

New Era: Collaborative Global Leadership Model

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Abstract – In the future, there will be a new world which is more collaborative, sharing in profits and having more sustainable global businesses. *Macrowikinomics* describes the future world that will become more collaborative, open, and connected in the age of networked intelligence. The *Management Reset* discussion is about how sustainable management will create more value for the business and benefit to shareholders, employees, and social environments. All have huge impacts on global leadership and support the need to create a new Collaborative and Sustainable global leadership model. This model requires global leaders to have the spirit of collaboration and the worldview of sustainability. This model describes the required skills of global leaders to successfully lead sustainable corporations in the future. Leaders should be creative and have ideas to promote innovation in the organization that maintains sustainability. Leaders need to know how to build trust and have excellent cross-cultural communication skills essential to the spirit of collaboration in expanding global business into international markets. In the near future, global leaders will change their viewpoints of the purpose of running the business in the world. Global leaders running businesses are a benefit for global social environments, global talents (employees) and shareholders.

Keywords – Collaboration, Cross-cultural communication, Global leader, Global leadership model, *Macrowikinomic*.

I. INTRODUCTION

Macrowikinomics describes the future world that will become more collaborative, open, and connected in the age of networked intelligence. The *Management Reset* discussion is about how sustainable management will create more value for the business and benefit to shareholders, employees, and social environments. In the future, there will be a new world which is more collaborative, sharing in profits and having more sustainable global businesses. All have huge impacts on global leadership and support the need to create a new Collaborative and Sustainable global leadership model.

This model requires global leaders to have the spirit of collaboration and the worldview of sustainability. This model describes the required skills of global leaders to successfully lead sustainable corporations in the future. Leaders should be creative and have ideas to promote innovation in the organization that maintains sustainability. Leaders need to know how to build trust and have excellent cross-cultural communication skills essential to the spirit of collaboration in expanding global business into international markets. In the near future, global leaders will change their viewpoints of the purpose of running the business in the world. In the book *Management Reset*, (Lawler, Worley, & Creelman, 2011) discusses the benefits to society as a whole, not only benefits to the shareholders, but also benefits to people, planet, and profit. In the future this is how the global leaders will view the organization.

In this paper, the worldview of leaders 10, 20, 30, and 40 years from now will be proposed based on current trends that suggest future strategies and innovation discussed in the literature. This will inform the Collaborative and Sustainable global leadership model creating visionary approach to organizational development that encompasses the transformations crucial to establishing organizations based on the model. The effectiveness compared to models of the 21st century will be discussed to validate the necessity for the Collaborative and Sustainable global leadership model.

II. REVIEW OF LITERATURE

A. What the future looks like in ten years

In ten years, the whole world will be more than likely connected, collaborative, and open. *Macrowikinomics* supports the notion as a big idea about the world that will become more open, connected, and collaborative in the future. Tapscott, & Williams (2012), suggests, “collaborative innovation is not only transforming our economy but all of society and its many institutions”. The author also discusses there are five basic principles that apply to business global operation and strategy that will contribute to the success of business. Those are collaboration, openness, sharing, integrity, and interdependence. Wiki” means “collaboration” and is included in the phonetic spelling of the term.

B. What the future looks like in 20 years

After 20 years, the world will be more likely resembling the effects of globalization, one level playing field as the big picture. This will reflect people working together to make the world environment better. In the book *Management Reset* (Lawler & et al., 2011), discussed what a particular day looks like 20 years into the future. It begins by telling the reader what to expect in the workplace. You start working with 150 people to have a meeting. Some people are physically present while others attend virtually. Everyone is working to design a new product or service solution to reduce water use in rural homes in Asia. Those in attendance include company employees and members of different organizations, governments, and customers. The issue of water conservation in Asia is a current issue that needs to be addressed. In the future, that will become a huge issue that business leaders will need to prepare to address in organizations that are doing business in Asia.

In the future big picture everyone will be happy with the outcomes of the meeting. “You access your video mail via the link in your car and arrive home in time to spend an evening with your family” according to Lawler & et al. (2011).

This book describes the future office life and how the different people work together on one particular issue. The *Management Reset* discussion is about how sustainable

management will create more value for the business and benefit not only to shareholders, but also benefit to employees, and social environments.

