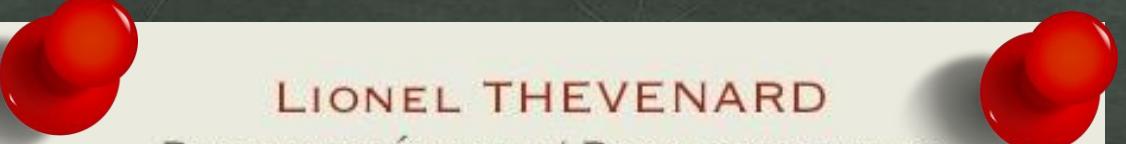


Professional English

Master 2 CHPS



LIONEL THEVENARD
PSYCHOTHÉRAPIE / PSYCHOTHERAPY
COACHING

FRANÇAIS / ENGLISH

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Operation

- You're in charge of your own consistency.
- Any questions welcome at any time.
- For yourself *and* the group.
- 1st 10mn used to hook-up with previous session.

Schedule

Block	#	Date	Time	Hrs	Notes
I	1	19/11/2025	1400 - 1715	3	Introduction & competences.
	2	26/11/2025	1400 - 1715	3	CV.
	3	03/12/2025	1400 - 1715	3	Other's look / Job interview.
	4	05/12/2025	1400 - 1715	3	Interview (ct'd) & Cover letter.
II	5	10/12/2025	1400 - 1715	3	Table Eval 2hrs.
III	6	12/12/2025	1400 - 1715	3	Oral Eval
IV	7	17/12/2025	1400 - 1715	3	Group Dynamics.
V	8	07/01/2025	1400 - 1715	3	Teamwork (on your own).
VI	9	14/01/2026	1400 - 1715	3	Deadline to submit Group Work Project & Presentation.

19/11/2025

Main Subjects

Competences, Knowhows, Soft skills

CV, Motivation Letter, Job Interviews

Teamwork (Group Project)

The Evaluations

Evals

Block	#	Date	Time	Hrs	Notes
II	5	10/12/2025	1400 - 1715	3	Table Eval 2hrs.
III	6	12/12/2025	1400 - 1715	3	Oral Eval

Evals & Notes

Eval	Duration	Mean	Format	Weight on global Note
Written	2hrs	Table	Individual	40%
Oral	5 – 10 mn		Face-2-face	30%
Group Project	5 weeks & 20-25 mn	Written & Oral	Groups of 3/4	30%

Written / table Eval

Dec. 10, 2025 :

- Written
- Individual
- Paper or email lionel.thevenard@uvsq.fr
→ A motivation letter with 1 competence & 1 soft skill.

Oral Eval

- Dec 12, 2025.
- 5 – 10mn each.
- 50% of note on structure, 50% on English.
- Not the accent!



Oral Eval

Introduce yourself to me:

What's your academic background & path?

What made you choose this particular Master or Field?

In what do you see yourself go?

Teamwork

- Jan. 7, 2026: Autonomous work.
- Jan. 14, 2026: Deadline to submit BP & Presentation to all.
- Groups of 3/4.
- Business Plan.

Teamwork

Block	#	Date	Time	Hrs	Notes
VI	9	14/01/2026	1400 - 1715	3	Deadline to submit Group Work Project & Presentation.

Global note for the group, same note for each member of the group.

Please send me your groups by email @ lionel.thevenard@uvsq.fr

Please send me your written documents by 14/01/2026 latest by email.

Presentation in English to the group on 14/01/2026, 20 – 30mn.

Teamwork – Groups of 3.

Think about a scientific project. Define the business you would have to set up to achieve it.

Setting up a professional plan requires careful preparation. The parameters must be defined in a business plan which is a document that shows how the entrepreneur will organize his/her business. In small groups do as if you were setting up a project of your choice.

Your file will be divided as follow:

PART I – INTRODUCTION

You will briefly define your concept, invention or product, and explain to what extent your education and competences are relevant to a such project.

PART II – ANSWER THESE QUESTIONS:

- 1) Name and details of the business (Type: partnership for instance, etc.)
- 2) Why is it worth launching such a project? Who is targeted?
- 3) Staff: describe 4 main scientific occupations of the business.
- 4) Describe the current market: growing, static or in decline?
- 5) Name two major competitors. Who is the leader? Make a short presentation of it.
- 6) Does your scientific project offer something new?
- 7) Which premises will you need?
- 8) Describe the 4 main equipments (name the most crucial ones).
- 9) Budget and details of financing.

PART III – CONCLUSION

- Explain the difficulties you may face.
- What makes your project feasible and interesting?
- Recap its weak and strong points.

Comments ?
Questions ?

Competences
Soft skills
CV

Competences / Soft skills / CV.

1. Brainstorming : You are the Recruiter!
2. The 3 most Important Questions.
3. Competences / Skills Chart.
4. CV in English.
5. A Useful Tool : *The Other's Look*.
6. Hiring interview.
7. The Motivation Letter

1. Brainstorming

You are the recruiter!

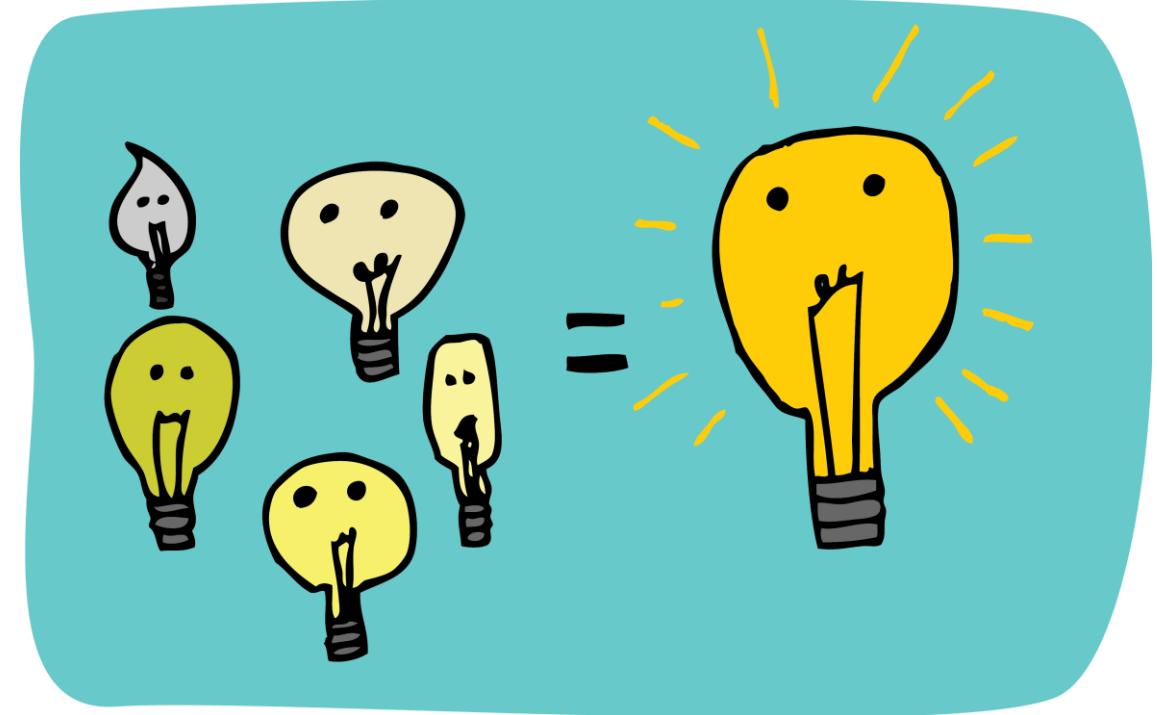
- What questions do you want answered?
- What do you want to know?

