

Inaugural Batch

of



(DEVELOPMENT OF ASPIRATION, KNOWLEDGE,
SUCCESSION & HARMONY)

A Leadership Program for Senior Executives of Public Sector Enterprises

by

Standing Conference of Public Enterprises

(An apex body of Public Sector Enterprises)

Capacity Building Commission

(Govt. of India)

with

McKinsey & Company India LLP

Knowledge Partner

Indian Institute of Management Ahmedabad

Academic Partner

**Building
Future-Ready
Leaders**



**Program Launch & Individual
Development Plan Phase**
April 2025 to June 2025*



**Learning
Journey**
July 2025 to March 2026*



**Post Program
Assessment**
September 2026*

PROGRAM PERSPECTIVE

Public Sector Enterprises (PSEs) have been the backbone of India's socio-economic progress, driving industrial growth, capital generation and creating employment opportunities. Contributing over 12% to the nation's GDP, CPSEs are pivotal in the growth of strategic sectors of our economy. As we navigate an era marked by volatility, complexity, and ambiguity, it is imperative to fortify the organizational capabilities of PSEs with agile leaders who can navigate the future with confidence and vision. To address this, Standing Conference of Public Enterprises (SCOPE) and Capacity Building Commission (CBC), Government of India, are launching the DAKSH Leadership Program. DAKSH is designed to elevate the leadership skills of senior management executives (GMs, CGMs, EDs, or equivalent), transforming them into dynamic leaders ready to ascend to Board-level positions,

to steer their PSEs through the future challenges and opportunities. DAKSH is not just another leadership program; it is the flagship initiative that unites senior executives from various PSEs on a shared platform for a comprehensive leadership journey. To ensure a robust foundation for enduring success, the inaugural cohort of DAKSH will be meticulously crafted and delivered by the McKinsey & Company and Indian Institute of Management Ahmedabad.

Join us to be a part of the founding batch and shaping the future of PSEs with DAKSH – where aspiration meets excellence, and leadership knows no bounds.

LEARNING OBJECTIVES

▶ A program specially designed to..



Develop future-ready leaders who can navigate uncertainty and drive long-term sustainable growth in an increasingly dynamic and complex world



Build capabilities to become an effective strategic leader with a global mindset and outlook



Provide a common platform for the senior executives to come together and undergo a comprehensive leadership journey while enabling cross-learning and collaborations.

KEY FEATURES

The Program would enhance capabilities in the field of:

-  **Leadership and Management**
-  **Behavioural Sciences**
-  **Technology and Innovation**
-  **Spirituality**
-  **Cognitive Science**
-  **Macro-economics**
-  **Geopolitics**
-  **Analytics**
-  **Corporate Governance**

PROGRAM STRUCTURE

DAKSH as a learning journey will continue for 18 months, with various stages including identification of attributes relevant for leaders to succeed, development of individual development plans, customised development journey and assessment. The participants will undergo the learning journey through the blended mix of various modules and immersions, customarily designed and delivered by leadership expert teams of McKinsey and IIMA.

MODULES OF THE LEARNING JOURNEY

1. Development of IDPs – Preparation of personalized individual development plan for each participant based on Assessment through Diagnostic Tools to enable comprehensive insight into their personality traits & potential drivers for motivation and growth.
2. Classroom Learning (6 Days) – Intensive leadership development sessions in IIMA Campus.
3. Leadership Immersion Program (3 Days) – Interactive Sessions with thought leaders based on different themes, providing learning and networking opportunities.
4. Outbound Training (2 Days) – Experiential team building outdoor activities to foster personal development and team culture.
5. Spiritual Experience (2 days) – Spiritual retreat to focus on stress management, emotional intelligence, well-being, resilience, communication and personal growth.
6. Industry Immersion within the country (2 Days) – Visits to industry settings for practical insights.
7. Thought Leaders' Seminar (1 day) – Provide exposure to thought leadership from industry leaders, other experts, and networking opportunities through speaker sessions, panel discussions, fire-side chats.
8. Live Action Learning Project (LALP) – A nine-month, hands-on initiative where participants collaboratively solve real CPSE challenges, applying leadership, analytical, and problem-solving skills.
9. Online/Digital Learning – Ongoing access to learning modules and resources. Anytime, anywhere access to learning through synchronous and asynchronous sessions.
10. Coaching – Coaching sessions (individual and/or group) for the participants focused on behavioural and business issues/topics covering key leadership competencies. Personalized sessions with certified coaches to help participants reflect on themselves, their situation and context, and identify new insights and actions to unlock potential, enhance well-being and improve performance.
11. International Immersion (8 days) – The International Immersion will provide exposure to global best practices, industry insights, advanced technologies, and competency development, grooming participants as future-ready leaders. Participants will visit renowned corporations to benchmark practices against global standards and gain direct insights from world-class organizations and institutions. The program includes immersive sessions with leading global organizations, experts, and corporate leaders, featuring industry speaker sessions, panel discussions, and case studies on success narratives.

