

Survey identifier	11	12	1	7
GENERAL INFO				
Years in engineering industry	40	26	25	18
Years in this office	3	24	25	7
Gender	Male	Male	Male	Male
BEING MANAGED				
Worked for woman engineer?	Yes	No	I have worked several times as an equal team member with women. I have not worked for a woman project manager or department head.	No
Any gender differences?	Depending on the person. I have worked for someone that was quiet, but firm in her decisions, and another manager that was vocal, aggressive and demanding. I could not generalize on those two cases.		One observation I might make is that the women I work with are less likely to assume, or take things for granted. They communicate better.	I have not been directly assigned to report to a woman engineer but have had the opportunity to interact with many. The primary difference I have seen between men and women engineers is the social element of work. Women (this is a generalization) tend to want/need the social element of work in addition to the satisfaction of work itself.
How want to be managed?	By someone knowledgeable and decisive.	I want to be given the responsibility and authority to meet the goals laid out in my CPD. I would like my supervisor to give me the freedom and flexibility to accomplish those goals within the framework of HNTB policies and procedures. I also look to my supervisor for (1) guidance and advice when I am unsure of a course of action and, (2) help on matters that are outside of my responsibility and authority.	With honesty, frankness, directness, fairness. I want expectations to be clearly communicated. I hope to achieve a collegial relationship where we work together to final solutions to problems. I appreciate having the freedom to exercise my own judgement until I ask for input or direction.	I want to be managed with respect, acknowledgement of the value of my input, and work in a collaborative environment. I want to be in a team that values our clients and gets work done with great quality and on time.
Describe bad manager	The second woman manager in question 5. She would freak out if she was left out of a decision, personnel or job related.	Supervisor was a "kingdom" person and not a team player. Was not willing to share people.	Male department head/boss. Way too much silent assumptions that I knew what he thought without conversation. He displayed lack of leadership skills for the position and set a weak direction for the group he was in charge of. He also was very obviously biased toward female employees.	I do not have specifics but generally have issues with anyone (any gender) who does not follow the golden rule -- treat others as you wish to be treated yourself. There are no dumb questions! Integrity and respect are earned not an entitlement based on level or position.

Survey identifier	11	12	1	7
GENERAL INFO				
Years in engineering industry	40	26	25	18
Years in this office	3	24	25	7
Gender	Male	Male	Male	Male
Describe good manager	Yes, there are two in the Kansas City Office that are super to work for. Scott Smith, the Division Manager, and Mary Axetell, Vice President.	Supervisor was open, listened well, and provide guidance when needed. Did not interfere in my responsibilities (gave me room to grow).	Male project manager. Style was very proactive, had strong organizational skills. Solicited input for my discipline at early stages of the project. He was almost always positive, upbeat, professional.	I have had several great co-workers and bosses. In general what made them great is that they took a personal interest in me and strived to teach me everything they could. There were no "knowledge is power" issues. I enjoy working with people that are smart, empathetic, and care about your career.
Prefer man or woman manager?	Gender does not matter to me, as long as they can draw respect from the subordinates because of their job knowledge and leadership ability.		I would like to think I could work equally well with a man or woman manager, as long as they had solid leadership skills. I encourage our organization to place greater emphasis to developing women leaders across the firm.	I do not have a preference -- they need to display the elements noted above.

Survey identifier	11	12	1	7
GENERAL INFO				
Years in engineering industry	40	26	25	18
Years in this office	3	24	25	7
Gender	Male	Male	Male	Male
MANAGING				
Management style?	My management style is soft and helpful. I try to be as accommodating as possible.	I manage by coaching/development and by walking around. I like to stay in contact with people (hands on) and find ways to leverage my experience and use my mentoring skills to help other people grow in their careers.	Difficult to answer this question. I tend to be pretty "hands on" - needing to stay close to the team activities. I try to lead by example.	Combination of Management by Exception, Management by Objectives, and Management by performance
How style received?	Well	I think people appreciate the coaching I give them since they see it as helping them grow in their careers.	Some appreciate my frequent support. Some may feel I need to back off a little and allow them more room to plan their own work. I think most acknowledge my sincerity and seriousness about my work and my commitment to 4for4 success.	I feel my style is well received because it shows I trust others to achieve goals, will help or engage when needed, objectives are clear, and performance outcomes are important.
Desired employee attributes	Honest 8 hours of work for 8 hours of pay, quality work, honesty and integrity.	Conscientious worker, a champion for the task at hand, and a real passion for their job.	Attitude, attitude, attitude. Team player, eager to pull with the group. Strong verbal communication skills, willing to say what they think.	This is a difficult question to answer because it differs based on the position. Technical positions require a different skill set than administrative or managerial. A common theme is, will the person fit our culture and be productive.
Prefer man or woman to manage?	Either I have no preference.	Makes no difference.	No preference	No preference

