

**Q.1) What are the components of emotional intelligence? How can it help civil servants in maintaining probity in governance? (150 words, 10 Marks)**

### Introduction

Emotional Intelligence (EQ) is the ability to understand and manage one's own emotions and those of others. Probity means integrity, honesty, and adherence to ethical principles in public service. EQ supports probity by helping civil servants stay self-aware, empathetic, and morally grounded.

### Body

#### Components of Emotional Intelligence

- 1. Self-Awareness:** Recognising one's emotional triggers and blind spots.  
*Example: Serena Williams openly acknowledged emotional stress to manage on-court focus.*
- 2. Self-Regulation:** Managing impulses in high-pressure scenarios.  
*Example: Nelson Mandela maintained composure after decades of unjust imprisonment.*
- 3. Motivation:** Inner passion to strive for meaningful goals.  
*Example: Elon Musk's persistence despite repeated failures with SpaceX.*
- 4. Empathy:** Understanding others' experiences and perspectives.  
*Example: Fred Rogers (Mr. Rogers) connected deeply with children through empathetic storytelling.*
- 5. Social Skills:** Building cooperative and respectful relationships.  
*Example: Oprah Winfrey fostered trust through emotionally intelligent interviews.*

#### How EI Promotes Probity in Governance

- 1. Reduces Bias:** Self-awareness helps avoid personal prejudices.  
*Example: IAS officer Smitha Sabharwal focused on merit-based administration in Telangana.*
- 2. Ensures Integrity:** Self-regulation resists corrupt temptations.  
*Example: U. Sagayam rejected bribes and stayed transparent during high-profile cases.*
- 3. Enhances Fairness:** Empathy promotes inclusive decision-making.  
*Example: Armstrong Pame crowd-funded and constructed a 100-km road for villagers.*

**4. Improves Coordination:** Social skills ensure clean team culture.

*Example: VK Pandian's people-first leadership improved Odisha's administrative responsiveness.*

**5. Aids Crisis Ethics:** EI helps balance firmness and compassion.

*Example: Iqbal Singh Chahal handled Mumbai's COVID-19 crisis with care and control.*

**6. Strengthens Moral Courage:** EI anchors action in conscience.

*Example: Harsh Mander left bureaucracy to pursue grassroots justice work.*

**Conclusion**

For civil servants, emotional intelligence is not just personal wisdom, it is a professional necessity. It strengthens probity by aligning power with purpose, and authority with empathy.

**Q.2) "Emotional Intelligence is increasingly considered more crucial than IQ for long-term success in public service, though both are important." Discuss this statement with suitable examples. (150 words, 10 Marks)**

**Introduction**

Intelligence Quotient (IQ) is the ability to solve problems and understand complex ideas. Emotional Intelligence (EQ), as defined by Daniel Goleman, is the ability to recognize, understand, and manage emotions in oneself and others.

*A Harvard Business Review article (2015) noted that EQ accounts for nearly 90% of what sets high performers apart from peers with similar technical skills.*

**Body****Why emotional intelligence matters more for success****1. Stress Management:** EQ helps remain calm under pressure.

*Example: ISRO scientists maintained composure during Chandrayaan-3's final descent.*

**2. Empathy:** Understanding others builds deep trust.

*Example: Jacinda Ardern's empathetic response after the Christchurch attack united a nation.*

**3. Teamwork:** EQ fosters collaboration and shared success.

*Example: Lionel Messi's quiet leadership style strengthened Argentina's team spirit in the 2022 World Cup.*

**4. Composure:** EQ helps maintain clarity during crises.

Example: Neeraj Chopra showed calm confidence during his Olympic gold-winning javelin throw.

**5. Communication:** EQ boosts effective, persuasive expression.

Example: Michelle Obama's speeches resonated deeply due to emotional depth and sincerity.

**6. Resilience:** EQ aids recovery after setbacks.

Example: Mary Kom returned to boxing after motherhood with renewed strength.

**7. Trust Building:** Emotional maturity fosters credibility.

Example: Narayana Murthy's transparent leadership built Infosys's reputation globally.

