

“*Daughter of the Yellow River* is a testament to perseverance, determination, courage, and success.” -- **Deepak Chopra, *New York Times* best-selling author**

“Diana’s beauty masks a dynamic entrepreneur who knows what she wants to do and does it.” -- **John Edward, former Divisional Director, Corning Inc.**

“*Daughter of the Yellow River* is an inspiring story of a remarkable woman.”
-- **James Pammenter, former Director, KPMG Management Consulting**

Daughter of the Yellow River

“I am a daughter of the Yellow River. Its waters flow within me like the blood in my veins. I was born, raised, and educated in China, and shaped by the culture and traditions of that great land.

“I have also become a citizen of the world. I have traveled to several continents and many countries, and I now make my home in one of the world’s most cosmopolitan cities, San Francisco. I have lived my life fully and passionately, driven to follow my heart, find my true calling, and embrace my own personal power. I knew that this would be my route to success. And I was right.

“My journey has taken me along a path that has led me from hardship and poverty to a life of comfort, glamour, and wealth. Starting with no money, no power, and no formal business education, I became a successful international entrepreneur in a highly sophisticated technology industry working with major corporations worldwide – an amazing accomplishment for a young Chinese woman in a male-dominated business environment.” -- Diana Lu, excerpt

In her new book, *Daughter of the Yellow River*, Diana Lu recalls her rise from an impoverished girl growing up in Communist China during the Cultural Revolution of the 1960s and 1970s, to becoming a strong pioneer in the fiber optics industry. As the youngest female executive in the field in China, she went on to become a multi-millionaire entrepreneur in America. Her memoir also offers dozens of principles on how one can live a vibrant and fulfilling life and forge ahead with a successful career. She shares guidance on how to cross cultures and do business in and with China, and she presents her small company’s unique and valuable experience of standing firm in protracted litigation against a corporate Goliath -- a major Chinese joint venture.

Diana came to this country less than a decade ago, having changed careers and countries. She was trained as a doctor, but switched to being a teacher in a university, and then eventually became a businesswoman. She learned English by watching TV in China. She came to America relying only on her husband. Her marriage began to crumble two months after her arrival. Working totally on her own she started her international business venture from scratch. In 1993 she earned the equivalent of \$30 a month in China. By the end of the decade, with no formal business training, she was on her way to making millions of dollars in the technology industry and other investment opportunities, working with some of the world's top companies. By age 34, she retired from her telecom business venture as one of the leading female entrepreneurs in her field, and continued to explore new opportunities and to engage in new ventures.

At the end of each chapter, Diana presents her stepping-stones on the journey to success, offering inspiring, moving, and guiding wisdom. A sampling includes:

- ♣ **Listen to others, but above all, listen to your heart.**
- ♣ **Understand your fears and learn how to control them.**
- ♣ **You never know until you try, but know when to move on.**
- ♣ **Understand Business is about people, nothing else.**
- ♣ **Use obstacles as teachers to develop our potential and strength**
- ♣ **When you are in despair, take action.**
- ♣ **Take ownership of your life.**
- ♣ **Our lives are what we choose to make them;**
- ♣ **Do not limit ourselves by the circumstances which we come from.**
- ♣ **Understand, Respect and Embrace cultural differences.**
- ♣ **Success isn't a destination, a pinnacle to strive for, it's an ongoing journey.**
- ♣ **Money doesn't define success; it is side product of real success**
- ♣ **To accept parents for who they are and not let ourselves be restricted by the circumstances of their lives, by their success or failures, or by their expectations for us.**

Diana shares many observations on doing business in and with China, providing insight into how the government, business community, and social culture operate. Diana notes: "Through my years working with Chinese business people and enterprises, and as a born and raised Chinese individual, I understand deeply how, even more than in other places, their society often runs on money, rank, and material possessions. To a large extent, these external factors tend to define your social status and become the basis of your identity and your personal power. They show other people how they should appreciate and accept you. If you lose these external things, you are considered to be nothing. This profoundly affects society's moral values and promotes ego- and greed-based competition between individuals and enterprises."

