* PROFESYONEL GİYİN.
* YANINDA SU. KAĞIT KALEM OLSUN.
* NOT AL. ENERGETIC AND CONFIDENCE.
* CHANGE YOUR VOICE AND SMILE. HAREKET ET.
* LISTEN TO THE QUESTIONS. GIVE CLEAR ANSWERS.
* AŞIRI KONUŞMA. UM..OH..GİBİ ŞEYLER SÖYLEME. KISA VE NET OL. AMA DETARYLARA HAKIM OL. SHOW INTEREST.
* KONUŞMASINI BÖLME (2-3 SANİYE BEKLE). SONUNDA TEŞEKKÜR ET.

PART 1: GİRİŞ

- Hi Gurkan. It’s me Sasha.

B: Hi Sasha. I was expecting your call. How are you?

- Am I spelling your name correct?

B: Yes, it is all right.

- Do you hear me?

B: Yes, it’s loud and clear.

\*\*\* No actually, your voice is making echo.

- Kendini tanıtması.

B: It’s good to have this interview with someone like you, who has military background.

PART 1: MUHTEMEL DİĞER SORULAR

- Benden telefon bekliyor muydun.

B: Yes, I am. I have exchanged several e-mails with Amazon and your name was in the e-mails. So, I am ready for the Interview and I would like to thank you for giving me this chance to prove my qualities for Amazon through this telephone interview.

PART 2: KENDİNİ TANITMA (SORU CEVAP) / PERSONEL SORULARI

- Fransa’da farklı yerlerde calışır mısın?

B: Yes, of course. I am very comfortable with this issue. I can work anywhere in France or in Europe. I used to work several places in short time period from military.

İLAVE AÇIKLAMA: Because as an ex-officer, as you know, I am used to work in different places. I used to change my working environment every 2 or 3 years. Therefore, I can easily adapt myself in job anywhere in Europe.

- Ne zaman işe başlayabilirsin?

B: I am ready for work whenever Amazon wants, and I am enthusiastic to begin as soon as possible. I mean when you say immediately, no problem from my side.

- Fransızca seviyen nedir?

B: I can speak fluent French. My level in French corresponds to C1. I currently work in Etape company in Vire, Normandy. I experience no difficulty in running my business.

- Hangi rütbede iken askerlikten ayrıldın. Kaç yıllık bir askeri tecrüben var?

B: I left the Army while I was in the rank of Major. Until that time, I had served the army for 17 years as officer in 9 different positions and before I had been a military cadet for 8 years. So, in total we can say that, I had been in the army for 25 years.

- Tell me about yourself. (Why you are the right person for Amazon and Area manager) (3 dk.)

I am 44 years old. I'm from Turkey but I live since 2014 in Europe with my family. I have both bachelor and master’s degree in leadership and management. In addition to that, I have 13 years of professional leadership and management experience in the military service in 5 different assignments.

At the beginning of my military career, I served for seven years as team and company commander in command of different sizes of units from 50 to 200 personnel. The last one was a company which consisted of around 200 personnel. In general, I was responsible for operational and logistical management of those units. But specifically, in addition to daily control and coordination, I was responsible for the task allocation to my ranking subordinates and responsible for their performance. In this position I also spent great deal of effort and time for the optimization and simplification of the workflows.

Because of my successful career as team and company commander, I was selected to the Army Staff Officer Academy in order to complete my master’s degree in Management and Leadership. For two years I learned many things about operational and logistics management of the units from Brigade to Army.

I graduated from the Academy as Staff Officer in 2012 and appointed as Chief of Logistics and Operations of a Brigade in Istanbul. Mainly I was responsible for operational and logistics management of the brigade which consists of around two thousand combatants. I had direct impact on the performance of the whole Brigade. Accordingly, I led several projects, worked in details and completed them taking into account the corresponding time, scope, budget and quality requirements. That was a very demanding responsibility, but I fulfilled it successfully and got an award from the highest Commander of the Army.

My last assignment was between 2014-2016 in the NATO headquarters in Naples/Italy. There I worked as Exercise, Training and Plan Officer of Civil-Military Interaction Branch. I was part of the exercise planning team and also contributing to the operational Planning process. During my NATO assignment, I gained the experience of working in an international organization with people from different nationalities and improved my management and intercultural skills in a multicultural environment.

