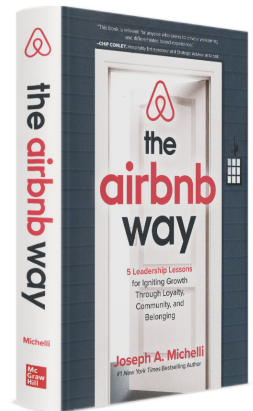


The Airbnb Way

5 Leadership Lessons for Igniting Growth Through Loyalty, Community, and Belonging

by **Joseph A. Michelli**



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THE SUMMARY IN BRIEF

The shared economy is the future, but it introduces business challenges never before faced: How do you serve a broad range of customers across varying geographies through a distributed network of partners?

In *The Airbnb Way*, author Joseph A. Michelli describes how innovative leaders have managed to build a unique brand by inspiring and engaging a community of hospitality entrepreneurs—a feat unparalleled in the shared economy. Michelli shares five essential concepts that underpin outstanding Airbnb experiences: belonging, trust, hospitality, empowerment, and community.

These principles apply not just to businesses in the sharing economy but to any business that wants to deliver technology-aided, human-powered experiences, disrupt an established industry, retain strong market position, or improve sales or service. By creating and leveraging world-class customer experiences in the shared economy, Airbnb has achieved all of these goals and more. Let *The Airbnb Way* show you how to leverage the five principles for your business.

IN THIS SUMMARY, YOU WILL LEARN:

- To understand and apply the five concepts to your organization.
- Airbnb's strategies and practices that drive customer engagement and loyalty.
- Proven principles for engaging and inspiring all stakeholders, including those who share resources and services.
- Inspiring stories of hosts who have mastered the five concepts.

Part I: Belonging

Make It a People Business

What business are you in? Are you in a product-focused business, a service-centric business, or something else? To be effective in business as well as in life, we must develop skills to understand, meet, and even exceed the *needs* of those we serve. Yet, many business leaders only seek to offer practical benefits through the features and attributes of the products and services they provide.

How can you understand the needs of your customers more broadly and deeply? In the approach taken by Airbnb leadership, the process of human need assessment involves three key steps: study human motivation and needs, seek partnerships with thought leaders and change agents, and ask stakeholders to share their preferences, wants, and needs.

Study human motivation and needs. From early in the company's evolution, the leaders at Airbnb stewarded their organization to be a "people business" that fosters meaningful human connections enabled by technology. Airbnb co-founder Joe Gebbia cites many people (including Apple's Jony Ive) who have inspired him in areas such as human-centric and frictionless design. Nathan Blecharczyk acknowledges the importance of customer service insights gained from Tony Hsieh at Zappos, and co-founder Brian Chesky reports being mentored by leaders including Warren Buffett and hotelier Chip Conley.

Seek partnerships with thought leaders and change agents. At the beginning of 2013, Brian Chesky asked Chip Conley to provide a fireside chat on hospitality innovation for the team at Airbnb. Chesky actively looked for ways to grow as a leader and guide Airbnb's development, and he read Conley's work. He found value in what he read, so he asked Conley to partner with him. He then had to work with Conley's reticence to accept his initial offer. Chesky also had to remain patient and adapt to meet Conley's needs. Similar steps are essential for anyone committed to lead business transformation—particularly in the direction of serving others.

Ask stakeholders to share their preferences, wants, and needs. At Airbnb, listening involved asking team members, hosts, and guests (all facets of the Airbnb community) to share their thoughts on Airbnb's purpose, reason for existence, and the needs the brand can and does fulfill. By reaching out to 485 employees, hosts, and guests, Airbnb garnered stories and data that clearly established

Airbnb's "why": "to create a world where anyone could belong anywhere." Ultimately, that "why" was shortened to read simply "Belong Anywhere."

How have you gone about exploring the "why" or true north of your business? Does your "why" reflect a convergence of inputs (for example, the wants and needs of customers, the results of active listening to all stakeholders, research-based information, and the input of partners)? How aspirational, inspirational, and credible is your "true north" or "why"?

Create Belonging

Airbnb hosts demonstrate commonalities in their "belonging" behaviors. This includes ways they seek to actively listen, practice empathy, attentively welcome, create inviting environments, and read the invisible signs.

