

HUAWEI PEOPLE

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**Stay Grounded for Steady
and Long-term Growth**

A New Year Message for 2024

VOICE

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We need to continue to forge ahead and unite as many people as possible. Together, we can overcome any challenge. As long as we keep our feet on the ground, we will move ahead steadily towards greater success. Great people create great times, and we're laying the groundwork for more heroes to emerge and shine.

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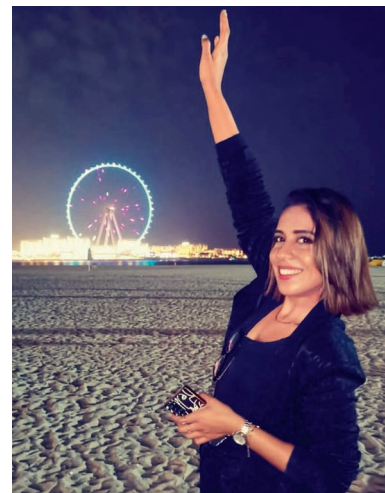
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Stay Grounded for Steady and Long-term Growth

A New Year Message for 2024

By Ken Hu / Rotating Chairman

After years of hard work, we've managed to weather the storm. And now we're pretty much back on track. In 2023, we expect to wrap up the year with over 700 billion yuan in revenue. Our ICT infrastructure business has remained solid, and results from our device business surpassed expectations. Both our digital power and cloud businesses are growing steadily, and our intelligent automotive solutions have become significantly more competitive.

On behalf of the company, I'd like to thank our customers for your ongoing trust and support. Thanks to our partners across the value chain for standing with us through thick and thin. And I'd also like to thank every member of the Huawei team for embracing the struggle – for never giving up. And, of course, we can't forget our loved ones, everyone who has provided their quiet and unfailing support along the way. Thank you all. Shared conviction has helped us break the siege and forge ahead together.

Throughout the past year, our sales and service teams have worked incredibly hard to meet customer needs and ensure stable and secure network operations around the world.

In China, typhoons raged along the coast back in July, severely damaging communications infrastructure in many locations. We worked side-by-side with our carrier customers to rapidly get networks back online.

In Europe, despite significant challenges in the local market, our data storage team managed to win over a customer with an outstanding solution, earning highly favorable recognition.

In Indonesia, our local delivery team managed to rapidly deploy a communications network along the Jakarta-Bandung High-Speed Railway in only 120 days.

In Burkina Faso, for a project spanning hundreds of kilometers of rivers and lakes, our veteran delivery team traveled to every single site and completed all construction work before the rainy season took hold.

In Latin America, a customer's network was overloaded, so they requested an urgent network expansion within 26 days. Our delivery team overcame all manner of difficulty to make the impossible possible.

Thanks to the hard work of our R&D, supply, and other teams, we have made further progress in business continuity and technological leadership. We have resumed large-scale supply of smart devices, switched more than



200 subsidiaries over to our own MetaERP system, and are already seeing large-scale commercial use of our computing solutions. Our basic software, including openEuler and GaussDB, has been adopted in multiple industries, and our self-developed HongMeng Kernel was granted the highest-level security certificate in the industry.

Hard work has enabled us to survive and grow, but we still have serious challenges ahead of us. Geopolitical and economic uncertainties abound, while technology restrictions and trade barriers continue to have an impact on the world. Together, these forces are reshaping business models and the global value chain.

No matter what changes we see in the external environment, we firmly believe that digital, intelligent, and low-carbon transformation will continue to be the predominant development trend around the world. We need to maintain strategic focus, fully leveraging the collective strengths of our business portfolio, our ability to innovate, and our grasp on complicated hardware and software platforms. This will allow us to keep providing our customers with high-quality products and services alongside our ecosystem partners.

We need to proactively embrace this window of opportunity and invest our limited resources in the most critical strategic domains. In recent times, breakthroughs in foundation models have been transforming AI from scenario-based customization at a workshop level to large-scale development and application at an industrial level. Growing adoption of foundation models will demand an incredible amount of computing power. So we need to build a leading computing backbone to help all industries thrive.

In 2024, all business units should focus on creating value and growing the harvest.

Our ICT infrastructure business is the company's ballast, and needs to continue serving in this role. That means making the most of its advantages across domains like computing, storage, and networking, and leveraging its systems engineering capabilities to provide end-to-end support for the digital and intelligent transformation of industries. In particular, our carrier business needs to more effectively support the business success of our customers by helping them boost data traffic, innovate



new services, and drive network evolution.

Our device business needs to double down on its commitment to developing best-in-class products and building a high-end brand with a human touch. The device business should also work with partners to accelerate the development of native HarmonyOS mobile apps, achieve historical breakthroughs in the HarmonyOS ecosystem, and provide consumers with an inspired experience across all scenarios.

Huawei Cloud should aim to become the company's digital backbone, enabling all aspects of our operations, while providing all industries with a trusted platform that helps them grow and flourish.

Digital Power needs to keep enhancing product quality and honing its competitive edge to seize low-carbon opportunities, contribute more profit to the company, and keep driving rapid, sustainable growth.

Our Intelligent Automotive Solution business needs to keep working closely with partners to translate its technological advantages into business success.

All business units should keep inspiring confidence while avoiding blind optimism. Everyone needs to effectively identify risks – paying special attention to inventory risks – and boost operating efficiency.

Quality is our lifeline. We must ensure the security and stability of networks and platforms through end-to-end quality management. Networks are becoming increasingly complex, and digital and intelligent products are seeing broader, more in-depth adoption. Quality has

become a key factor in our customers' decision-making process. So we need to make quality our core competency and take concrete action to build quality products.

We have built up significant experience and capabilities in quality management over the past 30+ years, and we need to adapt this experience to address the unique characteristics of different business domains. We should also share these capabilities with our suppliers, channel partners, and ecosystem partners. Through end-to-end quality management systems and capability development, we can provide our customers with competitive, high-quality products and solutions.

Ecosystem development is crucial for growth in our computing, enterprise, consumer, and cloud businesses. Like any company, Huawei has limited capabilities, so we should focus on the products and services that we do best.

We are working to develop strong platform capabilities. This requires matching the right technologies with the right scenarios, working very closely with our partners, and cultivating thriving ecosystems. To make this happen, we need to change our mindset and focus more on open collaboration. We need to combine strengths across the industry and work to help others succeed. Partner and ecosystem development needs to be a long-term strategy.

At the same time, we need to crack the hard nuts: focus on developing foundational ICT technologies and building up our capabilities in complicated software and hardware platforms. We should open up these capabilities

and provide them as platform services to our partners. This can help them to maximize their own strengths in developing scenario-based solutions. And together, we can promote shared success.

Our overall strategic direction is clear. We will continue to streamline HQ, simplify management, and ensure consistent policy, while making adjustments where needed. We will continue to delegate operational authority to field offices, whereas our budget management will be centralized. When it comes to operations management, all business units need to rapidly build awareness, strengthen their capabilities, and assume end-to-end responsibility. We will continue to push forward with our transformation project for contract reviews and conclusions at the rep office level, giving rep offices the autonomy to manage operations and make their own decisions.

The company will continue optimizing appraisal and incentive policies to promote collaborative operations and value sharing between different business domains. With talent transfer policies, we will encourage mature businesses to proactively transfer their outstanding managers and experts to new business domains, like computing, cloud, and digital power. This will help new businesses to quickly build up their organizations, seize new opportunities, and achieve high-quality growth. This will also allow mature businesses to refresh their talent mix and present their people with new development opportunities. An organization brimming with vitality and aspiration will have inexhaustible drive and potential.

As the company moves forward, our managers need to keep up with the times and never stop improving. They need to have both the courage and ability to fight for success. Managers should have a clear strategic direction and approach, and develop solid operations maps accordingly. They need to rapidly update their knowledge and skills for new businesses and technologies, and shoulder greater responsibilities, in order to succeed in key markets at critical moments.

We are optimizing our manager selection policy to put more emphasis on contributions and results. We will stick with our manager selection mechanisms while implementing the resumé system. In essence, generals have to work their way up the ranks, and we will identify the right candidates based on their contributions in the field.

Only those who have made solid contributions will

be assessed at the company level. Our purpose is to enable more people with stronger contributions to emerge and grow. We want to build up a team of managers who can take charge of modern operations and lead the company to new levels of success.

We need to keep working on the business environment, compliance, as well as cyber security and privacy protection, in order to protect our lifeline and better support business development. We have to be aware that changes in the business environment are not caused by geopolitical conflict alone, but also by fluctuating global economic cycles. We should approach these changes rationally, work to better understand the industrial policies and requirements of different countries and regions, and make positive contributions where we can.

Compliance is essential for the company's development. The more volatile the business environment, the more we need to focus on compliance management and risk control. At the same time, cyber security and privacy protection are the cornerstones of our ongoing business development. We need to keep building on our end-to-end governance system to continuously provide our customers with secure, trustworthy, and resilient products and services. Our approach has always been to customize internal policy for different countries. And we'll stick to this. But we also need to replicate and promote best practices more broadly, adapting them to different situations. All in all, we need to keep our feet on the ground and engage in pragmatic communication to win the trust and support of customers and other stakeholders.