Sub-groups of 4/5 – 20mn

Break.
See u in 10(mn)

Debriefing

Shoot your ideas !



2. The 3 most Important Questions

Professional
Environment
(Knowledge)

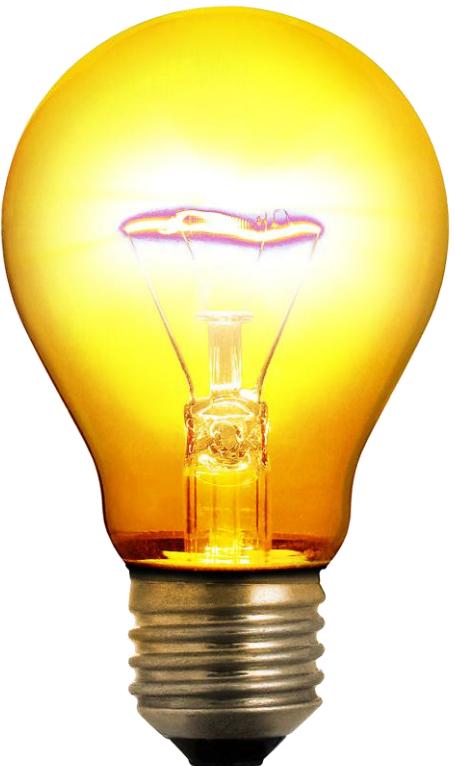
Competences /
Knowhow
(Hard skills)
(Do)

Interpersonal /
Relationships /
Problems
(Soft skills)
(Be)

Now ...

- How can I discover my competences?
- My relational capabilities?
- What are my Qualities/Abilities?
- And my Limits?
- My points of vigilance? Improvements?

A Method to do this !



What about it ?

- Not the only one.
- But it works!
- And consistently!
- You have all the base Data ... in your life!
- Let's look at it !

Data 1 : The Situation.

- Professional :
 - Block Release Training (UK)
 - Work/Study Training Program (US)
 - Internship ...
- Personal : Sports Club, Community work ...
- Situations in which:
 - *You* did something.
 - There was a Challenge involved.
- Summarize it in one sentence.

The Situation – Examples

The
Situation

At Company XYZ
I had to formulate a perfume
in 1 month

At my Sports Club
I organized the Annual
Event with 1,200 Attendees

Data 2 : The Problem.

- Was there one / several Problem(s) ?
- If many choose the main (biggest) one.
- Summarize it in one sentence.

The Problem – Examples

The Problem

As Intern I had to present my case
to senior staff
& obtain critical info & support.

Last year's Event was a Mess
So I had no margin for error.

Data 3 : / did.

- Summarize what *you* did.
- Or made others do.

I did – Examples

I did

Built my case.
Obtained key meetings.
Insisted a lot.

I elaborated a very precise project
plan & team action detail.
I did a tight supervision.

Data 4 : Results.

- Results / Consequences / Outcome of what I did.
- Stick to positive results.
- Material / Immaterial.
- Summarize it in one or 2 sentences.

Results – Examples

Results

Obtained even more info than what I was needed.

Made myself known & visible.

Event went smooth.
Attendees satisfied @ 85%
& will come to next one.

Data 5 : Competences Used

- What were your know-hows used ?
- What did you prove you could do ?
- What skills can you state based upon this/these experience(s) ?
- State them in a few words.

My Competences – Examples

My
Know-
Hows

Extracted the very Key Elements.
Presented my Case clearly &
efficiently.

Organized it to the last Detail.
Paid Attention to Quality of Service.

Data 6 : Soft Skills used.

- What did you prove you can *be* ?
- Personal & Interrelational abilities.
- Patient, Diplomat, Determined ...
- Summarize them in a few words.

Softskills – Examples

Softskills

I can be patient, diplomat, clear.
I can also shut up & listen.

I know I can be strict on vital issues
and flexible/adaptable on minor
issues.

Data 7 : Limits ?

- What did this (these) experience(s) show as my limits ?
- My areas of vigilance ?
- Of Improvement ?

Limits – Examples

Limits
Improvements
Vigilance

Must pay attention to my Energy /
Time Spent ratio.

Delegate more.

3. Competences / Skills Chart⁽¹⁾

The Situation	The Problem	I did	The Results	Competence used/dev ^t	Know-hows	Limits / Improvem ^t
To formulate XYZ perfume in 1 month	To obtain critical info from senior staff as intern	Long talks to key individuals with good questions	Got all needed info + Xtra help offers for future	Analyze & Summarize problem with key elements	Patience / Diplomacy even with reluctant individuals	Energy / time invested ratio to be improved

3. Competences / Skills Chart₍₂₎

Competence	The Situation	The Problem	I did	The Results	Competence	Know-how used/dev ^t	Limits / Improvem ^t
Analyze & Summarize problem in key elements	To formulate XYZ perfume in 1 month	To obtain critical info from senior staff as intern	Long talks to key individuals with good questions	Got all needed info + Xtra help offers for future	Analyze & Summarize problem in key elements	Patience / Diplomacy even with reluctant individuals	Energy / time invested ratio to be improved



3. Competences / Skills Chart⁽³⁾

Competence used/dev ^t	The Situation	The Problem	I did	The Results	Know-hows used/dev ^t	Limits / Improvem ^t
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3. Competences / Skills Chart⁽⁴⁾

Situation / Competence 1

I know how to analyze a situation and shrink problems to key questions & elements.

For example, at (Company), I had the mission to formulate XYZ perfume in a month, which was a challenge.

I had to identify the key senior staff members I needed info from and see them as an intern. I spent quite some time with each, patiently, and obtain what I needed and more !

I showed me how important it is to have a clear view on key aspects of a problem and, at the same time, keep a view on the time spend/energy ratio.

3. Competences / Skills Chart⁽⁵⁾

Competence	The Situation	The problem	I did	Results	Know how	improvement
Competence 1						
Competence 2						
Competence 3						
Competence 4						
Competence 5						
...						

Doing this takes time !

Comments ?
Questions ?
Objections ?
Contributions ?

The End

see u on Nov 26 @2PM

November 26,
2025

Reminder

3. Competences / Skills Chart⁽³⁾

Competence used/dev ^t	The Situation	The Problem	I did	The Results	Know-hows used/dev ^t	Limits / Improvem ^t
Analyze & Summarize problem in key elements	To formulate XYZ perfume in 1 month	To obtain critical info from senior staff as intern	Long talks to key individuals with good questions	Got all needed info + Xtra help offers for future	Patience & Diplomacy even with reluctant individuals	Energy / time invested ratio to be improved

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Competence	The Situation	The problem	I did	Results	Know how	improvement
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Competence 2						
Competence 3						
Competence 4						
Competence 5						
...						

Doing this takes time !



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I showed me how important it is to have a clear view on key aspects of a problem and, at the same time, keep a view on the time spend/energy ratio.

Lionel THEVENARD

Anybody has one
to share?

Chart Usage



Job Offer Description Mission Statement

1. _____
2. _____
3. _____
4. _____
5. _____

Chart Usage – The Match

Job Offer Description Mission Statement		Competence	Situation	Problem	I did	Results	Know-how	Improv ^t
	Competence 1							
1.	Competence 2							
2.	Competence 3							
3.	Competence 4							
4.	Competence 5							
5.	...							

Chart Usage

- During the interview of Course !
- Proving Material of your Competence Claims.
- Very Efficient.
- So Structured & so Structuring, it cannot fail !

