

Second Batch

of



Daksh

(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

Egon Zehnder

Knowledge Partner

Indian Institute of Management Indore

Academic Partner



**Program Launch & Individual
Development Plan Phase**

January 2026
to March 2026*

Learning Journey

March 2026 to
November 2026*

**Post Program
Assessment**

May 2027*

*Tentative

PROGRAM OBJECTIVE

Public Sector Enterprises (PSEs) have long served as the cornerstone of India's socio-economic development driving industrial advancement, generating capital, and creating large-scale employment opportunities. With a contribution of over 12% to GDP, CPSEs continue to play a pivotal role in the growth of strategic sectors of the economy and to continue this growth journey, it is imperative that PSE leaders are trained to lead their organizations in the next era marked by volatility, complexity and ambiguity.

In this context, Standing Conference of Public Enterprises (SCOPE) and Capacity Building Commission (CBC) have come together to develop a Leadership Program for CPSEs called DAKSH with an objective to enhance the leadership competencies of high-potential executives at Senior Management level who are expected to take-up Board-level leadership positions in next few years, thereby creating a talent-pool of future-ready leaders.

Fostering future ready leaders and unlocking their potential to enhance their effectiveness as builders of the nation.

This program is aimed at enhancing the strategic and leadership skills of senior executives (GMs, CGMs, EDs, or equivalent), equipping them to evolve into dynamic, future-ready leaders poised to take on Board-level responsibilities and beyond. Building on the remarkable success of the first batch of DAKSH, we look forward to continue this inspiring leadership journey with the same momentum and its impact in the second batch.

LEARNING OBJECTIVES

- **Empowering the Leadership Capabilities:**
Empower the next generation of visionary leaders with strategic thinking, strong communication skills, and the ability to drive meaningful transformation
- **Building a collaborative Leadership Ecosystem:**
Promote cross learning and exchange of best practices to support development of future ready leaders.
- **Developing Agile and Resilient Leaders:**
Ensuring a talent proof of well-equipped future ready leader to navigate complexities of dynamic environment.

KEY FEATURES



Leadership and Management



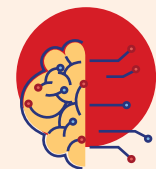
Behavioural Sciences



Technology and Innovation



Spirituality



Cognitive Science



Macroeconomics



Geopolitics



Analytics



Corporate Governance

PROGRAM STRUCTURE

DAKSH is envisioned as an 18 months transformative learning journey. It encompasses various interventions including formulation of individual development plans, customised development journey and assessment. The participants will engage in a blended approach consisting of diverse modules and immersive experiences, thoughtfully designed and delivered by leadership experts from Egon Zehnder and IIM Indore.

MODULES OF THE LEARNING JOURNEY:

- **Development of IDPs –**
Crafting tailored Individual Development Plan for each participant through Diagnostic Assessment offering deep insight into personality traits to support leadership growth.
- **Classroom Learning (6 Days) –**
Intensive in-person sessions at IIM Indore, designed to strengthen core leadership capabilities through interactive and experiential methodologies.
- **Leadership Immersion program (3 Days)–**
Engaging sessions with domain experts to build leadership competencies across spectrum of strategic and contemporary themes.
- **Outbound Training (2 Days)–**
Hands on team-based activities in outdoor setting aimed at fostering team dynamics and individual leadership development.
- **Spiritual Experience (2 Days) –**
A reflective retreat focussed on nurturing emotional intelligence, inner resilience, mindful communication and holistic personal well-being.
- **Industry Immersion within the country (2 Days) –**
On sight visits to leading industry environment for real time exposure to operational best practices and sector specific insights.
- **Thought leaders’ seminar (1 Day) –**
Direct interaction with prominent thought leaders and industry experts through speaker series, fireside chats and knowledge sharing sessions.
- **Live Action Learning Project (LALP) –**
A 9 months collaborative, real-world project encouraging participant to address strategic challenges by applying leadership theories in practice.
- **Online/Digital Learning –**
Continuous access to self-paced and instructor lead virtual modules offering flexible learning through both synchronous and asynchronous methodologies.
- **Coaching –**
Individual and group coaching engagements with certified professionals to support behavioral transformation, self reflection and the development of key leadership competencies.
- **International Immersion (8 Days)–**
International exposure through visit to various renowned Global Institutions and organizations, offering insights into cutting edge practices, innovation eco-systems, and global business strategies.



