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**ETHICS, INTEGRITY  
& APTITUDE**

**CIVIL SERVICES  
EXAMINATION 2025**

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**Ethics, Integrity & Aptitude**

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## 5.1 Introduction to Emotions

*“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.”*

—Dale Carnegie

### 5.1.1 Definition

Man is social animal and we deal with different people in different walks of life. People have emotions and they affect their attitude, behavior, relationships and decision making. It is impossible to imagine life without emotion. We treasure our feelings—the joy of watching cricket, the fun with friends. Even negative emotions are important, such as the sadness when a loved one dies, the anger when violated. Emotions color life experiences and give those experiences meaning and flavor. So it is important for us to know and deal with emotions.

Though there is no consensus on the definition of emotion, Emotion can be defined as any conscious experience characterized by intense mental activity and a certain degree of pleasure or displeasure. Emotion is often intertwined with mood, temperament, personality, disposition, and motivation.

### 5.1.2 Paul Ekman’s Basic Emotions

“Emotions are a process, a particular kind of automatic appraisal influenced by our evolutionary and personal past, in which we sense that something important to our welfare is occurring, and a set of psychological changes and emotional behaviors begins to deal with the situation.”

- Paul Ekman

Emotions occur in response to some kind of stimulus (actual, imagined, or re-lived) such as:

- a physical event
- a social interaction
- remembering or imagining an event
- talking about, thinking about, or physically reenacting a past emotional experience

However, the true causes of our emotions differ from person to person depending on our individual experiences,

cultural influences, and common evolutionary history. Therefore, with emotional awareness, we may choose how we respond even though we cannot control the feelings we feel.

Paul Ekman has identified six basic emotions. The six emotions are anger, surprise, disgust, happiness, fear, and sadness. His research shows the strongest evidence to date of a seventh emotion, which is contempt.

### 5.1.3 Functions of Emotion

Emotions play many important roles in people’s lives and have been the topic of scientific inquiry in psychology for well over a century.

Emotions basically help us to understand ourselves, understand others and also help others to understand us. Functions of emotions can be divided as follows:

#### A. Intrapersonal Functions of Emotions

These refer to the role that emotions play within each of us individually.

- **Help us Act Quickly with Minimal Conscious Awareness:** E.g. if we did not have emotions, we could not make rapid decisions concerning whether to attack, defend, flee, care for others, reject food, or approach something useful, all of which were functionally adaptive in our evolutionary history and helped us to survive.
- **Prepare the Body for Immediate Action:** E.g. when we are afraid, our bodies shut down temporarily unneeded digestive processes, resulting in saliva reduction (a dry mouth); blood flows disproportionately to the lower half of the body.
- **Emotions Influence Thoughts:** E.g. it is easier to remember happy thoughts when we are happy, and angry times when we are angry. It is difficult to think critically and clearly when we feel intense emotions, but easier when we are not overwhelmed with emotions.
- **Emotions Motivate Future Behaviors:** E.g. once we have felt the emotion of disgust when drinking the spoiled milk, we generally work very hard to avoid having those feelings again (checking the expiration date on the label before buying the milk, smelling the milk before drinking it).

**What is Emotional Intelligence?**

Emotional intelligence or VNEQ is the ability to “understand and manage your own emotions, and those of the people around you, “according to Daniel Goleman and American psychologist renowned as the Godfather of EQ.

**Why is it important?**

Leaders who can work with others well can foster individual, learn and organizational success.

80%-90% of the competencies that differentiate top performers are in the domain of emotional intelligence.

–Daniel Goleman

When we're in touch with our emotions we're at choice. We are able to take control of our emotions and our actions, rather than letting our emotions control us.

