



# **NEAR EAST UNIVERSITY**

**The Faculty of Economics and Administrative Sciences**

**MAN 400**

## **LEADERSHIP IN TURKISH REPUBLIC OF CYPRUS**

**Submitted by:**

**DENİZ TUNÇ**

**980100**

**Submitted to:**

**Ms. TÜLEN SANER**

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## **ABSTRACT**

Companies or organizations today have to compete in an environment that is totally different from the business environment of ten years ago. They have many competitors in the market that they take place. Change in the world conditions, the technology, and huge competition causes organizations to change their organizational structures nowadays. So, organizations need humans who will organize, motivate, and influence others in order to achieve the organizational goals, or in other words, to be able to compete with their competitors. In other words, the need for leadership is increasing. Leaders, leaders' behaviours, and styles play very important role in organizations in order to achieve organizational goals.

The aim of this study is to determine which leadership style is being used commonly in North Cyprus.

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## INTRODUCTION

This study is about managerial grid which is the part of leadership. The humans' behaviours are very important in the organizations. The behaviours of people in the organization are called as organizational behaviours. The behaviours of both employees and leaders are important in an organization in order to achieve the organizational goal. In this study, I concentrated on the leaders' behaviours which is the part of organizational behaviour.

Leadership plays a very important role in the organizations nowadays. There are several reasons why leadership is so important such as the changes in the structure of organizations, technology that affect the operations. For example; leadership is particularly important when the future is uncertain. When institutions lose their authority, then leaders must step in and provide the vision, the resources to achieve that vision, and the incentives to sustain the process of reform while the new institutions are being built up by the leadership.

I decided to study on leadership because leadership is an important aspect of any human group activity. A leader is needed to get the things done through people. I wanted to examine the behaviours of the leaders especially in the workplace by preparing this study. And this will give me an opportunity to be able to observe and determine the leaders' behaviour in the future.

My aim of preferring managerial grid part of the leadership is to examine what types of behaviour are most commonly associated with leaders, and to examine whether the leaders describe their leadership style honestly or not in Northern Cyprus. In order to do this, I prepared two questionnaires for both leaders (boss) and employees. There are eighteen



statements in the questionnaire that is filled by leaders, and eighteen statements in the questionnaire that is filled by three employees.<sup>1</sup>

I visited about thirty-three firms in North Cyprus, in order to be able to have enough information about leaders, and to be able to examine the behaviours of leaders more efficiently.

I divided my study into three main parts. In the first part, I am going to explain the background of the leadership, and give different definitions of the leadership, because some authors describe leadership in different ways. For example; John W. Newstorm and Keith Davis describe the leadership as “the process of influencing and supporting others to work enthusiastically toward achieving objectives.” This definition is the most effective, because this definition has three important elements such as influence and support, voluntary effort, and goal achievement. In this part I will also mention about the importance of the leadership in the organization.

I will continue by mentioning about the components of leadership such as the principles of leadership, and environment. There are ten principles of leadership. “Know yourself and seek self-improvement,” “Know your fellow employees and look out for their well-being,” “Work as a team” are some of the important principles of leadership. And the environment part is about the types of action of the leaders that affect the environment. There are three types of action such as the values leaders establish for the organization, goals and performance standards that they establish, and business and people concepts they establish.

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<sup>1</sup> See appendix A.

In the second part of my study, I am going to give information about the leadership concepts.. Firstly, I will go on with the relationship between followership and leadership. Then, I will cover the difference between management and leadership. I am going to mention about the leadership skills which are visionary skills, empowerment, meaning through communication, and self-understanding. I am going to list the leadership styles that are autocrat, laissez-faire manager, and democrat leaders and explain each. By covering the relationship between leaders and subordinates, I will try to explain how they support each other at the workplace through achieving organizational goals. Also, I will be able to explain the power and effectiveness of leaders such as legitimate, reward, coercive, referent, and expert power. And finally, I will present the factors that affect the leaders' behaviour through people and task such as individual characteristics, experience and so on.

The third part is about the general view of the managerial grid. I will go on by giving the definition, and the purpose of the managerial grid. Managerial grid was developed by Robert R. Blake and Jane Mouton, and is based on the leadership style dimensions of concern for people and concern for production. Then I will list four dimensions of managerial grid which are impoverished (1.1 management), authoritarian (1.9 management), middle-of-the-Road (5.5 management), country-club (9.1 management), and team leader (9.9 management).

And finally, I will show the managerial grid for leaders according to the questionnaires' results that I did with the leaders. Then, I am going to let you know how the leaders are in the eyes of their employees. I will also show the result on a grid.

# I. THE BACKGROUND OF LEADERSHIP

## 1.1. The Nature of Leadership

Leadership arises in response to a need. And it is difficult to generalize about leadership because the conditions varies from situation to situation, and from one historical time to another.

Leadership can be described, in many ways. For example; leadership can be described as the process of creating vision for others and having the power to translate it into a reality and sustain it.<sup>2</sup> Leadership is the process of influencing and supporting others to work enthusiastically toward achieving objectives.<sup>3</sup> As the definition implies, it is a critical factor that helps an individual or a group identify their goals and then motivates and assists in achieving the stated goals. And the three important elements in the definition are influence and support, voluntary effort, and goal achievement. Without leadership, an organization is an orchestra without a conductor. We can also define the leadership as; the process of getting others to do what you want, motivating people to get things done mostly through persuasion, providing a vision, and empowering people to do what they want.

Most of us would agree that the leadership plays a very important role in organizations. Recently the need for managerial leadership and the difficulty of providing such leadership has grown considerably because of the increasing complexity of our world. Firms and industries have been forced to restructure in order to remain competitive. The airlines,

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<sup>2</sup> From Organizational Behavior by Hellriegel, Slocum, Woodman.

<sup>3</sup> From Organizational Behavior by John W. Newstrom / Keith Davis



insurance, automobile, health care, and other industries face new competitive pressures every day.

But according to Robbins (1992, pp. 151-2):

‘Leadership may not always be important. Data from numerous studies collectively demonstrate that, in many situations, whatever behaviours leaders exhibit are irrelevant. Certain individual, job, and organizational variables can act as substitutes for leadership, negating the formal leader’s ability to exert either positive or negative influence over subordinate attitudes and effectiveness.’<sup>4</sup>

## 1.2.The Components of Leadership

### ► The Principles of Leadership

#### - Know yourself and seek self-improvement:

In order to know yourself, you have to understand your attributes. And seeking self-improvement means continually strengthening your attributes.

#### - Be technically proficient:

Know your job and have a solid familiarity with your fellow employees’ jobs.

#### - Seek responsibility and take responsibility for your actions:

Search for ways to guide your organization to new heights. When things go wrong, do not blame others. Analyze the situation, take corrective action and move on the next challenge.

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<sup>4</sup> From Organizational Behavior for Hospitality Management by Roy C. Wood.

- Make sound and timely decisions:

Use good problem-solving, decision making and planning tools.

- Set the example:

Be a good role model.

- Know your fellow employees and look out for their well-being:

Sincerely care about other employees.

- Keep others informed

- Ensure that tasks are understood, supervised, and accomplished:

Here, the communication is the key.

- Work as a team:

There should be a team; not a group of people doing their jobs, only.

- Use the full capabilities of your organization

### ► Environment

Every organization has a work environment that dictates to a considerable degree how its leaders respond to problems and opportunities. Leaders influences the environment by three types of actions which make up the organization's personality.

- Goals and performance standards they establish:

Successful organizations have good leaders who set high standards and goals across the entire spectrum such as strategies, plans, presentations, quality, and reliability.

- Values they establish for the organization:

Reflect the concern the organization has for its employees, customers, vendors and surrounding community.

- Business and people concepts they establish:

Concepts define what service and products the organization will offer and the methods and processes of conducting business.

## II. LEADERSHIP CONCEPTS

### 2.1. Leadership-Followership

The concept of leadership cannot be understood without an understanding of followership. There are some questions that we must answer in order to define followers. Are these the people that blindly do what they are told to do? Are these people who report to you? Leadership and followership are linked concepts, neither of which can be comprehended without understanding the other. Leadership and followership are best seen as interrelated roles within an organization.

Good leadership enhances followers just as good followership enhances leaders. In many cases, the follower is a potential leader who chooses not to become active in certain situations. If leadership and followership are seen as interacting roles, the individual is provided choices as to which role to play in different situations and different organizations. It might be said that leadership and followership are arts in which people can become highly skilled.

Rapid changes in society and in business and industry have placed leadership and followership in precarious situations. Many companies and organizations are flattening the organizational chart. This does not apply to education which seems to believe that the more levels or organizational bureaucracy that you can achieve. In the real world, people are expected to take more initiative and more risks. This creates uncertainty on the part of both leaders and followers. The leaders may fear loss of control and uncertainty, and the followers worry about risks of new tasks for which they lack skill and support.



## 2.2. The difference between Management and Leadership

Although leadership is an important part of management, it is not the whole story. The managers and leaders are different from each other. Manager is a skilled technician who plans activities, organizes appropriate structures, and control resources, but the primary role of a leader is to influence others voluntarily to seek defined objectives. Managers hold formal positions, whereas leaders receive their authority from a group because the group has accepted them as leaders. Managers achieve results by directing the activities of others, whereas leader sees and creates the vision, communicates its possibilities, believes in its achievement, inspires others to contribute their best, motivates others to want to belong, stretches and pushes people, and demonstrate the confidence of victorious achievement of the vision.

Barr & Barr uses the term 'leader' in this way:

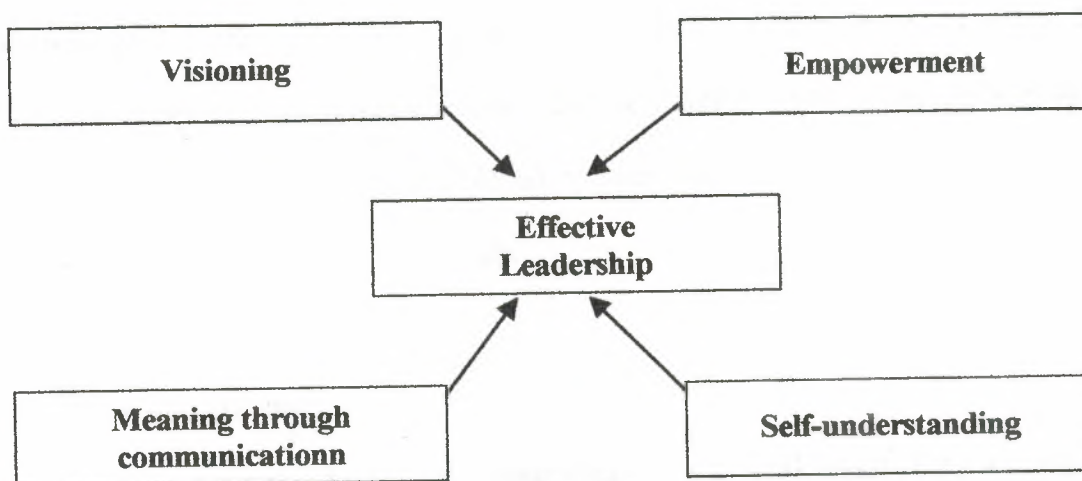
'A leader is more fearless, more clear, more unlimited, more wise, and more courageous than anyone else around.'<sup>5</sup>

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<sup>5</sup> From The Leadership Equation by Lee & Norma Barr, Ph. D..

## 2.3. Leadership Skills

Figure 1-1 **Effective Leadership Skills**



There are four skills of leadership. These are:<sup>6</sup>

### ► Visionary Skills

Leaders have the skill to pull people toward them by creating a new vision. People want to be part of an organization that has a vision larger than reality. When a leader can share his or her vision with others and get them committed to it, this vision 'grabs' others.

### ► Meaning through Communication

Leaders have the skill to effectively communicate with others. Leaders can ensure that tasks are understood, and supervised, in order to achieve the vision.

<sup>6</sup> From *Organizational Behavior* by Hellriegel, Slocum, Woodman.

### ► Empowerment

Empowerment is the skill of sharing power with subordinates. It means that the leader allows followers to share in developing goals and strategies, and the satisfactions derived from reaching those goals. Effective leaders are powerful, but sensitive to the needs of others. The behaviours associated with empowerment include taking delight in subordinate's development, realizing that visions are achieved by teams and not by single individuals, and helping subordinates reach their personal goals.

### ► Self-Understanding

Effective leaders have the skill to recognize their strengths and weaknesses. They are eager to receive feedback on their performance. Effective leaders continually take an inventory of themselves: 'What am I really good at?' 'What are my strengths?' 'What do I lack?' 'What do I need to work on?'

## 2.4. Leadership Styles

### ► The Autocrat

The autocratic leader dominates team-members, using unilateralism to achieve a singular objective. This approach to leadership generally results in passive resistance from team-members and requires continual pressure and direction from the leader in order to get things done. Generally, authoritarian approach is not a good way to get the best performance from a team.

There are some instances where an autocratic style of leadership may not be inappropriate. Some situations may call for urgent action, and in these cases an autocratic style of leadership may be best. In addition, most people are familiar with autocratic leadership and therefore have less trouble adopting that style. Furthermore, in some situations, subordinates may actually prefer an autocratic style.

There are some advantages of autocratic leadership:

- satisfies the leader
- permits quick decisions
- allows the use of less competent subordinates
- provides security and structure for employees.

The main disadvantage is that most employees dislike it, especially if it is extreme to the point of creating fear and frustration.

### ► The Laissez-Faire Manager

The laissez-faire manager exercises little control over this group, leaving them to sort out their roles and tackle their work, without participating in this process himself/herself. In general, this approach leaves the team moving with little direction or motivation. This is also called as 'Delegative Leader.'

Again, there are situations where the laissez-faire approach can be effective. The laissez-faire technique is usually only appropriate when leading a team of highly motivated and skilled people, who have produced excellent work in the past. Once a leader has established that his/her team is confident, capable and motivated, it is often best to step back and let them get on with the task, since interfering can generate resentment and detract from their



effectiveness. By handing over ownership, a leader can empower his group to achieve their goals.

### ► The Democrat

The democratic leader makes decisions by consulting his/her team, while still maintaining control of the group. The democratic leader allows his/her team to decide how the task will be tackled and who will perform which task. This is also known as 'Participative Leader.'

The democratic leader can be seen in two lights:

A good democratic leader encourages participation and delegates wisely, but never loses sight of the fact that he/she bears the crucial responsibility of leadership. He/she values group discussion and input from his team and can be seen as drawing from a pool of his team members' strong points in order to obtain the best performance from his/her team. He/she motivates his/her team by empowering them to direct themselves, and guides them with a loose reign.

However, the democrat can also be seen as being so unsure of himself/herself and his/her relationship with his subordinates that everything is a matter for group discussion and decision. Clearly, this type of 'leader' is not really leading at all.

## 2.5. Leader-Subordinate Relationships

Leadership is considered valuable by subordinates, but leaders become an integral part of a group or team only after proving their value to subordinates.