Inaugural Batch of DAKSH at their classroom intervention.

DAKSH Learning Journey*

Month No.	Month (Tentative)	Modules
1	January 2026	Orientation Session Launch of competency assessments Access to Online Learning Platform
2	January - February 2026	Preparation of Individual Development Plans (IDP) IDP Coaching Session 1 (Individual)
3	February 2026	Leadership Immersion Workshop + Launch of Live Action Learning Projects (LALP)-3 days
4	March 2026	Coaching Session 2 (Individual)
5	April 2026	In-person Classroom Session @ IIM Indore - 6 Days
6	May 2026	LALP Review 1
7	June 2026	International Immersion in Europe – 8 Days (including 2 days of travel)
8	July 2026	Coaching Session 3 (Group)
9	August 2026	India Industry Immersion – 3 Days
10	September 2026	LALP Review 2 Coaching Session 4 (Group)
11	October 2026	Integrated Spiritual Experience + Outbound training – 4 Days
12	November 2026	Thought Leadership Seminar + Program Reflections & Group Felicitation
18	May 2027	Post Assessment

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

ORGANIZATIONAL PROFILE

STANDING CONFERENCE OF PUBLIC ENTERPRISES (SCOPE)

Standing Conference of Public Enterprises (SCOPE), an apex body of Public Sector Enterprises (PSEs) was formed in 1973, aiming to promote competitiveness and excellence amongst its members by enhancing their efficiencies and operational capacities with the help of conducive policies and strategies. SCOPE with its recent novel initiatives, has developed into an Impactful, Innovative and Inspiring body focusing on four key pillars of Policy Advocacy, Programs & 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 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 Organization 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 pertinent subjects.



CAPACITY BUILDING COMMISSION (CBC)

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, harmonisation, 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.

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 second batch of DAKSH is being designed and delivered by leveraging the combined strengths of two eminent organizations — Egon Zehnder, a globally acclaimed leadership advisory firm, and IIM Indore, one of India’s foremost management and academic institutions — engaged as the Knowledge Partner and Academic Partner, respectively.

Egon Zehnder

Egon Zehnder is the world’s preeminent leadership advisory firm, inspiring leaders to navigate complex questions with human answers. Its vast, global and diverse industry experience provides great insight to help organizations get to the heart of their leadership challenges. Egon Zehnder believes that true leadership is built on a strong foundation of purpose that allows leaders to align their truest personal and professional selves in service of their organizational roles while creating lasting impact and legacy. Its work with diverse organizations in public, private and social sectors, has helped them in the discovery, development and transformation of leaders across generations. Egon Zehnder’s own purpose aligns with the core objective of the project to ‘create leaders for a better world’.



IIM Indore

The Indian Institute of Management Indore (IIM Indore), established 28 years ago, is a premier business school located on a sprawling 193-acre campus. It is one of only three institutions in India to hold Triple Crown accreditation, reflecting its commitment to excellence. IIM Indore is ranked 3rd in India and 61st globally for its Executive Education (Open) programs, and 4th in India 85th globally for Customized Executive Education. As a leader in management education, IIM Indore effectively interfaces with industry, government sectors and public sector undertakings (PSUs), preparing participants to excel in a dynamic business environment.



NOMINATION

Limited seats are available for participation of Top/senior Executives and hence nominations should reach SCOPE latest by 22nd December 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 December 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 Organization.

PROGRAM FEES

Program fee per participant is Rs. 12.7 lacs (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 and International Immersions have to be borne by participants/organizations 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
GST: 07AAPFS7390N1Z7

CONTACT DETAILS

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Elevating Excellence, Igniting Innovation



Agreement for DAKSH being signed by Shri Atul Sobti, Director General, SCOPE; Shri S.P. Roy, Joint Secretary, CBC; Prof. Himanshu Rai, Director, IIM Indore; and Shri Rahul Rana, Partner, Egon Zehnder for the second batch of the program.



STANDING CONFERENCE OF PUBLIC ENTERPRISES

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