

pre-assignment

“Managing cultural diversity”

It is not always the way it seems

The silent language of people of other cultures

This assignment is to get the participants of the training: “managing cultural diversity training” aware of their subconscious behaviour patterns that they take for granted in each other. Please read the following article and try to describe at least 3 experience you have had working as a manager.

This article is based on the article by Edward T. Hall Harvard Business review: “The silent language in overseas business”

Although the American businessman has recognised, certainly, that even the man next door has many minor traits, which make him somewhat peculiar, for some reason he has failed to appreciate how different foreign businessmen and their practices will seem to him.

He should understand that the various people around the world have worked out and integrated into their subconscious literally thousands of behaviour patterns that they take for granted in each other. Then, when the stranger enters, and behaves differently from the local norm, he often quite unintentionally insults, annoys, or amuses the native with whom he is attempting to do business. For example:

- In the United States, a corporation executive knows what is meant when a client lets a month go by before replying to a business proposal. On the other hand, he senses an eagerness to do business if he is immediately ushered into the client's office. In both instances, he is reacting to subtle cues in the timing of interaction; cues that he depends on to chart his course of action.

Abroad, however, all this changes. The American executive learns that the Latin Americans are casual about time and that if he waits an hour in the outer office before seeing the Deputy Minister of Finance, it does not necessarily mean he is not getting anywhere. There people are so important that nobody can bear to tear himself away; because of the resultant interruptions and conversational detours, everybody is constantly getting behind. What the American does not know is the point at which the waiting becomes significant.

- In another instance, after travelling 7,000 miles an American walks into the office of a highly recommended Arab businessman on whom he will have to depend completely. What he sees does not breed confidence. The office is reached by walking through a suspicious-looking coffeehouse in an old, dilapidated building situated in a crowded non-European section of town. The elevator, rising from dark, smelly corridors, is rickety and equally foul. When he gets to the office itself, he is shocked to find it small, crowded, and confused. Papers are stacked all over the desk and table tops - even scattered on the floor in irregular piles.

The Arab merchant he has come to see had met him at the airport the night before and sent his driver to the hotel this morning to pick him up. But now, after the American's rush, the Arab is tied up with something else. Even when they finally start talking business, there are constant interruptions. If the American is at all sensitive to his environment, everything around him signals, "What am I getting into?"

Before leaving home he was told that things would be different, but how different? The hotel is modern enough. The shops in the new part of town have many more American and European trade goods than he had anticipated. His first impression was that doing business in the Middle East would not present any new problems. Now he is beginning to have doubts. One minute everything looks familiar and he is on firm ground; the next, familiar landmarks are gone. His greatest problem is that so much assails his senses all at once that he does not know where to start looking for something that will tell him where he stands. He needs a frame of reference a way of sorting out what is significant and relevant.

That is why it is so important for American businessmen to have a real understanding of the various social, cultural, and economic difference they will face when they attempt to do business in foreign countries. To help give some frame of reference, this article will map out a few areas of human activity that have largely been unstudied.

The topics Edward T. Hall discuss are certainly not presented as the last word on the subject, but they have proved to be highly reliable points at which to begin to gain an understanding of foreign cultures.

The silent language of Time

Everywhere in the world people use time to communicate with each other. There are different languages of time just as there are different spoken languages. The unspoken languages are informal; yet the rules governing their interpretation are surprisingly ironbound.

In the United States, a delay in answering a communication can result from a large volume of business causing the request to be postponed until the backlog is cleared away, from poor organisation, or possibly from technical complexity requiring deep analysis. But if the person awaiting the answer or decision rules out these reasons, then the delay means to him that the matter has low priority on the part of the other person - lack of interest. On the other hand, a similar delay in a foreign country may mean something altogether different. Thus:

- In Ethiopia, the time required for a decision is directly proportional to its importance. This is so much the case that low-level bureaucrats there have a way of trying to elevate the prestige of their work by taking along time to make up their minds. (Americans in that part of the world are innocently prone to downgrade their work in the local people's eyes by trying to speed things up.)

