

## Unit 1 - Connections



**The objectives for this unit are:**

- vocabulary: learn words and phrases to describe cross-cultural experiences.
- communication: practise reporting back on research in meetings
- grammar: revise verb tenses.

## Unit 1 - Connections – Vocabulary I

The following words and phrases appear in the text you are going to read in this section:

**do your homework** prepare for something thoroughly by learning a lot about it  
His presentation was brilliant - you could tell that he had really done his homework.

**awareness** knowledge that something exists and is important  
It is important that children develop an awareness of internet safety.

**deal with** have commercial relations with  
Have you ever dealt with companies in the United States?

**attribute** to say or believe that something is caused by a particular thing  
She attributed the poor sales to the financial crisis.

# Working across cultures



### 1 Do your homework

- Essential for building relationships when dealing with businesses across cultures.
- Each organization will have its own culture, personality, and way of doing things.

### 2 Keep your eyes open

- Your mind is processing a lot of information in new environments, so observation skills may be clouded or unfocused.
- Notice how people act, dress, and treat each other.

### 3 Take your time

- Appreciate the need for more time. Communication may be slower and logistics may be different. You may be working in a culture with a different concept of time.
- Also, give yourself more time to process all the information before making decisions.

### 4 Take individuals into account

- Individuals may vary greatly from the stereotype of their native culture. Values and behaviour are also influenced by background, experience, and personality.
- Keep an open mind: be careful not to form an opinion too early or to attribute too much of what you see to a cultural difference.

## 5 Tolerate uncertainty

- This can be extremely difficult for people from some cultures where directness and precision are valued.
- Business is about managing unknowns. When working with a culture with a high tolerance for uncertainty, you may not get concrete answers. This, of course, can work both ways.

## 6 Build your intercultural skills

- When working with people from different cultures, you need a solid understanding of the norms of that culture.
- Greater cultural awareness will help you weigh up the pros and cons of your way of doing things and will give you a better insight into working across cultures

Kate Berardo

## Describing cross-cultural experiences: Complete the phrases.

Complete verb + noun collocations from the text.

1		relationships
2		your eyes open
3		information
4		your time
5		an open mind

6		an opinion
7		unknowns
8		your skills
9		the pros and cons
10		you an insight

## Describing cross-cultural experiences: Match the collocations with the definitions.

1	avoid feeling rushed	weigh up the pros and cons
2	stay alert	keep an open mind
3	not judge people / things too quickly	build relationships
4	create rapport with others	keep your eyes open
5	consider the advantages and disadvantages	take your time
6	make a judgement	build your skills
7	develop your ability in a certain area	give you an insight
8	understand input you receive	process information
9	help you understand something	manage unknowns
10	deal successfully with unfamiliar situations	form an opinion

## Unit 1 - Connections - Vocabulary II

The following words and phrases appear in the recording from the online course:

**dull** boring

The presentation this morning was so dull I almost fell asleep!

**upmarket** designed for or used by people who belong to a high social class or have a lot of money.

The City of London is full of upmarket restaurants.

**tedious** not interesting and taking too long.

I'm fed up with wasting my time in long, tedious meetings.

**melting pot** a place or situation in which large numbers of people, ideas, etc. are mixed together

New York is a melting pot of different cultures.

### Describing cross-cultural experiences: Categorize the adjectives.

Are the following adjectives used to describe experiences, places or people? Write the adjectives in the correct columns.

Experiences		Places		People	

  

run-of-the-mill	low-key	up-and-coming	out-of-the-way	open-minded
easy-going	self-assured	outspoken	down-to-earth	time-consuming

## Describing cross-cultural experiences: Matching adjectives with the definitions

Match the adjectives on the right with the definitions on the left.

1	saying exactly what you think	<input type="text"/>	time-consuming
2	ordinary	<input type="text"/>	low-key
3	sensible / practical	<input type="text"/>	outspoken
4	not intended to attract attention	<input type="text"/>	run-of-the-mill
5	relaxed	<input type="text"/>	self-assured
6	open to new ideas	<input type="text"/>	out-of-the-way
7	confident about yourself and your abilities	<input type="text"/>	open-minded
8	popular, likely to be successful in the future	<input type="text"/>	down-to-earth
9	isolated, not central	<input type="text"/>	easy-going
10	taking a lot of time	<input type="text"/>	up-and-coming

## Unit 1 - Connections - Communication

### Key words from the unit related to managing the discussion in a meeting:

<b>Reporting a personal observation</b> I get the impression that ... From what I could see, ...	<b>Avoiding commitment</b> I wouldn't like to say. I can't promise anything. I wouldn't go so far as to say ...	<b>Trying to avoid being negative</b> To be fair, it could have been worse. It's more of a ... than a ... I'm not saying ... / It's not that ..., it's just that ...
<b>Reporting from another source</b> Apparently, it seems that ... According to ... I gathered from ... It was made clear that ...	<b>Being persuasive</b> I've got to say that ... I'm totally convinced. I'm sure you'll agree ... I'm fully confident ... We can't go wrong.	<b>Dismissing obstacles</b> That's not a reason to ...
<b>Expressing doubt</b> I'm just not 100% convinced. I'm a bit wary of ... I'm a bit reluctant to ...		<b>Stating an advantage</b> The major advantage is ... The pros definitely outweigh the cons.

