

APPENDIX

APPENDIX

APPENDIX 1 Nonverbal Communication

V1 Nonverbal Communication		Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Body Language	Body motions	←						→
	Facial expression							
Paralinguistic	Perception of voice							
	Pacing and Pitch							

APPENDIX 2 Barriers to Cross-Cultural Communication

V2 Barriers to Cross-Cultural Communication	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Semantic	←						→
Word Connotations							
Perception Differences							
Perception Differences							

APPENDIX 3

Barriers to Effective Communication Process

V3 Semantic Difficulties	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Filtering	←						→
Defensiveness							
Language							
Selective Perception Weltanschauung							
Information Overload							
Channels Chosen							


APPENDIX 4

Structural Sources of Conflict

V4 Structural Sources of Conflict	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Stressful Leadership Styles	←						→
Roles Diversity							
Member Goal Diversity							
Reward System Ambiguity							
Size							



APPENDIX 5


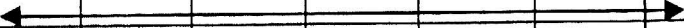
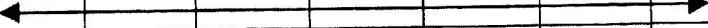
Personal Variables Sources of Conflict

V5 Personal Difficulties Sources of Conflict	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Differing Individual Value System							
Personality Types							
Psychographics Life Styles							
Theological Practices							
Physical Characteristics							
Mental Philosophical Characteristics							

APPENDIX 6

Leadership Theories and Styles Sources of Conflict

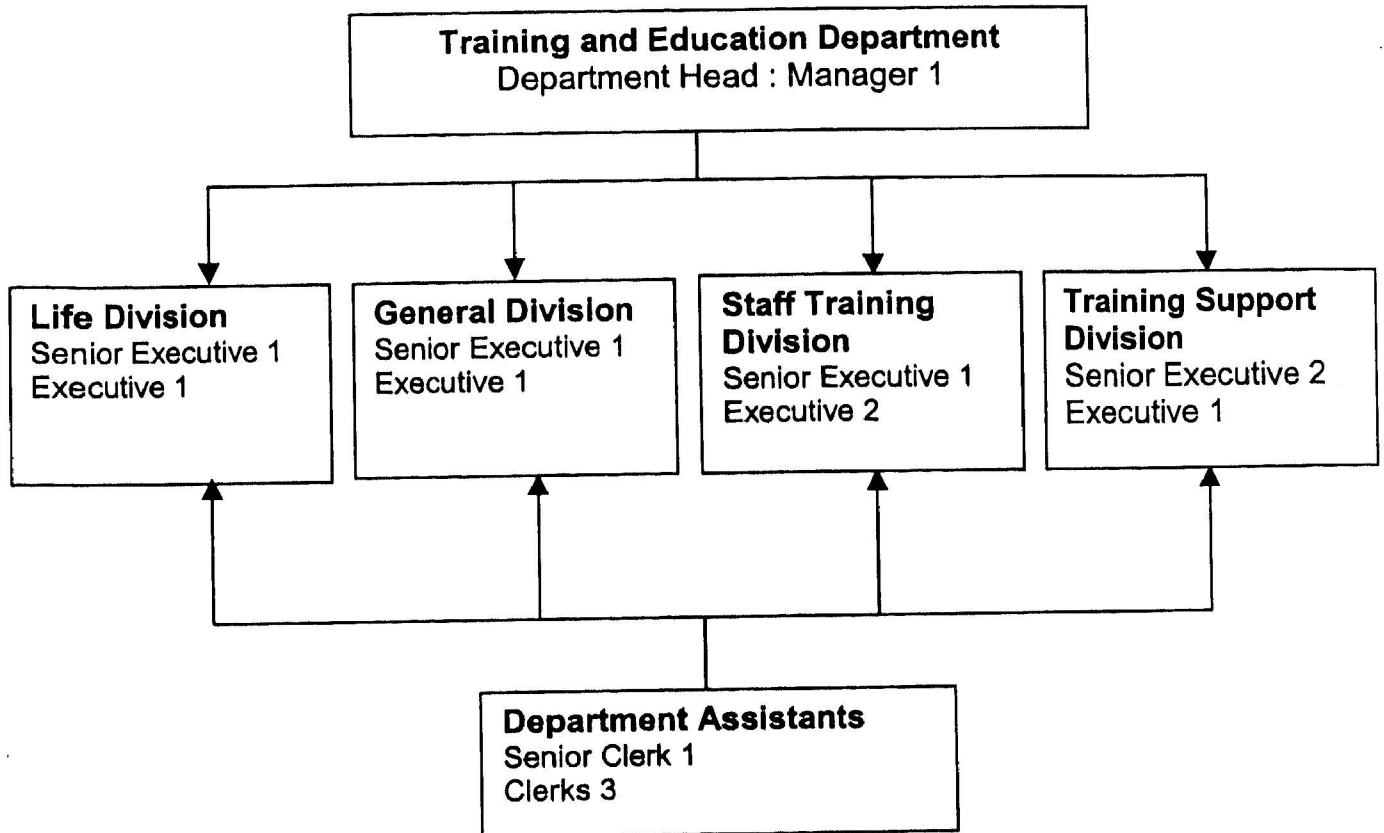
V6a Traits Theories	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Ambition and Energy							
Honesty and Integrity							
Intelligence							
Desire to Lead							
Self-Confidences							
Job-Relevant Knowledge							
V6b Behavioural Theories	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Ohio State							
- Initiating Structure							
- Consideration							

V6b Behavioural Theories	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
<i>University of Michigan</i>							
- Employee-Orientation							
- Production-Orientation							
V6c Behavioural Theories – Development Oriented	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Generating Experiments							
Seeking New Ideas							
Promoting Changes							
V6d Behavioural Theories – Cognitive Resource Theory	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Communication							
Plans							
Decisions							
Strategies							
Directive Behaviour							
V6e Situational Leadership Theories – Readiness of Followers	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Able-ness							
Willingness							
<i>Behaviour of Leaders</i>							
Clear, Specific Direction							
High Task Oriented							
Support & Participation							
Let Followers Perform							

V7a Charismatic Leadership	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Vision and Articulation	←						→
Personal Risk							
Sensitivity to Environment							
Sensitivity to Followers							
Unconventional Behaviour							

APPENDIX 7

Department Organisation Chart



CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R1	A. Nonverbal Communication (Mean)		
	Body Language		
	-Body Motions	3	He does not use a lot of body motions when delivered messages are observed. Conflict is slightly absent.
	-Facial Expressions	4	Facial expression is used to enrich the delivery of messages. When he is unhappy and unsatisfy with the staffs performances and behaviour, it will reflect on his facial expression. Conflict is happened at the appropriate level.
	Paralinguistics		
	-Tone of voice	4	Shown use of tone differences in different situations and not monotaneous. Conflict is happened at the appropriate level as the staff is aware whether he is angry or not.
	3.75 -Pacing and Pitch	4	Sometimes shows pacing and pitch. Conflict is happened at the appropriate level.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	5	Uses choices of words vocabulary. However, at times, he did use some mandarin and chinese phrases to explain and to enlighten his staffs. Conflict is slightly present especially those staffs who do not understand mandarin and chinese.
	-Word Connotations	5	He uses some synonyms to differentiate and to emphasis the meanings when he tried to express his ideas and wills. He can speak good English but he does use mandarin to express on and off. As such, conflict is slightly present.
	-Tone Differences	5	Observed speaking in different tones according to situations.
	4.8 -Perception Differences	4	Did not observe any perception differences with the top management as he is the pioneer for the department. As such, conflict happened at the appropriate level.
	C. Semantic Difficulties		
	-Filtering	4	Did not filter information received. As such, conflict happened at the appropriate level. As he is the pioneer of the department, he sometimes defensive to protect the department from any potential chaos. He also having very high expectation from his staffs. Therefore, conflict is present when his staffs do not meet his expectation.
	-Defensiveness	6	Able to communicate in different languages in term of daily conversations as well as giving instructions. However when giving personal views towards staffs, at times he tends to use mandarin phrases and scenarios to explain. As such, conflict is slightly present.
	-Languages	5	He is very cautious in dealing with all parties as wanted to preserve the department to be free from all kind of chaos. At times, he is observed to have some minor selective perception on things and events that happened. Therefore, conflict is slight present.
	-Selective Perception (Weltanschauung)	5	Did not observe information overloaded problem. Therefore, conflict is happened at the appropriate level.
	-Information Overload	4	Used wide channels of communication. However, sometimes, when using the different channel caused the slight present of conflict.
	4.8 -Channels chosen	5	
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	6	He is very caution in handling the department and very concern on the top management towards this departments as well as the department's "clients". Therefore, observed the stressful leadership at him.
	-Roles Diversity (Specialization)	5	Observed his roles diversity like being the managers of the department, he is also tried to mix well with his staffs and played the role of counselor and friends to his staffs and the employee of the organization. At time,s due to his roles diversity, conflict is slightly present.
	-Member Goal Diversity	4	He is sharing the same goal with the organization as well as the department. As such, conflict happened at the appropriate level.
	-Reward Systems Ambiguities	5	He had mentioned on the slight ambiguities of the reward system adopted in the organization. However, he is also at the view that he likes the job abd tehrefore, he is manage to convince himself to tolerate this ambiguity. Therefore, conflict is slightly present.

Staff	Criteria/ subcriteria in question	Score	Reason
	-Size (Ashby Law of requisite variety) 5.2 -Jurisdictional Ambiguities	6 n/a	There are staffs over other branches that he is overseeing. Due to the location of the branches staffs, the size of the department is expanding and the possibility to have very well control over the expanded department at times is a challenge. Therefore, conflict is present.
E.	Personal Variables Sources Of Conflict		
	-Differing Individual Value System	5	He regarded himself as an amiable person however as his role is concerned, he has to carry out some instruction which is against his willingness and his characters. As such, conflict is slightly present.
	-Personality Types	6	During certain situation, he will act as in Type A and vice versa as in Type B. Therefore, conflict is slightly present.
	-Psychographics (Life Styles)	4	He managed to have balanced work life by having family occasions activities during weekend and after work. As such, conflict is happened at the appropriate level.
	-Theological Practices	6	He is a buddist and he used some buddist teaching when dealing with his staffs. As such, conflict is slightly present.
	-Physical Characteristics	5	His physical characteristics is rather short and fair and does not seem to be a leader of the department. Therefore, conflict is slightly present.
	4.7 -Mental Philosophical Characteristics	4	Observed present of a good set of mental philosophical characters needed in the organization. As such, conflict is happened at the appropriate level.
F.	Leadership Theories <u>Traits Theories</u>		
	-Ambition and Energy	6	He is ambitious and energetic as a leader. However, at times the staffs are unable to meet his expectation. High emphasis in ambition and energy.
	-Honesty and Integrity	7	Observed honesty and integrity in him. He has emphasis on these two quality.
	-Intelligence	5	Observed the required level of intelligence at his position. He has slight high emphasis on intelligence.
	-Desire to Lead	5	He is the manager of the department and he always lead his staffs. Slight high emphasis to lead.
	-Self-Confidence	6	He exhibits the appropriate level of confidence when dealing and handling the department. Slight high emphasis in self-confidence.
	5.7 -Job-Relevant Knowledge	6	Slight high emphasis in job-relevant knowledge.
	<u>Behavioral Theories</u> Ohio State		
	-Initiating Structure	5	He tried to take steps to ensure his staffs to perform their jobs. Slight emphasis in initiating structure.
	5.5 -Consideration University of Michigan	6	He shown consideration towards his staffs. However, at times, his staffs may perceived it as unfair. Slight high emphasis in consideration.
	-Employee-Orientatation	6	He is more focus of humanistics and therefore, more on employee-orientation. Slight emphasis in employee-orientation.
	5.0 -Production-Orientatation	6	He is also focus on production-orientation. Slight emphasis in production-orientation.
	Development-Oriented		
	-Generating Experiments	5	He did try to generate any experiments for betterment of the department by asking feedback and tried to experimence. Slight emphasis in generating experiments.
	-Seeking New Ideas	5	He did try to seek new ideas by asking feedback and read some books to get some new ideas. Slight emphasis in seeking new ideas.
	4.7 -Promoting Change	4	He wanted to perserve all the good practices of the department and only wanted to pmote slight change for betterment of the department.
	Cognitive Resource Theory		
	-Communication	5	He managed to communicate with his staffs and he also tried to share some of his views in the communication process. Therefore, conflict is slightly present.
	-Plans	4	He is very caution and do planing prior to the happening the department events. Therefore, conflict is happened at the appropriate level.
	-Decisions	5	He made feasible decision at his point of views. Therefore, conflict is slightly present.

