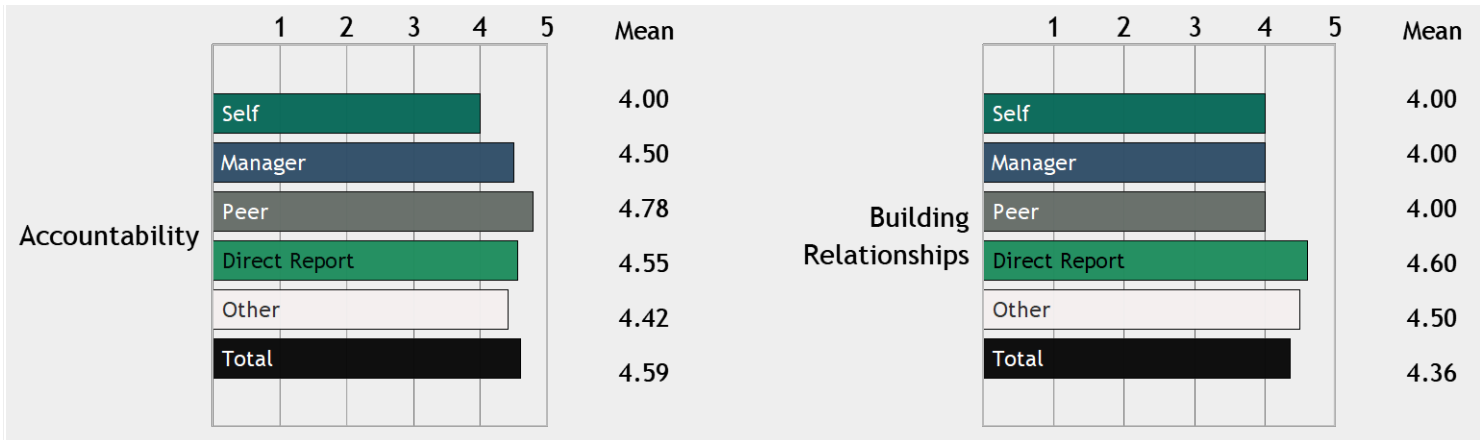
Highest Scores

Rank	Category	Item	Average
1	Strategic Thinking	Measures results objectively and uses data to make decisions	4.71
2	Accountability	Actively works to improve his/her performance and development	4.64
3	Accountability	Steps up, takes initiative or accepts additional tasks to ensure priorities are accomplished	4.62
4	Accountability	Stays current with the latest trends and advances within his/her industry or field	4.62
5	Communication	Communicates openly and transparently	4.57

