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Chapter 1 : 14 Tips on Business Etiquette: Setting a professional tone with co-workers, clients and custome

Here are valuable etiquette tips to follow in a variety of business situations, from meetings to meals. In the conference room Visiting a vendor or potential client in the office?

How to Conduct a Meeting This guide covers all aspects of how to conduct a business meeting. Was your last meeting successful? Were you an effective chairman or an active participant? Were those who had a contribution to make invited? Did the meeting accomplish the stated purpose? These questions and many more need to be asked and answered affirmatively in the context of how to conduct a business meeting successfully. The chairman - the one who plans, hosts, and leads a meeting - must establish a proper environment. The environment, and the feeling conveyed to the participants by the chairman, will have a great impact on the outcome of the meeting. The chairman must stimulate, guide, clarify, control, summarize, and evaluate the discussion, keeping in mind his responsibility to accomplish the meeting objectives. If he fails to perform his role effectively, the meeting may turn into meaningless discussions of irrelevant subjects, a series of pointless power plays, and even boring monologues. Business meeting management is essential and can serve as an effective method of communication within an organization. They have been rightfully categorized by some managers as time-consuming, high-priced, and nu-productive, but this need not be the case. Sometimes we expect too much from a meeting. When it fails to meet our expectations, we may be too quick to criticize. Utterback, author of Group Thinking and Conference Leadership, said, "It must not be supposed that the conference table possesses the magic property of generating wisdom when rubbed simultaneously by a dozen pairs of elbows. When there is a gathering of people with a mutual interest, the results may be as follows: Encourage participation in the subject of concern; Integrate interests; Broaden perspectives and change attitudes; Improve decision-making; and Motivate and commit participants to courses of action. The fundamental decision concerning meetings is not whether to hold them, but how to make them effective. Recent studies show that members of middle management spend 30 percent of their time in meetings. Unproductive meetings can result in substantial loss to an organization. On the other hand, a productive meeting becomes a tool for effective management communication, and serves as a vehicle for development of specific plans or the organization of specific tasks. Business Meetings Management Planning Process The key steps to be taken by the chairman in planning a meeting are as follows: Establish the meeting objectives; Determine timing and physical arrangements; Identify and invite participants; and Consider matters of protocol. Business Meeting Objectives Why is the meeting being held? What will it accomplish? Meetings are usually held for one or more of the following reasons: To disseminate new information or provide feedback; To receive a report; To coordinate efforts of a specific nature and obtain group support; To win acceptance for a new idea, plan, or system; To reconcile a conflict; To motivate members of a group; To initiate creative thinking within a group; and To solve a current problem within a group. The meeting plan should not be too broad or the meeting may be doomed from the beginning. Therefore, a wise chairman identifies realistic objectives for the meeting and is prepared to meet them. How to Conduct a Meeting Agenda Is an agenda necessary? How long will it require to carry out the agenda? Would the meeting run smoothly and be just as successful without it? The agenda should crystallize the intended meeting objective s and establish the time available to accomplish them. Whether the agenda is in writing or stated verbally by the chairman, it provides the framework to keep the meeting on target. Furthermore, it permits the chairman to devote his attention to managing the interplay of the participants. The meeting should focus on the objective s and also on reaching the objective s in a pre-established, finite time schedule. Meetings that exceed established time limits usually are not constructive because opinions begin to replace facts. Such meetings are apt to go astray and may even disintegrate into personal contests or power plays between participants. There are several other points to consider during preparation of the agenda. Notable among them are: Focus the agenda on items relating to the same general topic, if possible. Begin with a discussion of topics of major concern to participants; then, if necessary, discuss related topics of lesser importance. A meeting of this type requires fewer attendees and generates better participation in the discussion. It is difficult for most participants to come to a meeting completely prepared on a wide variety of topics. The more concise the agenda, the better. Attach background data for each topic to be discussed, when the agenda is distributed. This will ensure that each participant has some familiarity with the items before arriving at the meeting. Establish a time limit and priority for each agenda item. Consider whether the topic to be discussed is familiar, new, controversial, or complex. One hour is usually the norm for busy middle- to upper-level managers. When the meeting is scheduled on a quarterly, semiannual, or annual basis, it may run longer to accomplish the objectives. Schedule a "break" when the meeting is expected to take over 2 hours. Submit the agenda to the participants, with the background data, as early as possible. This will give each participant more time to prepare for the meeting. The chairman should be sure the meeting is needed. If the need disappears, he should cancel the meeting. Where should it be held? There are several necessary considerations regarding time and physical arrangements for the meeting. Among the more important are: The convenience of the place. The size of the room. It should not be too large or too small. If the right-size room is not available, it is better to select a small room, rather than too large a room. A small room presents a friendlier atmosphere than a large, sparsely filled one. The seating arrangement and the availability of extra seats if needed. The lighting, heating, and ventilation. Any visual aids required and their proper use. Availability of extra paper and pencils. The need for name plates or name tags. The handling of messages. It is the responsibility of attendees to arrive on time. Two techniques proved effective in curing cases of chronic tardiness are 1 to ignore latecomers; and 2 to make no attempt to bring late-comers up to date. Meeting Size How many persons should be invited to the meeting? What is the purpose of inviting each person? The attendees should be viewed as management resources - each able to contribute to the meeting through knowledge or experience or both. It is wise to include some of the persons in the organization to whom action items may be given after the meeting. This tends to encourage better support for the topics to be discussed. Attendance by disinterested persons tends to increase non-relevant discussion and impede the meeting. Thus, the chairman should invite as many people as necessary, but no more. The size of the meeting tends to affect the way it functions. For example, if attendance exceeds seven, there is a tendency for communication to become more centralized, and participants have less opportunity to communicate directly with one another. As the number of people invited increases, the ability of the chairman to predict the interaction that will take place becomes more difficult. It is important to have all relevant points of view on a particular subject under consideration represented at the meeting, even if this makes it a large meeting. A large meeting requires increased formality and extra time for each topic to ensure adequate communication between participants. Proponents of the "small group" theory consider seven to be the maximum number of participants for a productive meeting. However, if a problem-solving type of meeting is to be held, some authorities claim that up to 12 participants can be accommodated effectively. If the number of participants exceeds 18, the chairman may find it almost impossible to accomplish the meeting objectives. On the other hand, in a meeting involving only three participants, there may be a tendency for two of them to form a combination against the third participant. This could be disastrous so managers should guard against organizing too small a meeting. Matters Of Protocol Why should the chairman be concerned about protocol? How can this affect the success of a meeting? One of the initial steps to ensure a successful meeting is to give adequate consideration to protocol. Protocol might be defined as the application of common-sense courtesy. Some steps the chairman might take to avoid protocol problems are: Notify participants well in advance of the meeting date, and provide them with an agenda and background data. Notify department heads when subordinates with expertise are needed. Make sure that arrangements with resource persons outside the organization are completed before the meeting. Introduce resource persons and newcomers at the start of the meeting. Also, make their affiliations and expertise known to the other attendees.