Staff	Criteria/ subcriteria in question	Score	Reason
	<p>-Strategies</p> <p>4.6 -Directive Behavior</p> <p>Situational Leadership Theory Behavior of Leaders</p> <p>- Clear, specific directions</p> <p>- High Task Orientation</p> <p>- Support & Participation</p> <p>4.3 - Let Followers Perform</p>	<p>5</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p> <p>5</p>	<p>He perform continuous analysis and strategise for betterment of the department. However, at times, it is not accepted by the staffs and conflict is slightly present.</p> <p>He shown slight directive behavior as he the leader of the department. Conflict is at the appropriate level.</p> <p>He gives clear and specific direction. Conflict is happened at the appropriate level.</p> <p>He is task orientated but not to the extend of not negotiable. Therefore, conflict happened at the appropriate level.</p> <p>He is also very supportive and participative among the activities organized by his staffs. Therefore, the distance between him as the leader and this staffs is not exists. Conflict is happened at the appropriate level.</p> <p>Sometimes, when he allowed followers to perform, it created slight conflict as others staffs disagree with his decision or leadership styles.</p>
	<p>Styles</p> <p>Charismatic Leadership</p> <p>-Vision and Articulation</p> <p>-Personal Risk</p> <p>-Sensitivity to Environment</p> <p>-Sensitivity to Followers</p> <p>3.6 -Unconventional Behavior</p>	<p>5</p> <p>5</p> <p>3</p> <p>4</p> <p>2</p>	<p>He has vision and articulated his vision to his staffs. However, at times, the staffs have yet to appreciate his effort and hard work. Therefore, conflict is slightly present.</p> <p>He is the pioneer of the department and he tried hard to protect and preserve it. As such, he encounter some personal risk when dealing with the top management in regards of the department.</p> <p>He shown concern to the change of environment, i.e., the requirement, the change of the industry, etc. Hence, conflict is slightly absent.</p> <p>He is sensitive towards his staffs. He shown concern and care about his staffs. Hence, conflict is happened at the appropriate level.</p> <p>He is performing normally. Therefore, conflict is absent.</p>
	<p>Transactional Leadership</p> <p>-Contingent Reward</p> <p>-Laissez-Faire</p> <p>-Management by Exception (passive)</p> <p>3.75 -Management by Exception (active)</p>	<p>5</p> <p>2</p> <p>4</p> <p>4</p>	<p>Sometimes uses coercive power towards his staffs when they are not performing their tasks. As such, created slight conflict in the department.</p> <p>He is a responsible employee. He never withdraw himself from his responsibilities when carrying his daily tasks. Conflict is absent.</p> <p>Observed in management by exception as he believes in giving benefits of doubts to his staffs. Hence, conflict is happened at the appropriate level.</p> <p>Observed in management by exception as active in managing his staffs. Hence, conflict is happened at the appropriate level.</p>
	<p>Transformational Leadership</p> <p>-Charisma</p> <p>-Inspiration</p> <p>-Intellectual Stimulation</p> <p>4.5 -Individualized Consideration</p>	<p>5</p> <p>5</p> <p>4</p> <p>5</p>	<p>Shown present of charisma. His staffs respect him as the leader of the department and his has referent power to them. Sometimes, his staffs is scare of him rather than respecting him. Hence, conflict is slightly present.</p> <p>Shown present of inspiration as he always inspire his staffs by sharing some inspiration quotes. Conflict is slightly present.</p> <p>He encourage his staffs for Intellectual advancement in the view of a manager. Therefore, conflict is present at the appropriate level.</p> <p>He is a humanistic manager. He is individualized consideration. Therefore, sometimes, his staffs do not understand his decision and conflict is then slightly present.</p>
	<p>Visionary Leadership</p> <p>-Express the Vision</p> <p>-Live the Vision</p> <p>5.3 -Extend the Vision</p>	<p>5</p> <p>6</p> <p>6</p>	<p>His has strong desire to see the improvement of the department by having vision on it. However, the staffs are not able to share the same view with him. Hence, there is slight present of conflict.</p> <p>He always tried to live his vision by getting the involvement of his staffs and feedback from them. Hence, there is slight present of conflict.</p> <p>He always wanted to extend his visionbut the staffs are not able to go forward with his extended vision. Therefore, conflict is present.</p>

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R2	A. Nonverbal Communication		
	(Mean)		
	Body Language		
	-Body Motions	3	Slight absent in using body movement when deliver a message or communicating. Therefore, conflict is slightly absent.
	-Facial Expressions	3	Slight absent in using facial expression when deliver a message or communicating. Therefore, conflict is slightly absent.
	Paralinguistics		
	-Tone of voice	4	Slight present in using tone of voice when communicate with peers and subordinates. Hence, conflict is happened at the appropriate level.
	3.5 -Pacing and Pitch	4	Sometimes show pacing and pitch but seldom raise voice. Hence, conflict is happened at the appropriate level.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	5	Observed clear articulation word. Speak very good English. However, due to her ability in good English, it created slight conflict.
	-Word Connotations	5	Observed good command of languages. Uses a lot of synonyms to differentiate meanings. This has created slight present of conflict.
	-Tone Differences	3	Speak in different tones according to situations and audiences. Conflict is slightly absent. Observed some perception differences when dealing with some tasks in the daily administration. But, conflict is happened at the appropriate level.
	4.3 -Perception Differences	4	
	C. Semantic Difficulties		
	-Filtering	4	In certain occasion, she will filter the information received. Therefore, conflict happened at the appropriate level.
	-Defensiveness	6	Shown slightly defensiveness when confronted. Therefore, conflict is slightly present.
	-Languages	5	Observed good command of languages and able to mix well with subordinates and peers. However, conflict is slightly present.
	-Selective Perception (Weltanschauung)	4	Sometimes do select information based on own judgement. Therefore, conflict is present at the appropriate level.
	-Information Overload	3	Did not observe information is overloaded to her. Therefore, conflict is slightly absent.
	4.0 -Channels chosen	3	Used few channel of communications. Therefore, conflict is slightly absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	3	Slightly absent in complaints on the management. Therefore, conflict is slightly absent.
	-Roles Diversity (Specialization)	5	Playing roles diversity in daily tasks. Therefore, conflict is slightly present.
	-Member Goal Diversity	4	The department goal is accepted by her and she is able to meet with the department goal. Therefore, conflict is present at the appropriate level.
	-Reward Systems Ambiguities	3	Did not express any comments on the reward system. Therefore, conflict is slightly absent.
	3.6 -Size (Ashby Law of requisite variety)	3	Slightly absent in comments on size of the department but mentioned that the department had extended ever since she joined Therefore, conflict is slightly absent.
	-Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	5	Slightly present in differential individual values system. Conflict is slightly present.
	-Personality Types	5	More toward the attitudes of a Type A person. Therefore, conflict is slightly present.
	-Psychographics (Life Styles)	4	Having a balanced work life by socialising with friends in the weekend. Conflict is happened at the appropriate level.
	-Theological Practices	3	Did not observed very strong religious beliefs. Therefore, conflict is slightly absent.
	-Physical Characteristics	3	Having the physical character as a leader. Therefore, conflict is slightly absent.
	4.2 -Mental Philosophical Characteristics	5	Having the mind set required in the organization and at times, tried to protect her ideas which lead to slight present of conflict.
	F. Leadership Theories		
	Traits Theories		
	-Ambition and Energy	4	She is ambitious and energetic. Conflict is happened at the appropriate level.
	-Honesty and Integrity	5	Slight emphasis in honesty and integrity.
	-Intelligence	5	Slight emphasis in intelligence.
	-Desire to Lead	6	Slight high emphasis in leading.
	-Self-Confidence	6	Observed slight high emphasis in self-confidence.
	5.2 -Job-Relevant Knowledge	5	Slight emphasis in Job-relevant knowledge.

