

# Know-How DEFINITIONS

**DEFINITION:** Know-How is the sum total to every kind of skill, however acquired, required for acceptable job performance. This sum total which comprises the overall "savvy" has 3 dimensions — the requirements for:

- 1** Practical procedures, specialized techniques, and scientific disciplines.
- 2** Know-How of integrating and harmonizing the diversified functions involved in managerial situations occurring in operating, supporting, and administrative fields. This Know-How may be exercised consultatively (about management) as well as executively and involves in some combination the areas of organizing, planning, executing, controlling and evaluating.
- 3** Active, practicing, face-to-face skills in the area of human relationships (as defined at right).

**MEASURING KNOW-HOW:** Know-How has both scope (variety) and depth (thoroughness). Thus, a job may require some knowledge about a lot of things, or a lot of knowledge about a few things. The total Know-How is the combination of scope and depth. This concept makes practical the comparison and weighing of the total Know-How content of different jobs in terms of: "How much knowledge about how many things."

## 3 HUMAN RELATIONS SKILLS

- 1. BASIC:** Ordinary courtesy and effectiveness in dealing with others.
- 2. IMPORTANT:** Understanding, influencing, and/or serving people are important, but not critical considerations.
- 3. CRITICAL:** Alternative or combined skills in understanding, selecting, developing and motivating people are important in the highest degree.

## KNOW-HOW

		MANAGERIAL KNOW-HOW											
		I. MINIMAL			II. RELATED			III. DIVERSE			IV. BROAD		
		1	2	3	1	2	3	1	2	3	1	2	3
SCIENTIFIC DISCIPLINES PRACTICAL PROCEDURES TECHNICAL TECHNIQUES	A. PRIMARY	50 57 64	57 64 71	64 71 78	64 71 78	71 78 85	85 92 100	85 92 100	92 100 115	100 115 132	115 132 152	132 152 175	152 175 200
	B. ELEMENTARY VOCATIONAL	71 78 85	78 85 92	85 92 100	85 92 100	92 100 115	100 115 132	100 115 132	115 132 152	132 152 175	152 175 200	175 200 250	200 250 264
	C. VOCATIONAL	85 92 100	92 100 115	100 115 132	85 92 100	92 100 115	100 115 132	100 115 132	115 132 152	132 152 175	152 175 200	200 250 264	250 264 304
	D. ADVANCED VOCATIONAL	100 115 132	115 132 152	132 152 175	100 115 132	115 132 152	132 152 175	132 152 175	152 175 200	175 200 250	200 250 264	250 264 304	304 350 350
	E. BASIC TECHNICAL-SPECIALIZED	132 152 175	152 175 200	200 250 264	132 152 175	152 175 200	175 200 250	175 200 250	200 250 264	250 264 304	304 350 400	400 450 450	450 528 608
	F. SEASONED TECHNICAL-SPECIALIZED	200 250 264	250 264 304	304 350 350	200 250 264	250 304 350	304 350 400	304 350 400	350 400 450	400 450 528	450 528 608	608 700 800	800 900 1056
	G. TECHNICAL-SPECIALIZED MASTERY	304 400 450	400 450 528	528 608 608	304 400 450	400 450 528	450 528 608	450 528 608	528 608 700	608 700 800	700 800 900	900 1056 1216	1056 1216 1450
	H. PROFESSIONAL MASTERY	400 528 608	528 608 608	608 608 608	400 528 608	528 608 700	608 700 800	608 700 800	700 800 900	800 900 1056	900 1056 1216	1056 1216 1450	1216 1450 1450
		KH			PS			AC			TOTAL		
		152											
		SUPERVISOR KEY PUNCH											
		304											
		ACTUARIAL SPECIALIST RESEARCH ASSOCIATE											
		700											
		AREA MANAGER											

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**Charles H. Fay**



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