

# THE FUTURE OF ENGINEERING IS NOW.

Institution of  
**MECHANICAL  
ENGINEERS**

**Hong Kong**

**13-17 September 2013**

**Improving the world through engineering**

**eng  
now**  
360° LEADERSHIP TRAINING



# Preface



**Prof Stuart  
Cameron**

Chairman,  
EngNow 2013  
Steering  
Committee

The EngNow concept was born 18 months ago and, naturally, there were a number of organisational issues to deal with and I am immensely proud of the achievements of all involved.

The young engineers who attended benefited enormously through involvement with their peers, as well as with high profile engineering leaders. Our intent was to make the Young Leadership Conference unique. We came up with the idea of doing a 360 degree leadership survey from three distinct groups. These were: developing engineers, industry captains, and big corporations. The results of this helped us shape the content of the conference. Through this the younger participants were able to learn, discuss and interact with outstanding engineering professionals, successful entrepreneurs and business people, to help develop their ability to think innovatively and creatively.

The event was very successful, mainly due to the hard work of our volunteers in the region, together with the significant involvement by local companies both as sponsors and as speakers in the event itself.

The greatest challenge was the overall co-ordination in terms of location, speakers and sponsors. In this, the Operating Committee did a fantastic job. Special thanks go to our Young Members, who worked tirelessly over the entire event as guides and compares, meeting the needs of the guest speakers, and carrying out numerous other responsibilities. Had a professional organisation run the conference, I believe they would not have come anywhere close to the high quality event we achieved.





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Acknowledgement

# Congratulatory Message



**Carolyn Griffiths**

Chairman,  
International  
Strategy Board  
and  
Vice Chairman,  
Institution of  
Mechanical  
Engineers

September last year witnessed a first for the Institution of Mechanical Engineers. Hong Kong was host to EngNow, a three part, four day Leadership Programme.

As the new Chairman of the International Strategy Board I was privileged to play a part in this event. But others – many others – must be credited for the months of hard work and meticulous planning that made EngNow such a success.

The event was big, bold and ambitious. It was also impressively professional, full of activity and most importantly, very successful ....in many dimensions.

Speak out for Engineering challenged competitors in presentation skills and public debate.

The design competition gave the competing teams a taste of marketing their designs to other delegates and senior engineers from other countries; and the Hong Kong Society for the Blind generously gave up their free time to give the design teams first hand 'customer feedback'.

The Leadership Conference offered insights into leadership from an amazingly diverse roll-call of senior professionals who willingly and frankly shared their experiences, case studies and advice. It was 'leadership mentoring' on a big scale.

I am confident that there was learning for everyone. Most of the delegates were at the early stages of their career, some were students. I was there primarily in my International Strategy Board capacity and as a presenter - but the conference seriously captured my interest and I too came away with new insights and new ideas.

My hopes for the event was it would provide inspiration, confidence and knowledge to young engineers and establish connections between the delegates, senior professionals, employers and the Institution. My personal experience and feedback following the event indicates it succeeded on all these fronts -on a big scale and across nationalities. It was a first and what a fantastic and memorable first it proved to be. All those involved should reflect with pride on this event which opened up horizons for everyone who attended..... amongst whom were tomorrow's leaders.

**“All those involved should reflect with pride on this event which opened up horizons for everyone who attended..... amongst whom were tomorrow's leaders.”**

# Thank You Message



**Chow, Wai Keung**

Chairman,  
EngNow 2013  
Organising  
Committee

In recognising the acute shortage of competent engineers and engineering leaders in the Asia-Pacific region to support the economic growth, Chairs from the Institution of Mechanical Engineers (IMEchE) international regions agreed that something ought to be done to redress the situation. Thus, the idea of EngNow (formerly known as Asia-Pacific Initiative) was conceived in end 2011.

EngNow made its mark in September 2013 in Hong Kong and was hosted by IMechE – North East Asia Region, co-organised by IMechE Asia-Pacific regions (South East Asia Region, Oceania Region and Southern Asia Region), Hong Kong Polytechnic University and British Consulate General. Throughout the five-day intensive programme of which including a warm reception, a friendly speak out for engineering competition, an innovative design competition for improving the quality of life for the vision impaired, an inspiring young leadership conference and a joyful gala dinner, it served to earmark the first ever attempt by IMechE in masterminding, organizing and managing a “purpose-built” 360 degree engineering leadership training programme by its volunteers for its members.

As Champion of the EngNow programme, I would like to express gratitude and highlight the generous support from the local corporations – CLP Power Hong Kong Limited (CLP) and Hong Kong Aircraft Engineering Company Limited (HAECO) as the Gold Sponsors, the Hong Kong and China Gas Company Limited (Towngas) and Kum Shing Group being the Silver Sponsors, MTR Corporation Limited (MTR) as the Bronze Sponsors and other sponsors, the frank and candid sharing from over thirty distinguished industry captains, outstanding scholars and successful entrepreneurs, and the full participation of over 500 local and overseas contestants, participants and volunteers to make EngNow a reality,.

I am both honoured and humble to have your entrustment in managing this meaningful programme. EngNow had not only created an opportunity for the engineering community to galvanize their efforts, but also provided a platform for our young and hopeful to demonstrate their ability and capability in rolling out this programme to support the leadership development of our budding engineers. I am particularly indebted to all volunteers and helpers whose active participation had contributed to the success of the programme.

I look forward to seeing this meaningful programme continued to be organized on a biennial basis by IMechE international regions.

**“... the first ever attempt by IMechE in masterminding, organizing and managing a “purpose-built” 360 degree engineering leadership training programme by its volunteers for its members.”**





# The Birth of a New Identity

The “EngNow – 360° Leadership Training” program was initially named as the “Asia Pacific Initiative” (API). In order to broadly engage members across different regions in the development of the EngNow program, the “API New Identity and Visual Image Design Competition” was launched in May 2013 to invite IMechE members to contribute their ideas about what API should be re-branded as and should look like. A total of 26 submissions were received from members of different regions. All the submissions were viewed and voted by the program Organising Committee to select the top three designs, which were further judged and voted by the program steering committee to determine the winning design.

The submission “EngNow – 360° Leadership Training” from Mr William J. Swinson from Australia was selected as the winning design of the competition. “EngNow” represents the future of engineering is now. The crux of the EngNow logo design is the g/o letterform that symbolizes the inextricable link between engineering and the era in which it is practiced. The logo is clean and modern, built with geometric shapes and smooth curves. The strong and even strokes represent the strength and precision of engineering, while the gentle curved shapes represent the soft skills required by today’s well-rounded engineers. The EngNow identity and logo were used throughout the entire program and appeared in all the related posters, banners, leaflets, booklets, websites and related publications.



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# Speak Out for Engineering

The EngNow 2013 “Speak Out for Engineering” Presentation Competition took place on 14 September 2013 at an open podium in the Hong Kong Polytechnic University. The competition, tailored mainly for the Affiliate members and Associate members of the institution, aimed at promoting the ability to communicate mechanical engineering subjects effectively. Competitors each give an oral presentation on a subject relating to mechanical engineering within 20 minutes, followed by 10 minutes for discussion and questions from a panel of judges.

All the EngNow SOFE contestants below are winners from their respective regions from North East Asia, South East Asia, Southern Asia and Oceania, each delivering an extraordinarily high quality presentation with remarkable handling of questions from the panel of judges.

*(Below) The EngNow SOFE contestants competing at the Hong Kong Polytechnic University*



## SPEAK OUT FOR ENGINEERING COMPETITION

14 September 2013 • The Hong Kong Polytechnic University, Hong Kong



(Above) The judging panel and the competition's winners

### Winners

Joint Champions	Yasir Ahmed Naveed	Tuned Mass Damper for Rail Noise Control
	Archishman Ramasubramanian V	The Lazy Wok
2 <sup>nd</sup> Runner-up	Alireza Parpaei	Mars Science Laboratory

### Judges

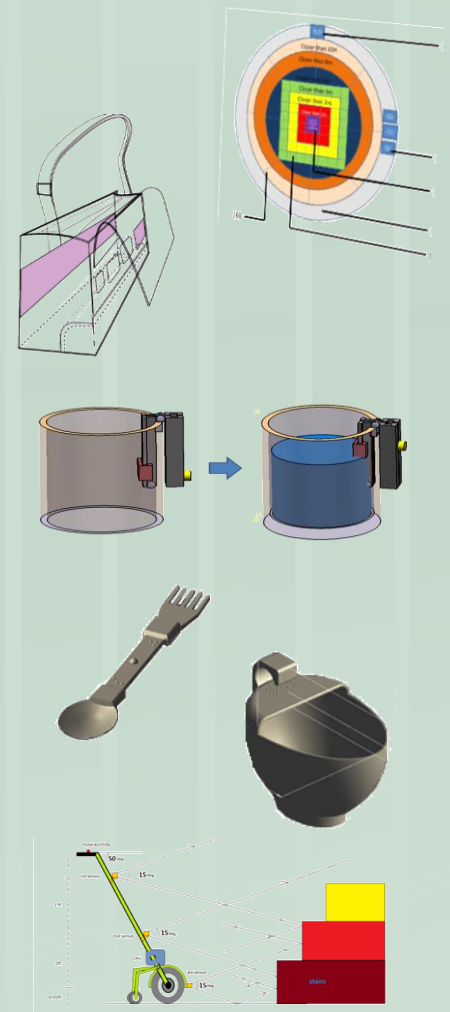
Mr Leo Wan	Managing Director, Citi Wealth Management Advisory
Ms Eva Kwong	Executive Director, West Kowloon Cultural District Authority
Mr Donald Yee	President, Achievers' Toastmasters Club
Mr Edmund Leung	Past Chairman, IMechE Hong Kong Branch
Mr Karlo Au	Lawyer

The panel of judges, which included professionals from various lines of work, had a hard time deciding the winners in this closely contested competition, and finally announced two champions and one 2nd runner up. We hope that all the participants, including the judges, contestants and audiences enjoyed this meaningful competition and have gained something through their time spent here.

# Design Competition for the Visually Impaired

The Design Competition for the Visually Impaired (DCVI) was held at the CLP Centenary Building on 15 September 2013, where the competition's finalist teams from 7 different cities across Asia presented their ideas to an international judging panel, and participated in an exhibition showcasing their design solutions aimed at "transforming lives" of the visually impaired.

Throughout the day, the collection of prototypes ranging from redesigned utensils to sophisticated transport and navigation systems helped the DCVI to attract over 100 guests, including many visually impaired persons, who voted for their favourite designs and gave valuable user feedback to the participating teams. The EngNow Organising Committee was delighted that the guest of honour, Mr Chan-Yau Chong, President of the Hong Kong Blind Union, helped to reveal the competition's winners and shared his views on recent innovations for the visually impaired at the end of the well-received event.



*(Above) Initial design concept submissions for the competition included devices in various forms and sizes*

*(Left) Participants presenting their designs in front of the judging panel*





Most Popular Design:  
**FIT-BAG**  
Hong Kong Polytechnic  
University



Champion:  
**NaviSense**  
University Teknologi Mara



2<sup>nd</sup> Runner-up:  
**Team NETRA**  
Delhi Technological University



1<sup>st</sup> Runner-up:  
**Inceptors**  
Chitkara University





## Young Leadership Conference

**“I had a chance to share my working experience and hopefully it may enlighten the soul of the potential businessman of your industry”**

The comprehensive Young Leadership Conference (YLC) provided participants with opportunities to attend various talks, seminars and experience sharing sessions about leadership development from successful, world renowned leaders in various walks of life.

The holistic programme was designed to seek input from young engineers, expectations from corporations on their needs in moulding their budding leaders, feedback from entrepreneurs on their needs from engineers, and suggestions from academia on how to enhance leadership training and development. A thorough 360 degree analysis was done to tailor make an all-round, two-day programme to suit the needs of today's young engineers.



Held at the Hong Kong Polytechnic University, the Young Leadership Conference saw 35 profound local and foreign top managers of multi-national engineering companies, successful entrepreneurs, professional communicators and the Young Member Representatives of the IMechE international regions in four forums and five lectures, sharing with over 300 delegates their insights and invaluable experiences on becoming a successful/future leader.

Young members also played a key role in ensuring such a huge operation and logistic task ran smoothly. Venue set-up, registration, floor management, master of ceremony and overall co-ordination were all done by young members, as was the YLC abstract booklet, providing an opportunity for the young members to take charge and start towards their roles as leaders of the future.

“I totally enjoyed the interaction amongst the [panelists] and the floor”

“... the panel was the best organized that I have ever been on”

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# Reception and Gala Dinner

The Reception and Gala Dinner marked the start and finish of EngNow 2013 respectively. Arranged by the Organising Committee, the impressive events involved young members in delivering the required decoration, programme, logistics and other details in high quality.

Held at the British Consulate General in Admiralty, more than 150 overseas delegates, International Strategy Board members and local guests were greeted at the EngNow Reception on 13 September 2013, where they had the first the opportunity to meet other delegates from different countries over refreshments. The guests were joined by the Deputy Head of Mission at the British Consulate General, Mr Paul Lynch, who gave the opening remarks to start the first EngNow event.



Following the completion of the EngNow Programme, a Gala Dinner was held on 17 September 2013 to celebrate the successful event, and to express our sincere gratitude to all the EngNow sponsors, guests and judges. Reflecting the diverse nature of IMechE, the dinner opened with a march-in led by Scottish pipers, and was followed by lion dance and Chinese orchestra performances. It was a delightful event joined by over 350 guests and IMechE delegates, together with the Guest of Honour, Mrs Carrie Lam, Chief Secretary for Administration of the Hong Kong SAR Government, in sharing the success and jubilation of the completion of EngNow.

