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# The Social Leader: Influencing the Landscape at Wells Fargo

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March 2012

## **Wells Fargo**

### **The Social Leader: Influencing the Landscape at Wells Fargo**

#### **Nathan Bricklin at Wells Fargo**

Nathan Bricklin, SVP and Head of Wholesale Social Strategy had conflicting feelings as he left Wells Fargo for the day. He was proud of what he had accomplished in such a short period of time, he had a number of pilots underway and a number of business stakeholders were excited about breaking down the silos. But he knew that to get enterprise collaboration efforts to really impact the productivity and effectiveness of the Wholesale business he would have to get alignment from many other important stakeholders at the bank. Steve Ellis, EVP of Wholesale, supported the initiative, but Bricklin knew that the execution at this time rested on him. Under Bricklin's leadership, the social team had made significant progress. They had early wins with the Social Responsibility Group as well as with the International and Global Banking groups. Further, other areas of the bank were experimenting with social media of all types. Bricklin's momentum was strong but he needed to make some important decisions quickly.

Should he increase his staff or join forces with other areas of the bank to scale more quickly? Should he keep his group small and experimental until the bank had a clear strategy for social both internally and externally? Should he suggest investing in a platform solution or best of breed of tools? Or, should he do more pilots until he has more of a critical mass? Which lines of business should he limit using social current FINRA regulations? And as always, how best should he assess the business value?

He could only guess at the changes he would need to make in his working relationship and style with his team and with others at the bank, as Wells Fargo Wholesale went "social." At Well's buy-in is critical and change can take a while like any large institution but he couldn't afford to wait. Social is about experimenting, making mistakes and doing it again and again and he knew better than anyone else that technology was not standing still, so, he had to make some decisions now.

#### **History**

In business since 1852 and with 278,000 team members, Wells Fargo & Company is a diverse financial services organization with over \$1.2 trillion in assets. Its services include: banking, insurance, investments, mortgage, and consumer and commercial finance in 10,000 stores and 12,000 ATMs and

on the Internet (wellsfargo.com and Wachovia.com) across North America as well as internationally (new release- corporate communications). One in three households in America does business with Wells Fargo (Wells Fargo today fact sheet).

Wells Fargo is regarded as an outstanding customer-centric bank by the banking industry. A mantra at Wells is, that every one of the team members “works for the customer,” no matter what their role (citation p. 3 Wells Fargo fact sheet). Recent achievements include: Among the World’s Most Admired Companies (39) (Fortune 2010)., Among the World’s 50 Most Respected Companies (Barron’s 2010) as well as the most valued banking brand in North America (Brand Finance Banking 500 Brand Valuation, 2011). One way that Wells excels in helping their customers is with new services and products all built on a foundation of the latest technology. For example, the Commercial Electronic Office Platform (CEO), introduced in 2000, was the first comprehensive internet portal for commercial banking customers and has become the first online channel of its kind for Wells’ customers the “wholesale” side of the bank is where the industry banked. It is where Wells’ corporate customers conducted transactions. Today the Wholesale division accounts for 40 % of Wells’ revenue.

Wachovia agreed to be bought by wells Fargo on October 3, 2008 for approximately \$14.8B in an all-stock transaction (Fact Sheet). With the merger Wells had over seven hundred offices across the United States and another fifty offices across the globe. This was their first big step internationally. From Wells corporate, one of the keys for shareholder value was to incorporate Wachovia’s product lines as quickly as possible into the newly formed alliance and cross-sell products around the world. Effective collaboration was key for effective cross-sell. As with any merger of this size however, there came promise, opportunity, and of course challenges.

Steve Ellis reiterated the challenge: “It used to be you could pick up the phone and find whoever you needed to. Before the Wachovia merger happened, we used to talk about millions of transactions, now we are talking about billions and trillions of transactions. You don’t even know who to call and what to do first. When you grow to eight thousand people , it’s pretty hard to know everybody and yet in order to be really successful as a global bank, we have to know what talent we’ve got, how best to cross-sell our products, and how to share and leverage best practice to compete around the globe. “

### **Steve Ellis at Wells Fargo: Corporate Entrepreneur**

Steve Ellis is a 23-year veteran of the bank, and Executive Vice President and Head of Wholesale Services for Wells Fargo and Company. The Wholesale Services Group included: Enterprise Payment Strategies, Technology Services, and Treasury Management Products and Services. Ellis’ coordination responsibilities included Enterprise Payment Strategies, Technology Services, and Treasury Management Products and Services. Approximately seven thousand full time employees and about three thousand contractors reported to Ellis. After the Wachovia merger, his staff doubled in size.

