

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

Consulting Experiences	Expert Individual Contributor
1. Contribute to the success of projects or consulting assignments	$M = 4.68$ $SD = .68$
2. Works independently with minimal supervision	$M = 4.58$ $SD = .66$
3. Maintain composure under pressure	$M = 4.46$ $SD = .86$
4. Present information at client meetings	$M = 4.42$ $SD = .78$
5. Attend client meetings to build client relations	$M = 4.38$ $SD = .87$
6. Develop strong relationships with client contacts	$M = 4.36$ $SD = .99$
7. Interact with clients regarding requests, inquiries, and questions	$M = 4.32$ $SD = .91$
8. Serve as a subject matter expert in a given area	$M = 4.30$ $SD = .89$
9. Follow timelines and budgets on project work	$M = 4.29$ $SD = .78$
10. Collaborate with others on various projects	$M = 4.24$ $SD = .92$
11. Assist with project delivery	$M = 4.22$ $SD = .86$
12. Understand how to apply I-O psychology consulting skills in a way that enhances business	$M = 4.20$ $SD = 1.06$
13. Create and administer own projects from start to finish	$M = 4.13$ $SD = 1.03$
14. Manage relationships and networks with others in the organization	$M = 4.12$ $SD = .98$
15. Plan complex tasks or projects	$M = 4.10$ $SD = .92$
16. Recommend changes to projects	$M = 4.03$ $SD = .85$
17. Monitor outcomes of assigned projects	$M = 4.01$ $SD = .99$

18. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	$M = 3.96$ $SD = 1.14$
19. Track hours billed to various projects	$M = 3.95$ $SD = 1.33$
20. Develop or contribute innovative ideas	$M = 3.91$ $SD = .84$
21. Work on a diverse array of projects	$M = 3.90$ $SD = .96$
22. Complete highly complex projects that require a wide range of skills (e.g., analytical skills, knowledge of various methodologies)	$M = 3.88$ $SD = 1.09$
23. Collaborate with other staff who are not in an I-O role	$M = 3.85$ $SD = 1.25$
24. Maintain high client retention rate	$M = 3.79$ $SD = 1.37$
25. Write project proposals	$M = 3.78$ $SD = 1.09$
26. Manage available resources	$M = 3.65$ $SD = 1.11$
27. Manage small client accounts	$M = 3.63$ $SD = 1.25$
28. Use organizational performance data to support a recommendation	$M = 3.61$ $SD = 1.21$
29. Write technical reports	$M = 3.60$ $SD = 1.29$
30. Create original products or processes	$M = 3.60$ $SD = 1.08$
31. Demonstrate that project work adds value to the organization	$M = 3.56$ $SD = 1.14$
32. Expand services clients beyond those originally contracted for	$M = 3.50$ $SD = 1.22$
33. Develop expertise in multiple content areas of I-O	$M = 3.49$ $SD = 1.12$
34. Demonstrate political savvy in structuring and designing projects	$M = 3.43$ $SD = 1.34$
35. Expand number of clients	$M = 3.41$ $SD = 1.28$
36. Lead project teams	$M = 3.37$ $SD = 1.30$
37. Manage large client accounts	$M = 3.35$ $SD = 1.32$

38. Translate organizational strategy into action	$M = 3.29$ $SD = 1.31$
39. Allocate resources effectively	$M = 3.25$ $SD = 1.21$
40. Collaborate with other divisions in the organization (e.g., technology, sales)	$M = 3.24$ $SD = 1.42$
41. Support colleagues in sales of products to clients	$M = 3.23$ $SD = 1.29$
42. Track and measure success of programs	$M = 3.16$ $SD = 1.15$
43. Track business opportunities	$M = 3.11$ $SD = 1.21$
44. Participate in professional development programs	$M = 2.98$ $SD = 1.14$
45. Oversee and guide projects of others	$M = 2.95$ $SD = 1.13$
46. Complete projects on a global scale	$M = 2.91$ $SD = 1.32$
47. Build client portfolios	$M = 2.90$ $SD = 1.24$
48. Coordinate between the consulting and the research and design areas of the organization	$M = 2.82$ $SD = 1.48$
49. Demonstrate value of research and development for future revenue generation	$M = 2.79$ $SD = 1.44$
50. Manage budgets for a portfolio of projects	$M = 2.77$ $SD = 1.23$
51. Become a part of a task force and/or committee	$M = 2.76$ $SD = 1.20$
52. Assist with training new employees	$M = 2.66$ $SD = 1.13$
53. Mentor and coach new consultants	$M = 2.61$ $SD = 1.10$
54. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	$M = 2.58$ $SD = 1.32$
55. Establish a strategy to reach the organization mission	$M = 2.56$ $SD = 1.29$
56. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	$M = 2.47$ $SD = 1.30$
57. Establish a core vision	$M = 2.43$ $SD = 1.24$

58. Attract and retain top talent to organization	<i>M</i> = 2.38 <i>SD</i> = 1.21
59. Decide which markets to expand into	<i>M</i> = 2.35 <i>SD</i> = 1.28
60. Represent division to the rest of the organization	<i>M</i> = 2.23 <i>SD</i> = 1.26
61. Provide developmental opportunities to subordinates	<i>M</i> = 2.22 <i>SD</i> = 1.15
62. Publish research	<i>M</i> = 2.19 <i>SD</i> = 1.09
63. Serve as advocate for employees	<i>M</i> = 2.16 <i>SD</i> = 1.14
64. Manage performance of subordinates	<i>M</i> = 2.15 <i>SD</i> = 1.05
65. Conduct succession planning	<i>M</i> = 2.08 <i>SD</i> = 1.16
66. Monitor global competitors	<i>M</i> = 2.07 <i>SD</i> = 1.19
67. Conduct performance reviews for team leaders	<i>M</i> = 1.72 <i>SD</i> = .95

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