

Full Competencies List for Industry Manager of Managers

Industry Competencies	Manager of Managers
1. Leadership	<i>M</i> = 4.56 <i>SD</i> = .59
2. Communication: Verbal	<i>M</i> = 4.56 <i>SD</i> = .55
3. Ethical behavior	<i>M</i> = 4.54 <i>SD</i> = .71
4. Accountability	<i>M</i> = 4.54 <i>SD</i> = .51
5. Adaptability	<i>M</i> = 4.51 <i>SD</i> = .60
6. Interpersonal skills	<i>M</i> = 4.49 <i>SD</i> = .60
7. Critical thinking	<i>M</i> = 4.49 <i>SD</i> = .51
8. Results driven	<i>M</i> = 4.46 <i>SD</i> = .60
9. Decision making	<i>M</i> = 4.46 <i>SD</i> = .55
10. Executing strategy	<i>M</i> = 4.44 <i>SD</i> = .50
11. Professionalism	<i>M</i> = 4.41 <i>SD</i> = .64
12. Tolerance for ambiguity	<i>M</i> = 4.38 <i>SD</i> = .67
13. Collaboration	<i>M</i> = 4.37 <i>SD</i> = .58
14. Strategic thinking	<i>M</i> = 4.36 <i>SD</i> = .54
15. Talent Management	<i>M</i> = 4.33 <i>SD</i> = .66
16. Problem solving	<i>M</i> = 4.31 <i>SD</i> = .61
17. Achievement oriented	<i>M</i> = 4.22 <i>SD</i> = .69
18. Prioritization	<i>M</i> = 4.21 <i>SD</i> = .57

19. Business acumen	<i>M</i> = 4.20 <i>SD</i> = .64
20. Presentation skills	<i>M</i> = 4.20 <i>SD</i> = .56
21. Systematic thinking	<i>M</i> = 4.18 <i>SD</i> = .60
22. Flexibility	<i>M</i> = 4.17 <i>SD</i> = .59
23. Communication: Written	<i>M</i> = 4.15 <i>SD</i> = .70
24. Perseverance	<i>M</i> = 4.15 <i>SD</i> = .70
25. Strategic planning	<i>M</i> = 4.13 <i>SD</i> = .47
26. Persuasion	<i>M</i> = 4.13 <i>SD</i> = .76
27. Vision for team	<i>M</i> = 4.13 <i>SD</i> = .73
28. Persistence	<i>M</i> = 4.13 <i>SD</i> = .65
29. Planning	<i>M</i> = 4.10 <i>SD</i> = .63
30. Teamwork	<i>M</i> = 4.08 <i>SD</i> = .62
31. Emotional intelligence	<i>M</i> = 4.05 <i>SD</i> = .74
32. Understanding of strategic levers for business	<i>M</i> = 4.05 <i>SD</i> = .72
33. Learning agility	<i>M</i> = 4.05 <i>SD</i> = .68
34. Self-monitoring	<i>M</i> = 4.05 <i>SD</i> = .66
35. Delegation	<i>M</i> = 4.05 <i>SD</i> = .63
36. Change leadership	<i>M</i> = 3.98 <i>SD</i> = .76
37. Political acumen	<i>M</i> = 3.95 <i>SD</i> = .93
38. Systems thinking	<i>M</i> = 3.95 <i>SD</i> = .76

39. Versatility	<i>M</i> = 3.92 <i>SD</i> = .58
40. Resource management	<i>M</i> = 3.90 <i>SD</i> = .60
41. Assertiveness	<i>M</i> = 3.88 <i>SD</i> = .75
42. Organization development	<i>M</i> = 3.82 <i>SD</i> = .79
43. Coaching	<i>M</i> = 3.80 <i>SD</i> = .81
44. Project management	<i>M</i> = 3.77 <i>SD</i> = .74
45. Courage	<i>M</i> = 3.76 <i>SD</i> = .73
46. Succession planning	<i>M</i> = 3.74 <i>SD</i> = 1.14
47. Facilitation skills	<i>M</i> = 3.65 <i>SD</i> = .77
48. Innovation	<i>M</i> = 3.63 <i>SD</i> = .70
49. Organization	<i>M</i> = 3.63 <i>SD</i> = .67
50. Global mindset	<i>M</i> = 3.56 <i>SD</i> = 1.05
51. Enthusiasm	<i>M</i> = 3.56 <i>SD</i> = .71
52. Conflict management	<i>M</i> = 3.51 <i>SD</i> = .87
53. I-O content knowledge	<i>M</i> = 3.49 <i>SD</i> = .90
54. Data analysis	<i>M</i> = 3.47 <i>SD</i> = .99
55. Talent acquisition	<i>M</i> = 3.41 <i>SD</i> = .97
56. Risk management	<i>M</i> = 3.41 <i>SD</i> = .75
57. Mentoring	<i>M</i> = 3.33 <i>SD</i> = .76
58. Understanding & translating technical jargon	<i>M</i> = 3.31 <i>SD</i> = .98

59. Negotiation	<i>M</i> = 3.25 <i>SD</i> = .87
60. Financial acumen	<i>M</i> = 3.22 <i>SD</i> = .69
61. Workforce planning	<i>M</i> = 3.21 <i>SD</i> = .81
62. Knowledge of Affirmative Action/adverse impact/diversity/inclusion	<i>M</i> = 3.15 <i>SD</i> = 1.06

Note: Means and standard deviations reported for all competencies of Manager of Managers (*n* = 38 - 41) within Industry.