- In the Arab East, time does not generally include schedules as Americans know and use them. The time required to get something accomplished depends on the relationship. More important people get fast service from less important people, and conversely. Close relatives take absolute priority; non-relatives are kept waiting.

In the United States, giving a person a dead-line is a way of indicating the degree of urgency or relative importance of the work. But in the Middle East, the American runs into a cultural trap the minute he opens his mouth. "Mr. Aziz will have to make up his mind in a hurry because my board meets next week and I have to have an answer by then," is taken as indicating the American is overly demanding and is exerting undue pressure. "I am going to Damascus tomorrow morning and will have to have my car tonight," is a sure way to get the mechanic to stop working, because to give another person a deadline in this part of the world is to be rude, pushy, and demanding. An Arab's evasiveness as to when something is going to happen does not mean he does not want to do business; it only means he is avoiding unpleasantness and is side-stepping possible commitments which he takes more seriously than we do. For example:

- The Arabs themselves at times find it impossible to communicate even to each other that some processes cannot be hurried, and are controlled by built-in schedules. This is obvious enough to the Westerner but not to the Arab. A highly placed public official in Baghdad precipitated a bitter family dispute because his nephew, a biochemist, could not speed up the complete analysis of the uncle's blood. He accused the nephew of putting other less important people before him and of not caring. Nothing could sway the uncle, who could not grasp the fact that there is such a thing as an inherent schedule.

With us the more important an event is, the further ahead we schedule it, which is why we find it insulting to be asked to a party at the last minutes. In planning future events with Arabs, it pays to hold the lead-time to a week or less because other factors may intervene or take precedence.

Again, time spent waiting in an American's outer office is a sure indicator of what one-person thinks of another or how important he feels the other business to be. This is so much the case that most Americans cannot help getting angry after waiting 30 minutes; one may even feel such a delay is an insult, and will walk out. In Latin America, on the other hand, one learns that it does not mean anything, to wait in an outer office.

An American businessman with years of experience in Mexico once told me, "You know, I have spent two hours cooling my heels in an executive's outer office. It took me a long time to learn to keep my blood pressure down. Even now, I find it hard to convince myself they are still interested when they keep me waiting."

The Japanese handle time in ways which are almost inexplicable to the Western European and particularly the American. A delay of years with them does not mean that they have lost interest. It only means that they are building up to something. They have learned that Americans are vulnerable to long waits. One of them expressed it; "You Americans have one terrible weakness. If we make you wait long enough, you will agree to anything."

Indians of South Asia have an elastic view of time as compared to our own. Delays do not, therefore, have the same meaning to them. Nor does indefiniteness in pinpointing appointments mean that they are evasive. Two Americans meeting will say, "We should get together some-time," thereby setting a low priority on the meeting. The Indian who says, "Come over and see me, see me anytime," means just that.

Americans make a place at the table, which may or may not mean a place made in the heart. But when the Indian makes a place in his time, it is yours to fill in every sense of the word if you realise that by so doing you have crossed

A boundary and are now friends with him. The point of all this is that time communication just as surely as do words and that the vocabulary of time is different around the world. The principle to be remembered is that time has different meanings in each country.

A. the silent language of time

What are your expectations concerning the behavior of your employees towards time aspects? When is being late for an appointment with you a problem? What do you do when you have arranged a meeting with your team and 30 minutes after the starting time still people are dropping in?

The silent language of Space

Like time, the language of space is different wherever one goes. The American businessman, familiar with the pattern of American corporate life, has no difficulty in appraising the relative importance of someone else, simply by noting the size of his office in relation to other offices around him:

- American pattern calls for the president or the chair- man of the board to have the biggest office. The executive vice president will have the next largest and so on down the line until you ends up in the "bull pen." More important offices are usually located at the corners of buildings and on the upper floors. Executive suites will be on the top floor. The relative rank of vice presidents will be reflected in where they are placed along "Executive Row."

- The French, on the other hand, are much more likely to lay out space as a network of connecting points of influence, activity, or interest. The French supervisor will ordinarily be found in the middle of his subordinates where he can control them.