Ellis was noted for his visionary leadership. As a leader, he didn’t control, but rather, he relinquished his power to the customer’s vision. In deep contrast with his “black suit” contemporaries, Ellis wore Birkenstocks and jeans to work most days. His casual attire put people at ease immediately. You knew

he was there to get the work done and did not particularly care about corporate politics. He had an uncanny ability to see where technology was going and made sure Wells kept technology a strategic part of the business. Back in the days when banks did not know exactly what to do with the Internet – only that they had to do something fast – Ellis made technology his number one priority because this was one of the most meaningful ways to differentiate service to the bank’s customers. When the Internet exploded and many banks weren’t sure neither what this meant nor how to go forward, Ellis saw the challenge not as a problem but as a huge opportunity.

In June of 1999, Ellis’ approach was unique for a bank which like any bank, had many external regulations to follow. While most banks were creating a large team that took one year to analyze what to do, Ellis took action. Ellis created a very small group of exceptionally talented people and took them off current projects and said “Go find out everything we know about the Internet and figure out how we approach this thing, alright?” Ellis moved out of Wells’ downtown headquarters to a “hip” San Francisco neighborhood that was partnering with dot-coms. It was much more than the move. The team brought back innovative ideas and Ellis was able to craft a vision and a plan to move forward quickly and decisively with one single objective in mind: to make the customer experience simple.

What is now seen as a proven strategy, Ellis, in 1999, was one of the first bankers to leverage the notion of the portal – a “one stop shopping experience” that makes the customer’s life that much easier. As Ellis stated, “The portal, is built the way the customer does business not the way we in IT want them to do business.” With a single sign-on and easy to use interfaces, the customer saw a cohesive bank instead of a fragmented view of separate/silo’d groups. Even back then, Ellis knew that cross-selling was strategically important to the growth of the bank and that the internet could “lock in” customers if the experience was easy and intuitive. A customer would then naturally want to do business with the bank in other areas such as retail because the user experience was based on the way they really worked. Wells was noted for being truly innovative with technology and thus saving customers time and effort. The data were exact, precise and as “real-time” as bank data gets. In June, 2000, one year after Ellis and his team began, Wells Fargo rolled out version 1 of the Commercial Electronic Office (CEO).

Since then there have been several versions of the portal. In 2001, forty three hundred firms were enrolled; by 2002, thirteen thousand were using it. From 2002 to 2003, revenue from the channel leapt 54%. By 2004, Wells Wholesale handled \$5.9 trillion in payments on-line, up from \$930 billion in all of the channels in 2000. (Fact Sheet) and eighteen thousand firms used the CEO portal, which offered thirty-five different Wells Fargo products and services. Ellis created new services on the web as quickly as customers asked for them. For example, Wells created the first check imaging settlement where the customers did the imaging themselves and a new mobile application in 2005 and 2006, respectively. CEO mobile provides browser-based mobile banking. Most of these innovations were based on customer input. Over two dozen advisory councils met several times a year to provide suggestions for Ellis’ group: “Eighty percent of the things we build are based on ideas from our customers; 20% are ours.” (collaborate or perish p. 293)

When Ellis looked around and saw all that he had accomplished in technology for the bank, he was proud but not satisfied. People were now asking for custom applications to talk with each other informally. He knew tools like Chatter were out there so why not let the customers talk and share?

“I knew the next big change that people called the “social layer” would be the same -- my customers had the answers, we just had to listen.” Ellis knew that giving his customers the ability to talk freely with each other was key to helping grow the business. Specifically, social collaboration was seen as one way to get people talking more freely between the two groups, sharing best practice, expecting that this would ultimately result in increased cross-sells. Ellis also realized that he needed to get to know the talents of the legacy Wachovia employees quickly because it was all about leveraging talent globally now.

Knowing that there were always road blocks along the way, Ellis wasn't worried. As long as the customer was always in the center of the solution, Wells would be successful. He also knew that because of his own leadership style of empowering the people who reported to him, there were people in his organization who were up to leading the effort. Just about this same time, Nathan Bricklin, who had worked with Ellis on several other initiatives over the year's span, approached Ellis with an idea.