The more we experience and reflect, the stronger we become. In the past, we didn't give up in the face of mounting pressure, nor did we allow ourselves to get carried away in a swell of growing praise. The road ahead is still bumpy, but history favors those with firm beliefs.

We need to continue to forge ahead and unite as many people as possible. Together, we can overcome any challenge. As long as we keep our feet on the ground, we will move ahead steadily towards greater success. Great people create great times, and we're laying the groundwork for more heroes to emerge and shine.

Happy New Year!

December 29, 2023 ②



A Smart Bus Tour from North to South in Italy in 90 Days

By Fabio Romano / Italy



Working in a Harsh Environment Under Pressure

In 2022, I was really feeling the pressure from the external environment. Every stakeholder, media outlet, institution, customer and partner were closely looking at Huawei's moves to identify any possible challenges that could happen to it during this particularly long critical season. As for me, I received lots of inquiries from my friends, which were mainly about whether the company really had the capability to survive and maintain its technological leadership in the long term in the European market due to the current harsh environment.

One day I thought to myself, "We need to do something really positive for the local community and do so in a proactive manner; we will show people that they don't have to be scared by technological innovation. Technology can be a great boon to the world, and an effective tool that can offer people and companies so many possibilities and opportunities once they are aware of its advantages, which surely more than offset the potential disadvantages and risks."

In April 2022, I had a pleasant face-to-face talk with Mrs. Laura Di Raimondo, General Director of Asstel, Italy's telecoms industry association, after one of the Workgroup meetings. During the conversation I

shared the idea of promoting people's awareness of digital tools, privacy and cyber security through our Smart Bus initiative, as we at Huawei had already done in other countries in Europe.

Physically, the Smart Bus is a long vehicle that contains contents and digital tools and is able to travel on a road tour moving from town to town; it is capable of hosting people on board and can serve as a sort of digital classroom to local communities. We knew that ecosystem building around the Smart Bus was the key to the success of our initiative. Mrs. Raimondo was fascinated by the idea of this Huawei Smart Bus and the potential that would come with it; she offered to provide support and patronage for the initiative and promised to help get other partners and stakeholders from the information and communication technology (ICT) industry involved in this endeavor. She immediately picked up the phone to introduce me to Mrs. Rosy Russo, founder of Parole Ostili, an association that is headquartered in the north of Italy and very active in the domain of digital education and communication for the national school system.

All started from this phone call. In a few days we had a meeting in Rome, where we laid the foundation to make this beautiful experience – a Smart Bus tour across the country – possible. The journey began!

In the beginning, the tour – or the project – seemed to get off to a chaotic start. The project became

complicated because we had to keep a large number of factors under control when it came to the design, construction and operations of the bus itself. I had been studying plenty of materials from the other Smart Bus experiences in Western Europe together with my colleague from the ecosystem team, Linda; and this study immediately put the situation in perspective, which was greatly helpful for us in dealing with this very ambitious and challenging project. Moreover, we took pride in what we were doing; and we felt good to know that we were contributing to the country and local communities. This motivated and drove us towards our ambitions and goals.

Building the Ecosystem

For our Smart Bus initiative to be a success we needed to have support from the authorities concerned, sponsorship from private entities, and patronage from institutions. In other words, an ecosystem for the Smart Bus was really needed.

We decided to go and talk directly with the National State Police – specifically its department responsible for post and telecommunications. First of all, the State Police

is the principal Italian police force for the maintenance of public safety and security, its responsibilities mainly including investigative and law enforcement duties. Besides the security of all motorway, railway, and waterway networks, they also ensured that of the digital network. They are an authority very well known in Italy, as they were the first in Italy to promote a special program which is based on a truck moving around in the country to bring the young generation more awareness of risks and threats coming mainly from social networks, such as cyber bullying. The head of the Police, Post and Telecommunications Department understood the value of our proposition and was very happy to have a company like Huawei willing to help people to better understand risks related to digital networks. Later on, the Italian State Police officers would be present at five stops of the Smart Bus tour as a way of supporting us by providing extra contents to our digital network risk awareness lectures.

We have also been looking for sponsorship by private entities and patronage from public institutions. In the beginning it was a very tough situation, with very little response from our prospective sponsors. But we moved on. We arranged more meetings with them where, face to



State Police officers present at one of the Smart Bus stops to support us in the lectures

face, we explained to them the importance of the project in detail and highlighted the values of our initiative. And our efforts paid off at last. We received patronage from five regional governments and the majority of the 14 towns where the Smart Bus stops had been scheduled to happen en route. Fondazione Piemonte Innova, a partner foundation based on public and private partnership active in promoting the competitiveness and growth of companies by the use of technology as a strategic development factor, also decided to join in our ecosystem.

Planning the Tour

I said to myself that maybe I could use my personal experience to plan the bus itinerary in the territory. As a motor home driver, doing a self-drive tour is my hobby in my free time. I am used to making roadmaps and planning all my tours and trips while traveling across Italy and the other parts of Europe. So it was natural for me to feel good and comfortable in starting to plan the route for our Smart Bus tour; I did it region by region, town by town.

In my plan, the overall tour itinerary started from Turin in the north of Italy and then moved on to the center and the south of the country, with Naples as the final stop. All stops had to be designed in such a way as to make it possible for the Smart Bus driver to drive the vehicle based on a specific calendar with fixed dates, which could then move on national highways and municipal roads safely and stop at the fixed locations where the waiting students and teachers got to participate in the activities as scheduled in advance with all schools.

We had team discussion, which was useful for adjusting the strategy; and we concentrated our efforts on small towns normally never reached by such a kind of initiative. We just kept the cities of Turin and Naples as major stops. In the former, we would hold an inauguration ceremony to kick off our journey; in the latter, we would complete it with a final event at the end of the tour.

In terms of the target audience, a top priority was given to strengthening the awareness of the young generation, especially the middle school students 11 to 14 years old. Among them, education in digital risks and threats is still at a very low level or completely absent.

We decided to incorporate an amazing experience to be lived on the Smart Bus. The Smart Bus was designed



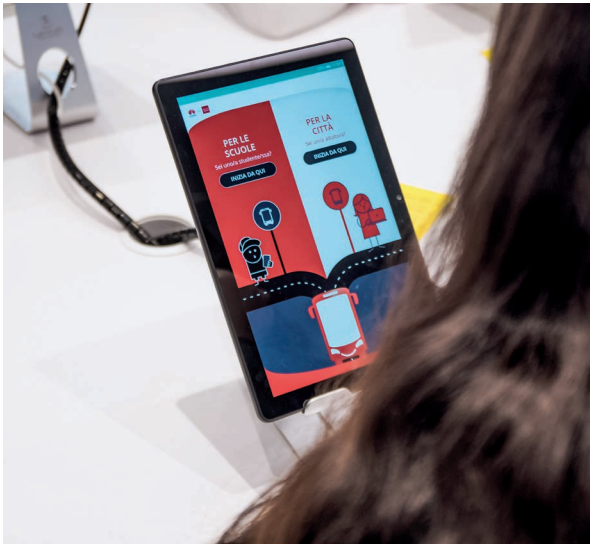
Morning class session every 45 minutes



Selfie corner

as an interactive digital classroom with seats around a big table and with Huawei tablets installed in each position. Large screens were installed on the walls.

We supposed that a traditional lecture session would have been boring. So a trainer was available to capture the attention of the students by explaining to them the course contents using not only slides but also attractive videos and multimedia from the screens. All tablets available



The web app tool to record the awareness level



Smart Bus ready for operations at the central square of the town of Latina

onboard were equipped with a dedicated web app to let them interact with the trainer – asking and answering questions in a more spontaneous way. This type of easy communication carried out with words and examples close to their world has really been another winning element of this project.

It was very nice to see the level of interest and enthusiasm shown by the students taking part in the Smart

Bus activity.

At the same time we tried to involve also all possible citizens on the way so that we would be able to collect feedback from the adult population living in the territory, including school teachers, students' relatives, families and elderly people, who might be curious to get close to the Smart Bus in its daily operations.

Later on, still on the Smart Bus tour, I received a call from the Head of Institutional Affairs from a certain carrier who, in agreement with their External Relations and Sustainability Officer, confirmed that they were to be available to support us during our tour; they would, specifically, offer us sponsorship and resources that could be used to help bring people on board and they would also arrange free talks on innovation topics on board the Smart Bus, especially during the afternoon sessions with the attendance of adult citizens. I was more than happy that we were finally going in the right direction.

Overcoming Challenges and Difficulties on Our Way

It was a difficult task to obtain municipal permits and authorization to move the Smart Bus in town and find the proper parking space in the downtown of the city not far away from schools; it was especially the case when we were trying to meet the Smart Bus space and weight requirements, with our trip plan – or itinerary – based on calendar days, public holidays and special events and occasions in each town at the same time. We had to make surveys in each town location and apply to the municipality offices for authorization. In the end, the majority of locations were generally authorized by the local authorities, and we were delighted to see that our expectations were usually met – we had expected to have a highly visible and safe location in town that was easily accessible by all visitors.