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Chapter 2 : Meeting Etiquette - Codes of Conduct while attending Meetings

Appointments are expected for all business meetings. Arrive early or at least on time for any appointment. Most businesses shut down between p.m. and p.m. Appointments should also be scheduled around holidays such as Chinese New Year, May Day and National Day.

NCM December 12, at 2: Diana December 12, at 2: Are you especially good with Excel tables, charts, or spreadsheets? How about PowerPoint, or Outlook, or mail merges? You can discuss issues that are giving people trouble. Find out what people want or need to know and research it and present your findings. Think about what you know, would like to know, or want others to know, and go from there. Good luck, and enjoy your time in charge. You may find you like it. Debbie December 12, at 2: Take the topic that received the most votes and go with it. You could ask someone in the local community speak to the group on the topic chosen. Or you could use internal staff â€” say officer level and above. Treat this opportunity as a chance to shine. The office administrator is giving everyone a chance to grow through this opportunity. And we ALL need to grow. Dee December 12, at 2: Your idea to highlight a topic from Admin Pro is a good one. Find something that you are passionate about use that to drive the discussion. You can gain information as well as dispense it without anyone feeling you are holding yourself up as an expert. Some of them may even appreciate knowing about the Admin Pro Newsletter. Linda December 12, at 1: Last month, the assistant facilitating the meeting had called a restaurant in the downtown area and requested that we all meet there for lunch, and they could present their banquet menu items and show us their meeting facilities. Needless to say it was a huge success. I was once asked at the last minute to facilitate a meeting; as there were no new agenda items, I presented a diversity training that also was very well received. Patty December 12, at 1: You could also talk about any health and safety issues that might come up in your department or company, new software applications that are available, with associated training requirements, e-mail etiquette, telephone etiquette and the list can go on. Talk to people ahead of time and do Internet research if necessary. Use a PowerPoint presentation if you have that capability in your meeting room. Maybe suggest ways of cost savings projects, equipment, energy â€” lights, etc. Bee December 12, at 1: You being you gives you a different perspective than anyone else in that office. Tara December 12, at 1:

Chapter 3 : 10 Tips to Master the Art of Small Talk in Business | Etiquette School of New York

Meeting Etiquette - Codes of Conduct while attending Meetings Etiquette refers to good manners required by an individual to find a place in the society. It is important for an individual to behave appropriately in public to earn respect and appreciation.

Executive Editor, Special Projects, Inc. Take note of the other speakers so that you can also address them by name. Lastly, turn off the sounds on your smart phone and absolutely no texting. Do speak clearly A audio check should be done before the virtual meeting begins to ensure that everyone can hear you. Know your material - uncertainty will cause you to mumble. Speak naturally but slowly and pronunciate each word. Yelling will cause viewers to turn down their volume and potentially miss what you have to say. Hand movements can distract your audience. Also, keep head movements to a minimum as well as jerky movements forward or back. Cutting other speakers off is rude. Another option is posting pending questions by instant message so that every comment is addressed. Do maintain eye contact by looking into the camera Keep your focus on the camera. The worst thing is having your audience look at the top of your head because your typing or looking down at notes - or worse - at your Blackberry. That includes tuning out of the present conversation to talk to someone else sitting next to you, on the phone, in an IM chat, anywhere and anybody not in the current meeting. Do dress appropriately Striped shirts or shirts with intricate patterns do not transmit well on camera, because they are visually distracting. Red, white and black are also poor choices. Go for a pastel or other light colored shirt. Big jewelry can be distracting to those tuning-in and it can also bump against your microphone. Also, stay away from dangling ear rings and shiny eyeglass frames. Do be yourself and have fun! Relax and have a good time. Be lively, break the ice with a joke, and make viewers laugh. The more fun you interject, the more people will stay focused and interested in what you have to say. Avoid typing on your keyboard, turn off all sounds on your phone, and close yourself into a room with no or minimal background noise.

