

Many Nepalese share the perception that westerners live to work, whereas Nepalese work to live. Nepalese say that westerners seldom interact with their work colleagues after work hours and feel pressured if forced to participate beyond the conventional limits of their relationships at work. Nepalese think westerners who don't readily share their feelings are cold. Such cultural differences can undermine trust and adversely affect partnerships.

Westerners who fail to appreciate the collectivist nature of Nepalese society frequently accuse Nepalese employers of nepotism. Westerners fail to realize that Nepalese are obliged to be loyal to members of their extended family, caste or village group.

When considering individuals for promotion, Nepalese, unlike Canadians, give more weight to seniority than performance criteria. This practice can cause serious difficulties in Nepalese-Canadian partnerships.

Nepalese prefer compromise to confrontation. They dislike overt displays of anger and aggression. They detest being criticized in public and generally refrain from publicly criticizing others, owing to their fear of losing face. They prefer indirect channels of communication, roundabout ways of raising sensitive issues, and, like people everywhere, they indulge in backbiting. It is more

acceptable for managers to get feedback on performance on a one-on-one basis away from work than it is in front of colleagues in the workplace, especially if the colleagues are subordinates. Canadian managers must create an environment, preferably after regular work hours, where informal, frank discussion can take place. It's a good investment of their time.

Nepalese tend to be reticent, especially regarding information that may be used or perceived to be used against them. They will offer such information only after trust and confidence have been established over time. To establish trust and confidence with their Nepalese counterparts, Canadians need language skills, patience, caring, and a sincere desire to pass on their knowledge (Somlai 1989). They will learn that tolerance and understanding count more toward building trust than written or verbal commitments.

Nepalese tend to be less forthright than Canadians. They may express generalities at first and later introduce specifics. Because they value saving face, they are reluctant to admit that they don't understand something. Most Nepalese consider it improper to plead for one's own promotion or to praise oneself. They find it difficult to say *no* directly and use *please*, *thank you*, *sorry*, *excuse me* and other such expressions much less frequently than Canadians.