* 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: START-UP**

- Hi Gurkan. It’s me Sasha.

B: Hello Sasha. How are you?

- Am I spelling your name correctly?

B: Yes, it is all right.

- Sasha introduces himself.

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

- Were you expecting this call?

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.

**PART 2: INTRODUCTION OF YOURSELF / PERSONNEL QUESTIONS**

- Tell me about yourself.

I was born in Bursa; it is just south of Istanbul and my all childhood passed there.

After elementary education I have been accepted by Military High School.

These kinds of schools were accepting the students who has academic success with a difficult exam.

After I graduate, I gained the opportunity to get education in Turkish Army Academy.

Since my academic success and discipline level were very good, I have been selected as Cadet Company Commander and Cadet Regiment Commander after detailed selection process.

In our time in Military Academy most demanding branch was the Infantry.

I selected this branch voluntarily. Normally a computer programme was allocating cadets to the branches according to their preferences. But in this time management decided that the one who prefer in the 1st option infantry would become infantry.

I was just trying to do my best.

I may separate my career after graduation into three parts.

In the first part I command the troops.

I was platoon leader and company commander post for 7 years.

During this time, I was commanding troops that contains 100-200 soldiers.

With these roles I practiced and enhanced my professional management and leadership capabilities.

In general, I was responsible for operational and logistical management of those units.

In addition to daily control and coordination, I was responsible for the task allocation to my ranking subordinates and their performance.

In the second part of my career, I did military diplomacy.

And this period started after I achieve to enter to the Turkish War College. I had this opportunity because I was very successful at the barracks. I graduated here as an army staff officer. This was a brilliant condition in that time that every officer in Turkish Army dream for.

After graduation I am selected to represent Turkey at NATO in SHAPE Headquarter in Mons. I was project officer for strategic policy issues.

During this 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.

This experience was the leverage to gain a post in Turkish General Staff. In that time Army was giving their best officers to this headquarters. I was selected by Turkish Army recruiter as a project officer for NATO Strategy.

During this time, I accompanied Defense Minister at the NATO HQ meetings in Brussel.

He was consulting me on all military issues during preparation and execution of the high-level meetings.

I was speechwriter for the Turkish Chief of Staff. I coordinate 5 Defence Ministerial, 7 MCCS- Chief of Staff Meetings at NATO HQ and all-around Europe.

These tasks require high degree of coordination between Defence Ministry, Ministry of Foreign Affairs and Turkish General Staff.

In these high-level events I hear only compliments Sasha.

My third period started after famous but unfortunate 15 July events.

Erdogan and his closest allies set up a plot in July 2016 to discard all officers who is not supporting their ideology.

I found my name in the government list to be dismissed from military.

Although this experience is so brutal to live with, I did not give up Sasha.

Maybe the most important phase in my career is that.

Because features of character are seen with crystal clear in these difficult times.

After I found an important job in one construction company as a project manager for both international tenders and developing a new armor for containers.

I made this company open their eyes.

NATO and NSPA opportunities are not well known in Turkey. I made this company enter the NSPA, UNGM and USA-SAM source list and bid for international tenders.

I also design a totally new armored panel during this short time.

After my 1-year term with that company finished, I worked in translating company in 3 languages; English, French and Arab.

Since there is no rule of law in Turkey, I decided to leave my country and come to France in July 2020.

By this time, I finished a Data Science course from internet.

Now I work as an IT specialist in company named “Etape” in Vire, Normandy.

That’s all I may say for professional life.

For my hobbies I love to participate to trekking groups. This activity is perfect for team building, health and friendship. I enjoy the nature whole day while walking and talking to my friends.

In Turkey I had groups. In Vire I found one group but since Covid measures, this group did not make regular activity.

Besides I love data analytics. If I hear a judgement without data, I tend not to believe at first glance. I question it.

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.

- Do you work any area in France?

Yes, of course. I am very comfortable with this.

I used to work several places in short time period from military.

I used to change my working environment every 2 or 3 years. Therefore, I can easily adapt myself in job anywhere in Europe.

