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# Structured Interview Guide

## 结构化面试指南

# Instructions 说明

This verbal interview is designed to elicit information from the candidate concerning Bavaria Hotels International competencies. **For each of the competencies being measured, there are three questions written in the left hand side of the table. Choose two of the three questions for each candidate.**

本口头面试旨在获取巴伐利亚国际酒店的应聘者的相关能力信息。针对各项评定能力，表格左边栏各列有三个问题。从中选择两个问题询问每名应聘者。

In the middle column of the table there is short checklist of the type of responses sought that would reflect behavioural or attitude evidence of the competency. The right hand column contains a blank space to write down notes of the candidate responses. If you run out of room, continue taking notes on the backside of the page. **Scoring the Interview** To score the interview, review your notes and put a checkmark next to any of the possible responses. The rating system is as follows:

表格中间栏是一个理想回答类型的简要清单，可在行为或态度方面反映出该项能力。右边栏是记录应聘者回答的空白区域。右边栏写满的情况下，可在背面继续记录。

### 为面试打分

一边回顾所作记录，一边在可能的回答旁边打勾标记。评定标准如下：

- 0 = Minimal Evidence (0-2 checked responses)
- 0 = 几无符合 (答对 0-2 个)
- 1 = Partial Evidence (3-7 checked responses)
- 1 = 部分符合 (答对 3-7 个)
- 2 = Full evidence (8-10 checked responses)
- 2 = 完全符合 (答对 8-10 个)

Take the score from each competency and fill in the score section at the bottom of the page. Transfer that score to the competency table on the back page of this interviewing guide. This interview is designed to be completed in 45 minutes. It is important for the sake of objectivity and fairness that each candidate be allowed the same length of time. Interviews should not exceed 45 minutes. 计算各项能力的得分，并填入页面底部相应的得分栏中。将得分转填入本面试指南末页的能力表格中。本面试预计在 45 分钟内完成。

出于客观和公平考虑，各个应聘者拥有同样的面试时间长度是至关重要的。面试不应超过 45 分钟。

Please follow the basic principles of conducting interviews:  
进行面试时请遵守以下基本原则：

If the candidate gives a response not contained in the checklist but one that you consider reflective of that competency, write it in yourself and place a checkmark next to that response.  
若应聘者的回答不在清单内，但您认为可反映该项能力，请自行写下，并在回答边上打勾标记。

- Welcome/put candidate at ease
- 向应聘者表示欢迎/使应聘者保持放松
- Give overview of the process/explain purpose of the interview
- 概述面试过程/解释面试目的
- Ask questions/take notes!
- 提问/做记录!
- Maintain control of interview/respect time limits
- 掌握面试主动权/遵守面试时间限制
- Clarify your understanding of candidate's responses but do not lead the candidate to the desired response
- 阐明您对应聘者回答的理解，但切勿引导应聘者作出理想回答
- Give the candidate a chance to ask questions
- 给予应聘者发问的机会
- Close by explaining what will happen next in the process
- 结束时解释后续面试过程
- Thank the candidate
- 感谢应聘者

Drive for Results	Rating Scale	Notes
<p>Sets high performance standards and pursues aggressive goals. Strives for constant improvements, takes responsibility for achieving business results, and perseveres despite obstacles</p> <p>设定高业绩标准，并追求远大目标。奋力追求不断进步，勇于承担实现经营成果的责任，面对阻碍不懈努力。</p> <p><b>Interview Questions</b>  <b>面试问题</b></p> <ul style="list-style-type: none"> <li>Describe your greatest work-related achievement. What do you think were the factors that led to your success?</li> <li>请描述你最大的工作成就。在你看来，你获得成功的要素是什么？</li> <li>What do you see as your greatest obstacles to achieving your ultimate career goal?</li> </ul>	<p><b>评定标准</b></p> <p>0 = Minimal Evidence (0-2) 0 = 几无符合 (答对 0-2 个)</p> <p>1 = Partial Evidence (3-7)              1 = 部分符合 (答对 3-7 个)</p> <p>2 = Full evidence (8-10)              2 = 完全符合 (答对 8-10 个)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Described a desire to work, learn or achieve</li> <li><input type="checkbox"/> 提及工作、学习或成功的渴望</li> <li><input type="checkbox"/> Took the initiative to achieve goals</li> <li><input type="checkbox"/> 主动努力实现目标</li> <li><input type="checkbox"/> Any statement of personal or professional standards</li> <li><input type="checkbox"/> 陈述个人或行业标准</li> <li><input type="checkbox"/> Perceived own effort as being a factor of success</li> <li><input type="checkbox"/> 意识到自身努力是成功的一大要素</li> <li><input type="checkbox"/> Had a clear plan for overcoming obstacles</li> <li><input type="checkbox"/> 在克服障碍方面有明确的计划</li> <li><input type="checkbox"/> Described perseverance despite obstacles</li> </ul>	<p>记录</p>

