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**Core business**
**PHASE 1 Skill development**

1. Identifies and develops means to enhance his employability throughout his career; manages his professional development. 2. Broadens and upgrades his skillset, personal qualities and achievements. 3. Uses his networks to expand his scope of competence. 4. Knows how to transfer his expertise to other fields of activity. 5. Realizes the necessarily international dimension of his career path. 6. Accepts input from a mentor or coach to benefit his professional development.

**PHASE 1 Information management**

1. Knows how to review the state of the art (SOTA) in a scientific topic. 2. Seeks out support from experts in information and data management.

**PHASE 3 Expertise and methods**

1. Masters the basic knowledge and key concepts of his field and knows their history and their significance. 2. Is familiar with recent progress in fields related to his own. 3. Can view his research activities within an international context. 4. Is able to formulate problems and hypotheses according to needs. 5. Organizes his presentations in a clear, informative and concise manner.


**Personal and relational qualities**
**PHASE 3 Communication**

1. Adapts his register to communicate with experts in other fields at both the national and international levels. 2. Is able to work and lead a group in at least English and one other world language. 3. Uses national and/or international media. 4. Is asked to provide input on key questions in his area of expertise. 5. Chooses content, register and channels of communication appropriate for the circumstance or to serve his strategy.

**PHASE 3 Collaboration**

1. Develops and maintains cooperative networks. 2. Knows how to build a professional network for his own and the company's benefit.

**PHASE 1 Analysis, synthesis and critical thinking**

1. Analyzes his own findings and those of his peers. 2. Pursues his reasoning and hypotheses free of dogmatism or ideological bias. 3. Stimulates critical thinking among his peers and his staff. 4. Takes a pioneering approach.

**PHASE 3 Open-mindedness and creativity**

1. Demonstrates an ability to acquire knowledge; shows flexibility and open-mindedness.

Engages in interdisciplinary activities. 2. Interacts with and seeks the collaboration of professionals of different cultures; knows how to accommodate cultural differences. 3. Explores related fields. 4. Has acquired professional experience abroad in a culture other than his own. 5. Knows how to take calculated risks by questioning existing knowledge and methods. 6. Develops cultural diversity and intercultural dialogue within his teams.

### **PHASE 3 Commitment**

1. Recognizes and can clearly identify his sources of motivation. 2. Learns from his mistakes and bounces back from failures. 3. Has the ability to express a vision and enlist support, even during periods of adversity.

### **PHASE 2 Integrity**

1. Declares any conflict of interest. 2. Demonstrates integrity with respect to his partners' or competitors' contributions in accordance with intellectual property rules. 3. Honors his commitments and ensures the congruence between actions and words. 4. Advises his peers and staff concerning matters of respect, confidentiality, anonymity and intellectual property. 5. Builds staff awareness of the need for responsible conduct of research.

### **PHASE 3 Balance**

1. Recognizes the limits of his knowledge, skills and expertise, and knows where to find support when needed. 2. Develops his strengths and knows how to correct his weaknesses by seeking the opinion of others. 3. Is aware of the need to reconcile career and personal life. 4. Develops mechanisms to cope with pressure and seeks support when needed.

### **PHASE 1 Listening and empathy**

1. Has the ability to listen in various situations. 2. 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. 3. Expresses gratitude regularly. 4. Takes the needs of his staff into consideration, is sensitive to signs of stress and able to provide support and advice when needed.