The professional profile of PhD-holders

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**

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.

Business management and value creation

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.