

Research on the Competence and Quality Model of Huawei's Middle Managers

Zhang Kaiming¹

¹*Minhang Crosspoint High School, Shanghai, China, 200240*
Author's Email: 3509321733@qq.com

ABSTRACT

Middle managers are the backbone of enterprise development. How to effectively manage and develop middle managers in large enterprises is an important subject. Competence quality can be a more comprehensive measure of whether managers have the corresponding quality, can provide comprehensive and detailed selection and management standards, help effective management and development of managers, more efficient play their role. This paper gives a theoretical overview of the competence quality model, analyzes the current situation of Huawei's middle-level staff management, points out the existing problems, discusses the purpose of the company's mid-level employee competence quality model, extracts the competence quality of the company's middle-level employees from the perspective of enterprise strategy, corporate culture and job characteristics, and finally designs the middle-level employee competence quality model, and points out the application area of the model.

Keywords: *Middle manager, Competent quality model, Huawei*

1. INTRODUCTION

Huawei Technologies Co., Ltd. is a communications technology company, is committed to the production and development of communications equipment of a private nature of enterprises. Huawei has always maintained its corporate culture to distinguish itself from other companies of the same type. Huawei has won its unique market position with its firm corporate culture and position, and its service has been well received by the service providers and has not affected Huawei's own reputation because of its blindness and pursuit of interests. In modern enterprises, departments are sharply divided and have different roles[1]. In any organization, middle managers in the middle position should keep up with the leadership requirements of superiors, and manage the staff at the grass-roots level below. It is an enterprise's undertaking force, is the strategic decision-making and ideological concept of the hub link, the efficiency of the company's various departments mainly depends on the coordination and management ability of middle managers. To enhance the ability of managers, and then improve the harmony of the whole enterprise up and down, improve the overall environment of human resources level, the optimization of human resources plays the greatest role. At the same time, the study of the competent quality

model of good managers is of great practical significance to the development of enterprises and the development of reserve forces to a higher level in the future[2].

2. THE RELEVANT DEFINITION AND CONTENT OF THE COMPETENT QUALITY MODEL

2.1 Definition of the Competency Quality Model

There are different views on the definition of competence quality model from different research scholars. This paper believes that the competence quality model is also called competence characteristics, refers to according to some people's personal qualities and potential ability and his ideas, as well as his way of thinking, etc[3] to work that part of the standard individual screening out and for the company's work to make greater efforts. In this way, each part of the company's employees is led to complete assigned tasks to help the business grow well and quickly, including the individual requirements of differences, their own image, social image, different knowledge and technical capabilities. The competence model proposed in this paper refers to a qualitative factor, which is a

combination of quality elements that can distinguish between excellent and average performers. This is a feature of the competence model[4].

2.2 Overview of the Competency Quality Model

2.2.1 Steps of the Competency Quality Model

The basic idea of the competency model is to observe and analyze employees with excellent and general job performance, and to analyze the (the "competence" studied in this paper) [5]. These intrinsic differences are used to predict a person's performance level. Therefore, the quality model can be established through the six steps mentioned below.

- **Performance criteria.** General quality performance standards can be used in quality performance management standards, for example, research and development personnel can use competent performance indicators as the overall performance standards.
- **The sample of the effective target.** Based on the first step of the line-up criteria, the performance of existing employees in the enterprise is compared to the standard, finding valuable people, the average person, the non-performing person, and then selecting no less than 15 participants from the first grade group and the general group sample[6].
- **Sample data.** The collection of data is a direct factor of the survey results and a key step in the construction of the model.
- **Data processing analysis.** The data obtained are processed and analyzed by statistical software, and the basic characteristics that can distinguish between good performance and best performance are found. The analysis should also pay attention to the use of different data acquisition methods, which will not be the same, in the specific face of the problem, but also specific categories of analysis.
- **Simple primary quality model.** By analyzing the data and finding out the similar and excellent performance and general performance, different research topics will be similar to this similarity to determine the quality of the ability of the project. Through a certain method to a certain quality of the proportion, the final text and icons or the combination of the two present the method of competence model[7].
- **Verification of the competence quality model.** The final model can be professional comparison verification, using the survey method of drawing some personnel. The model can compare the excellent person, the performance level is lacking,

etc. This can be verified by a variety of methods to get the final model effectiveness.

