

## **JASON JIXUAN HU**

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Email: JJH at WINTOPGROUP dot COM

### **BUSINESS/CONSULTING EXPERIENCE**

General Partner/Managing Director, WINTOP Consulting Group, Washington DC and WINTOP Management Consulting (Shanghai) Co. Ltd., Shanghai, '02-present. WINTOP is a training/consulting company focusing on promoting facilitative leadership and participatory management practices through in-house and public training classes. Responsibilities include market research, curriculum development, business development, marketing and public relations. [www.wintopgroup.com](http://www.wintopgroup.com)

Chief Operating Officer-China/Vice President, Apollo International, '99-'02. AI is a \$38 million multinational start-up affiliated with Apollo Group (NASDAQ: APOL, [www.apollogrp.edu](http://www.apollogrp.edu)) targeting international education market, operating in Netherlands, Germany, Brazil, India and China. Responsible to lead AI's all China multi-city operations, including developing AI's China business plan, market research, partner negotiation, personnel recruiting, business model developing and daily operation. Received extensive training about details of Apollo's successful business model: doing high-quality education in a corporate infrastructure.

Co-Founder/CEO, Washington International Tech-Group, Inc., Gaithersburg, MD, '96-'99. Organized an international business representative network in several international cities. Projects directed including multinational cooperation for China's EXPO'99, ADSL OEM, DVD production line, high-tech equipment trading, market research, and others involving overcoming Chinese bureaucracy and cross-cultural difficulties. Consulting service provided to clients including George Soros and Chinese central and local government. Experienced with issues in joint-ventured projects between U.S. and China.

Business Consultant, Booz-Allen Hamilton Inc., Virginia, '95. Participated in cross-cultural business projects including bidding on selling high-tech C3I system to Chinese companies. Association of Chinese Professors of Social Sciences in the U.S. '95—'97. Developed and managed telecommunication infrastructure and edited special publications for the association. China Nine and Nine Corporation, Beijing, China. '94—'95. Conducted feasibility study on international business and overseas branches. Provided guidelines for strategic management issues to the company. And for Easton Group International, Inc., Maryland. '93-'94. Investigated investment proposals for setting up joint-ventured color printing business in Shanghai.

### **TEACHING**

Visiting Faculty, College of Graduate Studies, Tsinghua University, Beijing, China. Summer

'99. Taught a summer course: General Cybernetics and Its Applications in Management.

Assistant Professor (Tenure track), Multidisciplinary Faculty, California State University at Monterey Bay, '95-'96. (Accepted and later resigned this appointment because of the initiative and the termination of a project proposal of building the university's business school with a real business.) Participated in the curriculum development for the program of Business Management. Courses taught and prepared include: (1) System Thinking in Business Management; (2) Cybernetic Tools in Management and Organizational Learning; (3) Introduction to Applied Communicatics - Methodology for Improving Organizational Communication; and (4) The Nature of Scientific Knowledge and New Epistemology.

Lecturer, School of Business and Public Management, GWU, Washington, DC '94-'94. Taught a self-designed graduate course: Introduction to Cybernetics and Systems Theory.

Visiting Faculty, College of Business and Management, Beijing University, Beijing, China. Summer '94. Taught a summer course: General Cybernetics and Its Applications in Management.

Graduate Teaching Fellow, Department of Management Science, GWU, Washington, DC., '90 - '94. Assisted faculty members on research projects including data analysis for TQM, cross-cultural comparative studies of organizations, database management, report and paper reviews, and various administrative duties. Co-taught the following graduate level courses with other professors in the department: (1) Introduction to Cybernetics and Systems Theory for Social Systems; (2) Cross-cultural Communication; Also conducted a series of internet seminars (Introduction to General Cybernetics) for CYBCOM-List, a discussion group of about 160 participants from 21 countries over the Internet built on 1993.

Instructor, Department of Electronics, Yunnan TV & Radio University, Kunming, China. '82 -'84. Taught the following courses and seminars: (1) Computer Programming; (2) Principles of Automatic Control; (3) Circuit Analysis, laboratories and tutorials; (4) Principles and Methods of System Dynamics; (5) Principles of Three-Theories: Cybernetics, Information Theory, and Systems Theory. Advised students on their graduate thesis on various computer applications.

## **RESEARCH EXPERIENCE**

Deputy Director, Center for Social and Organizational Learning, GWU, Washington, DC., '93-'95. Conducted research on the new theory of Communicatics, a cognitive and communicative approach in resolving conflicts and improving effectiveness and efficiency of communication. Developed and managed the Internet communication network for Cybernetic research community (CYBCOM List Serve).

