

# The professional profile of PhD-holders

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Thesis defended : Sun 5 Apr 2026 the open university italie

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

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