

Communication Strategies

Interpersonal Skills:

The GAP between the nations

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Abstract

Communication has a high importance when delivering a message. The strategies being used depends on the situation, environment, status and culture.

People can be classified in different categories depending on their nationalities and automatically on their culture, traditions, beliefs. This aspects are the ones that make the difference between nations.

Translated to the business environment this aspect has created problems, and has been the source of many misunderstandings and failures.

Understanding why a German is so strict with the schedule while an Arab it isn't, understating the methods the Germans uses in order to get things done it is very important. Not every nationality has the same mindset, the same behavior, and the same values.

When differences arise the problems also come along with it. Blaming our partner for not having the same mentality or not sharing the same traditions with ours it is not the solution when it come to an effective communication.

Effective communication is the key that open the doors to the success. In order to make that happen, individual have to posse or improve their interpersonal skills. There is an entire list of interpersonal skills but the most important ones are the communication skills and the listening skills. They will demonstrate how adapt an individual is to interact with others. This ability will lead to the accomplishment of the goals.

Successful businesses are based of effective communication.

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Aim of the project

Where the problems arise when communication fails...

The magnificent journey from where the communication problems arise, conducted through the path that will provide possible results and conclusions.

Stereotypes have been existing for centuries and most people always tend to judge somebody depending on its nationality / beliefs / skin color / religion / political party. Our subconscious automatically categorizes people before getting to know them.

In general, it is hard to change one's perception about a certain stereotype. It's like building up a barricade and not excluding the possibility that not every single individual from that stereotyped group is exactly the same. When it is given the case, that a person might be distinct from the characteristics which it has been assigned, people start

questioning how that is possible.

There are cultures where changes are not possible. What is it said from generation to generation is the true belief for them, and not what actually exists in reality.

The society has a strong influence on that, together with the manipulation.

The way we communicate with people around us, the way we use the necessary skills for an effective communication is what makes the difference between successful and unsuccessful businesses.

The true understanding of a culture which is not ours, is the correct path to respect and gain respect from others. Any other situation that is out of our comfort zone is a step ahead of learning how to behave, how to control ourselves and, which are the appropriate words that can be said or not.

Refusing an invitation from a Japanese, would mean lack of respect, will a Japanese will never be able to say no to a gift or a bidding.

On one hand, a German will always be correct and direct with what has to be said and will never make you wait at a meeting. On the other hand, Spaniards see no problem in being 30 minutes late for a meeting or changing everyone's schedule.

This enormous contrast clearly separates people into three classes: linear active cultures, multi active cultures and reactive cultures.

Mistakes can be done easily and even without noticing. In business, cross-cultural education has been not considered important until it has been discovered the source of many failures, problems, misunderstandings and communication barriers.

Companies worldwide give more or less significance to this aspect, therefore leaders, managers; representatives guide the business to a successful or unsuccessful result.

1. The power of communication

Communication has been proven to be the most powerful system between all connections, relations, companies in the world. Investigations for the past decades have led us to the conclusion that in more than 80 % of the cases, the source of all problems, misunderstandings and mistakes were the lack of communication.

Communication is the way we interact with others in order to make them understand correctly our message.

It is not easy to talk about communication between people from the same nation, so far imagine how complicated it becomes when we start speaking about communication between people from different nationalities which automatically involves different beliefs,

values, characteristics and language.

Even though people from different countries speak a common language the way they translate from their own language to the common one will never mean exactly like in their own.

If we translate something from German to English it will not sound the same as if it is translated from French or Italian to English. We call all these differences, communication gaps.

2. Communication strategies

The way we interact with each other, the way we communicate with them, the way we make them receive our message or our goal is the result of the strategies we use to achieve that. We cannot communicate in the same way with members of our family, with friends, colleagues, society. Each of these groups that we belong to is different and our behavior towards them also.

Every case in particular has to have its own way of understanding and for that we use strategies in order to better adapt to it. Knowing when, how and where to use them will give us the freedom to communicate efficiently and effectively our messages.

When we make ourselves understood, we make sure there is no communication mistake done from our side. Of course, it doesn't exclude the fact that we need to make sure that the other party has correctly received it.

