

“Leaders Coaching Leaders” Executive Assessment report

Ather Williams III, SEVP

Head of Strategy, Digital Platforms and Innovation

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Contents

01 Overview

02 Detailed results

03 CEO Critical Imperatives

01

Overview

CEO Imperatives

Across the five domains in which executives need to perform, we have identified the critical imperatives that set CEOs apart from other executives.



Forges purpose & vision

Originating, owning and championing the purpose of the organization



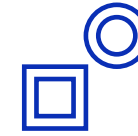
Drives strategic results

Generating and evaluating strategic options; driving high-quality, timely results



Leads leaders

Activating and empowering the enterprise; setting the culture from the top



Influences with impact

Influencing and advancing strategic collaboration across diverse stakeholders



Adaptability & resilience

Demonstrating self-awareness, curiosity and resilience; cultivating wellbeing

Ather Williams III

Senior Executive Vice President,
Head of Strategy, Digital Platforms and Innovation

EDUCATION

- 1999: Harvard Business School, MBA, General Management
- 1992: Harvard University, AB, Political Science and Government

CAREER EXPERIENCE

2020 - Present – Senior Executive Vice President, Head of Strategy, Digital Platforms and Innovation (Wells Fargo)

2021 – Present: Member Board of Directors (Blue Shield of California)

2017 - 2020: Managing Director, President of Business Banking (Bank of America Merrill Lynch)

2015 - 2017: Managing Director, Head of Global Transaction Services (Bank of America Merrill Lynch)

2011 - 2015: Managing Direction, Head of Global Payments and Global Strategy (Bank of America Merrill Lynch)

2005 - 2011: Managing Director (JP Morgan)

2003 - 2005: Executive Director (JP Morgan)

2002 - 2003: Director, Consulting Services (Manugistics)

2000 - 2001: VP Finance (OutPurchase)

1999 – 2000: Senior Business Analyst (Walt Disney World)

EXECUTIVE SUMMARY

- Ather Williams III is an innovative, visionary P&L leader with expertise in global payment systems, financial technology, and the use of data analytics to drive strategic insights.
- Currently, as Head of Strategy, Digital Platforms and Innovation, Wells Fargo & Co, Ather is a member of the Company's Operating Committee while leading corporate strategic planning.
- Previously he was a Managing Director with Bank of America (BofA) leading Business Banking. He was also a member of BofA's Management Committee.
- Business Banking serves mid-sized U.S.-based

companies with annual revenues between \$5 million and \$50 million, by delivering strategic financial advice and solutions.

- Under his leadership, Business Banking was named Best Bank in North America for Small and Medium Sized Enterprises by Euromoney for the past two consecutive years.
- A recognized payments expert, Ather previously led BofA's Global Transaction Services, where he grew the business from 5B – 9B in revenue and was responsible for delivering transaction banking, mobile and digital fintech solutions across 64 countries.

RESPONSIBILITIES OVERVIEW

- Responsible for corporate strategic planning, defining and managing digital platform standards and capabilities, and managing innovation priorities, opportunities, and company-wide efforts to drive transformation.
- Serves on the Wells Fargo Operating Committee.
- Brings P&L experience to this strategy platform and transformation role.

- Has previously been in technology-centric businesses including payments. Currently driving cloud-enabled infrastructure, digital products, platforms, banking portal, API gateway and customer-facing technology.
- Understands tech platform businesses and new priorities with a passion for innovation and change versus steady state operations and turning the crank.

Summary strengths and development areas

Ather Williams III

Senior Executive Vice President.

Head of Strategy, Digital Platforms and Innovation

Key strengths

- Ather's key strength is his future-focused, innovative mindset. He is agile in the face of change and effectively navigates high levels of ambiguity, uncertainty and novelty. He has a natural tendency to challenge conventional thinking and ride the edges of what's possible. He leverages an acute understanding of market changes, competitor moves, and customer sentiment to shape strategies that push past mere adaptation and toward market disruption.
- Though Ather thinks big and will push the boundaries around where the business can go and how fast it can get there, he has a foot planted solidly in the pragmatic. His experience leading multiple functions has informed a well-rounded and balanced approach to running the business. He will leverage metrics and set very clear operational goals, ensuring that his strategic ideas are effectively put into action.
- Ather is a highly social, charismatic and confident leader. He understands the power of relationships and will apply his social skills toward the work of creating strong networks, building bridges and connecting with diverse stakeholder groups and individuals across all levels of the organization.

