

1. Emotional Intelligence is the difference that makes the difference. Comment.

Introduction

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. The term was coined by two researchers – Peter Salovey and John Mayer in 1990 but got popular in 1996 from Dan Goleman's book

Body

- Emotional intelligence is an intangible force that influences our ability to navigate our behaviours and social complexities through communication and decision-making. Emotionally intelligent people are highly persuasive and articulate with their use of words.

"The emotional brain responds to an event more quickly than the thinking brain"
Daniel Goleman

Emotional intelligence consists of four attributes:

1. Self-awareness – Recognizing one's own emotions and how they affect our thoughts and behavior, knowing our strengths and weaknesses, and having self-confidence.
2. Self-management – Being able to control impulsive feelings and behaviors, manage our emotions in healthy ways, taking initiative, following through on commitments, and adapt to changing circumstances. Life-work balance is important
3. Social awareness – One can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
4. Relationship management – Knowing how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Furthermore, emotional intelligence is made up of above four core skill areas, with two primary competencies: personal competence and social competence.

- Personal competence consists of self-awareness and self-management of our emotions.
- Social competence concerns relationship management and social awareness for human communication and interactions with others.
- In the context of leadership, emotional intelligence could be the difference between good and great leadership. Leaders with high emotional intelligence have a strong self-awareness of their emotions to better communicate, influence and motivate others to take action.

- 90% of the top performers are high in emotional intelligence, with a higher average income per year and 20% of low performers were high in emotional intelligence. Emotional intelligence also accounted for up to 60% of the job performance for supervisors through CEO's.
- Importance of Emotional Intelligence in Civil Services-
 - a. **For Targeting Policies better:** Bureaucrats need to know emotions, moods and drives of persons at whom public policy is targeted for better acquaintance with the nature of problems in society and their possible solutions.
 - b. **For motivating subordinates:** EI helps a person in comprehending emotions of others, thus an emotionally intelligent civil servant can motivate his/her subordinates towards a particular goal.
 - c. **For Decision making:** EI helps in recognizing such emotions that are unrelated to any specific problem and not allowing them to be influential to the final result.
 - d. **Better Communication:** An Emotionally Intelligent civil servant will be able to communicate policies better. Also, the person will be able to foster a healthy relationship with subordinates.

Conclusion

When it comes to happiness and success in life and work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence helps people build stronger relationships, succeed at work, and achieve their career and personal goals, which makes it different from other aspects.

2. What is self-awareness? How does it help an individual in dealing with day to day issues? Examine.

Introduction

David Goleman defines self-awareness as “knowing one's internal states, preference, resources, and intuitions”. It is the awareness of the self - including thoughts, experiences and abilities. A person with self-awareness possess high emotional intelligence which is a prerequisite for success.

Body

Helping individual in dealing with day to day issues:

- Knowing one's strength and weakness: self-awareness helps an individual in picking up the tasks analyzing one's capacity to deliver. E.g. A child picking up his talent. For instance, Sachin Tendulkar knew cricket was his strength rather than studies.

- Controlling one's emotions: self-aware people tend to act consciously. When one is aware of the emotions which make him/her weak, he/she can control the same and act consciously. E.g. A civil servant/ a celebrity not losing temper on provoking questions by media.
- Anticipation of situations and influence: A higher level of self-awareness enables us to better predict how certain future situations will influence our state of mind. E.g. if one is aware that flattery excites him/her, actions out of excitement can be controlled beforehand.
- Better understanding the emotions of people around: It helps us in grasping the emotions of the persons we know. This also has positive influence on people around us. Thus, the situations are better handled. E.g. anticipating the reaction of public after the repeal of Article 370 and taking appropriate measures.
- Better deal with the external factors which can't be controlled: Self-awareness helps one to embrace the reality and helps in maintaining optimism and keep away negative influences. E.g. a person struck in heavy traffic on which he/she can do nothing about it but at least stay calm instead of being agitated or frustrated which might ruin his/her day.
- Controlling actions: self-awareness helps in taking effective decisions with awareness about good and bad for oneself. E.g. though watching movie is relaxing, marathon watching in Netflix is harmful. A self-aware person would know when to stop.

