The professional profile of PhD-holders

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Core business

PHASE 3 **Evaluation**

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

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 3 **Expertise and methods**

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**

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 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 3 **Analysis, synthesis and critical thinking**

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

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 3 **Commitment**

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 2 **Integrity**

Builds staff awareness of the need for responsible conduct of research.
Advises his peers and staff concerning matters of respect, confidentiality, anonymity and intellectual property.

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 3 **Listening and empathy**

Encourages his staff to exercise their listening abilities.
Establishes a mode of operation that allows everyone's contributions to be taken into account.

PHASE 1 **Negotiation**

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 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 change**

Is able to get people to see the need for change.
Defines objectives and rallies support for them.
Creates momentum and builds alliances.
Achieves initial results rapidly.
Understands the possible causes of the failure of a change plan.

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 3 **Decision-making**

Is able to instigate and control major change.
Knows how to make decisions in an unstable and uncertain environment taking all technical, financial, human, organizational, political and other factors into account.

PHASE 2 **People management**

As a manager, makes appropriate use of the full spectrum of HR policies and management tools with regard to his teams (recruitment, promotion, evaluation, safety rules, principles of non-discrimination and diversity, etc.).
Puts together and directs a team, taking advantage of the strengths and skills of each member.
Has the ability to set objectives for his staff and evaluate their attainment.
Knows how to delegate and monitor.
Supports his staff; encourages them to become more autonomous and recognizes their commitment and results.
Ensures the collective success of projects.
Detects and nurtures the talents of his staff and supports to their professional development.
Knows how to deal with conflicts.
Involves his staff in decision-making.
Has his own management style.
Is able to define guidelines for safety and social responsibility.
Accepts responsibilities beyond his defined scope for the good of the organization as a whole.

PHASE 2 **Producing results**

Always seeks news ways to improve his performance and that of his staff.
Knows how to detect opportunities liable to lead to a commercial application.
Manages the transition from research to innovation: organizes processes and manages non-deterministic aspects.
Meets the challenges and opportunities for value creation in his field.
Deploys experimental platforms.

PHASE 2 **Intellectual and industrial property**

Is familiar with the process of filing a patent and with all forms of protection of research outcomes (technical protection and marketing).
Makes his peers and staff aware of the legal requirements of intellectual/industrial property and/or copyright.
Is able to list the areas of technical knowledge that is strategic for the company and identify the individuals in possession of it. Knows how to manage the sharing and perpetuation of knowledge.

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 2 Leadership

Recognizes the need for and merits of collective effort; knows how to motivate and drive the entity he manages.
Is familiar with various leadership styles and adapts them to the specific project and the people on the team.
Is known within the company as a leader with the potential to promote ideas and initiatives and contribute effectively to their implementation.
Is able to impose his leadership in a competitive context.
Coordinates and mobilizes networks.
Encourages his staff to build a climate of trust.
Grooms his staff for future leadership roles.