

Objectives

Talk about cultural differences

Describe past events and news

Describe the sequence of past events



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1. Is cultural awareness important for business people? Why? Do the quiz and discuss the results with your partner/teacher.

1. In which culture is it crucial to exchange business cards with both hands as a sign of respect?

A: American

C: Japanese

B: British

D: Australian

3. In which culture is it typical to arrive fashionably late for social events, but it's expected to be on time for business meetings?

A: Spanish

C: Indian

B: French

D: Australian

2. In which culture is it important to start a presentation with a joke to build rapport and ease into the topic?

A: Russian

C: German

B: Chinese

D: American

4. In which culture is it a norm to maintain a high level of formality and hierarchy in business communication, addressing people by their professional title and last name?

A: German

C: British

B: American

D: Chinese



2. Read Part 1 of the text and answer the questions.
- 1. Which countries rely on non-verbal cues and context?
 - 2. How do direct cultures give feedback?
 - 3. What is the attitude towards leadership in Sweden?
 - 4. How do collectivist cultures make decisions?



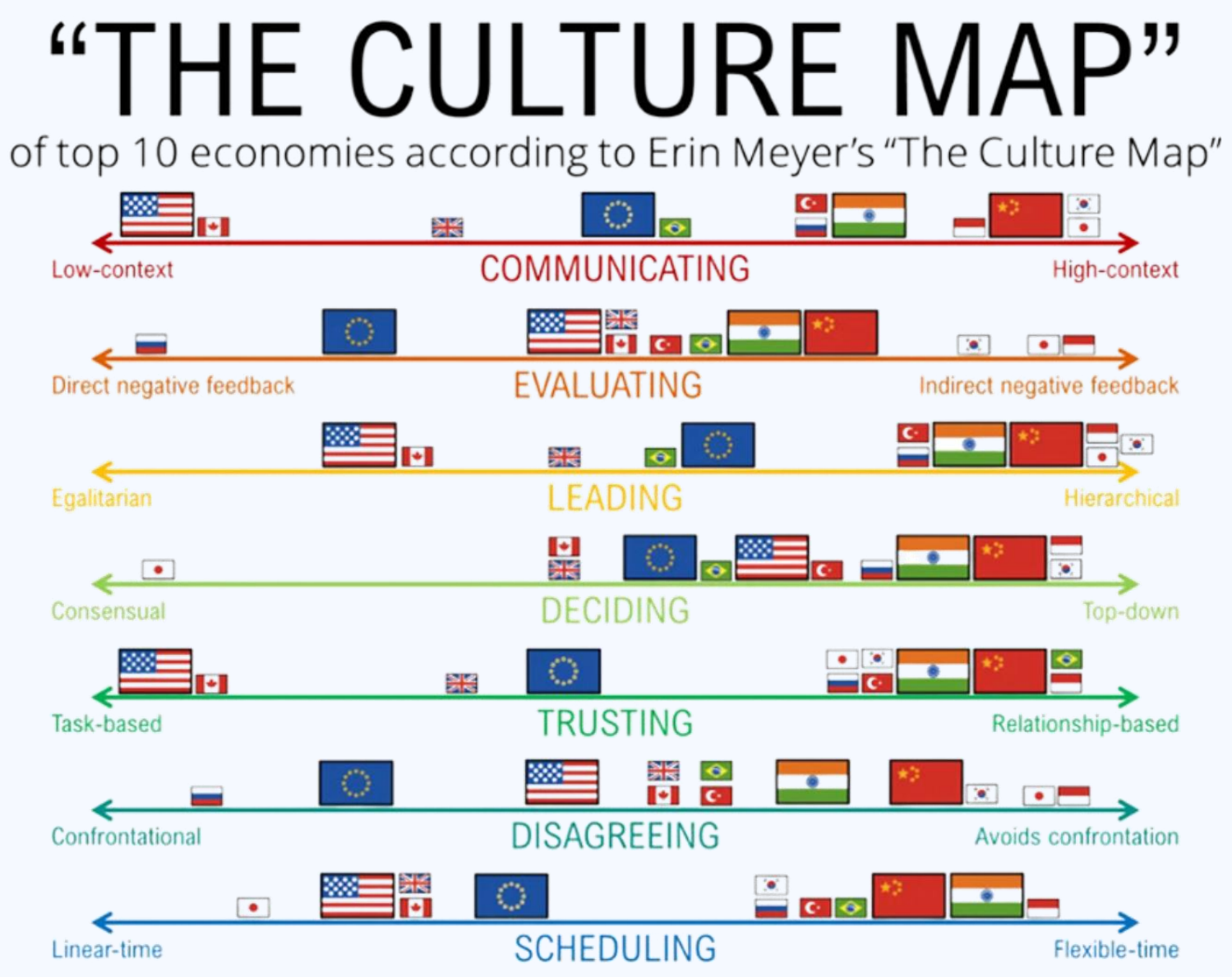
Erin Meyer is a renowned professor at INSEAD Business School, specializing in the field of cross-cultural management. She authored the award-winning book, "The Culture Map: Breaking Through the Invisible Boundaries of Global Business" in which she dissects how cultural differences can influence global business interactions. This book is a strategic guide, offering practical advice on improving communication, decision-making, and collaboration across cultures.

Communicating refers to the way people express themselves. In low-context cultures such as the U.S., individuals are explicit and **open**, communicating exactly what they mean. On the other hand, high-context cultures like Japan, are more **cautious**, relying heavily on non-verbal cues and context, implying more than they say directly.

Evaluating concerns the approach to feedback. Direct, **liberal** cultures, like the Netherlands, offer blunt, straightforward criticism. You'll get direct negative feedback in Russia and Germany too, but the Americans, just like the British, will sugarcoat it. Indirect, more **formal** cultures, such as Korea, share feedback softly and diplomatically to maintain harmony and respect. There's a high chance you won't even know what kind of feedback you've gotten from a Japanese executive since Japan is the least direct one in giving negative feedback.

Leading explores power distribution in organizations. **Hierarchical** societies like China concentrate power and decision-making at the top. For example, in Japan, it will be a mindless act to disagree with your superior. In contrast, **egalitarian** societies like Sweden disperse power evenly and value the input of all members. For the Danish, the Norwegian, and the Swedish the best boss is a facilitator among equals.

