Kokolo Etiowo

Academics, research institutes and industries

kmetiowo@gmail.com

Core business

PHASE 1 **Skill development**

Sets his professional goals to be ambitious yet realistic.
Identifies and develops means to enhance his employability throughout his career; manages his professional development.
Broadens and upgrades his skillset, personal qualities and achievements.
Uses his networks to expand his scope of competence.
Knows how to transfer his expertise to other fields of activity.
Realizes the necessarily international dimension of his career path.
Accepts input from a mentor or coach to benefit his professional development.

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 1 **Information management**

Knows how to review the state of the art (SOTA) in a scientific topic.
Makes efficient use of information-gathering methods, identifies pertinent resources, particularly bibliographic resources.
Masters web-based research (e.g., bibliographic databases, patent databases)
Knows how to judge the pertinence of information, critique sources and check source reliability.
Designs and implements information-gathering and management systems using suitable technology.
Addresses issues relating to the security and life cycle of data.
Seeks out support from experts in information and data management.

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 1 **Analysis, synthesis and critical thinking**

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 1 **Open-mindedness and creativity**

Demonstrates an ability to acquire knowledge; shows flexibility and open-mindedness. Engages in interdisciplinary activities.
Possesses a constructive style of questioning and scientific doubt.
Develops, takes ownership of and tests new ideas; is clever; seizes opportunities.
Interacts with and seeks the collaboration of professionals of different cultures; knows how to accommodate cultural differences.

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**

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 1 **Listening and empathy**

Has the ability to listen in various situations.
Understands the needs and way of thinking of the people he deals with, including those with a different field of expertise, occupation and/or culture.

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 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 1 **Managing change**

Can adapt his approach and the project organization according to imperatives.
Adapts to changes and opportunities; knows how and where to find advice.

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 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 1 **Strategy**

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.

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.