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Chapter 4 : Business meeting etiquette in Spain: negotiation process and planning

Typically, managers, team leaders, or corporate executives reserve the right to initiate business meetings when they feel the need. Whether they are regularly scheduled events or called for a specific purpose, everyone in attendance should follow proper business etiquette guidelines.

Small talk is an important people skill. It is an easy way to get to know someone, create a positive first impression, and gain self-confidence. Executives cite making small talk with clients as one of their least favorite duties. And yet, getting a job, working with clients, and entertaining existing ones all require small talk. What is not so obvious is that simple, seemingly innocuous conversation with potential clients can be just as important. Breaks the ice and puts others at ease. Establishes a connection or defines a common denominator between two persons. The following ten tips will help you master the art of small talk: Have approachable body language: Casual eye contact and a warm friendly smile demonstrate your interest and desire to communicate. Take the initiative and be the first to say hello. Be the first to introduce yourself and ask an open-ended question. This not only demonstrates confidence and shows interest in the other person, but it gives you an opportunity to guide the conversation. Begin with statements or questions about the immediate environment, situation, weather, how the person arrived at your location, et cetera. A compliment is also a great way to start a conversation. Be well-informed and prepared. Read newspapers and news magazines to be knowledgeable about what is going on in the world. Focus on the other person and less on yourself. This will help you feel less self-conscious, and make the other person feel important. Control internal and external distractions. Be present; watch the tendency to daydream. Truly listening to another person is the highest compliment you can pay them. Keep the tone light and positive until you find a topic in which you are both interested. Discuss general-interest subjects such as movies, theater, sports, books, movies, food, travel and hobbies. It demonstrates to others that you are approachable and friendly. Think before you speak. It makes you appear thoughtful; and it may help you avoid a faux pas, or saying something that is better left unsaid. Your health or diet habits. The cost of things.

Chapter 5 : Things Needed at a Business Meeting | blog.quintoapp.com

Adherence to the proper etiquette for a business meeting establishes respect among meeting participants, helps the meeting begin and end on time, and fosters an atmosphere of cooperation.