“The timing was great. Nathan wanted to take a small team, experiment, find out what was possible and come back with a plan to move forward with collaboration in the Wholesale division. It sounded a lot like what we did with the portal. Simultaneously, I was going to focus on an enterprise strategy for the social layer with the other parts of the bank.”

Bricklin got the go ahead to – just do it!

### **Nathan Bricklin- Change from the Middle**

Nathan Bricklin had 22 years with the bank (11 years on the consumer side and 11 years with Wholesale). His career at Well's was very entrepreneurial. Unlike many of his contemporaries who chose to stay in one line of the bank or the other, Nathan moved around a lot. He began in product management, moved to corporate strategic planning, and then ran the discount brokerage business, the Private Client Service Center, as well as the Premier Banking Program before moving to Wholesale to join the team that launched the CEO Portal under Ellis. From that point on, Bricklin was responsible for the portal, including: user experience design, usability research, multimedia, editorial and the social engagement.

As Bricklin reflected on his career at Wells, he credits Ellis with his development as a leader: “Steve created a culture in Wholesale where people feel comfortable to experiment, take risks, learn from these mistakes and ultimately take action. Steve is authentic; he is real and, despite the size and structure of our organization, he is approachable. This gave me the confidence to innovate and to want to make change happen at the bank. I knew that most of our competitors were afraid of developing the social layer for their customers, to talk freely and openly; we weren't.”

Bricklin's leadership style was one of influence versus command and control. He gave people the time and visibility they needed to be successful based on their accomplishments. He enjoyed working behind the scenes. His well-earned reputation was, as one of his Ellises stated, "Nathan gets things done. No matter how big a problem, Nathan somehow manages to get the talent, resources and strategy to align." Bricklin was known for going the extra mile for his customers no matter how difficult it may be to do so. A good judge of talent, he worked with many highly-skilled people during his 22 years at the bank -- "I grow and learn from colleagues every day. It's not about empire building for me; it's about giving other people the credit. And yes, ultimately it's about passion. I have to be on top of new and innovative things." Bricklin demanded direct feedback from his subordinates and peers because he felt it is the only way he would improve. With a high degree of self-awareness, he was not easily dissuaded from his vision. The organization structure and bank politics didn't particularly bother him because he valued the relationships he developed over the years and learned to work effectively in a large organization.

In a highly regulated industry that is under intense scrutiny people like Ellis and Bricklin were uncommon. Bricklin realized that despite the naysayers, both in and outside of the bank, there was a huge opportunity to take the customer experience to another whole new level. The question was, how?

### **Bricklin's Approach to Social: Nothing but Unconventional**

Bricklin attended the first running of Babson Executive Educations' Social Media class in 2010, with about 20 other executives and managers from around the world. At the end of the class, participants created "rocket pitches," which were their specific action plans to take back to their respective company's and make things happen in terms of a social business strategy. Bricklin made a solid pitch in regards to implementing internal social collaboration at Wells. But, as with any change of this magnitude, the jury was out on how much he could accomplish and how quickly he could accomplish it.

With the Wachovia merger successfully behind them and cost cutting measures under way, there were significant opportunities to collaborate between the different business lines for increasing cross-selling opportunities, as well as reducing the costs of duplication of efforts. As one team member put it, "we are all trying to address the same things and we are simply repeating everyone else's efforts. It feels as if we are spinning our wheels ....there has got to be a better and more cost-efficient way to work across the silos." Further like their competitors, Wells was doing a lot more outsourcing. With different time zones and increased off-shoring, he knew that new demands would force Wells to communicate and collaborate in a completely different way. For example, video meetings were becoming more popular with their international work force and team members were text messaging each other at all hours of the day around the globe but no one knew how to scale these initiatives quickly and inexpensively.

Bricklin knew that he could leverage his experiences in Wholesale because the division is perceived as a trailblazer in new technologies and new business processes. He also realized that the business reason for collaborating and sharing was heating up: "Right now, many lines of business are hand cuffed by cost cutting initiatives. Called the Compass initiative, the bank was focused on consolidating the number of intranet portals (78 to date). Creating a common intranet platform and adding a social layer to the

portal was critical but had to be cost effective. “With budgets getting tighter, people were looking for effective ways to maintain and grow new relationships with colleagues all over the bank.

