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**Core business****PHASE 3 Skill development**

- *Knows how to tap the extensive professional network that he has patiently built.*
- *Knows how to appoint a team of high-potential staff to work with him.*
- *Actively monitors new trends in both the field and the skills vital to developing new projects.*
- *Continually develops his managerial skills.*

**PHASE 1 Information management**

- *Knows how to review the state of the art (SOTA) in a scientific topic.*
- *Makes efficient use of information-gathering methods, identifies pertinent resources, particularly bibliographic resources.*
- *Masters web-based research (e.g., bibliographic databases, patent databases)*
- *Knows how to judge the pertinence of information, critique sources and check source reliability.*
- *Designs and implements information-gathering and management systems using suitable technology.*
- *Addresses issues relating to the security and life cycle of data.*
- *Seeks out support from experts in information and data management.*

**Personal and relational qualities****PHASE 1 Communication**

- *Knows how to put together a persuasive presentation and communicate about his project or his activity.*
- *Understands, interprets and communicates appropriately in a register suited to his aims and his audience.*
- *Masters a range of communication tools.*
- *Masters his online identity.*
- *Contributes to the dissemination of knowledge within the company, and demonstrates effective teaching skills.*
- *Is proficient in at least English and one other world language.*

**PHASE 1 Analysis, synthesis and critical thinking**

- *Analyzes his own findings and those of his peers.*
- *Is able to synthesize; expresses key ideas clearly.*

- Can sort and rank information according to the goal.
- Pursues his reasoning and hypotheses free of dogmatism or ideological bias.
- Has the objectivity to consider various schools of thought; is able to modify his point of view.
- Demonstrates intellectual rigor.

### PHASE 1 Open-mindedness and creativity

- Demonstrates an ability to acquire knowledge; shows flexibility and open-mindedness. Engages in interdisciplinary activities.
- Possesses a constructive style of questioning and scientific doubt.
- Develops, takes ownership of and tests new ideas; is clever; seizes opportunities.
- Interacts with and seeks the collaboration of professionals of different cultures; knows how to accommodate cultural differences.

### PHASE 1 Commitment

- Recognizes and can clearly identify his sources of motivation.
- Is able to sustain his commitment and motivation in the face of setbacks and adversity.
- Deals efficiently with the routine aspects of his job.
- Strives for excellence; shows determination.
- Learns from his mistakes and bounces back from failures.
- Relies on the support and assistance of his peers.

### PHASE 1 Integrity

- Respects the standards and practices of his entity.
- Demonstrates integrity in the processing and dissemination of data.
- Demonstrates integrity with respect to his partners' or competitors' contributions in accordance with intellectual property rules.
- Upholds the confidentiality and anonymity of subjects taking part in studies and research.
- Honors his commitments and ensures the congruence between actions and words.
- Declares any conflict of interest.

### PHASE 1 Balance

- Is aware of his aptitudes, knows how to take advantage of them and demonstrate them.
- Expresses himself relevantly, confidently and didactically.
- Recognizes the limits of his knowledge, skills and expertise, and knows where to find support when needed.
- Is able to consider his practices and experience as part of the bigger picture.
- Develops his strengths and knows how to correct his weaknesses by seeking the opinion of others.
- Is aware of the need to reconcile career and personal life.
- Develops mechanisms to cope with pressure and seeks support when needed.

### PHASE 1 Listening and empathy

- Has the ability to listen in various situations.
- Understands the needs and way of thinking of the people he deals with, including those with a different field of expertise, occupation and/or culture.



### PHASE 1 Managing change

- Can adapt his approach and the project organization according to imperatives.

## Business management and value creation

- *Adapts to changes and opportunities; knows how and where to find advice.*

  
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