

UPSC MAINS · GS PAPER IV

Ethics

Sample topic · Emotional Intelligence

Emotional Intelligence

Emotional Intelligence means being smart about emotions—both your own as well as others'

- Doctor: Master of Human Body
- Hacker: Master of Computer Systems
- Emotionally Intelligent Person: Master of Emotions

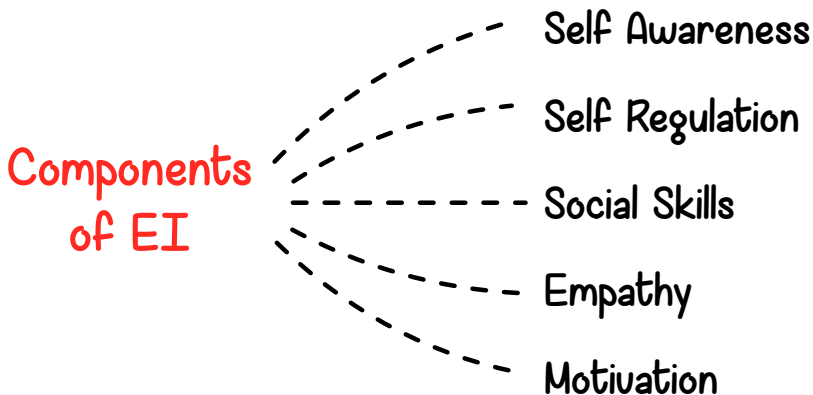
An Emotionally Intelligent person is the one who knows how to manage and manipulate his own or others emotions to do the right things

Example 1: During 1999 Cricket World Cup, Sachin Tendulkar's father passed away. Despite immense grief, he scored a century dedicating it to his father. This shows how he managed his emotion of grief and channelled into focus, purpose and national pride

Example 2: Ratan Tata spoke directly to Tata Nano employees during the Singur factory relocation by ensuring job security for everyone, calming fears and maintaining workforce morale through empathetic communication

In public service, we need Emotionally Competent persons.

Therefore, EI refers to the ability to perceive, understand, harness and regulate emotions in oneself and others



#1. Self Awareness

It involves recognising and understanding one's own emotions, strengths, weaknesses, values and goals

Examples:

- **Narayana Murthy**, co-founder of Infosys, actively identifies his optimistic nature and counters it with disciplined analysis to make difficult decisions and choices
- **Aruna Roy**, social activist and founder of Mazdoor Kisan Shakti Sangathan, acknowledges her high expectations of others can strain relationships. This awareness allows her to offer extra encouragement and compassion that have made her campaigns for right to information successful.
- **Varghese Kurien** (Father of India's White Revolution) built Amul dairy cooperative into a producer owned network serving millions. He lived a simple life among farmers he sought to empower. He was aware of his emotion of ego as an obstacle to achieving his purpose.

#2. Self Regulation

It refers to the ability to manage and control one's emotions, impulses and behaviours in different situations

Examples:

- **Jyotiba Phule** faced severe criticism while advocating for girls education and improved conditions for lower castes. His ability to regulate discouraging emotions allowed sustained campaigning through setbacks
- **Indra Nooyi**, former CEO of Pepsi Co, admitted struggling to balance motherhood and career. Despite emotions of guilt, she persevered by compartmentalising life
- **Jawaharlal Nehru** as Prime Minister (1947-64) endured vicious criticism and setbacks with composure
- **T.N Seshan** as Chief Election Commissioner endured intimidation, protests and legal challenges to enforce anti-corruption laws. He maintained strict integrity and impartiality through personal discipline despite antagonism.
- **Ela Bhatt**, founder of SEWA, channels outrage over injustice into constructive problem solving

#3. Social Skills

It involves communicating effectively, engaging stakeholders and resolving disagreements

Examples:

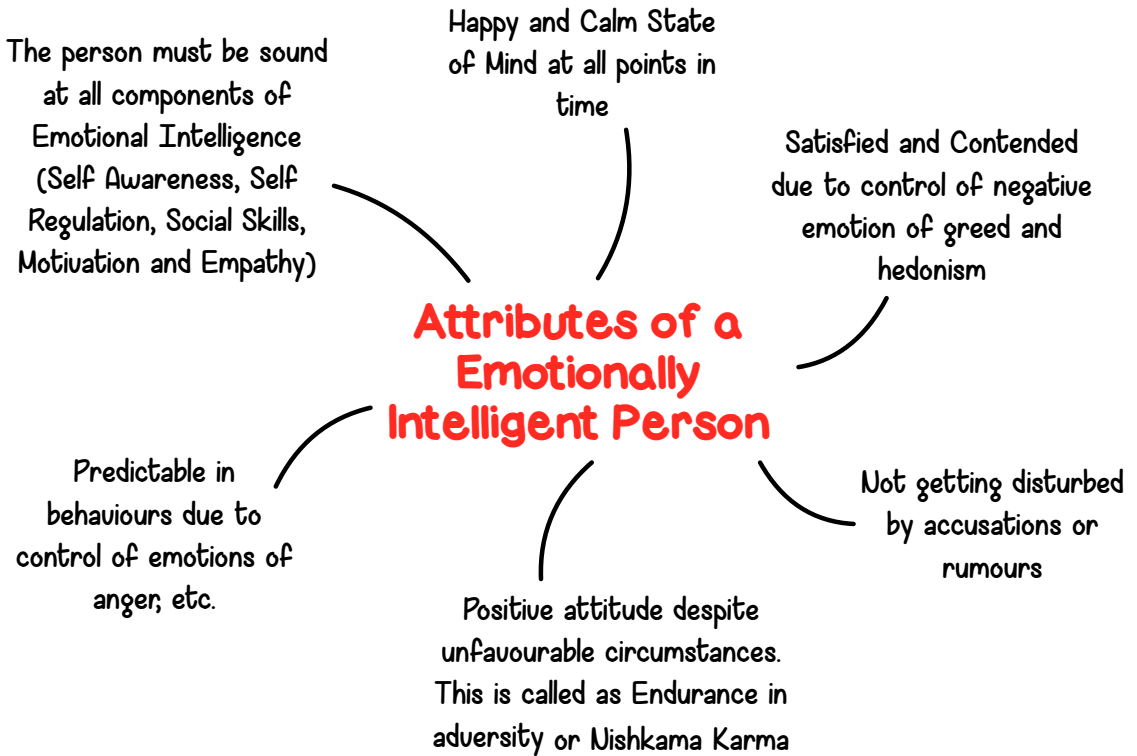
- **J.R.D Tata** has the ability to connect with people across social strata through genuine warmth and courtesy. This helped him build cooperative relations between labor and management based on mutual trust and respect.
- **Nandan Nilekani** as UIDAI Chairman collaborated with bureaucrats, technologists and private partners to implement Aadhar Digital Id Program
- **T.N Seshan** as Chief Election Commissioner cultivated cooperation with local officials and law enforcement across India to enforce rules against voter bribery and fraud. He believed relationship can be means to justice
- **Manmohan Singh** as Finance Minister convinced opponents of economic liberalisation through reasoned arguments, data and sincerity of situation

#4. Empathy

Empathy is the ability to understand and share the feelings and sufferings of others. It involves seeing from another's perspective and imagining what they are experiencing

#5. Motivation

It means passion for work that goes beyond money or status driven by an internal desire to achieve goals, a strong drive to succeed, optimism and commitment



Quotes related to EI

- Your emotions are the slaves to your thoughts and you are the slave to your emotions
- Emotions can get you on the way or get in your way
- Nobody an hurt me without my permission (Mahatma Gandhi)
- The only way to change someone's mind is to connect with them from the heart
- As more and more artificial intelligence is entering into the world, more and more emotional intelligence must enter into leadership

Examples of EI in Administration

- District Collector of Osmanabad sat on floor with a disabled visitor when he could not sit on the chair
- Divya Devarajan became proficient in the language of Gonds to develop emotional connection with the tribal population
- Abraham Lincoln managed his anger by writing letters to express his emotions. He waited till he calmed down and often chose not to send them realising that reacting in anger would only worsen the situation. This showed his emotional intelligence and self control
- IPS Atul Kulkarni started Bharosa Trust Cell for women related complaints. Under this cell, whenever anything happens wrong, police was to go to the women rather than waiting for women to approach them showing empathy, emotional intelligence and trust building

Emotional Intelligence

2016. Anger is a harmful negative emotion. It is injurious to both personal and work life. Discuss how it leads to negative emotions and undesirable behaviours. How can it be managed and controlled

2017. How will you apply EI in administrative practices?

2018. What does this quotation mean to you in the present context: "Anger and Intolerance are the enemies of correct understanding" by Mahatma Gandhi

2019. Emotional Intelligence is the ability to make your emotions work for you instead of against you. Do you agree with this view?

2020. What are the main components of Emotional Intelligence? Can they be learned?