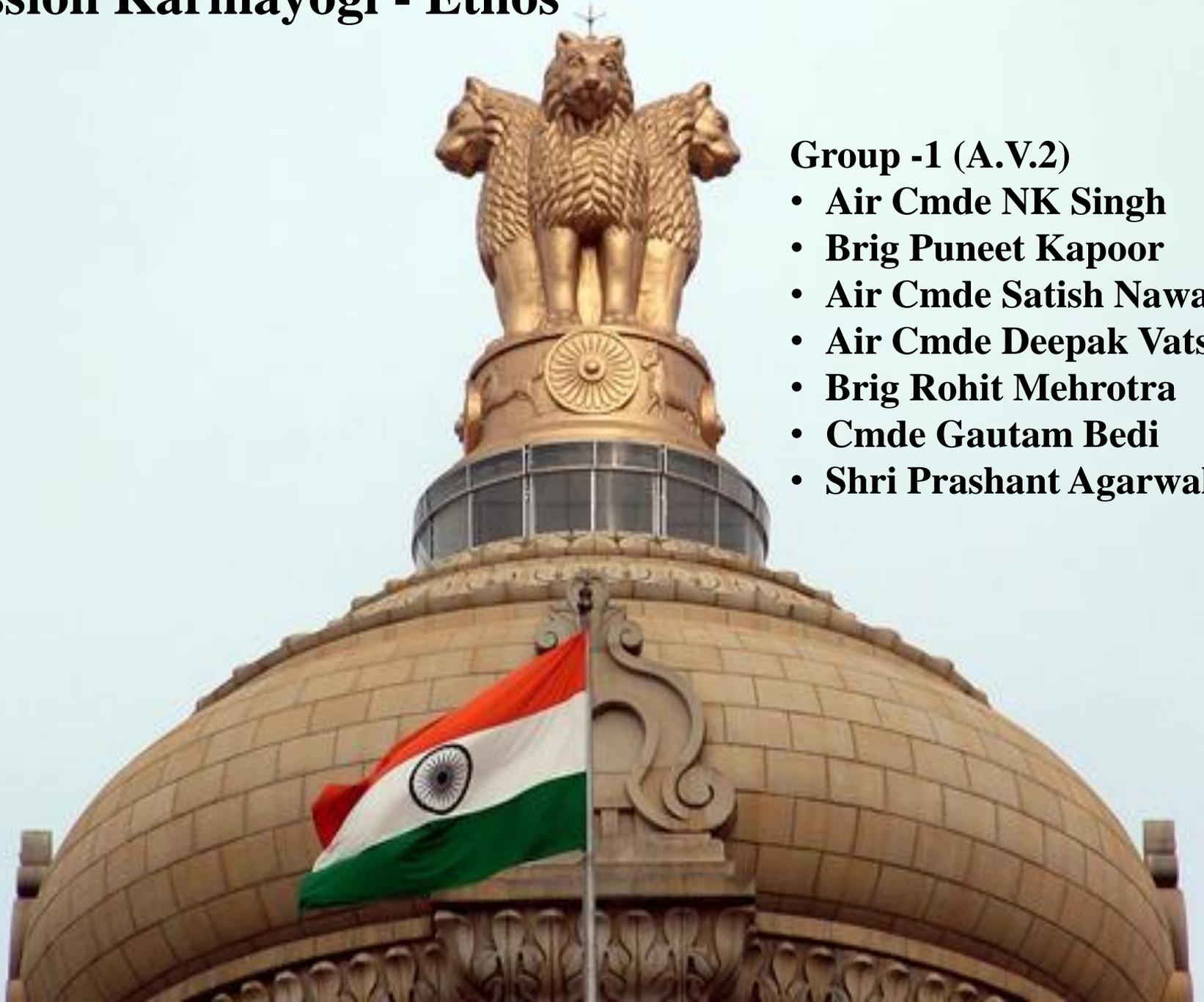


Mission Karmayogi - Ethos



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**

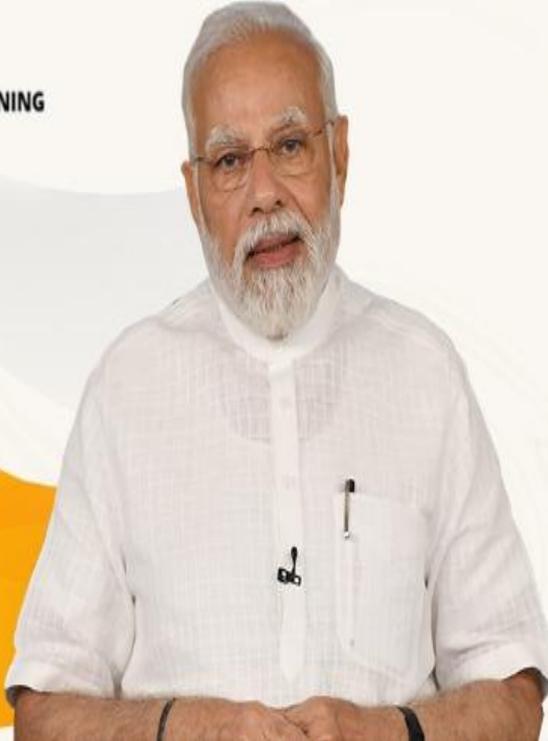
Mission Karmayogi

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

48th APPPA – Leading Others



Leading Others - Capabilities, Competencies and Contemporary Challenges

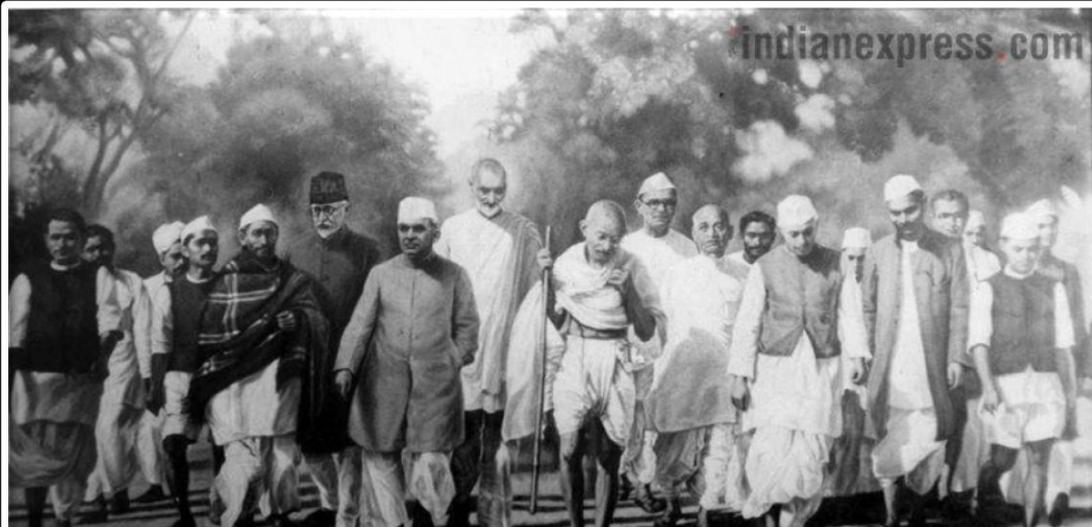


Leadership: Overview

- Leadership - Referenced to as a trait or a skill set related to the ability to convince, motivate and guide a group towards a desired outcome.
- This skill set includes:-
 - Technical Skills
 - Conceptual Skills
 - Interpersonal Skills
 - Emotional Intelligence
 - Social Intelligence.

Strategy and Leadership

Tool that aligns ways, ends and means to accomplish the stated vision



DANDI MARCH - CIRCA 1930

Process to affect the achievement of a desirable and clearly understood vision

Transactional - Transformational Leadership Paradigm

- Transactional Leadership –
 - Leaders and followers enter into an exchange through a process of negotiation.
 - Leaders then reward or punish followers depending on the level and quality of their achievements.
- Transformational Leadership – Motivate followers to work for transcendental goals that go beyond immediate self-interests.

