

Government of India  
Ministry of Personnel, Public Grievances and Pensions  
Department of Administrative Reforms and Public Grievances  
National Centre for Good Governance

## **INAUGURAL ADDRESS**

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### **INSA-NCGG PROGRAM ON LEADERSHIP DEVELOPMENT IN SCIENCE & TECHNOLOGY**

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## **INAUGURAL ADDRESS AT THE INSA-NCGG LEADS PROGRAM**

Respected Prof Ashutosh Sharma ji, President INSA, Prof Indranil Manna, Vice President INSA, Prof Jayant Singh, IIT Kanpur, Dr. Brajesh Pandey, Executive Director INSA, Distinguished Participants of the INSA-NCGG LEADS program,

At the outset, I thank Prof Ashutosh Sharma, President INSA for inviting me to share my thoughts in the inaugural session of the INSA-NCGG “Leadership Development in Science & Technology” program today. The first such joint program was successfully conducted from July 12-18, 2023 in INSA. Buoyed by the success, the INSA-NCGG leadership team in collaboration with CSIR, DST and other scientific departments, curated the second INSA-NCGG LEADS program from April 1-7, 2024. This will be the first of 3 such programs in 2024-25.

The INSA-NCGG LEADS program lays down a futuristic model of governance representing far reaching administrative reform in the Amrit Kaal period. The INSA-NCGG joint program of LEADS has gained considerable momentum following deliberations between NCGG, INSA and CSIR that every scientific organization needs to nurture and develop leadership which understands their governance models and can provide institutional strength and coherence. LEADS represents an administrative best practice where free-exchange of views has been possible. Team building exercises of similar nature can also be held in scientific organizations to promote leadership skills, camaraderie and inter-personal relations. These efforts will contribute in building institutions to achieve the Government’s stated goal of VIKSIT BHARAT@2047.

My own working with Scientific Organizations, emanates from my years as Secretary Science & Technology, in Government of Rajasthan and as Deputy Director Administration AIIMS. It is important to recognize that successful leadership models for scientific organizations are based on similar principles of administrative organizations – coordination and communication skills, deep understanding of institutional legacy, people and legislation and decision making skills to usher in transformative reforms. My success as an administrator in the Department of Science & Technology was based on establishing communication links with GOI Departments dealing with the subject and extending that chain of communication to the lower formations of the Department in conceptualizing new policy paradigms. In the AIIMS, technology adoption, deep understanding of organizational history/ legislation and inter-personal relations enabled a futuristic and conducive work environment. There exist several areas where outstanding leadership in Science and Technology has been witnessed: The clean beach campaign of Ministry of Earth Sciences, Science Clubs in Schools led by Department of Science & Technology, INSPIRE Awards for Innovation led by Department of Science & Technology,

S.S.Bhatnagar Awards of CSIR, Biotechnology policies in States and funding of extramural research projects by Department of Biotechnology which have benefitted thousands of science doctorates.

In the Chintan Shivir deliberations of Ministry of Personnel, Public Grievances and Pensions on February 17-18, 2023, *the Hon'ble Prime Minister shared his vast experience in governance, urged officials that impersonal governance models need to find life through deep personal commitment. This could be achieved through personal interactions, spending time together to think about common good and seeking to find happiness in every job assigned.* The corollary is that lack of commitment, inability to work in teams, inertia at work place results in institutional decay. The Hon'ble Prime Minister further said *"every official must participate in the chintan shivir and provide feedback"*. Hon'ble Prime Minister advised that officials should familiarize themselves with the use of AI in modern day governance and grievance redressal.

Each participating official may present a 250-word writeup on expectations from the INSA-NCGG LEADS program which can be shared on the flip boards in the later stages of the program and discussed in the valedictory session on fulfilment of expectations. One of the major objectives is to translate the lessons learnt from the INSA-NCGG LEADS program into institutional governance models of Scientific Organizations.

- i. *Transforming Impersonal Models of Governance into Live/ Vibrant Models:* Institutions tend to rise and fall with individuals and leadership is critically important. Higher institutional energy exists when the governance models were marked by inspired leadership rather than insipid leadership. The leadership team must play a key role enabling institutional growth through workshops, working group meetings, webinars, conferences, symposia and publications. In my tenure as Deputy Director Administration at AIIMS from 2014-17, I recall Prof P.N.Tandon saying the institutional energy in AIIMS under Dr. Ramalinga Swamy was phenomenal. Institutional Leadership is based on the principles of delayering decision making, delegation of financial and administrative authority, adoption of technology and clarity in roles.
- ii. *Improving Inter-Personal Relations in Scientific Organizations:* The INSA-NCGG LEADS program is a good way to improve and build horizontal relations. Travel and conferences enable bonding, *"What is not inspected is not done"* said A.D.Gorwala in 1951 and introduced weekly Senior Officers Meetings in Central Secretariat. Horizontal linkages can enable a reduction in supervisory oversight. Further it can reduce organizational conflict and needless tensions at work.

- iii. *Finding happiness in the work place*: Officers need to find happiness in every job assigned to them. Take immense pride in achievements of the organization. Finding happiness at work place is a critical element of successful institutional leadership.
- iv. *AI in Governance*: AI in governance needs to be better understood, and benefits should be incorporated. Successful AI based models need to be created to enable government officials to handle big data with comprehensive analytics platforms.

A lot of responsibility and trust was reposed on each one of the participating officials to reinvent and rediscover themselves and find the motivation to continue their outstanding work in Government.

Please accept my good wishes as we embark on this challenging policy endeavor of the 2<sup>nd</sup> INSA-NCGG LEADS program.

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