In today's highly competitive global economy, it is said that most managers are – or soon will be – global managers. Whether they work abroad or in their home country, their work is influenced by global events and people from different cultural backgrounds. Success depends on knowing how to work effectively with people and companies worldwide and requires both intercultural competence and global management skills. This revised fifth edition presents the latest theories, research, and practices in global management. It contains a rich assortment of management applications that feature the experiences of one hundred companies, plus fifty global managers from thirty different countries. The book is organized around a new Skills Development Model designed to enhance students’ acquisition of global knowledge and competencies. This book is designed for courses in cross-cultural and international management at both undergraduate and graduate levels.

Richard M. Steers is Professor Emeritus of Management and former Vice Provost for International Affairs at the University of Oregon. A Past President of the Academy of Management, he was senior editor of the Journal of World Business, co-author of The Global Mindset, and co-editor of the Cambridge Handbook of Culture, Organization, and Work. He has served as a visiting professor in Asia, Africa, Europe, and North America and worked with multinational corporations on building cross-cultural global teams.

Joyce S. Osland is the Lucas Endowed Professor Emerita of Global Leadership and former Executive Director of the Global Leadership Advancement Center at San José State University. A Past President of the Western Academy of Management, she co-edited Global Leadership: Research, Practice, and Development and The SAGE Handbook of Contemporary Cross-Cultural Management. She is senior editor of Advances in Global Leadership. She spent 15 years working in international development and teaching in seven countries in Latin America and West Africa.

Betina Szkudlarek is Professor of Management at the University of Sydney Business School and consultant on sustainability and growth with the United Nations. Her research focuses on intercultural training, refugee workplace integration, expatriation, and global leadership. She is co-editor of The SAGE Handbook of Contemporary Cross-Cultural Management and Advances in Global Leadership. She has lectured and trained across four continents and worked with several multinational corporations and not-for-profits on developing intercultural competence and fostering global leadership excellence.
“This updated edition continues to set the standard as a vital resource for anyone learning about – and preparing to work and thrive in – cross-cultural diversity. Drawing on their rich expertise in the field, the authors skillfully combine relevant theory with a wealth of practical examples, applications, and actions to support the development of our future global leaders’ critical competencies.”

B. Sebastian Reiche, IESE Business School, Spain

“This is essential reading for anyone wanting to succeed as an international leader. It supports readers to develop intercultural management skills. Each skill is illustrated by current examples and backed by the latest evidence. This book is like hiring the three best international management instructors as your personal coaches. I can’t wait to use it in my teaching.”

Stacey Fitzsimmons, University of Victoria, Canada

“This book is an excellent source for teaching cross-cultural management. It strikes just the right balance of depth and breadth. What stood out most for this edition is the wealth of examples that practically span the entire globe! Congratulations to the authors on bringing such diversity.”

Hyun-Jung Lee, London School of Economics, UK

“I have used the Management Across Cultures textbook in my classes for years and highly recommend it. Through this textbook, students receive a rigorous introduction to research findings in cross-cultural and international management and concrete ways managers can and should apply those findings in global work environments. I look forward to adopting the fifth edition for my international management courses.”

Mark Mendenhall, University of Tennessee, USA

“The book innovatively deconstructs the complex global business environment, facilitating invaluable insights. The authors masterfully navigate the labyrinth of cultural diversity, providing a robust skills development model and interactive dialogue that fosters self-understanding, situational awareness, and a focus on others. The authors found ingenious ways to engage the reader, stimulating the reader’s personal journey into the essence of cultural diversity. I find this book to be a pivotal resource, empowering professionals to thrive in any cultural setting.”

Monica Zaharie, Babeș-Bolyai University, Romania

“A must-read for anyone who wants to succeed in today’s complex global business environment and have a profound impact upon the world. Essential – and perhaps transformative – roadmap to successfully managing across cultures.”

Aida Hajro, University of Leeds, UK

“This thoughtful, comprehensive, and well-structured book explores managerial processes and practices from the standpoint of managers from all regions of the globe. Twelve chapters, organized around three skillsets, dive into issues of utmost importance in today’s complex and turbulent international business environment. All centered around intercultural competence, they are a must-read for managers and academics interested in this area of research and teaching.”

