

## Cultural Issues Discussed in the Interviews

### 有关文化背景的讨论问题

#### Professional 商业谈判

1. Some countries use a direct approach to business and negotiations, presenting key information up front and right away. Other countries are less direct in their approach to negotiations. What methods of negotiation are used in your country?  
在某些国家，对商业协谈时的处理方式是直截了当的。在协谈一开始时，就提出重点。也有些国家的人对协谈的处理方式不那么直接，而是循序渐进的。请问在中国较常用的是哪种方式？
2. In some countries the size and location of a person's office indicates a lot about that person's importance and position in the company. What is it like in your country and what are some of the differences that exist in the workplace?  
在某些国家，一个人办公室的大小和位置足可代表此人在公司里的地位及重要性。请问，在中国有没有这种刻意的安排？办公室里还有哪些代表身份，地位等不同的安排？
3. In China there are close ties between business and government. From the mayor and city council to the central government, foreigners need to know how and when to deal with politicians. What suggestions can you give to make the right connections with the right politicians?  
在中国经商跟政府有密切的关系。自市长办公室至中央政府，外国人必须知道如何与政府官员打交道。请您谈谈外国人应如何与有关的政府人员建立良好关系？
4. There are many interesting things happening in local governments, politics and economies. However, I don't know if it is appropriate to talk about these issues in a business setting. Are there any topics that I should avoid?  
每一个地方的政府里总有许多大家所关心的政经方面的新闻。在商业场合中谈这些事是否合适？有没有哪些应避免提到的话题？
5. It seems like sometimes "ability" isn't as important as "connections". Sometimes people are very loyal to relatives. In what way does that describe business practices in your country?  
有的时候一个人的“才干”没有一个人的“人事关系”重要。有的人对提拔自己的亲戚朋友不遗余力。请您谈谈在中国公司里边这方面的情形。
6. What Chinese stereotypes exist related to race, color, or gender? In what way does this affect the way Chinese executives deal with foreign representatives from other countries?  
中国人对种族，肤色及性别各方面一般的看法如何？这些看法对一个中国高级主管面对来自外国的代表时有哪些影响？
7. What is the role of women executives in your country? Will men be able to deal with a woman professionally in the same way that they do with other men?  
在中国，一般人对女性主管的看法如何？男性主管在面对女性主管时能否保持他与其他男性主管交易时一样的专业精神？
8. Some countries have an attitude that each employee should do what is best for himself/herself. For example, if I can get a better job with another company, nobody would be

surprised. What is it like in your country?

有些国家的人认为一个人应该为自己做最好的打算。比方说，任何一个人如果能在别家公司找到一个更好的工作，换工作是天经地义的事。中国人对这件事的看法如何？

9. In some countries employees work more or less on their own, while in other countries employees work in groups or teams. What is the typical style in your work?

在有些国家里，公司的员工或多或少自己对自己所作的事负责。也有些国家的人在 company 里属于某个单位时，单位表现重于个人表现。请问您公司的情形如何？

10. Executives feel a need to balance their responsibility to their investors while at the same time meet certain obligations to society (e.g., environmental issues). What is it like in your experience?

一个公司的高级主管也许觉得一方面应对公司的投资人负责，另一方面也应对社会需要负责，比方说，在环保或其他方面。您对此的经验如何？

11. Some countries rely heavily on advice from lawyers, even in the negotiation stages. What is the role of lawyers in business negotiations in your country?

有些国家的人在商业交易及协谈时非常倚重律师的建议。请问中国律师在商业协谈里角色如何？

12. In some cultures, people express their opinions directly, with a clear "yes" or "no". How is that the same or different in your country?

有些国家的人习惯在表达自己的意见时，直接地给一个清楚的“是”或“否”作为回答。中国人在这方面的习惯如何？

13. While negotiating, some people seem to stay focused on the subject. Others get side-tracked and socialize a lot. Will I seem rude if I'm always trying to get people back to the subject at hand?

参加商业协谈时，有的人会专注在所谈的事情上，有的人则容易转移目标开始闲谈。碰到这样的人，如果我一直想把闲谈拉回正题，会不会看起来很没礼貌？

14. In some countries there is a lot of emphasis on putting things in writing. In what way is it the same or different in your country?

有些国家的人认为交易谈判中，空口无凭，白纸黑字，设么事都写下来才有用。中国人在这方面想法如何？

15. We sometimes hear, "You cannot mix business with pleasure." How does that apply or not apply in your country?

有的时候，我们会听人说：“公私分明，公事要跟私人响了完全分开。”不知道中国人有没有这样的想法？如果有，又如何执行这个想法呢？

16. I know it is important not to offend anybody, especially in front of others. What are some suggestions of things that I should or should not do to not offend someone in your country?

我知道我最好不要使别人难堪，尤其不要在第三者面前使人难堪。您可不可以给我一些这方面的建议？我应注意哪些该做或者不该做的事，以免使人难堪。

17. Hierarchy and social status are important concepts in Chinese lives. It is clear that "giving orders" and "following orders" reveal a lot about one's social status. In what ways can foreign executives avoid misunderstandings related to hierarchy and social status?