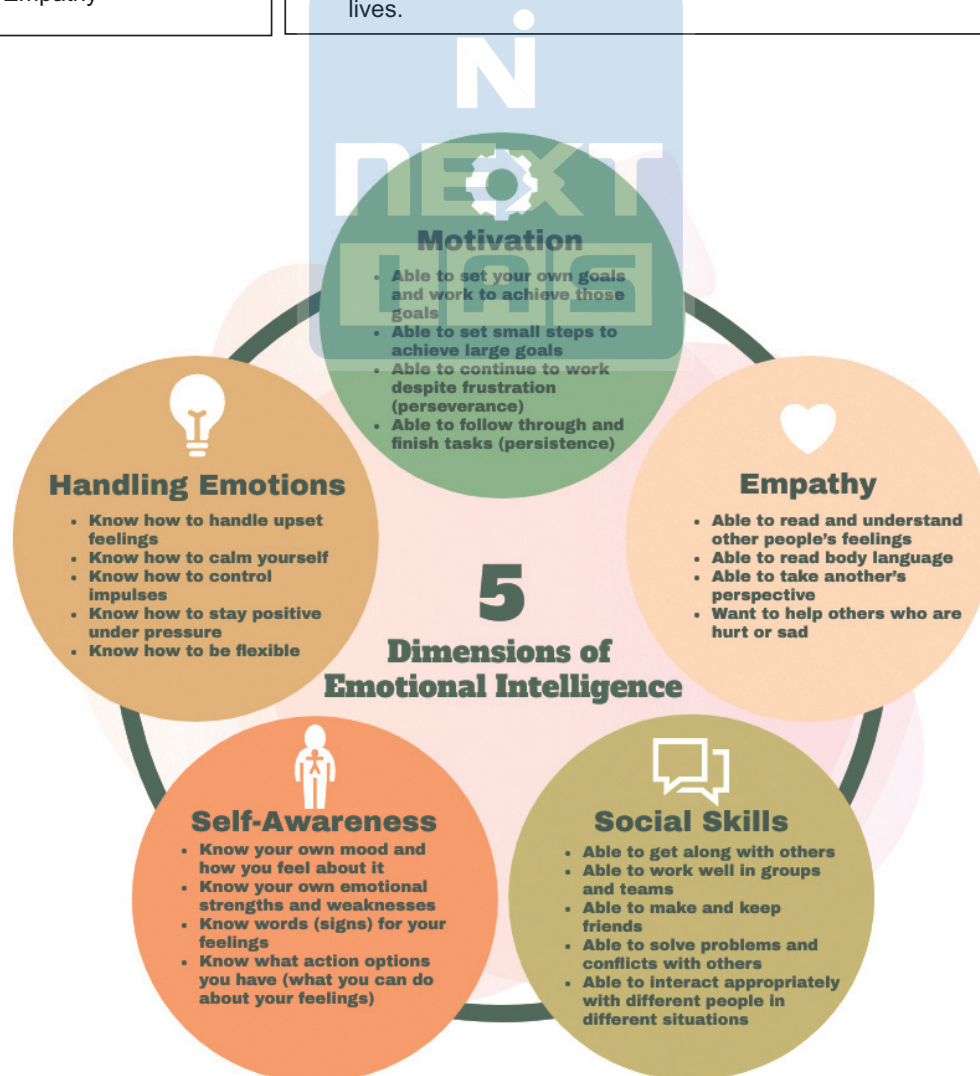
**Emotional Intelligence**

**What Makes UP Emotional Intelligence?**

- Self Reflection
- Self-Soothing
- Empathy

**Five Characteristics of Emotionally Intelligent People**

1. Change Agents: Aren't afraid of change or taking risk.
2. Self-Answer: Don't let weakness hold them back, they know what they're feeling
3. Empathetic: Can relate to others.
4. Balanced: Know how to maintain balance and practice self care
5. Gradous: Glass half-full mentality and they feel good about their lives.





## B. Interpersonal Functions of Emotions

These refer to the role emotions play between individuals within a group.

- **Emotional Expressions Facilitate Specific Behaviors in Perceivers:** E.g. People observing fearful faces are more likely to produce approach-related behaviors, whereas people who observe angry faces are more likely to produce avoidance-related behaviors.
- **Emotional Expressions Signal the Nature of Interpersonal Relationships:** E.g. Married couple with discrete expressions of contempt and disgust shows marital dissatisfaction.
- **Emotional Expressions Provide Incentives for Desired Social Behavior:** E.g. Mother having toy in hand if shows joyful expression then baby is more likely to touch the toy compared to when she shows angry expressions.

## C. Social and Cultural Functions of Emotion

These refer to the role that emotions play in the maintenance of social order within a society.

Human social life is complex. Individuals are members of multiple groups, with multiple social roles, norms, and expectations, and people move rapidly in and out of the multiple groups of which they are members. In such a scenario it is important that our emotions are managed so that our behavior is socially appropriate and we live in a harmonious and constructive society.

Our cultural background tells us which emotions are ideal to have, and which are not. The cultural transmission of information related to emotions occurs in many ways, from child rearers to children, as well as from the cultural products available in our world, such as books, movies, ads, and the like. Our culturally moderated emotions can help us engage in socially appropriate behaviors, as defined by our cultures, and thus reduce social complexity and increase social order, avoiding social chaos.

Now we know what emotions are and their utility we can proceed to know about emotional intelligence.

## 5.2 Emotional Intelligence

### 5.2.1 Introduction

Emotional intelligence (EI), is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to

adapt to environments or achieve one's goal(s). In other words we can say that EI is the practice of:

- Understanding our emotions
- Managing our emotions
- Understanding emotions of others
- Managing/influencing their emotions
- Using these emotions to inform our decision making to achieve our goals.

