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Санкт-Петербургский государственный электротехнический

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С.О.ШАПОШНИКОВ

**ПРОФЕССИОНАЛЬНЫЙ АНГЛИЙСКИЙ ЯЗЫК**

**Деловой этикет**

**PROFESSIONAL ENGLISH**

**Business etiquette**

Учебное пособие

Санкт-Петербург

Издательство СПбГЭТУ “ЛЭТИ”

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ст. препод. С.В. Федорова (СПб Горный институт (Технический университет)).

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# ВВЕДЕНИЕ

Учебное пособие “Профессиональный английский язык” (“Professional English”) предназначено для студентов, изучающих английский язык с целью совершенствования практических навыков и умений, необходимых при профессиональном общении в области менеджмента и систем качества. Функционально-коммуникативный подход, используемый в настоящем издании, позволяет не только достичь более высокого уровня владения профессиональной англоязычной лексикой, но и значительно успешнее подготовить обучаемых к будущей деятельности.

Первая часть учебного пособия содержит оригинальные тексты на английском языке, тематически связанные с вопросами делового этикета в общем контексте менеджмента и систем качества. Работа студентов с пособием базируется на чтении и анализе текстов из современных статей, опубликованных в журналах, газетах и на сайтах в сети Интернет и касающихся сферы менеджмента и систем качества. Учебное пособие может быть использовано как в качестве дополнительного материала к учебникам по деловому английскому языку, так и самостоятельно.

Большинство разделов (тематических уроков) учебного пособия содержит после текстовой части перечни новых профессиональных терминов и выражений, знание которых необходимо для прочного усвоения материалов этих разделов.

Предлагаемые в каждом разделе пособия задания ориентированы прежде всего на активизацию речемыслительной деятельности обучаемых. Поэтапное освоение материала от чтения к дискуссии через системы определенных речемыслительных действий – анализ, оценку, комментирование, обобщение и т. д. – позволяет подвести обучаемых к принятию самостоятельных решений при деловом общении в сфере менеджмента и систем качества, в том числе при проведении переговоров с зарубежными партнерами, ведении деловой переписки, подготовке и экспертизе материалов и документов в области менеджмента и систем качества.

**BUSINESS ETIQUETTE**

# Lesson 1. INTRODUCTION

**1. Manners Mom never taught you**

Etiquette: what do you think of when you hear that word? Emily Post? Miss Manners? Or confusion because the do's and don'ts of acceptable social behavior we learned as children don't mesh with today's business environment?

Etiquette - the word may bring to mind images of the Victorian Era and unnatural rules of behavior. But today basic etiquette is an important part of presenting a positive image to your boss or to your clients or customers.

The skills required to project a relaxed and competent image are now receiving attention from all types of organizations, which expect employees at a variety of levels to be able to successfully present themselves and the company’s interests.

“Many people that make it to the top understand these rules, and they expect others to know them too. Most of the people I work with are upwardly mobile and good at their jobs but might lack the social skills to take that next step”, explains Jane Wilger, President of Wilger Image Development, Minneapolis, Minnesota.

Wilger provides common sense guidelines for situations businesspeople frequently experience, whether they are engineers, salespeople, administrators or executives. In her seminars, Wilger discusses all aspects of business meals, how to dress for success, body language, introductions, and even cell phone manners.

The business world our parents knew was predominantly a homogenous, Eurocentric, male environment where everyone innately understood the code of conduct.

Now, the business arena has changed. The civil rights movement. The mass entry of women into the work place in the 70's. And it continues to evolve with passage of the Americans with Disabilities Act and globalization of the economy. To successfully navigate the hazardous waters of the business arena of the 90's and communicate successfully with all the diverse elements in that environment, mastering business etiquette has become an imperative.

Let us examine the underlying differences between social and business etiquette and some of the social rules that need adjustment and we will take a fresh look at some of the social rules that should have made the transition to the workplace, but seem to have slipped through the cracks.

**2. Business vs. social etiquette**

The most important difference between business and social etiquette is that *social etiquette is* *based on chivalry*, on the concept that the little lady has to be coddled and protected, whereas *business etiquette has military origins*. It is based on hierarchy and power.

So how does that affect behavior? First of all, gender was not an issue in the office 30 or 40 years ago, and gender has no place in business etiquette today. But, and it's a big but, women are no longer ancillary to the men. Men and women are now treated as peers. You hold the door open for a woman if you would hold it open for a man in the same situation. Doors are held open for superiors, for clients, for peers following close on your heels and for anyone who is loaded down with packages, regardless of your gender or theirs. But, if it's a revolving door, you would precede all those people into the door to get it moving, then wait on the other side.

Men do not jam up elevators by trying to let the woman out first, unless of course she happens to be your CEO or your client. Whoever is closest to the elevator doors, man or woman, exits first.

A woman will not be perceived as a competent professional if she acts or is treated according to chivalry. A man who treats a female client or colleague in a chivalrous manner will be perceived as condescending and create hostility. In the current economic climate, we cannot afford to offend.

Those peers with disabilities must also be treated with the same respect accorded any professional. In addition, there are a few additional rules that must be learned to accommodate their physical needs, like not raising your voice to be heard by a person who is blind or putting someone's crutches out of the way and out of their reach. Employing a bit of common sense will provide you with the appropriate behavior. Otherwise, ask. People with disabilities prefer to be asked for guidance rather than deal with that embarrassed evasion from those who are discomfited by the disability. The new Golden Rule for everyone is to treat others as they themselves would like to be treated.

*So, business etiquette is more than just eating with the right fork.*

3. The opportunity

Business etiquette is made up of significantly more important things than knowing which fork to use at lunch with a client. Unfortunately, in the perception of others, the devil is in the details. People may feel that if you can't be trusted not to embarrass yourself in business and social situations, you may lack the self-control necessary to be good at what you do. Etiquette is about presenting yourself with the kind of polish that shows you can be taken seriously. Etiquette is also about being comfortable around people (and making them comfortable around you!)

People are a key factor in your own and your business’ success. Many potentially worthwhile and profitable alliances have been lost because of an unintentional breach of manners.

Dan McLeod, president of Positive Management Leadership Programs, a union avoidance company, says, “Show me a boss who treats his or her employees abrasively, and I'll show you an environment ripe for labor problems and obviously poor customers relations. Disrespectful and discourteous treatment of employees is passed along from the top”.

Most behavior that is perceived as disrespectful, discourteous or abrasive is unintentional, and could have been avoided by practicing good manners or etiquette. We’ve always found that most negative experiences with someone were unintentional and easily repaired by keeping an open mind and maintaining open, honest communication. Basic knowledge and practice of etiquette is a valuable advantage, because in a lot of situations, a second chance may not be possible or practical.

4. The solution

There are many written and unwritten rules and guidelines for etiquette, and it certainly behooves a business person to learn them. The caveat is that there is no possible way to know all of them!

These guidelines have some difficult-to-navigate nuances, depending on the company, the local culture, and the requirements of the situation. Possibilities to commit a faux pas are limitless, and chances are, sooner or later, you’ll make a mistake. But you can minimize them, recover quickly, and avoid causing a bad impression by being generally considerate and attentive to the concerns of others, and by adhering to the basic rules of etiquette. When in doubt, stick to the basics.

5. The basics

The most important thing to remember is to be courteous and thoughtful to the people around you, regardless of the situation. Consider other people’s feelings, stick to your convictions as diplomatically as possible. Address conflict as situation-related, rather than person-related. Apologize when you step on toes. You can’t go too far wrong if you stick with the basics you learned in Kindergarten. (Not that those basics are easy to remember when you’re in a hard-nosed business meeting!)

This sounds simplistic, but the qualities we admire most when we see them in people in leadership positions, those are the very traits we work so hard to engender in our children. If you always behave so that you would not mind your spouse, kids, or grandparents watching you, you're probably doing fine. Avoid raising your voice (surprisingly, it can be much more effective at getting attention when lower it!) using harsh or derogatory language toward anyone (present or absent), or interrupting. You may not get as much “airtime” in meetings at first, but what you do say will be much more effective because it carries the weight of credibility and respectability.

6. It’s about people

Talk and visit with people. Do not differentiate by position or standing within the company. Secretaries and janitorial staff actually have tremendous power to help or hinder your career. Next time you need a document prepared or a conference room arranged for a presentation, watch how many people are involved with that process (you will probably be surprised!) and make it a point to meet them and show your appreciation.

Make it a point to arrive ten or fifteen minutes early and visit with people that work near you. When you are visiting another site, linger over a cup of coffee and introduce yourself to people nearby. If you arrive early for a meeting, introduce yourself to the other participants. At social occasions, use the circumstances of the event itself as an icebreaker. After introducing yourself, ask how they know the host or how they like the crab dip. Talk a little about yourself - your hobbies, kids, or pets; just enough to get people to open up about theirs and get to know you as a person.

Keep notes on people. There are several “contact management” software applications that are designed for salespeople, but in business, nearly everyone is a salesperson in some capacity or another. They help you create a “people database” with names, addresses, phone numbers, birthdays, spouse and childrens’ names; whatever depth of information is appropriate for your situation.

It is a good idea to remember what you can about people; and to be thoughtful. Send cards or letters for birthdays or congratulations of promotions or other events, send flowers for engagements, weddings or in condolence for the death of a loved one or family member. People will remember your kindness, probably much longer than you will!

*Compiled by Rohan Wickremasinghe*

## *Words and expressions*

**Etiquette (business etiquette, social etiquette)** - the code of polite behavior.

**Body language -** the conscious and unconscious bodily movements by which feelings are communicated.

**Chivalry -** gallantry.

**Code of conduct –** rulesofpolite behavior in a society.

**Introduction -** the action of introducing or being introduced.

**Phone manners -** behavior that is conventionally required while talking on the phone.

**Table manners -** behavior that is conventionally required while eating at table.

*Home assignment*

Read the text. Try to describe your general impression on what the etiquette is today.

# Lesson 2. INTRODUCTIONS

Every action done in company ought to be with some sign of respect, to those that are present.

*George Washington*

The most important point about introductions is to make them. Failing to do so causes embarrassment and discomfort. If given a choice, most people would prefer you to make the introduction incorrectly, even if you forgot their name, rather than stand there unacknowledged and disregarded.

A second important point in any introduction is the order of names. The name of the person being introduced is mentioned last, and the person to whom the introduction is made is mentioned first. The rules for who is introduced to whom depends on whether it is a business or a social introduction.

Every day we encounter people in a variety of business and social situations. The way we meet and greet them creates lasting impressions and paves the way for a productive encounter. Introductions project information. Besides the obvious elements of name, title, and affiliation, an introduction conveys a level of respect and reflects how the person making the introduction views the other person's status. Mastering the art of the introduction will help put you and the people you are introducing at ease. Learning the basics - and they are not very difficult - is the first step.

Introductions are one of the most important aspects of our daily life, but few people know how to make them properly. In the social arena, men are introduced to women. In the business arena, the person of lesser importance, regardless of gender, is introduced to the person of greater importance, regardless of gender. But, always remember that the name of the person being introduced is mentioned last, the person to whom the introduction is made is mentioned first. The rule, then, is “Mr. or Ms. Greater Authority, I'd like to introduce Mr. or Ms. Lesser Authority”. I will repeat that, “Mr. or Ms. Greater Authority, Mr. or Ms. Lesser Authority”. But, who holds the highest position in any organization? The client. The client is more important than anyone in your organization, even if the client holds a lesser title than the executive in your firm.

#### 1. Business introductions

In business, introductions are based on power and hierarchy. Simply, persons of lesser authority are introduced to persons of greater authority. Gender plays no role in business etiquette; nor does it affect the order of introductions. For example, you would say, “Mr./Ms. Greater Authority, I would like to introduce Mr./Ms. Lesser Authority”. However, the person holding the highest rank may not be Mr./Ms. Greater Authority. A client, for instance, always takes precedence over anyone in your organization, as does an elected official. Here are examples of pecking order:

* Introduce a non-official person to an elected official. *Note:* whenever introducing anyone from the press, include that in your introduction to warn the person, especially a public official, that the conversation may be on record.

*Example.* Senator Watson, allow me to introduce Dan Jennings of the Ford Motors.

* Introduce someone from your firm to a client or customer.

*Example.* Mr. Dawson, this is Ms. Saunders, our Chief Financial Officer. Mr. Dawson is our client from Atlanta.

* Introduce a junior executive to a senior executive.

*Example*. Mr. Senior Executive, I'd like to introduce Mr. Junior Executive.

**2. Social introductions**

According to rules of international diplomatic protocol, people are presented to royalty, chiefs of state, ministers in charge of legations, ambassadors and dignitaries of the church regardless of age or gender. The woman's or the man's name would be mentioned last and the distinguished person is mentioned first. For example, “Cardinal O'Connor, may I present Mrs. Doyle?”

But, these are the exceptions to the rule. Social etiquette is based on chivalry, so both formal and informal introductions are made according to age, then gender, and then social status. The man would be introduced to the woman in a social situation unless the man is obviously a great deal older, in which case one would defer to age over gender. For example, if both persons are of the same generation, you would say, “Mrs. Jameson, I'd like to introduce Mr. Horton”. But, if the woman is considerably younger, you would say, “Mr. Horton, this is my daughter Hilary”.

As you make the introduction, include a brief but meaningful piece of information about each of the people to explain their uniqueness or importance. “Sally is the PR consultant who helped me get all that coverage in the national press. Bob is the photographer whose work you admired in my office, Sally”. Never qualify a description by saying “my best client” or “my dearest friend” because the automatic implication is that the other person holds a lower position in your personal hierarchy. When in doubt, be less personal rather than more personal.

While introductions may appear simple, these are the few moments in which critical first impressions are made on all sides:

* Always stand up when being introduced to someone. If you are sitting across a large table it may not be possible to reach across and shake hands, but you can at least stand.
* The name of the person of highest rank, or the person of honor, should be spoken first; all others are being presented to that person. For example, “President Clinton, I’d like you to meet Jane Smith”.
* The person of highest rank is first the client, or any person who is outside of your organization, unless they are members of your family. Second, it is the person with a higher position, so that a manager would be introduced to a vice president.

**3. The nuances**

As you say each of the individuals' names, look at him or her. In this way, you focus attention on them and make them feel important while appearing to be in control. Once a conversation has begun and everyone seems at ease, you may excuse yourself.

When introducing relatives to other people, always clarify their relationship to you; it avoids any possible faux pas that could result from inadvertent comments. Never refer to your own spouse as Mr. or Mrs. in a social introduction. Simply saying “Matt, my husband”, or “Kitty, my wife” is sufficient. However, if the woman has kept her maiden name, she should include the husband's surname with some emphasis on it. This avoids the awkwardness caused when a husband is referred to by the wife's professional name. When a couple is living together but not married, introduce both by their first and last names, but do not comment on their living arrangements. It is the couple's option, not yours, to divulge that information should it be necessary.

When introducing peers to one another, mention both the first and last names. It doesn't matter who is introduced to whom. Including a tidbit of information that might start the conversational ball rolling is always a good idea. Even if everyone in a group is on a first name basis, introduce people by both first and last names. But, if you only know one person's first name, be consistent in your introductions and use their surnames, “Ms. White, Mr. Clark”.

**4. Introductions at functions**

At social events, it is not necessary to introduce a newcomer to everyone in the room. Introduce that person to the closest group by saying the newcomer's name first and then giving the names of the others. Ask the members of the group to introduce themselves if you can't remember everyone's name. Make sure from time to time, though, that the person is circulating.

At any function, the host should meet all the guests to make them feel as if their presence matters. At many business functions, guests may not know the host. It's a good idea to appoint several representatives of the corporation to stand by the door to act as greeters when guests arrive. The greeters introduce themselves and escort the guests to the host, make the introductions and then escort the guests to the bar or introduce them to several other guests while the host remains free to greet new guests.

For functions with more than fifty guests, a receiving line within the party area is preferable to insure that everyone meets the host. The receiving line remains in formation until all guests have arrived. To relieve the pressure on one host at a large social function, list several corporate officers as hosts on the invitation and have them relieve one another. All the hosts need not stand in line at once. A short receiving line moves more quickly and easily, and guests are not bogged down in a long, tedious line.

**5. Introducing yourself**

If no-one introduces you, step in and introduce yourself. Someone may be too embarrassed to admit forgetting a name or may be distracted by other matters. Feeling slighted because you were not introduced only puts you at a disadvantage. Introduce yourself by extending your hand, smiling and saying something like, “I'm Matt Jones, David's partner”. Avoid making any comment such as “Helen works for me” that might be misconstrued as arrogance or superiority. Instead, say, “Helen and I work in the same office”.

As a guest, it is your duty to circulate and introduce yourself at any function, large or small, especially if the host or hostess is busy. The fact that you are both there is sufficient justification to introduce yourself to anyone at the gathering. By only sticking to those people you already know, you'll never expand your horizons or make new acquaintances.

Always use both names when introducing yourself to convey the message that you take yourself seriously as an adult and expect the same treatment from others. And, since you don't know how comfortable the other person feels with formality or lack of it, you give that person the chance to set the tone most comfortable to them.

Be clear and concise in your introduction; the fastest way to alienate a new acquaintance is to ramble on about your life history or, worse, your problems or illnesses. If you expect people to respond favorably to your introduction, leave your problems on the doorstep and make sure your tone is engaging. Then, construct an introduction that is interesting and catchy, yet still professional. Think of it as a one or two sound bite commercial. A sound bite, the length of time available in television to engage viewers' attention before they tune out, has decreased to 7 seconds currently because we are all so overexposed to visual and oral stimuli.

Try to gauge information that will be of interest to the others. At business functions, it would be appropriate to mention where you work. However, just saying “I'm in public relations at IBM” is not likely to stir a great deal of interest or conversation whereas “I try to lure investment in IBM by working on the company's annual reports”, might be more interesting. Just do not focus too much attention on yourself with grandiose pronouncements.

