

Huawei – Leadership's Management Style & Team Culture & Behavior > Organizational behavior and Performance

I. Leadership Management Style

The ranks of private entrepreneurs in China, the implementation of dictatorship and a few iron-fisted policies. In the case of an unstable business environment, or in business start-up period, this style of leadership does have certain advantages, it can reduce transaction costs within the enterprise, providing the environment to make bold business decisions, as much as possible for enterprises to accumulate the original capital. But when the company into the growth, maturity, more intense competition in the market for more demanding business leaders, organizations need teamwork situation, the performance of individual heroism that would become an obstacle to development of the company, management layer depend on the particular need to understand modern management science experts to engage in corporate strategic planning and management by objectives. Although some of the internal surface of the emphasis on building teams, encourage cooperation, but in the actual management process, are often unable to give full play to team spirit. The management team, many corporate executives do not know how decentralization. They are often hands-on, is still to do to send individuals to conquer the world. As the quality of our employees increased year by year, the society against dictatorship is increasing. Thus, the present enterprises, especially high-tech enterprise, regardless of execution or not, everyone under the banner of the name of democratic management, for enterprises to put on a beautiful spring in a moderate outsider coat. But do not Huawei dictatorship is completely left exposed, and completely take centers. The more high-quality personnel, the more eager to have a relaxed working environment, can have a democratic leadership. Such as Huawei are graduates of prestigious universities of a land of business, employees face a distinct personality, is the American or Japanese-style laissez-faire to the overall goal of all benchmarks it? Huawei's founder Ren as the public's attitude is: Democracy is generated based on the dictatorship, without tyranny, democracy can not grow in the anarchic state of democracy can not be generated. Long analysis of observers pointed out that the management of Huawei; Ren is filled with military-style vigorous and resolute character and style of militarization. Huawei "major policy decision level is not herd from the Yin, the truth often lies in the hands of a few" of the "wise men governance" principle, in fact, can be traced back to the army management system, can be said that Huawei's "truth" is actually making Ren . Huawei stake in all, very few employees held a general meeting of shareholders, but rather was inspired on a blank white sign their name, no one knows the true usefulness of the signature; Ren order, Huawei to give up prospects for the future of the PHS market, turn into the development of 3G; Huawei tips only reward, rather than encourage employees to really participate in the management of the enterprise to; Ren Mao worship, Huawei's management is necessary to close a militarized organization ; a four-million

company, vice president of light to more than 100, but in addition to Ren, and no one is an unshakable position. On the one hand, dictatorship in the process of Huawei's rapid growth does play a role of the staff together; but on the other hand, in the scale of Huawei's development stage into the future, Ren management model of a person having the final say in some cases detrimental to the enterprise goals, and to make talents that have lost their value. It has become an advantage in human resources management Huawei's a "management shortcomings." In this case, there have been difficult to communicate with older employees and other reasons of a higher left Huawei Technologies, are also continuing the development of new employees because the pay and prospects for access to Huawei, even though it can always maintain adequate human resources, but if you can not solve the hidden, creating a large number of professionals, Huawei, once cut off the supply of fresh blood, the outlook will be bleak. Practice has proved that, for any company, "I the world," acts of personal heroism after the company into the huge scale of the shortcomings. If the strongman rule in the family business can be, start-up work, it will be applied to this management style has matured into the industry, the private company executives who will not necessarily work. Autocratic management style has led to a number of private enterprises in the leadership vacancy, resulting in companies operating conditions in the top-level officials after leaving full decline. Therefore, the management style should be to give companies the freedom to create a relaxed atmosphere, high-handed policy and authoritarian management style monopoly will eventually lead to lose morale. General Electric CEO Jack Welch looks awesome, the implementation of company policies, vigorous and resolute, bold, but not a dictator. He often went to survey employees to understand the situation from time to time to staff a note pocket, which the employees won a high prestige. Microsoft Chairman Bill Gates, too, any one of the company's employees have any ideas and opinions, can be the first time to send it to a private mailbox Gates, Microsoft's many innovative programs were almost all quarrels circumstances arise. Has more than four million people in Huawei, a master's degree in Dr. Huawei everywhere, in order to bring these people together, to maximize their effectiveness, dictatorship is obviously not a permanent solution. To understand that when companies become more sophisticated, the system has become more sophisticated, the staff has become more sophisticated, the dictatorship, not only the future of the enterprise into a dead end. Huawei, the Chinese telecommunications industry, big brother, they must be something to seriously think Ren's dictatorship but also with Huawei to go long? No Ren, who will continue, in what way achievement Huawei?

II. Team Culture & Behavior – The Wolf Pack

Principle I - the wolf does not bite the bullet to the dignity of the weak in their own time to attack than their powerful thing. Task is a lot of great suffering experienced success, leaders must understand the great from small to large is the process of raising the principle; you have to bite the bullet, as the courage to sacrifice as a mother. Do not see this; you will be called the dignity of the front down

Principle II: The overall supremacy in the night, no one voice is more than the wolves howling unusually dark, tragically, a terrible but beautiful. They seemed to declare: Although the sound is different, but we as a whole, so it is best not to mess with us. Leader's biggest mission is to make people hear the company has its own strong voice in that one, which would make the company stronger.

Principle III: self-knowledge when the wolf would also like Beast master, when the wolf is a wolf not knows Tiger. Therefore, prairie wolf chosen this market segment. This is typical of the differentiation strategy. Leaders know how to focus on one thing to become the tiger in this area, not to become overconfident king of all animals.

Principle IV: sailing boats sailing to reach the other side jump on an ice floe, the wolf knows how to use the smallest cost, in exchange for the greatest return. The leader is the hero never know, not a hero for the times.

Principle V: Wolves though generally thicker than water alone activity, but you will not find a wolf which, when alone in the companion escaped injury. Do you have the ability to make people follow you charge forward, depending on whether you have the people to convince them your heart filled with their interests. Leaders must know how to stimulate the fighting is out of blood, the blood can form a team of unbreakable trust (the army is the most typical example).

Principle VI: the interests of the wolf wanted to make a good first animal, but also know that the wolf's stomach can only digest meat, so the wolf could do nothing but eat clean every time their prey. Rich people usually will not get great people, great time under the banner of often mediocre employees. The so-called professional leaders to understand the principle behind is the interests of the supremacy of law can not be love.

Principle VII: Knowing your enemy, the wolf friends respect each opponent in each attack opponents before they fully understand, and not despise it, all the little mistakes wolf attacks on life. Leaders to understand that their success does not necessarily rely on their own how powerful, but on whether they care more than your opponents! Zhibi friends, be possible to win every battle.

Extracts from Blogs and Micro-blogs - related to managerial performance issues
(Picked views especially for foreigners.)

Principle VIII : the principle of supremacy of the wolf in the wolf strong independent ability to leave it because the wolf know, if not a wolf when the wolf, they can only become a sheep. Leaders should never be behind the staff to focus on the body, but rather to focus on the performance of good employees.

Principle IX: teamwork in the animal inside, geese can fly farther than other animals, other animals more powerful than the wolf, the match between teams from the city. Leaders know how to with respect, encourage other members to express themselves, the whole group will become powerful and awesome.

Principle X Continuous genetic male wolf in wolf has always been to protect it during pregnancy. Capable of independent existence until the wolf, the wolf is not ungrateful fair. Leaders know how to go beyond the interests of the culture is the core of team cohesion.
