

EMOTIONS AND INTELLIGENCE

Emotions are generally understood as intense feelings, favourable or unfavourable that are directed at someone or something. For example, happiness, sadness, fear, disgust, anger, surprise etc.

3 Key Elements of Emotions:

- **Subjective experience:** Personal experience of emotions that can vary. For example: anger, which can range from mild annoyance to blinding rage.
- **Physiological response:** like shift in heartbeat, blood pressure etc.
- **Behavioural response:** outward signs of internal reactions.

CLASSIFICATION OF EMOTIONS:

- **Primary and secondary emotions:** **Primary emotions** are the direct emotional reactions to a situation and come first. A **secondary emotion** is an emotional response to a primary emotion.
 - **Example:** If a person becomes sad because someone has said something hurtful, then sadness is primary emotion and if that person is getting angry due to sadness, then anger is secondary emotion.
- **Positive and negative emotions:** Emotions like joy, interest, love etc. that are pleasurable to experience are called **positive emotions**. They open up new possibilities and build up our personal resources. While **negative emotions** are those that we do not find pleasurable to experience.
 - **E.g.** anger, distress etc. However, negative emotions can also be valuable and constructive sometimes. For example, if anger is channelised in proper direction then it can bring good results.

Difference between Emotions and Feelings:

Even though both the terms are used similarly, but **feeling** is used to refer to a person's private emotional experience or self-perception of a specific emotion. When an event occurs, one first responds automatically at a physical level even without awareness (**emotion**) and then registers or evaluates this (**feeling**). Feelings are created by emotions.

Example: when one sees a snake nearby, their heartbeat, breathing, perspiration (physiological arousal) might increase immediately, causing the action of running away. Only later might one realise that the feeling they experienced was fear.

CHARACTERISTICS OF EMOTIONS:

- **Response to an event:** Emotions are experienced in response to a particular internal or external, tangible or intangible actions/events. This response involves physical arousal in the body- heart rate, blood pressure, perspiration, release of hormones etc.
 - **Example:** A speedy car coming towards us would increase our heartbeat and will cause fear.
- **Motivation to take action:** A motivation to take action is activated, i.e. seeking things and activities that provide pleasure and avoiding those that give rise to pain or unpleasantness.
 - **Example:** A person who have positive emotions (liking) towards ice-cream will purchase it.
- **Role of sensations, thoughts:** Emotions arise out of our sensations, perceptions and thoughts related to objects, persons and situations.
 - **Example:** The perception about Taliban rule in Afghanistan (based on the previous rule) is causing Afghan people to leave the country.
- **Variation in intensity:** Emotions vary in their intensity.
 - **Example:** Happiness can be experienced as pleasant and contented at the lower end of the continuum whereas excited and thrilled at the higher end of the continuum. Similarly, being irritated and upset are the milder forms of anger whereas furious and enraged are high intensity anger feelings.
- **Desirable or undesirable:** Emotions can be desirable or undesirable to an individual, depending on whether the said event is perceived as 'positive' or 'negative' or performs an adaptive function for an individual.

- **Example:** joy, love, interest etc. are positive and desired emotions and anger, distress etc are negative emotions.

FUNCTIONS OF EMOTIONS:

- **Intrapersonal functions:** They help us guide our behaviour and make decisions, so that we can survive as well as function as human beings.
 - **Example:** Happiness promotes creative thinking and expands our focus to allow new ideas.
- **Interpersonal functions:** Expression of emotions serves as an indication or signal to others about how one is feeling.
 - **Example:** Showing sadness may stimulate others to show empathy or sympathy.
- **Social and cultural functions:** Emotions help in construction and maintenance of societies and cultures.
 - **Example:** Emotions such as trust often act as a social glue that keeps group together.
- **Decision making:** Emotions make decision making swifter as options associated with strong negative emotions are eliminated outright.
 - **Example:** When buying cloths, a person can reject particular colours that he/she does not like.

What is Intelligence?
Intelligence is a set of cognitive abilities which allow us to acquire knowledge, to learn and to solve problems.

Thus, to regulate our emotional response, action and intensity of our emotions and to ensure that emotions function in the positive direction, we need a combination of emotions and intelligence, i.e. **emotional intelligence**.
“When awareness is brought to emotions, power is brought to our life.”