I ended my military career and moved to Germany in December 2016. Since then, I have focused on improving my German and completing my PhD Thesis in Management. Thanks to God, I have accomplished both of them. At the same time I am working voluntarily for a Think-Thank Organization called „Beyond The Horizon“ in order to keep my analytical thinking and English Proficiency alive. As a conclusion I believe that I’ve accumulated significant operational and logistical knowledge, experience and skills, and I would like to exercise them in a decent environment like Amazon where I can add value to people and processes and use all this job experience and academic education for a successful career.

PART 2: MUHTEMEL DİĞER SORULAR

- Askerlikten ayrıldıktan sonra ne yaptın?

B: After that, I moved to France for security reasons and I am living here since December 2016 together with my family. In France, we have built a new life for us. Since then, I have focused on improving my French and completing my PhD Thesis. Thanks to God, I have accomplished both of them. My German Proficiency corresponds to C-1 level for now. I am about to finish my PhD Thesis, which is in English and it’s a great achievement for me. At the same time I am working voluntarily for a Think-Thank Organization called „Beyond The Horizon“ which is based in Belgium. That is for keeping my analytical thinking and English Proficiency alive. But now on I am ready, and I would like to use all this job experience and academic education for a successful career in Amazon.

- Su an nerede yasıyorsun. Farklı yerlerde yasadın mı.

B: I am living for three years in vire which is one of the cities of Nord-Rhein Westfalen Province in Germany. I have been in different cities of Germany but temporarily.

- Hangi dilleri konuşabiliyorsun?

B: Besides German, I can say that I am also very good at English because I have learned English in the College since I was 11 years old and then in the University as the first foreign language. I had also the chance to improve my practice in NATO for more than two years. So, I can say that I feel confident to express myself in English. Also, I have a basic level Russian which I have learned for 7 years as a second language in the College and University. Lastly, Turkish is my Mother Tongue.

- Çalışma ile ilgili konuları netleştirmeye çalıştı. Çalışma iznim var. Çalışma ile ilgili restrictionım yok dedi.

B: I have the permission to reside and work in Germany because of my Political Asyl Background. There are no restrictions on this issue.

- Üniversite diploması sordu. Almanya tarafından tanınmış olduğunu söylemiş.

B: I graduated from National Defense University in Ankara as System Engineer. But the focus of my bachelor’s degree is Management and Business Administration. Afterwards, I completed my master’s degree in the Institution of National Defense University again in the Branch of Management which is a continuation of my bachelor’s degree. All of my documents about Bachelor and master’s degree are approved by the German Authorities. I also attached them to my job application in the Amazon Website.

- Vardiya usulu ile çalışmaya hazır mısın? Haftasonu veya gece çalışılabileceği ile ilgili hazır mısın?

Because I had a long military career, I am very used to work in shifts or working extra hours at nights or at the weekends. Therefore, I am ready to work in shifts or for working extra hours and. İLAVE BİLGİ: I am also used to work under heavy workload or under stress situations.

- Mesleğini neden bıraktın (Erdoğan yüzünden). Because of Erdoğan. He dismissed all people in state service, who was against his political madness.

- Çalışma ortamı gereği büyük bir grup ile çalışabileceksiniz. Kaç kişilik gurubu yönettin. Burada takım, bölük komutanlığına ve LŞM’ye vurgu.

JD: Du verfügst über Erfahrung in einer Teamleitungsfunktion, vorzugsweise in einem prozessbasierten Logistikbereich mit hoher Umschlaggeschwindigkeit

The biggest military unit that I directly commended, was a mechanized infantry company, which consisted around 200 people. I was responsible for not only the logistics of the company but also the military training. However, logistics took most of my time because I had to prepare meals three times a day for the soldiers, I had to keep around 40 vehicles and several type of guns always in good form. That means a big circle of logistic activities. But after Staff Officer Training in Staff Officer College I was appointed as Chief of Logistics to a Brigade HQ. From the logistics point of view, I was responsible for around 2000 soldier, 1000 military vehicles and a big number of weapons. As you can imagine, every day we were dealing with lots of Vehicle or weapon activities, problems and defects. I don’t want to mention all of these now in order not to take too much time of you. But as a conclusion I would like to say that we had achieved our duties together with my team without any problem and with a great success.

