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 2 **Evaluation**

Knows how to regularly evaluate the progress, impact and outcomes of his staff's activities.
Takes part in evaluating both internal and external projects.
Is able to evaluate hypotheses and concepts lying beyond his field of expertise.
Encourages his staff to take ownership of the evaluation process.

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 2 **Expertise and methods**

Is familiar with recent progress in fields related to his own.
Is able to engage in dialogue and collaboration with experts in other disciplines or fields of activity.
Takes ownership of new research methods and techniques.
Is able to document and evaluate his activities using statistical methods where applicable.
Can formulate complex problems that correspond to new challenges.
Is able to develop arguments in support of new projects.
Knows how to adapt his arguments to his audience.
Advises and assists his staff in making appropriate use of investigative methods, improving their performance and enhancing their skills.

Personal and

PHASE 3 **Communication**

relational qualities

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 3 **Open-mindedness and creativity**

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**

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**

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**

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

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 2 **Negotiation**

Is familiar with negotiating techniques.
Knows how to come up with win-win solutions.
Is able to negotiate in order to obtain the resources needed for projects.

Business management and value creation

PHASE 3 **Project management**

Takes the general environment of projects into account and is able to take a long-term view.
Develops complex, high-impact projects.
Allocates resources strategically among different projects.
Is able to synchronize tasks among inter-dependent projects.
Manages his time strategically as his level of responsibility increases, particularly through careful use of delegation.
Takes ownership of difficult or unpopular decisions and explains them with clarity and rigor; knows when it is time to abort a project.

PHASE 3 **Managing change**

Knows how to give meaning and perspective.
Knows how to manage the key stages of change and grief.
Promotes and encourages change, contributes to organizational change initiatives.

PHASE 3 **Managing risks**

Has the ability to manage the company's risks through the use of risk management strategies, including prevention, acceptance, mitigation and transfer.
Advises and is able to define and manage a policy on social and environmental responsibility.
Encourages collective understanding of the implications and principles of social and environmental responsibility in the context of his activity.

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 3 **Obtaining and managing funding**

Knows how to use European and international institutional funding mechanisms to support projects.
Helps to formalize and manage a policy on funding, budget management, financial management and value creation.
Is able to establish financial partnerships and devise additional funding arrangements.
Participates in bodies that allocate funding and helps to shape their strategy.

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.

PHASE 2 **Customer focus**

Knows how to reconcile the needs of customers, partners and the entity.
Is able to make choices based on technical constraints and feedback from customers and partners.
Creates the conditions for his entity to keep a pulse on the needs of the market.

Strategy and Leadership

PHASE 3 **Strategy**

Discerns ties between apparently unrelated or separate issues.
Develops action plans and complex projects.
Knows how to define and deploy a strategy for the entity he directs.
Contributes to defining and implementing the company's overall strategy.
Mobilizes the individuals/networks/entities having a stake in his project on behalf of his entity.

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.