- When can you start­?

I am ready for work whenever possible.

I am enthusiastic to begin as soon as possible.

- Which languages you speak?

Turkish is my native language.

Besides I speak French and English fluently.

I used my English skills in Mons for 3 years. After in TGS all my job is done with English.

I used my English skills for 5 years in professional institutions. these two languages in my daily life and in professional job.

My French level corresponds to B2 level.

I used my French for 3 years in Belgium in daily life.

I speak and understand it very well.

Now I use French in professional working life in Vire, Normandy.

I can also speak Arab in daily life easily.

- Do you have working rights in France?

Yes, I have.

- Do you ready to work in shifts? Do you ready to work in weekend and night?

Because I had a long military career, I am used to work in shifts or working extra hours at nights or at the weekends.

- In your working environment you are supposed to work in big groups. How many people you directed under your supervision?

In my platoon leader role, the units I was directly responsible were approximately 50 soldiers and 2 non-commissioned officers. I commanded like this troop for 4 years.

Since I was only officer in the company my responsibility was further comprises all thew company of up to 200 personnel for especially military training and discipline issues.

In the year 2006 I became company commander. First, I commanded mechanized infantry company, which consisted 150 people and armored personnel carriers. 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 coordinate all maintenance of my equipment, rations of the soldiers, repair of military vehicles and equipment.

I had to keep around 40 vehicles and several type of guns always in good form. That means a big circle of logistic activities.

I was company commander in Military High School of 200 cadets. In this responsibility I was preparing the young cadets to became staff officer. So, I was responsible for everything, logistics, morale, daily life, military training etc.

**PART 3: AMAZON QUESTIONS**

- Why do you think you should work in Amazon? 3 dk.

There are several reasons;

* I think that Amazon is best place for my past experiences and for my career improvement expectations.
* I read carefully what Amazon expects me from this role. I practiced all principal responsibilites written in job description throughout my career, both in national and international military environment and in civilian company as well. I commanded up to 200 soldiers for 7 years both as platoon leader and company commander.
* You were also soldier Sasha. The term command includes giving direction, motivating and developing a unity sprit. So, I managed all the dimentions of these people, from individual requirements to logistics, from military training to morale. I also give direction for the prefabricate company consisting 20 engineers, and 80 employees when I was project manager dealing with the enhancement of the flow of operations in factory.
  + When we come to the 3 main duties of Area Manager, if I am wrong, please correct me, Sasha.
  + On **run the shift** thing I will manage the flow of products in my zone. As a former soldier, I participate numerous training, exercises; I was part of this running process in whole my career. So, I can run my shift perfectly.
  + I believe that my leadership philosophy, with respecting very first-degree employee and their managers, I will create an environment in which every employee reaches his/her perfection. So, any operation in my area will be done according to in place criteria, whilew my focus will be to optimize the processes and develop continually.
  + For **managing people**, I have leadership experience in military environment for 7 years and in civilian environment for 2 years. I am a good personnel manager. I have open and friendly leadership style. I trust my people but I control the job. I am very friendly to people, but I am necessarily tough on the job itself.
  + For **process improvement**, I always question the status quo. I search for innovation and do make continuous improvement of my processes. In military, as an officer, I was custadian of this principle in order to provide safe and sound environment for my soldirers and in civilian factory, my time passed in innovation office, trying to optimaze the processes.
* Other main reason of why I want to be part of Amazon is **career expectations**. Amazon is international company. So, I think I will find good opportunities in France and in international context to exhibit my leadership abilities and promote. I am not such a personality to work in one place and earn money and retire. I always believe that everybody lives to reach his or her perfection. I think I will reach my perfection in this company.
* Other than these reasons the service that Amazon has provided to people, especially to the elderly, in this corona time, is very meaningful to me. And I would like to be a member of this organization.
* That’s why I thought that I should work at Amazon.
* But above all Sasha, I think I am a perfect match for the leadership principles. I do really believe effect of leadership to the personnel. When I read Amazon principles, I thought that this place will be perfect environment for me to show my capabilities.

