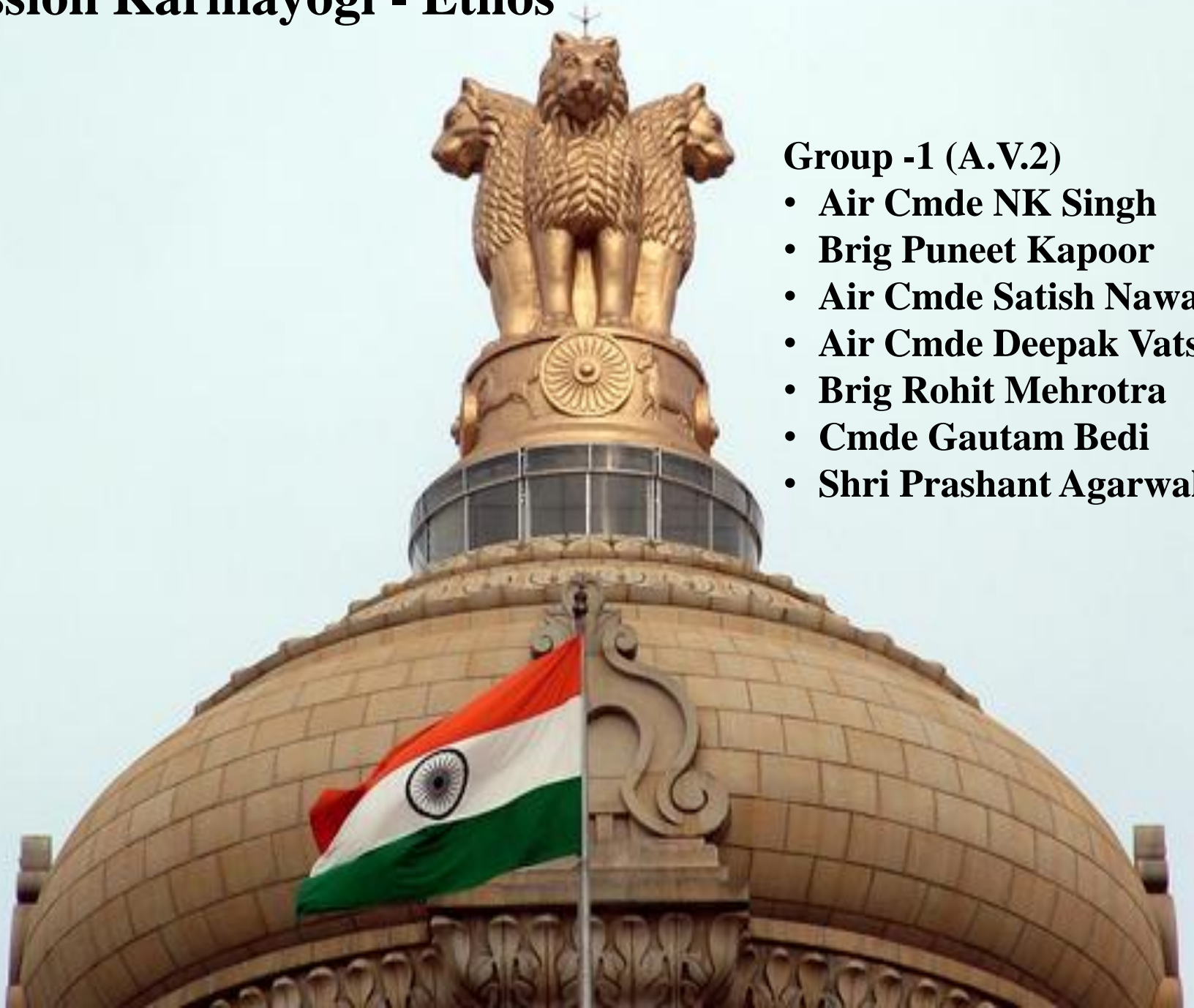


Mission Karmayogi - Ethos



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**

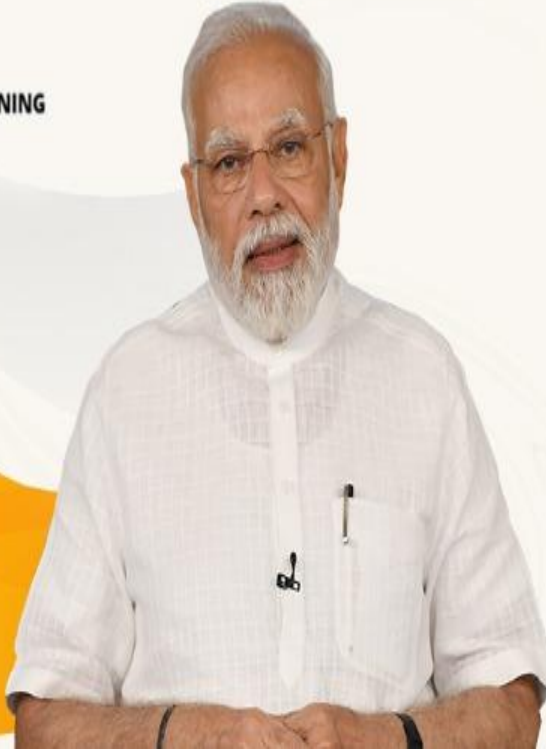
Mission Karmayogi

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 – Strategic Thinking

STRATEGIC THINKING

(PERSPECTIVE : GOVERNANCE)

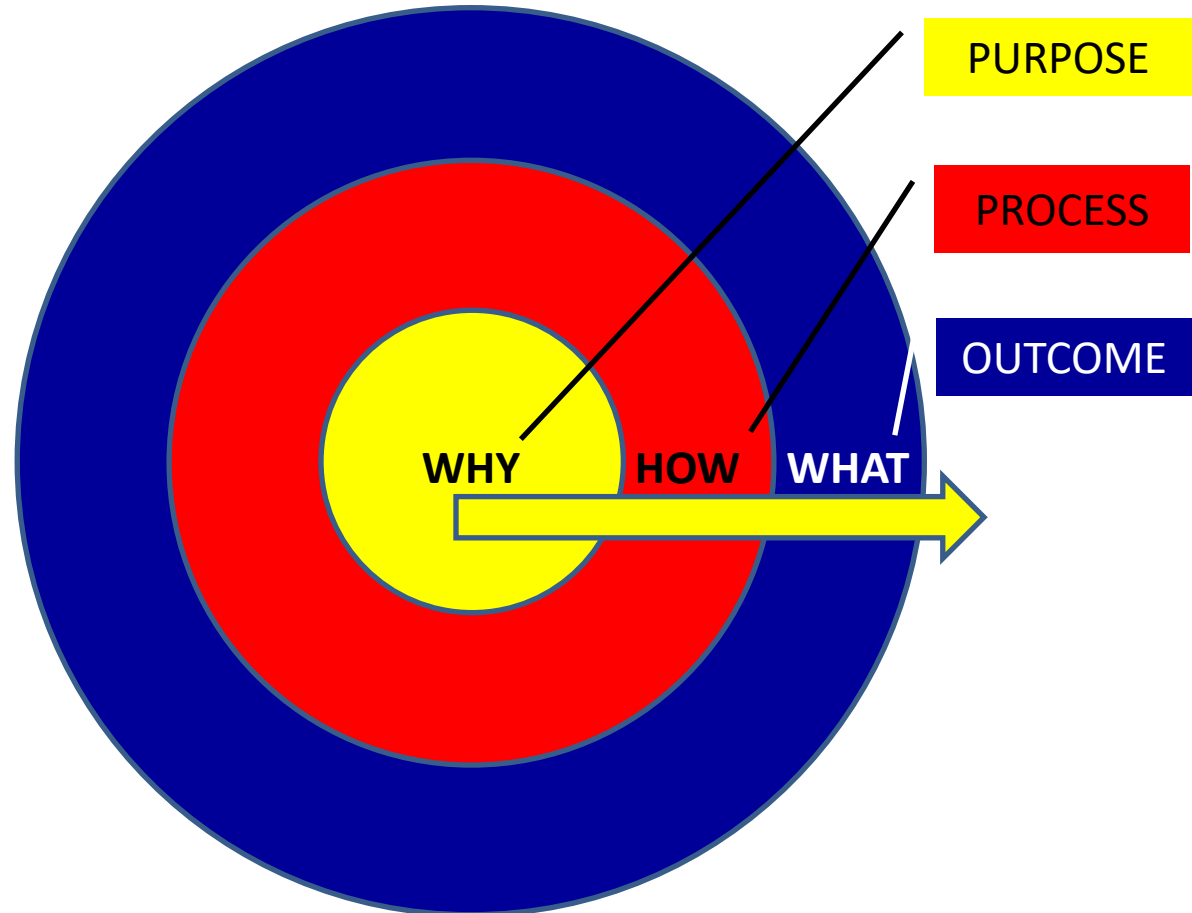
“Instead of teaching our children, ‘What to think’, we should teach them, ‘How to think’ ”