Depending on who is our target audience we use specific communication tools. The way we transmit the messages will never be the same for different target audience. Each one of them has its own characteristics and its own methods to approach. Once established the target audience, it is important to know exactly what to say and how to say it. The words we use, and the way we address to our audience can have a positive or a negative result.

The communication tools have to be chosen depending on the situation, purpose and audience.

A good leader has a close relationship with the team members or staff and knows how to approach and to motivate them. At the end, a good result is a team result and the leader or representative has the duties to guide them to the right direction.

Within a company, there must be a permanent communication between manager or leader and staff or employees. They must know in every moment what is the strategy the company uses and how they can provide help.

Different levels in a company have to interact with each other, work together and communicate all sources needed.

A good strategy to make people remember the main discussion areas of a meeting is by using key words or by telling a true story where they can find themselves somehow.

<http://www.slideshare.net/kaushikraja/how-to-communicate-business-strategy-to-employees-9198582>

3. Culture & Communication

It is highly known that every country has a different culture and it is important to learn the behavior and traditions in order to make the team work, company, society a success and to achieve the goals.

At the same time you demonstrate your knowledge, you learn, give and receive feedback, combined with socializing and cultural extra activities.

In addition you make connections with people from different parts of the world which is very beneficial.

Culture is the collective programming of the mind that distinguishes the members of one category of people from another. Even we think our minds are free, we all have been brainwashed. (Richard D. Lewis, 2012: page 17)

Due to that, Richard D. Lewis, in his book *When Cultures Collide: Leading Across Cultures*, 2012, classifies world's nations into three big and important categories:

- Linear Active
- Multi Active
- Reactive

3.1 Different types of cultures

Linear – Active people do one thing at a time, concentrate hard on that thing and do it within scheduled time period. These people think that in this way they are more efficient and get more done. (Richard D. Lewis, 2012, page: 30)

Linear-Active people like to do one thing after another in order to make sure it is done appropriately. They are stick to their agendas and schedule. For a German you cannot be late not even 1 minute and when a word it is says it is always accomplished.

Multi – Active cultures are very flexible, they are not very interested in scheduled and punctuality. They consider reality too be more important than man – made appointments and do not like to leave conversations unfinished. For them, completing a human transaction is the best way they can invest their time. (Richard D. Lewis, 2012, page: 30)

Multi- Active people are emotional and much more people related. They like to make human transactions and for them this is important. Having an agenda for them is relative. Things can be done even without one. There is no issue if the schedule has been delayed or changed. There is plenty of time to all the tasks if not there is always “tomorrow”.

Because of these characteristics , when people from linear –active culture work together with people from multi – active culture , irritation results on both sides. Unless one party

adapts to the other, and they rarely do, constant crises will occur.

A study of attitudes towards time showed that the Italians admitted that adherence to schedule; production deadlines and budgets enabled them to clarify their goals and check on performances and efficiency. The Swiss, found that the more flexible Italian attitude allowed them to modify the timetable in reaction to unexpected developments in the market. Germans, like Swiss are very high on the linear – active scale , since they attach great importance to analyzing a project , compartmentalizing it , tackling each problem one at a time , concentrating on each segment and thereby achieving a near – perfect result. They are uneasy with people who do not work in this manner, such as Arabs and those from many Mediterranean cultures. (Richard D. Lewis, 2012, page: 32)

Americans are also very linear – active but there is some difference in attitude. As they live more in the present and race toward the near future, they sometimes push Germans into action before the latter want to act. Germans are very conscious of their history and their past and they will often wish to explain a lot of background to American partners to put present actions in context. (Richard D. Lewis, 2012, page: 32)

Reactive Cultures

Also called listening cultures, the members of it rarely initiate action or discussion, preferring to listen and establish the other's position first, then react to it and formulate their one. In this category we can include Japanese culture, people from China, Taiwan, Singapore, Korea, Turkey and Finland. (Richard D. Lewis, 2012, page: 35)

The most important characteristic that we should take into consideration when working in team with different cultures are the following:

**Linear-Active
Reactive**

Multi-Active

◆ dominated by timetables and schedules timetable

◆ sticks to plans changes

◆ sticks to facts are promises

◆ gets information from statistics, reference books, information database, Internet

