Speech by Mr. Ren Zhengfei at an Alignment Meeting with the High-end Technical Talent Deployment Workgroup
VOICE

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We should establish our own reserve pool of high-end talent and acquire outstanding talent regardless of backgrounds or seniority, including talent who are willing to work within our boundaries, even if they studied subjects beyond our boundaries. We should constantly explore in our assumed directions and continue to reserve talent. We will reserve talent, not US dollars. Our ultimate purpose is to establish our own talent pool.

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Contributions and Feedback
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I. We should establish our own reserve pool of high-end talent and acquire outstanding talent regardless of backgrounds or seniority. However, we must clearly explain Huawei’s business boundaries during recruitment and let the talent know that the company allows them to research and explore within the boundaries.

The company has made it clear that we strive to lead the world within a limited business scope, rather than on all fronts. This means our product boundaries will shrink. However, our research boundaries can be relatively wider, but not unlimited. During recruitment, we should clearly explain what our ideals are and where our boundaries lie. We can ask specialists beyond our boundaries if they are willing to work within our boundaries. If they are, we can accept them. For example, Sun Yat-sen studied medicine, and first focused on treating people with diseases. Then, he moved on to treat the diseased country. MOBECO, a company that Huawei sold, was once led by a dentist. Technologies of different domains have many things in common. Although this dentist previously studied subjects like neurology and protein biology, he was very proficient in computing. This shows that we must not use a fixed pattern to assess talent.

We should establish our own reserve pool of high-end talent and acquire outstanding talent regardless of backgrounds or seniority, including talent who are willing to work within our boundaries, even if they studied subjects beyond our boundaries. We should constantly explore in our assumed directions and continue to reserve talent. We will reserve talent, not US dollars. Our ultimate purpose is to establish our own talent pool. Of course, by high-end, I mean technical talent, not managerial or other types of talent. Managers should follow the path of rising gradually through rotations. Managers without successful
II. The biggest incentive for outstanding talent is finding jobs they are passionate about.

How can we retain outstanding talent? I do not think monetary incentives are most important. Such talent should first find jobs they are passionate about. When they have passion for their jobs, they will work hard. If they can combine their hobbies with their work, they will have no regrets. Therefore, we should pay attention to how outstanding talent play a role in their positions, and assess them based on their contributions.

The company has empowered a group of senior experts to identify and assess talent. These experts can search for appropriate talent among new employees. They can also post some questions on the company’s Intranet. If some employees respond, the experts can ask them to coffee and see whether they truly understand and have the ability to tackle the questions. These experts can decide which departments these employees are fit for and what grades they should be given.

When new employees join Huawei, they can be given different personal grades. Why must they all progress at the same pace? We don’t need to worry about setting wrong grades for new employees. Even if we set the wrong grades, it will only be an issue for a short period. If some employees are not fit for their jobs, they will naturally be removed from their positions, meaning they will only receive high salaries for a short period. If some employees are truly capable, they may see their grades raised, even higher than the baselines you set. If you are really worried about making mistakes when setting grades for new employees, you can ask two experts to work on this, with one playing the role...
of a chief interviewer and the other playing the role of a reviewer. After these two experts have signed the related documents, the grades can be fixed. Grade setting doesn’t have to be totally accurate, and can instead be a bit flexible.

Collective reviews may leave some talent unrecognized. There are many seemingly eccentric geniuses. Our experts should identify the special talents of these geniuses, without needing to comprehensively assess them, and should deploy them regardless of backgrounds or seniority. A great example of this was Xiong Qinglai, a former Dean of the Mathematics Department of Tsinghua University. He allowed Hua Luogeng to teach at Tsinghua University, despite the fact that Hua’s highest level of education was junior high school. This helped Hua Luogeng start his journey of high-level mathematical research. In another example, when Luo Jialun was President of Tsinghua University, he recruited Qian Zhongshu, despite Qian getting low scores during his math exams. That gave Qian an opportunity to become a great writer. The initial personal grades of new employees can be set during campus recruitment and those of outstanding new employees can be adjusted after our experts have coffee with them. These experts are directly empowered to make decisions on new employees’ personal grades.

III. Generalists arise from among specialists, and leaders grow naturally.

First, generalists should first be specialists and then grow from among specialists. If they dive deep enough into a specific field, they will be able to understand matters from other fields. Without experience as a specialist, one cannot become a generalist. A generalist without experience as a specialist may lack the ability to make breakthroughs. They may wander around the “city wall” but may not be able to decide where to place the “satchel charge”. A combination of systems experts, descriptive experts, and architectural experts is not equal to generalists, because these experts are still confined to their specific domains, and no physical or chemical change occurs.

Leaders are not found, but grow naturally. You may have noticed that most great leaders or commanders are born in small towns. Why? Because cities pay a great deal of attention to rules, and impose many constraints. Of course, these constraints do not only come from parents, but also from society, the macro environment, and one’s peers. As a result, cities give rise to many engineers and artists. In contrast, there are not many constraints in small towns, and children there know little about the outside world. Therefore, children in small towns are more likely to identify the most important issues and the key factors that influence the issues, and thus easily become leaders and make historical contributions. Mao Zedong and Su Yu were great examples of this. Surely, they must have developed the required capabilities before solving problems.

Children like stepping in puddles. Only after falling a couple of times will they learn that puddles are not fit to play in and develop the capabilities to make better decisions. That’s why we stress successful field experience. After one leads a small project, they will learn how to make decisions. If one has never succeeded in doing something, they will arbitrarily make decisions when they become a senior manager. Therefore, when we select managers, we shouldn’t assess those who have not made contributions. That will help save human resources.

Over the past few years, Finance has recruited many graduates from world-class universities, who have been assigned first to Africa to work as PFCs. PFCs need to conduct accounting, which requires them to understand business. To understand business, they need to see what base stations and boards are like. Financial personnel who know little about business can only work as accountants. After working in field offices for two years, PFCs can gradually rise up, starting from project CFOs, to project financial experts, and all the way up to managers at HQ. In the future, there will be no “air commanders” at HQ, and instead we will have managers with project experience. Therefore, the systems engineering scientists and PhD holders we currently recruit will be assigned first to product lines, then to development positions, and then to other higher-level positions. They won’t be placed in planning positions upon joining Huawei.

Second, we should establish a platform where senior experts can exchange ideas and rotate between domains. For example, experts from the optical domain can rotate to the switching domain, hardware experts can rotate to the software domain, and software experts can rotate to the hardware domain. This means a cross-
IV. We must create the right “soil” for talent to “grow” and a tolerant environment in which everyone can voice their opinions. This will help open up minds and allow outstanding talent and heroes to emerge in great numbers.

Huawei has long advocated a selection mechanism, because talent are not cultivated, but grow naturally. We must create the right “soil” for talent to “grow”, allowing them to “absorb the energy of the universe over a cup of coffee”. We must not place too many people management responsibilities on the shoulders of senior experts, or make decisions for them. We must instead give them sufficient freedom, so that they can unleash their potential.

First, once placed in appropriate positions, high-end technical talent will show their value. We should then assess them within the value system. We can establish a platform through which high-end talent can complain. If they want to complain, they can submit emails to this platform. HR staff should listen to these complaints, compile them into minutes, and submit them to related departments for adjustments. We can assign some senior staff who possess strong interpersonal skills, and are familiar with Huawei processes and good at uniting people to the mentoring departments, where they can listen to employees and settle conflicts as necessary.

Second, to help talent grow, we must create a tolerant environment in which everyone can voice their opinions, inspire each other, and open up minds. First of all, having coffee together is a means to inspire each other, and chatting online is another way of “having coffee”. For example, the expert groups of the 2012 Laboratories often engage in fierce discussions, and there are over 1,500 posts regarding the direction for software breakthroughs on the Xinsheng Community platform. These posts contain many criticisms, which I think serve as inspirations and great guidance for new employees.

Why don’t I chat online, and why do I instead choose to have coffee with employees? Because I think interactions online. Secondly, senior experts should spend more time reading papers rather than merely burying their heads in their work. For example, they can spend half of their time reading papers and writing down their takeaways. Thirdly, our Chaspark should call on all employees to repost papers that they think is great on our Intranet. If there is a risk of infringing on others’ intellectual property rights, they can just repost the links, which can lead people to the related websites. This is also a means of communication.