Staff	Criteria/ subcriteria in question	Score	Reason
	Behavioral Theories Ohio State -Initiating Structure -Consideration University of Michigan -Employee-Oriented -Production-Oriented Development-Oriented -Generating Experiments -Seeking New Ideas -Promoting Change Cognitive Resource Theory -Communication -Plans -Decisions -Strategies -Directive Behavior Situational Leadership Theory Readiness of Followers - Ability - Willingness Behavior of Leaders - Clear, specific directions - High Task Orientation - Support & Participation - Let Followers Perform	3 3 4 5 3 5 5 5 5 6 6 6 5 6 6 4	Slightly low emphasis in initiating structure. Slightly low emphasis in consideration. Slightly low emphasis in employee-orientation. Slight emphasis on production-orientation. Slight low emphasis in generating experiments. Slight emphasis in seek new ideas. Slight emphasis in promoting change. Slight emphasis in communication. Slight high emphasis in planning. Slight emphasis in decision making. Slight high emphasis in strategizing. Slight emphasis in showing little directive behavior when instructing subordinates. She is able to perform her tasks. She is willing to perform her tasks. She has high emphasis on giving clear and specific directions. She is slight high emphasis on task orientation. She has high emphasis in supporting and participating activities organized. She is neutral in allowing her subordinates perform.
	Styles Charismatic Leadership -Vision and Articulation -Personal Risk -Sensitivity to Environment -Sensitivity to Followers -Unconventional Behavior	5 5 5 5 2	Shown slight emphasis in visions and articulating it. Shown slight emphasis in dealing small risk. Shown slight emphasis to sensitivity of environment. Shown slight emphasis to sensitivity of followers. Performing normally. Therefore, conflict is absent.
	Transactional Leadership -Contingent Reward -Laissez-Faire -Management by Exception (passive) -Management by Exception (active)	4 2 4 4	Neutral in using coercive power towards her subordinates. Low emphasis in withdrawing herself from her responsibilities. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances.
	Transformational Leadership -Charisma -Inspiration -Intellectual Stimulation -Individualized Consideration	5 6 6 5	Slight emphasis in charismatic. Her subordinates respect her as a leader. Slight high emphasis in inspiring her subordinates. Slight high emphasis in intellectual stimulating her subordinates. Slight emphasis to concern and considerate when dealing with her subordinates.
	Visionary Leadership -Express the Vision -Live the Vision -Extend the Vision	5 4 3	Slight emphasis in expressing the vision. Neutral in living the vision. Slight low emphasis in extending on the vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R3	A. Nonverbal Communication (Mean) Body Language		
	-Body Motions	3	Absent in using any body motions when delivering messages. Therefore, slight absent in conflict.
	-Facial Expressions	3	Absent in using facial expressions when delivering messages. Therefore, slight absent in conflict.
	Paralinguistics		
	-Tone of voice	4	Uses tone differences according to situation. Therefore, conflict is present at the appropriate level.
	3.5 -Pacing and Pitch	4	Slightly absent in showing pacing and pitch or raise voice. Therefore, conflict is present at the appropriate level.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Use some choices of words and vocabulary. Conflict is slightly absent.
	-Word Connotations	3	Use some synonyms to differentiate meanings. Conflict is slightly absent.
	-Tone Differences	3	Slight absent in use of different tones. Slight absent in perception differences. Therefore conflict is present at the appropriate level.
	3.3 -Perception Differences	4	
	C. Semantic Difficulties		
	-Filtering	3	Did not filter information received. Therefore, conflict is slightly absent.
	-Defensiveness	4	Defensive when being confronted. Therefore, conflict is happened at the appropriate level.
	-Languages	3	Observed ability in languages. Therefore, slight absent in conflict.
	-Selective Perception (Weltanschauung)	3	Slight absent in exhibiting selective perception when dealing with daily tasks. Therefore, conflict is slight absent.
	-Information Overload	3	Slight absent in observing information overloaded. Therefore, conflict is slight absent.
	3.2 -Channels chosen	3	Using few channels to communicate. Therefore, conflict is slight absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Roles Diversity (Specialization)	5	She plays roles diversity, as a trainer as well as administrator. Hence, conflict is slightly present.
	-Member Goal Diversity	4	Sometimes shows different goal as compared to the other colleagues of the branch.
	-Reward Systems Ambiguities	3	Slight absent in commenting reward system ambiguities. Therefore, conflict is slight absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment of the current department size. Therefore, conflict is slightly absent.
	3.6 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Her individual value system does not differ from the department values. Therefore, conflict is slightly absent.
	-Personality Types	3	She is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	4	She is having a balanced work life as she often go back to hometown during weekends. Therefore, conflict is happened at the appropriate level.
	-Theological Practices	3	Her religious beliefs does not clash with the department practises and her daily tasks. Therefore, conflict is slightly absent.
	-Physical Characteristics	3	She has the physical characteristics required in the job as she is quite tall. Therefore, conflict is slightly absent.
	3.5 -Mental Philosophical Characteristics	5	Slightly shown that he has the mental philosophical characters needed in the organization.
	F. Leadership Theories Traits Theories		
	-Ambition and Energy	4	She is neutral in ambition and energy. Therefore, conflict is happened at the appropriate level.
	-Honesty and Integrity	5	She is slight high emphasis on honesty and integrity. Therefore, conflict is slightly present.
	-Intelligence	4	She is neutral on intelligent. Therefore, conflict is happened at the appropriate level.
	-Desire to Lead	3	She has slight low emphasis on desire to lead. Therefore, conflict is slightly absent.
	-Self-Confidence	4	She is neutral in self-confidence. Therefore, conflict is happened at the appropriate level.
	4.2 -Job-Relevant Knowledge	5	She has slight high emphasis on job -relevant knowledge. Therefore, conflict is slightly present.

	Behavioral Theories Ohio State -Initiating Structure 4.5 -Consideration University of Michigan -Employee-Orientatation 4.0 -Production-Orientatation Development-Oriented -Generating Experiments -Seeking New Ideas 4.3 -Promoting Change Cognitive Resource Theory -Communication -Plans -Decisions -Strategies 3.8 -Directive Behavior Situational Leadership Theory Readiness of Followers -Ableness 5 -Willingness Behavior of Leaders - Clear, specific directions - High Task Orientation - Support & Participation 4.5 - Let Followers Perform	4 5 5 3 6 5 3 3 5 4 4 3 5 5 5 4 5 4	She is neutral in Initiating structure. Therefore conflict is happened at the appropriate level. She has slight high emphasis on consderation, Hence, conflict is slightly present. She is slight high emphasis on employee-orientation. Hence, conflict is slightly present. She is slight low emphasis on production. Therefore, conflict is slightly absent. She has slight high emphasis on generating experemnts. Therefore, conflict is slightly present. She has slight high emphasis on seeking new Ideas. Therefore, conflict is slightly present. She has slight low emphasis on promoting change. Therefore, conflict is slightly absent. She has slight low emphasis on communication. Therefore, conflict is slightly absent. She has slight high emphasis on planning. Therefore, conflict is slightly present. She is neutral on decision making. Therefore, conflict is happened at the appropriate level. She is neutral on strategies. Therefore, conflict is happened at the appropriate level. She has slight low emphasis on directive behavior. Therefore, conflict is slightly absent. She is slight able. She is slight willing. Slight high emphasis on giving clear and specific directions. Neutral in task-orientation. Slight high emphasis on supporting and participating department activities. Neutral in allowing followers perform.
	Styles Charismatic Leadership -Vision and Articulation -Personal Risk -Sensitivity to Environment -Sensitivity to Followers 3.8 -Unconventional Behavior	4 4 3 5 2	Neutral in vision and articulation. Sometimes expose herself to some risk. Slightly low emphasis in sensitivity to environment. Therefore, conflict is slightly absent. Slightly high emphasis in sensitivity to followers. Therefore, conflict is slightly present. Performing normally. Therefore, conflict is absent.
	Transactional Leadership -Contigent Reward -Laissez-Faire -Management by Exception (passive) 3.3 -Management by Exception (active)	3 2 4 4	Slightly low emphasis on using of coercive power towards his subordinates. Therefore, conflict is slightly absent. Low emphasis in withdrawing from her responsibilities. Therefore, conflict is absent. Neutral in managing her subordinates' performances. Neutral in managing her subordinates' performances.
	Transformational Leadership -Charisma -Inspiration -Intellectual Stimulation 4.3 -Individulized Consideration	4 4 4 5	Her subordinates, respect her as a leader at certain extend. Therefore, conflict is happened at the appropriate level. Neutral in inspiring her subordinates. Neutral in stimulating her subordinates for intellectual development. Slightly high emphasis in showing concern or considerate when dealing with her subordinates.
	Visionary Leadership -Express the Vision -Live the Vision 3.0 -Extend the Vision	3 3 3	Slight low emphasis in expressing her vision. Therefore, conflict is slightly absent. Slight low emphasis in living her vision. Therefore, conflict is slightly absent. Slight low emphasis in extending her vision. Therefore, conflict is slightly absent.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R4	A. Nonverbal Communication (Mean) Body Language		
	-Body Motions	5	Slightly present in use of body movement when deliver a message or communicating. Therefore, at times, raise slight present of conflict.
	-Facial Expressions	5	Slightly present in use of facial expression like movement of eyes, mouth and shoulders. Therefore, raise slight present of conflict.
	Paralinguistics		
	-Tone of voice	5	Slightly present in showing tone of voice when communicate with peers and subordinates. Therefore, there is slight present of conflict. Sometimes show pacing and pitch and raise voice. It happened at the appropriate level. Hence, conflict is at neutral.
	4.75 -Pacing and Pitch	4	
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Able to articulate words clearly. Therefore, slight absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
	-Tone Differences	5	Speak in different tones according to situations and audiences. As such, slight present of conflict.
	3.8 -Perception Differences	4	Perception differences present at the appropriate level. Conflict is at neutral.
	C. Semantic Difficulties		
	-Filtering	5	Observed slight actions in filtering information. Hence, conflict is slightly present.
	-Defensiveness	6	Observed present of defensiveness when confronted. Hence, conflict is present.
	-Languages	3	Practice good command of languages. Therefore, conflict is slightly absent.
	-Selective Perception (Weltanschauung)	4	Sometimes select and choose information based on her own perceptions. As such, conflict is neutral.
	-Information Overload	4	Sometimes, she is observed to have information overloaded. Hence, conflict occurs at neutral.
	4.3 -Channels chosen	4	Use appropriate channel of communications. Therefore, conflict is neutral.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	5	Slight present in showing dissatisfaction of outsiders in regards to her position. Therefore, conflict is slight present.
	-Roles Diversity (Specialization)	5	Slight present in roles diversity. Hence, conflict is slight present.
	-Member Goal Diversity	4	Sometimes shows that her goals or objectives does not align with the Head. Hence, conflict is neutral.
	-Reward Systems Ambiguities	3	Slight absent in expressing dissatisfaction on the reward system that the department is presently practicing. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	5	Slight present in structural sources of conflict in regards of size. Therefore, conflict is slightly present.
	4.4 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	4	Her belief sometimes cohesive with the department's practices. Therefore, conflict happen at neutral.
	-Personality Types	5	More toward the attitudes of a Type A person. Therefore, there is slight present of conflict.
	-Psychographics (Life Styles)	4	Sometimes, she does stay back for work. Therefore, conflict is happen at neutral.
	-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Her physical character suitable for leader. As such, conflict is slight absent.
	3.8 -Mental Philosophical Characteristics	4	When she is carrying her task as a leader, her mind set align with the department.
	F. Leadership Theories		
	Traits Theories		
	-Ambition and Energy	5	Slight ambitious and energetic. Therefore, slight present of conflict.
	-Honesty and Integrity	5	Honesty and integrity. Therefore, causes slight present of conflict.
	-Intelligence	4	Sometimes able to response relatively fast when challenge. As such, conflict is at neutral.
	-Desire to Lead	4	Only shown desire to lead at the appropriate situation. As such, conflict is neutral.
	-Self-Confidence	4	Sometimes shown self-confidence when dealing with agents, subordinates and peers. Therefore, conflict is neutral.
	4.5 -Job-Relevant Knowledge	5	Observed job-relevant knowledge. As such, slight present in conflict.
	Behavioral Theories		
	Ohio State		
	-Initiating Structure	5	She does ensure that her subordinates to perform their jobs. Therefore, there is slight present of conflict.

