



2023

HR Skills Development



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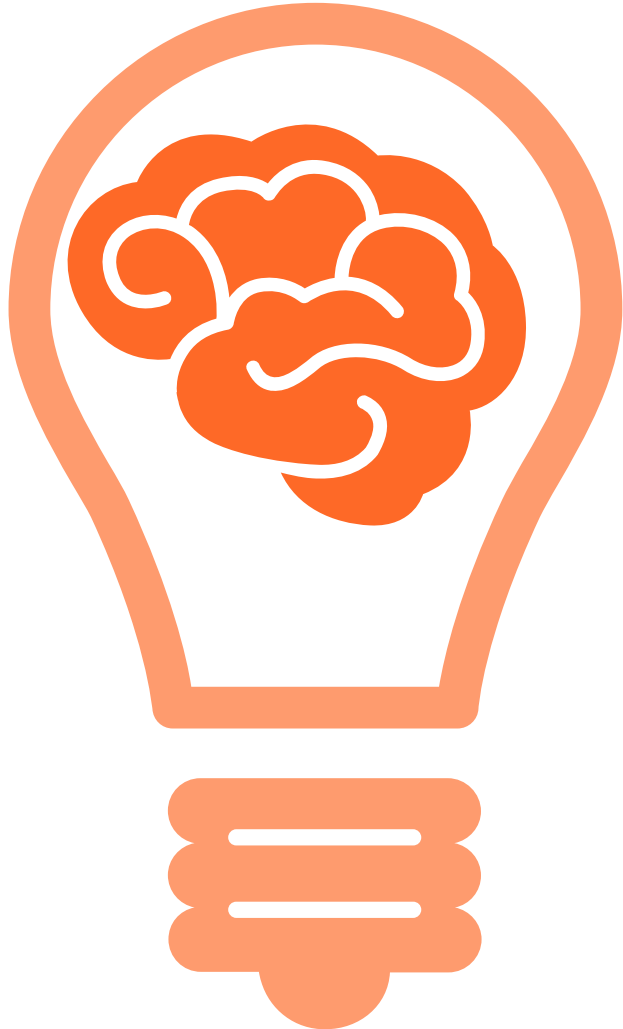


2023. 04

Video link address:

<https://web.microsoftstream.com/video/52f28306-1c38-47a0-96bc-19485ffa3cda>

1、 Weaknesses and challenges of Huawei 's HRM



The research finds that while Huawei has some strengths in its human resources management, such as a strong company culture and commitment to innovation, it also faces several challenges and weaknesses, including **a lack of diversity in recruitment and selection, a heavy focus on quantitative performance metrics, and inadequate communication and transparency.**

2、Recommendation——Enhance Diversity and Inclusion

01

Related Models and Theories:

The Diversity and Inclusion Maturity Model (DIMM) - This model helps organizations assess their current state of diversity and inclusion and provides a roadmap for improvement. The DIMM consists of five levels, ranging from an initial state of unawareness and denial, to a fully integrated and inclusive state (Martin, 2015)

The Inclusive Leadership Model - This model provides a framework for leaders to create inclusive workplaces by developing self-awareness, understanding the needs of diverse employees, and taking action to address barriers to inclusion (Sugiyama, 2016) .

02

Recommendation——Enhance Diversity and Inclusion

Huawei could establish diversity and inclusion goals for its hiring processes, including increasing the number of women, people from diverse ethnic and cultural backgrounds, and individuals with disabilities in leadership positions. Additionally, the company could provide diversity and inclusion training for employees and establish employee resource groups to foster a sense of belonging and inclusion.

Eg: IBM has established an employee resource group called "Black Engineers" with the aim of creating a supportive and encouraging environment for Black employees. The group was founded in response to the under-representation of Black employees in the technology industry and aims to provide a platform for Black engineers to connect, collaborate and advance in their careers.(Herriford,2002)

3、 Recommendation—— Improve Career Advancement Opportunities

01

Related Models and Theories:

The Career Development Model - This model provides a framework for employees to explore and plan their career development. It includes four stages: self-assessment, career exploration, career planning, and career management(Adekola,2011).

The Society for Human Resource Management (SHRM): According to SHRM, providing career advancement opportunities is a key factor in retaining employees and reducing turnover rates. SHRM also recommends that organizations provide training and development opportunities to help employees develop the skills needed for career advancement(Aguinis,2012).

02

Recommendation——Improve Career Advancement Opportunities

Huawei could develop a career development program that provides employees with opportunities for growth, advancement, and ongoing learning. This could include job rotations, mentoring programs, and leadership development programs that prepare employees for future leadership positions within the company.

