Full Critical Experiences List for Industry Individual Contributor

Industry Experiences	Individual Contributor
1. Execute and deliver on results	M = 4.62 SD = .59
2. Works independently with minimal supervision	M = 4.38 SD = .81
3. Create relationships with various organizational stakeholders	M = 4.33 SD = .66
4. Manage relationships and networks with others in the organization	M = 4.24 SD = 1.00
5. Facilitate meetings with stakeholders in the organization	M = 4.10 SD = .89
6. Work through ambiguity and uncertainty	M = 4.05 SD = 1.02
7. Collaborate with people from different teams on various projects	M = 4.05 SD = .92
8. Adapt and embrace organizational culture	M = 4.05 SD = .87
9. Deliver presentations to stakeholders in the organization	M = 4.00 SD = 1.14
10. Complete high visibility assignments	M = 4.00 SD = .95
11.Demonstrate ability to effectively handle ambiguous situations	M = 3.95 SD = 1.12
12. Use innovation and creativity in designing new projects to suit organizational needs	M = 3.95 SD = 1.07
13. Serve as a subject matter expert in a given area	M = 3.95 SD = 1.02
14. Work on a diverse array of projects	M = 3.95 SD = .87
15. Complete projects that span across multiple departments or across the organization	M = 3.90 SD = 1.25
16. Employ data analytics in decision making	M = 3.90 SD = 1.14
17. Speak up to superiors when necessary	M = 3.90 SD = 1.02

18. Demonstrate that developed projects add value to the organization	M = 3.90 SD = .83
19. Communicate with stakeholders often regarding project proposals and ideas	M = 3.90 SD = .79
20. Create and administer own projects from start to finish	M = 3.86 SD = 1.11
21. Maintain composure under pressure	M = 3.85 SD = 1.23
22. Complete stretch assignments that are outside of comfort zone	M = 3.81 SD = 1.03
23. Earn and maintain trust of leadership team	M = 3.79 SD = 1.08
24. Learn organizational politics	M = 3.79 SD = .92
25. Partner with others on broad talent initiatives	M = 3.76 SD = 1.22
26. Manage client relationships	M = 3.76 SD = 1.09
27. Manage large portions of projects	M = 3.76 SD = .94
28.Partner across multiple HR or organization groups	M = 3.70 SD = 1.08
29. Lead long-term projects	M = 3.69 SD = 1.20
30. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	M = 3.67 SD = 1.16
31. Recommend changes to projects	M = 3.67 SD = .86
32. Manage multiple clients	M = 3.60 SD = 1.23
33. Identify root cause of organizational performance issues	M = 3.57 SD = 1.29
34. Develop key metrics for use in decision making	M = 3.55 SD = 1.15
35. Balance diverse perspectives of various stakeholders	M = 3.55 SD = 1.05
36. Identify global trends within industry	M = 3.44 SD = 1.29
37. Complete projects under the direction of organization executives	M = 3.44 SD = 1.25

38. Develop expertise in multiple content areas of I-O	*M* = 3.43 *SD* = 1.36
39. Create and maintain project plans	*M* = 3.43 *SD* = 1.17
40. Implement sustainment measures to ensure current programs are up-to-date	*M* = 3.39 *SD* = 1.15
41. Participate in global initiatives	*M* = 3.38 *SD* = 1.41
42. Execute analysis plans	*M* = 3.35 *SD* = 1.09
43. Demonstrate political savvy in structuring and designing projects	*M* = 3.35 *SD* = 1.09
44. Create analysis plans	*M* = 3.30 *SD* = 1.08
45. Lead people through change	*M* = 3.29 *SD* = 1.05
46. Allocate resources effectively	*M* = 3.29 *SD* = .99
47. Maintain high visibility with executives	*M* = 3.26 *SD* = 1.28
48. Establish a strategy to reach the organization mission	*M* = 3.21 *SD* = 1.32
49. Analyze data using advanced analyses	*M* = 3.15 *SD* = 1.57
50. Lead project teams	*M* = 3.11 *SD* = .94
51. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	*M* = 3.10 *SD* =1.48
52. Build and maintain assessments	*M* = 3.10 *SD* = 1.25
53. Work in multiple areas of HR	*M* = 3.10 *SD* = 1.02
54. Manage projects outside of expertise	*M* = 2.95 *SD* = 1.18
55. Actively build networks outside the internal organization	*M* = 2.94 *SD* = 1.26
56. Manage available resources	*M* = 2.94 *SD* = 1.14
57. Negotiate with stakeholders	*M* = 2.90 *SD* = 1.02

58. Mobilize employees towards completing organizational goals	*M* = 2.77 *SD* = 1.24
59. Serve as HR business partner	*M* = 2.65 *SD* = 1.32
60. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	*M* = 2.62 *SD* = 1.32
61. Manage projects through delegation of work	*M* = 2.61 *SD* = 1.15
62. Engage in risk management	*M* = 2.58 *SD* = .90
63. Participate in professional societies	*M* = 2.50 *SD* = 1.05
64. Mentor and coach subordinates	*M* = 2.42 *SD* = 1.17
65. Secure resources	*M* = 2.37 *SD* = 1.15
66. Create and follow diversity objectives	*M* = 2.30 *SD* = 1.22
67. Balance use of financial resources	*M* = 2.20 *SD* = .56
68. Demonstrate influence outside of the organization (e.g., through publications, presentations)	*M* = 2.10 *SD* = 1.18
69. Conduct succession planning	*M* = 2.06 *SD* = 1.34
70. Recruit new talent to the organization	*M* = 1.83 *SD* = .72
71. Manage performance of subordinates	*M* = 1.45 *SD* = .52

Note: Means and standard deviations reported for all critical experiences of Individual Contributor (*n* = 12 - 21) within Industry.