Deciding examines decision-making styles. **Collectivist** cultures like Japan are consensual, involving everyone in decisions. **Individualistic** cultures, like Russia, however, lean towards top-down decisions made by a few and implemented by the rest.



3. Read Part 2 of the text and decide if the statements are true (T) or false (F).

1. In the U.S., trust is built through work, not social interactions.

2. Open disagreement is valued in Israel.

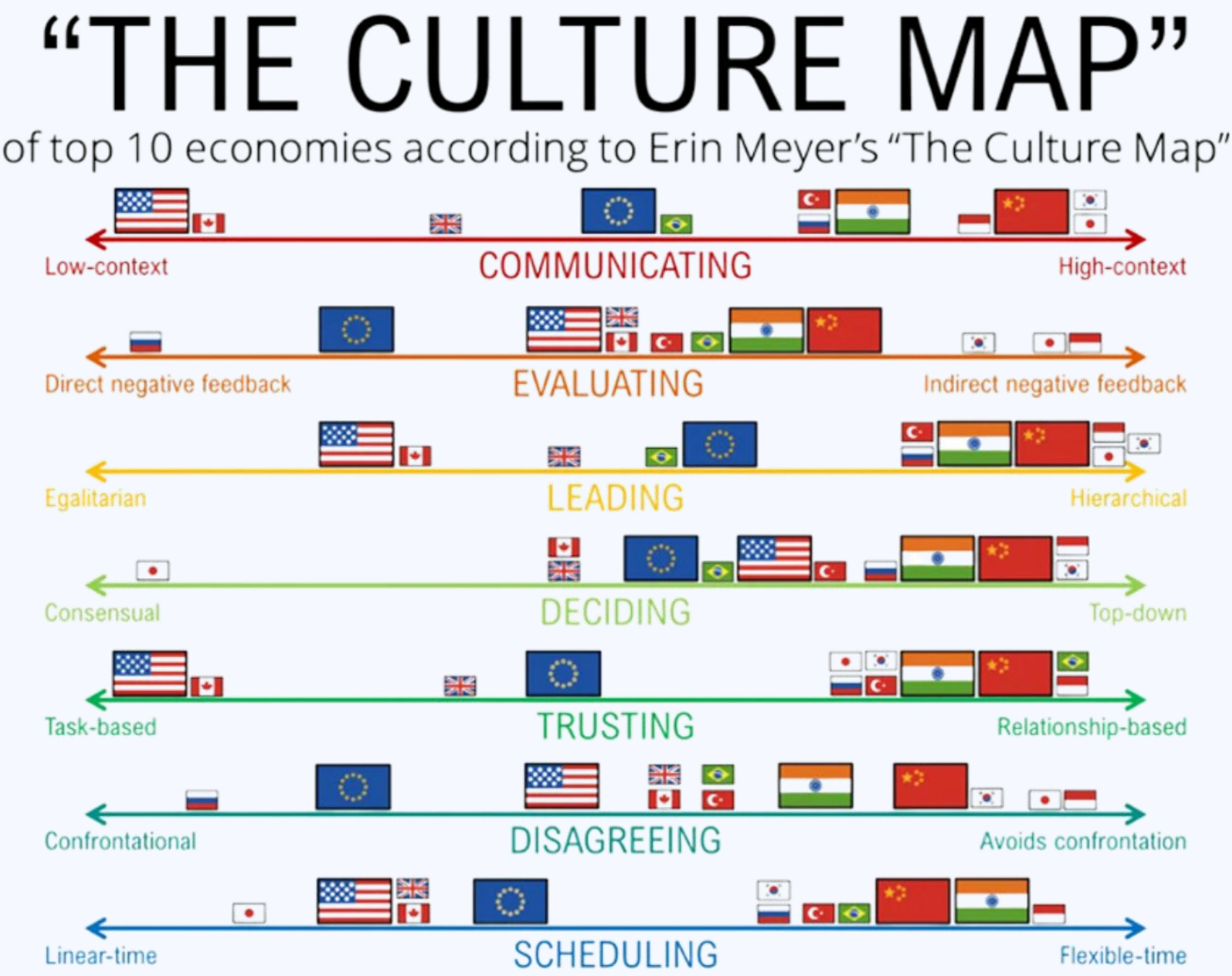
3. In Thailand, open disagreement is discouraged.
4. Germany values punctuality and adherence to plans.

5. In Nigeria, arriving 30 minutes late is considered normal.

Trusting delves into what builds faith between people. Task-based cultures, such as the U.S., build trust through reliable work performance, adopting a more **strict** approach to trust-building: business is business. Meanwhile, relationship-based cultures like China foster trust through social interactions and personal connections, cultivating a more **open** approach to building trust. Affective trust is relationship-based and is shared through meals and drinks over the long term in Nigeria, Saudi Arabia, India.

Disagreeing addresses conflict resolution. Open disagreement is seen positively in **confrontational** cultures like Israel as it promotes diverse ideas. In non-confrontational cultures like Thailand, **cautious** behavior is preferred, and open disagreement is discouraged as it's seen as disruptive to harmony.

Finally, **Scheduling** describes perceptions of time. **Linear-time** cultures, like Germany, treat time strictly, valuing punctuality and adherence to plans. **Flexible-time** cultures, such as India are more **accepting** of changes and delays. You can be on time if you live in Switzerland, Germany, and Japan. However, that's not the case with Nigeria, India, Kenya, and Saudi Arabia where adaptability is much more important and time is flexible. In other words, as strange as it may sound to you, if you are a German in Nigeria, your Nigerian friend isn't wrong if he/she comes 30 minutes after the agreed time. You are wrong to have expected him/her to come on time.

