

Full Critical Experiences List for Industry Manager

Industry Experiences	Manager
1. Execute and deliver on results	$M = 4.74$ $SD = .52$
2. Serve as a subject matter expert in a given area	$M = 4.56$ $SD = .63$
3. Earn and maintain trust of leadership team	$M = 4.56$ $SD = .63$
4. Work through ambiguity and uncertainty	$M = 4.55$ $SD = .633$
5. Maintain composure under pressure	$M = 4.51$ $SD = .61$
6. Manage large portions of projects	$M = 4.49$ $SD = .64$
7. Lead long-term projects	$M = 4.47$ $SD = .66$
8. Collaborate with people from different teams on various projects	$M = 4.45$ $SD = .63$
9. Complete high visibility assignments	$M = 4.45$ $SD = .63$
10. Create and administer own projects from start to finish	$M = 4.44$ $SD = .74$
11. Manage relationships and networks with others in the organization	$M = 4.44$ $SD = .69$
12. Create relationships with various organizational stakeholders	$M = 4.44$ $SD = .66$
13. Demonstrate ability to effectively handle ambiguous situations	$M = 4.43$ $SD = .69$
14. Deliver presentations to stakeholders in the organization	$M = 4.36$ $SD = .78$
15. Adapt and embrace organizational culture	$M = 4.35$ $SD = .83$
16. Lead project teams	$M = 4.33$ $SD = .72$
17. Manage performance of subordinates	$M = 4.31$ $SD = .77$
18. Works independently with minimal supervision	$M = 4.29$ $SD = .79$

19. Speak up to superiors when necessary	<i>M</i> = 4.27 <i>SD</i> = .71
20. Complete projects that span across multiple departments or across the organization	<i>M</i> = 4.24 <i>SD</i> = .74
21. Facilitate meetings with stakeholders in the organization	<i>M</i> = 4.20 <i>SD</i> = 1.01
22. Learn organizational politics	<i>M</i> = 4.18 <i>SD</i> = .84
23. Communicate with stakeholders often regarding project proposals and ideas	<i>M</i> = 4.18 <i>SD</i> = .88
24. Mentor and coach subordinates	<i>M</i> = 4.17 <i>SD</i> = .91
25. Manage projects through delegation of work	<i>M</i> = 4.16 <i>SD</i> = .88
26. Demonstrate that developed projects add value to the organization	<i>M</i> = 4.15 <i>SD</i> = .91
27. Use innovation and creativity in designing new projects to suit organizational needs	<i>M</i> = 4.13 <i>SD</i> = .75
28. Demonstrate political savvy in structuring and designing projects	<i>M</i> = 4.13 <i>SD</i> = .89
29. Manage client relationships	<i>M</i> = 4.08 <i>SD</i> = 1.09
30. Work on a diverse array of projects	<i>M</i> = 4.07 <i>SD</i> = .81
31. Manage available resources	<i>M</i> = 4.07 <i>SD</i> = .88
32. Complete stretch assignments that are outside of comfort zone	<i>M</i> = 4.05 <i>SD</i> = .83
33. Complete projects under the direction of organization executives	<i>M</i> = 4.02 <i>SD</i> = .83
34. Lead people through change	<i>M</i> = 4.00 <i>SD</i> = .97
35. Manage multiple clients	<i>M</i> = 4.00 <i>SD</i> = 1.16
36. Create and maintain project plans	<i>M</i> = 3.96 <i>SD</i> = .70
37. Recommend changes to projects	<i>M</i> = 3.93 <i>SD</i> = .69
38. Allocate resources effectively	<i>M</i> = 3.91 <i>SD</i> = 1.01

39. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	<i>M</i> = 3.89 <i>SD</i> = .97
40. Partner across multiple HR or organization groups	<i>M</i> = 3.89 <i>SD</i> = .97
41. Balance diverse perspectives of various stakeholders	<i>M</i> = 3.89 <i>SD</i> = .81
42. Develop key metrics for use in decision making	<i>M</i> = 3.89 <i>SD</i> = 1.01
43. Partner with others on broad talent initiatives	<i>M</i> = 3.87 <i>SD</i> = 1.02
44. Maintain high visibility with executives	<i>M</i> = 3.85 <i>SD</i> = .87
45. Employ data analytics in decision making	<i>M</i> = 3.82 <i>SD</i> = 1.00
46. Mobilize employees towards completing organizational goals	<i>M</i> = 3.80 <i>SD</i> = .93
47. Identify root cause of organizational performance issues	<i>M</i> = 3.77 <i>SD</i> = 1.01
48. Develop expertise in multiple content areas of I-O	<i>M</i> = 3.69 <i>SD</i> = .98
49. Negotiate with stakeholders	<i>M</i> = 3.58 <i>SD</i> = .83
50. Execute analysis plans	<i>M</i> = 3.52 <i>SD</i> = 1.23
51. Create analysis plans	<i>M</i> = 3.43 <i>SD</i> = 1.06
52. Implement sustainment measures to ensure current programs are up-to-date	<i>M</i> = 3.43 <i>SD</i> = .94
53. Secure resources	<i>M</i> = 3.39 <i>SD</i> = 1.14
54. Balance use of financial resources	<i>M</i> = 3.38 <i>SD</i> = 1.08
55. Work in multiple areas of HR	<i>M</i> = 3.35 <i>SD</i> = .34
56. Build and maintain assessments	<i>M</i> = 3.31 <i>SD</i> = 1.35
57. Participate in global initiatives	<i>M</i> = 3.27 <i>SD</i> = 1.52
58. Actively build networks outside the internal organization	<i>M</i> = 3.20 <i>SD</i> = 1.25

59. Manage projects outside of expertise	<i>M</i> = 3.15 <i>SD</i> = 1.08
60. Establish a strategy to reach the organization mission	<i>M</i> = 3.11 <i>SD</i> = 1.00
61. Engage in risk management	<i>M</i> = 2.94 <i>SD</i> = .92
62. Identify global trends within industry	<i>M</i> = 2.92 <i>SD</i> = 1.02
63. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	<i>M</i> = 2.89 <i>SD</i> = 1.29
64. Conduct succession planning	<i>M</i> = 2.88 <i>SD</i> = 1.38
65. Create and follow diversity objectives	<i>M</i> = 2.74 <i>SD</i> = 1.19
66. Serve as HR business partner	<i>M</i> = 2.73 <i>SD</i> = 1.37
67. Recruit new talent to the organization	<i>M</i> = 2.72 <i>SD</i> = 1.25
68. Analyze data using advanced analyses	<i>M</i> = 2.69 <i>SD</i> = 1.46
69. Participate in professional societies	<i>M</i> = 2.65 <i>SD</i> = .87
70. Demonstrate influence outside of the organization (e.g., through publications, presentations)	<i>M</i> = 2.53 <i>SD</i> = 1.12
71. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	<i>M</i> = 2.51 <i>SD</i> = 1.20

Note: Means and standard deviations reported for all critical experiences of Manager (*n*= 49 - 55) within Industry.