

Renaud GUIGNARD

Healthcare management research

As a medical expert, I started a PhD in Management Sciences at IMT Atlantique to understand the socio-organisational determinants involved in the diffusion of innovative technologies.

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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 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 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 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 3 Analysis, synthesis and critical thinking

- *Takes a pioneering approach.*
- *Knows how to defend a novel way of thinking to his staff and his peers.*

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 2 Listening and empathy



Business management and value creation

- *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 1 Negotiation

- *Is able to detect people's unstated needs based on the requests they formulate.*
- *Knows how to reconcile the drivers, requirements and constraints of his contacts to reach a consensus, and is able to gather all the information needed to do so.*

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 3 Decision-making

- *Is able to instigate and control major change.*
- *Knows how to make decisions in an unstable and uncertain environment taking all technical, financial, human, organizational, political and other factors into account.*

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.*



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.*