

WORKING EFFECTIVELY WITH YOUR PARTNERS

You and your partners will have to work hard to overcome preconceptions and stereotypes in developing your

relationship. We will now look at how to go about it.

Building Trust ♦ ♦ ♦

Right from the outset of your stay in Pakistan, it is important to build personal relationships with your partners. Get to know their interests, family backgrounds and education, work experience, what they do, and where they stand in the hierarchy. The key to success is to build trust.

Pakistanis often feel that foreigners do not trust them. This false impression is usually the result of poor communication. Here are some guidelines for building trust.

- ♦ Don't rely on your foreign value system to judge situations and make decisions. First get a grasp of the country, local value systems, customs and norms.
- ♦ Be fair; treat everyone you work with equally.
- ♦ Be transparent in all dealings.
- ♦ Don't say one thing and do another. Be consistent.
- ♦ Carefully explain your actions. Have them translated or use an interpreter to ensure that everyone understands.
- ♦ Be honest and keep your word. Make it clear that you will follow through.
- ♦ Be open, respectful, and patient. Ask the same of others.
- ♦ Recognize and accept your limitations and, wherever possible, share them with your counterpart.
- ♦ Don't be afraid to admit a mistake and laugh at yourself. Show humility.
- ♦ Reveal some personal information about yourself. Be authentic.
- ♦ Ask questions to better understand. Listen attentively.
- ♦ Show respect and appreciation. Praise, a pat on the back, or a *shabash*, "well done," go a long way in building your counterpart's confidence.
- ♦ Think of all the possible ramifications before you act. The circles within which you move are small; word of any unseemly conduct or remark will spread quickly.
- ♦ Discuss work problems with trusted colleagues.