4.5 -Consideration University of Michigan	4	Sometimes, she is considerate and empathy. As such, conflict is at neutral.
-Employee-Oriented	4	In certain situations, she is more on employee-orientation.
4.5 -Production-Oriented	5	In certain situation, she is more on production-orientation.
Development-Oriented		
-Generating Experiments	3	She does not concern in generating experiments. As such, do not create any scenario that cause implication. Therefore, slight absent of conflict.
-Seeking New Ideas	4	When necessary, she show some effort to seek new ideas for betterment of the department. As such, conflict present at neutral. Very seldom promote changes for betterment of the department. Therefore, do not create any difficulties to her subordinates. Conflict is slightly absent.
3.3 -Promoting Change	3	
Cognitive Resource Theory		
-Communication	4	Able to communicate with subordinates and peers. However, sometimes do spur some conflict but present at neutral. Do planning for the coordination and arrangement for courses. As such, conflict is present.
-Plans	6	Sometimes able to make visible decisions. Therefore, conflict is present at neutral. Perform some analysis for reporting purposes. Therefore, conflict is slight present.
-Decisions	4	
-Strategies	5	
4.8 -Directive Behavior	5	In regards to her daily tasks, observed slight directive behavior when instructing subordinates. Hence, conflict is slightly present.
Situational Leadership Theory		
Readiness of Followers		
- Ableness	5	She is slight able.
4.5 - Willingness	4	Sometimes she is willing.
Behavior of Leaders		
- Clear, specific directions	5	Slight high emphasis in giving clear, specific directions.
- High Task Orientation	5	Slight high emphasis in task orientation.
- Support & Participation	4	Sometimes she is participative and supportive. Slightly low emphasis in allowing her subordinates to perform as they like.
4.25 - Let Followers Perform	3	
Styles		
Charismatic Leadership		
-Vision and Articulation	4	Sometimes shows some visions in performing her task.
-Personal Risk	4	Slight exposure in small risk when dealing with customers.
-Sensitivity to Environment	4	Sometimes sensitive with the change of environment.
-Sensitivity to Followers	4	Sometimes care for her subordinates.
3.6 -Unconventional Behavior	2	Low emphasis in unconventional behavior.
Transactional Leadership		
-Contingent Reward	4	She is neutral in using coercive power towards her subordinates.
-Laissez-Faire	2	Low emphasis in withdrawing from her responsibilities. Therefore, conflict is absent. Neutral in managing her subordinates' performances.
-Management by Exception (passive)	4	Neutral in managing her subordinates' performances.
3.5 -Management by Exception (active)	4	
Transformational Leadership		
-Charisma	4	She is neutral in regards of charismatic.
-Inspiration	3	Slight low emphasis in inspiring her subordinates.
-Intellectual Stimulation	3	Slight low emphasis in stimulating her subordinates for intellectual development.
3.3 -Individualized Consideration	3	Slight low emphasis in individual consideration toward her subordinates.
Visionary Leadership		
-Express the Vision	3	Slight low emphasis in expressing the vision.
-Live the Vision	3	Slight low emphasis in living the vision.
3.0 -Extend the Vision	3	Slight low emphasis in extending the vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R5	A. Nonverbal Communication (Mean) Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	4	Sometimes use facial expression when delivering messages. Therefore, conflict is happen at neutral.
	Paralinguistics		
	-Tone of voice	4	Sometimes practises tone differences in different situations. Therefore, conflict happen at neutral.
	3.75 -Pacing and Pitch	4	Sometime use pacing and pitch or raise voice. Hence, conflict is at neutral.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	5	Slightly present in use of some choices of words and vocabulary. Causes slight present of conflict.
	-Word Connotations	5	Observed in use of some synonyms to differentiate meanings. Therefore, conflict is slightly present.
	-Tone Differences	4	Sometimes speak in different tones according to situations. Hence, conflict is happen at neutral.
	4.8 -Perception Differences	4	Sometimes show perception differences. Hence, conflict is happen at neutral.
	C. Semantic Difficulties		
	-Filtering	4	Sometimes, he filter information received. Conflict is happen at neutral.
	-Defensiveness	5	Defensive when if confronted. Hence, conflict is slightly present.
	-Languages	4	Able to use good languages but at times, affected by upbrings. Therefore, conflict is happen at neutral.
	-Selective Perception (Weitanschauung)	4	Sometimes, shown selective perception about the department. Conflict is happen at neutral.
	-information Overload	4	Sometimes observed in information overloaded and overwhelmed when lots of projects on hand. Hence, conflict is happen at neutral.
	4.0 -Channels chosen	3	Use appropriate channels to communicate. As such, conflict is slightly absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	5	Commented that the department leadership is stressful. Hence, conflict is slightly present.
	-Roles Diversity (Specialization)	5	Practised roles diversity in his tasks. Therefore, conflict is slightly present.
	-Member Goal Diversity	4	Sometimes, his goal is cohesiveness with the department's. As such, conflict is neutral.
	-Reward Systems Ambiguities	3	Did not complain on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	4.0 Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	4	Sometimes, his own value differ from the department's practises.
	-Personality Types	4	He is between Type A and Type B.
	-Psychographics (Life Styles)	4	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral.
	-Theological Practices	4	Sometimes have religious beliefs but not to very great extend. As such, conflict happen at appropriate level.
	-Physical Characteristics	3	Shown slight physical characteristics as a trainer. Therefore, conflict is slightly absent.
	3.8 -Mental Philosophical Characteristics	4	At times, he exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral.
	F. Leadership Theories Traits Theories		
	-Ambition and Energy	6	Shown ambitious and energetic to excel. Thus, conflict is present.
	-Honesty and Integrity	4	Sometimes, he is honesty and integrity. Therefore, conflict happen at neutral.
	-Intelligence	5	He is an intelligence staff. Therefore, conflict is slightly present.
	-Desire to Lead	5	Shows slight desire to lead. Therefore, conflict is slightly present.
	-Self-Confidence	6	Shown high self-confidence. As such, conflict is present.
	5.2 -Job-Relevant Knowledge	5	Having job-relevant knowledge. Therefore, conflict is slightly present.
	Behavioral Theories Ohio State		
	-Initiating Structure	4	Sometimes, he is more focus of initiating structure. Hence, conflict is neutral.

Staff	Criteria/ subcriteria In question	Score	Reason
	3.5 -Consideration University of Michigan -Employee-Orientaton 4.5 -Production-Orientation Development-Oriented -Generating Experiments -Seeking New Ideas 4.7 -Promoting Change Cognitive Resource Theory -Communication -Plans -Decisions -Strategies 4.8 -Directive Behavior Situational Leadership Theory Readiness of Followers - Ableness 4.5 - Willingness Behavior of Leaders - Clear, specific directions - High Task Orientation - Support & Participation 3.75 - Let Followers Perform	3 4 5 5 5 4 4 5 5 5 4 4 3 4 4	Observed some consideration when dealing with his subordinates. Therefore, conflict is slight absent. Sometimes more to employee-orientation. Therefore, conflict is at neutral. Observed slight focus on production, Therefore, conflict is slightly present. Observed slight present in generating experiments. Therefore, conflict is slightly present. Observed slight present in seeking new ideas. Therefore, conflict is slightly present. Sometimes, promoting changes for betterment of the department. Therefore, conflict is at neutral. Able to communicate well. Hence, conflict is neutral. Observed some efforts in planning. Therefore, conflict is slight present. Able to make visible decisions. Hence, conflict is slight present. Observed some effort in conducting any analysis and strategies for betterment of the department. Therefore, conflict is slight present. Slight present in directive behavior when instructing subordinates. Thus, conflict is slightly present. Shown slightly able. Capable. Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral. Slight low emphasis in high task orientation. As such, conflict is slightly absent. Sometimes, emphasis on supportiveness and participativeness. Sometimes, allow followers to perform. Hence, conflict is at neutral.
	Styles Charismatic Leadership -Vision and Articulation -Personal Risk -Sensitivity to Environment -Sensitivity to Followers 4.0 -Unconventional Behavior	5 4 4 4 3	Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present. Sometimes, exposing himself to risk. As such, conflict is at neutral. Sometimes, he is sensitive to environment. As such, conflict is at neutral. Sometimes, he is sensitive to followers. As such, conflict is at neutral. Slightly absent in unconventional behavior, as performing normally.
	Transactional Leadership -Contingent Reward -Laissez-Faire -Management by Exception (passive) 4.25 -Management by Exception (active)	5 4 4 4	Slight high emphasis on coercive power when dealing with subordinates. Therefore, conflict is slight present. Sometimes, withdrawing from his responsibilities. Sometimes, focus on management by exception (passive). Sometimes, focus on management by exception (active).
	Transformational Leadership -Charisma -Inspiration -Intellectual Stimulation 4.8 -Individualized Consideration	6 5 4 4	High emphasis on charismatic. Therefore, conflict is present. Slight high emphasis on inspiration. Therefore, conflict is slight present. Sometimes, stimulate his subordinates for intellectual development. Sometimes, practice individualized consideration.
	Visionary Leadership -Express the Vision -Live the Vision 5.0 -Extend the Vision	5 5 5	Slight high emphasis in expressing his vision. Slight high emphasis in living his vision. Slight high emphasis in extending his vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R6	A. Nonverbal Communication Body Language		
	-Body Motions	4	Sometimes use body motion to deliver message. Therefore, conflict present at appropriate level.
	-Facial Expressions	5	Slightly present in use of facial expression like movement of eyes, mouth and shoulders. Therefore, raise slight present of conflict.
	Paralinguistics		
	-Tone of voice	4	Sometimes practises tone differences in different situations. Therefore, conflict happen at neutral.
	4.25 -Pacing and Pitch	4	Sometimes show pacing and pitch and raise voice. It happened at the appropriate level. Hence, conflict is at neutral.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	4	Sometimes, able to articulate words clearly. Therefore, conflict is present at the appropriate level..
	-Word Connotations	4	Sometimes,use word connotations appropriately. Therefore, conflict is present at the appropriate level..
	-Tone Differences	5	Speak in different tones according to situations and audiences. As such, slight present of conflict.
	4.3 -Perception Differences	4	Sometimes show perception differences. Hence, conflict is happen at neutral.
	C. Semantic Difficulties		
	-Filtering	5	Observed slight actions in filtering information. Hence, conflict is slightly present.
	-Defensiveness	5	Defensive when if confronted. Hence, conflict is slightly present.
	-Languages	4	Sometimes shown ability in good command of languages. Hence, conflict is happen at neutral.
	-Selective Perception (Weltanschauung)	4	Sometimes choose and select information received on based past experiences. Hence, conflict is happen at neutral.
	-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to her.
	4.3 -Channels chosen	4	Slight absent in using a lot of channels for communications. Hence, conflict is happen at neutral.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	4.5	Commented that the department leadership is stressful. Hence, conflict is slightly present.
	-Roles Diversity (Specialization)	5	Practiced roles diversity in her tasks. Therefore, conflict is slightly present.
	-Member Goal Diversity	4	Sometimes, her goal is cohesiveness with the department's. As such, conflict is neutral.
	-Reward Systems Ambiguities	5	Expressed some comments on the reward system. Therefore, conflict is slightly present.
	-Size (Ashby Law of requisite variety)	4	Sometimes express comments on the large volume of task due to size. As such, conflict is neutral.
	4.5 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	4	Her belief sometimes cohesive with the department's practises. Therefore, conflict happen at neutral.
	-Personality Types	4	She is between Type A and Type B.
	-Psychographics (Life Styles)	4	Sometimes, practices a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral.
	-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent.
	-Physical Characteristics	2	Slight absent in having the physical character as a leader as she is slightly short. Therefore, conflict is absent.
	3.3 -Mental Philosophical Characteristics	3	Observed slight present of the mind set required in the organization. Therefore, conflict is slightly absent.
	F. Leadership Theories		
	Traits Theories		
	-Ambition and Energy	4	She is neutral in ambition and energy. Therefore, conflict is happened at the appropriate level.
	-Honesty and Integrity	3	Shows honesty and integrity. Therefore, conflict is slightly absent.
	-Intelligence	4	Sometimes able to response relatively fast when challenge. As such, conflict is at neutral.
	-Desire to Lead	6	She has high emphasis in desire to lead. Hence, conflict is present.
	-Self-Confidence	6	Shown high self-confidence. As such, conflict is present.
	4.7 -Job-Relevant Knowledge	5	Having job-relevant knowledge. Therefore, conflict is slightly present.
	Behavioral Theories		
	Ohio State		

