


Biagina Ruscica**Molecular physiology** biaginaruscica@hotmail.it**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.*

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.*

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 2 Communication

- *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 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 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 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.

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 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 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 Managing risks

- Can determine the risks related to his project and the means for controlling them.
- Is aware that technological and financial risks increase during the innovation process.
- Understands the concept of corporate social 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 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.

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 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 influential 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.