People in leadership positions gain economic and psychological rewards. However, people seek leadership even when there are no economic rewards. The leaders of poorhouses, orphanage (school for orphans), etc. do not hold paid positions, but they usually exercise leadership.

Leader tries to enhance subordinates satisfaction with their jobs and increase their performance level. A leader can make job satisfaction easier to obtain and increase subordinates' satisfaction by clarifying the nature of task, reducing impediment to successful task completion, and increasing the opportunities for subordinates to obtain job satisfaction.

The personal characteristics of subordinates determine how they will react to a leader's behaviour. For example, subordinates with strong needs for acceptance and affiliation may find immediate need satisfaction in supportive leaders. On the other hand, subordinates with strong needs for autonomy, responsibility, and self-actualization will probably be motivated more by participative and achievement-oriented leaders than by supportive leaders.

When subordinates have a task that is tedious, boring, routine, or unpleasant, an manager can make performance of the task more pleasant by considering and supporting the employees' needs.

So, the leaders should consider and support the employees' need to increase the job satisfaction of employees and their performance.

## 2.6. Leader's Power and Effectiveness

In order to influence others, a person must appeal to one or more of their needs. Power and influence are central to a leader's job. Therefore, here we consider the sources of a leader's power.

### ● Legitimate Power

Followers may do something because the leader has the right to request them to do it and the followers have an obligation to comply. This legitimate power comes from the leader's position in the organization.

### ● Reward Power

Followers may do something to obtain rewards that the leader controls (such as promotions, pay raises, and better assignments). Thus, reward power comes from the leader's ability to provide something desired by followers in return of the followers' desired behaviours.

### ● Coercive Power

Followers may do something to avoid punishments that the leader controls (such as demotions, reprimands, no pay raises, and termination). Unfortunately, coercive power does not encourage desired behaviour.

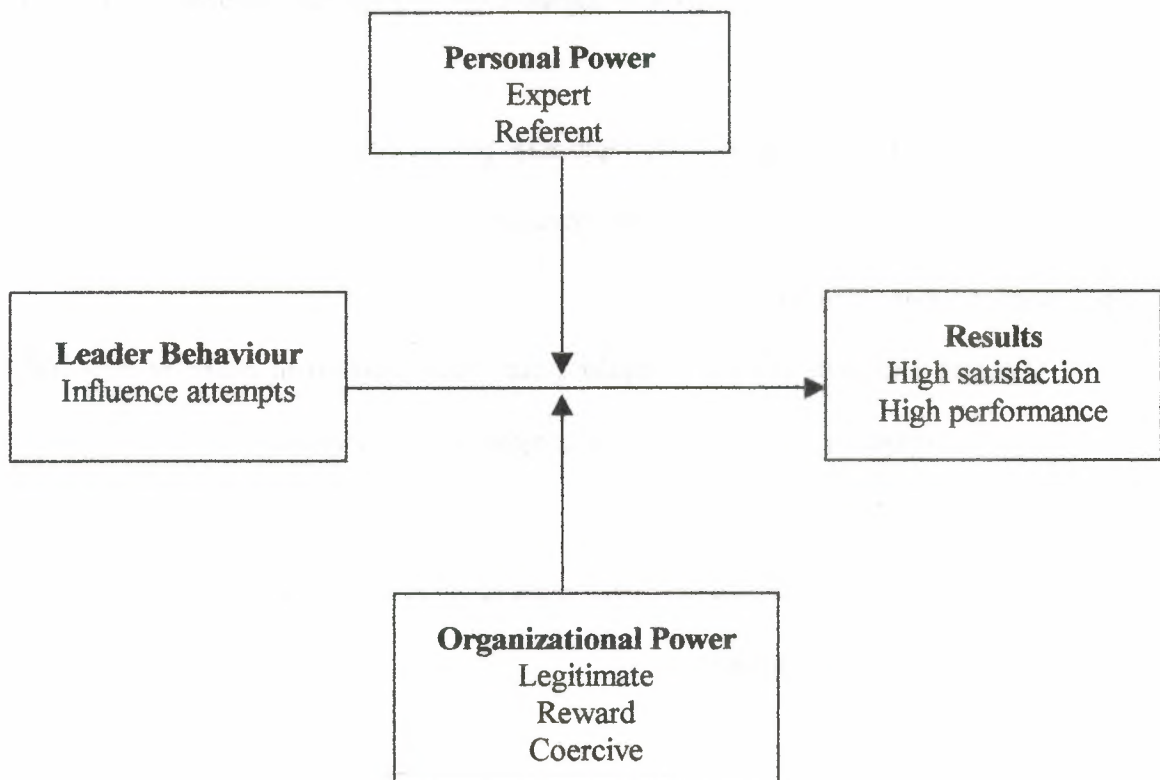
### ● Referent Power

Followers may do something because they admire the leader, want to be like the leader, and want to receive the leader's approval. Referent power is usually associated with individuals who possess admired personal characteristics, such as charisma, integrity, and courage.

### ● Expert Power

Followers may do something because they believe that the leader has special knowledge and expertise and knows what is needed to accomplish the task. Street gangs usually ascribe expert power to those who can fight the best; salespeople to those who sell the most. Expert power has a narrow scope: People tend to be influenced by another person only within that person's area of expertise.

Figure 1-2 Sources of a Leader's Power and Effectiveness<sup>7</sup>



Source: Yukl, G. *Leadership in Organizations*, 43. Copyright 1981 by and adapted with permission of Prentice-Hall, Inc. Englewood Cliffs, N.J.

<sup>7</sup> From *Organizational Behavior* by Hellriegel, Slocum, Woodman.



## 2.7. Factors Affecting Leadership

Managers should be aware of the impact upon those they lead. It is impossible to accurately predict how leadership style will affect followers in every situation. But managers should attempt to learn as much as possible about their influence upon others. The leadership is dependent on the following factors:

- Individual characteristics;
- Professional competence (knowing what to do and how to do it);
- Experience;
- Self-confidence (which stems from professional competence);
- Sound judgment (which develops from a combination of professional competence, self-confidence and experience);
- Accurate decision making (which comes from the above);
- Selecting the appropriate leadership style for the situation.

By focusing on each of these factors, a manager can usually improve his/her ability to lead. Of these factors, the most difficult to affect is confidence, both in oneself and in others.

A lack of confidence usually results in a leader delaying important decisions, making a wrong decision, or worse-making no decision.

Leaders who lack confidence generally have difficulty in diagnosing different situations and coping adequately with these situations. These difficulties result in failure to perform certain functions that lead to desirable results. For example, a leader with little self-confidence will

often exercise close supervision over subordinates. The closeness of supervision may prove disruptive and lead to resentment from the work group.

A lack of confidence could also result in the leader making decisions which are not adequate or are viewed by the group as being harmful. The leader who lacks confidence makes decisions in many instances that compromise followers' morale, rewards and status ranking among the groups.

Another factor that influences confidence is understanding of the task. This is especially important in an emergency when goals are not easily defined. In these circumstances, a prime role of the leader is to display 'paths' and goals for the subordinates. This can only be accomplished if the manager has good knowledge about the task or experience (or, ideally, both). Experience is a critical factor in confidence. There is simply no substitute for experience.

### III. GENERAL VIEW OF MANAGERIAL GRID IN TRNC

#### 3.1. The Managerial Grid

Robert R. Blake and Jane S. Mouton developed the **managerial grid**, which is quite popular among managers as a tool in identifying their style. The grid is based on the leadership style dimensions of concern for people and concern for production.

The grid presents a conceptual frame of reference for guiding the organization development process through various states – teams building, interface conflict solving, ideal strategic corporate modeling, tactical implementation of the model, and stabilization. The process focuses on individual development, team building, conflict solving and strategic modeling.

According to McKee, 'The Grid strategy for change and development is about learning how to use the power in organization life effectively and in a manner that continually reinforces the core values of the corporation. The strategy is about understanding and learning how to build and maintain healthy and productive relationships that are characterized by trust, respect, openness, and candor. Grid is a strategy that provides a framework and practical tools for working with people in the most effective manner possible'.

The Managerial Grid enables people to gain perspective on themselves and the other people in their lives. It simplifies the complex and provides tremendous positive leverage to personal energy. The theory and strategy give a constant and consistent frame of reference for making

sense of the perpetually changing human equation in the workplace. As the companies or organizations are becoming more global, the Managerial Grid is growing internationally.

The grid is used as a development experience to aid the manager in acquiring concern for fellow employees and expertise to accomplish objectives. The six phases are outlined as follows:

**Phase 1 – Seminar Group:** Leaders are introduced to the grid approach and philosophy. During the seminar, the training of leaders is conducted by managers who are already familiar with the grid. A key part of the training is to analyze and assess one's own leadership style.

**Phase 2 – Teamwork:** Each department formulates its own 9-9 description. This phase is an extension of Phase 1, which included the second phase. Managers from the same department are brought together. The intent of Phases 1 and 2 is to enable leaders to learn the grid philosophy, to improve their ability to assess their own leadership style, and to develop cohesiveness among the participants and within individual departments.

**Phase 3 – Inter-Group Interaction:** This phase involves intergroup discussion and analysis of 9-9 specifications. Situations are created whereby tensions and conflicts that exist are analyzed by group members.

**Phase 4 –** Organizational goal setting by the leaders participating in the training program is discussed and analyzed. Such problems as performance, control and accountability are placed in a goal-setting context.



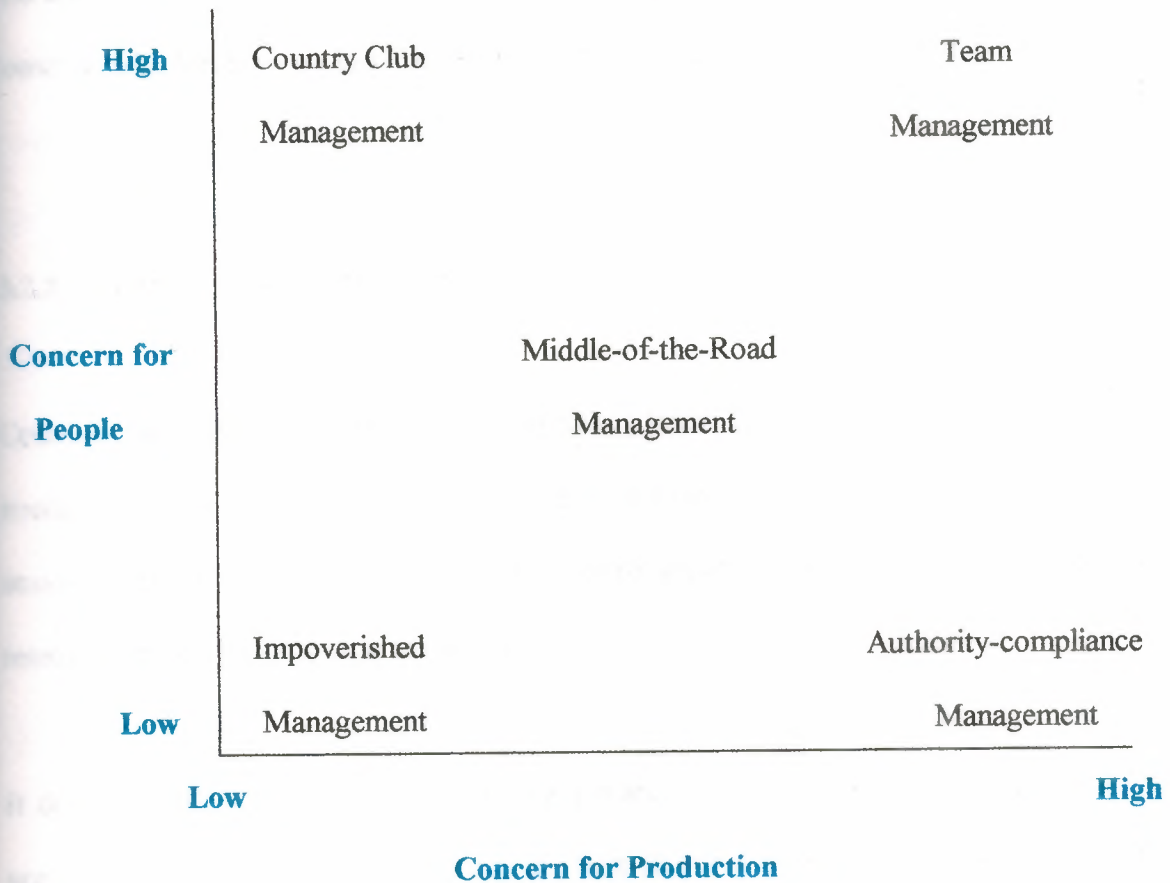
**Phase 5 – Goal Attainment:** The participants attempt to accomplish the goals set in Phase 4. As in Phase 1, the participants meet, but this time the discussion focuses on organizational issues and how to accomplish the goals set in the previous phase.

**Phase 6 – Stabilization:** Attempts are made to determine ways of implementing improvements suggested by the training program. An evaluation of the entire program is conducted at this point.

The managerial grid approach relates task effectiveness and human satisfaction to a formal managerial development program. This program is effective in that the organization's own line managers, not academicians or consultants, run the program; a conceptual framework of management (the grid) is utilized; and the entire managerial hierarchy undergoes development, not just one level (for example, first-line supervisors).

### 3.2. Dimensions of Managerial Grid

#### Blake & Mouton's Managerial Grid



#### 3.2.1. Impoverished Management

Impoverished manager (grid position 1.1) tends to focus on doing no more than is the absolute minimum to get the required work done, and keep his/her superior off his/her back. He or she tends to have very little concern for either the human element or the production level of the team.

It is characterized by the avoidance of responsibility or personal commitment, and by leaving people to work as they see fit. These managers do just enough so that if things go wrong they can say 'I told them what to do – it's not my fault.' They minimize contacts with everyone and are non-committal on any problems. The 1.1 approach typically reveals the frustrations of someone who has been passed over for promotion, or has been in a routine job for years.

### **3.2.2. Country Club Management**

Country club managers (Grid position 1.9) have a tendency to give thoughtful attention to the needs of the people involved in the organization and in creating a comfortable, friendly atmosphere. These are the ones who have lots of social interaction, may put company sports teams or service projects high on his/her list.

It does not push people for production. People are encouraged and supported, their mistakes are overlooked because they are doing the best they can. The key word is togetherness and informal conversation- 'no work discussions during breaks'

Negatives: people avoid disagreements/criticism and production problems are glossed over.

### 3.2.3. Middle-of-the- Road Management

They are also called 'Organization Man'. These managers (Grid position 5.5) are constantly trying to balance the concerns of the workforce and the concern with getting out the work. He or she constantly tries to compromise between the two competing forces, keeping morale reasonable but not excellent and production close to expectations without significantly exceeding them. He or she tends to burn out rapidly as they keep both elements neither happy nor unhappy.

