

## **Manage Projects (Mid to Senior) Success Profile Assessment**

The following Self-Assessment gives you the opportunity to rate yourself on the Manage Projects (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 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 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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<b>Knows the Business</b>	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I help my team understand the implications of strategies, priorities and issues faced by other businesses in Wells Fargo.					
I identify underlying business needs that go beyond what the customer has stated.					
I am aware of other corporate initiatives and how they may affect the project.					
I am able to draw on an effective network of experts to provide integrated customer solutions.					
I understand and communicate to my team the impact of the project on the business' bottom-line.					

<b>Critical Thinking</b>	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I consider all relevant information and use it to develop a big picture perspective.					
I anticipate the short and long term consequences of actions.					
I prepare a "problem prevention plan," for significant foreseeable problems, that includes preventative actions and contingency plans.					
I quickly identify and focus on the central issues in a complex situation.					
I approach a complex task or problem by breaking it down into its component parts and considering each part in detail.					
I systematically evaluate customer requirements to make build-or-buy decisions that best meet business needs.					

<b>Leverages Resources</b>	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I find ways to accomplish more with limited resources.					
I identify the critical resources (e.g., people, money, technology) required to achieve high impact results.					
I consider team members' skill sets, motivations and development needs, when assigning tasks.					
I implement standard vendor management procedures to keep vendors focused on project goals and well-integrated into team efforts.					

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### Relationship Savvy

	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I help project team members collaborate and partner across the organization to deliver solutions.					
I demonstrate awareness of team members' individual needs, concerns, and motivations.					
I recognize team members and others across the organization for their contributions to the success of the project.					
I identify the project's key stakeholders and build relationships with them, to help ensure the project's success.					
I adjust my style of working and communicating, to accommodate the preferences of others, including clients and stakeholders.					

### Engages People

	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I express an optimistic energizing perspective on the project vision while acknowledging the challenges.					
I ensure that all team members understand the "big picture" of the project: its vision and goals, and its links to business goals and other initiatives.					
I hold celebrations when the team achieves a success or meets a milestone.					
I clarify the roles and responsibilities of everyone involved with the project.					

### Change Leadership

	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I ensure that the project team understands the change control process for the project.					
I explain the patterns and dynamics of change, to help team members through the change process.					
I use lessons learned and knowledge of best practices to guide creation of new processes.					
I model willingness to adapt to change by showing resilience in the face of ambiguity and disappointment.					
I help the client and stakeholders plan and work through the complexities of implementing change, including building understanding and commitment as well as dealing with resistance to change.					

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<b>Manages Communication</b>	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
At the outset of a project, I develop a communication plan that identifies who requires what types of information and how and when it will be delivered.					
I clearly communicate to team members the project goals, plan, desired results, issues, and requirements for success.					
I assess the target audience and gear communication to the appropriate level.					
I communicate the project's vision, goals, and progress to stakeholders outside of the project team.					
I communicate the risks associated with project implementation actions to all areas that may be affected.					
I clearly define the escalation path for all project issues and decisions.					
I ensure that team members systematically document project information (i.e., objectives, assumptions, plans, decisions, milestones, deliverables) in a consistent format.					
I encourage and support the surfacing, discussion and resolution of issues.					

<b>Manages Scope</b>	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I set and limit the project scope to activities that directly address the client's needs.					
I create a comprehensive work plan with clear objectives, priorities, deliverables, activities, schedule, accountabilities, deadlines, and criteria for gauging effectiveness.					
I clearly explain the project scope and change control process to all team members.					
I ensure that the sponsor/customer is in agreement before deciding to expand the scope of the project.					
I ensure that all project changes are systematically tracked and documented.					
I identify new client requirements that emerge as the project develops, anticipate scope changes, and negotiate them.					

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### Manages Cost

	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I accurately estimate costs for tasks and key project segments.					
I ensure effective cost management of projects.					
I take accountability for developing the project budget and managing to this budget.					
I gain management support for my own budget recommendations.					
I implement ways to control costs through all phases of the project.					

### Manages Schedule

	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I prepare a schedule that includes all project tasks, necessary preparatory steps and sufficient time for required review and approval by stakeholders.					
I identify corporate events and activities that may affect the project schedule and prepare a project schedule that minimizes potential conflicts.					
I proactively identify and remove roadblocks that could slow the team's progress against the schedule.					
I balance and adjust task assignments to ensure that the project stays on schedule and all team members are productively engaged.					
I monitor the schedule to ensure that the project stays on track.					

### 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 step forward to address ethical issues.					
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.					

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<b>Customer Focus</b>	<i>Rarely or Never</i>	<i>Occasionally</i>	<i>Often</i>	<i>Usually</i>	<i>Almost Always</i>
I identify and propose new ways to partner with other units to deliver customer solutions and retain valued customers.					
I model, encourage and reinforce a high level of responsiveness to customers.					
I identify and implement 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 a positive image of Wells Fargo through my interaction with customers; gaining their trust and respect.					

<b>Takes Accountability</b>	<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 achieve results that exceed agreed-upon objectives.					
I ensure that feedback related to quality is gathered and acted upon at critical points during the project.					
I take responsibility for ensuring that partners and other key stakeholders outside of the project team understand and support the project plan.					
I take ownership of issues with partners, and see them through to resolution.					
I lead post-project reviews to identify lessons learned process improvement opportunities.					

<b>Diversity</b>	<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 draw on rich sources of diverse talent.					
I model respect for differences through my words and actions.					
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 listen and give serious consideration to perspectives that are different from my own perspective.					

# 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?