
Theses and Dissertations

2019

China study: Emerging challenges in Social Security, health care, and leadership (volume I)

Patrick D. Huff

Follow this and additional works at: <https://digitalcommons.pepperdine.edu/etd>

Recommended Citation

Huff, Patrick D., "China study: Emerging challenges in Social Security, health care, and leadership (volume I)" (2019). *Theses and Dissertations*. 1049.
<https://digitalcommons.pepperdine.edu/etd/1049>

This Dissertation is brought to you for free and open access by Pepperdine Digital Commons. It has been accepted for inclusion in Theses and Dissertations by an authorized administrator of Pepperdine Digital Commons. For more information, please contact bailey.berry@pepperdine.edu.

Pepperdine University
Graduate School of Education and Psychology

CHINA STUDY:
EMERGING CHALLENGES IN SOCIAL SECURITY, HEALTH CARE, AND
LEADERSHIP
VOLUME I

A dissertation submitted in partial satisfaction
of the requirements for the degree of
Doctor of Education in Organizational Leadership

by

Patrick D. Huff

April, 2019

Farzin Madjidi, Ed.D. – Dissertation Chairperson

This dissertation, written by

Patrick D. Huff

under the guidance of a Faculty Committee and approved by its members, has been submitted to and accepted by the Graduate Faculty in partial fulfillment of the requirements for the degree of

DOCTOR OF EDUCATION

Doctoral Committee:

Farzin Madjidi, Ed.D., Chairperson

June Schmieder-Ramirez, Ph.D.

Eric Hamilton, Ph.D.

TABLE OF CONTENTS

This Table of Contents covers Volume I of a two-volume set. It references Chapters One through Five of the dissertation. Volume II references the contents of Volume I. It includes the Appendices that support the information represented in Volume I.

	Page
LIST OF TABLES.....	xii
LIST OF FIGURES.....	xiv
VITA.....	xv
ABSTRACT.....	xxiii
Chapter One: Shaping a Relevant Delphi Study.....	1
Introduction.....	3
Statement of the Problem.....	4
Statement of Purpose	4
Assessing China’s near-term challenges.....	4
Research Hypothesis and Objectives	5
Focus of investigation.....	5
Areas of inquiry: Research hypotheses.....	6
Research hypotheses.....	6
Study Significance	7
Study Framework: SPELIT Analysis Model	8
Background.....	9
Country brief: Zhongguo/China 中國- a historical perspective.....	9
China’s five major modern periods.....	9
A shift of mind from Maoism to economic	9
Three-World Theory: Global leadership.....	11
The theory.....	12
Historical leadership of Deng Xiaoping.....	12
The leadership of Xi Jinping.....	14
Key Assumptions.....	16
Leadership, social, political and economic.....	16
Relevant factors and issues bearing on the central research inquiry. The following.....	17
Population (social-political, intercultural).....	18
Food supply (political-economic).....	19
Wealth (political-economic).....	20
Energy (economic).....	23
Military (economic, power).....	24

Study Limitations.....	25
Summary	26
Having introduced the problem statement.	27
Key Terms and Definitions.....	27
Five-Year Plan	27
Global leadership.	28
Great Leap Forward.	28
Peoples Republic of China (PRC).....	29
Peoples Communist Party of China (CPC).....	29
Plenum	29
Politburo.....	29
Zhongguo/China.	30
Chapter Two: A Review of Relevant Literature	31
The Nature of Literature Reviews: Introduction.....	31
About this chapter's design and purpose.	31
Critical Literature Review and Analysis.....	37
Design.	37
Selection of areas of interest: Themes & categories	40
Gaps and bias in the literature.....	43
Investigating the literature.	44
High-Frequency Contributing Literature (HFCL): Reoccurring themes.	44
Background: Social reform and cultural acceptance.	44
Social environment: Investigating social security.	45
Critical literature on the topic.	45
Social Environment: Investigating health care.	57
Critical literature on the topic	57
Literature summary: Social security and health care reform key points.	64
Issues that will need to be addressed.	66
Social and cultural ideologies.	66
Social and economic reforms.....	66
Leadership environment: investigating ideologies.	68
Critical literature on the topic	68
Literature summary: Leadership transformation key points.	84
Characteristics and challenges.	84
Issues that need to be addressed.....	91
Summing up the qualitative literature review process.....	105
Integrating quantitative analytics to the literature data.....	107
Chapter Three: Delphi Study Methodology.....	111
Overview and Introduction	111
The Policy Delphi Method.....	111
Part 1, Organization of this Delphi study (focus and limits).	118
Parts 2-3, Organization of this Delphi study (focus and limits).	118

Parts 4-5, Organization of this Delphi study (focus and limits).	121
The objective of this Delphi Study.	123
Applying controlling philosophy or theory and process.	123
The Lockean theory.	123
The Hegelian philosophy.	124
Why these philosophies were selected.	125
Core inquiries and stem research statements: Restated.	125
Core and stem research inquiries and statements.	126
Applied methodologies.	128
Research assumptions.	128
IRB Plan.	131
Criteria for IRB approval.	135
Defining the Investigation.	138
Concept, design, and approach overview.	138
Definition of data gathering procedures: Policy Delphi.	139
Survey methodology.	139
The Delphi Study: A Multi-Phase Process	139
Literature review (background) data supporting the Delphi process.	139
The Delphi process: Phases defined.	140
Phase One: Initial interview, focusing the dialogue, and centered narrative.	141
Phase Two: Implementing a first-round questionnaire (Rnd1 Delphi Survey).	142
Phase Three: Implementing a second-round questionnaire (Rnd2 Delphi Survey).	143
Phase Four: Structuring the data and implementation of analyses.	144
Phase Five: Summarize the findings, identify significant discoveries.	144
Phase Six: Determine results associated with hypotheses and present conclusions.	144
Recruitment of participants.	144
Selection of experts.	146
Survey Development Panel and stratification of participant groups.	148
Selection of participants: Constructing a proportional and homogeneous sampling.	148
Participant homogeneity: Characteristics of eligible experience and passions.	148
Participant critics and reviewers: SDP members as subject matter experts.	149
Participant proportionality: Demographics.	149
Data, analytics, techniques and methodologies.	152
Validity and reliability.	152
Social environment and leadership: Are the research questions relevant?	152
Analysis observations.	155
Moving to the Delphi Survey findings.	157
Chapter Four: Delphi Study Determination and Findings	158
Introduction.	158
How were the research questions formulated and investigated for this study?	158
Determination of Category and Theme Relevancies	158
IS Orders of Inquiry: Data assessments.	158
Delphi Questionnaire and Survey Round Coding	159
Applying the Investigative System Results to the Delphi Process	162

Transcription, Themes, Sub-Themes and Coding	162
Social Category (² S).....	163
Political Category (² P).	164
Economic & infrastructure categories (² E).	168
Legal Category (² L).	171
Intercultural Category (² I).....	172
Technology Category (² T).	173
Leadership characteristics, styles, and behavior.	174
Comparing leadership environment themes with strength characteristics.....	175
Leadership Behavior*, Leadership Ideology*.	175
Internal ideology and behavior*.	176
External ideology and behavior*	176
Focus on power, authority, and superiority*.	177
Equilibrium (balance)*.	177
Decisional processes*.	177
Morale, ethical character and behavior*.	178
Ability to address challenges*.	179
Making hard or unpopular decisions*.....	179
Inspiring others, leading by example*.	180
Inspires confidence and humility*.	180
Innovation, visionary, accepting of change*.	180
Risk taking*.	181
Leadership Direction*, Emotional Intelligence*.	181
Progressive learner and explorer*.....	182
Values and respects others*.	182
Rnd3-4 Research Categories, Questions and Statements	185
Section F. China's social environment.	186
Section G. China's Leadership Environment.	187
Section H. China's Legal Environment.	188
Section I. China's economic, technology and infrastructure environments.	189
Section J. China's social, political, economic and leadership environments.	190
Section K. Methodology & Factors Framing the Study.	190
Online Survey Questionnaire, Round (R3-4) Sampling	191
SDP Beta-Test Survey Results	194
Response rates.....	195
Survey results, (N) = 25.	195
Statistical analysis.....	196
R3 Survey Assessments: Consensus Achieved	197
R3 Survey Assessments: No Consensus Achieved.....	201
Round-Four (R4; Rnd4) Results	204
Response rates.....	204
R4 Survey, Rnd4 Questionnaire, (N) = 50; (n) = 30.....	204
Analytics.	206
Pre-selection criteria: Experience/position dispersion.....	206
Expertise dispersion: China and Eastern Asia expertise based on SPELIT factors.....	206
Education dispersion.	207

Age dispersion	207
Degree of influence dispersion.	207
Social media score dispersion	207
Homogeneity.....	208
Geographic dispersal of Rnd4 survey respondents	209
Delphi Rounds (R3-4) Similarities	211
Delphi Rounds (R3-4) Differences	211
Most Important Factors and Inquiries.....	215
R3 and R4 outcomes viewed as most important.	216
R4 Survey Assessments: Consensus Achieved	217
Rnd4 Survey Assessments: No Consensus Achieved.....	221
Exploring (Rnd3-4) Statistically Significant Findings	224
Analysis: Summary of (R3 and R4) findings.....	226
G1*, Leadership behavior (importance value = 4).	226
Finding.	226
Significance.....	226
I3, Economic and monetary ideologies (important value = 4).....	227
Finding	227
Significance.....	228
J4, Environmental waste and protection (importance value = 4).....	228
Finding.	228
Significance.....	228
J3, Internal leadership and shared wealth (important value = 4).	232
Finding.	232
Significance.....	232
F4, Social environment (importance value = 4).....	235
Finding.	235
Significance.....	235
H3, Intellectual property protection and growth (important value = 4).....	235
Finding.	235
Significance.....	235
F1*, Social Security and aging population (importance value = 4).....	237
Finding.	237
Significance.....	237
F7*, Aging and Social Security (important value = 4).	237
Finding.	237
Significance.....	237
F9, Education (importance value = 4).....	238
Finding.	238
Significance.....	238
F12, Social ideology (important value = 4).	239
Finding.	239
Significance.....	239
G3, Leadership ideology and behavior (importance value = 4).....	240
Finding.	240
Significance.....	240

G6*, Leadership ideologies (important value = 4).	242
Finding.	242
Significance.....	242
H2, Civil rights, unity and legitimacy (importance value = 4).	243
Finding.	243
Significance.....	244
H4, Rights of ownership and growth (important value = 4).	245
Finding.	245
Significance.....	245
I7, Technology and Freedom (importance value = 4).....	247
Finding.	247
Significance.....	247
J2*, Leadership, social security, health care, growth (important value = 3).	249
Finding.	249
Significance.....	249
K1, Leading factors and leadership direction (important value = 4).	251
Finding.	251
Significance.....	251
Summary	253
Categorical insights.....	256
Social environment: Social security.....	257
Social Environment: Health Care.	257
Leadership environment: Characteristics, style, behavior and challenges.	257
Chapter Five: Conclusions and Recommendations	260
Overview: What does it all mean?	260
Reframing the Problem Statement.....	262
Reframing Purpose	264
Assessing China in its near-term challenges.....	264
Direction of the inquiry.....	264
Approaching the research hypotheses.....	264
The approach.....	264
Reframing the Process and Techniques of Investigation.....	265
Research was conducted into the narrative.....	265
Identifying key international experts.	265
Conduct a deep and critical review of the literature.	265
Declining Generational Relevancy (DGR) model.	267
Box plots, multivariate scatter plot forecasts, regression analysis, and network analyzers.....	268
Coding.....	268
Delphi survey rounds.	269
Extensive literature review data may replace the 1st round survey.....	269
Median and IQR scores.....	270
Identifying relational patterns	270
Achieving consensus.....	271
Comparing consensus items with regression analysis.	271

Applying network analyzers & interpretives.	272
Environmental Factors Important for Future Leaders to Consider	272
Resource access	272
Social ideology.....	272
Education.	273
Intellectual property protection & growth.	273
Other factors.....	273
Leadership behavior.....	273
Environmental waste and protection.....	273
Leadership, social security, health care, growth.	273
Education, growth, superiority.....	273
Civil rights, unity and legitimacy.....	273
Leading factors as determinates.....	274
Results.....	277
Solving for the social program hypotheses (RH1, RH2).	277
Solving for the leadership decisional hypothesis (RH3).....	281
Shepardizing this study's RH3 determination.	284
Other Findings of Interest	287
Leadership's role in China's hypotheses determinations.....	287
Leadership and environmental characteristics of change as challenges.	288
Other themes of critical importance with high consensus.	294
China's social environment.....	294
F3*, Health Care & Aging Population.....	294
F8*, Social Security	295
F10, Education.	295
F11*, Social-Economic Policy.....	295
China's leadership environment.	296
G2*, Leadership Behavior.	296
G4*, Leadership Decisions.	297
H5, China's legal environment.	298
J1, China's social, political, economic, and leadership environments as an emerging phenomenon.	299
Methodology and other factors framing the study.....	300
China's leadership environment.	300
K2, Leading Factors & Leadership Direction.....	300
K3, Methodologies & Predictive Outcomes.	303
K4, Internal & External Leadership.....	305
Other Literature and Delphi Themes on Which Consensus Was Not Reached.....	307
China's social environment.....	307
F2*, Social Security & Health Care.....	307
F6, Social Growth.	307
China's leadership environment.	309
G5, Leadership Decisions.	309
G7*, Leadership Ideologies.	310
G8, Leadership Ideologies.	312
China's legal environment.	313

H1, Freedom, Equilibrium, Legitimacy.....	313
China's economic, technology and infrastructure environment	315
I1, Economic Growth.....	315
I2, Economic Growth.....	317
I4, Environmental Waste and Protection.	319
I6, Economic, Infrastructure and Freedom.	323
I8, Infrastructure and Freedom.	324
Other Observations Pertaining to China's Leadership	325
A Delphi interview experience	325
First-hand Exploration and Insight into China's Leadership.....	327
Recommendations for Utilization of Findings: Planning & Reforms	328
Social security and health care.....	328
Leadership.....	330
Applying the findings and implementing reforms and addressing leadership challenges.....	333
Other Utilization and Planning Factors	337
Researcher interests: Reframing this study's goals and objectives.	338
China's leadership characteristics, assimilation, and global stakeholders.....	339
Global leaders and policy makers: Use of findings.	341
Study importance: Why leaders should value this research?.....	342
Other policy and leadership implications.	342
Conclusions.....	343
Researcher's overview and key observations.	343
Insights into shaping investigation.....	343
Discovery of fundamental tipping points.....	343
Focusing on critical leadership characteristics and skills.	344
Aging population, social security, and health care.	345
Leadership's role: Maintaining stability and controlling expectations.....	346
Integrating an intercultural dynamic.	346
Influencers and drivers: A fluid dynamic of variables.....	347
Key social environmental factors.....	348
Controlling philosophies, theories, and methods: focusing the investigation.	348
The discovery of critical links and utilizing the tenets of Occam's Razor	349
Key economic and political environmental factors as signatures of change.	349
Key leadership environment factors as signatures of change.	350
Predictive social security, health care, and other supporting reforms.	351
Success and failure planning. What happens if China's social and health care reforms fail?	352
Recommended future research.....	353
Hypotheses worthy of extended studies.....	353
Investigator's concluding comment.....	356
REFERENCES	357
INDEX	387

LIST OF TABLES

	Page
Table 1 HFCL Testing: Initial Factors, Theme Frequencies in Literature and Data	42
Table 2 Leadership Strengths: Leading Theme Occurrences.....	87
Table 3 Leadership Environment: Factors, Analysis and Implications	88
Table 4 Leadership Opportunities and Implications Analysis	94
Table 5 Comparing Leadership Environment Themes With Strength Characteristics	105
Table 6 Survey Design Selectee Demographics and Proportionality	151
Table 7 Five Historical Areas of Interest: A Starting Point (1 st Order of Inquiry)	154
Table 8 Survey Round Questionnaire: Coding Key and Descriptions.....	160
Table 9 Survey Focus: SPELIT Factors, Questions and Statements.....	185
Table 10 Questionnaire Rnd3: Section F, Where Consensus Was Achieved	197
Table 11 Questionnaire Rnd3: Section G, Where Consensus Was Achieved	198
Table 12 Questionnaire Rnd3: Section H, Where Consensus Was Achieved	198
Table 13 Questionnaire Rnd3: Section I, Where Consensus Was Achieved	199
Table 14 Questionnaire Rnd3: Section J, Where Consensus Was Achieved.....	199
Table 15 Questionnaire Rnd3: Section K, Where Consensus Was Achieved	200
Table 16 Questionnaire Rnd3: Section F, Where Consensus Was Not Achieved	201
Table 17 Questionnaire Rnd3: Section G, Where Consensus Was Not Achieved	202
Table 18 Questionnaire Rnd3: Section H, Where Consensus Was Not Achieved	202
Table 19 Questionnaire Rnd3: Section I, Where Consensus Was Not Achieved	203
Table 20 Questionnaire Rnd3: Section J, Where Consensus Was Not Achieved.....	203
Table 21 Questionnaire Rnd3: Section K, Where Consensus Was Not Achieved	203
Table 22 Geographic Design vs. R4 Distribution: Proportionment Achieved.....	209

Table 23	Survey Questionnaire (R3; Rnd3) and (R4; Rnd4): Stability Analysis	215
Table 24	Most Important Factors Linked to Predictive Outcomes	216
Table 25	Questionnaire Rnd4: Section F, With Consensus Achieved	218
Table 26	Questionnaire Rnd4: Section G, With Consensus Achieved	218
Table 27	Questionnaire Rnd4: Section H, With Consensus Achieved	219
Table 28	Questionnaire Rnd4: Section I, With Consensus Achieved	219
Table 29	Questionnaire Rnd4: Section J, With Consensus Achieved	220
Table 30	Questionnaire Rnd4: Section K, With Consensus Achieved	220
Table 31	Questionnaire Rnd4: Section F, Where Consensus Was Not Achieved	221
Table 32	Questionnaire Rnd4: Section G, Where Consensus Was Not Achieved	222
Table 33	Questionnaire Rnd4: Section H, Where Consensus Was Not Achieved	222
Table 34	Questionnaire Rnd4: Section I, Where Consensus Was Not Achieved	223
Table 35	Questionnaire Rnd4: Section J, Where Consensus Was Not Achieved	223
Table 36	Questionnaire Rnd4: Section K, Where Consensus Was Not Achieved	224

LIST OF FIGURES

	Page
Figure 1. Generalized framework: Modified SPELIT model factors.	8
Figure 2. Three-World Theory: Differing ideologies, and competitive dynamic.	11
Figure 3. Selecting controlling methodologies: Mitroff and Turoff's literature IS.	33
Figure 4. Initializing the literature review process: Identifying significant factors.	34
Figure 5. Moving forward: Collecting, structuring, and comparing data.	34
Figure 6. Identifying themes in the literature: Extracting significant variants.	35
Figure 7. Aligning significant themes to support relevant discovery.	35
Figure 8. Policy Delphi literature IS (adapted from Mitroff & Turoff's Model).	38
Figure 9. Leadership: Aligning themes to styles, characteristics, and implications.	85
Figure 10. Study Conceptualization.	117
Figure 11. Design approach to this study: A multi-phase process.	138
Figure 12. Survey R3-4: Questionnaire Rnd1-2 excerpt, section F.	191
Figure 13. Survey R3-4: Questionnaire Rnd3-4 excerpt, section J.	192
Figure 14. Survey R3-4: Questionnaire Rnd3-4 excerpt, section K.	193
Figure 15. Homogeneity: Dispersal achieved with R3-4 participants.	208

VITA

Patrick D. Huff

Present positions

Global Performance Strategies – AG, Inc., President – Outsourced organizational initiatives, program management, and administrative services.

Director at CRC Consulting – Organizational and educational research; and, product development.

Summary

Lieutenant Colonel (Ret) U. S. Defense Department (Army); Advisor to the Pentagon. Education & Credentials • Department of Defense Distance Management and Advanced Technologies • Master of Science, Architecture, Oklahoma University (Honors) • Defense Acquisitions University (DAU), Level 2 Contracting Program • Defense Acquisitions University (DAU), Level 2 Program Management Program • Bachelor of Science, Architecture, Oklahoma University (Honors) • Command and General Staff Officer Course (CGSOC), Command and G-Staff Program • Bachelor of Science, Environmental Engineering, Oklahoma University (Honors) • Logistics Executive Development College, (ALEDC) Graduate Program, Industrial Manufacturing Research, Development, Acquisitions, Fielding and Disposal, U. S. Army and Defense College Program • Bachelor of Science, Journalism & Public Relations (Honors) Majors in Geology, Political Science, Wichita State University. Specialties: Professional Designations & Affiliations • Battalion Commander. • Defense Department Organizational Development, Director of Programs, Policy and Publications Author • Member, American Institute of Architects (AIA) • National Council of Architectural Registration Board (NCARB) • Army Contracting Agency, Level 2 Contracting Cert. • Department of Defense, Level 2 Program Management Cert. • Board Certified Architect, 1980 (multi-states) • CAB Exam Review Sub-Committee Leadership • National Assoc. of Industrial and Office Properties (NAIOP) • Calif. Architects Board (CAB) Exam Commissioner • Industrial Asset Management Council (IAMC) • Developer of knowledge and learning program methods, course materials and instructional texts.

Publications

Korea Impact: Working within cultural diversity. GPS-AG, Inc. Publications December 19, 2013 Author: Patrick D. Huff.

Abstract. The four-part series explores 12 years of work experience in Korea. The purpose of the video is to provide definition, clarity, and knowledge gained from an immersed in Asian culture. Specifically, the presentation focus is on applying global leadership theory, design, and the implementation of military contract and acquisition requirements3.) balancing focus between SPELIT and SWOT frameworks, 4.) SPELIT & SWOT needs assessments, and 5.) SPELIT & SWOT analysis as applied to the study. The audio book can be viewed together with the full document (Chapters 1-6) as posted on Mr. Huff's blog. Mr. Huff has designed this series in accordance with his organizational leadership doctorate studies at Pepperdine

University with specific focus on producing a valued inquiry and series of observations that provides a solid return on investment for the CEO that commissioned the study. (32m)

Sea State change: Calm before an organizational storm. GPS-AG, Inc. Publications, January 2014 Author: Patrick D. Huff.

Abstract. Change Plan Initiative: This is an audio/video book that reveals original research and findings of the author and his investigative team as they unlock the inner workings of an organization at the request of a newly assigned Chief Executive Officer to discover the organizations inner workings, culture, and behavior. The purpose of the research was to improve the culture of the organization and increase performance.

A Cyclonic Disturbance: Weathering rapid organizational change. GPS-AG, Inc. Publications January 27, 2014 Author: Patrick D. Huff

Abstract. Implementation Plan: This is an audio/video book that is linked to another phase of a research program. It reveals the original research and findings of the author and his investigative team as they unlock the inner workings of an organization at the request of a newly assigned Chief Executive Officer. The investigation focused on unlocking the organizations inner workings, identifying its internal culture and behavior. Upon completing this task, the investigative team then turned to restructuring the organization to take full advantage of discoveries so as to transition the organization into a learning environment focus on self-improvement, performance, and growth.

Coastal Storm Assessment: Evaluating organizational change. GPS-AG, Inc. Publications January 27, 2014 Author: Patrick D. Huff.

Abstract. Evaluation Plan: This is an audio/video book that reveals original research and findings of the author and his investigative team as they unlocked the inner workings of an organization at the request of a newly assigned Chief Executive Officer. The paper outlines the prescriptive plan developed by the investigative team, the integrative training and measurement techniques and tools applied, and summarizes the initial outcomes observed after implementing the organization's planned transition to a learning environment.

Tidal Change: Effective outcomes from organizational learning. GPS-AG, Inc. Publications January 27, 2014 Author: Patrick D. Huff

Abstract. Conclusions: This is an audio/video book that reveals original research and findings of the author and his team as they unlock the inner workings of an organization at the request of a newly assigned Chief Executive Officer. This report summarizes the measurable outcomes as a result of implementing the research and subsequent transformational characteristics resulting from the learning environment program implementation. The goal during this phase of the study was to identify, measure, and provide solid evidence that the transition to a learning organization produced a positive return on investment.

China Rising. Global Performance Strategies-AG, Inc. July 19, 2014 Author: Patrick D. Huff.

Abstract. A comprehensive six volume analysis of China and its phenomenal rise. The approach to this investigation and publication of its diverse (multidisciplinary) environmental factors is unique. However, the study is conducted in strict accordance with conventional western research mixed-method protocols.

China's 2012 Economic Growth Estimated at 8.1 %. GPS-AG, Inc. January 2012 Author: Patrick D. Huff.

Abstract. This review is based on the article published in the online edition of the Bloomberg News 21 August 2012.

Trusting A Leader? - The effects of an organization. GPS-AG, Inc.; Pepperdine University September 2011
Authors: Patrick D. Huff.

Abstract. The purpose of this paper is to review individual trust and its relationship and effect on leadership; and subsequently the effect of trust on leadership and organizational behavior (OB).

The Effect of Learning on Identity. GPS-AG, Inc.; Pepperdine University September 2012 Author: Patrick D. Huff.

Abstract. This article addresses questions posed by Dr. Kathleen Plinske in Forum-6 at Pepperdine University pertaining to Chapter 3 of James Paul Gee's book, What Video Games Have to Teach Us About Learning and Literacy, published by Palgrave Macmillan, 2007.

Occupy Wallstreet: A People's Revolt. GPS-AG, Inc.; Pepperdine University May 2012 Author: Patrick D. Huff.

Abstract. The article explores occurrences in foreign countries given a specific focus on a seminal event that occurred when certain social-political incidents spilled-over into the U.S. in the form of grass root demonstrations. The turning point or catalyst that elevated attention to this movement was the March on Wall Street incident that occurred here in the United States.

Leadership Dilemmas in Modern Times. GPS-AG, Inc. January 2012 Author: Patrick D. Huff.

Abstract. The publication presents a series of articles that have been formatted for quick-access on the internet. Each covers specific areas of research as directed by various senior faculty at Pepperdine University.

China...An Emerging U.S. Perception. GPS-AG, Inc. August 2012 Author: Patrick D. Huff.

Abstract. Article focuses on past and present U.S. perceptions of China in the context of social and political economic interests. Perhaps the data presented raises interest through the lens of the U.S. worldview as to how to continue to embrace and develop this continuing relationship with the PRC.

India's Performance Management Problem. GPS-AG, Inc. August 2012 Author: Patrick D. Huff.

Abstract. The article focuses on trust and degrees of multi-variant outcomes in the context of workplace performance.

China's Bully Tactics...A Political Economist's Worldview from Behind Closed Doors. GPS-AG, Inc. August 2012 Author: Patrick D. Huff.

Abstract. The article explores China's recent expressions or tactics that some would view as counter to developing relations with the U.S.

Why Government is the Problem...Milton Friedman's Viewpoint. GPS-AG, Inc. August 2012 Author: Patrick D. Huff.

Abstract. In the course of economic study one occasionally crosses works of scholars that represent "show-stoppers" as we called them in the military. In the context of political economics, the publication of Dr. Friedman's work by the Hoover Institute is simply too well stated to overlook.

Countdown to Meltdown...The Emergence of Malthusian Doctrine in the Context of Global Economics. GPS-AG, Inc. August 2012 Author: Patrick D. Huff.

Abstract. The article considers leadership from the perspective of leader traits and skills, self-interests, trust, communications, as possible influences affecting change and innovation in the workplace.

United States Budget Dilemma...An Iceberg Ahead of a Rudderless Ship. GPS-AG, Inc. August 2012 Author: Patrick D. Huff

Abstract. The warning issued in the piece is based upon current government records and observations from those independent from the government with no apparent biased. The total media clip is about 5 minutes.

Securing a Career Placement Edge: An Advanced Approach to Student Study Abroad. GPS-AG; Amazon Publishing February 18, 2015. Author: Patrick D. Huff

Abstract. This design approach intends to place student study aboard in an empirical perspective.

Nash Equilibrium Theory and Gaming Integration with Mitroff and Turoff's Delphi Policy Method for Increased Outcome Significance. GPS-AG, Inc. Publications August 9, 2015 Author: Patrick D. Huff.

Abstract. This paper explores the integrated application of Nash equilibrium theory as a mixed strategy set for finite player groups assuming two competing global ideologies, with finite high-value objectives, as pure strategies to achieve dominance. Modeling includes the assumption that there are three competing global player groups of which two have significant payoff values.

Work Experience

Director - CRC Research Consultancy, 501(c) (3) Version A; May 2012 - Present (3 years 9 months).

Director of Operations and Research Programs.

Sr. Vice President - COO, Aspen Engineering and Construction Mgmt. Services, Inc.; September 2010 – Present (5 years 9 months).

Position provides internal strategic planning; assessment of knowledge and learning needs; and special initiatives.

President - Organizational research and leadership assessment consultant, Global Performance Strategies - AG, Inc.; July 2010 - Present (5 years 7 months).

Position supports the intent of the corporation to conduct for profit research and perform business advisory planning, modeling, organizational development studies, conduct operations surveys and assessments, develop and perform restructure modeling, conduct cohort based collective analysis, develop metric-based assessments, construct determinations & findings and to provide associated advisory & consulting services to government agencies and private organizations.

Program Manager - U.S. Army Corps of Engineers; January 2010 - July 2010 (7 months).

Program Manager Middle East District, Winchester, VA - (Kandahar District Office, Afghanistan) Duties: Program Manager in charge of product delivery team (PDT) coordination, planning and leadership and direction of effort to administer and execute pre and post awards on projects funded by multiple government agencies in the Afghanistan-South. Responsible for direct assistance to the Deputy Program Manager (DPM), Deputy to the Deputy Program Manager, and DDPM for organizational analysis and change management transition from resident engineering office to full district office authorized Oct 2009. Provided SWOT research, findings, and recommendations to the DPM.

Assistant Director - LOGCAP at U.S. Army Contracting Command; March 2009 - January 2010 (11 months).

Bagram Office, Afghanistan: Duties: Contracting, briefings, and coordination with Deputy Program Director (DPD) LOGCAP, contractors, Army Contracting Command (ACC), Defense Contract Management Agency (DCMA), Department of State (DOS), and other agencies.

Sr. Vice-President - COO, Aspen Engineering and Construction Management Services, Inc., Los Angeles, CA; May 1995 – January 2009 (14 years 2 months).

Area of responsibility – California, Texas, Colorado, Oklahoma and Kansas. Mr. Huff administered the day to day operations of the business to include participating in ongoing assignments in support of on-site facility engineering, assessments, and evaluations.

Architect - Federal government, 2006 - 2008 (2 years).

Program/Project Manager responsible for guidance and direction of project architectural and engineering planning and construction documentation pertaining to major Army Corps of Engineers assignments while in Afghanistan (General Facilities, Office, Medical and Airfields).

Program Director - Acquisition & Contract Programs & Training Design and Implementation at U.S. Secretary of Army, Acquisitions, Logistics, and Technology Office (ASAALT), 2001 - 2008 (7 years).

Organizational executive director and lead proponent for the organization's program initiatives, implementation, evaluation, vision, and mission.

Regional Director, Battalion Commander at Army Contracting Agency, Western Region, USAR
January 2005 - February 2007 (2 years 2 months)

Certifications

Architect - State of Colorado, License 305767, August 2004.
Architect - State of California, License C-20624, August 1998.
Architect - State of Oklahoma, License 2671, July 1991.
Army Acquisition Corps, GS-13, Program Manager, (Combat Theater) 2009-2010.
U.S. Department of The Army License, 7130, Acquisition officer, June 2006.
Defense Acquisition Professional, Defense Acquisition University Graduate. 2009.
U.S. Department of The Army, License 050531, Certified Acquisition Professional, 2005.
California Board of Architectural Examiners (CAB), Oral-Commissioner License 20624, 1999.
Architect, American Institute of Architects (AIA), License 30078217, 1991.
Architect, National Council of Architectural Registration Boards (NCARB), License 261453, 2001.

Education

Pepperdine University, Doctor of Education (Ed.D.), Organizational Leadership, 2011 - 2019 Grade: Honors.

U.S. Defense Acquisition University, San Diego, CA, 2001-2006.

Defense Senior Executive Development, Acquisition, Contracting, Executive Development, 1995 – 2006.

U.S. Army Command and General Staff College, Los Alamitos, CA.

General Military and Command Sciences, Leadership, Philosophy, Military History, Military Planning and Decision Making, 2001 – 2003.

U.S. Army Logistics Management College, Richmond, VA.

Associate Logistics Executive Development, Product Life Cycle, Design & Needs Analysis, Acquisition & Procurement, Pricing, 1994 – 1998.

Adjutant General School, U.S. Army Soldier Institute, Indianapolis, IN; Adjutant General Officer, Advanced Officer Course, 1989 – 1989.

University of Oklahoma, Norman, OK Masters of Science, Architecture, 1978 – 1980,
Grade: Honors.

Activities and Societies: Tau Sigma Delta, Sigma Delta Chi.

University of Oklahoma, Norman, OK Bachelors of Science, Architecture, 1974 – 1979.
Grade: Honors.

University of Oklahoma, Norman, OK; Bachelors of Science, Environmental Engineering, 1974 – 1978.

Grade: Honors.

Wichita State University, Wichita, KS; Bachelors of Science, Journalism, PR, Geology, Political Science, 1970 – 1974.

Grade: Honors, and accepted into Journalism Honors Society.

Honors

Chaired numerous boards and special programs associated with US Army, Afghanistan-South (Infrastructure, health, administrative, civil planning and development programs).

Sigma Delta Chi (Professional Journalistic Society-Honors).

Tau Sigma Delta (American Institute of Architecture Students- Honors).

Phi Delta Kappa International (Professional Association in Education) No. 851391.

Ahmanson Foundation, Scholarship Award for Educational Studies, 18 October 2013.

Pepperdine University, Doctor of Education in Organizational Leadership, (EDOL) comprehensive exams completed with HONORS recognition, 3 December 2013.

Awards

Oklahoma University – College of Architecture and Environmental Design

Distinguished Graduate Student Award - Teaching Excellence (Fellowship to Cranbrook Schools, Institute of Science, Bloomfield, MI. National educator's Conclave for Emerging Professionals in Education - Architecture and Planning) Summer, 1977.

Oklahoma University – College of Architecture and Environmental Design

Distinguished Graduate Student Award - Teaching Excellence (Fellowship to Cranbrook Schools, Institute of Science, Bloomfield, MI. National educator's Conclave for Emerging Professionals in Education - Architecture and Planning) Summer, 1978.

Afghanistan Campaign Medal w/Campaign Star

U.S. Department of the Army.

Army Commendation Medal

U.S. Department of the Army.

Army Achievement Medal

U.S. Department of the Army.

Army Reserve Components Achievement Medal (2)

U.S. Department of the Army.

National Defense Service Medal

U.S. Department of the Army.

Global War on Terrorism Expeditionary Medal

U.S. Department of the Army.

Army Service Ribbon

U.S. Department of the Army.

Army Reserve Component Overseas Training Ribbon

U.S. Department of the Army.

Armed Forces Reserve Medal w /M Device

U.S. Department of the Army NATO Service Medal NATO Forces Command.

Patents/Copyrights

Huff University

United States Copyright Pending Inventor: Patrick D. Huff, Copyright Protected: **2011**. This digital media resource (virtual video-library) was established for the benefit of the education and research communities to include those it serves. It is intended to serve as a learning resource and learning tool for those that seek to inquire, search, and discover new horizons, innovation, and change with an open mind and spirit. The site was created to raise awareness of the diversity of human kind and differing worldviews so as to question everything, seek appreciation and the value of our differences, and to co-exist for the benefit of all without exception. Absent understanding first-hand the experiences and tragedies of conflict and war we as a shared humanity cannot truly value the gifts of our ability to reason, embrace transparency and tolerance, so as to always be open to communicate and negotiate a peaceful co-existence for the benefit and enjoyment of all. The library presently contains over 7,280 educational videos that cover a wide range of academic topics.

ABSTRACT

China is poised to introduce sweeping innovation and disruptive social change onto their national stage. As China's leadership, economic power, and authority increase the country will be subject to increasing internal and external challenges. This study seeks to identify the significant internal social challenges China is most likely to confront along its path to global leadership. The purpose is to explore and discover the social challenges that are likely to face China and to predict the direction the country's leadership will take over the next decade. The study approaches the problem by undertaking an initial 9-step process of investigating 6 environmental categories as influencers or drivers of change. This approach utilizes Schmieder and Mallette's SPELIT Matrix Model; Saldana's Themeing and Coding technique; and, Turoff's Real-time Policy Delphi Method to identify these influential environmental categories and factors. The study then focuses on examining cultural ideologies, leadership, and organizational behavior as they converge to influence China's social priorities. This study's design and approach places emphasis on developing an extensive background and investigation into China's historic, present, and future leadership ideologies as they are likely to drive the country's social security and health care reforms. As a means of identifying critical themes and determining a valid focus, the study combines complex algorithmic analysis with a relevant Policy Delphi study to discover and confirm a set of valid policy reform predictions. This study assumes that China's future challenges will be shaped by the country's global growth, internal social environmental, transitioning ethnological, and intercultural ideologies as it shifts to a position of global superiority. This study's findings and recommendations are significant in the context of assisting leaders, scholars, and analysts frame a subsequent narrative toward shaping policy decisions by

addressing China's present and future internal tensions due to a social security and health care crisis.

Chapter One: Shaping a Relevant Delphi Study

You can ignore reality, but you cannot ignore the consequences of reality.
(Rand, 1957)

China is poised to introduce sweeping innovation and change onto a global stage that has been dominated by Western Europe and the United States for centuries (Jacques, 2012). Jacques continues, by arguing that the emerging power shift will significantly disrupt the present and future ideologies, social-economic doctrines, and the basis of power and authority for decades to come. Further, he adds that to accomplish this the country must first address an emerging internal social security and health care program crisis that threatens to undermine its growth and stability.

This paper, explores these emerging challenges from an East-Asian worldview. As a result, the inquiry and findings may be challenged by those who hold traditional Anglo-American or Western European views pertaining to China, its people, and how it has historically addressed social programs and policies. Some will argue that the evidence and inferences presented in this study, particularly pertaining to China's social programs and policy development as the country seeks to grow its power, global influence, and authority are not based on sufficient evidence, data or a realistic viewpoint of China's cultural ideology. To those that support such viewpoints, I offer the following observation by Joffe paired with an encouragement to remain open-minded when encountering disruptive information during the course of an empirical investigation. As argued by Turoff (2009):

China cannot be what the United States was at its best in the twentieth century: a state that pursued its own interests by also serving those of others and thus created global demand for the benefits it provided. It is neither altruism nor egotism but enlightened self-interest that breeds influence. The United States is the default power, the country that occupies center stage because there is nobody else with the requisite [military] force, [economic] power, and purpose. It will take a seafaring empire to turn national interests.

China and Russia are revisionist powers in business only for themselves...they lack the right polity. (Joffe, 2009)

Given Joffe's statement, this study moves to build a case that is based on two components: facts arduously extracted from a series of longitudinal literature samples, and a set of findings resulting a Delphi policy study. The findings represent the opinions of 15 international subject matter experts and policy makers on the topic, perspectives that many will consider as evidence supportive of an alternative worldview. The design, approach, methodology, and implementation of this study are discussed in detail in Chapters Two and Three.

Let's begin by reviewing a few commonly accepted facts about China and the nature of its ideological differences. From there, we can better explore the country's direction and goals in regards to the growth and continuing development of those programs that will be necessary for it to assume the center stage as a global power.

As examined in the literature represented in Chapter Two, many Western experts on China recognize that China's future growth strategies include building the largest standing army in the world, developing the largest and most technologically advanced blue water fleet in the world, ensuring that it controls the largest gold reserves among all nations, and creating air and ground transportation and commerce technologies that will rival all first world countries. This researcher would argue that these strategies partially represent predictive evidence (reality) of China's direction over the next decade.

At this study's onset, an examination of the historical background (country brief) and the East-Asian worldview assists with implementing this research and appreciating the findings by showing it through the lens of China. This study's central issues, problem statement, purpose, hypotheses, and stem research questions are limited to China's social security and health care

reforms, leadership, and predicted emerging policy, assessments, findings, and conclusions. China is steeped in an extensive historical culture, a series of complexed ethnological ideologies, and considered by many to be geographically isolated from the rest of the world. Due to this complexity and the vast number of variables that play into decoding, understanding, and predicting the direction of the country, specific assumptions guide and control this investigation through a modified framework of analysis. This method includes a careful examination of the environmental factors and sub-categories that play relational roles as the basis of an analytic assessment of the central topic, problem statement, research hypotheses, and predictive outcomes.

Introduction

This dissertation proposes to identify and explore those emerging social security, health care, and leadership environments to discover factors that are likely to influence China's emerging shift as a global power (Tselichtchev, 2012). These social, environmental, and leadership factors are linked when framed in the context of a modified SPELIT Power Matrix (Schneider-Ramirez & Mallette, 2007) and a SWOT (PEST) assessment model (Humphrey, 2005). As applied in this study, these frameworks served as excellent tools to enable the identification and assessment of a diverse array of environmental factors as influencers or drivers of China's emerging internal and external policy decisions and future direction.

This research commences with the consideration of China's environmental factors and leadership behavior as it began to influence change in 1911. As such, this study's initial background investigation focuses on identifying the social, political, economic, legal, intercultural, and technology factors that have influenced and slowly imposed a series of disruptive or turbulent innovations on the country. Over time, these changes have proved to be

seminal events moving China into a position of being a globally significant leader, political power, and economic competitor.

Statement of the Problem

Given this study's focus on China's emerging social security and health care program crisis and its leadership challenges, the topics are best investigated by first exploring a broad range of potential causational factors that may be serving to influence and drive change. The study seeks to identify those factors that are linked to China's external desires, as well as the country's need to change internally. The initial investigation into China's social reforms and leadership challenges indicate the country's economic growth, transitioning cultural ideologies, and global dominance are directly linked to the country's leadership, successful policy development, and administration. Moreover, the nature by which China's leadership shapes its emerging economic and demographic dynamics will, in turn, shape both China's future and that of the world within the next decade.

Statement of Purpose

Assessing China's near-term challenges. The purpose of the study is to explore and discover the leading leadership, health, and security program challenges that are likely to face China and to predict its direction and impact over the next decade.

Overall, this study intends to investigate, and provide findings that can assist scholars by increasing their knowledge and understanding of the areas covered from the worldview of East Asia, partially by; and, by assisting to helping to close the gap in the literature specific to the challenges facing China's near-term challenges facing its leadership, social security, health care system, and the economy (Davis, 2012; Ferguson, 2011; Harvey, 2013; Madjidi, 2013; McManus, 2013).

The study intends to accomplish this by applying a design, approach, and method of investigation, assessment, and discovery that incorporates a mix of global surveys (big and thick data), narratives, and relevant literature as extracted from Western, Eastern European, Middle East, and East Asian (Chinese) leaders, scholars, and economists. This will, to include convening a panel of interdisciplinary subject matter experts in on leadership and economics using Project RAND's Real- Time Delphi model (small and highly homogeneous surveys) so as to complete a series of comprehensive surveys and produce a set of findings that can assist in constructing a set of relevant and valid predictions (Gordon & Pease, 2006; Dalkey, 1972).

Research Hypothesis and Objectives

Focus of investigation. The focus of this investigation is to discover key trends; and/or significant inferences pertaining to emerging social reforms, leadership characteristics, and behavior from the East Asian or Chinese perspective. This can be accomplished by better understanding and appreciating China's underlying traditional cultural ideologies (historical background) as the country shifts to address its new role as a global leader.

The approach is to conduct this investigation by examining selected environmental categories or themes as factors of an empirical process in order to determine the degree of influence each infers as a driver of China's priorities and the direction the country will take over the next decade. Once these influencers are identified, this study will develop an estimate of how each are likely to effect and shape China's policies, and to and provide an estimate as to how that direction is likely to affect or impact the global community. Therefore, the central objective

is to discover, collect evidence, and construct a series of research hypotheses as predictive statements (expectations) or assessments that estimate China's future direction in each area of interest.

Areas of inquiry: Research hypotheses. After completing exhaustive investigative research, an arduous examination of the relevant literature, an analysis of the findings, and by integrating these findings into an appropriate Delphi study, the predictability of the following key research statements in the areas of China's social reforms and leadership challenges will be determined, as identified in the research hypotheses stated below.

Research hypotheses.

1. China will introduce a broader social security system to address to its aging population (RH₁).
2. China will introduce a broader health care system to address its aging population (RH₂).
3. A shift in China's leadership ideologies will cause the country to increase social security and health care reforms (RH₃).

The key themes and codes associated with each are derived from a longitudinal sample data frame and analysis. Each statement's significance has been evaluated by assigning qualitative and quantitative values to each theme or code, and the incident of reoccurrence discovered when examining the literature. This analysis process included a final selection criteria and value determination of each theme (variable) to assure that those selected and integrated into the Delphi study were the most significant in terms of discovering a valid prediction within the given context.

Theme or code reoccurrence analysis focuses on the degree of repetitiveness in accordance with the application of Saldana's methodology and technique for determining statistical relevance.

By applying Saldana's process, the researcher can infer which of the research questions (themes) are likely to be the most relevant. This process is enhanced by applying a weighted value to each in order to determine the factors that are most likely to be significant influencers or drivers in discovering this study's end-goal, simply restated as: identifying China's most critical challenges, estimating the impact of those challenges, and predicting the country's future direction.

Additional research statements have been developed as null and alternative (research) inquiries that support the search for insight into the problem statement. These are presented in Chapter Three of this study.

This set of alternative research statements is formulated to assist in identifying and understanding how other factors and issues may be closely related to the central questions and problem statement of this study. A set of secondary statements assist as control measures and guides toward merging the observed factors and issues sets in such a way as to ensure interdisciplinary considerations can be observed in the results collected from the Delphi panel interview(s) and questionnaire(s) during the study's survey phase.

Study Significance

China's continued success and support of the global trade community is critical to its near-term leadership and economic viability. This continued success directly effects the economic recovery, sovereign stability, power, and authority of Western Europe and the United States. Many analysts view China's leadership, social reforms, and economic roles as vital to stabilizing the international monetary crisis and, in fact, instrumental to a global recovery. In short, China's leadership, focus, and implementation of an effective series of social reform programs (social security and health care) will serve to stabilize its present and future labor

force, productivity, and ability to contribute economic support to the global community as an emerging leader. Should China fail to manage the challenges identified in this study successfully in certain (win-win) ways the potential negative implications to the people of China and the citizens of the world will be considerable.

This paper recognizes and briefly explores six environmental factors as influencers using the SPELIT framework. The method of analysis (covered in depth in Chapter Three) is used to identify and assess those factors that appear to stand out as critical influencers. These subsequently guide or provide direction to this study. The factors and the areas of interest (listed in Figure 1) are specifically focused on each fact and area of interest or sub-category that maybe considered an influencer of China's social environment.

Study Framework: SPELIT Analysis Model



Figure 1. Generalized framework: Modified SPELIT model factors.

The investigation into these factors and specific area of interests associated represents a slight variation from the conventional SPELIT model in that each factor focuses on a set of diverse sub-influencers in each category. Schneider-Ramirez and Mallette (2007) have noted in their work on the subject, that the framework is designed to accommodate such adjustments so as to best fit any given research process or methodology.

This author proposes a brief investigation of these factors and subsequent sub-categories (variables) as significant influencers associated with the emergence of China as the new world power. By applying the SPELIT and other empirical models of investigation as research tools, this study intends to extrapolate the future challenges China will likely face in the near-term. These environmental factors are framed by a modified SPELIT Power Matrix and theme mapping (coded) analysis model illustrated in Tables 2.4, 2.5 and 2.6 in Chapter Two.

Background

Country brief: Zhongguo/China 中國- a historical perspective.

China's five major modern periods. Mao framed his political focus as the People's War. This focus concentrated on pursuing intellectual development and the shift away from Marxism. As such, Mao's focus can be framed by five major periods:

1. The "initial" Marxist period from 1920 – 1926
2. The "formative" Maoist period from 1927 – 1935
3. The "mature" Maoism period from 1935 – 1940
4. The "civil war" period from 1940 – 1949
5. The "post 1949" period following revolutionary victory

(Lowe, 1966, p. 107-140)

Each period imposed a series of disruptive changes on the people of China. This ultimately led to a shift that influenced innovation and change in China's worldview in the contexts of the country's global leadership and economy.

A shift of mind from Maoism to economic totalitarian policy. Shortly after Mao's death in 1976, the Deng Xiaoping Era ushered in capitalist reforms that served to reshape the People's Republic of China between 1978 and 1989 (Vogel, 2011). Deng's departure from Maoism was

based on a pragmatic philosophy of “seeking truth from facts” (Ferguson, 2011, p. 32). Deng suggested state policies should be judged on their practical consequences. Deng also separated Mao from Maoism, making it clear that Mao was fallible; hence, the truth of Maoism came from observing social consequences rather than subscribing to Mao’s quotations as holy writs.

Mao himself is officially regarded by the Communist Party of China (CPC) as a great revolutionary leader. This was due to his role in fighting the Japanese and creating the People’s Republic of China (PRC); however, the policies implemented between 1959 in 1976 are regarded by today’s CPC and the Chinese people as a political and economic disaster (Kissinger, 2012; Vogel, 2011). The rejection of Mao’s anti-progressive social and economic policies is evidenced by the popular uprising and demonstration of support for Deng Xiaoping and Zhou Enlai’s social and economic reforms (as popular capital roaders).

A pivotal demonstration occurred at Tiananmen Square on April 5, 1976 prior to the Qing Ming (Annual Grave Sweeping) festival honoring the dead. This event when coupled with the death of Mao on September 9, 1976 was seminal to an unfolding power struggle that focused the CPC on the future of “the International Maoist Movement that ultimately broke the country into three political camps” (Vogel, 2011, p. 165).

One camp was composed of various ideologically unaligned interests that supported Deng. A second camp formed to denounce the new leadership as traitorous to the cause of Marxism, Leninism, and Maoism. Finally, a third camp formed denouncing the global Three Worlds Theory of the CPC (Zhu, 2012). This combination of significant events influenced a movement away from traditional Mao thinking. This shift of mind is examined in the context of the SPELIT framework as a set of interconnected social, economic, and political factors.

An example of these factors and their influence is evidenced by China's Politburo undertaking yet another series of seminal actions. One such act was the introduction of the right to vote in China's rural villages. This signaled a new focus on expanding the Chinese people's civil rights, freedoms, and participation in the direction of China's social reforms which included influencing the future direction of China as a country and global power (Lowe, 1966).

Three-World Theory: Global leadership. Ferguson, Li, Kissinger, and Zakria (2011) argue that recognizing there are three distinctly different worldviews is critical to understanding the present and future global leadership dynamic and implications.

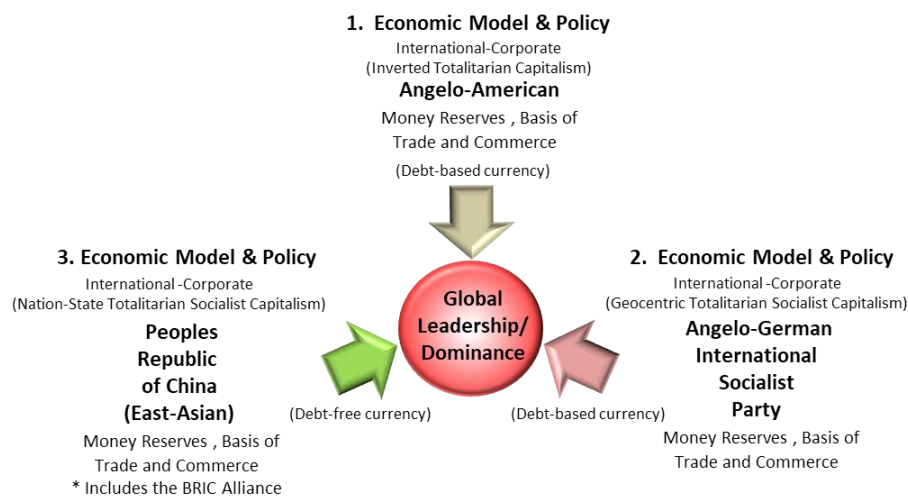


Figure 2. Three-World Theory: Differing ideologies, and competitive dynamic.

They suggest differing leadership cultures, characteristics, and styles must be considered in any leadership, social, and economic study as significant drivers related to any environmental dynamic and set of predicted outcomes. As such, this study explores these three worldviews to gain an understanding of the true nature of these differing and culturally diverse ideologies in order to appreciate how they may affect the global dynamic, and more specifically, how these factors are likely to influence and drive China's direction and priorities in the near-term.

The theory. The Three World Theory constructs a first world consisting of the United States and the Soviet Union,; a second world consisting of nation states controlled by the first world imperialists or hegemony (Johnson, 2004); and, a third world consisting of non-imperialist or non-expansionist countries (Johnson, 2004; Lowe, 1966; Vogel, 2011). The theory suggests revolutionary forces emerge as third world, non-imperialist (non-expansionist) countries as they are not considered to be worthy of first world imperial (expansionist) interests. Further, the theory implies this evolution will serve to weaken first world imperialists. In this scenario, it is critical to appreciate that China considers itself to be a third world, non-imperialist country (China Customs/CIA World Factbook, n.d.; Cohen, 2001, Lowe, 1966; Vogel, 2011).

This analysis is additionally shaped by a review of relevant literature on the topic (Harvey, 2002; Madjidi, 2012). The collective works and literature reviewed provide evidence of significant inferences that China's current Five-Year Plan (leadership, social, and economic policies) are influenced by Deng's "deep conviction to employ the world's most modern practices in [science, technology, and effective management techniques that will lead – pdh] to the greatest progress for China" (Vogel, 2011, pp. 693-695).

Historical leadership of Deng Xiaoping. China's modest break from its ancient traditions and the Maoist doctrine was confirmed in its 3rd Plenary Session of the 11th Central Committee of the Communist Party of China (CPC), which convened December 18, 1978. In the minds of the Chinese public, the 3rd Plenum marked the beginning of Deng's reform and opening-up that would transform China's future (Brandt et al., 2008). These reforms were influenced by Deng's initiative to expose China's senior leadership to an unprecedented Iwakura Mission or learning model that was borrowed from Japanese leaders.

This mission plan was created to be a collective discovery and learning model by Deng.

As such, Deng established and sent high-level delegations in 1978 to Eastern Europe, Hong Kong, Japan, France, Switzerland, West Germany, Denmark, Belgium, and parts of Western Europe to conduct what could be defined as an experiential learning mission (Clayton, 2014; Madjidi, 2012; McManus, 2013; Vogel, 2011, pp. 217-218) to evaluate social, political, economic, legal, intercultural, and technology reforms in each of the countries visited. The assessment and findings from the missions were summarized by Deng.

The [missions made board contacts and conducted – pdh] detailed investigations...representative of deep research into the issues... [and to investigate how each country engaged in managing their – pdh] economic activities. Deng suggested, “We ought to study the successful experiences of capitalist countries and bring them back to China.” (Vogel, 2011, p. 24)

Further, Deng argued the experiential learning was to be framed by studying certain environmental factors that could be influential to China’s future innovation and change. He suggested this focus was critical as China proceeded with its transformation by applying the lessons taken from Yugoslavian revisionists and French perspectives on social and economic reforms. These reforms, when viewed through the lens of foreign trade and intercultural relations, were validated by discoveries observed during the Gu Mu missions commissioned by Deng.

This author argues Deng’s missions were effectively a modified application of The Delphi Method of investigation. This method involves a structured investigation towards discovery by a select group of interdisciplinary subject matter experts as a process of assisting in guiding the direction, inquiry, and the formation of a set of complex policies (Helmer, 1966; Madjidi, 2012; Schmieder-Ramirez, 2010; Schmieder-Ramirez & Mallette, 2007). Deng’s

international missions conducted by subject matter experts greatly assisted in building a national consensus in the areas of emerging leadership, social, economic, and technology policies that China put to good use (Kissinger, 2012; Vogel, 2011).

The leadership of Xi Jinping. In May 2013, Xi called on China's young people to dare to dream and work assiduously to fulfill China's dreams and contribute to the revitalization of the nation. Xi called upon all levels of the Party and the government to facilitate favorable conditions for career development. Xi encouraged China to "cherish the glorious youth, strive with pioneer spirit, and contribute wisdom and energy to the realization of the Chinese Dream" (Economist, 2013, p. 2; Also see Xi, 2013; Li, 2011). Xi Jinping, the General Secretary of the CPC, President of the PRC, and Chairman of the Communist Military Committee (CMC) evoked a rise in China's spirit with a new slogan as he believes that Marxism is dying. Xi is attempting to better and more completely unite what he views as an increasingly diverse nation. He calls this new doctrine the "Chinese dream," evoking an equivalent of the American Dream ideology (Economist, 2013, p. 13). Key platforms of Xi's leadership represent major reforms in social, political, economic, legal, intercultural, and technology; however, he highly prioritizes advancements in the areas of social, political, economic, and technology.

As such, Xi is planning sweeping changes to address the following:

- Social-Political: Maintenance, care, and health of the country's aging population.
- Political-Intercultural: Increasing China's internal unity between its geographic regions to include its rural agricultural and urban industrial centers, its openness, and to ensure diversity and balanced relations with external trade partners, increased environmental responsibility, and enforcement while increasing its sustainable energy resources.

- Economic: Secure and achieve a balance in China's monetary and financial systems and aggressively increase the country's trade reserves.
- Technology: Advance the infrastructure, access, and the quality of the country's higher education system and technical training institutes. This initiative is intended to attract the best minds in the world to live, conduct research, and teach in Chinese National Universities. The intent is for China's educational system to become the best in the world. As Kai-Fu Lee argues, other first-tier countries may have been the first movers in AI, but Lee states, "that advantage will not last forever" (Lee, 2018, p. 8). He continues, stating that the AI era will reward "the quantity of solid artificial intelligence (AI) engineers over the quality of elite researchers." Further, Lee suggests China's strength will come from an army of well-trained engineers and entrepreneurs, and "China is training just such an army" (Lee, 2018, p. 22).

However, it is not just about the numbers and scale of commitment. Lee states, China's edge lies in its "abundant data, tenacious entrepreneurs, well-trained AI scientists, and a supportive policy environment" (Lee, 2018, p. 32). Lee concludes by stating that it is China's plan to become the global leader in AI by 2030.

The expectation is for China to establish itself as the leader in the creation and development of emerging science and related patents.

Of the above priorities, all are subject to the dynamic of the international environment and leadership ideologies, Strengths, Weaknesses, Opportunities, and Threats (Humphrey, 2005) that affect the shape, style, and characterization of how Xi prioritizes the direction and force in pursuing the emerging challenges.

An example of international leadership as a dynamic influencer was evidenced in June 2014 during a summit at which Xi Jinping was present. At this summit, he opened an

international dialogue by announcing his environmentally clean and sustainable energy initiatives.

The purpose of the summit was to explore several social, economic, energy, and national defense issues. These included international security specific to blue water territorial rights and the application of nuclear technologies (defense applications and domestic energy).

Key Assumptions

Science cannot solve the ultimate mystery of nature, and that is because in the last analysis, we ourselves are a part of the mystery that we are trying to solve.

(Planck, 1949) Father of Quantum Physics

Leadership, social, political and economic. This paper's assessment of social reform and transitional leadership themeing are based in-part on the guiding philosophy and assumptions set forth in Adam Smith's inquiry into the nature and the causes of the wealth, power, authority, and dominance among nations. It also factors in Deng Xiaoping's, social, and economic ideological pragmatism, and Jared Diamond's social-political, economic, and environmental factors, which are closely associated influencers on societal reforms and policy decision-making that result in the success or failure of a nation. Each author argues that a nation's social-political stability, power, authority, and dominance are associated with wealth accumulation (2WE; 2,3E11). Smith suggests a nation's dominance springs from its ability to accumulate and control wealth, as defined by labor and commodities as a collection of tradable agricultural and manufacturing power and resources (Diamond, 2005; Smith, 1776).

The economic principles and arguments put forth by Smith in 1776 remain significantly relevant and influential among prominent Western and East European economists today, where Smith is considered to be the father of modern economics.

In Smith's work, he suggests there is an invisible hand (Book IV, Chapter II) at work as a nation goes about accumulating wealth (Smith, 1776). Although scholarly interpretations of Smith's meaning of the invisible hand differ widely, this paper chooses to define it as a series of complex forces that drive a nation's process to excel. Given Smith's ideological and historical relevance, his theories and concepts are included in this study.

Additionally, it should also be noted that Smith's work is highly regarded by the Chinese economists, leaders, and scholars covered in this investigation.

This researcher argues these principles are relevant today with respect to China's present leader's desires to sustain the country's economic growth while maintaining social-political stability as it strives to advance China's strengths through innovation and entrepreneurship. Moreover, success in all these areas will be necessary for China to continue its emergence as a new world leader on the international stage. This author would argue that Smith, Deng, and Diamond's theories and observations support a generally accepted notion or social phenomena of what can be described as a declining generational relevancy (DGR).

Relevant factors and issues bearing on the central research inquiry. The following elaborates to place emphasis on relevant historical areas of interest to include key factors and issues associated with each as a method of preliminarily framing and identifying the leading factors and issues China is likely to face in the next decade. In this case, this emphasis is placed on emerging challenges in the areas of: population (social-political [²S; ²P]); intercultural (²I); food supply (economic [²E]); wealth (political-economic (²P; ²E); energy (²En); and, military (economic and power [¹E; ¹Mi]) challenges as viewed in the context of historic, present, and future factors (also see Figure 8, Alignment significant themes to support relevant discovery).

From the study of history, we gain an understanding of the present; and, from our understanding of the present we can attempt to predict the future (Blair, 1945; Orwell, 1945).

Population (social-political, intercultural). China is currently supporting a population of 1.3 billion people (20% of the world's population) with an unemployment rate of 4.2% (2012).

Global analysts argue four significant issues China is going to be confronted with over the next 10 years: an aging demographic, social security and health care reforms, and, a shift in leadership ideologies. These issues are largely the result of the One-Child Policy the government adopted in 1998 in an attempt to achieve a balanced population growth (Diamond, 2005; Friedman, 2002; Tselichtchev, 2012; also see Figure 8, Alignment significant themes to support relevant discovery).

First, it is argued that when coupled with the work reforms within China that positioned women in the central industrial labor pool (away from their traditional roles), the policy served to impose a culture change resulting in significant reductions in China's rapidly expanding population and demands on its government's social programs infrastructure.

However, scholars now recognize the outcome of the policy can be measured by a significant reduction in China's youth now entering the workforce. In addition, the policy now shows evidence of negative implications related to the ability of children born under this policy to fully contribute to China's national product. Why? This is due in part because this same generation is now struggling to adequately provide for the care and medical needs of their parents, grandparents, and extended families.

Presently, these policies and other labor and social reforms affecting women are being re-examined for the affect they are having on China's ability to continue its path of strong economic growth.

Secondly, China is facing a stability (2,3S4) and unity (2,3S5) issue due to its diverse geography (2,3S1) and the nature of income variances between those areas of the country that are primarily agricultural (rural in nature) vs. those that are highly commercialized and industrial (urban in nature). Variances related to geographic area and population scale (2,3S2) are at issue in the creation of a balanced access and the right of enjoyment associated with the fruits of China's current growth and success (Diamond, 2005; Ferguson, 2011; Johnson, 2004; Vogel, 2011).

As these imbalances grow in significance, China's ability to sustain a common unity, social, and political stability to continue its economic goals as prescribed by its Five-Year Plan may be at risk. The abundance of labor as a "valued commodity" is a key notion associated with a nation's ability to create wealth and dominance as presented in Smith's treatise (1776).

Food supply (political-economic). Food supply as referenced by historic scholars is perhaps better defined in the context of this study as the creation and sustainment of abundant natural resources as a national commodity. As such, food supply is essential to nurturing a labor force and manufacturing base. Recent studies on the importance of a proper food supply (^{2,3}P₁₃) as directly related to the growth of civilizations including their authority, power, and dominance (¹ Mi_{1,2,3,4}; ^{2,3} P₁₄) indicate that these commodities are essential to how societies succeed or fail (Diamond, 2005; also see Figure 8, Alignment significant themes to support relevant discovery).

As Jared Diamond points out in his book, *Collapse: How societies choose to fail or succeed*, the successful development of societies is tied to food supply over time. The creation of this general class of commodities is directly influenced and coupled with a close management of the environment, without which societies often fail.

Diamond (2005) argues that China is the “third largest country in the world with a plant species diversity that ranks it as the third richest globally” (pp. 358-377). In the case of present-day China, this issue is spinning out of control in much the same way as it did during the explosive periods of expansion during the industrial revolutions of the British Empire and America. If China is to continue along the same economic trend in the future, it will need to substantially correct its course as it deals with the issue of its natural resources, the environment, labor resources, and supporting social programs.

Wealth (political-economic). China is currently rated 2nd by the International Monetary Fund (2014) with a GDP of \$7.74 trillion and a growth rate of 9.5% (2014) [China’s reported growth rate has estimated at 7.9% in 2016].

In 1945, the International Monetary Fund (IMF) was established to foster growth and stability. Its mission included establishing global economic cooperation in financial reporting, access, and the monitoring of changes in member nation wealth. Further, the IMF mission was and remains to be to stabilize exchange rates and maintain a global fund and banking system. The organization is based on constructs established by British economist John Maynard Keynes (Heilbroner, 1999; also see Figure 8, Alignment significant themes to support relevant discovery).

The IMF operates under principles and constructs incorporated by Keynes that are similar to those established by Adam Smith in his treatise on the Wealth of Nations (1776). China is an active and reporting IMF member. Since 2007, China has led the collective IMF league’s GDP index due to its rate of expansion.

Certain Western economists argue that by China slowing its internal growth rate, it could divert its financial (capital) reserves to debt bond purchases (loans) to assist the struggling

economies in the West and Eastern Europe. As of 2011, China was the largest purchaser of U.S. debt bonds. This study's findings suggest that while China is attempting to decouple from the misfortunes of outside trade stakeholders, some Western analysts argue China's economy is inexorably linked to external interests (Kissinger, 2012; Zakaria, 2011).

Many of these Western scenarios suggest that should financial conditions in Europe or in the United States continue to deteriorate; China's growth could fall by up to 4% relative to their current GDP (IMF, 2014; Kissinger, 2012; Zakaria, 2011). Some of the economists supporting this scenario argue that whether China decouples its economic fortunes from the West or not, certain economic adjustments will be needed in order for the country to minimize the adverse effects of global economic downturn on the country's growth (Zhu, 2012).

Given this, China's current financial strength offers it policy considerations (options) that could influence (2,3P18) and mitigate any adversity scenario. Further, many of these same Western analysts argue that such measures would not represent any negative impact on China in the long-term. Western analysts argue China's election to frontload fiscal measures by incorporating a 3% GDP growth rate ceiling into a revised Five-Year Plan would place it in a position to assist in the recovery of many developed countries in the global community. This election would empower China to significantly reduce the global recession impact, while at the same time, reduce the country's vulnerability during the financial storm associated with the currently depressed economies of Europe and the U.S. (Zhu, 2012; Kissinger, 2012).

Should China follow the guidance of these global advisors, its fiscal policy and actions could serve to assist Europe in controlling its economic crisis to the extent of propping up Europe's

GDP to a growth of 1% (Zhu, 2012; Kissinger, 2012). Moreover, China's efforts could also go a long way toward balancing pressures over access and the level of consumption of global natural resources (2,3E1,14; 2,3P11).

As China progresses with its Five-Year Plan, the government is taking steps to reduce risk and to sustain its internal leadership and economic strength and stability in light of growing external requests from others in the global community (Ferguson, 2012; Zhu, 2012). China's risks include enacting policies that pursue better management of her internal fiscal stimulus packages (quantitative easing policies). These presently serve to sustain the expansion of her internal markets, while at the same time attempting to control inflation, cool-off property markets, and reduce internal government borrowing for capital projects. Externally, these measures include efforts to extend the country's reach and influence in the future (2012-2049) by aggressively pursuing external foreign direct investments in Latin America, Africa, India, the Middle East, and Eastern Europe.

When placed in the context of China's emerging social security and health care crisis, its leaders are faced with pivotal social, political, and economic decisions that will ultimately affect the country's future stability, authority, and dominance (2,3P14) as viewed within the international community. Presently, these standards have been established and are judged by the Western and European values and expectations. When viewed collectively, the economic policies and related actions taken by China's leadership (considering the global financial problems) will prove critical to the country's ability to address its own social security and health care reforms.

Energy (economic). As Smith referenced in his treatise, the concept of energy (^{2,3}E₁₅) being linked to labor and the utilization of natural resources (^{2,3}E₁₄) in direct association with the manufacturing of valued products for trade (1776).

Taken collectively, the creation of energy that can be applied to the cultivation of labor and resources directly influences the production of valued commodities in agriculture and manufacturing. In turn, these drive a nation's leadership, economy, power, authority, and dominance (2,3P14) within the community of nations, as well as their ability to establish and maintain adequate social security and health care programs (also see Figure 8, Alignment significant themes to support relevant discovery).

Diamond (2005) again asserts that China “has the highest production rate of steel, cement, aqua-cultured food, and television sets; the highest production and consumption of coal, fertilizers, and tobacco; it stands near the top in production of electricity and (soon) motor vehicles, and in the consumption of lumber; and it is now building the world's largest dam and natural waters diversion project (p. 358). In 2014, China claimed the position as the largest shipbuilder in the World by completing over 25 million gross tons of production (The Statistics Portal, 2013). In addition, China has launched and is in the process of accomplishing many of its current five-year plan initiatives in many areas involving technology, transportation, commerce, and the necessary military power (1Mi1,2,3,4) to secure desired trade routes (2,3P14;2,3E4; 2,3E9).

However, without abundant labor and natural resources that can readily be converted to energy, China's growth in these areas will ultimately suffer and wane. So why then are energy and access to natural resource availability so critical? Without them the country will be less likely to expand and grow its wealth. Absent this added wealth, China's economy will be less

able to support increases in the infrastructure, benefits, and percent of the country's population that will be covered by its social security and health care reforms. In order to better ensure China's access to natural resources, it will need to project its power and international trade. This will, in turn, drive the country's need to establish and protect its trade routes and to grow its global influence and authority. To accomplish these, China will need to increase and advance its merchant marine, ground transportation, and communication technologies to include securing these via military ground and blue water fleets.

Military (economic, power). Some analysts argue, China's extended grasp of global resources is supporting its justification for creating the world's largest and most diverse merchant marine fleet.

As such, Diamond (2005) argues that China's naval fleet has grown explosively between 1952 and 1997 (also see Figure 8, Alignment significant themes to support relevant discovery).

Today, some western military analysts argue that China is currently embarking on a major initiative to construct the world's largest fleet for purposes of establishing itself as a globally dominant superpower. When combined with China's recent technology acquisitions in space defense, aviation, aero-space, electronic or cyber-intelligence, its Belt and Road, and diverse surface, and sub-surface fleet initiative, China is rapidly advancing in its ability to protect its territories and increase its land and blue-water global trade interests with a power and authority that will soon rival the U.S. (Ferguson, 2004; Kissinger, 2012).

That said, China has a standing tradition of not embracing expansionistic policies in the areas of imperialism or colonization. Instead, since 500 B.C., China has consistently maintained its distance from engaging in any form of expansionism, contrary to the beliefs of many Western military and political strategists (Ferguson, 2004; Kissinger, 2012; Li, 2011; Vogel, 2011).

So how are China's Belt and Road and blue-water fleet build-up linked to China's aging population, social security, and health care crisis? The answer lies again with China's leadership understanding the importance of growing the country's economy and stabilizing the labor force through increased social security and health care benefits. These can be accomplished by securing (Mi1,2,3,4; 2,3E14,15; 2,3P15,16,17) the country's trade and commerce routes (2,3E9), which will serve to sustain and increase the country's overall productivity and growth plans. If these assumptions are true, then China will need a more robust ground transportation system, merchant marine, and blue-water navy to achieve and sustain its economic and global authority in the future.

Study Limitations

- This author has limited this study to a bound investigation. This limit establishes an investigation into China from the perspective of how certain emerging conditions will influence the people of China, her future policy, and the related implications these policies may have on the country's leadership, social security, and health care programs over the next decade.
- This study limits its investigation into the nature of specific environmental factors as influencers or drivers of China specific to a set of focused categories or areas of interests.
- The scope of this research limits its investigation to specific areas of interest as factors, sub-factors, categories, and sub-categories as issue sets or themes that may influence and or drive China's leadership, social security, and health care reforms in the next decade.

Summary

Diamond's (2005) simplest descriptor of China is that it is "big and fast-growing" (p. 360). In the end, if one connects historic, present, and future environmental inferences considering China's desires for continued growth, it raises a classical Malthusian question as to China and the global implications associated with its rapid growth, ideology, stability, authority, and dominance (Ferguson, 2004).

Scholars like Jared Diamond and Niall Ferguson argue China's plans need to be coordinated with the global community. Additionally, they argue that China's future, considering its plans and policies in the face of these challenges, should focus on those things other societies have experienced when engaged in excesses, human and environmental violations, self-interests as justifications in the absence of enforcing reason and in protecting the environment (Diamond, 2005).

A focused study of these issues is implied within this study's problem statement. As such, this study investigates the central inquiry and assesses the challenges and implications of China's rapid growth in the near-term.

Further, Diamond and Ferguson voice concerns that China's growth, when placed in the context of diminishing global natural resources, will raise tensions over the prospects of equitable sharing within the international community in the decade ahead. These challenges will serve to test and shape, if not dictate, the nature of not only how China's leadership will address its country's social security and health care policies and reforms, but will likely impose significant influences in a number of other areas of interest in the future that will directly impact the global community in significant ways.

Having introduced the problem statement. Chapter One explored the purpose, research hypotheses, objectives, significance, framework, background, key assumptions, limitations, and summary of this study.

Chapter Two continues with the exploration into the prevailing literature in the context of the areas of interest covered in Chapter One. Specifically, the next chapter explores the narratives pertaining to China's social security, health care, and transitioning leadership from the perspective of numerous subject matter experts as contributors that assist in the identification of those critical themes and issues that will serve to guide the direction of the study. As such, Chapter Two approaches an arduous examination of the literature on these topics by applying multiple empirical methods that conform to two underlying theories of inquiry. The application of these approaches is outlined in Chapter Two.

The somewhat complex approach applied in the literature investigation was necessary to establish a firm foundation for the design, development, and implementation of what Turoff and Linstone would refer to as a relevant Delphi Study that is complete with the application and control of specific underlying theories of investigation (Turoff & Linstone, 2002).

Key Terms and Definitions

Five-Year Plan. A series of social and economic development initiatives created by the Communist Party of China (CPC) to shape the country's future goals. The plan is created during the plenary sessions of the Central Committee and national congress. The party and supporting plan play leading roles in establishing the foundations and principles of Chinese doctrine, strategies for economic development, setting growth targets, and launching reforms. Planning is a key characteristic in the centralization of China's leadership and governing policies (KPMG, 2011).

Global leadership. The interdisciplinary and intercultural characteristics leaders need to acquire to in order to grasp a functional understanding of the dynamics of globalization within a broad range of highly diverse environments, psychological, physiological, geographical, geopolitical, anthropological, sociological, political, economic, legal, and technological factors as relational influencers.

Global leadership occurs when an individual can successfully navigate a broad range of stakeholders through this highly complex environment by inspiring a vision that is leveraged by a common global mindset.

