



Managerial skills according to Katz

Social psychologist **Robert L. Katz** in 1974, in his article, "Skills of an Effective Administrator" in Harvard Business thought about the relationship of managerial skills (competencies) and hierarchical management levels. The result was the setting of the three areas of **managerial skills** and determination, for which level they are characterized:

- » **Technical skills** - competencies important, particularly for lower management
- » **Human skills** - competencies needed for all levels of management
- » **Conceptual skills** - competencies with a substantial importance, particularly for top management



A similar method of determining managerial **skills** is defined as the **eye of competencies ICB** (IPMA Competence Baseline) in the standard of project management competencies. Relationship of individual skills for hierarchical level of management is illustrated in a figure:

Related terms and methods:

- » Behavioral Event Interview (BEI)
- » IPMA (International Project Management Association)
- » Competency
- » Organizational Management
- » Manager
- » Managerial skills
- » Managerial functions
- » Managerial roles
- » PRINCE2 (Projects IN Controlled Environment)
- » Types of problems and decisions

Related management field:

- » Human Resources Management