THE LEADERSHIP ARCHITECT® 2009 GLOBAL NORMS

Report I:

Competency Norms and Analysis

Technical Report

KORN/FERRY INTERNATIONAL
powered by LOMINGER

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Executive Summary

This report is one in a series of three updating our leadership norms in 2009. The other two reports provide current Cluster Level norms and norms for our 19 Career Stallers and Stoppers. The data for all three of these normative studies were obtained from the VOICES® online surveys administered between April 2008 and May 2009. Raters who take VOICES® typically evaluate an individual (so-called "learner") on two different scales. One scale measures the degree to which the learner is skilled on a specific competency of leadership (e.g., directing others, planning). The Skill Rating Scale ranges from 1 (*a serious issue*), 2 (*a weakness*), 3 (*skilled/ok*), 4 (*talented*), to 5 (*a towering strength*). Naturally, the higher the mean rating, the more skilled the learner is on that competency. The second scale assesses how important the various competencies are to the performance of one's job. The Importance Rating Scale ranges from 1 (*not important*), 2 (*less important*), 3 (*useful/nice to have*), 4 (*very important*), to 5 (*mission critical*). The higher the mean score, the more important the competency is to job performance.

The current normative study presents norms for both "skill ratings" and "importance ratings" for each of the 67 competencies in the Korn/Ferry Leadership Architect®. A total of 7,575 learners were used to compute the skill norms and 6,155 learners contributed to the importance norms. Participants worked in a variety of organizational settings located across the globe, including North America, Europe, New Zealand/Australia, Asia, South America, and Africa. The normative sample included numerous job functions, industry sectors, and position levels. Both male and female learners were rated.

In Part I of the report, global norms are provided for *both* skill and importance. The findings reveal the Top 10 most *skilled* leadership competencies include:

1. Integrity and Trust
2. Ethics and Values
3. Intellectual Horsepower
4. Functional/Technical Skills
5. Action Oriented
6. Customer Focus
7. Perseverance
8. Approachability
9. Managing Diversity
10. Drive for Results

With regard to the competencies which are most *important*, the Top 10 include:

1. Customer Focus
2. Integrity and Trust
3. Drive for Results
4. Ethics and Values
5. Decision Quality
6. Functional/Technical Skills
7. Priority Setting
8. Problem Solving
9. Building Effective Teams
10. Motivating Others

The current 2009 norms were contrasted with the 2003 and 2006 results and found to be highly stable over this period.

Part II of the report examines whether there are significant regional differences around the globe. Although the norms were found to be very similar among regions, a couple of interesting observations can be made. First, raters in North America consistently

evaluated learners' leadership *skills* higher than raters in other parts of the world. American managers and individual contributors received the highest ratings on 58 of the 67 competencies. However, this pattern did not hold up for *importance* ratings; only 2 of the 67 competencies were rated highest in North America. Second, each region of the world appeared to have some unique competency pattern. For example, "Boss Relationships" and "Personal Learning" were ranked substantially higher in Asia relative to other regions. In Africa, "Caring About Direct Reports" was ranked very low relative to other locations.

In Part III, we present competency norms for the following six industry sectors: (a) communications, (b) consumer, (c) financial services, (d) healthcare and life sciences, (e) industrial, and (f) technology. Overall, we observed very, very few industry differences – either with regard to competency *skills* or perceived *importance.* The inter-industry correlation coefficients were high, suggesting that learners in the various industries had similar strengths and weaknesses. In addition, the results indicate that individuals in different industry sectors had similar perceptions pertaining to what competencies were important for their jobs.

The next section investigated leadership competency skill and importance norms across 12 job functions (e.g., accounting, engineering, marketing, sales). The minimum and maximum learner mean values were reported by function, as well as the overall mean rating, ranking, and standard deviation for each of the 67 competencies. Again, we found a high degree of similarity among the 12 functions we analyzed.

Part V provides an overview of the competency norms by organizational position level. Data from the following six organizational levels were collected: (a) entry-level individual contributors, (b) senior individual contributors, (c) supervisors, (d) managers, (e) directors, and (f) executives. As expected, findings indicate that certain leadership competencies were rated higher or lower depending on level. For example, executives tended to be more skilled at strategic issues and business decisions (e.g., "Strategic Agility" and "Negotiating"); whereas, individual contributors were more skilled at interpersonal relations (e.g., "Humor" and "Compassion"). Overall, competency skill ratings *increased* as one ascended the organizational ladder. Also, we observed that the statistical relationship between ratings of competency importance and level *decreased* as job levels became more distant. For example, entry-level individual contributors had the highest correlation with senior-level individual contributors, the next highest with supervisors, then managers, directors, and executives.

Finally, in Part VI, we present the competency norms by gender. The findings indicate that males and females have much similarity in competency ratings, particularly with regard to importance ratings. Consequently, leadership competencies perceived as important for men on the job are equally important for women. An analysis of the skill ratings suggest that males tend to be *slightly* better at competencies related to strategic and business skills (e.g., "Business Acumen" and "Perspective"). In contrast, females tend to be *slightly* better at interpersonal competencies such as "Compassion" and "Caring About Direct Reports."

Sample Description

This technical report provides norms for both "skill ratings" and "importance ratings." Organizations occasionally do not collect importance ratings. Consequently, the samples for the two types of norms are slightly different. We describe the demographics for the two samples separately in the following paragraphs.

Skill Ratings Data

The total sample size for the skill rating analysis was 7,575 learners. Approximately 87% (N = 6,558) of these learners were from 40 client companies. The remaining participants (N = 1,017) were from three consulting companies. The demographic breakdown of this sample is provided below.

By Region	Sample Size	Percentage
North America (NA)	3,353	44.3%
Europe (EU)	1,371	18.1%
New Zealand/Australia (NZ/AU)	826	10.9%
Asia	903	11.9%
South America (SA)	224	3.0%
Africa (AF)	86	1.1%
Not Specified	*812*	*10.7%*

By Gender	Sample Size	Percentage
Female	1,908	25.2%
Male	4,452	58.8%
Not Specified	*1,215*	*16.0%*

By Age	Sample Size	Percentage
Less than 30	472	6.2%
31 to 35	1,202	15.9%
36 to 40	1,571	20.7%
41 to 50	2,193	29.0%
Over 51	764	10.1%
Not Specified	*1,373*	*18.1%*

By Position Level	Sample Size	Percentage
Entry-level Individual Contributors	166	2.2%
Senior Individual Contributors	646	8.5%
Supervisors	2,094	27.5%
Managers	1,928	25.6%
Directors	934	12.3%
Executives	392	5.2%
Not Specified	*1,415*	*18.7%*

By Years of Managerial Experience	Sample Size	Percentage
Less than 1 year	438	5.8%
1-2 years	413	5.5%
2-3 years	440	5.8%
3-5 years	896	11.8%
5-10 years	1,593	21.0%
10 years above	2,338	30.9%
Not Specified	*1,457*	*19.2%*

By Industry Sector	Sample Size	Percentage
Communications	249	3.3%
Healthcare/Life Sciences	390	5.1%
Financial Services	1,096	14.5%
Industrial	4,401	58.1%
Consumer	227	3.0%
Technology	476	6.3%
Not Specified	*736*	*9.7%*

By Job Function	Sample Size	Percentage
Accounting	287	3.8%
Administration & Support	82	1.1%
Advertising/Public relations	38	0.5%
Finance	311	4.1%
Education & Social Service	16	0.2%
Engineering	332	4.4%
Human Resources/Training	377	5.0%
Information Technology	384	5.1%
Law	96	1.3%
Manufacturing	267	3.5%
Marketing	552	7.3%
Materials	27	0.4%
Purchasing	178	2.3%
Medicine	23	0.3%
Operations	581	7.7%
Product Development	113	1.5%
Quality Control	111	1.5%
Research/Analysis	73	1.0%
Research & Development	185	2.4%
Sales	1,002	13.2%
Security	21	0.3%
Systems Analysis	33	0.4%
Administration & Management	733	9.7%
Not Specified	*1,753*	*23.0%*

Importance Ratings Data

Total sample size for the importance rating analysis was 6,155 learners. Approximately 90% (*N* = 5,520) were from 37 client companies. The remaining participants (*N* = 635) were from three consulting companies. The demographic breakdown of the sample is as follows.

By Region	*Sample Size*	*Percentage*
North America (NA)	2,834	46.0%
Europe (EU)	1,164	18.9%
New Zealand/Australia (NZ/AU)	528	8.6%
Asia	661	10.7%
South America (SA)	200	3.2%
Africa (AF)	56	0.9%
Not Specified	*712*	*11.7%*

By Gender	*Sample Size*	*Percentage*
Female	1,642	26.7%
Male	3,626	58.9%
Not Specified	*887*	*14.4%*

By Age	*Sample Size*	*Percentage*
Less than 30	399	6.5%
31 to 35	1,015	16.5%
36 to 40	1,328	21.6%
41 to 50	1,826	29.7%
Over 51	611	9.9%
Not Specified	*976*	*15.9%*

By Position Level	*Sample Size*	*Percentage*
Entry-level Individual Contributors	115	1.9%
Senior Individual Contributors	545	8.9%
Supervisors	1,766	28.6%
Managers	1,696	27.6%
Directors	723	11.7%
Executives	301	4.9%
Not Specified	*1,009*	*16.4%*

By Years of Managerial Experience	*Sample Size*	*Percentage*
Less than 1 year	393	6.4%
1-2 years	350	5.7%
2-3 years	391	6.4%
3-5 years	752	12.2%
5-10 years	1,346	21.9%
10 years above	1,883	30.5%
Not Specified	*1,040*	*16.9%*

By Industry Sector	Sample Size	Percentage
Communications	81	1.3%
Healthcare/Life Sciences	430	7.0%
Financial Services	1,045	17.0%
Industrial	3,639	59.1%
Consumer	216	3.5%
Technology	287	4.7%
Not Specified	*457*	*7.4%*

By Job Function	Sample Size	Percentage
Accounting	230	3.7%
Administration & Support	67	1.1%
Advertising/Public relations	29	0.5%
Finance	272	4.4%
Education & Social Service	6	0.1%
Engineering	263	4.3%
Human Resources/Training	308	5.0%
Information Technology	309	5.1%
Law	81	1.3%
Manufacturing	215	3.5%
Marketing	494	8.0%
Materials	15	0.2%
Purchasing	157	2.6%
Medicine	23	0.4%
Operations	415	6.7%
Product Development	89	1.4%
Quality Control	91	1.5%
Research/Analysis	67	1.1%
Research & Development	162	2.6%
Sales	854	13.9%
Security	17	0.3%
Systems Analysis	28	0.5%
Administration & Management	622	10.1%
Not Specified	*1,341*	*21.7%*

Part I:

Global Competency Norms

In this section of the report, we present the specific mean ratings and rankings for each of the 67 competencies in the Leadership Architect®. Throughout the report, the mean ratings are based on the "All Others" rating category. This set of ratings is calculated by computing the average mean rating of all rater sources, excluding self. Typical other raters include the immediate boss, peers, and direct reports. In some cases, companies also ask customers and other individuals to provide a rating.

The Skill Rating Scale ranges from 1 (*a serious issue*), 2 (*a weakness*), 3 (*skilled/ok*), 4 (*talented*), to 5 (*a towering strength*). Thus, the higher the mean rating, the more skilled the learner.

Global Competency *Skill* Ratings and Rankings

The table below provides the mean skill ratings and rankings for each of the 67 competencies based on learner data collected from organizations located around the world. Specifically, we depict the sample size (*N*), minimum and maximum mean learner values, the mean rating, standard deviation (Std), and rank for each competency. The competencies are presented in rank order from highest to lowest mean rating.

Item	Competency	N	Min	Max	Mean	Std	Rank
29	Integrity and Trust	6275	1.56	5.00	3.99	0.48	1
22	Ethics and Values	3698	1.90	5.00	3.98	0.42	2
30	Intellectual Horsepower	2915	2.20	5.00	3.94	0.44	3
24	Functional/Technical Skills	3551	1.67	5.00	3.91	0.45	4
1	Action Oriented	4360	1.50	5.00	3.87	0.45	5
15	Customer Focus	6580	1.80	5.00	3.84	0.45	6
43	Perseverance	3647	1.50	5.00	3.83	0.43	7
3	Approachability	3182	1.60	5.00	3.81	0.54	8
21	Managing Diversity	4429	2.00	5.00	3.80	0.41	9
53	Drive for Results	7285	1.78	5.00	3.79	0.47	10
57	Standing Alone	3746	1.70	5.00	3.79	0.43	11
8	Comfort Around Higher Management	4038	2.00	5.00	3.76	0.44	12
61	Technical Learning	2068	1.88	5.00	3.76	0.46	13
4	Boss Relationships	2700	2.00	5.00	3.75	0.40	14
5	Business Acumen	6314	1.75	5.00	3.72	0.45	15
51	Problem Solving	5951	2.00	5.00	3.71	0.41	16
23	Fairness to Direct Reports	2908	1.64	5.00	3.69	0.45	17
32	Learning on the Fly	5899	1.86	5.00	3.69	0.39	18

Item	Competency	N	Min	Max	Mean	Std	Rank
38	Organizational Agility	5356	1.82	5.00	3.68	0.41	19
26	Humor	1801	2.00	5.00	3.67	0.47	20
17	Decision Quality	6075	1.90	5.00	3.65	0.40	21
10	Compassion	2208	2.00	5.00	3.64	0.49	22
39	Organizing	3122	1.90	5.00	3.64	0.41	23
42	Peer Relationships	4823	1.67	5.00	3.63	0.47	24
67	Written Communications	2179	2.00	5.00	3.62	0.41	25
6	Career Ambition	1934	1.00	5.00	3.62	0.47	26
31	Interpersonal Savvy	4598	1.50	5.00	3.61	0.52	27
52	Process Management	5779	1.83	5.00	3.61	0.41	28
11	Composure	4069	1.50	5.00	3.59	0.51	29
7	Caring About Direct Reports	2568	1.44	5.00	3.58	0.51	30
54	Self-Development	3477	1.50	5.00	3.58	0.39	31
16	Timely Decision Making	3496	1.80	5.00	3.58	0.41	32
34	Managerial Courage	5270	1.50	5.00	3.58	0.46	33
50	Priority Setting	6243	1.40	5.00	3.57	0.41	34
33	Listening	6385	1.00	5.00	3.56	0.46	35
49	Presentation Skills	3512	2.00	5.00	3.56	0.45	36
9	Command Skills	5274	1.50	5.00	3.55	0.47	37
37	Negotiating	4932	1.80	5.00	3.54	0.44	38
47	Planning	5583	1.38	5.00	3.54	0.42	39
27	Informing	4243	1.00	5.00	3.54	0.43	40
62	Time Management	2478	1.50	5.00	3.53	0.45	41
18	Delegation	3481	1.50	5.00	3.53	0.42	42
46	Perspective	4764	2.00	5.00	3.52	0.40	43
2	Dealing with Ambiguity	6702	1.00	5.00	3.52	0.40	44
25	Hiring and Staffing	3400	1.00	5.00	3.51	0.44	45
58	Strategic Agility	6033	1.50	5.00	3.50	0.44	46
35	Managing & Measuring Work	6073	1.50	5.00	3.50	0.41	47
56	Sizing Up People	4951	2.00	5.00	3.49	0.36	48
60	Building Effective Teams	6746	1.33	5.00	3.49	0.49	49
55	Self Knowledge	3223	1.78	5.00	3.48	0.40	50
41	Patience	2777	1.50	5.00	3.48	0.48	51
48	Political Savvy	3513	1.50	5.00	3.47	0.45	52
66	Work / Life Balance	1853	1.00	5.00	3.47	0.51	53
20	Directing Others	4303	1.70	5.00	3.46	0.43	54
63	Total Work Systems	2681	1.75	5.00	3.45	0.44	55
59	Managing Through Systems	2998	1.75	5.00	3.45	0.41	56
64	Understanding Others	2931	1.50	5.00	3.43	0.38	57
14	Creativity	4271	1.67	5.00	3.42	0.43	58
28	Innovation Management	5314	1.67	5.00	3.42	0.40	59
36	Motivating Others	7132	1.45	5.00	3.41	0.49	60
13	Confronting Direct Reports	3426	1.57	5.00	3.40	0.47	61
65	Managing Vision and Purpose	6171	1.44	5.00	3.40	0.45	62

Item	Competency	N	Min	Max	Mean	Std	Rank
45	Personal Learning	3932	1.50	5.00	3.40	0.38	63
44	Personal Disclosure	1806	1.60	5.00	3.39	0.42	64
12	Conflict Management	6196	1.00	5.00	3.39	0.43	65
40	Dealing with Paradox	2859	2.00	5.00	3.37	0.37	66
19	Developing Direct Reports and Others	6608	1.13	5.00	3.37	0.49	67

As can be seen in the table, "Integrity and Trust" (*M* = 3.99) and "Ethics and Values" (*M* = 3.98) are the two highest rated competencies. In contrast, "Dealing with Paradox" and "Developing Direct Reports and Others" (*M*s = 3.37) are the lowest. For most of the competencies, the variance is approximately one-half of one standard deviation. Therefore, a difference of one-half scale value from one competency to another likely would denote a meaningful (i.e., noticeable) difference. Another useful way to conceptualize the competencies is in terms of top, middle, and bottom one-third.

Stability of Competency *Skill* Norms

The following table presents the mean ratings and rank orders from three normative studies: (a) the current one, (b) 2006, and (c) 2003. The "*d*" statistic also is provided to illustrate the range of rank orders found in the three normative studies.

As you can observe, the norms are extremely stable in general. The *overall mean rating* across the 67 competencies is virtually the same during each period – see last line of table. In addition, when we conduct a correlational analysis, the 2009 mean ratings are highly related with *both* the 2006 and 2003 mean ratings (*r*s > 0.99). Similarly, the 2009 *rank order* is highly correlated with both 2006 (*r* = 0.97) and 2003 rank orders (*r* = 0.94).

Two competencies indicated the most significant changes on rank orders over time. "Total Work Systems" *decreased* from 21 in 2003 to 55 in 2009. "Work/Life Balance" *decreased* from 30 in 2003 to 53 in 2009. See competency statistics highlighted in blue.

Item	Competency	2009		2006		2003		
		Mean	Rank	Mean	Rank	Mean	Rank	*d*
1	Action Oriented	3.87	5	3.89	5	3.87	5	0
2	Dealing with Ambiguity	3.52	44	3.50	48	3.52	47	4
3	Approachability	3.81	8	3.84	8	3.73	14	6
4	Boss Relationships	3.75	14	3.76	14	3.74	12	2
5	Business Acumen	3.72	15	3.68	21	3.72	15	6
6	Career Ambition	3.62	26	3.66	24	3.62	26	2
7	Caring About Direct Reports	3.58	30	3.61	28	3.55	37	9
8	Comfort Around Higher Management	3.76	12	3.77	11	3.74	13	2
9	Command Skills	3.55	37	3.57	37	3.56	34	3
10	Compassion	3.64	22	3.72	15	3.65	23	8

Item	Competency	2009		2006		2003		
		Mean	Rank	Mean	Rank	Mean	Rank	*d*
11	Composure	3.59	29	3.61	29	3.56	33	4
12	Conflict Management	3.39	65	3.38	64	3.4	58	7
13	Confronting Direct Reports	3.40	61	3.40	61	3.38	63	2
14	Creativity	3.42	58	3.45	55	3.5	49	9
15	Customer Focus	3.84	6	3.85	7	3.83	7	1
16	Timely Decision Making	3.58	32	3.57	36	3.58	29	7
17	Decision Quality	3.65	21	3.69	20	3.69	17	4
18	Delegation	3.53	42	3.53	45	3.55	36	9
19	Developing Direct Reports and Others	3.37	67	3.33	67	3.27	67	0
20	Directing Others	3.46	54	3.44	57	3.41	57	3
21	Managing Diversity	3.80	9	3.77	10	3.77	11	2
22	Ethics and Values	3.98	2	4.00	2	3.93	4	2
23	Fairness to Direct Reports	3.69	17	3.72	17	3.66	20	3
24	Functional/Technical Skills	3.91	4	3.97	4	3.94	2	2
25	Hiring and Staffing	3.51	45	3.52	46	3.51	48	3
26	Humor	3.67	20	3.72	16	3.67	19	4
27	Informing	3.54	40	3.53	44	3.49	50	10
28	Innovation Management	3.42	59	3.43	58	3.47	52	7
29	Integrity and Trust	3.99	1	4.01	1	3.94	3	2
30	Intellectual Horsepower	3.94	3	3.98	3	3.98	1	2
31	Interpersonal Savvy	3.61	27	3.63	27	3.55	35	8
32	Learning on the Fly	3.69	18	3.66	23	3.68	18	5
33	Listening	3.56	35	3.59	32	3.56	32	3
34	Managerial Courage	3.58	33	3.55	41	3.55	39	8
35	Managing & Measuring Work	3.50	47	3.48	53	3.42	55	8
36	Motivating Others	3.41	60	3.39	62	3.42	56	6
37	Negotiating	3.54	38	3.57	38	3.52	45	7
38	Organizational Agility	3.68	19	3.69	19	3.7	16	3
39	Organizing	3.64	23	3.64	25	3.63	24	2
40	Dealing with Paradox	3.37	66	3.38	63	3.37	64	3
41	Patience	3.48	51	3.49	51	3.4	59	8
42	Peer Relationships	3.63	24	3.64	26	3.59	27	3
43	Perseverance	3.83	7	3.86	6	3.83	6	1
44	Personal Disclosure	3.39	64	3.44	56	3.38	61	8
45	Personal Learning	3.40	63	3.34	66	3.33	66	3
46	Perspective	3.52	43	3.53	43	3.52	44	1
47	Planning	3.54	39	3.54	42	3.49	51	12
48	Political Savvy	3.47	52	3.50	49	3.52	46	6
49	Presentation Skills	3.56	36	3.59	31	3.58	28	8
50	Priority Setting	3.57	34	3.58	33	3.56	31	3
51	Problem Solving	3.71	16	3.72	18	3.65	22	6
52	Process Management	3.61	28	3.57	35	3.55	38	10
53	Drive for Results	3.79	10	3.77	12	3.78	9	3

Item	Competency	2009 Mean	2009 Rank	2006 Mean	2006 Rank	2003 Mean	2003 Rank	d
54	Self-Development	3.58	31	3.57	34	3.53	42	11
55	Self Knowledge	3.48	50	3.55	40	3.45	54	14
56	Sizing Up People	3.49	48	3.51	47	3.53	43	5
57	Standing Alone	3.79	11	3.81	9	3.8	8	3
58	Strategic Agility	3.50	46	3.48	52	3.54	41	11
59	Managing Through Systems	3.45	56	3.42	59	3.39	60	4
60	Building Effective Teams	3.49	49	3.46	54	3.46	53	5
61	Technical Learning	3.76	13	3.77	13	3.78	10	3
62	Time Management	3.53	41	3.56	39	3.54	40	2
63	**Total Work Systems**	**3.45**	**55**	**3.49**	**50**	**3.66**	**21**	**34**
64	Understanding Others	3.43	57	3.42	60	3.36	65	8
65	Managing Vision and Purpose	3.40	62	3.36	65	3.38	62	3
66	**Work / Life Balance**	**3.47**	**53**	**3.60**	**30**	**3.57**	**30**	**23**
67	Written Communications	3.62	25	3.67	22	3.62	25	3
	Overall Mean Rating	*3.60*		*3.61*		*3.59*		

Note. *d* is the range of the rank orders reported in the three normative studies.

Global Competency *Importance* Ratings and Rankings

The extent of how important a given competency is to the performance of a job also used a 5-point scale. The Importance Rating Scale ranged from 1 (*not important*), 2 (*less important*), 3 (*useful/nice to have*), 4 (*very important*), to 5 (*mission critical*). The higher the mean score, the more important the competency is to job performance.

The table below reports the mean importance ratings and rankings for each of the 67 competencies based on data collected from organizations located around the globe. Again, the competencies are presented in rank order from highest to lowest mean rating.

Item	Competency	*N*	Min	Max	Mean	Std	Rank
15	Customer Focus	5193	2.00	5.00	4.21	0.35	1
29	Integrity and Trust	5030	2.40	5.00	4.20	0.30	2
53	Drive for Results	5962	3.00	5.00	4.18	0.30	3
22	Ethics and Values	2919	2.80	5.00	4.14	0.34	4
17	Decision Quality	4805	2.00	5.00	4.13	0.26	5
24	Functional/Technical Skills	2822	2.63	5.00	4.09	0.32	6
50	Priority Setting	4944	3.00	5.00	4.06	0.23	7
51	Problem Solving	4891	2.67	5.00	4.04	0.26	8
60	Building Effective Teams	5455	1.00	5.00	4.02	0.35	9
36	Motivating Others	5844	2.00	5.00	4.01	0.32	10
16	Timely Decision Making	2797	2.67	5.00	4.00	0.25	11

Item	Competency	N	Min	Max	Mean	Std	Rank
20	Directing Others	3653	1.50	5.00	3.99	0.31	12
47	Planning	4493	2.50	5.00	3.99	0.27	13
5	Business Acumen	5180	2.00	5.00	3.98	0.39	14
27	Informing	3464	2.86	5.00	3.98	0.26	15
43	Perseverance	2845	2.67	5.00	3.98	0.26	16
39	Organizing	2352	2.60	4.86	3.98	0.26	17
58	Strategic Agility	4862	2.00	5.00	3.97	0.37	18
1	Action Oriented	3510	2.33	5.00	3.96	0.26	19
30	Intellectual Horsepower	2347	2.67	5.00	3.96	0.27	20
62	Time Management	1900	3.13	5.00	3.96	0.24	21
33	Listening	5213	2.00	5.00	3.96	0.25	22
11	Composure	3520	3.00	5.00	3.95	0.25	23
35	Managing & Measuring Work	4900	2.50	5.00	3.95	0.26	24
34	Managerial Courage	4241	2.00	5.00	3.94	0.29	25
37	Negotiating	4021	2.00	5.00	3.94	0.35	26
31	Interpersonal Savvy	3510	2.60	5.00	3.93	0.27	27
42	Peer Relationships	3911	3.00	5.00	3.93	0.25	28
12	Conflict Management	5373	2.50	5.00	3.92	0.28	29
52	Process Management	4694	2.00	5.00	3.91	0.29	30
9	Command Skills	4175	2.00	5.00	3.91	0.30	31
8	Comfort Around Higher Management	3462	2.25	5.00	3.90	0.34	32
38	Organizational Agility	4418	2.00	5.00	3.90	0.30	33
67	Written Communications	1658	2.80	5.00	3.89	0.28	34
2	Dealing with Ambiguity	5461	2.00	5.00	3.89	0.28	35
18	Delegation	2882	1.50	5.00	3.87	0.33	36
25	Hiring and Staffing	3010	1.00	5.00	3.87	0.61	37
65	Managing Vision and Purpose	4923	1.00	5.00	3.86	0.39	38
19	Developing Direct Reports and Others	5425	1.00	5.00	3.85	0.48	39
57	Standing Alone	3065	2.40	5.00	3.83	0.28	40
23	Fairness to Direct Reports	2364	1.00	5.00	3.83	0.42	41
32	Learning on the Fly	4855	2.71	5.00	3.83	0.27	42
46	Perspective	3912	2.00	5.00	3.81	0.33	43
3	Approachability	2580	2.00	5.00	3.81	0.28	44
13	Confronting Direct Reports	2946	1.00	5.00	3.81	0.44	45
21	Managing Diversity	3705	1.00	5.00	3.80	0.38	46
49	Presentation Skills	2937	2.25	5.00	3.80	0.31	47
59	Managing Through Systems	2244	1.00	5.00	3.74	0.35	48
48	Political Savvy	2996	2.00	5.00	3.73	0.35	49
56	Sizing Up People	4151	1.83	5.00	3.71	0.37	50
41	Patience	2239	2.67	4.67	3.71	0.28	51
54	Self-Development	2737	2.00	4.71	3.71	0.27	52
4	Boss Relationships	2231	2.43	5.00	3.70	0.30	53
64	Understanding Others	2233	2.67	4.50	3.70	0.28	54
55	Self Knowledge	2632	2.67	5.00	3.68	0.26	55

Item	Competency	N	Min	Max	Mean	Std	Rank
45	Personal Learning	3257	2.40	4.60	3.66	0.26	56
40	Dealing with Paradox	2319	2.33	4.57	3.65	0.29	57
61	Technical Learning	1544	2.29	4.90	3.62	0.39	58
28	Innovation Management	4303	1.00	5.00	3.62	0.42	59
63	Total Work Systems	1947	1.88	5.00	3.61	0.45	60
7	Caring About Direct Reports	2045	1.00	5.00	3.57	0.40	61
66	Work / Life Balance	1448	2.50	5.00	3.57	0.31	62
14	Creativity	3634	2.00	5.00	3.53	0.38	63
10	Compassion	1762	2.14	4.57	3.48	0.34	64
6	Career Ambition	1424	1.88	5.00	3.32	0.38	65
44	Personal Disclosure	1393	2.00	5.00	3.24	0.32	66
26	Humor	1414	2.00	5.00	3.20	0.33	67

The results indicate that the three leadership competencies rated the most important were (a) "Customer Focus" (M = 4.21), (b) "Integrity and Trust" (M = 4.20), and (c) "Drive for Results" (M = 4.18). The three competencies rated the least important were (a) "Career Ambition" (M = 3.32), (b) "Personal Disclosure" (M = 3.24), and (c) "Humor" (M = 3.20). Note that the standard deviations generally are much smaller than we found in the skill ratings. This finding suggests that mean rating differences between competencies likely are more meaningful. As mentioned with the skill ratings, one can distinguish the relative importance among competencies by classifying them into upper, middle, and lower thirds.

When we correlated the competency skill ratings with the importance ratings, we find an r = 0.39 (p < .001). This result suggests that learners generally are skilled in areas that are important for their job. However, one should note that this correlation coefficient is rather modest in effect size. Consequently, learners should further develop their skills to bridge the skill-importance gap.

Stability of Competency *Importance* Norms

The table on the next page presents the mean importance ratings and rank orders for the following three normative studies: (a) the current one, (b) 2006, and (c) 2003. The "d" statistic again reports the range of rank orders found in the three studies.

As we found with the skill ratings, the importance norms were very, very stable. The *overall mean rating* for the 67 competencies was essentially the same during each period – see last line of table. Further, the 2009 mean ratings were highly correlated with both 2006 (r = 0.99) and 2003 mean ratings (r = 0.94). Similarly, the 2009 *rank order* was highly correlated with both the 2006 (r = 0.98) and 2003 rank orders (r = 0.94).

Only one competency significantly changed – both in mean rating and rank – over time. "Total Work Systems" had a *M* = 3.94 (Rank 24) in 2003, a *M* = 3.65 (Rank 54) in 2006, and a *M* = 3.61 (Rank 60) in 2009. This represents a *decrease* of 36 ranks; the next closest change was 16 ranks in the case of "Approachability." And, in the case of "Approachability," its importance *increased* since 2003. See competency statistics highlighted in blue.

Item	Competency	2009		2006		2003		*d*
		Mean	Rank	Mean	Rank	Mean	Rank	
1	Action Oriented	3.96	19	3.93	23	3.96	20	4
2	Dealing with Ambiguity	3.89	35	3.84	38	3.89	33	5
3	**Approachability**	**3.81**	**44**	**3.86**	**36**	**3.73**	**52**	**16**
4	Boss Relationships	3.70	53	3.66	51	3.64	55	4
5	Business Acumen	3.98	14	3.92	27	3.97	18	13
6	Career Ambition	3.32	65	3.28	65	3.21	65	0
7	Caring About Direct Reports	3.57	61	3.53	63	3.32	64	3
8	Comfort Around Higher Management	3.90	32	3.90	28	3.92	27	5
9	Command Skills	3.91	31	3.88	33	3.87	34	3
10	Compassion	3.48	64	3.52	64	3.37	63	1
11	Composure	3.95	23	3.94	21	3.94	23	2
12	Conflict Management	3.92	29	3.89	31	3.82	40	11
13	Confronting Direct Reports	3.81	45	3.78	45	3.77	45	0
14	Creativity	3.53	63	3.58	62	3.70	53	10
15	Customer Focus	4.21	1	4.19	2	4.26	1	1
16	Timely Decision Making	4.00	11	3.98	13	4.03	9	4
17	Decision Quality	4.13	5	4.15	3	4.13	5	2
18	Delegation	3.87	36	3.84	37	3.89	32	5
19	Developing Direct Reports and Others	3.85	39	3.78	47	3.75	48	9
20	Directing Others	3.99	12	3.99	9	3.99	13	4
21	Managing Diversity	3.80	46	3.78	44	3.82	41	5
22	Ethics and Values	4.14	4	4.13	4	4.07	7	3
23	Fairness to Direct Reports	3.83	41	3.86	35	3.78	44	9
24	Functional/Technical Skills	4.09	6	4.13	5	4.17	4	2
25	Hiring and Staffing	3.87	37	3.81	41	3.86	37	4
26	Humor	3.20	67	3.24	66	3.19	66	1
27	Informing	3.98	15	3.97	15	3.96	19	4
28	Innovation Management	3.62	59	3.63	57	3.75	47	12
29	Integrity and Trust	4.20	2	4.21	1	4.24	2	1
30	Intellectual Horsepower	3.96	20	3.98	10	3.99	12	10
31	Interpersonal Savvy	3.93	27	3.94	22	3.91	30	8
32	Learning on the Fly	3.83	42	3.78	46	3.87	36	10
33	Listening	3.96	22	3.94	20	3.95	22	2
34	Managerial Courage	3.94	25	3.90	29	3.90	31	6
35	Managing & Measuring Work	3.95	24	3.93	24	3.92	29	5
36	Motivating Others	4.01	10	3.98	11	4.02	10	1

Item	Competency	2009		2006		2003		d
		Mean	Rank	Mean	Rank	Mean	Rank	
37	Negotiating	3.94	26	3.95	18	3.95	21	8
38	Organizational Agility	3.90	33	3.89	30	3.80	42	12
39	Organizing	3.98	17	3.96	17	3.94	25	8
40	Dealing with Paradox	3.65	57	3.62	58	3.60	58	1
41	Patience	3.71	51	3.73	49	3.61	57	8
42	Peer Relationships	3.93	28	3.92	25	3.93	26	3
43	Perseverance	3.98	16	3.96	16	3.97	17	1
44	Personal Disclosure	3.24	66	3.23	67	3.11	67	1
45	Personal Learning	3.66	56	3.59	60	3.56	60	4
46	Perspective	3.81	43	3.81	43	3.76	46	3
47	Planning	3.99	13	3.98	12	4.03	8	5
48	Political Savvy	3.73	49	3.76	48	3.73	51	3
49	Presentation Skills	3.80	47	3.81	42	3.85	39	8
50	Priority Setting	4.06	7	4.04	7	4.07	6	1
51	Problem Solving	4.04	8	4.03	8	3.99	15	7
52	Process Management	3.91	30	3.88	32	3.92	28	5
53	Drive for Results	4.18	3	4.11	6	4.19	3	3
54	Self-Development	3.71	52	3.66	53	3.62	56	4
55	Self Knowledge	3.68	55	3.67	50	3.59	59	4
56	Sizing Up People	3.71	50	3.65	55	3.74	49	6
57	Standing Alone	3.83	40	3.81	40	3.79	43	3
58	Strategic Agility	3.97	18	3.95	19	3.98	16	3
59	Managing Through Systems	3.74	48	3.66	52	3.70	54	6
60	Building Effective Teams	4.02	9	3.98	14	3.99	14	5
61	Technical Learning	3.62	58	3.59	59	3.73	50	9
62	Time Management	3.96	21	3.92	26	4.00	11	15
63	**Total Work Systems**	**3.61**	**60**	**3.65**	**54**	**3.94**	**24**	**36**
64	Understanding Others 64	3.70	54	3.65	56	3.54	61	7
65	Managing Vision and Purpose	3.86	38	3.82	39	3.87	35	4
66	Work / Life Balance	3.57	62	3.59	61	3.46	62	1
67	Written Communications	3.89	34	3.87	34	3.86	38	4
	Overall Mean Rating	*3.84*		*3.83*		*3.83*		

Note. *d* is the range of the rank orders reported in the three normative studies.