This investigator argues this study's evidence supports emerging global challenges will require a new order of technically enhanced talent that can be characterized as having increased insight and focus on ethical and moral issues so as to successfully navigate humanity through a rapidly emerging singularity and globalization phenomenon.

Great Leap Forward. The Great Leap Forward represented a shift in China's national social-economic and technology focus from urban to rural development. The shift shattered administrative routines, wasted vast resources, undermined work incentives, and triggered a man-made famine that cost 30 million lives. To make matters worse, growing friction between Beijing and Moscow prompted the USSR to withdraw its technical support, crippling numerous industrial projects. Soon after, economic planners managed to restore some semblance of normal economic functioning, Mao Zedong intervened again to promote another disruptive political movement, the Cultural Revolution, which began in 1966. The death of Mao Zedong in 1976 was widely seen as a turning point for social and economic policy (Rawski, 2011).

Peoples Republic of China (PRC). Officially the People's Republic of China is a sovereign state located in East Asia. The republic is the world's most populous country with a population of over 1.35 billion. PRC is a single-party state that is governed by the Communist Party with its seat in the capital city of Beijing.

Peoples Communist Party of China (CPC). The political party that has ruled the People's Republic of China since 1949. Its origin is the basis of China's reverence for Mother Russia. The CPC is the only party allowed to rule the country, although it coexists alongside eight other legal parties that make up the United Front. It was founded in 1921, chiefly by Chen Duxiu and Li Dazhao.

The party grew quickly, and by 1949, the CPC had defeated Kuomintang in a 10-year civil war. The CPC is organized based on democratic centralism, a system conceived by Vladimir Lenin, the informal leader of the Russian Bolshevik Party (China Daily Group, 2012; Wong, 2005).

Plenum. The full bureau commonly referred to as the Plenum meets once a month; with the standing committee meeting on a weekly basis. The agenda is set by the General Secretary and decisions are made by consensus rather than by majority vote is as common in similar Western forums.

Politburo. The Central Politburo of the Communist Party of China or Political bureau of the CPC Central Committee has been referred to as the Central Bureau (中央局) since 1927. The Politburo is composed of 25 individuals who oversee the CPC. Unlike the politburos (political bureaus) of other Communist parties, the power within China's politburo is centralized in the Standing Committee.

Zhongguo/China. In translation, the Zhong guo is commonly referred to as the Central Country. Bol (2009) argues it is more appropriate to use Central Country so as not to focus on political authority, but instead, on the cultural qualities of a single country or civilization. In other words, the use of China and Chinese began in the West. This took place in the context of recognizing the country in international relations as a Western-style nation-state.

In using Zhongguo/China, it refers to the country's history. Further, Bol states that the People's Republic of China (PRC) is recognized as a population composed of highly diverse peoples. Bol continues that although all are officially Chinese, the people comprise a vast collective of distinguished heritages and languages (Bol, 2009).

Chapter Two: A Review of Relevant Literature

Napoleon called China a sleeping giant. “Let him sleep,” Napoleon said. “If he wakes, he will shake the world.” China has now awakened and is indeed shaking the world.

Ellen Brown, 2009

The Nature of Literature Reviews: Introduction

The following literature reviews address the problem statement through the lens of China’s desire to sustain its rapid growth and ideology while increasing its superiority. These reviews are explored in relationship to the study’s central hypotheses, investigation and discovery of highly relevant themes, and construction of stem research questions that can be used as investigative tools to then shape a series of valid predictive forecasts pertaining to China’s emerging policy.

About this chapter’s design and purpose. The design and purpose of this chapter is to briefly identify the literature review process and to explain how the contributing authors and specific works were selected. This includes illustrating the methods utilized to determine the relevance of each when identifying insights that are critical to this study’s mixed-method analytic, as well as the construction of its’ stem research questions, approach to solving the stated hypotheses, and central predictive problem statement.

This chapter begins by providing an overview of this study’s approach to conducting a relevant literature review. As such, it examines each of the works covered by first applying Saldana’s method of investigation. Upon completion of this initial investigation, several subsequent analytics were applied to confirm and validate the significance of the findings.

These methods included the following:

1. Identifying incidents of commonly recurring themes and frequency distribution;

2. Identifying and applying incident frequency magnitudes, distribution, and significance to each theme;
3. Calculating and applying a cumulative weight coefficient to the data to adjust for longitudinal time bias and declining generational relevancy;
4. Applying Pearson's correlation analysis and coefficients to determine the strength of theme agreement; and,
5. Applying a multiple non-linear regression model, and then, integrating findings or determinations into a multi-stepped decisional analysis (algorithm). This is within the context of completing an in-depth and relevant literature review process, assessment, and determination of valid discoveries with ranked significance that supports the construction of a series of relevant predictions.

In order to better identify, track, assess, and determine the statistical inferences of each theme as a potential critical factor in guiding this investigation, a series of quantitative methods were used to determine the degree of significance of each theme (category and sub-category). This was accomplished by applying a series of analytic mathematics, statistical models, and computer applications in order to better identify and assess each theme as a potentially relevant influencer or driver. Each was assessed with enough inferential tendencies to support the determination of a set of null and alternative hypotheses, which are critical to the development of the study's predictions. This study refers to this process as the Selection Criteria (SC) and Ranked Score Analysis Finding (RSAF).

Once this process was completed, the most significant themes were then integrated into the construction of 30 stem inquiries and research statements. This RSAF process served to

further guide the direction of the investigation and the selection of high frequency contributing literature (HFCL) on the study's topic as presented in this Chapter.

The application of these quantitative techniques was an exhaustive effort to ensure each theme was equally evaluated and estimated so as to integrate the most significant data into a vehicle to serve the study's goals by helping form highly relevant research questions. Once achieved, these questions flow into this study's Delphi Policy Survey Questionnaires and findings. This process is graphically illustrated in part in the following figures (also see Figures 2 - 7).

Field investigations involve identifying, defining, and quantifying factors associated with a natural phenomenon. This can involve a single population and distinctive variate, or the investigation of multiple population samples with multiple variates as illustrated in this chapter (Dillman, Smyth, & Christian, 2014).

The following figures represent an initial multi-step process to conduct a literature investigation, which involves observing multiple themes or variates as a means of searching for significant relationships and agreement within a series of longitudinal samples.



Figure 3. Selecting controlling methodologies.

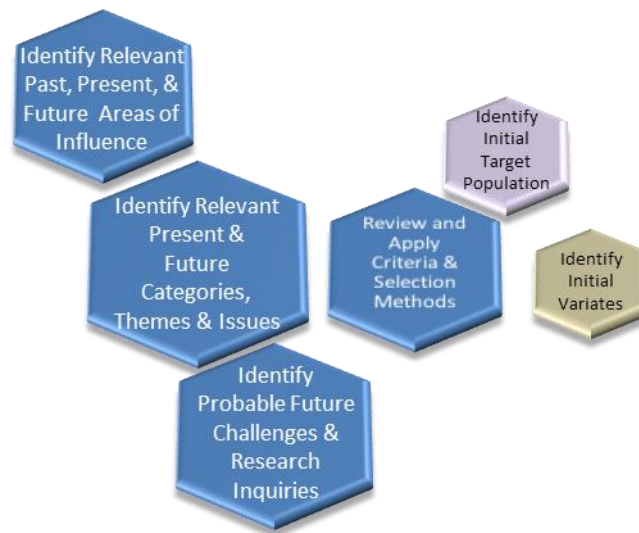


Figure 4. Initializing the literature review process: Identifying significant factors.

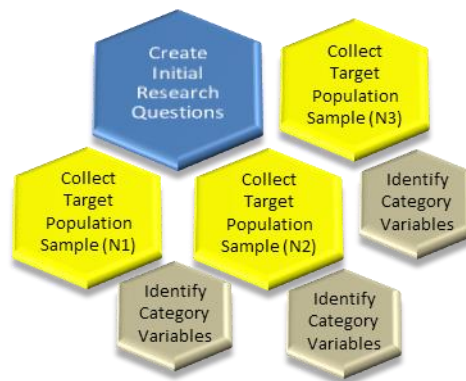


Figure 5. Moving forward: Collecting, structuring, and comparing data.

This process initiates an investigation into the literature as it supports the collection of evidence and the discovery of patterns relevant to the study's central research. Once this initial exploration is accomplished, the search shifts to a deeper look into those themes (categories and sub-categories) that begin to emerge as significant. This investigation process moves towards seeking ever increasingly detailed discoveries, many of which require the application of

increasingly sophisticated methods of identifying, tracking, measuring, and determining the relevancy of those factors that will guide the investigation.

Next, the investigation process expands to an even deeper analysis to discover more significant correlations within the data by applying quantitative methods and analytic software. This is to better assess the subtle differences between factors seemingly competing for attention as the chief influencers and drivers that will lead the investigation to discovering the solution to the study's problem statement and deliver the most valid predictive assessments. The progression of this process is illustrated in the graphic below.

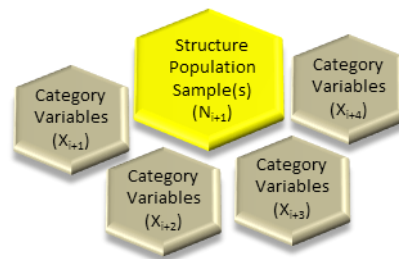


Figure 6. Identifying themes in the literature: Extracting significant variants.

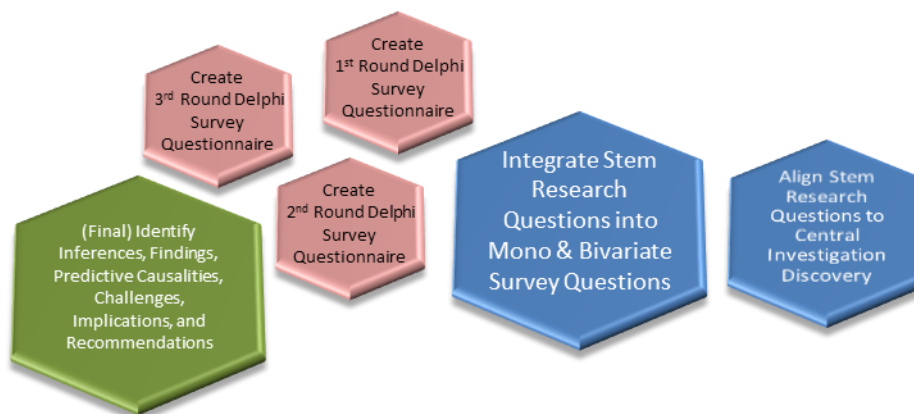


Figure 7. Aligning significant themes to support relevant discovery.

Mitroff and Turoff argue the following in many of their works regarding Delphi studies and surveys. “Highly relevant, well-thought-out survey questions with detailed attention to construction and significance... [emphasis added] form a critical basis towards achieving a valued survey outcome... can yield significant observations... insight... and implications that reveal causational factors supportive of defensible predictions” (Mitroff and Turoff, 1975, pp. 35-85).

Qualitatively focused reviewers of this paper may wish to scan the quantitative analytics provided in order to gain a quicker understanding of this study’s design approach and ultimate findings.

Those interested in the quantitative aspects of this study would perhaps benefit by undertaking a thorough examination of the series of mathematical analysis, statistical tables, figures, qualifying statements, interpretive notations, and algorithms as they proceed to key qualitative observations.

This approach offers the opportunity to gain a comprehensive appreciation of how this study’s categorical literature reviews and series of complex variates were identified and assessed. The application of the quantitative methods used were critical towards the identification and integration of significant factors as a guide in constructing highly relevant and defensible Delphi Policy stem questions and questionnaires. This design approach utilized mathematical and statistical methods that were key to empowering Mitroff’s inquiry system (IS) methodology as a process of collecting observations and insights necessary to develop a series of relevant predictions.

In this case, the stem research questions are key to unlocking critical factors, influencers, and the implications of predictions pertaining to the future direction of China. Therefore, this study is supported by a series of empirical analytics and inferences collected from a complex

multivariate model that identifies key factors appearing to be driving policy, challenges, and implications. These are representative of those the country will likely encounter should this study's predictions prove accurate.

To summarize, each of the stem research questions presented in this chapter support the goals of this study and have been duly constructed and employed through the rigorous application of mixed-method empirical processes. These processes represent an arduous effort to validate the evidence collected and those discoveries extracted from this research each step along the way.

Critical Literature Review and Analysis

Design. This study follows Turoff and Mitroff's design criteria which encourages undertaking a critical review of a collection of relevant literature and data pertaining to a central problem (Mitroff and Turoff, 1975).

Turoff argues that this approach is essential to the development and conveyance of the general spirit and philosophy applied to a Delphi investigation. Sufficient background information and data are prerequisites to forming the foundation of this type of study.

Turoff advises that this extensive background material is central to the support of a relevant Inquiry System (IS). In addition, he states it is essential that a sound inquiry system is underpinned by a grounded controlling philosophy. As such, the applied controlling philosophies differentiate one Delphi study from another.



Figure 8. Policy Delphi literature inquiry system. (Mitroff, I., & Turoff, M. , 1975).

Note.

1. The areas of interest, factors, issues, implications, research inquiries, and challenges shown are those selected from a four-order cycle of investigation using Saldana's technique as applied to P.D. Huff's literature inquiry system (2016).
2. A scaled or ordinal ranking is determined by the number of theme incidents referenced in each category or sub-variable within each contributing author's works.
3. This concept was adapted to best fit the theories and observations explored as framed by specific environmental factors or categories referenced in this study. These were then analyzed and modeled by applying empirical methods identify potential influencers in the context of future challenges and high potential drivers of patterned and mapped predictions.
4. This approach to a literature inquiry system is arduous as it undertakes applying several different ways to view the literature and collected data. In fact, each vector series has been viewed and analyzed from several of different perspectives and tests. This means of multiple-analysis is highly recommended by Mitroff and Turoff when conducting an IS investigation. The approach can be summarized as follows:
 - a. Once a single incident of occurrence was discovered, the contributor's works were then subsequently reviewed for the total number or magnitude of reoccurrences.

- b. Next, each variate discovered was assigned a cumulative weight (CW) to reflect the date the observation was made within context of an appropriate time bias relevancy factor. (See declining generational relevancy (DGR) as discussed later in this section.)
- c. Once the magnitude of occurrences is determined, the appropriate CW coefficient is applied. This process allows the calculation of a value representing the degree of reoccurrence or “magnitude” represented as adjusted for longitudinal time bias. This in turn allows the determination of not only which categories and sub-categories are relevant to the contributor; but, by calculating each sub-category’s CW or degree of relevance, a determination as to an overall level of significance leads to identifying a well-defined ranked order over the range of themes identified.

In keeping with Turoff’s Policy Delphi Model this study’s collection of literature is supportive as a body of evidence and serves as an analysis tool to investigate the problem statement. The data collected assists the researcher in assessing and predicting China’s future challenges and direction. Turoff cautions Delphi designers (researchers) to keep in mind the information and process provided is not intended to be a decision-making tool. Instead, the information and process should be viewed as a decision-analysis tool (Turoff, 1975).

The literature collected and reviewed in this study is then viewed as the underlying data to construct the study’s stem research questions and the subsequent 1st round Delphi questionnaire. More specifically, this data was used to construct the expected frequency (f_e) observations referenced in the four-order themeing and coding analytics generated from the literature. The category variates identified as leading are seen as potential themes expected to be influencers or drivers of future predictions. By identifying these, this researcher was able to form multiple hypotheses or statements pertaining to a set of focused areas of interest, themes, factors, and issues. In the context of this study, these are referred to as environment factors, categories, and sub-category variates.

Background material is presented as a part of the initial inquiry system so as to form a foundation towards understanding this study’s initial direction, assumptions, hypothetical statements, and to gain an appreciation of the direct and indirectly linked interdisciplinary influencers and drivers subject to this study’s longitudinal time-bias dependency. This background provided this researcher the basis for constructing an array of alternative predictive

outcomes or hypothetical statements. With the application of the appropriate empirical methods and tools, he was able to assess the degree of confidence, validity, and reason associated with each based on the data (evidence) observed (Turoff, 1975). This approach identified in the preceding graphics was utilized to assist and guide the analysis process. Given this, the framework components were utilized as decision-analysis tools.

Selection of areas of interest: Themes & categories. The scope of this study's literature reviews is limited to the three areas of interest as identified in this study's design process. Specifically, the literature referenced focuses primarily on social, political, and economic factors of the environment with specific attention given to the challenges and reforms China is facing in the areas of social security, health care, and leadership (Schneider-Ramirez and Mallette, 2007). This focus was identified as potentially associated, if not directly linked to certain causational factors in varying degrees to China's rapid growth, ideology, and superiority or dominance as probable leading indicators of the major challenges China will confront in the next decade. Ultimately, the degree to which China's leadership addresses these challenges will determine the success or failure of the country's social security and health care reforms.

The area of interest themes, categories, and sub-categories were determined after patterning, mapping, themeing, and coding a wide sampling of literature on the central topic as framed and subsequently evaluated for relevance and ranked significance using the SPELIT framework of assessment and by applying Saldana's qualitative analysis model. Both were adjusted to best fit Mitroff and Turoff's IS Model protocols. Relevant literature authored by leading scholars, statesmen, global historians, physicists, and economists were reviewed and analyzed as representative of a random sample of widely published contributors on the subject of

China and its emerging challenges. All authors include are considered subject matter experts (SMEs) on China.

A total of three challenges were extracted from the initial investigative review of 75 books and 14 institutional papers as reoccurring themes. These are generalized as China's rapid growth, ideology, and focus on superiority. Collectively, 16 areas of interest (categories and sub-categories) were discovered to be significant in the literature. Within the collected literature, 86% of the authors identified China's ideology as a significant challenge related to her current and future monetary system and economic policy, while 80% reported that China's superiority or dominance represented a significant challenge. Further, 73% of the authors inferred China's rapid growth was a significant challenge, and 67% of the authors argued China's energy and resource (mineral and labor) requirements represented a leading and significant challenge.

The distribution and relative significance of the first 89 works reviewed served to guide the initial direction of this investigation towards identifying the central problem statement. As such, this investigation began with initial assumptions extracted from these first books and papers, prior to the beginning of the in-depth literature review process (Harvey, 2013). These assumptions were framed as a series of hypotheses and are supported by the areas of interest referenced.

This study's relevant literature reviews identify and include: 75 books out of a set of 187 scholarly or academic publications; 14 institutional research papers and articles; 27 economic and political news agency reports; and a total of 12 global econometric, financial, and demographic monitoring studies with supporting statistical data. All were compiled, written, or edited by subject matter experts conducting relevant inquiries into areas of interest pertaining to

if not similar to this study's problem statement, each using various scientific methods and instruments of analysis to frame their observations and conclusions.

Table 1

HFCL Testing: Initial Factors, Theme Frequencies in Literature and Data

Issues or Challenges	Priority	Significance
<i>Rapid growth</i>	3 rd	73%
<i>Economic & Monetary ideology</i>	1 st	86%
<i>Power, authority, superiority (dominance)</i>	2 nd	80%
<i>Energy & natural resources</i>	4 th	67%

Note.

1. The issues and challenges shown were extracted from 89 books and papers prior to conducting this study's formal literature review process.
2. Scaled priority was determined by estimating the number of occurrences each theme, category, and sub-category as referenced by each author/contributor. See RSAF and HFCL testing and processes discussed in this chapter under uniform theme analysis and selection processes.
3. This table is adapted to best fit those theories and observations presented in the above referenced works in the context of factors in the environment that maybe potential influencers and drivers of future events and challenges. The table has been modeled from Dr. Kathleen Plinske's references, dissertation, and discussions pertaining to structuring initial research into categories and sub-categories as a means of guiding the direction of a research paper and related investigations (Plinske, 2008).

This study utilized the SPELIT Matrix approach to frame areas of interest and identify prominent factors, effects, and implications in conjunction with Saldana's technique in order to integrate the statistically significant data into the IS model. Taken collectively, the inquiry system was utilized to analyze and reduce the number of factors and issues to only those that represented the highest level of significance across the range of social, political, economic, legal, intercultural, and technology categories and sub-categories as potential indicators of influence or drivers of China's future challenges.

Gaps and bias in the literature. Due to a gap in the literature pertaining to the problem statement, those works published prior to 2009 represent approximately 40% of the materials assessed.

The opinions or findings represented in 65% of the publications reviewed were formulated by Western subject matter experts, while 35% of the publications favor an East Asian bias by statesman, scholars, and researchers. Collectively, the level of significance of the reviews was determined by identifying and measuring the degree of agreement or disagreement of reoccurring themes within what is represented in six random samples (N_1 :Social; N_2 :Political; N_3 :Economic; N_4 :Legal, N_5 :Intercultural, and N_6 :Technology). Each of the major categories (variates) are covered in this study to varying degrees. These represent the review of approximately 4,176 records, which are supported by selected literature citations from statesman, academic fellows, or research peers in conjunction with the background and advanced research materials presented. It should also be noted that there is a significant gap in the literature due to the absence of interdisciplinary analytical studies on China (Beardson, 2013). Moreover, none of the China studies known to this investigator, or papers on this topic utilized an interdisciplinary Policy Delphi technique as a method of social ethnological phenomenon analysis.

The weight of the literature presented is approximately 83% qualitative and 17% quantitative. These weights were established to provide a basis of relevance, significance, and validity pertaining to those aspects of the research that best support inquiry into the selected areas of interest. The weights are similar to 25 other studies or dissertations examined by Dr. Kathleen Plinske where the Policy Delphi Model was utilized to establish the significance of findings and conclusions in conjunction with comparable mixed-method studies. In the study's she cited, major weight was given to qualitative methodologies (Plinske, 2008).

Investigating the literature.

High-Frequency Contributing Literature (HFCL): Reoccurring themes. The following series of contributors and their selected works were considered the best fit to express the themes identified to be in alignment with the research inquiry.

Moreover, after conducting considerable research on the reform of China's social security, health care, and emergent leadership transitions (a shift in thinking and prevailing ideologies), the works selected for this study represent authors that are high-frequency contributors toward the literature on these topics as subject matter experts.

Background: Social reform and cultural acceptance. Beardson (2013) conducted an analysis of this question by applying a qualitative methodology that includes examining China's cultural traditions, neo-Confucian ideologies, socialism, and the behaviors of the Chinese people and their leaders.

Beardson argues there has never been a time in China's history when its general population was subject to a national income tax program until 2008. He asserts that prior to this time, the government used a tax system that placed levies on "the land, commerce, and labor" to collect revenues from individual provinces to build armies and acquire military resources [labor levies were abolished in 1368 by the Ming Dynasty] (p. 120).

These levies were generally assessed by provincial dynasties and varied widely from one dynasty to the next. Additionally, Beardson claims individual dynasties set the amounts assessed on the land, commerce, and labor as needed to pay for periodic national requirements. These included the cost of recovery from natural disasters, and other special needs that occurred from time to time. As such, the levies often rose and fell according to provincial need. This culture of taxation, which began roughly in 221 B.C. is essentially the system that remained in

place until 2008. Beardson notes that, this national tax system has been seldom utilized by any foreign sovereign throughout history. In fact, the levies collected through China's provincial or nation system have been significantly less than any country in Europe or the Western Bloc.

So, what does this have to do with China's social security, health care reforms, and transitional leadership ideologies? Beardson observes that China's history of taxation and levies on the people has created a tax-free culture that is resistant to the idea of being assessed unless a tax is driven by a provincial or national calamity. That said, Beardson argues the Chinese people would need to fully understand the gravity of the country's need for social security and health care reforms before they would support any related taxation. In general, any shift in understanding and/or the acceptance of taxation by the Chinese people and their leadership is predicted by Beardson to be slow and gradual at best.

Social environment: Investigating social security.

- Research Hypothesis: China will introduce a broader social security system due to its aging population (RH₁).

Critical literature on the topic. A review of the literature clearly indicates that influencers are present representing ideological shifts towards emerging social security reforms. Cohen (2001) states the Chinese people's acceptance of the CPC's suggested policy changes are indicators that the country is shifting away from traditional Maoist writs and doctrine specific to self-reliance. That said, China's deeply rooted cultural and social traditions continue to significantly influence its people and leaders. These influences not only remain intact with China's aging community, but they continue to serve as a cautionary guide to the emerging youth's perception of social security and health care needs.

At the national level, the CPC's strategy to gradually shift to the right of Maoist writs and doctrine is firmly based on its global economic strategies, which include aggressively positioning itself as the supreme global power and authority. This strategy can only succeed if it lowers its enforcement of Maoism in favor of adopting a series of shifts that favor liberalization and access of the country's common class to commerce and banking, real and intellectual property, manufacturing and service industries. Ideally, this would, include regional and national systems of governance and those types of social and health care reforms that demonstrate the country is moving towards acceptance of reforms that are present in those countries in 1st world order. The literature research indicates the CPC is successfully leading its people to the right of traditional Maoism in order to invite and develop broader social and political dialogue internally and externally within the global community.

This broader dialogue is specifically aimed at opening channels of communication with the Western, European, Eastern Asian, African, and South American countries it sees as potential trade and commerce partners in order to secure access to those resources and markets. When coupling China's present social and political shifts with its continuing economic power, it is predicted that by 2020 (or earlier), China will position itself politically as a world leader in the face of present and continuing economic disruptions within global governments in the West and in Europe.

So, why else would China want to assimilate within the broader global community? Tselichtchev argues that by 2030, most of the world's largest economies will be non-Western and more than half of the world's 1,000 largest corporations will have their origins in emerging countries (Tselichtchev, 2010). As the synergy of these developing sovereigns emerge China wishes to converge with them and to accept and reinforce similar ideologies and interests. In

order to accomplish this goal, China recognizes that in order to better align itself with those Western and European powers presently leading developing sovereigns, there will be a need to shift or transition from its traditional social, health, and political policies. Given China's strategy, its trend to converge with 1st world sovereigns will gather momentum. According to Tselichtchev, a leading expert, scholar, and writer on international economic, business, social programs, and global politics, it is expected that China will continue to demonstrate uniquely Chinese social, political, and economic characteristics and policies that will remain somewhat contrary to those espoused by Western-focused cultures.

In agreement with Tselichtchev, Beardson states that in 2008 China instituted a series of modern reforms, which included the creation of an income tax on enterprise and the Chinese people that included levies on agriculture and import-export duties. Given this, Beardson maintains that China's tax system is still essentially based on an as-needed taxation model to cover the cost of its national defense system and the operation of the government. As a result, Beardson argues this tax system has never been used to pay interest on any national debt or series of social and public entitlement programs, as are common needs in the Western Bloc and European countries. Beardson continues that when China's historical levy system is placed in context, it is clear that neither the government nor the people have much experience with any form of personal or business income taxation. As a result, China has little tax or collection experience, and little tax tolerance. Beardson (2003) posits, "The general population would therefore, not likely be supportive of levies to fund any additional forms of social security, health care, welfare, or other reform programs" (p. 120).

The following are literature reviews of five contributors on this topic, content specific to the proposed social security reform research hypotheses or statement. This researcher argues

that each review, either directly or indirectly, represents critical points when considering China's future policy and direction in this area

Beardson covers the topic of future social and political reforms from the perspective of China's historical culture of taxation and periodic shifts to realign itself with foreign interests, technologies, and development for the purpose of economic growth, power, and global recognition. Beardson's research indicates that China does not consume as great of a portion of its GDP in government taxes as many developed countries in the West and Europe. That said, Beardson argues there is presently a debate among China's leaders about reducing China's tax rates. He states that China's government expenditure ratio to GDP has been estimated by external analysts to be 12 percent compared to 16 percent for the U.S., and 22 percent for countries in the European Union.

This places China at the bottom when compared to all (1st World) developed countries. Beardson's point is that "China has a surprisingly small central government and budget" (Beardson, 2003, p. 120). He posits that, this is due to China having one of the most decentralized governments in the world. Beardson states the largest expenditures are at the provincial or local levels of government. In fact, the largest item of expense to China's national government is its transfers to local governments and tax refund payments to provinces. These expenditures "amounted to 70 percent of China's government expenditures in 2012" (Beardson, 2003, p. 120-121).

According to Beardson's research, national leaders have urged local governments to increase pensions to government officials and its military, and to expand coverage to include the payment of unemployment and minimum wage benefits to select government service groups.

Beardson (2013) points out these limited social security reforms have not been able to gain enough popular support to be adopted. He further argues that neither local, provisional, or national government tax revenues are enough to offer these types of benefits, nor is there sufficient consensus to do so in the near future.

Beardson asks: Why aren't the people of China willing to establish a uniform system of social welfare (security), given the increase in aging population? He states there are many reasons why China does not favor the creation of social welfare programs in the face of an increasingly aged population. Among them are the following: (a) Over 75 percent of its population actively practices tax evasion. In 2007, this resulted in 75 percent of the tax revenues due to the government going uncollected. (b) China's decentralized government does not offer it the ability to effectively collect and account for tax revenues. (c) The level of foreign and domestic tax levies is simply too low to operate any local, provincial, or nationally-based social welfare or entitlement program. (d) There is no culture, or system of fiscal controls, auditing, or popular trust in the government to collect and spend tax revenues in an efficient manner. In fact, popular consensus indicates the people feel they can better manage the social issues they are facing than can the local, provincial, or national government. Beardson argues that this leaves little room for the creation of an additional social welfare and entitlement program tax.

This aside, what remains as the biggest problem in China is simply the government's inability to effectively collect tax revenues and manage the funds. Beardson adds, businesses compete for contracts on razor-thin margins that leave profits too low to support any system of social programs (Beardson, 2013). As a result, weak tax revenue and an ideological culture that is averse to expanding the tax system are among the chief reasons for the slow development of social reforms and security programs in China according to Beardson.

Beardson concludes his investigation into China's prospects for expanding its social welfare (security and health care) programs in the next 10 years by arguing China's culture and ideologies of self-determination, self-reliance, and independence which are founded in the ideologies of Confucianism and socialism are influencers to maintaining the current social programs as they are. As such, these programs will likely remain "uniquely characteristic to the Chinese" in the future (Beardson, 2013, p. 123).

Tselichtchev (2012) argues that the topic of establishing a social security system raises a number of complications associated with China's social norms and the people's expectations of the supporting government. In fact, Tselichtchev's explorations into the subject have yielded several discoveries associated with the effects of introducing and managing social security system reforms as reported in a series of country case studies. Tselichtchev argues that in most cases he has reviewed, social security programs put in place have been adversely affected by a rising life-expectancy and increasing birth-rates, while at the same time being impacted by decreasing working age populations.

Tselichtchev cites several case studies of countries that have created social security programs, claiming that these programs, slowly begin to diminish over-time and fail to achieve their originally intended objectives. Tselichtchev's advice to China is to implement a kind of social security reform that allows for the creation of individual wealth accounts.

Establishing such a program would allow and empower the population to provide for their own retirement and disability needs from self-managed funds and accumulated wealth. Tselichtchev's suggestion is stunning, considering a number of countries have examined this approach. He argues that several Westernized systems of government have established these programs as a means of collective social and health care reforms. It is interesting to note that

Tselichtchev is essentially arguing that China consider not introducing any social security or health care reforms that are typical of Western models. He states that China should consider only adopting the components of these models that have proven to work best. This is based on his observations that many of the Western models eventually result in corruption, insolvency, or the bankruptcy of the governments that attempted them over-time.

Tselichtchev provides that in 80% of the cases, each country ultimately experienced financial losses or program costs. This has resulted in undermining Gross Domestic Product (GDP), which in turn has forced withdraws from each country's capital reserves ultimately reducing each country's national wealth (Tselicthev, 2012). In sharing this observation, Tselichtchev reinforces the links between these social and health care reforms and the need to focus on growing a country's social, economic, and political strenghts and resolve to support and maintain them. These links make it necessary to fully understand and appreciate how such reforms are critically linked to social, political, and economic concerns and that represent a set of closely integrated drivers and influencers.

Tselichtchev (2012) closes his arguments by suggesting that China may need to implement some sort of minor social security in the near-term order to placate its rapidly increasing aging population; however, he urges any such reforms must be held to a minimum, providing only for high-dependency and extreme disability needs. Tselichtchev warns that China's creation of any social security and or health care program that meets or exceeds those established by the West can be predicted to "ultimately lead to the destruction of its vibrant economy and national wealth" (Tselichtchev, 2013, p. 112).

Vogel (2011) approached his investigation of this question by examining Deng Xiaoping's 邓小平 series of social-economic reforms developed between 1978 and 1992. This

series of reforms substantially transformed China's government through the introduction of a policy requiring Party officials and military members to retire at a certain age. The new policy was to provide a substantial retirement income and social welfare benefits in exchange. Vogel chose to focus his research on the conditions and ideologies that were driving Deng's conservative social security reform. Deng's social security reform measures were officially recognized by the Central Advisory Commission in 1982. A short time later the commission implemented Deng's mandatory retirement system and related social benefits. As such, the reform provided a retirement income and social benefits for the first time to an isolated group of governmental officials. The Party viewed Deng's social reform measures as critical to its vital reformation.

Vogel (2011) expands on Deng's arguments for the adoption of the limited social security reforms. He highlights Deng's message that "we mustn't fear to adopt the advanced management methods applied in capitalist countries ... The very essence of socialism is libertarianism and development of productive systems ... Socialism and the market economy are not incompatible. [By adopting the reforms, we should be cautious] about right-wing deviations; and most of all, we must be concerned about left-wing deviations [sic]" (Xiaoping, 2005, p. 79).

Once the limited social reform measures were put into practice, it marked the completion of a milestone that was critical to Deng achieving many other reform objectives. By achieving the reform, Deng could remove many of the Party's old guard members that were blocking reforms Deng viewed as necessary to move the country forward in the direction he desired. In effect, Deng's social security reform served to remove political barriers internal to the party while at the same time open the door to future social and health care welfare reforms.

As such, Deng's social-economic reform programs emphasized that socialism did not mean shared poverty. Deng's reforms ultimately forced the country to address a social security program for its aging government leaders and those with military service. As for social security reform for the general population, he forced the adoption of a program he referred to as the household-responsibility system (Yang, 1996). Ultimately, the social reform program created was to be administered by the Ministry of Human Resources and Social Security.

It should also be noted the social reforms and required funding measures were sensitive to the fact that most of China's enterprise was either wholly or partially state-owned. Considering China's iron rice bowl culture, this meant most social welfare and life-care (health care) considerations were built in to long-term service and the associated benefits of working for the State, which included housing.

Vogel's examination of China's social security programs indicates a series of reforms were designed to be supported by the creation of public wealth. These programs were intended to fulfill the needs of the Chinese people from cradle to grave. These programs initially assigned housing to families of state workers in order to offer accommodations sufficient to care for extended family and elderly needs.

Beginning in 1992, these programs took another turn. During this period, the government opened housing ownership to the general public as an extension of social security benefits. Vogel cites Wong in his research on the subject, as he observed this reform allowed the public to purchase their homes at subsidized prices that effectively jump-started a growth boom within in the public sector, ultimately resulting in the immediate creation of social wealth. This offered the general public the ability to achieve one of Deng Xiaoping's central social security goals. Wong observed a sample of Deng's social reforms in his investigation of the

1992 experiment conducted in the Nanxun District 南浔区 by its provincial government, located in the rural province of Zhejiang (124 km) West of Shanghai (Wong & Yongnian, 2001). The experiment came as the result of an imperial tour of the province and other southern regions by Deng. His Nanxun experiment largely restored momentum to this and other reforms. Collectively, the series of reforms became known as Deng's Nanxun legacy (Wong & Yongnian, 2001). Vogel confirmed Wong's research and findings, adding the following observations. The Nanxun experiment sparked a new wave of reforms and open-door policies that have influenced China's leaders and shaped the direction of the country to this day (Wong & Yongnian, 2001).

Vogel posits that the real challenge for Chinese leaders is to build a robust and highly-qualified social security and health care system that serves all working classes. He adds that China must address the challenge of ensuring these reforms provide program facilities and staffing that are accessible in all regions of the country to include being fairly and equitably distributed in urban and rural areas so as to offer assisted-living care and retirement benefits were needed (Davis, 2000; Oj, Rozelle & Zhou, 2010; Vogel, 2011).

Xiaoping (1983) adds to the narrative on this question through the publication of his public and personal monographs. These have been compiled and interpreted by several Sino-scholars and researchers. The works are intended to offer a direct translation of Xiaoping's works without the influence of external bias.

Deng's early works argue a system of social reform will ultimately replace the iron rice bowl culture of guaranteeing state employment and care from cradle-to-grave. However, as observed by Vogel, Deng later breaks from tradition due to public pressure that serve to

influence additional reforms pertaining to the iron rice bowl culture and the emergence of other needed reforms.

As evidence of progress towards Deng's reforms, modifications to Deng's social security policies were approved in the 1st quarter of 2008 that increased program access and participation in rural and impoverished areas around Beijing and the Henan province. In fact, the Chinese Ministry of Labor and Social Security claimed that by the end of 2007, over 200 million pensioners and over 220 million social insurance holders were being served by the government (News, 2008). Further, the government started a movement in 2011 to recruit public support for employment by contract and pay incentives that are based on work performance in the Guangdong province. [The Henan 河南省 province is in the Western-central region of China; the Guangdong 广东省 province is in the Southern coastal region.] The 2011 initiative was the result of Deng's statement to the Plenum in 1983, and Deng's Nanxun experiment in 1992, where he argued that people in the cities and rural areas should be allowed to get rich. His policy was specifically directed toward the Chinese people that worked hard, based on his desire that these workers be allowed to prosper first among all classes. Deng's statement included the presentation of his core ideology, indicating that "by the people becoming wealthy, they could better contribute to their own welfare (social security), protection, and happiness [sic]. This policy would in turn allow the nation to prosper" (Wong & Yongnian, 2001, p. 6-7).

As taken from Deng's selected readings, it is clear he chose to create and support a social-economic system that allowed the prosperity of the nation to pass through to the people in order that they could take full-responsibility for their own financial security and health care. This same concept is evident in China's practice of providing highly subsidized housing

opportunities to the general public to purchase enough living space to care for family elders and extended family (Xiaoping, 1983).

In most cases, this system allows for Chinese families to augment the purchase of housing by accessing no interest loans funded by China's national banks. A key concept of Xiaoping's program is to offer China's families the independence necessary to ensure their own social and physical well-being. This approach to social welfare (income security and health care) significantly "reduces the obligation of the government" to assume any long-term liabilities associated with "caring for the elderly" (Xiaoping, 1983, p. 6-8).

Extending this ideology forward, China's approach to publicly funded welfare or social security systems (like the Western Bloc's) is not currently under strong consideration by the government. The only exception is to possibly provide some form of relief to one-child families with elders that require limited-living care assistance. That said, Deng's social security ideologies were based on individual self-reliance when providing for family retirement income, housing, elderly care, and living-assistance needs. Further, this culture of self-reliance is deeply imprinted in China's cultural traditions and Confucian beliefs.

Weigang (2013) undertakes this question by examining Deng's narrative and subsequent actions, further estimating that the national government spent 220 billion RMB in 2011 to subsidize specific social and welfare areas of the national pension fund.

Weigang (2013) argues these funds came from a surplus that was "concentrated in China's wealthy Eastern provinces and cities" (p. 22). He points out in a statement made by Deng that, it was not inconceivable that there is an overall surplus even while the central government continues to prop-up pensions in poorer areas. China's levying system effectiveness has historically been plagued with evasion, collection, accounting, auditing, and

disbursement problems. This aside, Deng trusts a comprehensive national plan will smooth discrepancies between the two-retirement systems, but unfortunately, the decision offered little that formally addressed the particulars of the emerging social reforms.

Weigang concludes by stating that Deng's plan included merging the urban and rural retirement systems, with the new system to remain administered by local governments. Deng added, that without a uniform pension scheme or national oversight of local retirement pension systems, it will be difficult to eliminate inequalities and the limitations between the two systems (Weigang, 2013).

Social Environment: Investigating health care.

- Research Hypothesis: China will introduce a broader health care system due to its aging population (RH₂).

Critical literature on the topic. The following literature reviews represent relevant evidence published during the period of 1989 to 2013.

Tselichtchev states that many of the Western-styled health care programs are struggling under faltering economies. These programs need significant reform due to revenue shortages in the face of dwindling capital reserves (²S₁₀).

Tselichtchev argues these conditions eventually lead to social instability that in turn result in negative impacts on families. Faltering programs represent a loss of income for families that is critical. This often leads to loss of employment and the necessity to cover medical expenses previously covered by these programs. The loss or reductions in these programs generates a ripple effect throughout a country's economy that serves to further reduce general productivity, gross national product, gross domestic product (GDP), and relative wealth. Over time, such conditions can undermine the people's confidence in their government due to shortages or the

lack of access to health care at a time of need. Further, these conditions lead to increased public unrest. The fact that such public concerns and unrest can lead to severe civil control and governmental consequences is well known by Chinese leaders and their government. Therefore, these issues are taken seriously by officials as they are indicators of weaknesses in leadership, power, authority (^{2,3}P₁₄), and government legitimacy (^{2,3}P₄).

Tselichtchev's research suggests the faltering economic phenomenon currently being experienced in the Western bloc and Europe is a harbinger of an emerging crisis in China. Why? He observes that China's health care programs are in peril as they only offer minimal services. In some cases, these services are completely unavailable locally. He continues, stating that this comes at a time when the country's population is increasingly more robust and in need of increased accessibility and benefits. He argues that, these conditions are giving rise to negative social reaction in China that is increasing pressure on its government. This comes about as the country's population (²S₈) is growing older and becoming less and less productive as a workforce. This condition is especially problematic for China as a large portion of its workforce and national product is generated by its aged. That said, the problem is worse than it may appear, considering Tselichtchev's studies have indicated that China's aging workforce members are substantially more productive because of their traditional values and work ethic. Many of these values and work ethics are absent in the younger segments of the workforce. What follows are five additional contributors (subject matter experts) that offer observations and evidence from various perspectives. These include: China's changing workforce scale and make-up (¹P₀₂; ²S₂); an exploration of other forces driving health care needs (¹P₀₄); infrastructure impacts (^{2,3}E₁₇); the broadening benefits and percentage of the population that is covered (²S₂; ¹P₀₈); realignments to achieve more equitable balances and availability of services (²P₉; ²E₇); increases in system

efficiencies and administrative controls(²E₁₃); and, reducing program costs while increasing the quality of services (²E₁₁).

Johnson (2004) has observed that, this is occurring at a time when China's younger population segment is shrinking due to China's one-child social policy, leaving the country with a reduced labor force. Johnson argues that the one-child policy adds to the social security and health care system crisis, due to the ever-increasing burden that is being placed on young families to personally bear the full responsibilities of supporting and providing health care. These burdens not only include the couple's immediate parents, but they include the grandparents on each side of the family as well (²S₉; ²S₁₀). Johnson (2004) suggests that China is fast arriving at a time when her young and highly productive working couples are over-stressed to the point of not being able to sustain the strong support and contributions of labor to the country's GDP in the same manner (level) that its traditional workforce has in past years.

As a result, both Tselichtchev and Johnson argue China is fast approaching the need to confront and address these challenges. Without immediate reforms, China's current and emerging young couples entering the workforce will not be able to fully focus on being productive. This would place China's continuing economic growth and wealth creation in jeopardy (Tselichtchev, 2012). So, what system reforms are being considered?

Weigang (2013) has indicated the Chinese government is making a serious effort to reform the current two-track system of health care and related social security programs in order to make them more equitable and accessible. As this is being accomplished, new members included in these systems are looking for increased benefits. In recent years, China's GDP growth and national wealth have raised a standard of living that is fueling residents' demands for improved health care. Weigang cites Ljungwall and Wikstrom, arguing that should these

trends continue, demands on China's healthcare system enrollments will additionally include a rise in expectations related to access, quality of medical care, services, and administration (Hu, Ljungwall, and Wikstrom, 2013).

Henderson and Cohen (1984) found in their research that these demands include the government addressing improvements to the environment, lifestyle, and socio-economic conditions associated with health and its infrastructure ($^{2,3}E_{17}$). Their research indicated that as early as 1978, Deng was subjected to increasing public pressures for the inclusion of these measures in his reform planning. Public pressure applied since 2009 has led the government to plan for the provision of improved health care for all its citizens by 2020. Adding to Henderson and Cohen's research, Hu's group extends the research to examine a range of topics including government insurance, hospital, finance, quality of care reforms, and methods of measuring improvements.

Components of the proposed reforms as extended from Henderson and Cohen's original research include the following broader set of initiatives for consideration by China's leadership: (a) the expansion of insurance coverage and benefits for rural co-operatives, residents, and urban centers; (b) establishing a national drug prescription and supply system that includes medical reimbursements; (c) establishing a primary medical care infrastructure supportive of rural centers, villages, and urban communities to include a referral system between community health institutions and hospitals; and (d) providing equal access to public health care in currently underserved urban and rural areas (Hu et al., 2013).

In short, a key objective of the reform was to create equilibrium ($^{2,3}E_9$) between those services currently available in the coastal regions and those in the rural Western regions of

China. To accomplish this, Hu's team argues the government is beginning to encourage private capital to invest in construction of new hospitals and other care facilities (^{2,3}E₁₇).

Hu et al., (2013) add that the government is placing increased emphasis on location and employment registration as a means of governing the quality, efficiency and performance of health care professionals. This reform includes the realignment of the current fragmented system of rural and urban health facilities. Hu's team suggests that by adding these reforms to China's health care system it will serve to substantially improve the country's overall level of care and efficiency (^{2,3}E_{n2}). Hu cites that in April 2009, the Central Committee of the Chinese Communist Party and the State Council issued a set of guidelines pertaining to adding reforms in the medical and pharmaceutical systems. At the same time, the State Council issued an implementation plan that required the reforms to push towards being in place between 2009 and 2011. The guidelines and implementation plan covered the following five actions: (a) accelerated establishment of a basic health insurance system; (b) preliminary establishment of a national essential medicines system; (c) improvement of primary healthcare services; (d) steady improvement of access to fundamental public health services; and, (e) added expansion of public hospital services.

Since 2009, several reforms have already been implemented. For example, personal medical insurance coverage limits were raised to six-times the level of an individual's disposable income in 2011. Earlier in 2002, the CCCP further strengthened rural health care administration by establishing a cooperative medical system (RCMS) under the Ministry of Health. Hu reports that as of the end of 2011, there were 832 million people that benefitted from these reforms. As of 2013, 95% of China's rural population was covered by the reformed health care system.

Additionally, financial subsidies were significantly increased. Looking forward, medical reimbursement levels are likely to increase at the rate of 5% per year over the next decade (Hu, et al., 2013).

Given Hu's examination of the current health care reforms, why would health care emerge as a future challenge confronting China?

According to Wikstrom, there are still major administrative issues with China's medical insurance programs. Wikstrom indicates that he has discovered a significant fragmentation in the administration of medical insurance in urban and rural areas. According to Wikstrom, this fragmentation is creating issues that need to be resolved. Among them, he lists the following: (a) reduce the waste of resources and the redundancy of medical documentation and reports; (b) increase the integration of medical reforms that provide greater access to both urban and rural regions; and (c) remove barriers necessary to resolve difficulties pertaining to continuity in supervision and monitoring.

In early 2009, public opinion began to effectively advocate integrating China's medical systems with insurance resources. The idea was to unify (¹ PO₆; ^{2,3} S₅) administration between the country's urban and rural care systems. In 2012, the 12th Five-Year Plan targeted refocusing efforts on merging the administration of these systems to include reorganizing functions, resources, access, and availability to health care. Wikstrom reported that, the 18th CPCC Conference insisted health care systems in urban and rural China were to be based on a principle of universal coverage and equity in providing services; to include providing transferability and sustainability.

Hu et al., (2013) suggest overall private medical insurance has expanded rapidly in China since 2000. The focus of this expansion has been in those areas where it is needed most.

In 2010, an estimated 7% of the population was covered under private insurance. Today, the total estimated coverage has reached 95% of China's population, as confirmed by independent studies. In addition, as of the date the Hu, et al., report was published, there were 17 cities in China carrying out public hospital reforms. During the 12th Five-Year Plan (2011-2015), pilot studies were conducted at 600 county-level public hospitals as part of the first step of measuring the effect of the comprehensive reform project. The overall assessment and validation of the observations made are still pending publication (Hu et al., 2013).

Given the observations extracted from the collection of contributing authors, the Chinese government appears to be making progress in addressing the inefficiencies of its hospital information systems; establishing key clinics and capabilities in remote and needy areas; promoting hospital construction; and, investing in new equipment (^{2,3}E₁₇).

Further, evidence is present in the literature that supports the assumption that hospital leadership is increasing in efficiency, making quality and cost control improvements, achieving improved management, policy measures, cost analysis, and establishing a medical professional performance pay system.

Returning to Hu, Ljungwall, and Wikstrom's 2012 report, it can be said that major changes in the composition of China's national health care expenditures occurred between 1990 and 2011. Since 2002, these changes have effectively reduced the individual's cost of services by an estimated 6%. This is largely due to the total government commitment to controlling program expenditures. In 2011, increased government funding in support of these reforms amounted to an estimated 6.83% of the country's total expenditures. This commitment represented approximately 1.58 of the country's GDP being contributed to the nation's health care program (Hu et al., 2013).

Literature summary: Social security and health care reform key points. Today, China is the first major power in modern history to have a capitalist economy that is not a part of the European or Western Bloc. Further, China does not view itself to be “committed or engaged in any political, economic, legal, or military alliances with any Western interests” (Tselichtchev, 2010, p. 180). As such, Tselichtchev argues, “China’s current market economy and political system are classified by some political and economic observers as being representative of a uniquely non-Western culture” (Tselichtchev, 2010, pp. 199-200).

This observation is additionally shared by other social, political, and economic analysts as evidenced by an extensive review of the literature (APCO Worldwide, 2010; Bureau of Economic Analysis, 2011; Bureau of Economic Analysis, 2011).

Although China is non-Western in its social, political, economic, legal, cultural, and leadership ideologies (^{2,3}P_{6,7,8}), it is engaging in innovation and change as it transforms to accommodate many aspects of the Western capitalist system. However, this transformation (considered by China’s elders to be situational; ^{2,3}P₈) does not include the Chinese embracing Western concepts, rules, or principles as drivers of its social, political, economic, legal, intercultural, and government systems.

Tselichtchev argues that many of the Western-styled social security and health care programs have been and are now struggling under faltering economies. He continues that many of these systems need significant reform due to the introduction of advanced technologies, equipment, medical procedures, and increasing demand, which are giving rise to financial shortages in the face of dwindling capital reserves.

Tselichtchev suggests that the decline or lack of medical and health care treatment conditions in the control of government systems (sovereigns) will ultimately lead to public

unrest, loss of confidence, and serve to undermine governmental authority and stability (¹Po₄; ²S₄; ²P₁₄). This fact is well known by Chinese governmental leaders. Further, Tselichtchev posits that China's leadership understands the nature of public unrest and how it can lead to severe civil and government control consequences. These issues are taken seriously by China's officials as indicators of the country's leadership and government legitimacy (^{2,3}P_{4,6,8}).

Johnson (2004) expands this concept by observing that access to medical services and health care is occurring at a time when China's younger population segment is shrinking leaving it with a reduced labor force due to China's one-child policy when coupled with growing losses of the retiring aged segment.

Collectively, key authors and other contemporary investigators featured in the literature on this question are supportive of the need for China to confront its present and future challenges related to social security and health care systems. This researcher would argue that it is clear from the evidence examined in the literature that internal tensions pertaining to these issues are increasing in China due to the country's declining (native Chinese) workforce and the increasing number of elderly Chinese with health and assisted-living requirements. Adding to these challenges are significant differences as to the nature of what these social and health care reforms should look like between urban and rural Chinese.

As many of this study's contributors observed, there are major issues that need to be addressed related to China's initial reforms in these areas. Many of these reforms were put in place between 1980 and 1992. Given this, these reforms are difficult to transition and integrate into the social security and health care benefits as represented in a single system that is fair and equitable to all classes across China's vast regions. Clearly, any radical or sudden changes would raise tensions from early participants (state officials and military members) and the

working class that have recently been included in the programs. That said, many of the contributors examined in the course of this investigation agreed that social and health care reforms should be placed higher among the priorities by China's leaders in order to resolve and implement system improvements in the near-term.

Issues that will need to be addressed. The growing needs for broader and more liberal social security and health care reforms will need to address the following according to the authors reviewed.

Social and cultural ideologies.

- **Taxation & Levies:** China's people do not have a positive cultural association with taxation or levies on the land, commerce, and labor. In fact, the Chinese people commonly evade taxation and government collection efforts.

- **Independence & Self-Reliance:** China's ideologies and traditions of independence and self-reliance add to the population's low level of tolerance to taxation and levies.

This especially applies to the adoption of social security, health care, and retirement (life-care) programs. That said, attitudes are beginning to shift among one-child families that have elders with increasing assisted-living care and medical needs.

Social and economic reforms.

- **Investment & Infrastructure:** Methods of resolving China's two-track social security and health care benefits, equality, and access may be possible by opening the country to increased foreign direct investment (FDI). By substantially increasing the number of foreign-owned and independent nongovernment-owned (NGO) businesses China can expand the government's reform efforts, needed revenues, and infrastructure. This increased opening-up of China would serve the country's need to expand the geographic

locations and degree of public access and private participation in those social security and health care reforms that are needed to address increasing demand.

- **Inclusiveness:** China's social security and health care reforms will need to be increasingly sensitive to fairness and equality as the country addresses active and retiring female workers.
- **Equitable Balance and Access:** China will face significant economic and social balance challenges across its highly diverse regions amidst growing special interests and the rapidly increasing wealth within China's coastal provinces, urban centers, and rural areas. Establishing a fair and equitable balance and distribution of the country's wealth, social, and health reforms will provide critical sustainment and stability to the country.

Perhaps all the authors would agree that as China's population continues to age, social security and health care pressures will continue to increase on the government and its leadership. These will include pressures on the government to not only uphold its current social program commitments, but also to ensure future reforms are fair, equitable, and acceptable to its younger workforce contributors. Left unresolved, a "tipping point" will be reached that could place China's leadership and the government's authority and legitimacy in question (Gladwell, 2000, p. 18).

China's social security and health care reforms since 2009 have significantly improved to include the commitment to a plan to offer coverage to all its citizens by 2020. This study's review of literature indicates general agreement between referenced authors, researchers, and scholars that while recent reforms have perhaps been successful the Chinese government continues to face significant health care challenges in the future. This opinion is based on the projected increase in demand on the system over the next ten years.

Additionally, there appears to be consensus taken from the literature that a major contributor to China's social security and health care crisis was the adoption of the one child policy. It is argued this policy caused a rapid increase in the aged population, and the effects of the policy will continue to drive significant increases in the demand on health care resources. This when coupled with a rapidly growing middle class, demands for quantity, and quality of health care, the literature suggests an unrelenting demand will continue.

In conclusion, this study's literature review findings provide evidence that China is still in need of substantial advancements in social security and health care. It will be up to the leadership to determine how to implement, prioritize, and fund these reforms without disrupting the country's economic growth and expansion (^{2,3}E₁₆).

Leadership environment: investigating ideologies.

- Research Hypothesis: A shift in China's leadership ideologies will cause the country to increase social security and health care reforms (RH₃).

Critical literature on the topic. So, what can be gathered from the literature that characterizes what China's leadership will do to address the emerging social security and health care crisis due to its aging population?

Deng, for one, argued the best way to resolve the social security and health care crisis was to act on it (^{3,4}P₈). As such, Deng recognized a need to address the problem from a multi-environmental perspective that follows a stepped-approach to implementing a resolution (^{3,4}P_{8,10}). Somewhat surprisingly, his plan frames a resolution by approaching the problem in much the same manner as does the SPELIT model. In short, he proposed to orchestrate several reforms that, when collectively associated and implemented, would converge toward resolving the complex social security and health care crisis (^{3,4}S_{9,10}).

Xiaoping (2014) argues that China's broad diversity and wide spread geographic regions (^{3,4}S₁) were among the reasons for its closed communities and sustained traditional ideologies (^{3,4}S₆; ^{3,4}P_{5,8}). In 1976, more than 80% of China was essentially rural, suffered poor transportation systems, technologies, and the resources to drive the people in those regions to accept transformation and change (^{3,4}P_{5,8}). Traditional ideologies (^{3,4}S₆; ^{3,4}P_{5,8}) were often reinforced by local village leaders that worked against acceptance of the change that originated in the coastal regions. This resistance from strong village work units was likely the result of what Deng had himself created during his conversion of China's agricultural collectivism to that of a household responsibility system (Xiaoping, 2014).

This social reform created the atmosphere for increased independence and the direct responsibility (^{3,4}P_{1,8}) of the people and their leadership. Many of the contributors in this study argue that in many ways, Deng's earlier reforms espoused unity and greater family freedoms.

These attributes were characteristic of Deng's personal leadership style and behavior as he believed in creating unity by allowing the peasants to find a way to survive (^{3,4}P_{5,8}; ^{3,4}S₄). (Xiaoping, 2014).

Deng's intent was to increase the unity of the country. He viewed the rural conditions as barriers to improving the overall condition of China's people. In short, the rural conditions and traditions were inhibiting the country's ability to grow and compete within the global community. In fact, Deng's leadership ideology and behavior (^{3,4}P_{5,8,19}; ^{3,4}S₆) were evidence of his being an advocate for an open, rural, urban, and national society that included all of China. In a speech before the March 1979 Central Committee, Xiaoping (2014) advocated the following: we have a large population but not enough arable land. He observed that China's population of more than 900 million was comprised of 80% peasants. While there are advantages to having a

large population, there are disadvantages as well. When the production is insufficiently developed, it poses serious problems with food, education, and employment (^{3,4}E₃; ^{3,4}P₁₃; ^{3,4}S₇; ^{3,4}E₁₁).

Deng advocated for greatly increasing China's efforts in family planning. Even if the population does not grow for several years, Deng stated that China will still have a population problem for a certain period. Despite China's vast territory, the amount of arable land is limited, and neither this fact nor the fact that we have a large, mostly peasant population can be easily changed. This is a distinct characteristic that we must consider when carrying out our modernization program. To accomplish modern production only a small number of people are required. How shall we reconcile these two facts? Party comrades doing practical (labor) and theoretical (study) must work together. Together, we can surely find ways of solving these problems (Xiaoping, 2014).

Deng viewed drawing on the diversity of China's people to work together in unity (^{3,4}I_{1,3}; ^{3,4}S₅) as relative freedom was key to his "Black Cat – White Cat Theory" (Xiaoping, 1979, p. 11). This theory suggested the color of a cat (regional differences and abilities) was not important. What was critical was that each cat (individual) caught a mouse.

Friedman suggests Deng's character, ideologies, and leadership style (^{3,4}P_{5,8,9}) were pivotal to shaping the reforms he sponsored and served to remove the barriers to China's prosperity and wealth (^{3,4}E_{7,11,16}) as a nation. Friedman argues Deng's plans included: (a) Increasing mobility (^{3,4}P_{1,2}); (b) A reduction of dependence (^{3,4}P₁) on authorities by work units and the family; (c) A leap forward in education; (d) Science and technologies (^{3,4}S₇; ^{3,4}E₁₀; ^{3,4}T₃); and (e) Increasing the country's internal and external communications with the outside world (^{3,4}P_{5,7,8}; ^{3,4}E₉).

Friedman (2002) states that in the 1970s and '80s, a number of leading American thinkers, pointing to the political and social unrest taking place in Latin America, Africa, and Asia, argued that the most important prerequisite for democratization was increased economic freedom (^{3,4}P_{2,3,5,8}). By creating a middle class with high expectations, they argued that, economic liberalization would eventually result in increased political freedom because a knowledgeable, educated, prosperous middle-class wouldn't settle for partial freedom (^{3,4}S₇; ^{3,4}P_{1,5,8,14}; ^{3,4}E_{7,8,10,11,16}). The scholars researched by Friedman indicated this process would be gradual and not without setbacks, but it would be irreversible (Friedman, 2002).

An example of Deng's notion of mobility (^{3,4}P_{2,3,5,8}; ^{3,4}E₁₀; ^{3,4}I₁; ^{3,4}T₈) was represented by an estimated 200 million people that migrated from China's rural areas to its urban towns and cities during his administration. This rapid movement is continuing today, although many infrastructure and life-style improvements have been accomplished in the rural regions of Western China. This movement is largely being driven to balance the expanding employment opportunities and the rapid integration of advanced technologies (^{3,4}T₈) in the Eastern Coastal and urban centers with those rural areas in the Western region (^{3,4}P_{1,3}).

In 1992, Vogel estimated that by 2015, approximately 700 million people or 51% of China's population would reside in urban centers (Vogel, 2011). [As of the date of this writing, the percentage that has relocated to China's urban centers has not been confirmed, but it is believed to be approximately 50% of the total population.] As a result, an intercultural, cultural, and ideological shift (^{3,4}S₈; ^{3,4}I₁; ^{3,4}P_{5,8,19}) has occurred that is causational to a growing division in public opinion between China's Eastern and Western regions pertaining to the country's needs and desires for social security and health care reforms (^{3,4}S_{9,10}).

Vogel (2011) cites a 1992 survey that focused on communications and shared-wealth (^{3,4}P_{5,8}; ^{3,4}E₇). The survey indicated 90% of the households in rural areas owned television sets, which instantly introduced China's urban culture to its rural regions. Vogel attributes these and other transformational influences (^{3,4}P_{5,8}) were associated with young workers taking jobs in the urban centers. What these workers discovered was returned to rural areas as they commuted home to their villages, periodically carrying with them the latest fashions, utensils, electric appliances, food, and aspects of the cultural environment they came to experience in the urban centers and work units (danwei). What this new and increased mobility introduced was a gradual openness and acceptance of change that affected rural ideologies and leadership behavior (^{3,4}P_{5,8}).

Finally, Deng's leadership focus and transformation (^{3,4}P_{3,5,8}) of the traditional culture (^{3,4}P_{5,8}) led to the expansion of: the educational system (^{3,4}S₇), increased focus on transportation systems, the distribution of wealth (^{3,4}P_{5,8}), an increased scale of production (^{3,4}S₄; ^{3,4}E₉), and increased access to foreign trade markets (^{3,4}E₉). These initiatives included measures that emphasize the teaching of Mandarin (pronounced putonghua) in the primary schools and universities to make it the national language (^{3,4}P_{5,8}; ^{3,4}S₇). As a result, Deng's educational reforms achieved significant advancements and opening (^{3,4}T₂; ^{3,4}I₁) of previously closed sections of China's society. Ultimately, these reforms offered increased freedoms to the people of China, while at the same time, encouraging them to retain their appreciation of China's traditions, national treasures, and time-honored cultural history (^{3,4}S_{4,6}; ^{3,4}P₁₉; Vogel, 2011).

Among Deng's many legacies was his role increased the people's sense of national unity while maintaining their sense of the country's traditions and national treasures. He accomplished this while creating a greater awareness, openness, and willingness (^{3,4}I_{1,3}) to understand and work

with foreign cultures (^{3,4}I_{1,3}). This awareness resulted in a strengthened understanding and a rapid recognition of China as an emerging superior national identity (^{3,4}P_{5,8}; Vogel, 2011). Deng observed the growth of China's urban society, its openness, and fairness as an emerging national culture derived less from conscious governmental planning and policy reform than from the "will of the people" to embrace urban opportunities and the appeal of city life to rural youth (^{3,4}P_{5,8,9,10}; ^{3,4}I₁; Xiaoping, 2014). These leadership characteristics and focus on developing an advanced and open educational system (^{3,4}S₇; ^{3,4}T₂) has served to influence China's present leadership (^{3,4}P_{5,8}) to ensure that education, science, and technology (^{3,4}S₇; ^{3,4}T₂) are the top priorities today within an environment that is more open and accepting of innovation and change (^{3,4}P_{5,8}).

Diamond and Brown turn their attention to the impact China's leadership has had on the country's social freedoms (^{3,4}P_{1,2,5,8}) and resource independence (^{3,4}E_{8,12,14}). They believe these attributes are among the most basic and critical factors that are necessary to sustain society. Diamond makes a strong case for social successes or failures being linked to traditions and ideologies. He suggests that these breakdowns or failures are directly associated to the degree in which societies are willing to recognize and actively address transition and change (^{3,4}P_{5,8}). That said, Diamond argues these are in turn linked to the characteristics and actions of a society's leaders (^{3,4}P_{5,8}). As such, he offers the following observations pertaining to China's unique leadership characteristics (^{3,4}P_{5,8}).

Diamond (2005) suggests unity (^{3,4}S₅) has been a hallmark of China's leadership for centuries. China's unity and decisions by its leaders contribute to understanding why China developed the world's best and largest ships, sent fleets to India and Africa, and then dismantled the fleets and left overseas colonization to much smaller European states during the European Renaissance. It also shows why China began and then did not pursue its own incipient industrial

revolution. Diamond argues that, these are examples of the strengths and risks associated with China's unity [ideology and culture] that have persisted into recent times. These characteristics remain today as China continues to lurch forward with major policies that are adversely affecting its environment and population. That said, Diamond points out that "over time, China's leaders have been able to solve problems on a scale scarcely possible for any European or Western leaders in history" (pp. 373-374).

Brown (2009) argues that a culture and its leadership must embrace a freedom of transition and change (^{3,4}P_{5,8}) or it is doomed to public disillusionment and loss of governing legitimacy (^{3,4}P₄). Without these characteristics, such governing bodies are eventually subject to being overthrown. Brown adds, that once sufficient disillusionment is reached, the rule of law and supporting legal systems (^{3,4}L_{1,2,5}) are usually overturned as well.

Brown (1995) indicates that recent Chinese policy has shifted back in populist directions to provide affirmative financial assistance to the poor and the undeveloped rural and interior regions to reverse blatant income disparity and economic and regional imbalances (^{3,4}P₉; ^{3,4}E₇).

In Brown's citing of *The Mystery of Mr. Wu*, Mr. Wu was asked through an interpreter: How has your standard of living changed in the past two decades? Mr. Wu responded by saying that thirteen years ago, his pension was 250 yuan a month. Now, it is 2,500 yuan, and he recently had a cash offer to sell his house that he has lived in for \$300,000 USD. So, in 13 years, his pension shot up over 900%.

As Diamond and Brown point out, China's ability to confront the challenges of transition and change in its past have paved the way for its economic successes today. Up to now, the country's successes have sustained its internal government legitimacy (^{3,4}P₄). This is largely

due to its government's ability to address and move the country to gradually accepting changes in ideology pertinent to necessary reform in a timely way.

Jianming (2010) focuses his research on examining the differences in values (^{3,4}P_{5,8}) between generations in China. Only recently have scholars begun to inquire and investigate this question in particular. In their study, they conclude from qualitative survey results that there are differences in values within age groups. They discovered older vs. younger generation tendencies that shift from traditional values to those with less traditional (post-Mao, modernist) values (Jianming, 2010).

Jianming argues the political tendencies they discovered may carry inferences of change in China's economy as it transitions from a traditionally planned-economy (^{3,4}E₈) to one that is market-driven.

Jianming suggests the catalyst for this value change is directly related to a decline in the ideal of communism that is contributing to shifting cultures and values within the Chinese people.

Jianming (2010) adds to the evidence that supports an internal leadership ideology (^{3,4}P₅) behavior, and culture that demonstrates a focus on long-term planning, patience, a deep appreciation of its traditional values and ethics. This is if they do not compromise its people and leadership's focus on the country's needs, desires, and national interests, to include above all else the system's social and political stability (^{3,4}S₄).

It could be argued that Robbins and Judge's theories on team leadership (^{3,4}P₈), associated characteristics, and member behavior (^{3,4}P₈) could be applied to China's senior leadership and system of governance. Robbins and Judge posit a theory of cross-functional teams (^{3,4}P₈) made up of leaders with similar beliefs (^{3,4}S₄) and hierarchical positions that

represent different functional areas and responsibilities. In their example, these teams come together in order to manage and accomplishing central goals and objectives (Robbins & Judge, 2011, pp. 316-322).

Robbins and Judge (2011) argue that as applied to team theory (^{3,4}P₈) China's leadership characteristics support a shift away from the individual to that of working on teams where members cooperate with each other, share information, confront differences, and subjugate personal interests for the greater good of the team, or in this case, the best interests of the people and the country. This approach is effective when teams have common characteristics, shared interests, adequate resources, effective leadership, a climate of trust, uniform performance evaluations, and a reward system that reflects team member contributions towards commonly accepted goals. These teams consist of individuals with technical and administrative expertise that when combined with problem-solving, decision-making, and interpersonal skills, traits, conscientiousness, and openness, (^{3,4}I₁) are highly effective, productive, and successful (^{3,4}P₈).

Robins and Judge also note that, effective teams have members who believe in the team's capabilities, as well as being committed to a common plan and purpose. These common goals must include a shared vision or mental model of what is to be accomplished, specific team goals, a manageable level of conflict, and allow a minimal degree of social loafing. To maximize the effectiveness of such teams, it is critical to select individuals who have the interpersonal skills to be effective team players, provide training to develop team work skills, and able to report to others to support cooperative efforts.

After careful examination of the literature pertaining to this inquiry, it can be argued the characteristics of China's internal leadership, behavior, and cultural ideologies (^{3,4}P_{5,8}; ^{3,4}S₆) are highly associated and inferential of those represented by Robbins and Judge's Cross-Functional

Team Theory (^{3,4}P_{5,8}) as specifically applied to China's senior leadership's focus and motivation to achieve collective outcomes.

The researchers and authors associated with this inquiry confirm that China's leadership behavior can be characterized as persistent, patient, and with a focus on self-interests, honor, security, and continuity (^{3,4}P₈). Further, it is clear these characteristics are a key aspect of China's leadership behavior (^{3,4}P₈) when assessed from a perspective of self-confidence, superiority, and authority (^{3,4}P_{8,14}) to inspire a sense of China's stability and legitimacy (^{3,4}P₄; ^{3,4}P₄). Ultimately, China's success will be determined by the way the leadership embodies these traits and successfully acts out those leadership skills to favor the polity they represent and the Chinese people.

As discussed in the literature, China's leaders are now being held to a high degree of economic performance as a measure of their personal qualifications and capabilities (^{3,4}P₈). It is imperative they achieve planned levels of economic performance in order to succeed in placating the party and the people. Additionally, this requires China's leaders be continually mindful of certain traditional cultural ideologies (^{3,4}S₆) and higher disciplines. These pertain to achieving and sustaining a social-political and economic equilibrium (^{3,4}P₉) as they navigate these challenges. As many of the authors suggest, these characteristics and social expressions (behavior) are critical to China's goal of developing increased access to global resources and foreign investment (^{3,4}E_{1,9,11}).

Vogel's investigative works on China reveal a complex set of ideologies, value systems, and traditions (^{3,4}S₆). As he conducted a close analysis of the country's leaders and the effects of their behaviors in the context of setting China's direction and priorities over history; he suggests, these uniquely Chinese characteristics remain as significant influencers if not driving

forces of the country's leadership today. Vogel adds as evidence the fact that Deng Xiaoping's leadership style placed considerable focus and emphasis on reinforcing emerging ideologies and values systems, while upholding many of the country's ancient traditions (^{3,4}S₆). In Vogel's research, he additionally undertakes a close examination of other key leaders in China that have imposed significant influence on the country's behavior and its direction while facing past challenges.

Vogel (2011) suggests that the leadership style of Deng was to seek and commonly accept advice from elder statesmen. His actions were commonly characterized as cautious and closely calculated. He often warned China's subordinate leadership against the dangers of over confidence. Additionally, he commonly cautioned and taught his subordinates that the problems confronting China cannot be resolved quickly, or arbitrarily dealt with by forcing quick resolutions.

Deng declared that before China could seek to build external trade (^{3,4}E₉) and commerce relations with outsiders, it would first need to achieve internal domestic stability and unity (^{2,3}E₈). Deng argued that only by achieving sustainable stability and unity (^{2,3}E₈) through social and economic equilibrium (^{3,4}P₉) could China realize the four-modernizations. It was also vitally important to avoid giving the Chinese public and the outside world any impression that there was a power struggle in China. These comments were extracted from one of Deng's speeches to the Politburo Standing Committee and commonly distributed to all members within the leadership.

Vogel expands his examination of the influences of leadership characteristics and behavior (^{3,4}P₈) in the context of the effects these have had in shaping China's external ideologies. Vogel argues that by investigating Deng Xiaoping's attitudes, behavior, and expressions his internal and external policies, priorities, and actions can be predicted (^{3,4}P_{5,7}). As

such, Vogel closely examines Deng's attitudes and actions pertaining to: competition, discipline and authority, economic development, economic inequity, factionalism, foreign affairs, freedom of expression, individual responsibility, views on leadership teams, the legal system, views of the outside world, modernization, private enterprise, social balance and unity, governmental stability, external commerce, ethics, and loyalty. In each, Vogel examines the effect these characteristics have on China's belief systems and traits as he acted out during his career as China's senior-leader.

According to Zhu, Deng taught his subordinates to encourage a common and open dialogue, (^{3,4} P₈) yet within certain limits. As such, Deng encouraged open communications if they did not become excessive or disruptive to the common goals and direction (^{3,4}P₈; ^{3,4}S₅) of the people and its government. To Deng, his leadership theory included allowing the existence of the Democracy Wall (^{3,4}P₈), in which the people could publicly express their objections.

Zhu (2012) states that it was Deng's belief that any leader who tries to accomplish things makes errors. As such, Zhu provides that, "Deng openly expressed his feelings that China had suffered two huge disasters. One was The Great Leap Forward, and the other was The Cultural Revolution. Deng observed that each was the result of one person's dominance without input from the voices of others. To Deng, it was imperative to structure a legal system that prevented any single individual, no matter how able, from being able to dominate" (Zhu, 2012, p. 8).

Elaborating on this legal system, Deng argued that even if the laws are initially imperfect and incomplete, they can be made fair and just in a step-by-step process over time. On the subjects of loyalty, integrity, ethics, and honor, Deng encouraged his subordinates to uphold the party's policies and goals, even if they did not totally believe in them (^{3,4}P₈).

In addition, Zhu argues that Deng encouraged his subordinates to be creative and take risks to achieve great successes for the collective good in support of common goals. However, it was also understood that should any such initiatives fail or become a source of embarrassment to the leadership of the party, the individual was to demonstrate the integrity and honor to accept blame on behalf of the greater leadership whether they were in fact directly responsible for the failure or not. As such, Deng's teachings pertaining to the practice of party ethics (^{3,4}P₈) significantly swayed the party's leadership and its legitimacy.

Keck focused on the characteristics of Xi's leadership. Keck argues that Xi has attempted to employ a leadership style (^{3,4}P₈) that has placed a greater emphasis on using China's legal system to increase the centralization of power. While consistent with Deng's approach to leading China's reforms, Xi has focused his efforts on attempting to rebalance the social-economic system by placing higher priority on implementing Deng's equilibrium (^{3,4}P₉) between the common people and the party elite, commonly referred to as the two-track system.

Keck (2014) states that throughout most of Xi Jinping's tenure as general secretary of the Chinese Communist Party, the general sentiment has been that he is the most powerful Chinese leader since Deng Xiaoping. There's a good deal of evidence to support this theory. For one thing, Xi has implemented a leadership style that places emphasis on charisma (^{3,4}P₈) to endear himself to the Chinese people (Keck, 2014).

Due to China's prior experiences with negative outcomes related to outside influences on its economy, Xi is placing new emphasis on increasing the consumption of China's own internal products and resources. Xi's view is that ordinary people in China need to see their lives improve while being afforded stable employment as the country experiences a slight decline in growth rate. This will require rebalancing the distribution of wealth (^{3,4}E₇; ^{3,4}P₉) and "increasing

emphasis on achieving greater national unity (^{3,4}S₅) through leveling the freedoms (^{3,4}P₁), and opportunities available to the common people” (Xi, 2013, p. 9).