Leading Others: Ability to Engage, Energise and Enable the Team to Excel

Level 1: Shares Information/ Reasons - to Motivate

- Openly and proactively shares information
- Explains the reasons for a decision taken
- Makes sure the team has all the necessary information
- Regularly updates team regarding changes/decisions

Level 2: Promotes Team Effectiveness

- Creates conditions that enable team to perform at its best
- Uses a structured approach to promote team morale and productivity
- Gets member's input to promote effectiveness of the team or process
- Formulates clear objectives for team members
- Takes into account both positive/ negative feedback

Leading Others: Ability to Engage, Energise and Enable the Team to Excel

Level 3: Backs the Team

- Defends the team and its reputation in public and stands by it
- Secures the required level of support/ development for both members/ leadership within the team
- Encourages and promotes a culture of open feedback and takes corrective action
- *Resolves conflict*, if any, within the team in an effective manner

Level 4: Assumes Leadership

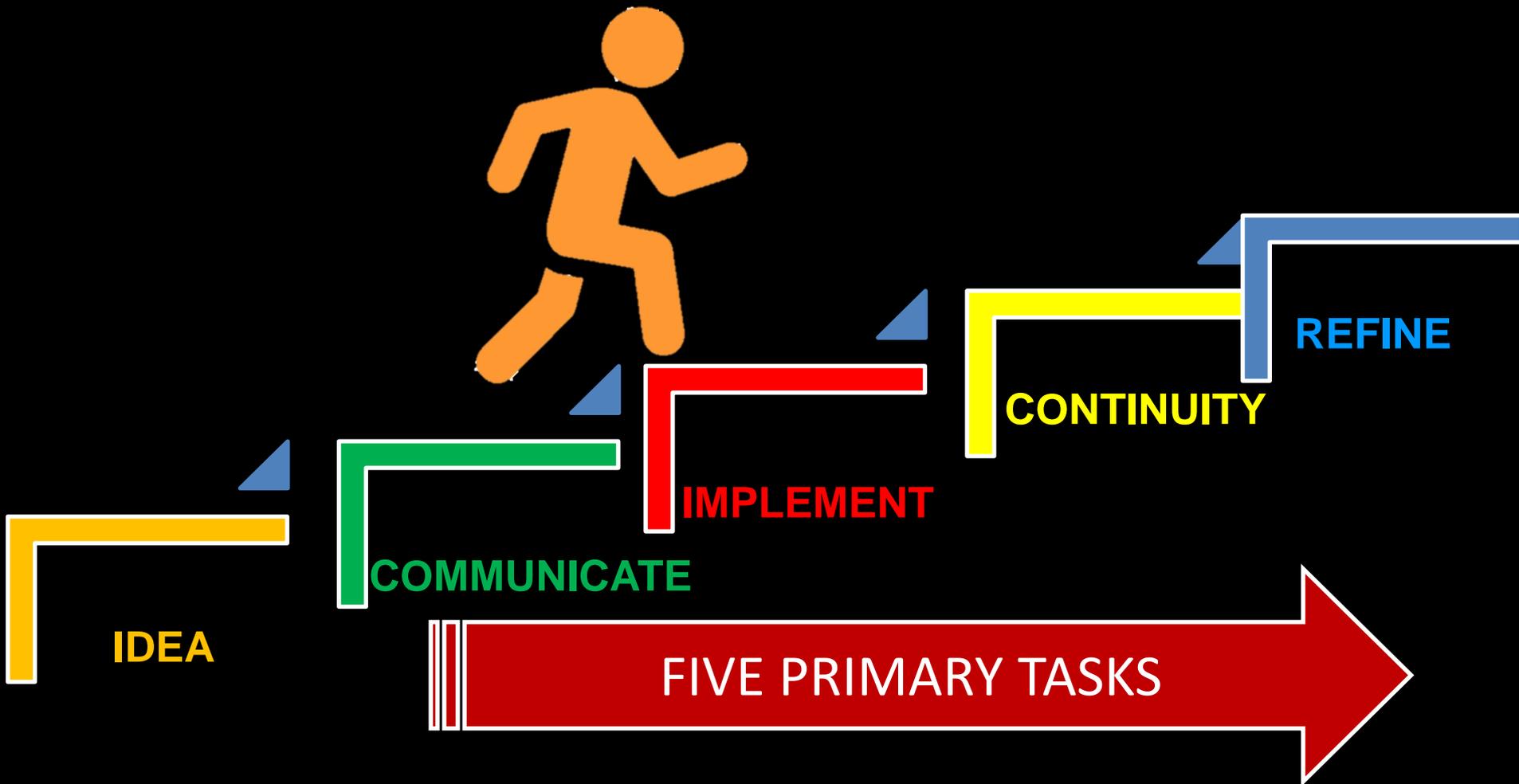
- *Protects the team and its reputation* vis-à-vis the larger organization/ community
- Establishes norms for team behaviour (*'rules of engagement'*) and imposes sanctions on its violation
- Spots and Grooms Talent
- Sets a good example by personally modelling desired behaviour
- Motivates the members to buy into the team/ organisation's policy and mission
- Empowers, inspires, and energizes the team to understand and thrive in the changing