Key areas for development

- Ather might have a tendency toward restlessness if systems remain at cruising altitude for too long. He will attend to the more routine tasks of running a business but is most energized when tackling new challenges or pushing into novel territory. He may need to balance his attention between those modes and consider his next move based on a careful assessment of the kinds of opportunities that will most energize him.
- Ather's high ambiguity tolerance and comfort in fast-changing environments may outpace the capacity of his team. He may want to leverage his social acuity to check in and ensure that his team is getting enough structure and consistency to keep them full engaged, aligned and energized.
- Ather's commitment to honesty is a clear attribute but may, at times, serve as a vehicle for expressing disappointment or frustration. Ather sets a very high bar for himself and others. While this is part of what makes him such a successful leader, he may need to soften the edges, especially when navigating high-stress situations or thorny political terrain.

02

Detailed results

Summary of CEO Critical Imperatives

Leadership portrait & contextual immersion conclusions

FORGES PURPOSE & VISION

Is equipped with strong intellectual dexterity and has the ability to paint the bigger picture.

Ather is a highly innovative thinker with a strategic vision fixed on the future. He combines a high tolerance for risk and novelty with a pragmatic lens that grounds his planning in the realities of the market, which include the ever-shifting landscape of customer sentiment and emerging customer needs. Though Ather followed a career path that, by design, included critical experiences across diverse industries and functions, he has a strong and consistent track record of innovating within role, and moving increasingly toward roles that position him to disrupt industry standards and solve for the future.

Ather's strong analytical skills express in his ability to find signals in complex data and leverage those insights to champion his ideas and put his plans into action. He is a natural disruptor and is most comfortable driving transformation to stay ahead of emerging global trends.

While Ather's natural agility has served him well as he's navigated an ever-changing industry landscape, his restlessness may make it harder for him to stick with change initiatives that have a longer time-horizon or are slower to fully take shape.

DRIVES STRATEGIC RESULTS

Brings a strong achievement-orientation which helps him to drive long-term results efficiently.

Though Ather leads with a strong strategic vision, he has a clear bias for action, favoring rapid deployment that allows for iteration and course-correction along the way. His high tolerance for risk, market-responsiveness and strong client-centricity predispose him toward testing new ideas and keeping operational systems flexible and adaptive.

He is metrics and results-driven and will leverage diverse sources of data to calibrate progress against clearly articulated goals. With that said, he is decisive, even when information is limited,

and is willing to move forward when conditions are ambiguous or still evolving.

Maintaining an effective balance between clarity of vision and operational agility is a notable strength for Ather, and one that has served him well as a transformative leader. His ambition and creativity are also clear assets, as is his ability to set very high standards of performance in conditions marked by perpetual change.

Summary of CEO Critical Imperatives

Leadership portrait & contextual immersion conclusions

LEADS LEADERS

Motivates and inspires his functional team

Ather is a very highly socially attuned, relationship-driven leader. He sets a very high bar for his team, but balances those expectations with attention, support and opportunities to learn. His honest, approachable, relatable style does not mean he’s easy-going. Fairness, high standards of performance, and honest feedback are also central tenets of his leadership, which means the tough conversations will happen. With that said, Ather keeps a learning mindset and will work to create safe team climates that foster experimentation, personal development, innovation and collaboration.

Ather’s comfort with ambiguity, disruption and rapid change probably outpace most of the members of his team. Thus, it will be important for him to tap his social intuition when the wheels are wobbling on his team and change-fatigue is setting in. Leading from the front in moments like this, with more structure, guidance or consistency, will help get the team back on track and motivated to meet the next challenge.

