The professional profile of PhD-holders

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Core business

PHASE 2 Skill development

Takes a critical look at his skills and experience and regularly fine-tunes his career goals.
Knows how to develop new skills to keep step with changing knowledge and needs.
Relies on advice from competent professionals (coaching) or experienced staff and takes their opinions into account; uses his networks to manage his career.
Is able to evolve gradually from technical expertise to managerial expertise.
Helps his staff develop their skills and networks and assists them in achieving career development goals.

PHASE 3 Evaluation

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

PHASE 2 Information management

Conducts advanced searches using a range of software solutions, resources and techniques, recognizing the advantages and limitations of each.
Masters the creation, organization, validation, sharing, storing and archiving of information and/or raw data and addresses the associated risks.
Understands the legal, ethical and security requirements of information management.
Is familiar with the value of, and uses, metadata.
Advises and assists his staff using information-gathering and management methods, critiquing sources and evaluating information and data.
Makes his staff aware of information security and legal and ethical requirements.

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 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 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 2 **Analysis, synthesis and critical thinking**

Knows how to apply his analyzing and synthesizing abilities to new fields.
Takes ownership of new analytical methods.
Has a novel and independent way of thinking and makes significant contributions.
Questions “business-as-usual” scenarios in his activity.
Advises his staff to help them develop their own capacities of analysis and synthesis.
Stimulates critical thinking among his peers and his staff.

PHASE 2 **Open-mindedness and creativity**

Explores related fields.
Conceives new projects to find answers to essential questions.
Encourages his staff to seek challenge, be curious and engage in scientific questioning.
Defines and carries out innovative interdisciplinary projects with the help of contributors from various backgrounds.
Serves as a vector of innovation, a realistic visionary, a constructive agitator.
Encourages creativity and innovation among his staff.
Has acquired professional experience abroad in a culture other than his own.

PHASE 2 **Commitment**

Can picture himself in other contexts; applies his commitment and motivation to other activities and fields of expertise.
Perseveres in his undertakings and projects; paves the way for other staff and supports them.
Inspires the enthusiasm and commitment of his staff.

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.

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 **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 **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 2 Strategy

Observes his environment; recognizes discontinuities and micro-trends; detects weak signals.
Develops his own approach and shapes his understanding of the topic.
Encourages brainstorming and draws conclusions relevant to his area of activity.
Regularly produces documents of a forward-looking and strategic nature.
Makes sure that his activities contribute to the company's strategy and attainment of its objectives, and to the enrichment of his organization or sector of activity.
Is familiar with various innovation strategies.
Ensures that his staff is aware of and understands their environment and the importance of strategy.

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.