

Sample 360 Degree Assessment - Leadership

1) Introduction 简介

Instructions 指示

Read the following statements and rate the assessee from 'strongly agree' to 'strongly disagree', thus describing most accurately the assessee's typical behavior.

请阅读下面的语句，并为被评者进行评分，可选择从“非常同意”到“极不同意”，从而准确地描述被评者的典型行为。

Also, please let us know how important / relevant you find each of the criteria for the assessee's position.

同时，请让我们知道您认为每个准则对于被评者的立场有多重要/相关性。

After each segment, you'll be requested to provide any comments you may have.

每一节后，您将被邀请提供您的任何意见。

Sample 360 Degree Assessment - Leadership

2.1) Self - Self Acceptance 自我 - 自我接纳

The ability to accept herself/himself with all strengths and weaknesses and the resulting willingness to accept others as they are.

能够接纳自己所有的优点和缺点，因而产生愿意接纳及尊重别人的心意。

The assessee has a strong self-confidence and doesn't feel the need to prove her/himself. S/he shows very little defensiveness when being criticized.

被评者拥有很强的自信心，并不觉得需要刻意证明自己的才能。当被批评时，她/他只表现出很低的防御性。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

Important

Somewhat Important

Not So Important

Not Important At All

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2.2) Self - Self Awareness 自我 - 自我认知

The degree to which the assessee is aware of herself/himself and how own behaviors may influence others.
被评者拥有一定的自我认知水平，并知道如何透过自己的行为来影响他人。

The assessee has a high level of self-awareness. S/he knows the impact s/he makes on others through her/his behaviors.

被评者拥有很高自我认知的水平。她/他知道透过自己的行为，能对别人做成什么影响。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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Important

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Not Important At All

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2.3) Self - Wanting Challenge 自我 - 渴求挑战

The willingness to embrace new challenges.
愿意接受新的挑战。

The assessee is pro-actively seeking challenges to maximize performance.

被评者积极主动地寻求挑战，从而提升表现。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

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Somewhat Important

Not So Important

Not Important At All

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2.4) Self - Stress Management 自我 - 压力管理

The ability to minimize the feeling of being stressed and using successful strategies to overcome stressful situations.
能够尽量减少感到压力，使用成功的策略，克服紧张的情况。

The assessee has a great capability to minimize the feeling of stress and thus remains calm in times of high pressure.

被评者具有很强的能力，能够尽量减少感到压力，尽管处于高压力的时候，仍能时刻保持镇定。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

- Very Important
- Important
- Somewhat Important
- Not So Important
- Not Important At All

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2.5) Self - Optimism 自我 - 积极乐观

The tendency to have a positive outlook into the future and the expectation that adversities may lead to new opportunities.

倾向以积极的人生观来面对未来，并期望逆境可带来新机遇。

The assessee is a generally very optimistic person and doesn't get depressed by difficulties or failures s/he faces.

被评者是一个积极乐观的人，并没有因为面对的困难或失败，而变得沮丧。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	jn	jn	jn	jn	jn	jn

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

Important

Somewhat Important

Not So Important

Not Important At All

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OPEN QUESTION ON SELF 关于自我的自由讨论问题

Feel free to provide any comments related to the assessee's self confidence, self awareness, willingness to embrace challenges, ability to deal with stress and her/his optimism (optional).

对于被评者的的自信心，自我认知，渴求挑战，压力管理和乐观指数（可供选择的），欢迎提供任何意见。

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3.1) Communication - Clarity 互相沟通 - 清晰程度

The ability to communicate in a clear and simple manner to minimize any misunderstandings.
能够以明确和简单的方式来进行沟通，尽量减少被误解的情况。

The assessee communicates in a crystal clear manner without using many unnecessary words.

被评者能十分清晰地进行沟通，并没有使用不必要的字句。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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Not So Important

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3.2) Communication - Listening Skills 互相沟通 - 聆听技巧

The ability to communicate in a clear and simple manner to minimize any misunderstandings.
能够以明确和简单的方式来进行沟通，尽量减少被误解的情况。

The assessee listens actively and takes non-verbal communication into consideration to maximize understanding.

被评者能够积极聆听，善于采取非语言交流，达至最理想的了解程度。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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3.3) Communication - Feedback 互相沟通 - 表达回应

The readiness and ability to provide both positive and constructive feedback.
愿意及能够提供积极和具建设性回应。

The assessee gives both positive and constructive feedback clearly and effectively for improved future performance.

