

WestminsterResearch

<http://www.westminster.ac.uk/westminsterresearch>

What is not said in organizational methodology: How to measure non-verbal communication

Chitac, J., Knowles, D. and Dhaliwal, S.

This article is © Emerald Publishing Limited and permission has been granted for this version to appear here: <http://westminsterresearch.westminster.ac.uk/>

The final, published version in Management Decision, DOI:10.1108/MD-05-2022-0618, 2023 is available at:

<https://doi.org/10.1108/MD-05-2022-0618>

This manuscript version is made available under the CC BY-NC 4.0 licence

<https://creativecommons.org/licenses/by-nc/4.0/>

The WestminsterResearch online digital archive at the University of Westminster aims to make the research output of the University available to a wider audience. Copyright and Moral Rights remain with the authors and/or copyright owners.



What is not said in organizational methodology: How to measure non-verbal communication

| | |
|------------------|--|
| Journal: | <i>Management Decision</i> |
| Manuscript ID | MD-05-2022-0618.R4 |
| Manuscript Type: | Original Article |
| Keywords: | Entrepreneurship, Phenomenological research, non-verbal communication, Management, Qualitative methods, Romanian entrepreneurs |
| | |

SCHOLARONE™
Manuscripts

ABSTRACT:

Purpose: Nonverbal communication (NVC) remains largely understudied despite its importance in today's fast-paced and cross-cultural management and research landscape. This article is significant because it reveals valuable insights into nonverbal communication, which represents 65â€“93% (Mehrabian, 1981) of communication and has the potential to considerably increase management effectiveness and efficiency by providing leaders and researchers with the knowledge they need to understand and handle diversity with competence.

Study design/methodology: This article draws on Social Identity Theory (Tajfel and Turner, 1979) and Rapport Management Theory (Brown and Levinson, 1987) to analyse illustrative interview extracts of co-occurring verbal and non-verbal communication from an Interpretative Phenomenological Analysis (IPA) study focused on understanding how London-based Romanian migrant entrepreneurs experience acculturation.

Originality: This study makes a valuable contribution to the fields of qualitative organisational management and entrepreneurial studies by addressing the lack of methodological tools available for analysing non-verbal language in interpretative research. This study presents a systematic technique for assessing nonverbal language symbols that has been developed through face-to-face interviews. The article utilises the first-hand interview experience of a Romanian co-researcher to demonstrate the significance of nonverbal communication in the transmission of meaning and the formation of identities among Romanian migrant entrepreneurs. These findings contribute to a better understanding of organisational management and research practices, particularly about this understudied entrepreneurial minority of Romanian businesses in London, by helping researchers and managers better grasp the cultural and contextual meanings communicated nonverbally. The article holds significance in the context of cross-cultural and organisational management practices.

CUST_RESEARCH_LIMITATIONS/IMPLICATIONS__(LIMIT_100_WORDS) :No data available.

CUST_PRACTICAL_IMPLICATIONS__(LIMIT_100_WORDS) :No data available.

CUST_SOCIAL_IMPLICATIONS_(LIMIT_100_WORDS) :No data available.

Originality: This study makes a valuable contribution to the fields of qualitative organisational management and entrepreneurial studies by addressing the lack of methodological tools available for analysing non-verbal language in interpretative research. This study presents a systematic technique for assessing nonverbal language symbols that has been developed through face-to-face interviews. The article utilises the first-hand interview experience of a Romanian co-researcher to demonstrate the significance of nonverbal communication in the transmission of meaning and the formation of identities among Romanian migrant entrepreneurs. These findings contribute to a better understanding of organisational management and research practices, particularly about this understudied entrepreneurial minority of Romanian businesses in London, by helping researchers and managers better grasp the cultural and contextual meanings communicated nonverbally. The article holds significance in the context of cross-cultural and organisational management practices.

What is not said in organisational methodology:

How to measure non-verbal communication

Abstract

Purpose: Nonverbal communication (NVC) remains largely understudied despite its importance in today's fast-paced and cross-cultural management and research landscape. This article is significant because it reveals valuable insights into nonverbal communication, which represents 65–93% (Mehrabian, 1981) of communication and has the potential to considerably increase management effectiveness and efficiency by providing leaders and researchers with the knowledge they need to understand and handle diversity with competence.

Study design/methodology: This article draws on Social Identity Theory (Tajfel and Turner, 1979) and Rapport Management Theory (Brown and Levinson, 1987) to analyse illustrative interview extracts of co-occurring verbal and non-verbal communication from an Interpretative Phenomenological Analysis (IPA) study focused on understanding how London-based Romanian migrant entrepreneurs experience acculturation.

Originality: This study makes a valuable contribution to the fields of qualitative organisational management and entrepreneurial studies by addressing the lack of methodological tools available for analysing non-verbal language in interpretative research. This study presents a

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

systematic technique for assessing nonverbal language symbols that has been developed through face-to-face interviews. The article utilises the first-hand interview experience of a Romanian co-researcher to demonstrate the significance of nonverbal communication in the transmission of meaning and the formation of identities among Romanian migrant entrepreneurs. These findings contribute to a better understanding of organisational management and research practices, particularly about this understudied entrepreneurial minority of Romanian businesses in London, by helping researchers and managers better grasp the cultural and contextual meanings communicated nonverbally. The article holds significance in the context of cross-cultural and organisational management practices.

Keywords: non-verbal communication, management, entrepreneurship, qualitative, Romanian entrepreneurs

Introduction

Non-verbal communication is at the core of everyday social and organisational interactions (Bonaccio *et al.*, 2016; Eaves and Leathers, 2018; Gkorezis *et al.*, 2015). However, verbal and written communication are frequently preferred, whereas non-verbal communication is

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

disregarded (Feely and Harzing, 2002). This is especially concerning because, in today's globalised world, non-verbal communication could reveal the remaining 65% to 93% of communicated meanings concealed in plain sight (Birdwhistell, 1970, cited in Bonaccio *et al.*, 2016; Eaves and Leathers, 2018). The enhanced clarity could have a critical impact not only on employee relationships and organisational performance (Gkorezis *et al.*, 2015), but also on research and management efficacy and efficiencies. All of these are critical in today's richly diverse and fast-paced management landscape. Non-verbal communication may be defined as communication without words, "without the help of language," but with "shared social meaning," which reinforces or better explains the concept. As it is often uncontrolled and spontaneous, it may be considered of greater value than verbal communication (Grillo and Enesi, 2022; Morreale *et al.*, 2007, p. 110, cited in Hellmann and Sood, 2020). Non-verbal communication is particularly effective in embodying the social and cultural aspects of a relationship and also empathic behaviours, including "sensing and appreciating another's experience" (Grillo and Enesi, 2022; Yue *et al.*, 2022, p. 2).

A strategy of valuing non-verbal communication where formal languages take second place and attitudes or feelings are conveyed directly from the unconscious may therefore also impact a variety of internationally focused organisational and business-related collaborations (Grillo and

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Enesi, 2022) in business matters including performance, reputation, values, emotions, and one's sense of self-worth (Gkorezis *et al.*, 2015; Yue *et al.*, 2022). As a result, communication has become more important as a management issue that needs to be investigated beyond the spoken, normal social pitch in cross-cultural collaborations (Gkorezis *et al.*, 2015). The absence of a systematic repertoire of non-verbal symbols and a practical analytical process to promote the interpretation of non-verbal communication has fostered an organisational and methodological vacuum (Bispo and Gherardi, 2019; Clarke *et al.*, 2019; Onwuegbuzie and Byers, 2014). Denham and Onwuegbuzie (2013) demonstrated the extent of this research-practice gap, showcasing that, in over 22 years of published research in *The Qualitative Report* (1990–June 2012), “65.5% of grounded theory studies, 73.8% of phenomenological research studies, 83.5% of case studies, and 82.4% of ethnographic studies were lack[ing] any discussion of non-verbal communication” (Denham and Onwuegbuzie, 2013, p. 12). In contrast to a rare, later qualitative study of 38 Russian software engineers that interviewed the respondents about the non-verbal communication methods they employed (Ciancarini *et al.*, 2021), this study enhances the validity and reliability of the non-verbal communication methods of London-based Romanian entrepreneurs by analysing communication witnessed by the researcher in interviews about their businesses.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Fortunately, the functional significance of more profound non-verbal communication meanings for practitioners and scholars is increasingly acknowledged across such diverse disciplines as medical sciences (Chan *et al.*, 2018; Wanko Keutchafo and Jarvis, 2020); social psychology (Liebrecht *et al.*, 2019; McGlone and Pfister, 2015); entrepreneurship (Clarke *et al.*, 2019; Huang and Pearce, 2015); financial reporting (Hellmann *et al.*, 2020); and cross-cultural organisational management studies (Gkorezis *et al.*, 2015; Yue *et al.*, 2022).

In light of this theoretical and empirical landscape, studying nonverbal language has significant untapped potential for managers and qualitative researchers (Bonaccio *et al.*, 2016; Clarke *et al.*, 2019; Gkorezis *et al.*, 2015; Onwuegbuzie and Byers, 2014). This article's focus on the functional significance of nonverbal communication and its embodied meanings for Romanian migrant entrepreneurs in London and their experiences is strengthened. How does incorporating nonverbal communication shape the meaning of the experiences shared by Romanian migrant entrepreneurs in London?

This article is based on a 2017–2021 IPA study by a Romanian national that examined the cognitive perspective of how 49 Romanian immigrant entrepreneurs in London experience acculturation into the host environment. This study draws on a cognitive perspective informed by Social Identity Theory (Arshad *et al.*, 2021; Tajfel and Turner, 1979). The study examines

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

how Romanian immigrant entrepreneurs in London experience acculturation through their social contacts. The researchers highlight how important nonverbal cues like power dynamics and deception are because they add to the participants' spoken stories and help us understand their shared experiences better (Hellmann *et al.*, 2020, p. 2).

As such, this study emphasises that non-verbal communication is "an intrinsic aspect of an individual's communicative effort" (Kendon, 1983, p. 27). In addition, as it is largely unconscious, examination of our "richest and most dependable source of knowledge about emotional states" and addressing the underutilised potential of non-verbal communication are overdue (Clarke *et al.*, 2019; Grillo and Enesi, 2022; Onwuegbuzie and Byers, 2014). Thus, this article makes the case that non-verbal communication plays a crucial functional role in deciphering what we mean to say in today's increasingly diverse workplaces. The study shows that using nonverbal cues helps us learn more about how cultural meanings and context affect how people interact, communicate, and build their social identities. It deepens the meaning of organisational research, sometimes correlating and sometimes contradicting it (Denham and Onwuegbuzie, 2013; Onwuegbuzie and Byers, 2014), and offers a practical protocol and repertoire for managers and researchers to improve communication.