### Reporting back on research: Choose the words to complete the dialogue.

**Kevin** Well, it's a nice place but I'm a bit *wary/worried* of the effect on our overheads.

**Nikhil** Because of the extra transport costs?

**Kevin** Yes, I *collected/gathered* from people I spoke to there that it could add 2%.

**Nikhil** So, definitely not Cardiff then?

**Kevin** Well, I shouldn't go so *far/much* as to say we should write it off completely.

**Nikhil** But we should look elsewhere, right?

**Kevin** Yes. I've got to *express/say* that I really liked Bristol.

**Nikhil** Oh yes?

**Kevin** Yes. The *best/major* advantage is that it's near a good port.

**Nikhil** That's true.

**Kevin** And I'm *confident/sure* you'll agree that it's a lot cheaper to get to.

**Nikhil** It is, although I imagine accommodation costs are higher in Bristol than in Cardiff.

**Kevin** *From/on* what I could see when I was there, that's not the case.

**Nikhil** Well, it seems like the perfect choice then.

**Kevin** The pros definitely *outweigh/weigh up* the cons.

**Nikhil** OK then, Bristol it is.

## Unit 1 - Connections - Grammar: Tenses review

### Present simple

Use the present simple

1 to talk about general facts, states, and situations

**The purpose of business is to make a profit.**

2 to talk about regular or repeated actions, or permanent situations

**Jack works for Nissan.**

3 to talk about timetabled future events

**The meeting starts at 10.00.**

### Present continuous

Use the present continuous

1 to talk about an action in progress at the time of speaking / writing

**I'm trying to get through to Jon Berks.**

2 to talk about a very current activity, taking place around the time of speaking

**They are pushing the area for development.**

3 to talk about fixed plans or arrangements in the future

**I'm meeting the management committee on Friday.**

### Present perfect simple

Use the present perfect simple

1 to talk about actions which finished recently with a present result

**The IT guys have changed all the PCs and access codes.**

2 to talk about actions that started in the past and are still going on

**Silvio has worked for us since he left school.**

3 to talk about experiences in your life or events in history

**I've never been to Bahrain.**

### Should

1 Use should + infinitive to recommend something strongly.

**You should try that vegetarian restaurant on the river.**

2 Use should + perfect infinitive to talk about a lost opportunity.

**You should have gone this morning - it was quite an interesting meeting.**

3 Use could / should + infinitive to predict.

**It could / should turn out to be quite an interesting conference.**

### Present perfect continuous

Use the present perfect continuous to talk about a recently completed action. The focus is on the activity, not the result.

**The IT guys have been changing all the PCs and access codes.**

### Past simple

Use the past simple

1 to talk about past actions which are over at the time of speaking

**I heard from the locals that there were several interesting sites.**

2 to talk about past states

**I lived in Haringey when I worked in the City.**

### Past continuous

Use the past continuous to talk about being in the middle of a past action - there is likely to be an interruption (in the past simple) in the sentence

**Everything was going really smoothly, when Wu took over the project.**

### Past perfect

Use the past perfect to put events in the past in sequence. The past perfect indicates that the action it refers to happened before a reference to the past simple.

**I had heard from the locals that there were several interesting sites.**

### Past perfect continuous

Use the past perfect continuous to refer to an action in progress before something else happened.

**He was the one who had been working on the project, but his boss was the one who got all the credit.**

### Future forms

1 Use will + infinitive to make on-the-spot decisions.

**We'll have to point out the training need to the client.**

2 Use be going to + infinitive when we are talking about an action we have already given some thought to.

**We're going to have to point out the training need to the client.**

3 Use the future continuous to talk about something that will be in progress at a particular time in the future.

**I will be writing everything up later this week.**

4 Use the future perfect to refer to events which finish before a given time.

**I will have finished by the end of the next financial year.**

## Tenses review: Practice

Read the email and correct the mistakes. There is one mistake in each line.

- 1 Dear Kaszia, I had been skimming through the initial proposal
- 2 and was gathering from talking to members of the team that unfortunately
- 3 bringing forward the completion date won't be as straightforward as we've hoped.
- 4 I should have pointed out that the suppliers are expected to deliver the raw materials
- 5 by the end of next week, but so far we had heard nothing from them.
- 6 We try to get in touch with them and have insisted that we need to know
- 7 by the end of the week. However, if we haven't heard from them by then, we're needing to take legal action
- 8 to resolve the matter. I'll have got back to you at the beginning of next week -
- 9 by then I'll know what will be happening.
- 10 In the meantime, if you had any questions, please let me know. José Peres