**AMAZON TELEPHONE INTERVIEW**

**PART 1: START-UP**

**- Hi Gurkan. It’s me Sasha.**

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 for 7 years.

During this time, I was commanding troops that contains up to 200 soldiers.

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

I would like to speak about my typical day of these 7 years with a few words. Before any working day I had **daily training meetings** the day before.

In this meeting I was coordinating subjects, trainers and auxiliary material for all the activities of the day after. My NCO’s, sergeants and trainers were attending to these meetings.

I was giving my instructions to my staff.

In the barracks, our day started with a morning assembly. After the assembly, activities were beginning. Since everyone knew their tasks, nobody was asking.

I used to observe my unit during the training. I would correct the wrong moves and answer the questions of my trainers.

During the training, my most important task was to think about ways to do the training better.

After any activity, I was gathering my unit and holding “after action review”. I was thanking my staff for the work done correctly, and I was expressing the mistakes without offending my staff.

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

**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.

**Short version: 1 dk**

My name is Gurkan. I am 44 years old. I received my high school and university education in military schools. I graduated from the Turkish Military Academy as a Systems Engineer. Afterwards, I had 17 years of work experience in national and international military units and headquarters. After my military service, I worked in civil companies for 2 years.

I had to leave Turkey at the end of 2019 and settled in France. I am working as a data scientist for a company here. I have 3 master's degrees in international relations, leadership and military sciences. I know Turkish, English, French and Arabic. I have nearly 20 years of work experience. I can introduce myself as hardworking, loyal, helpful, patient and friendly. I like process development and data analysis. Trekking is my favorite hobby. I love to chat with my friends while watching nature.

**- 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 responsibilities 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 dimensions 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, while 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 custodian of this principle in order to provide safe and sound environment for my soldiers and in civilian factory, my time passed in innovation office, trying to optimize 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 **good 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 and 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, Sasha.

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

Amazon for me was a good platform to make shopping. I ordered many items.

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 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.

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.

After Russia invaded Crimea, NATO has changed her strategy and reduced the time for the readiness level.

Readiness level is when I blow the whistle in how many days units is ready for deployment.

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 Land and Airforce commands, which are my internal customers, were not supporting the idea. They were saying we cannot allocate enough troop to execute that job.

Because requested readiness level was so high that, especially Air Force said that, they will face big deployment problems.

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)**

In this situation I had several important tasks.

First, I have to familiarize this idea both to my internal customers which were Land and Air Commands and external customers which was Prime Minister.

And second task was to get approval of related authorities to become Framework Nation for VJTF 2021.

**(Action)**

My first action was to get my superiors, including CHOD himself, approval for this task.

Before that approval process I did the feasibility research.

Meanwhile I conducted coordination and familiarization meetings with FCs in order to prepare them for such an idea.

Since this task is founded to be feasible within already in place resources, I started to get my superior commanders’ approval.

My superior commanders also favored this idea and then they approved.

Afterwards I also get Prime Ministers signature for this task.

I devise a strategic plan to reach this ambition. I planned every step FCs should do in order to be prepared for this task. My plan was consisting more than 200 pages and it still lived although I am dismissed.

**(Result)**

Turkey bid to become a framework nation for VJTF in 2021 in NATO.

And this is accepted by the NATO.

This year in 2021, 3rd NATO Rapid Deployable Cor is conducting this task now.

They are conducting 48 hours’ notice short notice exercises.

Their readiness was up to 30 days before this process.

And their readiness level after this process become to 48-72 hours.

I thought this example fits to Customer Obsession principle because; I start with the customer. And I planned backwards. I imagine that my internal customers capability, in this case Turkish Armed Forces, should increase to 2 days within 5 years. We were working to increase their capabilities. This was such an important opportunity to make them effective.

This example may be thought for other principles as well;

I think it is an example for Invent and simplify principle because I think I create a new experience for my internal customer.

It may be thought for Hire and develop best principle because; I hired NATO opportunity for my customer to raise performance.

It is also an example of Insist on the highest standards because the standards and bar are really raised with that opportunity. Because our FCs should see their capacity at international level.

It is an example of Thinking big because here I communicate a really bold direction for my FCs.

And last but not least it is an example of Deliver results because FCs trained and prepared themselves for 4 years and on 2021, they are practicing their capabilities. Again, Sasha, I think I delivered the result, although I am not part of it now, every time I hear news from media about this, I feel proud.

**Invent and Simplify**

My second example is about invent and simplify principle and this comes from civilian sector.

**(Situation)**

I am hired as a Project Manager in innovation office of OZKA Prefabricate in 2017.

This company was producing containers for Turkish Armed Forces as a subcontractor of ASELSAN company.

