The professional profile of PhD-holders

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Core business

PHASE 2 **Evaluation**

As part of my doctoral training, I actively contributed to the scientific and organizational progress of our research group. I regularly evaluated the outcomes of my experimental work and those of colleagues through internal discussions, lab meetings, and collaborative assessments, ensuring alignment with project objectives and timelines. I participated in the internal review of proposals and manuscript drafts, offering critical feedback and helping refine scientific arguments—even in areas outside my direct expertise, such as polymer chemistry and photophysics. This broadened my analytical capabilities and deepened my understanding of interdisciplinary research. I also encouraged a culture of reflection and evaluation among my peers by initiating group disc

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.

Personal and relational qualities

PHASE 1 **Communication**

Throughout my doctoral project, I have developed strong communication skills, regularly presenting my research progress through written reports, scientific publications, and oral presentations in seminars and international conferences. I adapt my language and level of detail to suit diverse audiences, from expert chemists to interdisciplinary collaborators. I am proficient in multiple modes of communication, including scientific writing, poster presentations, digital tools for data visualization, and collaborative platforms.

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 **Analysis, synthesis and critical thinking**

As part of my doctoral research, I critically analyze both my own experimental data and those generated by collaborators, ensuring the reliability and coherence of scientific findings. I routinely synthesize complex datasets into clear, concise conclusions, and prioritize information depending on research objectives and contexts. My work involves the formulation and evaluation of scientific hypotheses, which I approach with objectivity, free from preconceived assumptions or ideological bias. I strive to maintain intellectual flexibility, regularly re-evaluating interpretations in light of new evidence or alternative perspectives, and adapting my approach accordingly. This critical and rigorous mindset, combined with the ability to distill essential insights

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 2 **Open-mindedness and creativity**

Throughout my doctoral training, I have consistently explored related scientific domains to enrich the scope and impact of my research. I proactively formulate new research directions aimed at addressing key scientific questions, and I approach challenges with curiosity and a critical mindset, fostering an environment of open inquiry within my team. I contribute to the design and execution of interdisciplinary projects, drawing on the expertise of collaborators from diverse scientific and cultural backgrounds. This experience has strengthened my ability to act as a constructive innovator—proposing bold yet feasible ideas and bridging knowledge from different fields. In addition, I have developed a strong international perspective through collaborative work a

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.

Business management and value creation

PHASE 1 **Project management**

As part of my doctoral research, I plan and manage experimental projects by aligning them with strategic scientific goals, time constraints, and resource availability. I take into account quality requirements, deadlines, and budget limitations while defining clear project specifications and experimental protocols, similar to drafting technical requirement documents. I am fully responsible for the efficient use of laboratory resources, coordination with collaborators, and delivery of high-quality results within planned timelines. When faced with unexpected outcomes or challenges, I adapt quickly by proposing alternative approaches while maintaining the project's scientific integrity.

Plans projects to meet goals in accordance with strategy and priorities, and taking quality, deadline and budget constraints into account.
Knows how to write specifications.
Is accountable for resources used and for meeting the deadlines and quality requirements of the deliverable.
Reacts efficiently and appropriately to change and unforeseen events.
Conducts his project within a framework of auditing and evaluation, deploying the appropriate systems.

PHASE 1 **Producing results**

Throughout my PhD, I have developed the ability to translate scientific ideas into concrete, innovative outcomes. I actively design and implement early-stage experimental prototypes to validate hypotheses, integrating feedback from supervisors, collaborators, and, where relevant, potential end-users to refine the system. I systematically analyze initial test results to guide subsequent iterations and optimize performance. These early findings inform both the direction of the research and the potential applications beyond the lab.

Knows how to transform ideas into innovations.
Quickly deploys prototype and test phases; involves internal and external customers in these

phases.
Learns the lessons of the initial tests.
Understands the policies and processes involved in publishing and exploiting research outcomes in his entity.
Is able to determine the most appropriate means of exploiting his results (e.g., patent, publication).

Strategy and Leadership

PHASE 1 Strategy

As a doctoral student, I have developed a strong awareness of how my research aligns with the strategic goals of my laboratory and contributes to broader scientific and technological priorities in the field. I understand the positioning of my work within the institutional framework and how it supports long-term innovation and development in the chemical sciences. I am attentive to the roles and stakes of various stakeholders—be they academic, industrial, or institutional—and I engage proactively with supervisors, collaborators, and administrative teams to ensure that my research is well-supported and strategically relevant.

Is aware of how his project fits into the organization's strategy and the strategic directions of the sector or field of activity.
Understands relationships between entities and individuals (the role and drivers of each).
Is able to identify influent people that support his projects and understand what they stand to gain from it.