In the same way, Self-awareness is advantageous for a civil servant to handle media, handle petition-givers, protestors, elected representatives and so on and is an essential component of emotional intelligence.

Conclusion

"Self-awareness gives you the capacity to learn from your mistakes as well as successes. It enables you to keep growing". Self-improvement will not happen without self-awareness. Self-awareness allows us to be conscious of conditioning and preconceptions of the mind, which can form the foundation of freeing the mind from it.

3. What are social skills? How are they helpful in the administrative functioning of a civil servant? Examine.

Introduction

"Good communication is the bridge between confusion and clarity" – Nat Turner
Social skills are the skills we use to communicate and interact with each other, both verbally and non-verbally, through gestures, body language and our personal appearance.

Body

A good relationship starts with a good communication. Civil servant at the forefront empowered with public resources must be an effective communicator for its effective and efficient utilization and bring transformative change in the society.

The important social skills identified by the Employment and Training Administration are:

- Coordination – Adjusting actions in relation to others' actions.
- Mentoring – Teaching and helping others how to do something (e.g. a study partner).
- Negotiation – Discussion aimed at reaching an agreement.
- Persuasion – The action or fact of persuading someone or of being persuaded to do or believe something.
- Service Orientation – Actively looking for ways to evolve compassionately and grow psycho-socially with people.
- Social Perceptiveness – Being aware of others' reactions and able to respond in an understanding manner

Social skills helpful in the administrative functioning of a civil servant

- Negotiation: an important role of a civil servant is to negotiate with various stakeholders E.g. Diplomacy by foreign secretary, trade deals with private companies etc., an effective communication builds rapport and helps in achieving the goal.
- Inter-department coordination: A civil servant usually heads a department which works in coordination with other departments. A positive attitude with effective communication will help achieve timely coordination and thus help attain synergy. Lack of communication leads to inefficiency and grave mistakes. E.g.
 - Aspirational district prog requires synergy of central, state and district officers' efforts and effective communication is a key.
 - Lack of communication and coordination between intelligence agencies led to Mumbai terror attack.
- Public persuasion: a civil servant would only be as successful as the public allow him/her to be. An effective communicator will gain public trust and implement the policies and programmes with effective public participation. A civil servant has to hold awareness campaigns, seminars etc., to bring awareness among public and effective communication is a sine qua non.
- Financing: The resource allocation is only as effective as the persuasive ability of the civil servant which is contingent of effective communication.
- Intra-department relationship: the morale of the entire department is dependent on the civil servant. An effective communication by the one heading the department would bring clarity, commonality among the workers and hence boost the morale.
- Persuasion of Public representatives: A minister/ a elected representative is the ultimate authority in approval of projects and scheme. A good

communication would help the civil servant to build rapport and sanctions development projects for his/her department.

Conclusion

Social skills, though being an important determinant of our social well-being and success, must be combined with a sense of reality and a socially responsible self-conscience to make sure that the social success is not achieved at the price of personal satisfaction. Stephen Covey observes 'the art of communication is the language of leadership'

4. What do you understand by 'self-management' in the overall discourse of emotional intelligence? What is its significance? Illustrate.

Introduction

'Self-management' in the overall discourse of emotional intelligence refers to the skill of effectively managing one's own emotions.

Body

Self-management involves:

- Self-control – managing one's disruptive impulses. Being able to diminish the longevity of unpleasant emotions such as anger, frustration or anxiety so that you move through them quickly.
- Trustworthiness – maintaining standards of honesty and integrity
- Adaptability – handling change with flexibility. Being able to move from one emotion to another as required, so you have more choice over the emotions you feel at any given time.
- Innovation – being open to new ideas
- Consciousness – being conscious. Being able to reduce the occasions on which unpleasant emotions occur, so that you experience emotions such as irritation, resentment or helplessness less often.