Do not expect someone else to be forthcoming with their job information at functions that are not strictly business because many people feel that they are not defined by employment. At an organized event, such as an environmental fund raiser, you can mention your connection to the organization. Or, if you have a mutual interest, mention that as long as you phrase it to keep the focus is on the other person. For example, “Gina tells me that you are a member of the Global Business Association. I'm also involved in international trade so I'd be interested in learning how the association has benefited you”.

At any business meal, always introduce yourself to the people sitting next to you to open the way for conversation. Not introducing yourself can cost you a valuable business lead because few people want to deal with someone who comes across as aloof or unsavvy.

#### 6. Responding to introductions

The way you respond to someone else's introduction is just as important as making the introduction. In response to informal introductions, simply say “hello”. Add a phrase like, “I've heard so much about you, Barry”, only if it is true and if it is complimentary. Beware of phrases like, “Pleased to meet you” because that may not be true after only a few minutes of conversation.

“How do you do?” followed by the person's name is the customary response to a formal introduction. Refrain from the use of first names until the person to whom you've been introduced has indicated that the familiarity is preferred.

#### 7. Rising to the occasion

Always stand for introductions. Everyone should rise to greet newcomers at both business and social functions. The old rule that a woman remains seated when new people enter a room and are introduced is obsolete. At a very large function, only those nearest the newcomer would rise and say hello. If you are wedged into a tight position in a restaurant, there may not always be sufficient room to stand properly, but at least make the attempt so that by remaining seated you will not be perceived as aloof. In an office, always rise and come around from behind the desk to greet visitors.

**8. Remembering names**

If you forget someone's name when making an introduction, try putting the other people at ease rather than concentrating on your own embarrassment. Remain calm; if you fall apart, the person whose name you forgot may feel obliged to put you at ease, compounding your faux pas. Be straightforward yet tactful in admitting your memory lapse. By saying, “I've forgotten your name”, you imply the person wasn't worth remembering. “I've just drawn a blank”, or “my memory seems to be malfunctioning” connotes a more temporary condition that doesn't have the same insulting implications. If you can't remember someone's name, but you remember an interesting point about them, cite it. You might say, “I clearly remember our conversation about Thai food, but your name seems to have temporarily slipped my mind. Please help me out”.

Then, whatever happens, get off the subject of the memory lapse and onto something more interesting to everyone. Profuse apologies only make everyone uncomfortable. The sooner you forget about it, the sooner everyone else will, and the happier everyone will be.

When you are introduced to someone, say the person's name, then repeat it several times during the conversation. Not only do you project a genuine interest in someone by repeating their name, but the repetition is more likely to imprint the name on your memory. When someone seems to have forgotten your name, just jump in, hand outstretched, a smile on your face, and offer your name.

#### 9. Introducing a guest speaker

Prior to the event, have the speaker supply background information and ask how he or she prefers to be introduced. Keep the introduction short but enthusiastic, giving the speaker's name, credibility on the subject and the title of the presentation. Then ask the audience to join you in welcoming the speaker and begin the applause. Do not alienate the audience by informing them that they will learn something. And, do not undermine the speaker by talking so much about the topic yourself that you give part of the presentation.

Now that you have a better understanding of meeting and greeting people, heed Lord Beaverbrook's admonition, “Be fearless and each day you must meet someone new”.

**10. Handshakes and name tags**

The accepted physical greeting to accompany introductions is the handshake. Kissing entered the business arena with women, and it has caused more confusion than any other aspect of male-female etiquette. Men and women must be treated equally in the workplace; you can not shake hands with one and kiss the other. Women should learn to greet even their good friends with a handshake if they do not want to send confusing signals.

Men have an advantage in that their fathers often took them aside as boys and said, “Son, let me teach you how to shake hands like a man”. Unfortunately, few of our mothers took the girls aside to teach us to shake hands like a woman. So, let's take a moment to learn to shake hands like a business person. Humans have webs, just like ducks. To shake hands properly, we must keep that thumb up and touch webs before wrapping the fingers around the other person's hand. Let us all stand up and try it with the person on either side.

By the way, social etiquette decreed that the woman be the one to extend her hand first. You will still find the occasional matron or woman from another culture who is taken aback if the man extends his hand. In the business arena, it doesn't matter who extends the hand first, but the one who does takes control of the situation, takes matters in hand if you will. Some men may wait for a woman to offer her hand to be shaken, rather than automatically extending their hand to her. Wilger advises women to “get your hand out there right away so there is no confusion”. She offers the same advice to anyone who might have a disability in their right hand or arm. “Bob Dole puts his left hand out there to shake right away, and people just learn to shake left hands with him”.

“Whether you’re a man or a woman, jobs can still be won or lost on the basis of a firm handshake”, says Wilger. Men and women should shake hands with each other the same way as woman to woman or man to man. Offer your hand turned at a 90 degree angle to the floor and don’t hold just the fingers or try to crush the other person’s hand with an iron grip.

While you shook hands, did you notice the other person's name tag? While it may feel easier or look better in the mirror to place it on the left, the proper placement of the name tag is high on the right shoulder. There is a simple reason for this. When shaking hands, your eye follows the line of your arm to the other person's right side. By placing the tag on the right, it's easy to read the name while shaking hands. If the tag is on the left, you are forced to scan across the body to read the tag, an awkward and potentially insulting gesture. Why don't you make sure your name tag is on the right and let us try shaking hands again. See how much easier it becomes to read the person's name?

## 11. Six tips for a good handshake

Handshakes are the only acceptable physical contact for men and women in the business arena. Here are some tips for a good handshake:

* Handshakes are the universally accepted business greeting. Hugs and kisses are taboo in the business arena.
* You are judged by the quality of the handshake.
* A good handshake: keep the fingers together with the thumb up and open slide your hand into the other person's so that each person's web of skin between thumb and forefingers touches the other's squeeze firmly.
* A proper handshake is firm, but not bone-crushing lasts about 3 seconds may be "pumped" once or twice from the elbow is released after the shake, even if the introduction continues includes good eye contact with the other person.
* Extend a hand when meeting someone for the first time meeting someone you haven't seen for a while greeting your host/ess greeting guests saying good-bye to people at a gathering someone else extends a hand.
* If your hands tend to be clammy, spray them with antiperspirant at least once a day. Avoid giving a cold, wet handshake by keeping your drink in the left hand.

## 12. Business cards

Passing out business cards to anyone and everyone as if you were handing out flyers in Times Square at rush hour will only guarantee that your cards are filed under “W” for “waste” - except by those people from whom you never, ever want to hear. Wait till the end of the conversation, till you have established a reason to make further contact, before you exchange cards. Doing so enhances the value of your business card exchange.

A basic rule of rank and status is that a person of much higher rank be the one to request the card. Before you cry foul, think how often you've encountered senior executives from major corporations who “just ran out of cards” or “forgot to bring them”? Do you really think these people became captains of industry by not having business cards? The truth is that they do not want to give you a card because they know you will harangue their secretaries for weeks trying to get through to them.

If you have been an interesting, interested listener the chances that corporate executives will want you to call are greatly increased. Even if they do not give you a business card, you certainly can remember their name and company for a few seconds after the encounter until you have a chance to jot it down. A few well-placed phone calls the next day should give you the person's exact title, office address and direct line. Corporate executives are more likely to do business with you because of the effort you made and the sincere interest you showed in them.

****13. Small Talk****

“The purpose of small talk is to find something in common and create a bond”, says Wilger. “The best way to do this is to ask people questions. Trying to be witty is less important than being observant and asking good questions”.

Wilger does not feel politics and religion need to be avoided as topics, as long as no blanket attacks are made, and especially if you know the person you’re talking with has similar interests. However, “never, ever bring up sex in any context”, said Wilger. “And never swear. People get into a social situation and they let their guard down. People are still often perceived as less intelligent if you have to swear to make your point”.

***Words and expressions***

Allow me to introduce Dan Jennings of the San Francisco Examiner…

I'd like to introduce Mr. Brown of Motorola Company…

Cardinal O'Connor, may I present Mrs. Doyle?

President Clinton, I’d like you to meet Jane Smith.

*Home assignment*

Read the text. Give a description of introducing yourself and your colleagues in different situations.

# Lesson 3. ****TELEPHONE MANNERS****

Businesses can no longer function without telephones. Yet few of us learned the proper way to place and answer calls. At home, we answered with “hello”. In business, in addition to the greeting, it's necessary to identify yourself and the company or department. In other words, you would say “Good afternoon, Etiquette International, Hilka Klinkenberg speaking”, or “Protocol Office. This is Hilka. How may I help you?”

One of the cardinal sins of answering the phone, and it happens millions of times a day, is to ask “Who's calling?” The implication is that calls are being screened, and rudely at that. Be sure that the person answering your phone uses the correct response, “May I tell so-and-so who's calling?” That is “may I tell...”.

Few of us can get our work done without occasionally having calls screened. But, to do so without insulting someone, have the person answering announce that you are unavailable, then ask for the caller's name and message. If the caller is someone you do want to speak with, the secretary can say, “Oh, one moment. Here she is”, without even telling a white lie.

The easiest way to avoid having someone ask you “Who's calling?” and also one of the better ways to assure you'll get through to your party, is to announce yourself at the beginning of your call. “Hello, this is Hilka Klinkenberg from Etiquette International. May I please speak to Bob Wals”. It's amazing how effective that little introduction can be. By stating your name, you send a subliminal message that you have a right to speak to the person you are trying to reach rather than arousing suspicion by being evasive about your identity.

The author Fran Lebowitz said, “As a teenager you're in the last stage of your life when you will be happy to hear that the phone is for you”. Telephone calls are an intrusion into someone's workday. At the beginning of the call, ask if the person has a few minutes to talk to you. Forget those old bromides about making small talk and building rapport before getting to the point of your call. Know why you're calling before you ever dial, and get to the point. Wasting someone's time is rude. Surely all of you remember mom yelling at you to get off the phone when you were teenagers. Well, brevity is one lesson we should all remember from mom for polished telephone etiquette.

Always return calls. Even if you do not yet have an answer to the caller's question, call and explain what you’re doing to get the requested information, or direct them to the appropriate place to get it.

If you are going to be out, have someone pick up your calls or at a minimum, have your answering system tell the caller when you will be back in the office and when they can expect a call back.

When you initiate a call and get a receptionist or secretary, identify yourself and tell them the basic nature of your call. That way, you will be sure you are getting the right person or department and the person you are trying to reach will be able to pull up the appropriate information and help you more efficiently.

When you are on the receiving end of a phone call, identify yourself and your department. Answer the phone with some enthusiasm or at least warmth, even if you *are* being interrupted, the person on the other end does not know that!

Make sure your voice mail system is working properly and does not tell the caller that the mailbox is full, transfer them to nowhere, or ring indefinitely. Address technical and system problems- a rude machine or system is as unacceptable as a rude person.

You do not have to reply to obvious solicitations. If someone is calling to sell you something, you can indicate that you are not interested and hang up without losing too much time on it. However, you do need to be careful. You may be receiving a call from an insurance or long distance company that wants to hire you as a consultant! Be sure you know the nature of the call before you (politely, of course) excuse yourself.

Personalize the conversation. Many people act in electronic media (including phone, phone mail, and e-mail) the way they act in their cars. They feel since they are not face-to-face with a person, it is perfectly acceptable to be abrupt, crass, or rude. We need to ensure that we make best use of the advantages of these media without falling headfirst into the disadvantages.

*Cellular phones* are emergency tools ideal in regions where phones are not found on every street corner. Use them to notify someone you are running late or when you are working on a deal that could explode in your face without immediate and constant communication. Do not use them as a status symbol or as a cure for loneliness while pounding the pavement.

A recent addition to Wilger’s bag of tips is cell phone etiquette. “Technology poses some etiquette questions that are entirely new to us. For example, cell phone time is often expensive. Do not ask to use someone’s cell phone unless it is an emergency, especially if that person is a client. But regardless of whose phone it is, always offer to pay for the call”.

*Car phones* are great if you spend more time in your car than in your office. But, do not make an issue of the fact. That means no comments about traffic to subtly let the other person know you have one, unless you are calling to explain your tardiness. Never call if you are about to enter a tunnel or underpass.

##### *Courtesy of Article Resource Association, www.aracopy.com*

*Words and expressions*

Good afternoon, Etiquette International, Bill Brown speaking.

Hello, this is Sam Clifford from the New York Times. May I please speak to Bob Wals.

May I tell Mr. Clinton who's calling?

Protocol Office. This is Oleg Smirnoff. How may I help you?

Do you have a few minutes to talk to me?

Be sure you know the nature of the call before you politely excuse yourself.

*Home assignment*

##### Read the text and try to:

##### list the main rules of telephone manners,

##### explain how to use cellularphones in everyday situations,

##### explain how to use a car phone,

##### describe your actions when you are waiting for an important phone call but must be out of the office for some time,

##### model a situation of someone initiating a phone call and getting a receptionist or secretary.

# Lesson 4. ELECTRONIC COMMUNICATION

In this lesson, we will talk about the use of electronic communication facilities. They have appeared in our everyday life quite recently and become one of the most important means of communication in all areas of business and social activities.

While the homes of the future might have all sorts of electronic gadgetry, speaker phones, cellular phones, e-mail and FAX machines were not common household gadgets when we grew up. But, they are a necessity and a frequent source of irritation in business today. Here are some ground rules for more effective use of these electronic annoyances or conveniences, depending on your point of view.

Most people hate talking to someone using a speaker phone. Use it only to continue the conversation while doing something directly related to that call, and then only after you've asked for permission. If this is a frequent occurrence, you may want to invest in a headset. Then you will not have to worry when you use a speaker phone where other people are in a position to eavesdrop.

Cellular phones are emergency tools. Do not use them as a status symbol or as a cure for loneliness while pounding the pavement.

Car phones are great if you spend more time in your car than in your office. But, do not make an issue of the fact. That means no comments about traffic to subtly let the other person know you have one, unless you're calling to explain your tardiness. Never call if you are about to enter a tunnel or underpass.

E-mail is a quick, informal way to send a message as long as you retain the same boundaries of propriety you would use if dealing with the person face-to-face. If, for instance, you always address the CEO by surname in person, do not switch to the first name when sending e-mail. Also, avoid jokes and those little punctuation faces. They are unprofessional and most likely to be misconstrued. If your statement needs an explanation in parentheses like [joke] or [ha-ha], rephrase or eliminate it. And, do not send a message all in caps; it is the electronic equivalent of shouting.

Never tie up someone's line or waste their paper by sending an unsolicited FAX unless it is urgent. And never, ever, send a resume by FAX unless it was requested. When you send a FAX, always include a cover letter stating the total number of pages, the date, who it is to, who it is from and your telephone and fax number in case there are problems with the transmission.

**1. E-mail**

Make the subject line specific. Think of the many messages you're received with the generic subject line, “Hi” or “Just for you”.

Do not forward messages with three pages of mail-to information before they get to the content. In the message you forward, delete the extraneous information such as all the “Memo to”, subject, addresses, and date lines.

When replying to a question, copy only the question into your e-mail, then provide your response. You need not hit reply automatically, but do not send a bare message that only reads, “Yes”. It is too blunt and confuses the reader.

Address and sign your e-mails. Although this is included in the To and From sections, remember that you are communicating with a person, not a computer.

*Do not type in all caps.* Too intense, and you appear too lazy to type properly. This is still a written medium. Follow standard writing guidelines as a professional courtesy.

**2. Correspondence**

Another of Mom's lessons to remember is to write thank you notes, and by hand. You can never send too many of them, and it is a gesture that will be remembered. They need not be long and flowery; short and sincere is a very effective style.

Writing business letters is a skill in which most professional people need some polishing. The casual meandering of a personal letter is not appreciated in business. You can waste a person's time with your letters as easily as with a phone call. Get rid of those pat phrases at the beginning of a letter like “thank you for taking time out of your busy schedule to see me” or “it was a pleasure talking with you on the telephone yesterday”, that have become trite with overuse. Let the person know you were really listening by starting your letter with a specific reference to something the person said or did. For instance, ”Your comments about the IBM-Apple merger during our meeting this morning were certainly thought-provoking. I appreciate your frankness”.

Another annoying phrase, “If you have any questions, please feel free to call and I'll be happy to answer them”, appears at the end of too many letters. A simple, “please call if you have any questions or need more additional information”, is cleaner and clearer.

My pet peeve in business correspondence is a particularly American habit of addressing someone by first name in the salutation and signing the letter with your full name. The rule is, if you address someone by first name, you sign with your first name or you are talking down to that person. If you are worried he or she won't know who you are, then you either have not been specific enough in your letter or you do not know the person well enough to use first names. Anyway, your name should be typed in full under your signature in a business letter.

Business stationery is for business use; personal stationery is for personal use. If, because of your position you do a lot of community service work, the ideal solution is to have the business stationery printed with your name and the company address, but without the company name or logo.

**3. Invitations, reminders, and R.S.V.P's**

First impressions always count because lasting impressions are formed within seconds. As the first official communication of your event, invitations are the drawing card to whet your audience's appetite and to entice them to attend. In receiving an invitation all invitees want to know WIFM - ”what's in it for me?” Therefore, you must first know your audience and the impression you want to make. Determine what makes this corporation or event special and how you are going to convey that message. Does the invitation carry out the theme of the event? Does the design attract the eye? Do the words stimulate the imagination? Even the feel of the paper is important because we form those initial impressions with all our senses. A well thought out and well designed invitation is the best way to create a first impression and get a positive response.

*The Basics are as follows.* It's amazing how often invitations leave out pertinent details like date, time or location. The basic composition of every properly worded invitation, formal or informal, includes:

* Official or corporate Symbol (if applicable),
* the Host line = Who,
* the Request line,
* the Event line = What,
* the Date line = When,
* the Time line,
* the Location line = Where,
* the City & state line,
* the Reply request line,
* the Special instruction line (eg. “Black Tie” or “Dancing”).

“To meet...” or “To honor...” a guest could appear either at the top of the invitation or in the body.

*Formal Invitations.* If the event is a formal or diplomatic function, this format is ironclad. The invitation should be engraved on ecru or white letter sheets, or on plain white cards 5 3/4" x 4 1/2" for official functions. The wording is always in the third person, ie. “Mr. and Mrs. John Brackenbury request...”.