Leading Others: Ability to Engage, Energise and Enable the Team to Excel

Level 5: Communicates a Compelling Vision

- Communicates and creates buy-in for a compelling vision, that inspires confidence and generates enthusiasm and passion
- Inspires people in rising to the challenge of meeting the goals of Service
- Is charismatic and is recognized as an outstanding team builder across departments

Articulate Vision



“The very essence of leadership is that you have to have vision. You can’t blow an uncertain trumpet.”



Leadership Capabilities for Civil Service

- Value-based leadership

- Motivation to create value for society
- Embodying and imparting public service values (accountability, transparency, integrity, equality and ethical behaviour)
- Managing tensions, trade-offs between competing values (democracy and bureaucracy; efficiency and equality; consistency and innovation; accountability and risk taking)

- Open Inclusion

- Actively seek out voices that are under-represented
- Create psychological safety (risks taking within a group setting)
- Managing diversity for better outcomes (employees and colleagues, stakeholders and citizens)

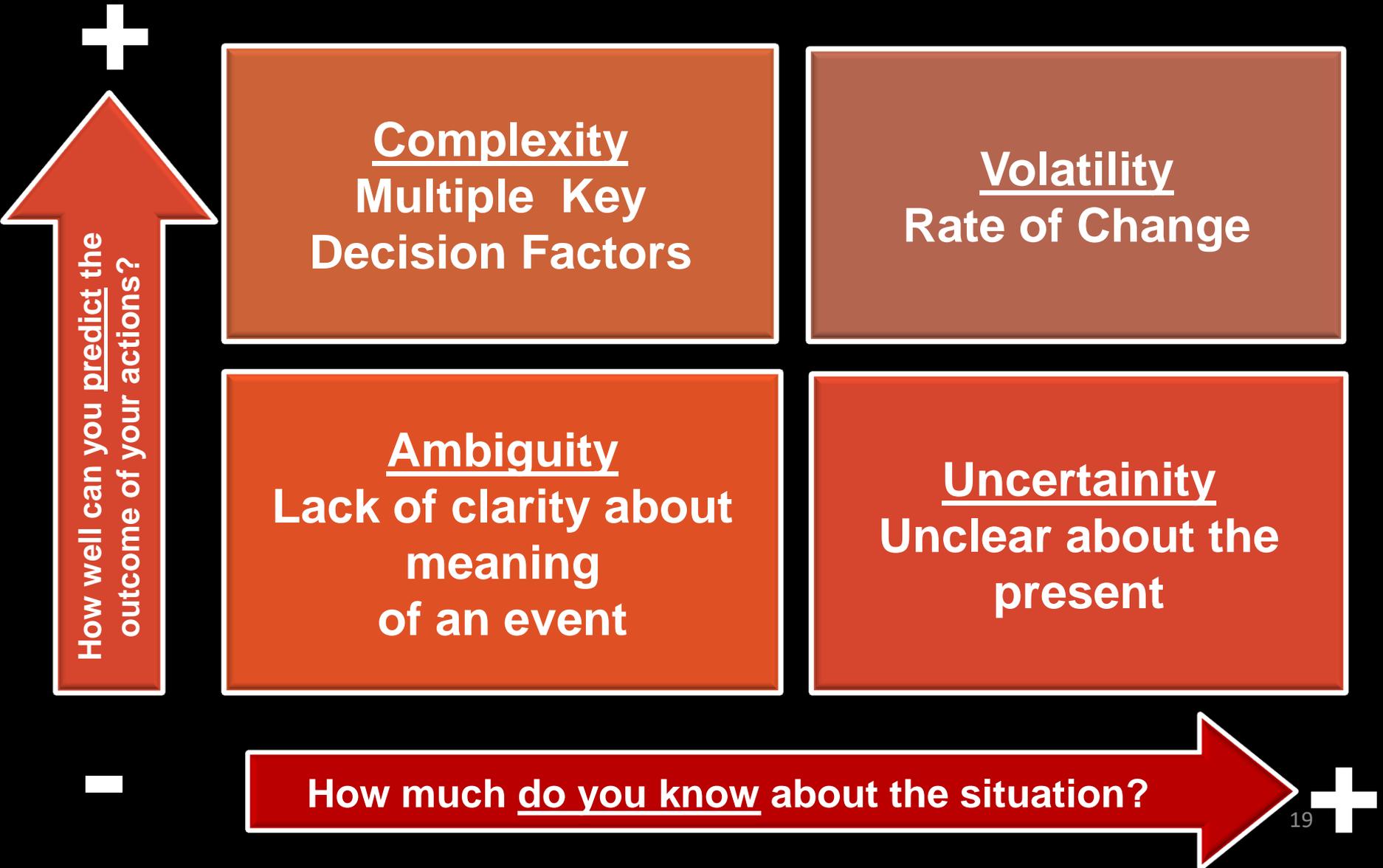


Leadership Capabilities for Civil Service

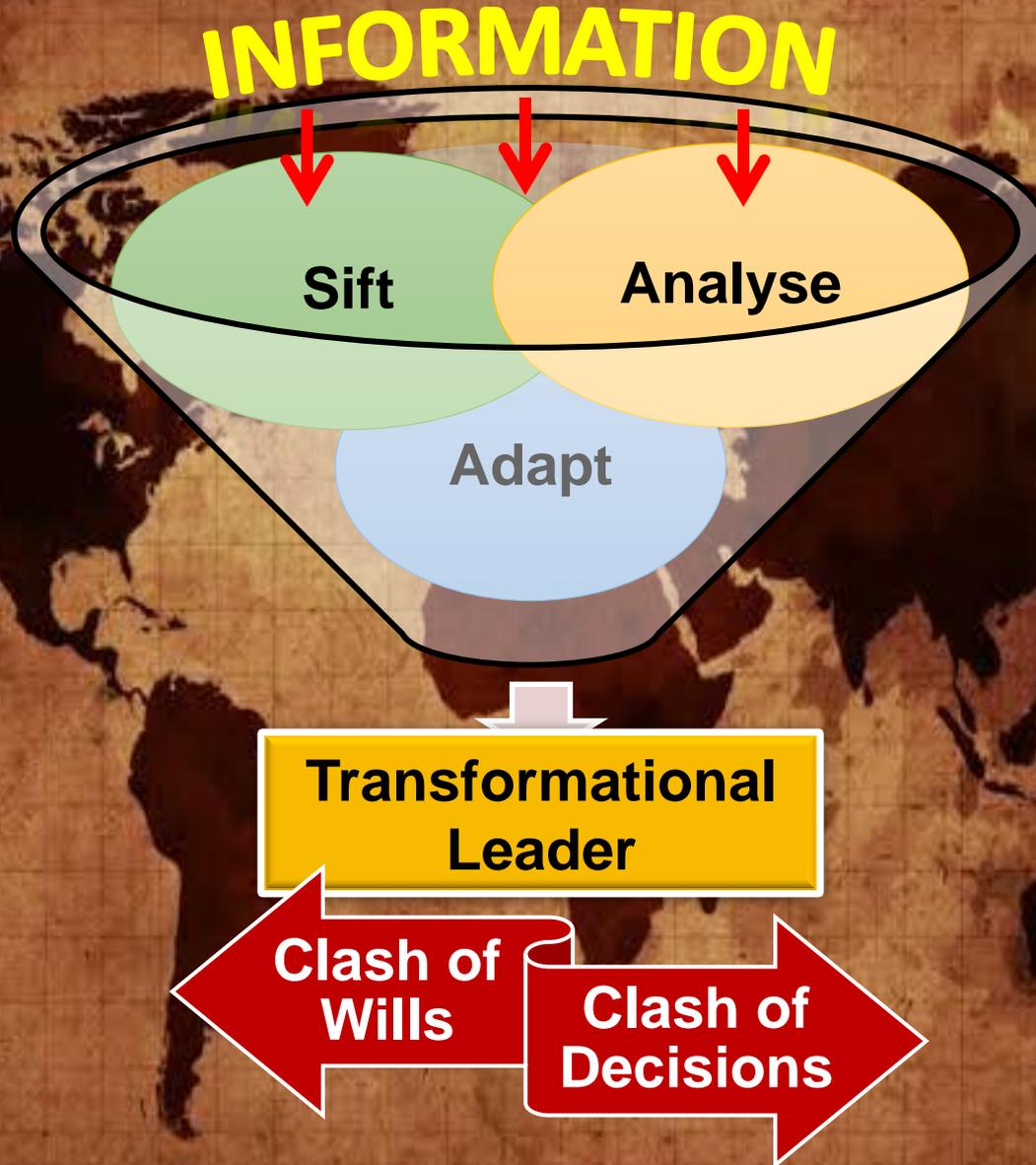
- Organizational Stewards
 - A future - orientation to skills/ competencies
 - Organizational health & development
 - Trust - based distributed leadership (Inclusive)
- Networked Collaborating
 - Mapping the system : identifying and connecting to the actors (networked governance)
 - (Re) Framing goals : Build common understanding & trust
 - Action through collaboration (multiple ministries and agencies)