In practical terms, this means being aware that emotions can drive our behavior and impact people (positively and negatively), and learning how to manage those emotions – both our own and others – especially when we are under pressure.

### 5.2.2 Definitions

According to **Mayer & Salovey, 1990:** Emotional Intelligence is “The ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions” It implies an ability to recognize the meaning of emotion and their relationships and to reason and to solve problems on the basis of them.

According to **Goleman, 1995:** Emotional Intelligence is “Understanding one's own feelings, empathy for the feeling of others and the regulation of the emotion in a way that enhances living”. A generic competence in perceiving emotions both in oneself and in others. This competence also helps regulate emotions and cope effectively with emotive situations.

Though we have defined EI, substantial disagreement exists regarding the definition of EI, with respect to both terminology and operationalizations. Currently, there are three main models of EI:

- Ability model
- Mixed model (usually subsumed under trait EI)
- Trait model

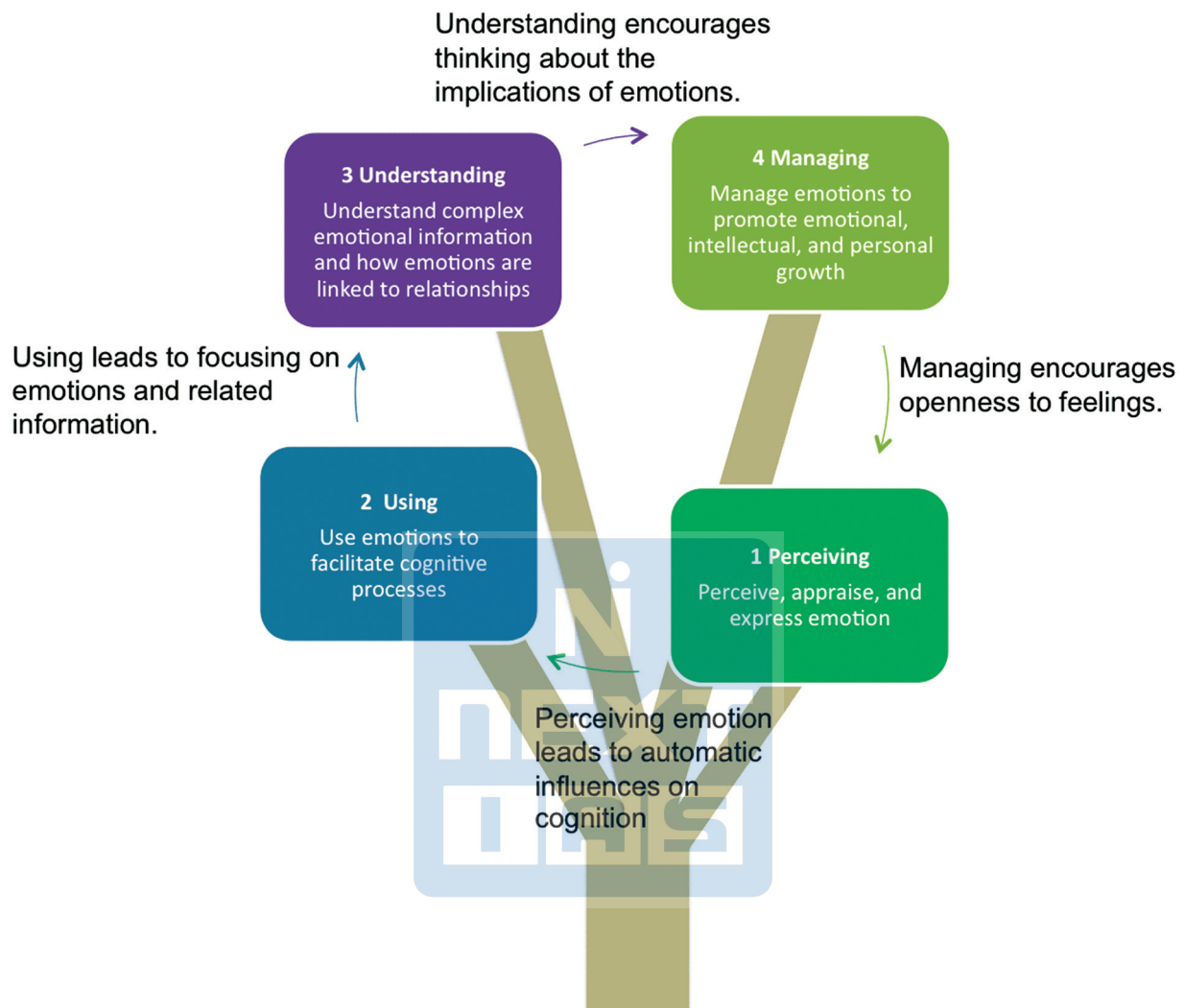
### A. Ability Model

The ability-based model views emotions as useful sources of information that help one to make sense of and navigate the social environment. The model proposes that individuals vary in their ability to process information of an emotional nature and in their ability to relate emotional processing to a wider cognition. This ability is seen to manifest itself in certain adaptive behaviors. This model is developed by Salovey and Mayer's.