How can we know that you are the right person for Amazon and Area manager?

Because I think I match the conditions. On the material side I can fulfill all the requirements of the post, I can run my shift, I can direct, motivate, encourage to perform their best of my people, and I can improve the processes including security&safety.

I did those 3 functions and more in my career with successfully.

On the moral side, however, I am full of energy and motivation to start such an important role in one of the most important company in the world.

This really exciting me Saha.

- What is Amazon? What do you know about Amazon?

Amazon for me was a good platform to make shopping.

I ordered many items from it.

I am also fun of Kindle so I know this stuff also.

Last year in my data science course I become familiar with Amazon Web Service.

I didn’t think that I may configurate both software and hardware from this service.

This cloud computing power shocked me.

Dimension that I found in AWS is so awesome and impossible to cover.

But the concept is simple; provide any service on the earth with not competition but coordination with the providers.

This philosophy is hard to catch. Because competition is almost everything in business. But Amazon, instead of providing its service only, gives also original options from its platform so customer may come to Amazon instead of going separate platforms.

After I heard that Amazon is hiring ex-military person, I thought that Amazon also attached this capability into their toolbox.

It makes sense.

Because in military we learn how to command and manage the people, resources and processes.

While I prepare to this interview I read, listened and watched more about Amazon’s working environment and its culture.

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”. 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.

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.

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.

- What is your expectation from Amazon?

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.

PART4: Fit for the position of Area Manager

- What do you know about this role? He gives information about the post.

Area 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 or she also optimizes the delivery process by implementing performance indicators (such as punctual deliveries, etc.) and also by developing solutions.

Area 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.

- What would you do if you become area manager?

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 with quality. Therefore, as an Area 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 Kaizen and Lean 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.

- Is not that post low for you?

Maybe yes. I do not know it actually. But honestly, I am not new in civilian sector. Starting a job from reasonably good position beneficial for me. Therefore, I would like to start with a lower position and grow professionally in my career path by learning.

PART5: LEADERSHIP PRINCIPLES

-Can you give me any example of leadership principles that you experienced in your career?

- Customer Obsession

Of course, Sasha, After I read the leadership principles, I associate those with my experiences. If I may, I would like to start with Customer Obsession.

I will use STAR technique to explain myself more clearly.

**(Situation)** While I was at Turkish General Staff, the hot topic was Readiness Action Plan. Within this plan there was a Very High Readiness Joint Task Force issue. I think you are familiar with this topic, as this one is the one of main topic of NATO’s public diplomacy.

And NATO was encouraging nations for becoming framework nations for this force.

Initially Force commands were not supporting the idea. But I thought although it will strain a little bit the resources of FCs, on the long term it is advantageous for their capability improvement.

There were options for the time. I thought it is better to bid 2021 because FCs were not ready for quick assume of such responsibility.

**Task:**

With this situation I had several important tasks.

To get approval of related authorities to become Framework Nation for VJTF 2021.

But before this official approval process I had to familiarize this idea both to my internal customers which were Force Commands and external customers which was Prime Minister.

Action

I conducted many coordination and familiarization meetings with FCs for such an idea. Then I got military and polical authorities approval including Prime Ministers.

Result

'+ Turkey-3rdNRDC Cor- is now -in 2021- standby nation for VJTF.

+ They are conducting short notice exercises.

+ Their readiness level reached to 48-72 hours on stand-by.

+ On avarage their readiness level is increased 4 times.

3rd NRDC Cor readiness level:

before:

High Readiness Force: 0 to 30 days.

Forces of Lower Readiness: from 91 to 180 days.

Current:

Stand-by phase: 48 to 72 hours.

Stand-down phase: 30 days to operational readiness

Stand-up phase: 45 days' time to operational readiness

Why it is example of Customer Obsession: It is an example for CO because I start with the customer. At TGS internal customers were FCs. So we were working to increase their capabilites. This was such an important opportunity to make them effective.

