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Just Some Notes...

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Remember:

- When you work with individuals, there are always exceptions to every rule.
- The process of communication is fluid, not static.
- Communication always takes place between individuals not cultures.
- There is no conceivable human action which custom has not at one time justified and at another condemned. Joseph Wood Crutch-1929
- The most universal quality is diversity. Michel de Montaigne-1580

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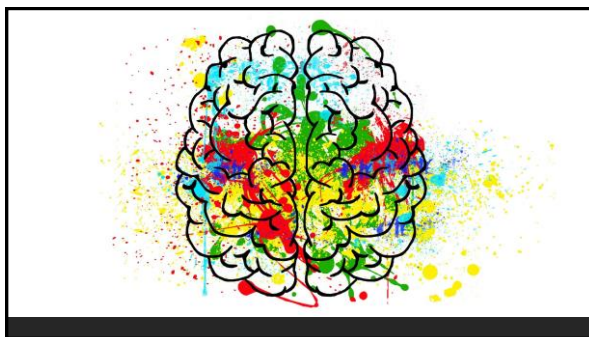
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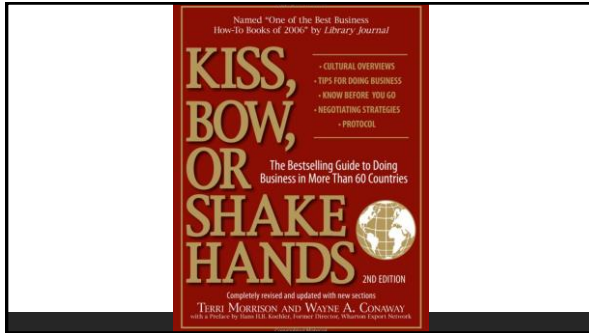
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HIGH CONTEXT	LOW CONTEXT
Prevalent in Asia, Middle East, Latin America, and Southern Europe	Prevalent in United States, Canada, Northern Europe, and Australia
Nonverbal communication is important.	Precise verbal agreements are important.
A relationship is the basis of a contract.	A contract is binding and exists apart from a personal relationship.
Schedules are often flexible, with meetings starting and running late.	Time is treated as a commodity, and schedules are carefully observed.
Formality, face-saving communication, and relationships are valued. A slower pace is needed to build relationships.	Informality and direct communication are preferred. Results are valued and punctuality observed. Accustomed to a fast pace of doing business.