社会阶级和社会地位在中国是很重要的观念。“发布命令”和“执行命令”足以显示一个人的社会地位。

外国人在这方面应如何避免引起不必要的误会？

18. When client comes from abroad, how do you decide which language to speak? What I mean is, if your client speaks English and you also speak his/her foreign language, which should we speak?

面对来自外国的外籍顾客，您如何决定用哪种语言与他交谈？我的意思是说，如果您的外籍顾客会说英语，而您又会说英语、又会说他的母语，您如何选择用哪种语言与他交谈？

19. We often hear "You can buy in any language, but to sell you have to speak their language." Does that seem true in your country?

我们常听说“一个人买东西的时候，可以用任何语言，而卖东西的时候，最好用买方的语言”这句话在中国适用不适用？

20. When is it better to hire an interpreter to help out with negotiations (instead of getting by with one another's non-native fluency)?

在哪种情况下最好雇一个翻译员来帮忙，以免勉强用一个双方都说得不太好的语言进行交易？

21. Many foreigners' Chinese language ability is not enough to conduct business in Chinese. How much Chinese is necessary to break the initial barrier with the Chinese? When and in what context will a foreign executive most need to use Chinese language skills?

很多外国人的中文成都不足以应付他们的商业需要。外国人需要有多少中文语言基础才能打破基本语言障碍？外国高级主管在什么时候最需要用中文？

22. It isn't really related to business per se, but why is it that when I ask a North American for information (for example when I am trying to find a location) everyone seems so straightforward and impersonal. Do you think my observation is accurate or am I sensing something that isn't there?

这个问题跟商业并没有直接关系。但是，据我观察，美国人在回答别人的询问时，看起来都非常直截了当，没有亲切感。我这个观察对不对？会不会是我太多心了？

## Courtesy and Social Situations

### 社交礼仪

1. Could someone explain to me when to use the formal "Mr.", "Mrs.", and "Ms."?

请谈谈“先生”，“小姐”，“太太”，“女士”等各种称谓的用法。

2. It seems like everyone else knows how to greet people, when to shake hands, etc. What is the standard protocol?

看起来人人都知道怎么跟别人打招呼。请谈谈“握手”，“鞠躬”，“点头”等社交礼节。有没有一个标准通用的方式？

3. Are there certain occasions when it is appropriate to take a gift? If someone gives me a gift, what should I do in return? Also, what should I know about giving a gift? How do I determine the most appropriate time and occasion?

请谈谈“受礼”须知。如果一个跟我有生意来往的人送给我一个礼物，我该怎么办？也请谈谈“送礼”须知。在什么情况下，送什么人，什么礼物最合适？

4. For personal reasons I don't drink alcohol. How can I say "no" when people offer me these things? How will they react?  
我是一个不喝酒的人。在社交场合中，如果有人跟我敬酒，我应该怎么解释我的情形？他们会怎么想？
5. Is it common in your country to be invited to someone's house? What should I know before going to someone's home?  
中国人常请人到家里去吗？去以前，有什么我应该先弄清楚的事？
6. I never know what clothes to wear in professional settings. When should I use a coat and tie and when should I dress casually? And what is casual dress?  
赴专业场合时，应如何穿着打扮？何时应穿西装，打领带？何时应着便服？什么是“便服”？
7. I don't understand people's names. When do you use their first name, their last name, and their titles, etc.?  
“名字”是一件很复杂的事。何时用“名”，何时用“姓”，何时用“头衔”？
8. In the countries one puts a lot of emphasis on where someone studied and what degrees he/she may have. In what way is it the same or different in your country?  
有的国家的人很注重一个人所上过的学校或者得过的学位。中国人对此事的看法如何？
9. In some countries people try to keep their professional and personal life separate. In what way is it the same or different in your situation?  
某些国家的人会尽量想分开他们的家庭生活和职业生活。中国人对这件事看法如何？
10. Is machismo part of your culture?  
中国人有没有“大男人主义”？
11. When is it appropriate to talk about business? If someone invites me to lunch or dinner, is it thought of as a social thing or is it OK to conduct serious business too?  
一般说来，有没有一个谈公事最理想的时间？有人请我吃中饭或晚饭时，我可以跟他正经地讨论公事吗？还是，这是纯社交时间？
12. Once I was with a guy who stopped to talk on his cellular phone at least 5 times while we were at lunch. It seems like everyone is in love with the high-tech toys. How are these high-tech gadgets part of professional activities?  
有一次，我跟一个人吃中饭的时候，他至少接了五次手机上的电话。好像每个人都很喜欢这种高科技“玩具”。这种高科技“玩具”在专业活动中的角色如何？
13. How do executives in your country keep track of their appointments?  
中国的高级主管如何纪录，追踪与别人所定的约？
14. What does it mean to be "on time" when working with Chinese business professionals. What does it imply to be late or having to wait. What attitude should I have when Chinese business counterparts do not keep appointment times like I am used to?  
跟中国商业专业人士交往的时候，“准时”是什么意思？“迟到”或者“等人”又有什么特别意义？面对与我做生意的中国人不守时的情况，我应持何种态度？

15. We often hear that "Time is money." How important is it to be punctual and how late does somebody have to be before he/she is considered late?