Graduate Research Assistant, School of Business and Public Management, GWU, Washington, DC. '90- '95. Participated and conducted various research projects focusing

on (1) cybernetics, systems theory and their applications in interdisciplinary studies; (2) strategic management issues in organizational development; (3) impact of social structures and transitions on a sustainable economy; (4) impact of science and technology on social and organizational structure and learning; and (5) factors that impact Eastern-Western organizational development. Developed and implemented the Caucus Computer Conferencing System serving the whole GWU community.

Research Consultant, U.S. Department of Labor, Bureau of International Labor Affairs: Washington, DC. '91-'92. Analyzed DOL and GAO data sets for US immigration policy research projects.

Director, Kunming Institute of Cybernetics & Systems Theory, Kunming, China. '88-'89. Initiated and directed the following research projects: (1) developed SCQ: A Program Generator for Chinese Database Management Systems, a government contract for the Provincial Committee of Science and Technology; (2) conducted research projects collaboratively with the Russian (USSR) Institute of Systems Research and George Washington University studying how cybernetics and systems principles could be used to assist the on-going processes of economic and organizational reform in the socialist countries; and (3) edited a series of translated articles for The Journal of Natural Dialectics: Introducing Second Order Cybernetics to Chinese readers (unpublished)

Research Visiting Scholar in Management Science Sent by the Chinese Ministry of Education, School of Business and Public Management, GWU, Washington, DC. '86-'88. Participated in various research projects and seminars: (1) Cybernetics and system theory and its applications; (2) management and communication in cross-cultural organizations; (3) strategic management issues in organizational development; and (4) Eastern-Western relationships.

Research Project Team Leader ('84-'86), and Assistant Director in Research and Development ('88-'89), Yunnan Institute of Computer Technology, Kunming, China. Conducted the following research projects: (1) system research and business computerization for Yunnan Provincial Import & Export Corporation; (2) feasibility studies for a joint-ventured hospital computer management system; (3) System Dynamics and Econometrics Modeling for government investment allocation (Provincial Government contract); (4) decision support software research and development; and (5) office automation. Developed decision support software: "Think-tank Tool Package for Management."

Project Team Leader, Yunnan Television and Radio University, Kunming, China, '82-'84. Initiated and developed China's first computerized examination score processing system within China's 30 TV-Radio Universities.

## **EDUCATION**

\* Doctor of Philosophy in Management and Organization, May, 1995, School of Business

and Public Management, George Washington University, Washington, DC.  
Dissertation: The Knowing-Doing Loop and Its Associated Scopes: A Model of Cognition and Communication Based on Recent Work in Systems Theory and Cybernetics. GPA 4.0

\* Systems Engineer Certificate, May 1984, China-Japan Software Engineering Training Center, Beijing.

Project: Large Scale Database and Computer Simulation.

\* Bachelor of Science in Electronic Engineering, February, 1982 Heilongjiang University of Commerce, Harbin, P.R. China.

Thesis: Computerization of Whole Sale System: Its Effectiveness and Efficiency In Chinese Economy

## **PUBLICATIONS**

Hu, J.J.X.(2008), The Law of Requisite Cognitive Capacity in Human Communication, Conflict Resolution and Cooperation Solicitation. *Emergence: Complexity and Emergence*, Vol. 10 No. 4 pp 27-35

Hu, J.J.X.(2007), The Pre-requisite for A Country to Rise Is the Liberation of People's Wisdom – Preface for the Chinese Version of Ackoff's Best: His Classic Writings on Management, Shanghai Sanlian Press, 2007, in Chinese

Hu, J.J.X.(2007), The Key to Release Creativity and Cooperative Capacity of Students Is to Promote Facilitative Teaching Methods, *Fudan Education Forum*, 2007, Vol. 2, pp.27-30, in Chinese

Hu, J.J.X (2006). Growing Participation for Co-operacy, An Interview, *China Daily*, 2006-10-09, [http://www.chinadaily.com.cn/china/2006-10/09/content\\_704010.htm](http://www.chinadaily.com.cn/china/2006-10/09/content_704010.htm)

Hu, J. J.X.(2006). Distance Education in America: The Model of Apollo Experience – An Interview. *Open Education Research*, Vol. 12, No.5, (Oct. 2006). pp.4-8.