<ul style="list-style-type: none"> <li>• 在你看来，什么是阻碍你实现最终事业目标的最大障碍？</li> <li>• How do you plan to overcome them?</li> <li>• 你计划如何克服这些障碍？</li> <li>• How would you like to hear yourself described by your boss or colleagues?</li> <li>• 你希望从上司或同事那得到怎样的评价？</li> </ul> <p><b>Understanding The Business                  业务了解程度</b>                  Demonstrates an interest in and understanding of issues relevant to the business and keeps knowledge up-to-date.                  在业务相关议题方面，表现出兴趣和了解，并保持知识更新。</p> <p>Interview Questions</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 描述尽管面对重重阻碍，仍能坚持不懈</li> <li><input type="checkbox"/> A clear statement of the goal to be achieved</li> <li><input type="checkbox"/> 明确陈述描述待实现的目标</li> <li><input type="checkbox"/> Refrained from blaming others for events</li> <li><input type="checkbox"/> 不将事由归咎于他人</li> <li><input type="checkbox"/> Would like to be described as someone who created his or her own success</li> <li><input type="checkbox"/> 希望被描述成自身成功的创造者</li> <li><input type="checkbox"/> Has a clear career goal</li> <li><input type="checkbox"/> 事业目标明确</li> </ul> <p><b>Rating Scale                  评定标准</b></p> <p>0 = Minimal Evidence (0-2)                  0 = 几无符合 (答对 0-2 个)                  1 = Partial Evidence (3-7)                  1 = 部分符合 (答对 3-7 个)                  2 = Full evidence (8-10)                  2 = 完全符合 (答对 8-10 个)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Displays a positive attitude toward working in the hotel industry</li> </ul>	<p>Score _____                  得分 _____                  Notes 记录</p>
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<p><b>面试问题</b></p> <ul style="list-style-type: none"> <li>Describe the ways in which you keep yourself up to date with what is happening in the hospitality industry in general, and in your area specifically. How do you gain from this knowledge?</li> <li>请描述在总体酒店行业和自身特定领域方面，你如何实现自我更新？你如何从这些知识中获益？</li> <li>Describe the current issues and challenges facing your property.</li> <li>请描述你所工作的酒店所面临的当前问题和挑战。</li> <li>If you were asked to recommend the one action that would improve performance of the hotel you work in, what would it be?</li> <li>若要求你为所工作的酒店提出一项提高酒店业绩的建议，你会建议采取什么举措？</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 对从事酒店行业表现出积极的态度</li> <li><input type="checkbox"/> Recommends action that demonstrates a good grasp of current hotel operations</li> <li><input type="checkbox"/> 建议的举措能够体现其对酒店运营现状的良好把握</li> <li><input type="checkbox"/> A positive attitude towards the concept of service</li> <li><input type="checkbox"/> 对服务观念抱有积极的态度</li> <li><input type="checkbox"/> Applied a technique or service or process learned about or through market research</li> <li><input type="checkbox"/> 运用市场调查获得的一项技术或服务或流程</li> <li><input type="checkbox"/> Describes the gaps and opportunities in the market</li> <li><input type="checkbox"/> 描述市场缺口和机遇</li> <li><input type="checkbox"/> Reads regularly industry publications</li> <li><input type="checkbox"/> 定期阅读行业出版物</li> <li><input type="checkbox"/> Describes issues and challenges in terms of meeting customer needs</li> <li><input type="checkbox"/> 从满足顾客需求出发描述问题和挑战</li> <li><input type="checkbox"/> Actively shares industry and customer knowledge with others</li> </ul>	<p>Score _____                  得分 _____                  Notes 记录</p>
