

# The professional profile of PhD-holders

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### Core business

#### 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** 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** 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.*

## **Business management and value creation**

### **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)*