### Why IQ also plays a crucial role

**1. Analytical Skills:** IQ supports deep problem-solving.

Example: Sundar Pichai's tech acumen drove innovation at Google.

**2. Academic Achievement:** IQ opens doors to elite fields.

Example: Kalpana Chawla's strong academic background enabled her space mission.

**3. Logical Decision-Making:** IQ aids data-driven governance.

Example: Dr. Manmohan Singh's economic reforms were rooted in sharp analytical thinking.

### Conclusion

IQ gets a foot in the door, but EQ decides how far one can go and how meaningfully one leads. As Daniel Goleman rightly noted, "Emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head—it is the unique intersection of both."

**Q.3) Training in emotional intelligence is often overlooked in bureaucratic institutions focused solely on rule compliance and efficiency. Examine this view. Should emotional intelligence be formally integrated into civil service training? Justify your stance. (150 words, 10 Marks)**

### Introduction

Emotional Intelligence (EI) is the ability to recognize and manage emotions effectively. Civil service training, however, often emphasizes rules and procedures, neglecting this vital skill that is essential for handling complex human interactions in governance.

## Body

### Emotional Intelligence Often Overlooked in Bureaucratic Setups

1. **Procedure-Centric Training:** Focus is on rules rather than interpersonal skills.  
Example: LBSNAA foundation course offers limited EI modules.
2. **Output-Oriented Evaluation:** Performance assessments prioritize technical results.  
Example: Officer appraisals rarely measure emotional or social skills.
3. **Hierarchical Culture:** Strict chain of command leaves little room for empathy.  
Example: Field officers often enforce orders without emotional engagement.

### Why Emotional Intelligence Should Be Taught in Civil Service

1. **Enhances Public Trust:** EI fosters empathetic citizen engagement.  
Example: IAS officer Armstrong Pame's success in community building.
2. **Improves Conflict Management:** Helps resolve protests and disputes peacefully.  
Example: Collector Aarti Dogra's effective dialogue with protesters.
3. **Builds Resilience:** Officers manage stress better under pressure.  
Example: Health officials handling COVID-19 crisis showed emotional adaptability.
4. **Promotes Ethical Decision-Making:** Emotional self-awareness guards against corruption.  
Example: Emotional maturity supports transparency in difficult choices.
5. **Strengthens Teamwork:** EI boosts collaboration across departments.  
Example: Coordinated flood relief efforts in Kerala driven by empathetic leadership.

### Suggestions for Integrating EI in Civil Services

1. **Dedicated EI Modules:** Integrate EI training in initial and in-service programs.  
Example: Singapore Civil Service includes emotional competency training.
2. **Experiential Learning:** Use roleplays and real-life scenarios for practice.  
Example: Scenario-based exercises to develop empathy.
3. **Continuous Assessment:** Implement 360° feedback for behavioral evaluation.  
Example: Regular feedback to monitor and improve EI skills.

### Conclusion

*The Second Administrative Reforms Commission (10th Report)* underscores that effective administration depends on *both technical skills and emotional maturity*. To deliver truly citizen-centric governance, EI must be formally integrated into civil service training.

**Q.4) "Recent incidents like the Manipur conflict highlight how Emotional Intelligence (EI)—or the lack of it—can shape the outcome of crisis resolution in governance." Analyse the role of EI in managing such crises, with suitable examples. (150 words, 10 Marks)**

### Introduction

Crises like the Manipur conflict show that how leaders respond emotionally can greatly affect outcomes. Emotional Intelligence (EI) is crucial in handling such sensitive situations. It helps leaders stay calm, communicate better, and build trust with affected communities.

### Body

#### Lessons from the Manipur Conflict

1. **Delayed Emotional Engagement:** Initial communication could have been quicker and more empathetic to assure affected communities.  
*Example: Many survivors felt emotionally disconnected from early government outreach.*
2. **Tone of Public Messaging:** Some statements were perceived as emotionally neutral or lacking warmth, affecting public morale.  
*Example: The absence of emotionally reassuring leadership moments created gaps in perception.*
3. **Strained Dialogue Mechanisms:** Emotional disconnection from grassroots voices made consensus-building harder.  
*Example: Local civil society groups felt their concerns were not fully internalized.*

#### Impact of Emotional Intelligence on Crisis Resolution

1. **Promotes Trust-Building:** Leaders who empathize with pain and grievances often rebuild fractured trust.  
*Example: Gandhi's personal outreach in riot-torn regions encouraged peace.*

- 2. Facilitates Composure Under Pressure:** Emotional clarity helps avoid hasty or reactive governance.

