

# The professional profile of PhD-holders

**DESPOINA PERVIZOU**

**Cancer Immunology Scientist, PhD candidate**

despina.pervizou@outlook.com

## Core business

### PHASE 2 Skill development

During my thesis I learned how to broaden and upgrade my wet-lab and soft skillsets, as well as my personal qualities and achievements. More precisely, the first two years of thesis I learned how to master multiparametric flow cytometry analysis in order to map the immune cell populations in healthy murine prostate & murine prostate cancer. I also evolved my skills in data interpretation and presentation by being able to put together my results for public oral & poster communications in scientific conferences. Additionally, in the last 2 years I added in my toolbox the cutting-edge technique of single cell RNA sequencing annotation & interpretation after having the honor to be coached by an expert bioinformatician of the Bioinformatic platform of our institute.

*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 1 Evaluation

Evaluation of my own data after analysis and interpretation according to literature was an outstanding skill that I gained during the PhD years. I was able to judge my own results in respect to the corresponding literature and the parameters used in my experimental protocols. For instance when the results were not validating my initial hypothesis, I was able out of experience to identify whether this is due to the experimental parameters used or due to a mistake or due to biological causes.

*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 2 Information management

*Conducts advanced searches using a range of software solutions, resources and techniques, recognizing the advantages and limitations of each.*

*Masters the creation, organization, validation, sharing, storing and archiving of information and/or raw data and addresses the associated risks.*

*Understands the legal, ethical and security requirements of information management.*

*Is familiar with the value of, and uses, metadata.*

*Advises and assists his staff using information-gathering and management methods, critiquing*

sources and evaluating information and data.  
Makes his staff aware of information security and legal and ethical requirements.

### **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 3 Communication**

*Is asked to provide input on key questions in his area of expertise.*  
*Chooses content, register and channels of communication appropriate for the circumstance or to serve his strategy.*  
*Uses national and/or international media.*  
*Can manage and negotiate complex matters English and at least one other world.*  
*Initiates and promotes actions to disseminate knowledge.*

### **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 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 2 Integrity**

*Builds staff awareness of the need for responsible conduct of research.  
Advises his peers and staff concerning matters of respect, confidentiality, anonymity and intellectual property.*

## **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 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 1 Negotiation**

*Is able to detect people's unstated needs based on the requests they formulate.  
Knows how to reconcile the drivers, requirements and constraints of his contacts to reach a consensus, and is able to gather all the information needed to do so.*

## **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 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 2** People management

*As a manager, makes appropriate use of the full spectrum of HR policies and management tools with regard to his teams (recruitment, promotion, evaluation, safety rules, principles of non-discrimination and diversity, etc.).  
Puts together and directs a team, taking advantage of the strengths and skills of each member.  
Has the ability to set objectives for his staff and evaluate their attainment.  
Knows how to delegate and monitor.  
Supports his staff; encourages them to become more autonomous and recognizes their commitment and results.  
Ensures the collective success of projects.  
Detects and nurtures the talents of his staff and supports to their professional development.  
Knows how to deal with conflicts.  
Involves his staff in decision-making.  
Has his own management style.  
Is able to define guidelines for safety and social responsibility.  
Accepts responsibilities beyond his defined scope for the good of the organization as a whole.*

### **PHASE 2** Producing results

*Always seeks news ways to improve his performance and that of his staff.  
Knows how to detect opportunities liable to lead to a commercial application.  
Manages the transition from research to innovation: organizes processes and manages non-deterministic aspects.  
Meets the challenges and opportunities for value creation in his field.  
Deploys experimental platforms.*

### **PHASE 2** Intellectual and industrial property

*Is familiar with the process of filing a patent and with all forms of protection of research outcomes (technical protection and marketing).  
Makes his peers and staff aware of the legal requirements of intellectual/industrial property and/or copyright.  
Is able to list the areas of technical knowledge that is strategic for the company and identify the individuals in possession of it. Knows how to manage the sharing and perpetuation of knowledge.*

## **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.*

### **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.*

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