2.2.2 The Role of the Competency Quality Model

The competency model has gradually become an important role in the large system of human resources management because it can really feedback every aspect of each employee's performance, and reasonable planning and design is the key. More and more modern enterprises choose the competence quality model to enhance the core competitiveness of enterprises, enterprises will take this model as a new benchmark and starting point of the human resources management model[8]. The competence quality model is a kind of management tool and can be used as a symbolic tool of human resources management. In order to play a proper role, we must combine with other corresponding management means and processes of human resources management to better play its due role[9]. The competence quality model is mainly used in the human resources management process such as human resource planning, personnel selection and training, performance incentive, compensation management and employee career planning.

3. HUAWEI MIDDLE MANAGERS ARE COMPETENT FOR QUALITY MODEL DESIGN

3.1 About Huawei

Huawei Technologies Co., Ltd. is a high-level supplier, is a representative Chinese enterprise in the world. Some foreign enterprises engaged in electronic product development and intelligent hardware research, in research and development and production and marketing and services for the telecommunications industry and customers in different countries around the world to provide new, personalized network equipment, product services and solutions, to achieve better development and stability of potential customers in telecommunications to create long-term benefits[10]. Huawei's products include wireless products, networking products, value-added services, and mobile and fixed terminals. Within the industry, Huawei is a representative enterprise in the science and technology information equipment industry, with strong comprehensive ability and talent advantage, attracting the favor of highly educated and capable personnel. But to maintain this superior position, technology is the core, but personnel management is the key, and middle managers play the most important role. Whether they can in the fierce internal and external huge competitive environment with higher-level leaders to develop the right strategic plan, is good to achieve and successfully achieve the goals of the important process and link.

3.2 Establish a preliminary competency quality model

3.2.1 Determining Performance Criteria

This study collects the corresponding information through the Internet and related periodical newspapers, and the performance standards are provided directly by the senior management of the company[11]. Since the company's senior management is made up of experienced managers, the standard of effectiveness is referenceable. Specific criteria include the correct implementation of corporate decision-making, proactive, excellent performance, continuous innovation and development spirit, communication and coordination ability potential, staff support and personal credibility.

3.2.2 Select a Standard Sample

Based on the actual competence and performance criteria of the members, the middle management managers of the departments sampled were sorted by comparison, and three of the winners and three ordinary performers were selected to form priority and general groups[12]. Their findings are Used to compare the percentage weights of each feature.

3.2.3 Collecting Data Information

Data collection is mainly a network collection of Huawei middle managers related data collection, through the relevant surveys to get the middle managers concerned and really need to have the ability to be

selected 11 times the most frequently, including customer service ability, efficiency, tenacity, innovative thinking, team role, communication coordination, analytical solutions, global awareness, work quality, learning ability and proactive. Therefore, these points need to be analyzed in order to facilitate the analysis of the competence of middle managers in order to facilitate better management in the future.

3.2.4 Refining the Competent Qualities of Middle Managers

First of all, from the corporate culture, team building, giving themselves and their own departments an accurate positioning for their position and role in the enterprise team have a certain understanding. This can recognize the task and mission, not limited to their own responsible part, but can control the external situation of the organization and in this case can actively play their own ability. In the face of crisis, there must be flexible means of dealing with.

3.3 Build a Final Competency Quality Model

Based on the weighted average of the filtered data, the 11 behaviors of customer service, efficiency, tenacity, interpersonal resources, tenacity, initiative, quality of work, innovative thinking, communication ability, analytical solution ability and global consciousness are included in the mid-level manager's competence quality model. Table 1 is based on an analysis of the number and intensity of competent qualities for the 11 behaviors above.