Keck (2014) continue that Xi has created a myriad of new institutions in legal moves on paper to increase the centralization of his power. A major focus of this campaign is to wage war on China’s internal corruption that has reached unprecedented levels and longevity. While this move is in the right direction to favor the people, the opaqueness of the Communist Party (CPC) makes accessing powerful leaders and related issues extremely difficult for outsiders to research and investigate. This is especially true when the CPC has every reason to deceive the public on issues that expose party’s leadership failures that perhaps portray Xi as something less than a strong leader.

Rebalancing the economy will be politically difficult for Xi because it targets the livelihoods of the Chinese Communist Party (CCP) members, which represent a double standard or two-track society. This economic imbalance that Xi needs to correct is due to advantages CCP members enjoyed in order for Deng to achieve portions of his reforms, including aspects of the current economic model. Xi claims rebalancing the economy will require the lives of the party elite to be dampened as reform moves forward, while noting that the same CCP elite will be forced to implement policies that disproportionately reduce their lifestyles and economic advantages (Keck, 2014).

Keck’s research indicates rebalancing the economy requires slowing the growth rate (^{3,4}E₁₆). This is something the current Chinese leadership acknowledged publicly as Jinping succeeded Deng. Keck continues that “Xi’s ideologies when compared to his internal and external actions (^{3,4}P₇), indicate he and other top CCP leaders are unwilling to tolerate a slowing growth if it jeopardizes rebalancing China’s economy” (Keck, 2014, p. 13). As a result, “Xi’s

external policy priorities emphasize an unwillingness to confront and overcome the internal elite party resistance in favor of continuing focus on engaging outsiders [external to China] in order to sustain or grow the economy (Keck, 2014, p. 14).

That said, Keck claims that Xi Jinping has failed to advance reform in the areas of social economic rebalancing as China's top leader is still trying to consolidate his power base within the party. Xi argues two armies, one of reform; and, the other of the status quo, are at a stalemate that will continue indefinitely. This statement appears to forecast Xi Jinping's future efforts will fall short of achieving the level of reform achieved by Deng Xiaoping (Keck, 2014).

As a result, Keck would argue Xi Jinping's political powers are somewhat compromised ideologically, or perhaps at least periodically in conflict, as they are expressed internally and externally to outsiders (^{3,4}P_{4,5}).

Shannon Tiezzi makes the following observations in her investigation into the question of China's present and future leadership.

Tiezzi (2014) argues that Xi Jinping, by embracing Deng Xiaoping makes it clear that he too wants to be remembered as a great reformer. August 22, 2014, marks the 110th anniversary of the birth of Deng Xiaoping, the leader who famously set China on the path of reform and opening up after the death of Mao Zedong. Deng's leadership played a critical role in transitioning China from the Cultural Revolution to that of economic prosperity.

Xi has vowed to uphold socialism with Chinese characteristics or what he calls the most important political legacy of Deng Xiaoping. In Xi's view, Deng led reform in areas that were weak and unsound. Deng favored learning from the good experiences and outcomes foreign countries observed. That said, Deng added that China would never completely copy foreign experiences, let alone absorb any bad things from them. In other words, China's new reforms

would be unique with Chinese characteristics while pursuing its goals to improve and advance its national interests. Xi makes it clear that his style of leadership (^{3,4}P₈) will be one of a reformer rather than that of being a caretaker of the system. Given this, Xi seeks to paint a picture of himself as the heir to Deng Xiaoping's China, and as the man seen as directly responsible for China's renewal and economic prosperity.

To reignite the nation, Xi outlines the problems facing China's society today including the wealth gap, rural-urban divide, and environmental issues. To solve these problems, Xi intends to use the magic tool of reform to open the country to outsiders, an endeavor which was initiated by Deng. According to Tiezzi, Xi has "embarked upon perhaps the boldest set of economic and social reforms ever. Xi shares Deng's commitment to reform and claims to possess the political courage to institute change by grappling with thorny problems to lead China to a better future" (^{3,4}P₈; Tiezzi, 2014, p.5).

Xi Jinping additionally honors Mao as the founder of modern-day China, but he does not want to be seen as a leader following in his footsteps. Instead Xi redefines Mao's image to mesh with his own policies, ideologies, and agenda, naming Mao as the source of his Chinese Dream inspiration and the renewal of economic reform. Xi Jinping's leadership can then be said to be largely styled after Deng as he chooses to shy away from the revolutionary characteristics of traditional Maoism (Tiezzi, 2014).

This researcher believes that Xi's choice of role-models offers insight into his priorities as he addresses China's emerging challenges and future policies (^{3,4}P₈). These and the other observations reflected in the literature can be summarized in the context of the characteristics, styles, and behaviors of China's emerging leaders (^{3,4}P₈). When collectively analyzed, they provide a degree of evidence that partially supports predicting China's future direction.

Literature summary: Leadership transformation key points.

Characteristics and challenges. After completing a critical examination of the literature specific leadership traits, characteristics, styles, and behaviors (^{3,4}P₈) were observed to be reoccurring themes. In many cases, these were represented as single words, terms, or phrases that can be encoded for qualitative and/or quantitative analysis. As such, many are listed in the following leadership environment table that summarizes the themes that were found to be closely associated in the literature, e.g. where, terms like economic and growth were commonly linked by literature contributors to reoccurring leadership traits, styles, and characteristics.

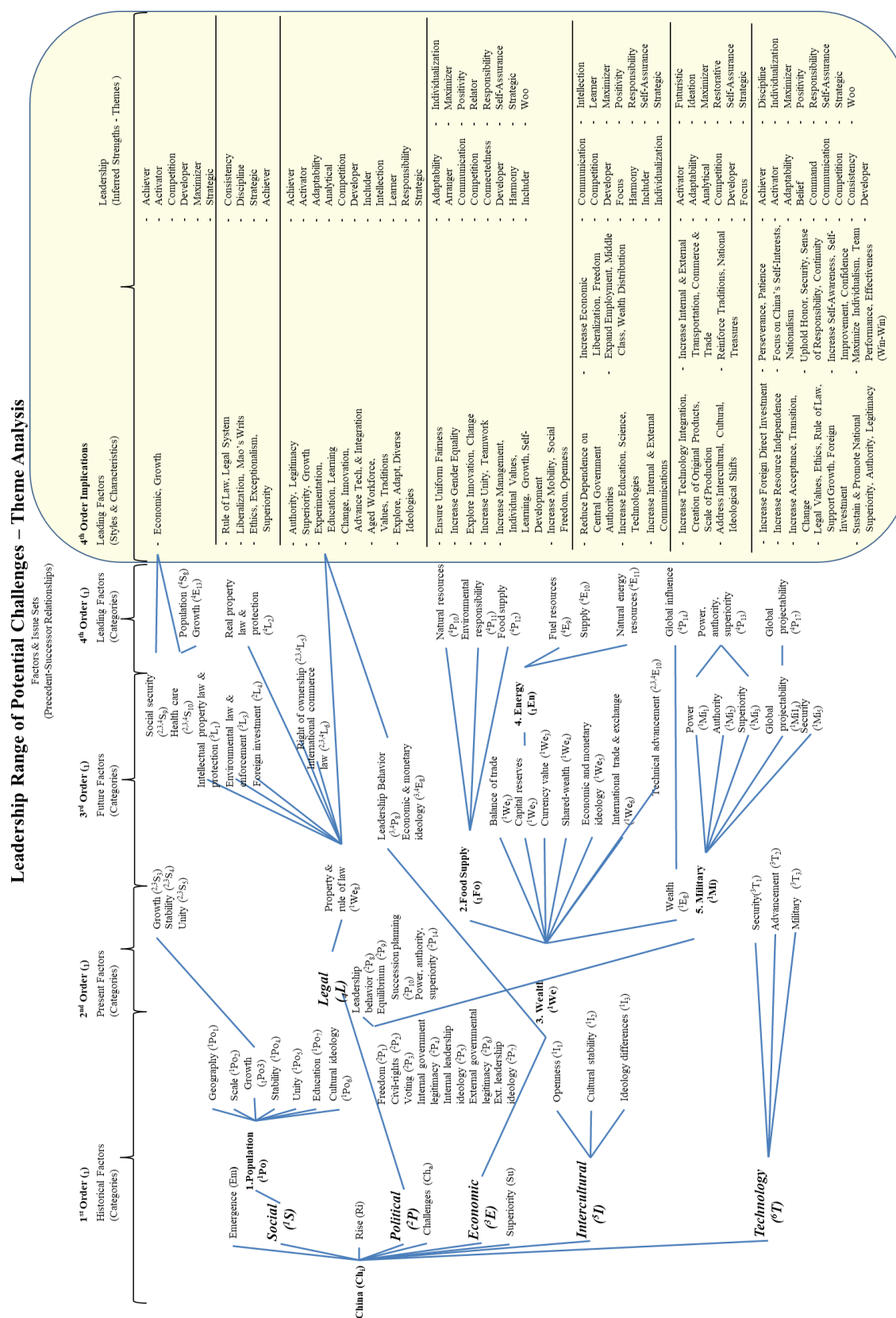


Figure 9. Leadership: Aligning themes to styles, characteristics, and implications.

Note. Study data and findings extracted from applying Saldana's method.

Data: Collected from the IS and examination of the literature as represented in the following tables; framed by the SPELIT Model and compiled by applying Saldana's technique for analyzing and constructing relevant literature review themes and code mapping given longitudinal sampling data.

Figure Notes: Theme and stem question correlations that infer statistical significance:

1. Initial Factors = Background
2. 1st Order Political Factors = Historical
3. 2nd Order Political Factors = Present
4. 3rd Order Political Factors = Future
5. 4th Order Political Factors = Leading
6. 4th Order Implications = Leading Factor Alignment with Leadership Styles and Characteristics

Codes: (Sample - Partial listing)

- | | | |
|---|---|---|
| 1. China = Ch _i (1 st Order) | 2. Political = ² P (2 nd Order) | 3. Property & rule of law = ¹ We (1 st Order) |
| 4. Military = ¹ Mi (1 st Order) | 5. Political = ³ P (3 rd Order) | 6. Political = ⁴ P (4 th Order) |

Other Sub-Themes Associated. Extracted from the social and leadership literature (contributors) investigated as estimated predictive factors of influence of emerging social security and health care policy over the next decade in China.

1. See themes and or variables listed in the yellow box.
2. Sub-themes are aligned with the social and leadership environmental factors listed the figure above as extracted from the four Orders of Inquiry. Each has potential causalities with estimated predictive associations.

The following terms and descriptions represent a summary of those themes that were observed in the literature as possible influencers or drivers of China's leadership environment.

Understanding these themes and references is important when attempting to identify and appreciate which ones are the most significant in the context being leading predictors of the direction China's leadership will take when shaping the country over the next decade.

Table 2

Leadership Strengths: Leading Theme Occurrences

Theme	Number of Occurrences	Theme	Number of Occurrences
1. Achiever	<u>4</u>	18. Futuristic	1
2. Activator	<u>4</u>	19. Harmony	2
3. Adaptability	<u>4</u>	20. Ideation	1
4. Analytical	2	21. Includer	3
5. Arranger	1	22. Individualization	3
6. Belief	1	23. Input	0
7. Command	1	24. Intellection	2
8. Communication	3	25. Learner	2
9. Competition	<u>6</u>	26. Maximizer	<u>5</u>
10. Connectedness	1	27. Positivity	3
11. Consistency	2	28. Relator	1
12. Context	0	29. Responsibility	<u>4</u>
13. Deliberative	0	30. Restorative	1
14. Developer	<u>6</u>	31. Self-Assurance	<u>4</u>
15. Discipline	2	32. Significance	0
16. Empathy	0	33. Strategic	<u>7</u>
17. Focus	2	34. Woo	2

Note. Study data and findings as based on leadership strengths extracted from Dr. Clifton's culmination of 50 years of research in the psychology of human behavior and certain reoccurring themes (Rath, 2007).

Data: Collected from the IS and examination of the literature as represented in the following tables; framed by the SPELIT Model and compiled by applying Saldana's technique for analyzing and constructing relevant literature review themes and code mapping given longitudinal sampling data.

Table 3

Leadership Environment: Factors, Analysis and Implications

Environmental Factor(s) w/ R software analysis – theme codes	Analysis and Implication(s) Descriptives
<ul style="list-style-type: none"> • Economic Growth <ul style="list-style-type: none"> ○ Social (2,3,4S3,9,10) ○ Economic (3,4E8) ○ Political (3,4P4,5,8) 	<p>China's leaders and their government are cautious to embrace any risks associated with social security, health care, and assisted-living reforms. This is largely due to the fear of committing to financial liabilities that are beyond the capabilities of their institutions to fairly and equity manage and fund year after year. Moreover, these fears are reinforced as the government is experiencing difficulties in managing and funding commitments represented by several of the current social programs.</p>
<ul style="list-style-type: none"> • Ethics, Exceptionalism, and Superiority <ul style="list-style-type: none"> ○ Social (2,3,4S6,7) ○ Economic (3,4E8,10,11,16) ○ Political (3,4P4,5,7,8,14,19) 	<p>These concepts lie at the core of China's leadership ethos. All three terms are deeply embedded in the cultural and ancient traditions of the Chinese people. As represented in the literature, from certain members of China's leadership have drifted from conducting themselves in an ethical manner from time to time. When discovered, these departures are often found to be related to personal, organizational, or governmental pressures to achieve established performance or production quotas. This fact is known to China's national leadership and is presently being addressed to maintain the honor, integrity, authority and legitimacy of the country's social, political, economic, legal, intercultural, and the technology systems embedded in the country's local and national government. This correction is viewed as critical from not only an internal perspective but from the viewpoint of China's goal to establish itself as a new world leader.</p>
<ul style="list-style-type: none"> • Authority and Legitimacy <ul style="list-style-type: none"> ○ Social (3,4S5,6) ○ Political (3,4P2,4,5,8,14,19) ○ Wealth (1We8) 	<p>The government is aware that any defaults in its ability to support its reform programs would be disastrous to its internal authority and legitimacy. That said, the leadership of the country are trained to understand and appreciate that any suspension of the central government's authority and legitimacy would ultimately undermine China and its global goals. Many of the literature contributors to this study observed that the national superiority, authority, and legitimacy of China can be defined as having obtained a higher station, rank, degree of importance, power to determine outcomes, settle issues, abilities and right of control, command, or to determine the course and direction of the sovereign's people. Such is determined according to law, established rules, principles, or standards and most importantly the degree to which the governed are in support of those that govern, lead, or represent them as a sovereign people.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis and Implication(s) Descriptives
<ul style="list-style-type: none"> • Experimentation, Education, and Learning <ul style="list-style-type: none"> ○ Social (3,4S2,6,7,9,10) ○ Economic (3,4E8,9,10,11,16,17) ○ Political (3,4P5,8,14,19) ○ Legal (2,3,4L1,2,4,5,6) ○ Technology (2,3,4T2) 	<p>China's leadership has reviewed several international social security and health care programs in efforts to experientially learn, evaluate, design, and implement only those that will best serve its people and the nation realizing the ultimate solution will have uniquely Chinese characteristics. These terms may be collectively defined within the context of China as the country's leadership is focused on enhancing the country's growth, national power, and authority by increasing its efforts towards experimenting. This represents undertaking a great leap forward to expand the scale and diversity of the country's educational system. China's leadership is determined to adopt and integrate advanced sciences, technologies, and technical training into its culture in order to enable the research, design, and manufacturing techniques needed to produce unique, high-value Chinese products as a means of boosting its GDP and global market share.</p>
<ul style="list-style-type: none"> • Exceptionalism, Aged Workforce, Values, and Traditions <ul style="list-style-type: none"> ○ Social (2,3,4S1,4,9,10) ○ Economic (3,4E7,11,16) ○ Political (3,4P4,8,9,14,19) ○ Intercultural (3,4I2,3) 	<p>There is a cultural, geographic, class, and age divide between China's people that is raising the level of difficulty for the country's leaders to design reforms that best fit the dilemma. These differences are representative of a shift in population age segments and tensions between rural and urban centers (Eastern and Western regions) that are causing increasing tensions between these groups. The level of frustration with China's leadership in addressing and resolving these problems is becoming critical. These issues and related reforms are considered by many in government to be vital for China's leadership to sustain their authority and legitimacy, including the central government they represent. The failure of China's leadership to resolve these issues will result in undermining the country's global goals.</p>
<ul style="list-style-type: none"> • Aged Workforce, Values, and Traditions <ul style="list-style-type: none"> ○ Social (2,3,4S1,4,9,10) ○ Economic (3,4E7,11,16) ○ Political (3,4P4,8,9,14,19) ○ Intercultural (3,4I2,3) 	<p>There is a cultural, geographic, class, and age divide between China's people that is raising the level of difficulty for the country's leaders to design reforms that best fit the dilemma. These differences are representative of a shift in population age segments and tensions between rural and urban centers (Eastern and Western regions) that is causing to increasing tensions between these groups. The level of frustration with China's leadership in addressing and resolving these problems is becoming critical. These issues and related reforms are considered by many in government to be vital for China's leadership to sustain their authority and legitimacy, including the central government they represent. The failure of China's leadership to resolve these issues will result in undermining the country's global goals.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis and Implication(s) Descriptives
<ul style="list-style-type: none"> • Liberalization, Mao's Writs <ul style="list-style-type: none"> ○ Social (3,4S2,6,7,9,10) ○ Economic (3,4E7,8,11,16,17) ○ Political (3,4P4,5,8,9,14,19) ○ Intercultural (3,4I2,3) 	<p>A shift needs to occur that more openly embraces a departure from China's traditions of independency and self-reliance to one that is willing to accept and trust the government to properly provide and manage these programs for the common good of the country's people. Given the country's historical track record in this area, it could be predicted that this shift in the attitude and willingness of the people to accept liberalization as desired by the leadership will be slow in coming. Why? The matter is further complicated as many conservative leaders in the Party are approaching their elder years. As a result, it is a critical and sensitive process of negotiation to move these senior leaders and the country toward accepting a liberalized system with wider and more inclusive social security and health care reforms that can only be supported by increasing market capitalism and China's GDP.</p>
<ul style="list-style-type: none"> • Superiority and Growth <ul style="list-style-type: none"> ○ Social (2,3,4S6,9,10) ○ Economic (3,4E8,11,16) ○ Political (3,4P4,5,8,14,18, 19) ○ Intercultural (3,4I2,3) 	<p>These ideologies are embedded in China's leadership culture as key priorities for the people and their leadership. In fact, in almost every aspect of the country's leadership, economic growth and global superiority have become the underlying themes that are driving the policies and future direction of the country. As observed by the contributors of the literature reviewed in this study, one of the country's primary priorities is to continue to sustain growth. All social, economic, political, legal, intercultural, and technological reform policies considered lead back to the overall effect these reforms will have on this single focus and priority.</p>
<ul style="list-style-type: none"> • Rule of Law, and Legal System <ul style="list-style-type: none"> ○ Social (2,3,4S3,6) ○ Economic (3,4E4,8,9,11,16) ○ Political (3,4P6,9,14,15,18) ○ Legal (3,4L1,2,4,5) ○ Wealth (1We8) 	<p>For China's economic, global leadership authority, and supremacy to be achieved the country must embrace a level of property law and legal protections necessary to attract, retain, and sustain fair trade, commerce, manufacturing, and patent practices that are in equilibrium with Western Bloc and European sovereigns. By falling short and not recognizing and aligning China's leadership ideologies and traditional commerce and trade ethics with these outside interests, the country will ultimately fail to achieve its full economic and global leadership potential.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis and Implication(s) Descriptives
<ul style="list-style-type: none"> • Change, Innovation, Advanced Technologies, and Integration <ul style="list-style-type: none"> ○ Social (3,4S3,6,7) ○ Economic (3,4E4,8,9,10,11, 16,17) ○ Political (3,4P5,6,7,8,14,15, 18,19) ○ Intercultural (3,4I1) ○ Technology (3,4T2) 	<p>China's leadership is forward leaning and presently acting on national initiatives to modernize. As such, China's leaders are positioning the country to focus on science and technological research, invention, design, manufacturing, implementation, and the integration of products and services that will increase the country's gross domestic product, grow its internal commerce, and increase its presence in global markets as an originator of uniquely Chinese products.</p>

Issues that need to be addressed. A 2009 leadership study conducted in China by a national research consortium focused on identifying the leadership characteristics, traits, and styles that China's leaders would need in order to achieve the country's national and global goals in the 21st Century.

Chandrasekar and Wei's (2009) research was conducted as a longitudinal study between 2007 and 2009. They discovered several distinct leadership characteristics that needed to be addressed as China develops its next generation of leaders.

These characteristics focus on developing talent that will contribute to building the country's leadership pipeline and encourage the development of analytic capabilities, communications, and enhanced awareness of management values, integrity, and fairness. More specifically, the research findings indicated leadership development should be focused on three drivers.

These include training that increase a leader's ability to deal with (a) challenging assignments; (b) developmental relationships; and (c) adverse situations.

The study additionally identified a need for critical leadership lessons, such as the craft of managing self and social relationships, which [the authors argue] cannot be taught.

Chandrasekar and Wei's research emphasizes that among the areas requiring developmental attention were the following:

- Dealing with job rotation
- Creating change
- Starting from scratch
- Developing mentors
- Coaches and networks

Further, Chandrasekar and Wei's research suggests that China's emerging leaders should become adept at experiencing hardships such as:

- mistakes,
- failures,
- career setbacks,
- personal trauma,
- downsizing,
- dealing with problem employees, and
- discrimination

Chandrasekar and Wei's study findings additionally imply that experiential learning in all these areas is key to the training and development of China's future leaders. They also observed the following ranked priorities as extracted from their study participants:

- (1) 56% valued leadership focus on management values;
- (2) 38% valued improving communications skills;
- (3) 38% valued increasing self-awareness;
- (4) 31% valued inspiring employees and team members;
- (5) 31% valued team building;
- (6) 29% valued establishing systems and regulations; and
- (7) 29% valued learning and building new knowledge.

Table 4

Leadership Opportunities and Implications Analysis

Elements (Opportunities) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Explore, Adapt to Diverse Ideologies <ul style="list-style-type: none"> ○ Social (2,3,4S4,9,10) ○ Economic (3,4E11,16) ○ Political (3,4P1,4,5,8,9,19) 	The country needs to shift China's leadership ideologies towards focusing on the continued expansion of public wealth and its fair distribution. This will empower the Chinese people to remain fully independent and self-reliant, so as to enhance their own social security and health care benefits. Why? The literature supports this leadership focus as it is widely recognized that China's past and present social security and health care reforms and policies have led to varying degrees of both success and significant failures.
<ul style="list-style-type: none"> • Ensure Uniform Fairness <ul style="list-style-type: none"> ○ Social (2,3,4S6,9,10) ○ Economic (3,4E7,11,16) ○ Political (3,4P5,8,9,19) 	Leadership policies should focus more on fairness and equity in the distribution of wealth and benefits between all social and working classes, genders, urban, and rural areas. As China has grown its wealth, it has failed to sufficiently share the country's increasing wealth with its people. This includes the expansion, support, access, and the level of basic social reforms.

(continued)

Upon the conclusion of Chandrasekar and Wei's study, 76% of the participants concurred that the lessons learned are not about leading an organization; instead, they are about leading other people and leading one's self. Chandrasekar and Wei concluded the training development tools and processes needed will require further refinement in order to support the full development of China's future leaders or to maximize individual leadership skills and strengths.

With Chandrasekar and Wei's findings in mind, the discoveries extracted from the literature examined in this study appear to support the issues and developmental focus suggested for China's leaders to achieve the country's goals over the next decade. Table 4 summarizes some of the leadership elements and challenges and provides an analysis of a few of the implications involved.

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Increase Gender Equality <ul style="list-style-type: none"> ○ Social (2,3,4S5,6) ○ Economic (3,4E8,9,11,16) ○ Political (3,4P2,8,9,19) 	<p>Gender equality is commonly defined as sexual equality, or a state representative of equal access to resources and opportunities regardless of gender, including economic participation and decision-making; it is valuing different behaviors, aspirations and needs equally, regardless of gender without bias. There is a continuing cultural pattern and disposition regarding the suppression of women's rights in China that needs to be reversed in the country's leadership culture. This shift in culture, as outlined by many of the literature contributors, is needed to balance and advance China's national goals. Without this change, a large part of China's human resources will continue to be underutilized.</p>
<ul style="list-style-type: none"> • Explore Innovation, Change <ul style="list-style-type: none"> ○ Social (2,3,4S3,6) ○ Economic (3,4E4,8,9,11,16) ○ Political (3,4P8,19) ○ Legal (3,4I1,2,4,5,6) 	<p>China's leaders will need to be more open to innovation and change on a number of levels as the country increases its openness and encouragement of international commerce, trade, and internal foreign direct investment (FDI).</p>
<ul style="list-style-type: none"> • Increase Unity, Teamwork <ul style="list-style-type: none"> ○ Social (2,3,4S5,6,7) ○ Economic (3,4E5,7,9) ○ Political (3,4P11,16) ○ Intercultural (3,4I1,2) 	<p>China's leaders are encouraged to create social and work environments that emphasize working in teams. By embracing unity, leaders collectively learn to address a variety of issues related to building and maintaining effective teams. These teams then learn the importance of utilizing effective ways to build and appreciate team success. This process involves selecting leaders and members to achieve a balance in strengths, empowerment, trust, cooperation, reward allocation, motivation, and the acceptance of a sense of individualism in terms of identifying and defining self in the context of a unified team.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Increase Management and Individual Values, Learning, Growth, and Self-Development <ul style="list-style-type: none"> ○ Social (2,3,4S3,5,6) ○ Economic (3,4E7,8,11,16) ○ Political (3,4P1,2,4,5,8,9,19) ○ Intercultural (3,4I1) ○ Wealth (3,4We8) 	<p>Views of China's young and middle-aged leaders are rapidly changing in the areas of values, learning, personal growth, self-development, and morals. There are a number of reasons for this. One is that before reform and the opening, everyone got a job by arrangement. Once in that job, they became a member of the institution. As such, there was no more need to worry about income, medical care, housing, kindergarten for the children, or even life in retirement. This started to change during the 1990s when people found they had more and more freedom in finding a job. In 2000, evidence of a shift was reported in the Beijing Morning Post. It was reported that 100,000 university students were without Beijing hukou (residence registration requirement). What this meant was that these individuals suddenly moved to the city and gained employment without it being noted or approved by the local or central government. The report observed that these students were employed in high-tech enterprises in the capital's northwest suburb of Zhongguancun, dubbed China's Silicon Valley. This shift in individual behavior and employment signaled four significant areas of change for young people facing career choices. First, they should pay more attention to opportunities to develop their own potential so and maximize their true worth. Second, it signaled the iron rice bowl was fading from sight, meaning people needed to become more aware of the risk of being out of a job and without state protection and life time benefits. Job security, which was given a high priority in the past, began to decline in importance in China's modern society. Third, people were now encouraged and able to choose where to work. As a result, people are much less attracted to government institutions. The market economy system coupled with a raised self-awareness led modern youth to favor occupations with more freedom and autonomy. Fourth, people becoming freer to change their jobs promoted a new level of mobility. Collectively, these trends reflect a new diversity of occupations that are reshaping the division of labor within China's social structure with the emergence of a new set of morals and values as an inevitable outcome. (Also see, mobility social freedom, and openness in this table.) This may be evidenced by young leaders in China today placing a high value on moral qualities when selecting their mentors. That said, traditional moral values are held in high esteem by the younger age segments. Also, frugality is still valued by most young people. Many in this age group indicate that it is important to live an economical life, even if wealthy. It seems the young are carrying forth China's traditional virtues into their modern new world. Neither a pessimistic moral decline nor optimistic moral progress represent a wholly satisfactory statement of the present status of morality. To hold a polarized view is presently considered to be running the risk of being against any worthwhile efforts to advance moral standards. Instead, China's young favor the approach of applying reason that is based on a situational transition and their ability to engage in an evolving morality without discarding traditional values (Linhui, 2002).</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Increase Mobility, Social Freedom, and Openness <ul style="list-style-type: none"> ○ Social (2,3,4S3,5,6) ○ Economic (3,4E8,9,11,16) ○ Political (3,4P2,4,5,6,7,8,9,14, 18,19) ○ Intercultural (3,4I1) ○ Technology (3,4T2) 	<p>The way private and public transport systems in rural and urban areas are promoted by China's leadership will result in a tremendous impact on the way China's regional and global economic authority, mobility, social freedoms, openness, and growth will look in 2030. Mobility is defined as the ability to travel from one location to another, regardless of mode or purpose. RAND researchers, working with BMW Group's Institute for Mobility Research identified three influencers that will drive or shape these new trends: economic growth, the degree of constraints and access to modes of transportation available, and environmental conditions. All are critical to the accomplishment of China's long-term goals. By China's leaders focusing on increasing mobility resulting social freedoms, and openness, the potential for the country's growth and global authority becomes brighter. The aim is to help decision makers at different levels of the government and the private sector anticipate, prepare, and implement significant, wide-sweeping innovation and change in China's national and regional transportation systems. These include China's recent Belt and Road initiative (Ecola, Zmud, Kun, Phelps, & Feige, 2015).</p>
<ul style="list-style-type: none"> • Reducing Dependence on Central Government Authorities <ul style="list-style-type: none"> ○ Social (2,3,4S3,4,5,6,9,10) ○ Economic (3,4E1,2,5,8,9) ○ Political (3,4P1,2,5,8,9,19) ○ Legal (3,4I1,2,4,5,6) ○ Intercultural (3,4I1,2) ○ Technology (3,4T2) 	<p>Presently China's senior leadership, the party, and the government are focused on reducing dependence on the central government authorities, in favor of creating a culture of self-awareness and independence. This should not be confused with the leadership's, party's or government's desire not to focus on providing broader benefits to the people through of social security and health care. What is being inferred is a reduced focus and dependence on the government as a sole actor to implement and carry the full burden of its new reforms and ideologies. As Xi expressed it, he is encouraging the country's youth to be dreamers and innovators as he recognizes the true creative engine of the country is not being fully energized. Xi understands that, it is not the party or the government that is going to be able to recognize and create the new and technologically advanced country he envisions. Xi views China's renewal will emerge from the ideas, imagination, and the energies of its youth, or what he calls the new order.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> ● Increase Education, Science, and Technologies <ul style="list-style-type: none"> ○ Social (3,4S2,3,4,5,6,7) ○ Economic (3,4E1,2,3,4,7,8,9,10,11,13,14,15,16,17) ○ Political (3,4P1,2,5,7,8,9,15,18,19) ○ Intercultural (3,4I1,3) ○ Technology (3,4T2) 	<p>In order for China to continue to grow its trade and commerce, it is going to need to expand its opportunities to develop and exploit previously untapped resources, which will include creating increased internal consumer demand. This can best be accomplished by following the U.S. GDP growth model that was practiced during the late 1800's until the period ending in the late 1900's. In short, the U.S. created economic growth and prosperity by inventing and developing new technologies, science, and by educating its masses to empower its people to purchase products made in America. China's leaders observed these economic and social relationships, and are now focused on following a similar path by increasing the knowledge, technical and creative skills, abilities, vision and experience of its masses. With its leaders focusing on gaining new technical knowledge of specific fields like HR, supply chain, financial, business operations, product design, science, advanced manufacturing, and increased language and communication skills. China will be able to create internal commerce and trade markets to further expand its economic growth, exceptionalism, and global authority. As these are achieved, China's leaders will learn new ways of thinking and decision making. Over time, these characteristics will empower China's leaders to have a broader worldview, skill set, and ability to successfully deal with the complex issues the country will likely face on its horizon.</p>
<ul style="list-style-type: none"> ● Increase Internal and External Communications <ul style="list-style-type: none"> ○ Social (2,3,4S3,6,7) ○ Economic (3,4E4,8,9,10,11,16) ○ Political (3,4P1,2,4,5,8,10,14,18,19) ○ Legal (3,4I1) ○ Technology (3,4T2) 	<p>Leaders need to learn a variety of lessons with respect to communication with their superiors, peers, and subordinates. These lessons should focus on the importance of communicating; adapting the appropriate styles of communicating to suit the context; the need for frequent communication; the need for sincerity and transparency; appreciating the perspective or worldview of a conversational partner; ensuring the clarity of the message; when to invoke authority; when to apply the use of propaganda; the need for calm while communicating; and ways of communicating constructive criticisms.</p>
<ul style="list-style-type: none"> ● Increase Economic Liberalization and Freedom <ul style="list-style-type: none"> ○ Social (3,4S3,4,5,6,9,10) ○ Economic (3,4E1,3,5,8,9,11,16) ○ Political (3,4P11,16) ○ Legal (3,4L2,3,4,5,6) ○ Intercultural (3,4I1,2,3) 	<p>After Mao Zedong's death in 1976, Deng Xiaoping took over as the leader of China in 1978. Upon doing so, he implemented a series of economic reforms that resulted in the release of private initiatives and the significant opening of the economy to foreign direct investment (FDI) and export while maintaining an authoritarian political system. Under Deng's progressive leadership and with his encouragement of the country's leaders to expand their thinking and actions towards moving the country forward, China went from being a planned and virtually self-sufficient economy to an open global market economy. The country built up external surpluses and began to catch-up with high growth rates. Many scholars refer to the introduction of China's liberalization, freedoms, and economic reforms as a new form of socialism that many Western economists have labeled as a form of capitalism with uniquely Chinese characteristics (Galvez, 2012).</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Expand Employment, Middle Class, Wealth Distribution <ul style="list-style-type: none"> ○ Social (3,4S2,3,4,6,8) ○ Economic (3,4E1,3,7,8,9,16) ○ Political (3,4P8,10,13,19) ○ Intercultural (3,4I1,2,3) 	<p>This focus on leadership is needed to empower planning and developing. It also aids in the recognition of opportunities necessary to drive the expansion of China's workforce and harvest the resources necessary to grow and sustain the national economy, increase the standard of life, and achieve the distribution of wealth required for the country to achieve its national goals.</p>
<ul style="list-style-type: none"> • Increase Technology Integration, Creation of Original Products, and Scale of Production <ul style="list-style-type: none"> ○ Social (2,3,4S6,7) ○ Economic (3,4E7,8,9,11,16) ○ Political (3,4P1,2,4,5,8,10,15,18,19) ○ Legal (3,4I1,2,4,5,6) ○ Technology (3,4T2) 	<p>Mulvenon and Chase explore the role of “mishus,” or personal secretaries, in senior Chinese leadership. These mishus are present in nearly all aspects of China's political and economic units. Mulvenon and Chase commonly refer to these mishus as “intellectual entrepreneurs” as they often serve China's senior leaders as relationship builders and influencers. That said, the literature reviewed indicates China's emerging leadership must focus on reducing “fragmented authoritarianism” as they embark on the country's plan to expand the current educational system so as to adapt to offering advanced sciences, manufacturing, and technical skillsets. These will allow the country to design and produce original and unique Chinese products and services that meet or exceed those offered by competitive sovereigns (Finkelstein & Kivlehan, 2003).</p>
<ul style="list-style-type: none"> • Address Intercultural, Cultural, and Ideological Shifts <ul style="list-style-type: none"> ○ Social (2,3,4S3,6,7) ○ Economic (3,4E7,8,9,10,11,16) ○ Political (3,4P1,2,5,7,8,15,18,19) ○ Legal (3,4L4) ○ Intercultural (3,4I1,2,3) 	<p>Deng Xiaoping supported the expansion of study-abroad programs for the Chinese and the country's leadership. It is worth noting that during the 1970s and 1980s (following the Cultural Revolution), learning abroad was restricted to only those sponsored by the central government. In 1984, economic reforms began to relax restrictions, allowing self-funded citizens to apply for and travel abroad in much the same manner (access) as elite government officials. Beginning in the 1990s, the government increased access to foreign study, intercultural and, ideological learning, and freedoms. In 2003, the intercultural study opportunities were again increased to allow self-funded citizens and those with educations of a junior-bachelor degree or above to have more open access to foreign sovereigns. In 2012, 27.6% of all Chinese participating in this opportunity were studying in the United States (Zhu, 2016). This considered, President Xi argues that by expanding the understanding and appreciation of international cultures and diverse ideologies, his new China will be strengthened in those areas needed to increase the people's confidence, and in the ability to embrace and succeed in growing the wealth and authority of China within the global</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Increase Internal and External Transportation, Commerce, and Trade <ul style="list-style-type: none"> ○ Social (3,4S2,3,6) ○ Economic (3,4E1,8,9,10,11,16,17) ○ Political (3,4P8,15,18,19) ○ Intercultural (3,4I1,2,3) ○ Technology (3,4T2) 	<p>A number of new reforms are focused on increasing China's internal and external reach in terms of supporting the country's commerce and trade. These include programs that will extend China's connectivity on land and sea. Examples of these programs are the Silk Road Economic Belt (Belt and Road) and the 21st-century Maritime Silk Road. The Belt and Road (B&R) is part of a development strategy proposed by China's president Xi Jinping that focuses on connectivity and increasing cooperation between Eurasian countries and the People's Republic of China (PRC). The land-based Silk Road Economic Belt (SREB) and the oceangoing Maritime Silk Road (MSR) underlines the interest of China's leadership to take a larger role in global affairs with an increased emphasis on a China-centered trading network. These initiatives were rolled out late in 2013. The focus of these programs is to vastly expand the infrastructural investment and construction of China's railway and highway systems, efficiency of automobiles and real estate, the power grid, and China's iron and steel industry. A joint council report suggests the potential for powerful partnerships between several counties exist with this sweeping initiative. As such, a wide range of business models have been deployed that includes joint partnerships; technology transfers; FDI investments; trade routes; and far-reaching international supply chains (China-Britain Business Council, 2015).</p>
<ul style="list-style-type: none"> • Reinforce Traditions and National Treasures <ul style="list-style-type: none"> ○ Social (3,4S5,6) ○ Political (3,4P5,8,19) ○ Intercultural (3,4I2) 	<p>China's leaders are encouraged to reinforce and respect the country's ancient traditions and those national treasures and architectural landmarks that honor the country's rich history of events, including its academics, scholars, leaders, and ideologies.</p>
<ul style="list-style-type: none"> • Increase Foreign Direct Investment <ul style="list-style-type: none"> ○ Social (3,4S3,6,9,10) ○ Economic (3,4E8,9,11,16) ○ Political (3,4P8,15,18,19) ○ Intercultural (3,4I1,2,3) ○ Technology (3,4T2) 	<p>Foreign direct investment (FDI) is defined as an investment in the form of a controlling ownership in a business in one country by an entity based in another. Broadly, foreign direct investment includes mergers and acquisitions, building new facilities, reinvesting profits earned from overseas operations, and associated loans. Narrowly defined, foreign direct investment refers just to building new facilities, engaging in lasting ownership (with voting stock) of an enterprise operating in an economy other than that of the investor. FDI usually involves participation in management, a joint-venture, or the transfer of technology and expertise. A country tracks FDI as the net (outward FDI minus inward FDI) to determine the cumulative FDI for any given period. Leaders in China are encouraged to understand and seek any opportunities that would result in increasing the cumulative FDI of China as a means of increasing the country's overall wealth and to reduce the economic burden (debt) necessary for it to achieve its goals. When viewed in the context of China's expanding social security and health care programs, this type of investment can serve to reduce the economic burden or level of support the country (central government) is directly responsible to provide.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Increase Resource Independence <ul style="list-style-type: none"> ○ Social (2,3,4S2,3,6) ○ Economic (3,4E1,8,9,11,14 16,17) ○ Political (3,4P4,5,7,8,11,14 18,19) 	<p>Resource independence must be addressed and be a part of all leaders' critical thinking for China to evolve and sustain continued growth. The leadership of the country cannot allow China to be placed in a position of being compromised by another sovereign or outside interests when it comes to the pursuit of its national interests and destiny. In the case of China, the leaders are aware that in order to achieve the country's economic, infrastructure, social, and political development, growth, and global authority, it must seek and secure access to those necessary materials and resources. Considering the scale of consumption and the fact that natural resources are limited and when viewed against the demands of competing foreign interests, China's ability to focus on securing these resources will become increasingly intense.</p>
<ul style="list-style-type: none"> • Increase Acceptance of Transition and Change <ul style="list-style-type: none"> ○ Social (3,4S4,5,6) ○ Political (3,4P4,5,8,19) ○ Intercultural (3,4I1,2,3) 	<p>The transition and change that is being referenced is that which is directly associated with being open and willing to adapt to emerging party or governmental reforms, which include supporting any measures necessary to encourage program acceptance, participation, and advancement. This includes being willing to discourage any behavior or activity that would undermine the effectiveness of the sponsored program. As a result, the acceptance of transition and change are critical characteristics for China's leadership to embrace.</p>
<ul style="list-style-type: none"> • Legal Values, Ethics, Rule of Law (Legal System) to Support Growth and Foreign Investment <ul style="list-style-type: none"> ○ Social (3,4S4,5,6) ○ Political (3,4P1,4,5,8,14) ○ Legal (3,4L1,2,5) ○ Intercultural (3,4I1,2,3) ○ Wealth (1We8) 	<p>Leaders need to learn to set firm values. These values must be consistent with those espoused by the central authorities and consistent with the advancement of national interest as reflected in their behavior. These values, ethics, the rule of law, and the country's legal system must be linked and entrenched to reinforce the behavior of others. Aside from being coupled with work ethics, integrity, fairness, transparency, task focus, person-organization fit, and actively responding to situations, leaders need to be fully aware of their situational environment so they can handle important tasks personally, and also understand it is critical to embrace being a follower before being a leader.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Sustain and Promote National Superiority, Authority, and Legitimacy <ul style="list-style-type: none"> ○ Social (3,4S5,6) ○ Political (3,4P4,5,8,14,19) 	<p>Presently, the Chinese State enjoys greater legitimacy than any Western bloc state. On close examination by Sino-scholars and academics, China is better classified as a civilization-state as opposed to being that of a nation-state. As for the Chinese, the notion of civilization is significant as a concept that underlies sustaining and promoting a sense of national superiority, authority, and legitimacy. Among the most important political values in China are those associated with the integrity and unity of the civilization-state. Given the sheer size and diversity of the country, maintaining a uniform sense of these characteristics and ideologies is hugely problematic. Between the 1840s and 1949, China was occupied by outside colonial powers which divided and fragmented the country. The Chinese refer to this period as their century of humiliation. Having freed themselves from the domination of these interests, they see the state as the embodiment and guardian of Chinese civilization. Without exception its most important responsibility is maintaining the unity of the country. Any Chinese government that fails to ensure this will fall. As such, China's leadership places great emphasis on promoting and sustaining the sense of national superiority and authority, and it works diligently at sustaining a high degree of support and acceptance of the people in order to maintain the legitimacy of its leaders, the government, and the country as a whole. That said, the legitimacy of the Chinese State rests on the perception and disposition of the Chinese civilization. So, does the Chinese State enjoy legitimacy in the eyes of its people? The findings of Tony Saich at Harvard's Kennedy School of Government in a 2010 study may provide some insight. In a series of surveys, he found that between 80% and 95% of Chinese people were either relatively or extremely satisfied with central government (Jacques, 2012).</p>
<ul style="list-style-type: none"> • Perseverance and Patience <ul style="list-style-type: none"> ○ Social (3,4S6,7) ○ Political (3,4P8,19) ○ Intercultural (3,4I1,2,3) 	<p>To the Chinese, perseverance and patience can be defined as: being steady in the pursuit of a specific focus and course of action, purpose, or similar state in spite of difficulties, obstacles, or discouragement. Patience, or the quality of being able to bear provocation, annoyance, misfortune, or pain, without complaint, loss of temper, irritation, as well as an ability or willingness to suppress restlessness or annoyance when confronted with delay, is means of achieving an individual's highest goals and self-fulfillment according to Chinese ancient tradition and culture. Chou adds that spirit, inspiration, and hope are also critical components. This is represented by Yī xiào jiě qiān chóu, who stated that one smile can separate ten thousand worries (Chou, 2017). Given this understanding and the literature covered in this study, these characteristics should be considered as contributors to the development of China's leadership.</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Focus on China's Self-Interests, Nationalism <ul style="list-style-type: none"> ○ Social (3,4S4,5,6) ○ Political (3,4P1,4,5,8,14,19) ○ Intercultural (3,4I1,2,3) ○ Technology (3,4T2) 	<p>Chinese nationalism is drawn from extremely diverse ideological sources that include traditional Chinese thinking, American progressivism, Marxism, and Russian ethnological thought. In short, these represent a form of national consciousness. The ideology of nationalism is expressed in many different and often conflicting manifestations, including what could be described as a form of ultra-imperialism. These manifestations are represented in the Three Principles of the People, the Communist Party of China, the anti-government views of students in the Tiananmen protests of 1989, Fascist blue shirts, and the Japanese collaborationism under Wang Jingwei. Although Chinese nationalists have agreed on the desirability of a centralized Chinese State, the subject has been intensely debated. Among the areas debated are the following questions: (1) what should the nature and course of policies that look like in order to lead to a strong China; (2) what direction should China take in the future; (3) how will China's future direction effect its government (structure) and its goals; (4) what should the relationship be between China and foreign powers; and, (5) what should the relationships between the majority Han Chinese, minority groups, and overseas Chinese look like. The nature as to how Chinese nationalism has been expressed according to Lucian Pye reveals much about the Chinese identity. Chinese nationalism manifests itself in many forms as a positive trait in that it allows the ideologies of the people to transform in response to internal crises and external events. Although there are variations on the theme of Chinese nationalism, Chinese nationalist groups maintain many similarities, most notably ultra-imperialism. Chinese nationalistic ideologies all regard Sun Yat-Sen very highly and align themselves to ideological heirs of the Three Principles of the People [a political philosophy also known as Tridemism that embraces nationalism, democracy, and the livelihood of the people] (Corcuff, 2002). In addition, Chinese nationalistic ideologies tend to regard both democracy and science as positive forces, although they often have radically different notions of what democracy means from the viewpoint of the West and Eastern Europe. Lucian Pye has argued the modern "nation-state" is fundamentally different from China's traditional empire and argues the dynamics of the current People's Republic of China (PRC) — a concentration of power with a central point of authority — share essential similarities with the Ming and Qing Empires. There were only a few periods in Chinese history when China fought total wars against foreigners (most notably the Mongols, Manchus, and Japanese), whereas all other conflicts were mainly civil wars that led to dynastic changes. However, attempts to Sinicize foreigners as "barbarians" (such as the Vietnamese, and Koreans) who wanted to maintain a separate cultural identity have been going on for several millennia (Harumi, 1993; Pye, 1996).</p>

(continued)

Environmental Factor(s) w/ R software analysis – theme codes	Analysis & Implication(s) Descriptives
<ul style="list-style-type: none"> • Uphold Honor, Security, a Sense of Responsibility, and Continuity <ul style="list-style-type: none"> ○ Social (3,4S4,5,6) ○ Political (3,4P2,4,5,8,19) ○ Intercultural (3,4I1,2,3) 	<p>Leaders must be able and ready to accept the responsibility of completing specified and implied tasks or missions with little hesitation. As such, readily accepting responsibility underpins and supports the notion of honor and security that are essential to continuity and unity. Once such roles are readily accepted, they must also include the quality of being willing and able to acknowledge personal success or failure related to individual leadership, behavior, and the results of an individual's own actions. Of these leadership traits, this is especially true with respect to the admission of failure.</p>
<ul style="list-style-type: none"> • Increase Self-awareness, Self-improvement, and Confidence <ul style="list-style-type: none"> ○ Social (3,4S4,5,6) ○ Political (3,4P2,5,8,19) ○ Intercultural (3,4I1,2,3) 	<p>Self-awareness refers to a clearer understanding of oneself and the discovery of something new about oneself. Leaders need to learn the importance of understanding their strengths and weaknesses; and, that this awareness will lead them to increased self-confidence and improvement.</p>
<ul style="list-style-type: none"> • Maximize Individual and Team Performance, Effectiveness <ul style="list-style-type: none"> ○ Social (3,4S5,6) ○ Political (3,4P1,5,8,19) ○ Intercultural (3,4I1,2,3) 	<p>Leaders should aspire to become excellent team members and ultimately rise to the role of being senior leaders that are better equipped to develop plans for advancing the team's needs and common interests. Essentially, this style of leadership places the interests of the team ahead of their own when it best serves common or national goals. So, what's the key leadership lesson here? It's simple; to maximizing individual and team performance and effectiveness, it is also essential to analyze the strengths and weaknesses of each member in order to match or align their skills and talents with the opposing challenge, mission, or task to achieve the ultimate goal (winning).</p>

Summing up the qualitative literature review process. So, of the observations presented in the key points, factors, and implications as extracted from the literature, this author argues that is abundant data to indicate the existence of numerous environmental factors (themes or variables) that are at work as influencers and drivers of the direction China will take over the next decade. Given this, the study turns to applying additional layers of empirical process in order to mine for deeper discoveries in the data. Why? The added discoveries are needed as a part of a process to achieve what Turoff and Linstone refer to as narrowing the data to identify the most significant (relevant) themes.

Table 5

Comparing Leadership Environment Themes With Strength Characteristics

Leadership Strengths – Leading Themes	Definitions
<ul style="list-style-type: none"> • Strategic (7) 	<p>An individual that sorts through the clutter to find the best route forward. This is skill that cannot be taught. It is a distinctive way of thinking, a special perspective on, or view of the world at large. This perspective allows one to see patterns where others simply see complexity. These individuals are always asking, “what if this or that happened?” They are always accurately evaluating and re-evaluating what could be around the next corner. They are guided by envisioning a path that leads to something beneficial. They resist or reject paths that lead to less beneficial, confusing, or dead-end outcomes. They cull and reflect on path selections until they construct a concise strategy.</p>
<ul style="list-style-type: none"> • Competition (6) 	<p>Rooted in comparison. When looking at the world, these individuals are instinctively aware of another person’s performance. Performance is the ultimate yardstick. Like all competitors, these individuals need other people to compare themselves to. Competitive individuals like measurements that facilitate comparisons. Other competitors invigorate this type of individual. This type of individual likes contests where they know they have an inside track to be the winner. Although these individuals are gracious to fellow competitors, they don’t compete for the fun of competing, they compete to win. Over time they avoid contests where winning seems unlikely.</p>

(continued)

Leadership Strengths – Leading Themes	Definitions
<ul style="list-style-type: none"> Developer (6) 	<p>Developers see potential in others. In a developer's, view no individual is fully formed. In their view, each individual is a work in progress, alive, and with possibilities. The goal is to help others experience success. Signs of growth in others are fuel for further inspiration. The helpfulness they offer is genuine and fulfilling to developers.</p>
<ul style="list-style-type: none"> Maximizer (5) 	<p>Excellence and “not average” is the measure that is needed. Transforming something strong into something superb takes just as much effort as completing an average project; however, achieving excellence is much more thrilling. Strengths fascinate these individuals. Strengths are nurtured, refined, and stretched towards excellence. Maximizers are attracted to others who seem to have and cultivate their own strengths. They wish to capitalize on the gifts they are blessed with; and, find more challenging and production-driven tasks are exciting, fun, and energizing.</p>
<ul style="list-style-type: none"> Achiever (4) 	<p>Must achieve something every day to feel good about oneself. After each accomplishment is reached, an inner fire rekindles itself forcing the individual toward the next accomplishment. A relentless need for achievement that might not be logical or lack focus. Individuals with limitless energy and drive. Defines a level of productivity for a work group or team.</p>
<ul style="list-style-type: none"> Activator (4) 	<p>When can we start? Individuals that are impatient for action. They believe analysis has its uses, but deep down, they know that only action is real. Only action can make things happen and lead to performance. Not having all the information does not slow the action-oriented individual. Action is believed to be the best tool for learning and deciding future actions. Individuals that believe they will not be judged by what they say or what they think, but by what they accomplish.</p>
<ul style="list-style-type: none"> Adaptability (4) 	<p>Living in the moment. Don't see the future as a fixed destination. Plot the course of the future one choice at a time. Ability to willingly respond to the demands of the moment, even if they pull away from planned events. Sudden requests or unforeseen detours are opportunities. Always flexible and productive when demands require taking a different direction or many directions at once.</p>
<ul style="list-style-type: none"> Responsibility (4) 	<p>Taking psychological ownership for anything one commits to regardless of scale. Feeling emotionally bound to follow something through to completion. Feeling that one's good name depends on delivering. Excuses and rationalizations are totally unacceptable. An obsession to do things right, under the tenets of firm ethics, and a sense of reputation for being dependable. When assigning tasks, people look to these individuals first, knowing the individual will get the task done. A trait of responsible people is to take on more tasks than they should at times.</p>

(continued)

Leadership Strengths – Leading Themes	Definitions
<ul style="list-style-type: none"> • Self-Assurance (4) 	<p>This is similar to self-confidence. Having faith in one's own strengths. Able to take risks, meet new challenges, stake claims, and most importantly, be able to deliver. Having confidence not only in one's abilities, but in one's own judgment. When looking at the world, they have a unique and distinct viewpoint. Because no one views the world the same way they do, they do not allow others to make decisions on their behalf. Others can only guide or suggest. These individuals reserve to themselves the authority to form their own conclusions, decisions, and actions. This individual believes these characteristics are totally natural no matter what the situation, which leads to an aura of certainty. Therefore, they are not easily swayed by someone else's arguments, no matter how persuasive. Like the keel of a ship, it withstands many different pressures, but it keeps you on course.</p>

Note. China study data and findings related to its unique form of leadership. Dr. Donald O. Clifton's culmination of 50 years of research in the psychology of human behavior and certain reoccurring themes (Rath, 2007).

Integrating quantitative analytics to the literature data. By introducing this added level of analysis and analytics into the examination of the data collected from the literature sampled, this study better ensures the construction of a relevant Delphi Study (Turoff & Linstone, 2002).

This added level of empirical investigation includes an arduous in-depth qualitative and quantitative analysis to shape the factors, themes, or variables discovered in order to determine and validate those that appear to be the most significant. Once identified as themes that are likely to lead to revealing a set of valid predictions, they are integrated into the Delphi study. As such, the added investigation and analytics applied a series of statistical tests, error assessments, and calculations based on the supporting data in order to achieve the desired outcome.

The additional empirical processes, analysis, and supporting algorithms that were developed as a part of this process are presented in the Volume II appendices of this paper. They are identified as follows: (a) Appendix E, The Search for Relevancy: Investigative System and Methodology; which includes tables and findings, theme determinations of importance, data

collection procedures, and selection of data sampling, modes, and resources; (b) Appendix F, Areas of Interest: Categories, Themes and Longitudinal Factors, (c) Appendix G, Initial Determinations: Relevant Themes in the Literature, (d) Appendix H, Assembling the Evidence and Stem Research Inquiries, (e) Survey Results: Instruments, Analytics, Determinations and Findings, and (f) Appendix J, Research Codebook: Themes and definitions.

By applying this level of analysis and analytics, this researcher identified the most significant themes (variables) for use in constructing a set of valid inquiries and relevant stem questions as the basis for implementing the Delphi Study.

After introducing a series of quantitative measures into Saldana's literature coding, analysis, and mapping technique, it was discovered that several sub-themes were associated as potential influencers or drivers of leadership behavior when placed in the context of the three research hypotheses. The following sub-themes and statistical significance associated with each were:

- Leadership behavior, which was determined to have an 82.2% reoccurrence rate.
- Cultural ideology, which was determined to have a 72.4% reoccurrence rate.
- Internal leadership ideology, which was determined to have a 69.1% recurrence rate.
- Growth, which had a 49.3% reoccurrence rate.
- Cultural stability, which had a 49.3% reoccurrence rate.
- Power, authority, and superiority, which had a 49.3% reoccurrence rate.
- Economic and monetary ideology, which had a 49.3% reoccurrence rate.
- Internal government legitimacy, which had a 49.3% reoccurrence rate.
- Wealth, which had a 32.9% reoccurrence rate.

These outcomes were calculated based on all outcome data collected from theme occurrences in the literature. As Saldana would argue, those with the highest degree of reoccurrence are significantly associated as being influencers or drivers of human behavior and actions. Therefore, it is inferred that these nine-factors would appear to be influential in relationship to the policy decisions China's leaders make pertaining to each of the three research hypotheses (also see supporting quantitative analysis in Volume II, Appendices).

It would seem inappropriate having arduously measured and extracted these discoveries not to place them in the context of Dr. Clifton's research into the psychological behavior of individuals and groups. By taking this study's observations and associating them to Clifton's strength themes, it facilitates better understanding and ability to appreciate the leadership characteristics, styles, and traits that will likely continue to influence and drive the country's future direction and policy decisions (also see Table 5).

The following are statistically inferred (in ranked order) leadership themes that will determine how China's social, political, economic, legal, intercultural, and the technology environments (as factors) and related policy decisions are shaped:

- Strategic thinking, which was observed 8.75% of the time, or 7/80 times within the range of potential outcomes.
- Competitive behavior, which was observed 7.5% of the time, or 6/80 times within the range of potential outcomes.
- Developer traits, which were observed 7.5% of the time, or 6/80 times within the range of potential outcomes.
- Maximizer traits, which were observed 6.25% of the time, or 5/80 times within the range of potential outcomes.

- Achiever characteristics, which were observed 5% of the time, or 4/80 times within the range of potential outcomes.
- Activator characteristics, which were observed 5% of the time, or 4/80 times within the range of potential outcomes.
- Adaptability characteristics, which were observed 5% of the time, or 4/80 times within the range of potential outcomes.
- Responsibility traits, which were observed 5% of the time, or 4/80 times within the range of potential outcomes.

Collectively, these observations should be considered and weighed accordingly when estimating the predictions identified by this study in the context of China's determining the country's leadership behavior, future policy decisions, and its direction over the next decade.

The Delphi Study conceptualization, methodology, design, approach, and implementation are covered in Chapter Five. Upon the examination of that chapter, the importance of applying the additional analytics to the literature data will be apparent when placed in the context of the critical steps recommended by Turoff and Linstone prior to undertaking any Delphi Study.

Chapter Three: Delphi Study Methodology

Overview and Introduction

This study applies a mixed-method investigation into China by utilizing a series of relevant literature reviews, theme mapping and coding techniques, and qualitative research question or statement analytics. In Chapter Four, this process is expanded by applying quantitative analytics to the information (data) collected in this chapter. This initial approach assists in the determination of certain discoveries necessary to construct and implement a relevant Delphi Policy Study. By applying these techniques, this investigator can identify a set of findings that validate this study's predictions regarding China's emerging social environment challenges, leadership decisions, and associated policies.

Moreover, the aim of this investigation is to identify evidence that serves to examine and analyze the stated hypotheses regarding a range of influencers as predictors or drivers of China's social security and health care crisis. This process includes examining related leadership behavior and actions as a basis of predicting the decisions made in managing these issues in the country.

This study frames its investigation by applying the SPELIT Matrix Model, which explores and investigates a set of issues from the social, political, economic, legal, intercultural, and technological perspectives, identifying factors that may be instrumental in certain predictable outcomes and implications.

The Policy Delphi Method. The method is an offspring of a classic investigative approach used to resolve decisional disputes within organizational groups. It was created by the RAND Corporation in response to a U.S. Army Air Corps requirement that was commissioned during the Cold War in 1959.

The approach, originally styled as a quantitative model, was designed by Olaf Helmer, Norman Dalkey, and Nicholas Rescher as a structured communication technique. Originally the method was developed as a systematic interactive approach to assist groups in arriving at efficient outcomes when confronted with a complex problem. The method relies on a panel of experts that are seeking to make a sound decision on a direction to proceed when the path to resolution is unclear. The given a series of variables that make deciding on a clear path to resolve the problem unclear. The experts are surveyed through questionnaires that probe their opinions regarding the central problem. By design, the responses of the group are collected, assessed, and evaluated for agreement or disagreement on ways to solve the problem. This process is repeated through in two or more rounds of surveys with the goal of attaining the highest possible level of agreement on the best way to resolve the central problem(s) or issue(s).

After each round, a facilitator provides an anonymous summary of the experts' forecasts or responses from the previous round, as well as the reasons for their judgment. Thus, experts are encouraged to revise their earlier answers considering the replies of other members of the panel. It is believed that during this process, the variation of answers will decrease, and the group will converge towards the correct answer, which is determined by achieving a consensus. Finally, the process is stopped after a pre-defined criterion (e.g. number of rounds, achievement of consensus, and stability of results) is obtained. This is determined by comparatively evaluating the Median (Mdn) and the Inter Quartile Range (IQR) scores shown by the responding panel of experts for each questionnaire item in the final two survey-rounds.

The Policy Delphi is based on the principle that forecasts (or decisions) extracted from a structured group of individuals with common interests is more accurate than those from unstructured groups (Rowe & Wright, 2001). The technique can also be adapted for use in face-

to-face meetings. This technique is commonly referred to as a mini-Delphi or Estimate-Talk-Estimate (ETE) approach. Policy Delphi's have been widely used for business forecasting and have certain advantages over other structured forecasting approaches when attempting to predict a direction leaders or markets will take (Green, Armstrong, & Graefe, 2007).

The Policy Delphi version of the method was introduced in 1969. One of the objectives of the method is to reveal the strongest possible opposing views of the potential resolutions on a major issue. Given this, a Policy Delphi is one that assumes there are no experts, only informed advocates and referees. However, an expert or analyst may submit a quantitative or qualitative estimate of what the effect of an outcome of an event or policy may be.

The objective of the Policy Delphi is to identify the level of disagreement or lack of a clear-cut opinion from a panel as a means of determining whether a given issue or policy should still be considered, advocated, or continued (Turoff, 2005). In addition, the method can support the discovery of emerging trends where current events, policy, or advocacy is under consideration (Turoff, 1970). Moreover, the Policy Delphi can be adapted to a computer-aided survey exchange or website as an appropriate technique for studying complex issues and measuring the effects of environmental factors as influencers.

In 2000, Yu-Nu Yang completed a study and examination of the Delphi Policy method and made the following observations:

- The method is a means of structuring a communication process that offers a group of experts the ability to gather together to better understand information on complex issues or to forecast future problems effectively (Linstone & Turoff, 1975).

- Once a panel of experts is identified and selected, they are asked to render opinions and judgments on a series of structured and open-ended questionnaires.
- Qualitative analyses (e.g., content analysis, Tafoya, 1986) are conducted on the panelists' responses to the series of questionnaires.
- A series of surveys are conducted by applying questionnaires that apply a Likert-type response format. This allows the results of each survey's item responses to be quickly analyzed and compared.
- The series of surveys applies continually revised questionnaires in each survey-round. In each subsequent round, the same panelists are asked to rank the questionnaire items based on a Likert scale to measure each item and associated response in the order of importance, desirability, or feasibility.
- Several rounds may be needed to achieve the desired results or until an acceptable level of consensus on each item (response) has been achieved. This is determined by comparing the results of the last two survey rounds. This approach utilizes a quantitative analysis to make a final assessment of any given outcome.

This Delphi method often combines qualitative and quantitative techniques in its research design, subsequent analytics, and findings.

Yang continues by observing that the primary objective of a Policy Delphi is to obtain consensus by identifying stable and consistent opinions as extracted by surveying a group of experts in two or more successive rounds on a given subject or problem statement (Dajani, 1979; Kalaian & Kasim, 2012).

Yang indicates that consensus and consistency are presumably reached when the stopping point or criterion indicating consensus has been met (Hsu & Sandford, 2007; Yang, 2000).

However, problems may arise from the use of a stopping point or criteria since they are both arbitrary and subjective.

Yand cites (Franchak, Desy & Norton, 1984) that successive rounds of panel inquiries (surveys) resulting in a change of less than 15% between two item median (Mdn) scores among panelists is considered a proper stopping rule for identifying when a consensus has been achieved. In the case of this study, considering the number of selections applied in the Likert scale, the stopping rule or variance in results between the series of questionnaire items in survey-rounds is set at 16.7%. This rule was applied to the results discovered in R3/Rnd3 and R4/Rnd4 of this study's questionnaire items.

Yang suggests that several methods of analysis can be used to determine a Coefficient of Variation (CV) as a ratio of the standard deviation of an item's rating score to its corresponding mean across panelists when comparing survey item results. Yang (2000) argues that this coefficient (unlike the standard deviation) is not affected by the unit of measurement. When he examined the: (a) McNemar Change Test; (b) Jolson & Rossow's F-test to Compare Two Variances; (c) Pearson's Degree of Association; and (d) Dajani's (1979) Coefficient of Variation Stability using a Binomial Test, Yang chose to apply the Dajani's Binomial Test to approximate a chi-square value. He considered this technique more accurate when analyzing data panels that are similar in scale to the size of the data panels (n) proposed in this study. This aside, Yang argues that Dajani's Binominal Test is clearly a preferred technique, when attempting to evaluate two independent survey data panels. Yang (2000) states that by applying this technique it opens a broader range of opportunities to a researcher when conducting such inquiries.

In the case of this study, and having explored and assessed Yang's observations and guidance, this investigator chose to elect those techniques that were suggested by the study's

Chief Investigator (Dr. Madjidi) and senior mathematician and statistician (Dr. Sharker), both of whom actively apply a preferred series of analytic tests when examining the results of similarly scaled data panels in their research.

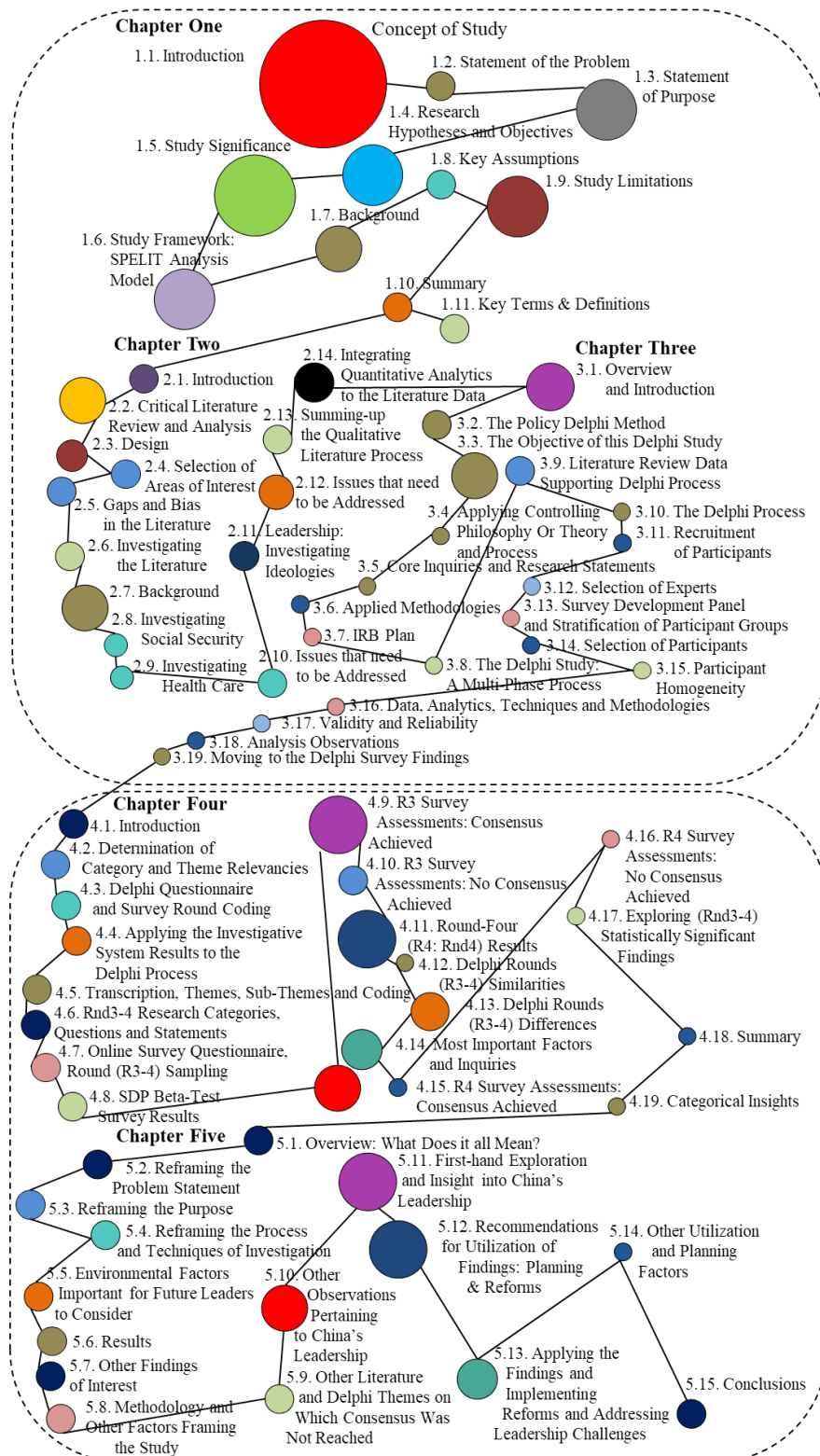


Figure 10. Study conceptualization.

Note. Conceptualization adapted from Dr. Madjidi, F.; and, Guidelines for Education Doctoral Proposal/Dissertation, Dr. Schmieder-Ramirez, J.; and, Dr. Sparks, P. 2017, Pepperdine University, EDOL Program.

Part 1, Organization of this Delphi study (focus and limits). The conceptual design approach is summarized as follows.

Chapter One: Shaping a Relevant Delphi Study

- 1.1 Introduction
- 1.2 Statement of the Problem
- 1.3 Statement of Purpose
- 1.4 Research Hypotheses and Objectives
- 1.5 Study Significance
- 1.6 Study Framework: SPELIT Analysis Model
- 1.7 Background
- 1.8 Key Assumptions
- 1.9 Study Limitations
- 1.10 Summary
- 1.11 Key Terms & Definitions

Parts 2-3, Organization of this Delphi study (focus and limits). Parts 2 and 3 of the study are focused on building and extending those portions of the study outlined in Part 1. Parts 2 and 3 focus on collecting and developing a firm understanding of the central problem statement by conducting a series of critical literature reviews. These reviews assist in defining how the problem is viewed in the global community by examining works published on the topics by subject matter experts that are actively engaged in the research and reporting their findings. This series of critical reviews assists this investigation by better defining the problem, illuminating those factors that are serving as influencers or driving the direction of each issue, and gaining a sense as to how prominent each is in terms influencing the global narrative.

Chapter Two: A Review of Relevant Literature

- 2.1 The Nature of Literature Review: Introduction
- 2.2 Critical Literature Review and Analysis
- 2.3 Design
- 2.4 Selection of Areas of Interest
- 2.5 Gaps and Bias in the Literature
- 2.6 Investigating the Literature
- 2.7 Background
- 2.8 Investigating Social Security
- 2.9 Investigating Health Care
- 2.10 Issues that need to be Addressed
- 2.11 Leadership: Investigating Ideologies
- 2.12 Issues that need to be Addressed
- 2.13 Summing-up the Qualitative Literature Process
- 2.14 Integrating Quantitative Analytics to the Literature Data

Chapter Three: Delphi Study Methodology

- 3.1 Methodology: Overview and Introduction
- 3.2 The Policy Delphi Method
- 3.3 The Objective of the Delphi Study
- 3.4 Applying Controlling Philosophy or Theory and Process
- 3.5 Core Inquiries and Research Statements
- 3.6 Applied Methodologies
- 3.7 IRB Plan

- 3.8 The Delphi Study: A Multi-Phase Process
- 3.9 Literature Review (background) Data Supporting the Delphi Process
- 3.10 The Delphi Process
- 3.11 Recruitment of Participants
- 3.12 Selection of Experts
- 3.13 Survey Development Panel and Stratification of Participant Groups
- 3.14 Selection of Participants
- 3.15 Participant Homogeneity
- 3.16 Data, Analytics, Techniques and Methodologies
- 3.17 Validity and Reliability
- 3.18 Analysis Observations
- 3.19 Moving to the Delphi Survey Findings

Chapter Two speaks to field research data (literature reviews and theme analysis) including discoveries, determinations, findings, and important outcomes. It focuses on a collection of scholarly research and literature pertaining to the study's central inquiries and associated discoveries. In addition, during the development of the second part, the investigators researched critical literature and topic narratives from subject matter experts (SME) in specific categories (areas of interest) regarding the study's objective identified in the first part. The SME narratives are explored and examined in detail in the second part to shape and refine the study's final findings, conclusions, and observations, each regarding important and relevant social security, health care (reforms), leadership, and policy development influencers, drivers, and future challenges. Once the second part of this investigation is complete, it is published and

distributed to Survey Development Panel (SDP) as SMEs for extended comment and observations.

Parts 4-5, Organization of this Delphi study (focus and limits). Parts 4 and 5 of the study contain the initial findings extracted from the literature review narratives discussed in Parts 1, 2 and 3 and applies this information as the basis for discovery in the next series of investigative techniques.

Chapter Four: Delphi Study Determination & Findings

4.1 Introduction

4.2 Determination of Category and Theme Relevancies

4.3 Delphi Questionnaire and Survey Round Coding

4.4 Applying the Investigative System Results to the Delphi Process

4.5 Transcription, Themes, Sub-Themes and Coding

4.6 Rnd3-4 Research Categories, Questions and Statements

4.7 Online Survey Questionnaire, Round (R3-4) Sampling

4.8 SDP Beta-Test Survey Results

4.9 R3 Survey Assessments: Consensus Achieved

4.10 R3 Survey Assessments: No Consensus Achieved

4.11 Round (R4; Rnd4) Results

4.12 Delphi Rounds (R3-4) Similarities

4.13 Delphi Rounds (R3-4) Differences

4.14 Most Important Factors and Inquiries

4.15 R4 Survey Assessments: Consensus Achieved

4.16 R4 Survey Assessments: No Consensus Achieved

4.17 Exploring (R3-4) Statistically Significant Findings

4.18 Summary

4.19 Categorical Insights

Chapter Five: Conclusions and Recommendations

5.1 Overview: What does it all mean?

5.2 Reframing the Problem Statement

5.3 Reframing the Purpose

5.4 Reframing the Process and Techniques of Investigation

5.5 Environmental Factors Important for Future Leaders to Consider

5.6 Results

5.7 Other Findings of Interest

5.8 Methodology and Other Factors Framing the Study

5.9 Other Literature and Delphi Themes on Which Consensus Was Not Reached

5.10 Other Observations Pertaining to China's Leadership

5.11 First-hand Exploration and Insight into China's Leadership

5.12 Recommendations for Utilization of Findings: Planning & Factors

5.13 Applying the Findings and Implementing Reforms and Addressing Leadership

Challenges

5.14 Other Utilization and Planning Factors

5.15 Conclusions

The codebook supporting each category and theme associated with the analytics is provided in Volume II.

The objective of this Delphi Study. Hiltz, Johnson, and Turoff offer the following additional clarifications.

The objective of The Policy Delphi structure is not to produce a consensus, but to expose the strongest arguments for and against possible resolutions of a policy issue... that seeks a significant degree of agreement or disagreement. Given this [sic], “a policy analysis provides a decision-maker with the strongest arguments on each side of an issue... that are scaled...or [sic], rated as important or valid. Such arguments are based on the isolation of critical variates as potential influencers that drive a leader’s decisions. An example...a sophisticated approach...that utilizes [sic], multi-dimensional scaling, and the application of a trend model that is based on assumptions according to an interval scale such as: ‘definitely true’; a mid-point ‘maybe’; and, ‘definitely false’ pertaining to a range of variables [sic] and the degree of validity of each” adds considerable clarity when attempting to discover those factors that are influencing or driving decisional behavior or actions associated with complex topics or issues. (Hiltz, Johnson, & Turoff, pp. 225-253)

Applying controlling philosophy or theory and process. Turoff insists a controlling philosophy should be applied to the proposed inquiry system as a procedure to better assist in identifying valid outcomes (Turoff, 1975). As such, this study applies two controlling philosophies in the development and construction of the 1st, 2nd, 3rd, and 4th literature inquiry cycles (orders), the construction of the study’s research questions, and in shaping the 1st and 2nd rounds of the Delphi survey questionnaires.