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<p><b>Problem Solving &amp; Decision Making</b> Effectively diagnoses problems and thoroughly analyses information to guide decision-making. Evaluates and assimilates critical information when reaching conclusions and makes logical competent decisions.</p> <p><b>解决问题 &amp; 进行决策的能力</b>                  有效判断问题，全面分析信息，从而引导决策。在得出结论过程中，对关键信息进行评估和理解，从而作出合理恰当的决策。</p> <p><b>Interview Questions</b>                  面试问题</p> <ul style="list-style-type: none"> <li>Describe your approach to solving problems. Give a recent work-related example.</li> </ul>	<p><input type="checkbox"/> 积极与他人分享行业和顾客方面的认知</p> <p><b>Rating Scale</b>                  评定标准</p> <p>0 = Minimal Evidence (0-2)                  0 = 几无符合 (答对 0-2 个)</p> <p>1 = Partial Evidence (3-7) 1 = 部分符合 (答对 3-7 个)</p> <p>2 = Full evidence (8-10)                  2 = 完全符合 (答对 8-10 个)</p> <p><input type="checkbox"/> Was there a clear problem statement?</p> <p><input type="checkbox"/> 问题陈述是否清楚明白?</p> <p><input type="checkbox"/> Demonstration of understanding the root causes of the problem</p> <p><input type="checkbox"/> 展示其对问题根源的了解</p> <p><input type="checkbox"/> Were alternatives considered?</p> <p><input type="checkbox"/> 是否考虑过备选方案?</p> <p><input type="checkbox"/> The solution to the problem was based on sound reasoning</p> <p><input type="checkbox"/> 问题的解决方案具有合理依据</p> <p><input type="checkbox"/> Able to see the link between own actions and the resulting problem</p>	<p>Score _____</p> <p>得分 _____</p> <p>Notes 记录</p>
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<ul style="list-style-type: none"> <li>• 请描述你解决问题的方法。并举出一个近期的工作事例予以说明。</li> <li>• Describe a time when you did not foresee a problem that caused you some difficulty or was a threat to business. Why was this unforeseen? What do you do differently now?</li> <li>• 请描述你所未预见的问题给你造成困难或影响业务开展的一次经历。你未预见这一问题的原因？你现在为此作何改变？</li> <li>• In your opinion, is it better to take a quick decision even if it is not ideal, or to take enough time to make an ideal decision? Why?</li> <li>• 即使决策不甚理想仍要快速进行决策，还是花费足够时间作出理想决策，在你看来哪个更为可取？为什么？</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 能够明白自身行动和产生的问题存在的联系</li> <li><input type="checkbox"/> Able to describe the learning from having this experience</li> <li><input type="checkbox"/> 能够描述其从此次经历获得的经验教训</li> <li><input type="checkbox"/> Describes an understanding of the balance between the ability to take a decision quickly and the importance of having the facts when possible</li> <li><input type="checkbox"/> 在快速决策的能力和尽可能掌握事实的重要性之间寻求平衡方面，表现出一定认识</li> <li><input type="checkbox"/> Describes common obstacles to foreseeing problems and action taken to overcome these obstacles</li> <li><input type="checkbox"/> 描述预见问题方面存在的一般障碍以及克服这些障碍的措施</li> </ul>	<p>Score _____</p> <p>得分 _____</p> <p>Notes 记录</p>
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<p><b>Customer Focus</b>  <b>顾客导向</b></p> <p>Builds and maintains relationships with internal and external customers. Understands and anticipates customers' needs, takes action to address customer needs, and strives to exceed customer expectations.                  与内部和外部顾客建立并维系业务关系。对顾客需求有一定了解和预期，采取行动满足顾客需求，并努力超过顾客预期。</p> <p><b>Interview Questions</b>  <b>面试问题</b></p> <ul style="list-style-type: none"> <li>• Who are your internal customers? How would you describe their needs? Describe an action you took to meet their needs.</li> <li>• 谁是你的内部顾客？你如何描述他们的需求？请描述一项满足他们需求的举措？