

# 国际商务礼仪（英文版）

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## 内 容 简 介

随着经济全球化的发展,国际商务合作越来越频繁,恰当得体的商务礼仪是确保商务活动顺利进行的重要一环。因此,国际商务礼仪也成为商务相关专业学生的必修课。本书吸收了前沿的国际商务礼仪理论和实践成果,围绕商务礼仪概要、商务形象礼仪、商务办公礼仪、商务通讯礼仪、商务谈判礼仪、商务休闲礼仪、跨文化商务礼仪、工作申请及面试礼仪八个话题,介绍了国际商务活动中的基本礼仪常识;本书选材新颖、语言地道、配套资源齐全,具有很强的实用性,既可以作为高校商务英语、翻译、国际商务、国际贸易等商务相关专业的教材,也可以供政府、企业相关部门的商务培训所用。

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# 前言

一个国家的影响力受约于四个要素：政治、经济、军事、文化。在政治上，中国是联合国五个常任理事国之一；在经济上，中国是世界第二大经济体、第一大出口国和“一带一路”的倡导者；在军事上，中国整体实力已经位列世界前五；在文化上，提升中国文化软实力已经上升为国家战略。实现这一国家战略目标，教育领域，尤其是高等教育肩负着不可推卸的责任，也起着不可替代的作用。礼仪是文化的一个重要组成部分，在外语学科、经济学科、管理学科，尤其是商务英语专业、翻译专业、国际贸易专业、国际商务专业、工商管理硕士，国际商务礼仪已成为学生的必修课。

礼仪是“规定社会行为和职业行为准则的习俗和体系”。“礼”是“规”，是天地自然之道；“仪”是“矩”，是行为准则，也是治国做人的标准。礼仪，其实就是文明社会的道德规范。国际商务礼仪，就是国际商务活动中的文化规则。礼仪是个人素质的综合体现，是企业形象的名片，是社会文明和国家进步的象征。

中国素以礼仪著称，“礼仪之邦”是我们这个拥有五千年文明大国的国际名片。在我们与世界上两百多个国家和地区的对外经济交往中，遵守国际商务礼仪不仅能够使我们的商务活动顺利进行，而且能够展示我们的国民素质，提升我们的国际形象。反之亦然。换句话说，在我们拥抱世界的同时，也必须接受国际标准的检验。国际商务礼仪就是其中的一个标准。

因此，我们组织专家精心编写了这本《国际商务礼仪（英文版）》教材。这些专家均是教授或研究国际商务礼仪的大学一线教师，不仅有丰富的教学经验，而且有留学、访学或海外工作的经历，有的还有多年从事国际商务工作的实践经验。总的来说，本教材的特点体现在以下五个方面：（1）内容新——教材吸收了前沿的国际商务礼仪理论和实践成果；（2）语言规范——文章改编自英美书籍、报刊、网站，保证语言的原汁原味；（3）案例式教学——每章开头均有经典案例，启发、引导学生参与；（4）跨文化测试——每章最后有跨文化自我测试，培养学生的跨文化理念；（5）教辅齐全——本书配备完整的练习答案、PPT 课件、五套试题及答案，凡是使用本书的师生均可以



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本书共有八个单元，具体内容及编写人员如下：第一章，商务礼仪概要（刘夏青，刘白玉）；第二章，商务形象礼仪（孙明玉，吕璀璨）；第三章，商务办公礼仪（韩小宁，矫永芹）；第四章，商务通讯礼仪（谭淑文）；第五章，商务谈判礼仪（顿小慧）；第六章，商务休闲礼仪（刘雪）；第七章，跨文化商务礼仪（包芳）；第八章，工作申请及面试礼仪（王春玲，刘璐丝）。

本教材既可以供商务英语、翻译、国际商务、国际贸易等专业的学生使用，也可供政府、企业相关部门的商务培训所用。

在教材编写过程中，编者参考、借鉴了大量资料，书后虽附有参考文献，但挂一漏万，在此对所有作者深表感谢。由于时间紧迫，再加上编者水平所限，虽竭尽全力，但错误在所难免，还恳请读者指正。

刘白玉

2017年5月于烟台黄海之滨

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**Unit**

**1**

**Fundamentals of  
Business Etiquette**



## Lead-in

**Etiquette to society is what apparel is to the individual.**

*—William Hazlitt, British critic and essayist*



## Case Study

### **Different Ways of Introductions and Acknowledgements in Speeches**

A Chinese project team was having a meeting with its British project teams. After all the participants were present, the introduction took place like this.

British Chairperson: “Perhaps we could introduce ourselves in turn?” Then he started to introduce himself, followed by all the other British participants’ self-introduction. However, when the Chairperson asked the most senior Chinese manager to introduce herself, she proceeded to introduce the entire Chinese team to the British partner.

At the end of the meeting, both Chinese and British teams expressed thanks to the other party to acknowledge their efforts, hard-work, and contribution. The following speech illustrated the differences in acknowledgement style.

Chinese speaker: “And last I would like to take the opportunity to express our heartfelt appreciation for the support from different parties. First, give thanks to Mrs. X and Mr. Y from Municipal Government. Second, give thanks to Mr. Z and his colleagues from ABC Company (the U.K.). And third, give thanks to the colleagues of Production Department and Marketing Department of our company. Thank you very much for your support and collaboration.”

British speaker: “OK. I look forward to speaking to you more about these materials tomorrow, but that’s all, folks. Thank you.”

### Questions for discussion:

1. Summarize British and Chinese introduction manners.
2. Summarize British and Chinese acknowledgement styles.
3. Discuss with your partners or group members about proper business etiquette in China and Britain respectively.



## Reading

### Text

### Essentials of Business Etiquette

Does business etiquette mean that you should keep your elbows off the table or that you should extend your hand to shake when meeting someone? Actually, business etiquette is more than knowing the right ways to behave in business settings. It is also a way of presenting yourself in business and social settings with confidence as you engage with others and listen to their ideas. Good manners are essential for getting ahead. Proper business etiquette can help people land jobs, get promotions and establish lasting relationships with others. It includes being comfortable in all business settings from business meetings to new people introduction to table manners at business luncheons. Knowing basic business etiquette is not a luxury. It is a **necessity** for career advancement. The following aspects will be discussed in this unit: basic concepts of etiquette and business etiquette, the importance of business etiquette, and basic rules of business etiquette.

#### I Etiquette and Business Etiquette

Etiquette refers to guidelines which control the way a responsible individual should behave in the society. It is a set of practices and forms which are followed in a wide variety of situations; many people consider it to be a branch of **decorum**, or general social behavior. Each society has its own distinct etiquette, and various cultures within a society also have their own rules and social norms. Learning these codes of behavior can be very challenging for people who are new to a particular culture, and even old hands sometimes have a rough time.

Business etiquette is a set of ordinarily agreed-upon rules for behaving in the business environment. Business etiquette is not just knowing what to discuss during a business dinner or how to address colleagues; it is a way of presenting yourself in such a way that you will be taken seriously. This involves demonstrating that you have the self-control necessary to be good at your job, expressing a knowledge of business situations and having the ability to make



others comfortable around you. Poor business etiquette can cost you the trust of your workers and your customers, and the loss of valuable business opportunities. Business etiquette has basic elements as following.

### 1. Courtesy

One of the most basic elements of business etiquette is courtesy, or respect, which should be displayed to the people you work with, including your customers. You should consider the feelings of others. Raising your voice, using bad language and interrupting others are **discourteous** and show disrespect for others. People who are disrespectful may find themselves losing credibility and the respect of their peers.

### 2. Building relationships

Show others that you value their work by taking time to visit and talk with them. This can include not only your immediate colleagues, but also people who work under you, such as secretaries and janitors<sup>1</sup>. These people can help you look more professional and will go the extra mile for you if you treat them with respect. Make time to actually talk to people; do not rush off immediately after exchanging greetings. You can also create a database of your colleagues and contacts, in which you list their birthdays, spouses' names and birthdays, etc. Send a card or word of congratulations when an important event occurs in their lives. Such thoughtfulness will help you build better relationships.

### 3. Communication

Business etiquette involves communicating effectively. This includes good communication and listening skills and dealing with phone calls and e-mails.

Good communication and listening skills are at the core of good etiquette. In order for people to work together, establish good teams and get the job done, they must listen to each other. When someone else is speaking, do not interrupt. Listen thoughtfully, make good eye contact and convey your interest to the speaker.

When calling or receiving a call, you should always identify yourself and your department, and speak in a polite and considerate manner. **Personalize** the conversation with a short question about the other person rather than rushing straight into business. This will help you to make a connection with your caller. When sending an e-mail, use a specific subject line and keep the message businesslike and not overly personal or casual. Remember your e-mail is a reflection of your **professionalism**. Business e-mail does not include smiley faces.

### 4. Dress and appearance

Good business etiquette includes dressing appropriately. This shows consideration for

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1 **janitor** /'dʒænrɪtə/ *n.* 看门人，房屋管理员（负责维修供暖系统、做日常修理工作等）

others, and indicates that you take yourself and your job seriously. An unkempt appearance indicates that you do not care about yourself or respect those around you. When you are unsure what type of dress is required, it is best to err on the conservative side. Always make sure your clothes are clean, pressed, and appropriate to your office. Suits, blouses, skirts, and ties make a good impression. For work-related social events, do not be afraid to ask what the dress code will be. Remember that even if you are dressing down, such as for a casual Friday, it is still important to practice good grooming.

### 5. Attitude

Good etiquette involves showing respect not only to your superiors, but also to your peers and subordinates; in other words, to everyone. Respect is fundamental to your success and the success of your workplace. Make it the theme of your office to ask, “How would the other person like to be treated?” If someone has been treated wrongly by you or someone else, don’t forget to say the words “I am sorry” and mean it. If you treat everyone with respect, you will avoid making costly mistakes and experiencing discomfort by accidentally treating a superior in a disrespectful way. A consistently respectful attitude will also build your credibility within the business or industry. Showing respect also means refraining from gossip and from being critical and negative to or about others.

### 6. Global etiquette

Successful interactions with people of other cultures involve knowledge of rules of global etiquette to avoid **inadvertently** offending them during intercultural encounters. With the increased globalization of business and the multiethnic composition of workforce, such encounters are becoming more frequent. In addition, travel to other countries is on the rise resulting in more cross-cultural interactions. Lack of knowledge of proper global business etiquette can be costly. Let’s demonstrate the importance of global etiquette from the following two incidents.

- A Chinese delegation of a potential business partner arrived at the U.S. offices and was not greeted in the lobby by a senior executive. The non-verbal message conveyed was that the Chinese visitors were not sufficiently important to warrant being greeted by a senior executive. This type of mistake, though unintentional, can delay or even destroy a deal.
- A Silicon Valley company almost lost a business deal when a top executive of a French company arrived in California on a 7:30 p.m. flight and was met by a limo and driver sent by the U.S. firm; the driver took the Frenchman to his hotel. U.S. executives assumed their guest would want to relax after a long flight and planned to pick him up the next morning. The Frenchman was offended because no top official met him at the airport. In addition, he expected



to be taken out to dinner since the French eat dinner late. This faux pas<sup>2</sup> nearly cost the company the deal.

Take time to research proper etiquette of the country you plan to visit or the home country of the international visitor you are hosting; the time spent will be worth the effort and will pay **dividends** in the international business arena.

## II Why Is Business Etiquette Important?

Good business etiquette allows your business to put its best foot forward and can protect business owners and employees from internal and external conflicts by setting a high standard for behavior by all. Proper etiquette sets a tone for clients and customers that the business has a productive and successful environment, and the impression created when everyone displays professional manners helps the company's profitability. Good business etiquette has the following roles.

### 1. Building strong relationships

Professional behavior helps build strong relationships among management, staff and clients because proper etiquette entails honest and fair dealings with everyone. People appreciate honesty in their business dealings. If a manager is honest with a client about a mistake he or she made instead of trying to cover it up, the client is likely to feel respected and will trust the manager and the business in the future. Loyalty to a business is generated through the solid relations developed by consistent professionalism and integrity shown by all company employees.

### 2. Promoting positive atmosphere

A good working environment is fostered by good business etiquette. When management and workers treat one another with the respect and sensitivity dictated by good business manners, it creates a positive working atmosphere. For instance, when the staff takes the time to express gratitude to fellow workers for their work efforts, it makes for a more **congenial** workplace. When employees feel comfortable, they are likely to be more productive, work better as teammates and maintain upbeat attitudes that help sell their products or services.

### 3. Helping you earn respect

The way you behave and conduct yourself mirrors your personality. Your eye-contact, the way you greet others, and most importantly, your smile, are the first things people will notice you. Good etiquette helps you earn respect. Rude and offensive behavior does not go down well with anyone. And as they say, "respect given is respect earned." Hence, if you treat others with respect and acknowledge them, you are most likely to be respected, trusted and

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2 **faux pas** /fəʊ 'pɑː/ (法) 失礼, 失态

cared for.

#### 4. Reflecting confidence

Fine business etiquette reflects confidence because the individual is seen as someone who is together and knows what to say and how to say it. A worker dealing with an upset customer, for example, can take the customer to a private office or space, listen attentively to the concerns and speak calmly and respectfully to the client so the client relaxes and responds well to the confident worker who used business etiquette to successfully handle the situation. A confident approach helps the company's **marketability**. Customers feel more secure dealing with a manager or other staff member who displays exceptional business manners. Confidence also boosts the morale of workers who feel they can accomplish more and react positively to change.

#### 5. Preventing misunderstandings

Taking business etiquette seriously in your company will help prevent misunderstandings because proper etiquette requires everyone to interact professionally with one another and to communicate clearly and honestly. For example, managers who always speak on a professional level with employees need not fear making inappropriate remarks as they guard against casual types of interactions. Those in management who allow non-business-like joking or teasing can find themselves in hot water should employees feel they are being harassed.

A U.S. Office of Consumer Affairs' study reveals some of the costs of poor etiquette. The study showed that "up to 90% of unhappy customers never complain about discourtesy, and up to 91% will never again do business with the company that offended them. In addition, the average unhappy customer will tell the story to at least nine other people, and 13% of unhappy customers will tell more than twenty people." In this case, good business etiquette is cost-effective. They increase the quality of life in the workplace, contribute to optimum employee morale, **embellish** the company image, and hence play a major role in generating profit. On the other hand, negative behavior, whether based on selfishness, carelessness, or ignorance, can cost a person a promotion, even a job. In this case, basic rules of business etiquette will be discussed in the following part.

### III Basic Rules of Business Etiquette

Business etiquette covers a lot of fields, such as office etiquette, clothing etiquette or dress code, employer and employee etiquette, meeting etiquette, dining etiquette, mobile phone etiquette and netiquette, and cross-cultural business etiquette. No matter what kind of situation it refers to, the golden rule for business etiquette is to "treat others as you would like to be treated", and the platinum rule is to "treat others as they would like to be treated". Specific branches of business etiquette will be discussed briefly in the following parts and in detail in the following units of this book.



## 1. Office etiquette

Office etiquette refers to behave sensibly and appropriately at the workplace to create an everlasting impression. Remember we cannot behave the same way at the workplace as we behave at our homes. One needs to be professional and organized. The following are some Do's and Don'ts at the workplace.

- Never adopt a casual attitude at work. Your office pays you for your hard work and not for **loitering** around.
- Don't peep into other's cubicles and workstations. Knock before entering anyone's cabin. Respect each other's privacy.
- Put your hand phone in the silent or vibrate mode at the workplace. Loud ring tones are totally unprofessional and also disturb other people.
- Don't open anyone else's notepads, registers or files without his or her permission.
- It is bad manners to sneeze or cough in public without covering your mouth. Use a handkerchief or tissue.
- Stay away from nasty politics at the workplace. Avoid playing blame games<sup>3</sup>.
- Keep your workstation clean and tidy. Throw unwanted paper in dustbin and keep files in their respective drawers. Put a label on top of each file to avoid unnecessary searching.
- Never attend meetings or seminars without a notepad and pen. It is little tough to remember each and everything discussed in the meeting. Jot down the important points for future reference. Wait for your turn to speak.
- Reach office on time. One must adhere to the guidelines and policies of the organization. Discipline must be maintained at the workplace.
- It is unethical to share confidential data with external parties and any other individual who is not related to the organization. Data in any form must not be passed to anyone outside the organization.
- Office stationery is meant to be used only at work. Taking any office property back home is equivalent to stealing.
- Make sure you turn off the monitor while you go out for lunch or tea breaks. Switch off the fans, lights, printers, fax machines, scanners before you leave for the day.
- Don't bring your personal work to office. Avoid taking kids to office unless and until there is an emergency.

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3 **blame game:** 逃避责任的一种手段。方法是将过失归到别人的身上，或是找出别人的错误，或者指明是环境所致。

- Park your car at the space allocated to you. Don't park your vehicle at the entrance as it might obstruct someone's way.
- Individuals should avoid having their lunch at their workstations. Prefer having lunch at the cafeteria with your fellow team members. Having lunch together strengthens the bond among the employees.

## 2. Clothing etiquette

It is essential to dress appropriately at the workplace. Individuals who dress shabbily are never taken seriously at work. One must dress for the occasion and follow a professional dress code.

### For male employees

- Male employees ideally should combine a simple shirt with trousers. Make sure the colors are well coordinated.
- The shirt should be properly tucked into the trouser for the professional look. Prefer full sleeves shirts at the workplace. Never roll up your sleeves.
- Silk ties look best on professionals. Don't go for designer ties. The tie should neither be too short nor too long. The tip of the tie ideally should touch the bottom of the belt buckle.
- Wear leather belts to work preferably in black or brown shades. Do not wear belts with flashy and broad buckles.
- Socks must be well coordinated with the outfit.
- Don't wear shoes that make noise while walking. Prefer soft leather shoes in black or brown color. Make sure your shoes are polished and laces properly tied.
- Shave daily. Use a good after shave lotion and make sure your skin does not look dry and flaky.
- Body odor is a big turn off. One must always smell good in public. Use a mild perfume or **deodorant**.

### For female employees

- Females should not wear revealing clothes to work. Avoid wearing outfits which expose much of your body parts. Wear clothes which fit you best. Don't wear too tight or loose clothes.
- Understand the basic difference between a party wear and office attire. Never wear low-neck blouses to work. Blouses with deep back or noodle straps are a strict no-no at the workplace. Avoid transparent saris<sup>4</sup>.

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4 **sari** /'sa:ri/ *n.* 莎丽 (印度妇女用整块布裹住肩膀和头的服饰) [亦作 saree]



- Never wear heavy jewelry to work. Avoid being a make-up box. Nude make-up does wonders. Nails should be trimmed and prefer natural shades for nail paint.
- Choose professional colors like black, blue, brown, grey for official attire. A scarf may make you look elegant. The color of the handbag must coordinate with the outfit.

### 3. Employer and employee etiquette

Employer etiquette refers to codes of conduct necessary for an employer to follow in order to set an example for employees.

- Respect your employees. Never misbehave with them.
- Avoid being partial towards anyone. Treat all your employees as one irrespective of their level in the hierarchy, educational qualification, caste, race or family background. Personal relationships must not be mixed with professional commitments.
- Help your employees whenever required. Employees must be able to fall back on their employer at the times of crisis.
- Never encourage nasty politics at the workplace. Take strict action against employees indulged in unproductive tasks.
- Motivate your employees. Appreciate those who perform exceptionally well. Give them a pat on their backs for their good work. Encourage them to work in teams to extract the best out of each of them.
- Give the employees their due credit. Reward them with incentives and certificates. Get their names displayed on notice boards. Appreciate them whenever they perform well.
- Be friendly with your employees. The Hitler approach does not work nowadays.
- Never take undue advantage of your position. Do not ask for too many personal favors from your subordinates.
- If any of your employees has confided in you, keep it to yourself only. Do not share it with others.

Employee etiquette refers to codes of conduct an individual employee should follow while at work.

- Reach office on time. If your office timing is 9:00 a.m., make sure you are there at 8:50 a.m. It is essential to be disciplined at the workplace.
- Leave all your personal problems out the moment you step in the office. It is unprofessional to mix personal and professional life. Keep them separate.
- As a responsible employee you have no rights to share confidential information with any of the external parties under any circumstances. Data in any form must not be leaked to anyone who bears no relation with the organization.

- Learn to own your mistakes. Stick to your statements. Stay away from blame games and nasty politics at the workplace. Remember conflicts and misunderstandings lead you nowhere. It is always better to discuss issues face to face and reach to a mutually acceptable solution.
- Respect your fellow workers. Help them whenever required.
- Respect each other's privacy. Do not open envelopes not meant for you. It is bad manners to read your colleague's e-mail or check his or her messages.

#### **4. Meeting etiquette**

Meetings are an important part of companies where employees sit together on a common platform, exchange their views and opinions and reach to a solution benefitting the organization and mutually acceptable to all. Meeting etiquette refers to codes of behavior an individual ought to follow while attending meetings and discussions at the workplace.

- Try to find out what the meeting is all about. Understand the importance of the meeting. Never go blank. Employees should do all the ground work before attending meetings to ensure maximum participation from their end. Prepare notes in advance.
- Always keep your cell phone on the silent or vibrate mode. Cell phones ringing in the middle of meetings and seminars are considered rude and unprofessional. This might insult others sitting in the same room as well as break the pace of the meeting.
- Do not attend phone calls during meetings unless it is an emergency. It is bad manners to do the same.
- Superiors must create an agenda before every meeting. The agenda must be circulated among all employees for them to prepare in advance. Meetings should not be conducted just for the sake of it. It is important to have well-defined plans. Make a list of issues to be discussed at the time of meeting. Make sure you do not deviate from the key points. Keep the meetings short.
- Never be late for meetings. Going late for a meeting is something which is not expected out of a professional.
- Be a good listener. Listen to what others have to say. Wait for your turn to speak.
- Meetings ought to be interactive and allow participants to come up with their suggestions and valuable feedback. A question answer round must be kept at the end for employees to clear their doubts.
- Once the meeting is over, minutes of the meeting must be prepared and circulated across all departments for them to take necessary action.
- Use whiteboards, projectors, graphs, pointers, slides for better clarity.



## 5. Dining etiquette

Dining etiquette is a vital part of business etiquette. How you behave before, during, and after the meal tells your host a lot about your character, your professionalism, and your social awareness. Whether you're dining with a recruiter, prospective business partner, or your boss of several years, you should always follow the rules of proper dinner etiquette.

### Pre-dinner etiquette

- Arrive on time. Call ahead if you know you will be late.
- Dress appropriately. What to wear really does depend on the context.

### On arrival

- Shake hands with everyone. Greet everyone with a firm handshake accompanied by good eye contact, and introduce yourself to anyone you don't know.
- Wait to sit until your host sits first. In many countries, it's polite to remain standing until your host has taken their seat. If there isn't a host, then wait for the most senior or oldest person at the table to sit first.

### Sitting down

- Do not place any bags, purses, sunglasses, cell phones, or briefcases on the table.
- When you are all seated, gently unfold your napkin and place it on your lap, folded in half with the fold towards your waist.
- Familiarize yourself with the place settings. The general rule of thumb is that food is on the left and drinks on your right, and use utensils from the outside in.
- Keep utensils in the same order they appear on the table.
- Wait for all parties to arrive before beginning any part of the meal.

### Ordering your food

- Take note of what your host orders. Pay attention to what your host orders to eat, as it'll give you an idea of what you should order.
- Don't order the most expensive item. It's rude to order the most expensive item on the menu.

### Eating styles

- Continental or European style: cutting the food with the right hand and using the left hand to hold the food while cutting and when eating.
- American style: cutting the food with the right hand and holding the food with the left, then switching hands to eat with the right hand.

- You are quite familiar with chopsticks using. Keep in mind that it's impolite to use your chopsticks to point, spear your food, or dig through your food to find something in particular.
- Cut your food one piece at a time. No matter where in the world you're located, be sure to cut your meat or meal one piece at a time instead of cutting it into many bite-sized pieces all at once.
- Gently stir your soup to cool it instead of blowing on it.
- If you leave the table, excuse yourself and place your napkin on your seat.
- If something undesirable is in your mouth, discreetly remove it with your fork or chopsticks.

### **After dinner**

- You should have an idea how the bill is being paid. You should not argue nor should you offer to pay the tip.
- Don't forget to thank your host. At the end of the meal, be sure to thank the host by name. Later, you might consider thanking them again by way of an e-mail or a handwritten note.

### **6. Mobile phone etiquette and netiquette**

Cell phone is a boom in today's world but can be a disturbing element if not used in the appropriate way. Mobile phone etiquette refers to certain guidelines that individuals need to adhere to while using the hand phone at the workplace.

- Always keep your cell phone in the silent or vibrate mode at the workplace. Loud ring tone disturbs employees who are around.
- Remember office phone is only for official purposes. Don't circulate your official number amongst all your friends and relatives. Keep a separate phone for personal use.
- Never shout on the phone. Always be soft and polite. Avoid using abusive or foul language.
- Greet the other party well. Start your conversation with a warm "Hello". The way you talk matters a lot in verbal communication. The other party can't see you; it's your tone which makes the difference.
- Be clear about what you intend to communicate. It is advisable to keep related documents handy.
- Extension fixed phones are meant to be used by everyone at the workplace. Don't treat it as your personal property.



- Avoid calling any of your clients or colleagues before 8:00 in the morning and after 8:00 in the evening unless it's in emergency.

Netiquette, also called Internet etiquette, refers to a set of rules an individual needs to follow while communicating through social and professional networking sites, e-mails, writing blogs, sharing views on online portals or any other online forum.

### E-mail etiquette

- Make sure e-mails are self-explanatory. The other person should understand your views and ideas.
- Be crisp. Lengthy e-mails are seldom read. Never ever deviate from the actual topic.
- Don't use capital letters in e-mails unless and until it is the first alphabet of a word. Turn off the CAPS lock key. E-mails written in all capitals are considered rude and loud.
- The subject line ought to be meaningful and relevant. Through subject line employees can quickly know what is written in the e-mail.
- All official e-mails must have signatures at the bottom. Your signature should include your name, your company's name, your designation, and contact details. Make sure your signatures do not have incorrect information.
- The mail meant for a particular individual should be marked only to him. Do not mark anyone else in bcc. Communicate with him in private.
- Respond in a timely manner. Try to respond to all messages within 24 hours, but don't say you'll reply with a more detailed response at a later date unless you really intend to follow through. If you are in consecutive meetings or away from the office, put an out-of-office message on so people aren't left wondering when you'll get back to them.
- Think before you send. Always review the distribution list when sending a sensitive message. Many a message has **erroneously** been sent to the wrong person with disastrous consequences. Here are some embarrassing blunders reported and hope you will avoid these:

“Someone sent out confidential salary information to the whole firm.”

“Someone made a nasty comment about a supervisor and it was sent to the supervisor by mistake. It eventually led to dismissal.”

“We sent an e-mail to a client that was meant for a vendor. It made it difficult when the client has seen our costs.”

There is no doubt that technology can make distance irrelevant. As the workforce becomes more dispersed and companies recognize the cost savings of connecting remotely, phone, video and web conferencing, and especially applications like Skype and WeChat, are

growing in popularity. It is necessary to know how to interact with colleagues and business contacts who are in different locations.

### Virtual conferencing etiquette

- Take a trial run. Know how to use the conferencing technology prior to scheduling a meeting. If you are not familiar with the video screen or software, plan a practice run so you can **troubleshoot** issues without wasting others' time.
- Watch the clock. Would your colleagues in British appreciate a conference call at 3:00 a.m. their time? When scheduling a meeting that involves individuals from several locations, keep their local time in mind.
- Enjoy the silence. In virtual meetings, it can be difficult to determine whose turn it is to speak. A lag in the connection may also cause a delayed response. Allow for pauses in the conversation so everyone can weigh in and catch up.
- Pay attention. Out of sight shouldn't mean out of mind. Don't get caught daydreaming.
- Use mute. It's just common courtesy to limit distracting background noises when you are listening to others. Remember to turn your mute button off before it's your turn to speak.

## 7. Cross-cultural business etiquette

Every culture is different, and has different styles of etiquette. Every day deals are lost through misunderstandings, even between relatively similar cultures. These misunderstandings do not have to be huge to have an effect on your business—a poor first impression could leave your prospective partner or customer with a bad feeling. Knowing the right etiquette can help you avoid this and save you a great deal of wasted time and money.

### Clothing

Wearing the appropriate clothing makes a good first impression and sets the tone for how you will be seen. If you work in an industry in which casual dress is the norm, make sure it is also the norm in the country and company you are visiting. For example, men tend not to wear suit jackets and ties in Colombia and the Middle East, but are still expected to be dressed smartly. Women may also need to think about the appropriate skirt length, make-up, jewelry, and heel height. When in doubt, it is always best to dress conservatively, and in dark colors.

### Conversation

Communicating in a foreign country can be difficult. Often you may find that your business colleague speaks English—but if they speak imperfectly, you will need to remember not to correct them as that may be seen as impolite. You should also determine what makes an appropriate topic of conversation in the country you are visiting. For example, in Japan, people do not tend to talk about money, and in Switzerland personal questions are usually not



appreciated among mere acquaintances. It is a good idea, however, to learn a bit about the history of the country or place you are visiting and to be prepared with a few questions about local culture to use as a conversation starter.

### Greetings

Many countries have their own style of greeting, and there is nothing more off-putting than try to kiss someone who is only expecting a handshake, or holding out your hand pointlessly while the other person bows. In many countries, it is also polite to give small gifts when meeting someone. Make sure you find out the local custom and avoid giving an overly expensive gift that the other person will feel the need to **reciprocate**. In many Southeast Asian cultures, business cards are usually exchanged and no one is taken seriously who does not have a business card. The cards must also be treated with respect, and not shoved immediately into a pocket.

### Forms of address

While people in the U.S. tend to call colleagues by their first name in all but the most formal situations, this would be considered rude in many other cultures. When you first meet someone, listen carefully to how they are introduced to you and then use that form of address. When in doubt, use a person's title and last name until they invite you to use their first name. Also keep in mind that in some cultures, people with academic degrees expect to be addressed by this qualification, as in "Professor Smith". In some cultures, people with a PhD, or doctorate, expect to be addressed as "Doctor Smith".

### Time and space

In some cultures, it is not expected that people will be on time. If your colleague or customer is late for a meeting, it is best to take a relaxed view. People from different cultures also have different ideas about personal space. Standing close or touching another person may be considered appropriate. However, this may not apply to those of the other sex. For example, in the Middle East, men often hug each other and hold hands, but do not touch women they are not related to, and the same is true of women. In Mexico, it is OK to give a friendly pat on the back, but in China you should never touch the other person. While in Thailand and India, handshakes are fine, but you should never touch a person's head.

In summary, business etiquette is put in place to "respect and protect time, people and process". There is no universal agreement about a standard business etiquette, which may vary from one situation to another, and one culture to another. It is desirable to focus on basic rules and practice more. With the knowledge and experience you can develop your professional **demeanor**, which shows your partners, supervisors and associates that you take their time and business seriously. A polished, professional decorum is the edge you need and deserve, and good business etiquette is a recipe for success.



## New Words and Expressions

- ① **necessity** /nə'sesəti/ *n.* something being necessary; something that you need to have in order to live 必要性; 必需品  
—As soon as the necessity for action is over, the troops must be withdrawn.  
一旦军事行动的必要性不复存在, 部队必须撤离。
- ② **decorum** /dɪ'kɔ:rəm/ *n.* behavior that shows respect and is correct for a particular situation, especially a formal occasion 礼仪  
—I was treated with decorum and respect throughout the investigation.  
整个调查当中, 我受到了礼遇和尊重。
- ③ **discourteous** /dɪs'kɜ:tiəs/ *adj.* not polite, and not showing respect for other people 失礼的, 粗鲁的  
—He had been prompt, courteous and patient, but now he was rude, discourteous and impatient.  
曾经的他机灵、礼貌且富有耐心, 现在却变得粗鲁、没礼貌又急躁。
- ④ **personalize** /'pɜ:sənəlaɪz/ *v.* to design or change something so that it is suitable for a particular person 使个性化  
—Small companies prefer to personalize their services.  
小公司倾向于把服务个性化。
- ⑤ **professionalism** /prə'feʃənəlɪzəm/ *n.* the skill and high standards of behavior expected of a professional person 专业性  
—That American company prides itself on its professionalism.  
那家美国公司为其专业性而自豪。
- ⑥ **inadvertently** /ɪnəd'vɜ:təntli/ *adv.* without realizing what you are doing 非故意地, 不经意地  
—When people search for a compatible host, they may inadvertently find themselves with exactly the kind of person they'd like to hook up with under other circumstances.  
当人们寻找合适的接待者时, 他们会不经意地去找与之志同道合的人, 那些在某种情况下容易擦出火花的人。
- ⑦ **dividend** /'dɪvədənd/ *n.* a part of a company's profit that is divided among the people with shares in the company 红利, 分红, 股息  
—The first quarter dividend has been increased by nearly 4 percent.  
第一季度的股息增加了近4%。
- ⑧ **congenial** /kən'dʒɪ:niəl/ *adj.* pleasant in a way that makes you feel comfortable and relaxed 意气相投的  
—I found quite a few classmates congenial to me.



我发现班上有好几个同学和我挺投缘。

- ⑨ **marketability** /,mɑ:kətə'brɪləti/ *adj.* Goods, skills, etc. with marketability can be sold easily because people want them. 可销售，适销性  
—This project aims at increasing the agricultural production and marketability in the area.  
本项目旨在增加该地区的农业产量，增强其农产品的适销性。
- ⑩ **embellish** /ɪm'belɪʃ/ *v.* to make a story or statement more interesting by adding details that are not true 修饰，润色  
—I launched into the parable, embellishing the story with invented dialogue and extra details.  
我开始投入地讲这个寓言，并编了些对话和额外细节来润色故事。
- ⑪ **loiter** /'lɔɪtə/ *v.* to stand or wait somewhere, especially in a public place, without any clear reason 虚度；闲逛  
—Unemployed young men loiter at the entrance of the factory.  
失业的年轻人在工厂门口游荡。
- ⑫ **deodorant** /di:'əʊdərənt/ *n.* a chemical substance that you put on the skin under your arms to stop you from smelling bad 防臭剂  
—The Cancer Research Center in Seattle found that there was no link between deodorant and breast cancer.  
位于西雅图的癌症研究中心发现除臭剂和乳腺癌没有关系。
- ⑬ **erroneously** /ɪ'rəʊniəsli/ *adv.* in a mistaken manner 错误地  
—This is the same assumption Keynes erroneously made when expounding his beliefs on the paradox of thrift.  
这正是凯恩斯在解释他对节俭悖论的看法时错误提出的假设。
- ⑭ **troubleshoot** /'trʌbəl,ʃu:t/ *v.* to deal with serious problems; to try to find the cause of a problem, and to suggest possible solutions 解决难题；故障诊断  
—You can also limit the search scope by task, such as Plan, Install, Use, Troubleshoot, and Download.  
你可以按照任务限制搜索范围，例如“规划”“安装”“使用”“故障诊断”和“下载”。
- ⑮ **reciprocate** /rɪ'sɪprəkeɪt/ *v.* to do or give something, because something similar has been done or given to you 报答  
—The representatives of both sides reciprocated formal expressions of goodwill.  
双方代表相互表达了礼节性的友好意愿。
- ⑯ **demeanor** /dɪ'mi:nə/ *n.* the way someone behaves, dresses, speaks, etc. that shows what their character is like 举止，风度  
—The president-elect's steady hand and calm demeanor that have earned him the moniker “No Drama Obama” are traits business leaders could well learn from.  
奥巴马坚定的领导力和镇静的风度已经为他赢得“不哗众取宠的奥巴马”的声誉，商界领袖可以从中受益良多。



## Business Etiquette Tips: Protocol of Introducing People

Introducing people is both an art and a means of ensuring good manners. The purpose of introducing people is to give them an opportunity to know each other. Beyond just stating names of the two parties, the person making the introduction is often obligated to establish an acquaintance and help the two parties initiate a conversation. A good introduction can get people off to a great conversational start and can help ease any discomfort or unease at meeting for the first time.

### The art of making introductions: Four steps

The basic protocol of introductions calls for introducing the “lower-ranking” (socially, professionally, by age or seniority) to the “higher-ranking” person. Here are four steps:

- First, state the name of the person being introduced to. This is the “higher-ranking” person.
- Second, say “I would like to introduce...” or, “Please meet...” or, “This is...”, etc.
- Third, state the name of the person being introduced. This is the “lower-ranking” person.
- Finally, offer some details about each, as appropriate. For instance, add a snippet of information about a topic of common interest between the two parties. Do not elaborate. This will help them connect and pursue a conversation.

### Making introductions: A few examples

- Introduce a younger person to an older person. “Grandma, please meet Alicia and Carlos, my neighbors.”
- Introduce a relatively junior professional to a senior professional. “Ms. Director, I would like to introduce Mr. Nakamura, the chief product architect for our software division.”
- Introduce an employee to a customer. “Mr. Sung, I would like to introduce our plastics engineering team. This is Mark Smith, Jessica Ramos and Liang Zhu. All three participated in last week’s teleconference regarding product definition.”
- Introduce a host to a guest. “Elaine, I don’t think you have met my daughter, Anna. Anna arranged for all the food at this festival party. Anna, Elaine is my project manager.”
- Introduce a local guest to a guest from out-of-town. “Charlie, this is Debbie. Debbie is my colleague from work. Debbie, Charlie is visiting me from New York. We shared an apartment when we were at Columbia together.”



- Introduce a peer from your company to a peer from another organization. “Melissa, I would like you to meet Steve, our systems engineer. Steve, Melissa Hoffmann is from marketing. She is our account manager for Wal-Mart.”

### Being delicate when you don't know a person's name

You try to introduce two people when you realize that you just completely forgot the name of the person standing in front of you. There are two approaches you can take:

- Politely excuse yourself and say, “I'm so sorry, would you mind reminding me of your name?”
- Try to be sneaky. Say, “Have the two of you met?” Then pause and wait for the people to introduce themselves. This isn't a perfect maneuver, but it can help you in a pinch, especially if you've forgotten the name of a person you've met several times!



### Situational Dialogue on Introduction Etiquette for First Meeting

*Zhou Shan works in Hong Da Trading Company in Dalian. He and his colleague Sun Fang came to meet John Smith from London Saddle Company. Let's see how they conduct their first contact, introduction and greeting.*

*(At airport)*

**Zhou Shan:** Excuse me, are you Mr. Smith from London? I am the manager of Hong Da Trading Company. My name is Zhou Shan.

**John Smith:** How do you do, Mr. Zhou! I'm glad to meet you.

**Zhou Shan:** How do you do! Welcome to Dalian.

**John Smith:** Thank you. It's very nice of you to meet me at the airport.

**Zhou Shan:** You are welcome. May I introduce my colleague Sun Fang? Miss Sun is our sales manager.

**John Smith:** Nice to meet you, Miss Sun.

**Sun Fang:** Nice to meet you, too. I have heard a lot about you.

**John Smith:** Thank you.

**Zhou Shan:** Did you have a good flight?

**John Smith:** Not bad. There was a dense fog in London, so the flight was delayed several hours.

**Zhou Shan:** I'm sorry to hear that.

**Sun Fang:** How long did the flight take?

**John Smith:** 16 hours non-stop.

**Sun Fang:** It must be a very tiring trip.

**John Smith:** It is.

**Zhou Shan:** So you need a good rest after such a long flight. We don't stand in your way.

**John Smith:** Thank you very much.



## Exercises

### I. Read the statements below based on the text, decide whether they are true or not. Mark "T" for true, and "F" for false.

1. The basic rule of introduction etiquette is introducing "high-ranking" person to "low-ranking" person.
2. One should wear expensive and luxurious clothes to establish a professional image.
3. When you adopt continental eating style, you cut the food with the right hand and using the left hand to hold the food, while cutting and when eating.
4. When you go out with your clients, it is a polite manner that you should pay the tip as they pay the bill.
5. In the Middle East, men often hug each other and hold hands, but do not touch women they are not related to, and the same is true of women.
6. You can omit signatures at the bottom of an e-mail in an official situation as long as you have known well with each other.
7. When you are trying to figure out solutions to some problems, it is a good idea to ask your friends and colleagues from other teams or departments for advice.
8. Employees are encouraged to having their lunch at their workstations in that it can save a lot of time.
9. When scheduling a meeting that involves individuals from several locations, keep their local time in mind.
10. It is recommended to leave all your personal problems out the moment you step in the office, because it is unprofessional to mix personal and professional life.

### II. Fill in the blanks with the right forms of words in the box.

demeanor necessity courtesy netiquette personalization

1. I don't think she wanted us to come and stay with her, she just offered out of \_\_\_\_\_.



2. \_\_\_\_\_ involves using technology to accommodate the differences between individuals.
3. Ultimately a growing population of families unable to meet the basic \_\_\_\_\_ of life invites uncontrollable crime and disease.
4. You don't have to breach \_\_\_\_\_ to get flamed—just expressing a contrary or naive opinion should do the trick.
5. Physically attractive and possessed of considerable personal charm, his \_\_\_\_\_ was self-effacing, gracious and polite.

### III. Translate the following paragraph into Chinese.

If society were a train, the etiquette would be the rails along which only the train could rumble forth; if society were a stagecoach, the etiquette would be the wheels and axis on which only the coach could roll forward. The lack of proprieties would make the most intimate friends turn to be the most decided enemies and the friendly or allied countries declare war against each other. We can find many examples in the history of mankind. Therefore I advise you to stand on ceremony before anyone else and to take pains not to do anything against etiquette lest you give offences or make enemies.

### IV. Translate the following paragraph into English.

羞耻这个概念，通常被表达为“面子”。在中文中大致的含义是“地位”或“自尊”，这和外国人的观念并不相同。在中国，最糟糕的事情莫过于失了面子。所以，在公共场合，不要对他人进行侮辱、羞辱或者对其大吼，让其尴尬。因为这样会让他/她感觉失了面子。不要当众证明他人错了，或者在公共场合呵斥他/她。为了能有效地传递意见而不让中国人丢了面子，任何的批评都在私下传递，而且方式要巧妙而谨慎。否则，往往事与愿违。

### V. Case study.

#### Professional Quality Means a Lot

Mr. Liu was a fresh man in company A and worked at overseas sales department. One day, some of their foreign customers came to negotiate the price and quality of their order. The manager thought Mr. Liu was a new comer and could speak English, so he decided to take Mr. Liu to the meeting. The customer company, though small-sized, was a big customer to company A for its regular and bulk orders, but Mr. Liu thought it was just a small company and small potato. He thought everything would be OK with his excellent oral English. Mr. Liu did not prepare for anything.

Next day, when he arrived at the meeting room, the meeting had been started for twenty minutes. When he sat down, he began to introduce himself and the manager to the customers. After that, the customers began asking him about the details of the product, that of the after-

sale service, but Mr. Liu was not familiar with the product, and he just kept on saying sorry. He had to ask the manager, and then translated them to the customers. Although Mr. Liu was good at oral English, he was not familiar with the product terms, and the customers sometimes cannot understand at all. It wasted a lot of time. Then a sound of music rang and it was Mr. Liu's cell phone, so he went outside to answer the phone. When he came back to the meeting room, he found all the customers had gone. Later Mr. Liu was fired. Of course, the order was canceled by the customers.

### Questions for discussion:

1. Describe what Mr. Liu did wrong in this scenario.
2. If you were Mr. Liu, what would you do for the negotiation meeting?



### Joyful Moment

#### How to Address You

The manager of a large company asked a new employee to come into his office. "What is your name?" That was the first thing the manager asked.

"John," the new guy replied.

The manager scowled. "Look, I don't know what kind of a namby-pamby place you worked at before, but I don't call anyone by their first name! It breeds familiarity and that leads to a breakdown in authority," he said.

"I refer to my employees by their last name only—Smith, Jone, Baker—that's all. Now that we got that straight, what is your last name?"

The new guy sighed and said, "Darling. My name is John Darling."

The manager said, "Okay, John, the next thing I want to tell you..."



## Business Etiquette Self-test

The following questions are based on the text we have learned. Read carefully and choose the most proper answer(s) according to your understanding.

1. When making a business introduction, you should \_\_\_\_\_.
  - a. wing it
  - b. introduce the less important/junior person to the more important/senior person
  - c. introduce the more important/senior person to the less important/senior person
  - d. don't do anything because it is their responsibility to introduce themselves
2. The best way to meet people at a business or social function is to \_\_\_\_\_.
  - a. head for the bar or buffet immediately upon arrival
  - b. introduce yourself to two people who are standing close and talking softly
  - c. look confident, stand in the center of the room, and wait for someone to approach you
  - d. introduce yourself to a person standing alone
  - e. stick close to those you know very well and forget about the rest
3. When having a business lunch, who pays?
  - a. A business lunch is always "Dutch treat".
  - b. You always pay for a client's lunch.
  - c. You never pay for a client's lunch. It's insulting.
  - d. Whoever invited the other person to lunch pays.
4. When you reach a doorway at the same time as another person, which of the following rules will apply?
  - a. Whoever arrives first should open it and hold it for those who are following.
  - b. Men should always open doors for women.
  - c. Women should open doors for men to prove that they are no longer oppressed.
  - d. Always open the door for someone of either sex if that person has his or her hands full.
5. It is acceptable to tell a business colleague that his or her zipper is unzipped.
  - a. True.
  - b. False.
6. When exiting an elevator and a more senior person is toward the back, always \_\_\_\_\_.
  - a. set aside to let that person exit first

- b. exit first if you are closest to the door
7. When meeting with only one person, it is best to sit\_\_\_\_\_.
- a. directly opposite each other
  - b. on the person's right side
  - c. between three and five feet away
  - d. a and c
  - e. b and c
8. Which of the following statements are generally true?
- a. Mediterranean are comfortable with closer spaces between people than Americans and Asians are.
  - b. Eye contact is important in any culture.
  - c. Asians are comfortable with personal touching in business.
  - d. All of the above.
9. When you are dining in a restaurant and you accidentally drop your fork on the floor, you\_\_\_\_\_.
- a. pick it up, wipe it off, and use it anyway
  - b. pick it up, give it to the server, and ask him to bring you another one
  - c. leave it on the floor and ask the server to bring you another one
  - d. leave it on the floor and use your neighbor's fork when he or she is not looking
10. That formal etiquette being replaced by common-sense etiquette can be shown by this accepted rule:
- a. Men should always open doors for women.
  - b. A man should assist a woman into a car any time they travel together.
  - c. You should give up your train seat to a pregnant or handicapped rider.
  - d. All of the above.