C. What the Future Looks Like in 30 years

Thirty years into the future there will be two events that occur:

1. Technology will become extremely important. Due to technological advancement human beings may become super smart since they are tasked with learning new technologies in performing their work. In the book, *The Singularity is Near*, Kurzweil (2005) talks about putting these miniscule supercomputers inside human brains will create unlimited intelligence in human beings. He also addresses another purpose of the singularity movement is making human immortality. Kurzweil (2005) thinks people will be immortal when people are smart enough through neural implants. Kurzweil identifies 2045 when the singularity will occur.

2. There will be more likely a multipolar world. In the book *Five Roads to the Future*, the author Starobin (2009) talks about five possible paths into the future which include a multipolar world, the Chinese century, the return of the global city state, universal civilization, and chaos. I think the most likely is a multipolar world. The least likely is Chaos.

A multipolar world means there will be a few countries which can establish regional hegemonies in their neighborhoods. Hegemonies are leadership or dominance especially by a state or social group (<http://oxforddictionaries.com/definition/english/hegemony>). Those countries could include United States in North America; China, India and Japan in Asia; Russia in Asia and Europe; United Kingdom and Germany in Europe.

Chaos means in the future there will be a leadership vacuum in the world. There are huge opportunities in the world for global elite-business leaders, university executives, political leaders etc. Globalization and advanced technology make the return of the global city state possible. As a result, we can see, there are a lot of multinational corporations in the world. Globalization becomes a trend. Chinese Century means China will become a super power country in the world. Global Government means the whole world will be legislated by one type of government. The order from the mostly likely to the least likely are as the followings: Multipolar world: most likely; the return of the global city state second likely; Chinese century: third likely; the Universal civilization fourth likely; Chaos: least likely.

So in the future politically the whole world will become more regional, yet economics will be more global.

III. MODELS AND METHODOLOGY

A. Model one: Collaborative Global Leadership Model

Within 10 years the global leadership model will experience the following:

- *Macrowikinomics* requires the global leaders to have more skills to adapt the more collaborative world. Global leaders need to have a global mindset to view the

world as a whole. Global leaders need to have excellent international communication skills.

- *Macrowikinomics* also requires the global leaders to have the spirit of collaboration. Collaboration is extremely important for the businesses to operate successfully in global environments.
- *Macrowikinomics* promotes business globalization. With the development of technologies and more open world, globalization becomes a trend.
- *Macrowikinomics* requires the global leader to have innovative thinking and the ability to adapt new technologies. Since the world will become more connected, global leaders need to have the global perspective to lead the organization to be successful.
- *Macrowikinomics* mentions that in the future the world will become more open, collaborative and connected. There is one important element to make it happen that is "trust". This will become a big topic for the global leaders if they want to lead the organization successfully in a more connected world. For example, multinational corporations create many offices or branches in different countries. There are many employees in different countries. How to engage the diverse employees are becoming a hot topic. The core is to create the relationship of trust.
- *Macrowikinomics* will make the global leaders more connected. Since no individual leader or individual organization can do big things on their own, they have to work with organizations to have win-win situation. Also with the advancement of technology and globalization, the world becomes more interdependent which provides the global leaders' opportunities to work together.
- According to the trends described in *Macrowikinomics*, the whole world will become more open, connected and collaborative. That requires global leaders to have a new way to lead. The leadership model in Figure 1 places trust at the center (Ding, 2013). The model's perimeter components are comprised of innovative thinkers, a global mindset, excellent communication, focus on performance, and leading people by example.



Fig. 1. Leadership Model

Innovative thinker: Leaders should have innovative thoughts and promote innovation in the organization.

- Global mindset: Leaders need to have a global mindset. They need to have insights of viewing the whole world as a whole.
- Excellent communication: Leaders must be good at communication. They need to communicate with their subordinates about the vision and mission of the whole organization.
- Leading people by example: A good leader should lead employees by example.
- Focus on performance: Leaders need to evaluate diverse employees fairly based on their performance.

B. Model two: Sustainability Global Leadership Model

Within 20 years the global leadership model will experience the following:

With technological development and globalization, it becomes more complicated for the multinational corporations to maintain competitive advantage in global environments. Global leaders need to understand how to lead effectively and find the opportunities for expanding the business and operating the business successfully. Eventually, global leaders need to know how to maintain the organization to have long term growth.

In this section “How has Sustainability influenced Global Leadership?” will be addressed. As a professor with a concentration in global leadership the view of globalization is that it has become a trend. In the book *Management Reset*, Lawler et al. (2011) discuss how sustainable management will create more value for the business and make the organization perform well not only in finance, but also in the social environment and employees’ retention. Organizational sustainability is very important to the organization’s competitive advantage. How this sustainability management is related to global leadership?