While formal invitations usually “request the pleasure of your company”, the most formal, the most personal and the most expensive “request the pleasure of the company of…” followed by a blank line with the name of the invited guest inserted by hand, preferably in calligraphy in black ink.

According to Angela Kapp, Managing Director of New York Wise, “If you want to get the right people at your event, let them know they are important to you by personalizing the invitation with their name inserted in calligraphy. A secretary will not bother to show her CEO an invitation that is not personalized”.

*Informal Invitations.* If the company's image or the nature of the event does not demand formality, intrigue your audience with an innovative design and eye-catching typeface that reflect the mood of the event. “Either go classic or go fun”, adds Kapp, “There is nothing in between”. Just beware the overzealous designer who gives free rein to creative impulse. According to Margaret Gins, president of ViewPoint International, too many invitations have become too cutesy with glitter and all sorts of things falling out of them. “There is no need to outsmart yourself”, insists Gins, “there is nothing like a beautiful formal invitation”. Kapp feels that some of the best invitations her firm has done were black & white and believes it is unnecessary to waste money on 4-color designs.

Although the basics of an informal invitation are the same as a formal invitation, there is a great deal more flexibility. Nancy Kahan, president of Nancy Kahan Associates, feels that people should be given as much information as possible to help them feel comfortable when they come to an event. In addition to the information given previously in The Basics, she also includes:

* type of food to be served,
* is card required for admittance,
* does card admit one or two,
* any necessary travel data.

*Responding to an Invitation.* R.S.V.P. is the French abbreviation for “répondez s'il vous plait” which, translated, means “please reply”. Nothing is more frustrating to an event planner than the sloppy attitude people have about responding to an invitation. Unless a guest is paying, either by buying a ticket or by attending an auction, everyone should always respond to an R.S.V.P., even if only to express regrets.

New Yorkers seem to be especially negligent about replying whereas, in Washington, it is not uncommon to respond favorably to every invitation, then wait until the evening of the event to decide which to grace with one's presence, much to the frustration of many a Washington hostess who has counted on the person to honor the acceptance.

An invitation from the White House or royalty takes precedence over all others and is only refused because of a death in the family, a wedding in the family, an illness or an unexpected trip abroad. These, as well as official duties and the demands made upon one's time by the arrival of one's superior in business are also the only acceptable excuses to cancel any previously accepted invitation. And I do mean cancel - and immediately upon discovering you cannot attend - rather than simply failing to show up.

**4. Eliciting replies**

Unfortunately there is no secret formula to getting people to R.S.V.P. For major non-profit events, Kapp feels that a great deal of effort should go into putting together the committee and chairpersons who are listed on the invitation because people sell events...and tickets. A paragraph about the organization on the back of the invitation never hurts because people have become very savvy and don't want to throw their money away.

Gins believes very strongly in pulling in chits by personalizing every invitation with a note from someone in the organization who knows the invitee. Then, two weeks prior, she has those people follow up with a phone call to the guests haven't replied. Her response rate is very high. Kahan also calls two to three weeks before an event. As soon as the date is set, Kapp begins her telephone campaign by calling the CEO's secretary to put the event on the executive's agenda.

Many corporations now include fill-in reply cards to facilitate responses. Although it is an excessive accommodation to missed manners, pre-stamped envelopes also help. Reply cards should match the invitations, and they must be at least 3 1/2 x 5" to be accepted by the post office. For a standard R.S.V.P., the company's address, zip code and telephone number should be included in the information. If you request only a telephone reply, it is a good idea to include the name of the person in the organization to whom the replies should be made. Kahan adds urgency to her R.S.V.P.'s to get results by stressing that it is “essential” to R.S.V.P. or that it must be made by a certain date.

“Regrets only” responses should be eliminated from invitation vocabulary. “Regrets only” sets a negative imprint on an invitation that is supposed to make a positive impression. Moreover, a person who is not planning to attend is probably the least likely to make the extra effort to call or write, making it more difficult for you to obtain an accurate count.

**5. Formal and informal replies**

Replies to formal invitations should be made within two days. They should be handwritten in the third person on white or ecru letter sheets with black ink. Acceptances repeat the event, the date, and the time. Regrets repeat the event and the date, and give a brief reason for declining.

The wording of an informal reply is dictated by the invitation and the relationship to the host or hostess. Informal replies can be written on correspondence cards, monogrammed notes, or calling cards. When declining, a reason must be given.

Regardless of how people reply, it is a good idea to get a telephone number, according to Kahan, because you never know what will happen at the last moment. She cites an incident when the guest of honor became seriously ill the day before an event and it was possible to contact all the guests because she had contact numbers.

*Enclosure Cards.* A savvy idea that assists the busy executive is an enclosure card for the secretary, with printed details on where and how to contact the executive in case of emergency during the function. This is particularly useful for daytime events.

*Planning.* In order to plan successfully, start with the time an invitation should arrive. Important conferences or seminars, especially those lasting several days, requiring travel should be made six to eight months in advance. For an important dinner that requires out of town travel, allow four to six months. Luncheons require three to five weeks notice. Evening receptions in conjunction with another event require four weeks notice. Cocktails require two to four weeks notice, as do large breakfasts. Teas require two to three week.

Work in reverse from the date the invitation should arrive. Allow sufficient mailing or hand delivery time to address, stuff and stamp envelopes, and plenty of extra time for calligraphy printing, proof-reading and correction time design time.

*Mailing do's and don'ts.* Never use computer or pressure sensitive labels. Formal invitations must be addressed by hand in black ink. Informal invitations are more effective when addressed by hand, although individually typed envelopes are acceptable. Always use stamps rather than a postage meter. If using a mailing house, make sure that they have a sample of the invitation and any additional inserts, with specific instructions on how to stuff the envelope. The invitation should always be on top.

As everyone retrenches from the social whirlwind of the 80's, it has become much more difficult to attract attendance at galas and benefits. Even corporate events have to serve a useful function for people to invest the time to participate. Not only does the event have to be presented as special, the invitees should feel special to elicit a favorable response. Little things do mean a lot. By paying attention to the details of your invitation, you have taken a major step toward insuring the success of your event.

**6. Holiday greeting cards**

Holiday greetings are a wonderful way to let your clients know you care about them and appreciate their business. Taking the extra time to select a card that won’t offend, to personalize the message, and to address it properly ensures that your message will be received in the spirit it was intended:

* If your client base is diverse, make sure the design and greeting on your card are generic. This is not to deny you your freedom of religion or expression; it is to show consideration for the receiver’s potential sensitivities.
* If the card is being sent to the person’s office, the card should only be addressed to that individual. If the card is being sent to a person’s home, address the card to the spouse as well, even though you may not know that person.
* While it is correct to have your full name printed or engraved on the card, personalize the message and sign it. Then the recipients do not feel like they are one of thousands on your mailing list.
* When cards are signed on behalf of a couple, the name of the person signing is last.
* If the imprinted names include the first names of both husband and wife, the wife’s name is listed first.

##### *Courtesy of Article Resource Association, Http://www.aracopy.com*

##### *Words and expressions*

**Enclosure сard -** card for the secretary, with printed details on where and how to contact the executive in case of emergency during the function.

**Formal invitation** – official printed invitation to a social event.

**Informal invitation** – unofficial invitation to a social or private event.

**R.S.V.P. (**"répondez s'il vous plaît") – please respond to the invitation on your decision.

**Holiday greeting cards.**

**Fill-in reply cards.**

*Home assignment*

##### Read the text and

##### list the rules for responding formal and informal invitations,

##### write a sample formal invitation to a corporate event,

##### write a formal invitation to a family event,

##### give several samples of your positive or negative decision on accepting the invitation,

##### write several sample greeting cards for different occasions (Christmas, wedding jubilee, corporate jubilee, appointment to new position, etc).

**Lesson 5. ETIQUETTE IN THE OFFICE**

1. Peers and subordinates

*Impressing the boss isn’t enough.* A 1997 study by Manchester Partners International, says even in this tight job market, 40% of new management hires fail in their first jobs. The key reason for their failure is their inability to build good relationships with peers and subordinates.

Social rank or class is a cornerstone of social interaction in many cultures. The corporate climate in the United States is no exception. People tend to feel uneasy until they have seen an “organizational chart” or figured out who reports to whom. They feel that it is more important to show respect and practice etiquette around superiors than around peers or subordinates.

The current social and economic climate is one of rapid advancement through technology, which make it very possible (and even likely) for a pesky salesman to become an important client, or an administrative assistant to become a manager. Mergers and acquisitions add to this “class mixing”, causing a former competitor to become a coworker overnight. This can make things awkward if you treat people differently depending on their “corporate standing”. If you show respect and courtesy to everyone, regardless of position or company, you avoid discomfort or damaging your chances in any unexpected turn of events.

Having a consistent demeanor improves your credibility. Even the people at the top will begin to suspect your motives if you treat VIPs with impeccable courtesy and snap at counter clerks.

2. Superiors

The only thing you owe your boss above and beyond what you owe peers and subordinates is more information. Unobtrusively be sure he or she knows what you’re doing, is alerted as early as possible to issues that may arise, and is aware of outcomes and milestones. *Never surprise your boss.*

It goes without saying that you should speak well of him or her within and outside the company, and give him or her the benefit of the doubt. (Which you would do for anyone, of course!)

As a confirmed night owl, I used to stumble into the kitchen as a child and fall into my chair at the breakfast table, only to be reprimanded by my parents and sent out to enter again because I didn't have the courtesy to greet them upon entering. This is one lesson executives should have learned from their mothers. The number one complaint about bosses by their secretaries is that they are ignored until the boss gives them their first assignment. It is rude not to greet people when you first enter an office, whether you're the mail person or the CEO. Make it a habit and you will help make the workplace a more pleasant environment.

The way people behave when they are in someone else's office or when others visit their office could have benefited from our mother's training because the behavior is no different that of a host or guest in the home. When you call on someone you are the guest in that person's office, and when they call on you, you are the host. Simple as that. But, what does this host-guest behavior involve.

First, a guest is punctual and does not pay surprise visits. Guests also do not make themselves more comfortable in someone else's office than the host. And they don't take over someone else's space by spreading papers all over the person's desk. And, they do not place a handbag or briefcase on it. Guests also do not overstay their welcome. When your scheduled time is up, do not assume the host's schedule is so flexible it can accommodate you for another hour. Reschedule if you need more time. Believe me, if the host is really interested in what you're selling and has the time to hear more, he or she will let you know.

The host's responsibility is to greet the guest and to make the visitor feel comfortable. If you are busy, have your secretary go out to reception to bring the visitor to your office. Then, get up and come around from the desk to shake hands with the person. Indicate where you would like the person to sit. The host leads the visitor through the visit. When the meeting is over, the host is responsible for bringing the meeting to a close, summarizing what was covered and what action is to be taken. Then the host escorts the visitor to the elevator or out of the office. Never leave visitors to find their own way. Not only is it rude, it jeopardizes security.

**3. Handling work interruptions**

Interruptions are considered one of the most annoying distractions in business today. Interruptions keep you from doing what you've already identified as important. Avoid interruptions (of singular or group work sessions, meetings, phone calls, or even discussions) if at all possible. Most management folks feel free to interrupt informal working sessions of subordinates, but need to realize that they may be interrupting a brainstorming session that will produce the company’s next big success.

To avoid being interrupted, keep your door closed. If someone barges in, acknowledge that person's presence, say how long you will be, and ask if you can get back to him or her.

Always apologize if you must interrupt a conversation, meeting, or someone’s concentration on a task. Quickly state the nature of what you need, and show consideration for the fact that you are interrupting valuable work or progress.

*Taking phone calls while in meetings.* Why should a telephone call take precedence over the person who is in front of you? Answering a phone during a meeting says, “Anyone else has got to be more important than the person who is in your office”. With the exception of calls from customers, taking phone calls while in a meeting is a rude practice. Have your receptionist take calls with instructions to interrupt you only for urgent calls or a call you are waiting for. If you are expecting such a call, tell the person you are meeting with prior to your meeting.

*Interrupting others in meetings.* It is rude when more than one person speaks at the same time during a group meeting. One manager in my company has everyone in the meeting speak at once! This demonstrates how futile it is when there is more focus on talking than on listening. Everyone has a laugh and then returns to a more civilized process of sharing information.

*Telephone usage.* Return all phone calls either personally or by someone else you work with, even if it is just to say you received the call and need more time to respond to the caller's need.

*Talking loudly on the phone.*  If you talk loudly, shut your door. If the offender is someone in your area, politely close their door “so they can have some privacy”. If they don't pick up on this subtle hint, specifically ask that they close their door while on the phone.

*Voice mail.* Voice mail keeps you from missing calls, but people report it is now almost impossible to get through to someone who has voice mail. Furthermore, it has become too easy to roll over one's phone to voice mail and never get a call at all. If you have to leave a message on voice mail, be concise and explicit about what you need. If you really need to talk to the person “live”, schedule a telephone appointment or leave specific times for a call to be returned.

**4. Scheduled meetings**

Whether you plan a meeting with one person or a group, simple respect will increase goodwill and efficiency. If a subject is important enough to call a meeting, be considerate of the participants time and ensure that it is well prepared. Communicate beforehand:

* the objective,
* the expected duration (Be sure to observe the ending time scrupulously, unless everyone agrees to continue.)
* items expected to be discussed.

Often overlooked - be sure to *thank* meeting members for their time and participation, and demonstrate (in the minutes or written record, at least) how their contributions helped meet the objective of the meeting. Participants are frequently left wondering if they have been heard or if their attendance and contributions were noticed. Distribute minutes or some written record (no matter how simple the meeting) to all attendees and absentees, with concise but complete descriptions of decisions made and including action items.

Never assign an action item to a person who is not present to negotiate it, unless you absolutely have to. Note in the minutes that the person has not been notified, and will be contacted for a final disposition of the item.

*Being on time.* Good business meetings start and stop on time. To decrease tardiness, make the last person to the meeting take minutes.

*Being kept waiting for appointments.* If you can not make a scheduled meeting, call the individual and explain the circumstances and what time you will be able to meet. If the delay is great, suggest another meeting time at the other person's convenience.

*People hovering while you are in a meeting.* If someone is waiting to speak to you, excuse yourself and ask the person waiting if you can get back to him. This same tactic works for people who hover while you're on the phone or walk into your office without knocking first.

**5. The niceties of negotiating**

Negotiating seems to bring out the best and the worst in people. So much of the way people behave in negotiations causes anger, bitterness, hostility, antagonism. Unless you create a win-win negotiating situation, everyone loses eventually. If you win and your customer loses, you will lose that customer. If your customer wins and you lose, you can go out of business. Win-win is the only way! So what are the niceties in the nuances of negotiating? What are some of the behaviors that undermine people when they negotiate?

Here are some of the most commonly asked questions and answers.

1. **So much of the way people behave in negotiations causes anger, bitterness, hostility, antagonism. What are some of the behaviors that undermine people when they negotiate?**

The most common ploy is to overpower or intimidate the opposition through a variety of dirty tricks. But that leaves one side feeling used and abused, and as you said hostile, bitter, and angry. The other behavior that undermines the negotiating process is to focus on the relationship, to try to be nice and liked. While the likeability factor can play a role, giving you a better chance of achieving your goals if the opposing side likes you, you shouldn't let that get in the way of the negotiating process. Minding one's manners is not synonymous with playing doormat and having people walk all over you. You can be strong and still be courteous.

1. **What are some of the tactics used to intimidate?**

The opposition makes negative comments about your appearance to rattle you. They keep you waiting, or they interrupt the negotiations to take calls while you twiddle your thumbs and get yourself all worked up. They do not listen - or at least make a pretense of not listening - and make you repeat everything to throw you off. They deliberately refuse to make eye contact. They play good cop/bad cop just like on TV shows like NYPD Blue or Homicide. They browbeat, denigrate and insult the opposing side and tell them that their opinions are all wrong. And finally, they make threats.

1. **How do you handle people who pull these tactics on you?**

Anybody who pulls these cheap tricks must realize that by attacking the other side and putting them on the defensive, they risk damaging the relationship, possibly permanently. If you are on the receiving end of these behaviors, keep your emotions in check. Easier said than done, but the other side is trying to make you lose your cool, and you'll play right into their hands. Do not counterattack. Acknowledge their behavior to defuse confrontation and to help prevent a recurrence. Or, deflect the attack. Remember, you are in control of your emotions, not the other person.

**Well, let us look at specifics. How would you handle derogatory comments on your appearance?**

While we should always separate the people from the issues, a quick comment about the rough night you must have had last night can be just enough to throw you off. So, smile sweetly, and inform the critic that your appearance has never before interfered with your skills as a negotiator, so let us start negotiating.

1. **What about being kept waiting?**

Issues of time are a major source of offense in our culture. Keeping people waiting is a petty power play that usually insults the one kept waiting. I would call them on it by suggesting rescheduling for another day when they have time to devote to the negotiating table. Ditto for people who purposely do not listen. A comment like, “You are obviously very distracted today, and I would not want to take advantage of your inattention. Let us reschedule.” usually has them blustering that there is no problem really.

b) A**nd that good guy/bad guy routine?**

“There seems to be some disagreement between you. Perhaps the two of you need a few minutes to sort out your objectives here today. Why don't we break for 15 minutes while you work it out?”

**c) But threats are not that easy to ignore...**

No they are not, and they are usually the sign of an inexperienced or a bad negotiator. Threats can be handled in a variety of ways, depending on the situation and your feelings about the threat. You can ignore it, call the bluff, make it difficult for them, propose to take it to the press. It is hard to be specific.

**d) What are some of the ways to facilitate negotiations?**

Respect time by being punctual and prepared. Work on your communication skills. Ask open-ended questions rather than issue pronouncements. Be careful of the word “why”, though, because it can be perceived as accusatory. Invite discussion, and be open to correction and persuasion. “Please correct me if I'm wrong ...” or “Help me to understand...” are much more likely to spur the negotiating process and give you valuable information than some pronouncement from your position platform. Analyze and improve upon ideas from the opposition's point of view. Ask their advice. When in doubt, use silence. It makes most people very uncomfortable. Just remember, he who speaks first loses.