CONTEMPORARY CHALLENGES

VUCA Environment

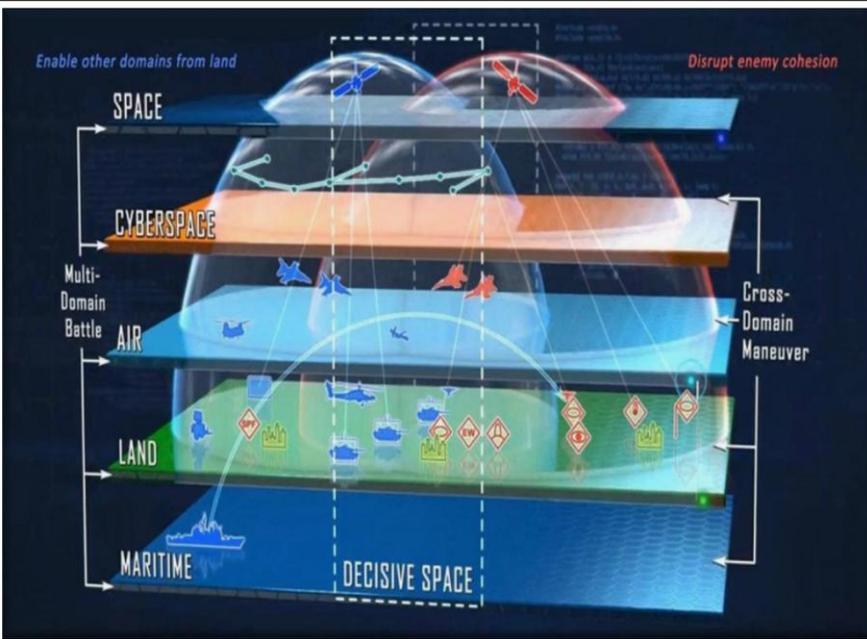


Tolerance for Ambiguity



“LEADERS MAKE DECISIONS AND DECISIONS MAKE HISTORY”

Rapid Technological Growth



Envision the Future

- Fore Warned is Fore Armed
- Guard against blind dependency
- Man behind the machine as vital as Machine



Flexibility to Adapt

- Monitor change
- Humility to learn

“THE ILLITERATE OF THE 21ST CENTURY WILL NOT BE THOSE WHO CANNOT READ AND WRITE, BUT THOSE WHO CANNOT LEARN, UNLEARN AND RELEARN”

ALVIN TOFFLER

Narrative Building



ESSENCE: COMMUNICATION & CONSENSUS BUILDING

TODAY ONE CANNOT EXERCISE ANY POLITICAL/ MILITARY OPTION WITHOUT THE PUBLIC SUPPORT WHICH IS TREMENDOUSLY MOLDED BY THE PRESS AND OTHER FORMS OF MEDIA

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