◆ job-oriented people-oriented

◆ unemotional caring

◆ works within department departments

◆ likes fixed agendas

◆ timetable unpredictable

◆ changes plans

◆ juggles facts

◆ gets first-hand (oral) information

◆ people-oriented

◆ emotional

◆ gets around all departments

◆ interrelates everything

◆ reacts to partner's

◆ makes slight

◆ statements

◆ uses both first-hand researched

◆

◆ quietly

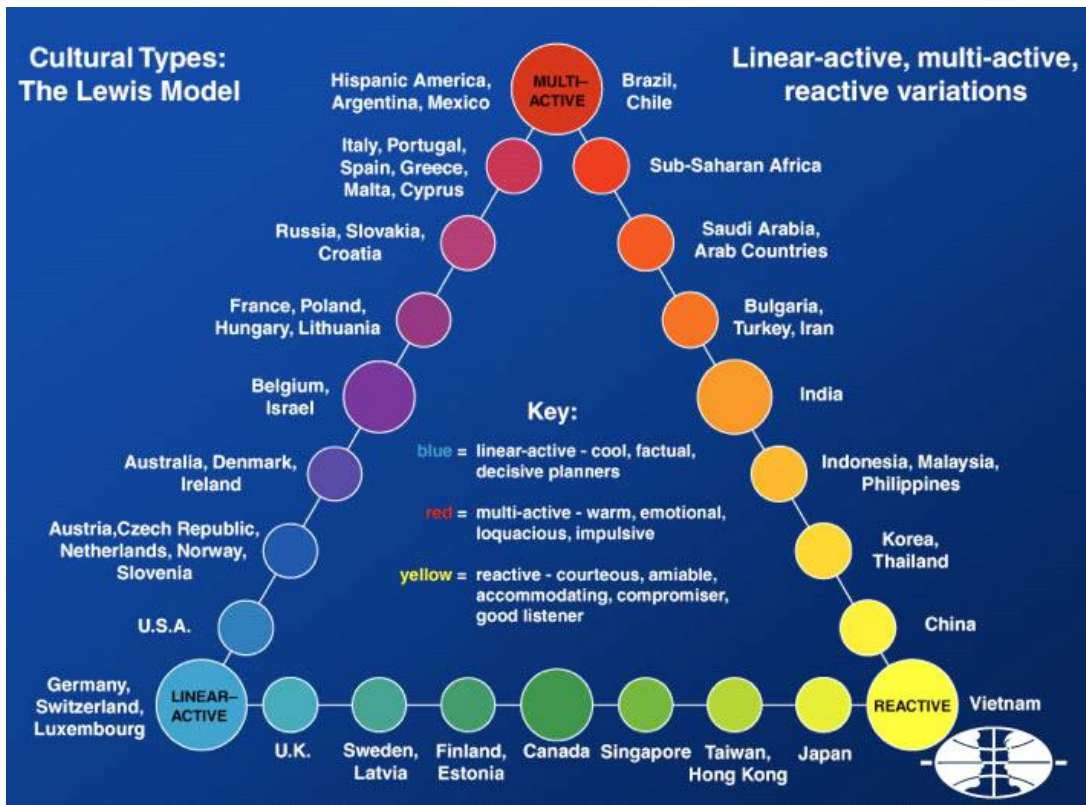
◆ considers all

◆ thoughtful

◆ respects officialdom	◆ seeks out (top) key person	◆ ultra-honest
◆ dislikes losing face	◆ has ready excuses	◆ must not lose face
◆ confronts with logic	◆ confronts emotionally	◆ avoids
◆ limited body language	◆ unrestricted body language	◆ subtle body language
◆ rarely interrupts	◆ interrupts frequently	◆ doesn't interrupt
◆ separates social/ professional	◆ interweaves social/ professional	◆ connects professional

Figure 1. Common traits of Linear-Active, Multi-Active, and Reactive Categories
(Lewis, 2012: page 33 – 34)

Common linear – active behavior will facilitate smooth relations between Swedes and Flemish Belgians. A common multi – active mentality will help contacts between Italians and Argentineans or Brazilians. When members of different cultural categories begin to interact, the differences far outnumber the commonalities. (Richard D. Lewis, 2012, page: 38)



Picture1. Cultural Types Model

(Richard. D. Lewis, 2012: page 42)

In order to provide positive results that can prove the importance of intercultural aspects in business transactions, the following case has been carefully studied:

During a business trip to China, the German manager because of the cultural differences has failed to communicate to the Chinese director his satisfaction with the products that were offered. Although, the Chinese director has organized a evening dinner in order to show respect and make good contact with the German manager.