Staff	Criteria/ subcriteria in question	Score	Reason
	<p>-Initiating Structure</p> <p>4.0 -Consideration University of Michigan</p> <p>-Employee-Oriented</p> <p>4.0 -Production-Oriented</p> <p>Development-Oriented</p> <p>-Generating Experiments</p> <p>-Seeking New Ideas</p> <p>5.0 -Promoting Change</p> <p>Cognitive Resource Theory</p> <p>-Communication</p> <p>-Plans</p> <p>-Decisions</p> <p>-Strategies</p> <p>4.4 -Directive Behavior</p> <p>Situational Leadership Theory Readiness of Followers</p> <p>3.5 -Willingness Behavior of Leaders</p> <p>-Clear, Specific Direction</p> <p>-High Task Orientation</p> <p>-Support & Participation</p> <p>3.75 -Let Followers Perform</p>	<p>5</p> <p>3</p> <p>3</p> <p>5</p> <p>5</p> <p>6</p> <p>6</p> <p>5</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p> <p>5</p> <p>4</p> <p>3</p> <p>4</p> <p>4</p> <p>4</p> <p>3</p>	<p>She does ensure that her subordinates to perform their jobs. Therefore, there is slight present of conflict.</p> <p>Observed some consideration when dealing with her subordinates. Therefore, conflict is slight absent.</p> <p>She is slight low emphasis on employees. Therefore, conflict is slightly absent.</p> <p>Observed slight focus on production, Therefore, conflict is slightly present.</p> <p>Observed slight present in generating experiments. Therefore, conflict is slightly present.</p> <p>Observed slight present in seeking new ideas. Therefore, conflict is slightly present.</p> <p>Slight emphasis in promoting change. Therefore, conflict is slightly present.</p> <p>Slight emphasis in communication. Therefore, conflict is slightly present.</p> <p>Sometimes emphasis on planning. Hence, conflict is present at appropriate level.</p> <p>Sometimes able to make visible decisions. Therefore, conflict is present at neutral.</p> <p>She is neutral on strategies. Therefore, conflict is happened at the appropriate level.</p> <p>Slight present in directive behavior when instructing subordinates. Thus, conflict is slightly present.</p> <p>Sometimes able.</p> <p>Slightly unwilling.</p> <p>Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral.</p> <p>Neutral in task-orientation.</p> <p>Sometimes, emphasis on supportiveness and participativeness.</p> <p>Slightly low emphasis in allowing her subordinates to perform as they like.</p>
	<p>Styles</p> <p>Charismatic Leadership</p> <p>-Vision and Articulation</p> <p>-Personal Risk</p> <p>-Sensitivity to Environment</p> <p>-Sensitivity to Followers</p> <p>3.6 -Unconventional Behavior</p>	<p>5</p> <p>3</p> <p>4</p> <p>3</p> <p>3</p>	<p>Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present.</p> <p>Slight absent in exposing herself to unconventional risk when dealing with customers. Therefore, conflict is slightly absent.</p> <p>Sometimes, he is sensitive to followers. As such, conflict is at neutral.</p> <p>Shown slight absent in cares for her peers and colleagues.</p> <p>Slightly absent in unconventional behavior, as performing normally.</p>
	<p>Transactional Leadership</p> <p>-Contingent Reward</p> <p>-Laissez-Faire</p> <p>-Management by Exception (passive)</p> <p>4.25 -Management by Exception (active)</p>	<p>5</p> <p>4</p> <p>4</p> <p>4</p>	<p>Slight high emphasis on coercive power when dealing with subordinates. Therefore, conflict is slight present.</p> <p>Sometimes, withdrawing from her responsibilities.</p> <p>Sometimes, focus on management by exception (passive).</p> <p>Sometimes, focus on management by exception (active).</p>
	<p>Transformational Leadership</p> <p>-Charisma</p> <p>-Inspiration</p> <p>-Intellectual Stimulation</p> <p>3.5 -Individualized Consideration</p>	<p>5</p> <p>3</p> <p>3</p> <p>3</p>	<p>Slight emphasis in charismatic. Hence, conflict is slightly present.</p> <p>Slight low emphasis in inspiring her subordinates.</p> <p>Slight low emphasis in stimulating her subordinates for intellectual development.</p> <p>Slight low emphasis in individual consideration toward her subordinates.</p>
	<p>Visionary Leadership</p> <p>-Express the Vision</p> <p>-Live the Vision</p> <p>4 -Extend the Vision</p>	<p>4</p> <p>4</p> <p>4</p>	<p>Neutral in expressing the vision.</p> <p>Neutral in living the vision.</p> <p>Neutral in extending the vision.</p>

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R7	A. Nonverbal Communication		
	Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	3	Absent in using facial expressions when delivering messages. Therefore, slight absent in conflict.
	Paralinguistics		
	-Tone of voice	4	Sometimes practises tone differences in different situations. Therefore, conflict happen at neutral.
	3.5 -Pacing and Pitch	4	Sometimes show pacing and pitch and raise voice. It happened at the appropriate level. Hence, conflict is at neutral.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Able to articulate words clearly. Therefore, slight absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
	-Tone Differences	4	Sometimes speak in different tones according to situations. Hence, conflict is happen at neutral.
	3.3 -Perception Differences	3	Slightly absent in perception differences. Therefore, conflict is slightly absent.
	C. Semantic Difficulties		
	-Filtering	3	Did not filter information received. Therefore, conflict is slightly absent.
	-Defensiveness	4	Defensive when being confronted. Therefore, conflict is happened at the appropriate level.
	-Languages	3	Practise good command of languages. Therefore, conflict is slightly absent.
	-Selective Perception (Weltanschauung)	3	Slight absent in exhibiting selective perception when dealing with daily tasks. Therefore, conflict is slight absent.
	-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to her.
	3.3 -Channels chosen	3	Use appropriate channels to communicate. As such, conflict is slightly absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	4	Sometimes, the leadership practiced in the department appear to be stressful to her. Therefore, conflict is present at appropriate level.
	-Roles Diversity (Specialization)	4	Sometimes show roles diversity. Conflict is present at appropriate level.
	-Member Goal Diversity	3	Slight absent in her goals off from department's goal. Therefore, conflict is slightly absent.
	-Reward Systems Ambiguities	3	Did not complain on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	3.4 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3	She is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	3	Observed having a work life balanced. Therefore, conflict is slightly absent.
	-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Shown slight physical characteristics as a trainer. Therefore, conflict is slightly absent.
	3.0 -Mental Philosophical Characteristics	3	Observed slight present of the mind set required in the organization. Therefore, conflict is slightly absent.
	F. Leadership Theories		
	Traits Theories		
	-Ambition and Energy	3	Slight low emphasis in ambition and energy. Therefore, conflict is slight absent.
	-Honesty and Integrity	5	Honesty and integrity. Therefore, causes slight present of conflict.
	-Intelligence	3	Slight low emphasis in intelligence. Therefore, conflict is slight absent.
	-Desire to Lead	4	Only shown desire to lead at the appropriate situation. As such, conflict is neutral.
	-Self-Confidence	4	Sometimes shown self-confidence when dealing with agents, subordinates and peers. Therefore, conflict is neutral.
	3.9 -Job-Relevant Knowledge	4.5	Having job-relevant knowledge. Therefore, conflict is slightly present.
	Behavioral Theories		
	Ohio State		
	-Initiating Structure	4	Sometimes, she is more focus of initiating structure. Hence, conflict is neutral.