Convincing regular citizens to come on board for the afternoon sessions was another real hard task to deliver. Adults are generally quite lazy and they often have the presumption that they know everything about digital matters and related risks. Psychologically it is also hard to ask them to test their capabilities in a class session, for they are, more often than not, afraid that they may get a low score and look bad. On some occasion during our

“ *We are proud of the ecosystem that we have been able to create around the Italy Smart Bus, an initiative that has been publicized using all available channels.* ”

tour, to our great surprise, some citizens came close to our Smart Bus personnel, showing on their smartphones some real cases of cyber fraud based on successful man-in-the-middle (MITM) attacks in which they got caught.

In some other situations, the students who had experienced the bus in the morning came back there with their relatives or grandparents in the afternoon, in order to show what they had been doing in their school class early in the day.

The web app available on the tablets has allowed us to record the awareness level of each individual student and adult living the Smart Bus experience day by day. Each individual session was planned to provide immediate feedback with result scores to the user and an overall report to the class teachers based on actual performance. The system in use was designed therefore to collect all results in a data lake under the control of our educational partner.

Conclusions

We are proud of the ecosystem that we have been able to create around the Italy Smart Bus, an initiative that has been publicized using all available channels.

The tour lasted 90 days from April to June 2023. The success of our Smart Bus initiative was a result of great team efforts. We were able to engage over 4,500 students and nearly 600 citizens during the whole tour that consisted of 15 stops in five regions across Italy. One final additional stop was also arranged in Trieste, north of Italy, when the bus was on its way back to our base in the Netherlands where the bus had originally come from. In

this way we were able to attend as an official partner the annual Festival of the Parole Ostili Association, our main content partner for this initiative.

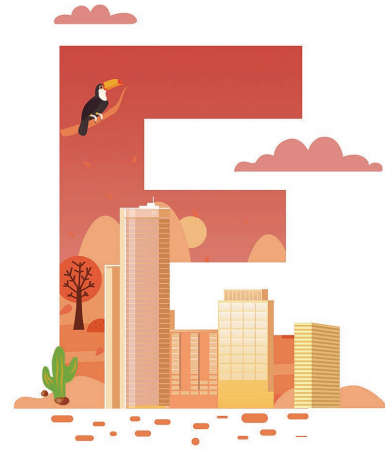
It was absolutely amazing to see the faces of the students who were excited to get on the bus and discover a brand-new digital environment so different from their class experience every day. Some of them said that they would never forget this experience they had in such a comfortable environment with so many interesting things to see and touch. From the thankful words of their teachers, we could tell that our bus had really given them an example of how to incorporate digitalization into their educational programs. A gap report was created on the basis of the Smart Bus activity and would be a good starting point in helping pupils to improve their digital awareness. As a most memorable experience, we saw the smiling faces of the children happy to have joined us in embarking on a wonderful experience!

Apart from two major ceremonies and some visits to institutions on the Smart Bus, we planned an important final session where we shared our best practice and made a presentation of our results in a final report in front of the central government agencies. We succeeded in arranging a handover session to some key institutions at the Senate (chamber at the Italian Parliament) with the attendance of high-ranking representatives from the Ministry of Education, Agency for National Cyber Security, Italian Data Protection Authority, and State Police, who publicly appreciated and endorsed the initiative of our company and hoped that this experience could be continued in Italy.



Embracing Change

By Manuel Fernando Rísquez Hernández / Mexico



Change is a word that holds so much power. It can mean many things: achieving personal growth; moving to a new place; transcending chaos; seizing opportunities; and/or everything in between. It can be difficult to articulate, but it is an essential part of life. In particular, when it comes to changing your workplace from one country to another, change is inevitable, and the journey can be both emotional and challenging.

For many people, traveling to a new country can be exciting, but when it comes to staying and working there for quite some time, it is a different story. The farther away you are away from your home country, the greater the cultural differences you encounter, the greater the challenges you face, and the harder it becomes for you to adapt to a new environment. Here I want you, dear reader, to read my story and see how I, on my journey of life, found myself in different circumstances, where “to change” was a must or an option; a challenge or an opportunity; or, perhaps, both. And you will see that this journey began with one of the biggest steps that I had ever taken in my life – moving back to my new and actual home: Mexico.

Capability Building, Visibility and a Bit of Luck

Before moving to Mexico for my new job, I had worked for a consulting company in Rio de Janeiro,



Brazil. At this consultancy firm I was a senior radio frequency (RF) engineer and performed network optimizations to improve the quality of customer networks. In 2019, however, another company instead of ours won the optimization service contract, and as a result, all the members of our team, including myself, were dismissed.

“ *I still remember the first day in the department where I met with some old friends, which made the place feel a bit like home to me. Also, Queretaro itself is a great city with various fascinating towns nearby, where there are always activities and events going on...* ”



A view outside my office window

As chance would have it, a great friend of mine offered me help. She asked me to send her my curriculum vitae (CV), which I did; and she then passed it around inside Huawei. Soon I was called by the RF director of the Global Service Center (GSC) of Huawei Mexico in Queretaro. He asked me questions related to the position, such as how to perform optimization, how to improve coverage in specific scenarios, and which commands to be used in some devices to configure the power. As I had been working several years with wireless and RF, it was easy for me to answer these questions.

And I was offered a job. That was the easy part, it seemed. The difficult part for me was how to manage the change that would come along with moving to another city like Queretaro. I would have to adapt to everything in a new place where I did not know what life would be like. But I liked to work and I needed this opportunity. So, I accepted the offer and joined the GSC in Queretaro in September 2019, starting out as a senior RF engineer in the delivery area. At this position I worked performing optimizations on the network of a new customer,

customer N. This position also allowed me to learn how to perform designs for other customers in Latin America, which helped me a lot for the next step.

I still remember the first day in the department where I met with some old friends, which made the place feel a bit like home to me. Also, Queretaro itself is a great city with various fascinating towns nearby, where there are always activities and events going on, like the Route of Wine and Cheese that is held during the months of May and June.

Opportunities may come to you if you do or have the following three things. First, you build your own capabilities; second, you show the world what you are capable of – make them visible, as they often say these days; third, of course, you have a bit of luck. “Não adianta olhar pro céu com muita fé e pouca luta.” These are the lyrics from a Brazilian song, meaning that it is worthless to look into the sky with a lot of faith but with no fight. From time to time they remind me that luck is not enough if we want a real change in our life. In my personal case, by this point in 2019, I had already worked in the

telecommunications industry for more than seven years, during which time I had learned Python, Macros, and many others. And I had also traveled to some countries, so I had experienced changes and embraced them. In these travels and the changes coming along, I had shown the telecommunications industry my professional capabilities and skills. The only thing that I was really in need of was a bit of good luck, and good luck I got.

Then, Again, Change

I worked in Queretaro until early 2020 when I was transferred to the Huawei Mexico Technical Sales Support Center (TSSC) as an Advisory RF Network Manager for presales. How did this come about? Well, a very good friend of mine, Ortega, who was working at Huawei Argentina at the time, told me that there was a vacant position for presales in Mexico City and that my capabilities could fit in with that position. So, I talked with my director about this for his opinion. To my delight, he said that it was a good chance for me and encouraged me to give it a try. During the interviewing period, I had the opportunity to show my knowledge and skills to two wireless experts in presales and future friends: Deng and Dong. Then, I had the final interview with my future

director, and I passed it. Soon I was finally with the Huawei Mexico TSSC presales team and, in a few weeks, I came back to Mexico City.

Now I was moving from delivery to presales. Delivery is a good way to start in the telecommunications industry, because you have the opportunity to learn a lot about the products in the field, working with them, and knowing the technical specifications and how they perform in a live network environment. Also, you can perform field tests and get real live network information which is very helpful for you to understand the capabilities of different technologies such as 3G, 4G and 5G.

In presales, things are somewhat different. Here the key is to understand the customer's network so that we can give them suggestions based on what their networks need, and try to meet such needs with the solutions and equipment we have available in order to improve their network. It seems easy, but it is not so in practice, because we actually need to show the customer excellent technical fundamentals that can explain why we are suggesting the solutions or the equipment; we have constant meetings with the customer and work with them to develop the solution they need; and we also need to earn their trust and confidence in us. When I moved to presales, I started to carry out network planning for our operator customers;



With my teammates in Mexico (author is second from left)

besides, I would do some research and provide them with insights.

Sometimes we can have the opportunity to work with different operators in different countries and therefore are able to compare them and find out how each of them thinks and works. So, for me, it was more dynamic in presales projects than in delivery projects. Since the pandemic ended, I have traveled to Brazil and Colombia where I stayed for long periods of time. There I had the chance to work closely with Product Managers, Solution Responsibles (SR), Business Directors, Public Relations (PR) colleagues, and customer representatives of different levels. There was one time when the Public Relations Department from Colombia Representative Office asked for my support and help with an artificial intelligence (AI) forum where they wanted to share how telecommunications could be coupled with AI to make life better in rural areas in the world. I went to that forum and I helped our PR colleagues as panelist talking to an audience of more than 300 about AI and other relevant themes, and I was excited to see around me some important and key persons from the local AI sector in Colombia.

I have guided operators across Latin-American

mainly in evolving their 4G networks and building their new 5G networks by explaining what the requirements are for such evolutions and new network rollouts, how they should carry out the planning, what the key solutions are that can help to improve their networks in terms of capacity and coverage. They want to know not only which product or solution is good for them but also why they need it and what the value is. Understanding the value of what is being offered, that is the key to any business.

