The Skills of Leadership



Three-Skill Approach (Katz, 1955)

- Technical Skill
- Human Skill
- Conceptual Skill

- **Technical skill** - having knowledge about and being proficient in a specific type of work or activity.
  - Specialized competencies
  - Analytical ability
  - Use of appropriate tools and techniques
- Technical skills involve ***hands-on*** ability with a product or process
- Most important at ***lower*** levels of management

- ***Human skill*** – *having knowledge about and being able* to work *with people*.
  - Being aware of one's own perspective and others' perspectives at the same time
  - Assisting group members in working cooperatively to achieve common goals
  - Creating an atmosphere of trust and empowerment of members
  - Important at ***all*** levels of the organization

- **Conceptual skill** - the ability to do the mental work of shaping meaning of organizational policy or issues *(what company stands for and where it's going)*
  - Works easily with ***abstraction*** and ***hypothetical notions***
  - Central to creating and articulating a ***vision*** and ***strategic plan*** for an organization
  - Most important at ***top*** management levels

Skills-Based Model

- **Skills Model Perspective**
  - **(aka "Capability Model)**
- **Components**
  - Individual Attributes
  - Competencies
  - Leadership Outcomes
  - Career Experiences
  - Environmental Influences

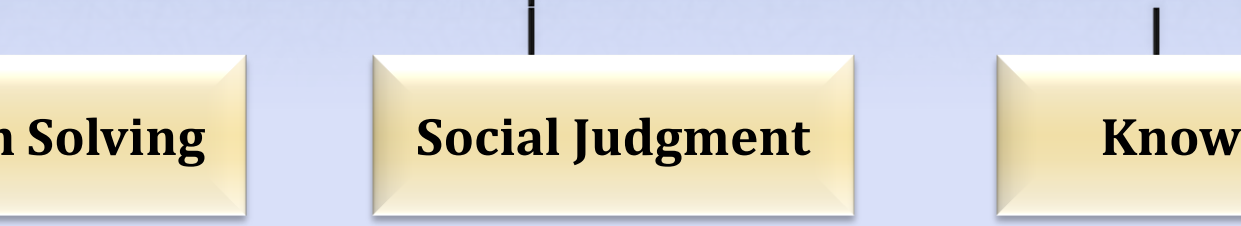
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Individual Attributes

General Cognitive Ability	Crystallized Cognitive Ability	Motivation	Personality
Person's intelligence • ***Perceptual processing*** • ***Information processing*** • ***General reasoning*** • ***Creative & divergent thinking*** • ***Memory***	Intellectual ability learned or acquired over time	Three aspects of motivation - ***Willingness***	Any characteristic that helps people cope with complex organizational situations is probably related to leader performance

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Competencies Skills



Problem Solving

Creative ability to solve new/unusual, ill-defined organizational problems

Social Judgment

Capacity to understand people and social systems

- *Perspective taking*
- *Social perceptiveness*
- *Behavioral flexibility*
- *Social performance*

Knowledge

The accumulation of information & the mental structures to organize the information

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Leadership Outcomes

Problem Solving

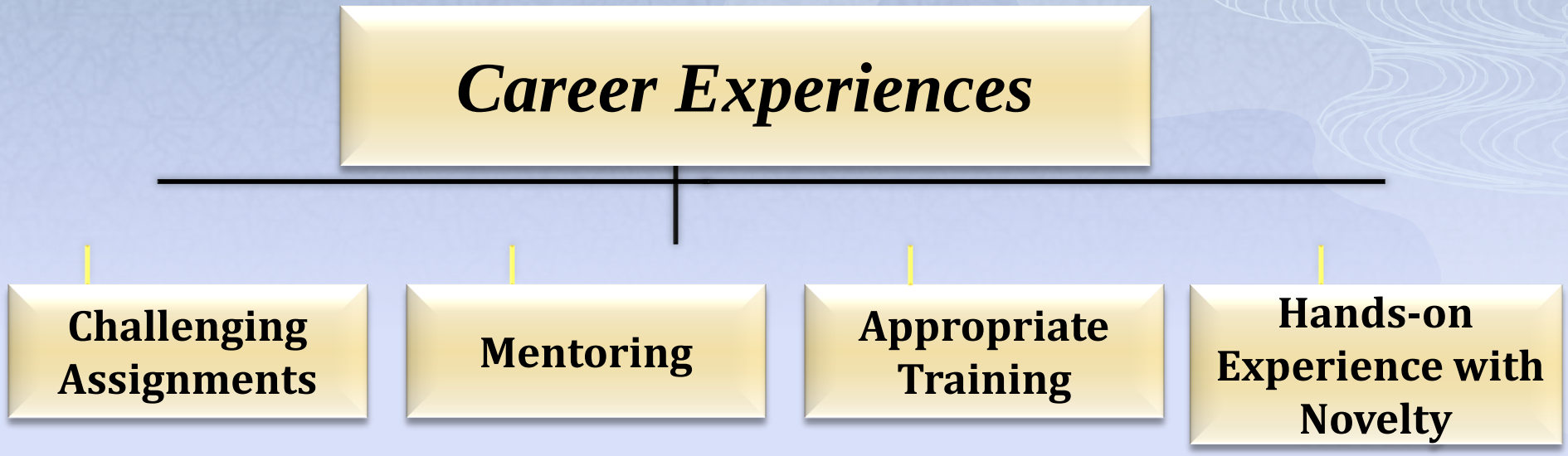
Criteria = originality & quality of solutions to problem situations – good problem solving involves creating solutions that are:

- *Logical*
- *Effective*
- *Unique*
- *Go beyond given information*

Performance

Degree to which a leader has successfully performed his/her assigned duties

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Career Experiences
Challenging Assignments
Mentoring
Appropriate Training
Hands-on Experience with Novelty

Environmental Influences

- Factors in a leader's situation that lie outside of his or her competencies, characteristics, and experiences
  - **Internal** *environmental influences – Ex. Outdated technology, skill level of employees*
  - **External** *environmental influences – Ex. Economic, political or social issues, natural disasters*

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Application

- Applicable to leaders at all levels:
- Skills inventory → leadership competencies
- Test scores → further training needs
  - Improving problem solving, social judgment, & knowledge increase a leader's potential