*(Top) Mr Paul Lynch, Deputy Head of Mission, giving the opening remarks to start off the first EngNow event*

*(Left) Mrs Carrie Lam, Chief Secretary for Administration of the Hong Kong SAR Government speaking at the Gala Dinner*







# **The EngNow Survey**

## **Part I**

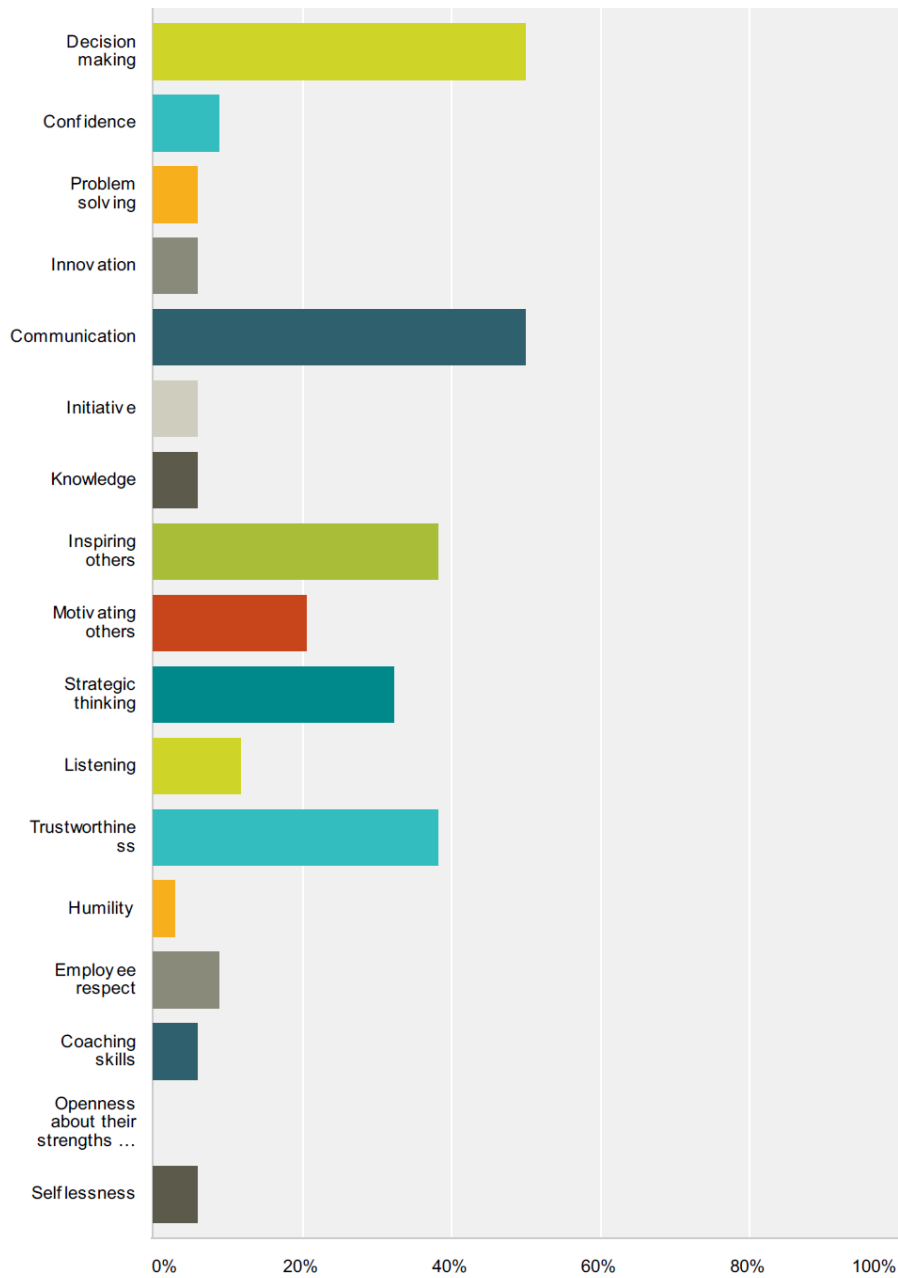
### **Industry Leaders**

“We came up with the idea of doing a 360 degree leadership survey from three distinct groups. These were: developing engineers, industry captains, and big corporations. The results of this helped us shape the content of the conference.”

The survey invited members of IMechE from all over the world to provide their opinions on a series of questions, covering topics related to leadership, development, succession and many others. The results of the survey are included in the following sections to allow readers to learn each group's expectations, and will hopefully be of use in developing the next generation of great leaders.

Q1 What do you think are the three most important characteristics of an effective leader?

Answered: 34 Skipped: 0



Answer Choices	Responses	
Decision making	50%	17
Confidence	8.82%	3
Problem solving	5.88%	2
Innovation	5.88%	2
Communication	50%	17
Initiative	5.88%	2
Knowledge	5.88%	2

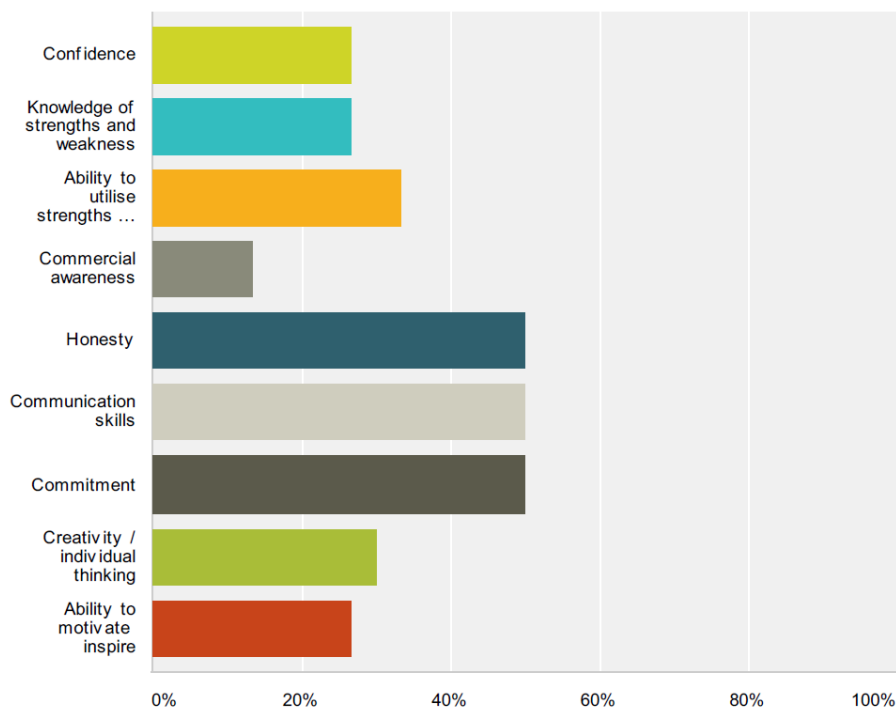
## API Young Leadership Conference survey - for industry leaders

Inspiring others	38.24%	13
Motivating others	20.59%	7
Strategic thinking	32.35%	11
Listening	11.76%	4
Trustworthiness	38.24%	13
Humility	2.94%	1
Employee respect	8.82%	3
Coaching skills	5.88%	2
Openness about their strengths and weaknesses	0%	0
Selflessness	5.88%	2
Total Respondents: 34		

#	Other (please specify)	Date
1	How about spell checking Than you (sic)?	7/14/2013 8:46 PM
2	Hard to select just three, all are important	7/10/2013 2:30 AM

## Q2 What qualities do you value the most in graduates who hope to become future leaders? (Please select up to three).

Answered: 30 Skipped: 4



Answer Choices	Responses	
Confidence	26.67%	8
Knowledge of strengths and weakness	26.67%	8
Ability to utilise strengths of others / delegate	33.33%	10
Commercial awareness	13.33%	4
Honesty	50%	15
Communication skills	50%	15
Commitment	50%	15
Creativity / individual thinking	30%	9
Ability to motivate inspire	26.67%	8
Total Respondents: 30		

#	Other (please specify)	Date
1	Willingness to listen/consider the views of others before making decisions	7/19/2013 1:13 AM
2	Problem Solving	7/10/2013 2:34 AM

### Q3 What do you think is the most effective way for graduate staff to improve their leadership ability?

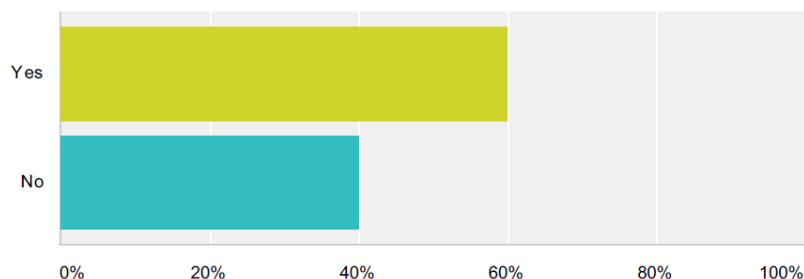
Answered: 30 Skipped: 4

#	Responses	Date
1	Be in an organisation that has strong visible leadership and experienced mentors	7/22/2013 8:59 PM
2	look listen and learn spot what good leaders do well and copy them spot what poor leaders do badly and make sure you learn from their mistakes	7/21/2013 7:15 AM
3	1). Work for a real leader to go to learn from him 2). Be given a problem and authority and a team to solve it.	7/19/2013 1:13 AM
4	Broad experience across many areas of the business / operation	7/16/2013 4:30 AM
5	Listen and learn	7/16/2013 3:40 AM
6	Listen	7/15/2013 3:02 AM
7	Learning from a role model or mentor.	7/15/2013 2:48 AM
8	Learn to take ownship and responsibility for the tasks assigned to them.	7/14/2013 8:49 PM
9	Take leadership roles whenever there is an opportunity - e.g. ask to lead a routine in-house meeting.	7/14/2013 8:15 PM
10	Practice through organising social / community works/	7/14/2013 7:59 PM
11	Thinking how to become a leader and act toward as a leader	7/12/2013 7:46 PM
12	Step up to new challenges. On the job training should be 70% of development. Observation of those that they admire. Finding a suitable informal mentor.	7/12/2013 3:52 PM
13	Undertake managment duties	7/12/2013 12:07 AM
14	Expose them to leadership opportunities. Confidence level will rise over time.	7/11/2013 6:03 AM
15	Get a mentor/coach	7/11/2013 3:35 AM
16	Learning from mentor	7/11/2013 12:25 AM
17	Attain relevant training course and have a suitable mentor.	7/10/2013 8:24 PM
18	By being given line management jobs and projects to deliver as early as possible in their careers.	7/10/2013 6:09 PM
19	Being prepared to take themselves out of their comfort zone and absorbing/obtaining experience	7/10/2013 2:34 AM
20	before you can lead somebody , you have to learn to be leaded	7/10/2013 12:20 AM
21	Put them in charge of projects from beginning to end and make them share their experience with different groups to give exposure in human interactions and decision making.	7/9/2013 11:57 PM
22	Take on more leadership roles eg project management	7/9/2013 10:38 PM
23	Be assigned a Mentor who will provide coaching and support.	7/9/2013 9:12 PM
24	Let them try to lead projects but under close monitoring.	7/9/2013 7:39 PM
25	Learn from role model	7/9/2013 7:34 PM
26	Mentor Program	7/9/2013 6:50 PM
27	Improve their business skills & communication skills	7/9/2013 4:53 PM
28	Learn from their mistakes	7/9/2013 4:18 PM
29	they need to be given defined projects designed to develop leadership qualities. Also the use of organisations like Outward Bound to give experiences outside work.	7/9/2013 4:13 PM
30	Meet people from all walks of life, all corners of the world and recognise we are all different and we are all motivated in different ways.	7/9/2013 2:17 PM



**Q4 Are you satisfied with the leadership qualities of your graduate staff members? If not, which leadership qualities do they lack?**

Answered: 30 Skipped: 4

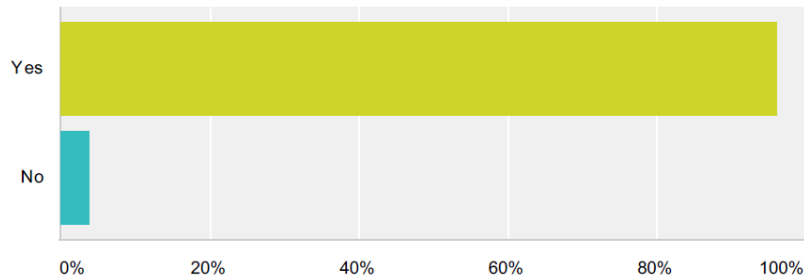


Answer Choices	Responses
Yes	60% 18
No	40% 12
Total	30

#	Other (please specify)	Date
1	This is too general a question - within any group some perform above average and some below average The best exhibit good communication skills, commitment and determination Honesty and integrity has to be a given for all	7/21/2013 7:15 AM
2	N/A - we have a small consultancy - no graduate staff members	7/19/2013 1:13 AM
3	Though satisfied in general, graduates need to concentrate more on the job---commitment seems to be lacking.	7/15/2013 2:48 AM
4	Decision making Compliance with decisions made. Communications.	7/14/2013 8:49 PM
5	Ability to understand that academic success does not automatically translate to work / business success.	7/14/2013 8:15 PM
6	Unable to take an overview of issues; not goal-orientated.	7/14/2013 7:59 PM
7	Lack of commitment	7/12/2013 7:46 PM
8	Many but mostly commitment and communication skills	7/10/2013 8:24 PM
9	I have three grads in the team I lead. All have different abilities but all can be nurtured/mentored in improving their skills in all areas. I have been in Aus for four years and have been very impressed by the quality of grads leaving Uni	7/10/2013 2:34 AM
10	not enough initiatives and commitment	7/10/2013 12:20 AM
11	soft skills eg effective communications	7/9/2013 11:57 PM
12	Communication and commitment.	7/9/2013 7:39 PM
13	Interests are limited to engineering	7/9/2013 4:53 PM
14	Learning from mistakes	7/9/2013 4:18 PM
15	Not applicable. I have no graduate staff	7/9/2013 4:13 PM

### Q5 Are you comfortable allowing future graduates to take over your business operations in the future? Please explain.

Answered: 26 Skipped: 8

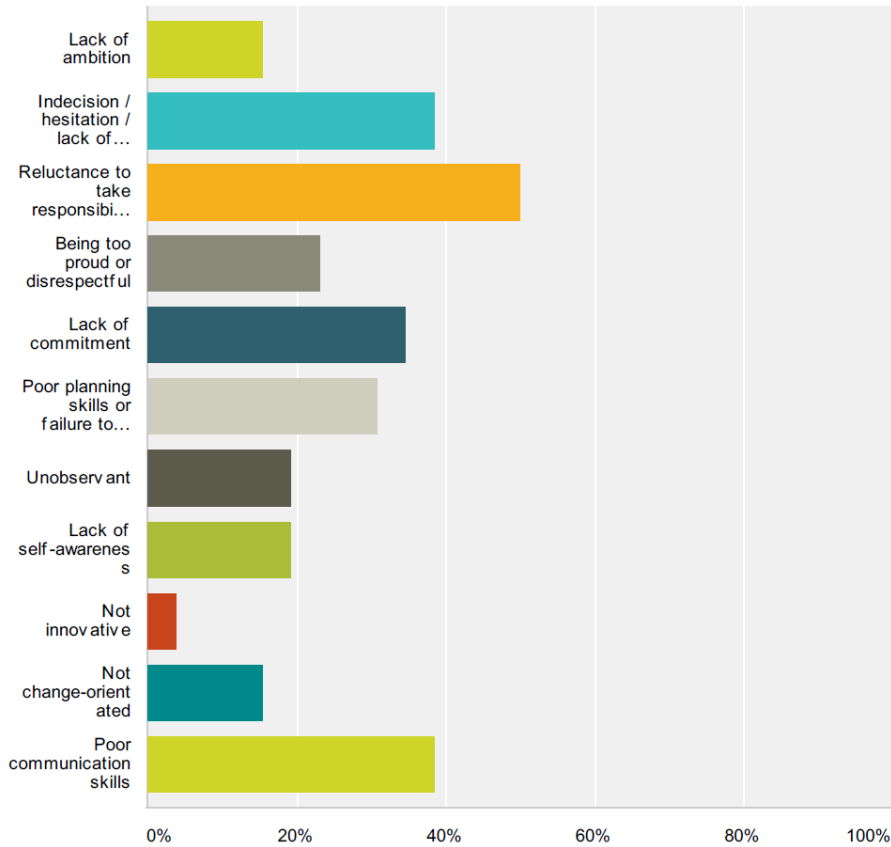


Answer Choices	Responses
Yes	96.15% 25
No	3.85% 1
Total	26

#	Please explain	Date
1	That's where we all started !	7/22/2013 9:01 PM
2	career development and succession planning are key business tools we use the best graduates will develop into good managers and the best managers will become the people who become directors and run the business for the future	7/21/2013 7:18 AM
3	The first job of management is to identify and train its replacement. If you manage properly (including identifying and training replacements) then they will be suitable replacements for you as you move on.	7/19/2013 1:18 AM
4	They need to learn and be given the opportunity, and allowed to make mistakes on the way.	7/15/2013 2:50 AM
5	There are train plans for them.	7/14/2013 8:55 PM
6	Succession planning is a key part of any business success, the future leaders will come from the graduate pool.	7/14/2013 8:17 PM
7	There is no choice	7/12/2013 7:48 PM
8	There will be self selection as well as performance management along the way as they develop in their careers.	7/12/2013 3:53 PM
9	Provided they have been groom to take-over.	7/11/2013 6:05 AM
10	New ideas	7/11/2013 12:26 AM
11	Subject to their satisfactory performance and competence	7/10/2013 8:27 PM
12	Generally graduates recruited into the Australian rail industry, especially through schemes such as that operated by RailCorp, have proved very capable.	7/10/2013 6:14 PM
13	If they prove their ability and grow with every bit of experience they obtain	7/10/2013 2:37 AM
14	Somebody has to take over my position anyway, but they have to show their ability before I have the confidence to pass them my chair.	7/10/2013 12:23 AM
15	Eventually yes but not doing it solo but with support and guidance from Senior Manager until an in depth level of commercial awareness has been acquired.	7/9/2013 9:14 PM
16	Provided that they are competent enough.	7/9/2013 7:39 PM
17	Well somebody has to	7/9/2013 4:54 PM
18	Again I have no graduate staff	7/9/2013 4:15 PM
19	Once they have demonstrated knowledge, commercial awareness and recognise there are boundaries that are there to limit risk exposure.	7/9/2013 2:18 PM

