

# Communicating Internationally in English



in association with

**Business Spotlight**

# Contents

Foreword	7
Introduction	9
About the authors	11
Cultural note	11
About York Associates	12
About Business Spotlight	12
Thanks	12
References	13

## The basics

<b>1 Speaking</b>	<b>17</b>
Understanding the speaking challenge	18
TIPS for successful speaking	18
Target	19
Information	20
Process	22
Style	25
What do you say?	28
<b>2 Listening</b>	<b>31</b>
Reasons for listening	32
What kind of listener are you?	34
Becoming a better listener	35
What do you say?	39
<b>3 Non-verbal communication</b>	<b>43</b>
Dress and physical appearance	44
Place and space	44
Body language	46
Paralanguage	48

<b>4 Native and non-native speakers</b>	<b>51</b>
Communication tasks of non-native speakers	52
Communication problems	53
Guidelines for native speakers	55
Guidelines for non-native speakers	57
What do you say?	59
<b>5 'Difficult people'</b>	<b>61</b>
Towards more open communication	62
Managing impatience	64
What do you say?	67

## **Face to face skills**

<b>6 Relationships</b>	<b>73</b>
Relationship-building styles	74
Managing first contacts	76
Relationships and gender	79
What do you say?	82
<b>7 Networking</b>	<b>87</b>
The four Ps of proactive networking	88
Using conversation to network	89
Managing conversations	91
Closing and following up	92
What do you say?	94
<b>8 Trust</b>	<b>97</b>
What is trust?	98
Building trust at work	98
What do you say?	102
<b>9 Influencing</b>	<b>105</b>
A question of power	106
Techniques for influencing people	106
Dealing with 'no'	109
Influencing how people see you	110
What do you say?	113

<b>10 Decisions</b>	<b>117</b>
Decision-making is getting more complex	118
Managing diversity in decision-making	118
Your decision-making style	119
Leading decision-making meetings	121
What do you say?	127
<b>11 Conflict</b>	<b>133</b>
What is conflict?	134
Causes of conflict	134
Dealing with conflict	138
What do you say?	142
<b>12 Feedback</b>	<b>145</b>
Why do we give feedback?	146
Feedback and culture	146
How to give feedback	148
How to receive feedback	151
What do you say?	154
<b>Virtual skills</b>	
<b>13 Email: the basics</b>	<b>159</b>
The challenges	160
What do you write?	164
<b>14 Email: advanced</b>	<b>171</b>
Building relationships	172
Influencing people	173
Managing conflict	174
What do you write?	178
<b>15 Telephoning</b>	<b>183</b>
Phone or email?	184
Managing the medium	185
What do you say?	189

<b>16 Conference calls</b>	<b>195</b>
Preparing	196
Getting started	197
Managing the discussion	198
The role of the participant: listening	200
The role of the participant: speaking	201
Closing	202
What do you say?	204
<b>17 Virtual teams</b>	<b>209</b>
What people say about virtual teams	210
The good virtual worker	210
<b>Conclusion</b>	<b>215</b>
<b>Reading list</b>	<b>216</b>
<b>Glossary</b>	<b>220</b>