

**Illustrative - Procedural and Cultural "Do's and Don'ts"  
across Key International Geographies**

1. **Hong Kong**
2. **Singapore**
3. **Russia**
4. **UK**
5. **Gulf**
6. **North America (Canada and USA)**

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## 1. Hong Kong

### Legal/Procedural

- After July 1, 1997, China resumed sovereignty over Hong Kong. China has pledged to keep Hong Kong's capitalist economy, currency, free-market policies and lifestyle unchanged for 50 years from that date, with the territory becoming an autonomous Special Administrative Region. All rights have been incorporated into the Basic Law, which serves as Hong Kong's constitution. In addition new laws are being put in place by the HKSAR Legislature.
- Hong Kong's legal system is firmly based on the rule of law and the independence of the judiciary. This principle is enshrined in the Sino-British Joint Declaration.
- As a leading trading and financial centre, Hong Kong is strongly committed to the protection of intellectual property. All intellectual property rights, namely patents and trade marks, will be safeguarded if they have been registered with the Hong Kong Special Administrative Region Government.
- Diversity and equality are important buzzwords that are used throughout all corporations so pay attention to what that means for your business.

### Business Culture

- Business cultures vary, depending on whether you are dealing with a small (family run) business or a large multinational conglomerate.
- The smaller businesses run in a highly centralized manner.
- Confucian beliefs are still important - such as respect for seniority and age, loyalty to family, saving face.
- It can be difficult for subordinates to give bad news to their managers. Crucial information may be held back to save face.
- Show respect to key people by standing as they enter the room, treating their business card with regard and addressing issues through them rather than through the most fluent foreign language speaker.
- Team members will expect managers to give instructions and anything left out of the instructions will likely not get done.
- Women will have managerial positions in the workplace, and will be more prominent than in other Asian countries. There may be some men with traditional Confucian views about women, but the area has been heavily influenced by Western equality for women in the workplace.
- Dress codes vary, but standard dress attire is usually appropriate. Keep the weather in mind when choosing apparel. The common outfit would be dark business suits for men and women and ties for men. Designer labels are impressive.
- Voices can be raised and tempers may seem frayed, but this is more likely to be a sign of animation and interest than hostility.

### Gifts and Entertaining

- Gift giving is an important ritual. Gifts should be wrapped but need not be expensive. Always refuse a gift two or three times before you accept it. You do not have to open it in front of the gift giver.
- A great deal of business is done at meal times. If entertaining, do it well.

- Questions about family and health are good icebreakers.

#### Don'ts

- Do not cause someone to “lose face” in front of their co-workers (ie through teasing).
- Avoid talking about politics, especially the internal political situation in HK.
- Do not assume a high level of English language skills, especially in the smaller family run company. Ask lots of questions and go over things multiple times to make sure that you are being understood.
- Avoid physical contact; even patting someone on the back might make them uncomfortable.

#### Links

- <http://www.worldbusinessculture.com/Business-in-Hong-Kong.html>
- (Tips on entertaining) <http://www.worldbusinessculture.com/Meals-and-Entertaining-in-Hong-Kong.html>
- (Banking Ordinance) <http://www.hkllii.org/hk/legis/en/ord/155/index.html>

## 2. Singapore

### Legal/Procedural

- Business structures tend to be more hierarchical with decisions made at the top before being cascaded down the chain.
- Hugging and kissing in public is forbidden.
- Smoking is prohibited in all public buildings, transportation, all air conditioned places, and restaurants, including food courts.

### Business Culture

- The term 'kiasu' is very widely used in Singaporean language and its literal meaning is 'fear of losing'. This indicates the desire to always want to be the best, come out first and never lose out. Some say it keeps standards high while others claim it leads to a graceless society.
- It is unusual for people to openly discuss disagreements about a decision made. It is better to wait for a private meeting.
- Age is automatically respected and therefore poses as a problem for someone younger to interact with senior level management.
- Rank is extremely important and as such, the eldest person in the group is revered.
- Dress codes are less formal than in many other countries with suits and jackets being used only in the most formal of occasions. Women should make sure their dress is not too revealing.
- The group (company or department) is viewed as more important than the individual.
- Singaporeans are soft-spoken and believe that a calm demeanour is superior to a more aggressive style.
- There are three major ethnic groups in Singapore: Chinese, Malay, and Indian. As all three have different customs, it is wise to ask how a person wants to be addressed and use the full title and name until otherwise told by that person.
- A light handshake is the common form of greeting in business situations. Wait until a woman extends her hand to lightly shake it.
- Humour, while lightly appreciated in social situations, can be confusing and undermining in a more serious business context.
- Women play an active and senior role in business and can be seen across all functions of an organization.
- Appointments are necessary and should be made in writing (although telephone, fax and email are more accepted now) two weeks in advance.
- You should arrive at a meeting on time. Small talk will take place before a meeting at which point business cards can be exchanged with both hands. When handing over a business card, make sure that the typeface is facing the recipient. When accepting a business card, take time to study the card before carefully placing it in a business card case. The way you treat the business card transactions is indicative of how your business relationship will proceed.
- When entering a room, people tend to wait to be told where to sit as it is usually determined by status.
- Since questioning authority is taboo, make sure that when you give a presentation, you encourage questions and you smile when a question is finally asked.