**e) You mentioned “our culture”, is negotiating in other cultures much different?**

It most certainly is. Each culture has its own set of principles and values that determine how people think and behave. There is no generic international model, so there is a greater potential for misunderstanding because your opponent views the world differently. You heap issues on top of the issues on the table.

**f) In which way?**

First of all, there is time again. Not only must you allow a great deal more time for the entire process, but you must also deal with differing cultural time perspectives.

The opposing side’s views on status, dignity, and protocol must also be factored in to the equation. Then there is the issue of language. You will need to explain a great deal more, and you will probably also have to work with an interpreter. You must be very careful of your choice of words, avoiding slang, jokes, and technical expressions...all of which can cramp your usual style. You must also be aware of cultural prejudices and stereotypes that the other side may hold. Remember, their values are different from yours. And, on top of all that, you probably have to apply these differing behaviors to an entire negotiating team rather than an individual negotiator. Other cultures can be much more team-oriented than Americans with their strong sense of individuality.

**g) Any comments or suggestions in closing?**

Always leave on a positive note to maintain a working relationship for the future. Negotiations should maintain, if not improve, the relationship.

**6. Negotiating tips**

Here are some practical tips on negotiating:

1. Do your homework beforehand - research the opposition, the topic, and your own team’s blind spots or hang-ups - so you do not waste anyone’s time.
2. Identify your priorities, your needs, and your top- and bottom-line beforehand so you are much clearer in your communicating skills.
3. Come prepared with all necessary documents and agreements.
4. Arrive promptly.
5. Maintain the formality/informality set by the meeting chairperson.
6. Greet and treat everyone with respect.
7. Remember the likeability factor (like likes like). If the opposing side likes you, you stand a much better chance of achieving your goals within reason. However, do not make that your primary goal.
8. A mind is like a parachute; it must be open to be effective. Listen actively and keep an open mind rather than deal from a position of entrenched antagonism.
9. Keep your emotions in check. The other side will try to make you lose your cool to gain the controlling edge.
10. Do not browbeat, denigrate, or insult the opposing team.
11. Deflect rather than respond to personal attacks.
12. Do not insist that the opinions and positions of the opposing team are wrong. Suggest that they look at it from another perspective.
13. Do not threaten.
14. Cooperate rather than agitate.
15. Avoid manipulating because it creates bitterness rather than harmony.
16. Do not be greedy; work toward a win-win result.

And some more tips:

* ***Time wasters:*** don’t keep rehashing moot points.
* ***Relationship-damaging behaviors:*** attacking the other side and putting them on the defensive.
* ***Behaviors that defeat problem solving:*** 
  + asking closed rather than open-ended questions,
  + asking “why” - it can be interpreted as confrontational,
  + assuming you understood what was meant without paraphrasing.
* ***Knowing when to exit gracefully*:** 
  + when the other side is dishonest, lying, or cheating,
  + when a problem is impossible to resolve.

## 7. Networking

Have you felt frustrated lately attending industry or association events because the only attendees are other consultants all desperately seeking the elusive corporate client? If so, you have only yourself and your fellow consultants to blame! Strong words, but true. Corporate members of organizations complain that they have come to hate going to industry functions because they are constantly barraged by consultants trying to “hustle” them for work. They are resentful because they want to go to these functions to learn, to network themselves and to relax among their peers. Instead, they stay away because it is too stressful and annoying to be the brunt of all these solicitations. That need not be the case if consultants would only learn to network properly.

## *Quantity and quality.* Networking is about making contacts - the more the better. It is difficult to meet a lot of people if you spend the entire evening monopolizing or allowing yourself to be monopolized by one person. Five to seven minutes is an ideal amount of time to spend with anyone. Do not stretch it past 10 minutes, especially if only a half hour has been allotted to networking. That's basic arithmetic!

Once you have reached your goal with that contact or discovered that the person is a dolt or trying to pitch you, it is perfectly acceptable to excuse yourself politely and move on. If ending an unproductive conversation is difficult for you, remember that you're doing the person a favor by freeing him or her to speak to someone who could be more beneficial.

But, quantity alone will not suffice. If the contacts are not quality contacts, you have wasted your time. It's very difficult to determine if a person is a quality contact, one likely to give you business, if you're doing all the talking. And that brings us to the most important point, conversation...

## *Conversation.* Whatever you do, *never make a sales pitch at a networking function*. You will be perceived only negatively as gauche, pushy, needy, desperate, insensitive, or inexperienced. Those perceptions are not going to help you get your message across, and you will scare the potential corporate clients away from future attendance.

There is truth to the adage that we have two ears and one mouth because we should listen twice as much as we talk. Listening is also twice as hard for most people in our culture. But, if you do all the talking, how can you possibly qualify a prospect? Keep quiet and get the people you meet to talk. Most people love to talk about themselves, and they appreciate others who give them that opportunity. You'll be amazed at what you can learn.

Arrange to meet at a later date when you close the encounter, “Your comments have given me some ideas I'd like to discuss further over lunch. Are you available Thursday?” Or, make your sales call during business hours the next day, opening with a reference to the previous day's conversation, “Your remarks about TQM at last night's meeting indicated you have some real needs that my company may be able to help you erase”. The information you garner by listening at networking functions is invaluable in forming a working relationship with a prospect.

*Networking nirvana.* Take the focus off yourself at networking functions. Put it where it belongs, the other person, and you will increase your chances for success at these functions. Stop attacking corporate representatives with your sales pitches. When you spend more time building contacts and relationships rather than frantically promoting yourself or your services, attending networking functions becomes a more pleasurable experience for you and for corporate executives. Who knows if everyone practices these savvy networking tactics, industry and association functions may once again be filled with the people consultants really want to meet potential clients!

## 8. Twelve tips for effective networking

The existing system is the game of business. Anyone who wants to join the game must subscribe to the standard rules of play.

*Betty Lehan Harragan*

So, here are the tips:

* Know who will be there and what business they represent.
* Decide what you want to gain from this event and go for it.
* Decide the number of contacts you want to make. Go for quality of contacts rather than numbers.
* Prepare a 14-second commercial about what you do. People will remember you better.
* Place your nametag on the right shoulder. As you shake hands, the eye automatically goes there.
* Enter the room with confidence, observe the climate, and find someone you want to meet.
* When you arrive, smile. It's the one signal understood by everyone.
* Never think male or female. Think professional.
* Never park yourself at the bar or at the food table. Get what you want, then circulate.
* Never offer a cold, wet handshake. Keep your drink in your left hand.
* If grazing, keep the napkin between the ring and little fingers, the plate between the index and middle fingers and the bottom or stem of the glass between the index finger and thumb, using them to stabilize the plate. After you take a sip or blot your lips, return the item to the left hand so the right hand is free to shake with the next person.
* Be discriminating in handing out your business cards.

**9. Considerate cubicle conduct**

Be considerate of another person's physical space. Proximity can breed contempt rather than teamwork when you persist in invading your cubicle neighbors.

* Respect boundaries. To give fellow cube dwellers a sense of control over their space, knock on the wall (alright, the foam partition) and ask permission to enter before barging into someone else's domain.
* Do not loiter. Being in an open environment does not give you the right to disturb others when they are trying to work.
* Do not barge in and interrupt while the cube dweller is on the phone.
* Don't hover waiting your turn while the cube dweller is on the telephone.
* Do not help yourself to anything in a co-worker's cubicle, even if you consider it company or community property.

Odors know no boundaries and can be more intrusive and repulsive than even the peskiest co-worker so:

* Avoid eating smelly foods at your desk.
* Do not microwave your meals because heated foods tend to smell and penetrate the environment more.
* Throw out your trash, especially if it contains anything that can fester and rot. Aside from the odor, it can also attract all manner of vermin.
* Practice good hygiene. Bathe, wear deodorant, use mouthwash and wear clean clothes.
* Nix the perfume, cologne, scented body lotions and after shave.

Sounds amplify after bouncing off cubicle walls. Your conversation, laughter and music can interfere with someone else trying to work. Background noise, especially if it is not business-related, presents a very unprofessional image to anyone phoning or visiting your office.

* Use an “indoor” voice. Keep conversations and laughter muted.
* Keep personal conversations to a minimum, and watch what you say. Foul, racist or bigoted language and remarks are unacceptable in any work environment.
* Confidential topics should be discussed in private.
* Do not use a speaker phone.
* Program voice mail to pick up your calls - and by the second ring - if you're not around.
* Turn off your cell phone and beeper if you don't need them. Otherwise, keep them within easy reach.
* Wear earphones if you must listen to that talk radio or rock music station. Better still, turn it off.
* Do not eavesdrop.
* Practice selective hearing. Just because you were able to hear a conversation four cubicles away does not mean you have a right to comment on it.
* Avoid gossip because it can spread like wildfire in an office where co-workers are privy to one another's conversations.

Keep your cubicle décor decorous. Remember it is a work space and there should be enough space left for you to work efficiently. And, your prized possessions may be someone else's eyesore.

* Clean your desk of stacks of paperwork, litter, and dirt.
* Learn to file and do so regularly especially if those files are shared.
* Tame the jungle. If you love being surrounded by greenery, keep plants to a minimum, keep them healthy and keep them within your own cubicle.
* Be selective in displaying photos and children's art. Edit your collection and frame it properly.

Exercising even a bit of politeness in an office environment can pay big dividends in productivity, profitability and personal relationships.

10. Dress/appearance

It can be insulting to your shirt and tie. If you have any inkling that a suit may be called for, dress to the nines, coworkers or clients to show a lack of concern about your appearance.

Being wrinkled, unshaven, smelly or unkempt communicates (intentionally or not) that you do not care enough about the situation, the people or the company to present yourself respectably.

If in doubt, always err on the side of conservative. If you think jeans may be OK for a social event but are not sure, show up in ironed khakis and a nice golf shirt. If you think a situation may call for dress slacks, wear a dress

Women’s clothing is a bit more complicated, but again, err on the side of conservative and dressy.

Always practice impeccable grooming (even in a jeans environment!)

11. Guests, consultants and new employees

If you have a new employee, guest, or consultant working at your company for a day, week, or longer, be sure that that person has the resources and information that he or she needs to do the job. This is not just courtesy, it is good business, since time spent flailing around looking for things is embarrassing to the consultant and expensive for your company.

Give a consultant or guest the same type of workspace as an employee at your company in a similar role. A consultant who is there to do programming should have, if at all possible, the same size cube, type of computer equipment, etc. as an employee programmer would have in your company. This prevents your employees from feeling looked down-upon, and the consultant from feeling singled out or treated as second-rate.

A guest from a regulatory agency will tend to want to know what’s “really” going on in the company. By treating him or her like everyone else, (instead of isolating them in a plush office in a far wing, for example) will raise less suspicion and enable them to get the information they need more efficiently.

Appoint an employee to be a “buddy” to a guest or consultant to ensure that they are introduced around, “shown the ropes”, and have someone to help resolve little logistical problems that may arise and cause non-productivity or embarrassment.

*Appreciation/credit.* Always pass along credit and compliments to *everyone* who made a contribution to the effort. Speak well of your coworkers and always point out their accomplishments to any interested party. Appearing to have taken the credit in a superiors’ or customers’ eyes is the surest way to sabotage a relationship with a coworker.

**12. The art of gift giving**

Give. That is one of the world's greatest messages.

*John Loring*

The purpose of gift-giving, whether by an individual or a corporation, is to please the recipient. Your reasons for doing so may vary but, whatever the reason, the focus must remain on the recipient if you want to elevate your gift-giving to an art.

Routine, careless or improper gift-giving can do your cause or relationship more harm than good. Gifts are never a substitute for a caring attitude, good business practices, goodwill or company manners. Nor should a gift ever be given as a bribe or when it could be misconstrued as one.

*Corporate Gift Giving.* Corporate gift giving can enhance a company's image and improve customer relations. A gift can convey many messages like power or sophistication. Most importantly, it must reflect the image of the company, be it conservative or cutting edge, all the while considering the recipient.

The ideal corporate gift is the company's product, imaginatively packaged with a twist to make it interesting, perhaps by adding the latest gadget that can be used in conjunction with the products. For instance, a publisher might want to give a selection of paperbacks with a book cover that has a battery operated reading light.

If the company's products are targeted toward a particular market based on sex, age or interest, don't give the product as a generic gift. Women may not appreciate the latest electric drill any more than men would appreciate a set of electric rollers; however, the latest traveling hair dryer could be appropriate for everyone.

Tickets to company sponsored events or exhibitions are also appreciated gifts as long as the recipient is interested in that sport or cultural activity. A balletomane may not be particularly thrilled with tickets to the basketball game.

Some suggestions for corporate gifts are: pens, small calculators, clocks, watches, glassware, desk sets or baskets of fruit. Diaries and desk calendars can also be good gifts, but they must be spectacular and of the highest quality to be appreciated because executives usually receive a number of them. A gift that is useful or practical will always be valued as long as it is appropriate to the intended receiver. Beware, though, of sending the same gift every year, or it will be taken for granted.

*Logos.* Logos should always be used with discretion on any gift. Do not put a logo on just anything. Logo gifts must be of the highest quality and in good taste. Always keep the logo small so that it doesn't look as though the gift is really a corporate advertisement.

If gifts have a logo, they can be considered promotional and not restricted to the deductibility constraints that the IRS normally imposes on the price of gifts. But, check with your accountant to see how this fits your personal circumstances.

*Client Gifts.* If you've developed a closer relationship with certain clients, the gift should be much more personal than the standard logo item or the generic gift purchased by the corporation.

There is no excuse for being unable to come up with an appropriate gift for someone with whom you have an established association. Yet it happens all the time. A classic example of thoughtless gift giving is the wine an owner of one of the finest wine shops in Manhattan regularly receives...purchased from other stores! I can quite appreciate her perplexity at these gifts and admire her ability to receive them gracefully none the less.

If you expect the client to make the effort to give you his or her company's business, you had better make the effort to buy a gift that shows you care. “It is the thought that counts”, does not mean remembering to buy a present, it means thinking about buying a gift that is appropriate to the recipient.

Giving a gift that is just right is really a fairly simple process that involves three steps: the research, the shopping and the presentation. The more time you allow yourself, the more likely you are to be successful without 'last minute' stress!

*Research and Planning.* Keep a file on your clients and anyone else who might be on your gift list. Note any interests, hobbies and other personal information that arise in conversation throughout the year, like the person's alma mater or the purchase of a new home, that may be a source of inspiration. The file does double duty because it can also be a source for casual conversation or a reason to stay in touch throughout the year, like calling a sports fan to discuss his team's victory over a major opponent.

Often the clues might be visible in the person's office. If the office walls are covered with paintings of vintage automobiles, a comment about them may lead to a flash of inspiration, like a coffee-table book about the person's favorite car or a scale model. Friends and acquaintances with similar interests can also be a source of inspiration. While I know nothing about golf, many of my friends and business associates are avid golfers. Not only do I use them as resources for others, I make note of their suggestions as possible gifts for them.

If you have never been able to get any information from the person, or if you've mined a vein of ideas to exhaustion, call the person's secretary. Aside from the immediate family, who knows that person better? If you are acquainted with the person's spouse, you might even want to call him or her. Never call a spouse you have never met, though.

Should you not be able to come up with any information about hobbies or interests, then consider a gift for the office like a leather business card case, good desk accessories, a crystal paperweight or a crystal and sterling inkwell for someone who uses a fountain pen. Gifts for the home are another option, provided they are not too personal or stylized. A good crystal vase filled with seasonal flowers like Amaryllis is appropriate for men and women. Food always makes an excellent gift, whether it is a case of Florida citrus fruit, a wheel of Vermont cheese or a crystal jar filled with candy.

In your research, do not forget to note any dislikes. Nor should a gift reflect a person's shortcomings. Someone with a skin problem may misinterpret a gift certificate for a facial. And, while a sense of humor is wonderful, a gift should not be used to play a joke on someone. Avoid liquor and wine unless you know the person well because they or their company might look upon alcohol negatively. Smoking accoutrements and chocolates can also be taboo gifts.

**13. International gift giving**

Before embarking on a shopping excursion for your international business associates, it is necessary to understand the customs and traditions of that person's culture so that you don't give unintentional offense. The taboos of international gift giving can range from not giving a letter opener in Japan or Latin American countries because it looks like a knife and implies severing a relationship to not giving leather in India where the cow is sacred to not giving a clock in China because the word for clock sounds like the word for death. Colors and the way a gift is wrapped can also hold a great deal of significance. Major stores often have someone on staff in the corporate gift department who is well-versed in the intricacies of international gift giving.

Do not forget that the recipient may be required to pay duty on your gift which could affect the joy with which it is received. If in doubt, check with the nearest consulate of that country. A way to avoid this might be to place an order via telex or FAX with a major store in the recipient's country.

Flowers are an ideal solution to certain gift giving situations because they are easy to send anywhere in the world via your local florist. Again, certain cultures attribute meaning to certain colors or types of flowers. In Japan, for instance, white flowers and chrysanthemums are symbols of death; in Germany, red roses have serious romantic connotations. It is always a good idea to have your florist specify to the florist in the other country the occasion for sending the flowers.

**14. Budgeting**

Consider your budget, your position, your relationship to the client and the acceptable price range. While the Internal Revenue Service currently allows a deduction of $25 per recipient per year for gifts, many people, especially at a senior executive level, consider this too low and deem the additional non-deductible expenditure a wise business investment.

Beware of excessive spending. It is as much a faux pas as niggardly gift giving and may force the recipient to return your lavish gift. A gift from a junior executive to a client need not exceed $25. Mid to upper management should consider spending up to $50, while a senior executive may want to spend up to $100 for their best customers. A gift costing more than $100 would only be given in very special circumstances.

**15. Shopping**

Specialty stores that cater to the person's interests are probably the best source of ideas within your budget. Do not be afraid to consult the sales staff, especially if you know nothing about the hobby. Do not forget catalogues from major department and specialty stores throughout the country; a quick phone call will usually get one in the mail to you. Most large stores have an in-store shopping service that will make selections at little or no extra charge. Specialized gift services and personal shoppers can also be found in your local Yellow Pages.