Part II:

Regional Competency Norms

Skill ratings and importance ratings were collected from organizations located in the following six international regions of the world:
- North America (NA)
- Europe (EU)
- New Zealand/Australia (NZ/AU)
- Asia
- South America (SA)
- Africa (AF)

In Part II of this report, we analyze means and rank orders of the 67 leadership competencies to ascertain whether there are systematic regional differences.

Before we present the specific mean ratings and rank orders, a comparison between "multinational" and "local" companies was conducted. It is acknowledged that many of the learners in our normative studies work in multinational companies. In the previous normative studies, we found overwhelming similarity among different global regions. One could interpret this finding as evidence of the significant influence an organization's culture has on leadership competencies. For example, perhaps, the culture of a large multinational firm is so strong that it over-rides any regional differences that might exist. Consequently, the comparison between different global regions might have been confounded by organizational cultural similarities.

To address this question, we contrasted the results from multinational corporations and local (i.e., regionally based) companies. Our rationale was that if there are *no* significant differences between learners in these two categories of companies, the data from learners can be combined to represent the region. In contrast, if there are observed differences between the competency ratings from multinational corporations and local companies, the ratings could be affected by the culture and policies from the parent firm – headquartered in a different region. Hence, the data should not be combined.

In our European sample, there were 1,371 employees – 944 working for multinational corporations and 427 working in local companies. In the New Zealand/Australian sample, there were 826 employees – 217 working for multinational corporations and 609 working in local companies. In our North American sample, there were 3,353 employees – 379 working at multinational corporations and 2,974 working at companies headquartered in North America. Due to small sample sizes in either the multinational or the local category, the data collected in Asia, South America, and Africa could not be analyzed.

The analyses found no statistically significant overall mean differences on *skill* ratings between learners from multinational corporations (*M* = 3.50) and learners from local companies (*M* = 3.51) in Europe. We also found no significant overall mean differences on skill ratings between learners from multinational companies (*M* = 3.53) and local companies (*M* = 3.57) in New Zealand/Australia. Nor did we find any meaningful differences for learners in North America – *M* = 3.64 (multinational corporations) and *M* = 3.66 (local companies). Moreover, when we correlated the mean skill ratings and rank orders of competencies for the two different types of organizations, we obtained correlation coefficients in the high 0.80s. Our analyses of the competency *importance* ratings led to the same results.

In sum, we found no statistical evidence whatsoever that the competency data collected in multinational corporations were significantly different from local companies, demonstrating our norms satisfactorily represent *all* individuals surveyed in a global region.

Regional Mean *Skill* Ratings

The table below presents the mean skill ratings for the 67 competencies for each of the six international regions. Means depicted in **green** denote the highest mean value among the six regions. Means displayed in **red** denote the lowest mean value among the regions. The last row in the table provides the *overall mean rating* across all competencies by region.

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
1	Action Oriented	3.93	3.81	3.79	3.78	3.84	3.85
2	Dealing with Ambiguity	3.60	3.41	3.48	3.46	3.46	3.34
3	Approachability	3.86	3.75	3.82	3.73	3.69	3.71
4	Boss Relationships	3.81	3.62	3.76	3.76	3.70	3.68
5	Business Acumen	3.81	3.64	3.68	3.61	3.74	3.63
6	Career Ambition	3.69	3.53	3.59	3.58	3.70	3.56
7	Caring About Direct Reports	3.68	3.49	3.58	3.46	3.37	3.51
8	Comfort Around Higher Management	3.86	3.63	3.75	3.70	3.78	3.71
9	Command Skills	3.61	3.49	3.54	3.48	3.53	3.41
10	Compassion	3.71	3.53	3.67	3.50	3.37	3.56
11	Composure	3.66	3.49	3.59	3.55	3.48	3.39
12	Conflict Management	3.46	3.26	3.36	3.33	3.35	3.22
13	Confronting Direct Reports	3.47	3.25	3.42	3.40	3.29	3.37
14	Creativity	3.52	3.26	3.38	3.30	3.38	3.30
15	Customer Focus	3.93	3.76	3.76	3.74	3.73	3.67
16	Timely Decision Making	3.61	3.49	3.58	3.54	3.68	3.41
17	Decision Quality	3.74	3.54	3.60	3.49	3.66	3.53
18	Delegation	3.58	3.42	3.52	3.53	3.62	3.42
19	Developing Direct Reports and Others	3.42	3.29	3.33	3.33	3.38	3.19

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
20	Directing Others	3.51	3.34	3.45	3.45	3.46	3.34
21	Managing Diversity	3.93	3.67	3.78	3.57	3.73	3.61
22	Ethics and Values	4.08	3.87	3.88	3.82	4.11	3.93
23	Fairness to Direct Reports	3.74	3.66	3.69	3.61	3.52	3.54
24	Functional/Technical Skills	3.99	3.90	3.86	3.75	3.88	3.84
25	Hiring and Staffing	3.60	3.40	3.48	3.32	3.42	3.38
26	Humor	3.72	3.68	3.72	3.35	3.50	3.55
27	Informing	3.61	3.41	3.49	3.48	3.42	3.38
28	Innovation Management	3.51	3.31	3.40	3.32	3.44	3.30
29	Integrity and Trust	4.07	3.89	3.93	3.93	3.97	3.95
30	Intellectual Horsepower	4.03	3.88	3.84	3.77	4.05	3.78
31	Interpersonal Savvy	3.65	3.56	3.58	3.52	3.67	3.40
32	Learning on the Fly	3.75	3.61	3.63	3.67	3.74	3.49
33	Listening	3.64	3.46	3.50	3.52	3.44	3.42
34	Managerial Courage	3.65	3.44	3.54	3.50	3.65	3.46
35	Managing & Measuring Work	3.56	3.43	3.46	3.49	3.46	3.50
36	Motivating Others	3.47	3.33	3.36	3.37	3.35	3.28
37	Negotiating	3.59	3.44	3.54	3.57	3.54	3.51
38	Organizational Agility	3.76	3.60	3.68	3.59	3.65	3.55
39	Organizing	3.68	3.53	3.67	3.53	3.69	3.61
40	Dealing with Paradox	3.41	3.27	3.33	3.37	3.40	3.23
41	Patience	3.54	3.44	3.42	3.42	3.29	3.47
42	Peer Relationships	3.69	3.54	3.59	3.61	3.48	3.48
43	Perseverance	3.89	3.75	3.76	3.71	3.86	3.79
44	Personal Disclosure	3.45	3.30	3.38	3.26	3.16	3.31
45	Personal Learning	3.44	3.32	3.31	3.51	3.42	3.31
46	Perspective	3.60	3.46	3.44	3.42	3.55	3.41
47	Planning	3.58	3.48	3.52	3.57	3.44	3.50
48	Political Savvy	3.52	3.34	3.50	3.42	3.44	3.29
49	Presentation Skills	3.61	3.45	3.56	3.51	3.59	3.51
50	Priority Setting	3.62	3.49	3.53	3.57	3.56	3.49
51	Problem Solving	3.77	3.66	3.64	3.64	3.62	3.51
52	Process Management	3.68	3.52	3.63	3.53	3.56	3.55
53	Drive for Results	3.86	3.72	3.70	3.73	3.84	3.78
54	Self-Development	3.64	3.47	3.54	3.56	3.61	3.54
55	Self Knowledge	3.54	3.38	3.43	3.45	3.44	3.37
56	Sizing Up People	3.57	3.38	3.48	3.47	3.41	3.36
57	Standing Alone	3.85	3.72	3.79	3.64	3.74	3.66
58	Strategic Agility	3.57	3.42	3.48	3.39	3.51	3.38
59	Managing Through Systems	3.50	3.37	3.45	3.43	3.33	3.39
60	Building Effective Teams	3.56	3.39	3.44	3.45	3.48	3.32
61	Technical Learning	3.83	3.70	3.68	3.60	3.92	3.62
62	Time Management	3.57	3.43	3.53	3.46	3.46	3.47
63	Total Work Systems	3.50	3.41	3.43	3.35	3.34	3.46

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
64	Understanding Others	**3.48**	3.33	3.38	3.32	**3.25**	3.30
65	Managing Vision and Purpose	**3.47**	3.29	3.34	3.34	3.41	**3.25**
66	Work / Life Balance	**3.54**	3.33	3.47	3.41	**3.18**	3.22
67	Written Communications	**3.66**	**3.52**	**3.66**	3.53	3.55	3.55
	Overall Mean Rating	*3.66*	*3.51*	*3.57*	*3.52*	*3.56*	*3.49*

It becomes apparent when looking at the data in the table that North American mean skill ratings are uniformly the highest. In fact, American learners had the highest ratings on 58 out of 67 competencies. As you can see, the overall mean rating reinforces this finding. These results are consistent with prior normative studies. However, before concluding that leaders in North America are the most skilled, we need to consider an alternative interpretation. Perhaps, North American "raters" are more lenient in their evaluations than other raters around the world.

With regard to *low* mean skill ratings, African learners had the lowest ratings for 29 of the competencies and European learners for 19 of them.

In an attempt to examine how related the mean skill ratings are across the globe, we performed a correlational analysis. As can be seen in the table below, the mean ratings were highly correlated among the six regions. Pearson correlation coefficients ranged from 0.84 to 0.97, suggesting that leadership competencies are similar around the world.

Region	NA	EU	NZ/AU	Asia	SA	AF
NA	—					
EU	0.97	—				
NZ/AU	0.96	0.96	—			
Asia	0.89	0.88	0.87	—		
SA	0.88	0.87	0.84	0.86	—	
AF	0.93	0.93	0.93	0.88	0.85	—

Note. All the correlation coefficients are statistically significant, $p < .001$.

Regional *Skill* Rankings

The following table presents the rank orders of the 67 competencies for the six global regions.

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
22	Ethics and Values	1	4	2	2	1	2
29	Integrity and Trust	2	2	1	1	3	1
30	Intellectual Horsepower	3	3	4	4	2	6

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
24	Functional/Technical Skills	4	1	3	6	5	4
15	Customer Focus	5	6	10	7	13	11
21	Managing Diversity	6	13	8	22	14	16
1	Action Oriented	7	5	7	3	7	3
43	Perseverance	8	7	9	10	6	5
3	Approachability	9	8	5	9	18	9
53	Drive for Results	10	9	14	8	8	7
8	Comfort Around Higher Management	11	17	12	11	9	8
57	Standing Alone	12	10	6	13	11	12
61	Technical Learning	13	11	17	18	4	14
5	Business Acumen	14	16	18	17	12	13
4	Boss Relationships	15	18	11	5	16	10
51	Problem Solving	16	14	22	14	25	29
38	Organizational Agility	17	20	16	19	23	20
32	Learning on the Fly	18	19	23	12	10	32
23	Fairness to Direct Reports	19	15	15	15	34	24
17	Decision Quality	20	23	25	38	21	25
26	Humor	21	12	13	58	36	19
10	Compassion	22	26	20	37	57	18
42	Peer Relationships	23	22	26	16	39	34
6	Career Ambition	24	24	27	20	15	17
39	Organizing	25	25	19	28	17	15
7	Caring About Direct Reports	26	33	31	44	58	26
52	Process Management	27	27	24	30	28	22
67	Written Communications	28	28	21	31	30	21
11	Composure	29	31	28	26	37	46
34	Managerial Courage	30	40	33	36	22	38
31	Interpersonal Savvy	31	21	29	33	20	44
33	Listening	32	36	42	32	48	40
54	Self-Development	33	35	34	25	26	23
50	Priority Setting	34	32	37	23	29	33
16	Timely Decision Making	35	30	30	27	19	41
27	Informing	36	47	43	40	50	47
9	Command Skills	37	29	36	41	33	42
49	Presentation Skills	38	38	32	34	27	27
2	Dealing with Ambiguity	39	48	44	45	40	53
25	Hiring and Staffing	40	49	46	63	49	48
46	Perspective	41	37	52	51	31	43
37	Negotiating	42	39	35	24	32	28
18	Delegation	43	45	39	29	24	39
47	Planning	44	34	40	21	46	30
62	Time Management	45	43	38	43	43	36
58	Strategic Agility	46	44	45	55	35	49
56	Sizing Up People	47	52	47	42	52	52

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
35	Managing & Measuring Work	48	42	49	39	41	31
60	Building Effective Teams	49	50	53	47	38	55
55	Self Knowledge	50	51	54	48	45	51
66	Work / Life Balance	51	57	48	53	66	65
41	Patience	52	41	56	52	64	35
48	Political Savvy	53	54	41	50	44	61
14	Creativity	54	66	61	66	56	60
20	Directing Others	55	55	50	46	42	54
28	Innovation Management	56	60	58	65	47	59
63	Total Work Systems	57	46	55	59	61	37
59	Managing Through Systems	58	53	51	49	62	45
64	Understanding Others	59	58	59	64	65	58
36	Motivating Others	60	56	62	56	60	62
65	Managing Vision and Purpose	61	63	64	60	53	63
13	Confronting Direct Reports	62	67	57	54	63	50
12	Conflict Management	63	65	63	61	59	66
44	Personal Disclosure	64	61	60	67	67	57
45	Personal Learning	65	59	67	35	51	56
19	Developing Direct Reports and Others	66	62	65	62	55	67
40	Dealing with Paradox	67	64	66	57	54	64

As you can see, there is much consistency in rankings among the six international regions. Despite this overall similarity, there are some notable differences between certain regions. Asia, in particular, seems to have a number of regional differences. For example, "Boss Relationships" (#5) and "Personal Learning" (#35) are ranked substantially higher in Asia relative to other regions. In contrast, ""Humor" (#58) and "Hiring and Staffing" (#63) are ranked much lower. In South America, "Caring About Direct Reports" (#58) is ranked substantially lower than in other regions.

The result of a correlational analysis of competency rank orders is provided below. Overall, the relationships are very high with Spearman correlation coefficients ranging from 0.80 to 0.97.

Region	NA	EU	NZ/AU	Asia	SA	AF
NA	–					
EU	0.97	–				
NZ/AU	0.97	0.96	–			
Asia	0.87	0.87	0.87	–		
SA	0.86	0.85	0.85	0.85	–	
AF	0.91	0.93	0.92	0.85	0.80	–

Note. All the rank-order correlation coefficients are statistically significant, *p* < .001.

Regional Mean _Importance_ Ratings

The following table reports the mean importance ratings for each of the 67 leadership competencies among the six international regions. Again, mean values depicted in **green** represent the highest mean rating among regions and values depicted in **red** denote the lowest. The _overall mean regional rating_ is provided on the last line of the table.

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
1	Action Oriented	4.01	3.84	3.89	3.93	4.04	4.08
2	Dealing with Ambiguity	3.94	3.80	3.88	3.82	3.99	3.93
3	Approachability	3.84	3.68	3.88	3.75	3.95	3.87
4	Boss Relationships	3.75	3.50	3.76	3.65	3.79	3.80
5	Business Acumen	4.02	3.86	3.97	4.01	4.17	4.15
6	Career Ambition	3.32	3.23	3.25	3.47	3.45	3.54
7	Caring About Direct Reports	3.56	3.54	3.57	3.70	3.69	3.59
8	Comfort Around Higher Management	3.96	3.74	3.92	3.86	3.99	3.97
9	Command Skills	3.94	3.82	3.95	3.85	4.03	4.03
10	Compassion	3.49	3.35	3.61	3.38	3.52	3.53
11	Composure	3.98	3.85	4.04	3.89	4.12	4.08
12	Conflict Management	3.95	3.81	3.94	3.86	4.07	4.06
13	Confronting Direct Reports	3.85	3.64	3.86	3.83	3.85	3.98
14	Creativity	3.61	3.28	3.53	3.51	3.69	3.53
15	Customer Focus	4.28	4.07	4.12	4.10	4.25	4.20
16	Timely Decision Making	4.01	3.90	4.02	3.98	4.21	4.10
17	Decision Quality	4.16	4.04	4.09	4.09	4.29	4.21
18	Delegation	3.91	3.72	3.92	3.84	4.19	3.90
19	Developing Direct Reports and Others	3.88	3.75	3.79	3.93	4.12	4.08
20	Directing Others	4.03	3.88	4.00	3.96	4.16	4.08
21	Managing Diversity	3.91	3.58	3.75	3.70	3.84	3.97
22	Ethics and Values	4.23	3.91	4.02	4.07	4.47	4.27
23	Fairness to Direct Reports	3.85	3.75	3.81	3.85	3.99	4.03
24	Functional/Technical Skills	4.11	4.02	4.13	4.02	4.24	4.25
25	Hiring and Staffing	3.93	3.73	3.78	3.80	4.03	3.96
26	Humor	3.21	3.03	3.34	3.00	3.24	3.26
27	Informing	4.01	3.93	3.98	3.86	4.00	4.06
28	Innovation Management	3.70	3.41	3.63	3.62	3.80	3.67
29	Integrity and Trust	4.29	4.01	4.18	4.19	4.38	4.32
30	Intellectual Horsepower	4.00	3.84	3.92	3.83	4.21	4.00
31	Interpersonal Savvy	3.96	3.88	3.94	3.86	4.07	4.00
32	Learning on the Fly	3.86	3.74	3.82	3.79	3.99	3.86
33	Listening	4.01	3.82	3.96	3.88	3.99	3.98
34	Managerial Courage	3.99	3.82	3.91	3.88	4.14	4.03
35	Managing & Measuring Work	3.96	3.89	3.96	3.97	4.06	4.06
36	Motivating Others	4.04	3.97	3.99	3.98	4.12	4.08

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
37	Negotiating	3.96	**3.81**	4.02	3.93	**4.16**	4.05
38	Organizational Agility	3.94	**3.76**	3.94	3.87	**4.01**	3.99
39	Organizing	3.99	3.91	3.99	**3.90**	**4.20**	3.97
40	Dealing with Paradox	3.65	**3.51**	3.66	3.66	**3.88**	3.82
41	Patience	3.75	**3.53**	3.71	3.67	3.69	**3.84**
42	Peer Relationships	3.98	**3.78**	3.96	3.87	**4.01**	3.97
43	Perseverance	4.00	3.92	3.93	**3.91**	4.01	**4.04**
44	Personal Disclosure	3.24	**3.14**	3.23	3.27	3.27	**3.34**
45	Personal Learning	3.66	**3.59**	3.67	3.66	**3.77**	3.72
46	Perspective	3.83	3.78	**3.72**	3.81	**4.02**	3.98
47	Planning	4.01	**3.90**	3.99	4.00	**4.14**	4.11
48	Political Savvy	3.78	**3.53**	3.86	3.61	**3.88**	3.71
49	Presentation Skills	3.82	**3.68**	3.83	3.80	**3.92**	3.83
50	Priority Setting	4.09	4.02	4.02	**4.01**	**4.17**	4.10
51	Problem Solving	4.07	**3.96**	3.98	4.04	**4.14**	4.07
52	Process Management	3.96	**3.81**	3.90	3.87	**4.07**	4.00
53	Drive for Results	4.22	**4.09**	**4.09**	4.15	**4.33**	4.26
54	Self-Development	3.72	**3.60**	3.72	3.74	**3.80**	3.77
55	Self Knowledge	3.70	**3.59**	3.68	3.69	**3.76**	3.73
56	Sizing Up People	3.75	**3.59**	3.65	3.77	**3.86**	3.79
57	Standing Alone	3.85	**3.75**	3.88	**3.75**	3.82	**3.94**
58	Strategic Agility	3.99	**3.90**	3.94	3.95	**4.16**	**4.16**
59	Managing Through Systems	3.76	**3.64**	3.74	3.74	**3.84**	**3.84**
60	Building Effective Teams	4.04	**3.94**	4.01	4.06	**4.19**	4.17
61	Technical Learning	3.66	**3.43**	3.61	3.49	**3.92**	3.60
62	Time Management	3.97	**3.80**	3.98	3.91	**4.02**	4.00
63	Total Work Systems	3.61	**3.52**	3.64	3.62	**3.88**	3.78
64	Understanding Others	3.70	**3.62**	3.71	3.66	**3.79**	3.75
65	Managing Vision and Purpose	3.90	**3.76**	3.82	3.85	3.99	**4.00**
66	Work / Life Balance	3.59	**3.37**	3.63	3.47	3.56	**3.65**
67	Written Communications	3.89	**3.69**	**4.03**	3.84	3.85	4.01
	Overall Mean Rating	*3.88*	*3.72*	*3.85*	*3.81*	*3.97*	*3.93*

As with the mean skill ratings, the importance ratings appear fairly similar among the regions. However, a noticeable difference pertains to the ratings in North America. In the case of what competencies are most important for job performance, only 2 out of the 67 are the highest in North America. This finding suggests that North American raters are more focused on giving lenient ratings when evaluating the *skill of learners* rather than *evaluating the importance of a given competency* in performing jobs. In contrast, South American raters evaluated the competencies relatively more important 47 times. European raters clearly gave the lowest importance ratings, in that for 58 of the 67 competencies their values were the lowest among the six regions.

The results of a correlational analysis indicated that there is a very high relationship for competency importance among the six international regions. See table on the next page.

Region	NA	EU	NZ/AU	Asia	SA	AF
NA	–					
EU	0.95	–				
NZ/AU	0.95	0.93	–			
Asia	0.95	0.96	0.90	–		
SA	0.94	0.92	0.89	0.93	–	
AF	0.96	0.95	0.92	0.96	0.92	–

Note. All the correlation coefficients are statistically significant, $p < .001$.

Regional *Importance* Rankings

The table below provides the rank orders based on importance ratings for each of the 67 competencies in the six global regions.

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
29	Integrity and Trust	1	6	1	1	2	1
15	Customer Focus	2	2	3	3	5	6
22	Ethics and Values	3	12	8	5	1	2
53	Drive for Results	4	1	5	2	3	3
17	Decision Quality	5	3	4	4	4	5
24	Functional/Technical Skills	6	5	2	8	6	4
50	Priority Setting	7	4	10	9	12	11
51	Problem Solving	8	8	17	7	17	18
60	Building Effective Teams	9	9	12	6	11	7
36	Motivating Others	10	7	14	13	20	16
20	Directing Others	11	18	13	15	14	15
5	Business Acumen	12	20	20	10	13	9
33	Listening	13	25	21	25	38	35
47	Planning	14	16	16	11	18	10
27	Informing	15	10	19	31	35	19
16	Timely Decision Making	16	14	11	12	7	12
1	Action Oriented	17	23	35	19	27	17
30	Intellectual Horsepower	18	22	31	38	8	28
43	Perseverance	19	11	29	20	34	23
34	Managerial Courage	20	26	33	24	19	24
39	Organizing	21	13	15	22	9	38
58	Strategic Agility	22	15	26	16	16	8

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
11	Composure	23	21	6	23	22	14
42	Peer Relationships	24	33	22	26	33	40
62	Time Management	25	30	18	21	31	30
8	Comfort Around Higher Management	26	39	32	30	39	39
52	Process Management	27	29	34	27	23	31
35	Managing & Measuring Work	28	17	23	14	26	21
37	Negotiating	29	28	9	18	15	22
31	Interpersonal Savvy	30	19	27	32	24	29
12	Conflict Management	31	27	25	29	25	20
2	Dealing with Ambiguity	32	31	36	40	40	43
38	Organizational Agility	33	35	28	28	32	33
9	Command Skills	34	24	24	33	28	25
25	Hiring and Staffing	35	41	46	43	29	41
21	Managing Diversity	36	53	48	51	51	37
18	Delegation	37	42	30	37	10	44
65	Managing Vision and Purpose	38	34	42	35	41	32
67	Written Communications	39	43	7	36	49	27
19	Developing Direct Reports and Others	40	38	45	17	21	13
32	Learning on the Fly	41	40	43	44	36	46
23	Fairness to Direct Reports	42	37	44	34	37	26
57	Standing Alone	43	36	37	47	53	42
13	Confronting Direct Reports	44	46	39	39	50	36
3	Approachability	45	44	38	46	42	45
46	Perspective	46	32	51	41	30	34
49	Presentation Skills	47	45	41	42	44	49
48	Political Savvy	48	55	40	60	46	58
59	Managing Through Systems	49	47	49	49	52	47
4	Boss Relationships	50	59	47	57	57	51
56	Sizing Up People	51	52	57	45	48	52
41	Patience	52	56	52	53	60	48
54	Self-Development	53	49	50	48	54	54
55	Self Knowledge	54	51	54	52	59	56
64	Understanding Others	55	48	53	55	56	55
28	Innovation Management	56	61	60	58	55	59
45	Personal Learning	57	50	55	54	58	57
61	Technical Learning	58	60	61	62	43	61
40	Dealing with Paradox	59	58	56	56	45	50
63	Total Work Systems	60	57	58	59	47	53
14	Creativity	61	64	64	61	62	65
66	Work / Life Balance	62	62	59	63	63	60
7	Caring About Direct Reports	63	54	63	50	61	62
10	Compassion	64	63	62	65	64	64
6	Career Ambition	65	65	66	64	65	63
44	Personal Disclosure	66	66	67	66	66	66

Item	Competency	NA	EU	NZ/AU	Asia	SA	AF
26	Humor	67	67	65	67	67	67

Once again, there is much similarity in the competency rankings among the six regions. Nevertheless, there are a few notable differences. For example, the following competencies were ranked very high in New Zealand/Australia but much lower in other regions: (a) "Composure" (#6), (b) "Written Communication" (#7), and (c) "Negotiating" (#9). In South America, "Intellectual Horsepower" (#8), "Organizing" (#9), and "Delegation" (#10) was ranked substantially higher than in other regions. Likewise, "Strategic Agility" (#8) was ranked much higher in Africa than other areas.

Overall, as the correlational table below indicates, the rankings were very similar overall.

Region	NA	EU	NZ/AU	Asia	SA	AF
NA	–					
EU	0.95	–				
NZ/AU	0.92	0.90	–			
Asia	0.94	0.94	0.91	–		
SA	0.89	0.89	0.85	0.90	–	
AF	0.92	0.92	0.89	0.95	0.88	–

Note. All the rank-order correlation coefficients are statistically significant, $p < .001$.

Part III:

Competency Norms by Industry Sector

In this section of the report, we provide leadership norms for various industry sectors. Specifically, we report mean *skill* ratings and rankings as well as mean *importance* ratings and rankings for the following industries:

- Communications
- Consumer
- Financial Services
- Healthcare/Life Sciences
- Industrial
- Technology

For each industry sector, we present the sample size (*N*), minimum and maximum mean value, the mean rating, and standard deviation for each competency.

Mean *Skill* Ratings and Rankings for the Communications Sector

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	162	2.75	4.94	4.04	0.44
2	Dealing with Ambiguity	249	2.78	4.78	3.74	0.37
3	Approachability	63	2.89	4.70	3.98	0.46
4	Boss Relationships	137	3.00	4.71	3.92	0.35
5	Business Acumen	235	2.00	5.00	3.85	0.46
6	Career Ambition	60	2.43	4.56	3.66	0.41
7	Caring About Direct Reports	151	1.80	5.00	3.71	0.51
8	Comfort Around Higher Management	63	3.00	4.67	3.86	0.40
9	Command Skills	225	2.50	4.86	3.75	0.43
10	Compassion	63	2.38	4.56	3.74	0.45
11	Composure	73	2.31	4.58	3.70	0.46
12	Conflict Management	155	2.67	4.43	3.60	0.38
13	Confronting Direct Reports	60	2.40	5.00	3.56	0.50
14	Creativity	155	2.69	4.70	3.61	0.42
15	Customer Focus	249	2.75	5.00	3.92	0.39
16	Timely Decision Making	201	2.50	4.67	3.71	0.39
17	Decision Quality	249	2.57	4.67	3.76	0.35
18	Delegation	63	2.67	4.40	3.56	0.42
19	Developing Direct Reports and Others	248	1.80	4.50	3.47	0.46
20	Directing Others	141	2.43	4.56	3.62	0.39

Item	Competency	N	Min	Max	Mean	Std
21	Managing Diversity	77	3.10	4.83	3.82	0.39
22	Ethics and Values	150	2.63	5.00	4.03	0.37
23	Fairness to Direct Reports	74	1.83	5.00	3.83	0.47
24	Functional/Technical Skills	77	2.89	4.71	3.96	0.40
25	Hiring and Staffing	94	2.40	4.50	3.55	0.42
26	Humor	77	2.44	4.43	3.71	0.41
27	Informing	93	2.50	4.29	3.56	0.36
28	Innovation Management	249	2.50	4.67	3.61	0.37
29	Integrity and Trust	239	2.29	5.00	4.11	0.42
30	Intellectual Horsepower	161	2.88	4.83	3.97	0.39
31	Interpersonal Savvy	94	2.50	4.70	3.73	0.51
32	Learning on the Fly	126	2.50	4.57	3.82	0.38
33	Listening	235	2.25	4.75	3.68	0.44
34	Managerial Courage	211	2.63	5.00	3.75	0.45
35	Managing & Measuring Work	236	2.50	4.67	3.62	0.38
36	Motivating Others	218	2.00	4.50	3.58	0.43
37	Negotiating	154	2.67	5.00	3.73	0.41
38	Organizational Agility	183	2.00	4.89	3.88	0.40
39	Organizing	147	2.63	5.00	3.74	0.37
40	Dealing with Paradox	140	2.50	4.67	3.55	0.36
41	Patience	63	2.33	4.50	3.60	0.46
42	Peer Relationships	147	2.38	4.67	3.84	0.42
43	Perseverance	60	3.10	4.55	3.94	0.35
44	Personal Disclosure	60	2.33	4.20	3.49	0.36
45	Personal Learning	218	2.75	4.60	3.63	0.38
46	Perspective	136	2.78	4.50	3.59	0.35
47	Planning	228	2.50	4.57	3.63	0.40
48	Political Savvy	144	2.40	4.70	3.67	0.44
49	Presentation Skills	69	2.71	4.56	3.65	0.38
50	Priority Setting	225	2.44	4.70	3.76	0.39
51	Problem Solving	204	2.57	4.86	3.85	0.37
52	Process Management	225	2.63	4.71	3.67	0.39
53	Drive for Results	249	2.56	5.00	3.92	0.41
54	Self-Development	138	2.50	4.33	3.69	0.32
55	Self Knowledge	77	2.75	4.22	3.64	0.29
56	Sizing Up People	214	2.43	4.60	3.67	0.37
57	Standing Alone	126	2.20	4.69	3.85	0.41
58	Strategic Agility	249	2.50	4.71	3.67	0.40
59	Managing Through Systems	218	2.33	4.67	3.62	0.37
60	Building Effective Teams	249	2.00	4.60	3.63	0.45
61	Technical Learning	74	2.86	4.78	3.79	0.42
62	Time Management	76	2.67	4.40	3.63	0.39
63	Total Work Systems	155	2.57	4.56	3.53	0.44
64	Understanding Others	141	2.00	4.67	3.57	0.36

Item	Competency	N	Min	Max	Mean	Std
65	Managing Vision and Purpose	249	2.00	4.86	3.57	0.42
66	Work / Life Balance	60	2.43	4.40	3.48	0.47
67	Written Communications	74	2.63	4.33	3.64	0.38

Mean _Skill_ Ratings and Rankings for the Consumer Sector

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	41	2.46	5.00	3.92	0.53
2	Dealing with Ambiguity	211	2.08	4.43	3.64	0.34
3	Approachability	5	2.57	3.88	3.32	0.48
4	Boss Relationships	15	2.60	4.14	3.75	0.40
5	Business Acumen	217	2.60	4.80	3.91	0.37
6	Career Ambition	5	3.14	4.38	3.79	0.48
7	Caring About Direct Reports	5	1.80	3.89	3.02	0.93
8	Comfort Around Higher Management	182	2.82	5.00	3.98	0.38
9	Command Skills	208	2.64	4.50	3.67	0.41
10	Compassion	5	2.20	3.83	3.00	0.75
11	Composure	192	2.45	5.00	3.72	0.51
12	Conflict Management	214	2.36	5.00	3.44	0.38
13	Confronting Direct Reports	195	2.09	4.60	3.49	0.43
14	Creativity	28	2.78	4.55	3.48	0.48
15	Customer Focus	227	2.50	5.00	3.79	0.38
16	Timely Decision Making	34	2.67	4.75	3.76	0.44
17	Decision Quality	217	2.86	5.00	3.79	0.35
18	Delegation	28	2.64	4.60	3.70	0.46
19	Developing Direct Reports and Others	224	1.67	5.00	3.41	0.49
20	Directing Others	38	2.64	4.75	3.57	0.57
21	Managing Diversity	28	2.92	4.80	3.81	0.55
22	Ethics and Values	34	2.80	5.00	4.14	0.54
23	Fairness to Direct Reports	25	2.92	4.43	3.53	0.37
24	Functional/Technical Skills	18	2.67	4.63	3.91	0.56
25	Hiring and Staffing	31	2.17	4.11	3.40	0.45
26	Humor	15	2.64	4.18	3.44	0.44
27	Informing	18	2.83	4.14	3.46	0.37
28	Innovation Management	208	2.67	5.00	3.49	0.37
29	Integrity and Trust	217	2.69	5.00	4.10	0.45
30	Intellectual Horsepower	205	3.09	5.00	4.00	0.41
31	Interpersonal Savvy	182	2.36	5.00	3.64	0.48
32	Learning on the Fly	214	2.71	4.80	3.76	0.37
33	Listening	211	2.35	4.67	3.59	0.45
34	Managerial Courage	205	2.56	4.75	3.66	0.42
35	Managing & Measuring Work	204	2.30	4.45	3.55	0.33
36	Motivating Others	214	1.83	5.00	3.48	0.47
37	Negotiating	208	2.40	4.75	3.68	0.40
38	Organizational Agility	195	2.69	4.53	3.79	0.33
39	Organizing	205	2.82	4.70	3.73	0.37
40	Dealing with Paradox	15	2.64	3.73	3.33	0.33
41	Patience	15	2.56	4.00	3.19	0.43

