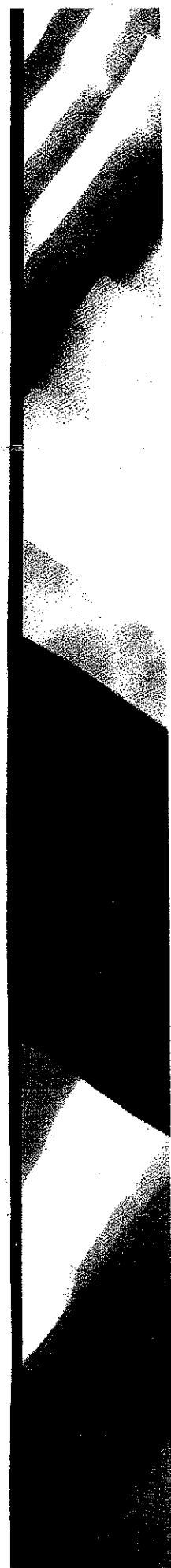


# Body Language

plus

# Global Business Customs And Etiquette

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# **If . . . I would . . .**

## **(An Exercise in Cultural Diversity)**

1. **If I heard someone call a woman “girl”, I would:**

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2. **When I hear a derogatory joke about a culture or race, I:**

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3. **When I see a white male in bright colors, I:**

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4. **When I see a man with an ear ring, I think:**

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5. **People with accents bother me (don't bother me) because:**

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6. **People from different cultures make me feel:**

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7. **When people don't look me in the eye, I feel:**

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8. **When I see two men embracing, I think:**

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9. **When people stand too close to me, I feel:**

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10. **When a person doesn't remove his sunglasses during our conversation, I feel:**

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# **Global Business Customs and Etiquette**

## **WAYS OF THE WORLD QUIZ**

1. To impress your Hispanic mother-in-law while visiting her home in Mexico, you take her some beautiful yellow marigolds. (T or F)
2. Hand holding between men is acceptable in Saudi Arabia. (T or F)
3. The bullfight is the most popular sport in Argentina. (T or F)
4. The number four is considered good luck in China. (T or F)
5. Venezuelans and Brazilians speak Spanish. (T or F)
6. To beckon another person in Spain, you would turn your palm down and wave your fingers or whole hand. (T or F)
7. You are negotiating with an Asian colleague and he says, "That will be difficult," or "That requires further study." What does he mean?
8. In Europe, an exchange of business cards as an introduction is expected. (T or F)
9. Dinner reservations in Spain are generally for 8:00 p.m.
10. Hindus do not eat beef and Muslims do not eat pork. (T or F)
11. Business cards should be accepted with both hands in: (a) India (b) Africa (c) Japan.
12. Making a circle with the thumb and index finger:
  - A. Means money in Japan
  - B. Is vulgar in Brazil
  - C. Is considered impolite in Russia
  - D. All of the above

13. Lunch (*dejeuner*) is the main meal of the day, eaten at noon in New Zealand.
14. Which of the following people use the expression, "sitting near the window," to refer to employees who are being retired?
  - A. Arabs
  - B. Japanese
  - C. Spaniards
15. In Finland, it's bad luck to pass the saltshaker hand-to-hand. It is better to just move it closer to the person who asks for it. (T or F)
16. The Northern European countries are not sticklers for punctuality.
17. In Czechoslovakia, avoid discussing politics and social conditions. What is a good topic of conversation?
18. In Denmark, what is the word that is used for toasting when drinking?
19. To perform the traditional Indian greeting, the *namaste*, hold the palms of your hands together below the chin, and nod or bow slightly. (T or F)
20. In Italy, what is the biggest meal of the day?
21. There is no taxi tipping in Finland. (T or F)
22. Never give cloth napkins (even if you found some dainty lace items) to an Italian woman, for they symbolize a drying of tears and imply that you want to make the recipient cry. (T or F)
23. Guests need to be careful about expressing admiration for small but expensive possessions in the home of a Middle Eastern (Saudi Arabia, Israel, Egypt, Syria, Iran, Iraq, Jordan, Lebanon, etc.) person. (T or F)
24. Muslims, whose Islamic culture is based on the teaching of Mohammed, pray \_\_\_\_\_ times a day, bowing to the ground, facing Mecca.
25. \_\_\_\_\_ is the second largest country in the world, after Russia.

