

摘 要

作为商务交际的一个子领域，跨文化商务沟通具有其特殊性。它需要对不同的商务团体与个人间的文化差异加以考虑，需要处理文化背景不同的经营管理者之间的矛盾冲突，因此文化商务沟通呈现出独特的复杂性，而这种复杂性导致了非语言沟通在跨文化商务沟通中出现了一系列的障碍。因此，笔者从跨文化商务沟通中的非语言沟通的障碍和策略的研究为出发点，分析在跨文化商务沟通中的非语言沟通所产生的障碍，比如在跨文化商务谈判中直接且外露的面部表情、跨文化商务会议中繁杂不一的手势动作、跨文化商务接待中障碍性的肢体接触，提出了解决跨文化沟通中障碍的几种策略，比如在跨文化商务谈判中控制面部表情、在跨文化商务会议中领会手势动作、在跨文化商务接待中谨慎进行肢体接触等。笔者希望这些障碍和策略的研究为构建和完善跨文化商务沟通中非语言沟通的体系提供理论参考。

关键词：跨文化商务沟通；非语言沟通；障碍；策略

ABSTRACT

As a subdomain of business communication, cross-cultural business communication has its unique characteristics. It requires consideration of cultural differences between different business groups and individuals, as well as addressing conflicts and conflicts between managers with different cultural backgrounds. Therefore, cultural business communication presents unique complexity, which leads to a series of obstacles in nonverbal communication in cross-cultural business communication. Therefore, starting from the research on the obstacles and strategies of nonverbal communication in cross-cultural business communication, the author analyzes the obstacles generated by nonverbal communication in cross-cultural business communication, such as direct and exposed facial expressions in cross-cultural business negotiations, complex gestures and movements in cross-cultural business meetings, and obstructive body contact in cross-cultural business receptions. Several strategies to solve the obstacles in cross-cultural communication are proposed, such as, controlling facial expressions in cross-cultural business negotiations, understanding gesture movements in cross-cultural business meetings, and making cautious physical contact in cross-cultural business receptions. The author hopes that the research on these obstacles and strategies will provide theoretical reference for building and improving the system of nonverbal communication in cross-cultural business communication.

Key words : cross-cultural business communication; nonverbal communication; barriers; strategies

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Chapter One Introduction

In the current era, exchanges between all walks of life and countries are increasingly frequent. In the process of communication, the use of language and non-language is very important, so the correct use of language and non-language is related to the smooth communication in cross-cultural business communication. Therefore, it is very important to understand the use of verbal and nonverbal communication. For most people, the understanding of verbal communication is very sufficient, but nonverbal communication is also very important.

Nonverbal communication accounts for a large proportion of cross-cultural business communication, so we should not only focus on verbal communication, but also understand nonverbal communication. After mankind entered the 21st century, trade exchanges have undergone earth-shaking changes, and business communication and communication are entering a new stage of development. Without communication, there can be no real human society; Without efficient modern business communication, there can be no commercial scene of modern civilization and development.

Cross-cultural business communication usually refers to the communication behavior between people from different cultural backgrounds. It is usually a cultural phenomenon that people from different cultures contact and learn from each other through certain ways and means, and thus develop continuously. As a sub-field of cross-cultural communication, cross-cultural business communication has its particularity. According to the information content of communication, 35% of verbal communication and 65% of nonverbal communication, nonverbal communication plays a huge role in cross-cultural business communication. Because cross-cultural business communication needs to consider the cultural differences between different business groups and individuals, and needs to deal with the conflicts between managers with different cultural backgrounds, which makes cross-cultural business communication show unique complexity. Therefore, in cross-cultural business communication, it is necessary to study and analyze nonverbal communication.

Chapter Two Content and Role of Nonverbal Communication in Cross-cultural Business Communication

In cross-cultural business communication, nonverbal communication plays a crucial role, covering facial expressions, gesture movements, physical contact, and more. Non verbal communication plays a significant role in cross-cultural business communication, such as creating impressions, replacing language, communicating emotions, and regulating information.

2.1 Content of Nonverbal Communication

Non verbal communication refers to the information presented through non verbal means, including important parts such as facial expressions, gesture movements, and physical contact.