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	214	2.25	5.00	3.69	0.46
43	Perseverance	25	2.83	4.64	3.90	0.40
44	Personal Disclosure	15	2.55	3.45	3.14	0.26
45	Personal Learning	15	2.50	3.83	3.23	0.36
46	Perspective	208	2.82	5.00	3.63	0.36
47	Planning	197	2.55	4.50	3.62	0.38
48	Political Savvy	182	2.67	5.00	3.65	0.41
49	Presentation Skills	14	3.14	4.23	3.74	0.37
50	Priority Setting	201	2.59	4.43	3.68	0.35
51	Problem Solving	208	2.93	4.71	3.79	0.36
52	Process Management	198	2.64	5.00	3.67	0.40
53	Drive for Results	214	2.71	4.83	3.91	0.39
54	Self-Development	31	3.00	4.36	3.58	0.35
55	Self Knowledge	198	2.44	5.00	3.54	0.37
56	Sizing Up People	211	2.64	5.00	3.57	0.32
57	Standing Alone	15	2.38	4.33	3.85	0.58
58	Strategic Agility	221	2.45	4.75	3.63	0.40
59	Managing Through Systems	5	2.88	3.85	3.33	0.38
60	Building Effective Teams	28	2.33	4.21	3.35	0.54
61	Technical Learning	5	3.21	4.38	3.98	0.51
62	Time Management	18	2.13	4.50	3.59	0.50
63	Total Work Systems	182	2.25	5.00	3.45	0.37
64	Understanding Others	15	2.62	3.67	3.10	0.35
65	Managing Vision and Purpose	211	2.00	4.58	3.47	0.40
66	Work / Life Balance	5	2.00	4.15	3.38	0.82
67	Written Communications	8	2.92	4.14	3.67	0.38

Mean _Skill_ Ratings and Rankings for the Financial Services Sector

Item	Competency	_N_	Min	Max	Mean	Std
1	Action Oriented	663	2.38	5.00	3.98	0.42
2	Dealing with Ambiguity	864	2.45	4.57	3.66	0.36
3	Approachability	304	2.31	5.00	3.87	0.50
4	Boss Relationships	135	2.57	4.86	4.03	0.36
5	Business Acumen	676	2.25	5.00	3.95	0.44
6	Career Ambition	144	2.29	4.86	3.79	0.52
7	Caring About Direct Reports	217	2.40	4.75	3.66	0.46
8	Comfort Around Higher Management	328	2.67	4.86	3.86	0.44
9	Command Skills	756	2.10	5.00	3.65	0.43
10	Compassion	218	2.50	5.00	3.70	0.48
11	Composure	400	2.14	5.00	3.72	0.50
12	Conflict Management	940	2.10	5.00	3.59	0.41
13	Confronting Direct Reports	300	2.60	5.00	3.52	0.44
14	Creativity	381	2.33	5.00	3.60	0.41
15	Customer Focus	1065	2.70	5.00	4.08	0.42
16	Timely Decision Making	587	1.80	4.75	3.68	0.39
17	Decision Quality	581	2.44	5.00	3.82	0.38
18	Delegation	373	2.33	4.50	3.64	0.37
19	Developing Direct Reports and Others	1004	2.00	5.00	3.58	0.46
20	Directing Others	501	1.75	4.69	3.58	0.40
21	Managing Diversity	747	2.60	4.86	4.02	0.34
22	Ethics and Values	547	2.82	5.00	4.16	0.38
23	Fairness to Direct Reports	264	2.22	5.00	3.85	0.40
24	Functional/Technical Skills	285	2.10	5.00	4.08	0.41
25	Hiring and Staffing	598	2.40	5.00	3.68	0.46
26	Humor	134	2.44	5.00	3.94	0.44
27	Informing	728	2.30	5.00	3.75	0.41
28	Innovation Management	405	2.60	4.75	3.62	0.38
29	Integrity and Trust	729	2.00	5.00	4.09	0.42
30	Intellectual Horsepower	200	3.29	5.00	4.10	0.39
31	Interpersonal Savvy	641	2.00	5.00	3.80	0.51
32	Learning on the Fly	665	2.55	5.00	3.90	0.36
33	Listening	694	2.00	4.75	3.78	0.42
34	Managerial Courage	679	1.90	4.80	3.64	0.43
35	Managing & Measuring Work	633	1.86	4.67	3.64	0.40
36	Motivating Others	1035	2.00	5.00	3.60	0.46
37	Negotiating	494	2.29	4.64	3.70	0.42
38	Organizational Agility	594	2.67	5.00	3.80	0.36
39	Organizing	282	2.57	4.67	3.74	0.39
40	Dealing with Paradox	180	2.30	4.33	3.54	0.37
41	Patience	732	1.60	5.00	3.67	0.45

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	408	1.92	4.92	3.84	0.44
43	Perseverance	457	2.20	5.00	3.94	0.41
44	Personal Disclosure	89	2.60	4.50	3.67	0.43
45	Personal Learning	424	2.33	5.00	3.59	0.36
46	Perspective	191	2.80	4.80	3.75	0.33
47	Planning	318	2.40	4.80	3.61	0.41
48	Political Savvy	127	2.40	4.60	3.70	0.43
49	Presentation Skills	377	2.33	4.89	3.59	0.46
50	Priority Setting	539	2.50	5.00	3.74	0.39
51	Problem Solving	980	2.33	5.00	3.89	0.39
52	Process Management	511	2.20	4.83	3.75	0.41
53	Drive for Results	1083	2.50	5.00	3.94	0.47
54	Self-Development	271	2.70	4.82	3.64	0.37
55	Self Knowledge	276	2.36	5.00	3.61	0.37
56	Sizing Up People	175	3.00	4.42	3.78	0.32
57	Standing Alone	231	2.38	5.00	3.99	0.40
58	Strategic Agility	529	2.67	4.93	3.72	0.41
59	Managing Through Systems	125	2.36	4.56	3.59	0.36
60	Building Effective Teams	1025	2.40	4.92	3.69	0.45
61	Technical Learning	143	2.88	4.92	3.99	0.42
62	Time Management	147	2.63	4.86	3.77	0.47
63	Total Work Systems	131	2.60	4.60	3.72	0.37
64	Understanding Others	330	2.50	4.45	3.65	0.35
65	Managing Vision and Purpose	599	2.20	4.67	3.64	0.41
66	Work / Life Balance	147	2.22	4.75	3.75	0.46
67	Written Communications	210	2.56	5.00	3.76	0.42

Mean _Skill_ Ratings and Rankings for the Healthcare/Life Sciences Sector

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	221	2.57	4.89	3.91	0.42
2	Dealing with Ambiguity	294	2.40	4.63	3.54	0.38
3	Approachability	117	2.44	4.67	3.85	0.53
4	Boss Relationships	70	2.67	4.50	3.75	0.41
5	Business Acumen	325	2.17	4.82	3.81	0.43
6	Career Ambition	42	2.00	4.75	3.56	0.60
7	Caring About Direct Reports	101	2.38	4.64	3.74	0.47
8	Comfort Around Higher Management	145	2.50	5.00	3.91	0.47
9	Command Skills	275	2.25	4.73	3.60	0.45
10	Compassion	72	2.75	5.00	3.81	0.46
11	Composure	164	2.33	4.86	3.56	0.53
12	Conflict Management	232	2.40	4.46	3.43	0.40
13	Confronting Direct Reports	157	2.00	4.50	3.52	0.46
14	Creativity	136	2.40	4.50	3.56	0.42
15	Customer Focus	352	2.60	4.78	3.87	0.41
16	Timely Decision Making	196	2.29	4.60	3.56	0.40
17	Decision Quality	270	2.50	4.62	3.71	0.42
18	Delegation	142	2.50	4.75	3.66	0.44
19	Developing Direct Reports and Others	275	2.00	5.00	3.44	0.50
20	Directing Others	149	2.00	4.50	3.50	0.46
21	Managing Diversity	255	2.33	4.75	3.88	0.39
22	Ethics and Values	196	2.29	5.00	4.00	0.42
23	Fairness to Direct Reports	54	2.90	5.00	3.77	0.44
24	Functional/Technical Skills	103	3.00	5.00	4.04	0.40
25	Hiring and Staffing	161	2.00	5.00	3.52	0.46
26	Humor	42	2.38	4.80	3.69	0.50
27	Informing	176	1.80	4.44	3.62	0.38
28	Innovation Management	242	2.33	4.36	3.53	0.37
29	Integrity and Trust	312	2.43	5.00	3.96	0.48
30	Intellectual Horsepower	200	2.40	5.00	4.02	0.45
31	Interpersonal Savvy	237	2.14	4.70	3.60	0.52
32	Learning on the Fly	221	2.40	4.67	3.76	0.37
33	Listening	231	2.55	4.77	3.67	0.43
34	Managerial Courage	302	2.00	4.67	3.63	0.46
35	Managing & Measuring Work	116	2.33	4.38	3.50	0.45
36	Motivating Others	344	1.86	4.70	3.47	0.46
37	Negotiating	142	2.00	4.69	3.56	0.45
38	Organizational Agility	201	2.33	4.73	3.72	0.41
39	Organizing	86	2.60	5.00	3.61	0.44
40	Dealing with Paradox	181	2.25	4.45	3.41	0.37

Item	Competency	N	Min	Max	Mean	Std
41	Patience	68	2.08	4.29	3.50	0.41
42	Peer Relationships	123	2.50	4.60	3.56	0.48
43	Perseverance	91	3.00	4.75	3.88	0.43
44	Personal Disclosure	41	2.86	4.38	3.44	0.38
45	Personal Learning	185	2.20	4.25	3.43	0.36
46	Perspective	233	2.20	4.55	3.62	0.38
47	Planning	129	2.63	4.55	3.59	0.43
48	Political Savvy	168	2.14	4.60	3.58	0.51
49	Presentation Skills	118	2.33	4.48	3.57	0.43
50	Priority Setting	213	2.00	4.60	3.55	0.43
51	Problem Solving	257	2.33	4.67	3.74	0.40
52	Process Management	120	2.67	4.87	3.61	0.38
53	Drive for Results	339	2.56	5.00	3.83	0.47
54	Self-Development	57	2.50	4.29	3.53	0.38
55	Self Knowledge	128	2.20	4.33	3.45	0.42
56	Sizing Up People	224	2.17	4.50	3.55	0.38
57	Standing Alone	121	2.67	4.74	3.81	0.39
58	Strategic Agility	267	2.45	4.77	3.59	0.40
59	Managing Through Systems	49	2.89	4.55	3.44	0.32
60	Building Effective Teams	295	2.00	5.00	3.55	0.47
61	Technical Learning	60	2.73	4.70	4.00	0.42
62	Time Management	80	2.44	4.37	3.53	0.46
63	Total Work Systems	78	2.75	4.61	3.66	0.43
64	Understanding Others	106	2.43	4.33	3.43	0.37
65	Managing Vision and Purpose	290	2.33	4.43	3.48	0.43
66	Work / Life Balance	53	2.17	4.52	3.45	0.50
67	Written Communications	78	2.67	4.73	3.65	0.38

Mean _Skill_ Ratings and Rankings for the Industrial Sector

Item	Competency	_N_	Min	Max	Mean	Std
1	Action Oriented	2196	2.00	5.00	3.83	0.44
2	Dealing with Ambiguity	3978	1.00	5.00	3.46	0.41
3	Approachability	1862	1.60	5.00	3.79	0.55
4	Boss Relationships	1458	2.00	5.00	3.68	0.40
5	Business Acumen	3793	1.75	5.00	3.65	0.44
6	Career Ambition	895	2.00	4.86	3.59	0.45
7	Caring About Direct Reports	1310	1.44	5.00	3.51	0.52
8	Comfort Around Higher Management	2368	2.25	5.00	3.72	0.44
9	Command Skills	2798	1.50	5.00	3.49	0.48
10	Compassion	1009	2.00	4.82	3.56	0.48
11	Composure	2243	1.50	5.00	3.56	0.52
12	Conflict Management	3652	1.33	5.00	3.33	0.41
13	Confronting Direct Reports	1890	1.57	5.00	3.36	0.46
14	Creativity	2642	1.67	5.00	3.36	0.42
15	Customer Focus	3499	1.80	5.00	3.77	0.44
16	Timely Decision Making	1565	1.80	5.00	3.52	0.40
17	Decision Quality	3679	1.90	5.00	3.60	0.39
18	Delegation	1927	2.00	5.00	3.49	0.42
19	Developing Direct Reports and Others	3834	1.13	5.00	3.31	0.48
20	Directing Others	2588	1.70	4.80	3.41	0.42
21	Managing Diversity	2505	2.00	5.00	3.73	0.41
22	Ethics and Values	1737	1.90	5.00	3.94	0.41
23	Fairness to Direct Reports	1664	1.80	5.00	3.65	0.44
24	Functional/Technical Skills	2069	1.67	5.00	3.90	0.44
25	Hiring and Staffing	1680	1.00	5.00	3.43	0.42
26	Humor	776	2.00	5.00	3.56	0.46
27	Informing	2233	1.00	5.00	3.48	0.42
28	Innovation Management	3263	1.67	5.00	3.37	0.39
29	Integrity and Trust	3676	1.56	5.00	3.97	0.49
30	Intellectual Horsepower	1255	2.20	5.00	3.92	0.42
31	Interpersonal Savvy	2348	1.50	5.00	3.55	0.52
32	Learning on the Fly	3608	1.86	5.00	3.65	0.39
33	Listening	3924	1.00	5.00	3.52	0.46
34	Managerial Courage	2918	2.00	5.00	3.53	0.47
35	Managing & Measuring Work	3864	1.63	5.00	3.48	0.40
36	Motivating Others	4170	1.45	5.00	3.35	0.49
37	Negotiating	3014	1.80	5.00	3.49	0.44
38	Organizational Agility	3183	1.82	5.00	3.63	0.41
39	Organizing	1416	1.90	4.88	3.58	0.41
40	Dealing with Paradox	1542	2.00	4.50	3.33	0.35
41	Patience	1063	1.50	4.57	3.39	0.47

Item	Competency	*N*	Min	Max	Mean	Std
42	Peer Relationships	2879	1.67	5.00	3.59	0.47
43	Perseverance	2066	2.00	5.00	3.80	0.44
44	Personal Disclosure	803	1.60	4.38	3.33	0.41
45	Personal Learning	2173	1.50	4.70	3.36	0.36
46	Perspective	3034	2.00	5.00	3.48	0.40
47	Planning	3645	1.38	5.00	3.52	0.42
48	Political Savvy	2044	1.50	5.00	3.40	0.43
49	Presentation Skills	1963	2.00	4.86	3.52	0.44
50	Priority Setting	3936	1.40	5.00	3.54	0.40
51	Problem Solving	3203	2.00	5.00	3.66	0.40
52	Process Management	3802	1.83	5.00	3.59	0.40
53	Drive for Results	4236	1.78	5.00	3.75	0.46
54	Self-Development	2031	1.50	5.00	3.55	0.39
55	Self Knowledge	1668	1.78	4.67	3.45	0.40
56	Sizing Up People	3164	2.00	5.00	3.45	0.35
57	Standing Alone	2279	1.70	5.00	3.75	0.42
58	Strategic Agility	3668	1.50	5.00	3.43	0.43
59	Managing Through Systems	1762	1.86	5.00	3.41	0.41
60	Building Effective Teams	4065	1.33	5.00	3.43	0.49
61	Technical Learning	945	1.88	5.00	3.73	0.44
62	Time Management	1128	1.55	4.75	3.48	0.44
63	Total Work Systems	1349	1.75	5.00	3.40	0.43
64	Understanding Others	1494	2.00	5.00	3.37	0.37
65	Managing Vision and Purpose	3795	1.44	5.00	3.34	0.44
66	Work / Life Balance	850	1.50	4.44	3.39	0.49
67	Written Communications	961	2.14	5.00	3.55	0.39

Mean _Skill_ Ratings and Rankings for the Technology Sector

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	420	2.50	5.00	3.89	0.47
2	Dealing with Ambiguity	461	2.42	4.75	3.57	0.42
3	Approachability	379	2.00	5.00	3.84	0.55
4	Boss Relationships	351	2.00	5.00	3.82	0.44
5	Business Acumen	395	1.83	4.90	3.71	0.49
6	Career Ambition	352	1.00	4.68	3.62	0.49
7	Caring About Direct Reports	347	2.43	5.00	3.68	0.50
8	Comfort Around Higher Management	381	2.00	5.00	3.74	0.49
9	Command Skills	423	1.67	5.00	3.57	0.49
10	Compassion	356	2.00	5.00	3.72	0.50
11	Composure	426	2.00	4.78	3.56	0.54
12	Conflict Management	364	1.00	4.67	3.39	0.48
13	Confronting Direct Reports	376	2.00	5.00	3.45	0.54
14	Creativity	376	2.43	4.71	3.45	0.44
15	Customer Focus	471	2.33	5.00	3.89	0.46
16	Timely Decision Making	365	2.00	4.57	3.60	0.42
17	Decision Quality	426	2.45	5.00	3.67	0.42
18	Delegation	428	2.00	4.80	3.52	0.46
19	Developing Direct Reports and Others	388	2.00	5.00	3.33	0.54
20	Directing Others	385	2.00	5.00	3.51	0.49
21	Managing Diversity	365	2.00	5.00	3.87	0.44
22	Ethics and Values	392	2.00	5.00	4.02	0.45
23	Fairness to Direct Reports	377	2.00	5.00	3.70	0.49
24	Functional/Technical Skills	372	2.50	5.00	3.91	0.48
25	Hiring and Staffing	353	2.00	5.00	3.53	0.48
26	Humor	351	2.00	5.00	3.73	0.48
27	Informing	420	2.00	5.00	3.51	0.45
28	Innovation Management	382	2.00	4.80	3.46	0.45
29	Integrity and Trust	429	2.10	5.00	3.99	0.49
30	Intellectual Horsepower	387	2.50	5.00	3.92	0.49
31	Interpersonal Savvy	434	2.00	5.00	3.62	0.50
32	Learning on the Fly	435	2.30	5.00	3.67	0.42
33	Listening	424	1.50	4.71	3.59	0.49
34	Managerial Courage	391	1.50	5.00	3.61	0.51
35	Managing & Measuring Work	419	2.00	5.00	3.48	0.43
36	Motivating Others	443	2.00	5.00	3.42	0.53
37	Negotiating	415	2.00	4.71	3.52	0.45
38	Organizational Agility	420	2.00	5.00	3.72	0.44
39	Organizing	405	2.00	4.71	3.60	0.45
40	Dealing with Paradox	368	2.00	5.00	3.40	0.39
41	Patience	352	2.00	4.71	3.48	0.53

Item	Competency	*N*	Min	Max	Mean	Std
42	Peer Relationships	426	2.00	5.00	3.64	0.46
43	Perseverance	358	2.50	5.00	3.84	0.44
44	Personal Disclosure	352	2.00	5.00	3.46	0.44
45	Personal Learning	354	2.29	5.00	3.45	0.41
46	Perspective	399	2.00	5.00	3.57	0.43
47	Planning	432	2.00	5.00	3.54	0.45
48	Political Savvy	366	2.00	5.00	3.50	0.51
49	Presentation Skills	381	2.00	5.00	3.59	0.51
50	Priority Setting	426	2.33	5.00	3.56	0.41
51	Problem Solving	372	2.00	5.00	3.69	0.43
52	Process Management	399	2.33	5.00	3.60	0.44
53	Drive for Results	431	2.38	5.00	3.80	0.47
54	Self-Development	370	2.13	5.00	3.62	0.44
55	Self Knowledge	397	2.00	4.67	3.49	0.40
56	Sizing Up People	405	2.00	4.57	3.55	0.40
57	Standing Alone	387	2.50	5.00	3.84	0.49
58	Strategic Agility	411	2.00	5.00	3.49	0.47
59	Managing Through Systems	371	1.75	4.57	3.47	0.45
60	Building Effective Teams	453	1.67	5.00	3.50	0.51
61	Technical Learning	356	2.33	5.00	3.73	0.53
62	Time Management	410	2.00	5.00	3.54	0.49
63	Total Work Systems	349	2.00	5.00	3.45	0.47
64	Understanding Others	398	1.50	4.50	3.45	0.40
65	Managing Vision and Purpose	428	2.00	4.80	3.40	0.52
66	Work / Life Balance	367	1.00	5.00	3.50	0.55
67	Written Communications	372	2.00	5.00	3.66	0.45

Mean _Importance_ Ratings and Rankings for the Communications Sector

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	78	3.43	4.50	4.03	0.25
2	Dealing with Ambiguity	81	3.14	4.77	3.95	0.28
3	Approachability	57	3.43	4.44	3.81	0.22
4	Boss Relationships	68	3.14	4.29	3.81	0.25
5	Business Acumen	67	3.33	4.79	4.07	0.34
6	Career Ambition	54	2.75	4.11	3.40	0.34
7	Caring About Direct Reports	68	2.33	4.50	3.71	0.37
8	Comfort Around Higher Management	57	3.14	4.50	3.94	0.27
9	Command Skills	57	3.29	4.60	3.87	0.23
10	Compassion	57	2.86	4.00	3.49	0.24
11	Composure	67	3.43	4.54	4.02	0.22
12	Conflict Management	71	3.17	4.60	3.96	0.25
13	Confronting Direct Reports	54	2.00	4.33	3.78	0.46
14	Creativity	71	2.91	4.50	3.73	0.28
15	Customer Focus	81	3.64	4.82	4.25	0.25
16	Timely Decision Making	54	3.57	4.50	4.00	0.20
17	Decision Quality	81	3.75	4.77	4.19	0.24
18	Delegation	57	2.67	4.38	3.88	0.29
19	Developing Direct Reports and Others	81	1.50	4.57	3.89	0.52
20	Directing Others	57	3.29	4.44	4.02	0.24
21	Managing Diversity	71	2.71	4.44	3.74	0.30
22	Ethics and Values	81	3.43	4.83	4.13	0.36
23	Fairness to Direct Reports	68	1.50	4.83	3.84	0.45
24	Functional/Technical Skills	71	3.33	4.64	4.06	0.30
25	Hiring and Staffing	68	1.00	4.57	3.94	0.54
26	Humor	71	2.40	4.00	3.31	0.36
27	Informing	81	3.29	4.46	3.95	0.27
28	Innovation Management	81	2.86	4.75	3.83	0.35
29	Integrity and Trust	71	3.57	4.64	4.21	0.25
30	Intellectual Horsepower	71	3.57	4.61	4.03	0.25
31	Interpersonal Savvy	67	3.29	4.57	3.94	0.29
32	Learning on the Fly	57	3.30	4.40	3.89	0.21
33	Listening	67	3.22	4.63	3.93	0.25
34	Managerial Courage	64	3.25	4.54	3.96	0.27
35	Managing & Measuring Work	68	3.50	4.47	4.02	0.20
36	Motivating Others	71	3.29	4.56	4.03	0.27
37	Negotiating	64	3.44	4.90	4.05	0.30
38	Organizational Agility	78	3.50	4.67	4.04	0.21
39	Organizing	57	3.50	4.44	4.00	0.23
40	Dealing with Paradox	71	3.00	4.20	3.80	0.24

Item	Competency	N	Min	Max	Mean	Std
41	Patience	57	3.13	4.33	3.70	0.26
42	Peer Relationships	57	3.33	4.50	3.97	0.21
43	Perseverance	54	3.57	4.67	4.02	0.22
44	Personal Disclosure	54	2.60	4.13	3.33	0.33
45	Personal Learning	71	2.67	4.30	3.71	0.28
46	Perspective	67	2.83	4.54	3.88	0.34
47	Planning	81	3.43	4.75	4.07	0.24
48	Political Savvy	54	3.14	4.30	3.79	0.26
49	Presentation Skills	57	3.38	4.45	3.88	0.23
50	Priority Setting	57	3.57	4.50	4.02	0.19
51	Problem Solving	57	3.63	4.44	3.99	0.19
52	Process Management	57	3.38	4.50	3.95	0.25
53	Drive for Results	81	3.50	4.80	4.22	0.27
54	Self-Development	54	3.14	4.30	3.72	0.25
55	Self Knowledge	71	3.27	4.28	3.78	0.19
56	Sizing Up People	67	2.67	4.50	3.78	0.35
57	Standing Alone	57	3.29	4.44	3.90	0.22
58	Strategic Agility	81	3.14	4.79	4.10	0.32
59	Managing Through Systems	71	3.33	4.29	3.83	0.25
60	Building Effective Teams	81	3.14	4.75	4.11	0.29
61	Technical Learning	68	2.90	4.47	3.69	0.36
62	Time Management	64	3.50	4.38	3.99	0.21
63	Total Work Systems	71	2.60	4.57	3.74	0.37
64	Understanding Others	57	3.00	4.20	3.68	0.25
65	Managing Vision and Purpose	81	3.09	4.88	3.99	0.36
66	Work / Life Balance	54	3.11	4.14	3.61	0.25
67	Written Communications	68	3.20	4.44	3.91	0.22

Mean _Importance_ Ratings and Rankings for the Consumer Sector

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	39	3.58	5.00	4.12	0.32
2	Dealing with Ambiguity	201	3.33	5.00	4.02	0.22
3	Approachability	5	3.43	3.89	3.69	0.19
4	Boss Relationships	14	3.36	4.46	3.75	0.31
5	Business Acumen	207	3.31	5.00	4.19	0.28
6	Career Ambition	5	3.20	4.31	3.90	0.42
7	Caring About Direct Reports	5	3.29	4.09	3.61	0.30
8	Comfort Around Higher Management	182	3.00	5.00	4.11	0.27
9	Command Skills	201	3.43	4.83	4.02	0.22
10	Compassion	5	2.64	3.63	3.33	0.40
11	Composure	191	3.55	5.00	4.04	0.21
12	Conflict Management	212	3.40	4.90	4.02	0.23
13	Confronting Direct Reports	194	3.55	5.00	4.01	0.21
14	Creativity	27	3.18	4.18	3.62	0.30
15	Customer Focus	216	3.00	5.00	4.18	0.30
16	Timely Decision Making	27	3.93	4.90	4.32	0.30
17	Decision Quality	207	3.00	5.00	4.25	0.22
18	Delegation	26	3.25	5.00	4.27	0.44
19	Developing Direct Reports and Others	216	3.25	5.00	4.16	0.25
20	Directing Others	36	3.50	5.00	4.27	0.38
21	Managing Diversity	26	3.09	4.80	3.95	0.56
22	Ethics and Values	27	3.78	5.00	4.48	0.31
23	Fairness to Direct Reports	24	3.57	4.27	3.94	0.21
24	Functional/Technical Skills	18	3.31	4.63	4.08	0.34
25	Hiring and Staffing	24	3.45	4.82	4.10	0.35
26	Humor	14	2.75	3.56	3.08	0.23
27	Informing	17	3.27	4.33	3.91	0.31
28	Innovation Management	201	3.00	5.00	3.79	0.33
29	Integrity and Trust	207	3.75	5.00	4.34	0.24
30	Intellectual Horsepower	204	3.00	5.00	4.05	0.29
31	Interpersonal Savvy	182	3.00	4.50	3.97	0.20
32	Learning on the Fly	207	3.00	5.00	3.91	0.30
33	Listening	204	3.45	5.00	4.02	0.19
34	Managerial Courage	201	3.44	4.62	4.04	0.20
35	Managing & Measuring Work	194	3.00	4.64	3.97	0.21
36	Motivating Others	204	3.58	4.58	4.12	0.20
37	Negotiating	206	3.45	5.00	4.12	0.29
38	Organizational Agility	192	3.33	4.55	3.98	0.21
39	Organizing	204	3.00	4.80	4.00	0.24
40	Dealing with Paradox	14	3.27	4.14	3.73	0.26
41	Patience	14	3.27	4.25	3.68	0.28

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	206	3.27	5.00	4.05	0.25
43	Perseverance	24	3.45	4.69	3.94	0.26
44	Personal Disclosure	14	3.00	3.77	3.25	0.19
45	Personal Learning	14	3.27	4.25	3.67	0.34
46	Perspective	201	3.00	5.00	3.95	0.25
47	Planning	196	3.00	5.00	4.03	0.26
48	Political Savvy	182	3.00	5.00	3.95	0.26
49	Presentation Skills	8	3.33	4.22	3.78	0.32
50	Priority Setting	192	3.50	4.50	4.11	0.17
51	Problem Solving	207	3.67	5.00	4.16	0.22
52	Process Management	197	3.00	5.00	4.00	0.27
53	Drive for Results	204	3.67	5.00	4.29	0.26
54	Self-Development	27	3.18	4.33	3.82	0.29
55	Self Knowledge	191	3.27	5.00	3.76	0.20
56	Sizing Up People	201	3.06	5.00	3.91	0.27
57	Standing Alone	14	3.64	4.56	4.00	0.26
58	Strategic Agility	213	3.55	5.00	4.16	0.28
59	Managing Through Systems	5	3.58	4.46	3.94	0.33
60	Building Effective Teams	24	3.64	4.82	4.18	0.27
61	Technical Learning	5	3.29	4.23	3.79	0.40
62	Time Management	18	3.64	4.29	3.95	0.15
63	Total Work Systems	182	2.64	5.00	3.59	0.37
64	Understanding Others	14	3.09	4.15	3.66	0.39
65	Managing Vision and Purpose	201	3.00	5.00	4.02	0.30
66	Work / Life Balance	5	3.21	3.78	3.62	0.24
67	Written Communications	8	3.57	4.15	3.96	0.19

Mean _Importance_ Ratings and Rankings for the Financial Services Sector

Item	Competency	_N_	Min	Max	Mean	Std
1	Action Oriented	662	3.25	5.00	4.02	0.26
2	Dealing with Ambiguity	863	2.83	4.75	3.96	0.25
3	Approachability	303	3.00	4.60	3.82	0.27
4	Boss Relationships	134	2.75	4.67	3.91	0.26
5	Business Acumen	626	3.10	4.83	4.07	0.31
6	Career Ambition	143	2.67	4.50	3.53	0.37
7	Caring About Direct Reports	217	2.00	4.75	3.64	0.33
8	Comfort Around Higher Management	328	2.78	4.78	3.98	0.30
9	Command Skills	708	2.88	4.75	3.93	0.26
10	Compassion	218	2.56	4.50	3.54	0.33
11	Composure	398	3.36	5.00	4.00	0.24
12	Conflict Management	912	3.00	5.00	3.98	0.27
13	Confronting Direct Reports	300	1.00	4.71	3.87	0.33
14	Creativity	381	2.50	5.00	3.63	0.32
15	Customer Focus	1015	2.00	5.00	4.38	0.34
16	Timely Decision Making	586	3.14	4.75	4.01	0.24
17	Decision Quality	532	3.33	4.76	4.20	0.23
18	Delegation	373	2.83	4.50	3.93	0.25
19	Developing Direct Reports and Others	961	1.00	4.75	3.89	0.40
20	Directing Others	478	2.25	5.00	4.00	0.30
21	Managing Diversity	747	2.67	4.89	3.98	0.33
22	Ethics and Values	498	3.29	4.90	4.27	0.28
23	Fairness to Direct Reports	265	1.00	4.75	3.94	0.34
24	Functional/Technical Skills	283	3.10	4.86	4.17	0.28
25	Hiring and Staffing	613	1.00	5.00	3.99	0.57
26	Humor	133	2.75	4.50	3.41	0.32
27	Informing	727	3.00	5.00	4.07	0.25
28	Innovation Management	357	2.89	4.71	3.76	0.29
29	Integrity and Trust	679	3.27	5.00	4.26	0.28
30	Intellectual Horsepower	200	3.45	4.75	4.06	0.25
31	Interpersonal Savvy	639	3.30	5.00	4.04	0.26
32	Learning on the Fly	664	3.00	4.80	3.94	0.24
33	Listening	693	3.20	4.83	4.08	0.22
34	Managerial Courage	631	3.00	4.63	3.96	0.26
35	Managing & Measuring Work	606	2.67	4.67	3.96	0.26
36	Motivating Others	987	2.67	5.00	4.04	0.29
37	Negotiating	493	3.20	5.00	3.99	0.26
38	Organizational Agility	546	2.89	4.57	3.95	0.27
39	Organizing	233	3.00	4.56	4.05	0.25
40	Dealing with Paradox	180	2.75	4.33	3.71	0.28

Item	Competency	N	Min	Max	Mean	Std
41	Patience	706	2.88	4.67	3.80	0.27
42	Peer Relationships	407	3.27	4.58	4.04	0.22
43	Perseverance	455	3.33	4.80	4.00	0.23
44	Personal Disclosure	89	2.56	4.25	3.42	0.34
45	Personal Learning	423	2.50	4.50	3.75	0.27
46	Perspective	191	3.00	4.50	3.87	0.24
47	Planning	295	2.80	4.75	3.94	0.30
48	Political Savvy	127	2.83	4.60	3.85	0.31
49	Presentation Skills	329	2.71	4.80	3.78	0.32
50	Priority Setting	537	3.43	4.80	4.11	0.21
51	Problem Solving	957	3.00	5.00	4.11	0.25
52	Process Management	510	2.89	4.75	3.96	0.28
53	Drive for Results	1033	3.11	5.00	4.21	0.29
54	Self-Development	270	2.88	4.50	3.73	0.29
55	Self Knowledge	274	3.13	4.50	3.70	0.25
56	Sizing Up People	175	2.67	4.75	3.81	0.31
57	Standing Alone	231	3.00	5.00	3.93	0.28
58	Strategic Agility	480	2.75	4.89	4.03	0.28
59	Managing Through Systems	125	2.50	4.44	3.79	0.30
60	Building Effective Teams	976	2.60	4.83	4.05	0.30
61	Technical Learning	142	2.80	4.56	3.84	0.31
62	Time Management	146	3.33	4.80	4.11	0.24
63	Total Work Systems	131	2.00	4.67	3.65	0.49
64	Understanding Others	329	2.75	4.50	3.81	0.26
65	Managing Vision and Purpose	572	2.71	4.67	3.92	0.32
66	Work / Life Balance	147	2.80	4.57	3.73	0.30
67	Written Communications	161	2.80	4.89	3.95	0.29