### 3.2.4. Authority-Appliance Management

These managers (Grid position 9.1) focus on productivity with little concern for individuals. A 9.1 manager is a manager exacting taskmaster who expects schedules to be met and people to do as they are told, no more and no less. Anything that goes wrong will be viewed as someone's mistake, and the someone must be found and the blame squarely placed. Managers make decisions – subordinates carry them out. The manager should run the show, and disagreement is likely to be seen as the next thing to insubordination.

Positives: can achieve high production – at least in the short run

Negatives: subordinates' creative energies go into defeating the system rather than improving it. Disagreements are ruled out and suppressed rather than settled. Subordinates do what is required, but no more. Subordinates seem 'obviously' indifferent and apathetic. Win-lose thinking results in a struggle between managers and subordinates.



### 3.2.5. Team Management

The team manager (Grid position 9.9) understands that need for high concern for both the human and the other resources of the organization. Team management is highly participative and considered the most effective because;

- it shows high concern for both production and for people and doesnot accept that these concerns are incompatible

- the team manager seeks to integrate people and production

- morale and managerial inspiration is task related

- it tries to discover the most appropriate and most effective solutions

- it aims at the highest attainable production to which all involved contribute and find their own sense of accomplishment

- people satisfy their own needs through the job and working with others, not through incidental sociability in the Country Club style

- the 9.9 manager assumes that employees who know the stakes are for them and for others in what they are doing will not need boss direction and control. This needs much participation to be achievable

- the manager's responsibility is to see that work is planned and organized by those with a stake in it, not necessarily to do the task personally

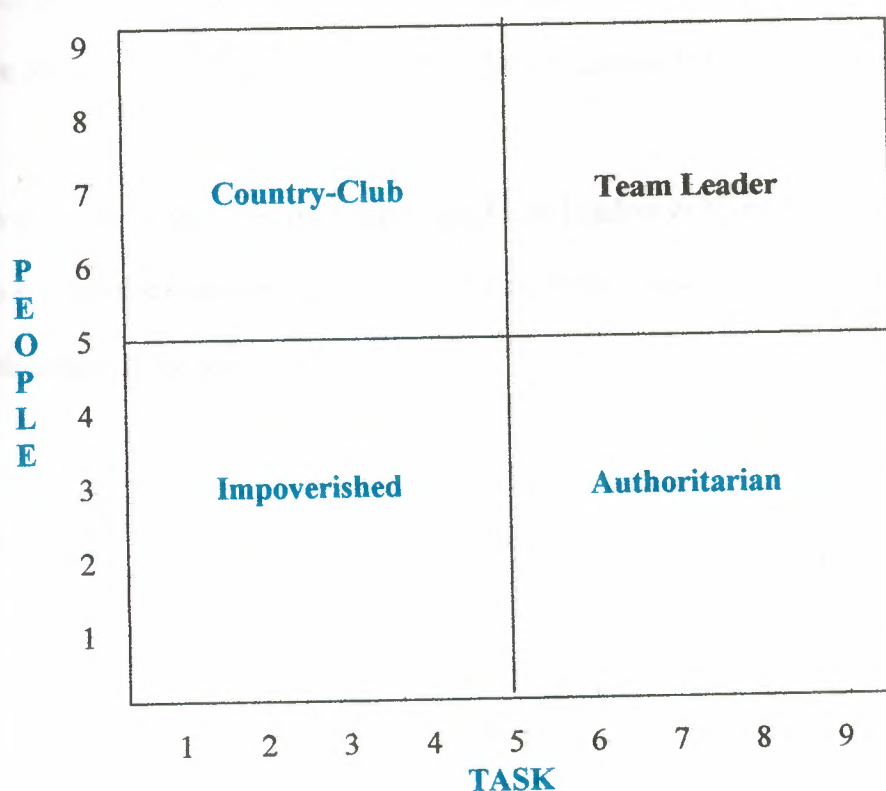
- objectives should be clear to all. They should be demanding but realistic

- even when conflict occurs, problems are confronted directly and openly not as personal disputes. This encourages creativity

- it builds long term development and trust. Organizational performance improvement and the personal growth of those in it are both aims and outcomes of the 9.9 style.

The value in Blake&Mouton's leadership theory is that managers can match their style to the hard demands of production and softer people needs. They can also learn through critique (from colleagues) and feedback (from control outputs) in order to change/improve their management style.

### 3.3. Managerial Grid for Leader's Questionnaire



The result of the questionnaire that I did with 32 leaders in North Cyprus is that the leaders are Team Leaders absolutely. Eighty-four percent of the leaders (27 out of 32) that I did questionnaire described themselves as Team Leaders. The result is shown by black colour.<sup>8</sup>

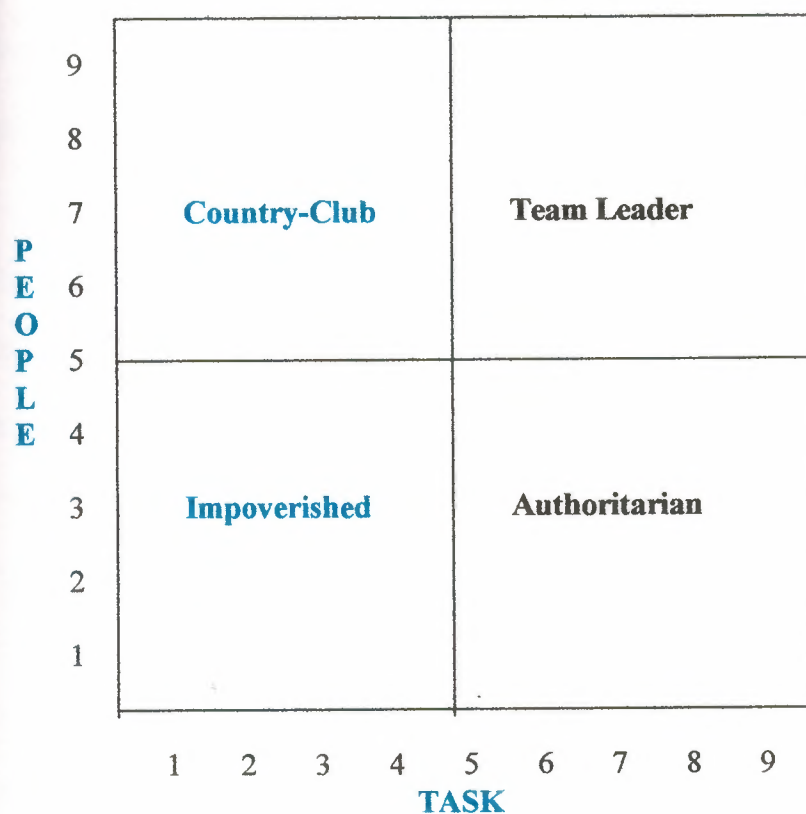
<sup>8</sup> See Appendix C.

In the eyes of leaders themselves, they are perfect leaders, they care about both people and task or production. The relationship with others in the organization, communication, etc. are very important for them while achieving the organizational goals. Communication means, they share their ideas with others and allow others to tell their ideas in the decision making time. This communication causes a good relationship between leaders and subordinates, and also motivates the people to get the necessary things done.

Team leaders can be called as participative leaders or democratic leaders. Because, the members of the team are allowed to participate in decision making process, they feel that they are the part of the team. This allows leaders to achieve better decision for the organization.

In order to be sure that the leaders are Team Leaders in North Cyprus as they described, I had to do questionnaire with employees as well. In the next part, I will mention about the result of this research, as well.

### 3.4. Managerial Grid for Employees' Questionnaire



As I mentioned above, the descriptions of employees are very important in deciding whether the leaders are team leaders or not. But the research that I made by doing questionnaire with employees gave me a very interesting result. It was interested because according to fifty percent of employees, their leaders are autocratic, but according to other fifty percent, their leaders are participative, or in other words, team leaders.<sup>9</sup> I mentioned about the team leaders above, so I want to mention about the autocratic leaders now.

<sup>9</sup> See Appendix C.



The autocratic leaders are self-directed, and do not encourage communication among group members. They make decisions themselves, and tell employees or the group members what to do and how to do it.

## LIMITATIONS

While preparing this study, I faced with many problems. First of all, I could be able to find the information about the managerial grid and leadership on the internet, but the information was limited and the same. To find different information was hard for me.

And as I mentioned above, I had to do questionnaire with bosses and employees, as well. And I think this was the hardest part of my study. My aim was to visit about fifty companies or firms, but I faced with some limitations. For example, many bosses didn't accept to fill the questionnaires. Some filled but didn't allow their employees to fill the questionnaires about them.

Some bosses gave many excuses, because they didn't want to fill. I heard many interesting excuses. For example, one of the bosses told me that 'these questionnaires will be used as an intelligence to the government for taxes and so on' which was the most interesting one. One said 'his employees couldnot understand anything about questionnaires and the statements that are written on the questionnaires.' Some of them said they are so busy, so they can't fill the questionnaires, and they gave me forward dates to visit them again.

In some companies, unfortunately the employees filled the questionnaires under the pressure of their bosses. They were afraid of losing their jobs.

The time was limited, so I couldn't be able to visit fifty firms. Because of these reasons, I could be able to visit only thirty-two firms out of fifty completely.

## CONCLUSION

This study has proved that the need for leadership is growing day by day. Because everything changes everyday in the world and the structure of the organizations, and employees and organizations need leaders to motivate them and to enable them to adapt the changes easily. In this study, I called leaders as bosses, because small businesses exist in North Cyprus. So, the bosses are the leaders at the same time.

Leaders are responsible for motivating, organizing, and influencing others through achieving goals. I concluded that the key word is communication in leadership process. The communication means leaders share their ideas with their subordinates or followers and allow them to participate in the decision making process. Communication enables people and organizations to achieve their goals.

Leadership is the essence of an organization. This study also showed me that an organization can get competitive advantage with its leader. Leader whose ideas and influence can move a company forward, who can add more value to the organization, who cannot only design the strategy but who can execute, can give competitive advantage to the organization.

The result of questionnaires showed me that the team leaders and authoritarian leaders exist in North Cyprus. Actually, if I concluded the results of leaders' questionnaires, I would conclude that leaders are team leaders in North Cyprus. Because eighty-four percent of leaders have described themselves as Team Leader. But I realized that they do not tell the truth. Because when I consider the result of employees' feelings about their bosses or leaders, I concluded that both styles of participative and authoritarian exist in North Cyprus.

I can not say one of the leadership styles is the best in the long-run. Because market circumstances, internal and external circumstances change everyday. So, the effective leadership is what makes business successful in the long-run. Different styles suit different circumstances, and the same manager can use different styles with different groups of workers.



## RECOMMENDATION

The leadership is more important today than ever before, because there are many changes in internal and external environment of the organizations. To adapt these changes easily and to motivate people in achieving the organizational goals, the organizations need effective leadership.

Leaders are flexible, meaning that they apply different leadership style such as autocratic, participative, and laissez-faire. In TRNC, according to the employees' perceptions, the leaders are either autocratic or participative. Leaders in TRNC are not flexible when applying different leadership styles. For example, a leader can an autocratic leader in the situation of telling employees that a procedure is not working correctly, and a new one must be established. In the situation of asking for the employees' ideas and input on creating a new procedure, the leader can behave as a participative leader. And a leader can also delegate tasks among employees or the group members in order to implement the new procedure, which means the leader behaves as laissez-faire leader. So, the leaders in TRNC should also be able to apply different leadership style during their leadership process.

The research shows that leaders in TRNC are not honest, because about eighty-four percent leaders described themselves as Team Leader. But in fact, it is not so. So, the leaders should tell the truth, and be more humanist through their employees and their needs, and though other people who need their help. Telling the truth gives them chance to build the trust among themselves, and their group members. The trust is the main factor that should be included in a relationship. So, leaders in TRNC should build the trust in the group. This can be supported by allowing employees to participate in decision making process. This can motivate the

employees to be more creative, like their work, feel that they are worthy for the company, and they belong to the organization. And this causes a very great teamwork to achieve the organizational goals. So, leaders in TRNC should also allow others to participate in decision making process.

They should be concerned about the human needs of their employees. In TRNC, there are many leaders who want others to do whatever they are told. Leaders in TRNC care about the task rather than the people in the group. But in fact, they should build teamwork, help employees with their problems, and provide psychological support. Additional to these, giving rewards to the employees can help leaders motivate their employees through getting the things done.

Finally, the leaders in TRNC can be trained about planning, organizing, and motivating the group members.

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# APPENDIX A



## LEADERSHIP QUESTIONNAIRE

Below is a list of statements about leadership behaviour. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

Leader's

Name-Surname: \_\_\_\_\_

Status: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

Never			Sometimes			Always
0	1	2	3	4	5	

1. \_\_\_\_\_ I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. \_\_\_\_\_ Nothing is more important than accomplishing a goal or task.
3. \_\_\_\_\_ I closely monitor the schedule to ensure a task or project will be completed in time.
4. \_\_\_\_\_ I enjoy coaching people on new tasks and procedures.
5. \_\_\_\_\_ The more challenging a task is, the more I enjoy it.
6. \_\_\_\_\_ I encourage my employees to be creative about their job.
7. \_\_\_\_\_ When seeing a complex task through to completion, I ensure that every detail is accounted for.
8. \_\_\_\_\_ I find it easy to carry out several complicated tasks at the same time.
9. \_\_\_\_\_ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. \_\_\_\_\_ When correcting mistakes, I do not worry about jeopardizing relationships.
11. \_\_\_\_\_ I manage my time very efficiently.
12. \_\_\_\_\_ I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. \_\_\_\_\_ Breaking large projects into small manageable tasks is second nature to me.
14. \_\_\_\_\_ Nothing is more important than building a great team.
15. \_\_\_\_\_ I enjoy analyzing problems.