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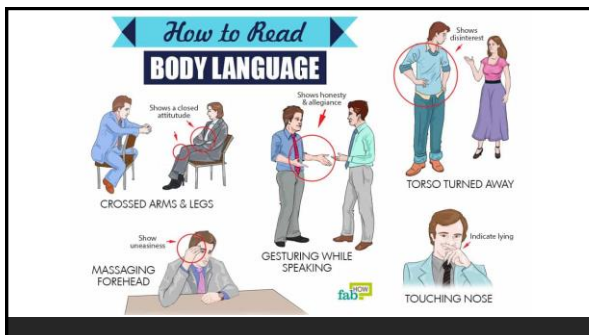
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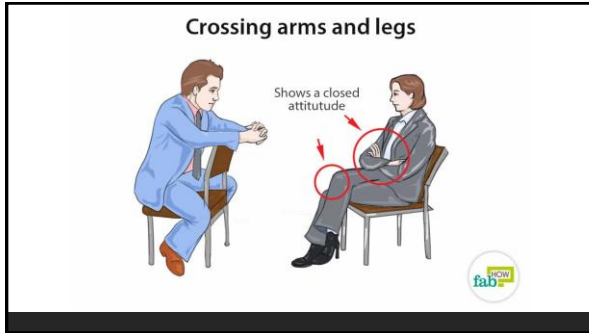
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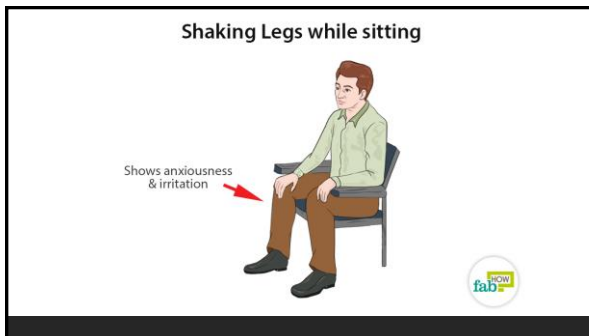
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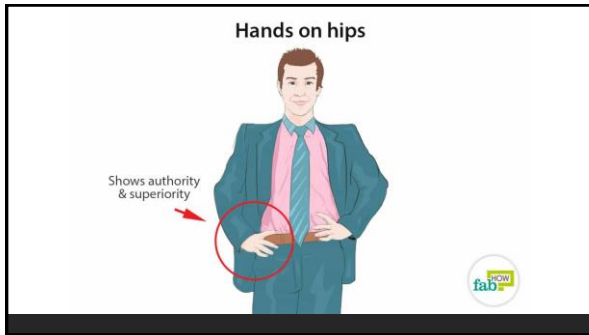
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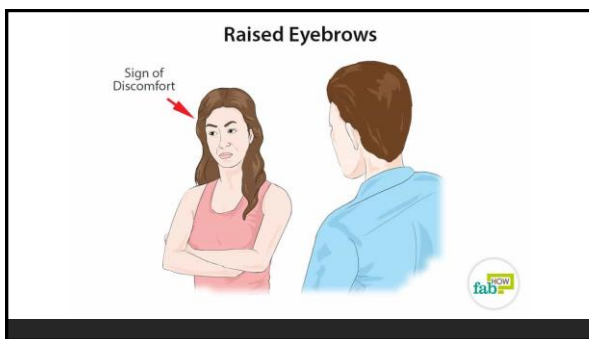
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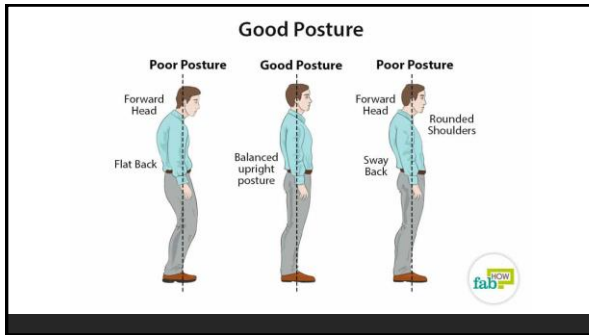
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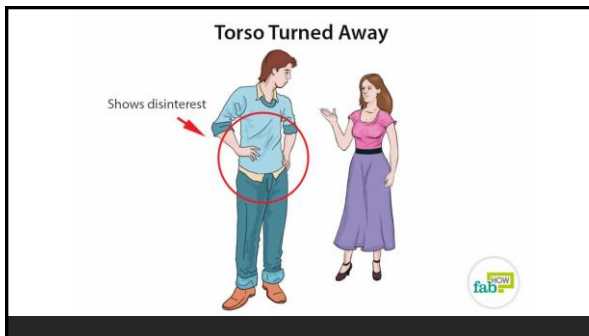
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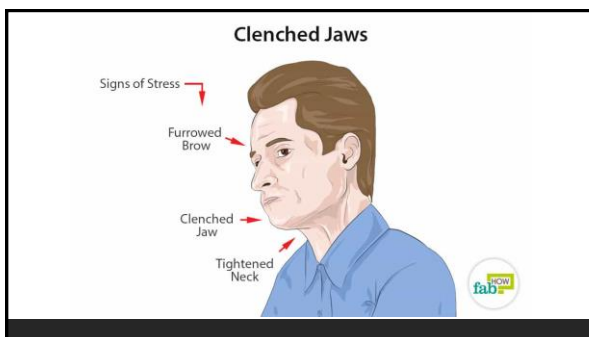
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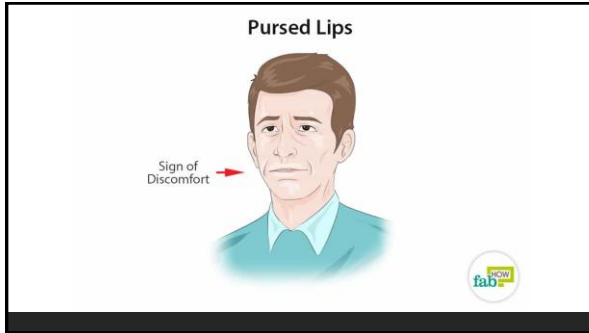
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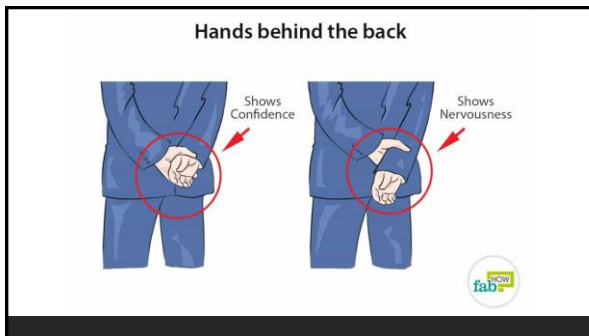
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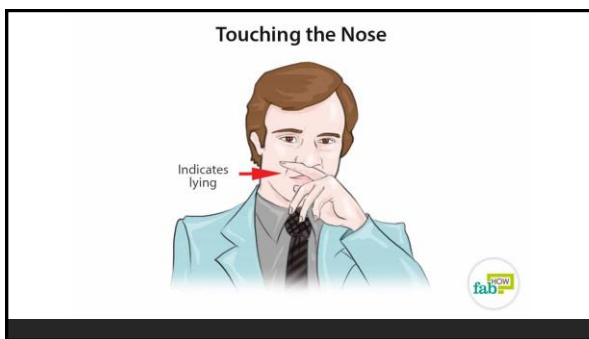
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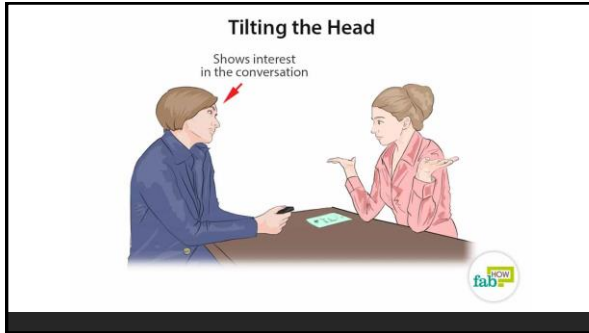
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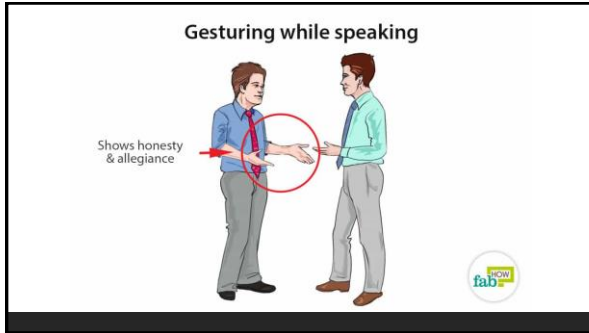
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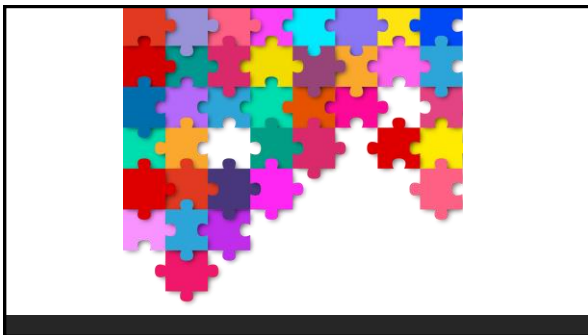
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## The Number 3

