

# 评审简表

申报单位（盖章）：            申报人姓名：魏震钢            语种： 英语            拟评资格：            审核人签字：

## 一、基本情况及主要经历

姓 名	魏震钢	性 别	男	出生年月	1976 年 12 月 9 日	参加工作时间	1999 年 8 月	现行政职务	无	
最高学历	本科	毕业学校	外交学院		所学专业	英语(外交)	毕业时间	1999 年 7 月	学位	本科
现专业技术职务（资格）	二级口译	取得时间	2018 年		同级专业技术职务取得时间	不适用		从事本专业年限	20	
专业技术工作起止时间	工 作 单 位			从事何种专业技术工作		取得何种专业技术职称		取得职称时间		
1999 年 8 月~2002 年 12 月	外交部翻译室			翻 译		科员、随员，无职称		不适用		
年 月~ 年 月										
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年 月~ 年 月										

注 1：审核人请在首行签字并在表首加盖公章。

注 2：“同级专业技术职务及取得时间”是指由其它专业技术职务转评为翻译专业技术职务人员，其原专业技术职务取得时间。

## 二、任现职（取得现资格）以来的工作业绩

### 1. 承担重点项目情况

序号	重点项目名称	本人负责部分	级 别			项目进行时间	出版单位及时间	完成情况及效果
			地市级	省部级	国家级			
	无	无	无	无	无	无	无	无

### 2. 获奖情况（填地市级一等奖，省部级一、二等奖，国家级一、二、三等奖）

序号	获奖题目	奖项名称	获奖级别及等级	颁奖单位	获奖时间	本人承担内容
无	无	无	无	无	无	

## 三、任现职（取得现资格）以来完成工作任务情况

审定稿字数（万字）	
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2024年10月18日英国外交大臣拉米在京与丁薛祥副总理、王毅主任会谈交传和同传译员  
2024年10月15日 Vivo X200 系列手机发布全体媒体沟通会同传译员  
2024年9月23-30日第八届平遥国际电影展同传和交传译员  
2024年9月8-13日世界知识产权总干事邓鸿森访华交传译员  
2024年9月5-7日在上海举行的外滩金融论坛同传译员  
2024年8月7-8日在京举办的2024谷歌开发者大会（Google I/O）同传译员  
2024年6月25日解放军军事科学院在广州主办的第二届中国-东盟防务智库交流活动同传译员  
2024年5月23-24日在上海举办的JP摩根中国峰会同传译员  
2024年4月3日荷兰皇家飞利浦公司全球首席执行官在京会见韩正副主席交传译员  
2024年3月25日惠普公司总裁兼首席执行官在京会见韩正副主席、工信部金壮龙部长交传译员  
2024年3月21日宝马集团年度财报发布会同传译员  
2024年1月23-25日在新加坡举行的ICSID中柬电信投资争议仲裁开庭交传译员  
2024年1月19、22日最高人民法院和英国驻华使馆在线上举行的中英司法对话会交传译员  
2024年1月15日香港国际仲裁中心（HKIAC）中泰旅游地产建设开发合同纠纷案仲裁开庭交传译员  
2023年12月18-19日香港国际仲裁中心（HKIAC）国有企业及公司治理纠纷案仲裁开庭交传译员  
2023年11月14-21日国际常设仲裁院（PCA）于荷兰海牙举行的国家征收纠纷案仲裁开庭交传和同传译员  
2023年10月27日中国国际经济贸易仲裁委员会（CIETAC）和国际投资仲裁争端解决中心（ICSID）在京举办的2023年中国国际投资仲裁常设论坛年会同传译员  
2023年9月23日-10月8日杭州亚运会主媒体中心发布会等活动的同传和交传译员  
2023年9月6日贸仲委（CIETAC）、联合国贸法会（UNCITRAL）和全国律协（ACLA）在京举办的2023中国仲裁高峰论坛暨第三届“一带一路”仲裁机构高端论坛同传译员  
2023年8月30日英国外交大臣克莱弗利在京会见韩正副主席、王毅主任交传和同传译员  
2023年8月29日在贵阳举行的中国东盟教育交流周开幕式同传译员  
2023年8月24日中国人寿中期业绩发布会同传译员  
2023年6月15-16日比尔·盖茨先生访京参访会见交传译员  
2023年5月26日在贵阳举行的2023中国国际大数据产业博览会开幕式同传译员