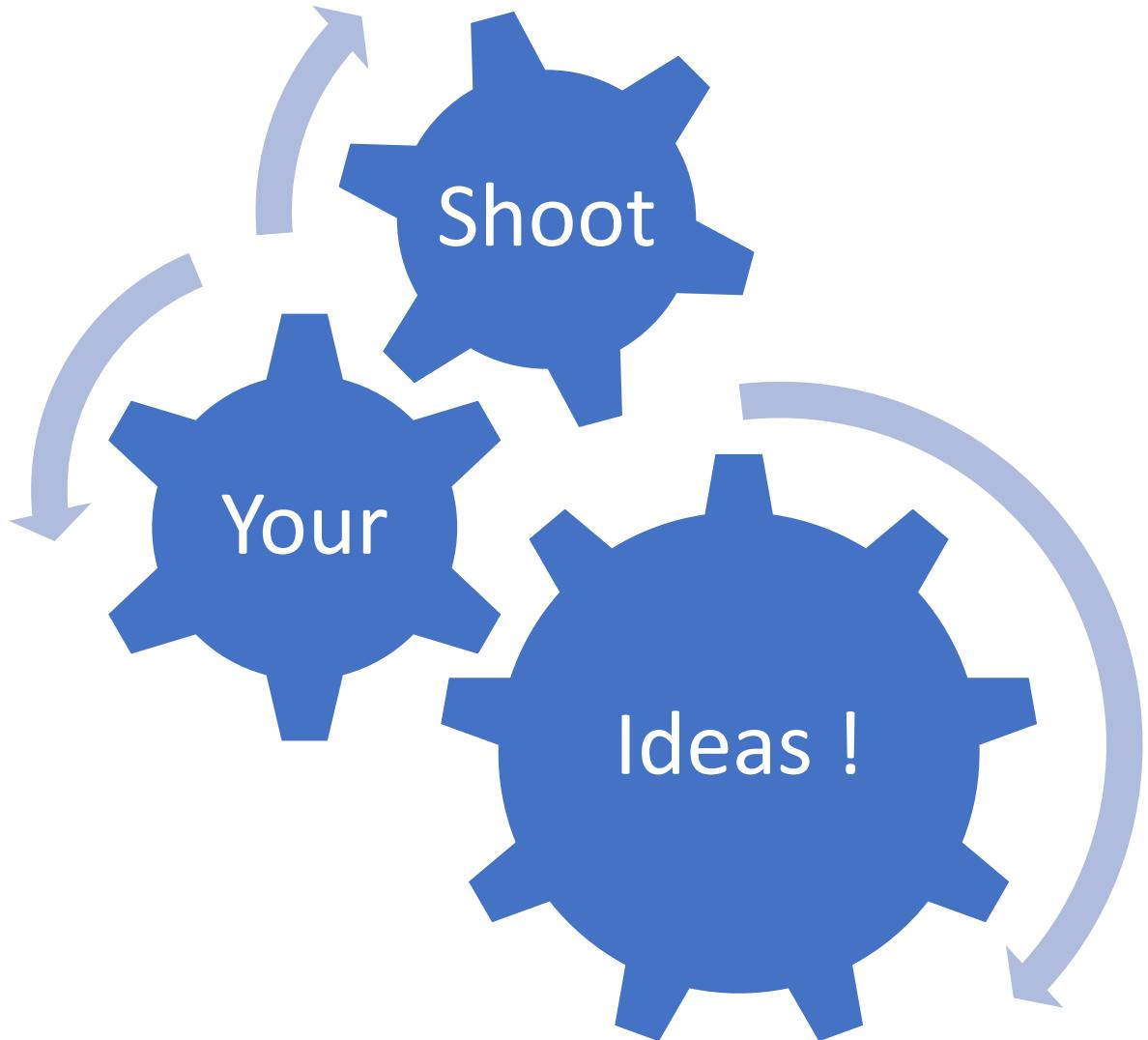


The CV

What's
a
CV?

Sub-groups
of 3 / 4
20mn

What's a CV?



4. What's a CV ?

- What you want the others to know about you.
- As a professional and as a person. But ...
- Skills / competences are more *relevant* than hobbies.
- About being relevant, not about saying everything !
- CV = opportunity to :
 - Answer the recruiter's fundamental questions.
 - Say something about you.
 - The truth ... not necessarily the whole truth.

Break.
See u in 10 mn

What do you
think ?

5. Your CV

John SMITH
7892, Hope street, XY10 5CV, London, UK

+44 123 456 789
john.smith@my-mail.co.uk

JOB/FUNCTION NAME

Domain Expertise / Competence

Perfume Industry & Formulating

Competence #2

Know-hows

Situation / problem Analysis &
Key factors identification

Know-how #2

Inter personal Skills

Team player, Patient, Diplomat

Skills #2

Training / Track Record

When ?

Bla bla

Bla bla

Etc...

Where ?

Bli bli

Bli bli

What ?

Blou blou

Blou blou

Competences Proof from your Skills Chart

Situation / Competence 1

I know how to analyze a situation and shrink the problem to key questions & elements.

For example, at (Company), I had the mission to formulate XYZ perfume in a month, which was a challenge.

I had to identify the key senior staff members I needed info from and see them as an intern. I spent quite some time with each, patiently, and obtain what I needed and more !

I showed me how important it is to have a clear view on key aspects of a problem and, at the same time, keep a view on the time spend/energy ratio.

3. Keys to an on-line CV – VISIBILITY !

- Paper CV
- Social Networks : LinkedIn, Viadeo ...
- Keywords, keywords, keywords !
- Search engines work on Keywords : Project manager, Technician, English, French, Paris, London, Community Manager, Loreal, LVMH, Leadership ...
- SEO (Search Engine Optimization)
- Professional Headline : consider switching
 - “*Vice President Sales at ABC Corporation*” (your current position) to
 - “*VP Sales. Revenue Growth in Cloud-Enabled Technology Solutions. Product Development & Sales Operations Leadership*” (your current position with more keywords added to more fully explain it)

3. Keys to a on-line CV

- Consider Adding Keywords to Your Job Title.
 - “*Operations Associate*” can become
 - “*Operations Associate – Operations Manager for Thermo-printing Division*”
 - “*Senior Consultant*” becomes “*Senior Consultant , IT Project Management*”
 - “*Financial Analyst*” becomes “*Financial Analyst – Audit & Compliance*”
- Use Your ‘About’ Section for Additional Keyword Content.
 - “*As an IT Director, my goal is to satisfy stakeholders and speak the language of our trading industry users, while implementing technologies to boost processing speed and accelerate business transformation*”.

3. Keys to an on-line CV

- Add Projects and Other "Extra" Sections on LinkedIn.
- Choose Your "Skills" and Collect "Endorsements".
 - Ensure the terms you add in this section are really keywords. Given a choice between a "hard skill" (such as "*Project Management*") and a character trait (such as "*Leadership*"), employers may prefer to search for specific competencies.

<https://www.job-hunt.org/linkedin-job-search/LinkedIn-skills-endorsements.shtml>

Comments ?
Questions ?
Objections ?
Contributions ?

The End

see u on Dec 3 @2PM

December 3
2025

Reminder

3. Competences / Skills Chart⁽³⁾

Competence used/dev ^t	The Situation	The Problem	I did	The Results	Know-hows used/dev ^t	Limits / Improvem ^t
Analyze & Summarize problem in key elements	To formulate XYZ perfume in 1 month	To obtain critical info from senior staff as intern	Long talks to key individuals with good questions	Got all needed info + Xtra help offers for future	Patience & Diplomacy even with reluctant individuals	Energy / time invested ratio to be improved

Chart Usage – The Match

Job Offer Description
Mission Statement

1. _____ ← Competence 2
2. _____ ← Competence 3
3. _____ ← Competence 4
4. _____ ← Competence 5
5. _____ →

Competence	Situation	Problem	I did	Results	Know-how	Improv ^t
Competence 1						
Competence 2						
Competence 3						
Competence 4						
Competence 5						
...						