The contribution of this article to knowledge is twofold. Firstly, it makes a substantial

| Chronemics | | Kinetics | |
|------------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| > < | Speeded-up talk | Ø | Looking away/gazing away |
| < > | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

contribution to enriching the depth and significance of interpretive research, which is a subject of intense dispute in the fields of management and entrepreneurial studies, where methodological pluralism is common (Cassell and Symon, 2011; Saunders *et al.*, 2019). Furthermore, by including within the scope of its investigation non-verbal *paralinguistics* (i.e., vocal expressions), *chronemics* (i.e., temporal speech indicators), proxemics (i.e., interactive behaviours), and *haptics* (i.e., postures), this article responds to the call for an increase in qualitative management research by pursuing a more in-depth insight into participants' authentic and rich emotional experiences (Gherardi *et al.*, 2018; Caputo *et al.*, 2022). Secondly, this study connects research practice and theory, as researcher-researched work together to create and share knowledge, in line with the common need for useful empirical research (Ellard-Gray *et al.*, 2015; Rockliffe *et al.*, 2018). As such, this article illustrates the importance of non-verbal communication in enriching the authentic interpretation of provided information, an essential component in using Interpretative Phenomenological Analysis (IPA), and effective communication management in today's richly diverse and fast-paced cross-culturally diverse landscape.

The current article is structured in the following manner: We assess the current state of nonverbal communication in the fields of management and interpretive entrepreneurial research,

| Chronemics | | Kinetics | |
|--------------------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| > < | Speeded-up talk | Ø | Looking away/gazing away |
| << >> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

both from a theoretical and an empirical point of view. This will help us fill in the gaps in our knowledge that this study found. This research gives a full explanation of the interpretive phenomenological analysis (IPA) method and the set of nonverbal language techniques that have been created to make the analysis process better. Furthermore, the appropriateness of the methodology is substantiated. In the sections that follow, we will look at the functional significance of nonverbal communication in understanding the effects of research interview responses that go beyond verbal communication. The inclusion of illustrative examples provided by Romanian businesspeople who took part in the study supports the analysis. In summary, this study emphasises the importance of analysing non-verbal communication alongside verbal communication to understand how the experiences of acculturation are shaped for participants. It also acknowledges the potential constraints and opportunities for future research in this area. This study emphasises the importance of comprehending non-verbal communication within shared information for quality IPA and its potential impact on improving management effectiveness and efficiency in the present dynamic and diverse context.

Literature review

Nonverbal communication typology

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

1
2
3 “The word not spoken goes not quite unheard. It lingers in the eye, in the semi-arch of the brow.
4
5 A gesture of the hand speaks more than words. The word not spoken touches us as music does the
6
7 mind.” Sen. William S. Cohen (*The New York Times*, 1985)
8
9

10 Along the spectrum of roles, we assume—whether as entrepreneurs, managers, employees, or
11
12 researchers—that this suppression or diligent coordination conveys a significant contextual
13
14 meaning that paradoxically dictates our decisions (Hellmann *et al.*, 2020). When non-verbal cues
15
16 conflict with verbal cues, they can undermine the veracity of the information (Darics, 2020).
17
18 Because it conveys additional information beyond what has been expressed through spoken
19
20 language, an understanding of non-verbal communication could be a crucial management tool in
21
22 ensuring effective organisational communication and leadership (Hellmann *et al.*, 2020). Despite
23
24 its significant potential contribution of over 65% to what is communicated and its critical role in
25
26 promoting inclusive management in today’s global organisation, the complexity of its
27
28 underpinning socio-cultural values and the paucity of training in deciphering non-verbal
29
30 communication contributes to calls for action from management scholars and practitioners alike
31
32 (Cheng *et al.*, 2022; Darics, 2020; Norouzinia *et al.*, 2016; Vine *et al.*, 2008).
33
34
35
36
37

38 Organisational leaders and researchers benefit from the dynamic, multifaceted information
39
40 provided through communication to progress their objectives (Norouzinia *et al.*, 2016). Both
41
42

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ⋮ | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

verbal (VC) and non-verbal (NVC) communication influence it (Eaves and Leathers, 2018; Yue *et al.*, 2022). Knapp (2011) and Knapp *et al.* (2014) offer a historical analysis that highlights the widespread use of an oversimplified theory of dyadic qualities in the early conceptualization of verbal and non-verbal communication. As opposed to non-verbal communication, defined as "the sending and receiving of thoughts and feelings via non-verbal behaviour," verbal communication is characterised as "the articulate, spoken word". (Ambady and Weisbuch, 2010, p. 465).

Non-verbal communication codes are described by Burgoon *et al.* (2011, p. 240) as "systematic ways via which meanings are formed (encoded), communicated, perceived, and interpreted (decoded)". In addition, Eaves and Leathers (2018) create a thorough typology of non-verbal communication, including visual and auditory, frequently supporting verbal communication during social and organisational interactions. Early models of non-verbal communication served as inspiration for this typology (Gorden, 1980).

Non-verbal communication is often briefly discussed in management and entrepreneurship courses relating to "performing leadership". Leaders looking at followers have been demonstrated to be a marker of informal or emergent leadership (Capozzi *et al.*, 2019; Hanna *et al.*, 2021; Wolfram Cox *et al.*, 2022) or an effective management communication tool to reduce gender disparities in hiring, promotion, organisational well-being, and firm performance.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Visual communication: kinetics, oculusics and proxemics

Kinetics refers to the manifestations of a person's posture, facial expressions, body movements, and gestures that support, supplement, or contradict verbal communication (Burgoon et al., 2011). Kinetics is increasingly investigated in management studies as a rich source of insightful data that embodies power interactions and postures among people at various organisational levels (Bonaccio et al., 2016; Clarke et al., 2019; Park et al., 2013).

For instance, in social or professional settings, people may consciously or unconsciously emphasise their organisational power and social position by standing straight with hands on hips or sitting with arms folded and head down (Bonaccio et al., 2016).

Oculusics refers to eye gazing and eye contact, cultural manifestations of social interactions (Matsumoto and Hwang, 2013). Eye contact and eye gaze are non-verbal cues that have proven to be effective in communication, serving multiple purposes. The goals in these situations include controlling the flow of information, making it easier for people to give and receive feedback, keeping an eye on people's level of interest in social interactions, letting people show their feelings, giving people a better understanding of how relationships work between participants, and recognising one's social identity and status (Lunenberg, 2010).

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| > < | Speeded-up talk | ∅ | Looking away/gazing away |
| << >> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Evidence suggests that when managers or leaders gaze at their employees when listening, there is a favourable impact on followers' judgements of leadership effectiveness, whereas gazing away while listening has a negative impact, regarded as counterproductive, "unsupportive managerial work behaviours" (Hoozeboom and Wilderom, 2015, p. 15).

Proxemics refers to approachability between individuals, embedding positive or negative perceptions (Mehrabian, 1968; 1969, cited in McCall and Singer, 2015). This signal is particularly relevant for this study as it is rooted in national culture. It is important for organisations to understand, for instance, that Latinos like Romanians would feel more engaged in an organisation where daily interaction occurs at two to three feet, which is a considerably shorter distance than the American normal professional space of between four and six feet (Dinica, 2014; Matsumoto and Hwang, 2013). The adoption of culturally appropriate social distance has the potential to influence teamwork and trust between leaders and followers. This can lead to improved communication and ultimately contribute to the facilitation of successful and efficient organisational management as organisational members instil a sense of belonging and loyalty (Steffens *et al.*, 2014).

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Auditory communication: paralinguistics

Within spoken language and beyond the words used, paralinguistics refers to non-verbal signs such as voice volume, pauses, tone, and pace (Haddad et al., 2019). More than 60% of what is said is nonverbal. It is through these cues that people show their emotions, like happiness, sadness, anger, or sarcasm. These cues change the meaning of what they say and show their intent, the importance of the message, and their social identity (Cheng *et al.*, 2016; Leongomez *et al.*, 2017). Consequently, paralinguistics is portrayed as providing “a depth to the emotions underlying one’s experience, which is often more important than what is being said orally” (p. 380). Abercrombie (1968, p. 55, cited in Qiang, 2013) showed in his experiments that “we communicate with our vocal organs, but we converse with our full bodies... [which] reinforces the contextual and cultural functional importance of paralinguistics in communication.

A comprehensive understanding of spoken language requires an understanding of paralinguistic components. Furthermore, the understanding and interpretation of comprehension and embedded meaning are dependent upon the contextual and cultural factors of social interaction. Any omission of these factors would result in an alteration of the meaning and the way in which it is comprehended (Qiang, 2013; Townsend, 1988).

| Chronemics | | Kinetics | |
|------------------------|---------------------------------------|------------------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Social Identity (SIT) and Rapport management theory (RMT)

The present article draws upon Social Identity (SIT) (Tajfel and Turner, 1979) and Rapport Management Theory (Brown and Levinson, 1987) as a theoretical framework that grounds the investigation on the significance of non-verbal communication in managing communication and the meaning of what has been communicated when we “listen” beyond the spoken words. It investigates the perspectives of Romanian migrant entrepreneurs about their experiences of acculturation and social inclusion, with a particular focus on how they enact their identities. The "sense of self" (Knights and Willmott, 1989; see also Singhal and Rastogi, 2017) is a way to maintain one's individuality and distinctiveness. It establishes one's social identity as a collection of traits to combat discrimination and increase the opportunities for acculturative belonging (Abd Hamid *et al.*, 2019; Evansluong *et al.*, 2019).

In the context of migrant entrepreneurship, social identity expands one's self-categorization as a migrant or entrepreneur to an internalised sense of group participation, for “the self” is now known as “we” or “us.” As a result, immigrant entrepreneurs place significance on identification with their community and their business because such membership strengthens their sense of self (Haslam *et al.*, 2017). Through this paradoxical quest of sameness and positive difference, they have the opportunity to prove their legitimacy as entrepreneurs. The on-going public anti-

| Chronemics | | Kinetics | |
|------------------------|---------------------------------------|------------------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

immigration (or anti-Romanian) debate in the UK reinforces a simultaneous need to overcome the perceived societal stigma associated with their immigrant status (Fox *et al.*, 2015; Morosanu, 2018). Previous research shows that when it comes to migrant entrepreneurs, their social identity and self-identity overlap. This is because they are less likely to face social stigma and have more chances to adapt by being what they have become (for example, entrepreneurs) rather than what they were born into (for example, Romanian nationality). As they embark on their acculturative journeys, these migrant entrepreneurs' identities are undone and re-done to meet the host country's social expectations (Berry and Hou, 2017; Monforte *et al.*, 2019; Phillips and Knowles, 2012).

As a Romanian immigrant business owner in London, acculturation is seen as a dynamic and difficult process of finding the right balance between positive differences and similarities (Brewer and Silver, 2000). It is in this context that non-verbal communication, more specifically kinetics, emerges as an essential semantic behavioural predictor of how these people experience and express the danger of uncertainty during their acculturative journeys in the host country (Berger and Bradac, 1982).

Non-verbal functional significance in understanding entrepreneurship and organisational management has been explored by a handful of scholars, who have demonstrated that hand

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

gestures and paralinguistics play a critical role in conveying core semantic meaning and information, which adds depth to what has been communicated verbally (Clarke *et al.*, 2019; Gkorezis *et al.*, 2015). Reasoning with other scholars, this study's cognitive perspective of non-verbal communication emphasises dominance and social status (Burgoon and Dunbar, 2006). For example, "power posture", eye contact (Lunenbergh, 2010), facial appearance (Olivola *et al.*, 2014), and vocal pitch and interruptions (Clarke *et al.*, 2019) are considered powerful non-verbal markers of social power and status that are universal across cultures (Tracy *et al.*, 2013). The social identity of an entrepreneur could easily overlap with that of a community leader. This intersectionality of identities manifests itself through non-verbal indicators of optimal distinctiveness and authority (Abd Hamid *et al.*, 2019), serving as an opportunity to convey charismatic leadership. Eye contact, vocal tone, posture, and facial expressions are all nonverbal cues that strongly demand more attention. These cues serve to reinforce these leaders' upward social status (Tskhay *et al.*, 2020).

