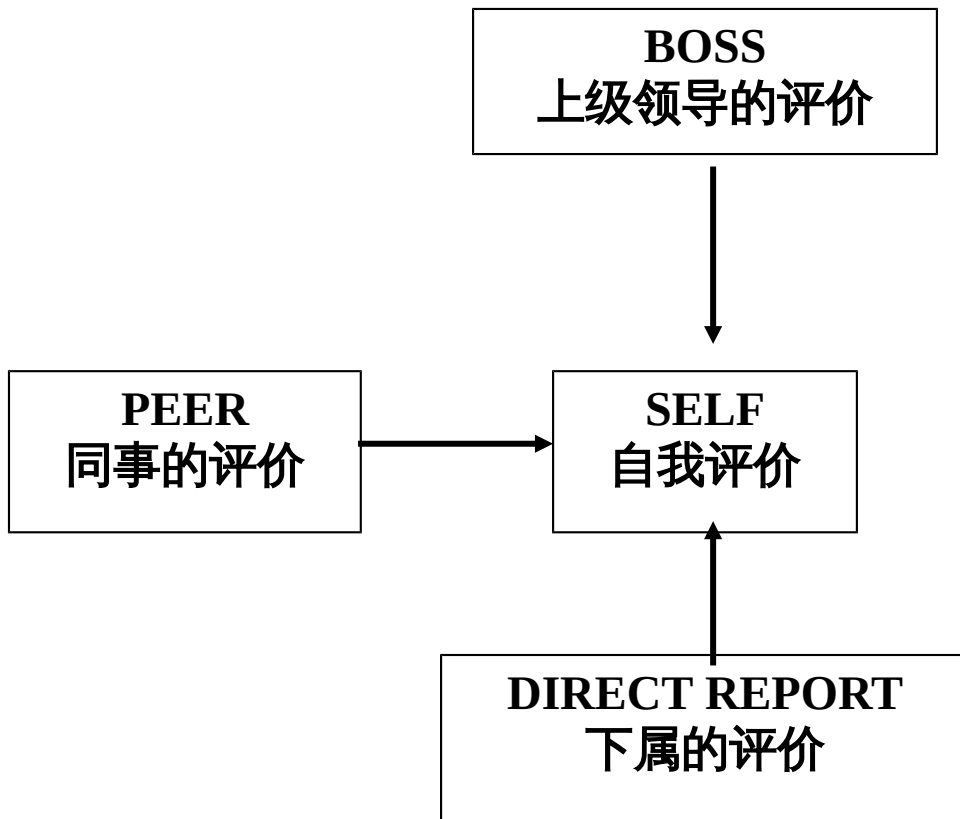


THE EXECUTIVE PROFILE

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THE EXECUTIVE PROFILE  
360-DEGREE FEEDBACK QUESTIONNAIRE  
领导能力360°评价问卷



Please identify your relationship with the person you have just rated. 请标明您与您所评价的人之间的关系。

- Yourself 您自己     Boss您的老板     Peer您的同事     Subordinate您的下属

# THE EXECUTIVE PROFILE

## INSTRUCTIONS

### 指导语

#### **Introduction 介绍:**

360 Degree survey is an approach and a mechanism by which a person's leadership management skills are assessed. The survey involves four categories of people: the person to be assessed, his/her boss, peers/colleagues and direct reports. The process of survey consists of four steps:

360度调查是一种用于评估个人领导和管理技巧的方法和机制。此种调查包括了四种被调查对象：被评估者，他/她的上司，同级和下属。调查过程则包括了四步：

1. Questionnaire 问卷调查
2. Analysis 问卷分析
3. Development Plans 对策制定
4. Follow through 行动跟进

The questionnaire has four parts: Management Skills, Leadership, Communication Skills and Key Company Values. All four categories of people need to fill this part.

问卷内包括四部分：管理技能，领导能力，交流技能，公司价值观。四个被调查对象群都需对这四部分作答。

After the questionnaires are collected, analysis will be done and feedback reports will be produced. The reports will highlight similarities and differences between self-assessment and the assessment made by others. The reports will also suggest areas where development is needed. Each participant will receive a feedback report that contains detailed description of his/her analysis. The bosses concerned are expected to discuss the report with the assessed and work out a development plan together.

问卷收集起来后，将对问卷进行分析并反馈结果。在反馈报告中将重点分析被评估者的自我评估与他人评估间的相似点和相异点。报告也将对有待发展的领域提出建议。每位调查参与者都可得到一份反馈报告，报告包括了对他/她的分析的详细描绘。上司关心的是期望同被评估者讨论这份报告，并一起制定发展计划。

Filling the questionnaire is confidential and anonymous so that people who fill the questionnaires do not need to worry about being identified by their boss if they give lower rating. All peer input will be combined and displayed as a group in the feedback report. The same holds true for direct report input. Input from boss, however, will be identifiable and show separately so that the manager may compare the boss's ratings with his/her own ratings.

