

HARRT 2014 Retreat
Session 8
Saturday, November 8, 2014

Slide 1



Performance Management at Wells Fargo: Reimagining our path forward

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November, 2014


Together we'll go far

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Wells Fargo profile

Business	A diversified financial services company providing banking, insurance, investments, mortgage, and consumer and commercial finance across North America and internationally.
Headquarters	San Francisco
Founded	1852
Team Members	265,000 +
Assets	\$1.6 trillion
Our Vision	"We want to satisfy all our customers' financial needs and help them succeed financially."

Wells Fargo serves one in three households in the US through 9,000 stores, 12,500 ATMs, and the Internet

70 million customers

wellsfargo.com

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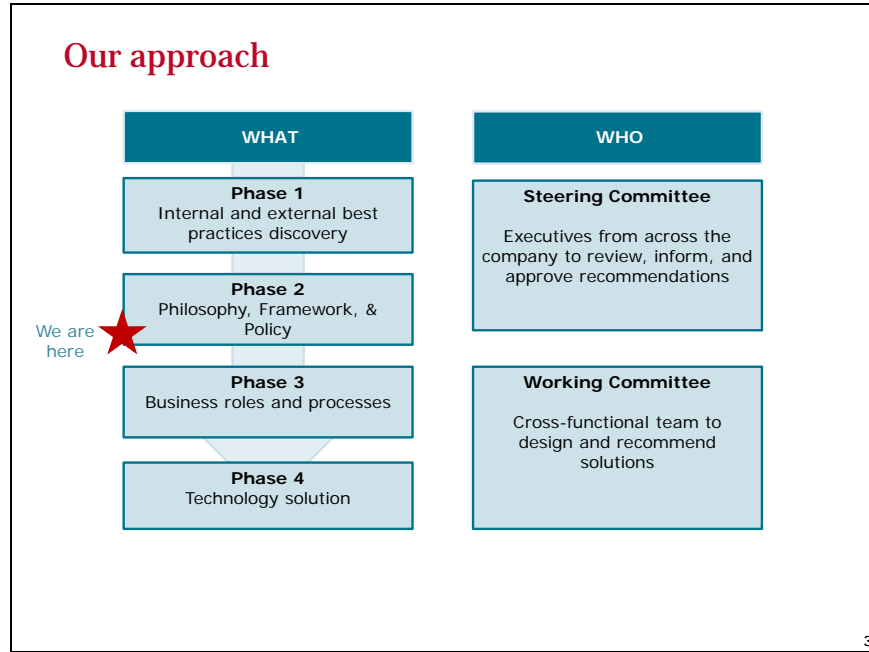
Performance management background

FROM		TO
<ul style="list-style-type: none"> Performance management defined and managed within each business line with a high degree of flexibility Multiple performance management practices, processes, tools, and systems; and duplication of effort Inconsistent and highly variable team member experience 		<ul style="list-style-type: none"> Enterprise/company wide performance management definition, philosophy, and framework Differentiated yet aligned compensation, development, and performance management strategies Consistent and effective performance management practices across the enterprise

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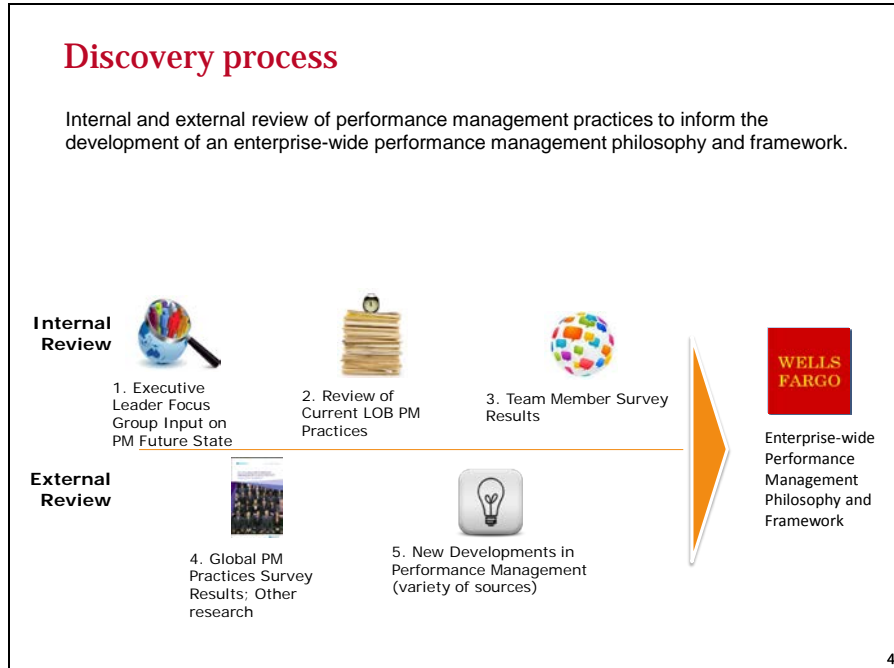
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Themes & direction

Maintain traditional Performance Management elements
"the what"

- Performance Goals
- Performance Feedback
- Performance Evaluation

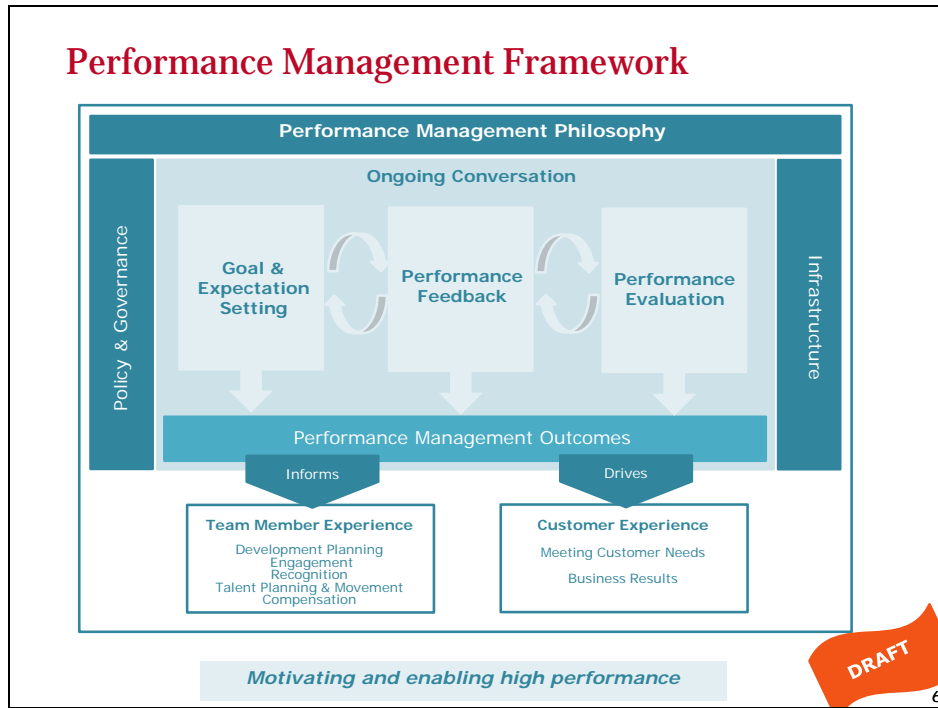
Laser focus on motivating and enabling high performance
"the how"

- End to end view of what motivates and enables performance
- Clear line of site of individual performance to business strategy
- Realignment and/or reprioritization of goals throughout the year
- Continuous, real-time, multi directional performance feedback
- Supportive and skillful performance coaching
- Effective evaluation practices that allow for differentiation while caring for each individual's value

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