~ H’ble Prime Minister Narendra Modi
(During his speech describing the vision of the National educational policy 2020)

STRATEGIC THINKING

Level 1: Understands Own Work	<ul style="list-style-type: none">• Understands what is required in their role and how this contributes to Departmental priorities• Considers how their job impacts colleagues in own and other Departments• Takes an active interest in expanding knowledge of areas related to their role
Level 2: Aligns Work to Department	<ul style="list-style-type: none">• Keeps up-to-date with a broad set of issues relating to the work of the Department• Develops an understanding of how their area's strategy contributes to Departmental priorities• Ensures their area/team activities are aligned to Departmental priorities• Gathers additional information from relevant sources inside and outside their Department• Focusses on the overall intent of what one is trying to achieve, not just the task• Identifies bottleneck in existing systems and suggests steps to overcome them
Level 3: Contributes to Strategy	<ul style="list-style-type: none">• Is alert to emerging trends, opportunities and risks in the environment which might impact or benefit the Department• Ensures that relevant issues relating to their policy area are effectively fed into big picture considerations• Actively seeks out knowledge and shares experiences to develop understanding of one's area of responsibility• Seeks to understand how the services, and strategies in the area work together to create value for the public
Level 4: Identifies Strategic Imperatives	<ul style="list-style-type: none">• Anticipates the long-term impact of national and international developments in one's area, including economic, political, environmental, social, and technological• Identifies implications of Departmental and political priorities in one's area to ensure alignment• Creates joint strategies that have positive impact and add value for stakeholders, citizens, and communities• Uses appropriate forms of technology during evaluations and/or implementation to achieve strategic goals
Level 5: Develops Long Term Strategies	<ul style="list-style-type: none">• Shapes the Department's purpose in delivering Civil Service priorities for the public and economic good• Leverages technology in programme design• Shapes plans which help put into practice and support the Department's long-term direction, including those shared with other departments

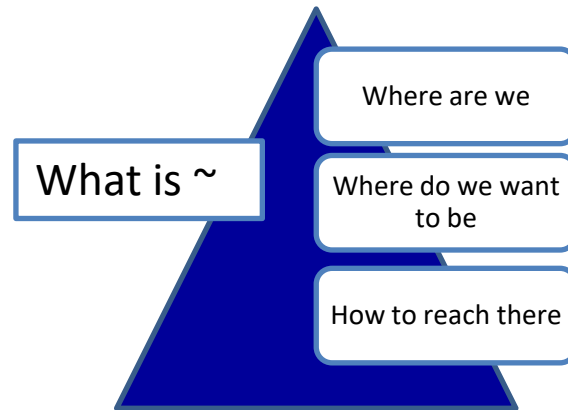
STRATEGIC THINKING



**THE GOLDEN CIRCLE MODEL : LEADERSHIP COMMUNICATION
(SIMON SINEK)**

STRATEGIC THINKING

- **What**



- **Way of approaching the fundamental drivers of governance**
- **Challenging conventional thinking**

- **How**

- **Discussions with stakeholders**
- **Executors - a key part of this**
- **Awareness of**
 - **What has not yet taken shape – time domain**
 - **Over the horizon – in space domain**
- **Mindset - how could we improve**