Techniques to regulate emotion –

- Engaging one's senses – listening to music, going to gym, reverse-counting
- Yoga and meditation – training the mind to connect with inner selves
- Laughing therapy
- Use of humor
- Feel energized, not angry: Use what others call "anger" to help feel energized to take productive action.

- Avoid people who invalidate you. While this is not always possible, at least try to spend less time with them, or try not to let them have psychological power over you.

Significance of self-management

- Happy state of mind – working as per message of Karl Barth, “Joy is the simplest form of gratitude”.
- Satisfied and contented - due to control of negative emotion of greed and hedonism.
- Positive attitude – despite unfavorable conditions.
- Christopher Nolan puts beautifully in his movie (Batman Begins) – “Why do we fall?. So that we learn to pick ourselves up”.
- Not get disturbed by accusation or rumors - as Gandhiji said, “Nobody can hurt me without my permission”.
- Endurance in adversity - As Sahir Ludhianvi’s lyrics says –
- Main Zindagi Ka Saath Nibhata Chala Gaya
- Har Fikar Ko Dhuen Mein Udata Chala Gaya
- Easy adaptability and quick learning – Charles Darwin proved that emotion helps in adaptability. As Plato said, “All learning has an emotional base.”
- Predictability in behaviours - due to control of emotions of anger etc.
- Healthy personal relation – due to management of emotion.
- Efficient professional performance – 80% of adult success depends on EQ as per Daniel Goleman.
- Persuasive power - The only way to change someone's mind is to connect with them from the heart. - Rasheed Ogunlaru

Conclusion

“When awareness is brought to an emotion, power is brought to your life.” – Tara Meyer Robson. With self-management one can harness the power of emotion.

5. Tenderness and kindness are not signs of weakness and despair, but manifestations of strength and resolution. Elucidate.

Introduction

Tenderness is the quality of being sensitive and compassionate. Kindness is the quality of being warmhearted, sympathetic and considerate. Both of them are universally admired and recognised as higher human value.

Body

Tenderness and kindness are not signs of weakness and despair

Weaknesses in emotional context refer to not being able to control one's emotion. It means that 'self-management' in the overall discourse of emotional intelligence is weak.

Despair refers to losing all hope. In such a situation one may end to be polite and humble.

However, tenderness and kindness as values are not signs of weakness and despair –

- Weak and despair cannot be emotionally motivated to understand pain and suffering of others.
- They cannot develop requisite empathy to manage one's relationship with others.
- They won't be able to diminish the longevity of unpleasant emotions such as anger, frustration or anxiety so that you move through them quickly.
- Weakness and despair lead to problems like road rages, riots, high rate of divorce etc. If people be kind and tender these problems will not arise.

Tenderness and kindness are manifestations of strength and resolution

Strength and resolution in emotional context refers to having high emotional intelligence and emotional stability.

- Tenderness and kindness required empathy, self-management, and management of one's relation with others.
- It requires managing one's disruptive impulses. Being able to diminish the longevity of unpleasant emotions such as anger, frustration or anxiety so that you move through them quickly; Being able to reduce the occasions on which unpleasant emotions occur, so that you experience emotions such as irritation, resentment or helplessness less often.
- It is a job that only strong with high resolution can perform.
- When Gandhiji was thrown out of the train in South Africa. He did not become angry; he never lost his temper. He always treated all foreigners with kindness. He never preached violence against British. He channelized his emotion towards freedom struggle. He was a man with strength and resolution.
- When Nelson Mandela was released from prison after 27 years, he agreed to work cordially with the whites. He never allowed any rift to develop between different races in in country. His kindness was not sign of weakness but rather this mental strength to forgive and forget. This lead his nation to walk on the path of prosperity and development.

Conclusion

The strength and resolution to express tenderness and kindness can be developed through development of emotional intelligence.