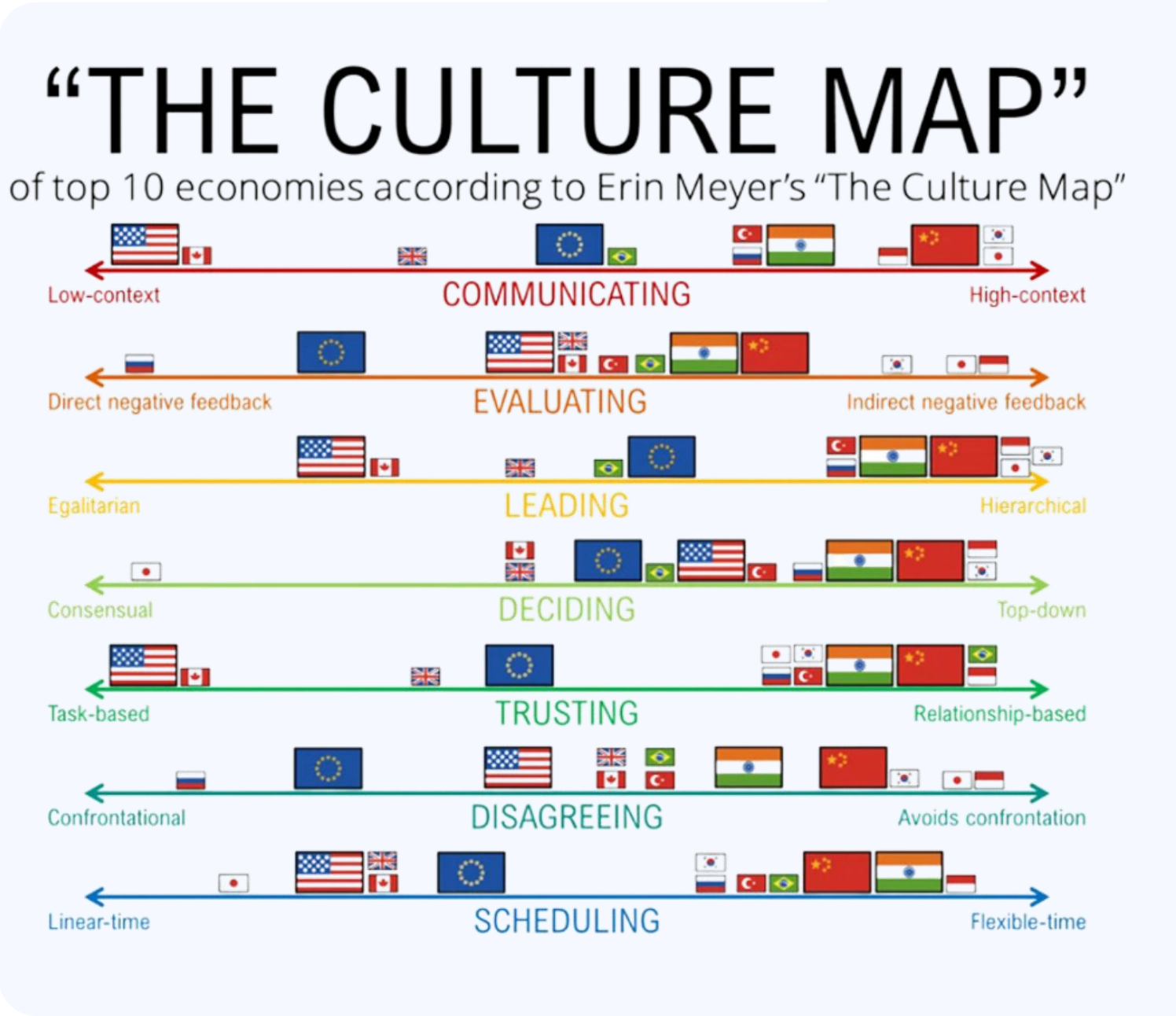


4. Match the words (1-10) with their definitions (a-j).

- | | |
|--------------------|---|
| 1. individualistic | a. organized in ranks or levels of importance. |
| 2. accepting | b. following established, conventional rules or traditions. |
| 3. cautious | c. open to new behaviors, ideas, and supportive of individual rights. |
| 4. hierarchical | d. promoting equal rights and opportunities for all. |
| 5. open | e. valuing independence and self-reliance over group cohesion. |
| 6. strict | f. prioritizing group goals and cohesion over individual gain. |
| 7. formal | g. careful to avoid risks or mistakes. |
| 8. egalitarian | h. insisting on exact obedience to rules or standards. |
| 9. collectivist | i. receptive to new ideas or experiences. |
| 10. liberal | j. willing to tolerate or allow different ideas or behaviors. |

5. Use adjectives 1-10 from ex. 4 and the Culture Map to describe your culture.

6. To what extent is the culture of your country similar to those of neighbouring countries? Do they have similar or different attitudes to work, hierarchy, leadership, etc.? What are the differences / similarities?

