

## Complete List of Government Manager of Managers/Executive Competencies

Government Competencies	Manager of Managers / Executive
1. Problem solving	<i>M</i> = 4.78 <i>SD</i> = .44
2. Critical thinking	<i>M</i> = 4.78 <i>SD</i> = .44
3. Communication: Verbal	<i>M</i> = 4.78 <i>SD</i> = .44
4. Integrity	<i>M</i> = 4.67 <i>SD</i> = .71
5. Communication: Written	<i>M</i> = 4.67 <i>SD</i> = .71
6. Ethical behavior	<i>M</i> = 4.56 <i>SD</i> = .73
7. Decision making	<i>M</i> = 4.56 <i>SD</i> = .73
8. Presentation skills	<i>M</i> = 4.56 <i>SD</i> = .73
9. Strategic thinking	<i>M</i> = 4.56 <i>SD</i> = .73
10. Interpersonal skills	<i>M</i> = 4.44 <i>SD</i> = .73
11. Customer service	<i>M</i> = 4.33 <i>SD</i> = .71
12. Political savvy	<i>M</i> = 4.33 <i>SD</i> = .87
13. Listening skills	<i>M</i> = 4.22 <i>SD</i> = .83
14. Influencing others	<i>M</i> = 4.22 <i>SD</i> = .83
15. Teamwork	<i>M</i> = 4.22 <i>SD</i> = .67
16. Leadership	<i>M</i> = 4.22 <i>SD</i> = 1.09
17. Knowledge of internal workings of the State or Federal government	<i>M</i> = 4.22 <i>SD</i> = .67
18. Continuous learning	<i>M</i> = 4.13 <i>SD</i> = .35

19. Networking	<i>M</i> = 4.13 <i>SD</i> = .64
20. Results driven	<i>M</i> = 4.11 <i>SD</i> = 1.05
21. Attention to detail	<i>M</i> = 4.11 <i>SD</i> = .93
22. Knowledge of Federal guidelines on employee selection	<i>M</i> = 4.00 <i>SD</i> = 1.12
23. Time management	<i>M</i> = 4.00 <i>SD</i> = .87
24. Flexibility	<i>M</i> = 4.00 <i>SD</i> = .76
25. Organization skills	<i>M</i> = 4.00 <i>SD</i> = .71
26. Strategic leadership	<i>M</i> = 4.00 <i>SD</i> = 1.00
27. Independence	<i>M</i> = 3.89 <i>SD</i> = 1.05
28. Organization	<i>M</i> = 3.89 <i>SD</i> = .33
29. Creativity	<i>M</i> = 3.89 <i>SD</i> = .78
30. Conflict management	<i>M</i> = 3.89 <i>SD</i> = .93
31. Business acumen	<i>M</i> = 3.88 <i>SD</i> = .64
32. Knowledge of principles, procedures, and techniques for test validation	<i>M</i> = 3.78 <i>SD</i> = .97
33. Mentoring	<i>M</i> = 3.67 <i>SD</i> = 1.00
34. Risk management	<i>M</i> = 3.67 <i>SD</i> = .87
35. Succession planning	<i>M</i> = 3.67 <i>SD</i> = 1.23
36. Stress management	<i>M</i> = 3.56 <i>SD</i> = 1.13
37. Financial Accountability	<i>M</i> = 3.56 <i>SD</i> = 1.01
38. Knowledge of test theory as it pertains to personnel testing	<i>M</i> = 3.44 <i>SD</i> = 1.24

39. Empathy	$M = 3.44$ $SD = .88$
40. Workforce planning	$M = 3.38$ $SD = 1.51$
41. Financial acumen	$M = 3.33$ $SD = .87$
42. Data analysis	$M = 3.22$ $SD = .97$
43. Knowledge of various tests and measurements available for selection	$M = 3.00$ $SD = 1.41$

*Note:* Means and standard deviation reported for all competencies of Manager of Managers/Executive ( $n = 8 - 9$ ) within Government.