**Unit**

**2**

**Business Image  
Etiquette**



## Lead-in

**Building a business image is not something invented by a public relations firm: It's a reflection of what you do and how you do it.**

*—Diana Fitzpatrick, J.D., American editor*



## Case Study

### **The Power of Proper Dressing**

Our continental penchant for Aloha shirts waned, but our love of casual work-wear remains. One glance along the aisle of any commuter train or subway reveals a parade of khakis, jeans, sneakers and flip-flops, on men and women. And are we better off for this new-found freedom?

A recent paper in *Social Psychological and Personality Science* makes the case that when people dress more formally, it causes them to think more creatively. For the study, researchers at Columbia University and the University of California performed five experiments to determine not just how we think of ourselves when we dress up, but how we think. In one case, undergraduates were instructed to bring a change of clothes to the lab (“clothing you would wear to a job interview”). Participants were randomly assigned to change into their formal attire and asked to complete a series of cognitive tasks. Those in the better-dressed group consistently outperformed their peers at tasks that required abstract thinking. “We propose that the relationship between clothing formality and abstract processing is mediated by enhanced social distance,” wrote the authors. That is, dressing up makes us feel more powerful, more confident, which translates into the tasks we complete.

### Questions for discussion:

1. If you attend a job interview, what clothing will you choose to wear? And why do you make such a choice?
2. Do you believe clothes may influence your performance in the workplace?
3. What do you think of casual work-wear in formal situations? How will you dress yourself on formal occasions?



## Reading

### Text

### Projecting a Trustworthy Business Image

As you embark on the path to building a credible business image, it is time to trade in exposed boxers for belted trousers and flip-flops for finesse in your appearance and behavior. Discover the ways you can enhance your business image and personal brand while building a strong reputation based on respect and considerate conduct for others. The following tips will help you create positive impressions reflected in your appearance, verbal communication and body language, whether you are face to face in the workplace or in social media. Practiced with consistency and commitment, these tips are guaranteed to help you build trust, credibility and ultimately, career advancement.

#### I Dress Codes at the Workplace

Dress codes are written and, more often, unwritten rules with regard to clothing. Clothing, like other aspects of human physical appearance, has a social significance, with different rules and expectations applying depending on circumstance and occasion. Even within a single day an individual may need to navigate between two or more dress codes: at a minimum those that apply at their place of work and those at home. Dress codes range from formal to business casual to casual.

#### 1. The importance of dress codes

Dress codes vary from one company to the next, depending on the industry, culture and environment. Business dress at a bank may look different from business dress at a call center, for example. If you are unsure of your company's dress code, refer to its code of conduct manual and ask your supervisor or human resources department for clarification, if necessary. Typically, dress in a business environment includes wearing conservative suits in black, gray, navy, brown, taupe, beige and white. Look polished by putting on pressed and well-tailored pieces.



In some professions, dress codes are so strict that you call them uniforms. You want everyone to know who the police officer is, for instance. If your company sends out plumbers or cable television installers, your employees are showing up in strangers' homes to do work. A uniform identifies them as the person hired and not some random guy off the street who wants to look at your toilet.

In other jobs, dress codes are important because you are representing the company. Employees that work at clothing stores are often required to wear clothes the store sells. Target requires khaki pants and red shirts so that their employees are easy to spot. Fast food restaurants require a strict uniform so that it doesn't look like customers have wandered behind the counter.

For office jobs, the person who sits at the front desk might have a stricter dress code than the Chief Information Officer (CIO). Why? It's because everyone who walks in off the street sees the receptionist, but you'll only see the CIO if you have an appointment.

Many client-based industries, like law firms and corporate accounting, have formal dress codes. No one wants to meet with a lawyer wearing a tank top and Daisy Duke shorts. A suit is the chosen outfit, for both male and female employees.

What you wear to work tells people a lot about you. Have you ever heard the advice "don't dress for the job you have; dress for the job you want"? It's good advice because how people perceive you influences what they think of your work performance.

## 2. Business formal attire

Professional business attire might vary slightly depending on the type of company you work for and its specific preferences. For example, many corporations imply a "suit-only" rule, while others allow you to mix and match skirts and blazers. However, a few basic guidelines of business attire are generally followed.

### Business professional dress code for men

- Suits are required business formal attire. If possible, choose one of a good quality, especially if you have to wear business professional clothing on a daily basis. Avoid wearing the same suit two days in a row. In terms of colors, plain dark suits are the safest choice. Try black, navy, dark brown or dark grey. Use no more than three colors.
- When choosing a shirt, favor white or some neutral color like ivory, champagne or soft blue. The only **caveat** is to make sure the jacket, shirt, and tie complement one another. Always look for dress shirts with spread collar. Avoid button-down collars, as they are still seen as a more sporting style. Wear long-sleeved, collared shirts with your suits and basic ties that reach your waistline.
- Keep in mind that trousers must always match the jacket. When shopping for a suit,

consider buying a second pair of matching trousers as the dress pants usually suffer more than the jacket.

- Ties are essential. Although bow tie is considered to be the acceptable item of business professional attire, it is very unusual to wear one. We suggest to stay conservative and favor classic neckties.
- Select dark-colored shoes that match your suit with matching socks and a belt. Socks should match your shoes, slacks or entire suit and must be long enough to extend above your pant cuff when seated so as not to reveal the skin on your legs. Belts should be in good condition and match the color of shoes. Business professional footwear must be leather or **suede** and should preferably be black or at least as dark as your socks. Shoes should be in a good condition and polished.
- Refrain from wearing jewelry, unless it's a watch, wedding ring or **fraternity** ring.



### Business professional dress code for women

- Women have more choices when it comes to outfit variety since they can also wear skirts. However, skirts should be approximately knee-length or longer. Strictly speaking, business formal attire for women equals dark colored suit with white or beige color blouse or skirt-and-blouse combination. Lately though, conservative black, dark gray, navy or earth tone wrap dresses or A-line dresses are acceptable. Trousers with **creases** and a coordinated blouse combination are allowed too. Your clothing should not be too short, tight or **revealing**.
- When it comes to accessories, less is more. Avoid over-accessorizing and ensure your jewelry or scarves match your outfit and are not too flashy. Choose simple earrings and bracelets that are not noisy and distracting, should you desire to wear any.



- Wear closed-toe, closed-heel shoes such as a basic dark-colored pump. It is allowed to wear flats or low to medium heel dark-colored shoes or solid beige color dress shoes.
- All tattoos must be covered. Also try to keep piercing to the minimum. Remove all facial piercing except earrings. Jewelry should be kept minimal and conservative.
- Make sure you always have neat professional hairstyle (Sleek Low Chignon, The Long Bob, High Ponytail, The Curly Ponytail or similar), light make-up, moderate amount of perfume, **manicured** nails and fresh breath.



### 3. Business casual attire

The term “business casual” seems like an oxymoron<sup>1</sup> to some people. Business attire is generally formal, while casual wear can mean anything from unbuttoning a button to a comfy pair of sweat pants. In the business world, however, a fine but definitive line is drawn between business and business casual attire. Actual dress codes and guidelines vary by corporation, but a few rules stand firm.

#### Business casual dress guidelines for men

There are several business casual dress guidelines for men to follow. These are only guidelines and may not apply to every company’s definition of business casual. When dressing for business casual, the basics to keep in mind are:

- Slacks such as khakis are always acceptable to wear to work. Other pants to wear for business casual would be cotton trousers.

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<sup>1</sup> **oxymoron** /ˌɒksɪˈmɔːrɒn/ *n.* (修辞) 矛盾修饰法

- A collared shirt looks great with khakis. A button-down shirt would work as well. With business casual, there is no need for a tie or cuff links. Check out a polo such as the Izod Premium Polo or Polo Ralph Lauren Classic Fit Woven Shirt. Both are great choices for business casual.
- A plain, crisp white dress shirt is essential for any man. It can be worn in many ways and paired with different pants for various looks.
- Loafers or other slip-on style shoes are great for business casual. Always make sure that they are clean and polished.
- Be sure to wear dark colored socks that do not show skin when you sit down. A calf-length sock is always a smart choice.
- Choose basic colors such as navy, black or gray and you will never go wrong. **Subdued** pinstripes would also work well.
- Try to look as well-put together as possible if you want to achieve a professional and polished look.
- One other important aspect to consider is just because the term “casual” is used to define the dress code, it does not mean that your appearance should be casual. It is important to be well-groomed and to have a neat and clean appearance for the office.

### **Business casual dress guidelines for women**

Business casual dressing allows female professionals to add a bit of color and variety to her already professional wardrobe. Contrary to popular belief, business casual does not mean you can wear jeans and a polo shirt. The term simply describes additional suitable options. For instance, a more relaxed work environment might allow female employees to wear pantsuits instead of skirted suits. Another business casual trend is adding a splash of color by wearing brightly colored, solid **ensembles** or mixing and matching skirts, pants and blazers while still following business dress length and style guidelines. Cardigan sweaters and blouses with subtle patterns may be paired with skirts and slacks, as well as tailored pull-over tops made of high quality fabrics.

Business casual, however, requires a bit more thought. Apart from some general no-nos which include no T-shirts, shorts or flip-flops, keep in mind some general tips about putting together a business casual wardrobe. As you integrate into your workplace culture, you might be able to vary your look along the way.

- Dressing business casual means wearing conservative colors, including black, grey and beige. Brown and khaki are also acceptable. Cotton, silk and blends are appropriate; **shimmery** fabric seen in club wear is not.
- Long-sleeved and button-up shirts are appropriate business casual attire. Polo shirts are more on the casual end of business casual; wear them only if you're sure the



occasion doesn't require you to be more dressy. Sweaters are acceptable. Do not show **cleavage**.

- Pants should be neatly pressed. Skirts should reach your knee while standing and cover your thighs when you're sitting down. Longer skirts or a tailored dress is also acceptable. If your skirt is knee-length, you should wear **pantyhose**.
- Accessories such as shoes, handbags and briefcases should be small and coordinate with the colors of your clothing. Wear classic pump-style shoes or other conservative styles with closed heels and toes. Heels should be no more than three inches high; flats are also appropriate. **Hosiery** is always required with a skirt and should be the same color—or one shade lighter—as your outfit if you are wearing a long-sleeved jacket. With short sleeves, wear skin-toned hosiery.
- When it comes to make-up and jewelry, simplicity and class are key. You should wear minimal make-up and jewelry—just enough to **accentuate** your features and complement your dress, rather than be the focal point of your ensemble. Use subtle colors of make-up to enhance your most important communication tools: your eyes and lips. Avoid loud and gaudy costume jewelry and dangling earrings. Fourteen karat gold and **sterling** jewelry in conservative designs is appropriate for business and business casual dress. If you are in doubt about a piece of jewelry or cosmetic item, eliminate it from your business ensemble.
- Your hair should maintain the appearance of being shoulder-length or shorter. If you have longer hair, keep it neatly pulled back in a braid or bun. Your fingernails should be kept clean and neatly manicured. Refrain from applying artificial acrylic nails or press-ons, and trim your nails just above the fingertips. Wear only subdued and natural colored nail polish or just plain clear.

Generally speaking, business casual is a classic, neat look. All pieces should be pressed and fit well; nothing should be too tight or too baggy. Pants should be creased, and pieces should be in good shape. Stay away from clothing that is worn, has loose threads or missing buttons.

### What to avoid

There are several items that are not appropriate to wear for business casual. Remember, you still want to maintain a professional appearance, so do not wear something that you would wear to the gym or a club.

Some items to avoid when dressing business casual are:

- Jeans
- Shorts
- Graphic T-shirts

- Sweats
- Sneakers
- Flip-flops
- Overly trendy fashions
- Anything extremely baggy or tight
- Baseball caps
- In addition, avoid wearing anything wrinkled, soiled or torn.

Clothes make the man. People tend to form their first impressions on you based on what you dress and how well groomed you are. In addition to that, the way you sit and stand, your gestures as well as your facial expressions usually say far more about you and how you are feeling at any given time than the words you are using.

## II Non-verbal Communication Etiquette

According to a survey made by American professor of psychology Albert Mehrabian, a majority of the message that one communicates is visual and up to 93% is non-verbal. Therefore, besides making your wardrobe fit and be appropriate for the setting, you should pay special attention to your gestures, eye contact, posture and facial expressions which often offer an indication of moods and thoughts. Because of this, it's important to be aware of the non-verbal signals you send while working in the office with co-workers and clients, during business meetings and interviews, at conferences and when you're giving presentations. In this part we would discuss image etiquette from the perspective of eye contact, facial expressions, gestures, postures and personal space.

### 1. Image etiquette on eye contact

The point of proper eye contact is that it conveys specific messages in a conversation or presentation. When speaking, eye contact projects an image of professionalism. It also shows that you have confidence in yourself and what you say. Your eyes strengthen your message when you have passion and enthusiasm for your company, products or services. Eye contact also shows respect for the other person, whether you speak or listen. Here comes the question: what are the proper and improper approaches of eye contact?

#### Proper approach

Appropriate eye contact includes around three to five seconds of constant engagement of a listener before you look away. Typically, in a conversation, you look the other person in the eye when speaking or listening, then look away briefly to reflect or ponder your next thought. Eye contact is equally important whether talking or listening. When you talk, eye contact helps you capture attention. When you listen, eye contact shows that you have genuine interest in what the other person says.



## Improper approach

In general, the worst thing you can do is not engage the other party at all with your eyes. This conveys disinterest or lack of engagement with the other person. You can also misfire with eye contact that is too brief or excessive. Irregular or fragmented eye contact suggests you are nervous, lack confidence or are distracted by things going on around you. None of these are positive messages. Overly long eye contact either projects a **domineering** attitude or possible romantic interest in the other party.

While eye contact is a universal non-verbal communication method, its meaning can vary across cultures. In Western Europe, eye contact carries a similar meaning as it does in the U.S., as it is viewed as polite. In Asia, Africa and Latin America, though, prolonged eye contact is generally regarded as disrespectful or challenging. Thus, if you do business with people from those cultures, it is important to consider this difference in the field. Brief eye contact is common, but it is important not to stare or lock eyes for too long.

## 2. Image etiquette on facial expressions

The human face is extremely expressive, able to express countless emotions without saying a word. Thus it's hard to hide facial expressions. Emotions ranging from happiness and excitement to sadness, anger and nervousness are identified by smiles, frowns, lowered eyes or raised eyebrows. A smile is easily recognized as friendly and welcoming. Smile often when meeting new people or presenting information, and be sure that the rest of your non-verbal communications goes along with your smile. Avoid frowning in business settings; instead, ask questions to clarify your confusion. Otherwise, you risk offending colleagues, especially in the instance when there's a guest speaker presenting information.

## 3. Image etiquette on gestures

A gesture is a form of non-verbal communication or non-vocal communication in which visible bodily actions communicate particular messages, either in place of, or in conjunction with, speech. Gestures include movement of the hands, face, or other parts of the body. From waving at a colleague to pointing to a figure on a chart, gestures are an important function in daily business communications.

### Image etiquette for handshakes

A good handshake not only makes you look more professional, but it could influence an important business decision, such as whether you strike a big deal or get a new job. The proper grip and hand position are essential to good handshake etiquette, but so is the rest of the body. The following provides us with the tips concerning how to give a good handshake:

Your body should be approximately two cubits (distance from fingertips to elbow) away from the other party. Your shaking arm should be bent so that the elbow forms a 135-degree

angle, and the forearm is level with the floor. Your hand should neither be on top, nor underneath the other person's hand. Both parties' hands should be straight up-and-down, even with each other. The web of your hand (skin running between the forefinger and the thumb) should meet the web of theirs.

When shaking the hands, make sure your right hand is open so the lower joint of the thumb of both parties touch. The grip should be firm—not limp or so strong that it hurts the other person. You may have to adjust your grip to that of the other party's. In most situations, you should only use one hand. Using both could convey hostility, or intent to overpower, or romantic intentions.

A good handshake has a smooth up-and-down motion. You will have to gauge when the person wants to end the shake, and then do so right away. Normally shake two or three times, for a duration of 1–3 seconds, breaking off cleanly and smoothly before the introduction is over. Shake should be smooth, not limp or over-enthusiastic. Shake from the elbow, not the wrist or the shoulder.

### **Image etiquette for hand gestures**

Hand gestures can be very useful in the workplace because they are a quick way to convey thoughts and feelings without needing to speak or write. Additionally, many such gestures are generally widely understood, although they may carry different meanings in other cultures.

#### ***OK sign***

Form the thumb and forefinger into a circle, stick out other fingers, you will get the hand gesture of OK. In the United States and parts of Europe, it means “OK” and is positive, and in some other cultures, this is seen as a vulgar gesture. The OK sign also mean “coins” or “money” in Japan. In France it means zero or worthless. In Latin America such as Brazil, this gesture is considered to be a reference to the anus, being considered very offensive.

#### ***Thumbs-up sign***

A thumbs-up sign is a common hand gesture achieved by a closed fist held with the thumb extended upward or downward in approval. The thumbs-up sign has a generally positive connotation in English-speaking countries. However, its perceived meaning varies significantly from culture to culture.

In China and some other countries, this shows your compliment to others: “Wow, you are so great!” “Excellent!” “Well done!” In the U.K., Australia, New Zealand, this gesture is used for stopping bus or taxi to take. In Germany, France, and Hungary, the gesture can simply indicate the number one in the right context. In Finland, the gesture means “good luck”. The sign has a **pejorative** meaning in parts of West Africa, Iran, and Greece. In practice, most Greeks nowadays recognize the positive connotation of the sign due to international exposure.



Any perceived pejorative meaning of the past is lost in contemporary use. Despite that, the sign is still very rarely used by native Greeks for its positive meaning.

On the Internet, and most particularly at the Facebook social media site, the thumbs-up gesture is shown as an icon and is associated with the term “like”—which within that context means to follow or subscribe to the page, posts, or profile of another individual or company.

### *V sign*

The V sign is a hand gesture in which the index and middle fingers are raised and parted, while the other fingers are clenched. It has various meanings, depending on the cultural context and how it is presented. When displayed with the palm inward towards the signer, it has long been an offensive gesture in some Commonwealth nations. In the 1940s, during the Second World War, a campaign by the Western Allies to use the sign with the back of the hand towards the signer as a “V for Victory” sign proved quite effective. Nowadays, in the U.K., Australia, New Zealand, V gesture with palm showing outwards means victory, while V gesture with back of hands showing outwards means insult. It also means the number “2” in China and some European countries.

In other nations and cultures, what is considered to be appropriate body language in one place, may be seen as highly inappropriate in others. As noted above, the American sign for “OK” may be seen as vulgar in other nations. Similarly, other types of gestures and body movements may convey unwanted negative meanings. Therefore, care should be taken before using gestures in other countries or with business partners from other countries. Body movements can also be misinterpreted based on culture. Although most people in the world understand the movement of the head up and down to mean “Yes” or “I agree”, this is not the case in all countries.

## 4. Image etiquette on postures

Sit and stand up tall. Not only does good posture do wonders for your body, it’s a way of showing your fellow business professionals that you’re alert, aware, approachable and confident. Poor posture, like **slouching** in a chair or leaning while standing, makes you look less uninterested in what’s going on around you. This type of non-verbal cue may keep people from approaching you and getting to know you in a business setting. The following shows various types of postures and their unique meaning across cultures.

### Legs

Sitting cross-legged is common in North America and some European countries but it is viewed as disrespectful in Asia and the Middle East where one should never show the sole of the shoe to another person. In these cultures, a solid and balanced sitting posture is the prevailing custom.

## **Arms**

While Northern Europeans associate gesturing with insincerity and over-dramatization, some Mediterranean cultures, such as Italy, use their arms freely as a communication tool. Others, like the Japanese, are more reserved and they consider it impolite to gesture with broad movements of the arms.

## **Hands**

When you exchange business cards in Japan or China, you are not simply exchanging names that are written on small pieces of card. You are exchanging important human emotions, which can take a business meeting from an ordinary first encounter to a fruitful long-term relationship. Present your card with two hands: you are humbling yourself and asking the other person to accept your card. Similarly, when you accept a business card, you are elevating the other person and showing gratitude for receiving their card.

## **Head**

Head movements communicate important information. Nodding in agreement can be immensely helpful to others, but too much nodding makes you look like a bobble-head doll. Shaking your head can signal disagreement or disapproval, but avoid shaking your head too much.

## **Greetings**

Shaking hands is the most common form of greeting and taking leave in Western cultures. Asians and Middle Easterners prefer a soft handshake, while in Western cultures strong grips are preferred. While shaking hands is slowly gaining acceptance in Asia, many Asians still prefer a different form of greeting: a bow in East Asia, or a “wai” (joining the two hands together) in some Southern and South-eastern Asian countries.

## **Standing**

When you stand, keep your back straight, middle section in alignment with your back, shoulders back, and head up. This posture connotes comfort with yourself and ease in the situation. Slouching, sticking your belly out, stuffing your hands in your pockets, and folding your arms defensively all suggest aggressive unease.

## **Sitting**

Take care in the way you sit, for no other position connotes so much on its own. Think of the diversity of sitting positions that you’ve seen in business meetings, from practically horizontal to alert and upright. Sit with a straight back and with your legs together in front of you or crossed, either at the knee or at the ankle. Normally, women don’t cross their legs, but men are allowed. Avoid jiggling your knee, which is a sign of nervousness (and can be pretty annoying to people sitting near you). Business person should sit with elegance and gracefulness. Sit down steadily and lightly. Don’t lean against the back of the chair



completely, because it is for meeting not for watching TV. You should sit on the 2/3 of the chair, leave 1/3 of the chair, and keep V shape forming between your upper body and the back of the chair.

### Walking

Men: Show steady steps with energy, head up, chest out, shoulder square, eyes looking forward.

Women: Walking with naturally straight upper body, suck in stomach. Walk with legs not too far apart and with ease and lightness. Don't keep looking left and right, shaking head and body, or twisting waist and bottom.

## 5. Image etiquette on personal space

Have you ever felt uncomfortable during a conversation because the other person was standing too close and invading your space? We all have a need for physical space, although that need differs depending on the culture, the situation, and the closeness of the relationship. Usually when two business people communicate, they will stand about 0.9 m apart. Any closer one could invade the other's personal space. Any further you'd be yelling. This distance will vary depending on the country; it is advisable to know the cultural difference before conducting business in a foreign country.

Researchers use the term proxemics<sup>2</sup> to describe the way that a person uses space in communication. Each individual has a personal space, which is like an invisible bubble surrounding them. This bubble becomes larger or smaller, depending on the person with whom we interact. We are comfortable standing or sitting closer to someone we like and more comfortable with someone we dislike or don't know well standing or sitting at a distance. However, the amount of personal space that a person desires depends on many characteristics, including gender and age.

The personal space that a person prefers also depends on the situation. When interacting with friends, relatives, or conducting casual business, most people prefer a distance of one and a half to four feet (one foot is about 30 centimeters). When conducting formal or impersonal business, most individuals prefer a personal space of 4 to 8 feet. Therefore, a person is likely to be more comfortable standing closely to a trusted co-worker than to a new customer.

Although there are broad norms for a comfortable personal space, it is not uncommon for a person to feel that their personal space has been violated when another person sits or stands too closely. When personal space is violated, there are several reactions that people might have. First, they may withdraw by backing up or leaving the room. Second, if anticipating the possibility of a personal space violation, a person may avoid having their space violated. This

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2 proxemics /prɒk'si:mɪks/ n. (社会学) 空间关系学

could mean staying away from meetings, crowds, and parties. Third, people may **insulate** themselves from intrusion of personal space. A manager who puts her desk in her office in such a way that no one can sit near her is insulating. An employee who takes a seat at the end of a table during a meeting might be doing so to prevent others from sitting near him. Finally, a person may fight to keep his personal space by asking the other person to back up or move away. In a business setting, it may be helpful to recognize the behaviors that others engage in when their personal space is violated. That is, if you notice that others step back from you when speaking, sit at more of a distance, or if they seem physically uncomfortable, they may have a larger personal space, which should be respected.

Personal space is used differently in different nations. Americans tend to prefer larger amounts of personal space than some Latin Americans, Italians, and Middle Easterners. Germans, Chinese, and Japanese prefer larger amounts of personal space, similar to what Americans prefer. Thus, when conducting business with people from other cultures, it is important to understand and respect their personal space needs. Americans who do business with those who prefer less personal space may have to fight the urge to step back and therefore avoid insulting a business partner.

In summary, non-verbal communication techniques, such as gestures, postures, facial expressions and eye motions, work to complement each other. So take care in letting them coordinate with each other. Remember, 60 to 90 percent of our communication with others is non-verbal, which means the body language we use is extremely important. What needs to be emphasized here is that it is quite advisable to read up about the body language etiquette of that culture before traveling to a foreign country for business.

### III Verbal Communication Etiquette

As is discussed in the above part, personal business image, to a great extent, is transmitted through non-verbal communication. Meanwhile the content of what is communicated almost always comes through verbal communication. In addition to the pitch, tone and intonation they use, individuals communicate quite a bit through the specific words that are chosen as well as their communication skills.

#### 1. Image etiquette on verbal elements

The tone, pitch and intonation of the speaker are referred to as paralinguistics<sup>3</sup>, or the vocal elements, in communication. While they are technically verbal aspects of communication, they are considered non-verbal messages because they affect the meaning of workplace communication. For example, when a supervisor says tentatively, “Please finish this project by the close of business Friday,” it has a much different meaning when a supervisor

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3 **paralinguistics** /,pærə'liŋ'gwɪstɪks/ *n.* 辅助语言学; 副语言学



shouts the same instructions. Employees may interpret the latter message as an order rather than a request or they may feel threatened by a supervisor who shouts instructions.

It's not just what you say, it's how you say it. When we speak, other people "read" our voices in addition to listening to our words. Things they pay attention to include your timing and pace, how loud you speak, your tone and inflection, and sounds that convey understanding, such as "ahh" and "uh-huh". Think about how someone's tone of voice, for example, can indicate sarcasm, anger, affection, or confidence.

## 2. Key factors of verbal communication etiquette

Effective verbal or spoken communication is dependent on a number of factors and cannot be fully isolated from other important interpersonal skills. Clarity of speech, remaining calm and focused, being polite and following some basic rules of communication etiquette will all aid the process of verbal communication. The following basic verbal communication skills are recommended.

### Open communication

In many interpersonal encounters, the first few minutes are extremely important as first impressions have a significant impact on the success of further communication.

Everyone has expectations and norms as to how initial meetings should proceed and people tend to behave according to these expectations. If these expectations are mismatched, communication will not be effective or run smoothly, and some form of negotiation will be needed if relations are to continue.

At the first meeting, formalities and appropriate greetings are usually expected: such formalities could include a handshake, an introduction to yourself, eye contact and discussion around a neutral subject such as the weather or your journey may be useful. A friendly disposition and smiling face are much more likely to encourage communication than a blank face, inattention or disinterested reception.

### Eliminate assumptions

Many business relationships have unspoken rules with assumptions at their core. This might work for a while, but it's better for all sides to openly communicate needs and expectations. Assumptions often cause misunderstandings, which can escalate into troublesome situations. Similarly, talk about the present and the future, but don't assume that what happened before is what will always happen. Effective business communication can bring positive change, even if things have been bad. You need to be forward-looking and believe that change can happen. Never assume that history will repeat itself.

### Listen effectively

Active listening is an important skill and yet, as communicators, people tend to spend

far more energy considering what they are going to say rather than listening to what the other person is trying to say.

Although active listening is a skill in itself, covered in depth on our listening pages, it is also vital for effective verbal communication.

The following points are essential for effective and active listening:

- Arrange a comfortable environment **conducive** to the purpose of the communication, for example a warm and light room with minimal background noise.
- Be prepared to listen.
- Keep an open mind and concentrate on the main direction of the speaker's message.
- Avoid distractions if at all possible.
- Delay judgment until you have heard everything.
- Be objective.
- Do not be trying to think of your next question while the other person is giving information.
- Do not dwell on one or two points at the expense of others.
- The speaker should not be **stereotyped**. Try not to let prejudices associated with, for example, gender, ethnicity, social class, appearance or dress interfere with what is being said.

### Speak effectively

Speakers must learn to articulate their message in a way the listener can understand, delivering it in a manner that is consistent with the message itself. Serious issues are best delivered in a serious tone, but with regard to the known or potential reaction of the listener. The reaction of the listener to both good or bad news can be directly controlled by the speaker, as long as the word choice and delivery are carefully considered. One part of effective speaking is knowing your listeners and how they may react, or delivering your message in a generic fashion if the listeners are not known.

### Question effectively

Effective questioning is an essential skill. It helps you get feedback, shows that you're listening, confirms understanding and gives respect. Questions are wonderful tools and should be used often. If you're not sure about a detail, ask for confirmation. If you want to hear feedback from the other person, just ask. When you combine listening with asking relevant questions, you've opened up powerful two-way business communication.

#### *Closed questions*

Closed questions tend to seek only a one- or two-word answer (often simply "yes" or



“no”) and, in doing so, limit the scope of the response. Two examples of closed questions are “Did you travel by car today?” and “Did you see the football game yesterday?” These types of question mean control of the communication is maintained by the questioner yet this is often not the desired outcome when trying to encourage verbal communication. Nevertheless, closed questions can be useful for focusing discussion and obtaining clear, concise answers when needed.

### *Open questions*

Open questions broaden the scope for response since they demand further discussion and elaboration. For example, “What was the traffic like this morning?” or “What do you feel you would like to gain from this discussion?” Open questions will take longer to answer, but they do give the other person far more scope for self-expression and encourage involvement in the conversation.

### **Pay attention to non-verbal messages while communicating verbally**

It’s hard to have open communication if both sides fold their arms, clench their jaws and refuse to look each other in the eye. Here, the non-verbal signals are shouting angrily even if the words aren’t. Be careful about your tone of voice, too. If non-verbal messages are overwhelming the conversation, it might be better to wait until things settle. Nod your head and maintain an open posture to show you’re absorbing what the other person is saying.

The use of encouragement and positive reinforcement can:

- Encourage others to participate in discussion (particularly in group work).
- Signify interest in what other people have to say.
- Pave the way for development and/or maintenance of a relationship.
- Allay fears and give reassurance.
- Show warmth and openness.
- Reduce shyness or nervousness in ourselves and others.

In the business world, good image is essential for getting ahead. Attention to etiquette is a sign of professionalism and respect for others, and it helps to make you stand out from others, enhance your chances at success and help you land that dream job. From how to dress yourself to how to effectively communicate verbally and non-verbally, this chapter provides the basic etiquette rules you need to know when establishing business relationships and enhancing your personal image. We sincerely hope that you can make positive first impressions and build trust with your partners by following these tips.



## New Words and Expressions

- ① **caveat** /'kæviæt/ *n.* (*formal*) a warning that something may not be completely true, effective, etc. (正式) 警告, 提醒, 告诫  
—I would offer a caveat for those who want to join me in the dual calling.  
为防止发生误解, 我想对那些想要步我后尘的人提出警告。
- ② **suede** /sweɪd/ *n.* soft leather with a slightly rough surface (外表略粗糙而料子柔软的) 绒面革, 软皮革  
—I only have one pair of leather shoes. Everything else is made from suede.  
我只有一双真皮皮鞋, 其他都是绒面革的。
- ③ **fraternity** /frə'tɜ:nəti/ *n.* a club at an American college or university that has only male members (美国大学里的) 男生联谊会, 兄弟会  
—Now alcohol is banned from all fraternity and sorority houses and university housing.  
现在所有的兄弟会、姐妹会和学生都会禁止饮酒。
- ④ **crease** /kri:z/ *n.* a line on a piece of cloth, paper, etc. where it has been folded, crushed, or pressed (布、纸等的) 褶皱, 褶皱痕  
—She smoothed the creases from her skirt.  
她捋平了裙子上的褶皱。
- ⑤ **revealing** /rɪ'vi:lɪŋ/ *adj.* Revealing clothes allow parts of your body to be seen which are usually kept covered. (衣服) 暴露的  
—She was wearing a tight and revealing gold dress.  
她身穿一件暴露的金色紧身连衣裙。
- ⑥ **manicured** /'mænəkjuəd/ *adj.* Manicured hands or fingers have nails that are neatly cut and polished. (指甲) 修剪整洁的  
—She flaunted her freshly manicured hands in my face, excited.  
她用她那刚刚修剪过的手拍着我的脸, 很兴奋。
- ⑦ **subdued** /səb'dju:ɪd/ *adj.* Subdued lighting, colors, etc. are less bright than usual. (照明、颜色等) 柔和的, 不强烈的  
—You'll find their uniforms tend to be more subdued pastel colors, such as mauve, green or blue.  
你会发现, 他们的制服往往是较柔和的淡色彩, 例如淡紫色、绿色或蓝色。
- ⑧ **ensemble** /ɒn'sɒmbəl/ *n.* a set of clothes that are worn together 全套服装  
—Who else could pull off this stunning ensemble?  
还有谁能脱掉这套惊艳的礼服?
- ⑨ **shimmery** /'ʃɪməri/ *adj.* shining with a glistening or tremulous light 闪烁的; 微微发亮的  
—I pointed to a handful of shimmery rocks spread on black velvet.  
我指着那些在黑天鹅绒底座上微微发光的石头。



- ⑩ **cleavage** /'kli:vɪdʒ/ *n.* the space between a woman's breasts ( 妇女的 ) 乳沟  
—A small brooch forces the eye to either a neckline or a hint of cleavage.  
你只需用一枚小小的胸针就可以使人们注意到你的脖子或者浅浅的乳沟。
- ⑪ **pantyhose** /'pæntihəʊz/ *n.* a very thin piece of women's clothing that covers their legs from the toes to the waist and is usually worn with dresses or skirts ( 女用 ) 连裤袜  
—Accessories are: wide belts, shawls, gloves of different lengths, pantyhose, hats, scarves, shoes and so on.  
配饰有宽腰带、披肩、不同长度的手套、裤袜、帽子、围巾、鞋子等。
- ⑫ **hosiery** /'həʊzjəri/ *n.* a general word for tights, stockings, or socks, used in shops and in the clothing industry 袜类 ( 用于商店及制衣业 )  
—Women whose offices require hosiery might choose lightweight pants in lieu of a skirt and pantyhose.  
一些被要求穿袜子的女性会选择西装裤来代替裙子和裤袜。
- ⑬ **accentuate** /æk'sentʃueɪt/ *v.* to make something more noticeable 使突出；强调  
—Happy couples accentuate the positive.  
幸福伴侣总是强调积极的一面。
- ⑭ **sterling** /'stɜ:lɪŋ/ *n.* silver that is at least 92% pure 标准纯银，纯银制品  
—If you are interested in buying gold, sterling, or even brass, understand each metal and the costs—the research will be worth it!  
如果你想购买黄金、纯银制品甚至黄铜，就要了解每种金属以及它们的价格——货比三家比较划得来！
- ⑮ **domineering** /,dɒmə'niəriŋ/ *adj.* Someone who is domineering tries to control other people without considering their feelings or ideas—used to show disapproval. 盛气凌人的  
—The fact is that many marriages were simply based on convenience and wives are no longer willing to accept the abusive domineering attitudes of husbands.  
事实上，许多婚姻仅仅建立在便利的基础上，而且妻子不再愿意接受丈夫盛气凌人的态度。
- ⑯ **pejorative** /pɪ'dʒɔ:rətɪv/ *adj.* A word or expression that is pejorative is used to show disapproval or to insult someone. 贬义的，侮辱的  
—News organizations also should make every effort to keep the discussion civil and to discourage the dissemination of falsehoods or pejorative attacks on others.  
新闻媒体也应尽一切努力来保证讨论以文明的方式进行，并阻止谎言的传播或对他人贬义攻击。
- ⑰ **slouch** /s'lauʃ/ *v.* to stand, sit, or walk with a slouch 低头垂肩地站 ( 坐，走 )  
—Jimmy slouched back in his chair.  
吉米懒洋洋地靠在椅子上。
- ⑱ **insulate** /'ɪnsjəleɪt/ *v.* to keep someone apart from particular experiences or influences, especially unpleasant ones 使免除 ( 尤指不愉快的经历 ) ；隔离  
—The royal family tried to insulate him from the prying eyes of the media.  
王室想使他避开媒体窥视的目光。

- 19 **conducive** /kən'djuːsɪv/ *adj.* allowing or helping something to happen 有助于  
—These noisy conditions aren't really conducive to concentrated work.  
这嘈杂的环境实在不利于专心工作。
- 20 **stereotyped** /'steriətaɪpt/ *adj.* (of images, ideas, characters, etc.) fixed, unchanging or standardized; without individuality (指形象、思想、人物等) 模式化的; 无个性的  
—I get very worked up about the way women are stereotyped in a lot of mainstream films.  
我对很多主流电影中千篇一律的女性形象感到非常气愤。



### Business Etiquette Tips: Protocol of Exchanging Business Card

Here are a few tips on what to do and what not to do with your business card at networking events.

**Rule #1:** Keep your business card to yourself. DO NOT hand out your business card to everyone you see as if you are passing out \$20 bills. Have you ever had someone come up to you while you are talking to someone else and slip a business card in your hand and keep moving?

Not only is it distracting, especially if the two people are making a great connection, it is also annoying. It's the equivalent to receiving junk mail at your house. Unless you asked for information about the Tremble 3500 vacuum cleaner, chances are you are not going to joyfully read the advertisement that came in the mail—especially if you are as busy as most of us are.

You ask: But shouldn't the goal be to get my name and contact info in front of as many people as possible?

Answer: Yes, and that is what advertising is for. Get a billboard, take out an ad., and get a web page. Do not fool yourself into thinking that you successfully networked with a hundred people because you handed out a hundred business cards.

One of the goals of networking is to identify qualified leads, potential employers or referral sources. That doesn't mean that you don't meet and talk to people outside of those targets. But it does mean you are selective about who you choose to exchange information with.

**Rule #2:** Give your business card to someone when they ask for it. If I am interested in connecting with someone beyond an event, I will ask for a way to contact them. Notice that I did not say I will give them my card or give them my contact information. Why? If I give them my card, I have no control over whether they will contact me or not. If I get their information I have access to follow up with a phone call, via e-mail, or by connecting through their website. Passing out my card to 20 people does not mean that I will get 20 calls. But acquiring contact information of 20 people guarantees that I will have 20 people to add to my follow-up list.



**Quick tip:** When someone asks for your business card, write a note on the back of it before you hand it over. It could be a note about what you talked about, a reminder about why they asked for your information. Something that jogs their memory as they go through the sea of cards they have in their collection.

**Rule #3:** Don't waste contact information. Why take someone's card if you are not going to follow up. Send an e-mail. Make a quick call. Send them a physical card. But do something to capitalize on the meeting. This doesn't have to be complicated. You could send out an e-mail blast, blind carbon copy (BCC) only, giving your contacts an update on what you are doing. This goes for entrepreneurs and careerist. Entrepreneurs can send updates about new products or developments in their business. Professionals can send out industry relevant information and tips.

You ask: But can't I just keep the card in case I need the service later?

Answer: Yes, you can. But it seems more likely and wiser that if you needed a service from someone you didn't already have in your network that you would ask someone you know for a referral rather than choosing a random card from your stack. Don't make the assumption that just because you have their card, that the business or individual is a part of your network—especially if you have no experience with the quality of their work. One of the quickest ways to ruin your reputation is to make bad referrals.

### The take-away:

- Keep your business card to yourself until someone asks for it.
- Only ask for cards or contact information for people you intend to follow up with.
- Make the most of your networking by regularly connecting with your contacts.



## Situational Dialogue on Image Etiquette for Dress Codes

*Frank works as the President of a financial company. He and his supervisors Penny and Gary came to discuss their company's dress codes at a management meeting. Let's see how they conduct their discussion about professional image.*

*(At the meeting)*

**Frank:** We've got a whole bunch of topics to go over today, but let's start with a simple one—our company's dress codes. I've become concerned that we are getting a bit too casual. I was walking through the office the other day and some people were wearing shorts and T-shirts! I don't think that is appropriate office wear.

**Penny:** I'm inclined to agree with Frank. You know that old saying: "Don't judge a book by its cover?" Well, almost everyone does judge by what they see on the outside. I think

we do need to present a more professional image.

**Frank:** Some of the ladies may also have to tone down their attire as well. Clothes that are too revealing are not appropriate either.

**Gary:** What exactly is acceptable and what is not?

**Frank:** Well, for the men it's pretty simple. They should wear a button-down shirt with a collar and preferably a tie as well. Jeans are not acceptable.

**Penny:** For the women I'd say professional-looking skirts or dresses that go down to at least the knee are acceptable. And blouses or shirts should not show too much skin.

**Frank:** And of course, no sandals or flip-flops. Shorts are never acceptable.

**Penny:** Do you think members of the board should try to dress especially well?

**Frank:** Yes, I do. We are representatives of the company and we need to be a good example. I'd say the men should try to wear a full business suit when possible.

**Gary:** Can we still have "Casual Fridays"?

**Frank:** (Chuckle) Sure, Gary... let's keep that tradition. But "casual" can't be too casual. I'd say jeans are OK on Fridays, but no T-shirts. Polo shirts or short-sleeved sports shirts are OK.

**Gary:** So I guess we are going to need to send out a memo with these new guidelines. Some people aren't going to be very happy about this.

**Frank:** Well, we in management can lead by example.

**Penny:** Actually, I kind of enjoy getting dressed up! It's fun!

**Gary:** And I guess I'll get used to the new rules. I do look pretty good in a suit.

**Frank & Penny:** (Chuckle)



## Exercises

**I. Read the statements below based on the text, decide whether they are true or not. Mark "T" for true, and "F" for false.**

1. Business image is just personal appearance.
2. It seems to be not professional if you wear clothes with holes and stains in the workplace.
3. Personal hygiene must be practiced not just at home but also in the workplace.
4. When "casual" is used to define the dress code, it means you can wear jeans and a polo shirt.



5. In Asia, Africa and Latin America, prolonged eye contact is viewed as polite.
6. Hand gestures can be very useful in the workplace because they are a quick way to convey thoughts and feelings without needing to speak or write.
7. Business people should sit with a straight back. Normally both men and women are allowed to cross their legs.
8. Latin Americans and Middle Easterners tend to prefer larger amounts of personal space than American people.
9. Sitting cross-legged is common in North America but it is viewed as disrespectful in Asia and the Middle East.
10. The OK sign in the U.S. means “agree”. In Japan, this gesture means “money”.

## II. Fill in the blanks with the right forms of words in the box.

ensemble insulate pejorative domineering caveat

1. Compared to the English language French is fairly light on vulgarity and has a particularly slim number of \_\_\_\_\_ words that relate to sex organs and acts.
2. If your child is a bit more timid and always hangs around a bossy playmate, provide him the opportunity to find a less \_\_\_\_\_ pal so he will be more likely to speak up and gain confidence.
3. One \_\_\_\_\_ here: It is vitally important that the capability improvement directly support the needs of the team to deliver business value.
4. You will want to dress appropriately for the occasion—which could be a suit or simply a casual \_\_\_\_\_ you picked up at K Mart.
5. Index-linked pay rises \_\_\_\_\_ them against inflationary price increases.

## III. Translate the following paragraph into Chinese.

There are some general rules for introductions. A man is always introduced to a woman; a young person is always introduced to an older person; a less important is always introduced to a more important person. When a client is coming for business purpose, the host should stand up and receive the guest, offer a chair and a cup of coffee. The host shouldn't sit down until the guest takes a seat. When the guest rises to leave, the host should go with him as far as the door of the office or the elevator. The executive doesn't rise for his secretary or co-workers in the office.

## IV. Translate the following paragraph into English.

穿着会影响你给人留下的第一印象。所以打造一个整洁而职业的形象十分必要。用人单位通常对职员有着装要求。你只需从人事部门拿份着装要求的复印本便可以。

但是，不同的公司和职位，着装要求不尽相同。“一个省时省力的方法就是，观察职位相同的其他人的穿着。你可以从他们身上找到答案，去打造适合自己的职业风格。”深圳迈瑞医疗国际股份有限公司人力资源总监周晓蓉表示。周晓蓉认为，人字拖不是明智之选。她对女性还有终极忠告：“避免露出‘事业线’和大腿。切记，在商场上，裸露越多，实力越弱。”

## V. Case study.

Twenty-nine-year-old Lauren Odes claims she was fired for being “too hot” at work.

“When my supervisor asked me to tape down my breasts, I asked my supervisor, are you kidding?” former employee Lauren Odes said.

Odes said it wasn’t a joke, and she was appalled by the suggestion and what happened at the 5th Avenue headquarters of Native Intimate’s, a wholesale lingerie business.

The voluptuous blond was hired on April 24 to coordinate shipments of sample to customers and maintained that her supervisors repeatedly complained about her physical appearance and attire, even though she insisted there was no dress codes, and co-workers wore tank tops, and were casually dressed. She wore a short sleeve purple dress on day two of her job and was allegedly told that the company’s owners felt the piece was drawing too much attention and should not be worn for her “own safety”. The following Monday, she tried a hooded top, but the outfit was still criticized. On the fifth day, she wore a knee-length black dress with a shawl over it hoping to please her bosses, instead they told her to wear a red bathrobe, which she took a picture of her wearing it in the ladies room.

“I felt ridiculous and extremely embarrassed, others in the office were laughing and asking why I was wearing it and I told them what I was told,” Odes said.

Odes took off the robe and went to buy yet another outfit that she thought would be appropriate, but instead got a phone call saying she was fired.