Table 1. Competency Quality Model

Sequence	Competent element projects	Weighted average score for priority groups	Weighted average score for ordinary groups	The score difference
1	Customer service	8.3	3	5.3
2	High efficiency	7.2	5	2.2
3	Toughness	7.7	5.4	2.3
4	Innovative thinking	6.9	5.2	1.7
5	Team role	7.6	4	3.6
6	Communication and coordination	7.7	5	2.7
7	Analyze the solution	7.3	3.1	4.2
8	Global awareness	5.5	2.2	3.3
9	The quality of the work	7.8	5.3	2.5
10	Learning ability	6.9	5.6	1.3
11	Be proactive	7.4	4.4	3

Table 2 The quality model of the competence of middle management positions in the enterprise department

Name	Defined	Level description
Customer service	To the customer's needs as the ultimate goal, in line with customer expectations to serve.	Level one: according to customer needs, responsible for the awareness of solving problems for customers. Tier 2: Understand the customer's real and potential needs, and provide corresponding products and services_ Level 3: Meet customer needs and enhance service value and significance in the right way. Anticipate changes in customer satisfaction and customer needs in advance. Level 4: to their own professional standards, participate in customer decision-making and can provide professional insights.
High efficiency	Work shorter hours to complete more tasks.	Level 1: Complete by time. Level 2: Finish ahead of schedule. Level 3: Finish first. Level 4: Industry-leading.
Team role	Can give others trust and recognition, will organize others to discuss and deal with problems together.	Level 1: Ability to unite others to get the job done. Level 2: Organize others to work together Level three: a clear division of labor, can be more high-quality to complete the task, play the advantages of each person in the team. Level 4: Make team members aware of the importance of the team and rely on team cohesion to accomplish seemingly impossible tasks.
Toughness	No matter how unbearable the external conditions may be, you can persist in overcoming them and in fulfilling the tasks you are engaged in.	Level 1: To complete the task, be able to actively try to solve the difficulties encountered. Level 2: If you encounter difficulties in the work, can be flexible, not only rely on their own, but also be good at using the strength of the team, to complete and solve. Level 3: No matter what the external conditions are difficult to be able to actively deal with, overcome difficult problems. Level 4: In almost impossible circumstances, creatively overcome difficulties and doggedly complete tasks.
Innovative thinking	Be brave enough to break stereotypes, dare to challenge experience, come up with new ideas, and dare to put them into practice.	Level 1: To complete the task, be able to actively try to solve the difficulties encountered. Level 2: If you encounter difficulties in the work, can be flexible, not only rely on their own, but also be good at using the strength of the team, to complete and solve. Level 3: No matter what the external conditions are difficult to be able to actively deal with, overcome difficult problems. Level 4: In almost impossible circumstances, creatively overcome difficulties and doggedly complete tasks.
Communication and coordination	Listen to others properly, understand their feelings, needs, and perspectives, and respond appropriately.	Hierarchy 1: The interviewer does not grasp the central idea of the conversation, is often self-contained, but not logical, and cannot be welcomed by the recipient. Level 2: Friendly, active in receiving and transmitting information, good at using written or oral expression of their ideas, will not make the recipient uncomfortable. Level 3: Good at listening, communication will be appropriate to ask questions to obtain an accurate understanding of the information, timely feedback. Level four: the purpose of communication is accurate, can be the key point, will adjust the appropriate language and expression in due course, to achieve consistent conclusions, good to maintain the circle of interpersonal relations.

3.4 Application of the Competency Quality Model

For the application of this model, mainly for Huawei to customize the competent quality model, compared to other companies already has the competence quality model, and its practical application is reflected in:

This is applicable to the competent quality model of science and technology enterprises. The "quality management" key items in the model are directly related to the scientific and technological research process.

This is applicable to large enterprises of the competent quality model. The model contains a relatively large number of competency key items compared to small and medium-sized enterprises.

This is a competent quality model that embodies the characteristics of science and technology corporate culture. The analytical ability, elasticity, innovation ability and other important items in the model all reflect this characteristic.

4. CONCLUSION

At present, Huawei has fully implemented its leapfrog development strategy, and personnel management and development have become the focus of Huawei's work, especially since the implementation of the transformation strategy to manufacturing service-oriented and innovative enterprises. There is an urgent need for middle-level managers to update their knowledge and enhance their comprehensive management capabilities, thus raising higher

requirements for the scientific and effective management system. Based on the competence model, this paper focuses on the construction of the mid-level manager's competence model, and discusses the competence system of the middle-level managers of China's company in depth, the main research results are as follows:

Huawei's middle-level management personnel are mainly responsible for various departments, responsible for the company's decision-making upload release and communication with the units to implement the important functions of headquarters decision-making. The management quality of middle-level managers is not high, management recognition is low. The establishment and optimization of middle-level managers competence systems are imminent.

