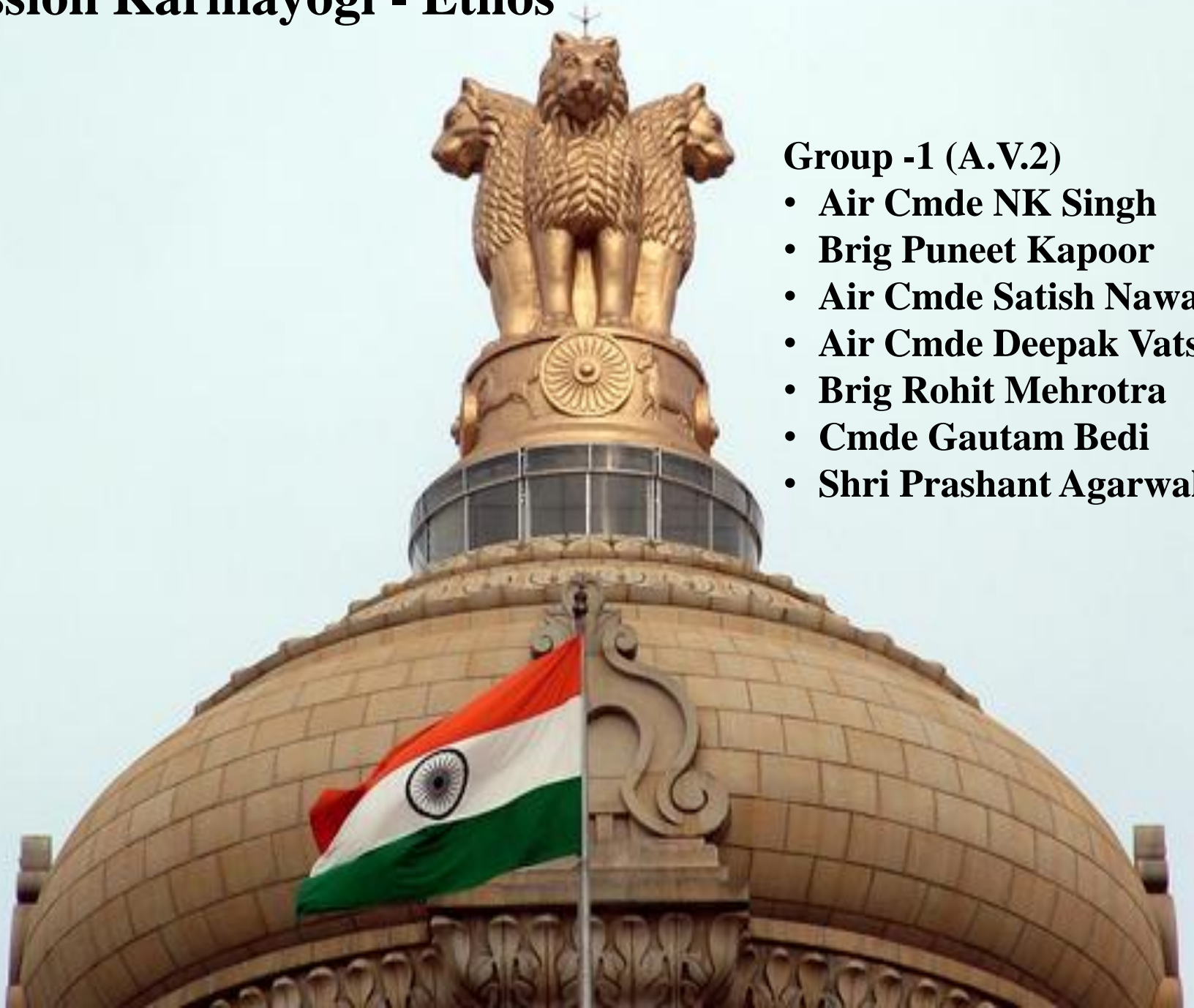


# Mission Karmayogi - Ethos



## **Group -1 (A.V.2)**

- **Air Cmde NK Singh**
- **Brig Puneet Kapoor**
- **Air Cmde Satish Nawathe**
- **Air Cmde Deepak Vats**
- **Brig Rohit Mehrotra**
- **Cmde Gautam Bedi**
- **Shri Prashant Agarwal**