Many executives depend on their support staff to take on the task of gift shopping for people they don't even know. If your secretary has excellent taste, he or she may be the person to do your legwork, with several stipulations. Never expect the secretary to shop on personal time; the shopping should be on company time. The secretary should only be enlisted if it will not entail working overtime or getting otherwise backed up to complete the regular work assignments.

**16. Presentation**

Always wrap a gift before giving it. Not wrapping a present implies carelessness and an uncaring attitude. It undermines the impact of your gift. If you are all thumbs trying to tie a bow, have the store where you purchased the gift wrap it for you. Or, have a wrapping service or a friend do it for you. In selecting the wrapping, consider the recipient just as you did in buying the gift. A pink and blue bow on flowery paper will probably cause the a male executive to raise an eyebrow while a young female administrative assistant might wonder if the gift wrapped in navy, burgundy and Hunter green stripes were actually intended for her boss.

Remember to enclose a gift card with a personal comment and your signature. A correspondence card is an ideal enclosure card. A business card is adequate, but only if you put a slash through your name, write a brief message on the back and sign it. If possible, give the gift in person. That you took the time to share the moment adds immensely to the occasion. More important, make sure the gift is timely. The impact of the gift diminishes with every passing day. Just think how thrilled you would be to receive your birthday presents three or four months after the day has passed.

Unless you are attending a celebration at which everyone else is giving gifts too, give your gift in private. Singling the person out with a gift in front of others can be embarrassing to the recipient and to the people who neglected to give a gift. When giving a gift, do not insist the person open it immediately; the person might prefer to open it in private when they do not have to worry about making the appropriate responses. Do not disparage the gift with remarks like “Oh, it's nothing!” because the recipient might believe you.

**17. Receiving gifts**

Always accept a gift gracefully, regardless of how you feel about the gift or the giver. Even if a gift appears to be a hostile act, like a health club membership for someone who is overweight, it may have been well intentioned, albeit misguidedly. A simple “thank you” is always an appropriate expression of appreciation. Never diminish the giver's generosity with a statement like “you shouldn't have” even if you wish they had not. How would you feel if someone did that to you after you had invested your time, effort and money?

Although a telephone call may be easier and more convenient, a “thank you” note is compulsory. And, the note should be written immediately. Putting it off makes it an increasingly onerous task and diminishes the impact of your gratitude.

**18. Refusing gifts**

It is perfectly acceptable to refuse a gift and, under certain circumstances, it becomes obligatory. Always return a gift that is extravagant, too personal, has sexual implications or can be misconstrued as bribery. Although you may be furious about the gift, venting your anger can put you at a disadvantage. Enclosing a note that, because of the nature of the gift you are unable to accept it, is more than sufficient. Be sure to keep a copy of the note and return it in a way that ensures you have receipt of the return.

Company policy occasionally dictates that an employee is not allowed to receive a gift. It takes a great deal of the pressure off the employee if the company publicizes this beforehand. If your company does not send out notification, you may want to apprise business associates who might give you a gift of company policy well in advance of the occasion. Politely letting others know either beforehand or at the time the gift is offered that you appreciate the gesture but are prohibited by policy from accepting is good manners and should never create hard feelings.

When you have taken the time to find out what is acceptable and what the person may like and you allow yourself enough time, you relieve yourself of much of the stress associated with giving. Finding the perfect present can become a fun-filled adventure. A gift given with joy is the most wonderful gift to receive, and taking pleasure in gift giving elevates the act to an art.

**19. Tips for gracious holiday tipping**

Considerations:

* tipping is part of the price for using the services provided by service personnel,
* tip service personnel; give gifts to professionals and salaried employees,
* my ideal solution when you don’t know whether to tip or to give a gift is to give the American Express Gift Cheque because it has the cachet of a gift and the convenience of cash,
* your budget, what you can reasonably afford to give, then to whom you have to tip,
* whether or not you have been tipping the person throughout the year or saving it all for that one lump sum at the holiday time,
* the quality of the service that has been provided and the attitude of the service provider,
* how long you have been the beneficiary of that service,
* how tony the address or establishment.

*Source: Etiquette International, http://www.etiquetteintl.com*

## *Words and expressions*

**CEO** – chief executive officer

**brainstorming session**

**group work session**

**return phone call**

**voice mail**

**missing calls**

**scheduled meetings**

**Good business meetings start and stop on time**

**win-win negotiating situation**

*Home assignment*

Read the text and

* prepare several scenarios of conducting negotiations on different issues,
* describe gift giving rules for your working/study environment.

# ****Lesson 6. DINING****

*Over half of all business is finalized at the dining table.* Among other things, business meals are used to getting to know a client, deciding to become a partner in a venture, networking, and signing the contract. Therefore, your employees’ manners are on display at the dining table and it is a reflection of your company. Never assume that others will not notice or will be understanding of poor manners and lack of dining skills.

Business executive who have already made it to the top frequently lament the lack of social polish in their protégés. One of the first places this shows up is at the dinning table. Really polished table manners can take your employees to another level of professionalism.

Clients have been turning to us to enhance their dining etiquette and they have fun in the process. First Impression Management promises we'll make your employees feel comfortable and confident at the dining table!

Many business meetings take place outside the office over a meal. But, again confusion exists over two matters; first, what meal to use for what purpose and second how to handle the tab gracefully.

Each business meal has its own reason for being and it is never about food. Each business meal also has an acceptable time frame.

Power breakfasts are ideal for urgent business, to review an event happening that day or to meet with a person who doesn't take lunch. Schedule 45 minutes to 1 hour. But, it is advisable to have a good reason to get someone up early to meet with you.

Allow two hours for a power lunch. Lunch is the ideal meal to entertain clients or to establish business contacts. Lunches are also the least compromising male/female dining situation. Just make sure you don't wait until dessert to bring up your agenda; the time to start discussing business is after the appetizer has been served.

Tea is the new power meal, an ideal time to become better acquainted with someone with whom you want to establish a business relationship. It is also a civilized time to discuss matters outside the office without breaking up the middle of the day. As people become more concerned about alcohol consumption, it becomes an ideal alternative to meeting for cocktails.

Business dinners should never be the first meal with a client unless that person is from out of town or has specifically requested it. Respect the client's personal time. Discussing business at dinner can also be tricky if you don't get down to it before the second drink arrives. Dinners are ideal to cement existing relationships or as a special treat for the client.

1. Table manners

These apply to the Americas and most of Europe. If you are elsewhere, do some research beforehand.

The fork goes on the left. The spoon and knife go on the right. Food items go on the left, so your bread plate is on your left. Drinks, including coffee cups, should be on the right. When sitting at a banquet table, you may begin eating when two people to your left and right are served. If you have not been served, but most of your table has, encourage others to start. Reach only for items in front of you, ask that other items be passed by a neighbor. Offer to the left; pass to the right, although once things start being passed, go with the flow.

“Your napkin should go into your lap within the first ten seconds of sitting down”, says Wilger. And once in your lap, the napkin should never again be placed on the table until everyone leaves at the end of the meal. If you need to stand or leave the table during the meal, the napkin should be left on your chair.

Wilger says she is often asked what to do if something is stuck in your teeth. “The rule is that it should come out the same way it went in”. If it went in by hand, such as grape stones, olive pits or bits of nut shell, it goes out by hand. If it went on a spoon, such as something in a soup, it should come out by spoon. An exception to this rule are small clean things such as fish bones, which likely went in on a fork, but can be removed by hand.

Wilger also notes it is best to be as discreet as possible. Trying too hard to cover up what you’re doing by hiding behind your napkin actually draws more attention to the process than if you try to quietly remove the problem food.

**2. Toasting is a memorable art**

The ability to offer a toast is indeed an art, and one that is becoming rarer with infrequent usage. Mastering the ability to offer a toast can indeed turn even the simplest of occasions into a memorable event. *"Here's to us that are here, to you that are there, and the rest of us everywhere",* said Rudyard Kipling.

The ability to offer a toast is indeed an art, and one that is becoming rarer with infrequent usage. Too often, we only think of offering a toast at weddings. Otherwise, toasts are relegated to state functions or looked upon as a strange and disconcerting custom of foreigners. Mastering the ability to offer a toast can indeed turn even the simplest of occasions into a memorable event. Understanding the importance of toasting and including toasts in a program is essential for event planners.

**3. The history of toasting**

Toasting, despite a somewhat ignoble origin, has a long history through many cultures. It started with the ancient Greeks who had an interesting habit of spiking the punch with poison. Offering a toast was deemed a gesture of good faith. The term toasting comes from the Roman practice of putting a piece of burnt bread into the goblet to mellow the flavor of the wine. In Olde England, a piece of toast bread was put into the bottom of the glass, and you drank until you got to it.

A number of theories exist about clinking glasses with a toast. One theory, possibly stemming from that Greek habit, is that by clinking glasses, you could slosh the poison someone may have put into your wine back into theirs. Another theory is that the sound of clinking glasses was thought to drive the evil spirits out of the spirits, making it safe to drink. Clinking could also be a way to make contact since we no longer all drink from the same bowl. My favorite theory is that a good glass of wine or champagne appeals to the senses of sight, touch, taste and smell and, by clinking, it also appeals to the sense of sound, making it an all-encompassing sensual experience.

**4. A guide for gracious toasting**

Be prepared, even if you were never a scout. A good toast is a speech in miniature. As anyone who writes can tell you, it takes a great deal more effort to be succinct than long-winded, so prepare your words well in advance. Mark Twain felt that “It usually takes more than three weeks to prepare a good impromptu speech”. Practice, practice, practice if you want to sound spontaneous.

Exercise eloquence and wit. A good toast is hard to find, probably because people seldom give thought to what will be said. And, when they do, too often they turn it into a roast. A good toast should be a gift, not an insult, so make it appropriate, flattering and, if possible, memorable.

Remember to KISS: Keep It Short and Simple. Brevity is the soul of wit and the heart of hospitality. As George Jessel said, “If you haven't struck oil in three minutes, stop boring”. Better still, think three sentences. The simplest words are perceived as the most sincere. Be yourself. A toast is not an audition for Hamlet. The best words and witticisms are your own, so forget about being reminded of something you once heard or read. Originality is the essence of wit.

End on a positive note. A toast should always be upbeat. Lead your audience to a conclusion with a generally accepted gesture like “Raise your glass” or clinking.

**5. Transcontinental toasting traditions**

The strongest and most formal toasting traditions are found in the eastern European, Germanic and Scandinavian countries. Here a host may begin the meal with a toast of welcome in addition to the toasts offered toward the end of a meal.

Asian countries also have a strong tradition of toasting. In fact, China, Korea and Japan all have a similar toast, but with a different pronunciation. The Chinese say *ganbei*, pronounced “gon-bay”, which literally means dry glass or bottoms up. In Japan, the word is *kampai*, pronounced “kahm-pie”. Drinking customs also differ. In Korea, the glass is emptied and the last few drops are shaken out, then it is passed to the guest and the host refills the glass. A glass is never refilled until it is completely empty in Korea, whereas in Japan the glass is constantly refilled so it is never empty. Every country has its different words and customs, so be sure to check before putting your foot in your mouth. Toasts don't necessarily translate well, especially if they are idiomatic or poetic. It's a good idea to stick to safe topics like friendship, the enjoyment of life and health.

At official diplomatic functions, a toast is not drunk to the guest of honor unless that person happens to be the Chief of State or Head of Government. The guest of honor, including an accompanying spouse, would first be welcomed. Then references to the ties between the two countries and hopes for continued good relations might be mentioned. The historical background of the guest's country may also be touched upon. Then, the other guests are asked to join in drinking to the Chief of State or the Head of Government of the guest's country even though that person is not present. The national language of the guest of honor should be used. If the toaster is not conversant in that language, make sure an interpreter is present. The toast should be recorded for the press. It is good form to send the guest of honor a copy of the toast before the event so that the guest may formulate an appropriate reply. For important meetings, the guest's reply may even be sent back in advance of the event.

**6. Do's and taboos of toasting**

Never drink when a toast is offered to you. It is like applauding yourself. Nor should you stand. As a youngster, Princess Margaret apparently asked her father what he sang while everyone else sang “God Save the King”. He is said to have replied that one should look gratified and dignified, but under no circumstances did one ever join in. That is excellent advice to the recipient of a toast.

Always stand up and respond to the toast, even if it is only to thank the host for the generous gesture. Never, ever, should anyone toast the guest of honor before the host. In fact, no toasts should be made until after the host has had the opportunity. If half way through the dessert it becomes apparent that the host has no intention of offering any toasts, a guest may quietly request the host's indulgence to offer a toast.

Unless it is a small, informal group of eight or less, stand when offering a toast. Be sure to make eye contact with the guest. Never rap on a glass to get attention. Too often the results are shattering. By standing, you should have been able to command enough attention to quiet everyone down. Otherwise, ask for attention while honoring the guest. Never refuse to participate in a toast. While it is ideal to have saved some wine or champagne for the toast, it is perfectly acceptable to toast with a non-alcoholic beverage. Water is not suitable for a toast because it is bad luck according to superstition. It would be preferable to raise an empty glass.

While other superstitions hold that by continuing to drink out of a glass after the toast is to dilute that toast, don't get into the Russian habit of smashing a glass into the fireplace. Glass and crystal will melt and adhere to the brick. Smashing good crystal or even a restaurant's glasses can also be an expensive pastime.

***A True Tale.***Several years ago, a Texas firm had gone through a leveraged buyout that left the employee owners desperate for a major infusion of cash. At the eleventh hour, their investment banker in New York was able to interest a group of Japanese financiers. To celebrate, the investment banker, young and aggressive as was so typical of the eighties, hosted a banquet at a very expensive and exclusive New York restaurant.

The Japanese investors were seated in the center of the long table, according to Japanese protocol. But, instead of seating the most important Texans and himself across from the Japanese, the banker placed the Texans at one end of the table and himself at the other, surrounding the Japanese with underlings.

Towards the beginning of the meal, the banker host stood up and proposed a toast... to himself for having pulled off this coup. The Texans were merrily into their cups, not paying much attention to anyone other than themselves. At the appropriate time, the Japanese stood up to offer appropriate formal toasts. Neither the Texans nor the banking team bothered to pay attention to the Japanese, much less respond.

Several years later, the Texans needed another infusion of cash. Again the investment banker went to the Japanese financiers. But, the Japanese remembered the insults they had endured at the hands of the Americans and refused to do business with them. The company declared bankruptcy and no longer exists.

The moral of the story is obvious. If you're going to offer any toasts, do it properly or not at all. While a well-tendered toast is a gift that can cement relationships or turn an ordinary event into a memorable occasion, an improper or insulting toast can sever even the most promising relationships.

Allow me to raise a glass to your continued success!

**7. Paying the bill**

The rule for paying the tab in business is clear: whoever benefits from the business association pays, regardless of gender. So, whether I invite my client or my client invites me, I pay. If there is no clear beneficiary, the person who extends the invitation pays. There are several ways to handle the check so it never becomes an issue, all of which are covered in my book. Unfortunately, we don't have time to go into them all today. But, ideally, try to avoid having the check brought to the table. If you're a woman hosting a male client, put the burden of payment onto your company to avoid raising that old social standard that has the man paying the tab. The best time to clarify that you are hosting is when you extend the invitation by saying, “I'd like you to be my company's guest at lunch on...”

One time you do not even try to pick up the check is if your client has invited you to a private club. Instead, reciprocate at a later date.

If you think there might be a scuffle about who will pay the bill, or if you simply want it handled in a swift and subtle way, Wilger suggests the following. “Arrive at the restaurant a few minutes early, tell them you are entertaining a client and ask them to run your credit card through. Then the bill will come straight to you and all you have to do at the end of the meal is figure the tip and sign your name”.

**8. Tips to successfully navigate the buffet table**

Here are some useful tips on navigating the buffet table:

* Stand in line. No butting in or swimming against the tide to speed your journey through. Think of it as a great time to chat with the people in line and establish contacts.
* Never complain about the line, the food or the wait. Others don’t need you to put a damper on their enjoyment of the event.
* Use serving utensils when you help yourself. Fingers do not count as serving utensils.
* Never ever take anything from a serving plate and stick it directly into your mouth. Nor should you start eating from your plate while still in line. Wait until you return to your table.
* You can return several times (more opportunities to meet more people!) but never fill your plate to overflowing. Several years ago I attended a function for meeting planners at the Guggenheim Museum. They were like pigs at a trough, filling their little plates so high that they had to hold the food to keep it from falling off as they left the line. In a word, disgusting!
* Try to eat your courses in some acceptable order. It’s unappetizing for others to look at a plate filled with oysters, salad, roast beef and chocolate mousse all at the same time.
* Because this is a buffet, do not turn this into an “all you can eat” occasion. Nor should you spout off on how to get ‘the most bang for your bucks’ by only selecting those items like lobster or filet that are normally very expensive on an a la carte menu, as I once overheard a banker advise someone. That same banker later threw a fit with the serving staff because they had run out of the tuna sushi when he went back for his third helping. A real class act!
* Remember that any business dining experience is never about the food; it is always about business.

## 9. Cocktail party panache

Do not you just think the world of someone who extends a wet, ice cold hand for you to shake? And, aren't you simply overwhelmed by guests who look like they're practicing juggling 101 every time they meet someone new? Of course, not. Nor is anyone impressed by your social savvy when you behave like a bungling amateur at an affair. However, cocktail party panache is easily mastered. By learning a few simple rules and by practicing some easy maneuvering, you, too, can handle canapes and cocktails with panache and make impressive first impressions.

***Learning the Basics.*** Panache starts well before you arrive at any function, but not because you have hired a limousine. Seasoned party goers understand why they are attending an event. They have done their homework about the other attendees, and they have determined their goals in attending. Then they go to work on their attitude. Do whatever mental gymnastics it takes to put you in a positive frame of mind. Or stay home; there is no alternative if you want to succeed.

