

A WIN-WIN GAME.- Culture and People: Cross cultural negotiation strategies.

Let us look at a brief example of how cross cultural negotiation training can benefit the international business person:

There are two negotiators dealing with the same potential client in the Middle East. Both have identical proposals and packages. One ignores the importance of cross cultural negotiation training believing the proposal will speak for itself. The other **undertakes** some cross cultural training. Nine times out of ten the latter will succeed over the rival. Cross cultural negotiations is about more than just how foreigners close deals. It involves looking at all factors that can influence the proceedings. By way of highlighting this, a few brief examples of topics covered in cross cultural negotiation training shall be offered.



Eye Contact: In the US, UK and much of northern Europe, strong, direct eye contact conveys confidence and sincerity. In South America it is a sign of **trustworthiness**. However, in some cultures such as the Japanese, prolonged eye contact is considered rude and is generally avoided.

Personal Space & Touch: In Europe and North America, business people will usually leave a certain amount of distance between themselves when interacting. Touching only takes place between friends. In South America or the Middle East, business people are tactile and like to get up close. In Japan or China, it is not uncommon for people to leave a gap of four feet when conversing. Touching only takes place between close friends and family members.

Time: Western societies are very 'clock conscious'. Time is money and punctuality is crucial. This is also the case in countries such as Japan or China where being late would be taken as an insult. However, in South America, southern Europe and the Middle East, being on time for a meeting does not carry the same sense of urgency.

Meeting & Greeting: Most international business people meet with a handshake. In some countries this is not appropriate between **genders**. Some may view a weak handshake as sign of weakness whereas others would perceive a firm handshake as aggressive.

Gift-Giving: In Japan and China gift-giving is an integral part of business protocol however in the US or UK, it has negative connotations.

Negotiation Styles: The way in which we approach negotiation differs across cultures. For example, in the Middle East rather than approaching topics sequentially negotiators may discuss issues simultaneously. South Americans can become quite vocal and animated. The Japanese will negotiate in teams and decisions will be based upon consensual agreement. In Asia, decisions are usually made by the most senior figure or head of a family. In China, negotiators are highly trained in the art of gaining concessions. In Germany, decisions can take a long time due to the need to analyse information and statistics in great depth. In the UK, pressure tactics and imposing deadlines are ways of closing deals **whilst** in Greece this would **backfire**.

Clearly there are many factors that need to be considered when approaching cross cultural negotiation. Doing or saying the wrong thing at the wrong time, poor communication and cross cultural misunderstandings can all have harmful consequences.

Adapted from: <http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-negotiation.html>



Now it's your turn

Choose the correct option to complete each sentence according to the information you have read in the text. In _____, prolonged eye contact is generally avoided.

- the UK
- the US
- Japan

In _____, people leave a great distance between them when interacting.

- the Middle East

- South America
- Japan

In _____, punctuality is crucial.

- the Middle East
- South America
- China

In _____, giving a gift has negative connotations according to business protocol.

- the US
- Japan
- China

In _____, decision making takes a long time because of the in-depth analysis of information.

- Germany
- Greece
- the UK

In _____, imposing deadlines when closing deals wouldn't work.

- Greece
- South America
- the UK



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[Aviso Legal](#)

1.- Idioms: Idioms of feelings.

Let's continue with our session of idioms. In this unit we are going to focus on those idioms used to describe feelings, **mood** and states.



Think about it

Think of the meaning of the expression **to be on cloud nine** in the following sentence:

On holidays he was on cloud nine.

Are we saying that he went to cloud nine on holidays?

Look at the following table to know more idioms to describe feelings or mood.