</li> <li>• Describe your best customer relationship. How was it built,</li> </ul>	<p><b>Rating Scale</b>  <b>评定标准</b></p> <p>0 = Minimal Evidence (0-2)                  0 = 几无符合 (答对 0-2 个)                  1 = Partial Evidence (3-7)                  1 = 部分符合 (答对 3-7 个)                  2 = Full evidence (8-10)                  2 = 完全符合 (答对 8-10 个)</p> <p><input type="checkbox"/> Describes the elements required to build customer relationships such as follow-through, integrity, service</p> <p><input type="checkbox"/> 描述建立顾客关系所需的要素，如持续跟进、正直、服务等。</p> <p><input type="checkbox"/> Able to identify and value internal customers</p> <p><input type="checkbox"/> 能够识别和重视内部顾客</p> <p><input type="checkbox"/> Describes needs of internal customers</p> <p><input type="checkbox"/> 描述内部顾客的需求</p>	<p>Score _____</p> <p>得分 _____</p> <p>Notes                  记录</p>
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<p>and how do you maintain that relationship over time?</p> <ul style="list-style-type: none"> <li>• 请描述你建立的最佳的顾客关系。这一关系是如何建立的？你又是如何进行维系的？</li> <li>• What are the most common reasons for customer dissatisfaction? What steps have you taken to minimise these things from happening in your property?</li> <li>• 顾客不满的最常见原因是什么？在你的管辖区域，你采取过什么措施来尽可能避免这些发生？</li> </ul> <p><b>Innovation</b>  <b>创新能力</b>                  Generates new ideas and encourages creativity from others. Goes beyond the status quo; recognised the need for new or modified approaches,</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Took action to minimize identified factors of customer dissatisfaction in own department</li> <li><input type="checkbox"/> 明确顾客不满的原因，并曾在所在部门采取行动最大限度予以避免</li> <li><input type="checkbox"/> Displays evidence of actively seeking customer information</li> <li><input type="checkbox"/> 表现获取顾客信息的主动性</li> <li><input type="checkbox"/> Takes full responsibility for solving customer issues</li> <li><input type="checkbox"/> 全力负责解决顾客问题</li> <li><input type="checkbox"/> Addresses underlying customer needs</li> <li><input type="checkbox"/> 满足顾客的潜在需求</li> <li><input type="checkbox"/> Anticipates future needs of customers</li> <li><input type="checkbox"/> 预期顾客的未来需求</li> </ul> <p><b>Rating Scale</b>  <b>评定标准</b></p> <p>0 = Minimal Evidence (0-2)                  0 = 几无符合 (答对 0-2 个)                  1 = Partial Evidence (3-7)                  1 = 部分符合 (答对 3-7 个)                  2 = Full evidence (8-10)</p>	<p>Score _____</p> <p>得分 _____</p> <p>Notes 记录</p>
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<p>creatively combines different perspectives and approaches.                  产生新想法，并鼓励他人进行创新。不安于现状；认识到方法更新和改进的必要性；有效结合不同视角和方法。</p> <p><b>Interview Questions</b>  <b>面试问题</b></p> <ul style="list-style-type: none"> <li>• Tell me about the most creative or innovative idea or approach you have recommended or implemented. What prompted you to try a new approach? What were the results?</li> <li>• 请告诉我你曾经提议或施行的最有创意或最为创新的想法或方法。什么促使你尝试新方法？结果如何？</li> <li>• What have you done differently than your predecessors in your position? What changes have you implemented?</li> <li>• 你的做法与前任的不同之处在于哪里？你作了什么变动？</li> <li>• How would you describe the level of creativity in the team?