5. Your CV

John SMITH
7892, Hope street, XY10 5CV, London, UK

+44 123 456 789
john.smith@my-mail.co.uk

JOB/FUNCTION NAME

Domain Expertise / Competence	Know-hows	Inter personal Skills
Perfume Industry & Formulating	Situation / problem Analysis & Key factors identification	Team player, Patient, Diplomat
Competence #2	Know-how #2	Skills #2

Training / Track Record

When ?	Where ?	What ?
Bla bla	Bli bli	Blou blou
Bla bla	Bli bli	Blou blou
Etc...		

A Useful Tool!
The Other's
Look.

The Other's Look₍₁₎

- Help you be aware of how the others *perceive* you.
- Select:
 - 3 (or 4) individuals from your personal circle (parents, friends, sport mates ...)
 - 3 (or 4) from your professional circle (former boss, colleagues, clients, suppliers ...)
 - Your girlfriend or boyfriend if you have one.
- They know you, they are goodwilling & you trust them

The Other's Look₍₃₎

From : Me
To : You

Date : Now

Hi,

I'm reviewing my CV and preparing for interviews.

I trust your opinion and it would help me a lot if you'd accept to honestly answer the following questions ASAP (only if you feel comfortable with it) :

- **How would you describe me as a professional?**
- **How would you describe me as a person?**
- **What are my strengths?**
- **What are my areas of improvement?**
- **How do you see me evolve?**

Many thanks in advance.

Yours truly,

Me.

The Other's Look₍₄₎

- You may learn something about you.
- Which you can benefit from.
- Suggestions :
 - Eliminate the too highs & the too lows from your analysis;
 - If some elements come more than once, they may have some truth in it;
 - If they all see you differently then :
 - Every person is different;
 - Wonder if you show yourself differently to each;
- What do you discover (if anything)?
- What surprises you ?
- Does that match you own view (on yourself)?

The Hiring Interview.

The Hiring Interview

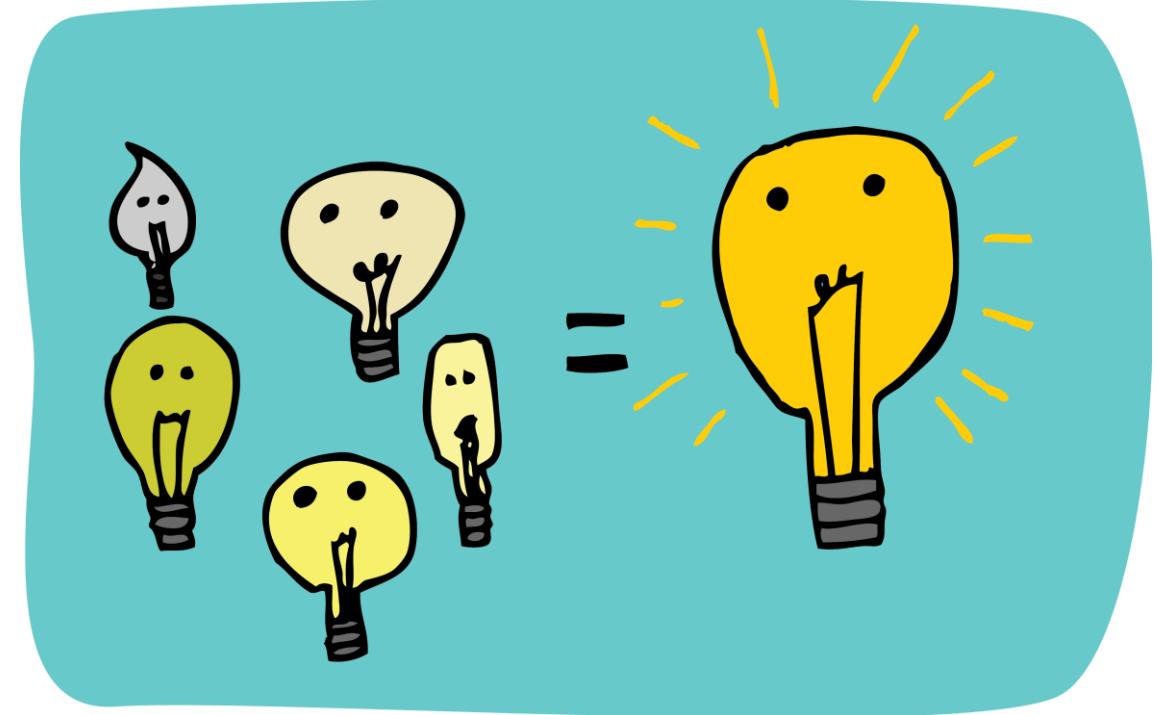
- With Whom ?
- Why does it exist ?
- Why do *you* have one ?
- What's the Objective ?
- When does it happen ?
- What can happen ?

Sub-groups
of 3 / 4
30mn

Break.
See u in 10 mn

Debriefing

Shoot your ideas !



With Whom ?

- Headhunter, usually 1 person.
- Operational individual.
- His / her boss.
- Higher Management.
- HR.
- Even a Shareholder (Startups, small companies ..)

Why a Hiring Interview?

- To see the candidate in person.
- To “feel” the person.
- To make a choice.
- To get questions answered
 - In the content (what?)
 - In the process (how?)
 - *Process takes precedence over content.*

Hiring Interview

Why do you have one ?

- If you've got an Interview, your profile matches enough to see you !
- So, you've passed the first hurdle.
- You are likely not to be the only one.
- Ask why (you've been selected)!!

Hiring Interview – Objectives.

- Employer : To (try to) avoid making a Mistake.
- To comply with a Hiring Process.
- To verify/confirm their assessment on you.

Hiring Interview – When ?

- After the CV review if you match their SOR.
- Anything between all interviews in one day, and distant / separate sessions.
- Both cases give an indication.

What can happen ?

- Anything including that it goes as planned !
- Prepare, Prepare, Prepare !
 - Company website
 - In-depth understanding of the SOR
 - Analyze the match

Your Body Talks !

- Eye contacts, with all.
- Smile !
- Handshake.
- Sit straight.
- Cross hands when you listen
- Use hands when you speak to reinforce your points.
- Minimize body posture changes, feet on the ground !
- Don't shake or cross legs, feet, etc...



Have a look at :

[https://www.my-
mooc.com/fr/mooc/ preparer-son-
entretien-de-recrutement/](https://www.my-mooc.com/fr/mooc/ preparer-son-entretien-de-recrutement/)

34 Questions you may have!

- Talk to me about you.
- What's your dream job?
- Why have you left your previous job?
- What's your worse weakness?
- Your strongest points?
- What do you know about our activities?
- Why should we hire you?
- Do you see yourself as successful?
- How do you explain this long unemployed period?
- What do your colleagues say about you?
- How long do you see yourself with us?
- Do you think you're overqualified for this job?

34 Questions you may have!

- What's your management style?
- Do you like teamwork?
- What's your work philosophy?
- What's your position of choice in a team to drive a project?
- What annoys you with your colleagues?
- Why do you think you fit for this job?
- What motivates you more: package or responsibilities?
- What did your former manager say of you?
- How do you cope with pressure?
- How do you reckon you will compensate for your lack of experience?
- What motivates you for this job?
- Are you ready to put the company's interests before your own?

34 Questions you may have!

- What qualities do you expect from a manager?
- Where do you see yourself in 5 years?
- What have you learned from your past mistakes?
- If you were to hire someone for this job, what would you be looking for?
- Do you have any questions?
- What do you think of the last company you've worked for?
- Why do you think you'll succeed in this job?
- How do you cope with criticism?

Comments ?
Questions ?
Objections ?
Contributions ?

