



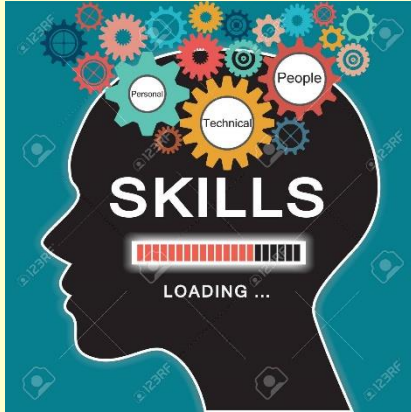
Golden Apple Program

**AIM TO HELP HAWEI CORP. GET AN EXCELLENT TEAM OF
LEADING TALENTS**

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➤ Skills and Competencies of Ideal Leaders

What kind of leaders do HUAWEI need?



One recent group of studies was done regarding what employees prioritize in their leaders (Nichols AL, Cottrell CA. ,2014).

Some of the traits most commonly associated with great leadership include the following:

A: Intelligence and Action-Oriented Judgment

Great leaders are smart and make choices that move the group forward.

B: Eagerness to Accept Responsibility

Strong leaders take on responsibility and don't pass the blame on to others. They stand by their success and take ownership of their mistakes.

C: Task Competence

A great leader is skilled and capable. Members of the group are able to look to the leader for an example of how things should be done.

D: People Skills

Excellent interpersonal skills are essential for leading effectively. Great leaders know how to interact well with other leaders as well as with team members.

E: Capacity to Motivate People

A great leader knows how to inspire others and motivate them to do their best.

F: Courage and Resolution

The best leaders are brave and committed to the goals of the group. They do not hide from challenges.

➤ **Methods and interventions of Our Program**

How to cultivate an excellent team of leading talents and organizational leadership?



1. Project Procedures:

First Stage

- Information gathering (through interviewing Senior Managerial personnel)
- Design a leadership quality model (to evaluate the level and ability of existing middle managerial staff; to find out which part they should make efforts)

Second Stage

- Design formal Leadership Training program based on information gathered in Stage One
- Project Implementation

Third Stage

- Give participants timely guidance
- Assessment and encouragement
- Final report

2. Details of information gathering in Stage One

Informational Gathering:

A communication strategy is a well-planned series of actions aimed at achieving certain objectives with communication methods, techniques and approaches (Paolo Mefalopulos, Chris Kamlongera, 2004).

In stage one we plan to gather information through interviewing senior managerial staff.

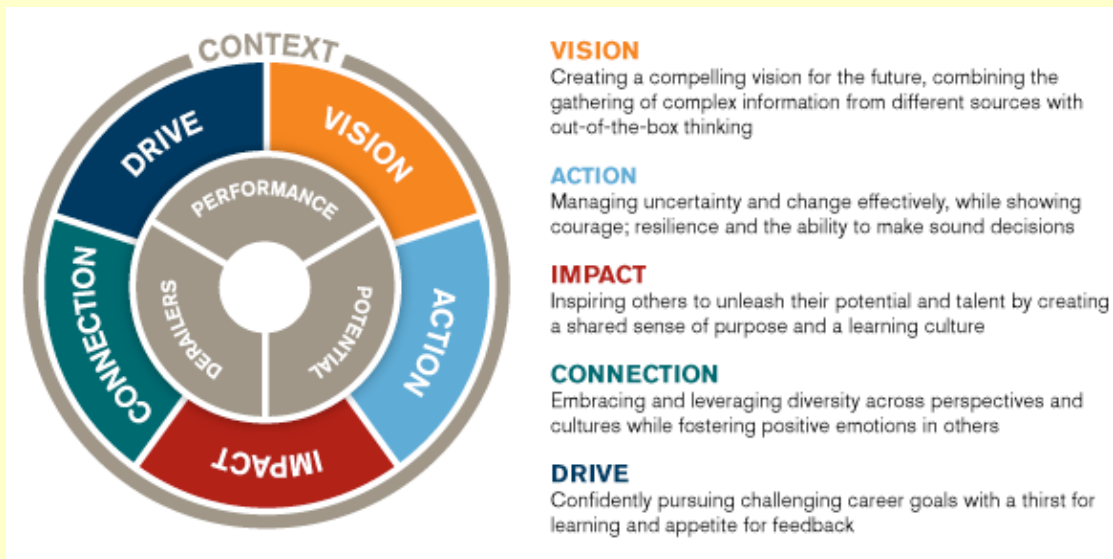


Content:

- ✓ Understanding of organisational strategy
- ✓ Key success factors
- ✓ Assumptions about human resources management
- ✓ Attitude to change
- ✓ Crisis consciousness

Leadership Evaluation Model:

The Hudson Leadership Model is based on a comprehensive review of leadership theory and principles by registered psychologists across the globe, supported by world class research and development centre based in Belgium (Hudson,2018).



We may evaluate participants leadership based on Hudson Leadership model. Behavioural Event Interview, questionnaires and other communicational strategies may be used in this evaluation as well.

3. The Sample of formal leadership program:



There are mainly four modules in program lectures:

1. Self-Leadership

Focus on the skills, styles and self-awareness necessary to become effective leaders.

2. Team leader

Focus on attracting and motivating staff's abilities and behavior patterns.

3. Business Management

Focus on the capabilities, theoretical framework, mindset and behavior patterns of business management.

4. Transformation Management

Focus on the capabilities, tools, methods, thinking styles and mindset necessary to initiate and manage change.

Specific practical methods:

The key figures to improve the competitiveness of the organization are not the senior leaders, but the middle ones. Middle managers not only need to organize and coordinate employees' daily work, but also deal with the problems in the daily management (Schuler, R. S. and Harris, D. L., 1992).

✓ Job rotation.

Enabling potential leaders to rotate different positions and perform overseas tasks are valuable skills in leadership development. It is an economical and effective way.

Let them go to various departments or positions to enrich their work experience so that they can have a more comprehensive understanding of company management and responsibilities of other positions (Jex, S. M. and Britt, T. W., 2015). It is very helpful for middle managers to improve their analytical ability and skills of internal communication and coordination.

✓ Tutor system

Provide a mentor for every middle level manager. A mentor is an experienced senior employee in the enterprise. In daily work, tutors give guidance and propose career development proposals for instructors.

This ensures company to find appropriate staff to replace employees who need to retire and resign in time.

✓ **Participation in decision making**

Let middle managers participate in high-level meetings, so that they can put forward their own proposals on organizational structure, reward mechanism, and department coordination. This will provide middle managers with opportunity to deal with high-level decision-making, which may also bring new ideas to company senior management.

Risks of program:

Training is an important investment for HUAWEI, like other capital investments. There are both benefits and risks.

✧ **Staff turnover after training**

Enterprises choose and increase investment in their training, but staff turnover or occupation turnover occurs during the investment recovery period.

✧ **Uncertainty of the object of investment**

Each person's experience, personality, thoughts and preferences, and the company's incentives and rewards and punishments will affect their initiative and creativity.

✧ **The long-term nature of investment**

The formation of human capital needs a long time. The changes in market demand, technological innovation and so on will make investment impossible to return.

➤ Expected Benefits

What can we expect after program implementation?



- ✓ Through this program, we will equip participants with ability to guide and encourage subordinates effectively. They will become coaches of their staff.
- ✓ Broadening horizons of Middle-Level managers may provide guarantee for future development of the company.
- ✓ Participants will clearly understand development plan and operation objective. Related skills and competencies of management make them easily adapt to business transformation.

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