</li> </ul>	<p>2 = 完全符合 (答对 8-10 个)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Evidence of introducing a new approach or concept in hotel</li> <li><input type="checkbox"/> 表明曾为酒店引入新方法或新观念</li> <li><input type="checkbox"/> Able to analyse and identify gaps in current functioning</li> <li><input type="checkbox"/> 能够分析和明确当前运作存在的差距</li> <li><input type="checkbox"/> Demonstrates support of other's ability to be creative</li> <li><input type="checkbox"/> 表现对他人创造力的支持</li> <li><input type="checkbox"/> Ability to integrate several ideas into one new approach or idea</li> <li><input type="checkbox"/> 能够将数个想法整合为一个新方法或新想法</li> <li><input type="checkbox"/> Has used brainstorming technique to solve problems</li> <li><input type="checkbox"/> 曾采用集思广益的方法来解决问题</li> <li><input type="checkbox"/> Sees situations from multiple perspectives</li> <li><input type="checkbox"/> 从多个角度看待局面</li> <li><input type="checkbox"/> Open to new ideas</li> <li><input type="checkbox"/> 欢迎新想法</li> </ul>	<p>Score _____</p> <p>得分 _____</p> <p>Notes                  记录</p>
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<p>What concrete steps have you taken to encourage creativity in your team?</p> <ul style="list-style-type: none"> <li>• 你会如何描述团队的创新水平? 你曾采取什么措施鼓励团队进行创新?</li> </ul> <p><b>Teamwork</b>  <b>团队精神</b></p> <p>Demonstrates co-operation and trust with colleagues and teams and across organisational boundaries. Participates as a team player and establishes strong working relationships to deliver positive results.          在同事和团队, 甚至组织之间表现合作和信任。做一个善于团队合作的人, 并建立强劲的工作关系, 以取得积极的效果。</p> <p><b>Interview Questions</b>  <b>面试问题</b></p> <ul style="list-style-type: none"> <li>• What is the difference between a team and a group? What needs</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does not automatically apply tried and tested solutions to problems</li> <li><input type="checkbox"/> 不会本能使用尝试过和测试过的方法解决问题</li> </ul> <p><b>Rating Scale</b>  <b>评定标准</b></p> <p>0= Minimal Evidence (0-2)          0 = 几无符合 (答对 0-2 个)</p> <p>1 = Partial Evidence (3-7) 1 = 部分符合 (答对 3-7 个)</p> <p>2 = Full evidence (8-10)          2 = 完全符合 (答对 8-10 个)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Knows the difference between a team and group</li> <li><input type="checkbox"/> 知道团队和群体的区别</li> <li><input type="checkbox"/> Can identify behaviours and factors that impact team performance</li> <li><input type="checkbox"/> 能够明确影响团队业绩的行为和因素</li> <li><input type="checkbox"/> Describes effective ways of influencing team members</li> </ul>	<p>Score _____</p> <p>得分 _____</p> <p>Notes          记录</p>
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<p>to be done to improve the level of functioning in your department?</p> <ul style="list-style-type: none"> <li>• 团队和群体有何区别？提升你所在部门的运作水平，需要做些什么？</li> <li>• Describe a time when you had to achieve a goal and you could only do it with the cooperation of team members. What did you do to encourage their cooperation?</li> <li>• 请描述你必须达成一项目标，且只能通过和团队成员进行合作得以实现的一次经历。为鼓励他们开展合作，你采取了什么措施？</li> <li>• Describe the relationship between your department and other departments. How could you contribute to improve relationships?</li> <li>• 请描述你所在部门和其它部门之间的关系。你如何促进这一关系？</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 描述影响团队员工的有效方式</li> <li><input type="checkbox"/> States team goal as superseding personal goals</li> <li><input type="checkbox"/> 声明以团队目标替代个人目标</li> <li><input type="checkbox"/> Recognises that individual success is unlikely without team success</li> <li><input type="checkbox"/> 意识到没有团队的成功，就不可能获得个人的成功</li> <li><input type="checkbox"/> Values good relations between departments</li> <li><input type="checkbox"/> 重视部门间的良好关系</li> <li><input type="checkbox"/> Describes team members in positive terms</li> <li><input type="checkbox"/> 用积极的词汇描述团队员工</li> <li><input type="checkbox"/> Sees self as responsible to respond to needs of team members</li> <li><input type="checkbox"/> 将满足团队员工需求视为己任</li> </ul>	<p>Score _____</p> <p>得分 _____</p> <p>Notes 记录</p>
