

**Ikram Mezghiche****R&D** imezghic@pasteur.fr**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.*

**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 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 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 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.*

### 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.*



**Strategy and  
Leadership**

### PHASE 1 Strategy

- *Is aware of how his project fits into the organization's strategy and the strategic directions of the sector or field of activity.*

- *Understands relationships between entities and individuals (the role and drivers of each).*
- *Is able to identify influent people that support his projects and understand what they stand to gain from it.*

  
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