### Q6 What shortfall(s), if any, may be preventing your graduate staff from becoming effective leaders in the future?

Answered: 26 Skipped: 8



Answer Choices	Responses
Lack of ambition	15.38% 4
Indecision / hesitation / lack of confidence	38.46% 10
Reluctance to take responsibility	50% 13
Being too proud or disrespectful	23.08% 6
Lack of commitment	34.62% 9
Poor planning skills or failure to deliver as promised	30.77% 8
Unobservant	19.23% 5
Lack of self-awareness	19.23% 5
Not innovative	3.85% 1
Not change-orientated	15.38% 4
Poor communication skills	38.46% 10
Total Respondents: 26	

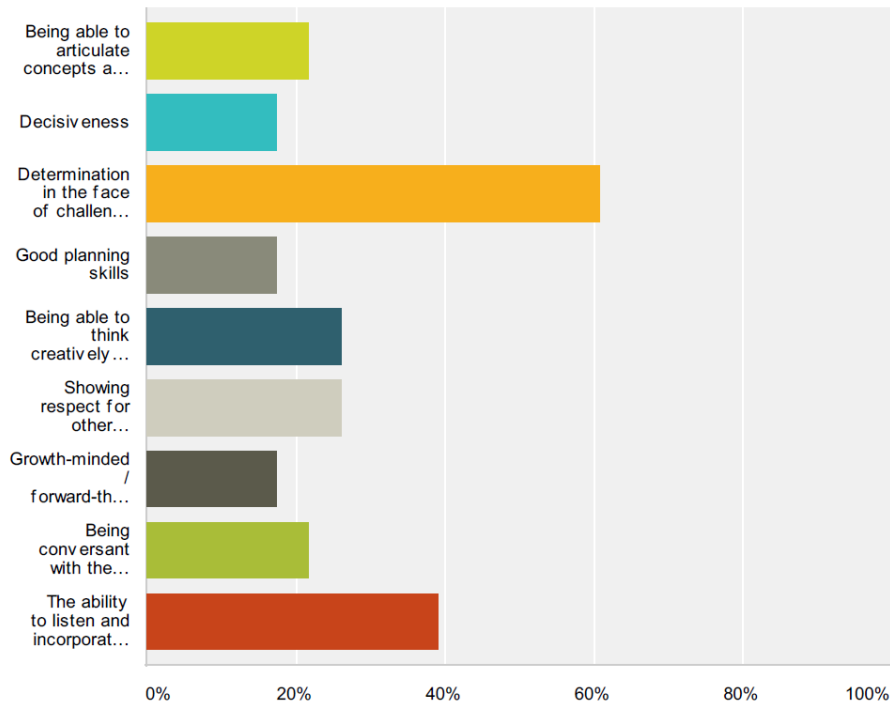
#	Other (please specify)	Date
1	For this question, since we don't have graduate staff I am referring to graduate staff at one of my Japanese clients	7/19/2013 1:18 AM
2	Lack of breadth across the business allowing them to see "the big picture"	7/16/2013 4:31 AM

## API Young Leadership Conference survey - for industry leaders

3	too task-oriented	7/14/2013 8:55 PM
4	not willing to commit to a long term plan	7/14/2013 8:17 PM
5	Bureaucracy in the business and silo mentalities.	7/10/2013 6:14 PM
6	The grads I have show the necessary attributes and it is up to us to mentor and ensure the path development is managed and their potential realised.	7/10/2013 2:37 AM
7	Not all about facebook, twitter - there is a real world out there	7/9/2013 10:40 PM
8	These have been apparent from the work I do as an ISO9001 auditor	7/9/2013 4:15 PM

### Q7 In what way(s), if any, have the leadership skills of previous generations of engineering professionals been of higher quality than those of recent graduates?

Answered: 23 Skipped: 11

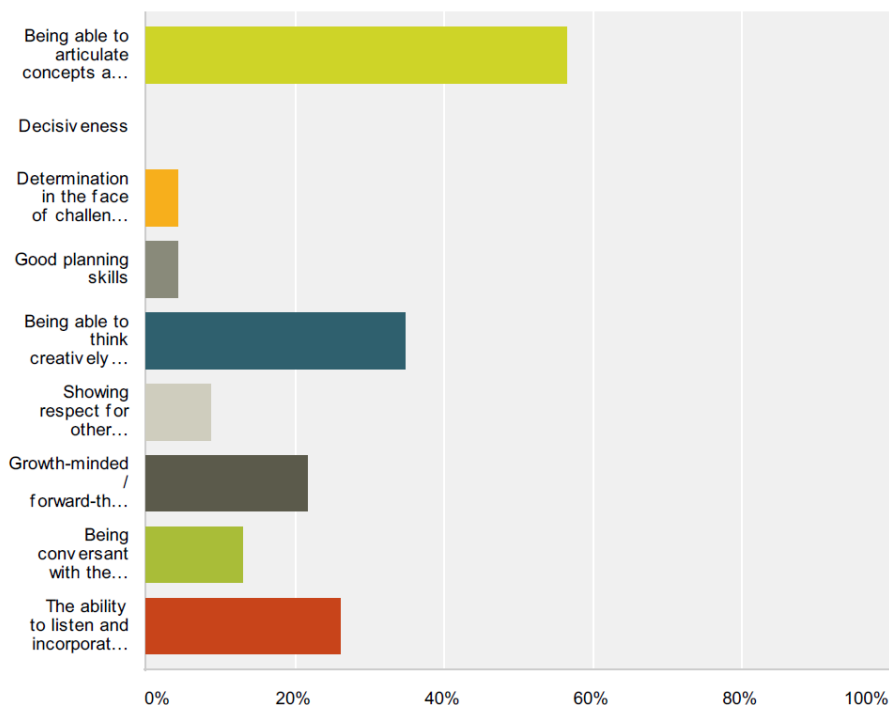


Answer Choices	Responses
Being able to articulate concepts and ideas	21.74% 5
Decisiveness	17.39% 4
Determination in the face of challenges / adversity	60.87% 14
Good planning skills	17.39% 4
Being able to think creatively / 'outside the box'	26.09% 6
Showing respect for other colleagues	26.09% 6
Growth-minded / forward-thinking	17.39% 4
Being conversant with the work-related codes, standards, law and regulations and able to apply them	21.74% 5
The ability to listen and incorporate the advice/opinions of others	39.13% 9
Total Respondents: 23	

#	Other (please specify)	Date
1	I dont think previous generations can claim to be good leaders - we would still have a british owned manufacturing industry with the vitality of the german manufacturing industry if they had been better leader	7/21/2013 7:22 AM
2	This is a leading question so I cannot answer. I do not believe that previous generations necessarily had better or worse leadership skills than current generations, so the generalisations above are flawed.	7/16/2013 3:43 AM
3	More committed and willing to take responsibilities	7/10/2013 8:37 PM
4	None, the question required an answer however	7/10/2013 2:39 AM
5	current generation is as good as previous	7/9/2013 4:56 PM

### Q8 Conversely, what leadership skills, if any, do recent graduates possess that previous generations of engineering professionals do not?

Answered: 23 Skipped: 11



Answer Choices	Responses	
Being able to articulate concepts and ideas	56.52%	13
Decisiveness	0%	0
Determination in the face of challenges / adversity	4.35%	1
Good planning skills	4.35%	1
Being able to think creatively / 'outside the box'	34.78%	8
Showing respect for other colleagues	8.70%	2
Growth-minded / forward-thinking	21.74%	5
Being conversant with the work-related codes, standards, law and regulations and able to apply them	13.04%	3
The ability to listen and incorporate the advice/opinions of others	26.09%	6

Total Respondents: 23

#	Other (please specify)	Date
1	communication skills honesty and integrity	7/21/2013 7:22 AM
2	Cross discipline thinking such as electronics and computer control of mechanical systems	7/16/2013 4:35 AM
3	This is a leading question so I cannot answer. I do not believe that previous generations necessarily had better or worse leadership skills than current generations, so the generalisations above are flawed.	7/16/2013 3:43 AM
4	networking	7/14/2013 8:19 PM
5	Communication skills are higher	7/12/2013 3:56 PM
6	Better IT skills in general, especially PowerPoint presentation and internet search, more accustomed to team projects	7/10/2013 8:37 PM
7	Energy	7/10/2013 2:39 AM

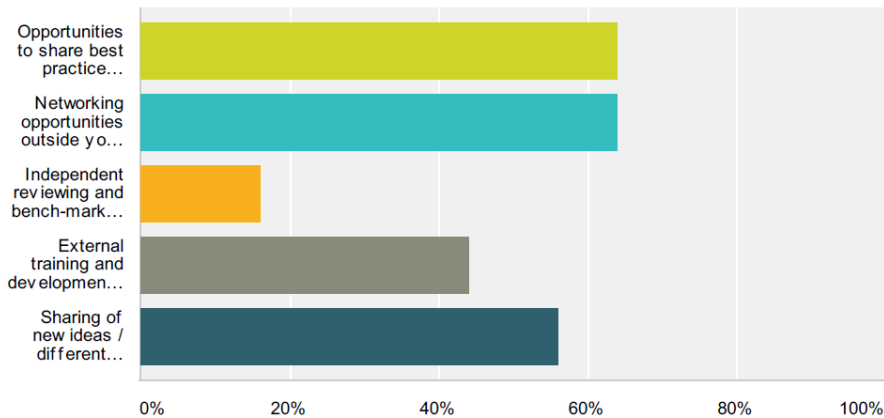


## API Young Leadership Conference survey - for industry leaders

8	none of the above. In fact I don't mean to tick the first box. I am forced to tick a box in order to proceed	7/10/2013 12:28 AM
9	Quick adaptation of new technology that improves productivity	7/9/2013 9:16 PM
10	Strength in using IT techniques.	7/9/2013 7:41 PM

Q9 In what ways, if any, do you think external organisations can support the leadership development of your graduate staff?

Answered: 25 Skipped: 9



Answer Choices	Responses	
Opportunities to share best practice outside your organisation or industry	64%	16
Networking opportunities outside your organisation	64%	16
Independent reviewing and bench-marking of existing training programmes	16%	4
External training and development workshops	44%	11
Sharing of new ideas / different ways of working	56.00%	14
Total Respondents: 25		

#	Other (please specify)	Date
1	watching and listening to how other outside our organisation perform	7/21/2013 7:22 AM



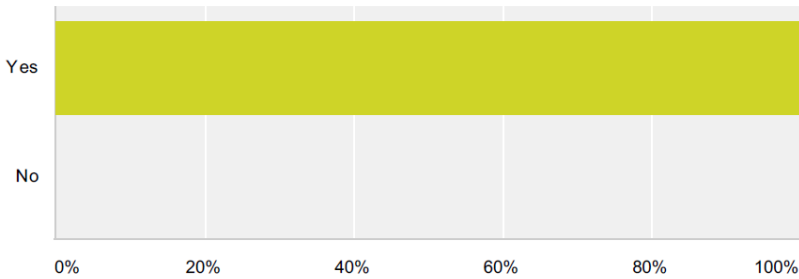
# **The EngNow Survey**

## **Part II**

### **HR Directors / Senior Managers**

Q1 Have you heard about the Institution of Mechanical Engineers?

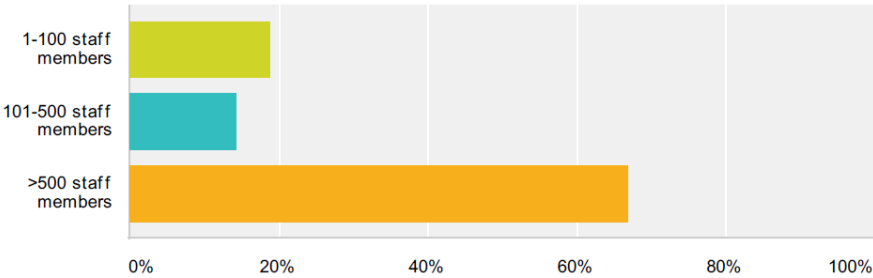
Answered: 239 Skipped: 0



Answer Choices	Responses	
Yes	100%	239
No	0%	0
Total	239	

Q2 What is the size of your organisation?

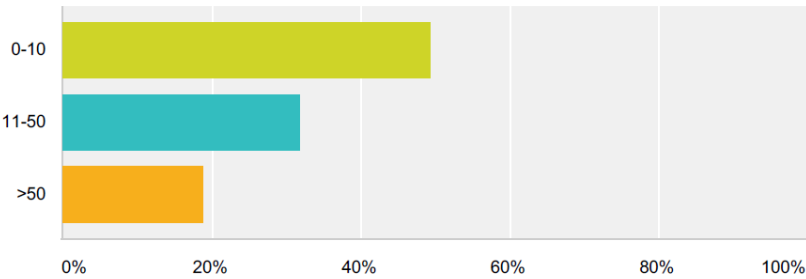
Answered: 239 Skipped: 0



Answer Choices	Responses	
1-100 staff members	18.83%	45
101-500 staff members	14.23%	34
>500 staff members	66.95%	160
Total	239	

Q3 How many graduate staff are recruited each year?

