

Built to Last: How a Global Bank Brought Its Culture to Life for 35,000 New Employees Across the Globe

COMPANY OVERVIEW

- **Industry:**
Global banking and financial services
- **Scale:**
35,000+ new employees onboarded over the program life
- **Scope:**
Global onboarding program spanning values, culture, purpose, and expected behaviors
- **Duration:**
3-year global rollout
- **Region:**
Asia-Pacific and global; delivered in 6 languages
- **Facilitators:**
40 face-to-face, 30 virtual

"Participants learned new behaviors, and when learned in the right way those behaviors are sustainable. Experiential learning through simulation was better than previous non-experiential training."

THE CHALLENGE:

The first days inside a bank either build conviction or cede it to habit. The company needed onboarding that did more than communicate compliance requirements and organizational policy. It needed to make values tangible from day one, so new employees understood what the bank stood for and how they were expected to behave with customers, colleagues, and the business before default patterns took hold.

THE SOLUTION

- Designed a built specifically for the organization, values-based onboarding program built to transform mindset and embed behavioral expectations, not just transfer information.
- Delivered the program through immersive simulation-based learning that allowed new employees to practice balancing profit and purpose before those decisions carried real consequences.
- Scaled globally across 6 languages, Korean, Bahasa Indonesian, Thai, Taiwanese, Mandarin, and Vietnamese, ensuring cultural relevance without compromising behavioral consistency.
- Built and deployed a bilingual facilitator network of 70 certified facilitators across face-to-face and virtual delivery formats to sustain quality at scale.
- Structured the experience so that new employees left with a clear understanding of their role in team and organizational performance, not just their job description.

THE RESULTS:

- 35,000+ new employees onboarded with a consistent, values-driven experience over three years.
- New employees demonstrated understanding of how to balance profit and purpose as a sustainable way to do business.
- Behavioral change was reported as durable: participants learned new behaviors in a way the bank's Global Head of Organization Development described as genuinely sustainable.
- Delivery quality maintained across 6 languages and two delivery formats throughout the global rollout.

KEY METRICS:

- 35,000+ new employees onboarded globally
- 3-year global rollout
- 6 delivery languages: Korean, Bahasa Indonesian, Thai, Taiwanese, Mandarin, and Vietnamese
- 70 certified facilitators deployed across face-to-face and virtual formats