



## Working With Westerners Wearing Western Glasses

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*A half-day class to improve ability to work, communicate and build relationships with Westerners and/or when working for an international business*

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### Problem

*Chinese and Western cultures have different ideas of how to communicate, build relationships, solve problems, motivate and manage staff. Both sides have the same goals, to make money while working in a smoothly-running office. Problems arise when one or both sides do not know, understand, respect or pay attention to how the other side 'sees' things.*

### Example: Different Rules of Communication

*Every culture has unique ideas of how language should be used to communicate. Called the Rules Of Communication, Chinese and Western Rules are very different. Two examples are:*

Western: ask questions if you don't understand

Chinese: don't let people know you don't understand something

Western: state your opinion (especially if you disagree)

Chinese: don't disagree openly



*Successful Chinese-Western communication needs two things, a language in common and a way of using language in common. With different ways of using language each side will misunderstand what the other says, hurting business results. The solution? Each side must learn, respect and use the other side's Rules. Chinese must know how Westerners 'see' things. Chinese glasses won't work. Chinese need Western glasses. (Westerners need glasses too.)*

### Class Content

The workshop will focus on the following main areas:

- learn why cultures are different
  - *what the roots of culture are; where "culture" comes from*
- understand why culture is important
  - *effect of culture on attitudes, beliefs and actions; how respect-me is part of respect-my-culture*
- discover what the actual goal of "communication" is
  - *what we do when we communicate; that all cultures have the same communication goal*
- see why people communicate in different ways
  - *each culture has unique Rules of Communication; not language skills but how language is used*
- succeed in cross-cultural communications and business relations
  - *respecting cultural differences; change thinking about communication and business relations*
- improve ability to communicate with Westerners
  - *what communication style Westerners want; relevant, accurate, clear and to the point*
- learn what Westerners expect from staff and managers
  - *why initiative is key to promotion; that your performance is more important than who you are*



## Example: Common Complaints

*All people complain. Chinese and Westerners are both human, and each complain about the other.*

*Here are a few common complaints from each side:*

Western: don't tell me when they don't understand; don't ask enough questions

Chinese: don't tell me all I need to know; expect me already to know everything

Western: wait to be told what to do instead of making decisions themselves

Chinese: have no patience; things must be done *now!*



*The problem is that neither side yields to the other side. Why? Not because they are bad people but because neither side really understands the other side's 'ways,' how they 'see' things. The solution? Chinese must wear Western glasses and Westerners must wear a pair of Chinese glasses. Until this is done each side will continue trying to build a relationship blind, and problems and complaints will continue.*

*This class only achieves half of the solution, giving Chinese a pair of Western glasses. But half sight is better than doing business blind.*

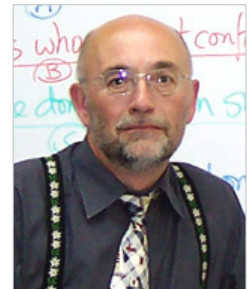
## Methodology

*The class begins with a lecture on basic subjects such as culture and communication, illustrated by specific examples of Chinese-Western communication problems and explanations of why problems occur and how successfully to overcome them. The class then becomes interactive, using class discussion and student input to examine differences between Chinese and Western management styles and expectations. Audience participation (question and answer) is expected. Class taught in a mix of English and Mandarin (all printed examples in both languages). Communication is rarely a problem.*

## The Instructor

- active in training/consulting throughout Chinese Asia since 1985; lived in Taiwan 1985-98 and founded TMC in 1990 in Taiwan to offer management/cross-culture training & consulting
- experienced leading multicultural teams in reengineering, performance management, business process improvement & quality management-type projects. A short client/project list includes:
  - **Cosa Liebermann Taiwan:** introduced a performance appraisal system using data from soft-skill 360° surveys; trained staff in conducting performance discussions; created a Training Needs list
  - **Trane Taiwan, China and Thailand:** implemented performance management system; trained staff in how to set targets and measure functional job and soft-skill performance; conducted multilingual 360° surveys of all salaried staff; wrote job descriptions; designed (computerized) Performance Appraisal forms; set policies and procedures; trained staff
  - **Trane Taiwan:** reengineered "Sales-Order-Manufacture-Delivery-Billing-Payment" process to take advantage of their full-scale Oracle™ implementation; created a Customer Service Center; worked with Oracle to customize system
  - **Philips CICT:** determined how to share profits and improve performance appraisals; designed, conducted and analyzed 360° surveys to measure "teamwork" (soft-skill) ability
  - **Jacky Maeder Taiwan:** reengineered Air Export operations; wrote job descriptions and created a "pay for performance" system
  - **Shell Taiwan:** reengineered "Order-Delivery-Billing-Payment" process; wrote a Business Process Improvement manual for in-house use; trained Shell staff in BPI techniques
  - **Ciba Taiwan:** trained senior and middle managers in Quality Management, Empowerment and Situational Leadership techniques; created system to reward staff for quality improvements
- trains and speaks throughout Chinese Asia, North America and Europe. A partial client list of students includes:
 

• Trane	• Ford	• Logitech	• Avon
• Procter & Gamble	• Shell	• Winterthur	• IBM
• Siemens	• Novartis	• Cosa Liebermann	• Hewlett Packard
• AB&B	• Vancouver Board of Trade	• HSBC	• Philips
• Swiss Government	• Canadian Trade Office	• Motorola	• High Life
- designs all workshops, including textbooks, examples and other materials
- conducts workshops in easy-to-understand English or near-fluent Mandarin as needed



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