The Lockean theory. John Lock’s philosophy or theory is applied to the Inquiry Analysis (IO) method by suggesting panelists review supporting materials (critical literature summaries) on the issue(s) prior to developing theories or opinions when responding to survey questions.

By applying Lock theory, this investigator argues panelists should ask themselves the following questions while assessing the information presented: (a) What are the supporting statistics pertinent to the category and sub-category (variants) relevant to the central question? (b) What is the probability that any of the selected categories and sub-categories are likely to be influencers and/or drivers of China’s policy decisions? (c) Do the assertions provided in the

literature focus on collecting sufficient historic, present, and future data to construct a reasonable estimate of the degree of significance of each variant when viewed in the context of the stem research questions? If not, each panelist is encouraged to include their own predictive assessment of what they believe are the controlling factors, influencers, and drivers in terms of future predictions and implications in their survey responses.

In the context of applying Lock's philosophy to the Delphi Policy Process, Lock would likely argue that all participants should approach the process with a tabula rasa or a mental state that is not affected by prior experiences or impressions. Given this, Lock would likely argue participants should set aside any personal bias, emotions, or behaviors and to start with a clean slate to embrace a method of introspection when considering the full-range of possibilities as they evaluate a study's evidence and supporting materials when forming their decision (Baldwin, 1913).

The Hegelian philosophy. This dialectic philosophy guides this research and its inquiry development by providing a method or approach to analyze of this study's primary and secondary inquiries as alternatives when identifying the nature of factors, influencers, and drivers of the world as a "whole system" (Gustav, 1996, p. 6).

By examining these from a worldview perspective, the approach offers the opportunity to identify factors of change that are supported by a higher reason and critical thinking, which includes being open to opposing viewpoints that represent larger and more complex ideologies and competing interests.

Hegel argues that when this approach is applied to a study, panelists should reflect on the following:

- Why is an opposing view either not true or truer than another?

Further, when conflicts occur between worldviews, panelists should consider:

- Does a given outcome or prediction allow a unique worldview to emerge that is the result of a creative synthesis of the two opposing viewpoints?

By applying these questions, panelists are more likely to identify and guard against personal bias that shape ill-informed or unenlightened judgment.

For Hegel, these considerations are critical in light of his concept of decision making, which proposes the development of a thesis, and an opposing antithesis. Each are subsequently resolved through the development of a synthesis, or reasonable assessment and outcome, that is produced from applying a unbiased process that views an issue from differing perspectives.

Why these philosophies were selected. Lock and Hegel's philosophies were selected in order to introduce a widely accepted approach to examining and reflecting on this study's evidence. This investigator believes that this study's panelists are best served in their decision-making process by utilizing these two philosophies. By applying these approaches, this investigator believes the panel's survey results and level of confidence pertaining to their decisions will serve to rise the degree of significance and relevancy of this study.

Further, by applying the two underlying controlling philosophies and theories as processes, it will fundamentally increase this study's validity, depth, examination of the problem statement, and overall purpose.

Moreover, Turoff and Mitroff argue that applying the basic concepts of Hegel's dialectic theory the process of addressing a thesis, antithesis, and synthesis is essential when seeking to achieve unique discoveries and predictive outcomes.

Core inquiries and stem research statements: Restated. The following represents the three key research hypotheses (RH₁, RH₂, and RH₃) this study is examining.

In addition, this study seeks to determine the level of agreement among two separate groups of subject matter experts regarding a series of statements that indicate strong correlations to those themes that have been selected and integrated into this research. The first group represents the authors and academics that are covered in this study's literature reviews. The second group represents those that have been pre-qualified and selected as volunteers to participate in this study's survey process.

Core and stem research inquiries and statements. The following statements have been integrated into the literature review and Delphi survey process.

- Key Stem Questions. (Social Themes)
 - Will China increase its social security system due to its aging population?
 - Will China increase its health care system due to its aging population?
- Key Research Hypotheses. (Social Themes)
 - China will increase its social security system due to its aging population. (RH₁)
 - China will increase its health care system due to its aging population. (RH₂)
 - China's geography has no association with its aging population.
 - China's present growth does not drive its future aging population.
 - China's present population is not driving its future social security programs.
 - China's present social security does not drive its future health care.
- Other Questions. (Social Themes)

A. Key Research Questions or Statements

- Will China redefine its people's freedoms and social balance to sustain its government's legitimacy?

- Will China redefine its civil rights to increase social unity and political-economic balance to sustain internal government legitimacy?
- Is China's leadership behavior in conflict with its external leadership ideologies?
- Are China's external leadership ideologies increasing power, authority, and superiority influencing the global political equilibrium?
- Will China's changing internal leadership ideology and behavior continue to influence the liberalization of the Maoist cultural ideology?
- Will China's leadership behavior focus on increasing natural resource access to sustain its growth?
- Will China's external leadership ideology move to increase its food supply to sustain growth?
- Will China be confronted by a downturn in its economic growth trend?
- Will China's economic and monetary ideologies be forced to transform to those of the West?
- Will China improve its environment if it means reduced economic growth?
- Will China enforce intellectual property law and protection to increase foreign investment if it means sacrificing China's economic growth?
- Will China increase its citizens' right of ownership to sustain social-economic growth?
- Will China face its cultural stability issues if they challenge its current capital reserve and wealth?
- Will China face technology advancement and military system challenges to obtain superiority as a global power?

B. Key Research Hypotheses. (Leadership Themes)

- China's leadership will increase the country's social security and health care programs. (RH₃)
- China's leadership focus on continued economic growth will limit increases in its social security programs.
- China's leadership focus on continued economic growth will limit increases in its health care programs.
- China's leadership will focus on addressing the imbalances between its social classes.
- China's leadership will reform the country to demonstrate its ability to assume the role of being a new leader in the global community.

Applied methodologies.

Research assumptions. This study is both complex and is limited in terms of its focus in order to better allow for the in-depth investigation and determination of a narrow range of possible influencing factors (variables) or prediction of behavior decisions regarding social policies and related outcomes.

This is the intent when applying the Delphi method as the technique is designed to undertake complex problems that involve a large number of variables and reduce them to an efficient and manageable number allowing decision-making bodies to more expeditiously assess and determine a policy or outcome. After review of the initial literature and data on the problem statement, the following assumptions are presented for framing and consideration prior to being submitted to the participants in the Delphi survey round.

This study's assumptions are as follows:

- The literature reviewed for the study's background regarding controlling factors and related issues, was taken from leading scholars on the subject of China and considered to be experts in the subjects or topics presented.
- The relevant literature and data as represented by the scholars and analysis have been accurately framed, themed, and coded as reflected in the following figures:
 - Historical Areas of Interest: 1st Order Influencers (Figure 9).
 - Present Factors: 2nd Order Influencers (Figure 9).
 - Future Factors: Analysis of 3rd Order Influencers (Figure 9).
 - Leading Future Factors & Issue Sets of Highest Significance, 4th Order (Figure 9).
 - Huff's Globular Nebula (HGN): Dynamic Environmental Factors within a Singularity Cluster.
 - Smith's Six Principle Elements: Influencers and drivers of a Nation's Wealth.
 - Assumptions & Limitations (Figure 10).
 - Three-World Theory: Differing Ideologies and Competitive Dynamics (Figure 2).
 - Concept and Design Approach to Study (Figure 10).
 - Huff & Sharker's Declining Generational Relevancy (DGR) Model (Volume II, Appendix F, Figure F.1).
- The applicability of principle ideologies, leadership, social, political, and economic theories as expressed by the referenced subject matter experts and scholars is relevant to investigating the study's problem statement and related inquiry, e.g.:
 - Adam Smith (economics, wealth, dominance, and leadership)

- Richard Nixon (Chinese diplomacy)
- Henry Kissinger (understanding China)
- Timothy Beardson (economics and finance in China)
- Jared Diamond (historian, economic and environmentalist)
- Joseph P. Farrel (physicist, econometric and financial systems)
- Niall Ferguson (historian, economist)
- Ivan Tselichtchev (historian, economist)
- Ezra Vogel (China historian, biographer)
- Li Xiaoping (statesman, politician, leadership)
- M. Zhu (economic, financial, monetary systems and policy)
- Ellen Hodgson Brown (economic, financial, monetary systems, legal and policy)
- John Taylor and Akila Weerapana (macroeconomics, causational and predictive modeling)
- Martin Jacques (globalization, Chinese history, culture, international relations)
- Nagene Rolland (Senior Fellow, Political and Security Affairs, Nation Bureau of Asian Research (NBR), and Advisor on Northeast Asia in the French Ministry of Defense, Directorate for Strategic Affairs)
- John Nash (mathematic, econometrics, predictive rational gaming)
- The applicability of principle techniques, processes, and methodologies were pertinent and a best fit for investigating the problem statement, e.g.:

- The SPELIT Matrix framework by June Schmieder-Ramirez and Leo Mallette (Schmieder-Ramirez & Mallette, 2007)
- The SWOT (PEST) analysis by Albert Humphrey (Humphrey, 2005)
- Qualitative (theme) Mapping and Coding techniques by Johnny Saldana and David Thomas (Saldana, The coding manual for qualitative researchers, 2012; Thomas, 2003)
- The application of the literature review and inquiry system (IS) as developed by Mitroff (Mitroff & Turoff, 1975)
- The application of the Policy Delphi Method and rapid techniques by Murray Turoff, Olaf. Helmer, T.J. Gordon, and Arthur Pease (Turoff & Linstone, 2002)
- The theories and methodologies listed above were adapted and applied to the study in such a manner to yield a set of significant and relevant outcomes or findings.

Upon establishing these assumptions and in conjunction with this study's background investigation into significant areas of interest, reviews of critical issues, narratives, and relevant literature, I would argue the direction of this study can be defended based on the initial findings from the critical works of those scholars and analysts actively researching the future potential impacts of the factors, issues, and challenges represented in the context of China's leadership and economy. As subject matter experts, they guide this study, its related inquiry, findings, and predictions as derived by the participating Delphi subject matter experts.

IRB Plan

The Institutional Review Board (IRB) plan is to conduct this investigation in such a manner as to be fully compliant with the rules and guidelines established by Pepperdine University GSEP Program and federal regulations 45 CFR 46.101, which govern the protections

of human subjects. As such, it is the purpose of this study to be conducted according to the proposal set out within this research and submitted as Protocol #18-03-762 and as subsequently approved by Pepperdine's GSEP IRB committee 13 June 2018 (also see, IRB Approval Letter, Volume II, Appendix G, Figure G54). This approved protocol will be used as a controlled research plan and developmental guideline for the further investigation, review, assessment, and creation of more effective social and health programs to include the leadership and advocacy of supporting policy.

For this investigator to collect the necessary survey data and complete the analytical assessments necessary to identify and confirm what has been discovered from the research (learned), this research and its publication requires that all survey participants be informed of the purpose of this study, its ultimate use, and to request their individual permission or consent to participate.

In this accord, the student investigator specifically disclosed and received an acknowledgement of understanding and approval from each of the study's participants specific to the following conditions.

- Each participant was informed that the use of their name and/or organization would not be disclosed in this study.
- Participation in this study was optional and each had the ability to cease their participation at any time.
- Participation in this study did not involve any biological testing or related risks.
- That the investigative responses and findings would only be presented in aggregate form with no reference to any participating individual.

- References that may appear in this investigation will only be in the form of pseudonyms or generic references, e.g. Mr. or Mrs. Jones, or reference to a generalized industry, occupation, or position of leadership.
- All records of any individual or organization's participation in this study will be destroyed by this investigator upon the completion of this study.
- All records of any individual or organization's participation in this study will be held in confidence by this investigator and not shared with any associate, organization, or the institution that this study has been created for in support of completing the related course of study and degree program.

These conditions are established between the institution this study is being completed for and those it has engaged to participate in the information-gathering process and are designed to fully comply with the international review board rules and regulations.

Finally, participants were informed of any foreseeable risks or potential discomfort to them as a result of participating in this study as being minimal. In addition, it was emphasized to each that their participation in this study was voluntary and that a decision to not participate or to withdraw did not affect them in any way. Upon receipt of request from each participant, a copy of this study's findings will be made available after it has been accepted for final publication. (See appendices to view the IRB instruments and forms applied to implement the collection of personal information needed to conduct this investigation.)

This researcher/investigator has submitted this proposal as "research that is exempt" under regulations at 45 CFR 46 (Protection of Human Subjects 2009) and further, that this research falls under exemption categories 4 and 5.

Category 4 research involves the collection or study of freely available de-identified existing data, documents, records, pathological specimens, or diagnostic specimens, if these sources are publicly available, or if the information is recorded by the researcher in such a manner that subjects cannot be identified, directly or through identifiers linked to the subjects. Such “existing” collected data or off-the-shelf research includes that which may be collected in the process of completing non-research activities. De-identified data can be substituted with identified data in the event that the subjects selected in the research have agreed to voluntarily disclose or openly publish their involvement in this of similar research, wherein their opinions (personal views and or bias) have been openly expressed in the public form and/or openly published. This investigation would argue the literature reviews examined and evaluated during the initial phases of this research are compliant to the Category 4 guidelines and controls (Selwitz, Epley, & Erickson, 2016).

Category 5 involves research and demonstration projects conducted by heads of government departments or agencies, which are designed to study, evaluate, or otherwise examine the following:

- Public benefit or service programs
- Procedures for obtaining benefits or services under those programs
- Possible changes in or alternatives to those programs or procedures
- Possible changes in methods or levels of payment for benefits or services under those programs

These studies can be conducted by any federal department or agency and or any other officer or employee of any department or agency to whom authority has been delegated.

Although this study has not been specifically tasked to this student investigator, the information collected and the determination of findings are intended to benefit the entire academic and professional community including those associated with GSEP and the foreign policy college at Pepperdine University. As such, this research has been reviewed and approved by Pepperdine's GSEP Institutional Review Board (IRB), with the dictate conduct the research as prescribed and directed by the University in accordance with the assigned protocol (Selwitz et al., 2016, p. 18-19).

Criteria for IRB approval. Federal regulations at 45 CFR 46 (Protection of Human Subjects 2009) and 21 CFR 56 (Institutional Review Boards 2015) lists basic criteria that the IRB must comply with when reviewing research that involves human subjects. These provisions include any research activity that involves participants in interviews and/or survey activities like those prescribed in this study.

To approve a research project, the IRB must determine the following:

- The risks to subjects are minimized.
- The risks are reasonable in relation to any anticipated benefits to the subject and to the advancement of knowledge.
- The selection of subjects is equitable.
- Informed consent will be sought.
- Informed consent will be documented.

- Where appropriate, the research plan makes adequate provisions for monitoring the data collected to ensure safety of the subjects.
- There are adequate provisions to protect the privacy of subjects and to maintain the confidentiality of data.
- Where any of the subjects are likely to be vulnerable to coercion or undue influence, additional safeguards have been included in the study to protect subjects.

In addition, there are specific requirements regarding the informed consent process that are outlined in the CITI Programs (Selwitz et al., 2016). These guidelines and requirements have been specifically reviewed and authorized in conjunction to any research associated with Pepperdine University's GSEP Program.

Finally, the IRB process requires that investigators make every effort to ensure participants find the survey process to be fair and equally comprehensible. This provision includes any minor adjustments necessary to level-the-playing-field. This applies to any incremental improvements in the following areas.

- Equal fairness and opportunity for all participants associated with:
 - Benefits
 - Comprehensiveness
 - Transparency
 - Readability and Understanding

- Appreciation
- Simplicity of format
- Clarity

Defining the Investigation.

Concept, design, and approach overview. The approach to this study is summarized in the following figure as a quick reference guide to the research inquiry design.

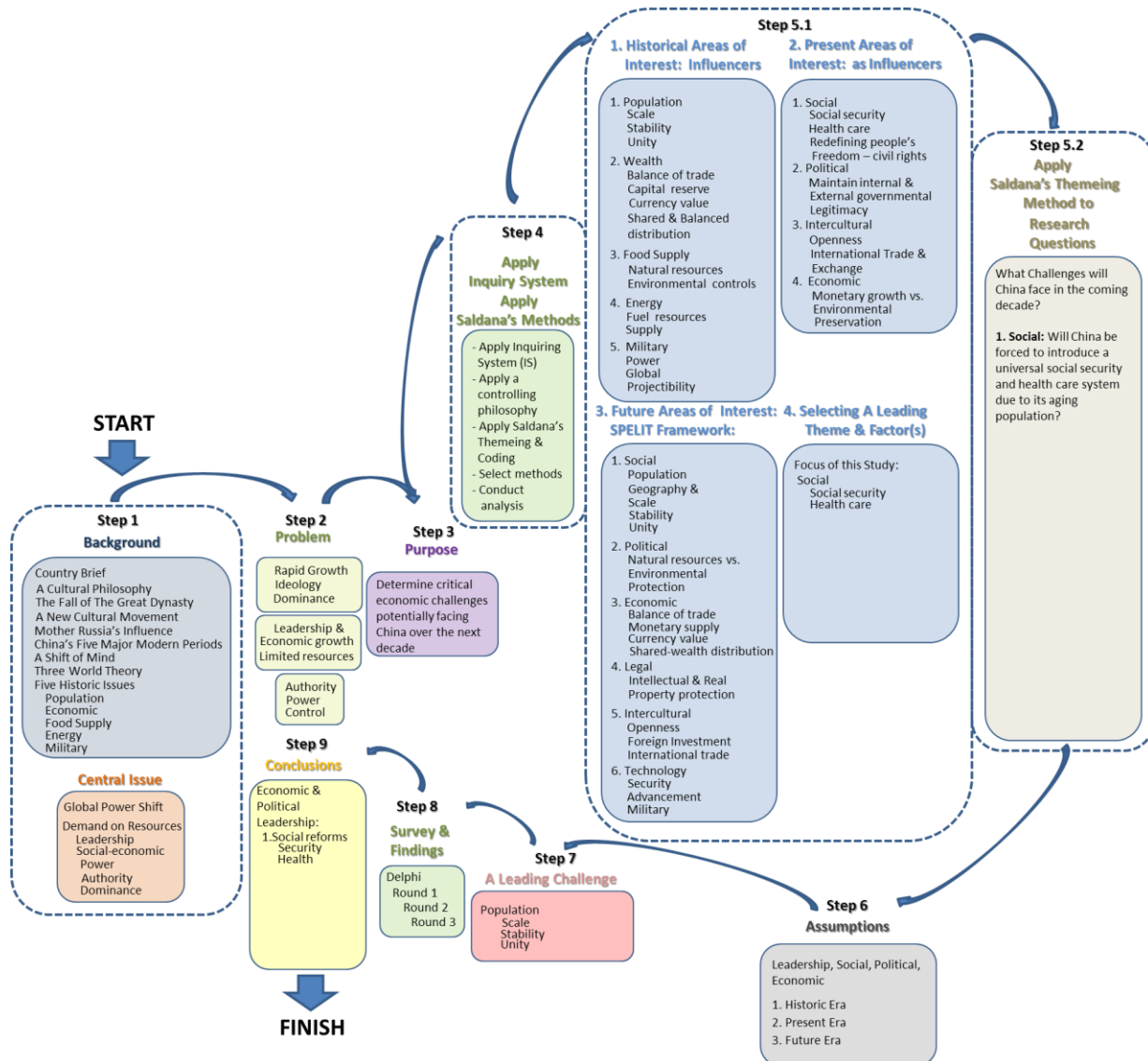


Figure 11. Design approach to this study: A multi-phase process.

Notes. Study organizational structure is framed using Roberts, (2010).

* Figure adapted to best fit theories and observations presented in the above referenced works in the context of environment factors and influencers on China's assumption in its role as the new global leader.

Definition of data gathering procedures: Policy Delphi.

Survey methodology. The authors developed a survey instrument design and process using an informal open-ended, face-to-face interview narrative collected from a closed sampling group.

Survey participants included corporate executives, academic scholars, professors, doctorate students, and select Chinese nationals. The total sample was stratified into functional area (topics) of interest as framed by the SPELIT model. Participants were recruited in accordance to their specific subject matter expertise and knowledge. All survey participants were solicited on a voluntary basis and under terms of protected anonymity.

These same terms were extended to participants in the study as critical review subject matter experts (SMEs). The authors integrated participant terms and conditions as a uniform standard to the study due to possible adverse implications for individual participants (real or perceived) related to survey narratives or observations considering the sensitivities of the People's Communist Party of China, as well as those desiring to continue the enjoyment, trust, and confidence of the CPC and other referenced government agencies in the future.

The Delphi Study: A Multi-Phase Process

Literature review (background) data supporting the Delphi process. The process used to implement the Delphi study began with an review of relevant literature on the topic in order to discover those categories, themes, and sub-themes that were the most important in the context of the study's central investigation and problem statement.

Specifically, the literature investigation included an initial scan or overview of those topics that were generally associated to with the SPELIT framework. Once this initial information was collected, the investigation advanced onto a thorough search and examination of

the body of work published with a focus that narrowed to include only those themes and sub-themes that were highly relevant to discovering the factors that may be associated or linked to the social and leadership phenomena being investigated.

It was critical that this step in the process applied Saldana's technique as well as other standard statistical analytics to guide a narrowing focus and collection of evidence that would then guide construction of the dialogue and narrative. This process then led to the development of a relevant first and second-round survey questionnaire containing questions and research statements that, when integrated into the Delphi survey process, would offer sufficient insight and understanding that could drive a series of decisional predictions.

The Delphi process: Phases defined. What follows is an overview of the next step in the data-gathering process and procedures that were used in the Delphi study. This step of the process implemented a six-phase approach that involved the following:

1. Conducting initial interviews, focusing the dialogue, and centering the narrative with subject matter experts on the topic of the study, problem statement, and hypotheses. This was largely accomplished by using the critical literature review process as the first-round (R1) of the Delphi process. Questionnaires developed to support this phase of the process are coded (Rnd1). Note that this separate coding offers clarity as to the specific activity that supports each phase of the process. In some cases, the questionnaires supporting the Delphi rounds are coded different from the phase they occur in.
2. Apply the pre-selection criteria to the sample population; and, begin to reduce the sample participant size and demographics, increase sample proportionality, and homogeneity. In addition, this phase included applying the expertise, skills, and talents of a survey development panel (SDP) to construct a relevant questionnaire. As such, the

second-round (R2) of the Delphi process involved the SDP efforts to construct, test, and refine what would ultimately be a clearly-focused series of questionnaires seeking to achieve consensus, stability, and a determination of findings.

3. Construction and implementation of relevant survey questionnaires (Rnd1, Rnd2, Rnd3, or Rnd4). This phase is generally defined or referred to as being associated with the third-round (R3) of the Delphi process.
4. Construction and implementation of a relevant second round survey questionnaire (Rnd2). This phase is defined as being the fourth round (R4) of the Delphi process.
5. Apply an appropriate stopping-rule to end the process of finding consensus.
6. Structuring the data and implementation of analyses.
7. Summarize the findings; identify significant discoveries.
8. Determine results associated with hypotheses and present conclusions.

The procedures specific to each of these phases are explored in greater detail in the following paragraphs.

Phase One: Initial interview, focusing the dialogue, and centered narrative.

- The participants are notified of their acceptance to participate in the study via electronic notification (email).
- A time is scheduled, and an initial interview is conducted based on a script (agenda) developed by the chief investigator.
- This opens a means of dialogue between the investigator and the participant.
- The modes and nodes of communication necessary to support the conveyance of the data collection instruments (survey and correspondence) are established via

hand-written, mailed, and email means, Skype, LinkedIn, and survey information collection software platform (mobile application).

- Once established and agreed to by both parties, the appropriate communications are conducted to support the necessary interviews, collection of survey data, and to confirm or clarify participant responses.
- Create transcriptions and develop and integrate coding.

Phase Two: Implementing a first-round questionnaire (Rnd1 Delphi Survey).

- The established modes and nodes together with linking the participant with the designated survey application initiates this phase of the process.
- The survey instrument design and stem questions are focused on utilizing the themes that are determined to be highly relevant or significant to assure the outcome and findings are equally significant and valid.
- Construct and implement the first questionnaire, record correspondence, conduct the analysis, and determine levels of consensus. If insufficient consensus is discovered, then a second-round questionnaire will be needed to better clarify and validate the findings.
- The focus of the survey is to determine agreement and the statistical probability of the following predictive(s):
 - Social Environment: China will increase its social security system due to its aging population (RH₁).
 - Social Environment: China will increase its health care system due to its aging population (RH₂).

- Leadership Environment: A shift in China's leadership ideologies will cause the country to increase its social security and health care programs and reforms (RH₃).

Phase Three: Implementing a second-round questionnaire (Rnd2 Delphi Survey).

- (Optional) The focus of this survey round is the following:
 - Ensure the clarity of each inquiry (survey stem question) and the range of responses, are implemented in the second questionnaire, record correspondence, and conduct analysis to determine the resulting levels of consensus. In this phase, the number of stem questions or statements have been reduced to only those where statistically significant levels of agreement or consensus have not been achieved between the participants.
 - Identify the statements or inquiries where consensus has not been achieved. This is accomplished in a three-step process.
 - Conduct a follow-up interview. Each participant is invited to discuss and clarify the survey questions and their responses. They are not informed of any responses where consensus was achieved in the first survey.
 - Each participant is informed that the second survey is necessary to confirm the responses they provided in the first survey.
 - Restate, reformat, or increase the clarity and reading ease of the statements or inquiries where possible.
- Integrate the survey development panels (SDPs) assessments. In light of the initial survey returns, the panel's assessments serve to increase clarity and potential participant agreement where prior consensus was not achieved.

Phase Four: Structuring the data and implementation of analyses.

- Assess and frame the data in order to enable the information to be integrated into the appropriate analysis programs.

Phase Five: Summarize the findings, identify significant discoveries.

- Construct descriptive assessments of the analytics; observe and report significant findings and discoveries.

Phase Six: Determine results associated with hypotheses and present conclusions.

- Construct and conduct appropriate analyses in order to identify significant correlations associated with the hypotheses.
- List the conclusions and predictions that are supported by the evidence.

It should be noted that if the collective set of participants represent significant levels of consensus in the first-round survey, this third phase of the process can be omitted.

Recruitment of participants. Individuals were generally recruited for participation in this study over a period of several months. The process (steps applied) is summarized in the following:

- **Published Intent.** This investigator's intent to conduct a study on China was published over a period of three years on specific social media platforms (LinkedIn and Facebook); and international and governmental web sites (Department of Defense network, and Conference on International Policy network).
- **Provided Specific Focus.** This investigator conveyed this study's specific focus to the general public, as specifically its intent to investigate China's social security and health care programs and reforms.

- **Defined Purpose and Significance.** Identification of the study's purpose, goals, and significance were disclosed.
- **Discussion of Involvement.** Upon identifying an individual's initial interest in participating in the study's information gathering requirements (survey process), specific details were provided.
- **Communication Requirements.** Upon identifying an individual's initial interest, each was informed of the means and modes of communication available to support participation. This included access and the conveyance of information via the following interview and data collection platforms: Survey Monkey, Skype, Internet, Telephone, Fax, Written Correspondence delivered via public mail services, and person-to-person contact.
- **Risk/Benefits to Participants.** Participants in this study would be provided with advanced copies of its finalized discoveries and findings.
- **Benefits to Communities of Service.** The investigator explored how the conductance, discoveries, and findings could directly benefit those in the international community with share interests.
- **Discussion of Basic Ethnical Principles, Voluntariness, and Autonomy.** Embodied in the investigator's discussion of this study's basic ethnical guidelines was a general discussion pertaining to:
 - Autonomy (de-identification; coding or encryption of participant identity)
 - Voluntariness (free will to enter into or depart from participation in this research without consequence or personal injury), where it was explained to all research participants (subjects) that they were free to choose to participate or not. In

addition, they were free to end their participation at any time in the process for any reason without any consequences

- Informed consent (the process of disclosing to potential research subjects information needed to make an informed decision, facilitating the understanding of what has been disclosed, and promoting the voluntariness of the participants decision about whether or not to participate in the research).
- Beneficence (the balancing of risks to each participant in relation to the anticipated benefits)
- Respect for the human subjects (the assurance that adequate provisions are in place to protect the privacy of subjects and to maintain the confidentiality of the data)
- Justice (the equitable selection of participants)

The notice of intent to implement this study was made known to the general public via the internet and word-of-mouth. As interested individuals came forth, they were noted for later contact and subsequent availability as appropriate to the protocols as set forth by the IRB before then commencing the investigation, initial interviews, disclosures, information gathering instruments (surveys), the deployment of the survey instruments and notices (final Inform Consent statement), and the establishment of subsequent follow-up interviews and/or added rounds of surveys or interview questionnaires.

Selection of experts. Functional area stratifications and related participant groups were identified (without personal identities) for participation in the investigation. A sampling of the selection criterion is listed in the following:

- Work and/or advisory experience, position of responsibility

- Origin, country, region of experience or position of responsibility
- Education
- Age group
- Areas of expertise
- Dominant leadership characteristics
- Degree of influence (geographically) associated with leadership responsibilities, policy advisement, development, and administration
- Social media (degree of engagement)
- Gender
- Language (conversant in writing and understanding English)
- Level of interest in the topic and survey, as determined from initial interest correspondence via LinkedIn.

These pre-qualifications were applied during the sample analysis and selection process that included approximately 6,182 initial potential participants. Over several weeks, by applying a series of sample filters, the initial sample group was reduced to 1,022 potential participants. Also, see Delphi Survey Development Panel (SDP) and Figure 15 for details pertaining to the application of the series of pre-qualification requirements and/or stipulations associated with the selection of the final voluntary participant sample ($N = 50$).

Survey Development Panel and stratification of participant groups. Once the second sample reduction to 1,022 was complete, the study's seven member survey development panel (SDP) applied a series of additional homogeneity filters to the remaining samples, which better ensured the final targeted participants all possessed the requisite geographic orientations, levels of interest in the topic, and specific levels of responsibility or leadership engagement associated with the creation and administration of social security and health care policy.

This process was arduous and time-consuming, but it finally yielded a final targeted sample group of 50 potential participants. During the survey development process, the SDP elected to create three distinct groups to assist in shaping, developing, selecting, testing, and in-part participating in the Beta and Active survey process.

These were identified as Group "A" (GrpA; $n = 7$) or, those primarily associated with the survey concept, design, and shaping the inquiries or statements that were also members of the SDP; Group "B" (GrpB; $n = 21$) or, those volunteering to participate in the questionnaire (survey) online; and, Group "C" (GrpC; $n = 30$) or, those directly requested to volunteer to as "non-identifiable" participants in second questionnaire (survey) online. Due to this approach and the active engagement of the SDP along each step of the process the Delphi surveys achieved a high response rate with a high level of reported clarity and ease of use.

Selection of participants: Constructing a proportional and homogeneous sampling. The following outline characterizes the sampling filters, stratification, and pre-qualifications required to participate in the investigation:

Participant homogeneity: Characteristics of eligible experience and passions.

- Social and leadership environment information researchers
- Regional and local government and organization policy developers and implementers

- Professors, faculty, and scholars
- Subject matter experts
- Chief executive officers, senior administrators, and leadership
- Others with special interests

Participant critics and reviewers: SDP members as subject matter experts.

- Social security, health care, and leadership policy analysts
- U.S. Department of State, Chinese government representatives
- Embassy (U.S. and China) representatives
- U.S. Department of Defense and regional command representatives
- International contract or policy development executives
- U.S. Department of Defense, regional forces command representatives
- U.S. Department of the Army, and War College representatives
- International or national leaders, government policy scholars, program advocates
- Advisors, researchers, academics, to include those with special interests

Participant proportionality: Demographics.

- Participant geographic areas or regions were selected based on those that were covered in this study's literature reviews.
- In most cases, the geographic areas targeted were associated with those countries or regions that exhibit high levels of engagement or interaction with China.
- Selectees were based on frequency of international trade and exchange relations with China.
- Participants were selected based on China's major enterprise initiative partners, which included those that are participants in China's One Road, One Belt program; the BRICS trade, debt exchange, monetary system; the supporting Asian

Development Bank (ADB); and, supporting Asian Infrastructure Investment Bank (AIIB).

- Applying proportionality represents the identification and selection of participants from 27 different countries or regions (Also see, Table 6; and, Figure 15, Homogeneity – Dispersal Achieved of Rnd1-Rnd2 Participants; [as associated with the Delphi surveys: Pre-qualified selectee homogeneity]).
- Emphasis was placed on a balanced-selection of participants from the U.S. and China to include a well-proportioned-selection of participants from other areas in order to reduce bias and increase the sampling outcome validity
- The countries in the pre-selected group and the number of participants associated to each are listed below.

Table 6

Survey Design Selectee Demographics and Proportionality

	Origin	Proportionality	Perc of total
1	UK	2	4.0%
2	Ireland	1	2.0%
3	Australia	1	2.0%
4	Africa (South)	3	6.0%
5	Nigeria	1	2.0%
6	Brazil	3	6.0%
7	US	7	14.0%
8	Canada	1	2.0%
9	New Zealand	0	0.0%
10	Germany	1	2.0%
11	Finland	2	4.0%
12	France	1	2.0%
13	Poland	0	0.0%
14	Greece	1	2.0%
15	Spain	1	2.0%
16	Israel	1	2.0%
17	Turkey	1	2.0%
18	Cyprus	1	2.0%
19	Japan	4	8.0%
20	India	3	6.0%
21	China	7	14.0%
22	Russia	3	6.0%
23	Egypt	1	2.0%
24	Afghanistan	1	2.0%
25	Pakistan	1	2.0%
26	Philippines	1	2.0%
27	Taiwan	1	2.0%
	Totals	50	100.00%

Data, analytics, techniques and methodologies. Information pertaining to design, survey instrument, sample population, data, analysis methodology, findings, and conclusion is covered in various sections of Part 2 of the study. Also included in Part 2 are specific economic data, trending models, and outcome analysis pertaining to our study's assessment of China's leadership, economic development, observations, and policy recommendations.

Validity and reliability.

Social environment and leadership: Are the research questions relevant? Numerous leading international statesman, scholars, and economic analysts (e.g., Ellen Hodgson Brown, Noam Chomsky, Niall Ferguson, Robert Heilbroner, David Li, Martin Jacques, Chalmers Johnson, Henry Kissinger, Richard Nixon, Ivan Tselichtchev, Ezra Vogel, Sheldon Wolin, Yang Yongxin, Nadege Rolland, Jack Ma, & Min Zhu) argue China will face significant issues in the near term.

The growing influence of the Chinese economy on its trade partners, its competitive demands on global natural resources, and its positioning as the world's socio-economic political leader represent a significant power shift within the international community. This change will likely raise internal and external issues related to China (Central Intelligence Agency [US-CIA], 2013; Cohen, 2001).

I would argue the primary and secondary research questions are highly relevant as constructed by applying Saldana's themeing and coding, Schmieder & Mallette's SPELIT framing model, and Mitroff's IS process. The ability to map and track critical observations (factors, sub-factors, and issue sets) was additionally enhanced by applying qualitative and quantitative techniques to align and clarify the outcomes discovered. Not surprisingly, the qualitative and quantitative assessments extracted from the compiled data (illustrated in the four

orders of inquiry illustrated in Volume II, Appendix E, Figures E3, E5-8, E10, E12 and E14; and as represented in Tables E4-7) are strongly associated with the five historical areas of interest as first explored in this chapter (Also see Table 7 below). In many cases, these historical factors and issues sets were found to be reoccurring during this study's investigation into the literature produced in the context of China's present and future environmental influences and drivers.

When combined with the present and future priorities the data collectively points to the study's 4th order findings, inferring a reduced set of factors and issues as leading factors.

Additional investigation and analysis into these initial inferences yields a predictable indicator of the focus and priorities of China's leadership as influenced by the factors and issues discovered. These serve to guide this study's examination of the overall series of challenges that are most likely to drive the direction of the country's social programs and change in the near term.

Many scholars on the topic of China's emergence argue these five historical interests are significant as underlying considerations critical to the establishment of the country's social-economic authority, power, and superiority (Ferguson, 2011; Lowe, 1966; Vogel, 2011). Let's review the historical interests prior to shifting attention to Mitroff's 4th order of inquiry (IS) that serves to focus the Delphi panel's investigation and survey process.

The historical interests (although not framed by SPELIT) contribute to better understanding the traditional nature, culture, and earthly spirit of the Chinese people and what influences their needs, desires, and direction as they confront emerging challenges. It is important to remember that the Policy Delphi process (as argued by Turoff) does not offer a clear and accurate predictive outcome under the best of circumstances. Instead, it is a process that reduces complexity by attempting to identify key factors and issues. Moreover, economic

theories constantly fail to predict real world developments in focused areas largely because human beings exercise their own free will, unlike physical molecules or mechanical objects (Chang, 2014; Shiller, 2013).

Collectively, these interests are recognized as significant seeds that influenced Dr. Sun Yat-sen's Xinhai Revolution in 1911, which was a "seminal event" in the creation of a more socialized democratic system (Vogel, 2011). The movement is commonly cited by historians as the modern origin of the Chinese Revolution. These five interests are represented as pivotal to the creation of sovereign dominance in Adam Smith's treatise on the wealth of nations (1776), which include underlying concepts on social-political and economic policy dealing with wealth, commerce, production, the rule of law, and property ownership.

Table 7

Five Historical Areas of Interest: A Starting Point (1st Order of Inquiry)

1. Population (¹Po)
 - Social-Political (S)(P)
 - Intercultural (I)
 - geography (¹Po₁)
 - scale, (¹Po₂)
 - growth (¹Po₃)
 - stability (¹Po₄)
 - unity (¹Po₅)
 - cultural ideology (¹Po₆)
 - education (¹Po₇)
 - population (¹Po₈)
2. Food supply (¹Fo)
 - Economic (E)
 - natural resource access (¹Fo₁)
 - environmental responsibility (¹Fo₂)
3. Wealth (¹We)
 - Economic (E)
 - balance of trade (¹We₁)
 - capital reserve (¹We₂)
 - currency value (¹We₃)
 - shared-wealth (¹We₄)
 - economic and monetary ideology (¹We₅)
 - international trade and exchange (¹We₆)
 - technical advancement (¹We₇)
 - property and rule of law (¹We₈)
4. Energy (¹En)
 - Economic (E)

- fuel resources (¹En₁)
- supply (¹En₂)
- natural energy resources (¹En₃)
- 5A. Technology (¹T)
 - Economic (E)
 - security (¹T₁)
 - advancement (¹T₂)
 - military (¹T₃)
- 5B. Military (₁Mi)
 - Economic (E)
 - power (¹Mi₁)
 - authority (¹Mi₂)
 - superiority (¹Mi₃)
 - global projectability (¹Mi₄)
 - security (¹Mi₅)

Note. Survey data and findings by applying Saldana's themeing and coding technique to relevant literature reviews.

1. Extracted from data and information compiled from relevant literature reviews and related investigations on the topic as framed by SPELIT and guided by Saldana's technique.

2. The information depicted in the HGN is associated with the compiled outcomes derived by applying Saldana's technique, Schmieder & Mallette's SPELIT framework model, and Mitroff's IS process Areas of Interest extracted from: 1st Order, 2nd Order, 3rd Order, and 4th Order Influencers. Many of these data points are included in the table above as extracted from the historical information reviewed.

Analysis observations. The design, approach, methodologies, and analytics applied in this investigation were extensive, extremely detailed, and arduous. This was largely due to the investigator's intent to identify, determine, and narrow this investigation to ensure the following:

- The Nature, Design, and Approach of this Investigation
 - Identify the Critical Narrative
 - Conduct an extensive review of the topic
 - Focus on narrowing the topic
 - Developing Hypotheses
 - This study was based on a series of research hypotheses (statements) that appear to be relatively simple and straight forward; however, was determined to be highly complex and subject to a wide-range of environmental factors when examined in the context of national reforms, programs, and policy.
 - Each hypothesis and the supporting set of inquiries (stem questions) serve to influence or drive a discovery of those attitudes, dispositions, or ideologies

and characteristics of China's leaders in the context of shaping the decisional processes when constructing and implementing social security and health care policy.

- Purpose
 - These inquiries and findings assist in predicting the policy and direction that China will take over the next decade.
- Construct Relevant and Focused Stem Questions
- Align Direction of Initial Investigation
- Determine and Validate Critically Relevant Themes
 - Apply qualitative analytics and determinations
 - Apply Saldana's literature review and evaluation techniques
 - Apply quantitative analytics and determinations
 - Apply multiple mathematical and statistical models to isolate, identify, and determine highly relevant and significant factors as valid and relevant influencers or drivers of an actionable narrative, leader decision processes, and the formulation of predictive policy outcomes and implications
- Focus the Alignment of Investigation
 - Apply analytics to shape and implement valid data collection
 - Assure each inquiry is critically relevant and leads to the discovery of a significant set of discoveries or finding.
- Apply a Relevant Policy Delphi Process
 - Secure a critically relevant, significant, and valid discovery and/or finding.
- Formulate the evidence to support a reasonable conclusion.

- Ensure the investigation data and analytics are reproducible.
- Ensure the methodologies and analysis conform to appropriate academic and professional standards.
- Ensure the evidence, findings, and conclusions contribute to advancing the topic narrative and field of study.

Moving to the Delphi Survey findings. Having covered the Delphi Study controlling theories, design, approach, implementation, and the observations extracted from the process, the study moves to examining the information collected from the Delphi survey in the context of identifying those areas where significant levels of agreement or consensus were achieved.

Chapter Four examine the data extracted from completing the Delphi questionnaire process to identify the areas of concurrence or agreement the survey participants achieved. With this part of the study completed, it is possible to identify those factors or themes that are valid indicators of influence associated with the study's underlying research hypotheses, stated goals, and objectives.

Chapter Four also examines the results from the Delphi survey and interview process to explore statistically-significant findings, and to identify the areas of interest where significant concurrence or agreement are discovered. From this information, the study utilizes this information to explore the insights taken from the Delphi findings in order to undertake the construction of a series of predictions, conclusions, and recommendations that are designed to assist other scholars, academics, and international leaders to better understand China, its future direction, possible implications, and the leadership tools that are needed to assist in increasing the understanding and appreciation of China's nationalism, and the intent of its people and leadership to guide the country's direction over the next decade.

Chapter Four: Delphi Study Determination and Findings

Introduction

How were the research questions formulated and investigated for this study? Turoff and Mitroff argue the research questions selected for a Policy Delphi study should be a part of an Inquiry System (IS; Mitroff & Turoff, 1975). When applied, the IS serves to reduce a complex collection of data to a more narrowed interest and significance. To assist in achieving this goal, this study applied Saldana's Themeing and Coding Technique (Saldana, 2012) and Thomas's general inductive approaches in order to reduce the initial background data and focus on that which offers clarity. Properly applied, these techniques serve to reduce complexity and reveal potential causality, which in turn facilitates the construction of predictive outcomes relevant to the problem statement (Saldana, 2012; Thomas, 2003).

Determination of Category and Theme Relevancies

IS Orders of Inquiry: Data assessments. This study started its investigation into the problem statement with a specific focus on the areas of social security, health care, and leadership, based on an observer's perspective of history, the present, and future as orders of inquiry. These examinations are represented in Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14.

While completing this investigation, it was clear the dialectics regarding social security, health care, and leadership were more expansive than originally perceived. As a result, Schmieder and Mallette's SPELIT model was applied as a framework for investigating influencers or drivers pertaining to the topic and in seeking insight and new discoveries (Ferguson et al., 2011; Tselichtchev, 2012).

Specifically, the SPELIT model was used to track observations and discover relationships and patterns in the collected data, ultimately determining potential corresponding predictive effects (Schmieder-Ramirez & Mallette, 2007).

Overall, the three orders of inquiry produced data and observations that revealed a series of patterned themes and sub-themes associated with the problem statement and supporting hypotheses. In some cases, the outcomes observed offered the ability to construct a fourth order of inquiry, which served to summarize statistically significant findings. “Information... is expressed in patterns... it is these patterns which we attempt to give meaning... by processing this information we, as humans, can develop an understanding of how our universe works... it is all interconnected” (Mitchell, 2017).

Delphi Questionnaire and Survey Round Coding

At the beginning of the Delphi process, it was necessary to identify and construct a relevant test questionnaire in order for the Survey Development Panel (SDP) to review, assess, and evaluate the significance of each statement (inquiry item) and specific stem (core) statement.

This process was intended to ensure the survey was maximally effective towards achieving the desired results in terms of a determination of finding in connection to each of the proposed hypotheses.

Table 8 below identifies and describes the steps and objectives associated with the questionnaire and aligns the series of questionnaires that were developed as they were implemented in each of the survey rounds.

Also see Table 9, Survey Focus: SPELIT Factors, Questions and Statements, to observe how the literature review research and findings were integrated into the questionnaire iterations

and the associated survey rounds. It is important to note that in this process, the literature review data was used as the basis for the first-round survey.

Table 8

Survey Round Questionnaire: Coding Key and Descriptions

Code	Questionnaire Process	Code	Survey-Round Process
Rnd1; or, Rnd1	1 st beta-test questionnaire. Developed for internal use only by the investigator and supporting SDP. Objectives: (a) Apply critical literature review information, statements and findings as a R1 round survey. (b) Draft a questionnaire that meets the Policy Delphi survey requirements and relevancy tests.	R1	Survey Round-One (Design): (N) = 7 Objectives: (a) Organize, shape and format a web-based online survey. (b) Conduct 1 st internal beta-test. (c) SDP participates in 1 st <i>mock survey</i> . Not for live participant sampling use. (d) Conduct assessment and evaluation by the investigator and the SDP.
Rnd2; or, Rnd2	2 nd beta-test questionnaire. Developed for internal use only by the investigator and supporting SDP. Objectives: (a) Refined literature review statements, and findings in accordance with SDP assessments, evaluations and feedback. (b) Incorporate critical interview observations taken from subject matter experts as potential survey participants. (c) Finalize questionnaire.	R2	Survey Round-Two (Refine): (N) = 7 Objectives: (a) Conduct 2 nd internal beta-test. (b) SDP participates in 2 nd <i>mock survey</i> . Not for live participant sampling use. (c) Implement additional assessments and evaluations by the investigator and the SDP. (d) Refine and improve online format, clarity, and user ease. (e) Shape to best-fit the Survey Service Corporation's (SSC) electronic format.
Rnd3; or, Rnd3	1 st Live Participant Survey Questionnaire. Developed and used by the investigator as the questionnaire in support of conducting the online participant survey (R3). Objectives: (a) Review survey results and participant feedback to improve completion rates, reduce skip rates, add clarity, and increase item consensus and stability. (b) The investigator and supporting SDP will determine whether sufficient levels of item consensus and stability have been achieved to support a finding pertinent to the underlying hypotheses. (c) The investigator and SDP identify the need to implement additional modifications to the questionnaire.	R3	Survey Round-Three (Implement & Refine): (N) = 25 Objectives: (a) Conduct external on-line (live) survey of study participants. (b) Post survey to website and make available to participants via the SSC in compliance with the Institutional Review Board (IRB) stipulations. (c) Review data and analytics against the questionnaire's objective(s). (d) Review inquiry items for levels of consensus and stability. (e) Implement modifications as necessary to improve relevancy, clarity, user ease, and focus on achieving increased consensus and stability. (f) Modify version of questionnaire as needed for application in next survey round.

(continued)

Note. Study investigator and Survey Development Panel

Code	Questionnaire Process	Code	Survey-Round Process
Rnd4; or, R _{nd4}	<p>2nd Live Participant Survey Questionnaire. Developed and used by the investigator as the questionnaire in support of conducting the next online participant survey (R4).</p> <p>Objectives:</p> <ul style="list-style-type: none"> (a) Review prior questionnaire results and survey participant feedback to consider the need to improve completion rates, reduce skip rates, add clarity, and increase item consensus and stability. (b) Investigator and supporting SDP will determine whether sufficient levels of item consensus and stability have been achieved to support finding(s) pertinent to the underlying hypotheses. (c) Investigator and SDP will identify the need to conduct subsequent survey rounds. 	R4	<p>Survey Round-Four (Implement & Evaluate): (N)=50</p> <p>Objectives:</p> <ul style="list-style-type: none"> (a) Conduct external on-line (live) survey of study participants. (b) Revised survey is reposted to website and made available to participants via the SSC in compliance with the Institutional Review Board (IRB) stipulations. (c) Survey results are assessed against the questionnaire and study objective(s). (d) Investigator and SDP review inquiry items for levels of consensus and stability. (e) Questionnaire is subject to modifications as necessary to improve relevancy, add clarity, increase user ease, and focus on achieving increased consensus and stability. (f) Modification to questionnaire is considered as may be necessary for next survey round. (g) Investigator and SDP determine if a subsequent survey round is needed to achieve desired results consensus and stability.

Table 8 provides a detailed description of what has otherwise been described in this study as a portion of the empirical investigation that combines methods and techniques to validate a series of questionnaire items through consensus and stability. In short, this portion of the Policy Delphi process can be summarized as follows.

- Four-round Delphi survey process
 - Round one, the integration of in-depth critical literature review findings.
 - Round two, Survey Development Panel (SDP) integration and testing process.
 - Rounds three and four, integration of the Survey Service Corporation (SSC) Real-Time Delphi Policy online (survey software) with the most recently revised or improved version of the questionnaire.

Applying the Investigative System Results to the Delphi Process

After completing an extensive review of the literature pertaining to the history (background), present, and future aspects of the topic, this investigator chose to add infrastructure as a category to the SPELIT model. Investigation into each of these seven categories revealed numerous re-occurring themes and sub-themes. During the three inquiries, certain observations were identified as relevant towards eventually narrowing the scope of the investigation by discovering key influencers, drivers, or causational factors.

By identifying these categories, themes and sub-themes a basis of information (evidence) began to shape this study's predictive direction and subsequent conclusions. The categories, themes, and sub-themes identified in the first three inquiries were derived from the research objectives by applying deductive reasoning and from multiple readings and interpretations of the raw data by applying inductive reasoning, mapping, and coding in accordance with Saldana's and Thomas's approaches for qualitative data analysis (Saldana, 2012; Thomas, 2003). This IS process greatly assisted in defining the context and direction of the Delphi process, facilitated discovery, and aided in shaping and conducting an open dialogue and supporting narrative with subject matter experts in their specific areas of interest.

Transcription, Themes, Sub-Themes and Coding

The following represents the categories, themes, and sub-themes identified in the various orders of inquiry, associated coding, and the definitions (in context) of each, as applied in this study's Delphi process and supporting surveys by the Survey Development Panel (SDP). To varying degrees, those themes and sub-themes listed in each of the categories of investigation were found to be relevant in determining this study's findings, conclusions, and predictions.

Social Category (²S). Ten themes and sub-themes emerged as a result of the coding and mapping process applied in the literature examination and initial Delphi interview process (also see Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14).

- Geography (²S₁): Geographic territory, land mass, or border. In the case of this study, the term geography is interchangeable with demographics.
- Scale (²S₂): A proportional size or a graduated increase or decrease in measurement or volume.
- Growth (²S₃): Process of development; an increase in scale and complexity associated with a business, industry, organization, or sovereign; usually referring to socio-economic or political influencers or driving factors.
- Stability (²S₄): A state of being stable; firmness in position; continuity with little change; permanence; steadfastness; resistant to change or deterioration.
- Unity (²S₅): A state of being one; combining all parts into one; unification; absence of diversity; of uniform character; oneness of mind, harmony, of common agreement.
- Cultural ideology (²S₆): A body of doctrine, myths, and beliefs that guides a culture's individual actions, behavior, social movement, institutions, class, or segments of a population; with reference to some political and social plan; and, the means to put them into operation.
- Education (²S₇): The act or process of imparting or acquiring knowledge; developing the power of reason, judgment, and preparing oneself or others to increase their intellect, emotional maturity, and self-development.

- Population (²S₈): The total number of people inhabiting a country, city, district, area, or place; the total number of participants, inhabitants, or members of a group or sub-group participating in or possessing common property; any finite or infinite aggregation of individuals subject to a statistical study.
- Social security (²S₉): A program that focuses on assisting the aged and/or unemployed with health, disability, and survivor's insurance or other benefits. These programs are commonly sponsored through compulsory payments by employers, employee groups, and/or sovereign governments and/or their agencies.
- Health care (²S₁₀): The field concerned with the maintenance or restoration of health, the body, and/or mind; any of the procedures or methods employed in this field relating to or involved in medical health and related services.

Political Category (²P). Nineteen themes and sub-themes emerged as a result of the coding and mapping process (also see Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14).

- Freedom (²P₁): The state of being free; having liberty; the absence of confinement or restraint; exemption from external control, interference, or regulation.
- Civil-rights (²P₂): Rights to personal liberty as applied to an individual or a group; rights to full legal, social, and economic equality and/or freedom.
- Voting (²P₃): A formal expression of opinion or choice, either positive or negative, made by an individual or body of individuals; a collective expression of will as inferred from a number of votes.
- Internal government legitimacy (²P₄): The state of being lawful, legal, or having rightfulness; general consent to govern, manage, and administer the affairs of the

people; having representative authority to control the internal affairs of the state or government.

- Internal leadership ideology (2P_5): A body of doctrine, myths, etc., that guide an individual, social movement, institution, class, or large group's actions that effects those things or individuals that are inside or within the geographic boundaries of the controlling individual, group, institution, state or government.
- External government legitimacy (2P_6): A state of being lawful, legal, or having rightfulness; general consent to govern, manage, and administer the affairs of the people; having representative authority to control the external affairs of the state or government.
- External leadership ideology (2P_7): A body of doctrine, myths, etc., that guides an individual, social movement, institution, class, or large group's actions that effects those things or individuals that are outside the geographic boundaries of the controlling individual, group, institution, state or government.
- Leadership behavior (2P_8): A manner of behaving or acting as in a position of authority or one that is in control; a pattern of action or reaction to any material or immaterial circumstance or set of circumstances while in the position of authority or control over any given set of events by an individual, group, institution, state, or government.
- Equilibrium (2P_9): A state of rest or balance due to the equal actions or reactions of any opposing force or forces; equal balance between any powers, influences, etc.; equality of effect, mental, emotional, physical, social, political, or economic balance; equanimity.

- Succession planning (${}^2P_{10}$): The act of organizing, establishing, or arranging the coming of one person (group) or thing following another in order of sequence; the right, act, or process by which one person or group succeeds to an office, rank, position, estate, or the like, of another; the descent or transmission of a throne, dignity, estate, or the like.
- Natural resource access (${}^2P_{11}$): Having the ability to collect, reach, control, move or relocate, and manage a naturally occurring source of physical wealth such as land or water; the nature wealth of a country, land, forests, mineral deposits, water, other physical assets, etc.
- Environmental responsibility (${}^2P_{12}$): The state or fact of being answerable, or accountable for the aggregate of surroundings, conditions, or influences, that include the air, water, minerals, organisms, and all other external factors surrounding and effecting a given organism at any time; social and cultural forces that shape the life of a person or a population that are within one's power, a group, institution, state, or government's ability to control or manage.
- Food supply (${}^2P_{13}$): The ability to access or deliver any nourishing substance that is eaten, drank, or otherwise taken into the body to sustain life, provide energy, promote growth, etc.; nourishment as distinguished from liquids.
- Power, authority, superiority (${}^2P_{14}$): The ability to do or act; capability of doing or accomplishing something; social, political, economic, or legal strength; individual, group, institutional, state, or governmental might; force; the possession of control or command over others; authority or superiority to ascend or control in the group, state, institution, or the government of a country.

- Global projectability (²P₁₅): To act on something or some idea in such a way as to extend beyond or into something else; to produce or communicate a clear impression of one's (or a group's) thoughts, personality, culture, role, ideologies to an audience, or physical presence clearly and forcefully as in an international or global community.
- Security (²P₁₆): Freedom from danger, risk, etc.; safety; freedom from care, anxiety, or doubt; well-founded confidence; something that ensures safety, protection, or defense.
- Military (²P₁₇): Of, for, or pertaining to the armed forces, often as distinguished from the navy; pertaining to war; relating to soldiers. In this case, the term includes references to any of several city, state, national, or multi-national defense force, to include the navy, air force, cyberspace, and/or space force.
- Global influence (²P₁₈): The capacity or power of persons or things to be a compelling force on or to produce effects or actions, behavior, opinions, etc. of others; a person or thing that exerts influence, drives, or exercises power through human involvement to move or impel (a person or group) to some belief and related action.
- Cultural ideology (²P₁₉): Of, or relating to, artistic, social, economic, political, or legal pursuits; thinking, state of mind, or events considered to be valued or enlightened as associated with a body of doctrine, myths, beliefs, etc., that serve to guide social, economic, political, legal movement or class of people; a set of rules that apply to an individual, group, movement, class, institution, or government.

Economic & infrastructure categories (²E). Seventeen themes and sub-themes emerged as a result of the coding and mapping process (also see Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14).

- Natural resource access (²E₁): Access, rights, and/or the ability to protect or remove geological minerals, natural flora (plants) and/or fauna (animals) that are present in the environment of a specific area, location, country, or region. Access to existing things found and/or formed by nature.
- Food supply (²E₂): To furnish or provide (a person, establishment, place, etc., with what is lacking or needed, to make up, compensate for, or satisfy a deficiency, loss, need, etc.; the ability to access or deliver any nourishing substance that is eaten, drank, or otherwise taken into the body to sustain life, provide energy, promote growth, etc., nourishment as distinguished from liquids.
- Environmental responsibility (²E₃): The aggregate of surrounding things, conditions, or influences; air, water, organisms, and all other external factors surrounding and effecting a given organism at any time.
- Balance of trade (²E₄): The degree of equilibrium or (balance) associated with the act of buying, selling, or exchanging commodities, either wholesale or retail within a country or between countries.
- Capital reserves (²E₅): The wealth in money, resources, or property (assets) owned or employed in business by an individual, firm, corporation, state, or country that are held in reserve (banked or stored) for future use.
- Currency value (²E₆): A medium of exchange; money that is widely accepted and circulated between people, regions, or a group of countries.

- Shared-wealth (2E_7): A quantity of resources or currency (money), valuable possessions, property, or other riches that are shared with, belongs to (owned), or by a group of individuals, firm, corporation, state, or country.
- Economic and monetary ideology (2E_8): Pertaining to a doctrine, belief, or plan associated with the production, distribution, and use of income, wealth, commodities, and money or currency. Includes the process of organization and the process of production.
- International trade & exchange (2E_9): The act of buying, selling, or exchanging commodities, either wholesale or retail, between regions and/or countries.
- Technical and quality advancement (${}^2E_{10}$): The advancement, progress, or continuing development of knowledge that is associated with the creation and use of technical means and interaction with life, society, and/or the environment; includes such subjects as industrial arts, engineering, applied science, and pure science, the application of knowledge towards a practical end.
- Wealth (${}^2E_{11}$): A quantity of resources or currency (money), valuable possessions, property, or other riches.
- Fuel resources (${}^2E_{12}$): A source of supply, support, or aid, especially one that can be readily drawn upon when needed; the collective wealth of a country or its means in terms of processing, accessing, or producing fuel or energy.
- Supply and Efficiency (${}^2E_{13}$): To furnish or provide (a person, establishment, place, etc.) with what is lacking or needed; to make up, compensate for, or satisfy a deficiency, loss, need, etc.

- Natural energy resources and access (${}^2E_{14}$): Access, rights, and/or the ability to protect or remove geological minerals, natural flora (plants) and/or fauna (animals) that are present in the environment of a specific area, location, country, or region. Access to existing things found and/or formed by nature as with natural resource reserves or assets.
- Energy (${}^2E_{15}$): Power; the capacity of a force to do work; the ability to transform a material or thought; the physical dynamic or action or interaction of one entity upon another; the application of power or related dynamics towards the production of work or work processes that are often applied to industry, transportation systems, etc., to create wealth.
- Growth (${}^2E_{16}$): The process of development; an increase in scale and complexity associated with a business, industry, organization, or sovereign usually referring to socio-economic or political influencers or driving factors. In this category, the term refers to positive economic change.
- Infrastructure (${}^2E_{17}$): The basic underlying framework or features of a system, institution, or organization; the fundamental facilities and systems that serve an area, city, state, or nation in the areas of transportation, communication, power, waste disposal, water treatment and distribution, military, police, fire, and legal system; to include other public or community services, etc. as with: transportation systems or the act of transporting; the state of being transported; a means of transport or conveyance; includes communication systems or the act or process of communicating; a fact of being communicated, imparting, or interchanging thoughts, opinions, or information by speech, writing as in a legal system;

something supporting interchange, or transmission, and at times involving mode and node innovations and change as a manner of acting or doing; applications of infrastructure and associated systems and methods; a modern means of transportation or communication, etc.; a particular type or form of something; node, knot or knob; a centering point of a component part of a system; knot-like mass or junction; a designated condition or status, as for performing a task or responding to a problem in direct association with an infrastructural system.

Legal Category (²L). Six themes and sub-themes emerged as a result of the coding and mapping process (also see Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14).

- Intellectual property law & protection (²L₁): A category of property that includes intangible creations of the human intellect, and primarily encompasses copyrights, patents, and trademarks. It also includes rights associated with trade secrets, publicity, morality, and competition. The origin of "intellectual property" began with the Statute of Monopolies created as an act of the Parliament of England in 1624, which was preceded by patents that were the subject of royal grants (1558-1603) for monopoly privileges.
- Real property law & protection (²L₂): Related to a body of rules and regulations that have been accepted by society and its government as with the rule of law that apply to the rights of personal, public, state, national, or regional possessions such as goods, resources, land, and/or intellectual works that may be stationary or movable. In this case, public and governmental rules and/or regulations that apply

to real estate, realty, immovable property (land), which is the property of some person, corporation, state, region, or country.

- Environmental law & enforcement (²L₃): Also known as environmental and natural resource law; a collective term describing the network of treaties, statutes, regulations, common, and customary laws addressing the effects of human activity on the natural environment.
- Foreign investment (²L₄): A direct or indirect investment that takes the form of a controlling ownership in a business in one country by an entity based in another country.
- Right of ownership (²L₅): The exclusive right and control over property, which may be an object, land, real estate, or intellectual property (trademark, unique ideal). Ownership involves multiple rights, collectively referred to as title, which may be separated and held by different parties.
- International commerce law (²L₆): International trade and/or exchange of property and/or resources between or among two or more entities, cities, states or nations and the mutually accepted laws (rules and/or regulations) that apply. Includes conventions, treaties, domestic legislation and commercial customs, and/or the usages that govern such exchanges.

Intercultural Category (²I). Three themes and sub-themes emerged as a result of the coding and mapping process (also see Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14).

- Openness (²I₁): Not closed or barred as an open doorway, window, or gateway; to permit access or passage through an opening that can be closed; having a desire to

be transparent or reducing the means of enclosing or barring; accessible; relatively free of obstructions or movement; unoccupied or clear from obstructions.

- Cultural stability (2I_2): Of or relating to a fixed or low-level of change and innovation; a firmness that is associated with any modification related to the arts, social, economic, political, or legal pursuits, thinking, consistent state-of-mind or events considered to be valued or enlightened as associated with a body of doctrine, myths, beliefs, etc., that serve to guide social, economic, political, legal movement or class of people; continuity in the set of rules that apply to an individual, group, movement, class, institution, or government.
- Ideological differences (2I_3): Opposing views or thinking associated with a body of doctrine, myths, beliefs, etc., that guide or effect an individual, class, institution, state, nation or region in the area(s) of social, political, economic, or legal movement, transition, or transformation.

Technology Category (2T). Three themes and sub-themes emerged as a result of the coding and mapping process (also see Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14).

- Security (2T_1): Freedom from danger, risk; safety, freedom from care, anxiety, or doubt; well-founded confidence; something that secures or makes safe; protection; defense.
- Advancement (2T_2): An act of moving forward; promotion in rank or standing, position, or preference.

- Military (²T₃): Pertaining to an armed force or national defense structure or organization and its assets, scale, power, or strength dynamic; often associated with war and relative preparedness; of or relating to soldiers or service members.

Leadership characteristics, styles, and behavior. Sixteen categories of leadership were found to be directly linked to the series of SPELIT factors, themes and sub-themes. These leadership categories emerged as a result of the SPELIT theme and subtheme coding and mapping process (also see Figure 9, Leadership: Aligning themes to styles, characteristics, and implications; and Volume II, Appendix E, Mapping: Figures E3, E5-8, E10-12, and E14).

A total of thirty-four leadership characteristics, styles, and traits were applied in association with evaluating the effects of dynamic social, political, economic, legal, intercultural, technology, and infrastructural change and/or innovation on China's people, leaders, and its nationalistic persona. These are outlined in Table 2, Leadership Strengths: Leading Theme Occurrences, regarding future influencing characteristics, styles and traits. All thirty-four are linked in various ways and to varying degrees to each of the SPELIT categories, themes, and sub-themes (also see Chapter Two).

These relationships are explored in detail in Table 3, Leadership Environment: Factors, Analysis, and Implications, and in Table 4, Leadership Opportunities and Implications Analysis. In this study's investigative findings pertaining to the nature of China's leaders and the challenges they are likely to continually confront over the next decade, China's emerging environmental factors were examined as a complex set of influencers or drivers of the country's leaders (also see Table 5, Comparing Leadership Environment Themes with Strength Characteristics).

Comparing leadership environment themes with strength characteristics. In this table of findings, nine strengths or challenges were identified as critical for China's leadership to master in order to achieve their desired goal as a global leader.

This study found that strategic, competition, developer, maximizer, achiever, activator, adaptability, responsibility, and self-assurance best defined the leadership characteristics that China's leaders would need to become proficient. In addition, these were restated or shaped to best fit into this study's Delphi process. To add clarity to the Rnd3 and Rnd4 Delphi surveys, the meaning of each is better defined in the context of this study's focus on leadership, the related findings, and conclusions.

The following leadership topics and descriptions were developed to offer clarity and understanding of each. The leadership topics were found to be directly linked to the theme, and/or sub-themes, as indicated by the supporting codes. Those leadership topics that were found to be the most significantly linked to the SPELIT category, themes, and sub-themes were included in the final Rnd2, Rnd3, and Rnd4 survey questionnaires. Each theme or sub-theme has been coded with an asterisk to include the section and sequencing codes associated with the survey's appropriate statement or inquiry item pertaining to the topic. As such, the following leadership topics were beta tested in the SDPs R1/Rnd1 and R2/Rnd2 internal surveys; and in the R3/Rnd3 and R4/Rnd4 (live participant) online surveys.

Leadership Behavior*, Leadership Ideology*. Theme coded: {(³S₉, ²S₈),(³S₁₀, ²S₈),(²S₁, ²S₈)},{(²P₈, ²P₇),(²P₇, ²P₉),(²P₅, ²P₈), (²P₈, ³P₁₁, ²S₃),(²P₇, ³P₁₁, ³S₃),(²P₇, ³P₁₁, ³S₃)},{³P₁, ²S₄, ⁴P₄),(²P₂),(³S₅, ²S₄, ²P₄),(²L₁, ³L₄, ³E₁₆),(²L₁, ³L₄, ³E₁₆),(⁴L₅, ²E₁₆)},{(³T₂, ³T₃, ³P₁₄)}; survey items coded: F1-3, G1-6, H1-5, I5, I9, J2-4, and K1-4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with leadership,

style, behavior to an organization, state, country, citizens, workers, and/or employees; and human activity that leads to improving or advancing a culture or brand; a culture of leading that is associated with or found in class-based distinctions between a high-social culture (elite) and a low-social culture; and leadership actions that may include popular cultural transitions, or folk-culture transgressions. Twenty-two of forty-four ($22/44 = 50.00$) or 50% percent of the Delphi survey questions focused on investigating leadership behavior.

Internal ideology and behavior*. Theme coded: $\{(^3P_5, ^2P_8)\}, \{(^2S_9, ^2S_{10}, ^3E_5), (^2P_5, ^2E_7), (^3P_5)\}$; survey item coded: G3, and J2-4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with ideologies that are contained within a group, organization, state, country or region that represents a collection of normative beliefs, values, and behaviors that are held by its individuals, members, or the collective group for various reasons; ideas expressed as concepts, such as in a worldview, imaginary, and/or the basis of an ontology. Two of forty-four ($2/44 = 4.54$) or 4.5% percent of the Delphi survey questions focused on investigating internal ideology and behavior.

External ideology and behavior* Theme coded: $\{(^2P_8, ^2P_7)\}, \{(^3P_5)\}$; survey coded: G1 and J4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with ideologies that are externally expressed or outside of a group, organization, state, country or region that is representative of a collection of normative beliefs, values, and behaviors held and/or exhibited by its individual members and/or the group for a variety of reasons; ideas expressed outside of a collective or group that represent concepts such as a worldview, imaginary and/or an ontology. Two of forty-four ($2/44 = 4.54$) or 4.5% percent of the Delphi survey questions focused on investigating external ideology and behavior.

Focus on power, authority, and superiority*. Theme coded: $\{(^2P_7, ^2P_9)\}, \{(^2P_5, ^2E_7), (^3P_5), (^2P_5, ^2E_7), (^3T_2, ^3T_3, ^3P_{14})\}$; survey item coded: G2, J3-4 and I5 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with the ability to act; the capability of doing or accomplishing something; social, political, economic, or legal strength; individual, group, institutional, state, or governmental might; force; the possession of control or command over others; authority or superiority to ascend or control in the group, state, institution, or the government of a country. Four of forty-four ($4/44 = 9.1$) or 9.1% percent of the Delphi survey questions focused on investigating external ideology and behavior.

Equilibrium (balance)*. Theme coded: $\{(^2P_7, ^2P_9)\}, \{(^2S_9, ^2S_{10}), (^2P_5)\}$; survey item coded: G2, J2-3 and H1 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with a state of rest or balance due to the equal action or the reaction of opposing forces; equal balance between any two or more powers, influences, etc.; equality of effect; mental, emotional, social, political, economic, legal, technical, or physical balance; equanimity. Four of forty-four ($4/44 = 9.1$) or 9.1% percent of the Delphi survey questions focused on investigating external ideology and behavior.

Decisional processes*. Theme coded: $\{(^3S_9, ^2S_8), (^2S_1, ^2S_8), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10})\}, \{(^2P_8, ^2P_7), (^2P_7, ^2P_9), (^2P_5, ^2P_8), (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7), (^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3)\}, \{(^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16})\}, \{(^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^3S_{10}, ^3E_5), (^3P_5)\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10})\}$; survey item coded: F1, F3, F8, F12, G1-10, H1-5, I3-9, J1-2, J4, and K1-4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables

represent themes associated with decision-making; a mental or cognitive process resulting in the selection or election of a representative belief or a course of action that is generally elected among several different alternatives or possibilities; a decision-making process that produces a final choice, which may or may not prompt action; a decision-making process that involves identifying and choosing alternatives based on values, preferences, and the beliefs of the decision-maker. Two of forty-four ($2/44 = 4.54$) or 4.5% percent of the Delphi survey questions focused on investigating decisional processes.

Morale, ethical character and behavior*. Theme coded: $\{(^3S_9, ^2S_8), (^3S_{10}, ^2S_8), (^2S_3, ^3S_8), (^2S_8, ^3S_9), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10})\}, \{(^2P_8, ^2P_7), (^2P_7, ^2P_9), (^2P_5, ^2P_8), (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7), (^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3)\}, \{(^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16})\}, \{(^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14})\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^2S_{10}, ^3E_5), (^2P_5, ^2E_7), (^3P_5)\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^3S_{10}, ^3E_5), (^3P_5)\}$; survey item coded: F1-8, G1-10, H1-5, I3-9, J1-4, K1-2, K4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with an emotional or mental condition with respect to cheerfulness, confidence, zeal, etc., especially in the face of opposition; hardship; that may influence a system of moral principles; the ethics of a culture; the rules of conduct as recognized in respect to particular social classes; to include the human actions of a particular group, culture, etc.; medical ethics; Christian ethics; or the moral principles of an individual, group, state, nation, or region. Twenty-eight of forty-four ($28/44 = 63.63$) or 63.6% percent of the Delphi survey questions focused on investigating morale and ethical character and behavior.

Ability to address challenges*. Theme Coded: $\{(^3S_9, ^2S_8), (^3S_1, ^2S_8), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10})\}, \{(^2P_8, ^2P_7), (^2P_7, ^2P_9), (^2P_5, ^2P_8), (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3)\}, \{(^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16})\}, \{(^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14})\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^3S_{10}, ^3E_5), (^3P_5, ^2E_7), (^3P_5)\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10})\}$; survey item coded: F1, F3, F7-9, F12, G1-10, H1-5, I3-9, J1-4, K1, and K3-4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47).

These coded variables represent themes associated with the ability to call or summon or engage in any contest, as a test of skill, strength, etc.; something that by its nature or character serves as a call to battle, contest, or special effort; exploration into the known or unknown that represents a unique test of determination, skill, and ability to humankind; a call to fight; as a battle; a duel.

Four of forty-four ($4/44 = 9.1$) or 9.1% percent of the Delphi survey questions focused on investigating ability to address challenges.

Making hard or unpopular decisions*. Theme Coded: $\{(^3S_9, ^2S_8), (^2S_1, ^2S_8), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10})\}, \{(^2P_5, ^2P_8), (^2P_8, ^3S_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2S_7, ^3P_{11}, ^3S_3)\}, \{(^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16})\}, \{(^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14})\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^3S_{10}, ^3E_5), (^3P_5, ^2E_7), (^3P_5)\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^3E_{16}, ^3S_9, ^3S_{10})\}$; survey item coded: F1, F3, F7-9, F12, G3-4, G9-10, H1-5, I3-9, J1-4, K1, and K3-4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with decision-making, mental or cognitive process that result in the selection or election of a course of action that is not popular (disliked or ignored) by the public (general population), the members of a group, state, or nation; a decision that is generally viewed as unfavorable. Four of forty-four

(4/44 = 9.1) or 9.1% percent of the Delphi survey questions focused on investigating making hard or unpopular decisions.

Inspiring others, leading by example*. Theme coded: $\{(^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3)\}, \{(^2P_8, ^2S_{10}, ^3E_5)\}$; survey item coded: G4-7 and J2 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with animating or inspiring an individual or group, quickening, or exalting influence; displaying leadership courage that inspires individuals or groups to unify and follow or support ideologies, plans, or actions. Five of forty-four (5/44 = 11.36) or 11.4% percent of the Delphi survey questions focused on investigating inspiring others, leading by example.

Inspires confidence and humility*. Theme coded: $\{(^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3)\}$; survey item coded: G4-6 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with producing or arouse (a feeling, and/or thought); to raise or increase trust; belief in the powers, worthiness, or reliability of a person, group, organization, or thing so as to increase to potential of success; in such a matter as to maintain a sense of humility and belief in oneself and one's powers or abilities; self-confidence; self-reliance; assurance; level of certitude; assurance; the confidence of others; to fill or effect with a specified feeling or, thought; to inspire a person with trust while remaining humble and respectful of others. Three of forty-four (3/44 = 6.81) or 6.8% percent of the Delphi survey questions focused on investigating inspires confidence and humility.