EMOTIONAL INTELLIGENCE

Previous Year Question on this Topic

Ques. What is ‘emotional intelligence’ and how can it be developed in people? How does it help an individual in taking ethical decisions? (150 words, 10 marks) **(2013)**

Ques. Anger is a harmful negative emotion. It is injurious to both personal life and work life.

(a) Discuss how it leads to negative emotions and undesirable behaviours.

(b) How can it be managed and controlled? (150 words, 10 marks) **(2016)**

Ques. "Emotional Intelligence is the ability to make your emotions work for you instead of against you". Do you agree with this view? Discuss. (150 words, 10 marks) **(2019)**

Definition: Emotional intelligence is the ability of the individual to identify one’s own emotions and those of others, apply them in thought and action, regulate and manage them.

In a nutshell, Emotional Intelligence is the ability to: Recognize, understand and manage our own emotions and; Recognize, understand and influence the emotions of others. It is critical to manage our behaviour and decision making.

Salovey and Mayer’s Four branches of EI

<p>Perceiving Emotions: The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body</p>	<p>Reasoning with Emotions: It involve, use of emotions to promote thinking and cognitive activity. it helps to prioritize our attention and reaction; we respond</p>	<p>Understanding Emotions: The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret</p>	<p>Managing Emotions: It is a key part of emotional intelligence. <u>Regulating emotions, responding appropriately and responding to the emotions of others</u> are all</p>
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language and facial expressions.	emotionally to things that garner our attention.	the cause of their anger and what it might mean.	important aspect of emotional management.
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Aristotle has said that “Anyone can become angry- that is easy, but to be angry with right person at right time and for the right purpose – that is not within everyone’s power and that is not easy”.

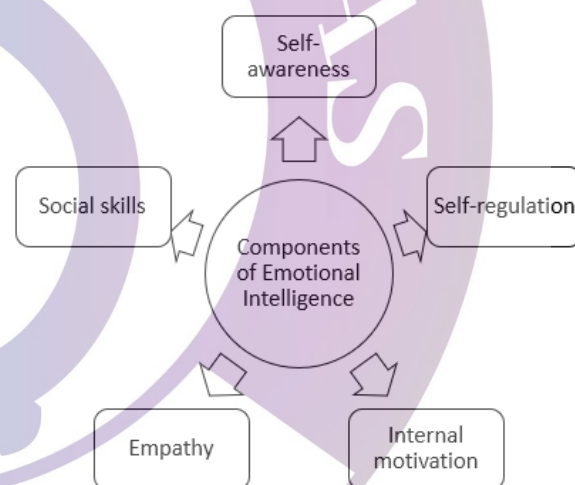
COMPONENTS OF EMOTIONAL INTELLIGENCE

Previous Year Question on this Topic

Ques. What are the main components of emotional intelligence (EI)? Can they be learned? Discuss. (150 words, 10 marks) (2020)

According to **Daniel Goleman**, five components of Emotional Intelligence are:

- **Self-awareness:** It is the ability to form an accurate model of oneself, knowledge of one's strength and weaknesses and understanding how to utilise one's strength and weaknesses to encash the opportunities that comes in one's way. It includes self-confidence, realistic self-assessment and self-deprecating sense of humour.
 - **Example:** In a company, if a manager is competent but not good at his behaviour and he is not aware about this then he can offend others with his behaviour.
 - **Example:** Sachin Tendulkar knew about his strength, i.e. cricket rather than studies.
- **Self-regulation:** It is the ability to regulate one's emotions, thoughts and behaviours effectively in different situations. It includes trustworthiness and integrity; self-control; ability to adapt; openness to change etc.
 - **Example:** If a person working in a company, is excited about some good news and want to take leave but the boss is angry at the moment then he/she has to regulate his/her emotions for some time to ask for leave.
 - **Example:** Due to self-regulation, Gandhiji was able to handle the situation after Chauri-Chaura incident even after facing criticism.
- **Internal motivation:** It refers to finding internal reasons to work beyond external rewards like money and status. It includes strong passion for the work, ability to counteract disappointment that results from occasional failure and thrive under adversity.
 - **Example:** The COVID-19 pandemic has put enormous stress on the doctors and they had to find internal motivation for keep working for patients.
 - **Example:** The scarcity of sports infrastructure in our country requires strong internal motivation for Olympians, Paralympians etc.
- **Empathy:** Empathy refers to the ability to imagine oneself in another's place and understand the others' feelings, desires, ideas and actions or It is an act of perceiving, understanding, experiencing and responding to the emotional state and ideas of another person.
 - **Example:** Tribes have certain customary values which are contradictory to the rules of government. Here empathy in public servants would act as saviour for tribal population.
 - **Example:** Because of empathy, Nelson Mandela was able to recognise the common humanity in all people, even in his enemies.
- **Social skills:** It includes proficiency in handling relationships and building social networks, and the ability to find common ground and to build rapport. It includes persuasiveness, tolerance, tactfulness, social memory etc.