Eg: Intel's career development program - Intel has a career development program that includes job rotations, mentoring programs, and leadership development programs. The company also provides employees with ongoing learning opportunities and encourages them to pursue professional development(Hammarlund,2014).

4、 Recommendation——Address the Highly Competitive and Intense Work Culture

01

Related Models and Theories:

Job Demands-Resources (JD-R) Model - This model proposes that job demands (such as workload and stress) and job resources (such as social support and autonomy) affect employee well-being and performance. According to this model, work-life balance can be improved by increasing job resources and reducing job demands, which in turn can lead to higher levels of employee well-being and job satisfaction (Bakker,, 2004) .

02

Recommendation——Address the Highly Competitive and Intense Work Culture

Huawei could implement policies that support work-life balance, such as flexible work arrangements, wellness programs, and stress management training. The company could also encourage open communication and feedback between employees and management to address concerns related to workloads, expectations, and stress.

Eg: Google - This tech giant has implemented a number of programs and initiatives to support work-life balance, including on-site wellness centers, free healthy meals, and flexible work arrangements. These policies have helped to attract and retain top talent, while also contributing to the company's reputation as a great place to work.

5、 Recommendation——Implement Holistic Performance Metrics

01

Related Models and Theories:

The balanced scorecard approach includes four perspectives: financial, customer, internal business processes, and learning and growth. Each perspective includes a set of metrics that are designed to measure performance in that area (Norreklit, 2000) .

SMART goal-setting framework. SMART stands for Specific, Measurable, Achievable, Relevant, and Time-bound. By setting SMART goals for employees, companies can ensure that performance metrics are aligned with the company's strategic objectives and that employees have a clear understanding of what is expected of them. This can help to improve employee motivation and engagement, and drive overall organizational success (Ishak, 2019) .

02

Recommendation——Implement Holistic Performance Metrics

Huawei could expand its performance management system to include both quantitative and qualitative metrics, such as innovation, employee engagement, sustainability, and social responsibility. This would help to ensure that employees are evaluated based on a broader range of factors that contribute to overall organizational success.

Eg: Google, which has a strong performance management system that includes both quantitative and qualitative metrics. The company uses a variety of metrics to evaluate employee performance, including peer feedback, self-evaluations, and manager evaluations. Google also uses the OKR (Objectives and Key Results) framework to set goals and measure progress towards those goals.

6、 Recommendation——Foster Transparency and Communication

01

Related Models and Theories:

The Psychological Contract model focuses on the mutual expectations and obligations between employers and employees, including the level of trust and commitment between the two parties. By creating an environment of trust and open communication, organizations can build stronger psychological contracts with their employees, leading to higher levels of job satisfaction, commitment, and performance (O'Neill, 2007) .

The Employee Engagement model highlights the importance of creating a work environment that promotes employee engagement (Alagaraja, 2015) .

02

Recommendation——Foster Transparency and Communication

Huawei could establish regular communication channels to keep employees informed about company policies, strategies, and initiatives. The company could also create opportunities for employees to provide feedback and suggestions for improvement, such as town hall meetings, employee surveys, and suggestion boxes. This, in turn, could help the company to innovate and adapt to changing market conditions, enhance its reputation, and achieve long-term sustainable success.

Eg: Google has been recognized for its **strong company culture and commitment to diversity and inclusion**, with initiatives such as unconscious bias training, employee resource groups, and diversity-focused hiring practices. This has helped the company to attract and retain top talent, enhance innovation and creativity, and maintain a positive reputation.

7、Improvement Plan

Plan	Responsible Party	Time line	Difficulty level
1、 establish diversity and inclusion goals for its hiring processes	Human Resources Department	First half of this year	Relatively easy
2、 Conduct diversity and inclusivity training for employees	Human Resources Department	at least once every three months	Relatively easy
3、 Develop career development plans, including job rotations, mentorship programs, and leadership development programs	Human Resources Department	Within this year	Relatively difficult
4、 Implement flexible work arrangements, health plans, and stress management training	Human Resources Department and Health and Safety Department	Within this year	Relatively difficult
5、 Optimize performance management system, including developing more comprehensive evaluation criteria and assessment indicators	Human Resources Department	Within this year	Relatively difficult
6、 Strengthen internal communication, including increasing information disclosure, providing regular feedback, and establishing an open culture Ongoing	All management levels	First half of this year	Relatively easy

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