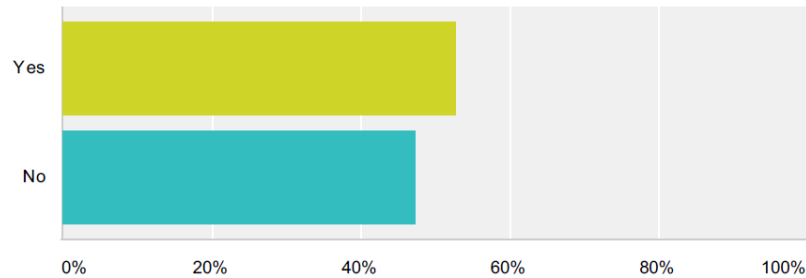
Answered: 239 Skipped: 0



Answer Choices	Responses	
0-10	49.37%	118
11-50	31.80%	76
>50	18.83%	45
Total	239	

Q4 Are you satisfied with the level of leadership skills that your gradate staff have?

Answered: 239 Skipped: 0

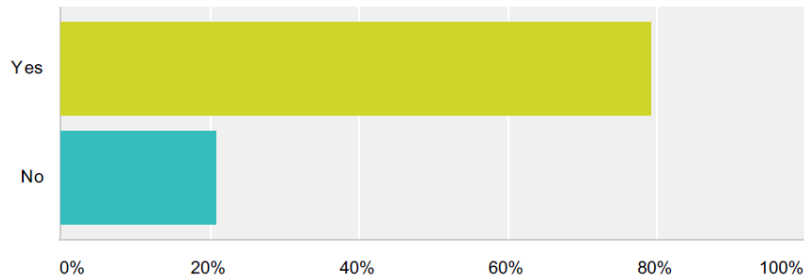


Answer Choices	Responses	
Yes	52.72%	126
No	47.28%	113
Total	239	



### Q5 Are you comfortable allowing future graduates to take over your business operations in the future? Please explain.

Answered: 236 Skipped: 3



Answer Choices	Responses
Yes	79.24% 187
No	20.76% 49
Total	236

#	Please explain	Date
1	Since at present Socio-Economic environment, strong inter-personal skill, ability to explain and capability of demonstration shall require to become future leadership. Only good educational background and understanding cannot guarantee to obtain the same. To understand the requirement from the opposite side and to translate or convert it in a efficient, economical, technically judged and resolved solution in stipulated time frame are the essential criteria. These are the most important part of the professional representation for the leadership and most observed lacking of fresh graduate.	7/23/2013 2:47 AM
2	It is necessary for healthy metabolism of any organisation.	7/22/2013 5:22 PM
3	I feel that the graduates are broad skilled and are equipped with the theory , however I feel the structure of both the universities as well as graduate programs I have seen do not place enough emphasis on growing the experience across all levels required to be effective business leaders	7/21/2013 10:05 PM
4	The selection process for graduates and subsequent training via the BP Challenge Program ensures that we get the right people in the right jobs - it's not foolproof, but the process works well in general.	7/21/2013 9:12 PM
5	The graduate are having good attitude in work. What they are lack of is experience and knowledge which can gain in their coming years.	7/19/2013 9:14 PM
6	I am a sole practice consultant in a specialised field.	7/19/2013 4:19 PM
7	On the basis that there are properly trained once they arrive, and are not left to fend for themselves. in addition they need exposure to the front end of engineering, be exposed to operations, manufacuting, etc.	7/19/2013 2:21 AM
8	Depends on the individuals skill set, not all graduates are destined for top managerial roles.	7/18/2013 11:59 PM
9	they need training in leadership and management.	7/18/2013 8:22 PM
10	As they mature we can test them in a safe way.	7/17/2013 3:22 PM
11	Given correct training and development exposure.	7/17/2013 3:26 AM
12	With sufficient guidance and mentoring the natural succession for high achieving graduates is career progression.	7/16/2013 7:06 PM
13	I am employed in the Tertiary Sector managing all the facilities and utilities. However, there are few professional engineers in senior positions in my department. In fact we are in a situation where professional engineers report to non-professional engineers qualified at technician level.	7/16/2013 6:20 PM
14	As we guide them through professional training and leadership ready for their leadership roles. I am currently working on engineering competencies which would prepare them for professional status	7/16/2013 5:08 PM
15	Yes, provided they have developed the skill sets and obtain the necessary expereinces. That is very subject to their performance and whether they are ready to fit in.	7/16/2013 2:33 AM
16	Most of the graduates I have encountered seem to think that an engineering degree, with no practical hands-on experience, equips them for a career. To posess leadership skills, graduates must have some practical experience of everyday events encountered in engineering, e.g. drill sharpening, welding, and simple machining knowledge. I met one recently who was unable to get a bicycle pump to work, as the leather washer had dried out and needed oil.	7/15/2013 10:33 PM

## API Young Leadership Conference survey - HR Directors/Senior Managers

17	The graduates are very capable people & in the vast majority of cases ..... confidence is gained in their ability .	7/15/2013 4:30 PM
18	Once the individual has developed the detailed technical understanding of the role AND had the support required to then move from technical specialist to people manager - these management skills should not be assumed and graduates should be encouraged to study strategy development, negotiation/ influencing across boundaries/ without authoritative power, stakeholder management, how to lead teams effectively	7/15/2013 6:48 AM
19	Only with about 20 years of relevant experience and training	7/15/2013 2:20 AM
20	They have energy, drive and eagerness to learn	7/14/2013 8:35 PM
21	Academia relies on graduates and more so post graduates to fill positions in future, maintaining quality of graduates is of course paramount	7/14/2013 5:15 PM
22	We have in house leadership development programmes.	7/13/2013 8:05 PM
23	They are the only group we got	7/13/2013 4:37 PM
24	They should be the leadership in the future	7/13/2013 12:46 PM
25	For expansion and future growth.	7/13/2013 8:27 AM
26	most view pleasure more important than the work, good for them but not for company. our company no those so called "creative" companies like google that can allow staff playing around during the day to think the new stuff. construction company doesn't have this lux!	7/12/2013 9:54 PM
27	Given a good leadership foundation, I think future graduates would be in a good position to take over operations of the organisation. However, most of the graduates in India prefer to advance their career in management ladder while very few people choose to remain in technical ladder. This needs to be addressed.	7/11/2013 8:10 PM
28	More energetic and aggressive	7/11/2013 8:04 PM
29	These questions are quite general. Out of the graduate we hire there will be some leaders, some doers, and some who will blend in. It is more up to the business to mold the graduate into what the organisation wants from them. this is company culture, behaviour etc...	7/11/2013 6:46 PM
30	All graduates follow a formal graduate development plan, which includes leadership skills and workshops. The company also has a career development and monitoring scheme that ensures individuals are furnished with the appropriate skills and experience to succeed	7/11/2013 2:23 PM
31	They need more exposure and experience especially in understanding the market.	7/11/2013 8:35 AM
32	need hands on experience	7/11/2013 6:22 AM
33	Young engineers who lack in some analytical, problem solving skills and understanding social responsibilities will be trained to achieve the required level. Thereafter they can gradually take over the business operations.	7/11/2013 3:14 AM
34	If they are well trained they should perform better than the previous generations.	7/11/2013 1:01 AM
35	Generally Graduates have little or no practical experience and therefore do not fully understand the basics of the business. The student apprenticeship schemes whereby students work / train during the periods between college semesters is invaluable and should be further promulgated widely. With this and proper grooming / coaching Graduates may become excellent future leaders.	7/11/2013 12:26 AM
36	They are recruited for potential, are usually already experienced, and are then well developed within the organisation.	7/10/2013 11:44 PM
37	Actually I am engaged in Electrical power generation, Transmission and Distribution in Sri Lanka. Our institution is totally owned by the government and is one of an important institution. The three functions of the institution are very critical. So we have our own system to train young engineers to take over senior positions by undergoing a predefined length of experience.	7/10/2013 11:35 PM
38	As part of company operation plan.	7/10/2013 10:28 PM
39	Level of technical and leadership skills of fresh engineers not meeting our requirements	7/10/2013 8:55 PM
40	Brunei Shell Petroleum has a Graduate development scheme which is one of the IMechE recognised schemes.	7/10/2013 8:47 PM
41	The level of training and exposure they get, I am sure they will.	7/10/2013 8:44 PM
42	as a succession plan	7/10/2013 7:39 PM
43	A graduate is simply a man/woman who has reached a particular point in his/her education. Once in the workforce he/she will have time to develop leadership skills both on the job and with specialist additional training. Only those blessed with basic character types will ultimately make the leaders of tomorrow.	7/10/2013 6:39 PM
44	If they can train up for the business operation and manage the team	7/10/2013 6:08 PM
45	Some good calibre do show the potentials as future leaders	7/10/2013 5:56 PM
46	our young graduates followed in-house graduate development/progression program (mentoring/coaching scheme) that steer them to become technical professionals within 5 years of joining Company. During initial 5 years of their career they followed structured programs that expose them to acquire competency in their own technical discipline, HSE mgt, commercial and leadership/supervisory skills.	7/10/2013 5:31 PM

## API Young Leadership Conference survey - HR Directors/Senior Managers

47	We train and develop our young graduates with a view to them being our future leaders and technical innovators.	7/10/2013 4:38 PM
48	Most of our employees work as research scientists. They have very little understanding of how to run a business.	7/10/2013 4:06 PM
49	It is too early to be sure - they are still young, some are good, others not. Oil and gas development is primarily project based and common sense is one of the most important qualities	7/10/2013 3:07 PM
50	They are a investment in the future	7/10/2013 12:11 PM
51	We will arrange them training and practices to let him develop sufficient skills and acquire experience.	7/10/2013 9:07 AM
52	Insufficinet experience on some skills, such as team building, key account handling etc. They should learn those skills on daily operation.	7/10/2013 8:44 AM
53	We have to be confident to graduates.	7/10/2013 7:25 AM
54	they will be more ready through our on the job training	7/10/2013 7:20 AM
55	They are well trained.	7/10/2013 6:48 AM
56	They have been given opportunities to work in every areas of thh organisation and then based on their interests as well as the organisational needs, they will undertake work in a special stream of engineering as well as relationship management with a view to build up their network and their images in the related industries.	7/10/2013 4:58 AM
57	Why should it change from what has been done up until now, if anything graduates of today are much more open to new ideas and very quick to learn	7/10/2013 4:18 AM
58	Possible when they gain experience.	7/10/2013 4:15 AM
59	Structured training and language skills are both essential.	7/10/2013 3:46 AM
60	With suitable training and mentoring, graduates are developed to take senior job roles.	7/10/2013 3:18 AM
61	More training and development program required	7/10/2013 2:47 AM
62	The future is all about youth and bringing in 'new blood'. Besides succession planning is imperative considering the current ageing workforce. For the organisation to progress this should be a high priority activity .	7/10/2013 2:18 AM
63	Can adapt to changing environment and use of IT technology	7/10/2013 1:30 AM
64	Should train up the sense of responsibility to the graduates, current teenager seems do not have the confident to take up responsibility .	7/10/2013 1:17 AM
65	Provided they are trained & with proven capabilities & skills	7/10/2013 1:00 AM
66	Our company is run by engineers, all of whom are chartered, therefore we must entrust leadership to current grads.	7/10/2013 12:34 AM
67	Provided they have the right exposure in their career development.	7/10/2013 12:05 AM
68	If they are given exposure and experience.	7/9/2013 11:36 PM
69	We can expect their growth in a reasonable manner. It is noticed that usually our youngster are not strong enough to face challenges at the beginning 1 or 2 years after graduation.	7/9/2013 10:06 PM
70	They are well qualified and will be trained to do so	7/9/2013 10:04 PM
71	Question is indeterminate	7/9/2013 9:56 PM
72	They are not moulded as demanded in present market scenerio.	7/9/2013 9:24 PM
73	Some graduates had already become the director of the company .	7/9/2013 9:04 PM
74	Lot scope for improvement, Social awarens is required, Value addition & waste management etc	7/9/2013 8:48 PM
75	In case of the future graduate is able to take over our existing operations, thus, we can focus on a higher level of management and businesse expasion.	7/9/2013 8:43 PM
76	This would especially be so if they have had an all-rounded tertiary education.	7/9/2013 8:39 PM
77	For asian graduates we have a short period where we have to sort the cultural issue of 'boss makes all decisions' - once this has been modified the graduates are good at running projects/business on their own	7/9/2013 8:34 PM
78	The graduates are not mature enough. Some of them dont have a clear engineering mind and goal. Once they gained certain amount of experience, i am still comfortable to take over the business	7/9/2013 8:30 PM
79	To be trained for senior management	7/9/2013 8:29 PM
80	Graduates from IMechE possess sound knowledge both technical and managerial, and the most important that their willingness to learn.	7/9/2013 8:19 PM
81	My thought is that the mindset training in the college is NOT suit the real world. Just take time to train up the graduates to take the leader roles.	7/9/2013 8:16 PM
82	They need practice, experience and show proven track record of success before they are allowed to take over the operations.	7/9/2013 8:03 PM

## API Young Leadership Conference survey - HR Directors/Senior Managers

83	graduates are the future skills needed in any business.getting the right candidate and training are crucial to th	7/9/2013 7:57 PM
84	First there is a need for several years practical experience in the field to compliment their learning - not just academic qualifications	7/9/2013 7:42 PM
85	Before that, they should show their capability to take over the task.	7/9/2013 7:26 PM
86	There is a structured ladder for career progression in our organisation. This begins from junior engineers (graduates) right up to senior leadership team. The emphasis is to improve present skillsets to achieve the next level either through on-the-job trainings and classroom trianings for both technical or people managers. Accelerated programs are for selected engineers whom show high values and leadership skills.	7/9/2013 7:24 PM
87	It is too early to say that but as times go by , some of the bright future graduates will take up important positions within the organization.	7/9/2013 7:23 PM
88	Recent graduates have proven to have an excellent technical grounding. Management and leadership skills are taught under their development programe.	7/9/2013 7:19 PM
89	I am in IIT madras. Normally I do not get PhD student who is having zeal to win.	7/9/2013 7:19 PM
90	They need to be properly groomed first.	7/9/2013 7:15 PM
91	We find graduates in recent years are lack of initiative and do not think too much in their future career. This makes we worry .	7/9/2013 7:12 PM
92	Robust training scheme(s) are in place.	7/9/2013 6:59 PM
93	Leadership succession is a must	7/9/2013 6:53 PM
94	It seems the only way to me. But management and leadership skills training are critical to make this happen. It is not about management and leadership courses. It is more to do with on-job practical training and mentoring.	7/9/2013 6:42 PM
95	Subjected to their competency and skilled via the training scheme	7/9/2013 6:27 PM
96	We are an engineering company .	7/9/2013 6:26 PM
97	our organization do not recruit any graduate.	7/9/2013 6:19 PM
98	Man mangement skill need to be further sharpened through more practicing.	7/9/2013 6:19 PM
99	Someone's got to take over the business	7/9/2013 6:14 PM
100	After some level of coaching, they can have the kind of capability .	7/9/2013 6:13 PM
101	Most of the graduates we received are not prepared to work in a company for long term.	7/9/2013 6:13 PM
102	Too early to say comfortable or not. All depends on the development of individual graduate.	7/9/2013 6:10 PM
103	We have a good training programme to develop their abilities over time.	7/9/2013 6:09 PM
104	It is no choice, we need to give them chance to improve.	7/9/2013 6:05 PM
105	They are responsible and dynamic.	7/9/2013 5:55 PM
106	The company has a corporate initiative and an in-house programme to train young engineers to take on leadership positions in the future.	7/9/2013 5:46 PM
107	succession planning	7/9/2013 5:45 PM
108	Challenges and demands from new businesses are changing faster.	7/9/2013 5:40 PM
109	Future leaders need to be identified and nurtured by providing them further training (in engineering and management) post-degree.	7/9/2013 5:39 PM
110	Mechanical knowledge can help one to maintain,enhance and further develop the business operations.	7/9/2013 5:34 PM
111	lack of insight & loyalty	7/9/2013 5:33 PM
112	given that suitable training and advice are given to capable graudates with potential	7/9/2013 5:32 PM
113	lack of leadership qualities	7/9/2013 5:25 PM
114	Graduates appear to be going in to industry with an abundance of confidence and enthusiasm - which is very good, and I see that a lot more is being asked of graduates in today's market. However there seems to be a belief that during their training and development process they are protected from accountability and responsibility and I have observed that unless the right support and guidance is there from the beginning there can be some issues further down the career path.	7/9/2013 5:22 PM
115	Young engineer is our future	7/9/2013 5:19 PM
116	Not applicable	7/9/2013 5:16 PM
117	Most graduates we are seeing have excellent leadership and organisational skills - essential for future business success.	7/9/2013 5:15 PM
118	They must first enhance their enterpreneurship skill.	7/9/2013 5:11 PM
119	Needs further training and interpersonal skills.	7/9/2013 5:09 PM