The End

see u on Dec. 5@2PM

December 5,
2025

Reminder

3. Competences / Skills Chart⁽³⁾

Competence used/dev ^t	The Situation	The Problem	I did	The Results	Know-hows used/dev ^t	Limits / Improvem ^t
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Chart Usage – The Match

Job Offer Description Mission Statement	Competence	Situation	Problem	I did	Results	Know-how	Improv ^t
1. _____	Competence 1						
2. _____	Competence 2						
3. _____	Competence 3						
4. _____	Competence 4						
5. _____	Competence 5						
...							

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JOB/FUNCTION NAME		
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Competence #2	Know-how #2	Skills #2
Training / Track Record		
When ? Bla bla	Where ? Bli bli	What ? Blou blou
Bla bla	Bli bli	Blou blou
Etc...		



The Other's Look₍₃₎

From :Me

To : You

Date : Now

Hi,

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- **How would you describe me as a person?**
- **What are my strengths?**
- **What are my areas of improvement?**
- **How do you see me evolve?**

Many thanks in advance.

Yours truly,

Me.

2020 - 2021

Lionel THEVENARD

Your Assets

1. Your preparation.
2. Your *chest of drawers of competences*.
3. The use of your ‘Adult’ (part of you in connection with the reality of the *here & now*).
4. If you can, rehearse with a friend.

Attitude / Posture

- You're not a beggar.
- *They* are offering a job; *you* are offering your services.
- You're part of “the solution”.
- Use your “Adult”.
- You're equal on a human standpoint although not “relatively”.

The Hiring Interview

- Ask questions !!
- What can you ask ?
- What can you not ask (not advisable) ?

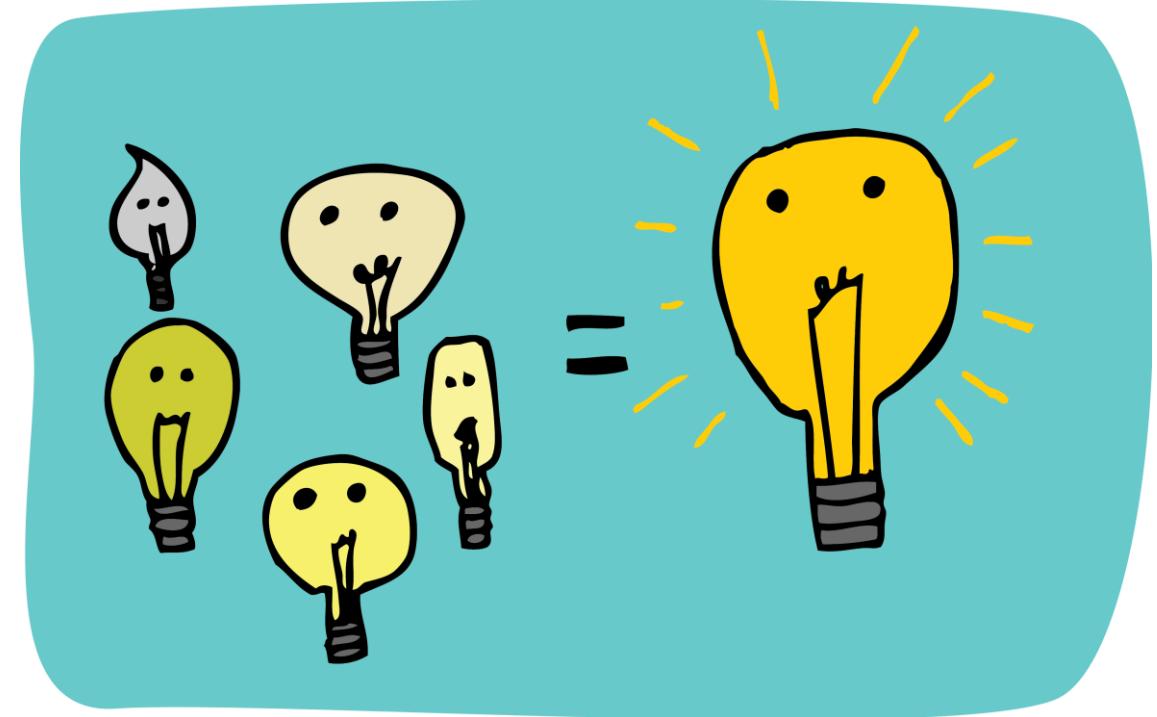
What can you ask / not ask?

What do you think?

Sub-groups of 3 / 4 – 30mn

Debriefing

Shoot your ideas !



What can you ask ?

- Anything you want to know.
- Don't guess, Make Sure !
- Asking questions shows that you want info.
- And that you're interested !

What's not advisable to ask ?

- Info you already have (Ad, Web site, headhunter ...).
- Also, questions like:
 - How your predecessor did in the job.
- Other ?

Break.
See u in 10 mn

The Motivation / Cover Letter

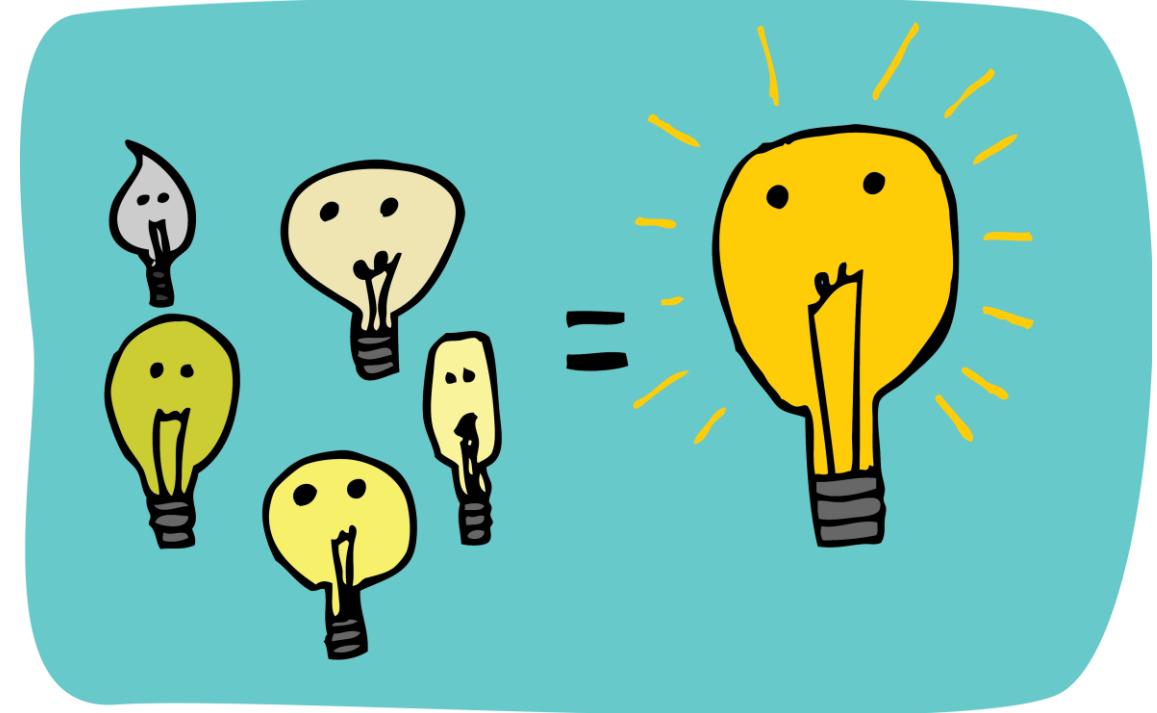
The Motivation/Cover Letter

- Why ?
- Usage / Usefulness?
- Mandatory ?
- What's the Objective ?
- Format ?
- Info in it ?

Sub-groups
of 4/5 –
30mn

Debriefing

Shoot your ideas !



The Motivation Letter

Why ? Usage / Usefulness ?

- Often required.
- Opportunity :
 - to state your match with the SOR.
 - To say something about you.
- Can be in an email.