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<p><b>Adaptability</b>  <b>适应能力</b></p> <p>Works comfortably and effectively in an environment of ambiguity or change; is receptive to new ideas and responds to workplace changes with flexibility and optimism.                  在情况不明或发生变化的情形下，仍能有效淡定地工作；善于接受新想法，灵活积极应对工作场所的变化。</p> <p><b>Interview Questions</b>  <b>面试问题</b></p> <ul style="list-style-type: none"> <li>• Describe a time of upheaval in your job. How did you respond to the upheaval?</li> <li>• 请描述工作发生剧变的一次经历。你如何应对这一剧变？</li> <li>• Give an example of a time you demonstrated flexibility within your role. Describe a time your boss demonstrated flexibility. What was your response?</li> <li>• 请举例描述你在职位中表现出灵活变通的一次经历。描述你</li> </ul>	<p><b>Rating Scale</b>  <b>评定标准</b></p> <p>0 = Minimal Evidence (0-2)                  0 = 几无符合 (答对 0-2 个)</p> <p>1 = Partial Evidence (3-7)                  1 = 部分符合 (答对 3-7 个)</p> <p>2 = Full evidence (8-10)                  2 = 完全符合 (答对 8-10 个)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Displayed a positive attitude toward change?</li> <li><input type="checkbox"/> 是否对改变表现出积极的态度？</li> <li><input type="checkbox"/> Variety considered a positive attribute of the work place</li> <li><input type="checkbox"/> 将工作场所的多变性视为积极特性</li> <li><input type="checkbox"/> Indication of a willingness to try and learn new things</li> <li><input type="checkbox"/> 表现出尝试和学习新事物的意愿</li> <li><input type="checkbox"/> Able to remain calm in times of rapid change?</li> <li><input type="checkbox"/> 在剧变面前能否保持冷静？</li> </ul>	<p>Score _____                  得分 _____</p>
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<p>上司表现出灵活变通的一次经历。对此你作何反应？</p> <ul style="list-style-type: none"> <li>• A new programme requiring a change in how staff performance will be appraised and rewarded will be implemented. How will you introduce this change to staff?</li> <li>• 要求改变员工表现评估方式和奖励发放方式的一个新计划。你将如何向员工介绍这一变化？</li> </ul> <p><b>Impact &amp; Influence</b>  <b>影响力</b>                  Promotes ideas persuasively, shapes the opinions of others and overcomes resistance. Establishes influential contacts, builds consensus for action and negotiates mutually beneficial solutions to problems.                  推行的想法令人信服，塑造他人观念，减少反对。建立有影响力</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Were the feelings around change primarily positive and looking forward as opposed to holding on to the past?</li> <li><input type="checkbox"/> 是否总能积极面对改变、面向未来，不拘泥于过去？</li> <li><input type="checkbox"/> Describes how to help others cope with change (sell benefits, reassurance, information, attention)</li> <li><input type="checkbox"/> 描述如何帮助他人应对变化（宣传好处、再次保证、提供信息、给予关注）</li> <li><input type="checkbox"/> Demonstrated ability to adapt to change</li> <li><input type="checkbox"/> 表现应对变化的能力</li> <li><input type="checkbox"/> Sees flexibility as an asset and not a burden</li> <li><input type="checkbox"/> 将灵活性视为一项资产，而非负担</li> </ul> <p><b>Rating Scale</b>  <b>评定标准</b></p> <p>0 = Minimal Evidence (0-2)                  0 = 几无符合 (答对 0-2 个)                  1 = Partial Evidence (3-7)                  1 = 部分符合 (答对 3-7 个)</p>	