Hu, J.J.X(2004). Elitist Approach versus Re-inventing Approach - Influences of System Thinking in Corporations in Last 60 Years, in *International Journal of Knowledge and Systems Sciences*, Oct.2004, Vol.1, No.1, pp52-55

Hu, J.J.X.(2004). The Communicatics Model and Its Application in Knowledge Science, in *Proceedings of The First International Symposium on Knowledge management for Strategic Creation of Technology*, Japan Advanced Institute of Science and Technology, pp50-85

Hu, J.J.X.(2003). The Applications of System Thinking within Business Communities - Review of the Influence of System Ideas in Corporations in Last 60 Years through Two Different Paths, in Gu, J.F. et. al. (eds.) *Knowledge and Systems Science: Towards*

Meta-Synthetic Support for Decision Making, Global-Link Publisher, pp.149-154

Hu, J.X. (2000). Chinese Education Needs A Hematopoietic System – An Interview, China Business Monthly – New Economy, No. 215 (Sept. 2000). pp.18-22.

Hu, J.X. (2000). Understanding of Venture Capital Operation, in Rao, M. eds., Internet Innovation and Investment – A Report from Wall Street and Silicon Valley, New York: Chinese Association for Science and Business, Inc. pp.31-45.

Hu, J.X. (1999), Eigen-mechanism: an explanatory principle and an artful exemplar, in Heylighen F., Bollen J. & Riegler A. (eds.) (1999): The Evolution of Complexity (Kluwer Academic, ). pp. 141-156

Hu, J.X. (1998). Chapter Eleven, Discussing the Relationship between Taiwan Strait from the New Perspective of Communicatics, in Zhang, J. & Yu, Y. eds., Taiwan in the 21st Century: The Mainland Chinese Scholars Looking Ahead, New Jersey: Global Publishing Co. Inc., pp.237-255

Hu, J.X., Hong, Z. H. & Stavrou, E. eds. (1996). In Search of the Road to Modernization: The Economic and Educational Issues in China's Reform Process, New York: Edwin Mellen Press.

Hu, J.X. (1995). The Knowing-Doing Loop and Its Associated Scopes: A Model of Cognition and Communication Based on Recent Work in Systems Theory and Cybernetics, Michigan: UMI Company.

Hu, J.X.(1994). Structural coupling processes for transforming an old order into a new order: a perspective on china's development, Cybernetics and Systems'94, Vol. II, New Jersey: World Scientific Publishing Co., pp.1319-1326.

Hu, J.X. (1994). Between Science and Art: The Self-Image of A Video Camera. The Twenty-First Century Bimonthly, (25), pp.110-113, Chinese University of Hong Kong, (In Chinese)

Hu, J. X.(1994). o niemozliwosci projektowania Systemow zywych: wnioski znieudanego eksperymentu krajow socjalistycznych, translated by Kazimierz Frieske, Projektowanie i Systemy annual, Vol. XIV. (in Polish)

Hu, J. X. & Gao, R.Y.(1994). The Issue of Communication in Management and Organization: Growing Scope of Concern in Management Science, Proceedings of the First Conference on Management Science for Domestic and Overseas Young Scientists, Beijing: International Academic Publishing Co. (pp. 177-182)

Hu, J.X. (1991). The non-designability of living systems: a lesson from the failed experiments in socialist countries," modified version, The CATO Journal, 11(1), pp. 27-46.

- Hu, J. X. (1991). China's economic reform as a case of large-scale social change, *Cybernetics and Systems: An International Journal*, 22(4), pp.505-514.
- Hu, J. X. (1990). The non-designability of living systems: Lessons from the socialist experiments on society and mind, *China Report* , 1(3), pp. 1-17.
- Hu, J. X. & Pangaro, P. (1990). The constructivistic feature of some Chinese words and characters, *The Twenty-Six*, 1(1), 14-15.
- Hu, J. X. (1990). China's economic reform and its obstacles: challenges to a large-scale social experiment, *Proceedings of the 1990 Tenth European Meeting on Cybernetics and System Research*, Vienna, Austria. (pp. 1081-1088)
- Hu, J. X. & Sun, X.Y.(1989). Organizational seeds and dual-phase mechanism: The emergence and evolution of self-organizing systems, *Proceedings of the 33rd Annual Conference of the International Society for the Systems Sciences*, (3), pp. 76-85.
- Hu, J. X. & Lee, C. (1989). Dynamic model of ups and downs of macaque Resources, *Chinese Wildlife*, 5, pp. 6-11. (in Chinese).
- Hu, J. X. & Umpleby, S. A. (1989). Computer conferencing in china. *Telecommunications Policy*, 13(1), 1989.
- Hu, J. X. (1988). The end of utopia: on the non-designability of social system, *Cybernetics and System: An International Journal*, 6, pp. 491-500.
- Hu, J. X.(1988). On the two-phase phenomenon of value sets, *Cybernetics and System: An International Journal*, 6, pp. 482-490.
- Hu, J. X. & Umpleby, S. A (1987). The prospects for computer conferencing in China, *NETWEAVER, NewsNet on the Unison System*, 3(2), pp.14-15.