After research definition of EI according to ability model evolved into 'The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to

regulate emotions to promote personal growth.'

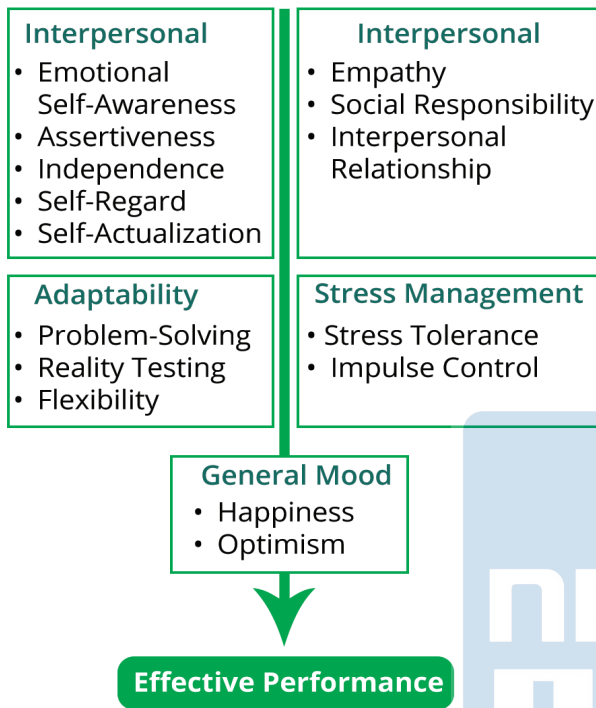
*The model claims that EI includes four types of abilities:*



- **Perceiving Emotions:** Through facial expression, body language, pictures, voices, and so on, a person can recognize the emotions of others. This also includes the individual's ability to recognize and identify their own emotions as well. Perceiving emotions represents a basic aspect of emotional intelligence, as it makes all other processing of emotional information possible.
- **Using Emotions:** The ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving. The emotionally intelligent person can capitalize fully upon his or others changing moods in order to best fit the task at hand. E.g. If your boss is in good mood then you can go and ask him for leave rather than when he is in bad mood.
- **Understanding Emotions:** The ability to comprehend emotional language and to appreciate complicated relationships among emotions. Emotions contain useful information. E.g. Disgust is a sign of something going wrong. People understand emotions know that what is the cause of the particular emotion, what that emotion means and how is it going to affect the behavior.
- **Managing Emotions:** The ability to regulate emotions in both ourselves and in others. Therefore, an emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended goals. As the highest level of ability in the Ability Model, someone with high Emotional Intelligence would be expected to be able to manipulate the moods of themselves or others, essentially harnessing the mood and managing it to achieve their goals. For example, a supervisor at a job may recognize that an employee is struggling with something emotionally and it is affecting their work.

The supervisor (if they have a high level of Emotional Intelligence, according to the Ability Model) may be able to help motivate the employee by meeting their emotional needs through pep talks, a heart-to-heart conversation, or even a spirit of competition – whatever that individual employee will respond to.

**B. Mixed Model**



**(i) Bar-On’s Mixed Model of Emotional Intelligence**

Reuven Bar-On (2006) developed the first measuring tool of emotional intelligence that was used as the term Emotional Quotient. Bar-On’s model of emotional intelligence relates to the potential for performance and success, rather than performance or success itself, and is considered process-oriented rather than outcome-oriented. It focuses on:

1. A group of emotional and social abilities, including the ability to be aware of, understand, and express oneself, and the ability to be aware of, understand, and relate to others.
2. The ability to deal with strong emotions, and the ability to adapt to change and solve problems of a social or personal nature.

Bar-On mentioned that emotional intelligence develops over time and that it can be improved through training, programming and therapy.

Bar-On found that individuals with higher than average E.Q.’s are in general more successful in meeting environmental demands and pressures and deficiency in emotional intelligence can mean a lack of success and the existence of emotional problems.

According to the Bar-On model, emotional-social intelligence is ‘cross-section of interrelated emotional and social competencies, skills and facilitators that determine how well we understand and express ourselves, understand others and relate with them, and cope with daily demands, challenges and pressures.’

In his model, Bar-On outlines five components of emotional intelligence: intrapersonal, interpersonal, adaptability, stress management and general mood. Each of these five components comprise a number of closely related competencies, skills and facilitators (15 in all), are listed and briefly defined below.

