Patrycja Romaniuk

Patrycja Romaniuk

patrycja.romaniuk@engees.unistra.fr

Core business

PHASE 3 **Skill development**

I built this skill by cultivating strong networks across academia, consultancy, and international sustainability projects. I identify and engage high-potential collaborators, often mentoring them to co-create impact. I monitor trends in water stewardship, biodiversity, and ecotoxicology to adapt quickly and shape relevant offerings. As Lead Auditor and founder of Bloom & Flow, I refined my management style through ongoing training, reflective practice, and systems thinking—ensuring that my leadership, goals, and expertise remain aligned with evolving challenges.

Knows how to tap the extensive professional network that he has patiently built.
Knows how to appoint a team of high-potential staff to work with him.
Actively monitors new trends in both the field and the skills vital to developing new projects.
Continually develops his managerial skills.

PHASE 3 **Evaluation**

Through my PhD training and dissertation work, I developed strong skills in critically evaluating data quality, research design, and results. Regular peer discussions—both within and beyond my institutions—helped me validate and refine my approaches in international contexts. I treat constructive feedback as a growth opportunity, integrating it thoughtfully into my work. Aware of my limits in providing scientific feedback to others, I actively work on improving this skill to better support collective learning and evaluation processes.

Is able to deploy and coordinate evaluation processes at both the national and international levels.

PHASE 3 **Information management**

My PhD, conducted under dual supervision in an international program, sharpened my ability to identify, assess, and manage complex data under pressure. Collaborating with multiple scientists required efficient information flow, systematic literature reviews, and real-time prioritization of sources. I developed tailored techniques for organizing and sharing raw data and findings. Staying current with data management tools and research trends is part of my daily routine. Evaluating the relevance of information is a continuous learning process I fully embrace.

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 3 **Expertise and methods**

I built deep expertise through interdisciplinary research, international collaboration, and sustained methodological practice. My PhD work connects ecotoxicology, sustainability, and

systems thinking—fields in which I identify strategic priorities and synergies. I co-develop innovative teaching and research methods tailored to emerging challenges. Recognized for my integrative approach, I contribute to collective work programs that frame new problems and solutions, combining theory and applied impact. This positions me as a bridge between disciplines and sectors.

Makes recognized contributions to the advancement of knowledge and innovation.
Is viewed as an international authority.
Possesses in-depth and comprehensive understanding of the strategic orientation of his field of expertise.
Sees opportunities for synergy among different sectors of activity.
Has the ability to develop new investigative methods.
Can work in an interdisciplinary setting.
Is able to devise and coordinate a collective work program focusing on new research problems.

Personal and relational qualities

PHASE 3 **Communication**

I tailor messages and formats—academic, strategic, or public—to suit diverse audiences and goals. I'm regularly invited to provide input on sustainability, climate and biodiversity management, and water stewardship, especially within the QHSE and RSE context. I use English and French to negotiate, train, and present across cultural contexts. I design and deliver workshops, maintain a strong digital presence, and contribute to knowledge-sharing through teaching and media. I see communication as both a strategic tool and a responsibility to make complex topics accessible and actionable.

Is asked to provide input on key questions in his area of expertise.
Chooses content, register and channels of communication appropriate for the circumstance or to serve his strategy.
Uses national and/or international media.
Can manage and negotiate complex matters English and at least one other world.
Initiates and promotes actions to disseminate knowledge.

PHASE 3 **Collaboration**

I build and mobilize networks by engaging in industry events, research projects, and online platforms. I establish partnerships with institutions, NGOs, and companies at both national and international levels. Recognized for my expertise, I'm often invited to contribute insights that strengthen collaboration. I evaluate partnerships strategically, navigating shared and conflicting interests to align them with project goals. This ability to foster trust and cooperation has supported long-term impact across sectors and disciplines.

Can identify and mobilize various networks.
Sets up cooperations with a range of external organizations, at both national and international levels.

PHASE 3 **Analysis, synthesis and critical thinking**

I developed strong analytical and synthesis skills through disciplined research and critical review of both my work and others. I prioritize relevance, extract key insights, and communicate them clearly. My thinking balances intellectual rigor with openness to new evidence, helping me adapt and refine ideas without bias. I promote novel approaches in interdisciplinary contexts and defend them through reasoned arguments, encouraging my peers and teams to challenge assumptions and explore innovative solutions.

Takes a pioneering approach.
Knows how to defend a novel way of thinking to his staff and his peers.

PHASE 3 **Open-mindedness and creativity**

For over 15 years, I've independently designed and used creative methods such as role-play, scenario design, and simulations to address complex challenges and foster innovation. In the EMYS-R project, I applied systems thinking and participatory modeling to engage diverse partners across sectors and cultures. I actively create environments that encourage intercultural dialogue and collective creativity, helping teams break patterns, co-create new solutions, and remain open to unconventional approaches.

Extends his curiosity to fields apparently very remote from his own and draws from them substance to apply to his own field;
Knows how to take calculated risks by questioning existing knowledge and methods.
Encourages creativity in his peers and his staff.
Knows how to create a mindset conducive to creativity and innovation.
Deploys tools and methods that promote collective creativity.
Develops cultural diversity and intercultural dialogue within his teams.

PHASE 3

Commitment

For over a decade, I've led projects and my own consultancy through complex, competitive environments—at times bidding against Big Four firms. I draw on deep intrinsic motivation and a clear sense of purpose to navigate adversity and setbacks. I express a strong, shared vision and rely on open communication and trust to inspire perseverance in my collaborators. My ability to stay focused, even through routine or uncertainty, helps sustain collective momentum and long-term commitment to meaningful goals.