Survey identifier	11	12	1	7
GENERAL INFO				
Years in engineering industry	40	26	25	18
Years in this office	3	24	25	7
Gender	Male	Male	Male	Male
THREE CHARACTERISTICS FOR...				
Women employees	Hard working; eager to learn; eager to please	More sensitive; empathetic; mature		typically softer spoken; more collaborative; more social
Men employees	Hard working; ask pertinent questions; like to do more than what's on their plate	More independent; focused on business; assertive		typically more outspoken and driven; not as effective with communication skills as women; more technically savvy
Woman managers	Demanding; stand by on their decisions; deliver on commitment	More sensitive; empathetic; mature		more collaborative in their approach; not as assertive; risk adverse
Men managers	Demanding; willing to help along the way; rigid in their attitude	More independent; focused on business; assertive		more risk takers; less patient with employees; handle stress better

Survey identifier	15	2	6	14
GENERAL INFO				
Years in engineering industry	15	12	8	8
Years in this office	7+	7	6	6
Gender	Male	Male	Male	Male
BEING MANAGED				
Worked for woman engineer?	No	No	No	No
Any gender differences?				
How want to be managed?	Professionally	I like to be managed by a person who is willing to delegate a lot of authority to me. I like to be challenged and not assigned the same tasks over and over. Challenge me. I also want to be managed by a fair person who is willing to listen to ideas and not be set on past methods of design.	Given a general concept and the freedom to follow-through to completion	I would rather be lead than managed. I would like for my supervisor to lead by example and give me the freedom to grow in responsibility.
Describe bad manager	Yes, a person (male, who happened to come from a communist country) who wanted to know every minor detail and completely control and approve every action, even of activities away from work.	I have great relationships with all of my managers. I have worked for people that I did not agree with on a frequent basis and we just aired our differences and went about our business.	Yes, but not from our office. We were a subconsultant. He constantly told us one thing, the client another, and didn't follow through on either.	No

Survey identifier	15	2	6	14
GENERAL INFO				
Years in engineering industry	15	12	8	8
Years in this office	7+	7	6	6
Gender	Male	Male	Male	Male
Describe good manager	Yes, male, in one of my first engineering jobs I had a boss who allowed me a lot of freedom to think and act on assignments. He was very good at supporting decisions and provided good feedback when things did not go well.	Working with Mr. Smith was very good for me. We would share ideas and challenge each other to develop the best solution for our clients. We did not always see eye to eye but we both learned from the process.	Yes, my current boss always seems to know how much responsibility I can handle and when I can handle it.	Yes, the best motivation for me was to hear clearly from my manager that a certain responsibility was all mine and he counted on me to get it all taken care of. (Both males.)
Prefer man or woman manager?	Honestly don't know how to answer. Never had a woman manager.	A man. I feel constrained and uneasy regarding the political correct world we live in. As I managed a woman engineer I felt compelled to be on the straight and narrow.	Man, just because it opens up the door to more informal communications. It would take a very close relationship with a woman boss before talking much about my personal life or telling stories that I have because I'm a guy. Bottom line is they are easier to relate to because we are more alike.	Honestly, I don't know (haven't ever been managed by a woman), but I think I would rather be managed by a man. The reason is a generality, but from my experience women's focus on their career or other's career development is limited by outside priorities (lifestyles, families, etc.)

