

# 小人物创造大历史

## 华为故事与华为的成长逻辑

**1987-2017**  
**30年商业长征**



**华为全球商业版图**

**170个以上的国家**

 世界500强 83位

**一同走过从前：1987**

**一位有抱负的小人物**

**一群有想法的小人物**



**标志文身：一贫如洗，胸怀大志**

## 共同特质

饥饿感驱使下的理想主义

饥饿感驱使下的英雄主义

饥饿感驱使下的学习能力

不可救药的乐观主义

拥抱规则，敬畏制度

**18万雄心张扬的小人物**





165种国籍，外籍4万人

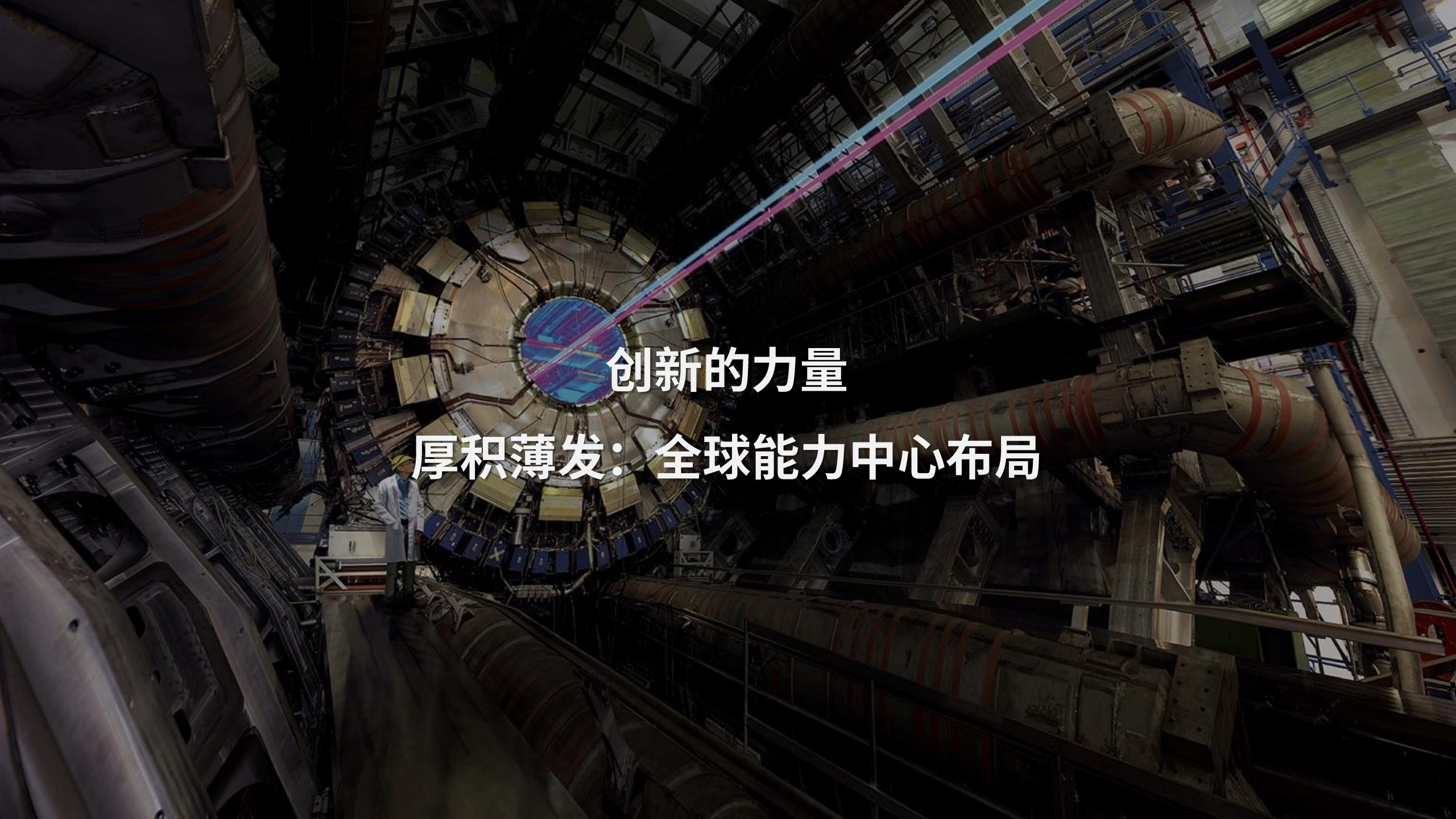


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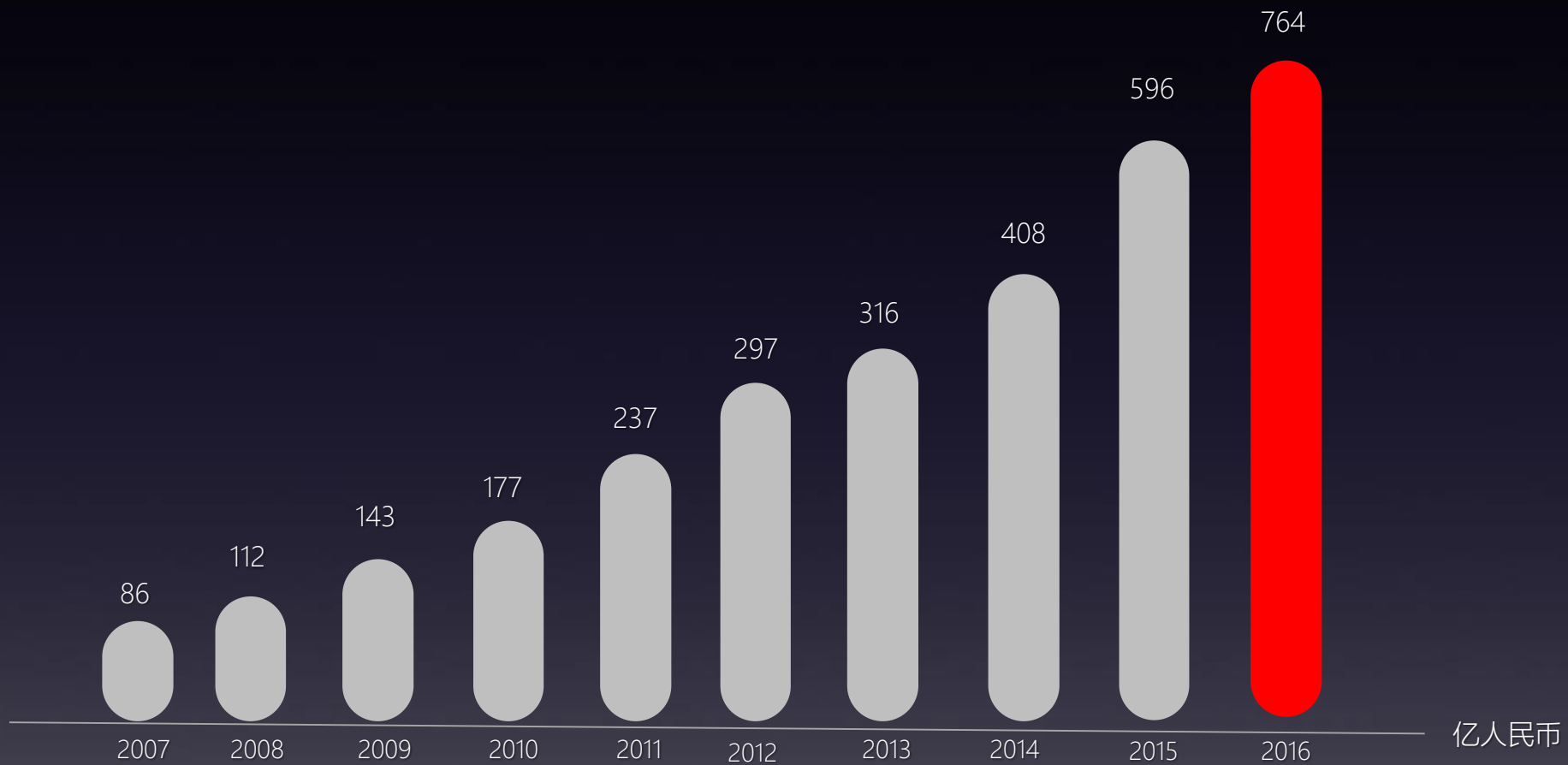
意志的力量

