

## Full Competencies List for Consultant Manager of Managers

Consulting Competencies	Manager of Managers
1. Communication: Verbal	$M = 4.71$ $SD = .59$
2. Decision making	$M = 4.69$ $SD = .48$
3. Problem solving	$M = 4.69$ $SD = .48$
4. Strategic thinking	$M = 4.69$ $SD = .48$
5. Ethical behavior	$M = 4.65$ $SD = .49$
6. Critical thinking	$M = 4.65$ $SD = .61$
7. Prioritization	$M = 4.63$ $SD = .50$
8. Interpersonal skills	$M = 4.62$ $SD = .62$
9. Adaptability	$M = 4.61$ $SD = .50$
10. Integrity	$M = 4.59$ $SD = .62$
11. Initiative	$M = 4.59$ $SD = .51$
12. Trustworthiness	$M = 4.56$ $SD = .63$
13. Communication: Written	$M = 4.53$ $SD = .72$
14. Customer service	$M = 4.53$ $SD = .72$
15. Presentation skills	$M = 4.50$ $SD = .63$
16. Tolerance for ambiguity	$M = 4.44$ $SD = .96$
17. Flexibility	$M = 4.41$ $SD = .51$
18. Creating a vision	$M = 4.35$ $SD = .86$

19. Leadership	$M = 4.31$ $SD = .60$
20. Strategic planning	$M = 4.25$ $SD = .68$
21. Self-discipline	$M = 4.19$ $SD = .54$
22. Time management	$M = 4.19$ $SD = .75$
23. Intellectual stimulation	$M = 4.19$ $SD = .83$
24. Political savvy	$M = 4.19$ $SD = .83$
25. Conscientiousness	$M = 4.18$ $SD = 1.02$
26. Delegation	$M = 4.18$ $SD = .73$
27. Collaboration	$M = 4.13$ $SD = .72$
28. Multi-tasking	$M = 4.13$ $SD = 1.09$
29. Teamwork	$M = 4.13$ $SD = .62$
30. Productive	$M = 4.12$ $SD = .96$
31. Feedback skills	$M = 4.12$ $SD = .78$
32. Innovation	$M = 4.12$ $SD = .70$
33. Business development	$M = 4.06$ $SD = .87$
34. Attention to detail	$M = 4.06$ $SD = .90$
35. Executive disposition	$M = 4.06$ $SD = .75$
36. Dedication	$M = 4.00$ $SD = .79$
37. Organization	$M = 4.00$ $SD = .85$
38. Commitment	$M = 3.94$ $SD = .83$

39. Transformational leadership	$M = 3.88$ $SD = .72$
40. Entrepreneurship	$M = 3.82$ $SD = .81$
41. Stress management	$M = 3.81$ $SD = .83$
42. Creativity	$M = 3.76$ $SD = .66$
43. Project management	$M = 3.75$ $SD = 1.00$
44. Mentoring	$M = 3.75$ $SD = .93$
45. Coaching	$M = 3.71$ $SD = .99$
46. Financial acumen	$M = 3.71$ $SD = .69$
47. Product knowledge	$M = 3.56$ $SD = .96$
48. Research skills	$M = 3.53$ $SD = 1.25$
49. Sales ability	$M = 3.44$ $SD = .89$
50. Knowledge of multiple content areas in psychology	$M = 3.44$ $SD = 1.04$
51. Psychometrics	$M = 3.44$ $SD = 1.32$
52. Data analysis	$M = 3.41$ $SD = 1.12$
53. Knowledge of validation principles	$M = 3.31$ $SD = 1.58$
54. Knowledge of test development	$M = 3.31$ $SD = 1.49$
55. Cross cultural acumen	$M = 3.29$ $SD = 1.31$
56. Marketing	$M = 3.19$ $SD = .66$
57. Data management	$M = 3.06$ $SD = 1.12$

*Note:* Means and standard deviation reported for all competencies of Manager of Managers ( $n = 15 - 18$ ) within Consulting.