### 五、出国进修情况

进修起止时间	国 家	内容及专业
年 月~ 年 月		
年 月~ 年 月		
年 月~ 年 月		

### 六、国内进修情况

进修起止时间	进修内容及专业
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	

### 七、出国工作情况

工作起止时间	任务
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	

## 八、单位推荐意见（1000 字左右）

单位负责人签字：	单位：（盖章）
	年 月 日

注 1：本页必须加盖单位公章。

注 2：“单位推荐意见”主要按照《翻译专业人员职称评价基本标准》中相应等级任职条件的要求对申报人的水平、业绩给予评价和推荐。

## 【翻译从业心得体会】

### **Address Diversity with Adaptability**

#### Executive Summary

Unlike inhouse interpreters, who usually specialize in intended sectors, freelance interpreters need to cope with diverse clients, listeners, preferences and scenarios. Reflecting on my experience over the past twenty years, I have found it advisable to adapt my services to such diverse requirements by managing 5S, namely (1) stance, (2) style, (3) speed, (4) syntax and (5) sound, if not (5+) silence.

#### **I. Context: Challenges of Diversity**

When I started my career in the Department of Translation and Interpretation at the Ministry of Foreign Affairs, my assignments concentrated on political and diplomatic events. Although state and ministerial leaders varied in their preferences, the topics were focused, and my services were delivered in well-organized setups according to well-established protocols.

The first wave of diversity shock occurred when I joined McKinsey & Company, a strategic consulting firm serving myriad industries. Suddenly, I had to provide consecutive and/or simultaneous/whisper interpretation at sometimes chaotic meetings, with but often without the aid of any devices. The

audience might or might not be picky, but never hesitated to challenge, interrupt or distract the interpreter. Within a week, I had to switch among industries day by day. Even when a client was not a conglomerate, but a niche player, the discussion could easily digress from the optimal product mix of its newly acquired petrochemical complex to the accounting treatment behind this acquisition.

Luckily, my work in McKinsey focused on business. After I became a freelance interpreter, the second wave of diversity shock arrived. I decline to interpret certain topics that go beyond my knowledge. However, like most of my peers, I try to minimize such choices to maximize my revenue. The audience is not always attentive in listening or proficient in English. Nor is it limited to savvy business executives. Meeting formats vary. Topics differ. Client demands diverge. Success criteria shift.

Living through these shock waves, I have increasingly realized that in freelance interpretation, one size cannot fit all, and adaptability is the key.

## **II. Solution: Managing 5S to be Adaptable**

### *1. Stance*

The first step is to size up the situation, and position myself amidst a plurality of roles. Whom and for whom shall I, or shall



not I, interpret? Who will hire and/or pay me? Who will judge or complain about my quality of service? Their answers are not always obvious. For example:

➤ When I provided simultaneous interpretation at the management meeting a leading dairy company, the Chairman said, “Don’t interpret the next passage of my speech.” Hired by a foreign shareholder attending this meeting, I had to interpret it notwithstanding such instruction. Otherwise, my client would be at a loss, or at least in a prolonged silence, and complain about the absence of interpretation.

➤ At the board meeting of a famous IT company, after a heated debate, if not a quarrel, directors split into four groups, each concentrating on their private conversation at a corner of the meeting room. The foreign consultant I served panicked, and eagerly sought to know what was going on. I calmed him down, bought some time to listen to all these groups, and summarized their respective propositions.

➤ When serving the global CEO of a multinational, I interpreted “二十年” into “two decades”. The company’s President for Greater China could not wait to “correct” it into “twenty years”, and later cited this “misinterpretation” to prove my overpayment though the global CEO immediately and

explicitly cautioned him, “stop interfering with the interpreter’s work”.

Who is who? Who is “whose who”? Who is for what? Such nuanced doubts are often unnoticeable, sometimes unavoidable, but always unneglectable.