For that, he ordered a live turtle which means for the Chinese culture the highest respect and recognition.

The German manager has refused by ordering chicken. A communication failure has made the Chinese director understand that is a joke and he will have the turtle.

At the end each one of them felt offended and the deal has failed because of this cultural

issue.

When Chinese people do business they first have to establish a relation looking beyond the deal, prioritize mutual trust in the long term. They place values and principles above money and expediency.

In this particular case, the German manager has been proven lack of cross-cultural education. He has had a monochromic attitude toward the use of time, which means he had a desire to complete the action before starting another one which as it has been mentioned above includes him in linear active cultures. This, characterize him as a frank , honest person who says first the truth and then comes the diplomacy and confronts with logic, separates the social life from the professional life , completes action chains , accepts favours reluctantly or in this particularly case not at all.

The problem that arose here is that one golden rule has been violated. The rule of refusing such an expensive gift from the Chinese manager and this way he lost the trust on the Chinese manager. If Chinese people don't trust you they won't do business with you.

Germans don't like to accept favours or gifts when it comes to business. They separate the social life from the professional one.

This critical situation have been avoided easily if both partners would have had knowledge about each one's culture, history, backgrounds , values and beliefs.

They would have understood much better how to behave in such a situation and to respect each one's culture in order to achieve the purpose of the meeting.

To emphasize the importance of the intercultural education, I would like to point out the following:

The Europeans can be linear – active or multi – active people, to whom characteristics are different from the reactive people (Asia). Given the fact that Asian people place values and principles above money and expediency, when making business with them Europeans must adapt to their style of getting a deal.

The Chinese will not stray from their reverence of Confucian views on order, family and consensus.

The most important rules Europeans must know when dealing with Far East countries : they have to be extremely deferential at all times , combine courtesy with firmness , show humility and respect for age and rank , don't overdo the logic , prepare your meetings in detail , don't speak in a loud voice or rush them , their history (they will highly appreciate this) , always keep your calm and remember the patience and allowing adequate time for reflection are keys to making progress.

3.2 Crossing the boundaries from Romania to Spain

It is curious to mention that both nationalities are multi-active cultures but so far, they are so different.

Coming from a culture where speaking loud in public or on the street shows disrespect and lack of education, it is not easy to get accustomed to opposite.

In Romania, it is not polite to disturb people around you by speaking too loud or calling somebody which is not close to you. Also making a lot of noise means that there is a fight or a misunderstanding. Losing the face for this is it very humiliating.

Meanwhile, for the Spaniards speaking loud or making noise is a way of expressing themselves and a very normal behavior.

Old people, teachers, and everybody who cannot be considered in same age category it has to be treated as Mister/ Madame / Miss. Addressing to them by saying their names can be a very considerable offence.

In Spain, children are thought to call everybody by their names regardless of their status/ position/ age.

Regardless of the fact that Romania has not the same economical situation as Spain, education has been always very strict. For many decades it was the way of escaping from the poverty. Families were being pride of their children according to their results at school.

The communism period has influenced very much the economy and the education. During the years, foreign languages have been introduced to schools and French, Russian, English, German, Latin was taught.

The curiosity of achieving as much knowledge as possible has permitted the influence of

English language everywhere: movies not translated, American songs, publicity and advertising using English words.

French language has had an enormous influence few decades ago, when actually Bucharest the actual capital of Romania was called “Little Paris” 1859 – 1946. This occurred, as a result of the buildings architecture, the boulevards and even Arc De Triumph was build exactly the same as the original one in Paris.

In that period Rumanian language adopted a big variety of French words.



Picture 2 Bucharest “Little Paris”



Picture 3 Bucharest “Little Paris” exact copy of “Arc de Triumph”

Generation after generation has grown with French and English words adjusted to Rumanian language.

Nowadays, Romanians in general speak at least one or two foreign languages.