### Questions for discussion:

1. Discuss why Lauren Odes got fired in this scenario.
2. Discuss the roles that appearance plays in today’s society.
3. Should the company interfere with their employees’ daily dress? Why? State your reasons.



## Joyful Moment

### I'm Not Having It All Cut Off

Miles sometime went to the barber's during working hours to have his hair cut.

But this was against the office rules: clerks had to have their hair cut in their own time.

While Miles was at the barber's one day, the manager of the office came in by chance to have his own hair cut and sat just beside him.

"Hello, Miles," the manager said. "I see that you are having your hair cut in office time."

"Yes, sir, I am," admitted Miles calmly. "You see, sir, it grows in office time."

"Not all of it," said the manager at once. "Some of it grows in your own time."

"Yes, sir, that's quite true." Answered Miles politely, "but I'm not having it all cut off."



## Business Image Etiquette Self-test

The following questions are based on the text we have learned. Read carefully and choose the most proper answer according to your understanding.

1. You get into the lift at work and the newcomer is in there. It's a bit awkward to be honest. How do you defuse the situation?
  - a. Smile widely and extend your hand for a firm handshake.
  - b. Mumble something about him being welcome to the team.
  - c. Nothing. No one likes a lift talker.
2. If a Japanese gives you their business card, you should hold it \_\_\_\_\_.
  - a. with your left hand
  - b. with your right hand
  - c. with both hands

3. Upon being introduced, \_\_\_\_\_.
  - a. only men should stand for handshaking
  - b. both men and women should stand for handshaking
  - c. neither men nor women are required to stand for handshaking
4. When someone gives you a referral, \_\_\_\_\_.
  - a. send a handwritten thank-you note
  - b. send an e-mail because it's swift and more efficient
  - c. wait to see if the referral is beneficial before responding
  - d. saying "thank you" verbally is sufficient
5. In general, should a man wait for a woman to extend her hand when shaking hands?
  - a. Yes.
  - b. No.
6. During a business lunch, who usually pays for the bill?
  - a. The higher-ranking person.
  - b. The lower-ranking person.
  - c. The bill should be split evenly.
  - d. The person who extended the invitation.
7. If you don't have a name card when your business partner asks for it, what can you say?
  - a. Sorry, I've just used up my name card.
  - b. As I am only a small potato in our company, I haven't got any card of my own.
  - c. Sorry, I don't have any cards.
8. In Japan after you have received a business card from someone, is it OK to write notes on it while talking with the giver?
  - a. Yes.
  - b. No.
9. When it comes to holding the door, \_\_\_\_\_.
  - a. women should never hold the door for men.
  - b. the most-senior person should hold the door
  - c. the person who reaches the door first should hold the door
  - d. only men are required to hold the door for women



10. If a Canadian businessman keeps stepping backwards while he's talking with a Mexican businessman, this means that \_\_\_\_\_.
- a. he doesn't like Mexicans
  - b. the Mexican is trying to be too friendly
  - c. Northern people don't feel comfortable standing as close to another person as Southern people do



**Unit**

**3**

**Business Office  
Etiquette**



## Lead-in

**Building positive relationships often provides increased resources to help you get your job done and to be more efficient. You'll enjoy greater satisfaction at work... and so will those around you.**

*—Joel Garfinkle, American executive coach*



## Case Study

### **An Unpleasant Appointment**

Ms. Stephanie is an agent of Life Insurance Company (LIC) of India, Branch 915. She enjoys her profession. However, fellow agents and branch officials have noticed some of her habits including dressing sense. Last Saturday, Ms. Stephanie went to meet with prior appointment a High Networth Individual (HNI) named Mr. Ramesh Shah wearing faded jeans, floral top and flip-flops. This was a usual Saturday with all the office staff of Mr. Shah in attendance when Ms. Stephanie entered his cabin through the office staff who was seated in the hall. The office staff made a notice of Ms. Stephanie's attire and was not impressed. Even though Ms. Stephanie has arrived to meet Mr. Shah with a prior appointment, his secretary was not convinced that she represents the Life Insurance Company. However, Ms. Stephanie was given audience with Mr. Shah where she sat across the table and placed her bag on it. She had greeted Mr. Shah in his language and sat only when she was told to do so. Ms. Stephanie began her conversation by exchanging niceties and then inquiring with Mr. Shah about his age, qualification, family details and annual income. In the middle of the conversation Ms. Stephanie answered a call on her cell phone by excusing herself. While Mr. Shah was responding to her queries the agent checked her mobile for WhatsApp and other messages in a casual manner. Mr. Shah got an important call from his associate and had to leave for an urgent meeting. Hence he requested Ms. Stephanie to come again after an hour at 4 p.m.

After having light snacks in the nearby restaurant, Ms. Stephanie began to shop for groceries and clothes. She got all of her normal duties done prior to the weekend. As, she was too busy shopping, she forgot to keep appointment and went to see Mr. Shah at around 4:30 p.m. She found that Mr. Shah had already left for the day. This left Ms. Stephanie very frustrated and dejected.

### Questions for discussion:

1. Describe what Ms. Stephanie did right in this scenario.
2. Describe what Ms. Stephanie did wrong and what she could do to correct it.
3. Brainstorm some topics of discussion Mr. Shah could have with Ms. Stephanie in their meeting.



## Reading

### Text

### Overview of Office Etiquette

Nowadays, many entrepreneurs choose not to rent a large office space. Rather, many enterprises work in a spare bedroom, garage, basement or another one- or two-room office space. Many cost-conscious business owners are even opting for an open-office plan where multiple staff members work together in a large room.

It would be ideal if each person could have his or her private office, but that is often unrealistic and extremely costly. Therefore, to create peace and harmony, a few rules of etiquette should be observed. In this unit, 11 rules of open-office etiquette, dealing with relationships in the workplace, business e-mail etiquette, and office elevator etiquette will be discussed in details.

### I 11 Rules of Open-office Etiquette

Many companies still provide **cubicles** for employees, giving them the feeling of having their own office without the company having the expense and design constrictions of permanent walls. However, there are some drawbacks, creating the need for a list of etiquette rules. Most of the rules are tied into the golden rule—treating others as you would want to be treated.



### 1. Respect another's need to work

Just because others are sitting nearby doesn't mean they are available for conversation at all times. Respect one another's privacy. Act as if there is a door between you and if they appear to be busy, ask if they have a moment to talk. Don't consistently interrupt people. Doing so will suggest that your time or opinion is more important than theirs. If your co-worker is on the phone but you need to ask a question, don't linger. Tap them on the shoulder and whisper that you need them for a minute (or leave a quick note in front of them) and ask them to call or see you when they are done. If your co-worker is having a work related conversation, don't interrupt—just wait for them to finish or ask them to see you when they are through.

Don't read someone else's faxes, e-mails, mails or computer screens. Only share personal things at work that you wouldn't mind reading in next week's newspaper. And remember that when you send e-mails, never write anything that would be a problem if forwarded; simply by virtue of the fact that anyone can forward an e-mail, you need to be alert to this potential.

### 2. Avoid being a source of odors

Eating odorous food at your desk, removing your shoes or spritzing perfume or air freshener during the day can upset those sensitive to odors. Nobody wants a whiff of smelly feet no matter how much you think you can't smell them and the odor of lunch is a very personal thing, so don't assume it's as delightful to someone else's nose as it is to yours. Besides, just why are you doing eating at your desk anyway? Why not go out and get some fresh air?

If you don't know if something you're doing, wearing or eating is strong in odor, assume that it is. Our **olfactory** system can play tricks on us when we're habituated to an odor that others aren't familiar with, downplaying its strength to our own nose while others might be gagging. This isn't a time for standing up for your "rights"; you are likely to be causing genuine distress to other people.

### 3. Refrain from being loud

For those without an office door to close, the most frequent complaint made is about noise from other people in the work environment. Keeping your voice down should be a priority in all work interactions:

- Whether you're on the phone or talking to a colleague, avoid being loud.
- Use your handset or headset—not a speakerphone—to take all calls, unless you're behind closed doors.
- If you have received a call on your cell phone, it's a good idea to take a walk down to the corridor or to find a room with a door you can shut to take the rest of the call if you're likely to disturb others. This is especially recommended if it's a personal call

or one that's likely to take some time.

- Avoid speaking in a loud or **belligerent** manner. Aggressive or increasingly loud vocalizations<sup>1</sup> upset people and even those who are not the target of the aggression will be left with a sense of unease and discomfort.
- Turn off your personal cell phone during business hours; use its **vibrating** feature if you need to leave it on. Avoid making personal calls at your workstation; your co-worker need not know that your spouse needs to pick up a pound of ham.
- If you listen to a radio or stream music, keep it low or wear a headset.
- Be especially quiet in areas where co-workers are on business calls or in conversations with other co-workers. Don't engage in long conversations in shared office space; if a topic requires more than a couple minutes' discussion, find a conference room to avoid distracting your co-workers.

#### 4. Be tidy

Keep your work area tidy. Try not to be messy. A messy cubicle or desk shows how confused and careless you are, and that you're not clear about yourself. Also, it can reflect your personality or personal life at home. So don't let people think that you're always an unorganized person. Keep your cubicle tidy and decorative (with relevant material only, for example, some charts or articles, etc.).

If you like adding a personal touch, such as photos or trinkets, choose only a few decent ones. Don't overload the space as if it's a collector's corner. Not only does having too many personal effects make it appear that you're rather territorial and sentimental but it can make it hard for others to take you as seriously in the work context. Moreover, if you're shifted frequently, it's just more stuff to keep moving about with you.

If you have a communal kitchen area, keeping it clean is vitally important. If you spill it, wipe it clean. If you drop it, pick it up. Your mom is not there to follow behind you to clean a trail of mess that you made. Don't expect your co-workers to do it either.

#### 5. Don't come to work sick

When you work in close quarters, it is easy to transfer germs. Stay home if you are sick. It's good hygiene to cover your mouth when you cough, keep hand sanitizer on hand, don't leave used tissues around, and wipe down the desk, computer keyboard and phone from time to time to help prevent germs from spreading.

#### 6. Always say "please" and "thank you"

A few nice words can keep the mood of the office uplifting or at least keep the mood

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1 **vocalization** /ˌvəʊkəlaɪ'zeɪʃən/ *n.* 发声, 发音



from turning **foul**. When you pass co-workers in the hallway and this person isn't particularly your friend, smile or nod. Acknowledge that they are there. You don't have to run over and hug them but just say "hello". Think about what kind of message you send when you look the other way to purposely avoid contact.

Say "hello" to people in your **vicinity** when you come in every morning. A vicious habit can creep in when people let this well mannered greeting slip and just slink into their seats without saying a word. It's rude and it's not going to **garner** you any favors with others. Even if they don't make the effort, be the example for everyone else to let them know it's not only okay but expected.

Watch your language. When interacting with others at the office remember that **profanity** offends some people. Also avoid **innuendos** or jokes at the expense of other people.

### 7. Ask before borrowing

If you're at good terms with your colleague, then it may appear all right if you borrowed a stapler or a marker from their desk without asking. Well, the fact of the matter is that it is not all right. It is **imperative** that you ask first and then borrow. This attitude of yours will ensure that people also treat your things with the same respect and your things are not missing (read borrowed) when you get back to your seat after a meeting.

If there are some items that are always needed, have a central common pool for such items so that desk-nabbing ceases to occur. For example, a central spot for stapling, sticking and enveloping is a good idea as nobody owns the items there and they always remain within the pool.

### 8. Stay away from gossip

Office gossip might not make or break your career but it can cause a lot of unnecessary stress which should be avoided at all costs. You would not want someone to gossip about you and neither will the next person. In some cases, if the source of some **malicious** gossip can be traced back to you, then your job can be in **jeopardy**. Limit your comments about co-workers to positive ones only. Office grapevines can be faster than the speed of lightning; anything negative you say will get around and may reflect poorly on you, or possibly label you as the company gossip.

You may overhear the conversations of others. Be good and forget you ever heard them and apply the "so what" rule. Don't refer to what you've overheard and definitely don't add your own advice!

### 9. Be punctual

Being punctual is very important, especially if you have an appointment. It shows that you respect the time of your colleagues and in turn it will **compel** them to respect your time

too. The popular saying that would fit in this situation is that “Time and tide wait for no one.” Lead by an example and everything else will fall into place.

Avoid turning up later than your boss when you’re a junior. At the entry stage of a job, sending a clear message that you’re eager and already working is vital.

### 10. Be tolerant

The open-office environment brings together myriad personalities, with different styles. Be tolerant of these differences and find ways to adapt. Everyone is not going to agree with you one hundred percent of the time. Keep an open mind, listen with the intent to learn and focus on the positive aspects of your job.

### 11. Think and act like a team

In order to maintain a cohesive team, do not spread gossip, cause another to feel like an outcast, or grumble about petty things. Hold regular meetings to set goals, share ideas and talk about concerns.

A true professional is willing to help his or her co-workers when they are overburdened. He or she isn’t afraid to share knowledge, opinions or simply an extra pair of hands. One person’s success reflects well on everyone in his or her workplace.

When the rules of open-office etiquette are observed, **camaraderie**, communication and collaboration will ensue.

Office is not only a place for dealing with business all the time with your colleagues, but could also sustain a harmonious interpersonal link with each other, and avoid any unhealthy relationships at the same time.

## II Dealing with Relationships in the Workplace

In this part, three aspects will be discussed, such as how to do random acts of kindness at work, how to say “no” to your boss, and how to handle an office romance, to decode the mysterious co-worker relationship.

### 1. Random acts of kindness at work

There must be random acts of kindness going on in some workplaces but you wouldn’t know it by reading some of the stories people share about their colleagues’ bad behaviors. Very rarely do we hear tales of people who, go out of their way to do something nice for those with whom they work. Is it that such acts are a rarity in the workplace or is it more likely that we, as humans, just like to complain?

What if you could do something that would give one of your co-workers one of those rare stories to tell? Would they spread the word about your random act of kindness? How about giving it a whirl? Try doing one of these nice things for someone in your workplace.



- Bring your co-worker a cup of coffee when she looks like she needs a pick-me-up.
- Share your mid-afternoon snack with him or if you don't want to share, bring an extra one (everyone gets hungry a couple of hours after lunch).
- Buy your co-worker her favorite iced cold beverage on the first warm day of the year.
- Celebrate Friday—or make Monday more bearable—by bringing in a treat for the entire department. Or maybe choose to do this on a rainy day to cheer everyone up.
- Offer to stay at work late or come in early to help a co-worker with a difficult project (don't wait to be asked).
- Praise him for a job well done. No one can get too many compliments.
- Take a difficult customer off your co-worker's hands by saying you're there to relieve him for lunch or a break (it doesn't have to be true).
- If you see someone is about to make a mistake, try to intervene to prevent it.
- Offer **unsolicited** advice, especially to a new colleague who seems to be floundering.
- Stop others from spreading a rumor about someone.
- If you see something you know your colleague will absolutely love, a book about a topic in which he's interested for example (nothing too extravagant), get it for him.
- Include a less experienced colleague in a meeting or on a project that can help her grow.
- Invite him to join your lunch group especially if he doesn't have many workplace friends.
- Stop by her desk to say "good morning".
- Stop by his desk to say "goodbye".
- Hold the (otherwise unoccupied) elevator while your colleague runs back to her desk to get something she forgot even if you're in a hurry to leave the building.
- Praise her to the boss who may not realize how hard she's working.
- Save him a trip to the office supply closet by offering to pick up his supplies when you get yours.
- Offer to mentor an inexperienced co-worker. Many people are too shy to ask or may not even think of it.
- Put your colleague's bully in her place or lend a sympathetic ear and give him advice on how to deal with one.
- Tell a co-worker about an internal job opening for which you think she'd be perfect.
- Pack an extra brown bag lunch for a co-worker who can't ever seem to remember to bring his own.

- Have an errand to run in your co-worker's neighborhood after work? Offer her a ride home so she doesn't have to take the bus or train that day.
- Offer to relieve him or one of his undesirable tasks for a day or more (as long as you clear it with the boss).

It's more challenging to build up a good relationship with your boss than with your co-workers. A lot of new employees would work overtime whenever required by their boss so as to leave a good impression. However, it's acceptable to say "no" to your boss in a proper way. Here are some tips.

## 2. How to say "no" to your boss

Saying "no" to your boss can be challenging for many reasons. You are more than likely a hard worker, who completes your tasks on time and to the best of your ability. You may even take on extra assignments when asked.

It can be hard to say "no" to a request from your boss. At the end of the day, they're your boss and you want to prove yourself within the company. With that being said, there will be times when their request simply cannot be done. You will need to learn how to say "no".

### Ask yourself questions before you say "no"

If your boss asks you to do something, ask yourself if it's possible? The following are questions that you should ask yourself before saying "no":

- I already have a number of assignments on the go, will I have time for this new one?
- Can some of my work be delegated to others to make room for this new request?
- Are my current assignments top priority? Can I shift some assignments around, putting one or two off until this new assignment is complete?
- Do I have the required skills to complete this task or assignment successfully?
- Is there anyone else available for this assignment or task?

### Good and bad reasons to say "no"

There are both good and bad reasons to say "no" to your boss. Each job differs, so work dynamic, scheduling, and workload highly differ. However, you can generalize both good and bad reasons.

Good reasons→If you have an understanding boss, they should understand the following reasons:

- I do not have enough hours free in my schedule based on the assignments I have already. Even if I came to work early and stayed late, this new assignment would not be completed on time.
- If I take on this new assignment, my other work will suffer. At this moment in time,



my other assignments are top priority.

- I don't believe that my skill set will allow me to complete this task successfully.

Bad reasons→You need to be careful turning down tasks just for the sake of it. You never know how this may affect your future within the company. The following reasons may not justify a “no” response:

- The project is too hard.
- That task doesn't fall into my job description.
- I'm planning a party for my best friend, I don't have time.

### **Tips to say “no” to your boss**

#### ***Take your time***

You do not need to rush your answer. You can think about it before immediately saying “no”. If your boss asks you via e-mail, simply refrain from replying right away. Think about your options and then reply accordingly.

If you are being asked in real-time (e.g. phone or face to face), ask them if you can have some time to think about it. Tell them you will get back to them shortly and give them a specific time. You may have something that is conflicting in your schedule.

When thinking about the request, take your time to determine whether or not it is reasonable. If it is reasonable, you may be able to fit it in. You should not wait too long however. Give your boss fair warning that you cannot complete the task or assignment. That way, they can find someone else with plenty of time to spare.

#### ***Prepare your reasoning before you give your answer***

It is always a good idea to prepare before you speak with your boss. Come up with valid reasons why you cannot take on this assignment. If you're being honest about your reasoning, then there should be no reason to lie about it.

Think about questions your boss may ask regarding your response. You should decide ahead of time how you'll answer. Remember that many employers respect honesty. If you truly think that you cannot handle it, they will respect that you answered honestly instead of attempting an impossible task.

#### ***Be choosy with the right time and place***

Pick the right time to speak with your boss. You may know your boss's workday pattern. If they're generally grumpy in the morning, hold off for a bit. Ask your boss if you can speak with them at lunchtime.

If you have the opportunity, have your discussion in private. You can either approach them in their office or ask them if you can speak outside.

***Come up with an alternate solution***

If you said “no” to your boss, offer up another solution. If they asked you to complete a project that required highly creative skills, suggest someone else. You may know that someone on your team loves artistic and creative outlets.

If your boss is comfortable with this suggestion, they may go ahead and ask someone else. They may not have been aware that the suggested person has an interest or specific skill that would be required in this specific case.

***Compromise***

A “no” does not always need to be 100%. Perhaps you can take on some of the assignment, while sharing the workload with someone else. The assignment will get done and the work will be distributed.

If your boss is asking you to take on extra tasks, this is a sign that they think you can handle it. If for some legitimate reason you can’t accept the task, let them know that you appreciate the offer. A reasonable boss will understand that you do not want your other work to suffer.

If you say you don’t possess the right skills, ask if those skills will be required often in the future. If so, suggest that you’ll learn those skills. This will show initiative. If you can’t complete a task, then just be honest. You do not need to struggle saying “no”.

When talking about office relationships, there is one hot issue that’s hard to bypass, i.e., office romance. Controversial as it is, a large number of employees are willingly or unwillingly confronting it, and it becomes a hot potato, fragrant, but dangerous.

**3. How to handle an office romance**

Mary ended up marrying her boss, but only after they had made the decision that she would leave the company and move on. The decision was made, by the way, based purely on professional reasons i.e. who would have the best chance of getting a better job if they left?

Jennifer married someone who worked in a different department. It worked out okay at first, and didn’t violate company policy, but when they went through a nasty divorce it became an issue because they had to interact at work and neither was able to keep it professional.

**Tips for handling office relationships**

When business and pleasure get intertwined, it can cause trouble on the job. You don’t want to have to start a job search because you lost your job because of a romantic relationship—or a relationship gone wrong. Despite the fact that you might be madly in love or hate your ex, you don’t want to have getting fired or being forced to resign as part of your employment history.

First of all, be really careful about your personal relationships and keep the boundaries of



those relationships strictly professional at work.

Secondly, if you do decide that one or both of you need to move on, do it on your terms. Start a job search before you have to and don't give your love life as a reason for leaving when you interview.

Here are more tips on handling an office romance—without it costing you your job—from Peter Handal, the president, CEO and chairman of Dale Carnegie Training:

***Check the company's policies***

Before launching into an office romance, be clear on the company's policies regarding office relationships. Many companies large and small have hard and fast rules against relationships developing between co-workers. If it is against the rules, you have to ask yourself: "Is it worth it?" And, if it is, be discreet and prepare for any consequences.

***Maintain decorum and professionalism***

It's a good practice to keep your social and business lives separate and that means not letting a romantic relationship affect the quality and efficiency of your work. When it's an office romance, the stakes are even higher. If there's evidence that an office romance is affecting work, one or both of you may be asked to end your romance or, worse yet, find another job.

***Avoid dating someone in a higher or lower position***

Office policies and hierarchy should be top-of-mind, particularly when it comes to office romances. Choosing an **entanglement** with a co-worker—especially one at a different seniority level—could dramatically affect your salary or movement within your company. Avoid unwanted **scrutiny** and drama by avoiding dating those with whom you regularly work.

***Save the romance for out of the office***

Absolutely no public displays of affection at work. Maintain proper distance and save the romantic acts for locations that are not often visited by co-workers.

***Address issues after-hours***

Never have or bring fights or arguments to work. Any personal disagreements should be dealt with outside the office.

***Plan for the worst***

Agree in the beginning of the relationship how you will handle a potential break up. Avoid, at all costs, a messy break up. It isn't just you and your partner that are involved, it's your entire office and the future of the company's dating policy.

***Consider leaving***

If the relationship does get serious, one member should consider a new position outside the company.

Another one of the most important aspects of career life is a receptionist's work, especially the way in which he/she handles visitors. A receptionist is a reflection not only of the company's public relations image, but of the executive's personal image. A receptionist is a key figure in building good will both for himself/herself and for the company through the attitude of considerateness regardless of the relative importance of each caller.

### **III Business Reception Etiquette**

In this part, two aspects will be discussed: how to receive visitors and how to behave as a good visitor.

#### **1. How to receive visitors and behave with them at your office**

Following are some basic principles to behave friendly and courteously.

##### **Rising to greet visitors**

A man should rise to greet any visitor, male or female, from outside his company. The exception is with a job applicant below the executive level. But many men rise anyway, especially if the applicant is a woman, as they consider that drawing fine lines of distinction between greetings for one level of employee and another is actually rude.

When a co-worker visits the office frequently, it is not necessary to rise in greeting. Nor does a man stand each time his secretary comes into the office. He will rise to greet female executives on the same level as himself or co-workers of higher rank whose visits are infrequent. In the latter case, he remains standing until told to be seated or the caller leaves. A senior officer need not rise to greet male or female junior executives or anyone below him in rank.

When an executive has a constant stream of visitors, it is impractical for him to rise and greet each one. It is a good idea for someone who sees many people in the course of a day to leave his office door open most of the time so that he can entertain callers and still continue to handle problems and questions that are brought to him by people in his company.

A woman who receives guests is not required to stand in greeting, but it is a courteous gesture to a visitor from outside the company or to a co-worker who is considerably older or of much higher rank.

Should you be on the telephone when a guest enters, indicate a chair to the caller; when you finish your conversation, rise and greet.

##### **Shaking hands with a guest**

A man always shakes hands with male visitors. Although socially a man would wait for a woman to extend her hand, in business a handshake between a man and woman is a customary greeting. A woman offers to shake hands with the person she is calling on as a mark of



cordiality, although she will usually wait for older men and women, or more important ones, to extend their hands first.

### **Seating the guest**

The person being visited indicates where his guest should sit and takes his own seat simultaneously or after the guest is seated.

### **Smoking when there is a guest in the office**

If you are a smoker, naturally you won't hesitate to smoke in your own office. However, if your caller is very elderly, and particularly if it is a woman, it is courteous either to refrain from smoking or to request permission to smoke.

The polite guest will usually refrain from smoking until you either offer him a cigarette or cigar or tell him to smoke if he likes.

### **Seeing a guest out**

Men stand when a visitor is leaving their office and usually shake hands if the visitor is a man. Frequently the man being visited escorts the caller to the door and shakes hands with him there. If the caller is a woman the man always escorts her to the door and opens it for her.

A woman is not required to stand when a caller leaves, unless the guest is elderly or prominent. However, it is a courtesy for her to do so. When she walks a male guest to the door, she lets him open it. But she performs this task for another woman.

If the callers are co-workers, the senior officer present is allowed to leave the room first. However, should he stop to talk on the way out, junior executives may ask his permission to leave.

### **Dealing with the caller who outstays his welcome**

Some people never get the idea that an interview or a meeting is over, and to a busy executive this can be an annoyance. Instead of showing displeasure, the person being visited should make it politely obvious that he considers the purpose of the meeting has been accomplished or the discussion is at an end.

He can say something like this: "Our talk has been most helpful and has cleared up most of our questions. I'll get to work on this right away and get in touch with you early next week." Or perhaps, "This has been a valuable meeting for both of us. Thank you so much for coming." If a remark of this type doesn't budge a caller, the only thing to do is rise in a gesture of dismissal, saying, "Thank you for coming. Your help has been invaluable to me."

If it seems necessary to make an excuse, it should be enough to refer to a very full schedule.

**When your executive does not want to see the caller**

When you are certain your executive is not interested in seeing a certain individual, be polite but definite in refusing him. You can say something like this: "I wish I could be of help, Mr. Gray, but right now Mr. Michael will see only those directly connected with a new project. He will be involved in this for some time, and I think the best way to reach him would be by letter."

Some people have a flair for turning people down in such a way that they feel they've been honored rather than refused. Try to cultivate this manner by treating even the unwanted guest solicitously. Never try to raise your own sense of self-importance by acting in an unpleasant, rude manner.

**When a guest has been waiting long**

Occasionally you may be away from your office or fled up in a meeting when an expected visitor arrives. Go up to him as you return to your office, greet him and shake hands, and apologize again for his having to wait (presumably your secretary made a prior apology on your behalf), take him by the arm and lead him into your office. This courteous behavior on your part should help to soothe any annoyance the caller had been feeling over having to wait so long.

As you escort the guest into your office, you might say to your secretary, "Please see that we are not interrupted for the next 15 minutes." However, the guest will understand if you have to confer briefly with your secretary.

**Canceling an appointment**

Occasionally there is reason for canceling an appointment, but this should not be done lightly. Only a matter of absolute necessity makes the cancellation of an appointment excusable.

If an executive is called away and knows he will not be back in time to keep a scheduled appointment, his secretary should telephone the individual who is due for the appointment, explain the circumstances, and offer to make another appointment.

Should you have to call and change the time of an appointment for any reason, be as gracious as possible. Perhaps you could say, after introducing yourself: "I am sorry to have to ask this favor. But would it be possible for Mr. Spenser to come to Mr. Michael's office at three o'clock today instead of two o'clock? Mr. Michael has been asked by the president of our company to attend a very important luncheon meeting which will probably last until well after two o'clock."

**When the executive is not in his office**

On occasion an executive will have been called out of his office just before a visitor



arrives. When this happens the secretary should apologize for her executive and explain the circumstances.

You can say, “Good morning, Mr. Smith. Mr. Rogers was called into the plant about ten minutes ago because of a production problem. He should be back any minute now. Do you mind waiting?”

If an unexpected emergency will keep the executive out of his office for more than a few moments, you might explain it this way: “Good morning, Mr. Smith. I’m so sorry, but Mr. Rogers was called to the office of the chairman of the board a little while ago. I’m not sure when he’ll be back. I tried to reach you, but your office said you had already left. Can you wait?” The visitor can then decide whether to wait, come back later or make another appointment, or even see someone else—the executive’s assistant, for instance, if he has one.

After knowing some basic tips about how to receive guests and visitors, it’s also important to know how to behave as a good visitor.

After knowing some basic rules to receive a visitor, it’s also necessary to acquire some ideas about how to be a good visitor.

## 2. How to behave as a good visitor

When the caller steps into what is obviously a reception room, he should remove his hat. If the entrance is a lobby, then he need not remove it.

### Being on time for appointments

A business appointment is something to be kept, and on time. A minute or two shouldn’t matter, but it is unforgivably rude to show up late by more than that for a business appointment. If something has happened to delay you, telephone and explain you’ll be a few minutes late. Otherwise, your lateness can be attributed only to carelessness or lack of regard for the person with whom you have the appointment.

### Behavior of the visitor who has to wait

The caller keeps his hat off while waiting. Cigar and pipe smokers are advised not to light up while waiting in a confined area. The odor of cigar and pipe smoke is distressing to a great many people.

### The visitor without an appointment

When you don’t have an appointment but ask to see a particular man, you must expect to be asked why you want to see him. This is not rudeness or idle curiosity on the part of the receptionist or secretary. A busy executive expects to hear more than, “There is a man outside to see you.” He prefers something like, “Mr. Green of the Smart-Shell Company would like to see you for a few minutes about a new machine he believes will interest you.” Or, “Mr. Roger of the Zebra Advertising Agency is here about the brochure you want to send out.”

Never use the name of a mutual friend or business acquaintance as an entering wedge unless the person has given you permission to do so.

The proper thing for the caller with no appointment to do is to answer the questions put to him by a receptionist or secretary as courteously as possible. You can forestall some of them by presenting your business card immediately and briefly stating your business. Most receptionists and secretaries will go out of their way to help someone who is polite and not overbearing and who doesn't try to keep them from information they need to know.

If you don't know whom you should see, ask the receptionist or secretary to suggest the right person.

### **The visitor's appearance**

Regardless of the informality of the office you visit, everyone working there will be dressed for business. As a visitor you should be dressed accordingly. Sports and casual clothes are as out of place as evening dress. Anyone who looks as though he or she had just come off the golf course, or left a cocktail party, is not properly dressed for a business visit. Job hunters, in particular, should make every effort to look well groomed. Women should wear neat, tailored clothes, including a becoming but simple hat, immaculate gloves, and shoes and a handbag that look as though they had been polished or brushed. A man's suit should be neatly pressed and conventional in style, color and fit. A dark conservative tie and a clean white shirt, neat socks to match the tie, and well polished shoes are the proper accessories. Both men and women should wear a minimum amount of jewelry.

Most businessmen who have achieved executive status are highly sensitive to the way people look, as are all personnel interviewers. Be sure you give an impression of cleanliness, careful grooming, and alertness.

### **Visitor's behavior during a visit**

When the person on whom you are calling offers you a chair, thank him and seat yourself; don't sit before you've been invited. If you are carrying a coat and hat your host will usually offer to take them from you, but if he doesn't you can say, "May I put these things here?" and deposit them on a nearby chair. If you have a briefcase or folder, keep it on your lap or on the floor next to your chair; never place it on your host's desk. A woman should keep her handbag on her lap or on the floor and not on the desk. Should you need a pen or pencil or a paper clip or sheet of paper in the course of your visit, don't use one you see on your host's desk unless you first ask permission.

Don't slouch in your chair, or twist yourself into knots. Sit up straight, with both feet on the floor. Slouching is disrespectful, as well as unbusinesslike.

Keep your eyes off papers on the desk and the appointment calendar. Even if it's impossible for you to read anything from where you sit, gazing at these things gives the



impression that you're trying to snoop.

### When the visit is over

Don't prolong a business call; when the time comes to leave, do so without dragging out your leave-taking. Simply thank the person you've been visiting for seeing you or for giving you a few minutes of his time. As you leave the office and the building, it is polite to smile or nod to people you spoke to on the way in, such as the receptionist and the secretary, and to say "thank you".

## IV Office Elevator Etiquette

The rules of riding in an elevator are unclear to many people. Are you supposed to hold the door? Should you speak to fellow passengers or not make eye contact? For some, riding in an elevator can be a stressful situation, due to claustrophobia<sup>2</sup>, a fear of heights, and social anxiety. Whether you're at work, college, or living in a high-rise apartment, it never hurts to be courteous on an elevator. People take over 120 billion elevator rides per year, but some people still have no clue what the rules are. Here are some steps to ensure that you follow proper elevator etiquette so you and your fellow passengers can have a comfortable ride.

### 1. Practicing good elevator etiquette when boarding

#### Stand to the right

While waiting for the elevator, stand away from the doors. Someone may be exiting at this floor, and you should always let them exit before you attempt to board. Stand to the right of the doors so that the left and middle is open for those getting off the elevator. Don't board the elevator until everyone has gotten off.

#### Hold the door if it's not an inconvenience

There is a lot of debate about this particular point: do you hold the door or not hold the door? When deciding whether or not to hold the elevator, use the following suggestions to guide you:

- Don't hold the door if you are in an elevator full of people. You will be delaying everyone in the elevator and cramming one more person into a tight space.
- If you are alone in the elevator, it's good elevator etiquette to hold the elevator for a person approaching the elevator.
- Don't hold the door for a friend or colleague who has taken a quick side-trip, such as to get coffee or go to the restroom. Never hold the door more than 15–20 seconds on a crowded elevator.

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2 **claustrophobia** /ˌklɔːstrə'fəʊbiə/ n. [心理] 幽闭恐惧症

**Don't try to squeeze onto a full elevator**

When the elevator doors open and you see it is full, don't try to be that person that squeezes into the elevator when you don't fit. If you have been waiting in line and the elevator fills with the person before you, just wait patiently for the next.

Don't be the person asking for the elevator to be held. If you cannot make it before the elevator doors close, then wait for the next elevator politely instead of being rude. Time of the people in the elevator is just as important as yours.

**Be the button pusher**

If you are standing near the buttons, be willing to push a button for someone who asks. You can also ask someone who has just entered what floor they are going to.

Don't ask someone else to push the button for you unless you cannot clearly push the button yourself.

**Move to the back**

When you step into an elevator, file in so others can board behind you or board on another floor. Stay farthest from the door if you will be the last person to step out. If you are traveling to the ground or topmost floor, it's better to stand farthest from the elevator doors after you board the elevator. This way you will avoid inconveniencing others.

If you happen to be riding in the front, make sure to step off the elevator when the doors open on each floor. When in this position, hold the elevator with your hand as the people from the back of the elevator make their way out.

**Exit quickly**

When you reach your floor, get out quickly so that those waiting to board can do so. Don't worry about letting other people off first unless they are already exiting. Simply exit in a quick and orderly fashion. However, do not shove your way out or knock people over in the process.

If you're in the back, announce your floor is coming up as it approaches. A simple "Excuse me, my floor is next." is enough. Then, make your way to the front, or wait until the elevator stops.

**Consider taking the stairs**

When only going one, two, or three floors, take the stairs instead of the elevator. Unless you are injured, unable to climb stairs, or carrying heavy objects, you'd better not take the elevator for one floor. Taking the elevator for two or three floors, especially during busy elevator traffic, is also considered poor etiquette. Reserve the elevator for people who have long walk ups or who are unable to climb the stairs.



## Respect lines

If the elevator is busy enough to have a line, never break in line. Wait your turn just like everyone else. If you are in a hurry, try to arrive earlier or take the stairs.

## 2. Practicing good elevator etiquette when riding

### Speak sparingly

One of the biggest issues with elevator etiquette is whether or not someone should make small talk. Most people are hesitant to engage in conversation while in an elevator. If you must talk, break the ice politely. It never hurts to say “good morning” or “hello” to people.

If you are with someone, don't continue conversations while riding the elevator with someone else. Put the conversation on pause until you get to your destination.

If you want to speak to a colleague in the elevator, keep the conversation light. Never gossip or discuss personal or private information while in an elevator.

### Respect space

There is nothing more annoying than having someone stand six inches from you on an uncrowded elevator. If the elevator is crowded, give as much space as you can without crowding others or yourself. Follow these guidelines when standing on an elevator:

- If there are one or two other people on the elevator, go to separate sides of the elevator.
- If there are four people, go to each corner.
- If there are five or more, spread so each person is equally spaced in the elevator.

### Face forward

Making quick eye contact, smiling, and nodding is appropriate when entering an elevator. After that, turn around and face the door. Keeping your back towards the door and facing the passengers is a huge break in etiquette and can make some people feel extremely awkward.

### Hold all objects by your feet

When carrying briefcases, purses, backpacks, shopping bags, or other bulky materials, keep them low either directly in front of you or beside you. Legs take up less space than upper bodies, so there is more space for bags.

If you are at the back of the elevator and carrying a bulky object, keep it low, announce your exit as the floor nears, and excuse yourself if you accidentally bump someone when exiting.

### Never talk on your cell phone

A huge elevator faux pas is talking on your cell phone while riding. End all conversations

before entering the elevator, or put the phone on mute until you exit again.

### Don't move too much

Elevators contain a limited space, and in busy office buildings, many people try to fit into one car. Unnecessary movements can annoy fellow passengers, or cause you to make unwanted bodily contact. Jiggling your leg, pacing, moving your arms, or other movements can result in you rudely bumping into other passengers.

Texting or looking at your phone is a common way to avoid eye contact with strangers. However, do not text in a crowded elevator. Operating your phone takes space, which is limited in an elevator, and the movement can cause you to bump people.

### Think about odors

Good hygiene should be practiced every day, but especially if you are taking elevators on a regular basis. The small, confined spaces can draw attention to any body odor. Try not to pass gas or belch while riding in the elevator. If you do, excuse yourself. Don't bring extremely smelly food onto the elevator. Instead, bring your food in containers. Never eat in an elevator. Never apply perfume or lotion. What smells normal to you may make someone else very sick.



### New Words and Expressions

- ① **cubicle** /'kju:ɪkəl/ *n.* a small part of a room that is separated from the rest of the room  
小隔间, 隔断  
—You should get up about five minutes every hour to get out of your chair, get a drink, or just walk to the next cubicle.  
你应该工作一个小时就站起来休息五分钟左右, 去喝点水或者只是走到隔壁的格子间里。
- ② **olfactory** /ɒl'fæktəri/ *adj.* connected with the sense of smell 嗅觉的  
—This olfactory sense develops in the womb.  
这一嗅觉在子宫内形成。
- ③ **belligerent** /bə'lɪdʒərənt/ *adj.* very unfriendly and wanting to argue or fight 好战的  
—He was almost back to his belligerent mood of twelve months ago.  
他故态复萌, 几乎又像一年前那样咄咄逼人了。
- ④ **vibrate** /vaɪ'breɪt/ *v.* If something vibrates, or if you vibrate it, it shakes quickly and continuously with very small movements. 震动  
—The ground shook and the cliffs seemed to vibrate.  
大地摇晃, 悬崖似乎在颤动。



- ⑤ **foul** /faʊl/ *adj.* A foul smell or taste is very unpleasant. 污浊的; 味道不好的  
—He opened the window to let out the foul air.  
他打开窗户, 放出污浊的空气。
- ⑥ **vicinity** /və'sɪnəti/ *n.* If something is in the vicinity of a particular place, it is near it. (在……) 附近  
—There were a hundred or so hotels in the vicinity of the station.  
在车站附近有大约一百家旅馆。
- ⑦ **garner** /'gɑ:nə/ *v. (formal)* to take or collect something, especially information or support 获得  
—It is expected to garner an Oscar nomination next month.  
该片有望于下月获得奥斯卡提名。
- ⑧ **profanity** /prə'fænəti/ *n.* offensive or religious words used in a way that shows you do not respect God or holy things 不敬的言语  
—You need to hold an intelligent conversation and not use profanity or offensive language.  
你需要用一种聪慧的交谈方式, 不要使用不敬的、冒犯的语言。
- ⑨ **innuendo** /,ɪnju'endəʊ/ *n.* a remark that suggests something sexual or unpleasant without saying it directly, or these remarks in general 暗讽, 影射  
—“My findings carry no implication or innuendo about the conduct or motive of MPs,” Legg wrote.  
“我的调查结果对议会成员的行为和动机没有任何暗示或影射,” 莱格写道。
- ⑩ **imperative** /ɪm'perətɪv/ *adj.* extremely important and needing to be done or dealt with immediately 必要的  
—The undertaking was not easy, she said, but it felt imperative.  
她说, 这个选择并不轻松, 但她感觉是必要的。
- ⑪ **malicious** /mə'lɪʃəs/ *adj.* very unkind and cruel, and deliberately behaving in a way that is likely to upset or hurt someone 恶意的, 恶毒的  
—The malicious rumors compromised her good reputation.  
恶毒的谣言使她的好名声受到损害。
- ⑫ **jeopardy** /'dʒepədi/ *n.* a source of danger; a possibility of incurring loss or misfortune 危险境地  
—Jonathan warns him that his family is in jeopardy if he is stopped.  
乔纳森警告他, 如果他被阻止了, 他的家人就危险了。
- ⑬ **compel** /kəm'pel/ *v.* to force someone to do something 迫使  
—They were often compelled to work eleven or twelve hours a day.  
他们常常被迫每天工作十一二个小时。

- ⑭ **camaraderie** /ˌkæməˈrɑːdəri/ *n.* a feeling of friendship that a group of people have, especially when they work together 同事之情谊  
—For more than 2,000 years, the Olympic Games have set the scene for competition and camaraderie, endurance and excellence.  
奥林匹克运动会起源于两千多年前，运动员通过比赛较量，建立友谊，展现坚忍不拔、超越自我的奥林匹克精神。
- ⑮ **unsolicited** /ʌnsəˈlɪsɪtɪd/ *adj.* not asked for and often not wanted 未被请求的，主动提供的  
—She’s always full of unsolicited advice.  
她总是未被请求就提供一大堆建议。
- ⑯ **entanglement** /ɪnˈtæŋɡəlmənt/ *n.* a difficult situation or relationship that is hard to escape from 纠缠，牵连  
—She had always been afraid of any emotional entanglement.  
她总是害怕陷入感情纠葛。
- ⑰ **scrutiny** /ˈskruːtɪni/ *n.* careful and thorough examination of someone or something 监视  
—His private life came under media scrutiny.  
他的私生活开始受到媒体的密切关注。



### Business Etiquette Tips: Small Talk

The ability to make “small talk” is highly valued. In fact, many English students are more interested in making effective small talk than knowing correct grammar structures—and rightly so! Small talk gets friendships started and “breaks the ice” before important business meetings and other events.

#### What is small talk?

Small talk is pleasant conversation about common interests.

#### What are good topics for small talk?

Here is a list of common small talk subjects. If you have difficulties speaking about any of these topics, try to improve your vocabulary by using the resources (Internet, magazines, teachers at school, etc.) available to you.

- Sports—current matches or games, favorite teams, etc.
- Hobbies
- Weather—boring, but can get the ball rolling!
- Family—general questions, not questions about private matters.
- Media—films, books, magazines, etc.



- Holidays—where, when, etc. but NOT how much!
- Hometown—where do you come from, how is it different/similar to this town.
- Job—once again, general questions not too specific.
- Latest fashion and trends
- Celebrities—any gossip you may have!

Here is a list of topics that probably aren't very good for small talk. Of course, if you are meeting a close friend these topics may be excellent. Just remember that "small talk" is a general discussion with people you don't know very well.

- Salary—how much do you make? —That's none of your business!
- Politics—wait to you get to know the person better.
- Intimate relationships—only for you and your partner—or maybe your best friend.
- Religion—tolerance is the key!
- Death—we need to face it, but not the first time we meet someone new.
- Financial—related to salary above, most people preferring to keep financial information to themselves.
- Sales—don't try to sell something to someone you have just met.



### Situational Dialogue on Office Elevator Etiquette

*Chen Hao works in ABC American Co. in Beijing. He came across Amy, his American colleague when he walked out of the elevator.*

*(Office ambience)*

**Amy:** Hi Chen Hao, you look upset. What's wrong?

**Chen Hao:** It's too crowded in the elevator, I could barely get off of it.

**Amy:** Why couldn't you get off?

**Chen Hao:** I was the first one stepped in it and standing in the inner corner. And gradually more and more got in and I was stuck at the corner.

**Amy:** Sometimes people on elevators can be quite rude and treat others with sheer indifference. They don't seem to realize that the rules of manners apply to elevators as well.

**Chen Hao:** What are the rules to elevators then?

**Amy:** To start with, if you had waited to get on the elevator, you would have been near the front and not had to push your way through the crowd to exit.

**Chen Hao:** I was worried that it would be overly crowded, so I would always try to be the

first one to get on.

**Amy:** There's always another elevator.

**Chen Hao:** You are right. I'm on the 3rd floor, there is really no need for me to try be No. 1 to get into the elevator.

**Amy:** When you got on, you should have stepped to the side near the door so you would be out of the way of others trying to follow.

**Chen Hao:** But if you are planning to go to the design department located at the top floor, shouldn't you stand in the inner corner?

**Amy:** You reminded me. I am planning to see the new media exhibit on the 20th floor this afternoon. Would you like to go with me?

**Chen Hao:** I'm planning to go as well. See you in the afternoon then!



## Exercises

### I. Read the statements below based on the text, decide whether they are true or not. Mark "T" for true, and "F" for false.

