The professional profile of PhD-holders

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Core business	*PHASE 1*	**Skill development**
	PHASE 2	**Evaluation**
	PHASE 1	**Information management**
	PHASE 2	**Expertise and methods**
Personal and relational qualities	*PHASE 2*	**Communication**
	PHASE 1	**Collaboration**
	PHASE 2	**Analysis, synthesis and critical thinking**
	PHASE 2	**Commitment**
	PHASE 2	**Integrity**
	PHASE 1	**Balance**
	PHASE 2	**Listening and empathy**
Business management and value creation	*PHASE 1*	**Project management**
	PHASE 2	**Managing change**
	PHASE 1	**Managing risks**
	PHASE 3	**Decision-making**
	PHASE 1	**Obtaining and managing funding**
	PHASE 1	**People management**
	PHASE 1	**Producing results**
	PHASE 1	**Intellectual and industrial property**
Strategy and Leadership	*PHASE 2*	**Strategy**
	PHASE 1	**Leadership**