Americans who are crowded will often feel that their status in the organisation is suffering. As one would expect in the Arab world, the location of an office and its size constitute a poor index of the importance of the man who **occupies** it. What we experience as crowded, The Arab will often regard as spacious. The same is true in Spanish cultures. A Latin American official illustrated the Spanish view of this point while showing me around a plant. Opening the door to an 18-by-20-foot office in which seventeen clerks and their desks were placed, he said, "See, we have nice spacious offices. Lots of space for everyone."

The American will look at a Japanese room and remark how bare it is. Similarly, the Japanese look at our rooms and comment, "How bare!" Furniture in the American home tends to be placed along the walls (around the edge). Japanese have their charcoal pit where the family gathers in the *middle* of the room. The top floor of Japanese department stores is not reserved for the chief executive - it is the bargain roof!

- In the Middle East and Latin America, the American businessman is likely to feel left out in time and overcrowded in space. People get too close to him, lay their hands on him, and generally crowd his physical being. In Scandinavia and Germany, he feels more at home, but at the same time the people are a little cold and distant. It is space itself that conveys this feeling.

In the United States, because of our tendency to zone activities, nearness carries rights of familiarity so that the neighbour can borrow material possessions and invade time. This is not true in England. Propinquity entitles you to nothing. American Air Force personnel stationed there complains because they have to make an appointment for their children to play with the neighbour's child next door.

Conversation distance between two people is learned early in life by elders. Its controlling patterns operate almost totally unconsciously. In the United States, in contrast to many foreign countries, men avoid excessive touching. Regular business is conducted at distances such as 5 feet to 8 feet; highly personal business, 18 inches to 3 feet; Not 2 or 3 inches,

- In the United States, it is perfectly possible for an experienced executive to schedule the steps of negotiation in time and space so that most people feel comfortable about what is happening. Business transactions progress in stages from across the desk to beside the desk, to the coffee table, then on to the conference table, the luncheon table, or the golf course, or even into the home all according to a complex set of hidden rules, which we obey instinctively.

Even in the United States, however, an executive may slip when he moves into new and unfamiliar realms, when dealing with a new group, doing business with a new company, or moving to a new place in the industrial hierarchy. In a new country the danger is magnified. For example, in India it is considered improper to discuss business in the home on social occasions. One never invites a business acquaintance to the home for the purpose of furthering business aims. That would be a violation of sacred hospitality rules.

B. The silent languages of space

Have you ever felt uncomfortable because people were entering your personal space?
Do you touch people to comfort them when they have problems or when they are stressed?
How do you feel when somebody touches you in a conversation?

The silent language of things

Americans are often contrasted with the rest of the world in terms of material possessions. They are accused of being materialistic, gadget-crazy. And, as a matter of fact, they have developed material things for some very interesting reasons. Lacking a fixed class system and having an extremely mobile population, Americans have become highly sensitive to how others make use of material possessions. They use everything from clothes to houses as a highly evolved and complex means of ascertaining each other's status. There is a rapidly shifting system in which both styles and people move ups or down. For example:

- The Cadillac ad men feel that not only is it natural but quite insightful of them to show a picture of a Cadillac and a well-turned out gentleman in his early fifties opening the door. The caption underneath reads, "You already know a great deal about this man."

- Following this same pattern, the head of a big union spends an excess of \$100,000 furnishing his office so that the president of United States Steel cannot look down on him. Good materials, large space, and the proper surroundings signify that the people who occupy the premises are solid citizens, that they are dependable and successful.

- The French, the English, and the Germans have entirely different ways of using their material possessions. What stands for height of dependability and respectability with the English would be old-fashioned and backward to us. The Japanese take pride in often inexpensive but tasteful arrangements that are used to produce the proper emotional setting.

Middle East businessmen look for something else - family, connections, friendship. They do not use the furnishings of their office as part of their status system; nor do they expect to impress a client by these means or to fool a banker into lending more money than he should. They like good things, too, but feel that they, as persons, should be known and not judged solely by what the public sees.