INFLUENCES WITH IMPACT

Multi dimensional influencing style

Highly charismatic, social, and confident, Ather is a natural relationship-builder who will devote time and energy to making and maintaining key connections across the organization and across diverse stakeholder groups. He is both approachable and inspiring, leveraging his genuine interest in others to make meaningful personal connections, and his charisma and emotional intelligence to engage broader audiences both internally and externally.

Ather’s high level of social attunement are evident across the board: in how he understands client

experience and sentiment, in how he builds high-performing teams, and how he plans for a future in which digital natives will shape the leadership landscape at Wells Fargo. He draws from his own rich history in finding common ground with a broad spectrum of people and sees opportunities for bridge-building and culture-shaping across all levels within the organization.

Summary of CEO Critical Imperatives

Leadership portrait & contextual immersion conclusions

ADAPTABILITY & RESILIENCE

Profiles as resilient and optimistic leader who can easily take others' perspective.

Ather has a very strong learning orientation, which was evident in our dialogue with him as well as in his psychometric scores. His career trajectory is one of constant evolution and taking opportunities that put him against his growth edge. He is drawn to novel challenges and will likely grow restless in roles that don't provide enough stimulation or opportunities for growth.

Ather has a long track record of adapting to new conditions and navigating ambiguity and fast-changing environments effectively. Included in his interest in growth is his openness to feedback

and opportunities for development. He will prioritize honesty over comfort on both sides of the dialogue.

Ather expressed an interest in being more open to feedback and less defensive in the face of critique. This fits with his priority around continuous growth and learning, and matches his personal leadership values around honesty, integrity and authenticity.

03

CEO Critical Imperatives

CEO Imperatives (1/2)

Across the five domains in which executives need to perform, we have identified the critical behaviors that set CEOs apart from other executives.

Forges Purpose & Vision



- Adopts a macro perspective; is alert to the evolving external landscape and adept at 'sensemaking' in a complex environment
- Successfully navigates the unknown to envisage a meaningful future state for the business and industry
- Acts as a guiding light for others; own actions and attitudes are congruent with the purpose and vision of the enterprise
- Attentive to broader values-led issues such as ESG, sustainability and inclusion

Drives Strategic Results



- Adopts a holistic approach to analysis; identifies patterns and understands the interplay between constituent parts of systems; judgements have impact at scale
- Operates in multiple time horizons simultaneously
- Generates and evaluates strategic options with the appropriate level of rigor; is prepared to take difficult decisions and make the necessary trade-offs whilst appreciating likely consequences
- Embraces ambiguity whilst assuming ultimate accountability
- Has the confidence and courage to change the paradigm, even that which has led to own past success
- Drives the strategic decision-making process and ensures timely action across the enterprise

Leads Leaders



- Selects and assembles complementary talent to build an optimal team
- Adeptly reads individuals and understands how to motivate and influence them
- Poses tough challenges and affords scope for leaders to perform
- Ensures the team progresses against competing priorities
- Sets and embodies the culture and standards for performance across the enterprise

CEO Imperatives (2/2)

Across the five domains in which executives need to perform, we have identified the critical behaviors that set CEOs apart from other executives.

Influences with Impact



- A thoughtful and confident communicator who provides the right degree of transparency
- Acts as an impactful ambassador for the organization; ensures its salience and distinction in the wider industry
- Embraces 'simultaneous truths'; maintains independence of perspective whilst appreciating diverse viewpoints
- Has multidimensional credibility with different audiences and across contexts
- Holds sway as an advisor and influencer in own area of expertise; is respected and sought after for insights
- Possesses different 'currencies' of influence; deploys different methods to effect opinion

Resilience & Adaptability



- Possesses 'world-class curiosity'; has an inquiring mind and voracious appetite for learning
- Demonstrates heightened self-awareness; understands and takes responsibility for the impact of own style and behavior on the organization at large
- Aware of own personal 'dark side'; embraces the inevitable complexity, contradictions, (mis)perceptions, limitations in his/her behavior and thinking style
- Effective contextual discernment and the ability to apply it via one's own behavior
- Possesses high levels of personal drive; continuously seeks out new challenges in order to take the organization/industry to the next level