1. DESCRIPTIVE STATISTICS AND VARIABLE CORRELATIONS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Variable** | **Descriptive statistics** | | | |
| ***Mean*** | ***Std. dev.*** | ***Min.*** | ***Max.*** |
| Career Success | 0.46 | 0.29 | 0.00 | 1.00 |
| Technical Agility | 0.00 | 1.00 | -2.1 | 2.3 |
| Management Agility | 0.00 | 1.00 | -1.8 | 2.1 |
| Strategic Agility | 0.00 | 1.00 | -2.0 | 2.4 |
| Age | 38.2 | 6.8 | 28 | 52 |
| Org\_mindset | 3.4 | 1.1 | 1.00 | 5 |
| Graduate\_studies | 0.58 | 0.50 | 0.00 | 1.00 |

*Note*. (1) N = 42. (2) \*p < .05.

1. RANDOM FOREST VARIABLE IMPORTANCE RANKINGS

|  |  |  |  |
| --- | --- | --- | --- |
| **Methodology** | **New duties (MDA Score)** | **New position (MDA Score)** | **Promotion (MDA Score)** |
| Design\_Thinking | 6.2 (1) | 1.2 (8) | 1.8 (7) |
| Scrum\_Master | 5.8 (2) | 0.3 (16) | 0.2 (15) |
| Lean\_PM | 4.5 (3) | 4.8 (2) | -0.8 (20) |
| Age | 4.2 (4) | 2.8 (6) | 4.0 (3) |
| Product\_Owner | 1.8 (9) | 4.2 (3) | -0.5 (18) |
| Agile\_Cybersecurity | 0.2 (15) | 3.8 (4) | 4.2 (2) |
| Org\_mindset | 0.8 (12) | 1.0 (10) | 0.5 (11) |

*Note*. (1) MDA = Mean Decrease Accuracy. (2) Numbers in parentheses indicate ranking. Higher scores indicate greater predictive importance.

1. PRINCIPAL COMPONENT ANALYSIS: AGILE METHODOLOGY DIMENSIONS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Methodology** | **Technical (RC1)** | **Management (RC2)** | **Strategic**  **(RC3)** | **Communality**  **(RC4)** |
| JIRA | .798\* | -- | -- | .637 |
| Agile\_Testing | .738\* | -- | -- | .545 |
| Agile\_Cybersecurity | .663\* | -- | .520 | .710 |
| Agile\_Programming | .619\* | -- | -- | .383 |
| Agile\_Audit | .373 | -- | -- | .139 |
| Lean\_Management | -- | .827\* | -- | .684 |
| Management\_30 | -- | .638\* | -- | .407 |
| Kanban\_Essentials | -- | .331 | -- | .110 |
| Lean\_PM | -- | .418 | .770\* | .768 |
| OKR\_Leadership | -- | .311 | .761\* | .675 |
| Product\_Owner | -- | -- | -.581\* | .337 |
| Design\_Thinking | -.395 | -- | -.541\* | .449 |
| Scrum\_Master | -- | .354 | -- | .125 |
| Scrum\_Level | -.310 | -- | .354 | .221 |
| Eigenvalue | 2.593 | 2.004 | 2.034 |  |
| Variance Explained | 18.5% | 14.3% | 14.5% | 47.3% |

*Note*. (1) Loadings < .30 suppressed. (2) \* Primary loadings ≥ .30. (3) Rotation = Varimax. (4) KMO =. XX, Bartlett’s test = X² = XX.X, p < .001.

1. PRINCIPAL COMPONENT REGRESSION RESULTS: CAREER SUCCESS PREDICTORS

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Model 1 (Simple)** **β (SE)** | **Model 2**  **(+ Controls) β (SE)** | **Model 3 (Final)**  **β (SE)** |
| Agile Dimensions: |  |  |  |
| Technical Agility | .051(.052) | .034(.051) | .003(.049) |
| Management Agility | .082(.052) | .095(.050) | .100(.048) \* |
| Strategic Agility | .058(.055) | .041(.052) | .034(.051) |
|  |  |  |  |
| Control Variables |  |  |  |
| Age | -- | -.008(.009) | -.011(.009) |
| Org\_mindset | -- | .035(.049) | .039(.049) |
| Graduate\_studies | -- | -.018(.108) | -.009(.107) |
|  |  |  |  |
| Constant | .456(.050) | .674(.334) | .675(.358) |
|  |  |  |  |
| Model Statistics: |  |  |  |
| R² | .028 | .138 | .152 |
| Adjusted R² | -.049 | -.009 | .007 |
| F-Statistic | 0.364 | 0.937 | 1.048 |
| p-value | .779 | .487 | .412 |
| N | 42 | 42 | 42 |

*Note*. (1) Dependent variable = Career Success (composite index). (2) Robust standard error parenthesis. \*p < .05, \*\*p < .01.