Mean _Importance_ Ratings and Rankings for the Healthcare/Life Sciences Sector

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	218	3.25	4.60	3.99	0.26
2	Dealing with Ambiguity	285	2.60	4.60	3.90	0.29
3	Approachability	112	2.83	4.60	3.91	0.31
4	Boss Relationships	67	3.00	4.30	3.82	0.27
5	Business Acumen	365	2.79	4.79	4.03	0.36
6	Career Ambition	39	2.63	4.17	3.32	0.30
7	Caring About Direct Reports	100	2.25	4.29	3.67	0.38
8	Comfort Around Higher Management	141	3.38	5.00	4.07	0.30
9	Command Skills	318	3.00	4.73	3.93	0.29
10	Compassion	68	2.67	4.50	3.62	0.39
11	Composure	158	3.25	4.63	3.95	0.26
12	Conflict Management	250	3.00	4.64	3.93	0.30
13	Confronting Direct Reports	157	1.67	4.60	3.91	0.46
14	Creativity	131	3.11	4.50	3.75	0.30
15	Customer Focus	391	2.67	5.00	4.18	0.34
16	Timely Decision Making	189	3.00	4.71	4.01	0.28
17	Decision Quality	313	3.00	4.91	4.17	0.27
18	Delegation	135	2.67	4.56	3.99	0.32
19	Developing Direct Reports and Others	322	1.33	4.71	3.88	0.49
20	Directing Others	165	2.83	4.80	4.06	0.29
21	Managing Diversity	250	2.67	4.75	3.87	0.34
22	Ethics and Values	238	3.00	5.00	4.09	0.37
23	Fairness to Direct Reports	56	1.00	5.00	3.82	0.67
24	Functional/Technical Skills	100	3.38	4.77	4.21	0.25
25	Hiring and Staffing	166	1.00	5.00	3.85	0.73
26	Humor	39	2.63	4.00	3.21	0.34
27	Informing	172	3.25	4.60	4.02	0.21
28	Innovation Management	284	2.00	4.67	3.74	0.37
29	Integrity and Trust	355	3.00	5.00	4.21	0.30
30	Intellectual Horsepower	197	2.80	4.67	3.97	0.29
31	Interpersonal Savvy	231	2.80	4.45	3.93	0.26
32	Learning on the Fly	214	3.00	4.73	3.87	0.28
33	Listening	225	3.17	4.60	4.06	0.22
34	Managerial Courage	346	2.80	5.00	4.00	0.30
35	Managing & Measuring Work	137	2.60	4.63	3.96	0.32
36	Motivating Others	384	2.83	4.80	4.02	0.33
37	Negotiating	138	3.33	4.88	3.97	0.32
38	Organizational Agility	243	2.83	4.67	3.93	0.26
39	Organizing	129	3.17	4.67	3.96	0.28
40	Dealing with Paradox	177	2.80	4.33	3.65	0.28

Item	Competency	N	Min	Max	Mean	Std
41	Patience	91	2.67	4.43	3.72	0.29
42	Peer Relationships	121	3.33	4.43	3.97	0.22
43	Perseverance	85	3.57	4.63	4.02	0.25
44	Personal Disclosure	38	2.60	3.71	3.27	0.28
45	Personal Learning	183	2.40	4.60	3.64	0.30
46	Perspective	227	2.75	4.78	3.87	0.35
47	Planning	143	3.13	4.57	4.07	0.25
48	Political Savvy	166	2.89	4.60	3.88	0.29
49	Presentation Skills	161	3.00	4.33	3.81	0.27
50	Priority Setting	205	3.25	4.70	4.09	0.24
51	Problem Solving	272	3.25	4.57	4.09	0.23
52	Process Management	115	3.17	4.74	4.03	0.30
53	Drive for Results	379	3.00	4.89	4.19	0.31
54	Self-Development	54	3.00	4.43	3.74	0.28
55	Self Knowledge	125	3.00	4.20	3.70	0.25
56	Sizing Up People	219	2.33	4.50	3.77	0.38
57	Standing Alone	117	2.40	4.57	3.84	0.34
58	Strategic Agility	307	2.83	4.88	4.02	0.38
59	Managing Through Systems	46	2.80	4.44	3.66	0.36
60	Building Effective Teams	338	2.00	4.75	4.03	0.34
61	Technical Learning	57	2.92	4.55	3.87	0.36
62	Time Management	78	3.50	4.57	4.00	0.20
63	Total Work Systems	75	2.60	5.00	3.74	0.43
64	Understanding Others	103	3.00	4.50	3.75	0.27
65	Managing Vision and Purpose	309	2.17	4.87	3.87	0.42
66	Work / Life Balance	50	3.00	4.18	3.65	0.30
67	Written Communications	123	3.20	4.46	3.95	0.22

Mean _Importance_ Ratings and Rankings for the Industrial Sector

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	1855	3.00	4.67	3.94	0.24
2	Dealing with Ambiguity	3368	2.00	5.00	3.86	0.28
3	Approachability	1596	2.00	5.00	3.79	0.29
4	Boss Relationships	1383	2.43	4.71	3.64	0.29
5	Business Acumen	3227	2.00	5.00	3.95	0.40
6	Career Ambition	714	1.88	4.33	3.28	0.37
7	Caring About Direct Reports	1162	1.00	4.86	3.54	0.41
8	Comfort Around Higher Management	2159	2.25	5.00	3.85	0.34
9	Command Skills	2301	2.00	5.00	3.88	0.31
10	Compassion	874	2.14	4.40	3.40	0.32
11	Composure	2110	3.00	5.00	3.92	0.25
12	Conflict Management	3268	2.75	5.00	3.90	0.27
13	Confronting Direct Reports	1754	1.00	4.75	3.75	0.46
14	Creativity	2447	2.00	4.75	3.48	0.39
15	Customer Focus	2767	2.00	5.00	4.15	0.35
16	Timely Decision Making	1360	3.00	5.00	3.97	0.24
17	Decision Quality	3002	2.00	5.00	4.10	0.26
18	Delegation	1734	1.67	4.80	3.82	0.33
19	Developing Direct Reports and Others	3187	1.00	5.00	3.82	0.50
20	Directing Others	2379	1.50	5.00	3.96	0.32
21	Managing Diversity	2120	1.00	5.00	3.72	0.39
22	Ethics and Values	1380	3.00	5.00	4.15	0.34
23	Fairness to Direct Reports	1469	1.00	5.00	3.79	0.43
24	Functional/Technical Skills	1742	2.63	5.00	4.08	0.31
25	Hiring and Staffing	1592	1.00	5.00	3.79	0.62
26	Humor	693	2.00	4.13	3.11	0.31
27	Informing	1843	2.86	5.00	3.94	0.26
28	Innovation Management	2802	1.00	5.00	3.56	0.44
29	Integrity and Trust	3051	2.40	5.00	4.19	0.31
30	Intellectual Horsepower	1113	2.67	4.63	3.93	0.26
31	Interpersonal Savvy	1696	2.60	5.00	3.90	0.27
32	Learning on the Fly	3039	2.71	5.00	3.79	0.27
33	Listening	3374	2.00	5.00	3.92	0.26
34	Managerial Courage	2419	2.00	5.00	3.91	0.30
35	Managing & Measuring Work	3306	2.50	5.00	3.95	0.26
36	Motivating Others	3494	2.00	5.00	4.00	0.32
37	Negotiating	2562	2.00	5.00	3.90	0.37
38	Organizational Agility	2765	2.00	5.00	3.86	0.31
39	Organizing	1105	2.60	4.86	3.95	0.25
40	Dealing with Paradox	1383	2.50	4.57	3.62	0.28
41	Patience	856	2.75	4.60	3.65	0.27

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	2514	3.00	5.00	3.89	0.25
43	Perseverance	1605	3.00	5.00	3.97	0.26
44	Personal Disclosure	718	2.29	4.00	3.19	0.30
45	Personal Learning	2016	2.80	4.50	3.63	0.25
46	Perspective	2636	2.00	5.00	3.80	0.33
47	Planning	3132	2.50	5.00	3.98	0.27
48	Political Savvy	1960	2.00	4.71	3.67	0.35
49	Presentation Skills	1760	2.25	5.00	3.78	0.31
50	Priority Setting	3263	3.00	5.00	4.05	0.24
51	Problem Solving	2697	2.67	5.00	4.01	0.25
52	Process Management	3262	2.00	5.00	3.90	0.29
53	Drive for Results	3527	3.00	5.00	4.17	0.30
54	Self-Development	1704	2.80	4.71	3.69	0.26
55	Self Knowledge	1460	2.82	5.00	3.66	0.27
56	Sizing Up People	2912	1.83	5.00	3.68	0.39
57	Standing Alone	2033	2.67	4.63	3.81	0.28
58	Strategic Agility	3076	2.00	5.00	3.94	0.38
59	Managing Through Systems	1458	2.00	5.00	3.73	0.34
60	Building Effective Teams	3403	1.00	5.00	4.01	0.36
61	Technical Learning	754	2.29	4.71	3.57	0.35
62	Time Management	938	3.13	4.75	3.90	0.24
63	Total Work Systems	1052	1.88	4.91	3.58	0.45
64	Understanding Others	1256	2.67	4.50	3.66	0.27
65	Managing Vision and Purpose	3146	2.00	5.00	3.83	0.39
66	Work / Life Balance	765	2.57	4.33	3.51	0.30
67	Written Communications	790	3.00	4.88	3.83	0.27

Mean _Importance_ Ratings and Rankings for the Technology Sector

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	263	2.33	5.00	3.95	0.29
2	Dealing with Ambiguity	287	3.00	4.80	3.93	0.33
3	Approachability	255	3.00	5.00	3.84	0.29
4	Boss Relationships	255	2.83	5.00	3.74	0.30
5	Business Acumen	287	2.00	5.00	3.90	0.45
6	Career Ambition	255	2.00	5.00	3.33	0.42
7	Caring About Direct Reports	254	1.00	5.00	3.57	0.46
8	Comfort Around Higher Management	258	2.67	5.00	3.93	0.35
9	Command Skills	272	2.50	5.00	3.90	0.36
10	Compassion	255	2.33	4.50	3.49	0.32
11	Composure	267	3.00	4.67	3.98	0.25
12	Conflict Management	259	3.00	4.67	3.87	0.30
13	Confronting Direct Reports	254	1.50	5.00	3.83	0.49
14	Creativity	268	2.25	4.57	3.55	0.36
15	Customer Focus	284	3.14	5.00	4.29	0.35
16	Timely Decision Making	255	2.67	4.75	4.00	0.28
17	Decision Quality	287	2.67	4.80	4.13	0.27
18	Delegation	267	1.83	5.00	3.93	0.35
19	Developing Direct Reports and Others	287	1.00	4.88	3.79	0.59
20	Directing Others	255	2.50	5.00	4.01	0.33
21	Managing Diversity	259	2.75	5.00	3.82	0.36
22	Ethics and Values	274	3.00	5.00	4.05	0.37
23	Fairness to Direct Reports	254	1.00	5.00	3.82	0.44
24	Functional/Technical Skills	255	2.75	5.00	3.93	0.42
25	Hiring and Staffing	267	1.00	5.00	3.88	0.66
26	Humor	255	2.00	4.14	3.22	0.32
27	Informing	270	3.00	5.00	3.96	0.28
28	Innovation Management	273	2.00	4.50	3.63	0.39
29	Integrity and Trust	258	2.67	5.00	4.12	0.29
30	Intellectual Horsepower	255	2.86	4.60	3.94	0.30
31	Interpersonal Savvy	270	3.00	5.00	3.90	0.28
32	Learning on the Fly	272	3.00	4.60	3.81	0.30
33	Listening	267	2.67	4.43	3.93	0.24
34	Managerial Courage	287	2.00	5.00	3.93	0.35
35	Managing & Measuring Work	268	3.00	5.00	3.93	0.29
36	Motivating Others	275	2.67	5.00	4.01	0.34
37	Negotiating	282	2.00	4.67	3.93	0.33
38	Organizational Agility	280	2.50	5.00	3.92	0.34
39	Organizing	268	3.00	4.86	3.98	0.29
40	Dealing with Paradox	257	3.00	4.50	3.70	0.27
41	Patience	255	3.00	4.29	3.69	0.30

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	255	3.00	5.00	3.91	0.27
43	Perseverance	255	3.14	5.00	3.98	0.26
44	Personal Disclosure	255	2.00	5.00	3.27	0.33
45	Personal Learning	259	2.67	4.38	3.64	0.29
46	Perspective	274	2.50	5.00	3.77	0.35
47	Planning	280	3.00	5.00	4.01	0.28
48	Political Savvy	259	2.00	4.57	3.73	0.38
49	Presentation Skills	255	2.83	5.00	3.80	0.34
50	Priority Setting	268	3.25	4.57	4.04	0.21
51	Problem Solving	255	3.00	5.00	4.02	0.27
52	Process Management	255	2.75	5.00	3.90	0.32
53	Drive for Results	284	3.00	5.00	4.12	0.29
54	Self-Development	268	2.00	4.57	3.71	0.29
55	Self Knowledge	259	3.00	4.29	3.69	0.25
56	Sizing Up People	287	2.29	4.80	3.77	0.35
57	Standing Alone	255	3.00	5.00	3.84	0.29
58	Strategic Agility	287	2.50	4.75	3.90	0.39
59	Managing Through Systems	268	1.00	5.00	3.69	0.45
60	Building Effective Teams	286	2.00	5.00	4.02	0.40
61	Technical Learning	255	2.33	4.63	3.52	0.48
62	Time Management	260	3.25	5.00	4.00	0.23
63	Total Work Systems	254	2.00	5.00	3.58	0.46
64	Understanding Others	258	2.67	4.50	3.69	0.29
65	Managing Vision and Purpose	287	1.00	4.93	3.80	0.52
66	Work / Life Balance	255	2.67	5.00	3.56	0.30
67	Written Communications	255	2.90	5.00	3.88	0.32

Additional Statistical Analyses

In an attempt to understand the competency similarities and differences among the six industries we examined, correlational analyses were conducted. We also calculated the *overall mean rating* across all 67 competencies for each industry. Below are our findings for both mean *skill* ratings and mean *importance* ratings. In addition, we computed the relationship between skill and importance ratings by industry. These results are presented in the third table.

Inter-Industry Means and Correlations for Skill Ratings

As can be seen in the following table, the Industrial sector had the lowest overall mean rating (M = 3.55); whereas, the Financial sector had the highest (M = 3.77). However, all

the correlation coefficients were statistically significant (*p*s < .001). The *average* inter-industry correlation was 0.83. Thus, these findings suggest that learners in different industry sectors have a very similar pattern of leadership strengths and weaknesses. That is, a competency which is usually skilled in one sector likely is skilled in another. The Consumer sector had the lowest relationship with the other industries. However, we should note that the Consumer sector had a relatively small sample size, so caution must be used when interpreting this finding.

Industry Sector	Mean	Communications	Consumer	Financial Services	Healthcare/ Life Sciences	Industrial
Communications	3.72	—				
Consumer	3.61	0.68	—			
Financial Services	3.77	0.83	0.67	—		
Healthcare/LS	3.65	0.85	0.64	0.87	—	
Industrial	3.55	0.93	0.73	0.90	0.92	—
Technology	3.62	0.92	0.64	0.91	0.92	0.97

Note. All the correlation coefficients are statistically significant, *p* < .001.

Inter-Industry Means and Correlations for Importance Ratings

The table below presents the overall means and inter-industry correlation coefficients for importance ratings. In the case of importance ratings, there only was a 0.12 difference between the lowest overall mean rating (Technology, *M* = 3.82) and the highest mean rating (Consumer, *M* = 3.95). Given that this difference is captured on a 5-point scale, this disparity seems trivial. Further, all the inter-industry correlations were statistically significant (*p*s < .001). The *average* inter-industry correlation was 0.91. Overall, the findings strongly suggest that learners in different industry sectors have very similar perceptions regarding what leadership skills are important for their job.

Industry Sector	Mean	Communications	Consumer	Financial Services	Healthcare/ Life Sciences	Industrial
Communications	3.89	—				
Consumer	3.95	0.85	—			
Financial Services	3.92	0.92	0.86	—		
Healthcare/LS	3.89	0.92	0.83	0.93	—	
Industrial	3.81	0.96	0.87	0.95	0.95	—
Technology	3.83	0.95	0.85	0.94	0.94	0.97

Note. All the correlation coefficients are statistically significant, *p* < .001.

Skill-Importance Correlations for Different Industry Sectors

Finally, we correlated the *skill* ratings with the *importance* ratings to determine whether learners are skilled in the competencies deemed important in their respective industry. The following table presents the skill-importance correlation coefficients. We found that all the correlations were statistically significant (*p*s < .05). The *average* correlation coefficient was 0.43. Overall, it suggests that individuals in the various industries generally are skilled in the leadership areas that are most important for their jobs. Nevertheless, the correlations are moderate in effect size, implying there are many developmental opportunities for the learners.

Industry Sector	Skill-Importance Correlation
Communications	0.42
Consumer	0.64
Financial Services	0.45
Healthcare/Life Sciences	0.39
Industrial	0.41
Technology	0.28
Mean	*0.43*

Note. All the correlation coefficients are statistically significant, *p* < .001.

Part IV:

Competency Norms by Job Function

In this section of the report, the norms for different job functions are provided. Due to limited sample sizes in some functional areas, we only calculated the norms for functions that had 100 or more learners. Those job functions include the following:

- Accounting
- Finance
- Engineering
- Human Resource/Training
- Information Technology (IT)
- Manufacturing
- Marketing
- Purchasing
- Operations
- Research and Development (R&D)
- Sales
- Administration and Management

For each job function, we present the sample size (*N*), minimum and maximum mean learner value, the mean rating, and the standard deviation for the 67 competencies.

Mean *Skill* Ratings and Rankings for the Accounting Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	158	2.18	4.86	3.85	0.45
2	Dealing with Ambiguity	264	2.33	4.33	3.48	0.38
3	Approachability	134	2.20	4.83	3.72	0.55
4	Boss Relationships	103	2.60	4.57	3.78	0.37
5	Business Acumen	252	2.50	5.00	3.67	0.43
6	Career Ambition	87	2.71	4.50	3.68	0.40
7	Caring About Direct Reports	87	2.20	4.70	3.53	0.53
8	Comfort Around Higher Management	165	2.33	4.85	3.75	0.41
9	Command Skills	200	2.33	4.50	3.45	0.42
10	Compassion	81	2.33	4.73	3.54	0.51
11	Composure	148	2.25	4.60	3.56	0.51
12	Conflict Management	235	1.33	4.25	3.24	0.37
13	Confronting Direct Reports	130	2.00	4.40	3.35	0.48
14	Creativity	175	2.33	4.33	3.27	0.35

Item	Competency	*N*	Min	Max	Mean	Std
15	Customer Focus	249	2.36	4.85	3.62	0.41
16	Timely Decision Making	136	2.50	4.50	3.60	0.38
17	Decision Quality	256	2.50	4.69	3.66	0.39
18	Delegation	127	2.25	4.22	3.50	0.39
19	Developing Direct Reports and Others	257	2.00	4.50	3.25	0.48
20	Directing Others	176	2.00	4.50	3.34	0.45
21	Managing Diversity	173	2.63	5.00	3.71	0.39
22	Ethics and Values	135	2.83	5.00	4.12	0.41
23	Fairness to Direct Reports	114	2.50	4.67	3.66	0.42
24	Functional/Technical Skills	147	2.22	4.91	4.09	0.46
25	Hiring and Staffing	137	2.00	4.30	3.43	0.40
26	Humor	68	2.00	4.57	3.57	0.53
27	Informing	159	1.80	4.40	3.51	0.43
28	Innovation Management	212	2.00	4.13	3.23	0.34
29	Integrity and Trust	245	2.27	5.00	4.03	0.48
30	Intellectual Horsepower	116	2.86	4.85	4.04	0.41
31	Interpersonal Savvy	174	2.00	4.54	3.46	0.51
32	Learning on the Fly	241	2.00	4.67	3.65	0.40
33	Listening	248	2.00	4.62	3.48	0.42
34	Managerial Courage	203	2.00	4.60	3.56	0.45
35	Managing & Measuring Work	246	2.17	4.60	3.50	0.39
36	Motivating Others	271	1.67	4.40	3.23	0.48
37	Negotiating	198	2.00	4.50	3.37	0.43
38	Organizational Agility	234	2.33	4.57	3.64	0.39
39	Organizing	117	2.40	4.50	3.63	0.39
40	Dealing with Paradox	120	2.50	4.11	3.29	0.34
41	Patience	105	1.89	4.55	3.46	0.50
42	Peer Relationships	171	1.67	4.58	3.55	0.49
43	Perseverance	136	2.44	5.00	3.87	0.42
44	Personal Disclosure	69	2.25	4.22	3.34	0.43
45	Personal Learning	168	2.00	4.40	3.30	0.33
46	Perspective	208	2.40	5.00	3.48	0.37
47	Planning	219	2.00	4.45	3.55	0.40
48	Political Savvy	139	2.50	4.64	3.42	0.39
49	Presentation Skills	132	2.25	4.88	3.43	0.43
50	Priority Setting	257	2.00	4.50	3.57	0.40
51	Problem Solving	234	2.25	4.75	3.74	0.40
52	Process Management	244	2.60	4.44	3.62	0.35
53	Drive for Results	276	2.50	4.80	3.82	0.41
54	Self-Development	148	2.50	4.82	3.55	0.36
55	Self Knowledge	111	2.20	4.20	3.46	0.38
56	Sizing Up People	195	2.17	4.36	3.40	0.31
57	Standing Alone	161	2.50	4.88	3.76	0.46
58	Strategic Agility	242	2.33	4.40	3.41	0.38

Item	Competency	N	Min	Max	Mean	Std
59	Managing Through Systems	138	2.50	5.00	3.52	0.36
60	Building Effective Teams	270	1.33	5.00	3.31	0.51
61	Technical Learning	77	2.50	4.88	3.86	0.42
62	Time Management	88	2.33	4.63	3.58	0.49
63	Total Work Systems	89	2.33	4.33	3.48	0.41
64	Understanding Others	105	2.00	4.29	3.31	0.37
65	Managing Vision and Purpose	236	1.67	4.36	3.20	0.41
66	Work / Life Balance	81	2.23	4.63	3.43	0.50
67	Written Communications	92	2.60	4.62	3.68	0.39

Mean _Skill_ Ratings and Rankings for the Finance Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	155	2.33	5.00	3.92	0.45
2	Dealing with Ambiguity	236	2.50	4.57	3.57	0.40
3	Approachability	138	2.45	5.00	3.78	0.54
4	Boss Relationships	103	2.33	4.60	3.91	0.40
5	Business Acumen	286	2.44	5.00	3.96	0.45
6	Career Ambition	84	2.63	4.86	3.74	0.44
7	Caring About Direct Reports	121	1.80	4.75	3.68	0.56
8	Comfort Around Higher Management	165	2.67	4.86	3.85	0.44
9	Command Skills	258	2.50	4.86	3.66	0.44
10	Compassion	108	2.25	5.00	3.69	0.55
11	Composure	155	2.14	4.75	3.67	0.52
12	Conflict Management	262	2.07	4.63	3.46	0.43
13	Confronting Direct Reports	138	2.17	4.60	3.45	0.48
14	Creativity	140	2.10	4.29	3.39	0.42
15	Customer Focus	278	2.33	5.00	3.90	0.51
16	Timely Decision Making	128	2.78	4.71	3.67	0.39
17	Decision Quality	193	2.75	5.00	3.80	0.36
18	Delegation	133	2.13	4.33	3.56	0.44
19	Developing Direct Reports and Others	285	2.13	4.57	3.46	0.48
20	Directing Others	160	2.45	4.36	3.40	0.41
21	Managing Diversity	202	2.60	4.86	3.86	0.38
22	Ethics and Values	117	3.20	5.00	4.14	0.34
23	Fairness to Direct Reports	133	2.25	5.00	3.74	0.48
24	Functional/Technical Skills	158	2.83	5.00	4.11	0.37
25	Hiring and Staffing	135	2.00	4.67	3.45	0.49
26	Humor	82	2.90	4.75	3.75	0.48
27	Informing	141	2.36	5.00	3.57	0.42
28	Innovation Management	183	2.33	4.43	3.37	0.39
29	Integrity and Trust	220	2.60	5.00	4.12	0.42
30	Intellectual Horsepower	115	3.40	5.00	4.12	0.37
31	Interpersonal Savvy	203	2.00	4.80	3.68	0.58
32	Learning on the Fly	256	2.91	5.00	3.85	0.39
33	Listening	191	2.08	4.75	3.60	0.44
34	Managerial Courage	187	2.57	4.86	3.61	0.44
35	Managing & Measuring Work	218	2.50	5.00	3.55	0.39
36	Motivating Others	295	2.00	4.50	3.46	0.50
37	Negotiating	194	2.00	4.60	3.50	0.43
38	Organizational Agility	217	2.55	4.71	3.77	0.38
39	Organizing	109	2.67	4.58	3.68	0.41
40	Dealing with Paradox	101	2.63	4.33	3.42	0.36
41	Patience	111	1.60	4.54	3.52	0.49

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	171	2.22	4.62	3.69	0.47
43	Perseverance	125	2.80	5.00	3.92	0.41
44	Personal Disclosure	81	2.55	4.50	3.51	0.45
45	Personal Learning	140	2.10	5.00	3.41	0.40
46	Perspective	170	2.38	4.80	3.63	0.39
47	Planning	198	2.60	4.40	3.59	0.35
48	Political Savvy	131	2.27	4.60	3.52	0.46
49	Presentation Skills	146	2.44	4.86	3.54	0.48
50	Priority Setting	191	2.30	5.00	3.71	0.40
51	Problem Solving	263	2.83	5.00	3.91	0.41
52	Process Management	203	2.83	4.45	3.67	0.35
53	Drive for Results	303	2.75	5.00	3.99	0.47
54	Self-Development	139	2.75	4.50	3.61	0.39
55	Self Knowledge	130	2.50	4.75	3.54	0.42
56	Sizing Up People	168	2.56	4.40	3.53	0.37
57	Standing Alone	141	3.00	5.00	3.94	0.40
58	Strategic Agility	260	2.29	4.71	3.65	0.42
59	Managing Through Systems	119	2.22	4.29	3.51	0.39
60	Building Effective Teams	285	1.80	4.71	3.52	0.50
61	Technical Learning	85	2.67	4.83	3.90	0.40
62	Time Management	92	2.71	4.86	3.70	0.44
63	Total Work Systems	99	2.75	4.60	3.59	0.38
64	Understanding Others	107	2.30	4.33	3.44	0.37
65	Managing Vision and Purpose	253	2.11	4.57	3.43	0.47
66	Work / Life Balance	81	1.50	4.75	3.59	0.65
67	Written Communications	93	3.00	4.83	3.72	0.38

Mean _Skill_ Ratings and Rankings for the Engineering Function

Item	Competency	_N_	Min	Max	Mean	Std
1	Action Oriented	217	2.40	4.78	3.79	0.49
2	Dealing with Ambiguity	304	2.00	4.40	3.43	0.40
3	Approachability	152	2.22	5.00	3.85	0.54
4	Boss Relationships	107	2.60	5.00	3.67	0.40
5	Business Acumen	238	2.00	4.56	3.50	0.41
6	Career Ambition	72	2.50	4.78	3.50	0.48
7	Caring About Direct Reports	111	2.14	4.67	3.51	0.51
8	Comfort Around Higher Management	171	2.20	4.60	3.64	0.44
9	Command Skills	222	1.67	4.67	3.45	0.50
10	Compassion	93	2.40	4.71	3.60	0.44
11	Composure	161	2.10	4.86	3.68	0.49
12	Conflict Management	228	1.88	4.18	3.28	0.41
13	Confronting Direct Reports	143	2.00	4.36	3.33	0.44
14	Creativity	183	2.50	4.67	3.44	0.40
15	Customer Focus	278	2.33	4.86	3.75	0.47
16	Timely Decision Making	190	2.00	4.60	3.51	0.42
17	Decision Quality	260	2.25	4.50	3.64	0.39
18	Delegation	158	2.50	4.60	3.51	0.42
19	Developing Direct Reports and Others	264	1.75	4.50	3.28	0.44
20	Directing Others	161	2.33	4.50	3.45	0.41
21	Managing Diversity	162	2.88	5.00	3.80	0.38
22	Ethics and Values	160	2.55	4.86	3.87	0.43
23	Fairness to Direct Reports	128	2.43	5.00	3.67	0.43
24	Functional/Technical Skills	179	2.20	5.00	4.05	0.45
25	Hiring and Staffing	104	2.63	4.14	3.42	0.37
26	Humor	57	2.57	4.42	3.53	0.44
27	Informing	205	2.00	4.64	3.48	0.41
28	Innovation Management	226	2.33	4.29	3.41	0.36
29	Integrity and Trust	262	2.22	5.00	3.96	0.53
30	Intellectual Horsepower	175	2.63	5.00	4.03	0.44
31	Interpersonal Savvy	220	2.00	4.57	3.53	0.50
32	Learning on the Fly	260	2.60	4.83	3.72	0.37
33	Listening	274	2.29	5.00	3.57	0.45
34	Managerial Courage	222	2.00	4.71	3.49	0.49
35	Managing & Measuring Work	257	2.00	4.57	3.46	0.41
36	Motivating Others	283	2.00	4.64	3.32	0.45
37	Negotiating	191	2.44	4.50	3.43	0.41
38	Organizational Agility	214	2.00	4.50	3.59	0.36
39	Organizing	146	2.00	5.00	3.58	0.50
40	Dealing with Paradox	152	2.00	4.33	3.32	0.34
41	Patience	83	1.89	4.43	3.41	0.49

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	200	2.20	4.50	3.58	0.47
43	Perseverance	221	2.33	4.67	3.78	0.44
44	Personal Disclosure	59	2.43	4.29	3.38	0.40
45	Personal Learning	182	2.25	4.80	3.36	0.37
46	Perspective	182	2.00	4.50	3.44	0.44
47	Planning	256	1.75	4.64	3.53	0.46
48	Political Savvy	184	2.20	4.33	3.32	0.44
49	Presentation Skills	189	2.25	4.71	3.52	0.46
50	Priority Setting	282	2.00	4.60	3.52	0.42
51	Problem Solving	267	2.33	4.78	3.74	0.40
52	Process Management	248	2.33	4.70	3.60	0.39
53	Drive for Results	327	2.00	4.75	3.67	0.46
54	Self-Development	163	2.27	4.40	3.52	0.40
55	Self Knowledge	131	2.33	4.67	3.48	0.38
56	Sizing Up People	185	2.50	4.57	3.47	0.33
57	Standing Alone	178	2.50	4.75	3.80	0.41
58	Strategic Agility	244	2.00	4.43	3.37	0.42
59	Managing Through Systems	134	1.75	4.50	3.37	0.43
60	Building Effective Teams	276	2.00	4.57	3.43	0.48
61	Technical Learning	100	2.83	5.00	3.97	0.47
62	Time Management	144	2.27	4.63	3.54	0.48
63	Total Work Systems	136	2.00	4.80	3.44	0.46
64	Understanding Others	127	2.50	4.25	3.34	0.35
65	Managing Vision and Purpose	264	2.00	4.25	3.28	0.39
66	Work / Life Balance	65	2.40	4.43	3.52	0.47
67	Written Communications	98	2.60	4.63	3.54	0.41

Mean _Skill_ Ratings and Rankings for the HR/Training Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	233	2.63	4.81	3.85	0.46
2	Dealing with Ambiguity	338	2.00	4.56	3.52	0.39
3	Approachability	200	2.31	5.00	3.90	0.53
4	Boss Relationships	135	2.57	4.45	3.72	0.36
5	Business Acumen	329	2.25	4.88	3.46	0.40
6	Career Ambition	105	2.00	4.38	3.55	0.41
7	Caring About Direct Reports	139	2.50	4.73	3.67	0.46
8	Comfort Around Higher Management	227	2.50	4.75	3.78	0.43
9	Command Skills	272	2.00	4.58	3.50	0.46
10	Compassion	113	2.58	4.67	3.76	0.48
11	Composure	214	2.00	4.78	3.60	0.54
12	Conflict Management	326	2.36	4.75	3.49	0.42
13	Confronting Direct Reports	191	2.00	4.50	3.43	0.46
14	Creativity	247	2.31	4.60	3.31	0.41
15	Customer Focus	325	2.14	4.78	3.78	0.42
16	Timely Decision Making	168	2.25	4.20	3.41	0.37
17	Decision Quality	323	2.50	4.50	3.63	0.37
18	Delegation	188	2.33	4.60	3.45	0.41
19	Developing Direct Reports and Others	335	2.00	5.00	3.45	0.43
20	Directing Others	249	2.54	4.78	3.43	0.38
21	Managing Diversity	230	2.71	4.70	3.90	0.40
22	Ethics and Values	168	2.82	4.91	4.14	0.39
23	Fairness to Direct Reports	174	2.67	5.00	3.80	0.42
24	Functional/Technical Skills	180	2.67	5.00	3.85	0.40
25	Hiring and Staffing	206	2.50	4.86	3.68	0.37
26	Humor	101	2.22	4.75	3.61	0.50
27	Informing	209	2.58	4.57	3.54	0.38
28	Innovation Management	288	2.33	4.40	3.33	0.38
29	Integrity and Trust	327	2.00	5.00	4.12	0.46
30	Intellectual Horsepower	140	2.71	5.00	3.86	0.41
31	Interpersonal Savvy	239	2.29	4.90	3.70	0.47
32	Learning on the Fly	297	2.73	4.63	3.64	0.35
33	Listening	340	2.40	4.75	3.75	0.43
34	Managerial Courage	286	2.13	5.00	3.61	0.48
35	Managing & Measuring Work	324	2.00	4.36	3.44	0.37
36	Motivating Others	358	2.27	4.55	3.45	0.43
37	Negotiating	241	2.40	4.88	3.54	0.42
38	Organizational Agility	304	2.78	4.67	3.70	0.38
39	Organizing	164	2.50	4.45	3.55	0.39
40	Dealing with Paradox	158	2.57	4.43	3.41	0.36
41	Patience	155	2.40	4.50	3.59	0.44

