Full Critical Experiences List for Consulting Executive

Consulting Experiences	Executive
1. Develop strong relationships with client contacts	M = 4.76 SD = .54
2. Maintain composure under pressure	M = 4.64 SD = .63
3. Attend client meetings to build client relations	M = 4.60 SD = .75
4. Contribute to the success of projects or consulting assignments	M = 4.58 SD = .74
5. Present information at client meetings	M = 4.57 SD = .74
6. Interact with clients regarding requests, inquiries, and questions	M = 4.57 SD = .65
7. Manage relationships and networks with others in the organization	M = 4.49 SD = .84
8. Maintain high client retention rate	M = 4.48 SD = .79
9. Expand number of clients	M = 4.44 SD = .77
10. Works independently with minimal supervision	M = 4.42 SD = .85
11. Understand how to apply I-O psychology consulting skills in a way that enhances business	M = 4.42 SD = .81
12. Serve as a subject matter expert in a given area	M = 4.37 SD = .78
13. Create and administer own projects from start to finish	M = 4.36 SD = 1.00
14. Follow timelines and budgets on project work	M = 4.33 SD = .84
15. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	M = 4.30 SD = .89
16. Develop or contribute innovative ideas	M = 4.25 SD = .78
17. Manage large client accounts	M = 4.21 SD = 1.01
18. Translate organizational strategy into action	M = 4.19 SD = .99

19. Plan complex tasks or projects	*M* = 4.18 *SD* = .83
20. Track business opportunities	*M* = 4.17 *SD* = .83
21. Recommend changes to projects	*M* = 4.15 *SD* = .92
22. Manage available resources	*M* = 4.15 *SD* = .85
23. Write project proposals	*M* = 4.14 *SD* = .96
24. Assist with project delivery	*M* = 4.11 *SD* = .99
25. Establish a strategy to reach the organization mission	*M* = 4.10 *SD* = 1.06
26. Monitor outcomes of assigned projects	*M* = 4.10 *SD* = .95
27. Create original products or processes	*M* = 4.09 *SD* = .90
28. Manage small client accounts	*M* = 4.08 *SD* = 1.12
29. Allocate resources effectively	*M* = 4.06 *SD* = 1.00
30. Collaborate with others on various projects	*M* = 4.06 *SD* = .96
31. Expand services clients beyond those originally contracted for	*M* = 4.05 *SD* = .85
32. Complete highly complex projects that require a wide range of skills (e.g., analytical skills, knowledge of various methodologies)	*M* = 3.99 *SD* = 1.03
33. Establish a core vision	*M* = 3.96 *SD* = 1.08
34. Work on a diverse array of projects	*M* = 3.95 *SD* = .95
35. Demonstrate political savvy in structuring and designing projects	*M* = 3.94 *SD* = 1.23
36. Use organizational performance data to support a recommendation	*M* = 3.88 *SD* = 1.09
37. Build client portfolios	*M* = 3.85 *SD* = 1.06
38. Manage budgets for a portfolio of projects	*M* = 3.83 *SD* = 1.08

39. Track hours billed to various projects	*M* = 3.80 *SD* = 1.20
40. Demonstrate that project work adds value to the organization	*M* = 3.73 *SD* = 1.16
41. Decide which markets to expand into	*M* = 3.72 *SD* = 1.14
42. Track and measure success of programs	*M* = 3.72 *SD* = 1.02
43. Oversee and guide projects of others	*M* = 3.68 *SD* = 1.25
44. Support colleagues in sales of products to clients	*M* = 3.68 *SD* = 1.18
45. Develop expertise in multiple content areas of I-O	*M* = 3.65 *SD* = 1.05
46. Collaborate with other staff who are not in an I-O role	*M* = 3.60 *SD* = 1.32
47. Lead project teams	*M* = 3.50 *SD* = 1.25
48. Participate in professional development programs	*M* = 3.44 *SD* = 1.03
49. Manage performance of subordinates	*M* = 3.43 *SD* = 1.40
50. Complete projects on a global scale	*M* = 3.39 *SD* = 1.34
51. Attract and retain top talent to organization	*M* = 3.38 *SD* = 1.38
52. Demonstrate value of research and development for future revenue generation	*M* = 3.32 *SD* = 1.34
53. Provide developmental opportunities to subordinates	*M* = 3.31 *SD* = 1.31
54. Write technical reports	*M* = 3.29 *SD* = 1.22
55. Mentor and coach new consultants	*M* = 3.25 *SD* = 1.13
56. Coordinate between the consulting and the research and design areas of the organization	*M* = 3.19 *SD* = 1.46
57. Assist with training new employees	*M* = 3.08 *SD* = 1.24
58. Become a part of a task force and/or committee	*M* = 2.97 *SD* = 1.24

59. Collaborate with other divisions in the organization (e.g., technology, sales)	$M = 2.96$ $SD = 1.45$
60. Conduct succession planning	$M = 2.85$ $SD = 1.29$
61. Serve as advocate for employees	$M = 2.83$ $SD = 1.23$
62. Represent division to the rest of the organization	$M = 2.76$ $SD = 1.47$
63. Conduct performance reviews for team leaders	$M = 2.72$ $SD = 1.35$
64. Monitor global competitors	$M = 2.57$ $SD = 1.21$
65. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	$M = 2.30$ $SD = 1.25$
66. Publish research	$M = 2.30$ $SD = 1.19$
67. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	$M = 2.10$ $SD = 1.13$

Note: Means and standard deviation reported for all experiences of Executive (n = 117 - 122) within Consulting.