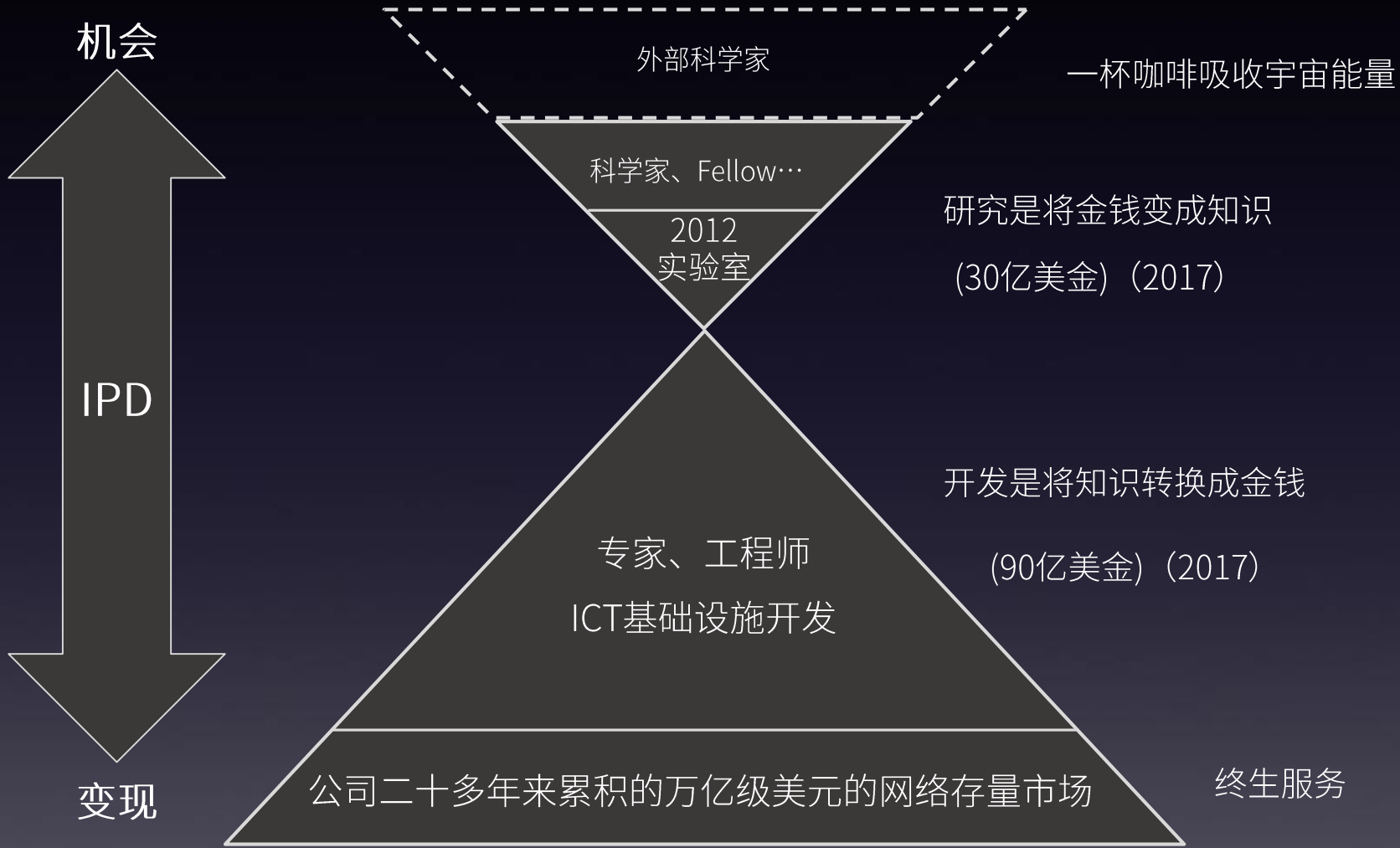
冒险·开拓·血与泪




创新的力量

厚积薄发：全球能力中心布局





A close-up photograph of a plant, likely a species of Asteraceae, featuring several large, upright clusters of small, white, tubular flowers. The flowers are densely packed and have a slightly curved, tubular shape. The green leaves are broad and ovate, with serrated margins. The background is a soft, out-of-focus green, suggesting a natural outdoor setting. The overall lighting is bright, highlighting the intricate details of the flower heads.

## 二元张力：薇甘菊战略

A matador in a blue and gold suit is holding a red cape in a bullfight arena. The matador is wearing a blue suit with gold embroidery and red socks. The red cape is being held in front of him. A bull's head is visible on the right side of the frame. The background is a sandy arena.

“不能被挑逗的红布牵着走”



# “灯塔论”与“投降主义”



# 制度的力量

全球化：“IBM教会了华为怎么爬树”

以规则的确定性应对全球政治的不确定性

The background of the image is a vast, hazy landscape under a dramatic sky. The sun is low on the horizon, creating a golden glow and long shadows. In the center foreground, the silhouette of Christ the Redeemer is visible, standing on a rocky outcrop. The overall mood is contemplative and powerful.

## 价值观的力量

谁是“永远的、唯一的上帝”？

劳动创造世界，人才雇佣资本

活力是组织之魂




## 批判的力量

组织黑洞：腐败、山头与惰怠

杀手级程序：自我批判

心声社区：华为人的“罗马广场”

**恐惧是变革最大的动力**



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