Social collaboration should be able to reduce the operating costs due to duplicative efforts but the real question was how ready were people to change their work processes if they had to? Could they be more effective collaborators?

### **Creating the Team: Eye of the Tiger**

Just three months after sitting in a Babson classroom thinking about internal social collaboration, the newly crowned Wholesale Social Strategy team was on the job. Bricklin decided on a small “tiger” team to jump start the effort because he believed that he needed to be fast and flexible. “I have had the opportunity to have double digit direct reports, and that has been a valuable management experience for me. But in this case, I was convinced that a small select team with specific expertise was the way to go. I wanted quick hits that would clearly show the value of collaborating in a new way, say, for example, through communities of practice or blogs. I also wanted a small team to evangelize and support existing social teams – not to replace current efforts at the bank, but rather, to supplement and get things going more quickly. Bricklin noted that because of the size of his team, he was able to navigate quickly throughout the organization.

It is never easy to create an entrepreneurial venture inside a large organization. Although Ellis and his team had done it before with the Wholesale intranet, there is always a certain amount of risk associated with innovations inside a large corporation such as Wells Fargo. Bricklin had to be very selective in picking his team. He knew that the team had to be respected in the organization for their previous efforts with technology adoption, willing to experiment, learn from mistakes and be able to incorporate team member buy-in quickly in order to demonstrate the business value.

Bricklin asked Kelli Carlson-Jagersma to be the point person for the internal collaboration efforts. Kelli had been managing the bank’s intranets for the past 15 years, as well as the CEO portal for the past four years. Carlson-Jagersma’s background was ideal for the new position. Her colleagues describe Kelli as organized, detail oriented and most importantly “she comes with a wide network of contacts within the business, technology, compliance and legal teams at Wells.” As Kelli reiterated, “the key to our success with internal collaboration will be the current relationships we have inside the bank as well as my network of external contacts in the intranet/collaboration space.” In addition, Kelli benchmarked what other companies were doing in this space and brought fresh ideas back to Wells.

Carlson-Jagersma knew the challenges of working in large corporations, but, she had a way of making it work for her. Having worked for a large company of 10,000 to 20,000 people, she managed to work for teams that focused on innovative initiatives. By trying to make the team feel like a smaller company, she made things more nimble. “We act as relationship managers for about fifty different lines of business, so my days are complex, exhausting and very creative at the same time. It is great, but it can be a challenge at times to get all of the needs of the lines of business straight and figure out a clear value proposition so that the tools make the most sense.”

Previous to Wells, Kelli worked in the software industry. She never saw herself working in the banking industry. But when she joined Wells, she knew it was not your typical bank. “I really like the people here. It’s the people and the relationships here that are phenomenal.” Kelli learned quickly that it was all about partnering and building your network at the bank in order to get things done.

Darius Miranda VP of Wholesale Social Strategy was the third member of the team. He spent 11 years with an investment company in Los Angeles prior to joining Wells in 2005. Miranda worked six years as Content Strategist of Wells Fargo CEO. Portal and Community manager of the CEO blog (launched in 2006) as well as the CEO customer community. He currently partners with the business lines across the Wholesale Bank and Wells Fargo’s Experiential Marketing team to research new social and mobile trends, and explore community and collaboration models to connect people with the right information and relevant valued networks – including customer networks. As a B2B social strategist, Bricklin finds that “Darius is incredibly enthusiastic; a real evangelist for social. His partnership with Enterprise Marketing as well as with other key stakeholders around the organization made him a natural for reaching out to potential team members who could benefit most from external collaboration within Wholesale.”

### **The Move to Social Technology at Wells Fargo: Getting Conversational**

For the past decade, Wells Fargo consumer had experimented with social technologies and social media (See Exhibit 1). On the external consumer side, they have used public blogs, Twitter accounts, Facebook pages and YouTube channels to interact with customers since 2006. Their Twitter at your service channels, @Ask\_WellsFargo and @Wachovia, enabled one-on-one conversations with customers during business hours. The Wachovia merger blog was launched the day after the deal was official (January 1, 2009) so that colleagues were able to ask and get quick responses to integration and conversion process questions. To ensure privacy, Wells made sure that account specific conversations were not on any public channel.

