

to financing the business promoted slow, incremental growth without the large, differential steps that many growing businesses cannot successfully negotiate.

Low overhead. Even as the business grew, I did not accumulate the capacity, inventories, employees, and facilities which would have placed the business at greater risk. When possible I shared offices, used a warehouse that managed inventories on a project basis, and always sought alternative options that would give me increased flexibility over traditional strategies.

Networking. Calling the business Pacific Trade Group when it was a sole proprietorship implied that there were many entities working together toward a unified goal. Whenever possible I expanded my networks, and occasionally entered into alliances with other firms on projects that I otherwise would have been too busy to accept.

Having a home-based business has allowed me to continue to work while my children are young. I often work at night after they are asleep. China being twelve hours ahead of our time zone means that they are beginning their work day at 8:30 p.m., just when my household is getting quiet. Due to improvements in international communications over the last five years, today I conduct my business entirely by fax and telephone.

As the global village becomes increasingly accessible in terms of opportunities, I believe we will see more international businesses run in unconventional ways by women. My strategy of slowing down the growth of my business and expanding from a product focus to one of providing short-term consulting services gave me greater flexibility and independence while raising a family. This strategy also enabled me to continue my education and take the focus and

impact of my work to the next level. This is just one of the many options that having one's own business presents. Other women may choose to make different choices.

There are myriad ways to structure our lives to accommodate our values and goals. I feel I have benefitted greatly by having my own business which has given me the financial freedom to pursue my own personal vision of career and family.

Heather Hiam-White has owned and run Pacific Trade Group since 1981. The company currently has offices in Leverett, Massachusetts and continues to represent U.S. manufacturers and distributors doing business in China. She is a PhD candidate in international management at the MIT Sloan School of Management. Her research interests include China's development and industrial strategy, and regional patterns of East Asian investment.

SUSAN McCASLIN

Dad's Girl

Freud would have relished, Mom,
your marking of my kitten curl
in his lap, arms flung
round his neck. And everyone
says how much I take after him
and his side of the family.
I admit to playing house to him
to supplant you, just to be
your opposite — competent,
adored. How can I help
being apposite — slim
to your bloat, tall
to your slump, quiet
to your heady scattering
voice thrown everywhere?
It is understood
I am Dad's girl,
and my brother
his mother's son.

Susan McCaslin teaches English and Creative Writing at Douglas College in New Westminster, B.C. She is also poetry editor and reviewer for Event, a literary journal. Her poetry has been published in journals throughout Canada and the U.S.

BRIAN PASTOOR

Decades

since my mother and I
last swam together she
motions
sidestroke
though more on her front
than her side now
toward the whirlpool
and for some reason I grab
three hotel flutterboards
deftly
balance on them
in the deep end
checking myself from saying
Mom! watch me
watch me

Brian Pastoor is a Toronto high school English and Immersion French teacher. His poetry and fiction have appeared in Tidepool, Shard, and Cosmic Trend, as well as in several U.K. publications.