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<p>的关系网，实现举措的一致推行，协商制定互利的解决方法。</p> <p><b>Interview Questions</b> <b>面试问题</b></p> <ul style="list-style-type: none"> <li>• Tell me about a time when you persuaded someone to significantly change their opinion to your point of view. What did you do?</li> <li>• 请告诉我你成功说服他人改变观点，转而同意你的观点的一次经历。你是怎么做的？</li> <li>• Describe a time when your first attempt to sell an idea failed. What happened next?</li> <li>• 请描述你初次推行自身观点，但遭到失败的一次经历。接下来发生了什么？</li> <li>• How would you describe your relationships across the departments in the hotel? What do you do to build these relationships?</li> </ul>	<p>2 = Full evidence (8-10)                  2 = 完全符合 (答对 8-10 个)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Was able to influence others to a different point of view</li> <li><input type="checkbox"/> 能够影响他人，使其接受不同观点</li> <li><input type="checkbox"/> Provides clear, factual reasoning when presenting case</li> <li><input type="checkbox"/> 陈述情况时，能够明确、真实地进行说理</li> <li><input type="checkbox"/> Describes effective network of relationships</li> <li><input type="checkbox"/> 对有效关系网进行描述</li> <li><input type="checkbox"/> Takes positive actions to build relationships</li> <li><input type="checkbox"/> 采取积极行动建立关系</li> <li><input type="checkbox"/> Is impeccably groomed</li> <li><input type="checkbox"/> 仪容仪表无可挑剔</li> <li><input type="checkbox"/> Displays self-confidence</li> <li><input type="checkbox"/> 表现出自信</li> <li><input type="checkbox"/> Defends their views but responds constructively when challenged</li> <li><input type="checkbox"/> 能为自己的观点实施辩护，受到挑战时能够巧妙应对</li> <li><input type="checkbox"/> Able to cooperate when own approach is not taken</li> </ul>	
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<p>• 你会如何描述自己在酒店各部门间建立的关系？你会采取什么方式来建立这些关系？</p> <p><b>Leading &amp; Developing People              领导及培养他人的能力</b>              Inspires others to excel by clearly communicating business values and direction, recognising good performance and providing managerial support. Develops the potential of others through coaching and development opportunities to build organisational capability for the future              通过交流业务价值观念和行为导向、认可优良表现、提供管理支持的方式鼓励他人追求卓越。通过教导和给予发展机会开发他人潜能，为未来积蓄组织才能。</p> <p><b>Interview Questions              面试问题</b></p> <p>• Describe a time when you were able to lead a group through difficult times and achieve</p>	<p><input type="checkbox"/> 在自己的方法未经采纳时也能予以配合</p> <p><b>Rating Scale              评定标准</b></p> <p>0 = Minimal Evidence (0-2)              0 = 几无符合 (答对 0-2 个)              1 = Partial Evidence (3-7)              1 = 部分符合 (答对 3-7 个)              2 = Full evidence (8-10)              2 = 完全符合 (答对 8-10 个)</p> <p><input type="checkbox"/> Describes taking initiative  <input type="checkbox"/> 描述主动性</p> <p><input type="checkbox"/> Conveys a strong vision and generates energy and commitment from team  <input type="checkbox"/> 表现出卓越的远见，对团队抱有激情和义务</p> <p><input type="checkbox"/> Perseveres despite obstacles  <input type="checkbox"/> 面临障碍仍然坚持不懈</p> <p><input type="checkbox"/> Communicates effectively</p>	
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<p>success? What were the difficulties?</p> <ul style="list-style-type: none"> <li>• 请描述你成功带领群体度过难关、获得成功的一次经历。有何困难?</li> <li>• How would you identify the people of potential in your department? Once identified, what steps would you take?</li> <li>• 你如何发现具有潜能的部门员工? 一旦发现这类员工, 你会采取什么措施?</li> <li>• Give some examples of actions you have taken to retain your people of potential.</li> <li>• 请举例说明你为留住具有潜能的部门员工所采取的措施。</li> </ul> <p><b>Cultural Awareness</b>  <b>文化意识</b>                  Understands and takes into account the global nature of the business. Works effectively with colleagues from different viewpoints, cultures and countries.