



## 跨文化价值表—六种价值观 CROSS CULTURAL VALUES CHART – 6 VALUES

 <b>自治</b> Autonomy (身份/能力/责任) (identity/power/responsibility)	<b>社团</b> Community 
我的身份认同来自于我的个人特征。 My identity comes from my individual characteristics.	我的身份认同来自于我在团体（家庭、部族，或社团）中的成员身份。 My identity comes from membership in a group (family, tribe, or community).
我相信，绝大部分情况下，我的命运是由我自己的选择决定的。 I believe that, for the most part, my choices determine my destiny.	我的命运常常是我的环境和背景影响的结果。 My destiny is most often the result of my circumstances and background.
我的失败应当由自己负责。 I'm responsible for my own failures.	失败常常要怪环境和命运。 Circumstances and destiny are often responsible for failure.
我珍视自己的独立性。 I value my independence.	我珍视我所在的团体/社团/部族之间的相互依存和依赖的关系。 I value the interdependence and dependence in my group/community/tribe.
我对自己所做出的决定及其对自己的影响负责。 I am responsible for my own decisions and how they impact me.	最好是在我的家庭/社区/部落内做决定，并且这决定要使所有人受益。 Making decisions is best done in my family/community/tribe, benefitting all.
我相信自己有与众不同的、独一无二的特质。 I believe that I have distinctive and unique qualities.	与人和谐而且融入群体是至关重要的。 Harmony and fitting in with others are most important.
我的人际关系的发展是基于我所处的位置和环境及我所从事的工作。 My relationships evolve based on my location, job, and circumstances.	我的各种人际关系是稳定的；大部分是来自于跟我的家庭成员、部族和社团成员的关系。 My relationships are stable; most come from family/tribe/community.





 <b>危机</b> Crisis	(列计划) (planning) <b>非危机</b> Non-Crisis 
<p>我对潜在的问题未雨绸缪（倾向于悲观）/我常常预见潜在的问题。</p> <p>I anticipate potential problems (tend to be pessimistic).</p>	<p>我倾向于低估潜在的问题（倾向于乐观）。</p> <p>I tend to discount potential problems (tend to be optimistic).</p>
<p>我倚重研究和专家的建议。</p> <p>I rely on research and expert advice.</p>	<p>我对专家有点怀疑。</p> <p>I'm a bit suspicious of "experts".</p>
<p>我积极获得对事物的清晰判断并能迅速作出决定。</p> <p>I am motivated to get clarity and, so, make prompt decisions.</p>	<p>我对事物的模棱两可有较高容忍度，所以我倾向于推迟做决定。</p> <p>I have a high tolerance for ambiguity, so I tend to delay decisions.</p>
<p>当危机临到时，我仍持守计划。</p> <p>I stick to the plan when the crisis hits.</p>	<p>当危机发生时，我会急中生智，临时想办法。</p> <p>I improvise when a crisis hits.</p>





 <b>隐藏</b> Concealment	(沟通) (communication)	<b>公开透明</b> Vulnerability	
我会保持矜持，直到我觉得可以放心地信任他人。 I hold back until I can trust.		我能很快信任别人，并敞开分享。 I trust quickly and share openly.	
人需要保护自己的形象并在公开场合恰当保持自己的面子。 One needs to protect one's image and maintain a proper public face.		我的自我形象是弹性的，我在私下里的面子和公开的面子是一致的。 My self-image is resilient and my private and public faces are congruent.	
我有点不愿尝试自己觉得不大会成功的事情。I'm a bit reluctant to try things I'm not sure I'll be successful at.		我喜欢挑战自己，并尝试我可能会失败的事情。 I like to challenge myself and to try things I might fail at.	
避免羞辱和错误很重要；我不想暴露自己和他人的错误。 Avoiding shame and error is important; I don't tend to expose my own and other's mistakes.		我错了就会承认，这没什么好害羞的；我自己和他人的错误是学习的好机会。 I just admit it when I'm wrong, there's no shame in that; my own and other's mistakes are an opportunity to learn.	
最好不要公开表达不同意见/或批评。 It's better not to criticize or disagree openly.		不同意见和建设性的批评，对于团队来说是好事情。 Disagreement and constructive criticism are good things for a team.	