2.1.1 Facial Expression

The meaning of facial expression depends on the situation and relationship. The face and eyes are the most noticeable parts of the body and are very complex expression channels: because there are too many expressions, and the expression changes too fast. Facial expressions can basically be divided into surprise, fear, anger, disgust, sadness, but can also be combined at the same time. If you know the other person or the situation at that time, you may correctly judge the emotion represented by the other person's facial expression. However, in cross-cultural business communication, the people we are facing are not from the same country. Therefore, we need to know each other's country and local culture in advance when communicating. For example, in American culture, smiling is a typical way to express happiness, but it also has other functions, such as expressing love, expressing politeness, or concealing true feelings. Because of different cultural backgrounds, smiling can also cause misunderstanding. For example, many Russians believe that smiling at strangers in public is unusual, even suspicious, while many Americans often smile at strangers in public without restraint. So Russians think that Americans always smile at inappropriate occasions, while Americans think that Russians are too mean to smile. In Southeast Asian culture, smile is often used to cover up emotional pain or embarrassment.

We can express emotions and attitudes with our faces, but we can't measure the recommender as we judge the facial expressions of native people. Different individuals in

different cultures have different facial expressions. People from one cultural background do not express their feelings openly like people from another culture. This does not mean that they have no feelings, but that they have cultural constraints on nonverbal expressions.

If we measure people who express their feelings in different ways according to our own cultural standards, we may make mistakes in making incorrect judgments about others.

2.1.2 Gesture Movements

Gestures are the most common and important in the process of cross-cultural communication. Due to the rich and diverse gestures, it is also easy to cause misunderstanding in cross-cultural business communication due to cultural differences between China and foreign countries.

Although there are regional differences in communication mode, Americans usually use moderate gestures. They rarely make gestures with elbows above their shoulders, because this is considered too emotional or even angry; One exception is to wave hello or goodbye. Italians, Greeks and some Latin Americans use powerful gestures when speaking, although Chinese and Japanese tend to put their hands and arms close to their bodies when speaking. Most cultures have standard gestures in daily life, such as greeting someone and saying goodbye; When talking with people from other cultures, we should learn and respect these gestures. Because gestures from one culture may be misunderstood by people from another culture, when communicating in an international business environment, we should fully understand the meaning of these gestures to better communicate.

2.1.3 Physical Contact

Physical contact refers to communication through physical contact. If used properly, physical contact can create a sense of warmth and trust; If used improperly, it will lead to distrust and even annoyance. Some cultures feel that physical contact is normal, while others will avoid physical contact.

In human communication activities, the information transmission of eyes is subtle, while the signal sent by handshakes is straightforward. In many international business occasions, when business people meet for the first time, handshake has become a widely accepted way of contact, replacing or supplementing the traditional greeting etiquette. Handshaking is widely recognized as a means of expressing friendship and intimacy. However, different countries have different habits of shaking hands. For example, in the United States, men shake hands very hard. Russians

do not allow two people to shake hands across the door or across the threshold. They think it is unlucky to do so. There is nothing taboo about Chinese handshake. The opposite sex shakes hands. If the woman does not extend her hand, the man cannot shake her hand. In some European and Asian countries, men usually do not shake hands with women unless they reach out first. However, in some African countries, it is usually men who reach out to women first. Japanese people are used to bow and shake hands with foreign business partners, but their arms extend farther.

Behaviors may have different meanings in different countries due to cultural differences and customs. We should understand the cultural customs of the other country before international negotiations, and learn how to integrate and negotiate with other cultures to improve the success rate of international business negotiations.

2.2 Effect Roles of Nonverbal Communication

Non verbal communication refers to the information presented through non verbal means, including important parts such as facial expressions, gesture movements, and physical contact.

2.2.1 Creating Impression

A kind expression conveys friendly relations to others, while a stiff face conveys a signal of indifference and alienation to others. In real life, smiling is the basic requirement of being polite to others. It is a sign of mental health. Smile is a kind of knowing and friendly smile. It is the most attractive and valuable facial expression in social occasions. It is pleasing to both oneself and others. Psychologists have done such an experiment, taking 100 people as subjects and asking them to judge according to the photos of strangers. Say who has the best impression and who has stronger moral character and ability. Results 90% of the subjects pointed out that the person with a smile had the best ability, conduct and impression. It can be seen that smile plays an important role in creating a good image of oneself. In the interview, applicants should put smile through the whole process of the interview. Pass the information of friendliness, attention, respect and understanding to the interviewer with a sincere smile, build a good image in the interviewer's heart, and then increase the probability of successful interview. For the interviewer. A timely smile also helps to create a harmonious and harmonious communication atmosphere. A moderate smile often gives great encouragement to the applicants for the first interview, thus helping the smooth progress of the interview.