Once, I took a business trip to Santa Cruz de la Sierra, Bolivia, where I was to show the customer the new products and solutions that had already been demonstrated at the Mobile World Congress (MWC) in Barcelona, Spain. After my presentation, a representative of the customer approached me and asked if I could directly support them with their 5G network planning because they did not have enough experience and they were going to build their network soon. As a result, right now I am working with Huawei's Bolivia Representative Office and this customer on the 5G network. Sometimes, you can get opportunities simply by initiating a conversation.

And then, because we had good opportunities to talk with the customers, our supervisors identified those capabilities and skills that made this possible; they were



At the AI Forum in Colombia, in September 2022 (author is second from right)


then convinced that we could build on our capabilities and expand in other areas, which led us to start a marketing campaign. For me and some of my colleagues in my department, it is now a very important and key part of our work to show up at various workshops, summits, and other kinds of events such as the MWC. I think that here in Latin America it is easier because almost every country speaks Spanish – we can understand each other very well.

I went to the 2023 MWC and there I had the pleasure to serve as speaker for 12 groups, mostly in English. There I had the opportunity to meet two German investment bankers who were highly knowledgeable about technology and telecommunications. I was greatly impressed by their genuine interest in the future of telecommunications. They showed great interest and enthusiasm in each product and solution, wanting to understand every aspect. One of them told me that he had Fiber to the Home (FTTH) technology installed at his residence. He went on to point out how impressed he was at seeing at the MWC a new solution presented, which was called Fiber to the Room (FTTR). He believed that this innovation would have a significant impact on society and would fill the gaps where there were not enough infrastructure and resources to achieve connectivity everywhere.

What Comes Next?

Sometimes it is difficult for us to establish a path in life or in career development as we do in a network. But with what life has taught me, I know that, to grow and develop, we must keep learning – learning from others in particular – and identify and seize opportunities. Maybe by learning a new language we can take down some barriers and open new doors, or broaden our horizons and enhance our capabilities.

Now I am on my way to a management position. I hope that, through this position, I would be able to make a positive impact on all the people in my department. My primary goals are to enhance the capabilities of the entire department and to achieve more success.

In conclusion, change is an essential part of life. In the process of change we may be struggling, but the struggle will sometimes help to build resilience on our part and some other times we may just grow with it. Also, change is an outcome of decisions and actions. In the final analysis, there is an action before a change. So, we should not hesitate; we should act and move forward instead; we should embrace changes, because the world will not change unless we ourselves do. 



With my teammates at the MWC in Barcelona, Spain in 2023 (author is seventh from left at the back row)



My Road to Becoming a Huawei Training Manager

By Oumaima Ahmani / Morocco

My Huawei journey had been foreshadowed, before it actually began, by my attending an Open Day at Huawei. It was the first time that I had ever set foot on any of the business premises of the company. I was there to find out if there would be any possibilities for me to start an internship at the company. I was wildly excited, I remember, and my mission that day was to pass all the required interviews to be recruited by Huawei and become one of its interns. Luckily I did pretty well that day and, a few weeks later, I received a call which said with an inspiring voice, “.... Congratulations and welcome to Huawei!”

I started my Huawei internship on a fiber to the home (FTTH) project team. A few weeks into it, however, the pandemic broke out and Morocco declared a state of health emergency, followed by a full lockdown imposed on the whole country. I had to stay at home and was no longer able to go to work onsite in person; my tasks and assignments were getting fewer and fewer as almost all work activities in Morocco were suspended.

I felt empty. How I wished that I had been assigned a task – any task – so that I could have kept busy and my learning would not have discontinued! Tentatively, I started offering my support to other colleagues who I thought might need my help. Finally, I was introduced to the Field Service Center that desperately needed a quality control responsible for wireless and radio frequency (RF) physical infrastructure with subcontractors. Honestly,



the tasks that such a responsible was required to carry out sounded a little too demanding for an intern like me, because I was just a beginner with almost no knowledge of how to physically install the infrastructure.

However I was quite willing and ready to learn through practice. I would have lied if I said that it was easy. I had to learn while performing critical quality

control and management of subcontractors every day. My phone would not stop ringing and I became glued to my laptop, but I enjoyed the amount of new knowledge which I was acquiring fast. In just a few weeks I picked up the pace and started smoothly to perform all kinds of tasks, which surprised my colleagues because I had quickly transitioned from a green hand to someone performing a professional role rather satisfactorily in such a short time. Although the rhythm was fast, my success in this case showed me that I was able to quickly learn and perform multiple tasks while adapting to new circumstances and getting my job done efficiently and smoothly.

Now I am a training manager. And you may be understandably wondering: How on earth did you become a training manager? Well, after the lockdown drew to an end, I was offered two options: either continuing with the Field Service Center doing the same quality control work, or following my manager to the Northern Africa region where he was promoted to director of the Learning & Certification Service (LCS) Department where he was to restructure its business.

As a person welcoming new challenges, I chose to follow my director to the Northern Africa region. It was a great opportunity that would open up more opportunities for me to learn and grow; also it would allow me to get out of my technical engineering bubble that had been my comfort zone. Many friends of mine doubted my decision, as common sense tells us that a wireless engineer should work at a 100% technical position. But I wanted to prove them wrong.

An engineer is a person who should be highly adaptive and capable of solving problems. For this reason, how paradoxical it would be if we engineers should limit ourselves to doing just what is technical and engineering when we can actually take care of matters in marketing, sales, delivery, consulting, and any other responsibilities you may name. So here I was, and my new journey as a training manager started at Huawei North Africa.

Once I accepted my current position, I was frequently asked the same question: “What do you exactly do at your job?” And even after three years of working at this position, I still find it as one of the most complicated questions to answer, not because my job is a “mystery”, but because of the diverse nature of my position that tends to involve a lot of change and flexibility, depending on the day and the need. Sometimes, I am in front of my



During a training session



Lunch gathering with my colleagues (author is second from left)

laptop analyzing customer requirements and solutions already implemented, in order to develop suitable training programs on the basis of such analysis; sometimes, I work as a sales person, developing leads into business opportunities, focusing on customer relationship and improving our external value with customer's senior executives. Other times, I act as a delivery manager, monitoring and supervising the training quality to ensure customer satisfaction. As my manager always says, “Each one of our team members is the Chief Executive Officer (CEO) of their own business, and should take charge of all the business processes from an end-to-end (E2E) perspective, from marketing and sales to delivery and so on.”



With my colleagues at the office (author is second from right)

Even though my job as a training manager is probably a complex “mystery” for others to understand, it allows me to work in the most supportive, accommodative, and rich environment where I thrive without being defined or limited by any domain, responsibility or scope. For me, being a training manager means working at many positions all at once, at which I get to experience a variety of job roles and learn from its daily challenges while adapting seamlessly to any task assigned to me at any moment. This role requires me to stay customer-centric, do my best to serve customers, and inspire me to release my potential capabilities that I never knew I had.

One of such scenarios where I performed multiple job responsibilities at the same time was during a business trip to Benin for a major training project delivery to operator X. As this was a very strategic project that focused on building trust and relationship with the customer, especially their senior executives, failure was not an option. So it was my duty to guarantee that the project must be delivered perfectly.

Before the opening ceremony for the project, I had started as a logistics planner for the planning and arrangements. Then, during the ceremony, I acted as the

host, which brought me a brand-new experience on my competence development journey.

When the plan was confirmed and accepted by our customer at the last minute, I discovered that the only available instructors at the time were professional English-speaking trainers based in China. However, they could not make it by travelling to the site in such a tight schedule; so the only possible way for them to deliver the training would be to join online and complete the delivery. Worse still, all of our customer’s trainees were French speakers and none of them could understand English while the only bilingual speaker was me, who spoke both English and French. “What shall I do then?” I kept asking myself.

In a desperate move to deal with this emergency, I took the responsibility as a secondary French trainer – I would translate English into French to facilitate the customer trainees’ understanding. The training was on software, but as a wireless engineer my software knowledge was not good enough for this delivery. So, in order to perform perfectly in this new responsibility, I spent all my after-work hours studying the courses and preparing the laboratory practice; during the day I would help to deliver the training.

It was definitely no easy ride; it was another challenge I had to rise to. I spent every day of my three weeks in Benin with customer trainees, who started to call me “Huawei Super Woman”, as all day long they saw me multi-tasking nonstop. The tasks included: answering technical questions; explaining practice tasks, helping them execute the tasks; making sure that all onsite trainees fully understood the lectures delivered and explanations made by the online English-speaking trainers; arranging other training programs; attending online meetings; and working on my laptop analyzing technical solutions and developing proposals or quotations for some projects in other countries.

The three weeks seemed to go by very fast, and the last training delivery day was successfully concluded. I only had less than 10 hours left in Benin before my flight; I was packing my luggage when I received a call from our customer, asking me to get back to their premises for a discussion. Of course, the customer always comes first. I left the luggage and headed directly to their office, only to be surprised by a heartwarming farewell party that they had kindly thrown for me as a thank you.


I was overwhelmed by the amount of appreciation and recognition that the customer showed me and their kind words that each one of them said about me. One of

the funny moments was when, during this party, their senior manager said to me, “Oumaima, before you return to Morocco, there’s still one last thing we need you to teach us.”