Survey identifier	15	2	6	14
GENERAL INFO				
Years in engineering industry	15	12	8	8
Years in this office	7+	7	6	6
Gender	Male	Male	Male	Male
MANAGING				
Management style?	Tends toward Pacesetting	I consider my management style very hands off. I challenge my employees to achieve their goals and learn more beyond their years of experience. I want them to succeed and alleviate my workload.	Management by Coaching and Development	Servant leader
How style received?	Gets results but can be received negatively	My employees appreciate the fact that I challenge them and get them involved in so much.	So far very well, we generally work together to get things done.	I think it is appreciated and leaves room for growth in others.
Desired employee attributes	Focused on achieving goals	A personality that fits my department as well as a strong work ethic to get the job done. They must be able to multi-task and take on many responsibilities. I don't want a person that is not motivated and works 8 hours per day and leaves.	A spirit of individuality, and initiative but in that understanding they can't do it all and ask for help/work in a group to achieve.	Personal accountability, initiative, judgement
Prefer man or woman to manage?	Men. Men tend to be perceived as having less emotional needs	A man. I relate better to them and am more comfortable around them.	Don't care, I think in a team environment both have different perspectives and the choice to select one person over the other becomes individual talent and responsibility. Unlike my boss, I don't feel the need to buddy up to the people I manage.	I manage both. If I had to choose I would say men, but that is mainly because in my experience, the men I manage exhibit more of the traits in question 12, so they are easier to manage, and have more focus/ambition in their own career development.

Survey identifier	15	2	6	14
GENERAL INFO				
Years in engineering industry	15	12	8	8
Years in this office	7+	7	6	6
Gender	Male	Male	Male	Male
THREE CHARACTERISTICS FOR...				
Women employees	Nurturing; caring; empathy	Most seem to want to just put in their 8 hours and head home. Many seem to have a chip on their shoulder in this male dominated industry. Petty disagreements affect their production and they hold grudges. Spend more time talking than men.		mostly task-oriented; follow direction; sometimes distracted
Men employees	Results oriented; investigative; dominating	Work harder, especially long hours to get the job done. Seem to be more driven to succeed. Do not gossip or hold grudges.		focused on the job; thinking ahead about career/advancement; assertive
Woman managers	Demanding but may show empathy. Not sure how to answer since I have never had a woman manager. My impression is usually a woman manager has had to fight very hard to gain a managerial position or else company policy placed a woman in the position to meet a quota.	Play a power trip because they are a woman leading a man. Act like the world is against them.		don't know
Men managers	Demanding likely will not show much empathy.	More willing to be your friend. Care more for their employees.		accountable; focused on helping others develop; leaders with vision

Survey identifier	13	10	16	3
GENERAL INFO				
Years in engineering industry	8	6	1.5	26
Years in this office	5	6	1.5	13
Gender	Male	Male	Male	Female
BEING MANAGED				
Worked for woman engineer?	No	No	I have worked with some women engineers on projects.	No
Any gender differences?			Both seemed to work out very well. I did not notice any differences to speak of.	
How want to be managed?	Give me respect and trust.	With guidance, but freedom and challenge.	Manager should take an active role in decision making, but be open to the designer's ideas.	Give me a variety of assignments. Be available to bounce ideas off from. Provide resources as needed.
Describe bad manager	No	No	I can only think of one instance where someone (man) disagreed with something I did, but tip-toed around taking a stand on the issue. I would rather they just come out and say something.	A previous male boss was a terrible communicator. He was a nice person, but we didn't communicate well.

Survey identifier	13	10	16	3
GENERAL INFO				
Years in engineering industry	8	6	1.5	26
Years in this office	5	6	1.5	13
Gender	Male	Male	Male	Female
Describe good manager	Yes, Male	Yes, male manager, when someone is extremely positive and optimistic, I get inspired.	I have had two managers that really got involved with the projects, but let me handle day-to-day operations. This confidence they put in me was very important in growing as an engineer.	A previous male boss was a mentor early in my career. He was an excellent teacher, and very patient.
Prefer man or woman manager?	Both. Do not matter for me.	Man. Seems more natural. Being managed by a woman seems unnatural, though I would have no problem or issues with it. Just not as natural.	At this point in my career I cannot say whether I would want to work for a man or woman, because I have not really had a female manager. My experiences with male managers has been fine.	Either

Survey identifier	13	10	16	3
GENERAL INFO				
Years in engineering industry	8	6	1.5	26
Years in this office	5	6	1.5	13
Gender	Male	Male	Male	Female
MANAGING				
Management style?	Management by coaching and development	MBI		Give basic knowledge of task. Let person begin task and then come ask questions as needed. Check with them as appropriate.
How style received?	Management by coaching and development	Well		Generally, I think people like it.
Desired employee attributes		Loyalty, ethics, hard working, enthusiastic.		Hard worker, good communicator, intelligent and friendly.
Prefer man or woman to manage?	Does not matter. Both	Men. I relate to men better and more effectively.		Either