**(a) Intrapersonal (Self-Awareness and Self-Expression):**

This meta-factor relates primarily to self-awareness and self-expression, governing our ability to be aware of our emotions and ourselves in general, to understand our strengths and weaknesses, and to express our feelings and ourselves non-destructively.

- **Self-Regard** (being aware of, understanding and accepting ourselves).
- **Emotional Self-Awareness** (being aware of and understanding our emotions).
- **Assertiveness** (expressing our feelings and ourselves non-destructively).
- **Independence** (being self-reliant and free of emotional dependency on others).
- **Self-Actualization** (setting and achieving goals to actualize our potential).

**(b) Interpersonal (Social Awareness and Interaction):**

It relates primarily to social awareness, skills and interaction. This meta-factor is, essentially, concerned with our ability to be aware of others’ feelings, concerns and needs, and to be able to establish and maintain cooperative, constructive and mutually satisfying relationships. They understand, interact with and relate well with others. They inspire trust and function well as part of a team.

- **Empathy** (being aware of and understanding how others feel).
- **Social Responsibility** (identifying with and feeling part of our social groups).
- **Interpersonal Relationship** (establishing mutually satisfying relationships).

**(c) Stress Management (Emotional Management and Control):**

This component of emotional-social intelligence relates primarily to emotional management and control and governs our ability to deal with emotions so that they work for us and not against us.

- **Stress Tolerance** (effectively and constructively managing our emotions).
- **Impulse Control** (ability to subdue our impulses in order to achieve longer-term goals).

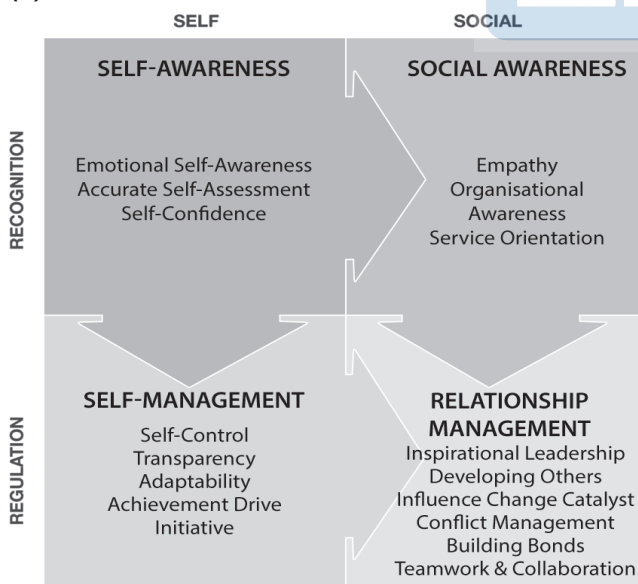
**(d) Adaptability (Change Management):** This meta-factor relates primarily to change management i.e., how we cope up with and adapt to personal and interpersonal change as well as change in our immediate environment.

- **Reality Testing** (validating our feelings and thinking with external reality).
- **Flexibility** (coping with and adapting to change in our daily life).
- **Problem Solving** (generating effective solutions to problems of an intrapersonal and interpersonal nature).

**(e) General Mood (Self-Motivation):** This meta-factor is closely associated with self motivation. It determines our ability to enjoy ourselves, others and life in general, as well as influences our general outlook on life and overall feeling of contentment.

- **Optimism** (having a positive outlook and looking at the brighter side of life).
- **Happiness** (feeling content with ourselves, others and life in general).

## (ii) Daniel Goleman's Mixed Model



The model was introduced by Daniel Goleman focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines main EI constructs. Goleman includes a set of emotional competencies within each construct of EI. Emotional

competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance. Goleman posits that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies.

Goleman defines emotional intelligence as 'the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships'.

**Self-Awareness:** The ability to know one's emotions, strengths, weaknesses, drives values and goals and recognize their impact on others while using gut feelings to guide decisions.

*Competencies:*

- **Emotional Self-Awareness:** It is to know what one feels and why. According to Goleman emotional self awareness is the ability to recognize one's emotions and their effects on self and others.
- **Accurate Self-Assessment:** Self-awareness is key to realize one's own strengths and weaknesses. Individuals who score high in accurate self-assessment are aware of their abilities and limitations, seek out feedback and learn from their mistakes, and know where they need to improve and when to work with others who have complementary strengths.
- **Self-Confidence:** Self-Confidence is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This definition includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decisions or opinions.

**Self-Management:** Involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances. It is the ability to regulate distressing affects like anxiety and anger and to inhibit emotional impulsivity.