Bricklin was now making headway inside the firewall. The Wholesale group had leveraged the iCEO Wholesale intranet portal, blogs, wikis, and Microsoft SharePoint as a way to connect employees and to store and share documents but the efforts were slow to take root. More recently, the group introduced digital community – which was an online place where people, groups, and content could be integrated. Two major software vendors were used to create the community. There were 40 communities developed using Jive Software and 20 communities created using Salesforce.com’s Chatter software. The Jive communities were more robust as they allowed for discussion forums, blogs, and other integrated functionality, whereas Chatter was used mostly as a micro blog (i.e., Twitter-like) communication platform.

The communities were categorized by collaboration “levels” established by the group (See Exhibits 2-4). A Level 1 community was “just dipping your toes in and doing some experiential social.” There was little clarity in terms of the extent of the value gained from the community or how the value would be measured. The objective of a Level 2 community was to obtain efficiency and productivity gains. For example, communities could be used to help coordinate teams and make communication easier by



reducing one-off emails. Finally, a Level 3 community would impact Wells Fargo business processes and models. This might include Sales communities which could facilitate deal closings or cross-sell opportunities. Most communities were currently at Level 1 and 2, and there were only a few communities that either achieved Level 3 or had Level 3 objectives.

Bricklin's group realized it took much more than using social technology to make communities effective. The group provided education and training to business managers and employees. There were also 20 community managers that were responsible for ensuring activity, engagement, and valuable content and engaging the pilot communities.

### **Change Leadership: It's all in the execution:**

With the team in place, and communities established, Bricklin focused on implementation strategies. Radical change of any type is difficult. Implementing social tools and technologies is even more challenging in large organizations due to the lack of control. Rolling out Social by its very nature requires a "grass roots" approach. The theory is that the customer/consumer wants to use social technologies because the tools and associated processes fit a huge business need, and, even perhaps more importantly to the user, they are easy to use. For many of the millennium generation, it is just an extension of their environment away from work which should make the adoption curve less steep.

At Wells, there seemed to be interest from different stakeholders in Wholesale, and Bricklin had to figure out how to align these interests: "We had some grass roots interest from the technology groups. And Ellis is leading the charge at the senior level, but one of my goals is to get things moving through middle management. There was a team member survey that reported that people were feeling less connected to the business. Theoretically, that is the role of middle management to share and evangelize the message from the top. But often time's middle management doesn't know what senior management is doing and the schism gets wider as the organization grows. Middle line managers, like me are really busy putting out fires so any technology we use has to be easy and on target."

Bricklin believed that on-line communities could keep people up to date because Wells' employees did not have time for status meetings anymore and because people were all over the world, communities of interest were going to be the starting point, they better be meaningful. With his vision in place, he began the process of change.

### **Communicate.....Communicate ....Communicate:**

Bricklin took the message on the road. He met with over 20 top level executives and talked to the different lines of business. He quickly established contacts and credibility across the organization as well as in the industry. He had one on one conversation with senior stakeholders throughout Wells; and Kelli and Darius met with other stakeholders at the different levels within Wholesale. He then corralled the vendors that were calling his colleagues every day to offer different "solutions" ranging from social business software to compliance auditing tools. In this way, he attempted to influence the decision rites about technology choices without impinging on user's freedom: "I can't choose the technology for

these folks I can only influence what they choose. In this way, they will own and use it. That's the point to social technologies."

Bricklin took to the road externally as well. Kelli had a number of connections in the social world and encouraged Bricklin to talk about their efforts to bring social to the bank. In a period of just seven months, Bricklin spoke at five different conferences, and three universities. He went from 50 followers to over 5,000 in this same period. (Exhibit 5).

Along with the communication plan, Bricklin's implementation plan was clearly outlined for the team:

1. Evaluating current social products on three criteria – business viability, functionality and compliance
2. Coordinating pre-pilot efforts (security plans and business use case)
3. Design pilot scenarios
4. Create training and other pilot support
5. Support community management
6. Launch and manage phase I pilots (low hanging fruit)
7. Provide on-going support and guidance
8. Lead enterprise in social media training and education efforts
9. Lead social strategy and vendor evaluation project for enterprise solution
10. Measure success of the pilot (social analytics)
11. Listen and monitor the evolution of the community

A significant piece of the team's strategy was to create some early wins so that the business saw the business impact. Darius' effort with Treasury Management was a big step in the right direction: "At our most recent product conference with over 300 people, we facilitated some real time polling. We told them to take their phones out instead of putting them away! At the end of the thirty minute introduction, we were able to give them a snap shot of how they were feeling by displaying a word cloud. It may seem simple, but the crowd was really excited by this."