Survey identifier	13	10	16	3
GENERAL INFO				
Years in engineering industry	8	6	1.5	26
Years in this office	5	6	1.5	13
Gender	Male	Male	Male	Female
THREE CHARACTERISTICS FOR...				
Women employees	More organized; less productive; accurate	Hard working; emotional; valued	Generally very <u>qualified</u> and <u>dedicated</u> , because women in this industry are few, so they generally are very good at what they do. Sometimes <u>reserved in opinion</u> , they don't tend to speak out as strongly as men. (Especially disagreement.)	friendly, hardworking, eager to please
Men employees	Good time management; less accurate; more aggressive	Natural; leaders; needed	Many men are very <u>aggressive</u> . They see advancement as a need, so generally very <u>ambitious</u> . However, this can make men very <u>arrogant</u> .	hardworking, ambitious, kidders
Woman managers		Different; Less natural; uncommon	There seem to be very few in our profession, so I would say that they are <u>over qualified</u> . These are probably the women in engineering that are <u>risk-takers</u> and <u>aggressive</u> .	good listener, friendly, caring
Men managers		Normal; natural; leaders	The male managers I have worked with seem to be less aggressive than many employees. They do not have the arrogance anymore and welcome everyone's input better. Very qualified, but sometimes get promoted "just because" when there could be someone else who deserves the job.	out going, ambitious, busy

Survey identifier	5	4	8	9
GENERAL INFO				
Years in engineering industry	8	6	6	5.5
Years in this office	5	6	6	almost 2
Gender	Female	Female	Female	Female
BEING MANAGED				
Worked for woman engineer?	Yes	Yes	Yes	Yes
Any gender differences?	No. Any differences I've noticed were between individuals themselves. Not between genders.	The women I have worked for tend to be more aggressive than the men. They tend to be better and faster than a lot of other guys to get where they are. As long as my manager (male or female) doesn't act competitive/aggressive with me, that is fine.	There was a difference in respect for deadlines, but that could easily be attributed to individual management styles as opposed to gender differences. Also differences in approach to project management. Female manager seemed to have a better grasp on effort involved in reaching deadlines and better handle on when things needed to be completed in order to proceed to the next stage of the project in a timely fashion.	The one I worked for seemed bossier but that might have been her early managerial adjusting time. As a person, she was nice.
How want to be managed?	With respect and equality.	I like to have my own space and know what is expected up front (schedule, workload, etc.) I want my input to be respected and heard. As long as my manager (male or female) doesn't act competitive/aggressive with me, that is fine. And I don't want to be under constant stress of an ill-managed project that is behind schedule and over budget.	Given information to complete the tasks assigned and then left alone to do them. Guidance and input as needed if I do things wrong or do not have the ability to complete a task.	I prefer to have a working relationship that does not make me feel like I am lesser. I also like a manager to be open and candid with me. If I am not doing something to his/her satisfaction, tell me. It seems like managers are hesitant to give feedback, fearing they'll be sued or something. I think that's gone overboard to the detriment of the company and employees.
Describe bad manager	I have worked with a manager that is male and gives me the impression that he's looking down his nose at me. He does not say hi in the halls, and he's said that he is too busy to be involved. I feel as though he sees me as an inferior person in both work tasks and social activities. Because of this, I feel as though he is not familiar with my skills and experiences. I also don't view him as an approachable person.	A male middle manager promised work without asking his team how long it would take to finish. He also limited the amount of right of way that would be taken on a project despite my thoughts on the issue. That was fine except the city bought r/w and proceeded with the project. Another firm was awarded the final design. A few years later, I had to explain the design in the concept study to the other firm. My manager was cocky and overconfident of his decisions.		Yes. One man made me feel uncomfortable (I later found out that he was looking at porn during work hours). In addition, I quickly learned not to trust his engineering advice. I also have problems with people who think there is only his/her way of doing things or if he/she thinks they know it all and therefore over-manage. In that instance, it was a man. It seemed to me that the woman was overly assertive to compensate for being in a male dominated profession. Except for the first guy, the other just "rub me the wrong way" but overall are nice people.