İLAVE BİLGİ: I was sending everyday two big trucks of equipment to different military factories in other cities in order to repair all this equipment. Defective vehicles were even more problematic. Every day I was sending several types of military vehicles such as tanks or personnel carries. Besides, my team was managing the activities of several military vehicles inside the city. We had normal buses or commercial vehicles which were responsible for transferring military personnel in different destinations of the city. Furthermore, civilian trucks were daily bringing some necessary things for the soldiers in Barracks and so on.

JD: Du bist stolz auf deinen exzellenten Fähigkeiten im Bereich Stakeholder Management.

I was especially successful in stakeholder management. While I was Chief of Logistics in Brigade, Battalions Section of Logistics were my stakeholders. And I had a special contact with these sections because I knew that without their contribution it was impossible to achieve all these difficult tasks.

PART 3: AMAZON SORULARI

- Neden Amazon?

There are several reasons for that. But first of all, Amazon is the best logistics company which hires the best, provides many career opportunities to its employees, is dedicated to continuous improvement and is pioneer in many areas. These are also very important for me as you can see from my military career and academic education which is dedicated to high standards and continuous improvement. Thus, my expectations correspond with Amazon’s vision.

Secondly, Amazon values military talent and background. I appreciate this and enjoy serving those who value my previous experience. But Amazon’s attitude towards military talent is not a coincidence because Amazon’s demanding and agile environment shows many similarities with military. Therefore, I am sure that my personnel qualifications, job experience, superior analysis and problem-solving skills that I gained in demanding and agile military environment will increase the quality of my contribution to Amazon and brings success for me.

The next and the most important reason is the job description of Area Manager, which is very compatible with my education and previous job experiences. Besides my outstanding education in bachelor and master’s degree in management with a good emphasis on logistics, I have also 11 years of professional leadership and management experience in the military service and especially in logistic positions. For instance, as a Company Commander of 200 Personnel, in addition to daily control and coordination, I was responsible not only for the task allocation to my ranking subordinates and for their performance but also for managing the operational and logistic activities. I had to keep around 40 vehicles and several type of guns always in good form. That means a big circle of logistic activities. In this position I also spent great deal of effort and time for the optimization and simplification of the workflows. Furthermore, as Chief of Logistics of a Brigade HQ, I was responsible for around 2000 soldier, 1000 military vehicles and a big number of weapons. As you can imagine, every day we were dealing with lots of Vehicle or weapon activities, problems and defects. As a result, throughout my career, I have accumulated significant experience in leadership, operational and logistical management, teamwork, critical thinking, analytic thinking and problem solving. I believe these are valuable assets for Amazon’s working environment and corresponds very well with the requirements of Area Management position.

Lastly, as an ex-officer, I am trained and experienced to work in details, organize, present and take responsibility. I always devoted myself to my unit as an officer with the feeling of ownership. I can show a balance of leadership on the one hand and teamwork on the other. I can work under tough conditions and under stress. Therefore, I totally believe that my qualifications and my enthusiasm will be highly appreciated and will be very productive in the Amazon working environment.

- What is Amazon? Amazon hakkında ne biliyorsun.

Although I had a good amount of information about Amazon, in this process I read, listened and watched more about Amazon’s working environment and its culture. I would like to mention just some of them.

Amazon is the world’s largest and pioneer online retail company founded by Jeff Bezos. Starting as an online bookstore, today Amazon has reached a number of products and services, including: Amazon prime, Amazon Web services, Fire Tablets, Echo and Alexa, kindles.

Amazon is a customer obsessed company. Therefore, customers can access to any product that they want. But actually, Amazon is making life easier for all its stakeholders. Regarding this situation, Simon Torrance successfully defines Amazon as a “flywheel that everybody in their ecosystem benefited from. Sellers, customers, employees even governments and so on”. (Amazon's Growth Flywheel adlı videodan) Because Amazon makes trade easier and more effective for all the stakeholders.