Innovation, visionary, accepting of change*. Theme coded: $\{(^3S_9, ^2S_8), (^3S_{10}, ^2S_8), (^2S_1, ^2S_8), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10})\}, \{(^2P_7, ^2P_9), (^2P_5, ^2P_8), (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3)\}, \{(^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16})\}, \{(^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3,$

$^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), \{ (^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^3S_{10}, ^3E_5), (^3P_5, ^2E_7), (^3P_5) \}, \{ (^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}) \}$; survey item coded: F1-3, F7-9, F11-12, G2-10, H1-5, I3-9, J1-4, K1, and K4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with introducing something new or different; characterized by change and acceptance of adaptive or transitional behavior, cognitive skill, abilities, and supporting actions. Three of forty-four ($3/44 = 6.81$) or 6.8% percent of the Delphi survey questions focused on investigating innovation, visionary, accepting of change.

Risk taking*. Theme coded: $\{ (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3) \}$; survey item coded: G4-6 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with the ability to recognize and engage in activities or intellectual processes that are associated with significant gains or losses; taking an action, or questionable activity that may result in a positive or negative outcome, foreseen or unforeseen (planned or unplanned) event. Three of forty-four ($3/44 = 6.81$) or 6.8% percent of the Delphi survey questions focused on investigating innovation, visionary, accepting of change.

Leadership Direction*, Emotional Intelligence*. Theme coded: $\{ (^3S_9, ^2S_8), (^2S_1, ^2S_8), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}) \}, \{ (^2P_8, ^2P_7), (^2P_7, ^2P_9), (^2P_5, ^2P_8), (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7), (^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3) \}, \{ (^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16}) \}, \{ (^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}) \}, \{ (^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^2S_{10}, ^3E_5), (^3P_5) \}, \{ (^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^3E_{16}, ^3S_9, ^3S_{10}) \}$; survey item coded F1, F3, F7-8, F11-12, G1-10, H1-5, I3-9, J1-2, J4, JK1, and K3-4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with emotional intelligence

(EI), emotional leadership (EL), emotional quotient (EQ), and emotional intelligence quotient (EIQ); the capability of individuals to recognize their own emotions and those of others, discern between different feelings, and be able to label them appropriately; use emotional information to guide thinking and behavior; manage and/or adjust emotions to adapt to environments or achieve one's goal(s) or those of an organization. Twenty-six of forty-four ($26/44 = 59.1$) or 59.1% percent of the Delphi survey questions focused on investigating leadership direction and emotional intelligence.

Progressive learner and explorer*. Theme coded: $\{(^3S_{10}, ^2S_8), (^2S_1, ^2S_8), (^2S_8, ^3S_{10}), (^3S_8, ^3S_{10}), (^2S_8, ^3S_{10})\}, \{(^2P_7, ^2P_9), (^2P_5, ^2P_8), (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3)\}, \{(^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16})\}, \{(^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14})\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^3S_{10}, ^3E_5), (^3P_5, ^2E_7), (^3P_5)\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10})\}$: survey item coded: F2-3, F9-12, G2-10, H1-5, I3-9, J1-4, K1, and K3-4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with an individual that applies a progressive learning model or a process of continuously learning from direct experiences, which often seek to investigate new or uncharted grounds, ideas, or environments. Twenty-three of forty-four ($23/44 = 52.27$) or 52.3% percent of the Delphi survey questions focused on investigating progressive learner and explorer.

Values and respects others*. Theme coded: $\{(^3S_9, ^2S_8), (^3S_{10}, ^2S_8), (^2S_1, ^2S_8), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10}), (^2S_8, ^3S_{10})\}, \{(^2P_8, ^2P_7), (^2P_7, ^2P_9), (^2P_5, ^2P_8), (^2P_8, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^3S_3), (^2P_7, ^3P_{11}, ^2S_3), (^2P_7, ^3P_{11}, ^3S_3)\}, \{(^3P_1, ^2S_4, ^4P_4), (^2P_2, ^3S_5, ^2S_4, ^3P_4), (^2L_1, ^3L_4, ^3E_{16}), (^2L_1, ^3L_4, ^3E_{16}), (^4L_5, ^2E_{16})\}, \{(^2E_2, ^3E_{16}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14}), (^3T_2, ^3T_3, ^3P_{14})\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2S_9, ^3S_{10}, ^3E_5), (^3P_5, ^2E_7), (^3P_5)\}, \{(^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10}), (^2E_{16}, ^3S_9, ^3S_{10})\}$

³S₁₀), (²E₁₆, ³S₉, ³S₁₀)}; survey item coded: F1-3, F7-8, F11, G1-10, H1-5, I3-9; J1-4, K1 and K4 (also see Volume II, Tables I12-I17; Figures I16-24; and Figures I37-47). These coded variables represent themes associated with personal ethics, values that denote a degree of importance of some thing or action, with the aim of determining what actions are best to do or what way is best to live with normative ethics, legal values, and the ability to assess the significance of different actions; the ability to determine what makes an action ethical and right for oneself as ethical values may increase, decrease, or be altered by one's environment or circumstances.

Thirty-three of forty-four ($33/44 = 75.0$) or 75% percent of the Delphi survey questions focused on investigating values and respects others. Values can be defined as broad preferences concerning appropriate courses of actions or outcomes.

As such, values reflect a person's sense of right and wrong or what ought to be. "Equal rights for all," "excellence deserves admiration," and "people should be treated with respect and dignity" are representatives of values. Values tend to influence attitudes and behavior, and these types include ethical/moral values, doctrinal/ideological (religious, political) values, social values, and aesthetic values.

By applying this study's critical literature review data and findings to the Delphi survey as indicated in Table 9, Survey Focus: Questions and Statements, the concentration on each leadership theme or sub-theme can be compared to determine those that are the most relevant as integrated into the Delphi survey process.

Table 9 summarizes the proportionality of each variable (factor/theme) when compared to the 58 variables (factors/themes). The results from literature review outcomes, analysis, and findings when associated with the identified leadership themes/sub-themes as a percentage of concentration, e.g. ($58/58 = 100\%$) and as compared to the 44 statements and or inquiries,

indicates the percentage of attention given certain topics (questions/statements) in the Rnd2, Rnd3/R3, and Rnd4/R4 Delphi questionnaires as associated with the surveys, e.g. $(22/44 = 50\%)$. These percentages vary depending on the frequency at which variable of topic reoccurred in each of the survey inquiries.

Although the strength of the relationships between the coded SPELIT factors and the associated (coded or linked) survey questions and statements were considered as a guide for each survey question or statement, the SDP reserved the right to seek unique discoveries by imposing random disproportionality. As such, disproportionalities are indicated in Table 9 by positive percentages, which are highlighted in the table notes where (Col D < Col F).

Overall, the SDP placed the greatest emphasis on the following ten topics: (a.) Behavior and ideology (50%); (f.) Decisional processes (72.7%); (g.) Morale and ethical character and behavior (63.6%); (h.) Ability to address challenges (75%); (i.) Making hard or unpopular decisions (63.6%); (j.) Inspiring confidence and humility (11.4%); (l.) Innovation, visionary, accepting of change (72.7%); (n.) Direction and emotional intelligence (59.1%); (o.) Progress learner and explorer (52.3%); and (p.) Values and respects others (75%).

Table 9

Survey Focus: SPELIT Factors, Questions and Statements

Item A	Topic B	SPELIT Factors (Variables)/Total C	Perc ⁽⁴⁾ D	Questions,Statements/ Total E	Perc ⁽⁴⁾ F	VAR Perc G
a.	Behavior & Ideology ⁽²⁾	58/58	100.0%	22/44	50.0%	-50.0% ⁽³⁾
b.	Internal ideology and behavior	5/58	8.6%	2/44	4.5%	-4.1%
c.	External ideology and behavior	4/58	6.9%	2/44	4.5%	-2.4%
d.	Focus on power, authority, and superiority	3/58	5.2%	4/44	9.1%	3.9% ⁽¹⁾
e.	Equilibrium (balance)	4/58	6.9%	4/44	9.1%	2.2% ⁽¹⁾
f.	Decisional processes	21/58	36.2%	32/44	72.7%	36.5% ^{(1),(3)}
g.	Morale and ethical character and behavior	24/58	41.4%	28/44	63.6%	22.2% ^{(1),(3)}
h.	Ability to address challenges	35/58	60.3%	33/44	75.0%	14.7% ^{(1),(3)}
i.	Making hard or unpopular decisions	55/58	94.8%	28/44	63.6%	-31.2% ⁽³⁾
j.	Inspiring others, leading by example	55/58	94.8%	5/44	11.4%	-83.5% ⁽³⁾
k.	Inspires confidence and humility	31/58	53.4%	3/44	6.8%	-46.6%
l.	Innovation, visionary, accepting of change	31/58	53.4%	32/44	72.7%	19.3% ⁽³⁾
m.	Risk taking	35/58	60.3%	3/44	6.8%	-53.5%
n.	Direction & Emotional Intelligence ⁽²⁾	58/58	100.0%	26/44	59.1%	-40.9% ⁽³⁾
o.	Progressive learner and explorer	58/58	100.0%	23/44	52.3%	-47.7% ⁽³⁾
p.	Values and respects others	52/58	89.7%	33/44	75.0%	-14.7% ⁽³⁾

Notes.

1. Indicates that the positive percentage values demonstrate the number of SPELIT variables or influencing factors were less than the proportional focus given to the topic in the surveys.

2. Indicates topics where the word leadership has been dropped as all the above topics deal with leadership and constructing evidence that may indicate the direction China's leaders will take over the next decade.

3. Indicates topics where the SDP placed the greatest degree of focus in the Delphi surveys.

4. Column represents the percentage calculated from the values shown in Col. C and Col. E.

Data.

Delphi survey process /Delphi Survey Online Results & Analytics.

Rnd3-4 Research Categories, Questions and Statements

The first round questionnaire (R_{nd3}) was composed of questions and/or statements that cover five categories or areas of interest with each consisting of a varying number of inquiries (items) that collectively totaled forty-four (44; also see Table 8, Questionnaire & Survey Round Coding Key & Descriptives).

These categories were organized or structured to best fit the suggested survey requirements in order to achieve the highest possible response and completion rates as estimated by the survey software corporation and its predictive analytics. Given this, the questions or statements (inquiry items) are aligned with Sections F through K of both the Rnd3/R3 and Rnd4/R4 survey rounds.

These include: Section F, China's social environment; Section G, China's leadership environment; Section H, China's legal environment; Section I, China's economic, technology and infrastructure environments; Section J, China's social, political, economic and leadership environments; and Section K, the methodology and factors framing the study. Section K included one final question that requested participants to identify the factors that they feel are influencing a global "power shift" between China and the United States the most.

Each of the sections and inquiry items are restated in the following as they appeared in the Real Time Policy Delphi Survey online questionnaire:

Section F. China's social environment. Sociological characteristics, cultural, morales, and behavior.

- F1. Would you agree that China will introduce a social security system due to its aging population?
- F2. China's social security and health care (social program reforms) are critical to its economic growth.
- F3. Would you agree that China will introduce a health care program due to its aging population?
- F4. The current environment in China provides a framework for social and economic freedom (right of enjoyment) for the Chinese people.

- F5. The common people's social freedoms (lifestyle) are better in China now that they have been in the past.
- F6. China's growth has no association with its aging population.
- F7. China's aging population is influencing the need to increase its social security programs.
- F8. China's social security needs are influencing its health care needs.
- F9. China's education system suffers from a significant shortage of qualified instructors necessary to support its projected technical advancement and economic growth.
- F10. China's education system is keeping up with the country's rapid growth.
- F11. China's single child social-economic policy has imposed a significant economic disequilibrium (burden) on the offspring of the policy.
- F12. China's emerging social ideological policy changes will improve the freedom (lifestyle) of its "common people".

Section G. China's Leadership Environment. Characteristics, style, behavior, beliefs, ethics, decisions, values, and priorities.

- G1. China's external leadership behavior conflicts with its external leadership ideologies.
- G2. China's leadership behavior is focused on increasing power, authority, and superiority to influence the present global, political equilibrium.
- G3. China's changing internal leadership ideology and behaviors are influencing the liberalization of the Maoist cultural ideology.

- G4. China's present leadership behavior is focused on increasing its future access to resources in order to sustain its present growth.
- G5. China's leadership will move it to increase the country's food supply to sustain its growth.
- G6. China's cultural ideologies are linked to its need to adopt social reforms.
- G7. The unity of China's people is linked to its government's equilibrium.
- G8. The unity of China's people is linked to its government's ability to achieve global power, authority, and superiority.
- G9. China's global emergence is the result of a leadership change phenomenon that is focused on increasing access to international natural resources.
- G10. China's global emergence is the result of a leadership change phenomenon that is focused on power, authority, and superiority of the global economic and monetary ideology.

Section H. China's Legal Environment. Rule of law, protection, property rights, civil freedoms, the environment, foreign investment, commerce, and trade.

- H1. China will redefine its people's freedoms and social equilibrium to sustain its government's legitimacy.
- H2. China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.
- H3. China will enforce intellectual property law and protection to increase foreign investment even if it means slowing its economic growth?
- H4. China will increase citizens' rights of ownership in order to sustain its economic growth.

- H5. China's emerging legal policy changes will improve the freedom (lifestyle) of its "common people".

Section I. China's economic, technology and infrastructure environments. Balance of trade, food supply, growth, currency, monetary ideology, technical, education, wealth, natural resources, science, development, innovation, medical, transportation and energy infrastructure, military advancement, and security.

- I1. China will be confronted by a downturn in its economic growth.
- I2. China's economic growth is beneficial to the global community.
- I3. China's economic and monetary ideologies may be forced to transform to those of the West.
- I4. China will reduce its environmental waste and emissions, even if it means slowing its economic growth.
- I5. China will focus on increasing its technology and military systems in order to obtain dominance as a global power.
- I6. China's emerging economic policy changes will improve the freedom (lifestyle) of its "common people".
- I7. China's emerging technology policy changes will improve the freedom (lifestyle) of its "common people".
- I8. China's emerging infrastructure policy changes will improve the freedom (lifestyle) of its "common people".
- I9. China's focus on building "world class" higher education and advanced technical training programs is linked to achieving its global growth and superiority.

Section J. China's social, political, economic and leadership environments.

- J1. China's continued economic growth will allow it to introduce several future social security and health care programs.
- J2. China's leadership will address the social security and health care crisis, even if it reduces the country's growth and national wealth.
- J3. China's present internal leadership will continue to address the country's shared wealth imbalances between social classes.
- J4. China's present internal leadership will continue to reform and shape the country in order to demonstrate its ability to be a new leader in the global community.

Section K. Methodology & Factors Framing the Study. Thoughts on the nature, approach, and application of the SPELIT technique and associated methodologies as useful tools for use in identifying factors, assessing influence, and causal relationships towards the construction and development of relevant predictions that are linked to social phenomena. Of the survey items listed in this section, only K4 was designed to be an inquiry or research statement linked to the study's core investigation categories and themes.

- K1. Order the factors that are influencing China's national priorities, policies, and future direction.
- K2. By applying appropriate theory, design, approach, and process to the study of China, significant knowledge can be gained that supports predicting policies, decisions, and the direction its leaders will take.

- K3. By examining critical factors in China’s social, political, economic, legal, intercultural, technology, and infrastructure environments, a researcher can predict advocacy and policy decisions of its leaders.
- K4. Identify the factors that are influencing a global “power shift” between China and the United States the most.

Online Survey Questionnaire, Round (R3-4) Sampling

The following are representative excerpts of a few of the different sections of the survey as it was published online. Only Section F and Section are illustrated. The entire online survey is provided in the appendices.

China Study: Challenges in Social Security, Health Care, and Leadership - 180815-01

9. China's Social Environment - Section F

Congratulations you are now 14% finished!

The following series of questions are based on China's Social Environment - sociological characteristics, culture, traditions, morales and behavior.

8. F1. China will introduce a social security system due to its aging population?

Definitely agree Strongly agree Somewhat agree Somewhat disagree Strongly disagree Definitely disagree

9. F2. China's social security and health care (social program reforms) are critical to its economic growth.

Definitely agree Strongly agree Somewhat agree Somewhat disagree Strongly disagree Definitely disagree

Figure 12. Survey R3–4: Questionnaire Rnd1-2 excerpt, section F.

Source: China online survey-1/updated (6/12/17).

**China Study: Challenges in Social Security, Health Care, and Leadership - 180815-01**

13. China's Social, Political, Economic and Leadership Environments - Section J

Congratulations you are now 84% finished!

This series covers China's Social, Political, Economic and Leadership Environments as a set of phenomena that are being observed in the country.

44. J1. China's continued economic growth will allow it to introduce a number of future public social security and health care programs.

Definitely agree Strongly agree Somewhat agree Somewhat disagree Strongly disagree Definitely disagree


☐ ☐ ☐ ☐ ☐ ☐

45. J2. China's government will address the social security and health care crisis even if it reduces the country's national wealth.

Definitely agree Strongly agree Somewhat agree Somewhat disagree Strongly disagree Definitely disagree

☐ ☐ ☐ ☐ ☐ ☐

Figure 13. Survey R3-4: Questionnaire Rnd3-4 excerpt, section J.


China Study: Challenges in Social Security, Health Care, and Leadership - 180815-01

14. Methodology & Factors Framing the Study - Section K

Congratulations you are now 92% finished!

This section covers your thoughts on the nature, approach, and application of the SPELIT technique and associated methodologies as useful tools in assisting the identification of factors, assessing influence, and causal relationships towards the construction and development of relevant predictions that are linked to social phenomena.

SOCIAL - An environment developed by humans as contrasted with the natural environment; society as a whole, the community and its' relationship to an individual.

POLITICAL - An environment relating to or concerned with government, public affairs of state, a municipality, organizational body, or focus group.

ECONOMIC - An environment that pertains to the production, distribution, and use of income, wealth, and commodities. Relating to the science of economics, generally pertaining to an economy, monetary system, and system of organization or operation. Includes the process of production, commerce, trade, balances, reserves, and/or national wealth.

LEGAL - an environment that is subject to permitted moral codes or law, lawful. This environment is intended to set standards for social, economic, enforcement behavior, as necessary to shape and maintain order, individual rights, and civil justice. Of or relating to laws; connected with the laws of a sovereign, nation, organization, or group to include its administration, rules, and legal governance as may be appointed, established, or authorized by law, or deriving authority from the law.

INTERCULTURAL - an environment that involves the crossing-over or integration of two or more cultures.

TECHNOLOGY - an environment where the creation and use of technical devices are integrated and inter-relational with life, society, and the environment. Includes any modern and or innovative science and supporting devices that support or enhance industrial arts, engineering, applied science, pure science, and the application of these to practical ends.
A scientific or industrial process, invention, method which contributes to the ways in which social groups provide themselves with the material objects, needs, and desire pertinent to their culture and civilization.

INFRASTRUCTURE - the basic, underlying framework or features of an environment, system, organization which includes the fundamental facilities and systems serving a region, nation, province, city, or area. Infrastructure includes but is not limited to transportation and communication systems, power and utility works, hospitals, fire protection, harbor and maritime systems, schools, and military installations.

*** 48. K1. (Rank the following) Order the environmental factors that are influencing China's national priorities, policies, and future direction. (First = highest to Seventh = Lowest influence; Number of themes = 7)**

	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Unsure
A. SOCIAL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. POLITICAL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. ECONOMIC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. LEGAL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E. INTERCULTURAL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F. TECHNOLOGY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G. INFRASTRUCTURAL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (Please Specify)

49. K2. By applying appropriate theory, design, approach, and process to the study of China, significant knowledge can be gained that supports predicting policies, decisions, and the direction its leaders will take.

Definitely agree	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Definitely disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 14. Survey R3-4: Questionnaire Rnd3-4 excerpt, section K.

What follows are the results of the round one online survey, as completed by the pre-qualified Delphi survey development panel (SDP) of subject matter experts.

SDP Beta-Test Survey Results

The following tables summarize the results of integrating the Rnd3 and Rnd4 preliminary questionnaires after the R3 and R4 modifications were completed by the investigator and the SDP. The Delphi third round (R3/Rnd3) survey sampling equated to (N) = 25 participants.

This phase was implemented by constructing a questionnaire, in which 41 themes and or sub-themes were utilized to identify the level of importance and agreement in specific categories of interest. These categories are identified in the real time online survey in sections F through K, or more specifically, the following: Section F, China's Social Environment – Sociological characteristics, cultural, morale's and behavior; Section G, China's Leadership Environment – Characteristics, style, behavior, beliefs, ethics, decisions, values and priorities; Section H, China's Legal Environment – Rule of law, protection, property rights, civil freedoms, the environment, foreign investment, commerce, and trade; Section I, China's Economic, Technology, and Infrastructure Environments – Balance of trade, food supply, growth, currency, monetary ideology, technical, education, wealth, natural resources, science, development, innovation, medical, transportation and energy infrastructure, military advancement, and security; Section J, China's Social, Political, Economic, and Leadership Environments as a set of phenomena that are being observed in the country; Section K, Methodology and Factors Framing the Study: Thoughts on the nature, approach, and application of the SPELIT technique and associated methodologies as useful tools in identification of factors, assessing influence, and causational relationships towards the construction and development of relevant predictions that are linked to social phenomena. These themes were identified by applying Saldana and Turoff's

IS literature investigation, mapping, and coding processes as explored in Chapter Two. The results reported in the following tables are taken from the questionnaires, where the responses were registered using a six-point Likert scale. These ranged from one = definitely agree; two = strongly agree; three = somewhat agree; four = somewhat disagree; five = strongly disagree; and six = definitely disagree.

Response rates.

Survey results, (N) = 25.

The principle (student) investigator sent an email with a letter attached (See Appendix) that provided an electronic link to the questionnaire. Altogether, a total of 25 participants were invited to participate. Each invitee was selected from a group of subject matter experts found through a international search. Each agreed the preferred method of communication was via the internet.

The investigator enlisted the cooperation of 21 participants who indicated they would participate in the real time mobile survey format. Each was requested to use the beta questionnaire link provided to open and complete the survey within the “open” and “closed” window published for the survey. The period offered to complete the survey was 14 days. Since the survey software provides a tracking function for each “coded” survey opened, the progress and completion of each was readily observable. The investigator’s survey design and approach were established to obtain enough on-line participants that a completion failure rate would assure that the minimum of seven responses would be received.

As it turned out, eight participants completed the survey, resulting in a 32 percent response rate. Given this, a series of follow-up progress emails and LinkedIn messages were sent out with attached letters (or scripts) to inform the participants of the general progress of the

study, as well as reminders to complete the survey within the period allowed. This correspondence also provided reminders that they could contact the investigator at any time during the survey process to clarify any of the responses provided, and/or what the survey statement or inquiry was attempting to convey. Subsequently, three participants contacted the investigator via email, LinkedIn, or Skype, requesting clarifications on the true meaning and objective of some of the questions or statements. All were quickly clarified to the satisfaction of each inquirer. No additional surveys were returned after the additional reminder was sent out. Given this, the ending response rate was considered sufficient.

To summarize, the response rate was accomplished by refining the survey's format or structure in such a way to make it easily understood and navigable. Next, each of the survey statements or inquiries were subject to numerous reviews, control group tests, and refinement by the SDP. A final assessment tool was applied by reviewing the SSCs analytic (predictive) software. This provided a series of professional analytics to the investigator and also gave the SDP an increased ability to focus and refine the Rnd1 and Rnd2 questionnaires in order to achieve higher response levels. Prior to finalizing the Rnd1 survey, the SSC predictive tool was used to reassess the survey. The SSC predicted the first survey (R3) would achieve an 87 to 92 percent response rate. If this occurred, a level of response would clearly exceed the study's design response rate.

Statistical analysis. The investigator compiled the data, and together with the aid of a statistician, completed the structuring of the csv data to report the median importance rating and interquartile range for each of the survey inquiries and or research statements (items).

Upon completion of this process, the results were examined and interpreted in the context of each category, theme, and in the context of the overall objectives of the study. As such, the

examination observed that several items appeared to have achieved sufficient levels of agreement to infer a consensus. In the case of this study and as determined to be in alignment with other Delphi Studies, consensus was determined by applying an assessment rule. Using a consensus stopping-rule, an interquartile range being equal to or less than 20% of the scale (equal to or less than 1) was established as the point at which the Delphi process would stop seeking to achieve consensus. As shown in the following tables, consensus was achieved in 22 of the 41 items included in this survey round. Conversely, consensus was not achieved in 19 of the 41 items surveyed. When viewed on a section-by-section basis; consensus was reached in 4 of 12 items, or 33% of the inquiries or statements, pertaining to China's Social Environment; consensus was reached in 6 of 10 items, or 60% of the inquiries and statements, pertaining to China's Leadership Environment; consensus was reached in 2 of 5 items, or 40% of the inquiries and statements pertaining to China's Legal Environment; consensus was reached in 7 of 9 items, or 78% of the inquiries and statements pertaining to China's Economic, Technology, Infrastructure Environments; and consensus was reached in, 1 of 1 items, or 100% of the inquiries and statements pertaining to China's Social, Political, Economic, and Leadership Environments.

R3 Survey Assessments: Consensus Achieved

Table 10

Questionnaire Rnd3: Section F, Where Consensus Was Achieved

China's Social Environment – Sociological characteristics, culture, morale, and behavior.

Item Code	Inquiry/Observation	Mdn	IQR
1. F5	Social Freedom – The common people's social freedoms (lifestyle) are better in China now than they have been in the past.	1	0
2. F7*	Aging & Social Security – China's aging population is influencing the need to increase its social security programs.	2	0
3. F11	Social-Economic Policy – China's single-child social-economic policy has imposed a significant economic disequilibrium (burden) to the offspring of the policy.	1	1

Table 11

Questionnaire Rnd3: Section G, Where Consensus Was Achieved

China's Leadership Environment – Characteristics, style, behavior, beliefs, ethics, decisions, values, and priorities.

Item Code	Inquiry/Observation	Mdn	IQR
1. G2*	Leadership Behavior – China's leadership behavior is focused on increasing power, authority, and superiority to influence the present global political equilibrium.	3	1
2. G3	Leadership Ideology & Behavior – China's changing internal ideology and behavior are influencing the liberalization of the Maoist cultural ideology.	3	1
3. G5	Leadership Decisions – China's leadership will move to increase the country's food supply to sustain its growth.	3	1
4. G7*	Leadership Ideologies – The unity of China's people is linked to its government's equilibrium.	3	1
5. G9*	Leadership Decisions – China's global emergence is the result of a leadership change phenomenon that is focused on increasing access to international natural resources.	2	1
6. G10*	Leadership Decisions – China's global emergence is the result of a leadership change phenomenon focused on power, authority, and superiority of the global economic and monetary ideology.	3	1

Table 12

Questionnaire Rnd3: Section H, Where Consensus Was Achieved

China's Legal Environment – Rule of law, protection, property rights, civil freedoms, the environment, foreign investment, commerce and trade.

Item Code	Inquiry/Observation	Mdn	IQR
1. H4	Right of ownership and growth – China will increase citizen's of ownership in order to sustain its economic growth.	3	1
2. H5	Legal Policies – China's emerging legal policy changes will improve the freedom (lifestyle) of its "common people".	1	0

Table 13

Questionnaire Rnd3: Section I, Where Consensus Was Achieved

China's Economic, Technology and Infrastructure Environment – balance of trade, food supply, growth, currency, monetary ideology, technical, education, wealth, natural resources, science, development, innovation, medical, transportation and infrastructure, military advancement and security.

Item Code	Inquiry/Observation	Mdn	IQR
1. I2	Economic Growth - China's economic growth is beneficial to the Global community.	1	1
2. I3	Economic & Monetary Ideologies – China's economic and monetary ideologies may be forced to transform to those of the West.	3	1
3. I5	Technology, Military Advancement, Superiority & Power – Monetary ideologies be forced to transform to those of the West.	1	1
4. I6	Economic, Infrastructure & Freedom – China's emerging economic policy changes will improve the lifestyle of its "common people".	1	1
5. I7	Technology & Freedom – China's emerging technology policy changes will improve the lifestyle of its "common people".	3	1
6. I8	Infrastructure & Freedom – China's emerging infrastructural policy changes will improve the lifestyle of its "common people".	1	0
7. I9	Education, Growth, Superiority – China's focus on building "world class" higher education and advanced technical training Programs are linked to achieving its global growth and superiority.	1	1

Table 14

Questionnaire Rnd3: Section J, Where Consensus Was Achieved

China's Social, Political, Economic and Leadership Environments as a set of phenomena that are being observed in the country.

Item Code	Inquiry/Observation	Mdn	IQR
1. J1	Economic, Growth, Social Security & Health Care – China's continued economic growth will allow it to introduce a number of future public social security and health care programs.	1	1
2. J2	Leadership, Social Security, Health Care, Growth – China's government will address the social security and health care crisis, even if it reduces the country's national wealth.	3	1
3. J4	Internal & External Leadership – China's present internal leadership will continue to reform and shape the country to demonstrate its ability to be a new leader in the global community.	1	1

Table 15

Questionnaire Rnd3: Section K, Where Consensus Was Achieved

Methodology & Factors Framing the Study – thoughts on the nature, approach, and application of the SPELIT technique and associated methodologies as useful tools in assisting the identification of factors, assessing influence, and causational relationships towards the construction and development of relevant predictions that are linked to social phenomena.

Item Code	Inquiry/Observation	Mdn	IQR
1. K2	Research Design & Approach – By applying appropriate theory, design, approach, and process to the study of China significant knowledge can be gained that supports predicting policies, decisions, and the direction its leaders will take.	1	1
2. K3	Methodologies & Predictive Outcomes – By examining China's social, political, economic, legal, intercultural, technology, and infrastructure critical factors a researcher can predict advocacy and policy decisions of its leaders.	1	1

Note. Volume II, Appendix I, Table I73, 1st and 2nd Questionnaire Items (Rnd3 and Rnd4) Consensus Items

R3 Survey Assessments: No Consensus Achieved

Table 16

*Questionnaire Rnd3: Section F, Where Consensus Was Not Achieved***China's Social Environment** – Sociological characteristics, culture, morale, and behavior.

Item Code	Inquiry/Observation	Mdn	IQR
1. F1*	Social Security & Aging Population – Would you agree that China will introduce a social security system due to its aging population?	2	2
2. F2*	Social Security & Health Care – China's social security and health care (social program reforms) are critical to its economic growth.	3	3
3. F3*	Health Care & Aging Population – Would you agree that China will introduce a health care program due to its aging population?	1	3
4. F4	Social Environment – The current environment in China provides a framework for social and economic freedom (right of enjoyment) for the Chinese people.	4	2
5. F6	Social Growth – China's growth has no association with its aging.	3	3
6. F8*	Social Security – China's social security needs are influencing its health care needs.	3	3
7. F9	Education – China's education system suffers from a significant shortage of qualified instructors necessary to support its projected technical advancement and economic growth.	3	3
8. F10	Education – China's education system is keeping up with the country's rapid growth.	3	3
9. F12	Social Ideology – China's emerging social ideology (policy changes) will improve the lifestyle of its "common people".	3	0

Table 17

Questionnaire Rnd3: Section G, Where Consensus Was Not Achieved

China's Leadership Environment – Characteristics, style, behavior, beliefs, ethics, decisions, values, and priorities.

Item Code	Inquiry/Observation	Mdn	IQR
1. G1*	Leadership Behavior – China's external leadership behavior is in conflict with its external leadership ideologies.	4	2
2. G4*	Leadership Decisions – China's present leadership behavior is focused on increasing its future access to resources in order to sustain its present growth.	2	2
3. G6	Leadership Ideologies – China's cultural ideologies are linked to its need to adopt social reforms.	2	2
4. G8	Leadership Ideologies – The unity of China's people is linked to its government's ability to achieve global power, authority, and superiority.	1	2

Table 18

Questionnaire Rnd3: Section H, Where Consensus Was Not Achieved

China's Legal Environment – Rule of law, protection, property rights, civil freedoms, the environment, foreign investment, commerce and trade.

Item Code	Inquiry/Observation	Mdn	IQR
1. H1	Freedom, Equilibrium, Legitimacy – China will redefine its people's freedoms and social equilibrium to sustain its government's legitimacy.	1	2
2. H2	Civil Rights, Unity & Legitimacy – China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.	1	2
3. H3	Intellectual Property Protection & Growth – China will enforce intellectual property law & protection to increase foreign investment, even if it means slowing its economic growth?	1	2

Table 19

Questionnaire Rnd3: Section I, Where Consensus Was Not Achieved

China's Economic, Technology and Infrastructure Environment – Balance of trade, food supply, growth, currency, monetary ideology, technical, education, wealth, natural resources, science, development, innovation, medical, transportation and infrastructure, military advancement, and security.

Item Code	Inquiry/Observation	Mdn	IQR
1. I1	Economic Growth – China will be confronted by a downturn in its economic growth.	1	2
2. I4	Environmental Waste & Protection – China will reduce its environmental waste and emissions even if it means slowing its economic growth.	4	2

Table 20

Questionnaire Rnd3: Section J, Where Consensus Was Not Achieved

China's Social, Political, Economic and Leadership Environments as a set of phenomena that are being observed in the country.

Item Code	Inquiry/Observation	Mdn	IQR
1. J3	Internal Leadership, Shared Wealth – China's present internal leadership will continue to address the country's shared wealth imbalances between social classes.	3	2

Table 21

Questionnaire Rnd3: Section K, Where Consensus Was Not Achieved

Methodology & Factors Framing the Study – Thoughts on the nature, approach, and application of the SPELIT technique and associated methodologies as useful tools in assisting the identification of factors, assessing influence, and causational relationships towards the construction and development of relevant predictions linked to social phenomena.

Item Code	Inquiry/Observation	Mdn	IQR
1. K1	Leading Factors & Leadership Direction – Order the factors that are influencing China's national priorities, policies, and future direction.	3	2
2. K4	Leading Factors & Leadership Direction – Which factors that are influencing a global "power shift" between China and the United States?	3	2

Round-Four (R4; Rnd4) Results

The principle (student) investigator sent a series of emails and/or LinkedIn messages summarizing the contents of the letters represented in Appendix G. In addition, an electronic link was provided to each of the surveys. The total sample population of R4 was $(N) = 50$. Each invitee was selected from a group of 1,022 highly pre-qualified policy advisors, developers, administrators, and subject matter experts from an international search that included a population of 6,128.

Each agreed that the preferred method of communication was via the internet. The investigator ultimately recruited the cooperation of 35 participants $(n) = 35$ who indicated they would participate in the real time mobile survey format. Each was requested to use the survey services corporation's (SSC) link provided to open and complete the stipulated survey. Information was provided to each regarding the open and closed window for the survey. Once the survey was closed, the SSC links could not be opened. The period offered to complete the survey was 10 days. As the survey software provided a tracking function for each "coded" survey opened, the progress and completion of each was readily observable. This investigator's survey design and approach were established to obtain enough on-line participants that both a participation rate, and a completion failure rate would assure a minimum of eight full-responses or fully-completed questionnaires with a zero-skip rate.

Response rates.

R4 Survey, Rnd4 Questionnaire, $(N) = 50$; $(n) = 30$. After the survey was open for 10 days, data showed that 29 participants completed the survey. One survey was "opened" and never completed which accounts for $(n) = 30$. This return represented a 64% response rate.

Although this was lower than expected, the return rate was 32% higher (double) than that of the previous R3 survey.

A total of six participants requested copies of the completed study and survey findings. They were informed that once the study was published by the University, copies would be sent to them. Although the response rate for the R4 survey was not as high as the R3 survey, the R4 survey response was sufficiently high enough to achieve the design survey goals and stopping rule for the study. To summarize, the high response rates achieved in both surveys were accomplished by refining the survey's format or structure in such a way as to make it easily understood and navigable.

Next, each of the survey statements (questions) were subjected to numerous reviews, repeated refinements accomplished using the R3-4 survey control group, and the continuing insights integrated into the R4 survey questionnaire from the Survey Development Panel (SDP). In each of the surveys, the SSCs software provided a series of professional guidance and analytic tools to the investigator to refine the instrument and inquiries to achieve high levels of response. Prior to finalizing the R4 survey, the SSCs instrument assessed the survey return rate expectations at between 58% to 65%, with a moderate to high completion rate. At the close of the R4 survey, the SSCs predictions proved to be very accurate.

The SSC did not predict the level of skips associated with each of the survey questions or statements. As it turned out, the response skip-rate for the R4 survey was 9.18%. The inquiries that experienced the highest skip-rates were those that involved assessments associated with policy or environmental factor impacts on the "lifestyle" of the "common people"; policy determinations that would imply potential impacts to the global community; and statements associated with assessments of impacts on China's government.

Analytics. In Round R3 and R4 the investigator compiled the data with the aid of a statistician. The csv data was structured in order of importance, rating, and interquartile range for each of the survey inquiries and statements (topics). During this process, several weeks were spent reducing 6,182 subject matter experts to better represent those regions (sovereigns) that the literature research indicated served to influence or drive China's external and internal ideologies and leadership behavior. This process required three cycles of analysis, which ultimately reduced the number of subjects (prospects) to 1,022, and then again to a total of 50. Upon completion of this process, this reduction and targeted focus resulted in highly homogeneous results regarding the (R3-4) surveys. This process was not applied in relation to the SDPs R1-2 beta test surveys or supporting Rnd1-2 questionnaires.

Pre-selection criteria: Experience/position dispersion. Analysis of Volume II, Appendix I, Figure I1 indicates 40% of the respondents held senior executive positions of responsibility; 24% were members of executive staffs; and 16% held board-level or equivalent positions. Collectively, these three groups represent $(40 + 24 + 16) = 80.0\%$ of the sampling. The remaining 20% were authors, researchers, or academics.

Expertise dispersion: China and Eastern Asia expertise based on SPELIT factors. The categories chosen were extracted from the SPELIT framework and included infrastructure, Asian studies, leadership, and policy. Of these, 14.3% of the respondents were directly involved in leadership roles associated with policy development, reviews, and approvals, and administration; and 85.7% were actively engaged in other areas of expertise as listed.

The R4 sample returned expertise associated with the following: Leadership and policy = 14.3%; Asian studies = 13.5%; political expertise = 13.9%; and social and intercultural expertise = 13.5%, collectively representing the greatest centers of expertise or collectively = 55.3% of the

sample. Political, social, and intercultural expertise rated the highest when viewed through the lens of the SPELIT framework (also see Volume II, Appendix I, Figures I3-8, participant dispersion).

Education dispersion. Of the respondents, 38.0% held doctorate degrees; 28% held graduate degrees; and 24% held undergraduate degrees. Collectively, $(38 + 28 + 24) = 100\%$ of the sampling (also see Volume II, Appendix I, Figure I3, Education dispersion).

Age dispersion. Of the respondents, 44% were in the 41-60 age group and 40% fell in the 20-40 age group. Collectively, this represents 84% of the sampling. Leadership charged with policy advisement, development, approval, and administration were largely between the ages of 20 to 60 years old. Additionally, 52.3% of policy advisers, developers, and administrative leaders were represented in the 41-60 age group; with 47.6% represented in the 20-40 age group (also, see Volume II, Appendix I, Figure I4, Age dispersion).

Degree of influence dispersion. Of the respondents, 32.0% selected for participation illustrated provincial, state, or city influence, while 28.0% of the respondents illustrated global influence. Collectively, this represents 58.0% of the targeted sampling participants. The remaining 42% of the respondents represented regional, multi-national (intercultural), and national influence (also see Volume II, Appendix I, Figure I7, Degree of influence dispersion).

Social media score dispersion. A significant number of the recruited participants had social media scores ranging from 104 to 405. These scores represented the number of online contacts published on the Internet in association with their LinkedIn accounts. For the most part, all were relatively evenly distributed, meaning a significant number of responses were found in the range identified. The mean media score among the group equaled 172.26. That said, one of the targeted participants had a score of 1,282. Social media scores were considered by the SDP

an indicator of connectedness within each respondent's area of expertise, as well as the likelihood of them being actively engaged in policy narratives.

Homogeneity. The impact of the homogeneity process resulted in providing added clarity and definition to the context of each category, theme, and the overall goals and objectives of this study. By reducing the number, occupation, experience, and geographic region represented in the survey process to a sample of 50 that were employed in high-level operations, staff, or senior executive positions as active policy developers and or administrators, the responses to the R4 survey were found to have higher levels of consensus or agreement. In addition, the results of the R4 survey indicated a higher level of stability than what was found in the R3 survey (also

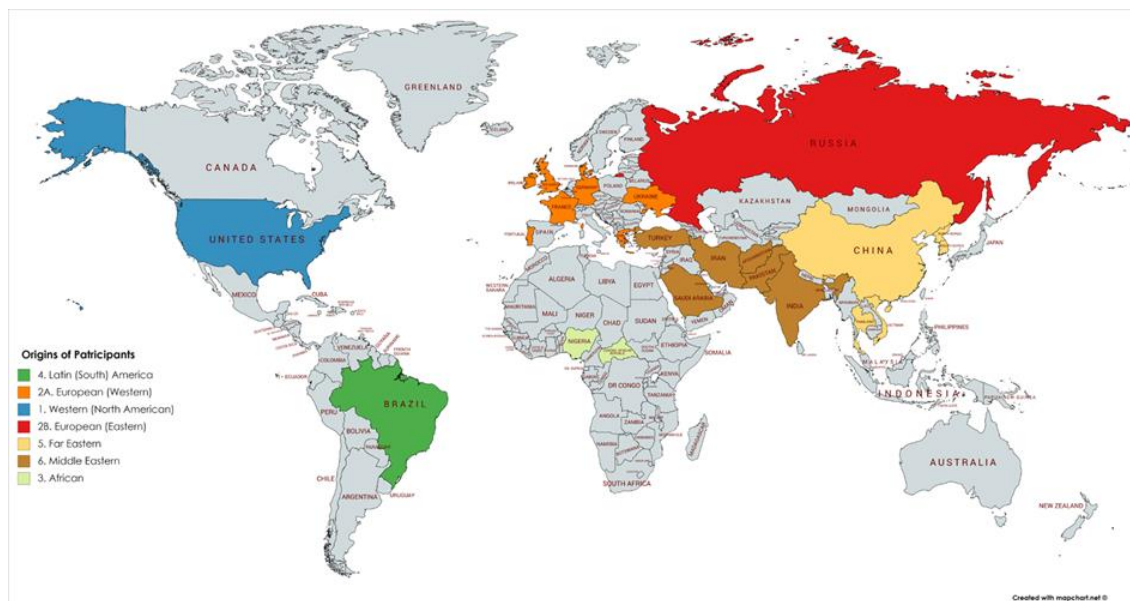


Figure 15. Homogeneity: Dispersal achieved with R3-4 participants.

Note. Delphi Survey Participants: Pre-qualified selectees (Proportionalized); Homogeneity – Geographic Dispersal of R3-4 Participant Returns.

see Volume II, Appendix I, Figure I2, Homogeneity, Geographic Dispersal of R3-4 Participant Returns).

Geographic dispersal of Rnd4 survey respondents. At first glance, the finding infers there is a balance between the Far Eastern 43.3% when compared to the Western 20% and European 23.3% as coupled ideologically $(20.0 + 23.3) = 43.4\%$. This initially indicates a balance; however, when the level of bias between the Asian and Western ideologies are re-examined, it appears the study design stipulation was not achieved. Given 43.4% indicated a Western and European ethnicity or nationality (call this Grp1) and where African = 3.3%, Latin American = 43.4%, Far Eastern = 3.3%, Middle Eastern = 3.3%, and Other indicated 3.4% (call this Grp2), then, a bias emerges that equates to Grp = 43.4% and Grp2 = 56.5%. This considered, there is a slight cultural ideology bias towards the Eastern Asian mind set (also see R4 Survey Returns - Distribution and Proportionment Achieved, Volume II, Appendix I, Figure I2, Homogeneity, Geographic Dispersal of R3-4 Participant Returns).

Table 22

Geographic Design vs. R4 Distribution: Proportionment Achieved

Distribution Origin	Stipulated Design Distribution & Proportionment		Distribution & Proportionment Achieved		VAR Perc
	Proportionality	Perc of total	Proportionality	Perc of total	
1 Russia	3	6.0%	0	0.0%	6.0%
2 Japan	4	8.0%	1	3.7%	4.3%
3 Africa	3	6.0%	1	3.7%	2.3%
4 Brazil	3	6.0%	1	3.7%	2.3%
5 Australia	1	2.0%	0	0.0%	2.0%
6 Nigeria	1	2.0%	0	0.0%	2.0%
7 Spain	1	2.0%	0	0.0%	2.0%
8 Cyprus	1	2.0%	0	0.0%	2.0%
9 Pakistan	1	2.0%	0	0.0%	2.0%
10 UK	2	4.0%	1	3.7%	0.3%
11 Poland	0	0.0%	0	0.0%	0.0%
12 China	7	14.0%	4	14.8%	-0.8%
13 Ireland	1	2.0%	1	3.7%	-1.7%
14 Canada	1	2.0%	1	3.7%	-1.7%
15 Germany	1	2.0%	1	3.7%	-1.7%
16 France	1	2.0%	1	3.7%	-1.7%
17 Greece	1	2.0%	1	3.7%	-1.7%
18 Israel	1	2.0%	1	3.7%	-1.7%
19 Turkey	1	2.0%	1	3.7%	-1.7%
20 Egypt	1	2.0%	1	3.7%	-1.7%
21 Afghanistan	1	2.0%	1	3.7%	-1.7%
22 Philippines	1	2.0%	1	3.7%	-1.7%
23 Taiwan	1	2.0%	1	3.7%	-1.7%
24 Finland	2	4.0%	2	7.4%	-3.4%
25 US	7	14.0%	5	18.5%	-4.5%
26 New Zealand	0	0.0%	1	3.7%	-3.7%
27 India	3	6.0%	3	11.1%	-5.1%
Totals	36	72.00%	27	111.1%	-11.1%

The reason for the non-returns in Table 22 is due to this investigator overlooking the fact that wide spread international surveys including countries from across global regions should be given additional time. This survey should have been “open” for 14 days instead of the approved design period of 10 days. Several days after the Rnd2 survey was closed several of the countries indicating a zero return in Table 22 did in fact notify the investigator via email or LinkedIn the survey was closed when they attempted to complete it.

Of the countries or regions isolated for the study, those shown in Table 22 under the R4 distribution and apportionment columns represent the outcomes actually achieved.

The following design proportionalities (P_{stip}) and the R4 outcomes associated with (P_{R2}) are noteworthy:

1. Russia's $P_{stip} = 6.0\%$ and returned a (P_{R2}) = 0.0% for a variance (VAR) = 6.0%
2. Japan's $P_{stip} = 8.0\%$ and returned a (P_{R2}) = 3.7% for a variance (VAR) = 4.3%
3. Africa's $P_{stip} = 6.0\%$ and returned a (P_{R2}) = 3.7% for a variance (VAR) = 2.6%
4. Brazil's $P_{stip} = 6.0\%$ and returned a (P_{R2}) = 3.7% for a variance (VAR) = 2.3%
5. Australia's $P_{stip} = 2.0\%$ and returned a (P_{R2}) = 0.0% for a variance (VAR) = 2.0%
6. Nigeria's $P_{stip} = 2.0\%$ and returned a (P_{R2}) = 0.0% for a variance (VAR) = 2.0%
7. Spain's $P_{stip} = 2.0\%$ and returned a (P_{R2}) = 0.0% for a variance (VAR) = 2.0%
8. Cyprus's $P_{stip} = 2.0\%$ and returned a (P_{R2}) = 0.0% for a variance (VAR) = 2.0%
9. Pakistan's $P_{stip} = 2.0\%$ and returned a (P_{R2}) = 0.0% for a variance (VAR) = 2.0%
10. Finland's $P_{stip} = 4.0\%$ and returned a (P_{R2}) = 7.4%; for a variance (VAR) = -3.4%
11. U.S. $P_{stip} = 14.0\%$ and returned a (P_{R2}) = 18.5% for a variance (VAR) = -4.5%
12. New Zealand $P_{stip} = 0.0\%$ and returned a (P_{R2}) = 3.7% for a variance (VAR) = - 3.7%
13. India $P_{stip} = 6.0\%$ and returned a (P_{R2}) = 11.1% for a variance (VAR) = -4.3%

Of the 27 countries solicited for participation, 20 responses were returned. After several attempts to reach participants in Poland, the country was dropped from the survey. It remains

listed as a matter of record that the investigator attempted its inclusion. As identified in Chapter Three, a balanced proportionality and response (bias) was stipulated in the study design. Table 22 indicates that upon a deeper examination this study's design stipulation was not achieved, meaning the R4 survey bias slightly favors East Asian culture and ideologies.

Delphi Rounds (R3-4) Similarities

The investigator compiled and restructured the csv data in order to report the median (importance) and the degree of deviation from the median or interquartile range (IQR) for each of the survey inquiries and or research statements (items). Each statement or question was coded to one of six different categories of inquiry.

By applying this process, the survey was divided into the following: Section F, China's Social Environment; Section G, China's Leadership Environment; Section H, China's Legal Environment; Section I, China's Economic, Technology, and Infrastructure Environment; Section J, China's Social, Economic, Political, and Leadership Environments; and Section K, Methodologies and Factors Framing the Study.

Delphi Rounds (R3-4) Differences

Upon completion of the Rnd3 and Rnd4 survey process, the results were examined and interpreted in each category (section), theme and sub-theme. Each was reviewed in the context of the overall inquiry goals and objectives of the study. As such, the examination showed that several items appeared to have achieved sufficient levels of agreement, inferring a consensus was achieved in each of the two (R3-4) survey rounds.

In addition, the total number of completed R3 surveys ($N = 25$) returned equaled eight (8) out of twenty-one (21) or 28.1%, versus the number of R4 surveys ($N = 50$) returned equaled twenty-nine (29) out of thirty (30) or 96.7%, meaning the R4 survey achieved at 68.6% higher

return rate. This noted, the average number of item skips that were observed in both the R2 and R4 returns varied as well. The overall skip rate for R3 = 10.8%, while the skip rate for R4 = 7.6%.

The skip rate was calculated by the online survey service corporation (SSC) where a skip was defined as an item that received no response or was ignored or passed over. Survey analysts argue there are many reasons for this phenomenon; however, in discussions with participants regarding their overall survey experience, they commonly noted that they skipped those questions they did not feel qualified to answer or were confused or unclear as to what the inquiry was asking.

The design of this study was patterned in alignment with similar online Delphi Studies. The survey sought to determine an interquartile range being equal to or less than 20% of the Likert scale applied, and where an outcome was equal to or less than 1, such was determined to be acceptable and important, meaning a consensus or agreement was achieved.

As may be observed in the Rnd3 questionnaire (also expressed as R_{nd3}) and the R_{nd4} questionnaire also expressed as (R_{nd4}) survey results, the R3 achieved consensus in 24 of 44 inquiries equal to 54.5%. Conversely, the R4 achieved consensus in 21 of 44 inquiries equal to 47.7%. This outcome shows that R4 level of consensus was 6.8 percent less than what was achieved in the R3 survey [Coded survey rounds and the associated questionnaires applied are coded differently and vary depending on data structure and software applied in the statistical analysis].

This outcome was not expected by the SDP, which thought the level of consensus would increase due to the improved levels of clarity and understanding offered to participants in the R3 survey. After considerable discussion, the SDP determined the clarity and understanding (ease in

reading) improvements made in the R3, as reflected in the R4 survey instructions sections served to improve the accuracy of those opinions offered in the earlier R3 survey by participants.

It was determined that this was due to the statements or questions and response options not being clearly defined and understood as presented in the R3 survey. Surprisingly, once the added clarity was provided it had the effect of respondents changing their selections due to an increased understanding as to what was really being asked. In many cases, the added clarity offered respondents the opportunity to change their selections or answers.

When viewed on a section-by-section basis, the following differences were observed.

1. Section F, China's Social Environment: The R3 consensus equaled 4 of 12 items, or 33%, while the R4 consensus equaled 6 of 12 items or 50%. This change met the expectations of the SDP due to improvements to the Rnd2 survey by increasing consensus by 17%.
2. Section G, China's Leadership Environment: The R3 consensus equaled 6 of 10 items, or 60%, while the R4 consensus equaled 4 of 12 items or 33%. This change did not meet the expectations of the SDP due to improvements to the Rnd2 survey that resulted in decreasing consensus by 27%.
3. Section H, China's Legal Environment: The R3 consensus equaled 2 of 5 items, or 40%, while the R4 consensus equaled 2 of 5 items or 40%. This change did not meet the expectations of the SDP due to improvements to the R3 survey that should have served to increase consensus. Instead, the outcome indicated stability associated with this section.
4. Section I, China's Economic, Technology Environments: The R3 consensus equaled 7 of 9 items, or 78%, while the R4 consensus equaled 2 of 9 items or

22%. This change did not meet the expectations of the SDP due to improvements to the R4 survey that resulted in decreasing consensus by 56%.

5. Section J, China's Social, Economic, Political, and Leadership Environments:

The R3 consensus equaled 3 of 9 items, or 33%, while the R4 consensus equaled 3 of 9 items or 33%. Again, this change did not meet the expectations of the SDP due to improvements to the R4 survey that should have served to increase consensus. Instead, the outcome indicated stability associated with this section.

6. Section K, Methodologies and Factors Framing the Study: The R3 consensus equaled 2 of 4 items or 50%, while the R4 consensus equaled 4 of 4 items, or 100%. This change met the expectations of the SDP due to improvements as the R4 survey consensus increased.

Next, the similarities and differences were examined on a statement-by-statement and question-by-question (item) level. The object of this analysis was to observe whether stability was achieved between R3 and R4 surveys. Table 23 below provides the results of the outcomes observed.

Table 23

Survey Questionnaire (R3; Rnd3) and (R4; Rnd4): Stability Analysis

Stability Analytics										
Item	Statement/Question	Questionnaire (Survey R3)	IQR	Questionnaire (Survey R4)	IQR	Difference Value	% of Scale	Rules		Stability Achieved
		Median Score		Median Score						
A	B	C	D	E	F	G	H	M	N	P
1 G1*	Leadership Behavior - China's external leadership behavior is in conflict with its external leadership ideologies.	4	2	4	2	0	0.0%	1	1	Y
2 I4	Environmental Waste & Protection - China will reduce its environmental waste and emissions even if it means slowing its economic growth.	4	2	4	2	0	0.0%	1	1	Y
3 J2*	Leadership, Social Security, Health Care, Growth - China's government will address the social security and health care crisis even if it reduces the country's national wealth.	3	1	3	1	0	0.0%	1	1	Y
4 I9	Education, Growth, Superiority - China's focus on building "world-class" higher education and advanced technical training programs are linked to achieving its global growth and superiority.	1	1	1	1	0	0.0%	1	1	Y
5 H2	Civil Rights, Unity & Legitimacy - China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.	3	2	3	2	0	0.0%	1	1	Y

Note. Survey Process\Delphi Survey Online Results & Analytics\CSV (R3-4)

As viewed in Table 23, five of the forty-four (5/44) statement and question outcomes or 11.6% achieved stability. This observation was extracted by completing an analysis of all forty-four outcomes based on median (importance) and IRQs ranging between zero and one (0,1). For the assessment of all 44 survey items, also see Volume II, Appendix I, Table I.61.1, (R3-4)

Survey & Questionnaire (R_{nd}3-4) Stability Data.

Most Important Factors and Inquiries

Table 23 represents an assessment of those factors and inquiries found to be the most important in the context of constructing a series of predictions as developed from the comprehensive data.

R3 and R4 outcomes viewed as most important. Table 23 applies the stability determinations as based on the evaluation of each item's median value, percent of (Likert) scale or assessed disagreement or difference in value, and that value expressed as a percentage of disagreement. Inquiries assessed equal to 0 or less than 1 ($0 < 1$) that were found in either of the two surveys were determined to be of highest importance.

Table 24

Most Important Factors Linked to Predictive Outcomes

Stability Analytics - Most Influential Predictive Factors						Median Score
Item Code	Statement/Question	1st Questionnaire (Survey R1)	2nd Questionnaire (Survey R2)	Difference Value	% of Scale	Stability Achieved
1 G1*	Leadership Behavior - China's external leadership behavior is in conflict with its external leadership ideologies.	4	4	0	0.0%	Y
2 I3	Economic & Monetary Ideologies - China's economic and monetary ideologies will be forced to transform to those of the West.	3	4	1	16.7%	Y
3 I4	Environmental Waste & Protection - China will reduce its environmental waste and emissions even if it means slowing its economic growth.	4	4	0	0.0%	Y
4 J3	Internal Leadership, Shared-Wealth - China's present internal leadership will continue to address the country's shared-wealth imbalances between social classes.	3	4	1	16.7%	Y
5 F4	Social Environment - The current environment in China provides a framework for social and economic freedom (right of enjoyment) for the Chinese people.	4	3.5	-0.5	-8.4%	Y
6 H3	Intellectual Property Protection & Growth - China will reinforce intellectual property law and protection to increase foreign investment even if it means slowing its economic growth.	4	3.5	-0.5	-8.4%	Y
7 F1*	Social Security & Aging Population - Would you agree that China will introduce a social security system due to its aging population?	2	3	1	16.7%	Y
8 F7*	Aging & Social Security - China's aging population is influencing the need to increase its social security programs.	2	3	1	16.7%	Y
9 F9	Education - China's education system suffers from a significant shortage of qualified instructors necessary to support its projected technical advancement and economic growth.	2	3	1	16.7%	Y
10 F12	Social Ideology - China's emerging social ideology (policy changes) will improve the lifestyle of its "common people".	3	3	0	0.0%	Y
11 G3	Leadership Ideology & Behavior - China's changing internal leadership ideology and behavior are influencing the liberalization of the Maoist cultural ideology.	3	3	0	0.0%	Y
12 G6*	Leadership Ideologies - China's cultural ideologies are linked to its need to adopt social reforms.	2	3	1	16.7%	Y
13 H2	Civil Rights, Unity & Legitimacy - China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.	3	3	0	0.0%	Y
14 H4	Right of Ownership & Growth - China will increase citizen's right of ownership in order to sustain its economic growth.	3	3	0	0.0%	Y
15 I7	Technology & Freedom - China's emerging technology policy changes will improve the lifestyle of its "common people".	3	3	0	0.0%	Y
16 J2*	Leadership, Social Security, Health Care, Growth - China's government will address the social security and health care crisis even if it reduces the country's national wealth.	3	3	0	0.0%	Y
17 K1	Leading Factors & Leadership Direction - Order the factors that are influencing China's national priorities, policies, and future direction.	3	3	0	0.0%	Y

Note. Survey Process\Delphi Survey Online Results & Analytics\CSV (R3-4)

Of the 17 found to be the most important, five were associated with what the SDP had constructed (designed) to be leading factors related to predicting influencers or drivers. These are listed in Tables 23-28 as items F1*, F7*, G1*, G6*, and J2*.

Evidence supporting these findings can be observed in Volume II, Appendix I, Figures I61, I67, I73, I78, and I98, Delphi survey results and analysis; together with Tables I25, I31, I37, I42 and I62, policy Delphi survey results and analytics that represent each survey's csv data and series of interpretatives and descriptives.

Next, the investigation moved to reviewing the outcomes observed from the Round 1 survey and determining where it could be improved. The primary focus was given to adding clarity, understanding, and ease of participation by participants. As such, a few adjustments were made in the area of the instructional format, definition of terms, ease of response, response meanings, and the correction of only four (4) minor grammatical or punctuation errors.

Improved clarity, understanding, and ease of participation are among the major goals and objectives of any Delphi survey. These minor adjustments represent the investigators compliance and commitment to follow the study's plan, as approved by the IRB, (also see Volume II, Appendix G, Figure G54, IRB: Approval Letter; and supporting documents as shown in Figures G55-59) which provide the required notices and guidelines to the Delphi participants and assist in providing information, increasing comprehension, and elaborating on survey instructions.

R4 Survey Assessments: Consensus Achieved

Table 25 represents a series of assessments of the R2 survey outcomes where consensus was achieved. The table indicates each item, code, inquiry or observation, the median (Mdn), and

interquartile range (IQR) associated with each inquiry. Each item is assessed in the order presented in each of the six (6) sections making up the survey.

Table 25

Questionnaire Rnd4: Section F, With Consensus Achieved

Section F: China's Social Environment – Sociological characteristics, culture, morale, and behavior.

Item Code	Inquiry/Observation	Mdn	IQR
1. F3*	Health Care & Aging Population – China will introduce a health care program due to its aging population?	3	1
2. F7*	Aging & Social Security – China's aging population is influencing the need to increase its social security programs.	3	1
3. F8*	Social Security – China's social security needs are influencing its health care needs.	2.5	1
4. F10	Education – China's education system is keeping up with the country's rapid growth.	3.5	1
5. F12	Social Ideology – China's emerging social ideology (policy changes) will improve the lifestyle of its "common people".	3	1
6. F11*	Social-Economic Policy – China's single-child social-economic policy has imposed a significant economic disequilibrium (burden) to the offspring of the policy.	2	1

Table 26

Questionnaire Rnd4: Section G, With Consensus Achieved

Section G: China's Leadership Environment – Characteristics, style, behavior, beliefs, ethics, decisions, values, and priorities.

Item Code	Inquiry/Observation	Mdn	IQR
1. G2*	Leadership Behavior – China's behavior is focused on increasing power, authority, and superiority to influence the present global political equilibrium.	1	1
2. G4*	Leadership Decisions – China's present leadership behavior is focused on increasing its future access to resources in order to sustain its present growth.	1	1
3. G9*	Leadership Decisions – China's global emergence is the result of a leadership change phenomenon that is focused on increasing access to international natural resources.	3	1

Table 27

Questionnaire Rnd4: Section H, With Consensus Achieved

Section H: China's Legal Environment – Rule of law, protection, property rights, civil freedoms, the environment, foreign investment, commerce and trade.

Item Code	Inquiry/Observation	Mdn	IQR
1. H5	Legal Policies – China's emerging legal policy changes will improve the freedom (lifestyle) of it "common people.	3	1
2. H3	Intellectual Property Protection & Growth – China will enforce intellectual property law and protection to increase foreign investment even if it means slowing its economic growth.	3.5	1

Table 28

Questionnaire Rnd4: Section I, With Consensus Achieved

Section I: China's Economic, Technology and Infrastructure Environment – balance of trade, food supply, growth, currency, monetary ideology, technical, education, wealth, natural resources, science, development, innovation, medical, transportation and infrastructure, military advancement and security.

Item Code	Inquiry/Observation	Mdn	IQR
1. I5	Technology, Military Advancement, Superiority & Power - China will focus on increasing its technology and military Systems in order to obtain dominance as a global power.	2	1
2. I9	Education, Growth, Superiority – China's focus on building "world class" higher education and advanced technical training programs are linked to achieving its global growth and superiority.	2	1

Table 29

*Questionnaire Rnd4: Section J, With Consensus Achieved***Section J: China's Social, Political, Economic and Leadership Environments as a set of phenomena that are being observed in the country.**

Item Code	Inquiry/Observation	Mdn	IQR
1. J1	Economic, Growth, Social Security & Health Care – China's continued economic growth will allow it to introduce a number of future public social security and health care programs.	2.5	1
2. J2*	Leadership, Social Security, Health Care, Growth – China's government will address the social security and health care crisis, even if it reduces the country's national wealth.	2.5	1
3. J4*	Internal & External Leadership – China's present internal leadership will continue to reform and shape the country in order to demonstrate its ability to be a new leader in the global community.	3	1

Table 30

Questionnaire Rnd4: Section K, With Consensus Achieved

Section K: Methodology & Factors Framing the Study – thoughts on the nature, approach, and application of the SPELIT technique and associated methodologies as useful tools in assisting the identification of factors, assessing influence, and causal relationships towards the construction and development of relevant predictions that are linked to social phenomena.

Item Code	Inquiry/Observation	Mdn	IQR
1. K1	Leading Factors & Leadership Direction – Order the environmental factors that are influencing China's national priorities and future direction.	3	1
2. K2	Leading Factors & Leadership Direction – By applying the appropriate theory, design, approach, and process, to the study of China, significant knowledge can be gained that supports predicting policies, decisions, and the direction its leaders will take.	2	0.75
3. K3	Methodologies & Predictive Outcomes – By examining China's social, political, economic, legal, intercultural, technology, and infrastructure critical factors, a researcher can predict advocacy and policy decisions of its leaders.	2	0.75
4. K4	Internal & External Leadership – Identify those environmental Factors you believe are influencing or driving a global "power shift" between China and the United States?	3	1

Note. Volume II, Appendix I, Table I.61, Questionnaire Items (Rnd1-2) Consensus Items.

Rnd4 Survey Assessments: No Consensus Achieved

The tables below indicate those items where a consensus was not achieved in association with the R4 survey.

Table 31

Questionnaire Rnd4: Section F, Where Consensus Was Not Achieved

Section F: China's Social Environment – Sociological characteristics, culture, morale, and behavior.

Item Code	Inquiry/Observation	Mdn	IQR
1. F1*	Social Security & Aging Population – China will introduce a Social security system due to is aging population?	3	2
2. F2*	Social Security & Health Care – China's social security and health care (social program reforms) are critical to its economic growth.	2	1.75
3. F4	Social Environment – The current environment in China provides a framework for social and economic freedom (right of enjoyment) for the Chinese people.	3.5	1.75
4. F5	Social Freedom – The common people's social freedoms (lifestyle) are better in China now than they have been in the past.	2	2
5. F6	Social Growth – China's growth has no association with its aging Population.	4	2
6. F9	Education – China's education system suffers from a significant shortage of qualified instructors necessary to support its projected technical advancement and economic growth.	3	2

Table 32

Questionnaire Rnd4: Section G, Where Consensus Was Not Achieved

Section G: China's Leadership Environment – Characteristics, style, behavior, beliefs, ethics, decisions, values, and priorities.

Item Code	Inquiry/Observation	Mdn	IQR
1. G1*	Leadership Behavior – China's external leadership behavior is in conflict with its external leadership ideologies.	4	2
2. G3	Leadership Ideology & Behavior – China's changing internal leadership ideology and behavior are influencing the liberalization of the Maoist cultural ideology.	3	1.75
3. G5	Leadership Decisions – China's leadership will move it to increase the country's food supply to sustain its growth.	2	2
4. G6	Leadership Ideologies – China's cultural ideologies are linked to its need to adopt social reforms.	3	2.5
5. G7*	Leadership Ideologies – the unity of China's people is linked to its government's equilibrium.	2	1.75
6. G8	Leadership Ideologies – The unity of China's people is linked to its government's ability to achieve global power, authority, and superiority.	2	2

Table 33

Questionnaire Rnd4: Section H, Where Consensus Was Not Achieved

Section H: China's Legal Environment – Rule of law, protection, property rights, civil freedoms, the environment, foreign investment, commerce, and trade.

Item Code	Inquiry/Observation	Mdn	IQR
1. H1	Freedom, Equilibrium, Legitimacy – China will redefine its people's freedoms and social equilibrium to sustain its government's legitimacy.	2	2
2. H2	Civil Rights, Unity & Legitimacy – China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.	3	1.75
3. H4	Right of ownership and growth – China will increase citizens' right of ownership in order to sustain its economic growth.	3	2

Table 34

Questionnaire Rnd4: Section I, Where Consensus Was Not Achieved

Section I: China's Economic, Technology and Infrastructure Environment – Balance of trade, food supply, growth, currency, monetary ideology, technical, education, wealth, natural resources, science, development, innovation, medical, transportation and infrastructure, military advancement, and security.

Item Code	Inquiry/Observation	Mdn	IQR
1. I1	Economic Growth – China will be confronted by a downturn in its economic growth.	3	2.75
2. I2	Economic Growth - China's economic growth is beneficial to the global community.	2	2
3. I3	Economic & Monetary Ideologies – China's economic and monetary ideologies will be forced to transform to those of the West.	4	1.75
4. I4	Environmental Waste & Protection – China will reduce its Environmental waste and emissions even if it means slowing its economic growth.	4	2
5. I6	Economic, Infrastructure & Freedom – China's emerging economic policy changes will improve the lifestyle of its "common people".	3	1.75
6. I7	Technology & Freedom – China's emerging technology policy changes will improve the lifestyle of its "common people".	3	2
7. I8	Infrastructure & Freedom – China's emerging infrastructural policy changes will improve the lifestyle of its "common people".	3	1.75

Table 35

Questionnaire Rnd4: Section J, Where Consensus Was Not Achieved

Section J: China's Social, Political, Economic and Leadership Environments as a set of phenomena that are being observed in the country.

Item Code	Inquiry/Observation	Mdn	IQR
1. J3	Internal Leadership, Shared-Wealth – China's present internal leadership will continue to address the country's shared wealth imbalances between social classes.	4	2

Table 36

Questionnaire Rnd4: Section K, Where Consensus Was Not Achieved

Section K: Methodology & Factors Framing the Study – Thoughts on the nature, approach, and application of the SPELIT technique and associated methodologies as useful tools in the identification of factors, assessing influence, and causational relationships towards the construction and development of relevant predictions that are linked to social phenomena.

Item Code	Inquiry/Observation	Mdn	IQR
1. K	N/A	N/A	N/A

Exploring (Rnd3-4) Statistically Significant Findings

After completing an arduous investigation into this study's problem statement, this researcher determined several of the proposed research hypotheses can be confirmed as accepted or true.

Supporting evidence can be observed by examining each of the data tables, figures (interpretives), and associated analysis and findings (descriptives). When taken collectively, they shape a cumulative discovery and determination of findings that support the conclusions presented in Chapter Five (also see Volume II, Appendices). Volume II contains a compilation of information, definitions, data, interpretatives, and descriptives that represent this study's arduous investigation to identify those key categories, terms, themes, and sub-themes that are the most relevant in conducting an examination of the most relevant subject matter literature produced and to validate important observations by conducting a two-round Rnd1 and Rnd2 questionnaire Policy Delphi Process.

After all the data collection and analysis was completed, what was this researcher attempting to discover? Simply stated, the study's focus was centered on the collection and discovery of sufficient evidence to determine whether the hypotheses were accepted or rejected,

and to apply the findings towards the construction of a series of predictions regarding the direction China's leaders would take the country over the next decade, as well as to consider the implications.

Was sufficient evidence discovered to determine a set of statistical inferences? The answer to this question, as held in the eye of this study's SDP reviewers and subject matter experts as critics of this investigation and its findings, was an unqualified "yes", given the stipulations provided in the guiding IRB, and the fact that this research was not funded by anyone other than the student investigator.

That said, on examination by the SDP, it was observed that sufficient survey items appeared to have achieved stability and that a sufficient number of items achieved levels of agreement or consensus in accordance with the stopping rule.

In the case of this study, the SDP determined the research was properly aligned with the theories, methodology, analysis tools, measurement instruments, normative statistical evaluations, determination of findings, and conclusions present in comparable empirical Real-Time Delphi Policy studies. As shown in the previous tables, 18 of 44 surveyed items were found to be stable, meaning participant's responses were the same in each of the two surveys conducted. This means that agreement or consensus was achieved in 41% of the items surveyed. Of these, 6 of 15, or 40% of the study's inquiries, were determined to be valid predictors of China's leadership decisions.

Last, the SDP found it remarkable that the study attracted the attention, interest, and participation of such a wide array of geographically dispersed international leaders. In the end, the study successfully involved policy development and administration leaders that represented 27 countries and five out of seven continents.

Analysis: Summary of (R3 and R4) findings. This investigator has compiled the results of questionnaire Rnd3 survey and questionnaire Rnd4 along with, R3 and R4 surveys and calculated the median (importance rating) and interquartile range (IRQ) of each to determine the highest importance and relevancy. When each observed outcome was accessed by the median and interquartile range (IQR) values, this researcher was able to identify the items where the strongest consensus was achieved.

In the case of the IQRs, the rule was whether the calculated value was equal to or less than 20% of a six-point (Likert, 2011) scale or 1.2. By conducting this analysis (series of statistical tests), key factors were determined to be influencers and or drivers in predicting social security and health care reform policy. These included the following seventeen in ranked order (medians must range from 2 to 4 with a differential value of 1 or less; and, indicate stability has been achieved when assessing the Rnd1 and Rnd2 survey outcomes.)

G1*, Leadership behavior (importance value = 4). China's external leadership behavior conflicts with its external leadership ideologies.

Finding. 11.5% somewhat disagree; 34.6% strongly disagree; and, 15.4% definitely disagree = 61.5 % agreement (also see Appendix I, Table I37 [G1-Q20], Leadership Behavior and Ideologies; and Figure I73). This outcome indicates 61.5% disagree China's external leadership behavior conflicts with its external leadership ideologies.

Significance. This finding infers there is a common perception that China's external leadership characteristics and behavior are directly associated with the country's goals and objectives.

In the context of this research, President Xi's Sinocentric Chinese Dream includes significant social, economic, and leadership reforms that are being uniformly expressed

internally as well as externally. This study's evidence supports a strong continuity (link) between Xi's emerging policies, the central government, the Chinese people, and those core ideologies that are being expressed to the global community. When viewed collectively, Xi's Chinese Dream is fueling the fusion of an internal and external nationalism based on Fen Fa You Wei (爭取成就), the concept of striving for achievement.

In view of China's recent policy history, this represents a radically forward-looking form of nationalistic movement, one that is striving to restore China as a global leader. Given this, many analysts are raising questions as to how China will act out or demonstrate its new nationalistic ambitions, and what effects it will have on a global community that remains strongly influenced by opposing western ideologies.

As Sorensen argues, the characteristics in which China's leadership acts out and navigates the complexities of highly diverse and opposing global interests will determine the way in which the "Chinese Dream" will be realized, including the external narrative it constitutes (Sorensen, 2015, p. 53). Little doubt exists among many of this study's analysts that as China's leadership persists to integrate a uniform and consistent message to the international community, China will be poised to cement its role as the undisputed leader of globalization (Retanan, 2018, pp. 1286).

I3, Economic and monetary ideologies (important value = 4). China's economic and monetary ideologies will be forced to transform to those of the West.

Finding. 34.6% somewhat disagree; 15.4% strongly disagree; and, 19.2% definitely disagree = 69.2% agreement (also see Appendix F, Table I54. [I3-Q37]), Economic, Monetary Ideologies and Transformation To The West). This outcome indicates 69.2 percent disagree China's economic and monetary ideologies will be forced to transform to those of the West.

Significance. There is considerable agreement pertaining to the level of indecision about China's economic and monetary ideologies being forced to transform to those in the West. This is largely due to China's cultural ideologies.

China has a history of self-reliance, being antihegemonic, and borrowing from other countries. However, they only borrow those concepts and ideologies that have proved to be highly successful.

Due to what is viewed as the recent failure of many of those concepts forming the foundation of the western socio-economic and financial systems, China's leadership shows no interest in incorporating or aligning its policies and systems to those of the West.

J4, Environmental waste and protection (importance value = 4). China will reduce its environmental waste and emissions, even if it means slowing its economic growth.

Finding. Of the respondents, 37% somewhat agree, 18.5% strongly agree, and 18.5% definitely agree = 74.1% (also see Appendix F, Table I64 [J4-Q47] Transitioning to Leading The Global Community). This indicates 74.1% agree China's present internal leadership will continue to reform and shape the country in order to demonstrate its ability to be a new leader in the global community.

Significance. This finding infers that China's socio-political environment, which fosters early developmental behavior, is creating generational cohorts that share collective behaviors and attitudes demonstrating the country's desire to take the helm as a new leader in the global community.

When considering this, at least two things should be placed in perspective and reflection. First, China has an extraordinary history of demonstrated leadership and exploration into foreign markets, trade, and commerce. It represents a culture of global inquisitors that has often sought

unique sociopolitical, technological, intercultural, and natural resource discoveries with the chief interests of self-improvement and advancing its own culture and nationalism. In fact, some scholars argue the study of world power has been blighted by Eurocentric historians who have distorted and ignored the dominant role China played in the world economy between 1100 and 1800 (Hobson, 2004). Hobson's research into world economies during this period provides an abundance of empirical data that supports his case for China's economic and technological superiority over Western civilization is clear. Hobson continues, that for the better part of a millennium prior to China's conquest and decline in the 19th century by foreign powers, it was a vibrant and powerful world leader.

