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**Intercultural and Communication Competence among English-Speaking, Managers: a Case Study of the Scottish Financial Sector**

Numerous research projects have identified and analysed the need for intercultural skills in global management. Similarly, a large number of studies document the predominance of English in as the language of international business and the issues this brings with it. However, the predominance of English as a Business Lingua Franca and the apparent ease of communication this affords native English speakers mean that relatively little work has been done to identify the specific issues confronting native speakers in business encounters with non-native speakers. Since communication styles are informed by culture and language itself is also inextricably entwined with culture, the sharing of a common language is not a guarantee of effective communication. Moreover, English speakers' unwillingness to invest in foreign language skills often means the onus is on the interlocutor to facilitate communication. This paper focuses on a case study of the language management policies of four fund managers based in Scotland who invest world-wide. It highlights the potential for misunderstanding and conflict in business encounters and it is intended that it will form the basis for future more detailed research and the development of training materials.