

Full Critical Experiences List for Consultant Manager

Consulting Experiences	Manager
1. Contribute to the success of projects or consulting assignments	$M = 4.85$ $SD = .41$
2. Interact with clients regarding requests, inquiries, and questions	$M = 4.65$ $SD = .66$
3. Assist with project delivery	$M = 4.60$ $SD = .59$
4. Develop strong relationships with client contacts	$M = 4.59$ $SD = .67$
5. Present information at client meetings	$M = 4.57$ $SD = .79$
6. Attend client meetings to build client relations	$M = 4.56$ $SD = .83$
7. Follow timelines and budgets on project work	$M = 4.56$ $SD = .76$
8. Maintain composure under pressure	$M = 4.53$ $SD = .57$
9. Manage relationships and networks with others in the organization	$M = 4.52$ $SD = .70$
10. Understand how to apply I-O psychology consulting skills in a way that enhances business	$M = 4.44$ $SD = .75$
11. Works independently with minimal supervision	$M = 4.43$ $SD = .76$
12. Plan complex tasks or projects	$M = 4.41$ $SD = .67$
13. Create and administer own projects from start to finish	$M = 4.40$ $SD = .85$
14. Monitor outcomes of assigned projects	$M = 4.37$ $SD = .76$
15. Collaborate with others on various projects	$M = 4.36$ $SD = .71$
16. Lead project teams	$M = 4.33$ $SD = .82$
17. Collaborate with other staff who are not in an I-O role	$M = 4.31$ $SD = .90$

18. Complete highly complex projects that require a wide range of skills (e.g., analytical skills, knowledge of various methodologies)	$M = 4.30$ $SD = .86$
19. Work on a diverse array of projects	$M = 4.28$ $SD = .78$
20. Manage available resources	$M = 4.27$ $SD = .83$
21. Recommend changes to projects	$M = 4.25$ $SD = .81$
22. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	$M = 4.25$ $SD = .93$
23. Serve as a subject matter expert in a given area	$M = 4.20$ $SD = .89$
24. Oversee and guide projects of others	$M = 4.18$ $SD = .91$
25. Maintain high client retention rate	$M = 4.15$ $SD = 1.05$
26. Collaborate with other divisions in the organization (e.g., technology, sales)	$M = 4.10$ $SD = .89$
27. Manage performance of subordinates	$M = 4.10$ $SD = .80$
28. Allocate resources effectively	$M = 4.08$ $SD = .96$
29. Write project proposals	$M = 4.07$ $SD = 1.15$
30. Track hours billed to various projects	$M = 3.95$ $SD = 1.20$
31. Provide developmental opportunities to subordinates	$M = 3.93$ $SD = .88$
32. Develop or contribute innovative ideas	$M = 3.88$ $SD = .90$
33. Use organizational performance data to support a recommendation	$M = 3.88$ $SD = 1.13$
34. Demonstrate that project work adds value to the organization	$M = 3.85$ $SD = 1.12$
35. Expand services clients beyond those originally contracted for	$M = 3.83$ $SD = 1.13$
36. Write technical reports	$M = 3.78$ $SD = 1.26$
37. Mentor and coach new consultants	$M = 3.78$ $SD = .89$

38. Assist with training new employees	<i>M</i> = 3.74 <i>SD</i> = .87
39. Create original products or processes	<i>M</i> = 3.72 <i>SD</i> = 1.04
40. Support colleagues in sales of products to clients	<i>M</i> = 3.71 <i>SD</i> = 1.19
41. Manage large client accounts	<i>M</i> = 3.68 <i>SD</i> = 1.43
42. Track and measure success of programs	<i>M</i> = 3.68 <i>SD</i> = 1.06
43. Translate organizational strategy into action	<i>M</i> = 3.67 <i>SD</i> = 1.12
44. Develop expertise in multiple content areas of I-O	<i>M</i> = 3.64 <i>SD</i> = 1.07
45. Represent division to the rest of the organization	<i>M</i> = 3.63 <i>SD</i> = 1.10
46. Coordinate between the consulting and the research and design areas of the organization	<i>M</i> = 3.62 <i>SD</i> = 1.17
47. Demonstrate political savvy in structuring and designing projects	<i>M</i> = 3.60 <i>SD</i> = 1.17
48. Expand number of clients	<i>M</i> = 3.60 <i>SD</i> = 1.25
49. Manage budgets for a portfolio of projects	<i>M</i> = 3.56 <i>SD</i> = 1.25
50. Manage small client accounts	<i>M</i> = 3.49 <i>SD</i> = 1.30
51. Attract and retain top talent to organization	<i>M</i> = 3.41 <i>SD</i> = .97
52. Track business opportunities	<i>M</i> = 3.38 <i>SD</i> = 1.38
53. Build client portfolios	<i>M</i> = 3.27 <i>SD</i> = 1.24
54. Demonstrate value of research and development for future revenue generation	<i>M</i> = 3.23 <i>SD</i> = 1.38
55. Serve as advocate for employees	<i>M</i> = 3.20 <i>SD</i> = 1.07
56. Participate in professional development programs	<i>M</i> = 3.08 <i>SD</i> = 1.15
57. Complete projects on a global scale	<i>M</i> = 3.00 <i>SD</i> = 1.50

58. Establish a strategy to reach the organization mission	$M = 2.98$ $SD = 1.14$
59. Establish a core vision	$M = 2.96$ $SD = 1.24$
60. Conduct performance reviews for team leaders	$M = 2.90$ $SD = 1.36$
61. Become a part of a task force and/or committee	$M = 2.85$ $SD = 1.06$
62. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	$M = 2.70$ $SD = 1.21$
63. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	$M = 2.55$ $SD = 1.23$
64. Decide which markets to expand into	$M = 2.50$ $SD = 1.19$
65. Conduct succession planning	$M = 2.33$ $SD = 1.07$
66. Monitor global competitors	$M = 2.32$ $SD = .90$
67. Publish research	$M = 2.30$ $SD = 1.09$

Note: Means and standard deviation reported for all experiences of Manager ($n = 61 - 65$) within Consulting.