Hard to believe for a country such as Spain, that 90% of the population cannot even speak one foreign language. Considering that Spanish language is it spoken in Latin America and by such a big number of people, learning a different language has not been given importance.

First of all because of that reason mentioned above and second of all because Spain has been the country with most visitors per year from the world. Hosts in general will assume that everybody can speak their language, so necessity in learning world's first international language: English.

Also, in Spain the society has not helped too much on this aspect as all movies, TV Shows; songs have been always translated into Spanish language.

Paradoxical it is also the fact that in the European ranking of the educational system level Romania occupies much higher position than Spain.

Stereotypes have been included Romanians into the category of poor. Once you hear the word “Romanian” the subconscious assigns it to that group. But also, to intelligent.

When the immigration from Romania to Spain has started, most Romanians with university diplomas or high positions in companies there have seen themselves obligated to low their standards and accept positions that were not reflecting their intelligence or performances.

This phenomenon lasted for the past 10 years and very little number of Romanians has succeeded in changing this issue.

Of course, this has not reflected the intellectual level of the Romanians but due to the fact that in general the immigrants were all kind of people, it change it a bit the image of Romania.

Spaniards in fact have different beliefs, values and traditions. Establishing human

transaction it is more important for them. They like to respect all their traditions and to enjoy every single moment of it. They sometimes take things for granted and want everything to be easy.

If a goal is a bit harder to achieve they tend to complain a lot for that. At the same time they blame tasks for being difficult if there is a failure.

3.3 From Finland to Spain

For those who don't know, Finns remain the blond, cold, distant Scandinavians. But, as much as you approach the country you start having different feelings. The experience of discovering from the first piece of land you see from the plane it is truly worth.

It is even in the air, it gives you the feeling that is it a different world which does not belong to Europe. It's like coming down from the top of the mountain where everything has its own loud rhythm, to the bottom of it with calm and tranquility.

The moment you make the first step out of the plane, the smile comes to your face and the answer you will find it later on. When you start meeting Finns is when you start feeling in love with the country.

Interesting fact is that if you go as student there you have a privilege to meet half of these plant nationalities there. And you not enrich yourself with the Finnish culture but also with the rest that you will find there.

Finns are reactive people which make them good listeners. They are also honest, friendly, and intelligent. Sometimes, they sub estimate their knowledge in order not to make mistakes.

We can divide Finns into two categories: the ones from North part of Finland which are a bit colder and the ones from the South, friendly and open. In general they are very well organized, punctual and responsible. They are very serious when they promise something and will never break it. As long as they can offer you help they will unconditionally do it.

In general they are opened to any other nationality. They are very respectful with each other and also with foreigners.

For them the organization is important and they like to have things done within the same day or maximum when the deadline is. They are very conscious about the laws and society and they try to be correct all the time.

They don't speak much, but always have interesting stories to tell.

Their purity makes them special in a way that you get attached to them without even noticing. Getting to know them better by living in their culture arises the curiosity of their history. Which are the influences they have received during the decades, why they have Swedes as a second language, why they are being said that they drink too much?

How people live up in North of Finland in Lapland? As more as you discover as more you want to know.

One particular aspect that maybe not many people know about it is that Finns practice sports at least three or four times per week and that sports are given very big importance.

Education climbs top five in the world and second in Europe. As a matter of fact Helsinki and Tampere first two biggest cities in Finland are half occupied by students from all over the world.

Finland offers every year thousands and thousands of places at their universities for students worldwide. The education system is extremely well organized and everybody there is welcome to participate to all the activities and intensive programs. They organize together with the European Union projects for students who want to achieve experience in the work field.

Traditions for Finns are the most important. Christmas holidays are the most celebrated and they start around first week of November and they last until February. Finns like to feel the Christmas spirit everywhere so they make sure that happen. They are very well known for their Christmas markets.

Meeting other nationalities in Finland and getting along with them, opens a larger view of intercultural transactions.

Germans has been proven that ones you gain their trust they will remain your friends for

ever. Loyalty and friendship are very important values for them.

