

No. 12039/8/2015 (SHRM)  
Government of India  
Department of Personnel & Training  
Training Division


Date: February 19, 2016

**Subject: Course Design and Facilitator Groups of National Pool of Facilitators on Leadership Skills and Ethics.**

Department of Personnel and Training (DoPT) in collaboration with United Nations Development Programme (UNDP) has developed modules and facilitators on two thematic areas (i) Leadership Skills and (ii) Ethics. The objective is to make available high quality modules designed by reputed institutes and delivered by scientifically trained National Facilitators on a pan India basis to ensure better learning of skills. The list of National Facilitators on Leadership Skills and Ethics is attached.

2. The Leadership Skills module has been designed for training programs of Group A level officers and Ethics module for officers up to Group A level. The modules may be delivered as part of the existing training programmes of Central Training Institutes (CTIs) and State Administrative Training Institutes (ATIs), or organised as stand-alone programme. These modules are of two days and three days duration. Course design for Leadership Skills and Ethics is attached.

3. All CTIs and ATIs may like to to utilise these high quality modules delivered by National Facilitators. You are requested to contact Shri V.K. Sinha ([sinha.vijay@nic.in](mailto:sinha.vijay@nic.in), [v\\_k\\_sinha2007@yahoo.co.in](mailto:v_k_sinha2007@yahoo.co.in), Tel. No. 011-26161159) for engagement of National Facilitators for Leadership Skills and Ethics programs scheduled by your CTI/ ATI.

  
(Sanjay Mehta)

Under Secretary to Government of India

# Basic Leadership Skills Program for Government Officers

## Full Version (3 Days)

### Learning Objectives

- Understand self to be better prepared for their leadership developmental journey
- Comprehend the power of influence in the functioning of leadership.
- Relate to the traits and behaviours associated with leadership.
- Deal with the multiple stakeholders in a complex and multicultural environment.
- Gain a greater appreciation of resiliency and some practical notions of actually becoming more resilient.
- Emphasize understanding of program content and ability to transfer and apply it in the public administration.

### Program Outcomes:

- Enhance self-awareness level
- Increase personal leadership impact
- Gain insights into leaders and leadership development
- Enhance awareness on giving and receiving feedback as a developmental tool
- Gain insights into personal preferences
- Develop a structured goal setting and action planning process for translating learning into sustainable development

### Pre-Work

The participants would be required to complete the following pre-work before program starts

- Leadership Inventory (Pen and Paper version)
- Influence Tactics inventory (Pen and Paper version)

## Program Windowpane – 3 Day Version

Day 1	Day 2	Day 3
<p>Start Time: 9.00 a.m.</p> <ul style="list-style-type: none"> <li>• Welcome and Introductions</li> <li>• Leader Role Models</li> <li>• What is Leadership?</li> <li>• CCL's Leadership framework : Direction- Alignment – Commitment Model</li> <li>• Giving and Receiving Feedback : Introduction to the SBI Feedback Model</li> </ul>	<p>Start Time: 8.30 a.m.</p> <ul style="list-style-type: none"> <li>• Check In</li> <li>• Influencing               <ul style="list-style-type: none"> <li>• Personal Preferences: Influence Inventory</li> <li>• Influence Tactics</li> </ul> </li> <li>• View Twelve Angry Men</li> <li>• Debrief of the movie</li> <li>• Understanding stakeholders of a government officer</li> </ul>	<p>Start Time: 9.00 a.m.</p> <ul style="list-style-type: none"> <li>• Check In</li> <li>• Resiliency Presentations in groups</li> <li>• Case Study Discussion #3</li> <li>• SBI Consolidation</li> <li>• Peer Feedback Session in groups</li> </ul>
LUNCH 1:00 – 2:00	LUNCH 1:30 – 2:30	LUNCH 1:30 – 2:30
<ul style="list-style-type: none"> <li>• Case Study Discussion #1</li> <li>• Leadership Inventory</li> <li>• ACS Model and the Learning Curve</li> <li>• Experiential Activity : Organizational Maze Experiential Activity</li> <li>• Share Learnings and close for the Day</li> </ul> <p>Day Ends 6.00 pm</p>	<ul style="list-style-type: none"> <li>• Case Study Discussion #2</li> <li>• Experiential Activity : Hollow Squares</li> <li>• Introduction to Resiliency and Prep for Resiliency Presentations 4</li> <li>• Share Learnings</li> </ul> <p>Day Ends 6.00 pm</p>	<ul style="list-style-type: none"> <li>• Consolidation and Goals Setting</li> <li>• Goal Sharing</li> <li>• Evaluations and Closing Remarks</li> </ul> <p>Day Ends 4.00 pm</p>

