



# Community of Practice: Exercising Enlightened Leadership

This document will explain the rationale and need for developing the Community of Practice in Enlightened Leadership (CoP-EL). Senior level officers in the government of India are provided leadership training at different junctures in their career. CMCTP (Common Mid-Career Training Program) for the batches of 2000, 2001 and 2002 batches had a course on Exercising Enlightened Leadership. To provide a sense of continuity and purpose, to share the knowledge created, to exchange leadership experiences, to discuss challenges faced, and facilitate collective learning from the course; Capacity Building Commission (CBC) intends to build a network of senior practitioners of public leadership.

The community of practice in exercising enlightened leadership (CoP-EL) will be developed by bringing together self-driven administrators who value sharing stories of their leadership trials, tribulations, and co-learning from their peers. This band of public administrators will ensure new learnings are not lost, would mentor next generational leaders, and would reaffirm the idea of exercising enlightened leadership in the government of India at senior levels.

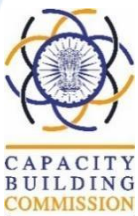
## Why have CoP-EL?

Aligning with Hon'ble Prime Minister's vision of Amrit Kaal, a new India is arising. This requires a new generational civil service to provide the leadership to make it happen. Changing India's socio-political landscape, uncertainties in the real-world scenes and rapid technological advancement compel us to look for channels to sustain good governance practices in these tumultuous times.

The CoP-EL is a mechanism to put informal practice of knowledge sharing, learning from others' experiences, and mentorship into action. Training and leadership lessons have their own advantages, but there is a necessity to nourish the sense of TEAM INDIA spirit across the services. De-siloed approach to governance is one of the fundamental principles of Mission Karmayogi. CoP-EL is one of the instruments to achieve a whole-of-government and whole-of-society approach in 21st century governance practice and improve performance.



A CoP-EL held at the Karmayogi Bharat premises under the chairmanship of Dr. R Balasubramaniam





## What is CoP-EL?

CoP is a group of people who share a concern or a passion for exercising leadership and learn how to do it better as they interact regularly. Learning is central to human identity, and it can happen in numerous ways. CoP is also a form of social participation where groups of like-minded individuals co-share and co-learn about exercising enlightened leadership. This 'thinking together' brings Communities of practice to life and provides a platform to share tacit knowledge & guide each other. In the first year, CBC would initiate, curate, coordinate and support this network. Advantages of having CoP-EL in senior Indian civil services are manifold:

- The community of communities will help enhance the learning for senior civil servants as they interact regularly, co-share and co-learn
- It will also help prepare civil servants to respond more rapidly to the new needs and challenges. This will reduce the efforts of re-inventing the wheel every time.
- It would also enable members to build and manage the knowledge they need in their organizations.
- It will deepen the whole-of -government and whole-of-society approach mindset in by enabling continued interactions and deliberations
- This will not bind them to any formal structures or protocols in the system and they can connect, interact informally sharing their stories
- It will promote lifelong learning and help create micro-learning ecosystems

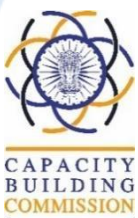
## What are we hoping to achieve?

Members of the network would be proud harbingers of innovative ideas, novel ways of solving public problems and will develop a repertoire of resources including stories, case studies, new tools to untangle dynamic challenges of today and tomorrow. CoP-EL would be able to achieve following objectives:

- a. To generate new knowledge in governance by collaborative learning
- b. To reaffirm the lessons learnt in public leadership and scaling up the same
- c. To reinforce de-siloed approach in governance across the sectors
- d. To produce trainers for the course of Exercising enlightened leadership and mentors to the next generation of leaders.

## How do we plan to implement it?

COP-EL will function in a hybridized version. An informal 2-tier structure will be in place where a regional network would form the first level of the platform with a quarterly set of activities planned. All the CTIs and ATIs (Administrative Training Institute) present in the region can actively participate in this program. At the top, the annual CMCTP would function as flagship event of CoP-EL to share collective learnings and experiences.





Every region would have a set of facilitators to guide and handhold the initiative. Activities are planned throughout the year, across the regions and culminating in the annual flagship event on the CMCTP program. Members can update themselves through reading materials shared by experts, periodic newsletters from the events which happened in the previous months, and informal meetings setup by the facilitators to share lived experiences, seek guidance from experts in space etc.

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| S. No | Regional Networks of CoP-EL   |
|-------|---|
| 1     | <b>North:</b><br>UTs (Union Territories) of J&K, Ladakh, Chandigarh, Delhi, Himachal Pradesh, Uttar Pradesh, Uttarakhand, Punjab, Haryana |
| 2     | <b>West:</b><br>Rajasthan, Gujarat, Maharashtra, Madhya Pradesh, UTs of Diu & Daman, Dadra, and Nagar Haveli                              |
| 3     | <b>South:</b><br>Karnataka, Telangana, Andhra Pradesh, Tamil Nādu, Kerala, UTs of Puducherry, Lakshadweep, Andaman & Nicobar              |
| 4     | <b>East:</b> Bihar, Jharkhand, Chhattisgarh, Odisha, and West Bengal  |
| 5     | <b>North-East:</b><br>Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura & Sikkim                                   |



The list of activities planned by CBC are given below:

| Level of Engagement                                | List Item  | Mode of Facilitation | Frequency  |
|--|--|----------------------|------------|
| All interested participants who are part of CoP-EL | Knowledge items: academic papers, articles, newsletters etc. | Email                | Monthly    |
| Regional communities                               | Meetups & knowledge sharing                                  | In-person            | Quarterly  |
| Across regional community                          | Informal meetups & experience sharing                        | In-person            | Year-round |
| All interested participants who are part of CoP-EL | Annual flagship event  | In-person            | Annual     |

CoP-EL is a social network amongst Indian Public administrators. It will identify city, regional and national champions in the space of exercising enlightened leadership. It would also build an assemblage of administrators who would exercise leadership, inspire others, and leave a legacy to the next generation of civil servants.