Amazon shows entrepreneurship in using the latest technology in its’ services. For example, I know that robots are being used in Amazon’s sorting or Facility Centers, which is setting the ground for the future of work.

Also, I find it very valuable what Amazon makes for the eco system. For example, as you know recently Amazon will use 100.000 electrical cars for delivery.

In my opinion what makes Amazon even bigger is its guiding principles, respect for diversity and valuing differences. It is a data driven company, guided by 14 principles, but mainly:

1. customer obsession rather than competitor focus,

2. passion for invention,

3. commitment to operational excellence,

4. long-term thinking.

Amazon is a company that improves itself constantly together with its employees. And finally, amazon is known with its challenging and effective recruitment process that I am experiencing right now.

İLAVE BİLGİ: Simon is a senior advisor and educator specializing in business model transformation, platform strategy and digital ecosystem management. He is a member of the World Economic Forum’s ‘Digital Platforms & Ecosystems’ executive working group, is the Executive Producer of the European Platform Economy Summit and regular speaker at leadership events around the world. Simon recently published an in-depth online video-based executive education program on the role of platforms in enabling radical business model transformation called the New Growth Playbook.

Flywheel: Delivering energy at rates beyond the ability of an energy source.

PART 3: MUHTEMEL DİĞER SORULAR

- Amazondan beklentin nedir? What is your career expectancy in three years?

That’s a good question. Thank you for asking.

My biggest expectation from Amazon is to give me the opportunity to realize myself, use my skills and experience within its environment and let me to contribute to the success of Amazon.

Secondly, I would like to have the opportunity to grow professionally in my career path in Amazon because I am sure that I will make a good contribution to Amazon.

In addition, I expect to work in an inclusive, respectful team, which supports me to learn more, improve myself and fulfill my tasks.

PART4: AREA MANAGER POZISYONU İÇİN UYUM

- Area Manager pozisyonu hakkında ne biliyorsun? Sonra kendisi anlatmaya başladı. Area Manager pozisyonu hakkında bilgi verdi.

Area/Shift Manager is one of the managing positions of Amazon. It is mainly responsible for running a faultless delivery process by controlling and coordinating the activities in this process. He also optimizes the delivery process by implementing performance indicators (such as punctual deliveries, etc.) and also by developing solutions.

Area/Shift Manager is also responsible for its team. He allocates tasks to his team members and runs the communication with the internal and external suppliers. Moreover, he leads and motivates his team to accomplish their tasks perfectly and exceed the quality standards.

By accomplishing his tasks, area manager contributes to the Amazon Business Plan in his area of responsibility.

PART 4: MUHTEMEL DİĞER SORULAR

- Ne yaparsın Area manager olsan? Aufgabe’lerden istifade ile anlatmak lazım.

B: I know that Amazon is a customer obsessed company and wants to satisfy one of the basic needs of customers, which is early or fast delivery. Therefore, as an Area/Shift Manager, I focus on reducing the time of delivery to customers. For that, I effectively monitor all the delivery activities and solve the problems beforehand. My main responsibility is to satisfy our customers by running a faultless delivery process in our center and consequently deliver the products to the customers with the best quality and in a short time.

I don’t hesitate to use the latest technology and always be in search of new technologies which are offering software or hardware solutions for making my logistic process more effective. And as soon as I find out one, I offer it to my seniors and after approval I equip employees with this latest equipment. Of course, I can’t achieve this alone. I motivate my team and third-party providers to be involved in this process. I manage my team towards this goal. For that, I put into practice improvement methodologies such as Lean, Kaizen and Six Sigma in order achieve continuous improvement in the workplace and increase the quality of the work.

We will be the last part of the chain through the customer. So, we don’t have the luxury to fail or give up from the quality of our work. I set controls or indicators of excellence for all jobs and thus maintain the level of excellence in our work. Otherwise we won’t serve to the aims of Amazon and especially to the causes of Amazon centers.

- Area manager’lık görevine aşina mısın? Bu görevi yapabilir misin? Amazon neden seni seçsin. (mütevaziliğe gerek yok, senden daha iyisi yok, tecrüben, kabiliyetlerin ile en uygun)

B: Yes, I am. I accomplished very similar tasks in my military career. My personal qualifications, job experience and academic education is very compatible with Area Manager position.