Staff	Criteria/ subcriteria in question	Score	Reason
	4.0 -Consideration University of Michigan	4	Sometimes, she is more focus of consideration. Hence, conflict is neutral.
	-Employee-Orientatation	4	Sometimes more to employee-orientation. Therefore, conflict is at neutral.
	4.0 -Production-Orientatation	4	Sometimes on focus of production-orientation.
	Development-Oriented		
	-Generating Experiments	3	She does not concern in generating experiments. As such, do not create any scenario that cause implication. Therefore, slight absent of conflict.
	-Seeking New Ideas	3	Slight absent in showing effort to seek new ideas.
	3.0 -Promoting Change	3	Very seldom promote changes for betterment of the department. Therefore, do not create any difficulties to her subordinates. Conflict is slightly absent.
	Cognitive Resource Theory		
	-Communication	3	She has slight low emphasis on communication. Therefore, conflict is slightly absent.
	-Plans	4	Sometimes emphasis on planing. Hence, conflict is present at appropriate level.
	-Decisions	4	Sometimes able to make visible decisions. Therefore, conflict is present at neutral.
	-Strategies	4	She is neutral on strategies. Therefore, conflict is happened at the appropriate level.
	3.0 -Directive Behavior	4	She is neutral on directive behaviour. Therefore, conflict is happened at the appropriate level.
	Situational Leadership Theory		
	Readiness of Followers		
	- Ableness	3	Slightly unable.
	3.5 - Willingness	4	Neutral in willingness.
	Behavior of Leaders		
	-Clear, Specific Direction	4	Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral.
	-High Task Orientation	5	Slight high emphasis in task orientation.
	-Support & Participation	5	Slight high emphasis on supporting and participating department activities.
	4.5 -Let Followers Perform	4	Sometimes, allow followers to perform. Hence, conflict is at neutral.
	Styles		
	Charismatic Leadership		
	-Vision and Articulation	4	Sometimes shows some visions in performing her task.
	-Personal Risk	3	Slight absent in exposing herself to unconventional risk when dealing with customers. Therefore, conflict is slightly absent.
	-Sensitivity to Environment	3	Slight absent in showing sensitivity with the change of environment.
	-Sensitivity to Followers	4	Sometimes care for her peers and colleagues.
	3.2 -Unconventional Behavior	2	Absent in unconventional behavior, as performing normally. Conflict is absent.
	Transactional Leadership		
	-Contingent Reward	3	Slightly low emphasis on using of coercive power towards subordinates. Therefore, conflict is slightly absent.
	-Laissez-Faire	2	Absent in withdrawing from her responsibilities when carrying her daily tasks. Responsible for tasks that assigned to her.
	-Management by Exception (passive)	4	Moderate in managing or cooperating with her peers and colleagues subordinates' performances.
	3.25 -Management by Exception (active)	4	Moderate in managing or cooperating with her peers and colleagues subordinates' performances.
	Transformational Leadership		
	-Charisma	4	She is neutral in regards of charismatic.
	-Inspiration	3	Slight low emphasis in inspiring her subordinates.
	-Intellectual Stimulation	3	Slight absent in stimulating her peers and colleagues for intellectual development.
	3.5 -Individualized Consideration	4	Sometimes show concern and considerate her peers and colleagues.
	Visionary Leadership		
	-Express the Vision	3	Slight low emphasis in expressing the vision.
	-Live the Vision	3	Slight low emphasis in living the vision.
	3 -Extend the Vision	3	Slight low emphasis in extending the vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R8	A. Nonverbal Communication Body Language		
	-Body Motions	4	Sometimes uses body movement when deliver a message or communicating.
	-Facial Expressions	4	Sometimes use facial expression when delivering messages. Therefore, conflict is happen at neutral.
	Paralinguistics		
	-Tone of voice	3	Slightly absent in showing tone of voice when communicate with peers and subordinates. Therefore, conflict is slightly absent.
	3.5 -Pacing and Pitch	3	Slightly absent in high pacing and pitch. Therefore, conflict is slightly absent.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	4	Sometimes, able to articulate words clearly. Therefore, conflict is present at the appropriate level..
	-Word Connotations	4	Sometimes,use word connotations appropriately. Therefore, conflict is present at the appropriate level.
	-Tone Differences	4	Sometimes speak in different tones according to situations.Hence, conflict is happen at neutral.
	4.0 -Perception Differences	4	Did not observe any perception differences. As such, conflict happened at the appropriate level.
	C. Semantic Difficulties		
	-Filtering	4	In certain occasion, he will filter the information received. Therefore, conflict happened at the appropriate level.
	-Defensiveness	4	Defensive when being confronted. Therefore, conflict is happened at the appropriate level.
	-Languages	4	Sometimes shown ability in good command of languages. Hence, conflict is happen at neutral.
	-Selective Perception (Weitanschauung)	4	Sometimes, shown selective perception about the department. Conflict is happen at neutral.
	-Information Overload	3	Did not observe information is overloaded to him. Therefore, conflict is slightly absent.
	3.8 -Channels chosen	4	Use appropriate channel of communications. Therefore, conflict is neutral.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	4	Occasionally, commented that the department leadership is stressful. Hence, conflict is neutral.
	-Roles Diversity (Specialization)	5	Practised roles diversity in his tasks. Therefore, conflict is slightly present.
	-Member Goal Diversity	4	Sometimes, his goal is cohesines with the department's. As such, conflict is neutral.
	-Reward Systems Ambiguities	3	Did not complain on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	3.8 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3	He is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	4	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral.
	-Theological Practices	3	His religious beliefs does not jeopardize his work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Shown slight physical characteristics as a trainer. Therefore, conflict is slightly absent.
	3.5 -Mental Philosophical Characteristics	5	Slightly shown that he has the mental philosophical characters needed in the organization.
	F. Leadership Theories Traits Theories		
	-Ambition and Energy	4	He is ambitious and energetic. Conflict is happened at the appropriate level.
	-Honesty and Integrity	4	Honest and integrats.
	-Intelligence	5	Slight high emphasis on intelligence. Therefore, conflict is slightly present.
	-Desire to Lead	4	Sometimes, shown desire to lead. Hence, conflict is presnet at neutral.
	-Self-Confidence	5	Slight high emphasis on self-confidence. Therefore, conflict is slightly present.
	4.7 -Job-Relevant Knowledge	6	High emphasis in job-relevant knowledge. Therefore, conflict is present.
	Behavioral Theories Ohio State		
	-Initiating Structure	4	Sometimes,he is more focus of initiating structure. Hence, conflict is neutral.

Staff	Criteria/ subcriteria in question	Score	Reason
	4.0 -Consideration University of Michigan	4	Sometimes, he is more focus of consideration. Hence, conflict is neutral.
	-Employee-Orientatation	4	Sometimes more to employee-orientation. Therefore, conflict is at neutral.
	4.0 -Production-Orientatation	4	Sometimes on focus of production-orientation.
	Development-Oriented		
	-Generating Experiments	5	Observed slight present in generating experiments. Therefore, conflict is slightly present.
	-Seeking New Ideas	5	Observed slight present in seeking new ideas. Therefore, conflict is slightly present.
	4.7 -Promoting Change	4	Sometimes, emphasis on promotion of changes.
	Cognitive Resource Theory		
	-Communication	4	Able to communicate with subordinates and peers. However, sometimes do spur some conflict but present at neutral.
	-Plans	4	Sometimes emphasis on planing. Hence, conflict is present at appropriate level.
	-Decisions	4	Sometimes able to make visible decisions. Therefore, conflict is present at neutral.
	-Strategies	5	Observed some effort in conducting any analysis and strategise for betterment of the department. Therefore, conflict is slight present.
	4.2 -Directive Behavior	4	He is neutral on directive behaviour. Therefore, conflict is happened at the appropriate level.
	Situational Leadership Theory		
	Readiness of Followers		
	- Ableness	5	Slightly able.
	- Willingness	5	Slightly willing.
	Behavior of Leaders		
	-Clear, Specific Direction	4	Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral.
	-High Task Orientation	4	Neutral in task-orientation.
	-Support & Participation	5	Slight high emphasis on supporting and participating department activities.
	4.25 -Let Followers Perform	4	Sometimes, allow followers to perform. Hence, conflict is at neutral.
	Styles		
	Charismatic Leadership		
	-Vision and Articulation	5	Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present.
	-Personal Risk	4	Sometimes, exposing himself to risk. As such, conflict is at neutral.
	-Sensitivity to Environment	4	Sometimes, he is sensitive to followers. As such, conflict is at neutral.
	-Sensitivity to Followers	4	Sometimes care for his peers and colleagues.
	4 -Unconventional Behavior	3	Slightly absent in unconventional behavior, as performing normally.
	Transactional Leadership		
	-Contigent Reward	4	He is neutral in using coercive power towards her subordinates.
	-Laissez-Faire	3	Slight absent in withdraw from his responsibilities.
	-Management by Exception (passive)	4	Moderate in managing his subordinate's performances.
	3.75 -Management by Exception (active)	4	Slight present in managing his subordinate's performances actively.
	Transformational Leadership		
	-Charisma	4	Neutral in charisma.
	-Inspiration	4	Neutral in inspiration.
	-Intellectual Stimulation	5	Slight high emphasis in stimulating his subordinate for intellectual development.
	4.25 -Individualized Consideration	4	Neutral in individualized consideration
	Visionary Leadership		
	-Express the Vision	4	Neutral in expressing the vision.
	-Live the Vision	4	Neutral in living the vision.
	4 -Extend the Vision	4	Neutral in extending the vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R9	A. Nonverbal Communication Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	4	Sometimes use facial expression when delivering messages. Therefore, conflict is happen at neutral.
	Paralinguistics		
	-Tone of voice	3	Slightly absent in showing tone of voice when communicate with peers and subordinates. Therefore, conflict is slightly absent.
	3.25 -Pacing and Pitch	3	Slightly absent in high pacing and pitch. Therefore, conflict is slightly absent.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Able to articulate words clearly. Therefore, slight absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
	-Tone Differences	4	Sometimes speak in different tones according to situations. Hence, conflict is happen at neutral.
	3.5 -Perception Differences	4	Did not observe any perception differences. As such, conflict happened at the appropriate level.
	C. Semantic Difficulties		
	-Filtering	3	Did not filter information received. Therefore, conflict is slightly absent.
	-Defensiveness	4	Defensive when being confronted. Therefore, conflict is happened at the appropriate level.
	-Languages	4	Sometimes shown ability in good command of languages. Hence, conflict is happen at neutral.
	-Selective Perception (Weltanschauung)	4	Sometimes, shown selective perception about the department. Conflict is happen at neutral.
	-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to him.
	3.8 -Channels chosen	4	Use appropriate channel of communications. Therefore, conflict is neutral.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	5	Commented that the department leadership is stressful. Hence, conflict is slightly present.
	-Roles Diversity (Specialization)	5	Practised roles diversity in his tasks. Therefore, conflict is slightly present.
	-Member Goal Diversity	4	Sometimes, his goal is cohesiveness with the department's. As such, conflict is neutral.
	-Reward Systems Ambiguities	3	Did not complain on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	4	Sometimes express comments on the large volume of task due to size. As such, conflict is neutral.
	4.2 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3	He is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	4	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral.
	-Theological Practices	3	His religious beliefs does not jeopardize his work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Shown slight physical characteristics as a trainer. Therefore, conflict is slightly absent.
	3.3 -Mental Philosophical Characteristics	4	At times, he exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral.
	F. Leadership Theories Traits Theories		
	-Ambition and Energy	5	Slight ambitious and energetic. Therefore, slight present of conflict.
	-Honesty and Integrity	4	Honest and integrate.
	-Intelligence	4	Sometimes able to response relatively fast when challenge. As such, conflict is at neutral.
	-Desire to Lead	4	Sometimes, shown desire to lead. Hence, conflict is present at neutral.
	-Self-Confidence	5	Slight high emphasis on self-confidence. Therefore, conflict is slightly present.
	4.3 -Job-Relevant Knowledge	4	He has some job-relevant knowledge. Therefore, conflict is present at neutral.
	Behavioral Theories Ohio State		
	-Initiating Structure	3	Slightly absent in taking steps to ensure that he perform his job.
	3.5 -Consideration University of Michigan	4	Sometimes, he is more focus of consideration. Hence, conflict is neutral.