The containers were protecting only up to NIJ3A threat level which corresponds up to 0.44 Magnum and below bullets.

When NIJ 3 level threat which corresponds up to 7.62 mm. NATO bullet hits the container it was causing casualty.

So, there was inadequate ballistic protection of the container.

**(Task)**

My task was to increase the ballistic protection of panel with more efficient and less weight material.

**(Action)**

My action for this task was;

I just observed the company for a couple of weeks.

I learned how they handle things, how they do the job.

Then I just devised a strategic plan to execute my task.

Within that plan I approach to that problem with two step solution.

On the short term I propose to reinforce already used side panels with the same material.

Because our customer was insisting on short term solution.

On the long-term solution, I propose to design totally new bullet proof panel with hybrid material of steel and composite.

The reason of this was designing and testing the new material would take minimum 1 to 2 years.

First made an in-depth literature review in order not to miss a single point.

Because this product is meant to save life.

I attended to national related fairs and contacted almost all companies who provides the same product for other purposes in order to learn possible other solutions.

Of course, they did not share the company secrets to me but I see the facilities, the way they do the business I cover the true way of doing things in armor production.

Then I made my material design. This was the most difficult piece of this process. My engineers conducted basic tests with SolidWork as well as with Computational Fluid Dynamics.

In the end the design is completed. We started to test the design options.

Among the materials I tested were; ST 52 and ST 37 steel, EGlass, SGlass, Kevlar composite materials and ceramic.

**(Result)**

I provided 3 solutions for the panel.

These are steel-composite, ceramic-composite, composite only solution.

These 3 types of panel are used depending on the condition where the container is placed.

For example, if Army decides to put it on entrance point of barracks, they would use steel-composite option. Because the threat level is high in this condition and I used this option because composite is meant to absorb all the energy of a possible rocket fire and prevents the ricochet while steel was stopping the bullet itself.

There is a tradeoff between these 3 solutions and each is used based on the requirements and especially threat level.

But in all condition’s new container with this panel design weight less but it has more ballistic protection, at least up to NIJ 3 level threats.

Instead of using only steel that weights approximately 12 tons in container, my design of panel was much thinner, and weights approximately 7 tons maximum in container.

This design although increased the price of the input material to the company, the earnings were far more than before and the company used this opportunity to invest on the composite. They started to install composite production capabilities to reduce the cost of the material.

I thought this example fits to Invent and Simplify principle because; Because my new design of panel is done with innovation. I used better material and design it according to customer needs.

I think this example should be thought for Customer Obsession principle because my customer was TAF this time as a whole. And as a former officer I did my best to protect the soldiers. On my mind this customer approach forced me to find a better solution.

This is also an example of Insist on the highest standards principle because there were better solutions in somewhere in technology with higher protection levels. I just catch it with using efficient methodology.

This can also be thought for principle of Thinking big because I did not stay with the already used solution. I contacted with the best companies and best academics in the world and render my solutions according to it.

Finally, it should be thought for Deliver results because at the end of my term in that company I provided solutions for the panel. And this solution is adapted by the company in alternative container designs.

**Earn Trust**

My third example is about Earn Trust principle.

I have been selected to serve in Turkish General Staff.

**(Situation)**

I was at J5 branch and dealing with the NATO strategy. J5 is the plan and policy branch of the TGS. And this branch is responsible for the policy devise and long-term planning.

On the other side there were also J3 branch which is responsible for the current operations. They were conducting day to day business of forces.

When I started my job there, I observed lack of coordination between these two branches.

These were on NATO issues and they were communicating with official letters.

It was taking long time to solve difficult issues, and sometimes there were no solutions. This condition cause delay for defining TGS stance to issues and automatically it was causing delay in giving direction to our NATO representatives at NATO HQ.

I decided to get the statistics to make believe this situation by my superiors.

Our average response time for NATO documents were 7 working days.

And Turkish Military Representative at NATO HQ on average requesting extension of silence procedure among %22 of all NATO documents.

Silence procedure in NATO is if no nations submit their objection on the document till the time NATO authorities indicated in any document, the document is understood to be accepted as an official NATO document.

And the average of all nations request of the same procedure was approximately %10 percent

**(Task)**

My task was to find an effective way to make coordination between these 2 branches.

**(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 would solve our differences on the table rather than official letters.

The we started to have a 30 minutes coordination meeting with specific purpose to discuss on the issues we were dealing.

The initial reaction of the people in headquarters was they think this mechanism will not work. Because people were thinking the meetings are useless.

I insisted and organized the event with specific purpose and limited the time to prevent talking about useless stuff.

**(Result)**

Our response speed to adapt a position on any subject has reduced from 7 to 3 business days. That made huge effect.