*Competencies*

- **Emotional Self-Control:** Goleman (1998) identified emotional self-control as the ability to keep one's impulsive feelings and emotions under control and restrain from negative actions when provoked, when faced with opposition or hostility from others, or even when working under pressure.
- **Transparency/Trustworthiness:** Transparency, also referred to as integrity, is having one's actions consistent with what one says. It includes communicating intentions, ideas, and feelings openly and directly, and welcoming openness and honesty, even in difficult situations.

- **Conscientiousness:** This stands for taking responsibility for personal performance. People who have this competency are able to meet commitments and honor promises. They are highly organized and careful at work.
- **Adaptability:** Adaptability is the ability to be flexible and work effectively within a variety of changing situations and with various individuals or groups.
- **Achievement Orientation:** Achievement is not just accomplishing things. Rather, it is accomplishing things through one's own efforts, against a clear, challenging standard of excellence. This competency is most effectively engaged in situations that provide immediate, concrete feedback from a credible source.
- **Initiative:** It is the ability to identify a problem, obstacle, or opportunity and take action in light of that to address current or future problems or opportunities.

**Social Awareness:** The ability to sense, understand, and react to others' emotions while comprehending social networks. Social Awareness competencies determine how we handle relationships.

- **Empathy:** Empathy gives people an astute awareness of others' emotions, concerns, and needs. The empathetic individual can read emotional currents, picks up nonverbal cues such as tone of voice or facial expression.
- **Organizational Awareness:** Organizational Awareness refers to one's ability to understand and learn the internal and external power relationships in an organization. The organizational awareness competency includes one's ability to identify real decision-makers and individuals with influence.
- **Service Orientation:** Service Orientation is a desire to help or serve others, in order to meet their needs. It means focusing one's efforts on discovering and meeting the customer's or client's needs and distinguishes star sales performers from average ones.

**Social Skills/Relationship Management:** The ability to inspire, influence, and develop others while managing conflict. The Relationship Management domain contains competencies that have the most direct effect on interactions with other people. In a fundamental sense, the effectiveness of one's relationship skills hinges on one's ability to attune to or influence the emotions of another person.

- **Developing Others:** Developing Others means to understand people's developmental needs and help in building their abilities. Although this ability is crucial for those who manage the leading work, it has also emerged as a vital skill for effective leadership at high levels.

- **Inspirational Leadership:** Inspirational Leadership implies a desire to lead others. Inspirational leaders are able to articulate and arouse enthusiasm for a shared vision and mission, to step forward as needed, to guide the performance of others while holding them accountable, and to lead by example.
- **Influence:** Influence is the ability to persuade, convince, or to impact others in order to get support on specific agenda or course of action.
- **Change Catalyst:** This stands for both initiating and managing change. People, who act as change catalyst, recognize the need for change and change the status quo of knowledge. They are better known as champions of change.
- **Conflict Management:** It is the ability to handle difficult individuals, groups of people, or tense situations with diplomacy and tact. This competency entails finding the best solution to a given problem or disagreement.
- **Building Bonds:** This means nurturing instrumental relationships. People who build bonds are able to cultivate and maintain extensive informal networks.
- **Teamwork and Collaboration:** Teamwork and Collaboration represents the ability to work cooperatively with others, to be the part of a team, to work together as opposed to working separately or competitively.

### 5.3 Significance of EI

*"If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far".*

—Daniel Goleman

Emotional intelligence has received attentions by scholars as well as many organizations in recent times. It is suggested that a person should possess a fair amount of Intelligence Quotient (IQ) along with emotional intelligence in order to become successful. If you have a high level of emotional intelligence you'll find it easier to build stronger relationships, create success at work, and achieve your career and personal goals.

#### Advantages of EI

- **Personal Growth:** Research shows that emotionally intelligent people achieve better results at work, school, and personal life. They are flexible enough to accept positive changes in their life for personal growth which can be achieved by developing EI competencies.
- **Manage Relationships:** By understanding your emotions and how to control them, we are better able

to express that how you feel and understand how others are feeling. This allows you to communicate more effectively and forge stronger relationships, both at work and in your personal life.

- **Optimism:** It helps us to control our negative emotions so that we can maintain positive attitude even in adverse situations.
- **Decision Making:** Many researchers agree that the key to good decision making is the combination of both thinking and feeling in one's decisions. Positive moods and emotions help for better decision making. With positive emotions people can develop problem-solving skills and take good decisions quickly.
- **Conflict Resolution:** Emotionally Intelligent person can handle difficult individuals, groups of people, or tense situations with diplomacy and tact. He can find the best solution to a given problem or disagreement.
- **Negotiation:** It is an emotional process. By proper use of emotions and understanding moods of oneself and others, one can manage their conflict and stressful situations. A person can be successful in negotiations if he has an active listening techniques and skill of reading non-verbal cues.
- **Mental Health:** It helps us to manage our emotions which means we can also manage stress. It keeps us protected from the depression and anxiety. One can handle pressure with ease.
- **Physical Health:** If we are unable to manage stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, and increase the risk of heart attack and stroke. Thus EI can help us to manage stress levels and maintain good physical health.
- **Can Get You Job:** When it comes to gauging job candidates, many companies now view emotional intelligence as being as important as technical ability and require EQ testing before hiring.
- **Improve Performance at Work:** Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career.
- **Manage Change:** World today is changing at very fast pace. Technology, workplace culture or even relationships within family and society are undergoing changes. EI helps us to manage such changes more confidently.
- **Motivation and Creativity:** Moods and emotions affect our mind. When we feel good about ourselves, we find the world around us a great motivator. This motivation helps us to express our personality better, creative and