Snejina Michailova, University of Auckland, New Zealand
Management Across Cultures
Challenges, Strategies, and Skills

FIFTH EDITION

Richard M. Steers
University of Oregon

Joyce S. Osland
San José State University, California

Betina Szkudlarek
University of Sydney
Contents

List of Exhibits  page x
List of Applications  xiii
Preface  xv
Acknowledgments  xix

Part I  Foundational Skills for Global Managers

1 Global Managers in a Changing World  3
   Global Managers at Work: Dermot Boden, Mary Gadams, and Roos Dekker  4
   Changing World of Business  5
   Globally Adaptive Organizations  11
   Changing World of Management  14
   Global Managers at Home and Abroad  17
   Application 1.1 Global Knowledge Pre-Test  20
   Review and Discussion  21

2 Developing Global Management Skills  25
   Global Managers at Work: Samantha Mitchell, Australia to Hong Kong  26
   Intercultural Competence  27
   Application 2.1 Assessing Intercultural Competence  29
   Developing Global Management Skills: A Model  29
   Application 2.2 Using the Skills Development Model  32
   Foundational Skills: Global Knowledge and Personal Attributes  32
   Foundational Skills: Global Mindset  34
   Developing Global Management Skills: Corporate Examples  39
   Application 2.3 Skills Development at Google and IBM  42
   Manager’s Notebook: Developing Global Management Skills  43
   Review and Discussion  44

Part II  Contextual Skills for Global Managers

3 Cultural Environments  51
   Global Managers at Work: Lucy Chen, Canada to Indonesia  52
   Framing Cultural Environments  53
## Contents

Beliefs, Values, and Worldviews 55
Models of National Cultures 61
Core Cultural Values 64
**Application 3.1** Progressive Punishment in Finland 67
**Application 3.2** What Is Truth? 71
Using Cultural Models 71
**Application 3.3** Global Assignment, Sweden to Bahrain 74
Social Complexity, Biculturalism, and Multiculturalism 77
**Manager’s Notebook:** Cultural Environments 78
Review and Discussion 82

4 Organizational Environments 88
Global Managers at Work: Kai Bendix, Germany to India 89
Framing Organizational Environments 90
Stakeholders, Strategies, and Structure 91
Inside a Chinese Gong-si 97
**Application 4.1** 996 and Lying Flat, China 101
Inside a Japanese Keiretsu 101
Inside a German Konzern 105
**Application 4.2** Mittelstand Firms, Germany 109
Organizational Decision-Making 109
**Application 4.3** Decision-Making in Japan and Germany 113
Corporate Culture and Collective Behavior 114
**Application 4.4** Corporate Culture at Dentsu, Japan 118
**Manager’s Notebook:** Organizational Environments 118
Review and Discussion 121

5 Managerial Work Environments 127
Global Managers at Work: Samsung Electronics, South Korea to Mexico 128
Framing Managerial Work Environments 129
Managerial Role Expectations 130
Patterns of Managerial Thinking 134
**Application 5.1** What Is a Supervisor? 137
Situational Contingencies and Managerial Behavior 138
**Application 5.2** The Same Only Different, Türkiye to Iraq 141
Management and Motivation 141
Diversity and Inclusion in the Global Workplace 150
**Application 5.3** Managing Diversity at KPMG, Australia 153
**Application 5.4** Building Inclusion at L’Oréal, France 155
**Manager’s Notebook:** Managerial Work Environments 156
Review and Discussion 157
Part III  Relationship-Building Skills for Global Managers

6  Leading People and Organizations

Global Managers at Work: Halla Tómasdóttir, Iceland
What Is Leadership?
Application 6.1 Symbolic Leadership at TEPCO, Japan
Eastern and Western Leadership Traditions
Application 6.2 Leadership Challenges at Emerson Electric, China
Models of Leadership in Global Settings
The GLOBE Model: Comparing Global Leadership Styles
Application 6.3 Jeitinho: Leadership in Brazil
The Pyramid Model: Building Global Leadership Competencies
Women in Senior Leadership Roles
Application 6.4 Leveling the Playing Field, Uganda and India
Evaluating Leadership Outcomes
Manager’s Notebook: Leading People and Organizations
Review and Discussion