1. Working in one common open office means people are available for conversation at all times.
2. As the lunchtime is usually very short in the working days, it's totally understandable for those to have lunch at their desk, as long as they keep it clean and free from any strong odors.
3. It's all right to listen to music loudly in an open office.
4. Your work area is your personal territory, you could make it anyway you like.
5. When you pass co-workers in the hallway and this person isn't particularly your friend, you can still smile or nod.
6. If you're at good terms with your colleague, then it may appear all right if you borrowed a stapler or a marker from their desk without asking.
7. It doesn't harm to talk about some funny gossips with good co-workers in the office.
8. At the entry stage of a job, sending a clear message that you're eager and already working is vital.
9. The open-office environment brings together myriad personalities, with different styles. It's your own personal right to choose whoever to make friends with or to work with.



10. It's appreciated if you could praise your colleague to the boss who may not realize how hard she's working.

## II. Fill in the blanks with the right forms of words in the box.

profanity   imperative   garner   decorum   jeopardy

1. In some cases, if the source of some malicious gossip can be traced back to you, then your job can be in \_\_\_\_\_.
2. Can you cancel a date with \_\_\_\_\_?
3. If you use \_\_\_\_\_ in your speech, you will seem unprofessional.
4. It is absolutely \_\_\_\_\_ that we finish by next week.
5. It should \_\_\_\_\_ other nations' support for global arrangements regarding the operation of the Internet.

## III. Translate the following paragraph into Chinese.

Courtesy plays a considerable role in business letter writing as in all business activities. Courtesy means to show tactfully in your letters the honest friendship, thoughtful appreciation, sincere politeness, considerate understanding and heartfelt respecting. In order to make a business letter courteous, try to avoid irritating, offensive, or belittling statements. Under circumstances when you want to point out your reader's mistakes but don't want your message to sound accusing, or you want to tell your reader what to do but don't want your message to read like an order, use passive voice, which helps you avoid using the word "you" and make your message sounds more courteous.

## IV. Translate the following paragraph into English.

祝贺你！你的工作能力——你在简历和求职信中提及的所有才能和经验——助你获得了这次面试机会。现在是你展示自己，从其他面试者中脱颖而出的时候了。你的专长和工作经验是最重要的，而你的态度、外表及得体的礼仪，既能帮你抓住这次机会，也能毁灭它。记住：面试是和面试官开始建立良好关系的机会。这也是礼仪的真正内涵——建立良好的关系。

## V. Case study.

### I was Promoted over A Friend

Joanne, 27, found herself in an awkward situation last year when she was promoted over her best friend Amy at work.

“Amy and I started in the same department at our company. We had both just come back from a gap year after graduating and so had a lot in common and hit it off straight away.”

“We attended all our training together, took exams at the same time and supported each other as we got used to the big world of work. We were both fairly good at our jobs but I always found it a little bit easier than she did and got less stressed when faced with a difficult situation.”

### **The Promotion**

“Our company has a policy of promoting people every year as long as they have met the standards set. When you are at a lower level you generally always get promoted but as you progress they are more picky about who gets to the next level.”

“Last year it came to promotion time and Amy, as usual, was very nervous. She had been struggling with the workload a bit recently and hadn’t always been able to complete projects on time. When the day came I was over the moon to find out that I had been promoted and also given a substantial pay rise. Unfortunately, Amy didn’t get such good news. She was told that she would have to wait for an appraisal in another 6 months before she would be considered and her pay was frozen.”

“It was really difficult because I wanted to celebrate my achievement but had to hold back to comfort her. She tried to be excited for me but I could tell that she was devastated really.”

### **Managing a Friend**

Once Joanne started the new role it meant that she was now her friend’s supervisor and she wasn’t sure how to handle it.

“I hoped that being good friends would help us and that she wouldn’t resent me telling her what to do. It hasn’t been easy but I sat down and had a long chat with her about how we couldn’t let it affect our friendship.”

“We try to stay professional at work and I treat her like any other staff member. I think some other people do think I favor her but I make sure I don’t. At the end of the day we both have our careers to think about but that doesn’t mean we can’t have fun outside of work.”

### **We Still Have Fun**

“When we meet up after work we can go back to our old selves and have a good gossip and catch up. She is still the person that I started this journey with years ago and we have a lot of shared history. However, we are careful now not to talk about work too much.

“Getting promoted over a friend is never easy as it upsets the balance that you are used to. However, I think that if you are good enough friends then you should be able to work it out. The new situation does take time to get used to but you have to learn to separate your personal and professional relationships.”



### Questions for discussion:

1. If you were the narrator in the story facing similar embarrassment, how would you deal with it?
2. Do you believe there is true friendship in the workplace?
3. What are the golden rules to deal with relationships with co-workers?



### Joyful Moment

#### **Treat Others as You Want to be Treated**

Sir Winston Churchill and Lady Astor, two prominent British politicians, experienced one of the most hostile relationships in Parliament history. Their interactions were constantly filled with conflict, sarcasm, and caustic remarks, each intending to pay the other back in full for past transgressions.

Once during a legislative session, Lady Astor became so upset with one of Churchill's decisions that she shouted, "Sir Winston, if you were my husband, I'd poison your tea."

To which Churchill quickly retorted, "Madam, if you were my wife, I'd drink it."



## Business Office Etiquette Self-test

**The following questions are based on the text we have learned. Read carefully and choose the most proper answer according to your understanding.**

1. A co-worker is playing music through his computer speakers loud enough to hear down the hall. What should you do?
  - a. Start singing along. If you can't beat them, join them.
  - b. Put on your headphones and sulk.
  - c. Turn up the music on your own computer. Two can play at that game.
  - d. Nicely walk over and say that while you are a huge fan of Bachman-Turner Overdrive, you are having trouble concentrating. Ask politely if he wouldn't mind listening through headphones.
2. You've been asked to a business lunch with your boss and other co-workers. When it

- comes time to order, what should you do?
- Ask for a stiff drink. It will help calm you down.
  - See what others order to eat, and follow suit with something similar.
  - Surf and Turf, baby! It's on the company dime.
3. Your office has "Casual Fridays" during the summer. Your normal year-round attire is pants with a shirt and tie, or a suit. As a guy, you can get away with \_\_\_\_\_.
- flip-flops, Bermuda shorts and a T-shirt
  - a shirt and a pair of khaki pants or pressed jeans
4. For "Casual Fridays", women who usually dress in suits and skirts can wear \_\_\_\_\_.
- a tank top with jeans and flip-flops
  - short-sleeved blouse with ironed pants or dress jeans
5. You've gone to the office fridge to retrieve your lunch and discover that someone has sampled your food. What should you do?
- Label your lunch next time with your name.
  - Set up a video camera in the kitchen to catch the lunch bandit.
  - Booby trap your food with laxatives.
6. Your co-worker is having a heated, personal phone discussion that can be heard by everyone. What should you do?
- Take copious notes and post a transcript on your Facebook page.
  - Try to ignore the conversation as best you can.
  - Chime in with your own advice.
7. Most of your department shares a printer and copy machine. While you're using it, it breaks. You should \_\_\_\_\_.
- slither away quietly
  - bang it with your fist
  - call the help desk to report the issue, and leave a note on the machine for the next person that it's not working
8. Which is not an example of bad e-mail etiquette?
- WRITING IN ALL CAPS.
  - Forwarding off-color jokes or photos.
  - Writing concisely.
  - CC-ing unnecessary people.
9. There's a collection being taken in the office for a co-worker's baby shower. You're a little strapped for cash, but you don't want to be rude. When asked to chip in, you



should \_\_\_\_\_.

- a. grudgingly hand over a few bucks
- b. lie and say you were planning to get a separate gift for the person
- c. politely decline and say you can't contribute

10. Tonight is your office's holiday party, featuring an open bar. You should \_\_\_\_\_.

- a. practice your keg stands
- b. talk nothing but business, after all, you have a captive audience of co-workers
- c. refrain from office gossip, you're still at a work function, so mind your manners



**Unit**

**Business  
Telecommunication  
Etiquette**

**4**



## Lead-in

**Etiquette is all human social behavior. If you're a hermit on a mountain, you don't have to worry about etiquette; if somebody comes up the mountain, then you've got a problem. It matters because we want to live in reasonably harmonious communities.**

*—Judith Martin, American etiquette expert*



## Case Study

### **Talk on the Phone in Public**

I was sitting next to a woman in traffic, we both had our windows rolled down, and I noticed that she was talking on her cell phone. Not only did I notice that she was on the cell phone, but I heard every word of a rather personal conversation with her daughter. Suppose I were this woman, I would be really upset to find out that I'd confided my problems in a total stranger (who had not really intended to be part of this exchange!).

When I got back to my office, I came across Julie, a colleague who shared the same experience with me. She just got off a New York City bound train at rush hour and couldn't help overhearing the conversations of the people on their mobile devices. Of course she couldn't help it—for some reason, when people are on their phones they lose the ability to modulate their voice levels. For the next 45 minutes on that train, she was listening to someone speak of their uncle Joe's liver transplant and how this holiday season was going to be tough since he was not allowed to drink anymore. It reminded her of that scene in the first Austin Powers movie when they unfroze the lead character who had been cryogenically frozen for 30 years.

This caused me to give some thoughts to a common phenomenon—the convenience of cell phones often causes people to forget some key principles of etiquette. They sometimes didn't pay much attention to the importance of the cell phone etiquette. I have been at lunches where a phone call has interrupted a

perfectly wonderful conversation. Then, I sat there while my client had a 10-minute conversation right in front of me. It is important to add that there was nothing that I heard from their end of the conversation that couldn't have been said at a later time. So remember this, being considerate of those around you is a part of phone etiquette. Pay attention to others' feelings is a way of politeness.

### Questions for discussion:

1. Should people talk on the phone in front of their superiority or during an important conversation?
2. How can a person protect his/her privacy when talking on the phone in public?
3. Could you list some of phone etiquette when you are talking to a potential client?



## Reading

### Text

### Business Telecommunication Etiquette

In international business context, both the seller and the buyer are making effort to do **transactions** for their mutual benefits. They are probably far away from each other but have to communicate so frequently in a single day. How is the information transferred? Some communication tools, such as mobile phone, fax, telephone, e-mail and social media, like forum and instant messaging tools, will be used extensively in the businesses. Which is the best choice? Mostly, convenience, efficiency, low cost will be considered as the priorities. While phone calls and e-mails are still the important communication tools when people conducting business, the social media marketing is gaining more and more attention in today's international trade.

The business communication by phone, e-mail and social media not only makes for effective professional communication, but also helps you build a good professional image within your organization and with clients. In this chapter, we are going to introduce the 8 rules of business phone etiquette, the e-mail etiquette and the etiquette of social media.

### I 8 Rules of Business Phone Etiquette

Cell phones have become an unavoidable part of modern life for many people, but their presence in so many places can lead to situations in which users are inconsiderate of others.



Just as general rules of etiquette vary among cultures, so do rules of cell phone etiquette. Still, some basic principles cross cultural norms—common sense and courtesy are the cornerstones of polite cell phone application. Respecting public and personal space, maintaining privacy, and not disturbing others are some general principles a person should keep in mind when using a mobile phone.

### 1. Announce your name when picking up the phone

When answering your phone, use a proper greeting and announce your full name. Using your first name alone can sound too informal for every professional call and using only your last name can sound too **abrupt**. The best thing to say is: “This is Brittany Jones speaking,” or, “This is Jake Jones.”

### 2. Be aware of your speaking volume

Some people just don’t know how loud they are, especially when their attention is focused on the person on the other line. People still need to be reminded to speak in a quiet, conversational voice. If the people around you are glaring at you, chances are, you need to lower your voice. You should also be aware of your surroundings because you never know who’s paying attention to your conversation.

### 3. Turn down your ring volume

Loud and **distinctive** ringtones are good for catching the phone owner’s attention, but they can be a major distraction to other **patrons** in a restaurant or theater. If a phone must be left on in a public space, the owner should put the ringer on silent or vibrate whenever possible to create the least disturbance. Turning the volume down or even changing the ringtone to one that is more subtle—such as the sound of bells ringing rather than the latest pop song—may also cause less of an interruption.

### 4. Don’t multi-task

Avoid making calls while driving, shopping, banking, waiting in line, or doing almost anything that involves interacting with other human beings. In some situations it puts your life and the lives of others in danger, and in other situations it can bother some people.

### 5. Texting and surfing the Web

Using a smart phone to text someone or look something up online is usually appropriate in public spaces, as long as doing so does not disturb others. Smart phones often have very bright screens, and can even be used as flashlights in some cases, so using them in a dark environment like a movie theater can be very distracting. Watching videos or playing music without headphones is also likely to be a **disruption** in any public space, and should be avoided. Many smart phones also include games, which should only be played in public if

they do not include loud sound effects or are not likely to result in the player making a lot of physical movements or vocal reactions.

Just like taking a phone call in the middle of a conversation would likely be considered impolite, focusing on the phone's screen to check sports scores or e-mails while talking to others is usually bad cell phone etiquette. If an e-mail or text must be responded to, the cell phone user should apologize and excuse himself to do so privately. Texting or surfing the Internet should never be done while driving.

Public vs. Private Use. Cell phone etiquette is usually at its most important in public spaces, where one loud talker can disturb a large number of people. How a person uses his or her phone in more private situations matters too, however, to those who are concerned with being considerate. Many people find it rude when someone takes a cell phone call on a date or during a private social engagement with others. Along the same lines, it's usually thought to be inconsiderate to take a call in the middle of a conversation; if the caller were there in person, he or she would likely wait to politely interrupt at a more appropriate time. When in a small group or one-on-one situation, it's best for someone receiving the call to not pick up unless it's an emergency.

#### 6. Important phone calls that can't wait

If the cell phone user thinks a call might be important, he or she should try to step outside or find a **secluded** area to take or return a call. For urgent calls that cannot be missed, polite cell phone users should try to keep their voices low and the conversations brief. If the call interrupts a conversation, it's best for the person to apologize before stepping away to answer.

Cell phones typically have sensitive microphones that can pick up a soft voice while blocking out **ambient** noise, so yelling into a cell phone is usually not necessary. When people are nearby, polite cell phone users try to keep their voices low and the tone unemotional and even. Arguing or airing dirty laundry in public is almost universally considered to be poor cell phone etiquette.

When talking on a cell phone, maintaining a distance of at least 10 feet (3 meters) from the nearest person is usually a good idea. No matter how quiet the conversation is, if a person is standing too close to others, it may force them to overhear what is being said. If it's necessary for a person to speak loudly to be heard by the person he or she is speaking to due to a noisy location, it's probably not a good place to be taking the call.

#### 7. Places where the phone should always be turned off

In almost all cases, phones should be turned off in movie theaters, playhouses, observatories, or any other public place where an audience's attention is focused on a performance or event. A ringing phone or a conversation can be very disturbing to other audience members, who have often paid money for the experience. In some cases,



performances have been stopped in progress as the performers wait for an audience member to leave or silence his or her phone.

Phones should be turned off anywhere in which silence is important and disruptions should be kept to an absolute minimum. This includes courthouses, libraries, places of worship, doctor's offices, weddings, and funerals, where a ringing phone could indicate a lack of respect. It's also best to turn off a phone during a job interview, as it can suggest that the person being interviewed is more concerned with personal issues than the job.

### 8. Focus on the situation, not the call

Public settings such as restaurants, waiting rooms, and subways are usually bad places for casual cell phone conversations. Unless the user is expecting an important call, it would be best to put the ringer on vibrate or silent mode and let any calls that do not need to be answered immediately go to voice mail. This is not only more considerate to other people in the public space, but it also helps the caller maintain his or her privacy by not **divulging** personal information in public.

It is also generally considered poor cell phone etiquette to stay on the phone when dealing with cashiers or customer service people. If using the phone in a supermarket or other store, the person should hang up before going to the checkout lane. In a casual restaurant, it's usually considered impolite to both the counter staff and the person on the other end of the line to stop in the middle of a conversation to place an order.

Although cars are usually considered private spaces, taking a call while driving is usually not a good idea. A number of **jurisdictions** ban cell phone use while driving unless a hands-free system is used. Even when a driver does not have to physically hold the phone, however, studies suggest that drivers who talk while they drive tend to focus less on the road and other cars and more on the conversation. Most calls can wait, but if one can't, it is safer for drivers to pull over before answering.

Remember, being considerate of those around you is a part of everyday life. Pay attention to your surroundings. Taking care of your business needs on the phone is not a license to be rude. It doesn't stop just because there is no posted sign about cell phone use.

Let's say you are at Starbuck's when the phone rings. Ask yourself when your spouse or significant other calls if, for instance, the whole coffee shop needs to hear your conversation. As you think about the answer remember privacy is not a bad word. You can take this same conversation into your car where no one else can hear the conversation, or you can take it outside away from prying ears. This is the courteous thing to do. Besides, when we talk to our loved ones human emotions can come into play. Whether we realize it or not a raised voice often reflects our emotions. The more animated the conversation gets the more chance you risk of offending someone.

Another major part of business telecommunication is e-mail writing and exchanges. The amount of sending and receiving e-mails vary in different industries, but the general principles are universally accepted.

## II E-mail Etiquette

It's easy to see why e-mail is the preferred form of communication in today's workplace. Smart phones allow us to send and receive messages from anywhere. It's convenient, and you aren't afraid that you might be interrupting someone by texting or calling them on the phone. However, many people who send business correspondence by e-mail do not realize there is a big difference between using it for that purpose and for communicating with friends and family. When you send a message to a buddy or relative, you can be pretty casual. You can use slang if you want or may even spice it up with inappropriate language if you know the recipient won't have a problem with that. In other words, you can write as if you were speaking to that person.

Business correspondence is quite different. Good e-mail etiquette, actually business etiquette in general, dictates that you conduct yourself with professionalism. When you are too casual, use slang or inappropriate language, or send error-filled messages, it leaves a bad impression on the recipients of your message. Here are some important rules you need to know.

### 1. Rules of e-mail etiquette

#### **Include a clear, direct subject line**

Examples of a good subject line include "Meeting date changed", "Quick question about your presentation", or "Suggestions for the proposal". People often decide whether to open an e-mail based on the subject line. Choose one that lets readers know you are addressing their concerns or business issues.

#### **Use a professional e-mail address**

If you work for a company, you should use your company e-mail address. But if you use a personal e-mail account—whether you are self-employed or just like using it occasionally for work-related correspondences—you should be careful when choosing that address.

You should always have an e-mail address that conveys your name so that the recipient knows exactly who's sending the e-mail. Never use e-mail addresses (perhaps remnants of your grade-school days) that are not appropriate for use in the workplace, such as "diva@..." or "babygirl@...".

#### **Think twice before hitting "reply all"**

No one wants to read e-mails from 20 people when it has nothing to do with them. They



could just ignore the e-mails, but many people get notifications of new messages on their smart phones or distracting pop-up messages on their computer screens. Refrain from hitting “reply all” unless you really think everyone on the list needs to receive the e-mail.

### **Use exclamation points sparingly**

If you choose to use an **exclamation** point, use only one to convey excitement. People sometimes get carried away and put a number of exclamation points at the end of their sentences. The result can appear too emotional or immature. Exclamation points should be used sparingly in writing.

### **Be concise**

Everyone’s time is valuable, and you should respect that. Your recipient may have just a moment to read your e-mail and respond to it. When composing your message, be as brief as possible while still making sure to include all pertinent information. Provide as many details as your reader will need to understand what you are trying to convey.

### **Be cautious with humor**

Humor can easily get lost in translation without the right tone or facial expressions. In a professional exchange, it’s better to leave humor out of e-mails unless you know the recipient well. Also, something that you think is funny might not be funny to someone else. Something perceived as funny when spoken may come across very differently when written. When in doubt, leave it out.

### **Know that people from different cultures speak and write differently**

Miscommunication can easily occur due to cultural differences, especially in the writing form when we can’t see each other’s body language. Tailor your message depending on the receiver’s cultural background or how well you know them. A good rule to keep in mind is that high-context cultures (Japanese, Arab, or Chinese) want to get to know you before doing business with you. Therefore, it may be common for business associates from these countries to be more personal in their writings. On the other hand, people from low-context cultures (German, American, or Scandinavian) prefer to get to the point very quickly.

### **Reply to your e-mails—even if the e-mail wasn’t intended for you**

It’s difficult to reply to every e-mail message ever sent to you, but you should try to. This includes when the e-mail was accidentally sent to you, especially if the sender is expecting a reply. A reply isn’t necessary, but serves as good e-mail etiquette, especially if this person works in the same company or industry as you.

Here’s an example reply: “I know you’re very busy, but I don’t think you meant to send this e-mail to me. And I wanted to let you know so you can send it to the correct person.”

### Avoid using texting abbreviations

As a society that spends a lot of time on our phones texting, we have gotten accustomed to using **abbreviations** for any word two or more letters long. We use “U” instead of “you”, “UR” instead of “your”, “2” instead of “to” or “too”, “plz” instead of “please”, and “thx” instead of “thanks”. That’s fine if your recipient is a friend. Business e-mail should be more formal. Of course, commonly used abbreviations such as Mr. and Mrs., FYI (for your information), inc., etc. are fine.

### Remember that spelling and grammar count

Always proofread your e-mail carefully. You want to be attentive to correct spelling and proper grammar. Use an automatic spell checker if you wish but be careful about relying on it too heavily. If you are using the wrong spelling for a particular use of a word, for example, two vs. to vs. too, it won’t pick up your mistake. Don’t try to guess the spelling of a word. You should look it up in a free online dictionary. Good grammar is essential. You can use contractions when you want to convey a more conversational tone. Never use slang or any offensive language.

## 2. The hassles caused by lacking e-mail etiquette

Learn how a lack of e-mail etiquette can lead to real problems for those on the receiving end of the communication. As even spammers themselves hate receiving **spam**, one must be very careful when handling the details of their e-mail contacts. We’ve all been through it, having gotten invitations to discipline-orientated “friend groups”, whatever the discipline might be, as a direct result of others passing our details on. We’ve all taken the time to delete, with a huge sigh of annoyance, e-mails that had been forwarded to dozens of people, containing pictures or jokes that someone lacking an occupation thought were funny and should be sent to everyone they know. Day after day, it becomes **exasperating**.

### Think before you redistribute something to your e-mail contacts

Media sharing is a good way of expressing oneself, it’s fair enough doing it now and again, but there are also limits. One cannot possibly expect their contacts not to be annoyed when receiving a number of e-mails on a daily basis, containing the most redundant **array** of minutia, from photos of beautifully colored parrots, to funny animal videos, to jokes or witty stories, and whatever else someone might want to share with the world.

Whilst it might not be so annoying for the younger generation, people who handle their business online will have to fish out their important business e-mails from a sea of such useless messages, forwarded again and again. Not only do some people send them to everyone in their contact list, but they forward the ones that they receive as well, so the vicious cycle of incoming minutia never ends.



### **Don't use sites that demand access to your contact list**

A considerate thing to do is to never give in to the requests of some sites you use, which require a membership, as to giving access to your contact list, so all your contacts are invited to join. In the eventuality that they will not be interested and delete the initial invitation, they are likely to keep being targeted by those sites by weekly or monthly e-mails, some even slipping through the spam filter and ending up in their inbox.

### **Learn to use BCC to distribute e-mails privately to multiple recipients**

Another way to protect others' privacy, when e-mailing a large number of people, is not to paste their addresses in the CC (carbon copy) field of your e-mail program, as you will make them visible to everyone. Instead, use the BCC (blind carbon copy) function, which only shows the receiver's own e-mail address on your message.

### **Try and combine related issues into one communication**

To avoid pestering others, it's worth taking a good while to write an e-mail that you know is meant to comprise several matters, instead of sending an additional one for each matter as you remember it, thus making them reply more than once, especially since you don't know how busy they are.

### **Don't take liberties with others' e-mail addresses**

Also, although causes that are close to our hearts have our indefinite and strong support, we must understand that some of our contacts might not be as passionate about them as we are and might not like to be approached by campaigners. Therefore asking them before we hand over their e-mail address to such organizations is a must.

### **Think before you e-mail, before it's too late**

All in all, no matter how enthusiastic you are about something you've discovered online, before sharing it with everyone you know, take the time to consider whether they would be as interested as you are.

Idle talk occurs when people are face to face and have little else to do, but no one should be forced to read or keep deleting an **avalanche** of idle e-mails. It's guaranteed they will be deleted and you might end up in the spam section.

Most people are too polite to say "Stop sending me s—!" so it's up to you to police your wilder impulses before they take matters into their own hands by consigning you automatically to trash.

In the past few years, social media has absolutely blown up, creating countless opportunities for people to communicate, without actually meeting face to face. Although people hold different opinion about the influence that social media has brought about people's lives, it is no denying that social media has offered a variety of opportunities for businesses.

### III Etiquette of Social Media

Social media is the collective of online communications channels dedicated to interaction, content-sharing and collaboration. There are different types of social media, such as forums, microblogging, social networking, and so on. Social media tools can be used for marketing research, communication, sales promotions/discounts, and relationship development/loyalty programs.

In this part we are going to introduce some prominent examples of social media and the etiquette of applying these popular social media in business world.

#### 1. Some popular social media

Here are some prominent examples of social media both in China and in America:

- Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and videos, send messages and keep in touch with friends, family and colleagues. According to statistics from the Nielsen Group, Internet users within the United States spend more time on Facebook than any other website.
- Twitter is a free microblogging service that allows registered members to broadcast short posts called tweets. Twitter members can broadcast tweets and follow other users' tweets by using multiple platforms and devices.
- Google+ (pronounced Google plus) is Google's social networking project, designed to replicate the way people interact offline more closely than is the case in other social networking services. The project's slogan is "Real-life sharing rethought for the web."
- Wikipedia is a free, open content online encyclopedia created through the collaborative effort of a community of users known as Wikipedians. Anyone registered on the site can create an article for publication; registration is not required to edit articles. Wikipedia was founded in January of 2001.
- LinkedIn is a social networking site designed specifically for the business community. The goal of the site is to allow registered members to establish and document networks of people they know and trust professionally.
- Reddit is a social news website and forum where stories are socially created and promoted by site members. The site is composed of hundreds of sub-communities, known as "subreddits". Each subreddit has a specific topic such as technology, politics or music. Reddit site members, also known as "redditors", submit content which is then voted upon by other members. The goal is to send well-regarded stories to the top of the site's main thread page.
- Pinterest is a social curation website for sharing and categorizing images found



online. Pinterest requires brief descriptions but the main focus of the site is visual. Clicking on an image will take you to the original source, so, for example, if you click on a picture of a pair of shoes, you might be taken to a site where you can purchase them. An image of blueberry pancakes might take you to the recipe; a picture of a whimsical birdhouse might take you to the instructions.

- WhatsApp, the app Facebook bought for \$19 billion, is used by more than one and a half billion people around the world and has become one of the best ways to connect with people in different countries or have group conversation. At its core, WhatsApp is just a nicely-done messaging app that lets you send text, pictures and videos to your friends anywhere, free. Unlike Apple's iMessage, it works on all the major mobile phone's operating systems; unlike the text messaging services offered by mobile network operators, it doesn't charge you anything for sending the messages, and it works like modern mobile software, not the primitive SMS applications on most phones.
- WeChat is a multi-purpose messaging app made by Chinese Internet portal company Tencent. The app's popularity is soaring in China. It was launched in January 2011 and has over 1 billion monthly active users now. WeChat has a startling array of features. Users can make video calls and hold live chats with friends, host group chats, scan for strangers to talk to nearby, and so much more.

## 2. Etiquette of social media

Social media use is **exploding**. Facebook has more than 2 billion global users, with Twitter, Google+, and LinkedIn boasting hundreds of millions of active accounts. From preteens to senior citizens, every major age group is plugged in, whether they're engaged in social media marketing, keeping in touch with old friends, or seeking out new connections.

While it's great to connect with friends and colleagues anywhere and at any time, this connectivity carries risks. A careless tweet or Facebook post can alienate your loved ones and jeopardize your job. If you use social media platforms regularly, following proper etiquette can protect you from unfortunate social backlashes. Over the years, these etiquette will change as well, but for right now, this is the best starting point for social media business etiquette.

### Have your social media profiles completed in full

One likes to get to a Twitter page only to find out that they haven't taken the time to upload a photo to their account. Photos are a good start, having a name that is easily identified as being you and your business is a must, and take that extra 5 minutes to fill out all the "about you" information. First impressions are important and lasting. What do your social media profiles say about you?

### **You are what you tweet and share**

Just use good common sense. The internet is now the track record of your life. Don't share something that you don't want to be left as a representation of you. But don't let this stop you from making yourself known on issues and things that matter. Having no voice pertaining to certain things that your business stands behind could be worse than a few people disagreeing with your own beliefs. Be proud of who you are and represent as a business, but make sure that you know what image you're crafting as a result.

### **Use automation sparingly**

Social is still about relationships. Automating certain aspects of your social media updating can be good for both continued social media engagement and for your own time of day. For example, OutboundEngine customers enjoy automated social media updates to their business pages about a dozen times a month. This keeps fresh content in front of their clients and frees up their time throughout the day. But with this, they're still able to post on their own, tweet, share, and communicate with their audience, and encouraged to do so.

### **Be a friend to get a friend**

See someone ask a question on Twitter that you know the answer to? Send them a reply! Is one of your Facebook friends asking for a recommendation for a realtor? Recommend your friend's business page. Did you write a helpful post on your blog? Ask for feedback from your LinkedIn network. Build connections online just how you would in person.

### **Transparency is the ultimate form of trustworthiness**

Should you run into an issue that causes a flurry of activity on social media, the worst thing you can do is try and hide from the issue. Never delete comments, try and respond the best you can, and don't become defensive. Work to resolve the issue and let those that cared about it online know when it is solved.

### **Engage in constructive introspection**

Always ask yourself "Does anyone care about this except me?" and you'll really find out whether or not your social media posts are hitting the mark. Again, this goes back to listening first, posting second. Make sure you're sharing things that your audience cares about.

### **Share without any intention of getting something in return**

Remember this especially if you're just starting out. Just because you're doing something on social media, doesn't mean it matters yet. Just like starting out with your business, things were slow at first until you made connections, built up a reputation, and got a handle on things. Same goes for your social media accounts.



### **Be generous and give credit when credit is due**

This is especially true on Twitter. Nobody likes it when you steal a good update. Take the time to find their Twitter handle and mention them in a tweet. Send out thank-you tweets to people whose work you enjoy. You'll make some great connections.

### **Match the right content to the right network**

You should be mindful of the tone of each network. Just because you're on Facebook, LinkedIn, and Twitter and you find a really cool article to share, doesn't mean that it belongs on each network. You'll learn in a short time what sort of things gets shared on each network. You've also got to realize that the same message you used on Facebook might need to be dressed up a little bit more when shared to LinkedIn. Keep the tone of each network in mind as well.

### **Act how you'd like to be treated**

If you find it annoying when a Facebook Business Page continually posts updates about their store hours or if you follow a Twitter account that continually send out the same tweet in all caps, remember not to do the same. It's just good to keep in mind.

## **3. How not to use social media**

How should you not use social media? There are a million ways you can go wrong. For instance, you should avoid sending out potentially offensive tweets, and you should avoid engaging in any aggressive online debate that could embarrass you in front of co-workers or family members. Other examples of poor social media use seem relatively innocuous, but can cause serious damage.

### **Don't have multiple profiles**

Just as hard as it is to try and live two separate lives, so it is to manage multiple profiles of yourself. This doesn't mean that everything is all or nothing and you have to live your life as an open book. But it does mean that if you're going to be on a particular network that you familiarize yourself with the security settings so you can know what you're posting publicly and privately.

### **Don't try to be everywhere all the time**

If you have a few free hours every day, then by all means, try every social network out there. But let's be realistic, that's not the case. Don't spread yourself too thin. Pick one or two social networks for starters and go from there. Personally, I'd recommend building a personal profile on LinkedIn and a Facebook Business Page.

### **Don't be needy**

No one likes someone who is needy. Don't ask your Twitter followers to "retweet this

tweet please”. Don’t beg your Facebook friends to come “Like” your page. Get creative with things. You can still accomplish those tasks, but learn how to disguise them.

### **Don’t be spammy**

Just because you get a follower on Twitter doesn’t mean they’re a real person. Do your homework. If they’re following 20,000 people and have zero followers, chances are they’re garbage. And please don’t click on any links they might send to you. On the other side of that coin, don’t join 20 groups on LinkedIn and go post the same self-promotional message in all of them, and then leave. That’s just rude!

### **Don’t over-share**

At that same token of consistency, don’t over-share. With Twitter, you can tweet a half dozen times per day and be fine. With Facebook Business Page, once a day should be enough. The same goes for LinkedIn, too.

### **Avoid poor grammar and spelling**

Nothing makes you look sillier than bad grammar and spelling. Word of advice: prepare your social media updates in a Word doc. before going public just to make sure it’s correct.

### **Have a direction for your sharing, don’t be all over the place, and build consistency**

Find a direction and stick to it. People don’t like having the rug pulled out from underneath them when it comes to what they are expecting. If you like sharing cool DIY things around the house and one day decide to share something unrelated, you’ll have some confused and upset followers.

### **Stop sharing the same message again and again**

It’s definitely lazy and in poor taste to take the same status update, tweet, or LinkedIn post and continue to share it over and over again. First of all, all social networks are smart enough to see the repetition and they’ll start showing your post to less and less people. Secondly, it’s just a bad way to label yourself as lazy and spammy.

### **Stay away from Auto-DM’s**

As you learn more about social networks, you’ll learn about things other people do and tools that they use. When the time comes and you think you should send new Twitter followers an automated direct message (DM)... please don’t. It’s tacky.

### **Don’t automate across platforms**

Twitter has a feature that allows you to share your tweets to Facebook, simultaneously. You can also tweet out your LinkedIn status updates as well. Stay away from this multi-



channel messaging feature and you'll be fine. Take the extra 30 seconds it takes and write an original message for each channel.



## New Words and Expressions

- ① **transaction** /træn'zækʃən/ *n.* A transaction is a piece of business, for example, an act of buying or selling something. 交易  
—The transaction is completed by payment of the fee.  
本次交易在支付费用之后就完成了。
- ② **abrupt** /ə'brʌpt/ *adj.* An abrupt change or action is very sudden, often in a way that is unpleasant. 骤然的  
—Rosie's idyllic world came to an abrupt end when her parents' marriage broke up.  
当她的父母婚姻破裂后, 罗茜田园诗一般的世界骤然结束了。
- ③ **distinctive** /dɪ'stɪŋktɪv/ *adj.* Something that is distinctive has a special quality or feature which makes it easily recognizable and different from other things of the same type. 与众不同的, 有特色的  
—During the festival and celebration, you can appreciate the music and dance with distinctive features.  
在节日和庆祝日期间, 你可以欣赏到这些与众不同的音乐和舞蹈。
- ④ **patron** /'peɪtrən/ *n.* The patrons of a place such as a bar or hotel are its customers. (酒吧、酒店等的) 顾客  
—Few patrons of a high-priced hotel can be led to expect anything other than luxury service.  
高价酒店的顾客几乎没有人会被引导去期待奢侈服务以外的任何东西。
- ⑤ **disruption** /dɪs'rʌpʃən/ *n.* When there is disruption of an event, system, or process, it is prevented from continuing or operating in a normal way. 妨碍; 扰乱  
—The plan was designed to ensure disruption to business was kept to a minimum.  
该计划旨在确保对业务的妨碍保持在最低限度。
- ⑥ **secluded** /sɪ'kluːdɪd/ *adj.* A secluded place is quiet and private. 僻静的  
—We were tucked away in a secluded corner of the room.  
我们被塞进了那个房间一个僻静的角落里。
- ⑦ **ambient** /'æmbiənt/ *adj.* Ambient sound or light is the sound or light which is all around you. (声音或光线) 环绕的  
—Jets and winds of particles emitted from this star are also pushing away ambient gas and dust.  
喷射物和粒子风从这颗恒星中射出, 同样将其周围的气体和尘埃驱走。

- ⑧ **divulge** /daɪ'vʌldʒ/ *v.* If you divulge a piece of secret or private information, you tell it to someone. 泄露  
—Officials refuse to divulge details of the negotiations.  
官员们拒绝透露谈判的细节。
- ⑨ **jurisdiction** /,dʒʊərɪs'dɪkjən/ *n.* Jurisdiction is the power that a court of law or an official has to carry out legal judgments or to enforce laws. 司法权；管辖权  
—The British police have no jurisdiction over foreign bank accounts.  
英国警方对外国银行的账户没有司法管辖权。
- ⑩ **exclamation** /,eksklə'meɪʃən/ *n.* An exclamation is a sound, word, or sentence that is spoken suddenly, loudly, or emphatically and that expresses excitement, admiration, shock, or anger. 惊叫；感叹  
—Sue gave an exclamation as we got a clear sight of the house.  
我们清晰地看到房子时，苏发出了一声惊叫。
- ⑪ **abbreviation** /ə,bri:vi'eɪʃən/ *n.* An abbreviation is a short form of a word or phrase, made by leaving out some of the letters or by using only the first letter of each word. 缩写  
—The abbreviation for Kansas is KS.  
Kansas的缩写是KS。
- ⑫ **spam** /spæm/ *v.* In computing, to spam people or organizations means to send unwanted e-mail to a large number of them, usually as advertising. 群发垃圾邮件  
—The computer hacker develops a program that let him spam the newspapers.  
这个电脑黑客设计了一个能够向各家报纸群发垃圾邮件的程序。
- ⑬ **exasperate** /ɪg'zɑ:spəreɪt/ *v.* If someone or something exasperates you, they annoy you and make you feel frustrated or upset. 触怒，激怒  
—After something like that, it seemed unrealistic for him to, for example, let Sheldon exasperate him the way he did before.  
在这种事情之后，谢尔顿也不能像以前那样激怒他了。
- ⑭ **array** /ə'reɪ/ *n.* An array of different things or people is a large number or wide range of them. 大量；各种  
—As the deadline approached she experienced a bewildering array of emotions.  
随着最后期限的临近，她的心绪变得纷繁复杂起来。
- ⑮ **avalanche** /'ævələ:nʃ/ *n.* a large mass of snow, ice, and rocks that falls down the side of a mountain 雪崩  
—Two skiers were killed in the avalanche.  
两名滑雪者在雪崩中丧生。
- ⑯ **explode** /ɪk'spləʊd/ *v.* to suddenly increase greatly in number, amount, or degree 急剧增长  
—Florida's population exploded after World War II.  
第二次世界大战后，佛罗里达州的人口急剧增长。



## Business Etiquette Tips: Creating Proper Business E-mail Signatures

Knowing how to create proper e-mail signatures for both business and personal use is an important form of electronic correspondence etiquette which should be correctly observed depending on who you are communicating with. A properly created e-mail signature provides the e-mail recipient with appropriate information about the sender. Certain information that you may wish to share with friends and personal acquaintances is not relevant or appropriate for business correspondence, and vice versa. Here's what you need to remember so you don't mess up the tone of every e-mail you send.

### How to create a business e-mail signature

The purpose of a business e-mail signature is to provide relevant contact details for the sender, and typically includes the sender's name, position in the company, e-mail address, telephone number and website details. It should be short and to the point (3 to 4 lines long is generally sufficient.). The e-mail signature should be distinct and separate to the main body of the e-mail, which can be achieved by using a different font, color or separator. It is acceptable to include a small company logo as part of a business e-mail signature, but the entire signature should not be an image. Images increase the size of the e-mail and may affect delivery speed and loading times. It also goes without saying that the information should be correctly spelled, formatted, and factually accurate. If you don't have an official job title in your company, don't make one up!

Business e-mail signatures should not include your personal or home contact details, or any superfluous or frivolous information. This doesn't mean that your business signature should be devoid of personality—just remember that the tone of signature should reflect the tone of the business relationship. If you're a serious business professional then it's unlikely that animated Gravatars as part of your business e-mail signature will give the right impression to clients or business partners. Common sense should prevail—more creative types may wish to include a funny quotation in their signature if it's in keeping with their line of work. Social media links to LinkedIn or Twitter are fine if those accounts are used solely for business purposes.

### Create a second business e-mail signature for replies

This is a great tip for those long-winded threads where people continually reply back and forth. Create a short signature that may include your name and position title or a single contact method, preferably a phone number. I actually prefer to use no signature at all and just sign off with my first name. Long signatures take up space and make it harder to find important information. It also seems ignorant or self-promoting to use long signatures for short replies. Only use your full signature with your contact info, etc. for the initial e-mail.



## Situational Dialogue on Taking a Message

*Rachel works in Janson Wine Importers in New York. One day she received a phone call from a customer.*

**Rachel:** Janson Wine Importers. Good Morning. How can I help you?

**Customer:** Could I speak to Mr. Adams, please?

**Rachel:** Who's calling please?

**Customer:** This is Anna Beare.

**Rachel:** Sorry, I didn't catch your name.

**Customer:** Anna Beare. That's B-E-A-R-E.

**Rachel:** Thank you. And where are you calling from?

**Customer:** Sun Soaked Vineyards.

**Rachel:** OK, Ms. Beare. I'll try and put you through. ... I'm sorry but the line's busy. Would you like to hold?

**Customer:** Oh, that's a shame. This concerns an upcoming shipment and it's rather urgent.

**Rachel:** He should be free in half an hour. Would you like to call back?

**Customer:** I'm afraid I'll be in a meeting. Could I leave a message?

**Rachel:** Certainly.

**Customer:** Could you tell Mr. Adams that our shipment will be postponed and that the 200 cases ordered should arrive next Monday.

**Rachel:** Shipment delayed... arriving next Monday.

**Customer:** Yes, and could you ask him to call me back when the shipment arrives?

**Rachel:** Certainly. Could you give me your number please?

**Customer:** Yes, it's 503-589-9087.

**Rachel:** That's 503-589-9087.

**Customer:** Yes, that's right. Thanks for your help. Goodbye.

**Rachel:** Goodbye.



## Exercises

### I. Read the statements below based on the text, decide whether they are true or not. Mark "T" for true and "F" for false.

1. When making phone calls, one should speak loudly to make sure that he/she is being heard, regardless of the surroundings.
2. It's not safe to talk on the phone while you are driving.
3. In public spaces, people are often seen using a smart phone to text someone or look something up online.
4. It is considered polite to use your smart phones as flashlights in the movie theater.
5. People often decide whether to open an e-mail based on the subject line. It's important to choose a direct, clear subject line.
6. Miscommunication can easily occur due to cultural differences, especially in the writing form when we can't see each other's body language.
7. You should not reply to an e-mail that is not intended for you, for it is a waste of your time.
8. One way to protect others' privacy when e-mailing a large number of people, is to paste their addresses in the CC field of your e-mail program.
9. Social media is the collective of online communications channels dedicated to interaction, content-sharing and collaboration.
10. You can share everything that you like on the social media, because it's your own rights. You don't have to concern someone else's interests and feelings.

### II. Fill in the blanks with the right forms of words in the box.

secluded transaction distinctive jurisdiction explode

1. The device was thrown at an army patrol but failed to \_\_\_\_\_.
2. The economist's research has offered new insights on how \_\_\_\_\_ costs determine the boundaries of the firm.
3. He's 80 years old now and lives a very \_\_\_\_\_ life.
4. Of course, the root and the main current of any culture must bear its own \_\_\_\_\_ national features.
5. It is a principle of first importance that federal courts are courts of limited \_\_\_\_\_.

### III. Translate the following paragraph into Chinese.

The first and most important point concerning the professional use of the telephone is the attitude towards any caller. The telephone is the lifeline of the company with the outside world, and those who call in should be considered potential business prospects. However, customers are not nameless, faceless voices; they are people who enjoy being and deserve to be treated courteously and fairly. Everyone who uses an office telephone should remember that a friendly, helpful, and efficient call can make the difference between success and failure with the caller. Once this is appreciated, a business office can operate at its full potential.

### IV. Translate the following paragraph into English.

似乎就在不久前，人们还梦想着虚拟现实。很多人因为缺乏沟通，难以从网络上获取充足的信息资源而苦恼。随着时间的推移，信息技术的发展也进入了一个新的阶段。如今，网络提供了各种各样的社交媒体和 autres 的信息渠道，人际沟通和娱乐很大程度上已经被虚拟的网络所取代。每天，人们花费大量时间浏览社交网站，玩电脑游戏，以及和网友聊天。

### V. Case study.

#### Facebook Has Changed the Lifestyle

Mrs. Grayson works as an accountant in a company. She is fond of social media, especially the Facebook, which has grown on her over the past year. Social media feels like a place where she can just be herself and say things off the cuff. People often say things they wouldn't typically say in public. (But unless all your accounts are private, what you're saying is most definitely in public. Deleting tweets and updates doesn't always solve the problem.) For her, Facebook is primarily about sharing images and connecting with people in a way that's less about short witty sentences and more about stories, ideas and deeper thought. She has also chosen to keep a personal private account, and she's so glad she has that outlet to be a bit less guarded with updates. She thinks it's important to respect people's privacy, and if they want to keep an account private for a reason, respect that.

Facebook is a place where she can make a lot of friends. Unlike some of Facebook users who seem to live and die by Facebook, if someone doesn't friend them, they think there's secretly a huge war brewing between them and this now former friend. Yet how could you expect an answer if you're sending someone a friend request without any note attached or you don't really know them? Mrs. Grayson thinks the right way to solve this problem is that you should explain who you are and whom you have in common, etc. If you want someone to "friend" you but don't take the time to explain who you are or why they should friend you back, don't be surprised if that request isn't granted. The "rejection" isn't always about you; it's often about that person just wanting a space to be themselves without needing to maintain



the boundaries expected by a work situation.

### Questions for discussion:

1. Why does Mrs. Grayson say that social media feels like a place where she can be herself?
2. Discuss with your classmates what you should do and what you should not do when you post things on social media, such as Facebook, Tweeter, etc.
3. How would you respond to someone who has declined your “friend” request?



### Joyful Moment

#### **A Billionaire and His Car**

A businessman walks into a bank in New York City and asks for the loan officer. He says he is going to Europe on business for two weeks and needs to borrow \$5,000. The bank officer says the bank will need some kind of security for such a loan. So the businessman hands over the keys to a Rolls Royce parked on the street in front of the bank.