- **Example:** When an angry mob is protesting for justice for a rape victim, a Civil Servant should be able to get hold of public emotions and should be able to pacify them with his/her words.
- **Example:** Aligarh SSP Akash Kulhari walked unarmed into the crowd of protestors and appealed to students to remain peaceful while recognising their right to protest.

DIFFERENCE BETWEEN EQ AND IQ

- **Emotional quotient (EQ)**, also called emotional intelligence quotient is a measure of one's emotional intelligence, i.e. a measurement of one's ability to monitor his/her emotions, to cope with pressures and demands, and to control his or her thoughts and actions.

Emotional Quotient	Intelligence Quotient
Measure of person's <u>emotional intelligence</u> .	Score derived from one of several <u>standardised tests</u> designed to assess an individual's intelligence.
Refers to a person's ability to <u>perceive</u> , <u>control</u> , <u>evaluate</u> and <u>express</u> emotions.	Refers to an individual's abilities such as <u>visual and spatial processing</u> , <u>knowledge of the world</u> , <u>working memory</u> etc.
A high EQ means someone is <u>self-confident</u> , <u>self-aware</u> and able to <u>handle difficult emotional experiences</u> .	A person with high IQ may be able to <u>learn certain subjects</u> very quickly and make <u>connections between ideas</u> that others miss.
Example: It will help in developing <u>consensus</u> around any government policy.	Example: It will help to <u>understand</u> the <u>policy</u> and <u>requirements</u> .

Thus, IQ can be imagined as an engine that can power a vehicle but EQ will act as the steering of that vehicle which will give direction to IQ. Therefore, IQ alone is not enough for success. It can only get a person into job but to be successful in the job, that person needs to cooperate and collaborate with others where EQ plays an important role.

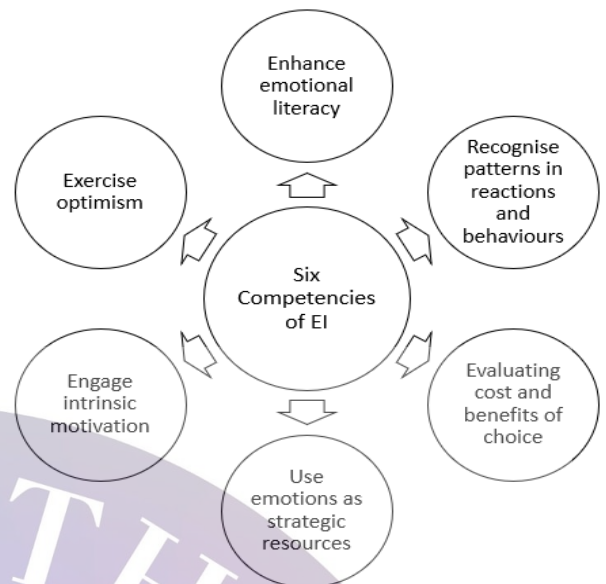
IMPORTANCE OF EMOTIONAL INTELLIGENCE

IMPORTANCE OF EI IN PERSONAL LIFE

- **Conflict resolution:** Emotionally intelligent person can handle difficult individuals, groups of people, or tense situations with diplomacy and tact. EI helps us to handle 'fight' or 'flight' situation and find collaborative solutions.

SAATH TO SUCCESS

- **Mental health:** It helps us to manage our emotions, which means that we can manage our stress. This keeps us protected against depression and anxiety. Also, emotionally intelligent person can handle pressure with ease.
- **Decision making:** Researchers agree that the key to good decision is the combination of both thinking and feeling in one's decisions. Positive mood and emotions help in better decision making.
- **Optimism:** It helps to control our negative emotions and provide proper perspective of hope and possibility.
- **Personal growth:** It has been found through researches that emotionally intelligent people achieve better results in personal and professional life. They are flexible enough to accept positive changes in their life.
- **Motivation:** Individuals with high emotional intelligence are highly motivated and they can easily adapt to work environment and navigate through occasional failures.
- **Differentiate between needs and wants:** An emotionally intelligent mind is able to differentiate between things that they need and things they want.