Secrets of Japanese business etiquette Secrets of Japanese business etiquette Japanese business etiquette is another misunderstood aspect of doing business in Japan: There has been much written about Japanese business etiquette, but sadly much of it seems written by people who have not been to Japan since the s. Such authors often wrongly suggest that Japanese business etiquette is a mystical art endowing even the most trivial business meeting in Japan with the level of etiquette expected of a tea ceremony in Kyoto. Yet in practice, Japanese business etiquette is not so different from good business etiquette elsewhere: Fortunately for foreign company executives doing business in Japan, Japanese businesspeople will not hold them to the same strict standards expected of their Japanese colleagues: The key personal aspects of Japanese business etiquette to consider, are mostly related to first meetings, especially first meetings with senior Japanese executives. As time passes, the relationship with a Japanese customer strengthens and the formalities will decrease, especially after one or two dinners, lunches, or even offsite meetings at Starbucks. Regardless, I recommend that a foreign executive never assumes he or she has reached the same level of business intimacy with a Japanese senior manager or executive, as he or she might have with executives in the US or elsewhere. A since retired President of a Toyota Motors subsidiary, told me that Japanese usually do not begin to trust a person in business until having known them for at least 10 years. It happened that at that time I had known him for 10 years and met him many times, but even now, I have no idea about his family life, or even if he has sons and daughters: Japanese business cards are a must have. Have double-sided business cards printed, with the Japanese side using the same design elements as the English side. Carry at least Japanese business cards for a one week business trip to Japan, but expect to hand out 3 to 4 cards at a small meeting and as many as 10 to 12 at a larger meeting. If attending a trade-show, expect to hand out or more Japanese business cards each day. If speaking at a conference, expect to hand out 50 or more cards. Some very important points to remember: Never flick, throw, slide, or push a business card across the table to a Japanese businessperson, because it implies you have no pride in the company you represent. Unless a foreign executive speaks Japanese fluently, or wants to take the risk of a verbal slip, I recommend not to try using a Japanese greeting at a first meeting. Sometimes it can help to break the ice, but sometimes it can confuse the Japanese side. At most first meetings, the Japanese side will introduce their team in descending order of rank. I recommend waiting for the Japanese side to start the exchange as it avoids slighting the senior managers by first inadvertently exchanging cards with their juniors. Never write notes on a Japanese business card. Enter any notes into a phone, tablet, or a small notepad. Never fidget with, play with, bend, or fold a Japanese business card. Keep Japanese business cards in a proper carrying case and treat them with respect. Always carefully pick up all the Japanese business cards received at a meeting. Consider that many of the junior employees at a Japanese company will be with it for life: Japanese business etiquette has become less formal, but business attire has not changed much since I first wrote this section back in From October thru April, most Japanese businessmen, especially senior managers, executives, and salarymen, wear dark navy, charcoal gray, or black suits, with white shirt and subdued tie. Do not wear black suit, white shirt, and black tie because that is funeral attire. Japanese businesspeople tend to wear formal coats in the winter months of December thru February, and Burberry-style short raincoats in March and April. From May thru September, Japanese businessmen swap their dark suits for light gray suits. Japanese summers are hot and humid, so most Japanese men wear half-sleeve shirts during the summer months. Private companies followed, thus few Japanese salarymen except salespeople wear ties in summer. Japanese businessmen generally have well-groomed short hairstyles. Avoid wearing too much aftershave or cologne in a meeting. Consider that most Japanese companies do not allow male employees to wear beards nor to shave their heads. Sadly, little has changed for women in Japanese business since I first wrote this site over a decade ago: Based on having worked in Japan with and for several foreign female executives, the following are my recommendations for any female executive who wants to avoid being treated below her corporate level: Look strong but avoid looking too glamorous. Wear shorter or tied back hair. Wear trouser suits or longer skirt suits with seasonal colors as described in the section above for men. Venture Japan does not impose a dress-code on female employees but I notice they always wear trouser suits for external business meetings. Avoid wearing too much perfume. Consider that most Japanese companies do not allow female employees to wear jewelry, above the knee skirts, or high-heeled shoes in the office. In Japan, face to face business meetings are the life-blood of business relationships and the more successful meetings a foreign company executive attends, the more likely successful Japanese business will follow. In the previous section about Japanese business culture, we looked in detail at the Japanese business meeting, but here are some points related to Japanese business etiquette as it relates to meetings: Plan an exact agenda for the meeting. Japanese businesspeople tend to have tight schedules, so if the Japanese side say the meeting must finish at 4pm they probably mean it. Never use an English-language presentation. Foreign company executives should always use presentations translated into Japanese. Take printed copies of presentations to the meeting to handout to the Japanese side. If a foreign company needs a non-disclosure agreement signed, send it to the Japanese side well before the meeting. Many Japanese companies do business without written contracts and are wary of foreign company contracts because of horror-stories they hear about litigation. If a foreign company executive suddenly produces a non-disclosure agreement at a first meeting, the Japanese side will probably refuse to sign it without a legal review and very likely avoid meeting again. Always use a Japanese interpreter, not only for the reasons described in the section about Japanese business culture, but because it shows consideration to the Japanese side and ensures they will understand the meeting. Always telephone 1 â€” 2 hours before a meeting to confirm attendance. Always call at least 45 minutes before a meeting if unavoidably late. Again, Japanese businesspeople tend to have tight schedules and might need to reschedule. Always arrive 10 minutes early for a meeting; 20 minutes if senior executives will attend. There is a Japanese custom about which party sits on which physical side of the table it depends where the door is and supposedly dates back to the samurai era. Japanese society is unusually formal, polite, and conformist; attributes which, especially formality, permeate the way Japanese businesspeople conduct themselves at business meetings and social gatherings. To avoid slip-ups, I recommend foreign business executives adopt the following simple precautions: Japanese do not generally use handkerchiefs or tissues and do not blow their nose in public; neither should foreign company executives. In part this habit arises because Japanese companies do not generally give paid sick-leave other than paid annual vacation, thus Japanese businesspeople are very sensitive about coming into contact with anyone who might be ill. Many Japanese seldom shake hands and might be so uncomfortable doing so that they might avoid meeting again. Japanese businesspeople have very strong pride in their company and expect a foreign executive to similarly be proud of his or her employer, so never make derogatory remarks about co-workers.

Chapter 6 : It's my turn to run the admin meeting: How do I choose a topic? - Business Management Daily

We live and work in a time where we are all busy and focused on our own lives, however, we still need to find the time for staff and business meetings.