She suggests how businesses in the U.S. can successfully operate in a high-growth market of 1.3 billion people with the world's fastest growing economy. Diana explains how government reforms and cultural changes are needed to keep pace with the nation's burgeoning financial opportunities.

Diana also provides a step-by-step program for individuals to fulfill their dreams, whether you are planning a business or your life. Her program takes you from developing your goals and vision, to gathering information, allies, and resources, and to remaining flexible in dealing with change, as you pursue your dream with passion and one hundred percent effort.

Daughter of the Yellow River also explores how one can:

- ♣ Transition from one culture to another (East to West).
- ♣ Make surprising career changes smoothly and effectively.
- ♣ Overcome sexual harassment or ethical breaches in the work environment.
- ♣ Be separated from your roots and origins but still persevere.
- ♣ Succeed in any industry as a woman and as an immigrant.
- ♣ Rejuvenate after being worn out both physically and mentally.

Her personal story and professional accomplishments position her to serve as a mentor. Her newly formed company, Image Global Impact (IGI), works to provide inspiration for people to believe in themselves and to teach them how they can realize their dreams. IGI brings a new approach to understanding cross-cultural business relationships and to doing better business between the West/US and the East/China. Her firm is involved in promoting fresh, accurate, and more meaningful images of China's people, culture, and business climate. IGI also encourages women to advance themselves.

“I realized that our lives will be what we choose to make them. If we want to live in a way that's true to our passions, that honors our authentic self, the power to do that lies within us. We need to be clear and focused about what we want, and to invest the time and energy necessary to achieve it. That can be a daunting challenge, but the rewards are immeasurable.” -- Diana Lu, excerpt

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Diana Lu

Biography

Diana Lu is the founder and CEO of Image Global Impact, LLC (IGI), a corporation with three divisions providing; corporate business consulting, in the areas of international branding, marketing, operations and management; self-improvement seminars (predominantly in China), and self-improvement books. IGI is a consortium of prominent international entrepreneurs, highly-ranked IT professionals, and leaders in finance and law.

She is the author of a new book, *Daughter of the Yellow River*, which tells her inspiring and empowering personal and professional story. She was born, raised, and educated in China during the dark, depressing, and frightening years of the 1970's Cultural Revolution.

Trained in China to be a medical doctor, she became instead a teacher at Northwest Minority University in the Gansu province of China earning \$30 as monthly salary before her career took off. A year later she switched careers again. Finding business to be her true passion, she first became the assistant manager of a Hong Kong real estate company and then a training officer at a major hotel with an international clientele. In 1995 she joined Draxler International, a British-based international company doing business in China, as an office manager. She overcame the challenges she faced as a young, attractive woman with no formal business training in a male-dominated technology industry, and within two years she was a vice president of the company. She came to America in 1997, and a year later she founded her own company, Allied Telecom International, becoming one of youngest female entrepreneurs and a strong pioneer in fiber optic industry.

Diana consults with companies, advising them how to do business effectively in Asia and in the West, particularly China and US. She is preparing a lecture series in English and Chinese on how to become a successful entrepreneur, and how to achieve career success and get more out life.

Diana has established an effective system to fuse Western strategy with Chinese business essence, to be applied to operating a business in the international marketplace. She understands the unique differences in the two business cultures, and is able to make flexible plans that satisfy both Western and Eastern clients.

She has dealt extensively with leading global companies, including Intel, JDS, Corning, Honeywell, Siemens, Alcatel, Ciena, Fujitsu, Samsung, Pirelli, Sumitomo, and many of the largest Chinese corporations.

Diana resides in San Francisco, California. For more information, please consult: www.igimpact.com

How to Do Business In China

1.3 Billion Reasons and Counting

While working in the fiber optics industry, Diana Lu, author of *Daughter of the Yellow River*, often educated vendors and other executives on how to do business in China.

“One of the most valuable lessons I learned was how to do business across cultures. The vendors we represented were often surprised by how dissimilar the Chinese business style is from that of the West,” says Lu. “But while the differences could create barriers, they also were doorways to opportunities for any person or company that made the effort to recognize, understand and respect the other side’s customs, traditions, and methods.”