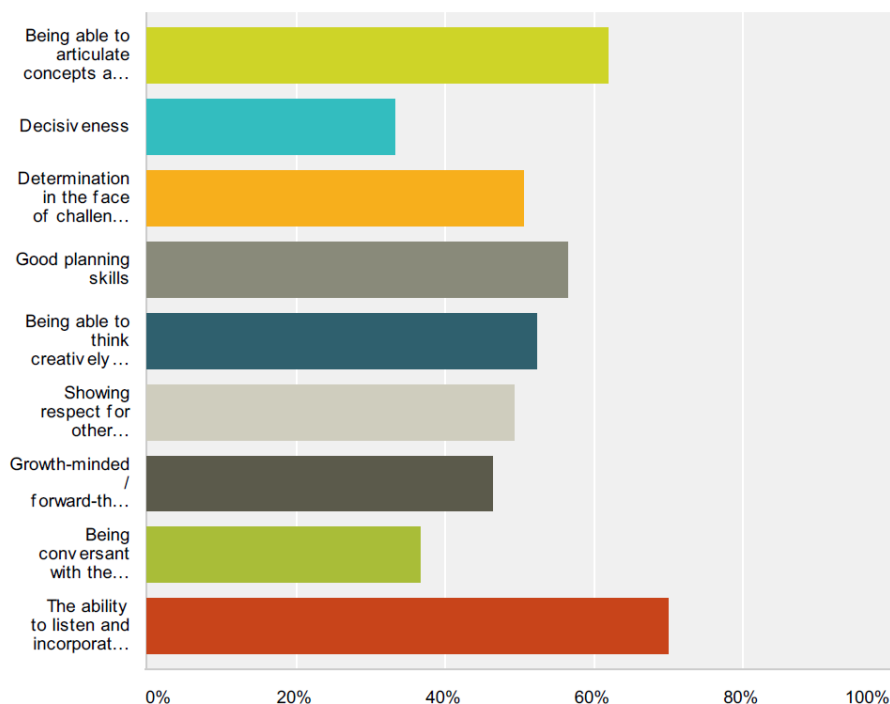


## API Young Leadership Conference survey - HR Directors/Senior Managers

120	We have a very structured graduate development scheme, which is executed over a 5-year period. Graduates undertake technical and leadership training and are also placed in roles that deliver experiential learning opportunities.	7/9/2013 5:08 PM
121	depends how good they are after training	7/9/2013 4:52 PM
122	Better hiring graduates who learn and become part of the culture rather than bringing in experienced folks who bring different cultures and tend to dilute what has been nurtured over many decades as a healthy corporate culture.	7/9/2013 4:45 PM
123	Following a period of training and gaining experience	7/9/2013 4:40 PM
124	they will be provided with training and their competence will be monitored	7/9/2013 4:16 PM
125	However new graduates also need to think about their technical development. We need more technical engineers and they have to realise not all of them can become managers	7/9/2013 4:16 PM
126	Incompleteness in technical skills, application of knowledge	7/9/2013 4:14 PM
127	Even as a consultant I am shocked at the cut and paste to promotion attitude by young recruits with the present company	7/9/2013 4:13 PM
128	The next generation will have different styles and ways of doing things necessary for the changing engineering environment.	7/9/2013 4:12 PM
129	I retired in 2008!	7/9/2013 4:11 PM
130	The company has a wide range of leadership trainings and on the job exposure to prep the graduates as they mature in the organization	7/9/2013 4:08 PM
131	I have a leadership development programme to grow this side of their capabilities	7/9/2013 4:01 PM
132	When suitably equipped with the necessary skills and experience	7/9/2013 3:55 PM
133	Provided they have appropriate mentoring and development opportunities	7/9/2013 3:54 PM
134	Continuity of understanding from front line academic study into real world business they will be the future	7/9/2013 3:48 PM
135	Provided they are trained in entrepreneurial skills and have business and practical skills. Current graduates have very little skills in these areas.	7/9/2013 3:47 PM
136	Only after significant training and only the right ones with common sense will make the grade	7/9/2013 3:18 PM
137	Succession plans must always be in place and young engineers need to see career opportunities	7/9/2013 3:13 PM
138	Rail Industry requires qualified engineers to lead the organisation because they understand technical matters than others.	7/9/2013 3:10 PM
139	The development and mentoring programmes we put new grad hires through are designed to develop both their technical and leadership skillsets. This continues post the graduate program, through a tiered development offer.	7/9/2013 3:09 PM
140	No reason why not	7/9/2013 2:56 PM
141	Depends on training and aptitude.	7/9/2013 2:55 PM
142	Most leadership and management training takes place in the work place, not at tertiary institutions. Consequently business leaders need to train their successors.	7/9/2013 2:04 PM
143	I have a sole-owner business consulting with no capacity to recruit others, however I will complete it based on past experience when I had staff....	7/9/2013 2:00 PM
144	There is too much focus on becoming a manager and not enough focus on being a proficient engineer	7/9/2013 1:59 PM
145	we have a broad selection of comprehensive internal training	7/9/2013 1:33 PM
146	Graduates need industrial knowledge, experience and exposure in a very competitive global market.	7/9/2013 1:29 PM
147	Because in our country, - Pakistan - the education level is not at standard level as compare to other developed/developing countries around the world.	7/9/2013 12:18 PM
148	Yes because businesses should be centred around well trained new generations	7/9/2013 11:55 AM
149	That is why a business can last longer.	7/9/2013 10:18 AM
150	when they are ready, i am ready to hand over.	7/9/2013 9:56 AM

## Q6 What leadership qualities do you most appreciate in your graduate staff?

Answered: 237 Skipped: 2



Answer Choices	Responses
Being able to articulate concepts and ideas	62.03% 147
Decisiveness	33.33% 79
Determination in the face of challenges / adversity	50.63% 120
Good planning skills	56.54% 134
Being able to think creatively / 'outside the box'	52.32% 124
Showing respect for other colleagues	49.37% 117
Growth-minded / forward-thinking	46.41% 110
Being conversant with the work-related codes, standards, law and regulations and able to apply them	36.71% 87
The ability to listen and incorporate the advice/opinions of others	70.04% 166
Total Respondents: 237	

#	Other (please specify)	Date
1	No graduate staff other than me.	7/19/2013 4:19 PM
2	A graduate needs to learn the basics of how the business works, and understand the limits. He has to learn how make decisions (taking is not his role), he will experience challenges in the new job and only then will this skill be assessed, thinking needs to come, not on day 1, but after he understands the context of the business and what drives value in a business. It is up to us to make him conversant with codes and standards for the job he is doing, only experienced engineers will have this knowledge.	7/19/2013 2:21 AM
3	Patience and understanding that the finances are as important a consideration as the technical savvy. But without effective sales and marketing the enterprise is doomed!	7/18/2013 11:59 PM
4	Ability to execute as planned. No good having theory if you cannot bring it into effect and cannot be trusted to act as agreed.	7/17/2013 3:22 PM
5	Being able to empathize, showing an understanding that true experience is the ability to back up knowledge with experience and a desire to learn more	7/16/2013 7:06 PM

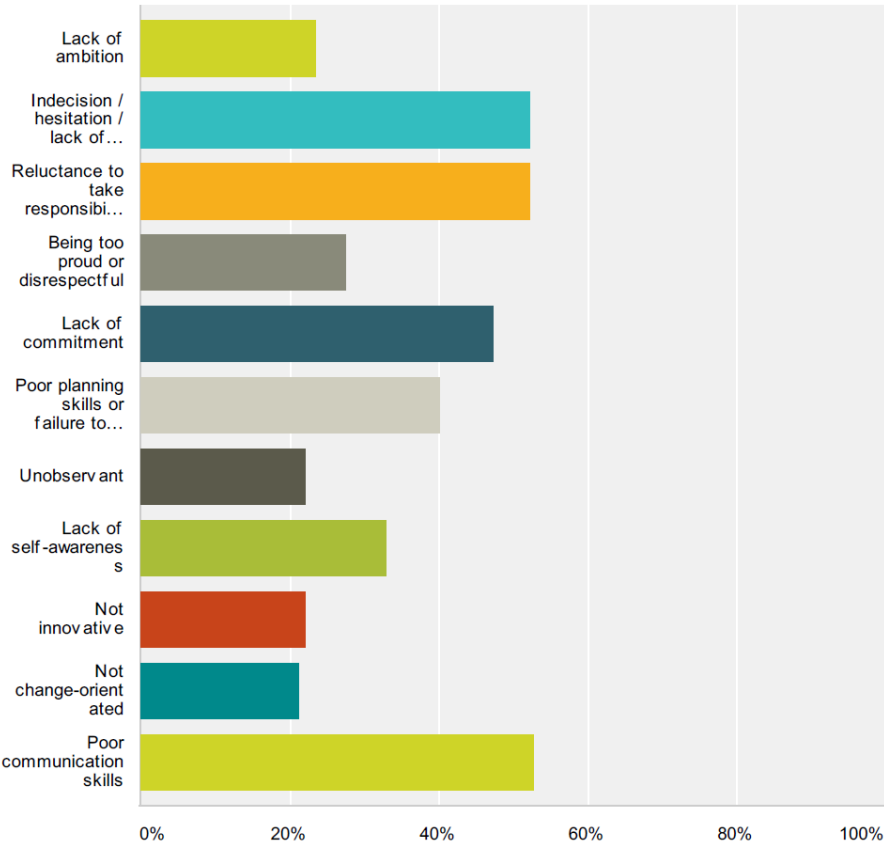


## API Young Leadership Conference survey - HR Directors/Senior Managers

6	Written skill needs huge improvement. Writing how one speaks (especially in English speaking countries) is a drawback to good report writing. Tendency to write long compound sentences often results in 'not expressing what really what one is meaning'	7/16/2013 6:20 PM
7	Practical experience (see 5 above)	7/15/2013 10:33 PM
8	Showing confidence in their ability by speaking out ..... being forward & not being shy .	7/15/2013 4:30 PM
9	In fact all of the above are important assets but take time to develop fully .	7/11/2013 12:26 AM
10	The young engineers must be competent in engineering relevant their field, further need to obtain knowledge on Non Engineering Functions(IT, HRM,Accountancy, Law..etc) before become a leader. to	7/10/2013 11:35 PM
11	responsible community member	7/10/2013 5:31 PM
12	Common sense	7/10/2013 3:07 PM
13	Knowledge of using computer software	7/10/2013 7:25 AM
14	Being able to stand up to take the lead the others and the courage to be accountable.	7/10/2013 4:58 AM
15	Fluency and articulation in spoken and written English.	7/9/2013 7:50 PM
16	Fact based thinking.	7/9/2013 7:26 PM
17	Attributes like receptive, respect and self planning skills should be acquired during their university period	7/9/2013 7:24 PM
18	passion to create new thing.	7/9/2013 7:19 PM
19	Initiative	7/9/2013 7:12 PM
20	Seizing opportunities and getting out of their comfort zone	7/9/2013 6:37 PM
21	no comment	7/9/2013 6:19 PM
22	no politics in the office	7/9/2013 5:45 PM
23	Soft skill quality	7/9/2013 5:11 PM
24	Application of decision quality e.g. understanding the frame, stakeholder engagement, creating alternatives, understanding values and tradeoffs, applying logically correct reasoning.	7/9/2013 5:08 PM
25	Above is deliberately left blank	7/9/2013 4:13 PM
26	Should have a good theoretical knowledge of mechanical subjects. I have come across mechanical graduates who have not heard any theory on vibration.	7/9/2013 3:47 PM
27	Be transparent and honest	7/9/2013 3:10 PM
28	being "client" orientated, who's paying the bills, what is the objective of the work	7/9/2013 2:00 PM

**Q7 What shortfall(s), if any, may be preventing your graduate staff from becoming effective leaders in the future?**

Answered: 222 Skipped: 17



Answer Choices	Responses	
Lack of ambition	23.42%	52
Indecision / hesitation / lack of confidence	52.25%	116
Reluctance to take responsibility	52.25%	116
Being too proud or disrespectful	27.48%	61
Lack of commitment	47.30%	105
Poor planning skills or failure to deliver as promised	40.09%	89
Unobservant	22.07%	49
Lack of self-awareness	32.88%	73
Not innovative	22.07%	49
Not change-orientated	21.17%	47
Poor communication skills	52.70%	117
Total Respondents: 222		

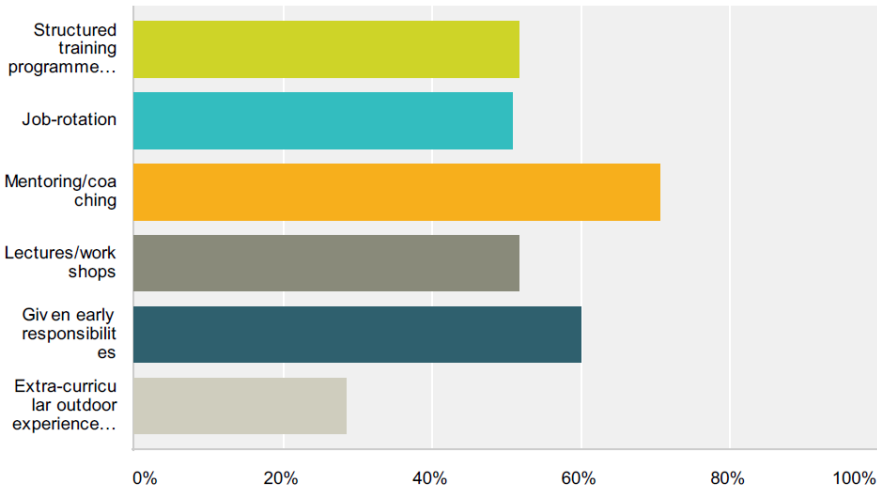
#	Other (please specify)	Date
1	I am retiring shortly .	7/19/2013 4:19 PM
2	They all can apply , but I have highlighted what I believe to be the the 4 key areas.	7/19/2013 2:21 AM
3	All the above in greater or lesser amounts	7/18/2013 11:59 PM