Your thoughts on high-end technical talent deployment are clear. Nothing can stop the wheel of history from turning. Some may choose to leave, and others will step forward to fill the vacancies. Nevertheless, we should establish a mechanism that allows outstanding talent and heroes to emerge in great numbers.
A Remarkable Journey with Huawei

By Angel Alfredo Damian Olvera / Mexico

I know that this step would mark the beginning of a transformative adventure, one that would shape me in my personal and professional growth in ways I could never have imagined.

How I Joined Huawei

Let me begin by sharing an intriguing story that remains unfamiliar to many – the story of how I embarked on my journey with Huawei. During my final year studying international business at a university in Mexico, I developed an interest in the Chinese language and decided to pursue its study.

One day, after my class, I noticed a group of Chinese individuals disembarking from a bus. Without hesitation, I approached them, eager to practice my newly acquired Chinese language skills. Unfortunately, my attempts were met with confusion as they could not comprehend my words. Undeterred, I persisted, hoping to find someone receptive to my linguistic endeavors.

On my third day of trying to converse in Chinese, I encountered a friendly individual who, despite witnessing my obvious struggles, wore a warm smile. Believing him to be approachable, I continued my attempts at speaking Chinese. Seeing that he still could not fully understand me, I switched to English and inquired about his workplace, and he replied that he worked at Huawei. Somehow, probably instinctively, I exclaimed, “I want to
"As part of this responsibility, I meticulously reviewed qualification and selection documents as well as contracts, further increasing my perception of the procurement role."

work with you!"

He kindly provided me with the email address of Huawei’s Human Resources (HR) department, prompting me to swiftly prepare my curriculum vitae and submit it the very same day. To cut a long story short, I did as I was told. One week later, following a successful interview, I got a job offer. That started my journey at Huawei. It was on February 7, 2011, when I started out as an intern under the Huawei Graduate Program, in the Procurement & Qualification Department (PQD) of Huawei Mexico – as a document keeper, to be precise.

Although this position is relatively unknown nowadays, my responsibilities were crucial. I diligently archived the hard copies of such documents as contracts, price comparisons, quotations, bidding processes, and meeting minutes. Additionally, I assumed the role of recording meeting minutes for the weekly department meetings and Joint Review Team (JRT) sessions. Furthermore, I actively participated in general procurement activities.

As the sole intern surrounded by experienced Commodity Expert Group (CEG) Buyers, I spent a whole year getting immersed in these tasks. I committed the entire procurement process to memory, drawing knowledge from reports, and learning from those who had more experience in the department. I would often find myself encountering various challenges as these were new process and new opportunity areas to me.

To overcome these challenges, I adopted a proactive approach. I immersed myself in all the manuals, guides and training materials available. I asked my senior colleagues many questions, and made myself teachable for any new situation that we might face. Additionally, I made market research and stayed updated on industry trends and supplier capabilities. Consequently, I gained a comprehensive understanding of procurement processes and regulations, which eventually contributed to my involvement in internal control. As part of this responsibility, I meticulously reviewed qualification and selection documents as well as contracts, further increasing my perception of the procurement role.

Soon I proudly obtained my degree from the university. It was during this pivotal time that my current boss approached me with an enticing proposition – a full-time position within the Huawei Mexico PQD was awaiting me. He said that he valued my contributions, ideas and dedication to the department and as a reward he had selected me as a full-time member in his team. At that moment, an immense feeling of gratitude washed over me. I felt grateful to him for believing in my abilities and giving me an opportunity on a new adventure. Eagerly embracing the opportunity, I embarked on a new chapter as a Process Controller, despite being the youngest member of the team.

This role opened up a wider vantage point from which I could observe the multifaceted workings of procurement. Now I gained a comprehensive understanding of all three categories within procurement:
Engineering Procurement, General Procurement, and Logistics Procurement.

I approached this role with great enthusiasm, recognizing it as an opportunity to gain a comprehensive knowledge of the entire procurement department. It went beyond a surface-level understanding and delved deep into the intricacies of the procurement processes. Furthermore, I diligently learned from both the triumphs and mistakes of others, as well as my own, consistently seeking to enhance my proficiency in the area.

Handling My First Category

After a year of serving as a Process Controller, I was appointed CEG Buyer for logistics, which brought forth new knowledge and experience. During that period, our procurement team also handled business related to terminal products of the Consumer Business Group (CBG), which necessitated my involvement in negotiating with suppliers, particularly when it came to addressing risky contract clauses such as damages and losses associated with expensive materials.

Through numerous bidding processes and contract negotiations, I gained a comprehensive understanding of how to negotiate favorable contracts for Huawei. This entailed identifying the clauses that were acceptable to and beneficial for Huawei and, of course, those that were not. By prioritizing such considerations, I aimed to improve cooperation with suppliers, reduce internal risks for Huawei, and enhance the overall contractual outcomes. Negotiation skills became an integral part of my role as a procurement professional, permeating our daily activities within the department.

This path was never easy for me. The first negotiations I was involved in were hard, and I was not able to deliver the result in complete terms as I had wished. With the passing of time and after having a deeper understanding, gradually I was working out ways for a more successful negotiation. After many negotiations I came to realize that preparations in advance were the foundation for successful negotiations; I began to conduct diligent research on my negotiation counterparts by gathering relevant information about them, their objectives, and their interests – a critical part of the preparations. I noticed that, as long as I was well prepared and had a thorough understanding of the situation, I would be able to identify potential areas of mutual benefit and guide the negotiation to the best place possible and to the benefit of both parties, however tough the negotiation might be. By embracing continuous learning, seeking new challenges to conquer, and consistently refining my negotiation skills, I set the stage for my future achievements and personal growth. I witnessed how effective negotiation techniques, such as preparation, empathy, creative problem-solving, and persuasive communication, could pave the way for success.

Recognizing that suppliers possessed considerably more experience than I did, I realized the importance of thoroughly understanding the scope of the services to be contracted. As a naturally inquisitive person, I sought guidance from the most experienced individuals at Huawei, seeking their insights into the complete scope of contracts and their past experiences. Their input was invaluable in helping me to identify areas for improvement in our contracts and partnerships; it was highly useful in minimizing internal control risks to ensure successful outcomes.

Throughout this journey, a central question persisted in my mind: How could we optimize our contracts to simplify our work and protect ourselves from potential risks at the same time? I understood that it was not an easy objective to achieve and its achievement required immense, continuous efforts. Consequently, during annual bidding and contract cycles, my team and I conducted summary meetings to identify pain points from past experiences and engaged in collaborative brainstorming sessions to devise strategies for enhancing future contracts.

Every year, before starting a new bidding process, all the bidding team members, including those from the supply chain and procurement departments, sat together and started to make a list of all the difficulties and pain points we had encountered during the year; they included the lack of trucks, extra costs, inefficient management, and slow reports. For each pain point, we worked hard to come up with different solutions and tried to figure out which one could be the best option. Some of the solutions or optimizations were intended to provide a forecast on a monthly and weekly basis in order to let the supplier prepare resources in advance. In this way, we had at least covered and addressed all of the previous pain points.
before a new project started. Of course, we might have new challenges but we were prepared for such surprises, knowing that it was something way too common at a business organization where constant improvement was encouraged.

Over time, these incremental improvements yielded tangible results, making previously challenging problems easier to resolve. And it was actually a process where we found that the most profound lessons were often learned in the hard way and the toughest of times. With these improvements, our internal customers, including the supply chain and all the key account departments, became easier for them to manage the logistics service suppliers and ensure the timely delivery of supplies for their projects. Also, they felt that they had some sort of supplier management, which often led to better solutions. They were so happy with the results and had such great trust in us at procurement that they entrusted us to select and manage the suppliers on a yearly basis. Indeed, these improvements had led to a more trustful environment for procurement and internal customers. Additionally, the suppliers had a good feeling that they were having cooperation from Huawei.

**Toughest Challenges in Logistics Service Procurement**

We encountered the most formidable challenges twice in the field of logistics, which put the company and me in the most difficult situations.

The first challenge came about in 2015, when there was a significant increase in demand from our customers. As a result, logistics service demand nearly doubled year on year. And it was a rush season when our key task was to negotiate with suppliers and ensure that they could meet this demand. Concurrently, I assumed the role of Procurement Project Manager for customer T, which represented the largest share of the Mexican market. This necessitated managing both the logistics and telecom equipment categories for the customer.

The project entailed managing 8,000 site swaps assigned by the customer, leading to a doubling of team resources. Moreover, the entry of customer A into the...
As a result, we successfully fulfilled the customer’s demand by providing sufficient trucks, warehouse space, and overall logistical capacity.