Given Hobson's research and current analysis, he argues that China's reemergence as a world economic power is highly probable; and, raises important questions about what the world can learn by studying China's previous "rise and fall" and about the implications the country will face as internal and external threats as it emerges as an economic superpower in the near term (p. 190). Given Hobson's research, China has powerful trading, financial, and investment networks that cover the globe, as well as powerful economic partners. These links have become essential for the continued growth of many countries throughout the developing world. As such, China is a powerful force for any country with opposing values to face, should it choose to confront or deny any aspect of China's powerful market-based partners in the world.

When compared to that it achieved in the 18th century, China's present-day power is substantially stronger. In addition, scholars argue that there is no single country in the global community that has the colonial leverage or sufficient international backing to prevent China from fulfilling its new destiny.

Given this, some scholars argue Western influences are limited when it comes to swaying China's ideologies, its intellectuals, and the vast majority of its citizens, which have no intention of letting Western ideologies undermine their fundamental traditions, culture, core nationalism, and unique form of self-reliant globalism.

Petras argues that nothing would accelerate political polarization in Chinese society and hasten the coming of a second Chinese social revolution more than a timid nationalistic leadership submitting to a new era of Western Imperialism (Petras, 2018).

Second, the 16th Congress of the Chinese Communist Party (CCP) and the 10th National People's Congress (NPC) marked an ideological transition that began with China's "fourth-generation leaders" (Li, 2003, p. 21). This generation is now in their 60s and early 70s. They share formative experiences by having directly experienced China's Cultural Revolution (CR), which took place in 1966. According to some scholars, the CR represented an unparalleled "evolution in the history of mankind" [Mao's words] that had an everlasting impact on these leaders.

This is because during this time their loyalty was betrayed, their dreams shattered, their educational opportunities lost, and their careers disrupted (Li, 2003). Some fifth-generation leaders have attributed China's political advancement today to the lessons learned, the hardships endured, and the wisdom that is tied to the CR experience (Zhili, 1999).

When considering China's present leadership and transitional change towards taking a leading role in the global community, it is critically important to study the country's history and experiences, culture, traditional and generational attributes, unique idiosyncrasies, and characteristics of its emerging leaders. This also includes the measures, internal and external policy reforms, and principles President Xi's associates with: his Chinese Dream, China's

leadership role in BRICS, the launch of numerous innovation, education, and technology reforms, and supporting policies and initiatives such as his One Belt, One Road.

Li argues that the upcoming leadership secessions are not just simple changes of the guard, but the beginning of sweeping ramifications that will go far beyond that of generational change. Li states that, China's next step towards its power transition will be an attempt at a peaceful and institutionalized transition towards the country becoming the next world leader.

Historically nepotism in various forms (e.g., school ties, blood ties, regional affiliations, patron-client ties, and guanxi (connections) have played a very important role in the selection of China's new leaders. That said, some institutional mechanisms (e.g., age limits for retirement, term limits, intra-party elections, and regional representation) have been adopted as the same time as part of Chinese political system to curtail favoritism.

Looking ahead, China's next generation of leaders are likely to follow the same characteristics as those that were shaped over the last decade in which these leaders will be developed and shaped through institutional channels in much the same way their predecessors were. Stated another way, most of the scholars examined in this study argue it is clear China's present and future leadership will continue to hone their leader's skills and abilities in order to demonstrate their capability to assume the new role as leader on the global stage.

As Anja Manual puts it, "the axial shift of power between the West and Europe to China and India is unrelenting." She predicts that by 2030, Asia will surpass the combined power of North America [the West] and [Eastern] Europe in economic might, population size, spending, and military presence. She borrows from another scholar, stating that although the United States and its western partners will remain powerful international players, "China and India will

increasingly dictate the terms of global governance... whether they rise peacefully or not" (Manuel, 2018, p. 3).

J3, Internal leadership and shared wealth (important value = 4). China's present internal leadership will continue to address the country's shared wealth imbalances between social classes.

Finding. Of the respondents, 28.6% somewhat agree; 7.1% strongly agree; and 7.1% definitely agree = 42.9% in Grp1; and 21.4% somewhat disagree; 32.2% strongly disagree; and, 3.6% definitely disagree = 57.1% in Grp2 (also see Appendix F, Table I63 [J3-Q46] Addressing Shared Wealth Imbalances). This indicates Grp1 = 42.9%, and Grp2 = 57.1% failed to agree and were unsure if China's leadership will continue to address the country's shared wealth imbalances between social classes.

Significance. This study's results are consistent with Riskin and Gao's findings. Both involve the analysis of a series of complex variables and are defined in terms of employment, family income, market-value property, other earnings, and assets, versus the social benefits (public assistance, health, housing, food, and other benefits) that must be assessed in order to interpret China's ever-changing income inequalities (Riskin & Gao, 2006).

These factors make evaluating wealth distribution advances (progression) or declines (regression), as associated with family income equality (balances), complex and difficult to determine when seeking to identify distributive variances between social stratifications (classes) and demographic areas. Given this, the assessment is more complicated when attempting to identify income disparities between urban and rural populations (Qin & Riskin, 2009).

Ravallion and Chen found “income inequality (imbalances) within both urban and rural populations had continued to rise between 1995 and 2001” (Ravallion & Chen, 2004, p. 20).

Analysis of China Household Income Projects (CHIP) survey data offers more comprehensive measurements of per capita household income across a broad range of variables.

Riskin and Gao (2006) bring together two sets of key factors (variables), market developments, and social policy changes. When the two factors are considered, they assist in explaining how China's income inequalities are imbalances. Their study analyzes wealth imbalances based upon composite household per capita income and contributions to it by market earnings, and social benefits over time. Riskin and Gao provide a more accurate analysis and assessment of the CHIP data by including the evaluation of social benefits, health, housing, food, and other in-kind transfer disparities. As such, they additionally include cash-value estimates of total household income to explore how each type of income compares across social stratification, level of employment, and demographic.

Riskin and Gao found that social policies have driven distinct market consequences through the creation of new economic development zones, improved transportation, and infrastructure jobs and housing opportunities in various regions that directly impacted rural and urban populations. They continue, asserting that social reforms since the early 1980s have also been influenced by economic reform and policy objectives. As such, socio-economic policy has been integrated to facilitate China's market-economy reforms to stimulate economic growth and efficiency by reducing the heavy financial burden borne by state-owned and collective enterprises tasked with providing state welfare benefits.

Riskin and Gao point out, the provision of pensions and health insurance is being shifted from being the sole responsibility of state-owned and collective enterprises, to being shared

among employers, employees, and the government. These measures also include the privatizing of urban housing over time to include relieving the housing provision responsibility of state-owned and collective enterprises. Unfortunately, these policy reforms favored the more privileged (elite, well educated, and government cohorts) in the process.

In the final analysis, China has moved from a planned economy to one that is market-driven. Rural/urban income inequalities increased significantly from 1988 to 1995 and continued to rise through 2002.

Since 2002, health benefits, which used to be universal for urban workers, significantly increased as they are linked to employment, type, and sector. Those with higher earnings due to employment also gained from increased health benefits. In addition, the cash value of urban social benefits became more unequally distributed than market income. Income from individual enterprises added to disequalizing (imbalances) and contributed an estimated two-thirds to the overall inequality. As expected, "market forces" have driven major trends in "income inequality" (Riskin & Gao 2006, p. 3). However, public policy has also influenced income imbalances. Gao and Riskin conclude that wealth imbalances were reduced most by social benefit programs (social security and health care) except for other public assistance.

That said, social benefits have yet to play a significant role in compensating for China's wealth imbalances. It appears from the CHIPS data that the Chinese government is continuing to adjust and reduce significant income gaps between social strata, demographic regions, and employment benefits, including social program benefits (social security, health care) to reduce inequalities and social tensions.

F4, Social environment (importance value = 4). The current environment in China provides a framework for social and economic freedom (right of enjoyment) for the Chinese people.

Finding. Of the respondents, 25.9% somewhat agree, and 25.9% somewhat disagree = 51.8% (also see Appendix I, Table I28 [F4-Q11] Social and Economic Freedom; and Figure I64). This study found that 51.8% were unsure about whether the current environment in China provides a framework for social and economic freedom for the Chinese people.

Significance. The fact that respondents are somewhat evenly divided on this statement infers they are suspect of any connection between social and economic freedom reforms. It is likely that respondents are linking their decision to China's history of poor performance in the areas of social and economic reforms, if not the destructive outcomes such reforms and supporting policies have played out as imposed by the country's central government.

H3, Intellectual property protection and growth (important value = 4). China will reinforce intellectual property law and protection to increase foreign investment even if it means slowing its economic growth.

Finding. Of the respondents, 33.3% somewhat agree; 29.6% somewhat disagree, and 25.9% strongly disagree = 55.6% (also see Appendix F, Table I49 [H3-Q32] Property Law, Foreign Investment and Economic Growth). This indicates 55.6% are unsure as to whether China will reinforce intellectual property law and protection to increase foreign investment even if it means slowing its economic growth.

Significance. This study found that China is and will continue to significantly improve reforms and the enforcement of intellectual property laws in order to increase trade and commerce as well as protect foreign investment.

As a part of the World Trade Organization's (WTO) trade policy review of China in 2006, China submitted a report that describes several steps to be taken to strengthen its Intellectual Property Rights (IPR; Stewart, Argenti, & Butler, 2007).

China's government believes it has worked strenuously to comply with WTO obligations and, despite less-than-perfect results, it has worked hard to strengthen and improve IPR Enforcement.

Some scholars argue China has made significant progress in IPR protection by reforming its legal system, and by raising public awareness of the needs and benefits of IPR protection.

In March 2006, the government announced China's Action Plan on IPR Protection. This plan intends to cover four major IP areas: trademark, copyright, patent, and import-exports (People's Daily Online, 2006). The plan covers legislative actions, law enforcement, institutional reforms, advocacy, training, and education, addresses international exchange cooperation, promotes programs on enterprise and self-discipline, provides services for right holders, and provides for additional research on the subject and current crisis that is confronting foreign investors as they seek to assist and join China in mutual economic growth (Protection, 2006).

Although President Xi's government is continuing to reform its IPR and legal system, scholars report China's actions are less than optimistic; nonetheless, American businesses generally agree that awareness of IPR issues has increased in China and that the Chinese government is making positive efforts in this area. Such include the formation of the Leading Group that has been coordinating the government's IPR campaign.

Many members of the internationally community recognize limited progress in IPR protection and enforcement are being made in China; however, many observe that China has fallen short of its commitments to effectively protect IPR with respect to its commitment to the

WTO and with respect to its Trade-Related aspects of Intellectual Property Rights (TRIPS) agreement (U.S. Chamber of Commerce, 2006). Given this, China is facing a series of complex internal and external challenges in order to sufficiently comply with international IPR demands. However, China is continuing to work towards improving and sustaining its foreign investment and economic growth.

F1*, Social Security and aging population (importance value = 4). Would you agree that China will introduce a social security system due to its aging population?

Finding. Of the respondents, 35.7% somewhat agree; 14.3% strongly agree; and 14.3% definitely agree = 64.3% (also see Appendix F, Table I25 [F1-Q8] Social Security). This indicates that 64.3% agree that China will introduce a social security system due to its aging population.

Significance. This infers participants associate a relationship between China's social security programs and the increasing scale of its aging population.

F7*, Aging and Social Security (important value = 4). China's aging population is influencing the need to increase its social security programs.

Finding. Of the respondents, 40.7% somewhat agree; 29.6% strongly agree; and 11.1% definitely agree = 81.5% (also see Appendix F, Table I31 [F7-Q14] Aging Population and Social Security). The finding indicates 81.5% agree China's aging population is influencing the need to increase its social security programs.

Significance. Evidence of a connection between aging and the need to increase the China's social security programs is observed by the fact that many villages are populated by frail elders without adult children to support them.

This represents a condition where the single-child has relocated to an urban area in search of increased opportunities and an improved lifestyle. As such, this condition has served to erode the stability of the rural Chinese family unit.

Because China lacks sufficient pension and medical insurance programs, the next generation of Chinese elderly is facing extensive hardship for which there are no easy solutions.

The scale of China's population shifts and urbanization programs cannot be ignored by its leaders. The absence of a social security or pension systems for the elderly is increasing a fear among China's aging population of financial insecurity and the specter of severe impoverishment (Davis, 2014).

F9, Education (importance value = 4). China's education system suffers from a significant shortage of qualified instructors necessary to support its projected technical advancement and economic growth.

Finding. Of the respondents, 40.7% somewhat agree; 14.8% strongly agree; and 11.1% definitely agree = 66.7% (also see Appendix F, Table I33 [F9-Q16] Education System Resources, Technical Advancement and Economic Growth). This indicates 66.7 percent agree China's education system suffers from a significant shortage of qualified instructors necessary to support its projected technical advancement and economic growth.

Significance. This study found that for China to achieve the degree of technical advancement needed to sustain its growth in the future the country will need to overcome the present shortage of qualified instructors at its technical schools and national universities.

By China falling short of the for more qualified instructors to meet future education system requirements, it will likely mean that China will not develop the technical and professional skills needed to sustain growth. Given such an outcome, China will suffer a

reduction in its ability to sustain the present rate of economic growth, which in turn, will serve to reduce the country's ability to provide social security and health care for its aging population.

F12, Social ideology (important value = 4). China's emerging social ideology (policy changes) will improve the lifestyle of its common people.

Finding. Of the respondents. 44.4% somewhat agree; 14.8% strongly agree; and 14.8% definitely agree = 74.1% (also see Appendix F, Table I36 [F12-Q19] Social Ideology and Lifestyle Change). This finding indicates 74.1% agree that China's emerging social ideology (policy changes) will improve the life style of its common people.

Significance. This study found that China's social policy reforms are serving to improve the lifestyle of its common people. Further, the series of social reforms that have and are currently being adopted by the central government are affecting the country's traditional ideologies and culture.

Evidence of the effects of these policy reforms is revealed by the rapidly changing political, social, cultural, and economic dynamic in the country that is reflected in the growth of wealth, consumerism, and mobility.

Many social scientists are analyzing this social phenomenon by examining what they term as the Chinese Modernity Process, which is closely linked with mobility, individual attitudes, and the ability to relocate away from a long-term stable relationship to a new and different Chinese society (Honggang & Yuefang, 2016).

This rapidly changing political, social, and cultural environment is opening opportunities to the common people to improve their quality of life (lifestyle).

This new freedom of movement, access, and consumerism is placing China on a unique trajectory, pattern, motivation, experience, with meaning and impacts that are unique when compared to other countries.

The loss of control of mobility, culture, flexible work, and consumption opportunities that have been brought on by a market driven economy are collectively creating what some analysts call a new Chinese Modernity (Honggang & Yuefang, 2016). This period of rapid transformation is resonating with social groups in China that are promoting racial changes in society and advancements in its people's lifestyles. In addition, this represents an ideological shift in China and a period of dynamic consumption (Zhao & Belk, 2008).

G3, Leadership ideology and behavior (importance value = 4). China's changing internal leadership ideology and behavior are influencing the liberalization of the Maoist cultural ideology.

Finding. Of the respondents. 46.2% somewhat agree; 15.4% strongly agree; and 3.8% definitely agree = 65.4% (also see Appendix F, Table I39 [G3-Q22] Leadership Ideology, Behavior and Cultural Ideology Change). This indicates that 65.4% agree China's changing internal leadership ideology and behavior are influencing the liberalization of the Maoist cultural ideology.

Significance. This study's findings support a series of arguments cited by Retanan that view the liberalization of Maoist cultural ideology through the lens of an emerging nationalism. Retanan suggests Chinese nationalism began to emerge after 1939, and that when it took a different form over the next several decades as elaborated on by Zhao (2005).

First, an ethnic-centered nationalism took shape due to an increasing resentment among Han majority towards the ruling Manchu elite.

Second, Western-educated Chinese gave rise to a liberal nationalism, which in turn, promoted democracy, individualism, and aggressive foreign policies.

Traces of liberal nationalism vanished during Mao's Communist China; however, it reemerged during Deng's Xiaoping's Reform Era motivating political movements such as the 1989 Tiananmen Square Protests, 1999 protests against NATO's bombing of the Chinese Embassy in Belgrade, and the 2005 Shanghai Anti-Japanese Protests (Zhao, 2005). Collectively these protests lead to the reemergence of China's liberal nationalism, and the conceptualization of a third state-led form of nationalism promoted and driven by Deng's Communist Party of China (CPC).

Unlike the confrontational nature of liberal nationalism, Deng's reform placed more value on economic benefits for the country rather than building national pride. Deng saw China's ties to the global economy as a means to improve domestic and international conditions for China. Hence, the CPC's version of state-led nationalism became a pragmatic form of globalistic nationalism (Hughes, 2017).

Liberal nationalists view Chinese traditions as the reason for China's backwardness while viewing Western progressiveness as the only way forward (Zhao, 2005). As such, Xi's Party maintains a pragmatic sense of nationalism that neither adheres to traditionalism nor to anti-traditionalism while maintaining a delicate balance between economic growth, nationalism, and legitimacy (Blackwell & Campbell, 2016). Therefore, it would be reasonable to assume China's changing internal leadership ideology and behavior are presently and will continue to influence the liberalization of the Maoist cultural ideology in the short-term.

G6*, Leadership ideologies (important value = 4). China's cultural ideologies are linked to its need to adopt social reforms.

Finding. Of the respondents, 30.8% somewhat agree; 19.2% strongly agree; and 19.2% definitely agree = 69.2% (also, see Appendix F, Table I42 [G6-Q25] Cultural Ideologies and Adopted Social Reforms). This indicates 69.2% agree China's cultural ideologies are linked to its need to adopt social reforms.

Significance. This study found that China's cultural ideologies and social reforms are directly associated.

Reforms in China since 1978 have brought about a series of evolutions beginning with Deng's ideological liberalization movement (思想解放運動 *sīxiǎng jiiefang yundong*) (Tianyu and Xueping, 2014). The movement rejected Mao Zedong's theory and practice, which emphasized class struggle and cultural revolution. Deng's reforms ultimately led to the integration of a series of capitalist economic reforms. This was accomplished by making the reforms ideologically acceptable within the party and then subsequently acceptable to Chinese society. As such, the Maoist principle of guarding against revisionism (反修防修 *fanxiu fangxiu*) was replaced by the Modernization Project, which some scholars argue was imported from the West (Wang & Hui, 2014, pp. 7-11).

By marginalizing and replacing Marxism with imported concepts of modernization, various programs and policies took cultural roots in China's contemporary ideologies. These in turn served to reinforce and reshape subsequent social reforms.

By the 1990s, socialist and leftists in China began to reorient their values and objectives accordingly. These changes brought about a struggle for a hegemony between Marxism and liberalism, which ultimately resulted in what some scholars term Capitalist Modernity.

Marx postulated that large scale industrial revolutions led the development of capitalism and great advancements in human history, including providing the necessary preconditions for human liberalization. In Marx's view, it is only through revolution that capitalism can be replaced by socialism and communism, which in turn gives rise to the realization of true human emancipation. In China, Marx's philosophy passes through the concept of capitalist modernity to transcend and be replaced by yet a higher form of Socialist Modernity.

Next, socialist modernity and collective liberalization take the form of class liberalization and national liberalization, which emerge as human emancipation (Wang & Hui, 2014).

Presently, President Xi's policies support what he terms the "Chinese Dream". Through a series of worldwide commerce and partnering, he intends to increase individual and national liberalization by rationality, pursuing China's collective values, a unique form of market driven social-capitalism, and supporting socio-economic reforms (Tianyu & Xueping, 2014). After close examination, the evidence supports the connection or link between China's cultural ideologies, and its need to adopt social reforms.

H2, Civil rights, unity and legitimacy (importance value = 4). China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.

Finding. Of the respondents. 29.6% somewhat agree; 25.9% strongly agree; and 29.6% definitely agree = 85.2% (also see Appendix F, Table I48 [H2-Q31] Civil Rights, Social Unity, Economic Balance and Government Legitimacy). This indicates 85.2% agree China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.

Significance. This finding infers a disagreement of this study's findings with many of the scholars that have been predicting that a "legitimacy crisis" will topple China's government due to "social, political, legal, and environmental factors" (Guo, 2003, p.8).

Organizations like Amnesty International have documented widespread human rights violations in China. They estimate thousands of people are subjected to punitive detention without charges or trial, and that millions are unable to access the legal system in order to seek adjudication of their grievances (Amnesty, 2018). Further, they argue harassment, surveillance, house arrest, and imprisonment of human rights defenders are on the rise, and censorship of the Internet and other media have grown.

China recently reinstated the Supreme People's Court review of death penalty cases. This may result in a lower number of executions as China remains a leading executioner in the world (Amnesty, 2018). Amnesty also argues the Internet has increasingly been used to disseminate news and conduct debates. As a result, Chinese authorities attempted to control its use by restricting news reporting, shutting down publications and Internet sites that "slandered the country's political system", "distorted the history of the party", "publicized Falun Gong...", and "incited ethnic splittism" (p.11).

The government blocked access to content and recorded activities through new filtering software such as Blue Shield. Following the publication of chapter 08 in December 2008, a public document calling for political reform and greater protection of human rights, supporters were put under surveillance. Amnesty adds that President Xi has been conducting sweeping crackdowns on government critics and activists. Amnesty continues that should President Xi continue to "side-line human rights, it will have a devastating domino effect, placing established human rights protections in jeopardy...leading to further crises" (Amnesty, 2018, p. 4). Given

these observations Chamberlain views “civil society is a thorny concept, fraught with theoretical and moral implications” (Chamberlain, 1993, P. 14).

As President Xi espouses his Chinese dream and seeks to establish China as a widely respected global leader, it will be necessary for him to address internal civil rights, social unity, and socio-economic balance for his government to sustain legitimacy and grow China's influence and economy.

H4, Rights of ownership and growth (important value = 4). China will increase citizens' rights of ownership in order to sustain its economic growth.

Finding. Of the respondents, 25.9% somewhat agree; 14.8% strongly agree; and 18.5% definitely agree = 59.3% (also see Appendix F, Table I50 [H4-Q33] Right of Ownership and Economic Growth). This indicates 59.3% agree China will increase citizens' rights of ownership in order to sustain its economic growth.

Significance. This study found that China will address (increase) its citizens' rights of ownership as President Xi and his government realize property ownership (rights) provisions can reinforce his Chinese Dream.

The challenge Xi's government is facing is one of individual property rights and ownership versus the right of the city-state to randomly seize land for industrial, commercial, and residential development. Wholesale evictions and land clearance typify China's emerging urban developments. These have often resulted in the disruption of rural and urban residents due to redevelopment programs for the benefit of the people and national interests. The government's endorsement of this type of activity has been supported under the guise of sustaining national economic growth and sharing the country's growing wealth and benefits with the common

people. These actions are now beginning to take the shape of a new property rights activism among the common people (Shin, 2010).

Although many property benefits have opened to the common people to own modern individual residences, the right of the city to seize family property (farms, residential, commercial, industrial enterprises) for the benefit of the greater community has left many significantly under-compensated and frustrated with the property law system and its protection.

In many cases, China's urban redevelopment projects often force large scale displacements of residents. This practice often escalates frustrations over violations of real or perceived rights to family land and housing. This dissatisfaction is reflected in the recent popularization of a Chinese neologism known as “ding-zi-hu” in Chinese, which literally translates to “nail houses” or “nail-households” (Watts, 2007, p. 4). As the expression suggests, “nail-householders stubbornly refused to vacate their houses, thus hindering the progress of urban development projects like nails sticking out and hard to be removed” (p. 4).

For Henri Lefebvre, the proliferation of Capitalist Accumulation results in an ever-increasing level of disenfranchisement of urban inhabitants. He suggests this process should evolve to "an urban spatial approach... [that includes] the participation of all those who inhabit the city without discrimination” one that does not favor any particular group (Lefebvre, 2003; Dikec, 2001).

Given this, China's property law reforms have strengthened the protection of private property and have given rise to the emergence of property rights activists who may “become more audacious in fighting for their entitlements and in defending their private paradise” (Zhang L., 2010, p. 8).

That said, many economic and property rights scholars argue that President Xi's desire to see the country continue to grow and increase its wealth will not yield to individual rights when considering the greater good. Even so given these challenges, China's government appears committed to implement property reforms in an attempt to find a balanced common resolve (Ding, 2005).

I7, Technology and Freedom (importance value = 4). China's emerging technology policy changes will improve the lifestyle of its "common people".

Finding. Of the respondents, 34.6% somewhat agree; 11.5% strongly agree; and 19.2% definitely agree = 65.4 percent (also see Appendix I, Table I58 [I7-Q41] Technology Policy and Lifestyle Changes; and Figure I94). This indicates 65.4% agree China's emerging technology policy changes will improve the lifestyle of its common people.

Significance. This study found that there are significant questions pertaining to China's economic and technological growth and its improving quality of life. Large segments of China's society are no longer satisfied with the degree of availability and access to the quality of food and clothing they desire [as in accordance with Western standards]. The Chinese seek to obtain a quality of lifestyle that is characterized in part by: high nutrient foods; comfortable living; healthcare; social security; other social benefits; and an array of other amenities [electronic appliances, cellphones, social media, entertainment devices, transportation, furniture, and modern housing] commonly found in Western cultures (Hubacek, Guan, Barrett, & Weidmann, 2018).

Hubacek argues that, China's recent economic growth has created an equally dynamic socio-political desire to embrace innovative technologies and conveniences. This phenomenon is increasing internal demand and accelerating the depletion of the country's natural resources.

Hubacek continues, that “in the past China relied...heavily on what it could produce with only a few luxury products and rare domestic materials being imported from distant places. Today, China’s economy is no longer constrained by what is available within the country as “urban centers consume from global markets...never before have so many tons of resources entered and left China” (Hubacek et al., 2018, p. 19).

Linked to this increased desire for resources [high-technology products] is a phenomenon that is raising social [population], political, economic [affluence], legal, and infrastructure as major influencers and or driving factors of policy innovation and change.

Hubacek states that the emerging technology and policy changes are raising significant questions regarding the challenges China will face specific to its ecological balance. He argues that, these challenges are significant and if not addressed in reforms, they will ultimately place many of the desired lifestyle changes China's citizens seek in jeopardy.

Hubacek’s research indicates the challenge for China is to achieve sustained economic growth; while at the same time, ensuring the pressure to improve its ecological systems is not increased by social tensions.

Key to Hubacek’s discoveries is the link between China's exploding demand for technology and the country's choice to embrace rapid-urbanization. China's urbanization is driving extensive demands on its resources and posing ecological issues. Hubacek suggests China's urbanization presents leadership with the challenge of constructing sustainable communities that substantially mitigate China's “ecological footprint” (Hubacek et al., 2018, p. 21).

Last, this study's findings are supported by Hubacek’s research that China's emerging technologies and policy changes may or may not serve to improve the lifestyle of its people. This

finding indicates a clear division of agreement. Therefore, the expert opinions, as examined in this study, indicate they are unsure technology advancements will improve and/or satisfy the desired lifestyle of the Chinese people when the array of emerging technologies are viewed through the lens of the potential side-effects to an improved lifestyle.

J2*, Leadership, social security, health care, growth (important value = 3). China's government will address the social security and health care crisis even if it reduces the country's national wealth.

Finding. Of the respondents, 40.7% somewhat agree; 3.7% strongly agree; and 7.4% definitely agree = 51.8% in Grp1; 25.9% somewhat disagree and 22.2% strongly disagree = 48.2 percent in Grp2 (also see Appendix F, Table I62 [J2-Q45] Social Security and Health Care Programs versus National Wealth). This indicates Grp1 = 51.8%, and Grp2 = 48.2% failed to achieve agreement on the issue of whether China's government will address the social and health care crisis, even if it reduces the country's national wealth.

Significance. This study found that there is strong uncertainty that China will introduce social security and health care reforms in order to address the declining productivity of its aging workforce or reduce the increasing burden on its 4+2+1 families where productivity has decreased due to the need for productive family members to care for aging parents.

The growing needs of China's aging are taking time away from family member productivity. This study's research indicates these social issues are undermining China's economic growth (Also, see, G1-Q26).

That said, contrary to this study's Delphi findings, its literature research supports Amadeo's argument that China has a "mixed-economy system" that combines characteristics of "market, command, and traditional economies." (Amadeo, 2018, p. 3). This mixed economy

benefits from the advantages of all three economic models or ideologies, while suffering from only a few of the disadvantages associated with [western] traditional economic models (Amadeo, 2018).

Amadeo contends, a mixed-economy has similar characteristics to that of a market economy. First, it protects private property. Second, it allows the free market and laws of supply and demand to determine prices. Third, it is driven by the motivation of individual self-interests.

In addition, Amadeo argues a mixed-economy has characteristics like to a command economy in strategic areas. It allows the federal government to safeguard its people and markets. As such, the government has a large role in the military, the establishment and protection of international trade, transportation, trade routes, and supporting systems.

Amadeo states this type of economy places China's government in a role that requires it to be responsive to the socio-economic priorities of its citizens in order to maintain stability. In the case of China, these influences shape and drive the country's leadership decisions and key state-owned industries to adopt policies necessary to support not only the public's common good, but the country's economic and financial continuing success.

In this case, this study's literature research findings suggest China's leadership will create innovative reforms and policies that will support addressing the country's emerging crisis in social security and health care, even if it reduces the country's total national wealth. By ignoring these critical influencing factors that are driving at the foundation of innovation and change, it is clear that the long term outcome would result in a rapid loss of nationalism, power, authority, and the dominance China is seeking due to the potential short term losses related to reduced economic productivity.

K1, Leading factors and leadership direction (important value = 4). Order the factors that are influencing China's national priorities, policies, and future direction.

Finding. Of the respondents, 38.0% of the responses were associated with Grp1, and 27.0% were associated with Grp2. Collectively, the two groups represented 65.0% (also see Appendix I, Table I66 [K1-Q48] Factors Influencing Policy and Future Direction; Table I65, and Figure I101). This indicates a significant number of responses were found associated with (economic = 21.9%, intercultural = 16.1%) = 38.0% (Grp1), and (technology = 13.7%, political = 14.1%) = 27.0% (Grp2). The finding is significant considering the sample is highly homogenous and contains a high percentage of policy professionals, scholars, academics, and administrators with informed opinions regarding East Asia and China.

Significance. When the R4 responses were compared to the literature research findings, agreement on economic, intercultural, political, and technology factors was mixed and unexpected. The results inferred a consensus was achieved between economic and intercultural factors but to a lesser extent between political and technology factors.

Economic and intercultural factors were recognized as major influencers, if not driving forces, that are directly associated to China's national priorities, exceptionalism, self-determinism, authority, unity, globalization policies, and the country's future direction in its desired role as an emerging global leader.

In addition, political and technology factors appeared to achieve a lesser degree of consensus as significant influencers or drivers. As for the perceived influence of social, legal, and infrastructure factors, the R4 Delphi participants failed to achieve a significant level of consensus when compared to the remaining SPELIT factors.

This study found economic and intercultural factors = 38.0%, and where political and technology factors = 27.0%, these were relatively balanced in agreement although subordinate to economic and intercultural factors. Given this, and as expected, there was a 21.9% concentration of agreement associated with economic factors; however, the 16.1% level of agreement associated with intercultural factors was not expected when viewed through the lens of this study's literature research findings. In fact, very few of the subject matter experts reviewed in the literature suggested intercultural factors were significantly relevant as influencers or drivers of China's future policies. Only a few referenced China's need to address reforms associated with (worker immigration) migration as a potential influencer or driver of intercultural policies. Most of the references in this area were associated directly with China's aging workforce crisis. Given this, these references suggested immigration or intercultural reforms were only a temporary solution to the aging workforce crisis.

Further, it was interesting that this study's findings did not place a higher emphasis on social, legal, and infrastructural factors as influencers or drivers of future policy. This was unexpected due to the considerable focus and support that was discovered in the review of subject matter expert's in the literature.

Opinions ran high regarding the relevancy of China addressing a number of its internal and external social, legal, and infrastructural challenges including a wide array of suggestions pertaining to associated reform initiatives and the policies China's leaders should focused on. 3. Last, this study found there is a slight difference of opinion between the subject matter experts reviewed in this study's literature when compared to that of its R4 participants. This difference is reflected in the social, political, legal, technology, and infrastructural factors as influencers or drivers (predictors) of China's future policy. That said, there is a strong consensus between the

subject matter experts reviewed in the literature when compared to the R4 participant's that strong agreement exists pertaining to economic factors being significant influencers and or drivers of China's leadership and future policies over the next decade.

Which themes were discovered that demonstrated sufficiently high enough statistical significance and stability to be considered important future policy predictors? This is covered in the following summary, which identifies and restates the collective themes and or sub-themes that were discovered to be important as likely influencers and/or drivers of China's leadership as it plans and implements the country's future reforms, policies, and direction.

Summary

By applying an empirical investigation that included an arduous literature review process and a two questionnaire Real-Time Delphi Policy process, this study identified fifty-eight different themes and sub-themes considered to be important predictors of the direction China's leadership will take in the next decade.

The respondents in this study's Rnd1 and Rnd2 surveys together with the subject matter experts reviewed in the Delphi critical literature process shaped the study's overall Investigative System (IS), which formed the foundation and direction for examining the collected data and empirical rating techniques. These facilitated: (a) identifying the importance of certain statements and or inquiries as key items related to the study's predictions; (b) identifying and assessing the relative levels of agreement or consensus; (c) identifying those statements and or inquiries that achieved stability when the outcomes of the R3 and R4 surveys were compared; and (d) identifying those statements and/or inquiries where there was disagreement between the literature review experts and the participants in the R3 and R4 Delphi surveys.

Given these conditions, four categories of observations and discoveries emerged as listed in the following.

1. Items in category (a) were those that emerged with a median (Mdn) of 2.0, with an IRQ equal to 0, and with a level of agreement that was between 85% and 100% were the following: (i) G9*, Leadership Decisions - China's global emergence is the result of a leadership change phenomenon that is focused on increasing access to international natural resources.
2. Items in category (b) were those that emerged with a median (Mdn) of 3.0 or 4.0, with an IRQ equal to 0 or 1, and with a level of agreement that was greater than 52% and 100% were the following: (i) J2*, Leadership, Social Security, Health Care, Growth - China's government will address the social security and health care crisis, even if it reduces the country's national wealth; (ii) F12, Social Ideology - China's emerging social ideology (policy changes) will improve the lifestyle of its "common people"; (iii) F10, Education - China's education system is keeping up with the country's rapid growth; (iv) H3, Intellectual Property Protection & Growth - China will reinforce intellectual property law and protection to increase foreign investment, even if it means slowing its economic growth.
3. Items in category (c) were those that emerged as having achieved stability when the R3 and R4 median scores and IQR were compared were the following: (i) G1*, Leadership Behavior - China's external leadership behavior conflicts with its external leadership ideologies; (ii) I4, Environmental Waste & Protection - China will reduce its environmental waste and emissions, even if it means

slowing its economic growth; (iii) J2*, Leadership, Social Security, Health Care, Growth - China's government will address the social security and health care crisis, even if it reduces the country's national wealth; (iv) I9, Education, Growth, Superiority - China's focus on building "world-class" higher education and advanced technical training programs are linked to achieving its global growth and superiority; and (v) H2, Civil Rights, Unity & Legitimacy - China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.

4. Items in category (d) were those that emerged with an absence of agreement or consensus between the literature review subject matter experts and those that participated in the Delphi process. These findings are represented in: (i) K1, Leading factors and leadership direction – Order the factors that are influencing China's national priorities, policies, and future direction; and as queried in the Delphi surveys; and (ii) J2*, Leadership, social security, health care, growth (important value = 3) – China's government will address the social security and health care crisis, even if it reduces the country's national wealth.

Given these outcomes, six (6) items emerged from the study as critically important when attempting to construct a prediction as to the direction China's leadership will take over the next decade:

- G1*, Leadership Behavior - China's external leadership behavior conflicts with its external leadership ideologies.

- G9*, Leadership Decisions - China's global emergence is the result of a leadership change phenomenon that is focused on increasing access to international natural resources.
- F10, Education - China's education system is keeping up with the country's rapid growth. (Note: F10 was found not stable or the most important as a predictive factor; however, it was considered critically important by the SDP after a final review of all 44 assessments. This decision was based on the findings observed that were associated with the critical literature review process; and the determination at education was leading predictive influencer or driver.)
- F12, Social Ideology - China's emerging social ideology (policy changes) will improve the lifestyle of its "common people".
- H3, Intellectual Property Protection & Growth - China will reinforce intellectual property law and protection to increase foreign investment, even if it means slowing its economic growth.
- J2* Leadership, Social Security, Health Care, Growth - China's government will address the social security and health care crisis, even if it reduces the country's national wealth.

Categorical insights. These themes and sub-themes infer certain categories were directly associated with those listed above as important influencers and or drivers of China's future direction. They are summarized in the following including determinations taken from the literature reviews and Delphi surveys that refer to actions China's leaders should consider in their decisional processes, emerging reforms, and supporting policies.

Social environment: Social security.

- China's leaders should plan and implement additional reforms in the area of social security in the near term.
- China's leaders should improve their understanding and appreciation that the chief environmental factors that are decision influencers and/or drivers are directly associated with social, political, economic, legal, intercultural, and technology, and that these directly affect the advancement of the common people's lifestyle and quality of enjoyment in China.

Social Environment: Health Care.

- China's leaders should plan and implement broader and more advanced reforms and innovative policies in the area of public health care programs.
- China's leaders should improve their focus and appreciation in hopes that by implementing health care reforms it will allow the country to extend the power of its aging workforce. This workforce has been and remains today China's traditional and cultural strength. The present aging workforce is the hardest working and most productive when compared to younger generations. As such, this aging resource is one of the most valuable components underpinning the country's continued rapid economic expansion.

Leadership environment: Characteristics, style, behavior and challenges.

- China's leadership should increase its attentiveness to the needs and desires of its "common people" to increase the unity and stability of the country and its government.

- China's leadership behavior should increase its focus on gaining access to additional resources as associated with the country's need to support its present and future growth.
- China's leaders should continue to focus on economic and monetary ideologies in order to transform the country's ideologies and behavior to the expectations of the West.
- China's leadership should continue to address and improve its environmental programs, even if it slows the country's present and future economic growth.
- China's leaders should improve their appreciation of the environmental factors that are influencing its national priorities, policies, and future direction. This is critical considering China's significant geographic, population, infrastructural scale, and its desired rate of increased development.
- China's leaders should increase their understanding, appreciation, and attention to the country's continued infrastructural development. This is a key factor that is influencing and driving its leadership, social security, health care, reforms, policy development, future direction of the country, and its desire to secure a position as a global leader.
- China's leaders should increase their appreciation of the factors contributing to its influence and the global power shift between it and the United States lie with the following: its leaders appreciating the connection between the country's social, political, economic and infrastructural factors and its nationalistic needs to secure its geographic and blue-water boundaries, international navigation rights, its desire to sustain or increase its scale and growth, its desire to increase its internal and external

stability, its desire to increase in internal and external unity; and, its desire to spread its cultural ideologies, advance its education and technical programs, and stabilize its population as it works through these transitions over the next decade.

These findings and estimated implications are integrated into Chapter Five, which condenses this study's observations into determinations pertaining to the problem statement, hypotheses, conclusions, predictions, and recommendations for future research.

Chapter Five: Conclusions and Recommendations

Overview: What does it all mean?

In the not too distant future Adam Smith's theories on sovereign nations, societies, and the power, authority, and dominance of the state and its citizens will be proven once again on a scale that has never been exhibited before. How could this happen? This prediction is based on this study's investigation and findings that a new global hegemony is being formed, one that is growing at an incredible pace within the international community of sovereigns.

This transition is occurring at a time when the traditional views of the West and Eastern European leadership, statesmen, policy makers, and analysts have commonly held worldviews that any country outside of their immediate circle of power, authority, and dominance was a second, if not third class, developing country. Holders of these Western and Eastern European worldviews are witnessing, if not resisting, a period of significant social, political, economic, legal, intercultural, technology, and infrastructural transformation.

In addition, this emerging global shift phenomenon is being observed by many leading international socio-economic scholars, political scientists, and subject matter experts. For many of them, this global shift is being assessed through the lens of what is referred to as the Three-World Theory (Ferguson N., 2011; Kissinger H. A., 2012; Linhui, 2002; Zakaria, 2011). This theory was explored in Chapter One.

Given this, the findings of this study are significant, if not critical, and best assessed with a tabula rasa when considering plotting a new course for China's leadership regarding the country's social security and health care crisis, needed reforms, and policies. As China pursues its role as a new world leader, it will need to be prepared to face numerous challenges. Of these, the country will need to once again prepare its leadership to embrace experiential learning,

implement newly discovered unique insights, and address critical environmental factors to achieve its desires over the next decade.

The findings, conclusions, and predictions presented in this study are intended to serve the Chinese people and its leaders in this journey, and to offer the same to international leaders in the areas of social program policy planning, development, implementation, and administration, to assist them in confronting the wide array of emerging leadership challenges.

In Chapter Three, this paper reported on the empirical process that this investigation was based on. This included a detailed description of the Inquiry System (IS), which was based on the application of Lockean Theory and Hegelian Philosophy. Moreover, the investigation and analysis process applied the principle techniques, processes, and methodologies that were the best fit to gain insight into this paper's problem statement, to determine the outcome of its hypothetical inquires, and to construct a reasonable foundation for the predictions or expectations offered in this chapter.

Chapter Four presented relevant evidence that has been assembled over the past six years in the course of researching, collecting data, conducting interviews, scientific surveys, and by applying multiple techniques and analytic applications to determine and validate its statistical findings. This process included comparing qualitative critical literature with that of the quantitatively collected survey data to report the findings. These were all part of the IS that now delivers us to this point in the paper.

Chapter Five explores those critically important observations and indicators that were discovered in Chapter Four's application of: (a) The SPELIT Matrix framework by June Schmieder-Ramirez and Leo Mallette (Schmieder-Ramirez & Mallette, 2007); (b) The SWOT (PEST) analysis by Albert Humphrey (Humphrey, 2005); (c) Qualitative (theme) Mapping and

Coding techniques by Johnny Saldana and David Thomas (Saldana, 2012; Thomas, 2003); (d) The application of a critical literature review and Inquiry System (IS) in connection with the Delphi process as developed by Mitroff (Mitroff & Turoff, 1975; Dalkey N., 1972) and, (e) The application of the Policy Delphi Method and rapid techniques introduced by Murray Turoff, Olaf. Helmer, T.J. Gordon, and Arthur Pease (Turoff & Linstone, 2002). These have been adapted to an Internet Real-Time Process and facilitated by a top-rated international survey service corporation (SSC).

These theories, methodologies, techniques and the associated statistical tests applied were adapted to this study in a manner that best yielded a set of significant and relevant outcomes, findings, and predictions.

Chapter Five now moves forward to restate this study's purpose, problem statement, hypotheses, and to expand on critically important factors, predictions, conclusions and recommendations for future study.

Reframing the Problem Statement

Given this study's focus on China's emerging social program crisis and leadership challenges, the topics were best investigated by first exploring a broad range of potential causal factors that were highly likely to serve as influencing and/or driving change.

As such, this study identified those factors that are linked to China's internal and external desires and its need to address change.

In short, the initial investigation into China's social reforms and leadership challenges indicated:

- Economic growth
- Transitioning cultural ideologies

- Global dominance
- Leadership
- Successful policy development
- Administration

These six are among those critical considerations that need to be addressed for China to succeed in the future.

Moreover, the dynamic association between China's leadership and the critical topics covered in this study, to include those underlying category factors that will shape its emerging social programs, economic, political, legal, intercultural, technology, and infrastructure and policies are key to shaping China's future into the next decade.

This investigator argues that by identifying, exploring, and unlocking significant contributors to China's desired goals and objectives, scholars, and leaders can fully appreciate and understand the true nature of what the country's emergence as a new world leader will mean as it ultimately impacts the global community.

Reframing Purpose

Assessing China in its near-term challenges. The purpose of this study is to explore and discover the leading leadership, security, and health program challenges that are likely to face China and to predict the country's direction and impact over the next decade. Overall, this study intends to investigate and provide findings that can assist international leaders and scholars by increasing their knowledge and understanding of the areas covered from the worldview of East Asia, and by helping to close the gap in the literature specific to China's near term challenges facing its leadership, social security, health care system, and economy (Davis, 2012; Ferguson, 2011; Harvey, 2013; Madjidi, 2012; McManus, 2013).

Direction of the inquiry. After completing exhaustive investigative research, an arduous examination of the relevant literature to include analysis of the findings by applying the referenced empirical methods and by integrating these findings into the construction and implementation of a relevant Delphi study, this researcher achieved a determination of the predictability of the following hypotheses in the areas of China's social security and health care reforms and identified the leadership challenges.

Approaching the research hypotheses.

The approach. The research hypotheses are presented as provisional inquiries or statements that are the basis for this and future research. They are intended to lay the foundation for the development of tenable theories that will ultimately provide insight into predicting the direction China's leaders will take in their decisional processes as associated with the country's social security and health care reforms and policies. As such, the postulates put forward are considered working hypotheses or statements of expectations that are assumed to be linked to this study's exploratory research and investigation.

Reframing the Process and Techniques of Investigation

This exploration was guided by the theories, models, frameworks, and the analytical tools or techniques described in the following theories, models, and methods. Once the underlying theories, models, and methods were selected, this process moved through the following steps:

Research was conducted into the narrative. This research was focused on social security, health care, and leadership beginning with China's history, then moving to the present, and finally investigating how experts viewed the future. The literature reviewed included publications by numerous scholars and subject matter experts over a period of several years. This process offered critical discoveries and insights that were extracted from a body of literature over an extended longitudinal period.

Identifying key international experts. The literature review revealed those scholars, authors, and analysts that represent the most widely recognized works associated with this study's core topics. Most of the experts cited in the literature have been passionately engaged in the ongoing narrative on China for decades.

Conduct a deep and critical review of the literature. Over 325 publications were reviewed, of which 168 were utilized in this research and findings. Those selected for in-depth literature reviews were found to offer the most critical insights into each of the hypotheses (Ho) or sub-hypotheses (HOH), themes, and sub-themes. The publications and peer-reviewed articles selected were scanned for topic theme-to-word associations with this researcher conducting an accurate accounting as to each reoccurrence. During this step, a number of topic theme-words patterns began to reoccur with high frequency.

Given Saldana and Davis's theories, methods, and techniques, the theme-words that appear the most frequently in an author's publication or research are those that are the most

important. This rule applies when conducting interviews by using open-ended questions or asking people to express their opinions on a topic. It is Saldana and Davis's theory then, that when someone repeatedly uses a theme-word association or pattern, it is reasonable to assume there is a theme-word link to what they consider to be highly-important.

These theme-word reoccurrences are reported in this study's series of data tables listed as 1st, 2nd, or 3rd Orders of Inquiry into the social and leadership questions (also, see Volume II, Appendix B, Tables B.1 through B.10). A key rule applied to the data in these tables was the following. The higher the number of individual theme-word associations observed, the more it is viewed as an indicator of those that are highly-relevant and significantly linked to the topics investigated.

This investigation then moved to mapping and identifying patterns to those theme-word associations with the highest frequencies. These were reported as discovered in each of the three Orders of Inquiry in the context of historic, present, and future or longitudinal observations.

While completing this procedure, it was necessary to apply another of Saldana and Davis's theories that argues the theme-word associations that are reoccurring in the most recent timeframe represent those that are the most important pertaining to the topic.

As neither Saldana nor Davis attempted to construct a relevancy test to evaluate longitudinally-framed data sets (theme-word reoccurrences over extended periods of observation), it was necessary to research and construct an algorithm to calculate an index that could be used to adjust the data in each Order of Inquiry to determine the true relevancy of each theme word association in the context of when the observations were made, e.g. in the historic, present, or future narratives explored in the literature as cited in reference to the date the author published the insight.

Declining Generational Relevancy (DGR) model. As can be viewed in this study's DGR model, an adjustment was conducted on an article-by-article (author-by-author) basis that allowed the literature data to be reduced, more precisely patterned, and mapped, beginning with the historical Order of Inquiry observations so as to be extended to those associated with the future Order of Inquiry findings.

The DGR model and analytic theory constructed for this adjustment was developed for this investigation by Huff and Dr. Sharker (also see Volume II, Appendix F, Table F2-3, and Figure F1, Declining Generational Relevancy Model w/ (CW) Coefficients). By applying this model to the literature data, a new and more relevant level of significance was assigned to each of the subject matter expert's word-theme observations associated with each topic narrative.

In addition, by applying the DGR indexes, the relative importance or relevancy of each theme-word association to each of the topics was better evaluated and numerically scored. In some cases, this study found several theme-word associations during the mapping and patterning procedure that were more clearly revealed as significantly related to the topics (also, see Volume II, Appendix E, Figures E3, E5-8, E10-11, E12, E14 Mapping reform factors and challenges in the 1st, 2nd and 3rd Orders of Inquiry).

Box plots, multivariate scatter plot forecasts, regression analysis, and network analyzers. Having completed the adjustments to the relevancy of each theme-word observation, the investigation turned to applying alternative instruments or techniques to test and determine a series of findings to identify a consistent outcome.

Coding. This was necessary in order to validate the relevancy of each theme-word observation. As the box plots and multivariate regression tests are all based on longitudinal data frames, the investigation structured the data in accordance with each date referenced (Order of Inquiry), topic or factor, and sub-variant code. This coding system included adding a unique data set subscript identifier, e.g. (2S1) also expressed as (2S1) in the csv data.

The codes were effective when referencing a specific observation or data point that was extracted from the literature within a specific timeframe. (also see Volume II, Appendix J, Table J.1-4; and, Volume II, Codebook: Themes, Sub-themes and Hierarchy (Generalized); Appendix G, Tables G25-30, Box Plot Data Tables; and Appendix G, Figures G12-31, Multivariate Analysis Scatter Plot Forecasts; and Figures G32-53, Social Network Analyzer (SNA) Cluster Plots and supporting Pearson's Correlation Tables from which all the literature data collected was structured in accordance with observation-date sequences, by environmental factor [category, theme-word], and specific sub-theme or variable).

After patterning and mapping the theme-words in conjunction to others, the investigation turned to constructing highly relevant inquiries or statements to reduce the data and investigation as applied to the Delphi process. The object was to construct a highly relevant Delphi study by first seeking to discover and validate those theme-word associations that would be essential for the development of highly-relevant or stem research survey inquiries and statements.

Delphi survey rounds. The Delphi process applied in this study utilized a four-questionnaire process coded as Rnd1, Rnd2, Rnd3, and Rnd4 that was implemented as four rounds of surveys. These are outlined and described in detail in Table 8. Although this study found that four rounds of survey, referenced as R1, R2, R3, and R4, were sufficient to achieve the desired results, researchers suggest a common Delphi process may involve numerous survey rounds in order to achieve the desired level of consensus and stability.

That said, these same researchers argue the application of a four round survey often serves to achieve the level of consensus and stability desired in simple investigations. In addition, it should be noted that in this investigation, the first round survey was adapted by integrating the information, evidence, and findings that could be extracted from this study's critical literature reviews. It was discovered to be somewhat common practice for researchers to modify the first round survey "by conducting and integrating the literature data into the construction of the survey" (Hsu & Sandford, 2007, p. 4).

Next, a second round was conducted that served as master trial (beta-test) and was constructed and tested by the investigator and the SDP members, which ultimately provided the SDP participants (panels) feedback and refinements that were used to form the survey questionnaires coded R_{nd}1, and R_{nd}2. Ultimately, this study then applied a four round Policy Delphi survey process that is consistent with what Hsu and Sandford describe as an alternative survey model.

Extensive literature review data may replace the 1st round survey. As Hsu and Sandford argue the first of a multi-round Delphi survey process can incorporate an extensive review of the literature to determine relevant questionnaire content. When this method is implemented, they argue the balance of the Delphi survey process can then begin by embracing

the formal process of engaging the proposed targeted or sample population in the next series of survey rounds as necessary to support the process and achieve the desired outcomes.

Median and IQR scores. Once the Delphi survey results were obtained, they were assessed to determine the median (Mdn) values associated with the applied Likert-type scale and the outcome distribution of each inquiry or survey item. The Likert scale values ranged from 1 to 6, so the medians (Mdn) also fell within the same range. The outcome distributions were then assessed as to their interquartile range (IQR).

Those found to have an IQR of 0 or 1.0 were considered to have achieved a high level of agreement of consensus, which in turn indicated they were highly relevant as potential influencers and/or drivers of predictors or future expectations.

The application of this method is considered by Jacobs, “considering the anticipate consensus of opinion and the skewed expectation of responses as they [are] compiled, the median would inherently appear best suited to reflect the resultant convergence of opinion” (Jacobs, 1996, p. 57).

The application of these two scores was instrumental in determining a level of consensus and stability between any given survey item over the series of survey rounds.

Identifying relational patterns. Completing the Delphi survey analysis and identifying those factors, patterns, and relationships that appear to be significant indications as causational to innovation and change the investigation delivers us to this point in the study. This investigation now focuses on putting it all together. This step requires a final review of the Delphi survey findings as associated with each of the inquiries, placing special emphasis on those that are linked to each of the hypotheses.

Achieving consensus. The focus here is to find agreement or consensus between the Delphi survey items (inquiries or statements). In this case, consensus was derived from the responses from the Delphi R3 and R4 surveys and from the Rnd3 and Rnd4 questionnaire items. Those items found to demonstrate the highest agreement in the Delphi survey were compared with those categories, theme-words, and sub-themes (variables) that were extracted from the critical literature reviews as being highly relevant (Hsu & Sandford, 2007).

Comparing consensus items with regression analysis. After completing a multivariant regression analysis of the literature data, the results were reviewed for rising trends in association with each topic category and the associated word-themes, sub-themes, or variables identified.

In other words, this step involved a cross check of the most recent Delphi survey outcomes with high levels of emerging trend agreement to those found in the literature that exhibit the same prominence or reoccurrence. In instances where both indicators were found, it can be argued that a future trend indicator and mathematical predictor can be derived. This process and the construction of the conclusive predictions are what follows in remaining paragraphs from this paper (also, see Delphi findings reported in Chapter Four; and Volume II, Appendix G, Figures G12-31, Multivariate Scatter Plot Forecasts).

As a final step in this process, the collected data and referenced outcomes that appeared to possess significant predictive prospects or characteristics were reviewed against others to determine if they matched up or were in alignment with the highly associated variable clusters as discovered in the Network Analyzer interpretatives.

Applying network analyzers & interpretives. First-level connections or links between a common node are characterized as data points that have multiple associated connections or links to others. In the case of this study, those “data points or nodes” that were found to have three or more 1st degree connectiveness (or being directly linked to each other) were highly associated, and therefore causational to a common topic category, theme, sub-theme, or variable as a highly associated collective outcome (Butts, 2008, p.4). These links can be observed as expressed Volume II, Appendix G, Figures G.32-53, Social Network Analyzer (SNA) cluster plots as extracted from the Pearson Correlation Analyses that support each of the cluster plots.

Environmental Factors Important for Future Leaders to Consider

After investigating the problem statement against the information that was emerging from this study’s investigation of the seven categories associated with the modified SPELIT-I model [where I was added to the six-category model to include infrastructure], the following emerged as highly relevant.

Resource access. A critical component associated with China’s global emergence is the result of a leadership change phenomenon focused on increasing access to international natural resources, coded (G9*), with a median or mathematical midpoint in the given sequence of numbers or $Mdn = 2.0$ and an $IRQ = 0$ or 1.0 . b. Leadership, Social Security, Health Care, Growth - China’s government will address the social security and health care crisis, even if it reduces the country’s national wealth, coded (J2*), with a $Mdn = 3.0$ or 4.0 , and an $IRQ = 0$ or 1.0 .

Social ideology. China’s emerging social ideology (policy changes) will improve the lifestyle of its “common people”, coded (F12), with a $Mdn = 3.0$ or 4.0 , and an $IRQ = 0$ or 1.0 ;

Education. China's education system is keeping up with the country's rapid growth, coded (F10), with a Mdn = 3.0 or 4.0, and an IRQ = 0 or 1.0.

Intellectual property protection & growth. China will reinforce intellectual property law and protection to increase foreign investment, even if it means slowing its economic growth coded, (H3), with a Mdn = 3.0 or 4.0, and an IRQ = 0 or 1.0.

Other factors. Non-SPELIT associated factors where stability was achieved when median (Mdn) scores and IQR were compared:

Leadership behavior. China's external leadership behavior conflicts with its external leadership ideologies, coded (G1*).

Environmental waste and protection. China will reduce its environmental waste and emissions, even if it means slowing its economic growth, coded (I4).

Leadership, social security, health care, growth. China's government will address the social security and health care crisis, even if it reduces the country's national wealth, coded (J2*).

Education, growth, superiority. China's focus on building "world-class" higher education and advanced technical training programs are linked to achieving its global growth and superiority, coded (I9).

Civil rights, unity and legitimacy. China will redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy, coded (H2).

These category observations are supported by the findings associated with the leading environmental category factors. The categories, factors (theme-words), and sub-themes (variables) that are the most relevant lead to the construction of highly relevant inquiries and/or

statements that are fundamental to constructing relevant predictive expectations (also, see Volume II, Appendix I, Table I.60).

Leading factors as determinates. All fifty-eight environmental factors and associated themes and sub-themes identified have served to shape and influence a new revolution in China. A few are critical towards influencing or driving the country's leadership towards a new modernist movement, nationalism, and the country's attempts to achieve balanced reforms and supporting policies.

Significant categories, factors, themes, and sub-themes were identified in association with the application of the SPELIT-I framework as effecting China's social programs and leadership decisional processes.

This study's Network Analyzer served to be a capstone in determining the factors, themes, and sub-themes with the highest and most significance in the context of identifying common nodes (data-points within related data-frames) and links. The following list represents those in each category that were found to be highly associated with greater than three links (connectiveness) to other data points (or nodes), as represented in the Network Analyzer graphics or figures represented in Volume II, Appendix G, Figures G.14 through G.21.

This analysis was accomplished by utilizing the same version of R statistical analysis software that is widely utilized by many of the best-known universities in the United States that are conducting similar empirical research.

a. Social Environment

(1.) Historic links

- (a.) (1Po1, 1Po2, 1Po4, 1Po7, and 1Po10); or Geography, Scale, Stability,
Education, Health Care

(2.) Present links

- (a.) (2S2, 2S4, 2S5, 2S6, 2S7, and 2S10); or Scale, Stability, Unity, Cultural Ideology, Education, and Health Care; with secondary connections found between (2S10 and 2S8); or Health Care and Population, and (2S9 and 3S9); or Social Security

(3.) Future links

- (a.) (3S5, 3S7, and 3S10); or Unity, Education, Health Care

b. Political Environment

(1.) Historic links

- (a.) None found

(2.) Present links

- (a.) None found

(3.) Future links

- (a.) (3P7); or External Leadership Ideology

c. Economic Environment

(1.) Historic links

- (a.) (1We1 and 1We7); or Balance of Trade and Technical and Quality Advancements

(2.) Present links

- (a.) (2E8); or Leadership Behavior

(3.) Future links

- (a.) None found

d. Legal Environment

- (1.) Historic links
 - (a.) None found
- (2.) Present links
 - (a.) (2L4); or Foreign Investment
- (3.) Future links
 - (a.) None found
- e. Intercultural Environment
 - (1.) Historic links
 - (a.) None found
 - (2.) Present links
 - (a.) None found
 - (3.) Future links
 - (a.) None found
- f. Technology Environment
 - (1.) Historic links
 - (a.) (1T1 and 1Mi4); or Security and Superiority
 - (2.) Present links
 - (a.) (2T1 and 2T2); or Security and Advancement
 - (3.) Future links
 - (a.) None found

Accordingly, these associations were integrated into the Delphi survey to construct critically relevant inquiries and statements (items). By undertaking this arduous mixed-method approach, helped develop what this investigator argues are the stem inquiries and statements that

are the most relevant in the context of solving for the hypotheses and assisting in identifying the most significant components needed to achieve an equally relevant prediction.

As such, this research found evidence that Chinese have proven to be capable of facing significant challenges throughout history, which involved the requirement of accepting innovation and change.

These characteristics have served to nurture the belly of a geographically elusive region with a non-expansive, yet competitive and self-reliant culture that exhibits a highly tolerant and non-outwardly aggressive manner (Tselichtchev, 2012).

Results

Solving for the social program hypotheses (RH1, RH2).

1. China will introduce a broader social security system to address to its aging population?

The resolution to the RH1 inquiry is explored from the ground up by first going back to what was discovered in the critical literature, indicating sufficient relevancy to generate this research question. In this case, the social security and aging population inquiry assumes the following hierarchy of hypotheses (HOH) methodology as statements of conditional expectations extracted from the critical literature reviewed as compared with the Delphi survey findings.

a. A relationship exists between present social security (2S9) and present population aging (2S8) coded as (RH1a).

b. A relationship exists between present social security (2S9) and future social security (3S9) coded as (RH1b),

The study delved into additional investigation and discovery by testing the mathematical value of these factors as generated by applying the IS and then integrating those findings into the

Delphi Process. The findings then support survey questions and related statements as a means of establishing a final determination associated with the (RH1) hypothesis, e.g. as a true or false indicator (causational factor) that supports influencing or driving a valid prediction.

Evidence of these sub-hypotheses determinations was discovered in the expert literature reviewed as presented in Volume II, Appendix G, and specifically in Table G.43 Social Themes – Overall Assessments and Estimated Predictive(s). Table G.43 infers that the future social security (3S9) and present population (2S8) hypothesis outcome is valid as true.

In addition, the Delphi R3 and R4 surveys regarding the hypotheses and supporting sub-hypotheses indicated a high level of consensus or agreement between the present and future aging population factors (2S8, 3S8) as associated with the present and future social security factor (2S4, 3S4) outcomes.

As revealed in this study, 64.3% agreed that China's leadership will introduce a social security system due to its aging population (also see Volume II, Appendix I, Table I25, Delphi Survey Results and Analysis – Rnd4 (F1-Q8), Social Security).

This infers participants associate a relationship between China's social security programs and the increasing scale of its aging population. This inference means there is a significant association or connectivity (network linkage) between these variables.

d. By reviewing the Network Analyzer outcomes, it was confirmed that present stability (2S4) and present and future social security (2S9, 3S9) were associated by first and second degree connections (links) through the present unity (2S5) node, and are therefore present in the commonly associated first degree (2S5) cluster. This cluster association additionally indicated first degree connectiveness with (3S4) and (3S5). These findings provide added evidence that the inference between these theme-words (variables), due to the relationships

discovered, validate the hypothesis (RH1) as true. This connectiveness can be observed in Volume II, Appendix G, Figure G32, Social Network Analyzer (SNA), for Cluster Plot, 2nd and 3rd Orders (Frame 1-2).

After the cross-check review for node cluster associations was complete, the longitudinal literature variable references and the associated data-frames applied to these hypotheses were checked, coupled with the Delphi SDPs final conclusions given the Rnd3/R3 and Rnd4/R4 Delphi discoveries. The re-investigation of the most recent expert literature findings was also deemed as sufficient to validate this study's findings against the discoveries published in the context of this inquiry. The Shepardizing of the evidence indicated the (RH1) hypotheses was and remains true (also see Volume II, Appendix G; Table G.43, row g., columns 18 through 20; and columns 24 through 26).

2. China will introduce a broader health care system to address its aging population?

The resolution to the RH2 inquiry is extracted from the series of steps described in the approach to solving for the hypotheses. In this case, the emphasis is placed on the themes health care (system) and aging population to determine supporting evidence of a related outcome.

Again, as with the health care and aging population inquiry hypothesis, the determination of RH2 assumes the following hierarchy of hypotheses (HOH) methodology as statements of conditional expectations extracted from the critical literature reviewed when compared with the Delphi survey findings.

a. A relationship exists between present health care (2S10) and present population aging (2S8) coded as (RH2a);

b. A relationship exists between present health care (2S10) and future social security (3S10) coded as (RH2b); and

c. Once more the study delved into additional investigations and discoveries by testing the mathematical values of these factors as generated by applying the IS and then integrating those findings into the Delphi Process, using supporting survey questions and related statements as

a means of establishing a final determination associated with the (RH2) hypothesis, e.g. as a true or false indicator (causational factor) that supports influencing or driving a valid prediction.

Evidence of these sub-hypotheses was found in the expert literature review determinations as presented in Volume II, Appendix G, and specifically in Tables G.43 and G.44 Social Themes – Overall Assessments and Estimated Predictive(s). Tables G.43 and G.44 also indicate a strong relationship was discovered between present and future health care, aging population (2S10, 3S10 and 2S8, 3S8), and leadership behavior (2P8), and that present social security (2S9) and present health care (2S10) were found to be directly associated as expected; these discoveries infer RH2a and RH2b are true.

Next, it is noted that the Delphi survey tests regarding the sub-hypotheses indicated a high level of consensus or agreement due to the present and future aging population factors (2S10, 2S8) as linked to the present and future health care factors (2S10, 3S10) outcomes, inferring there is a significant association.

This infers participants associate a relationship between China's health care programs and the increasing scale of its aging population. This inference means there is a significant association or connectivity (network linkage) between these variables.

d. By reviewing the Network Analyzer outcomes, it was confirmed that present and future health care (2S10, 3S10) were associated by first and second degree connections (links) through the present health care (2S10) node; and therefore, present in the commonly associated

first degree cluster of the unity (2S5) node. Additionally, this cluster association indicated first degree connectiveness with aging population (2S8) and unity (2S5). These findings provide added evidence that the inference between these theme-words (variables), due to the relationships discovered, validates hypothesis (RH2) as being true. Again, this connectiveness can be observed in Volume II, Appendix G; Figure G32-53, Social Network Analyzer (SNA) Cluster Plot, for 2nd and 3rd Orders (Frame 1-2).

After the cross-check review for node cluster associations was complete, the longitudinal literature variable outcome references, including the associated data frames applied to this hypothesis, coupled with the Delphi SDPs final conclusions given the R3 and R4 Delphi discoveries, and a re-investigation into the most recent expert literature findings, this process was sufficient to validate this study's findings against the most recent discoveries published in the context of this hypothesis. By Shepardizing the evidence, this study's findings (RH2) hypothesis was shown to remain true (also see Volume II, Appendix G; Table G53-54, row g., columns 18 through 20; and columns 24 through 26).

Solving for the leadership decisional hypothesis (RH3).

3. A shift in China's leadership ideologies will cause the country to increase social security and health care reforms.

Again, the resolution to this inquiry or statement of expectation is extracted by applying the series of steps described in the approach to solving for the hypotheses. In this case, emphasis is placed on the themes represented by China's internal leadership ideology (2P5), its external leadership ideology (2P7), and leadership behavior (2P8), in connection with social security (2S9), and health care (2S10) to determine any evidence that would lead to a related determination.

Again, as with the other hypotheses, the leadership ideologies, social security, and health care (inquiry) hypotheses assume the following hierarchy of hypotheses (HOH) methodology as statements of conditional expectations extracted from the critical literature reviewed when compared with the Delphi survey findings. The HOHs are as follows:

- a. A relationship exists between present and or future leadership ideologies represented as internal and external (2P5 and 2P7), and leadership behavior (2S9, 3S9) coded (RH3a),
- b. A relationship exists between present and or future leadership ideologies represented as internal and external (2P5 and 2P7), present and or future leadership behavior (2P8, 3P8); and social security (2S9) and future health care (3S10) coded (RH3b);
- c. This examination delved into additional investigations and discoveries by testing the mathematical values of these factors as generated by applying the IS and then integrating those findings into the Delphi Process and survey questions and statements as a means of establishing a final determination associated with the (RH3) hypothesis, e.g. as a true or false indicator (causational factor) that supports influencing and/or driving a valid prediction.

Evidence of these sub-hypotheses was discovered in the expert literature review determinations as presented in Volume II, Appendix G, and specifically in Tables G53-54 Themes: Overall Assessments and Estimated Predictive(s). Tables G53-54 also indicate that strong relationships exist between present and future internal and external leadership ideologies (2P5 and 2P7), and between present and/or future leadership behavior (2P8); health care (2S10) and social security (2S9); between present and/or future social security (2S9) and health care (2S10); and between present and or future health care (2S10), social security (2S9), and session planning (2P10). These were all found to not have significant direct associations as expected by the SDP, making the resolve of RH2a and RH2b as true unsupportable when based on the tests

(analyses) and outcomes listed in the table. That said, the determination between leadership behavior (2P8) and session planning (2P10) was unexpected by the SDP, although perfectly reasonable considering the discoveries observed in the literature research.

Next, it is noted that the Delphi survey regarding the sub-hypotheses indicated a failure of consensus or agreement due to the present and future leadership ideologies when represented in the context of internal and external factors (2P5 and 2P7); and present and future leadership behavior (2S9, 3S9) as linked to the present and future health care and social security factors (2S9, 3S9, and 2S10, 3S10) outcomes, inferring that any association between these factors (variables) and resulting determination as to this expectation are uncertain.

This finding indicated Grp1 = 51.8%, and Grp2 = 48.2% failed to achieve agreement as they were unsure if China's government will address the social and health care crisis even if it reduces the country's national wealth (also see Volume II, Appendix I; Table I62; R4/Rnd4 survey, J2-Q45 outcome and results descriptive where 40.7% Somewhat agreed; 3.7% Strongly agreed; and, 7.4% Definity agreed = 51.8% in Grp1; and, where 25.9% Somewhat disagreed; and, 22.2% Strongly disagreed = 48.2% in Grp2).

These outcomes infer that the literature and Delphi participant determinations both support there is no association or relationship between China's shift in its leadership ideologies and an increase in social security and health care reforms. This inference means there is likely no significant association or connectivity (network linkage) between these variables.

d. In reviewing the Network Analyzer outcomes, of the present and future leadership ideologies represented as internal and external (2P5 and 2P7) and leadership behavior (2P8) as linked to the present and future health care and social security factors (2S9, 3S9, and 2S10, 3S10) outcomes, none were found to be associated with any first and or second degree

connections (links) or nodes. These findings provided no supporting evidence of any inference between these theme-words (variables) and or any relationships observed in the cluster data, which infers the no validation of the hypothesis (RH3). The absence of connectiveness can be observed in Volume II, Appendix G, Figures G32-21, Social Network Analyzer (SNA) Cluster Plots.

With the cross-check review for node cluster associations complete, the longitudinal literature (variable outcome references), the associated data frames applied to this hypothesis, coupled with the Delphi SDPs final conclusions given the R3 and R4 Delphi discoveries and with the re-investigation into the most recent expert literature findings, the series of determinations were not sufficient to validate this study's RH3, RH3a, or RG3b hypotheses as stated in the context of this study.

As a final step in the analysis process, this study's RH3 determinations were Sherardized. Again, it was observed that there is evidence of a strong uncertainty that China will introduce social security and health care reforms in order to address the declining productivity of its aging workforce or to, reduce the increasing burden on its 4+2+1 (single-child) families, whose productivity has decreased due to the need for productive family members to care for aging parents.

Shepardizing this study's RH3 determination. This study's research indicates there is no connection between China's leadership ideologies and leadership behavior as associated with social security and health care issues. Further, it assumes the failure to address these issues are undermining China's economic growth (also see Volume II, Appendix I; Table I62, J2-Q45).

To confirm this study's determinations, again, the findings were Shepardized against the most recent published research observations. Sherardizing the RH3 determination indicated

recent published research supports Amadeo's argument that China has a "mixed-economy system" that combines characteristics of "market, command, and traditional economies."

(Amadeo, 2018, p. 3).

So, how does Amadeo's recent research confirm or over turn this study's RH3 determinations? The answer is somewhat complex. Amadeo constructs the case that recent research indicates China has an emerging mixed economy that benefits from the advantages of all three traditional Western and European economic models or ideologies, while suffering from only a few of the disadvantages associated with [Western, European] traditional economic models (Amadeo, 2018).

So, how does this evolve to confirm or over turn the RH3 expectation? Amadeo contends that a mixed economy has similar characteristics to that of a market economy. "First, it protects private property. Second, it allows the free market and laws of supply and demand to determine prices. Third, it is driven by the motivation of individual self-interests" (Amadeo, 2018, p. 4). In addition, Amadeo argues that a mixed economy has characteristics similar to a command economy in strategic areas. It allows the federal government to safeguard its people and markets.

As such, the government has a large role in military, the establishment and protection of international trade, transportation, trade routes, and supporting systems. Amadeo states this type of economy places China's government in a role that requires it to be responsive to the socio-economic priorities of its citizens in order to maintain stability. In the case of China, these influences shape and drive the country's leadership decisions and key state-owned industries to adopt policies necessary to support not only the public's common good, but the country's economic and financial continuing success. Given this, when compared to this study's literature and Delphi findings, Amadeo's recent research into these topics strongly infers China's

leadership will create central plans and policies that will guide its economy in a direction that supports the creation of social security and health care reform programs in order to sustain the country's growth and national wealth.

When compared to the most recent research publications regarding to the hypothesis (expectation), this study's evidence infers the social security and health care narratives are in fact shifting leadership decisional processes towards pursuing positive advancements or increases in social security and health care. As Amadeo argues, this shift is being influenced by economic forces that are focused on sustaining China's wealth and prosperity, which include the country's continuing efforts to stabilize and/or reinforce its present highly productive workforce. These are matters that are either directly or indirectly influenced and/or driven by China's internal and external leadership decisions and supportive leadership behavior.

As the Shepardizing infers, this study's prior determinations that inferred the RH3 finding was not true are contrary and subject to reversal. As a result, in this case, the SDPs review concluded that sufficient evidence exists in the most recently published research to reverse this study's initial RH3 determination. Therefore, although a true outcome is not reported in this study's early RH3 findings, there is none the less, a strong inference, as extracted from Amadeo's research, that a recent emerging shift in China's leadership ideologies has been discovered that represents an ideological shift will be causational to the country's leadership acting towards increasing and/or advancing social security and health care reforms and supporting programs. Therefore, the SDP elected to instead determine the RH3 outcome as true on the grounds of this new evidence (also see Volume II, Appendix I; Table I62, J2-Q45 findings descriptive).

Other Findings of Interest

Leadership's role in China's hypotheses determinations. As discussed in the previous chapters of this report and as supported in this study's findings, China's leadership is directly affected by a hierarchy of factors, themes, and sub-themes that are powered by ongoing and ever-changing national narratives in the categories of social, political, economic, legal, intercultural, technology, and infrastructure.

Although each plays an influential and/or driving role in China's leader's decisional processes, each of the categories is subject to a complexity of associated connectiveness to a wide array of secondary influencers or drivers. As such, the process of attempting to decode these together with supporting themes and sub-themes makes the construction of any leadership decisional processes the subject of an equally complex and arduous effort to collect and accurately record relevant data; when combine with the integration of uniquely constructed mathematical algorithms that are based on applicable theory, models, and an array of supporting inferential tests that enable the investigators ability to construct reasonable predictions.

What was discovered during this study's investigation into leadership's role in the context of the three hypotheses was initially quite surprising. The degree of complexity regarding the categorical, themes, and sub-themes was almost overwhelming when undertaken by a small group of highly focused and capable investigators, which included the supporting SDP. That said, this group was able to structure the vast amount of data that applied to the leadership role dynamic in determining what direction China would take over the next decade. This was made possible by applying and encoding all the data collected in this study so that predictive outcomes could be constructed, based on utilizing the R software and algorithms developed by Huff and Dr. Sharker to derive a reasonable outcome determination.