What other principles it may be thought for?

'+Invent and simplify: because creation of new experience for internal customer.

+ Hire and develop best: here an opportunity was hired to raise performance.

+ Insist on the highest standards: The standards and bar is really raised with that opportunity. Because our FCs should see their capacity at international level.

+ Thinking big: Here I communicate a really bold direction for my FCs.

+ Deliver results: FCs trained and prepared themselves for 4 years and on 2021 they are practicing their capabilities on international level.

Invent and Simplify

OZKA Prefabricate, Ankara, Turkey, 2018

Inadequate ballistic protection of the container used by the Turkish armed forces.

Container used by Turkish army has only shrapnel protection from up side of it. They were protecting only up to NIJ3A-.44 Magnum and below bullets- threat level. When shrapnel or NIJ 3-up to 7.62 mm.NATO bullet- threat hits the container from sides it was causing casualty.

Task

To increase the ballistic protection of container with more efficient and less weight material.

Action

I approach to that problem with two step solution. On the short term I propose to put already used side panels to increase the protection. On the long term solution I propose to design totaly new bullet/ shrapnel proof panel with hybrid material of steel and composite.

'+Desinging&testing the new material would take minimum 1 to 2 years in the that time period procedure of our company (OZKA), the contracting company (ASELSAN) and TAFs. That's I provided short term solution also.

+Testing the new material takes 1 year. Among the materials there were; ST 52 and ST 37 steel, EGlass, SGlass, Kevlar composite materials and ceramic.

Result

New container with less weight but efficient. It was bullet proof for NIJ 3 threats.

Intead using steel for protection which was thick-12mm in total, and weights approx. 12 tonnes in container, my design was much thinner -up to 5 mm, and weights approx. 7 tonnes in container. And new design has more bullet protection.

Why it is example of Invent and Simplify

Because my new design of panel requires innovation and invention. It provides more protection with use of better material and was easy to transport.

What other principles it may be thought for?

'+Customer Obsession: My customer was TAF this time as a whole. And as a former officier I did my best to protect soldiers. On my mind this customer approach forced me to find a better solution.

+ Insist on the highest standards: There is better soluitons with higher protection levels. I tried to catch it.

+ Thinking big: I did not stay where the company is in providing security. I contacted with the best companies in the world and render my solutions according to it.

+ Deliver results: At the end of my term in that company I provided multiple solutions for the panel including steel-composite, ceramic-composite, only composite solution.

Earn Trust

Turkish General Staff, Ankara, 2014-2016

Situation:

Lack of coordination between J3 and J5 branches of Turkish General Staff

These 2 branches were major players on NATO issues and they were communicating with official letters. I t was taking long time to solve difficult issues, and sometimes there were no solutions. This condition cause delay for TGS direction to Turkey's NATO reps at NATO HQ.

Task:

To find an effective way to finalize coordination between these 2 huge branches of TGS.

Action

First I did things like old ways while propagating a new coordination mechanism. After I proposed to talk every document needs to be co-signed between reps of these 2 branches. We solved our differences on the table rather than official letters.

Result

Our response speed has reduced from 7 days to 3 days. That made huge effect. Our NATO reps got our directive timely and effectively.

'+ Our avarage response time for avarage NATO document -means not urgent one- was 1 week before this mechanism.

+ After this mechanism I reduced this time to 3 days.

+ Before TGS was requesting extention of silence procedure repeatedly. Reason for that was lack of coordination. After this solution number of this requests reduced significantly.

Why it is example of Earn Trust

Because I just propose to solve differences with just speaking instead of official correspondence. I gain the trust of J3 branch with insistently talking and listenining to them. I listen other perspectives, I speak candidly and we come to solution earlier and in efficient manner.

What other principles it may be thought for?

'+Customer Obsession: My customer was my NATO representatives at this time. They were waiting TGS directive on multiple subjetcs. Since I worked at NATO, I know that not to get superior directives was putting me a bad situation. Once I went to TGS I was proving TGS directive this using this approach.