During the Latin America Supplier Conference in Mexico in 2019

Mexican market through the acquisition of customers N and I, created a saturated market environment, intensifying competition among vendors and suppliers for resources. Consequently, logistics service demand also doubled. Daily trucking services increased twofold, the central warehouse space expanded by several thousand square meters, and customs inbound operations and spare parts capacity saw a twofold increase.

To meet these requirements, we engaged three transportation service suppliers, including both local and global suppliers, with a certain share of the work allocated for each. Our goal was to establish strong relationships with key suppliers and create cooperative conditions that would enable them to significantly enhance their capacity. This involved accurate forecasting, frequent meetings, improved payment terms, clarified requirements, and close collaboration with all stakeholders on the logistics chain.

As a result, we successfully fulfilled the customer’s demand by providing sufficient trucks, warehouse space, and overall logistical capacity. As chance would have it, that was a time that coincided with the peak season for the Carrier Network Business Group (CNBG) at Huawei Mexico, necessitating further capacity enhancements and improved cargo security measures. We employed custodial personnel, strengthened contractual liabilities and clauses, and implemented various security protocols to safeguard against theft, damages, and loss of cargo.

The second major challenge happened during 2019, when we were faced with an extremely difficult situation in our effort to ensure business continuity. For us procurement employees, especially in the logistics sector, this presented a toughest challenge. My specific task was to define a new strategy for logistics service suppliers at Huawei Mexico. Additionally, the Latin America Region (LAR) sought my support in negotiating and qualifying suppliers capable of shipping cargo by air directly from Latin America to Shenzhen, China.

This situation severely impacted our central warehouse and customs operations in Mexico. For four consecutive days, our materials were unable to move from the central warehouse until the negotiation issues were resolved. I was assigned a daunting task of negotiating and signing, within a timeframe of just four days, a new contract for a central warehouse. It should
be noted that negotiating a main warehouse contract involves extensive discussions on liabilities, risk coverage in the event of a fire and theft, and contractual clauses ensuring that the warehousing facility is equipped with essentials such as racks, wireless connectivity, forklifts, and a workforce consisting of more than 30 operators and supervisors.

Following multiple internal meetings, we identified a local logistics service supplier with previous experience in managing central warehouses for Huawei, who had warehousing space immediately available and the capacity to hire sufficient personnel to continue warehouse operations. We held meetings at their offices, devised a strategy, presented the results to the JRT, negotiated prices, and signed the contract within one week, setting a new record for efficiency.

The Most Daunting Challenge in My Career with Huawei

After I had spent a few months managing the Fiber to the x (FTTx) category, Mexico embarked on its largest-ever Fiber to the Home (FTTH) project, surpassing any project in terms of scale in my previous experience with similar initiatives. The objective was to install 15,000 kilometers of FTTH distribution lines within a year. The project introduced a new customer, a new standard, and a relatively new commercial landscape for us.

Besides, the high demand necessitated our collaboration with numerous new suppliers, many of whom we had not worked with before. I was appointed the procurement team leader for this project; I was to oversee a team of seven procurement project managers, each assigned a task according to his or her specific skills and expertise.

Recognizing their strengths and areas for improvement, I took great pleasure in coaching and mentoring these young professionals. I saw it as an opportunity to impart knowledge and help them avoid repeating mistakes I had made in the past. I discovered that coaching and working alongside new employees was the most effective way to enhance the quality of work and improve efficiency within the procurement team. This approach aligned with the cultural context of Mexico, where individuals learn best through ongoing guidance and hands-on experience with their mentors.

There was not a harder project than this ever. Everything I had done in the past to fix problems did not work in this. Every problem was totally new. New customer. New working method. New acceptance process. It was really a challenge not only for me but also for the whole team. Every day was a challenge. All the team worked hard. All the team was focused on the same target.

In the end, after the relentless efforts of all involved in this project, we finally were able to close the project. Each step of the project’s progression, as I still remember, was an opportunity for learning, growth, and self-discovery. The sense of accomplishment and pride surrounded me, making me feel satisfied profoundly. The immense challenges I encountered tested my abilities and pushed me beyond my perceived limits. This accomplishment was not just a test to my skills and dedication but also a reminder that perseverance and determination can conquer even the most formidable challenge. However, I remind myself that every ending paves the way for new beginnings. The experience gained, the lessons learned, and the memories created, they will forever shape my journey.

Final Reflections

As now, I find myself in a new adventure starting a position as Procurement Delivery Manager. I would like to share some final reflections on my career in procurement at Huawei.

Firstly, when faced with a new task or challenge, it is crucial to resist the urge to immediately dive in an attempt to solve it. Instead, take the time to contemplate and seek the most efficient and effective solution. Rushing into action is not always the best approach. Sometimes, thorough consideration of the task and possible solutions can lead to better ideas and save time and resources for the company, ultimately contributing to the successful completion of projects.

Secondly, we are all in a constant and endless journey of learning. No matter how many years of experience we accumulate in a company, there will always be something new to learn and new adventures to experience.
The Best View Comes After the Hardest Climb

By Sabrina Djellouli / Algeria

I was drawn to Huawei, as I recall, for its commitment to innovation and technology; and I felt excited about the opportunity and prospect of working for a company that was a force to be reckoned with in the industry. When I joined it, I started out in a junior role, eager to learn and grow within the organization.

Over the years, I have worked my way up through the ranks, taking more and more responsibilities and gaining valuable experience along the way. I have had the opportunity to work on a variety of projects, both big and small, and to collaborate with colleagues from all over the world.

Now, as I am writing my story, I can see how far I have come and how much I have learned. I am Sabrina, and this is the story of my decade-long journey at Huawei.

The Beginning of a New Chapter in My Life

Before joining Huawei, I had worked for almost five years as a research and development (R&D) technical leader (TL) in embedded software development for routers in a multinational company located in France. In parallel, I had been working on my Doctor of Philosophy (PhD) in robotics and artificial intelligence (AI). As a TL, I was responsible for leading a team of software developers in the R&D department. For about five years, my previous job location was shared between Algiers in Algeria and Paris in France, and all the customers were located in Europe, so I had had very little exposure to the Algerian market.

In fact, with no prior experience in sales, nor in the Algerian telecommunications market, I was not really aware of the challenges I was about to face in working as a software solution manager. But I knew that I had
to learn quickly and get up to speed with the latest technology and trends.

My first month in the new position was really tough. I had only a few days to get familiar with the new work environment before I was asked to support the solution expert to prepare for some workshops with our customer. This was the moment when I realized that the job was much more challenging than I had expected. It called for my efforts on two fronts: to get an in-depth understanding of the customer’s requirements; and at the same time, to know Huawei’s charging and billing solution thoroughly in a very short time.

Despite the difficulties, I was determined to succeed. I spent countless hours studying and practicing, both on my own and with the help of my colleagues. I asked questions, sought feedback, and never gave up. Slowly but surely, I began to understand Huawei’s charging and billing solution and was able to navigate its complexities and the intricacies. To be honest, there were moments when I felt overwhelmed and uncertain about whether I could continue. But every time I thought about giving up, I would take a deep breath and remember why I started. I would remind myself of my goals, my dreams, and the vision that I had for my life. I would think about all the hard work I had already put in and the progress that I had made. And I would feel a renewed sense of determination to keep going. Quickly, I felt encouraged and supported by my colleagues and managers, who were always willing to help and share their knowledge.

Today, I still keep moving forward, one day at a time and one step at a time, knowing that every step will bring me closer to my dreams. And I am thankful for the reminder that sometimes, whenever we feel like giving up, all we need is to remember why we started.

At the end of this first month, I was able to prepare a detailed report summarizing the pain points with the legacy platform and customer expectations of our VROXWLRQDQGWRDFWLYHOFKJSUHOLPHQWVRIWKH project scope description document. Both managers and coworkers appreciated the value I brought to the project. I felt supported and valued and this encouraged me to move forward in this adventure.

One of the things that struck me about working at Huawei was its corporate culture. As I found out soon after joining it, the company was very dynamic and fast-paced, with dedication to and a laser-sharp focus on technological innovation and R&D. Since my first day in Huawei, I have been impressed by the company’s emphasis on customer centricity, and come to love the collaborative and open culture that permeated the workplace. As per my presales responsibilities, I have been more and more committed to Huawei’s mission and values. I have been working hard to provide excellent customer service and to find creative solutions to meet the unique needs of each customer.