Staff	Criteria/ subcriteria in question	Score	Reason
	-Employee-Oriented	4	Sometimes more to employee-orientation. Therefore, conflict is at neutral.
	3.5 -Production-Oriented	3	He is slight low emphasis on production. Therefore, conflict is slightly absent.
	Development-Oriented		
	-Generating Experiments	4	Neutral in generating experiments. Observed slight present in seeking new ideas.
	-Seeking New Ideas	5	Therefore, conflict is slightly present.
	4.7 -Promoting Change	5	Slight emphasis in promoting change. Therefore, conflict is slightly present.
	Cognitive Resource Theory		
	-Communication	4	Able to communicate with subordinates and peers. However, sometimes do spur some conflict but present at neutral.
	-Plans	5	Observed some efforts in planning. Therefore, conflict is slight present.
	-Decisions	4	Sometimes able to make visible decisions. Therefore, conflict is present at neutral.
	-Strategies	5	Observed some effort in conducting any analysis and strategies for betterment of the department. Therefore, conflict is slight present.
	4.4 -Directive Behavior	4	He is neutral on directive behaviour. Therefore, conflict is happened at the appropriate level.
	Situational Leadership Theory		
	Readiness of Followers		
	- Ableness	4	Neutral in ableness.
	4 -Willingness	4	Neutral in willingness.
	Behavior of Leaders		
	-Clear, Specific Direction	4	Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral.
	-High Task Orientation	5	Slight high emphasis in task orientation.
	-Support & Participation	5	Slight high emphasis on supporting and participating department activities.
	4.5 -Let Followers Perform	4	Sometimes, allow followers to perform. Hence, conflict is at neutral.
	Styles		
	Charismatic Leadership		
	-Vision and Articulation	5	Shown slight high emphasis on vision and articulation. Hence, conflict is slightly present.
	-Personal Risk	3	Slight absent in exposing herself to unconventional risk when dealing with customers. Therefore, conflict is slightly absent.
	-Sensitivity to Environment	4	Sometimes, he is sensitive to followers. As such, conflict is at neutral.
	-Sensitivity to Followers	4	Sometimes care for his peers and colleagues. Absent in unconventional behavior, as performing normally. Conflict is absent.
	3.6 -Unconventional Behavior	2	
	Transactional Leadership		
	-Contingent Reward	3	Slightly low emphasis on using of coercive power towards subordinates. Therefore, conflict is slightly absent.
	-Laissez-Faire	3	Slight absent in withdraw from his responsibilities.
	-Management by Exception (passive)	4	Moderate in managing or cooperating with his peers and colleagues subordinates' performances.
	3.5 -Management by Exception (active)	4	Moderate in managing or cooperating with his peers and colleagues subordinates' performances.
	Transformational Leadership		
	-Charisma	4	He is neutral in regards of charismatic.
	-Inspiration	3	Slight low emphasis in inspiring her subordinates.
	-Intellectual Stimulation	3	Slight absent in stimulating her peers and colleagues for intellectual development.
	3.25 -Individualized Consideration	3	Slight low emphasis in individual consideration toward her subordinates.
	Visionary Leadership		
	-Express the Vision	5	Slight emphasis in expressing the vision.
	-Live the Vision	5	Slight emphasis in living the vision.
	4.6667 -Extend the Vision	4	Neutral in extending the vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R 10	A. Nonverbal Communication Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	4	Sometimes use facial expression when delivering messages. Therefore, conflict is happen at neutral.
	Paralinguistics		
	-Tone of voice	3	Slightly absent in showing tone of voice when communicate with peers and subordinates.
	3.25 -Pacing and Pitch	3	Slightly absent in high pacing and pitch. Therefore, conflict is slightly absent.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Able to articulate words clearly. Therefore, slight absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
	-Tone Differences	4	Sometimes speak in different tones according to situations. Hence, conflict is happen at neutral.
	3.6 -Perception Differences	5	Observed slight present of perception differences. Therefore, conflict is slightly present.
	C. Semantic Difficulties		
	-Filtering	5	Observed slight actions in filtering information. Hence, conflict is slightly present.
	-Defensiveness	5	Defensive when if confronted. Hence, conflict is slightly present.
	-Languages	4	Sometimes shown ability in good command of languages. Hence, conflict is happen at neutral.
	-Selective Perception (Weltanschauung)	5	Shown slight perception over differences. Hence, conflict is slightly present.
	-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to him.
	4.2 -Channels chosen	2	Using wide channels to communicate. Hence, conflict is absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	4	Commented that the department leadership is stressful. Hence, conflict is slightly present.
	-Roles Diversity (Specialization)	5	Practised roles diversity in his tasks. Therefore, conflict is slightly present.
	-Member Goal Diversity	5	Observed slight present of conformity of goal with the department goal. Therefore, conflict is slightly present.
	-Reward Systems Ambiguities	3	Seldom complain on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	4.0 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	4	She has both of the Type A and Type personalities.
	-Psychographics (Life Styles)	4	Sometimes, practice a balanced work life activities during weekend and after work. Therefore, conflict is present at neutral.
	-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent.
	-Physical Characteristics	5	Shown slight absent of the physical characteristics as a trainer. Therefore, conflict is slightly present.
	3.8 -Mental Philosophical Characteristics	4	At times, she exhibit the set of mental philosophical characters needed in the organization. Therefore, conflict happen at neutral.
	F. Leadership Theories Traits Theories		
	-Ambition and Energy	4	Sometimes, she is not very ambitious even though she is a senior trainer. Conflict is happened at the appropriate level.
	-Honesty and Integrity	4	Honest and integrate.
	-Intelligence	5	Slight high emphasis on intelligence. Therefore, conflict is slightly present.
	-Desire to Lead	5	Shows slight desire to lead. Therefore, conflict is slightly present.
	-Self-Confidence	6	Slight high emphasis on self-confidence. Therefore, conflict is slightly present.

4.6 -Job-Relevant Knowledge	5.5	Slight high emphasis in job-relevant knowledge. Therefore, conflict is present.
Behavioral Theories Ohio State		
-Initiating Structure	5	She does ensure that her subordinates to perform their jobs. Therefore, there is slight present of conflict.
4.5 -Consideration University of Michigan	4	Sometimes, she is more focus of consideration. Hence, conflict is neutral.
-Employee-Oriented	3	She is slight low emphasis on employees. Therefore, conflict is slightly absent.
4.0 -Production-Oriented	5	Observed slight focus on production, Therefore, conflict is slightly present.
Development-Oriented		
-Generating Experiments	5	Observed slight present in generating experiments. Therefore, conflict is slightly present.
-Seeking New Ideas	5	Observed slight present in seeking new ideas. Therefore, conflict is slightly present.
5.0 -Promoting Change	5	Slight emphasis in promoting change. Therefore, conflict is slightly present.
Cognitive Resource Theory		
-Communication	4	Able to communicate with subordinates and peers. However, sometimes do spur some conflict but present at neutral.
-Plans	5	Observed some efforts in planning. Therefore, conflict is slight present.
-Decisions	5	Observed some effort in conducting any analysis and strategise for betterment of the department. Therefore, conflict is slight present.
-Strategies	5	Observed some effort in conducting any analysis and strategise for betterment of the department. Therefore, conflict is slight present. Slight present in directive behavior when instructing subordinates. Thus, conflict is slightly present.
4.9 -Directive Behavior	5.5	
Situational Leadership Theory Readiness of Followers		
-Ableness	3	Slightly able.
3 -Willingness Behavior of Leaders	3	Slightly willing.
-Clear, Specific Direction	4	Sometimes, emphasis on clear, specific directions. Therefore, conflict is at neutral.
-High Task Orientation	5	Slight high emphasis in task orientation.
-Support & Participation	4	Sometimes, emphasis on supportiveness and participativeness.
4 -Let Followers Perform	3	Slightly low emphasis in allowing her subordinates to perform as they like.
Styles		
Charismatic Leadership		
-Vision and Articulation	4	Sometimes shows some visions in performing her task.
-Personal Risk	5	Shown slight emphasis in dealing small risk.
-Sensitivity to Environment	4	Sometimes, she is sensitive to followers. As such, conflict is at neutral.
-Sensitivity to Followers	4	Sometimes care for her peers and colleagues.
4 -Unconventional Behavior	3	Slightly absent in unconventional behavior, as performing normally.
Transactional Leadership		
-Contingent Reward	5	Slight high emphasis on coercive power when dealing with subordinates. Therefore, conflict is slight present.
-Laissez-Faire	3	Slight absent in withdraw from her responsibilities.
-Management by Exception (passive)	4	Moderate in managing or cooperating with her peers and colleagues subordinates' performances.
4 -Management by Exception (active)	4	Moderate in managing or cooperating with her peers and colleagues subordinates' performances.
Transformational Leadership		
-Charisma	5	Slight emphasis in charismatic. Her subordinates respect her as a leader.
-Inspiration	5	Slight high emphasis on inspiration. Therefore, conflict is slight present.
-Intellectual Stimulation	4	Neutral in intellectual stimulation.
4.3 -Individualized Consideration	3	Slight low emphasis in individual consideration toward her subordinates.
Visionary Leadership		
-Express the Vision	5	Slight emphasis in expressing the vision.
-Live the Vision	5	Slight emphasis in living the vision.
4.7 -Extend the Vision	4	Neutral in extending the vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R 11	A. Nonverbal Communication		
	Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	4	Sometimes use facial expression when delivering messages. Therefore, conflict is happen at neutral.
	Paralinguistics		
	-Tone of voice	3	Slightly absent in showing tone of voice when communicate with peers and subordinates. Therefore, conflict is slightly absent.
	3.25 -Pacing and Pitch	3	Slightly absent in high pacing and pitch. Therefore, conflict is slightly absent.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Able to articulate words clearly. Therefore, slight absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
	-Tone Differences	3	Slight absent in use of different tones. Did not observe any perception differences. As such, conflict happened at the appropriate level.
	3.3 -Perception Differences	4	
	C. Semantic Difficulties		
	-Filtering	5	Observed slight actions in filtering information. Hence, conflict is slightly present.
	-Defensiveness	5	Defensive when if contradicted. Hence, conflict is slightly present.
	-Languages	4	Sometimes shown ability in good command of languages. Hence, conflict is happen at neutral.
	-Selective Perception (Weltanschauung)	4	Sometimes, shown selective perception about the department. Conflict is happen at neutral.
	-Information Overload	5	Slightly present in showing information overloaded. Therefore, conflict is slightly present.
	4.3 -Channels chosen	3	Use appropriate channels to communicate. As such, conflict is slightly absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	5	Commented that the department leadership is stressful. Hence, conflict is slightly present.
	-Roles Diversity (Specialization)	5	Practised roles diversity in his tasks. Therefore, conflict is slightly present.
	-Member Goal Diversity	4	Sometimes, his goal is cohesiveness with the department's. As such, conflict is neutral.
	-Reward Systems Ambiguities	3	Seldom complain on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	4.0 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3	He is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	3	Observed having a work life balanced. Therefore, conflict is slightly absent.
	-Theological Practices	3	His religious beliefs does not jeopardize his work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Shown slight physical characteristics as a trainer. Therefore, conflict is slightly absent.
	3.0 -Mental Philosophical Characteristics	3	Observed slight present of the mind set required in the organization. Therefore, conflict is slightly absent.
	F. Leadership Theories		
	Traits Theories		
	-Ambition and Energy	5	Slight ambitious and energetic. Therefore, slight present of conflict.
	-Honesty and Integrity	5	Honesty and integrity. Therefore, causes slight present of conflict.
	-Intelligence	5	Slight high emphasis on intelligence. Therefore, conflict is slightly present.
	-Desire to Lead	5	Shows slight desire to lead. Therefore, conflict is slightly present.
	-Self-Confidence	5	Slight high emphasis on self-confidence. Therefore, conflict is slightly present.
	5.1 -Job-Relevant Knowledge	5.5	Slight high emphasis in job-relevant knowledge. Therefore, conflict is present.
	Behavioral Theories		
	Ohio State		
	-Initiating Structure	5	He ensure that his subordinates to perform their jobs. Therefore, there is slight present of conflict.
	4.5 -Consideration	4	Sometimes, he is more focus of consideration. Hence, conflict is neutral.
	Univeristy of Michigan		
	-Employee-Orientatation	4	Sometimes more to employee-orientation. Therefore, conflict is at neutral.
	4.3 -Production-Orientatation	4.5	Sometimes more to production-orientation. Therefore, conflict is at neutral.
	Development-Oriented		