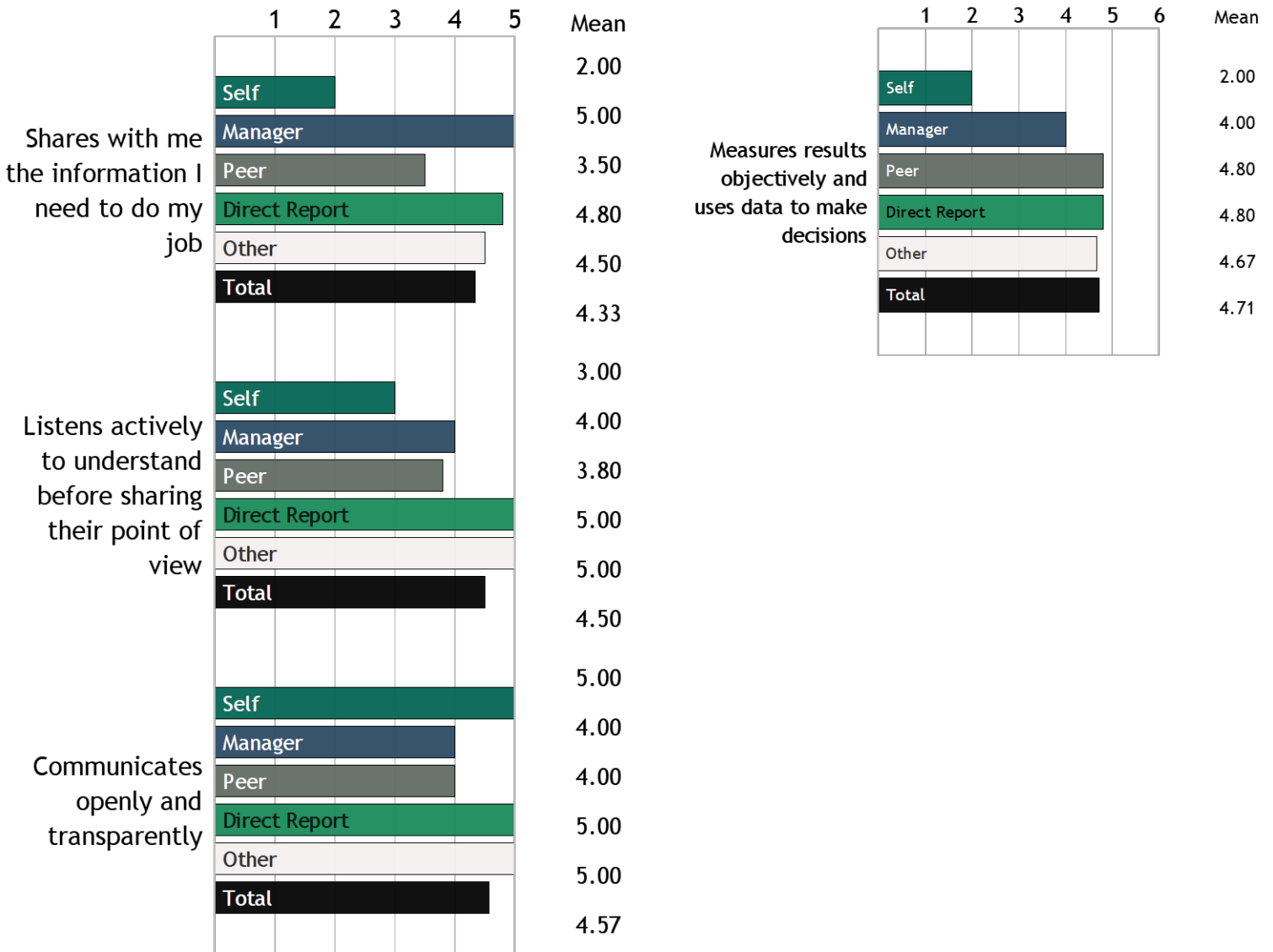
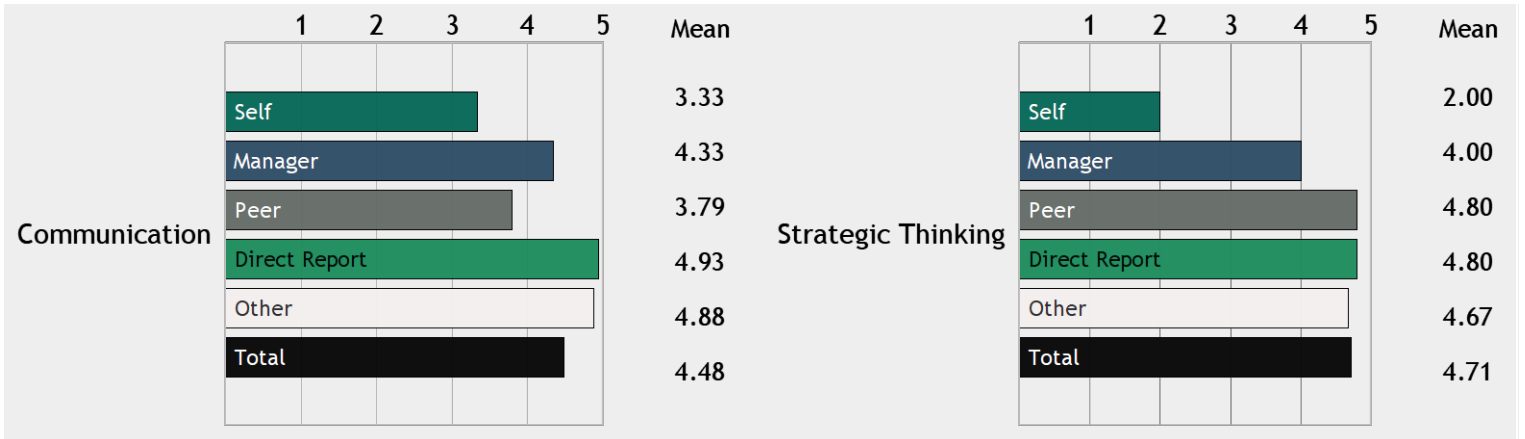
Lowest Scores

