



# Leadership Assessment Toolkit

## Project description:

The unique moment of Amrit Mahotsav - 75 years of Independence provides an opportunity to celebrate our civil service for the many ways in which it has contributed to the nation's development and strengthened its social fabric. It is also a moment to reflect on how the civil service can better serve India's 140 crore citizens, especially as the challenges facing the country are growing ever more complex in the 21st century. This is an appropriate moment in the life of a Nation to pause, reflect and strategize on the approaches needed to shape its future, and prepare its civil services for the present as well as future challenges.

The paradigm shift to people-centric governance as outlined by Prime Minister Modi is no longer aspirational but is rapidly becoming a national imperative. Adapting to the challenges and building India requires new capabilities and a strong sense of purpose.

Public administrators and policymakers are passionate about building India and serving its citizens. 'India First - Citizen First' should be the mantra of civil servants. Officers who have served for 15 to 20 years in the government have acquired and contributed through exercising leadership and their entrepreneurial interventions in their respective organizations. A bunch of officers from this pool will rise to take leadership positions across the country to lead organizations and work on critical problems of the nation. The officers will transition to provide the vision and direction to the nation's progress.

Thus, finding the right fit for a leadership position is a critical intervention. Decision-making about assigning leadership positions or empanelling for leadership positions results from the interaction of administrative processes, the varied nature of diverse cadre services and systemic preferences. The findings of the toolkit will help add more objectivity to the decision-making process and help make the process better.

The leadership assessment toolkit for civil servants, or public administrators/policymakers will be able to

- a. Identify civil servants with potential for future leadership positions (*forecasting tool*)
- b. Identify gaps that can be addressed among civil servants to train them as future leaders along with an order of how skills can be acquired to achieve the same (*Capacity building planning tool*)
- c. Assess the fit between present role and ability or competencies (*matchmaking tool*)



The **assessment toolkit** will be able to benchmark an individual and evaluate 'where they stand today' on the desired parameters of civil service; or provide a blueprint to make them reach a desired capability, i.e., 'where one should reach'.

The outcome of the assessment toolkit is like a 'scientific horoscope' of an individual which can be accessed by a decision maker as well as the individual themselves. This report is a reflection of the individual's experiences or achievements, strengths, limitations, intrinsic motivation to serve as well as create impact. The unique feature of this 'scientific horoscope' is that the control of it lies with the individual and their ecosystem. The toolkit will assist in decision-making for providing opportunities based on the means and motive of the individual and for thinkers of the country to identify people for leading the efforts of building a future-ready India.

The leadership assessment toolkit will assess a civil servant through multiple lenses of a future-ready civil service:

- a. National priorities of India i.e., ease of living for the citizens, 5 trillion dollar inclusive economy, and Atmanirbhar Bharat
- b. Citizen centric governance - the tendency to serve and reach the last mile
- c. Using Emerging technologies to solve problems

A list of competencies that the toolkit will measure, and validate are:

Stakeholder management	Public Leadership	Lifelong learning
Foresightedness/ conceptual skills Futuristic thinking	Creativity and Innovation	Desire for Knowledge
Effective Negotiation	Ease of business	
Change Management	Collaboration	
Ethical conduct	Empathy	

The validation of the assessment made by the toolkit can be done through:

- I. 360 degree feedback mechanism
- II. Assessing performance data based on above set of competencies



The data has to be sought from all the relevant sources of different cadres.

In the next 12 months:	
Quarter 1: 3 months	Building the instrument with an expert partner
Quarter 2: 3 months	Pilot and validation with available pool of officers cross cutting different cadres, positions, states, gender
Quarter 3: 3 months	Outreach and deployment for the instrument with the relevant stakeholders
Quarter 4 onwards	Phase 1 implementation along with increasing reliability and validity of the instrument

Along with the leadership potential, the leadership assessment toolkit will also attempt to explore several fundamental questions, such as,

1. Can moral reasoning be measured?
2. How intrinsically an individual is motivated for contributing through public service?
3. How are they enabling a supportive managerial ecosystem for their peers and juniors?