Everything checks out, and the bank agrees to accept the car as collateral for the loan. An employee drives the Rolls into the bank's underground garage and parks it there. Two weeks later, the businessman returns, repays the \$5,000 and the interest, which comes to \$15.41.

The loan officer says, “We are very happy to have had your business, and this transaction has worked out very nicely, but we are a little puzzled. While you were away, we checked you out and found that you are a billionaire. What puzzles us is why would you bother to borrow \$5,000?”

The businessman replied, “Where else in New York can I park my car for two weeks for 15 bucks?”



## Business Telecommunication Etiquette Self-test

The following questions are based on the text we have learned. Read carefully and choose the most proper answer according to your understanding.

1. Cell phones have played an important role in our lives. However, there are times when their use can be annoying, and inappropriate in a business setting. So when you are making phone calls, you should not \_\_\_\_\_.
  - a. speak loudly when using your cell in public places
  - b. if you must drive and use your cell, use hand-free equipment
  - c. be sure ringtones are not offense, or are songs that contains lyrics that may be offensive
2. You are attending an important conference and the keynote speaker is making a speech. You should \_\_\_\_\_.
  - a. put the phone on the vibrate mode and return the call after the conference
  - b. take the phone under the table and keep your voice low so that you won't disturb other audience
3. You are having a business lunch when your phone rings. It is an important phone call that you have been waiting for days. So the polite way to handle this situation is \_\_\_\_\_.
  - a. take the call at the table and try to be quiet so you won't disturb the other diners during the call
  - b. turn your phone off completely and collect your voice mail messages afterward
  - c. tell your associates at lunch that you're expecting an important call, put your phone on vibrate mode and when the call does come, excuse yourself, leave the table and go to a place where no one can hear you. When you return to the table, thank your guest allowing you to take the call and don't apologize or talk about the nature of the call.
4. You are answering the phone in a business setting, which of these statements is an example of poor phone etiquette?
  - a. He is not in the office at the moment. Would you like to leave a message?
  - b. I don't know where he is.
  - c. I expect her shortly. Would you like to leave a message on her voice mail?
  - d. She is unavailable at the moment. Would you like to leave a message?



5. You are writing a business e-mail, which of the following is an example of good e-mail etiquette?
  - a. A proper, direct subject line is not a necessary part of business e-mail.
  - b. Use abbreviations as much as possible and pay no attention to the spelling and grammar.
  - c. Review the content of your e-mail prior to sending it out.
6. Jack works in an international company which is made of people from different backgrounds and cultures. Jack often communicates with his colleagues via e-mail. In order to build up a good relationship with his co-workers, Jack should \_\_\_\_\_.
  - a. respect others' culture and religion, and tailor his message depending on the receiver's cultural background
  - b. use some obscure words to imply some races are inferior to others and joke about others' skin color
7. If your client sent an e-mail to you accidentally and was expecting a reply, you should \_\_\_\_\_.
  - a. ignore the e-mail as you have so many other things to deal with
  - b. reply the e-mail politely, reminding the sender that the e-mail was sent to the wrong person
8. When you enter college or start a new school, it's a great idea to interact with your new peers through social media, such as Facebook. So you should \_\_\_\_\_.
  - a. join the group created for your class and send mass friend requests to every single person before the first day of classes
  - b. connect with your roommates through social media
  - c. post every detail about your college, including your class schedule
9. When you post pictures or words on the social media, you should \_\_\_\_\_.
  - a. post everything you want on the social media
  - b. be careful about the pictures or contents you post online because people make judgments based on what you post
10. Harry and Julia met on a charity ball. After the ball, Harry sent a friend request to Julia. Yet Julia didn't know who sent this message and she declined his friend request. What should Harry do?
  - a. Send the friend request again and tell Julia who he is this time.
  - b. Feel depressed and hold a grudge against Julia.



Unit

**Business Negotiating  
Etiquette**

**5**



## Lead-in

Politeness and consideration for others is like investing pennies and getting dollars back.

—Thomas Sowell, American economist



## Case Study

### Dressing Down in Business Negotiations?

Negotiators typically come to the table in **meticulously** tailored apparel and designer shoes. But as Dana Mattioli reports in a *Wall Street Journal* business article, those who are trying to **woo** business from an apparel company often end up dressing down at the bargaining table, for strategic reasons.

Lululemon Athletics, a famous yoga wear company, negotiated with banks for its IPO in 2007. As Mattioli recounts, deal teams from several banks were so eager to win the company's business that they showed up at meetings wearing "form-fitting yoga pants, track suit tops and sneakers".

One banker said of the experience, "It was pretty embarrassing, actually." His team didn't get a slice of the deal underwriting. Another bank, UBS AG, did, after presenting a "**flash mob**" yoga session with 75 of its employees in Central Park, all of them decked out in Lululemon.

Dressing in a potential client's brand is especially important because fashion CEOs "tend to have a **discerning** eye for detail and an **obsession** with who wears what", writes Mattioli. The founder of True Religion Jeans, Jeffrey Lubell, was impressed when banker Peter Comisar showed up at a meeting wearing his company's latest corduroys. That deal didn't go through, but Lubell sought out Comisar to represent the band years later when it was being sold.

Conversely, another banker found out she had lost a deal with a shoe retailer

because she had shown up wearing a competitor's shoes to a pitch meeting. She had realized her error on the way to the meeting, but it had been too early in the morning to shop for new shoes. Rarely do negotiation topics in business and the world of high fashion intersect, but the potential synergy for negotiation strategies and innovative bargaining techniques are too many to be passed up, as the above negotiation in business scenarios illustrate.

Wearing a negotiating counterpart's apparel or footwear to a negotiation scenario may seem like a **gimmick**. But "dressing to impress" for a negotiation sends subtle yet important messages: that you value and respect the company's products, recognize the importance of small gestures, and are flexible enough to conform to their norms. That's why bankers tend to dress down for meetings with Silicon Valley entrepreneurs and investors, writes Mattioli.

### Questions for discussion:

1. How important is proper dress for business negotiators?
2. In the above case, why all the bankers dressed in yoga clothing in a formal negotiation?
3. If you are going to negotiate an important deal with a fashion firm, would you dress in their brand or not? Why?



## Reading

### Text

### Business Negotiating Etiquette

Negotiation is a big part of sales and plays a very important role in every business section. Every prospect you meet wants the best deal possible, and some of them are very good at negotiating favorable terms for themselves. There are several factors to determine a successful negotiation, but good business negotiating etiquette can help you build trust and good relationships with your clients and business partners.

J. Paul Getty said, "You must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals." Good negotiation etiquette fosters mutual respect and results in a win-win deal. But as Getty points out, it also ensures that the other party will



be willing to negotiate with you again in the future.

Experienced negotiators may know negotiating etiquette well but it is necessary for new negotiators and businessmen to be familiar with business etiquette rules. All's fair in love and war, but when it comes to business it's important to understand basic negotiation etiquette.

Although there are no formal guidelines for negotiating, there is a generally accepted set of rules about negotiation etiquette that is designed to maintain civility and equity throughout the process. Here are a few common courtesies of negotiation that are widely accepted.

## I Etiquette Rules for Business Negotiations

### 1. General negotiating etiquette rules

#### Non-confrontational attitude

A negotiation shouldn't be seen as a confrontation. Both parties can be expected to advocate strongly for their positions, but the goal isn't a one-sided victory—it's a win-win outcome in which each party gains something from the relationship. Familiarize yourself with these negotiating etiquette rules and you'll have a much easier time of it.

“Attitude is everything.” Attitude can determine your success in business negotiations. Be confident, courteous, calm, and curious. Negotiating provokes strong emotions and emotion causes people to be subjective and can cloud a person's judgment. You have to stay calm at all times and remember to use a positive tone. Cultivating curiosity allows you to relax the situation, focus on the important issues and keep your emotions stable.

#### Advance notice

**Ambush**-style negotiations are unnecessary and generally not appreciated by the professional business community. Establish the time and details of the negotiation in advance to give both parties an opportunity to prepare.

Clearly communicate your needs. It's frustrating to negotiate with someone who is unwilling to clearly communicate what they need to get out of the relationship. Keeping your cards close to your chest is one thing; refusing to talk about your needs and interests is just rude.

#### Be fair

Inflexibility is not an attractive negotiation strategy. If you enter negotiations with a rigid negotiator that refuses compromise, you'll quickly irritate your negotiating partner and **sabotage** the entire process. Know your bottom line position, but be open to conversation and alternative outcomes.

### Be attentive

Sometimes negotiators can be very good at talking about what they want, but completely drop the ball when it comes to listening to what the other person wants to gain from the relationship. Good negotiators are excellent listeners who provide **ample** opportunities for their negotiating partners to express their ideas and concerns.

### Be professional

Some prospects, especially hardened negotiators, will use rudeness and hostility to try to **bludgeon** you into giving them what they want. Don't descend to their level. If you feel like you're becoming emotionally rattled or are losing control of the situation, call a halt and come back to your negotiation later. It's especially important to leave your emotions at the door when you're dealing with someone you know well, such as a long-time customer.

### End gracefully

Regardless of whether or not the negotiation ends successfully, it's importantly to end gracefully. If possible, try to **mitigate** any hard feelings and leave the door open for either further negotiations or future business opportunities with the other person.

## 2. Particular etiquette rules for importers and exporters

For international traders, who want to grow big and open to the world for business, etiquette rules for importers and exporters will help them communicate better with people from other cultures, including people in their own country.

### Stretch your mind and open your heart

Get out of your comfort zone. Prepare your heart and mind to do business with the world. Challenge yourself and your team to think more deeply about the impact you may have in another culture when you are about to do business there.

### Learn acceptance of others

When you are about to do business with a customer in another part of the world, communicate value, worth and esteem to that person. Communicate respect and dignity to each human being no matter their race, **creed** or color, or where they are based in the world.

### Be open and humble to others

Be both open and humble, or in other words, act in ways that people from other cultures perceive as humble. Being humble is the ability to communicate with others and make them feel safe. Yes, you are selling a product or service, but why not connect with customers in a way that is heartfelt and long-lasting? Work alongside your customers as equals to find and implement solutions.



### **Transition slowly into new and different cultures**

Transitioning slowly into new and different cultures will enable you to have heightened awareness of the business issues you will face in a new setting. This awareness will allow for realistic expectations and reduce the effects of any difficulties you will encounter in the transition.

At the same time, you will be able to manage the transition effectively and be able to build new, deep and long-lasting relationships.

### **Don't judge or make quick decisions**

Yes, we want to move fast on profitable business opportunities, but you must learn to slow down, even stop sometimes to evaluate your own feelings and the feelings of others, to suspend judgment and to ask “why” questions. Why are they taking so long to get back to me? Why are they so curt in their e-mail messages? Why do they keep asking me the same question over and over? Dig deep to fully understand your customers—look below the waterline—and suspend judgment on why they behave the way they do.

### **Build rapport with culturally diverse customers**

You may not understand your customer's language, but you can most certainly hire a translator or take a course in your spare time to better understand and communicate with your customer. Even if you make mistakes while learning their language, it's the effort that earns your customers' heart.

### **Plan ahead for unfamiliar cultural settings or a quick turns of events**

Set expectations, but realize you still must remain flexible if actual expectations are not met. A businessman once had a big business deal that was just about to take off and hit the sky with revenues and profitability only to find out within a month's time that the key person he had been communicating with suddenly became ill and needed to take a leave of absence to recover. Applying the “stretch your mind and open your heart” philosophy or etiquette rule, in this case, helped enormously in dealing with both the loss of potential business and the loss of communicating for a period of time with the key person.

Cross-cultural differences aren't right or wrong, they are just different. As soon as you recognize that, open your mind to cultural blind spots and adjust accordingly, everything else will fall into place in the global marketplace.

## **II Preparation for Business Negotiations**

### **1. As host negotiators**

Appoint a special reception team to be responsible for welcoming the guest negotiators. This team should prepare for every aspect of the approaching negotiation. They should do the following jobs:

**Gather the information of the guest negotiators and their company**

Information may include the number of negotiators, their positions, age, gender, even hobbies, and special eating habits, etc. The more you know, the more specific reception plan you can make.

**Draft a reception plan and negotiating agenda**

Deliver the agenda through e-mail or fax to the guest negotiating party before they arrive. Ask for their advice and make possible revisions. Explain to the guest party if their requirements can not be met.

**Meet guest negotiators and see them off**

Check with the guest negotiators about the time and place they arrive. Send staff to the airport or railway station earlier to wait for the guest party. Make sure you have sent people in similar position to the counterparts so that the guests may feel respected.

**Reserve the hotel and arrange accommodation**

Choose proper hotel with good meeting facilities and convenient transport. Book enough room for the guest negotiators in case there are more people than expected. You can cancel the reservation if there's extra room. Make clear if there are guests who have special dining habits or requirements. Arrange welcoming dinner or celebrating party if necessary.

**Arrange tourist sightseeing and shopping**

If time permits, you can prepare some sightseeing plan in case the guests are interested. Ask the guest if they need help when they want to visit around the city.

**Send small gifts when guest negotiators leave**

Gift giving is an important component of Chinese society. It is part of the relationship building in establishing the goodwill process. In China, gift giving is almost an art. Giving no gift at all can be better than giving the wrong gift. When doing business with foreigners, do research to understand what gifts are most appropriate, and when they are normally exchanged.

**2. As guest negotiators**

The first maxim to remember as you prepare to meet with your new associates comes from one of our own ancient empires: "When in Rome, do as the Romans do." The first golden rule of the global negotiator is the ability to be adaptable; to understand that people of different cultures do and perceive things differently. We need to learn to play by their rules, when on their turf, and it's their rules which count, not ours.

Respecting the host negotiating party does not mean that you have to follow the whole



negotiation agenda made by the host party. Guest negotiators can question any unreasonable arrangement and make their own proposals.

### III Dressing Etiquette for Business Negotiators

How to dress for a negotiation? For business negotiators, general appearance matters. The way we dress for a business meeting, the way we talk, and even the accessories we wear can influence the other party. A famous principle states that people must never be judged after their clothes, and while that's perfectly accurate, we must accentuate that general appearance is extremely important in the business world. Although the clothes we wear are not defining our personality, it's essential to look presentable if we want to gain the respect of our opponents.

#### 1. Stay away from synthetic materials

Negotiations are stressful, demanding, and sometimes unpleasant. Wearing clothes made of synthetic materials will make you feel even more uncomfortable. You'll probably start to sweat and that will make the other party think you're vulnerable. Always go for cotton because it's important to feel good in your own skin. The material is not expensive if you're not fond of famous brands, and it will help you feel happy in your own skin.

#### 2. Jeans and T-shirts are out of the question

Jeans and T-shirts are two words that shouldn't exist in the business world. Such casual attire must never be shown in front of your associates, employees, partners, and investors because they're not screaming confidence or professionalism. Keep T-shirts and jeans for your time off and never wear them at the office. It's important to dress appropriately for a negotiation because first appearances matter the most in this domain. However, if your counterpart is a casual clothing manufacturer, you may dress in their brand for strategic reasons as illustrated in the lead-in case.

#### 3. Grooming

Are you taking care of yourself? Whether you're a man or a woman, it's vital to look good in business. Men should be properly shaved every day and women should wear effortless make-up and casual accessories. As long as you dress neat and smart, your other party will only have words of admiration. Don't exaggerate and keep things simple if you want to make an excellent impression. Whether you're a salesperson, entrepreneur, or CEO, you might want to invest in your general appearance if you want people to trust you.

#### 4. Flashy accessories

Women love their accessories just as much as men. Shiny earrings, bracelets, statement necklaces, and **extravagant** shoes, are all great for a night out with friends but not for a business negotiation. Your outfit must denote trust and professionalism, not **opulence** and

wealth. Men may be extremely proud of their flashy Rolexes, but do you really think it's such a good idea to point it out in front of buyers who make roughly \$50,000 per year? Resume your attire to simple accessories such as casual bracelets and simple necklaces, and people will have more confidence.

### 5. Don't show too much skin

This rule addresses women who want to make an impression. Short skirts, deep low-cut dresses, and transparent blouses must never be worn at the office. It's impossible to make others trust your competences if your attire doesn't reflect professionalism. Stick to classic suits, skirts by the knee, and formal dresses only if you want to close a negotiation to your advantage. Whether you're thinking to ask for a raise or you have to deal with important sales, efficient negotiations can end up with great results if your trust outfits denotes **poise**.

The business world is like a fierce battlefield where only the best of the best will succeed. Office clothes may not reflect your bubbly personality but they're important for others. Customers, employees, and investors, must be treated with the utmost respect, and for that to happen a formal outfit is compulsory. An office dress code must be respected from head to toe if you want to make a good impression, so you might want to leave that expensive Pandora necklace at home while you're negotiating a business deal.

### 6. Unconventional dress may help

White shirts and black suit is the normal dress code in business negotiations, but sometimes other colors may also help. Wearing red in business can add a bit of style to your appearance. Replacing a classic white shirt with a red shirt showcases confidence, boldness and poise. Both men and women who are courageous enough to add a splash of color to their outfits have greater chances of closing great deals. The color red is a delight for the eye, so your counterparts will surely appreciate your tasteful choice in clothes. Colors have the power to influence our perceptions, so try some other colors in proper scenarios when you need to stand out.

What is the bottom line for your business negotiations? When you are a supplicant—trying to win over a prized client, for example—it pays to show your respect by dressing in formal business attire (or, if the client is a retailer, its products). But when the playing field is more level, you may actually gain status in your counterpart's eyes by letting your personality, and perhaps a bit of whimsy, shine through.

## IV Place and Time Etiquette for Negotiations

### 1. Choose the negotiation location and sites

When you are setting up a negotiation, the whereabouts in the country may not be your first thought, but the larger context can have a significant effect on the proceedings. Where



you are, sets the broader context of the feel of the place, whether it is inner city or outback countryside.

After you have settled on the location for the negotiation, the next choice is the building in which the negotiation will take place. Here are just a few of the places you can meet.

### **Company**

Company buildings are often convenient and may offer good general accommodation, but are invariably “your place or mine”, with the accompanying effects of defense, discomfort and so on. Many negotiations are best carried out on neutral territory, at least from one person’s point of view and certainly when you want to make it a collaborative experience.

### **Hotel**

Hotels are often a useful alternative as they provide meeting rooms and as much service as you care to pay for. They also are available anywhere, including in the countryside.

You can also choose different styles of hotel, from old-world leather-and-wood comfort to new-world efficiency and whiteboards. Again, make deliberate choice to suit your purpose.

### **Restaurant**

Restaurants provide a particularly useful environment for negotiation as food and wine relaxes and distracts people, lulling them into a comfortable place where you can coax them in the direction you want them to go.

If you are paying the bill, then going to a restaurant creates an exchange dynamic, where they feel obliged to give you something back after you have given them a nice meal.

Do remember to make the meal appropriate and fitting in with their culture. Too cheap and you imply they are not worth much. Too expensive and you make them feel coerced (against which they rebel). Also remember to check whether they are vegetarian or have dietary constraints—and pick an appropriate place.

### **Home**

You can even take the person into a home environment. Invite them to your place for a barbecue or evening meal. Stop by with them. Going home shows you to be a human—just like them. Giving them your food makes them feel a part of the family—with the obligation of family members.

Be careful, of course, that you match your home to their thoughts. Taking a 50-year-old single man into a house full of chaotic children can be a recipe for failure.

## **2. Arrange the negotiation room**

The room in which you negotiate is visible during the negotiation, so becomes particularly important. Pick it carefully and go there beforehand to ensure it is effectively set up. Also

remember the experience they gain when walking to the room. A stroll through a clean and efficient-looking office sets a different mood from walking through a noisy and dirty factory.

### Light

Light has a clear effect on people. Daylight is best for keeping them awake and fresh. Windows on two sides of the room will dispel shadows, allowing you to use natural light only. In particularly sunny climates, too much sunlight can be a bad thing, and window blinds may be necessary.

Where light is electric, tungsten lighting gives a warmer glow than the cold of efficient fluorescent lights. Colored shading of lights also can be used to control the hue.

Light can be directed, for example with spotlights for direct lighting and up-lighters and shades for indirect diffusion of light. Spots may be useful for working tables and diffuse light for the background.

### Space

The raw space in which you hold the negotiation can act to relax or press in on the negotiators. Generally, more space is better, although too much space can be **agoraphobic** or otherwise uncomfortable. Remember that many negotiations have elements of confidentiality about them and the room should thus feel private.

When there are several people in the negotiation and when they are sitting around a table, remember that they need space to get up and not be squashed as they find their place.

Space alone does not completely set the feel of the place and a room that is small and with lower ceilings can be either cozy or **claustrophobic**, depending on other factors such as light and color.

### Communication space

Sometimes having a flip chart or whiteboard where ideas can be penned and impromptu presentations made can be useful. As appropriate, a computer, projector and screen may also be important tools to have at hand.

Sometimes even just empty space where people can stand, for example, when having coffee, is a useful addition—it is in these moments when they are relaxing that many are most susceptible to suggestion.

### Color

The colors of the walls have an effect on proceedings. White is cold and hard. Blues and greens are cool and natural. Reds and yellows are warm. Paintings and photographs on the wall create a more homely, relaxed environment.

Floors have a subtle effect, particularly in the amount of “bounce” they give. Softer,



thicker carpets are more relaxing. Hard tile floors jar the body and create echo when people speak (as do hard walls and ceilings). Wood floors are a nice compromise, giving the relaxation effect of natural materials.

### **Climate**

Don't forget the climate of a room. If it is hot and humid, people will become uncomfortable. This is usually undesirable, but sometime can be useful, for example, if you want to keep the negotiation short!

Control of climate, for example, through a HVAC (Heating, Ventilating and Air Conditioning) system can be useful. Remember to check and set this in plenty of time beforehand. In more primitive rooms, opening the window may be your only alternative.

## **3. Layout of the negotiation room**

The layout of the room in which you are holding the negotiation will affect how the negotiation proceeds.

### **Tables**

Tables are barriers between people (as are the arms of a chair) and hence act to separate. People often feel safer with a table in front of them as they "hide behind" it. Tables also hide the legs, which can give significant body language signals (in particular, showing tension) when the person is consciously controlling their arms and head.

Many rooms have tables in the center, with chairs around it. Think about the shape of the table being used in such circumstances. Round tables are "fair". Long tables have a place for a "chairperson". Square tables have corners you can sit across. An alternative for informal environment is small tables at the side of chairs. These give a place to put things without obstructing body language.

### **Chairs**

Chairs may be informal arm-chairs or formal "table" chairs. Informal chairs relax you and let you sit back. For intimate discussions, a sofa removes barriers between you and the other person and allows touching (as appropriate). Formal chairs sit you more upright, are easier to move and are more likely to make you lean forward.

Have enough chairs for everyone to sit, but get rid of many extras (unless you want to create a particular effect).

### **Refreshment**

Drinks and food may be at hand, to allow for breaks and keeping people comfortable. An alternative is to have food and/or drinks outside. This gives reason for getting out of the room. Food smells can be distracting and best kept out of the room.

### **Other furniture**

Other furniture, such as cupboards and bookshelves can make the room seem more homely. They can also hold reference material, should that be needed.

### **4. Negotiation room seating**

The positioning of the seats (or how you stand) during a negotiation will affect the proceedings as much as anything.

#### **Opposite = confrontation**

When you are seated opposite the other person, face to face, you are using a confrontational setting. This may be good for formal boss-subordinate situations or where you want to dominate the other person (particularly if you are higher or in a bigger, more comfortable chair).

Sitting across a desk provides the classic confrontational setting. It can be accentuated by having the desk at the back of the room, such that the person coming in must approach the “throne” and has no choice of seating.

#### **Angled = open conversation**

The most common body position for conversation is angled, often at 90 degrees to one another. This avoids the face-to-face confrontational element whilst also allows looking at the other person’s face. Sitting across a corner of a table or with chairs angled provides for this friendly positioning.

#### **Side-by-side = collaboration**

An even more collaborative seating position is in a side-by-side arrangement. This is particularly useful if you want to work together on something in front of you. This may be sitting at a table with paper or a computer. It may also be standing up at a whiteboard or flip-chart. The key theme is to engage them in an activity that makes them feel at one with you.

### **5. The right time to negotiate**

When you negotiate, time can have a significant effect on the proceedings of the negotiation, as it can affect how alert people are, how interested they are, etc. If you can choose when negotiations happen, you can thus influence how the proceedings will go. The time of day when negotiations happen affects how alert and attentive people are.

#### **Time of day**

##### ***Early morning***

First of all, negotiating is affected by the rest and wakefulness of the other person. If they are not fully awake, as many of us are not, then they will be less challenging in their



argument. If they are well-rested and awake, then you will have better attention.

Early in the morning, people are not so stressed by the rigors of the day, although they may be distracted and stressed by the thought of work to come. People who are stressed will think less about the negotiation, which may be a good or bad thing for you.

People are usually somewhat more alert after eating breakfast. A breakfast meeting can be useful, as it combines the act of waking up with the act of thinking. Even the sight of something to eat can wake them up. A cup of coffee or tea contains caffeine, which also serves to stimulate.

#### ***Late morning***

By late morning, the day is in full swing and either a sense of achievement and goodwill will have been developed by what has been done, or stress and frustration will have developed at what has not been done or the additional load that has been taken on.

Late morning, thoughts may be turning to lunch as the energy intake from breakfast is depleted and cognitive ability and attention span may be reduced.

#### ***Lunchtime***

At lunch, people are more relaxed and may be more open to discussion and negotiation. If you buy lunch for them, you will set up an exchange whereby they may concede more to you during the negotiation.

#### ***Early afternoon***

In the post-**prandial** period after lunch, we feel sleepy as our digestive systems have more need for blood than our brains. This less alert may be a period when we are susceptible to suggestion (or maybe just not interested in negotiation).

#### ***Late afternoon***

Later in the afternoon, we get the dual effect of energy from lunch and exhaustion from the day. If we are in a work environment, we may be watching the clock. Negotiation can be effective when people are eager to leave, as they will agree to anything to get out of the door!

#### ***Dinner***

Dinner is often a more relaxed affair than lunch, as there is typically no real effort afterwards and you can slide gently towards bed. This can make it a good time for subtle persuasion. Many proposals of marriage are, unsurprisingly, made over the dinner table. With a comfortably full stomach and seductively low lighting, we may be open to suggestions that we might otherwise reject.

#### ***Evening***

Before or after dinner, the evening may normally be spent relaxing with friends and family. In this comfortable and trusting environment we may feel ready to negotiate without

hurry, although if someone enters our home to sell, we may feel somewhat defensive.

Generally speaking, some people are more amenable and ready in the morning, whilst others are more ready in the afternoon or even evening. If you can identify the best time for negotiation with the other person, then you can achieve a more effective result.

### **Time of week**

As well as during the day, we are differently affected across the week.

#### ***Monday morning***

On Monday morning, we may be feeling a bit dozy (possibly good for negotiation) or grumpy. The week's work may be looming ahead or not yet arrived.

In other words, before you start to negotiate with someone on Monday morning, check whether they are grumpy and distracted or relaxed and ready. Then either flex your style to suit the other person or change the time to a period when the other person is more amenable to the negotiation.

#### ***Tuesday***

Tuesday is often a good day, particularly in the morning. The week is under way and people have got over any Monday blues, and have also not yet started to tire with the weight of the week's work.

#### ***Mid-week***

Wednesday can also be a good day, although the week may be beginning to weigh down on the person. The weekend may seem a long way off and the work may well be mounting up. On the other hand, the other person may also be in full flow and not yet slowing down for the weekend.

#### ***Thursday***

On Thursday, this effect can be exaggerated, with greater tiredness from work or excitement at the impending weekend which is now in sight. If the other person has goals to reach by the end of the week, then depending on how they are doing, they may be relaxed or anxious and focused.

#### ***Friday afternoon***

Friday afternoon has an even more exaggerated effect. The other person may be completely relaxed and either happy to negotiate or only too ready to put it off until after the weekend. They may also be working very hard to complete work for the end of the week, which can mean that you can get agreement to all kinds of things as they seek to get back to their main task.

#### ***Weekend***

At the weekend, people are often at their most relaxed. Domestic issues now take over



from work issues and negotiations about home aspects may be uppermost in their mind. Depending on the extent to which they take their work home, they may entertain work-related ideas or they may be completely switched off about work.

### **Other considerations**

#### *Attention availability*

When a person is engaged in some other activity or where they are otherwise distracted, then someone starting to negotiate with them requires attention that they do not want to give and is probably unwelcome. This may well trigger some form of fight-or-flight reaction.

If they are likely to fight, then negotiation is probably not a good idea and you should delay until they are more ready to listen to you.

If they have a flight reaction, then a typical response is satisficing, where they seek any solution to reduce the stress—including making concessions to you. Where their later regret or anger is unimportant to you, then this can be a lever you can use.

#### *Proximity to events*

When a significant event is looming, from holidays to a difficult task, then the proximity of this event can have a noticeable effect on the attention of the other person. If they have a short-term focus, right before the event is the best time. If they can imagine into the future, and most of us can, then reminding them of the impending event can create the attention you need.

The way people react here may well depend on how they forecast threats and their risk bias. When they are risk-seeking, then they may look forward to danger, and when they are risk-avoiding, then the thought of impending hazard will scare them silly.

## **6. Signing ceremony after negotiation**

A signing ceremony is a formal occasion at which a significant document is formally signed. Business signing ceremonies include contract signing, project agreement signing and the signing of other important business documents, etc. All ceremonies should be carefully planned, scripted, and managed.

### **Preparation for the signing ceremony**

- Arrange the signing hall.
- Make proper seating arrangement. For bilateral signing ceremony, side-by-side seating is the most common. The signing table is placed horizontal to the door and there are two chairs. All participants will be behind the table. The signatories sit in the middle and other staffs stand behind them. Remember guests should sit on the right side behind the signing table according to international business practices. For multilateral signing ceremonies, the signing table is the same, but there is one chair

behind the table. Each signatory will go to the signing table when it is his or her turn and then return to his or her original seat.

- Prepare the contracts to be signed.
- Prepare the champagne for celebration.
- Notify the guest party of the time and place of the signing ceremony.

### Signing process

- Announce the opening of the signing ceremony.
- Enter the signing hall.
- Sign one contract.
- Cosign the other contract.
- Exchange the signed documents and shake hands.
- Have a toast to celebrate.
- Take a group photo.
- Leave the signing hall in order.



### New Words and Expressions

- ① **meticulously** /mə'tɪkjələsli/ *adv.* very careful about small details 细致地，一丝不苟地  
—The flat had been meticulously cleaned.  
这间公寓被仔仔细细地打扫过了。
- ② **woo** /wu:/ *v.* to try to persuade someone to do something, such as buy something from you or work for you 争取  
—They wooed customers by offering low interest rates.  
他们通过提供低利率来争取顾客。
- ③ **flash mob** /flæʃ mɒb/ *n.* a group of people coordinated by e-mail to meet to perform some predetermined action at a particular place and time and then disperse quickly 快闪族  
—The *Harper's* senior editor engineered the first flash mob.  
这位《哈珀》月刊的资深编辑制造了最早的快闪族。
- ④ **discerning** /dɪ'sɜːnɪŋ/ *adj.* showing the ability to make good judgments, especially about art, music, style, etc. 有辨识能力的；眼光敏锐的  
—Even the most accomplished writers show their work-in-progress to discerning readers.  
即使最有造诣的作家也会展示他们创作中的作品给有鉴赏力的读者们看。
- ⑤ **obsession** /əb'sesjən/ *n.* an extreme unhealthy interest in something or worry about something, which stops you from thinking about anything else 迷恋，痴迷



—She would try to forget her obsession with Christopher.  
她会努力忘掉她对克里斯托弗的迷恋。

- ⑥ **gimmick** /'ɡɪmɪk/ *n.* a trick or something unusual that you do to make people notice someone or something to show disapproval 花招 (以表不满); 骗局

—It is just a public relations gimmick.  
这只是一种公关花招。

- ⑦ **ambush** /'æmbʊʃ/ *n.* a sudden attack on someone by people who have been hiding and waiting for them 伏击

—The predatory fish is famous for its “ambush” technique of grabbing prey from below.  
这种食肉鱼类因其从底部“埋伏”捕猎的高超技术而闻名。

- ⑧ **sabotage** /'sæbətɑ:ʒ/ *v.* deliberately prevent something from being successful 蓄意破坏; 阻挠

—He accused the opposition of doing everything they could to sabotage the election.  
他指责反对派不择手段阻挠选举的进行。

- ⑨ **ample** /'æmpəl/ *adj.* more than enough, sufficient 丰富的; 足够的, 充足的

—There will be ample opportunity to relax, swim and soak up some sun.  
你将会有充足的机会来放松、游泳和沐浴阳光。

- ⑩ **bludgeon** /'blʌdʒən/ *v.* to force someone to do something by making threats or arguing with them 恫吓; 猛烈攻击

—They bludgeoned me into testifying against my best friend.  
他们恐吓我作不利于我最好朋友的证词。

- ⑪ **mitigate** /'mɪtɪgeɪt/ *v.* to make something less unpleasant, serious, or painful 缓解, 减轻

—The new economic measures can help mitigate the effects of the recession.  
新的经济措施有助于减轻经济衰退的影响。

- ⑫ **creed** /kri:d/ *n.* a set of beliefs, principles, or opinions that strongly influence the way people live or work; religion 信条; 信仰

—The center is open to all, no matter what race or creed.  
该中心对所有人开放, 不论其种族与信仰。

- ⑬ **extravagant** /ɪk'strævəgənt/ *adj.* Someone who is extravagant spends more money than they can afford or uses more of something than is reasonable. 奢侈的; 浪费的

—Her aunt gave her an uncharacteristically extravagant gift.  
她的姑妈送了她一件贵得离谱的礼物。

- ⑭ **opulence** /'ɒpjələns/ *n.* wealth as evidenced by sumptuous living 财富; 富裕

—The extraordinary opulence of the financial super-class and the questionable means by which it was accrued are not accepted in the U.S. society.  
美国社会不能接受金融超级阶层的非凡财富和他们积累这些财富的方式。

- 15 **poise** /pɔɪz/ *n.* being calm, dignified, and self-controlled 镇定；镇静  
—What amazed him even more than her appearance was her poise.  
比她的长相更让他惊讶的是她的沉着镇定。
- 16 **agoraphobic** /,æɡərə'fəʊbɪk/ *adj.* fear of open or public places 恐旷症的；恐惧陌生环境的  
—For an agoraphobic person, it's a difficult and frightening experience.  
对于一个恐旷症患者而言，那是段艰难而可怕的经历。
- 17 **claustrophobic** /,klɔ:stɹə'fəʊbɪk/ *adj.* A claustrophobic place or situation makes you feel uncomfortable and unhappy because you are enclosed or restricted. 导致幽闭恐惧症的；幽闭恐怖的  
—The claustrophobic atmosphere there made people unhealthy.  
那里幽闭、令人恐惧的环境导致人们身体不健康。
- 18 **prandial** /'prændiəl/ *adj.* of or relating to a meal 膳食的  
—Dr. Walker has discovered that a post-prandial snooze can set the brain up for learning.  
沃克博士发现，餐后打个小盹儿会让头脑更清醒，学习更高效。



### Business Etiquette Tips: Serving Food at a Negotiation Meeting

If you are trying to work out a deal, is serving food a good idea to do during the negotiations? Is it true that sharing a meal together may make people more at ease and willing to hear each other?

The exact answer will be a “that depends”, as every decision about the environment and climate you create needs to take into account your context. Generally speaking, the more informal and less people present, the more collaborative your meeting will be. One of the big benefits will include information flowing more freely.

It is best to manage their expectations. So if you are hosting the meeting, best to let the other party know that you'll be serving food so that they don't come with full stomachs. This also gives you the opportunity to ask about their dietary preferences and restrictions (don't want to unwittingly poison anyone). You will do well to adjust the agenda to include time for eating and socializing.

One of the benefits to your serving food is that your blood sugar levels will be higher as a result. This should aid clearer thinking, and should mean less risk of rushing the meeting or stopping short due to hunger or low blood sugar levels.

Another benefit is your invoking reciprocity. You've fed them, so they feel obliged to you, i.e. they owe you. Social scientists have proven that we usually don't pay back in an equal amount, but often pay a disproportionately higher amount. For example, they may make concessions in the contract that are much more valuable than the price of the meal.



If you're serving food before the meeting, this will give you time to talk socially before getting into business proper. You can use this time to build a better relationship and get to know personal information that they might otherwise not share across a negotiation table. Many cultures place a heavy emphasis on building a relationship and getting to know each other before talking business.

If they decline because they are uncomfortable eating in your office at a business meeting, you could think about hosting your meeting at a restaurant, or preceding your meeting with a restaurant meal. A restaurant is neutral territory and is less formal, so it is likely they'll feel more relaxed and share more information.



### Situational Dialogue on Price Negotiation

*Company A, a Chinese exporter, is negotiating with its foreign client, Company B. The negotiation is held at the meeting room of Company A. Mr. He is the sales manager of Company A, and Mr. Smith is the purchasing manager of Company B.*

**Mr. He:** Welcome to our company, Mr. Smith. Please take your seat.

**Mr. Smith:** Thank you.

**Mr. He:** After attending our new product launch meeting, you must have a detailed idea about our products. Now please let me know what kinds of flowers you are interested. Here is the product catalogue. You can mark the items you like.

**Mr. Smith:** Yes, your flowers are pretty beautiful and leave me a deep impression. I have marked the items. Please have a look. I'd like to get the ball rolling by talking about the price. What prices will you offer for these I've marked?

**Mr. He:** Before we quote the price, please tell me how many you are going to buy.

**Mr. Smith:** For product No. 5 we'd like to purchase 1,000 units, No. 8, 2,000 units and 1,000 units for No. 10.

**Mr. He:** The usual price for No. 5 is \$20, for No. 8, \$30, and No. 10, \$40. They are all on the trade term of CIF London.

**Mr. Smith:** I think it's unacceptable for us. You know the market has shrunk a lot during the economic recession period.

**Mr. He:** We understand it, but you know these flowers are good value for money. They are newly cultivated after we tried a lot of experiments. I believe you know the cost we spent.

**Mr. Smith:** Yes, I know that. That is why I hope we can cooperate to open the market. If the price is reasonable, the large volume sales will be easy to reach, and that can

remedy your large cost, right?

**Mr. He:** Considering it's the first time we do business and long-term cooperation in future, we can cut 2 dollars for each, the price which we usual don't do.

**Mr. Smith:** ?? It makes no difference. We need more. To be frank, we want the price to be \$15, 25 and 35 for each kind.

**Mr. He:** No, I think you are kidding. That's a big cut, and it will make us have no returns.

**Mr. Smith:** Then how about \$16, 26 and 36?

**Mr. He:** That still leaves us a little of margin, but increase 500 hundreds units for each kind, we can make it.

**Mr. Smith:** OK, if you can guarantee the quality and fast delivery. Now let's have a rest and drink some coffee.



## Exercises

**I. Read the statements below based on the text, decide whether they are true or not. Mark "T" for true and "F" for false.**

1. Negotiators must try to make all the money that's in a deal.
2. Good business negotiating etiquette can help you build trust and good relationships with your clients.
3. The guest negotiating party should follow the whole negotiation agenda made by the host party.
4. Since companies want to move fast on profitable business opportunities, negotiators must make quick decisions regardless of the situation.
5. The way we dress for a business meeting, the way we talk, and even the accessories we wear can influence the other party.
6. Negotiators should dress in expensive clothes and wear luxury accessories.
7. The place and environment do not have impact on the performance of negotiators.
8. Many negotiations have elements of confidentiality about them and the negotiating room should thus feel private.
9. A side-by-side seating arrangement may be good for formal boss-subordinate situations or where you want to dominate the other person in the negotiation.
10. The time of day when negotiations happen affects how alert and attentive people are.



## II. Fill in the blanks with the right forms of words in the box.

ambush   poise   extravagant   sabotage   bludgeon

1. \_\_\_\_\_-style negotiations are unnecessary and generally not appreciated by the professional business community.
2. Inflexibility is not an attractive negotiation strategy which may \_\_\_\_\_ the entire process.
3. Her \_\_\_\_\_ in negotiations left deep impression on the board of directors.
4. The host negotiators tried to \_\_\_\_\_ the other party into concessions.
5. \_\_\_\_\_ accessories are not suitable for a business negotiation.

## III. Translate the following paragraph into Chinese.

Experienced negotiators may know negotiating etiquette well, but it is necessary for new negotiators and businessmen to be familiar with business etiquette rules. All's fair in love and war, but when it comes to business it's important to understand basic negotiation etiquette. Here are a few common courtesies of negotiation that are widely accepted.

## IV. Translate the following paragraph into English.

谈判是销售的主要环节之一，在各行各业中都有重要地位。你遇到的每一位潜在客户都想得到最优惠的交易条件，有些人非常擅长在谈判中为自己争取优惠条件。影响谈判成功的因素有很多，但是好的商务谈判礼仪可以帮你和客户及商业伙伴建立良好的关系和信任。

## V. Case study.

### What Was Wrong with the Signing Ceremony?

Mr. Li studied marketing in university and entered a large exporting company after graduation. He has been promoted to the sales manager recently because of his good working performance.

Last month, his company negotiated with an important American client on the development of a new product. Mr. Li was in charge of the negotiation. He had been preparing for the negotiation carefully in previous weeks. The negotiation processed smoothly due to the detailed plan designed by Mr. Li and the two negotiating parties reached an agreement finally.

The two companies decided to sign the contract and held a signing ceremony on last Friday. Mr. Li was responsible for the arrangement of the signing hall. When both parties entered the signing hall, the guest negotiators stopped and left the hall angrily. What was wrong? The host company checked the room setting carefully and found that the national flag

of the guest company had been placed on the left side of the signing table. The negotiation failed and Mr. Li was demoted to another position.

### Questions for discussion:

1. Why was the guest negotiating party angry?
2. Should Mr. Li be responsible for the failure of the deal?
3. Is there any other negotiating etiquette negotiators should pay attention to?



### Joyful Moment

#### A Real Bargain

After being away on business, Tim thought it would be nice to bring his wife a little gift.

"How about some perfume?" he asked the cosmetics clerk. She showed him a \$50.00 bottle.

"That's a bit much," said Tim, so she returned with a smaller bottle for \$30.00.

"That's still quite a bit," Tim complained.

Growing annoyed, the clerk brought out a tiny \$15.00 bottle.

"What I mean," said Tim, "is I'd like to see something really cheap."

The clerk handed him a mirror.



## Business Negotiating Etiquette Self-test

The following questions are based on the text we have learned. Read carefully and choose the most proper answer according to your understanding.

1. During business negotiations, one should treat an opponent with respect and consideration at all times.
  - a. True.



- b. False.
2. What is the goal of business negotiation?
  - a. To ensure our company always has a better outcome than our customers.
  - b. To ensure our customers always have a better outcome than our company.
  - c. To build good business relations with customers so that they will be more loyal to our company.
  - d. None of the above.
3. How do you measure a successful negotiation?
  - a. Win-Lose.
  - b. Lose-Win.
  - c. Win-Win.
  - d. None of the above.
4. It is important to know the needs of your negotiating counterparts. According to psychologist Abraham Maslow's Hierarchy of Needs, what is the highest need of individuals?
  - a. Security.
  - b. Affiliation.
  - c. Esteem.
  - d. Self-actualization.
5. The best way to handle an emotional client during a negotiation is to \_\_\_\_\_.
  - a. get out of the way and let the emotions run their course
  - b. use the emotional outburst as a negotiating tool to get the other side to make a concession
  - c. forcefully tell the client to get control
  - d. speak calmly to the client and nod in agreement until the client regains control
6. If a negotiation seems to be hitting an impasse, you could \_\_\_\_\_.
  - a. reiterate areas of agreement
  - b. break the area of disagreement into components and get agreement on one part at a time
  - c. remind the parties what they have to lose if the deal is not concluded
  - d. all of the above
7. If you want to show respect and courtesy, you should always compromise to keep the customer happy in business negotiations.
  - a. True.

- b. False.
8. When given an unacceptable proposal, you may \_\_\_\_\_.
- a. immediately reject the proposal
  - b. find several things wrong with the proposal and give reasons why it won't work
  - c. ask several questions about the proposal
  - d. ignore the proposal and present your own proposal instead





Unit

6

**Business Leisure  
Etiquette**



## Lead-in

**Etiquette means behaving yourself a little better than is absolutely essential.**

*—Will Cuppy, American humorist and literary critic*



## Case Study

### **The Poor Etiquette by Concert Goers**

Recently, I've read numerous media outlets, blogs and Twitterers decrying poor etiquette by concert goers. Lest you might think it is only here in Houston, check out this story from the U.K. Telegraph.

As I hopped from place to place, I found myself angered by these kids' betrayal of the punter/performer code of practice. They were throwing their drinks all over the place, crashing into each other, screaming, shouting, swearing, arguing, crying, taking pictures of each other, texting, phoning, admiring each other's clothes—the full gamut of youth cultural activity, except responding to the performance unfolding before them.

Sound familiar? I was at the movies last night and realized that concerts probably need the same kind of “don't text or use cell phones” announcement you see at the theater before the movie starts. Even the Alley Theater plays a recorded announcement before performances going so far as to ask that if you want to “partake of wrapped candy”, to do it now or wait until after, which always seems to illicit a chuckle from the audience.

Live music shows encourage, to a degree, rowdy behavior, but like a joke, it's only cool if you are laughing with the band, not at them. Maybe it's a symptom of our Attention Deficit Disorder society that seemingly requires constant stimulation or maybe we aren't taught this kind of etiquette. Whatever the case, just being polite should cover you well 9 times out of 10, assuming you can manage that one.

### Questions for discussion:

1. Do you have any similar experience at any concert or in the theater?
2. What will you do if you are annoyed in such a situation?
3. Can you give the audience some tips to avoid improper behaviors?



