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P.L. H’ng
Part B

In the following, please indicate the number on the rating scale that best applies to each statement with $\Box$. In selecting each response, please be as truthful as possible.

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19. I am curious to know everything about each task and do not mind if I have to stretch the deadline.

20. I emphasize on how the work is completed by looking at future trends.

21. I enjoy explaining intricacies and details of a complex project to my subordinates.

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34. I develop cooperative relationship among people I work with and try to share as much as I can.

35. I stand up for what I feel is right, regardless of it being right or wrong.

36. I listen attentively to all of my subordinates' ramblings.

---END OF QUESTIONNAIRE---

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5) Company:
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SEE ALSO SUPPLEMENTARY QUESTIONS 37 & 38.

P.L. H'ng
Part B

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* Indicating that I am not sure I understood the question.
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---END OF QUESTIONNAIRE---

THANK YOU FOR YOUR VALUABLE TIME AND COOPERATION!

37. Are you a risk-taker?
   ☒

38. Are you a gambler?
   ☒
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*---END OF QUESTIONNAIRE---
THANK YOU FOR YOUR VALUABLE TIME AND COOPERATION!

P.L. H'ng*
Research Topic:
COMPARATIVE STUDY OF ENGINEERING LEADERSHIP OF SENIOR ENGINEERS IN MALAYSIA & AUSTRALIA WITHIN THE CONSTRUCTION INDUSTRY

I would like to seek your kind cooperation and assistance to participate in this academic research project which is part of the Bachelor of Engineering degree programme managed by the University of Southern Queensland, Australia.

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For your convenience, the questionnaire could be electronically completed in this Word Document. If there are any doubts or questions concerning the questionnaire or the research, please do not hesitate to contact me at lynnet@hotmail.com.

Sincerely,
PoLyn H'ng
BEng Civil (ID: 0050043783)
Contact no.: +61 (04) 2329 0426
QUESTIONNAIRE

Introduction

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The outcome of this project would be obtained by quantitative survey and evaluation of the comparative study, which would greatly depend on the aid of this questionnaire. Analysis of the surveys relating to the leadership attributes found in the literature review would be conducted. The final results observed would then be extensively evaluated in terms of a comparative study between those attributes and between the senior engineers of Malaysia and Australia.

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Please click into the box provided ☑ to mark or type into where relevant.

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   (Please state current position held)
   PRINCIPAL DESIGN MANAGER

5) Company:
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P.L. H'ng
**Part B**

*In the following, please indicate the number on the rating scale that best applies to each statement with \( \checkmark \). In selecting each response, please be as truthful as possible.*

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2. I map out detailed plans and work my plan, knowing all essentials. □ □ □ □ □ □ □ \( \checkmark \)

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19. I am curious to know everything about each task and do not mind if I have to stretch the deadline. ☐ ☒ ☐ ☐ ☐ ☐

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BEng Civil (ID: 0050043783)
Contact no.: +61 (04) 2329 0426

P.L. H’ng
QUESTIONNAIRE

Introduction

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The outcome of this project would be obtained by quantitative survey and evaluation of the comparative study, which would greatly depend on the aid of this questionnaire. Analysis of the surveys relating to the leadership attributes found in the literature review would be conducted. The final results observed would then be extensively evaluated in terms of a comparative study between those attributes and between the senior engineers of Malaysia and Australia.

Part A: Profile

Please click into the box provided ☒ to mark or type into where relevant.

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☒ Male
☐ Female

2) Age:
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☐ 31 – 40 years
☒ 41 – 50 years
☐ > 50 years

3) Qualification:
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☒ High school
☐ Certificate / Diploma
☒ Bachelor’s Degree
☒ Master’s Degree
☐ Doctorate / PhD
☐ Others (please specify)

4) Years in engineering:
☐ <5 years
☐ 6 – 10 years
☒ 11 – 20 years
☐ 21 – 30 years
☐ 31 – 40 years
☐ > 40 years

(Please state current position held) Principal Structural Engineer

5) Company:
☐ Local
☒ Global

P.L. H’ng
### Part B

In the following, please indicate the number on the rating scale that best applies to each statement with ☐.
In selecting each response, please be as truthful as possible.

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<th>Almost never</th>
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</tbody>
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#### Section 1

<table>
<thead>
<tr>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I take action quickly because nothing is more important than accomplishing a goal or task.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>2. I map out detailed plans and work my plan, knowing all essentials.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>3. When seeing a complex task through completion, I ensure that every detail is accounted for.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>4. I enjoy analysing problems and thinking on the solutions.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>5. I prefer to stay with the tried and true and minimize risk.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>6. I am happy with my present status and situation.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>7. I take the initiative in seizing the opportunity to lead and taking charge of the unit.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>8. I run disciplined meetings where everything goes by the book.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>9. I push my subordinates from behind and get things to go accordingly.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>10. I tell my subordinates what to do and expect them to follow.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>11. I am not able to let go and empower my subordinate to entirely run a unit.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>12. I set personal examples of what I expect of others.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>13. I pay attention to details having a finger on the pulse of day-to-day activities.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>14. I am comfortable at my level of expertise and not particularly keen on delivering at levels of business.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>15. I do not worry about jeopardizing relationships when it comes to correcting mistakes.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>16. I believe that every subordinate is capable enough to fend for themselves.</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>17. I feel intimidated when constantly subjected to other people’s judgement.</td>
<td>☒</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>18. I am comfortable with taking orders than playing an active role in the company strategies.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
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**Section 2**

<p>| | | | | | |</p>
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<th></th>
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</thead>
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<tr>
<td>19.</td>
<td>I am curious to know everything about each task and do not mind if I have to stretch the deadline.</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>20.</td>
<td>I emphasize on how the work is completed by looking at future trends.</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>I enjoy explaining intricacies and details of a complex project to my subordinates.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>I know what is happening in the administrative sector at my workplace.</td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>23.</td>
<td>If there is any change, I embrace it and go with the flow.</td>
<td></td>
<td>X</td>
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<td>24.</td>
<td>If I get the change, I do not mind getting tasks outside my area of expertise.</td>
<td></td>
<td></td>
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<td>25.</td>
<td>I encourage my team to participate when it comes to decision making time, and I try to implement their ideas and suggestions.</td>
<td></td>
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<td>26.</td>
<td>I encourage my subordinates to be creative about their jobs.</td>
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<td>27.</td>
<td>I try to be persuasive in getting my subordinates to carry out the tasks, i.e. when our ideas contradict.</td>
<td>X</td>
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<td>28.</td>
<td>It is my second nature to be around whenever my subordinates need to consult.</td>
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<td>29.</td>
<td>I give my subordinates plenty of space to show initiative and I honour their boundaries.</td>
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<td>31.</td>
<td>I am never overly worried about where I am going to be and just concentrate on doing my present job competently.</td>
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