

Lead (Mid to Senior) Success Profile Assessment

For those who are paid primarily for their leadership at Wells Fargo: Individuals in this role are accountable for the direct supervision of managers as well as a broad business, geography, product, function or a large-scale change.

The following Self-Assessment gives you the opportunity to rate yourself on the Lead (Mid to Senior) 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 Lead 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 Human Resources Consultant 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.

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Strategic Business Thinking	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I use a variety of sources, including publications, on-line business information sources, and personal contacts to keep continually informed about trends and events affecting Wells Fargo's competitive position in the marketplace.					
I analyze complex problems in a changing and uncertain environment, to develop a well-thought-out business perspective.					
I quickly identify patterns and trends and their implications for action.					
I look for ways to apply technology in support of the organization's strategic direction.					
I know when execution must be flawless and when it can be approximately right.					
I set a vision for my business unit that is aligned with Wells Fargo's vision and strategy.					

Drive for Learning	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I gather data to assess critical learning requirements for my business unit.					
I seek out and consult knowledgeable team members, both internal and external, to increase knowledge fast.					
I ask others for feedback about the effectiveness of my behavior.					
I help team members learn, by sharing successes and failures.					
I drive the implementation of new technology and work methods.					
I initiate programs and events that enable team members to share and build on experiences across organization lines.					
I initiate or sponsor new products, services, or work procedures.					

Engages People	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I articulate an inspiring vision with team members and partners.					
I candidly communicate business plans and ongoing results.					
I help team members understand how the strategic initiatives fit together and link with strategy.					
I explain to team members why new technology is being introduced and how it supports the business's strategy.					
I encourage and support calculated risk taking and "thinking out of the box."					
I publicly recognize the successes and contributions of team members and partners.					

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Collaborates

	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I establish solid business relationships with other leaders throughout the organization who can provide intelligence, resources, potential business, and essential support for initiatives.					
I establish strong trust with peers.					
I regularly communicate information to keep key partners and supporters up-to-date on work progress and issues.					
I enlist partners to set and drive specific, shared change initiatives across the organization.					
I promote and encourage cross-team and cross-organization goals.					
I listen to find common ground and gain cooperation.					
I resolve disputes by identifying and advocating solutions that are in the best interests of Wells Fargo.					

Organizational Alignment

	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I change systems, structure, work processes, or measurements, to ensure that my business unit can support strategy and cross-organizational goals.					
I lead or champion major changes in work processes or infrastructure to facilitate implementation of organizational strategies and plans.					
I set the pace, sequencing and scope of new strategies to ensure the organization and team members can absorb and act on change.					
I drive execution of strategy by aggressively addressing misaligned processes and/or infrastructure.					
I invest in the right technology and other resources to achieve business goals.					

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 interests of Wells Fargo.					
I follow through on commitments to others.					
I am honest and forthright with people.					
I demonstrate respect to others at all levels in the organization.					
I avoid any conflict of interest or the appearance of a conflict of interest.					
I accept responsibility for mistakes.					
I step forward to address ethical issues.					

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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 champion new, cross-business approaches that create a seamless experience for customers.					
I create systems for obtaining and addressing customers' feedback about what they value and their perceptions of Wells Fargo.					
I ensure the use of performance measures that provide team members with feedback on their efforts to exceed customer expectations.					
I sponsor solutions that involve shared accountability for the customer, across the organization.					
I build organizational capability to deliver what customers value (e.g., by sponsoring new systems, products or services).					

Takes Accountability	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I lead my organization to set challenging goals for team members.					
I am highly productive.					
I achieve my goals.					
I maintain commitment to goals, in the face of obstacles and frustrations.					
I take personal responsibility for achieving shared goals with partners.					
I demonstrate a strong sense of urgency about solving problems and achieving goals.					

Diversity	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I articulate the power of leveraging diversity for competitive advantage.					
I develop business plans that incorporate the idea of leveraging diversity for competitive advantage.					
I cultivate and successfully draw on rich sources of diverse talent (e.g., mentoring and talent review processes) to build the Wells Fargo talent pool.					
I act as a role model for team members, in valuing the diversity of talents, skills and backgrounds that others bring to team efforts.					
I seek different perspectives when developing solutions.					
I act as a role model for demonstrating respect for differences through words and actions.					

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?