Leadership and environmental characteristics of change as challenges. After completing a critical examination of the literature and Delphi findings, specific leadership traits, characteristics, styles, and behaviors (2,3P5, 2,3P7 and 2,3P8) were observed to be reoccurring relevant themes.

As such, these were examined against a range of characteristics that are widely accepted as influencers, if not drivers, of any given leadership environment. These themes are closely associated in the context of leadership characteristics and associated behavior.

Those characteristics or styles that best fit China's leadership, as discovered in connection with the environmental factors observed, support the following series of determinations as the result of this study's literature and Delphi findings.

1. Certain leadership characteristics are influencers or drivers of China's leadership environment.
2. China's leadership environment is influenced or driven by its internal and external ideologies and resulting behavior.
3. Those leadership characteristics and styles (themes and or sub-themes) that were found to be the most significant factors in predicting the direction China's leadership were identified as: strategic, competitiveness, developing, maximizing, achieving, activating, adapting, responsibility, and self-assurance strengths.
4. In light of this study's three hypotheses, these characteristics translate to the following determinations:
 - a. China's leaders and their government are cautious to embrace any risks associated with social security, health care, and assisted-living reforms. This is largely due to the fear of committing to financial liabilities that are beyond the capabilities of their

institutions to fairly and equitably manage and fund year-after-year. Presently, these fears are reinforced, as the government is experiencing difficulties in managing and funding commitments represented by several of the current social programs as well as other major national initiatives. All are focused on strategic, competitiveness, the development and introduction of innovative ideals, maximizing the results in favor of China, achieving, activating, adapting, and accepting responsibility to increase and ensure China's continuing self-assurance and new nationalism.

b. Ethics, exceptionalism, and superiority lie at the core of China's leadership ethos. All three terms are deeply embedded in the cultural and ancient traditions of the Chinese people. That said, as represented in the literature and the Delphi findings, certain members of China's leadership have drifted from time-to-time from conducting themselves in an ethical manner. When discovered, these departures are often found to be related to personal, organizational, or governmental pressures to achieve established performance or production quotas. This fact is known to China's national leadership and is presently being addressed to maintain the honor, integrity, authority and legitimacy of the country's social, political, economic, legal, intercultural, and technology systems that are embedded in the country's local and national government. This correction is viewed as critical from not only an internal perspective but from the viewpoint of China's goal to establish itself as a new world leader. Given this, it is not unreasonable for this study to have uncovered a level of uncertainty as pertaining to the certainty that China's leadership will take any predictable direction in the future due to these influencers.

c. China's governmental leadership is aware that any defaults in their ability to support its social security and health care reform programs would be disastrous to the sustainment of its internal and external authority and legitimacy. That said, the leadership of the country are trained to understand and appreciate that any suspension of the central government's authority and legitimacy would ultimately undermine China and its global goals. Many of the literature contributors to this study and its Delphi surveys observed the national superiority, authority, and legitimacy of China can be defined as having obtained a higher station, rank, degree of importance, power to determine outcomes, settle issues, abilities and right of control, command, or to determine the course and direction of the sovereign's people. Such is determined according to law, established rules, principles, or standards and most importantly the degree to which the governed are in support of those that govern, lead, or represent them as a sovereign people.

d. China's leadership has reviewed several of international social security and health care programs in efforts to experientially learn, evaluate, design, and implement only those that will best serve its people and the nation, realizing the ultimate solution will have uniquely Chinese characteristics. This process of policy development is defined in the context of China, as the country's leadership is focused on enhancing the country's growth, national power, and authority by increasing its efforts towards experimenting. This represents undertaking a great leap forward to expand the scale and diversity of the country's educational system. China's leadership is determined to adopt and integrate advanced sciences, technologies, and technical training into its culture in order to enable the research, design, and manufacturing

techniques needed to produce China unique high value products as a means of boosting its GDP and global market share.

e. There is a cultural, geographic, class, and age divide between China's people that is raising the level of difficulty for the country's leaders in designing reforms that best fit the dilemma. These differences are representative of a shift in population age segments and tensions between rural and urban centers (Eastern and Western regions) that are instrumental in increasing tensions between these groups. These differences include a divide in social and leadership ideologies. The level of frustration with China's leadership in addressing these problems is becoming critical as they attempt to resolve and act on these issues. These issues and related reforms are considered by many in government to be vital for China's leadership to sustain their authority and legitimacy including the central government they represent. In addition, the failure of China's leadership to resolve these issues will result in undermining the country's global goals.

f. A shift needs to occur that more openly embraces a departure from China's traditions of independency and self-reliance to one that is willing to accept and trust the government to properly provide and manage these programs for the common good of the country's people. Given the country's historical track record in this area, it could be predicted that this shift in the attitude and the willingness of the people to accept liberalization as desired by the leadership will be slow in coming.

In understanding this, it is necessary to consider the fact that this matter is further complicated, considering many conservative leaders in the Party are approaching their elder years. As a result, it is a critical and sensitive process of negotiation to

move senior leaders and the country toward accepting a liberalized system with wider and more inclusive social security and health care reforms that can only be supported by increasing market capitalism and China's GDP. Another reason is due to China's grim historical record pertaining to social reforms that have failed miserably. Many of these failed programs have been explored in other sections of this paper.

g. Superiority and growth ideologies are embedded in China's leadership culture as key priorities for the people and their leadership. These are linked directly to its leader's characteristics and styles, particularly associated with being strategic, competitive, developing, maximizing, achieving, activate, adaptive, responsible, and seeking to achieve self-assurance and national wealth.

In fact, in almost every aspect of the country's leadership, economic growth and global superiority have become the underlying themes that are driving the policies and future direction of the country. As observed by the contributors of the literature reviewed and the Delphi process in this study, one of the country's primary priorities is to continue to sustain growth. In this, all social, economic, political, legal, intercultural, and technological reform policies considered lead back to the overall effect these reforms will have on this single focus and priority.

h. For China's economic, global leadership authority, and supremacy to be achieved, the country must embrace a level of property law and legal protection necessary to attract, retain, and sustain fair trade, commerce, manufacturing, and patent practices that are sufficiently in equilibrium with Western Bloc and European sovereigns. By falling short and, not recognizing and aligning China's leadership

ideologies and traditional commerce and trade ethics with these outside interests, the country will ultimately undermine its full economic and global leadership potential.

i. China's ability to change, innovate, advance its technologies, and achieve the integration of desirable new products and services into its national and global markets will determine the level of success its leadership will experience as it leans forward and acts out to achieve its national initiatives to modernize. As such, there is strong evidence that China's leaders are positioning the country to focus on science and technological research, invention, design, manufacturing, and implementation, including the integration of products and services that will increase the country's gross domestic product, grow its internal commerce, and increase its presence in global markets as an originator of uniquely Chinese products.

j. More specifically, this study's research findings indicated leadership development should be focused on the following three drivers. They include the increased training of China's leaders to excel in: (a) challenging assignments; (b) developing relationships; and (c) successfully negotiating adverse or opposing conditions.

This study additionally identified that, "critical leadership lessons, such as the craft of managing self and social relationships, which [the authors argue] cannot be taught." (Chandrasekar & Wei, 2009, p. 24). These findings were additionally confirmed by Chandrasekar and Wei's research, which emphasized that China's leaders would require additional developmental training in order to succeed in all three of these areas. The added developmental training included better adaptiveness and acceptance associated with job rotations; creating change; starting from scratch; developing mentors, coaches and networks;

and, experiencing hardships such as mistakes, failures, career setbacks, personal trauma, downsizing, dealing with problem employees, and discrimination. All were found to be key to the training and development of China's newest generation of leaders. Additionally, Chandrasekar and Wei observed the following ranked priorities as extracted from their study's participants:

- 56% valued leadership focus on management values
- 38% valued improving communications skills
- 38% valued increasing self-awareness
- 31% valued inspiring employees and team members
- 31% valued team-building
- 29% valued establishing systems and regulations
- 29% valued learning and building new knowledge

Upon the conclusion of the team's study, 76% of the participants supported the lessons learned were "not about leading an organization"; instead, they were "about leading other people and leading oneself" (Chandrasekar & Wei, 2009, p. 23), concluding the developmental training tools and processes needed will require further refinement in order to support the full-development of China's future leaders.

Other themes of critical importance with high consensus.

China's social environment.

F3, Health Care & Aging Population.* China will introduce a health care program due to its aging population? (also see Delphi Rnd4/R4, Table 25; Mdn = 3 and an IQR = 1. 2).

This study found that 85.2% of the respondents agreed that China will introduce a health care program due to its aging population (also see Volume II, Appendix I; Table I.18, F3-Q10). This finding infers China's aging population is likely a driver of the country's health care programs and associated policy.

F8*, Social Security. China's social security needs are influencing its health care needs (also see Delphi Rnd4/R4, Table 25; Mdn = 2.5 and an IQR = 1). This study found that 85.2% agreed that social security needs are driving the country's health care needs (also see Volume II, Appendix I; Table I.23, F8-Q15). This finding infers that China's social security and health care are directly associated, and that the policies associated with each influence or drive the other. This direct association and the influence of each acting on the other are supported by the observations extracted from the analysts reviewed in this study.

F10, Education. China's education system is keeping up with the country's rapid growth, (also see Delphi R4/Rnd4, Table I72; Mdn = 3.5 and an IQR = 1).

This study found that 77.8% agreed China's education system is keeping up with the country's rapid growth (also see Volume II, Appendix I; Table I34, F10-Q17). This finding infers that although China's educational system appears to be keeping up with its rapid growth the country will need to address the growing shortage of qualified instructors in order to achieve the government's desired technological advancement and sustained economic growth. The failure of China's educational system to keep pace with the country's rapid growth and international competition will result in a decline in economic strength that is necessary to expand social security and health care benefits to a broader population.

F11*, Social-Economic Policy. China's single child (4+2+1) social-economic policy has imposed a significant economic disequilibrium (burden) to the offspring of the policy (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 1).

This study found that 88.9% agreed the China's single child social-economic policy has imposed a significant economic disequilibrium (burden) to the offspring of the policy (also see Volume II, Appendix I; Table I35, F11-Q18). We found a direct relationship between the single

child 4+2+1 policy adopted in 1980 and the country's failing social and economic dynamic. Specifically, the finding infers a significant and complex relationship exists between the single child policy, social security, health care, and China's leadership. These factors are and will continue to influence and/or drive future policy.

In addition, this finding infers a strong agreement that China's single child social-economic policy has and will continue to influence and/or drive a wide-range of internal social and economic complications to the country's stability, economic growth, and associated leadership challenges. Evidence of this is also found in the study's literature reviews, where in November 2013, the Third Plenum leadership announced that couples with only one spouse that had no siblings were authorized to have a second child by the government (Davis, 2014).

China's leadership environment.

G2*, Leadership Behavior. China's behavior is focused on increasing power, authority, and superiority to influence the present global political equilibrium (also see Delphi R4/Rnd4, Table I72; Mdn = 1 and an IQR = 1).

This study found that 100% agreed China's leadership behavior is focused on increasing power, authority, and superiority to influence the present global political equilibrium (also see Volume II, Appendix I; Table I38, G2-Q21).

This finding infers that China has indeed awakened, although it has not yet shaken the world (Retanan, 2018, pp. 1288). Retanan suggests that as China's leadership continues to successfully navigate and exploit its globalization policies, "it will be able to reestablish itself as a respectable great power" (p. 1289). Additionally, he argues that in China's pursuit for a stronger sense of "ontological security," it raises an apparent "toxic" form of nationalism (p. 1290).

The fact that China is engaged in building a new and technically advanced (world-class) maritime and blue water navy fleet is evidence that partially supports Retanan's argument that China intends to demonstrate its power, authority, and superiority (nationalism) by establishing a uniquely Chinese globalization with secure trade and commerce routes.

G4*, Leadership Decisions. China's present leadership behavior is focused on increasing its future access to resources in order to sustain its present growth (also see Delphi R4/Rnd4, Table I72; Mdn = 1 and an IQR = 1).

This study found that 96.4% agreed China's present leadership behavior is focused on increasing its future access to resources in order to sustain its growth (also see Volume II, Appendix I; Table I40, G4-Q23).

This finding infers that China's leadership will continue to seek additional resources from outside its borders in order to sustain its growth and globalization policies. In short, China's heartland industry and manufacturing has been the driving force (factor) for thirty years of continuous and unprecedented economic growth (Hatidza, 2017). Hatidza, a global strategic analyst, argues that in order for China to sustain its present growth, it will need to increase its importation of oil and other energy producing minerals from the Middle East (Iran, Saudi Arabia, Angola and RF), Africa, and South America (Hatidza, 2017).

This means China will need to increase its maritime and naval assets in order to open and protect its international trade interests, which require opening and/or navigating blue water routes that fall under the control of the United States and/or other foreign sovereigns. This initiative underscores China's commitment to transitioning its focus from mainland forces to becoming a naval power (Hatidza, 2017).

Additionally, President Xi's Chinese Dream and globalization policies include expanding trade and commerce via ground routes by launching his One Belt, One Road initiative.

Collectively, these initiatives will test China's leadership abilities as they attempt to navigate a complex and highly diverse environment of converging and divergent sovereign and regional interests in such a way that it encourages a peaceful path of development, while sustaining China's territorial aspirations and attempting to avoid the disruption of regional (if not) global stability (Hatidza, 2017). See the possible implications of these initiatives and policies as discussed in this chapter's conclusion.

H5, China's legal environment. Legal Policies: China's emerging legal policy changes will improve the freedom (lifestyle) of it "common people (also see Delphi R4/Rnd4, Table I72; Mdn = 3 and an IQR = 1). This study found that 76.9% agreed China's emerging legal policy changes will improve the freedom or (lifestyle) of its common people (also see Volume II, Appendix I; Table I51, H5-Q34). This finding infers that although some scholars would argue that, given the present context where *guanxi* (relationships) and *renqing* (human feelings) are highly valued, public officials in China are found to be preoccupied with building formal and informal power relationships that are often placing personal obligations and duties above public policy or the business of the State.

Given this, emerging legal policy changes are affecting certain underlying socioeconomic policies and freedoms that are directly and indirectly associated with the common people's lifestyle (Ng, 2000).

It is important to stress that the Chinese legal reforms are evolving as the Chinese attitudes towards "the rule of man" are slowly being reformed to reflect "the rule of law" (p. 54).

As Lo (1995) has stated, impressive progress has been made in China's legal reforms under the leadership of Deng Xiaoping, though much needs to be done to educate China's officials, the elite, and the common people on the notions of legitimacy, ethics, and the rule of law before the abuse of power and disrespect for authority can be inhibited.

As supported in this study's literature, President Xi's internal and external legal (reforms) policies include emerging social, economic, political, and legal changes that are focused on reducing legal gaps associated with internal and external trade and commerce, foreign investment, and property.

Specifically, these legal reforms continue to address needed innovations and change in the area of intellectual property, trademark, copywrite, and patent laws, all of which China's outside trade partners argue will ultimately serve to increase China's growth expectations, raise a middle class, and increase the lifestyles or (freedoms) of the common people.

When China's elite and masses alike recognize the possibility of law aspiring to the service of higher ideals, the country will be able to move away from being a country possessed of "...an unwritten law to that of being beyond the written law..." (Tu, 1994, p. 126).

J1, China's social, political, economic, and leadership environments as an emerging phenomenon. Economic, Growth, Social Security & Health Care: China's continued economic growth will allow it to introduce several future public social security and health care programs (also see Delphi R4/Rnd4, Table I72; Mdn = 2.5 and an IQR = 1). This study found that 81.5% agreed China's continued economic growth will allow it to introduce several future public social security and health care programs (also see Volume II, Appendix I; Table I61, J1-Q44).

This finding infers there is a strong consensus that China will introduce several social security and health care reforms in order to address the declining productivity of its aging

workforce, and to reduce the increasing burden on its 4+2+1 families where productivity has decreased due to the need for productive family's members to care for aging parents.

The growing needs of China's aging are taking time away from family members' productivity. Together, these social issues are undermining China's economic growth. Amadeo argues that China has a "mixed economy system" that combines the characteristics of "market, command, and traditional economies" (Amadeo, 2018, p. 3). This type of economy benefits from the advantages of all three, while suffering from the few disadvantages associated with traditional (western) economic theories (Amadeo, 2018).

In the case of China, these influences are driving China's leadership decisions and key state-owned industries to adopt reforms and policies that are necessary to support not only the public's common good, but the country's economic and financial success. In this case, China's leadership will create central plans and policies that will guide its economy and social programs to sustain the growth and national wealth.

Methodology and other factors framing the study.

China's leadership environment.

K2, Leading Factors & Leadership Direction. By applying the appropriate theory, design, approach, and process, to the study of China, significant knowledge can be gained that supports predicting policies, decisions, and the direction its leaders will take (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 0.75).

This study found 100% agreed that by applying appropriate theory, design, approach, and process to the study of China, significant knowledge can be gained that supports predicting policies, decisions, and the direction its leaders will take (also see Volume II, Appendix I; Table I66; K2-Q48).

This finding infers the literature review and Rnd2 Delphi survey subject matter experts understand the value and benefits of applying empirical methods and analytics to the process of policy development.

The significant level of agreement discovered was greater than expected. Considerable discussion among the survey development panel (SDP) members was conducted to better understand this outcome. This SDP decided the homogeneity of both the literature review and the Rnd2 Delphi study sample subjects were to be the source of this finding.

In each sample, subject matter experts were either researchers, scholars, academics, senior level policy advisors, chief executive officers, senior officeholders (policy staffers), researchers, developers, or/and administrators that were sought out for this study. As such, the SDP argues that the subjects selected for this study commonly apply empirical processes in their approach to in the execution of policy.

In addition, the subjects have high-confidence related to the value of applying scientific methodologies in their work practices. This confidence is reflected in their opinions regarding using these methods to gain knowledge and the ability to better predict policies, engage in decisional practices, in seeking to determine prudent directions that senior leaders should when considering decision-making processes, and when selecting and adopting policy.

The SDP members additionally decided it was likely that empirical methods are applied by this group to evaluate and select policy by determining estimates pertaining to predictive outcomes as associated to those policies put in place.

Finally, the SDP concluded that the same or similar empirical processes were used by the sampled group to ultimately monitor, assess, and evaluate the effects of applied policies, and that they had clearly experienced positive results. This is considered evidence of the positive

application of empirical processes in the context of this study's investigation into social and leadership phenomena.

Policy Development Cycles (PDCs) are used by a broad array of private and public organizations to plan, organize, and communicate future policies (Office of the Auditor General, 2003). Most PDCs consist of five stages that consider the entire lifecycle of a given policy or set of policies. The process of developing policy is an activity that generally involves research, analysis, consultation, and synthesis of information to produce recommendations and predictive outcomes. This process should include an evaluation of an array of options against a set of criteria used to assess each option and an assessment-associated risk. This model outlines the five stages as: Stage 1, problem identification and agenda setting; Stage 2, policy development; Stage 3, issue resolution and policy adoption; Stage 4, policy implementation and application; and, Stage 5, policy evaluation.

Scholars and policy analysts argue that the risks associated with not providing leadership direction and policy development support result in untimely responses to public or private policy advocacy, leaders failing to construct staff with sufficient understanding of the dimensions of a set of issues or problems due to lack of contact with external organizations or constituencies, a lack of data, limited or poor communication from leaders or managers regarding a direction or path to resolve issues, etc. The list of responses continues with inaccuracies in the presentation of the facts, lack of clarity and conciseness of documents and analytic assessments, which may lead to compromising policy development, limited creativity and innovation in the policy creation response process, and the loss of good policy analysts due to absence of leadership or poor applications of empirical processes in the course of attempting to develop good policy.

Given this, good leadership employs the application of good policy development practices. These include application of appropriate theory, design, approach, processes, and knowledge in order to construct predictive decisions and policy as a means of providing direction to leadership and the actions they will take.

K3, Methodologies & Predictive Outcomes. By examining China's social, political, economic, legal, intercultural, technology, and infrastructure critical factors a researcher can predict advocacy and policy decisions of its leaders (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 0.75).

This study found that 100% agreed that by examining China's social, political, economic, legal, intercultural, technology, and infrastructure critical factors, a researcher can predict advocacy and policy decisions of its leaders (also see Volume II, Appendix I; Table I68, K3-Q50).

This finding infers that good policy practices and analysis by leaders should include an in-depth examination of critical SPELIT-I factors. This examination and subsequent set of discoveries are commonly the result of a clear identification of issue(s) or problem(s); the application of appropriate empirical analysis methods towards measuring and evaluating factors that appear to be associated influencers or drivers; applying the appropriate analysis to survey and/or subject matter expert information gained to generate predictive solutions; reviewing potential solutions with focus groups or special consultants; and applying appropriate monitoring, measurement, evaluation, and assessment methods and instruments to identify policy performance.

Policy development leaders engaged in development activities and administration are wise to link the process of discovery and prediction of policy decisions with the right set of tools to do the job.

Leadership support is needed to ensure that policy analysts have access to the resources they need such as information technology (including software programs that facilitate analysis, modeling, and forecasting, etc.); access to various databases; the purchase of research consultants and appropriate studies; exposure to structured decision-making methods and processes; and relevant discussions and examinations of proposed policy at senior levels.

Policy developers, leaders, scholars, and academics recognize that there are extreme risks attached to policies developed in the absence of infrastructure and leadership support. Among these risks, they identify the following: decision-making is not evidence-based; a poor understanding of the dimensions of the issue or problem potentially leads to the misdirection of corrective concepts, principles, activities, and desired outcomes; the misuse of resources to support the policy; and policy development staff or professionals having limited means of keeping current on emerging issues and/or trends, which in turn limits their capacity to act as policy advisers to senior leadership. Ultimately, these risks, if not guarded against, lead to increased leadership and organization dysfunctions, instability, reduced unity, authority, power, the reduction of performance or productivity, and the loss of a commonly held sense of the desired goals, objectives, and purpose.

Given this, it will be imperative that China's leadership utilizes prudent empirical methods and tools in their creation, development, and administration of emerging policies in the future in order to successfully navigate challenges to achieve the country's national goals and expectations over the next decade.

K4, Internal & External Leadership. Identify those environmental factors you believe are influencing or driving a global power shift between China and the United States? (also see Delphi R4/Rnd4, Table I72; Mdn = 3 and an IQR = 1). This finding indicates economic, political, and social factors (Grp1) = 47.4%, and where, (Grp2) = 52.6% with (legal = 11.4%, intercultural = 16.1%, technology = 13.7%; and, infrastructural = 11.4%). On review Grp2 was relatively uniform and balanced (also see Volume II, Appendix I; Table I70, K4-Q51).

This finding infers that by applying empirical methods and tools as instruments to examine and identify critical factors, one can discover influencers and/or drivers of leadership, global policy, and supportive measures. This approach offers leaders the ability to analyze and better understand the nature and dynamics of “global power shifts and challenges” that are affecting what some scholars and academics refer to as the “global or world order” (Kappel, 2015, p. 1).

Kappel’s research and supporting study applies an empirical approach and analysis to determine the nature of the present global power shift phenomenon. He has determined that in the last decade, the global balance of power has changed significantly, and that a fundamental shift towards a multipolar world has been taking place (Benassy-Quiere & Pisani-Ferry, 2011; Kappel, 2015). Kappel explains this increase in multilateralism can only be recognized by its parts, as it involves bilateral activities that are taking shape amidst weakly linked states acting in parallel across common social, political, economic, legal, intercultural, technology, and infrastructure goals and desires. What is unique about this phenomenon is that it is occurring in the absence of being linked to Western based institutions, ideologies, and culture.

Kappel argues national protectionism and patriotism are replacing global governance and policy development. Based upon Kappel’s empirical comparisons and regression analysis he has

found the following: Emerging economic powers are developing within specific regions; these powers influence and develop processes that have the capability of shaping and driving independent regional and or global policy and action. These powers have relatively large populations, and they cover relatively large areas. In addition, these emerging powers realize high economic growth when compared to intra-regional averages over a long period of time, and thus provide the basis for growing market economies, trade and commerce, and the sharing of common ideologies within a region.

Collectively, these factors are driving a dominant role in developing industrial and technology innovations and change, increased expenditures for R&D, and expanded opportunities over those presently available in Western controlled trade and commerce, finance, banking, and economic alliances and organizations. Kappel's research indicates this emerging power is increasingly providing commodities, goods, and services that are forming a foundation for a new unity, shared ideologies, a stable currency, and a monetary system and supporting policies that offer different values and goals from those established by the western hegemony (Hou, 2014; Kappel, 2011; Kappel, 2015).

When taken collectively, it is clear this study's literature reviews and R4 Delphi survey findings are consistent in terms of identifying social, political, and economic factors as influencers or drivers of the present global power shift.

In addition, these findings provide added evidence that the historical nature of China reveals its leadership, and the common people have experienced fewer wars and the use of external military force to enforce its boundaries than any other modern empire between 1919 and 2013 known to date (Diamond, 2005). That said, China's leadership has a long-standing tradition that has demonstrated a continuing interest in staying economically competitive. It has

achieved this by reaching out to learn and adapt to those innovative practices that best serve its desires. As such, among the greatest challenges China will face in the near term is to continue to address those that are directly related to its movement away from its traditions while simultaneously adapting certain attributes of Western capitalism in what analysts refer to as a unique form of market capitalism in order to compete with the West and Eastern Europe (Tselichtchev, 2012).

Although the Western form of capitalism has greatly contributed to China's emergence as a new economic superpower, China will need to confront the challenges of accepting these changes without herself experiencing the leadership and economic leadership ills that capitalism has brought to the West, East Europe, and their stakeholders.

Other Literature and Delphi Themes on Which Consensus Was Not Reached

China's social environment.

F2*, Social Security & Health Care. China's social security and health care (social program reforms) are critical to its economic growth (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 1.75). Although this study discovered that 74.0% agreed China's social security and health care (social program reforms) are critical to the country's economic growth, the R4 survey indicated no consensus was achieved when comparing this finding with the R3 survey results (also see Volume II, Appendix I; Table I26, F2-Q9).

That said, the finding infers a relationship between social security, health care, and economic growth, and that social security and health care may be influencers or drivers of economic growth.

F6, Social Growth. China's growth has no association with its aging population (also see Delphi R4/Rnd4, Table I72; Mdn = 4 and an IQR = 2). This study's Rnd2 survey findings

indicates that 74.1% disagreed with the statement that China's growth has no association with its aging population (also see Volume II, Appendix I; Table I24, F6-Q13). This finding did not achieve consensus when compared to the Rnd1 survey results.

The R4 findings infer that China's growth is not associated or connected to its aging population. Given this, it is likely that China is and will continue to face major challenges to its economic growth due to the loss of the present aged workforce.

In addition, it is also likely that China's government will not increase the degree of benefits and coverage of its social security and health care programs to the general population in order to maintain stability. It may be viewed that by increasing these programs, China will add to the economic burdens the government is now dealing with. Many of the experts reviewed in this study argue that the added burden of these social programs will serve to slow China's growth rate over the next decade. That said, this predicted economic slowdown will be exacerbated by the loss of a highly motivated, disciplined, hardworking, and highly productive aged workforce. Simply stated, there are few Chinese available in the rising workforce that can replace the loss of the aged. Those Chinese workers that will serve to replace the present aged workforce do not have the same commitments to work. Instead, the younger workforce is more focus and committed to a concept and lifestyle that represents a work-life balance.

Analysts contributing to this study further argue that the solution to this problem will not come from China increasing the immigration of foreign workers. Therefore, it is highly likely that China's economy will be directly and adversely affected by the dynamic shift in its aged from workforce to full-retirement.

China's leadership environment.

G5, Leadership Decisions. China's leadership will move it to increase the country's food supply to sustain its growth (also see Delphi R/4Rnd4, Table I72; Mdn = 2 and an IQR = 2). This study's R4 survey found that 92.3% agreed China's leadership will move it to increase the country's food supply to sustain its growth (also see Volume II, Appendix I; Table I41, G5-Q24). When this finding was compared with the Rnd1 survey results, consensus was not achieved.

The R4 finding infers China's leadership will follow a course of action (policies) like those predicted to secure the country's needed energy resources from outside sources in order to satisfy the emerging desires to expand the growth of its middle-class consumer appetite for new and exotic international products and services.

Li suggests that analysts studying China's emerging consumerism have shifted the narrative from a framework of traditional conservative alienation of consumption towards one that views consumption as a democratic exercise, in which individuals are now inventing or reinventing themselves to seek new consumer choices (Yu, 2014). These choices include the full range of product opportunities, access, and availability that include food, transportation, entertainment, housing, mobility, and tourism.

Instead of mass conformity, postmodern scholars emphasize the use of and adaptation to commodities that offer the construction of individual, self-realized, resistant, and creative selves. New research indicates this is being expressed by the Chinese people in ways that involve gender, ethnicity, subordinate identities, and the emergence of behaviors that challenge or undermine China's traditional culture of social domination.

These scholars emphasize that consumption is no longer positioned as something negative in Chinese society as dictated by submission to the will of state-owned corporations.

Today, China's consumers have been provided the opportunity to seek pleasure, escape, and pursue a new liberty in the form of mobility and tourism.

As such, these analysts depict a new consumerism in terms of resistance, liberalism, and creative tendencies (Schor & Holt, 2000). Today consumerism in China, individual identities, and lifestyles are seen by analysts through the lens of consumption as a continuing dynamic that is in constant change (Arnould & Thompson, 2004). These changes are reflected by significant growth in demand for highly-diverse products that include goods and services of high quality and quantity, which is raising a cultivated taste for international foods and beverages. President Xi's policies encourage this new behavior as a means of increasing China's middle-class, imported food supply, and consumerism as a means of sustaining the country's growth.

G7*, Leadership Ideologies. The unity of China's people is linked to its government's equilibrium (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 1.75). This study's Rnd4 survey indicated 80.8% agreed that the unity of China's people is linked to its government's equilibrium (also see Volume II, Appendix I; Table I43, G7-26). This finding failed to achieve consensus when compared to the Rnd1 survey results.

That said, the finding infers the core values of Chinese traditional culture still apply the concept of harmony or (和谐 Hexie). In fact, harmony is a complete ideological system consisting of not only values but a philosophy with a unique world outlook. China's idea of harmony includes principles such as the Tai Chi and Yin-Yang philosophies.

Based on these ideals, ancient Chinese philosophers have sustained ideological systems that seek to obtain harmony and equilibrium (unity) in not only China and its leadership, but the world. Hexie is about maintaining harmony between man, nature, human beings, society, people, the mind, and soul.

Traditional Chinese values posit there is “a dynamic inherent in the universe that converts imbalance into balance, incoordination into coordination, and disequilibrium into equilibrium” (Lihua, 2013, p. 3). This dynamic manifests through the interaction of opposites as they cooperate and yet struggle against one another. Conflict resolution is therefore achieved by abiding by Tian Dao (cosmic laws), Di Da (telluric laws), Ren Dao (social laws) and, rational behavior.

Chinese culture emphasizes harmony (unity) but not uniformity, promotes coexistence while respecting diversity and mutually beneficial cooperation. Ultimately, harmony (unity) influences or shapes China's internal policies and external interests. Lao Tse argues Tao Te Ching (Dao De Jing), or “what makes a great state is how it is like a low-lying, down-flowing stream; the bigger state becomes the center that tends to all the small states like the smaller streams flowing to lower and lower streams. The larger rivers and seas are respected by all...thus, they are the king. Since the larger stream does not strive to be dominant, the smaller streams and larger rivers and seas work together” (Lihua, 2013). This idea is exemplified in China’s government policy by fostering amicable, secure, and prosperous neighborhoods (mu lin, fu lin, shan lin, 睦邻, 福临, 山林), emphasizing sovereignty and non-interference in other country’s internal affairs, and by applying concepts that include equality, mutual benefit, aid, and cooperation in a “win-win” diplomacy (Lihua, 2013).

Many scholars note that Chinese diplomatic policies embrace these principles through its anti-hegemonic stance. This Chinese value system then advocates “mutual respect among citizens and encourages individual benevolence, righteousness, courtesy, wisdom, and honesty” which are the same values that contribute to China’s governmental unity and equilibrium. (Lihua, 2013, p. 4).

G8, Leadership Ideologies. The unity of China's people is linked to its government's ability to achieve global power, authority, and superiority (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 2).

This study's R4 survey found that 77.8% agreed the unity of China's people is linked to its government's ability to achieve power, authority, and superiority (also see Volume II, Appendix I; Table I44, G8-Q27). This R4 finding when compared with the R3 survey results failed to achieve consensus.

This finding infers that Confucianism is still an influence in China that binds the ideology of harmony (unity) with power, authority, and superiority (Ng, 2000). Confucians have a vision of man living in a stable and harmonious society (Wright & Twitchett, 1962) that includes the concept of order and a hierarchy in nature and society (Pye, 1996; Ng, 2000).

Confucians view fathers as being omnipotent. The father of a family is to be stern, frightening, and relatively uncompromising. In return, the father strives for the well-being and the unity of the family, he can demand obedience and total deference without explicit criticism from his children.

As for a good government, Confucians argue a wise father is a model for the benevolent ruler and dutiful children are the models for submissive subjects. Being concerned with maintaining unity, order, power, authority, and superiority represents the difference between ruler and the common people. The task of the former is to reign over the latter, whereas the task of the latter is to support the ruler (Ng, 2000).

Confucians view society as having one major center where all initiatives and decisions are centralized. Given this, the common people are not altogether outside of society; they are at the passive periphery. Under this ideology, common people are believed to have no initiative and

no voice in any discussion about the society in which they live. They are expected to work hard, be obedient to the ruler, and show deference to parents and ancestors.

The essence of a Confucian ruled government means it is to make things right. That said, the grass must bend when the wind blows over it (Ng, 2000). Power and authority therefore possess the right to command over others. As Chinese society is influenced by Confucian tradition, public authority in China is modeled on the concept of an ideal family that embraces the preservation of stability through unity, power, authority, and superiority.

Power and unity are considered a means to prevent the breakdown of the established authority, which is not expected to be challenged (Pye, 1996). Leaders in China still believe today that a strong executive can demand absolute obedience and unquestioning loyalty to ensure national stability and the essential condition for modernization. For the Chinese, autonomy and individual identity mean finding a group to belong to or connecting with the appropriate paternalistic form of authority. In fact, dependence on authority is viewed as a positive force for development, as it allows leaders to implement reforms without the fear of losing the support of their constituents.

China's legal environment.

H1, Freedom, Equilibrium, Legitimacy. China will redefine its people's freedoms and social equilibrium to sustain its government's legitimacy (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 2).

This study's R4 survey found 85.2% agreed that China will redefine its people's freedoms and social equilibrium to sustain its government's legitimacy (also see, Volume II, Appendix I; Table I47, H1-Q30). When the R4 findings were compared with those of the R3 survey, no consensus was achieved.

This finding infers the distinctive cognitive model representing the foundation of China's political legitimacy has been continuously cultivated by manipulating the country's traditions, culture, values, leadership characteristics, belief systems, and ideologies.

Guo suggests the existing legitimacy is continually being challenged (Guo, 2003). Surprisingly, Gou argues the fundamentals of China's political system have remained largely intact. Although a framework for a market economy has been put into place, China is still an authoritarian party-state.

While economic and social freedoms have become engines for growth, the government retains tight control over the media and political organizations. Gou states that even though China has created a miracle economy, it is still overwhelmed with all types of governing crises. Internal and external pressures for more political reforms have intensified recently due to many factors.

The diversification of the economy, for instance, has created favorable conditions for a pluralistic society. Different voices representative of the emerging social classes, as well as the old ones, are now heard openly. The emergence of a new middle class is not only turning China into one of the world's largest consumer markets, but it is also creating stronger social support for political liberalism. Many scholars believe that, once this class grows stronger and more sophisticated, it will become more democratized.

Guo argues that cracks in the current political system can be seen in many areas. The once all-powerful Leninist and Maoist ideologies have been marginalized and weakened. Western ideas, such as human rights, individualism, political accountability, and transparency, are gradually taking roots in China's political life.

Moreover, the ongoing telecommunication revolution has reduced the people's reliance on government-run media. The Internet has made control over the flow of information by the government increasingly difficult. All these factors have led to the erosion of the party-state legitimacy. The potential crisis of legitimacy is one of the government's top concerns among political leaders.

Many scholars that have predicted this legitimacy crisis will ultimately topple the government have been wrong. In Guo's view, these predictions by scholars have continually underestimated the ability of the regime to stay in power and the CCPs ability to adapt to ever-changing political, economic, and social environments. In effect, Gou's observations are consistent with this study's findings that infer China can redefine its people's freedoms and social equilibrium to sustain its legitimacy.

China's economic, technology and infrastructure environment

II, Economic Growth. China will be confronted by a downturn in its economic growth (also see Delphi R4/Rnd4, Table I72; Mdn = 3 and an IQR = 2.75). This study's R4 survey indicates 76.9% agreed that China will be confronted by a downturn in its economic growth (also see Volume II, Appendix I, Table I55, I4-Q35). This Rnd2 finding failed to reach consensus when compared with the Rnd1 survey results.

However, this finding infers that China will be confronted with an economic downturn due to several factors the country is being confronted with. Many of these factors have origins in concepts, ideologies and policies that represent China's recent history. As such, they became the seeds for China's recent extraordinary growth, and are now the same seeds of what may very well be the reasons for its upcoming challenges to sustained growth, if not potential downturn.

As many scholars have represented, one of the significant socio-economic factors that represents this phenomenon is the single-child policy. This policy can be directly associated with influencing and or driving a cultural or demographic divide between its rural and urban aging population, and between those belonging to the single-child population and those elite that do not.

Many of the analysts and 2R Delphi respondents are convinced the continuing effects of the single-child policy (alone) will ultimately force a decline or downturn in China's rapid economic growth due to an aging and retiring workforce with decreased productivity.

Given this, as Bloom and Canning's study indicates, China's aging population need not halt China's continuing growth if the country's leadership reforms its socio-economic, immigration, property ownership rights, trade and commerce laws, increase emphasis placed on freedom of expression, and allow access to a higher and more advanced educational system.

In addition, these scholars argue that China should increase its social security and health care programs and policies to allow those over 60 to remain economically active and productive (Bloom & Canning, 2011). They add that by extending the productive life of its aging workforce, the country's leadership needs to also act on policy reforms that encourage transnational migration of working-age adults, improve medical safety nets, and devise economic reforms so as to mandate personal and family savings or wealth reserves (Davis, 2014).

Other analysts included in this study argue the most destabilizing impact of China's aging population is distorted sex ratios (another outcome of the single-child and supporting policies). Both issues will rise to an ever-increasing extent after the current period of economic growth abates (Eggleston et al., 2013).

I2, Economic Growth. China's economic growth is beneficial to the global community (also see Delphi R4/Rnd4, Table I72; Mdn = 2 and an IQR = 2). This study's R4 survey found 76.9% agreed China's economic growth is beneficial to the global community (also see Volume II, Appendix I; Table I53, I2-Q36). When the Rnd2 results were compared with the R3 survey, no consensus was achieved.

This study's R4 survey findings infer that little doubt exists that China's economic growth has been and continues to be a positive influence and driving contributor to the economic (financial) health and stability of the global community.

Many of the scholars researched in this study argue the strength of China's economy has contributed in significant ways to lessening the depth of the present global economic crisis many counties are presently confronting.

According to Kimberly Amadeo, China's growth rate has slowed since the double-digit rates before 2013. She points out that China's economy "grew 7.7% in 2013, 7.3% in 2014, 6.9% in 2015, and 6.7% in 2016" (Amadeo, 2018, p. 1). She also states that this comes after 30 years of explosive growth, making China the world's largest economy that has successfully incorporated limited capitalism within a market driven socialistic system.

China's government spending has been a significant driver of its growth and that of numerous other countries. This growth has reduced poverty inside and outside of China. As for China, only 3.3% of the population lives below the poverty line which was set at 2,300 yuan in 2016. China has 20% of the world's population. As its people get richer, they are spending and consuming more. International companies are entering China's market to address this new wealth, which in some ways makes it the largest commercial market in the world.

As a result, international interests are producing products that are tailor-made to Chinese tastes. This is causing phenomenal growth in many countries that are attempting to enter China's market to benefit from its rapidly expanding economy.

China's spending has created a total debt-to-GDP ratio of 260 percent. This includes debt held by the government, corporations, and consumers. Since the state owns many corporations, these debts must be included in this calculation. Amadeo asserts that China's consumer debt may have also created an asset bubble.

Urban housing prices have skyrocketed as low-interest rates have fueled speculation. The public has protested pollution, food safety, and inflation. China's boom has also created a class of ultrarich professionals who want more individual liberties. This new social class lives in urban areas since this is where most of the jobs are.

In 2017, almost 60% of the population lived in urban areas. In the 1980s, it was just 20%. China's local governments are charged with providing social services (social security and health care), but are not allowed to use taxes to fund them. As a result, families are forced to save. China's interest rates have been low, so families don't receive much return on their savings. As a result, they don't spend much. This keeps the domestic demand low and slows the country's growth.

So, what does all this mean? China's leaders must take steps to boost domestic demand from its 1.37 billion people. Amadeo claims a strong consumer market would allow China to rely less on exports. She argues, China must continue reforms in order to build a more market-based economy. This means relying less on state-owned and more on privately-owned companies that reap the rewards of a competitive environment.

To boost growth, China needs more innovative companies. China's leaders must continue to reform the economy by following President Xi Jinping's Made in China 2025 Plan, while at the same time, achieve significant advances in technologies and advanced education and improve its environmental record.

Chinese leaders walk a fine line. They must reform to remove or reduce the present asset bubbles. Amadeo states that as China's growth slows, the standard of living may fall. This could cause another revolution. Over the course of China's history, the people have only been willing to turn over personal power to the state in return for rapid increases in personal wealth.

One way to boost wealth in China is by encouraging investment in China's stock market. This would allow companies to rely less on debt and more on selling stocks to fund growth.

So, what's the bottom line? The strength of China's economy and national wealth is presenting the opportunity for China to invest both in China, and in turn, presenting an opportunity for the Chinese to invest in the global community. While serving the needs of China's national goals and objectives, these investments are improving the economies of many of its trade partners at the same time. Given this, it is in the best interests of the global community that China makes the necessary course corrections needed to sustain and grow this wealth. China must resolve the internal socioeconomic crises that is developing, which is undermining the country's productivity. These include reforms in the areas of social security, healthcare, and the ideologies that are driving the country's leadership.

14, Environmental Waste and Protection. China will reduce its environmental waste and emissions, even if it means slowing its economic growth (also see Delphi R4/Rnd4, Table I72; Mdn = 4 and an IQR = 2). This study's R4 survey found 66.7% disagreed that China will reduce its environmental waste and emissions even if it means slowing its economic growth (also

see Volume II, Appendix I; Table I55, I4-Q38). When the R4 survey was compared with the Rnd1 survey, no consensus was achieved.

Given this, the R4 finding infers that after three decades of economic growth and mounting ecological problems, China and its leadership face a wide array of significant environmental challenges that will force the government to address this emerging crisis. Many of the subject matter experts on China's environment and its economy reviewed in this study argue that addressing the various components of this crisis will pose an additional slowing effect to China's growth-economy.

In 2013, President Xi Jinping expressed that China was at a critical crossroads. Xi indicated that China's economy had slowed, and that the country was confronting the cumulative consequences of three decades of economic expansion with little attention paid to mounting ecological and social costs (Yale, 2013). Among these challenges, Xi listed the following: cleaning-up the air quality; reducing and environmentally treating polluted water and land resources; and dealing with tainted food supplies that are fueling widespread discontent among the country's common and a rapidly expanding middle classes.

Many of the experts reviewed in this study argue that the present environmental crisis confronting China will impact its social, political, economic, legal, technology, and infrastructure environments. In fact, President Xi's comments may be viewed as a turning point that marks China's shift away from its total focus on economic growth towards a more balanced and sustainable form of development. If so, China's environmental crisis comes on the heels of landmark reforms that boosted the country's economy into an export-led overdrive that has transformed China into a world power and spawned a daunting array of environmental challenges.

China's leadership is feeling intensified pressure to do something about the environment. In January 2013, outrage over Beijing's air quality forced the central government to act. Since then, it has taken further steps to shutter coal plants in major cities and reduce the number of new cars allowed to be registered in Beijing and other metropolitan areas. Pollution became so bad in the city of Harbin, it was literally shut down as dense pollution reduced visibility to a few meters. Transportation and schools temporarily closed down and residents of China's mega-cities were left to wonder whether more of these air-apocalypses would become the new normal for China in the 21st century.

Since then, party leaders have made it clear that they intend to rein in heavily polluting industries and coal-fired power plants. In addition, the party vowed to take strong steps to halt the rapid loss of arable land to urbanization, promising enhanced legal protection for farmers.

Placing this in perspective, similar reforms have been announced before by the party. Analysts reviewed in this study argue it will remain to be seen if these increased environmental policies will be enforced. On this point, President Xi has made it clear that he expects major environmental cleanup and sustainable measures in place no later than 2020. Given this, China experts argue President Xi's leadership has set in place a multifaceted agenda that outlines balancing economic growth with a need to heal the country's battered environment.

Given this agenda, there is often a gap between what China's elite, its central leaders, and the citizens want, and what local governments in China deliver. It is clear the Chinese party is not going to suddenly ditch decades of GDP growth and economic reforms and policies as these remain priority one.

Analysts in this study's literature reviews argue it will be important to observe how future economic policies are aligned with social and environmental reforms. That said, Xi has increased

funding to fight eco-system degradation and implemented environmental protection statutes due to rising public interest in pollution controls and protective litigation.

Overall, few analysts deny China has made strides over the last decade to address its environmental and social problems. As Xu Jianchu, director of the East Asia office of the World Agroforestry Center, states, solving China's 21st-century problems requires an approach that integrates ecological and social planning.

To conclude the assessment of this issue, it appears China is attempting to tackle its environmental or [ecological footprint] challenges amidst facing huge challenges that include dwindling resources, growing social inequality, and climate uncertainty (Hubacek et al., 2018). Given this, China will likely balance social and political unrest to reboot its economy, revamp its environmental policies to reverse decades of decline, and rekindle its social contract with its citizens in the face of unprecedented urbanization.

With President Xi's Chinese dream having created expectations, the party will finally solve pollution problems, control corruption, and inject more equality into society. Perhaps China will legitimately make strides in accomplishing these tasks.

This study's literature reviews and its R4 Delphi survey findings indicate agreement that China's top priority will remain economic growth, with extra attention given to reducing the country's environmental waste and emissions as a second or third national priority. As such, the amount of progress made towards China's present environmental initiatives and supporting policies will likely be a product of how much its citizens are willing to sacrifice the benefits of the country's national growth and increasing individual wealth, power, and authority, and emerging consumerism against the cost of its desired ecological improvements.

Given China's recent economic priorities, this study's findings indicate those sampled are doubtful that significant progress along the lines of ecological reforms will occur if it comes at the cost of additional declines in the country's economy, which has already moved from approximately 09.6 percent GDP growth to less than 7.0 percent (Hubacek et al., 2018).

I6, Economic, Infrastructure and Freedom. China's emerging economic policy changes will improve the lifestyle of its common people (also see Delphi R/4Rnd4, Table I72; Mdn = 3 and an IQR = 1.75). This study's R4 survey found 65.4% agreed that China's emerging economic policy changes will improve lifestyle of its common people (also see Volume II, Appendix I; Table I57, I6-Q40). When the R4 results were compared to the R3 survey, no consensus was achieved.

This study's R4 survey finding infers experts are unsure as to the benefits of China's economic policy changes, as they are linked to its citizens' lifestyle improvements. Given this, few of this study's experts argue against China's economic growth as anything less than an amazing improvement in the quality of life (at least spending power) of large segments of China's people. (Hubacek, Guan & Barua, 2018).

These experts are unsure about the effects of China's emerging economic policies and its citizens' improving lifestyle. Hubacek's research indicates changing lifestyles and consumption patterns are a common feature of most developing nations in recent decades.

Increasing income provides citizens with more options and choices, which determine what impact economic growth has on their environment and overall lifestyle. As nations develop, economies grow, so to when the consumption of economic and natural resources continue to increase. In addition, these spawn steady growth in population and economic activity.

A common outcome is over consumption, which historically results in humans competing over limited resources, excessive and abusive consumption by the elites at the detriment of major segments of society, the creation of disenfranchised and impoverished nations and future generations, including the depletion of other species. Hubacek argues that, history provides ample evidence warning societies to be unsure of the true benefits and changing lifestyles that are imposed by explosive consumption related to the economic growth. As such, Hubacek's research findings are consistent with the opinions of this study's subject matter experts.

18, Infrastructure and Freedom. China's emerging infrastructural policy changes will improve the lifestyle of its common people (also see Delphi R4/Rnd4, Table I72; Mdn = 3 and an IQR = 1.75). This study's R4 survey found that 80.8% agreed that China's emerging infrastructural policy changes will improve the lifestyle of its people (also see Volume II, Appendix I; Table I59, I8-Q42). When the R4 survey was compared to the R3, results no consensus was achieved.

This study's R4 findings infer that although this study's subject matter experts substantially agreed China's infrastructure policies are improving the lifestyle of its people, several questions remain (a lack of certainty) regarding the ultimate positive effects China's policies will have on the lifestyle of its people in the long term (Bachmann and Burnett, 2012).

Given this, policies that include the One Belt One Road Initiative (BRI) improvements are opening the door to a wide array of positive socio-economic changes in China and the region. China's economic growth has facilitated substantial improvements in roads, water, power, and social services, and has raised over 700 million people out of poverty in the last 20 years. These infrastructure achievements have been driven by a range of social, economic, political, legal, and

technology factors that include export-friendly trade, foreign investment, macro-economic ideologies, and political stability.

In addition, the timely delivery of urban infrastructure has also been an essential driver of economic growth. Underpinning this has been the rapid development of industry and urbanism along China's Eastern coast.

Experts are not in total agreement that China's infrastructure policy changes will fail to ultimately lead to an improved lifestyle. This study's research indicates the projected improvements may come at such a rapid pace that they will ultimately be disruptive, if not serve to undermine the lifestyle most Chinese seek to enjoy or envision in their future due to the negative social, environmental, and ecological aspects similar infrastructural improvements have demonstrated in the past as associated with many developing countries (Bachmann and Burnett, 2012).

Other Observations Pertaining to China's Leadership

A Delphi interview experience. This investigator attended an international arbitration conference hosted at a major university's law school 30 June 2018. The conference focused on opening a dialogue regarding China's recent global trade and commerce initiatives. Of the topics covered, the narrative mostly involved an exploration into a Chinese international economic and trade commission's (CIET) role and association with China's BRI as one of the country's most important and complex global initiatives. During this conference, this investigator arranged the opportunity to meet directly with the CIET Secretary General.

Another focus of the conference pertained to the emerging initiatives and reforms China's government is promoting as a part of President Xi's Chinese Dream, which included an exploration of the myriad of challenges China's leaders are facing in the near and long term.

The conference was filled with policy strategists, lawyers, statesmen and women, to include academics and senior level business, trade, commerce professionals, and students like myself. The Chinese CIET delegation included several of China's top-level advisors, international trade and commerce lawyers, strategists, activists, negotiators, mitigators, and support representatives. All were found to be highly knowledgeable of the issues and leadership challenges including being extremely open, approachable, and willing to engage in a meaningful exploration into the topics presented, as well as other relevant issues that were necessary for China to achieve success with the initiatives discussed.

What distinguished this conference from all the others this investigator has attended on these topics was the impressiveness of the delegation's professional dress, crisp appearance, high-degree of self-assuredness, timeliness, unity, attention to the questions ask, and the level of engagement, openness, and transparency of their responses.

Moreover, in one-on-one discussions with the Secretary General, I found he was uncommonly open and willingly to engage me in a wide range of probing questions associated with this study and associated inquiries. As such, he was willing and open to assist me in this research and agreed to allow me to reference his comments should they be needed. That said, his identity will not be disclosed in this study.

During my interview with the Secretary, I limited the number of questions I asked and maintained a keen focus on only discussing the five or six issues that were important in relation to this investigation. During our discussion, I made a point of requesting his assistance in moving this study forward, specifically as associated with its survey phase.

Central to this interview was my desire to recruit the Secretary's help and voluntary cooperation in providing additional survey candidates that he believed would add significant

insight, validity, and relevance to this study's surveys. He clearly understood the empirical nature of this investigation and its utilization of the survey process.

First-hand Exploration and Insight into China's Leadership

Although the Secretary General's immediate focus was on the country's One Belt One Road (BRI), and banking and finance Asian Infrastructure Investment Bank (AIIB) initiatives, he was keen to recognize his country was facing numerous internal and external leadership challenges as it progresses to achieve these programs.

In fact, the Secretary was willing to openly explore the emerging narrative specific to China's social security and health care reforms. They are areas his country will need to address in the near term in order for the country to continue to grow economically, expand its productivity, and accommodate what he described as the extreme opportunities the global community could share and enjoy from the successful achievements associated with China's initiatives. It was apparent from our discussion that these initiatives spearheaded by China would rely on his country's ability to sustain a high level of economic growth, as China would require this strength to ensure its stability and ability to support the initiatives over the long term. In short, the stability and retention of China's highly-productive workforce is key to the achievement of China's future goals and objectives.

During this meeting, the Secretary volunteered to support my request for his assistance in completing this investigation's survey. Within just a few days, evidence of his transparency, openness, activism, honesty, and commitment followed as our dialogue led to his office providing extremely helpful and top level international subject matter expert connections. Many of these experts subsequently volunteered to complete the survey phase of the research.

Overall, the Secretary's behavior, subsequent actions, and cooperation provided evidence that indicates the highest levels of China's leadership are open to accepting challenging assignments, possesses the willingness to develop new and diverse international relationships, is open and are transparent in exploring adverse or opposing negotiations, including being interested in actively participating in sociological, political, economic, legal, technical, and infrastructural narratives, creative ideals, and conditions that others would consider barriers to progress.

Further, these actions indicated that China's leadership characteristics and development training programs are supported by the country's senior leadership.

In this case, the Secretary's leadership qualities were assessed not only from his words, but on his level of engagement and actions.

It should be noted that the participants referred by the Secretary's office that ultimately volunteered in this study's survey were subject to this study's IRB provisions for subject-participant protection, stipulations pertaining to ensuring unidentifiable information is properly conducted, and the application of response protection protocols.

Recommendations for Utilization of Findings: Planning & Reforms

As we advance into the terra incognita of tomorrow, it is better to have a general and incomplete map, subject to revision and correction, than to have no map at all.

Alvin Toffler, (2006)

Social security and health care. Since China's social security and health care reform plans were launched in 2009, there have been significant achievements or improvements associated with both systems in their attempts to cover 100% of its citizens by 2020. China has accomplished this by focusing on eight key reform priorities:

- Increasing the level of education and technical skills of the people
- Increasing the paid benefits proportional to the country's economic progress towards increasing wealth
- Embracing innovation and change in the areas of internal and external trade and commerce, science, and emerging technologies that will encourage mobility and a continuation in the growth of China's GDP
- Accelerating the expansion and coverage limits of medical insurance
- Establishing a national drug availability program
- Improving primary health care
- Acting to establish equalization and fairness of access, treatment, and shared costs associated with health services
- Facilitating rural and urban public hospital collaboration and administration
- In review of this study's expert literature and Delphi survey findings, there appears to be a general agreement that recent reforms have been successful as the Chinese government continues to address significant social security (2,3S9) and health care (2,3S10) challenges. These opinions are based on the projected increases in demand on the system over the next ten years.

Additionally, there appears to be general agreement between this study's expert literature and Delphi survey results (where consensus was reached) that a major contributor to China's social security and health care crisis is linked to the country's one child policy (also see, Tables I71-72 regarding Questionnaire Rnd3/4 [R3/4 Delphi Survey] where consensus was achieved, Sections F-J, China's Social and Leadership Environments, item coded F3*, F7*, F11*, and J2*).

It is argued the single-child policy was causational to a rapid increase in China's aging population segment. In turn, it is argued that the effects of this policy will continue to drive significant increases in the level of demand on the common class wealth, capital reserves, and the available social security and health care resources as well. This coupled with: (a) a rapidly growing middle class; (b) demands for an increased quality of life; (c) demands for financial security; and, (d) demands for a higher quality of health care, suggests these unrelenting demands will continue to increase.

In conclusion, this study's literature reviews and accompanying Delphi results infer China is still in need of immediate advancement and implementation in social security and health care reforms.

Leadership. Taken collectively, the results of the expert literature and Delphi are inferential of a series of relationships between China's leadership behavior (2,3P8), characteristics and styles as strengths, the country's cultural values, and ethics as influencers or drivers of its internal and external ideologies (2,3P5, and 2,3P7) specific to advocacy, policy development, and decisional outcomes.

Despite outside influences, China's internal social, political, economic and leadership environments continue to reinforce a deep sense of commitment to its traditional values and cultural ideologies (2,3P19). This holds true as it participates in its contemplative shift towards the integration of its modernist movement and acceptance of foreign influences and values (2,3P18).

Given this, China's transformation will be undertaken at a slow pace as its traditions represent countless generations of experiential learning. As in the past and as viewed in the

future, cultural transitions that involve acceptance of foreign influences can and often do lead to extreme circumstances, or as Chalmers Johnson posits, a strong potential for blow-back.

As such, China has confronted numerous transitional challenges that have resulted in significant successes and failures over a great variety of environmental and human exposures to outside influences.

As China's leadership seeks, gains an understanding, and gains an appreciation of tried and proven philosophies and practical approaches to solving its' problems, and in achieving its' desired goals and objectives, it will gradually adapt to reforms and policies that have endured despite contemporary outside influencers or drivers of change.

This study's expert literature and Delphi survey results infer the Chinese culture supports social ideologies that directly impact not only the common people, but those leadership qualities and characteristics that lend towards appreciating and accepting practices that have successfully served its leadership over time.

As a result, the behaviors and ideologies of China's senior leaders will always attempt to find unity, equilibrium, and fairness while attempting to create national wealth, authority, and superiority when dealing with outside interests, as long as such dealings are consistent with sustaining governmental (party) power, authority, superiority, and legitimacy (2,3P13, 2,3P14, and 2,3P4).

These ideals are consistent and highly associated with China's leadership behavior (2,3P8), and both, internal and external ideologies (2,3P5, and 2,3P7) as they serve to shape reforms and supporting policies.

In addition, it could be argued from this study's findings that China's internal leadership ideologies (2,3P5) and cultural ideologies (2,3P19) are also expressed as values, truth, integrity,

ethics, and openness in the context of the digital and oral communications expressed by its leadership to internal and external interests or outsiders. This is especially true when these expressions are perhaps in conflict with those ideologies held internal to the country, and as they may appear to be challenged by outsiders. This considered, such exchanges will be viewed as challenges to the stability and legitimacy of China's government (2,3S4, and 2,3P4).

As Tiezzi observes, President Xi's reforms only seek to embrace those external ideologies that are observed to be sound and strong, and to reject those that have been proven to be weak and unsound foreign theories and practices. So, President Xi seeks to learn, adapt, and integrate only good experiences gathered from foreign countries (Xi, 2013). This external ideology or philosophy stems from Deng's original experiential learning missions.

This information was presented to this study's SDP for review and consideration as it draws from its own collective expertise and knowledge in offering an evaluation and opinion as to whether the topics of experiential learning, adaptation, transformation, and transitional change are among those leadership challenges China will face in the next ten years. After considerable reflection, the SDP decided these represented areas that required an arduous investigation as highly likely to be associated with leadership and decisional outcomes that will influence and or drive China's future direction.

As such, in his research on the future challenges China's CCP leadership will face, Rod Wye (2011) presents evidence that internal social pressures from the common people may impose a greater influence on China's external leadership ideologies and political equilibrium, which will potentially affect the party's sense of power, authority, and superiority.

Wye argues China's current leadership is under some pressure to move the country towards a planned yet uncertain and uncharted future. He continues, saying that the main

responsibility of China's leadership has changed from establishing and preserving the political system (which had been the role of the founding fathers up to and including Deng Xiaoping) to developing and managing an increasingly successful, complex society, and economy.

Wye suggests that this calls for new and different leadership skill sets, which include an array of new characteristics with different visions. This transition represents as great a fundamental challenge to China's leadership as any systemic challenge it has ever faced in its history (Wye, 2011).

Wye's research suggests this challenge will come as a test of convergence between China's established elite leadership and party ideologues that are supported internally, and China's emerging modernists that embrace external leadership strategies. As China grows its international partnerships with outsiders, Wye argues that in time, the differences between the old-line leaders, and those emerging will require reconciliation to achieve internal and external points of socioeconomic and political equilibrium.

Wye claims this will be a difficult journey for Chinese leaders, but extremely necessary if the country is to successfully achieve its future goals and objectives. In the absence of a clearly defined roadmap that sets certain specific near-term objectives that support both the people's needs and desires and those viewed to be critical in the party's leadership, defining components of China's unique goals and objectives will ultimately fail to satisfy the interests on both sides in the long-term.

Applying the findings and implementing reforms and addressing leadership challenges

As of this study's literature and Delphi survey, experts have inferred that, the best way for China to resolve its emerging social security and health care programs crisis is by acting on them now. Adding to these findings, the following subject matter experts are cited.

Weigang (2013) indicated that the Chinese government is making a serious effort to reform the current two-track (class) system of social security and health care.

In recent years, China's GDP growth and national wealth have raised a standard of living that is fueling residents' demands for improved health care. Weigang cites Ljungwall and Wikstrom, arguing these needs include demands that health care be more inclusive across classes, and both available and accessible as China embarks on a major health care reform (Hu et al., 2013).

Henderson and Cohen (1984) argue that these health care demands include the government addressing needs that extend to improving the environment, lifestyle, and socio-economic conditions associated with health and its infrastructure that are subject to increasing public pressures since these reforms began under Deng as early as 1978.

Henderson and Cohen (1984) argue that public pressure applied since 2009 has led the government to plan for the provision of improved health care for all its citizens by 2020.

Hu et al. (2013) examined a range of topics including government insurance, hospital, finance, and quality of care reforms, as well as methods of measuring improvements. Components of the reform include: (a) the expansion of insurance coverage and benefits for rural co-operatives, residents, and urban centers; (b) establishing a national drug prescription and supply system and medical reimbursement; (c) establishing a primary medical care infrastructure supportive of rural centers, villages, and urban communities, to include a referral system between community health institutions and hospitals, and (d) providing equal resident access to public health care in underserved urban and rural areas (Hu et al., 2013). In short, a key objective of the reform is to create equilibrium between those services currently available in the coastal regions to those in the rural Eastern regions of China. To accomplish this, Hu and his group argue the

government is encouraging private capital to invest in construction of new hospitals and other care facilities.

Ljungwall and Wikstrom (2013) suggest the government is placing increased emphasis on registration and the means of governing the quality, efficiency and performance of health care professionals. This reform includes the realignment of the current fragmented system of rural and urban health facilities to improve the level of care and efficiencies across the system.

Returning to Hu et al., they cite that in April 2009, the Central Committee of Chinese Communist Party and the State Council issued a set of guidelines that serve to reform the country's medical and pharmaceutical systems together with a notice by the State Council regarding a new implementation plan to push reforms forward in the near term. These reforms and the implementation plan focus on achieving the following five key proposed actions: (a) acceleration in the establishment of a basic health insurance system; (b) preliminarily establishment of a national essential medicines system; (c) improvement of primary health care services, and (d) a steady improvement of access to fundamental public health services; and, (e) further expansion of the country's public hospital services (Hu et al., 2013).

Early in 2002, the CCCP further strengthened rural health care administration by establishing a rural cooperative medical system (RCMS) under the Ministry of Health, and by 2009, a number of the reforms had been implemented. For example, personal medical insurance coverage limits were raised to six times an individual's disposable income in 2011. Hu reports that as of the end of 2011, there were 832 million that benefitted from the reform and that the rural coverage exceeded 95% of the population.

As of 2013, 95% of rural China was covered by the health care system reforms and implementation plan. Additionally, financial subsidies have significantly increased. As a result,

medical reimbursement levels are likely to reach 75% representing, a 5% increase over previous years (Hu et al., 2013).

Given Hu and his group's examination of the current health care reforms and implementation plans, he posits, why would health care be likely to emerge as a future challenge confronting China?

According to Wikstrom, there are still major administrative issues with China's medical insurance programs (Hu et al., 2013). Wikstrom indicates he has discovered there is a significant fragmentation in the administration of medical insurance in urban and rural areas. This fragmentation is creating issues that need to be solved. Wikstrom lists them as follows: (a) waste of resources and redundancy of medical documentation and reports; (b) inability to integrate medical reform and provide access in urban and rural regions; and (c) inability to resolve difficulties in supervision and monitoring.

Early in 2009, China's health care policy developers advocated effectively integrating medical insurance resources to unify the administration of urban and rural area care systems.

In 2012, the 12th Five-Year Plan also refocused efforts on merging the administration of these systems to include reorganizing functions, resources, access, and availability to health care. Wikstrom reported, "the 18th CPCC Conference insisted social security systems in urban and rural China are to be based on a principle of universal coverage, and equity in providing health services [to include] providing transferability and sustainability" (Hu et al., 2013, p. 23).

Overall, private medical insurance has expanded rapidly. Since 2000, this area of medical protection has been the most needed among the needing reforms. In 2010, an estimated 7% of the population was covered under private insurance.

Today, the total estimated coverage has reached 95% of China's population. There are currently 17 cities in China carrying out public hospital reforms. During the current 12th Five-Year Plan (2011-2015), pilot studies will be conducted at 600 county-level public hospitals as part of the first step to measure the effectiveness of these comprehensive reforms (Hu et al., 2013).

The government is making progress addressing the inefficiencies of the hospital information system, establishing key clinics and capabilities, and promoting hospital construction and investment in new equipment. Additionally, hospitals are increasing efficiency, quality, and cost control improvements through improved management, policy measures, cost analysis, and by establishing a new medical professional performance pay system.

Major changes in the composition of China's national health care expenditures occurred between 1990 and 2011. Since 2002, these changes have effectively reduced the individual citizen's cost of services by an estimated 6% in 2011. This is largely due to the total government expenditure commitment to the programs. In 2011, increased government funding accounted to an estimated 6.83% of the country's total financial expenditures. This commitment accounted for approximately 1.58% of its GDP being contributed to the nation's health care program (Hu et al., 2013; refer to Tselichtchev's GDP figures illustrated above for a comparison to other countries with Western-styled health care systems.)

Other Utilization and Planning Factors

- There is a cultural, geographic, class, and age divide within China's people that is raising the level of difficulty for the country's leaders in designing reforms that best fit the country's multiple dilemmas. These differences are causing increasing tensions between the country's urban and rural (Eastern and Western

regions) groups. The level of frustration with China's leadership in addressing and acting to resolve these problems is becoming critical as they attempt to resolve the issues. These issues are considered by many leaders in government to be vital reforms that are necessary for them to sustain their authority and legitimacy.

- Considering many conservative leaders in the Party are approaching their elder years, it is a critical and sensitive process of negotiation to move these leaders and the country toward accepting a liberalized system of wider and more inclusive social security and welfare benefit reforms.

Researcher interests: Reframing this study's goals and objectives. This study approached this investigation into the stated hypotheses by applying theories, empirical methods, techniques, instruments of measurement and assessment, including a wide array of tests and analysis applications that were best fit to validate the findings observed at each stage of the study.

During this process, a number of unique issues and complications presented themselves as challenges to achieving relevant outcomes that would be worthy of supporting future research into the topics covered in this paper.

Many of the applications applied to this study are standard or considered common practice in a critical literature review or Delphi study. However, after considerable investigation into these approaches were combined as a mixed-method investigative designs, none were found to be similar as a multi-modelled or combine mixed-method empirical approach.

This approach was developed as it became necessary to incorporate certain methods to achieve an investigation with high relevancy in the context of the narrative. As Turoff and

Mitroff suggest, a Delphi study is only as relevant as the questions or statements that form its basis (Mitroff & Turoff, 1975; Turoff & Linstone, 2002). By achieving this standard, this study is sufficiently relevant to be of use in other research by serving to support scholars, academics, and business leaders engaged in policy evaluation, assessment, implementation, and administration.

China's leadership characteristics, assimilation, and global stakeholders. For the past several decades, Western and European policy makers have encouraged China and other Asian sovereigns to be responsible stakeholders by joining alliances that govern world affairs (Manuel, 2017).

The unstated hope was that China would accept and help enforce the international norms and institutions the West and European interests established to maintain global order. Many of these have been established to assist or aid under-developed and developing countries in the areas of infrastructure improvements, agriculture and resource management, medical services, health care, and in stabilizing their social welfare and security programs, economic, financial, and banking systems.

They also expected China to accept, without real change, those social and economic policies that the West and Europe represented. Since then, the expectations of the West and European interests seem less and less likely to be achieved. In fact, it is becoming apparent that China and many of its Asian followers are creating innovative approaches to regional, if not global systems, that are likely to reshape the world in ways that represent characteristics and styles that are unique and little understood in the West and in Europe.

Given this, China's leaders emphasize that they do not intend to undermine the existing institutional order, but they have stated they wish to change it. President Xi argued during a visit

to Seattle, Washington in 2015 that developing countries want “to see a more just and equitable international system” (China-Britian Business Council, 2015, p. 2).

Xi added that, it is not China’s intent to unravel the entire global system and start over again. These statements exhibit additional evidence that China’s leadership characteristics and style are tilted towards developing uniquely different institutions that have more widely-shared fair and equitable balances, and other traits that are not currently offered within the present global institutions.

As such, Xi’s Chinese Dream represents applying its leadership characteristics by being strategic thinkers of creative ways to assist unique and diverse sovereign interests towards a common positive goal by:

- Creating a more fair and equitable playing-field of competitiveness
- Developing innovative and commonly beneficial economic agreements and supporting social, economic, legal, intercultural, technology, and infrastructure that maximizes the rewards to all global players
- Positively achieving these goals and objectives in the least destructive manner or means possible
- Activating and adapting as necessary to achieve these goals
- Progressing by accepting responsibility and demonstrating individual and common self-assurance, ethics, and equitable standards that the entire global community can share.

This study’s research and findings support the prediction that these objectives and goals will be achieved on the condition that President Xi’s leadership tenets, characteristics, and style

are observed and followed as it leads its growing community of partners and global stakeholders.

Global leaders and policy makers: Use of findings. Global leaders and policy makers would be wise to continue to examine and openly discuss the emerging narrative to explore many of these new and innovative initiatives. Moreover, this exploration should be approached with an open mind, or *tabula rasa* so as to not allow bias to blind side them in the understanding and appreciating future events and phenomenon that unfold that are not in alignment with accepted and well-established worldviews. It is rapidly becoming apparent that many of the world's current institutions are becoming outdated. This also applies to many of the core principles and operating tenets these institutions have established.

In fact, this study's evidence, analyses, and results are highly probable causal factors, themes, and sub-themes (variables) that are predictors of responsible change (emotional, intellectual, and ethical) in association with China's emerging leadership and future direction. Collectively, these findings infer trends that will affect those institutions and systems that are less than desirable in terms of inviting ascending sovereigns such as China and its Asian partners the opportunity or ability share and rise as senior-level global stakeholders.

Simply stated, "This historic one-size-fits-all" Western and European ideology is no longer a best fit in terms of global governing bodies that have become well-educated at the best institutions the West and Europe has had to offer (Manuel, 2017, p. 244-45). This has set the stage for regional, if not global, institutional blow back as predicted by many of the experts covered in this research.

Study importance: Why leaders should value this research? This study indicates that by encoding relevant internal and external leadership characteristics as key to shaping China's social security and health care reforms and behavior, one will be able to predict those factors and circumstances that are likely to influence or drive the country's broader direction.

Further by examining, being knowledgeable, and appreciating the fundamental links between key and highly relevant environmental categories, themes, sub-themes and the variables that have been discovered in this investigation, leaders will be empowered to increase their relevancy and effectiveness as engaged leaders and guides as this global power shift phenomenon unfolds from the perspective of being relevant policy developers and senior level executives with decisional responsibilities.

Other policy and leadership implications. The result of grossly discounting or maligning the factors discovered in this study as signatures of change will no doubt lead to the defeat of those that would otherwise choose to be accepted as valued change agents (members) on a winning team. As such, a sustained ability to be able to provide valued input and contributions to team play in the face of future challenges is considered by some to be a leader's fundamental responsibility when assessing the dynamic of emerging ideologies and dogmas that run against accepting the status quo. By being aware and keeping abreast of these signatures of change, leaders will be in a position to favor new and innovative trends that will lead to increased gains, benefits, and successes.

Conclusions

Dullards would have you believe that once you have eliminated the impossible, whatever remains, however improbable, must be the truth... but to a mathematical mind, the impossible is simply a theorem yet to be solved. We must not eliminate the impossible, we must conquer it, and be suborn to our purpose.

Occam's razor, (as cited in Newman, 2011)

Researcher's overview and key observations.

Insights into shaping investigation. The basic guidance, formulation, and implementation of this study required over six years of research, analysis, and subject matter expert coordination to complete. As such, this study's journey began early in 2012, after considerable discussion as to its purpose, goals, objectives, and potential value were reviewed and assessed in the context of its investigation into topics on China.

Over a period of nine months, it was decided with the advice, approval, and direction of a select group of faculty advisors that China represented a unique and challenging emerging phenomenon that was rapidly becoming a major influencer if not driver of a wide array of global events, multinational initiatives, reforms, and policy developments that were likely to reshape the nature and stability of the global environment and future leaders.

Discovery of fundamental tipping points. When viewed from the perspective of the social sciences and the academic community, it became clear that the focus of this paper should center on addressing one or two of China's most fundamental and pressing social and leadership issues. After several months of initial investigation into China's social environment, it was

determined from the international narrative that the country's social security, health care, and leadership were rapidly approaching a tipping point.

These tipping points were ultimately discovered to be directly associated with China's (4+2+1) single-child program, which was enacted in 1979. After being in place for four decades, China has found itself in a difficult position in terms of its desire to:

- Aggressively continue in its efforts to build national wealth;
- Expand its leadership influence;
- Establish itself as a leader in higher education, technical training, and research;
- Advance its technical and product development capabilities;
- Empower its people to introduce unique and innovative products and services;
- Establish itself as a responsible global authority and power; and
- Distinguish itself as being a responsible agent of global superiority, exceptionalism, and change.

All these goals and objectives are balanced against the ability of China's leaders to negotiate, manage, and succeed at maintaining internal and external stability by controlling the expectations, desires, and level of support needed from all its social, political, economic classes to sustain governmental power, authority, superiority, dominance, and legitimacy. The absence of loss of any of these factors will tip the country into any number of scenarios that will lead to China's ultimate failure in achieving its goals.

Focusing on critical leadership characteristics and skills. China's efforts to accomplish its national agenda and achieve its desired role as a new global leader has placed the country in a position that requires a highly competent application of leadership characteristics, skills, and

behavior. Collectively, these will need to be focused towards increasing attention to international negotiations, mitigation, and policy navigation skills.

This study discovered this set of leadership qualities will be essential if China is to achieve its desired goals that require addressing and stabilize a number of its internal and external issues, which if left unattended to, will surely serve to delay or extinguish its passion and ability to drive future events, achievements, and change.

Aging population, social security, and health care. Among those issues discovered in this research as probable barriers to China achieving its agendas were the country's aging population, social security, and health care. On the surface, these do not sound like big issues. However, after examination, it became apparent these issues were linked to the country's highly productive manufacturing and services workforce, which are driving its economic engine.