问卷的填写是保密和匿名的，问卷填写者即使给出的评估很低也不必担心上司会知道，所有同级的填答将被整合成一个部分反映在反馈报告中。下属的填答结果也将以同样的方式来处理。但上司的填答应该是可认明的，并将其单独列出以便管理者能将他/她本人的自我评定同上司的评定相比较。

Your assessment will help the assessed gain a clear understanding of his/her management strengths and development needs. Your feedback will serve as the basis for this person's focused career development and assist him/her in becoming a more effective manager and leader.

您的评估将有助于被评估者清楚地了解自己的管理力度和发展需要。您的反馈将作为被调查对象核心职业发展的基础，并帮助他成为一位更富效率的管理者和领导。

Thank you very much for your time and cooperation. 非常感谢您抽出时间与我们合作。

## Part I: General Evaluation

### 第1部分: 总体评价

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### INSTRUCTIONS 指导语:

- All raters (Self, Boss, Peers & Subordinates) are asked to complete this part. 所有参与评价的员工都被要求根据被评价者的实际情况完成该部分问卷。
- Mark one response for each item. 每个问题只选一项；
- Mark “Don Not Apply” only if item is not relevant to the job and activities of the person being rated, or if you have not observed the individual in that activity. 如果问题未涉及被评估者的工作和行为或者您对该被调查者的此项行为活动不清楚，则回答“不适用”；
- Take your time with each item and be certain you are rating the manager on what is specially stated. 根据您对所评定的管理者的观察与了解，对下面的每一陈述都要作出选择。

<b>NAME 姓名:</b>	<b>TITLE 职务:</b>
<b>SCALE 分数等级:</b>	
9-10分：An Exceptional Skill 优秀： This individual consistently exceeds behavior and skills expectation in this area. 这类员工的工作表现一贯能超越对其的期望值	
7-8分： A Strength 较优秀： The individual meets most and exceeds some of the behavior and skills expectations in this area. 这类员工能完成其工作，有时能超越对其的期望值。	
5-6分： Appropriate Skill Level 一般： The individual meets a majority of the behavior and skills expectations in this area for this job. There is generally a positive perspective toward responsibilities. 这类员工一般能够完成其工作，员工承担责任的能力得到肯定。	
3-4分： Not a Strength 较差： The individual meets some behavior and skills expectations in this area but sometimes falls short. 这类员工能部分完成其工作，经常落后。	
1-2分： Least Skilled 差： The individual consistently fails to reach behavior and skills expectations in this area. 这类员工经常不能完成任务。	
N： Not Applicable/Not Observed 不适用/未观察	
<b>CORE COMPETANCIES 主要能力</b>	<b>SCALE (CIRCLE ONE) 圈出所选数值</b>
<b>MANAGEMENT SKILLS 管理技能：</b>	
- Formulates short- and long-term goals and objectives with deadlines. 设定短期和长期目标以及完成日期	N 1 2 3 4 5 6 7 8 9 10
- Commits to goals/objectives with subordinate, and follows them through to completion. 注重承诺并和下属一同追踪实施直至任务完成	N 1 2 3 4 5 6 7 8 9 10
- Focuses on/prioritizes management objectives. 专注于管理目标/按优先顺序将管理目标排序	N 1 2 3 4 5 6 7 8 9 10
- Understands the Company’s products, markets and customers. 了解公司产品，市场和客户	N 1 2 3 4 5 6 7 8 9 10
- Understands Company financial metrics. 了解公司财务报表	N 1 2 3 4 5 6 7 8 9 10
- Minimizes business unit expenses. 减少部门费用支出	N 1 2 3 4 5 6 7 8 9 10
- Enforces Company policies and procedures. 执行公司政策	N 1 2 3 4 5 6 7 8 9 10
- Provides clear direction and defines priorities for the team. 为自己的部门指出明确的优先解决的问题	N 1 2 3 4 5 6 7 8 9 10
- Prepares realistic estimate of budget, staff, and other resources. 能准确地作出预算、人员及其它资源地估计	N 1 2 3 4 5 6 7 8 9 10
- Translates business strategies into clear objectives and tactics. 把工作的战略方式转化成明确的目标和战略	N 1 2 3 4 5 6 7 8 9 10
<b>LEADERSHIP 领导能力：</b>	