Mandatory ?

Format ?

- Often required.
- Advised to do one.

- 1 page please unless *very good reason* !

Some Advice.

- Do one.
- Personalize it as much as you can, and ...
- Adapt the format to the environment (PR, Artistic, Start-up ...), and ...
- The culture (US, Europe, Asia)

The Culture Variations.

- US/UK : Straightforward, Direct, Pragmatic.
- Europe : May be a little bit more literary, Horizontal model.
- Asia : Lower position, Honor, Enterprise as a Family, Vertical model.

“Standard” Model – Paragraph 1

- State reason for letter;
- Name the position or type of work you are applying for;
- Indicate source from which you heard the opening (Career Dev^t Center, newspaper, web site, personal contact ...).

“Standard” Model – Paragraph 2

- Indicate why you’re interested in the job, the company, the products or services;
- State what you can do for them;
- If recent graduate : state how your academic background makes you a qualified candidate.

“Standard” Model – Paragraph 2(2).

- If work experience, point out achievements or unique qualifications ;
- Do not repeat what's in the CV or refer to it ;
- Strengthens the CV by pointing key aspects.

“Standard” Model – Paragraph 3

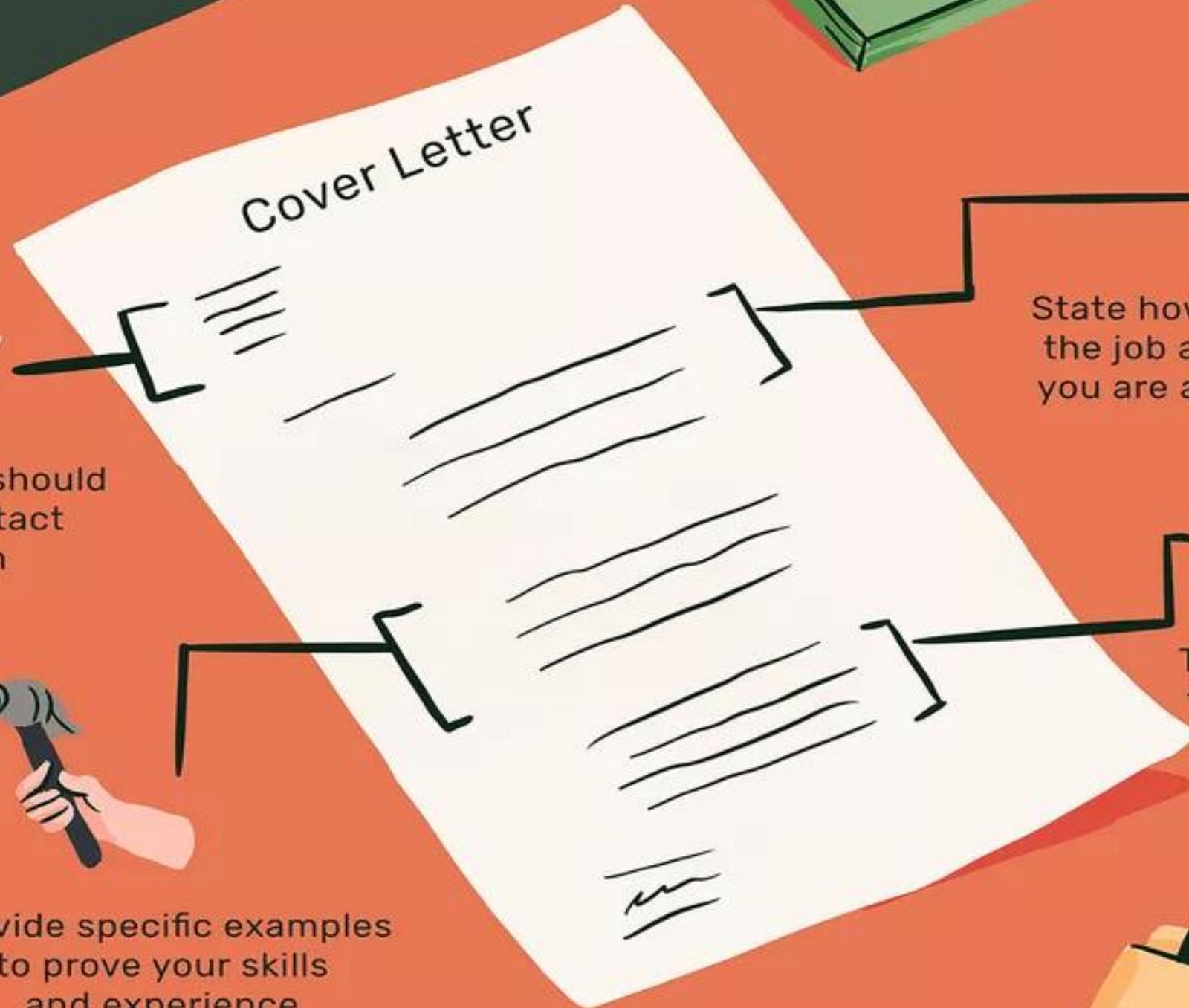
- Request Personal Interview with Flexibility.
- Re-State your phone # and availabilities.
- (US/UK) : Suggest date/time when in town.
- (Asia) : no.
- Video Interview : neutral, quiet environment.



The first section should have your contact information



Provide specific examples to prove your skills and experience



State how you heard about the job and why you think you are an ideal candidate



Thank the employer for considering you

What do you
think ?

Comments ?
Questions ?
Objections ?
Contributions ?

The End

see u on Dec. 10 @2PM

December 10, 2025
Time to Evaluate!
Written

Reminder

3. Competences / Skills Chart⁽³⁾

Competence used/dev ^t	The Situation	The Problem	I did	The Results	Know-hows used/dev ^t	Limits / Improvem ^t
Analyze & Summarize problem in key elements	To formulate XYZ perfume in 1 month	To obtain critical info from senior staff as intern	Long talks to key individuals with good questions	Got all needed info + Xtra help offers for future	Patience & Diplomacy even with reluctant individuals	Energy / time invested ratio to be improved

Chart Usage – The Match

Job Offer Description Mission Statement	Competence	Situation	Problem	I did	Results	Know-how	Improv ^t
1. _____	Competence 1						
2. _____	Competence 2						
3. _____	Competence 3						
4. _____	Competence 4						
5. _____	Competence 5						
...							

5. Your CV

John SMITH
7892, Hope street, XY10 5CV, London, UK

+44 123 456 789
john.smith@my-mail.co.uk

JOB/FUNCTION NAME

Domain Expertise / Competence	Know-hows	Inter personal Skills
Perfume Industry & Formulating	Situation / problem Analysis & Key factors identification	Team player, Patient, Diplomat
Competence #2	Know-how #2	Skills #2

Training / Track Record

When ?	Where ?	What ?
Bla bla	Bli bli	Blou blou
Bla bla	Bli bli	Blou blou
Etc...		



The Other's Look₍₃₎

From :Me

To : You

Date : Now

Hi,

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- **How would you describe me as a professional?**
- **How would you describe me as a person?**
- **What are my strengths?**
- **What are my areas of improvement?**
- **How do you see me evolve?**

Many thanks in advance.

Yours truly,

Me.

2020 - 2021

Lionel THEVENARD

Written Exam

A motivation letter
with 1 competence
& 1 soft skill.

Me

Them

Dear Sirs,

It is my pleasure to apply to the position
of Director of the Universe within Your
company.

Bla bla Bli bli ... blou blou.

I am a very good at (Competence) and I
know of myself that I can be very (Soft
skill).

When I was at (Company, Internship
etc.), I had to ...

Sweet kisses.

Yours Truly,
Me

December 12, 2025
Time to Evaluate!
(Oral)

Oral Eval

- December 12, 2025.
- Invitation from me by email with times.
- 5 – 10 mn max for each.
- 50% of note on structure, 50% on English.
- Not the accent !