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 有效进行沟通</li> <li><input type="checkbox"/> Understands and works to meet needs of team</li> <li><input type="checkbox"/> 了解并努力满足团队需求</li> <li><input type="checkbox"/> Takes action to identify and support people of potential</li> <li><input type="checkbox"/> 采取措施发现和支持具有潜能的人员</li> <li><input type="checkbox"/> Is able to incorporate and act on feedback from team 能否接受团队反馈, 并相应行事</li> <li><input type="checkbox"/> Actively promotes loyalty to company and company values 积极提升公司忠诚度和推行公司价值观</li> </ul> <p><b>Rating Scale</b>  <b>评定标准</b></p> <p>0 = Minimal Evidence (0-2)                  0 = 几无符合 (答对 0-2 个)                  1 = Partial Evidence (3-7)                  1 = 部分符合 (答对 3-7 个)</p>	
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<p>理解和考虑酒店行业的全球性质。有效地与持有不同观点、来自不同文化和国家的同事一同工作。</p> <p><b>Interview Questions</b>  <b>面试问题</b></p> <ul style="list-style-type: none"> <li>• Describe a time when cultural misunderstandings caused a problem. What was your role and how did you handle it?</li> <li>• 请描述因文化误解引发问题的一次经历。你在其中扮演什么角色？你又是如何处理的？</li> <li>• In your experience, what nationalities get on together well and what nationalities tend to clash? Give an example.</li> <li>• 以你的切身经历看来，哪些国籍人员之间易于友好相处？哪些容易引发冲突？请举例说明。</li> <li>• What countries would you not like to work in and why?</li> </ul>	<p>2 = Full evidence (8-10)                  2 = 完全符合 (答对 8-10 个)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Shows an awareness of the impact of cultural differences</li> <li><input type="checkbox"/> 具备文化差异影响的意识。</li> <li><input type="checkbox"/> Able to display behaviour that is culturally appropriate to guests or colleagues</li> <li><input type="checkbox"/> 能向宾客或同事表现出合乎文化要求的举动</li> <li><input type="checkbox"/> Demonstrates respect for ways of others</li> <li><input type="checkbox"/> 对他人行为方式表现出尊重</li> <li><input type="checkbox"/> Refrains from negative cultural statements about any cultural group</li> <li><input type="checkbox"/> 克制自己对任一文化团队作出负面文化评论</li> <li><input type="checkbox"/> Understands that he or she must adapt and not wait for others to adapt to him or her</li> <li><input type="checkbox"/> 明白自己必须先行适应他人，而不是等待他人适应自己</li> <li><input type="checkbox"/> Takes cultural issues into account when making decisions</li> <li><input type="checkbox"/> 进行决策时能够考虑文化问题</li> </ul>	
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<ul style="list-style-type: none"> <li>• 你不想在哪些国家工作？为什么？</li> </ul>	<input type="checkbox"/> Describes enjoyment of new cultural experiences <input type="checkbox"/> 描述其对新文化体验的喜欢之情 <input type="checkbox"/> Describes positive working relationships with peers of other cultures <input type="checkbox"/> 描述与他国文化同事建立积极的工作关系	
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Structured Interview Evaluation Form  
结构化面试评估表

**Candidate Name:** \_\_\_\_\_  
 应聘者姓名: \_\_\_\_\_

**Candidate Job Title:** \_\_\_\_\_  
 应聘职位: \_\_\_\_\_

**Candidate Hotel:** \_\_\_\_\_  
 应聘酒店: \_\_\_\_\_

Competency 能力	Score 得分
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Drive for Results 注重实效	
Understanding the Business 业务了解程度	
Problem-Solving & Decision Making 解决问题 & 进行决策的能力	
Customer Focus 顾客导向	
Innovation 创新能力	
Teamwork 团队精神	
Adaptability 适应能力	
Impact & Influence 影响力	
Leading & Developing Others 领导及培养他人的能力	
Cultural Awareness 文化意识	

**General Manager Signature:** \_\_\_\_\_  
总经理签名: \_\_\_\_\_