In order to keep sustainability and create more value for the organization, the global leaders need to have more skills as in Figure 2. Global leader’s skills indicate. New technology will make global thinking a requirement for future leaders. Exporting office and “white collar” work around the world will be the norm. “Computer programmers in India can communicate with designers in Italy to help develop products that are manufactured in Indonesia and sold in Brazil.” Global business barriers will be broken down by technology when it previously seemed insurmountable. Businesses will be challenged to compete in a global marketplace with leaders who are stuck in local thinking. Leaders who can make globalization work in their organization's favor will have a huge competitive advantage.

- Openness: Global leaders need to have a more open mind and attitude. Global leaders need to have the skills to understand how the organization not only benefits the shareholders, but also benefits diverse employees and the world environment.
- Be creative: Global leaders need to be creative to catch new opportunities to keep the organization sustainable.
- Building trust: Global leaders need to know how to build trust between diverse employees worldwide. Global leaders can keep the talented diverse employees through creating trust.

- Multiple perspectives: Global leaders need to hold different perspectives related to organization’s sustainability.
 - Excellent cross-cultural communication skills: Global leaders need to be able to communicate directly from diverse employee’s viewpoints.
- In conclusion: Global leaders need to have more skills to maintain sustainable companies. Those skills include being open-mind, creative thinking, building trust, multiple perspectives and excellent cross-cultural communication.



Fig. 2. Global Leaders’ skill

C. What the Future Global Leadership Looks Like in 30 Years

In the near future, global leaders will change their viewpoints of the purpose of running the business in the world. In the book *Management Reset*, (Lawler et al., 2011) discuss the benefits to society as a whole, not only benefit to the shareholders, but also benefit to people, planet and profit. In the future this is how the global leaders will view the organization.

Two figures are drawn to compare the difference between profit distributions and a current company’s model and the future global sustainable business model.

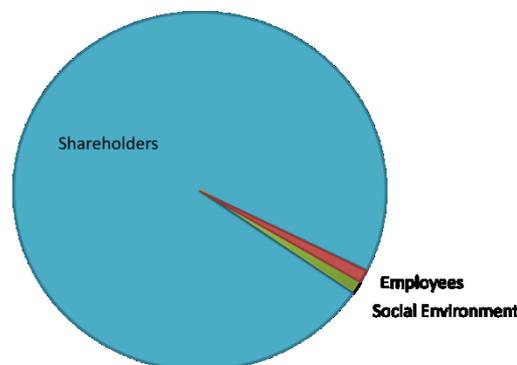


Fig. 3. Current Running Business-Profit Distributions

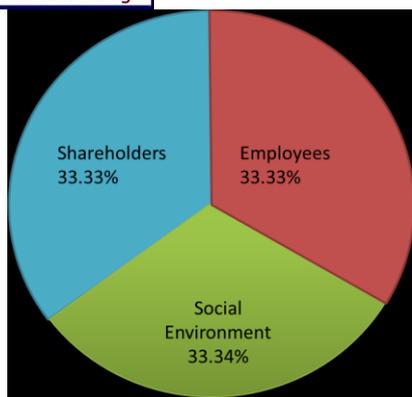


Fig. 4. Future Global Sustainable Business Model

From the above figures, we can see, currently most profits are for the shareholders. In the future, global leaders will change the purpose of operating a business. In the future, global leaders operating businesses will benefit global social environments and global talents (employees) and shareholders. The assumption is there are almost equal portions of the profitability.

The reasons are the followings:

1. In the future, more and more multinational corporations will do business in global environments. To develop a good global environment will become one of the purposes of operating business worldwide by global leaders.

2. In the future, keeping talented employees is one of the key elements to maintain the organization's sustainability. If the organization treats the employees well, the organization can keep the talented people and motivate these employees to do a better job.

For example, Google is a high tech company. This company is a profitable company; their employees' turnover rate is much lower than other high tech company. Why? Google provides a lot of benefits to employees and a very good working environment for them. There are fitness rooms, a swimming pool, massage chairs, etc. There are nap rooms, during the break time; the employees even can have a short nap. In the future, if every high tech company treats the employees nicely, the turnover of employees will be very low. That will also increase the loyalty of the employees. It will benefit employers as well by increasing the company's productivity and profitability.