Oral Eval

Introduce yourself to me:

What's your academic background & path?

What made you choose this particular Master or Field?

In what do you see yourself go?

Go !

The End

see u on Dec. 17 @2PM

December 19, 2025

Reminder

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Chart Usage – The Match

Job Offer Description
Mission Statement

1. _____ ← Competence 2
2. _____ ← Competence 3
3. _____ ← Competence 4
4. _____ ← Competence 5
5. _____ →

Competence	Situation	Problem	I did	Results	Know-how	Improv ^t
Competence 1						
Competence 2						
Competence 3						
Competence 4						
Competence 5						
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2020 - 2021

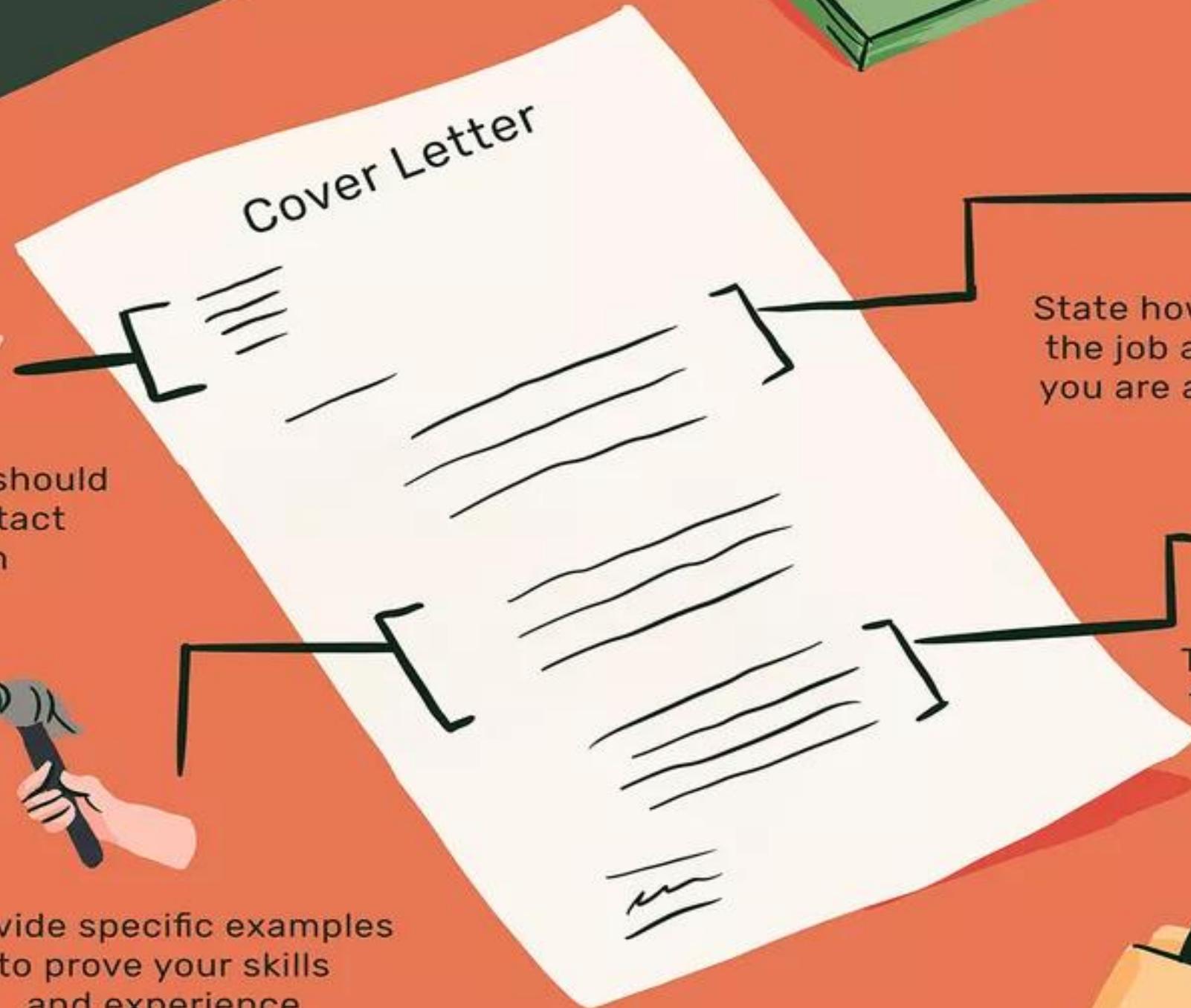
Lionel THEVENARD



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Provide specific examples to prove your skills and experience



State how you heard about the job and why you think you are an ideal candidate



Thank the employer for considering you

Group Dynamics Group Development

Brainstorming

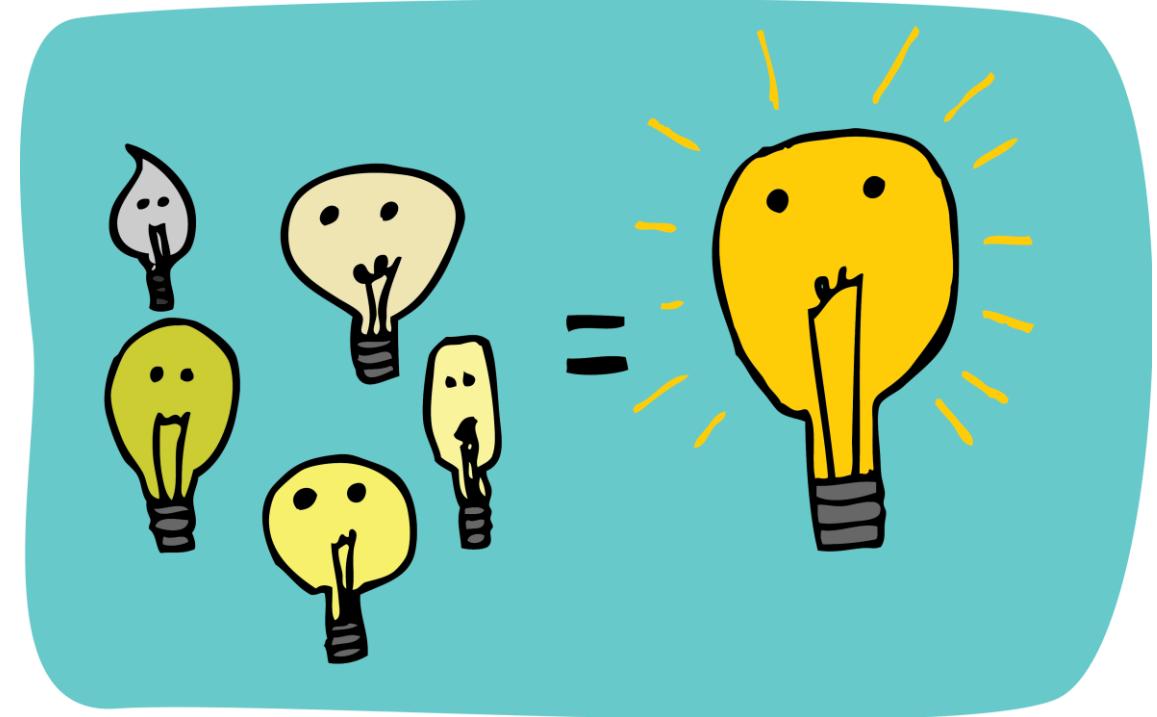
Groups of 3 or 4 – 30 mn, 1 Spokesperson.

Each of you introduces himself/herself to the others
in 3 sentences.

- Differences between working alone vs in a group.
- What is at stake, obstacles, benefits, risks ...

Debriefing

Shoot your ideas !