Kelli's goal was to ensure that the new communities were getting enough use and exposure: "I followed a model that we already had. We took the advisory councils (the way in which our customers gave us feedback in the past) and created an on-line version. So instead of meeting twice a year, we have access to these customers whenever we need them."

One example of how Bricklin's group used pilot digital communities to support Wells Fargo's community engagement strategy involved social responsibility. Peter Dudley managed the Corporate Social Programs, a group responsible for employee engagement in the community, including workplace giving, gift matching, and volunteerism. There were 30 to 40 community-affairs professionals in various geographical regions that facilitated these programs, and there were thousands of employee volunteers that actually ran fundraising events. Wells Fargo prided itself in supporting individual employees' philanthropy efforts. Employees could propose specific social campaigns that the organization would then support.

Since social responsibility campaigns were geographically distributed, it was a challenge to coordinate these efforts. Reorganizations and turnovers made it difficult to self-identify campaign leaders and maintain employee participation over time. In the past, this coordination was done by inputting thousands of employee and their efforts in a spreadsheet and communicating with them through emails. This was not a scalable model. Also, social responsibility campaigns were described on the internal Teamwork's portal, and periodic conference calls provided information to employees and also answered employee questions. The problem with this approach was that it did not generate much employee excitement around joining and engaging in social campaigns, nor did it communicate effectively all of the positive work that was being done by employees regarding the bank's community efforts.

Bricking's group saw an opportunity working with Dudley to pilot a Jive community, specifically with regards to the social responsibility-volunteer-leave program. Employees had the opportunity to receive a paid leave, for up to four months, to work on a social community campaign. However, the application process was very complex. The Jive community was implemented in the fall of 2011 with the goal of accomplishing two major objectives. The first was to help employees with the application process. Discussion boards were created where Dudley and his team, previous volunteers, and current interested employees who wanted to volunteer, could have ongoing conversations. This seemed to work as there was continuous, active dialogue in the community around awareness of regional campaigns, question and answers with regards to applications and compliance issues with social responsibility, and experiences of past volunteers. This community has been one of the most active pilot communities to date. In the future, this platform could be used to identify and coordinate local community advocates.

The second objective was to leverage the Jive community platform as a platform for story-telling. Previously, employees might blog or create videos describing their social responsibility experiences. However, this was done on the employee's personal blog or website, and as a result, it was not viewed by most Wells Fargo employees. Now, the Wells Fargo Jive community could be used by employees to create and share their personal social-responsibility experience, from beginning to end. This would promote a positive company image and gets others excited about joining future social responsibility efforts.

### **Steering the Social Business- The Final Frontier**

At about the same time that Bricklin was working through his strategies, Ellis was working with the senior team on Governance. This steering committee included the following representatives of the bank: Marketing CMO, Jamie Moldafsky, Corporate Communications Director, Oscar Suris, Hope Hardison, Jim Smith head of Internet Services and Steve Ellis EVP and Head of Wholesale Services. Jamie Moldafsky, the newly appointed CMO knew that social media was critical to her line of business but even more importantly to Wells' over all image as a leader in the beleaguered banking industry. With the banking industry in transformation, Moldafsky was ideally suited for the job of transforming marketing at Wells. Due to her leadership during her last seven years, Moldafsky successfully ran a significant portion of the home equity business and headed marketing for the lending business. Her previous experience prior to joining Wells' included making change happen at institutions such as Charles Schwab and American

Express so she was not new to large-scale change efforts. As CMO at Wells maintaining the bank's brand was critical: "Both in the United States and worldwide, the Wells Fargo brand represents stability, our relationship focus, and the commitment to our customers." Wells' needs to be part of "the natural way conversations occur and if we are authentic, it will enable us to differentiate ourselves as a large bank with a community focus." (Wells Fargo Press Release, 2/1/2012). Moldafsky reiterated that it is not just about another channel "it's got to be about the way we do business. For example, our entire culture centers around the customer so if the customer is on Twitter, we will be too.

These senior leaders were meeting to create a few guidelines and rules of the road in order to move forward social collaboration initiatives both inside and outside of the organization. Due to Wells' size the organization was going to have to balance compliance and efficiency with the ability to test, make mistakes and learn quickly. On the one hand, Ellis felt that there should be just a few principles down on paper, a thin client browser, with a certain look and feel that is similar to what we always create for the customer experience. Then, each team can have the freedom to do whatever they want. Moldafsky agrees that a decentralized approach has been their strength in the past to meet customer needs but social may demand some sort of regulated user training so that 270,000 team members understand the potential risk to the bank.

