Full Critical Experiences List for Industry Manager of Managers

Industry Experiences	Manager of Managers
1. Earn and maintain trust of leadership team	M = 4.86 SD = .35
2. Manage relationships and networks with others in the organization	M = 4.73 SD = .51
3. Execute and deliver on results	M = 4.71 SD = .57
4. Create relationships with various organizational stakeholders	M = 4.68 SD = .53
5. Deliver presentations to stakeholders in the organization	M = 4.64 SD = .74
6. Collaborate with people from different teams on various projects	M = 4.63 SD = .54
7. Demonstrate ability to effectively handle ambiguous situations	M = 4.63 SD = .55
8. Work through ambiguity and uncertainty	M = 4.60 SD = .50
9. Maintain composure under pressure	M = 4.58 SD = .50
10. Lead people through change	M = 4.56 SD = .55
11. Facilitate meetings with stakeholders in the organization	M = 4.54 SD = .56
12. Partner across multiple HR or organization groups	M = 4.53 SD = .65
13. Adapt and embrace organizational culture	M = 4.51 SD = .60
14. Complete projects that span across multiple departments or across the organization	M = 4.51 SD = .56
15. Mentor and coach subordinates	M = 4.51 SD = .65
16. Manage available resources	M = 4.51 SD = .56
17. Manage performance of subordinates	M = 4.50 SD = .56
18. Complete high visibility assignments	M = 4.49 SD = .65

19. Demonstrate that developed projects add value to the organization	*M* = 4.46 *SD* = .64
20. Manage projects through delegation of work	*M* = 4.43 *SD* = .50
21. Serve as a subject matter expert in a given area	*M* = 4.42 *SD* = .73
22. Manage multiple clients	*M* = 4.42 *SD* = .73
23. Partner with others on broad talent initiatives	*M* = 4.42 *SD* = .76
24. Maintain high visibility with executives	*M* = 4.42 *SD* = .69
25. Speak up to superiors when necessary	*M* = 4.40 *SD* = .74
26. Balance diverse perspectives of various stakeholders	*M* = 4.39 *SD* = .60
27. Lead long-term projects	*M* = 4.38 *SD* = .68
28. Learn organizational politics	*M* = 4.38 *SD* = .63
29. Contribute to or complete projects in different areas (e.g., selection, training, coaching)	*M* = 4.38 *SD* = .63
30. Demonstrate political savvy in structuring and designing projects	*M* = 4.34 *SD* = .64
31. Mobilize employees towards completing organizational goals	*M* = 4.34 *SD* = .54
32. Allocate resources effectively	*M* = 4.33 *SD* = .48
33. Manage client relationships	*M* = 4.31 *SD* = .87
34. Work on a diverse array of projects	*M* = 4.31 *SD* = .67
35. Lead project teams	*M* = 4.30 *SD* = .74
36. Establish a strategy to reach the organization mission	*M* = 4.29 *SD* = .76
37. Complete projects under the direction of organization executives	*M* = 4.18 *SD* = .80
38. Communicate with stakeholders often regarding project proposals and ideas	*M* = 4.17 *SD* = .74

39. Recommend changes to projects	*M* = 4.16 *SD* = .60
40. Use innovation and creativity in designing new projects to suit organizational needs	*M* = 4.13 *SD* = .92
41. Secure resources	*M* = 4.09 *SD* = .89
42. Negotiate with stakeholders	*M* = 4.08 *SD* = .84
43. Complete stretch assignments that are outside of comfort zone	*M* = 4.03 *SD* = .71
44. Manage large portions of projects	*M* = 4.00 *SD* = .88
45. Create and administer own projects from start to finish	*M* = 4.00 *SD* = 1.05
46. Develop key metrics for use in decision making	*M* = 4.00 *SD* = .96
47. Balance use of financial resources	*M* = 3.94 *SD* = .89
48. Work in multiple areas of HR	*M* = 3.85 *SD* = 1.07
49. Actively build networks outside the internal organization	*M* = 3.83 *SD* = 1.08
50. Participate in global initiatives	*M* = 3.82 *SD* = 1.36
51. Employ data analytics in decision making	*M* = 3.81 *SD* = .95
52. Works independently with minimal supervision	*M* = 3.79 *SD* = .98
53. Create and maintain project plans	*M* = 3.77 *SD* = .81
54. Conduct succession planning	*M* = 3.75 *SD* = 1.32
55. Develop expertise in multiple content areas of I-O	*M* = 3.72 *SD* = .88
56. Recruit new talent to the organization	*M* = 3.69 *SD* = 1.12
57. Serve as HR business partner	*M* = 3.53 *SD* = 1.08
58. Engage in risk management	*M* = 3.51 *SD* = .80

59. Implement sustainment measures to ensure current programs are up-to-date	M = 3.50 SD = .88
60. Identify global trends within industry	M = 3.43 SD = 1.17
61. Manage projects outside of expertise	M = 3.42 SD = .87
62. Execute analysis plans	M = 3.37 SD = 1.10
63. Create analysis plans	M = 3.37 SD = 1.00
64. Create and follow diversity objectives	M = 3.24 SD = 1.14
65. Build and maintain assessments	M = 3.08 SD = 1.26
66. Participate in professional societies	M = 3.00 SD = .94
67. Demonstrate influence outside of the organization (e.g., through publications, presentations)	M = 2.65 SD = 1.14
68. Analyze data using advanced analyses	M = 2.58 SD = 1.20
69. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	M = 2.13 SD = 1.08
70. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	M = 2.05 SD = 1.06
71. Identify root cause of organizational performance issues	M = 4.06 SD = 1.00

Note: Means and standard deviations reported for all critical experiences of Manager of Managers (n = 33 - 39) within Industry.