## Reading

### Text

### Overview of Leisure Etiquette

The role of etiquette has changed over the years. At one time, it served as an indicator of each person's proper station in life. Today, etiquette helps smooth the path of our daily activities, whether it's meeting others in our daily interactions, talking to someone on the phone, offering condolences properly or understanding how to talk to colleagues at a business conference.

This unit is an overview of today's leisure etiquette rules, updated for today's fast-paced lifestyles and ever-changing codes of conduct for work and leisure. You'll learn the rules of good behavior for today's most common leisure situations, including the common banquet etiquette and courtesies of ballroom dance and of audience for a live theater life. It will also go over the travel rules, from etiquette rules on the roads and for the tourists that many of us have forgotten or may not have learned.

#### I Banquet Etiquette

Business banquets play a very important role in establishing and strengthening business relationship. Good table manners can help you make good impression to others. Table manners refer to the etiquette used while eating, which may also include the appropriate use of utensils. Different cultures observe different rules for table manners. People who go to a formal Western dinner party for the first time may be surprised by table manners in Western culture. Knowing them will make you a popular guest. Table manners change over time and follow the fashion of the day. They are visible signals of the state of our manners and therefore are essential to professional success. The point of etiquette rules is to make you feel comfortable, not uncomfortable.

Chinese banquet can be divided into sub-types like state banquet, wedding banquet and feast, but any banquet, no matter what purpose it is out of, has only one form that everybody sits in a circle all round, sharing one table and common courses. In the West, however, from formal to informal, there are banquets (seated dinners), **buffet** dinners, luncheons, receptions,



cocktail parties, and tea parties, etc. Despite the different forms, basic table manners are the same and should be mastered.

Banquet is the most formal dinner form, which can be a seated dinner or a buffet dinner. A seated dinner usually begins at seven o'clock in the evening and offers a full set of courses and drinks.

A buffet dinner does not have seating arrangements but offers various dishes and drinks at the same time. Food is placed in a public area where the diners generally serve themselves. Buffets are offered at various places including hotels and many social events. Buffets usually have some hot dishes, so the term "cold Buffet" has been developed to refer to those with only cold dishes.

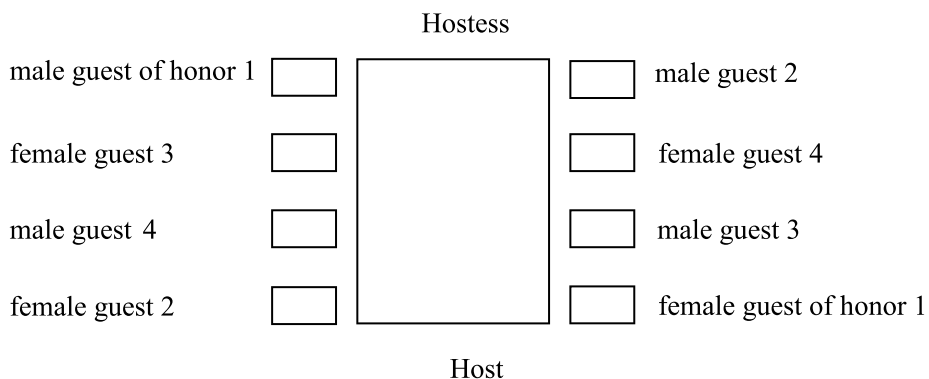
Luncheon, commonly abbreviated to lunch, is a midday meal and is generally smaller than dinner. A cocktail party is a party at which cocktails are served. It is sometimes called a cocktail reception.

### 1. Seating arrangement

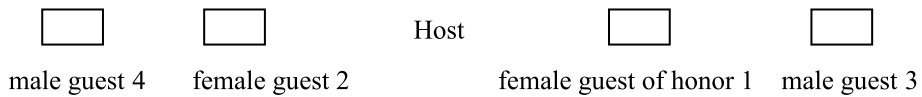
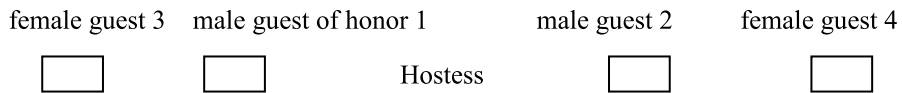
The male guest of honor sits on the hostess's right. The next important man sits on her left. The female guest of honor sits on the host's right. The second important woman sits on his left and so on.

Men and women should be alternately seated, and couples should be separated for socialization. There may be place cards at a formal dinner or your host/hostess may indicate where you should be seated. Males should seat females next to them and rise when ladies leave and return to the table.

The most traditional seating arrangement is long rectangular table seating with the host and hostess at the two ends.



Another seating arrangement for long table is with hostess and host sitting in the middle of the table as shown in the following chart.



**2. Guests of honor**

You will hear a lot about guests of honor in all the etiquette books. It sounds a little bit like people go around having parties for each other and honoring each other all the time. In fact, as you probably know, that isn't the case.

The guest of honor, meaning it in a more open sense, just refers to the guest who deserves the honor, or who you defer to. How do you decide who you should give the honors to? (For instance, this comes up in seating, and who orders first.) It's simple. For example, if you're with the boss' wife, she gets the honors. If you're with an older woman, she receives the honors. If you're with a senior woman in any way, give her the honors.

**3. Rule for serving**

The female guest of honor is served first. All food is served from the left, and all beverages from the right. When being served at a home, the server moves **counterclockwise**, or to the right.

The server serves with the left hand, and picks up with the right hand. Dishes can be removed from either side, and they should be removed singly, not stacked.

At a formal meal, there is always a plate in front of each person. The first is the service plate. The first course is placed on it, and when it is removed, the service plate remains. When the next course is served, the two plates are exchanged.

If you are taking things from a serving dish, the spoon goes under the food, and the fork, tines down, holds it from above to steady it. The tines are the teeth.

When putting food on your plate from a serving plate, the intent is to keep the food on the serving plate clean. If you use a serving utensil on your food, it isn't clean anymore.

Most people believe it's correct to put gravy right onto your meat or potatoes, so long as



the serving utensil does not touch the food. Not everyone agrees with this, so consider who you are with before you put the gravy directly onto your potatoes.

The table should have all plates and salt and pepper removed before dessert is served.

#### 4. Table manner

What are the Western table manners? The best way to learn good manners is to watch others. Observe the way your Western friends eat. This is the best way to avoid making mistakes when you are unsure of what to do. Here are some basic table manners that will help you.

##### Arrival

In China, people don't have certain standards about arrival time. Arrive earlier, on time or a little late is all allowed.

Most Westerners have a good hobby that they go to the party on time. If they have to go somewhere to have dinner with others, they must arrive on time. Usually, when they want to go to someone's home for dinner, they always get at about five minutes earlier. It isn't very polite for you to get much earlier, maybe the hostess is busy doing preparation and so it is not suitable for you to reach at that time.

- Take your invitation card with you and present it on arrival (if necessary).
- Do not overdress or use too much jewelry.
- Follow as directed by the receptionist.
- Be brief in greeting the host or hostess, so that your presence is noticed.
- With formal dinner, seating is invariably arranged beforehand and you will be ushered or shown to your seat.
- Make sure you have the correct seat.
- Socialize with the person next to you.
- Read the program.
- Avoid going in and out of the dining hall frequently.
- Talk softly.
- When the dishes start coming, do not rush and let the others at the table start first.
- Do not wear a hat at the dinner table.

##### Sitting posture

- Sit up straight at the table with your arms near your body.
- Sit in a relaxed and comfortable position, but do not "slouch".
- Don't put your elbows on the table, though it is generally acceptable to rest your forearms on the table.

- Bring the food up to your mouth. Do not lean down to your plate.
- Never tilt back your chair while at the table.
- Do not shake your legs while sitting or standing.

### **General etiquette at table**

- Do not talk with food in your mouth. Chew with your mouth closed.
- Say “Excuse me”, or “Excuse me. I’ll be right back.” before leaving the table.
- Refrain from coughing, sneezing or blowing nose at the table.
- Do not “play with” your food, or with your table utensils.
- Do not make loud or unusual noises while eating.
- Do not state that you are going to the restroom.
- Do not stare at anyone while he or she is eating.
- Never talk on your phone or text a friend at the table. If an urgent matter arises, apologize, excuse yourself, and step away from the table so your conversation does not disturb the others.
- Do not slurp your food or eat loudly.
- Try not to make noise with the cutlery, plates or glasses.
- Do not spit food into your napkin.
- Never wave or point your silverware while talking or sitting at the dinner table.
- Give your dinner partners on both sides equal opportunities for conversation.
- Do not smoke at the table.
- Do not make up or combing your hair at the table.
- Ignore mistakes made by the server.
- Do not show that you are a difficult or a fussy guest.
- Do not bite your nails or using toothpicks at the tables.

### **Eating soup and bread**

- Dip the spoon in the soup away from your body.
- Sip the liquid from the side of the spoon.
- Don’t put the whole spoon in your mouth.
- Take some butter and put it on the plate.
- Break a piece of bread off with your hand.
- Put some butter on the small piece.
- Don’t spread the butter over the whole piece of bread.



## Drinking

- Drinking too much when dining is very impolite and one of the most disliked behaviors.
- It is bad manners to drain a glass completely at a formal function.
- Drink soft drinks if you drive home after dinner.
- Don't drink white or red wine with an empty stomach.
- Don't start drinking the wine until the host says "cheers".
- Raise your glasses and only take a sip.
- No bottoms up except drinking beer.
- No drinking and eating at the same time.

## Helping yourself and refusing

If a servant passes food around, he will pass the dish in at your left hand so that you can conveniently serve yourself with your right hand. Never serve yourself while the dish is on your right; it is then the turn of your neighbor on the right.

At the table, ask others to pass you dishes that are out of your reach. Good phrases to know are: "Please pass me the..." or "Could you hand me the... please?"

Do not lean on your arm or elbow while eating. You may rest your hand and wrist on the edge of the table.

It is polite to take some of everything that is passed to you. But if there is something you may not like, you may quietly say: "No, thank you."

## Second helping

The hostess may or may not ask if you would like a second helping, according to the formality of the meal. If she does and you accept it, you should pass your plate to her or to the servant with the knife and fork still lying on it. Before asking for additional helpings, always consume the food on your plate first. When you have finished your meal, place your knife and fork side by side on the plate.

## 5. Conversation

Years ago at a formal affair, it was customary for the hostess to begin conversation at the table with the guest seated on her right. The guests followed suit, and in this way, no one was omitted from conversation. Halfway through the meal, the hostess directed her conversation to the guest seated on her left, and the guests did the same, a custom known as turning the table. Today the dinner table is no longer deliberately "turned", and a courteous guest makes sure he or she talks with the partners on both right and left sides.

A formal table is laid with several candelabra and multiple tall centerpieces that block

cross-table visibility and make conversation with those seated on the opposite side difficult. For ease of conversation at a formal affair, guests converse with their dinner partners and chat only briefly with those seated several places away (so the person in the middle does not have to lean backward). Do not yell to the ends of the table. You should speak in low tones but you do not have to act like you are in church or a public library. Dinner is meant to be enjoyed and the conversation is a fundamental part of that. But at an informal meal, because fewer courses are served and the table setting is simpler, cross-table visibility is not blocked and group conversation is encouraged.

Party conversation should be light, non-threatening and definitely fun. Give the person you're speaking to your undivided attention. Also, keep a mental check that you aren't talking too much yourself. You should give equal time to the person sitting on your left and your right. It can be difficult to talk easily with strangers but it is absolutely imperative that you do so that everyone can join in on the conversation. Unless you know every guest at the table very well, you should not discuss politics, religion, money, or sex at the table. You should also avoid any controversial subjects that may fall outside of the scope of those topics. Those are very interesting subjects, but they're also emotional. Dinner is meant to be enjoyed, not to be a forum for debate.

You may say, "Tell me about yourself." But don't ask "What do you do?" If you'd like to know how they're employed, and they didn't offer, you may ask, "What is your profession?" It may be considered impolite, however, since not everyone is employed. If they told you anything about themselves when you asked, they probably would have mentioned employment.

It is impolite to correct other people at anything, whether it is table manners, speech, or golf. Some people may appreciate a worthwhile comment, but be careful. The only time you should do so is when you are alone, you know the person very well, and you deliver the message with the utmost kindness.

When talking at the table, there should never be any food in your mouth. Remember the saying, "Don't talk with your mouth full!" Chew with your mouth closed, without talking. Guests should not draw attention to themselves by making unnecessary noise either with their mouth or with their silverware.

## **6. Thanks for service**

Each time service is provided at a multi-course meal, verbal acceptance is not necessary because it distracts from the conversation. Acceptance of the course is in itself thanks. But to refuse service, a verbal rejection of "No, thank you" is given. At a simple meal when a serving bowl is passed upon request, it is courteous for the receiver to say, "Thank you." It is not necessary for those who receive a dish in passage to say "Thank you".



### **Greeting a butler or maid at the table**

When a guest knows a maid or a butler, rather than draw attention to the fact and interrupt conversation, give a brief greeting, such as “Nice to see you”.

### **Complimenting the hostess on the food**

In the early twentieth century, even modest homes had help. Meals were prepared by a cook and it was impolite to compliment the hostess on the cuisine because it was inappropriate. Today, few people have help, hostesses delight in food preparation, and a compliment on the cuisine is appreciated. However, there are those who still hold that the conversation is more important than the food and a compliment on the menu or a particular course distracts from the discourse and is inappropriate at a party. The decision, therefore, is individual.

Today’s banquets are the contemporary equivalent of ancient feasts, and the goal remains much the same as in medieval times—to gather, to celebrate and perhaps more importantly, to impress. While little of the protocols of professional banquet serving recall the rules of feasts and celebrations of yore, understanding the basic etiquette of banquet serving goes a long way toward the goal of impressing the guests.

## **II Ballroom Dance Etiquette**

Whether you’ve been invited to a wedding where there will be dancing afterward, or you’ve decided to take up ballroom dance as a new pastime, it’s important to learn the ropes. Knowing the steps is only a small part of being a ballroom dancer. You also need to have proper etiquette, which includes knowing what to wear and how to behave on the dance floor.

### **1. Grooming and attire**

Make sure you take a shower, brush your teeth, and have breath mints. You will be in close quarters, and you don’t want people holding their breath when they are around you. Use a deodorant that is strong enough to last as long as you’ll be dancing. Avoid smoking if possible. If you must have a cigarette, go outside, but before you go back in, pop a breath mint. Remember that the smells will linger on your clothing and in your hair.

Before you go to the dance, find out what the dress code is. You don’t want to show up in jeans to a white tie affair. Make sure you are wearing comfortable shoes since you will be on your feet most of the time, but don’t wear sneakers.

### **2. Dance flow**

On most ballroom floors, you will be expected to move in a counterclockwise direction. If everyone complies, you aren’t as likely to bump into another couple. However, if you do, smile and apologize. This is not the place to have a chip on your shoulder and start a fight. Even if everyone moves in the same direction, you’ll have accidents. If you have a temper,

practice apologizing and saying “Excuse me”, before you leave your house so you won’t embarrass your partner or the other couple when it happens on the floor.

If you are a slow dancer, edge toward the center of the floor and leave the outer rim to the faster dancers. However, don’t go to the very center. That space is reserved for those who enjoy practicing fancier or more advanced steps.

Remember that everyone makes mistakes, and awkward moments happen. Try not to step on anyone else’s toes but have a good attitude if it happens. Smile, make a quick apology, and move on. Never accuse the other person for always being at fault. This makes you seem like an arrogant know-it-all.

### 3. Invitation to dance

In ballroom dance, it doesn’t matter who asks for the dance. It is perfectly acceptable for the man or the woman to approach the other. You don’t have to stay with your date either. Most dancers enjoy a variety of partners on the dance floor, so have an agreement with your date about how frequently you’ll dance with others.

Use appropriate language to ask someone to dance. Avoid using **cheesy** pickup lines at a ballroom event. Here are some easy and to-the-point ways to ask someone to dance: May I have this dance?/Would you care to dance?/Would you like to waltz?

When you attend a ballroom dance, it’s generally good form to accept a dance with anyone who asks unless you have a very good reason not to. If you have already promised the dance to someone else, you are thirsty, you need to catch your breath from the last dance, or your foot is swelling, the person asking will understand.

If you ask someone to dance, and he or she declines, smile and say, “Thank you. Maybe later.” Don’t be afraid to ask again. However, if you are turned down three times in one evening, **graciously** take the hint and don’t ask that person again.

### 4. Show appreciation

After the dance is over, thank the other person and applaud all the dancers. The man should walk the woman back to where she was before the dance started, even if she asked him to dance, unless she requests otherwise.

Acknowledge other people’s accomplishments. Praise your partner or another couple for executing a complicated ballroom step. If there is a competition, congratulate the winning couple.

In conclusion, dance is one of those activities that require social skills, and with those, you’ll need to learn the above proper rules of etiquette. Guys, the girls will love seeing you show off good manners, and ladies, the men will appreciate having someone show them how to behave on the dance floor.



### III Audience Etiquette for a Live Theater/Band Performance

It's very sad that the situation in the lead-in article often happens in our day and age. One would think that society has grown and matured over the years to the point where we wouldn't have to be told how to act around other people. Well it would seem that courtesy has been thrown out the window and a new day is dawning where people couldn't care less about others around them.

Although technology has improved our lives, it sometimes degrades our theater going experience. Take cell phones for example. Cell phone interruptions has become such a problem in theaters that the original "Please refrain from talking during the movie" slides that used to be shown before a film have now been replaced with "Please silence your cell phone". Unfortunately, people didn't respond very well to that because it was still happening on a consistent basis.

I want to discuss some of the issues facing the modern-day audience in a live theater or for a band performance and what they can do to make everyone's movie watching experience more enjoyable.

#### 1. Before you arrive

Be on time. Often in a live performance, audience members will not be admitted if they arrive late, because they disturb the performance both for the actors and other audience members. 15 minutes early will be appropriate.

Take care of personal need (drinks of water, or restroom) because you won't be able to leave your seat until the intermission or until the performance ends. No food or drink is allowed in the theater.

If it is an opening night of a performance, it is desirable to wear more formal clothes no matter when you attend.

#### 2. When you arrive

If your ticket has a row and seat number, the usher will check the number and show you to your assigned seat. Be sure to sit in the seat you are given so that you don't cause confusion for other audience members.

Read the printed program offered to you. Find the names and information about people who are performing and helping to put on the show.

#### 3. During the performance

Listen! This is important because you will be hearing actors perform live for you. It is important that you listen well so that you don't miss anything and so that you don't disturb others around you.

Respond! As for a live performance, your part is to let the actors know that you

appreciate the show. Remember to always respond respectfully and appropriately. If you don't like a band, you are well within your right to not clap or even heckle. I would not recommend it as it's rude and you're better off just taking your business elsewhere, but, it's a free country. If you actually like the band, however, don't just sit there. Clap, cheer, dance, **coax** others into doing the same. It's polite and you might even enjoy yourself.

Don't text constantly! Look, if all you want to do is sit somewhere and text all night or kill time on your smart phone, do it in a place that doesn't require you to ignore performers who are **busting** their tails to entertain you. No one cares if you check your phone or drop a note on Facebook on occasion, but if you are typing on your phone all night, don't be surprised if a drumstick comes sailing your direction... by accident, of course.

Don't talk loudly! We've all had that sitcom moment when shouting over a loud noise, suddenly, the noise stops and we are still shouting much to the dismay of everyone around us. It's embarrassing, but totally forgivable. However, if people can hear you talking or shouting over the music, you are too loud. If you are on your cell phone at the time, you really should just leave. The quieter the music, the more restraint is required to keep from interrupting a performance, but you're a big boy (or girl). You can do it. Think of the artist performing like a person talking directly to you. Talking over them is impolite and prevents you from hearing what they have to say or sing, as the case may be.

Without permission, don't take pictures or record!

#### 4. After the performance

In some performances, you might hear people applaud or cheer during the performance, and sometimes that's OK. But often the audience holds their applause until after the performance has ended.

Stay in your seat for the curtain call! At the end of the performance there is usually a curtain call. This is when the actors come on stage to receive your appreciation. Don't leave during the curtain call. Wait until it is over and then exit with the rest of the audience.

Stand and applaud if you really like the show! Standing ovation!

Going to a play is a special experience, one that you will remember for a long time. Everyone in the audience has been looking forward to seeing the performance. A production team puts in many hours and a lot of hard work to mount a performance for the audience. If you keep in mind common courtesy for your performers as well as your fellow audience members, everyone's theater experience will be optimized.

### IV Public Transportation Etiquette

Public transportation plays a pivotal role in moving people across the region every day. A comprehensive list of public transit etiquette and rules has been made that are widely accepted as courteous and respectful policies. This list is meant to help promote courteous



behavior on public transit as even the simplest of actions can ensure that everyone, including yourself, has a more enjoyable and positive transit experience. Taking transit means sharing a small space so it is important that all riders treat each other with both courtesy and respect.

### 1. Etiquette rules in the airport and on the airplane

If you have ever been inside an airport, you know how busy they can get around peak travel times. People are coming and going, greeting their loved ones, claiming their bags, going through security checks and checking in luggage at all times. An airport can be a very exciting place for kids and adults alike as it offers thoughts of flying away to far off destinations and worldwide adventures.

But how are you supposed to behave when in the airport? Some have years of experience, accepted the security changes and new technologies, and they have been traveling since they were small children, while others are new to the airport experience and have no idea what to do or how to act. Here are some airport etiquette tips on what to do and what not to do when stepping inside an airport.

#### What to do in the airport

- Show up on time for your flight and save yourself the **hassle** of a stressful check in. Set two or three alarm clocks and be there for the required amount of time before your departure. (Some flights require that you be there two or three hours early depending on where you are traveling to. Check the fine print of your ticket information.)
- If you have any liquids or sharp objects in your bags or carry-on luggage, make sure you remove them. Pack only what you need and leave things like sharp nail files, lighters and of course, carving knives at home.
- Listen to the airport crew, staff and security personnel at all times. Avoid keeping everyone delayed because you are having a bad day and want to **rant** and **rave** at the airport staff or check-in agent. Listen to directions and you will go through customs smoothly and stress-free!
- Make your luggage stand out such as a sticker or identifiable ribbon. A large majority of travelers have black suitcases, so personalize yours and you will find it much faster when you arrive in your destination.
- Pack important items such as medications, travel documents, entertainment, passports and anything else that is essential in your carry-on luggage. You will be thankful when you have your teen's MP3 player or book available for them at 36,000 feet in the air.
- If you are a taller person, ask for the emergency row in the plane. This can be a great relief if you are 6 feet or taller.

- Have a snack before your flight or take snacks on board. Shop in the airport store before you board and take a few light snacks like nuts and chips. Sometimes flights charge way too much for little snacks, so be prepared and budget-friendly.

### What not to do in the airport

- Don't drink a large amount of alcohol before your flight or you might not be able to board the plane. Airlines have strict rules on alcohol consumption and drunk passengers. If you are found to be **intoxicated** at the check-in desk or at the entrance to the plane, you may be escorted off and have to sober up in the lounge and book a new flight.
- No jokes about bombs, blowing up or terrorist attacks. It just isn't funny and parents should teach their kids not to make fun of these situations when in an airport. It is too risky and you may find that family vacation to Hawaii is delayed for a week because your family is held for questioning over a small bomb joke. Teach your kids not to use the B word in the airport.
- Never refuse a physical screening search if asked at security. Always comply with security personnel and do as they ask for a stress-free custom's experience. Do this in the airport you are departing from and in the one you arrive in.
- Never leave your baggage alone. Any unattended baggage will be taken away and searched for harmful items and any items of suspicion.
- Don't forget to keep your travel documents and government identification from your home country on you at all times. This includes carrying your families' as well. You never know when you may need to state who you are to an airline or security.

### 2. Etiquette rules on the metro or train

As someone who rides the train for an hour every day, twice a day, five days a week and occasionally on weekends, I have become nauseatingly familiar with the unwritten rules of the rails. They are not difficult to figure out. Anyone who is paying the slightest bit of attention to their surroundings or has a **modicum** of respect for their fellow human beings should be able to deduce the basics.

For example, when heading into a station or trying to escape from one, people usually stand on the right side of escalator. This is not some en masse form of street performance art. It is so that the lazy, the high-heeled, the elderly and the injured can get out of the way of the running-lates, the highly **caffeinated**, and the ambitious showoffs who feel the need to climb what are literally some of the tallest moving stairways in North America. Stand right, walk left, and keep your luggage, purses or overcoats on your side of the stair.

Once on the train, please do hold on. There is nothing worse than the three-hundred-pound guy who thinks he is too cool not to have balance and ends up cannon-balling down the



length of the train the moment the conductor stops short.

Also, just because there is a full-length poll in the middle of the train does not mean this is a good opportunity to do pull-ups, perform acrobatic feats, or practice the moves you learned. Just stand there like a normal human being and try not to embarrass those around you.

Do not sing. The metro is not a karaoke bar and no one on it is a scout. Keep the music in your head. Devices come with headphones for a reason—so that those around you are not subjected to your horrible taste in music. Sit down, shut up and save the singing for your shower.

Do not take up more than one seat. If the train is empty, you can spread out but the moment passengers start resembling sardines, pack it up and **scoot** over.

Do not putting on make-up (or cutting your nails) while riding for it can be distracting to other passengers. If you don't have time to put on your make-up today, you'll have to go without or apply it in your company's bathroom. And don't even think about shaving, flossing your teeth, plucking your eyebrows or clipping your nails en route. Those activities cause parts of your body, or items stuck in parts of your body, to go sailing into the air—where they may possibly land on an unsuspecting victim. Here's the simple truth: Grooming is for the bathroom or your own personal space. It's not something that's done in public. Or worse, on a sealed container with no way out, like a train.

Once inside, take a seat, grab a pole or find a spot to stand—but not directly in front of the doors. The only exception is if you're going to get off at the very next stop. Getting off in two stops? Back away, especially if you have a suitcase or big bag with you. If you don't, you'll be blocking those trying to get on and off at the next stop. If the train is so crowded that you're forced to stand next to the door anyway, get off at the next stop to allow others to disembark and then reboard.

This is not a dining car. If you're going to eat en route, bring something that doesn't smell or crumble. Some train or subway systems strictly prohibit any food or drink consumption. New York is one example. Others have exceptions. The Southeastern Pennsylvania Transportation Authority, for instance, allows noshing on light, small snacks as long as they're not made of cooked or prepared foods, which “don't mix with transit travel”. You can also drink from a container with a sturdy, resealable lid, but you can't quench your thirst if your beverage is in an open container or can. The reasons for these restrictions are pretty obvious. You may think your gyro, egg salad sandwich or steaming container of chicken curry is nothing but a delicious meal, but others may find the smell gross or stomach-churning. All the more so if you get jostled and the food tumbles onto them. Worse, if the train lurches and your Big Gulp dumps into your neighbor's lap, that person is not going to be very happy with you. In general, it's best to leave all food and drink at home. But if food is allowed, stick to items

like water in a closed water bottle and non-messy, non-smelly snacks like grapes or an energy bar. (But only one that doesn't crumble.)

Furthermore, if you are only going a few stops, don't sit down. You are causing unnecessary turmoil while people move to let you sit and then move again to let you out. Find a wall to lean against, hold your bag tight to your shoulder, and think of the extra calories you are burning.

Be the boss of your children. Kids tend to get very excited on shiny, fast-moving objects and unless you take some control of them, they will soon be running rampant, doing a red line rendition of *Lord of the Flies*. The trains are going to be extremely crowded so take their hands, take control and take some anti-bacterial gel. If your child gets uncomfortable, unruly or starts spewing some sort of bodily fluid, please get off at the next stop.

Finally, just remember that the number one rule is the golden rule. Be considerate toward your fellow man, be aware of your surroundings and just believe that someday or another, even with the transportation **hiccups** and the mass migrations, you will eventually make it to your destination.

## V Tourist Etiquette

Tell me, is it really that hard to put off disposing your empty chips packet till you reach a waste bin? Don't say "yes" in your head just to be contrary. Littering is not acceptable, especially not when you're in foreign territory. As a tourist, your top priorities are probably shopping, site-seeing and relaxing, basically treating yourself to a well-deserved break. However your enjoyment should not be causing discomfort to the local people or your fellow travelers. Don't be a nuisance! If you are just inherently unaware, we're here to help. Here are a few guidelines you can follow.

### 1. Culture etiquette

It's always a good idea to read up on the cultural norms and customs of the country you plan on visiting. Sometimes certain hand gestures you consider harmless may be considered rude in other cultures. For instance, sticking out your index and middle finger with your palm toward your face is viewed as being disrespectful in the U.K. A lot of cultures also have rigid rules regarding littering, smoking, spitting and even random things like chewing gum and eating sandwiches. It's apparently illegal to chew gum in Singapore and to eat sandwiches in public in Thailand. Although tourists are generally not expected to be familiar with customs, you should still be polite and respectful toward the local people. Lastly, please don't use phrases from the local language unless you are certain of the meaning, you might end up offending someone instead to bidding them a good night.



## 2. Photography etiquette

It's understandable that you want to take home memories of the places you visit. Yet you have to realize that some places and cultures do not welcome photography. I cannot stress enough on how important it is to follow the signs. It's not only discourteous but also very foolish to take photos inside sacred temples, shrines and mosques where the signs clearly warn tourists not to do so. Furthermore, remember to ask permission before taking photos of the "exotic" local people. Sometimes they'll expect financial appreciation in return for posing for a click.

## 3. No touching

Our hands produce oils and carry residue that can eventually damage art and artifacts if enough people touch the work. The same goes for the scenic elements. A good practice to teach your family about museums, galleries and historic property is "Never touch unless you are invited to do so." While some facilities make good use of "Do Not Touch" signage, we prefer to discuss it here. Once you enter the museum we want your reading to feed your imagination.



## New Words and Expressions

- ① **buffet** /'bʊfe/ *n.* a café, usually in a hotel or station 餐饮部, 小餐馆  
—We sat in the station buffet sipping tea.  
我们坐在车站的餐厅里喝茶。
- ② **counterclockwise** /,kaʊntə'klɒkwaɪz/ *adj.* 逆时针方向的  
—The dance moves in a counterclockwise direction.  
这支舞是按逆时针方向跳的。
- ③ **cheesy** /'tʃi:zi/ *adj.* cheap, unpleasant, or insincere (质量) 低劣的; 下等的  
—The King's Road was getting increasingly cheesy.  
国王路越来越俗气了。
- ④ **graciously** /'ɡreɪʃəsli/ *adv.* in a gracious or graceful manner 和谐地; 仁慈地; 雅致地  
—Accepting an award graciously requires some thought and preparation.  
欣然接受这个奖项需要一些思考和准备。
- ⑤ **coax** /kəʊks/ *v.* If you coax something such as information out of someone, you gently persuade them to give it to you. 连哄带劝地得到, 哄诱  
—The WPC talked yesterday of her role in trying to coax vital information from the young victim.  
昨天, 这名女警谈到自己在诱导年轻的受害人说出重要信息的过程中所起的作用。

- ⑥ **bust** /bʌst/ *v.* If you bust something, you break it or damage it so badly that it cannot be used. 打破, 打碎  
—They will have to bust the door to get him out.  
他们将不得不撞破门把他弄出来。
- ⑦ **hassle** /'hæsəl/ *n.* A hassle is a situation that is difficult and involves problems, effort, or arguments with people. 困难的事情; 麻烦的事情; 争论  
—Weddings are so much hassle that you need a good break afterwards.  
婚礼真是件折腾人的事, 办完后得好好休息才行。
- ⑧ **rant** /rænt/ *v.* If you say that someone rants, you mean that they talk loudly or angrily, and exaggerate or say foolish things. 咆哮, 大喊大叫; 夸夸其谈  
—As the boss began to rant, I stood up and went out.  
老板开始咆哮的时候, 我起身走了出去。
- ⑨ **rave** /reɪv/ *v.* If someone raves, they talk in an excited and uncontrolled way. 咆哮, 发狂地说; 胡言乱语  
—I don't rant and rave or throw tea cups.  
我不会大喊大叫或摔茶杯。
- ⑩ **intoxicated** /ɪn'tɒksɪkeɪtɪd/ *adj.* Someone who is intoxicated is drunk. 喝醉的  
—He appeared intoxicated, police said.  
他看上去喝醉了, 警察说。
- ⑪ **modicum** /'mɒdɪkəm/ *n.* A modicum of something, especially something that is good or desirable, is a reasonable but not large amount of it. (尤指好事或值得拥有的事物) 少量, 一点点  
—I'd like to think I've had a modicum of success.  
我倒觉得我取得了一点成绩。
- ⑫ **caffeinated** /'kæfneɪtɪd/ *adj.* 含咖啡因的  
—I avoid caffeinated drinks, such as tea, coffee, cola and chocolate, four hours before bed.  
我睡觉前 4 小时不会喝含有咖啡因的饮料, 如茶、咖啡、可乐及巧克力。
- ⑬ **scoot** /sku:t/ *v.* to leave a place quickly and suddenly 溜走; 迅速跑开  
—Sam scooted up the stairs.  
萨姆匆匆溜上了楼。
- ⑭ **hiccup** /'hɪkʌp/ *n.* You can refer to a small problem or difficulty as a hiccup, especially if it does not last very long or is easily put right. 暂时性的小问题; 短暂的停顿; 嗝, 连续地打嗝  
—Despite the occasional hiccup, they have had quite cordial relations.  
尽管偶尔出现一些小的磕碰, 他们一直保持着很友好的关系。



## Business Etiquette Tips: Museum Etiquette

Review the following simple guidelines and responsibilities with your partners prior to arriving at the museum.

- No food, beverages or chewing gum in the galleries. Leave them with the museum's front desk.  
WHY? Food, beverages and chewing gum can be harmful to the artwork.
- No backpacks or large objects in the galleries. Leave them with the museum's front desk.  
WHY? Backpacks and large objects can accidentally knock over or damage the artwork.
- Stay with your docent (guide) during the tour.  
WHY? Staying with your docent allows the group to stay focused and participate in the tour.
- No photographs in the galleries including those taken with cell phones maybe.  
WHY? The artwork does not always belong to the museum and photography can infringe upon copyright law and the artist's wishes. However, we sometimes get permission for visitors to use their cameras. Your docent will let you know if it is acceptable.
- No running in the galleries.  
WHY? It is dangerous for you and the artwork. The floors are slippery.
- Please take all phone calls outside of the museum.  
Students: please turn your phones off before the tour.
- Please do not lean on or against any structure, including sculptures, pedestals and walls.  
WHY? The walls and pedestals are meant to hold artwork, not the weight of a person. This can be dangerous for the person and artwork.
- Have a good time!  
WHY? Because museum can be a lot of fun!



### Situational Dialogue on Airport Etiquette

Now it's Kathy's turn to go through the security check. A security check agent talks with her.

**Agent:** Miss, please put your handbag onto the X-ray scanner.

**Kathy:** Oh, sure, here, I'm sorry.

**Agent:** Now step through this arch. Please step over here, Miss.

**Kathy:** Did I do something wrong? Is everything OK?

**Agent:** Don't worry. Are you carrying anything metallic on your person?

**Kathy:** Um, let's see. Oh, yes! My house keys.

**Agent:** Please put them into this plastic container and step again through the arch. Are you carrying anything else that contains metal, Miss?

**Kathy:** Maybe it's my bracelets.

**Agent:** Could be. Please remove them and put them with your keys.

**Kathy:** Sure, sure. There.

**Agent:** Now step again through the arch.

**Kathy:** Like this?

**Agent:** That's right. You're OK now. Don't forget your handbag, bracelets, and keys there, Miss.

**Kathy:** I won't. Thanks a lot.



### Exercises

**I. Read the statements below based on the text, decide whether they are true or not. Mark "T" for true, and "F" for false.**

1. Sit up straight at the table with your arms near your body when taking part in a banquet.
2. In a banquet, the table should have all plates and salt and pepper removed before dessert is served.
3. Westerners do not have a good hobby that they go to the party on time.
4. Refrain from coughing, sneezing or blowing nose at the table.
5. Pay attention to the mistakes made by the server.
6. Don't spread the butter over the whole piece of bread.



7. You can start drinking the wine until the host says “cheers”.
8. On most ballroom floors, you will be expected to move in a clockwise direction.
9. Make your luggage stand out such as a sticker or identifiable ribbon in the airport.
10. Don't drink a large amount of alcohol before your flight or you might not be able to board the plane.

## II. Fill in the blanks with the right forms of words in the box.

buffet    coax    hassle    intoxicated    modicum

1. He doesn't want the \_\_\_\_\_ all over again.
2. They should win, given a \_\_\_\_\_ of luck.
3. The government \_\_\_\_\_ them to give up their strike by promising them temporary residence permits.
4. At lunchtime, there's a choice between the \_\_\_\_\_ or the set menu.
5. They seem to have become \_\_\_\_\_ by their success.

## III. Translate the following paragraph into Chinese.

Many people dream of a job where they can travel from place to place, whether it's for a flying visit or an extended stay. Although most jobs involving travel aren't as glamorous as most people think, they do give you the opportunity to see the world. Sometimes you might only see it for a few minutes, but you still get to see it. If you've always wanted to travel the globe, there are more options than you might think to achieve your goals. Whether you want a career change or you're looking for your first proper job, try these industries for some ideas.

Working for an airline is an excellent idea if you want to travel. You might stay overnight or even for a day or two somewhere while you're working. But chances are you won't do a whole lot of exploring while you work. But if you work as a flight attendant or perhaps even a pilot, you probably will get free or discounted flights to help you see more of the world.

## IV. Translate the following paragraph into English.

当我们专注于负面情绪，而不是积极情绪时，我们常常会抱怨。写感恩日记，每晚写下你感恩的三件事。这个习惯将帮助你从感激的视角看到你的生活，而不是缺乏感恩之心。因此，你不再总是第一眼看到让你抱怨的那点事情。有些观点认为我们可以通过这种方式改变我们的脑化学，这个过程将有助于我们看到积极的一面。

## V. Case study.

### A Story at the Cinema

You and your buddies, all meet up at the local Cineplex, plop down your \$10 for an 8:00 p.m. showing of the latest blockbuster, *Super Robots from Outer Space*, and get a great seat midway up and close to the middle of the row. You don't bring any popcorn or candy, maybe just a drink (scratch that, no drink), the movie is two and half hours long and you don't want to miss anything by getting up for a 45-second trip to the bathroom.

Just as the lights go down and the trailers start to play, you see two shadowy figures emerge from the side tunnel and they are pushing a large object. Oh man, it's a stroller! There are empty seats to the left and right of you and you start thinking of a way to make it look like those seats are taken. You haven't played the lotto in years because your luck is worse than that guy who's been struck by lightning 7 times, so you just know they are going to sit next to you. Your fears are confirmed as they plop down in the seat right next to you. You take a brief glance at the stroller and don't see any movement. Whew! Crisis averted; the kid is asleep. Or is he?

Boom! The opening scene of the film blasts on the screen in full digital sound pumped out at 100 decibels. Now the slumbering rugrat is awake and he wants everyone to know it! You try to ignore the wailing and focus on the intense action on the screen but it's like someone kicking your chair the entire time. That type of displeasure just can't be ignored—at least not by everyone else in the theater. The parents have obviously learned the fine art of “parental ignoring” and are oblivious to the youngster's cries for attention.

#### Questions for discussion:

1. Is this a scenario that is familiar to you as a movie audience?
2. Describe your feeling and tell us what you would do when such a situation happened to you.
3. What should the parents do when similar things happened?



#### Joyful Moment

##### A Blessing in Disguise

A man was a butterfingers. He had been suffering from unemployment for months.

At last he found a job in a chinaware house. He had worked only a few days when he dropped a large vase.



The manager summoned him to the office and told him that money would be deducted from his wages every week until the vase was paid for. He asked: "How much did it cost?" "Five hundred dollars," said the manager. "Oh, that's wonderful," he said happily, "I'm so happy that I have got a steady job at last."



## Business Leisure Etiquette Self-test

The following questions are based on the text we have learned. Read carefully and choose the most proper answer according to your understanding.

1. Dropping your chopsticks in China is considered bad luck.
  - a. True.
  - b. False.
2. In the Middle East, which of these should you avoid when eating?
  - a. Drinking anything.
  - b. Eating with a full mouth.
  - c. Using your left hand.
3. With formal dinner, seating is invariably arranged beforehand and you will be ushered or shown to your seat.
  - a. True.
  - b. False.
4. In India, one should never offer someone food from their plate?
  - a. True.
  - b. False.
5. At a dinner in America, where will the guest of honor be seated?
  - a. To the left of the host.
  - b. To the right of the host.
  - c. Opposite the host.
6. Who pays for a meal in France?
  - a. Everyone shares it.

- b. Host.
  - c. Guest.
7. In South Korea, it is considered polite to \_\_\_\_\_.
- a. finish all the food on your plate
  - b. refuse offers of more food at least 3 times
  - c. pay for the meal even if you are the guest
8. In Belarus, what is the most popular drink at a business gathering?
- a. Wine.
  - b. Vodka.
  - c. Beer.
9. In Belgium, how many times should you raise your glass when toasting?
- a. Once.
  - b. Twice.
  - c. Thrice.
10. Which of these are Jews forbidden from eating?
- a. Duck.
  - b. Lobster.
  - c. Tuna.





**Unit**

**7**

**Cross-cultural  
Business Etiquette**



## Lead-in

If you don't prepare for cultural differences and anticipate them at the front end, they're a lot harder to deal with after the fact.

—*Jeanne M. Brett, professor of dispute resolution and negotiations*



## Case Study

### Entertaining Japanese Customers

A Grand Rapids, Michigan, export manager once entertained a group of valued Japanese customers. Knowing the Japanese propensity for gift giving, the American placed a small, boxed gift near each place setting at the dinner table. He had chosen a small Swiss penknife as his gift. After the group was seated, he insisted the guests open their presents. Each guest reluctantly opened his package, and the American executive was greeted with a stony silence.

### Questions for discussion:

1. What mistakes did the American export manager make in gift giving?
2. What do you think would be a better gift to the Japanese customers?



## Reading

### Text

## Overview of Cross-cultural Business Etiquette

Every culture is different, and has different styles of etiquette. Every day, deals are lost through misunderstandings, even between relatively similar cultures. These misunderstandings do not have to be huge to have an effect on your business—a poor first impression could leave your prospective partner or customer with a bad feeling. Knowing the right etiquette can help you avoid this and save you a great deal of wasted time and money.

Thinking of giving a clock as a gift to your client from China? You must be ignorant of the fact that clocks are associated with death or funerals in China. If you receive a gift in Japan, don't open it upon receiving it because that would be impolite. However, in Austria, do open your gift immediately otherwise you will be seen as being rude. In Japan, it is not only acceptable to slurp the noodles in your soup, but it's considered good table manners to do so because it shows that you are satisfied with what is served. On the other hand, if you're enjoying a nice bowl of soup in England, slurping is considered rude and would seem rather **uncouth**.

Oftentimes, cross-cultural business communication ends with a lot of frustration and misunderstandings. This can cost a business quite a lot of time, resources and money. If your business relies on resources from other countries or opportunities to expand abroad, you cannot afford to make such mistakes. In fact, knowing how to gracefully navigate visits to foreign markets and meetings with international counterparts can make a huge difference that will impact your long-term relationships and business opportunities. By reading up on a country's business etiquette, you will not only fit in better, but it also shows respect for the locals of the country. In this chapter, business etiquette in some countries are listed to both help readers avoid embarrassment as well as to hope they behave themselves nicely in the culture of their possible destination.

### **I Business Etiquette in the U.K.**

Supported by a long-established system of government and economic stability, the U.K. is an attractive base for overseas business. In order to operate successfully in the U.K. business environment, you should take some important issues into consideration both before and during your time there.

#### **1. Communication style**

The British are rather formal. Many from the older generation still prefer to work with people and companies they know or who are known to their associates. Younger



businesspeople do not need long-standing personal relationships before they do business with people. Nonetheless, networking and relationship building are often key to long-term business success.

The British have an interesting mix of communication styles including both understatement and direct communication. Many older businesspeople or those from the “upper class” rely heavily upon formal use of established protocol. When communicating with people, they see as equal to themselves in rank or class, the British are direct, but modest.

## 2. Greetings and introductions

A firm handshake (but not too firm) is the usual greeting for both men and women in professional situations. Many people will introduce themselves with their first name: this is a good indication that they would prefer you to use their first name when addressing them. If someone introduces themselves as “Mrs. Smith” or “Mr. Jones”, then you should use these forms until asked to use their first name. Generally speaking, it is best to remain formal on first contact in professional situations. Maintaining eye contact as you introduce yourself to someone is well-received, but don’t stare too much!

## 3. Meetings, presentations, and other business occasions

Time is highly valued in U.K. business, with wasted time being considered a wasted resource. Punctuality is therefore a very important trait, and almost everyone will either arrive on time or a few minutes early for a meeting.

Most meetings have specific objectives or topics of discussion, often indicated by the distribution of an agenda prior to the meeting itself. It is generally assumed that discussion will stick to the agenda, perhaps after an informal chat at the beginning of the meeting. If there are other issues to discuss, there may be time for “AOB” (any other business). Generally, topics will be brought up, discussed, and then suggestions for action will be made.

Business cards are often exchanged at business occasions, particularly if you are meeting a new client. It is polite to receive these gratefully, perhaps taking a second to glance at the card itself as a mark of respect. Not everyone will have business cards and do not be offended if someone does not offer you theirs.

## 4. Social aspects of work

The British love drinking tea, although some prefer coffee. You will probably notice in your new job that people regularly offer to make tea/coffee for their team, and it is a good idea for you to offer your help with this. This is great way to get to know your colleagues, as it opens up the opportunity to small talk. If you are not a keen tea or coffee drinker though, it is OK to say “no”.

