

# The professional profile of PhD-holders

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## Core business

### PHASE 1 Skill development

*Sets his professional goals to be ambitious yet realistic.  
Identifies and develops means to enhance his employability throughout his career; manages his professional development.  
Broadens and upgrades his skillset, personal qualities and achievements.  
Uses his networks to expand his scope of competence.  
Knows how to transfer his expertise to other fields of activity.  
Realizes the necessarily international dimension of his career path.  
Accepts input from a mentor or coach to benefit his professional development.*

### PHASE 1 Evaluation

*Evaluates the value of various documents concerning his field of expertise.  
Is able to judge his own results in terms of both quality and added value.  
Is willing to expose ideas to a critical audience; takes others' opinions of his work into account.  
Is willing to evaluate the work of other contributors and provides reasoned, realistic judgments of others' work.*

## Personal and relational qualities

### PHASE 2 Communication

*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 1 Collaboration

*Develops and maintains cooperative networks.  
Knows how to build a professional network for his own and the company's benefit.  
Is considered an authority in his field of expertise.  
Is able to envisage his work in a partnership framework; evaluates the benefits and limitations of a partnership and identifies shared and conflicting interests.*

### **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 3** Commitment

*Has the ability to express a vision and enlist support, even during periods of adversity.*  
*Capitalizes on the enthusiasm and perseverance of the people he directs.*

### **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 3** Listening and empathy

*Encourages his staff to exercise their listening abilities.*  
*Establishes a mode of operation that allows everyone's contributions to be taken into account.*

## **Business management and value creation**

### **PHASE 1** Managing risks

*Can determine the risks related to his project and the means for controlling them.*  
*Is aware that technological and financial risks increase during the innovation process.*  
*Understands the concept of corporate social responsibility.*

### **PHASE 1** People management

*Has experience with teamwork; knows how to encourage, support and recognize the contributions of each player.*  
*Knows how to be a team player.*  
*Is able to win the trust of his peers and his line management.*

*Can report on his activities.  
Supports his peers when needed and can provide assistance.  
Understands human resources policies and management tools such as recruitment, evaluation, remuneration and strategic workforce planning.  
Takes safety, social responsibility and labor law requirements into account.  
Upholds rules on non-discrimination and equal opportunity among employees.*

## **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 3 Leadership**

*Builds and maintains networks of skills, projects, teams and entities.  
Helps others understand the meaning of their efforts.  
Through his actions, inspires trust in the entity and in the projects he manages.  
Enjoys international influence and reputation: decision-makers seek his input and advice.*