



Contents

Preparing to communicate across cultures	4
1 Developing intercultural skills	6
A Describing corporate cultures	
B Developing flexible thinking to deal with different intercultural situations	
2 Managing first meetings	10
A Strategies for managing first meetings	
B Building relationships	
3 Communicating effectively	14
A Communicating clearly – good and bad news	
B Managing conversation styles	
4 Managing international meetings	18
A Decision making	
B Dealing with different and difficult styles of communication	
5 Becoming a better listener	22
A Clarifying meaning	
B Listening effectively	
6 Presenting across cultures	26
A Customising your message for different audiences	
B Managing questions effectively	
7 Writing emails	30
A Communicating clearly in emails	
B Communicating sensitive messages effectively	
8 Negotiating across cultures	34
A Setting clear objectives for a negotiation	
B Influencing strategies for negotiations	
9 Managing conflict	38
A Understanding and avoiding conflict	
B Dealing with conflict	
10 Working in an international team	42
A Introducing yourself to your team	
B Giving and responding to team feedback	
11 Managing diversity and creativity	46
A Getting the best out of an international team	
B Problem-solving techniques	
12 Profiling your intercultural competence	50
Self-profiling of intercultural competence and development of a personal action plan	
Audio scripts	52
Key and commentary	64
Communication tasks	75
Further reading	93
Acknowledgements	96