Has the ability to express a vision and enlist support, even during periods of adversity.
Capitalizes on the enthusiasm and perseverance of the people he directs.

PHASE 3

Integrity

My commitment to integrity is grounded in years of experience leading projects where ethical risks carried real reputational, legal, and financial consequences. I uphold the highest standards and act immediately when issues arise. In transdisciplinary and participatory work, I apply ethical principles daily—especially around consent, transparency, and power. I foster a culture of respect and align practices with the codes of conduct for social scientists and stakeholder-engaged research, ensuring trust and accountability.

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 3

Balance

I suffered from burnout, ironically, doing what I loved. That's the best teacher regarding personal boundaries and limitations.

Helps to shape policies on work-life balance.
Is able to enhance the image and reputation of his entity and his staff.

PHASE 1

Listening and empathy

A 3-year training in mediation, negotiation, and non-judicial conflict resolution and 2-year "train the trainer" training for facilitating and educating groups of adults to develop good listening skills and empathy. This training was followed by solving conflicts, training groups, and leading dialogues, as well as managing teams for more than 15 years.

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 1

Negotiation

I studied Mediation, negotiation, and non-judicial conflict resolution for 3 years and earned a Master's in complex environmental conflict resolution. Then, I started to work as an environmental mediator. I deepened my skills while negotiating contracts with clients, where the value of the contract could easily reach 25000 eur (excluding contractual penalties reaching 1 mln eur) and negotiations could take a week and be accompanied by layers.

Is able to detect people's unstated needs based on the requests they formulate.
Knows how to reconcile the drivers, requirements and constraints of his contacts to reach a consensus, and is able to gather all the information needed to do so.

Business management and value creation

PHASE 1

Project management

Projects I managed were mostly acquired by me, either by applying for grants or by selling my services. They also required me to buy complex services, like programming based on good-quality specifications, which I had to prepare. All my projects were subject to scrutiny (much more strict than grant scrutiny in the academic sector) from the funding body (in the case of grants) or the clients, so I had to undergo a very strict evaluation.

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

To stay competitive, no matter which industry (academia, business, NGO, etc.) one needs to continuously improve. Improving anything means changing it. Change comes with resistance because change is always something unknown, so it requires knowledge on how to manage, e.g., people's emotions, how to effectively communicate, etc. Running a company for 10+ years is impossible without all these skills because the market changes too much and forces one to adapt and, therefore, manage 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

One of the projects I implemented was an IT service, a digital platform. The risks were numerous: the insufficient number of clients (due to flawed marketing, pricing, responding to needs, etc.), the flawed architecture of the service, the changing legal environment, and insufficient funding. All that meant very high financial risk. The platform, however, was launched and worked well enough to be later sold. CSR services were the core offer of my business.

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

Leading a company for 10+ years is the best test for 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 1 **Obtaining and managing funding**

The list of funding sources where I obtained funding via writing grant applications and managed/c0-managed projects: Innovative Economy Operational Programme 2007-2013, National Center for Research and Development (Social Innovation Programme), European Climate Foundation, European Education and Culture Executive Agency, Swiss Contribution, EEA and Norway Grants, 7th Framework Programme of European Commission. Managing a portfolio of 40+ clients for 10+ years required skills in determining profitability etc.

Manages his own funding and is comfortable in discussions with budget, financial and economic decision-makers.
Understands the funding process and knows how to determine the profitability of an activity.
Knows how to answer a request for proposals and/or write a grant application.

PHASE 1 **People management**

I spent 15+ working in teams comprising people from different backgrounds and cultures, most of the time in leadership positions. I co-directed a company for 10+ years (in equal positions), which is impossible for such a long time without effective teamwork skills. I hired a team of between 2-7 people, which required developing HR skills and was subject to legal regulations. Non-discrimination, diversity and equality was always a core standard as one of my personal values.

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**

Half of my professional life depended on grants (transforming ideas into applications and then implementation) and half on working with corporate clients to deliver intelligence and expertise (transforming ideas into tangible solutions for clients). E.g., initial setbacks in selling co-authored simulation games as training tools led to rapid re-designing of them followed by many companies buying our product.

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**

Setting up a company with its own know-how as a service and visual identification, working on numerous projects and clients, including partnerships with scientific institutions, on knowledge generated as a product, was a good school of intellectual/industrial property and copyright protection. I worked with stock exchange companies, where leaking any information could be considered to impact the stock exchange rate and subject to paying a 1 mln euro fine from my own pocket.

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**

The company I led for 10+ years operated internationally, and the work included meticulous stakeholder (not just client) management as part of the risk mitigation and growth strategy. That included continuously gathering information on their needs and expectations. My portfolio includes about 40+ clients from 15+ industries, confirmed by references, agreements, and demonstrated expertise and knowledge of marketing, although most business was generated by referrals.

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**

I developed this skill while working in many different organizations and with many clients, where understanding how the project fits the overall strategy is essential to keep the team motivated and the top management constantly supporting the efforts. The essential is to understand that "the language of the benefits" should be used also in the case of internal clients. Understanding formal and informal relationships between entities and individuals helped, e.g., avoiding conflicts in the team.

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**

I was mainly in leadership positions during my professional career, especially during a 10-year entrepreneurial period, managing a team of several people. In unstructured teams (for example, during training), the group often looks to me to provide direction and leadership. Even if not officially in a leadership position, I build trustful relations legitimizing leadership activities.

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.