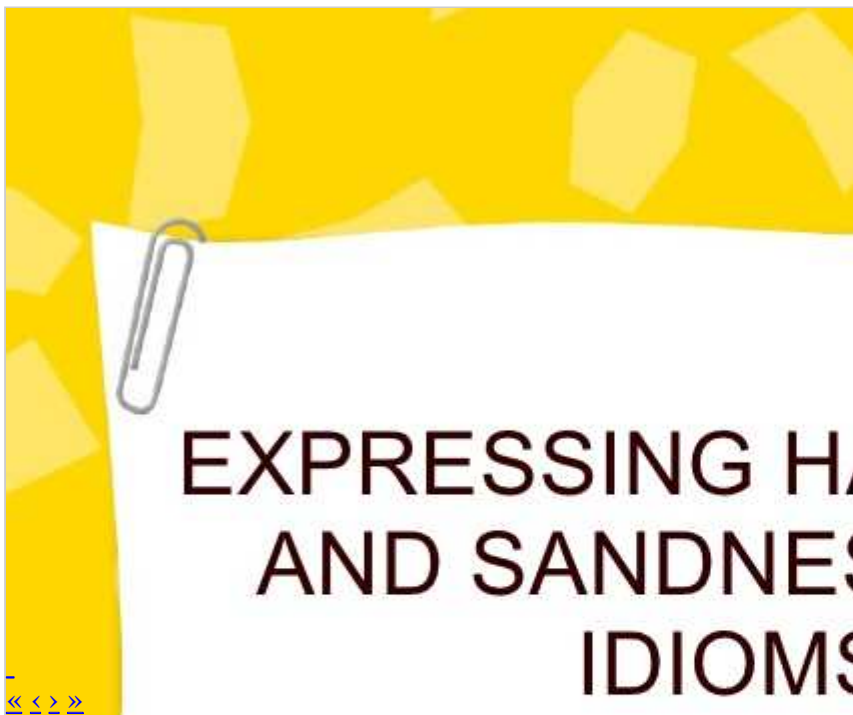
Idioms related to feelings

Idioms	Meaning
1. To be on cloud nine.	To be extremely pleased or happy.
2. To be as happy as the day is long.	To be extremely pleased or happy.
3. To feel on top of the world.	To be very happy.
4. To be over the moon.	To be very happy.
5. To keep your chin up.	To be happy despite difficulties.
6. To jump for joy.	To be very happy and excited about something that has happened.
7. To feel blue.	To feel very sad or depressed.
8. To have a face as long as a fiddle .	To look very sad.
9. To be in a mood.	To have a bad mood.
10. To be like a bear with a sore head.	To be extremely irritable.
11. To feel all in.	To be exhausted.
12. To be a bit under the weather.	To feel ill.

Idioms	Meaning
13. To be at death's door.	To feel ill.
14. To feel like a fish out of water.	To feel uncomfortable because of an unfamiliar situation.
15. To feel guilty.	To feel bad about something you have done.
16. To get cold feet.	To feel unsure about an important decision.
17. To have butterflies in your stomach.	To have a nervous feeling in your stomach before doing something.

You should know

For more idioms related to feelings, click on the following link to watch the presentation:



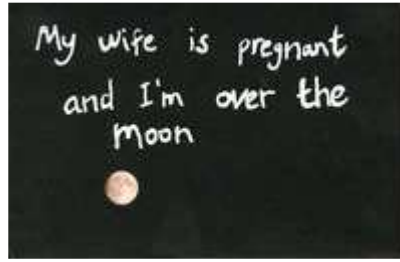
[Text summary](#)

A step ahead

Do you want to know the origin of some of the expressions studied above? Click on the following link and you'll know it.

[The story behind the idioms.](#)

1.1.- Now you put it into practice (I).



Now it's your turn

Match the two parts to form idioms related to feelings:

Matching exercise

First part	Number	Second part
To keep.	<input type="text"/>	01. on top of the world.
To be.	<input type="text"/>	02. over the moon.
To feel.	<input type="text"/>	03. cold feet.
To jump.	<input type="text"/>	04. butterflies in your stomach.
To get.	<input type="text"/>	05. for joy.
To have.	<input type="text"/>	06. a fish out of water.
To feel like.	<input type="text"/>	07. your chin up.
To be a bit.	<input type="text"/>	08. as the day is long.
To be as happy.	<input type="text"/>	09. under the weather.
To have a face.	<input type="text"/>	10. as long as a fiddle.

Submit

A step ahead

If you are interested in studying more idioms related to feelings, click on the following link:

[List of English idioms related to feelings and emotions.](#)

2.- Music: Gloria Gaynor's I will survive.

Quotation

"Hunger, love, pain, fear are some of those inner forces which rule the individual's instinct for self preservation".

Albert Einstein.

This song by Gloria Gaynor is about survival **regardless** what you have to overcome. It won the 1979 Grammy for Best Disco Recording and it was the first and last time that the Grammys offered this category. It has been reproduced in 20 languages, including Arabic.

This song was released as the B-side of another song called **Substitute**. Gloria knew this would be the hit, but the president of her record company specifically ordered **Substitute** as the single. Gloria put her efforts into promoting **I Will Survive**, and when club DJs started playing it, radio stations caught on and it became a huge hit.



A step ahead

Click on the following link to listen and read the lyrics of the song I will survive.



[Text summary](#)

Think about it

Which of the following sentences best summarizes the song?

- It is a song written from the point of view of a woman who has recently broken up with his boyfriend, but wants to go back with him.

- b. It is a song written from the point of view of a woman who has recently broken up with his boyfriend, but now she is with another man.
- c. It is a song written from the point of view of a woman who has recently broken up with his boyfriend and is telling him that she can cope without him and does not want anything more to do with him.

A step ahead

If you want to know more about Gloria Gaynor you can visit her official website:

[Gloria Gaynor's official website.](#)

Appendix.- Licenses of resources.

Licenses of resources used in (

Resources (1)	Resources information (1)	Re
	<p>By: romana klee. License: CC by-sa. From: http://www.flickr.com/photos/nauright/2714309718/sizes/t/in/photostream/</p>	
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