

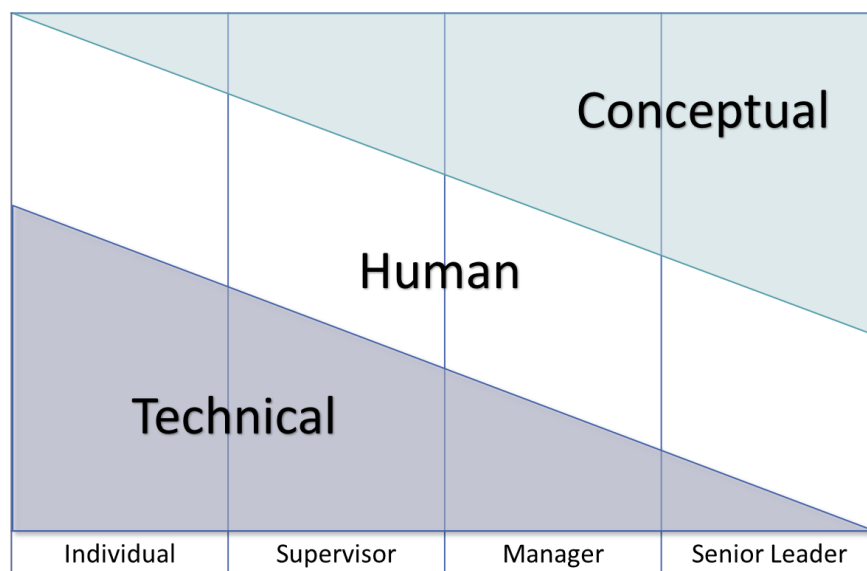
The 3 Categories of Job Skills

Every job has three primary areas of focus, requiring a different set of skills: technical, human and conceptual. The degree of focus needed in each area is largely dependent upon the scope of your role within your organization.

Technical: knowing how to do the job – the processes, the details, providing technical direction and problem solving.

Human: knowing how to manage the interpersonal parts of the job – communication skills, understanding individual and group dynamics, relating to others effectively.

Conceptual: knowing how to think and work strategically, the ability to see the organization as a whole and understand how all parts relate; having a broad knowledge of issues; planning and responding accordingly.



1. What are the most significant differences between the job skills needed for a supervisor and an individual contributor? What type of work does a supervisor need to “pick up” and “leave behind”? Manager? Senior Leader?
2. How does your “reality” compare with this model? What are some reasons why this is happening?
3. What are some of the human and conceptual things you need to be doing?