

# ENGLISH AND CHINESE COLLECTIVE LEADERSHIP ASSESSMENT QUESTIONS

## ENGLISH QUESTIONS

Are proficient at achieving high quality results on key initiatives.

Need to be accepted by others.

Take forthright action without needing recognition.

Need to perform flawlessly.

Help people learn, improve, and change.

Are arrogant.

Attend to the long-term impact of strategic decisions on community.

Pursue results with drive and energy.

Try too hard to conform to the group's rules/norms.

Balance work and personal life.

Are excessively ambitious.

Connect deeply with others.

Have egos that are too big.

## CHINESE QUESTIONS

在关键事务上足以胜任并且能够取得好成绩。

需要被别人接受。

直接果断去行动而无需获得认可。

需要把事情做到完美无缺。

帮助他人学习、提升和改变。

傲慢。

注重公司战略决策对社会带来的长期影响。

以十二分热情追求成果。

过分努力地适应群体。

在工作和个人生活之间保持平衡。

野心过大。

与他人建立深厚的联系。

自视过高。

Create a vision that goes beyond the organization to include making a positive impact on the world.

创造出一种愿景，同时顾及公司和社会福祉。

Are efficient decision makers.

做决策十分高效。

Work too hard for others' acceptance.

想尽办法来让他人接受自己。

Are courageous in meetings.

开会时敢于直言。

Find enough time for personal reflection.

给自己充分的时间自省。

Believe winning is what really matters.

认为取得胜利才是最重要的。

Form warm and caring relationships.

跟别人建立温暖而且彼此关心的关系。

Hurt people's feelings.

伤害他人的感受。

Allow customers to shape our decisions and direction.

根据顾客的意见来塑造我们的决策和方向。

Make decisions in a timely manner.

做决策有效率。

Are too conservative.

过份保守。

Speak directly even on controversial issues.

即便对有争议的问题也直言不讳。

Are composed under pressure.

面对压力，也能沉着应对。

Have to get their own way.

必须坚持他们自己的一套。

Create common ground for agreement.

为达成共识创造前提。

Put people down.

当着别人的面批评他人。

Solicit customer input that often results in organizational change.

聆听顾客意见，以促进组织变革。

Articulate a vision that creates alignment within the organization.

清晰讲述一个愿景让组织团结起来。

Follow conventional ways of doing things.	遵循固有的做事方式。
Lead in a manner that is completely aligned with their values.	领导方式跟自己的价值观是吻合的。
Handle stress and pressure very well.	能很好地应对压力。
Pursue results at the expense of people.	为取得成绩不惜牺牲他人的利益。
Work to find common ground.	努力寻找共识。
Are emotionally distant.	情感疏离。
Extensively involve people in decision making.	积极让人们参与决策。
Inspire others with vision.	以愿景启发他人。
Lack passion.	缺乏热情。
Are wishy-washy in decision making.	做决策优柔寡断。
Investigate the deeper reality that lies behind events/circumstances.	挖掘事件背后更深层次的意义。
Push themselves too hard.	过份严苛地鞭策自己。
Create a positive climate that supports people doing their best.	创造一个环境，以支持员工发挥其所长。
Remain standoffish.	保持冷淡。
Push decision making and problem solving down to the appropriate level.	把决策权和决断权下放。
Establish a strategic direction that helps the organization to thrive.	指明公司的战略方向，让公司得以繁盛发展。
Learn from mistakes.	从错误中学习。

Try too hard to be the best at everything they take on.

过分努力地要把每件事都做到最好。

Promote high levels of teamwork through their leadership style.

通过自身的领导来鼓励团队协作。

Allocate resources appropriately so as not to use people up.

适当分配资源，以免耗尽人员的精力。

Provide strategic direction that is thoroughly thought through.

提出深思熟虑的战略方向。

Need the approval of others.

需要获得别人的认可。

Get the job done with no need to attract attention to themselves.

专注做事，而不需给自己邀功。

Need to excel in every situation.

凡事都要尽善尽美。

Display a high degree of skill in resolving conflict.

善于调节冲突。

Balance short-term results with long-term organizational health.

能够平衡短期绩效与组织的长远健康发展。

Are good role models for the vision they espouse.

我对自己所拥护的愿景身体力行。

Take responsibility for their part of relationship problems.

遇到人际关系问题，能主动承担责任。

Evolve organizational systems until they produce envisioned results.

演化组织形态，直至取得期待的效果。

Are people builders/developers.

善于培育人才。

Redesign the system to solve multiple problems simultaneously.

重新设计系统，以使得不同的问题可以同时得到解决。