According to Spencer-Oatey's (2008) development of Brown and Levinson's (1987) concept of "face," rapport management theory (RMT) emphasises the significant role played by communication in shaping rapport. This is understood as "people's subjective feeling of (dis)harmony, smoothness—turbulence, and warmth—hostility" (Spencer-Oatey, 2009, p. 102),

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

which impacts the trust and collaboration between team members and, in this case, between researchers and research participants. Recent studies have found that managers build rapport by taking both harmonious and discordant communication factors into account (Zhang, 2019). According to Chen (2021, p. 2), managing rapport is exactly Spencer-Oatey's (2009) "face" divided into three categories: fellowship face (being a "good companion"), quality face (being recognised for one's positive traits, having one's competence and position recognised), and autonomy (migrants and natives alike find themselves negotiating rapport in social power imbalances). A stance of dominance and submission is one of the most essential characteristics of social interactions and an important outcome of communication (Massey-Abernathy and Haseltine, 2019). Therefore, interpersonal dominance non-verbal cues that "represent the real achievement of influence or control over another via speech" cannot be ignored since they have enormous ramifications for the societal and organisational belonging of all participants (Arrighetti *et al.*, 2017; Berry *et al.*, 2011).

Even though at the heart of interpretative entrepreneurship and organisational research is the participant's story, where meanings and meaningful subjective experiences come to life through verbal and non-verbal communication (Bispo and Gherardi, 2019; Smith and Osborn, 2015), increasing evidence suggests that most researchers focus exclusively on the spoken word, failing

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

to fulfil the aim of deepening understanding of the researched phenomenon by only scratching the surface of these stories (Greckhamer and Cilesiz, 2014). Highlighting this practice of omission common in interpretative research, Denham and Onwuegbuzie (2013) report that 76% of empirical articles published in *The Qualitative Report* between 1990 and 2012 have no reference to non-verbal communication. Similarly, in the *Journal of Mixed Methods Research*, for 22 years, between 2019 and 2020, only 7.17% of the qualitative papers published included any reference to non-verbal communication (Hitchcock and Onwuegbuzie, 2020). Even Creswell's (2007) most-cited reference book on research methods and its updated version (Creswell, 2019) omit any discussion of non-verbal communication.

This lacuna is often justified for a myriad of reasons, from a lack of best research practices and typologies reported by scholars to the complexity of interpreting non-verbal communication due to its less rationalised, cultural, and context-bound nature (Bispo and Gherardi, 2019; Clarke *et al.*, 2019; Hitchcock and Onwuegbuzie, 2020). Both the Romanian researcher and the Romanian participants in this study were aware of the social and cultural context (Grillo and Enesi, 2022).

The functional significance of non-verbal communication is reinforced through the four key communicative functions, among which the most common ones are to *repeat* verbal discourse (e.g., nodding in agreement); *substitute* spoken communication (e.g., rolling their eyes in

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

disagreement); *complement* (e.g., eye contact whilst addressing the interviewee); or *juxtapose* (e.g., tearing eyes whilst describing a moment of contentment) (Bonaccio *et al.*, 2016). We now know that nonverbal communication can be useful and can lead to deeper meaning. We need to figure out "what we can do with our embodied capacity to affect and be affected" (Gherardi *et al.*, 2018, p. 4) and use this untapped potential for "deeper understanding" to help professionals and qualitative researchers do their jobs better. This enables greater insights into management and research practice, which are needed (Bispo and Gherardi, 2019; Hitchcock and Onwuegbuzie, 2020). Therefore, this article addresses this knowledge gap in organisational and entrepreneurship studies by "engaging" with participants' embodied messages (Hall *et al.*, 2019). In this way, it helps people understand how important nonverbal communication is in shaping the meaning of the message because it supports, contradicts, repeats, and contrasts the spoken message. It investigates how non-verbal cues impact the understanding and acculturation experiences of London-based Romanian entrepreneurs (Bonaccio *et al.*, 2016). It delivers on the promise of interpretative research to deepen our understanding of the researched phenomenon by advancing the methodological scholarship of tapping into hidden meaning in plain sight.

Methodology and Methods

This article is grounded in a comprehensive interpretative phenomenological analysis (IPA) study

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| > < | Speeded-up talk | ∅ | Looking away/gazing away |
| << >> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

that took place from 2018 to 2020. The study's primary objective was to explore “how people make sense of their major life experiences... and (it) shares the views that human beings are sense-making creatures, and therefore the accounts which participants provide will reflect their attempts to make sense of their experience” (Smith et al. 2009:1-4). This study helps us understand acculturation, a complicated and emotionally charged social phenomenon. It also achieves the methodological goal of recording real and contextually situated narratives, spoken and unspoken (Smith et al., 2011), showing how important it is to understand nonverbal language for managing effective and efficient communication and understanding meaning. Using a combination of various sampling techniques, including snowballing, derived rapport, and e-snowballing via Facebook (Chitac, 2022; Chitac and Knowles, 2019), we recruited a sample of 49 Romanian immigrant entrepreneurs (31 men and 18 women). The difficulties encountered in accessing and conducting interviews with members of this community serve as evidence of the stigmatised and anti-immigrant rhetoric that these migrants have faced in the host country (Morosanu, 2018). These tensions and lack of trust have been showcased in some of these interviews, which made this inquiry into non-verbal communication not only relevant but critical in understanding these CEO’s journeys of acculturation and behaviour.

As a cultural insider of the group being studied, the primary researcher prioritised a practice of

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

researching with entrepreneurs rather than about them (Vershina *et al.*, 2019) to achieve the study's IPA goal of foregrounding the participants' voices (Smith, 2019). Following the lead of well-known qualitative researchers (Kapasi and Rosli, 2020; Vershinina *et al.*, 2019), a co-creative approach to knowledge was chosen to lower the risk of interpretation and cultural bias. This was done by asking the participants to confirm the interpretation of their experiences of acculturation that was given during the interviews. Only six out of 49 interviewees agreed to the interviewer taking notes during the interviews due to cultural concerns that it might be disrespectful (Sommers-Flanagan and Sommers-Flanagan, 2015). The sample consisted predominantly of highly educated, first-time migrant entrepreneurs, mostly British construction industry and primarily employing migrant staff (see Table 1. Research Participants' Demographics). This sub-group is therefore the sample of interest in this article, with extended extracts from the interviews of two of them analysed in detail.

Table 1. Research Participants' Demographics

| Participant's code | Age | Level of Education | Industry | No. of Employees | Primary market |
|--------------------|-----|--------------------|---------------------------|------------------|----------------|
| Entrepreneur No.1 | 37 | Bachelor's degree | Consumer goods & services | 3 | British Market |

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ı | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

| | | | | | |
|---------------------|----|-------------------|----------------------------|------|----------------|
| Entrepreneur No.17 | 38 | Bachelor's degree | Consumer goods & services | 10 | British Market |
| Entrepreneur No. 28 | 32 | Bachelor's degree | Construction & Real estate | 15 | British Market |
| Entrepreneur No. 32 | 72 | Bachelor's degree | Construction & Real estate | 4500 | British Market |
| Entrepreneur No.34 | 40 | High School | Consumer goods & services | 15 | Ethnic Market |
| Entrepreneur No.44 | 37 | Master's degree | Consumer goods & services | 4 | British Market |

Source: Researchers' own creation

The data was analysed using the NVivo 12 programme and theme analysis. Leathers classification system was used to arrange the verbatim transcripts and co-occurring non-verbal clues (1976, cited in Eaves and Dale, 2018:20) The nonverbal communication system was coded using Gioia et al.'s (2013) inductive coding methods. This system is made up of subsystems for both visual communication (kinetics and proxemics) and auditory communication (paralinguistics). This led to the organisation of the theoretical and emerging themes into second-order codes, and the first-order ones are represented by illustrative instances. A six-step procedure was created utilising a data analysis protocol that combined the Smith *et al.* (2009) IPA analysis guide and the Onwuegbuzie and Byers (2014) non-verbal analysis protocol. The acculturation experiences of

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ⋮ | Extending arms across the table |
| <u>word</u> | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

the participants were transcribed from voice recordings and field notes taken during and after the interviews. Additionally, the repertoire consists of a collection of non-verbal symbols that each represent a different kind of non-verbal communication. This procedure draws upon protocols established by De Finna (2007), Edwards (1997, as cited in Sperti, 2019), and Onwuegbuzie (2016) to support the transcription of non-verbal communication.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Table 2. The repertoire of non-verbal communication symbols

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| <u>word</u> | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Source: Researchers' own creation

In the third step of thematic analysis, first-order themes are created by comparing three different transcriptions of spoken and unspoken communication (i.e., experiences of acculturation). This triangulation aims to accurately reproduce the circumstances and experiences described by

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| <u>word</u> | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

participants during the interview sessions. Convergent and divergent acculturation patterns are evident in both individual interviews and cross-interviews. According to Smith *et al.* (2009:92), these themes are "phrases that encapsulate the psychological core of the work and possess a sufficient level of specificity and abstraction to be considered conceptual."

| Chronemics | | Kinetics | |
|------------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| > < | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Table 3. Summary of the emergent themes (codes) and illustrative interview extracts

| Second-order themes | First-order themes | Illustrative interview extracts |
|--|--|--|
| <p>A learning journey starting from scratch, socially and culturally vulnerable</p> | <p>Experiences of acculturation</p> | <p>A: “mmm, (...), Ø, I think everyone tries their best to FEEL integrated into any society they live in. O Ye::s, > you automatically try to integrate as soon as possible and as well as you can and to do that (...), mmm, Ø, although you feel vulnerable Ø O, just like a newly born baby. Like a baby trying to imitate his parents, I, Å (...) myself, try to imitate what others around me do, how they talk, how they behave, the slang they use O (...) (Entrepreneur No. 17)</p> |

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Å | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | J | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | © | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

| | |
|---|--|
| <p>A cross-cultural journey of hybrid citizenship and (des)integration</p> | <p>I can't say that we have reached a complete and perfect inclusion in English society, which I think is VERY HARD to achieve. I DONT' KNOW (long pause, gazing away and back) if there is social inclusion in English society (elongated, low voice, nodding in disbelief). ONE is social inclusion through work, where I feel perfectly included as a glove (long pause, eye contact), and ANOTHER is personal life, where I do NOT think I am socially included (gazing away, arms crossed). (...) I CONSIDER MYSELF (eye contact, brief smile and nodding) a mix of four nationalities: a Romanian quarter (small pause), a Canadian quarter (small pause), because Canada is the country that adopted me and I am always grateful to them, an English quarter (small pause) and an Italian quarter (smiling and gazing into horizon) (Entrepreneur No. 32)</p> |
|---|--|