- **Why**

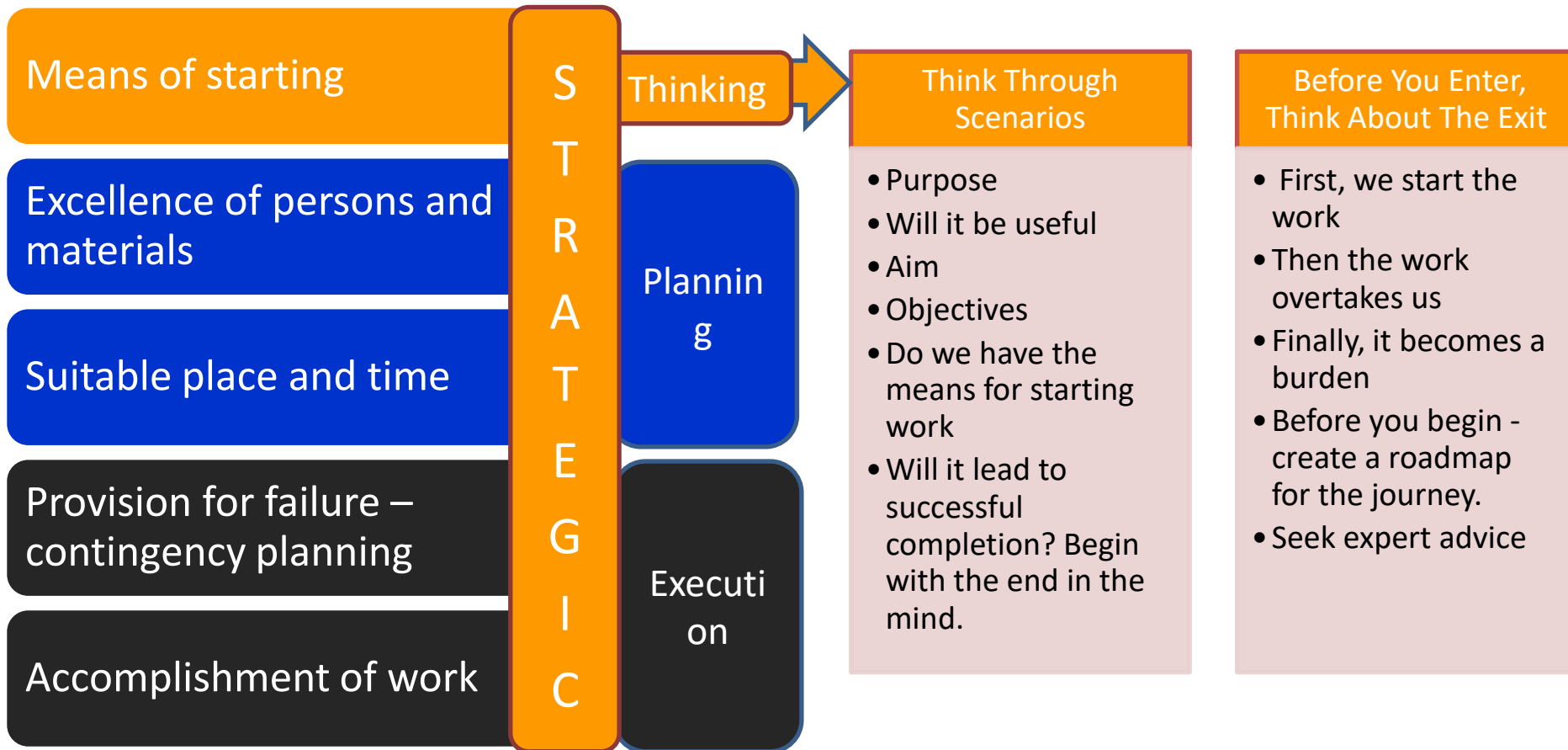
INDIAN STRATEGIC THINKING

- **आन्वीक्षिकी (Aanvikshiki)**
 - Science of strategic thinking. a method of philosophical thinking leading to strategic thinking.
 - Combination of two words – **anu** and **ikshiki**
 - Anu means ‘atom’, the smallest part of anything
 - Ikshiki means ‘a person who wants to know’, an inquirer, a thinker, a researcher, an examiner or a logician.
 - Therefore, aanvikshiki is the process of enquiring and right thinking, or the science of thinking.
- **Kautilya’s Arthashastra**
 - The prathama prakarna (first section), named ‘Vidyasamuddesha’ (enumeration of the sciences), starts with the chapter ‘Aanvikshiki Sthapana’ (establishing the necessity of thinking).
- Chanakya wanted his students to be leaders and the **first quality of leadership is to think correctly and clearly**. From such clarity comes good decision-making capacity. And sound decisions have an impact on everyone

PRACTICE OF आन्वीक्षिकी

- Consider three things
 - Good and evil (according to Vedic tradition—**त्राय**)
 - Material gain or loss (according to economics—**वार्ता**)
 - Good policy and bad policy (according to the science of politics—**दंडनीति**)
- Includes the consideration of the **relative strength and weakness** of the three sciences mentioned (**त्राय, वार्ता and दंडनीति**).

CHANAKYA'S FIVE POINT FRAMEWORK











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

