

A. Complete the sentences with a word or words from the boxes.

hierarchy

junior

feedback

title

senior

Globalization

1. A _____ employee has a lower position in a company.
2. A _____ employee has a higher position in a company.
3. In some countries, _____, or the ranking of people in order of importance, is very important.
4. In order to improve, it is important to receive both positive and negative _____.
5. A _____ is a name that describes a person's job or position.
6. _____ is a term used to describe how trade and technology have made the world into a more connected place.

B. Choose the correct answer to complete the sentences.

1. His culture uses a more indirect communication style. He _____ so direct.

- ☐ did not use to be
- ☐ is not used to being
- ☐ used to be
- ☐ is used to being

2. He arrived on time for the meeting, but nobody was there. He was surprised because he _____ meetings on time.

- ☐ did not use to start
- ☐ is used to starting
- ☐ used to starting
- ☐ is not used to starting

3. He was surprised to see a young woman making such a big decision. He _____ the older members of the team make all the important decisions.

- ☐ isn't used to seeing
- ☐ is used to seeing
- ☐ didn't used to see
- ☐ used to see

4. I worked 35 hours a week in my country, but in Mexico I work 45 hours a week or more! I _____ so much.

- ☐ am used to working
- ☐ used to work
- ☐ am not used to working
- ☐ didn't use to working

5. I _____ the night shift, but now I work the day shift.

- ☐ didn't used to work
- ☐ used to work
- ☐ am not used to working
- ☐ am used to work

6. My office _____ a formal dress code, but now I can wear jeans to work.

- ☐ isn't used to having
- ☐ used to have
- ☐ didn't use to have
- ☐ is used to have

C. Match the two halves to make complete sentences.

- | | |
|---|--|
| 1. I used to travel a lot for work, | ☐ but now I always greet the senior people first. |
| 2. I used to take the subway to work, | ☐ but I recently started walking. |
| 3. I used to refer to my boss by his title, | ☐ but I stopped when he asked me to use his first name. |
| 4. I didn't use to worry about the order that I greeted people, | ☐ but I have to be careful not to do this in some situations. |
| 5. I am getting used to hearing direct feedback, | ☐ but now many of my meetings are virtual. |
| 6. I am used to crossing my legs when I sit down, | ☐ but it is still not easy for me. |

D. Listen to the interview with Fred. Then, answer the questions.



1. Fred moved to Japan _____ years ago.

- ☐ two
- ☐ one
- ☐ five
- ☐ ten

2. How long was Fred planning to stay in Japan?

- ☐ a year
- ☐ five years
- ☐ a month
- ☐ a few months

3. What was the biggest surprise for Fred?

- ☐ how important hierarchy is in Japan
- ☐ how honest people are in Japan
- ☐ the way Japanese people give feedback
- ☐ the indirect communication style in Japan

4. When he lived in the US, Fred had _____ with each employee.

- ☐ a daily feedback report
- ☐ an annual performance review
- ☐ a weekly lunch
- ☐ monthly individual meetings

5. What did Fred's American employees do that his Japanese employees do not do?

- ☐ give him negative feedback
- ☐ greet him first
- ☐ call him by his title
- ☐ speak indirectly to him

6. According to Fred, what is true about the American communication style?

- ☐ It is positive.
- ☐ It is direct.
- ☐ It is indirect.
- ☐ It is negative.

E. First, read about Jack's experience working in Mexico for the first time. Then, decide if each statement is true or false.

Working in Mexico I was recently sent to Mexico to open a new office for my company. I have been in Mexico for five months now. Doing business in Mexico is very different from doing business in Canada. Before I came to Mexico, I read that Mexicans work very hard, and this is true. It is common for businesses to open at 9 am and for people to work until 7 pm or later. It has been hard for me to get used to working more than 40 hours in a week. Fortunately, Mexicans usually take a long break around 2 pm for lunch. In Mexico, meeting a person for a business lunch is an important way to build a relationship. Sometimes you can spend up to two hours at a lunch meeting. This is longer than I am used to. Before discussing any business, it is common to discuss family, recent events, or other social topics. I am not used to spending so much time talking about these topics, but I think I enjoy it. Also, decisions in Mexico can take a little longer than I am used to. "Mañana," which translates to "tomorrow," doesn't always mean "tomorrow." Sometimes it can mean "not today." It's hard for me to get used to this, but I think I like it. To be honest, although Mexicans work really hard, in some ways life seems a little less stressful here.

1. Jack works less than 40 hours a week in Mexico.

☐ True

☐ False

2. Jack thinks that Mexicans are hard workers.

☐ True

☐ False

3. Business meetings are longer in Canada than in Mexico.

☐ False

☐ True

4. Jack sometimes spends more than two hours at lunch meetings in Mexico.

☐ True

☐ False

5. Jack is used to waiting a long time for a decision to be made.

☐ True

☐ False

F. Read a list of cultural business norms from the Netherlands and the Philippines. Choose one country and pretend that you are living there. Compare the business culture to the culture that you are familiar with.

The Netherlands It is very important to be on time for meetings. Before beginning a meeting, it is common to shake hands with every person in the room. There is not a lot of small talk in meetings. It is common to follow an agenda. Managers like their employees to be independent. Decisions are often made by the group, not by senior employees. They have a direct communication style. It is common to call a person by their surname until they tell you not to. You should not speak with your hands in your pockets. **The Philippines** A formal greeting is a handshake with a little eye contact and a smile. Filipinos are relaxed about time. Five to ten minutes late is fine. Personal relationships are important, especially family relationships. It is common for members of a family to work for the same company. Decisions are made by the most senior employees. Small talk is expected in meetings. They have an indirect communication style. It can take a long time to build a relationship. It is common to call a person by their title. The oldest or highest ranking person should be greeted first.

1.