- Never criticize or disagree with someone who is senior to you as this may cause both parties to lose face and could potentially destroy the relationship.
- Pay attention to body language and non-verbal communication.

#### Gifts and Entertaining

- Be careful when giving or receiving gifts as noted above that bribery is against the law in Singapore. Be careful with giving gifts as they can be misconstrued as bribery. There are strict laws against bribery.
- When giving gifts though, some tips to remember:
  - Offer gifts with the right hand, or both hands if the gift is large. A gift is usually not opened immediately when received.
  - Avoid flowers as they may be associated with funerals or death.
  - Avoid giving alcohol as many Malays, Muslims, and some Indians do not drink.
  - Do not give leather goods to Hindus or pigskin goods to Muslims.
  - According to Chinese, cutting utensils have the connotation of wanting to sever the relationship, and clocks, handkerchiefs, and sandals are associated with death so these are items to avoid.
  - It is a good idea to give a token item such as pens with corporate logos.
- Entertaining is a very important part of the business world. Do not be surprised if there is a business dinner scheduled for every night of the week. Consider these dinners as a time to socialize and build relationships rather than discuss business.
- Most dinners and entertaining take place in restaurants as it is very unusual to be invited to one's home.
- Allow the host to order all the dishes for the meal. The food is usually brought to the table all at once and all are expected to share.
- The Chinese will use chopsticks for most food and spoons for soup. Western cutlery will be available if one is uncomfortable. If using chopsticks, never leave the chopsticks sticking upright in the rice bowl. It is polite to leave some food on your plate at the end of the meal.
- Malays and Indians use a spoon and their hands to eat. Never use your left hand to eat which is considered to be unclean.

#### Don'ts

- Do not show disrespect by expecting a person with a certain status level or someone who is more senior to deal with a younger or more junior associate.
- Do not make intense eye contact with a senior or older person. This will be seen as a sign of disrespect.
- Do not be impatient in business negotiations. This will be seen as a sign of weakness to your Singaporean counterparts.

#### Links

- <http://www.worldbusinessculture.com/Business-in-Singapore.html>
- <http://www.communicaid.com/access/pdf/library/culture/doing-business-in/doing%20business%20in%20singapore.pdf>
- <http://singapore.angloinfo.com/countries/singapore/etiquette.asp>

### 3. Russia

#### Legal/Procedural

- Laws are constantly being rewritten. Law breaking and rule avoidance is an art form.
- Contracts are only “valid” if supported by close personal friendships.
- Networking is extremely important. (A good meal will cement a relationship. A few vodkas will also help things along.) Personal relationships are valued above business contracts.
- People believe what they have heard over what they have read. Do not put something in writing without also communicating it verbally.

#### Business Culture

- A firm handshake with several light shakes is an accepted custom on a meeting between men. When one of the parties to the meeting is a woman, a short handshake is sufficient.
- It is customary to address a woman by her surname and not by her first name.
- Most business people have a good command of English in Moscow and St. Petersburg. Try to ascertain language levels before the meeting.
- Try to avoid business meetings in the months of July and August or around the times of national holidays.
- There are very few women in senior management positions. Businessmen are more comfortable dealing with other men.
- Management style is decisive/clear/visibly in control. Subordinates receive precise instruction on allocated tasks. Communication is mainly from the top-down, because too much consultation is seen as a weakness. (Subordinates will expect detailed instructions and ask few questions.) Inclusive/caring management styles may be seen as weak.
- Formal meetings are serious events. Smiling, laughing, joking are very offensive during a formal meeting.
- Russians will think in silence before answering a question. Give them time and silence - do not be offended or embarrassed by silence.
- Russian attitudes towards business can vary from region to region.
- Dress: a dark suit for men with a tie and white shirt, and the same for women, that is, a dark suit with a light colored shirt. Women are recommended to wear a skirt of conservative length.
- Take care to hang your jacket or coat in the cloakroom that is to be found in all restaurants and offices. Do not hang your jacket or coat on the back of a chair.

