# The professional profile of PhD-holders


## Aleena Joseph

## Research and development

aleenajoseph061@gmail.com


### Core business

PHASE 2 **Skill development**

*Takes a critical look at his skills and experience and regularly fine-tunes his career goals.*
*Knows how to develop new skills to keep step with changing knowledge and needs.*
*Relies on advice from competent professionals (coaching) or experienced staff and takes their opinions into account; uses his networks to manage his career.*
*Is able to evolve gradually from technical expertise to managerial expertise.*
*Helps his staff develop their skills and networks and assists them in achieving career development goals.*

PHASE 2 **Evaluation**

*Knows how to regularly evaluate the progress, impact and outcomes of his staff's activities.*
*Takes part in evaluating both internal and external projects.*
*Is able to evaluate hypotheses and concepts lying beyond his field of expertise.*
*Encourages his staff to take ownership of the evaluation process.*

PHASE 3 **Information management**

*Collects information for purposes of business intelligence.*
*Develops new information management techniques.*
*Keeps track of current developments in the design, use, collection, analysis and preservation of information and/or raw data.*

PHASE 2 **Expertise and methods**

*Is familiar with recent progress in fields related to his own.*
*Is able to engage in dialogue and collaboration with experts in other disciplines or fields of activity.*
*Takes ownership of new research methods and techniques.*
*Is able to document and evaluate his activities using statistical methods where applicable.*
*Can formulate complex problems that correspond to new challenges.*
*Is able to develop arguments in support of new projects.*
*Knows how to adapt his arguments to his audience.*
*Advises and assists his staff in making appropriate use of investigative methods, improving their performance and enhancing their skills.*

### Personal and

PHASE 2 **Communication**

## relational qualities

*Adapts his register to communicate with experts in other fields at both the national and international levels.*
*Masters communication techniques for various contexts and media.*
*Communicates effectively when addressing a diverse and lay audience.*
*Knows how to address a community of professionals.*
*Educates and trains his staff in the use of digital communication technologies.*
*Is able to work and lead a group in at least English and one other world language.*

### PHASE 2 Collaboration

*Collaborates with people/teams who play a pivotal role on the global scale.*
*Leads networks and helps to institute dialogue between different entities.*
*Knows how to establish partnership relations with people working outside his field.*
*Has the ability to co-produce results and/or innovations.*

### PHASE 2 Analysis, synthesis and critical thinking

*Knows how to apply his analyzing and synthesizing abilities to new fields.*
*Takes ownership of new analytical methods.*
*Has a novel and independent way of thinking and makes significant contributions.*
*Questions “business-as-usual” scenarios in his activity.*
*Advises his staff to help them develop their own capacities of analysis and synthesis.*
*Stimulates critical thinking among his peers and his staff.*

### PHASE 2 Open-mindedness and creativity

*Explores related fields.*
*Conceives new projects to find answers to essential questions.*
*Encourages his staff to seek challenge, be curious and engage in scientific questioning.*
*Defines and carries out innovative interdisciplinary projects with the help of contributors from various backgrounds.*
*Serves as a vector of innovation, a realistic visionary, a constructive agitator.*
*Encourages creativity and innovation among his staff.*
*Has acquired professional experience abroad in a culture other than his own.*

### PHASE 2 Commitment

*Can picture himself in other contexts; applies his commitment and motivation to other activities and fields of expertise.*
*Perseveres in his undertakings and projects; paves the way for other staff and supports them.*
*Inspires the enthusiasm and commitment of his staff.*

### PHASE 3 Integrity

*Creates a culture of respect and ethical behavior within his entity.*
*Takes immediate measures if he observes unethical conduct.*
*Contributes to changing policies, procedures and practices relating to integrity.*

### PHASE 2 Balance

*Knows how to deal with strong opposition.*
*Draws on his strengths and transcends his weaknesses.*
*Knows how to cope with pressure generated by his career or his personal life.*
*Is able to keep his work and home environments separate.*

PHASE 2 **Listening and empathy**

*Knows how to engage in active listening in various situations.*
*Is careful to take his contacts' needs and frame of reference into account.*
*Expresses gratitude regularly.*
*Takes the needs of his staff into consideration, is sensitive to signs of stress and able to provide support and advice when needed.*

PHASE 2 **Negotiation**

*Is familiar with negotiating techniques.*
*Knows how to come up with win-win solutions.*
*Is able to negotiate in order to obtain the resources needed for projects.*

## Business management and value creation

PHASE 2 **Project management**

*Is attentive to discontinuities, trends and weak signals; is prepared for the unexpected; identifies unforeseen opportunities in the project.*
*Recognizes good ideas and best practices, identifies weaknesses and gaps.*
*Considers and implements any necessary changes in objectives, organization, schedule, resources and quality requirements.*
*Knows how to drive his staff in compliance with scheduling and time constraints.*
*Utilizes a wide range of project management strategies; clarifies priorities and formalizes expectations.*
*Introduces quality systems.*
*Guides difficult, complex projects to successful completion; manages several projects simultaneously and efficiently; can intervene to conduct project audits and propose action plans to get projects back on track.*
*Provides support or assistance to his staff; takes over on projects that lack leadership.*

PHASE 2 **Managing risks**

*Analyzes and identifies the risks created by an activity.*
*Educates and trains staff and partners in the implementation of appropriate risk management procedures.*
*Takes social and environmental imperatives into account in the projects he manages.*
*Educates and trains his staff in the imperatives of social and environmental responsibility.*

PHASE 2 **Decision-making**

*Realizes that no one solution is perfect; can reconcile the imperatives of the market with the quest for technical optimization.*
*Is able to make choices and assume the consequences of his decisions; has the ability to reconsider decisions when needed.*

## Strategy and Leadership

PHASE 2 **Strategy**

*Observes his environment; recognizes discontinuities and micro-trends; detects weak signals.*
*Develops his own approach and shapes his understanding of the topic.*
*Encourages brainstorming and draws conclusions relevant to his area of activity.*

*Regularly produces documents of a forward-looking and strategic nature.*
*Makes sure that his activities contribute to the company's strategy and attainment of its objectives, and to the enrichment of his organization or sector of activity.*
*Is familiar with various innovation strategies.*
*Ensures that his staff is aware of and understands their environment and the importance of strategy.*

## *PHASE 1* Leadership

*Exercises leadership in connection with a project of which he is in charge.*
*Knows how to be persuasive and enlist support for a project*
*.Mobilizes skills for a project of which he is not in charge; manages human resources even when people do not officially report to him.*
*Builds alliances.*
*Establishes relationships based on trust.*