#### **Despite everything we have Challenges:**

Ellis and Bricklin knew they had made progress the issue was how best to move forward, mitigate risk, and turn the detractors into evangelists. Specific challenges included both external as well as internal concerns. Bank regulators were not anxious to have financial data available. (Insert rules from FINRA guide.) The compliance team members were concerned that if the regulations aren't met, the bank will suffer serious financial fines.

Internally, Bricklin needed to increase the critical mass using collaborative solutions so that people saw the business value. One way to do this was to get additional senior level buy-in. Strategies were underway to develop relationships with different leaders at different levels throughout the bank. Bricklin felt that it would take a certain type of leader to promote collaboration." Someone who is approachable, transparent but who also has thick skin. He/she needs to take the good along with the bad."

Another way to increase adoption was to publically recognize the "bleeding edge." The team was looking into a number of different ways to recognize people for their efforts to experiment with different technologies and processes. The very real problem of how to keep the momentum going concerned everyone. As xxx put it, "it's not that I don't want to be active in these communities it's that I don't seem to have the time to sustain the level of involvement necessary to be truly engaged."

Finally, XXXX summed it up from an integration point of view, "I can't seem to remember which tool to use and when. If it was just one tool like email it would be simple. It needs to be part of my work flow for me to truly use social."



### What is Next?

As Ellis and Bricklin reviewed their progress to date, Ellis was confident that Wells Fargo would do internal collaboration the right way, similar to what they did in the past with the internet: “A lot of people thought the internet were magic and they didn’t get it that it was just a lot of hard work. It never crossed my mind that we would screw up, not in a million years. I guess I have a pretty strong belief that we are going to do the right thing and the same thing goes for social.” Bricklin wanted to make sure Ellis’ vision came to fruition but he had lots of lingering questions:

Should he try to get the senior leaders together for an offsite to demonstrate the business value of collaborating in this new way? What about getting colleagues from different parts of the bank up on the technology quickly? Maybe reverse mentoring? And what input can I give the steering committee? Guidelines are good but who has the final decision? How do we leverage what Moldafsky is doing with the marketing department with enterprise initiatives? There is a huge opportunity for human resources as well. How can we best support their needs in talent acquisition and hiring?

The questions seemed never ending but to Ellis and Bricklin it meant a huge opportunity to hold the Wells Fargo customer in the palm of their hand and never let them go!

Exhibit 1: Social Technology Timeline

## The Wells Fargo journey

Test and learn with team members.  
 Enable them to collaborate around  
 developing better products, and  
 providing better sales and service  
 support.

### CUSTOMER-FACING

Customer blog

Customer community pilot  
 YouTube channel

Search engine marketing campaigns

Blog redesign

*Exploring different customer community  
 models, ongoing and event-based*



### INTERNAL

iCEO Wholesale intranet portal

Wholesale blogs  
 RSS/Subscribable News  
 Wikis

SharePoint pilot  
 Collaboration portal (SharePoint)

Media library, videos and podcasts

Comments and ratings  
 Discussion forums

Enhanced blogs  
 Innovation challenges  
 Micro-blogging pilot  
 Content sharing services

*Develop use cases  
 Gather business requirements,  
 Evaluate social business software  
 Test and learn*