Meeting etiquette Business meetings The ways business meetings are conducted differ between different countries. Although there might be some regional variations, there are usually a number of typical characteristics that you should be aware of when conducting business in that country. The way business is conducted in Spain is more relaxed compared to other Western European nations; you should be prepared for rather time-consuming and lengthy negotiations. You should allow sufficient time in your schedule for getting to know your business partners properly, before the start of negotiations. Always bear in mind that social bonds must be built first, before business can be discussed. A sound relationship is an integral part of successful negotiations in Spain. In many cases, social bonds serve to guarantee agreements and may even replace written contracts. Often, written statements are not given as much importance as in, for instance, the UK or Germany. When preparing for business negotiations in a foreign country, it is good to bear in mind that the key to successful negotiation is to respect the culture, values and traditions of your prospective partners. You can expect your Spanish counterpart to be curious about the products or services you offer and ask additional questions. As mentioned before, Spanish prefer to know people before starting a business relationship, therefore, it is advisable to be open with any questions asked about your business or family life. Spaniards place great emphasis on trust and honesty, so this should be given serious consideration before arranging a first meeting. This will avoid any confusion or misunderstanding and save time, if meetings have to be re-arranged. When arranging the initial meeting, it is advisable to choose a time around mid-morning. This will avoid any issues with siesta breaks, when the foreign business traveller is unfamiliar with the working practices of a particular business. Spain has the highest number of public holidays in Europe, with at least fourteen, mostly national, but also regional and local. So, it is advisable to check regional and local calendars, as well as the list of national holidays, before arranging meetings and making travel plans. In Spanish business culture, hierarchy and position are valued highly and it is advisable to arrange meetings between representatives of an equivalent position and professional status. Spanish business culture places great emphasis on authority within organisations and decisions will be made by the most senior manager present in a meeting. Senior managers tend to be far removed from more junior colleagues. Generally, subordinates are required to respect their managers and follow the instructions given to them. Visitors to Spain should be aware that there are two quite distinct business cultures. On the one hand, there are the bigger and newer, or reformed, industries that have received large amounts of foreign investment and have adopted modern, international management techniques. The leading banks, which still constitute the business elite, are situated somewhere in the middle. Any meeting will normally begin with discussing general matters and catching up with each other on a personal level in order to build and establish a solid working relationship. Feelings and relationships play much more of an important role for Spaniards than facts and the personal relationships should be your primary focus. For the business matters to be discussed during a meeting, it is important to follow a set agenda so that the discussion does not stray too far from the topic. You should ensure that your presentation is clear and that everyone in the meeting is able to follow and understand the discussion. Be particularly careful here since Spanish people will not admit that they are having difficulties in front of others, as the loss of face is viewed negatively in Spain. It is therefore recommended that you provide a printout of the executive summary of your presentation in Spanish. As Spain is a hierarchical country, final decisions are only made by the most senior managers in the company. In your business dealings you may never actually meet the person who ultimately makes the decision concerning your proposals. This is a normal way of doing business in Spain that affects everyone, and you should not let it put you off or make you feel disadvantaged. The Spanish are traditionally very thorough and highly likely to review every detail to make certain all the commitments and implications are fully understood. Once a verbal agreement has been made, a full contract will then be written up and circulated for review and approval within a reasonable period of time. Before the formalities of a meeting, you should spend time getting to know your host and expect to discuss general informal subjects, such as the weather, family, or travel arrangements and how your journey was. When you arrive for appointment, it is advisable to present your business card to the receptionist, which ideally should be printed in Spanish and English with the Spanish side facing up. When attending a meeting with a new business partner for the first time, it is advisable to take plenty of information about your company that you can give out. Product samples, demonstrations and working examples of your services should also be used where appropriate. The first meeting is generally formal and is used as a means to get to know each other. When taking printed material to meetings, ensure both English and Spanish versions are available. Furthermore, decision-making can be slow as various levels of management need to be consulted. Therefore, you should make sure you are conducting negotiations with the person who has decision-making authority within the company. The majority of Spaniards do not give their opinion at meetings. So, watching non-verbal clues is crucial for the success of negotiations. You may find that a very effective way of gaining the acceptance of Spanish business associates is simply by conforming to their ways of doing things and trying to understand them. This will help you to gain respect for their culture, which in turn will make your Spanish counterparts respect you. Another element of Spanish culture that impacts significantly on the course of business meetings is the concept of time. When dealing with the Spanish, extreme patience and respect for their culture is required for successful negotiations. At meetings you may find that several people are speaking at once and interruptions are common. This is a cultural phenomenon and often indicates genuine interest in the discussion. Any action items should be followed up quickly, to ensure that the partnership does not lose momentum and establish a pattern of credibility and operational expectations. As the relationship develops, it is acceptable to invite your Spanish counterpart out to more informal social gatherings, such as at a restaurant or dinner party. If your intention is to use a meal or drinks invitation as an opportunity to talk about business matters, it is best to include that information in the invitation and avoid any misunderstanding. It is general practice to avoid any discussion of financial matters over dinner and concentrate on establishing the personal relationship, which will help in later discussions. Colleagues regularly eat lunch together, increasingly in the staff canteen, but different ranks do not sit together and the boss usually makes a point of eating off the premises, with peers from other companies. Breakfast meetings are not very popular in Spain and are never scheduled before 8. Also, because many Spaniards still go home for lunch, you should not be surprised if lunch invitations are declined. By law, the service charge is included in the bill in Spanish restaurants, hotels, etc. It is customary, however, to round up the amount of the bill and leave small change in cafes and bars. Eating out in Spain is exceptionally popular and generally considered to be part of the national culture. The traditional meal of Tapas consists of small dishes of a variety of different foods, from seafood to potatoes, and is very popular with locals and tourists alike. Spain has extensive coastlines, such that fish and seafood are a major natural resource and primary ingredient in many traditional dishes; olive oil is an essential ingredient for all Spanish cooking. Paella is a special favourite food that the Spanish enjoy, which is made with rice and shellfish. While tastes and dishes vary throughout this large country, there are some common characteristics. Olive oil, garlic and onions are used in the majority of dishes in Spanish kitchens. It is common practice to drink wine or sangria over dinner, and it is usual to start a meal with bread and olives as an appetiser. Everyday desserts are usually a piece of fruit or dairy product, whereas cakes, large flans and puddings tend to be reserved for special occasions. Wine is the most popular drink served at dinner, usually a Rioja or Valdepenas. Coffee is drunk in large amounts in Spain. Bottled water, both still and sparkling, is also drunk in large amounts by the Spanish as the quality has historically been much better than tap water. Business Meeting tips Spaniards pay attention on what they say and how they say it. Especially when dealing with outsiders, Spaniards will often insist that everything is in perfect order, even when this is not the case. The foreign visitor should pay close attention during conversations with Spanish contacts to discern the sincerity or veracity of what is being said. It is important to be aware that numbers can be particularly unreliable in Spanish culture. Spanish managers tend to be averse to budgets and action plans and they prefer oral, face-to-face communication to the written form. Because of the reluctance among Spaniards to reveal bad news, it is advisable to have where possible, a network of independent, disinterested contacts that can check or interpret what you are being told. Spaniards that have worked or been educated outside Spain will be a valuable resource in this respect, since they are more likely to be sympathetic and supportive in your desire to know the truth. It is important that you stay in touch with your Spanish counterparts, helping to implement what has been agreed during the business discussions. However, it is important that sensitivity is shown towards the pride that the Spanish feel in being able to handle things independently. It is important therefore that you should never appear intrusive, but always be available. It is recommended that you show an interest in learning about life in Spain, while providing them with the resources and information they need to reach their objectives. In line with some European countries relatively few women are yet in senior management positions in Spain. Businesswomen travelling to Spain will however be treated with respect. It is important though that female business travellers dress and behave in a professional manner at all times. Machismo remains a very important aspect of the mentality of many Spanish men, who still feel the need to be in control of all situations. Having said this, most Spanish men are usually willing to accept a lunch or dinner invitation from an overseas businesswoman.