3. In the future, global leaders will not make financial profit the first priority; however earning profit is still one of the important purposes to operate a global business.

In conclusion: In the near future, global leaders will change their viewpoints of the purpose of running the business in the world. Global leaders running businesses are a benefit for global social environments, global talents (employees), and shareholders.

Tools, methods and strategies could be utilized to increase the chance of positive changes in the future versus negative changes.

IV. METHODS

Trend analysis is useful in the business field and global leadership concentration. Trend analysis is to analyze the

specific trends and apply it to business operation and strategy.

When a company composes a business strategy, it needs to predict the future trend. Global economies have forced governments and industries to work in ways unimagined due to their interconnectedness. The three underlying trends that connect six drivers include demographic shifts, reshaped Global power structure and disruptive innovation. The demographic shifts comprise urbanization, a widening divide between countries with a younger and aging population, and a growing middle class (<http://www.ey.com/GL/en/Issues/Business-environment/Six-global-trends-shaping-the-business-world>, 2013). For example, a high tech company needs to predict and catch the development of advanced technology. In looking at one of the six long term trends "Rapid technology creates a smart global, mobile world" we can see that the digital evolution over the past 25 years has had rapid growth, yet we are not smarter or more connected though we have become more interconnected (Ey.com/ Rapid-technology-innovation-creates-a-smart--mobile-world, 2013). An example is Apple Computer, Inc. has a different kind of iPhone, I pad, etc. Customers like different kinds of products. Consumers want more powerful devices and applications while businesses want more cost effective technology to handle more complex challenges. Apple just announced its new iPhones recently, the iPhone 5s and the iPhone 5s. The disruption and realignment of many industries and the explosion of data and analytics will evolve with similar technologies to what Apple Computer has developed (Ey.com/ Rapid-technology-innovation-creates-a-smart--mobile-world, 2013).

Global leaders need to compose the business strategy. They need to have global thinking and innovation. So they need to have the ability to have innovative thinking and have the insight to catch the new development of technology. Global leaders must adapt to new technologies, new theories, and new business environments.

When the leaders have innovative thinking and a global mindset, they may bring the positive impact into the business. More leaders have the ability to analyze the trend and more businesses will become profitable. The businesses will have more of a positive impact to the external environments. Eventually this will increase the chance of positive changes in the future. One positive anticipated change is cloud computing. By 2016, Forbes' Global 2000 companies are predicted to use public cloud services based on Gartner, a consultancies discussion of future trends. Infinitely flexible utilities will replace much of the current IT hardware, software and database markets. Cloud computing will initially reduce initial and recurring costs for IT buyers, lowering risks and increasing flexibility (Ey.com/ Rapid-technology-innovation-creates-a-smart--mobile-world, 2013).

V. STRATEGY

In today's global economy organizations need to focus on both their social responsibility and environmental bottom

lines (Lawler et.al, 2011). In the near future, global leaders will change their viewpoints of the purpose of running the business in the world. Global leaders running businesses are a benefit for global social environments, global talents (employees) and shareholders. High potential leaders believe developing an understanding of other cultures is not just an obligation but an opportunity (Goldsmith & Walt, 1999).

In the book *Management Reset*, (Lawler et al., 2011) discusses the benefits to society as a whole, not only benefit to the shareholders, but also benefit to people, planet and profit. In the future this is how the global leaders will view the organization. That will increase the chance of positive changes in the future versus negative changes.

Since governments and organizations are looking to reduce their carbon footprint, cleantech will become the second industrial revolution. This will be a low carbon resource efficient economy. Adaptation to adapt to change will spur an interest by businesses to develop strategic plans to adapt to change. A survey of corporate leaders whose organizations make more than 1 billion dollars in revenue reveals that “cleantech is an organization-wide or business-unit-level initiative for 89% of respondents; 33% spend 3% or more of total revenues on cleantech and 75% expect cleantech spending to increase over the next five years.” Governments that see cleantech as a strategic platform for fostering innovation and job creation in establishing local industries includes China. Bloomberg Energy Finance suggests the investment in cleantech was double that of 2006 with an increase of 30% from 2009 to 2010. This was five times the amount recorded in 2004 (Ey.com/ Cleantech-becomes-a-competitive-advantage, 2013).

Energy use from emerging markets will contribute 93% between 2019 and 2035. China alone will see its energy needs increase by 75% according to the International Agency Energy Report (IEA), World Energy Outlook, 2010).

