The professional profile of PhD-holders

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Core business

PHASE 2 **Skill development**

1. Continually develops his managerial skills. 2. Sets his professional goals to be ambitious yet realistic. 3. Takes a critical look at his skills and experience and regularly fine-tunes his career goals.

PHASE 2 **Information management**

1. Develops new information management techniques. 2. Knows how to review the state of the art (SOTA) in a scientific topic.

PHASE 1 **Expertise and methods**

1. Is familiar with recent progress in fields related to his own. 2. Can formulate complex problems that correspond to new challenges. 3. s able to consider alternative methods and techniques.

Personal and relational qualities

PHASE 2 **Communication**

- oral presentation in conferences and group meetings - poster presentation during summer school and doctoral school events

PHASE 1 **Collaboration**

PHASE 2 **Open-mindedness and creativity**

1. Develops, takes ownership of and tests new ideas. 2. Seek challenge, be curious and engage in scientific questioning. 3. shows flexibility and open-mindedness

PHASE 2 **Commitment**

1. Strives for excellence; shows determination. 2. Learns from his mistakes and bounces back from failures. 3. Relies on the support and assistance of his peers. 3. Inspires the enthusiasm and commitment of his staff.

PHASE 2 **Integrity**

1. Respects the standards and practices of his entity. 2. Demonstrates integrity in the processing and dissemination of data. 3. Declares any conflict of interest.

PHASE 3 **Listening and empathy**

1. Displays the capacity to understand and relate to the emotions, thoughts, and experiences of

others. 2. Recognizes and acknowledges different perspectives, demonstrating empathy towards diverse backgrounds and viewpoints. 3. Expresses gratitude regularly.

PHASE 1 **Negotiation**

Business management and value creation

PHASE 1 **Project management**

1. Plans projects to meet goals in accordance with strategy and priorities. 2. Recognizes good ideas and best practices, and identifies weaknesses and gaps.

PHASE 1 **Decision-making**

PHASE 2 **People management**

1. Offers support and assistance to colleagues, providing guidance and aid when required. 2. Knows how to be a team player to encourage, support, and recognize each player's contributions. 3. Knows how to delegate and monitor.

PHASE 1 **Producing results**

Strategy and Leadership

PHASE 2 **Strategy**

PHASE 2 **Leadership**