Rank	Category	Item	Average
1	Managing Change	Maintains composure in the face of change and adversity	3.86
2	Values & Behaviors	Works together across the organization to get the job done	4.00
3	Values & Behaviors	Balances confidence with humility	4.00
4	Values & Behaviors	Gets better every day; constantly improves upon self, business, process	4.00
5	Values & Behaviors	Is singularly focused on delivering what the athlete needs and wants	4.07

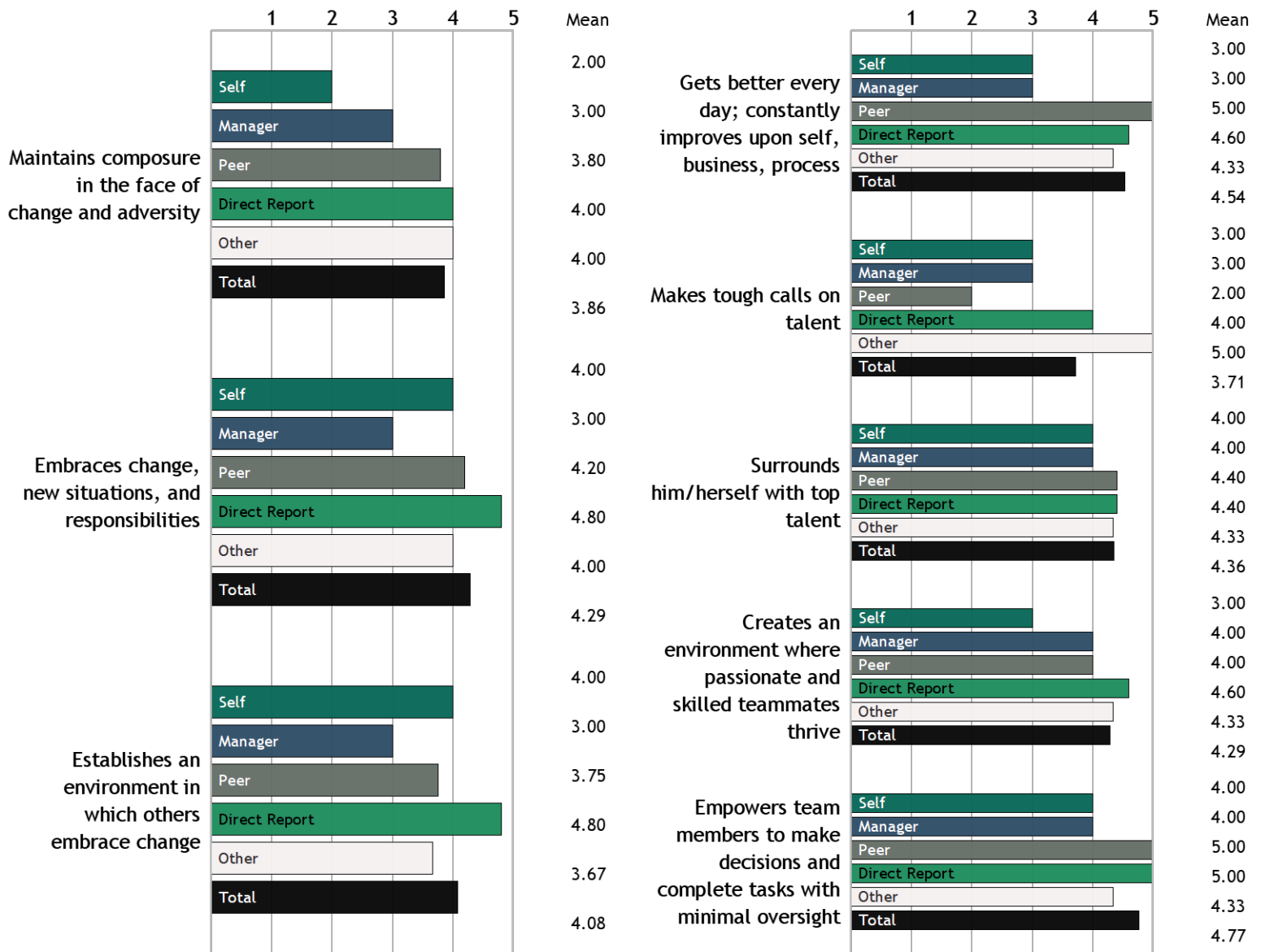
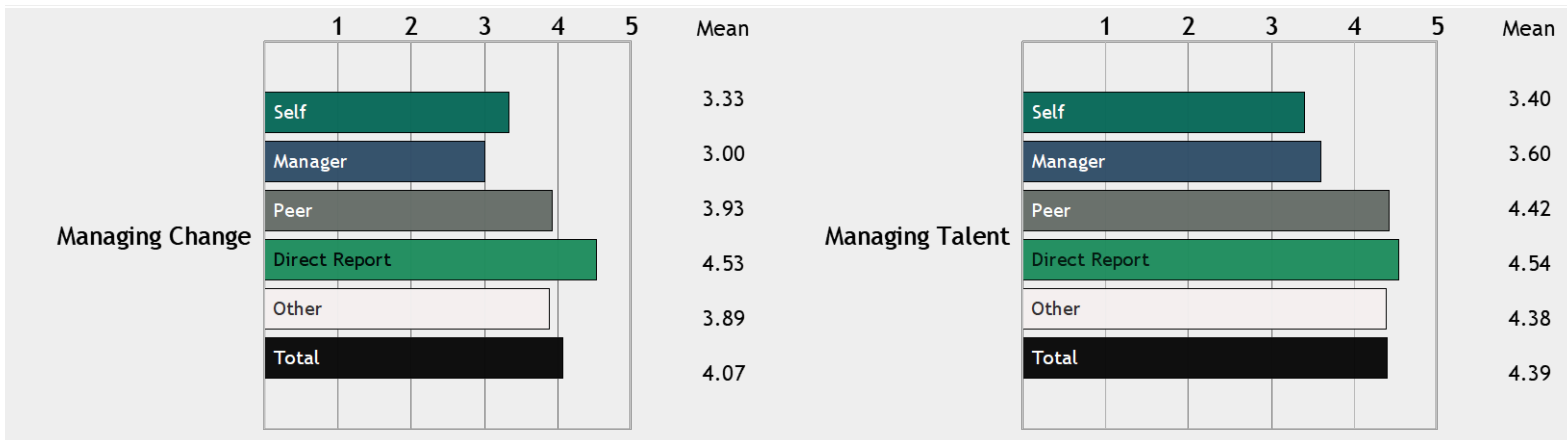
Accountability & Building Relationships