optimistic. Emotionally intelligent person can motivate his attitude for himself and for others which produces better results at work and in personal life.

## 5.4 Emotional Intelligence at Work Place

*"Many people with IQs of 160 work for people with IQs of 100, if the former have poor intrapersonal intelligence and the latter have a high one."*

—Daniel Goleman

While there are many benefits to having high intelligence, many managers, supervisors, and other workers, particularly those who work in businesses in which interpersonal relationships are the key, have become keenly aware that workplace success may depend on their ability to use another invaluable personality trait i.e. emotional intelligence. In certain environments, employees with high emotional intelligence may be better able to cooperate with others, manage work-related stress, solve conflicts that may arise within workplace relationships, and learn from previous interpersonal mistakes.

### Importance of EI at Workplace

- **Relationship Management:** Person with EI can understand and manage his own and others emotions effectively. This helps to build better relationships between colleagues, between directors and staff, Also helps to build relationships between the organization and its customers, stakeholders, suppliers, competitors, networking contacts.
- **Motivational Leadership/Management:** Managers with high EI can motivate their staff, create conducive work environment, build an effective team and help staff to achieve personal as well as organizational goals.
- **Negotiations:** Employees with better EI can deal with a trading partner, competitor, customer or colleagues; understand their point of view and find win-win solution for all.
- **Human Resource Management:** HR managers have to deal with employees, understand their problems and redress the grievances. This requires HR managers to have high EI.
- **Improve Performance at Work:** Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career.
- **Job Satisfaction:** Individuals with high emotional intelligence are optimistic, can easily adapt to work environment, help to create healthy work environment. This leads to higher job satisfaction.

- **Hiring:** In recent times, entry-level hires are tested for their EI. Stakeholders who are identified as having high leadership potential might deliver better results if emotional intelligence is made part of their development process.
- **Accept Challenges and Changes:** Competition at workplace has increased and many changes are taking place in work environment. Employees with high EI tend to come out of comfort zone and align their skills and mindset according to the requirements of organization and thus act as a valuable resource.
- **Family-Work Life Balance:** With higher EI a person can understand his family and work needs, manage stress and avoid any conflict between work and family life.

## 5.5 Emotional Intelligence in Governance

Governance today is beset with numerous problems, challenges and for effective governance we need public servants with high EI.

Governance today cannot be done effectively by adhering only to Max Weber's Model. His model of human nature assumes that efficiency and effectiveness are harmed if human emotions influence the rational actions of public administrators. Emotions are not intelligent and are opposed to reason. They are irrational, unproductive and subjective. Emotions should never guide administrative actions.

However, we must understand that all governance is people governance. All public service is people service. People have emotions and hence only emotionally intelligent public servants can bring effective governance.

### Importance of EI in Governance

- **Leadership and Teamwork Improvement:** Governance is a work of team working under the particular public officer. Emotionally intelligent leader can influence his team, ensure that co-workers feel appreciated and understood, helps to enhance their devotion and enthusiasm for work.
- **Better Service Delivery:** Emotionally intelligent public servants can understand what citizens want and provide services effectively. To engage successfully in emotional labor adequate levels of emotional intelligence is an absolute prerequisite. Case workers, public health nurses, receptionists, counter clerks, public school teachers, etc. are required to sense emotions in others, while at the same time they need to manage their own feelings. Moreover, they must use this knowledge wisely to coordinate their further actions to reach the intended goal with their client.

Each and every step of the interaction must display high levels of emotional intelligence on the part of the public servant. Otherwise customer satisfaction is likely to suffer and the perception of the government service is likely to be viewed as negative.

