

Nomination: 8785

Cathay One Program for Diverse Future Talent

Page: General Information
Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.
Name of Organization/Company Cathay United Bank ██████████ ██████████
Additional Contacts I do not wish to list additional contacts
Page: Entry Information
Entry Title Cathay One Program for Diverse Future Talent
Category B01 - B67 Achievement > B33 - Achievement in Succession and Career Management
Achievement Submission Format Written Answers
a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required Cathay United Bank (CUB) was established in 1975, and serves approximately 11 million customers, nearly half of Taiwan's population. It ranks among the top five banks in Taiwan by net asset value. Building on its successful digital finance experience in Taiwan, CUB has expanded into overseas markets, including 68 overseas locations across China, Vietnam, Cambodia, Hong Kong, Singapore, the Philippines, Malaysia, Laos, Myanmar, Thailand, Indonesia, and India, with 11,537 employees in total. In 2023, CUB unveiled its "One Bank" strategic vision, aiming to provide customers with one-stop, comprehensive financial services. This initiative reinforces the Bank's commitment to providing exceptional digital experiences and identifies talent pool development as one of its eight key strategic focuses. Through these efforts, CUB continues to steadily establish itself as the premium financial institution in the Asia Pacific region. Introduction video link: English: https://youtu.be/XdWquCxZXB8?si=dBmtuMpw7RLcoGtE Traditional Chinese: https://youtu.be/C2ac4oROuFY?si=Ry_ENs56ULtk2UHR Vietnamese: https://www.youtube.com/watch?v=9ZtCi-kq1cc
b. Outline the team's or organization's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required The "Cathay O.N.E. Program" is a revolutionary talent development action plan aligned with the Bank's management strategy, advancing from three key dimensions: •Optimize Leaders: By introducing "leading by coaching," the program helps junior managers avoid falling into micromanagement, and instead, build the mindset of leadership: "Lead by Coaching, Not by Control." The program aims to cultivate leaders with strategic thinking. Over 95% of the participants agreed that "Lead by Coaching" is helpful. The program has significantly shortened new manager adaptation periods and improved leadership effectiveness through international talent assessment models. •Navigate Futures: In line with the "One Bank" strategy, the Bank has upgraded three major talent pools: channels, corporate banking, and the Headquarters, by integrating diverse science-based assessment tools, including the internal 360 Feedback System, external DDI Potential Plus, Talent Tailor, and Managerial Assessment of Proficiency by HRD Press Training House. Through hands-on training on agility and cross-functional rotation, the program enables participants to "See More, Lead Better." The turnover rate for highly potentials is 1.4%, significantly lower than the Bank's overall turnover rate of 13%. •Empower Growth: To support the Bank's digital transformation strategy, the program expands recruitment of "3I talents": "IT, AI, and International," and develops the supervisor trainees (CMA, Cathay Management Associate) with the vision of "Diverse Talents, Transform Tomorrow." The program builds a talent pool with diverse backgrounds and expertise. Currently, one in five CMAs has been promoted to a supervisory role, and one in four has gained experience as overseas expatriates, locations across seven countries in Asia.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

The "Cathay O.N.E. Program" has revolutionized the succession planning model in the financial industry. Unlike the vertical promotion paths commonly adopted in the industry, CUB has built a groundbreaking cross-departmental, multi-dimensional talent development matrix. Under this revolutionary succession model, supervisor trainees undergo a more "extensive and varied" training across multiple functions, rather than the typical model that "concentrates solely on one specific function."

This innovative approach directly addresses Taiwan's critical talent challenges: Taiwan will become a super-aged society by 2025 with 20% of population over 65, significantly reducing the talent pool. Robert Walters' 2024 survey shows 39% of companies concerned about replacing retiring talent, 57% worried about losing critical skills, and 55% struggling with knowledge transfer.

What makes our program truly revolutionary:

- VUCA-ready leadership development: While traditional banking succession focuses on specialized expertise, our program cultivates leaders with strategic agility who can navigate volatility, uncertainty, complexity, and ambiguity.

- Future-oriented capability building: The program proactively develops competencies required by Taiwan's 2022 Sustainable Development Roadmap, equipping leaders to implement sustainable financial practices.

- Scientific talent assessment: Objective tools help identify strengths and development areas, while coaching-based leadership unlocks each talent's full potential.

This interdisciplinary talent development mechanism has transformed CUB leadership pipeline from "T-shaped persons" (expertise in one area with basic management skills) to "π-shaped persons" (expertise in multiple areas with strategic thinking), creating a stronger pipeline of cross-trained leaders who demonstrate exceptional resilience and adaptability.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

The attached presentation provides detailed evidence supporting our nomination, including case studies that demonstrate successful cross-domain development:

- Sonia Chen (age 52): Progressed from Operations Planning to Credit Management and ultimately to Vice President by developing expertise across efficiency management, risk governance, and enterprise-wide leadership.

- Henry Li (age 37): Transformed from a traditional product expert to a strategic digital innovation leader through a structured career path spanning Wealth Management, Digital Banking, Digital Finance, and Customer Value Management.

The presentation also includes comprehensive data on Taiwan's succession planning crisis and detailed program structure showing the integration of the O.N.E. framework (Optimize Leaders, Navigate Futures, Empower Growth).

Industry recognition further validates our approach: Cathay United Bank's "T-Shaped Generation Challenge: Cathay Cross-Domain Talent Value Chain" initiative was awarded the Excellence in ESG Corporate Sustainability Award - Talent Development Model Award by GlobalView Magazine. This recognition highlights our success in building a sustainable talent development ecosystem through discovering new talent, cultivating succession pipelines, and accelerating forward-looking talent deployment.

The supporting materials provide quantifiable program outcomes including leadership impact metrics, talent retention rates, and business performance indicators that directly correlate with our talent development strategy.

[REDACTED FOR PUBLICATION]

Would you like to add an additional webpage link?

Yes

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Would you like to add an additional supporting document?

Yes

[REDACTED FOR PUBLICATION]

Would you like to add an additional supporting document?

By your submission of this entry to The Stevie Awards, you verify that you have read and agreed to abide by the regulations, terms and conditions of the competition. (<https://stevies-sage.secure-platform.com/a/page/enter/Rules-terms>)

Terms and Conditions

I Agree