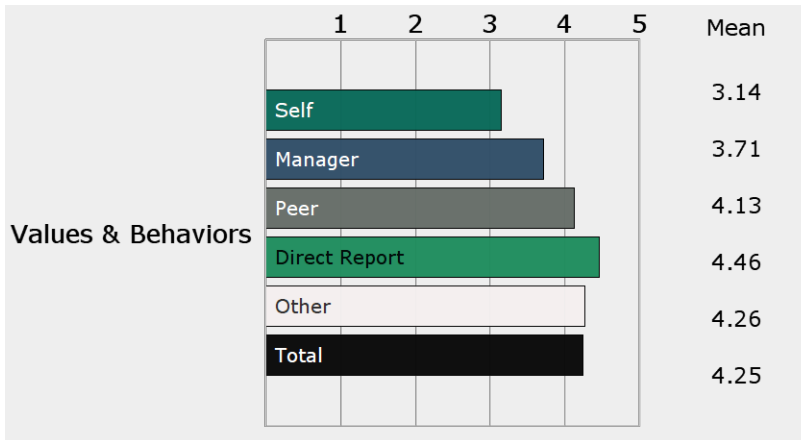
Communication & Strategic Thinking



Managing Change & Talent



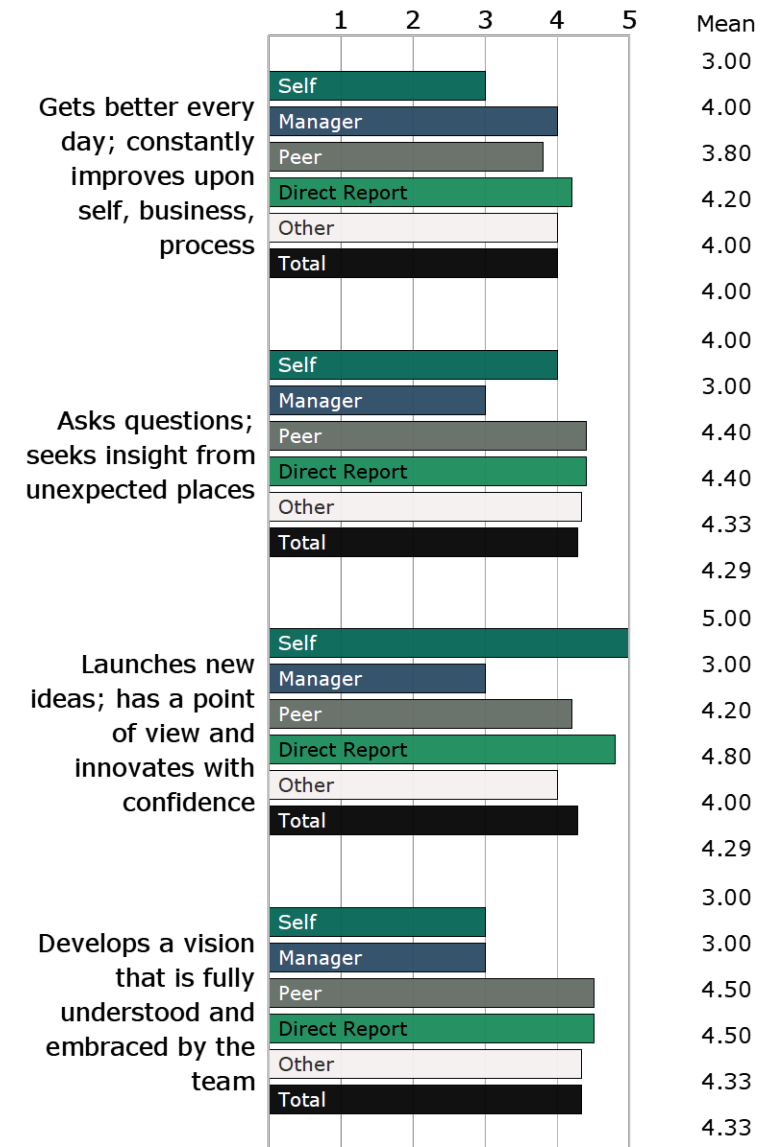
Values & Behaviors - Driven and Committed