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

| | | |
|--|--------------------------------------|---|
| <p>A journey of becoming and being recognised as a true entrepreneur</p> | <p>Migrant entrepreneur Identity</p> | <p>“I earn enough money to have a good lifestyle here... I now live in an exclusive British neighbourhood, in a house worth over a million pounds, and run a business with a revenue of over £3 million. (...) I came here as a law graduate from the middle class and started working as a cleaner in the hospital. I paid many times over for my success; if anyone ever doubted or wondered.....I am now worthy of the red-carpet treatment I receive and truly enjoy... (Entrepreneur No. 17)</p> |
|--|--------------------------------------|---|

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

| | |
|--|--|
| <p>A well-deserved recognition & high social status</p> | <p>“LL, X, ¶, mm, l, @, ÷ (.) As a Romanian ENTREPRENEUR, O, II, l I:: cannot say that I was treated in any different way, and I think I was fortunate to be in charge of a company that everyone needed here! in the sense that we had the money and the knowledge to deliver where many British companies failed before. (...) As a Romanian ENTREPRENEUR, I did not have to ask for any favour. (...) O, ÷ MY title (...) (long pause) awarded to me (...) ME (...), personally, it is a well-deserved recognition. [...]. (Entrepreneur No. 32)</p> |
|--|--|

Source: Research data

The aggregated dimensions are found in the participant's verbally communicated and non-verbally communicated experiences during the third layer of coding. The co-occurring non-verbal cues are categorised into distinct functions appropriate for each scenario using the non-verbal communication functions of Bonaccio *et al.* (2016) as a guide. In particular, it means

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

determining if the non-verbal communication supports (through affirmation, emphasis, and illustration), contradicts (through juxtaposition), or broadens (through discovery and elaboration) participants' verbal communication.

We have used bracketing, interviews, field notes, and data from three different sources to "corroborate the interpretative analysis" and make it stronger (Onwuegbuzie and Leech, 2007).

The next part of the paper talks about how nonverbal communication was analysed. There are examples from two of the interviews, as well as the nonverbal communication typology, its context-bound conventional symbols, and the analysis protocol that was talked about earlier in this paper.

Research findings and discussion

These illustrative examples of co-occurring verbal and non-verbal communication reinforced the functional importance of non-verbal communication in furthering our understanding of these migrant entrepreneurs' experiences of acculturation, even though one could argue that these non-verbal behaviours can be controlled to some extent by experienced speakers and leaders such as some of the entrepreneurs interviewed for this study. The participants' use of non-verbal communication enhanced the emotional richness of their narratives regarding these entrepreneurs' experiences of acculturation and their pride in positioning themselves as

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

1
2
3 optimally distinctive as entrepreneurs. This was achieved through various means, such as the
4
5 repetition of verbal discourse through non-verbal cues (e.g., nodding in agreement), the
6
7 substitution of verbal communication with non-verbal expressions (e.g., rolling their eyes to
8
9 convey disagreement), the use of non-verbal cues to complement verbal communication (e.g.,
10
11 maintaining eye contact while addressing the interviewee), and the juxtaposition of non-verbal
12
13 cues with verbal descriptions (e.g., tearing up while recounting a moment of conflict). These
14
15 non-verbal behaviours served as responses to the initial questions posed during the study
16
17 (Bonaccio et al., 2016).
18
19
20
21

22 The interview extracts that follow are from interviews lasting 43 minutes (Entrepreneur No. 17)
23
24 and 55 minutes (Entrepreneur No. 32).
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Table 4. Illustrative examples of NVC contradicting and substituting the VC

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Q: What does social inclusion mean for you as a Romanian migrant entrepreneur in the UK?

A: “mmm, (...), Ø, I think everyone tries their best to FEEL integrated into any society they live in. Ø Ye::s, > you automatically try to integrate as soon as possible and as well as you can and, to do that (...), mmm, Ø, although you feel vulnerable Ø Ø, just like a new(.) born baby. Like a baby trying to imitate his parents, I, Å (...) myself try to imitate what others around me do, how they talk, how they behave, the slang they use Ø (...) (Entrepreneur No. 17)

Transcription

A: “mmm, (...), Ø, (hesitation, pause, and then gazing away to confirm understanding of the topic) I think everyone tries their best (elongated vowel to emphasise) to FEEL (louder tone to emphasise intensity and significance) integrated into any society they live in. Ø Ye::s, > (eye contact, followed by word emphasis through vowel elongation and slower tone to allow time to reflect) you automatically try to integrate as soon as possible and as well as you can and, to do that (...), mmm, Ø, (pause, hesitation, and gazing away) although you feel vulnerable Ø Ø, (gazing away and eye contact) just like a new(.) (small pause) born baby. Like a baby trying to imitate his parents, I, Å (...) (louder tone, nodding in agreement and long pause to emphasise and juxtaposed feelings of

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | N | Nodding the head (disbelief) |
| Λ | Breath down | A | Nodding the head (agreement) |
| ε | Silence | ↑ | Sideway orientation |
| ÷ | Smile | ↓ | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Source: Research data

From this experience, we can draw the conclusion that to be socially included, one had to go through a journey of overcoming personal and interpersonal weaknesses (feeling vulnerable), which is in line with previous research (Solano et al., 2020). As a result, this process of becoming—which was described as being "Like a baby trying to imitate his parents"—was shown to be progressive and dynamic, beginning with experiences of deskilling and devaluing capital, which justified the participant's struggle to forge a new life as a socio-cultural apprentice. His quest for social inclusion as a means of learning how to fit in with "them" reflects the growing migration studies debate on the hierarchy of cultures (Nicholls *et al.*, 2016). This acculturative method satisfies their demand for achievement (McClelland, 1961), which led them to migrate to the UK in the first place by pursuing sameness rather than positive distinctiveness. Their journey of acculturation thus starts with a social rebirth, experienced as a transformative journey from “zero to hero”, from “feeling vulnerable as a baby” to becoming “a successful businessman... worthy of the red-carpet treatment” (Entrepreneur No. 17).

Despite the interviewee's claims about social inclusion, the analysis of their nonverbal communication (NVC) revealed inconsistencies. Their NVC cues suggest their passive role in their journey of acculturation and their effort to reconcile the unanticipated conflict arising from

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

their vulnerability as a migrant and their entrepreneurial agency.

The interviewee seems to find refuge in initiating a routine of alternating *hesitation, gazing away, and unfilled long pauses*, which reinforce deception of what is communicated (“**mmm, (...), Ø**, (*hesitation, pause, and then gazing away to confirm understanding of the topic*) I think everyone tries their **be::st** (*elongated vowel to emphasise*) to **FEEL** (*louder tone to emphasise intensity and significance*) integrated into any society they live in. **O Ye::s, >** (*eye contact, followed by word emphasis through vowel elongation and slower tone to allow time to reflect*) you automatically try to integrate as soon as possible and as well as you can and, to do that (...), **mmm, Ø**, (*pause, hesitation, and gazing away*) (Entrepreneur No 17). Reasoning with previous evidence of deceptive NVC, vocal tension is here emphasised by the use of elongated vowels and a louder and slower tone, which shows cognitive load (Vrij and Fisher, 2020).

His habit of maintaining eye contact when talking about "being vulnerable" and frequently averting his gaze when describing social inclusion as a process of "doing his best" creates tension, as if he were playing roles that were at variance with his emotions. Additionally, the setting of the interview—a conference room with a huge window overlooking central London—made his behaviour of staring seem natural and set the stage for emotional detachment. Gazing changed into a context-bound kinetics artefact in this setting (McDonald and Tatler, 2013), which may be

| Chronemics | | Kinetics | |
|--------------------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| > < | Speeded-up talk | Ø | Looking away/gazing away |
| << >> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

superficially interpreted as a neutral setting for the interview.

The functional significance of the NVC becomes apparent when the VC and NVC messages are analysed independently. This highlights the importance of not solely relying on the interpretative tradition of verbal accounts, since this would result in a superficial and inaccurate understanding of this experience.

The following second example shows how important NVC is in validating and supporting the verbal statements provided by the subject regarding what it means for Participant No. 32 to be a Romanian immigrant entrepreneur in London. This excerpt illustrates how using multiple nonverbal communication cues, like proxemics, paralinguistics, and haptics, can reveal how complex power dynamics and social status are. These techniques help to reinforce the argument regarding the distinct social identity of the individual as a migrant entrepreneur in the city of London and the richness embedded in these non-verbal cues.

Artefacts: The interviewee chose to have the interview at the company's headquarters located in Canary Wharf, once a swamp and now one of the biggest financial centres not only in the UK but in the world. The location itself is a statement of his social power and status, as he identified himself as one of the architects of this urban masterpiece.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

The location chosen for the interview reinforces this entrepreneur's distinctiveness and his legitimacy as a community leader. However, the interview setting, and participant's initial closed-up body language are testimony of power distance and lack of trust towards the researcher, who, despite being a cultural insider, was an outsider to the community of Romanian entrepreneurs and to the interviewee.

Seating was on two chairs facing each other, with a coffee table between them. At the start of the interview, it was the interviewee who set up the interview rules by using an autocratic tone: “± **LET ME::** (change in tone, louder tone, followed by vowel elongation) **KNOW WHEN YOU START RECORDING? O** (looking for confirmation by making eye contact) and “**YOU HAVE TO FINISH NO LATER THAN 45 MINUTES, OR 43 MINUTES TO BE EXACT! O** (louder tone and looking for confirmation by making eye contact)

LL, X, ¶ O (With his legs and arms crossed and his body turned sideways, trying to keep eye contact, he confirmed that he was ready for the first question.) (Entrepreneur No. 32)

In addition, the entrepreneur's sideways stance with crossed arms and legs throughout the first 15 minutes of the interview reinforced his lack of trust in the interviewer, which was expressed as divergent and asynchronous exchanges conveying uncertainty and suspicion, as this interview

| Chronemics | | Kinetics | |
|--------------------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| > < | Speeded-up talk | Ø | Looking away/gazing away |
| << >> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

was lacking the certainties of his PR moments. The coffee table also prevented any potential direct interaction, and the interviewee's sideways posture with crossed legs and arms during that time further reinforced it. His louder tone indicated power and control during these unplanned discussions (Burgoon *et al.*, 2021). In many cultures, a low tone communicates the subject's authoritative position (Haddad *et al.*, 2019). A stronger tone, however, communicates an authoritative order that in Romanian (or Latin) culture is expected to be accepted and followed (Lewis, 2010). Thus, it became evident that nonverbal communication altered the importance of what was said, impacting the meaning of what was said.

For example, if this message „**LET ME::** (change in tone from normal to louder, followed by vowel elongation) **KNOW WHEN YOU START RECORDING? O**” had been communicated by using a normal tone rather than a louder one and no eye contact without seeking confirmation (i.e., “Let me know when you start recording”), the message would have been perceived as a less important statement than that of greater importance emphasised by the interviewee.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Table 5. Illustrative examples of NVC confirming and expanding the VC

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Q: What does it mean for you to be an entrepreneur in the UK?