Japanese are in reality exactly like they have been described by Lewis in his book *When Cultures Collide: Leading Across Cultures*, 2012, reactive people, ready to listen to you whenever you need and will never interrupt while your speaking. They consider it is not respectful to refuse an invitation or a gift. They are not able to say “no”, therefore they prefer to give different option instead of a negative answer. Japanese people will never forget if you have done a favor to them, and will take long until they will pay back even double.

Their word is crucial and there is no way back from what it has been said. They will never lose face by not accomplishing the goal and also their culture makes them open to any new knowledge that somebody can teach them.

When speaking about their cuisine they are willing to cook for you in order to make you wish visit they beautiful and rich in culture country. Showing interest in their traditions, values, cultures means showing respect to them. Once you have done that, you have gained the full respect and this is the first step in building a real and good friendship with Japanese.

It is perhaps the best comparison the Finns with the Spaniards. Two completely different nations, I would almost say opposite.

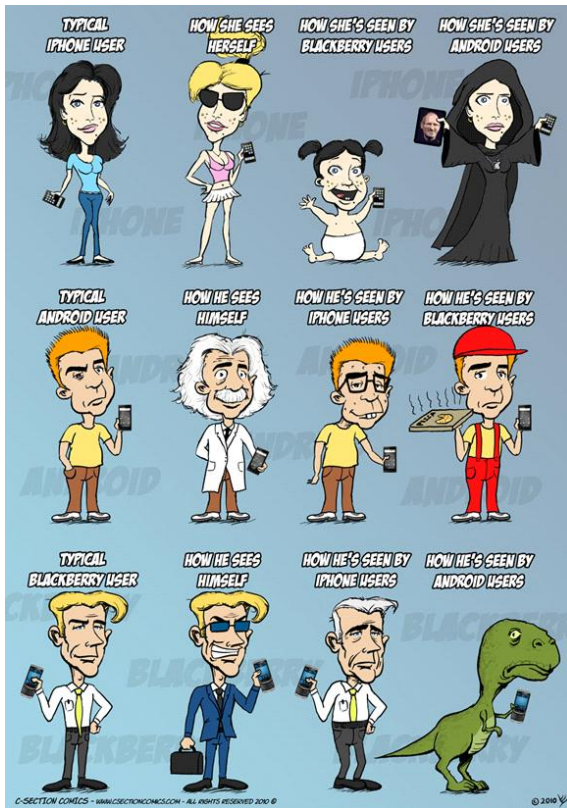
Finns they don't like noisy people they are used to the quietness and tranquility. Spaniards they always have the spirit with them no matter where they will be. It is interesting all the time when you travel and you can recognize them very easily.

They have an very easy going character, they make friends immediately and they love to party.

It has actually given one case, when in a private residence where students worldwide were living; Spaniards have created a reputation of being very loud all the time and disturbing the other people.

Going back to what it has been said before, different cultures that have to live along with different mindsets and behaviors. Each of the nationalities was thinking their mentality and what they do and say is the correct attitude.

If in ones perception the attitude taken is the right one, it will see it differently or from other point of view.



Picture 4. Stereotypes

4. Importance of Interpersonal Skills

Interpersonal skills are the passport able to open every door, when people know how to use, or to improve them. They show the ability each one of us has to get along with others in order to make things happen in the business environment. To name a few

interpersonal skills that would be: caring, communication, conflict resolution, diversity, empathy, flexibility, listening, motivating, negotiating, patience, problem solving, responsibility, team work, tolerance.

Retrieved from <http://jobsearch.about.com/od/skills/fl/Interpersonal-Skills.htm> [Last visited 29 th June]

To point out that there are given highly importance within a company, to the following interpersonal skills:

Self- communication

Self- control

Stress management

These three skills are crucial for developing good listening and communication skills.

EMPATHY: this skill will teach you how to listen better and to understand. It goes along in making good relations towards others.

LISTENING skills: an effective communication is always a two ways process, one person talks and the other person listens.

It is so simple but at the same time so difficult to listen. People think that if they hear somebody speaking means that they listen.

Listening has a completely different cognizance since it involves concentration to what is being said, fully attention to the person who is speaking and not being distract or interrupted while listening.

If a person can be easily distracted from listening to another person, then the first gap of the communication appears.

Listening Approaches

Competitive or Combative Listening which means emphasizing your point of view about

what is being said.

Passive or Attentive Listening which means the person who listens has no response or opinion for the speaker.