Most people believe in the adage that "all good things come in threes." This is particularly true in Sweden, where people consider the 3 as a very lucky number. In Korea, they consider it the luckiest number.

Italians associate the number 3 with balance and strength, represented by a triangle.

However, the Japanese and the Vietnamese avoid taking photos if there are only 3 people because of an old superstition that death will come to whoever is in the middle of the photo.

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## The Number 4

The Chinese consider the number four an unlucky number since its Chinese pronunciation sounds like the Chinese term for "death."

Therefore, buildings in China do not have a fourth floor, well, not physically, but in the buildings' elevators, number 4 is not included. Instead, they use the letter F. The same belief is true in Japan and South Korea, and other Asian countries where Chinese is spoken.

But the belief is not applicable to Germany where the number is considered lucky, because it is associated with the "four-leaf clover" which is a symbol for luck.

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## The Number 7

In countries like Japan and China, the favorability of a number usually comes from the way it sounds in the local language. But in Korea, they consider numbers and the meaning of numbers lucky because of its concept.

In most western countries, such as the Netherlands, France, United States, and the United Kingdom, 7 is a lucky number as well.

In countries under Chinese influence such as Thailand and Vietnam, the number 7 is an unlucky number.

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## The Number 8

Many religions around the world, including Hinduism, Buddhism, Judaism, Christianity, Islam and Taoism consider 8 a lucky number. Chinese people are particularly fond of the number 8. The number translates to *bā*, which sounds like the Chinese word *fā*, which means to generate wealth.

In Japan, they also consider the number 8 as lucky.

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## The Number 9

The sound of the number 9 in Japan is very similar to the Japanese term for "torture." It's avoided because it is considered an unlucky number. Airlines and hospitals in Japan avoid the number for this reason.