26. In Colombia, individuals bear two family names: The last name is the mother's family name, and the middle name is the father's family name and the official surname. Therefore, Pedro Munoz Gomez is called Senor Munoz. (T or F)
27. Argentina (because of its vast length) is sometimes called the "Switzerland of South America" for its natural beauty and many different climate changes, from subtropical in the north, to subarctic in the south. (T or F)
28. Common greetings in \_\_\_\_\_ are *Guten morgen* (Good morning), *Guten tag* (Good afternoon) and *Guten abend* (Good evening).
29. Concerning chopstick etiquette, it's all right to stand them up in your bowl of rice. (T or F)
30. Never separate your chopsticks on either side of your plate.
31. In Kenya and Africa, what is the greeting for hello?
32. In what country(s) do you remove your shoes before entering a mosque?
33. In China, what gesture is appropriate when meeting someone?
34. In the Middle East, which is the only hand that you can eat with?
35. In England, Scotland and Wales, avoid using the word "English" when talking about the people. You should use \_\_\_\_\_.
36. Why isn't it fine to cross your ankle over your knee in Muslim countries and in Buddhist cultures?
37. What is the preferred reference for people from China, Japan and Vietnam?
38. Common greetings are *Bonjour* (Hello), *Comment allez-vous?* (How are you?), and *Ca va?* (A casual "How are you?") in what country?
39. In Greece, what are the rules for greeting people?
40. In Italy, the color yellow signifies jealousy or envy. (T or F)

41. It is considered bad manners to talk with your hands in Finland.
42. A sideways movement of the head, which resembles the negative shake of Americans, indicates the “yes” of a Greek, Turk or Bulgarian. (T or F)
43. British people gesture as little as possible while speaking; they do not move their hands about and they hold their heads high. (T or F)
44. Gifts wrapped in red should be given in China or Japan?
45. A dozen roses signify a romantic involvement in Britain, but an even number of flowers is terribly offensive in Germany, Austria and Italy. (T or F)
46. Anything wrapped in purple or violet spells bad luck for Italians.
47. About 65 percent of \_\_\_\_\_ people have last names that end in “sen” ( for instance, Anderson, Christensen, Hansen).
48. Expect Kuwaitis to sit and stand very close to you. They may rest a hand on your shoulder or even tap your forearm with a finger.
49. The basic greeting *xin chao* (pronounced “seen-chow) is primarily used in \_\_\_\_\_.
50. The most powerful, best understood, most disarming and most international body language signal of all is the smile. (T or F)

Body language one-liners, especially common among North Americans, follow:

<b>Action</b>	<b>Meaning</b>
Toes pointed outward	Confidence
Toes pointed inward	Submission
A jutting chin	Belligerence
Lip and nail biting	Disappointment
Lip licking	Nervousness
Foot tapping	Impatience
Leaning backward	A relaxed attitude
Leaning forward	Interest
Open palms	Honesty
Rubbing hands together	Excitement
Rubbing left eye	Deceit
Scratching neck	Uncertainty
Arms folded	Defiance and refusal

# GENERATIONS AT WORK

## 4 Generations – 1 Organization

### How To Get The Most From A Generational Workforce

#### What is a Generation?

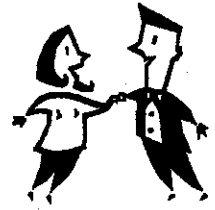
A “generation” is defined as a group of people born and living about the same time. Within each generation, its members share values, behaviors and work ethics that have been shaped by the economic, social and political climate in which they come of age. Thus, from one generation to another, there are significant differences in “world view” and work styles. These generation “gaps” sometimes lead to misunderstanding, miscommunication, conflict, and corresponding loss of productivity.

<b>Generation</b>	<b>Born between</b>	<b>Characteristics</b>	<b>Stereotyped as</b>
Traditionalists	1925-1942	*Hardworking *Respectful of rules and authority *Conservative	*Old-fashioned *Rigid/Autocratic *Change averse *Traditional
Baby Boomers	1943-1960	*Youthful self-identity *Optimistic *Team players *Competitive	*Power driven *Workaholics *Political *Self-centered
Generation X	1961-1981	*Balanced work/Life *Self-reliant *Pragmatic	*Impatient *Slackers *Unimpressed *Selfish
Generation Y	1982-2002	*Fast-paced *Multitaskers *Fun-seeking *Technology-savvy	*Technology Dependent *Spoiled *Short attention span

Source: 2006 VisionPoint Productions, Inc.

# NONVERBAL COMMUNICATION CLUES

Jan Hargrave



## Shaking Hands

- A firm handshake indicates confidence.
- A limp handshake indicates a person who is ill at ease.
- Downward facing palms indicate control; upward facing palms show submissiveness.
- A double clasp (shaking hands using both hands) indicates sincere feelings for another.

## Defensiveness

- Arms crossed on chest, scowl on face; can also be a sign of disagreement
- Closed fists; can also be a sign of nervousness
- Sitting with a leg over the arm of a chair; can also be a sign of indifference
- Crossed legs; moving of the crossed leg in a slight kicking motion signifies boredom or impatience

## Openness

- Open hands with palms upward
- A man, who is open or friendly and feels agreement is near, will unbutton his coat and then take it off.
- Arms and legs not crossed

## Evaluation

- Hand-to-cheek gestures; an interested person will lean his body forward and slightly tilt his head.
- A critical evaluation is given when the hand is brought to the face, the chin is in the palm, the index finger is extended along the cheek, and the remaining fingers are positioned below the mouth.
- A tilted head is a definite sign of interest.
- Stroking the chin indicates a thinking or evaluation process.
- Direct eye contact indicates interest and a positive awareness of the speaker.