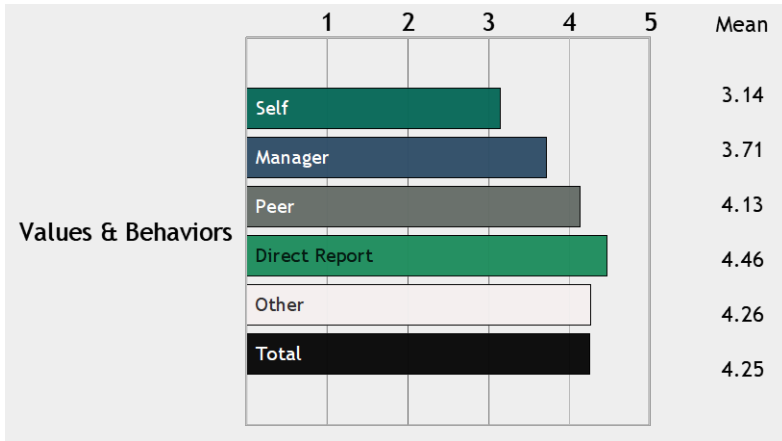
Driven



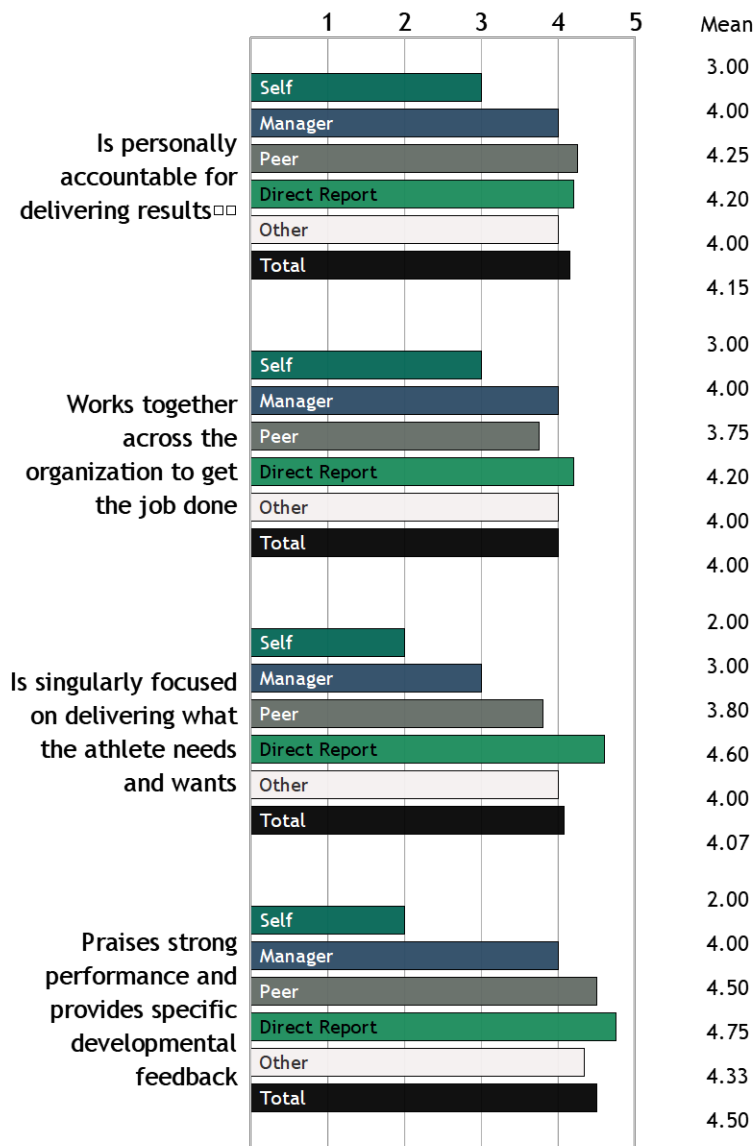
Committed



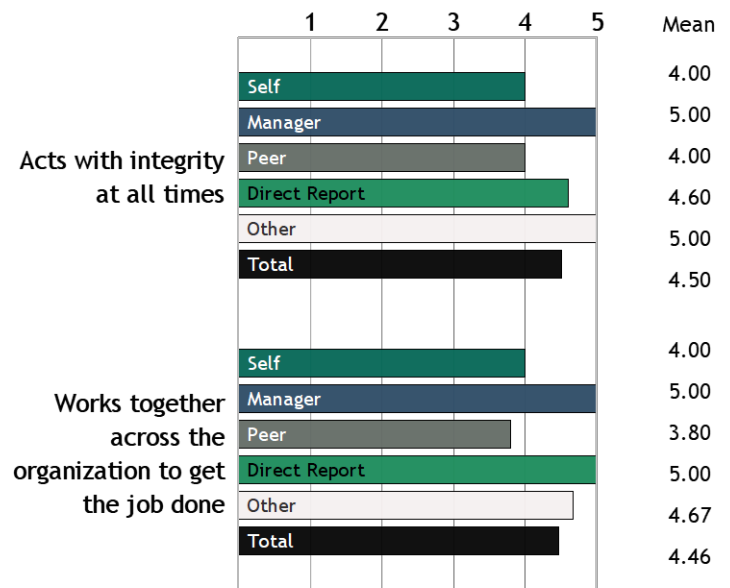
Values & Behaviors - Passionate and Integrity & Inclusion



Passionate



Integrity & Inclusion



Continued Strengths To Leverage

Share one or two strengths this individual demonstrates and should continue leveraging.

