

4 次の英文を読んで、あとの問いに答えなさい。

Have you ever had trouble working with others because of their approach to time? Some people finish their part of a project quickly, while others are slow. Some people are on time for meetings, while others are late. Some people focus on getting the task done in time, while others spend time talking and making sure everyone is feeling comfortable. Why are we different in the ways we approach time ?

Edward T. Hall, a famous sociologist, found that there are cultural differences in viewing time.

He believed that there are two different types of culture-monochronic and polychronic. People of monochronic cultures, such as northern Europeans and Anglo North Americans, * tend to do one thing at a time. They respect speed and * punctuality. They are * efficient and focused. They are controlled by their schedules. [A], people in polychronic cultures, such as Latin and Arab countries, tend to do many things at once. They respect flexibility① over punctuality and tend to change plans often and easily. They are controlled by human relationships more than their schedules. You may have heard of “Mexican time,” “Brazilian time,” or “Spanish time.” This means the flexible approach to appointments and schedules in those countries: If you make a plan to meet your Spanish friends for a drink at 9 p.m., they may come at 9:30 or 10 p.m. without saying "Sorry."

[B], this is not always true for these cultural * tendencies. That is to say, not all Americans are punctual, and not all Spanish are relaxed about schedules. There are many differences from person to person. Some psychologists say not only culture but also family and personality types influence our views of time. These psychologists divide people, not cultures, into monochronic and polychronic and say these are personality types found in every culture. Monochronic people are organized② and patient. Polychronic people are creative and impulsive③.

*Conflict happens when we try to take a monochronic approach to a situation that needs polychronic time, and the opposite is also true. A common example of this is if someone travels to a culture that thinks about time differently from his or her own culture: English-Canadian tourists (monochronic culture) may be upset by “slow” restaurant service in Italy (polychronic culture). A polychronic person may have trouble finishing projects on time at an American university, since most American professors expect students to follow the schedules strictly. [C] in one's own culture, it may be difficult for someone who isn't careful about appointments and time limits to work efficiently enough to satisfy a boss who respects punctuality. And someone who likes to follow a work schedule will be upset by a work team or a boss who changes tasks or times without notice.

Perhaps most difficult is the fact that life needs both approaches to time-some tasks, like taking out the garbage, are easy to do and can be approached in a monochronic way. However, a monochronic approach does not work for things like falling in love or * resolving an argument.

[D] you feel angry when someone keeps you waiting, remember that people of different cultures, families, and personality types may have different ideas of time. It is true that the person who is late may be rude or lazy. But if you are dealing with a (a) person, he or she is simply managing time differently from the way you manage it.

*Likewise, if you are late for an appointment and your friend gets angry, remember that he or she may be running on (b) time. Respecting each other's different views toward time may reduce conflict.