*Communities*

Exhibit 2: Community Levels of Collaboration

Level 1	Level 2	Level 3
<b>Experiential Learning</b>	<b>Engage &amp; Create Efficiencies</b>	<b>Improve Business Processes</b>
Enterprise Marketing (5)	Volunteer Program & CSC (110)	Treasury Management Technical Services (90)
CBRM/BBG Partners (20)	Wholesale Adopt-a-Family 2011 (112)	Enterprise Historical Services (50)
Consumer Sales Best Practices (10)	Enterprise Social Media COP (80)	CTS Processing Collaboration (25)
ISG PCPS(10)	Wholesale Architecture Technical Services (60)	WF Advisors (25)
Enterprise Team Member Care (15)	Enterprise Architecture (35)	Global Banking Team (26)
Enterprise Experiential Users (615)	Enterprise Corp Com Offsite Planning (10)	Global Banking Deal Teams (26)
ISG & WMG RM Collaboration (5)	Wholesale Diversity Council (90)	ITM Treasury Management; Sales & Product Conference (26)
Business Banking; Partner Strategy & RM Manager (5)	Enterprise Apple/Mac Users (35)	Treasury Management East Sales Team (95)
Enterprise Information Alignment Group (2)	CEO Mobile (Internal) (10)	
India Solutions (2)	Wholesale GIB (25)	
International System Service Desk (2)	Wholesale GFI (450)	
Phone Bank Sales (2)	Enterprise Asian Leaders (25)	
Wholesale Services; Business Team (10)	Data Quality (25)	
Global Banking Compliance (3)	Wholesale Internet Services (25)	
Global Banking Experiential Users (225)	Wholesale SFITS (70)	
Wholesale Banking; ITO/ADM Offsite (37)	Wholesale Services Relationship View Team; Cross team from Wholesale Technology and Tools (17)	
Wells Fargo Securities Research Team(5)	Treasury Management; CEO Updates (174)	
Treasury Management; Sales & Product Conference (800)	Treasury Management; CEO Wire re-write Project (49)	
	Commercial Banking; National Clean Tech & Emerging Tech Markets (17)	
	International Global Expansion Team (67)	

Number in ( ) indicates number of customer participants; these include both Jive and Chatter communities, currently active or shortly launched.



Exhibit 3: Social Business Imperatives

## Five social business imperatives



Exhibit 4: Collaboration Level Examples

## Internal #collaboration levels (examples)

The screenshot displays the TMC 360 social network interface, divided into three vertical sections representing different collaboration levels:

- Level 1 (Left):** Shows the group overview for 'TMC 360'. It includes a 'Members' list with names and join dates, a 'Recent Activity' feed with posts from members like Poppy Enos and Suzanne Be, and a 'Historical Services' list.
- Level 2 (Middle):** Shows a discussion thread titled 'New doc' where Charles Riggs posted a document and others like Megan Schaack and Kelli commented on it.
- Level 3 (Right):** Shows a detailed discussion thread titled 'Collaborate around' about a \$25MM loan deal, with participants like Andrew Moy, Elizabeth Fuchs, Naseem Aboudaher, Sanjiv Sanghvi, and Andrew Moy discussing the deal's details and legal aspects.

Exhibit 5: Thought Leadership Activities

<b>EXTERNAL THOUGHT LEADERSHIP (Social Business, Collaboration)</b>		<b>KNOWLEDGE SHARING (External)</b>
<b>Press</b>	<b>Speaking Engagements</b>	
WF Press Dinner, SF (4/11) Ragan Publication (5/11) Mashable Interview, NY (5/11) Mashable Article (8/11) Business Agility (11/11) Brainyard Article (11/11) Babson College case study	Finextra Conference (5/11) Econique Conference (5/11) UCLA (5/11) IBF Webinar (6/11) Sibos Conference (9/11) Enterprise 2.0 Conf (11/11) BDI Conference (11/11) Babson College (11/11) ALI Intranet 2.0 (2/12) ALI Social (3/12)	Walt Disney, ABC Studios, Toyota (5/11) Bust Buy (6/11) Thompson Reuters (6/11) US Bank (6/11) Target (7/11) Vanguard (9/11) BT-WestPac (9/11) Thompson Reuters (10/11) Corporate Financial Group (10/11) JP Morgan (10/11) Citi (11/11) Deutsche Bank (12/11) Philips (1/12)
<b>INTERNAL LEADERSHIP/FACILITATION</b>		<b>EVENT SUPPORT</b>
Compass Intranets: Social strategy Lead Social Media COP: Training & Education Lead Enterprise: Team Member collaboration point Wholesale HR: Leading Digital Recruiting efforts Wholesale LOBs: YouTube, Facebook and Twitter strategy (Insurance, CEO, FMG, Securities, TM) Wholesale Diversity: Driving Collaboration efforts and Socialize mentoring program		Wholesale Diversity: SoMe in a box TM Sales Conference: SoMe in a box TM Product Conference: SoMe in a box 1WF: Digital media strategy Wholesale Architecture: Digital media strategy Sibos: SoMe in a box TM Sales Conference 2012: QR Codes Corp Comm: SoMe in a box TM Product Conference 2012: Speaking, QR