One of the most common criticisms of American relations abroad, both commercial and (governmental), is that Americans usually think in terms of material things. "Money talks," says the American who goes on talking the language of money abroad, in the belief that money talks the *same* language all over the world. A common practice in the United States is to try to buy loyalty with high salaries. In foreign countries, this manoeuvre almost never works, for money and material possessions stand for something different there than they do in America.

-The silent languages of things

How important are material things for you?

Do you think it will influence your status as a manager when you go on your bike to work while your employees are driving a Mercedes to work?

When you are having a selection interview with an employee for the call center, how important is for you the way that person is dressed?

In your eyes, can a person be overdressed, wearing too expensive clothes and jewels on the job?

What do you think of people who are overdressed or people who do not wear clothes according to your dress code?

The silent language of Friendship

The American finds his friends next door and among those with whom he works. It has been noted that Americans take people up quickly and drop them just as quickly. Occasionally a friendship formed during schooldays will persist, but this is rare. For Americans there are few well-defined rules governing the obligations of friendship. It is difficult to say at which point their friendship gives way to business opportunism or pressure from above. In this they differ from many other people in the world. As a general rule in foreign countries friendships are not formed as quickly as in the United States but go much deeper, last longer, and involve real obligations. For example:

- It is important to stress that in the Middle East and Latin America your "friends" will not let you down. The fact that they personally are feeling the pinch is never an excuse for failing their friends. They are supposed to look out for your interests.

Friends and family around the world represent a sort of social insurance that would be difficult to find in the United States. We do not use our friends to help us out in disaster as much as we do as a means of getting ahead or, at least, of getting the job done. The United States systems work by means of a series of closely tabulated favours and obligations carefully doled out where they will do the most good, And the least that they expect in exchange for a favour is gratitude.

The opposite is the case in India, where the friend's role is to "sense" a person's need and do something about it. The idea of reciprocity as we know it is unheard of. An American in India will have difficulty if he attempts to follow American friendship patterns. He gains nothing, by extending himself in behalf of others, Least of all gratitude, because the Indian assumes that what he does for others he does for the good of his own psyche. He will find it impossible to make friends quickly and is unlikely to allow sufficient time for friendships To ripen. He will also note that as he gets to know people better, they may become more critical of him, a fact that he finds hard to take. What he does not know is that one sign of friendship in India is speaking one's mind.

Do you see your collegians as your friend.

Is it possible for you to be friends with your colleague outside work?

Would you like to have your friends as colleague's

According to you do personal relationship between colleague`s influence on a negative or positive way the work relation

The silent language of Agreements

While it is important for American businessmen abroad to understand the symbolic meanings of friendship rules, time, space, and material possessions, it is just as important for executives to know the rules for negotiating agreements in various countries. Even if they can not be expected to know the details of each nation's commercial legal practices, just the awareness of and the expectation of the existence of differences will eliminate much complication.

Actually, no society can exist on a high commercial level without a highly developed working base on which agreements can rest. This base may be one or a combination of three types:

1. Rules that are spelled out technically as law or regulation.
2. Moral practices mutually agreed on and taught to the young as a set of principles
3. Informal customs to which everyone conforms without being able to state the exact rules.

Some societies favour one, some another. Ours, particularly in the business world, lays heavy emphasis on the first variety; Few Americans will conduct any business nowadays without some written agreement or contract.

Varying from culture to culture will be the circumstances under which such rules apply. Americans consider that negotiations have more or less ceased when the contract is signed. With the Greeks, on the other hand, the contract is seen as a sort of way station on the route to negotiation that will cease only when the work is completed.

The contract is nothing more than a charter for serious negotiations. In the Arab world, once a man's word is given in a particular kind of way, it is just as binding, if not more so, than most of our written contracts. The written contract, therefore, violates the Moslem's sensitivities and reflects on his honour. Unfortunately, the situation is now so hopelessly confused that neither system can be counted on to prevail consistently.

Informal patterns, and unstated agreements.

Often lead to untold difficulty in the cross-cultural situation. Take the case of the before- and-after patterns where there is a wide discrepancy between the American's expectations and those of the Arab:

- In the United States, when you engage a specialist such as a lawyer or a doctor, require any standard service, or even take a taxi, you make several assumptions: (a) the charge will be fair; (b) it will be in proportion to the services rendered; and (c) it will bear a close relationship to the "going rate."