***When you walk into a room, walk with purpose.*** First impressions are made, for the most part, within 5 seconds of meeting someone. That does not get you past the “How do you do's”. In fact, words only account for 7% of an initial impression. Vocal quality accounts for another 38%. A whopping 55% of any first impression is based on non-verbal perceptions of appearance and behavior.

***Keep Your Purpose in Mind.*** The bar or the hors d'oeuvres table need not be your first port of call. The purpose of any business/social function should not be free food or unlimited booze. Social occasions, especially those that are business-related, are about people and making connections. Concentrate on greeting and meeting people, and on getting into conversations rather than on appeasing your appetite. Remember to make eye contact while having a discussion. No one wants to talk with someone who is always scanning the room for a more important prospect.

Keep conversation clean, avoiding any sexual innuendoes. Excessive flirting is not appropriate, especially at a business-related affair. Also, steer clear of taboo topics like dieting, health (yours or theirs), the cost of anything, malicious gossip (yes, you do know when it's malicious), religion and politics. Most important, do not leave someone hanging. Close a conversation before moving on to another person or group.

***Guidelines for Eating and Drinking.*** Never, ever, drink on an empty stomach; stop on the way to the event to grab a snack if necessary. The risks of losing control or being indiscrete are too great. In fact, be sure to pace your alcoholic intake throughout the course of the evening so you won't reveal your company's secrets to a major rival or tell a client's spouse what you really think of her.

At the bar or food station, get what you want and move away. Do not hold court directly in front of the bar; give others a chance to get something too. But, how can you move away when you have nowhere to put the food and drink? Here is where a little practice is required.

***How to juggle hors d'oeuvres and accoutrements.*** First of all, the right hand should always be kept free to shake hands with any man or woman who may be arriving or leaving. Food, drink, napkin - everything - goes into the left hand. Then you'll never look like an amateur juggler when the opportunity to meet someone new presents itself. While all this may sound like an even more ridiculous juggling act, it really isn't.

***Here's how to do it.*** Take that cocktail napkin and put it between the ring and baby finger of the left hand. Then, spread the ring and middle fingers to act as a base for the plate of hors d'oeuvres. Use the thumb and index finger to hold the stem or base of the glass and to stabilize the top of the plate at the same time. As you need something, reach for it with the right hand, use it, then return it to the appropriate finger slot in the left hand before continuing.

A cold, wet drink should never be held for more than the time it takes to have a quick sip. In fact, a chilled drink like white wine should be held by the stem, never the bowl, so you don't heat the drink. Hold a highball by the base of the glass rather than wrapping your hand around the drink. Only room temperature drinks, like red wine, brandy or a neat scotch that benefit from the added body heat to release the bouquet, are held by the bowl of the glass.

Do not fill your plate to overflowing. People seldom notice you going back for seconds at large cocktail functions; they will notice the mountainous heap on your plate. And, claiming it is for the table sounds like an excuse, not the truth. A pertinent example comes to mind: while on a three-day promotional cruise several years ago, a businessman reached for a cookie on a large silver tray heaped with a generous assortment when a woman yelled to him not to touch; the cookies were all hers. The businessman remembered her months later when she tried to solicit his firm's business.

If refreshments are being served by waiters, all the better. It eliminates the necessity for a the plate provided greed does not get the better of you and you try to take more than one hors d'oeuvre at a time. Refuse if the foods are messy, dippy or drippy. Murphy's Law will ensure that the drip lands on the most difficult or expensive to clean article of clothing you happen to be wearing.

While food served on toothpicks or cocktail sticks may keep your fingers clean, there is the problem of what to do with those sticks. Don't litter, but don't put them back on the serving tray; it is unappetizing to others and it's unhygienic. If no containers have been provided for the toothpicks, put them in an ashtray, on a dish or on the tray when the waitstaff is collecting empty glasses. If nothing is available, wrap the toothpicks in a napkin and dispose of them later.

***How to Handle Difficult Foods.*** Some foods, although they may not be messy, can still create problems. Years ago, fraternities used the olive test on pledges, serving them olives without providing a place to put the pits, to ascertain the pledge's social savvy. While that may no longer be a criterion at fraternities, in business/social situations it does help to know how to handle difficult foods. Here are some guidelines:

* Olives with pits are held in the fingers and eaten in several bites, then the pit is discarded on the side of your plate, in an ashtray or into a napkin.
* When eating shrimp with the tail still on, hold the shrimp by the tail and dip it into the sauce once. Eat it in one bite if it is not too large. Otherwise, eat it in two. Then discard the tail as you would olive pits or toothpicks.
* Crudites are dipped into the accompanying sauce only once. Never, ever dip something from which you've already taken a bite back into the sauce. Hold your cocktail napkin beneath the vegetable to catch any drops of sauce that may fall.
* Bite carefully into cherry tomatoes or puff pastry to avoid spraying yourself and everyone within arms length.
* Always exercise caution to avoid burning yourself when biting into hot hors d'oeuvres. Test the temperature unobtrusively with the tip of your tongue, and remember that the inside is usually quite a bit hotter.
* When an hors d'oeuvre tastes unpleasant, do not just spit it out. Turn your back to the others before transferring it from your mouth to the cocktail napkin. Find a wastebasket to dispose of it immediately yourself.

10. Eight tips for effective cocktail conversation

A gossip is one who talks to you about others; a bore is one who talks to you about himself; and a brilliant man is one who talks to you about yourself.

*Lisa Kirk*

Here are some tips for cocktail conversation:

* Listen before jumping into a conversation. You may not want to deal with those people.
* Make eye contact with one person in the group, smile and listen until they include you.
* Introduce yourself when there is a pause in the conversation.
* If you have something relevant to add to a group's conversation, jump in, then introduce yourself afterward.
* To initiate a conversation, you can talk about the situation, talk about yourself, or talk about the other person.
* Avoid taboo topics:
  + off-color or discriminatory jokes
  + personal relationships and sexual proclivities
  + health
  + diets
  + personal tragedies
  + cost of anything personal
  + income
  + controversial topics like politics or religion
  + free advice from professionals
  + spouses as authorities
  + “I” strain
* Do not blend; circulate. Spend five to seven minutes with each person or group.
* Always remember to close a conversation. Shake hands and take your leave.

**11. Taboo table offerings - the intricacies of intercultural menu planning**

Dietary restrictions apply not only to Jews and Muslims. Meeting planners must be aware of the different religious, ethnic and philosophical restrictions that can apply to the attendees at any meeting to insure smooth and successful events.

How would the prospect of catering the September 1993 lunch at the State Department after the signing of the Israeli-PLO agreement appeal to you? At first it may seem easy to arrange a meal attended by both Muslims and Jews. After all, neither eat pork but both eat chicken; just serve chicken. Right? Wrong!

The logistics of the food at this luncheon were much more complex. Muslims do not drink alcohol, so wine could not be served at the luncheon. Nor could wine or wine vinegar be used in the preparation of the meal. Food for the Jewish delegation had to be glatt kosher, meaning that the food had to be slaughtered according to certain ritual under Rabbinical supervision.

The lunch for eighty in the Diplomatic Reception Rooms of the State Department was prepared by Movable Feast, a Washington catering firm, with kosher meals provided by Danielle-Bluefeld Caterers of Baltimore. They prepared these meals in Baltimore and sealed them in disposable plastic containers to reschedule him for a subsequent seminar. Assure that they remain kosher. The food and sealed plastic utensils, cups and saucers were transported to Washington.

At the State Department, the food was transferred to glass plates which are acceptable for kosher meals. China plates, unless specifically used only for kosher meals, are not acceptable. While it may not be as visually appealing as arranging the food on a plate, the kosher containers should remain sealed to assure the guest that the food was not contaminated in any other way, perhaps by the serving utensils used. At a recent formal tutorial luncheon my company gave for a Wall Street client, one of the catering staff tried to be helpful by opening and serving the containers to one of the participants who observed kosher dietary laws. The fellow was unable to eat what he perceived to be a contaminated meal, and we had

But, as fate would have it when everything is planned so carefully and runs without a hitch, at the State Department luncheon only one guest requested the carefully planned kosher meal, according to an article in the New York Times. The remainder of the delegation ate the same food served to everyone else.

Dietary restrictions apply not only to Jews and Muslims. Meeting planners must be aware of the different religious, ethnic and philosophical restrictions that can apply to the attendees at any meeting to insure smooth and successful events. April Guice, the Assistant Chief of Protocol for Ceremonials at the U.S. Department of State advises that in planning an event, it is crucial to check if any special arrangements must be made. Her staff always confirms any dietary restrictions or preferences with their contact person at a guest of honor's office or embassy. Let's examine the basics of culturally diverse dietary restrictions that can apply.

***Judaism.*** Most Jews in America, Israel and other countries are not strictly observant other than possibly avoiding shellfish, pork and pork by-products. When in doubt, always ask if participants are strictly kosher; no offense is taken by such a question. If a kosher meal is required here are some of the precautions to take and possible ways to handle the situation.

* To those who are strictly observant, food must be ritually clean, or kosher, to be acceptable. Kosher meat must be slaughtered by a kosher butcher and prepared in a kosher kitchen.
* Utensils, containers and flatware must never have been used to prepare, serve or eat certain foods or combinations of food. Nor can these utensils ever have been washed with utensils that were so used. Glass containers, glass plates and new plastic flatware are acceptable alternatives to a kosher place setting.
* While both meat and dairy products are part of the kosher diet, they cannot be combined at the same meal. A waiting period of 72 minutes to 6 hours must pass between the consumption of the two. Substitute margarine or oil for butter and avoid any desserts with cream or milk if serving meat.
* Most fish, except shellfish, is considered kosher and need not be bought in special shops. Serving fish circumvents the kosher butcher issue, but not the kosher kitchen issue which is perceived by many observant Jews as less serious, although some may still feel compelled to avoid eating the meal.
* Fresh fruit salad or non-cooked vegetarian meals are suitable alternatives since all fruits and vegetables are considered kosher.
* Kosher foods are marked at food wholesalers, often with a circled “U” or “K”. Wines should be from Israel or a kosher vineyard in the United States of America.

***Islam.***The Arabic and Middle Eastern countries as well as Turkey, Afghanistan, Bangladesh, Pakistan, Djibouti, Gambia, Niger, Nigeria, Senegal, Somalia, Indonesia, Brunei and Malaysia are all Muslim nations. Many other African and Southeast Asian countries have significant Muslim minorities. More than 6 million Muslims live throughout the United States of America. Even Israel and India, which is predominantly Hindu, have a sizeable Muslim population.

Muslims follow the doctrines of the Koran, which forbids alcohol and the flesh of scavenger animals (ie. pork), birds and fish (ie. shellfish). It also discourages use of caffeine and nicotine, although neither are forbidden; in fact, they tend to be consumed in great quantity in Arabic and Middle Eastern countries:

* Avoid pork and pork products like ham, bacon, pate, hot dogs or sausage. Avoid food prepared with pork products like lard, which can include even pies. It is a good idea to avoid any pork dishes at a banquet when Muslims are in attendance because the other dishes might become contaminated in preparation or serving.
* Do not serve shellfish like crab or lobster. Fish is an acceptable alternative to meat and shellfish.
* Some Muslims prefer Zabihah meat which has been slaughtered according to special rules. Zabihah meat is similar to, but not the same as, kosher meat.
* Do not serve alcohol in the presence of guests, especially government or religious officials, from the more fundamentalist Muslim countries like Saudi Arabia or Kuwait, even if you know that the individual may drink in private. Many Muslims, however, do take exception to the rule forbidding alcohol. Pakistanis, for instance, are more liberal and frequently consume alcoholic beverages. But, it's best to err on the side of caution, especially in public. Serve fruit juices for toasts when alcoholic beverages cannot be consumed.
* Avoid food cooked in alcohol, even if all the alcohol has burned off in cooking.
* Muslims fast until sundown during the month of Ramadam.

***Hinduism.*** Hindus live predominantly in India, Nepal and Sri Lanka with large groups also found in Great Britain, Pakistan and the United States of America. Their dietary restrictions vary according to region, local custom, caste and acceptance of outside practices. Primarily, though, orthodox Hindus shun all animal and fish products except milk and honey because of the Hindu doctrines of non-violence, karma and rebirth:

* Beef is taboo because the cow is sacred. However, milk and butter are considered pure because of their non-violent connection to the cow.
* Most Hindus are vegetarian. Some do eat eggs and occasionally westernized Hindus do eat meat. Others, especially Jains, do not eat root vegetables such as onions, carrots, potatoes or beets.
* While westernized Hindus often drink alcohol, most Hindus don't drink alcoholic beverages. Fruit juice or soft drinks should always be offered as alternatives, especially for the women.
* When in doubt, ask what the individual's preferences are. Indians will not take offense at the question.

***Buddhism.*** Buddhism is a personal and individualistic religion based on the teachings of Buddha who lived in India in the 6th and 5th centuries B.C. Buddhism is commonly practiced in Japan, China, Taiwan, Tibet, Singapore, Thailand, Myanmar, Laos, Kampuchea and Vietnam.

Although dietary restrictions are not part of Buddhist doctrine, they may be self-imposed. A great number of Buddhists are vegetarian because of the Buddhist abhorrence of killing. Most Thais, however, do eat meat because they reason that the animal was already killed, and they had no involvement in the killing. Japanese and Tibetans, too, eat meat, whereas you're more likely to find vegetarians among the Chinese, Myanmen and Sri Lankans.

While some Buddhist men don't drink alcoholic beverages, others do. In fact, sake, plum brandy, rice wine, Japanese beer and Mekong whiskey are closely associated with the cuisine of their respective countries. Women for the most part abstain, and soft drinks should be provided for them.

***Mormon.*** As a young woman, Letitia Baldridge, the doyenne of etiquette advisors, worked for Ambassador Clare Booth Luce in Rome. The guest of honor at one meal Ms. Baldridge arranged was Ezra Taft Benson, Head of the Church of Jesus Christ of the Latter Day Saints. However, Mr. Benson and his wife were unable to eat a single thing served at that dinner in their honor because everything was made with alcohol.

According to Mormon doctrine, Joseph Smith, the founder of the Church, received a revelation from God in 1833 that forbade the consumption of alcohol, coffee, tea and tobacco. Mormons consider these substances injurious to the body. Serve juice and milk instead. Other food and beverages like colas or chocolate that contain caffeine are not strictly forbidden, but are left to individual discretion.

Mormon teachings stress consumption of grains, vegetables and fruits, with only sparing use of meat.

***Catholic.*** Except on Ash Wednesday and on Fridays during Lent, Catholics have not been obliged to refrain from eating meat on Fridays as an act of penance since 1966.

***Vegetarian & Vegan.*** Vegetarians eat no meat, poultry or fish, but do eat dairy products. Vegans follow a much stricter form of vegetarianism that also prohibits them from eating any animal related products including all dairy products, eggs and honey.

**12.** **Cultural sensitivities and preferences**

When international delegates participate in any function, religious preferences are not the only consideration. When countries are renown for certain foods, they often consider the American versions inferior. Argentineans have a finely honed palate for good beef; be sure to serve only the finest quality. Chinese and Japanese dislike the tea served here; always serve green tea to the Japanese. Countries known for their coffee consider the American version, especially decaf, flavored dishwater while Americans get wired on their more potent versions.

Intolerances to certain foods can result from unfamiliarity or differing cultural values. Asians have a customary aversion to milk and milk products. Interestingly, though, this aversion does not extend to ice cream, much to the pleasure of executives at Baskin Robbins who have recently moved into the Chinese market. Baskin Robbins is already in Korea and Japan, but Rocky Road is not the flavor of choice. Koreans have developed a fondness for Red Bean ice cream, while the Japanese prefer Green Tea ice cream.

Sheep's eyes, monkey brains, gorilla hand and snake sound totally repugnant to most Americans, yet they are delicacies in other countries. Many of the foods we perceive as “Italian”, “Chinese” or “Mexican” are in fact American interpretations of food from that culture and are frowned upon by representatives of that culture. Like the fortune cookie, they may even be American inventions. When serving the food of their culture to international delegates, use a caterer who understands the cuisine of that culture and can provide you with authentic dishes. Otherwise, serve American food.

**13. Arranging special menus**

It does take more time to arrange special menus that accommodate everyone's tastes and needs, but it is possible. Airlines do it all the time. Most caterers will be happy to work with you, especially if you give them sufficient notice and work out the logistics of the service. It helps the waitstaff if everyone requiring a certain type of meal is seated together, but that is not always possible. A detailed seating plan then becomes essential.

At a recent event for 60 people, the hosts ate no red meat. Rather than settle for chicken, they opted for a pasta appetizer with a salmon entree. However, of the 58 guests, one was acutely allergic to fish and nuts, another had an acute shellfish allergy, three ate no fish, one was vegetarian, one was vegan, two were diabetic and two were kosher. Guests had been asked if they had any dietary requirements when their RSVP's were confirmed. The hosts provided the restaurant with a list of these dietary requirements and several copies of detailed, color coded seating plans. No-one even needed to be asked which meal they were to receive, and the entire event was a major success.

By making the extra effort to accommodate guests and delegates, your event will also receive a five-star rave revue.

***Words and expressions***

**Buffet table**

**chilled drink**

**cocktail party**

**cocktail party panache**

**cultural sensitivities and preferences**

**dietary requirements and** **restrictions**

**intercultural menu**

**menu planning**

**power breakfast** - ideal for urgent business

**power lunch** - the ideal meal to entertain clients or to establish business contacts

**refreshments**

**religious preferences**

**special menu**

**table manners**

**taboo table offerings**

**toasting** - offering a toast

**vegetarian menu**

**waitstaff –** waiters.

***Home assignment***

Read the text thoroughly and try to describe the correct way of behavior in typical situations.

Sample topics:

* Your responsibilities as a host.
* Your responsibilities as a guest.
* When and how to sit down at the table.
* When do you begin the meal.
* How to properly use the napkin.
* Holding your flatware properly.
* Maneuvering your way at the table.
* How to indicate you are pausing at your meal or you are finished.
* Where do I put my hands?
* Maneuvering around difficult-to-eat foods,
* When to discuss business at the business meal.
* Who makes the toast and when.
* Wine etiquette.
* What to do with the cellular phone.
* How to behave when you are on a diet.
* Rules for eating at buffet dinners.
* Rules for tipping your server and others.
* Dinner talk.
* Eating your bread.
* Reaching for items and passing items.