Often you will find that colleagues extend their professional interaction beyond the

working hours. It is common for colleagues go out for a meal at lunchtime or for a drink after work, especially on special occasions (such as a team member's birthday). If you get invited to join these occasions, it is courteous to accept it, even if you cannot stay for long. The social occasions are also a great opportunity to really become part of the team and to make friends.

### 5. Gift giving

Gift giving is not a usual part of British business etiquette, although reciprocation is good practice when gifts are received. Some organizations are encouraged not to accept any form of gift and some are prevented from doing so on legal grounds. However, where a gift is offered, it is important to ensure that it is not expensive enough to be considered a bribe or so inexpensive as to be considered an insult.

There is a large range of suitable gifts to choose from: company greeting cards, pens, books, dairies, alcohol, flowers, souvenirs from the visitors' country or invitations to a cultural event, etc. If a gift is received in public, it is advisable to open it immediately and express your gratitude to the giver.

Usually, the successful conclusion of negotiations presents an ideal opportunity for gift giving. Here the meaning is an acknowledgement of the occasion, and it is important to consider the suitability of the gift and the taste of the recipient.

### 6. Business dress code

When it comes to business dress codes, classical conservative attire is the norm for both men and women in British culture and dark colors such as black, dark blue and charcoal grey are predominant. It is common for women to wear either trousers or a skirt in an office environment, and headscarves are accepted as part of religious freedom. Many senior managers are fond of quality and express their status through their choice of clothing. Shopping in designer **boutiques** is popular among British society and **bespoke** suits, designer shirts, silk ties and hand-made shoes are signs of affluence and status.

Many organizations provide their non-professional employees with a work-based uniform, which enables everyone to look corporate and reflects a certain image of the company. The type of uniform, whether smart or more casual, will give you a good understanding of the type of organization and the culture to be found there. Many companies are adopting informal smart casual uniforms, which are comfortable to wear, but still present a professional image for the company.

Dress code inevitably varies across industries. In the creative sectors (e.g. digital marketing), a more relaxed dress code is common—just a shirt and trousers. Numerous office-based organizations have introduced Casual Friday, Casual Day or Dress-Down Friday, where a more relaxed dress code (and hopefully increased creativity) is encouraged.



## 7. Dos and don'ts

- DO respect personal space. The British value their space and keeping an acceptable distance is advised.
- DO maintain eye contact. It indicates that you are listening and may be necessary when making important points. Try not to stare though.
- DO bring flowers, chocolates or wine for the hosts if you are invited to a British colleague's home or any British home.
- DO remember to shake hands on first meetings. It is considered polite to do so.
- DON'T ask personal questions regarding your British counterpart's background, occupation or income.
- DON'T underestimate the importance of humor in all aspect of business.
- DON'T forget that instructions are often disguised as polite requests.
- DON'T rush a business decision. Business decision making happens much slower in England than in the U.S.

## II Business Etiquette in the U.S.

In the United States, business is conducted at the speed of light. Being one of the largest economies of the world, its business practices are generally very well respected. But when going to the United States, remember that the Americans like to be efficient and quick with their work.

### 1. Greetings and conversation

Shaking hands firmly and meeting people eye to eye are important parts of greeting colleagues and new business contacts in America. To not offer your hand can be seen as rude. Stand when you greet people or when they walk into the room. It's rarely polite to stay seated when others are standing. If someone offers you a seat, take it, and if they are visiting you, be sure to indicate where they can sit.

Certain topics are best avoided when you're talking to people you don't know—especially in a business environment. Religion, politics, and personal information (such as health or relationship issues) shouldn't be discussed. Equally, don't comment on anyone else's appearance—sometimes even compliments can go awry.

The use of first names without any titles is increasingly common in the U.S. Still, it doesn't hurt to start formally until prompted to do otherwise (and remember, women often use the more neutral "Ms.," rather than "Miss" or "Mrs.").

While you might be in the habit of avoiding topics such as family and hobbies in a business environment, you'll find many meetings start with small talk and family **anecdotes**. Family news and inoffensive observations are pretty normal. In the same way, sports are a

common topic, so familiarize yourself with major sports teams: The Knicks, Jets, Giants, Yankees, Mets, and Rangers would be a good start.

## 2. Social aspects of work

Perhaps the most attractive part of working in America is the vibrant, international world you're exposed to. The role of networking in America shouldn't be underestimated. This mix of socialization and building business contacts allows for a relaxed environment in which you can meet people who may become vital to you later. The etiquette of networking is surprisingly simple: be friendly and open, but don't impose upon those you meet. Small talk and casual introductions are a big part of the American networking scene. You need to be knowledgeable about the industry you're in—being able to comment on recent changes or industry news is important, as well as finding out who the key players are in the city. There's also a lot of give and take—you should be willing and available to do favors, volunteer your time and skills, and share others' details. If you do swap business cards with someone at a networking event, it is fine (but not required) to e-mail them with a quick note saying it was nice to meet them, but don't immediately impose requests or a large string of e-mails with ideas or suggestions.

On the other hand, if someone has agreed to meet with you or has given you advice, an immediate thank-you note is customary and expected. In many industries, such as real estate, hand-written notes are common.

Lunch or dinner meetings aren't very common in America. If you do go out for a meal with colleagues or business partners, don't assume they're paying. You may be splitting the bill—and if you do so, remember to factor in the tip and tax as well.

In America, time is tight and it's expected that you'll be professional and, above all, prompt and timely in all your business dealings. When meeting a potential investor or partner, having an “elevator **pitch**”—a concise summation of your thoughts—prepared beforehand is a good idea. If pressed, you should be able to present your ideas in no more than a few minutes.

During business meetings, it is considered rude to answer phone calls or send e-mails. Generally your phone should remain out of sight. You should always be alert and paying attention to whoever is speaking—never tip back in your chair or stretch your arms over your head during a meeting—this indicates a bored state of mind and is very rude.

## 3. Business dress code

If you're asked to wear “business clothes” for work, the expectation is that you'll be presentable and well dressed. For men this generally means a suit with a collared shirt, tie, and dress shoes. For women this means a business dress or suit, or a skirt and blouse, and nice shoes. Colors tend to be conservative—black, gray, and navy blue. During meetings, take your cues from others, but it's normally perfectly fine to take off your jacket.



Wearing khakis with a shirt and jacket is considered casual dress, but is often fine for meetings in America. For women, casual dress would involve much the same: trousers, button-down shirts, and nicer sweaters. It's simpler to focus on what you shouldn't wear: no T-shirts, sweatshirts, jeans, baseball caps, short skirts, or Capri pants.

Many companies now allow for a relaxed wardrobe in the office but ask that you dress smarter if meeting clients. In many offices, Fridays are “dress-down day” when jeans and relaxed clothes are common.

For the tech and start-up industry of America, different rules apply altogether. You can expect even the leadership team to come into the office in jeans. But even here, the dress code needs to be adjusted when meeting with clients coming from other industries.

#### 4. Gift giving

American business etiquette dictates that gift giving in business context doesn't happen until the deal is closed, especially between men. In most situations, gifts are usually unwrapped immediately and shown to all assembled. Although there aren't any taboos about gift giving, gifts from your local country or culture are always appreciated. You may not receive a gift in return right away.

When you visit a home, it is not necessary to take a gift, although it is always appreciated. Flowers, a potted plant, or a bottle of wine are good gift choices.

If you wish to give flowers, you can have them sent in advance to relieve your host or hostess from taking care of them when you arrive.

Taking someone out for a meal or other entertainment is another popular gift.

Gifts for women such as perfume or clothing are usually inappropriate. They are considered too personal.

#### 5. Dining etiquette

The timing of business meals in the U.S. can often come as a surprise to first-time visitors. Firstly, it is not uncommon to be invited to a breakfast meeting which might start as early as 7:00 a.m. and secondly, if invited for dinner, this may be scheduled for as early as 5:30–6:00 p.m. You can also, of course, be invited for lunch and this is probably the favored time for business entertaining.

The U.S. business people have few **qualms** about discussing concrete commercial issues over a meal. The idea that the mealtime is set apart from business and that it is unmannerly to raise the subject of commerce over food is an **alien** concept in the United States. Therefore, it is acceptable to view a business meal as an extension of the business meeting.

North Americans tend to only use the knife to cut food items. After the food has been cut, the knife is usually laid down and only the fork is then used. Some foods may be eaten by

hand, with both the knife and fork laid to rest. Most restaurant staff relies heavily on tips to supplement their basic salary and tipping is therefore virtually mandatory. It is not uncommon for tips of between 10%–20% to be left for good service provision—and the service is usually very good.

### 6. Do's and don'ts

- DO address your American business colleagues with a title, such as “Dr.,” “Ms.,” “Mr.,” or “Mrs.,” and their last name when meeting someone for the first time. You may find that, your American counterparts will insist on using first names almost immediately; this is not a sign of familiarity but simply reflects the casual business style of Americans and their emphasis on equality.
- DO say “please” and “thank you” to everyone for even the smallest kindness. Politeness is highly valued in the United States and Americans will expect you to be as polite as they are.
- DO be prepared to partake in small talk with your American counterparts at the beginning of a business meeting. This will often include topics such as sport or the weather and is seen as a way to lessen apprehension and create a comfortable environment before entering into business affairs.
- DON'T expect all companies to be the same. Business culture in the U.S. differs from company to company on many levels, including industry, region and business structure.
- DON'T make any other form of physical contact such as hugging when greeting your American counterpart for the first time. Americans respect their privacy and personal space.
- DON'T be offended or surprised if your American colleagues cannot accept a gift. Gift giving is often discouraged or limited by many U.S. companies and therefore most employees are unable to accept them.

### III Business Etiquette in Japan

“Japanese business etiquette” is one of the most searched for Japan business related keywords according to the Google search engines. In practice, Japanese business etiquette is not so different—politeness, sensitivity and good manners are the pillars of Japanese business etiquette just as they are of business etiquette in European countries or the U.S. The main difference is that Japanese business etiquette is more formal—especially so at a first meeting.

There are certain aspects of Japanese business etiquette (for example, business attire) that are very traditional compared to business in the U.S. and European countries. Fortunately you will not be measured as strictly as local business people and minor violation will be tolerated



and may even help break the ice. The key issues to be aware of are almost all related to initial meetings. As time passes and your relationship with a customer strengthens, the formalities will lessen—although never to the same extent as in the U.S.

### 1. Greetings and introductions

In Japan, business cards are called *meishi*. Japanese give and receive *meishi* with both hands. Take special care in handling cards that are given to you. Do not write on the card. Do not put the card in your pocket or wallet, as either of these actions will be viewed as defacing or disrespecting the business card. Upon receipt of the card, it is important to make a photocopy of the name and title of the individual in your mind. Examine the card carefully as a show of respect. In a business situation, business cannot begin until the *meishi* exchange process is complete.

The customary greeting is the bow. However, some Japanese may greet you with a handshake, albeit a weak one. Do not misinterpret a weak handshake as an indication of character. If you are greeted with a bow, return with a bow as low as the one you received. How low you bow determines the status of the relationship between you and the other individual. When you bow, keep your eyes low and your palms flat next to your thighs. The business card should be given after the bow. This is very important to remember.

In introductions, use the person's last name plus the word *san* which means “Mr.” or “Ms.”. The Japanese prefer to use last names. Do not request that they call you by your first name only. If you are uncertain about the pronunciation of a name, ask for assistance.

Understand that the Japanese prefer not to use the word “no”. If you ask a question they may simply respond with a “yes” but clearly mean “no”. Understanding this is critical in the negotiation process.

### 2. Business dress code

Dress in business suits is another formal Japanese business custom. While Japan has relaxed its dress code somewhat in recent years, when visiting with a client or a prospective employer, a suit and tie is still pretty much mandatory.

The ideal Japan business suit is one that is black, dark gray, or perhaps navy blue. A white or lightly colored shirt and subdued tie completes the wardrobe. Business fashion in Japan tends to be conservative, so avoid too much flash in your business dress. Women should likewise dress conservatively in a blouse and skirt or a dark pantsuit.

For men, you are suggested to wear dark suits (navy or black) with white shirt and subdued tie from October to April and gray suit from May to September. Japanese summers are hot and humid and most Japanese men wear half-sleeve shirts during the summer months. Do not wear black suit, white shirt and black tie because that is funeral attire. Japanese men typically have well groomed short hairstyles but if you are the President of a software,

Internet, design or fashion company, then a pony-tail may be acceptable. Japanese companies do not allow male employees to wear beards nor to shave their heads.

For women, to avoid being treated as an “office lady”, you are recommended to wear shorter or tied back hair, trouser suits or longer skirt suits with seasonal colors as for men. Japanese women are very fashion-conscious and many wear Gucci, Chanel, Prada, etc. outfits to and from work (although most companies require their female staff to wear company uniform while working). Most Japanese companies do not allow female employees to wear jewelry, very short skirts or high-heeled shoes.

### 3. Social aspects of work

The Japanese prefer to do business on the basis of personal relationships. In general, being introduced or recommended by someone who already has a good relationship with the company is extremely helpful as it allows the Japanese to know how to place you in a hierarchy relative to themselves.

The Japanese like dealing with quiet, sincere individuals who are willing to compromise to come to agreement. Extroverts are seen as brash and arrogant. Early on in negotiations, remain humble, indirect, and non-threatening. Do not disagree openly; do not put people on the spot, and always employ diplomatic language when doing business. Be sure to hold off **concessions** till the end of proceedings. If made early, your integrity will be questioned.

The Japanese are very detail-orientated. Expect lots of questions and lots of questions repeated in different ways. Be sure to have the answers as the failure to do so will look unprofessional. Be sure to bring as much information as possible in writing on your company, service, product or proposal.

Silence is considered a virtue. If things go quiet when doing business in a meeting, do not panic. Reflection is taking place. Silence may also be accompanied by the closing of the eyes. Never interrupt or break the silence.

Personal space is valued because the Japanese live in such a densely populated area.

The Japanese frown on open displays of affection. They do not touch in public. It is highly inappropriate to touch someone of the opposite sex in public.

The emphasis in Japanese culture on maintaining harmony has developed in such a way as to allow very vague forms of expression. The cultural logic behind this is that by avoiding direct or explicit statements, one has a better chance of not causing offense. Japanese communications are more subtle and often rely on context in order to be understood, which is often a source of misunderstandings.

### 4. Table manners

When eating out in Japanese restaurants, one needs to understand the basics of the Japanese dining etiquette and modern customs to avoid offending the Japanese.



When the food is served, join your hands in the “Namaste” gesture and say quietly *Itadakimasu*—the phrase literally translates as “I humbly receive”. The gesture is an expression of gratitude for the collective efforts made by many in growing and preparing the meal you are about to consume.

Gently serve yourself a bit of sauce by pouring a small amount into your dish. It is considered rude to pour soy sauce directly over the white rice, or to use an excessive amount. Dip your sushi into the soy dish, and then bring it to your mouth for one or two bites. Don’t hover over your dish. When eating rice or soup, you are allowed to bring the entire bowl closer to your mouth so that you don’t spill any food. Slurping noodles is common but not a universal practice in Japanese dining etiquette. However, it is considered rude to burp at the table unlike in some other Asian cultures, where it can be received as a sign of satisfaction. Similarly, nose-blowing in public is a serious offense, especially at the table.

If you wish to share your food, first you must place a morsel of food onto a small plate and then pass it to another person. Do not pass the food at the table from chopsticks to chopsticks—it’s a very offensive gesture because when a family is sifting through the ashes after the **cremation**, the Japanese handle the bones of the deceased in a similar fashion.

Never plant your chopsticks in a bowl of rice—in the Japanese tradition it resembles the burning of **incense** sticks at a funeral. Instead, lay your chopsticks on the chopsticks holder or at the edge of your individual plate.

At the dining table, do not pour yourself a drink but rather serve others at the table. Another thoughtful person should pour your drink for you when you are finished serving. Avoid saying “chin-chin” when toasting; instead, raise your glass and say “kanpai”. The Italian “chin-chin” toast in Japanese refers to the male sex organ and has no relation to toasting at the dining table.

At the end of the meal, thank the chef by saying *Gochisosama deshita!*—Thank you for this great meal!

## 5. Gift giving

Gift giving in Japan is a central part of Japanese business etiquette.

Bring a range of gifts for your trip so if you are presented with a gift you will be able to reciprocate.

There’s an expectation a gift will be offered at the first meeting, and gifts will continue to be part of your business dealings. Come prepared to that first meeting with a beautifully wrapped, quality gift that’s not extravagant.

If you’re bringing a gift from your home country, make sure it’s not “made in Japan”. Don’t select items with your company logo. It may be seen as a promotional item and be viewed as cheap. Local food specialties from your region are appreciated.

The emphasis in Japanese business culture is on the ritual of gift giving, rather than the gift itself. For this reason, you may receive a gift that seems too modest, or conversely, extravagant.

It is customary to comment that the gift you are presenting, even if it is extravagant, is *tsumaranai mon* (an uninteresting or dull thing). This statement is meant to convey, “Our relationship is more important than this trivial item.”

A gift for an individual should be given in private.

If you are presenting a gift to a group of people, have them all present.

The correct Japanese etiquette is to present and receive gifts with both hands.

Before accepting a gift, it is polite to refuse at least once or twice before accepting.

## 6. Dos and don'ts

- Do be on time! It is the golden rule. Simply don't be late. This is considered blatantly disrespectful in Japan. Being excessively early is inappropriate, too. Aim to arrive 5–10 minutes before scheduled meeting time.
- DO express gratitude and apologize (when sincere) frequently. Thank-yous and apologies go a long way in Japan. Think of an apology as saying you feel sorry about a circumstance or inconvenience, not that you are necessarily responsible for it. Apologies trump excuses.
- DO remember that the group is more important than the individual. Japan remains predominantly a group-based society where harmony, consensus and teamwork are prioritized over individual needs or recognition. Avoid singling someone out for attention, including yourself.
- DON'T directly challenge a senior person, especially in front of others. The importance of hierarchy in Japan cannot be understated. It is critical not to make a more senior member of any group “look bad” or “lose face” in front of others.
- DON'T pour your own drink. It is customary in Japan for people to pour drinks for other people, usually with more junior people serving more senior people. It's important to pay attention and fill someone's glass before it gets empty.
- DON'T make excuses. When falling short of expectations, the best approach is simply to apologize for any inconvenience and express that you will work to resolve the problem.
- DON'T decline an invitation to socialize. Socializing after working hours is a critical part of relationship building in Japan and often where a lot of bridges are built. If interested in furthering business relations, accept any such invitation whenever possible.



- DON'T self-aggrandize; modesty is a virtue. Modesty is a virtue in Japan, even to the point of self-deprecation. "Tooting one's own horn" is frowned upon, as is praising one's own colleagues, family, etc.
- DON'T outwardly express negative (angry, frustrated, etc.) emotions. Japanese consider open expression of emotions, especially negative ones, to be immature and indicative of lack of self-control. Even if you are upset, it's best to put on your best poker face and speak calmly.

#### **IV Business Etiquette in France**

The English word "etiquette" comes from the French word *étiquette* meaning social etiquette or professional protocol. As for business etiquette, France does operate a bit differently in this domain, especially compared to America and some other countries. In general, the French are very formal in their social customs, and this transfers right over into the business world.

The French business world is formal, organized and professional. Expect all meetings to be scheduled ones, and expect the door to each colleague's office to be closed, whether there is someone inside working or not. People are greeted (whether by telephone, in person, mail or e-mail) with a title, instead of a name.

Always stay as formal as you can until asked to do otherwise. This goes for virtually everything: language, dress, respect for appointments and deadlines, respect for personal space and personal time.

##### **1. Greetings and introductions**

The appropriate greeting is a handshake. French-style handshakes are known to be brisk and light. You should expect a loose grip with only one or two up-and-down movements. If you're not familiar with this light style of handshake, you could easily walk away with the costly wrong impression that the other person is in a hurry to get away from you!

Kissing cheeks across genders is a common greeting among colleagues at work, but do not attempt to do it until your female counterpart makes the initial move.

Regarding titles of courtesy, it is customary to only use first names when invited to do so. Sometimes the French will introduce themselves by saying their surname first, followed by their Christian name.

##### **2. The art of conversation**

It is highly recommended that you learn some basic French phrases. Your efforts will be praised and the French will go back to English if they realize you are struggling.

Do not talk about politics, unless you are talking about it abstractly. The French do not want your opinion or want to be asked about their own opinion; stating facts and asking for

current states of affairs is allowed. Good topics of conversation are history, art, philosophy and cuisine.

A golden rule of French conversation is never to talk about things you know little about. Stick to topics you are familiar with, and when asked about something you don't know about, admit it.

Do not criticize Napoleon.

Do not discuss personal matters during business negotiations.

It is common for French people to ask a lot of questions and to interrupt somebody before having finished their argument. It is a common habit which signifies interest in the speaker and in the discussion. Take it as a positive sign and do the same!

### **3. Business dress code**

While it's a safe bet to assume that if you're in business, you dress nicely for work already, it is also important to be aware of just how nicely the French dress, especially in an office setting. When in doubt, think about what you would wear to the most important interview of your career, and wear that for everyday business.

Don't forget that your jacket and bag should be as nicely cut as your suit. Also, do get a haircut, and ladies, don't forget your make-up (light and classic). In the French business world, making a good impression means being well put together from head to toe.

For both men and women, footwear is important. When packing for France, always skip the shoes that you would wear on a cold, snowy day and choose the shoes that you would wear to an evening wedding instead. Then, adjust your entire wardrobe so that you're dressed up enough to wear those shoes. Dressing in France is never about comfort; it's about style, grace and classic taste.

### **4. Gift giving**

Gift giving among business associates is not common practice in France. To express appreciation to a French business contact, it may be better to host a special event or dinner than to give a business gift. Gifts are however expected at social events, especially to thank the host/hostess of private dinner parties.

If you are invited to a French home, consider it a rare honor. Bring flowers, quality chocolates or liqueur for the host, and present your gift before the entertaining proceeds.

Flowers should be sent in advance on the day of the dinner (popular in Paris) so that the hostess has time to arrange them and is not faced with this task when she is busy with a meal, or else unwrap them before presenting them to your hostess.

In accordance with the old European tradition, a bouquet should have an odd number of flowers, but never seven or thirteen.



Do not take a gift of wine, since the host usually prefers to make the evening's selection themselves—this will have been carefully thought out to complement the food. The only possible exceptions to this would be a special French dessert wine or high-quality liqueur. Other exceptions if you really want to bring a bottle of wine would be one from your own country or a bottle of Champagne.

If you have been a guest at a dinner party or similar social gathering in a home, ensure that you send a thank-you note to your hosts the next day. Preferably, your note should be handwritten and delivered by *La Poste*. Sending flowers or a basket of fruit is another thoughtful gesture appreciated by the French.

### 5. Dos and don'ts

- DO avoid exaggeration, which French business people interpret as naive, boasting or flat-out rude.
- DON'T be afraid to debate. The French value business partners who make logical arguments and display an understanding of all of the “sides” or perspectives of a subject.
- DO exchange business cards after initial introductions. Although the French don't have a set formality to exchange business cards, doing so after your initial meeting is considered to be most appropriate time. As an added gesture of your good taste and respect for French business etiquette, include a French translation of your business card on its flipside.
- DON'T behave overly friendly, as the French make a clear distinction between business and personal/social lives.
- DO maintain eye contact during discussions.

### V Business Etiquette in Germany

Germany is a major trading partner for many countries throughout the world. Almost everyone wants to be active in this market, and for the most part, almost everyone already is. This fact increases the importance of how a business presents itself to the German market. But what behavior is expected in Germany, a country where the people are known for their obsession with “Ordnung”, their square-jawed seriousness, and other habits and sensitivities?

#### 1. Greetings and introductions

Germans shake hands in greeting. Note that you will have to shake hands with everyone in a room before a meeting or a conference—an ignorant wave will not do. If you have to leave early, shake everyone's hand again starting with the most senior person and working down.

The German handshake is firm and brief, conveying confidence and reliability. Make

sure yours is the same; a weak handshake will inspire insecurity.

Use *Sie* for strangers, very casual **acquaintances**, business partners, your bosses, your elders, and other people you treat with respect. Address these people with *Herr* (Mr.) or *Frau* (Ms.), their title and their family name (e.g. *Frau Doktor Meier*).

First names are generally only used with family and close friends, so always use last names and appropriate titles of courtesy. It is also common for colleagues that have worked together for years to still keep this level of formality.

## 2. The art of conversation

If you do not speak German, be careful of addressing a person in English. While Germans can speak very good English, some may well feel offended by the presumption.

Appropriate welcome topics are: football, recent holidays, work, and beer.

Germans do not find it hard to say “No”, “I can’t”, or “This is impossible”, so you will get a straightforward answer.

## 3. Social aspects of work

Germans do not need a personal relationship in order to do business.

Germans do not have an open-door policy. People often work with their office door closed. Knock and wait to be invited in before entering.

German communication is formal. Following the established protocol is critical to building and maintaining business relationships.

As a group, Germans are suspicious of hyperbole, promises that sound too good to be true, or displays of emotion.

Germans will be direct to the point of bluntness.

Expect a great deal of written communication, both to back up decisions and to maintain a record of decisions and discussions.

## 4. Business meeting etiquette

German business meetings are formal. Appointments must be made ahead of time. In Germany, do not expect to meet with anyone without an appointment. Last minute appointments are considered extremely rude and poor business etiquette. Always be on time for meetings. German business etiquette requires adherence to an agenda, including starting and ending times. When meeting with a group of German business people, consider it an interview. Germans often use trusted colleagues to determine if new business relationships can be trusted. A habit that often surprises people new to doing business in Germany is the rapping of knuckles on the table to show approval. If, at the end of the meeting, the Germans in the room rap their knuckles on the table, it means that they approve of the meeting’s outcome.



## 5. Business dress code

In Germany, business dress is conservative. Men wear dark suits, sedated ties, and white shirts. Other items that are considered formals are blue blazers and gray flannel pants. Women also dress conservatively. They wear dark suits, pantsuits, and blouses that are neutral in color. Clothing that is not acceptable is khaki or seersucker suits.

A businessperson from a different country wants to follow the lead of the German businesspeople when it comes to taking off a jacket or tie. Most Germans will remain fully dressed even in extreme heat.

Business wear is worn for most formal social events. In a German theater, it is required that a person check their coat. It is advised to bring a sweater if one tends to get cold.

Dressing up for any occasion shows respect for not only the businessperson but also the host of the event.

## 6. Gift giving

Gifts that are given should be of good quality but not expensive. Small gifts are preferred. Appropriate gifts include: good-quality pens, imported liquor, something from your home city.

The only article of clothing that is appropriate for a gift is a scarf. Other things are considered too personal.

When invited to dinner at ones home always bring a bouquet of unwrapped flowers. There should be an uneven number of flowers but not 13.

Flowers that should not be included are roses of any color, lilies, carnations or heather.

## 7. Dos and don'ts

- DO take plenty of business cards with you and ensure they include full details of your background, qualifications, and titles.
- DO maintain direct eye contact when addressing German colleagues, especially during initial introductions.
- DO use the formal version of you (*Sie*), unless someone specifically invites you to use the informal *Du* form. It is usually best to let your German counterpart take the initiative of proposing the informal form of address.
- DON'T discuss personal matters during business negotiations, as this is considered to deviate from the task at hand.
- DON'T attempt to continue negotiations after a contract has been signed. Your German colleagues may view this with suspicion, which could lead to an unsuccessful business agreement.

- DON'T use exaggerated or indirect communication styles during business meetings with your German counterparts. It creates an impression of insincerity and dishonesty.

## VI Business Etiquette in the Netherlands

As a trade partner and gateway to Europe, the Netherlands is the point of entry with 40 percent of Chinese exports to Europe. For nine consecutive years, the Netherlands has been China's second-biggest trade partner in the EU. Business people looking to establish and grow a presence in new Dutch markets will benefit greatly from practicing proper Dutch business etiquette. Dutch business culture is formal and reserved. Business people should keep this in mind and respect the personal space of Dutch colleagues.

### 1. Greetings and introductions

A firm handshake is the accepted greeting in a Dutch business setting, for men and women. This is particularly true if meeting for the first time, kissing and hugging would not be acceptable between strangers. A handshake on saying "goodbye" at the end of a meeting is also good practice. However, for those who know each other in a social situation, kissing three times (between women and women, and women and men, not men and men), the "Dutch Three Kisses", is the cultural norm. If involved in some Dutch kissing, ensure you follow the correct rules—air kisses (not wet smackers!) first on the right cheek, then left, then right again.

### 2. Social aspects of work

Dutch people are incredibly tolerant, friendly and used to doing business with foreigners. In building business relationships, it is important to demonstrate how you can be mutually successful in an honest and direct way. Although co-workers are seen as equal and business relationships can be informal, and injected with humor, Dutch people prefer to leave their private lives outside the business environment and would not welcome "over-friendliness". It is also important to remember that family and personal time is very important in the Netherlands, so try to keep appointments within designated business hours.

### 3. Business meeting etiquette

Inevitably, consensus-building and a broad teamwork approach means long meetings, where everyone is given sufficient opportunity to have their say and contribute to proceedings. Meetings are forums for open and frank debate and participants stay until the issues have been discussed and, hopefully, resolved. Dutch business meetings generally follow a pre-agreed agenda and there is usually an independent minute-taker tasked with keeping the meeting moving along. It is important to understand that Dutch people communicate in a frank, and often blunt, manner and expect participants to be as direct as them. This should not be misunderstood as rudeness, and indeed it is unusual to hear raised voices in even the most



forthright meetings.

#### 4. Gift giving

The Dutch do not like to feel obligated. Moreover, as an aspect of their even-handed approach to most things in life, they do not expect to give or receive anything other than the due reward for services rendered.

As a result, gift giving is not a common aspect of business relationships in the Netherlands. If you decide, however, that some sort of gesture is appropriate, for example, on finalizing an agreement, make the gift a reasonably modest one and make sure it is neutral—nothing with the company logo, or with your business card attached.

If you are offered a gift, open it immediately and show your appreciation. Some Dutch companies may offer end-of-year gifts and these should of course be acknowledged.

If you have the honor of being invited into a Dutch home, by all means take a gift for the hostess—flowers or a houseplant, wine (especially if the host is a male) or chocolates and sweets or a toy for the children. The rules on flowers are the same as for most other European countries: no chrysanthemums or carnations.

A handwritten note of appreciation the following day will also always be welcome.

#### 5. Dos and don'ts

Here are some pointers when doing business in the Netherlands:

- DO be punctual. Being late, missing appointments, postponing, and changing the time of appointments can cause reservations about commitment and can ruin relationships.
- DO shake hands with everyone when you're meeting clients and/or colleagues in the Netherlands. Your handshake should be brief and firm and you should repeat your name with each person.
- DO only address colleagues, clients and customers by their first name when you've been asked to do so, this is considered common courtesy.
- DO respect everyone's personal space.
- DON'T expect much small talk as business negotiations proceed at a rapid pace and are kept strictly formal.
- DO use facts in a logical and rational argument to explain your position as this is the way people in the Netherlands like to do business.
- DO expect meetings to be formal and direct in manner.
- DON'T mix business with the personal. Try not to ask personal questions as this can be considered rude at times. However, when you've created a strong relationship, it's considered polite to ask questions where appropriate.

- DON'T promise anything you cannot deliver. Commitments are taken very seriously and shouldn't be offered unless they can and will be honored.

## **VII Business Etiquette in Russia**

Russia is a large Eastern European country and is one of the fastest-growing economies in the world. Russia has a rich and proud cultural heritage that may be foreign to Westerners. Individuals traveling to Russia for business meetings should show respect for their Russian counterparts by practicing proper Russian business etiquette.

### **1. Meetings and greetings**

Initial greetings may come across as cool. Do not expect friendly smiles.

A handshake is always appropriate (but not obligatory) when greeting or leaving, regardless of the relationship. Don't shake hands over a threshold (Russian folk belief holds that this action will lead to an argument).

The typical greeting is a firm, almost bone-crushing handshake while maintaining direct eye contact and giving the appropriate greeting for the time of day.

When female friends meet, they kiss on the cheek three times, starting with the left and then alternating.

When close male friends meet, they may pat each other on the back and hug.

### **2. Dining and entertainment**

Russians are great hosts and love entertaining guests in their homes. They will often put more food on the table than can be eaten to indicate there is an abundance of food. Guests who leave food on their plates honor their host. It means they have eaten well.

If you're invited for dinner, don't make other plans for later in the evening. You are expected to spend time socializing after the meal.

An invitation to a Russian country home is a great honor.

Do not turn down offers of food or drink. Given Russian hospitality, this can be difficult, but to decline such offers is considered rude.

At formal functions, guests do not usually start eating until the host has begun. At such functions, no one should leave until the guest of honor has left. If you are the guest of honor, do not stay too late.

Know your limits when drinking alcohol in Russia. Drinking is often an all-or-nothing affair—moderation is not understood.

Toasts, which are sometimes lengthy and occasionally humorous, are common. The host starts and the guests reply. Do not drink until the first toast has been offered.

After a toast, most Russians like to clink their glasses together. Do not do so if you are



drinking something non-alcoholic.

### 3. Business dress code

There is an old Russian proverb—“They meet you depending on how you’re dressed and they say ‘good bye’, depending on how wise you seem.”

Nowadays, Russian business people pay a lot of attention to how they are dressed. Russian people in general probably spend more money from their family budget on clothing than any other nation in the world.

Those who can’t afford to buy top fashion brand clothing prefer to be dressed in cheaper but still well made suits rather than wear the fake products widely available in numerous markets across the country.

If you’re a man, your best bet will be to wear a suit and tie (make sure not to wear the same ones every day) for all your meetings, whether it’s in an office or restaurant. Dark colors and white shirts are only for special occasions. Otherwise, choose tones in light blue, gray, or brown.

If you go to Russia during the winter, bring very warm clothes, including hats and gloves. In addition, pack a well-insulated pair of boots with good treads.

Jeans and sneakers can be acceptable casual wear.

Women must wear a long-sleeved blouse, a long skirt below the knees, and a head covering such as a scarf or hat, when visiting a Russian Orthodox Church.

### 4. Gift giving

A small business gift is always appropriate, but its value should correspond to the rank of the Russian businessperson with whom you are meeting. As a general rule, do not give items that are now easily obtainable in Russia.

Bring a gift for the hostess when visiting a Russian home. A small gift for a Russian child is always appropriate and appreciated. Male guests are expected to bring flowers.

Do not give yellow flowers and do bring an odd number of flowers (even numbers are reserved for funerals).

Russians often protest when they are offered a gift. Reply that it is a little something and offer the gift again and it will generally be accepted.

### 5. Dos and don’ts

- DO learn about Russian culture. Russians are very proud of their culture and enjoy opportunities to talk about their music, art, literature and dance. Knowledge about art, music and some Russian history is appreciated.
- DO learn Russian. Learning the language is of incalculable value, and is the best way to win friends for yourself, your company and your country. If that simply isn’t

possible, try to learn at least a few phrases in Russian. It doesn't have to be perfect; Russians greatly appreciate any attempt by foreigners to speak their language.

- DON'T refer to a Russian as "Comrade".
- DON'T expect to find smoke-free areas anywhere. A standard joke among foreign business people in Russia is that Russian buildings have two sections: "smoking" and "chain-smoking".

## **VIII Business Etiquette in South Africa**

South Africa represents one of the world's most multicultural nations, earning it the nickname "The Rainbow Nation". Those interested in doing business in South Africa must understand the way these cultures come together and affect business dealings.

### **1. Build trust during meetings**

South African business culture relies heavily on personal trust between parties. Whenever possible, schedule a face-to-face meeting to discuss business rather than communicating via e-mail, letter or telephone. Maintain eye contact when you shake hands at your meeting to help build trust. If the individual or company you meet with has no knowledge of you or your business prior to your initial meeting, consider having a trusted third party send a letter of recommendation.

### **2. Business communication style**

Most people do not want to argue or disagree with strangers, so they will either ignore your question or give you a non-committed answer.

Business colleagues stand at arm's length from each other.

There tends to be a decent amount of touching of arms, shoulders and hands when interacting with a South African. Especially when an exciting story is being told, there is more expression and imitation of sounds and facial movements.

Direct eye contact is the norm, but not to the point of staring or it will seem like a challenge.

While South Africa has many different cultures within its country, most of these cultures have a strong sense of value for their elders. To avoid coming across as offensive, always behave respectfully around older individuals, even if they play a less important role in the business meeting than someone else.

### **3. Gift giving**

Gift giving is not the norm in business. However, you may receive an invitation to a South African home in business culture. If you do, you should bring a small gift for the hostess. A bottle of South African wine, flowers or chocolates works well as a hostess gift.



Use either both hands or the right hand when giving gifts.

Gifts tend to be opened when received.

#### 4. Dos and don'ts

- DO include deadline dates in contracts, as the South African approach to deadlines is particularly casual and firm commitments are not often made.
- DO maintain eye contact at all times, especially when shaking hands with your South African business colleagues. This is an essential part of developing trust.
- DON'T raise your voice or interrupt whilst your South African counterparts are speaking. Both actions lack the personal approach to a business relationship and therefore may be interpreted as an insult.
- DON'T be surprised if your South African business colleagues ask what may seem to be personal questions about your way of life after a relatively brief period of time. Characteristically, South Africans tend to be warm and friendly people.
- DON'T show impatience towards decision making. Forcing deadlines or rushing deals may prove counterproductive since the pace of business in South Africa is reasonably slow.



#### New Words and Expressions

- ① **uncouth** /ʌn'ku:θ/ *adj.* lacking refinement or cultivation or taste (行为) 不文明的, 粗鲁的; 吵闹的  
—To a Japanese, spilling anything is uncouth.  
对日本人来说, 泼溅任何东西都是不文明的。
- ② **boutique** /bu:'ti:k/ *n.* a small shop that sells fashionable clothes or other objects 精品店; 专卖流行衣服的小商店  
—As soon as I walked in the boutique, the attendant waited on me enthusiastically.  
我一走进那家时装店, 服务员就很热情地招待我。
- ③ **bespoke** /br'spəʊk/ *adj.* A bespoke product, especially computer software or a piece of clothing, has been specially made for a particular customer. 定做的  
—The company creates bespoke holiday packages for well-off clients.  
该公司为阔绰的客户提供量身定制的度假套餐。
- ④ **anecdote** /'ænikdəʊt/ *n.* a short story based on your personal experience 趣闻, 轶事  
—We like to talk about the anecdote of our college life when we get together.  
我们聚在一起时喜欢谈论大学生活的轶事。

- ⑤ **pitch** /pɪtʃ/ *n.* the things someone says to persuade people to buy something, do something, or accept an idea 推销的话  
—Each company was given ten minutes to make its pitch.  
每个公司有十分钟时间进行推销宣传。
- ⑥ **qualm** /kwɑ:m/ *n.* a feeling of slight worry or doubt because you are not sure that what you are doing is right 顾虑，疑虑  
—Despite my qualms, I took the job.  
尽管有些顾虑，我还是接受了这份工作。
- ⑦ **alien** /'eɪliən/ *adj.* very different from what you are used to, especially in a way that is difficult to understand or accept 陌生的，不熟悉的  
—When I first went to Paris, it all felt alien to me.  
我第一次去巴黎时，一切都陌生。
- ⑧ **concession** /kən'seʃən/ *n.* something that you allow someone to have in order to end an argument or a disagreement 让步，妥协  
—We cannot make heavy concession to the matter.  
我们在这个问题上不能过于让步。
- ⑨ **cremation** /kri'meɪʃən/ *n.* burning the body of a dead person at a funeral ceremony 火葬  
—Cremation is more common than burial in some countries.  
在一些国家，火葬比土葬更普遍。
- ⑩ **incense** /'ɪnsens/ *n.* a substance that has a pleasant smell when you burn it 香（尤指宗教礼仪用的）  
—There was a little market selling incense and prayer mats outside.  
那里有一个小市场在卖熏香以及拜佛的席子。
- ⑪ **acquaintance** /ə'kwetəns/ *n.* someone you know, but who is not a close friend 熟人；泛泛之交；认识的人  
—She picked up an acquaintance with a young man on the train.  
她在火车上结识了一位年轻人。



### Business Etiquette Tips: Gift Giving

Choosing a gift for your colleagues and clients can be a challenging task. It is not always easy to come up with the perfect present while following business gift protocol. Whether you head for the mall, haul out those holiday catalogs or go online, the following tips should guide you to a gift that will be appropriate, appreciated and remembered for all the right reasons.

- Follow the corporate guidelines. If you have any doubt, ask your clients or check with their human resources department.



- Consider your client's interests. Find out what sports, hobbies or pastimes your clients enjoy. Perhaps your client has a favorite food or beverage.
- Consider the cost. An inexpensive gift can make you look cheap. On the other hand, a lavish present could be embarrassing or alienating.
- Rethink printing the company logo on your gift. Make sure the item meets a certain quality standard and that your logo is understated enough so as not to look like a blatant advertisement.
- Be appropriate. Sometimes a gift given in innocence can be taken the wrong way. Avoid anything that is even slightly intimate when giving to members of the opposite sex.
- Think twice about a humorous gift. What seems funny to one person could be insulting to another. Know your client's sense of humor first.
- Consider a charitable donation. Find out what charities your client supports and choose one of those. Everyone wins. A charity is served, and no one has another unwanted gift to deal with.
- Presentation is important. Have your gift wrapped and presented in a festive way. The packaging is part of the present.
- Be generous with group gifts. If you decide to send food to your client's office, make sure there is enough for everybody.
- Keep the goal in mind. The purpose of gift giving is to show appreciation and have people think of you when it's time to do business. It's also a means of expressing gratitude to those who support you.



### Situational Dialogue on Giving and Receiving Gifts

*In order to make a good impression when giving a present, you'll need to say just as nice as the gift you are giving. This is especially true when giving presents in the workplace. Use the following dialogue to practice giving and receiving gifts in the workplace.*

**Bob:** Your attention, your attention! Tom, could you come over here?

**Tom:** What's this?

**Bob:** Tom, in the name of everybody here, I'd like to give you this token of our appreciation.

**Tom:** Thank you Bob. This is an honor.

**Bob:** We thought you might be able to use this at home.

**Tom:** Let's see... let me open it.

**Bob:** The suspense is killing us.

**Tom:** You've wrapped it up tight!... Oh, it's beautiful.

**Bob:** What do you think?

**Tom:** Thank you so much! This is exactly what I need. Now I can get to work building that birdhouse.

**Bob:** We had a little help from your wife. She told us about your love of woodworking.

**Tom:** What a thoughtful gift. I'll put it to good use immediately.

**Bob:** Thank you Tom for all you've done for this company.

**Tom:** My pleasure, indeed.



## Exercises

### I. Read the statements below based on the text, decide whether they are true or not. Mark "T" for true and "F" for false.

1. The British are rather formal and their communication style is indirect.
2. The British sometimes extend their professional interaction beyond the working hours.
3. Wearing khakis with a shirt and jacket is considered casual dress, but is often too casual to be accepted for meetings in America.
4. In America, it is uncommon to be invited to a breakfast meeting which might start as early as 7:00 a.m.
5. Never try to partake in small talk with your American counterparts at the beginning of a business meeting.
6. Japanese business etiquette is more formal—especially so at a first meeting.
7. The French are very formal in business world.
8. Meeting for the first time, kissing and hugging are acceptable between strangers in the Netherlands.
9. Gift giving is not a common aspect of business relationships in the Netherlands.
10. Do not talk a lot about art, music and history with Russian clients.

### II. Fill in the blanks with the right forms of words in the box.

subdued   acquaintance   concession   bespoke   qualm

1. If you want to create a more \_\_\_\_\_ look, go for softer colors: silver, pewter and ivory.



2. A \_\_\_\_\_ suit really does cover flaws perfectly.
3. The manager has no \_\_\_\_\_ about dropping players who do not perform well.
4. Both sides involved in the conflict made some \_\_\_\_\_ in yesterday's talks.
5. I don't want to talk about religion with business \_\_\_\_\_.

### III. Translate the following paragraph into Chinese.

It is not acceptable in France to “drop in” on someone unannounced and such conduct will be taken as an act of rudeness, whatever the occasion. While you should strive to be punctual, you will not be considered to be late, should you arrive ten minutes after the scheduled time. Punctuality is treated quite casually in France, although there are some regional differences, the further South you go the more casual the approach to time is. The French themselves have a very relaxed attitude when attending appointments themselves, so do not be surprised to find your French colleague arriving fairly late. The French consider this a prerogative, so do not expect any apologies. However, staying late at the office is common, especially for individuals in more senior positions.

### IV. Translate the following paragraph into English.

中国人非常友好，所以才会用最好的东西招待客人。但这样一来，家人跟着受累，客人也不自在。一百多年前，一位美国人在他的书中写道：中国人待人热情的目的，通常是为了表现自己懂礼节，而并非想使客人满意。主人执意生火为客人沏茶，而不在于客人是否被烟呛着，因为他至少树立了待客有礼的形象。这种说法是不客观的。

### V. Case study.

#### Business Casual or Business Attire?

Amy Zhang, an employee in a local software company, got a printed invitation from an German company to a product launch 10 weeks ago and left it on her desk served as a scrap piece of paper for some random information since then. The product launch is a breakfast seminar at a local hotel. The invitation agenda indicates arrivals at 8:30 a.m. and opening remarks at 9:00 a.m.; there's a breakfast buffet for guests during this time. Because Amy works at a software company where the dress code is always business casual, she is wearing khakis and a long sleeve shirt. She looks at her watch and it's 8:50 a.m., feeling confident that she has arrived on time. She's greeted at the registration table by a colleague in the company, and then steps into the meeting room and finds everyone else is wearing business attire.

**Questions for discussion:**

1. Try to point out the etiquette blunder Amy commits.
2. Give suggestions on how to observe business etiquette in this scenario.

**Joyful Moment****But Where Were You Yesterday?**

Bill struggled to get up early in the morning and as a result was always late for work. His boss got fed up of his constant lateness and so threatened to fire him if he didn't get his act together.

So Bill went to see his doctor who gave him a pill and told him to take it just before going to bed.

