

ENGLISH AND CHINESE LEADERSHIP CIRCLE PROFILE EVALUATOR QUESTIONS

ENGLISH QUESTIONS

He/She is quick to seize opportunities upon noticing them.

He/She is composed under pressure.

He/She connects deeply with others.

He/She negotiates for the best interest of both parties.

He/She is an efficient decision maker.

He/She is a good role model for the vision he/she espouses.

He/She learns from mistakes.

He/She helps direct reports create development plans.

He/She balances 'bottom line' results with other organizational goals.

He/She allocates resources appropriately so as not to use people up.

He/She balances short-term results with long-term organizational health.

CHINESE QUESTIONS

他/她能很快地把握住机会。

他/她面对压力时能保持镇定。

他/她能与他人建立深厚的联系。

遇到需要协商的事情时，他/她会使双方的利益最大化。

他/她是一个有效率的决策者。

他/她对自己所拥护的愿景身体力行。

他/她善于从错误中学习。

他/她协助下属制订其发展计划。

他/她可以在财务目标与其他组织目标之间取得平衡。

他/她合理分配资源，以免耗尽人员的精力。

他/她可以在短期的绩效与组织的长期健康发展之间取得平衡。

He/She reduces activities that waste resources.

他/她会减少浪费资源的活动。

He/She redesigns the system to solve multiple problems simultaneously.

他/她重新设计系统，以同时解决多个问题。

He/She evolves organizational systems until they produce envisioned results.

他/她不断改进组织系统，直到达成预期的结果。

He/She sees the integration between all parts of the system.

他/她能看到系统组织中各部分之间的关联性。

He/She accurately anticipates future consequences to current action.

他/她能够准确预测当前行动的结果。

He/She works to find common ground.

他/她努力寻找共识。

He/She creates a positive climate that supports people doing their best.

他/她营造积极的氛围使得他人能够做到最好。

He/She creates vision that goes beyond the organization to include making a positive impact on the world.

他/她创造的愿景高于组织利益，并且能为世界带来积极的影响。

He/She attends to the long-term impact of strategic decisions on the community.

他/她注重公司战略决策对社会的长远影响。

He/She balances community welfare with short-term profitability.

他/她在创造社会福利和短期盈利之间寻求平衡。

He/She lives an ethic of service to others and the world.

他/她以致力于服务他人与世界，这是他/她的主动选择。

He/She stresses the role of the organization as corporate citizen.

他/她强调企业的社会责任。

He/She pursues results with drive and energy.

为追求结果，他/她总是干劲十足。

He/She is proficient at achieving high quality results on key initiatives.

对于关键事务，他/她足以胜任并且能够取得好成果。

He/She strives for continuous improvement.

他/她为持续改善而努力。

He/She surfaces the issues others are reluctant to talk about.

别人不愿讨论的棘手话题，他/她也会带上台面。

He/She takes responsibility for his/her part of relationship problems.

在人际关系出现问题时，他/她主动承担相应责任。

He/She speaks directly even on controversial issues.

即便对有争议的问题，他/她也直言不讳。

He/She is courageous in meetings.

他/她在会议上勇于发表自己的意见。

He/She focuses in quickly on the key issues.

他/她能够迅速聚焦关键问题。

He/She makes the tough decisions when required.

他/她在必要时能对棘手的问题作出决策。

He/She makes decisions in a timely manner.

他/她能够及时做出决定。

He/She lives and works with a deep sense of purpose.

他/她的使命感很强，不论工作还是生活都是如此。

He/She communicates a compelling vision.

他/她可以向别人讲述他/她们的愿景，并使对方信服。

He/She is compassionate.

他/她富有同情心。

He/She forms warm and caring relationships.

他/她可以跟别人建立温暖且充满关怀的关系。

In a conflict, he/she accurately restates the opinions of others.

遇到冲突时，他/她可以准确地复述对方的观点。

He/She listens openly to criticism and asks questions to further understand.

