

Full Competencies List for Industry Manager

Industry Competencies	Manager
1. Critical thinking	<i>M</i> = 4.56 <i>SD</i> = .53
2. Communication: Verbal	<i>M</i> = 4.44 <i>SD</i> = .60
3. Problem solving	<i>M</i> = 4.42 <i>SD</i> = .59
4. Accountability	<i>M</i> = 4.41 <i>SD</i> = .77
5. Interpersonal skills	<i>M</i> = 4.34 <i>SD</i> = .66
6. Ethical behavior	<i>M</i> = 4.33 <i>SD</i> = .81
7. Adaptability	<i>M</i> = 4.32 <i>SD</i> = .75
8. Collaboration	<i>M</i> = 4.28 <i>SD</i> = .72
9. Flexibility	<i>M</i> = 4.27 <i>SD</i> = .61
10. Professionalism	<i>M</i> = 4.26 <i>SD</i> = .72
11. Decision making	<i>M</i> = 4.25 <i>SD</i> = .69
12. Communication: Written	<i>M</i> = 4.22 <i>SD</i> = .83
13. Planning	<i>M</i> = 4.22 <i>SD</i> = .70
14. Prioritization	<i>M</i> = 4.17 <i>SD</i> = .65
15. Results driven	<i>M</i> = 4.14 <i>SD</i> = .71
16. Presentation skills	<i>M</i> = 4.12 <i>SD</i> = .65
17. Achievement oriented	<i>M</i> = 4.10 <i>SD</i> = .76
18. Tolerance for ambiguity	<i>M</i> = 4.08 <i>SD</i> = .86

19. Project management	<i>M</i> = 4.02 <i>SD</i> = .68
20. Perseverance	<i>M</i> = 4.00 <i>SD</i> = .83
21. Executing strategy	<i>M</i> = 3.98 <i>SD</i> = .97
22. Teamwork	<i>M</i> = 3.98 <i>SD</i> = .82
23. Persuasion	<i>M</i> = 3.95 <i>SD</i> = .71
24. Leadership	<i>M</i> = 3.93 <i>SD</i> = .81
25. Persistence	<i>M</i> = 3.90 <i>SD</i> = .78
26. Self-monitoring	<i>M</i> = 3.90 <i>SD</i> = .76
27. Emotional intelligence	<i>M</i> = 3.90 <i>SD</i> = .71
28. Versatility	<i>M</i> = 3.86 <i>SD</i> = .75
29. Learning agility	<i>M</i> = 3.86 <i>SD</i> = .73
30. Business acumen	<i>M</i> = 3.80 <i>SD</i> = .83
31. Delegation	<i>M</i> = 3.79 <i>SD</i> = .73
32. Vision for team	<i>M</i> = 3.76 <i>SD</i> = .90
33. I-O content knowledge	<i>M</i> = 3.75 <i>SD</i> = .92
34. Talent Management	<i>M</i> = 3.73 <i>SD</i> = 1.14
35. Political acumen	<i>M</i> = 3.69 <i>SD</i> = 1.01
36. Data analysis	<i>M</i> = 3.68 <i>SD</i> = 1.14
37. Facilitation skills	<i>M</i> = 3.66 <i>SD</i> = .86
38. Understanding & translating technical jargon	<i>M</i> = 3.63 <i>SD</i> = .96

39. Organization	<i>M</i> = 3.61 <i>SD</i> = .94
40. Systematic thinking	<i>M</i> = 3.59 <i>SD</i> = .94
41. Strategic thinking	<i>M</i> = 3.59 <i>SD</i> = .94
42. Change leadership	<i>M</i> = 3.58 <i>SD</i> = .99
43. Resource management	<i>M</i> = 3.58 <i>SD</i> = .91
44. Innovation	<i>M</i> = 3.57 <i>SD</i> = .80
45. Understanding of strategic levers for business	<i>M</i> = 3.56 <i>SD</i> = .90
46. Systems thinking	<i>M</i> = 3.55 <i>SD</i> = .98
47. Assertiveness	<i>M</i> = 3.54 <i>SD</i> = .70
48. Enthusiasm	<i>M</i> = 3.54 <i>SD</i> = .70
49. Organization development	<i>M</i> = 3.53 <i>SD</i> = 1.01
50. Strategic planning	<i>M</i> = 3.49 <i>SD</i> = .94
51. Coaching	<i>M</i> = 3.34 <i>SD</i> = .96
52. Conflict management	<i>M</i> = 3.31 <i>SD</i> = .92
53. Courage	<i>M</i> = 3.22 <i>SD</i> = .85
54. Global mindset	<i>M</i> = 3.20 <i>SD</i> = 1.16
55. Mentoring	<i>M</i> = 3.20 <i>SD</i> = 1.01
56. Knowledge of Affirmative Action/adverse impact/diversity/inclusion	<i>M</i> = 3.12 <i>SD</i> = 1.22
57. Workforce planning	<i>M</i> = 3.05 <i>SD</i> = .92
58. Succession planning	<i>M</i> = 3.00 <i>SD</i> = 1.25

59. Risk management	$M = 2.97$ $SD = .96$
60. Negotiation	$M = 2.92$ $SD = .97$
61. Financial acumen	$M = 2.85$ $SD = 1.03$
62. Talent acquisition	$M = 2.83$ $SD = 1.07$

Note: Means and standard deviations reported for all competencies of Manager ($n = 57 - 59$) within Industry.