

Competencies and skills displayed by successful leaders: by management level

Low-Level Managers	Mid-Level Managers	High-Level Managers
<ul style="list-style-type: none"> • Technical Skills • Knowledge of Products/Services • Functional Expertise • Delegating • Building Trust • Conflict Management • Handling Difficult People • Listening • Giving Feedback • Valuing Diversity • Customer Service 	<ul style="list-style-type: none"> • Diplomacy • Coaching • Delegating • Team-Building • Problem Solving • Technical Credibility • Learning from Experience • Adaptability • Dealing with Ambiguity • Conflict Management 	<ul style="list-style-type: none"> • Conceptual Skills • Strategic Decision Making • Strategic Planning • Negotiation • Public Relations • Resource Allocation • Developing Others • Finding Meaning/Order in Ambiguous Situations • Cognitive Complexity (able to see many shades of gray) • Vision • Political Savvy

Changing skill sets: the mix of skills needed by managers at low, middle, & top positions