Some people may say that Huawei’s corporate culture is not just a personal conviction, but a driving force in my career. Every day I feel proud to be part of a company that is dedicated to making a positive impact on the world and committed to doing so in a responsible and ethical way.
values are Chinese values, but I beg to differ. I believe that these values are universal success values. Maybe this idea helped me to adapt quickly, and to integrate myself with the team smoothly. My belief in Huawei’s corporate culture is not just a personal conviction, but a driving force in my career. Every day I feel proud to be part of a company that is dedicated to making a positive impact on the world and committed to doing so in a responsible and ethical way.

I became more confident in my abilities and began taking more responsibilities. I started contributing to design discussions and sales strategies, leading small- and mid-scale end-to-end projects, and mentoring new employees.

One year after joining Huawei Algeria, I even had the opportunity to travel to China for the first time for a case sharing and training session.

It was a chance to meet other software solution managers from all over the world and to learn from their precious experience leading convergent billing projects. During my stay in China for the session, I got to discover for the first time the city of Shenzhen, which is known as the Chinese Version of Silicon Valley due to its vibrant technology industry and its status as a hub for manufacturing, particularly in electronics. The city experienced rapid growth and development in the recent decades, becoming a global center of innovation.

This training was a great way to get in touch with people sharing the same struggles with me. I was impressed by their stories with customers, and their ability to help customers go through a very large-scale billing system swap. I definitely learned a lot from their experience and also made new friends with whom I stayed in contact for many years.

The China visit helped me to have a better understanding of the company’s vision and values, and to believe that each of us is contributing to the great engine that drives technological development and trends.

From Novice to Expert

Time flies. But it goes by even faster when you work at Huawei. When I joined the company in early 2014, Algeria was only about to start the 3G migration. Now, ten years later, the world is already talking about 5.5G, and even 6G.

Over the past decade, Huawei has greatly expanded
its presence in the Algerian market, where it has deployed a number of solutions for wireless, transmission, Internet Protocol (IP), core network, billing & charging, value-added service (VAS), etc. Our customers in Algeria are convinced that Huawei is in a strategic position leading the successful 5G transformation globally.

The Mobile World Congress (MWC) is a key event which each year gathers thousands of professionals who are informed about the latest leading-edge technologies in telecommunications. As a key player in the technology arena, Huawei takes this event seriously, so it sets high selection standards for its speakers at the event.

“Prepare your visa to travel to Barcelona, Spain. You will be our regional expert for the fintech domain for the MWC.”

It was an ordinary day when an unexpected message popped up in my email inbox. It was from my Solution Vice President informing me that I was selected to represent my office at this prestigious event.

The great news came a few days after the winner announcement of the “North Africa Speech Contest”. The contest had been organized by Huawei’s North Africa Region in order to select the best speakers; it had attracted dozens of experts from the region, including me.

I had been awarded as first runner up after two rounds of close competition. The invitation to the MWC was definitely a great honor from the management in recognition of the efforts we had made in the speech contest.

My heart skipped a beat as I realized the significance of the moment. The MWC was the most distinguished global event for the mobile industry, and being invited as a Huawei expert was an honor beyond measure. I felt privileged but at the same time I was worried about this new adventure. As a general speaker I was supposed to master all the solutions, not just the ones I was specialized in.

Excitement and a sense of responsibility flooded my mind as I eagerly accepted the invitation. With only a few weeks left before the event, I devoted myself to thorough research and preparations. Huawei, known for its groundbreaking technological innovations, was revolutionizing the mobile industry with its 5G advancements, AI capabilities, and information and communications technology (ICT) solutions. I studied the latest developments, brushed up on my technical knowledge, and fine-tuned my presentation skills.

As the day of departure arrived, I boarded a flight to Barcelona, the host city of the MWC 2023. Upon landing, I was pleasantly surprised to find myself in a city with Mediterranean charm that reminded me of Bejaia, my home town in Algeria. In Barcelona, for a week, I worked at a furious pace that was typical of the MWC. It was the first experience of this kind for me, from which I learned a lot. The energy was palpable at the event, where thousands of attendees, industry leaders, and technology enthusiasts were eagerly awaiting the unveiling of the latest innovative technologies. Covering a floor area of ten thousand square meters, Huawei’s booth was the biggest of all; it stood tall there, adorned with mesmerizing displays and showcasing the latest innovations.

On the first day of the MWC, I took the stage as a general speaker, introducing Huawei’s vision of a connected world, where technology is seamlessly intertwined with daily life. As I began my presentation, I could feel a mix of anticipation and adrenaline coursing through my veins.
through my veins. The audience was enthusiastic and eager to witness Huawei’s latest technological advancements. I took a deep breath, knowing that I had prepared extensively to deliver a compelling and informative presentation. With confidence and poise, I captivated the audience as I demonstrated the limitless potential of 5G networks, the revolutionary impact of AI, and the next generation of Huawei innovative services and Internet of Things (IoT) technology. I passionately shared how these innovations would transform the way we live, work, and connect in the future.

Throughout the presentation, I could sense the audience’s engagement and excitement. They leaned in, nodding their heads in agreement as I highlighted the potential of Huawei’s products and solutions. As the presentation drew to a close, I felt a mix of relief and satisfaction. The audience responded positively to my presentation, and clearly appreciated the vision and advancements that Huawei had showcased. Many attendees approached me afterwards, eager to learn more and discuss potential collaborations.

My days at the MWC were a whirlwind of activity. I engaged in numerous conversations with fellow experts, industry leaders, and Huawei enthusiasts. The sheer passion and collective drive to innovate were awe-inspiring. Collaborations were forged, ideas exchanged, and the future of mobile technology shaped by the collective brilliance of the event.

Amidst those hectic days, I managed to find time to explore the diverse array of technological wonders showcased at the event. From breathtaking virtual reality (VR) experiences to mind-boggling demos of autonomous robots, every moment was a reminder of the limitless potential of human ingenuity.

Overall, the experience of making presentations at the MWC for Huawei was exhilarating. It allowed me to witness firsthand the positive impact Huawei’s innovations had on the audience, and it helped to solidify the company’s position as a leading technology provider in the global market.

Leaving the MWC, I carried a sense of accomplishment and purpose with me. Armed with the experience and connections gained from this prestigious event, I set out on a new journey, ready to make a lasting impact on the world through the power of Huawei expertise.

“Overall, the experience of making a presentation at the MWC for Huawei was exhilarating.”

Presenting wireless products to customers and visitors at MWC 2023
Sooner or Later, Those Who Win Are Those Who Think They Can

As I grew in my role, I began to take more responsibilities, including larger and strategic projects. I had the opportunity to work on a wide range of projects, which allowed me to gain a deeper understanding of the telecommunications industry, to develop my technical skills, and to have more impact on senior executives from our customers and even heads of customers in the public sector.

However, during a certain period of time, I experienced a dilemma, which haunted me every single day. Software and information technology (IT), as I discovered, were domains full of challenges and complexities for a solution manager, especially one like me – in Algeria, most operators at the time would make major investments in network infrastructure rather than in VAS, fintech, IT, or charging and billing systems.

In fact, I soon found, most telecom operators attached great importance to network quality, so they tended to prioritize investments in network infrastructure. Things got even worse with the outbreak of the COVID-19 pandemic; the entire globe was thus thrust into an unprecedented crisis, causing economies to tumble and businesses to suffer. In an effort to mitigate the financial impact, many companies, including the one I was dealing with, faced severe budget restrictions.

During the whole year of 2021, my team and I worked hard in order to close the scope of a very important modernization project and, by December of the year, we finally signed the project contract. This important contract could potentially shape the trajectory of my career. And the deal would make major investments in network infrastructure rather than in VAS, fintech, IT, or charging and billing systems.

As my manager explained the reasons behind the cancellation, I struggled to process the information. What a sad reality, and how disheartening.

In the aftermath, I took some time to process my disappointment and reflect on the situation. To move forward, I focused on channeling my disappointment into constructive actions. I sought feedback from my manager to truly understand the reasons behind the cancellation and to gain insights into areas where I could improve as a professional. I also took the opportunity to reassess my goals, skills, and interests, exploring other avenues that aligned with my expertise and passions.

It was important to turn this disappointment into a catalyst for personal and professional growth, rather than allow it to overshadow my future endeavors. Undeterred by the turn of events, I resolved to work harder and smarter. I knew that this canceled project was just a temporary setback, and my determination grew stronger than before. I spent countless hours researching and learning, determined to emerge stronger when the time was right.

