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## **Example 6: Management Development Workshop for Senior Diplomats**

### **Background**

Senior Diplomats in the Ministry of External Affairs are required to work under intense pressure and predominantly work alongside a whole range of stakeholders which include but are not limited to politicians, media personnel, public administration and the international bureaucracies as well. These senior officers go through a mid-career training to enhance their capabilities to focus on issues of leadership, strategy, change management and innovation.

This Programme was designed for senior diplomats and joint secretary level officers of the Indian Foreign Service.

### **Programme Design**

The senior diplomats and joint secretary level officers are experienced in a wide variety of issues relating to economic, social, political and international issues as they relate to the Indian context. The workshop had two pronged objectives: to enhance the management capabilities in the context of their challenging work; and to provide officers with an awareness, exposure and insight to key aspects of the Indian economy.

Faculty sessions were complemented with industry speaker sessions to ensure the delegates were able to reap high levels of learning targeted at the individual personnel and strategic thinking level.

The 6-day Programme was structured as follows.

#### **Theme 1: Leadership**

The sessions within this theme focused on issues such as:

- Leadership as a process; self awareness
- Leading in a crisis – the courage to lead and taking tough decisions
- Leading change
- Influencing and communicating change
- Power and Influence
- Political intelligence versus playing politics
- Managing your peers

Industry speaker sessions on these days focused on developments and issues in the following areas:

- Public Private Partnerships
- Micro Finance
- Indian Financial Markets
- Solid Waste Management
- Seed Technology and Food Security
- Agricultural Supply Chain

#### **Theme 2: Economic Diplomacy**

The sessions of the day focused on issues that related to the following:

- Multilateral trading system: India in the WTO
- Economic Diplomacy and Coalition Building: Lessons from the Doha Round

Industry speaker sessions on the day focused on:

- Economics of investment in the Infrastructure sector
- Investment policies
- Global financial markets
- Issues in attracting funds from global markets

### **Theme 3: International Trade and RTAs**

The sessions of the day focused on issues that related to the following:

- Economic and strategic benefits of entering into trade agreements
- Assessing impacts from trade agreements through established frameworks
- Using trade agreements for strategic leverage

Industry speaker sessions on the day touched upon:

- Entrepreneurship in the Indian context
- Global imbalances debate
- Economic diplomacy

### **Theme 4: Managing Complexity**

The sessions of the day focused on issues that related to the following:

- Developing the ability to manage complexity
- Use of Strategy maps for decision making
- Using conceptual thinking to address complexity

To complement the session on complexity, the industry speaker sessions focused on:

- Intellectual Property Rights (IPR) and Issues
- IPRs in the context of WTO
- IPRs issues in the Pharmaceutical sector
- Patents and Trademarks
- Country Branding

### **Theme 5: Scenario Planning – Long Term Planning under Uncertainty**

The sessions of the two days focused on issues that were targeted at:

- Learning from the future
- Shifts in country models for 2010 and 2020
- Powerful way to design India's ideal future
- Defining India in 2020
- Use of action scenarios

Industry speaker session touched upon the economics of investment in the Energy sector.

### ***Programme Delivery***

To ensure sufficient faculty-student interaction and effective learning, pedagogies used in delivery of the Programme were:

- Interactive and group discussions;
- Readings, case studies;
- Lectures, power point presentations;
- Audio visual tools including video clips; and
- Self evaluation tools

### ***Impact***

The Programme was received very positively by the participants. Participants found the exposure to lateral thinking, thinking ahead, leadership and change concepts very useful and hoped to implement some of these newly learnt concepts to their daily work at MEA. This Programme has been highly popular and is in its fourth year.