

## Full Competencies List for Consulting Expert Individual Contributor (Non-Management)

Consulting Competencies	Expert Individual Contributor
1. Communication: Verbal	$M = 4.66$ $SD = .61$
2. Ethical behavior	$M = 4.62$ $SD = .60$
3. Communication: Written	$M = 4.58$ $SD = .62$
4. Critical thinking	$M = 4.56$ $SD = .67$
5. Integrity	$M = 4.56$ $SD = .62$
6. Trustworthiness	$M = 4.56$ $SD = .62$
7. Interpersonal skills	$M = 4.45$ $SD = .66$
8. Conscientiousness	$M = 4.41$ $SD = .67$
9. Problem solving	$M = 4.35$ $SD = .66$
10. Self-discipline	$M = 4.33$ $SD = .70$
11. Adaptability	$M = 4.31$ $SD = .72$
12. Initiative	$M = 4.26$ $SD = .74$
13. Attention to detail	$M = 4.24$ $SD = .76$
14. Tolerance for ambiguity	$M = 4.22$ $SD = .79$
15. Flexibility	$M = 4.18$ $SD = .76$
16. Presentation skills	$M = 4.17$ $SD = .79$
17. Customer service	$M = 4.16$ $SD = .97$

18. Productive	$M = 4.13$ $SD = .81$
19. Commitment	$M = 4.06$ $SD = .91$
20. Time management	$M = 4.04$ $SD = .78$
21. Prioritization	$M = 4.04$ $SD = .84$
22. Organization	$M = 4.02$ $SD = .82$
23. Collaboration	$M = 4.00$ $SD = .83$
24. Multi-tasking	$M = 3.97$ $SD = .94$
25. Dedication	$M = 3.93$ $SD = .88$
26. Decision making	$M = 3.91$ $SD = .83$
27. Intellectual stimulation	$M = 3.81$ $SD = .93$
28. Project management	$M = 3.76$ $SD = .98$
29. Teamwork	$M = 3.76$ $SD = .95$
30. Feedback skills	$M = 3.75$ $SD = 1.03$
31. Strategic thinking	$M = 3.62$ $SD = 1.02$
32. Innovation	$M = 3.61$ $SD = .93$
33. Data analysis	$M = 3.58$ $SD = 1.10$
34. Business development	$M = 3.55$ $SD = 1.02$
35. Knowledge of validation principles	$M = 3.51$ $SD = 1.26$
36. Creativity	$M = 3.51$ $SD = .83$
37. Stress management	$M = 3.49$ $SD = 1.07$

38. Product knowledge	$M = 3.48$ $SD = 1.13$
39. Political savvy	$M = 3.44$ $SD = 1.15$
40. Leadership	$M = 3.44$ $SD = 1.07$
41. Knowledge of multiple content areas in psychology	$M = 3.44$ $SD = .99$
42. Research skills	$M = 3.39$ $SD = 1.23$
43. Knowledge of test development	$M = 3.38$ $SD = 1.31$
44. Psychometrics	$M = 3.37$ $SD = 1.19$
45. Executive disposition	$M = 3.37$ $SD = 1.16$
46. Coaching	$M = 3.15$ $SD = 1.27$
47. Data management	$M = 3.11$ $SD = 1.19$
48. Sales ability	$M = 3.10$ $SD = .94$
49. Strategic planning	$M = 3.09$ $SD = .99$
50. Creating a vision	$M = 3.07$ $SD = .93$
51. Entrepreneurship	$M = 3.02$ $SD = 1.23$
52. Financial acumen	$M = 2.89$ $SD = .95$
53. Cross cultural acumen	$M = 2.84$ $SD = 1.02$
54. Marketing	$M = 2.84$ $SD = .97$
55. Transformational leadership	$M = 2.67$ $SD = 1.13$
56. Delegation	$M = 2.61$ $SD = .99$
57. Mentoring	$M = 2.56$ $SD = 1.10$

*Note:* Means and standard deviation reported for all competencies of Expert Individual Contributor ( $n = 117 - 123$ ) within Consulting.