## *2. Style*

### 1) How faithful shall I be?

The second step is to choose my “look and feel”. Shall I smile, or remain stern? Shall I try to sound courteous, or render my interpretation blunt and direct? For example:

➤ At executive calls on Chinese leaders, one of the most typical scenarios of my service, are we coming to build rapport, request mercy, or exert pressure? Which shall I prioritize, words, messages, or atmosphere? Which shall prevail, safety or beauty? When a Western CEO says, “I am here to educate the Chinese government about...”, shall I interpret it into “我想教育一下中国政府”, “我想介绍一下...的情况”, or “我想向各位领导汇报一下”?

➤ In an arbitration hearing, another common occasion of my work, the default choice is to interpret word for word, so as to avoid challenges by attorneys or check interpreters. Once, the witness, a well-known investor, angrily said, “XXX 就是 TMD

一个骗子”。I decided to faithfully interpret what he said in case someone complains that I “embezzled” that emotional expression. The F-word was chosen. Then, parties and arbitrators, all senior lawyers earning at least USD1,000/hour, debated whether it was an accurate interpretation. After five pricey minutes, they settled, and agreed to use “damn” instead. Had it not happened in a hearing, or had TMD been found to be a filler word, instead of a cursing word, I would have omitted it.

2) How limited is my role (s)?

Shall I only be an interpreter, or also a “cheerleader”, or even tour guide? For example:

➤ At a film festival, a Brazilian actress stood alone on the stage, and her call for a selfie with the audience (“we-fie”) went unanswered. As her interpreter, I chose to step in as an MC to prevent an awkward silence.

➤ In the Great Hall of the People, foreign visitors were bored in the waiting room. I ventured to introduce the history of the Hall and the wonders of its construction.

*3. Speed*

Different events require different speeds. The pursuit of speed further bifurcates into two kinds of metrics.

1) How long shall I wait?

During simultaneous interpretation, longer EVS helps to procure better structured sentences, more accurate word choices and a sense of ease and calmness. On the downside, however, it will be tiring for the working interpreter to always “cache” a sentence or two, and harder for his booth partner to take over and move on. In my practice, I would prolong the EVS when, and only when, it is appropriate, and shorten it when it will soon be the time to switch.

During consecutive interpretation, if the EVS is allowed to be long, the interpreter may appear unresponsive, and the speaker may forget the need for pause, and unconsciously drag on. But if the interpreter starts interpreting as soon as the speaker takes a pause, or even a breath, the speaker, more likely his assistant, may feel rushed. To strike a balance, I would typically choose to encourage, sometimes with an easily understandable gesture, the speaker to say a bit more if he merely utters a few phrases, and take the floor as soon as there is a break when the speaker has spoken for several minutes. For example:

➤ In McKinsey, I typically supported expatriates at board and management meetings in Chinese companies, providing consecutive interpretation when English was spoken and simultaneous interpretation when Chinese was spoken. To allow

enough time for the expatriates to chime in, I relied on my domain knowledge and reasonable anticipation, minimized the EVS, and sometimes finished interpreting before the original speeches ended.

➤ The same approach was adopted at CCTV, at the request of a famous host, during an interview with Mr. Bill Gates. Since subtitles would be added later, the host cared less about sentence completeness, but more about the fluidity of his dialogue - “As long as I know what Mr. Gates is up to, that will be good enough. Please be fast.”

## 2) How fast shall I speak?

This is about the pace of speech, or the number of syllables coming out of my mouth per second. For almost all likely scenarios, I would advocate “less is more”. Fewer but sharper words can deliver more messages than more but broader terms, which are often tampered with filler words. As more and more listeners are not native English speakers, interpretation of a machine-gun style is less comprehensible and favored by the audience. Not surprisingly, relay interpreters in the booth will hate this style, too. For example:

➤ In McKinsey, I had to do simultaneous interpretation alone, or “solo”, for half a day, if not longer, most likely by

whispering. Speaking less would make my job less tiring, and allow me to pick up more useful information.

➤ As a counter example, it is common for an interpreter to mishear the words of negativity, such as can/can't and will/will not. My default solution is to first provide a neutral interpretation, and clarify its positivity or negativity once the speakers' tendency looms clear.