## API Young Leadership Conference survey - HR Directors/Senior Managers

4	The gap between theory and words and what they actually do.	7/17/2013 3:22 PM
5	Improvement in presentation skills (to an audience or to peers) would be very helpful.	7/16/2013 6:20 PM
6	Lack of practical experience (see 5). Recent observations are that a lot of Graduates are not capable of expressing themselves such as in report writing and presentations. And their handwriting is barely legible.	7/15/2013 10:33 PM
7	Assuming they are owed a living/ that they don't need to put in effort to progress through the organisation & don't want to get their hands dirty	7/15/2013 6:48 AM
8	Lack of knowledge	7/11/2013 10:27 PM
9	Recent graduates are poor in basics and fundamentals. They try to focus more on complex & often hyped up things, ignoring the basics.	7/11/2013 8:10 PM
10	leaving company	7/11/2013 11:09 AM
11	Some do not accept multicultural environment in industry and understand human psychology	7/11/2013 3:14 AM
12	Lack of knowledge in Engineering Functions and Non Engineering functions.	7/10/2013 11:35 PM
13	Lack of hands-on technical experience	7/10/2013 9:29 PM
14	early burnt out (trying too hard to excel whilst not enjoying time to be develop.	7/10/2013 5:31 PM
15	Appreciation of effective change management of old processes and procedures to new particularly where staff affected	7/10/2013 5:20 PM
16	They want to be great engineers not managers	7/10/2013 4:32 PM
17	The ability to listen to others before deciding	7/10/2013 3:07 PM
18	lack of good analytical skill and skill in relationship management	7/10/2013 4:58 AM
19	None of the above. I consider it my responsibility through recruitment and training to ensure that they have all the necessary skills	7/10/2013 12:34 AM
20	inflexibility when faced with a non-standard situation	7/9/2013 8:34 PM
21	Poor command of spoken and written English.	7/9/2013 7:50 PM
22	For a selected future leaders, attributes of commitment, take more responsibility and ambition are already their passion. We need to identify the differences of good and bad leaders are	7/9/2013 7:24 PM
23	Self orientated, not focused on leading for the business	7/9/2013 7:19 PM
24	no comment	7/9/2013 6:19 PM
25	A responsible company will provide opportunity and relevant on-the-job training with proper supervision.	7/9/2013 5:39 PM
26	Ambition beyond what the corporation can reasonably offer them.	7/9/2013 5:08 PM
27	In some countries I've worked, graduates are moved too quickly due to local market supply / demand restraints on workforce and over time their expectations are not commensurate with their experience levels.	7/9/2013 4:45 PM
28	Requirements are different for each individual	7/9/2013 4:12 PM
29	All the above	7/9/2013 4:11 PM
30	Lack of focus and detailed experience	7/9/2013 3:54 PM
31	opportunity	7/9/2013 3:48 PM
32	Cannot think outside their "square"	7/9/2013 3:47 PM
33	being young they still lack direction and will not achieve this for some time in terms of career direction or specialisation	7/9/2013 2:30 PM
34	You shouldn't recruit anyone who doesn't have the personal skills to be successful.	7/9/2013 2:04 PM
35	lack of dedication	7/9/2013 1:33 PM
36	attraction of other careers outside engineering	7/9/2013 1:15 PM
37	not always given the opportunity to further his/her career due to lack of a good training programme, setting performance objectives and being allowed to make mistakes and learn from them.	7/9/2013 10:14 AM

**Q8 What opportunities does your organisation provide to help graduate staff becoming future leaders?**

Answered: 228 Skipped: 11



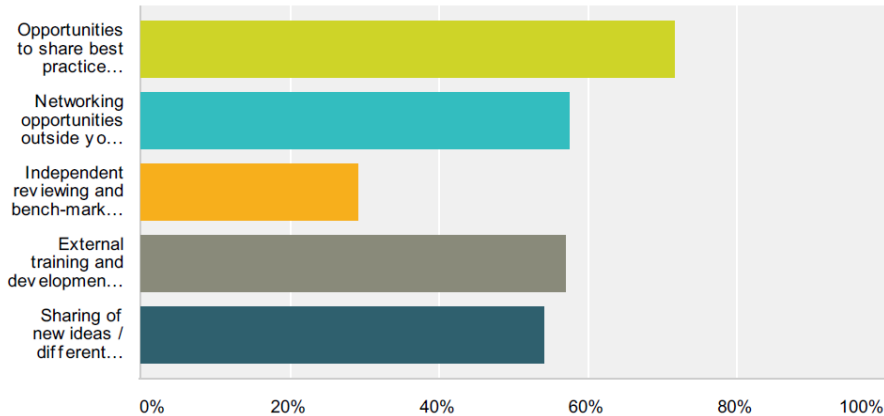
Answer Choices	Responses	
Structured training programme with accelerated promotion	51.75%	118
Job-rotation	50.88%	116
Mentoring/coaching	70.61%	161
Lectures/workshops	51.75%	118
Given early responsibilities	60.09%	137
Extra-curricular outdoor experiences, e.g. team-building, camps, etc	28.51%	65
Total Respondents: 228		

#	Other (please specify)	Date
1	Provides funding for course and conference attendance.	7/19/2013 4:19 PM
2	My comment refers to the organisation I work for (ie Tertiary Education) and not to the department I work within the organisation	7/16/2013 6:20 PM
3	Practical "hands on" experience.	7/15/2013 10:33 PM
4	Nil	7/11/2013 8:08 PM
5	on job skill training which is very important	7/11/2013 3:14 AM
6	Currently not applicable	7/11/2013 12:26 AM
7	Interviews, Efficiency Bars, Annual salary Increments to check the level of knowledge and advice them to develop.	7/10/2013 11:35 PM
8	assuming supervisory roles	7/10/2013 5:31 PM
9	Construction site experience	7/10/2013 3:07 PM
10	Strutured training programme; leader/member in a task force/a special project	7/10/2013 4:58 AM
11	structured 3 year program to gain skills and understand the business	7/9/2013 7:57 PM
12	Extra-curricular team-building exercises are a total waste of time and money .	7/9/2013 7:50 PM
13	External leadership programe	7/9/2013 7:19 PM
14	work under close supervision of a Senior/Director	7/9/2013 7:15 PM
15	No!	7/9/2013 6:19 PM
16	Formal Graduate Network with links into other formal networks within the corporation.	7/9/2013 5:08 PM
17	None	7/9/2013 4:11 PM



**Q9 In what ways, if any, do you think external organisations can support the leadership development of your graduate staff?**

Answered: 233 Skipped: 6

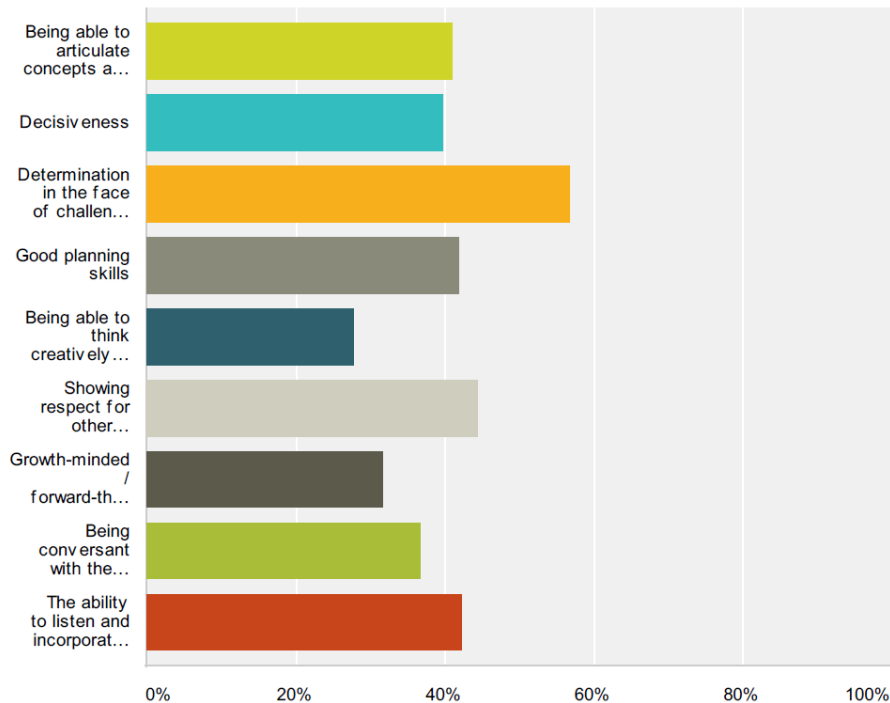


Answer Choices	Responses	
Opportunities to share best practice outside your organisation or industry	71.67%	167
Networking opportunities outside your organisation	57.51%	134
Independent reviewing and bench-marking of existing training programmes	29.18%	68
External training and development workshops	57.08%	133
Sharing of new ideas / different ways of working	54.08%	126
Total Respondents: 233		

#	Other (please specify)	Date
1	Not applicable to us.	7/19/2013 4:19 PM
2	My comment refers to the organisation I work for (ie Tertiary Education) and not to the department I work within the organisation	7/16/2013 6:20 PM
3	Offer the opportunity to gain practical experience.	7/15/2013 10:33 PM
4	Key is external perspective and network opportunities	7/15/2013 6:48 AM
5	opportunity to see working of equipment they design	7/14/2013 8:35 PM
6	Provide a global technology focussed outlook and also emphasize on sustainable development in all sectors.	7/11/2013 8:10 PM
7	Well-liked, competent staff are often poached	7/10/2013 3:07 PM
8	A large organuization should have its own training programme.	7/9/2013 7:50 PM
9	reducing training costs	7/9/2013 6:37 PM
10	Companies in Malaysia do not have a structured training programme which can lead to becoming a Member of IMechE.	7/9/2013 5:39 PM
11	Coaching in specific areas of leadership, e.g. safety , culture.	7/9/2013 5:08 PM
12	You're on about changing a culture..very difficult	7/9/2013 4:13 PM
13	Councilling by experienced and practical engineers and holding resposible commercial positions	7/9/2013 3:47 PM

**Q10 In what way(s), if any, have the leadership skills of previous generations of engineering professionals been of higher quality than those of recent graduates?**

Answered: 234 Skipped: 5



Answer Choices	Responses	
Being able to articulate concepts and ideas	41.03%	96
Decisiveness	39.74%	93
Determination in the face of challenges / adversity	56.84%	133
Good planning skills	41.88%	98
Being able to think creatively / 'outside the box'	27.78%	65
Showing respect for other colleagues	44.44%	104
Growth-minded / forward-thinking	31.62%	74
Being conversant with the work-related codes, standards, law and regulations and able to apply them	36.75%	86
The ability to listen and incorporate the advice/opinions of others	42.31%	99
Total Respondents: 234		

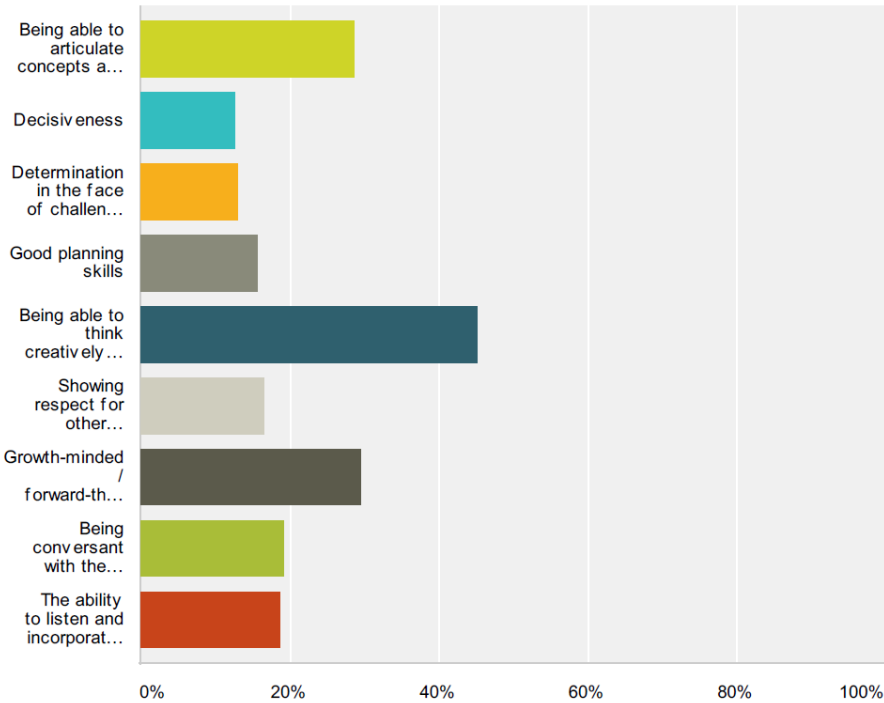
#	Other (please specify)	Date
1	Curiosity	7/22/2013 5:22 PM
2	The leadership skills usually come with experience.	7/19/2013 4:19 PM
3	in addition to the above the ability to empathise with person/s is paramount	7/16/2013 7:06 PM
4	Previous generations of engineering professionals had a much greater practical experience. In the UK, in the 70s, my employer had what was then referred to as a "sandwich" course. This comprised 1 year training in the company apprentice workshop, followed by 6 months at University and 6 months in the factory, applying theories taught at University. From then on, it was 6 months in the plant alternating with 6 months at University. These young students were thus brilliantly prepared for leadership roles. One was successfully entrusted with single handedly setting up a satellite plant 220km away. Also at the same company, senior staff met informally in the dining room at lunch time and frequently, ideas for improvements in design and manufacturing were sketched on the back of a serviette.	7/15/2013 10:33 PM

