

# 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.*

#### **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 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** 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** 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.*

### **Business management and value creation**

#### **PHASE 1** Project management

*Plans projects to meet goals in accordance with strategy and priorities, and taking quality, deadline and budget constraints into account.  
Knows how to write specifications.  
Is accountable for resources used and for meeting the deadlines and quality requirements of the deliverable.  
Reacts efficiently and appropriately to change and unforeseen events.  
Conducts his project within a framework of auditing and evaluation, deploying the appropriate systems.*

#### **PHASE 1** Managing change

*Can adapt his approach and the project organization according to imperatives.  
Adapts to changes and opportunities; knows how and where to find advice.*