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Chapter 7 : Secrets of Japanese business etiquette â€“ Venture Japan

Whether you're lunching with peers at a convention or meeting with a vendor, business dining etiquette can keep you from marring your image with a faux pas. Here are five etiquette rules for business meals, according to Robin Jay, author of The Art of the Business Lunch: Building Relationships Between 12 and 2.

A lack of etiquette and poor planning are two of the main reasons why many business meetings fail, according to business expert Lyndsay Swinton. Arrive Early Arrive to the location of the business meeting at least 15 minutes early. This allows you to find a seat and get situated before the meeting starts. Follow the Agenda The chairperson of the meeting should circulate a meeting agenda to each participant at least one week in advance. Participants should call the chairperson to express any concerns about the agenda at least 48 hours prior to the meeting. The chairperson and concerned participant will then have time to determine if changes need to be made. Be Prepared Each participant should come to the meeting with all of the materials and data she will need and an understanding of the meeting topic. Take Breaks Meetings should have a break every two hours. Breaks should be 20 minutes long, and meal breaks should be 30 minutes long. Follow the Dress Code The chairperson should indicate what kind of attire is required for the meeting, either business casual or business formal, and participants should follow that rule. A representative listing of the attire would be helpful as participants may have differing views on what business casual and business formal is. For example, when listing the meeting as business formal, you can indicate that a button-down shirt and khaki pants are sufficient. Speak in Turn Keep the meeting organized by only speaking when you have the floor. Ask questions during the designated question period, and raise your hand to be recognized by the chairperson as having the floor. Do not interrupt someone while they are speaking or asking a question. Listen You may find that many of the questions you have about a topic are answered by the content of the meeting. Listen attentively to the meeting and take notes. Keep Calm Avoid nervous habits such as tapping a pen on the table, making audible noises with your mouth, rustling papers or tapping your feet on the floor. If you are expecting an urgent call, then set your phone to vibrate and excuse yourself from the meeting if the call comes in. If you have someone you would like to bring to a meeting, then contact the chairperson for permission to bring your guest. If permission is not granted, then do not bring him.

Chapter 8 : How to Outline a Meeting Agenda | Bizfluent

Your meeting reminder shouldn't come from a call or email from someone who is on the meeting when you aren't. Call in to the conference line a couple minutes early. Try to avoid being late, especially if you know you will have to contribute to the discussion.

How to Outline a Meeting Agenda by Emily Pate - Updated September 26, An organized and developed meeting agenda ensures that all important subjects get covered at a given meeting. Start your agenda outline well ahead of the meeting so you can create several drafts and send them out to attendees before the meeting to let them know what to expect. Write down all topics you need to cover at the meeting. Start as broadly as possible. For instance, write down "Scheduling," which may contain several subtopics. Use any notes from earlier meetings, emails and information you have to ensure you have all necessary topics written down. Communicate with other meeting planners or attendees, and inquire if they have any topics needing attention. Give them a deadline for proposed topics and items so you have time to do any follow-up research or correspondence, if necessary, then insert them into the outline. Look for topics that can be placed under a larger topic. If not, go through each general topic, and break that down into specific agenda items. For instance, a production meeting agenda might contain "rehearsal conflicts" and "dates to remember" under the "Scheduling" topic. Put together your main topics by order of importance. Type out your main topics in a vertical list in bold, larger font, around to point font. Indent or tab once and bullet each subtopic directly beneath the main topic. You can number or letter the topics and subtopics as you desire. Include any detailed points underneath each subtopic. Bullet and indent those items as well, so they sit under the subtopic, just to its right. Most software programs automatically indent, bullet and number when you press "Enter" and "Tab" at the end of a main or subtopic. Type all necessary meeting information at the top center of the document, including the title and date of the meeting, time, location, invitees or expected attendees and contact information for the meeting organizer, likely yourself. Check with the presenter to make sure you give her enough time.