DAKSH Learning Journey*

Month No.	Month (Tentative)	Module
1	April 25	Orientation Session Launch of competency assessments Access to Online Learning Platform
2	May 25	Preparation of Individual Development Plans (IDP) IDP Coaching Session 1 (Individual)
3	June 25	Launch of Live Action Learning Projects (LALP)
4	July 25	In-person Classroom Session @ IIM-A – 6 Days
5	August 25	Coaching Session 2 (Individual)
6	September 25	International Immersion in Europe – 8 Days (including 2 days of travel)
7	October 25	LALP Review 1
8	November 25	Integrated Spiritual Experience + Outbound training – 4 Days
9	December 25	Coaching Session 3 (Group)
10	January 26	Leadership Immersion Workshop + Thought Leadership Seminar + India Industry Immersion – 6 days
11	February 26	LALP Review 2 Coaching Session 4 (Group)
12	March 26	Program Reflections & Group Felicitation
18	September 26	Post Assessment

***Tentative: Timeline and sequencing for different components may undergo revisions, based on requirements as identified in IDPs.**

Organisation Profile

STANDING CONFERENCE OF PUBLIC ENTERPRISES (SCOPE)

Standing Conference of Public Enterprises (SCOPE), an apex body of Public Sector Enterprises (PSEs) is aimed to promote competitiveness and excellence amongst its members by enhancing their efficiencies and operational capacities. Over the years, SCOPE has developed into an Impactful, Innovative and Inspiring body focusing on four key pillars of Policy Advocacy, Programmes & Workshops, Capacity Building & Skill Development and Brand Building.

Nationally, SCOPE is closely associated with the Department of Public Enterprises, Ministry of Finance; Ministry of Labour and Employment, Ministry of Skill Development & Entrepreneurship, Ministry of Corporate Affairs, Capacity Building Commission and various other statutory and regulatory bodies.

Internationally, SCOPE has been representing employers' organizations on International Platforms including International Labour Organization (ILO); United Nations (UN); International Organisation of Employers (IOE) and Organization for Economic Co-operation and Development (OECD).

SCOPE has been collaborating with nationally and internationally acclaimed academic institutes, professional organizations for joint studies and research projects on several pertinent subjects.



CAPACITY BUILDING COMMISSION (CBC)

The Capacity Building Commission (CBC) is an independent body under Mission Karmayogi, the National Programme for Civil Services Capacity Building (NPCSCB), launched by the Government of India in September 2020. CBC is committed to driving transformation in civil services capacity building by ensuring standardization, harmonization, and quality enhancement of learning and development interventions across ministries, departments, and public sector institutions.

With a vision to foster a future-ready, agile, and high-performing civil service, CBC works to create an ecosystem where learning is continuous, structured, and aligned with national priorities.

The Commission's mandate includes facilitating the preparation of Annual Capacity Building Plans for various departments, ministries, and organisations. CBC also provides policy recommendations to the Department of Personnel and Training (DoPT) on personnel, HR, and capacity-building matters, conducts audits of human resources within the government, and approves knowledge partners and content validation mechanisms for civil servant training.

At central level CBC has collaborated with over 90+ ministries for creating their Annual Capacity Building Plan and is also collaborating with several state governments in providing support and guidance for curating their Capacity Building Plans (CBP). By leveraging technology, data-driven insights, and global best practices, CBC is working to create an adaptive and forward-thinking workforce capable of delivering efficient, transparent, and citizen-centric governance.



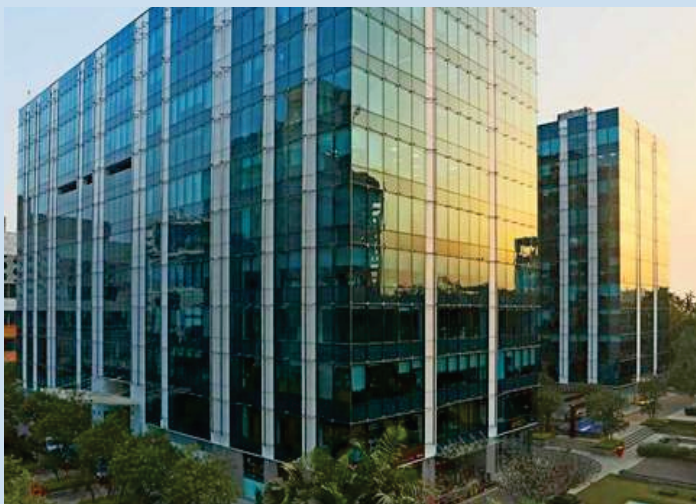
**CAPACITY
BUILDING
COMMISSION**

KNOWLEDGE & ACADEMIC PARTNER

The consortium of McKinsey & Company, ranked as number one Global Consulting Firm (Forbes-2023) and IIM Ahmedabad, ranked as number one management and Academic Institute in India (NIRF-2024) has been engaged as Knowledge & Academic partners respectively to design, develop and deliver the flagship and one of its kind Leadership Program – DAKSH. The resource-team of these two organisations bring together academic rigour & research backed case-studies, narratives of real experience with proven impact, deep understanding and experience of leadership development in global organisations including Indian PSEs.