She believes the people and companies who will have the greatest success in doing business in China are those who can effectively combine and balance the logical, analytical, and strategic thinking of the West with China’s intuitive, relationship-based, business customs.

“One of the cultural differences I notice is that Westerners are straightforward, but Chinese people prefer an indirect approach,” notes Lu. She cites two examples:

1. The Chinese are more likely to make decisions based on their emotions, intuition, gut feelings and relationships. To a large extent, they hardly indulge in the kind of business planning and strategic thinking that are routine in the West and they can perceive directness as an affront.
2. When discussing a deal, Chinese business people typically wait for the other party to announce what their company will do, although that courtesy doesn’t mean that the Chinese negotiator will go along. The Chinese quite often won’t say yes or no. ‘Let’s discuss it further’ sometimes indicates that there is a possibility of coming to terms. “I will think about it” sometimes means there is no hope. And some other times, these responses can be quite unpredictable. It is normal that Chinese business people are quite elusive. That’s why learning about their personality, their professional experience, political background and their relationship chain is vital to get the deal done.

Another major difference in China vs. American (western) business styles is that business in the West is far more regulated than in China. Concepts that are important in the West, such as intellectual property, patents, trademarks, and copyrights are far less relevant in China. A company that launches a successful product can expect copies to appear in the market place and has little recourse when they do.

Lu stresses the following points as well:

1. **Without laws and regulations to fall back on, Westerners who want to do business in China would be well advised first to learn its business**

customs and to figure out how to fit into its culture. No matter how big or small a Chinese company may be, its systems, procedures, and rationales are likely to seem arbitrary, inefficient, and manipulative. In other words, they make no sense at all to someone with a Western mentality.

2. **Westerners have to be prepared to spend extra money and time in China to build the solid, trusting relationships, and to understand China's business operation in the beginning,** this extra effort is essential for success in China. Patience, understanding, tolerance and flexibility are absolutely required.
3. Western businesses are much easier to operate, because they are systematized and regulated. However they can be very procedural, fixed, and sometimes inefficient. On the other hand, although the **Chinese business style is more irregular, it can generate many alternative plans and flexible solutions to work with its irregularity; to deal with business reversals or opportunities.** Sometimes, in China, the Chinese style can be a more efficient, practical and profitable to operate than the Western system.
4. **Westerners have to be very flexible to understand the China market and business sophistication.** In China anything can happen and anything is possible, which may not be the same situation in the Western world because of its regulations, standards and procedures. That's the uniqueness of Chinese business and one of the reasons why China is still growing so fast.
5. Corporate identity and brand is often an important part of Western business, A western company's systematic long term plan is to establish a corporate identity and brand before it focuses on profit generation. Marketing and branding should always be the first priority in operating a corporation. **However, in China, business is often driven by market trends, and short-term profits. Most of companies have no long-term plan and strategy which would really establish its brand and identity.** Many enterprises focus on earning short term profits at the expense of product quality and company image. In China being BIG is often more highly regarded than a reputation based on professionalism, quality, credibility and integrity.
6. **Personal relationships are the key to doing business in China.** At every step, from negotiating the deal to getting paid, success depends on building the most reliable relationships you can within a company's power structure. When Western businesspeople approach a Chinese company, they often don't understand who the decision makers are. Nor do they grasp how crucial the political influences can be in a country where the government owns most of the businesses and sponsors the development and delivery of most products and services. The power structure of a Chinese firm can be quite different from what a Westerner, accustomed to meaningful job titles and organization charts, might expect.
7. **To make a project work in China, you need to know the members of the customer's team -- their history and background, their education, their**

politics, their managerial roles, the chain of their internal working relationships, their decision-making impact, and their status within the company and the industry. Only when you have this information will you be able to operate effectively in the Chinese market.

12-Step System For Planning A Business or Planning Your Life

by Diana Lu

Step 1: Define Your Goal You can't achieve a dream unless you understand what it is. What does your soul tell you about your life's purpose?

Step 2: Develop Your Vision Express on paper what you want to do and how you see the project unfolding, whether it's starting a business, writing a novel, or building a dream home. Just free-write whatever pops into your head.

