

## Full Critical Experiences List for Industry Executive

Industry Experiences	Executive
1. Complete high visibility assignments	<i>M</i> = 4.85 <i>SD</i> = .37
2. Earn and maintain trust of leadership team	<i>M</i> = 4.84 <i>SD</i> = .47
3. Work through ambiguity and uncertainty	<i>M</i> = 4.81 <i>SD</i> = .40
4. Manage relationships and networks with others in the organization	<i>M</i> = 4.78 <i>SD</i> = .42
5. Maintain composure under pressure	<i>M</i> = 4.75 <i>SD</i> = .44
6. Create relationships with various organizational stakeholders	<i>M</i> = 4.65 <i>SD</i> = .69
7. Deliver presentations to stakeholders in the organization	<i>M</i> = 4.64 <i>SD</i> = .62
8. Maintain high visibility with executives	<i>M</i> = 4.62 <i>SD</i> = .75
9. Execute and deliver on results	<i>M</i> = 4.58 <i>SD</i> = .81
10. Demonstrate ability to effectively handle ambiguous situations	<i>M</i> = 4.56 <i>SD</i> = .96
11. Collaborate with people from different teams on various projects	<i>M</i> = 4.54 <i>SD</i> = .64
12. Speak up to superiors when necessary	<i>M</i> = 4.50 <i>SD</i> = .72
13. Learn organizational politics	<i>M</i> = 4.50 <i>SD</i> = .96
14. Lead people through change	<i>M</i> = 4.46 <i>SD</i> = .92
15. Adapt and embrace organizational culture	<i>M</i> = 4.46 <i>SD</i> = .79
16. Demonstrate that developed projects add value to the organization	<i>M</i> = 4.46 <i>SD</i> = .69
17. Facilitate meetings with stakeholders in the organization	<i>M</i> = 4.43 <i>SD</i> = .88
18. Serve as a subject matter expert in a given area	<i>M</i> = 4.42 <i>SD</i> = .76

19. Demonstrate political savvy in structuring and designing projects	<i>M</i> = 4.42 <i>SD</i> = .81
20. Manage performance of subordinates	<i>M</i> = 4.37 <i>SD</i> = .84
21. Work on a diverse array of projects	<i>M</i> = 4.35 <i>SD</i> = .75
22. Establish a strategy to reach the organization mission	<i>M</i> = 4.35 <i>SD</i> = .89
23. Complete projects that span across multiple departments or across the organization	<i>M</i> = 4.33 <i>SD</i> = .82
24. Complete stretch assignments that are outside of comfort zone	<i>M</i> = 4.33 <i>SD</i> = .83
25. Mobilize employees towards completing organizational goals	<i>M</i> = 4.32 <i>SD</i> = .75
26. Lead long-term projects	<i>M</i> = 4.31 <i>SD</i> = .62
27. Mentor and coach subordinates	<i>M</i> = 4.30 <i>SD</i> = .72
28. Manage projects through delegation of work	<i>M</i> = 4.30 <i>SD</i> = 1.03
29. Conduct succession planning	<i>M</i> = 4.28 <i>SD</i> = 1.24
30. Allocate resources effectively	<i>M</i> = 4.27 <i>SD</i> = .92
31. Communicate with stakeholders often regarding project proposals and ideas	<i>M</i> = 4.26 <i>SD</i> = .86
32. Manage available resources	<i>M</i> = 4.22 <i>SD</i> = .85
33. Recommend changes to projects	<i>M</i> = 4.21 <i>SD</i> = .63
34. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	<i>M</i> = 4.18 <i>SD</i> = .91
35. Balance diverse perspectives of various stakeholders	<i>M</i> = 4.15 <i>SD</i> = .88
36. Use innovation and creativity in designing new projects to suit organizational needs	<i>M</i> = 4.14 <i>SD</i> = .97
37. Manage client relationships	<i>M</i> = 4.12 <i>SD</i> = 1.17
38. Partner across multiple HR or organization groups	<i>M</i> = 4.08 <i>SD</i> = 1.19

39. Identify root cause of organizational performance issues	<i>M</i> = 4.08 <i>SD</i> = .89
40. Partner with others on broad talent initiatives	<i>M</i> = 4.07 <i>SD</i> = 1.11
41. Create and administer own projects from start to finish	<i>M</i> = 4.07 <i>SD</i> = 1.09
42. Work in multiple areas of HR	<i>M</i> = 4.04 <i>SD</i> = 1.32
43. Secure resources	<i>M</i> = 4.00 <i>SD</i> = .89
44. Balance use of financial resources	<i>M</i> = 4.00 <i>SD</i> = .98
45. Works independently with minimal supervision	<i>M</i> = 3.96 <i>SD</i> = 1.07
46. Lead project teams	<i>M</i> = 3.92 <i>SD</i> = .89
47. Develop key metrics for use in decision making	<i>M</i> = 3.92 <i>SD</i> = .81
48. Negotiate with stakeholders	<i>M</i> = 3.88 <i>SD</i> = 1.03
49. Implement sustainment measures to ensure current programs are up-to-date	<i>M</i> = 3.84 <i>SD</i> = .75
50. Manage multiple clients	<i>M</i> = 3.81 <i>SD</i> = 1.18
51. Manage large portions of projects	<i>M</i> = 3.81 <i>SD</i> = .94
52. Complete projects under the direction of organization executives	<i>M</i> = 3.78 <i>SD</i> = 1.13
53. Recruit new talent to the organization	<i>M</i> = 3.78 <i>SD</i> = 1.09
54. Employ data analytics in decision making	<i>M</i> = 3.68 <i>SD</i> = 1.03
55. Create and maintain project plans	<i>M</i> = 3.64 <i>SD</i> = 1.16
56. Participate in global initiatives	<i>M</i> = 3.61 <i>SD</i> = 1.44
57. Actively build networks outside the internal organization	<i>M</i> = 3.48 <i>SD</i> = 1.23
58. Engage in risk management	<i>M</i> = 3.48 <i>SD</i> = 1.12

59. Manage projects outside of expertise	<i>M</i> = 3.46 <i>SD</i> = 1.14
60. Identify global trends within industry	<i>M</i> = 3.42 <i>SD</i> = 1.28
61. Develop expertise in multiple content areas of I-O	<i>M</i> = 3.38 <i>SD</i> = 1.17
62. Serve as HR business partner	<i>M</i> = 3.38 <i>SD</i> = 1.36
63. Build and maintain assessments	<i>M</i> = 3.19 <i>SD</i> = 1.18
64. Create and follow diversity objectives	<i>M</i> = 3.12 <i>SD</i> = 1.17
65. Create analysis plans	<i>M</i> = 3.07 <i>SD</i> = 1.24
66. Execute analysis plans	<i>M</i> = 3.00 <i>SD</i> = 1.30
67. Participate in professional societies	<i>M</i> = 2.88 <i>SD</i> = 1.07
68. Demonstrate influence outside of the organization (e.g., through publications, presentations)	<i>M</i> = 2.65 <i>SD</i> = 1.29
69. Analyze data using advanced analyses	<i>M</i> = 2.27 <i>SD</i> = 1.34
70. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	<i>M</i> = 1.93 <i>SD</i> = 1.15
71. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	<i>M</i> = 1.93 <i>SD</i> = 1.18

*Note:* Means and standard deviations reported for all critical experiences of Executive ( $n = 29 - 31$ ) within Industry.