

The professional profile of PhD-holders

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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.*

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 Commitment

Recognizes and can clearly identify his sources of motivation.

Is able to sustain his commitment and motivation in the face of setbacks and adversity.

Deals efficiently with the routine aspects of his job.

Strives for excellence; shows determination.

Learns from his mistakes and bounces back from failures.

Relies on the support and assistance of his peers.

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 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 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 Obtaining and managing funding

*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

*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.*