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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 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 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 3 Commitment

- *Has the ability to express a vision and enlist support, even during periods of adversity.*
- *Capitalizes on the enthusiasm and perseverance of the people he directs.*

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 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 3 Listening and empathy

- *Encourages his staff to exercise their listening abilities.*
- *Establishes a mode of operation that allows everyone's contributions to be taken into account.*

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 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.*



**Business
management and
value creation**



Strategy and Leadership

- 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 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 3 Leadership

- Builds and maintains networks of skills, projects, teams and entities.
- Helps others understand the meaning of their efforts.
- Through his actions, inspires trust in the entity and in the projects he manages.
- Enjoys international influence and reputation: decision-makers seek his input and advice.