McKINSEY & COMPANY

McKinsey is a global management consulting firm that offers professional consulting services to corporations, government bodies and other organisations. It is committed to helping organizations accelerate sustainable and inclusive growth. It works with clients across the private, public, and social sectors with a focus to solve complex problems and create positive change for all stakeholders. It aims to combine bold strategies and transformative technologies to help organizations innovate more sustainably, achieve lasting gains in performance, and build workforces that will thrive for this generation and the next.



IIM AHMEDABAD

IIMA is considered as the Pioneer in Management Education and Research in India and one of the most prestigious business schools in the world. It has been accorded the status of an Institute of National Importance by the Ministry of Human Resources, Government of India in 2017. Established in 1961, the institute offers master's degree programs in management and agri-business management, fellowship programs and a number of executive training programs. IIMA has been instrumental in influencing the business landscape of the country, with the highest proportion of BSE 500 CEOs (who have an MBA) coming from IIMA. The institute also has various collaborations and partnerships with world leading organisations for research, management consulting and leadership development through distinctive and effective pedagogy.



NOMINATION

Limited seats are available for participation of Top/Senior Executives and hence nominations should reach SCOPE latest by 17th March 2025 by email to **daksh@scopeonline.in** as per the qualifying criteria mentioned below. Nominations would initially be accepted on a provisional basis and later confirmed on receipt of program fees on or before 31st March 2025.

Qualifying criteria:

1. Minimum years of service left

Level (or equivalent)	Minimum years of Service left
General Manager	7
Chief General Manager	5
Executive Director	3

- Applicants at General Manager Level must have served for a minimum of one year in their current Grade/ Payscale.
- PSEs may design additional criteria for selection and nomination of Executives with extra-ordinary performance ratings in the past 3 to 5 years and those who have been identified as High Potential or part of Succession Planning for the Organisation.

PROGRAM FEES

Program fee per participant is Rs. 12.7 lakh (Rupees twelve lakh, seventy thousand) + applicable GST. It covers (a) Boarding & Lodging for all the immersions mentioned in the learning journey (b) organizational expenses related to conference facilities (c) course pack (d) collaboration with Knowledge Partners and other partnering organisations / institutes in India (e) license fees of online / digital learning platform (f) coaching sessions (g) local visits during overseas tour and related administrative arrangements.

All other expenses (viz. Air Travel , Visas, Insurance etc.) towards all Domestic & International Immersions have to be borne by participants/ organisations directly.

BANK DETAILS

Payment of program fees is to be made by one single cheque / demand draft drawn in favour of Standing Conference of Public Enterprises, New Delhi or through NEFT/RTGS as per details:

A/c Name: Standing Conference of Public Enterprises
Bank Name: Bank of Baroda
Branch Address: SCOPE Complex, Lodhi Road, New Delhi.
Account Type: Savings
Account Number: 72870100000794
IFSC Code: BARB0DBSCOP (5th digit is zero)
PAN: AAPFS7390N
NGST: 07AAPFS7390N1Z7

CONTACT DETAILS
 daksh@scopeonline.in

Ms. Pooja Singh, Sr. Manager, SCOPE
 pooja@scopeonline.in
 +91-9015486472

Mr. Nishant Kumar, Sr. Manager, SCOPE
 nishant@scopeonline.in
 +91-9953046060



Daksh

Elevating Excellence, Igniting Innovation



CAPACITY BUILDING
COMMISSION

McKinsey
& Company



Signing of Agreement



Daksh

(Development of Aspiration, Knowledge, Succession & Harmony)

A Leadership Program for Senior Executive Manages

between

STANDING CONFERENCE OF PUBLIC ENTERPRISES (SCOPE) & CAPACITY BUILDING COMMISSION (CBC)

with

McKINSEY & COMPANY

& INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

at

LODHI ROAD, NEW DELHI



Agreement being signed by Shri Atul Sobti, Director General, SCOPE; Shri S.P. Roy, Jt. Secy., CBC; Prof. Saral Mukherjee, Chairperson, Executive Education, IIM Ahmedabad; Shri Amit Khera, Senior Partner, McKinsey in the presence of Shri Adil Zainulbhai, Chairman, CBC, Shri Sandeep Kr. Gupta, Chairman, SCOPE.



STANDING CONFERENCE OF PUBLIC ENTERPRISES

1st Floor, Core-8, SCOPE Complex, 7- Lodhi Road, New Delhi-110003

Ph: +91-11-24369740, 24362604 | E-mail: daksh@scopeonline.in



pr_scope



PrSCOPE



OrgSCOPE



PSUSCOPE



SCOPE



scopeonline.in