

Answers to Exercises

C) Key Words from Context

1. To prepare and write a document: **to draw up**

*"I will **draw up** and send it to you by the end of next week."*

2. To talk about ideas in an informal way in order to get different people's opinions on it: **to bounce ideas around**

*"We need to come up with some creative ideas for our next campaign. Let's **bounce ideas around** in our next meeting."*

3. As a consequence of, therefore: **thus**

*"We invested a lot of money in new technology, **thus** increasing our efficiency."*

4. To reach the main idea of something, to start discussing the main idea of something: **to get to the point**

*"He sometimes talks too much in meetings and fails to **get straight to the point**."*

5. To discuss something without getting to the point: **to beat around the bush**

*"Let's not **beat around the bush** here; we have some really serious issues to discuss."*

6. To accept and welcome something enthusiastically: **to embrace**

*"In business, it is very important to **embrace** change."*

7. To find your way and progress through something: **to navigate**

*"It is really challenging to **navigate** this complex market."*

8. Extremely: **exceedingly**

*"Such difficult situations are **exceedingly** rare."*

9. To determine the amount, level or volume of something: **to gauge**

*"We can **gauge** the effectiveness of our campaign through our analytics tool."*

10. To be moving towards one particular opinion: **to lean towards**

*"Of the two options that you have presented, I am currently **leaning towards** the first one, because it looks more profitable, but I am interested to look further into both of them."*

11. An area of compromise between two opposing groups: **a middle ground**

*"In terms of pricing our products, we had to find a healthy **middle ground** between maximising profits and remaining really competitive in the market."*

12. To use your skills, knowledge, talent or data as a resource: **to draw on**

*"When the company faced some difficult challenges last year, I had to **draw on** my extensive experience in order to steer the ship in the right direction."*

13. To come to a general agreement among a group of people: **to build a consensus**

*"We should **build a consensus** among the rest of the team before we make a final decision. We really don't want to get this wrong."*

D) Comprehension

- From which 4 methods did Erin Meyer collect data for her model of cultural differences in communication?
Extensive research, interviews, surveys with over 300 executives from various countries and industries, her own experience as a consultant and a professor.
- How does Erin Meyer claim that we can use the model to improve relationships?
We can estimate where each person that we deal with falls on each of the scales she presents.
- In the section "Evaluating", what could be considered paradoxical about Americans' communication habits?
They are very explicit communicators, meaning that they are very clear and direct. However, when it comes to giving negative feedback they are much less direct. They fall somewhere in the middle of the scale.
- What do you think a Danish executive meant by the following statement: "In Denmark, it is understood that the managing director is one of the guys, just two small steps up from the janitor"?
The executive is suggesting here that there is an more egalitarian management structure in Denmark - being 'one of the guys' basically suggests that he/she is just another member of the team. He/She suggests also that there is not much difference between between the director and the janitor.
- What is specifically notable about the leadership and decision-making systems in Japan?
Japan has a very hierarchical management structure, but when it comes to decision making, decisions start from building a consensus at the bottom first before taking that decision to higher management.

6. According to the article, what key factor influences cultural differences when it comes to trusting?
The key factor is the extent to which people trust their legal system to enforce contracts.
7. According to the article, which cultural difference are you very likely to notice when you visit another country as a tourist?
The difference in the way that different cultures treat time.

E) Key Words in a New Context

Communicating Facts and Theories When Presenting

When learning some new grammar in a new language, which of these strategies do you think would work best for you?

1. Learn the grammar rules and then look at some examples.
2. Look at some examples first and then try work out the rules for yourself.

The first method is known as ‘deductive learning’ and the second method is known as ‘inductive learning’. According to Dr. Meyer’s study in the culture map, some cultures prefer deductive learning, and others prefer inductive learning.

In some cultures, notably the French and Italians, people **lean more towards** “deductive arguments”, meaning that they focus on the rules first before looking at the examples.

On the contrary, many native English-speaking cultures, prefer inductive arguments, starting by looking at the examples and encouraging learners to **draw** on these examples in order to work out the rules or theory. These cultures believe that this encourages people to **bounce ideas around** as they try to work out the rules and theory from the examples given. If people manage to **build a consensus** on rules, then they are more likely to **embrace** them and understand them more fully.

Certain Latin European cultures may think that this method is **exceedingly** time-consuming, and that it would be much quicker to **get straight to the point** by exploring the rules first instead of **beating around the bush** with unnecessary discussion.

So how can we apply this in a business context?

When faced with a business presentation whereby you need to present facts and principles to an international audience, English-speaking cultures prefer to get examples before hearing the facts and principles. Latin European cultures prefer to hear the facts and principles before looking at examples. Considering the culture of your audience is extremely important in order to **gauge** what kind of approach you should take in a presentation. If you have a multicultural audience, a possible **middle ground** is to cycle back and forth between discussing rules, theory and examples. Hopefully this should keep everyone happy!