#### Gifts and Entertaining

- Acceptable gifts for business meetings are items for the office, quality pens (including pens with your company logo) and selected wines.
- Do not under any circumstances present vodka as a gift as this is interpreted as a reflection on the poor quality of the contents of your host's drinks cabinet.
- On receiving an invitation to a home, luxury chocolates or a scarf for the hostess would be a welcome gift - or an uneven number of flowers are acceptable on visiting a house of mourning.
- Do not give red flowers as these are a symbol of love and romance.

- When invited to a home, take off your shoes. You will be offered slippers.
- Don't expect a tour and avoid politics when engaging in small talk.
- Keep in touch after the initial meeting.

#### Don'ts

- It is considered impolite to stand with one's hands in one's pockets in a public place.
- Avoid talking too loudly, smiling too much, or apologizing all the time.
- It is not appreciated when one is being false.
- Do not make snap judgments.

#### Links

- [http://russia-travel.suite101.com/article.cfm/russian\\_culture\\_tips](http://russia-travel.suite101.com/article.cfm/russian_culture_tips)
- (Superstitions) [http://russia-travel.suite101.com/article.cfm/russian\\_superstitions](http://russia-travel.suite101.com/article.cfm/russian_superstitions)
- <http://www.worldbusinessculture.com/Russian-Business-Style.html>
- (Management style) <http://www.worldbusinessculture.com/Russian-Management-Style.html>
- (Communication style) <http://www.worldbusinessculture.com/Russian-Business-Communication-Style.html>
- (Expectations at Business Dinners) <http://www.worldbusinessculture.com/Meals-and-Entertaining-in-Russia.html>

## 4. UK

### Legal/Procedural

- Employing friends and close family is common. Friends and family are covered by employment law in that they are entitled to the same kind of legal protection as the rest of your staff.
- There are a number of laws that cover disability, gender, sexual orientation, race, religion and age to make sure every person has an equal rights and opportunities.
- In public services, one needs to be aware of the rights of others in your treatment and languages in that there is no form of discrimination used.
- Be aware of the rights surrounding personal information. Any information collected may not be revealed to other sources as the information is protected under the "Data Protection Act".
- It is discriminatory to ask questions during an interview about personal circumstances such as: marital status, children, domestic obligations, marriage plans, or family intentions.
- A visitor or new resident may drive for twelve months before a driving test is required.
- There is a basic law governing business gift-giving. A gift cannot be given to persuade somebody to do something outside of their normal job. Many businesses ensure that their employees' record and report any gifts received or offers of hospitality made.

### Business Culture

- Experience is valued more than academics. It is common for the executive level to be comprised of people who worked their way up from the bottom.
- There may be tension between recent graduates (undergrads or MBA's, etc) who value education and upper management who have worked for years at the same company to get their promotion and loyalty.
- Middle managers try to develop a close, friendly relationship with their staff, wanting to be seen as part of the team.
- Colleagues will always use first names amongst themselves. Surnames are used only when speaking to customers or clients. If there is a circumstance to be in a conference or writing official documents, the common practice is to use the full title of the participant (ie: Mr. Chairman, The Commander-In-Chief, etc.)
- There is a formal dress code of dark grey or blue suits but there is a slow change towards more casual dress happening.
- Third-party introductions are preferred but if not possible, a firm handshake and a polite 'how do you do?' are acceptable. A gentleman should always wait for a female to proffer her hand before squeezing it gently.
- The easiest times of the day to schedule an appointment is usually mid-morning (approx. 11 a.m.) and mid-afternoon (approx. 4 p.m.). Avoid the months of July and August as these are times of annual school holidays, and the time between Christmas and New Year.
- A meeting is usually viewed as a place and time to discuss and debate potential solutions in following with the democratic belief system. While there may be a general consensus, the final decision usually lies with the managing director or CEO whether they are in attendance of the meeting or not.

- There is a lot of preparation required for an effective meeting. Make sure to bring a large supply of business cards to be handed out at the end of the meeting and that you have the proper materials to make an effective presentation.
- An agenda is usually predetermined and it is more or less kept on schedule.