For example, empathy is essential for effective service delivery and is defined as a key component of emotional intelligence. Empathy is an awareness of the emotional state of others. At an elevated level, empathy involves attempting to assume the frame of reference of other people so you can understand their feelings, thoughts, and attitudes.

Airbnb Superhost (a Superhost is an individual who maintains guest ratings of 4.8 or higher on a 1 to 5 scale) Cynthia Mackey, who rents an upstairs bedroom in a home she owns in Oakland, California, describes how she specifically strives to place herself in the role of her guests: "I often have visitors coming to see grandchildren. Since many of them have adult children who can't take time off of work, I think about unique experiences those guests can have with their grandchildren during the workday. If I find out someone is visiting on vacation, I try to get a sense of what interests him or her so I can think about what regional activities would best fit someone like that person."

In terms of reading invisible signs, Danny Meyer, legendary restaurateur and author of the book *Setting the Table*, emphasized that "everyone is walking around wearing an invisible sign that says, 'Make me feel important,' and your job is to understand the size of the font of this invisible sign and how brightly it's lit. So, make me feel important by leaving me alone. Make me feel important by letting me tell you everything I know about food. It's our job to read that sign and to deliver the experience that that person needs."

In order to read invisible signs like "give me privacy," "bring me towels," or "take me to Chinatown's local markets," hosts and all of us who create customer experiences

When done well, the belonging behaviors shared by Airbnb hosts will lead to a bond essential to all human relationships ... trust.

must constantly work on nonverbal communication skills.

When done well, the belonging behaviors shared by Airbnb hosts will lead to a bond essential to all human relationships and ultimately sustain our next theme: trust!

Part II: Trust

Design for Trust and Safety

Normally, we think about trust as something to be earned. Airbnb's co-founders Joe Gebbia and Brian Chesky graduated from design school. That educational experience shaped their perspective on the importance of solving human problems by applying principles of sound design. Joe Gebbia talks about trust as something Airbnb has "designed."

To demonstrate some of the breakthrough ideas that surfaced among Airbnb innovators, Joe Gebbia asked audience members at his TED Talk to engage in a live experiment. Gebbia instructed the audience to unlock their cell phones and pass their phones to the person next to them.

In the moments that followed, Gebbia said, "What if we changed one small thing about the design of that experiment? What if your neighbors had introduced themselves first, with their name, where they're from, the name of their kids or their dog? Imagine that they had 150 reviews of people saying, 'They're great at holding unlocked phones!' Now how would you feel about handing your phone over? It turns out, a well-designed reputation system is key for building trust."

Airbnb has designed ways for people to make meaningful connections, starting with account sign-up. In order to create an Airbnb account, every person must be at least 18 years of age. A person can become a new member of the community via email, Google, or Facebook.

Airbnb requires that each participant complete a profile prior to booking or hosting through the platform. Airbnb profile data is used to verify participants' identities, acquire contact details that can be used to communicate with them, and secure payment information.

At Airbnb all of the hosts are required to upload a photo, and they are asked to ensure that it clearly shows their face. The potential friction that comes from this is offset by the benefit of a prospective guest being able to see the face of a person and not just the details of a listing.

Once profiles are established, hosts and guests can list and book on the Airbnb platform. When searching for a property or experience, prospective guests can review ratings provided by other members of the community who have booked and reviewed the listing. Guests are also provided the opportunity to write comments and suggestions.

From a design perspective, Airbnb's secure communication channel also serves to foster bidirectional trust. How do you use communication platforms to foster a consistent cadence of connection with your customers?

Practice Helpful Disclosure

Amazon CEO Jeff Bezos once observed, "A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well." The best Airbnb hosts build their reputations through choices made long before a prospective guest finds them. Specifically, they market accurately, make appropriate personal disclosures, and set expectations.

Outstanding Airbnb hosts suggest that when you tell the truth, reputation takes care of itself. Too often sales and service providers think their words must be chosen to "sell their offerings to all people." The best Airbnb hosts emphasize the importance of offering balanced and informative descriptions to their listings, so guests can self-select.

