

Wells Fargo Lead Success Profile: Senior Level
Critical Competencies plus Outstanding and Marginal/Poor Behaviors

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.

Strategic Business Thinking: taking a broad business perspective, making sense of complex issues and setting a compelling vision	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Uses 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. • Analyzes complex problems in a changing and uncertain environment, to develop a well-thought-out business perspective. • Quickly identifies patterns and trends and their implications for action. • Looks for ways to apply technology in support of the organization's strategic direction. • Knows when execution must be flawless and when it can be approximately right. • Sets a vision for own business unit that is aligned with Wells Fargo's vision and strategy. 	<ul style="list-style-type: none"> • Makes things overly complex and fails to identify implications for action • Is surprised by new and unexpected events and slow to adjust strategy • Pursues technology for technology's sake • Fails to connect technology with business direction • Confuses team members by giving mixed signals about when things need to be flawless and when they need to be approximately right • Articulates an abstract, confusing vision of the future rather than a credible, accessible and exciting picture
Drive For Learning-- sizing up and acting on the learning implications of business strategy and its execution	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> ◆ Gathers data to assess critical learning requirements for own business unit. ◆ Seeks out and consults knowledgeable team members, both internal and external, to increase knowledge fast. ◆ Asks others for feedback about the effectiveness of own behavior. ◆ Helps team members learn, by sharing successes and failures. ◆ Drives the implementation of new technology and work methods. ◆ Initiates programs and events that enable team members to share and build on experiences across organization lines. ◆ Initiates or sponsors new products, services, or work procedures. 	<ul style="list-style-type: none"> • Attempts to navigate the future with an old knowledge base • Is very slow to pick up the clues that he/she needs to learn something new • Refuses to acknowledge feedback from team members • Is oblivious to potential impact of emerging technologies on the future shape of the business • Fails to provide the infrastructure and/or change the culture to promote the recording and sharing of learning • Under-invests in new learning required by his/her organization to meet future challenges • Experiments haphazardly without applying lessons learned.

Engages People-- continually re-recruiting team members in new directions and challenges	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Articulates an inspiring vision with team members and partners. • Candidly communicates business plans and ongoing results. • Helps team members understand how the strategic initiatives fit together and link with strategy. • Explains to team members why new technology is being introduced and how it supports the business's strategy. • Encourages and supports calculated risk taking and "thinking out of the box." • Publicly recognizes the successes and contributions of team members and partners. 	<ul style="list-style-type: none"> • Presents his/her vision once and does not have an ongoing dialogue with team members and partners about the vision • Loses credibility with team members by over-selling a rosy future vision • Fails to connect the collection of change initiatives causing team members to be confused about priorities • Expects team members to translate the implications of strategy into their goals, performance and behaviors without any help • Says he/she encourages risk and innovation but fails to provide supporting resources • Says he/she encourages risk and innovation but punishes those who fall short
Collaborates-- integrating and collaborating inside and outside the organization, holding a customer-centric position.	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Establishes solid business relationships with other leaders throughout the organization who can provide intelligence, resources, potential business, and essential support for initiatives. • Establishes strong trust with peers. • Regularly communicates information to keep key partners and supporters up-to-date on work progress and issues. • Enlists partners to set and drive specific, shared change initiatives across the organization. • Promotes and encourages cross-team and cross-organization goals. • Listens to find common ground and gain cooperation. • Resolves disputes by identifying and advocating solutions that are in the best interests of Wells Fargo. 	<ul style="list-style-type: none"> • Fails to involve business partners and keep them apprised of progress as well as problems • Is unable to relate to ideas other than his/her own • Gives appearance of listening to others but focused only on driving home own point of view • Smooths over real issues and problems in an attempt to appease • Stifles open debate by dominating the conversation • Does not resolve disputes