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Chapter 9 : Business Etiquette Musts for Your Next Client Meeting

We spoke to career coach Barbara Pachter for the 10 etiquette rules you need to know when attending a meeting or conference.

People in UK meetings may sayâ€¦: After arrival in the country, you should always confirm the details of any meeting by telephone or email and ask for directions to the meeting venue, if these details are not provided or are unclear. Although the British have a reputation for respecting rules and for time-keeping, their cultural awareness provides some degree of tolerance when dealing with foreigners. You do not need to panic if something goes wrong during your stay and interferes with your schedule. This is simply a matter of keeping all the affected parties informed and telephoning to cancel or reschedule your appointments. The chances are that any business contact will understand and be more than willing to help you. The most suitable time to arrange a business meeting is probably about 10am. It is unlikely that a first meeting would take place over a meal, however this depends on the parties involved and the context of the meeting. In the United Kingdom, you should not attempt to approach a business partner unannounced. When meeting someone for the first time, most managers will value some advance information about the company you represent. This will enable them to establish some basic details about your company, which will save time at the meeting and increase your credibility. It is also useful for you, if visiting a company in the UK for the first time, to find out some information about that company so that you can understand more about their business culture, interests and where there may be opportunities and synergies that can be leveraged. Recognising that meetings take up a lot of time and are often not very productive, some UK companies have introduced a meetings policy. If you are new to a company, it is advisable to familiarise yourself with all company policies as quickly as possible. A few companies in the UK have adopted some US and Japanese practices in restricting meetings to a very brief time, to ensure that managers keep focussed on what needs to be discussed. One leading supermarket for example, removed all the chairs from its meeting room; because attendees had to stand, this kept the meetings short and focussed. This is rare, but it is worth checking to see what the format, content and style of a meeting will be, so that you are adequately prepared, mentally as well as physically. Business meeting Planning Organisations differ, but in the main there will be a secretary or Personal Assistant PA who controls the diary of the manager you are visiting. The best way to set up a meeting is to arrange it with this person, and then call the day before to confirm your attendance. You are advised to check in advance if any resources or equipment you require are available, to prevent delays or embarrassment at the meeting. Meetings can be confirmed via email and the majority of UK organisations use this method. The agenda and names of the attendees are often circulated in advance of the meeting. Whilst many managers do work longer than the official 9am to 5. Normally, the time executives spend in their offices outside of these hours is set aside for them to catch up on work and correspondence they have not been able to get on top of during the day. Punctuality is expected and appreciated in the UK, but no one really minds if you arrive a few minutes late for a one-to-one meeting, provided there is a good reason e. Obviously, if more people are involved, there is a greater likelihood that someone will have another engagement to attend. Finally, it should be remembered that the transport network in the UK can frequently cause delays, which means you should always allow additional travelling time, especially when travelling to an important meeting. Local radio stations provide detailed travel information throughout the day, so if you get stuck in traffic, it is advisable to tune into a local station and telephone the person you are meeting if you are going to be late. This will enable the meeting chairperson to decide whether to wait, or whether to start the meeting as planned and give your apologies. Please beware that use of a mobile phone is not legal whilst driving. So, you should park in a safe place to make or answer any phone calls or use hands free kit. Negotiation Process It is advisable to send a senior manager to discuss business issues in the UK rather than a junior employee. This stems from a certain degree of distrust of young managers that is still rooted in British culture. This does not necessarily mean that British managers find young people to be incompetent. Some senior managers may have relatively few formal qualifications and may traditionally value experience and expertise as indicators of success. Moreover, sending senior individuals provides more credibility and a sense of authority, which is essential for successful business negotiations. However, these attitudes are gradually changing and it is probable that in modern companies and young industries such as Information Technology, these findings may not necessarily hold true. This varies depending on the industry and location of the company you are visiting, with knowledge-based companies often being more liberal compared to traditional manufacturing organisations. If you encounter prejudice or discrimination in your dealings with a British manager, you should maintain a professional demeanour and seek advice or instructions from your own company or an agent that you may be working with in the UK. During the negotiation process, it is necessary to keep in mind that British business professionals often approach their work in a detached and emotionless way. They will tend to look for objective facts and solid evidence, so emotional persuasion techniques are usually a waste of time. Personal bonds also seem to have little relevance for business in the UK, which differs from other European countries. Aggressive selling techniques such as derogatory remarks about the competition, on the other hand, will probably have very little positive influence on your business partners and may actually be counterproductive. Similarly, any facial expressions tend to be kept to a minimum, thus making it difficult to guess the thoughts and opinions of British negotiators. This behaviour is not suspicious or mistrustful; it is just the typical professional approach. Also, it is advisable to be aware of the hierarchical structure of the particular organisation with which you are dealing. In the UK, it is common for companies to declare that they value teamwork and democracy even though, in practice, the senior manager is the person who makes the final decision. Meeting protocol The traditional greeting among British managers is a light but firm handshake accompanied by a polite greeting. In general, British people are more reserved than continental Europeans and you should refrain from physical contact apart from the initial handshake. Sometimes at the start of a meeting, with many attendees, the chairperson will arrange to go around the