You wait until after the services are performed before asking what the tab will be. If the charge is too high in the light of the above assumptions, you feel you have been cheated. You can complain, or can say nothing, pay up, and take your business elsewhere the next time.

- As one would expect in the Middle East, basic differences emerge which lead to difficulty if not understood. For instance, when taking a cab in Beirut it is well to know the going rate as a point around which to bargain and for setting the charge, which must be fixed before engaging the cab.

If you have not fixed the rate *in advance*, there is a complete change and an entirely different set of rules will apply. According to these rules, the going rate plays no part whatsoever. The whole relationship is altered. The sky is the limit, and the customer has no kick coming. I have seen taxi drivers shouting at the top of their lungs, waving their arms, following a red-faced American with his head pulled down between his shoulders, demanding for a two pound ride ten Lebanese pounds which the American eventually had to pay.

It is difficult for the American to accommodate his frame of reference to the fact that what constitutes one thing to him, namely, a taxi ride, is to the Arab two very different operations involving two different sets of relationships and two sets of rules. The crucial factor is whether the bargaining is done at the beginning or the end of the ride! As a matter of fact, you cannot bargain at the end. What the driver asks for he is entitled to!

One of the greatest difficulties Americans have abroad stems from the fact that we often think we have a commitment when we do not. The second complication on this same topic is the other side of the coin, i.e., when others think we have agreed to things that we have not. Our own failure to recognise binding obligations, plus our custom of setting organisational goals ahead of everything else, has put us in hot water far too often.

People sometimes do not keep agreements with us because we do not keep agreements with them. As a general rule, the American treats the agreement as something he may eventually have to break. Here are two examples:

- Once while I was visiting an American post in Latin America, the Ambassador sent the Spanish version of a trade treaty down to his language officer with instructions 'to write in some "weasel words." To his dismay, he was told, "There are no weasel words in Spanish".
- A personnel officer of a large corporation in Iran made an agreement with local employees that American employees would not receive preferential treatment. When the first American employee arrived, it was learned quickly that in the United States he had been covered by a variety of health plans that were not available to Iranians. And this led to immediate protests from the Iranians, which were never satisfied. The personnel officer never really grasped the fact that he had violated an iron-bound contract.

Certainly, this is the most important generalisation to be drawn by American businessmen from this discussion of agreements: there are many times when we are vulnerable even when judged by our own standards. Many instances of actual sharp practices by American companies are well known abroad and are giving American business a bad name. The cure for such questionable behaviour is simple. The companies concerned usually have it within their power to discharge offenders and to foster within their organisation an atmosphere in which only honesty and fairness can thrive.

But the cure for ignorance of the social and legal rules, which underlie business agreements, is not so easy. This is because:

- The subject is complex.
- Little research has been conducted to determine the culturally different concepts of what is an agreement.
- The people of each country think that their own code is the only one, and that everything else is dishonest.
- Each code is different from our own; and the farther away one is travelling from Western Europe, the greater the difference is.

But the little that has already been learned about this subject indicates that as a problem it is not insoluble and will yield to research. Since it is probably one of the more relevant and immediately applicable areas of interest to modern business, it would certainly be advisable for companies with large foreign operations to sponsor some serious research in this vital field.

A Case in Point

Thus far, I have been concerned with developing the five checkpoints around which a real understanding of foreign cultures can begin. But the problems that arise from a faulty understanding of the silent language of foreign custom are human problems and perhaps can best be dramatised by an actual case.

A Latin American republic had decided to modernise one of its communication networks to the tune of several million dollars. Because of its reputation for quality and price, the inside track was quickly taken by American Company. The company, having been sounded out informally considered the size of the order and decided to bypass its regular Latin American representation and send instead its sales manager. The following describes what took place.

The sales manager arrived and checked in at the leading hotel. He immediately had some difficulty pinning down just who it was he had to see about his business. After several days without results, he called at the American Embassy where he found that the commercial attaché had the up-to-the-minute information he needed.

