

Business and Administration Culture

What are you trying to say? Communication

Communication with a purpose

- We use language to do things
- To express emotions and attitudes
- To give our ideas and opinions
- To complain
- To get information
- To entertain
- To build relationship
- To give advice
- To instruct people
- To ask for help
- ...

Tools for communication

- Vocal organs
- Hands
- Faces
- Bodies
- Writing
- Microphones
- Computers
- Radios
- TV's
- The internet
- ...

Tribes have rules

- When we talk should we touch?
- What should we call each other?
- What 'space' do we need to give each other when we talk?
- How much should we talk?
- Which emotions should we express?
- Are there some things we can't talk about?

Outline

- Body language
- Address system
- Opening and closing
- Topic choice
- Helping and advising

Outline

- Turn control
- Quantity and style of talk
- Paying attention
- Apologising
- Complementing
- Self-presentation

Communication always depends

- The relationship between the people involved
- The purpose of the communication
- The context

Body language

- Yes
- Come here
- Delicious
- Good luck
- Expensive
- Look at that
- No
- So-so
- Crazy
- Be quiet
- Intelligent
- I don't know

Touching

San Juan, Puerto Rico: 180 times/h

Paris, France: 110 times/h

London, England: 0 times/h

How much of social meaning of a typical two-person exchange is conveyed by non-verbal cues?

65%

		Performers		
		English	Italian	Japanese
Judges	English	61	55	36
	Italian	52	62	29
	Japanese	54	56	43

Japanese crowd



Eye-contact

South Asians gaze to monitor reactions, determine whose turn it is to speak, call to attention to new information.

English people seek other person's gaze when they are addressing them or listening to what they are saying.

Common Asian Gestures

- Asian gestures
 - Handshaking
 - Bowing
 - Avoiding eye contact
- Touching gestures
 - Not touch oriented societies
 - Avoid public display of affection
 - Pushing (bumping) in crowds

Common Asian Gestures

- OTHER NON VERBAL GESTURES

- Respect to elderly people
- Smiling often can cover emotions: happiness, anger, confusion, apologies, or sadness
- Displaying an open mouth is considered rude
- Try to maintain a balanced posture
- Silence
- Interrupting

American Gestures

COMMON GESTURES

- Americans are a not touch oriented.
- Americans stand about 30 inches apart
- slide into a crowded aisle while facing forward

Test your knowledge of North American body language. Look at the couple walking together. What does it mean to be so close with their arms around each other this way? Could they be strangers?



What do you think this couple is communicating non-verbally? Look at them carefully.



What do you think the chief petty officer (in khaki) is communicating non-verbally to the enlisted men in this group? Do you think his message would be understood if the sailors saw but did not hear him?



Same gestures, different meanings



Tone and character of voice

I am here

try saying:
high/low
quick/slow
rising/falling
whispering
whining
yelling
sighing

Address system

John Levinsky

1. John
2. Mr John
3. Mr Levinsky
4. Mr John Levinsky
5. Levinsky?

Address System

1. Professional titles
 - Medical profession
 - Holders of PhD
2. Holders of religious office
3. Holders of academic office

Russia

- First name + patronymic 'отчество'

Igor son of Ivan is Igor Ivanovicz

Raisa daughter of Ivan is Raisa Ivanovna

Scandinavia

- -sen or -son for boys
- -dottir or -dóttir for girls

Soren's son - Sorensen
 Soren's daughter - Sorensdottir

Mrs? /misiz/

Miss? /mis/

Ms? /miz/

Missus/Missis? /misis/

Opening and closing

- Address system can be a maze
- Keep asking for advice about what to call people
- Don't automatically follow the address system you hear.
- Don't take offence – getting the form of address wrong is rarely intended to be offensive

1. Telephone conversations

- Don't transfer from your own script
 e.g. 'I'm listening' vs 'I'm speaking'
 600 330 339?
- Learn a number of standard routines in another language used by native speakers

Opening conversations

1. "Nice day, isn't it?"



2. 'How are you?'
 "Fine, thank you!
 What about you?"



Topic development

1. From impersonal → to the mutual → to the personal
2. Does setting matter?
3. Do you identify yourself early in the exchange?

Pre-closing move

?

- You go now.
- It's been nice talking to you.
- Hope we meet again.

Topic choice

1. One another's children
2. The weather
3. One another's religion
4. Some aspects of politics in the country
5. Their salaries
6. Problems in their professional field
7. The challenges in their profession
8. One another's marital status
9. Sexism in their professional field
10. Some recent gossip about the private life of the leader of the country

Topic Choice

Cultures don't necessarily choose the same topics to talk about

All cultures have some topics that they would rather avoid

Turn taking

1. Is it normal to 'jump in'?
2. Any gestures to signal?
3. Is silence embarrassing?

Turn taking

America

- At least one and not more than one party speaks at a time
- Silence should be avoided

Turkey

- Long monologues
- No interjecting

Talkative or reserved?

Language is only one of possible means of communication, not the means of communication

Mouths are to eat with, not to speak with

A man of many words has little refinement

Paying attention

Nodding your head
 Looking into the speaker's eyes
 Head position
 Using sounds
 Using some words
 Completing, or echoing
 Remaining perfectly silent

Complementing

- Your shoes are very nice.
- It's your eyes which can see them which are very nice.

Apologising

1. To whom you should apologise?
2. In what situations is an apology required?
3. How intense your apology should be?
4. How should the apology be done?

Over to you

1. No apology necessary
2. Weak apology necessary
3. Moderate apology necessary
4. Strong apology necessary
5. Very strong apology necessary

Requesting, inviting, offering

Two-part structure

I

- A: Would you like a drink?
 B: (1) accept: Thanks. That's great. OR
 (2) reject: No thanks. I just..

II

- A: Are you sure?
 B: (1) confirm: No thanks. Really, I... OR
 (2) reverse: Well, OK. If..

Requesting, inviting, offering

- A: Would you like to come to a party at my place?
 B: Thank you.

Yes or no?

Self-presentation

Culture A	Culture B
What do I have to do here?	What do I have to do here?
Show that I am a confident person.	Show that I am a good and modest person.
How will I achieve that?	How will I achieve that?
Choose the right words and gestures.	Choose the right words and gestures.
<i>'Yes, I feel quite certain I can.'</i>	<i>'God willing, I will be able to do that.'</i>
(Looks at the interviewer calmly and directly)	(Smiles and looks down)

You are late...

Culture A	Culture B
What do I have to do here?	What do I have to do here?
Show that I know I am late and I am sorry.	Show that I know I am late and I am sorry.
How will I achieve that?	How will I achieve that?
Choose the right words and gestures.	Choose the right words and gestures.
(Bows at the door and says) <i>'I am sorry I am late. I had to make a phone call'</i> (and goes to his seat)	(Goes directly to his seat and quietly says) <i>'Excuse me'</i>

Self-presentation

Cultures have different goals in self-presentation – ie in positive qualities they tend to present.

Even if cultures have the same self-presentation goals, their ways of achieving them may differ.

Helping and advising people

- A: understand the problem and give advice
- B: show sympathy, try to cheer up the person, gradually change the topic
- C: make them speak about the problem, listen, show that you understand but don't give advice