## Modified Version (2 Days)

Based on the request from DoPT a modified version of 2 Days is enclosed

### Learning Objectives

- Understand self to be better prepared for their leadership developmental journey
- Comprehend the power of influence in the functioning of leadership.
- Relate to the traits and behaviours associated with leadership.
- Deal with the multiple stakeholders in a complex and multicultural environment.
- Emphasize understanding of program content and ability to transfer and apply it in the public administration.

### Program Outcomes:

- Enhance self-awareness level
- Increase personal leadership impact
- Gain insights into leaders and leadership development
- Enhance awareness on giving and receiving feedback as a developmental tool
- Gain insights into personal preferences
- Develop a structured goal setting and action planning process for translating learning into sustainable development

### Pre-Work

The participants would be required to complete the following pre-work before program starts

- Influence Tactics inventory (Pen and Paper version)

## Program Windowpane – 2 Day Version

Day 1	Day 2
<p>Start Time: 9.00 a.m.</p> <ul style="list-style-type: none"> <li>• Welcome and Introductions</li> <li>• Leader Role Models</li> <li>• What is Leadership?</li> <li>• CCL's Leadership framework : Direction-Alignment – Commitment Model</li> <li>• Giving and Receiving Feedback : Introduction to the SBI Feedback Model</li> </ul>	<p>Start Time: 8.30 a.m.</p> <ul style="list-style-type: none"> <li>• Check In</li> <li>• Influence Tactics</li> <li>• View Twelve Angry Men</li> <li>• Debrief of the movie</li> <li>• Understanding stakeholders of a government officer</li> </ul>
LUNCH 1:00 – 1:45	LUNCH 1:00 – 1:45
<ul style="list-style-type: none"> <li>• Case Study Discussion #1</li> <li>• Leadership Inventory</li> <li>• ACS Model and the Learning Curve</li> <li>• Experiential Activity : Organizational Maze Experiential Activity</li> <li>• Introduction to Influence : <ul style="list-style-type: none"> <li>• Personal Preferences : Influence Inventory</li> </ul> </li> <li>• Share Learnings and close for the Day</li> </ul> <p>Day Ends 6.30 pm</p>	<ul style="list-style-type: none"> <li>• Experiential Activity : Hollow Squares</li> <li>• SBI Consolidation</li> <li>• Peer Feedback Session in groups</li> <li>• Consolidation and Goals Setting</li> <li>• Goal Sharing</li> <li>• Evaluations and Closing</li> </ul> <p>Day Ends 6.30 pm</p>



एकतामेव ध्येयम्,  
वैश्वानरमिच्छते।



## Ethics and Values in Public Governance (Two Day Programme Architecture)

Timings	Day 0	Day 1	Day 2
6.30-7.30 a.m		<ul style="list-style-type: none"> <li>Life's Balance Sheet -I (Relating pg 1 &amp; 2 with ethical conduct)</li> </ul>	<ul style="list-style-type: none"> <li>Life's Balance Sheet-II (Relating pg 3 &amp; 4 with drop in ethical conduct)</li> </ul>
		<b>BREAKFAST</b>	
9.00-10.30 a.m		<ul style="list-style-type: none"> <li>The Present Context of Public Governance</li> <li>Why do we need Ethics &amp; Values in Public Governance today?</li> <li>Model of Ethics and Values in Public Governance</li> </ul>	<ul style="list-style-type: none"> <li>Inner Governance 2: Building Relationships - In the family and at Work</li> <li>Experience-based learning</li> </ul>
		<b>TEA BREAK</b>	
11.00-12.30 p.m		<ul style="list-style-type: none"> <li>Inner Governance 1: An introduction</li> <li>Real life examples of Inner Governance in Practice</li> </ul>	<ul style="list-style-type: none"> <li>Inner Governance 3 : Care for our Environment</li> </ul>
		<b>LUNCH BREAK</b>	
2.00-4.00 p.m		<ul style="list-style-type: none"> <li>Ethical Dilemmas in Life and in Public Governance</li> <li>Participants to share and explore solutions</li> </ul>	<ul style="list-style-type: none"> <li>Jog with The Pot...an experiential learning exercise on Character and Competence</li> </ul>
		<b>TEA BREAK</b>	
4.30-6.00 p.m		<ul style="list-style-type: none"> <li>Ethical Leadership in Public Governance (Inspiring , practical interaction with external speaker to share his / her insights and stories)</li> </ul>	<ul style="list-style-type: none"> <li>Accountability: Taking a stand</li> <li>Commitments, Pledge, Feedback and Closing Circle</li> </ul>
6.00 – 7:30 p.m	<ul style="list-style-type: none"> <li>Welcome &amp; Norms</li> <li>Connection &amp; Orientation</li> </ul>	<ul style="list-style-type: none"> <li>An inspiring video followed by informal discussions in small groups</li> </ul>	