The next year, the world began to heal from the devastating impact of the pandemic with the gradual easing of restrictions and the return of stability. I found myself presented with an opportunity to resurrect the contract that had eluded my team and me two years earlier. Together we made meticulous preparations, developing a compelling proposal and fine-tuning our strategy. We thoroughly researched the customer’s needs and industry trends. This allowed me to have a comprehensive understanding of the customer’s requirements and how Huawei’s solutions could meet them. After many months of hard and persistent work, we finally closed the scope and started the negotiations.

During the negotiations, the customer expressed concerns regarding the pricing and the scalability of Huawei’s solutions. To address these concerns, I presented detailed cost-benefit analyses and case studies demonstrating how our solutions would provide long-term value and return on investment. I also highlighted Huawei’s commitment to innovation and continuous improvement, assuring the customer that we would support their future growth. Also, to meet their specific requirements, we worked out customized solutions that aligned with their business goals. This involved tailoring...
Huawei’s products and services to their needs, offering flexible pricing options.

Throughout the negotiations, I maintained a win-win mindset, emphasizing the mutual benefits of a partnership between Huawei and the customer. Initially, the customer had reservations about the investment and the level of support they would receive. However, as we addressed their concerns, provided concrete examples, and reiterated our commitment to their success, their confidence in Huawei’s capabilities grew. They appreciated the customized solutions and recognized the potential for a fruitful partnership.

Finally, we successfully reached an agreement on the contract – a contract that far surpassed the original one. The customer acknowledged the value of our solutions, the flexibility offered, and our commitment to their success. The contract not only secured a long-term partnership but also opened doors to future collaboration and potential expansions.

From my experience of seeing the contract being canceled in 2021 to its successful signing in 2023, I have learned some invaluable lessons. Of all these lessons, the most important is that setbacks, no matter how disheartening they may be, are merely opportunities for growth. Also, I have come to realize the importance of resilience, adaptability, and continuous improvement. And above all, I have understood that hard work and unwavering determination can turn even the most crushing disappointments into resounding triumphs.

The Best View Comes After the Hardest Climb

Today, after almost 10 years with Huawei, I look back on my journey with pride and gratitude. I am proud to have been part of such a dynamic and innovative company, and grateful for the opportunities it has provided for me to grow and develop as a professional.

My Huawei journey has been an incredible life-changing experience for me, on which I have been able to grow and develop my skills in a challenging and dynamic environment. Looking back on this journey, I realize that the most important lesson I have learned at Huawei is the importance of persevering in the face of adversity. No matter how formidable a challenge may seem, you can conquer it through hard work, determination and perseverance, with which anything is possible.

At Huawei, I have got the opportunity to work with a strong and experienced local solution and sales team, each member of which is an expert in his or her domain. Guided by visionary managers, together we make a great team; we are quite able to take on any challenge in any tough market.

Looking ahead, whatever the future has in store for me, I am sure that it will be full of excitement and challenges and that I will be better prepared than ever.
When joining Huawei in October 2020, I did not expect the way ahead to be so brilliant in spite of the different kinds of challenges that would be coming my way. Now, three years later, I am 28 years old and I have grown into a manager in the &RQWUDFW&RPPHUFHDQG)XO¿OOPHQW0DQDJHPHQW&&)0
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Looking back on these years with Huawei, I am grateful that I made the right choice three years ago to join the company. Just as I always believe, life is a series of problem-solving opportunities.

Beginnings: With My 0.9-Square-Meter Dining Table

I decided to join Huawei for a simple reason. At the time I eagerly and single-mindedly wanted to work for a multinational company instead of a local one where I had been so tired of the daily routine – in other words, I was looking to get more exposure in terms of knowledge, perspectives, and skills at an international company. Working with people from different cultures would be challenging for me, I thought, but it would also be the most attractive part. One day I received a call from Huawei inviting me to an interview; that was a global leading company in the information and communications technology (ICT) industry, and I was excited and could not wait to join it.

In October 2020, my Huawei journey debuted. I began by working at the CCFM Department, in a key role linking the presales and after-sales departments; specifically, I was responsible for early-stage involvement in customer requirement management, supporting contract negotiations and checking sales orders. The transition to a new company, I soon found, was at once exhilarating and challenging. From an unfamiliar corporate culture to the various languages spoken around me, everything was new and foreign. I was not very good at Chinese and I had difficulty understanding my colleagues’ English due to their accents – a language barrier that presented a real challenge to me. Moreover, I found myself grappling with their different ways of thinking and the processes and policies they adhered to.

To compound matters, just ten days into my new role as a contract assistant, the COVID-19 situation in Jordan spiraled out of control, prompting the human resources (HR) policy to enforce work from home (WFH) until further notice. This sudden change exacerbated my apprehension, as I had not yet begun the handover process, met the person I was replacing, or gained a clear,
I still vividly remember the exact moment it happened, as 2020 was coming to a close – 5:55 p.m. Jordan Time. While the whole of Jordan was preparing to celebrate the arrival of the new year, at this moment I sat in my house, meticulously checking every input data, ensuring the accuracy of bills of quotations (BOQs), verifying the correctness of the relevant sheets and sales order lines, completing the functional review, handling the comments, clarifying the gap between different control points, addressing headquarters’ concerns ….

Time seemed to slip away. As the clock struck six in the afternoon, a wave of relief washed over me. The stress, together with the noise, was gone, and I finally allowed myself a moment to realize that I had accomplished it. It was done. I had successfully navigated the challenges that defined the past three months of my working with Huawei in the year. My hard work paid off when I received recognition from the management in the form of an annual award and profound appreciation. They acknowledged the difficulties I had faced, particularly pointing out to the audit results I delivered, which showed zero mistakes. This experience served as an incredible
source of motivation, propelling me to raise the bar and take my work as a member of the CCFM team to the next level. I firmly believed in continuous self-improvement and the boundless nature of our dreams.

**New Business Venture: Going Beyond Terms to Understand Customers**

As I was basking in pride and joy for my professional achievements, especially in getting familiar with thousands of complicated terms and contracts in the company’s history, the new year of 2021 arrived. And I knew that I would have more opportunities and learn more lessons: Behind the terms, there were much more to explore when you went deep in understanding customers and projects. It was far from enough for me as a contract manager to be able to write some rigorous and mutually beneficial conditions and terms in the contractual clauses. I should go beyond that. Understanding customers and exploring their needs and wants, as I realized, was far more important, and it was the deciding factor for the final success. As for me, it was the most effective way of self-exploration and self-improvement.

The year of 2021 saw me encountering a new and exciting challenge – or an opportunity, depending on how you see it – for a new business venture with a potential customer. For me, it meant delving into new contracts and engaging in challenging negotiations. To tackle this challenge, I devised a comprehensive plan that involved expanding my technical knowledge and understanding of the solutions we offered, as well as gaining insights into the background of the new customer. It was crucial to identify the key decision-makers, financial and procurement contacts, and comprehend the end-to-end process involved.

Facing such a huge challenge, I was so lucky to have Mr. Ma as my mentor, who gave me so much guidance selflessly. Under his guidance, I quickly familiarized myself with optical fiber technology, effectively collaborated with our solution managers and account teams to understand customer requirements, and defined Huawei’s scope of obligations. Through his mentorship, I connected with the supply chain and finance teams to grasp Huawei’s rights and obligations. In terms of commercial and legal matters, Ma and our lawyer, Paul, provided invaluable support. They meticulously reviewed my initial draft of the contract, offering insightful comments that significantly enhanced its quality.

During this stage, I gained a new understanding of customer intentions and emotions. Initially, I had viewed negotiations purely as a professional exchange, guided by Huawei’s baseline terms. Now, I learned that it was essential to discern the customer’s underlying motivations and the reasons behind their insistence on certain specific terms.

I remember in particular one episode that happened during my negotiations with a customer representative. I had advantages in the language and professional knowledge of contractual terms and conditions, and I thought that I went deep in every detail of the contract and every aspect of the negotiation with the lawyer representing the customer side. So I supposed that I nailed it. But I did not really make it. The customer representative turned out to be upset and even refused to see me again.

At that time, Ma shared a valuable secret with me: “The individuals we negotiate with on the customer side are also employees who seek to make exceptional achievements and get appreciation and recognition from their company. So it’s crucial to understand their perspective.” I began to realize that I failed in the negotiation not because of the contract itself but because of my failure to understand the customer representative’s mindset and perspective, among other factors.