Consider this transparent listing: "Please do not book this listing if you are afraid of nature or its creatures. Understand you are surrounded by thousands of acres of completely untouched nature. You are very likely to hear (or see) coyotes, owls, seals, roadrunners, and bunnies. There is a bobcat in the area, but these are usually very skittish. There are mice in the Santa Monica mountains. About once a month, a guest will complain that they saw a mouse. Said mouse might come into the Airstream if food is left outside the fridge. We do not offer refunds if a mouse comes into

the Airstream, but we do have four traps around the Airstream, so the odds are heavily stacked against the mice.”

Often service providers fear they will lose a sale if they reveal expectations they’ll place on a prospective buyer. By contrast, the best Airbnb hosts are abundantly clear regarding what guests can expect and what will be expected of them, when it comes to house rules, special considerations, and host interaction style.

When done well, Airbnb hosts spell out house rules and special circumstances on their property listing, which removes surprises and forges agreements necessary to maintain trust. One listing advises, “From time to time, villagers need to use the river for bathing (naked), washing clothes, and performing ceremonies.”

How clear, concise, and up front are you with your customers? What should you be telling them in advance, to avoid confusion, distress, and disappointment later?

Part III: Hospitality

Be a Host

At Airbnb, hosting represents a long-standing practice of forging emotional connections that go well beyond what is traditionally thought of as the hospitality industry.

Airbnb’s CEO and co-founder Brian Chesky has said, “There’s a lot of talk about technology companies disrupting the way people work and the way people live, but . . . technology is never going to disrupt hosting. Author Tom Friedman . . . says there’s three types of jobs: jobs through the hand, jobs at the head, and jobs with the heart. . . . Technology first typically disrupts jobs of the hand, . . . then eventually jobs at the head, but technology can never disrupt jobs of the heart, and hospitality is service with heart.”

Those who visit your websites, apps, or physical locations are your “guests.” Like Airbnb, you invariably want to host (forge an emotional connection) with your guests and offer them hospitality (service with heart).

Hosts are encouraged to strive for service excellence. For example, on the Hospitality page of the Airbnb website, Airbnb asserts, “We want to give you clear guidance so you know what’s expected and can provide a 5-star stay every time you share your home.” To achieve that goal, Airbnb helps hosts focus on the following:

Responsiveness: Providing immediate guest service and

communication—when they want it. Since mobile technology allows us to instantaneously interact with one another from virtually anywhere on the planet, consumers have come to avoid businesses that can’t address their inquiries and needs immediately.

Convenience: Offering effortless experiences—the way guests want them. Airbnb gives hosts the opportunity to remove a step in the booking process. Rather than having guests look at a property’s available dates and then make a booking request (requiring a host’s response and approval), hosts can choose to give prospective guests the option to instantly book the property. Once the guests click on an instant booking, their request is immediately accepted, and the reservation is confirmed.

Needs fulfillment: Meeting guest needs consistently—giving them what they want and how they want it. Guests want their Airbnb hosts to be nice, but a guest’s primary concern is to secure a clean place that meets their functional need for shelter. Airbnb requires hosts to provide what the company refers to as “essential amenities” in the form of toilet paper, soap, linens and sheets, and at least one towel and pillow for every guest.

Cleanliness and the presence of basic—as well as desired—amenities are necessary elements of Airbnb service, but they don’t guarantee that a guest’s experience will be infused with heart.

Brian Chesky captures the emotional essence of the optimal Airbnb experience in a single word: magical. The Airbnb “way we serve” statement could be reflected in delivering memorable and magical experiences. In an interview for Fortune magazine, Chesky noted, “We call all this ‘magical trips’—basically trips that are just amazing, memorable, end-to-end experiences. This is what we want to be doing in the next 10 years.”

To inspire these experiences, Airbnb offers webinars, and it invites hosts to regional training events and workshops.

How is hosting guests relevant to your business? Consider having a team discussion about your current strengths and opportunities when it comes to delivering hospitality—service with heart.

Think Magical and Memorable

Professors of retail and marketing A. Parasuraman and Len Berry and marketing professor Valarie A. Zeithaml have described five dimensions of service excellence:

- **Responsiveness:** helping customers with prompt service;
- **Reliability:** efficiently delivering on promises;
- **Tangibles:** appearance of virtual and physical property, equipment, people, products, and communications;
- **Assurance:** courtesy, knowledge, thoughtfulness, and anticipation of emotional needs;
- **Empathy:** personalized care.