Step 3: Assemble A Strong Team Enlist the help of your friends, colleagues, mentors, and business associates. Brainstorm with them. Put together a board of advisors to serve as your sounding board, cheerleaders, and reality check.

Step 4: Collect Information Find out everything you can about what you're trying to accomplish. Consult books, people, and the Internet for guidance.

Step 5: Gather Basic Financial Figures Understand how much money your venture will cost to convert your idea into something real. How much will it cost to get started and run things until you turn a profit?

Step 6: Refine Your Plan Revisit your vision and build it into a real plan. Add three- and five-year timetables to your plan. Identify the benchmarks that will indicate your progress.

Step 7: Bring In The Manpower You Need Few of us can achieve a dream entirely on our own. We need staff, supporters and guides.

Step 8: Plan Your Work and Work Your Plan You know what needs to be done and who needs to do it. Now it's time to break your long-range plan into yearly, monthly, weekly, and daily accomplishments. Build in deadlines that are feasible but also make you stretch yourself.

Step 9: Be A Leader As a good leader, your role is to encourage your team, mobilize their effort, and help them focus on the task at hand. Even if you are a team of one – yourself – it is your job to keep the project on track.

Step 10: Keep Your Eye on Your Dream Remind yourself, as you trudge from one day to the next, why you've chosen to be on this path. Regularly revisit your goal, track your progress, and celebrate benchmarks that you reach.

Step 11: Pursue Your Dream With Your Passion and 100% Effort Stay focused; be determined. Often, we are distracted when difficulties arise or other people try to discourage us with judgment and objections. Any new project will face doubt and opposition, simply because it is different. That's normal. Use problems to challenge and clarify your ideas but never allow them to derail you.

Step 12: Be Flexible and Update Your Action Plan When Necessary As you work your plan, expect to encounter surprises and sudden changes along the way. When you do, make sure you come up with an alternative action plan.

Daughter of the Yellow River Selected Excerpts

Growing Up During China's Cultural Revolution

“My earliest memories are of chaos, confusion, and fear. When I was three years old, a little girl in pigtails, my world turned upside down. The government of China yanked my family out of our familiar, comfortable, urban way of life and thrust us into a remote rural place filled with poverty and despair... My family did not have many possessions. Nobody did. We learned how to value our few belongings, like our radio and sewing machine. Each family had a limited number of tickets for the purchase of necessities like meat, bread, clothes and oil. Too often, the supplies that the tickets entitled you to were inadequate. To get what you needed, you had to be extremely nice to the people who controlled the distribution. People were always competing with each other for power and money and political favor.”

Poverty As a Teenager in Communist China

“In the early 1980s, we could see that life in China was improving gradually, but most Chinese people still lived on government-issued food cards and oil cards. Meat was not as limited as it used to be, and every family in the university was entitled to have two bottles of milk every day, although you had to sign up by the month to get it. It was my chore to pick up the milk and buy our supply of vinegar and soy sauce. Every morning, we would all have a small amount of boiled milk to drink. I didn't like it because to me it smelled awful, but Mama would watch me until I finish the last drop. I had to hold my nose and drink quickly so I wouldn't taste it so much.”

Tiananmen Square Remembered

“In Beijing, hundreds of thousands of students and their supporters – intellectuals and workers alike – gathered in the large public plaza known as Tiananmen Square. For several weeks they staged hunger strikes, marches, and peaceful demonstrations. Universities all over the country joined in the protests, and mine was no exception. Students rose up to support the fight against corruption. The whole school stopped working. There was no more routine, no studying. Students refused to attend classes. It seemed as though the world had ceased to move.”

Sexual Harassment Is the Norm in China

“Unfortunately, though, the company director found a different source of fascination – me. He already had a mistress – they seemed to be a status symbol for businessmen in Shenzhen – but wanted to do me the dubious favor of letting me sleep with him too. Soon I was embroiled in the same frustrating situation

that had driven me out of my previous job. Again I had to leave a company with a great regret. I loved the job, but I would not put up with the director's appalling behavior. I was frustrated and disappointed by these experiences, the more so because I was coming to realize that my boss's attitude was commonplace. The business world of China is predominately a male domain. Women are still rare at the executive level, and they face a constant battle to overcome this kind of harassment. Many men assume that attractive women in a business environment are sexually available, and often they are right. Moreover, women who indulge men in this way often gain advantages as a result. But I believed strongly that both women and men should be respected and rewarded solely on the basis of their talents, skills, and knowledge they bring to their company and the hard work they do to improve the company's performance."

