Face To Face:
Doing Business With the Mainland Chinese

How To Reduce Misunderstanding and Generate Business

Develop Proper Quan Xi
To do business with Chinese business people, it’s vital to develop a sound relationship. One also needs to learn how to build, sustain and repair these relationships.

Establish Positive First Impressions
Learn how to create a good first impression that creates a good feeling between the parties.

Knowing The Chinese Way
One expert source lists over three hundred values one should know; but one especially needs to know the business values held by Chinese society that have little Western equivalence. These include such terms as: kayqi, mianzi, etc.

Improve Communication
A number of subtle differences occur when Americans and Chinese communicate ideas—often creating a great deal of frustration.

Typical problems include: different logic flows; unstated context; inappropriate jargon, slang and idioms; being too direct or indirect; misunderstood metaphors; etc.

East and West Business Values
There are many different business cultural values that can prevent each side from doing business with the other. It’s important to know and understand them.

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“In China, everything is possible, but nothing is easy.”
—Favorite saying, M. Johannsen

Delivery Options

Customized Coaching. This option allows for real-world tailoring to address particular issues you want addressed. It includes follow-up and application-based assignments.

Blended Class. This approach includes customization, live instructor, and online content available through the learning management system.
Module 1: Survival Mandarin

Module Description

Many wonder why one should bother learning Mandarin when the international business elite all speak English. And if you can communicate by pointing in Chinese when riding a taxi, buying food and getting a ticket to the movies or train, more power to you. But honestly, not learning the basics, the elements of how to be polite and show respect indicates not only ignorance, but arrogance.

Learning a limited number of Chinese phrases will help you make friends and influence people. Unfortunately, not bothering to learn the ritual language used in situations such as introductions will cause many people assume that you don't care. And if you don't care, why should they care about you? It's not just that you blow the first impressions, you also won't have a chance to build the relationships.

Source: Patrick Edwin Moran
Module 2: A Short Guide to the Middle Kingdom

Module Description

Chinese instantly warm up to you if you can demonstrate some understanding of culture and history. After all, the year 2011 translates to the Chinese year 4708–4709. However, grasping 5000 years of history is difficult, you can spend an entire life studying Chinese history.

One can get lost in the years. It's even hard to try to keep track of the dynasties. So rather than try to sample everything, we will sample somethings and try to focus on the the key moments in history and some stories that have made a difference. After all, few understand how is the Southern Sung Dynasty different from the Han, Ming or Tang Dynasties. For example, to understand American political life, one doesn't have to read 100 years of the NY Times, you really needs to study Alexis de Tocqueville's Democracy in America.

Having some understanding of Chinese history will set you apart from the typical American. It's also important to understand the two dominant and often conflicting philosophies influencing the Chinese throughout most of their history: i.e. Taoism and Confucianism. And we will look at certain dynasties, certain books that can help you carry on a good conversation.

Topics Covered

Ancient History

• The First Emperor
• Key Dynasties

Confucianism

• The Founders
• Five relationships
• Five virtues
Module 3: Modern China: Critical Events, Must Know Leaders

Module Description

It's somewhat arbitrary to decide when to start the study of modern China. But from a practical standpoint, one needs to know that Chinese nationalism is a force build on recent certain events. For China, these indignities began with the Opium Wars and the war with the Japanese.

It’s also important to examine the policies of two of the most dominant leaders of the 20th century: Dung Xiaoping and Mao Ze Dung. And we will look at the "love and hate relationship China has with America.

Topics Covered

The Colonial Period
- The Opium Wars
- Macao & Hong Kong
- The Japanese occupation

China as an Evolving World Power
- State Capitalism
- Political—Strengths and Weaknesses
- The Role of Government in Society
- The New Five-Year Plan

Key Leaders and Their Policies
- Sun Yat-Sun
- Mao ZeDung and Zhou Enlai
- Dung Xiaoping

Key Bilateral Relationships

*guo qing*: (literally) "country celebrate": "Happy National Day". At Beihai Park in Beijing
Module 4: East and West: Key Cultural Values Used in Business

Module Description

Many a business deal falls apart due to fundamental misunderstandings. The toughest aspect of understanding a people are their cultural values. Operating at very subtle level, individuals within a culture often do not clearly understand what those values are. It’s like a fish trying to describe the nature of water or describing the components of air. This is especially true for deals between Asian and American companies since their business and social customs are so different.

See what the major studies of cross-cultural business values have to say about the major differences between the West and the East.

Topics Covered

• Four values important to Hall
• 14 values defined by Trampensaars
• Five dimensions used by Geert Hofsteed
• The Globe Criteria
Module 5: The Values and Customs That Make China Unique

Module Description

Every culture contains values and customs that are similar to your home culture. And every national culture contains differences that perplex, confuse and mystify. For example, some cultures have people stand in line to get a ticket. Others crowd and push. So at one level, confusion is good—it is the beginning of new learning. However, there is a bigger problem, a more subtle problem that causes immense difficulties, frustrations and business failures.

