
It is impolite to stare at people, so avoid eye contact. Look at the floor or the speaker's shoes. Do not look at the speaker's face.



It is polite and reassuring to reach out and touch someone. Touch people on the arm or the shoulder when you speak to them.



It is important to show your enthusiasm, so jump in before other speakers have finished their sentences and add your ideas. Remember, it is rude to hold back your thoughts.



It is impolite to speak impulsively. Whenever somebody asks you a question, silently count to seven before you give an answer.



It is impolite to be aloof from others. Stand close to others until you nearly touch them. If someone backs off, keep moving closer.



Be yourself! Behave as you would normally behave at an informal party.



A multicultural project team which meets regularly both for business and socially may try to establish certain rules about behaviour.

- 1 Read the list of provisional guidelines below, and then put the appropriate number in the box:
5 = Agree strongly 4 = Agree 3 = Neutral 2 = Disagree 1 = Disagree strongly
- 2 Suggest an alternative to those with which you disagreed (2 and 1).
- 3 Add any other items you consider necessary.

Business

- 1 Arriving late for an appointment is unforgivable.
- 2 A company's image is reflected in the way its people dress.
- 3 Talk to all people as colleagues, not subordinates.
- 4 Say what you mean clearly and directly.
- 5 Interrupting somebody who is speaking at a meeting is impolite and counter-productive.
- 6 Never say directly that you don't agree with somebody.
- 7 Meetings should have a strictly observed timetable.
- 8 Always explain to a colleague any doubts you have about their suggestions.
- 9 Never disagree with a superior.
- 10 Never say 'no' to a request.
- 11 Always ask for permission to speak in a meeting.
- 12 Always offer to do something, even if you are not sure you can.
- 13 Always pretend to listen, even if you are not doing so.
- 14 If somebody offends you, always explain to him/her what has happened.

Social

- 1 Dress casually for social events.
- 2 Always separate business life from personal life.
- 3 If you don't know what to say, talk about the weather.
- 4 Never ask anyone their age.
- 5 Men should talk to women differently from the way they talk to men.
- 6 Only speak when you are spoken to.
- 7 Never disagree with a suggestion about what to do or where to go.
- 8 Make sure you pay for any food or drink you are offered in a restaurant.
- 9 Always consult a guest about what they would like to do.
- 10 Use compliments freely.
- 11 Don't discuss salaries.
- 12 Employees' spouses should not talk about work.
- 13 Never talk about colleagues.
- 14 Always arrive a little late at social functions.

3.2

Body language

Different physical signals mean different things to different people, depending on factors such as nationality, status and situation.

1 Look at the list of physical actions below. Put the appropriate number in the box to say if in your national culture they are:

1 = perfectly acceptable 2 = just about acceptable

3 = unacceptable in a formal situation such as a business meeting

2 Choose a culture other than your own and decide which of the actions would be in a different category.

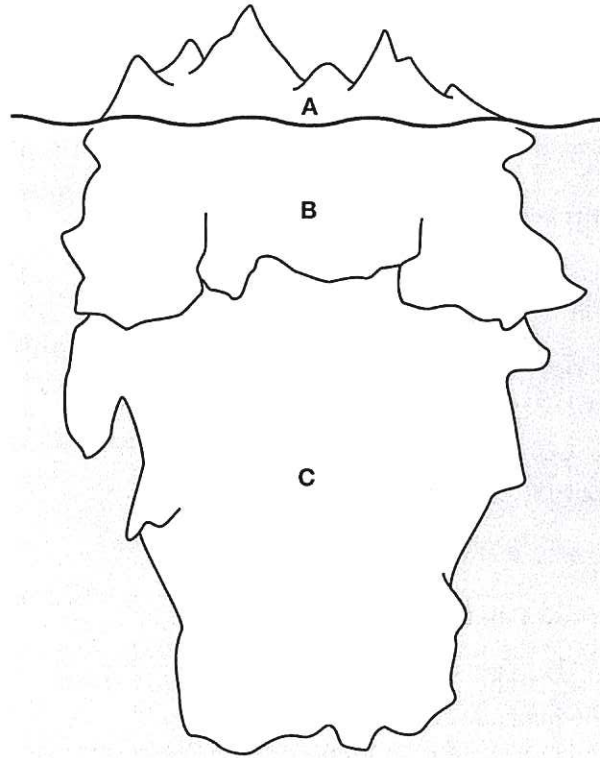
①	laughing loudly	<input type="checkbox"/>
②	scratching your head	<input type="checkbox"/>
③	touching somebody on the arm as you speak to them	<input type="checkbox"/>
④	looking somebody straight in the eye for 5 seconds or more	<input type="checkbox"/>
⑤	sitting with your legs wide apart	<input type="checkbox"/>
⑥	adjusting your clothing: tie, bra, trouser belt	<input type="checkbox"/>
⑦	moving close to someone	<input type="checkbox"/>
⑧	standing with hands on hips	<input type="checkbox"/>
⑨	crossing your arms	<input type="checkbox"/>
⑩	putting your feet on the table	<input type="checkbox"/>
⑪	not looking at someone when you speak to them	<input type="checkbox"/>
⑫	yawning	<input type="checkbox"/>
⑬	whispering to a colleague	<input type="checkbox"/>
⑭	nodding your head emphatically	<input type="checkbox"/>
⑮	blowing your nose	<input type="checkbox"/>
⑯	smoking	<input type="checkbox"/>

1.3

The culture iceberg

When you observe people from a certain culture, some characteristics – such as dress and the way people greet each other – are easy to see. Others are not so easy.

Culture is sometimes compared to an iceberg, some of which is visible, but much of which is difficult to see, or invisible.



1 Look at the list of components of national culture, and place each one in one of the three categories:

- A things which you can recognise quite easily
- B things which take some time to recognise
- C things which you recognise only when you are very familiar with a culture.

Artefacts: art and architecture	<input type="checkbox"/>	Humour	<input type="checkbox"/>
Balance between work and home	<input type="checkbox"/>	Organisation of companies	<input type="checkbox"/>
Corruption	<input type="checkbox"/>	Personal friendship	<input type="checkbox"/>
Democracy	<input type="checkbox"/>	Physical gestures	<input type="checkbox"/>
Directness of speech in business	<input type="checkbox"/>	Press and other media	<input type="checkbox"/>
Driving habits	<input type="checkbox"/>	Punctuality in business	<input type="checkbox"/>
Emotion shown in public	<input type="checkbox"/>	Social life: public and private	<input type="checkbox"/>
Family life	<input type="checkbox"/>	Social organisation and class	<input type="checkbox"/>
Gender – roles of males and females	<input type="checkbox"/>	Treatment of outsiders/foreigners	<input type="checkbox"/>
Greetings	<input type="checkbox"/>	Values and beliefs	<input type="checkbox"/>

- 2 Are any of these more important than others in understanding a particular national culture with which you are familiar?
- 3 Add any other elements which you think are important in defining a national culture you know.