However, not all speakers are talkative, still less structured or eloquent. It is not unusual for them to talk a lot but say nothing. If the interpretation is too concise, the speakers may wonder, "hey, the interpreters are wordless, and they are incompetently muddling through". As a rule of thumb, for any speech, maintaining at least 60:40 split between the original speech and interpretation and keeping the interpretation going uninterrupted would suffice to dispel such doubts among speakers and, most importantly, payers. For example:

➤ At an academic conference, a lady said the same thing for four times. Of course, I dared not confess that she was repeating herself. Instead, I strained my brain to produce four different sensible renditions.

➤ At an international film festival, most international filmmakers do not speak English as their mother tongue. As a

result, sentences are broken, diction random, and words muffled. It would be vital to reconstruct their broken sentences, restore their intended diction, and rephrase their words. But when a long, slow, repetitive and uninformative sentence was rendered into brief Chinese, a famous Portuguese director said, “what a concise interpretation!” Such satirical comment reminds me of the need for doing at least formal justice to the original speech.

Faster speech, or simply more words, will not necessarily deliver more information. In my experience, the faster one speaks, the more redundant, and less efficient, his speech will be, and the more difficult it will become for listeners to comprehend and for notetakers to keep up, which is particularly troublesome in judicial hearings and complex negotiations. The same is true for interpretation. For example:

- It is considerate to slow down when necessary and proper. At a protracted M&A negotiation, most of the talking was aimed at gaining an upper hand in momentum. Nonetheless, once a substantive offer was made, the Chinese team would stop chatting and concentrate on note-taking. Noticing that, I would slow down my interpretation for key terms and numbers so that these million-dollar details would not be missed.

- Eye contact not only enhances communication

effectiveness, but also aids in monitoring the audience. It is hard and rare for the audience to remain attentive after hours of tedious negotiation. I would look at the eyes of the listeners, especially the decision-makers, and gauge their level of attention. When key messages appear, I would choose to raise my volume as wake-up calls, and repeat and reemphasize the key terms that I believe it essential for them to note.

#### *4. Syntax*

Having said so much about nonverbal considerations, I have no intention to downplay the importance of words, or what to say.

##### 1) Default choice of simplicity

At least two groups' experiences need to be considered.

First and foremost, interpretation is a service. This is particularly true in the freelance market. It is not enough to merely keep the listeners happy. The payers' satisfaction also matters, especially when they deem themselves bilingual. So, it is safe to keep diction simple and straightforward, ideally understandable among non-English majors who have passed CET-6 exam. Interpreters are rarely faulted on "baby English", but often complained when the payers did not catch the words they wanted to hear at the time they expected. For example:

- Payer complained, "Your translation is too technical.



This is not consistent with the tonality of this event.” “For example?” I asked. “How can “人工智能” be translated into AI?” the payer replied. I rebutted, “What else can I say for AI? And... Mr. XXX, the listener whom I know well, is British.” Finally, I conceded, and settled for “smart technologies”.

➤ A Chinese executive talked about “现状”, and became upset by its interpretation into “*status quo*”, a Latin phrase he barely understood. No problem. “Current status” is readily available as an alternative.

Second and equally important, a service needs to be humanly possible for its providers. Brevity is not necessarily a beauty, but definitely a necessity. Less words and syllables, or even short vowels, would make a difference. Caching longer sentences and managing bigger words increase the level of fatigue, and consumer more brainpower, which can otherwise be allocated to listening comprehension. For example:

➤ A foreign listener complained, “Why do I hear just “environmental elements”, instead of “mountains, rivers, forests, farmland, lakes, grasslands, deserts and glaciers”, which were previously enumerated?” I offered a wry smile, and answered, “During the limited time I have for simultaneous interpretation, I cannot pack all these English words into the time for merely eight

syllables in Chinese. As a last resort, I can only afford to generalize them.”

➤ When interpreting a result announcement by a listed company, an event replete with numerical data, some “four-letter words” such as “rise, fall, hike and dive”, compared to “increase and decrease”, can save considerable time, let alone “YoY” (abbreviation for “year on year”) versus “compared with the same period last year”.

## 2) Strategic use of redundancy

Certain half-baked bilingual payers equate long sentences and big words to good English. It is sometimes advisable to cater to their taste, and briefly demonstrate the interpreters’ language proficiency at the outset of conferences, which is usually the period for payers to monitor the quality of interpretation, and other listeners to be energetic enough to process redundant information. Once impressed or reassured, such payers will become more supportive, or at least shift their attention to other matters, for the remainder of the conference.