他/她能够虚心听取批评，遇到不理解的地方，还会通

He/She creates common ground for agreement.

He/She is a people builder/developer.

He/She provides feedback focused on professional growth.

He/She helps people learn, improve, and change.

He/She promotes high levels of teamwork through his/her leadership style.

He/She is a calming influence in difficult situations.

He/She balances work and personal life.

He/She finds enough time for personal reflection.

He/She is relatively uninterested in personal credit.

He/She leads in ways that others say, 'we did it ourselves.'

He/She shares leadership.

He/She exhibits personal behavior consistent with his/her values.

He/She holds to his/her values during good

过提问以帮助自己更好理解对方。

他/她为达成一致寻求共识。

他/她重视人才的塑造与培养。

他/她给别人反馈时，会重点关注如何帮助对方成长。

他/她帮助他人学习、提升和改变。

他/她通过自己的领导风格来促进密切的团队合作。

他/她能在困境中安定人心。

他/她可以在工作与生活之间取得平衡。

他/她能够找到充足的时间反省自他/她。

他/她不太热衷于让别人记住自己的功劳。

他/她的领导风格是，成事后，团队总是会说，“这是我们自己努力的成果”。

他/她授权他人领导工作，促进团队成员之间的合作。

他/她的为人处世跟自己的价值观是一致的。

and bad times.

无论顺境逆境，他/她都坚持自己的价值观。

He/She personally searches for meaning.

他/她力求寻找意义。

He/She investigates the deeper reality that lies behind events/circumstances.

他/她会挖掘事件背后更深层次的意义。

He/She examines the assumptions that lay behind his/her actions.

他/她审视自己行动背后的假设。

He/She believes winning is what really matters.

他/她相信赢得胜利才是最重要的事。

He/She believes to feel good, one must constantly move up.

他/她认为要让自己感觉良好，就需要不断往上爬。

He/She believes average is definitely not good enough.

他/她认为达到平均水平远远不够。

He/She needs to perform flawlessly.

他/她需要把事情做到完美无缺。

He/She tends to control others.

他/她倾向于控制他人。

He/She is aggressive.

他/她非常强势。

He/She has to get his/her own way.

他/她必须按自己的方式行事。

He/She worries about others' judgment.

他/她担心别人怎么看他/她。

He/She needs the approval of others.

他/她需要获得别人的认可。

He/She is conservative.

他/她行事保守。

He/She conforms to rules.

他/她在规则内办事。

He/She follows conventional ways of doing things.

他/她遵循固有的做事方式。

He/She is passive.

他/她做事被动。

He/She lacks passion.

他/她缺乏热情。

He/She is wishy-washy in decision making.

他/她决策时优柔寡断。

He/She is self-centered.

他/她以自我为中心。

He/She is arrogant.

他/她态度傲慢。

He/She is emotionally distant.

他/她与他人情感疏离。

He/She is hard to get to know.

别人难以了解他/她。

He/She is critical.

他/她习惯批评别人。

He/She hurts people's feelings.

他/她会伤害别人的感情。

He/She puts people down.

他/她当着别人的面批评他人。

He/She is sarcastic and/or cynical.

他/她常常愤世嫉俗。

He/She inspires others with vision.

他/她用愿景来启发他人。

He/She directly addresses issues that get in the way of team performance.

他/她会直接处理干扰团队表现的问题。

He/She displays a high degree of skill in resolving conflict.

他/她善于调节冲突。

He/She adopts others' points of view so as not to disappoint them.

为了不让他人失望，他/她采用他们的观点。

He/She tries to please others by going along to get along.

他/她用迎合的方法来取悦他人。

He/She needs to be accepted by others.

他/她需要得到别人的接纳。

He/She works too hard for others' acceptance.

他/她想尽办法来让别人接受自己。

He/She tries too hard to be the best at everything he/she takes on.

他/她过分努力地要把每件事都做到最好。

He/She drives himself/herself excessively hard.