“Okay, yes,” I replied. “But what is it then?”

“Would you please tell us how you can always be smiling and in a good mood while working on so many tough tasks all the time? – We want to be like you!”

“Well, I simply try to imitate ducks on the pond!” I answered, half-jokingly and somewhat self-deprecatingly. All the trainees burst into laughter, perhaps wondering at the same time what such ducks had to do with this. “Ducks are described as the happiest animals or birds in barnyards,” I went on to explain to them. “Above the surface of the water, they are cool, calm and collected. They don’t appear to panic even when the water gets rough. But underneath the water where no one sees, their little feet never stop paddling like crazy!”

To conclude my story, I am of the opinion that limitations only exist if we impose them upon ourselves mentally and that, as being a training manager has proved to me, there would be no end of limits if we allowed them to get to us and constrain us. Life is a continuous journey of learning, where I am looking forward to seeing how much further I can go beyond its limits. 



Enjoying my leisure time

Leading Through Crisis

By Manase Ginting / Indonesia



The Initial Start

In my role as the Project Director (PD) overseeing a managed service (MS) project of customer X in Indonesia, the weight of responsibility was palpable. I found myself at the helm of a 24/7 network operation and maintenance (O&M) project in Indonesia, a developing country replete with infrastructure, power, geographical, community, and security challenges. Navigating the vast gaps among cities, islands, and remote areas necessitated a significant adaptation in our delivery model.

During those early days of the newly contracted phase of this project in 2019, challenges seemed to loom at every turn. The processes, organization, and tools delivery mandated by the new contract were daunting. The pressure was relentless, driven by the customer's high expectations for us to seamlessly transition from the old to the new contract scope.

In those initial months, our approach was more reactive than proactive. We were inundated by pressing concerns such as network stability, natural disasters, and stern reminder letters. As a team, we grew fatigued and despondent, which, in turn, cast a shadow over our standing as a strategic partner in the eyes of our customer's management.

Occasionally, headquarters (HQ) experts would provide onsite support for tools delivery, but the multivendor network environment, slow alignment

processes, and the customer's some requirements hindered our progress. To make matters worse, we encountered roadblocks due to Business Continuity Management (BCM) issues that halted some aspects of the project.

There came a point where both my team and I had to step back, engage in self-reflection, and rethink our strategies. We needed to realign our actions to regain the trust of our customer.

The First Step: Organizational Restructuring

Throughout 2019, I embarked on a journey of self-discovery. My teammates and I carried out such activities as audits and, most importantly, listened to the customer to know their concerns and to identify the gaps within our processes and organization. Our existing organizational structure was struggling to align with the new scope and key performance indicators (KPIs) associated with various units and departments as well as several regions. And our primary goal was to fill these gaps and eliminate any overlapping functions, ultimately establishing a robust and efficient project organization capable of streamlining our processes.

In approximately six months, we had revamped the organization and resource allocation with our key leaders. We worked closely with them to identify areas where we could streamline and improve, and we developed a new

organizational structure and resource allocation process that were more aligned with our strategic goals. We also invested in training and development for our employees. We introduced these changes and obtained the customer's approval.

It was a new project organization where we learned day by day through experience and had the passion to improve. With this new organizational structure, each and every one of us clearly understood how important our project was for the customer's success. We handled one issue after another and sometimes new requirements would keep coming – the customer's demands seemed to have no end. When there was an issue, we often had to work extra hard to solve it; at the same time we still had to muster courage to come back to the customer – we would sit and talk about how, with reasonable efforts, to meet the objectives.

We have since maintained this function-based organizational structure while making minor adjustments to it along the way. So far, the new structure has significantly improved our delivery quality and our ability to respond swiftly to issues.

Growing Through the Crisis

At the dawn of January 1, 2020, Jakarta of Indonesia was struck by a massive flood that instantly

took out 40% of Indonesia of the sites due to power outages. It was a poignant moment because, just the night before, we had celebrated a successful New Year's Eve Key Event with our customer at their office.

This flood was declared a crisis, the highest severity level of customer incidents. A war room was established, where, from January 1 to 5, 2020, concerted efforts were made to recover nearly 3,000 sites – those flooded and those where the power was cut off as a result of the flood – together with significant metro routers. To recover the sites, we needed to distribute portable generators and fuel. Most of the distributions were done by using small boats, which were limited in number, though. More than once, our team was stopped by strong currents and had to wait to access the sites. One day from the war room I spoke to one of our field colleagues over the speakerphone. He told me that he had just finished helping his family move to a refugee camp and had come back to rejoin us at the sites. I was sure that he has not the only one with a story like that. This conversation was heartwarming for the team in the war room.

The flood receded and our recovery effort was a success. However, what was more crucial than the achievements we made in handling the incident itself was the lessons we gleaned from it.

Learning from this crisis, we birthed our integrated dashboard called the “Garuda Eye (GE)” and IP-radio access network (RAN) topology. The GE was first



With my colleagues during a digital transformation tour (author is second from right at back row)



Presenting during a workshop in 2020

launched in December 2020 and became the icon of this MS project; and it was later adopted and expanded into other MS projects in Indonesia and globally. Today, it boasts additional features like power backup, dense wavelength division multiplexing (DWDM) network checking, and site performance analysis, all stemming from the lessons we learned about network improvement, customer challenges, and transforming our work methodologies. Managing operations in a multivendor environment comprising 37,000 sites, 34,000 kilometers of fiber cables, and nearly 400,000 network elements in Indonesia's sprawling geography, now makes more sense.

In March 2020, right in the first week of the COVID-19 lockdown, data services started behaving abnormally due to a signaling storm and core network capacity issues. Every afternoon, service disruptions would happen, affecting up to 35% of the nation. We were in a relentless cycle of implementing necessary workarounds daily. I found myself leading and attending online daily war room meetings, which often stretched from morning until late at night. Besides relying on our local internal technical experts I had to request support from our research and development (R&D) team.

During this service outage, our customer had little patience for explanations. Frankly, we did not have great answers, and what we could offer was only

the workarounds we had already implemented. As the problem persisted, the pressure escalated. I vividly remember the day I made the decision for myself and several team members to come to the office during the pandemic lockdown to support the network continuously and be ready to take immediate action whenever necessary to reduce downtime. We had to secure special travel permits during the lockdown to pass through restricted areas and access the office.

Identifying the root cause was a painstaking exercise. Every day, I had to provide reports to the customer, some of which reached the Chief Technology Officer (CTO) level, showcasing progress in our investigation. With the concerted effort of local technical experts and HQ support, we discovered that another vendor's mobility management entity (MME) needed optimization to handle signaling capacity and so did its home subscriber server (HSS). There were 23 action plans to optimize signaling from the radio to the core level, along with recommendations for MME and HSS modernization and capacity upgrades.

This incident led to a significant expansion of Huawei's MME footprint and HSS modernization, a win for our account sales, lasting for over a year. May 2020 saw the majority of Indonesians celebrate the Eid-ul-Fitr, one of the Islam festivals observed in the country. We

were in anticipation of super-heavy network traffic during the lockdown holidays. The pressure was so immense that we moved swiftly to execute the 23 action plans. Through a team effort, we executed the plans successfully, ensuring a disruption-free celebration of the Eid-ul-Fitr festival.

At the 2020 Eid-ul-Fitr online event, our customer's Chief Executive Officer (CEO) expressed his special appreciation for our relentless efforts. After I presented an overview of key network assurance, the CEO emotionally said how grateful she was that both organizations had managed all the challenges that had arisen during the lockdown. She went on to emphasize the importance of collaboration between operations and planning. Lastly she hoped that both organizations would, by learning from the signaling storm incident, prevent it from happening again, especially since it was closely related to capacity planning and modernization in the core network. What she said inspired us, making us more confident that, with our MS capabilities, we could triumph over adversity.

These two incidents, along with the subsequent learning process, became the driving force behind our tool development, process automation, and a shift toward a proactive and preventive approach. They reaffirmed that teamwork was our strongest asset, eclipsing heroic individualism.

Here Comes the Real Battle

Once again, in 2020, I was pushed to my limits as the PD. In April, we found ourselves embroiled in a contract dispute with our customer. The crux of the matter revolved around some Service Level Agreement (SLA) and KPI formulas that had been in place for over a year but were now contested by the customer. Initially, I thought, "We can solve this." I believed that a simple explanation of our logic and references to industry practices would suffice.

I could not have been more wrong. The customer insisted that not only were we wrong, but we also had to accept their proposed formulas.

To put this in context, the disputed KPI formulas would have a profound impact on our business performance and, more importantly, threaten to label the project as mediocre, regardless of our impeccable delivery.

This issue persisted, halting monthly acceptances and causing the customer to withhold a portion of advance payments and three quarters of performance reports. To intensify the pressure, we entered a deadlock. I assembled an ad-hoc team of around 15 staff members to scrutinize the customer's objections and our existing formulas.



Working with my teammates during a project (author is second from left)

Our goal was to provide perspective and understanding. However, the analysis reports were consistently rejected by the customer.

This pattern continued for almost two months, leading us to take the matter to the Quarterly Steering Committee meeting over which the customer's CTO presided. The meeting was charged with tension as both sides presented their vastly different viewpoints. I remember that the meeting concluded with a decision to hold weekly reconciliation meetings chaired by a third-party department from the customer's vendor management team, reporting to both parties' management.