Active or Reflective Listening which means the person who listens has a response for what is being said, by reflecting back to the speaker so that there cannot interfere any false assumptions or misinterpretations.

(Suzanne C. De Janasz, Karen O. Dowd, Beth Z. Schneider, *Interpersonal Skills in Organizations*, 2002)

Tips for Effective Listening

Make sure you get the main idea that the speaker wants to transmit.

Make good eye contact with the speaker so that he can see you are interested in what is being said.

Be impartial about the subject discussed and also empathic.

Display total honesty for the points not clear enough and ask for clarification. This is how you make sure the right message has been delivered to you.

COMMUNICATION skills: communication can be shortly defined by effective speaking together with active listening. To be a good communicator means to be a good listener. They go together hand in hand. A good listener focuses on the speaker and it gives full attention. From time to time gives feedback in order to show to the speaker that he or she is being listened, asks questions to show interest on the subject and at the end of the conversation asks for clarification and verifies its own understanding.

The body language is a very important tool used in the communication. People emotions lead to actions, and rational reaction will be overtaken by the emotional reaction.

There are 7 billion people on earth and all of them are pre-programmed to be indifferent to others body language and signs. To captivate one's attention, that person has to be included in the "friends" category. If it is in the "stranger" category there is no reaction to their body language. All this leads again, to effective communication.

The way the language is being used and the way we make questions can guidance to one or another direction. Small details can make a huge difference.

To summarize all the communication skills we can say that there are verbal and nonverbal communication abilities.

PERSUASION is an interpersonal skill, strongly related with the power and influence the persuader has, in order to determinate an individual to do something. In business, this skill is very important to achieve your goals.

Not to be confused persuasion with manipulation. The persuasion does not rob people the ability to choose nor does it involve the direct giving orders, meanwhile manipulation does. (Suzanne C. de Janasz, 2002, page: 172)

When we persuade an individual we direct him to adopt a certain belief or attitude by make him believe that it was his idea. This is how they actually accomplish our goals thinking they did it by themselves.

According to Suzanne C. de Janaz, Karen O. Dowd, Beth Z. Schneider, *Interpersonal Skills in Organizations*, 2002, page: 178 there are few persuasion tips and tactics:

- Believe in yourself: confidence, attitude
- Show your own commitment and passion about the idea being discussed
- Know your audience: people are motivated by their own perceptions
- Balance emotional appeals with credibility
- Use facts, data, and logic
- Use appropriate nonverbal communication: smile, have an open posture, listen

- Maintain your composure: appear reasonable
- Provide reinforcement and allow through: offer praise

5. Differences between communication strategies and interpersonal skills

Communication Skills: skills you use to communicate with people.

Interpersonal communication skills: represent the ways you use these skills to communicate with people.

As mentioned at the point 2, the strategies we use when we communicate with others have a strong influence regarding our interpersonal skills. These skills can be improved until the level we consider we can make the best of it. It is highly important to know how to combine them in order to make our message understood.

Depending on the situation, culture, nation, group that we found ourselves at a certain point we decide to use a different strategy or another. At the same time, each strategy comes along with the right skill to be used.

6. Effectiveness of business communication

The main goal of an effective communication is at the end, a successful business. Gathering through nations worldwide, helps leaders consider their actions, reactions, decisions, depending on the culture with who are treating with.

People have to understand that it might not seem important but it is almost the most important aspect, to treat when doing business abroad. Messages can be communicated in thousands of ways but how many of them are really understood correctly?

In general, people assume that the messages they send are being perceived the way they think about it, but all communication patterns are not the same. To have the ability, the right skills to make you understood, makes the difference between leaders nowadays.

Conclusion

Technology, methods, travel and network are constantly increasing and improving. With them, the individual has to adapt his necessities and learn how to manage the fast growth of this planet.

Continuous development is forcing companies to embrace the intercultural communication phenomenon. People face issues when it comes to communicate efficiently a message or a goal. Being assertive and precise in what is being said requires certain skills that individuals can possess or can improve.

In order to approach and understand better cultural differences across the countries, investigations and analyses have been done around the world. The purpose of it is a good comprehension of distinct cultures, beliefs, values, traditions and the intent of finding possible solutions for an efficient and productive communication.