The last two relate to emotional or heart elements needed to achieve memorable and magical experiences. What needs do your customers have before and after they interact with you? How might you anticipate and meet those needs?

Personalization often involves close collaboration with the customer. Superhosts Dabney Tompkins and Alan Colley list an extremely popular Airbnb property atop a 40-acre meadow on 160 acres of private land near the Umpqua National Forest in Oregon. The property is so desirable it appears on the wish lists of 20,000 Airbnb guests and gets booked for the entire season within a few minutes of opening their annual calendar.

The home is modeled after fire lookout towers built by the US Forest Service, with considerable modern upgrades. Despite all of the property's modernization, guests still have to traverse four flights of stairs to get from the ground to the living area, and toilet facilities are primitive by flush-toilet standards.

Limitations notwithstanding, the peaceful, off-the-grid nature of the listing is a large part of the fire tower's appeal. An equally important attractant is Dabney and Alan's commitment to personalized guest care. Dabney and Alan choose to live on the 40-acre parcel so they can be available to guests. Cell service is provider dependent, so Dabney and Alan supply two-way radios for communication with guests. They also keep guests informed if they go off-property for supplies.

Dabney said, "We are aware of 12 marriage proposals that have taken place on this property. It's a very popular place because it's so remote, and we are eager and willing to do whatever we can to make a visit special."

One man began involving the hosts in his plan for his proposal as soon as he secured a booking for his return visit. When the guest and his girlfriend arrived, Alan recalled, "We met them at the base of the tower and asked if we could reveal to them the major renovations we had made in the home since they last visited. To do so, we asked if

we could blindfold them before we led them into the living space. They agreed, and we took the boyfriend in first.

"The room had been staged for the event, and he swiftly went to one knee with his ring in hand. We then escorted his girlfriend in and removed her blindfold. We videotaped her surprise and her acceptance of his proposal." Dabney added, "When we were discussing the arrangements, I said, 'This is a personal moment. Are you sure you want us there?' And our guest said, 'You guys are like family to us.' So, we enjoyed the honor of sharing that moment."

Personalization often involves close collaboration with the customer.

Part IV: Empowerment

Maximize Impact

Tristan Claridge, founder of Social Capital Research and Training, defines social capitalism as a "socially minded form of capitalism, where the goal is making social improvements, rather than focusing on accumulating capital in the classic capitalist sense. It is a utilitarian form of capitalism with a social purpose."

Let's look at Airbnb's "social purpose" from the perspective of how it has improved economic opportunities for its employees and the host community, including Airbnb hosts and employees who have been empowered and who empower others.

In 2017, Airbnb advised hosts about a new set of initiatives called the Airbnb Economic Empowerment Agenda. Here's how Airbnb summarized the relevant social and economic trends that prompted the new goals: "

At a time of growing economic inequality, Airbnb is democratizing capitalism and creating economic opportunities for the middle class, using technology to help connect and empower our community—not replace it. Our people-for-people platform allows ordinary people to use their house—typically their greatest expense—to generate

supplemental income to pay for costs like food, rent, and education for their children.”

In 2017, globally Airbnb

- Contributed to an estimated 730,000 jobs (as stated in a NERA Economic Consulting study), in a subset of 200 highly booked cities, and
- Supported more than \$60 billion in economic output in the 200 cities evaluated.

In North America in 2017, Airbnb reported that

- US hosts on the platform earned an average of \$6,100 annually
- 62 percent of US hosts noted that home sharing helped them afford their home; and
- 12 percent of North American hosts claimed that home sharing saved them from foreclosure or eviction.

Airbnb’s desire to “do more” also prompted the creation of the Airbnb Economic Empowerment Agenda, which Airbnb kicked off with two overarching initiatives: a living wage pledge and an aggressive growth target for urban hosts in predominantly minority areas.

As it related to living wages in 2017, Airbnb pledged to pay at least \$15 per hour “to all contractors and vendors whose personnel provide a substantial amount of work to Airbnb in the United States” by 2020.

In addition to extending Airbnb’s Living Wage Pledge to contractors and vendors, Airbnb encouraged the host community to pay their employees and vendors accordingly. For example, Airbnb asked hosts to pledge to pay individuals who clean their properties at least \$15 an hour. Hosts who make that commitment can post their support of the Living Wage Pledge on their property listing. This allows prospective guests to consider a host’s commitment to provide a living wage when they book a listing.