Bill did this, and slept very well and actually beat the alarm clock by two hours. So he fixed himself a nice breakfast and drove happily to work, in plenty of time for the start of the workday.

When he got there, he said, "Boss, that pill the doctor gave me actually worked!"

His boss said, "That's all very well, but where were you yesterday?"

**Cross-cultural Business Etiquette Self-test**

**The following statements are based on the text we have learned. Read carefully and decide whether the statements are true or false.**

1. It is perfectly acceptable to slurp your noodles in Japan. Doing so will exhibit your enjoyment of your food. To do otherwise, indicates that your meal was not a pleasant one.
2. The French frequently interrupt each other, as the argument is a form of entertainment.
3. When invited to a British colleague's home or any British home, one should not bring any gift because it will be viewed as a bribe.
4. Hands in the pockets—this would be considered impolite in a business meeting in many countries.



5. Both Americans and Japanese like to talk loudly.
6. What is considered appropriate in one country does not necessarily apply in another.
7. Elevator talk is not acceptable in America because Americans tend to be professional in business world.
8. The customary greeting is the bow in Japan.
9. Never attempt to be overly friendly in France. The French generally compartmentalize their business and personal lives.
10. The German handshake is usually light, conveying politeness and respect.



**Unit**

**8**

**Job Application and  
Interview Etiquette**



## Lead-in

Most interviewers will make up their mind within the first five minutes whether or not they're going to hire the person or bring him/her back for a second interview. It's all about impressions—how you look, how you sit and your facial expressions.

—Ron Krannich, American leading career and travel writer



## Case Study

### An Interview

#### Before the interview

John Smith arrived ten minutes early, checked in with the receptionist, and filled out his name card. He adjusted his tie, buttoned his suit jacket, and sat in the lobby. Five minutes later a secretary brought him into a conference room. Several minutes later he stood to greet the interviewer.

#### At the beginning of the interview

John Smith shook his hand firmly, smiled, and looked him in the eye with respect. As they took their seats, John Smith sat straight and paid close attention to his interviewer, and they chatted briefly about the weather.

#### During the interview

After a brief introduction to himself, the interviewer asked him six questions.

1. Why don't you tell me about yourself?
2. What are you looking for in a position at Compaq?
3. We all have weaknesses. Could you describe one of yours?
4. Where do you see yourself in 5 years within the company?
5. Are you willing to relocate?
6. Do you have any questions for me?

While John Smith answered the questions, he always kept a positive facial expression and maintained good eye contact with the interviewer. His hands were in front of him and ready to gesture naturally. He nodded every now and then.

The interview continued very nicely.

**At the end of the interview**

At the end of the interview, John Smith stood up, smiled, looked the interviewer in the eye, gave a firm handshake and thanked the interviewer for his time.

**Questions for discussion:**

1. The above is an example interview. If you were John Smith, how would you answer the above six questions?
2. Is John Smith good at interviewing? Is he liable to get a job offer after this interview?
3. After the interview, will John Smith connect the interviewer? If yes, how will he connect the interviewer?



## Reading

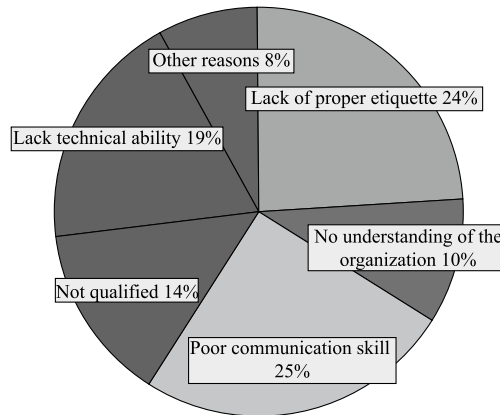
**Text**

### Job Application and Interview Etiquette

Psychologist Albert Mehrabian, known for his pioneering work in the field of non-verbal communication or body language, established a model, which suggests 55% of our communication is visual, 38% is how we say what we want to say (tone of voice, for example) and only 7% belongs to words. Knowing proper job interview etiquette is an important part of successful interviewing. (See the following chart.) How you prepare resumes and application letters, how you dress, what you bring to a job interview, how you greet the interviewer, and how you communicate can all make a big difference in the outcome of the interview. In this unit, the interview etiquette will be discussed in details.



Reasons why job interview candidates are rejected



Source: Alpha T Knowledge

(From: [https://en.wikipedia.org/wiki/Job\\_interview](https://en.wikipedia.org/wiki/Job_interview), 2018-02-05)

## I Before Job Interviews

Before job interviews, an **applicant** must prepare resumes and **application** letters.

### 1. Sending resumes and application letters

Step one for job applicants, of course, is making it to the all-important interview stage. The first key to getting noticed is having an excellent resume and application letter. Many resumes and application letters are too **generic**. Employers will have to deal with hundreds of resumes and application letters for one job opening, so you need to make sure it stands out from the rest.

#### Preparation of resumes

##### *Being honest*

The cover letter and resume must be accurate and a true reflection of your experiences. Don't even think of **exaggerating** anything in a cover letter or resume. Remember that the truth will come out and **misdemeanors** will bring about severe consequences.

##### *Being attractive*

An attractive resume must be brief, short and easy to read. It should be **tailored** to the desired job. Don't merely list the jobs you held, illustrate your abilities and skills by relating your specific **accomplishments**.

## Preparation of application letters

### *Being polite*

This is a basic principle for the job applicant. Use proper salutation, words and ending in a resume.

### *Being clear*

A good application letter usually includes an attractive opening part, a sound body part and an impressive closing part.

## 2. Dressing properly

You've sent in your perfectly manicured resume and flawless cover letter. You've researched the company and gave brilliant responses to tough interview questions. You're probably a strong candidate—but don't forget to check the company's dress code and dress accordingly. If in doubt, dress up rather than down.

In job-hunting, dressing properly shows respect to others. Like marketing a product, job-hunting is marketing yourself to a potential employer. The first thing the employer sees when greeting you is your attire; thus, you must make every effort to have the proper dress for the type of job you are seeking. Of course, dressing properly will give employers a competitive edge and a positive first impression. The first impression is critical in job-hunting. When you walk into a job interview, the first impression is made in three to seven seconds. What's more, a bad first impression is difficult to overcome, no matter how solid your credentials. With cover letters, it's the opening paragraph and a quick scan of your qualifications. With resumes, it is a quick scan of your accomplishments. With the job interview, it's how you're dressed that sets the tone of the interview.

Regardless of the type of job you're interested in, you want that first impression to be a great one. When dressing for an interview for a professional position, dress accordingly in business attire. If you're applying for a job in a more casual environment, like a store or restaurant, it's still important to be neat, tidy, and well-groomed, and to present a positive image to the employer.

### For female interviewees

HR managers think a skirt suit is proper for female interviewees on a first interview, and can be exchanged with pants on the second or third interview. The black suit color is the best choice for a female interviewee.

Shoes should be pumps or sling backs; do not wear shoes with open toes, open heel, or ankle straps. Shoes should be of good quality leather and of the color darker than your suit.

Make-up should be natural looking. Nails should be clean and manicured, avoid overly long fingernails and nail art. Nail polish and lip color should not be too trendy or bright. Hair



should be clean, neat in appearance. Perfume should be applied very lightly if at all.

The following are some interview dress suggestions for female interviewees.

#### ***Sweater and black dress pants***

A pair of classic black slacks are an essential part of a woman's interview wardrobe. It's worth it to invest in a pair of quality black dress pants that fit well and will hold up after many wears. Once you have a good pair of dress pants, it's easy to dress them up, or dress them down. You can pair your dress pants with a button down or blazer for a formal look, or with a sweater for a business casual look. With a bit of creativity, black dress pants don't have to be boring. Add a top with an interesting detail, like this heather-gray sweater with the wrap detail on the hem. It softens the look, and makes it a bit special. Peep-toe heels with a moderate heel height are fashion-forward but still tasteful. If you're looking to dress down your look, add a pair of ballet flats or loafers instead of heels.

#### ***Experimenting with button downs***

Button downs don't have to be boring. And you don't have to limit yourself to the basic white, blue, or pink button-down shirt. You can experiment with fabrics, like the sheer silk chiffon, which works great when layered over a black camisole. This shirt's camel color works well, as it's more interesting than the usual colors but still tasteful and professional. When you're shopping for a button down, just remember that the neckline should be modest. Make sure your bra is covered, and avoid showing cleavage. It's also a good idea to keep your button down tucked in, unless it's a style that is designed to be worn without tucking in.

#### ***A navy blue blazer and khaki skirt***

This is a great business casual interview outfit comprised of three pieces that are simple, but extremely versatile. A navy blue blazer is a great addition to your interview wardrobe. Not only can you wear a blazer on numerous occasions, but it works well with many different outfits—over a button down, with a blouse, and even with a dress, for example. Of course, a navy blue blazer looks great paired with a simple white button down. It's a staple combination that you can wear with khaki pants, a khaki skirt, and even dark-wash jeans in a casual situation or to a start-up causal interview. The knee-length khaki skirt rounds out the outfit. A khaki skirt is a good addition to your working wardrobe because it can be worn with many different tops. Like the blazer, it can also be dressed up or dressed down depending on the occasion.

#### ***Statement dresses***

Although it's important that your interview attire be professional and conservative, that doesn't mean you can't experiment with color. A tasteful dress in an interesting color, such as a muted turquoise or deep red, is a good addition to your interview wardrobe. With a statement dress, you don't need to bother with adding jewelry or other accessories—the dress speaks for itself. When working with bright colors, though, makes sure the rest of the dress is

modest. It's always important to make sure that both the neckline and hemline are appropriate: avoid short dresses and low-cut, revealing necklines. With a bright-colored dress, it is more important than ever that the piece covers you appropriately. All you need to round off a dress like this is a pair of black heels, or black ballet flats.

#### ***A button-down top and V-neck sweater***

Pair a button-down top with a V-neck sweater for a versatile look. You can dress the top up with black dress pants or a skirt, or dress it down with khakis or dark-wash jeans if you're interviewing at a start-up company. What's great about this combination is that it's easy to create a variety of looks, with only a few pieces. If you invest in three button downs and three sweaters that all coordinate with each other, you'll have nine different tops that you can mix and match with different bottoms.

#### ***Print cardigans***

Although you should avoid anything too bright or flashy (animal prints, for example, usually aren't interview-appropriate, unless they are extremely subtle), a two-tone black-and-white print, can spice up an otherwise-boring outfit while still looking professional. If you're going to wear a bold print, limit it to one print only and keep the rest of the outfit simple and subdued.

### **For male interviewees**

It's imperative to make a great first impression on your potential employer. A huge part of making a good first impression is dressing for success. When you finally land that interview, you may not know the company's dress code prior to your arrival. For a male interviewee, there's no denying that it can be difficult to assemble an interview ensemble. Sometimes he has to spend a lot of money or pour through fashion magazines to figure out what to wear to the interview. Fortunately, men's fashion is relatively straightforward. Using a few basic pieces, it's easy to put together an outfit that is stylish, professional and tasteful.

If you're interviewing for a professional position, it's important that you stick with a formal look. Of course, even within the "business formal" category, there's a huge range of different dress codes.

Ties don't have to be boring. You should avoid anything too flashy, such as "novelty" ties with bizarre prints.

The followings are some interview dress suggestions for male interviewees.

#### ***The basic interview dress***

A pristine white button down, grey slacks and coordinating tie is a staple ensemble that works in nearly any office environment. It's also an easy look to throw together. Basically, all you have to do is choose a tie, and you're ready to go. With the rest of the outfit so simple, you have some leeway to choose a patterned tie, which will stand as the centerpiece of the



outfit. Because it's a simple look, though, it's important to make sure that each piece of your outfit is in good condition, and fits well. Make sure your button down is wrinkle-free and take the extra effort to ensure that your slacks are pressed and pleated. If it's a cold day outside, don't forget to remove your outdoor coat.

### ***Khaki blazer and pants***

If you are not sure if the company you're interviewing at requires a business casual or business formal type of dress? You can find the middle ground with a khaki blazer and coordinating pants. A khaki blazer is less harsh than a black or grey suit coat. It's a great piece because it straddles the boundary between business casual and business formal. Worn without a tie, it's a solid option for when you aren't quite sure of the dress code.

### ***A sweater and button down***

A navy sweater is a good choice, as it matches many different shirt colors, including white, light blue, pink, yellow, or green button down shirt. Pair the layered top with khakis, grey chinos or even dark wash-jeans (in a less formal environment, such as at a start-up company) for an easy interview outfit.

### ***Navy blue blazer***

A pinstripe navy blue blazer is a breath of fresh air from the typical black suit coat, and is definitely a great addition to your interviewing wardrobe. A navy blue blazer can be worn with a tie, or without, depending on the dress code. It matches numerous shirt colors and can be worn with khakis, chinos or grey slacks. Essentially, there's a lot of flexibility packed into this one item, so you'll get a lot of mileage out of it. Navy blue blazers add a touch of class for a look that is timeless, yet always professional.

### ***Bold button downs***

Coordinate your tie with an interesting button down for a look that is sophisticated and stylish. Use tact when choosing your button down, though. In a strict formal dress code, stick to classic colors with subdued prints, like a blue stripe, for example. You have some more flexibility in a more casual environment, especially considering bold button downs don't need a tie to dress them up. Ultimately, don't be afraid to experiment. Figure out what works for you, but make sure the shirt complements your look without overshadowing your personality. A "statement" tie works well with a button down sans blazer, which can be a good choice in a dressier business casual environment.

### ***Modern business formal***

If you are interviewing at a company with a business formal dress code, but you're tired of the same-old black suit, you can try white shirt and basic tie. Fortunately, if you use discretion in coordinating your outfit, your business formal suit doesn't have to be stagnant and boring. Work with colors that are modest but still eye-catching, like this light-blue tie that matches a checkered shirt. It adds a touch of urban sophistication without sacrificing

professionalism. Finally, a grey suit coat and pants still lends to a formal look, yet is more modern than the dreary black suit.

### *Adding texture*

Adding texture to your outfit lends an instant sense of class, sophistication and style to an otherwise ordinary ensemble.

A textured blazer, like the corduroy one, dresses up a button down and slacks without looking stuffy or uptight. A tweed blazer accomplishes the same thing.

Pair the blazer with a tie for a more formal environment, or lose the tie for a look that is relaxed but professional.

### **3. Bring proper things**

It's important to come prepared to a job interview. It's fine to bring some proper things to the office. For example, extra copies of your resume to offer the interviewer, and a list of questions to ask the interviewer. If you're interviewing for a tech or web job and you want to show examples of your work, you can bring your laptop or tablet to show the interviewer what you have accomplished.

Before you walk into a job interview, your cell phone should be turned off and out of sight. You don't want to be the applicant whose text messages or calls disrupted the interview. Don't bring bread or bottle of mineral water or anything else to eat or drink. Don't chew gum.

### **4. Arriving on time**

It's important to arrive a few minutes early, or on time, at the latest, for a job interview. Know where you're going, how much travel time you need, and how to get to the interview location. Check out the logistics ahead of time so you ensure that you're not late.

Giving yourself a bit of extra time will give you an opportunity to stop in the rest room and freshen up, if need be, to make sure you don't have any hair, make-up or wardrobe malfunctions.

A few extra minutes will also give you an opportunity to catch your breath and stay calm. An interview is even more stressful than normal if you're rushing to get there on time.

When you arrive at a job interview, introduce yourself to the receptionist, if there is one. Let him or her know who you are and who you are scheduled to meet with.

Greet your interviewer with a firm handshake and introduce yourself. Be prepared for a little small talk, but don't overdo it. Follow the interviewer's lead and let them guide the direction of the conversation.

In the conversation, both verbal and non-verbal communications are important. Psychologists have studied the ways humans send subconscious messages through facial expressions, hand gestures, body position and tones of voice, otherwise known as body



language. “Body talk” matters as much as the spoken word because these non-verbal cues are more immediate, **instinctive** and uncontrolled than verbal expression.

## II During Job Interviews

Chief human resources officers believe a good first impression can help candidates grab their chances of moving forward in the interview process.

An interview is a verbal and non-verbal communication. Even an attractive, high-quality, talented interviewee needs to impress interviewers and make sure the potential employer will feel comfortable and respected in the interview. Be positive, enthusiastic and engaging throughout all communication.

A body language expert says, “A candidate can give out thousands of non-verbal cues within the first minute of meeting a hiring manager, and those messages make more of an impact than the words that you use during the interview. Our body language says a lot about who we are and our emotional state, and poor body language often sends a message that we are stressed or fearful.”

According to the nationwide survey, conducted online by Harris Poll on behalf of CareerBuilder from November 16 to December 6, 2016 among more than 2,600 hiring and human resource managers, it doesn't take long for a hiring manager to make a decision. Around half of employers (51 percent) know within the first five minutes of an interview if a candidate is a good fit for a position—on par with last year (50%).

### 1. Verbal communication etiquette in job interviews

The following are the most common interview questions you will most likely be asked. Knowing how to answer these questions politely and properly can make you prepared and confident.

#### Tell me about yourself

If the interviewer starts an interview with the question “Tell me about yourself”, it's a way to break the ice and make you feel more comfortable during the interview process. It's also a way for the hiring manager to get **insight** into your personality to help determine if you are a good fit for the job. It isn't a good idea of talking too much or too little personal information. The interviewer doesn't want to know everything about you, but disclosing too little can make him or her wonder why you aren't more open. You can start with some personal interests which don't relate directly to your work. Interests like long-distance running or yoga which helps to represent your health and energy. Volunteer work will demonstrate the seriousness of your character and commitment to the welfare of your community.

After sharing a few interesting personal aspects of your background, you can transition to sharing some key professional skills that would help you to add value if you were hired for

your target job.

It's not polite to overwhelm the interviewer with too much information. You can talk about three or four of the personal qualities, skills and/or areas of expertise which would help you to excel in the job for which you are interviewing. After mentioning three or four strengths, you might mention that you have several other assets which you would like to discuss as the interview unfolds.

### **Tell me something about yourself that's not on your resume**

For the applicant, questions that dig further into your background provide an opportunity to share more about the personal qualities and **attributes** that would enable you to be a successful employee if you were to be hired. How to answer the question politely and skillfully? You may share a strength that isn't on your resume. For example, public speaking might be an important requirement in the job for which you're being considered. You may not have had the opportunity to speak in front of groups during your work history. However, you could respond that you were on the debate team in college, or won a marketing competition as an undergraduate, etc. You could say something to emphasize your strong work **ethic**, or you can explain why you want the job, or share something personal.

### **How do you cope with failure?**

There are ways to answer this interview question without it looking like you can't handle the job. In fact, being able to cope with failing and moving on can be an indicator of your success at work. You may cite failures that were not very recent. But you must describe your strategy for self-improvement in detail and to reference subsequent successes you achieved after taking those steps.

### **Tell me something about your success**

The best approach to answering this question is to prepare specific examples of your successes and to reference how you assessed the factors contributing to your achievements. Then share how you applied this knowledge to continue your professional development and to generate positive results. You could reference a time when you led a team that was able to deliver a product ahead of schedule, along with the steps the individuals took to ensure that high quality.

### **Do you consider yourself successful?**

You may assert confidently that you do consider yourself a success. Make sure you look the recruiter in the eye and sell the statement with a confident tone. Then, provide one or two examples of times when you have set and met a professional goal. Briefly explain how you achieved each success—perhaps you overcame an obstacle, effectively managed a team, or budgeted your time effectively. The goal is to demonstrate your determination and willingness



to take on challenges and achieve result. You might also mention successes you hope to achieve in the future, or are currently working to achieve. For example, if you mention your successful sales record, you may also want to explain how you hope to improve upon that success in the future. This will demonstrate that you are hungry for new challenges in the new position.

### **How do you handle stress?**

The best way to answer this question is to give an example of how you have handled stress in a previous job. That way, the interviewer can get a clear picture of how well you work in stressful situations. Avoid mentioning a time when you put yourself in a needlessly stressful situation. For example, do not share a story about a time when you were stressed because you procrastinated and had to finish a project quickly. Focus on a time when you were given a difficult task or multiple assignments, and you rose to the occasion. You also should not focus too much on how stressed out you felt. While you should certainly admit that stress happens, emphasize how you dealt with the stress, rather than how it bothered you. If possible, avoid saying you are stressed by a situation that will be common in the job for which you are applying. For example, if you say you get stressed when you're given multiple projects, and you know the job will require you to **juggle** many assignments at once, you will look unfit for the position.

### **How would you describe yourself?**

When you answer this question, you should bear in mind the type of position you are interviewing for, the company culture, and the work environment. However, you don't want to simply regurgitate a list of reasons why you are right for the position. Instead, answer with a couple positive adjectives or phrases that describe your personal characteristics or your attitude (sometimes employers ask a similar question, "What three adjectives would you use to describe yourself?"). Make sure to focus on the qualities that make you an ideal match for the job and the company. You typically do not need to follow up your response with specific examples of times you have displayed each characteristic—often, an employer wants a relatively concise answer to this question. However, if you give your answer and the interviewer looks like he or she is waiting for more, you can then follow up with examples from past work experiences. The interviewer might even ask you outright to expand your answer with examples. Finally, while you should shape your answer to fit the particular job, authenticity is still important.

### **Are you lucky?**

You should demonstrate balanced but optimistic attitude when you answer the question. You can begin by referencing some reasons why you have been fortunate, like having a strong family background, great mentors, inspiring bosses, or a solid education at an outstanding

school. Good fortune of this kind points to assets that will ultimately serve you well in your job. However, you also want to avoid attributing your successes to mere “luck”. Focus on a quality or skill you have that has brought you success. In this way, you are demonstrating that you make your own luck, rather than waiting for good things to come.

### **Tell me about your work style**

When answering this question, it’s important to be honest, while still highlighting the positive. It is also important to keep the particular job in mind. Avoid clichés (like “hard worker” and “good communication skills”) and focus on specific elements of your work style that fit the position and company. For example, if you work quickly and efficiently, you might mention this in your answer, especially if the job requires meeting **tight** deadlines.

### **Do you take work home with you?**

Before you answer, think about the company culture. If you know the employer values work-life balance or time management skills, you will want to emphasize your ability to complete your work during work hours so that you can focus on family or other activities after work. If the company requires employees to put in lots of extra hours, and emphasizes the need for dedication and passion in the workplace, you may want to stress your willingness to bring projects home in order to ensure high-quality work. If you aren’t sure of what the employer is looking for, the safest way to answer is to emphasize your organizational skills while also saying that, when necessary, you will take work home with you. This question also provides you an opportunity to think about whether or not the job is the right fit for you. If the employer clearly wants you to take work home with you on a regular basis, but you value your free time, you may want to consider not taking the job. Instead, look for jobs at companies that value work-life balance.

In an interview, you shouldn’t say the following things:

- I really hate my job.
- I have a vacation planned in a few weeks.
- My boss is the worst boss ever.
- How much does this job pay?
- My current company is awful.
- When do I get a vacation?
- Can you give me taxi fare to get home?
- Do you mind if I take this call?
- I really need this job.
- I don’t have all the experience you need, but I’m a quick learner.



- It's on my resume.
- I don't know.
- I have an appointment, is this going to be over soon?
- Sorry, I'm late.
- Profanity or swear words.
- What's the policy on dating co-workers?
- Do you have Friday Happy Hours or is there an open bar at holiday parties?
- I don't have child care lined up, but I'm working on it.
- I don't have a car yet, but I will soon.
- This schedule doesn't really work for me. Can it be changed?
- I don't have any questions.
- What do you do at this company?
- What is included in the benefits package?
- Interviews make me really nervous.
- Can I work from home?

Verbal communication etiquette is not only what you say, but also the way that you say it. Although your words are important during an interview, you should also be aware of the way that you say them—which are also known as paralanguage—because there are a lot of **assumptions** made about a speaker from these cues. For example, if you tell an employer that you are interested in a job but your tone of voice and pitch does not reflect enthusiasm, your words will not be believed.

Verbal pauses—the “uhs” and “ahs” that we use so easily without even thinking about them—should be kept to a minimum during an interview. According to Krannich, using too many of these can give a **prospective** employer the impression that you're unsure about what you're talking about and underprepared for the interview.

Here are some things you can do before and during your conversation to avoid misunderstandings between you and the recipient of your message:

- Be prepared. Figure out what information you want to provide and decide on the best way to relay it to your recipient.
- Speak clearly. If you mumble or speak too quickly, it will be difficult for others to understand what you are saying.
- Use language your recipient can easily comprehend. If you use words your recipient doesn't understand, your message will be lost.
- Use proper tone. Use your voice to show your feelings but be careful not to get too

emotional. Doing that could distract from what you want him or her to take away from the conversation.

- Check in with the listener to make sure he or she understands you. Get feedback from the person with whom you are speaking if you can. You want to make sure he or she “gets” what you are trying to say. You can do this by observing facial expressions and body language, or by asking for confirmation.
- Avoid distractions. Background noise will distract your listener and make it tough for him or her to hear what you are saying, never mind, understand it. Try to find a quiet place to talk. If you are speaking to someone by phone, go to a quiet area and make sure he or she is in one as well. If not, arrange to have a conversation at another time.

## 2. Non-verbal communication etiquette in job interviews

An impressive resume and cover letter can help a candidate land a job interview. “The unfortunate thing is when you look at most of what’s been written about interviews, 95 percent focuses on the questions and answers—the verbal component of the interview—and that’s only 50 percent of it,” an interview expert said. What happens to that other 50 percent? It goes back to the whole notion that you’re meeting a stranger for the first time and people read your non-verbal communication. Bad body language and awkward mannerisms can ensure that there won’t be a second interview—or a job offer.

According to the nationwide survey conducted on behalf of CareerBuilder.com, it doesn’t take long for an interviewer to decide if a candidate is going to move forward in the hiring process. Fifty percent of hiring managers said they know within the first five minutes of an interview if a candidate is a good fit for a position.

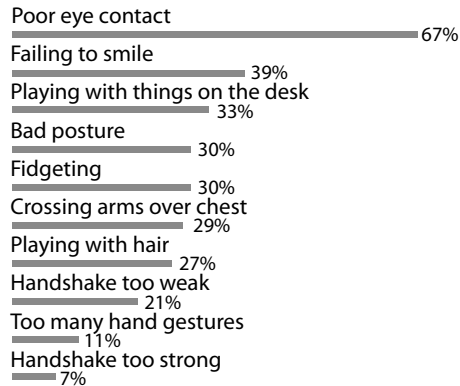
Regardless of how well you practice giving great answers during the interview, if all your non-verbal stuff is off, the research shows that it’s the non-verbal communication that the interviewer trusts more than the verbal.

It’s likely that your body language will have more of a positive impact on your success than anything you say. Facial expressions, posture and other physical behaviors can reveal more about job seekers than the words they use. Sit straight and don’t slouch, make positive eye contact, and never forget the impact a strong, convincing handshake can have. Also, remember to articulate well and be positive and persuasive, as well as showing genuine interest in the company, the people and the role.

Asked by Harris Poll to identify the biggest body language mistakes job seekers make, hiring managers and HR professionals said poor eye contact was the most common deal-breaker.



### Body language that derails job applicants:



(Source: CareerBuilder.com survey, January 2016)

### Making eye contact

It will be easier for the person to whom you are speaking to connect with you if you maintain eye contact while you are speaking, as well as when you are listening. In a job interview, the right amount of eye contact is imperative because too little or too much can create a bad impression. A lot of people don't maintain good eye contact and they have what we call shifty eyes, which may indicate that you're probably not very trustworthy or that you're not listening. "Listening skills are very important and are basically non-verbal," Krannich said. "Also, too much eye contact can be seen as threatening and too little eye contact can mean you probably are hiding something. In American culture, we read eye contact as indicators of trustworthiness and honesty." Eye contact is critical, but please don't stare. If you're very uncomfortable looking interviewers in the eye, look at the center of their forehead, between the brows, instead. They'll never know. Smile! If your eyes aren't smiling, you're not smiling. Try to grin without moving your mouth. Just like good posture, once you get the feel of it, muscle memory will enable you to replicate it whenever you like.

### Standing or sitting up straight

The interview experts agree that aiming for a neutral posture is your best bet.

Leaning back implies lack of interest and boredom. When people like someone, they typically lean into a conversation. Otherwise, they usually lean back.

Leaning forward can be just as problematic, as it can seem overly solicitous or even threatening. Don't crowd the interviewer by leaning in too closely or over his or her desk. And no invading their space, as standing too close makes everyone, from toddlers to nonagenarians, strangely uncomfortable.

In a job interview, the proper posture should be the classic "sit up straight", as if a string were tied from the top of your head to the ceiling. Standing or sitting up straight conveys a

message of self-assuredness—but it also makes you appear taller, which around the world is seen as a sign of smarts, confidence and **credibility**. It seems so simple, but it’s amazing how many people ignore this important body posture.

Remember a “close talker” usually makes everyone he meets feel uncomfortable. During a job interview, the appropriate distance should be about four to five feet—just enough to remain formal with your interviewer without being too far away. Also, remember that it’s important to keep an appropriate distance from items on your interviewer’s desk. It may sound obvious, but Krannich said that many nervous candidates will start picking up anything in front of them, which can also be a violation of the interviewer’s personal space.

Your mirror will help you determine whether you need improvement here. Good posture isn’t achieved by sticking your chest out or tossing your shoulders back. Simply stand still, and try to lift the crown of your head as high as you can.

### Hand gestures

In an interview, hands should be ready to gesture naturally. There are some hand gestures a person should stay away from in an interview.

- Avoid chopping gestures. Whole arm karate chop gestures can psychologically cut up the space between interviewer and interviewee. While not all of us have a tendency to “karate chop”, there are variations of the martial arts move. These gestures are considered aggressive and in some cultures are considered incredibly rude.
- Avoid pointing. Pointing is often perceived as an offensive motion. Any fast, repeated or aggressive hand gestures should be kept to a minimum.
- Avoiding tapping or drumming fingers. Tapping or drumming fingers is also a negative sign, as it expresses impatience, boredom or annoyance.
- Avoid rubbing the back of your neck. It will make you look uninterested.
- Avoid fidgeting or touching your face. Both signal nervousness, or worse.
- Avoid clasping hands behind the head. It denotes arrogance and superiority.
- Avoid crossing your arms.

### Other non-verbal communication etiquette in job interviews

- Don’t bring your phone, a drink or anything else to an interview that could distract you.
- Listen carefully.
- Focus on the conversation.
- Observe the reaction of others to your statements.
- Don’t interrupt your interviewer.



- Refrain from looking at the clock, your phone or displaying any other signs of disinterest.

In the interview, you should convey an open, relaxed attitude by being physically open and relaxed. With a bit of practice you'll find your mind, attitude, and body language in synch, which will guarantee better interview results.

As in posture, erring on the side of caution in an interview setting can also be problematic. If you shove your hands in your pockets, behind your back or even crossed in front of your chest, you run the risk of appearing closed off, stiff or belligerent. You should appear open and approachable, which means your hands should be in front of you and ready to gesture naturally. Nodding every now and then, as well as “talking with the hands”, says a person is interested and involved in the conversation. However, too many hand movements may make other people nervous. Be alert to their reaction and control the gestures if necessary.

### III After Job Interviews

At the end of the interview, interviewees should stand up, smile, look the interviewer in the eye, give a firm handshake and thank the interviewer for their time: “It looks like a terrific opportunity—and I look forward to hearing from you.” It's appropriate to ask what the next step in the hiring process will be and when you might expect to hear. Finally, thank the interviewer for the time they spent interviewing with you. Always keep a positive facial expression in the whole process.

#### Sending a thank-you letter

After you interview for a job you're often eager to hear how it went. Did you get the job? Will you be called back for a second interview? On the list of interview etiquette, there is a post-interview etiquette—sending a thank-you letter to the interviewer after you accept the interview within a day or two. If you don't follow this post-interview etiquette, you might harm your chances of getting the job or **inadvertently** anger your potential employer. Not only is this good manner, but it helps the interviewer keep you in mind when he or she is making a decision. In other words, taking the time to say “thank you” not only shows that you appreciated the interview, it also gives you an opportunity to reiterate your interest in the job.

In addition to saying “thank you”, refer to anything the interviewer mentioned that **enhanced** your interest and **summarize** why you think the job is a good match and why you're a strong candidate for the job.

When writing a thank-you letter, you can include the following contents. Firstly, state your appreciation for the interview. Secondly, review your qualifications or provide additional information. Thirdly, express that you are looking forward to hearing from him or her.

Till now, you have finished the job-hunting process. What you only have to do is to wait for a response.



## New Words and Expressions

- ① **applicant** /'æplɪkənt/ *n.* someone who has formally asked, usually in writing, for a job, university place, etc. 申请人  
 —The key is to find the school that is best for you, the applicant; not what some publication thinks.  
 关键问题是，申请人应该选择最适合自己的学校，不应该只听从某些刊物的看法。
- ② **application** /,æplɪ'keɪʃən/ *n.* a formal, usually written, request for something such as a job, place at university, or permission to do something 申请  
 —Your application to join the club was honored.  
 你加入俱乐部的申请获得批准了。
- ③ **generic** /dʒə'nerɪk/ *adj.* relating to or common to or descriptive of all members of a genus; applicable to an entire class or group 一般的，普通的；通用的，不专用的  
 —If your client code needs this kind of specific functionality, then this generic layer is not enough—at least as it has been described so far.  
 如果您的客户机代码需要这种特定的功能，那么这个一般层是不够的——至少从迄今对它的描述来看是不够的。
- ④ **exaggerate** /ɪg'zædʒəreɪt/ *v.* to make something seem better, larger, worse, etc. than it really is 夸大，夸张  
 —We are made to exaggerate the importance of what work we do; and yet how much is not done by us!  
 我们总是对我们做过的事情的重要性夸大其词，但是还有很多事情我们还没有做！
- ⑤ **misdemeanor** /,mɪsdi'mi:nə/ *n.* a bad or unacceptable action that is not very serious 轻罪  
 —There's a case for taking a look at what the Administration may or may not have done that rises to level of high crimes and misdemeanors.  
 有一个案例就是对职能部门造成重罪和轻罪的作为和不作为进行审查。
- ⑥ **tailor** /'teɪlə/ *v.* to make something so that it is exactly right for someone's particular needs or for a particular purpose 剪裁；使合适  
 —This is a novel tailored to popular taste.  
 这是一本为迎合大众口味而创作的小说。
- ⑦ **accomplishment** /ə'kʌmplɪʃmənt/ *n.* something successful or impressive that is achieved after a lot of effort and hard work; the act of finishing or achieving something good 成就；技能；完成  
 —Our efforts were directed towards the accomplishment of the work.  
 我们的努力都是为了完成这项工作。
- ⑧ **instinctive** /ɪn'stɪŋktɪv/ *adj.* based on instinct and not involving thought 本能的；直觉的；天生的  
 —Still, the findings are exciting because they suggest that the body and brain have



instinctive ways of healing that we could come to understand one day and then magnify. 即便如此，这些发现仍令人兴奋，因为这意味着身体与大脑具有天生的自愈方法，等待着我们有朝一日去理解并放大后利用。

- ⑨ **insight** /'ɪnsaɪt/ *n.* a sudden clear understanding of something or part of something, especially a complicated situation or idea 洞察力；洞悉

—We calmly abide with the insight and the feelings it evokes, in this case, the feeling of our persistent relationship with the universe: our co-dependence.

我们冷静地跟随它唤起的洞察和感想，在这种情况下，我们能感受到我们和宇宙的持久关系：相互依存。

- ⑩ **attribute** /ə'trɪbjʊt/ *n.* a quality or feature, especially one that is considered to be good or useful 品质，特点

—What attributes should a good manager possess?

一个好经理应该拥有什么样的品质？

- ⑪ **ethic** /'eθɪk/ *n.* a general idea or belief that influences people's behavior and attitudes 伦理；道德规范

—Refugee workers said such action was a violation of medical ethics.

难民工作者称这种行为违背了医学道德。

- ⑫ **juggle** /'dʒʌɡəl/ *v.* to try to fit two or more jobs, activities, etc. into your life, especially with difficulty 应付，努力对付

—Manufacturers must be able to juggle demands of all kinds.

制造商必须能够应付各种需求。

- ⑬ **tight** /taɪt/ *adj.* If time is tight, it is difficult for you to do everything you need to do in the time available. 挤满的；密集的；（时间）紧的；（日程）排满的

—As usual, his schedule on Saturday was tight.

像往常一样，他周六的日程安排得很紧密。

- ⑭ **assumption** /ə'sʌmpʃən/ *n.* something that you think is true although you have no definite proof 假定，设想

—Others have said that all of Mars should be protected as a wildlife preserve where we do everything possible to avoid contamination; on the assumption Martian microbes could exist.

假设火星上可能存在微生物，其他人就认为我们应该竭尽全力，将火星当作野生动物保护区一样，去保护火星上的一切免遭污染。

- ⑮ **prospective** /prə'spektɪv/ *adj.* likely to do a particular thing or achieve a particular position 未来的，预期的

—Prospective employers like to see what you have written.

未来的老板愿意看你所写过的东西。

- ⑯ **credibility** /ˌkredə'bɪləti/ *n.* the quality of deserving to be believed and trusted 可信性；确实性

—These days, people are not going to use products unless they actually work, so cosmetics firms need the credibility that science gives them.

如今，除非产品真的能起作用，否则人们是不会去用的，因此化妆品公司需要有科学给予的可信性。

**17 inadvertently** /,ɪnəd'vɜ:təntli/ *adj.* without realizing what you are doing 非故意地，无心地

—Although modernism was mainly a European affair, it inadvertently accelerated the growth of mass culture in the United States.

虽然现代主义最初主要是一个欧洲现象，但它在无意中加速了美国大众文化的发展。

**18 enhance** /ɪn'hɑ:ns/ *v.* to improve something 提高；加强；增加

—The computer can enhance the quality of photographs transmitted from space.

计算机可提高从太空发回的照片的质量。

**19 summarize** /'sʌməraɪz/ *v.* to make a short statement giving only the main information and not the details of a plan, event, report, etc. 总结，概述

—Basically, the article can be summarized in three sentences.

基本上，这篇文章可用三句话概括。



### Business Etiquette Tips: Golden Rules in a Job Interview

Your behavior at a job interview can offer a fresh start after a business has failed or you've been made redundant. An expert spelled out the golden rules.

Statistics show that we make lasting judgments about people within the first two minutes of meeting them. Fifty five percent are to do with appearance; 38 percent concern behavior; and only seven percent are based on what the person actually says.

The most important thing you can do if you want to make a good impression is to “look the part”. Make sure you are familiar with the way staff at the company usually dress and aim to match the style. If in doubt, formal business attire is the best option. Look understated—wear dark colors and sober ties, and cut back on jewelry.

Body language is crucial in interviews, which run more smoothly when both parties adopt similar sitting positions. If your interviewer appears to be too tense or uncomfortable, then gradually relax your posture. You will find that they will similarly soften their own and your conversation should flow more easily.

Make eye contact regularly, but don't stare—keep your expression warm and natural. Too little contact means you are disinterested while too much is threatening. Face your interviewer and sit with an open, relaxed pose. Use your hands as part of your communication, but don't force yourself to do anything. It is more important that you should be focused and natural.



## Situational Dialogue on Interview Etiquette

*Interviewer:* Jack, marketing director

*Applicant:* Mary

**Jack:** Hello! I'm Jack Miller, a director of marketing of CIF.

**Mary:** Hello, it's very nice to meet you.

**Jack:** So, why don't you tell me about yourself?

**Mary:** Okay. I grew up in Miami and studied engineering at Georgia Tech. In my first job at HP, I learned a great deal about managing the flexible assembly of computers. After that I implemented improvements in the marketing department at IBM. I've been negotiating with corporate clients on large orders. It's been fascinating learning about the sales side of the business. Outside of work I play football in several local leagues.

**Jack:** What is your greatest strength?

**Mary:** I have an extremely strong work ethic. When I'm working on a project, I don't want just to meet deadlines. Rather, I prefer to complete the project well ahead of schedule. Last year, I even earned a bonus for completing my three most recent reports one week ahead of time.

**Jack:** What is your greatest weakness?

**Mary:** I like to make sure that my work is perfect, so I tend to perhaps spend a little too much time checking it. However, I've come to a good balance by setting up a system to ensure everything is done the first time correctly.

**Jack:** How would you describe yourself?

**Mary:** I'm the kind of person who knows how to execute difficult tasks with precision. I pay attention to all the details of a project. I make sure that every task is just right, but is also completed in a timely manner.

**Jack:** Why should you be hired?

**Mary:** I think that my experience in the (widget) industry and my ability to work autonomously make me a good match for this position.

**Jack:** Why do you want this job?

**Mary:** I have admired this company's successful strategies and mission for years. Your emphasis on creating a relationship between your company and the surrounding community have brought you success everywhere you have opened an office. There are values I greatly admire.

**Jack:** How do you handle stress?

**Mary:** Pressure is very important to me. Good pressure, such as having a lot of assignments to work on, or an upcoming deadline, helps me to stay motivated and productive. Of course, there are times when too much pressure can lead to stress; however, I am very skilled at balancing multiple projects and meeting deadlines, which prevents me from feeling stressed often. For example, I once had three large projects due in the same week, which was a lot of pressure. However, because I created a schedule that detailed how I would break down each project into small assignments, I completed all three projects ahead of time and avoided unnecessary stress.

**Jack:** What are your goals for the future?

**Mary:** I see myself as a top performing employee in a well-established organization, like this one. I plan on enhancing my skills and continuing my involvement in (related) professional associations.

*(The interview continues very nicely...)*



## Exercises

### I. Read the statements below based on the text, decide whether they are true or not. Mark “T” for true and “F” for false.

1. During the interview, the right amount of eye contact is imperative because too little or too much can create a good impression.
2. Be cautious neither to stare—it can be interpreted as threat or intimidation—nor to invade the interviewer’s personal space by leaning forward too much.
3. Body language reflects a person’s emotions and thoughts, even if the spoken word is conveying the opposite message.
4. Most likely, the improper projection of body language has prevented many job hunters from landing a job for which they thought did well during the interview.
5. Emphasizing some of physical gestures without exaggerating will transmit strong messages without saying a single word.
6. Hand gestures should be avoided at all times. It denotes a closed attitude, as if the person wants to create a barrier between him or her and the interviewer.
7. An interviewee should keep a relaxed and open posture in the interview.
8. It is also proper to slouch back in the seat, which reflects interest and confidence.
9. When you are dressing for a job interview, the image you present is really important. Your image is what makes the first impression on the interviewer—and that first



impression is the one that sticks—so it's important to dress appropriately when interviewing.

10. You should send a thank-you letter to the interviewer after you accept the interview within one month.

## II. Fill in the blanks with the right forms of words in the box.

application   tailor   generic   attribute   applicant

1. Performing well at an interview starts with the job \_\_\_\_\_.
2. Many CVs are just too \_\_\_\_\_. A thoughtful, well-prepared application and CV set the tone for a dialogue between an \_\_\_\_\_ and an employer.
3. We encourage job seekers to carefully \_\_\_\_\_ their CV to the position being sought, showing an understanding of the company, the role, and especially why they have the experience, \_\_\_\_\_ and potential to do the job.

## III. Translate the following paragraph into Chinese.

Late means late, even if you're just one minute late. Your best bet is to be sure you know how long it takes to get there. Then add an extra ten to twenty minutes to your schedule as margin for error. Once there, visit a coffee shop or wait outside so you can enter five minutes early. Knock at the door before you enter the interviewing room. Walk to the desk and shake hands with the interviewer.

## IV. Translate the following paragraph into English.

“为什么想换一份工作？为什么会选择我们公司？”在回答这个问题时，要采取一种积极的态度。例如，如果你最近一直在工作的话，一定不要说你觉得自己的才能得到赏识，不喜欢你的老板，或者其他负面的事情，而要说你觉得在目前的工作中已积累了足够的经验，有能力迎接新的挑战，你相信这份新工作可以让你充分发挥自己的聪明才智。

## V. Case study.

### An Interview Preparation

Mr. Thomason is a young man who will come to interview for a job at SJN, a public relations company. Before the interview, he made preparations for the interview.

He read something about the company and called his university's classmate working at SJN Company to learn out about the company's culture. He also called his friend doing business with the company to find out more information about the company. He asked one teacher for advice. He learned communication skills in an interview. He practiced his hand

gestures before a mirror. He brought extra copies of resumes for the interview. His resume is not for all companies. It is a custom-made piece, only for SJN Company. He dressed formally and arrived at the SJN Company ten minutes early.

### Questions for discussion:

1. Summarize what Mr. Thomason did right before the interview.
2. Did he make fully preparations for the interview? Why or why not?  
Discuss with your classmate.
3. Have you found any clue to interview etiquette?



### Joyful Moment

#### Did You Wipe Your Feet on the Mat?

Boss: "If you're going to work here, one thing you must learn is that we are very keen on cleanliness in this firm. Did you wipe your feet on the mat as you came in?"

Candidate: "Oh, yes, sir."

Boss: "And another thing we are very keen on is truthfulness. There is no mat."



## Interview Etiquette Self-test

The following statements are based on the text we have learned. Read carefully and decide whether the statements are true or false.

1. I should always turn off (or silence) my cell phone before heading into any interview.
2. After a job interview, regardless of whether I am still interested in the job or not, I should always follow-up with a thank-you letter.
3. When you greet the interviewer, you should give him a firm handshake.
4. After a job interview, I begin calling the employer every day to see when a hiring decision will be made.
5. In an interview, I always avoid asking questions because it is rude to interrupt the interviewer by asking questions.



6. I will bring bottle of mineral water to the interview office to drink, but I won't bring bread to eat.
7. No matter what type or level of job I am applying for, I always introduce myself to the receptionist (if there is one) when I have arrived at the interview company.
8. In an interview, I can touch my face to release my nervousness.
9. When talking with the interviewer, it's okay for me to look at my cell phone to check if there is any important message.
10. When I apply for a job in a public relations company, it is proper to dress formally for the interview.

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