A: “**LL, X, ¶, mm, ll, @, ÷** (.) As a Romanian **ENTREPRENEUR, O, II, ll I::** cannot say that I was treated in any different way, and I think I was fortunate to be in charge of a company that everyone needed here! in the sense that we had the money and the knowledge to deliver where many British companies failed before. (...) as a Romanian **ENTREPRENEUR, I** did not have to ask for any favor. I was not the one who needed them, but they needed **US**. And from this point of view, I had no problems [...].

O, ÷ MY title (...) (long pause) awarded to me (...) **ME** (...), personally, it is a well-deserved recognition. I received the title for the services I brought to this financial district (...) which houses the largest financial institutions in London [...]. (Entrepreneur No. 32)

Transcription

A: “**LL, X, ¶, mm, ll, @, ÷** With his legs and arms crossed and his body turned sideways, he hesitated, then opened his arms and turned around to face the researcher. He breathed profoundly and laughed briefly (.) (micropause) As a Romanian **ENTREPRENEUR, O, II, ll** (louder tone, eye contact, open arms) **I::** (vowel elongation) cannot say that I was treated in any different way, and I think I was fortunate to be in charge of a company that everyone needed here! (animated tone), in the sense that we had the money and the knowledge to deliver where many British companies failed before. (...) as a Romanian **ENTREPRENEUR** (louder tone), I did not have to ask for any favour. I was not the one who needed them, but they needed **US** (louder tone). And from this point of view, I had no problems [...].

O, ÷ MY title (..) (louder pitch followed by a long pause) awarded to me (...) **ME** (...) (louder tone, eye contact, open arms) (vulnerability) personally, it is a well-deserved recognition. I received the title for the services I brought to this financial district (...) which houses the largest financial institutions in London [...]. (Entrepreneur No. 32)

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (..) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| Y | Surprised | S | Holding his head (Struggle) |
| V | Holding breath | N | Nodding the head (disbelief) |
| A | Breath down | A | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| Smile | Smile | ll | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Source: Research data

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Laughter and smiles (@ ÷) marked the turning point in this interview, a shift from PR rhetoric to a personal engagement with the research topic. Although these manifestations of NVC are recognised as common regulators of social interactions (Bonin *et al.*, 2012), they convey an emotional state of well-being and affiliation (Curran *et al.*, 2018) and signal a change in attitude as a turning point in this interview. To emphasise his socially advantageous status as an entrepreneur, interviewee No. 32 used paralinguistics, which took the form of differing voice tones, to emphasise the importance of his business identity over his national identity (which he referred to as "Romanian ENTREPRENEUR") (Abd Hamid *et al.*, 2019). His paralinguistics reveal selective acculturation; as a businessperson, he exhibits excellent self-efficacy; it appears that he has attained acculturative sameness, which is strongly emphasised as "US." But he tends to shy away from talking about his acculturation as a Romanian. The development of this informal hierarchy of intersecting identities opens the door to the paradox of integration, which appears to be on the rise throughout Europe (Steinmann, 2019).

This extract demonstrates how a blend of multiple and co-occurring forms of non-verbal communication, including proxemics, paralinguistics, and haptics, reflects the complexity of power and social status, which strengthens the argument around his socially distinctive identity as an entrepreneur rather than a Romanian in London.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Evidence from both interviews reveals that Spencer-Oatey's (2009) "face" depicts a range of emotions as the interviewees move through various phases of managing and establishing rapport and as they begin to tell stories about their experiences as Romanian immigrant entrepreneurs in London. As a result, in line with the rapport management theory (Spencer-Oatey, 2008), interviewees sometimes look away to smooth the conversation over to the interviewer, or they stare almost hostilely into the interviewer's eyes to reinforce their social power and ensure their leadership position throughout the interview. Reasoning with recent management studies, where leaders' nonverbal communication significantly influences the meaning of what is communicated (Capozzi *et al.*, 2019; Hanna *et al.*, 2021; Wolfram Cox *et al.*, 2022). These situated and culturally bound interview extracts demonstrate that nonverbal communication is an effective way to communicate sociocultural values that shape power relations and rapport, as much as they are valuable and insightful manifestations of these entrepreneurs' identities. At first, they reveal power imbalances being worked out and stories of acculturation experiences making people instant heroes, or, on the other hand, they illustrate the vulnerabilities of being categorised as migrants who have become "acceptable others" in the host society, although still having a vulnerable identity, as migrants and less so as entrepreneurs.

Furthermore, this study reiterates the influence of culture, which is significant in shaping power

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

dynamics and the manifestation of status. Nonverbal cues may elicit certain expectations regarding deference to social status and associated authority, such as a tendency to minimise or avoid direct eye contact with the interviewer. Although these findings demonstrate that culturally shaped expectations of behaviour are shown through nonverbal communication (NVC), they offer valuable insights into how communication is understood and how identities are enacted. It is equally important to recognise that the researcher's positionality as a cultural insider plays an important role in building and managing rapport and in capturing insightful cultural non-verbal cues, which added depth to these entrepreneurs' experiences of acculturation. However, it is equally important to acknowledge that this could also be the context for a potential risk of cultural bias, which has been mitigated by adopting a collaborative approach to research, discussed in the research methodology and methods section. In contrast, engaging in the normal interpretative constructivism routine carries the risk of miscommunication, which might have resulted in the sharing of shallow narratives with the researcher-interviewer or a lack of meaningful participation in organisational dialogue (Bente *et al.*, 2020).

Overall, this study examines methodological and organisational verbal communication gaps in research and organisational studies. It illustrates how nonverbal communication affects social actors' comprehension and behaviour. By recognising and interpreting nonverbal communication cues like body language, facial expressions, and gestures, scholars, leaders, and others may foster

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| > < | Speeded-up talk | ∅ | Looking away/gazing away |
| < > | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

an inclusive, sympathetic, and trustworthy atmosphere and collaboration (de Jong et al., 2020; Yue et al., 2022). Teamwork, conflict resolution, leadership, employee engagement, and organisational performance may improve (Darics, 2020). By merging viewpoints from multiple academic fields, future cross-cultural non-verbal communication research may assist managers, CEOs, and other enterprise stakeholders to better understand and manage diverse societies and organisations, and thus to nurture inclusivity and sustainable growth (Kazemitabar et al., 2022; Liebrechts et al., 2020).

Contribution, limitations and future research directions

By illustrating and raising awareness of the importance of NVC as a communication tool for organisational leaders, including the migrant entrepreneurs interviewed, this article contributes to organisational management and research practice. Therefore, it demonstrates how our ability as researchers and organisational members to communicate more effectively because of its dynamic complexity shapes our social and organisational identities, which ultimately impact our engagement with organisational management and our sense of belonging (Gkorezis *et al.*, 2015). Even though the focus of this paper has been on NVC analysis as a research method, this study is interdisciplinary (Plusquellec and Denault, 2018), demonstrating that efficient communication is a matter of context, cultural awareness, and behaviour (Clarke *et al.*, 2019; Samovar *et al.*, 2016). Consequently, this paper demonstrates that embodied research leads to a greater understanding of

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

the messages exchanged (Wanko Keutchafo *et al.*, 2020).

Furthermore, lack of research on non-verbal communication, despite its acknowledged potential to unlock over 65% of our communication (Birdwhistell, 1970, cited in Bonaccio *et al.*, 2016; Eaves and Leathers, 2018), becomes increasingly important in today's rising migration and organisational diversity. It serves as a counterbalance to this study's valuable research findings, which are summarised above (Grillo and Enesi, 2022). To fill in methodological (Denham and Onwuegbuzie, 2013) and practise gaps (Cheng *et al.*, 2022; Darics, 2020; Hellmann *et al.*, 2020) gaps, this study builds a contextual analytical non-verbal repertoire and shows how people from the second-largest groups of EU migrants in the UK (ONS, 2019) communicate their entrepreneurial identities and acculturative experiences in different cultural settings. The importance of this study for management practice is enhanced by the enterprise leaders' descriptions of how organisational leadership is exercised and the potential effects of our interpretation of what has been conveyed on our decisions as organisational members (Hellmann *et al.*, 2020). Although these findings are context- and culture-bound, they offer a valuable insight into the significance and impact non-verbal communication has not only in shaping the meaning embedded in the message communicated but also in how these entrepreneurs' identities are enacted and how trust and rapport emerge during face-to-face interactions. As such, this article

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| > < | Speeded-up talk | ∅ | Looking away/gazing away |
| << >> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

reinforces Gkorezis *et al.*'s (2015) call for management to support training into effective use of non-verbal cues to help organisational members avoid conscious or unconscious inconsistencies, increasing, in turn, the effectiveness and efficiency of communication. This can greatly impact the quality of research, specifically the interpretation of data, and improve management communication and, ultimately, management decisions across different organisational levels.

These interview extracts illustrate the functional importance of NVC as a component of interpersonal interactions and a source of subjective meaning in entrepreneurship and organisational studies, which could be empathetically and reflectively dissected to comprehend these migrant entrepreneurs' experiences of assimilation and the meanings underlying their social identities as Romanian migrant entrepreneurs in London (Del Giacco *et al.*, 2019). In addition to confirming, substituting, and even contradicting their verbal claims, they use nonverbal clues to communicate power, dominance, or submission. Future studies, however, would benefit from broadening their scope to consider the effect of the identity and behaviours of the interviewer on the NVC of the interviewee while also taking into account the power dynamics and the role gender plays in shaping these social interactions.

This study enhances understanding of interpretative analysis by addressing the risk of rationalising the naturalistic character of inquiry through engagement with NVC and the creation

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| > < | Speeded-up talk | ∅ | Looking away/gazing away |
| < > | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

of a repertoire of non-verbal cues and a protocol of analysis (Denham and Onwuegbuzie, 2013). Therefore, rather than making a biased claim of full comprehension, the researcher is aware of "reaching" towards understanding the otherness of interviewees (Donner *et al.*, 2020; Todres *et al.*, 2014). Although the sample size of six is within the IPA tradition, future studies might expand the repertoire of NVC to permit comparisons of different cultures.

To address the context and culture-bound limitations of this study, which diligently follows the IPA tradition of prioritising in-depth, unique experiences, more research should be encouraged in different cross-cultural settings, which would enable the investigation of convergent and divergent patterns of non-verbal communication across different cultural settings. Furthermore, a longitudinal perspective would also reinforce the scientific rigour of the inquiry.

Conclusion

The purpose of this paper is to illustrate the practical value of nonverbal communication in qualitative and organisational management research, thus reinforcing its critical role as a component of cross-cultural competency, which requires further research in today's' fast-paced and richly diverse managerial and research context (Bente *et al.*, 2020). These findings show that nonverbal cues, like paralinguistics, haptics, chronemics, and oculusics, are part of interviewees' spoken stories and how they show who they are. These cues sometimes support and confirm what

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ε | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| > < | Speeded-up talk | ∅ | Looking away/gazing away |
| << >> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

they say, and other times they go against what they say. This study encourages managers and researchers to read beyond the spoken word and become more culturally literate. Therefore, it is important that researchers engage with embodied knowledge and take on the responsibility to report with transparency how data is interpreted, while managers should be aware of the risks assumed when making management decisions for their richly diverse organisation based on the spoken language.

