



CULTURAL COMMUNICATION GUIDE

COOK ROSS, INC.

INDEX

Introduction	page 1
Guidelines and Tips.....	page 2
Anglo-American / Eurocentric.....	page 3
African American	page 5
African/Caribbean	page 7
Arab.....	page 9
Asian/Pacific Islander.....	page 11
Eastern/Central European	page 13
Latino/Hispanic.....	page 15
Native American/Alaskan Native	page 17
Western European	page 19

Arab

Notes

The term "Arab" is associated with people from the region extending from the Atlantic coast of Northern Africa to the Arabian Gulf. The term Arab is not based on race, it includes peoples with varied physical features. The total population of the Arab world is about 280 million people in 22 nations. Approximately a quarter of Arab Americans are Muslim, with more than half being Christian.

People & Relationships

Relationships	<ul style="list-style-type: none"> Trust is an essential part of working relationships. Emphasis is placed on ethics and expected social behavior such as generosity, respect, and solidarity. Among Muslims, there is an extensive influence of religion on society. Respect overrides most rules, and is imperative for successful business relationships.
Expression of Feelings	<ul style="list-style-type: none"> Tend to openly reveal emotions in business settings.
Power Distance / Deference to Authority	<ul style="list-style-type: none"> There is a strong sense of authority and a large power distance.
Individualism / Collectivism	<ul style="list-style-type: none"> Focus tends to be on the goals of the group and interdependence.
Conflict	<ul style="list-style-type: none"> Tend to value tradition, harmony, and benevolence.
Face Saving	<ul style="list-style-type: none"> Dignity and respect are key elements of saving face. Compromise, patience and self-control are necessary to maintain these qualities.
Taboo Subjects	<ul style="list-style-type: none"> Home, religion, and family tend to be private matters. It may seem disrespectful to ask about another's spouse if you don't have a personal relationship.
Approaches to Knowing	<ul style="list-style-type: none"> Tend to utilize intuitive reasoning.
Decision Making	<ul style="list-style-type: none"> Decisions are made gradually, change not eagerly accepted. Risks are rarely taken. Decisions are made at the top of the organization, either by one ultimate authority, or a small council.

Reasoning & Decision Making

Arab

Communication Patterns

Style	<ul style="list-style-type: none"> Tend to use rich, expressive language forms. Silence is often used for contemplation.
Gestures	<ul style="list-style-type: none"> According to Islam, the left hand is considered unclean and reserved for personal hygiene. Arabs traditionally use the right hand for all public functions - including shaking hands, eating, drinking, and passing objects to another person. The "OK" gesture may be viewed as wishing someone bad luck (the evil eye). Showing the sole of the foot may be considered insulting.
Eye Contact	<ul style="list-style-type: none"> Tend to make eye-contact.
Time Orientation	<ul style="list-style-type: none"> Punctuality is viewed as positive attribute, but may be defined loosely. Tend to be interested in long-term results rather than short term fixes.
Direct/Indirect	<ul style="list-style-type: none"> Cultural preference is for indirect, vague, or ambiguous statements.
Contextual	<ul style="list-style-type: none"> High context — message being conveyed relies heavily on other communicative cues, such as body language and eye contact, rather than direct words.
Personal Space	<ul style="list-style-type: none"> Usually prefers close proximity in conversation.
Work Styles	<ul style="list-style-type: none"> Emphasis on relationship and interdependence.
Approach to Completing Tasks	<ul style="list-style-type: none"> Tend to place a greater importance on friendship and developing close relationships with those they are conducting business with.
Tolerance for Change and Uncertainty	<ul style="list-style-type: none"> Tend to low levels of risk taking, as that which is different may be seen as dangerous.