This entire programme will have the following ethos interspersing all sessions:

- Accountability, Creativity/Possibility Thinking, Going Within, Positivity, Positive Vision and Inspiring Goals, Actions: What is mine to do?



एकतामेव शान्तिः  
In Unity, there is Peace.



### (Three Day Programme Architecture)

TIMINGS	DAY 0	DAY 1	DAY 2	DAY 3	
6.30 – 7.30 a.m.		<ul style="list-style-type: none"> <li>Soul Nurture Walk : Communion With Nature</li> </ul>	<ul style="list-style-type: none"> <li>Life’s Balance Sheet (Part 1:Pages 1 and 2 )</li> </ul>	<ul style="list-style-type: none"> <li>Life’s Balance Sheet (Part 2: Pages 3 and 4)</li> </ul>	
9.30 - 10.45 a.m.		<ul style="list-style-type: none"> <li>Context Setting for Ethics in Public Governance</li> </ul>	<ul style="list-style-type: none"> <li>Inner Governance 1 : The process of daily listening to one’s ‘inner voice’ for direction PHUL – Purity, Honesty, Unselfishness and Love: Finding the ‘inner compass’</li> </ul>	<ul style="list-style-type: none"> <li>Inner Governance 2: Making Relationships work and building teams</li> </ul>	
10.45- 11.00a.m.		<b>TEA - BREAK</b>			
11.00 - 12.15p.m.		<ul style="list-style-type: none"> <li>What is Ethics?</li> <li>Frame Work Of Ethical Governance: Connection and Care for Self, Relationships &amp; Environment</li> </ul>	<ul style="list-style-type: none"> <li>Dealing with Ethical Dilemmas: How To Be and Live Your Best.(Discussion and Group Work)</li> <li>Using Creativity, Accountability and Positivity in Public Service / Dealing.</li> </ul>	<ul style="list-style-type: none"> <li>India I Care</li> <li>The Environment Crisis and our Role in the Police Service</li> </ul>	
12.15 - 1.30p.m.		<b>LUNCH - BREAK</b>			
1.30 - 2.30 p.m.		<b>LUNCH - BREAK</b>			
2.30 - 3.45 p.m.		<ul style="list-style-type: none"> <li>What Is my Life Purpose? JEEP - Joy, Energy, Enthusiasm, Peace</li> <li>Leading a Stress-free and Wholesome Life in all dimensions</li> </ul>	<ul style="list-style-type: none"> <li>Relationships at Work(Leadership): (Caring for our People in the Police Force and also the Public)</li> <li>Listening to and addressing Grievances</li> </ul>	<ul style="list-style-type: none"> <li>What can we do individually and collectively?</li> <li>Sharing By Participants: on Creative Ways Forward</li> </ul>	
3.45 - 4.00 p.m.		<b>TEA - BREAK</b>			
4.00 - 5.15 p.m.		<ul style="list-style-type: none"> <li>Services : Kal , Aaj aur Kal ..</li> <li>Understanding Ethics in the Services</li> <li>Sharing of Experiences</li> </ul>	<ul style="list-style-type: none"> <li>Experiential Learning on Ethics : JOG with POT</li> <li>Benefits of Ethics and Values</li> </ul>	<ul style="list-style-type: none"> <li>Community Building</li> <li>Action Planning and Commitments</li> <li>Feedback</li> <li>Closure</li> </ul>	
7:30 – 8:30pm		<b>DINNER</b>			
8.30-9.15 p.m.		<ul style="list-style-type: none"> <li>Welcome &amp; Norms</li> <li>Connection &amp; Orientation</li> </ul>	<ul style="list-style-type: none"> <li>An inspiring video followed by informal discussions in small groups</li> </ul>	<ul style="list-style-type: none"> <li>Sharing in Family Groups</li> </ul>	

This entire programme will have the following ethos interspersing all sessions:

- Accountability, Creativity/Possibility Thinking, Going Within, Positivity, Positive Vision and Inspiring Goals, Actions: What is mine to do?