Organizational Alignment-- creating process and infrastructure to carry out plans and strategies	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Changes systems, structure, work processes, or measurements, to ensure that own business unit can support strategy and cross-organizational goals. • Leads or champions major changes in work processes or infrastructure to facilitate implementation of organizational strategies and plans. • Sets pace, sequencing and scope of new strategies to ensure the organization and team members can absorb and act on change. • Drives execution of strategy by aggressively addressing misaligned processes and/or infrastructure. • Invests in the right technology and other resources to achieve business goals. 	<ul style="list-style-type: none"> • Expects new/improved results without paying attention to required changes in infrastructure • Delegates accountability for changes in infrastructure instead of partnering to drive change • Fails or is slow to address one or more misaligned parts of the organization causing delays in achieving goals • Misjudges the ability of the organization to absorb and act on change and goes too fast or slow
Leads With Integrity-- demonstrating ethics and integrity, adhering to a core set of values during good and challenging times.	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Consistently models behaviors that exemplify Wells Fargo values and serve the best interests of Wells Fargo. • Follows through on commitments to others. • Is honest and forthright with people. • Demonstrates respect to others at all levels in the organization. • Avoids any conflict of interest or the appearance of a conflict of interest. • Accepts responsibility for mistakes. • Steps forward to address ethical issues. 	<ul style="list-style-type: none"> • Influences or makes decisions that are self-serving • Tries to build credibility by tearing down others • Is slow to address or avoids difficult issues • Never says “I was wrong” preferring to blame others or the circumstances

Customer Focus-- knowing and caring about our customers--working as a team to exceed their expectations	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Champions new, cross-business approaches that create a seamless experience for customers. • Creates systems for obtaining and addressing customers' feedback about what they value and their perceptions of Wells Fargo. • Ensures the use of performance measures that provide team members with feedback on their efforts to exceed customer expectations. • Sponsors solutions that involve shared accountability for the customer, across the organization. • Builds organizational capability to deliver what customers value (e.g., by sponsoring new systems, products or services). 	<ul style="list-style-type: none"> • Demands changes to meet unreasonable customer requests resulting in organization problems • Perpetuates a narrow view of customer needs by focusing solely on his/her organization's solutions • Is unwilling to invest in and act on research to discover new ways to add value to customers • Fails to educate the organization on when to provide different service levels to customers.
Takes Accountability-- can be counted on to drive for outstanding results	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Leads own organization to set challenging goals for team members. • Is highly productive; consistently achieves goals. • Maintains commitment to goals, in the face of obstacles and frustrations. • Takes personal responsibility for achieving shared goals with partners. • Demonstrates a strong sense of urgency about solving problems and achieving goals. 	<ul style="list-style-type: none"> • Gets results at the expense of partners or team members • Is too willing to compromise quality or customer responsiveness to meet deadlines—values speed above all • Narrowly interprets “Run it like you own it” failing to share ownership of the customer with partners • Values results exclusively through a bottom-line scorecard rather than a scorecard that also tracks other dimensions such as customer, innovation, people and process

Diversity-- recognizing the value of not just one, but many ways	
Outstanding Behaviors	Marginal Behaviors
<ul style="list-style-type: none"> • Articulates the power of leveraging diversity for competitive advantage. • Develops business plans that incorporate the idea of leveraging diversity for competitive advantage. • Cultivates and successfully draws on rich sources of diverse talent (e.g., mentoring and talent review processes) to build the Wells Fargo talent pool. • Acts as a role model for team members, in valuing the diversity of talents, skills and backgrounds that others bring to team efforts. • Seeks different perspectives when developing solutions. • Acts as a role model for demonstrating respect for differences through words and actions. 	<ul style="list-style-type: none"> • Positions diversity only as a compliance issue; fails to educate organization about the business reasons for driving diversity • Fails to adequately assess plans and decisions due to a superficial understanding of the different cultural backgrounds and work styles of team members, customers and communities • Demonstrates unease with people he/she feels are different from him/her • Is unable to manage constructive group problem solving that encourages expression of diverse and conflicting points of view