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	278	1.92	4.75	3.69	0.44
43	Perseverance	185	2.56	4.80	3.73	0.41
44	Personal Disclosure	112	2.33	4.38	3.45	0.41
45	Personal Learning	223	2.33	4.31	3.48	0.34
46	Perspective	270	2.38	4.44	3.46	0.37
47	Planning	302	2.17	4.50	3.46	0.39
48	Political Savvy	199	2.22	4.67	3.45	0.41
49	Presentation Skills	183	2.18	4.88	3.58	0.46
50	Priority Setting	339	2.20	4.60	3.52	0.38
51	Problem Solving	290	2.50	4.64	3.60	0.37
52	Process Management	324	2.50	4.55	3.53	0.36
53	Drive for Results	365	2.29	4.70	3.70	0.44
54	Self-Development	192	2.75	4.73	3.61	0.36
55	Self Knowledge	169	2.36	4.45	3.51	0.38
56	Sizing Up People	294	2.50	4.63	3.69	0.36
57	Standing Alone	218	2.57	4.67	3.73	0.42
58	Strategic Agility	313	2.33	4.50	3.36	0.40
59	Managing Through Systems	163	2.00	4.40	3.40	0.39
60	Building Effective Teams	331	2.00	4.55	3.49	0.44
61	Technical Learning	112	2.83	5.00	3.61	0.38
62	Time Management	118	2.09	4.59	3.45	0.44
63	Total Work Systems	147	2.58	4.50	3.33	0.39
64	Understanding Others	162	2.57	4.64	3.56	0.36
65	Managing Vision and Purpose	317	2.33	4.45	3.32	0.36
66	Work / Life Balance	107	1.69	4.25	3.32	0.53
67	Written Communications	118	2.80	4.71	3.70	0.35

Mean _Skill_ Ratings and Rankings for the IT Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	250	2.75	4.91	3.84	0.44
2	Dealing with Ambiguity	325	2.30	4.45	3.54	0.38
3	Approachability	166	2.38	4.91	3.79	0.54
4	Boss Relationships	127	2.50	4.80	3.74	0.46
5	Business Acumen	284	2.50	5.00	3.62	0.41
6	Career Ambition	76	2.29	4.40	3.53	0.48
7	Caring About Direct Reports	135	1.83	4.75	3.61	0.52
8	Comfort Around Higher Management	256	2.67	4.88	3.71	0.44
9	Command Skills	208	2.00	4.80	3.57	0.45
10	Compassion	110	2.00	4.88	3.65	0.52
11	Composure	246	2.00	4.78	3.64	0.50
12	Conflict Management	307	2.30	4.50	3.37	0.37
13	Confronting Direct Reports	216	2.33	4.50	3.44	0.44
14	Creativity	182	2.60	4.67	3.44	0.40
15	Customer Focus	326	2.50	5.00	3.83	0.41
16	Timely Decision Making	219	2.25	4.75	3.60	0.38
17	Decision Quality	303	2.40	4.86	3.65	0.36
18	Delegation	243	2.50	4.80	3.57	0.39
19	Developing Direct Reports and Others	330	2.00	5.00	3.36	0.48
20	Directing Others	202	2.33	4.57	3.42	0.42
21	Managing Diversity	165	2.50	4.86	3.82	0.43
22	Ethics and Values	177	2.83	5.00	3.97	0.37
23	Fairness to Direct Reports	148	1.80	4.86	3.76	0.44
24	Functional/Technical Skills	154	2.40	5.00	3.95	0.48
25	Hiring and Staffing	137	2.40	4.43	3.43	0.42
26	Humor	78	2.40	5.00	3.77	0.50
27	Informing	206	2.22	4.57	3.47	0.39
28	Innovation Management	248	2.00	4.57	3.44	0.39
29	Integrity and Trust	330	2.86	5.00	3.97	0.41
30	Intellectual Horsepower	128	2.60	4.86	3.99	0.42
31	Interpersonal Savvy	202	2.00	4.75	3.55	0.52
32	Learning on the Fly	232	2.33	4.60	3.70	0.40
33	Listening	325	2.00	4.71	3.56	0.42
34	Managerial Courage	273	2.44	4.60	3.55	0.44
35	Managing & Measuring Work	317	2.14	4.60	3.50	0.39
36	Motivating Others	343	1.83	4.86	3.38	0.49
37	Negotiating	292	2.40	4.71	3.51	0.38
38	Organizational Agility	236	2.33	4.73	3.65	0.43
39	Organizing	166	2.57	4.57	3.70	0.38
40	Dealing with Paradox	129	2.60	4.50	3.38	0.38
41	Patience	117	2.18	4.71	3.56	0.54

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	209	2.14	4.80	3.63	0.44
43	Perseverance	137	2.44	4.86	3.80	0.40
44	Personal Disclosure	69	2.33	4.25	3.41	0.42
45	Personal Learning	162	2.10	4.60	3.38	0.39
46	Perspective	189	2.63	4.57	3.56	0.38
47	Planning	287	2.29	4.83	3.57	0.40
48	Political Savvy	162	2.11	4.88	3.43	0.51
49	Presentation Skills	256	2.50	4.63	3.54	0.39
50	Priority Setting	325	2.50	4.55	3.60	0.34
51	Problem Solving	257	2.20	5.00	3.75	0.40
52	Process Management	273	2.50	4.87	3.66	0.39
53	Drive for Results	370	2.60	5.00	3.70	0.43
54	Self-Development	166	2.33	4.70	3.55	0.41
55	Self Knowledge	137	2.56	4.33	3.49	0.37
56	Sizing Up People	200	2.33	4.57	3.50	0.37
57	Standing Alone	167	2.80	4.86	3.82	0.44
58	Strategic Agility	285	2.40	4.73	3.50	0.41
59	Managing Through Systems	141	2.17	4.57	3.56	0.39
60	Building Effective Teams	336	2.11	4.82	3.47	0.47
61	Technical Learning	75	2.77	4.92	3.91	0.44
62	Time Management	104	2.44	4.70	3.59	0.43
63	Total Work Systems	98	2.50	4.67	3.55	0.42
64	Understanding Others	118	2.40	4.43	3.44	0.37
65	Managing Vision and Purpose	247	2.33	4.57	3.34	0.42
66	Work / Life Balance	93	1.60	4.52	3.51	0.51
67	Written Communications	98	2.43	4.75	3.60	0.46

Mean *Skill* Ratings and Rankings for the Manufacturing Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	131	2.20	4.86	3.80	0.48
2	Dealing with Ambiguity	222	2.00	4.43	3.44	0.39
3	Approachability	119	2.00	4.88	3.71	0.60
4	Boss Relationships	91	2.75	4.40	3.61	0.38
5	Business Acumen	212	2.29	4.75	3.53	0.42
6	Career Ambition	20	3.00	4.20	3.72	0.36
7	Caring About Direct Reports	81	2.29	4.83	3.55	0.54
8	Comfort Around Higher Management	160	2.50	4.71	3.64	0.45
9	Command Skills	155	2.29	4.67	3.63	0.47
10	Compassion	44	2.50	5.00	3.60	0.56
11	Composure	134	2.00	4.63	3.47	0.52
12	Conflict Management	222	2.25	4.17	3.31	0.40
13	Confronting Direct Reports	136	2.29	4.60	3.39	0.43
14	Creativity	175	1.67	4.55	3.31	0.41
15	Customer Focus	179	1.80	4.88	3.67	0.40
16	Timely Decision Making	77	2.00	4.43	3.62	0.45
17	Decision Quality	223	2.14	4.67	3.56	0.42
18	Delegation	125	2.06	4.43	3.42	0.42
19	Developing Direct Reports and Others	244	2.00	4.35	3.29	0.44
20	Directing Others	190	2.00	4.50	3.42	0.41
21	Managing Diversity	149	2.71	4.64	3.67	0.37
22	Ethics and Values	70	2.86	4.79	3.79	0.43
23	Fairness to Direct Reports	107	2.60	4.42	3.65	0.38
24	Functional/Technical Skills	113	1.71	4.78	3.82	0.46
25	Hiring and Staffing	85	2.50	4.25	3.37	0.38
26	Humor	18	2.40	4.67	3.56	0.54
27	Informing	105	2.00	4.43	3.46	0.45
28	Innovation Management	203	2.00	4.71	3.33	0.39
29	Integrity and Trust	235	2.43	4.83	3.88	0.47
30	Intellectual Horsepower	52	2.20	4.89	3.85	0.51
31	Interpersonal Savvy	103	2.00	4.83	3.45	0.49
32	Learning on the Fly	226	1.86	4.50	3.61	0.40
33	Listening	248	2.00	4.45	3.46	0.43
34	Managerial Courage	170	2.43	4.64	3.57	0.47
35	Managing & Measuring Work	233	2.14	4.33	3.47	0.38
36	Motivating Others	250	2.14	4.59	3.34	0.47
37	Negotiating	199	2.00	4.71	3.39	0.43
38	Organizational Agility	183	2.20	4.67	3.56	0.41
39	Organizing	64	2.57	4.71	3.63	0.41
40	Dealing with Paradox	69	2.38	4.17	3.26	0.36
41	Patience	46	1.91	4.29	3.40	0.49

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	197	2.00	4.50	3.55	0.46
43	Perseverance	81	2.17	4.71	3.83	0.48
44	Personal Disclosure	24	2.33	4.17	3.41	0.51
45	Personal Learning	132	2.00	4.20	3.33	0.36
46	Perspective	168	2.00	4.57	3.40	0.42
47	Planning	230	2.00	4.40	3.49	0.40
48	Political Savvy	117	2.00	4.71	3.27	0.48
49	Presentation Skills	129	2.13	4.38	3.43	0.47
50	Priority Setting	232	2.00	4.57	3.50	0.40
51	Problem Solving	175	2.33	4.67	3.65	0.41
52	Process Management	226	2.00	4.63	3.58	0.44
53	Drive for Results	249	1.83	4.73	3.72	0.50
54	Self-Development	145	2.40	4.60	3.54	0.40
55	Self Knowledge	70	2.60	4.33	3.45	0.38
56	Sizing Up People	203	2.45	4.33	3.43	0.36
57	Standing Alone	128	1.80	4.67	3.76	0.44
58	Strategic Agility	190	2.00	4.41	3.39	0.45
59	Managing Through Systems	83	1.86	4.22	3.33	0.43
60	Building Effective Teams	239	1.83	4.67	3.40	0.48
61	Technical Learning	42	2.73	4.63	3.73	0.45
62	Time Management	51	1.83	4.33	3.53	0.48
63	Total Work Systems	67	2.00	4.78	3.50	0.47
64	Understanding Others	64	2.25	4.14	3.32	0.33
65	Managing Vision and Purpose	214	2.00	4.47	3.32	0.45
66	Work / Life Balance	20	1.86	4.40	3.29	0.64
67	Written Communications	45	2.50	4.33	3.55	0.40

Mean *Skill* Ratings and Rankings for the Marketing Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	304	2.50	4.90	3.88	0.40
2	Dealing with Ambiguity	521	2.00	4.44	3.49	0.39
3	Approachability	231	1.67	5.00	3.80	0.57
4	Boss Relationships	192	2.00	4.50	3.71	0.41
5	Business Acumen	478	2.00	4.69	3.74	0.40
6	Career Ambition	128	2.30	4.67	3.53	0.44
7	Caring About Direct Reports	177	1.44	5.00	3.50	0.55
8	Comfort Around Higher Management	295	2.48	5.00	3.80	0.44
9	Command Skills	394	2.25	4.64	3.45	0.44
10	Compassion	129	2.00	4.85	3.56	0.50
11	Composure	284	1.50	4.67	3.51	0.54
12	Conflict Management	483	2.00	4.36	3.27	0.40
13	Confronting Direct Reports	219	1.57	5.00	3.33	0.49
14	Creativity	330	2.00	5.00	3.53	0.43
15	Customer Focus	442	2.29	4.86	3.77	0.43
16	Timely Decision Making	210	2.09	4.33	3.49	0.38
17	Decision Quality	421	1.90	4.43	3.60	0.38
18	Delegation	222	2.00	4.71	3.42	0.45
19	Developing Direct Reports and Others	446	1.13	4.60	3.25	0.51
20	Directing Others	323	1.70	4.43	3.37	0.43
21	Managing Diversity	293	2.43	4.83	3.72	0.41
22	Ethics and Values	243	2.70	4.88	3.97	0.39
23	Fairness to Direct Reports	204	2.00	5.00	3.61	0.48
24	Functional/Technical Skills	254	2.00	4.94	3.87	0.42
25	Hiring and Staffing	224	2.00	5.00	3.42	0.40
26	Humor	122	2.00	4.70	3.66	0.51
27	Informing	255	1.73	4.50	3.48	0.44
28	Innovation Management	362	2.00	4.50	3.50	0.39
29	Integrity and Trust	454	2.00	5.00	3.94	0.49
30	Intellectual Horsepower	178	2.50	4.80	3.94	0.38
31	Interpersonal Savvy	253	1.50	4.67	3.59	0.56
32	Learning on the Fly	448	2.00	4.60	3.66	0.37
33	Listening	496	2.00	4.67	3.52	0.48
34	Managerial Courage	357	1.90	4.64	3.48	0.44
35	Managing & Measuring Work	469	1.63	4.67	3.46	0.40
36	Motivating Others	522	1.45	4.50	3.33	0.48
37	Negotiating	344	2.00	4.60	3.41	0.42
38	Organizational Agility	395	2.00	4.75	3.67	0.40
39	Organizing	176	1.90	4.70	3.64	0.42
40	Dealing with Paradox	207	2.00	4.20	3.33	0.37
41	Patience	179	1.50	4.50	3.41	0.52

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	348	1.67	4.75	3.56	0.51
43	Perseverance	197	2.45	4.75	3.77	0.39
44	Personal Disclosure	113	2.00	4.67	3.28	0.44
45	Personal Learning	321	1.50	4.50	3.35	0.39
46	Perspective	383	2.25	4.64	3.54	0.38
47	Planning	437	1.38	4.78	3.50	0.46
48	Political Savvy	238	2.11	4.75	3.44	0.47
49	Presentation Skills	221	2.50	4.73	3.65	0.40
50	Priority Setting	488	1.40	4.75	3.53	0.41
51	Problem Solving	395	2.33	4.78	3.63	0.37
52	Process Management	456	1.92	4.71	3.52	0.41
53	Drive for Results	535	1.91	4.86	3.76	0.43
54	Self-Development	252	1.50	4.67	3.52	0.41
55	Self Knowledge	237	1.78	4.50	3.42	0.41
56	Sizing Up People	428	2.00	5.00	3.44	0.37
57	Standing Alone	286	2.00	4.77	3.71	0.42
58	Strategic Agility	455	2.00	4.93	3.53	0.43
59	Managing Through Systems	190	2.36	4.67	3.33	0.41
60	Building Effective Teams	505	1.67	4.57	3.39	0.49
61	Technical Learning	125	2.00	5.00	3.63	0.48
62	Time Management	146	1.55	4.33	3.43	0.46
63	Total Work Systems	154	2.17	4.75	3.30	0.44
64	Understanding Others	185	2.00	4.22	3.35	0.37
65	Managing Vision and Purpose	473	2.20	4.64	3.41	0.41
66	Work / Life Balance	132	2.50	4.38	3.50	0.42
67	Written Communications	131	2.14	5.00	3.63	0.47

Mean *Skill* Ratings and Rankings for the Purchasing Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	76	2.38	4.60	3.82	0.44
2	Dealing with Ambiguity	164	2.71	5.00	3.46	0.35
3	Approachability	51	2.75	4.40	3.70	0.46
4	Boss Relationships	47	2.80	4.57	3.66	0.38
5	Business Acumen	152	2.67	4.70	3.68	0.40
6	Career Ambition	15	2.50	3.89	3.38	0.39
7	Caring About Direct Reports	47	2.00	4.38	3.39	0.54
8	Comfort Around Higher Management	100	2.75	4.64	3.67	0.43
9	Command Skills	106	2.43	4.42	3.51	0.42
10	Compassion	25	2.75	4.64	3.50	0.50
11	Composure	106	2.17	4.29	3.58	0.43
12	Conflict Management	138	2.17	4.22	3.39	0.42
13	Confronting Direct Reports	90	2.50	4.50	3.31	0.39
14	Creativity	91	2.33	4.56	3.20	0.39
15	Customer Focus	132	2.78	4.82	3.72	0.41
16	Timely Decision Making	52	2.75	4.17	3.48	0.34
17	Decision Quality	148	2.44	4.56	3.62	0.37
18	Delegation	69	2.75	4.57	3.46	0.41
19	Developing Direct Reports and Others	158	2.00	4.63	3.27	0.50
20	Directing Others	85	2.00	4.19	3.36	0.42
21	Managing Diversity	93	2.60	5.00	3.66	0.44
22	Ethics and Values	63	2.67	4.83	3.89	0.41
23	Fairness to Direct Reports	48	2.20	4.27	3.58	0.41
24	Functional/Technical Skills	53	3.00	4.75	3.79	0.39
25	Hiring and Staffing	50	2.00	4.20	3.44	0.40
26	Humor	14	3.00	4.43	3.61	0.51
27	Informing	60	1.67	5.00	3.40	0.47
28	Innovation Management	129	2.00	4.33	3.26	0.37
29	Integrity and Trust	159	2.33	5.00	3.96	0.49
30	Intellectual Horsepower	61	3.09	4.83	3.89	0.38
31	Interpersonal Savvy	92	1.50	4.57	3.53	0.47
32	Learning on the Fly	145	2.67	5.00	3.58	0.36
33	Listening	157	2.22	4.33	3.47	0.45
34	Managerial Courage	126	2.56	4.89	3.50	0.43
35	Managing & Measuring Work	144	2.29	4.50	3.49	0.37
36	Motivating Others	166	2.00	4.44	3.31	0.45
37	Negotiating	122	2.40	4.57	3.77	0.39
38	Organizational Agility	126	2.50	4.67	3.61	0.38
39	Organizing	54	2.92	4.40	3.63	0.35
40	Dealing with Paradox	46	2.29	4.14	3.33	0.34
41	Patience	21	2.33	4.55	3.34	0.58

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	113	2.33	4.36	3.56	0.45
43	Perseverance	53	2.93	4.88	3.75	0.40
44	Personal Disclosure	13	2.80	3.78	3.38	0.34
45	Personal Learning	72	2.14	4.20	3.26	0.38
46	Perspective	117	2.17	4.31	3.42	0.37
47	Planning	136	2.14	4.50	3.52	0.40
48	Political Savvy	87	2.33	4.38	3.44	0.44
49	Presentation Skills	69	2.50	4.25	3.37	0.40
50	Priority Setting	149	2.50	4.50	3.56	0.37
51	Problem Solving	122	2.80	4.50	3.66	0.35
52	Process Management	142	2.50	4.33	3.56	0.36
53	Drive for Results	172	2.50	4.78	3.76	0.41
54	Self-Development	60	2.86	4.25	3.39	0.31
55	Self Knowledge	64	2.75	4.17	3.51	0.33
56	Sizing Up People	140	2.20	4.20	3.43	0.36
57	Standing Alone	62	3.00	4.56	3.79	0.37
58	Strategic Agility	134	2.60	4.31	3.42	0.37
59	Managing Through Systems	44	2.29	4.20	3.37	0.38
60	Building Effective Teams	141	2.14	4.64	3.36	0.48
61	Technical Learning	21	2.92	4.40	3.60	0.40
62	Time Management	26	2.77	4.25	3.47	0.34
63	Total Work Systems	60	2.58	4.29	3.33	0.36
64	Understanding Others	39	2.44	4.22	3.40	0.39
65	Managing Vision and Purpose	144	2.38	4.33	3.27	0.41
66	Work / Life Balance	16	2.75	4.25	3.50	0.42
67	Written Communications	24	2.71	4.17	3.44	0.35

Mean *Skill* Ratings and Rankings for the Operations Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	349	2.46	4.88	3.86	0.44
2	Dealing with Ambiguity	524	2.00	5.00	3.51	0.42
3	Approachability	251	2.25	5.00	3.73	0.55
4	Boss Relationships	193	2.00	5.00	3.70	0.45
5	Business Acumen	463	1.75	4.80	3.71	0.47
6	Career Ambition	156	2.00	4.75	3.61	0.47
7	Caring About Direct Reports	199	2.20	5.00	3.54	0.50
8	Comfort Around Higher Management	286	2.50	4.71	3.75	0.40
9	Command Skills	410	1.50	4.69	3.58	0.47
10	Compassion	177	2.20	4.71	3.57	0.46
11	Composure	321	2.09	4.75	3.58	0.50
12	Conflict Management	448	1.50	5.00	3.41	0.43
13	Confronting Direct Reports	277	2.00	5.00	3.44	0.50
14	Creativity	330	2.17	4.50	3.41	0.38
15	Customer Focus	517	2.50	5.00	3.81	0.44
16	Timely Decision Making	281	2.00	4.67	3.62	0.40
17	Decision Quality	507	2.25	4.67	3.62	0.40
18	Delegation	276	2.13	4.63	3.54	0.43
19	Developing Direct Reports and Others	517	1.83	5.00	3.35	0.49
20	Directing Others	347	1.88	4.69	3.47	0.42
21	Managing Diversity	377	2.57	5.00	3.82	0.41
22	Ethics and Values	309	2.29	5.00	3.96	0.41
23	Fairness to Direct Reports	238	1.67	5.00	3.67	0.46
24	Functional/Technical Skills	266	2.11	4.83	3.89	0.43
25	Hiring and Staffing	285	2.00	5.00	3.46	0.48
26	Humor	149	2.50	4.67	3.63	0.43
27	Informing	373	2.00	4.71	3.52	0.42
28	Innovation Management	433	2.00	4.73	3.41	0.39
29	Integrity and Trust	503	2.21	5.00	3.95	0.49
30	Intellectual Horsepower	245	2.75	4.88	3.93	0.43
31	Interpersonal Savvy	409	1.83	5.00	3.55	0.53
32	Learning on the Fly	474	2.38	5.00	3.68	0.41
33	Listening	499	2.18	5.00	3.49	0.50
34	Managerial Courage	428	2.09	4.78	3.61	0.46
35	Managing & Measuring Work	492	1.83	5.00	3.55	0.43
36	Motivating Others	551	1.88	4.75	3.38	0.49
37	Negotiating	365	2.00	4.55	3.51	0.43
38	Organizational Agility	415	2.00	5.00	3.69	0.40
39	Organizing	276	2.33	5.00	3.63	0.41
40	Dealing with Paradox	243	2.13	4.50	3.34	0.37
41	Patience	238	2.33	4.67	3.45	0.46

Item	Competency	*N*	Min	Max	Mean	Std
42	Peer Relationships	362	1.88	4.60	3.59	0.47
43	Perseverance	311	2.17	5.00	3.81	0.43
44	Personal Disclosure	148	2.21	4.25	3.40	0.42
45	Personal Learning	290	1.92	4.50	3.38	0.37
46	Perspective	390	2.00	4.50	3.51	0.41
47	Planning	424	2.00	4.63	3.56	0.42
48	Political Savvy	276	2.22	4.45	3.46	0.43
49	Presentation Skills	249	2.10	4.57	3.44	0.44
50	Priority Setting	483	2.00	4.70	3.59	0.42
51	Problem Solving	448	2.17	4.64	3.70	0.41
52	Process Management	474	2.00	4.67	3.68	0.41
53	Drive for Results	549	2.00	5.00	3.79	0.48
54	Self-Development	255	2.62	4.75	3.58	0.37
55	Self Knowledge	270	2.00	4.50	3.47	0.44
56	Sizing Up People	374	2.30	4.43	3.46	0.37
57	Standing Alone	281	2.25	4.69	3.79	0.44
58	Strategic Agility	469	1.75	4.71	3.49	0.44
59	Managing Through Systems	241	2.00	4.50	3.48	0.44
60	Building Effective Teams	528	1.82	5.00	3.46	0.49
61	Technical Learning	171	2.25	4.80	3.83	0.42
62	Time Management	190	2.45	4.40	3.51	0.44
63	Total Work Systems	223	2.40	4.60	3.55	0.43
64	Understanding Others	268	2.27	4.29	3.39	0.36
65	Managing Vision and Purpose	505	2.00	4.70	3.41	0.44
66	Work / Life Balance	160	2.13	4.56	3.46	0.47
67	Written Communications	181	2.33	4.56	3.49	0.38

Mean _Skill_ Ratings and Rankings for the R&D Function

Item	Competency	_N_	Min	Max	Mean	Std
1	Action Oriented	82	3.09	4.82	3.89	0.37
2	Dealing with Ambiguity	169	2.17	4.30	3.44	0.38
3	Approachability	69	2.29	4.89	3.80	0.48
4	Boss Relationships	63	2.88	4.50	3.71	0.39
5	Business Acumen	162	2.25	4.75	3.52	0.41
6	Career Ambition	25	2.89	4.25	3.62	0.36
7	Caring About Direct Reports	42	2.43	5.00	3.68	0.58
8	Comfort Around Higher Management	84	2.33	4.67	3.67	0.44
9	Command Skills	127	2.22	4.47	3.46	0.48
10	Compassion	29	2.67	4.29	3.58	0.44
11	Composure	75	1.86	5.00	3.58	0.58
12	Conflict Management	155	2.00	4.40	3.15	0.39
13	Confronting Direct Reports	59	1.89	4.20	3.32	0.47
14	Creativity	105	2.17	4.64	3.53	0.48
15	Customer Focus	146	2.33	4.62	3.70	0.38
16	Timely Decision Making	55	2.50	4.20	3.48	0.38
17	Decision Quality	132	2.50	4.44	3.66	0.40
18	Delegation	67	2.27	4.67	3.52	0.45
19	Developing Direct Reports and Others	137	2.20	4.31	3.37	0.43
20	Directing Others	96	2.44	4.42	3.40	0.39
21	Managing Diversity	84	2.67	4.50	3.80	0.39
22	Ethics and Values	60	3.00	4.83	4.03	0.39
23	Fairness to Direct Reports	53	2.67	4.50	3.72	0.41
24	Functional/Technical Skills	73	2.80	5.00	4.04	0.44
25	Hiring and Staffing	60	2.20	4.50	3.41	0.44
26	Humor	24	2.63	4.42	3.59	0.38
27	Informing	66	1.71	4.18	3.41	0.42
28	Innovation Management	124	2.50	4.33	3.53	0.40
29	Integrity and Trust	144	2.00	5.00	4.01	0.52
30	Intellectual Horsepower	49	3.13	4.71	4.05	0.40
31	Interpersonal Savvy	64	2.14	4.70	3.48	0.54
32	Learning on the Fly	146	2.67	4.67	3.72	0.38
33	Listening	167	2.00	4.50	3.55	0.45
34	Managerial Courage	112	2.40	4.47	3.47	0.43
35	Managing & Measuring Work	157	2.00	4.83	3.46	0.41
36	Motivating Others	174	1.86	4.69	3.37	0.50
37	Negotiating	105	2.00	5.00	3.33	0.45
38	Organizational Agility	112	2.71	4.47	3.57	0.38
39	Organizing	46	2.64	4.40	3.60	0.40
40	Dealing with Paradox	65	2.40	4.10	3.36	0.35
41	Patience	30	2.83	4.11	3.52	0.37

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	110	2.14	4.56	3.57	0.50
43	Perseverance	45	3.20	4.55	3.82	0.32
44	Personal Disclosure	28	2.57	4.20	3.41	0.42
45	Personal Learning	105	2.50	4.30	3.44	0.36
46	Perspective	138	2.33	4.33	3.50	0.40
47	Planning	154	2.44	4.83	3.56	0.39
48	Political Savvy	80	2.00	5.00	3.33	0.54
49	Presentation Skills	60	2.67	4.30	3.51	0.43
50	Priority Setting	159	2.38	4.56	3.51	0.40
51	Problem Solving	134	2.71	5.00	3.78	0.43
52	Process Management	148	2.22	5.00	3.56	0.41
53	Drive for Results	175	2.22	4.62	3.67	0.43
54	Self-Development	83	2.57	4.78	3.58	0.40
55	Self Knowledge	68	2.00	4.33	3.42	0.40
56	Sizing Up People	147	2.45	4.27	3.46	0.36
57	Standing Alone	86	3.00	4.59	3.82	0.37
58	Strategic Agility	152	2.00	4.75	3.38	0.41
59	Managing Through Systems	64	2.00	5.00	3.44	0.45
60	Building Effective Teams	162	1.83	5.00	3.47	0.52
61	Technical Learning	25	3.23	4.70	4.10	0.41
62	Time Management	33	2.50	4.25	3.46	0.42
63	Total Work Systems	35	2.57	4.27	3.33	0.36
64	Understanding Others	54	2.38	4.30	3.23	0.40
65	Managing Vision and Purpose	156	2.38	4.63	3.30	0.43
66	Work / Life Balance	27	2.25	4.30	3.45	0.47
67	Written Communications	31	2.88	4.40	3.62	0.35

Mean *Skill* Ratings and Rankings for the Sales Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	488	2.00	5.00	3.97	0.43
2	Dealing with Ambiguity	862	2.00	4.78	3.50	0.39
3	Approachability	367	2.00	5.00	3.85	0.55
4	Boss Relationships	368	2.57	4.86	3.81	0.39
5	Business Acumen	916	2.00	4.89	3.85	0.42
6	Career Ambition	232	2.00	4.83	3.79	0.43
7	Caring About Direct Reports	328	1.75	5.00	3.61	0.53
8	Comfort Around Higher Management	549	2.30	4.88	3.77	0.46
9	Command Skills	700	1.90	5.00	3.60	0.45
10	Compassion	224	2.00	4.78	3.67	0.52
11	Composure	470	2.00	5.00	3.56	0.51
12	Conflict Management	894	1.57	5.00	3.43	0.42
13	Confronting Direct Reports	440	2.00	4.75	3.44	0.44
14	Creativity	631	1.67	5.00	3.40	0.43
15	Customer Focus	812	1.90	5.00	4.03	0.44
16	Timely Decision Making	356	1.80	4.75	3.60	0.41
17	Decision Quality	794	2.00	5.00	3.62	0.41
18	Delegation	410	2.33	4.50	3.54	0.39
19	Developing Direct Reports and Others	881	1.80	5.00	3.40	0.48
20	Directing Others	625	1.70	4.80	3.52	0.44
21	Managing Diversity	621	2.00	4.80	3.77	0.42
22	Ethics and Values	386	1.90	5.00	3.99	0.44
23	Fairness to Direct Reports	341	1.80	5.00	3.71	0.46
24	Functional/Technical Skills	451	1.67	5.00	3.82	0.43
25	Hiring and Staffing	435	1.89	5.00	3.54	0.46
26	Humor	212	2.10	4.88	3.80	0.46
27	Informing	460	1.80	4.56	3.55	0.41
28	Innovation Management	744	1.67	5.00	3.44	0.40
29	Integrity and Trust	786	1.56	5.00	4.00	0.48
30	Intellectual Horsepower	293	2.30	5.00	3.94	0.45
31	Interpersonal Savvy	511	1.80	5.00	3.71	0.50
32	Learning on the Fly	850	2.11	4.80	3.70	0.38
33	Listening	852	1.90	4.77	3.55	0.46
34	Managerial Courage	642	2.00	4.77	3.59	0.47
35	Managing & Measuring Work	837	1.89	4.63	3.52	0.39
36	Motivating Others	969	1.50	4.93	3.50	0.50
37	Negotiating	666	2.10	5.00	3.69	0.43
38	Organizational Agility	718	1.90	5.00	3.71	0.40
39	Organizing	326	2.00	4.75	3.67	0.45
40	Dealing with Paradox	349	2.00	4.45	3.40	0.35
41	Patience	283	2.00	4.50	3.43	0.47

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	623	1.71	5.00	3.67	0.45
43	Perseverance	403	2.13	5.00	3.86	0.42
44	Personal Disclosure	204	1.60	4.60	3.46	0.47
45	Personal Learning	507	2.00	4.50	3.45	0.34
46	Perspective	636	2.20	4.57	3.51	0.38
47	Planning	779	2.00	5.00	3.54	0.43
48	Political Savvy	469	2.25	4.60	3.52	0.41
49	Presentation Skills	415	2.20	4.92	3.65	0.48
50	Priority Setting	839	1.90	4.63	3.59	0.41
51	Problem Solving	739	2.10	5.00	3.66	0.40
52	Process Management	802	2.20	5.00	3.56	0.41
53	Drive for Results	959	2.40	5.00	3.91	0.45
54	Self-Development	436	2.20	4.56	3.63	0.38
55	Self Knowledge	373	1.80	4.50	3.48	0.41
56	Sizing Up People	685	2.00	5.00	3.51	0.37
57	Standing Alone	514	1.70	4.86	3.77	0.45
58	Strategic Agility	825	1.80	4.77	3.52	0.44
59	Managing Through Systems	406	2.33	4.56	3.45	0.40
60	Building Effective Teams	938	1.60	5.00	3.57	0.49
61	Technical Learning	220	1.88	4.80	3.72	0.48
62	Time Management	248	1.90	4.67	3.54	0.45
63	Total Work Systems	293	1.75	4.63	3.40	0.43
64	Understanding Others	328	2.11	4.67	3.47	0.37
65	Managing Vision and Purpose	853	1.44	5.00	3.49	0.45
66	Work / Life Balance	212	1.90	4.56	3.51	0.51
67	Written Communications	222	2.40	5.00	3.63	0.41