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- Effectively guides actions/results of subordinates based upon Management By Objectives (MBOs). 根据管理目标领导下属工作	N 1 2 3 4 5 6 7 8 9 10
- Sees the “big picture”; understands how their business unit affects the entire organization. 纵观全局；明确其部门在全局中所起的作用	N 1 2 3 4 5 6 7 8 9 10
- Delegates effectively. 有效分配工作	N 1 2 3 4 5 6 7 8 9 10
- Encourages collective decision-making. 鼓励集体民主决定	N 1 2 3 4 5 6 7 8 9 10
- Provides regular performance feedback to subordinates. 定期给下属反馈信息	N 1 2 3 4 5 6 7 8 9 10
- Acts as a coach in helping subordinates reach their full potential. 指导并帮助下属充分发挥其潜能	N 1 2 3 4 5 6 7 8 9 10
- Stimulates creative ideas from others. 善于激发他人的创意	N 1 2 3 4 5 6 7 8 9 10
- Involves others in shaping and decisions that affect them. 动员相关人员参与计划与决定的制定	N 1 2 3 4 5 6 7 8 9 10
- Accurately identifies strengths and development needs in others. 准确指出他人的长处和有待发展之处	N 1 2 3 4 5 6 7 8 9 10
- Clarifies roles and responsibilities with team members. 使本部门成员的角色和责任分明	N 1 2 3 4 5 6 7 8 9 10
- Involves other in the change process. 使他人参与变革的过程	N 1 2 3 4 5 6 7 8 9 10
- Adjusts leadership style effectively to the demands of the situation. 根据情况的需要有效地调整领导方法	N 1 2 3 4 5 6 7 8 9 10
- Lets people know when they are performing well. 让工作有成绩的人了解自己的成效	N 1 2 3 4 5 6 7 8 9 10
- Creatively integrates the ideas and perspectives of others. 创造性地融合别人的想法和观点	N 1 2 3 4 5 6 7 8 9 10
- Viewed as an “example to be followed” by subordinates. 被视为下属仿效的榜样	N 1 2 3 4 5 6 7 8 9 10
<b>COMMUNICATION SKILLS 沟通技能：</b>	
- Communicates management objectives to subordinates. 与下属沟通其工作目标	N 1 2 3 4 5 6 7 8 9 10
- Responsive to business inquiries of subordinates. 对下属的工作要求给予答复	N 1 2 3 4 5 6 7 8 9 10
- Actively listens to ideas of subordinates. 积极倾听下属的意见	N 1 2 3 4 5 6 7 8 9 10
- Creates an environment where employees feel free to speak out company issues. 制造一种使员工能对公司事宜畅所欲言的自由氛围	N 1 2 3 4 5 6 7 8 9 10
- Makes the team mission and strategies clear to others outside the organization. 让部门外的人了解本部门的使命和战略部署	N 1 2 3 4 5 6 7 8 9 10
- Conveys clear expectations for assignments. 部署任务时明确表达有和期望	N 1 2 3 4 5 6 7 8 9 10
<b>KEY COMPANY VALUES 公司价值观：</b>	
- Treats subordinates with respect. 尊敬下属	N 1 2 3 4 5 6 7 8 9 10
- Creates a sense of trust with subordinates. 与下属建立信任关系	N 1 2 3 4 5 6 7 8 9 10
- Avoids favoritism among subordinates. 避免偏袒某下属	N 1 2 3 4 5 6 7 8 9 10
- Easy to approach and communicate with. 容易接近和沟通	N 1 2 3 4 5 6 7 8 9 10

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- Apologizes to subordinates when appropriate. 有错时能向下属道歉	N	1	2	3	4	5	6	7	8	9	10
- Treats people fairly. 公正地对待他人	N	1	2	3	4	5	6	7	8	9	10
- Lives up to commitments. 履行自己的承诺	N	1	2	3	4	5	6	7	8	9	10
- Promotes teamwork among groups; discourages “we vs. they” thinking. 倡导团队精神，消除各立门户的狭隘思想	N	1	2	3	4	5	6	7	8	9	10
- Looks for ways to improve personal performance. 努力提高个人表现	N	1	2	3	4	5	6	7	8	9	10

### Part II: Important Factors Identification 第2部分: 确定重要领导因素

#### **INSTRUCTIONS 指导语:**

- Only Self and his/her Boss are asked to complete this part. 只有被评价者本人及其上级主管被要求完成该部分问卷。
- Re-read the questionnaire of Part I. You are asked to consider the demands of this retee’s job and rate the importance of these leadership and management skills to the retee’s job, then select 5-10 most essential competencies to the retee’s job. 重新阅读第1部分问卷。基于被评价者的工作职位要求以及这些领导技能对该工作职位的重要程度，请您从中选出最重要的5-10个能力；
- Be sure to rate the importance of these skills to the job rather than the retee’s performance. **请注意，对这些能力的重要性的判别只能依据该工作职位对能力的要求，而不能依据被评价者个人的工作绩效。**