Welcome to America

"My first impression of New York was noise and bustle. Horns honked, brakes screeched. People hurried along the sidewalk with their elbows extended to shove you out of their way. The towering buildings and flashing signs reminded me of Hong Kong. There were ads everywhere – signs and billboards and moving displays: See this. Buy that. Go there. I began to feel dizzy."

China's Reputation

"I've often noticed that many Chinese companies are driven by profit as their only motive, without regard to the quality or value of the goods and services they offer. As a result, China has gained a reputation for producing cheap products with cheap quality. A common business model is to beat down competitors by charging lower prices and wringing out as much profit as possible. To me, this is a suicidal model, doomed to backfire. If we constantly compromise quality, in the end the customers will be dissatisfied, and they will go elsewhere."

An Entrepreneurial Spirit

"It was clear to me now that I could control my destiny. Though I was proud to consider myself a daughter of the Yellow River, I didn't need to define or limit myself by circumstances I came from; what counted was where I was heading. I deserved the best life I could achieve. Nothing could stop me from pursuing my joy, my love, my success, and my happiness. I had a great deal of value to offer and I could make a difference in this world. My world was in my hand and in my heart."

The Real Source of Success

"What Chinese people so often miss is the understanding that money is a side product of real success. Material riches are temporary – they can be stolen or lost. I want to help people recognize and value what really counts – their inner wealth. The real sources of success and happiness reside within us – in our heart, our mind, our hands, and our indomitable spirit. Our personal strength and our belief in ourselves are treasures that no one else can take away."

The Path to Success

"The path to success is simple to understand, though following it can sometimes be a challenge. First, discover what we love, what brings us joy, what sparks our passion. Second, based on that passion, determine our goal in life. Third, dedicate ourselves – our thoughts, our dreams, and most of all our actions – to

attaining that goal. I achieved my own success by taking this profound journey, and I believe that we all have the power within us to do the same. Remember, your soul is not afraid. Listen to what it tells you. If you do what you love, follow your passion, and express your authentic self, nothing can stop you from achieving what you dream.”

Observations on Doing Business Around the Globe

While developing new markets and sales opportunities in the telecommunications and fiber optics business during the late 1990’s and turn of the millennium, Diana Lu traveled throughout the world. She shares her global observations in her new book, *Daughter of the Yellow River*.

After being involved in exploratory talks and discussions with large companies on the scale of America’s Fortune 500, and with entrepreneurial startups in the United States, Canada, Europe, Australia, Japan, and other Asian countries, Diana says Americans and Canadians are her favorite people to work with.

She appreciated Australian business people, when it comes to getting the deal done, “they are efficient, hardworking and down to earth.”

Of Singapore, Hong Kong, she believes “they set high standards of professionalism and efficiency that women elsewhere would do well to emulate.”

Of Germany, she says they were efficient, and that when they took on a project, they delivered exactly what they promised, and they didn’t appreciate sudden surprises in a business transaction.

Of Italy, their detail in business is similar to America’s, but the way they negotiate is similar to China. Relationships and personal influence and judgment in business also play an important role.

She feels Japan is a productive place to do business. Diana found a pattern to her business trips – on the first day business isn’t talked about. She’d socialize at a restaurant. They’d go out for drinks afterwards.

“When it comes to business, China is like no place else,” says Diana. “As I work with Western companies, I come to conclude that the West is a better place to do business than China.” She notes it seems that everything is based on personal connections and relationships in China, but very little is systematic or standardized. Each company is unique in its own political and financial structure, so it can be difficult to discover what that structure is. She concludes to conduct business in China is a marathon of negotiating and entertaining.