16. \_\_\_\_\_ I honour other people's boundaries.
17. \_\_\_\_\_ Counseling my employees to improve their performance or behaviour is second nature to me.
18. \_\_\_\_\_ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

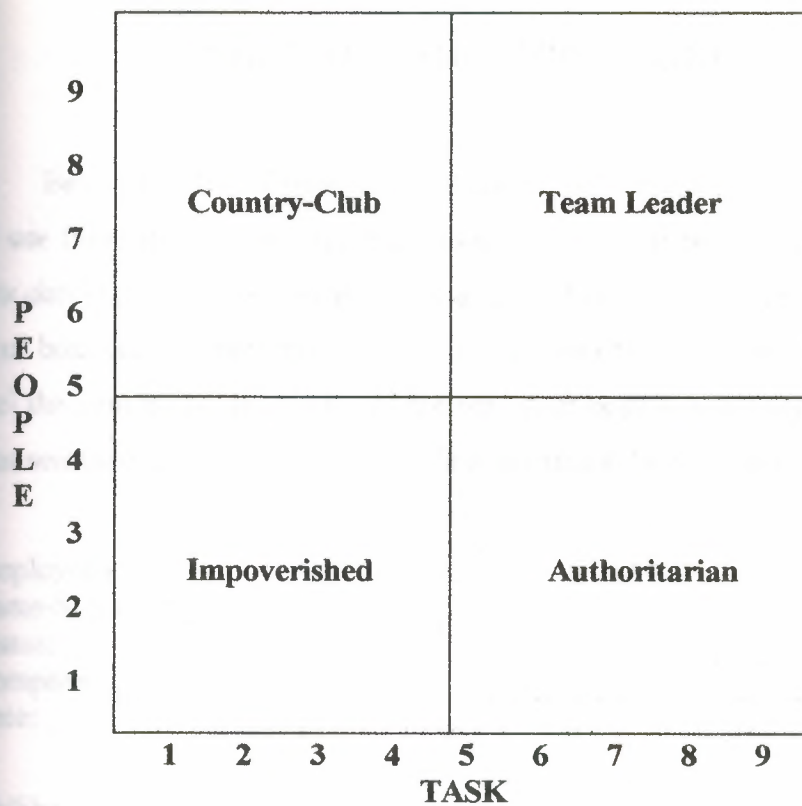
## Scoring Section

After completing the questionnaire, transfer the answers to the spaces below:

People	Task
Question	Question
1. _____	2. _____
4. _____	3. _____
6. _____	5. _____
9. _____	7. _____
10. _____	8. _____
12. _____	11. _____
14. _____	13. _____
16. _____	15. _____
17. _____	18. _____
TOTAL: _____	TOTAL: _____
X 0.2 = _____	X 0.2 = _____
(multiple the Total by 0.2 to get your final score)	(multiple the Total by 0.2 to get your final score)

## Matrix Section

Plot the final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate out of.



## The Results

This chart will give you an idea of your leadership style. But, like any other instrument that attempts to profile a person, you have to take in other factors, such as, how do the employees rate you as a leader?

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left to that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: \_\_\_\_\_

Status: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

He/She

1. \_\_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\_ permits us to use our own judgement in solving problems.
3. \_\_\_\_\_ lets us do our work the way we think best.
4. \_\_\_\_\_ frequently says I and me.
5. \_\_\_\_\_ monopolizes discussion.
6. \_\_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_\_ shares his/her ideas.
8. \_\_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_\_ talks more than listens.
10. \_\_\_\_\_ decides what should be done and how it should be done.
11. \_\_\_\_\_ argues and threatens.
12. \_\_\_\_\_ tolerates postponements and uncertainty.
13. \_\_\_\_\_ is collaborative.
14. \_\_\_\_\_ permits us to set our own paces.
15. \_\_\_\_\_ trusts us to exercise good judgement.
16. \_\_\_\_\_ is reluctant to allow us any freedom of action.
17. \_\_\_\_\_ gives credit and praise where it is due.
18. \_\_\_\_\_ is easily influenced.



## Scoring Section

### Authoritarian

Question 1

4

5

6

8

9

10

11

16

### Participative

Question 2

3

7

12

13

14

15

17

18

# APPENDIX B

## GLOSSARY

### A

**Achievement-oriented leader:** leader who regard the task as more important than any relationship.

**Authoritarian:** refers to 9.1 management on the managerial grid, leader is overly concerned with production to the exclusion of the employees' needs.

**Authority:** the power to give orders, make decisions, influence others.

**Authority-Appliance Management:** see *Authoritarian*.

**Autocratic leader:** dominates team-members to achieve a singular objective.

**Autonomy:** policy of giving employees some discretion and control over job-related decisions.

### C

**Coercive power:** the capacity to punish other people so as to influence them.

**Competitive advantage:** an advantage over competitors gained by leading the other people efficiently and effectively in the organization to achieve specified objectives.

**Components of leadership:** constituents of leadership such as principles of leadership and environment.

**Concern for people:** interest for human beings' needs and the relationship with others.

**Concern for production:** interest for accomplishing a task.

**Country-Club Management:** refers to 1.9 management on the managerial grid, and emphasizes sole concern for people.

## D

**Democrat leader:** leader who makes decisions by consulting the team, while maintaining control of the group.

## E

**Employee:** a person who works for another person or an organization in return for wages.

**Empowerment:** the skill of sharing power with subordinate.

**Environment:** the conditions in which people live, work, etc.

**Expert power:** power that arises from a person's knowledge of and information about a complex situation.

## F

**Feedback:** information from the job itself, management, or other employees that tells workers how well they are performing.

**Followership:** the process of supporting the current leader and being effective subordinate.

## G

**Goals:** concrete formulations of achievements that the organization aims for within set period of time.

**Goal attainment:** achieving the goals that are specified.



## I

**Impoverished Management:** refers to 1.1 management on the managerial grid, and focuses on doing no more than is the absolute minimum to get the required work done.

**Inter-Group Interaction:** the phase involving intergroup discussion and analysis.

## L

**Leader:** one who mobilize others toward a goal shared with followers.

**Leadership:** process of encouraging and helping others to work enthusiastically toward achieving objectives.

**Leadership style:** total pattern of a leader's actions, as perceived by the leader's employees.

**Legitimate power:** power that is delegated legitimately from higher-established authorities to others.

**Leiszez-Faire Manager:** manager who exercise little control over the group, leaving them to sort out their roles and tackle their work, without participating in this process himself.

## M

**Management:** the coordination of organization's resources (human, etc.) to meet the target.

**Manager:** a person who is employed to control, organize, and direct part or all of a business or organization.

**Managerial Grid:** framework of management styles based on the dimensions of concern for people and concern for production (task).

**Meaning through communication:** skill to effectively communicate with others.

**Middle-of-the-Road Management:** refers to 5.5 management on the managerial grid, tries to balance the concern of the workforce and the concern with getting out the work.

**Motivation:** strength of the drive toward an action.

## O

**Objective:** an aim or target.

**Organization:** a group of people, departments, or institutions that work together.

**Organizational Behaviour:** the study of the way in which people behave, their attitudes, and their performance when working together in organization.

**Organization man:** see *Middle-of-the-Road Management*.

**Organizational chart:** a chart illustrating the structure of an organization, in particular it will show for which function of the business each manager is responsible and the chain of responsibility throughout the organization.

## P

**Participation:** mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibility for them.

**Participative leader:** leader who decentralizes authority by consulting with followers.

**Proficient:** expert, well-advanced in a branch of knowledge.

## Q

**Questionnaire:** a printed list of questions or statements sent or given to people, especially to find out about their opinions, choices and behaviour.

## R

**Referent power:** power of possessing admired personal characteristics such as integrity, courage.

**Reward power:** the capacity to control and administer items that are valued by other people so as to influence them.

## S

**Self-actualization:** the need to become all that one is capable of becoming

**Self-understanding:** skill to recognize strengths and weaknesses of oneself.

**Seminar groups:** group of leaders that are trained by managers who are already familiar with the grid during a seminar.

**Stabilization:** attempts are made to determine ways of implementing improvements suggested by the training program.

**Status:** social rank of a person in a group.

**Subordinate:** a person who has a lower or less important position in an organization than someone else.

**Supervision:** the process of watching others work to make sure a job is done properly.

**Supportive leader:** leader who helps employees solve their problem and accomplish their work.

## T

**Team Management:** refers to 9.9 management on managerial grid, focuses on the need for high concern for both the human and the other resources of the organization.

**Teamwork:** the state that occurs when members know their objectives, contribute responsibly and enthusiastically to the task, and support one another.

## V

**Values:** refer to the concern for the organization has for its employees, customer, vendors, and surrounding community.

**Vendor:** a person who sells goods or services.

**Vision:** the art of seeing the invisible.

**Visionary skills:** skill to pull people toward them by creating a new vision.



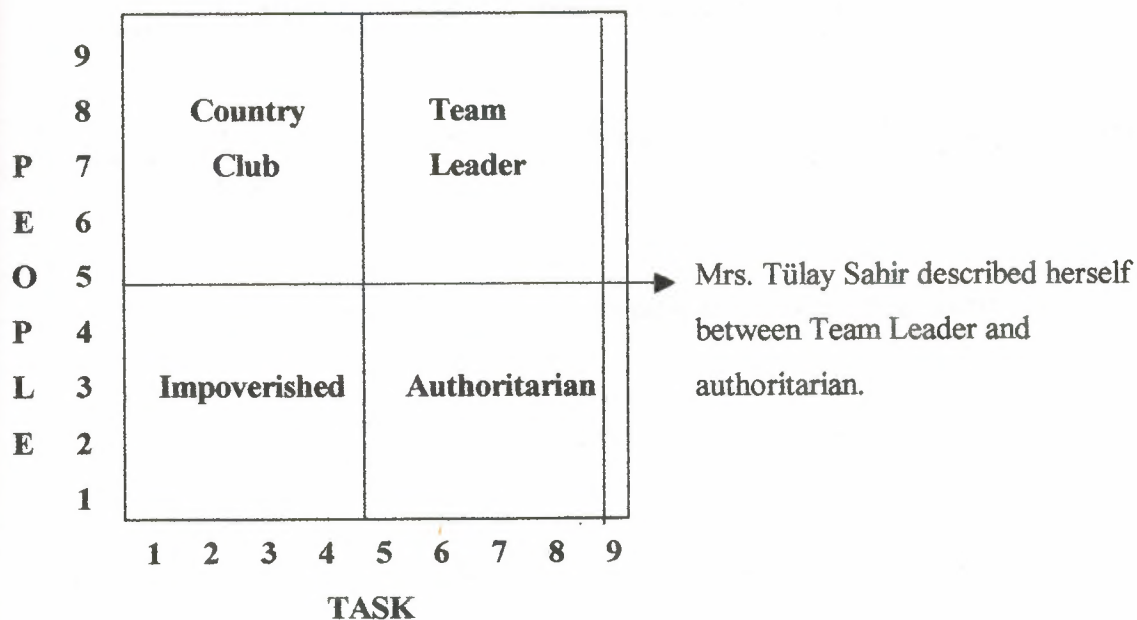
# APPENDIX C

P  
R  
O  
P  
I  
E

## QUESTIONNAIRE IN RAMADAN CEMIL ENTERPRISES LTD.

PEOPLE	TASK
Question 1. <u>  0  </u>	Question 2. <u>  5  </u>
4. <u>  5  </u>	3. <u>  5  </u>
6. <u>  0  </u>	5. <u>  5  </u>
9. <u>  0  </u>	7. <u>  5  </u>
10. <u>  0  </u>	8. <u>  5  </u>
12. <u>  5  </u>	11. <u>  5  </u>
14. <u>  5  </u>	13. <u>  5  </u>
16. <u>  5  </u>	15. <u>  5  </u>
17. <u>  5  </u>	18. <u>  5  </u>
Total: <u> 25 </u>	Total: <u> 45 </u>
X 0.2: <u>  5  </u>	X 0.2: <u>  9  </u>

### MANAGERIAL GRID



Employees described her as an authoritarian leader.

## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Tülay Sahir

Status: Head of finance

Company: Ramadan Cemil Enterprises Ltd.

Date: 08/05/03

Never	Sometimes				Always
0	1	2	3	4	5

1. 0 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 5 Nothing is more important than accomplishing a goal or task.
3. 5 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 5 I enjoy coaching people on new tasks and procedures.
5. 5 The more challenging a task is, the more I enjoy it.
6. 0 I encourage my employees to be creative about their job.
7. 5 When seeing a complex task through to completion, I ensure that every detail is accounted for.

8. 5 I find it easy to carry out several complicated tasks at the same time.
9. 5 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 0 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 5 I manage my time very efficiently.
12. 5 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 5 Breaking large projects into small manageable tasks is second nature to me.
14. 5 Nothing is more important than building a great team.
15. 5 I enjoy analyzing problems.
16. 5 I honour other people's boundaries.
17. 5 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 5 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Ayperı Telgrafcioğlu

Status: Muhasebe elemanı (accountant)

Company: Ramadan Cemil Enterprises Ltd.

Date: 08/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_ permits us to use our own judgement in solving problems.
3. \_\_\_\_ lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_ monopolizes discussion.
6. \_\_\_\_ \* follows standard rules and regulations.
7. \_\_\_\_ shares his/her ideas.
8. \_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_ \* talks more than listens.
10. \_\_\_\_ \* decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_ tolerates postponements and uncertainty.



13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\_ is easily influenced.

1.

2.

3.

4.

5.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Sultan Tunç

Status: Muhasebe elemanı (accountant)

Company: Ramadan Cemil Enterprises Ltd.

Date: 08/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_ permits us to use our own judgement in solving problems.
3. \_\_\_\_ lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_\* monopolizes discussion.
6. \_\_\_\_\* follows standard rules and regulations.
7. \_\_\_\_ shares his/her ideas.
8. \_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_\* talks more than listens.
10. \_\_\_\_\* decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_\* tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_ \* gives credit and praise where it is due.

18. \_\_\_\_\_ \* is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Kezban Poyrazlar

Status: Memur (employee)

Company: Ramadan Cemil Enterprises Ltd.

Date: 08/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.        permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.   \*   frequently says I and me.
5.   \*   monopolizes discussion.
6.        follows standard rules and regulations.
7.   \*   shares his/her ideas.
8.        refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.        argues and threatens.
12.   \*   tolerates postponements and uncertainty.



13. \_\_\_\_\_ is collaborative.
14. \_\_\_\_\_ permits us to set our own paces.
15. \_\_\_\_\_ trusts us to exercise good judgement.
16. \_\_\_\_\_\* is reluctant to allow us any freedom of action.
17. \_\_\_\_\_ gives credit and praise where it is due.
18. \_\_\_\_\_\* is easily influenced.



## QUESTIONNAIRE IN YAZGIN DOVIZ LTD.

### PEOPLE

Question 1. 4

4. 5

6. 4

9. 3

10. 3

12. 5

14. 4

16. 4

17. 5

Total: 37

X 0.2: 7.4

### TASK

Question 2. 3

3. 4

5. 5

7. 4

8. 4

11. 5

13. 4

15. 5

18. 4

Total: 38

X 0.2: 7.6

### MANAGERIAL GRID

	9			
	8	Country	Team	
P	7	Club	Leader	
E	6			
O	5			
P	4			
L	3	Impoverished	Authoritarian	
E	2			
	1			
		1	2	3
		4	5	6
		7	8	9
		TASK		

Mr. Yüksel Yazgın described himself as a Team Leader.

Employees described him as authoritarian leader.

## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Yüksel Yazgın

Status: Hissedar-Yönetici (Director)

Company: Yazgın Döviz Ltd.

Date: 25/05/03

Never	Sometimes	Always
0	1 2 3 4	5

1. 4 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 3 Nothing is more important than accomplishing a goal or task.
3. 4 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 5 I enjoy coaching people on new tasks and procedures.
5. 5 The more challenging a task is, the more I enjoy it.
6. 4 I encourage my employees to be creative about their job.
7. 4 When seeing a complex task through to completion, I ensure that every detail is accounted for.