However, in China, it is a lucky number as it's considered the emperor's number. Norwegians consider it a sacred number because its folklore contains many stories about the number 9.

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## The Number 13

In many countries around the world, including developed countries such as Norway, Sweden, Portugal, and the UK, the number 13 is considered an unlucky number.

Did you know that the fear or avoidance of the number 13 is called triskaidekaphobia?

The Italians consider it a lucky number.

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## The Number 17

Italians believe that 17 is an unlucky number. It's because in Roman numerals, they write 17 as XVII. When you rearrange the numbers, you get VIXI. This is a Latin term for "I Lived." They often use this phrase on tombstones.

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## The Number 26

Indians would try anything to avoid the number 26, which they consider as a very unlucky number. You see, so many tragic incidences occurred on that particular date, such as terrorist attacks, tsunamis, and earthquakes, which make Indians want to obliterate the date.

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## The Number 39

In Afghanistan, they view the number 39 as unlucky because it sounds similar to "morda-gow" that translates to "dead cow" in the local language.

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- Be organized and tidy. This is first on the list for a reason! ...
- Keep your bed away from the window. Feng shui is very strict about this rule! ...
- Separate work and rest areas. ...
- Use the Bagua Map properly. ...
- Know your colors. ...

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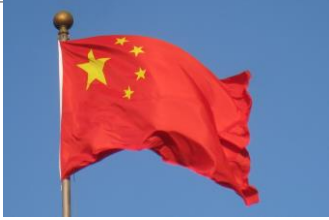
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## Chinese Culture



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## Chinese Culture



Inequities amongst people are acceptable  
 Should not have aspirations beyond their rank  
 Individuals are influenced by formal authority  
 People act in the interests of the group and not necessarily for themselves  
 Comfortable with ambiguity  
 Adaptable and entrepreneurial  
 Adherence to laws may be flexible to suit the actual situation  
 Pragmatism is a fact of life

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## Business & Negotiating



Punctuality is important  
 Write dates differently: YY/MM/DD  
 Avoid slang or jargon  
 Expect to make multiple presentations  
 Color has meaning – best to use black & white  
 Never exaggerate your ability to deliver  
 May not make a decision without 1<sup>st</sup> considering if it is an auspicious day and hour

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## Greetings & Forms of Address



Nod or bow slightly when greeting, let Chinese extend hand first for handshake

Introductions tend to be formal.

Names are in a different order. Each person receives a family name, a middle name and a given name at birth.

◦ Example: President Hu Jintao has the family name of Hu, a middle name of Jin and a given name of Tao.

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## Gestures



Avoid making exaggerated gestures or using dramatic facial expressions. The Chinese do not use their hands when speaking and become distracted by a speaker who does.

Use an open hand rather than one finger to point.

To beckon, turn the palm down and wave the fingers toward the body.

Do not put your hands in your mouth.

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## Saudi Arabian Culture




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## Saudi Arabian Culture



There is a hierarchical order in which people are expected to accept their place.

Subordinates are expected to be told what to do.

Collectivistic society which is manifested in close, long-term commitments to the member "group".

Everyone takes responsibility for fellow members of the group.

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## Saudi Arabian Culture



Intolerant of unorthodox behavior and ideas.

Time is money.

Emotional need for rules.

Precision & punctuality are not considered the norm. Your client may be late or not show up at all. You should be prompt.

Protecting one's dignity is vital.

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## Business & Negotiating



Saudis find it difficult to accept any outside information that does not reflect Islamic values.

Reliance solely on objective facts seldom overrules a Saudi's feelings and faith in a decision.

The male leader is the decision maker.

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## Business & Negotiating



Be patient, business is slower in Saudi Arabia.

Decision making can be a protracted process.

Saudis speak at a much closer distance than North Americans. Do not back up or shy away.

Conversations usually involve touching.

No business conducted on Friday, most do not work on Thursday. Work week is Sat-Wed.

Do not bring up the subject of women unless the Saudi counterpart does so first. Do not even inquire as to the health of a Saudi's wife or daughter.

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## Greetings, Form of Address & Gestures



Wait for the Saudi counterpart to initiate the greeting.

The left hand is considered unclean in the Arab world. Always use the right hand in preference to the left. Avoid eating or gesturing with your left hand.

Do not point at another person. It is considered impolite.

Never show the bottom of your foot.

Do not use the thumbs up gesture – considered crude.

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## Mexican Culture



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## Mexican Culture



Hierarchical society.  
 People accept order in which everybody has a place.  
 Subordinates expect to be told what to do.  
 Loyalty is paramount and overrides most other social rules and regulations.  
 Preference for avoiding uncertainty.  
 Time is money and people have an inner urge to be busy and work hard.

