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 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 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 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 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 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 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 1 **Managing risks**

Can determine the risks related to his project and the means for controlling them.
Is aware that technological and financial risks increase during the innovation process.
Understands the concept of corporate social 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 **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 1 **Intellectual and industrial property**

Has basic knowledge of the rules of intellectual/industrial property and copyright as they apply to his own activities.
Understands the advantages and drawbacks of filing a patent.
Is aware of the importance of controlling the release of information.

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 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.