Our NATO representatives got our directive timely and effectively.

Before TGS was requesting extension of silence procedure repeatedly.

Reason for that was lack of coordination. After this solution number of this requests reduced to the level of NATO average.

I think this example fits to the Earn Trust principle 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 listening to them. I listen their perspectives, I speak candidly and we come to solution earlier and in efficient manner.

This example fits also to Customer Obsession principle because my customer was my NATO representatives at this time. They were waiting TGS directive on multiple subjects. 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 decided to solve this situation using communication and effective meeting planning.

This is also example of Bias for Action because speed matters. I insisted on talking and listening. And instead of sitting on my chair, writing official letter to J3 and waiting the reply I found solution.

Again, this example has also Deliver results dimension. 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**

My fourth example is about dive deep principle.

**(Situation)**

I have been selected to be employed in SHAPE HQ.

I assigned to SHAPE as J5 Strategic Policy Officer.

When I started this job my knowledge and experience about NATO was nothing.

But my position was responsible to devise, review and update strategic policy documents such as Military Implementation of NATO Strategic Policy, NATO Command Structure, and NATO Force Structure.

**(Task)**

My task was to represent Turkey best and to become expert on policy issues.

**(Action)**

Although I was only responsible of NATO Force Structure, I adapted a wholistic approach and become familiar with other areas as well.

Because without having knowledge on other areas I wouldn’t really know how are the things going on my specific case.

I handled these issues with the historical context.

I analyzed all NATO operations in history and learned how it used command and force structure in real life.

I cover all the main NATO operations of Bosnia, Kosovo, Afghanistan and Libya.

I also cover the missions like counter piracy of the coast of Somalia, Patriot deployment to Turkey and Iraqi Training Mission.

Understanding NATO goes beyond daily papers.

Once I got the general picture, it become easy to understand daily rush of the NATO.

**(Result)**

By my 2nd and 3rd year at SHAPE, other branch who is responsible for operation planning, were requesting my attendance when devising command and force structure of planning.

I was introducing NATO to newcomers in induction training.

I think this example is proper one for Dive deep 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.

This example may be thought for Customer Obsession because my customer was NATO at this time. I thought that I have to provide a contribution to this organization with my best performance possible. I thought that I have represent my country perfect in this role. That's why I feel obliged to be perfect.

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

Again, this is a good example of Deliver results because I did deliver the results. After Crimean crises in 2014, readiness action plan was adopted. I was the J5 rep on this important document still lives.

**Have backbone; Disagree and Commit**

My final example is about having backbone; disagree and commit.

**(Situation)**

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

This was typical personnel behavior I detected in the barracks for 3 years.

I decided to make my master thesis on this issue to provide a contribution to overcome this misbehavior.

**(Task)**

My task was to test my hypothesis which says Turkish army personnel shows "single loop learning" which mainly says "do not disturb your comfort 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" behaviors.

This basically mean that even though personnel know the basic facts they do not speak this to their superiors.

I think this example is perfect for Have backbone; Disagree and Commit. This result and research guided my behavior afterwards.

I always questioned the way we do business in Army.

This doesn’t mean to oppose everything.

This means just expressing opinions in a good manner before decisions are taken.

But once decisions are taken, I commit myself to the process, my commitment level by this process becomes so high because I participate to the process.

This research also paves the way for me to adapt double-loop learning which basically necessitates to modifying the decision-making rules by experience.

This example also fits Customer Obsession principle because with adapting this approach we are really contributing to organization we are living in.

I may also say that this may also fits to Ownership principle because If personnel feel him/herself belong to company, they need to express their true beliefs. If somebody hides their beliefs, we cannot mention company sense of belonging.

**PART 6: Possible Other Questions**

**- 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 myself 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.

After just “months that I have been dismissed from my duties from my military job, I found a civilian job and continue to be active. This is I think very good example of bias for action.

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

I had soldiers with low perception levels and incompetence. But I had to do my job with them. I gave them tasks that they could do in their capacity.

Because as you know the unit reaches its goal as a unit. This is not a 100m race that the best one gains.

What my action in that situation is I bodied those soldiers with my soldiers. And gave them responsibility and necessarily enough power to train them.

This method always paid off.

İn shooting training, in 5000 m. running they were all together.

I have never ruled out them. They showed their best effort because they felt as part of the team.

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

First, I explain the situation.

When I am sure that everyone understands their situation and duties well, I explain to them why our job is important.

I make them realize the importance of the job.

In this way, I can assure that our mission and goal is jointly owned.

I would like to thank all of them, expressing that when our mission is completed and we reach our goal, it is thanks to the team effort. That is, I don't own success. But if something went wrong, I would own it, I wouldn't attribute the deficiency to the team member. Thus, in our other task, I make the team members more eager.