被评者清楚地给予积极及具建设性的回应，有效地改善未来的表现。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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3.4) Communication - Diplomatic (Tactful) 互相沟通 - 外交手腕（机智圆滑的）

The ability and willingness to communicate tactfully.
能够及愿意以机智圆滑的表达技巧来沟通。

The assessee is able to express even uncomfortable truths tactfully.

被评者拥有良好的表达技巧，甚至一些令人不舒服的事实，也能机智圆滑地表达。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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3.5) Communication - Openness 互相沟通 - 开放程度

The readiness to listen to new ideas and suggestions.
愿意聆听新的意念和建议。

The assessee encourages new ideas even though s/he has formed his/her own opinion.

尽管她/他已有其个人的意见，被评者仍鼓励新的意念。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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3.6) Communication - Questioning 互相沟通 - 提问技巧

The ability to ask effective questions for more clarity and deeper thinking.
能够提出有效的问题，以求更明确和达至更深入的思考。

The assessee is able to ask questions that lead to more clarity and that help others to gain more self-awareness and new insights.

被评者能够提出问题，务求更加清晰，并帮助他人提升自我认知的水平和获得新的见解。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

- Very Important
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- Not So Important
- Not Important At All

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OPEN QUESTION ON COMMUNICATION 关于互相沟通的自由讨论问题

Feel free to provide any comments related to the assessee's ways of 'Communication'.

对于被评者的互相“沟通投巧”，欢迎提供任何意见。

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4.1) Management - Priorities 管理 - 优先次序

The ability and willingness to set clear priorities.
能够及愿意订立明确的优先次序。

The assessee determines priorities aligned with his team's and the company's goals and direction. Her/his focus is on importance rather than urgency alone.

被评者赞同他所属团队和公司的目标和方向，从而确立优先次序。她/他将重点放在重要性上，而非单看紧迫性。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

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4.2) Management - Conflicts 管理 - 处理冲突

The ability to handle conflicts successfully.
能够成功处理冲突。

The assessee handles conflicts effectively and turns them into opportunities where possible.

被评者能够有效地处理冲突，并尽可能将其转化为机遇。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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4.3) Management - Delegation 管理 - 委派工作

The willingness and understanding what and when to delegate.
愿意及了解什么工作及何时需要将此工作委派给他人。

The assessee delegates appropriately and keeps the person accountable for the agreed action and results.

被评者能够适当地委派工作，并让专责人员对已议定的行动及结果负上责任。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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Not So Important

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4.4) Management - Enforcing 管理 - 坚持执行

The readiness to make sure that any previously agreed activity or behavior is being followed through as agreed.
随时准备确保任何先前议定的活动或行为，能够如议定般执行。

The assessee enforces tactfully regulations and agreed action by setting clear boundaries.

被评者机智圆滑地坚持规定，并同意采取行动，制定明确的界限。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

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4.5) Management - Organization 管理 - 组织能力

The willingness and ability to organize processes and the work place (emails / folders) in an effective and efficient manner.

愿意及能够以有效及迅速的方式组织程序和工作环境（电子邮件或文件档）。

The assessee pays attention to well organized processes and effective as well as efficient ways of organizing her/his work environment and tools such as emails, folders, etc.

被评者重视良好的组织程序，并有效及迅速地组织她/他的工作环境和工具如电子邮件，文件档等。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

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Not So Important

Not Important At All

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4.6) Management - Recognizing Performance 领导才能 - 肯定绩效

The willingness to provide encouraging recognition for positive performance.
愿意对良好的绩效提供积极正面的肯定。

The assessee recognizes good performance in a timely manner and motivates for further great results.

被评者及时确认良好绩效，并激励员工进一步取得丰硕成果。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

Important

Somewhat Important

Not So Important

Not Important At All

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OPEN QUESTION ON MANAGEMENT 关于管理的自由讨论问题

Feel free to provide any comments related to the assessee's ways of 'Management'.

对于被评者的“管理投巧”，欢迎提供任何意见。

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5.1) Leadership - Giving Direction 领导才能 - 提供指导

The ability and willingness to clarify and communicate the direction (vision/mission/strategy/goals) s/he wants her direct reports to follow.