#### Gifts and Entertaining

- Giving gifts is not a normal part of British business culture. Indeed, British business colleagues are quite likely to feel embarrassed to receive any gift at all. The only exception would be at the conclusion of a deal when it might be appropriate to give a unique commemorative item to mark the occasion.
- Business gifts are never exchanged at Christmas but it may be appropriate to send a card, particularly as an expression of thanks to your business associates but also as a means of maintaining valuable contacts.
- Whenever you have been a guest in a home, you should definitely send a hand-written thank-you note.
- It is reasonably common to have a business lunch. The venue would most likely range from the local pub to more elaborate and expensive restaurants depending on the business opportunity or guest. It is likely that British business people will choose to drink alcoholic beverages but it is completely acceptable to opt for soft drinks.
- When at dinner, there may be more pressure to join in the 'drinking culture' with a few drinks.

#### Don'ts

- British misinterpret direct speech as being rude, aggressive, and arrogant. Direct speech may include questions and orders posed in a blunt, forward manner.
- Do not self-promote but it is acceptable to promote your company and its products.
- Topics to avoid include: Northern Ireland, religion, the monarchy and the Royal Family, partisan politics, The European Union, Brussels, the Euro, the Middle East, personal questions about a person's background, occupation, or religion, class and class system, race and immigration, sex (particularly homosexuality).
- Do not trail off in mid-sentence rather speak in full, complete sentences. Also, do not interrupt when someone is speaking. Pay attention to the intonation as the voice will go down to indicate the end of a sentence and thought.
- Do not put pens, pencils, etc. in your shirt or jacket breast pockets. You may wear an ornamental silk handkerchief in your jacket pocket though.
- Do not wear a striped tie as the stripes might 'belong' to an institution (school, university, military regiment, or club) of which you are not a part of.
- Britons do not like when 'Americanisms' such as "Have a nice day" are used. The objection lies in the lack of sincerity that is implied. It is proper to simply say "goodbye" or "good evening".

#### Links

- <http://www.worldbusinessculture.com/Business-in-Britain.html>
- [http://www.executiveplanet.com/index.php?title=United\\_Kingdom](http://www.executiveplanet.com/index.php?title=United_Kingdom)

## 5. Gulf

### Legal/Procedural

- Nepotism is viewed positively.
- Labour law in UAE is loosely based on the International Labour Organization's model. This governs most aspects of employer/employee relations including hours of work, leave, termination rights, medical benefits, and repatriation.
- There are no trade unions in UAE and any employer/employee disputes are adjudicated by the Ministry of Labour and Social Affairs. Strikes and lockouts are forbidden.
- It is inappropriate (illegal in some areas) in the UAE for foreigners to dress in local garb.
- Hugging and kissing in public is forbidden.
- A non-National may not work in the UAE for a period of one (1) year if the employee abandons the work without a valid reason before the expiry of the definite term contract.
- Where National workers are not available, preference in employment shall be given first to workers of other Arab nationalities and secondly to workers of other nationalities.

### Business Culture

- Loyalty to the family comes before other social relationships including business.
- There is not an issue of personal space as is custom in most western cultures and there may be arm-touching to enhance a conversation.
- It is preferred to do business with those that have established a personal relationship; a letter of introduction from someone they know allows them to trust you.
- There is a great deal of time spent on the getting-to-know-you part of relationship building.
- Impatience is considered bad manners and may deleteriously affect future business dealings.
- Relationships take time to grow and must be nurtured. This may require several visits.
- Communication is indirect in that one may tell people what they think they want to hear if to do otherwise would make the other person uncomfortable.
- It is a good idea to privately confirm agreements that have been given in public so you may determine if the person was merely trying to save face.
- Communication is quite formal and follows a hierarchical structure showing deference to the most senior person in the group.
- If displeased with your behaviour, a businessperson may prefer to have an intermediary discuss the situation with you rather than confront you themselves.
- Every ruler conducts a daily open majlis (reception - literally sitting) for a couple of hours in the early evening. All are welcomed regardless of nationality and it is an excellent opportunity to meet not only the rulers but also other prominent locals and foreign businessmen.