Some thoughts.

- Group = 3+ people.
- Group → Group dynamic.
- Group = not only the addition of elements but *a whole*, different from the sum of parts.
- Individual / member.
- Working *in a group* vs *as a group*.
- Working *in a group* vs *as a group*.
- Various personalities profiles:
 - Creatives, Leaders, Counter-leaders, Bugs detectors, Organizers, active, passive, adapted, rebels ...
- Group of ‘all alike’ vs ‘all different’ ?
- Comfort zone / out of comfort zone.

All Unique!

- What do I know? What can I do?
(Knowhows – competences)
- What can I be?
(Soft skills)
- What are they?

Competences / Softskills

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Competence #2

Know-hows

Situation / problem Analysis &
Key factors identification

Know-how #2

Inter personal Skills

Team player, Patient, Diplomat

Skills #2

Training / Track Record

When ?

Bla bla

Bla bla

Etc...

Where ?

Bli bli

Bli bli

What ?

Blou blou

Blou blou

Some keys... to group work.

- Tasks split as fairly and agreed as possible.
- Explaining the objectives & strategy creates motivation & cohesion.
- Communicate! Transparency fights the unsaid.
 - *What?* What's happening (content).
 - *How?* How things/relationships are happening (process).
 - Process takes precedence over content.
 - Exchange sessions necessary.

General comments (over groups development & growth).

- Group = Living system.
- A working group (collaboration) grows.
- *But not by chance!*
- Growth process:
 - Dynamic & heterogeneous.
 - Nonlinear, susceptible to regressions & violence
 - Homeostasis/changes.
 - Stress : Flight / Fight / Freeze.

Growth model.

- Model.
- For all:
 - Group sizes.
 - Group duration.
 - Group objet.

Break.
See u in 10 mn

Growth steps

1. Seeking security.
2. Rivalry / competition.
3. Alliance.
4. Putsch.
5. Normative phase.
6. Creativity / Cooperation.
7. Death of the group.

1. Seeking security.

- Being together makes the group exist.
- Stress → Regression → seeking security.

Manifestations :

- Choice of place.
- Mark the territory.
- Accumulation of possessions.
- Seek protection of the law.
- Fly.
- Fight.
- Freeze.

2. Rivalry / Competition

- « Territories » conflicts, « borders ».
- Mockery (simulacrum).
- Free the Group's unsaid.
- Rehearsal for the coming “putsch”.
- Sane.

3. The Alliance

- 1st group consensus *without any action from you.*
- Group may unite around Common decision / values
- Sign of maturity.
- Remotely related to the invention of fire.

4. The Putsch

- One member of the group confronts the “old” law (times, rules etc.)
- The group acts out :
 - Passively – i.e. The whole group is late.
 - Actively – i.e. the whole group acts on a activity without consulting the teacher/manager.
- The group expresses itself *through* the voice of one of its members.

5. The Normative phase.

- The old law has been replaced by a new one.
- Very rigid : to belong => be like!
- Acceptance is conditional.
- The energy goes into maintaining the structure, not into evolving it.

6. Creativity / cooperation

- Everyone is accepted due to
 - his/her individual, specific contributions and
 - His/her own differences.
- Leadership has become useless.
- Things are done implicitly as if without any formal communication.
- C'est le pied !

7. Death of the group.

- End of the training, of the project, of the mission, of the year...
- The group learns to separate.
- Celebrate the groups' ends.



Additional comments

- Must a group go all these steps of growth?
- Yes!
- Certain steps may be discreet.
- Certain groups may be stuck or even regress.

Comments ?
Questions ?
Objections ?
Contributions ?



The End

see u on Jan 14 @2PM

January 14, 2026
Presentation Day!

Reminder

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Me.

2020 - 2021

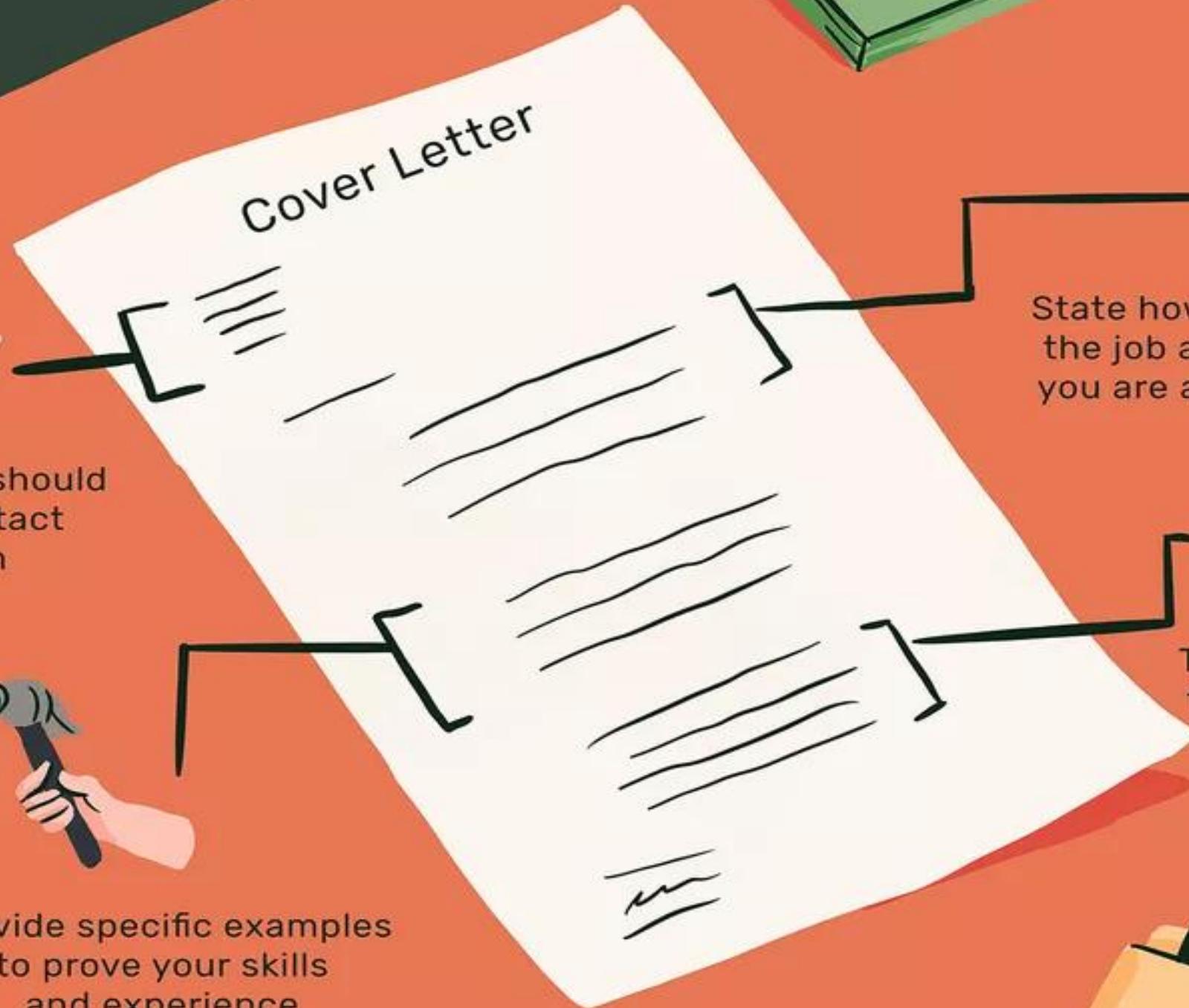
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Thank the employer for considering you



Group Development & Growth

Jan 3.
30mn
+Q/As



Let's wrap-up!

Harvest

Learned / surprised / Discoveries?
Even If there was only one thing?



The End

Thank you for your attention!