

**Aleena Joseph****Research and development** aleenajoseph061@gmail.com**Core business****PHASE 2 Skill development**

- *Takes a critical look at his skills and experience and regularly fine-tunes his career goals.*
- *Knows how to develop new skills to keep step with changing knowledge and needs.*
- *Relies on advice from competent professionals (coaching) or experienced staff and takes their opinions into account; uses his networks to manage his career.*
- *Is able to evolve gradually from technical expertise to managerial expertise.*
- *Helps his staff develop their skills and networks and assists them in achieving career development goals.*

**PHASE 2 Evaluation**

- *Knows how to regularly evaluate the progress, impact and outcomes of his staff's activities.*
- *Takes part in evaluating both internal and external projects.*
- *Is able to evaluate hypotheses and concepts lying beyond his field of expertise.*
- *Encourages his staff to take ownership of the evaluation process.*

**PHASE 3 Information management**

- *Collects information for purposes of business intelligence.*
- *Develops new information management techniques.*
- *Keeps track of current developments in the design, use, collection, analysis and preservation of information and/or raw data.*

**PHASE 2 Expertise and methods**

- *Is familiar with recent progress in fields related to his own.*
- *Is able to engage in dialogue and collaboration with experts in other disciplines or fields of activity.*
- *Takes ownership of new research methods and techniques.*
- *Is able to document and evaluate his activities using statistical methods where applicable.*
- *Can formulate complex problems that correspond to new challenges.*
- *Is able to develop arguments in support of new projects.*
- *Knows how to adapt his arguments to his audience.*
- *Advises and assists his staff in making appropriate use of investigative methods, improving their performance and enhancing their skills.*

**PHASE 2 Communication**



## Personal and relational qualities

- *Adapts his register to communicate with experts in other fields at both the national and international levels.*
- *Masters communication techniques for various contexts and media.*
- *Communicates effectively when addressing a diverse and lay audience.*
- *Knows how to address a community of professionals.*
- *Educates and trains his staff in the use of digital communication technologies.*
- *Is able to work and lead a group in at least English and one other world language.*

### PHASE 2 Collaboration

- *Collaborates with people/teams who play a pivotal role on the global scale.*
- *Leads networks and helps to institute dialogue between different entities.*
- *Knows how to establish partnership relations with people working outside his field.*
- *Has the ability to co-produce results and/or innovations.*

### PHASE 2 Analysis, synthesis and critical thinking

- *Knows how to apply his analyzing and synthesizing abilities to new fields.*
- *Takes ownership of new analytical methods.*
- *Has a novel and independent way of thinking and makes significant contributions.*
- *Questions “business-as-usual” scenarios in his activity.*
- *Advises his staff to help them develop their own capacities of analysis and synthesis.*
- *Stimulates critical thinking among his peers and his staff.*

### PHASE 2 Open-mindedness and creativity

- *Explores related fields.*
- *Conceives new projects to find answers to essential questions.*
- *Encourages his staff to seek challenge, be curious and engage in scientific questioning.*
- *Defines and carries out innovative interdisciplinary projects with the help of contributors from various backgrounds.*
- *Serves as a vector of innovation, a realistic visionary, a constructive agitator.*
- *Encourages creativity and innovation among his staff.*
- *Has acquired professional experience abroad in a culture other than his own.*

### PHASE 2 Commitment

- *Can picture himself in other contexts; applies his commitment and motivation to other activities and fields of expertise.*
- *Perseveres in his undertakings and projects; paves the way for other staff and supports them.*
- *Inspires the enthusiasm and commitment of his staff.*

### PHASE 3 Integrity

- *Creates a culture of respect and ethical behavior within his entity.*
- *Takes immediate measures if he observes unethical conduct.*
- *Contributes to changing policies, procedures and practices relating to integrity.*

### PHASE 2 Balance

- *Knows how to deal with strong opposition.*
- *Draws on his strengths and transcends his weaknesses.*
- *Knows how to cope with pressure generated by his career or his personal life.*
- *Is able to keep his work and home environments separate.*

## PHASE 2 Listening and empathy

- *Knows how to engage in active listening in various situations.*
- *Is careful to take his contacts' needs and frame of reference into account.*
- *Expresses gratitude regularly.*
- *Takes the needs of his staff into consideration, is sensitive to signs of stress and able to provide support and advice when needed.*

## PHASE 2 Negotiation

- *Is familiar with negotiating techniques.*
- *Knows how to come up with win-win solutions.*
- *Is able to negotiate in order to obtain the resources needed for projects.*



**Business  
management and  
value creation**

## PHASE 2 Project management

- *Is attentive to discontinuities, trends and weak signals; is prepared for the unexpected; identifies unforeseen opportunities in the project.*
- *Recognizes good ideas and best practices, identifies weaknesses and gaps.*
- *Considers and implements any necessary changes in objectives, organization, schedule, resources and quality requirements.*
- *Knows how to drive his staff in compliance with scheduling and time constraints.*
- *Utilizes a wide range of project management strategies; clarifies priorities and formalizes expectations.*
- *Introduces quality systems.*
- *Guides difficult, complex projects to successful completion; manages several projects simultaneously and efficiently; can intervene to conduct project audits and propose action plans to get projects back on track.*
- *Provides support or assistance to his staff; takes over on projects that lack leadership.*

## PHASE 2 Managing risks

- *Analyzes and identifies the risks created by an activity.*
- *Educates and trains staff and partners in the implementation of appropriate risk management procedures.*
- *Takes social and environmental imperatives into account in the projects he manages.*
- *Educates and trains his staff in the imperatives of social and environmental responsibility.*

## PHASE 2 Decision-making

- *Realizes that no one solution is perfect; can reconcile the imperatives of the market with the quest for technical optimization.*
- *Is able to make choices and assume the consequences of his decisions; has the ability to reconsider decisions when needed.*



**Strategy and  
Leadership**

## PHASE 2 Strategy

- *Observes his environment; recognizes discontinuities and micro-trends; detects weak signals.*
- *Develops his own approach and shapes his understanding of the topic.*
- *Encourages brainstorming and draws conclusions relevant to his area of activity.*

- Regularly produces documents of a forward-looking and strategic nature.
- Makes sure that his activities contribute to the company's strategy and attainment of its objectives, and to the enrichment of his organization or sector of activity.
- Is familiar with various innovation strategies.
- Ensures that his staff is aware of and understands their environment and the importance of strategy.

#### PHASE 1 Leadership

- Exercises leadership in connection with a project of which he is in charge.
- Knows how to be persuasive and enlist support for a project
- Mobilizes skills for a project of which he is not in charge; manages human resources even when people do not officially report to him.
- Builds alliances.
- Establishes relationships based on trust.



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