他/她把自己逼得太紧。

He/She needs to be admired by others.

他/她需要得到别人的仰慕。

He/She expects extremely high standards of others.

他/她对他人的期待很高。

He/She pushes himself/herself too hard.

他/她过份严苛地鞭策自己。

He/She is excessively ambitious.

他/她野心太大了。

He/She is a workaholic.

他/她是个工作狂。

He/She dictates rather than influences what others do.

他/她直接下命令，而不是通过影响的方式让他人做事。

He/She is domineering.

他/她行事跋扈。

He/She pursues results at the expense of people.

为了得到成果，他/她可以牺牲他人的利益。

He/She is overly conservative.

他/她过分保守。

He/She tries too hard to conform to the group's rules/norms.

他/她过分努力地让自己适应群体。

He/She plays it too safe.

他/她总是在界限内活动。

He/She is aloof.

他/她对人对事漠不关心。

He/She remains standoffish.

他/她保持冷淡的态度。

He/She lacks drive.

他/她缺乏动力。

He/She has too big of an ego.

他/她自视过高。

I am satisfied with the quality of leadership that he/she provides.

他/她对自己的领导力感到满意。

He/she is the kind of leader that others should aspire to become.

他/她是那种别人该模仿的领导。

He/she is an example of an ideal leader.

他/她是好领导的模范。

His/Her leadership helps this organization to thrive.

他/她的领导能力让组织得以繁盛发展。

Overall, he/she provides very effective leadership.

总体而言，他/她的领导力行之有效。

He/She has a firm grasp of the market place dynamics.

他/她对市场动态有很好把握。

He/She provides strategic direction that is thoroughly thought through.

他/她提出的战略方向都经过深思熟虑。

He/She is a gifted strategist.

他/她是富有才华的战略家。

He/She integrates multiple streams of information into a coherent strategy.

他/她能够把多种渠道的信息融汇成一体化的战略。

He/She establishes a strategic direction that helps the organization to thrive.

他/她能够指明公司的战略方向，让公司得以繁盛发展。

He/She stays abreast of trends in the external environment that could impact the business currently and in the future.

他/她持续关注外部环境的趋势，因为这些趋势会影响公司当前及未来的发展。

He/She handles stress and pressure very well.

他/她可以轻松地应付压力。

He/She leads in a manner that is completely aligned with his/her values.

他/她的领导方式跟他/她的价值观是吻合的。

He/She acts with humility.

他/她为人谦虚。

He/She gets the job done with no need to attract attention to himself/herself.

他/她专注做事而不需邀功。

He/She takes forthright action without needing recognition.

他/她能够果断作出决定，也不需要获得别人的认可。

He/She is a perfectionist.

他/她是个完美主义者。

He/She tries to do everything perfectly well.

他/她力求凡事都做到至善至美。

He/She needs to excel in every situation.

他/她需要在所有情况下都出类拔萃。

He/She is critical of himself/herself when things don't go as well as expected.

事情不顺利的时候，他/她会自责。

He/She provides strategic vision for the organization.

他/她给组织提供战略愿景。

He/She articulates a vision that creates alignment within the organization.

他/她能清晰讲述愿景以让组织团结起来。

What should he/she stop doing?

有哪些事情你觉得他/她不应该再做了？

What should he/she start doing?

有哪些事情你觉得他/她没有做而应该做？

What should he/she keep doing?

有哪些事情你觉得他/她应该继续保持？

In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?

就你看来，这个人最大的领导特质、技能或天赋是什么？你对他/她如何发挥这项长处有何建议？

In your opinion, what is this person's greatest leadership challenge or area for development and what suggestions do you have for handling this?

What have you observed about this person about which you would like to provide additional feedback to him/her that may not have been previously addressed in this assessment?

就你看来，作为一个领导，他/她最大的挑战或最需要提升的方面是什么？你有什么想法能帮助他去克服？

关于这个人，你还有什么其它的反馈（本测评还没涉及到的地方）？