## Suspicion and Secretiveness

- Left-handed gestures are typically associated with dishonesty.
- A person who avoids eye contact while talking with you is likely concealing information.
- Touching or rubbing the nose, usually with the left index finger, is a sign of doubt or non-truth on the part of the speaker.
- Rubbing behind or beside the left ear with the left index finger when weighing an answer, indicates doubt.
- Tugging at the left eye with the left index finger says, "Do not see very clearly what I'm saying, because I'm lying to you."

## Honesty

- Right hand over heart
- Palms uplifted, arms uncrossed
- Direct eye contact when speaking
- Anchoring gestures

## Frustration

- Short breaths; people who are angry take short breaths and expel air through their nostrils
- "Tsk"; the sound usually made to communicate disgust
- Tightly clenched hands
- Wringing of the hands
- Kicking the ground or an imaginary object while walking

## Confidence

- Steepling (hands or arms brought together to form a church steeple)
- Hands joined together at waist behind back
- Feet placed up on desk
- Good posture, direct eye contact, genuine smile

## Boredom

- Drumming on table
- Tapping with feet
- Head in hand
- Doodling
- Swinging of crossed feet

### Nervousness

- Clearing throat
- "Whew" sound
- Whistling
- Smoking cigarettes
- Fidgeting in a chair
- Tugging at pants while sitting
- Jingling money in pockets
- Tugging at ear
- Clenched fist
- Wringing of the hands
- Playing with pencils, notebooks, or placing eyeglasses in mouth
- Frequent touching of self while speaking to others
- Swinging of crossed feet

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# BUSINESS ETIQUETTE

## TEN STRATEGIES FOR GETTING OFF TO A GOOD START

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A day in the life of every businessperson is made up of a series of meetings and greetings. Whether you are making the initial contact with a client or a colleague, you want to get off on the right foot. Doing so will make the first encounter and subsequent ones go smoothly and easily. Getting off on the wrong foot can make for a difficult recovery. Save your energy for later and use these simple strategies for a successful start

### 1. Stand up when you meet someone.

This allows you to engage the person on an equal level-eye to eye. By remaining seated, you send a message that you don't think the other person is important enough to warrant the effort it takes to stand. If you find yourself in a position where you can't stand up, perhaps you are stuck behind a potted plant, offer an apology and an explanation. You might say something like, "Please excuse me for not getting up. I can't seem to get around the foliage."

### 2. Smile.

Your facial expression says more than your words. Look as if you are pleased to meet the other person regardless of what is on your mind. Put a smile on your face for the person standing before you.

### 3. Make eye contact.

Looking at the people you meet says you are focused and interested in them. If you are staring off somewhere else, you may appear to be looking for someone more to your liking to come along.

### 4. Introduce yourself immediately.

As soon as you approach people you don't know or are approached by them, say who you are. Don't stand around as if someone else is in charge of introductions.

### 5. Include a statement about who you are when necessary.

It is not always enough to say, "Hello, I'm Mary Jones." Give more information. "Hello, I'm Mary Jones. I work for XYZ Corporation."

### 6. Offer a firm handshake.

Extend your hand as you give your greeting. The person who puts a hand out first comes across as confident and at ease. Make sure this physical part of your greeting is professional. No bone-crushing grips or wimpy limp-wristed shakes. If you are confused about men and women shaking hands, don't be. There once was a time when women didn't shake hands with men. We are past that. Everyone in business shakes hands with everyone else.

### 7. Learn how to make smooth introductions.

In business you always introduce less important people to more important people. The way to do this is to say the name of the more important person first, followed by the words "I'd like to introduce..." and then give the other person's name. Be sure to add something about each person so they will know why they are being introduced and will have some information with which to start a conversation.

### 8. Know who the more important person is.

The client or the business prospect is more important than your boss. Just hope your boss agrees.

### 9. Pay attention to names when you meet people.

It is all too common to be thinking about what you are going to say next and not focus on the other person. If you concentrate and repeat the name as soon as you hear it, you stand a better chance of remembering it later.

### 10. Use first names of people whom you have just met only after they give you permission.

Not everyone wants to be addressed informally on the initial encounter. It is better to err on the side of formality than to offend the other person right off the bat.

Your goal within the first few minutes of meeting other people is to make them feel comfortable and to put them ease so they will want to do business with you. When you are confident of the rules for those critical initial encounters, you will have a solid start for long-term profitable relationships. ♦