

shiou-ping CHEN**Chercheur**

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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 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 3 Expertise and methods

- *Makes recognized contributions to the advancement of knowledge and innovation.*
- *Is viewed as an international authority.*
- *Possesses in-depth and comprehensive understanding of the strategic orientation of his field of expertise.*
- *Sees opportunities for synergy among different sectors of activity.*
- *Has the ability to develop new investigative methods.*
- *Can work in an interdisciplinary setting.*
- *Is able to devise and coordinate a collective work program focusing on new research problems.*

**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 3 Collaboration

- *Can identify and mobilize various networks.*
- *Sets up cooperations with a range of external organizations, at both national and international levels.*

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 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.*



Business management and value creation

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 1 Decision-making

- Knows how to make appropriate decisions for each phase of his project.
- Assists his line management in making major decisions (e.g., reporting, scenarios)

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).



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 2 Leadership

- Recognizes the need for and merits of collective effort; knows how to motivate and drive the entity he manages.
- Is familiar with various leadership styles and adapts them to the specific project and the people on the team.
- Is known within the company as a leader with the potential to promote ideas and initiatives and contribute effectively to their implementation.
- Is able to impose his leadership in a competitive context.
- Coordinates and mobilizes networks.
- Encourages his staff to build a climate of trust.
- Grooms his staff for future leadership roles.