+ Bias for Action: Speed matters. I insisted on talking, listenning instead of sitting on my chair, writing official letter to J3 and waiting the reply. I found solution.

+ Deliver results: I deliver the product- here the directive - to my NATO subordinates in short time. So they gained time to work on the issues more effective way.

Dive Deep

SHAPE, Mons, 2011-2014

Situation:

Having a NATO post with zero knowledge and experience

I assigned to SHAPE as J5 Strategic Policy Officer in 2011. By time I knew nothing about NATO. I was responsible to devise, review and update strategic policy documents such as Military Implementation of NATO Strategic Policy-MC 400, NATO Command Structure-MC 324, and NATO Force Structure-CFAO.

Task

To represent Turkey best and to become familiar with those policy documents in depth.

Action

Although I was only responsible of CFAO, I adapted a wholistic approach and become familiar with other areas as well. I handled these issues witihn historical context. I analyzed all NATO operations in history and learned how it used command and force structure in real life. So it become so easy to understand papers, whic is NATO document. Understanding NATO goes beyond papers. I also talked with the experts.

Result

By my 2nd and 3rd year;

+ although I was not part of operaiton planning teams, personnel were including me when devising command and force structure of planning.

+ I was introducing NATO to newcomers in induction training.

Why it is example of Earn Trust

Because I stay connected to details, I understood the business of NATO, how it executes its job in real life. I touched real bottom of NATO even with analyzing the reasons for its foundation and its operations.

What other principles it may be thought for?

'+Customer Obsession: I thought my customer was NATO at this time. I thought that I have give as much as I can while working in this oranization. I thought that I have represent my country perfect in tihs role. That's why I feel oblidged to be perfect.

+ Learn and be curios: I did not stay with what I was expected to render in this role. I went beyond it. Curiosity guide me to the very good position that every staff member was respecting me and my way of doing things.

+ Deliver results: I did deliver the results. After CVrimean crises, readiness action plan was adopted. I was the J5 rep on this important document still lives.

Have backbone; Disagree and Commit

Turkish Army Academy, Ankara, 2002-2004

Situaiton:

Turkish army personnel was hiding their true belief in themselves not to challenge the status que because of fear of getting bad career evaluation.

This was typical personnel behaviour I deteceted in the barracks for 3 years. I decided to make my master thesis on this issue to provide a contribution to overcome this misbehaviour.

Task

To test my hypothesis which says Turkish army personnel shows "single loop learning" which mainly says "do not disturb your confort area and do not challenge the decisions".

Action

I conducted very deep literature review. Later I adopted two way approach to test the hypothesis. First one was to conduct structured and semi-structured interviews. Second I develop a totally new reliable survey. I applied that to 4500 army personnel.

Result

Results do not surprise me. %66 of the Turkish Army personnel was hiding their true beliefs, moreover they were showing "self-sealing" behaviours. This basically mean that even though personnel knows the basic facts they do not speak this to their superiors.

Why it is example of Have backbone; Disagree and Commit

This is just example of this principle. This research pave the way for to adapt double-loop learning which basically necessitates to modifying the decision-making rules by experience.

What other principles it may be thought for?

'+Customer Obsession:The one who really thinks customer, will require to make his job best to serve the customer. This provides a good way to reach this understianding.

+ Ownership: If personnel feel him/herself belong to company, they need to express their true beliefs before decision is taken. If somebody hides their beliefs we cannot mention company sense of belonging.

- 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?

When I am dismissed from military it was very hard for me to adapt my self into civilian life. But Up to now I did adapt and I never give up. While I get trained to fit in civilian job, I worked and produce.

- Tell me about a time when you had to deal with a poor performer on your team.

- What did you do when you needed to motivate a group of individuals or promote collaboration on a particular project?

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

- 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?

- Give me an example of a significant professional failure. What did you learn from this situation?

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: FINAL QUESTIONS AND CLOSE OF MEETING**

- 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 Gurkan. 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 Sasha for your kindness and understanding. Have a nice day. Bye.