# Lesson 7. BUSINESS ENTERTAINING

Mankind is divisible into 2 great classes: hosts and guests.

*Sir Max Beerbohm*

**1. Hospitable hosts, gracious guests**

Whatever happened to the joy of entertaining? Did we all get so burned out in the 80's that it has now become a drudge to host or attend an event when we would rather be cocooning? Can the Republican Congress really revive the economy, and will that herald a return to the glamour of the Reagan administration that had Georgette Mosbacher bringing the real stuff out of the vaults? Who knows? But, let us hope it is better than the mood that has pervaded the social scene for too long!

These days, rather than relishing the prospect of an event, any number of things run through the minds of people whether they host an event or accept an invitation. Hosts and hostesses worry about the guest list, the invitations, the food, the music, and all the things - like the weather - that could go wrong and make their lives a misery. Guests wonder who else will attend, whether or not the invitation is worth accepting, what to wear, when to arrive to make the best or least noticed entrance, or whether to just send a check. Valid though these considerations may be, they are all somewhat self-serving (a chronic problem in the Nineties that keeps the demand for etiquette advice alive!). These trifles are the means, not the goal of entertaining.

The goal of entertaining is not the specific reason for the party, be it a new product launch or a birthday. The goal is to make others feel good - about you, a guest of honor, a product, a company, but mostly about themselves and the time they give you. That does require some planning and work, but that's part of the gift you give your guests. By exercising a bit of objectivity about one's function as a host or a guest rather than getting bogged down in minutiae, the details may well fall into place. And, even if they don't, it's still a more enjoyable way to approach the process. After all, only the host knows if everything went according to plan; the guests won't know or care unless the host turns it into an issue. A host's responsibility is to the guests, not to some agenda.

According to Webster's New Twentieth Century Dictionary, a host or hostess is “a person who entertains guests in his/her own home or at his/her own expense; a person who initiates or presides over any social gathering”. To preside implies a degree of control, of responsibility. It is impossible to preside over a gathering when responsibility is surrendered to the guest, as happens all too often in a frustrated effort to please, especially at more intimate functions or weekend entertaining. The host or hostess must retain control over all aspects of an event. Empower yourself! See yourself as the captain of the ship, the master of the function! Anything less puts the burden of responsibility on the guest. Yet every horror story about being a host revolves not around the minutiae but around that person abdicating responsibility and turning into a doormat for guests who don't understand their role.

So what is the responsibility of the host or hostess? It's simply to make the guest feel at ease and as valued as possible, under whatever the circumstances, in an atmosphere of warmth and hospitality.

All the details only serve this one end - to give others pleasure, thereby receiving pleasure yourself. None of this can be accomplished without the human touch. Hosts and hostesses must be present and visible, not orchestrating from backstage or frantically cooking in the kitchen. Guests must be greeted and introduced to others and brought into the group to feel welcome and cared for, even at - especially at - the largest and most impersonal business functions. Without that human connection, even a perfect location, the tastiest food, the most elaborate flowers, and sublime music will not overcome the impression that an event is stiff and cold. But, like that disastrous party scene in the movie *Betsy's Wedding*, even a torrential downpour during a garden party may not dampen the spirits if warmth is there...and a sense of humor about life's little foibles is within easy reach.

**2. The basics of sane hosting**

Here are some basics of hosting:

* Never issue an invitation you don't want to extend. The only absolute goal for an invitation should be the mutual enjoyment of guests and host/hostess.
* Pre-plan and prepare for good company, good food and drink, and a comfortable atmosphere.
* Do not be afraid to say “no” if the situation demands it. Every time a host or hostess wants to say “no” to a guest but acquiesces for fear of appearing ungracious, hostility toward the guest escalates.

All burden of responsibility does not lie solely with the host. Guests, too, must “sing for their supper”. They should always convey through their manners and actions that they are honored by all that the host has done for them, and that the host's efforts have all met with success. Guests should mingle and meet other guests. Not only is it acceptable to circulate and introduce oneself, an overburdened host will be grateful that a guest has taken the initiative to be pleasant to and interested in the others. Social interaction should not be a mine field fraught with hidden dangers that may erupt into real explosions. Remember, any offense to another guest is a double offense because it also offends the host.

**3. The basics of good guesting**

Let us list some basics of good guesting:

* Respond to an invitation, either by phone or by letter, within 24 hours.
* Cancel if you are ill or have a cold.
* Arrive punctually.
* Be positive and upbeat.
* Do not bring children or pets unless they were specifically included in the invitation.
* Always send a thank you note.

Perhaps one of the ways to revive the pleasure of socializing is to scale down the scope of the entertaining. Small, intimate cocktails or dinners as opposed to large galas make it a great deal easier to connect with the guests. Weekend entertaining, especially in the summer remains ever popular, particularily with the invitees.

However, with weekend entertaining, whether it's a business associate or a close personal friend, the stress and strain escalate geometrically according to the length of time spent together and the number of people involved. Major weekends like Memorial Day, July 4th, or Labor Day take the worst toll on both host and guest. Here are some survival tips in addition to the basics of hospitable hosting and gracious guesting:

* Always specify beforehand the exact dates for the invitation with clearly defined arrival and departure times.
* Plan, organize, and prepare for your guests ahead of time so you are free to enjoy their company rather than act as their cook and servant.
* Inform the guests in advance of the agenda and anything they should bring (eg. sporting equipment, formal attire).
* “Sleep in your guest room before any guest who is too polite to tell you what is wrong sleeps there” as Gloria Guiness said.
* Explain the household schedule to the guests upon their arrival. An agenda posted on the refrigerator or left in each guest's room often helps. Remind guests of it should it become necessary. Never relinquish your command of your home!
* Allow guests time to themselves. Overplanning their time only exhausts them.
* Throw out guests who ignore the departure date.
* Don't overload on invitations. Be sure to allow some personal time and/or weekends for yourself.

**4. Fifteen rules for gracious house guesting**

Ben Franklin stated that “Fish and visitors smell in three days”, while Eduoard Laboulaye claimed that “The first day a man is a guest, the second a burden, the third a pest”. The poet Marianne Moore claims that “Superior people never make long visits”. Even Miss Manners wrote, “The ideal guest room does not have a guest in it”. Despite these misanthropic views of guests, it is possible to be a gracious guest and receive return invitations if you follow these simple, albeit demanding, rules for gracious guesting:

* Unless otherwise offered, make your own transportation arrangements for arrival and departure.
* Inform the host/hostess of your arrival time and means of arrival.
* Bring a house gift as a token of your appreciation or send one immediately after your departure.
* Adhere to the moral standards of the house.
* Bring the proper clothing.
* Adhere to the schedule planned by the host/hostess. Be a team player or a creative self-starter as the situation dictates.
* Do not expect to be entertained every moment.
* Do not use the host/hostess as a way-station for your other socializing. That's what hotels are for!
* Do not hog - hot water, cars, telephones, sports equipment, food.
* Respect the property of the host/hostess.
* Offer to help unless you're told a firm “no”.
* Be neat and clean up after yourself, especially if sharing a bathroom.
* Do not discipline the host's children or pets.
* Depart when the invitation stated or when you said you would.
* If there is household staff, be sure to tip them if you have stayed overnight.

The glory, glamour and glitz of the 80's may be far behind us, but that is no reason to forego the pleasure of entertaining. By remembering what the responsibilities of our role as host or guest are, and by taking the focus off ourselves and placing it on the other person, trying to please the other person, we'll insure that the joy of entertaining does not fade from our lives.

Many impressions formed during a party, dinner or golf game can make or break a key business arrangement, whether or not business is discussed directly. Always carry business cards. Arrive at a party at the stated time or up to 30 minutes later. (Not earlier than the stated time, under any circumstances.)

5. Introductions

Before an event, use your address book or your “people database” to refresh your memory about the people you are likely to meet. If you forget someone’s name, you can sometimes “cover” by introducing a person you do know first. “Do you know my Joe Smith, one of our account reps?” which will usually get the unknown person to introduce him or herself.

If this does not work, an admission that you have had a mental block is preferable to obvious flailing around.

**6. Business etiquette for company holiday party**

What is the quickest way for a young professional to wreck a budding career? Mess up at the office holiday party.

Hess and Lou Kennedy - nationally known authors on business etiquette and etiquette trainers for YAPA U, - have compiled a list of 10 “no-no's” to avoid this holiday season:

* *Mistake № 1.*  The Blow-off. The biggest error is not going to an office party that is a “must-attend” event. Says Hess – “If you do that, you show disrespect for your company, your supervisors and your colleagues. That is a career-killer”.
* *Mistake № 2.* Forgetting the Boss is watching. Hess says senior managers pay attention to how people handle themselves at corporate events. In his words – “They might not know your name, but they will remember your face”.
* *Mistake № 3.* T-shirts and sandals. Inappropriate dress at an office party draws attention, but the wrong kind. Says Kennedy – “The goal is to display professional qualities, not show how funky or daring you are. Skip the plunging neckline and heavy cologne”.
* *Mistake № 4.* The Business-talking bore. Hess says – “Some young professionals let ambition drive them. They do not know how to enjoy conversation unless it is only about business. They become bores whom bosses avoid”.
* *Mistake № 5.* Me, me, me. Kennedy says self-centered young professionals will have trouble working in teams with others and co-workers and bosses pick up on this.
* *Mistake No. 6.* Who's the Boss? Says Hess – “It is amazing, but some young professionals do not introduce themselves to senior managers at a company party. They are afraid of what a boss might think, or they do not realize the importance of a face- to-face meeting. They should not be surprised when bosses ignore them when it comes time for advancement”.
* *Mistake № 7.* About my pay. Kennedy says an employee who raises pay or other personal issues at a company party “is marked as a person who does not understand what is and is not appropriate at social events. No employer wants that person in charge of others higher up on the corporate ladder”.
* *Mistake № 8.* Hanky-panky. No longer is an office party an excuse for employees to become intimate. Says Hess – “Now it means sexual harassment charges and dismissal for one or both individuals”.
* *Mistake № 9.* The College bash. Says Kennedy – “Office parties are extensions of the workplace and not campus free-for-alls”. Using some of the speech and behavior allowed in college can show immaturity.
* *Mistake № 10.*  Set 'em up, Joe. “Drinking to excess at a company party will kill a career instantly” - says Kennedy. “Do not have more than two alcoholic beverages and better yet, do not drink at all”.

**7. Entertaining**: **hosting** **golf** **outings**

Golf outings are a wonderful way to spend time with clients away from the distractions of the office. In the 5 hours you are together, you have the opportunity to reveal a great deal about the way you conduct yourself and your business and to cement your relationship. Here are some tips to make sure your outing is a success:

Make your guests feel welcome, put them at ease and do whatever you can, within reason, to insure that they have a good time.

Take care of even the smallest details seamlessly.

Think about whom to invite. How they will get along with one another? If the players are unlikely to get along, no matter how many preparations you make, the day will be ruined for everyone, and it will reflect badly on you.

Send your guests directions to the club prior to the event. Include information about the course layout. Apprise them of any club rules so that neither of you find yourself in an embarrassing situation.

Greet your guests when they arrive. Have a little gift for them. Then, show them to the locker room so they can change and stow their belongings. Offer them refreshments and a chance to warm up on the driving range. A bottle of water in the cart for each player is also a good idea. And, offer them refreshments whenever the snack cart comes around.

Observe proper golf etiquette during the course of play because the way you play will be interpreted as a reflection on the way you conduct your business. Be generous with your knowledge of the course as you approach the tee, but keep any desire to correct their game to yourself. Let them find a pro to work the kinks out of their swing.

Be wary of jumping into a business discussion too soon. Keep the conversation light. Ease into a business discussion gradually, only if you sense your clients are ready for it. There is no right or wrong time to bring up business while you are on the course, unless you're the client. Once you have finished your round of golf, it is acceptable to discuss business over refreshments.

Before you head for the 19th hole, though, offer your guest a chance to shower and freshen up, especially if it is a hot day.

Make sure you enjoy the event, too. Your attitude more than anything will set the tone for the day. So, prepare, relax and have fun!

***Words and expressions***

**Address book,**

**a “must-attend” event,**

**company holiday party,**

**entertaining,**

**golf outings,**

**good guesting,**

**gracious house guesting,**

**guest of honor,**

**host (hostess),**

**office parties,**

**to keep the conversation light.**

*Home assignment*

1. Read the text.
2. Describe the typical mistakes in business entertaining one should avoid.
3. Write a sample scenario of outdoors business entertaining for your company.
4. List the basic rules of behavior for a junior manager invited to business entertaining.

# Lesson 8. IN A FOREGN COUNTRY

It is not to culture that one must adapt, but to culture as manifest and encountered in the behavior of individual foreigners.

*Craig Storti*

**1. Basics**

Meetings, conventions and trade shows account for almost half of all business travel according to a Survey of Business Travelers by the U.S. Travel Data Center. With the globalization of business opportunities, these meetings increasingly are held abroad. But, the moment you or your attendees board an international flight, the rules of the game change. What flies in Peoria will not get you where you want to go in Paris, Prague or Pago-Pago. There is a great deal of truth to that old adage, “When in Rome...”.

It is important to note that etiquette in other cultures requires a bit of adaptation and flexibility. If you are traveling on business to a foreign destination, or have visitors here, it is a good idea to learn as much as you can about the culture they are coming from and make appropriate allowances.

To interact successfully with associates in another country, it is helpful to adjust to the communication style of the other person's culture. It can take months or years to feel completely comfortable and conversant in that culture, but it is possible with just a little research to find the basic information that will eradicate the major faux pas and grievances. *FIRST GET GOOD* is a simple anagram of the eight aspects of international etiquette and the four guiding principles of international interactions to help you prepare for an international business trip.

***Forming Relationships.*** Only in the Germanic countries will the people be as eager to get down to business as in the United States of America. Almost anywhere else in the world, but especially in Asian and Latin countries, it is important to first get to know the person with whom you're dealing to build a bond of trust. Three F's of business in Asian cultures are family, friends and favors. If you are not part of an extended Asian family or if you do not have close Asian chums from your school days, find the time to develop a friendship with a well connected intermediary. Relationships, once formed, are long lasting bonds of loyalty that must be respected.

***Information and Communication.*** If you have no idea how someone from another culture communicates either verbally or non-verbally, you can not possibly negotiate effectively. All Asian cultures put a great deal of emphasis on the concept of face. In order to save face, theirs or yours, you will seldom get a direct answer, especially if it is “no”. You will hear “yes” a great deal, but that does not signify agreement, only acknowledgement. In the homogenous Japanese culture, emphasis is placed on non-verbal communication, “speaking from the belly”, to understand someone. However, it is difficult to heed non-verbal clues when you are uncomfortable with silence.

When you do speak, your style may be the staccato of a tabloid headline, while the other person's may be that of a flowery, turgid historical romance. Even if the pace and style are in sync, the amount of information conveyed in the choice of words might be totally at odds. Americans are very direct in their speech and don't beat around the bush with implied meanings and innuendos. As a result, Latins often consider us uncultured and lacking in refinement.

Nowhere is this more evident than in our ability to toot our own horns. In group-oriented cultures such as the Japanese, “the protruding nail gets hammered down” according to an old saying. Not only is self-effacement practiced, singling someone out with a compliment can be considered very offensive!

Pay heed to your volume, vocal quality, tone of voice and posture because they indicate good breeding. Learn to listen and remember that, when in doubt, modesty is the best policy.

***Rank and Status.*** One of the first indicators of rank and status in any culture is appearance. In most societies, people dress to maintain their public image and their status rather than to be comfortable or to follow the dictates of fashion. Your dress signals your self-respect, your respect for the organization you represent and, most important, respect for the person with whom you are negotiating. When in doubt err on the side of conservatism and formality.

Err, too, on the side of age and the masculine gender when in doubt about the rank within a group. But, do not make the mistake of snubbing the younger members. In the group oriented cultures of Asia, and especially Japan, decision making is by consensus from the bottom up. In the Latin group oriented cultures, decision making is usually a very steep top down process.

Greetings and introductions are a clear indicator of status, even in our culture when executed properly. Who acknowledges whom, how deeply one bows, and how long speaks volumes. If you have not mastered the intricacies, stick to the handshake, but do not expect to get the solid American type. It is gauche in France to pump more than once from the elbow. Remember, too, to have plenty of bilingual business cards on hand wherever you go.

One of the most confusing aspects of meeting people with foreign names is not knowing which is which. Learn which cultures place the surname first so you will not be addressing someone with the Chinese equivalent of “Mr. Bob”. Never call someone by the first name unless you are specifically asked to do so; virtually nowhere else are people as informal in the manner of address as in the United States. Do not forget the honorifics or titles that go with the name. They are usually a point of pride. In Germany you might use a whole string of titles to address someone, and in Italy it's an honor to be addressed by your profession.

***Space.***Space is one of those seemingly inconsequential aspects of human interaction that can have major consequences elsewhere. The American personal bubble of space is much greater than that of an Arab or a Russian, but much smaller than that of a Briton. Infringing upon another's personal space or inadvertently backing away when they enter your bubble can send unintended negative messages. Touching someone - a hand on the forearm, an arm around the shoulder, a pat on the back - is one of the easiest ways to violate personal space. When touch crosses gender lines, the consequences can be dire! Keep your hands to yourself.

Space in the business environment can also impact upon negotiations. Many Europeans do not understand the American need for ample space, and all aspects of the space booked for an event should be clearly spelled out, never overlooking any needed storage facilities. More important, the way offices are set up in other countries affects information flow. A great many more people than you can imagine may be privy to your business.

