

# The professional profile of PhD-holders

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## Research and development

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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

#### **PHASE 2** Communication

## relational qualities

*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 2** Collaboration

*Collaborates with people/teams who play a pivotal role on the global scale.*

*Leads networks and helps to institute dialogue between different entities.*

*Knows how to establish partnership relations with people working outside his field.*

*Has the ability to co-produce results and/or innovations.*

### **PHASE 2** Analysis, synthesis and critical thinking

*Knows how to apply his analyzing and synthesizing abilities to new fields.*

*Takes ownership of new analytical methods.*

*Has a novel and independent way of thinking and makes significant contributions.*

*Questions "business-as-usual" scenarios in his activity.*

*Advises his staff to help them develop their own capacities of analysis and synthesis.*

*Stimulates critical thinking among his peers and his staff.*

### **PHASE 2** Open-mindedness and creativity

*Explores related fields.*

*Conceives new projects to find answers to essential questions.*

*Encourages his staff to seek challenge, be curious and engage in scientific questioning.*

*Defines and carries out innovative interdisciplinary projects with the help of contributors from various backgrounds.*

*Serves as a vector of innovation, a realistic visionary, a constructive agitator.*

*Encourages creativity and innovation among his staff.*

*Has acquired professional experience abroad in a culture other than his own.*

### **PHASE 2** Commitment

*Can picture himself in other contexts; applies his commitment and motivation to other activities and fields of expertise.*

*Perseveres in his undertakings and projects; paves the way for other staff and supports them.*

*Inspires the enthusiasm and commitment of his staff.*

### **PHASE 3** Integrity

*Creates a culture of respect and ethical behavior within his entity.*

*Takes immediate measures if he observes unethical conduct.*

*Contributes to changing policies, procedures and practices relating to integrity.*

### **PHASE 2** Balance

*Knows how to deal with strong opposition.*

*Draws on his strengths and transcends his weaknesses.*

*Knows how to cope with pressure generated by his career or his personal life.*

*Is able to keep his work and home environments separate.*

## 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 2 Project management

*Is attentive to discontinuities, trends and weak signals; is prepared for the unexpected; identifies unforeseen opportunities in the project.  
Recognizes good ideas and best practices, identifies weaknesses and gaps.  
Considers and implements any necessary changes in objectives, organization, schedule, resources and quality requirements.  
Knows how to drive his staff in compliance with scheduling and time constraints.  
Utilizes a wide range of project management strategies; clarifies priorities and formalizes expectations.  
Introduces quality systems.  
Guides difficult, complex projects to successful completion; manages several projects simultaneously and efficiently; can intervene to conduct project audits and propose action plans to get projects back on track.  
Provides support or assistance to his staff; takes over on projects that lack leadership.*

### 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 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.*

## 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 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.*