7  Communicating Across Cultures

Global Managers at Work: Sirikit Chainarong, Thailand to England
Seeking Common Understanding
A-I-A Model of Interpersonal Communication
Cultural Screens on Communication
Application 7.1 Working Across Language Differences
Application 7.2 Cultural Logic in Canada and Brazil
Message Formatting: Direct and Indirect Messaging
Application 7.3 Wall of Silence, Ecuador
Culturally-Sensitive Feedback
Application 7.4 Providing Culturally-Sensitive Feedback
Manager’s Notebook: Communicating Across Cultures
Review and Discussion

8  Managing Responsibly

Global Managers at Work: What Would You Do?
Managing in an Imperfect World
Ethical and Institutional Conflicts
Application 8.1 The World Runs on Batteries, Congo
Ethical Managerial Behavior
Application 8.2 Ethical Mindset at GSK, UK
Institutional Initiatives for Managing Responsibly
Application 8.3 Building a More Responsible Organization
Corporate Initiatives for Managing Responsibly
Application 8.4 ESG Initiatives: Stockholders vs. Stakeholders
Contents

Manager's Notebook: Managing Responsibly 265
Review and Discussion 268

9 Negotiating Global Agreements 272
   Global Managers at Work: René Magritte, Belgium to China 273
   Trust and Mutual Benefit 274
   Building Global Partnerships 277
   Application 9.1 Building Responsible Global Partnerships in Africa 279
   Preparing for Global Negotiations 280
   Application 9.2 Perils of Being a Junior Manager, US and Japan 286
   Negotiation Strategies 286
   Application 9.3 Bargaining Strategies in Brazil and Japan 293
   Managing and Resolving Conflicts 293
   Managing Global Agreements and Contracts 297
   Application 9.4 Supply Chain Headaches, Asia-Pacific 301
Manager's Notebook: Negotiating Global Agreements 301
Review and Discussion 303

10 Managing Global Teams 308
   Global Managers at Work: Mieke Aben, Netherlands to Singapore 309
   Global Teams 309
   On-site and Dispersed Teams 313
   Managing Tasks and Team Processes 315
   Application 10.1 Managing Global Teams at Intelehealth, US and India 318
   Creating Global Team Synergy 318
   Challenges of Dispersed Global Teams 321
   Application 10.2 Facetime for Dispersed Teams 325
   Managing Dispersed Global Teams 326
   Application 10.3 Managing Dispersed Teams at IBM Cloud Labs 329
   Leadership and Global Team-Building 329
   Application 10.4 Building Global Teams at Te Kaihua, New Zealand 332
Manager's Notebook: Managing Global Teams 332
Review and Discussion 335

11 Working and Living Globally 341
   Global Managers at Work: Grzegorz Stanisz, Poland to South Korea 342
   Expatriates and Global Mobility 342
   Application 11.1 Establishing a Field Office, Senegal 346
   Application 11.2 Executive Survival Skills, China 348
   Benefits and Challenges of Working Globally 349
   Personal, Family, and Career Considerations 350
   Application 11.3 Shell's Global Outpost, Nigeria 357
   Finding Your Way: Coping with Culture Shock 357
   Finding Your Place: Acculturation Strategies 361
<table>
<thead>
<tr>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>ix</td>
</tr>
<tr>
<td>Managing Repatriation</td>
</tr>
<tr>
<td><strong>Application 11.4</strong> Returning Home, Argentina to Spain</td>
</tr>
<tr>
<td><strong>Manager’s Notebook:</strong> Working and Living Globally</td>
</tr>
<tr>
<td>Review and Discussion</td>
</tr>
<tr>
<td>12 <strong>Lessons Learned: A Review</strong></td>
</tr>
<tr>
<td>What Have We Learned?</td>
</tr>
<tr>
<td><strong>Application 12.1</strong> Global Knowledge Post-Test</td>
</tr>
<tr>
<td>Where Do We Go from Here?</td>
</tr>
<tr>
<td><strong>Application 12.2</strong> Preparing for the Future</td>
</tr>
<tr>
<td>Discussion Questions</td>
</tr>
<tr>
<td>Appendix: National Culture Models (Details)</td>
</tr>
<tr>
<td>Name and Organization Index</td>
</tr>
<tr>
<td>Subject Index</td>
</tr>
<tr>
<td>Exhibit</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>5.4</td>
</tr>
<tr>
<td>5.5</td>
</tr>
<tr>
<td>5.6</td>
</tr>
<tr>
<td>5.7</td>
</tr>
<tr>
<td>5.8</td>
</tr>
<tr>
<td>5.9</td>
</tr>
<tr>
<td>5.10</td>
</tr>
<tr>
<td>5.11</td>
</tr>
<tr>
<td>5.12</td>
</tr>
<tr>
<td>6.1</td>
</tr>
<tr>
<td>6.2</td>
</tr>
<tr>
<td>6.3</td>
</tr>
<tr>
<td>6.4</td>
</tr>
<tr>
<td>6.5</td>
</tr>
<tr>
<td>6.6</td>
</tr>
<tr>
<td>6.7</td>
</tr>
<tr>
<td>6.8</td>
</tr>
<tr>
<td>6.9</td>
</tr>
<tr>
<td>6.10</td>
</tr>
<tr>
<td>6.11</td>
</tr>
<tr>
<td>7.1</td>
</tr>
<tr>
<td>7.2</td>
</tr>
<tr>
<td>7.3</td>
</tr>
<tr>
<td>7.4</td>
</tr>
<tr>
<td>7.5</td>
</tr>
<tr>
<td>7.6</td>
</tr>
<tr>
<td>7.7</td>
</tr>
<tr>
<td>7.8</td>
</tr>
<tr>
<td>8.1</td>
</tr>
<tr>
<td>8.2</td>
</tr>
<tr>
<td>8.3</td>
</tr>
<tr>
<td>8.4</td>
</tr>
<tr>
<td>8.5</td>
</tr>
<tr>
<td>8.6</td>
</tr>
<tr>
<td>8.7</td>
</tr>
<tr>
<td>8.8</td>
</tr>
<tr>
<td>8.9</td>
</tr>
<tr>
<td>8.10</td>
</tr>
<tr>
<td>9.1</td>
</tr>
<tr>
<td>9.2</td>
</tr>
<tr>
<td>9.3</td>
</tr>
</tbody>
</table>
# Applications