***Time.*** Differing attitudes toward time are the major source of annoyance in international interactions, yet few people give it much thought. How far in advance appointments and bookings must be scheduled, and to what extent punctuality is stressed or ignored are all important considerations to remaining in control during negotiations. It can be totally unnerving when a task-oriented, linear American, who considers time a commodity to be managed, is confronted with a relationship-oriented Arab, Asian, or Latin, who considers time as flowing and flexible, beyond human control, and to be accepted whatever happens and regardless of who may interrupt and how frequently the interruptions may occur. It pays to develop some flexibility to avoid angry outbursts.

***Gift Giving.*** When going abroad, especially on business, Americans worry more about gift giving than any other aspect of international etiquette. Except in Japan, it is seldom as important as Americans think it might be. That does not mean you can overlook your homework. Giving too much and too often can be just as offensive. Always consider the basic questions: To whom must you give gifts, what should you give or avoid giving, when should you give it, and how should it be presented? The answers vary from culture to culture, so be prepared.

***Entertaining.*** As a foreigner, you can expect to be entertained, often quite lavishly. If you are dealing with the Chinese, you are also expected to honor them by reciprocating before the end of your trip. In other cultures the reciprocity may not be as blatant, but may be present none the less. Find the answers to the basic questions involving who, where, when, how and how much!

While all this entertaining is going on, never forget that table manners count everywhere; yours, however, may not be theirs. Eating with chopsticks or with your hands can be the least of it. Slurping, burping and drinking from each other's glass may be just a few of the acceptable behaviors.

Entertainment is seldom complete without toasts to honor guests and host. A few well-chosen words can get you further than hours over the bargaining table, so give thought to some appropriate toasts beforehand.

***Taboos and Sensitivities.*** Taboos and sensitivities vary from culture to culture, sometimes without apparent rhyme or reason. It is simply necessary to learn beforehand what they are. The most common taboos and sensitivities stem from politics, religion, ethnicity, geography, gender or misunderstood humor. Jokes don't travel or translate well, so as a rule, leave home without them, and you'll be less likely to offend.

***The New Golden Rule****.* The first guiding principle of international interactions is the new Golden rule, “Do unto others as they would have you do unto them”. That sounds simple, but the effect can be profound because you no longer set yourself up as the arbiter of acceptable behavior for someone from another culture.

***Offense Given and Offense Taken.*** The second and third guiding principles are opposite sides of the same coin. Do your homework so you do not give unintentional offense through ignorance of the culture. More important, do not udermine yourself by taking offense when none was intended, when the other persons were simply behaving according to their cultural norms.

***Difference.*** Every culture is different; that's the fourth guiding principle. Even when certain cultural traits are similar, the overall combination of behaviors and beliefs is unique to each culture. You can not expect to be successful in the international arena by winging it or behaving the same way you do on your home turf. Meetings in international settings are ideal opportunities to broaden your horizons and those of the attendees. But don not depend on others to do their own homework. Share the results of your research and enhance the success of your next event by preparing participants to “act local”. Include handouts, workshops, speeches or interactive sessions to enlighten and entertain all the attendees about the culture they are visiting, and your meeting will be truly global!

## 2. International protocol: dress decorum

Whether traveling for business or for pleasure, it is important to dress appropriately when traveling abroad. Here are some tips to help you avoid fashion faux pas:

* dress up, although comfortably, to travel – you will get better service,
* don not go native,
* never visit a place of worship in shorts, jeans, T-shirt – it is disrespectful,
* even if jeans are acceptable (never for business), they must always be clean, in good repair and *pressed*!
* shorts are almost never acceptable except at the beach or in Bermuda, and then they must be sufficiently long,
* for business, dress up and dress conservatively almost anywhere in the world.

**3. Shoes** **and other**

Some useful tips about shoes:

* forbidden in Muslim mosques & Buddhist temples,
* never in Japanese homes or restaurants,
* in Indonesian or Indian homes follow lead of host,
* slip-on shoes are not appropriate with business attire for men in Europe. However, slip-on shoes are ideal in Japan where you'll be taking them off and on.

More good advices:

* Do not remove your jacket in Europe or Latin America when wearing a suit.
* Do not wear striped ties in Great Britain. They will look like imitation regimental stripes.
* No green baseball caps in China - green hats used to be the sign of a cuckold

The French, Argentines and Spaniards are very clothes conscious. Wear your finest conservative clothing.

* Italians have the concept of “La Bella Figura”, cutting a fine figure. There and in many other countries the way you dress is a sign of respect for yourself, the people you're dealing with and any organization you may represent.
* Belgium - wear your finest on Sundays.
* In Muslim countries, standards of modestly require that the body be covered. Wear long pants and long-sleeved shirts buttoned to the neck.
* In conservative Muslim countries like Saudi Arabia, neck jewelry is forbidden for men.
* Avoid wearing blue or white at social functions in Hong Kong. They are the colors of mourning.
* Do not wear leather, including belts, in India where the cow is sacred. This would be especially offensive when visiting a Hindu temple.

When in doubt, always dress more conservatively than you think is necessary until you learn otherwise.

**4. Items to consider**

Remember to consider the following items when traveling abroad:

* Language (learn theirs if possible, but do not pretend to be fluent unless you have many years of study under your belt!).
* Time zones.
* Working schedules.
* Holidays.
* Food customs (table manners, use of implements, etc.).

Generally speaking, as long as you are trying to be considerate and express an interest in learning, you should be fine. If in doubt, err on the conservative, formal side.

***Words and expressions***

**Appearance as an indicator of rank and status,**

**bond of trust,**

**business travel,**

**communication style,**

**concept of face,**

## dress decorum,

**foreign destination,**

**globalization of business,**

**group-oriented culture,**

**non-verbal communication,**

**public image,**

**personal rank and status,**

**taboos and sensitivities,**

**title as a point of pride,**

**traveling abroad.**

*Home assignment*

1. Read the text. Try to explain how to use the *FIRST GET GOOD* rule in practical situations.
2. Describe your opinion on typical differences in conducting negotiations in countries of Asia, Africa, America, Western Europe and Russia.
3. Describe your first experience of traveling abroad.

# Lesson 9. TIP SHEETS

###### Now, let us consider some useful tips of quite delicate issues. The issues which need special consideration are smoking and gender relations in business environment.

###### Smoking

The basic rules of conduct concerning smoking in business environment are:

* + Smoking is not only hazardous to your health, it can be hazardous to your career.
  + Smoking is now considered a sign of weakness rather than a sign of sophistication. In fact, smoking now has strong ethnic and class associations.
  + Never light up if you do not see an ashtray.
  + Because of possible legal repercussions to you or to the establishment, never smoke in an “no-smoking” establishment.
  + Never ask, “May I smoke?” even if you see an ashtray and your host is not smoking.
  + Always ask your visitors if they mind you smoking.
  + When you do smoke, always keep an eye on the direction of your smoke and make sure it is not blowing into someone else’s face.
  + Be neat; never litter with your ashes or your cigarette butts.
  + If smoking is allowed in restaurants in your area, always ask your guest beforehand if smoking or non-smoking seating is preferred.
  + Never smoke in between courses while dining. Wait until coffee is served at the end of the meal.
  + Never smoke while others are still eating.
  + Never smoke a cigar or a pipe in a restaurant unless it is a “cigar-smoking” establishment.
  + Never smoke a cigar or a pipe in someone else’s home unless the host invites you to join him in a cigar, preferably in a well-ventilated area.
  + In a smoking environment, it is polite to offer others a cigarette if you light up.
  + If a non-smoker tells you your cigarette is an irritant, be considerate and move elsewhere or extinguish the cigarette; your smoke is invading their space.

**2. Six tips on gender relations in the business arena**

Business etiquette is based on hierarchy and power unlike social etiquette which is based on gender and chivalry. No-one should be given special treatment in the business arena because of gender. Everyone should be treated equally well. So, the tips are:

* The most important person in the hierarchy of any company is the client.
* Persons of lesser importance are introduced to persons of greater importance, regardless of gender. The name of the most important person is said first.
* Doors are held for persons more senior in rank, regardless of gender. Whoever gets to the door first, and it should be low person on the totem pole, holds a door for the others following. If it is a revolving door, low person goes first to get the door moving, then waits on the other side.
* Whoever is closest to the elevator doors exits first.
* At business functions neither men nor women are helped with their chairs unless they need it.
* Both men and women should be helped with their coats if they are clients or more senior in rank.

***Words and expressions***

**A “no-smoking” establishment,**

**“May I smoke?”**

**gender relations.**

***Home assignment***

Read the text. Give your opinion on how to apply what your learned from the practical tips of this lesson in your everyday activities.

Lesson 10. CONCLUSION

An article by Diana McLellan in The Washingtonian stated that polished social graces can get you where you are going faster than a speeding BMW. Executives are expected to assimilate these finer points of etiquette along with the subtleties of their business because good manners grease the wheels of society.

By remembering your mother's admonitions to mind your P's and Q's, by remembering the adjustments you have to make in your behavior for the new etiquette of the 90's, and by remembering the underlying difference between social and business etiquette, you will improve your P & L. Good manners are good business!

Whether you are an entrepreneur or independent consultant, whether you are looking for a job or whether you are fortunate enough still to be employed by a downsized corporate America, the 90's are competitive times. The new reality is that your every action in the business arena of the 90's has become more visible and telling without those layers of management to pass the buck on to or the cushion of a large support staff to make you look good. Each of you now needs to present yourself with confidence and authority to succeed. Outclassing the competition is the name of the game if you want to survive the current economic climate.

There is a major psychological power in our behavioral choices. Because we transmit and receive on both a subliminal and on a conscious level, our body language and our behavior play a critical role in determining how others respond to us. Actions speak louder than words, and we can create specific responses with specific choices. By understanding business etiquette and utilizing this mode of communication, we can use it to great advantage in our business and our sales strategies.

This is a lot to consider, and there is a lot more out there. Volumes of information have been written on what is right and correct in business etiquette. It’s enough to make veterans and newcomers too insecure to deal with people.

Since you are human, (we are assuming!) there will be times when you step on toes, forget an important name, pop off with a harsh comment, or (heaven forbid!) use the wrong fork. We all do. Think about the “outtakes” scenes at the end of some movies where we see how many times it took to get things perfect, even when everyone was performing to a script! This is real life, there are no scripts, and we're all making it up as we go along.

The important thing to remember is that if you strive to make the people around you feel comfortable and valued, you have succeeded whether you are perfectly in compliance with these or any rules you have read.

Below you will find some test topics. Using what you have learned from this course book, answer the questions on the main issues of business etiquette.

**1. The protocols of business life**

* Introduce yourself and others with confidence and flair.
* Master the art of handshakes.
* Business card protocol.
* Greeting clients who enter and leave your office.
* Managing meetings effectively.
* Managing relationships with superiors .
* Handling confidential information.
* Phone manners. You represent your company:
  + Making phone calls.
  + Receiving phone calls.
  + Leaving messages .
  + Cellular phone etiquette.
  + Cellular phone etiquette.
* E-mail etiquette and all the rules for effective use.
* Know what's behind every message.
* Make yourself perfectly clear.
* Write only what you would say in person:
  + Using upper case and lower case.
  + E-mails are for ever.
  + Does grammar still count.
* Professional letter writing.
* Body language and communications skills as part your image.

**2. Dining etiquette as a business tool**

* A savvy host and gracious guest.
* How to entertain clients and colleagues with world-class charm.
* The eating styles: American and Continental.
* Using the utensils.
* Using your napkin.
* Excusing yourself.
* Talking to server.
* Dinner talk.
* Reaching for items.
* Asking for what you need.
* Removing food from your mouth.
* What to do when food is too hot.
* Catsup and other sauces.
* How to eat your bread.
* When food spills on the table.
* How to signal that you are pausing at the meal.
* Eating at a buffet event.
* Eating difficult food.
* The rules for tipping your server and others.

**3. Professional image (dressing for success)**

* How to develop a professional image that says, “I mean business”.
* The importance of making the right first impression.
* How to recognize the inherent power of first impression.
* 15 ways to make a great “first impression”.
* What the image killers are?
* What is appropriate clothing for business?
* How to master professional grooming and make-up tips to polish your image?
* What your grooming says about you?
* The importance of self-image.
* Understand why appearance counts.
* What is professional attire?
* How to create a winning image?
* Men's classic business attire and how to create that look.
* Women's classic business attire and how to create that look.
* Find out the best way to shop for your business wardrobe.
* The pitfalls that we all fall into when putting together a business wardrobe.
* The importance of body language.

#### 4. Business etiquette - test yourself

Business and social etiquette can be tricky, and making the right moves can make a big difference. Take this quiz and see how you fare in the following business situations. The answers are at the bottom of the page.

|  |  |  |
| --- | --- | --- |
| **1.** |  | Your boss, Ms. Alpha, enters the room when you are meeting with an important client, Mr. Beta. You rise and say “Ms. Alpha, I'd like you to meet Mr. Beta, our client from San Diego”. Is this introduction correct? |
| **2.** |  | At a social function, you meet the CEO of an important corporation. After a brief chat, you give him your business card. Is this correct? |
| **3.** |  | You answer the phone for a peer who is available, and ask “Who's calling, please?” Are you correct? |
| **4.** |  | You are entering a cab with an important client. You position yourself so the client is seated curbside. Is this correct? |
| **5.** |  | You are hosting a dinner at a restaurant. You have pre-ordered for everyone and indicated where they should sit. Are you correct? |
| **6.** |  | A toast has been proposed in your honor. You say “thank you” and take a sip of your drink. Are you correct? |
| **7.** |  | You are in a restaurant and a thin soup is served in a cup with no handles. To eat it you should: |
|  |  | a) pick it up and drink it, b) use the spoon provided, c) eat half of it with a spoon and drink the remainder. |
| **8.** |  | You are at a dinner and champagne is served with the dessert. You simply can not drink champagne yet know the host will be offering a toast. Do you: |
|  |  | a) tell the waiter “no champagne”, b) turn over your glass, c) ask the waiter to pour water into your champagne glass instead, d) say nothing and allow the champagne to be poured? |
| **9.** |  | You are at a table in a restaurant for a business dinner. Midway through the meal, you're called to the telephone. What do you do with your napkin? |
|  |  | a) Take it with you. b) Fold and place it to the left of your plate. c) Loosely fold it and place it on the right side. d) Leave it on your chair. |
| **10.** |  | You are hosting a dinner party at a restaurant. Included are two other couples, and your most valuable client and his wife. You instruct the waiter to: |
|  |  | a) serve your spouse first, b) serve your client's spouse first, c) serve you and your spouse last. |
| **11.** |  | You are invited to a reception and the invitation states “7:00 p.m. to 9:00 p.m”. You should arrive: |
|  |  | a) at 7:00 p.m, b) anytime between 7:00 p.m and 9:00 p.m, c) between 7:00 p.m and 7:30 p.m, d) go early and leave early. |
| **12.** |  | You are greeting or saying good-bye to someone. When is the proper time to shake their hand? |
|  |  | a) When you're introduced. b) At their home. c) At their office. d) On the street. e) When you say good-bye. |
| **13.** |  | You are talking with a group of four people. Do you make eye contact with: |
|  |  | a) just the person to whom you are speaking at the moment? b) each of the four, moving your eye contact from one to another? c) no one particular person (not looking directly into anyone's eyes)? |
| **14.** |  | The waiter is coming toward you to serve wine. You do not want any. You turn your glass upside down. Are you correct? |
| **15.** |  | When you greet a visitor in your office, do you: |
|  |  | a) say nothing and let her sit where she wishes? b) tell her where to sit? c) say “Just sit anywhere”. |
| **16.** |  | You are invited to dinner in a private home. When do you take your napkin from the table and place it on your lap? |
|  |  | a) Open it immediately. b) Wait for the host to take his napkin before taking yours? c) Wait for the oldest person at the table to take his? d) Wait for the acknowledged head of the table to take hers before taking yours? |
| **17.** |  | You are scheduled to meet a business associate for working lunch and you arrive a few minutes early to find a suitable table. 30 minutes later your associate still hasn't arrived. Do you: |
|  |  | a) order your lunch and eat? b) continue waiting and fuming that your associate is not there? c) tell the head waiter you are not staying and give him our card with instructions to present it to your associate to prove you were there? d) after 15 minutes call your associate? |
| **18.** |  | You have forgotten a lunch with a business associate. You feel terrible and know he is furious. Do you: |
|  |  | a) write a letter of apology? b) send flowers? c) keep quiet and hope he forgets about it? d) call and set up another appointment? |

**Business** **Etiquette** **Answers**

Give yourself four points for each correct answer.

|  |  |
| --- | --- |
| 1. | No. Introduce the more important person first. You should address your client and say “Mr. Beta, I'd like you to meet our Vice President of Development, Ms. Alpha”. (Alternative answer - introduce the client as the more important person!) |
| 2. | No. |
| 3. | No. |
| 4. | Yes. When your client steps out of the car, he (she) will be on the curbside and therefore will not have to deal with getting out in traffic or sliding across the seat. |
| 5. | Yes. |
| 6. | No. If you do, then you are toasting yourself. |
| 7. | b) It is not a cup of coffee, for heaven's sake. And do not slurp, either. |
| 8. | d) It is more polite not to call attention to the fact that you can not drink champagne. |
| 9. | d) Leave it on your chair. Definitely do not put it on the table - what if you have crumbs on it? |
| 10. | b) andc) Sort of a trick question, but this is important. |
| 11. | a), b), or c) It is terribly impolite to arrive early. |
| 12. | a), b), c), d) and e) In other words, it is rarely improper to shake someone's hand. Make sure you have a firm (but not painful) handshake for both men and women. |
| 13. | b) Make eye contact with all of the individuals you are talking with. |
| 14. | No. Again, do not call attention to your dislike of your host's chosen beverage. |
| 15. | b) Indicating where your guest should sit will make her feel more comfortable. |
| 16. | b), c), or d) Just do not grab it first unless you are playing one of these roles. |
| 17. | a) You have waited 30 minutes. Expect an apology later, though. |
| 18. | d) Call and set up another appointment. And do not forget to apologize for your error. Imagine how you would feel if it was you! |

*Home assignment*

Read the text. Use the table to test yourself in business etiquette.

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Шапошников Сергей Олегович

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