

hurt others unintentionally. This often makes it difficult for Canadians to gauge what their Indonesian counterparts really think. One must be sensitive when criticizing or showing displeasure. Preserving individual dignity and saving face are paramount. It is important to let counterparts know when you are dissatisfied, but it must be done tactfully. Relay your dissatisfaction privately with the utmost discretion. Most Canadians would want to be treated this way as well. Remember that you are a guest in Indonesia and that you should make an effort to understand the culture you are working in.

Time

One of the most talked about differences between Canadians and Indonesians is their concept of time. Canadians view time as a commodity that can be saved, spent or lost. They have a linear concept of time. Time is finite. It is precious and mustn't be wasted.

Communication ♦ ♦ ♦

Communicating effectively will be your greatest and most important challenge. Most Canadians on short missions have insufficient time to learn *Bahasa Indonesia*. Any attempt to learn the language, however brief, will be extremely useful and greatly appreciated. Many of your Indonesian counterparts will speak English relatively well, especially if they have

The Indonesian concept of time is cyclical. The country's tropical climate, its largely rural population, and its transportation and communication problems contribute to this contrasting view of time. Expressing frustration and anger at what some would perceive as a slow pace of events will hinder good relations. A patient and flexible approach may ease your frustrations. It is important for you to be on time because most Indonesians you work with know that punctuality is important.

Indonesians dislike to be hurried. While your Canadian office may be anxious to see results quickly, being too pushy in negotiating an agreement may result in no agreement at all. Indonesians don't respond well to a hard-sell approach. Take things slowly; be prepared to wait. Remember that Indonesians are usually dealing with English as second language.

had a good education. Low-level staff and minor officials may be weak in English. Often people will say they understand when they don't. They won't tell you they don't understand because they don't want to offend you. While this tendency may frequently frustrate you, you need to understand that it is not intended to displease or mislead you.