The next day, I decided to make a change. I started the call to the customer representative by asking how she was doing and hoping that she was doing well. I went on to explain sincerely my position at Huawei; and I told her that she was a very professional and kind person whom I liked to have as a friend. After hearing this, she laughed. And she said, “Ok, let’s pick up from where we left off.” This insight, which my mentor had shared with me as a secret, would be greatly helpful to me in my subsequent negotiations. Whenever a negotiation became tense, we would try to shift the conversation to something light-hearted, demonstrating our cordiality, genuine care and commitment.

In mid-April 2021, the contract was finally signed – an achievement that garnered recognition from the management. With the signed contract exemplifying the highest quality standards, we successfully established
a strong relationship with the new customer. This achievement not only paved the way for future projects with the customer but also laid down a solid foundation for maintaining high-quality engagements with them in the future.

From Individual to Team: Using Your Managerial Leverage

On my journey with Huawei so far, I have come to realize that the way we treat others is instrumental in shaping our leadership. Being supportive and accessible even when you have to work a tight schedule lays the groundwork for professional growth. As a member of the CCFM team, I have had the privilege of collaborating with colleagues from various departments, making this role especially unique in comparison with others.

At the early stages of the Authorize to Invest (ATI) milestone, I communicate with the account team to establish targets, enhance previous projects, and mitigate future risks; I have daily interactions with the finance team regarding customer cash flow challenges and presenting estimation results to the Sales Decision-making Team (SDT) members; I need to understand the specific requirements of the supply chain team during BOQ design and to address pain points and special assumptions from the service and delivery team. Obviously, the responsibilities of a member of the CCFM team encompass a wide array of communication and coordination.

When we were struggling to reach the tough target for the second half (H2) of 2022, I made a work plan and divided it into categories. I set a deadline for each milestone and followed up the milestones on a daily basis. I would have in-depth discussions with the relevant assignees; I would highlight the possible risks we might face during the process, while setting a mitigation plan on how to avoid or address such risks. After working day and night as a team, we got the order triggered in the system. Seeing all our hard work paying off, I loudly and proudly said to the team, “We did it! It’s all over. Yeah, it’s done!” All of the colleagues started to clap their hands in applause. The happy feeling was spread and the jubilant mood infected everyone around, driving away all the stress and fatigue.

I have another little story to share. It took place in outside the Middle East. Then I started to directly report to our Chief Financial Officer (CFO), who was known for upholding high standards in SDT management, profit maintaining, contract quality, and daily team operations.
His vision for comprehensive enhancements and his emphasis on the importance of the CCFM role motivated me to strive for continuous improvement. Despite the challenges, I followed and benefited from his guidance, understanding that his expectations were in the best interest of the organization and my own career growth. This mentorship opportunity with our CFO allowed me to expand my horizons, not only in commercial and legal aspects but also in managerial thinking.

Our CFO recommended me to read *High Output Management*, a book written by Andy S. Grove, former CEO of Intel. According to this book, managerial leverage dramatically impacts organizational output. Managers are responsible for increasing the output of their organizations and neighboring organizations they influence. Managers “leverage” their time by spending small amounts to have large impact. After reading the book I have realized that, as a manager I should, besides working professionally by myself, shoulder more responsibilities for influencing the neighboring organizations and building a management mechanism to make success possible and sustainable.

I embraced the advice given by my CFO and developed a new plan to monitor negative changes, delving into the underlying causes. Notably, I observed issues with BOQ configuration during ATC, prompting collaboration with the solution team to address this concern. As a result, the number of such issues in the first quarter (Q1) of 2023 has decreased in comparison with Q1 of 2022 and Q1 of 2021.

Additionally, I designed customer maps for each account to facilitate a quick understanding of Huawei’s business and customer history. I established clear bottom lines in terms and conditions per account, highlighted challenges faced in our engagements with customers, and set targets for implementation. I actively participate in weekly sales order follow-ups with the management, providing updates on customer negotiations, expected orders, and obstacles requiring support. Proactively leading customers towards the appropriate contract solutions has accelerated signing approvals, enabling Huawei to expedite material deliveries.

I have also focused on enhancing SDT management, particularly in online and offline SDT application processes. By involving myself in the early stages of offer design and understanding the true needs for offline SDT meetings, I have successfully decreased the number of urgent offline meetings. By examining the reasons behind such requests and providing suitable advice, I have offered alternative solutions for account and solution teams.

**The Future: Passion for Life-long Learning and Growing**

My passion for work continues to grow by the day, fueled by an insatiable thirst for learning and an open-minded attitude towards constructive criticisms. My passion for work continues to grow by the day, fueled by an insatiable thirst for learning and an open-minded attitude towards constructive criticisms – personal qualities that our CFO has always valued. For me, it has never been a regrettable decision to join Huawei, where I have been able to experience what I never imagined before.

One of the remarkable aspects of working at Huawei is its diverse and highly skilled workforce. It is like a university in and of itself, where learning and knowledge sharing is encouraged. Here, professionals are always willing to impart their knowledge and lend
their support. I took the initiative to reach out to our experts within Huawei Jordan and other representative offices, including Bahrain, Kuwait, and Saudi Arabia, and they were all ready to help. I am indebted to those who supported me and never let me down when my self-belief wavered.

My trip to China to attend a seminar has also left me with a deep impression and will have lifelong impact on me. In March 2023, I received an invitation from Mr. Cui, the regional CCFM manager, to attend the prestigious CNBG Global Sales Department Contract & Commerce Expert Seminar in Shenzhen, China in April. Having traveled to various countries in Europe and Asia, I can confidently say that nothing compares to the uniqueness of China.

The day spent at Huawei’s Xi Liu Bei Po Cun Campus in Dongguan, China was beyond words. It felt like heaven on earth – a perfect blend of work and scenic beauty. I could not believe my eyes as I witnessed the European-style architecture, beautiful landscape, colorful trees and flowers, the red train, the vast lake…. This was made all the better by the company of colleagues from around the world, including CCFM and commercial experts. The conversations and stories shared were inspiring, and the humility and respect among everyone reaffirmed my sense of belonging at Huawei. I have cherished every moment here, yearning to return someday.

When the 2022 Personal Business Commitment (PBC) results were finalized, I received my score and feedback from our CFO. My attention was drawn to his comments on my achievements and the goals I still needed to pursue, particularly when he mentioned that “You have sparkles in your eyes.”

In retrospection, I find that his comments about me resonate with my personal philosophy, which I strive to incorporate into both my professional and personal life. I strongly believe in the quote, “Life is a series of problem-solving opportunities.” A quote that underscores the importance of approaching challenges as opportunities for growth and development. Success, in my point of view, hinges on how we perceive and navigate obstacles, and I attribute my own growth to my willingness to change my mindset and ask the right questions in the face of difficulties. Rather than assigning blames, I focus on finding solutions and minimizing risks.
The Debut of My Huawei Journey

I felt so fortunate that the opportunity had been given to me from one of the emerging sub-contractors of Huawei Pakistan right after my graduation in 2008. In the early days of my career, I stepped in the telecom industry and specifically worked as a microwave and base transceiver station (BTS) engineer, a position where I got to hone my technical expertise.

With the passage of time, I came to a realization that I should work in a greater organization where I could broaden my horizons and advance my career. In my eyes, Huawei was the ideal company, and working for it would be a dream job for me. Therefore, I joined Huawei to pursue my dreams.

Huawei achieved the status as a global market leader in the telecom industry because of its innovations and technologies. Based on what I had previously known about it in the industry, I thought of it as a company with great potential. Looking back on my experience of working, I really believe that becoming a member of Huawei is one of the best decisions I have ever made for my future.

Initially, I worked in the Customer Support Department where my first assignment was to support customer A as a microwave engineer. I was nervous and confused, not quite knowing how I should support the customer properly.

Due to its geographical situation, heavy rains are common in Pakistan from June to September each year, which may affect microwave transmission and cause outages on customer A’s network. In order to prevent outages, I requested precautionary measures and support from each of my team members who made me really...
proud of their efforts.

In my subsequent support work for other customers, I had the opportunity of presiding over regular and quarterly meetings with them; this helped me further understand their requirements and work styles. And, more often than not, I conducted coordination with Global Technical Assistance Center (GTAC) to solve issues at the expert level. As a result of their guidance and help, I improved my technical expertise as well as problem-solving abilities.

Seizing Opportunities and Facing Challenges Head-on

Thanks to my hard work and efforts, I was promoted to a team leader (TL) of the microwave product line. My new responsibility in this role was to lead my team in supporting all our customers in the central region of Pakistan.

Initially I was faced with a challenge in managing different customers at the same time. Each customer had their own unique work style and expectations of us. Fortunately, I had been working as a technical expert before and I got some customer-handling experience, which helped me to address the challenge properly.