*Example: Jacinda Ardern showed calm, compassionate leadership post-Christchurch.*

- 3. Prevents Alienation:** Emotionally intelligent responses ensure communities feel heard and valued.

*Example: In Manipur, stronger emotional outreach might have reassured divided communities.*

- 4. Improves Communication:** Clear and emotionally aware communication builds confidence.

*Example: Kerala's CM during the floods used transparent, compassionate messaging.*

#### **Role of EI in Governance During Crises**

- 1. Conflict De-escalation:** Emotionally regulated officials manage tensions without provoking escalation.

*Example: Delhi Police's balanced handling during farmer protests minimized flashpoints.*

- 2. Healing Collective Trauma:** Recognizing emotional scars aids long-term reconciliation.

*Example: Post-cyclone Odisha's mental health outreach acknowledged mass trauma.*

- 3. Enhancing Leadership Legitimacy:** Emotionally grounded leaders gain moral authority.

*Example: Leaders who engage empathetically often garner deeper public support.*

- 4. Better Inter-agency Coordination:** EI fosters trust and teamwork among institutions.

*Example: Kerala's coordinated COVID-19 efforts succeeded partly due to emotionally aware leadership.*

#### **Conclusion**

During crises, people look not just for action but also understanding. Emotional Intelligence helps leaders connect, calm, and heal. In a country as complex as India, that human touch in governance can make all the difference.

**Q.5) "You will not be punished for your anger, you will be punished by your anger." — Buddha. Discuss how Emotional Intelligence transforms destructive emotions like anger into constructive outcomes, with examples from contemporary society. (150 words, 10 Marks)**

### Introduction

Emotional Intelligence (EI) helps individuals understand and regulate their feelings. When destructive emotions like anger arise, EI provides tools to channel them productively instead of letting them lead to harm or regret.

### Body

#### The Cost of Unchecked Anger

- 1. Damages Relationships:** Uncontrolled anger often leads to broken personal and professional ties.  
Example: Public spats among political leaders frequently damage their credibility and alliances.
- 2. Impairs Decision-Making:** Anger clouds judgment, often leading to poor decisions under stress.  
Example: Aggressive road rage incidents have caused legal troubles and fatal accidents.
- 3. Self-Destructive Impact:** Bottled or explosive anger leads to mental health issues or burnout.  
Example: Increasing cases of workplace stress and depression are often rooted in unmanaged emotional outbursts.

#### How Emotional Intelligence Transforms Anger into Constructive Outcomes

- 1. Emotional Regulation Prevents Escalation:** EI allows pausing before reacting, preventing harm.  
Example: During heated parliamentary debates, emotionally intelligent leaders maintain decorum and redirect discussions constructively.
- 2. Anger as Motivation for Justice:** EI helps channel anger into social action.  
Example: Malala Yousafzai turned trauma and outrage into global advocacy for girls' education.

**3. Improved Conflict Resolution:** EI promotes empathy and listening, enabling peaceful resolutions.

Example: Workplace HR policies now prioritize emotional awareness in resolving internal disputes.

**4. Constructive Feedback over Blame:** Emotionally intelligent people use assertive communication instead of venting.

Example: Leaders like Satya Nadella emphasize feedback culture rooted in understanding, not anger.

**5. Stress Management and Resilience:** EI transforms internal turmoil into calm action.

Example: Healthcare workers during COVID-19 managed burnout by emotionally supporting each other under pressure.

### Conclusion

Emotional Intelligence doesn't suppress emotions—it channels them. When anger is tempered by understanding, it becomes a force for justice, growth, and leadership.

*"Speak when you are angry, and you will make the best speech you will ever regret." – Ambrose Bierce.*