As for Airbnb’s commitment to minority neighborhoods (often referred to as “majority-minority” areas), leadership announced, “We are setting a goal of doubling the size of our host community in urban majority-minority districts and underserved areas around the United States in the next two years. We will do this through a new effort, partnering with national and local organizations and holding on-the-ground, in-person events and trainings to help more people understand the economic opportunity provided by hosting.” One such Airbnb partnership is with the National Associa-

tion for the Advancement of Colored People (NAACP).

How does your wage structure help attract quality talent, increase employee retention, enhance worker health, or improve service quality? What goals have you set to enable economic growth for the communities in which you do business?

Claim and Share Your Value

Let’s now look at how hosts leverage the power of their knowledge, interests, skills, and properties to create various types of value for guests and how they use the economic power of their microbusinesses to empower others.

In addition to being a platform for offering space, Airbnb allows hosts to offer experiences. Some experiences are more entertainment focused, like participating in a bar crawl in Madrid or attending a comedy show in Shanghai, but many involve classes, workshops, or elements of information sharing in areas like the arts, history, or nature.

Knowledge is power. Diane Wong from Somerville, Massachusetts, offers six different Airbnb experiences, including one workshop called Create a Podcast: Find Your Own Voice. Diane notes, “I’ve had a rich, full life. I’m 72 and a post-World War II baby. I use Airbnb opportunities to teach skills for how to move through your life and realize that you have responsibility for your life.”

Based on feedback, guests report that their time with Diane represents an important transfer of life skills: “This experience was phenomenal! It was a tutorial on how to podcast AND a wonderful discussion of ideas, desires, and vision. Diane also helps you conquer the two main things that have been preventing you from podcasting: (1) Not knowing what supplies, software, and other tools you need. (2) Fearing diving right in because of doubt or a lack of confidence. She gives you what you need, helps you produce one to two podcast episodes of the topic(s) that you want to talk about, and nurtures your vision.”

Business opportunities: the ultimate empowerment. Many Airbnb hosts have launched successful companies to improve the hosting experience. Jasper Ribbers, for example, took expertise he gained as a host and built a business helping other hosts.

Jasper shares, “When I started hosting back in 2012, I wanted to optimize my Airbnb hosting business so I could support a lifestyle of travel. I had quit my finance career and was searching the internet for hosting tips and resources. There wasn’t much information available at the time, so I gathered

In addition to personal philanthropy, Airbnb leaders have explored ways to offer the organization's host community an equity stake in Airbnb.

what I could and learned from experience. I started sharing what I learned in the spirit of helping others, and before you know it, that information organically turned into a business.”

Soon, Jasper was podcasting, writing a hosting tips book, and publishing blogs. Having developed a sizable following, Jasper used his blog to review new technology solutions created for hosts. In turn, Jasper's company, Get Paid for Your Pad, receives reimbursement for the traffic he generates for solutions he endorses.

What challenges do you face in your business? How might you craft solutions that not only meet your needs but address the same needs for others like you?

Part V: Community

Serve Your Neighbor

In 2018, Airbnb co-founder Brian Chesky wrote an “Open Letter to the Airbnb Community About Building a 21st Century Company.” In that letter, Chesky shared a vision of Airbnb serving all stakeholders and changing the world. Chesky said Airbnb would adopt an open mindset with an infinite time horizon. In so doing, Airbnb could be more audacious, could assume greater social responsibility, and could commit to lasting change that improves society.

Walking the talk. On the 2018 *Forbes* 400 list, each of the Airbnb founders had an estimated net worth of \$3.7 billion. Each founder (along with Nathan's wife Elizabeth Blecharczyk) has taken the Giving Pledge originated by Bill and Melinda Gates and Warren Buffett. That pledge is a commitment to philanthropy, encouraging the world's wealthiest individuals and families to declare they will “dedicate the majority of their wealth to giving back.”

Airbnb leaders have also explored ways to offer the organization's host community an equity stake in Airbnb. In a letter filed with the US Securities and Exchange Commission in September 2018, Airbnb asked for an amendment to commission Rule 701, which “as currently written and generally interpreted, does not allow companies to grant

equity to sharing economy participants who are not otherwise affiliated with the issuer.”