“90% of the time, you’re doing nothing that seems to be related to the business at hand,” says Diana. “Before you can think of talking business, you must build the relationship through rounds of socializing. Most business is conducted at the dinner table or other entertainment and recreational venues, like in Golf Course,

Sauna center, or simply in the Karaoke bar or in one of many nightclubs that are filled with pretty young ladies whose job is to entertain businessmen.”

Diana’s 13 Stepping Stones Toward Success

1. Stay positive and hopeful. Even in the darkest of times, we can find sources of light to carry us through.
2. Be grateful. We should always take time to appreciate life and the small things that can contribute to our joy.
3. Give unconditional love, compassion, and support to those you care about. And expect the same in return. Our loved ones and friends are a treasure.
4. Maintain dignity, honesty, and principles. No matter what the situation, no one can rob us of these things but ourselves. If you conduct yourself with integrity, you can trust that the universe will reward you with a better life.
5. Listen to others, but above all listen to yourself. What others have to tell us provides wisdom and insight that we should take into account. But our choices should be based on our own passions, goals, and needs—not theirs. Don’t do something only because it will satisfy others or gain their approval.
6. Believe in yourself and what you are doing. Confidence leads to persistence, which leads to success. When we are confident that what we want to accomplish is worthwhile, and that we have the ability to achieve the goal, we can muster the drive to see the effort through to the end.
7. Stand up for what you know is right. The principles of fairness and justice are always worth fighting for.
8. Be flexible when things don’t go as planned. We may not always get what we want or expect, but that doesn’t mean we can’t proceed anyway.
9. Expect surprises. What happens in our lives is never totally under control, no matter how carefully we have planned, or what promises have been made to us or ourselves or others. If we are willing to accept the surprise and deal with the new situation, we will develop our inner strength.
10. Use obstacles as teachers. We are all beset at times by barriers, stresses, and confusion. They challenge us to test our potentials and discover and develop our talents and strengths.
11. Keep this motto in mind, “You never know until you try.” We never know what will happen—what miracles we are capable of—until we try.
12. Understand and respect each other’s cultures. It is vitally important that we learn about and accept the differences in culture, customs, and modes of thinking between ourselves and those with whom we do business.
13. If you want to change your life, know that your best and only resource is yourself. We all sometimes wish that our fortunes would spontaneously

change for the better. But there is only one way to guarantee a positive change, and that is to take steps ourselves to make it happen.

Diana Lu

Q & A

- 1. Diana, your new book is called Daughter of the Yellow River. Why do you feel you are such a person?** I was raised, educated and lived most of my life before I was 26 beside the Yellow River. It gave me the basic understanding and meaning of my life. The Yellow River is like the blood flowing in my body.
- 2. You were raised in poverty in China. What was it like to survive the Cultural Revolution in the world's largest Communist nation?** It was full of fear, confusion and coldness. We constantly battled hunger and political oppression. It was almost a miracle that our family survived and recovered from that dark period. No one really knew when the hardships would end, where we were heading, when we could see the light at the end of the tunnel.
- 3. You were one of the youngest and most high-ranking women in the fiber optics industry in the late 1990s. What obstacles did you have to overcome?**

I faced sexist prejudice, intimidation and sexual harassment, not equal opportunities. As with women in many countries, I had to work harder and go the extra mile to show that I was as capable as a man.
- 4. Did you really learn English watching TV in China?** Yes, I built a solid foundation for speaking and understanding English by watching on TV one of the most popular English educational program in China – “Follow Me” created by the BBC. Of course, my lessons in high school and in university helped too, along with practicing by speaking to myself and to foreign visitors.
- 5. You were trained to be a medical doctor. You then switched to teaching. Finally you found your calling as a businesswoman. What advice do you have for people contemplating a career switch?** Don't stay too long in a career that doesn't suit you. Follow your heart, your passion, your instinct. They will be sure to guide you to success, happiness and boundless joyful adventure. Although it requires determination and hard work to make a change, it is absolutely worth it, the rewards are immeasurable.
- 6. What role does your new venture – Image Global Impact – play in improving people's understanding of doing business with China?** One of IGI's tasks is to provide western business people with an in-depth understanding of Chinese business culture. This includes practical and customized guidance for westerners to fit into the Chinese business society. Another task is to help Chinese companies who wish to promote their brands compete on an equal footing in North America. Obviously the aim is a win-win strategy that provides a clear road map for both sides.