## API Young Leadership Conference survey - HR Directors/Senior Managers

5	hands on experience on actual product	7/14/2013 8:35 PM
6	More competent mechanical engineering knowledge basically	7/11/2013 10:27 PM
7	previous graduate had a very good hold in basics and fundamental principles.	7/11/2013 8:10 PM
8	Usually better-founded basic practical knowledge, rather than mainly theory based.	7/10/2013 11:44 PM
9	Basic communication skills	7/10/2013 11:34 PM
10	N/A	7/10/2013 9:29 PM
11	I don't think there is much difference	7/10/2013 6:39 PM
12	Generational issues change with time as young people mature	7/10/2013 3:07 PM
13	commitment and dedication and language skills	7/10/2013 7:20 AM
14	Able to lead the other without hesitation and be accountable	7/10/2013 4:58 AM
15	None. In some ways current graduates are better and certainly more communicative than a previous generation.	7/10/2013 12:34 AM
16	More loyal to the cause and reliable in terms of stability	7/9/2013 10:31 PM
17	Although I don't agree there is a quality difference just an change in culture	7/9/2013 8:34 PM
18	Young people generally have a poor command of language compared to previous generations.	7/9/2013 7:50 PM
19	The previous generations of engineers worked harder and tougher in character.	7/9/2013 7:23 PM
20	none	7/9/2013 7:22 PM
21	no comment	7/9/2013 6:19 PM
22	Technically competent and confidence.	7/9/2013 6:13 PM
23	part nature and part nurture	7/9/2013 6:12 PM
24	I am not sure they have. - The question does not allow this option.	7/9/2013 6:09 PM
25	I see no change - I ticked Being able to articulate it but did not mean it just needed to tick something to get the form to submit	7/9/2013 5:13 PM
26	Earlier generations were probably give greater responsibility at an earlier stage in their careers	7/9/2013 5:08 PM
27	Not sure that generation specific skills is the correct approach	7/9/2013 2:56 PM
28	i would say there has been no significant difference	7/9/2013 2:30 PM
29	This is a very subjective question which won't generate useful answers. Also 3 of the above topics are management activities, not leadership activities, namely: Good planning skills, Being able to think creatively/'outside the box' and Being conversant with the work-related codes, standards, law and regulations and able to apply them. (I have strong opinions on this and worry that if you have got this wrong, you may not be teaching good leadership.) Also this survey is flawed in that it doesn't give the option of not providing an answer if you don't wish to tick any of them.	7/9/2013 2:04 PM
30	dedication to getting the job done	7/9/2013 1:33 PM
31	communications skills. Email especially leads to a general culture of attempting to everything in writing, and only leaving conversations when absolutely necessary. In this respect, the art of effective communication has been diluted and become less effective.	7/9/2013 10:14 AM

**Q11 Conversely, what leadership skills, if any, do recent graduates possess that previous generations of engineering professionals do not?**

Answered: 230 Skipped: 9



Answer Choices	Responses	
Being able to articulate concepts and ideas	28.70%	66
Decisiveness	12.61%	29
Determination in the face of challenges / adversity	13.04%	30
Good planning skills	15.65%	36
Being able to think creatively / 'outside the box'	45.22%	104
Showing respect for other colleagues	16.52%	38
Growth-minded / forward-thinking	29.57%	68
Being conversant with the work-related codes, standards, law and regulations and able to apply them	19.13%	44
The ability to listen and incorporate the advice/opinions of others	18.70%	43
Total Respondents: 230		

#	Other (please specify)	Date
1	Varies but usually few of these.	7/19/2013 4:19 PM
2	Not sure how to answer this one. None that really and out as very different perhaps other than technology related leadership?	7/17/2013 3:26 AM
3	Not possible to generalise. It is too broad. Much depends on individuals. Graduates who come straight from school through University are still very green. On the other hand, those who come from school, apprenticeships, technical school, industry and then through university are worth their weight in gold.	7/16/2013 6:20 PM
4	They appear to be unfamiliar with real world problems and how to tackle them.	7/15/2013 10:33 PM
5	none	7/15/2013 6:48 AM
6	Self-confidence. Useful, but sometimes needing a little mentoring and toning-down.	7/10/2013 11:44 PM



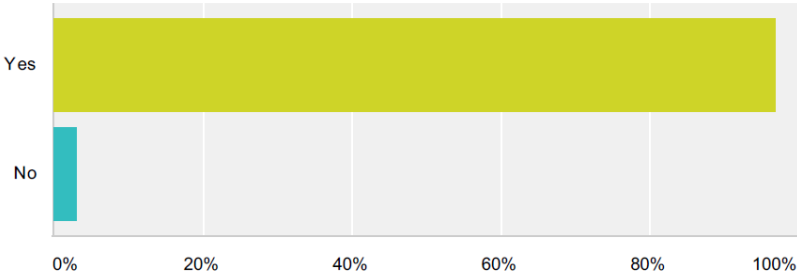
## API Young Leadership Conference survey - HR Directors/Senior Managers

7	Understanding of new technologies	7/10/2013 11:34 PM
8	N/A	7/10/2013 9:29 PM
9	See 10. above. I have had to tick boxes in order to exit the survey . Please disregard the boxes ticked in the last two questions	7/10/2013 6:39 PM
10	adapting to new technologies	7/10/2013 6:08 PM
11	instant connectivity and easy access to information (via internet and social network	7/10/2013 5:31 PM
12	Coming up with new ideas, such as new ways of displaying information in reports	7/10/2013 3:07 PM
13	They are much more enviromental and digital minded.	7/10/2013 9:07 AM
14	electronic / internet fluent	7/10/2013 7:20 AM
15	NONE OF THE ABOVE nothing really BUT YOU DEMANDED I TICK A BOX	7/10/2013 2:06 AM
16	IT skills	7/10/2013 1:00 AM
17	Capability to employ today's communication platforms and tools	7/9/2013 9:56 PM
18	Obviously , more conversant with current technologies. I would not have ticked a box but it wouldn't accept that,	7/9/2013 7:50 PM
19	Better computer and presentatioin skill.	7/9/2013 7:23 PM
20	I find it is more less the samein the last 2 generations.	7/9/2013 7:12 PM
21	no comment	7/9/2013 6:19 PM
22	Decisiveness to move on when they failed the expectation.	7/9/2013 6:13 PM
23	nil, present graduates have less interaction with the lecturers and real life problem due to the digital age.	7/9/2013 6:12 PM
24	The new generations generally are less resilient and less independent than the previous generation.	7/9/2013 5:39 PM
25	I see no change - I ticked Being able to articulate it but did not mean it just needed to tick something to get the form to submit	7/9/2013 5:13 PM
26	More forthright than previous generations.	7/9/2013 5:08 PM
27	none	7/9/2013 4:52 PM
28	Communication skills, capitalise on opportunities for early growth presented to them, and university curriculum have evolved over last 20 years to be closer matched to actual industry role knowledge requirements and facilitates a quicker transition from learning to doing.	7/9/2013 4:45 PM
29	Deliberately left blank	7/9/2013 4:13 PM
30	Current graduates have much more general knowledge than engineers of my generation	7/9/2013 3:47 PM
31	Use of the computer programmes and advanced communication technologies	7/9/2013 3:17 PM
32	Not sure that generation specific skills is the correct approach	7/9/2013 2:56 PM
33	Recent graduates embrace new skills quickly due to their being accustomed to rapid change and introduction of new technology	7/9/2013 2:55 PM
34	see above comment	7/9/2013 2:30 PM
35	As for 10 above.	7/9/2013 2:04 PM
36	independence - access to and use of modern computing, information, analysis	7/9/2013 2:00 PM
37	computer literate	7/9/2013 1:15 PM
38	Good theoretical knowledge	7/9/2013 12:18 PM
39	The 'tick' above is not intended to be there. i.e. I do not want to tick any boxes for this question. However, I am unable to submit this survey without ticking a box! Did someone QA this survery before it was issued to all?	7/9/2013 10:14 AM

# **The EngNow Survey: Part III Young Engineers**

Q1 Are you a member of the Institution of Mechanical Engineers (IMechE)?

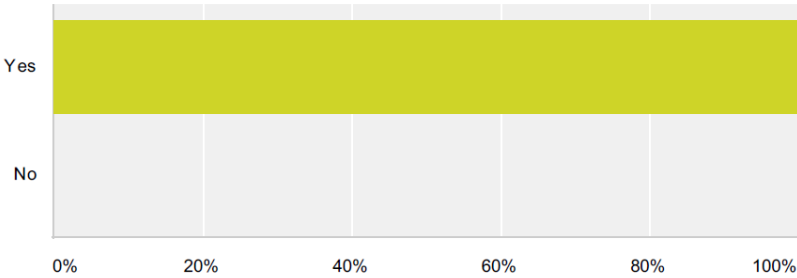
Answered: 426 Skipped: 0



Answer Choices	Responses	
Yes	96.95%	413
No	3.05%	13
Total	426	

Q2 Have you heard of the IMechE before?

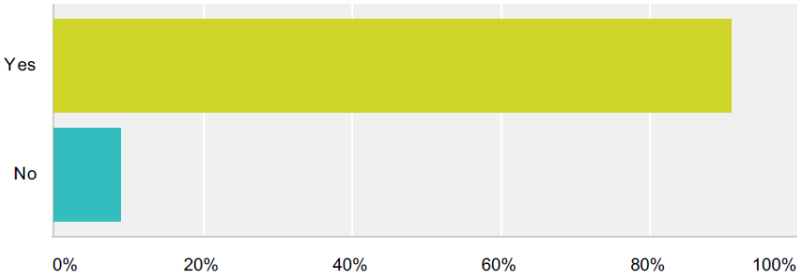
Answered: 15 Skipped: 411



Answer Choices	Responses	
Yes	100%	15
No	0%	0
Total	15	

**Q3 Do you think that engineering graduates require further education to enable them to become successful industry leaders?**

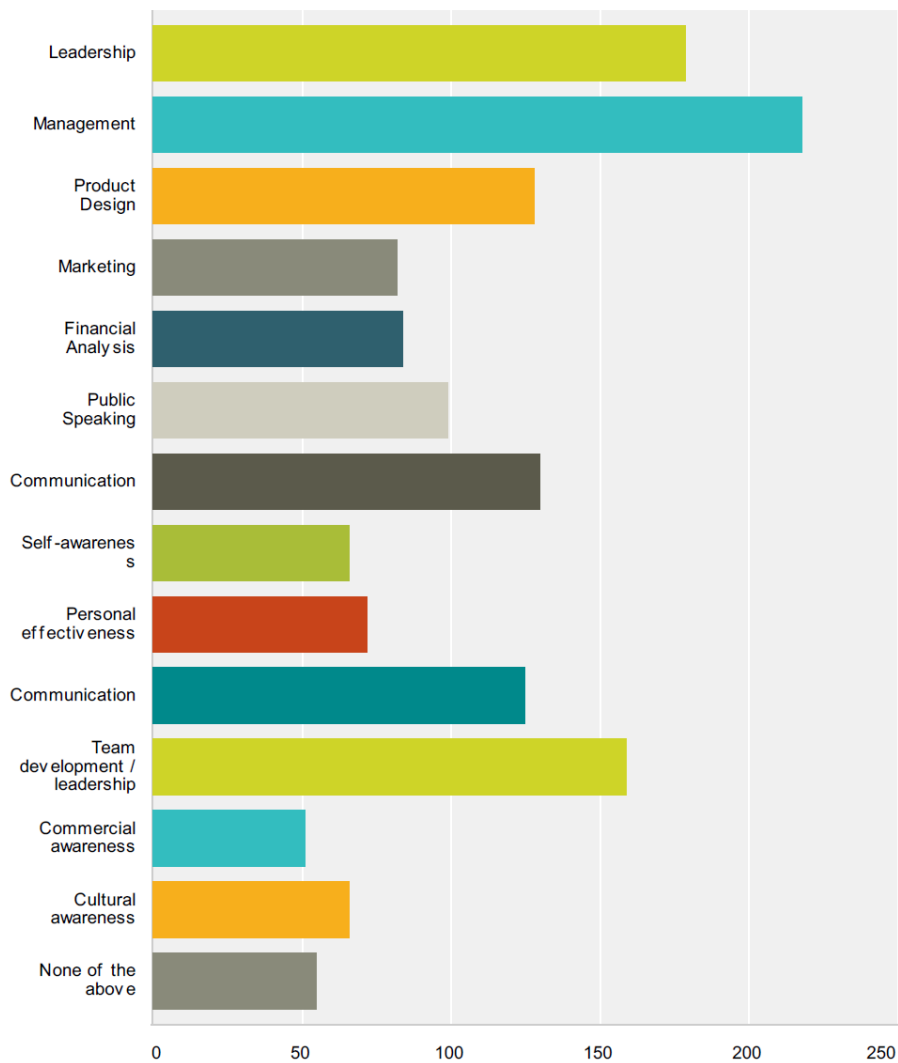
Answered: 389    Skipped: 37



Answer Choices	Responses	
Yes	91.00%	354
No	9.00%	35
Total		389

#### Q4 Have you ever had courses in any of the following? Please tick all boxes that apply.

Answered: 389 Skipped: 37

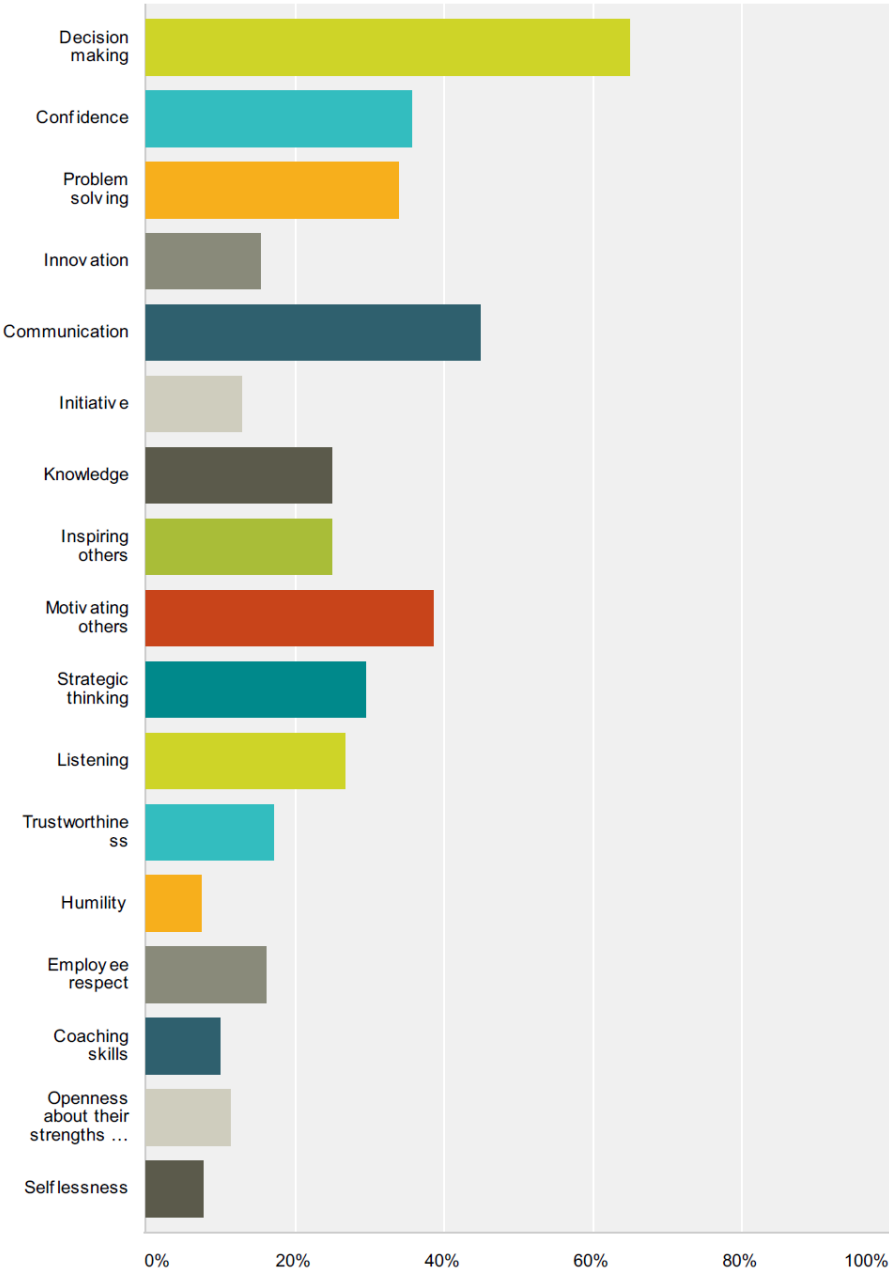


Answer Choices	Responses
Leadership	46.02% 179
Management	56.04% 218
Product Design	32.90% 128
Marketing	21.08% 82
Financial Analysis	21.59% 84
Public Speaking	25.45% 99
Communication	33.42% 130
Self-awareness	16.97% 66
Personal effectiveness	18.51% 72
Communication	32.13% 125
Team development / leadership	40.87% 159
Commercial awareness	13.11% 51
Cultural awareness	16.97% 66
None of the above	14.14% 55
Total Respondents: 389	



Q5 What do you think are the three most important characteristics of an effective leader?

