

## Full Competencies List for Industry Expert Individual Contributor

Industry Competencies	Expert Individual Contributor
1. Critical thinking	<i>M</i> = 4.41 <i>SD</i> = .71
2. Communication: Verbal	<i>M</i> = 4.40 <i>SD</i> = .68
3. Professionalism	<i>M</i> = 4.36 <i>SD</i> = .67
4. Ethical behavior	<i>M</i> = 4.30 <i>SD</i> = .86
5. Interpersonal skills	<i>M</i> = 4.30 <i>SD</i> = .72
6. Adaptability	<i>M</i> = 4.29 <i>SD</i> = .66
7. Collaboration	<i>M</i> = 4.26 <i>SD</i> = .75
8. Problem solving	<i>M</i> = 4.25 <i>SD</i> = .72
9. Accountability	<i>M</i> = 4.19 <i>SD</i> = .70
10. Presentation skills	<i>M</i> = 4.17 <i>SD</i> = .75
11. Communication: Written	<i>M</i> = 4.17 <i>SD</i> = .72
12. Planning	<i>M</i> = 4.13 <i>SD</i> = .72
13. Prioritization	<i>M</i> = 4.09 <i>SD</i> = .72
14. Flexibility	<i>M</i> = 4.05 <i>SD</i> = .69
15. Tolerance for ambiguity	<i>M</i> = 4.02 <i>SD</i> = .78
16. Teamwork	<i>M</i> = 3.98 <i>SD</i> = .86
17. Self-monitoring	<i>M</i> = 3.97 <i>SD</i> = .86
18. Project management	<i>M</i> = 3.96 <i>SD</i> = .82

19. Results driven	<i>M</i> = 3.95 <i>SD</i> = .77
20. Data analysis	<i>M</i> = 3.89 <i>SD</i> = 1.18
21. Perseverance	<i>M</i> = 3.85 <i>SD</i> = .81
22. I-O content knowledge	<i>M</i> = 3.84 <i>SD</i> = 1.00
23. Organization	<i>M</i> = 3.83 <i>SD</i> = .83
24. Decision making	<i>M</i> = 3.82 <i>SD</i> = .80
25. Achievement oriented	<i>M</i> = 3.81 <i>SD</i> = .75
26. Persistence	<i>M</i> = 3.79 <i>SD</i> = .73
27. Learning agility	<i>M</i> = 3.76 <i>SD</i> = .76
28. Strategic thinking	<i>M</i> = 3.73 <i>SD</i> = .97
29. Executing strategy	<i>M</i> = 3.64 <i>SD</i> = .92
30. Versatility	<i>M</i> = 3.64 <i>SD</i> = .75
31. Persuasion	<i>M</i> = 3.61 <i>SD</i> = .86
32. Understanding & translating technical jargon	<i>M</i> = 3.58 <i>SD</i> = 1.09
33. Emotional intelligence	<i>M</i> = 3.58 <i>SD</i> = .94
34. Systematic thinking	<i>M</i> = 3.56 <i>SD</i> = .98
35. Business acumen	<i>M</i> = 3.54 <i>SD</i> = .93
36. Facilitation skills	<i>M</i> = 3.52 <i>SD</i> = 1.04
37. Systems thinking	<i>M</i> = 3.50 <i>SD</i> = 1.04
38. Assertiveness	<i>M</i> = 3.44 <i>SD</i> = .75

39. Innovation	<i>M</i> = 3.38 <i>SD</i> = .82
40. Leadership	<i>M</i> = 3.36 <i>SD</i> = 1.07
41. Organization development	<i>M</i> = 3.34 <i>SD</i> = 1.12
44. Enthusiasm	<i>M</i> = 3.33 <i>SD</i> = .81
43. Political acumen	<i>M</i> = 3.31 <i>SD</i> = 1.20
44. Understanding of strategic levers for business	<i>M</i> = 3.30 <i>SD</i> = 1.01
45. Change leadership	<i>M</i> = 3.26 <i>SD</i> = 1.04
46. Resource management	<i>M</i> = 3.17 <i>SD</i> = .92
47. Strategic planning	<i>M</i> = 3.14 <i>SD</i> = 1.06
48. Talent Management	<i>M</i> = 3.13 <i>SD</i> = 1.30
49. Global mindset	<i>M</i> = 3.06 <i>SD</i> = 1.27
50. Courage	<i>M</i> = 2.99 <i>SD</i> = .91
51. Vision for team	<i>M</i> = 2.94 <i>SD</i> = .98
52. Coaching	<i>M</i> = 2.87 <i>SD</i> = 1.23
53. Conflict management	<i>M</i> = 2.86 <i>SD</i> = 1.04
54. Knowledge of Affirmative Action/adverse impact/diversity/inclusion	<i>M</i> = 2.83 <i>SD</i> = 1.17
55. Risk management	<i>M</i> = 2.78 <i>SD</i> = 1.12
56. Negotiation	<i>M</i> = 2.78 <i>SD</i> = .97
57. Mentoring	<i>M</i> = 2.65 <i>SD</i> = .94
58. Workforce planning	<i>M</i> = 2.45 <i>SD</i> = 1.15

59. Talent acquisition	$M = 2.41$ $SD = 1.16$
60. Delegation	$M = 2.39$ $SD = .85$
61. Succession planning	$M = 2.31$ $SD = 1.26$
62. Financial acumen	$M = 2.28$ $SD = .92$

*Note:* Means and standard deviations reported for all competencies of Expert Individual Contributor ( $n = 103 - 108$ ) within Industry.