Besides my outstanding education in bachelor and master’s degree in management with a good emphasis on logistics, I have also 11 years of professional leadership and management experience in the military service and especially in logistic positions. For instance, as a Company Commander of 200 Personnel, in addition to daily control and coordination, I was responsible not only for the task allocation to my ranking subordinates and for their performance but also for managing the operational and logistic activities. I had to keep around 40 vehicles and several type of guns always in good form. That means a big circle of logistic activities. In this position I also spent great deal of effort and time for the optimization and simplification of the workflows. Furthermore, as Chief of Logistics of a Brigade HQ, I was responsible for around 2000 soldier, 1000 military vehicles and a big number of weapons. As you can imagine, every day we were dealing with lots of Vehicle or weapon activities, problems and defects. As a result, throughout my career, I have accumulated significant experience in leadership, operational and logistical management, teamwork, critical thinking, problem solving. I believe these are valuable assets for Amazon’s working environment and corresponds very well with the requirements of Area Management position. Actually, when I look to myself than at my Job Description, I think that Amazon is searching for me and I am the best candidate for this position.

Therefore, I am sure that I will adapt myself very fast to the Area Manager position and you won’t regret for employing me.

- Aday olduğun kadro senin için düşük değil mi? (olabilir ama öğrenerek yükseleceğim)

Maybe yes. But honestly, I am new in civilian sector. Therefore, I would like to start with a lower position and grow professionally in my career path by learning.

PART5: LEADERSHIP PRINCIPLES (Kısa ve net ol. Ama detaylara hakim ol, data ver. Motivate, Influence, Teamwork, Problems konularında sorular gelebilir.) STAR Result kısmında kendime ne kattım mutlaka ifade edilmeli. Sen ne kazandın.

- Customer Obsession (LŞM iken Taburlar customer idi. Arızaları giderilmiyordu. Nedenini bulduk. Fabrikalarmış. Takip ettik, çözüldü, iyi perfromans olarak kayda geçti.) INFLUENCE

B: In 2012 I was appointed as the Chief of Logistics in an Army Brigade HQ in İstanbul/Turkey. My job was to run the logistics processes for the Brigade. We had 6 Battalions consisting around 2000 soldiers, all of which were my direct customers. At the beginning of my assignment, they were having a long-standing problem about receiving their defects back in a short time and this was affecting their combat missions. As Chief of Operations, I couldn’t accept this situation and I had to solve the problem in order to satisfy my customers, Battalions. Firstly, I focused on detecting the resource of the problem. I conducted meetings with my Branch and the Logistic Sections of the Battalions. Then I realized that the problem stemmed from military factories which are repairing the defect. They were very busy, and they were simply delaying the repairment of the brigades, which weren’t insisting to have their defects in time. This is the fault of my Branch because we were responsible to follow the flow of defects from the factories. So, I tasked one of my best NCO for following this flow and warning me if there is a delay. I set up also good relations with the Commanders of the Factories. Whenever there was a delay in the flow from the factory, I phoned to the factory commanders and we had our defect delivered in time. Consequently, the defect level of the Brigade decreased dramatically and conversely the efficiency and satisfaction of the units increased. Brigade Commander evaluated this as a great achievement of mine and an indicator of my good performance and stated it in my evaluation report. Since then, I have focused first of all to the requests of customers as Amazon does.

- Most of us at one time or another have felt frustrated or impatient when dealing with customers. Can you tell us about a time when you felt this way and how you dealt with it? TABURLARIN MALZEMELERİNİ İSTEMESİ AMA BEN SAKİN KALDIM. PROBLEM

- Ownership (NATO’da arkadaşım yoktu ama ben onun işini de üstüme alarak ICRC vs. Ve çok başarılı olduk.) (Aynı zamanda subay olarak zaten kuralımız her gördüğün yanlışa müdahale et. Senin sorumluluğunda olması önemli değil)- DERYAN