- Friday is the Muslim holy day and all businesses are closed. During the holy month of Ramadan, all Muslims must fast from dawn to dusk and work minimal hours. Expatriates do not have to fast but they are not permitted to eat, drink, smoke, or chew gum in public.
- It is appropriate to make appointments for times of day rather than precise hours. Avoid scheduling formal meetings for lunchtime between 1-3 PM.
- One is expected to make impromptu social calls when in the area so expect a lot of interruptions and delays.
- Morning meetings are preferred. Avoid scheduling meetings during July and August as many tend to go abroad during the hottest time of the year.
- Meetings are not private until a good relationship has been established or there is a need for confidentiality. Expect many interruptions throughout with people starting separate discussions and the need to refocus back to the topic at hand.
- Business meetings will start after prolonged inquiries about family and health.
- Titles are important and it is common to use 'Mister' as well as any academic or political title along with the first name.
- People tend to use the term 'Inshaallah' a lot when they feel that the work is beyond them.
- 'Sheikh/Arbab' is a good title to use for old men and 'Hajji' is used for those who have undertaken religious obligation.
- Do not use only the first name unless expressly invited to drop the titles.
- It is customary to have extensive breakfasts on Thursday mornings within groups.
- It is beneficial to learn local terms for certain phrases such as "hello", "how are you?", "welcome", and the appropriate responses. The traditional greeting is
- Have one side of your card translated into Arabic and present that side to the recipient.
- Present and receive business cards with two hands and make a point of studying the received card before putting it into a business card holder.

#### Gifts and Entertaining

- If invited to a home, bring a houseplant, box of imported chocolate, or a small gift from your home country.
- Always say that the gift is for your host not your hostess as you may not even be seeing your hostess.
- Flowers are inappropriate from a man but a woman may bring some for her hostess. Any gift must be the best affordable. Never, however, buy gold jewellery or silk garments for your host as both are deemed effeminate in Islam. Traditional perfume is the gift most appreciated by Arabians.
- Do not give alcohol.
- Present the gift with two hands.
- Entertaining is often done at home but sometimes at hotels, clubs, or restaurants. It is often same-sex entertaining.
- Check to see if your host is wearing shoes. If they are not, remove shoes at the door.
- Accept any offer of coffee or tea. To turn down hospitality may be considered as a rejection of the person. The exception to this rule is when a ruler offers you coffee. When one is received by a ruler in private audience, there is a

curious coffee custom. The ruler will ask if the visitor would like some coffee and the visitor should refuse. The ruler may try to insist but the more strongly he does so, the firmer must be the refusal. If coffee (or anything else) is physically offered, e.g. by a coffee bearer, there is no such restriction and all are expected to indulge.

- If you are invited for a meal, there will be a great deal of socializing and small talk done before the meal. The evening will end quite quickly after the meal.
- It is expected that a reciprocation of hospitality be extended for any you receive.
- If the meal is served on the floor, sit cross-legged or kneel on one knee. Never let your feet touch the food mat.
- Eat only with your right hand.
- Try a bit of everything that is served and expect to see more food than you can possibly eat. It is customary for your host to keep offering you food even when you mention you are full.
- Honoured guests are often given the most prized pieces such as the sheep's head.

#### Don'ts

- Do not schedule business meetings during prayer times or any of the major Islamic holidays such as Ramadan or Eid.
- Don't expect a scheduled one-on-one meeting to include only yourself and the other person in the room.
- Don't ask about a person's wife or daughters.
- Don't assume the person who asks the most questions or talks the most in meetings is the most important person present.
- Do not slap someone on the back or point at them with your finger.
- Avoid looking at your watch when speaking with businesspeople as it is a sign of disrespect.
- Do not use high-pressure sales tactics.
- Do not try to rush things. Decisions are made slowly and if rushed, you will give offence and risk ruining business relationships.
- When sitting on the floor, do not have the soles of your feet facing anyone as this is a sign of dismissal.

#### Links

- <http://www.communicaid.com/cross-cultural-training/culture-for-business-and-management/doing-business-in/UAE-business-and-social-culture.php>
- <http://www.asiatradehub.com/uae/employment.asp>
- <http://www.kwintessential.co.uk/resources/global-etiquette/bahrain-country-profile.html>

## 6. North America (Canada and USA)

### Legal/Procedural

- Canada is officially bilingual and therefore French translations should be provided for any marketing and promotional literature. This is especially true for areas in and around Quebec.
- Canada and USA have one of the most progressive and complex employment and labour law systems in the world.
- The major topics in the workplace today are: Affirmative Action, Discrimination based on Age, Race, Ethnicity, and Sexual Orientation, Diversity, Disabled Workers, Equal Employment Opportunities, Safety in the Workplace, Privacy Rights, and Religious Protection.
- Interviewing questions should be focused on qualifications and abilities to do the job. It is unlawful to ask questions concerning marital status, race, age, sexual orientation, religion, disabilities, arrests, or financial conditions.
- It is beneficial to know where the Language Instruction for Newcomers (LINC) assessment centre is in your community and register for language classes.