Mean _Skill_ Ratings and Rankings for the Administration Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	412	2.57	5.00	3.94	0.45
2	Dealing with Ambiguity	670	2.00	4.67	3.61	0.40
3	Approachability	276	2.10	5.00	3.81	0.51
4	Boss Relationships	207	2.60	4.57	3.78	0.38
5	Business Acumen	585	2.50	4.86	3.86	0.42
6	Career Ambition	157	2.40	4.71	3.72	0.46
7	Caring About Direct Reports	218	2.25	4.86	3.58	0.46
8	Comfort Around Higher Management	332	2.40	4.80	3.90	0.45
9	Command Skills	506	2.33	4.71	3.67	0.44
10	Compassion	208	2.33	4.78	3.62	0.48
11	Composure	372	2.00	4.86	3.63	0.51
12	Conflict Management	606	2.20	4.50	3.49	0.41
13	Confronting Direct Reports	302	2.09	5.00	3.48	0.47
14	Creativity	383	2.44	5.00	3.45	0.42
15	Customer Focus	679	2.67	4.92	3.91	0.43
16	Timely Decision Making	355	1.80	4.70	3.64	0.41
17	Decision Quality	571	2.30	4.57	3.69	0.38
18	Delegation	299	2.55	4.67	3.63	0.40
19	Developing Direct Reports and Others	668	2.00	4.90	3.46	0.47
20	Directing Others	388	2.00	4.63	3.54	0.44
21	Managing Diversity	470	2.57	4.88	3.85	0.37
22	Ethics and Values	389	2.73	5.00	4.07	0.40
23	Fairness to Direct Reports	273	1.64	4.50	3.70	0.43
24	Functional/Technical Skills	318	2.10	5.00	3.89	0.43
25	Hiring and Staffing	390	2.45	4.73	3.57	0.41
26	Humor	160	2.44	5.00	3.66	0.45
27	Informing	505	2.00	4.78	3.60	0.42
28	Innovation Management	547	2.00	4.80	3.49	0.39
29	Integrity and Trust	578	2.33	5.00	3.99	0.48
30	Intellectual Horsepower	285	2.60	4.89	3.98	0.40
31	Interpersonal Savvy	469	2.00	5.00	3.61	0.52
32	Learning on the Fly	533	2.00	4.75	3.73	0.38
33	Listening	630	2.00	4.78	3.61	0.46
34	Managerial Courage	508	2.00	4.88	3.68	0.47
35	Managing & Measuring Work	559	2.00	4.50	3.56	0.39
36	Motivating Others	686	1.75	5.00	3.51	0.50
37	Negotiating	491	2.00	4.64	3.61	0.43
38	Organizational Agility	505	2.00	4.70	3.75	0.40
39	Organizing	270	2.43	4.56	3.67	0.37
40	Dealing with Paradox	264	2.30	4.33	3.42	0.35
41	Patience	320	2.14	4.83	3.52	0.48

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	447	2.36	4.92	3.70	0.45
43	Perseverance	408	2.57	5.00	3.89	0.42
44	Personal Disclosure	151	2.00	4.40	3.35	0.41
45	Personal Learning	356	2.21	4.43	3.45	0.36
46	Perspective	448	2.00	4.67	3.63	0.38
47	Planning	483	2.36	4.50	3.58	0.39
48	Political Savvy	315	2.00	4.75	3.56	0.43
49	Presentation Skills	271	2.40	4.75	3.60	0.45
50	Priority Setting	546	2.55	4.60	3.63	0.39
51	Problem Solving	618	2.40	4.88	3.74	0.39
52	Process Management	539	2.18	4.78	3.64	0.39
53	Drive for Results	704	2.33	5.00	3.89	0.46
54	Self-Development	281	2.50	4.55	3.62	0.35
55	Self Knowledge	292	2.00	4.50	3.48	0.37
56	Sizing Up People	420	2.36	4.50	3.54	0.34
57	Standing Alone	301	2.38	5.00	3.83	0.41
58	Strategic Agility	550	2.00	4.71	3.59	0.42
59	Managing Through Systems	277	2.00	4.43	3.50	0.39
60	Building Effective Teams	679	1.93	4.92	3.57	0.48
61	Technical Learning	182	2.40	4.75	3.72	0.45
62	Time Management	210	2.13	4.63	3.57	0.43
63	Total Work Systems	252	2.25	4.67	3.48	0.42
64	Understanding Others	341	2.42	4.45	3.46	0.37
65	Managing Vision and Purpose	615	2.00	4.75	3.52	0.46
66	Work / Life Balance	162	1.71	4.44	3.46	0.47
67	Written Communications	180	2.67	4.78	3.63	0.38

Mean _Importance_ Ratings and Rankings for the Accounting Function

Item	Competency	_N_	Min	Max	Mean	Std
1	Action Oriented	132	3.44	4.71	3.93	0.22
2	Dealing with Ambiguity	215	3.27	4.50	3.87	0.23
3	Approachability	116	3.00	4.38	3.76	0.22
4	Boss Relationships	91	3.00	4.25	3.71	0.26
5	Business Acumen	202	2.80	5.00	3.94	0.33
6	Career Ambition	71	2.50	4.25	3.42	0.35
7	Caring About Direct Reports	75	3.00	4.00	3.55	0.21
8	Comfort Around Higher Management	145	3.17	4.63	3.97	0.31
9	Command Skills	158	2.50	4.50	3.84	0.31
10	Compassion	71	2.14	4.13	3.36	0.33
11	Composure	141	3.17	4.50	3.94	0.24
12	Conflict Management	208	2.75	4.36	3.82	0.26
13	Confronting Direct Reports	122	1.50	4.33	3.83	0.35
14	Creativity	157	2.50	4.11	3.35	0.32
15	Customer Focus	190	3.00	4.67	3.97	0.31
16	Timely Decision Making	114	3.29	4.63	3.98	0.21
17	Decision Quality	199	3.33	5.00	4.11	0.25
18	Delegation	115	1.67	4.45	3.91	0.32
19	Developing Direct Reports and Others	208	1.25	4.50	3.86	0.43
20	Directing Others	158	2.14	4.60	3.95	0.31
21	Managing Diversity	150	2.67	4.31	3.67	0.34
22	Ethics and Values	105	3.00	4.91	4.25	0.34
23	Fairness to Direct Reports	99	1.83	4.50	3.83	0.35
24	Functional/Technical Skills	116	3.82	4.89	4.29	0.23
25	Hiring and Staffing	124	1.40	4.50	3.83	0.51
26	Humor	59	2.42	3.75	3.05	0.28
27	Informing	131	3.45	4.43	3.98	0.20
28	Innovation Management	166	2.17	4.27	3.33	0.39
29	Integrity and Trust	197	3.50	5.00	4.28	0.26
30	Intellectual Horsepower	96	3.44	4.54	4.09	0.24
31	Interpersonal Savvy	137	3.17	4.40	3.85	0.25
32	Learning on the Fly	197	3.22	4.50	3.84	0.23
33	Listening	209	3.30	4.50	3.86	0.22
34	Managerial Courage	169	3.17	4.58	3.93	0.24
35	Managing & Measuring Work	198	2.88	5.00	3.94	0.26
36	Motivating Others	220	2.17	4.50	3.90	0.26
37	Negotiating	158	2.83	4.45	3.73	0.33
38	Organizational Agility	194	3.00	4.60	3.85	0.28
39	Organizing	91	3.40	4.50	3.95	0.21
40	Dealing with Paradox	101	2.80	4.14	3.59	0.23
41	Patience	89	2.83	4.36	3.69	0.25

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	141	3.17	4.33	3.88	0.23
43	Perseverance	107	3.25	5.00	3.96	0.25
44	Personal Disclosure	60	2.78	3.88	3.18	0.26
45	Personal Learning	145	2.80	4.11	3.63	0.23
46	Perspective	171	3.00	4.50	3.78	0.29
47	Planning	181	3.20	5.00	4.00	0.25
48	Political Savvy	128	2.80	4.18	3.65	0.31
49	Presentation Skills	112	2.60	4.33	3.71	0.31
50	Priority Setting	207	3.43	5.00	4.05	0.21
51	Problem Solving	189	3.57	5.00	4.10	0.20
52	Process Management	196	3.00	4.50	3.95	0.25
53	Drive for Results	220	3.25	5.00	4.13	0.25
54	Self-Development	126	3.11	4.25	3.71	0.23
55	Self Knowledge	101	3.00	4.00	3.61	0.19
56	Sizing Up People	170	1.86	4.14	3.57	0.32
57	Standing Alone	130	2.78	4.33	3.84	0.28
58	Strategic Agility	185	2.50	5.00	3.83	0.38
59	Managing Through Systems	107	3.14	4.50	3.80	0.26
60	Building Effective Teams	213	2.20	5.00	3.93	0.33
61	Technical Learning	67	3.25	4.50	3.82	0.32
62	Time Management	74	3.57	4.50	4.01	0.20
63	Total Work Systems	75	2.00	4.45	3.65	0.39
64	Understanding Others	85	2.67	4.14	3.57	0.27
65	Managing Vision and Purpose	183	2.00	4.47	3.64	0.40
66	Work / Life Balance	72	3.00	4.08	3.57	0.23
67	Written Communications	77	3.17	4.38	3.89	0.23

Mean *Importance* Ratings and Rankings for the Finance Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	128	3.30	4.60	3.94	0.26
2	Dealing with Ambiguity	202	2.83	4.57	3.88	0.29
3	Approachability	121	3.00	4.60	3.79	0.28
4	Boss Relationships	92	3.11	4.67	3.81	0.29
5	Business Acumen	255	2.90	4.80	4.08	0.36
6	Career Ambition	72	2.64	4.33	3.46	0.37
7	Caring About Direct Reports	108	2.82	4.75	3.67	0.32
8	Comfort Around Higher Management	151	3.25	4.71	4.00	0.32
9	Command Skills	233	3.15	4.67	3.92	0.26
10	Compassion	97	2.60	4.50	3.55	0.34
11	Composure	145	3.43	4.60	3.98	0.22
12	Conflict Management	244	3.00	4.50	3.84	0.28
13	Confronting Direct Reports	128	2.67	4.50	3.85	0.32
14	Creativity	124	2.30	4.25	3.41	0.37
15	Customer Focus	240	2.00	5.00	4.15	0.45
16	Timely Decision Making	105	3.33	4.67	3.99	0.27
17	Decision Quality	156	3.33	4.83	4.19	0.24
18	Delegation	124	3.13	4.50	3.91	0.24
19	Developing Direct Reports and Others	255	2.57	4.75	3.88	0.33
20	Directing Others	144	3.00	4.60	3.96	0.27
21	Managing Diversity	188	2.50	4.60	3.70	0.36
22	Ethics and Values	95	3.38	5.00	4.27	0.32
23	Fairness to Direct Reports	118	3.17	4.75	3.93	0.28
24	Functional/Technical Skills	131	3.50	4.86	4.21	0.25
25	Hiring and Staffing	118	1.50	4.75	3.92	0.49
26	Humor	70	2.46	4.20	3.31	0.37
27	Informing	124	3.14	4.56	3.96	0.25
28	Innovation Management	155	2.00	4.17	3.44	0.41
29	Integrity and Trust	187	3.56	5.00	4.25	0.30
30	Intellectual Horsepower	94	3.20	4.67	4.08	0.24
31	Interpersonal Savvy	178	2.80	4.78	3.91	0.29
32	Learning on the Fly	232	3.00	4.50	3.89	0.28
33	Listening	165	3.27	4.63	3.91	0.26
34	Managerial Courage	169	3.13	4.55	3.92	0.24
35	Managing & Measuring Work	189	2.67	4.50	3.94	0.25
36	Motivating Others	269	3.17	4.75	3.96	0.28
37	Negotiating	165	2.88	5.00	3.83	0.36
38	Organizational Agility	189	3.17	4.43	3.88	0.25
39	Organizing	88	3.20	4.67	3.97	0.24
40	Dealing with Paradox	89	3.00	4.25	3.70	0.26
41	Patience	100	3.25	4.40	3.67	0.26

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	145	3.30	4.56	3.93	0.24
43	Perseverance	107	3.20	4.80	3.98	0.23
44	Personal Disclosure	70	2.75	4.25	3.36	0.31
45	Personal Learning	121	2.50	4.50	3.69	0.29
46	Perspective	140	3.00	4.67	3.85	0.29
47	Planning	175	3.36	4.67	3.94	0.26
48	Political Savvy	118	2.60	4.60	3.75	0.33
49	Presentation Skills	127	2.90	4.80	3.74	0.32
50	Priority Setting	161	3.43	4.83	4.09	0.24
51	Problem Solving	232	3.25	5.00	4.13	0.29
52	Process Management	177	3.25	4.60	3.93	0.24
53	Drive for Results	266	3.33	4.91	4.23	0.31
54	Self-Development	119	3.00	4.50	3.73	0.31
55	Self Knowledge	117	3.13	4.33	3.70	0.24
56	Sizing Up People	149	2.75	4.75	3.66	0.33
57	Standing Alone	118	2.70	4.75	3.95	0.29
58	Strategic Agility	225	3.00	5.00	3.96	0.31
59	Managing Through Systems	101	2.50	4.40	3.76	0.27
60	Building Effective Teams	249	3.00	4.80	3.97	0.31
61	Technical Learning	72	3.11	4.50	3.69	0.29
62	Time Management	78	3.43	4.80	4.05	0.26
63	Total Work Systems	84	2.00	4.75	3.65	0.45
64	Understanding Others	94	3.00	4.25	3.62	0.27
65	Managing Vision and Purpose	222	2.71	4.50	3.78	0.34
66	Work / Life Balance	70	2.80	4.43	3.71	0.33
67	Written Communications	73	3.40	4.75	3.90	0.24

Mean _Importance_ Ratings and Rankings for the Engineering Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	171	3.22	4.55	3.90	0.26
2	Dealing with Ambiguity	237	3.00	4.50	3.82	0.25
3	Approachability	136	3.14	4.38	3.75	0.24
4	Boss Relationships	95	3.00	4.11	3.59	0.28
5	Business Acumen	196	2.50	4.85	3.64	0.40
6	Career Ambition	55	2.47	3.73	3.06	0.29
7	Caring About Direct Reports	93	2.00	4.29	3.51	0.38
8	Comfort Around Higher Management	154	2.78	4.42	3.75	0.32
9	Command Skills	172	3.00	4.50	3.80	0.29
10	Compassion	84	2.67	4.08	3.33	0.31
11	Composure	152	3.25	4.44	3.87	0.23
12	Conflict Management	199	2.89	4.40	3.79	0.26
13	Confronting Direct Reports	131	1.50	4.40	3.72	0.40
14	Creativity	170	2.71	4.30	3.55	0.34
15	Customer Focus	211	3.17	4.89	4.14	0.31
16	Timely Decision Making	152	3.21	4.50	3.94	0.24
17	Decision Quality	200	3.13	4.57	4.06	0.23
18	Delegation	142	2.86	4.44	3.87	0.30
19	Developing Direct Reports and Others	214	1.50	4.71	3.73	0.49
20	Directing Others	150	3.00	4.60	3.98	0.29
21	Managing Diversity	137	2.85	4.18	3.66	0.29
22	Ethics and Values	100	3.23	4.64	4.00	0.31
23	Fairness to Direct Reports	114	1.50	4.53	3.76	0.42
24	Functional/Technical Skills	164	3.38	4.75	4.11	0.28
25	Hiring and Staffing	98	1.67	4.60	3.75	0.57
26	Humor	51	2.38	3.92	3.09	0.32
27	Informing	174	3.20	4.50	3.88	0.23
28	Innovation Management	197	2.75	4.43	3.56	0.34
29	Integrity and Trust	193	3.50	4.67	4.13	0.26
30	Intellectual Horsepower	159	3.00	4.56	3.89	0.26
31	Interpersonal Savvy	157	2.75	4.50	3.84	0.26
32	Learning on the Fly	215	2.80	4.50	3.79	0.28
33	Listening	207	3.13	4.50	3.87	0.23
34	Managerial Courage	172	2.83	4.50	3.83	0.29
35	Managing & Measuring Work	224	2.50	4.67	3.97	0.27
36	Motivating Others	232	2.50	5.00	3.95	0.29
37	Negotiating	160	3.00	4.50	3.80	0.30
38	Organizational Agility	189	3.00	4.50	3.80	0.26
39	Organizing	114	2.88	4.56	4.00	0.30
40	Dealing with Paradox	131	2.50	4.17	3.53	0.27
41	Patience	64	3.00	4.00	3.59	0.22

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	157	3.25	4.43	3.87	0.22
43	Perseverance	172	3.30	4.57	3.97	0.24
44	Personal Disclosure	52	2.38	3.83	3.13	0.32
45	Personal Learning	169	2.86	4.43	3.52	0.28
46	Perspective	152	2.63	4.50	3.63	0.35
47	Planning	209	3.00	5.00	4.05	0.26
48	Political Savvy	170	2.38	4.43	3.56	0.36
49	Presentation Skills	168	2.57	4.43	3.70	0.30
50	Priority Setting	215	3.40	4.58	4.04	0.23
51	Problem Solving	221	2.67	4.67	4.01	0.27
52	Process Management	216	3.00	4.73	3.93	0.29
53	Drive for Results	258	3.20	5.00	4.08	0.27
54	Self-Development	129	2.80	4.22	3.56	0.31
55	Self Knowledge	121	2.83	4.22	3.61	0.27
56	Sizing Up People	169	2.50	4.57	3.62	0.33
57	Standing Alone	152	2.50	4.33	3.71	0.31
58	Strategic Agility	202	2.67	4.85	3.75	0.37
59	Managing Through Systems	107	3.00	4.50	3.69	0.33
60	Building Effective Teams	223	3.00	5.00	3.99	0.29
61	Technical Learning	75	3.00	4.41	3.78	0.38
62	Time Management	119	3.13	4.57	3.89	0.26
63	Total Work Systems	92	2.40	4.43	3.55	0.44
64	Understanding Others	107	2.93	4.17	3.54	0.26
65	Managing Vision and Purpose	218	2.50	4.50	3.68	0.38
66	Work / Life Balance	58	2.78	4.00	3.44	0.30
67	Written Communications	77	3.00	4.44	3.85	0.26

Mean _Importance_ Ratings and Rankings for the HR/Training Function

Item	Competency	_N_	Min	Max	Mean	Std
1	Action Oriented	192	3.23	4.50	3.90	0.24
2	Dealing with Ambiguity	275	3.09	4.60	3.89	0.25
3	Approachability	164	2.75	4.71	4.05	0.29
4	Boss Relationships	117	3.00	4.40	3.68	0.29
5	Business Acumen	266	2.25	4.78	3.78	0.34
6	Career Ambition	84	2.43	4.00	3.29	0.33
7	Caring About Direct Reports	115	2.00	4.57	3.58	0.44
8	Comfort Around Higher Management	193	2.78	4.77	3.97	0.33
9	Command Skills	220	2.43	4.63	3.82	0.30
10	Compassion	94	2.78	4.40	3.66	0.37
11	Composure	188	3.20	4.55	3.96	0.26
12	Conflict Management	283	3.20	4.75	4.05	0.29
13	Confronting Direct Reports	173	2.00	4.80	3.72	0.45
14	Creativity	210	2.14	4.30	3.38	0.34
15	Customer Focus	259	3.20	5.00	4.16	0.29
16	Timely Decision Making	143	3.17	4.60	3.90	0.24
17	Decision Quality	257	3.29	4.80	4.08	0.24
18	Delegation	166	2.57	4.50	3.65	0.37
19	Developing Direct Reports and Others	284	1.50	4.75	3.82	0.50
20	Directing Others	218	2.80	4.53	3.82	0.33
21	Managing Diversity	197	3.10	5.00	4.07	0.39
22	Ethics and Values	140	3.60	5.00	4.35	0.29
23	Fairness to Direct Reports	150	1.00	4.50	3.82	0.46
24	Functional/Technical Skills	142	3.54	4.75	4.13	0.27
25	Hiring and Staffing	176	1.60	5.00	4.15	0.52
26	Humor	83	2.40	4.13	3.14	0.33
27	Informing	177	2.86	4.70	3.97	0.24
28	Innovation Management	232	2.00	4.43	3.41	0.38
29	Integrity and Trust	268	3.64	5.00	4.42	0.29
30	Intellectual Horsepower	113	3.38	4.50	3.88	0.20
31	Interpersonal Savvy	186	3.29	4.58	4.08	0.21
32	Learning on the Fly	242	3.08	4.40	3.75	0.24
33	Listening	284	3.43	4.75	4.14	0.25
34	Managerial Courage	239	3.22	4.67	4.03	0.27
35	Managing & Measuring Work	271	2.67	4.57	3.79	0.27
36	Motivating Others	296	2.86	4.60	3.91	0.31
37	Negotiating	200	2.90	4.75	3.88	0.34
38	Organizational Agility	251	3.20	4.78	4.03	0.29
39	Organizing	133	3.20	4.43	3.87	0.23
40	Dealing with Paradox	136	3.00	4.45	3.70	0.27
41	Patience	134	3.21	4.38	3.80	0.24

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	240	3.36	4.55	3.99	0.23
43	Perseverance	141	3.10	4.67	3.86	0.23
44	Personal Disclosure	94	2.71	3.92	3.27	0.28
45	Personal Learning	193	3.20	4.20	3.71	0.21
46	Perspective	221	2.82	4.50	3.81	0.30
47	Planning	254	3.00	4.75	3.84	0.26
48	Political Savvy	174	2.78	4.71	3.81	0.33
49	Presentation Skills	155	2.67	4.50	3.79	0.31
50	Priority Setting	281	3.33	4.70	3.97	0.21
51	Problem Solving	238	3.31	4.64	3.93	0.23
52	Process Management	274	3.00	5.00	3.79	0.28
53	Drive for Results	299	3.10	4.67	4.00	0.27
54	Self-Development	155	3.00	4.30	3.73	0.24
55	Self Knowledge	148	3.17	4.25	3.70	0.21
56	Sizing Up People	253	2.33	4.82	4.04	0.41
57	Standing Alone	183	3.08	4.46	3.83	0.26
58	Strategic Agility	251	2.55	4.78	3.89	0.32
59	Managing Through Systems	128	2.40	4.33	3.62	0.33
60	Building Effective Teams	269	2.25	5.00	3.88	0.39
61	Technical Learning	85	2.43	4.63	3.44	0.35
62	Time Management	96	3.14	4.50	3.86	0.26
63	Total Work Systems	120	2.50	4.36	3.42	0.39
64	Understanding Others	130	3.20	4.50	3.85	0.26
65	Managing Vision and Purpose	253	2.63	4.56	3.79	0.33
66	Work / Life Balance	88	2.88	4.18	3.54	0.31
67	Written Communications	91	3.17	4.36	3.87	0.28

Mean *Importance* Ratings and Rankings for the IT Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	208	3.25	4.56	3.93	0.23
2	Dealing with Ambiguity	259	3.00	4.60	3.90	0.28
3	Approachability	134	3.00	4.38	3.75	0.29
4	Boss Relationships	94	2.83	4.29	3.62	0.33
5	Business Acumen	227	2.29	4.71	3.81	0.38
6	Career Ambition	53	2.45	3.86	3.22	0.34
7	Caring About Direct Reports	103	1.40	4.20	3.55	0.38
8	Comfort Around Higher Management	224	2.88	4.67	3.91	0.33
9	Command Skills	149	2.71	4.71	3.89	0.31
10	Compassion	86	2.56	4.43	3.43	0.33
11	Composure	204	3.36	4.57	3.94	0.26
12	Conflict Management	272	2.80	4.44	3.89	0.26
13	Confronting Direct Reports	190	1.00	4.63	3.78	0.42
14	Creativity	149	2.60	4.25	3.47	0.36
15	Customer Focus	251	3.40	5.00	4.24	0.27
16	Timely Decision Making	176	3.29	4.60	4.00	0.23
17	Decision Quality	238	3.00	4.71	4.10	0.24
18	Delegation	202	2.50	4.50	3.92	0.27
19	Developing Direct Reports and Others	276	1.80	4.50	3.79	0.45
20	Directing Others	165	1.50	4.57	3.94	0.34
21	Managing Diversity	135	2.78	4.71	3.75	0.37
22	Ethics and Values	138	3.00	4.78	4.02	0.30
23	Fairness to Direct Reports	121	1.83	4.44	3.81	0.39
24	Functional/Technical Skills	126	3.08	4.78	4.03	0.35
25	Hiring and Staffing	120	1.00	4.63	3.82	0.61
26	Humor	56	2.60	4.00	3.20	0.35
27	Informing	166	3.00	4.57	3.94	0.23
28	Innovation Management	194	2.63	4.71	3.58	0.35
29	Integrity and Trust	264	3.27	5.00	4.08	0.28
30	Intellectual Horsepower	87	2.67	4.60	3.92	0.27
31	Interpersonal Savvy	146	3.14	4.44	3.87	0.25
32	Learning on the Fly	174	2.71	4.43	3.78	0.34
33	Listening	258	3.20	4.46	3.94	0.22
34	Managerial Courage	225	2.86	4.43	3.87	0.28
35	Managing & Measuring Work	251	3.20	4.57	3.94	0.24
36	Motivating Others	273	3.00	4.46	3.96	0.27
37	Negotiating	245	3.00	4.59	3.88	0.28
38	Organizational Agility	190	2.89	4.62	3.86	0.31
39	Organizing	119	2.60	4.55	4.04	0.28
40	Dealing with Paradox	89	2.83	4.17	3.56	0.31
41	Patience	94	2.88	4.29	3.64	0.31

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	158	3.00	4.60	3.90	0.23
43	Perseverance	110	3.20	5.00	3.93	0.26
44	Personal Disclosure	47	2.40	3.78	3.18	0.30
45	Personal Learning	120	3.00	4.38	3.62	0.26
46	Perspective	152	3.00	4.43	3.86	0.26
47	Planning	227	3.38	4.63	4.01	0.26
48	Political Savvy	127	2.78	4.57	3.75	0.37
49	Presentation Skills	226	2.25	4.43	3.72	0.32
50	Priority Setting	253	3.20	5.00	4.07	0.23
51	Problem Solving	208	3.36	4.75	4.03	0.24
52	Process Management	207	3.00	4.74	3.92	0.29
53	Drive for Results	302	3.36	4.64	4.04	0.22
54	Self-Development	133	2.88	4.20	3.64	0.25
55	Self Knowledge	108	3.00	4.17	3.62	0.27
56	Sizing Up People	153	2.50	4.50	3.59	0.37
57	Standing Alone	127	2.80	4.67	3.82	0.30
58	Strategic Agility	229	2.67	4.86	3.94	0.34
59	Managing Through Systems	96	3.00	4.50	3.80	0.31
60	Building Effective Teams	272	2.60	4.73	3.98	0.35
61	Technical Learning	52	3.00	4.50	3.88	0.37
62	Time Management	66	3.40	4.50	3.96	0.25
63	Total Work Systems	63	3.00	4.57	3.80	0.38
64	Understanding Others	75	2.75	4.25	3.66	0.29
65	Managing Vision and Purpose	186	2.75	4.67	3.83	0.38
66	Work / Life Balance	64	2.75	4.18	3.52	0.28
67	Written Communications	76	3.20	4.40	3.84	0.28

Mean *Importance* Ratings and Rankings for the Manufacturing Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	99	3.25	4.35	3.94	0.23
2	Dealing with Ambiguity	188	2.80	4.50	3.88	0.27
3	Approachability	95	3.25	4.43	3.89	0.26
4	Boss Relationships	86	2.86	4.50	3.64	0.34
5	Business Acumen	184	2.14	4.54	3.74	0.46
6	Career Ambition	16	2.38	4.20	3.31	0.49
7	Caring About Direct Reports	59	2.80	4.86	3.79	0.41
8	Comfort Around Higher Management	150	2.57	4.60	3.76	0.39
9	Command Skills	113	3.33	4.53	4.02	0.24
10	Compassion	25	2.63	4.50	3.52	0.44
11	Composure	111	3.46	4.50	3.98	0.23
12	Conflict Management	190	3.33	4.64	3.96	0.27
13	Confronting Direct Reports	109	2.63	4.67	4.02	0.36
14	Creativity	164	2.25	4.18	3.39	0.38
15	Customer Focus	133	2.75	4.67	4.01	0.36
16	Timely Decision Making	53	3.50	4.54	4.06	0.23
17	Decision Quality	176	3.38	4.67	4.13	0.23
18	Delegation	101	2.89	4.50	3.97	0.28
19	Developing Direct Reports and Others	197	2.29	5.00	3.97	0.37
20	Directing Others	162	3.13	4.75	4.12	0.25
21	Managing Diversity	114	2.83	4.63	3.78	0.34
22	Ethics and Values	42	3.20	4.69	4.17	0.32
23	Fairness to Direct Reports	82	2.83	4.50	3.95	0.30
24	Functional/Technical Skills	91	3.00	4.63	4.00	0.31
25	Hiring and Staffing	78	2.29	4.63	3.77	0.47
26	Humor	15	2.63	3.55	3.14	0.28
27	Informing	70	3.20	4.55	3.94	0.26
28	Innovation Management	178	2.29	4.43	3.44	0.42
29	Integrity and Trust	187	3.25	5.00	4.17	0.32
30	Intellectual Horsepower	33	3.50	4.40	3.96	0.23
31	Interpersonal Savvy	61	3.44	4.36	3.92	0.22
32	Learning on the Fly	181	3.12	4.43	3.80	0.24
33	Listening	199	3.14	4.50	3.91	0.24
34	Managerial Courage	130	3.40	4.50	4.00	0.25
35	Managing & Measuring Work	193	3.40	4.63	4.01	0.23
36	Motivating Others	204	2.92	5.00	4.14	0.28
37	Negotiating	161	3.00	4.63	3.78	0.33
38	Organizational Agility	160	2.33	4.63	3.79	0.33
39	Organizing	39	3.75	4.86	4.07	0.23
40	Dealing with Paradox	62	3.09	4.33	3.66	0.29

Item	Competency	N	Min	Max	Mean	Std
41	Patience	26	3.21	4.33	3.76	0.32
42	Peer Relationships	166	3.27	4.50	3.92	0.25
43	Perseverance	57	3.40	4.71	4.03	0.23
44	Personal Disclosure	21	2.43	3.83	3.16	0.38
45	Personal Learning	123	3.13	4.31	3.70	0.24
46	Perspective	142	3.09	4.44	3.74	0.32
47	Planning	186	2.83	4.71	3.97	0.26
48	Political Savvy	111	2.57	4.50	3.58	0.39
49	Presentation Skills	104	2.85	4.40	3.68	0.30
50	Priority Setting	184	3.25	4.63	4.08	0.22
51	Problem Solving	132	3.40	4.56	4.00	0.22
52	Process Management	184	3.00	4.60	3.99	0.27
53	Drive for Results	201	3.13	5.00	4.17	0.28
54	Self-Development	114	3.25	4.20	3.74	0.22
55	Self Knowledge	48	3.00	4.40	3.75	0.27
56	Sizing Up People	175	2.75	4.44	3.77	0.32
57	Standing Alone	117	3.00	4.63	3.84	0.29
58	Strategic Agility	164	2.50	4.78	3.91	0.36
59	Managing Through Systems	65	3.09	4.33	3.78	0.30
60	Building Effective Teams	195	3.38	4.67	4.14	0.28
61	Technical Learning	19	3.20	4.43	3.63	0.34
62	Time Management	27	3.57	4.44	4.00	0.19
63	Total Work Systems	39	3.14	4.50	3.94	0.30
64	Understanding Others	42	3.09	4.14	3.69	0.25
65	Managing Vision and Purpose	170	2.50	4.70	3.89	0.38
66	Work / Life Balance	17	3.00	4.20	3.64	0.32
67	Written Communications	22	3.38	4.20	3.78	0.23

Mean _Importance_ Ratings and Rankings for the Marketing Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	273	3.38	4.80	4.01	0.24
2	Dealing with Ambiguity	465	2.88	4.50	3.93	0.26
3	Approachability	207	2.86	4.40	3.70	0.26
4	Boss Relationships	177	2.75	4.40	3.66	0.30
5	Business Acumen	423	3.27	4.80	4.18	0.27
6	Career Ambition	105	2.50	4.20	3.35	0.34
7	Caring About Direct Reports	162	1.80	4.17	3.48	0.42
8	Comfort Around Higher Management	264	3.00	5.00	3.94	0.33
9	Command Skills	342	2.00	4.67	3.90	0.29
10	Compassion	114	2.57	4.10	3.30	0.30
11	Composure	270	3.00	4.67	3.88	0.24
12	Conflict Management	445	3.00	4.80	3.87	0.26
13	Confronting Direct Reports	207	2.00	4.50	3.64	0.47
14	Creativity	302	2.55	4.78	3.81	0.36
15	Customer Focus	387	3.14	4.89	4.17	0.33
16	Timely Decision Making	187	3.00	4.64	3.99	0.25
17	Decision Quality	369	3.00	4.83	4.17	0.23
18	Delegation	209	2.67	4.71	3.80	0.34
19	Developing Direct Reports and Others	395	1.00	4.70	3.78	0.55
20	Directing Others	300	3.00	4.80	4.00	0.27
21	Managing Diversity	266	2.38	4.89	3.68	0.36
22	Ethics and Values	212	3.00	4.83	4.08	0.32
23	Fairness to Direct Reports	184	1.50	4.56	3.73	0.44
24	Functional/Technical Skills	229	2.94	4.83	4.10	0.28
25	Hiring and Staffing	208	1.00	4.55	3.70	0.61
26	Humor	107	2.00	3.78	3.12	0.32
27	Informing	227	3.14	4.67	3.95	0.25
28	Innovation Management	318	2.75	4.78	3.97	0.34
29	Integrity and Trust	404	3.33	4.86	4.12	0.28
30	Intellectual Horsepower	157	3.33	4.64	3.97	0.25
31	Interpersonal Savvy	213	2.94	4.58	3.93	0.25
32	Learning on the Fly	405	3.00	4.60	3.86	0.24
33	Listening	445	3.22	4.56	3.92	0.23
34	Managerial Courage	319	2.00	4.60	3.91	0.28
35	Managing & Measuring Work	421	3.00	4.71	3.96	0.24
36	Motivating Others	471	2.00	5.00	4.03	0.28
37	Negotiating	303	2.00	4.67	3.84	0.33
38	Organizational Agility	353	2.00	4.63	3.91	0.29
39	Organizing	150	3.50	4.57	4.01	0.22
40	Dealing with Paradox	180	2.83	4.18	3.63	0.27
41	Patience	155	3.08	4.30	3.61	0.25

