The professional profile of PhD-holders

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Biology

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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.

PHASE 1 **Information management**

Knows how to review the state of the art (SOTA) in a scientific topic.
Makes efficient use of information-gathering methods, identifies pertinent resources, particularly bibliographic resources.
Masters web-based research (e.g., bibliographic databases, patent databases)
Knows how to judge the pertinence of information, critique sources and check source reliability.
Designs and implements information-gathering and management systems using suitable technology.
Addresses issues relating to the security and life cycle of data.
Seeks out support from experts in information and data management.

PHASE 1 **Expertise and methods**

Masters the basic knowledge and key concepts of his field and knows their history and their significance.
Is familiar with recent progress in his field.
Can view his research activities within an international context.
Is familiar with the investigative methods and techniques of his field (including mathematics and statistics) and can explain why they are appropriate for a given purpose.
Is able to consider alternative methods and techniques.
Is able to formulate problems and hypotheses according to needs.

Defends his research findings in a constructive manner; provides evidence to support his ideas and proposals.
Organizes his presentations in a clear, informative and concise manner.

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 **Open-mindedness and creativity**

Demonstrates an ability to acquire knowledge; shows flexibility and open-mindedness. Engages in interdisciplinary activities.
Possesses a constructive style of questioning and scientific doubt.
Develops, takes ownership of and tests new ideas; is clever; seizes opportunities.
Interacts with and seeks the collaboration of professionals of different cultures; knows how to accommodate cultural differences.

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.

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 1 **Project management**

Plans projects to meet goals in accordance with strategy and priorities, and taking quality, deadline and budget constraints into account.
Knows how to write specifications.
Is accountable for resources used and for meeting the deadlines and quality requirements of the deliverable.
Reacts efficiently and appropriately to change and unforeseen events.
Conducts his project within a framework of auditing and evaluation, deploying the appropriate systems.

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 **Managing risks**

Can determine the risks related to his project and the means for controlling them.
Is aware that technological and financial risks increase during the innovation process.
Understands the concept of corporate social responsibility.

PHASE 1 **Decision-making**

Knows how to make appropriate decisions for each phase of his project.
Assists his line management in making major decisions (e.g., reporting, scenarios)

PHASE 2 **Obtaining and managing funding**

Has the knowledge to manage the budgetary, financial and accounting aspects of his projects and activities.
Is able to make choices.
Is familiar with available sources of innovation funding and knows how to mobilize them.
Views his activity in the context of investment/return on investment.
Advises and guides his staff in the financing and budget follow-up of activities.
Advises and guides his staff in creating value and generating revenue and funding.

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.

PHASE 1 **Producing results**

Knows how to transform ideas into innovations.
Quickly deploys prototype and test phases; involves internal and external customers in these phases.
Learns the lessons of the initial tests.
Understands the policies and processes involved in publishing and exploiting research outcomes in his entity.
Is able to determine the most appropriate means of exploiting his results (e.g., patent, publication).

PHASE 1 **Intellectual and industrial property**

Has basic knowledge of the rules of intellectual/industrial property and copyright as they apply to his own activities.
Understands the advantages and drawbacks of filing a patent.
Is aware of the importance of controlling the release of information.

PHASE 1 **Customer focus**

Is attentive to national and international markets; takes incoming and outgoing communication (suppliers, customers) into account.
Gathers information on the needs and expectations of internal and external customers.
Uses his technical expertise and familiarity with products to propose solutions tailored to customers.
Masters the basics of marketing.

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.

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.