Capacity Building Commission, in partnership with DIPAM, organises One-Day Workshop on 'Enhancing Leadership Communication Skills for CPSEs' Executives'

Emphasises strategic role of communication in enhancing CPSE performance and Investor Relations

Focus on experiential learning, simulations, and industry insights to strengthen CPSE market positioning

As part of Karmayogi Sadhana Saptah 2026, the workshop aligned with Mission Karmayogi and Vision Viksit Bharat 2047

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As part of the 5th day of Sādhana Saptah, and in alignment with the spirit of the three sutras — **Technology, Tradition, and Tangible Outcomes** — The **Capacity Building Commission (CBC)**, in partnership with the **Department of Investment and Public Asset Management (DIPAM), Ministry of Finance,** Government of India, organised a **One-day workshop on Enhancing Leadership Communication Skills for CPSEs' Executives'**. The workshop brought together senior policymakers, CPSE executives, market analysts, and domain experts to deliberate on strengthening investor communication as a strategic driver of organisational performance and value creation. The knowledge partners for the workshop were EY and Initium Productions.

The workshop was conceptualised to build capacities of CPSE executives in effectively managing investor relations in a rapidly evolving global financial landscape. It aimed to provide participants with practical tools, frameworks, and real-time insights on communication strategies, stakeholder engagement, and market expectations, in alignment with the broader vision of **Mission Karmayogi** and *Viksit Bharat 2047*.

Inaugural Session

Delivering the welcome address, **Dr. Alka Mittal**, **Member (Administration), Capacity Building Commissio**n, set the context for the day by underscoring the critical importance of effective financial and business communication in CPSEs. She highlighted **that investor communication is emerging as a strategic pillar influencing both performance and growth**, particularly in the context of India's development trajectory. She emphasised the **importance of clarity, credibility, and consistency** in corporate messaging, and noted that effective communication plays a pivotal role in shaping investor perception and confidence.

Adil Zainulbhai, **Former Chairman, Capacity Building Commission**, emphasised the importance of experiential learning and peer engagement. He encouraged participants to approach the workshop as a platform **for "learning by doing",** highlighting that hands-on practice, collaboration, and continuous interaction are essential for developing effective communication skills. He also underlined that such competencies contribute significantly to both professional and personal development.

In his opening remarks, **Arunish Chawla**, **Secretary, DIPAM, Ministry of Finance**, highlighted the growing significance of investor communication in the context **of evolving geo-economic realities and increasingly complex market structures**. He noted that CPSEs must be equipped to effectively manage **and modulate investor expectations**, and that robust communication frameworks are essential for enhancing transparency, credibility, and long-term value creation.

Technical Sessions and Panel Discussions

The workshop featured a detailed **classroom session on Investor and Leadership Communication**, which provided participants with a structured understanding of how investor communication should be designed and delivered. The session covered key elements such as the architecture of effective communication, best practices and common pitfalls (do's and don'ts), strategies for handling crisis communication, and the emerging role of Artificial Intelligence in enhancing communication with investors. The session emphasised the need for strategic alignment between organisational messaging and market expectations.

A panel discussion on *"The PSU Renaissance: Re-rating, Re-rating Fatigue, or Something in Between?"* brought together **eight leading analysts from prominent global private sector firms**, who shared insights on market perceptions of CPSEs, evolving valuation trends, and the factors influencing investor sentiment. The discussion provided a nuanced understanding of how CPSEs are positioned in the current market landscape and the opportunities and challenges associated with their re-rating.

This was followed by a **simulation-based breakout session**, designed to translate learning into practice. Participants were divided into small groups of CPSE executives, forming **five teams**, and engaged in structured exercises focused on developing and presenting communication strategies.

The session included the **first round of presentations**, where each group presented its approach and received **live, real-time feedback from experts and analysts**, enabling iterative learning and refinement of communication strategies.

In the post-lunch session, a second panel discussion on ***"The Invisible Scorecard: What Analysts Actually Look for Before a PSU Enters Their Portfolio"*** was conducted, moderated by **Diwakar Pingle**. The session provided deep insights into the implicit evaluation criteria used by analysts, highlighting the qualitative and quantitative parameters that influence investment decisions, and underscoring the importance of transparency, consistency, and strategic messaging.

Session on 'Bringing it Together'

In the concluding technical session, participants presented their **final communication strategies** to the panel led by **Arunish Chawla** (Secretary, DIPAM), and comprising of senior leaders **Dr. Alka Mittal** (Member, CBC), **Dr. Nalin Shinghal** (Former Chairman, BHEL), and **Atul Sobti** (Director General, SCOPE). These presentations reflected the consolidation of the day's learning, incorporating feedback from earlier sessions and demonstrating improved clarity, structure, and strategic alignment.

As part of the concluding reflections:

- **Arunish Chawla** provided feedback based on his extensive experience, drawing from DIPAM's ongoing market engagements and international interactions, and offered practical suggestions to further strengthen communication approaches.

- **Atul Sobti** shared valuable insights and practical guidance based on his extensive experience, while tracing the evolution of investor communication in India from the post-liberalisation (LPG reforms) era to the present, highlighting its increasing strategic importance in today's market environment. He also emphasised on the need for continuous learning, adaptability, and proactive engagement with stakeholders.
- **Dr. Nalin Singhal** appreciated all the participants, and congratulated the Capacity Building Commission and DIPAM for a timely and relevant workshop, noting its importance in making CPSEs future-ready. He underscored the need for **CPSEs to proactively guide investors** through structured communication , **ensuring frequency and continuity in engagement**, and adopt **standardised uniform formats for financial disclosures** to enhance transparency and investor confidence.

Conclusion

The workshop marked a significant step towards strengthening investor communication capabilities within CPSEs and reinforcing their role in India's growth story. By combining conceptual clarity with practical application, and leveraging insights from industry experts and policymakers, the initiative reflects the Government's commitment to building a future-ready, agile, and high-performing public sector ecosystem aligned with the vision of **Viksit Bharat 2047.**


Karmayogi Sādhana Saptah
Workshop on Enhancing Leadership Communication Skills of CPSES Executives
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