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	314	3.17	4.63	3.93	0.25
43	Perseverance	163	3.40	4.58	3.97	0.23
44	Personal Disclosure	98	2.31	4.00	3.20	0.31
45	Personal Learning	289	2.67	4.33	3.65	0.27
46	Perspective	342	2.83	4.67	3.94	0.28
47	Planning	392	3.31	4.83	4.03	0.26
48	Political Savvy	218	2.57	4.67	3.76	0.35
49	Presentation Skills	203	3.17	4.78	3.94	0.26
50	Priority Setting	435	3.33	4.83	4.12	0.20
51	Problem Solving	348	3.00	4.80	4.02	0.24
52	Process Management	413	2.88	4.71	3.89	0.28
53	Drive for Results	481	3.00	4.86	4.23	0.26
54	Self-Development	218	3.00	4.50	3.70	0.25
55	Self Knowledge	221	3.00	4.40	3.66	0.26
56	Sizing Up People	393	2.67	4.38	3.59	0.34
57	Standing Alone	250	2.83	4.50	3.82	0.26
58	Strategic Agility	402	2.00	4.89	4.19	0.33
59	Managing Through Systems	153	2.86	4.33	3.65	0.32
60	Building Effective Teams	453	2.00	4.75	4.02	0.32
61	Technical Learning	109	2.43	4.90	3.55	0.38
62	Time Management	130	3.43	4.67	3.97	0.23
63	Total Work Systems	128	1.90	4.40	3.46	0.44
64	Understanding Others	156	3.00	4.40	3.67	0.25
65	Managing Vision and Purpose	418	2.00	4.89	3.98	0.35
66	Work / Life Balance	116	2.57	4.20	3.49	0.31
67	Written Communications	115	2.80	4.89	3.87	0.30

Mean _Importance_ Ratings and Rankings for the Purchasing Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	61	3.43	4.50	3.92	0.24
2	Dealing with Ambiguity	146	3.13	4.50	3.89	0.25
3	Approachability	46	3.14	4.18	3.74	0.27
4	Boss Relationships	47	2.83	4.14	3.56	0.31
5	Business Acumen	138	3.18	4.75	4.03	0.30
6	Career Ambition	15	2.67	3.50	3.10	0.27
7	Caring About Direct Reports	43	2.20	4.15	3.40	0.44
8	Comfort Around Higher Management	98	2.83	4.57	3.86	0.32
9	Command Skills	90	3.29	4.60	3.88	0.25
10	Compassion	22	2.57	4.07	3.23	0.35
11	Composure	103	3.33	4.36	3.93	0.20
12	Conflict Management	131	3.11	4.64	3.97	0.24
13	Confronting Direct Reports	88	2.40	4.36	3.67	0.45
14	Creativity	87	2.40	4.00	3.35	0.33
15	Customer Focus	112	3.20	4.79	4.15	0.29
16	Timely Decision Making	44	3.00	4.64	3.94	0.26
17	Decision Quality	128	3.57	4.58	4.15	0.23
18	Delegation	66	2.82	4.50	3.73	0.39
19	Developing Direct Reports and Others	142	1.78	4.80	3.80	0.60
20	Directing Others	79	3.25	4.44	3.84	0.31
21	Managing Diversity	84	2.50	5.00	3.65	0.39
22	Ethics and Values	51	3.57	4.75	4.14	0.31
23	Fairness to Direct Reports	43	2.00	4.47	3.79	0.40
24	Functional/Technical Skills	47	3.00	4.80	4.03	0.36
25	Hiring and Staffing	51	1.00	4.56	3.64	0.72
26	Humor	14	2.50	3.58	2.98	0.30
27	Informing	52	3.29	5.00	3.93	0.31
28	Innovation Management	121	2.29	5.00	3.54	0.40
29	Integrity and Trust	138	3.40	5.00	4.20	0.28
30	Intellectual Horsepower	58	3.40	4.42	3.94	0.23
31	Interpersonal Savvy	74	3.38	4.50	3.92	0.22
32	Learning on the Fly	131	2.71	4.57	3.75	0.25
33	Listening	137	3.22	5.00	3.92	0.26
34	Managerial Courage	112	3.00	5.00	3.89	0.30
35	Managing & Measuring Work	132	3.00	4.50	3.92	0.25
36	Motivating Others	149	2.67	4.64	3.95	0.33
37	Negotiating	112	3.17	4.89	4.29	0.32
38	Organizational Agility	118	2.50	4.50	3.85	0.29
39	Organizing	47	3.43	4.63	3.97	0.25
40	Dealing with Paradox	46	2.71	4.20	3.63	0.30
41	Patience	18	2.75	4.18	3.53	0.35

Item	Competency	*N*	Min	Max	Mean	Std
42	Peer Relationships	103	3.00	4.40	3.88	0.28
43	Perseverance	39	3.56	4.50	3.99	0.21
44	Personal Disclosure	13	2.82	3.43	3.18	0.20
45	Personal Learning	69	3.00	4.00	3.59	0.24
46	Perspective	104	2.83	4.57	3.84	0.30
47	Planning	120	3.00	4.57	3.93	0.27
48	Political Savvy	87	2.80	4.36	3.77	0.30
49	Presentation Skills	61	3.00	4.18	3.71	0.27
50	Priority Setting	129	3.17	4.57	4.04	0.23
51	Problem Solving	107	3.43	4.57	4.01	0.24
52	Process Management	131	3.19	4.50	3.88	0.26
53	Drive for Results	151	3.29	5.00	4.18	0.29
54	Self-Development	46	2.88	4.20	3.68	0.28
55	Self Knowledge	61	3.00	4.18	3.71	0.26
56	Sizing Up People	133	2.00	4.67	3.66	0.39
57	Standing Alone	59	3.25	4.40	3.83	0.28
58	Strategic Agility	121	3.00	4.71	4.04	0.33
59	Managing Through Systems	38	2.71	4.50	3.67	0.38
60	Building Effective Teams	125	2.50	4.73	3.89	0.39
61	Technical Learning	14	3.00	3.92	3.56	0.25
62	Time Management	19	3.17	4.29	3.91	0.25
63	Total Work Systems	47	2.78	4.50	3.61	0.38
64	Understanding Others	35	3.11	4.22	3.65	0.27
65	Managing Vision and Purpose	127	2.25	4.63	3.86	0.38
66	Work / Life Balance	16	3.00	3.91	3.39	0.22
67	Written Communications	18	3.50	4.11	3.78	0.16

Mean _Importance_ Ratings and Rankings for the Operations Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	263	3.17	4.58	3.97	0.26
2	Dealing with Ambiguity	385	2.00	4.75	3.87	0.29
3	Approachability	183	2.90	4.45	3.77	0.27
4	Boss Relationships	148	2.43	4.46	3.68	0.31
5	Business Acumen	324	2.00	5.00	3.91	0.39
6	Career Ambition	104	2.43	4.50	3.29	0.36
7	Caring About Direct Reports	140	1.83	4.67	3.55	0.43
8	Comfort Around Higher Management	230	2.25	4.80	3.86	0.35
9	Command Skills	282	3.00	4.63	3.93	0.29
10	Compassion	124	2.64	4.22	3.49	0.30
11	Composure	254	3.29	5.00	3.98	0.24
12	Conflict Management	367	3.00	5.00	3.95	0.25
13	Confronting Direct Reports	216	1.80	4.63	3.90	0.40
14	Creativity	272	2.29	4.36	3.50	0.33
15	Customer Focus	354	2.83	5.00	4.23	0.37
16	Timely Decision Making	216	3.38	4.83	4.04	0.24
17	Decision Quality	361	2.00	5.00	4.11	0.28
18	Delegation	203	2.71	4.70	3.93	0.30
19	Developing Direct Reports and Others	378	2.00	4.82	3.90	0.45
20	Directing Others	265	3.13	5.00	4.05	0.25
21	Managing Diversity	279	2.77	5.00	3.87	0.35
22	Ethics and Values	237	3.22	4.83	4.17	0.32
23	Fairness to Direct Reports	172	1.00	4.50	3.87	0.44
24	Functional/Technical Skills	188	3.25	4.78	4.06	0.29
25	Hiring and Staffing	239	1.00	4.75	3.89	0.61
26	Humor	105	2.50	4.11	3.16	0.32
27	Informing	272	3.00	4.89	3.99	0.29
28	Innovation Management	311	1.50	4.55	3.57	0.39
29	Integrity and Trust	361	3.43	5.00	4.22	0.28
30	Intellectual Horsepower	184	3.29	5.00	3.93	0.25
31	Interpersonal Savvy	263	3.00	4.50	3.90	0.26
32	Learning on the Fly	344	2.75	5.00	3.82	0.28
33	Listening	369	3.00	4.83	3.95	0.24
34	Managerial Courage	316	3.00	5.00	3.99	0.29
35	Managing & Measuring Work	344	3.00	4.67	3.99	0.26
36	Motivating Others	397	2.67	5.00	4.06	0.30
37	Negotiating	260	2.75	5.00	3.88	0.32
38	Organizational Agility	307	3.00	4.63	3.88	0.28
39	Organizing	185	3.33	4.80	4.01	0.25
40	Dealing with Paradox	191	2.80	4.36	3.66	0.29
41	Patience	180	3.00	4.40	3.72	0.26

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	272	3.11	5.00	3.95	0.26
43	Perseverance	216	3.00	4.78	3.98	0.27
44	Personal Disclosure	104	2.47	3.91	3.23	0.30
45	Personal Learning	234	2.87	4.33	3.63	0.26
46	Perspective	297	2.00	4.60	3.77	0.34
47	Planning	298	3.00	4.70	4.00	0.27
48	Political Savvy	225	2.33	4.44	3.70	0.36
49	Presentation Skills	186	2.90	4.40	3.72	0.30
50	Priority Setting	328	3.00	4.67	4.06	0.24
51	Problem Solving	346	3.00	4.69	4.05	0.24
52	Process Management	335	2.00	4.75	4.01	0.29
53	Drive for Results	398	3.00	5.00	4.20	0.31
54	Self-Development	175	3.00	4.27	3.65	0.25
55	Self Knowledge	199	3.00	4.63	3.71	0.29
56	Sizing Up People	300	1.83	4.80	3.75	0.37
57	Standing Alone	223	2.71	4.55	3.84	0.28
58	Strategic Agility	337	2.75	4.77	3.94	0.32
59	Managing Through Systems	154	2.00	4.46	3.79	0.34
60	Building Effective Teams	370	2.83	5.00	4.07	0.31
61	Technical Learning	115	2.88	4.50	3.69	0.36
62	Time Management	123	3.38	4.60	3.94	0.25
63	Total Work Systems	151	2.67	5.00	3.81	0.40
64	Understanding Others	188	2.83	4.27	3.70	0.26
65	Managing Vision and Purpose	343	2.20	5.00	3.89	0.38
66	Work / Life Balance	114	2.88	4.30	3.57	0.30
67	Written Communications	127	2.90	4.44	3.80	0.26

Mean *Importance* Ratings and Rankings for the R&D Function

Item	Competency	*N*	Min	Max	Mean	Std
1	Action Oriented	71	3.33	4.45	3.93	0.20
2	Dealing with Ambiguity	146	3.00	4.50	3.88	0.26
3	Approachability	61	2.80	4.23	3.76	0.26
4	Boss Relationships	49	3.11	4.29	3.69	0.23
5	Business Acumen	140	2.43	4.67	3.84	0.39
6	Career Ambition	21	2.38	4.00	3.35	0.36
7	Caring About Direct Reports	34	2.82	4.40	3.60	0.33
8	Comfort Around Higher Management	76	3.25	4.44	3.93	0.26
9	Command Skills	105	2.78	4.56	3.87	0.32
10	Compassion	25	2.89	3.71	3.29	0.22
11	Composure	70	3.09	4.46	3.86	0.24
12	Conflict Management	143	3.09	4.57	3.81	0.28
13	Confronting Direct Reports	55	2.73	4.25	3.81	0.31
14	Creativity	93	2.75	4.60	3.77	0.39
15	Customer Focus	125	3.17	4.80	4.09	0.30
16	Timely Decision Making	37	3.42	4.86	4.01	0.25
17	Decision Quality	110	3.50	4.86	4.14	0.23
18	Delegation	61	2.92	4.40	3.88	0.30
19	Developing Direct Reports and Others	116	2.57	4.63	3.93	0.36
20	Directing Others	84	3.11	4.57	4.02	0.28
21	Managing Diversity	79	2.80	4.43	3.66	0.31
22	Ethics and Values	46	3.09	4.67	3.96	0.30
23	Fairness to Direct Reports	48	2.75	4.46	3.84	0.35
24	Functional/Technical Skills	67	3.50	4.80	4.22	0.32
25	Hiring and Staffing	55	2.25	4.71	3.83	0.50
26	Humor	20	2.65	3.57	3.05	0.27
27	Informing	61	3.00	4.57	3.89	0.26
28	Innovation Management	101	2.57	5.00	4.01	0.47
29	Integrity and Trust	123	3.50	4.73	4.12	0.25
30	Intellectual Horsepower	34	3.53	4.44	4.06	0.26
31	Interpersonal Savvy	59	2.60	4.43	3.79	0.32
32	Learning on the Fly	126	3.00	4.33	3.83	0.22
33	Listening	144	3.30	4.38	3.86	0.20
34	Managerial Courage	92	3.15	4.50	3.90	0.26
35	Managing & Measuring Work	135	3.50	4.57	4.00	0.21
36	Motivating Others	151	2.88	4.60	3.96	0.31
37	Negotiating	87	2.92	4.60	3.79	0.28
38	Organizational Agility	101	3.09	4.57	3.85	0.28
39	Organizing	31	3.56	4.33	3.98	0.22
40	Dealing with Paradox	48	3.11	4.17	3.63	0.28
41	Patience	26	2.90	4.00	3.51	0.28

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	93	3.33	4.57	3.95	0.22
43	Perseverance	40	3.44	4.57	3.98	0.24
44	Personal Disclosure	24	2.64	3.86	3.19	0.38
45	Personal Learning	83	3.11	4.29	3.63	0.21
46	Perspective	117	2.50	4.62	3.85	0.33
47	Planning	132	3.13	4.50	4.01	0.22
48	Political Savvy	65	2.78	4.35	3.69	0.34
49	Presentation Skills	55	3.00	4.45	3.76	0.32
50	Priority Setting	137	3.50	4.67	4.09	0.22
51	Problem Solving	112	3.20	4.58	4.08	0.25
52	Process Management	127	3.25	4.64	3.95	0.25
53	Drive for Results	153	3.38	4.70	4.14	0.26
54	Self-Development	73	3.00	4.29	3.73	0.26
55	Self Knowledge	64	2.82	4.17	3.57	0.29
56	Sizing Up People	124	2.64	4.33	3.65	0.31
57	Standing Alone	67	3.30	4.46	3.87	0.27
58	Strategic Agility	129	2.40	4.89	3.91	0.37
59	Managing Through Systems	45	3.00	4.50	3.79	0.33
60	Building Effective Teams	141	2.86	4.60	4.04	0.33
61	Technical Learning	21	3.38	4.71	3.95	0.33
62	Time Management	29	3.50	4.42	3.91	0.21
63	Total Work Systems	30	2.57	4.71	3.49	0.48
64	Understanding Others	47	2.89	4.09	3.55	0.27
65	Managing Vision and Purpose	134	2.62	4.67	3.79	0.41
66	Work / Life Balance	23	3.00	3.73	3.35	0.24
67	Written Communications	27	3.40	4.29	3.84	0.23

Mean _Importance_ Ratings and Rankings for the Sales Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	407	3.00	5.00	4.05	0.26
2	Dealing with Ambiguity	732	3.00	5.00	3.88	0.28
3	Approachability	303	2.00	5.00	3.87	0.30
4	Boss Relationships	324	2.83	4.40	3.68	0.31
5	Business Acumen	771	2.80	5.00	4.16	0.29
6	Career Ambition	167	2.67	4.25	3.48	0.32
7	Caring About Direct Reports	270	2.00	4.50	3.67	0.38
8	Comfort Around Higher Management	462	2.67	5.00	3.80	0.35
9	Command Skills	574	2.88	4.64	3.95	0.29
10	Compassion	180	2.64	4.33	3.56	0.30
11	Composure	430	3.00	5.00	3.94	0.26
12	Conflict Management	797	3.13	4.90	3.95	0.25
13	Confronting Direct Reports	397	2.00	4.71	3.84	0.41
14	Creativity	552	2.33	4.63	3.52	0.35
15	Customer Focus	666	3.10	5.00	4.37	0.32
16	Timely Decision Making	297	3.25	4.90	4.00	0.23
17	Decision Quality	649	3.00	5.00	4.11	0.26
18	Delegation	365	2.43	5.00	3.85	0.35
19	Developing Direct Reports and Others	745	1.00	5.00	3.91	0.49
20	Directing Others	553	2.60	5.00	4.01	0.33
21	Managing Diversity	534	2.00	4.80	3.78	0.39
22	Ethics and Values	311	3.26	5.00	4.18	0.33
23	Fairness to Direct Reports	283	1.00	5.00	3.84	0.46
24	Functional/Technical Skills	369	2.75	5.00	3.95	0.35
25	Hiring and Staffing	391	1.00	5.00	3.87	0.68
26	Humor	168	2.33	4.33	3.30	0.35
27	Informing	375	3.13	5.00	3.97	0.24
28	Innovation Management	606	2.00	4.71	3.63	0.36
29	Integrity and Trust	662	3.33	5.00	4.21	0.29
30	Intellectual Horsepower	246	3.10	5.00	3.98	0.29
31	Interpersonal Savvy	399	3.27	5.00	4.01	0.24
32	Learning on the Fly	724	3.00	5.00	3.84	0.28
33	Listening	725	3.00	5.00	3.97	0.25
34	Managerial Courage	538	2.50	4.70	3.93	0.30
35	Managing & Measuring Work	698	3.09	4.88	3.96	0.25
36	Motivating Others	829	2.50	5.00	4.10	0.32
37	Negotiating	556	2.50	5.00	4.12	0.36
38	Organizational Agility	599	2.80	5.00	3.86	0.32
39	Organizing	256	3.00	4.75	3.95	0.26
40	Dealing with Paradox	282	3.00	4.44	3.68	0.27
41	Patience	216	2.80	4.40	3.71	0.29

Item	Competency	N	Min	Max	Mean	Std
42	Peer Relationships	529	3.00	4.83	3.88	0.28
43	Perseverance	308	3.29	4.88	4.01	0.25
44	Personal Disclosure	159	2.56	4.20	3.31	0.31
45	Personal Learning	434	2.80	4.50	3.70	0.25
46	Perspective	548	2.20	4.70	3.81	0.30
47	Planning	657	2.50	5.00	3.98	0.26
48	Political Savvy	419	2.57	4.67	3.69	0.34
49	Presentation Skills	368	3.14	5.00	3.90	0.29
50	Priority Setting	696	3.20	5.00	4.05	0.23
51	Problem Solving	619	3.25	5.00	4.00	0.23
52	Process Management	665	3.00	5.00	3.85	0.29
53	Drive for Results	813	3.50	5.00	4.33	0.28
54	Self-Development	358	3.00	4.63	3.79	0.26
55	Self Knowledge	327	2.88	4.50	3.74	0.24
56	Sizing Up People	612	2.43	5.00	3.77	0.35
57	Standing Alone	425	2.67	4.44	3.82	0.28
58	Strategic Agility	683	2.40	5.00	4.03	0.33
59	Managing Through Systems	306	2.60	4.50	3.73	0.30
60	Building Effective Teams	794	2.00	5.00	4.09	0.36
61	Technical Learning	172	2.40	4.50	3.50	0.38
62	Time Management	202	3.25	4.75	3.95	0.24
63	Total Work Systems	229	2.00	4.40	3.51	0.37
64	Understanding Others	248	2.88	4.33	3.73	0.26
65	Managing Vision and Purpose	710	2.20	5.00	3.95	0.35
66	Work / Life Balance	169	2.60	4.38	3.61	0.30
67	Written Communications	176	3.00	4.88	3.81	0.28

Mean _Importance_ Ratings and Rankings for the Administration Function

Item	Competency	N	Min	Max	Mean	Std
1	Action Oriented	360	3.00	4.71	4.00	0.25
2	Dealing with Ambiguity	582	3.00	4.77	3.93	0.27
3	Approachability	242	2.83	4.50	3.81	0.26
4	Boss Relationships	185	2.67	4.71	3.72	0.29
5	Business Acumen	495	2.33	4.85	4.06	0.37
6	Career Ambition	138	2.25	4.33	3.28	0.35
7	Caring About Direct Reports	187	1.00	4.29	3.60	0.35
8	Comfort Around Higher Management	302	2.83	4.71	3.94	0.30
9	Command Skills	422	2.67	4.83	3.98	0.30
10	Compassion	187	2.67	4.50	3.48	0.30
11	Composure	340	3.20	4.83	4.00	0.24
12	Conflict Management	552	3.00	5.00	3.97	0.25
13	Confronting Direct Reports	274	1.00	4.71	3.91	0.36
14	Creativity	349	2.57	4.50	3.52	0.33
15	Customer Focus	574	2.67	5.00	4.26	0.35
16	Timely Decision Making	315	3.25	5.00	4.03	0.24
17	Decision Quality	469	3.00	4.89	4.18	0.26
18	Delegation	267	2.78	4.56	3.94	0.26
19	Developing Direct Reports and Others	571	2.00	4.75	3.99	0.37
20	Directing Others	344	2.75	4.71	4.08	0.25
21	Managing Diversity	420	2.50	4.83	3.92	0.34
22	Ethics and Values	346	3.33	5.00	4.26	0.30
23	Fairness to Direct Reports	240	2.33	4.63	3.93	0.32
24	Functional/Technical Skills	271	2.83	4.75	4.02	0.32
25	Hiring and Staffing	367	1.00	4.90	4.08	0.46
26	Humor	145	2.47	4.00	3.19	0.28
27	Informing	456	3.00	5.00	4.03	0.25
28	Innovation Management	466	2.00	4.75	3.67	0.35
29	Integrity and Trust	492	3.33	5.00	4.27	0.28
30	Intellectual Horsepower	256	3.17	4.75	3.98	0.24
31	Interpersonal Savvy	390	3.00	4.60	3.93	0.25
32	Learning on the Fly	443	3.00	4.58	3.85	0.23
33	Listening	544	3.17	4.63	3.98	0.22
34	Managerial Courage	439	3.00	4.73	4.01	0.27
35	Managing & Measuring Work	469	2.60	5.00	4.00	0.24
36	Motivating Others	583	2.83	5.00	4.11	0.28
37	Negotiating	427	3.00	4.71	3.97	0.27
38	Organizational Agility	443	2.80	4.67	3.95	0.26
39	Organizing	219	3.00	4.67	3.96	0.23
40	Dealing with Paradox	239	2.75	4.57	3.67	0.27

Item	Competency	N	Min	Max	Mean	Std
41	Patience	294	2.88	4.67	3.74	0.27
42	Peer Relationships	401	3.00	4.58	3.95	0.25
43	Perseverance	358	3.00	5.00	3.98	0.25
44	Personal Disclosure	135	2.44	3.88	3.21	0.29
45	Personal Learning	316	2.86	4.43	3.68	0.25
46	Perspective	378	3.00	5.00	3.87	0.32
47	Planning	407	3.00	4.86	4.01	0.26
48	Political Savvy	289	2.00	4.50	3.75	0.32
49	Presentation Skills	233	2.75	4.70	3.80	0.28
50	Priority Setting	448	3.00	4.75	4.08	0.23
51	Problem Solving	544	2.67	4.70	4.04	0.25
52	Process Management	450	2.64	4.71	3.94	0.28
53	Drive for Results	605	3.43	5.00	4.25	0.27
54	Self-Development	230	3.00	4.71	3.69	0.26
55	Self Knowledge	256	2.89	4.40	3.68	0.26
56	Sizing Up People	368	2.20	4.60	3.82	0.34
57	Standing Alone	265	3.18	4.57	3.84	0.25
58	Strategic Agility	458	2.75	5.00	4.05	0.37
59	Managing Through Systems	226	2.80	4.50	3.77	0.30
60	Building Effective Teams	579	2.25	5.00	4.11	0.31
61	Technical Learning	160	2.29	4.30	3.48	0.38
62	Time Management	184	3.13	4.57	3.96	0.22
63	Total Work Systems	214	2.20	4.63	3.63	0.40
64	Understanding Others	301	2.75	4.50	3.73	0.26
65	Managing Vision and Purpose	513	2.63	4.89	4.01	0.38
66	Work / Life Balance	146	2.78	4.57	3.55	0.30
67	Written Communications	155	3.00	4.57	3.83	0.29

Additional Statistical Analyses

In an attempt to understand the competency similarities and differences among the 12 job functions we investigated, correlational analyses were conducted. We also calculated the *overall mean rating* across all 67 competencies for each job function. Below are our findings for both overall mean *skill* ratings and overall mean *importance* ratings. In addition, we computed the relationship between skill and importance ratings by function. These results are reported in the third table.

Inter-Function Means and Correlations for Skill Ratings

The table below presents the overall mean skill rating for each of the functions, as well as the inter-function correlations for the skill ratings. As can be observed, the mean ratings were quite similar among the functions, ranging from a low $M = 3.52$ for the Manufacturing and Purchasing functions to a high $M = 3.67$ for the Credit/Finance function. Likewise, all the correlation coefficients were statistically significant (ps < .001). The *average* inter-industry correlation was 0.87. Collectively, those findings strongly suggest that the individuals in different job functions were perceived to have similar leadership strengths and weaknesses.

Job Function	Mean	1	2	3	4	5	6	7	8	9	10	11
1. Accounting	3.55	—										
2. Finance	3.67	0.95	—									
3. Engineering	3.55	0.91	0.89	—								
4. HR/Training	3.59	0.77	0.75	0.78	—							
5. IT	3.60	0.94	0.93	0.95	0.79	—						
6. Manufacturing	3.52	0.92	0.90	0.89	0.76	0.91	—					
7. Marketing	3.55	0.88	0.90	0.87	0.78	0.89	0.83	—				
8. Purchasing	3.52	0.86	0.89	0.84	0.76	0.88	0.82	0.84	—			
9. Operations	3.59	0.94	0.95	0.92	0.76	0.95	0.93	0.90	0.90	—		
10. R&D	3.56	0.90	0.86	0.95	0.76	0.93	0.87	0.87	0.75	0.88	—	
11. Sales	3.63	0.83	0.89	0.81	0.79	0.85	0.86	0.91	0.87	0.90	0.79	—
12. Administration	3.65	0.89	0.92	0.84	0.80	0.88	0.88	0.93	0.89	0.95	0.82	0.94

Note. All the correlation coefficients are statistically significant, p < .001.

Inter-Function Means and Correlations for Importance Ratings

The table on the top of the next page presents the overall means and inter-function correlation coefficients for importance ratings. Again, the means were similar, ranging from $M = 3.76$ (Engineering) to $M = 3.88$ (Administration). And, again, all the coefficients were statistically significant (ps < .001). The *average* inter-industry correlation was 0.86. Overall, the results suggest that raters in different job functions have similar perceptions regarding what skills are important for the job.

Job Function	Mean	1	2	3	4	5	6	7	8	9	10	11
1. Accounting	3.81	–										
2. Finance	3.86	0.97	–									
3. Engineering	3.76	0.91	0.88	–								
4. HR/Training	3.83	0.76	0.79	0.74	–							
5. IT	3.81	0.91	0.90	0.96	0.74	–						
6. Manufacturing	3.85	0.88	0.86	0.89	0.73	0.89	–					
7. Marketing	3.83	0.80	0.83	0.85	0.68	0.86	0.73	–				
8. Purchasing	3.79	0.86	0.89	0.88	0.79	0.92	0.83	0.89	–			
9. Operations	3.85	0.92	0.92	0.95	0.81	0.96	0.94	0.85	0.92	–		
10. R&D	3.82	0.86	0.82	0.92	0.63	0.89	0.78	0.90	0.84	0.86	–	
11. Sales	3.87	0.82	0.88	0.85	0.80	0.86	0.83	0.88	0.92	0.91	0.79	–
12. Administration	3.88	0.87	0.91	0.90	0.85	0.91	0.89	0.88	0.92	0.97	0.84	0.95

Note. All the correlation coefficients are statistically significant, $p < .001$.

Skill-Importance Correlations for Different Job Functions

We also examined the relationship between the *skill* ratings and *importance* ratings for the 12 different job functions. The following table presents the skill-importance correlation coefficients. Note that all 12 of the coefficients were statistically significant (ps < .05). The *average* correlation was 0.42. On the other hand, also note the job functions which have traditionally focused on leadership development (e.g., HR/Training) have higher correlations than other functions which historically have not (e.g., Manufacturing, IT, R&D). Overall, the findings suggest that learners in different functions are somewhat skilled in areas that are important for their jobs. However, the relationship is relatively modest and implies many developmental opportunities.

Job Function	Skill-Importance Correlation
Accounting	0.54
Credit/Finance	0.55
Engineering	0.39
HR/Training	0.58
IT	0.31
Manufacturing	0.26
Marketing	0.36
Purchasing	0.47
Operations	0.37
R&D	0.32
Sales	0.40
Administration	0.43
Mean	*0.42*

Note. All the correlation coefficients are statistically significant, $p < .05$.

Part V:

Competency Norms by Organizational Position Level

In Part V of the report, we initially present the normative data on competency *skill* ratings and ranking orders for the following different organizational levels:

- Entry-level Individual Contributors
- Senior Individual Contributors
- Supervisors
- Managers
- Directors
- Executives

Subsequently, we report the results for *importance* ratings and rankings.

Mean *Skill* Ratings by Organizational Position Level

The table below provides the mean *skill* rating for each position level on each of the 67 leadership competencies. As we have done previously, means illustrated in **green** denote the highest mean value among the six organizational levels. Means displayed in **red** denote the lowest mean value among the levels. The last row in the table provides the *overall mean rating* across all competencies by level.

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
1	Action Oriented	**3.72**	3.89	3.82	3.91	3.96	**3.99**
2	Dealing with Ambiguity	**3.30**	3.44	3.46	3.54	3.61	**3.62**
3	Approachability	3.83	**3.89**	3.83	3.79	**3.73**	3.85
4	Boss Relationships	**3.62**	3.73	3.70	3.78	**3.81**	3.73
5	Business Acumen	**3.38**	3.58	3.65	3.76	3.83	**3.86**
6	Career Ambition	3.62	**3.51**	3.62	3.66	3.73	**3.86**
7	Caring About Direct Reports	**3.67**	3.56	3.57	3.62	3.57	**3.55**
8	Comfort Around Higher Mgmt	**3.59**	3.65	3.63	3.82	3.92	**3.94**
9	Command Skills	**3.37**	3.39	3.47	3.60	3.68	**3.70**
10	Compassion	**3.74**	3.69	3.66	3.64	**3.56**	3.62
11	Composure	**3.36**	3.55	3.55	3.62	3.65	**3.70**
12	Conflict Management	**3.21**	3.34	3.37	3.40	3.44	**3.47**
13	Confronting Direct Reports	3.34	**3.32**	3.38	3.43	**3.46**	3.42
14	Creativity	3.48	**3.49**	**3.37**	3.40	3.45	3.48
15	Customer Focus	**3.73**	**3.96**	3.86	3.82	3.83	3.84
16	Timely Decision Making	**3.47**	3.58	3.55	3.59	**3.65**	3.61
17	Decision Quality	**3.50**	3.65	3.59	3.67	**3.73**	3.71

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
18	Delegation	3.34	3.38	3.49	3.58	3.59	3.64
19	Developing Direct Reports & Others	3.34	3.32	3.37	3.38	3.37	3.39
20	Directing Others	3.47	3.42	3.42	3.48	3.50	3.51
21	Managing Diversity	3.87	3.91	3.81	3.81	3.77	3.80
22	Ethics and Values	3.76	4.04	3.97	4.01	4.08	4.11
23	Fairness to Direct Reports	3.68	3.73	3.68	3.71	3.66	3.70
24	Functional/Technical Skills	3.79	4.01	3.92	3.91	3.96	3.91
25	Hiring and Staffing	3.53	3.45	3.53	3.50	3.50	3.53
26	Humor	3.87	3.70	3.69	3.69	3.59	3.63
27	Informing	3.53	3.61	3.58	3.52	3.51	3.47
28	Innovation Management	3.39	3.42	3.40	3.43	3.45	3.47
29	Integrity and Trust	3.79	4.06	3.96	4.01	4.04	4.05
30	Intellectual Horsepower	3.81	3.98	3.93	3.96	4.06	4.06
31	Interpersonal Savvy	3.50	3.63	3.61	3.61	3.60	3.66
32	Learning on the Fly	3.65	3.74	3.68	3.69	3.72	3.72
33	Listening	3.51	3.64	3.58	3.54	3.55	3.57
34	Managerial Courage	3.51	3.48	3.50	3.62	3.68	3.64
35	Managing & Measuring Work	3.49	3.51	3.48	3.52	3.52	3.56
36	Motivating Others	3.23	3.34	3.41	3.43	3.44	3.48
37	Negotiating	3.31	3.43	3.50	3.56	3.62	3.66
38	Organizational Agility	3.53	3.64	3.60	3.71	3.78	3.76
39	Organizing	3.46	3.64	3.60	3.66	3.66	3.71
40	Dealing with Paradox	3.31	3.29	3.35	3.39	3.42	3.47
41	Patience	3.52	3.54	3.59	3.44	3.37	3.44
42	Peer Relationships	3.48	3.65	3.63	3.64	3.63	3.71
43	Perseverance	3.67	3.84	3.82	3.84	3.88	3.90
44	Personal Disclosure	3.51	3.42	3.42	3.41	3.33	3.33
45	Personal Learning	3.52	3.43	3.39	3.40	3.41	3.45
46	Perspective	3.33	3.44	3.42	3.54	3.66	3.67
47	Planning	3.40	3.57	3.52	3.55	3.57	3.58
48	Political Savvy	3.10	3.31	3.36	3.51	3.59	3.63
49	Presentation Skills	3.40	3.51	3.50	3.57	3.64	3.68
50	Priority Setting	3.46	3.56	3.53	3.60	3.63	3.62
51	Problem Solving	3.49	3.77	3.71	3.71	3.76	3.76
52	Process Management	3.57	3.65	3.59	3.63	3.62	3.57
53	Drive for Results	3.59	3.76	3.77	3.81	3.89	3.90
54	Self-Development	3.54	3.58	3.58	3.57	3.58	3.64
55	Self Knowledge	3.44	3.52	3.48	3.49	3.43	3.48
56	Sizing Up People	3.47	3.45	3.45	3.50	3.54	3.57
57	Standing Alone	3.73	3.81	3.74	3.80	3.80	3.88
58	Strategic Agility	3.25	3.42	3.41	3.51	3.62	3.63
59	Managing Through Systems	3.40	3.39	3.43	3.47	3.50	3.45
60	Building Effective Teams	3.42	3.45	3.48	3.50	3.49	3.55

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
61	Technical Learning	**3.71**	**3.88**	3.86	3.73	3.75	3.75
62	Time Management	**3.36**	3.51	3.53	3.56	3.58	**3.64**
63	Total Work Systems	**3.31**	**3.55**	3.46	3.43	3.49	3.43
64	Understanding Others	**3.34**	3.42	**3.46**	3.42	3.44	3.40
65	Managing Vision and Purpose	**3.23**	3.35	3.35	3.40	3.49	**3.53**
66	Work / Life Balance	3.54	**3.55**	3.47	3.46	**3.45**	3.49
67	Written Communications	**3.48**	3.60	3.62	3.63	3.65	**3.70**
	Overall Mean Rating	*3.51*	*3.59*	*3.58*	*3.61*	*3.63*	*3.65*

As we might expect, executives were rated the *highest* much of the time (36 out of the 67 competencies); whereas, entry-level individual contributors were rated *lowest* most of the time (44 out of 67). Furthermore, the types of leadership competencies where executives were perceived to perform best related to strategic issues and business decisions (e.g., "Strategic Agility," "Negotiating," "Command Skills," and "Standing Alone"). Lower level learners tended to be rated higher on interpersonal skills, such as "Humor," "Compassion," and "Personal Disclosure." When we examine the overall mean ratings in the bottom line of the table, we see that they generally *increased* as the positions rose in the organization. This finding is rather reassuring, since we would hope that individuals gain in leadership skills as they move up the organizational ladder.