Innovation and embracing change (Self assessment)

Luke is more than a strong manager, he is a true leader. He does more than ask questions, he seeks to understand. He effects change when necessary and supports the status quo when prudent. He prioritizes the development of employees, not just on his team, but across the board. He speaks honestly, often bluntly, when called for. He does not suffer fools.

Luke is extremely organized and professional when he collaborates with the team or our cross-functional partners. He does his homework and when approaching challenges/opportunities he always has an insightful point of view.

Luke can look at a process or project from a completely different view—seeing things from a different angle makes him a valuable member of the team and a good person to brainstorm with.

very encouraging

Luke has an amazing ability to coach people, specifically his team.

Luke is a very good manager. It is obvious that he cares about career development and he goes out of his way to help others achieve their goals in a department that doesn't necessarily do a great job at growing employees.

Extensive background in process and strong critical thinker

Supports and encourages his teammates passion to extend their knowledge outside of their day-to-day work.

Luke is passionate about his team and work. He is thorough in his research and very innovative with his unique area's process.

Passion - for the organization, the work, his teammates, and what we can all achieve together. Supportive - He's always supportive of his teammates, direct reports, etc.

Luke always actively listens to team members to ensure he understands our points of view. He also is fantastic at communicating team concerns/achievements/ideas to leadership.

Passionate about continuous improvement for self and team as well as testing capabilities.

Luke is very forward thinking and promotes change, fluid experimentation and growth.

Collaboration across disciplines. Curiosity to try new things.

Opportunities For Improvement

Share one or two opportunities this individual could improve upon.

Communication and planning (Self assessment)

From my point of view it's difficult to point at an individual trait or quality or shortcoming that Luke needs to work on. He has a positive vision for his team and its place in the company. Beyond that, he gets results from the team. That said, when dealing with other team leaders, he's not afraid to ruffle the feathers that need ruffling, which a lot of people aren't used to. Because of this, he might come across at times as uncooperative, which is as far from the truth as one can get, but I can see how some other team leaders would see him in this light. So, if he could develop a way to avoid appearing this way and still get the desired results, well, we'd all be the better for it, right?

In my opinion, Luke is one of the top managers in the department. He has drive, he's professional and you can tell that he genuinely cares about his team and how he can elevate his work product.

He can be very goal focused and could balance more empathy to cross-functional partners that may not share his same goal—though he always handles conversational professionally.

building teams relationship with other teams.

Sometimes his frustrations are very evident. Working on maintaining a professional demeanor at all times.

Not a direct report of Luke's, I do not have much developmental feedback for him. Luke goes out of his way to act as a manager/ support outlet for me. He listens to my ideas, thoughts and frustrations and provides feedback that is always helpful. Luke goes out of his way to make time to meet with me whenever I need it. He's been a great support figure and someone I can talk to and trust. It's obvious that he cares about others in the department and wants to see us grow into the roles we want to achieve.

Provide more insight into road map and long-term goals that have been set for your team

Opportunity to make team meetings more robust? Delegate segments of the meeting to teammates to keep entire team "in-the-know" of what's going on with all aspects of the team.

Luke could be more patient in his expectations of actions taken after discussions of department and/or process changes.

Finding even more ways to share his passion and his ideas/ the team's work with the rest of the organization.

Luke is an amazing manager to work for. His first priority is always promoting the team. If I had to nitpick, I would say that he could work on being a little more tactful when dealing with other teams, as he tends to be very blunt (although I find that to be a strength, I'm aware that others may not respond well to that approach). I'm pretty sure he's already aware of this opportunity for growth and is actively working on improving.

Snapshot of testing opportunities and developments that other teams could partner and leverage.

Being so flexible can cause confusion on goal priorities or direction.