能够和愿意澄清及沟通她/他希望其直接下属遵行的（远景/使命/策略/目标）。

The assessee encourages participation when developing the direction to maximize buy-in and communicates the direction in clear and effective manner.

被评者在指导时，能够鼓励参与，以求投入最大的力度，将方向以明确和有效的方式认真沟通。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

Important

Somewhat Important

Not So Important

Not Important At All

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Sample 360 Degree Assessment - Leadership

5.2) Leadership - Fostering a Healthy Team Environment 领导才能 - 培育健康的团队环境

The ability to create an encouraging and engaging team spirit.
能够创建一个具鼓励性和投入参与的团队合作精神。

The assessee sets a positive example by pro-actively participating in teamwork and facilitates effective collaboration between team members.

被评者树立正面的例子，积极主动地参与团队工作，促进成员之间有效的合作。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

Very Important

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Somewhat Important

Not So Important

Not Important At All

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Sample 360 Degree Assessment - Leadership

5.3) Leadership - Coaching 领导才能 - 培训员工

The ability and willingness to apply coaching skills (e.g. active listening) and a coaching mindset (e.g. providing ownership to direct reports instead of directing or giving advise).

能够及愿意运用培训技巧（如主动聆听）和维持栽培下属的心态（如让下属自主工作，而非独裁指挥或不断提供意见）。

The assessee enhances performance and assists in developing his people through effective and regular coaching sessions.

被评者努力提升表现，并透过有效和定期的培训课程，协助下属发展。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

- Very Important
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- Somewhat Important
- Not So Important
- Not Important At All

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5.4) Leadership - Role Modeling 领导才能 - 模范榜样

Acting as a role model, displaying the behaviors expected from her/his direct reports.
由于身为模范榜样，她/他的下属可发挥预期的行为。

The assessee serves as an excellent role model for subordinates and always walks the talk.

被评者作为下属一个极好的模范榜样，并常言行一致。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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5.5) Leadership - Rigorousness 领导才能 - 态度严谨

Ensuring that the agreed direction is being followed and not wavering in the face of difficulties.
确保已议定的方向能够被执行，不会因面对困难而动摇。

The assessee is rigorous in executing the agreed direction and doesn't get easily distracted. S/he is persistent in following through on what was agreed.

被评者严格执行已议定的方向，不容易妥协。她/他坚持执行已议定的方向。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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5.6) Leadership - Driving Innovation 领导才能 - 推动创新

Creating the openness, space and processes that allow creativity and the development of new ideas.
创建开放思维，创作空间和进程，使能推动创新和发展新理念。

The assessee is encourages new thinking and develops processes that continuously lead to improvements.

被评者鼓励创新思维，并发展进程以求不断获得改善。

	Totally Agree	Agree	Somewhat Agree	Rather Disagree	Disagree	Totally Disagree
I ...	jn	jn	jn	jn	jn	jn

In your opinion, how important is this criteria? 在您看来，这准则有多重要？

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Not So Important

Not Important At All

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Sample 360 Degree Assessment - Leadership

OPEN QUESTION ON LEADERSHIP 关于领导才能的自由讨论问题

Feel free to provide any comments related to the assessee's ways of 'Leadership'.
对于被评者的“领导才能”，欢迎提供任何意见。

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Sample 360 Degree Assessment - Leadership

6. Open Questions 自由讨论问题

Please share with us your views on how to best support the assessee in her/his development.
如何能够最有效地支持被评者的发展，请与我们分享您的意见。

1. What do you think the assessee should start doing that s/he hasn't done so far?

您认为被评者应该开展什么工作，而且是她/他一直没有做的呢？

2. What do you think the assessee should stop doing?

您认为被评者应该停止什么工作？

3. What do you think the assessee is doing but should do more of?

您认为被评者正在做，但应该做得更多的是什么？

4. What do you appreciate MOST in the assessee?

您最欣赏被评者的是什么？

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Sample 360 Degree Assessment - Leadership

7. Thank You! 谢谢!

Thank you very much for participating in the 360 degree assessment for the assessee.
非常感谢您参与被评者的360度评估。

P.S.: In case of any questions or difficulties, feel free to contact Ms. Rosanna Shek at +852-3622 2250.
附注：如遇到任何问题或疑难，请随时致电+852-3622 2250联络石小姐。

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