Skill Rankings by Organizational Position Level

The table below presents the rank orders of the 67 competencies for the six position levels. The competency rankings are displayed in order based on the rankings for the entry-level individual contributor position.

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
26	**Humor**	**1**	**17**	**15**	**19**	**38**	**35**
21	Managing Diversity	2	6	10	10	14	14
3	Approachability	3	7	7	12	18	12
30	Intellectual Horsepower	4	4	3	3	2	2
29	Integrity and Trust	5	1	2	2	3	3
24	Functional/Technical Skills	6	3	4	4	4	6
22	Ethics and Values	7	2	1	1	1	1
10	Compassion	8	18	18	24	44	38
57	Standing Alone	9	11	12	11	12	9
15	Customer Focus	10	5	5	8	10	13
1	Action Oriented	11	8	9	5	5	4
61	Technical Learning	12	9	6	15	16	17

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
23	Fairness to Direct Reports	13	15	16	18	24	26
7	Caring About Direct Reports	14	34	33	28	42	47
43	**Perseverance**	**15**	**10**	**8**	**6**	**8**	**7**
32	Learning on the Fly	16	14	17	20	20	19
6	Career Ambition	17	41	22	23	19	11
4	Boss Relationships	18	16	14	13	11	18
53	**Drive for Results**	**19**	**13**	**11**	**9**	**7**	**8**
8	Comfort Around Higher Management	20	20	21	7	6	5
52	Process Management	21	22	29	27	33	43
66	Work / Life Balance	22	37	47	54	58	52
54	Self-Development	23	30	31	37	41	34
27	Informing	24	27	32	45	48	56
25	Hiring and Staffing	25	46	36	49	51	50
38	Organizational Agility	26	24	25	17	13	16
41	Patience	27	38	28	55	65	62
45	Personal Learning	28	51	60	65	64	61
44	Personal Disclosure	29	55	54	61	67	67
34	Managerial Courage	30	45	41	29	21	31
33	Listening	31	23	30	41	45	45
17	Decision Quality	32	19	27	21	17	20
31	Interpersonal Savvy	33	26	24	31	36	30
35	Managing & Measuring Work	34	40	46	44	47	46
51	Problem Solving	35	12	13	16	15	15
42	Peer Relationships	36	21	20	25	31	22
14	Creativity	37	44	62	64	56	54
67	Written Communications	38	28	23	26	27	24
20	Directing Others	39	56	55	52	50	51
56	Sizing Up People	40	48	52	48	46	44
16	Timely Decision Making	41	31	35	34	26	41
50	Priority Setting	42	33	37	32	30	40
39	Organizing	43	25	26	22	23	21
55	Self Knowledge	44	39	44	51	62	55
60	Building Effective Teams	45	47	45	50	54	48
47	Planning	46	32	39	40	43	42
49	Presentation Skills	47	42	40	36	29	27
59	Managing Through Systems	48	59	53	53	49	60
28	Innovation Management	49	57	59	57	57	58
5	Business Acumen	50	29	19	14	9	10
9	Command Skills	51	58	48	33	22	23
62	Time Management	52	43	38	38	40	33
11	Composure	53	36	34	30	28	25
19	Developing Direct Reports & Others	54	65	63	67	66	66
18	Delegation	55	60	43	35	39	32

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
64	Understanding Others	56	54	51	60	61	65
13	Confronting Direct Reports	57	64	61	56	55	64
46	Perspective	58	50	56	42	25	28
37	Negotiating	59	52	42	39	32	29
40	Dealing with Paradox	60	67	67	66	63	57
63	Total Work Systems	61	35	50	58	53	63
2	Dealing with Ambiguity	62	49	49	43	35	39
58	Strategic Agility	63	53	57	47	34	37
65	Managing Vision and Purpose	64	61	66	63	52	49
36	Motivating Others	65	63	58	59	60	53
12	Conflict Management	66	62	64	62	59	59
48	Political Savvy	67	66	65	46	37	36

As can be gleaned from the data, there were many differences in leadership skill rankings among the positions. Perhaps, the most notable pertains to "Humor." It was ranked #1 for entry-level individual contributors, #17 for senior individual contributors, #15 for supervisors, #19 for managers, #38 for directors, and #35 for executives. Likewise, "Perseverance" and "Drive for Results" were ranked very differently across position levels. Some of the competencies, however, were very consistently among learners occupying different organizational levels (e.g., "Intellectual Horsepower," "Integrity and Trust," "Functional/Technical Skills," and "Ethics and Values").

In an attempt to understand the results in more depth, we computed the correlations between the mean ratings and rank orders for the various organizational position levels. See the following tables. Two observations become apparent. First, competency skill ratings and rankings were highly related among the six organizational levels. Secondly, although the norms were highly correlated among the six position levels, the relationship between two positions *decreases* as the organizational hierarchy between them become *more distant*. For example, entry-level individual contributors are more similar in skill ratings to senior individual contributors than they are with the other four groups and so on. Again, this result is not surprising.

Pearson Correlations among *Mean Skill Ratings* for the Six Position Levels

Position Level	1	2	3	4	5	6
1. Entry-level ICs	—					
2. Senior ICs	0.86	—				
3. Supervisors	0.84	0.97	—			
4. Managers	0.75	0.90	0.94	—		
5. Directors	0.59	0.81	0.85	0.96	—	
6. Executives	0.60	0.80	0.85	0.95	0.97	—

Spearman Correlations among *Rank Orders* for the Six Position Levels

Position Level	1	2	3	4	5	6
1. Entry-level ICs	—					
2. Senior ICs	0.83	—				
3. Supervisors	0.82	0.95	—			
4. Managers	0.71	0.87	0.93	—		
5. Directors	0.53	0.75	0.80	0.94	—	
6. Executives	0.54	0.75	0.82	0.94	0.97	—

Mean *Importance* Ratings by Organizational Position Level

The following table reports the mean *importance* ratings for each of the 67 leadership competencies by position level. As we previously have done, means illustrated in **green** denote the highest mean value among the six organizational levels. Means displayed in **red** denote the lowest mean value among the levels. The last row in the table provides the *overall mean rating* across all competencies by level.

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
1	Action Oriented	3.97	3.99	**3.95**	3.97	4.00	**4.02**
2	Dealing with Ambiguity	**3.79**	3.86	3.88	3.90	**3.93**	**3.93**
3	Approachability	**3.89**	3.81	3.83	**3.78**	3.80	3.80
4	Boss Relationships	3.72	3.67	**3.65**	3.67	3.75	**3.78**
5	Business Acumen	**3.75**	3.84	3.90	4.01	4.11	**4.16**
6	Career Ambition	3.36	3.36	3.33	**3.27**	3.36	**3.41**
7	Caring About Direct Reports	**2.94**	3.29	3.60	3.62	3.61	**3.69**
8	Comfort Around Higher Mgmt	**3.69**	3.80	3.78	3.94	**4.03**	**4.03**
9	Command Skills	**3.58**	3.75	3.85	3.93	4.02	**4.07**
10	Compassion	3.39	**3.35**	3.45	3.46	3.48	**3.49**
11	Composure	**3.85**	3.88	3.93	3.95	4.00	**4.02**
12	Conflict Management	**3.81**	3.84	3.91	3.92	**3.98**	**3.98**
13	Confronting Direct Reports	**3.22**	3.32	3.78	3.90	3.90	**3.93**
14	Creativity	**3.48**	3.58	3.50	3.51	3.56	**3.59**
15	Customer Focus	4.20	**4.26**	4.23	**4.19**	4.20	4.21
16	Timely Decision Making	**3.87**	3.95	3.98	4.00	4.06	**4.07**
17	Decision Quality	**3.96**	4.02	4.08	4.16	**4.23**	**4.23**
18	Delegation	**3.42**	3.57	3.84	3.93	3.93	**4.00**
19	Developing Direct Reports & Others	**3.08**	3.24	3.86	3.97	3.99	**4.03**
20	Directing Others	**3.60**	3.74	3.99	4.05	4.04	**4.10**
21	Managing Diversity	**3.89**	**3.78**	3.81	3.81	3.80	**3.78**
22	Ethics and Values	**4.03**	4.10	4.13	4.17	4.30	**4.31**

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
23	Fairness to Direct Reports	3.08	3.33	3.85	3.91	3.91	3.93
24	Functional/Technical Skills	4.17	4.19	4.11	4.02	4.10	4.05
25	Hiring and Staffing	3.05	3.15	3.86	4.01	4.06	4.12
26	Humor	3.27	3.18	3.19	3.17	3.20	3.15
27	Informing	3.85	3.97	4.00	3.96	3.97	3.98
28	Innovation Management	3.42	3.57	3.57	3.64	3.68	3.76
29	Integrity and Trust	4.10	4.17	4.17	4.22	4.30	4.30
30	Intellectual Horsepower	3.85	3.95	3.93	3.96	4.05	4.04
31	Interpersonal Savvy	3.89	3.94	3.93	3.93	3.95	3.96
32	Learning on the Fly	3.88	3.85	3.83	3.80	3.83	3.87
33	Listening	3.98	3.97	3.96	3.94	3.97	3.96
34	Managerial Courage	3.56	3.78	3.89	3.97	4.04	4.03
35	Managing & Measuring Work	3.81	3.83	3.95	3.98	3.97	4.01
36	Motivating Others	3.64	3.78	4.01	4.06	4.08	4.14
37	Negotiating	3.72	3.85	3.91	3.92	3.99	4.01
38	Organizational Agility	3.73	3.86	3.81	3.91	3.97	3.97
39	Organizing	3.98	3.93	3.95	3.98	4.02	4.05
40	Dealing with Paradox	3.57	3.58	3.60	3.65	3.72	3.71
41	Patience	3.74	3.74	3.77	3.67	3.65	3.65
42	Peer Relationships	3.90	3.90	3.92	3.91	3.98	3.98
43	Perseverance	3.98	4.01	3.96	3.96	4.00	4.03
44	Personal Disclosure	3.29	3.23	3.22	3.18	3.31	3.30
45	Personal Learning	3.69	3.63	3.66	3.64	3.67	3.71
46	Perspective	3.58	3.68	3.70	3.85	3.97	3.99
47	Planning	3.96	3.99	3.99	3.99	3.98	3.99
48	Political Savvy	3.49	3.63	3.63	3.75	3.85	3.83
49	Presentation Skills	3.66	3.77	3.75	3.80	3.86	3.88
50	Priority Setting	4.04	4.03	4.05	4.06	4.10	4.14
51	Problem Solving	3.98	4.06	4.04	4.03	4.07	4.05
52	Process Management	3.92	3.90	3.92	3.93	3.92	3.89
53	Drive for Results	4.04	4.10	4.14	4.20	4.27	4.29
54	Self-Development	3.81	3.70	3.70	3.68	3.72	3.75
55	Self Knowledge	3.72	3.64	3.67	3.68	3.71	3.71
56	Sizing Up People	3.59	3.44	3.62	3.77	3.85	3.93
57	Standing Alone	3.76	3.80	3.79	3.83	3.90	3.91
58	Strategic Agility	3.60	3.78	3.86	4.01	4.14	4.19
59	Managing Through Systems	3.53	3.61	3.67	3.78	3.79	3.80
60	Building Effective Teams	3.63	3.74	4.00	4.09	4.08	4.18
61	Technical Learning	3.95	3.76	3.68	3.53	3.56	3.56
62	Time Management	3.99	3.98	3.96	3.94	3.93	3.99
63	Total Work Systems	3.46	3.58	3.60	3.62	3.62	3.71
64	Understanding Others	3.60	3.62	3.69	3.70	3.71	3.71
65	Managing Vision and Purpose	3.43	3.61	3.75	3.93	4.04	4.10

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
66	Work / Life Balance	**3.51**	3.55	3.57	3.54	**3.58**	3.54
67	Written Communications	3.84	**3.91**	3.86	3.86	3.88	**3.80**
	Overall Mean Rating	*3.70*	*3.75*	*3.82*	*3.85*	*3.90*	*3.91*

The most obvious finding is that the competencies generally are perceived as the *most* important for director- and executive-level learners and *least* important for individual contributors. For example, the *highest* importance ratings were given to directors and executives 61 times; whereas, the *lowest* importance ratings were given to entry- and senior-level individual contributors 51 times. Clearly, the importance of competencies becomes more important overall as one ascends the organizational ladder – also see increasing pattern of overall mean ratings on the last line of the table.

Another observation pertains to the type of competencies that are perceived important for each level. Raters expect executives to be skilled in "Strategic Agility" (M = 4.19) and "Business Acumen (M = 4.16). It is perceived much less important for entry-level individual contributors to be skilled in these areas, Ms = 3.60 and 3.75, respectively. In contrast, individual contributors were expected to be skilled in "Technical Learning" (M = 3.95) and "Functional/Technical Skills" (M = 4.17).

Importance Rankings by Organizational Position Level

The following table provides the rank orders of the 67 competencies for the six organizational levels.

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
15	**Customer Focus**	**1**	**1**	**1**	**3**	**5**	**5**
24	Functional/Technical Skills	2	2	5	11	9	18
29	**Integrity and Trust**	**3**	**3**	**2**	**1**	**1**	**2**
53	**Drive for Results**	**4**	**4**	**3**	**2**	**3**	**3**
50	**Priority Setting**	**5**	**7**	**7**	**7**	**8**	**10**
22	**Ethics and Values**	**6**	**5**	**4**	**4**	**2**	**1**
62	Time Management	7	12	17	26	36	30
43	Perseverance	8	9	15	24	23	21
51	Problem Solving	9	6	8	10	12	17
33	Listening	10	13	16	27	32	36
39	Organizing	11	18	19	17	21	16
1	Action Oriented	12	10	20	21	22	24
47	Planning	13	11	12	16	29	29
17	Decision Quality	14	8	6	5	4	4

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
61	Technical Learning	15	38	51	62	62	62
52	Process Management	16	21	25	33	39	43
42	Peer Relationships	17	20	24	36	27	33
31	Interpersonal Savvy	18	17	22	30	35	37
3	Approachability	19	30	39	47	49	49
21	Managing Diversity	20	34	41	44	48	50
32	Learning on the Fly	21	25	38	45	47	45
16	Timely Decision Making	22	16	14	15	14	14
30	Intellectual Horsepower	23	15	23	23	15	19
27	Informing	24	14	10	22	31	32
11	Composure	25	22	21	25	24	25
67	Written Communications	26	19	31	41	43	47
12	Conflict Management	27	28	26	34	28	34
35	Managing & Measuring Work	28	29	18	18	34	26
54	Self-Development	29	43	48	53	53	53
2	Dealing with Ambiguity	30	23	30	40	37	40
57	Standing Alone	31	31	42	43	41	42
5	Business Acumen	32	27	28	12	7	8
41	Patience	33	40	45	55	58	60
38	Organizational Agility	34	24	40	37	33	35
55	Self Knowledge	35	46	53	52	54	55
37	Negotiating	36	26	27	35	25	27
4	Boss Relationships	37	45	55	54	51	51
8	Comfort Around Higher Management	38	32	43	28	19	20
45	Personal Learning	39	47	54	57	57	57
49	Presentation Skills	40	37	47	46	44	44
36	Motivating Others	41	36	9	8	10	9
60	Building Effective Teams	42	41	11	6	11	7
64	Understanding Others	43	49	50	51	55	54
58	Strategic Agility	44	33	34	14	6	6
20	Directing Others	45	42	13	9	17	13
56	Sizing Up People	46	58	57	49	46	38
9	Command Skills	47	39	36	29	20	15
46	Perspective	48	44	49	42	30	31
40	Dealing with Paradox	49	53	59	56	52	58
34	Managerial Courage	50	35	29	19	16	23
59	Managing Through Systems	51	50	52	48	50	48
66	Work / Life Balance	52	57	61	61	61	63
48	Political Savvy	53	48	56	50	45	46
14	Creativity	54	52	63	63	63	61
63	Total Work Systems	55	54	58	60	59	56
65	Managing Vision and Purpose	56	51	46	31	18	12
18	Delegation	57	56	37	32	38	28

Item	Competency	Entry IC	Senior IC	SUPV	MGR	DIR	EXEC
28	Innovation Management	58	55	62	58	56	52
10	Compassion	59	60	64	64	64	64
6	Career Ambition	60	59	65	65	65	65
44	Personal Disclosure	61	65	66	66	66	66
26	Humor	62	66	67	67	67	67
13	Confronting Direct Reports	63	62	44	39	42	41
23	Fairness to Direct Reports	64	61	35	38	40	39
19	Developing Direct Reports & Others	65	64	32	20	26	22
25	Hiring and Staffing	66	67	33	13	13	11
7	Caring About Direct Reports	67	63	60	59	60	59

On one hand, there is much similarity across positions in the rankings of some competencies. "Customer Focus," "Integrity and Trust," "Drive for Results," "Priority Setting" and "Ethics and Values" are in the Top 10 for *every* organizational level (see blue highlights). Other competencies appear much more important for individual contributors than management in general (e.g., "Functional/Technical Skills" and "Time Management"); whereas, others are relatively much more important for management than individual contributors (e.g., "Motivating Others" and "Building Effective Teams"). Such a pattern of results seems logical.

The following two tables present the correlational analyses for the mean importance ratings and rankings by organizational position level. Both tables clearly show the same finding as we noted about *skill* ratings. The data demonstrate that the relationship between ratings (and rankings) of competency importance *decreases* as job levels become more distant. In other words, entry-level individual contributors have the highest correlation with senior-level individual contributors, the next highest with supervisors, then managers, directors, and executives. Similarly, executives have the highest correlation with directors, the next highest with managers, supervisors, senior-level and entry-level individual contributors.

Pearson Correlations among *Mean Importance Ratings* for the Six Position Levels

Position Level	1	2	3	4	5	6
1. Entry Level ICs	—					
2. Senior ICs	0.94	—				
3. Supervisors	0.65	0.80	—			
4. Managers	0.50	0.68	0.96	—		
5. Directors	0.50	0.68	0.92	0.99	—	
6. Executives	0.43	0.62	0.90	0.98	0.99	—

Spearman Correlations among *Rank Orders* for the Six Position Levels

Position Level	1	2	3	4	5	6
1. Entry Level ICs	—					
2. Senior ICs	0.94	—				
3. Supervisors	0.74	0.83	—			
4. Managers	0.54	0.68	0.93	—		
5. Directors	0.49	0.65	0.86	0.96	—	
6. Executives	0.43	0.59	0.83	0.96	0.98	—

Part VI:

Competency Norms by Gender

The final section of the report reviews the normative data by gender. Separate mean ratings and rankings are presented for males and females on each of the 67 leadership competencies. Initially, we examine the competency norms with regard to *skill* and then by *importance*. We also highlight key gender norm differences between male and female learners.

Mean *Skill* Ratings and Rankings by Gender

The table below presents the mean *skill* ratings and rankings for males and females. As can be seen, the competency data are displayed base on male rank order. In addition, the differences between mean ratings (i.e., *d* mean) and rankings (i.e., *d* rank) are provided. The *overall mean rating* across all 67 competencies also is given on the last line of the table.

Item	Competency	Male Mean	Male Rank	Female Mean	Female Rank	*d* Mean	*d* Rank
29	Integrity and Trust	3.99	1	4.02	2	-0.03	-1
30	Intellectual Horsepower	3.98	2	3.94	4	0.04	-2
22	Ethics and Values	3.98	3	4.06	1	-0.08	2
24	Functional/Technical Skills	3.95	4	3.88	6	0.07	-2
1	Action Oriented	3.85	5	3.95	3	-0.10	2
15	Customer Focus	3.84	6	3.87	7	-0.03	-1
61	Technical Learning	3.83	7	3.66	22	0.17	-15
3	Approachability	3.81	8	3.85	9	-0.04	-1
43	Perseverance	3.80	9	3.92	5	-0.12	4
21	Managing Diversity	3.80	10	3.86	8	-0.06	2
53	Drive for Results	3.79	11	3.83	10	-0.04	1
57	Standing Alone	3.79	12	3.80	11	-0.01	1
8	Comfort Around Higher Mgmt	3.78	13	3.75	13	0.03	0
5	Business Acumen	3.77	14	3.61	30	0.16	-16
4	Boss Relationships	3.75	15	3.75	14	0.00	1
51	Problem Solving	3.73	16	3.69	18	0.04	-2
26	Humor	3.71	17	3.64	26	0.07	-9
32	Learning on the Fly	3.70	18	3.68	19	0.02	-1
23	Fairness to Direct Reports	3.70	19	3.70	16	0.00	3
38	Organizational Agility	3.69	20	3.68	20	0.01	0
17	Decision Quality	3.66	21	3.64	23	0.02	-2
11	Composure	3.65	22	3.50	44	0.15	-22

Item	Competency	Male Mean	Male Rank	Female Mean	Female Rank	*d* Mean	*d* Rank
6	Career Ambition	3.65	23	3.64	24	0.01	-1
42	Peer Relationships	3.64	24	3.62	29	0.02	-5
39	Organizing	3.62	25	3.70	17	-0.08	8
31	Interpersonal Savvy	3.62	26	3.60	33	0.02	-7
52	Process Management	3.60	27	3.64	25	-0.04	2
10	Compassion	3.60	28	3.76	12	-0.16	16
67	Written Communications	3.59	29	3.70	15	-0.11	14
16	Timely Decision Making	3.58	30	3.60	32	-0.02	-2
9	Command Skills	3.57	31	3.53	41	0.04	-10
50	Priority Setting	3.57	32	3.59	35	-0.02	-3
34	Managerial Courage	3.57	33	3.61	31	-0.04	2
49	Presentation Skills	3.56	34	3.54	39	0.02	-5
37	Negotiating	3.56	35	3.49	45	0.07	-10
54	Self-Development	3.56	36	3.62	27	-0.06	9
33	Listening	3.56	37	3.60	34	-0.04	3
18	Delegation	3.55	38	3.48	49	0.07	-11
7	Caring About Direct Reports	3.55	39	3.68	21	-0.13	18
46	Perspective	3.55	40	3.47	50	0.08	-10
2	Dealing with Ambiguity	3.53	41	3.49	47	0.04	-6
58	Strategic Agility	3.53	42	3.42	58	0.11	-16
62	Time Management	3.52	43	3.58	37	-0.06	6
47	Planning	3.52	44	3.59	36	-0.07	8
27	Informing	3.52	45	3.62	28	-0.10	17
66	Work / Life Balance	3.50	46	3.43	57	0.07	-11
25	Hiring and Staffing	3.50	47	3.54	40	-0.04	7
41	Patience	3.49	48	3.52	42	-0.03	6
48	Political Savvy	3.49	49	3.41	62	0.08	-13
56	Sizing Up People	3.49	50	3.50	43	-0.01	7
35	Managing & Measuring Work	3.49	51	3.56	38	-0.07	13
60	Building Effective Teams	3.49	52	3.49	46	0.00	6
55	Self Knowledge	3.48	53	3.48	48	0.00	5
63	Total Work Systems	3.47	54	3.45	53	0.02	1
59	Managing Through Systems	3.46	55	3.43	55	0.03	0
20	Directing Others	3.45	56	3.47	51	-0.02	5
28	Innovation Management	3.44	57	3.40	64	0.04	-7
14	Creativity	3.43	58	3.41	63	0.02	-5
64	Understanding Others	3.42	59	3.46	52	-0.04	7
65	Managing Vision and Purpose	3.41	60	3.37	65	0.04	-5
36	Motivating Others	3.41	61	3.42	59	-0.01	2
12	Conflict Management	3.41	62	3.36	66	0.05	-4
45	Personal Learning	3.41	63	3.41	61	0.00	2
13	Confronting Direct Reports	3.40	64	3.43	56	-0.03	8
40	Dealing with Paradox	3.39	65	3.34	67	0.05	-2

		Male		Female		*d*	*d*
Item	Competency	Mean	Rank	Mean	Rank	Mean	Rank
44	Personal Disclosure	3.39	66	3.43	54	-0.04	12
19	Developing Direct Reports & Others	3.36	67	3.41	60	-0.05	7
	Overall Mean Rating	*3.60*		*3.61*		*-0.01*	

Note. *d* mean is the difference on mean skill rating between females and males. *d* rank is the difference on rank order between females and males.

As can be seen, the overall mean skill rating for males was *M* = 3.60 and for females was *M* = 3.61. Moreover, the pattern of mean ratings and rankings was quite similar for both genders. A correlational analysis also found that the relationship between male and female skill ratings was very high. The Pearson correlation coefficient between gender mean skill *ratings* was *r* = 0.93. The Spearman rank-order correlation coefficient between gender skill *rankings* was *r* = 0.92. Nevertheless, there appeared to be some noticeable differences between male and female learners. We highlight them below.

Key Gender Differences on Skill Ratings

The table below presents the competencies with the largest differences on rank orders between males and females. In general, the findings indicate that females tend to score slightly higher than males on personal and interpersonal skills (e.g., "Caring About Direct Reports," "Informing," "Compassion," and "Personal Disclosure"). In contrast, males tend to score slightly higher than females on strategic and business skills (e.g., "Business Acumen," "Strategic Agility," and "Perspective"). However, it should be noted that the effect size is quite small. The largest difference between males and females was 0.17 on a 5-point rating scale.

		Male		Female			
Item	Competency	Mean	Rank	Mean	Rank	*d* Mean	*d* Rank
11	Composure	3.65	22	3.50	44	0.15	-22
5	Business Acumen	3.77	14	3.61	30	0.16	-16
58	Strategic Agility	3.53	42	3.42	58	0.11	-16
61	Technical Learning	3.83	7	3.66	22	0.17	-15
48	Political Savvy	3.49	49	3.41	62	0.08	-13
18	Delegation	3.55	38	3.48	49	0.07	-11
66	Work / Life Balance	3.50	46	3.43	57	0.07	-11
9	Command Skills	3.57	31	3.53	41	0.04	-10
37	Negotiation	3.56	35	3.49	45	0.07	-10
46	Perspective	3.55	40	3.47	50	0.08	-10
44	Personal Disclosure	3.39	66	3.43	54	-0.04	12
35	Managing & Measuring Work	3.49	51	3.56	38	-0.07	13
67	Written Communications	3.59	29	3.70	15	-0.11	14
10	Compassion	3.60	28	3.76	12	-0.16	16

Item	Competency	Male Mean	Rank	Female Mean	Rank	d Mean	d Rank
27	Informing	3.52	45	3.62	28	-0.10	17
7	Caring About Direct Reports	3.55	39	3.68	21	-0.13	18

Note. d mean is the difference on mean skill rating between females and males. *d* rank is the difference on rank order between females and males.

Mean *Importance* Ratings and Rankings by Gender

The following table reports the mean *importance* ratings and rankings by gender. The differences between mean ratings (i.e., *d* mean) and rankings (i.e., *d* rank) also are given. Finally, the *overall mean rating* across all 67 competencies is provided.

		Male		Female		d	d
Item	Competency	Mean	Rank	Mean	Rank	Mean	Rank
15	Customer Focus	4.21	1	4.20	2	0.01	-1
29	Integrity and Trust	4.21	2	4.22	1	-0.01	1
53	Drive for Results	4.19	3	4.15	4	0.04	-1
22	Ethics and Values	4.17	4	4.18	3	-0.01	1
17	Decision Quality	4.13	5	4.12	5	0.01	0
24	Functional/Technical Skills	4.08	6	4.11	6	-0.03	0
50	Priority Setting	4.06	7	4.07	7	-0.01	0
51	Problem Solving	4.04	8	4.04	8	0.00	0
60	Building Effective Teams	4.03	9	3.99	16	0.04	-7
36	Motivating Others	4.02	10	3.99	13	0.03	-3
5	Business Acumen	4.00	11	3.93	28	0.07	-17
20	Directing Others	4.00	12	3.97	20	0.03	-8
16	Timely Decision Making	3.99	13	4.02	9	-0.03	4
58	Strategic Agility	3.98	14	3.95	23	0.03	-9
47	Planning	3.98	15	4.00	11	-0.02	4
39	Organizing	3.97	16	4.00	12	-0.03	4
43	Perseverance	3.97	17	3.99	17	-0.02	0
30	Intellectual Horsepower	3.96	18	3.98	19	-0.02	-1
27	Informing	3.96	19	4.02	10	-0.06	9
1	Action Oriented	3.96	20	3.99	15	-0.03	5
35	Managing & Measuring Work	3.96	21	3.94	24	0.02	-3
11	Composure	3.95	22	3.95	21	0.00	1
33	Listening	3.94	23	3.98	18	-0.04	5
37	Negotiating	3.94	24	3.91	32	0.03	-8
62	Time Management	3.94	25	3.99	14	-0.05	11
34	Managerial Courage	3.94	26	3.94	25	0.00	1
31	Interpersonal Savvy	3.93	27	3.95	22	-0.02	5
9	Command Skills	3.92	28	3.88	35	0.04	-7

Item	Competency	Male Mean	Male Rank	Female Mean	Female Rank	d Mean	d Rank
12	Conflict Management	3.92	29	3.92	30	0.00	-1
42	Peer Relationships	3.92	30	3.94	26	-0.02	4
52	Process Management	3.91	31	3.93	29	-0.02	2
8	Comfort Around Higher Mgmt	3.89	32	3.91	33	-0.02	-1
38	Organizational Agility	3.89	33	3.89	34	0.00	-1
2	Dealing with Ambiguity	3.88	34	3.92	31	-0.04	3
25	Hiring and Staffing	3.88	35	3.84	39	0.04	-4
65	Managing Vision and Purpose	3.88	36	3.83	40	0.05	-4
18	Delegation	3.87	37	3.85	36	0.02	1
19	Developing Direct Reports & Others	3.87	38	3.83	41	0.04	-3
23	Fairness to Direct Reports	3.85	39	3.79	46	0.06	-7
67	Written Communications	3.85	40	3.93	27	-0.08	13
57	Standing Alone	3.83	41	3.83	42	0.00	-1
46	Perspective	3.83	42	3.80	44	0.03	-2
32	Learning on the Fly	3.82	43	3.84	38	-0.02	5
13	Confronting Direct Reports	3.82	44	3.77	47	0.05	-3
3	Approachability	3.79	45	3.85	37	-0.06	8
21	Managing Diversity	3.79	46	3.83	43	-0.04	3
49	Presentation Skills	3.79	47	3.80	45	-0.01	2
59	Managing Through Systems	3.75	48	3.71	52	0.04	-4
48	Political Savvy	3.72	49	3.72	51	0.00	-2
56	Sizing Up People	3.72	50	3.69	55	0.03	-5
54	Self-Development	3.70	51	3.72	50	-0.02	1
41	Patience	3.69	52	3.76	48	-0.07	4
4	Boss Relationships	3.68	53	3.69	54	-0.01	-1
64	Understanding Others	3.67	54	3.72	49	-0.05	5
55	Self Knowledge	3.67	55	3.70	53	-0.03	2
61	Technical Learning	3.65	56	3.57	61	0.08	-5
45	Personal Learning	3.65	57	3.67	56	-0.02	1
40	Dealing with Paradox	3.64	58	3.65	57	-0.01	1
63	Total Work Systems	3.64	59	3.58	60	0.06	-1
28	Innovation Management	3.62	60	3.62	58	0.00	2
7	Caring About Direct Reports	3.58	61	3.56	62	0.02	-1
66	Work / Life Balance	3.55	62	3.59	59	-0.04	3
14	Creativity	3.52	63	3.53	63	-0.01	0
10	Compassion	3.45	64	3.49	64	-0.04	0
6	Career Ambition	3.30	65	3.35	65	-0.05	0
44	Personal Disclosure	3.22	66	3.24	66	-0.02	0
26	Humor	3.19	67	3.19	67	0.00	0
	Overall Mean Rating	*3.84*		*3.84*		*0.00*	

Note. *d* mean is the difference on mean skill rating between females and males. *d* rank is the difference on rank order between females and males.

As we found with the skill ratings, there was a very high relationship between males and females on the importance ratings as well. In total, the overall mean ratings were identical (*M*s = 3.84). The Pearson correlation coefficient between gender *mean ratings* of importance was *r* = 0.99, and the Spearman *rank-order* correlation coefficient was nearly as high (*r* = 0.97). As you can see in the following table on the next page, only a few competencies reached double-digit differences.

Key Gender Differences on Importance Ratings

As a reminder, our earlier analysis found 16 double-digit rank order differences between males and females for competency *skill* ratings. Only three such differences were observed for *importance* ratings. Thus, the findings strongly suggest that leadership competencies which are important for men on the job are equally important for women to possess.

Item	Competency	Male		Female		*d* Mean	*d* Rank
		Mean	Rank	Mean	Rank		
5	Business Acumen	4.00	11	3.93	28	0.07	-17
62	Time Management	3.94	25	3.99	14	-0.05	11
67	Written Communications	3.85	40	3.93	27	-0.08	13

Note. *d* mean is the difference on mean skill rating between females and males. *d* rank is the difference on rank order between females and males.