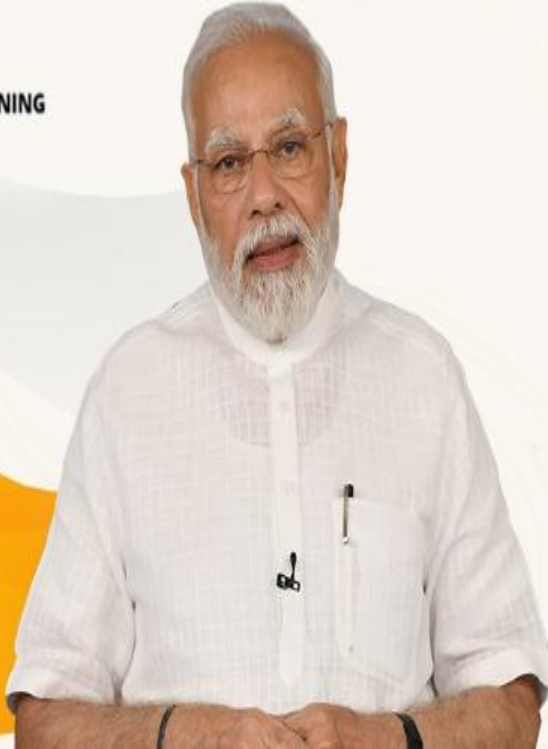
# Mission Karmayogi

# कर्मयोगी अभियान



कार्मिक एवं प्रशिक्षण विभाग  
DEPARTMENT OF  
PERSONNEL & TRAINING

सत्यमेव जयते



कर्मयोगी भारत  
— लोकहितं मम करणीयम् —

## KARMAYOGI BHARAT

National Program for Civil Services  
Capacity Building

# Mission Karmayogi

- Six Pillars of Msn Karmayogi
  - Competency Framework
- Rule based to Role based HR Management
- Right person for right Job
- Life long learning

# Mission Karmayogi

- A new competency framework for civil services; designed and divided in four sections: **(i) Ethos**, **(ii) Ethics**, **(iii) Equity** and **(iv) Efficiency**



# Principles of Karmayogi

- Mission Karmayogi aims to prepare the Indian Civil Servant for the future by making him more:
  - Creative & Constructive
  - Imaginative & Innovative
  - Proactive, Professional & Progressive
  - Energetic & Enabling
  - Transparent & Technology-enabled

# Mission Karmayogi - Ethos

- Ethos has been further subdivided into :
  - (a) People First
  - (b) Strategic Thinking
  - (c) Organizational Awareness
  - (d) Commitment to the Organization
  - (e) Leading Others

**48<sup>th</sup> APPPA - Organisational**  
**Awareness**

# Organisational Awareness

- Understanding of the
  - Organisation's mandate
  - Structure
  - Policies
  - Processes
  - Norms
  - Its interface with other organisations
  - Informal structure
  - Power dynamics
  - Constraints



# Level 1: Understands Formal Structure

- Knows who the key decision makers are
- Understands
  - Chain of command, positional power
  - Rules and regulations
  - Policies and procedures
  - Standard operating procedures

# Level 2: Understands Informal Structure

- Effective use of network for acquiring information, assistance and accomplishing work goals
- Recognises customs, norms, specific language of the organisation
- Recognises key players, decision-influencers, organisational constraints
- Applies this knowledge when formal structure does not work as desired

# Level 3: Understands different Perspectives and Agendas

- Able to
  - Visualise other's perspectives
  - Articulate the agenda and concerns of stakeholders
  - Interpret the dynamics of various stakeholders
- Keeps oneself abreast of internal dynamics and external environment

# Level 4: Recognises Coalition and Implication of their Agendas

- Able to
  - Identify different coalitions which are either hidden or less obvious
  - Form unconventional partnerships to drive Organisational agenda
- Understands the
  - Objectives of the different coalitions and their impact
  - Implication of the broad social and economic context for Civil Services

# Level 5: Predicts the Building of Coalitions or Unstated Agendas

- Able to anticipate
  - Trend in the political environment and their impact on the organisation
  - The creation of coalitions and agendas of different factions and the multiple implications of these on the organisation
- Operates successfully in a variety of social, political and cultural environment

# **Skill-sets Need Development/ Improvement**

- Communication Skills
- Analytical and research skills
- Flexibility/ adaptability
- Interpersonal abilities
- Decision making
- Leadership and management skills
- Creativity and innovation
- Computer and electronics skills
- Organisation specific skills

# Key areas to focus on

- Building liaison/ networks
- Creating an inclusive environment
- Data driven decision making
- Achieving organisational goals
- Building an effective risk culture
- Addressing poor performance
- Fostering innovation and using modern training aids









# CONCLUSION



# Ethos: Ancient Indian Teaching

- Atmano Mokshartham, Jagat hitaya cha
- Archet dana manabhyam
- Paraspar Devo Bhava
- Yadishi bhavana yasya siddhi bhavati tadrishi
- Parasparam bhavayantah shreyah param  
bhavapsyathah
- Atmana Vindyate Viryam
- Yogah karmashu Kaushalam, Samatvam yoga uchyate
- Yad acharati shreshthah tad anusarati janah, sa yat  
pramanam karute lokastat anuvartate

# Transformed Civil Services

Produce results 	Produce performers
Organize men, materials, machines and money 	Mobilize men and sound out other readiness
Plan, set goals, prepare schedules, checklists 	Obtain agreement and commitment on means and ends
Motivate, praise, reprimand, punish, push people 	Inspire, empower, celebrate success, mourn failure, draw people
Check, control, report at the command post 	Set personal examples: be visible, accessible and always on the move
Coordinate, requisition, convene meetings 	Facilitate, show ways to overcome obstacles, take part in informal gatherings
Instruct, issue notices, order, demand compliance 	Make queries, sound out ideas, encourage suggestions
Manage others: I-centered 	Manage yourself. Other centered, not egoistic



**JAI HIND**