

# The professional profile of PhD-holders

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## Core business

### 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 Collaboration

*Develops and maintains cooperative networks.  
Knows how to build a professional network for his own and the company's benefit.  
Is considered an authority in his field of expertise.  
Is able to envisage his work in a partnership framework; evaluates the benefits and limitations of a partnership and identifies shared and conflicting interests.*

### 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 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.*