

Appendix D: RGT Pilot Study Interview 1

Topic: Leadership Theories										
Respondent: AB										
ELEMENT CODES	LT1	LT2	LT3	LT4	LT5	LT6	LT7	LT8	LT9	
ELEMENTS	Traits Theory	Managerial Grid	Situational Leadership	Leadership Continuum	Path/Goal Theory	Contingency Theory	Transactional Transformational	5 Leadership Practices	Arab Leadership	
RATING	1									5
No flexibility and depends of leader's character	1	2	4	3	5	2	2	5	1	Flexible and considers subordinates needs
Important to motivate subordinates to guarantee good quality work and get praise/rewards	5	3	2	3	1	5	4	1	5	Job won't get done (properly) which will cause complaints from management and lead to blame
People oriented	4	3	4	5	1	4	2	1	5	Task oriented
Autocratic and controlling	2	2	5	3	4	2	3	5	1	Participative and consultative when making decisions
Broad minded manager who can work in different situations	4	4	2	4	2	5	2	1	5	Concern with power & authority only
Necessary to manage staff in more broadminded way to deal with change and challenges in management	4	5	1	4	1	3	3	2	5	Focuses on the present issues, not the future so you will fail in today's world
Easiest/least complicated theory to apply on my team	2	2	4	3	5	3	2	5	1	Requires an experienced manager who believes in his/her own professional development
Subordinates work from the heart but also afraid of punishment	2	3	3	2	4	3	1	5	2	Subordinates are indifferent to how they are managed; don't give manager proper respect
Subordinates will willingly accept you and be happy managed this way	3	4	1	3	2	4	2	1	5	Subordinates may not feel considered as individuals
Overall, is culturally most appropriate to managing my team.	3	5	2	2	2	4	1	4	2	Overall, is culturally least appropriate for managing my team.

Simple Element Analysis										
	LT1	LT2	LT3	LT4	LT5	LT6	LT7	LT8	LT9	
LT1 against		9	20	8	25	7	12	28	8	
LT2			21	11	24	8	15	25	13	
LT3				14	9	19	16	12	26	
LT4					19	11	12	24	12	
LT5						24	17	7	31	
LT6							15	22	11	
LT7								22	18	
LT8									36	

% Similarity Scores										
	LT1	LT2	LT3	LT4	LT5	LT6	LT7	LT8	LT9	
LT1 against		77.5	50	80	37.5	82.5	70	30	80	
LT2 against			47.5	72.5	40	80	62.5	37.5	67.5	
LT3 against				65	77.5	52.5	60	70	35	
LT4 against					52.5	72.5	70	40	70	
LT5 against						40	57.5	82.5	22.5	
LT6 against							62.5	45	72.5	
LT7 against								45	55	
LT8 against									10	
LT9 against										

Construct Analysis											
	Reversed	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
C1			24	20	4	22	23	2	8	20	16
C2		2		8	22	6	9	22	20	8	16
C3		8	20		20	6	9	18	18	8	16
C4		22	6	8		22	21	4	8	20	16
C5		6	22	22	4		7	20	18	4	12
C6		7	23	21	5	22		21	19	7	13
C7		22	4	8	20	7	5		6	18	14
C8		20	8	8	18	9	9	18		16	8
C9		6	20	20	2	21	21	6	10		10
C10		14	16	14	12	15	15	14	16	16	

% Similarity Scores											
	Reversed	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
C1			-33.33	-11.11	77.78	-22.22	-27.28	88.89	55.56	-11.11	11.11
C2		88.89		55.56	-22.22	66.67	50	-22.22	-11.11	55.56	11.11
C3		55.56	-11.11		-11.11	66.67	50	0	0	55.56	11.11
C4		-22.22	66.67	55.56		-22.22	-16.67	77.78	55.56	-11.11	11.11
C5		66.67	-22.22	-22.22	77.78		61.11	-11.11	0	77.78	33.33
C6		55.56	-27.28	-16.67	72.22	-22.22		-16.67	-5.56	61.11	27.78
C7		-22.22	77.78	55.56	-11.11	61.11	72.22		66.67	0	22.22
C8		-11.11	55.56	55.56	0	50	50	0		11.11	55.56
C9		66.67	-11.11	-11.11	88.89	-16.67	-16.67	66.67	44.44		44.44
C10		22.22	11.11	22.22	33.33	16.67	16.67	22.22	11.11	11.11	

The corresponding raw data at this level of detail are available in a database on request, however it should be noted that the complete database obtained in this way (for the main study) is reported in Appendix G: Construct Raw Database.