table, with each person introducing themselves, with their name and job title, and if external to the organisation, the company they represent. How to run a business meeting When running a meeting, the most important factor to be aware of is the planning and preparation necessary to ensure the meeting achieves its objectives. Hence, the agenda for the meeting should stipulate clearly who is invited, the meeting location, date, time and what is expected to be discussed. Individual communications with attendees might be necessary to explain the expected format of the content. Increasingly, meetings are placing emphasise on shorter presentations and give more focus to discussion and question and answer type activities. Although the agenda is usually followed, people are not stopped if they digress and are allowed to explore related matters in detail. It is important to ensure that all required attendees are aware of the meeting, and of any necessary work they may need to do in advance. Attendees are always expected to confirm their attendance and may sometimes put forward a replacement delegate, if they are unable to attend themselves. It is also important to ensure a meeting location is appropriate, that the room has all the required facilities, and enough space for the numbers likely to attend. If you are responsible for the meeting, it is advisable to arrive early to check the room layout, chairs, desk or tables etc. If people arrive to find a shortage of chairs, it will delay the start of the meeting and cause unnecessary disruption. If a meeting includes non-English speaking attendees, it may be necessary to ensure that an interpreter is available, which should be arranged several weeks ahead of the meeting. Any presentations that have been completed and sent in advance may need to be checked and pre-loaded onto the computer that will be used for the meeting or duplicated for distribution in print. Some organisations prefer PowerPoint presentations and meeting documents to be circulated in advance of the meeting, so that all attendees are able to review any materials that will need to be discussed. This often increases the efficiency of the meeting, freeing up more time for valuable debate and discussion and helping to advance business goals. It is courteous in the UK to allow other people to speak, and not to interrupt them while they do. It is also useful to obtain feedback after the meeting and establish what the attendees thought of the content and the discussion. Actions for any decisions that were taken, including the attribution of responsibilities and deadlines applicable will normally be included in the minutes of group meetings and should always be reviewed. In one-to-one meetings, individuals are normally responsible for making their own record of any important points of discussion and action items. It is important that action items are followed up and completed within the timescales agreed in order to maintain credibility and prove that the responsibility was well-placed. Many executives will be impressed by a prompt follow up of actions agreed at the meeting. It is perfectly acceptable to make a telephone call to the attendees of the meeting before the next meeting, to follow up on the progress of any action items or clarify any questions that may have arisen. It is generally normal practice for managers to brief their teams on the outcomes of the meetings they have attended, unless these are subject to confidentiality. It is good to ensure that open communication channels exist within teams, and if you are joining such a team you should expect this approach. The other area that can be followed up after a meeting is any learning that has emerged from the meeting. Any items discussed that were not fully understood should be researched before any future meeting. This will help to improve confidence and motivation within your team. Business meals It is becoming increasingly common for business referral networking to take place in the context of a working lunch or an evening meal. Through the use of social media networks such as LinkedIn and Eventbrite, it is possible to find numerous local business groups and networking opportunities. Britain has some of the most prominent and expensive restaurants in the world, particularly in London and other major cities. Most towns and cities offer a variety of cuisines, particularly Italian and French inspired restaurant chains, as well as the multinational chains of fast food establishments. Larger cities will often host a choice of Chinese, Indian, Middle Eastern, American, Thai, and Japanese restaurants with multicultural cities like Manchester and London being able to cater for the most demanding of tastes. This dish is available from numerous local fast food shops selling take-away meals. In England, another very traditional dish is the Sunday Roast, most often this is a joint of beef, roasted in the oven with potatoes and served with Yorkshire pudding, mixed seasonal vegetables and gravy. Most pubs, hotels and brasserie-style restaurants offer a carvery roast dinner on Sundays as a comparatively inexpensive menu option. In Scotland, a very traditional dish would be boiled Haggis served with mashed potatoes and turnips; and in Wales you would find Cawl, a rich stew made with Welsh lamb, leeks, parsnips, swede, potatoes and carrots. Generally, every region has its own speciality dishes and it is one of the most pleasant experiences to discover the various tastes that are available. In the UK, meals with work colleagues are more often the subject of social or festive gatherings than formal opportunities to discuss business and may include spouses or partners, depending on the occasion. Therefore, it is acceptable to use any such events as an opportunity for informal discussions and the development of social bonds. It is important to take note of the exact time of the meal and understand the various terms that may be used to refer to any proposed meal: Breakfast is the first meal of the day and may be served up until Confusion around meal times is rife and, in fact, the British will also use some of the words interchangeably with meanings often influenced by local dialects. For example, a fish supper in Scotland is actually a very large portion of fish and chips, which can be eaten at any time of day. The words dinner and lunch are reversed in some areas in which case tea replaces the word dinner which simply refers to the main hot meal of the day. Also, different food names can have different meanings depending on which area of the country you are in. If in doubt, it is advisable to ask a local person for clarification. Generally, British managers are very willing to discuss business matters over a meal, where the intention is clear beforehand. The golden rule is to follow the lead of your host since people will inevitably differ in terms of their business entertaining practice. Over the last few decades, the practice of inviting business colleagues into your home has diminished considerably and the vast majority of business meals take place in restaurants, pubs or cafes. For any external meetings with new contacts or companies, ensure you bring enough business cards and materials about your company.