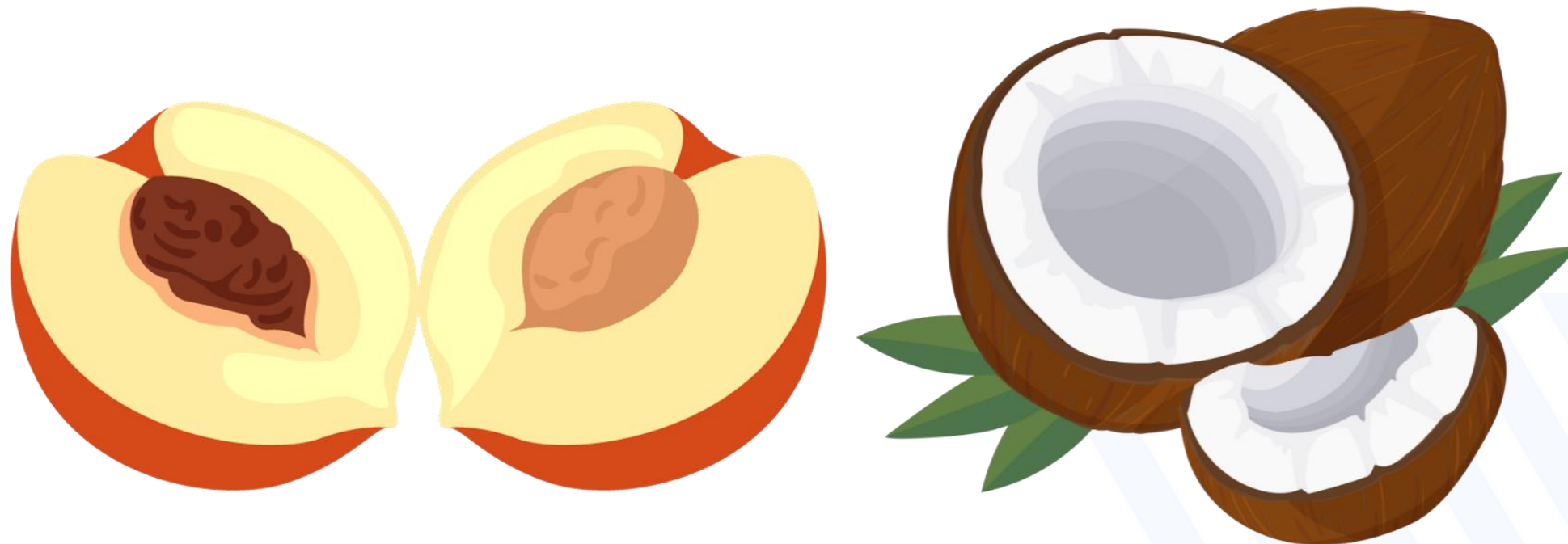


1. How important are the following things when doing business in your country?
Are they: a) important b) not important c) best avoided?

- giving presents
- exchanging business cards
- saying what you think directly
- Interrupting
- kissing
- shaking hands
- making small talk before meetings
- using first names

2. Look at the pictures of a peach and a coconut and answer the questions.

1. How are these fruits different? How are they similar?
2. How can these differences and similarities be attributed to different cultures?





Audio
13.1

3. Listen to a person comparing two types of cultures and complete the table.

	Main differences	Countries (examples)	Things to keep in mind	Possible misunderstandings
Peach cultures				
Coconut cultures				



Audio
13.2

4. Listen to an extract and complete the sentences (*optional*).

1. Imagine two kinds of fruits - a peach and a coconut. They might just seem like fruits, but they also provide an interesting way for us **to be** _____ **of** cultural differences, particularly in how people form relationships.
2. However, it's crucial **to be** _____ **with** the fact that this outer friendliness may be misleading as it doesn't necessarily imply closeness or deep trust.
3. The 'peach stone' represents personal matters - and to reach that stone takes time. There is often a distinct line between public friendliness and private friendship, something we need **to be** _____ **to**.
4. We need **to be** _____ **of** this reserved nature as it isn't rudeness but respect for personal boundaries.
5. So, in a peach culture, initial interactions are easy, friendly, and open, but deep trust takes time to develop. We need **to be** _____ **about** this.
6. It's important **to be** _____ **of** these differences, and even more, **to be** _____ **to** how we navigate these cultural distinctions.
7. Our understanding and respect for both peach and coconut cultures allow us to _____ our approach **to** communication, enhancing our relationships across different cultures.

5. Match the beginning of each sentence with its ending.

- | | |
|---|---|
| <p>1. They might just seem like fruits, but they also provide an interesting way for us to be aware _____</p> <p>2. It's crucial to be familiar _____</p> <p>3. There is often a distinct line between public friendliness and private friendship, something we need to be used _____</p> <p>4. We need to be respectful _____</p> <p>5. Initial interactions are easy, friendly, and open, but deep trust takes time to develop. We need to be informed _____</p> <p>6. We need to be tolerant _____</p> <p>7. It's important to be sensitive _____</p> <p>8. Our understanding and respect for both peach and coconut cultures allow us to adjust _____</p> | <p>a. about this.</p> <p>b. of these differences.</p> <p>c. to how we navigate these cultural distinctions.</p> <p>d. our approach to communication, enhancing our relationships across different cultures.</p> <p>e. of this reserved nature as it isn't rudeness but respect for personal boundaries.</p> <p>f. with the fact that this outer friendliness may be misleading as it doesn't necessarily imply closeness or deep trust.</p> <p>g. of cultural differences, particularly in how people form relationships.</p> <p>h. to.</p> |
|---|---|

6. Use the phrases in bold from ex. 5 to give advice to a business visitor to your country (speak about gifts, conversation, business dress, appointments, entertainment or use your own ideas).

7. You work at the headquarters of a large multinational company that has organized an on-site international project meeting for employees from other subsidiaries around the world. Your boss has asked you to arrange entertainment for your colleagues after the meeting. Read the descriptions below and decide the best way to organize this activity so all your colleagues enjoy it. Discuss your decisions with your partner/teacher, give reasons.

An American colleague that arrived only yesterday and is still suffering from jet-lag. He/she would like to have dinner somewhere he/she can try the local cuisine and then return to the hotel.

Two Mexican colleagues that have never been to your country before, so they want to do as much as possible. They are especially interested in the night-life of the city, so they want to visit bars and clubs. They love spicy food!

Three Japanese colleagues that would like to eat at a Japanese restaurant because they are afraid that they won't like the local cuisine. After dinner they would like to go sightseeing.

8. Follow the link <https://guide.culturecrossing.net/index.php> , select a country you like and one of the criteria (e.g. greetings, negotiations, views of time). Compare your culture with that of your chosen country on this criterion (optional).

extra writing

Describe a situation when you were thrown in at the deep end **(100-120 words)**.

extra vocabulary

Throw somebody in at the deep end - to make someone start a new and difficult job or activity without helping them or preparing them for it.

E.g. After graduating, he was not afraid to jump in at the deep end and start his new business alone.

Business communication I Narrating past events

1. Answer the questions.

1. What is storytelling in business?
2. What types of stories do people tell in your culture?
3. What subjects should you avoid if you are telling a story in a business context?

2. Look at the storytelling structure below. Put the stages in a logical order.

- a. Describe why/how the failure happened.
- b. Introduce a turning point when things did not turn out as expected.
- c. Highlight the moral of the story.
- d. Give detail about what happened.
- e. Set the scene: describe where and when the story took place, introduce key people.





3. Look at the advertisement and answer the questions.

1. For which country was this ad made in your opinion?
2. Which country made the advert?
3. Do you think it was a success? Why?

4. Listen to Part 1 of the interview with Julien Bourrelle and answer the questions.



Audio
13.3

1. What cultural mistake did Dolce & Gabbana make in 2018?
2. What was the ad's initial intent?
3. How did cultural misunderstanding affect the ad's reception?
4. What event escalated Dolce & Gabbana controversy?