**- Please tell me about a time you had to fire a friend.**

Unfortunately, I had to take an engineer friend out of the team while working for the panel with increased ballistic protection.

Because his proposals lacked a technical basis that would not have been expected from an engineer.

More importantly, he had difficulties absorbing new ideas. I sent him to the chief of workers in the factory. I hired a new engineer for our innovation office.

**- Self- Critical**

I love to express my incompetency’s and errors.

Because when I express it, my mental process is looking for an answer to the question of where I would have done what would not have happened.

It also finds.

My first armored panel trial was entirely on composite.

My suggestion, on the other hand, was heavier and ineffective than the currently used steel option.

I observed how unsuccessful I was when I tested this.

And I told this to my entire team and company owner also.

I did not hide this.

But when I expressed this deficiency, the mental process I went through gave me the strength to find a new one.

**- 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?**

I believe that development is gradual.

I think that the little actions that have to be done every day become too big to be imagined in the future.

When I was a team and company commander, I would attach great importance to the training of the troops.

I used to implement whatever written in the program.

In fact, this was not a common situation in the barracks.

Preparations were made only for exercises and inspections.

Once I took my armored careers and went on a tactical movement.

It was in the daily training plan. I didn't have to get permission from anyone for this.

Learning that I was in tactical deployment, the unit commander was very opposed to my approach. He said that such an activity should not be done without his permission again.

I expressed myself why I did it. Later, he liked this approach also.

As long as I worked together, I never interrupted my union training.

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

My platoon was on the border when I was the platoon leader.

It was my very first days of this job.

I went to check the observatory tower.

I gave the soldier a situation when. My goal was to measure reactions.

When I said the situation, I forgot to say “drill” word three times after it.

Whole regiment who was listening to the radio communication were convinced that the situation was real and alarmed the regiment.

This event was really embarrassing for me. Later, I memorized all the equipment used by the unit, down to the details. I have never experienced such an event in my professional life.

**- What are your leadership skills?**

I try to be the right person myself first to get them to believe me.

I have to have high ethical and moral standards first.

I establish a healthy communication with all the staff I work with.

I explain myself to them.

I listen to them.

Then I establish a spirit of unity.

I create a "reason" to achieve this.

I assure that everybody believes that reason.

In order to achieve this, I never forget key skills. These are; communication, coordination, coordination and collaboration.

**- Which Amazon leadership principles mostly fit to you and why?**

Actually, having backbone; disagree and commit fits me more. I just don’t want to play a theater in my life. I always tried to be sincere. This is difficult most of the times. But up to now I just benefited from it.

Using this principle, I found a way to get things done better wherever I worked, and I believed that the way has always existed.

The most important benefit of this principle was that the decision-making processes of the company were always reviewed and enhanced to a more effective and efficient level.

**- What are your weaknesses?**

B: I sometimes very direct. This sometimes make my personnel frustrated in the short term. But once we know each other with the time this replaces with the earn trust principle.

**- What do you see as your greatest strength?**

My greatest skill is communication. And use collective mind to reach solutions.

**- What are your criteria for success?**

According to me success is what you believed.

If you believe something you, you will be just successful.

This is a little bit like morale factor in war, not measurable but exists.

Below this level success in operations are measurable and have to be measured.

Employees which can reach or accomplish those objectives or criteria are successful.

As a manager, first I make my people to believe a cause then I make notes about the performance behaviors of my employees.

I stay always in communication with my employees and give them regular feedbacks about their performance.

**- Last time that you had to apologize someone**

I apologize from my wife many times.

I am the leader of my family and I make many errors.

But in general, we are on our way with safety and security.

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

It should be the last resort. And there is always a solution. I think I would say “no” to my customer two times.

If the customer's request is something that will never really happen. This may be due to lack of knowledge or situational awareness. This situation needs to be properly stated. First, if the request is

Second, if the request is against the company rules. I call the customer and tell him. In this way I make him feel valuable. But in this case, I question the way we do business inside whether there is internal problem on not to satisfy the customer. This is I may say continuous development.

Because if customer request something, there is a reason out there.

It is important to understand why we say “no” to customer and it is also important to find a way not to say it second time.

**- How do you develop client relationships?**

Communication is the key. I don’t limit communication to business time. I keep communicate with them also after I render my service to them.

PART 7: FINAL QUESTIONS AND CLOSE OF MEETING

**- Do you have any question?**

* How do you measure success of area manager?
* What makes a great area manager?
* What are the career development opportunies in Amazon?
* If Amazon employ me for this position, how will be the orientation process? How long does it take?

**- Do you have any more questions?**

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.

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