1.1 Global Knowledge Pre-Test  
2.1 Assessing Intercultural Competence  
2.2 Using the Skills Development Model  
2.3 Skills Development at Google and IBM  
3.1 Progressive Punishment in Finland  
3.2 What Is Truth?  
3.3 Global Assignment, Sweden to Bahrain  
4.1 996 and Lying Flat, China  
4.2 *Mittelstand* Firms, Germany  
4.3 Decision-Making in Japan and Germany  
4.4 Corporate Culture at Dentsu, Japan  
5.1 What Is a Supervisor?  
5.2 The Same Only Different, Türkiye to Iraq  
5.3 Managing Diversity at KPMG, Australia  
5.4 Building Inclusion at L’Oréal, France  
6.1 Symbolic Leadership at TEPCO, Japan  
6.2 Leadership Challenges at Emerson Electric, China  
6.3 *Jeitinho* Leadership in Brazil  
6.4 Leveling the Playing Field, Uganda and India  
7.1 Working Across Language Differences  
7.2 Cultural Logic in Canada and Brazil  
7.3 Wall of Silence, Ecuador  
7.4 Providing Culturally-Sensitive Feedback  
8.1 The World Runs on Batteries, Congo  
8.2 Ethical Mindset at GSK, UK  
8.3 Building a More Responsible Organization  
8.4 ESG Initiatives: Stockholders vs. Stakeholders  
9.1 Building Responsible Global Partnerships in Africa  
9.2 Perils of Being a Junior Manager, US and Japan  
9.3 Bargaining Strategies in Brazil and Japan  
9.4 Supply Chain Headaches, Asia-Pacific  
10.1 Managing Global Teams at Intelehealth, US and India  
10.2 Facetime for Dispersed Teams  
10.3 Managing Dispersed Teams at IBM Cloud Labs  
10.4 Building Global Teams at Te Kaihua, New Zealand  
11.1 Establishing a Field Office, Senegal
### List of Applications

<table>
<thead>
<tr>
<th>Application Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Survival Skills, China</td>
<td>348</td>
</tr>
<tr>
<td>Shell’s Global Outpost, Nigeria</td>
<td>357</td>
</tr>
<tr>
<td>Returning Home, Argentina to Spain</td>
<td>365</td>
</tr>
<tr>
<td>Global Knowledge Post-Test</td>
<td>379</td>
</tr>
<tr>
<td>Preparing for the Future</td>
<td>384</td>
</tr>
</tbody>
</table>
Success in the global economy requires a number of ingredients, including innovative ideas and products, cutting-edge technologies, savvy marketing strategies, sustainable supply chains, and solid financing. The central driver in this complex endeavor is the manager, who is responsible for keeping everything running smoothly while effectively managing and leading people from various cultures and locations around the world. The stakes are high for individuals and organizations alike. Success requires a unique combination of global knowledge and skills, as well as an ability to recognize key challenges and opportunities and respond accordingly. This is the challenge facing global managers in today’s turbulent international business environment.

