

China has few women in senior positions. The Chinese constitution acknowledges the full equality of women and there are many females in what Canadians would call non-traditional jobs such as doctors and engineers.

You may be in the position to encourage the active participation of women colleagues. On many occasions, women are overlooked because their bosses just assume they have family responsibilities that prevent them from playing more active roles in a project.

### *Time and Space* ◆ ◆ ◆

*Do not be in too much of a hurry to get things done. Do not see only petty gains. If a man hurries too much, things will not be done well, or thoroughly. If he sees only minor advantages, nothing great is accomplished.*

-Confucius

Apart from arriving and departing on time, Chinese don't tend to be as preoccupied as Canadians are with the "efficient" use of time. Appointments may be delayed or not kept at all, and guests may arrive early (a demonstration of deep respect). Friends may drop by without previous arrangements (out of consideration since then the host does not have to make elaborate arrangements). You will receive last-minute dinner invitations.

In Canada, we tend to focus on productivity in the work place. We expect everything to be done now (or yesterday). Most of our places of employment have an appraisal system based on individual goals and achieve-

ments. Canadian workers usually have the authority, the information, and the tools to get things done efficiently.

In China, although productivity and output are not ignored, they usually take a back seat to harmony, the process by which goals are achieved. Mid-level employees rarely have the authority to make decisions. Jobs tend to be very narrowly defined, and it is often difficult to find the one person who knows how to perform a certain task. Interruptions are common, and you are expected to deal with each request as it comes up. A long lunch hour and nap are part of the work day. In fact, rest time is a right guaranteed under Article 49 of the Chinese constitution.