8. 4 I find it easy to carry out several complicated tasks at the same time.
9. 3 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 3 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 5 I manage my time very efficiently.
12. 5 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 4 Breaking large projects into small manageable tasks is second nature to me.
14. 4 Nothing is more important than building a great team.
15. 5 I enjoy analyzing problems.
16. 4 I honour other people's boundaries.
17. 5 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 4 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Duyal Yazgın

Status: Direktör-Çalışan (Director-Worker)

Company: Yazgın Döviz Ltd.

Date: 25/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.        permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.   \*   frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.        shares his/her ideas.
8.        refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.        argues and threatens.
12.   \*   tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_\* trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_\* gives credit and praise where it is due.

18. \_\_\_\_\_\* is easily influenced.



## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Zalihe Grdr

Status: Vezne alıřanı (worker)

Company: Yazgın Dviz Ltd.

Date: 25/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.   \*   permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.   \*   frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.        shares his/her ideas.
8.        refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.        argues and threatens.
12.   \*   tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_\* trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_\* gives credit and praise where it is due.

18. \_\_\_\_\_\* is easily influenced.

1

2

3

4

5

6

7

8

9

10

11

12

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Özgül Ezgin

Status: Yazılım Mühendisi (engineer of programming)

Company: Yazgın Döviz Ltd.

Date: 25/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.   \*   permits us to use our own judgement in solving problems.
3.   \*   lets us do our work the way we think best.
4.        frequently says I and me.
5.   \*   monopolizes discussion.
6.        follows standard rules and regulations.
7.        shares his/her ideas.
8.   \*   refuses to explain his/her actions.
9.   \*   talks more than listens.
10.        decides what should be done and how it should be done.
11.        argues and threatens.
12.        tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_\* permits us to set our own paces.

15. \_\_\_\_\_\* trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_\* gives credit and praise where it is due.

18. \_\_\_\_\_ is easily influenced.

## QUESTIONNAIRE IN MEDPRONICS

### PEOPLE

Question 1. 2

4. 1

6. 5

9. 2

10. 4

12. 5

14. 5

16. 3

17. 4

Total: 31

X 0.2: 6.2

### TASK

Question 2. 5

3. 5

5. 3

7. 5

8. 3

11. 5

13. 3

15. 5

18. 3

Total: 37

X 0.2: 7.4

### MANAGERIAL GRID

	9			
	8			
P	7	Country Club	Team Leader	
E	6			
O	5			
P	4			
L	3	Impoverished	Authoritarian	
E	2			
	1			
		1	2	3
		4	5	6
		7	8	9
		TASK		

Mr. Said Zeki Avcı described himself as a Team Leader.

Employees described him in between authoritarian and team leader.



## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Emine Toto

Status: Sekreter (secretary)

Company: Medpronics

Date: 12/05/03

He/She

- 37.   \*   listens only to views that agree with his/hers.
- 38.   \*   permits us to use our own judgement in solving problems.
- 39.        lets us do our work the way we think best.
- 40.   \*   frequently says I and me.
- 41.   \*   monopolizes discussion.
- 42.   \*   follows standard rules and regulations.
- 43.   \*   shares his/her ideas.
- 44.   \*   refuses to explain his/her actions.
- 45.   \*   talks more than listens.
- 46.   \*   decides what should be done and how it should be done.
- 47.        argues and threatens.
- 48.        tolerates postponements and uncertainty.

49. \_\_\_\_\_ is collaborative.

50. \_\_\_\_\_ permits us to set our own paces.

51. \_\_\_\_\_ trusts us to exercise good judgement.

52. \_\_\_\_\_ is reluctant to allow us any freedom of action.

53. \_\_\_\_\_ gives credit and praise where it is due.

54. \_\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Sultan Kızılkara

Status: Sekreter (secretary)

Company: Medpronics

Date: 12/05/03

He/She

19.   \*   listens only to views that agree with his/hers.
20.        permits us to use our own judgement in solving problems.
21.        lets us do our work the way we think best.
22.        frequently says I and me.
23.        monopolizes discussion.
24.   \*   follows standard rules and regulations.
25.   \*   shares his/her ideas.
26.        refuses to explain his/her actions.
27.   \*   talks more than listens.
28.   \*   decides what should be done and how it should be done.
29.        argues and threatens.
30.        tolerates postponements and uncertainty.

31. \_\_\_\_\_ is collaborative.

32. \_\_\_\_\_ permits us to set our own paces.

33. \_\_\_\_\_ trusts us to exercise good judgement.

34. \_\_\_\_\_ is reluctant to allow us any freedom of action.

35. \_\_\_\_\_ gives credit and praise where it is due.

36. \_\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Süer Üney

Status: \_\_\_\_\_

Company: Medpronics

Date: 12/05/03

He/She

1. \_\_\_\_\_ listens only to views that agree with his/hers.
2.   \* \_\_\_\_\_ permits us to use our own judgement in solving problems.
3. \_\_\_\_\_ lets us do our work the way we think best.
4. \_\_\_\_\_ frequently says I and me.
5. \_\_\_\_\_ monopolizes discussion.
6.   \* \_\_\_\_\_ follows standard rules and regulations.
7.   \* \_\_\_\_\_ shares his/her ideas.
8. \_\_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_\_ talks more than listens.
10.   \* \_\_\_\_\_ decides what should be done and how it should be done.
11. \_\_\_\_\_ argues and threatens.
12. \_\_\_\_\_ tolerates postponements and uncertainty.



13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\*\_\_\_\_ is easily influenced.

# QUESTIONNAIRE IN FELLAHOĞLU KUYUMCULUK

**PEOPLE**

Question 1. 5

4. 5

6. 5

9. 5

10. 5

12. 5

14. 5

16. 5

17. 5

Total: 45

X 0.2: 9

**TASK**

Question 2. 3

3. 5

5. 3

7. 5

8. 5

11. 5

13. 5

15. 5

18. 5

Total: 41

X 0.2: 8.2

## MANAGERIAL GRID

9										
8										
P	7									
E	6									
O	5									
P	4									
L	3									
E	2									
1										
		1	2	3	4	5	6	7	8	9
		TASK								

→ Mrs. Gamze Fellahoğlu described herself as a Team Leader.

Employees described her as a participative (team) leader.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Ümmahan Bektas

Status: -----

Company: Fellahoğlu Kuyumculuk

Date: 23/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_ monopolizes discussion.
6. \_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_\* shares his/her ideas.
8. \_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_ talks more than listens.
10. \_\_\_\_ decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_\* tolerates postponements and uncertainty.

13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_\*\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\*\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\*\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\*\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Yonca Öksüzöğlü

Status: Müdür

Company: Fellahoğlu Kuyumculuk

Date: 23/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_ monopolizes discussion.
6. \_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_\* shares his/her ideas.
8. \_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_ talks more than listens.
10. \_\_\_\_ decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_\* tolerates postponements and uncertainty.



13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\*\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\*\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Zeynep İldiz

Status: \_\_\_\_\_

Company: Fellahoğlu Kuyumculuk

Date: 23/05/03

He/She

1. \_\_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_\_ frequently says I and me.
5. \_\_\_\_\_ monopolizes discussion.
6. \_\_\_\_\_\* follows standard rules and regulations.
7. \_\_\_\_\_\* shares his/her ideas.
8. \_\_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_\_\* talks more than listens.
10. \_\_\_\_\_\* decides what should be done and how it should be done.
11. \_\_\_\_\_ argues and threatens.
12. \_\_\_\_\_\* tolerates postponements and uncertainty.

13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_\*\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\*\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\*\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\*\_\_\_\_ is easily influenced.

F  
E  
O  
P  
L  
E

## QUESTIONNAIRE IN SARUHAN RESTAURANT

### PEOPLE

Question 1. 2

4. 5

6. 5

9. 5

10. 0

12. 2

14. 5

16. 4

17. 4

Total: 32

X 0.2: 6.4

### TASK

Question 2. 5

3. 5

5. 2

7. 5

8. 2

11. 5

13. 2

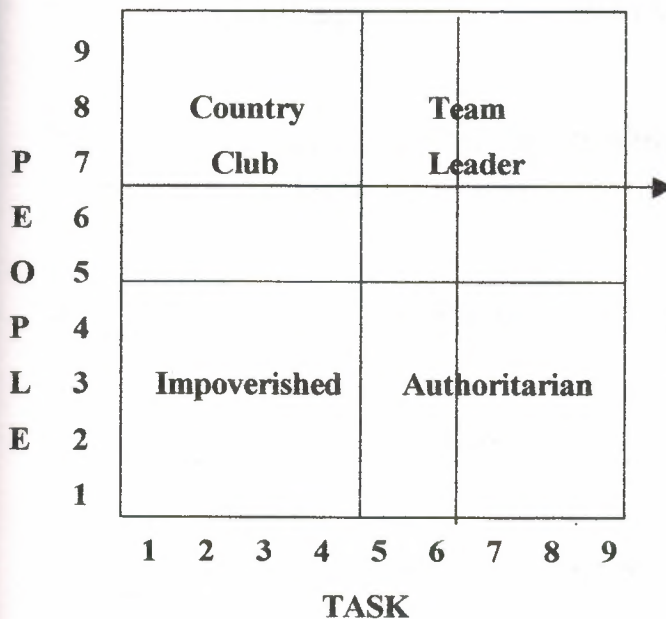
15. 3

18. 3

Total: 32

X 0.2: 6.4

### MANAGERIAL GRID



Mr. Kaner Saruhan described himself as a Team Leader. But he did not allow me to do questionnaire his employees.

## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Kaner Saruhan

Status: Restorant Sahibi (the owner of the restaurant)

Company: Saruhan Restaurant

Date: 02/05/03

Never	Sometimes	Always
0 1 2 3 4		5

1. 2 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 5 Nothing is more important than accomplishing a goal or task.
3. 5 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 5 I enjoy coaching people on new tasks and procedures.
5. 2 The more challenging a task is, the more I enjoy it.
6. 5 I encourage my employees to be creative about their job.
7. 5 When seeing a complex task through to completion, I ensure that every detail is accounted for.



8. 2 I find it easy to carry out several complicated tasks at the same time.
9. 5 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 0 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 5 I manage my time very efficiently.
12. 2 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 2 Breaking large projects into small manageable tasks is second nature to me.
14. 5 Nothing is more important than building a great team.
15. 3 I enjoy analyzing problems.
16. 4 I honour other people's boundaries.
17. 4 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 3 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## QUESTIONNAIRE IN CYPEX CO. LTD.

### PEOPLE

Question 1. 2

4. 3

6. 4

9. 3

10. 3

12. 4

14. 3

16. 4

17. 4

Total: 30

X 0.2: 6

### TASK

Question 2. 4

3. 5

5. 4

7. 4

8. 3

11. 5

13. 4

15. 4

18. 4

Total: 37

X 0.2: 7.4

### MANAGERIAL GRID

	9			
	8			
P	7	Country Club	Team Leader	
E	6			
O	5			
P	4			
L	3	Impoverished	Authoritarian	
E	2			
	1			
		1	2	3
		4	5	6
		7	8	9
		TASK		

Mr. İbrahim Fikretler described himself as a Team Leader. But he did not allow me to do questionnaire his employees.

## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: İbrahim Fikretler

Status: Mali İşler Md. (manager of finance)

Company: Cypex Co. Ltd.

Date: 23/05/03

Never	Sometimes	Always
0	1 2 3 4	5

1. 2 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 4 Nothing is more important than accomplishing a goal or task.
3. 5 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 3 I enjoy coaching people on new tasks and procedures.
5. 4 The more challenging a task is, the more I enjoy it.
6. 4 I encourage my employees to be creative about their job.
7. 4 When seeing a complex task through to completion, I ensure that every detail is accounted for.

8.   3   I find it easy to carry out several complicated tasks at the same time.
9.   3   I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10.   3   When correcting mistakes, I do not worry about jeopardizing relationships.
11.   5   I manage my time very efficiently.
12.   4   I enjoy explaining the intricacies and details of a complex task or project to my employees.
13.   4   Breaking large projects into small manageable tasks is second nature to me.
14.   3   Nothing is more important than building a great team.
15.   4   I enjoy analyzing problems.
16.   4   I honour other people's boundaries.
17.   4   Counseling my employees to improve their performance or behaviour is second nature to me.
18.   4   I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## QUESTIONNAIRE IN NAZIM ERÇİKALAR LTD.

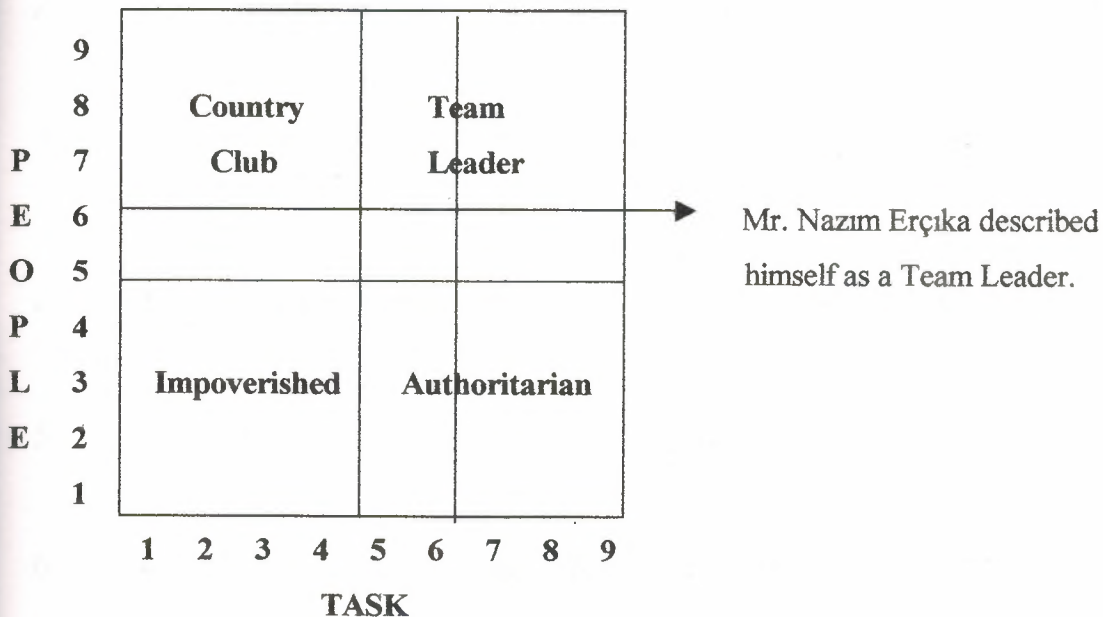
### PEOPLE

Question 1. 3  
 4. 3  
 6. 4  
 9. 2  
 10. 0  
 12. 5  
 14. 3  
 16. 5  
 17. 5  
 Total: 30  
 X 0.2: 6

### TASK

Question 2. 2  
 3. 5  
 5. 2  
 7. 5  
 8. 5  
 11. 5  
 13. 5  
 15. 4  
 18. 0  
 Total: 33  
 X 0.2: 6.6

### MANAGERIAL GRID



Employees described him as a participative (team) leader.



## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Nazım Erçika

Status: Patron (boss)

Company: Nazım Erçika Co. Ltd.

Date: 15/05/03

Never	Sometimes				Always
0	1	2	3	4	5

1. 3 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 2 Nothing is more important than accomplishing a goal or task.
3. 5 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 3 I enjoy coaching people on new tasks and procedures.
5. 2 The more challenging a task is, the more I enjoy it.
6. 4 I encourage my employees to be creative about their job.
7. 5 When seeing a complex task through to completion, I ensure that every detail is accounted for.

8. 5 I find it easy to carry out several complicated tasks at the same time.
9. 2 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 0 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 5 I manage my time very efficiently.
12. 5 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 5 Breaking large projects into small manageable tasks is second nature to me.
14. 3 Nothing is more important than building a great team.
15. 4 I enjoy analyzing problems.
16. 5 I honour other people's boundaries.
17. 0 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 5 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Fatoş Kızılyürek

Status: Sekreter (secretary)

Company: Nazım Erçika Co. Ltd.

Date: 15/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_ permits us to use our own judgement in solving problems.
3. \_\_\_\_ \* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_ monopolizes discussion.
6. \_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_ shares his/her ideas.
8. \_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_ talks more than listens.
10. \_\_\_\_ \* decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_ tolerates postponements and uncertainty.

13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_ is easily influenced.



## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Tanju Öznahit

Status: Satış Müdürü (sales manager)

Company: Nazım Erçika Co. Ltd.

Date: 15/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_\* monopolizes discussion.
6. \_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_\* shares his/her ideas.
8. \_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_ talks more than listens.
10. \_\_\_\_\* decides what should be done and how it should be done.
11. \_\_\_\_\* argues and threatens.
12. \_\_\_\_ tolerates postponements and uncertainty.



13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Hale Mutlucan

Status: Kasiyer (cashier)

Company: Nazım Erçika Co. Ltd.

Date: 15/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_ monopolizes discussion.
6. \_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_ shares his/her ideas.
8. \_\_\_\_\* refuses to explain his/her actions.
9. \_\_\_\_ talks more than listens.
10. \_\_\_\_\* decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_ tolerates postponements and uncertainty.

13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_\*\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_ is easily influenced.

## QUESTIONNAIRE IN FAH-SA TRADING LTD.

### PEOPLE

Question 1. 4

4. 5

6. 4

9. 3

10. 3

12. 5

14. 5

16. 4

17. 5

Total: 38

X 0.2: 7.6

### TASK

Question 2. 3

3. 4

5. 2

7. 5

8. 3

11. 5

13. 4

15. 4

18. 4

Total: 34

X 0.2: 6.8

### MANAGERIAL GRID

		</								

Mr. Fahri Yönde described himself as a Team Leader.

Employees described him as a participative (team) leader.

## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Fahri Yönder

Status: İşletmeci (businessman)

Company: Fah-Sa Trading Ltd.

Date: 23/04/03

Never	Sometimes	Always
0 1 2 3 4 5		

1. 4 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 3 Nothing is more important than accomplishing a goal or task.
3. 4 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 5 I enjoy coaching people on new tasks and procedures.
5. 2 The more challenging a task is, the more I enjoy it.
6. 4 I encourage my employees to be creative about their job.
7. 5 When seeing a complex task through to completion, I ensure that every detail is accounted for.



8. 3 I find it easy to carry out several complicated tasks at the same time.
9. 3 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 3 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 5 I manage my time very efficiently.
12. 5 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 4 Breaking large projects into small manageable tasks is second nature to me.
14. 5 Nothing is more important than building a great team.
15. 4 I enjoy analyzing problems.
16. 4 I honour other people's boundaries.
17. 5 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 4 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Mustafa Sülünlülü

Status: İşci (worker)

Company: Fah-Sa Trading Ltd.

Date: 23/04/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_\* monopolizes discussion.
6. \_\_\_\_\* follows standard rules and regulations.
7. \_\_\_\_ shares his/her ideas.
8. \_\_\_\_\* refuses to explain his/her actions.
9. \_\_\_\_\* talks more than listens.
10. \_\_\_\_\* decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_\* tolerates postponements and uncertainty.

13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_\*\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\*\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\*\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\*\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Muhsin Baykuş

Status: İşçi (worker)

Company: Fah-Sa Trading Ltd.

Date: 23/04/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.   \*   permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.        frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.   \*   shares his/her ideas.
8.        refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.        argues and threatens.
12.   \*   tolerates postponements and uncertainty.

13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_\*\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\*\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\*\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\*\_\_\_\_ is easily influenced.



## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Alpay Simitcioğlu

Status: İşci (worker)

Company: Fah-Sa Trading Ltd.

Date: 23/04/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.   \*   permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.        frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.   \*   shares his/her ideas.
8.        refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.        argues and threatens.
12.   \*   tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_\* trusts us to exercise good judgement.

16. \_\_\_\_\_\* is reluctant to allow us any freedom of action.

17. \_\_\_\_\_\* gives credit and praise where it is due.

18. \_\_\_\_\_\* is easily influenced.

## QUESTIONNAIRE IN YESILADA COLLECTION

### PEOPLE

Question 1. 5  
 4. 5  
 6. 5  
 9. 4  
 10. 4  
 12. 5  
 14. 5  
 16. 5  
 17. 5  
 Total: 43  
 X 0.2: 8.6

### TASK

Question 2. 5  
 3. 5  
 5. 4  
 7. 5  
 8. 4  
 11. 5  
 13. 5  
 15. 4  
 18. 5  
 Total: 42  
 X 0.2: 8.4

### MANAGERIAL GRID

	9			
	8			
P	7			
E	6			
O	5			
P	4			
L	3			
E	2			
	1			
		1	2	3
		4	5	6
		7	8	9
		TASK		

→ Mrs. Berna Yeşilada described herself as a Team Leader.

Employees described her as a participative (team) leader.

## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Berin Yeşilada

Status: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

Never	Sometimes	Always
0	1 2 3 4	5

1. 5 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 5 Nothing is more important than accomplishing a goal or task.
3. 5 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 5 I enjoy coaching people on new tasks and procedures.
5. 4 The more challenging a task is, the more I enjoy it.
6. 5 I encourage my employees to be creative about their job.
7. 5 When seeing a complex task through to completion, I ensure that every detail is accounted for.

8. 4 I find it easy to carry out several complicated tasks at the same time.
9. 4 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 4 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 5 I manage my time very efficiently.
12. 5 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 5 Breaking large projects into small manageable tasks is second nature to me.
14. 5 Nothing is more important than building a great team.
15. 4 I enjoy analyzing problems.
16. 5 I honour other people's boundaries.
17. 5 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 5 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.



## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Zekiye Bayar

Status: Tezgahtar (shop- assistant)

Company: Yeşilada Collection

Date: 28/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_\* monopolizes discussion.
6. \_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_\* shares his/her ideas.
8. \_\_\_\_\* refuses to explain his/her actions.
9. \_\_\_\_ talks more than listens.
10. \_\_\_\_ decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_\* tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_\* permits us to set our own paces.

15. \_\_\_\_\_\* trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_\* gives credit and praise where it is due.

18. \_\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Ayşe Denizsev

Status: Tezgahtar (shop- assistant)

Company: Yeşilada Collection

Date: 28/05/03

He/She

1. \_\_\_\_ listens only to views that agree with his/hers.
2. \_\_\_\_\* permits us to use our own judgement in solving problems.
3. \_\_\_\_\* lets us do our work the way we think best.
4. \_\_\_\_ frequently says I and me.
5. \_\_\_\_\* monopolizes discussion.
6. \_\_\_\_ follows standard rules and regulations.
7. \_\_\_\_\* shares his/her ideas.
8. \_\_\_\_ refuses to explain his/her actions.
9. \_\_\_\_\* talks more than listens.
10. \_\_\_\_ decides what should be done and how it should be done.
11. \_\_\_\_ argues and threatens.
12. \_\_\_\_\* tolerates postponements and uncertainty.

13. \_\_\_\_\*\_\_\_\_ is collaborative.
14. \_\_\_\_\*\_\_\_\_ permits us to set our own paces.
15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.
16. \_\_\_\_ is reluctant to allow us any freedom of action.
17. \_\_\_\_\*\_\_\_\_ gives credit and praise where it is due.
18. \_\_\_\_ is easily influenced.

## QUESTIONNAIRE IN CÖMERT MARKET

### PEOPLE

Question 1. 2  
 4. 0  
 6. 3  
 9. 0  
 10. 3  
 12. 2  
 14. 2  
 16. 5  
 17. 4  
 Total: 21  
 X 0.2: 4.2

### TASK

Question 2. 4  
 3. 1  
 5. 4  
 7. 5  
 8. 2  
 11. 1  
 13. 2  
 15. 5  
 18. 5  
 Total: 29  
 X 0.2: 5.8

### MANAGERIAL GRID

9									
8									
P 7									
E 6									
O 5									
P 4									
L 3									
E 2									
1									
	1	2	3	4	5	6	7	8	9

Mr. Aykut Hubeyli described himself as an Authoritarian.

Employees described him as an authoritarian leader.



## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Aykut Hubeyli

Status: Market sahibi (the owner of the supermarket)

Company: Cömert Market

Date: 16/05/03

Never	Sometimes	Always
0	1 2 3 4	5

1. 2 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 4 Nothing is more important than accomplishing a goal or task.
3. 1 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 0 I enjoy coaching people on new tasks and procedures.
5. 4 The more challenging a task is, the more I enjoy it.
6. 3 I encourage my employees to be creative about their job.
7. 5 When seeing a complex task through to completion, I ensure that every detail is accounted for.

8. 2 I find it easy to carry out several complicated tasks at the same time.
9. 0 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 3 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 1 I manage my time very efficiently.
12. 2 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 2 Breaking large projects into small manageable tasks is second nature to me.
14. 2 Nothing is more important than building a great team.
15. 5 I enjoy analyzing problems.
16. 5 I honour other people's boundaries.
17. 4 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 5 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Sermin Hubeyli

Status: Kasiyer (cashier)

Company: Cömert Market

Date: 16/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.   \*   permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.        frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.        shares his/her ideas.
8.        refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.        argues and threatens.
12.   \*   tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_\* gives credit and praise where it is due.

18. \_\_\_\_\_ is easily influenced.



## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Aygün Koç

Status: Temizlik görevlisi (cleaner)

Company: Cömert Market

Date: 16/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.        permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.   \*   frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.        shares his/her ideas.
8.   \*   refuses to explain his/her actions.
9.        talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.        argues and threatens.
12.        tolerates postponements and uncertainty.



13. \_\_\_\_\_ is collaborative.
14. \_\_\_\_\_ permits us to set our own paces.
15. \_\_\_\_\_ trusts us to exercise good judgement.
16. \_\_\_\_\_ is reluctant to allow us any freedom of action.
17. \_\_\_\_\_\* gives credit and praise where it is due.
18. \_\_\_\_\_ is easily influenced.

## QUESTIONNAIRE IN AKVA

### PEOPLE

Question 1. 0

4. 4

6. 4

9. 2

10. 4

12. 4

14. 5

16. 2

17. 5

Total: 30

X 0.2: 6

### TASK

Question 2. 5

3. 5

5. 5

7. 5

8. 5

11. 5

13. 2

15. 3

18. 3

Total: 38

X 0.2: 7.6

### MANAGERIAL GRID

9			
8			
P 7	Country	Team	
E 6	Club	Leader	
O 5			
P 4			
L 3	Impoverished	Authoritarian	
E 2			
1			
	1	2	3
	4	5	6
	7	8	9
	TASK		

Mr. Öncel Özbahadır  
described himself as a Team  
Leader.

Employees described him as an authoritarian leader.

## LEADERSHIP QUESTIONNAIRE

The objective of this questionnaire is to determine the degree that a person likes working with tasks and other people.

Below is a list of statements about leadership behaviour. Please read each one carefully, then, by using the following scale, decide the extent to which it actually applies to you. For best results, please answer as truthfully as possible.

Leader's

Name-Surname: Öncel Özbahadır

Status: Sirket sahibi (the owner of the firm)

Company: AKVA

Date: 05/05/03

Never	Sometimes	Always
0	1 2 3 4	5

1. 0 I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. 5 Nothing is more important than accomplishing a goal or task.
3. 5 I closely monitor the schedule to ensure a task or project will be completed in time.
4. 4 I enjoy coaching people on new tasks and procedures.
5. 5 The more challenging a task is, the more I enjoy it.
6. 4 I encourage my employees to be creative about their job.
7. 5 When seeing a complex task through to completion, I ensure that every detail is accounted for.

8. 3 I find it easy to carry out several complicated tasks at the same time.
9. 5 I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. 1 When correcting mistakes, I do not worry about jeopardizing relationships.
11. 4 I manage my time very efficiently.
12. 2 I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. 4 Breaking large projects into small manageable tasks is second nature to me.
14. 4 Nothing is more important than building a great team.
15. 5 I enjoy analyzing problems.
16. 5 I honour other people's boundaries.
17. 5 Counseling my employees to improve their performance or behaviour is second nature to me.
18. 5 I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Ali Ciddi

Status: Soför (bus driver)

Company: AKVA

Date: 05/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.        permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.   \*   frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.        shares his/her ideas.
8.   \*   refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.   \*   argues and threatens.
12.        tolerates postponements and uncertainty.



13. \_\_\_\_\*\_\_\_\_ is collaborative.

14. \_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\*\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\*\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Ulusay Fellahoğlu

Status: Şoför (bus driver)

Company: AKVA

Date: 05/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.   \*   permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.   \*   frequently says I and me.
5.   \*   monopolizes discussion.
6.   \*   follows standard rules and regulations.
7.   \*   shares his/her ideas.
8.   \*   refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.   \*   argues and threatens.
12.   \*   tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.

14. \_\_\_\_\_ permits us to set our own paces.

15. \_\_\_\_\_ trusts us to exercise good judgement.

16. \_\_\_\_\_ is reluctant to allow us any freedom of action.

17. \_\_\_\_\_ gives credit and praise where it is due.

18. \_\_\_\_\_ is easily influenced.

## BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statements describing different actions, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this checklist, read **each item**, one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (\*) immediately to the left of that item. If you feel the item is not descriptive of the way your boss acts in interactions with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employee's

Name-Surname: Ali Zorlu

Status: Şoför (bus driver)

Company: AKVA

Date: 05/05/03

He/She

1.   \*   listens only to views that agree with his/hers.
2.        permits us to use our own judgement in solving problems.
3.        lets us do our work the way we think best.
4.   \*   frequently says I and me.
5.   \*   monopolizes discussion.
6.        follows standard rules and regulations.
7.        shares his/her ideas.
8.   \*   refuses to explain his/her actions.
9.   \*   talks more than listens.
10.   \*   decides what should be done and how it should be done.
11.   \*   argues and threatens.
12.        tolerates postponements and uncertainty.