 <b>地位</b> Status	(有组织的安排) (organizational arrangements)	<b>平等</b> Equality	
我认为生活是个不公平的竞技场。 I think life is a non-level playing field.		我认为生活是个相当公平的竞技场。 I think life is a fairly level playing field.	
我的身份认同来自于我的家庭/出身/社会地位/职位。 My identity comes from my family/birth/social status/ role.		我的身份认同来自于我从生活中得到的东西：我的成就。 My identity comes from what I've made of my life: my achievements.	
学习最好在导师指引下进行。		最好的学习方式是自我发现。	

Learning is best guided by a mentor. 不要公开挑战你的领导；下属应当遵行指令。 Don't openly challenge your leader; subordinates should follow instructions.	The best learning is self-discovery. 领袖能够而且有时应当被挑战；下属应当采取主动。 Leaders can, and sometimes should, be challenged; subordinates should take initiative.
给予别人尊重非常重要，不管其业绩或品格如何。 It is important to give respect regardless of performance or character.	人所获得的尊敬是由其成就/成功/品格决定的。 Respect is determined by accomplishments, successes, and character.
为了获得更高职位，我会做出牺牲。 I will sacrifice for higher rank.	为了获得更高成就，我会做出牺牲。 I will sacrifice for greater achievement.
我保持并运用经由我的角色所赐予我的权柄，来照顾那些比我弱的人或者我的下属。 I hold and use the authority given to me by my role to care for those that are weaker or subordinate.	我与我的下属分享权力并期望他们为自己负责。 I share power with those under me and expect them to take responsibility for themselves.
男女被区别对待。 Men and women are treated differently.	男女平等。 Women and men are equal.



 <b>任务</b> Task	(目的) (purpose)	<b>关系</b> Relationship 
我觉得达成目标很有成就感。 I find satisfaction in attaining goals.		我觉得与人的互动会给我满足。 I find satisfaction in interaction.
任务或生意优先。 Task or business first.		关系优先。 Relationship first.
我交的朋友是跟我有类似目标的人。 I pursue friends with similar goals.		我交的朋友是看重关系的人。 I pursue friends who value connection.
我会为了项目/目标而牺牲。 I will sacrifice for a project/goal.		我会为他人或为人与人的互动而牺牲。 I will sacrifice for people/interaction.
你的人生取决于你在既定条件下能完成什么。 It's all about what you do or accomplish with what you are given.		对人生的评价就看你在跟别人的关系中是什么样的人。 It's all about who you are in relation to others.

 <b>任务</b> Task	(目的) (purpose)	<b>关系</b> Relationship 
我和新人能很快打交道但并不总是很深入。 I make connections with new people quickly but not always deeply.		我和新人建立关系很慢，但是能深入。 I make connections with new people slowly, but I go deep.
我珍视外在的，可衡量的收益（报酬）。 I value external, measurable rewards.		我珍视内在的/关系型的回报。 I value inward and relational rewards.



 <b>直接</b> Direct	(沟通) (communication)	<b>间接</b> Indirect 
我很坦率，直截了当。 I am frank and straightforward.		我很谨慎，有外交手腕。 I am discreet and diplomatic.
没必要解读我的话外音；我会直话直说。 There is no need to interpret my non-verbals; I'll say what I mean.		你得用你的全部感官来倾听隐藏在话语背后的意思，这非常重要。 It's important to listen with all your senses for the hidden meanings behind words.
表达出来的话是重要的。 What is said is what is important.		表达信息的方式是重要的。 How the message is said is important.
我倾向于直接面对困难问题。 I tend to confront difficult issues directly.		我倾向于回避争论和困难问题。 I tend to avoid contention and difficult issues.
我坦率表达我的担忧。 I express concerns frankly.		我会有技巧地表达我的担忧。 I express concerns tactfully.

