

part 1 — Leadership Level Characteristics

This first section applies to your leadership in general. Please read the following ten statements. Place a check mark next to each one that you agree is true for you. answer using your first instinct. Please do not skip any questions, and do not go back and change any of your responses.

他的第一部分适用于你的领导能力。请阅读以下十个语句。在每一个旁边打个勾你同意对你来说是真的。用你的第一直觉回答。请不要跳过任何问题，不要回头修改你的回答。

Level 1

- I don't have to remind the people who work for me that i am the leader.
我不需要提醒那些为我工作的人我是领袖。
- I think of each person who works for me as an individual person, not just in terms of his or her function or role.
我认为每个为我工作的人都是一個独立的个体，不仅仅是他或她的功能或角色。
- Most days i look forward to going to work.
大多数时候我都盼望着去上班。
- I recognize that the position i've been given is an opportunity to learn, not turf to be guarded.
我认识到你们给我的这个职位是一个机会学习，而不是守着地盘。
- the people who work for me are willing to do work above and beyond their job descriptions.
为我工作的人愿意做以上的工作超出了他们的工作描述。
- I know that dealing with people problems is a part of leading and have accepted that as part of the job.
我知道处理人际问题是领导的一部分并接受了这是工作的一部分。
- I possess the desire to learn more about leadership and become a better leader.
我渴望学习更多关于领导力的知识，并成为一个更好的领导者。
- I think of my job in terms of work to be accomplished and give very little focus to career path and the positions i desire to achieve along the way.
我认为我的工作是要完成和给予的工作很少关注我想要的职业道路和职位一路走来。
- one of my primary objectives is to assist the people who work for me.

我的主要目标之一是帮助工作的人给我。

Most people find it easy to work with me.
大多数人觉得和我一起工作很容易。

if you marked eight or more of the previous statements as true for you, then you have probably already established yourself as a leader on level 1 and have begun to move to the higher levels. Move on to the next section of the test. however, if you checked fewer than eight, then you have probably not yet mastered level 1, and this is where you will probably begin your work in personal leadership development. why? Because you are only as good as the lowest level you've mastered.

如果你给前面的 8 个或以上的陈述打了正确的分数你，那么你可能已经确立了自己的领导地位第 1 级，并开始向更高级别移动。继续下一个测试的一部分。但是，如果你检查少于 8 个，那么你可能还没有掌握第一级，这就是你要探索的地方——出色地开始你个人领导能力发展的工作。为什么？因为你只有在掌握了最低水平的时候才能表现得好。

Level 2

People outside of my department or area of responsibility respect my opinions and frequently seek me out for advice.

部门或职责范围以外的人尊重我的意见，经常征求我的意见。

I know my strengths and weaknesses and rarely get blindsided in my work.

我知道自己的长处和短处，很少会措手不及在我的工作。

I genuinely like most people and want to help them.

我真心喜欢大多数人，想要帮助他们。

I am very consistent and even-tempered in my interaction with the people who work for me.

在与人交往时，我始终如一，性情平和为我工作的人。

when i say something to the people on my team, they always know they can count on it because i am trustworthy.

当我对我的团队成员说些什么时，他们总是我知道他们可以信赖我，因为我是值得信赖的。

I have developed solid relationships with all of the people who work for me.

我和每个为我工作的人都建立了关系。

the people who work with me find me likable and pleasant nearly 100 percent of the time.

和我一起工作的人都觉得我很讨人喜欢几乎百分之百的时间。

when i need to have a candid conversation with team members to correct errors or take care of problems, i follow through and don't allow too much time to go by.

当我要和团队成员坦诚交谈时为了纠正错误或解决问题，我坚持到底不要让太多的时间过去。

I believe that employees desire more than just a fair day's pay for a fair day's work; most desire encouragement and i give it to them.

我相信员工们想要的不仅仅是公平的一天的工资公平的一天的工作;大多数人希望得到鼓励，我就给予他们鼓励。

I have developed relationships with everyone who works for me.

我和每个为我工作的人都建立了关系。

if you marked eight or more of the above statements as true for you, then move on to the next section. if not, you may want to save the rest of Part 1 of the test for later because your answers indicate that you've not yet mastered level 2 and you don't yet think like a level 2 leader. if you do decide to complete Part 1 at this time, please be aware that even if you mark eight or more statements true in subsequent sections, you cannot be on the higher levels of leadership because you have not yet won level 2. this also applies as you answer the questions in subsequent levels.