I planned regular meetings with all customer teams, listening carefully to their concerns related to microwave technologies. A certain customer team, as I found, did not have much knowledge of the Huawei microwave product. So, I organized some technical knowledge-sharing sessions on the product with the customer after getting approval from the management team. This exercise improved the customer’s confidence in Huawei microwave technology, enabling them to troubleshoot some basic-level issues by themselves. As a result, outages on their network, which had long bothered them, were soon minimized and became absolutely manageable.

Huawei always encourages their employees to improve themselves continuously by stepping out of their comfort zones. Winning a high level of customer satisfaction has been my top priority from day one when I became a member of the Huawei family. I always feel honored whenever a customer appreciates my effort and gives a satisfactory comment on my work and my company. I believe that dedication and hard work can help you reach the peak of success and bring you self-satisfaction along with self-motivation.
Leadership and Its Challenges

My journey with Huawei entered a new stage in 2014 when I was promoted to a regional manager. This advance in my career was ascribed to my hard work and customer-centric approach in the past few years. This, I would say, was the year when my communication, technical and other skills were being tested. I was the point of contact for customer A’s top management. We made monthly presentations to the customer’s senior management to ensure that all projects were delivered in the defined work scope with good customer satisfaction. Sometimes, though, they tended to request some emergency work which was out of the predefined scope, such as cross-product technical support and operations. For me, the biggest challenge was how to manage, allocate and deploy the available resources properly in a timely manner to fulfill those requirements.

With limited resources available it was very difficult to extend timely support to our customer. How should I make full use of our existing workforce? After some deliberations I started to hold training sessions for our employees, encouraging them to learn more cross-product operation knowledge and skills, which could improve their capabilities to address such emergency requirements from our customer. Such practice proved to be quite fruitful. Customer A’s management team was much satisfied and expressed their appreciation when they found their issues were being addressed and solved with Huawei’s timely support.

At Huawei Pakistan, our employees are very busy engaging with our customers to better understand their requirements and deliver quality projects; meanwhile, they are also encouraged to engage in a variety of healthy and friendly activities such as sports, speech contests, and cultural activities, which work as a catalyst leading to significant collaborations and spectacular teamwork. As far as sports are concerned, many games and tournaments have been held regularly, including badminton, table tennis, football and especially cricket. I have involved myself in many of these games both as a sports enthusiast and an organizer – I am so proud that I have done something meaningful to inspire trust and confidence among colleagues and to motivate them to strive for excellence.

There Is Nothing like Becoming a Future Star for Nine Consecutive Years

Everyone who is endowed with recognized talent and strengths should become a role model. In line with this principle, the Future Star award is set and intended
to encourage all of us at Huawei to identify with our role models, strive for excellence, and make continuous progress. This award recognizes the extraordinary qualities in the ordinary people around us who make contributions through their efforts. Its recipients are our role models; like stars, they shine, guide and inspire us.

In 2014, it was a great honor for me to win the Future Star award for the first time, which meant that all my fellow colleagues trusted me to keep growing and expected great things from me.

Now is 2023, and I have been selected as the Future Star for nine consecutive years. It is a great honor, and I feel as good as I did when receiving the award for the first time. It gives me a lot of encouragement and motivation, making me realize that I can always achieve more, however rough the road ahead may get. With support from my colleagues and resolve on my part, I will go on with this incredible journey of mine in spite that many twists and turns may show up down the road.

One of the fundamental forces that have driven me towards becoming a Future Star for nine years in a row is my commitment to excellence. I always believe that only by consistently providing superior services can I gain the loyalty and trust from my colleagues, management and customers. Over the years, I have focused on continuous improvement.

The second is effective team management. I have done everything in my power to help create an inclusive and collaborative working environment, where my team members feel valued and are motivated to contribute their best. As a manager I adopt a supportive leadership style, encouraging open dialogue and providing everyone with equal opportunities for professional growth and skill development.

Last but not the least, customer centricity is one of the best approaches, which has led to me being a Future Star for consecutive years. Customers are at the heart of our business, and I remain committed to delivering the most outstanding value and experience to them. My customer-centric approach promotes loyalty and long-term relationships, enabling me to adapt to market dynamics and stay ahead of the competition. I have learned a lot through the customer-centric approach, and the same is true with my team.

That is my incredible journey of becoming a Future Star for nine consecutive years. Sure enough, it has been one that is hard but also joyful. As I reflect on the past nine years, I am proud of my achievements. Looking ahead, I am excited about the opportunities that lie before me. With resilience and tenacity, together we can seize the opportunities available now and work towards a better future. By staying true to our core values and continuing to push boundaries, I am confident that I will achieve even greater heights and emerge as a true Future Star for a new future!

Receiving the Future Star award in 2021 (author is on the left)
Starting at a new company can often be an exciting but daunting experience. Going through a series of intense interviews to eventually get that “Congratulations” email you have been longing for. Realizing that you have landed the job you so desperately wanted but still having lingering thoughts of whether your new experience will be a pleasant or dreadful one. Irrespective of the endless thoughts running through my mind when I received a job offer from Huawei, I was ready for any challenge that might await me as a new Huaweier.

I walked into the big doors of Building 17 at the Huawei office in Johannesburg, South Africa on August 8, 2022 with a sense of excitement and eagerness. I was greeted by the now familiar face of my Human Resource Business Partner (HRBP) Sophia who instantly made me feel at ease. She assisted me in settling, and gave me all the tools that I would need to do my job. She then walked me around the office park and showed me where everything was; on the way we came across tranquil ponds and saw rabbits hopping around. I was shown around the office gym and canteen.

It is very rare to find a company which has such resources readily available to their employees. After our walk, Sophia took me to the local canteen where I was blessed with delicious Chinese cuisine. The first day opened my eyes to the realities of working at Huawei.

We are constantly required to work at the highest level but at the same time we are given the resources to ensure that we always deliver; more importantly, we have the platform to look after our mental and physical health.

After the first day, the first week was centered around introducing me to my team members. My team members made me feel welcomed; they treated me as if I had been around for a long time while they gave me the reassurance I needed. To this day I am still grateful to my team members for what they did to help me hit the ground running. At the time of meeting my team members, my direct supervisor Chen was away in Kenya, so I did...
not meet him in person yet but we frequently spoke on eSpace. He would tell me the expectations he had of me and have great trust in me that I could feel unmistakably. To return the favor, I was determined that I must not disappoint him at any time and must live up to his expectations, always having a good attitude and a hunger to learn and contribute to our team.

By the second week at Huawei, I was starting to feel comfortable. I was no longer haunted by the anxiety of an unknown environment. I was, slowly but steadily, finding my feet. I would constantly message my colleagues if I did not know something and they would gladly respond. Sophia, for one, explained to me the mentorship structure at Huawei and then she told me that Jimmy would be my mentor. Jimmy immediately set up a meeting with me to explain to me the corporate culture of Huawei and asked for my opinion on a number of issues and set up a learning plan for me, which incorporated my input, sure enough. The learning plan was clear and concise, where all the objectives were set out that needed to be achieved in a period of six months. I was determined to reach the objectives set for me in a timely manner in a bid to prove that I am a valuable asset to the department and a good hire.

With the introduction to my mentor, I now knew that I had a support structure which had the ability to assist me in ensuring that I thrive in my role. But to me, it was still early days and there was still a lot of learning to be done. Sophia informed me of the New Employee Orientation (NEO) training which I had to attend. During the NEO training I met several new employees from the region. It was a comfortable space to be in because everyone in the training was going through the same things as I was, so it brought about a sense of comfort and relatability. After an intense week of the NEO training, I was honored as the top learner and left with an immense amount of information which would help me to navigate the new environment and to fully embrace the Huawei way.

Now with all the introductions and training done, it was time for me to practically overcome the challenges I would encounter working in the Huawei environment. One of the biggest challenges was cultural differences. I could not understand the Chinese language. During lunch break I would find my colleagues taking a nap at their desks, which was all so strange to me. I approached my mentor for advice and he encouraged me to take the cross-cultural adaptation course on iLearning – the company’s learning platform – to gain a better understanding of Chinese culture. When accessing the platform, to my pleasant surprise I saw that it was an endless pool of knowledge which had everything that I could ever need. I decided at that moment that I would...
visit iLearning regularly to boost my knowledge on unknown subject matters in order to develop myself. After doing the cross-cultural adaptation course I acquired a good knowledge of Chinese culture and could better understand it; now I knew why certain things at Huawei were done in a certain way. I would constantly ask my team members about their culture and I would tell them about mine.

