

not be misconstrued as servility. Subordinates generally expect a boss to assume the role of a watchful patriarch. Should you choose to adopt a different management style, your subordinates may have difficulty adjusting to it.

Indians demonstrate respect for seniors in some ways that are different from Canadians. Indians rarely contradict their bosses. They rise from their chairs when their bosses enter the room, and observe respectful silence when their bosses address a group. When conversing with their boss, they use a more formal manner of speech than they would with their peers. For example, they would not greet a boss with a casual "hi." However, the degree of formality varies from organization to organization and

depends largely on the boss. Those who have had exposure to western work environments may accept greater informality than those who have not.

It is customary for Indians to offer a chair to visitors who call at their offices. Indians consider it rude to keep a visitor standing. It is common to offer visitors a glass of water or refreshments before getting down to business. Canadians in India would do well to adopt these customs.

The casual atmosphere in which Indians work may strike some Canadians as unprofessional. If you believe that all business transactions should be conducted in a formal, business-like atmosphere, you may find the Indian manner of conducting business frustrating. Here is an example:

*A Canadian went to discuss some crucial business matters with the director of a reputed organization. To his annoyance, the phone constantly rang during their discussion and office employees kept interrupting in order to speak to the director and get documents signed. The Canadian doubted he would successfully conclude his meeting. However, by the time the meeting ended (albeit later than expected), the director had brought everything to conclusion, much to the Canadian's satisfaction.*