**Rationale for this Book**

Considering the amount of knowledge required to succeed in today’s global business environment and the speed with which this knowledge becomes obsolete, it is the thesis of this book that mastering learning skills and developing an ability to work successfully with partners in different parts of the world may well be the best strategy available to managers who want to succeed. The aim of this book, then, is to provide useful information, learning strategies, and global skills that managers can build upon to successfully pursue their job responsibilities, corporate missions, and careers in the global workplace.

To begin this exploration, we ask a simple question: *What do managers need to know to survive and succeed in today’s complex and turbulent global business environment?* Certainly, they need functional business and management skills, but there is something else. They must also understand how to work with other people and organizations around the world to advance their goals. They need a capacity to build working relationships across cultures that can facilitate both performance and mutual benefit. We refer to this quality as *intercultural competence*, and it is the focus of this book.

To develop intercultural competence, managers must increase their proficiencies in working across cultures. They must develop an ability to distinguish between cultural differences and similarities across borders, as well as differences within single countries. They must develop an ability to tease out and make sense of the subtle contradictions and paradoxes rooted in various cultures, and not look for easy answers when none may exist. They must also develop an ability to adapt traditional management skills, such as leadership, negotiation, and communication,
Preface

to fit cross-cultural or multicultural venues. And throughout, they must act with integrity towards business partners, customers, employees, and the environment. In short, they must have *global* management skills to meet the challenges of today’s increasingly interrelated global economy.

This book aims to explore managerial processes and practices from the standpoint of managers from all regions of the globe – China and Brazil, India and Germany, Australia and Ghana – as they pursue their goals and objectives in the field. This is done in the belief that, while basic managerial roles may be somewhat constant, the details and specifics of managerial cognitions, situations, and actions can often vary – sometimes significantly – across cultures.

As authors, we believe we have gained useful experience from our teaching, researching, and consulting on global management in forty-five countries around the world, and have endeavored to make use of these experiences in developing this book. Our aim has not been to write a bias-free volume, as we believe this is an impossible task. Rather, our intent has been to write a book that simultaneously reflects differing cultural and personal viewpoints, in which biases are identified and discussed openly instead of being hidden or rationalized. As a result, this book contains few certainties and many contradictions, reflecting our views on the life of global managers. Our goal has been to avoid parochial platitudes and potentially harmful stereotypes, present what we know, and acknowledge what we do not. We leave it to readers to decide for themselves what is useful for their development and careers. All we ask is that people read the text carefully prior to drawing conclusions. If we can achieve that, we will have reached our goal.

At the same time, we need to add an important note about studying cross-cultural issues. If readers are easily offended by observations about cultural differences with which they may disagree, they might find this book challenging and provocative at times. Studying cultural differences – and similarities – requires an openness of mind to consider different opinions before closing in on particular belief sets. Hence, we ask that readers hold their evaluations until they have heard divergent opinions from different sources.

**Learning Strategy**

Our emphasis throughout this book is on developing critical analysis skills and a lifelong learning strategy that results in global knowledge, greater cultural understanding, and better managerial decision-making. To accomplish this, we propose a *Skills Development Model* consisting of three skillsets to guide managers in their development. This model draws heavily on research in cultural anthropology, cross-cultural psychology, and management as it relates to how managers structure their enterprises and pursue the day-to-day work necessary to make a venture succeed. We emphasize differences and similarities across cultures and explore the psychological underpinnings that help shape managerial attitudes, behaviors,
and approaches to people from other regions of the world. Our goal is to provide a useful guide to both the intellectual and practical development of open-minded global managers.

The book is organized into three parts to reflect the three interactive skillsets that constitute the model:

- **Skillset 1: Foundational Skills.** We begin in Part I by focusing on understanding the self, the fundamental knowledge and personal attributes that managers bring to the table. In Chapter 1, we discuss the challenges and opportunities facing global managers, as well as the changing nature of both global business and global management. Various types of global managers are reviewed. In Chapter 2, we explore the details of the Skills Development Model as it relates to building intercultural competence. Specific foundational skills are then discussed, including global business knowledge, personal attributes, and a global mindset, as well as how these skills can be developed. Two corporate examples of global training are reviewed to illustrate how the model works.