Soon I could easily approach the working environment with a clearer vision. I would dedicate the next few months to ensuring that I would be actively involved in projects so I could show my team that I was indeed valuable. I assisted various representative offices in projects with various customers. It was through these projects that I met a number of wonderful people who were always ready to share knowledge and advice.

After my six-month mentorship period it was now time for me to have my probation defense. I was nervous because I would now need to prove to the panel that I was good enough, even though my direct supervisor continuously and reassuringly told me that I was. I was suffering from self-doubt – the imposter syndrome – and those anxious thoughts I had in the beginning were starting to creep up on me again. My mentor did a stellar job in calming me down and assisting me in making presentations. My team members also went out of their way to wish me luck and assist me in the preparations.

The day came and I confidently presented to the panel, highlighting the work I had done and my accomplishments thus far. The panel was pleased and they also gave me valuable advice – I should be patient in my progress and not rush or feel overwhelmed. This piece of advice came at the right time and was important to me because it reassured me that in order to succeed at Huawei one should always be patient in learning and reaching the top, since nothing would be accomplished overnight; also from this experience I have known that, as long as we remain consistent and work hard, the results will inevitably follow. After a fruitful feedback discussion, I was informed that I had successfully passed my probation defense. I immediately felt a huge weight lifted off my shoulders.

Now it has been a year since I started. I am still so hungry to learn. I have set personal goals for myself which align with the corporate core values of Huawei. Every day I want to come to work and assist my team in ensuring that we bring about the best value not only for Huawei but also for our customers.

Over the year my team has changed as people have come and gone but I will always consider any new member of the team as a family member. I look forward to working many more years at Huawei and to sharing my experiences with those that come after me because it is through all of us that this organization grows.
Driven by Digital Pressures, Traditional Banks Are Learning New Tricks

[Shenzhen, China, September 4, 2023] One of the world’s most conservative industries is getting a long-overdue upgrade, as competition from fintech start-ups combines with consumer demand for always-on service to push banks toward rapid digitalization.

The transformation is akin to “changing a car’s engine and wheels mid-race, without stopping,” according to one of the many experts interviewed in the #DigitalFinance issue of Transform, Huawei’s thought leadership magazine.

Digital technology could usher in a golden age of digital banking, with artificial intelligence providing consumers with financial advice and other customized guidance.

“We suddenly have the technology with AI and so forth to provide a bank account that can actually help you manage your money,” said Brett King, futurist and author of the book Bank 4.0.

“The early wallet systems that we see today, like [China’s] Alipay and WeChat pay, and Paytia in India and Kakao in South Korea, will evolve into AI-based bank accounts that really help us with our day-to-day money management. This will be a trend we’re going to see with banks around the world, augmenting human advice with AI.”

King shares the cover with Dame Jayne-Anne Gadhia, founder of the Snoop money management app and former CEO of Virgin Money, part of the Virgin Group.

Like Brett King, she extols the potential virtues of AI for banking, while cautioning that banks cannot afford to neglect more traditional skills.

“You can’t just use a banking app,” she says. “You need to be able to understand the inputs and outputs. That easy access and easier response means we all need to be more numerate.”

Dame Jayne-Anne denies that banks have been slow to embrace full digitalization. “It’s not as simple as waving a magic wand. It’s complex, expensive, and risky. It’s a big project that people will have to plan for over many years.”

David Brear, CEO of the financial services consultancy 11: FS, has compared legacy banks and startups to the race between the tortoise and the hare.

Brear says the race still has a long way to go, noting that legacy banks have still got hundreds of millions of customers around the world, even though the fintech hares may be running faster at the moment.

He sees the modernization of banking as a Darwinian battle. “It’s not the strongest of the species that survive, but the ones most adaptable to change,” he says. “What we’ll start to see is the march towards self-driving money,” where banks automatically move their customers’ money around to deliver the best products and the best rates.

ICPC Challenge Championship powered by Huawei concludes in Dongguan

[Shenzhen, China, August 29, 2023] Huawei partnered with ICPC Foundation to host the very first ICPC Challenge Championship powered by Huawei (the...
The Championship is a special edition from the series “ICPC Challenge powered by Huawei” (the Challenge). Huawei hosted the first Challenge in 2019 in Porto, as a supplemental event to the ICPC World Finals that year where Huawei designed an AI problem for contestants to solve. Ever since, the Challenge has been co-hosted --nine times until last week-- by ICPC Foundation and Huawei. This inaugural Championship marked the 10th Challenge held since 2019.

“We strongly believe in the power of openness. So, we share our resources, platforms, and tools with the rest of the world and I encourage you to take advantage of them,” said Zheng Liangcai, President of Huawei’s Human Resource Management Department, at the opening ceremony. He further emphasized that the contest is a great platform to stimulate creative ideas.

The Championship involved 58 contestants hailing from 25 countries, and also received the support of more than ten coaches who mentored the contestants. All contestants had participated in Huawei’s previous Challenges and won top prizes. To enable these contestants to unleash their potential, put their coding geniuses to use, and inspire them to rise to challenges, Huawei Cloud and 2012 Lab designed for the Championship a problem on “Buffer Sharing and Pre-allocation for Multi-tenant Database.” Contestants were asked to provide solutions to this specific problem within five hours.

The whole prize pool was set at over 47,000 Euros, shared by 12 winners. This time, Huawei crowned one Grand Prize, three First Prizes, three Second Prizes, and five Third Prizes. The Grand Prize winner will receive up to 10,000 Euros for his outstanding performance.

“Congratulations to all contestants on taking on the challenge and doing such a wonderful job of solving the problems that have been presented to you.” Dr. William B. Poucher, the President of ICPC Foundation, said at the closing ceremony. He welcomed Huawei’s involvement in contests as positive in helping students to learn about industry’s latest research directions. Poucher also encouraged academia-industry collaboration to further drive technological progress.

The contestants who attended the Championship were invited to city tours in Shenzhen and Dongguan. Huawei also arranged three tech talks and five problem roadshows, which were given by top researchers from within the company.

Contestants kick off coding in the Challenge Championship
On April 13, a great team engagement day took place at Huawei Egypt, where our staff and their families got together and an awards ceremony was held. At the ceremony, individual awards were presented to excellent employees to show them the appreciation and recognition of their efforts and achievements; the awards included Individual Gold Awards, Monthly Stars, Quality Stars, and Pioneers.

It was a very exciting yet challenging job to organize such a great event with more than 1,500 participants gathered together. Every detail was carefully considered in decorating the venue and stage, which reflected the cultural elements of the Great Pyramids representing the amazing history of Egypt.

The ceremony commenced with a welcome speech by Mr. Liu, the CEO of Egypt Representative Office, who wished all the staff and their families peace, prosperity and happiness.

The event was highlighted by special programs, such as a folklore performance, puppet shows, giveaways for the children, tote bag souvenirs, and photo booths. It reached a climax with a big surprise ceremony.
In appreciation of 15 years or more of dedicated service

Administrative Team (AT) Nomination Award winners

Winners of Individual Gold awards

Winners of Pioneers 2022

In appreciation of 15 years or more of dedicated service

Mr. Liu, Egypt Representative Office CEO, delivering the opening speech
where awards were presented to our outstanding employees, as mentioned before.

Over the past 23 years, Huawei has been dedicated to making a meaningful difference in Egypt not only in the technological arena but also in the lives of the Egyptian people. We at Huawei Egypt are proud of our employees’ achievements which would not have been possible without their families’ understanding and support. We are beyond grateful for their presence today at this special event, which has brought us together closer as a big family.

Meanwhile, we are still motivating ourselves to continue broadening our horizons and unlocking our potential. In doing so, we are getting closer to our common goal – to bring digitalization to every person, home and organization for a fully connected, intelligent world.
You Are a **Writer** at Heart!

Have an experience worth sharing? Drop us a line! *Huawei People* can help amplify your voice and spread your story to Huawei colleagues around the world. We are now seeking contributions from any employee who has a good story to tell. Get your work published, get remunerated, and see your article in print in *Huawei People* magazine. So if you fancy yourself a wordsmith, contact us NOW for a chance to flex your storytelling skills!

**We Want:**

**Work Stories of Individuals**

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.

**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 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 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:**

- *Dad, What Should I Do to Become a Huawei Project Manager?*
- *Everything is Possible, if We Believe in It*
- *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!

We prefer high resolution photos with vertical orientation for the magazine cover. Please send photos to hwpeople@huawei.com.