7. **What do we most underestimate or not understand about seeking to do business with China?** Westerners tend to think that China is just a cheap manufacturer of products to be exported to the west. However, there are advantages in investing in and taking technology to the Chinese domestic market, which is currently one of the world's largest, and will be the largest in the foreseeable future. However, China suffers from severe deficiencies in the hard and soft infrastructure throughout its business society. China has a long way to go and needs a lot help to build a healthy business environment to compete in the global market, which is why China is far from a threat but can make a great partner. Westerners tend to judge and predict China's economic and political development using western logic. This doesn't work. Patience, understanding and flexibility are essential to work effectively with China.
8. **Can you give us some insight on how the government in China influences how businesses conduct themselves?** The current Chinese government is very determined to develop its economy to feed the needs of the domestic market. It invests large sum of money to improve the immediate living environment for Chinese people and to improve transportation and other infrastructure for business. The government's general business policy is to focus on developing China's own technology and to encourage foreign companies to bring money and technology into China while encouraging domestic companies to go global and expand markets in the west. In particular, state-owned companies are investing heavily in foreign resource industries (steel, aluminum, coal, iron ore, oil).
9. **Just how hard is it to cross from the Eastern culture to the Western culture?** It was hard to quickly resolve the communication difficulties when my thoughts were based on my Eastern culture but I dealt with logically minded westerners. It required more explanation, communication, and research to bridge the historical and cultural divide. Sometimes, the difficulties were really threatening making me feel unwelcome. I would be tempted to withdraw or confine myself to an Eastern social group that would welcome me which only made the situation worse. Therefore I inserted myself into more western social groups and involved myself with more western daily activities. Now I am able to detach myself from my eastern culture to understand the west better, but at the same time I can creatively fuse and utilize the wisdom of both sides to work for the best. I will always switch myself back and forth between the two cultures, which is not easy, but it can be done. The knowledge I learned became my advantage and privilege in dealing with people all over the world, in social and business environments. Most of all I consider it a fascinating and fulfilling experience.
10. **Do you miss China? What was it like to leave your family, friends, and roots behind?** Yes, I do. I miss the food, my people, my family, my languages and all other familiar conveniences in China. Sometimes, I feel that I am neither Chinese nor American, and feel rootless. Although I have successfully built great friendships and social circles with my western friends so that they have become my new family, there are always some moments when I would like other people to understand and appreciate my complicated culture and roots. At these times I feel lonely.
11. **How do you feel your immigrant experience may differ from others?**

I didn't let my cultural background prevent me from pursuing my dreams in a completely different world. I have not been intimidated by the strange environment but rather treated it as an exciting adventure. I have diligently learned and involved myself in western life and culture, and have not regarded myself as an immigrant. I saw myself as an equal new comer, meeting new people and learning a new life. Traditionally, Chinese immigrants either go to university to obtain academic knowledge in order to find a better job, or they became cheap labor in the west. I gave up the opportunity to go to school in the US, but took the risk and chose the least traveled path that would work for me. Instead of depending on friends or family members, I depended on myself. I took full advantage of my eastern and western cross-cultural business experience to find the opportunities that led me to the better life that I now enjoy.

12. After becoming very successful as an entrepreneur, making millions of dollars, you were worn out and retired at 34. What have you done to rejuvenate yourself?

Detached from the business battle I practice self-reflection and meditation. Spiritual guidance and study of eastern and western philosophy brings inner peace and relaxation into my life. In the meantime, continue to explore new opportunities and new adventures to stimulate my spirit and my mind. These new mental activities make me feel rejuvenated, refreshed and energized.

