

Consult Success (Entry to Mid-Level) Profile Assessment

The following Self-Assessment gives you the opportunity to rate yourself on the Consult Success Profile. It is meant to give you a snapshot of your current strengths and help you focus on opportunities for improvement.

Complete the following Self-Assessment to conduct a thorough assessment of your strengths and self improvement needs. Rate your perception of how frequently you demonstrate the outstanding behaviors associated with the competencies. For a full description of the behaviors, refer to the Consult Success Profile document.

Once you have completed the self-assessment, determine two or three key areas for development based on your self-assessment (You may also use any other feedback you have received from your manager, team members, or from a feedback tool.) Focus on the behaviors that you rated as “occasionally” and “rarely or never.”

If you'd like a more in-depth assessment, talk to your manager about the value of going through Wells Fargo's INSIGHTS multi-rater assessment process.

Work with your manager and/or your local Learning & Development to put together your development objectives and a plan to support those objectives.

Consult Profile Self-Assessment

Strategic Business Thinking	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I help clients frame problems and pursue solutions in ways that are aligned with the strategic priorities of Wells Fargo.					
I promote solutions that improve results in the client's business unit in addition to facilitating overall organizational improvement.					
I help clients broaden their focus beyond activities, to behaviors that lead to results related to strategy implementation.					
I manage client work from a shareholder point of view, by looking for opportunities to increase revenues and reduce expenses.					

Applies Diagnostic Insight	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I evaluate the client's diagnosis of the problem or need, by asking questions, reviewing available data, and, when appropriate, gathering additional data.					
I identify and address the root causes of problems.					
I ask appropriate questions at the right time, to help the client diagnose the situation and develop effective solutions.					
I see connections between seemingly unrelated bits of information that help make sense of the situation.					
I think "outside the box" to help the client come up with innovative solutions.					

Leverages Expertise	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I build credibility by articulating professional expertise in ways that make sense to the client.					
I increase the clients' expertise by engaging them in the process of applying knowledge to develop their solution.					
I develop the clients' expertise by providing them with resource materials in a variety of media (such as books, magazines, video, audio tapes and on-line resources).					
I help connect the client to other resources and expertise inside and outside of Wells Fargo.					

Consult Profile Self-Assessment

Drive for Learning	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Some- times</i>	<i>Usually</i>	<i>Almost Always</i>
I take the initiative to advance my own professional knowledge and learning.					
I seek feedback about my own personal effectiveness at different points in the consulting process.					
I use feedback to address my skill gaps.					
I demonstrate breadth of knowledge about Wells Fargo's business.					
I work to increase my knowledge of the strategies, goals, priorities and operations of the client's organization.					
I promote lasting learning by enabling clients to analyze, reflect on, and develop solutions for situations in their own work units.					
I use tools and methods that help the client reflect on and apply lessons learned from experience.					

Engages People	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I know when to ask questions to understand the client and when it is more important just to listen.					
I listen openly and non-judgmentally without interrupting to encourage full expressions of ideas, options, and concerns.					
I respond effectively to subtle verbal and nonverbal clues about people's feelings and level of engagement.					
I speak clearly, concisely and without jargon.					
I engage and hold the audience's interest when presenting.					
I write in a clear, concise, well-organized way.					
I adjust my own language, style and examples to fit the needs of the audience.					
I select an appropriate communication channel (e.g., e-mail, meeting, virtual meeting, formal or information presentation) that is both effective and efficient for a specific communication task.					

Consult Profile Self-Assessment

Collaborates	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I develop strong partnerships with the client, in which both parties share accountability and demonstrate willingness to compromise.					
I adapt my own style to fit the needs and preferences of the client, without compromising standards.					
I build trust and mutual respect in working relationships with clients.					
I know when and how to tactfully disagree with and challenge the client.					
I build good working relationships with people from other business units and departments.					

Change Leadership	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I gain the client's commitment to real, lasting, positive change.					
I prepare the client to deal with the complexities of change, including building understanding and commitment as well as dealing with resistance to change.					
I identify and encourage implementation of "quick hits", when appropriate, to generate momentum and achieve an immediate impact on measurable results.					
I help the client to focus on achievable changes with high potential impact on performance.					
I ensure that the client is focusing on the behaviors and results that will bring about change.					
I generate practical ideas for sustaining change and ensuring lasting behavioral changes in the client's unit.					

Consult Profile Self-Assessment

Consults with a Method	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I use a systematic, carefully considered method (adopted or developed) for problem solving.					
I present and discuss alternatives to help the client select an approach with an appropriate balance between analysis and action.					
I propose practical solutions that are likely to be implemented, not too complex or expensive.					
I work with clients to develop clear performance related goals for consulting work.					
I help the client find ways to measure and track progress against goals.					
With the client, I inspect results and compare them with the client's expectations.					

Leads with Integrity	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I model behaviors that exemplify Wells Fargo values and serve the best interest of Wells Fargo.					
I avoid any conflict of interest or the appearance of a conflict of interest.					
I demonstrate respect to others at all levels in the organization.					
I follow through on commitments to others.					
I am honest and forthright with people.					
I accept responsibility for mistakes.					
I speak up to take a principled stand, in the face of potential opposition.					

Customer Focus	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I look for new ways to add value in the client's business operations.					
I look for points of leverage to improve results.					
I view situations from the client's perspective, to better understand the client's needs, concerns and ideas.					
I keep in touch with a range of people in the client's business unit, not only the management, but also team members who interact with external customers.					
I suggest ways that clients can improve the experiences of external customers.					

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Customer Focus	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I demonstrate genuine caring for clients.					
I demonstrate willingness to balance competing interests and points of view, in order to find a solution that is acceptable to the client.					
I evaluate and recommend other consultants when I lack the expertise or availability to meet the client's need.					

Takes Accountability	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I maintain focus on end results, despite obstacles and distractions.					
I encourage the client to adopt approaches that involve calculated risks, in order to obtain outstanding results.					
I establish roles and responsibilities for the client and myself.					
I can be counted on to get results.					

Diversity	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I help the client understand and appreciate the business reasons for promoting diversity, e.g., to enhance the organization's ability to serve the diverse customers and to reach better decisions by considering ideas from diverse sources.					
I seek different perspectives when developing solutions.					
I model respect for diversity through my own words and actions.					
I listen and give serious consideration to perspectives that are different from my own perspective.					
I value the diversity of talents, skills and backgrounds that others bring to team efforts.					
I see differences as an asset.					
I facilitate group processes in ways that elicit the best that each team member has to offer, especially when the team members have different styles and perspectives.					

Personal Learning Journal

As you are working on your development plans, you may find it useful to keep notes on what you are learning. This Personal Learning Journal template is one possible format for your thoughts and ideas.

Date:

Decision/topic/accomplishment:

What happened?

What worked well?

What didn't work well?

What would you do differently next time?

What did you learn about yourself?