

профессиональной среды и т.п. Для продуктивных межкультурных контактов необходим более подробный анализ всевозможных сторон жизни других народов, чтобы прийти к пониманию их характера, места в мировом сообществе, постараться понять, чем мы отличаемся от них.

Феномен многокультурности (multiculturalism), являясь продуктом глобализации экономических процессов, характерен для большинства стран Европы и Америки, которые являются многонациональными и сталкиваются с разнообразными проблемами конфликта культур в политике, экономике, образовании и повседневной жизни граждан.

Понятие многокультурности неразрывно связано с понятием политкорректности, поэтому на практических занятиях следует отводить время для ознакомления с самим термином «политкорректность», так и с концепцией многокультурности, ее ролью в общественной жизни англо- и немецкоговорящих стран, разъясняя обучаемым, что в силу существующих там общественных правил следует быть тактичными и сдержанными в речи. Полноценное выстраивание культурной компетенции может осуществиться только в процессе ее сравнения с отдельными элементами культуры собственной страны.

Универсального нормального поведения не существует. Правила культуры, к которой мы принадлежим, также относительны, и, для того чтобы понять поведение представителя другой культуры, надо задать самому себе вопрос: традиционно ли его поведение для этой культуры?

Социальный и культурный контексты любого языка состоят в неразрывной взаимосвязи, и, чтобы рассмотреть изменения в нем, необходимо изучить и понять общественные и политические реалии в странах, являющихся носителями данного языка.

В случае, когда правила поведения другого и твои собственные не совместимы, надо начать выработку общих правил общения, имея в виду, что те, кто, принадлежит к культурам «high-context» (стиль общения, при котором многое выражается напрямую либо посредством невербальных сигналов), не привыкли вести открытые, или ориентированные на конфликт переговоры, а склонны избегать их.

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## **CROSS-CULTURAL BEHAVIOR IN BUSINESS COMMUNICATION**

Cross-cultural communications support international business. However, increasing globalization, new realities of global trade and competition, the linkage of nations' economies into one vibrant and interrelated global network economy often leads to the clash of cultures and values. On the other hand, globalization increases cross-cultural understanding, breaking down barriers among people of different nations.

The ability to conduct business across cultures is vital and indispensable. Not all the managers are prepared for such activity. Examples abound of major companies misjudging foreign business partners or distant markets. Many companies seem to rush into unknown cultures only to make business and social mistakes.

Understanding of verbal and non-verbal communication and the interplay between them is essential with business people. But it is even more important with cross-cultural communications because of the influences of *religion, etiquette, customs and politics*. These four influences mediate communication far beyond mere language differences and dictate the international business setting.

Within **verbal communication** the following areas deserve attention: *jargon and slang, acronyms, humor, and vocabulary and grammar*.

As to cultural phrases — even though the words may be translated directly into another language, the meanings often don't. So jargon and slang are to be avoided.

Acronyms — the initial letters of a series of words — should also be avoided. People from other countries may be unfamiliar even with the most common acronyms. So it is recommended to use full versions.

A third area of verbal difficulty is humor. Clearly, what is defined as humor varies dramatically across cultures. Americans often stereotype British humor as understated and dry. They perceive Asians as sharing little humor. Conversely, many non-Americans view American humor as heavy-handed. Because of the serious threat of damaging an otherwise viable business setting with inappropriate humor, businesspersons are advised to avoid initiating humor.

It is recommended for businesspeople to help their addressees by using the best grammar and by writing with accepted punctuation, which carries rules for how to speak.

Some important elements of **nonverbal communication** — such as subtle voice, slight facial expression changes, or flamboyant appearance — have a relatively clear meaning, which, however, may be missed or misinterpreted in other countries. The areas of non-verbal communication that can be misused are *time, distance, voice, body movements, color, and clothing*.

Thus, while Americans tend to set and respect deadlines and appointments, Latin Americans do not feel as compelled to stick to time schedules, so efforts to impose standards of time can elicit opposition.

Spatial relationships between people also differ. For example, the American speaking distance in business settings is typically about two feet; this distance would generally be too close for the British and too distant for those from the Middle East.

The voice carries meaning as well. From the viewpoint of those from many cultures, Americans tend to speak too loudly and too much, do not give adequate time for a reply, and fill uncomfortable silences with words. In some cultures, such as Japanese, silence is not negative, but rather may be a time for introspection.

Body movements that are comfortable to us may be inappropriate in other settings. For instance, the way Americans cross their legs may be offensive elsewhere. Also, Americans tend to look a speaker in the eyes, perceiving the action to be one of openness and honesty. In other countries, such conduct may be interpreted as far too aggressive.

Many assume that the impression or image associated with certain colors crosses cultural boundaries. However, the interpretation of colors varies extensively. For example, mourning is symbolized by black in many cultures, but by yellow in the Philippines.

Given these pitfalls of cross-cultural communication, how can we prepare for international business? Extensive efforts are made to research and to document ways to enhance the perception of cultural diversity. Understanding the dimensions of cross-cultural communication may better prepare businesspeople to conduct international business.