

**PERSONAL ATTRIBUTES**

- Influential and adaptable
- Personal commitment – ‘goes the extra mile’
- Self starter- strong finisher – takes responsibility
- Team player – open with information
- Builds relationships across the business
- Well-organized, detailed planner
- Structured and systematic; balanced character
- Results driven
- Personal ethics/standards
- Tolerant to frustrations, patient and flexible
- Robust and challenging, can and will push back
- Handles pressure well
- Operates without close supervision
- Takes a long-term perspective
- Celebrates team success
- Sees the strategic picture

**KNOWLEDGE**

- Customer knowledge and relationships
- Knowledge of competitor capabilities
- Continuous learning/development
- Expert in relevant R&D area (s)
- Knows basic production and applications
- Project Management Knowledge
- Been there/done it – learned from mistakes
- Confidence based on substance/success
- Knows basic finance
- Experience to gauge risk –enabling appropriate decisions to be taken
- Large network in relevant scientific community
- Industry trend and ingredients knowledge
- Understanding of the business
- Adequate IT skills

**ABFI Leadership  
Success Profile  
R&D  
Management**

**Target populations for  
this profile:**

Head of R&D  
R&D Managers  
Project Managers  
Principal / Senior Scientist

**Depth/range of each  
person against the  
profile characteristics  
will clearly vary with  
level & experience**

**Profile is not intended  
to reflect technical  
skills**

**Who I  
am**

**What I  
know**

**SKILLS**

- Group leading skills
- Communicates effectively –verbally and written
- Builds and develops high performing teams
- Structured approach to problem solving
- Language skills (English)
- Presentations skills
- Structured problem solving
- Project Management
- Gets funded
- Solid lab experimental designs
- Nurtures and develops talent
- Manages performance - individual & team
- Sound decision making process
- Presents ideas clearly and convincingly
- Listening skills
- Customer service skills
- Ability to multi-task

**What I  
do well**

**What I  
have  
done**

**EXPERIENCE**

- Business education in combination with science degree/ background
- Large R&D project management, including contract research
- International network
- Experience at lab bench
- Track record of publications and/or patent applications
- Proven creative & practical problem solver
- Had/could be a great role model
- Capable to deliver
- Stable work history – evidence of progression with previous employers
- Implementation and transfer of new processes from pilot to production scale