

**Marie-Lyne Macel****ingénieure de recherche**

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**Core business****PHASE 3 Skill development**

- *Knows how to tap the extensive professional network that he has patiently built.*
- *Knows how to appoint a team of high-potential staff to work with him.*
- *Actively monitors new trends in both the field and the skills vital to developing new projects.*
- *Continually develops his managerial skills.*

**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 Communication**

- *Knows how to put together a persuasive presentation and communicate about his project or his activity.*
- *Understands, interprets and communicates appropriately in a register suited to his aims and his audience.*
- *Masters a range of communication tools.*
- *Masters his online identity.*
- *Contributes to the dissemination of knowledge within the company, and demonstrates effective teaching skills.*
- *Is proficient in at least English and one other world language.*

**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** 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.*

### **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.*

### **PHASE 1** Managing change

- *Can adapt his approach and the project organization according to imperatives.*



## Business management and value creation

- *Adapts to changes and opportunities; knows how and where to find advice.*

  
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