Combined with Huawei's management data in recent years, it is found that Huawei's middle management competence still has many problems, mainly unreasonable management project setting, single management form and unscientific evaluation of management effectiveness, mainly due to Huawei's lack of competency-based management needs analysis, lack of competency-based management content settings, lack of competence-based management method design, lack of competence-based management effectiveness assessment.

Guided by Huawei's development strategy plan and mid-level management competency model, to enhance the overall interests of managers loyal to the enterprise as the mainline, to improve the executive power of managers, the performance of duties as the focus, according to the company's business characteristics and corporate culture concept, the company's middle-level management competence model was refined.

Huawei should clearly build a model of the competence of middle-level managers with competence as the core, further analyze the challenges that the company needs in the fierce market competition environment in the future, clarify the competence that middle-level managers must have to meet the challenges, quickly and efficiently cultivate the company's leadership echelon, enhance the professional and professional competence of middle-level managers, and build an internal management personnel blood-making system for the company's sustainable development.

ACKNOWLEDGMENT

Thank my mentor for cultivating me hard so that I can grow into useful talents smoothly. I remember your efforts. Thank you to my classmates, I have learned from each other in my stud. Thanks for my leadership and at the same time, because of your help, I have received good information and laid a good foundation for the practice of the whole article. Thank my family, it

is you behind me silently to pay, only I have smooth graduation.

REFERENCES

- [1] Scapini L B, Cristo A , Schmidt J M , et al. Effect of β -Mannanase Supplementation in Conventional Diets on the Performance, Immune Competence and Intestinal Quality of Broilers Challenged With *Eimeria* sp[J]. *The Journal of Applied Poultry Research*, 2019, 28(4).
- [2] Reading Competence and its Impact on Writing: An Approach towards Mental Representation in Literacy Tasks[J]. *Journal of Research in Reading*, 2021.
- [3] Understanding Role of Market-orientated IT Competence and Knowledge Sharing Mechanism in Gaining Competitive Advantage. 2020.
- [4] Wibowo F C , Budi A S , Iswanto B H , et al. Mobile Digital Education (MDE) for increasing competence of students based on E-Characters Mental Revolution (E-CMR)[J]. *Journal of Physics: Conference Series*, 2019, 1402(6):066075 (6pp).
- [5] Annika B , Ulrica V , Henna H , et al. Aligning Perspectives?—Comparison of Top and Middle-Level Managers' Views on How Organization Influences Implementation of evidence-based practice[J]. *The British Journal of Social Work*, 2019(4):4.
- [6] S Janouková, LP Rathouská, URvAlkova E S. The competence model of scientific thinking and reasoning for various work positions in pharmaceutical, biotechnological and agrochemical companies[C]// 15 European Conference on Research in Chemical Education (ECRICE 2020), Weizmann Institute of Science; European Chemistry Society, International Union of Pure and Applied Chemistry, Izrael (online). 2020.
- [7] Alfaro G, Jesús Paz-Albo. The impact of study abroad on college students' intercultural attitudes and global competence. 2020.
- [8] Amina Amirova, Iskakovna J M, Zakaryanovna T G, et al. Creative and research competence as a factor of professional training of future teachers: Perspective of learning technology[J]. *World Journal on Educational Technology Current Issues*, 2020, 12(4):278-289.
- [9] Malikhin A. Educational IT Environment and the Problem of a Foreign Language Teacher's

- Information and Communication Competence Formation[J]. 2019.
- [10] А.С. Митрохина. Modeling the Process of Technological Competence Formation in Chemistry Students through Academic Research. 2020.
- [11] Bashir M, Farooq R. The synergetic effect of knowledge management and business model innovation on firm competence A systematic review[J]. International Journal of Innovation Science, 2019, 11(3):362-387.
- [12] Egorkina E, Ivanov M, Valyavskiy A Y . Students' Research Competence Formation of the Quality of Open and Distance Learning[M]. 2021.