## **INVITED PRESENTATIONS IN CONFERENCES**

- Hu, J.J.X., Chinmunism: Its definition, cultural-behavioral roots and organizational uncertainties. The 16<sup>th</sup> ACPSS International Conference – Engaging China: Sino-American Relations, Sustainable Development and Beyond, Harvard University, November. 5-7, 2010
- Hu, J.J.X., Unfolding the Dynamic Structure Dimension of Cognition: Cybernetics as an Extraordinary Milestone of the Human Cognitive Capacity Development, *Thinking and Making Connections: Cybernetic Heritage in the Social and Human Sciences and Beyond*, Södertörn University College and he Nobel Museum, Stockholm, November 10-11, 2008

Hu, J.J.X., Cognitive Tools for Understanding and Action Strategies for Improving Organizations – A Sociocybernetic Approach in Organizational Development, the 8<sup>th</sup> International Conference on Sociocybernetics – Complex Social Systems, Interdisciplinarity and World Futures, by Research Committee 51 of International Sociology Association, Ciudad de Mexico, June 23-27, 2008

Hu, J.J.X., The Law of Requisite Cognitive Capacity in Human Communication, Conflict and Cooperation Solicitation, the International Conference on Complexity, Chaos and Conflict, by Werner Institute, Creighton University, Omaha, NE, June 5-7, 2008

Hu, J.J.X. and Du, W.(2007). Revealing the Self-organizing Covert Processes in Contemporary Chinese Culture, the 2007 Organizational Development Network Annual Conference, Baltimore, Oct. 19-23, 2007)

Hu, J.J.X. and Du, W.(2006). Roundtable Leadership Encountering Undertable Leadership – Bridging East and West with Facilitative Approaches, the 2006 Organizational Development Network Annual Conference, San Francisco, Oct. 23-25, 2006

Hu, J.J.X. and Du, W.(2005). WINTOP Consensus Workshop, Internationaler Praxiskongress für gelebtes Veränderungsmanagement 2005, Vienna, Austria, Dec. 12-14, 2005

Hu, J.J.X. and Du, W.(2005). Four-dimensional System Thinking and Corporate Cultural Change: Three Prescriptions are Better than One, The 2005 Annual Conference of American Society for Cybernetics, Washington, D.C., Oct. 28-30, 2005

Du, W. and Hu.,J.J.X.(2005). Applying Technology of Participation in an Authoritarian Culture, The 2005 Annual Conference of American Society for Cybernetics, Washington, D.C., Oct. 28-30, 2005

Hu, J.J.X.(2004). Communicatics and Knowledge Science, Keynote Speech, The First International Symposium on Knowledge management for Strategic Creation of Technology, Japan Advanced Institute of Science and Technology, Ishikawa, Japan, Mar. 8-10, 2004

Hu, J.J.X.(2003). Keynote speech: Two Paths of Applying System Ideas in Business Context, The Third International Workshop on Meta-Synthesis & Complex Systems And the Fourth International Symposium on Knowledge and Systems Sciences, Guangzhou, China, Nov. 29-Dec.1, 2003

Hu, J.J.X.(2003). Cultural-Centricism, Communicationism, and Dynamics of the Agreement Formation, Annual Conference of International Society for System Science (ISSS), Crete Island, Greece, July 6-11, 2003

Hu, J.J.X.(2001). Dialogue: Economy Globalization and Basic Education. Yongxin Zhu, et. al. 21st Century Education Forum, SuZhou, China, Nov.10,2001

Hu, J. X.(2001). Keynote speech: Comparing Self-Organization Dynamics Between Western and Eastern Cultures - Two Organizational-seeds Generates Two Types of System, First International Congress for Systemic Management, Vienna, scheduled May 1-6, 2001.

Hu, J. X.(1995). Communicatics and communicationism as knowledge tools for a Sustainable civilization, Paper presented at the Interdisciplinary Conference on Knowledge Tools for A Sustainable Civilization, Toronto, Canada.

Hu, J. X.(1995). Eigen-mechanism: an explanatory principle and an artful exemplar, Paper presented at Einstein Meets Magrettes -- An Interdisciplinary Reflection on Science, Nature, Human Action and Society, Brussels, Belgium.

