


**Dean McDonald****Research in Modern Literature, Arts and Teaching** dean.mc-donald@univ-orleans.fr**Core business****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 1** Collaboration

- *Develops and maintains cooperative networks.*
- *Knows how to build a professional network for his own and the company's benefit.*
- *Is considered an authority in his field of expertise.*
- *Is able to envisage his work in a partnership framework; evaluates the benefits and limitations of a partnership and identifies shared and conflicting interests.*

### **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 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 1** Commitment

- *Recognizes and can clearly identify his sources of motivation.*
- *Is able to sustain his commitment and motivation in the face of setbacks and adversity.*
- *Deals efficiently with the routine aspects of his job.*
- *Strives for excellence; shows determination.*
- *Learns from his mistakes and bounces back from failures.*
- *Relies on the support and assistance of his peers.*

### **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** Balance

- *Is aware of his aptitudes, knows how to take advantage of them and demonstrate them.*
- *Expresses himself relevantly, confidently and didactically.*
- *Recognizes the limits of his knowledge, skills and expertise, and knows where to find support when needed.*
- *Is able to consider his practices and experience as part of the bigger picture.*
- *Develops his strengths and knows how to correct his weaknesses by seeking the opinion of others.*
- *Is aware of the need to reconcile career and personal life.*
- *Develops mechanisms to cope with pressure and seeks support when needed.*



## Business management and value creation

### 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 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.*

### 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 2 Managing change

- *Is able to get people to see the need for change.*
- *Defines objectives and rallies support for them.*
- *Creates momentum and builds alliances.*
- *Achieves initial results rapidly.*
- *Understands the possible causes of the failure of a change plan.*

### 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 1 Obtaining and managing funding

- *Manages his own funding and is comfortable in discussions with budget, financial and economic decision-makers.*
- *Understands the funding process and knows how to determine the profitability of an activity.*

- *Knows how to answer a request for proposals and/or write a grant application.*

### PHASE 1 People management

- *Has experience with teamwork; knows how to encourage, support and recognize the contributions of each player.*
- *Knows how to be a team player.*
- *Is able to win the trust of his peers and his line management.*
- *Can report on his activities.*
- *Supports his peers when needed and can provide assistance.*
- *Understands human resources policies and management tools such as recruitment, evaluation, remuneration and strategic workforce planning.*
- *Takes safety, social responsibility and labor law requirements into account.*
- *Upholds rules on non-discrimination and equal opportunity among employees.*

### PHASE 1 Producing results

- *Knows how to transform ideas into innovations.*
- *Quickly deploys prototype and test phases; involves internal and external customers in these phases.*
- *Learns the lessons of the initial tests.*
- *Understands the policies and processes involved in publishing and exploiting research outcomes in his entity.*
- *Is able to determine the most appropriate means of exploiting his results (e.g., patent, publication).*

### 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.*



## Strategy and Leadership

### PHASE 1 Leadership

- *Exercises leadership in connection with a project of which he is in charge.*
- *Knows how to be persuasive and enlist support for a project*
- *Mobilizes skills for a project of which he is not in charge; manages human resources even when people do not officially report to him.*
- *Builds alliances.*
- *Establishes relationships based on trust.*