This study contributes to Plakoyiannaki and Budhwar's (2021) and Pratt *et al.*'s (2020:7) call to recognise the responsibility of managers and researchers for adopting a bricoleur mindset. This entails reevaluating our methodological approaches, actively seeking improvement, and leaving a lasting impact rather than simply following established paths. Ultimately, the research strategy employed in this study is characterised by embodiment and iteration, which serve to enhance the value of novel qualitative methodologies and bridge the gap between quantitative and qualitative research in the fields of management and entrepreneurial studies (Pratt *et al.*, 2020).

| Chronemics | | Kinetics | |
|------------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| > < | Speeded-up talk | Ø | Looking away/gazing away |
| < > | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { } | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

References

Abd Hamid, H.A., O’Kane, C., and Everett, A.M. (2019). “Conforming to the host country versus being distinct from our home countries: Ethnic migrant entrepreneurs’ identity work in cross-cultural settings”, *International Journal of Entrepreneurial Behaviour & Research*, Vol. 25, No. 5, pp. 919–935.

Abercrombie, D. (1968). “Paralanguage”. *British Journal of Disorders of Communication*, Vol. 3, No. 1, pp. 55–59.

Ambady, N., and Weisbuch, M. (2010), “Non-verbal behaviour”, in Fiske, S. T., Gilbert, D. T., and Lindzey, G. (eds.), *Handbook of Social Psychology*. Hoboken, NJ: Wiley, pp. 464–497.

Arrighetti, A., Bolzani, D., and Lasagni, A. (2017) “Acculturation and ethnic hybridism in immigrant entrepreneurship”, *Argomenti*, ISSN 1971-8357, pp. 27–48.

Arshad, M., Qasim, N., Farooq, O.O., and Rice, J. (2021) “Empowering leadership and employees’ work engagement: a Social Identity Theory perspective”, *Management Decision*, Vol. 6, No. 5, pp. 1218–1236.

Bente G, Novotny E, Roth D, and Al-Issa A (2020). “Beyond Stereotypes: Analysing Gender and Cultural Differences in Nonverbal Rapport.” *Frontiers Psychology*, Vol. 11, pp. 599703. doi: 10.3389/fpsyg.2020.599703.

Berger, C.R., and Bradac, J.J. (1982). *Language and Social Knowledge: Uncertainty in Interpersonal Relations*, Edward Arnold Publishers Ltd., London.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Berry, J. W., and Hou, F. (2017) "Acculturation, discrimination, and wellbeing among the second generation of immigrants in Canada", *International Journal of Intercultural Relations*, Vol. 61, pp. 29–39.

Berry, J. W., Poortinga, Y.H., Breugelmans, S.M., Chasiotis, A.C., and Sam, D.L. (2011). *Cross-cultural psychology: Research and applications* Cambridge, United Kingdom: Cambridge University Press.

Birdwhistell, R. L. (1970). *Kinesics and context* Philadelphia: Pennsylvania University Press.

Bispo, M. (2017) "Educating qualitative researchers in management: Towards performative judgements", *Revista de Administração de Empresas*, Vol. 57, pp. 158–169.

Bispo, M. and Gherardi, S. (2019), 371-383, "Flesh-and-blood knowing Interpreting qualitative data through embodied practice-based research", *RAUSP Management Journal*, Vol. 54, No. 4, pp. 371-383.

Bonaccio, S., L., O'Reilly, S., and Chiochio, O. S. (2016), "Non-verbal behaviour and communication in the workplace: A Review and an Agenda for Research," *Journal of Management*, Vol. 42, No. 5

Bonin, F., Campbell, N., and Vogel, C. (2012) "Laughter and topic changes: temporal distribution and information flow", in *CogInfoCom – 3rd IEEE International Conference on Cognitive Info Communications, Kosice*.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Brewer, M. B., and Silver, M. D. (2000). Group distinctiveness, social identification, and collective mobilisation. In S. Stryker, T. J. Owens, & R. W. White (Eds.), *Self, identity, and social movements* (pp. 153–171). Minneapolis, MN: University of Minnesota Press.

Burgoon J. K., Wang X, Chen X, Pentland SJ, and Dunbar NE (2021) “Nonverbal Behaviors “Speak” Relational Messages of Dominance, Trust, and Composure”. *Frontiers Psychology*, Vol. 12, pp. 624177.

Burgoon, J. K., Guerrero, L. K., and Manusov, V. (2011) Nonverbal signals. In M. L. Knapp & J. Daly (Eds.), *Handbook of Interpersonal Communication*, pp. 239–280. Thousand Oaks, CA: Sage.

Capozzi, F., Beyan, C., Pierro, A., Koul, A., Murino, V., Livi, S., Bayliss, A. P., Ristic, J., and Becchio, C. (2019). “Tracking the leader: Gaze behaviour in group interactions.” *Science*, Vol. 16, pp. 242-249, doi.org/10.1016/j.isci.2019.05.035.

Cassell, C., and Symon, G. (2011) “Assessing “good” qualitative research in the work psychology field: a narrative analysis”, *Journal of Occupational and Organisational I.M.Psychology*, Vol. 84, pp. 633–650.

Ciancarini, P., Farina, M., Masyagin, S., Succi, G., Yermolaieva, S., and Zagvozkina, N. (2021) “Nonverbal Communication in Software Engineering: An Empirical Study”, *IEEE Access*, Vol. 9, pp. 719–71953, doi: 10.1109/ACCESS.2021.3075983.

Cheng, J. T., Tracy, JL, Ho, S., and Henrich, J. (2016) “Listen, follow me: Dynamic vocal signals of dominance predict emergent social rank in humans”, *Journal of Experimental Psychology*, Vol. 145, pp. 536–54.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Chitac, I. (2021). *Romanian Migrant Entrepreneurship: A Vehicle of Acculturation in the UK*. Unpublished PhD, ISNI: 0000 0005 0662 8090, accessed at British National Library, Ethos: <https://ethos.bl.uk/OrderDetails.do?uin=uk.bl.ethos.840836>.

Chitac, I.M. (2022). The rationale for saturation in qualitative research: When practice informs theory. *Cross-Cultural Management Journal*, Vol. 24, No. 1, pp. 29–35.

Chitac, I., and Knowles, D. (2019). *Accessing the inaccessible: e-sampling via Facebook Full Paper*, British Academy of Management Conference, September 2019.

Clarke, J. S., Cornelissen, J. P., and Healey, M. (2019), “Actions speak louder than words: how figurative language and gesturing in entrepreneurial pitches influence investment judgements’,, *Academy of Management Journal*, Vol. 62, No. 2, p. 02276704.

Creswell, J. W. (2019). *Qualitative inquiry and research design: Choosing among five approaches* 4th edn. Thousand Oaks, CA: Sage

Curran, W., McKeown, G.J., Rychlowska, M., Andre, E., Wagner, J., and Lingenfelser, F. (2018) “Social Context Disambiguates the Interpretation of Laughter”, *Frontiers Psychology*, Vol. 8, p. 2342.

Darics, E. (2020). “E-Leadership or “How to Be Boss in Instant Messaging?” The Role of Nonverbal Communication, *International Journal of Business Communication*, Vol. 57, No. 1, pp. 3–29. <https://doi.org/10.1177/2329488416685068>.

de Jong, B., Gillespie, N., Williamson, I., and Gill, C. (2020). “Trust consensus within culturally

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

diverse teams: A multistudy investigation.” *Journal of Management*, Vol. 47, No. 8, pp. 2135–2168. <https://doi.org/10.1177/0149206320943658>.

Del Giacco, L., Salcuni, S., and Anguera, M. T. (2019). *The Communicative Modes Analysis System in Psychotherapy from a Mixed Methods Framework: Introducing a New Observation System for Classifying Verbal and Non-verbal Communication*

Denham, M. A., and Onwuegbuzie, A. J. (2013) “Beyond words: Using non-verbal communication data in research to enhance thick description and interpretation”, *International Journal of Qualitative Methods*, Vol. 12, pp. 670–696.

Dinica, R. C. (2014), “Non-verbal communication: an indispensable complement of oral and written communication,” *Procedia Social and Behavioral Sciences*, Vol. 137, pp. 105–111.

Donner, L., and Wiklund Gustin, L. (2020), “Navigating between Compassion and Uncertainty: Psychiatric Nurses’ Lived Experiences of Communication with Patients Who Rarely Speak” *Issues in Mental Health Nursing*, Vol. 42, No. 4, pp. 3009–3016.

Eaves, M. H., and Leathers, D. (2018). *Successful Non-verbal Communication: Principles and Applications*, 5th Edition, New York: Routledge.

Edwards, D. (1997), *Discourse and cognition*. London: Sage.

Ellard-Gray, A. Jeffrey, N.K., Choubak, M., and Crann, SE (2015) “Finding the Hidden Participant: Solutions for Recruiting Hidden, Hard-to-Reach, and Vulnerable Populations”, *International Journal of Qualitative Methods*, Vol. 14, No. 5, pp. 1–10.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Evansluong, Q., Ramirez-Pasillas, M., and Nguyen Bergstrom, H. (2019). "From breaking ice to breaking-out: Integration as an opportunity creation process." *International Journal of Entrepreneurial Behaviour & Research*, Vol. 25, pp. 880–899.

Feely, A.J., and Harzing, A. (2002), "Forgotten and neglected: language, the orphan of international business research", available at: www.harzing.com/program5.htm.

Fox, J. E., Morosanu, L., and Szilassy, E. (2015) "Denying discrimination: status, "race", and the whitening of Britain's new Europeans". *Journal of Ethnic and Migration Studies*, Vol. 41, pp. 729–48.

Gherardi, S. (2019). *How to conduct a practice-based study*. 2nd ed., Cheltenham: Edward Elgar
 Gherardi, S., Murgia, A., Bellé, E., Miele, F., and Carreri, A. (2018), 'Tracking the socio-material traces of affect at the crossroads of affect and practice theories', *Qualitative Research in Organization and Management*, Vol. 25, pp. 51–62.

Gkorezis, P.P., Bellou, V., and Skemperis, N. (2015), "Nonverbal communication and relational identification with the supervisor: Evidence from two countries", *Management Decision*, Vol. 53 No. 5, pp. 1005–1022.

Greckhamer, T., and Cilesiz, S. (2014), "Rigor, Transparency, Evidence, and Representation in Discourse Analysis: Challenges and Recommendations," *International Journal of Qualitative Methods*, Vol. 13, pp. 422–443.

Grillo H. and Enesi, M. (2022) "The Impact, Importance, Types, and Use of Non-Verbal Communication in Social Relations", *Linguistics and Culture Review*, 6(S3), 291-307.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ı | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Haddad, A., Doherty, R., and Purtilo, R. (2019), 'Chapter 10: Respectful Communication in an Information Age', in Haddad, A., Doherty, R., and Purtilo, R. (eds), *Health Professional and Patient Interaction (Ninth Edition)*. Ninth Edition.

Hall, J. A., Horgan, T. G., and Murphy, N. A. (2019) "Non-verbal communication", *Annual Review Psychology*, Vol. 70, pp. 271–94.

Hanna, A. A., Smith, T. A., Kirkman, B. L., and Griffin, R. W. (2021). "The emergence of emergent leadership: A comprehensive framework and directions for future research." Vol. 47, No. 1, pp. 76–104.