The commercial attaché listened to his story. Realising this the sales manager had already made a number of mistakes, but figuring that the Latinos were used to American blundering, the attaché reasoned that all was not lost. He informed the sales manager that the Minister of Communications was the key man and that the whoever got nod from him would get the contract. He also briefed the sales manager on methods of conducting business in Latin America and offered some pointers about dealing with the minister.

The attaché's advice ran somewhat as follows:

1. "You don't do business here the way you do in the States; it is necessary to spend much more time. You have to get to know your man and vice versa.
2. "You must meet with him *several times* before you talk business. I will tell you at what point you can bring up the subject. Take your cues from me. Our American sales manager at this point made a few observations to himself about "cookie pushers" and wondered how many payrolls had been met by the commercial attaché.
3. "Take that price list and put it in your pocket. Don't get it out until I tell you to. Down here price is only one of the many things taken into account before closing a deal. In the United States, your past experience will prompt you to act according to a certain set of principles, but many of these principles will not work here. Every time you feel the urge to act or to say something, look at me. Suppress the urge and take your cues from me. This is very important.
4. "Down here people like to do business with men who are somebody. In order to be somebody. It is well to have written a book, to lecture at a university, or to develop your intellect in some way. The man you are going to see is a poet. He has published several volumes of poetry. Like many Latin Americans, he prizes poetry highly. You will find that he will spend a good deal of business time quoting his poetry to you, and he will take great pleasure in this.
5. "You will also note that the people here are very proud of their past and of their Spanish blood, but they are also exceedingly proud of their liberation from Spain and their independence. The fact that they are a democracy, that they are free, and also that they are no longer a colony is very, very important to them. They are warm and friendly and enthusiastic if they like you. If they don't, they are cold and withdrawn.
6. "And another thing, time down here means something different. It works in a different way. You know how it is back in the States when a certain type blurts out whatever is on his mind without waiting to see if the situation is right. He is considered an impatient bore and somewhat egocentric. Well, down here, you have to wait much longer, and I really mean much, much longer, before you can begin to talk about the reason for your visit.
7. There is another point I want to caution you about. At home, the man who sells takes the initiative. Here, *they* tell you when they are ready to do business. But, most of all, don't discuss price until you are asked and don't rush things."

The Pitch

The next day the commercial attaché introduced the sales manager to the Minister of Communications. First, there was a long wait in the outer office while people kept coming in and out. The sales manager looked at his watch, fidgeted, and finally asked whether the minister was really expecting him. The reply he received was scarcely reassuring, "Oh yes, he is expecting you but several things have come up that require his attention. Besides, one gets used to waiting down here." The sales manager irritably replied, "But doesn't he know I flew all the way down here from the United States to see him, and I have spent over a week already of my valuable time trying to find him?" "Yes, I know," was the answer, "but things just move much more slowly here."

At the end of about 30 minutes, the minister emerged from the office, greeted the commercial attaché with a *doble abrazo*, throwing his arms around him and patting him on the back as though they were long-lost brothers. Now, turning and smiling, the minister extended his hand to the sales manager, who, by this time, was feeling rather miffed because he had been kept in the outer office so long.

After what seemed to be an all too short chat, the minister rose, suggesting a well-known café where they might meet for dinner the next evening. The sales manager expected, of course, that, considering the nature of their business and the size of the order, he might be taken to the minister's home, not realising that the Latin home is reserved for family and very close friends.

Until now, nothing at all had been said about the reason for the sales manager's visit, a fact, which bothered him somewhat. The whole set-up seemed wrong; neither did he like the idea of wasting another day in town. He told the home office before he left that he would be gone for a week or ten days at most, and made a mental note that he would clean this order up in three days and enjoy a few days in Acapulco or Mexico City. Now the week had already gone and he would be lucky if he made it home in ten days.

Voicing his misgivings to the commercial attaché, he wanted to know if the minister really meant business, and, if he did, why could they not get together and talk about it? The commercial attaché by now was beginning to show the strain of constantly having to reassure the sales manager. Nevertheless, he tried again:

"What you don't realise is that part of the time we were waiting, the minister was rearranging a very tight schedule so that he could spend tomorrow night with you. You see, down here they don't delegate responsibility the way we do in the States. They exercise much tighter control than we do. As a consequence, this man spends up to 15 hours a day at his desk. It may not look like it to you, but I assure you he really means business. He wants to give your company the order; if you play your cards right, you will get it."