In business this aspect has a high priority given that for the past decades has been proven to be the source of most misunderstandings and failures.

Communication is very complex aspect which begins with the individual and ends up in the society. Particularly in every single company. Communication does not depend only on the skills that people possess but also on how they know how to use them and benefit from there. Depends on how deep their understanding of a different culture and beliefs is. Depends on how flexible they can be with certain aspect and stubborn with other. Is it a crossing of a multiple skills and way they are combined in order to achieve the goals.

Interpersonal skills are the base of the effective and productive communication. It is very important that they combine perfectly for the same purpose. Knowing how to communicate is knowing how to use the interpersonal skills.

It is even harder to accomplish the goals when the communication happens between different nations.

In this thesis, I have done a lot of research, I have listed to many authors and from my own experience also, I have arrived to the conclusion that being well informed about different nations that we enter in contact with might give people less chance to fail in their communication.

Only when people understand very well one's culture they can possibly anticipate answers and behaviors. They might then know exactly what to do and, the right moment for it. Many business people are constantly complaining about their foreign partners and the way they make business. Yes, the answer off all this questions is the knowing of the CULTURE.

Being trained in Cross-Culture is giving a wiser vision of life and on how things should be correctly done in a certain environment, situation or time.

Finns for example are true, real and natural people, good to have around you all the time. They are intelligent and always willing for a good conversation.

Germans are direct, punctual and very effective and productive. Once you have gained their respect and friendship it will remain like this forever. Loyalty defines them.

Japanese are the best listeners. They strictly respect their traditions and very happy to teach you something about their culture.

Spaniards are proud of themselves but always friendly and willing to help and show you their beautiful country.

These just a few examples on how different every nation is from another but getting to know each other culture will permit communication to be done easily and both parties will benefit.

Companies have to provide cross-cultural education to their representatives and leaders. This can be one of the solutions for a deeper communication across the countries.

Also, it will be preferable that the leaders can speak the same language so no more misunderstandings with the translators.

It is not an easy path to follow but in order to complete the business success and to achieve all the goals it is a worth and very important aspect in enterprises worldwide.

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Pictures of Bucharest

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https://www.google.es/search?q=bucuresti+micul+paris&source=lnms&tbn=isch&sa=X&ei=Df6wU66SNuSS1AWbqIDwDw&ved=0CAgQ_AUoAQ&biw=800&bih=466

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Difference Between Interpersonal and Communication Skills

Retrieved from

<http://smallbusiness.chron.com/difference-between-interpersonal-communication-skills-33858.html>

Last visited [29 th June]

How to communicate business strategies to employees

Retried from
<http://www.slideshare.net/kaushikraja/how-to-communicate-business-strategy-to-employees-9198582> [Last visited 30 th June]

Picture 4. Stereotypes

https://www.google.fi/search?q=fotos+estereotipos+espa%C3%B1oles&espv=2&tbn=isch&imgil=T-jp_AdZMemRpM%253A%253Bhttps%253A%252F%252Fencrypted-tbn1.gstatic.com%252Fimages%253Fq%253Dtbn%253AANd9GcR52Ghnl5xhHWB0G83zpv9A-WfZkDqVPB-KNAwEZIRuURN6QN5U0Q%253B580%253B821%253BUc_gY4SFdhRCPM%253Bhttp%25253A%25252F%25252Fwww.borjaadiego.com%25252Fdia-a-dia%25252Fcua%25252Fndo-los-estereotipos-se-convierten-en-realidad%25252F&source=iu&usg=__qYrQaM5p8cdMHC9h0SQm5kICO9s%3D&sa=X&ei=3tuxU9uaN4q60QWdhoCoAw&ved=0CCcQ9QEwBA&biw=800&bih=509#facrc=_&imgdii=_&imgrc=T-jp_AdZMemRpM%253A%3BUc_gY4SFdhRCPM%3Bhttp%253A%252F%252Fwww.borjaadiego.com%252Fimages%252Fsmartphone.jpg%3Bhttp%253A%252F%252Fwww.borjaadiego.com%252Fdia-a-dia%252Fcua%252Fndo-los-estereotipos-se-convierten-en-realidad%252F%3B580%3B821