The professional profile of PhD-holders

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Core business

PHASE 3 **Skill development**

Dans le cadre de mon doctorat, j'ai développé cette compétence en collaborant avec plusieurs équipes de recherche aux expertises complémentaires (chimie des polymères, caractérisation et modélisation numérique). Ces échanges m'ont permis de construire progressivement un réseau scientifique, de solliciter les compétences adaptées à chaque étape du projet et de suivre les avancées du domaine à travers des conférences, formations et séminaires.

Knows how to tap the extensive professional network that he has patiently built.
Knows how to appoint a team of high-potential staff to work with him.
Actively monitors new trends in both the field and the skills vital to developing new projects.
Continually develops his managerial skills.

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 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 3 Collaboration

Can identify and mobilize various networks.
Sets up cooperations with a range of external organizations, at both national and international levels.

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 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 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 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 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 2 **Managing risks**

Analyzes and identifies the risks created by an activity.
Educates and trains staff and partners in the implementation of appropriate risk management procedures.
Takes social and environmental imperatives into account in the projects he manages.
Educates and trains his staff in the imperatives of social and environmental responsibility.

PHASE 2 **Decision-making**

Realizes that no one solution is perfect; can reconcile the imperatives of the market with the quest for technical optimization.
Is able to make choices and assume the consequences of his decisions; has the ability to reconsider decisions when needed.

PHASE 2 **Obtaining and managing funding**

Has the knowledge to manage the budgetary, financial and accounting aspects of his projects and activities.
Is able to make choices.
Is familiar with available sources of innovation funding and knows how to mobilize them.
Views his activity in the context of investment/return on investment.
Advises and guides his staff in the financing and budget follow-up of activities.

Advises and guides his staff in creating value and generating revenue and funding.

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 3 **Producing results**

Has proven experience with bringing a new product to market or starting up a new company or entity.
Manages innovation processes from the birth of an idea through its delivery to market.
Is recognized in his field on the strength of his results.

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 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.