Answered: 389 Skipped: 37



Answer Choices	Responses	
Decision making	65.04%	253
Confidence	35.73%	139
Problem solving	33.93%	132
Innovation	15.42%	60
Communication	44.99%	175
Initiative	12.85%	50
Knowledge	24.94%	97

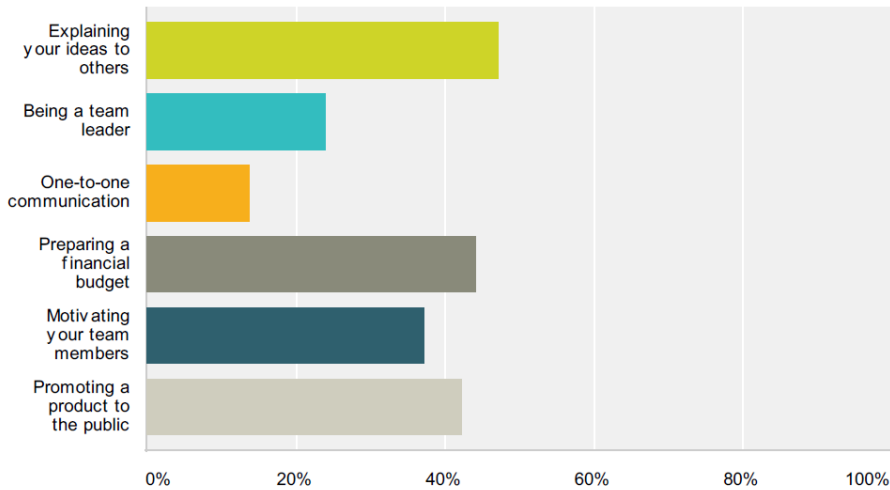
## API Young Leadership Conference survey - for young engineers

Inspiring others	24.94%	97
Motivating others	38.56%	150
Strategic thinking	29.56%	115
Listening	26.74%	104
Trustworthiness	17.22%	67
Humility	7.46%	29
Employee respect	16.20%	63
Coaching skills	10.03%	39
Openness about their strengths and weaknesses	11.31%	44
Selflessness	7.71%	30
Total Respondents: 389		

#	Other (please specify)	Date
1	Apart from these a leader must always have a clear vision of the future and be prepared for any adverse conditions.	7/21/2013 2:36 AM
2	Relgion	7/14/2013 5:25 AM
3	Employee respect	7/12/2013 10:33 AM
4	Ambitious	7/9/2013 10:00 AM

### Q6 Have you ever had difficulty in the following situations? Please select up to three.

Answered: 371 Skipped: 55

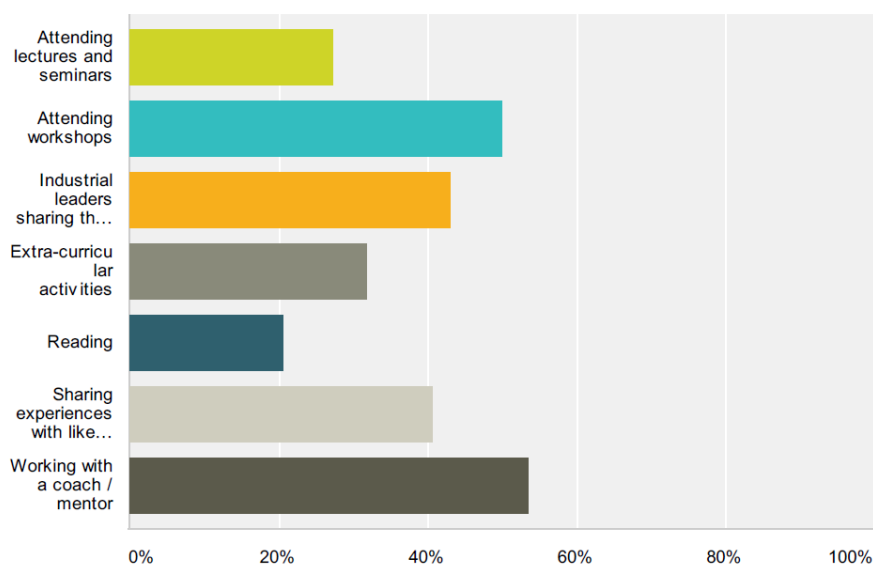


Answer Choices	Responses
Explaining your ideas to others	47.17% 175
Being a team leader	23.99% 89
One-to-one communication	13.75% 51
Preparing a financial budget	44.20% 164
Motivating your team members	37.20% 138
Promoting a product to the public	42.32% 157
Total Respondents: 371	

#	Other (please specify)	Date
1	The biggest problem faced was to streamline individual ideas yet ensuring all members in a team are not only satisfied but are also comfortable to work within the guidelines.	7/21/2013 2:51 AM
2	Ensuring an understanding that there must be a positive margin between cost and selling price to survive, adaptation is essential to achieve it, or the 'inevitable' happens.	7/20/2013 5:57 PM
3	Differences in language can negate effective communication	7/13/2013 12:13 PM
4	contaminating gossips	7/12/2013 11:14 PM
5	Receiving instructions to do something that in my opinion is unnecessary to do or a waste of resource.	7/10/2013 6:44 PM
6	not at all	7/10/2013 6:43 AM
7	none	7/10/2013 2:56 AM
8	talking in public, extempore speech	7/10/2013 2:36 AM
9	actually none. But I choose financial budget because I never did a whole budget	7/9/2013 10:11 PM
10	Managing difficult personnel especially during meetings	7/9/2013 8:12 PM
11	n/a	7/9/2013 5:29 PM
12	Having enough manpower to complete tasks without overtime	7/9/2013 12:07 PM
13	No not at all	7/9/2013 9:39 AM
14	Lack in personal relations skills	7/9/2013 9:26 AM

## Q7 What do you think is the most effective way to learn and develop your skills?

Answered: 374 Skipped: 52

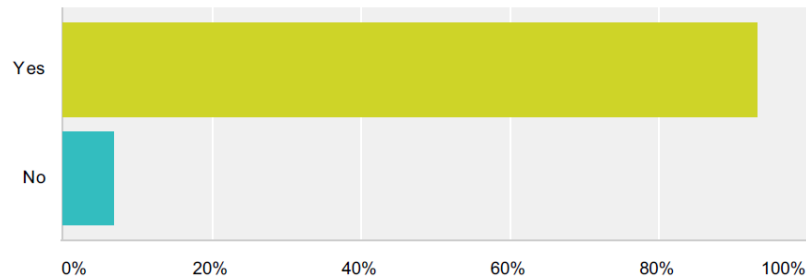


Answer Choices	Responses
Attending lectures and seminars	27.27% 102
Attending workshops	50% 187
Industrial leaders sharing their experiences	43.05% 161
Extra-curricular activities	31.82% 119
Reading	20.59% 77
Sharing experiences with like minded individuals	40.64% 152
Working with a coach / mentor	53.48% 200
Total Respondents: 374	

#	Other (please specify)	Date
1	The readiness to learn and more importantly to be able to accept our own mistakes (if any) is the key .	7/21/2013 2:51 AM
2	Trial and error	7/12/2013 9:08 PM
3	Industrial training	7/12/2013 7:43 AM
4	real work experience	7/12/2013 5:13 AM
5	having individual experience	7/11/2013 3:14 AM
6	industrial internships	7/10/2013 9:12 AM
7	To become Team Leader	7/9/2013 8:28 PM
8	MOOC	7/9/2013 5:03 PM
9	Working in an industry	7/9/2013 12:17 PM
10	hands on experience	7/9/2013 10:06 AM
11	Peer-to-peer education	7/9/2013 9:21 AM
12	Pre- graduate projects such as Formula Student	7/9/2013 9:18 AM

**Q8 Do you think that having the ability to lead a team with members of different nationalities and languages is important for engineers in the workplace?**

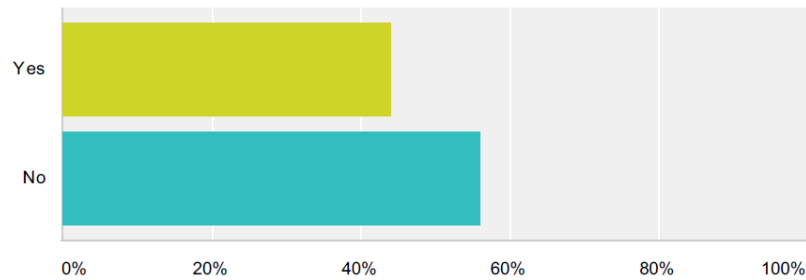
Answered: 368   Skipped: 58



Answer Choices	Responses	
Yes	93.21%	343
No	6.79%	25
Total		368

**Q9 Have you ever attended a leadership training event before?**

Answered: 368   Skipped: 58

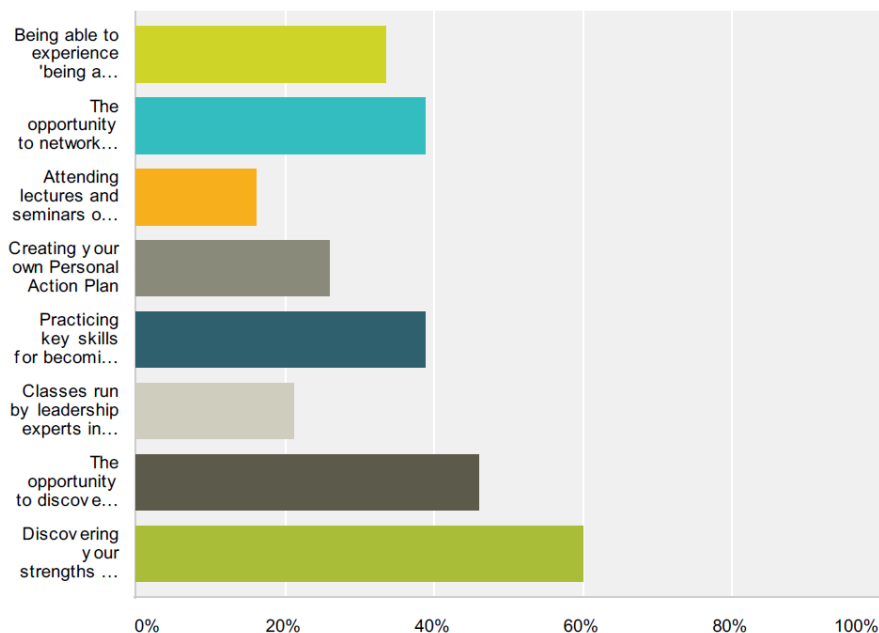


Answer Choices	Responses	
Yes	44.02%	162
No	55.98%	206
Total		368



## Q10 Which of the following would you find the most valuable in a leadership training event?

Answered: 358 Skipped: 68



Answer Choices	Responses
Being able to experience 'being a leader' in workshops	33.52% 120
The opportunity to network with other participants	38.83% 139
Attending lectures and seminars on leadership and what it means	16.20% 58
Creating your own Personal Action Plan	25.98% 93
Practicing key skills for becoming a leader with other participants	38.83% 139
Classes run by leadership experts in key leadership skills	21.23% 76
The opportunity to discover your own unique leadership style	46.09% 165
Discovering your strengths and weaknesses and how this can influence your leadership ability	60.06% 215
Total Respondents: 358	

#	Other (please specify)	Date
1	The importance of selflessness, transparency and objectivity in leadership at all levels	7/17/2013 12:49 AM
2	Role Play	7/9/2013 10:46 AM

# Acknowledgement

## Steering Committee

Prof Stuart Cameron<sup>+</sup>  
Mr P E Chong  
Mr Ken Tushingham  
Mr W K Chow  
Mr Sam Perera  
Prof Alan Lau  
Ms Joanna Horton

## Organising Committee

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Mr Louis Szeto  
Mr Vincent Ho  
Ms Mary Weeks  
Ms Joanna Horton  
Mr W H Tsang  
Mr Teddy Chan  
Mr Alex Man  
Mr Jimmy Chan  
Mr Bernard Wong

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Dr Colin Brown

## Young Leadership Conference

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Mr Alex Man<sup>+</sup>  
Mr Andrew Webster  
Mr Marcus Nicholls  
Mr Wan Djawad  
Mr Lucien Pereira  
Mr Matthew Springer

## Gala Dinner

Mr Tom Au  
Mr Henry Chan  
Mr Jimmy Chan  
Ms Yuki Chan  
Mr Jovi Chan  
Ms Adriane Chau  
Ms Ada Hung  
Ms Gigi Lam  
Ms Jecko Lau  
Ms Ivy Leung  
Mr Alex Lok  
Ms Mandy Tsui  
Ms Tracy Wong  
Ms Wendy Wong

## Volunteers

Mr Michael Lee  
Mr Ben Chow  
Ms Yannes Wong  
Ms Angie Tai  
Ms Christine Tse

## Helpers

Ms Stephy Chan  
Ms Alison Cheng  
Mr K M Cheung  
Ms Cathy Chow  
Ms Justine Chow  
Mr Michael Chung  
Mr Ringo Chung  
Mr Ben Ho  
Mr L H Ho  
Ms Annie Kou  
Mr Ray Lai  
Mr Jonathan Lam  
Mr Keith Lam  
Ms Kelly Lau  
Mr Logan Lau  
Mr Thomas Law  
Ms Debby Lee  
Mr Elvis Lee  
Mr Edward Leung  
Mr Eric Leung  
Mr Adrian Li  
Ms Joanne Luk  
Mr Wilson Lun  
Mr Eric Siu  
Mr David Tam  
Ms Alice Wong  
Mr Johnny Wong  
Ms Stephanie Wong  
Mr Tim Wong  
Mr Gordon Wu  
Ms Angel Wun  
Ms Justina Yim  
Mr M K Yue

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