5. You are going to hear Julien Bourrelle answering the questions below. What do you think he might say? Discuss with your partner/teacher.

1. What did the public do in response to this?
2. How did this incident affect Dolce & Gabbana?



Audio
13.4

6. Listen to Part 2 of the interview and check your predictions from ex. 5.



7. Complete sentences (1-8) below with the phrases from the box.

- In the end
- That was when
- At first
- All in all
- It wasn't until
- After that
- The reason being
- As time went by

1. _____, the ad, which intended to promote a runway show depicted a Chinese model struggling to eat pizza and spaghetti with chopsticks.
2. _____, they wanted to fuse Italian and Chinese cultures.
3. _____ the ad was released that they realized their grave mistake.
4. _____ the situation escalated when offensive comments allegedly made by Stefano Gabbana about China were leaked online.
5. _____, the entire saga took a turn for the worse.
6. _____, it became clear that this was a severe blow to Dolce & Gabbana's reputation.
7. _____, the brand's reputation suffered a huge hit, especially in the Asian market.
8. _____, it's a stark reminder that cultural sensitivity and respect are paramount in today's global marketplace.

8. Read the Key Expressions and clarify with your teacher the meaning of the phrases you do not understand.

Giving an explanation

- ... due to ...
- It seems that ...
- The reason being that ...
- It came about because of ...

Time expressions

- While / When ...
- At first ...
- After that ...
- As time went by ...
- In the end ...
- And then, to top it all ...
- Way back in ...
- This was around the time of ...

Linking the narrative

- It wasn't until ... that ...
- Luckily ...
- And / But then ...
- What's more ...
- Despite ...
- And the strange thing was ...
- But that was nothing compared to ...

Summarizing the narrative

- That was when ...
- So that was the first problem ...
- All in all ...
- It really surprised me (but it worked).
- I was extremely disappointed.
- To cut a long story short ...
- Seems funny now, but it didn't at the time.

Encouraging more information

- So what did you do?
- What had you done?
- And what did (she) say?
- What happened (next / then / after that)?
- That's (understandable).
- Go on. / Oh?
- What was (her) view?
- So how did you ... ?

9. Choose one of the situations below and tell the story using the Key Expressions.

1. For the United Arab Emirate's 40th anniversary, a sportswear brand decided to show solidarity with the nation and release a limited edition pair of trainers with the UAE flag's colours. Little did they know that showing the bottom of your foot is a huge insult in Arab countries, and wrapping the flag around it even worse.
2. Amazon faced backlash in India over selling doormats and other products featuring images of Hindu gods and goddesses. The products were deemed offensive and disrespectful by consumers. Following the backlash, Amazon removed these products from their listings.
3. Follow the link and watch the part of the interview on a Dutch channel where mYngle CEO Marina Tognetti talks about how she started the company.
<https://www.youtube.com/watch?v=PUqdwkznSxY>
(0:30 - 2:07)

Giving an explanation

- ... due to ...
- It seems that ...
- The reason being that ...
- It came about because of ...

Time expressions

- While / When ...
- At first ...
- After that ...
- As time went by ...
- In the end ...
- And then, to top it all ...
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- Luckily ...
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Encouraging more information

- So what did you do?
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Summarizing the narrative

- That was when ...
- So that was the first problem ...
- All in all ...
- It really surprised me (but it worked).
- I was extremely disappointed.
- To cut a long story short ...
- Seems funny now, but it didn't at the time.

10. Think of something that happened to you or to someone you know. Use the situations below or your own ideas. Prepare a short story about it. Tell your story to your partner/teacher.

- A significant news event you remember well.
- An ethical problem you know about.
- A memorable event in your life.
- An unusual or memorable experience while you travelled/worked abroad.
- Your first or last day in a job or organization.

extra vocabulary

Be in hot water - to be in or get into a difficult situation in which you are in danger of being criticized or punished.

E.g. He found himself in hot water over his comments about immigration.

extra vocabulary

Put your foot in it (put your foot in your mouth) - to say something by accident that embarrasses or upsets someone.

E.g. I really put my foot in my mouth – I asked her if Bridget was her mother, but she said Bridget is her sister.

1. Answer the questions.

1. What is gossip?
2. Why do people gossip?
3. What do they gossip more about?
4. Is it typical of your culture?

2. Do the quiz about gossip and discuss the results with your partner/teacher (*optional*).

1. According to a study by the University of Amsterdam, what percentage of office conversation is considered gossip?

A. Less than 30% **B. About 50%** **C. More than 70%** **D. Nearly 90%**

2. According to research, which of these is a positive aspect of gossip in the workplace?

A. It builds team unity **B. It increases employee turnover** **C. It hampers productivity** **D. It creates information overload**

3. In Scandinavian societies, what role does the concept of "Janteloven" or "Jante Law" play in discouraging gossip?

A. It encourages collective work over individual success **B. It promotes equality and discourages showing off**
C. It fosters a culture of secrecy and privacy **D. It strictly punishes those who gossip**

4. In ancient Greece, gossip was often spread in which popular gathering place?

A. Temples **B. Marketplaces** **C. Theatres** **D. Schools**

3. Listen to some employees gossiping at a corporate event. Decide which people in the photo they are talking about and complete the information below.



Audio 13.5

Conversation 1

Conversation 2

Conversation 3

a.

Name _____

Clothes _____

Gossip _____

b.

Name _____

Clothes _____

Gossip _____

c.

Name _____

Clothes _____

Gossip _____

d.

Name _____

Clothes _____

Gossip _____

e.