Haslam, S.A., Cornelissen, J.P., and Werner, M.D. (2017) "Metatheories and Metaphors of Organizational Identity: Integrating Social Constructionist, Social Identity, and Social Actor Perspectives within a Social Interactionist Model". *International Journal of Management Reviews*, Vol. 19, pp. 318–336.

Hellmann, A., Ang, L., and Sood, S. (2020). "Towards a conceptual framework for analysing impression management during face-to-face communication. *Journal of Behavioral and Experimental Finance*, Vol. 25, 100265, DOI.org/10.1016/j.jbef.2020.100265.

Hitchcock, J. H., and Onwuegbuzie, A. J. (2020) "Developing mixed methods crossover analysis approaches", *Journal of Mixed Methods Research*, Vol. 14, No. 1, pp. 63–83.

Hoogbeem, A.M.G.M., and Wilderom, C. P. M. (2015). Effective leader behaviors in regularly held staff meetings. In *The Cambridge Handbook of Meeting Science* (pp. 381-412), New York, NY: Cambridge University Press.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ⋮ | Extending arms across the table |
| <u>word</u> | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Huang, J., Wang, L., and Xie, J. (2014), “Leader-member exchange and organizational citizenship behaviour: the roles of identification with the leader and the leader’s reputation”, *Social Behavior and Personality: An International Journal*, Vol. 42, No. 10, pp. 1699–1711.

Huang, L., and Pearce, J. (2015). “Managing the unknowable: the effectiveness of early stage. Investor gut feel in entrepreneurial investment decisions”, *Administrative Science Quarterly*, Vol. 4, pp. 634–670.

Kapasi, I., and Rosli, A. (2020). “The practice of “we”: A framework for balancing rigour and relevance in entrepreneurship scholarship”, *Journal of Business Venturing Insights*, Vol. 14, p. e00202,

Kazemitabar, M., Mirzapour, H., Akhshi, M., Vatankhah, M., Hatami, J., and Doleck, T. (2022). “Power of nonverbal behavior in online business negotiations: understanding trust, honesty, satisfaction, and beyond" *Interactive Learning Environments*, DOI: 10.1080/10494820.2022.2121728.

Knapp, M. L. (2011) “A historical overview of non-verbal research”, in Manusov, V., Knights, D.L., and Willmott, H. (1989), ‘Power and subjectivity at work: from degradation to subjugation in social relations.’ *Sociology*, Vol. 23, pp. 535–558.

Leongomez, J. D., JD, Mileva, VR, Little, AC, and Roberts, SC (2017) “Perceived differences in social status between speaker and listener affect the speaker’s vocal characteristics”, *PLOS ONE*, Vol. 12, p. 0179407.

Liebrechts, W., Darnihamedani, P., Postma, E., and Atzmueller, M. (2020), “The promise of social signal processing for research on decision-making in entrepreneurial contexts.” *Small Business*

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Economics, Vol. 55, pp. 589–605 <https://doi.org/10.1007/s11187-019-00205-1>.

Liebrecht, C., Hustinx, L., and Mulken, M. (2019) “The relative power of negativity: the influence of language intensity on perceived strength”, *Journal of Language and Social Psychology*, Vol. 38, No. 2, pp. 170–193.

Lunenberg, F.C. (2010). “Louder than words: The hidden power of nonverbal communication in the workplace”. *International Journal of Scholarly Academic Intellectual Diversity*, Vol. 12, pp. 1–5.

Mason, M. (2010). “Sample size and saturation in PhD studies using qualitative interviews [63 paragraphs].” *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research*, Vol. 11.

Matsumoto, D., and Hwang, H. C. (2013), ‘Culture and non-verbal communication’, in Hall, J. A., and Knapp, M. L. (eds.), *Non-verbal Communication*. Boston: DeGruyter, pp. 697–728.

McCall, C., and Singer, T. (2015) “Facing Off with Unfair Others: Introducing Proxemic Imaging as an Implicit Measure of Approach and Avoidance during Social Interaction”, *PLoS ONE*, Vol. 10, No. 2, p. 0117532.

McClelland, D. C. (1961), *The Achieving Society*. New York and London: Collier-Macmillan.

McGlone, M. S., and Pfister, R. A. (2015), “Stereotype threat and the evaluative context of communication’, *Journal of Language and Social Psychology*, Vol. 34, No. 2, pp. 111–137.

Mehrabian, A. (1968) “Relationship of attitude to seated posture, orientation, and distance”, *Journal of Personality and Social Psychology*, Vol. 10, p. 26.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Mehrabian, A. (1969) “Significance of posture and position in the communication of attitude and status relationships”, *Psychological Bulletin*, Vol. 71, p. 359.

Monforte, P., Bassel, L., and Khan, K. (2019). “Deserving citizenship? Exploring migrants’ experiences of the ‘citizenship test’ process in the United Kingdom”. *The British Journal of Sociology*, Vol. 70, No. 1, pp. 24–43.

Morosanu, L. (2018). “Researching migrants’ diverse social relationships: From ethnic to cosmopolitan sociability?” *The Sociological Review*, Vol. 66, pp. 155–173.

Morreale, S.P., Spitzberg, B.H., and Barge, J.K. (2007) *Human Communication: Motivation, Knowledge, and Skills*, 2nd Edition, Thompson Higher Education, Belmont, CA, cited in Hellmann, A., Ang, L.L., & SoodS., (2020), *Towards a Conceptual Framework for Analysing Impression Management during Face-to-Face Communication*, *Journal of Behavioral and Experimental Finance*, 25, p. 2.

Nicholls, W. J., Maussen, M., and Caldas de Mesquita, L. (2016) “The politics of deservingness: comparing youth-centered immigrant mobilisations in the Netherlands and the United States.” *American Behavioral Scientist*, Vol. 60, No. 13, pp. 1590–1612.

Norouzinia R., Aghabarari M., Shiri M., Karimi M., and Samami E. (2016) “Communication barriers perceived by nurses and patients”. *Global Journal of Health Science*, Vol. 8, No. 6, pp. 65–74.

Olivola, C. Y., Eubanks, D. L., and Lovelace, J. B. (2014) “The many (distinctive) faces of leadership: Inferring leadership domain from facial appearance”. *The Leadership Quarterly*, Vol. 25, pp. 817-834

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ⋈ | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Onwuegbuzie, A. J., and Byers, V. T. (2014) “An exemplar for combining the collection, analysis, and interpretations of verbal and non-verbal data in qualitative research”, *International Journal of Education*, Vol. 4, No. 1, pp. 183–246.

Onwuegbuzie, A. J., and Leech, N. L. (2007), ‘Validity and qualitative research: An oxymoron?’, *Quality & Quantity: International Journal of Methodology*, Vol. 41, pp. 233-249.

Park, L. E., Streamer, L., Huang, L., and Galinsky, A. D. (2013) “Stand tall, but don’t put your feet up: Universal and culturally specific effects of expansive postures on power”. *Journal of Experimental Social Psychology*, Vol. 49, pp. 965–971.

Phillips, M., and Knowles, D. (2012) Performance and Performativity: Undoing Fictions of Women Business Owners, *Gender, Work, and Organization*, Vol. 19, No. 4, pp. 416-437.

Plakoyiannaki, E., and Budhwar, P. (2021). “From Convention to Alternatives: Rethinking Qualitative Research in Management Scholarship.” *British Journal of Management*, Vol. 32, pp. 3–6.

Pratt, M. G., S. Kaplan, and R. Whittington (2020). ‘The tumult over transparency: decoupling transparency from replication in establishing trustworthy qualitative research’, *Administrative Science Quarterly*, Vol. 65, pp. 1–19.

Pratt, M. G., S. Sonenshein, and M. S. Feldman (2020). ‘Moving beyond templates: a bricolage approach to conducting trustworthy qualitative research’, *Organizational Research Methods*, Vol. 25, No. 2, pp. 211-238.

Qiang, K. (2013). “Paralanguage”. *Canadian Social Science*, Vo. 9, No. 6, pp. 222-226.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ⋮ | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Rockliffe, L., Chorley, A. J., Marlow, L. A. V., and Forster, A. S. (2018), 'It's hard to reach the “hard-to-reach”': the challenges of recruiting people who do not access preventative healthcare services into interview studies', *International Journal of Qualitative Studies on Health and Well-Being*, Vol. 13, No. 1, p. 1479582.

Saunders, M., Lewis, P., and Thornhill, A. (2019). *Research Methods for Business Students*. Harlow: Pearson.

Smith, J. A. (2011), 'Evaluating the contribution of interpretative Phenomenological Analysis.' *Health Psychology Review*, Vol. 5, pp. 9–27.

Smith, J. A. (2019) “Participants and researchers searching for meaning: Conceptual developments for interpretative phenomenological analysis”. *Qualitative Research in Psychology*, Vol. 16, No. 2, pp. 166–181.

Smith, J. A., and Osborn, M. (2015). “Interpretative phenomenological analysis as a useful methodology for research on the lived experience of pain”, *British Journal of Pain*, Vol. 9, pp. 41–42.

Smith, J. A., Flowers, P., and Larkin, M. (2009). *Interpretative Phenomenological Analysis: theory, method and research*. California: Sage Publishing.

Sommers-Flanagan, J., and Sommers-Flanagan, R. (2015). *Clinical interviewing* (5th ed.) John Wiley & Sons, Inc.

Spencer-Oatey, H. (Ed.) (2008) *Culturally speaking: Culture, communication and politeness theory* (2nd ed.) Continuum.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | ı | Extending arms across the table |
| word | | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Spencer-Oatey, H. (2009). Promoting rapport in intercultural interaction *Intercultural interaction: A multidisciplinary approach to intercultural communication* (pp. 101–129) Palgrave Macmillan Limited <http://ebookcentral.proquest.com/lib/uhm/detail.action?docID=533550>.

Sperti, S. (2019) “Cross-cultural mediation in ELF migration contexts: Pedagogical implications for ELT multilingual settings”, *Eurasian Journal of Applied Linguistics*, Vol. 5, No. 2, pp. 269–286.

Steffens, N. K., Haslam, S. A., Reicher, S. D., Platow, M. J., Fransen, K., Yang, J., K., Jetten, Jettens J. K., Peters, K. (2014), “Leadership as social identity management: introducing the Identity Leadership Inventory (ILI) to assess and validate a four-dimensional model”, *The Leadership Quarterly*, Vol. 255, no. 5, pp. 1001–1024. doi.org/10.1016/j.leaqua.2014.05.002.

Steinmann, J.-P. (2019). “The paradox of integration: why do higher educated new immigrants perceive more discrimination in Germany?” *Journal of Ethnic and Migration Studies*, Vol. 45, pp. 1377–1400

Tajfel, H., and Turner, J. C. (1979). *An integrative theory of intergroup conflict*. Brooks-Cole, Monterey, CA.

Tracy, J. L., Shariff, A. F., Zhao, W., and Henrich, J. (2013) “Cross-cultural evidence that the nonverbal expression of pride is an automatic status signal”. *Journal of Experimental Psychology: General*, Vol. 142, pp. 163–180.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | N | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Tskhay, K. O., Xu, H., and Rule, N. O. (2014) “Perceptions of leadership success from nonverbal cues communicated by orchestra conductors”. *The Leadership Quarterly*, Vol. 25, pp. 901–911.