In these reconciliation meetings, we painstakingly explained statistics, mathematical formulas, network counters, and more. To maintain a positive atmosphere, I had to continually update the CTO on our progress to demonstrate our mutual commitment to resolving the issues.

After nearly four months of effort, we reached a resolution with the customer by the end of September 2020. We accepted some of their formulas with conditions, and they agreed to adopt some of ours. This was a compromise that was acceptable to both parties. With a proper risk assessment, we believe that the customer's formulas can be achieved with extra effort and will positively improve performance.

We, the customer and us, were both relieved when

the disputes were finally settled. It felt like we had opened a new chapter in our partnership, one that became warmer and closer. As a result of this, a positive atmosphere was created, eventually leading to operational excellence and trust.

Teamwork: You Never Walk Alone

Amidst these challenging experiences and critical junctures, I cannot stress enough the invaluable role played by our exceptional team. Resilient and united, they were the driving force behind our success.

Every member of our team, from the frontline field workers to the dedicated experts in Jakarta, demonstrated unwavering commitment and resolve. Their relentless efforts, creativity, and collaborative spirit were the bedrock upon which we built our achievements.

At Huawei we believe that our corporate core values are giving us the guidance. In order to rise above adversity, we have shown customer centricity, dedication and commitment, and perseverance against all odds, which have been nothing short of inspiring. And we are convinced that, by working as a team and guided by the corporate core values, we are quite able to conquer challenges in days ahead, however insurmountable they may seem



Futsal competition with the team (author is in lower middle with the ball)

A Rollercoaster Ride: Growth, Cultural Fusion, and Professional Achievement

By Aqsa Kiran Latif / Pakistan



From the humble beginnings as a student to becoming a true trailblazer in my field, my Huawei journey is a testament to the power of education, resilience, and the pursuit of one's passion. In what follows, I will take you through the transformative stages of this remarkable journey of mine, tracing the milestones, obstacles, and pivotal moments that have shaped a path towards success. From the initial steps taken as a wide-eyed student who was driven by an insatiable thirst for knowledge, to the formidable challenges encountered in the corporate world Here we go!

The Beginning of a Rollercoaster Ride Without an Undo Button!

One day in August 2016, as I recall, I joined Huawei as an intern. That day saw me step into the company's local office complex, a girl carrying a pocketful of dreams and donning a slightly oversized suit that seemed to scream: "I'm ready!" However, little did I know what I was walking into – I was embarking on a journey that would turn out to be a rollercoaster ride.

As an intern, I was like a sponge, soaking up knowledge and experience faster than a puppy learns



tricks. I tackled every task with more enthusiasm than a caffeine-fueled cheerleader and impressed my superiors with my tenacity. Once I started my internship at the company, I observed and found that everyone was so immersed in and dedicated to their work. What an

interesting sight, I said to myself, initially; then I thought that it was a wonderland! How can you be working tirelessly in a wonderland, though? I wondered.

It piqued my curiosity and I got involved in project delivery processes to find out more. One day, my team invited me to a weekly project progress meeting.

At this point, I knew that I had just entered the world of real business full of real problems and requiring a really serious attitude, especially commitment. My team leader involved me in preparing project delivery reviews, master sheets, profit & loss sheets, etc. I started getting involved in end-to-end processes of project management at Huawei. I identified my advantages and built on them. And I started taking the initiative to contribute and add value to my team as a way of proving myself and demonstrating my worthiness.

Navigating the Path to Professional Growth

During my internship, I approached each task with enthusiasm, determination, and a hunger for learning. I would go above and beyond to get opportunities,

which I would grab with both hands. And my dedication and willingness to take on new challenges did not go unnoticed by my superiors.

As I transitioned from an intern to an outsourced staff member, my dedication and passion helped me to excel in every project I undertook. Through my unwavering commitment, I garnered recognition as a reliable and result-driven team member. Looking back, I find that I cannot thank my first team enough. It was Delivery & Services (D&S) of the Enterprise Business Group (EBG). They would provide me with an opportunity to grow whenever there was one, and they actually believed in me more than I did in myself.

During this period of my involvement in project management I never forgot my goal to be a human resources (HR) expert and be part of that world – a goal that I had set early in my life and was determined to achieve. I studied for cognitive behavioral therapy certification along with my Master of Business Administration (MBA). Always attracted by the HR realm and its philosophy, I could not keep my hands off from books on human psychology and organizational mechanisms.

Although I was advancing in my project



During a team building activity by EBG D&S in 2017 (author is second from left)

management career but my heart was yearning for the world of HR. As always, however, life has a way of presenting unexpected opportunities. A series of fortuitous events led to my transfer from the D&S realm to the HR department. Although the change initially surprised me, I approached it with an open mind and a determination to succeed. Drawing upon my project management background, I seamlessly transitioned into my new role. Huawei is a platform where you can get full opportunity and find doors open as wide as you want them to be. It is you who actually decide whether to make your journey a success or a failure.

Now that I was on an HR team and given a responsibility for employee relations (ER), I was doing my best to prove that I was up to the task.

The experience of this transition was like stepping onto a different pagoda in the corporate temple, which presented a multitude of tough challenges and exciting possibilities. Undeterred, I had a cultural curiosity, pretty much in the same way as I was curious about a Chinese lady wearing a cheongsam (a traditional Chinese robe dress; also called the qipao); I was ready to make an impact with some sort of East-Meets-West approach. I myself was a mixed breed of cultures – born

and raised in an Arab country; studying and exposed to American customs and values; a Pakistani family; a Chinese workplace. What a perfect example of cultural blending! Challenges, though, came fast and furious, like a never-ending game of HR dodgeball. Dealing with the “paperwork tornado” and tackling a series of employee inquiries became a daily routine.

In the HR department, I discovered the profound importance of human connection and the art of building harmonious teams. Drawing inspiration from ancient Chinese philosophy, I became a “Yin Yang HR Maven” of some sort, finding a balance between professionalism and empathy, between discipline and compassion. I tried to help create a work environment where employees could thrive, with gaps bridged between cultural backgrounds and a sense of unity fostered. Amidst the Mandarin conversations that echoed through the office, I discovered the power of effective communication transcending language barriers.

During this phase, I still did not forget that I had a soft corner for training. I voluntarily extended my support to all the training sessions that were being held and arranged by my seniors. It is my understanding that you do not need to be a trainer, class manager or a trainee to



With my colleagues in 2019 (author is third from right at front row)

learn and that you can have many learning opportunities by using a training platform one way or the other. I provided support by helping with the meeting room arrangement, the attendance and so on, but I learnt a lot by focusing on managing the trainer content, trainee content and feedback. Gradually, I became part of the training and development domain. I never intended to be a star of the show. But my passion and drive to learn actually gave me chances to hold a position which I aspired to achieve, and there I was.

Unlocking Doors to Opportunities

With time going by, I took up responsibilities in the learning and development (L&D) domain. I initiated various employee well-being programs under ER and L&D for which I always received recognition and appreciation from the top management. My focus has always been on the culture of and commitment to employee development.

To contribute to our Huawei Pakistan Representative Office, I worked hard to find out what learning platforms we had available at Huawei; by consulting with my seniors, I sought to come up with ways for the employees to use those learning platforms where they could receive training in necessary skills and knowledge so as to excel. Coming out of my shell was a challenge for me. But to stay committed to the goals was the drive for me. With a passion for learning and development and a belief in the power of face-to-face interactions, I attached great importance to organizing regular training sessions and workshops for the employees. I became a class manager and a trainer. And I would often go to our project sites to conduct training for our site teams or teams that were based at customer premises.

Capability improvement planning is still one of the key roles that I pursue with great zeal and I enjoy working on new business requirements, whether they are made by external or internal customers. To assess training needs and requirements, I would engage in one-on-one conversations with experts and employees, encouraging open dialogue and creating safe space for them to share their thoughts and voice their concerns. These discussions not only helped me gauge the training requirements but also fostered a sense of trust and camaraderie among the employees, an approach that has been important for my

ER role. Providing effective access to development and communication opportunities for my internal customers represents my work direction and the yardstick of my value.

I continued to invest my time and efforts into honing my skills and expanding my knowledge. I seized every chance to collaborate with colleagues across different departments, learning from their expertise and leveraging their experiences. I also actively participated in training programs and pursued additional certifications to enhance my professional qualifications. After being transferred to the HR department, I was told by my first supervisor, “Aqsa, be a role model!” Since then, I have tried my best to walk the talk and demonstrate Huawei’s corporate core values in all my actions.

My commitment and hard work paid off, and my performance consistently exceeded expectations. I was given more responsibilities and I had numerous opportunities to contribute to critical projects within the company. Challenges were not uncommon as I advanced in my career, but I took on them with determination. And I leveraged my growing expertise and developing leadership skills to deliver exceptional results. It was not an easy journey. I shed many tears during the process. But



During a training session (author is third from right)

nothing ever slowed down my pace towards the set goals. I navigated a maze of Gantt charts, budgets that seemed to have a life of their own, and extremely long meetings. It was a rollercoaster ride where there were trials and triumphs and where Murphy's Law became my daily companion.