Hu, J. X. & Sun, X. Y (1995). An important dialogue between Jin and Szeto about art and Philosophy, Paper presented at Einstein Meets Magretts -- An Interdisciplinary Reflection on Science, Nature, Human Action and Society, Brussels, Belgium.

Hu, J. X.(1995). The bell of fire, or the bell of hope? Critiques on 'the bell curve' from A communicationist perspective, Paper presented at the 7th International Conference on Social-Economics, Washington, D.C.

Hu, J. X.(1994). Communications and communicationism: Reconstruction from the ground of cybernetics and system theory for future communication studies, translated by Croatian Journalist Association, in Collection of Papers for the 5th International Conference: Journalism and The New World of Communication, Bizovec, Croatia.

Hu, J. X.(1993). Eigen-mechanism: an organizational principle, Paper presented at the Annual Conference of American Society for Cybernetics, Cybernetics in the Art of Learning, Philadelphia.

Hu, J. X.(1993). The rise of communicationism: a new perspective for communication Studies in the post-cold-war world, Paper presented at the 43rd Annual Conference of International Communication Association, Washington, DC.

Hu, J. X.(1993). Beyond 'who cares?' and 'so what?': the new values of Communicationism, Paper presented at the Fifth Annual International Conference of Society for the Advancement of Socio-Economics, New York.

Hu, J. X.(1990). China's reform: resistance and strategies in a cybernetic view, Paper presented at the George Washington University Conference on Theories to Guide the Reform of Socialist Countries, Washington, DC.

Hu, J. X.(1990). Some implications of principles of cybernetics for the reformation of social systems, Paper presented at the George Washington University Conference on Theories to Guide the Reform of Socialist Countries, Washington, DC.

Hu, J. X.(1989). A severe challenge to a large-scale social experiment: Questions from China's reformation, Paper presented at the 1989 Meeting of the American Society for Cybernetics, in Virginia Beach, Virginia.

Hu, J. X.(1989). The Measurement Problems of the Social Sciences, Paper presented at the Second National Social Sciences and Computer Applications conference, held by Chinese Academy of Social Sciences, Kunming, PRC.

Hu, J. X.(1987). Is information technology a reformer of social structure? - view Points about constructive technology, Paper presented at The International Informatics Access '87 Conference, Dallas, Texas.

Hu, J. X.(1984). An interactive mechanism between technology and society: discussions about long distance teaching techniques, Paper presented at the national academic conference On the Progress of Science-Technology and Development of Society, held by the Academia Sinica, Hangzhou, China. (in Chinese).

Hu, J. X. (1983). The application of microcomputers in the field of science history, Paper presented at The Third National Conference for Z-80 Computer Applications, held by China Computer Technology Association, Kunming, China, (in Chinese).

Hu, J. X.(1982). Comparative statistics on Chinese and western histories of science and technology, Paper presented at the National Academic Conference on The Reasons for the Backwardness of Chinese Science and Technology, held by the Academia Sinica, Chengdu, China. (in Chinese).

## **HONORS**

- \* Teaching Fellowship: Rockefeller Foundation and WCCS, 1994
- \* The Best Paper Award: The 12th European Meeting on Cybernetics and Systems Research, Vienna, 1994.
- \* GWU Cybernetics Research Fund, 1992-93, 1989-91, 1987-88
- \* GWU Travel Awards to Conferences, 1995, 1994, 1993, 1991, 1989
- \* Open Society Fund Supporting Outstanding Doctoral Research, 1991-92
- \* Visiting-Scholarship for Research at US Institutions: The Chinese Ministry of Education, 1986
- \* Outstanding Software Development Awards: Yunnan Science & Technology Commission, China, 1985.

## **OTHER ACADEMIC ACTIVITIES**

Director of Communications, Association of Chinese Professors of Social Sciences in the U.S.(1995-1997); Chairman of the Board, Washington Chinese Professional Forum, Inc., Washington,DC.(1993-1995);

## **PROFESSIONAL ORGANIZATIONS PARTICIPATION**

International Association of Facilitators, China Country Representative; International Society for the Systems Sciences; \* American Society for Cybernetics; International Communication Association; International System Dynamics Society; Association of Chinese Professors of Social Sciences in the U.S.; Washington Chinese Professional Forum, Inc. Washington, DC; Washington Evolutionary Systems Society, Washington, DC

## **OTHER INFORMATION**

\* U.S. citizen by choice, Asian minority

\* Bilingual in English and Chinese