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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 1 Evaluation

- *Evaluates the value of various documents concerning his field of expertise.*
- *Is able to judge his own results in terms of both quality and added value.*
- *Is willing to expose ideas to a critical audience; takes others' opinions of his work into account.*
- *Is willing to evaluate the work of other contributors and provides reasoned, realistic judgments of others' work.*

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.*

Personal and relational qualities

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 1   Integrity

- *Respects the standards and practices of his entity.*
- *Demonstrates integrity in the processing and dissemination of data.*
- *Demonstrates integrity with respect to his partners' or competitors' contributions in accordance with intellectual property rules.*
- *Upholds the confidentiality and anonymity of subjects taking part in studies and research.*
- *Honors his commitments and ensures the congruence between actions and words.*
- *Declares any conflict of interest.*

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.*

Business management and value creation

PHASE 1   Project management

- *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   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.*