Staff	Criteria/ subcriteria in question	Score	Reason
	<ul style="list-style-type: none"> -Generating Experiments -Seeking New Ideas 	5 5	Observed slight present in generating experiments. Therefore, conflict is slightly present. Observed slight present in seeking new ideas. Therefore, conflict is slightly present.
	5.0 -Promoting Change	5	Slight emphasis in promoting change. Therefore, conflict is slightly present.
	Cognitive Resource Theory		
	-Communication	5	Slight emphasis in communication. Therefore, conflict is slightly present.
	-Plans	5	Observed some efforts in planning. Therefore, conflict is slight present.
	-Decisions	5	Observed some effort in conducting any analysis and strategies for betterment of the department. Therefore, conflict is slight present.
	-Strategies	5	Observed some effort in conducting any analysis and strategies for betterment of the department. Therefore, conflict is slight present.
	5.0 -Directive Behavior	5	Slight present in directive behavior when instructing subordinates. Thus, conflict is slightly present.
	Situational Leadership Theory		
	Readiness of Followers		
	- Ableness	4	Neutral in ableness.
	4.5 - Willingness	5	Slightly willing.
	Behavior of Leaders		
	-Clear, Specific Direction	5	Slight high emphasis on giving clear and specific directions.
	-High Task Orientation	5	Slight high emphasis in task orientation. Sometimes, emphasis on supportiveness and participativeness.
	-Support & Participation	4	Slightly low emphasis in allowing her subordinates to perform as they like.
	4.25 -Let Followers Perform	3	
	Styles		
	Charismatic Leadership		
	-Vision and Articulation	4	Sometimes shows some visions in performing her task.
	-Personal Risk	4	Sometimes, exposing himself to risk. As such, conflict is at neutral.
	-Sensitivity to Environment	4	Sometimes, he is sensitive to followers. As such, conflict is at neutral.
	-Sensitivity to Followers	3	Shown slight absent in cares for hispeers and colleagues.
	3.4 -Unconventional Behavior	2	Absent in unconventional behavior, as performing normally. Conflict is absent.
	Transactional Leadership		
	-Contingent Reward	5	Slight high emphasis on coercive power when dealing with subordinates. Therefore, conflict is slight present.
	-Laissez-Faire	3	Slight absent in withdraw from her responsibilities.
	-Management by Exception (passive)	4	Moderate in managing or cooperating with her peers and colleagues subordinates' performances.
	4 -Management by Exception (active)	4	Moderate in managing or cooperating with her peers and colleagues subordinates' performances.
	Transformational Leadership		
	-Charisma	5	Slight emphasis in charismatic. Her subordinates respect her as a leader.
	-Inspiration	5	Slight high emphasis on inspirtalon. Therefore, conflict is slight present.
	-Intellectual Stimulation	4	Neutral in intellectual stimulation.
	4.5 -Individualized Consideration	4	Neutral in individualized consideration
	Visionary Leadership		
	-Express the Vision	5	Slight emphasis in expressing the vision.
	-Live the Vision	5	Slight emphasis in living the vision.
	5.0 -Extend the Vision	5	Slight emphasis in extending the vision.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R 12	A. Nonverbal Communication		
	Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	3	Absent in using facial expressions when delivering messages. Therefore, slight absent in conflict.
	Paralinguistics		
	-Tone of voice	2	Absent in use of tone of voice when communicate with peers and subordinates. Therefore, conflict is absent.
	2.5 -Pacing and Pitch	2	Absent in showing pacing and pitch. Therefore, conflict is absent.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Able to articulate words clearly. Therefore, slight absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
	-Tone Differences	2	Absent in speaking different tones. Therefore, conflict is absent.
	2.75 -Perception Differences	3	Slightly absent in perception differences. Therefore, conflict is slightly absent.
	C. Semantic Difficulties		
	-Filtering	3	Did not filter information received. Therefore, conflict is slightly absent.
	-Defensiveness	2.5	Absent in defensiveness. Therefore, conflict is absent.
	-Languages	3	Practise good command of languages. Therefore, conflict is slightly absent.
	-Selective Perception (Weltanschauung)	3	Slight absent in exhibiting selective perception when dealing with daily tasks. Therefore, conflict is slight absent.
	-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to her.
	3.0533 -Channels chosen	3	Use appropriate channels to communicate. As such, conflict is slightly absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	4	Sometimes, comment that the department leadership is stressful. Hence, conflict is present at neutral.
	-Roles Diversity (Specialization)	3	Slight absent in roles diversity. Hence, conflict is slightly absent.
	-Member Goal Diversity	3	Show that her goals aligns well with the department. Therefore, conflict is slightly absent.
	-Reward Systems Ambiguities	3	Slight absent in expressing her comments on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	3.2 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3	She is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	3	Observed having a work life balanced. Therefore, conflict is slightly absent.
	-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Observed slight present in the physical character as a clerk. Hence, conflict is slightly absent.
	3 -Mental Philosophical Characteristics	3	Observed slight present in the mind set required in the organization. Therefore, conflict is slightly absent.
	F. Leadership Theories		
	Situational Leadership Theory		
	Readiness of Followers		
	-Ableness	5	Slightly able.
	5 -Willingness	5	Slightly willing.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R 13	A. Nonverbal Communication Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	3	Absent in using facial expressions when delivering messages. Therefore, slight absent in conflict.
	Paralinguistics		
	-Tone of voice	3	Slightly absent in showing tone of voice when communicate with peers and subordinates. Therefore, conflict is slightly absent.
	3 -Pacing and Pitch	3	Slightly absent in high pacing and pitch. Therefore, conflict is slightly absent.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	4	Observed that at certain situation able to articulate word clearly and uses appropriate vocabulary. Hence, conflict is present at neutral.
	-Word Connotations	4	Observed that at certain situation practiced word connotations. Hence, conflict is present at neutral.
	-Tone Differences	3	Slight absent in use of different tones. Slightly absent in perception differences.
	3.5 -Perception Differences	3	Therefore, conflict is slightly absent.
	C. Semantic Difficulties		
	-Filtering	3	Did not filter information received. Therefore, conflict is slightly absent.
	-Defensiveness	3.5	Show slight absent in defensiveness. Hence, conflict is slightly absent.
	-Languages	4	Sometimes shown ability in good command of languages. Hence, conflict is happen at neutral.
	-Selective Perception (Weitanschauung)	3	Slight absent in exhibiting selective perception when dealing with daily tasks. Therefore, conflict is slight absent.
	-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to her.
	3.5 -Channels chosen	3.5	Use appropriate channels to communicate. As such, conflict is slightly absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	4	Sometimes, comment that the department leadership is stressful. Hence, conflict is present at neutral.
	-Roles Diversity (Specialization)	4	Sometimes practiced roles diversity in his tasks. Therefore, conflict is present at neutral.
	-Member Goal Diversity	3	Show that her goals aligns well with the department. Therefore, conflict is slightly absent.
	-Reward Systems Ambiguities	3	Slight absent in expressing her comments on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	3.4 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3	She is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	3	Observed having a work life balanced. Therefore, conflict is slightly absent.
	-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent.
	-Physical Characteristics	4	Observed slight present in the physical character as a clerk at certain situation. Hence, conflict is neutral.
	3.1667 -Mental Philosophical Characteristics	3	Observed slight present in the mind set required in the organization. Therefore, conflict is slightly absent.
	F. Leadership Theories Situational Leadership Theory Readiness of Followers		
	-Ableness	5	Slightly able.
	5.25 -Willingness	5.5	Slightly willing.

CONFLICT DIAGNOSIS

Staff	Criteria/ subcriteria in question	Score	Reason
R 14	A. Nonverbal Communication		
	Body Language		
	-Body Motions	3	Slightly absent in use body motions when delivered messages. Therefore, slight absent in conflict.
	-Facial Expressions	3	Absent in using facial expressions when delivering messages. Therefore, slight absent in conflict.
	Paralinguistics		
	-Tone of voice	2	Absent in use of tone of voice when communicate with peers and subordinates. Therefore, conflict is absent.
	2.5 -Pacing and Pitch	2	Absent in showing pacing and pitch. Therefore, conflict is absent.
	B. Barriers to Cross-Cultural Communication		
	-Semantic	3	Able to articulate words clearly. Therefore, slight absent in conflict.
	-Word Connotations	3	Use good command of languages. Therefore, slight absent in conflict.
	-Tone Differences	2	Absent in speaking different tones. Therefore, conflict is absent.
	2.75 -Perception Differences	3	Slightly absent in perception differences. Therefore, conflict is slightly absent.
	C. Semantic Difficulties		
	-Filtering	3	Did not filter information received. Therefore, conflict is slightly absent.
	-Defensiveness	3	Show slight absent in defensiveness. Hence, conflict is slightly absent.
	-Languages	3	Practise good command of languages. Therefore, conflict is slightly absent.
	-Selective Perception (Weltanschauung)	3	Slight absent in exhibiting selective perception when dealing with daily tasks. Therefore, conflict is slight absent.
	-Information Overload	4	Sometimes show that information is overloaded and overwhelmed to her.
	3.1667 -Channels chosen	3	Use appropriate channels to communicate. As such, conflict is slightly absent.
	D. Structural Sources Of Conflict		
	-Stressful Leadership Styles	4	Sometimes, comment that the department leadership is stressful. Hence, conflict is present at neutral.
	-Roles Diversity (Specialization)	3	Slight absent in roles diversity. Hence, conflict is slightly absent. .
	-Member Goal Diversity	3	Show that her goals aligns well with the department. Therefore, conflict is slightly absent.
	-Reward Systems Ambiguities	3	Slight absent in expressing her comments on the reward system. Therefore, conflict is slightly absent.
	-Size (Ashby Law of requisite variety)	3	Slight absent in comment on the size of the department. Hence, conflict is slightly absent.
	3.2 -Jurisdictional Ambiguities	n/a	
	E. Personal Variables Sources Of Conflict		
	-Differing Individual Value System	3	Slight absent in showing that the leadership is a treat and stress to her. Therefore, conflict is slightly absent.
	-Personality Types	3	She is more to Type B. Therefore, conflict is slightly absent.
	-Psychographics (Life Styles)	3	Observed having a work life balanced. Therefore, conflict is slightly absent.
	-Theological Practices	3	Her religious beliefs does not jeopardize her work. Therefore, conflict is slight absent.
	-Physical Characteristics	3	Observed slight present in the physical character as a clerk. Hence, conflict is slightly absent.
	3 -Mental Philosophical Characteristics	3	Observed slight present in the mind set required in the organization. Therefore, conflict is slightly absent.
	F. Leadership Theories		
	Situational Leadership Theory		
	Readiness of Followers		
	-Ableness	5	Slightly able.
	5 -Willingness	5	Slightly willing.