13. \_\_\_\_\_ is collaborative.
14. \_\_\_\_\_ permits us to set our own paces.
15. \_\_\_\_\_ trusts us to exercise good judgement.
16. \_\_\_\_\_ is reluctant to allow us any freedom of action.
17. \_\_\_\_\_ gives credit and praise where it is due.
18. \_\_\_\_\_\* is easily influenced.



## QUESTIONNAIRE IN KIBRISONLINE LTD.

**PEOPLE**

Question 1. 5

4. 5

6. 4

9. 4

10. 2

12. 4

14. 4

16. 5

17. 4

Total: 37

X 0.2: 7.4

**TASK**

Question 2. 3

3. 4

5. 5

7. 5

8. 3

11. 3

13. 4

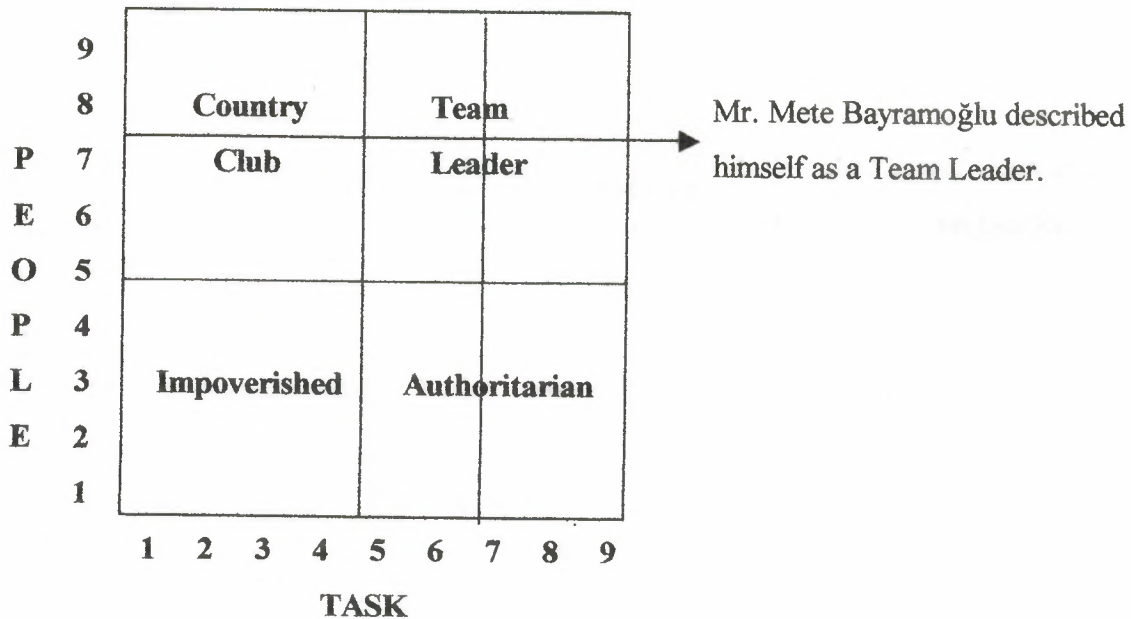
15. 5

18. 3

Total: 35

X 0.2: 7

### MANAGERIAL GRID



Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN AKÇIN TEMİZLİK-PAZARLAMA LTD.

**PEOPLE**

Question 1. 4

4. 4

6. 5

9. 4

10. 1

12. 4

14. 3

16. 5

17. 4

Total: 34

X 0.2: 6.8

**TASK**

Question 2. 3

3. 5

5. 3

7. 3

8. 2

11. 5

13. 4

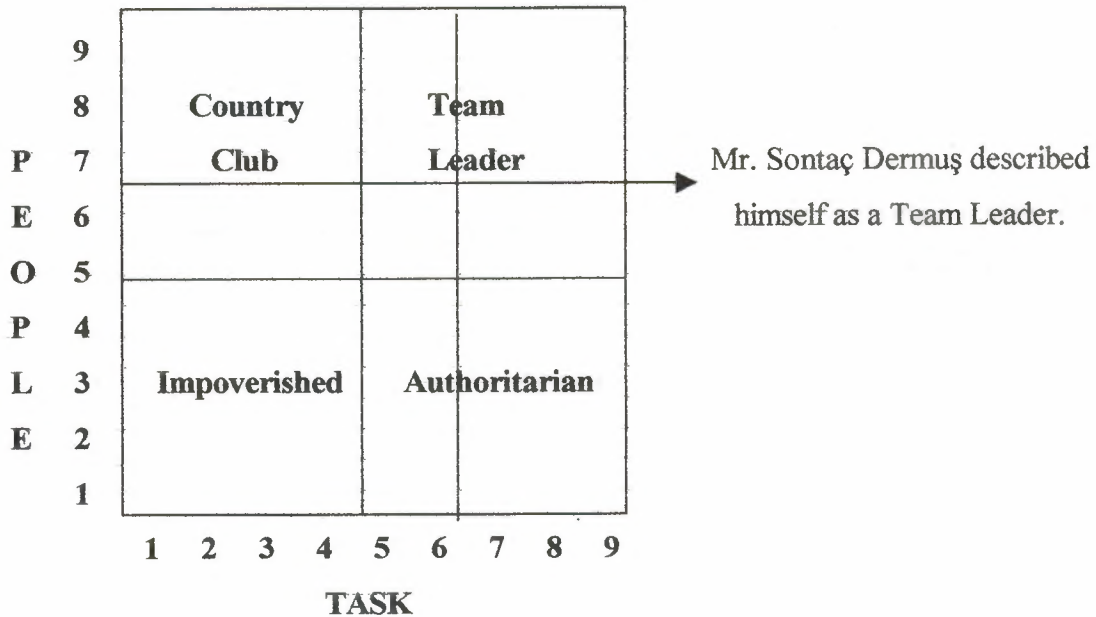
15. 5

18. 4

Total: 34

X 0.2: 6.8

### MANAGERIAL GRID



Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN GOLDMINE LTD.

**PEOPLE**  
Question 1. 2

4. 4

6. 4

9. 4

10. 0

12. 5

14. 1

16. 4

17. 4

**Total:** 28

**X 0.2:** 5.6

**TASK**  
Question 2. 1

3. 5

5. 3

7. 5

8. 0

11. 2

13. 0

15. 5

18. 5

**Total:** 26

**X 0.2:** 5.2

### MANAGERIAL GRID

9									
8									
P 7									
E 6									
O 5									
P 4									
L 3									
E 2									
	1	2	3	4	5	6	7	8	9
	TASK								

Mr. Mahmut Kamber described himself as a Team Leader.

Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN TOKEL COMPUTERS & NET CAFE

**PEOPLE**

Question 1. 4

4. 4

6. 5

9. 5

10. 0

12. 5

14. 5

16. 3

17. 5

**Total:** 36

**X 0.2:** 7.2

**TASK**

Question 2. 5

3. 3

5. 3

7. 4

8. 3

11. 3

13. 4

15. 4

18. 5

**Total:** 34

**X 0.2:** 6.8

### MANAGERIAL GRID

	9									
	8	Country			Team					
P	7	Club			Leader					
E	6									
O	5									
P	4									
L	3	Impoverished			Authoritarian					
E	2									
	1									
		1	2	3	4	5	6	7	8	9

TASK

Mr Özdemir Tokel described himself as a Team Leader.

Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN SUNEV PLAST

**PEOPLE**

Question 1. 4

4. 4

6. 4

9. 2

10. 3

12. 0

14. 4

16. 4

17. 5

Total: 30

X 0.2: 6

**TASK**

Question 2. 3

3. 5

5. 3

7. 5

8. 2

11. 5

13. 0

15. 4

18. 2

Total: 29

X 0.2: 5.8

### MANAGERIAL GRID

9									
8									
P 7									
E 6									
O 5									
P 4									
L 3									
E 2									
1									
	1	2	3	4	5	6	7	8	9

Mr. Ömer Anıl described himself as a Team Leader.

Employees described him as an authoritarian leader.



## QUESTIONNAIRE IN ORGANZA LTD.

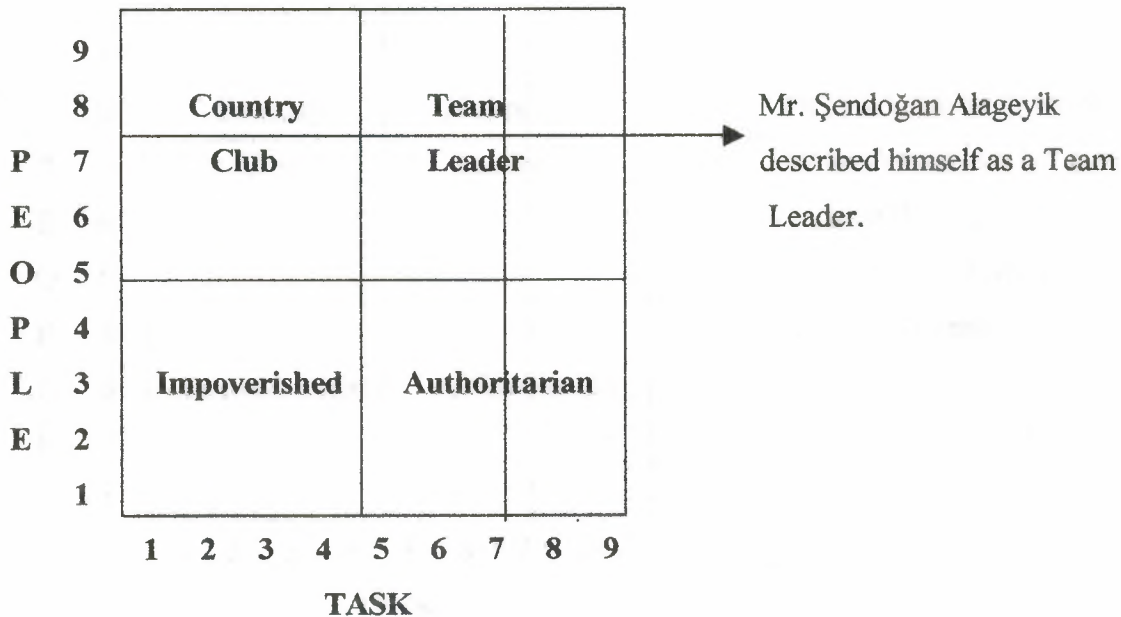
### PEOPLE

Question 1. 5  
 4. 5  
 6. 5  
 9. 5  
 10. 0  
 12. 4  
 14. 5  
 16. 5  
 17. 5  
 Total: 39  
 X 0.2: 7.8

### TASK

Question 2. 0  
 3. 5  
 5. 5  
 7. 5  
 8. 3  
 11. 3  
 13. 5  
 15. 5  
 18. 5  
 Total: 36  
 X 0.2: 7.2

### MANAGERIAL GRID



Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN CALIFORNIAN

### PEOPLE

Question 1. 5  
 4. 5  
 6. 5  
 9. 2  
 10. 3  
 12. 3  
 14. 4  
 16. 4  
 17. 5  
 Total: 36  
 X 0.2: 7.2

### TASK

Question 2. 3  
 3. 5  
 5. 4  
 7. 5  
 8. 3  
 11. 5  
 13. 4  
 15. 4  
 18. 5  
 Total: 38  
 X 0.2: 7.6

### MANAGERIAL GRID

	9									
	8	Country		Team						
P	7	Club		Leader						
E	6									
O	5									
P	4									
L	3	Impoverished		Authoritarian						
E	2									
	1									
		1	2	3	4	5	6	7	8	9
		TASK								

Mr. Salih Kayım described himself as a Team Leader. because they were busy, I could not be able to do questionnaire with employees.

# QUESTIONNAIRE IN CREATIVE AJANS

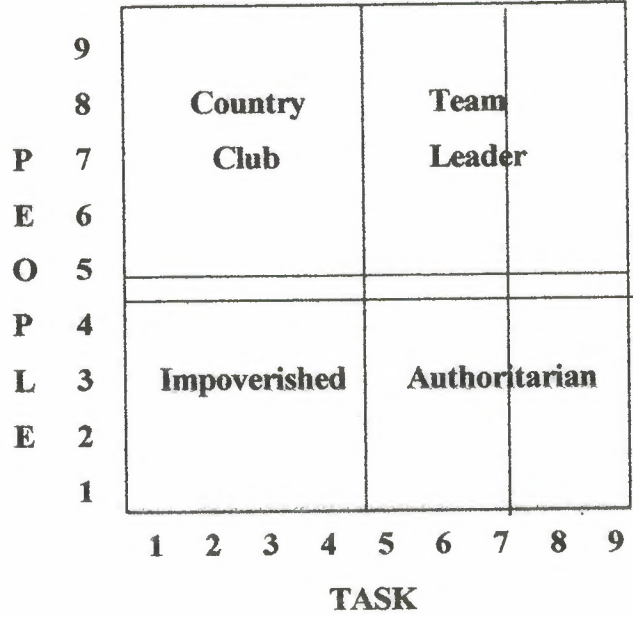
## PEOPLE

Question 1. 0  
 4. 1  
 6. 2  
 9. 5  
 10. 5  
 12. 1  
 14. 5  
 16. 0  
 17. 5  
 Total: 24  
 X 0.2: 4.8

## TASK

Question 2. 4  
 3. 5  
 5. 5  
 7. 5  
 8. 4  
 11. 5  
 13. 2  
 15. 2  
 18. 5  
 Total: 37  
 X 0.2: 7.4

## MANAGERIAL GRID



Mr. Murat Koç described himself as an Authoritarian leader.

Employees described him as an autocratic leader.

## QUESTIONNAIRE IN CAFE DINO

**PEOPLE**

Question 1. 5

4. 5

6. 5

9. 3

10. 5

12. 5

14. 3

16. 5

17. 5

Total: 41

X 0.2: 8.2

**TASK**

Question 2. 2

3. 5

5. 4

7. 5

8. 3

11. 5

13. 4

15. 3

18. 5

Total: 36

X 0.2: 7.2

### MANAGERIAL GRID

	9									
	8	<b>Country</b>				<b>Team</b>				
P	7	<b>Club</b>				<b>Leader</b>				
E	6									
O	5									
P	4	<b>Impoverished</b>				<b>Authoritarian</b>				
L	3									
E	2									
	1									
		1	2	3	4	5	6	7	8	9
		<b>TASK</b>								

Ms. Nilhan Tayfunlu described herself as Team Leader.

Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN GÜNCEL TİCARET

**PEOPLE**

Question 1. 0

4. 5

6. 4

9. 2

10. 5

12. 1

14. 3

16. 2

17. 5

Total: 27

X 0.2: 5.4

**TASK**

Question 2. 5

3. 5

5. 5

7. 5

8. 3

11. 5

13. 4

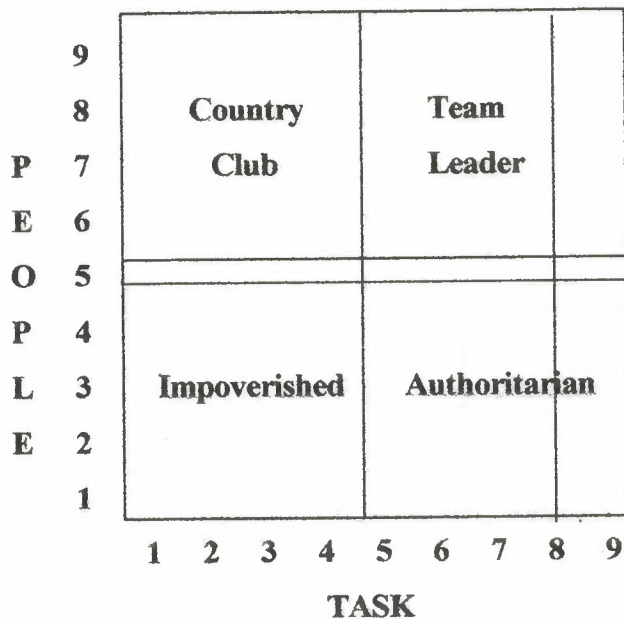
15. 5

18. 5

Total: 42

X 0.2: 8.4

### MANAGERIAL GRID



Mr. Celal Arhun described himself  
as a Team Leader.

Employees described him as an authoritarian leader.



## QUESTIONNAIRE IN SERCEM LTD.

### PEOPLE

Question 1. 0

4. 4

6. 5

9. 0

10. 5

12. 0

14. 4

16. 1

17. 5

Total: 24

X 0.2: 4.8

### TASK

Question 2. 5

3. 5

5. 5

7. 5

8. 5

11. 4

13. 2

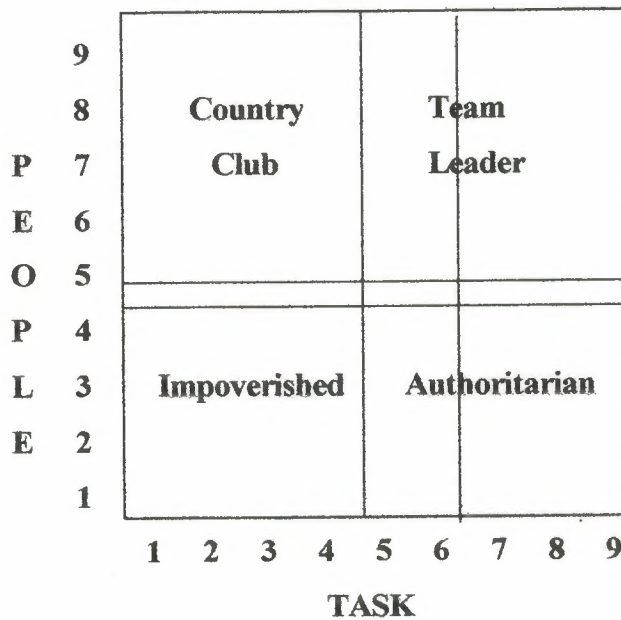
15. 3

18. 0

Total: 34

X 0.2: 6.8

### MANAGERIAL GRID



Mr. Cemal Bulutoğlu described himself as an Authoritarian.

Employees described him as an authoritarian leader.

## QUESTIONNAIRE IN CLOVER BANK

**PEOPLE**

Question 1. 3

4. 4

6. 3

9. 1

10. 2

12. 4

14. 1

16. 3

17. 4

Total: 25

X 0.2: 5

**TASK**

Question 2. 5

3. 5

5. 4

7. 5

8. 0

11. 3

13. 5

15. 5

18. 1

Total: 33

X 0.2: 6.6

### MANAGERIAL GRID

	9									
	8									
P	7									
E	6									
O	5									
P	4									
L	3									
E	2									
	1									
		1	2	3	4	5	6	7	8	9
		TASK								

Mr. Suat Temiz described himself as in between Team Leader and authoritarian.

Employees described him as an authoritarian leader.

## QUESTIONNAIRE IN ER REKLAM LTD.

**PEOPLE**  
Question 1. 4

4. 5

6. 4

9. 2

10. 1

12. 4

14. 5

16. 4

17. 5

**Total:** 34

**X 0.2:** 6.8

**TASK**  
Question 2. 3

3. 4

5. 5

7. 3

8. 4

11. 5

13. 5

15. 5

18. 5

**Total:** 39

**X 0.2:** 7.8

### MANAGERIAL GRID

	9			
	8	Country	Team	
P	7	Club	Leader	
E	6			
O	5			
P	4			
L	3	Impoverished	Authoritarian	
E	2			
	1			
		1	2	3
		4	5	6
		7	8	9
		TASK		

→ Piler Demircioğlu described herself as a Team Leader.

Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN TEMAS BUTIK

**PEOPLE**

Question 1. 4

4. 4

6. 5

9. 1

10. 2

12. 4

14. 3

16. 4

17. 4

Total: 31

X 0.2: 6.2

**TASK**

Question 2. 4

3. 5

5. 3

7. 5

8. 5

11. 4

13. 4

15. 4

18. 2

Total: 36

X 0.2: 7.2

### MANAGERIAL GRID

	9			
	8			
P	7			
E	6			
O	5			
P	4			
L	3			
E	2			
	1			
		1	2	3
		4	5	6
		7	8	9

Mrs. Berna Muthan described  
herself as a Team Leader.

Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN TOSUN EMLAK

**PEOPLE**

Question 1. 1

4. 2

6. 4

9. 0

10. 5

12. 2

14. 4

16. 0

17. 4

Total: 22

X 0.2: 4.4

**TASK**

Question 2. 5

3. 5

5. 5

7. 5

8. 5

11. 4

13. 1

15. 5

18. 0

Total: 35

X 0.2: 7

### MANAGERIAL GRID

9									
8									
P 7									
E 6									
O 5									
P 4									
L 3									
E 2									
1									
	1	2	3	4	5	6	7	8	9

Mr. Ali Tosun described himself as an Authoritarian.

Employees described him as an autocratic leader.



## QUESTIONNAIRE IN IOB BANK OFFSHORE LTD.

**PEOPLE**

Question 1. 4

4. 5

6. 5

9. 5

10. 4

12. 4

14. 3

16. 5

17. 5

Total: 40

X 0.2: 8

**TASK**

Question 2. 0

3. 5

5. 4

7. 5

8. 5

11. 0

13. 3

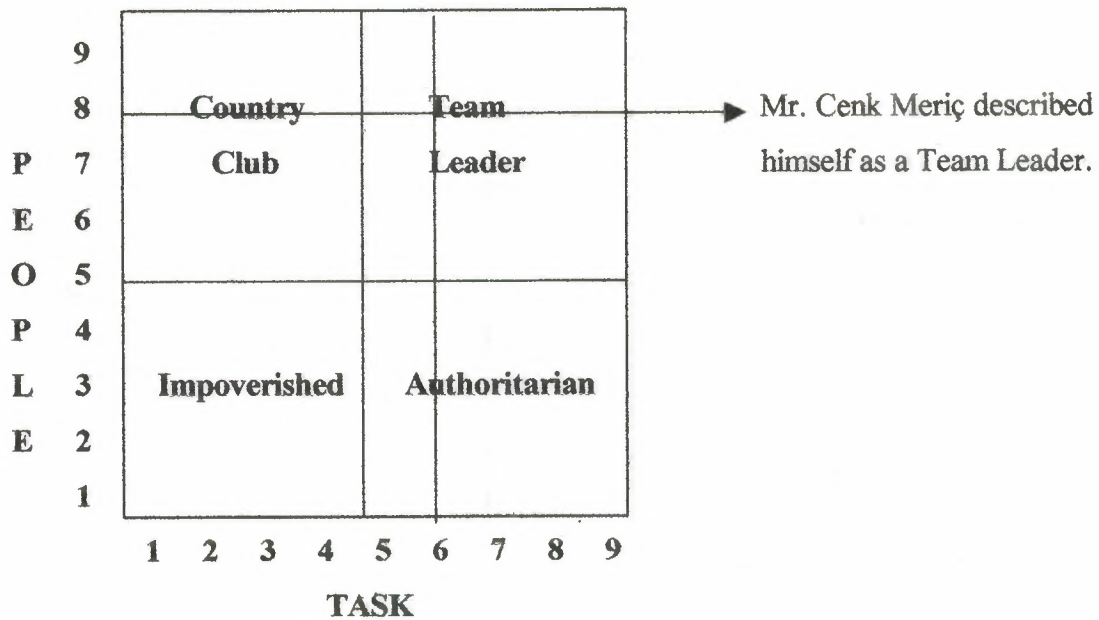
15. 4

18. 5

Total: 31

X 0.2: 6.2

### MANAGERIAL GRID



Employees described him as a participative (team) leader.

## QUESTIONNAIRE IN ARSANEL KARDEŞLER

**PEOPLE**

Question 1. 2

4. 5

6. 5

9. 5

10. 1

12. 2

14. 4

16. 5

17. 5

**Total:** 34

**X 0.2:** 6.8

**TASK**

Question 2. 3

3. 5

5. 1

7. 5

8. 3

11. 4

13. 4

15. 5

18. 5

**Total:** 35

**X 0.2:** 7

### MANAGERIAL GRID

9									
8	<b>Country Club</b>	<b>Team Leader</b>							
P 7									
E 6									
O 5									
P 4	<b>Impoverished</b>	<b>Authoritarian</b>							
L 3									
E 2									
1									
	1	2	3	4	5	6	7	8	9

**TASK**

Mr. Alkan Akarcan described himself as a Team Leader.

Employees described him as an authoritarian leader.

## QUESTIONNAIRE IN LEVENT GIDA FOODS (LEMAR)

**PEOPLE**

Question 1. 4

4. 5

6. 5

9. 3

10. 5

12. 5

14. 5

16. 5

17. 5

Total: 42

X 0.2: 8.4

**TASK**

Question 2. 0

3. 5

5. 3

7. 5

8. 5

11. 3

13. 4

15. 5

18. 3

Total: 33

X 0.2: 6.6

### MANAGERIAL GRID

	9			
	8			
P	7			
E	6			
O	5			
P	4			
L	3			
E	2			
	1			
		1	2	3
		4	5	6
		7	8	9
		TASK		

**Country  
Club**

**Team  
Leader**

**Impoverished**

**Authoritarian**

Mr. Alp Özerk described himself  
as a Team Leader.

Employees described him as a participative(team) leader.

## QUESTIONNAIRE IN ÖZDAŞ HIRDAVAT

**PEOPLE**

Question 1. 5

4. 2

6. 3

9. 3

10. 1

12. 1

14. 3

16. 4

17. 1

Total: 24

X 0.2: 4.8

**TASK**

Question 2. 3

3. 4

5. 1

7. 5

8. 4

11. 0

13. 5

15. 5

18. 3

Total: 30

X 0.2: 6

### MANAGERIAL GRID

9									
8									
P 7									
E 6									
O 5									
P 4									
L 3									
E 2									
1									
	1	2	3	4	5	6	7	8	9
	TASK								

Mr. Türel Özdaş described himself as an authoritarian. and he didn't allow me to do questionnaire with his employees.

## QUESTIONNAIRE IN ARGAS LTD.

**PEOPLE**  
Question 1. 3

4. 5

6. 5

9. 5

10. 3

12. 5

14. 5

16. 5

17. 5

Total: 41

X 0.2: 8.2

**TASK**

Question 2. 5

3. 5

5. 3

7. 5

8. 3

11. 5

13. 3

15. 5

18. 5

Total: 36

X 0.2: 7.2

### MANAGERIAL GRID

	9									
	8	Country	Team							
P	7	Club	Leader							
E	6									
O	5									
P	4									
L	3	Impoverished	Authoritarian							
E	2									
		1	2	3	4	5	6	7	8	9
		TASK								

Mr. Ahmet A. Anil described himself as Team Leader.

Employees described him as a participative (team) leader.



## QUESTIONNAIRE IN AK MARKET

**PEOPLE**

Question 1. 5

4. 5

6. 5

9. 5

10. 0

12. 5

14. 0

16. 5

17. 5

Total: 35

X 0.2: 7

**TASK**

Question 2. 3

3. 5

5. 3

7. 5

8. 4

11. 5

13. 3

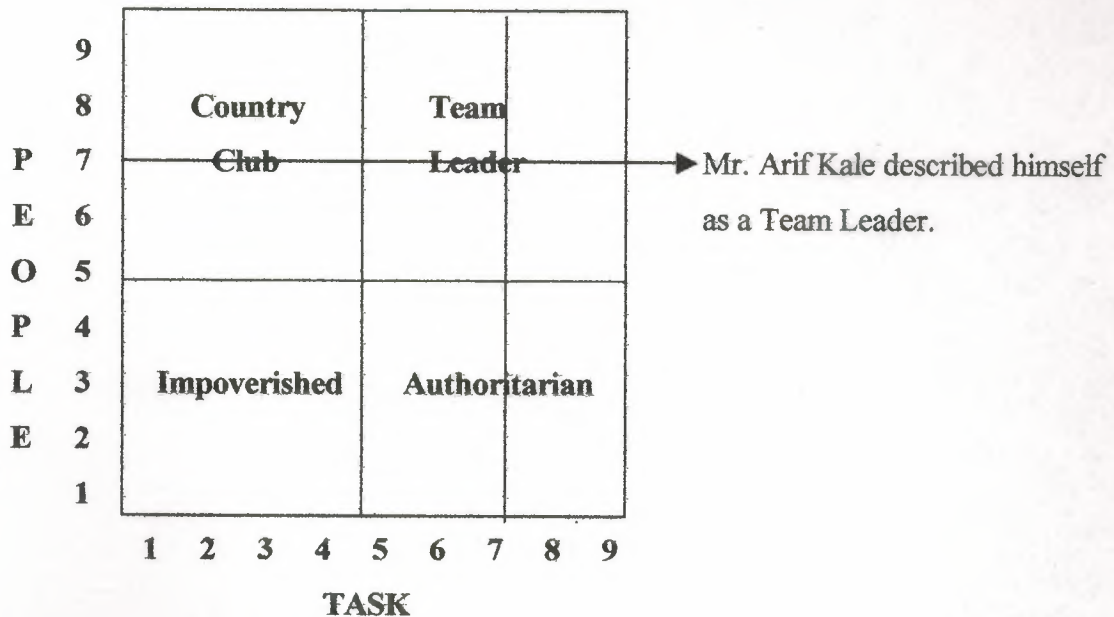
15. 5

18. 5

Total: 38

X 0.2: 7.6

### MANAGERIAL GRID



Employees described him as a participative (team) leader.