



Table for a project team characterization and of its R5 responsibilities

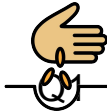
PROJECT PHASE	Needs	color code	R5	Definition	Expectations	Required competencies
 IDEATION create, transform, innovate, provide expertise and advice	conducting research and experimentation for new projects, and maintaining conditions for capturing or generating new ideas. A disruption dynamic is expected	1	Création	Inventing, imagining new solutions from a blank sheet of paper	proposals for new approaches without prejudging their feasibility	imagination, inventiveness, creativity; appetency for disruption
		2	Exploration	Explore the existing, experiment, transform	a proposal for new ideas to transform an existing one through experimentation	curiosity, a taste for the unknown, an appetite for experimentation and a certain rigor
		1	Advice	Advise or share experience in an innovation phase	highlighting experiences as factors for progress	listening, curiosity, ability to dialogue, and an appetite to advance by sharing experience or perspective
		4	Expertise	Develop expertise to innovate	the ability to provide a referral service to other actors in the organisation	an appetency for the accumulation and sharing of knowledge



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 Q2 LAUNCH anticipate, challenge, establish a strategy, structure, initiate deployment	build the projects generated by the previous phase, from all points of view: business, organizational and human. This phase includes prototyping, testing and start-up. At the end of this phase, decision-making on the projects concerned is expected: go/no go	3	Anticipation	Anticipate, open the way, project	analysis of impacts (human, organizational, economic, or ecosystem-related) of ongoing projects	anticipation, projection, and 360° knowledge of the company
		4	Challenge	Manage obstacles, difficulties or challenges, negotiate, break down resistance	the implementation of a change (new projects, new contracts...) despite the difficulties encountered	an appetite for challenge, adversity, negotiation or even the art of convincing
		1	Structuring	Design, Structure, organize the project	organization proposals on a realistic and efficient basis	an appetite for organization and structuring as well as efficiency
		4	Strategy	Provide vision and develop strategies and tactics	proposals for strategies or tactics in relation to a given context or project	discernment, synthesis, tactical sense and adaptability



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 Q3 GROWTH Decide, manage the project or teams, conceptualize, realize and produce	carry out projects under conditions (technical, economic and human) of optimum efficiency	2	Management	Manage the project in it's entirety	the conduct and management of projects or teams in accordance with efficiency criteria	overall vision, operational leadership, good project management capabilities
		3	Decision	Arbitrate, decide	decision-making and associated responsibility-taking	elevated, discerning, risk-conscious decision-making
		1	Formalisation	Shape, design, detail an action plan	la conception, process et méthodes pour la réalisation des projets	pragmatism, a strong appetite for standardization, and conceptualization
		2	Execution	Achieve and produce	la concrétisation, l'exécution et la réalisation des projets	pragmatism, an appetite for work well done, consistency and involvement



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 Q4 MATURITY AND FEEDBACK Analyze, give feedback, manage individual and collective intelligences, transmit and monitor weak signals.	continuous improvement, sustainability, transmission and analysis of business or technical relevance as a support for decision-making	3	Finalization	Finalize, perfect, optimize	analysis of elements that influence the quality and detection of weak signals in the search for optimal performance	an appetite for work well done, rigour and attention to detail
		4	Transmission	Train, transmit and identify key know-hows	the enrichment of the organization by the relevance of the transmitted elements	an appetite for the transmission and enrichment of people and organization
		2	Coaching	Support performance, advance individuals and teams	performance and progress of individuals or teams in relation to their assigned responsibilities	a significant ability to step back, an appetite for progress and results
		3	Evaluation	Analyze, verify, provide feedback	the production of analyses and feedback necessary to decision-making	critical analysis, attention to detail, and the ability to identify areas for improvement or abandonment



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 Q5 REGULATION Link, connect, facilitate, coordinate	the establishment and maintenance of performance conditions at all levels of the organisation: links, communication, intermediation and coordination. A service dynamic is expected	1	Mediation	Bring cohesion, weight, establish a win/win balance between the parties	enrichment of the organisation by establishing a balance between people or between individuals and processes	an appetite for mediation and cohesion
		2	Reflection	Generating new ideas, nurturing reflection	ability to generate new ideas and connect them to the existing organization	a taste for the abstract and for reflection
		3	Connection	Identify and circulate information, link people or teams	the quality of the information and the links established between individuals or the team in its ecosystem	an appetency for dealing with people, coupled with an excellent vision of the organization's workings and its environment
		4	Coordination	Coordinate, dispatch, arrange	the effectiveness of the project through the rationalization and distribution of its actions	a 360° view of the issues encountered, and an ability to manage priorities