Vershinina, N., Rodgers, P., McAdam, M., and Clinton, E. (2019) “Transnational migrant entrepreneurship, gender, and family business”, *Global Networks*, Vol. 19, pp. 238–260.

Vine, B., Holmes, J., Marra, M., Pfeifer, D., and Jackson, B. (2008). “Exploring co-leadership talk through interactional sociolinguistics.” *Leadership*, Vol. 4, pp. 339–360.

Vrij, A., and Fisher, R. P. (2020). “Unravelling the misconception about deception and nervous behavior”. *Frontiers Psychology*, Vol. 11, pp. 1377.

Wanko Keutchafo, E. L. K., J., and Jarvis, M. A. (2020) “Evidence of non-verbal communication between nurses and older adults: a scoping review”, *British Medical Counselling Nursing*, Vol. 19, p. 53.

Yue, C. A., Thelen, P. D., and Walden, J. (2022) “How empathic leadership communication mitigates employees’ turnover intention during COVID-19-related organisational change”, *Management Decision*.

Zhang, Y. (2019). “International teaching assistants’ identity as instructors and rapport with American students.” *Journal of Politeness Research*, Vol. 15, No. 1, pp. 121–147. doi.org/10.1515/pr-2016-0001.

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| € | Silence | ¶ | Sideway orientation |
| ÷ | Smile | I | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | Π | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | O | Eye contact to engage |
| >< | Speeded-up talk | Ø | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| { | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Management Decision

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Λ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | l | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| word | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ⊙ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Table 1. Research Participants' Demographics

| Participant's code | Age | Level of Education | Industry | No. of Employees | Primary market |
|---------------------------|------------|---------------------------|----------------------------|-------------------------|-----------------------|
| Entrepreneur No.1 | 37 | Bachelor's degree | Consumer goods & services | 3 | British Market |
| Entrepreneur No.17 | 38 | Bachelor's degree | Consumer goods & services | 10 | British Market |
| Entrepreneur No. 28 | 32 | Bachelor's degree | Construction & Real estate | 15 | British Market |
| Entrepreneur No.32 | 72 | Bachelor's degree | Construction & Real estate | 4500 | British Market |
| Entrepreneur No.34 | 40 | High School | Consumer goods & services | 15 | Ethnic Market |
| Entrepreneur No.44 | 37 | Master's degree | Consumer goods & services | 4 | British Market |

Source: Research Data

Table 2. The repertoire of non-verbal communication symbols

| Chronemics | | Kinetics | |
|-----------------|---------------------------------------|-----------|---|
| (.) | Micropause | LL | Crossed legs (reserved) |
| (...) | Long pause | X | Crossed arms (vulnerability) |
| @ | Laughter | II | Open arms (Feeling safe/empowered) |
| ¥ | Surprised | § | Holding his head (Struggle) |
| V | Holding breath | Ñ | Nodding the head (disbelief) |
| Δ | Breath down | Ā | Nodding the head (agreement) |
| ¢ | Silence | ¶ | Sideway orientation |
| ÷ | Smile | | Facing the other person |
| Paralinguistics | | Proxemics | |
| CAPS | Louder tone | \ | Pulling back |
| ! | Animated tone | / | Leaning forward |
| ? | Looking for confirmation (high pitch) | ↓ | Small social space (withing 30 cm) |
| aha | Confirmation or self-affirmation | ≡ | Big social space (over 30 cm) |
| mm | Hesitation | ∏ | Obstructed social space (across table) |
| :: | Vowel elongation | ○ | Open social space (no obstacles) |
| hm | Continuers | i | Extending arms across the table |
| <u>word</u> | Prominence associated to pitch accent | Oclusics | |
| ± | Change in tone (louder to normal) | ○ | Eye contact to engage |
| >< | Speeded-up talk | ∅ | Looking away/gazing away |
| <> | Slowed-down talk | ◎ | Eyes wide open (surprised) |
| = | Turn-taking | □ | Thinking eyes |
| {} | Spelling to emphasize | ∞ | Frequent transition from eye contact to gazing away |

Source: Researchers' own

Table 3. Summary of the emergent themes (codes) and illustrative interview extracts

| Second-order themes | First-order themes | Illustrative interview extracts |
|--|--|---|
| <p>A learning journey starting from scratch, socially and culturally vulnerable</p> | <p>Experiences of acculturation</p> | <p>A: “mmm, (...), Ø, I think everyone tries their best to FEEL integrated into any society they live in. O Yes:, > you automatically try to integrate as soon as possible and as well as you can and to do that (...), mmm, Ø, although you feel vulnerable Ø O, just like a newly born baby. Like a baby trying to imitate his parents, I, Å (...) myself, try to imitate what others around me do, how they talk, how they behave, the slang they use O (...) (Entrepreneur No. 17)</p> |
| <p>A cross-cultural journey of hybrid citizenship and (des)integration</p> | | <p>I can't say that we have reached a complete and perfect inclusion in English society, which I think is VERY HARD to achieve. I DON'T KNOW (long pause, gazing away and back) if there is social inclusion in English society (elongated, low voice, nodding in disbelief). ONE is social inclusion through work, where I feel perfectly included as a glove (long pause, eye contact), and ANOTHER is personal life, where I do NOT think I am socially included (gazing away, arms crossed). (...) I CONSIDER MYSELF (eye</p> |

| | | |
|---|---|---|
| | | <p>contact, brief smile and nodding) a mix of four nationalities: a Romanian quarter (small pause), a Canadian quarter (small pause), because Canada is the country that adopted me and I am always grateful to them, an English quarter (small pause) and an Italian quarter (smiling and gazing into horizon) (Entrepreneur No. 32)</p> |
| <p>A journey of becoming and being recognised as a true entrepreneur</p> | <p>Migrant entrepreneur Identity</p> | <p>“I earn enough money to have a good lifestyle here... I now live in an exclusive British neighbourhood, in a house worth over a million pounds, and run a business with a revenue of over £3 million. (...) I came here as a law graduate from the middle class and started working as a cleaner in the hospital. I paid many times over for my success; if anyone ever doubted or wondered.....I am now worthy of the red-carpet treatment I receive and truly enjoy... (Entrepreneur No. 17)</p> |
| <p>A well-deserved recognition & high social status</p> | | <p>“LL, X, ¶, mm, ll, @, ÷ (.) As a Romanian ENTREPRENEUR, O, II, ll I: cannot say that I was treated in any different way, and I think I was fortunate to be in charge of a company that everyone needed here! in the sense that we had the money and the knowledge to deliver where many British companies</p> |

1
2
3
4 failed before. (...) As a Romanian ENTREPRENEUR,
5
6 I did not have to ask for any favour. (...) O, ÷ MY title
7
8 (...) (long pause) awarded to me (...) ME (...),
9
10 personally, it is a well-deserved recognition. [...].
11
12 (Entrepreneur No. 32)
13
14

15
16 *Source: Research data*
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Table 4. Illustrative examples of NVC contradicting and substituting the VC

| | |
|--|---|
| <p>Q: What does social inclusion mean for you as a Romanian migrant entrepreneur in the UK?</p> <p>A: “mmm, (...), Ø, I think everyone tries their be::st to FEEL integrated into any society they live in. Ø Ye::s, > you automatically try to integrate as soon as possible and as well as you can and, to do that (...), mmm, Ø, although you feel vulnerable Ø Ø, just like a new(.) born baby. Like a baby trying to imitate his parents, I, Ā (...) myself try to imitate what others around me do, how they talk, how they behave, the slang they use Ø (...) (Entrepreneur No 17)</p> | <p>Transcription of non-verbal communication</p> <p>A: “mmm, (...), Ø, (<i>hesitation, pause, and then gazing away to confirm understanding of the topic</i>) I think everyone tries their be::st (<i>elongated vowel to emphasise</i>) to FEEL (<i>louder tone to emphasise intensity and significance</i>) integrated into any society they live in. Ø Ye::s, > (<i>eye contact, followed by word emphasis through vowel elongation and slower tone to allow time to reflect</i>) you automatically try to integrate as soon as possible and as well as you can and, to do that (...), mmm, Ø, (<i>pause, hesitation, and gazing away</i>) although you feel vulnerable Ø Ø, (<i>gazing away and eye contact</i>) just like a new(.) (<i>small pause</i>) born baby. Like a baby trying to imitate his parents, I, Ā (...) (<i>louder tone, nodding in agreement and long pause to emphasise and juxtaposed feelings of vulnerability with control</i>) myself try to imitate what others around me do, how they talk, how they behave, the slang they use Ø (...) (<i>eye contact and long pause to regulate social interaction by encouraging turn-taking</i>) (Entrepreneur No.17)</p> |
|--|---|

Table 5. Illustrative examples of NVC confirming and expanding the VC

| | |
|---|---|
| <p>Q: What does it mean for you to be an entrepreneur in the UK?</p> <p>A: “LL, X, ¶, mm, ll, @, ÷ (.) As a Romanian ENTREPRENEUR, O, II, ll I:: cannot say that I was treated in any different way, and I think I was fortunate to be in charge of a company that everyone needed here! in the sense that we had the money and the knowledge to deliver where many British companies failed before. (...) as a Romanian ENTREPRENEUR, I did not have to ask for any favor. I was not the one who needed them, but they needed US. And from this point of view, I had no problems [...].</p> <p>O, ÷ MY title (...) (long pause) awarded to me (...) ME (...), personally, it is a well-deserved recognition. I received the title for the services I brought to this financial district (...) which houses the largest financial institutions in London [...]. (Entrepreneur No. 32)</p> | <p>Transcription of non-verbal communication</p> <p>A: “LL, X, ¶, mm, ll, @, ÷ (With his legs and arms crossed and his body turned sideways, he hesitated, then he opened his arms and turned around to face the researcher. He breathed profoundly and laughed briefly) (.) (micropause)As a Romanian ENTREPRENEUR, O, II, ll (louder tone, eye contact, open arms) I:: (vowel elongation) cannot say that I was treated in any different way, and I think I was fortunate to be in charge of a company that everyone needed here! (animated tone), in the sense that we had the money and the knowledge to deliver where many British companies failed before. (...) as a Romanian ENTREPRENEUR (louder tone), I did not have to ask for any favour. I was not the one who needed them, but they needed US(louder tone). And from this point of view, I had no problems [...].</p> <p>O, ÷ MY title (..) (louder pitch followed by a long pause) awarded to me (...) ME (...) (louder tone, followed by a long pause), personally, it is a well-deserved recognition. I received the title for the services I brought to this financial district [...] which houses the largest financial institutions in London []. [...]. (Entrepreneur No. 32)</p> |
|---|---|

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18
- 19
- 20
- 21
- 22
- 23
- 24
- 25
- 26
- 27
- 28
- 29
- 30
- 31
- 32
- 33
- 34
- 35
- 36
- 37
- 38
- 39
- 40
- 41
- 42
- 43
- 44
- 45
- 46
- 47
- 48
- 49
- 50
- 51
- 52
- 53
- 54
- 55
- 56
- 57
- 58
- 59
- 60

Management Decision