It’s when you think you understand what you don't. For example, a classic delusion in the West is that that those from Asia are lying, when in reality it is a matter of face. This projection causes no end of problems.

Paradoxically, the more important and successful the person is in their home culture, the more likely these types of delusions will bedevil them. And they will remain totally clueless saying such things like, "They don't understand us," when they should say, "I don't understand them."

Topics Covered

The Major Elements of the Tao

• Philosophy—Lao Tzu & Chuang Tzu
• Medicine and acupuncture
• Tao mysticism
• Core Concepts: Yin and Yang

Core Myths

• The Yellow Emperor

4 Classic Works of Literature

The Major Holidays
Module 6: Getting To The Other Side of Culture Shock

Module Description

When we were young, the new, the strange instilled a sense of wonder. But the older we get, the more the strange fills us with fear. Mothers constantly remind kids to, "Not talk to strangers," as if every person you don't know is an ax murderer and a predator. And brand mangers teach us to only buy the familiar, the product that you have seen hocked on television hundreds of times over the years. And of course, when going overseas the normal rituals associated with culture the ones automatically produces anxiety. For example, rather than simply paying a sticker price, you must learn to bargain.

Topics Covered

• The nature of culture shock
• Stress effects
• Typical phases
• Typical elements of reentry shock
Module 7: Effective Communication: Techniques the Work

Module Description

Many conflicts start with simple misunderstandings. These misunderstandings arise from deep-seated cultural assumptions that neither party is fully conscious of. How Chinese and Americans communicate is very different. For example, in China much is left unsaid and more of what is said is ambiguous. A yes may not mean a yes. More meaning is communicated nonverbally and in indirect round about manners. To “say what you mean and mean what you say,” typically does not occur. Examine the major barriers to successful cross-cultural communication and discover what to do about them.

Topic Covered

- Positive first impressions
- Role of Face (mian zi)
- Facial Expressions
- Gestures and body language
- Direct and indirect language patterns
Module 8: Practical Guan Xi: How to Establish and Build Relationships

Module Description

The way Americans go about establishing business relationships is very different from how the Chinese do so. So different in fact, that it often prevents business deals from closing. On the upside, relationships tend to endure for many years; on the downside, it can take a very long time to develop them.

While all Chinese are familiar with the terms quan xi and quan xi wan, few Americans can appreciate or even understand the importance of these terms. The process of developing relationships is one that Chinese spend a great deal of time on and foolish Westerners completely ignore. Learn techniques that can shorten the time and deepen the relationships necessary for business to succeed.

Topics Covered

The Relationship Element

• Establishing trust
• Likeability

• Benefits and Obligations
• How to lose
• How to build

The Exchange of favors
Module 9: Chinese Business Practices, Customs, and Etiquette

Module Description
Business practices vary depending on what area of China one is looking at and the nature of the industry one is in. That said, there are certain business practices and cultural patterns that are important in conducting business anywhere in China. And while the Chinese don’t expect foreigners to know all of their customs and courtesies, the more one knows, that better off one is. Many have such low expectations of the average Westerner, that if one simply is able to pronounce names properly, you standout from the crowd.

Topics Covered
• Names and Titles
• Contracts and Side Deals as incentives
• Understanding the purpose and format of meetings with Chinese business people.
• Bargaining and negotiating tactics.
• Meeting protocol
• Differences in decision making and problem solving
• How to use intermediaries
Module 10: Chinese Social Etiquette: The Behavioral Side of Developing Personal Relationships

Module Description

In the orient, the lines between business and social are often blurred—business and social activities are not put in separate pots, never to be mixed. So it pays to understand the social etiquette associated with guest-host relations, being invited into someone’s home, the culture of food, and the giving gifts. Gifts can be especially problematic since it occurs in both social and business contexts and expectations can be very different.

Topics Covered

• Entertaining and Socializing
• Guess-Host Relations
• Formality and Informality
• Gift Giving and possible responses
• Typical Social xxxx
Module 11: The Chinese View of Business Strategy

Module Description

The pyramids in Egypt, the Great Wall of China, the Coliseum in Rome are works that have withstood the test of time; as has Sun Tzu’s “The Art of War.” Written around 600 B.C., it is still writing read by business and military leaders throughout Asia. It discusses timeless strategies that worked for the heads of Chinese city-states, that will work for you.

A sample of these ideas include: “To fight and conquer in all your battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting,” or “Do not repeat the tactics which have gained you one victory, but let your methods be regulated by the infinite variety of circumstances.” Through a series of exercises, you will learn how to apply these ideas in your life.

Topics Covered

- Introduction
- The Layout of the Book
- Selected Discussion of Chapters
- Applications