



NUS
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中国商务研究中心
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Huawei's Reform Philosophy and Practices

– A China Business Centre Public Lecture by Mr. Tian Tao, June 3, 2015, Four Seasons Hotel Singapore

NUS Business School China Business Centre (CBC) presented its first Public Lecture by Mr. Tian Tao, Huawei's International Advisory Council member and senior management advisor, on the 3rd of June, 2015, at the Four Seasons Hotel in Singapore. The lecture gathered around 190 participants from industry, academic and public sectors to explore the issue of organizational transformation in our turbulent and rapidly changing modern era.



CBC Director Prof Oliver Li delivering welcome remark



Mr. Tian Tao in his presentation

In the welcome remark by the Director of China Business Centre, Prof Oliver Li highlighted Huawei's uniqueness as a private company owned almost entirely by its employees with no external capital. He characterized Huawei as a truly international company deeply rooted in China's native soil, just as what its name suggested – China proving its worth.



Mr. Tian Tao in his presentation



The moderator: Assoc Prof Wu Yaozhong

In his presentation, Mr. Tian traced back Huawei's growth history during the past 27 years and characterized it into three stages from an enterprise reform perspective:

1. “Cleaning the tainted land in preparation for cultivation”: the introduction of *Huawei’s Charter*, a general guideline that governs and unites the will of Huawei’s employees towards the company goal; a massive resignation in the marketing department that put to an end Huawei’s initial period of chaotic heroism and marked the beginning of its internationalization program.
2. “Wearing American Shoes”: a western-style management system reform that built Huawei’s capabilities to serve its global customers and make Huawei more competent in dealing with competitions.
3. “Simplifying management”: a self-transformation to defuse the “big organization disease” and reduce organizational hierarchy; active self-criticism and a radical reform to stimulate a driven organization, overcome laziness and corruption, optimize organizational structure, and place people with a strong sense of mission and crisis at the forefront of the company.



The Q&A Session



Mr. Tian Tao engaging the audiences

Mr. Tian demonstrates that at almost every stage of its development, Huawei is obsessed about the crises that it faces and has to fight for its very survival. Continuously driven by such a sense of fear, Huawei has made self-criticism and reform potent tools to overcome organizational fatigue and gain its vitality. Mr. Tian also believes that Huawei’s unique organizational structure, namely the employee shareholding scheme, has set the cultural foundation for the success of Huawei’s reform and transformation.



Dean Bernard Yeung delivering closing remark



Dean Yeung presenting gift of appreciation to Mr. Tian

At the end of the lecture, Prof Bernard Yeung, Dean of NUS Business School, expressed his sincere gratitude to Mr. Tian’s rich and fascinating sharing. He attributed Huawei’s success to the continuous transformation in both form and substance with a focus on surviving to be the leader in serving customers. “Huawei exhibits the willingness of continuous self-

evaluation and gradual changes while also having the guts to make dramatic reforms. Huawei's inclusiveness, communication, respect, and determination lead to the continuous formation of consensus and the internalization of corporate objectives and purpose among its employees."

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China Business Centre

June 10th, 2015

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