### National Facilitator Groups for Leadership Skills

Group Clusters	Name	Designation & Department/Organisation	Location	Phone number	Email Id	Course Director
Group 1	Dr. Vishwapati Trivedi	Retd. Secretary & current Chairman, National Shipping Board	Delhi	011-23710189	chmnsb-ship@nic.in	Course Director: Dr. Vishwapati Trivedi
	Sudhir Kumar Sharma	Director Railway Stores (M), Ministry of Railways	Delhi	011-23073191, 9910487519, 9969637560	sudhir.sharma.k@gmail.com	
Group 2	Commander Yogendra Prakash Sharma	Joint Director (Org), Directorate of Organisation, HQ IDS, Ministry of Defence	Delhi	8447221551, 011-23014406	yogendra_1006@yahoo.com	Course Director: Commander Yogendra Prakash Sharma
	Dr. Rachna Gupta	Assistant Professor, Haryana Institute of Public Administration	Gurgaon	9810882811	rg153@rediffmail.com	
Group 3	S.K. Srivastava	Retd. (Secretary), Ministry of Coal	Delhi	9910059472	sksrivastava_7854@rediffmail.com	Course Director: S. K. Srivastava
	Vikram Gulati	Director, Pay Commission-II, Railway Board, Ministry of Railways	Delhi	011-23370080, 9910487450	vikramgulati11@rediffmail.com	
Group 4	Anup Kumar Thakur	Retd. Secretary, Ministry of Agriculture	Delhi	9818070005	anupthakur@yahoo.co.uk	Course Director: Anup Kumar Thakur
	K. Govindarajulu	Joint Director, Institute of Secretariat Training and Management	Delhi	011-26164285	kg.rajulu@nic.in	
	Ashok Kumar Garg	Retd. CMD, MTNL	Noida	9868211000, 0120-2580333	akgarg1654@gmail.com	



<b>Group 5</b>	M.P. Sethy	Retd. Senior Principal Director, Ministry of Defence	Delhi	9958483963	mpsethy@rediffmail.com	Course Director: M P Sethy
	Ashish Joshi	Deputy Director General, Ministry of Communications and IT, Department of Telecom	Delhi	9868001616	ashishchandrajoshi@gmail.com	
	H.M. Mishra	Director, National Institute of Governance and Urban Management	Bhopal	0755-2555002	hmm.mpa@gmail.com, hmm@mpurban.gov.in	
<b>Group 6</b>	Sudhir Krishna	Retd. Secretary, Ministry of Urban Development	Gurgaon	8800388000	sudhir.krishna2013@gmail.com	Course Director: Sudhir Krishna
	Mrinalini Sawant - Nimbalkar	Deputy Collector & Assistant Professor, YASHADA	Pune	9923207767	mrinalinidc13@gmail.com	
	Rajiv Manjhi	Director, Directorate General of Health Service, Ministry of Health & Family welfare	Delhi	9868471347, 8860067378	rajivmanjhi@yahoo.com	
<b>Group 7</b>	Brigadier Sekhar Visvanathan	Retd. Addl. DG, Prasar Bharti	Noida	0120-2455769, 9868249836	vishfamilie@gmail.com	Course Director: Brigadier Sekhar Visvanathan
	Rajesh Saxena	Director, Defence Headquarters Training Institute	Delhi	9810488416	rasax59@yahoo.co.in	
	Dr. V.C. Goyal	Head, Research Management & Outreach Division, National Institute of Hydrology	Roorkee	01332-273690, 09412999725	vcgoyal@yahoo.com	
<b>Group 8</b>	Dr. Dvijendra Kumar Sharma	Joint Secretary, Ministry of Panchayati Raj	Delhi	9899761167	digfrt@gmail.com	Course Director: Dr. Dvijendra Kumar Sharma
	Umesh Chandra Joshi	Retd. Deputy Director, State Institute of Rural Development	Lucknow	9335588727	joshiumesh56@yahoo.com	
	Vinai Kumar Kanaujia	Director(IT), Department of Telecommunications	Delhi	011-23036509, 9013131052	vk.kanaujia@gov.in	