Name _____

Clothes _____

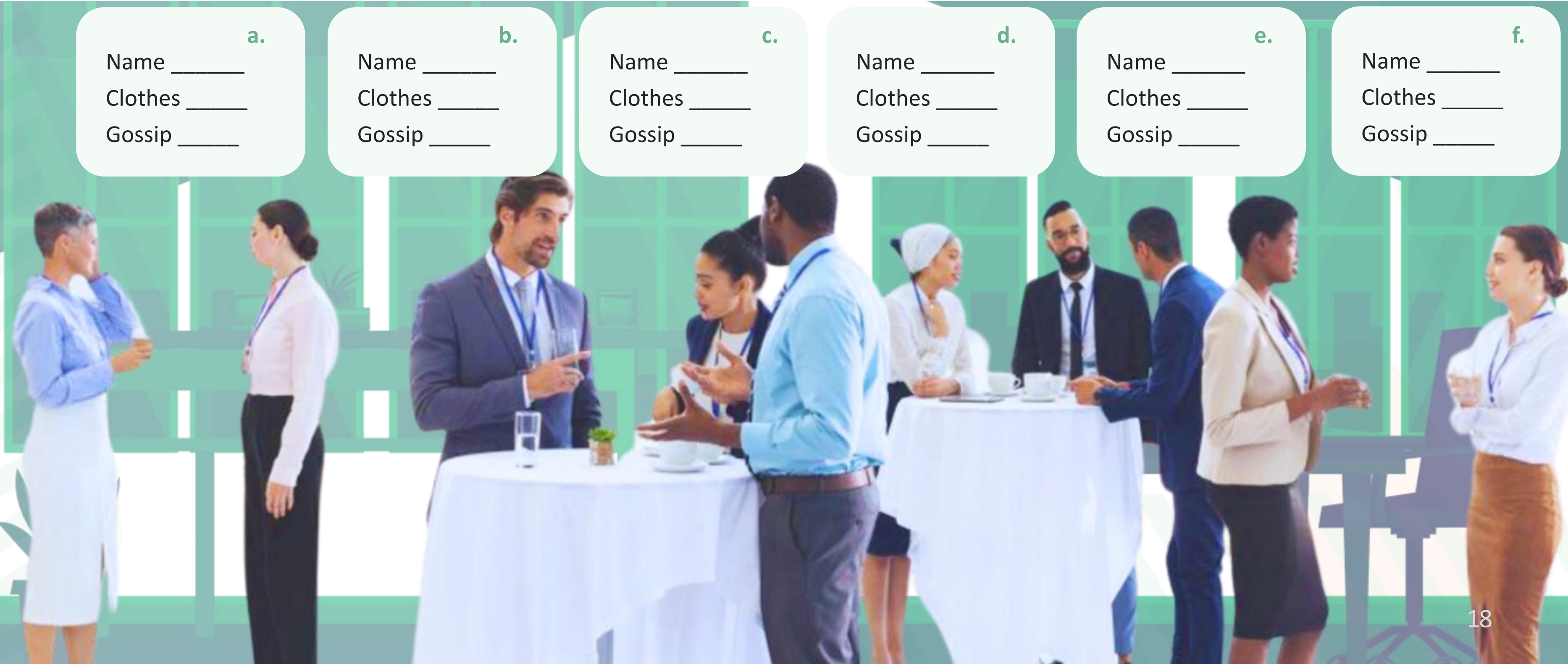
Gossip _____

f.

Name _____

Clothes _____

Gossip _____



4. Read phrases (1-14). Which expressions would you use to deliver gossip (G) or news (N)? Which would you use to *react* (R)?

1. ... says that ...
2. According to ...
3. Apparently, ...
4. Did you hear the latest about ... ?
5. Have you heard the news?
6. I spoke to ... and he told me that ...
7. Rumour has it .../ There's a rumor that...
8. You'll never guess what I heard ...
9. According to the rumour mill ...
10. Surely not!
11. That's nonsense!
12. Guess what?
13. I hear ...
14. Listen to this!

5. Read the piece of news below and share it with your partner/teacher. Use some of expressions (1-14).

BREAKING NEWS

Travis Kalanick, Uber's CEO and co-founder, resigned under pressure from investors due to a series of public relations crises including sexual harassment allegations within the company, a lawsuit from Google's parent company Alphabet over self-driving, cartechology, and a video of Kalanick arguing with an Uber driver. This series of events led to extensive discussion and speculation in the business world about leadership and company culture at Uber.

6. Think of a gossip or a piece of news. Share it with your partner/teacher.

extra writing

Write a business protocol and describe the situation in your country (80-100 words).

E.g. Is it bad manners to refuse an invitation to a meal?
Is it appropriate to give presents with your company logo?

extra vocabulary

Eye-opener - something that surprises you and teaches you new facts about life, people, etc.

E.g. Living in another country can be a real eye-opener.

extra vocabulary

A fish out of water - a person who feels awkward or unhappy because they are in a situation that is not familiar or because they are different from the people around them.

E.g. I didn't have any friends that were like me. I just always felt like a fish out of water.

1. Answer the questions.

- 1. Where did you spend your last vacation?
- 2. How did you plan it?



2. Read the history of **Tripadvisor** and put the events in order.

- a. He **had tried**¹ finding platforms to read other travellers' reviews, and **found**² none that fulfilled his needs.
- b. They **realised**³ that user-generated content **had**⁴ potential and this insight **prompted**⁵ a shift in their business model.
- c. Before TripAdvisor **became**⁶ the go-to platform for travel recommendations, it **was**⁷ a simple idea in the mind of Stephen Kaufer in 2000.
- d. With this change, TripAdvisor **blossomed**⁸ and **became**⁹ a platform for travellers to share experiences and advice.
- e. Kaufer, along with Langley Steinert, Nick Shanny, and Tom Palka, **founded**¹⁰ TripAdvisor. Initially, they **aimed**¹¹ to collate information from various travel resources. However, as the site **was gaining**¹² traction, they **noticed**¹³ that users **were submitting**¹⁴ their own reviews.

