

4 Put Ed and Jack's words in the correct order. Which cultural difference in 3 does each phrase illustrate?

- a around ceremony don't here on stand We.
- b busy one That's very woman! assistant Your?
- c Minister the So, meeting today you?
- d joking only Relax, I'm!
- e at back be by desk forty-five I'm my one supposed to.
- f along bring don't her too Why you? / merrier more, The the!

5 Match the beginnings (1–6) with the endings (a–f) in this slide on cultural sensitivity.

CULTURAL SENSITIVITY CHECKLIST

- | | |
|-----------------------------------|---|
| 1 understand your own culture and | a observing and analysing other cultures |
| 2 suspend judgement while | b common values, beliefs, goals and attitudes |
| 3 identify and share | c be aware of differences with others |
| 4 respect differences and resist | d be inclusive – prefer 'we' to 'I' or 'you' |
| 5 use language sensitively; | e keep trying however difficult it may be |
| 6 be objective and positive; | f the temptation to make converts |

6 Using the checklist above, give examples of how Ed and Jack could have avoided a culture clash.

Have you experienced similar situations, for example when working abroad or with different nationalities? Give examples of what went wrong, or how you avoided a clash.

in company
in action

7 Now watch video A2 to see a second meeting between Ed and Jack and answer the questions.

- a How have Ed and Jack's attitudes to their own and to each other's cultures changed since their first meeting?
- b What do they decide to suggest?

8 Complete the phrases from the video and then match each phrase (1–6) to the positive attitude or cross-cultural understanding (a–f) it illustrates.

- | | |
|---|--|
| 1 we got off on the wrong _____ | a sharing common attitudes to management |
| 2 when the cat's _____ | b accepting limitations |
| 3 I'd better try to blend in with the _____ | c sharing common goals |
| 4 to take a leaf out of your _____ | d showing willingness to adapt |
| 5 if it can't be _____ | e recognizing mistakes |
| 6 after all, we're all in this _____ | f being prepared to learn from another culture |

Committee meeting

9 Work in small groups. You have been invited to join a committee to help staff adapt to a merger between your two companies. Speaker A see page 118, Speaker B see page 120, then discuss the agenda below. When you have finished, use the checklists on page 123 to help you evaluate your performance.

AGENDA

- 1 For discussion – cultural differences and potential problems:
 - Power distance
 - Gender/age roles
 - Dress code
 - Time
 - Socializing

- 2 For decision – policy and guidelines for the new organization:
 - Work organization: office hours and layout
 - Equal opportunities
 - Dress code
 - Compensation
 - Socializing

A

Learning objectives: Management scenario A

Business communication skills

Identifying potential cultural differences; Avoiding a culture clash; Fluency: A meeting to discuss a merger

Reading Cultural sensitivity checklist

In company in action

A1: A culture clash;

A2: Positive cross-cultural understanding

Culture clash



- 1 How would you describe your organization's culture? Are your colleagues different from the people in other departments or companies you have worked in? Think about relationships, attitudes and communication styles.
- 2 Read the memo below and answer the questions.
 - a What kind of organizations are GWA and Blue Rock?
 - b Why have they merged?
 - c Why do you think Sue Jensen wrote the memo?
 - d What kind of culture clashes should managers anticipate when staff from two different organizations share office space?

Re: Merger

From: Sue Jensen, CEO
To: All staff
Re: Merger

As you are all aware, our merger with Global Water Aid was completed last month. The first of many synergies we hope to achieve will begin on Monday when staff from GWA's headquarters will be moving into our London office. This will mean a certain amount of reorganization to fit everyone in, but we expect everything to be up and running in 48 hours.

GWA and Blue Rock share the same goals: to build a world where every man, woman and child has access to safe drinking water and sanitation. GWA have over 40 years of experience of developing sustainable solutions to water, sanitation, and hygiene problems. Although Blue Rock is a much younger organization, I'm sure I don't need to remind you of our recent achievements in building partnerships, lobbying national and local government and setting up clean water programmes in the developing world. Together, we will be even stronger; with more resources, more expertise and more diverse talents at our disposal, our vision of a world with clean water for all has just come a step closer.

I know I can count on you to give our new colleagues a warm welcome.

- 3 Now watch video A1 to see the first meeting between Ed Ryan of Blue Rock and Jack Wright of Global Water Aid. While you watch, tick the cultural differences that are referred to.

power distance	<input type="checkbox"/>	age and gender roles	<input type="checkbox"/>	dress code	<input type="checkbox"/>
communication style	<input type="checkbox"/>	attitudes to time	<input type="checkbox"/>	attitudes to humour	<input type="checkbox"/>
body language	<input type="checkbox"/>	personal space	<input type="checkbox"/>	attitudes to socializing	<input type="checkbox"/>

In company
in action