13. China is the fastest-growing country in the world. Does this pose a threat to America? No. China may appear to the west to be unstoppable, but China has very real economic problems of its own. Its deficiencies in business infrastructure, financial systems, legal systems, systemic corruption, and quality of management hinder rather than support its economy. China has a long way to go to make its business environment truly competitive with the west. Associated with this are economic imbalances between the haves and have-nots, workers and pensioners, workers and peasants, the employed and unemployed, the north and south, the east and west. China faces long term financial and political challenges to extend the benefits of growth to all sectors of the population, and to maintain the growth. Changing all this will be a monumental task, possibly taking generations. However, I believe that China can still be a beneficial partner for US interests in China, and Chinese interests in the US. There is a Chinese idiom – “Harmony is the resource of good fortune”. Well-run Chinese enterprises seek harmonious business relationships. As international markets change, these companies provide the same healthy competition as Japanese or Korean businesses provide.

14. As a woman who made it in a man's industry, what would you tell a young woman today to help her to succeed? Never give up your hope and your principles, or underestimate your ability when you are facing prejudice, intimidation and sexual harassment from male professionals. Keep your self-respect and dignity as a life and death matter. Keep working on your confidence; value yourself as important as any male professional. Sometime, we may have to go extra miles, work harder to achieve the goal, but the process and the way we conquer the obstacles only prove our potential and capabilities. On the other hand, when you compete with male professionals, you do not need to compromise your femininity in order to be successful. It never really helps

you to reach your goal or make you happy, let alone to create a well balanced and cooperative work place. Femininity is a good balance in a masculine business environment. Not only can women retain their femininity and dignity, but they also can achieve their success equally with men.

15. **What are some steps one must take in pursuit of one's dream?** Find out what is your dream, and why? Figure out the possibility of your dream. Find out what is required to pursue your dream e.g. knowledge, skills, etc. Make a practical plan and work your plan.
16. **What is the hardest lesson of all to learn?** Never doubt ourselves. Never surrender to our fear. Fear can destroy any of our hopes, our dreams and our confidence. We feel fear, but it is up to us to destroy the fear. Never let anyone's negative judgment prevent us from pursuing our life. Failure is the necessary process of gaining our success. Accept and learn from our mistakes, keep trying different ways, but never give up our hope. Money, status and material possessions are the side product of our spirit, our heart. They should not be regarded as the measurement of our success or the identity of who we are. Don't let it master our life. If we consider money, status and possessions as our life goals, we will be enslaved by them for the rest of our life.
17. **You're a world-traveler. Will you share some observations about countries that really impressed you?** Japan still retains its religion and culture, but has adopted much of western culture and mentality. The Japanese sense of honor is admirable. I appreciated the subtleties and exquisite skill of Japanese women in utilizing femininity with firmness to deal with masculine interaction. South Korea has a hard working, determination and aggressiveness to expand and promote its image and market in the global place. I very much enjoyed the rich history of Western Europe. I love their exquisite art and music. Their relaxed, laid-back and down-to-earth attitude enhances their culture, and enables them to focus more on family and life than on building wealth. I am impressed by, and have benefited greatly from the North American people's open-mindedness, creative thinking and originality. Their athletic spirit is always uplifting. Latin Americans' passion is infectious. Australians' easy- go- lucky attitude and their love for nature are admirable. Russians' appreciation of ballet and vodka is unforgettable.
18. **How does one assert oneself as a leader?** Be courageous enough to risk going by the least traveled path. Be passionate about speaking one's heart and mind, Understand people and inspire and empower them with the same passion. Find the direction, and have staying power to maintain the direction.
19. **What three skills must every entrepreneur possess?** The ability to inspire and empower people with passion and clear vision. The ability to listen, communicate with all kinds of business people, and to encourage and adopt different ideas. Be street smart.
20. **You say we should use obstacles as teachers. How so?** Obstacles are the stepping-stones that test our potential. They provide the opportunity for us to improve our capabilities. They constantly reminded and guided me in the right direction to achieve my goal. Sometimes, I looked on them as test items in my

classroom. Once I overcame one obstacle, I moved forward to the next. I learned more knowledge and skills by constantly resolving problems. They are the best teachers that life offers. I also regard them as a lock on the door to our hope and future, and that lock requires us to find or learn to make the special key. Only then we will be able to pass through the door towards our destination.