

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
Mobile Phone Number +886 2 8722 6666
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 <p>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.</p> <p>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.</p> <p>Introduction video link:</p> <p>English: https://youtu.be/XdWquCxZXB8?si=dBmtuMpw7RLcoGtE</p> <p>Traditional Chinese: https://youtu.be/C2ac4oROuFY?si=Ry_ENs56ULtk2UHR</p> <p>Vietnamese: https://www.youtube.com/watch?v=9ZtCi-kq1cc</p>
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 <p>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:</p> <ul style="list-style-type: none">•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. <p>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.</p> <ul style="list-style-type: none">•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. <p>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%.</p> <ul style="list-style-type: none">•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." <p>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.</p>

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."

What makes our program truly revolutionary:

- 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.

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

- 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).

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.

Would you like to add an additional webpage link?

Yes

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Would you like to add an additional supporting document?

Yes

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