

Manage Projects (Entry to Mid-Level) Profile Assessment

The following Self-Assessment gives you the opportunity to rate yourself on the Manage Projects 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 Manage Projects 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.

Manage Projects Profile Self-Assessment

Knows the Business	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I have a good understanding of the specific ways that other Wells Fargo business units can affect my business unit's results.					
I make the effort to learn the customer's business, day to day activities and strategic goals.					
I gather and distribute information that keeps my team up to date on the customer's business needs.					
I talk with others who are experts and question them to extend my own expertise.					

Critical Thinking	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I identify potential problems and risks and take appropriate preventive or corrective action.					
I anticipate the short and long term consequences of actions.					
I demonstrate knowledge of risk management processes (e.g. identify, quantify, develop, control).					
I involve team members in identifying risks on a regular basis throughout the project.					
I approach a complex task or problem by breaking it down into its component parts and considering each part in detail.					
I see how decisions and delays at one point in a process will affect the ability of other functions to complete their tasks as planned.					

Leverage Resources	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I know when to escalate issues or seek assistance.					
I accurately assess skills of team members before assigning tasks.					
I manage time effectively to maximize results.					
I use technology and tools for streamlining processes.					
I know when to use external resources, to complement internal resources.					
I establish professional relationships and agreements with vendors who can assist in achieving project goals.					

Manage Projects Profile Self-Assessment

Relationship Savvy	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I respond effectively to subtle verbal and nonverbal clues about people’s feelings and level of engagement.					
I adapt my personal style in order to interact more effectively with people whose style is different.					
I build and maintain mutually supportive business relationships with others, both inside and outside of Wells Fargo, who can provide resources, assistance, information, or intelligence.					
I involve others in a process or decision, to ensure their support.					
I think in advance about the possible impact of my words and actions and tailor them accordingly.					

Engages People	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I demonstrate enthusiastic personal commitment to the project goals.					
I translate the implications of the project vision to team members – giving team members examples of the “vision in action”.					
I help team members understand the connection between their individual assignments and the project goals.					
I hold celebrations when the team achieves a success or meets a milestone.					
I hold team meetings to review the overall project plans and schedules and clarify any questions about expectations of all team members.					

Manages Communication	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I partner in the development of a communication plan at the outset of the project.					
I clearly communicate to team members the project goal, plan and desired results.					
I assess the target audience and gear communication to the appropriate level.					
I keep team members and customers regularly updated about project progress, risk and changes.					
I describe problems with accuracy and completeness.					

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Manages Communication	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I encourage and support the surfacing, discussion, and resolution of issues.					
I express ideas clearly and concisely when speaking and presenting.					
I document the project clearly and thoroughly (i.e., objectives, assumptions, plan, decisions, milestones, deliverables).					

Change Leadership	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I understand the linkage between the project and other business or corporate initiatives.					
I clearly communicate desired outcomes (“why and what”) to project team.					
I consult with team members early and often during a change process.					
I model a willingness to adapt to change by demonstrating resilience in the face of ambiguity and disappointment.					
I clearly explain to people how they will be affected by changes in the organization’s structure, work processes, or technology.					

Manages Scope	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I translate project scope and goals into a realistic work plan with clear objectives, priorities, deliverables, activities, schedule, accountabilities and deadlines.					
I stay focused on the project goals.					
I accurately assess the impact of additional unplanned activities on scope.					
I clearly explain project scope and change control process to all team members.					
I systematically track and document all project changes.					
I negotiate scope changes that have minimal impact on the project schedule and cost, whenever possible.					

Manage Projects Profile Self-Assessment

Manages Cost	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I facilitate a process of accurately estimating project costs.					
I manage project costs within the budget that have been provided.					
I understand how project costs are tracked and managed.					
I determine the impact of change requests on project costs.					

Manages Schedule	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I translate project goals into a realistic schedule that clearly identifies activities, sequences, duration, accountabilities and deadlines.					
I accurately identify interdependencies both inside and outside the project, when building a realistic schedule.					
I gather information from team members to track progress relative to the schedule and identify issues that could cause delays.					
I ensure team members are focussed and on track toward meeting scheduled milestones.					
I quickly identify and communicate issues that could affect the project schedule.					
I follow up to ensure that agreed upon changes are implemented.					

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 avoid any conflict of interest or the appearance of a conflict of interest.					
I follow through on commitments to others.					
I am honest and forthright with people.					
I accept responsibility for mistakes.					

Manage Projects Profile Self-Assessment

Customer Focus	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I identify and implement ways to increase customer satisfaction.					
I encourage people to view situations from the customer's perspective.					
I ensure that the level of service delivered by my area consistently exceeds customer expectations.					
I identify and implement performance measures that provide team members with feedback on their efforts to exceed customer expectations.					
I coordinate efforts with others across the organization to present Wells Fargo as one company and team to our customers and markets.					

Takes Accountability	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I set challenging but achievable goals for myself and the project team.					
I maintain a commitment to goals in the face of obstacles and frustrations.					
I ensure that quality standards are met.					
I accept responsibility for the quality and integrity of the customer experience delivered by my project team.					
I take ownership of issues and initiatives that go beyond the standard responsibilities of my role.					

Diversity	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I value the diversity of talents, skills and backgrounds that others bring to team efforts.					
I see differences as an asset.					
I recognize the value of all team members' contributions.					
I model respect for difference through my words and actions.					
I seek different perspectives when developing solutions.					
I listen and give serious consideration to perspectives that are different from my perspective.					
I seek out diversity talent.					

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?