3. Complete the table with verbs (1-14) from the text.

Past Simple	Past Continuous	Past Perfect
<i>E.g. found²</i>		

4. Complete the rules (a-c) with 'Past simple', 'Past continuous' or 'Past Perfect' and find examples in the text.

LANGUAGE POINT

a. We use _____ to talk about consecutive actions in the past, i.e. for the main events in a story. E.g. _____

b. We use _____ to describe a situation that was in progress. E.g. _____

c. We use _____ to talk about things that happened before the main event in the past. E.g. _____

5. Read the posts on X and choose the correct option in *italics*.



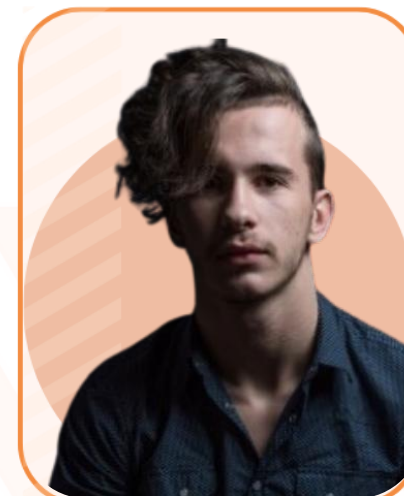
When I ***was visiting / visited*** Spain, I ***tried / had tried*** to join the afternoon siesta. I ***fell / was falling*** asleep in the park and ***woke up / had woken up*** to a group of tourists that ***clicked / were clicking*** pictures. They thought I ***was / had been*** part of a performance art piece! #SiestaSurprises



When I ***had arrived / arrived*** in Thailand, I was keen on trying out my haggling skills. I was ***managing / managed*** to bargain hard for a beautiful scarf. I ***felt / had felt*** pretty triumphant until I ***was realizing / realized*** I ***was haggling / had haggled*** in the wrong currency! #ThaiTales #HagglingHiccups"



While I ***was living / had lived*** in Japan, I once ***was bowing / bowed*** so deeply to show my respect that I ***knocked / had knocked*** my head into a shop sign. Turns out, ***they had changed / were changing*** the sign to a lower one just that day! #WhenInJapan #BowDown



6. Complete the text about Airbnb using the *Past Simple*, *Past Continuous* or *Past Perfect* form of the verbs in brackets.



Joe Gebbia and Brian Chesky, friends who **(live¹)** _____ in San Francisco, **(struggle²)** _____ to make ends meet. The reason being, both were unemployed. It wasn't until a design conference **(come³)** _____ to town, and hotels **(be⁴)** _____ fully booked, that they **(get⁵)** _____ an idea. That was when they **(decide⁶)** _____ to rent out air mattresses in their living room.

While they **(host⁷)** _____ their guests, they **(realize⁸)** _____ this could be a big idea. After that, despite having no business background, they **(launch⁹)** _____ a website. Luckily, people **(love¹⁰)** _____ it. And as time went by, they **(expand¹¹)** _____ their service. In the end, Airbnb **(become¹²)** _____ a huge success.

7. Use *Past Simple*, *Past Continuous* and *Past Perfect* to tell a story about:

- A memorable day at work
- A stressful day at work
- The holiday of a lifetime
- A nightmare journey / meeting
- Your ideas/ projects



1. Answer the questions.

1. What do you miss most about your country or culture when you go abroad?
2. What don't you miss most about your country or culture when you go abroad?
3. Do you think cultures are becoming more alike? Is it good or bad?
4. Choose three factors which you think are the most important in creating a culture. Give reasons.

- cuisine
- language
- art
- historical events
- geography
- religion
- traditions
- architecture

2. Read the following monologues and match the speakers' nationality with the countries they are currently residing in. Explain your choice.

- Egyptian
- Mexican
- South Korea
- Germany
- Canadian
- Australian
- Denmark
- China

1. Exiting the plane, I was met with a world of hustle and bustle. Back home, I was used to wide-open spaces and a laid-back pace. Here, it was a crowded metro ride and lunch in a packed noodle shop. The food? Different. Rich, complex flavors in every bite, even in the simplest of meals. The language? A challenge. The tonal nuances and character writing were tough, but the locals appreciated my efforts. The social norms were tricky too, like the practice of not tipping, so different from back home. Back where I come from, we tip as a thank-you. Here, it was considered disrespectful.

2. It was a culture shock for sure. Take punctuality, for instance. In my country, we're more relaxed about time. Here, if you're not five minutes early, you're late. Then, there's the concept of personal space. We're a close-knit society, often physically. Here, not so much. It's a respect thing, I learned. Also, I was used to loud, vibrant fiestas back home. Here, parties were often quieter, more intimate. In my culture, we're expressive and effusive. Here, I learned to appreciate the beauty of restraint and order.

3. This place was a world apart from my peaceful hometown. The neon-lit streets filled with the 24/7 buzz, were nothing like the quiet lanes back home. The language was challenging, with its intricate symbols and sounds. But, the biggest shock was the digital world. From paying bills to ordering food, everything was done on phones. No paper, no hassle. Back home, we're still caught between digital and traditional ways. The respect for hierarchy here was another eye-opener. We're pretty egalitarian. Here, age and position demanded a level of respect reflected even in the language they used.

4. Arriving here, I felt the chill of not just the weather but the culture. The people, unlike us, prefer a lot of personal space. It took me a while to understand their concept of "hygge", a cosy, content way of life. Back home, our gatherings are larger, louder. Here, it's about small, cosy get-togethers. Biking was another revelation. Almost everyone biked here, unlike back home where cars and buses are the norm. The language was tough, the silent 'd' and 'g' threw me off. In my culture, we're vibrant and loud. Here, I learnt to value quiet contentment and simplicity.

Discussion

3. How culturally aware are you? Try the following questionnaire and discuss your answers with your partner/teacher.

1. You're working on a project with Swedish colleagues who regularly take "Fika" breaks, a Swedish tradition of making time for coffee and a chat. They invite you to join them, but you're worried about missing out on work. How would you navigate this?
2. In a meeting with Indian colleagues, they constantly nod their heads in a way that seems to imply agreement, but their subsequent comments suggest otherwise. This is known as the Indian head nod, which can mean 'yes', 'no' or 'maybe', depending on the context. How would you approach this communication style?
3. You're working with a team in Mexico and there are frequent delays because of a cultural concept known as "mañana" (meaning "tomorrow"). How would you adapt to this cultural difference?
4. You're collaborating on a project with both British and American colleagues. The American team members are straightforward and directly state their opinions during discussions. The British team, on the other hand, use more indirect and polite language and are taken aback by the frank and direct manner, which feels a bit confrontational. This difference in communication styles has been causing some tension in the team. How would you mediate and bridge this gap in communication styles?



Task

4. Create a guide providing rules and advice for foreigners coming to work in your country. Use the points below or your own ideas.

Dress Code:

- What types of clothes are suitable for different events like work, casual meet-ups, or special parties?
- Are there any cultural or religious clothing rules that people from other countries should know about?