- Invent and Simplify (NATO’da yeni gelenlerin eğitiminden de sorumluydum, zorlanıyorlardı dökümanları bulmada. Ben bir arayüz yaptım. O kadar kolaylık sağladı ki şube deki diğer personelde bu arayüzü kullanmak istedi. Dağıttık) INFLUENCE OR PROBLEM

- Are Right, A lot - Good Intuition and Judgement (LŞM iken ilk tatbikatta birlikler kumanya götürmek istedi ama ben yemek hazırlarız dedim. Ve hazırladık. Herşey planlandığı gibi gitti.) Karşı fikir beyan edenleri de dinle ve fikrini geliştir. TEAMWORK UYARLANABİLİR

- Learn and be Curious (devamlı öğrenme ve sorgulama üzerine bir hayat. NATO veya PhD)

- Hire and Develop the Best (iyi olanlarin önünü açma) HASAN-KOÇ, MENTÖRLÜK YAPTIĞIN

INFLUENCE OLABİLİR VEYA MOTİVATE

- Tell me about a time when you had to deal with a poor performer on your team. Konuşup, motive etme suretiyle BİREYSEL performansı artırma. DERYAN - INFLUENCE

- What did you do when you needed to motivate a group of individuals or promote collaboration on a particular project? (AMAZON WEBSİTE) DERYAN - TOPLU MOTİVE - TEAMWORK

- Please tell me about a time you had to fire a friend. (STAR PAPER) PROBLEM

- Have High Standards. (her zaman daha iyisi. ownership ile bağlantili) (LŞM iken yemeklerin iyileştirilmesi ve yemekhanelerin güzelleştirilmesi.)

- Think Big (BÜYÜK VİZYON SAHİBİ OLMA) (NATO’da organizasyonların tatbikat sürecine katılması. Büyük bir olaydı. OWNERSHİP DEKİ ÖRNEKLE KARIŞTIRMA)

- Bias for Action (Quick Decisions and Move Forward) (Askerin acilen hastaneye- DERYAN)

- Being Frugal (inventing solutions in a cheaper way) NATO görevinde milli bütçeyi kontrolü.

- EARN TRUST OF OTHERS (başkalarını suçlama, onların güvenini kazan, söylediklerini dinle, sürece dahil et) (LŞM olarak intikal planı istediler. Fazla mesai demekti. Motive ettim. Gruplara böldüm. Fazla mesailerini sonradan telafi ettim. Böylece güvenlerini kazandım. Sonradan hiç böyle birşey olmadı. Ne zaman çağırsam mesai yaptılar.) TEAMWORK

- Dive Deep (KNOWİNG DETAİLS) NATO görevinde eğitim planlaması. Derin analiz yapmam gerekiyordu. Ve elde plan yoktu. Okudum soruşturdum ve bir plan çıktı ortaya.

- DELİVER RESULTS (SONUCA GİT) NOT PERFECT QUALİTY RİGHT QUALİTY (Tugayı tatbikata hazırladım ama yanlış oldu. Vakit kaybettik. Bu kritical failure a da örnek verilebilir. Daha sonra bizden istenen en lizumli şeylere odaklandık ve diğer faaliyetleri iptal ettim. Sonunda inspection da başarılı olduk.) PROBLEM

- HAVE BACKBONE: DISAGREE AND COMMIT (karar verilene kadar her türlü data yı söyle. Karar verildikten sonra artık olaya asıl) (Tugay komutanın eski firmadan yemek tabakları alma kararına karşı çıktım. Tugay komutanı illa oradan alalım dedi. Ama verilerle küçük bir denemeye ikna ettim. Kabul etti. Ve aynen de dediğim gibi oldu.)

- Self- Critical

- Give me an example of an idea you had that was strongly opposed. Why was there so much resistance? How did you handle the negative feedback? (Tugay komutanın eski firmadan yemek tabakları alma kararına karşı çıktım. Tugay komutanı illa oradan alalım dedi. Ama verilerle küçük bir denemeye ikna ettim. Kabul etti. Ve aynen de dediğim gibi oldu.) PROBLEM

- Give me an example of a significant professional failure. What did you learn from this situation? İLK DENETLEME BAŞARISIZ AMA HATAMI ANLADIM, ASTLARIMIN KABİLİYETİNİ BİLMELİ VE ZAYIFLIKLARINI GELİŞTİRMELİYDİM.BAŞARISIZLIK-TUNCER

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PART 5: MUHTEMEL DİĞER SORULAR

- What are your leadership skills?