Survey identifier	5	4	8	9
GENERAL INFO				
Years in engineering industry	8	6	6	5.5
Years in this office	5	6	6	almost 2
Gender	Female	Female	Female	Female
Describe good manager	I am currently working for a manager that respects me, he encourages me using my CPD (including follow-through), and even insinuates that he talks to his wife about the current events of those he work with, including myself. That makes me feel like he is attached to us at work as though we're a 2nd family... I feel as though he respects me as a person and an employee. He's personable and approachable and respectful. I consider him a friend and a supervisor.	The two managers I have enjoyed working for the most are two male middle managers in the mid-late forties. They are very involved with their family. They know work is important, but know how to balance work with family. I am comfortable around them, because I feel they understand my situation. Their balancing act is inspiring an they both praise their wife's hard work. Because they both respect their wife, I feel that they respect me and I respect them.		Yes. He gives me more challenging work, keeps me busy and encourages me to get involved with committees that focus on my expertise.
Prefer man or woman manager?	I have no preference because there are advantages to both.	I am most comfortable with a man, maybe because my managers have all been men and I am used to that. Decisions by men (stereotypically) tend to be respected as the "final" word on things, despite whether that is the truth or not. Firm decisions are important in management if progress is to be made. Women tend to "see" all facets of a problem and realize there are several approaches. So (stereotypically) they may not be as firm about decisions because they are constantly visualizing several scenarios that would solve the problem. However in the end, it depends on personality type and not gender in my book.	Either. I have had both good and bad experiences with both genders, often good and bad with the same individual.	Since I haven't had much experience with working with a woman, I cannot say. Sometimes I wonder if a woman would be better at multi-tasking. Sometimes it seems like men can obsess over one thing, letting others slide until the first task is fixed. I also wonder if women would be better with the personal skills. Man engineers don't always pick up on things like women do. However, I haven't had problems being managed by a man. I think their strong traits are (were) handling conflict in a straight forward manner. Like I said earlier, it seems like managers don't want to address conflict anymore.

Survey identifier	5	4	8	9
GENERAL INFO				
Years in engineering industry	8	6	6	5.5
Years in this office	5	6	6	almost 2
Gender	Female	Female	Female	Female
MANAGING				
Management style?		Democratic and Coaching Style		I haven't had much experience managing so far, it's been management by training others and stepping in only when necessary.
How style received?		Because of these styles, I am not firm in decisions. I ask other's input and ask them to "try" my approach. This conveys indecision, I know. However, I prefer to be flexible with other coworker's solutions (within reason)		Well. It allows the engineer to try things on his/her own, however, when an issue is complex we go through it together allowing them to continue to learn.
Desired employee attributes		Diligent in their work. Concern for a good end product. Asks questions when something doesn't look right. Cheerful and easy to discuss project issues with.		Hard worker, knows his/her weaknesses and is resourceful to get around it, doesn't do fast, sloppy work.
Prefer man or woman to manage?		I have had the most experience managing women (I prefer to think of it as working with and not managing). Because of that I would prefer women over men, but I am not sure it would really matter. I think it is the individual's personality that matters.		I'm not sure I'd like to manage one over the other. I think a combination is best to use everyone's strong points.

Survey identifier	5	4	8	9
GENERAL INFO				
Years in engineering industry	8	6	6	5.5
Years in this office	5	6	6	almost 2
Gender	Female	Female	Female	Female
THREE CHARACTERISTICS FOR...				
Women employees		attention to small details; attentive to other client's, employee's feelings (Generally in charge of events, get togethers, cards, etc.); flexible and multi-tasking	Attention to detail -- sometimes too much so; respect for co-workers -- at least to their faces; tendencies to deal with problems rather than allowing them to fester	Friendly; diligent; listeners/personal skills
Men employees		focused only on task at hand; tendency to make issues black & white, eliminating anything "gray"; Get it done now...forge ahead...right or wrong	Tendencies to avoid conflict; greater lack of respect for co-workers; high motivation to succeed	Sometimes more eager to try something and does not fear mistakes, whereas women want to get it right; nice but not as close of a friend; there seems to be more male engineers who fit the stereotype of an engineer (doesn't have the personal skills)
Woman managers	do-it-yourselfers; communication; care about/take ownership of projects	aggressive; single (or no children), minority of managers	Respect for deadlines and what is involved in reaching those deadlines by all parties; greater tendency to want to do it all themselves; loyalty to those who deliver good performance	does not get as frazzled with multi-tasking; may be more cautious with confrontation.
Men managers	delegators; concern for company status; concern about budgets/scope/fee - mechanics of projects	majority of managers, decisive, single (or wife takes care of house & kids)	Lackadaisical approach to deadlines; little concept of time involved in tasks performed by project team; tendency to promise more than can be delivered in adequate, on time fashion	Used to be more direct with confrontation; sometimes one sided (they can only do things one way)