### Business Culture

- The United States tend to be more confrontational and direct in their speech whereas Canadian communication patterns are more discreet, reserved and tactful. Canada is still more direct than the UK in that Canadians say what they mean and prefer to put any problems on the table for discussion.
- In the major cities, a business suit and tie are appropriate for men and conservative suit or dress appropriate for women. In the rural parts of the country it may be more appropriate for casual dressing.
- Many companies have abandoned traditional hierarchical business approaches in favour of leaner, flatter structures.
- Managers will consult widely when a decision is called for and expect input from all concerned parties. The final decision still lies with the manager.
- The manager is not expected to be the most technically-savvy person on the team but is rather judged on their people-management skills.
- Co-workers of the same status tend to address each other with first names. When addressing someone older or with a significantly higher status, it is appropriate to use the professional title and last name.
- On meeting and leaving your Canadian counterparts, it is important to use a firm handshake and use direct eye contact. Men may offer their hand to a woman without waiting for her to extend hers first.
- The exchange of business cards is common practice. It is appropriate to have your business card translated to include French and English if doing business in Eastern Canada (Ottawa or Quebec). Most business cards have your academic title or degree printed on them as education and status is highly regarded, especially to French Canadians.
- North Americans like their space and prefer to be at an arms length when speaking to someone.
- It is essential to schedule business appointments many days in advance and confirm the meeting as well.

- People expect to be heard and listened to in meetings regardless of their rank or status in the company.
- Detailed preparation prior to meetings is expected - decisions are not usually made until all the facts are at hand.
- Breakfast and lunch meetings are very common where the business dinner is less common but still acceptable. In Canada, it is not acceptable to discuss business over food but rather wait to finish the meal before discussing business matters. In the United States, it is more likely to discuss business throughout the meal.
- Meeting procedures usually follow the Anglo-Saxon approach where one-at-a-time speaking is acceptable and where interruptions are frowned upon.
- It is unusual for meetings to become aggressive or heated as an emphasis is put upon being courteous and polite.
- Attendees are expected to be well-prepared with backup materials as decisions tend to be made upon empirical facts rather than hunches or gut reactions.

#### Gifts and Entertaining

- Do not give white lilies as they are used in funerals.
- Do not give cash or money as a gift.
- Gifts are usually opened immediately when received Table manners are relaxed and informal in Canada except for Quebec where it is a bit more formal.
- Canadians tend to hold the fork in the left hand and the knife in their right while they eat.
- Wait to be shown to your seat.
- Do not begin eating before the hostess starts.
- Feel free to refuse individual foods or drink without giving an explanation.
- It is acceptable to leave a small amount of food on your plate at the end of the meal.
- In more formal situations, it is protocol for the host to make the first toast and for you to reciprocate later on in the meal. Women may give toasts.
- If invited to someone's house for dinner, bring a good box of chocolates, flowers or a bottle of wine.

#### Don'ts

- Do not assume that Canada and The United States are identical. While there are many similarities, there are drastic differences that most are very sensitive to.
- Do not disregard anyone in a meeting based on age or status. All concerned parties are expected to be addressed and listened to.
- Do not discriminate based on age, race, sex, disability, sexual orientation.
- Don't discuss areas of one's personal life, such as family or other personal affairs during business negotiations.
- Don't overemphasize your company's abilities or appear too boastful. One should never overstate your business competence.
- Never give the "V for Victory" sign with your palm facing inwards.

#### Links

- <http://www.worldbusinessculture.com/Business-in-Canada.html>

- <http://www.worldbusinessculture.com/Canadian-Business-Communication-Style.html>
- <http://www.communicaid.com/access/pdf/library/culture/doing-business-in/Doing%20Business%20in%20Canada.pdf>
- <http://www.kwintessential.co.uk/resources/global-etiquette/canada.html>
- <http://www.hrsdc.gc.ca/en/home.shtml>

#### Other Links for General Info

- <http://www.kwintessential.co.uk/intercultural-business-communication/tool.php>
- <http://globaledge.msu.edu/resourcedesk/culture.asp>
- [http://www.goinglobal.com/topic/cultural\\_advice.asp](http://www.goinglobal.com/topic/cultural_advice.asp)
- <http://www.getcustoms.com/2004GTC/articles.html>
- <http://www.dhl-usa.com/IntlSvcs/Cultural/CulturalTips.asp?nav=InternationalService/CultTips>