According to an expansive *New York Times* article published March 9, Wells Fargo continues to struggle to address concerns both inside and outside the organization related to ethical behavior and employee culture at one of the largest consumer-focus

executives speak in general platitudes about ethics while at the same time demanding adherence to sales practices and performance metrics that require employees to put professional achievement over ethical behavior. On March 12, Wells Fargo CEO, Tim Sloan faced a congressional hearing where the questions attempt to determine if the company is substantively different today than when it opened millions of fake accounts in 2016.

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That appears to be changing as they attempt to improve their culture and conduct in part by bringing in leadership from Citigroup, Bank of America and Wachovia. Whether that will be enough to stem their continuing slide remains to be seen. The company needs strong transactional leadership with ethics training, management support, listening and monitoring mechanisms and the bottom-line filter that there is never a right reason to engage in misconduct. Rules and risk areas first must be understood and not compromised in order to achieve bottom line, or short-term sales goals.

In the long run, it has been found that the most ethical firms are also the most profitable. Does Wells Fargo embrace this market mantra? stimony and -year old American brand. The jury is out on whether Sloan and his management team realize

within. The question is not whether Wells Fargo is too big or needs government intervention, the question is does the company have the right leadership and management teams to implement effective risk management and rebuild an ethical organizational culture.