

Full Competency List for Academic Manager / Manager of Managers / Executive

Academic Competencies	Manager/ Manager of Managers/ Executive
1. Integrity	<i>M</i> = 4.77 <i>SD</i> = .50
2. Ethical behavior	<i>M</i> = 4.62 <i>SD</i> = .62
3. Fairness	<i>M</i> = 4.60 <i>SD</i> = .56
4. Communication: Verbal	<i>M</i> = 4.55 <i>SD</i> = .57
5. Trustworthiness	<i>M</i> = 4.55 <i>SD</i> = .57
6. Leadership	<i>M</i> = 4.47 <i>SD</i> = .73
7. Communication: Written	<i>M</i> = 4.42 <i>SD</i> = .72
8. Collaboration	<i>M</i> = 4.24 <i>SD</i> = .79
9. Attention to detail	<i>M</i> = 4.23 <i>SD</i> = .57
10. Administrative skills	<i>M</i> = 4.21 <i>SD</i> = .73
11. Energy	<i>M</i> = 4.19 <i>SD</i> = .70
12. Broader understanding of university or organization	<i>M</i> = 4.19 <i>SD</i> = .75
13. Organization	<i>M</i> = 4.17 <i>SD</i> = .65
14. Adaptability	<i>M</i> = 4.16 <i>SD</i> = .78
15. Teamwork	<i>M</i> = 4.03 <i>SD</i> = .77
16. Persuasion	<i>M</i> = 3.97 <i>SD</i> = .72
17. Self-monitoring	<i>M</i> = 3.93 <i>SD</i> = .79
18. Political acumen	<i>M</i> = 3.93 <i>SD</i> = .64
19. Creative thinking	<i>M</i> = 3.86 <i>SD</i> = .74

20. Forward thinking	$M = 3.83$ $SD = .71$
21. Conflict resolution	$M = 3.69$ $SD = .70$
22. Teaching ability	$M = 3.67$ $SD = .92$
23. Research ability	$M = 3.66$ $SD = .97$
24. Compassion	$M = 3.55$ $SD = .89$
25. Empathy	$M = 3.52$ $SD = .72$
26. Enthusiasm	$M = 3.48$ $SD = .79$
27. Disciplinary competence	$M = 3.33$ $SD = .88$
28. Financial acumen	$M = 3.23$ $SD = .68$
29. Business acumen	$M = 3.13$ $SD = .73$
30. Understand what tests do and when appropriate	$M = 2.77$ $SD = 1.10$
31. Fundraising ability	$M = 2.20$ $SD = .89$

*Note:* Means and standard deviations reported for all competencies of Manager/ Manager of Managers/ Executive ( $n = 29 - 31$ ) within Academia.