As a conference progresses, the audience’s attention tends to wane while their distractions increase. It is effective to repeat, rephrase, and reemphasize key messages, especially when the listeners seem drowsy, check their phones, or engage in side

conversations.

Omitting certain words might be grammatically sound. Nonetheless, it may cause confusion for listeners. Unlike readers, who can easily refer to previous text, listeners often lose focus as meetings extend over several hours. In such cases, their lapse in attention might lead them to miss the beginning of a sentence, thereby failing to grasp the subsequent parts. Consequently, delivering complete sentences may be more effective than making omissions. For example:

➤ I do not agree to this proposal about .... Nor does him.  
(He does not agree to this proposal, either.)

➤ I am an interpreter, and he (is a) translator.

During Q&A sessions, questions are often prefaced with lengthy statements. After enduring such long speeches, speakers often lose track of the comments, miss the questions, and answer, “If the translation I hear is correct....” To prevent such misallocated responsibility, an interpreter might consider inserting some reminders, such as “Here is the question”, or simply repeat the question and highlight it by varying the tone.

### *5. Sound/Silence*

At all times, a conference interpreter needs to sound good. But sometimes, silence is golden.

## 1) Shall I interpret at all?

Above all, to interpret or not to interpret, that is the question, the primary one.

Unlike diplomatic events, where assignments are clear, roles and responsibilities in the commercial world tend to be murky and tricky. It is prudent to keep a low profile, and avoid stealing the limelight, through demeanor, makeup, attire, voice, or simply by discharging the duty to interpret. Otherwise, speakers, payers, hosts, local staff craving for an opportunity to perform before their foreign bosses, or just persons unexpectedly involved may feel pissed off. Not sure about whether to interpret? Dare to wait and see. Someone may take the initiative, undertake the interpretation, and bear the associated risks.

## 2) How loud shall I be?

Once deciding to break the silence and start interpreting, I will then calibrate my vocal output, and control my volume. Depending on the occasions and listener preference, it may be necessary for me to speak louder or softer than usual. For example:

➤ At a state banquet for a foreign head of government, I interpreted Chinese into English. After I completed my interpretation, the foreign listener did not respond, leaving me puzzled. I asked myself, “Is my interpretation too poor to be

comprehensible?” Sensing my self-doubt, his foreign interpreter told me quietly in Chinese, “Please speaker louder. His ear on your side is almost deaf.”

➤ A company visit comprised both a workshop and a tour. At the workshop, whispering was used for simultaneous interpretation. The meeting room was small, and a sound-proof booth was not available. I risked being perceived as a nuisance for being too loud while also facing complaints about unclarity when speaking softly. During the company tour later, I had to speak like a stage actor, so as to be audible in the noisy and spacious shop floor.

In addition to situational awareness and enabling equipment, such as the portable wireless devices for “mobile SI” (小同传), loudness control requires skills and training. In my early years of freelancing, due to exhausting workload and poor vocalizational, my vocal cord was often strained, and my throat susceptible to inflammation.

I later took a few classes with a soprano, and applied the techniques to different interpretation scenarios. As I learned, loudness is mainly determined by the volume of air coming out of the mouth. For scenarios like the shop floor, the aria style of maximizing the air discharge while stabilizing the pace would

work better. For scenarios like the workshop, the recitative style of opening the mouth widely without discharging much air would fit. In both ways, it is the abdominal muscle, rather than the vocal cord, that works the most. Again, in both ways, wearing a smile while speaking helps to open resonance chamber and relax the vocal cord, and opening the mouth widely helps to improve verbal clarity. Thanks to such techniques, my voice becomes more pleasant to hear, my speech more comprehensible, and my job less stressful.

### **III. Conclusion**

➤ Who needs me for what, both action and inaction included?

➤ Who judges/punishes me for what?

These questions often guide and bind the choices of freelance interpreters. Avoiding regrettable utterances and playing safe is desirable whenever I find it possible. Keeping things nice and simple is often applaudable. To this end, self-awareness, situational awareness and adaptive choice among the many coping strategies have been found, in my limited experience, to be useful tools. An interpreter's toolkit is never too large.