VI. FINDINGS

The findings reveal that the Collaborative and Sustainable Global Leadership Model is very useful for future global leadership. The future world will become more collaborative, open and connected in the age of networked intelligence. There are several impacts on global leadership. *Macrowikinomics* requires the global leaders to have more skills to adapt the more collaborative world. *Macrowikinomics* also requires that global leaders have the spirit of collaboration It also promotes business globalization. This concept will make global leaders more connected as well. Since no individual leader or individual organization makes major transformation independently, they have to work with organizations to achieve a win-win. Students need to learn motivation and communication skills to be well-suited to changes which will be brought by *Macrowikinomics*.

All have huge impacts on global leadership and support the need to create a new Collaborative and Sustainable global leadership model. This model requires global leaders to have the spirit of collaboration and the worldview of

sustainability. Leaders should be creative and have ideas to promote innovation in the organization that maintains sustainability. Therefore, an opportunity to stake out and capture a strategic competitive position presents an opportunity for governments, innovators, investors, and corporations moving to a low-carbon, resource-efficient economy (Ey.com/ Cleantech-becomes-a-competitive-advantage, 2013). Leaders need to know how to build trust and have excellent cross-cultural communication skills essential to the spirit of collaboration in expanding global business into international markets for this to occur seamlessly.

In the near future, Global leaders will change their viewpoints of the purpose of running the business in the world. Operating a business should not be at the expense of environmental stewardship and social responsibility since organizations were not designed for change, but were designed for stability. In today’s global economy organizations need to focus on both their social responsibility and environmental bottom lines (Lawler et.al, 2011). Global leaders running businesses are a benefit for global social environments, global talents (employees) and shareholders. High potential leaders believe developing an understanding of other cultures is not just an obligation but an opportunity (Goldsmith & Walt, 1999).

VII. CONCLUSION

In summary, *Macrowikinomics* is a worldview about how the world will become more open, more connected and more collaborative in the future. In the future, there will be a new world which is more collaborative, sharing in profits and having more sustainable global businesses. In the future technology will become extremely advanced. Human beings may become super smart, yet technology like smart phones and mobile devices will not be what make them smart though they are more interconnected. Globalization becomes a trend.

The future world will become more collaborative, open and connected in the age of networked intelligence. There are several impacts on global leadership. *Macrowikinomics* requires the global leaders to have more skills to adapt to a more collaborative world. *Macrowikinomics* also requires that global leaders have the spirit of collaboration. It also promotes business globalization. This concept will make global leaders more connected as well. Since no individual leader or individual organization makes major transformation independently, they have to work with organizations to achieve a win-win. Students need to learn motivation and communication skills to be well-suited to changes which will be brought by *Macrowikinomics*. Technology alone will not achieve this competitive advantage though it will enhance the ability to connect.

All have huge impacts on global leadership and support the need to create a new Collaborative and Sustainable global leadership model. This model requires global leaders to have the spirit of collaboration and the worldview of sustainability. The Collaborative and Sustainable Global Leadership Model is very useful for future global leadership. In the near future, Global leaders will change

their viewpoints of the purpose of running the business in the world. In the book *Management Reset*, (Lawler et al., 2011) discusses the benefits to society as a whole, not only benefit to the shareholders, but also benefit to people, planet and profit. In the future this is how the global leaders will view the organization.

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Academic books

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- The Trilogy of China and World Expo: Explaining World Expo; 2010 Tsinghua University Press
- The Trilogy of China and World Expo: China Participated in the World Expo; 2010 Tsinghua University Press
- The Trilogy of China and World Expo: Holding World Expo; 2010 Tsinghua University Press

Academic Articles:

- "Difference in Loan Management between Commercial Banks in China and the US and their impact on Corporate Finance". Shanghai Finance. Vol. 1. 2006.
- "Corporate Bank Loan into Corporate Securities: Asset Selection and Phased Implementation". Zhejiang Finance, Vol. 5. 2005.
- "Research on Different Financing Sources and Priorities of Corporate Finance". Practice and Theory of SEZS. Vol. 2. 2006

MEMBERSHIPS

- Member of Raleigh Sister Cities Committee under leadership of City of Raleigh, North Carolina, USA.
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AWARDS

- Employee of the Month Colorado Technical University, 2012
- Cash award for Outstanding Performance, United State Air Force Academy, 2011
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