B: I can summarize my core leadership skills with 4C, namely communication, coordination, coordination and collaboration. I believe that, motivation plays a key role in leading teams. Therefore, I always search ways for increasing employee motivation in the work environment. Leader should also have high ethical and moral standards to create a safe and trusting environment. Flexibility is also important for leaders in order to show openness to new ideas and approaches.

- Amazon Liderlik prensiplerinden en çok hangisi sana uyuyor. Neden?

Actually, ownership is my favorite. Without showing a sense of ownership, I believe an employee can’t motivate himself to show performance at the desired level. Employees without the feeling of ownership restricts themselves in a narrow area of responsibility which also restricts their contribution to their job. That means low performance and it is not acceptable for me.

- What are your weaknesses?

B: I can work wonderfully as a team, but sometimes to develop creative or new ideas, I would prefer to think alone, collect my thoughts about the issue. But not always of course. I like to discuss the result again with my colleagues and then deal with criticism.

- What do you see as your greatest strength?

B: Softskills: Analytical skills

Through my many years of national and international career, I have developed my administration and organizational knowledge and experience and gained practical experience in organizing, planning, monitoring and dealing with people from different cultures and social backgrounds. So far, I have worked in 5 different positions and in each one I have learned and experienced something new.

My strengths lie, apart from the ability to work in a team and in communication, in my careful and detail way of working.

My career has made me an independent and goal-oriented personality. I can quickly integrate myself into a team and adapt to new situations. During my career, I quickly integrated myself in several diverse jobs and then successfully contributed.

That I am curious and therefore like to learn. I just enjoy learning new knowledge and understanding how things are related and working. I learn very quickly. I have good affinity with modern devices and technique.

I am very resilient and get along well with stress. I am very reliable and can always carry out transferred tasks to full satisfaction. In particular, I can quickly familiarize myself with new topics and quickly implement new knowledge.

Hard skills:

Besides my bachelor and master’s degree in Management, I have 9 years of leadership and logistics management job experience in the army in 4 different positions. In addition, I have about 2.5 years’ experience in international cooperation (NATO).

- What are your criteria for success? Neye dayanarak başarılı olduğunu düşünüyorsun dedi? Objectiveler ve kriterler.

According to me success should be always measurable. Therefore, measurable objectives, and performance criteria in the annual official evaluation system is very important. According to me, the employees which can reach or accomplish those objectives or criteria are successful. As a manager, I make notes in my computer about the performance behaviors of my employees. I open each of them a special file and record their behaviors according to criteria of the yearly evolution form. I stay always in communication with my employees and give them regular feedbacks about their performance. I also declare those evaluation criteria to the employees and make the process clear for them. I mean, I play the game transparent and fair.

- Last time that you had to apologize someone

When I was a young company commander, the battalion personnel officer told me that he wanted to assign a talented sergeant in my company to another company. I was disagreeing with him. But he did so. After that I was angry with him. But when I saw the sergeant’s performance at the other company, I realized that he was right, and I apologized him. Because he made it for the sake of battalion.

- When do you think it is the time to say a customer no, for an unreasonable request?

Of course, it is the last resort. And there is always a solution. Especially when the customer is angry, I never say no. I would tell the customer that I will inform him in a short time. So, I calm the nerves of the customer. When the requirement is against the company rules, I call the customer and tell him. In this way I make him feel valuable.

- How do you develop client relationships?

Communication is the key. I am always efficient with my communication skills. I make the customer to feel that she is valuable for me. Maintaining integrity and being transparent with my objectives are also essential.

PART6: KAPANIŞ SORULARI VE KAPANIŞ

- Do you have any question?

B1: If Amazon employ me for this position, how will be the orientation process? How long does it take?

- Any more questions.

B: No, that’s all. Thank you.

- I thank you Mr. Yüce. You will receive an answer from us in 3 or 4 days. Have a nice day.

B: I would like to thank you so much Gemma for your kindness and understanding. Have a nice day. Bye.