

## Full Critical Experiences List for Consulting Individual Contributor

Consulting Experiences	Individual Contributor
1. Contribute to the success of projects or consulting assignments	$M = 4.75$ $SD = .51$
2. Works independently with minimal supervision	$M = 4.53$ $SD = .62$
3. Maintain composure under pressure	$M = 4.45$ $SD = .74$
4. Collaborate with others on various projects	$M = 4.44$ $SD = .72$
5. Present information at client meetings	$M = 4.41$ $SD = .88$
6. Develop strong relationships with client contacts	$M = 4.38$ $SD = .79$
7. Attend client meetings to build client relations	$M = 4.37$ $SD = .87$
8. Follow timelines and budgets on project work	$M = 4.34$ $SD = .83$
9. Monitor outcomes of assigned projects	$M = 4.28$ $SD = .85$
10. Assist with project delivery	$M = 4.25$ $SD = .80$
11. Manage relationships and networks with others in the organization	$M = 4.25$ $SD = .84$
12. Understand how to apply I-O psychology consulting skills in a way that enhances business	$M = 4.14$ $SD = 1.13$
13. Collaborate with other staff who are not in an I-O role	$M = 4.10$ $SD = 1.05$
14. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	$M = 4.09$ $SD = .93$
15. Interact with clients regarding requests, inquiries, and questions	$M = 4.07$ $SD = 1.14$
16. Create and administer own projects from start to finish	$M = 4.06$ $SD = 1.11$
17. Recommend changes to projects	$M = 4.00$ $SD = .92$
18. Demonstrate that project work adds value to the organization	$M = 4.00$ $SD = 1.13$

19. Work on a diverse array of projects	$M = 3.91$ $SD = 1.06$
20. Serve as a subject matter expert in a given area	$M = 3.90$ $SD = .98$
21. Complete highly complex projects that require a wide range of skills (e.g., analytical skills, knowledge of various methodologies)	$M = 3.84$ $SD = 1.00$
22. Manage available resources	$M = 3.83$ $SD = 1.00$
23. Write technical reports	$M = 3.81$ $SD = 1.26$
24. Collaborate with other divisions in the organization (e.g., technology, sales)	$M = 3.79$ $SD = 1.40$
25. Use organizational performance data to support a recommendation	$M = 3.77$ $SD = 1.34$
26. Track hours billed to various projects	$M = 3.75$ $SD = 1.36$
27. Plan complex tasks or projects	$M = 3.69$ $SD = 1.15$
28. Complete projects on a global scale	$M = 3.52$ $SD = 1.01$
29. Support colleagues in sales of products to clients	$M = 3.48$ $SD = 1.26$
30. Maintain high client retention rate	$M = 3.48$ $SD = 1.27$
31. Manage small client accounts	$M = 3.47$ $SD = 1.55$
32. Develop expertise in multiple content areas of I-O	$M = 3.45$ $SD = 1.09$
33. Develop or contribute innovative ideas	$M = 3.41$ $SD = 1.10$
34. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	$M = 3.38$ $SD = 1.36$
35. Write project proposals	$M = 3.38$ $SD = 1.19$
36. Track and measure success of programs	$M = 3.37$ $SD = 1.28$
37. Translate organizational strategy into action	$M = 3.32$ $SD = .99$
38. Lead project teams	$M = 3.30$ $SD = 1.27$
39. Participate in professional development programs	$M = 3.28$ $SD = .96$

40. Create original products or processes	$M = 3.25$ $SD = 1.27$
41. Coordinate between the consulting and the research and design areas of the organization	$M = 3.14$ $SD = 1.49$
42. Expand services clients beyond those originally contracted for	$M = 3.09$ $SD = 1.28$
43. Allocate resources effectively	$M = 3.05$ $SD = 1.19$
44. Assist with training new employees	$M = 3.03$ $SD = 1.03$
45. Manage large client accounts	$M = 3.03$ $SD = 1.38$
46. Oversee and guide projects of others	$M = 3.00$ $SD = 1.21$
47. Demonstrate political savvy in structuring and designing projects	$M = 3.00$ $SD = 1.26$
48. Demonstrate value of research and development for future revenue generation	$M = 2.92$ $SD = 1.47$
49. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	$M = 2.91$ $SD = 1.28$
50. Track business opportunities	$M = 2.71$ $SD = 1.24$
51. Expand number of clients	$M = 2.69$ $SD = 1.37$
52. Represent division to the rest of the organization	$M = 2.65$ $SD = 1.13$
53. Mentor and coach new consultants	$M = 2.64$ $SD = 1.13$
54. Monitor global competitors	$M = 2.50$ $SD = 1.29$
55. Become a part of a task force and/or committee	$M = 2.45$ $SD = 1.27$
56. Build client portfolios	$M = 2.43$ $SD = 1.31$
57. Establish a strategy to reach the organization mission	$M = 2.41$ $SD = 1.14$
58. Attract and retain top talent to organization	$M = 2.38$ $SD = 1.24$
59. Manage budgets for a portfolio of projects	$M = 2.25$ $SD = 1.14$

60. Establish a core vision	$M = 2.24$ $SD = 1.04$
61. Serve as advocate for employees	$M = 2.20$ $SD = 1.06$
62. Publish research	$M = 2.13$ $SD = .97$
63. Provide developmental opportunities to subordinates	$M = 1.90$ $SD = 1.00$
64. Decide which markets to expand into	$M = 1.90$ $SD = .79$
65. Conduct succession planning	$M = 1.86$ $SD = .96$
66. Manage performance of subordinates	$M = 1.75$ $SD = .79$
67. Conduct performance reviews for team leaders	$M = 1.60$ $SD = 1.00$

*Note:* Means and standard deviation reported for all experiences of Individual Contributor ( $n = 30 - 32$ ) within Consulting.