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## Business & Negotiating



Possible for Mexicans to politely say one thing and do the opposite.  
 Continued, intense eye contact is considered aggressive and threatening. Use intermittent eye contact.  
 Family is the single most important institution in Mexico.  
 Information is readily accepted for purposes of discussion, but little movement in attitude is seen.

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## Business & Negotiating



Individuals responsible for his/her decisions.  
 Best interest of the family or group is a dominating factor.  
 One must know a person before doing business and the only way to know them is to know the family.  
 Expertise is less important than how one fits into the group.  
 Important to cultivate personal relationships.

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## Business & Negotiating



Punctuality is not adhered to.

The business atmosphere is friendly, gracious and unhurried.

Mexicans avoid saying "no". "Maybe" or "we will see" may actually mean "no".

Get all agreements in writing.

Stress benefits to the person and his/her family and pride.

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## Greetings & Gestures



Men will shake hands, women will pat each other on the right forearm or shoulder.

Be prepared for a hug on the 2<sup>nd</sup> or 3<sup>rd</sup> meeting.

Conversations take place at a much closer physical distance.

Stepping back or pulling away may be regarded as unfriendly. The Mexican may step forward.

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## Greetings & Gestures



Mexican men are warm and friendly and make a lot of physical contact.

Avoid putting your hands in your pockets or on your hips. This can indicate a challenge.

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## Indian Culture



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## Indian Culture



Hierarchical society.  
 People accept order in which everybody has a place.  
 Information is accepted openly as long as it does not challenge religious and social structures.  
 Personal feelings form the basis for truth  
 Strong faith in religious ideologies is always present  
 The use of objective facts is less persuasive than a combination of feelings and faith

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## Business & Negotiation



Appreciate punctuality, but do not always practice it themselves  
 Appointments need to have lead time, but be ready to adjust  
 May request impromptu meetings, late at night  
 Be tech savvy  
 No business is conducted during religious holidays  
 Lunches are preferred to dinner if meeting during these timeframes  
 Prefer 11:00-4:00 time for "working"

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## Business & Negotiation



The concept "time is money" is alien the Indian culture  
 Don't be too legalistic during negotiations  
 Always present your business card  
 Business is highly personal  
 The word "no" has harsh implications, use evasive refusals  
 I'll try is an acceptable refusal

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## Greetings and Gestures



Women should not initiate handshaking with men  
 Depending on their religion, if Hindu/Muslim avoid public contact between men and women  
 Traditional greeting is the *namaste*  
*Namaste* is a good alternative to a handshake  
 No public displays of affection between people of opposite sex (i.e. hugging)

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## Greeting & Gestures



Aggressiveness is seen as a sign of disrespect  
 Never touch someone else's head. Do not pat a child on the head.  
 Do not beckon with your palm up.  
 Do not point with your finger  
 Do not whistle  
 Winking is considered a sexual proposition  
 Do not point your feet at anyone or let your feet touch anyone. If you do apologize immediately

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## German Culture



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## German Tips



- Germans look for trust
- Be patient
- Germans value functionality and quality
- Be on time, always!
- The devil is in the details
- Germans are loyal
- You do not have to know German
- Germans like to do business with other Germans
- There is no one way to communicate
- Germans hate uncertainty

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## Business & Negotiation



Nowhere in the world is punctuality more important than in Germany. ALWAYS be on time.

When writing the date, write the day first, then the month then the year.

Appointments must be made in advance.

Do not schedule appointments on Friday afternoons.

Germans use a 24 hour clock.

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## Business & Negotiation



Germans detest hype and exaggeration.

Directness is appreciated, they are blunt, do not be offended.

Details & data are very important.

Privacy is very important.

When speaking to persons who do not have professional titles, use:

Mr. = Herr

Mrs. or Ms. = Frau

Miss = Fraulein

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## Gestures



Shake hands at both the beginning and the end of the meeting.

The German handshake may be accompanied by a nod of the head-this is important.

To get someone's attention, raise your hand, palm facing out with only the index finger extended. Don't wave or beckon.

Never talk to someone while chewing gum.

Extended direct eye contact is expected when conversing.

Never put your hands in your pocket for longer than it takes to retrieve an object.

Have plenty of business cards

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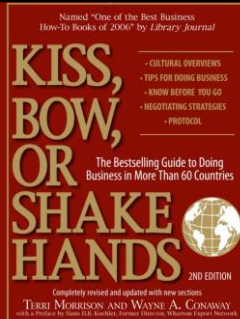
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