- **Skillset 2: Contextual Skills.** In Part II, we shift attention to understanding situations, the specific environments in which managers find themselves. Here we explore the global manager’s workplace, which incorporates three interrelated parts: cultural, organizational, and managerial environments. Added to this is the need to recognize a variety of situational contingencies and context variables that serve to make virtually every global work environment unique.

- **Skillset 3: Relationship-Building Skills.** Finally, in Part III, we focus on working with others; specifically, the chemistry of building mutually beneficial interpersonal relationships. We identify six areas that are important for interpersonal success. These are leadership, cross-cultural communication, managerial ethics and social responsibility, negotiation and global partnerships, global teams, and global assignments. Chapter 12 summarizes what has been learned throughout the book and discusses where we go from here.

Each chapter begins with stated learning objectives, followed by a short opening case we call Global Managers at Work to ground chapter discussions. The text itself has been thoroughly updated and contains the latest research on each topic, plus in-text Applications to illustrate the materials under study. Each chapter includes a set of actionable recommendations in a Manager’s Notebook that summarizes specific strategies for successful skills development and implementation. Each chapter then concludes with a review and discussion section that includes a chapter summary, key terms and concepts, and discussion questions, including Key Takeaways from each chapter.

Throughout the book, we introduce examples and experiences of over 100 global companies and other organizations, plus 50 global managers from 30 different countries to illustrate the variety of challenges managers face, as well as how they attempt to work through these challenges. Some of these managers were more successful than others, but all provide lessons for skills development.
This revised edition also includes several online engagement activities, most of which are new to this edition, including the following:

- **Global Knowledge Pre- and Post-Tests** offer readers an opportunity to benchmark their learning of the concepts and skills discussed throughout the book.
- **Management Challenges** build on chapter openers by asking readers to apply text materials to resolve specific management challenges.
- **Global Management Workbook** provides opportunities for individuals to enhance their skill levels through active learning exercises.
- **Experiential Exercises** encourage individuals and teams to take an active role in building leadership capabilities through case analyses, role-playing, team-building, decision-making, and other experiential learning opportunities.
- **Weekly Journal** asks readers to keep a record reflecting on the Key Takeaways from each chapter to develop a cumulative list of management lessons from their experience with the book.
- **Video Suggestions** include recommended TED Talks and other videos tied to each chapter.
- In addition, third-party sources for relevant **Case Studies** and **Self-Assessment Inventories** are identified for instructors interested in using these learning tools.

All of these features are described in greater detail in a complete Instructor Manual. Together, we hope they will add to learning and personal development in ways that will further readers’ preparation for careers as effective managers, whatever career path they choose.
Any successful book is a joint venture between authors, colleagues, instructors, students, and publishers. In this regard, we have been fortunate in receiving support from a wide variety of sources. In particular, we wish to express our sincere appreciation to the more than fifty instructors who took the time to write carefully crafted reviews of the previous edition. We’ve attempted to incorporate the wealth of new ideas they contributed into this revised edition. The field is fortunate to have so many knowledgeable and committed scholars who are dedicated to quality research and conscientious teaching.

We also wish to acknowledge our colleagues at the University of Oregon, San José State University, and the University of Sydney, who have supported both this project and our larger research and instructional endeavors. Our special thanks to Nicole Flis for her role in bringing this project to fruition and for her commitment to active learning.

We are indebted to the people at Cambridge University Press for their support throughout the revision and production process. They lived up to their reputation as a first-class group of people to work with. In particular, we wish to thank Rachel Norridge, Peter Buckles, Jo North, Amala Gobiraman, Jackie Grant, and Valerie Appleby for their advice, patience, and support throughout this project.

Finally, we wish to express our appreciation for the considerable help, love, and support from our families, Sheila, Kathleen, and Allison for Richard; Ashjorn, Jessica, Joe, Zoe, Lucy, Michael, Anna, Jacob, Gavin, Katrina, Scott, Izzy, and June for Joyce; and Lidia, Jerzy, Martin, Lenny, Sammy and Taylor for Betina. Throughout, our families have been there for us in every way possible, and for this we are indeed grateful.