The next evening provided more of the same. Much conversation about food and music, about many people the sales manager had never heard of. They went to a nightclub, where the sales manager brightened up and began to think that perhaps he and the minister might have something in common after all. It bothered him, however, that the principal reason for his visit was not even alluded to tangentially. But every time he started to talk about electronics the commercial attaché would nudge him and proceed to change the subject.

The next meeting was for morning coffee at a café. By now the sales manager was having difficulty hiding his impatience. To make matters worse, the minister a mannerism, which he did not like. When they talked, he was

likely to put his hand on him; he would take hold of his arm and get so close he almost "spat" in his face. As a consequence, the sales manager was kept busy trying to dodge and back up. Following coffee, there was a walk in a near by park. The minister expounded on the shrubs, the birds, and the beauties of nature, and at one spot he stopped to point at a statue and said: "There is a statue of the world's greatest hero, the liberator of mankind!" At this point, the worst happened, for the sales manager asked who the statue was of and, being given the name of a famous Latin American patriot, said, "I never heard of him," and walked on.

The Failure.

It is quite clear from this that the sales manager did not get the order, which went to a Swedish concern. The American, moreover, was never able to see the minister again. Why did the minister feel the way he did? His reasoning went somewhat as follows:

"I like the American's equipment and it makes sense to deal with North Americans who are near us and whose price is right. But I could never be friends with this man. He is not my kind of human being and we have nothing in common. He is not *simpatico*. If I can't be friends and he is not *simpatico*. I can't depend on him to treat me right. I tried everything, every conceivable situation, and only once did we seem to understand each other. If we could be friends, he would feel obligated to me and this obligation would give me some control. Without control, how do I know he will deliver what he says he will at the price he quotes?"

Of course, what the minister did not know was that the price was quite firm, and that quality control was a matter of company policy. He did not realise that the sales manager was a member of an organisation, and that the man is always subordinate to the organisation in the United States. Next year maybe the sales manager would not even be representing the company, but would be replaced. Further, if he wanted someone to depend on, his best bet would be to hire a good American lawyer to represent him and write a binding contract.

In this instance, both sides suffered. The American felt he was being, slighted and put off, and did not see how **there** could possibly be any connection between poetry and doing business or why it should all take so long. He interpreted the delay as a form polite brush-off. Even if things had gone differently and there had been a contract, it is doubtful that the minister would have trusted the contract as much as he would a man whom he considered his friend. Throughout Latin America, the law is made liveable and contracts workable by having friends and relatives operating from the inside. Lacking a friend, someone who would look out for his interests, the minister did not want to take a chance. He stated this simply and directly.

Conclusion

The case just described has of necessity been oversimplified. The danger is that the reader will say, "Oh, I see. All you really have to do is be friends." At which point the expert will step in and reply:

"Yes, Of course, but what you don't realise is that in Latin America being a friend involves much more than it does in the United States' and is an entirely different proposition. A friendship implies obligations. You go about it differently. It involves much more than being nice, visiting, and playing golf. You would not want to enter into friendship lightly."

The point is simply this. It takes years and years to develop a sound foundation for doing business in a given country. Much that is done seems silly or strange to the home office. Indeed, the most common error made by home offices. Indeed they have found representatives who can get results, is failure to take their advice and allow sufficient time for representatives to develop the proper contacts.

The second most common error, if that is what it can be called, is ignorance of the secret and hidden language of foreign cultures. In this article I have tried to show how five key topics - time, space, material possessions, friendship patterns, and business agreements - offer a starting point from which companies can begin to acquire the understanding necessary to do business in foreign countries.

Our present knowledge is meagre, and much more research is needed before the businessman of the future can go abroad fully equipped for his work. Not only will he need to be well versed in the economies, law, and politics of the area, but he will have to understand, if not speak, the silent languages of other cultures.