

## Full Critical Experiences List for Industry Expert Individual Contributor

Industry Experiences	Expert Individual Contributor
1. Serve as a subject matter expert in a given area	<i>M</i> = 4.64 <i>SD</i> = .66
2. Execute and deliver on results	<i>M</i> = 4.63 <i>SD</i> = .65
3. Works independently with minimal supervision	<i>M</i> = 4.58 <i>SD</i> = .68
4. Earn and maintain trust of leadership team	<i>M</i> = 4.52 <i>SD</i> = .63
5. Collaborate with people from different teams on various projects	<i>M</i> = 4.48 <i>SD</i> = .73
6. Maintain composure under pressure	<i>M</i> = 4.41 <i>SD</i> = .75
7. Work through ambiguity and uncertainty	<i>M</i> = 4.40 <i>SD</i> = .68
8. Create relationships with various organizational stakeholders	<i>M</i> = 4.30 <i>SD</i> = .83
9. Manage relationships and networks with others in the organization	<i>M</i> = 4.25 <i>SD</i> = .94
10. Demonstrate ability to effectively handle ambiguous situations	<i>M</i> = 4.25 <i>SD</i> = .76
11. Demonstrate that developed projects add value to the organization	<i>M</i> = 4.24 <i>SD</i> = .89
12. Create and administer own projects from start to finish	<i>M</i> = 4.23 <i>SD</i> = .84
13. Manage large portions of projects	<i>M</i> = 4.20 <i>SD</i> = .88
14. Deliver presentations to stakeholders in the organization	<i>M</i> = 4.17 <i>SD</i> = .94
15. Complete high visibility assignments	<i>M</i> = 4.14 <i>SD</i> = .85
16. Facilitate meetings with stakeholders in the organization	<i>M</i> = 4.13 <i>SD</i> = 1.06
17. Adapt and embrace organizational culture	<i>M</i> = 4.13 <i>SD</i> = .83
18. Speak up to superiors when necessary	<i>M</i> = 4.07 <i>SD</i> = .85

19. Use innovation and creativity in designing new projects to suit organizational needs	<i>M</i> = 4.06 <i>SD</i> = .83
20. Complete projects that span across multiple departments or across the organization	<i>M</i> = 4.03 <i>SD</i> = .98
21. Communicate with stakeholders often regarding project proposals and ideas	<i>M</i> = 4.03 <i>SD</i> = .97
22. Lead long-term projects	<i>M</i> = 3.99 <i>SD</i> = .97
23. Recommend changes to projects	<i>M</i> = 3.95 <i>SD</i> = .80
24. Partner across multiple HR or organization groups	<i>M</i> = 3.94 <i>SD</i> = 1.04
25. Create and maintain project plans	<i>M</i> = 3.85 <i>SD</i> = .92
26. Employ data analytics in decision making	<i>M</i> = 3.84 <i>SD</i> = 1.23
27. Learn organizational politics	<i>M</i> = 3.84 <i>SD</i> = 1.07
28. Manage client relationships	<i>M</i> = 3.78 <i>SD</i> = 1.28
29. Work on a diverse array of projects	<i>M</i> = 3.77 <i>SD</i> = .94
30. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	<i>M</i> = 3.75 <i>SD</i> = 1.07
31. Develop key metrics for use in decision making	<i>M</i> = 3.72 <i>SD</i> = 1.13
32. Complete stretch assignments that are outside of comfort zone	<i>M</i> = 3.70 <i>SD</i> = .98
33. Maintain high visibility with executives	<i>M</i> = 3.65 <i>SD</i> = 1.10
34. Manage multiple clients	<i>M</i> = 3.62 <i>SD</i> = 1.25
35. Partner with others on broad talent initiatives	<i>M</i> = 3.62 <i>SD</i> = 1.19
36. Demonstrate political savvy in structuring and designing projects	<i>M</i> = 3.60 <i>SD</i> = 1.05
37. Lead project teams	<i>M</i> = 3.53 <i>SD</i> = 1.17
38. Complete projects under the direction of organization executives	<i>M</i> = 3.52 <i>SD</i> = 1.01

39. Execute analysis plans	<i>M</i> = 3.47 <i>SD</i> = 1.22
40. Develop expertise in multiple content areas of I-O	<i>M</i> = 3.46 <i>SD</i> = 1.13
41. Balance diverse perspectives of various stakeholders	<i>M</i> = 3.45 <i>SD</i> = 1.23
42. Create analysis plans	<i>M</i> = 3.45 <i>SD</i> = 1.22
43. Lead people through change	<i>M</i> = 3.44 <i>SD</i> = 1.19
44. Negotiate with stakeholders	<i>M</i> = 3.40 <i>SD</i> = 1.05
45. Implement sustainment measures to ensure current programs are up-to-date	<i>M</i> = 3.38 <i>SD</i> = .91
46. Manage available resources	<i>M</i> = 3.36 <i>SD</i> = 1.07
47. Build and maintain assessments	<i>M</i> = 3.34 <i>SD</i> = 1.43
48. Allocate resources effectively	<i>M</i> = 3.32 <i>SD</i> = 1.07
49. Identify root cause of organizational performance issues	<i>M</i> = 3.28 <i>SD</i> = 1.39
50. Analyze data using advanced analyses	<i>M</i> = 3.21 <i>SD</i> = 1.43
51. Actively build networks outside the internal organization	<i>M</i> = 3.12 <i>SD</i> = 1.11
52. Manage projects through delegation of work	<i>M</i> = 3.05 <i>SD</i> = 1.11
53. Work in multiple areas of HR	<i>M</i> = 2.98 <i>SD</i> = 1.16
54. Engage in risk management	<i>M</i> = 2.94 <i>SD</i> = 1.22
55. Establish a strategy to reach the organization mission	<i>M</i> = 2.92 <i>SD</i> = 1.33
56. Participate in global initiatives	<i>M</i> = 2.88 <i>SD</i> = 1.43
57. Mobilize employees towards completing organizational goals	<i>M</i> = 2.88 <i>SD</i> = 1.21
58. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	<i>M</i> = 2.84 <i>SD</i> = 1.43

59. Serve as HR business partner	<i>M</i> = 2.83 <i>SD</i> = 1.46
60. Manage projects outside of expertise	<i>M</i> = 2.82 <i>SD</i> = 1.07
61. Secure resources	<i>M</i> = 2.81 <i>SD</i> = 1.22
62. Participate in professional societies	<i>M</i> = 2.65 <i>SD</i> = 1.04
63. Identify global trends within industry	<i>M</i> = 2.59 <i>SD</i> = 1.20
64. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	<i>M</i> = 2.58 <i>SD</i> = 1.43
65. Balance use of financial resources	<i>M</i> = 2.58 <i>SD</i> = 1.10
66. Mentor and coach subordinates	<i>M</i> = 2.46 <i>SD</i> = 1.21
67. Create and follow diversity objectives	<i>M</i> = 2.41 <i>SD</i> = 1.12
68. Demonstrate influence outside of the organization (e.g., through publications, presentations)	<i>M</i> = 2.19 <i>SD</i> = 1.20
69. Conduct succession planning	<i>M</i> = 2.11 <i>SD</i> = 1.39
70. Manage performance of subordinates	<i>M</i> = 2.04 <i>SD</i> = 1.23
71. Recruit new talent to the organization	<i>M</i> = 1.95 <i>SD</i> = .96

*Note:* Means and standard deviations reported for all critical experiences of Expert Individual Contributor (*n* = 81-105) within Industry.