But I was not daunted, for, amidst the chaos, I discovered my passion for bringing order to the madness. I mastered the art of multitasking like a plate spinner on a talent show, juggling countless tasks while maintaining a smile as bright as a disco ball light.

In 2021, my supervisor and mentor Mr. Huang approached me with an offer that made me so excited – one to make me a regular Huawei employee! It was like a story whose plot was getting thicker with plenty of twists and turns. And it was like discovering a hidden chocolate stash in the office kitchen.

Accepting the position was a significant milestone in my career. It allowed me to take on even greater responsibilities and contribute to strategic decision-making processes. I became an HR assistant for our Local Employee Committee – directly working with, guiding and supporting all local team experts along with the management team. It was very challenging for me, as I

had to take my stance and present my professional advice on how to create a healthy work environment.

Looking back on those years, I cannot help but smile. From that eager intern with a knack for awkwardly spilling coffee to a Human Resource Business Partner (HRBP), a position I currently hold, I have grown and accomplished more than I ever imagined. And it all started with me wearing an intern-sized or a bit oversized suit and having some dreams! Without doubt I have grown, both personally and professionally.

I have learned that success lies not only in mastering project plans and HR strategies but also in embracing the cultural fabric that shapes our experiences.

Dear reader, thank you for your time for this tale of how I, as a young intern, took a bold first step in project management and then grew into a cross-cultural HR visionary over time – a journey where I have left an indelible mark on the organization. It was echoed by what Confucius once said: “the journey of a thousand miles begins with a single step.” May this story about my Huawei journey inspire others to embrace cultural diversity, forge meaningful connections, and embark on their own transformative roads!



During 2019 First-Line Manager Development Program (FLDP) session along with colleagues (author is far left)

Journey to Cyber Security Success: My Experience at Huawei

By Karla Valenzuela Miranda / Mexico



The Beginning: The Limits Are Just Mental Borders

I was looking for new challenges in my career – it was more than a year ago. That is why I accepted the opportunity to work at Huawei as an owner of cyber security in delivery and services (D&S). My Huawei journey so far has been exciting, full of learning opportunities and challenges in work.

A year ago when I joined Huawei, I realized that here the limits are mental, that is, there are no barriers that with dedication and effort we cannot overcome. As a matter of fact I have encountered actual barriers since I joined the company. They include the challenges of taking my first step in an unfamiliar business context, walking through cultural adaptation, surmounting language barriers, and learning the internal security regulations to safeguard operations in the department.

As I still remember, the first few days were marked by a thorough review of existing processes with a Chinese colleague. The opportunity to collaborate with a Chinese colleague brought me closer to Chinese culture, which I believed I could learn more about without having to be in China. However, the biggest challenge came when our manager called a meeting to review the processes.

At that time, I discovered that the way activities were carried out was a bit chaotic and not aligned with the director's expectations. The manager required a

comprehensive but concise review of the activities, and the situation was made even more complex with the mix of languages – between Chinese and English – and not everyone at the meeting spoke Chinese. In the midst of trying to understand the manager's preferences, I could only follow what was discussed in English, making it a little hard for me to understand the expectations of the activity and meet them effectively. On the other hand, this situation has also been a constant reminder that challenges can turn into opportunities for me to improve myself.

Managing cyber security in such a cross-cultural





In the 2022 Network Change Expert Awarding Ceremony (author is second from left)

context could be very tough. It put me through my paces. However, it also allowed me to expand my boundaries and learn valuable lessons, among them a mindset of constant improvement and adapting to changing circumstances and scenarios. Adaptation and dedication are the driving force behind every project. Each of the activities I carried out at my position had led me to face the fact that I needed to communicate and collaborate efficiently and effectively with different teams within the organization.

Teamwork and Possible Accompanying Challenges

The management of cyber security and the administration of departments are not two isolated tasks, as either of them requires close coordination with other departments to ensure effective protection of what our employees are doing in our business operations. Learning to work as a team, share ideas, and find a balance between security and employee comfort has been a great challenge. But it is necessary that as a team we should have solid cooperation and coordination in analyzing threats and mitigating their possible damage efficiently, with a view to minimizing the impact and ensuring our business continuity.

Working in a team can present some tough challenges, which often arise from the individual team

members' different perspectives, approaches and ways of dealing with conflicts. The main challenge I have faced is the relationship that has to be managed between the contact persons and engineers of each D&S team and other business units (BUs) for the purpose of gathering key metrics for cyber security management.

In this context, coordinating the efforts and synchronization of over a thousand engineers has been a substantial challenge. Although the engineers understand the parameters and criteria to be met, attention to this activity is often deferred due to the busy day-to-day schedules, thus creating the need for constant communication through regular reminders to ensure compliance with the metrics. Interestingly, this challenge, which I faced head on and then surmounted, has enriched my experience, putting the situation in perspective and strengthening my ability to collaborate in highly complex and rigorous environments; it helped my teammates and me to consolidate cooperation and collective commitment in pursuit of our strategic objectives.

Reflecting on this I realize that teamwork allows us to take advantage of the diversity of skills and knowledge that each member of the team brings. It has been an effective means to coordinate a talented and passionate team that has successfully supported the fulfillment of the tasks that internal cyber security requires to protect the technological infrastructure of a world-leading company that is Huawei. In an increasingly digitalized and

connected world, such strong teamwork in cyber security management leads us to success, a success that we should measure not just by the effectiveness to prevent a mistake or mitigate its damage, but also by the ability to learn from the mistake and constantly improve.

Knowledge Is Power


Ours is a time when technology advances by leaps and bounds. To continue on the path to making history within the company it is necessary to keep updated with skills and knowledge to leave a mark in the technology industry. The limits are personal; in my case, perseverance and practice have enabled me to achieve the objectives as required by my department to their great satisfaction.

Working at Huawei has been an opportunity that has allowed me to grow in areas that I never imagined. Graduating from my college with a degree in international relations, I never imagined that I would work at a leading tech company such as Huawei, a company that is committed to promoting the information and communications technology (ICT) industry.

Our company has shouldered great responsibilities in the field of cyber security and so it can have no margin

for errors. At Huawei there are more than three thousand employees working full time to make the necessary adjustments so that global cyber security regulations are complied with by Huawei one hundred percent, making us a security reference around the world, despite the obstacles that have been imposed on us as a company.

After having a meeting with our Global Cyber Security & Privacy Officer (GSPO) I came to understand the importance of my job and how delicate the information is. As a liaison for coordinating and supporting the management of internal compliance with cyber security rules, my job makes me study, learn and carry out more thorough management of the steps we must follow in the relevant departments to avoid any mistake. That is why I encourage all our new colleagues to learn, to stay dedicated to this work, and to pursue the vision for which we enter this field and which keeps driving us forward.

I am excited about the future of my career at Huawei. By dealing with each and every challenge down the road, I know that I will keep on learning, developing, growing, and pushing my own boundaries. With determination and the teamwork spirit, I will continue to work with my teammates and break down boundaries, helping to take Huawei to new heights. 



Receiving Outstanding Employee Award in 2024

News & Events



Huawei OptiX OSN 9800 series ranks as a “Leader” with the highest score in core and metro WDM by GlobalData

Huawei OptiX OSN 9800 Series Once Again Ranks as “Leader” in Core and Metro WDM by GlobalData

[Shenzhen, China, January 8, 2024] GlobalData, a global authoritative consulting firm, has released its latest Metro & Core Packet-Optical Transport/Platform: Competitive Landscape Assessment. In the report, Huawei OptiX OSN 9800 series features leading architecture, ultra-large capacity, excellent transmission performance, and mature commercial use cases. All this has helped Huawei rank as “Leader” with the highest scores in core and metro WDM by GlobalData.

As one of the most authoritative industry analyst firms in the communications field, GlobalData provides professional market research and vendor analysis information for the industry. According to the report, Huawei OptiX OSN 9800 series outperforms other vendors in terms of line ports, switching capacity and features, port capabilities, transmission capabilities, network management, and physical features. In 2023, Huawei also released Super 800G ultra-high-speed solution, the industry's first DC-oriented OTN Kepler platform, and NCE T-AUTO all-optical automation solution.

OptiX OSN 9800 series are Huawei's flagship WDM products. It is applicable to integrated transmission scenarios such as high-

speed interconnection between data centers, home broadband, mobile bearing, and enterprise private line. In the future, Huawei will continue to invest and innovate in the optical transmission field to help carriers cope with heavy traffic, reduce costs, improve efficiency, and save energy. By doing so, we expect to promote the development of new services and accelerate digital transformation.

Inspire your Creativity: HUAWEI Launches GoPaint Worldwide Creating Activity

[Shenzhen, China, January 5, 2024] Today, Huawei officially kicked off the HUAWEI GoPaint Worldwide Creating Activity. From 5 January 2024 to 29 February 2024, participants can showcase their digital art skills in an online contest that embodies Huawei's commitment to sparking creativity. HUAWEI GoPaint Worldwide Creating Activity is a platform for anyone who loves to create, to express themselves, inspire creativity, and empower more people to engage in art creation.

Conceived to deliver delightful creating features, the activity aims to stimulate global consumers to express the concept of “Creation of Beauty” with Huawei tablets.