<b>Group 9</b>	Sudeshna Sen	Secretary, NCERT	Delhi	9910153583	supisen@gmail.com	Course Director: Sudeshna Sen
	Padma Angmo	Deputy Secretary, Election Commission of India	Delhi	9971157111	padma.angmo@eci.gov.in	
	Saket Kumar	Capacity Development Analyst, UNDP	Delhi	8527914777	saket.kumar@undp.org	
<b>Group 10</b>	Anjali Bhawra	Principal Secretary, Tourism and Culture Affairs, Govt. of Punjab	Chandigarh	9417601764	abhawra@hotmail.com	Course Director: Anjali Bhawra
	Dr. Lalit Mohan Joshi	Retd. (Additional Director), State Institute of Rural Development	Delhi	7376530050	lmjoshi24@rediffmail.com	
	Satyajit Mishra	Joint Director, Institute of Secretariat Training and Management	Delhi	011- 26161375, 9999137223	satyajit.mishra@nic.in	

### National Facilitator Groups for Ethics

Group Clusters	Name	Designation	Location	Phone Number	Email id	Course Director
Group 1	Upendra Nath Bora	Retd. Secretary, Urban Development	Guwahati	098640-91296	unbora@rediffmail.com	Course Director: Upendra Nath Bora
	V. Perumal	Retd. Deputy Controller of Communication Accounts, Department of Telecommunications	Chennai	9444979064	vperumal.aps@gmail.com	
	S. S. Khanka	Professor (HR) & Course Director (FPM), National Institute of Financial Management	Faridabad	9560840090	sskhanka05@rediffmail.com	
Group 2	Krishna Mohan	Retd. Add. Chief Secretary	Chandigarh	9876666666	krishnamohan718@gmail.com	Course Director: Krishna Mohan
	Prachish Khanna	Director (Establishment), Department of Telecommunications	Delhi	9013135030	prachish.khanna@nic.in	
Group 3	Mrs. Vinod Jindal	Retd. Director, Ministry of Urban Development	Delhi	9717434112	vjindal2001@yahoo.co.in	Course Director: Mrs. Vinod Jindal
	K. K. Chug	Retd. (Director), Department of Personnel & Training	Delhi	9968290016	chug.krishan@gmail.com	
	Sukhbir	Director, Department of Telecommunications	Delhi	9013130594	Sukhbir11111@gmail.com	
Group 4	Inderjeet Mittal	Retd. Principal Staff Officer, Ministry of Earth Sciences	Delhi	9899731303	ijmittal49@gmail.com	Course Director: Inderjeet Mittal
	V K S Chauhan	Retd. Additional Director, Directorate of Training, UTCS, Govt. of NCT of Delhi	Delhi	9868213787	chauhanvks@yahoo.co.in	

<b>Group 5</b>	K S Samarendra Nath	Director, Ministry of Steel	Delhi	9899221822	samar.nath@nic.in	Course Director: K S Samarendra Nath
	Hrishikesh Sharan	Retd. Director General and Ombudsman, Indirect Taxes	Delhi	9871212294	hsharan@hotmail.com	
	R.K. Gulati	Assistant Professor, Haryana Institute of Public Administration	Gurgaon	9810473203	rakeshg.hipa@nic.in	
<b>Group 6</b>	Manish Kumar Jha	Joint Director, Institute of Secretariat Training and Management	Delhi	9810825824	manish.jha@nic.in	Course Director: Manish Kumar Jha
	G.S.Krishnan	Retd Secretary and Director, National Productivity Council	Delhi	9871323211	krishnangs13@gmail.com	
<b>Group 7</b>	Viresh Kumar Bhawra	Additional Director General of Police, Department of Home Affairs and Justice	Chandigarh	9478853003	vkbhawra@hotmail.com	Course Director: Viresh Kumar Bhawra
	Sunil K Gulati	Additional Chief Secretary, Social Justice and Empowerment, Govt. of Haryana	Chandigarh	9650334888	sunilaol@gmail.com	
<b>Group 8</b>	N.K. Rai	Retired Head of Department- Psychology, National Institute for Visually Handicap Dehradun, Ministry of Social Justice	Ghaziabad	9818095550	raidrnareshk@hotmail.com	Course Director: N. K. Rai
	Uday S Chattopadhyay	Deputy Director, Institute of Secretariat Training and Management	Delhi	9899628850	udayschattopadhyay@gmail.com, uday.sc@nic.in	