人们常说“时间就是金钱”。“准时”有多重要？“迟到”多久才算迟到？

16. How many hours a day do people work and what is a typical schedule? What are the best times to make appointments?

一天正常的工作时间是多长？通常时间表是怎样安排的？想与人订约有没有一个最理想的时间？

17. When are meals in your country? When do you eat breakfast, lunch and dinner? How are business practices incorporated into these meals?

一般习惯，吃饭的时间大概是什么时候？您什么时候吃中饭，晚饭？通常公司营业时间与吃饭时间怎么配合？

## General Questions Related to Negotiation Practices with North Americans

### 与美国人协谈时的相关问题

1. Prior to actual negotiations it is important to conduct initial fact-finding of information. What is your normal pattern of initial research and fact-finding? How do you modify this pattern when negotiating with North Americans? What is your perception of a North American's pattern of initial research and fact-finding?

通常正式协谈以前的实际情况调查是很重要的一个步骤。请问您的公司在这方面一般正常的作业程序是怎么样的？与美国人协谈时需不需要更改这个程序？您认为美国人一般是怎样进行他们的实况调查？

2. We hear a lot about win-win approaches to negotiations. How much of your approach to negotiation generally is within the mindset of win-win? How do you modify this approach when negotiating with North Americans? What is your perception of a North American's approach towards having a win-win mindset?

我们常听到“双赢”这个协谈目标。通常您在协谈的时候，“双赢”有多重要？与美国人协谈的时候，您需要采取何种应变行动来取得“双赢”？您认为美国人一般是用何种方法来达到“双赢”这个理想的？

3. All negotiations include an initial phase where the parties involved encounter certain resistance from the other side. Based on your personal observations, what are some of the reasons why this resistance exists? In what way is the resistance the same or different when dealing with North Americans?

所有的协谈在一开始的时候都会碰到一些对方无法接受的阻力。照您的观察，这些对方无法接受的阻力是如何形成的？跟美国人谈判时的阻力是否与跟别国人谈判时的阻力不同？

4. During negotiations it is usually necessary to reformulate strategies and positions. Is there anything unique about the ways in which you reformulate strategies or make concessions when dealing with North Americans? What have you observed about a North American's way of making concessions and reformulating strategies?

协谈进行中，有时需要改变策略及立场。与美国人协谈时，在改变策略或者采取让步上有没有特别需要注意的地方？美国人有他们特殊的改变策略及采取让步的方式吗？

5. At some point in the negotiation process, negotiators may require ratification and approval from superiors, attorneys or financial managers, etc. How is your system of ratifications the

same or different when dealing with North Americans? What is your perception of a North American's approach to ratifications?

协谈进行中，参加讨论的人有时需要得到上司，律师，或财务人员的批准及认可。您们公司在这方面的一般作业程序与在和美国公司交往时有没有不同？您认为美国公司里，得到认可或批准的方式是怎样的？

6. During hard bargaining stages of negotiation, what are the differences you have observed in the style of a North American as opposed to national and local parties?

跟据您的观察，美国人跟本国/本地人之间讨价还价的方式有什么不同？

7. After negotiations are concluded, what sort of follow-up is typical among parties involved?

How is the follow-up different when dealing with North Americans? What is your perception of North American follow-up patterns when dealing with you?

达成商业协议后，双方通常会采取哪些进一步的行动？跟美国人打交道时，在这方面有哪些要注意的地方？跟据您的观察，美国人有没有他们特殊的采取进一步行动的模式？

8. What is your perception of the balance that North American negotiators give to you as related to meeting your logical needs on one hand (data, numbers, figures, etc.) and your emotional needs on the other (relationship, feelings, etc.)?

跟据您的观察，协谈中，美国人会不会平衡地一方面顾及您逻辑上的需要（数据，资料等）另一方面又顾及您情感上的需要（关系，感情等）？

9. Is it more advantageous for you to think of negotiations in terms of international verses national cultures or do you notice more individual corporate styles based on specific companies?

依您之见，协谈这件事足以表现出国际文化及国内文化的差异吗？还是，您认为这仅反映出各个公司之间特殊的作业方式？

## Questions Related to Stereotypes about North Americans

### 一般人对美国人的看法

What is your opinion regarding the following observations?

请问，您对下面这些说法意见如何？

1. North American business professionals are blunt, pushy and direct in their negotiation style.

美国商人在协谈时常有一种坦白，直接和强求的态度。

2. North American business professionals focus on short-term perspectives and they are just out to make quick money?

美国商人较注重短期利益，只想赶快赚钱。

3. North American business professionals have limited knowledge of other cultures and languages.

美国商人对别国文化及语言所知太少。

4. North American business professionals are in a hurry to get through with the negotiations.

美国商人一般只想早早协谈完毕，签约。

5. North American business professionals value data and content over relationships with people.  
美国商人较注重数据及谈判内容。对建立长久关系没有兴趣。
6. North American business professionals are preoccupied with legal documents and litigious procedures.  
美国商人过于注重法律文件及诉讼程序。