Eating Habits:

- What are the typical local eating habits?
- Are there specific etiquettes associated with dining?
- Are there any particular customs or traditions related to food and meals that foreigners should respect?

Communication and Directness:

- How direct or indirect is the communication in your culture?
- Is it appreciated when people are straightforward, or are tact and diplomacy more valued?

Working Hours:

- What is the usual work schedule?
- Are there any specific practices regarding overtime or weekends?

Social Etiquette:

- Are there any particular social norms that foreigners should be aware of?
- How do people typically greet each other, express gratitude, or show respect?

Cultural Sensitivities:

- Are there any topics of conversation that are considered taboo or should be avoided?

1. Fill in the blanks with the appropriate word from the list.

- individualistic
- cautious
- strict
- hospitable
- hierarchical
- relaxed
- collectivist
- open-minded
- formal
- egalitarian

1. Our organization's structure is very _____, with clear levels of authority.
2. It's a _____ event, so it's important to dress appropriately.
3. The company's dress code is quite _____, allowing employees to express their personal style.
4. The society is known for being _____, with everyone treated as equals.
5. People in this culture tend to be _____, focusing on personal goals over group objectives.
6. The community is _____, placing great value on group harmony and shared goals.
7. As an investor, he is very _____, always taking the time to thoroughly research before making decisions.
8. The rules here are quite _____, with little room for deviation.
9. The professor is very _____, welcoming all kinds of questions and ideas.
10. The locals are very _____, welcoming newcomers with open arms.

2. Choose the correct phrase to complete each sentence.

1. You need to _____ the cultural differences when travelling abroad.
a. be aware of b. be respectful of c. be informed about
2. I _____ eating spicy food because I lived in India for two years.
a. to adjust to b. be sensitive to c. am used to
3. _____ the consequences before you make a decision.
a. Be informed about b. Be familiar with c. Be aware of
4. She had _____ the new software before she started the job.
a. to be aware of b. to be familiar with c. to adjust to
5. It is crucial _____ other people's opinions in a group discussion.
a. to be tolerant of b. to be used to c. to be sensitive to
6. When you move to a new city, you may need some time _____ the new environment and lifestyle.
a. to be aware of b. to be sensitive to c. to adjust to
7. We have to _____ the needs of our diverse customer base when creating a new product.
a. be familiar with b. be respectful of c. be sensitive to
8. I'm _____ working late hours, so I don't mind staying back to finish this project.
a. used to b. familiar with c. tolerant of



3. Complete the phrases with prepositions.

1. to adjust _____
2. to be aware _____
3. to be familiar _____
4. to be used _____
5. be respectful _____
6. to be informed _____
7. to be tolerant _____
8. to be sensitive _____

4. Match phrases (1-8) from ex. 3 with their antonyms (a-h).

- a. to disregard
- b. to lack knowledge about
- c. to overlook
- d. to reject differences
- e. to experience as new
- f. to be indifferent to
- g. to have no experience in
- h. to struggle with

5. Complete the story with the phrases below.

- but that was nothing compared to
- ended up
- to cut a long story short
- and the strange thing was
- seems funny now, but it didn't at the time.
- and then, to top it all
- way back in

_____ ¹ 2007, Gerber, a baby food company, started selling in Africa. They used the same packaging as in the USA, with a cute baby picture. But, sales were low. _____ ², they didn't know why.

They did a study and found out something surprising. In Africa, companies use pictures to show what's inside the package. _____ ³ finding out that people were confused by the baby picture.

_____ ⁴. People didn't want to buy Gerber's food because of this.

_____ ⁵, Gerber had to change all their packages for Africa.

_____ ⁶, they started using pictures of the food instead of the baby. Gerber _____ ⁷ learning a big lesson about doing business in different countries.

6. Put these sentences in order to make a conversation.

- a. Surely not! She just settled into her role here. __
- b. Have you heard the news? __
- c. No, what's up? __
- d. According to Sam, it's a big promotion. __
- e. That's nonsense! She just joined the company. __
- f. Anna says that she's being transferred to New York. __
- g. Rumour has it, it's an executive role. I spoke to Robert and he confirmed it. __

7. Choose the correct option.

- 1. When I **arrived / was arriving / had arrived** in Japan, I immediately noticed the cultural differences.
- 2. I **tried / was trying / had tried** traditional sushi for the first time while I **lived / was living / had lived** in Tokyo.
- 3. The locals **told / were telling / had told** me that it **was / had been** a sign of appreciation to slurp your noodles loudly.
- 4. We **visited / were visiting / had visited** the temple when a monk **invited / was inviting / had invited** us to participate in a meditation session.
- 5. I **understood / was understanding / had understood** the importance of bowing in greeting after I **observed / was observing / had observed** this practice regularly.
- 6. They **explained / were explaining / had explained** that the Japanese **considered / were considering / had considered** punctuality very important.
- 7. While I **walked / was walking / had walked** around the market, I **noticed / was noticing / had noticed** the vendors **bargained / were bargaining / had bargained** less compared to my home country.
- 8. My host family **made / was making / had made** sure I **removed / was removing / had removed** my shoes before entering the house, a custom I **adapted / was adapting / had adapted** to quickly.

8. Put the verbs in brackets in the correct tense: Past simple, Past continuous or Past Perfect.

Before Uber **(to become)** _____ a household name, it **(to be)** _____ a simple idea two friends, Travis Kalanick and Garrett Camp, **(to have)** _____ in 2009. They **(to attend)** _____ a conference in Paris and **(can find)** _____ a cab in the snowy weather. That's when they **(to dream)** _____ up the idea of a ride-sharing app.

Upon returning to San Francisco, they **(to start)** _____ working on their idea. By 2010, they **(to launch)** _____ Uber, a luxury car service app, in their home city. Initially, Uber only **(to offer)** _____ rides in high-end vehicles.

As Uber **(to gain)** _____ popularity, they **(to begin)** _____ to diversify their offerings. They **(to introduce)** _____ UberX in 2012, which allowed people to use their personal cars to provide rides.

Despite facing regulatory hurdles and criticism from traditional taxi services, Uber **(to persevere)** _____. Today, it **(to transform)** _____ the way people think about transportation, not just in the U.S., but worldwide.