Airbnb's petition for host equity reflects both a desire for stakeholder alignment and a willingness to share the wealth that has been generated by hosts. That wealth sharing would provide extra income to hosts and even possibilities for hosts to upgrade the quality or quantity of their listings.

Strengthen communities. The Airbnb Community Compact addresses civic leaders in communities where Airbnb has a significant presence. The compact reflects Airbnb's promise to

- Provide personal attention to each local area;
- Assist hosts to pay their fair share of hotel and tourist taxes;
- Provide transparency and openness regarding hosting activities;
- Strengthen local communities by promoting responsible hosting.

The Community Compact demonstrates that cities and city leaders can and should be viewed as an important stakeholder group. Additionally, the compact reflects how business leaders can make commitments to foster cooperation and joint action in support of shared benefits.

What commitments have you made or are you making in the villages, towns, or municipalities in which you do business?

Respond to crisis. Airbnb leaders have also evolved their response to acute human need. Starting in 2012, Airbnb formalized and scaled the host community's response to natural disasters. After hearing stories of Airbnb hosts who provided housing and meals to those displaced by Hurricane Sandy, Airbnb created a way for hosts to create free bookings through an Airbnb Disaster Response Tool. This tool was activated in the aftermath of a catastrophic event to house aid workers and those directly affected. Airbnb also expanded this emergency housing program, in response to changes in US immigration laws.

By June 2017, Airbnb co-founder Joe Gebbia announced the evolution of the Disaster Relief Tool into a program referred to as Open Homes. In describing Open Homes, Gebbia proclaimed Airbnb was taking crisis response forward “to a whole other level simply by shifting from being reactive to proactive. No waiting around for the crisis to hit, but to anticipate and harness this natural generosity on a daily basis.”

Own Goodness

Let’s now look at examples and insights from hosts who take action to serve their communities.

Kathy Peterman is an example of an Airbnb Superhost whose worldview aligns well with Airbnb’s concept of healthy travel. She notes, “Since I started hosting, I became a master recycler and I am very eco-conscious. I use far fewer resources than what a hotel would use.”

Kathy explains that she sets annual trash reduction goals, “which are personal to me, but I share my goals and processes for attaining them with my guests. While I don’t expect guests to fully participate with me since they are on vacation, I do drive some waste reduction behaviors. For example, I ask guests to please put any items that would go in the compost bin in a container I provide. Surprisingly, my guests only generated 50 gallons of trash for an entire year, and on a personal level, I only generated two gallons.”

Adrienne Penny said she had been hosting Airbnb guests for a few years and was looking for ways to give back to her community when a friend suggested, “Why don’t you use your space to give a break to people who provide long-term care to individuals with mental and physical illness?”

Adrienne said: “I contacted my local carers organization,

Carers Queensland. Unfortunately, there aren’t a lot of options for carers to receive planned respite breaks, so my offer was much needed and well received. In fact, over a short period of time, I’ve provided free stays to 14 caregivers.”

How are you “opening the heart of your business” to those in need throughout your community? Who has inspired you with their acts of compassion? Whom are you inspiring?

As you look to your journey ahead, consider adopting and adapting themes, principles, and ideas from *The Airbnb Way* in your own business and with your own customers.

In so doing, you will surely realize your personal and professional goals in keeping with the words of Henry David Thoreau: “If one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours.”

Here’s to “a success unexpected in common hours”—the Airbnb Way!

IF YOU LIKED THIS SUMMARY, YOU MIGHT ALSO LIKE:

- *Leading Loyalty: Cracking the Code to Customer Devotion* by Sandy Rogers, Leena Rinne, and Shawn Moon
- *Delivering World-Class Customer Service (a SoundviewLive webinar)* by Joseph Michelli



Dr. Joseph Michelli helps business leaders and front-line workers create differentiated branding, compelling brand stories, high-performance cultures, and “craveable” customer experiences. His consulting services, presentations, and publications show leaders how to engage employees, elevate human experiences, master service skills, and innovate relevant customer solutions. He has been recognized globally for his thought leadership on customer experience design, as well as his engaging public speaking skills and his influential impact on service brands.

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