Facial expression is the universal language for effective communication in the world. The interpretation of facial expressions in different countries or cultures is highly consistent. For example, the Japanese always greet and send off guests with a smile at any time, even if their family members die and the Chinese people are obviously different. All kinds of human emotions can be reflected through facial expressions very sensitively. The changes of facial expressions are very fast, agile and detailed, and can reflect the feelings and transmit information truly and accurately.

2.2.2 Alternative Language

In nonverbal communication, there is a kind of vocal communication which is widely used in daily life, study and life. It is a way of communication through the nonverbal voice emitted by the vocal organ or some part of the body. It is mainly manifested in the level of the voice, the strength and the control of the cadence when people speak, or the pause and silence of the speech will have the effect of meaning.

In the noisy construction site or parking lot. People can't hear each other. You can use gestures to command the crane's work, parking position and distance. There should be a tense and serious atmosphere in the live firing range. In addition to giving normal commands before and at the end of shooting, the teacher gives students a normal command during shooting. During the shooting process, the command is not given to a single or part of the students, but only a brief prompt to avoid scaring other students and causing business accidents.

In certain scenarios. We will find that even if the other party doesn't say a word, we have learned the other party's meaning from the other party's expression. When one cannot listen or speak. Nonverbal symbols often replace words to express meaning. This substitution is conditional, that is, it must be applied under the same cultural atmosphere or generally accepted rules. Otherwise, it is easy to cause misunderstanding

2.2.3 Communication of Feelings

In the process of communication, listening is as persuasive as speaking, because listening attentively to others. It means that the listener attaches great importance to the speaker's views. It can make the other party trust and favor you, and make the speaker form a pleasant and tolerant psychology. In most cases. Listening to a conversation with active thoughts, novel ideas, large amount of information and large emotional fluctuations, the listener is even more tired than the speaker, which requires active listening. The listener is required to concentrate, actively mobilize knowledge, experience reserves and feelings, make the brain nervous, and immediately

recognize, classify, decode and respond to the signal after receiving it. Show understanding or doubt, support or opposition, pleasure or pain, etc. Proper listening is a kind of respect and trust for the other party.

In sales and interpersonal communication, people's every move expresses specific meanings and attitudes. When we interact with people above ourselves, our hearts become tense and our muscles tense. Our thoughts and emotions are expressed through our physical gestures. If the body leans slightly towards the other person, it indicates enthusiasm and interest; Leaning back indicates arrogance; Turning sideways indicates disgust, contempt, etc. Chinese traditional culture attaches great importance to the gesture of communication, which is considered a very cultured expression. If you want to make a good impression on others in sales, you should pay attention to the posture of meeting them. If you are listless when meeting someone, they will think they are unwelcome; If you don't face the other person squarely and look left and right, the other person will suspect that you have no sales sincerity.

2.2.4 Modulating Information

In complex shopping malls, listening enables you to more truly understand the other party's position, view and attitude, understand the other party's communication mode, internal relations, and even the differences of opinions among members of the group, so that you can take the initiative in negotiation. It cannot be denied. The speaker will also take advantage of the opportunity to speak. Send you the wrong information or information beneficial to him. This requires the listener to keep a clear head. According to what you know. Continue to divide, transition and determine what is the correct information. What is the wrong information, what is the other party's smoke screen, and then understand the other party's real intention. Make the other party less opinionated and more conducive to reaching a compromise agreement. After the prison police first established a good impression with the prisoners, the prison police became the confidant of some prisoners in the temporary ring. As a listener, it is not simple to trust, and the other party also believes that the distance between the two sides will be shortened. Listeners can better understand each other's personality characteristics, some family situations and their ideological trends. In the process of communication, important clues can also be found, which is helpful for the public security organs to give them the guidance and help they need in time.

When talking to people, clothing also conveys information and communicates with them. Clothing indicates your personality type, and a person who talks to you will often judge your

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