如果你认为以上 8 个或以上的陈述是正确的，那么就进入下一个部分。如果没有，你可能想把第一部分的其余部分留到以后，因为你的答案表明你还没有掌握第 2 级，你还没有像第 2 级领导者那样思考。如果你决定在这个时候完成第一部分，请注意，即使你在接下来的部分中有 8 个或更多的陈述是正确的，你也不能进入更高的领导级别，因为你还没有进入第二级。这也适用于你回答后续关卡的问题。

Level 3

I consistently hit targets and goals in my work.

我在工作中不断达成目标。

Good people always want to work with me and my team.

好人总是想和我和我的团队一起工作。

People see me as an expert in my field and seek me out to learn from me.

人们把我看作是这个领域的专家，并向我学习。

I am constantly setting and achieving higher goals for myself, even when my superiors don't set them for me.

我经常为自己设定并实现更高的目标，即使我的上级没有为我设定目标。

My performance in my work often carries the team to a higher level.

我在工作中的表现，经常把团队带到一个更高的水平。

I give my best to whatever I do.

无论我做什么，我都尽力而为。

I am comfortable with the idea that others are watching how I perform and follow my example.

我很高兴别人看到我的表现并以我为榜样。

I am known as a problem solver, and I often get difficult tasks done.

大家都知道我是一个善于解决问题的人，我经常能完成困难的任务。

My work is very consistent on a daily basis.

我每天的工作都很稳定。

I have systems and routines that help me perform at a very high level.

我有系统和程序来帮助我在一个非常高的水平上表现。

If you marked eight or more of the above statements as true for you, then move on to the next section. If not, your answers indicate that you've not yet mastered level 3 and you don't yet think like a level 3 leader.

如果你认为以上 8 个或以上的陈述是正确的，那么就进入下一个部分。如果不是，你的回答表明你还没有掌握 3 级，你还没有像 3 级领导者那样思考。

Level 4

I schedule and follow through with training and development for all the members of my team on a regular, consistent basis.

我定期、持续地为我的团队所有成员安排培训和发展计划，并将其贯彻到底。

when deadlines loom or work becomes urgent, we never cancel our training and development sessions.

当最后期限迫在眉睫或工作变得紧迫时，我们从不取消培训和发展课程。

I consistently take risks by giving people responsibilities and authority that will stretch them.

我一直在冒险，赋予人们责任和权力，以延伸他们。

I spend a significant amount of time every month mentoring up- and- coming leaders.

我每个月都花大量时间辅导学生崭露头角的领导者。

I know very thoroughly the strengths and weaknesses of all the people i lead.

我非常清楚所有人的优点和缺点我领导的人。

I individualize the way i train, develop, and mentor my people.

我以个性化的方式培训、发展和指导我的员工。

I spend the most strategic and significant mentoring time with the people who have the highest capacity, talent, and potential.

我花了最具战略意义的指导时间具有最高能力、才能和潜力的人。

I have a history of moving people from position to position to help find their fit.

我有把员工从一个职位调到另一个职位的经验帮助他们找到合适的位置。

I am continually giving people feedback, not just during formal reviews.

我不断地给人们反馈，不仅仅是在正式场合评论。

My team or department is considered by others to be the best trained (or one of the best) in the organization. if you marked eight or more of the above statements as true for you, then move on to the next section. if not, your answers indicate that you've not yet mastered level 4 and you don't yet think like a level 4 leader.

我的团队或部门被其他人认为是组织中训练最好的(或最好的)。如果你认为以上 8 个或以上的陈述是正确的，那么就进入下一个部分。如果不是，你的回答表明你还没有掌握第 4 级，你还没有像第 4 级领导者那样思考。

Level 5

I can name several specific people whom i have encouraged to speak hard truths to me, and they do so regularly.

我能说出几个我鼓励的人的名字告诉我残酷的事实，他们经常这样做。

I am using my influence to instill values in my organization.

我正在利用我的影响力向我的组织灌输价值观。

the course of my organization is set by me or by a team of which i am a part.

我的组织的进程是由我或一组我也是其中的一部分。

I have developed many leaders who are developers of leaders.

我培养了很多领导者，他们都是领导者的开发者。

I enjoy the interaction and friendship of a small circle of leaders with whom i am taking the leadership journey.

我喜欢和领导小圈子的交流和友谊和我一起踏上领导之旅。

I am still at the top of my game, and the positive impact i am making is strong.

我仍然在我的游戏的顶端，我的积极影响使是强大的。

I can name at least one person who would be ready to step in and take my place should i decide to leave my current position.

我能说出至少一个愿意介入的人如果我决定离开我现在的工作，我将顶替我的位置。

I have influence outside of my organization.

我在组织之外也有影响力。

People from outside of my specific industry seek me out for leadership advice.

我所在行业之外的人会找我领导的建议。

I am using my influence and resources for causes greater than myself or my organization.

我在用我的影响力和资源做更大的事我或我的组织。