GoPAINT Worldwide Creating Activity
5 January 2024 – 29 February 2024

Powered by HUAWEI MatePad

For more details, please visit the official website:
<https://consumer.huawei.com/en/campaign/gopaint/>

An Unforgettable Experience of Training in Gui'an

By Paula Carvalho de Souza / Brazil



In early 2022, I received a job offer from Huawei and I gladly took it. Since then I have enjoyed an abundance of opportunities to learn and grow, so I have been able to develop personally and professionally. I have been involved in some major projects in which I took great responsibilities and, of course, faced quite some challenges at the same time.

In 2023, I had an opportunity to join in a training program at Huawei's new training facility in Gui'an, a district of the city of Guiyang, Guizhou Province, China. It was a program offering two courses: one on microwave technology and products and the other on wireless technology and products. In addition to taking theoretical and practical hands-on classes, we got exposed to some new wireless and microwave products made by Huawei. For example, we saw some new 5G hardware equipment, which improved signal coverage while reducing power consumption, the antenna size and production costs.

This opportunity was one of the most amazing things that had ever happened to me. During my stay in Gui'an for the training, I was able to learn, besides the technical part, more about Chinese culture, about



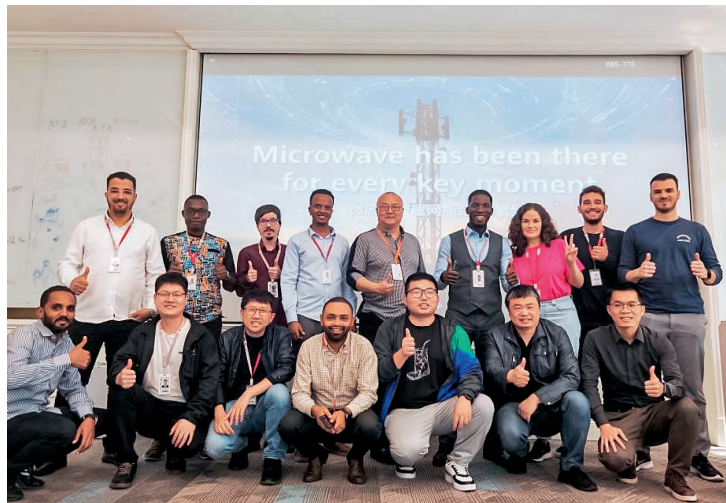
On the training campus

the company, and about other countries. Besides, the training program saw the participation of fellow trainees from all over the world. Thus I got to meet interesting, wonderful people, who were readily sharing with me their technical knowledge, experiences in Huawei projects, and the cultures of their countries.

It was a new training facility of Huawei and, of course, had a campus. There I noticed many laboratories equipped with various instruments and apparatuses developed by Huawei, where the trainees could practice what had been taught in the classroom. I was impressed by the designs of the cooling system of the laboratories and the heating system of the buildings. The cooling system made use of the water from the lake at the training facility; the heating system exploited the heat dissipating from the equipment of the laboratories. This said a lot about the company's attitude towards environmental protection. Besides, I found the campus to be a beautiful place – there were a waterfall and several fabulous gardens on it.

For the well-being of the trainees, instructors, and other staffers, this new training facility of Huawei in Gui'an came with a gym, a swimming pool, and so on. Besides, it had restaurants offering delicious food.

We had physical activities during the training, much to my pleasant surprise. Of all these activities, the jump rope competition was the most exciting; the other was running with a bag, which was full of fun. In these games I felt as if I were a child again in the kindergarten. Everyone was engaged in these healthy competitive activities. In the end, we got together with other Huawei employees and shared stories and professional experiences with each other. It was a



My classmates, instructors, and me from the microwave course (author is third from right at back row)



The campus of Huawei's new training facility in Gui'an

sweet memory for me: I spent some days doing amazing things and having fun on this campus.

We would chat with our instructors, and from them we heard some motivating stories about how Huawei had helped many cities develop technologically and economically. In this city of Guiyang, where the new training facility was located, a large number of data centers were being built to create more jobs as well as development opportunities. And it was in this experience that I learned that Guizhou turned out to be the province where Huawei's founder, Mr. Ren Zhengfei, came from.

While visiting Guiyang, the capital city of Guizhou Province, I was enchanted by its beauty and was amazed at its technological sophistication at the same time. While touring the city, I stopped at many wonderful tourist attractions; and I also tasted many local culinary specialties such as sour soup fish, siwawa and tofu.

One of my fond memories about this experience is that we had a dinner with an instructor who had previously worked for a few years in Brazil. We went for a local barbecue restaurant, where we had a good time enjoying the food and chitchat.

Perhaps I was the first woman student from Brazil to participate in a training program at this new Huawei training facility. The technological knowledge we learned there was both challenging and exciting. Now I am back in my home country, but I still cherish the inspiring experiences I had there, and I continue to develop myself professionally and personally. I am ready to take on more challenges and will keep on learning more about new technologies in the future. ②



My physical activities team (author is the lady in a pink T-shirt)



Touring Guiyang

You Are a **Writer** at Heart!



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Go to our website and read *A Man, a Cook, and a Dog*, and write us your unique work stories. We want to highlight the contributions of ordinary people who do extraordinary things, because good examples are like a beacon in the dark, they lead and inspire us.

world may feel quite connected.

Team/Project Stories

Read *Stars Along the Mountaintops* and share your own touching team/project stories. We believe the best team and project stories reflect our company's purpose and core values, on which the

Life Stories of Individuals

What Do I Do in Office? is a story about how a daddy explains his work in Huawei to his 5-year-old son. Share with us your own touching, inspiring or life-changing experiences during your career at Huawei. Your readers around the

company was built and still rest on today.

Opinions

Read *Why Protecting IPR Should Matter to Us All* and share your opinions on issues and policies at Huawei. The best submissions offer fresh insight, critique ideas, actions, and policies – not people, suggest



solutions, and align with the core values of Huawei.

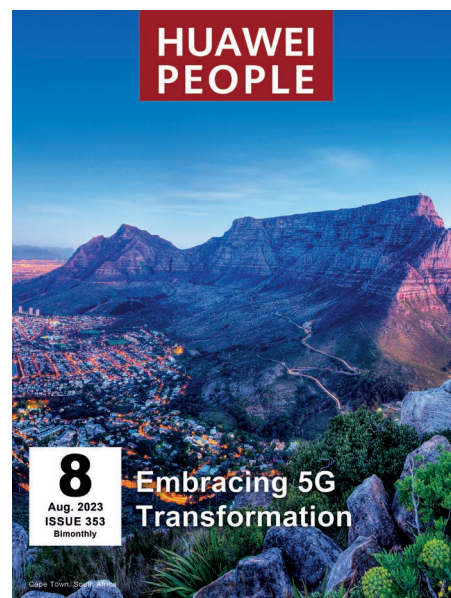
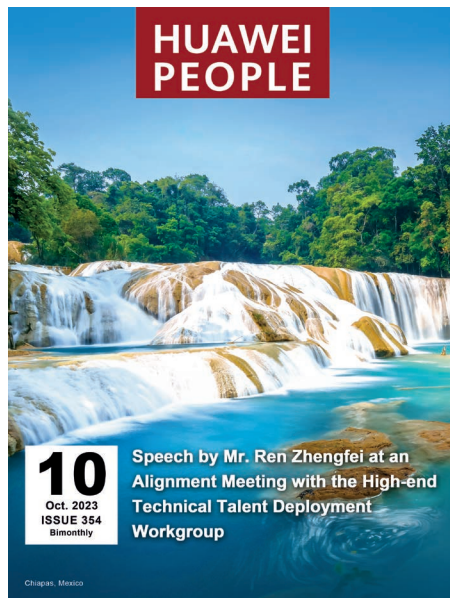
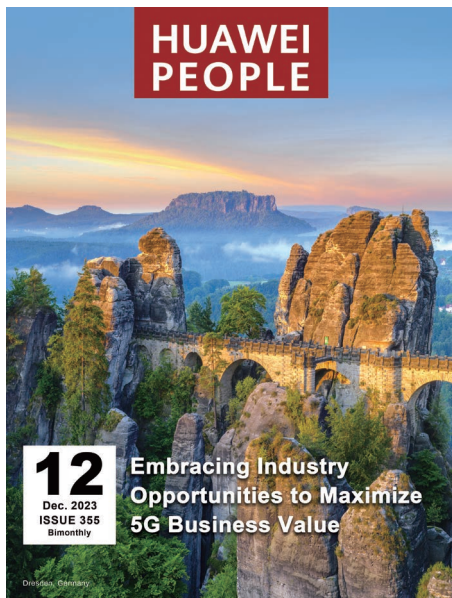
More articles for your reference:

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*Everything is Possible, if
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My Huawei Interview - Chasing Goals and Seeking Results





We Want Your Amazing Photos!

We are looking for some good photos to use for the cover of Huawei People. From the east of the Pacific to the west of the Atlantic, from the north of the Arctic Ocean to the Southern point of South America, from the high plateaus of Bolivia to the low lands of the Dead Sea... Photos of famous landscapes and typical landmarks from the countries and regions where Huawei operates are most welcomed.

Get your photo printed in the cover page of Huawei People magazine and receive a good payment. Take a shoot and share your masterpiece with us!

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