- **Service Orientation:** Service Orientation is a desire to help or serve others, in order to meet their needs. Emotionally intelligent public servant will be more service oriented because of empathy they have towards the problem of citizens.
- **Organizational Awareness:** Bureaucrats have to work in complex government organization. EI helps to understand and learn the internal and external power relationships in an organization. It helps to identify real decision-makers and individuals with influence.
- **Pressure Handling:** Today work environment for civil services is much more complex and demanding. Bureaucrats face constant work pressure. EI helps to handle such pressure.
- **Conflict Management:** Civil servants' personal values and organizational values can be in conflict. He may not agree with decisions of superiors. In such cases, conflict can be resolved by using EI.
- **Handling Media:** Constant monitoring of media and provocative questions need to be handled with equanimity of mind which requires EI.
- **Handling Recent Challenges:** EI has become important for governance to tackle following challenges in the governance.
  - Quick politicization of issues.
  - Citizen awareness and constant vigil by internet and social media.
  - Inner dissent and conflicts over policies and implementation.
  - Increased tendency on part of the people to resort to agitation and aggression.

## 5.6 Emotional Intelligence and Leadership

Though emotional intelligence may not be necessary for every type of job, it can be a vital trait for most people in leadership positions. To be effective leaders in the workplace, managers, supervisors, and other authority figures must be able to function productively with people under their charge. A good leader is able to create the type of work environment where each person feels relevant and motivated to succeed.

## Importance of EI in Leadership

- **Inspire Others:** Leaders with emotional intelligence are able to articulate and arouse enthusiasm for a shared vision and mission, to step forward as needed, to guide the performance of others while holding them accountable, and to lead by example.
- **Relationship Management:** Leaders with high emotional intelligence are able to use their social skills to foster rapport and trust with their employees. Effective leaders seek to understand and connect emotionally with their staff—genuinely sharing in their joys as well as their concerns.
- **Team Building:** They can have harmonious relationship within the team. They tend to view their team members as individuals with unique abilities, backgrounds, and personalities, rather than as a uniform collective.
- **Conflict Management:** Work relationships may experience problems sooner or later. When conflict arises, leaders with high emotional intelligence may be better able to control their own impulses, view the situation from all perspectives, and seek mutually beneficial solutions.
- **Transparency:** Emotionally intelligent leaders are transparent and are not afraid to admit when they are wrong. They are also more likely to try to improve work relationships.
- **Flexibility and Adaptability:** Emotionally intelligent leaders are flexible and adaptable. They change their decisions according to demand of situation and ready to accept viewpoints of others.

## 5.7 Downsides of Emotional Intelligence

Though emotional intelligence is usually painted in a positive light and is often considered to be a valuable personality trait, a balanced view of the concept can be important. Emotional intelligence, like any other skill or talent, may be used positively or negatively depending on the intentions of the person wielding the ability. Although the downside of higher EQ remains largely unexplored, there are many reasons for being cautious about a one-size-fits-all or higher-is-always-better take on EQ.

Following can be possible disadvantages of high EI:

- **Manipulation:** Emotional intelligence may also tempt us to manipulate others, either intentionally or accidentally. Emotions are highly motivating. They can be used to apply pressure to people to perform certain actions. Business leaders with high EQ and

self-serving motives may toy with the emotions of their employees, using them to climb the corporate ladder with little regard for their workers' long-term welfare.

- **Compromising Actions:** When we are emotionally intelligent, we are keenly aware of how others feel in any given situation. While this can be a huge gift, it can also lead us to choose poorly due to your own feelings.

E.g. say your boss asks you to slightly fudge financial numbers, which you know is wrong. But you can tell that he's struggling emotionally with the situation because his job is on the line. Even though you know you shouldn't, you may be tempted to do what he asks because you feel the weight of his emotions.

- **Prevention of Critical Thinking of Others:** Emotionally intelligent people know how to work on a crowd. They can use emotions, words and even facial expressions for maximum impact. Rather than helping people engage a problem with critical thinking, they motivate by emotion, which in turn can lead to poor decisions.

- **Difficulty in giving and Receiving Negative Feedback:** High interpersonal sensitivity and empathic concern may make it hard for emotionally intelligent person to deliver critical or negative feedback to others. Also highly adjusted and cool-headed that they may be indifferent to any negative feedback they receive.

- **Risk Aversion:** Most innovative ventures require a balance between risk taking and risk avoidance. People with emotional intelligence are likely to play it safe and avoid bold choices. This is because high EQ is associated with higher levels of conscientiousness.

- **May Lead to Low Creativity:** Creativity has long been associated with attributes that are characteristic of low EI: artistic moodiness, non conformism, hostile impulsivity, and an excitable ("up-and-down") personality. This may lead to low creativity in person with high emotional intelligence.

- **Emotional Skills may not be Valued:** One may feel that people simply don't value emotional intelligence like they should. Jobs that are more numbers or data driven, such as accounting or computer science, tend to place more value on analytical abilities than emotional ones. As such, one may find emotional intelligence unfortunately dismissed by some individuals. In these cases, one may be tempted to get discouraged or frustrated, feeling that your input and ideas aren't wanted.