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 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 **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 **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 **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.

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 1 **Strategy**

Is aware of how his project fits into the organization's strategy and the strategic directions of the sector or field of activity.

Understands relationships between entities and individuals (the role and drivers of each).
Is able to identify influent people that support his projects and understand what they stand to gain from it.