

# 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 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 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 relational qualities

### PHASE 2 Communication

*Adapts his register to communicate with experts in other fields at both the national and international levels.*  
*Masters communication techniques for various contexts and media.*  
*Communicates effectively when addressing a diverse and lay audience.*  
*Knows how to address a community of professionals.*  
*Educates and trains his staff in the use of digital communication technologies.*  
*Is able to work and lead a group 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 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

## Business management and value creation

*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.*

### **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 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 1** People management

*Has experience with teamwork; knows how to encourage, support and recognize the contributions of each player.*  
*Knows how to be a team player.*  
*Is able to win the trust of his peers and his line management.*  
*Can report on his activities.*  
*Supports his peers when needed and can provide assistance.*  
*Understands human resources policies and management tools such as recruitment, evaluation, remuneration and strategic workforce planning.*  
*Takes safety, social responsibility and labor law requirements into account.*  
*Upholds rules on non-discrimination and equal opportunity among employees.*

## **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 1** Customer focus

*Is attentive to national and international markets; takes incoming and outgoing communication (suppliers, customers) into account.*  
*Gathers information on the needs and expectations of internal and external customers.*  
*Uses his technical expertise and familiarity with products to propose solutions tailored to customers.*  
*Masters the basics of marketing.*

## 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 1 Leadership

*Exercises leadership in connection with a project of which he is in charge.  
Knows how to be persuasive and enlist support for a project  
.Mobilizes skills for a project of which he is not in charge; manages human resources even when people do not officially report to him.  
Builds alliances.  
Establishes relationships based on trust.*