In fact, China's aging population, social security, and health care are linked to and fuel the economic engine has supported the country's extraordinary GDP growth. This growth has been and remains far greater than any other in the world, at a time when the principle stakeholders of the global community in the West and Europe have economies that are weak or failing, as assessed by independent international economic scholars and analyst. China's amazing economic and infrastructure performance are key to understanding and appreciating the preconditions that are linked to the country's future expectations and direction.

This study's research discovered that China's high-level of economic success has significantly increased national and individual wealth. This change has set the stage to strongly influence the direction of the country's internal and external social, political, economic, legal, intercultural, technology, and infrastructure initiatives, reforms, policies, and programs.

Leadership's role: Maintaining stability and controlling expectations. At the core of this change dynamic is the ability of the country's leadership to recognize that the stabilization of China's future performance is essential as it addresses its close and long-term social security and health care issues.

By addressing these issues in creative ways, China will be able to buy much needed time to transition away from its aging workforce by extending the necessary productivity long enough to replace it with a younger, better-educated, and more technically-trained workforce, can be augmented by new and innovative technologies, and performance-enhancing infrastructure that will allow it to take over as an equally productive or improved workforce. Again, among the fundamental conditions necessary to accomplish this transition is China's ability to enact the social security and health care reforms and policies to drive this change.

Integrating an intercultural dynamic. In addition, given the delay needed to achieve the workforce transition, China's leadership will need to improve their ability to address other major shifts associated with the intended workforce transition. Many Sino-analysts suggest that to achieve this, China will be required to increase its integration of a multinational or intercultural workforce.

This initiative involves constructing a social, political, economic, legal, intercultural, technology, and infrastructural environment that will allow China to attract and retain the best and brightest minds in the world to live, work, and assist the country in achieving its desired global superiority and exceptionalism. Fundamental to setting this stage is the need for China's leadership to establish improved, if not exceptional, social security and health care programs.

By providing the right balance of benefits and services to its people, the government will be able to encourage its aged workforce to continue to be highly productive. In addition,

advances in these areas will allow the parents and children of the 4+2+1 families to devote more time as a part of the workforce, which will in turn serve to extend and increase the country's overall productivity and performance.

When these changes are integrated into the system, China will also be setting the stage to offer increased civil rights, social benefits, and other opportunities to its newly attracted global intellectual elite in the form of a lifestyle that will not only allow many to enjoy the unique benefits of China's geography, but in addition, enable them to immerse themselves in a modernistic culture that in many ways, assimilates all the best aspects of many cultures to include those of the West, Europe, and the rest of the world.

As discovered in this study's research, at the core of China's ability to achieve these initiatives, it must stabilize its ability to continue to grow and develop its economy's strength and national wealth. Once these are aligned, Adam Smith would likely argue that China will have a solid platform for achieving its goals and objectives over the next decade and beyond.

Influencers and drivers: A fluid dynamic of variables. The process of undertaking and accomplishing the necessary social reforms in the areas necessary to stabilize, extend, and increase China's present productivity also involves a myriad of other challenges China must address. These involve: (a) stabilizing the country's monetary, banking, financial, and foreign investment systems and institutions; (b) addressing its greenhouse and resource environmental conditions and enforcements systems; (c) advancing and increasing its multinational connectiveness and digital communication systems; and, (d) establishing and securing its present and future internal and multinational ground and blue-water trade and commerce routes. President Xi's series of five-year plans address many if not all of these in an aggressive way and has assigned an order of priority to each. Given this, he plans to have many of these initiatives

well established and operating at sufficient scale by 2030. As this study found, his national agenda represents an ambitious plan that is directly linked to his Chinese Dream.

Key social environmental factors. This study found a cascading effect was revealed when it began to investigate and examine the evidence that was supportive of discovering those environmental factors that were significantly linked to the direction China's leadership would take in addressing its social security and health care reforms and future policies.

Shortly after completing an investigation into China's history, it was clear that a wide array of factors crossed several of the SPELIT-I categories. These forced a deeper consideration, and expansion of this investigation into nearly every one of the model's categories. Ultimately, it was unexpected that this investigation would lead to the discovery of fifty-eight different themes, sub-themes, and variables across the SPELIT-I model's framework that led to discoveries of relevant associations or links. Among these discoveries was the identification of the need to modify the SPELIT model to include infrastructure to the framework.

At each step of the investigation into China's social security, health care, and underlying leadership dynamic, this researcher attempted to hold and/or reduce the number of variables considered that were viewed as highly relevant and germane to the investigation, and were ultimate determinations in the context of the three central hypotheses.

Controlling philosophies, theories, and methods: focusing the investigation. The empirical theories, methods selected were all in alignment with Lock, Hegel's, Saldana's, Davis's, Mitroff's, and Turoff's empirical approaches and techniques.

Each were based on commonly accepted methods and tenets when investigating social and leadership phenomenon that are designed to solve central inquiries (hypotheses) and

determine the validity of the stated expectation(s), while at the same time refine and reduce the number of variables needed to acquire the necessary insight into highly relevant determinations.

This simplification-process is commonly described as one of Occam's tenants, or Occam's razor. In this case, however, it was not expected that the simplest answer would be the most likely. This apparent antithesis (counter-argument) to Occam's tenant is due to this investigator's observation that, although a single (simple) variable could be found to be a likely decisional or behavior influencer/driver of an outcome, the fact is, simple contributors were found in this study to be associated or linked to multiple influencer/drivers and nodes. The observation forced this investigator to consider that Occam's tenet can be additionally defined as an association of a series of complex-multivariate factor or theme links where each represents a group (cluster) of simple contributors that are causational to the phenomena.

The discovery of critical links and utilizing the tenets of Occam's Razor. Despite every effort in attempting to reduce the scale of this investigation while at the same time considering all the possible and improbable variable linkages three categories were revealed as causational to constructing valid predictions. These are identified in the SPELIT-I framework as social, economic, and political. All were found to be critically linked to China's social security and health care and leadership.

Key economic and political environmental factors as signatures of change. It was found that China's ability to address its social security and health care reforms are directly linked to the country's ability to pay for them.

As state-owned businesses in China have largely provided these programs in the past, there is little precedence for these programs to be funded either by the central government or through the means of public taxation. Moreover, traditional Chinese culture has placed much of

the country's social and health programs at the feet of the family unit, meaning each family is responsible for caring for its own social and health needs.

This traditional approach is failing today for several reasons which are social, political, economic, and legally based. Some of these include the rights of property ownership and the transference of wealth between members of the family unit. Additionally, many of these rights include the transfer of family wealth and assets that are deeply rooted in a gender bias and customs that remain a part of China's rich culture.

Given these observations, this investigation pushed into an arduous examination, evaluation, and assessment of a series of economic and political variables that were present in China's environment. These were found to be potential causational factors, influencers, and or drivers of the country's future reforms and policies. This investigation revealed that China's economic and political environment are key factors or drivers of change.

Key leadership environment factors as signatures of change. Over twenty-six leadership variables were discovered as possible leadership characteristics, styles, and/or behavior patterns that were possible drivers of decisional processes associated with social reforms, policies or programs.

Over the course of this investigation and by applying the selected analysis tools, the group of influencing leadership characteristics were reduced to eight. These were discovered to be highly relevant and linked as drivers of leadership decisional processes associated with determining future social and health reforms and policies.

The eight listed are critical links to leadership decisional processes, social security, and health care reforms and policies:

- Strategic thinking;

- Competitiveness;
- Being a developer of ideas, things, groups or organizations;
- Being an achiever;
- Being an activator;
- Demonstrating the ability to adapt or demonstrate adaptability;
- Accepting responsibility; and
- Seeking and demonstrating self-assurance.

Given these discoveries, it should be noted that each of the remaining eighteen leadership strengths, characteristics, styles, and/or behaviors were also found to have varying levels of influence as drivers of social and health reforms and leadership's policy decisions.

Of the eight discovered as most relevant in terms of driving China's leadership and policy decisions, each were found to be present in China's emerging training and advanced leadership development programs. These programs are being integrated into each level of the country's initiatives as a means of better ensuring success as China moves to confront increasing challenges associated with successfully achieving its national and global goals and objectives.

Predictive social security, health care, and other supporting reforms. China's leadership will focus on eight key priorities that will advance needed social security and health care reforms:

- Increases in the level of education and technical skills of the people;
- Increased compensation, pay, and benefits to the general and aging workforce segments in proportion to the country's economic progress and growing wealth;

- Embracing innovation and change in the areas of internal and external trade and commerce, science, and emerging technologies that will encourage mobility and a continuation in the growth of China's GDP;
- Accelerating the expansion and coverage limits of medical and/or forms of health insurance and social welfare;
- Establishing a national drug availability program;
- Improving and increasing rural and urban primary health care and accessibility to all classes;
- Acting to establish equalization and fairness of access, treatment, and shared-costs associated with health services, social security programs, and benefits specific to addressing 4+2+1 families; and,
- Facilitating rural and urban public hospital collaboration and administration to increase the level of care, quality, system efficiencies, and capacity.

Success and failure planning. What happens if China's social and health care reforms fail? In considering this question, it is again best to embrace a tabula rasa. Consider that to date, China's economic power, authority, and global responsibilities have grown expansively and in such a way that the country has been able to sustain or raise the economies and standard of living in a large part of the global community.

It is commonly accepted by many global economists, researchers, scholars, and academics that China has become the sole provider of much of the world's consumer products and services. In addition, China is sharing its new wealth by providing foreign investment grants and loans to an ever-growing number of countries open to adapting to and accepting its financial and infrastructural aid. Given this, it would be difficult to imagine what would happen if China

and its leadership were to fail. Consider this thought as this study concludes with the following thoughts in the context of recommended future research.

Recommended future research. This investigator recommends continuing ongoing investigations into some of the themes and sub-themes that emerged from this investigation as significant areas that could lead to identifying and better understanding other environmental factors that may influence or drive change in the future.

Sufficient evidence was collected when applying the wide array of qualitative and quantitative analytics and techniques used that many of the themes, sub-themes, and variables discovered were highly associated or linked. These were found to be competing for the attention of the investigators as core, if not also beneficial to this investigation; many were observed as being highly relevant potential predictors in the context of post-graduate research into China's emerging reforms, policies, and future direction.

Should other researchers, scholars, and academics agree, advanced research in these areas will lead to an increased working understanding, and a higher appreciation of those categories, factors, themes, and sub-themes that are likely to drive China's leadership and the direction of the country over the next decade including the impact on global sovereigns and the lives of each of us as global citizens.

Hypotheses worthy of extended studies. The proposed hypotheses that deserve advanced study were extracted from this investigation. Each met the following conditions: they were discovered to be relevant in the context of the discoveries made during this investigation; each is highly associated with social security, health care, and leadership; and, each was found to have a Mdn = 3 or higher. Many were found to be stable. These are coded as G1*, I4, J2*, and H2.

Some of the proposed hypotheses recommended for future study have been modified or slightly adjusted. Each of the following hypotheses have been coded to this study's Delphi Survey as a means of identifying its source or origin. They are listed as follows:

- G1*, Leadership Behavior: China's external leadership behavior conflicts with its external leadership ideologies.
- I3, Economic and Monetary Ideologies: China's economic and monetary ideologies will be forced to transform to those of the West.
- I4, Environmental Waste and Protection: China will reduce its environmental waste and emissions even if it means slowing its economic growth.
- J3, Internal Leadership, Shared-Wealth: China's present internal leadership will continue to address the country's shared wealth imbalances between social classes.
- F4, Social Environment: The current environment in China provides a framework for social and economic freedoms (right of enjoyment) for the Chinese people.
- H3, Intellectual Property Protection and Growth: China will reinforce its intellectual property law and protection to increase foreign investment, even if it means slowing its economic growth.
- F1*, Social Security and Aging Population: China will continue to introduce improvements to its social security system due to its aging population.
- F7*, Aging and Social Security: China's aging population will continue to influence the need to increase its social security programs.

- F9, Education: China's education system will continue to suffer from a significant shortage of qualified instructors necessary to support its projected technical advancement and economic growth.
- F12, Social Ideology: China's emerging social ideological reforms and policy changes will continue to improve the lifestyle of its "common people."
- G3, Leadership Ideology & Behavior: China's changing internal leadership ideology and behavior are continuing to influence the liberalization of Maoist cultural ideology.
- 12. G6*, Leadership Ideologies: China's cultural ideologies continue to be linked to its need to adopt social reforms.
- H2, Civil Rights, Unity & Legitimacy: China will continue to redefine its civil rights to increase social unity and economic balance to sustain its government's legitimacy.
- H4, Rights of Ownership and Growth: China will continue to increase citizen's rights of ownership in order to sustain its economic growth.
- I7, Technology and Freedom: China's emerging technology policy changes will continue to improve the lifestyle of its "common people."
- 16. J2*, Leadership, Social Security, Health Care, Growth: China's government will continue to improve its social security and health care systems, even if it reduces the country's national wealth.
- K1, Leading Factors & Leadership Direction: Re-examine and identify those factors that are driving change in China's national priorities, policies, and future direction.

Although many of these were fully investigated and evaluated in this study, it will be important in advanced studies to identify how these are likely to emerge over time as drivers of change that may potentially impact the global community.

Investigator's concluding comment. This investigator wishes to extend a note of appreciation to all those that have taken the time and consideration to assist in the construction of its series of critical reviews, Delphi study, and the associated analytics.

Extreme emphasis was placed on conducting significant scientific research that included periodic peer-reviews. This process was necessary to produce a report of international value that is highly relevant as based on the series of empirical methods and validation tests applied. One of the drivers of this team effort, as guided by this investigator, was the goal to assist others in their research on the topic of China, and to achieve a higher understanding and appreciation of this global phenomenon and consequences. This could not have been achieved without the alignment of the passions, intellects, energies, and contributions of all twenty-eight members of this project team. This journey served to challenge its team members and this investigator's level of expertise, skill, and abilities. Ultimately, this served to increase the knowledge, understanding, and capabilities of all those involved.

REFERENCES

- 2015 Annual Report to Congress. (2015). *U.S.-China Economic and security Review Commission: 2015 Annual Report to Congress*. Washington, DC: U.S. Congressional Press.
- Amadeo, K. (2018, July 30). China's Economic Growth, Its Causes, Pros, Cons, and Future. *World Economy-Asia*. Retrieved from <https://www.thebalance.com/china-s-economic-growth-cause-pros-cons-future-3305478>
- Amadeo, K. (2018, August 14). Mixed Economy With Pros, Cons, and Examples. *U.S. Economy - Economic Theory*, Retrieved from <https://www.thebalance.com/mixed-economy-definition-pros-cons-examples-3305594>
- Amnesty International. (2018, April 5). Ahead of Chinese President Xi's U.S. Visit, Amnesty Warns that Roiling Back Human Rights Will Unleash A More Dangerous World. *Amnesty International*, 4. Retrieved from https://www.amnestyusa.org/countries/china/?gclid=Cj0KCQjw3KzdBRDWARIsAIJ8T MQEX7HDKRadnXAEyCvgmxf71Y9fA_pVaZkZh9FsFBuxeI8GCFof2CwaAtulEALw_wcB#
- Amnesty International. (2018, September 26). China Human Rights. *Amnesty International*. Retrieved from https://www.amnestyusa.org/countries/china/?gclid=Cj0KCQjw3KzdBRDWARIsAIJ8T MQEX7HDKRadnXAEyCvgmxf71Y9fA_pVaZkZh9FsFBuxeI8GCFof2CwaAtulEALw_wcB#
- APCO Worldwide. (2010, October 15). China's 12th Five-Year Plan. *APCO Worldwide*. Retrieved from http://apcoworldwide.net/content/PDFs/Chinas_12th_Five_Year_Plan.pdf

- Arnould, E., & Thompson, C. (2004). Consumer Culture Theory (CCT): Twenty Years of Research. *Journal of Consumer Research*, 31(4), 376. Retrieved from <https://academic.oup.com/jcr/article/31/4/868/1812998>
- Asia Society: Center on U.S. - China Relations. (2009, June 29). Climate Change: China 2009. *Asia Society: Center on U.S. - China Relations*. Retrieved from <http://asiasociety.org/search?s=2009&x=9&y=13>
- Associated Press. (2006). China offers Environmental Plan. *International Herald Tribune*. Retrieved from <https://www.nytimes.com/2006/08/21/world/asia/21iht-smog.2550052.html>
- Bachmann, J., & Burnett, J. (July 1, 2012). *Infrastructure and the Environment in Chinese Cities: Prospects for improvement*. Retrieved from <http://www.chinabusinessreview.com/infrastructure-and-the-environment-in-chinese-cities-prospects-for-improvement/>
- Baldwin, B. T. (1913). John Locke's Contributions to Education. *The Sewanee Review*, 3(4) 177-87.
- Beardson, T. (2013). *Stumbling giant: The threat to China's future*. London, England: Westwood Publishing.
- Benassy-Quiere, A., & Pisani-Ferry, J. (2011). *What international monetary system for a fast-changing world economy?* Retrieved from <https://www.econstor.eu/handle/10419/77976>
- Blackwell, R., & Campbell, K. (2016). Xi Jinping on the Global Stage: Chinese Foreign Policy Under a Powerful but Exposed Leader. *Council on Foreign Relations Rept. No. 74*, 10-15.
- Blair, E. A. (1945). *Nineteen eighty-four: Animal farm*. New York, NY: Penguin Books.

- Bloom, D. E., & Canning, D. (2011). *Program on the Global Demography of Aging; Working Paper No. 66*. Retrieved from <http://www.hsph.harvard.edu/pgda/working.htm>
- Bol, P. K. (2008). China's History and Neo-Confucianism. In P. K. Bol (Ed.), *Neo-Confucianism in history* (pp. 217-278). Cambridge, MA: Harvard University Press.
- Bol, P. K. (2009). *The Journal of Asian Studies (JAS)*. Retrieved from <http://nrs.harvard.edu/urn-3:HUL.InstRepos:3629313>
- Brandt, L., & et al. (2008). *China's Great Transformation*. Cambridge, MA: Cambridge University Press.
- Brown, E. L. (2012). *Web of debt*. Baton Rouge, LA: Third Millennium Press. doi:978-0-9833308-5-1
- Brown, L. (1995). *Who Will Feed China? Wake up call for a small planet*. New York, NY: W.W. Norton and Co.
- Bulard, M. (2006). China breaks the iron rice bowl. *Le Monde Diplomatique*, 6(1), 5-9. Retrieved from <https://mondediplo.com/2006/01/04china>
- Bureau of Economic Analysis. (2011). *Economic Analysis Report*. Economic Analysis. Retrieved from www.bea.gov/national/
- Bureau of Economic Analysis. (2011). *International Economic Accounts*. Washington, DC: Bureau of Economic Analysis. Retrieved from www.bea.gov/international/
- Butts, C. (2008). Social Network Analysis with sna. *Journal of Statistical Software*, 24(6), 51. Retrieved from <file:///T:/Downloads/v24i06.pdf>
- Center for Economic and Policy Research [CEPR]. (2014). *Finance and the preservation of wealth: A model of asset management through aggregate assessment*. Retrieved from

- https://scholar.harvard.edu/files/shleifer/files/the_quarterly_journal_of_economics-2014-gennaioli-1221-54.pdf
- Center, P. (2013). *Environmental Concerns on the Rise in China*. Pew Research Center, Global Attitudes. Washington, D.C.: Pew Research Center. Retrieved from <http://www.pewglobal.org/2013/09/19/environmental-concerns-on-the-rise-in-china/>
- Central Intelligence Agency. (2014, August 10). *(US-CIA)Countries of the world,: 30 years of CIA factbooks (1982-2013)*. Retrieved from <http://www.kpmg.com/cn/en/topics/Pages/default.aspx>
- Chamberlain, H. (1993, April 1). On the Search for Civil Society in China. *Sage Journals*, 5(8) 336. Retrieved from <http://journals.sagepub.com/doi/abs/10.1177/0097770049301900206?journalCode=mcxa>
- Chandrasekar, B., & Wei, R. (2009). *Developing Chinese Leaders in the 21st Century*. Singapore: China Research Project, Center for Creative Leadership and the China Europe International Business School.
- Chang, G. (2001). *The Coming Collapse of China*. New York, NY: Random House.
- Chang, H. (2014). *Economics: The user's guide* (3rd ed.). London, England: Pelican Books. doi:978-0-718-19703-2
- China CIA World Factbook. (2012). *Chinese competitive advantage*. Washington, DC: CIA.
- China Statistical Yearbook 1991. (2002). *Internationalizing China*. Ithaca, NY: Cornell University Press.
- China Times. (2014, September 23). GSK China hit with record fine, apologizes for bribery. *China Times*, 2(4) 1-4. Retrieved from <http://www.wantchinatimes.com/news-subclass-cnt.aspx?id=20140920000124&cid=1102>

- China-Britian Business Council. (2015). *One Belt One Road: A role for UK companies in developing China's new initiative*. Beijing, China: China-Britian Business Council.
- Retrieved from http://www.cbbc.org/cbbc/media/cbbc_media/One-Belt-One-Road-main-body.pdf
- Chinascope. (2011, January 8). *Understanding China's economic reform*. Retrieved from <http://chinascope.org/main/content/blogcategory/20/76/>
- Chinascope. (2014). China's global arrangement and diplomatic focus for its strategic resources. *Chinascope*, 53, 31-33. Retrieved from <http://chinascope.org/main/content/blogcategory/20/92/>
- Chinascope. (2014, July 15). Government Think Tank: China faces extended slow growth. *ChinaScope*. Retrieved from <http://chinascope.org/main/content/view/6486/107/>
- Chinascope. (2014, September 8). The Strategic Framework for China's Rise. *Chinascope: Reprint from Study Times*. Retrieved from <http://chinascope.org/main/content/view/6616/106/>
- Chou, Y. (2017). Proverbs. *Chinasage*. Retrieved from <http://www.chinasage.info/proverbstoic.htm>
- Clayton, K. M. (2014). *Notes for a lecture on defining the experiential learning process in modern times*. Achieves of the GSEP Education Doctorate in Leadership Program, Pepperdine University, Malibu, CA.
- Clayton, K. M. (2014). *Notes on experiential learning applied to andragogy: Pepperdine university's EDOL program, a collegiate case study*. Achieves of the GSEP Education Doctorate in Leadership Program, Pepperdine University, Malibu, CA.

- Cohen, M. (2001). *Political philosophy from Plato to Mao*. Richmond, VA: Pluto Press.
- Retrieved from <https://www.amazon.com/Political-Philosophy-Plato-Martin-Cohen/dp/0745316034>
- Corcuff, S. (2002). *Memories of the Future: National Identity Issues and the Search for a New Taiwan*. Armonk, New York: M.E Sharpe.
- Dajani, J. (1979). *Stability and agreement criteria for the termination of Delphi studies*. Santa Monica, CA: Rand Corporation.
- Dajani, J., Sincoff, M., & Talley, W. (1979). *Stability and agreement criteria for the termination of Delphi studies*. Santa Monica, CA: Rand Corporation.
- Dalkey, N. (1972). The Delphi method: An experimental study of group opinion. In D. R. Dalkey (Ed.), *Studies in the quality of life: Delphi and decision-making* (pp. 55-83). Lexington, VA: Lexington Books.
- Dalkey, N. C. (1969). *An elementary cross-impact model: An experimental study of group opinion, the Delphi method*. Santa Monica, CA: RAND Programs.
- Dalkey, N. C. (1971). An elementary cross-impact model. In H. Linstone, M. Turoff, H. Linstone, & M. Turoff (Eds.), *The Delphi Method: Techniques and applications* (1st ed., pp. 327-337). Santa Monica, CA: American Elsevier Publishing Co., Inc.
- Davis, D. S. (2000). *The Consumer Revolution in Urban China*. Berkeley, CA: University of California Press.
- Davis, D. S. (2014). *Demographic Challenges for a Rising China*. doi:10.1162/DAED_a_00270
- Davis, K. (2012). *Notes for a lecture on research design and analysis: Exploration into scientific methods of analysis and determination of findings*. Achieves of the GSEP Education Doctorate in Leadership Program, Pepperdine University, Malibu, CA.

- Development, O. (2001). *OECD Series on International Social Expenditures, No. 23*. Retrieved from https://stats.oecd.org/Index.aspx?DataSetCode=SOCX_AGG
- Development, O. (2007). *OECD Series on International Social Expenditures, No. 27*. Retrieved from https://stats.oecd.org/Index.aspx?DataSetCode=SOCX_AGG
- Diamond, J. (2005). *Collapse: How societies choose to fail or succeed*. New York, NY: Penguin Group (USA) Inc.
- Dikec, M. (2001). Justice and the spatial imagination. *Environment and Planning*, doi:A33:1785-1805
- Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). *Internet, Phone, Mail, and Mixed-Mode Surveys: The Tailored Design Method*. Hoboken, NJ: Wiley.
- Ding, C. (2005). Property tax development in China. *Land Lines*. Retrieved from <https://www.lincolnst.edu/publications/articles/property-tax-development-china>
- Ecola, L., Zmud, J., Kun, G., Phelps, P., & Feige, I. (2015). *The Future of Mobility: Scenarios for China 2030*. Retrieved from rand.org/pubs/research_reports/RR991.html
- Economy, E. C. (2003). China's Environmental Challenge: Political, Social, and Economic Implications. *Congressional Executive Commission on Chiina*. New York, NY: Congressional Research Office; Council on Foreign Relations. Retrieved from <http://www.cecc.gov/sites/chinacommission.house.gov/files/documents/roundtables/2003/CECC%20Roundtable%20Testimony%20-%20Elizabeth%20Economy%20-%201.27.03.pdf>
- Economy, E. C. (2007, May 7). China vs. Earth. *The Nation*. Retrieved from <http://www.thenation.com/article/china-vs-earth>

Economy, E. C. (2010). *The River Runs Black: The environmental challenge to China's future*.

Ithaca, NY: Cornell University Press. Retrieved from

<http://faculty.washington.edu/stevehar/Economy.pdf>

Economy, E. C., & Levi, M. (2014). *By all means necessary: How China's resource quest is changing the world*. Oxford, England: Oxford University Press. Retrieved from

<https://www.amazon.com/All-Means-Necessary-Resource-Changing/dp/0199921784>

Egghe, L., & Rousseau, R. (2003). A measure for the cohesion of weighted networks. *Journal of the American Society for Information Science and Technology*, 3(4), 3. Retrieved from

<https://onlinelibrary.wiley.com/doi/abs/10.1002/asi.10155>

Eggleston, K., Oi, J., Rozelle, S., Sun, A., Walder, A., & Zhou, X. (2013). Will Demographic Change Slow China's Rise? *The Journal of Asian Studies*, 72(3), 505-518. Retrieved from

<https://www.jstor.org/stable/>

ERS/USDA Economic Research Service/United States Department of Agriculture. (1996). *Long Term Projections for International Agriculture to 2005*. Washington, DC: United States Department of Agriculture.

FAO (Food and Agriculture Organization of the United Nations). (1991). *Demand prospects for rice and other foodgrains in selected Asian countries*. Rome, Italy: Food and Agriculture Organization of the United Nations.

FAO, IFAD, WFP. (2013). *The State of Food Insecurity in the World 2013*. Rome, Italy: Food and Agriculture Organization of the United Nations. doi:ISBN: 978-92-5-107916-4

Ferguson, Li, Kissinger, & Zakria. (2011). *Does the 21st century belong to china?* Toronto, Canada: House of Anansi Press, Inc. doi:978-1-77089-062-6

Ferguson, N. (2004). *Colossus: The rise and fall of the American Empire*. London, England: Penguin Group. doi:978-0-14-303479-7

Ferguson, N. (2011). *Civilization: The west and the rest*. New York, NY: Penguin Books.

Ferguson, N. (2013, November 4). On the global economic conundrum. [Video file]. In C. Development (Ed.), *Global empowerment meeting 2013: Trillion dollar ideas*. Center for International Development at Harvard University. Retrieved from https://www.youtube.com/watch?v=vuUi32_Hjj8

Finkelstein, D., & Kivlehan, M. (2003). *China's leadership in the twenty-first century: the rise of the fourth generation*. Armonk, NY; Sharpe.

Fossil Energy Office of Commc'ns. (2014). *A Brief History of Coal Use*. U.S. Department of Energy. Retrieved from http://www.fossil.energy.gov/education/energylessons/coal/coal_history

Franchak, S. J., Desy, J., & Norton, E. L. (1984). *Involving business, industry, and labor: Guidelines for planning and evaluation vocational education programs*. Columbus, OH: Ohio State University.

Friedman, M. (1990). *Free to choose: A personal statement*. New York, NY.

Friedman, M. (2002). *Capitalism and freedom* (40th ed.). Chicago University, IL: University of Chicago Press.

Friedman, T. L. (2006). *The world is flat: A brief history of the twenty-first century*. New York, NY: Farrar, Straus and Giroux.

Galvez, D. (2012). The Changing of the Guard: China's New Leadership. *Insead Knowledge - Business School for the World, Economics and Finance*. Retrieved from

- <https://knowledge.insead.edu/economics-politics/the-changing-of-the-guard-chinas-new-leadership-2359>
- Gao, H. (2018, September 4). China: An Emerging International Higher Education Hub. *The World View: Center for International Higher Education*, 3. Retrieved from <https://www.insidehighered.com/blogs/world-view/china-emerging-international-higher-education-hub>
- Gladwell, M. (2000). *The tipping point how little things can make a big difference*. Boston, MA: Little & Brown.
- Gordon, T. (1969). *Cross-impact matrices: An illustration of their use for policy analysis*. Santa Monica, CA: RAND Programs.
- Gordon, T., & Pease, A. (2006). RT Delphi: an efficient, "round-less" almost real time Delphi method. *Journal of Technology Forecasting and Social Change*, 73(4) 12-14. doi:321-33
- Green, K., Armstrong, S., & Graefe, A. (2007). Methods to Elicit Forecasts from Groups: Delphi and prediction markets compared. *Foresight*, 3(4) 17-20.
- Guo, B. (2003). Political legitimacy and china's transition. *Journal of Chinese Political Science*. 1-25. Retrieved from <https://link.springer.com/article/10.1007/BF02876947>
- Gustav, E. M. (1996). *The Hegel Myths and Legends*. In J. Stewart (Ed.), *Hegel Myths and by Jon Stewart* (pp. 13-18), doi:0-8101-1301-5
- Hall, R. (n.d.). *Organizations: Management communications*. Upper Saddle River, NJ: Prentice Hall.
- Harumi, B. (1993). *Cultural Nationalism in East Asia*. Berkley, CA: University of California, Institute of East Asian Studies.
- Harvey, A. (2013). *Notes for a lecture on contemporary topics and the construction of revelant*

- literature reviews..* Achieves of the GSEP Education Doctorate in Leadership Program, Pepperdine University, Malibu, CA.
- Hatidza, B. (2017). Geostrategic and Geopolitical Interests of the USA in the Asia-Pacific Region. *Serbrian Science Today*, 2(1), 17-34.
- Heilbroner, R. L. (1999). *The worldly philosophers: The lives, times, and ideas of the great economic thinkers*. New York, NY: Touchstone Publications.
- Helmer, O. (1966). *The use of the Delphi technique in problems of educational innovations*. Santa Monica, CA: RAND Programs.
- Helmer, O. (1972). *Cross-Impact gaming*. Santa Monica, CA: RAND Programs.
- Henderson, C. (1999). *China on the brink: The Myths and realities of the World's largest market*. New York, NY: McGraw-Hill.
- Henderson, G., & Cohen, M. (1984). *The Chinese Hospital: A socialist work unit*. New Haven, CT: Yale University Press.
- Hiltz, S., Johnson, K., & Turoff, M. (n1986). Experiments in group decision-making. *Human Communication Research*, 13(2), 225-253. Retrieved from <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1468-2958.1986.tb00104.x>
- Hobson, J. (2004). *The Eastern Origins of Western civilization*. Cambridge, England: Cambridge University Press.
- Hong Kong Trade Development Council. (2018, October 1). What is Belt and Road Initiative? *Hong Kong Trade Development Council*, 12. Retrieved from <http://beltandroad.hktdc.com/en/about-the-belt-and-road-initiative/about-the-belt-and-road-initiative.aspx>

- Honggang, X., & Yuefang, W. (2016, July 28). Lifestyle mobility in China: context, perspective and prospect. *Lifestyle mobility in China: context, perspective and prospect*. Sun Yat-sen University. Retrieved from <http://www.lancaster.ac.uk/fass/events/mobility-intersections/docs/Xu-LifestyleMobsinChina.pdf>
- Hou, Z. K. (2014). *Will the BRICS Provide the Global Public Goods the World Needs?* London, England: ODI Report.
- Hsu, C.-C., & Sandford, B. A. (2007, August). The Delphi Technique: Making Sense of Consensus. *Practical Assessment, Research & Evaluation*, 12(10), 1-8. doi:ISSN 1531-7714
- Hu, S., Ljungwall, C. W., & Wikstrom, M. (2013). *China's Healthcare System: Overview and Quality Improvements*. Retrieved from Direct Response: http://www.tillvaxtanalys.se/download/18.5d9caa4d14d0347533bcf93a/1430910410539/direct_response_2013_03.pdf
- Hubacek, K., Guan, D., & Barua, A. (2018). *Changing lifestyles and consumer patterns in developing countries: A scenario analysis for China and India*. London, England: University of Leeds.
- Hubacek, K., Guan, D., Barrett, J., & Weidmann, T. (2018). *Environmental implications of Urbanization change in China: Ecological and Water Footprints*. London: Sustainability Research Institute, University of Leeds. Retrieved from https://s3.amazonaws.com/academia.edu.documents/45307912/Environmental_implications_of_urbanizati20160503-7643-r73r26.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1538585695&

Signature=RgW6eFc0pu2svVydYmZIR13hl%2Bw%3D&response-content-
disposition=inline

Huff, P. (2012). *China Impact: 2014*. Woodland Hills, CA: GPS-AG, Inc.

Huff, P. D. (2013, February 15). *A bound longitudinal case study: Organizational leadership and performance*. Manuscript submitted for publication.

Huff, P. D. (2015). A Cross-Impact Model: Aspects of interdisciplinary relationships with a Delphi study. *A cross-impact model graphic of an interdisciplinary Delphi study*. Los Angeles, CA: Pepperdine University.

Hughes, C. (2017). *Chinese Nationalism in the global era*. Retrieved from
<https://www.amazon.com/Chinese-Nationalism-Global-Politics-Asia/dp/0415182654>

Humphrey, A. (2005). *SWOT analysis for management consulting*. Retrieved from
[https://www.scirp.org/\(S\(czeh2tfqyw2orz553k1w0r45\)\)/reference/ReferencesPapers.aspx?ReferenceID=2172518](https://www.scirp.org/(S(czeh2tfqyw2orz553k1w0r45))/reference/ReferencesPapers.aspx?ReferenceID=2172518)

International Center for Trade and Sustainable Development. (2014). *China's Economic Policies and Today's Global Trade System*. Geneva: International Centre for Trade and Sustainable Development (ICTSD). Retrieved from <http://www.ictsd.org/themes/global-economic-governance/events/china%E2%80%99s-economic-policies-and-today%E2%80%99s-global-trade-system>

International Monetary Fund. (2009). *Global financial report*. Washington, DC: International Monetary Fund.

International Monetary Fund. (2012). *The IMF at a glance - China*. Washington, DC: International Monetary Fund.

- International Monetary Fund. (2014). *Global statistics: SAS data analysis system*. Retrieved from <http://www.imf.org/external/pubs/ft/weo/2014/01/weodata/weorept.aspx?sy=2012&ey=2019&scsm=1&ssd=1&sort=country&ds=.&br=1&pr1.x=76&pr1.y=11&c=111&s=TM>
- International Monetary Fund. (2014, April 12). *World economic outlook database: Report on Selected Countries and Subjects*. Retrieved from <http://www.imf.org/external/pubs/ft/weo/2014/01/weodata/weorept.aspx?sy=2013&ey=2013&scsm=1&ssd=1&sort=subject&ds=.&br=1&c=512%2C668%2C914%2C672>
- Jacobs, J. M. (1996). *Essential assessment criteria for physical education teacher education programs: A Delphi study*. Retrieved from <https://www.worldcat.org/title/essential-assessment-criteria-for-physical-education-teacher-education-programs-a-delphi-study/oclc/43918275>
- Jacques, M. (2006). *When China rules the world: The rise of the middle kingdom and the end of the western world*. London, England: London School of Economics.
- Jacques, M. (2012, November 10). A Point of View: Is China more legitimate than the West? *BBC News Magazine*. Retrieved from <http://www.bbc.com/>
- Jacques, M. (2012). *When China Rules the World: The end of the western World and the birth of a new global order*. New York, NY: Penguin Group. doi:978-0-14-311800-8
- Jancar, B. (1963). *The Philosophy of Aristotle*. New York, NY: Monarch Press, Simon & Schuster, Inc.
- Jianming, S. X. (2010). Value differences between generations in China. Shanghai. *Journal of Youth Studies*, 13(1), 65-81. doi:10.1090/13676260903173462

- Joffe, J. (2009, September/October). The Default Power: The false prophecy of America's decline. In S. Studies, & M. Abramowitz (Eds.), *Foreign Affairs*, 88(5), 21-35. Retrieved from <http://www.foreignaffairs.com>
- Johnson, C. (1999, May 7). How America's Crony Captialists Ruined Their Rivals. *The Los Angeles Times*. Retrieved from <http://mailstar.net/johnson.html>
- Johnson, C. (2000). *Blowback: The costs and consequences of American Empire*. New York, NY: Henry Holt and Company, LLC. doi:13: 978-0-8050-7559-5
- Johnson, C. (2004). *The sorrows of empire: Militarism, secrecy, and the end of the republic* . New York, NY: Henry Holt and Company, LLC. doi:13-978-0-8050-7797-1
- Kalaian, S. A., & Kasim, R. M. (2012). Terminating Sequential Delphi Survey Data Collection. *Practical Assessment, Research & Evaluation*. Retrieved from <https://eric.ed.gov/?id=EJ977579>
- Kappel, R. (2011). *The Economics of Regional Powers*. London, England: Routledge.
- Kappel, R. (2015). *Global Power Shifts and Challenges for the Global Order*. Retrieved from www.giga-hamburg.de/sites/default/files/publications/imvfpolicypaper2_robertkappel.pdf
- Keck, Z. (2014, September 18). China's President is a paper tiger: In trying to reform the economy, Xi Jinping is more Hu Jintao than Deng Xiaoping. *The Diplomat*. Retrieved from [http://thediplomat.com/2014/09/chinas-president-is-a-paper-tiger/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+the-diplomat+\(The+Diplomat+RSS\)](http://thediplomat.com/2014/09/chinas-president-is-a-paper-tiger/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+the-diplomat+(The+Diplomat+RSS))
- Kissinger, H. (2012, August 24). China's economic shifts will hinder it from dominating the world. *The Globe and Mail*. Retrieved from <http://www.theglobeandmail.com/globe->

- debate/munk-debates/chinas-economic-shifts-will-hinder-it-from-dominating-world-kissinger-argues/article593396/
- Kissinger, H. (2012). *Henry Kissinger on China*. New York, NY: Penguin Group Inc. doi:DS775.8.K47-2011
- Kissinger, H. A. (2012). The Future of U.S.-Chinese Relations: Conflict Is a Choice, Not a Necessity. *Foreign Affairs (Council on Foreign Relations)*. Retrieved from <http://www.foreignaffairs.com/articles/137245/henry-a-kissinger/the-future-of-us-chinese-relations>
- KPMG. (2014, September). *China*. Retrieved from <http://www.kpmg.com/cn/en/pages/default.aspx>
- Lee, K.-F. (2018). *AI Super-Powers China, Silicon Valley, and the New World Order*. New York, NY: Houghton Mifflin Harcourt. doi:97811328546395
- Lefebvre, H. (2003). *The urban revolution*. Minneapolis, MN: University of Minnesota Press.
- Li, C. (2003). Poised to Take the Helm: Rising stars and the transition to the fourth-generation. In D. Finkelstein, & A. Kivlehan (Eds.), *China's Leadership in the 21st Century* (pp. 21-44). New York, NY: M.E. Sharpe. doi:0-7656-1115-5
- Li, C. (2014). *Xi Gets a "C" in Report Card on China's Policy Program: Economy*. Retrieved from <https://www.mscott23@bloomberg.net>
- Li, D. (2011). Does the 21st century belong to China? In R. Griffiths, & P. Luciani (Eds.), *Does the 21st century belong to China?* Toronto, Canada: House of Anansi Press, Inc.
- Lihua, Z. (2013, January 15). China's Traditional Values and Modern Foreign Policy. *Carnegie-Tsinghua Center for Global Policy*, 5. Retrieved from

- <https://carnegietsinghua.org/2013/01/15/china-s-traditional-values-and-modern-foreign-policy-pub-50629>
- Lim, K., & Sia, C. (2009). Web strategies to promote internet shopping: Is cultural-customization needed? *MIS Quarterly*, 33(3), 419-512. Retrieved from <https://www.jstor.org/stable/pdf/20650306>
- Linhui, L. (2002). The Changing Attitudes and Values in the New China. *China Through A Lens*. Retrieved from <http://arabic.china.org.cn/english/2002/Sep/44656.htm>
- Lowe, D. M. (1966). *The function of china in Marx, Lenin, and Mao*. Berkeley, CA: University of California Press.
- Madjidi, F. (2012). *Notes for a lecture on Leadership advocacy and policy development*. Achieves of the GSEP Education Doctorate in Leadership Program, Pepperdine University, Malibu, CA.
- Manuel, A. (2018). *This Brave New World*. New York, NY: Simon & Schuster.
- McKinsey Quarterly. (2007). Governing China's Boards: An interview with John Thornton. *McKinsey Quarterly*. Retrieved from www.mckinseyquarterly.com/strategy/Globalization/Governing-China-boards-An-interview-with-John-Thornton-1920/
- McKinsey Quarterly. (2009). The coming of age: China's new class of wealthy consumers. *Insights China*. Retrieved from <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/understanding-chinas-wealthy>
- McKinsey Quarterly. (2006, April 9). China's High-Tech Market.: A race to the middle. *McKinsey Quarterly*. Retrieved from

- http://www.mckinseyquarterly.com/High_Tech/Hardware?China's_high_tech_market_a_race_to_the_middle_1854/
- McManus, J. (2013). *Notes for a lecture on Leadership, advocacy & policy development*. Achieves of the GSEP Education Doctorate in Leadership Program, Pepperdine University, Malibu, CA.
- Mitchell, D., & Ingco, M. (1993). *The World Food Outlook*. Washington, DC: Washington, DC: World Bank Publishing.
- Mitchell, E. (Producer). (2017). *The Quantum Hologram and ESP*. Available from <https://www.amazon.com/Quantum-Hologram-ESP-Edgar-Mitchell/dp/B0007TKNVU>
- Mitroff, I., & Turoff, M. (1975). *Philosophical and methodological foundations of Delphi. The Delphi Method - Techniques and applications*. Reading, MA: Addison Wesley Publishing Co.
- Murray, G. (1998). *China: The next superpower. Dilemmas in change and continuity*. Richmond, VA: Surrey.
- Nash, J. (1928). *Essays on game theory*. Brookfield, VT: Edward Elgar Publishing Company.
- National Bureau of Statistics. (2010). *China Statistical Yearbook 2009*. Beijing, China: National Bureau of Statistics.
- Naucratis, O. (2013). *The Deipnosophists, or, Banquet of the Learned of Ahtenaeus*. Retrieved from <https://uwdc.library.wisc.edu/collections/literature/deipnosub/>
- National Development and Reform Commissiion. (2007). *China's national climate change programme*. Retrieved from <http://en.ndrc.gov.cn/newsrelease/200706/P020070604561191006823.pdf>

National Development and Reform Commission. (2013). *China's Policies and Actions for Addressing Climate Change*. Retrieved from

<http://en.ndrc.gov.cn/newsrelease/201311/P020131108611533042884.pdf>

Newman, K. (2011). *Moriarty: The Hound of the D'Urbervilles*. New York, NY: Titan Books.
doi:B011T6SI7U

News, C. D. (2008, January 22). *China: Number of Pensioners and Insurance-holders Exceed 200 Million*. Retrieved from <http://globalag.igc.org/pension/world/archive08.htm#europe>

Ng, R. (2000). The Influence of Confucianism on Chinese Conceptions of Power, Authority, and the Rule of Law. In D. R. Heisey, & D. R. Heisey (Eds.), *Chinese Perspectives in Rhetoric and Communication* (p. 453). Stamford, CT: Ablex Publishing Corporation.
Retrieved from

<https://books.google.com/books?hl=en&lr=&id=IY2eLzKeql0C&oi=fnd&pg=PA45&dq=China%27s+unity+power+authority&ots=nCnBfUIwwh&sig=xk2SWGleWezRGUNnxJW53juxOuM#v=onepage&q=China's%20unity%20power%20authority&f=false>

Nixon, R. M. (1978). *Richard M. Nixon: Six crises* (1st ed.). New York, NY: Doubleday and Company.

Nixon, R. M. (1978). *The memoirs of Richard Nixon* (1st ed.). New York, NY: Grossett and Dunlap.

Overseas Economic Cooperation Fund of Japan. (1995). *Prospects for grain supply-demand balance and agricultural development policy*. Tokyo, Japan: Research Institute of Development Assistance Press.

Office of the Auditor General. (2003). *A Guide to Policy Development*. Manitoba, Canada:

Retrieved October 1, 2018, from <https://www.oag.mb.ca/wp-content/uploads/2011/06/PolicyDevelopmentGuide.pdf>

O. Rozelle, & Zhou, X. (2010). *Growing Pains: Tensions and Opportunity in China's Transformation*. Palo Alto, CA: Stanford University Press.

Organization for Economic Cooperation and Development. (2010). *China Factbook 2010*.

Washington, D.C.: Organization for Economic Cooperation and Development.

Orwell, G. (1945). *Animal farm: A fairy story*. London, England: Penguin Publishing.

Pan, L. (2008). *Preparing literature reviews: Qualitative and quantitative approaches* (3rd ed.). Glendale, CA: Pyrczak Publications.

Pasinetti, L. (1981). *Structural Change and Economic Growth: a Theoretical essay on the dynamics of the wealth of nations*. Cambridge, England: Cambridge University Press.
doi: ISBN 0-8018-3072-9

People's Daily Online. (2006, April 30). China's Action Plan on IPR Protection 2006. *People's Daily*, Retrieved from http://en.people.cn/200604/30/eng20060430_262334.html

Petras, J. (2018, December 12). China: Rise, Fall and Re-emergence as a Global Power. *Center for Research on Globalization*. Retrieved from <https://www.globalresearch.ca/china-rise-fall-and-re-emergence-as-a-global-power-2/29644>

Planck, M. (1949). *Scientific Autobiography and Other Papers*. New York, NY: Philosophical Library Publishing.

Plinske, K. (2008). *The next generation of community college presidents: Critical characteristics, competencies, and professional experiences* (Doctoral dissertation). Retrieved from <https://pqdtopen.proquest.com/doc/304825260.html?FMT=ABS>

- Project, P. A. (2008). *The 2008 Pew Global Attitudes Survey in China: The Chinese Celebrate Their Roaring Economy, As They Struggle With Its Costs*. Washington, D.C.: Pew Research Center. Retrieved from <http://www.pewglobal.org/files/pdf/261.pdf>
- Protection, P. O. (2006, April 30). China's Action Plan on IPR Protection. *People's Online Daily*, p. 12. Retrieved from http://en.people.cn/200604/30/eng20060430_262334.html
- Pye, L. (1996). *How China's nationalism was Shanghaied?* New York, NY: M.E. Sharp.
- Pye, L. W. (1985). *Asian power and politics: The cultural dimensions of authority*. Cambridge, MA: Belnap Press.
- Qin, G., & Riskin, C. (2009). Market Versus Social Benefits: Explaining China's changing income inequality. In D. Davis, & W. Feng (Eds.), *Creating Wealth and Poverty in Postsocialist China* (pp. 20-36). Palo Alto, CA: Stanford University Press.
- Rand, A. (1957). *Atlas shrugged* (50th ed.). New York, NY: Sinet Novel.
- Rath, T. (2007). *Strengths Finder*. New York, NY: Gallup Press.
- Ravallion, M., & Chen, S. (2004). *China's (Uneven) Progress against Poverty*. Washington, DC: The World Bank Press.
- Rawski, T. G. (1992). Economic Growth in Prewar China. In T. Rawski, & L. Li (Eds.), *Chinese History in Economic Perspective*. 3. Berkeley, CA: University of California Press.
- Retrieved from <http://ark.cdlib.org/ark:/13030/ft6489p0n6/>
- Rawski, T. G. (2011). *The Rise of China's Economy*. Retrieved from <http://www.fpri.org/articles/2011/06/rise-chinas-economy>
- Rein, S. (2010). Chinese Companies Can't Build Brands? *Bloomberg Business Week*. Retrieved from www.businessweek.com/globally/content/jan2010/gb20100126_512186htm/

- Retanan, L. J. (2018). The Road to Power and Madness (The Ironic Fate of a Globalized China?). *International Journal of Social Sciences* 4(2), 1277-1291. Retrieved from <http://dx.doi.org/10.20319/pijss.2018.42.12771291>
- Reuter. (2011). *China Says Has Helped Europe by Buying Debt*. Retrieved from <http://finance.yahoo.com/news/china-says-has-helped-Europe-rb-550120513.html?x=0/>
- RIETI. (2010). *RIETI Global Reports: Tokyo Research Institute of Economy, Trade & Industry*. Retrieved from www.rieti-tid.com/
- Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior*. Upper Saddle River, NJ: Prentice Hall. doi:978-0-13-612401-6
- Roberts, C. (2010). Introduction. *Polity* 42, 1. Retrieved from https://scholar.google.com/scholar?q=Introduction.+Polity+roberts&hl=en&as_sdt=0&as_vis=1&oi=scholar
- Rowe, G., & Wright, G. (2001). Expert Opinions in Forecasting: The role of the Delphi Technique. *Norwich Research Journal*, 126-141.
- Saldana, J. (2003). *Longitudinal qualitative research: Analyzing change through time*. Walnut Creek, CA: AltaMira Press.
- Saldana, J. (2010). *The Coding Manual for Qualitative Researchers*. Thousand Oaks, CA: Sage.
- Saldana, J. (2012). *The coding manual for qualitative researchers*. Thousand Oaks, CA: Sage. Retrieved from http://stevescollection.weebly.com/uploads/1/3/8/6/13866629/saldana_2009_the-coding-manual-for-qualitative-researchers.pdf

- Say, J. (1971). *A Treatise on Political Economy or the Production, Distribution and Consumption of wealth*. In M. Prinsep, & C. Biddle (Eds.), New York, NY: Augustus M. Kelley.
- Schmieder-Ramirez, J., & Mallette, L. (2007). *The SPELIT power matrix: Untangling the organizational environment with the SPELIT leadership tool*. Charleston, SC: Booksurge Publishing.
- Schor, J., & Holt, D. (2000). *The Consumer Society Reader*. New York, NY: The New Press.
doi:1-56584-532-3
- Selwitz, A. S., Epley, N., & Erickson, J. (2016, March 7). *Basic Institutional Review Board (IRB) Regulations and Review Process*. Miami, FL: Collaborative Institutional Training Initiative (CITI).
- Sharker, Y. (2017). *Papers and Thoughts on Practical Statistics*. Gainesville, FL: University of Florida Press.
- Shiller, R. (2013, March). Is economics a science? *The Guardian*. Retrieved from <https://www.theguardian.com/business/economics-blog/2013/nov/06/is-economics-a-science-robert-shiller>
- Shin, H. B. (2010). *The Right of the City and Critical Reflections on China Property Rights Activism*. doi:10.1111/anti.2010
- Smith, A. (1776). *An inquiry into the nature and causes of the wealth of nations*. Indianapolis, IN: Liberty Classics Publications.
- Sorensen, C. (2015). The Significance of Xi Jinping's "Chinese Dream" for Chinese Foreign Policy: From "Tao Guang Yang Hui" to "Fen Fa You Wei". *Journal of China and*

- International Relations* 3(1), 53-73. Retrieved from <https://journals.aau.dk/index.php/jcir/article/view/1146>
- Stewart, T., Argenti, E., & Butler, P. (2007). The Crisis in Intellectual Property Protection and China's Role in That Crisis. *TLAG Journal*. Retrieved from <https://permanent.access.gpo.gov/gpo27639/TLAG%20Report%20-%20Crisis%20in%20IP%20Protection%20and%20China%27s%20Role.pdf>
- StackExchange. (2017). *Subscripted numbers in equations*. Retrieved from <https://math.stackexchange.com/questions/123699/what-do-subscripted-numbers-in-an-equation-mean>
- SurveyMonkey. (2012). *SurveyMonkey Launches "Audience" Service for Consumer Insights*. Palo Alto, CA. Retrieved from <https://www.prnewswire.com/news-releases/surveymonkey-launches-audience-service-for-consumer-insights-172079281.html>
- Tafoya, W. L. (1986). *Delphi Forecast of the Future of Law Enforcement*. College Park, MD, University of Maryland.
- The Economic Times. (2014, October 12). China's economic rise challenges IMF. *The Economic Times*. Retrieved from <http://economictimes.indiatimes.com/news/international/business/chinas-economic-rise-challenges-imf/articleshow/44788815.cms>
- The Economist. (2013, March). Chinese trade with Africa keeps growing: Fears of neocolonialism are overdone. *The Economist World Issue*. Retrieved from <http://www.economist.com/news/>

- The Economist. (2014, October 25). *China's Future Growth: Even Dragons tire*. Retrieved from <http://www.economist.com/news/finance-and-economics/21627627-new-study-asks-how-long-chinese-economy-can-defy-odds-even-dragons-tire>
- The Statistics Portal. (2013, October 15). Largest shipbuilding nations in 2013 based on completions in gross tonnage: China's Lead. *The Statistics Portal*. Retrieved from bbs.chinadaily.com
- The World Factbook. (2014). *Global Economic Report*. Retrieved from <https://www.cia.gov/library/publications/the-world-factbook/geos/xx.html>
- Thomas. David, R. (2003). *A general inductive approach for qualitative data analysis*. New Zealand: University of Auckland. Retrieved from <file:///T:/Downloads/Thomas2003GeneralInductiveAnalysisweb.pdf>
- Tianyu, C., & Xueping, X. (2014). The Social and Cultural Roots of the Reforms. In B. Wang, & W. Hui (Eds.), *Ideas, History, and Modern China* (p. 1182). Boston, MA: Brill.
- Tiezzi, S. (2013). China's looming social security crisis: The Third Plenum unveiled much-needed reforms for China's retirement funds, but is it too late? *The Diplomat*, 4(1), 23-26. Retrieved from <https://thediplomat.com/2013/11/chinas-looming-social-security-crisis/>
- Tiezzi, S. (2014). Deng Xiaoping: Xi's political role model. *The Diplomat*. Retrieved from <http://thediplomat.com/2014/08/deng-xiaoping-xis-political-role-model/>
- Tselichtchev, I. (2010, June). Chinese takeaway. *Business Outlook*, pp. 5-11. Retrieved from https://books.google.com/books?id=3VBdbfSyGb4C&pg=PT162&lpg=PT162&dq=Chinese+takeaway+tselichtchev&source=bl&ots=BFtXkP6TNr&sig=ACfU3U08wRiZ_R-F9hqwuGn95vK5ktN_9g&hl=en&sa=X&ved=2ahUKEwibhZeG4qDhAhUVt54KHTUxCywQ6AEwA3oECAgQAQ#v=onepage&q=Chinese%20takeaway%20tselichtchev&

- Tselichtchev, I. (2012). *China versus the west: The global power shift of the 21st century*. Singapore: John Wiley & Sons Singapore Pte, Ltd. doi:978-0-470-82972-1
- Tu, W. M. (1994). *China in transformation*. Cambridge, MA: Harvard University Press.
- Turoff, M. (1975). *The Policy Delphi: General Applications - The Delphi Method Techniques and Applications*. New York, NY: Addison Wesley Publishing Co.
- Turoff, M., & Linstone, H. (2002). *The Delphi Method techniques and applications*. In H. Linstone, & Turoff, M. (Eds.) *techniques and applications* (pp. 3-8). Reading, MA: Addison-Wesley Pub. Co. - Advanced Book Program.
- U.S. Census Bureau. (2011). *Trade in Goods with China*. Washington, D.C.: U.S. Census Bureau. Retrieved from www.census.gov/foreign-trade/balance/c5700.html#2010
- U.S. Chamber of Commerce. (2006). *China's WTO Implementation and Other Issues of Importance to American Business in the U.S.-China Commercial Relationship*. Washington, DC: U.S. Chamber of Commerce Press.
- U.S. Chamber of Commerce. (2010). *China's drive for indigenous innovation*. Retrieved from https://www.uschamber.com/sites/default/files/documents/files/100728chinareport_0_0.pdf
- U.S. Energy Information Administration. (2014). *China-Analysis*. Retrieved from <http://www.eia.gov/countries/cab.cfm?fips=CH>
- United Nations Framework Convention on Climate Change. (2007). *Climate Change 2007: Impacts, adaption and vulnerability*. Cambridge, MA: Cambridge University Press. Retrieved from <http://books.google.com/books?hl=en&lr=&id=TNo-SeGpn7wC&oi=fnd&pg=PA81&dq=climate+change+2007:+mitigation+of+climate+cha>

- nge+summary+for+policymakers+from+ipcc+fourth+assessment+report&ots=vP3CoeUqnJ&sig=T9ivNBzd_lBoOZNWnNKJorfCT5s#v=onepage&q&f=false
- Vogel, E. F. (2011). *Deng Xiaoping and the transformation of China*. Cambridge, MA: Harvard University Press. doi:DS778.T39V642011
- Wang, B., & Hui, W. (2014). *Culture and Social Transformations: theoretical framework and Chinese context - The Social and Cultural Roots of the Reforms*. Boston, MA: Brill. doi:978-90-04-26050-4
- Wang, H., & S.H., W. (2010). User acceptance of mobile internet based on the unified theory of acceptance and use of technology: Investigating the determinants and gender differences. *Social Behavior and Personality*, 38(3), 415-426. doi:10.2224/sbp.2010.38.3.415
- Wang, J. (2012, October 19). The Real China Model. *Chinascopes*. Retrieved from <http://chinascopes.org/main/content/view/4955/162/>
- Watts, J. (2007, April 3). 'Nail' house flattened after three-year row. *The Guardian*, 4. Retrieved from <https://www.theguardian.com/world/2007/apr/03/china.jonathanwatts>
- Weigang, J. (2013, May 22). Human resources and social security changes: The decision of the third plenum. *The China Daily*, pp. 22-23. Retrieved from <https://thediplomat.com/2013/11/chinas-looming-social-security-crisis/>
- Wolin, S. (2008). *Social-Economic Theory*. Princeton, NJ: Princeton University Press.
- Wong, J., & Yongnian, Z. (2001). *The Nanxun Legacy and China's Development in the Post-Deng Era*. In J. Wong, & Z. Yongnian (Eds.), *China's Development* (pp. 18-38). Singapore: World Scientific. doi:9971-69-246-5
- Wright, A., & Twitchett, D. (1962). *Confucian personalities*. Stanford, CA: Stanford University Press.

Wye, R. (2011). Challenges for the future of the CCP leadership. In D. Shambaugh, & D.

Shambaugh (Eds.), *Charting China's Future: Domestic and International Challenges* (pp. 23-31). Oxon, England: Routledge.

Wye, R. (2011). China's Leadership Transition. In D. Schambaugh (Ed.), *Charting China's*

Future: Domestic and international challenges (pp. 22-48). New York, NY: Routledge.

Xi, J. (2013, April). *The American dream ideology*. Retrieved from <http://www.economist.com/>

Xiaoping, D. (1979). *Uphold the Four Cardinal Principles: The rapid development over three decades of Deng's black cat - white cat theory*. Retrieved from

<http://en.people.cn/dengxp/vol2/text/b1290.html>

Xiaoping, D. (1983, January 12). Our Work in all Fields Should Contribute to the Building of

Socialism with Chinese Characteristics. *Selected Works Vol. 3 (1982-1992)*. Beijing,

China: China Press. Retrieved from

<https://dengxiaopingworks.wordpress.com/2013/03/08/our-work-in-all-fields-should-contribute-to-the-building-of-socialism-with-chinese-characteristics/>

Xiaoping, D. (2005, July 1). China's Advanced Management Methods Applied to Capitalism.

Forbe, 1(76), 79. Retrieved from <http://en.people.cn/dengxp/vol1/text/b1290.html>

Xiaoping, D. (2014, September 14). *Selected Works Vol. 2 (1975-1982): Uphold the four*

cardinal principles - The rapid development over three decades of Deng's Black Cat and

White Cat Theory. Retrieved from <http://dengxiaopingworks.wordpress.com/selected-works-vol-2-1975-1982/>

XLStat. (2017, September 11). *Data Analysis Solutions*. Retrieved from

https://help.xlstat.com/customer/en/portal/articles/2062460-what-is-statistical-modeing-?b_id=9283

Yale Environment 360. (2013). China at Crossroads: Balancing the Economy and Environment.

Yale School of Forestry and Environmental Studies. Retrieved from

https://e360.yale.edu/features/china_at_crossroads_balancing_the_economy_and_environment

Yang, D. (1996). *Calamity and reform in China*. Palo Alto, CA: Stanford University Press.

Yang, Y. (2000). *Taipei Economic and Cultural Office*. Retrieved from

<http://www.tw.org/newwaves/63/1-9.html>

Yingshi, Y. (1994). Changing conceptions of national history in twentieth century China. In E.

Lonrith, K. Molin, & R. Bjork (Eds.), *Nobel Symposium* (pp. 78-134). New York, NY:

Walter de Gruyter.

Yu, L. (2014). *Consumption in China: How China's New Consumer Ideology is Shaping the*

Nation. Cambridge, UK: Polity Press. doi:ISBN-13: 978-0-7456-6971-7

Zakaria, F. (2011). Does the 21st century belong to china? In R. P. Griffiths (Ed.), *Does the 21st*

century belong to china?. Toronto, Canada, Canada: House of Anansi Press, Inc.

Zhang, L. (2010). *In Search of Paradise: Middle-Class living in a Chinese metropolis*. London,

England: Cornell University Press.

Zhao, S. (2005). Nationalism's Double Edge. *Wilson Quarterly*.

Zhao, X., & Belk, R. W. (2008, August). Politicizing Consumer Culture: Advertising's

Appropriation of Political Ideology in China's Social Transition. *Journal of Consumer*

Research, 3(4), pp. 231-244. Retrieved from [https://academic.oup.com/jcr/article-](https://academic.oup.com/jcr/article-abstract/35/2/231/1806114?redirectedFrom=fulltext)

[abstract/35/2/231/1806114?redirectedFrom=fulltext](https://academic.oup.com/jcr/article-abstract/35/2/231/1806114?redirectedFrom=fulltext)

Zhili, C. (1999, March). Zhonghua yingcai (China's talents). *Education Journal* 1(5) 12.

Retrieved from <https://catalogue.nla.gov.au/Record/549644>

Zhu, J. (2016). *Chinese Overseas Students and Intercultural Learning Environments: Academic Adjustment, Adaptation and Experience*. Shanghai, China: Palgrave Macmillan.

Zhu, M. (2012). *Global challenges to financial stability: The global outlook and the role of macro-prudential policies*. New York, NY: ADW Publishing Co.

Zhu, Z. (2011). *The People's Republic of China Today*. In Z. Zhu (Ed.), Hackensack, NJ: World Scientific Publishing. Retrieved from <https://www.amazon.com/Peoples-Republic-China-Today-Challenges/dp/9814313505>

INDEX

(1En)	154	Bol	30
(1En1)	155	Bound Investigation or Study	25
(1En2)	155	Box Plots	
(1Mi)	155	Literature Data Analysis	268
(1Mi1)	155	BRICS	231
(1Mi2)	155	Brown	130, 152
(1Mi3)	155	Central Advisory Commission	52
(1Po1)	154	challenges	iv, 4, 9, 28, 40, 41, 59, 153
(1Po2)	154	China's Five-Year Plan	
(1Po3)	154	2030 goals and objectives	348
(1Po4)	10, 154	China's growth rate	
(1Po5)	154	GDP rates for period 2013-16	317
(1Po6)	9, 10	China's New Consumerism	309
(1Po7)	154	Chinese dream	
(1We)	154	President Xi's policy initiatives	322
(1We1)	154	Chinese Dream	230
(1We2)	154	Chinese legal reforms	
(1We3)	154	Rule of Man vs. Rule of Law	<i>See Legal</i>
(1We4)	154	Environment	
(1We5)	154	Chomsky	152
(1We7)	154	Coefficient of Variation (CV)	115
(1We8)	154	Coefficient of Variation Stability	115
(2I2)	20	Cohen	152
(2S10)	57, 59, 64	communism	75
(2S8)	58	Communist Party of China	10, 29, 139
(2S9)	58, 59	Confucianism	50
(4P13)	19	Leadership ideologies	312
(4P9)	9	Consensus, Between items in a series of	
1 st , 2 nd and 3 rd questionnaire rounds	123	Delphi surveys	
Adam Smith		Stopping Rule	115
wealth of nations	154	contribution	59
aging population 6, 45, 49, 51, 126, 142, 186, 187		controlling philosophy	37, 123
Angelo-American	58	Controlling Philosophy and Process	123
Anti-hegemonic stance		cradle to grave care	53
China's external policy stance	311	cradle-to-grave care	54
Asian sovereigns		creation of public wealth	53
China's stakeholders	339	Cross-Functional Team Theory	
Assumptions	16, 128, 129	Robbins & Judge	77
authority	iv, 1, 16, 19, 42, 153, 155	cultural ideologies	iv
balance	154	cultural ideology	154
Beardson	43, 130	Cultural transitions	331
Black Cat – White Cat Theory	70	Dajani's Binominal Test	115
		Danwei	

Work Units.....	72	Ethics.332, <i>See</i> Legal, Social, and Economic Environments	
Debt-to-GDP ratio.....	318	Experiential learning.....	330
decision-making.....	39, 76	Farrel.....	130
Declining Generational Relevancy Model		Ferguson.....	130, 152, 153, 158
Huff & Sharker's Model.....	267	findings	1, 43, 120, 131, 152, 153
Delimitations.....	25	Food	
Delphi.....	iv, 37, 43, 112, 128, 131, 153, 158	Food supply.....	19
Delphi Method	113, 131	Food Supply.....	19
Delphi panel.....	153	foreign direct investment	66
Delphi Process		Foreign influence	
first-round	140	acceptance of.....	331
fourth-round	141	four orders of inquiry	153
second-round.....	141	Four-modernizations	
third-round	141	Deng.....	78
Delphi Process, Four-Round		gap in the literature	43
Hsu and Sandford.....	269	GDP.....	59
Delphi survey		Gender bias	
Core or stem inquiries & statements...	126	Property and wealth transfers.....	350
Delphi Survey Questions - Core Inquiries		Global power shift phenomenon.....	305
Research Statements	125	global superiority	iv
Democracy Wall	79	Globalization.....	298
Deng.....	9, 10	Gordon	131
Deng's Nanxun	54, 55	Harmony, China's concept of	
Deng's Nanxun legacy.....	54	Hexie.....	310
Diamond.....	19, 20, 130	Harvey, Andrew	
disability.....	50, 51	Relevant literature review process	41
dominance		health care	59
Power, authority, superiority, dominance	16, 19, 40, 41, 42, 129, 154	Health care	
drivers	64	% of GDP.....	337
economic.....	1, 7, 10, 20, 40, 41, 46, 59, 64, 129, 152, 153, 154	Advancements.....	334
Economic growth		Major changes.....	337
China contributions to mitigating the		private investment capital	335
global crisis.....	317	Health Care	57, 64, 119, 249, 254, 255, 256, 257, 272, 273, 274, 275, 294, 299, 307, 328, 351, 352, 355
Economic Totalitarian	9	Health care advancements	
education	70, 154	demanded by 2020	334
Empirical theories applied		Health care expenditures	
Lock, Hegel, Saldana, Davis, Mitroff, and		expenditure between 1990-2011	337
Turoff	348	Hegelian Philosophy	124, 261
Energy	23, 42, 154	Heilbroner	152
environmental factors.....	iv, 8, 9, 11, 25, 40, 113, 158	Helmer.....	112, 131
Environmental Waste and Protection.....	319	HFCL testing.....	42, 44
ethics	28, 75, 79, 80	HFCL Testing - Issues or Challenges	

- Rapid growth, economic & monetary
 - ideology, power, authority, superiority, energy, natural resources 42
- Hierarchy of hypotheses 277
- household-responsibility system..... 53
- Huff iv
- Humphrey 131
- ideologies 1, 129
- Inquiring System 37
- Inquiry System 158
- intercultural iv, 42
- interdisciplinary 28, 39, 43
- internal and external..... iv, 152
- Internet
 - Internal impacts in China 315
- iron rice bowl 53, 54
- issues 17, 39, 42, 129, 131, 152, 153
- Jacques* 130, 152
- Jinping, Xi 80, 82
- Johnson 59, 65, 152
- Key Assumptions 16
- Kissinger 130, 152
- leadership ... 4, 7, 9, 10, 25, 28, 64, 120, 129, 131, 152, 153, 158
- Leadership** iv
- legal 29, 42, 64, 130
- Legitimacy, Power, and Control
 - rapid increases in wealth and growth associations 319
- Lenin 29
- Leninist and Maoist ideologies
 - Changing ideologies..... 314
- levies 44, 47, 49, 66
- levy system..... 47
- Lifestyle Changes..... 310
- Likert scale
 - six-point 195
- Lockean Theory 261
- Longitudinal observations
 - Historic, Present, and Future expressed by authors over a long period of time .. 266
- Madjidi iv, 117, 264
- Mallette 8, 40, 131
- Mandarin 72
- mandatory retirement system 52
- Mao 9, 10
- Maoist 9, 10, 45
- McNemar Change Test 115
- Median
 - Use of term..... 272
- Military 24
- Military force history
 - Enforcement of China's boundaries 306
- Ming Dynasty..... 44
- Ministry of Human Resources and Social Security 53
- Mitroff's 37, 152, 153
- Modernization program 70
- morals..... 28
- Mother Russia 29
- Multivariate Scatter Plot Forecasts**
- Literature Analysis** 268
- Nanxun District..... 54
- Nash 130
- national tax system..... 45
- neo-Confucian ideologies 44
- Network Analyzers
 - Literature Data Analysis 268
- New middle class
 - Emergence of a 314
- nine step process of investigation iv
- Nixon..... 130, 152
- Occam's tenant..... 349
- One Belt, One Road 231
- One Belt, One Road Initiative..... *See the "Chinese Dream"*
- outcomes 40, 123, 125, 128, 131, 152
- Pearson's Degree of Association 115
- Pease 131
- People's Republic of China 9, 10
- Plenum 29
- Plinske..... 43
- Plinske, Kathleen
 - Using the Internet to guide research 42
- Policy Delphi Process (Turoff)
 - accurate predictive outcomes 153
- Politburo..... 11, 29
- political ... 9, 10, 29, 40, 41, 64, 75, 129, 152
- Political 16, 29, 154
- Political Environment 45, 57, 68
- Political liberalism
 - democratization..... 314

Population	18	Social security ..	iv, v, 1, 6, 7, 25, 27, 40, 44,
Shifts from rural to urban areas	318	45, 47, 49, 50, 51, 52, 53, 54, 55, 56, 59,	64, 65, 66, 67, 68, 71, 86, 111, 120, 126,
power.....	iv, 1, 9, 10, 16, 19, 29, 46, 64, 152,	128, 142, 143, 144, 148, 156, 158, 186,	187, 190, 226, 234, 237, 238, 239, 247,
153, 155		249, 250, 254, 255, 256, 257, 258, 260,	264, 265, 272, 273, 277, 278, 279, 280,
problem statement.....	31, 43, 125, 128, 129,	281, 282, 283, 284, 286, 288, 290, 292,	295, 296, 299, 307, 308, 316, 318, 319,
130, 158		327, 328, 329, 330, 333, 334, 336, 338,	342, 344, 345, 346, 348, 349, 350, 351,
property	46	352, 353, 354, 355	
qualitative.....	40, 43, 113, 152	Social Security	45, 55, 64, 119, 237, 249,
quantitative.....	43, 112, 113, 152	254, 255, 256, 257, 272, 273, 275, 278,	295, 299, 307, 328, 351, 354, 355
R statistical analysis software	274	social security and health care	
R2 Survey Design Sample		addressing future direction.....	346
(N) = 50	205	SPELIT ...	iv, 8, 9, 10, 40, 42, 131, 139, 153,
Rand	1	159	
rapid growth	iv, 31, 40, 41, 154	SPELIT categories as factors	
Real-time Delphi Method	iv	leading leadership decisional processes	
Reducing the survey sample	206	274
Regression Analysis		stability.....	112, 154
Literature Data Analysis	268	Standard of living	
Research Hypotheses	6	Advances.....	334
Research Hypothesis (RH1).....	45	Stem inquiries and statements.....	See The
Research Hypothesis (RH2).....	57, 126	Delphi Survey Process	
Research Hypothesis (RH3).....	68, 126, 128	Stopping Rule.....	115
Resource depletion		Stopping-rule.....	205, 225
China's growth vs. global demand	324	Consensus	197
retirement	50, 52, 54, 56, 57, 66	Strenghts Finder - Leadership	
retirement income	52	Characteristics	
RSAF testing	42	Rath, T. and Clifton, D.....	87
Saldana.....	40, 42, 131, 158	Study Significance	7
sample reduction	148	Summarized	26
scale.....	154	superiority	31, 40, 41, 42, 153, 155
Schmieder-Ramirez.....	131, 159	SWOT (PEST) analysis	131
SDP - Survey Development Panel	332	taxation.....	44, 47, 66
Sharker, Yushuf		Taylor.....	130
DGR Model, Co-developer with P.D.		Team theory	
Huff.....	267	Robbins & Judge.....	76
Shepardizing	279, 281, 284	technology	42
Sherardized	284	The Cultural Revolution	79
Shift of Mind.....	9	the decision	57
Single-child 4+2+1 policy	See Social	The Democracy Wall	
Environment and Aging Population Crisis		Deng's leadership philosophy	79
Smith	16, 129, 154		
social	10, 11, 40, 42, 43, 45, 59, 129, 153		
Social	1		
Social and environmental reforms	321		
social benefits.....	52		
Social Environment	148		

The Great Leap	79	Unity	312
The Policy Delphi		values	75
Structured not to produce a consensus .	123	vital reformation.....	52
Themeing and Coding.....	iv, 131, 158	Vogel... 9, 10, 53, 71, 72, 130, 152, 153, 154	
Three Competitive Ideologies.....	129	Wealth.....	20
Three World Theory	12	Weerapana.....	130
Three Worlds Theory	10	Western & European Ideologies and	
tipping point	67	Leadership Policies	
Traditional values and ideologies		blow-back.....	341
an on-going deep commitment.....	330	Win-win diplomacy	311
traditions	45	Wolin.....	152
Transformation.....	332	Xiaoping.....	9, 10, 12, 130
Tselichtchev . 46, 50, 51, 57, 58, 59, 64, 130,		Xiaoping, Deng	51, 53, 78, 80, 82, 83
152, 158		Yongxin.....	152
Turoff iv, 37, 40, 113, 123, 131, 153, 158		Zhejiang	54
Turoff and Mitroff		Zhongguo	9
Constructing relevant investigations...	339	Zhu	130, 152
unity	154		