

## Full Competencies List for Industry Individual Contributor

Industry Competencies	Individual Contributor
1. Critical thinking	<i>M</i> = 4.48 <i>SD</i> = .67
2. Accountability	<i>M</i> = 4.30 <i>SD</i> = .56
3. Professionalism	<i>M</i> = 4.23 <i>SD</i> = .61
4. Communication: Verbal	<i>M</i> = 4.22 <i>SD</i> = .74
5. Ethical behavior	<i>M</i> = 4.17 <i>SD</i> = .78
6. Interpersonal skills	<i>M</i> = 4.17 <i>SD</i> = .78
7. Planning	<i>M</i> = 4.17 <i>SD</i> = .65
8. Communication: Written	<i>M</i> = 4.13 <i>SD</i> = .63
9. Data analysis	<i>M</i> = 4.09 <i>SD</i> = 1.00
10. Problem solving	<i>M</i> = 4.05 <i>SD</i> = .72
11. Presentation skills	<i>M</i> = 4.04 <i>SD</i> = .93
12. Collaboration	<i>M</i> = 4.04 <i>SD</i> = .83
13. Strategic thinking	<i>M</i> = 4.00 <i>SD</i> = .76
14. Project management	<i>M</i> = 4.00 <i>SD</i> = .76
15. Teamwork	<i>M</i> = 4.00 <i>SD</i> = .76
16. Self-monitoring	<i>M</i> = 3.91 <i>SD</i> = 1.15
17. Adaptability	<i>M</i> = 3.91 <i>SD</i> = .85
18. Prioritization	<i>M</i> = 3.91 <i>SD</i> = .68

19. Decision making	<i>M</i> = 3.83 <i>SD</i> = .89
20. Organization	<i>M</i> = 3.83 <i>SD</i> = .83
21. Achievement oriented	<i>M</i> = 3.82 <i>SD</i> = .73
22. Executing strategy	<i>M</i> = 3.78 <i>SD</i> = 1.04
23. Learning agility	<i>M</i> = 3.78 <i>SD</i> = 1.00
24. Tolerance for ambiguity	<i>M</i> = 3.77 <i>SD</i> = 1.02
25. Results driven	<i>M</i> = 3.76 <i>SD</i> = .83
26. I-O content knowledge	<i>M</i> = 3.74 <i>SD</i> = 1.25
27. Business acumen	<i>M</i> = 3.57 <i>SD</i> = 1.20
28. Flexibility	<i>M</i> = 3.57 <i>SD</i> = .79
29. Innovation	<i>M</i> = 3.52 <i>SD</i> = .85
30. Perseverance	<i>M</i> = 3.52 <i>SD</i> = .79
31. Persistence	<i>M</i> = 3.52 <i>SD</i> = .73
32. Strategic planning	<i>M</i> = 3.45 <i>SD</i> = 1.01
33. Understanding of strategic levers for business	<i>M</i> = 3.41 <i>SD</i> = 1.18
34. Systematic thinking	<i>M</i> = 3.41 <i>SD</i> = 1.01
35. Versatility	<i>M</i> = 3.41 <i>SD</i> = .91
36. Talent Management	<i>M</i> = 3.36 <i>SD</i> = 1.36
37. Facilitation skills	<i>M</i> = 3.36 <i>SD</i> = .95
38. Persuasion	<i>M</i> = 3.32 <i>SD</i> = .78

39. Organization development	<i>M</i> = 3.30 <i>SD</i> = 1.06
40. Enthusiasm	<i>M</i> = 3.27 <i>SD</i> = .83
41. Emotional intelligence	<i>M</i> = 3.26 <i>SD</i> = 1.14
42. Systems thinking	<i>M</i> = 3.23 <i>SD</i> = 1.19
43. Global mindset	<i>M</i> = 3.22 <i>SD</i> = 1.35
44. Understanding & translating technical jargon	<i>M</i> = 3.14 <i>SD</i> = 1.08
45. Political acumen	<i>M</i> = 3.04 <i>SD</i> = .93
46. Assertiveness	<i>M</i> = 3.04 <i>SD</i> = .88
47. Leadership	<i>M</i> = 3.00 <i>SD</i> = 1.04
48. Change leadership	<i>M</i> = 2.83 <i>SD</i> = 1.07
49. Workforce planning	<i>M</i> = 2.77 <i>SD</i> = 1.07
50. Resource management	<i>M</i> = 2.77 <i>SD</i> = .97
51. Vision for team	<i>M</i> = 2.73 <i>SD</i> = 1.08
52. Knowledge of Affirmative Action/adverse impact/diversity/inclusion	<i>M</i> = 2.70 <i>SD</i> = 1.11
53. Courage	<i>M</i> = 2.43 <i>SD</i> = .99
54. Negotiation	<i>M</i> = 2.39 <i>SD</i> = .78
55. Risk management	<i>M</i> = 2.36 <i>SD</i> = 1.00
56. Mentoring	<i>M</i> = 2.35 <i>SD</i> = .98
57. Talent acquisition	<i>M</i> = 2.32 <i>SD</i> = 1.09
58. Financial acumen	<i>M</i> = 2.30 <i>SD</i> = .97

59. Succession planning	<i>M</i> = 2.27 <i>SD</i> = 1.28
60. Coaching	<i>M</i> = 2.26 <i>SD</i> = 1.10
61. Conflict management	<i>M</i> = 2.17 <i>SD</i> = .83
62. Delegation	<i>M</i> = 2.13 <i>SD</i> = .92

*Note:* Means and standard deviations reported for all competencies of Individual Contributor (n = 21 - 23) within Industry.