IMPORTANCE OF EI IN CIVIL SERVICES/ADMINISTRATION

Previous Year Question on this Topic

Ques. How will you apply emotional intelligence in administrative practices? (150 Words, 10 marks) (2017)

- **Role clarity:** Self-awareness about oneself reduces role ambiguity and intra-personal conflicts by enabling individuals to have clarity regarding their personal and professional goals.
Example: An emotionally intelligent civil servant would keep public interest above his/her personal interest and is less likely to be involved in corruption.
- **For change:** An Emotionally Intelligent person is more likely to try new things, take risks and face new challenges without fear. This will help in finding innovative solutions to different problems.
- **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.
- **For 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.
- **For maintaining balance in life:** EI helps a civil servant in managing his/her personal life as well as professional life.
- **Stress Management:** EI enables one to manage emotions in anxiety-provoking situations and thus helps one in maintaining one's physical and mental wellbeing.
- **Self-regulation:** Civil Servants that are emotionally intelligent would regulate themselves and rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values.
 - **Example:** Because of self-regulation a Civil Servant would have low greed and therefore low corruption, such as Ashok Khemka.
- **Objectivity and impartiality:** These are foundational values of Civil Services and emotional intelligence would inculcate these values in a Civil Servant along with making him/her apolitical in the time of politicisation of bureaucracy.

- **Example:** An emotionally intelligent civil servant would ensure that his/her religion, caste, race, political affiliation etc. does not influence his/her decision making.
- **Motivation:** EI helps a person in comprehending emotions of others, thus an emotionally intelligent civil servant can motivate himself/herself and also his/her subordinates towards a particular goal.
 - **Example:** Prashant Nair, District collector of Kozhikode started Compassionate Kozhikode, a volunteer-driven project to provide various public services.
- **Better targeting of policies:** Empathy is essential to know emotions, moods and drives, lifestyle, culture, problems, inabilities of people at whom public policy is being targeted.
 - **Example:** Armstrong Pame, understood the need of the people and enabled construction of 100 km Peoples' road in a historically unconnected region using social donations and resources collected.
 - **Example:** Policies for differently-abled persons, women, transgender persons etc..
- **Social skills:** Social skills of an emotionally intelligent civil servant enables him/her to:
 - Improve interpersonal and intergroup relationships by facilitating better communication within the organisation and between the individuals
 - Improve level of cooperation, trustworthiness and commitment.
 - **Example:** A civil servant high on emotional intelligence will be able to solve difficult issues such as IAS Office OP Choudhary solved the problem of lack of availability of skilled labour with education initiative 'Choo Lo Aasman'.

Thus, EI plays an important role in effective handling of diverse challenge that Civil Servants face. Even, the Daniel Goleman has said, "80% of success at work depends on EI, while only 20% depends on the IQ".

QUALITIES OF AN EMOTIONAL INTELLIGENT PERSON

A person with high EI has:

- **Higher integrity:** A highly emotionally intelligent person would be aware of his/her inner self and the surrounding environment. Therefore, there would be lesser mismatch and higher consistency in behaviour.
- **Reduced stress level:** Emotionally intelligent persons are able to better manage their emotions and therefore, hold themselves in distress and emotionally challenged situations.
- **Improved communication:** Emotionally intelligent people are more confident and positive because of self-awareness and self-regulation and are able to better communicate and connect with others because of their social skills.
- **Respect from and for others:** Emotionally intelligent people are able to make a favourable rapport among others because of tactfulness, sensitivity, cooperativeness and good listening qualities.
- **Empathetic:** Emotionally intelligent people are also empathetic, because understanding others' emotions and their perspective is also essential for emotional intelligence.
- **Responsibility:** Emotionally intelligent people act in responsible manner because of empathy and social skills.
- **Dedication:** Emotionally intelligent people are able to find motivation towards their task and therefore are dedicated towards their task.
- **Creativity:** Emotionally intelligent people are able to move their feelings to a space where they can help to come up with new ideas.

QUALITIES OF AN EMOTIONAL INTELLIGENT ADMINISTRATOR

An emotionally intelligent administrator possesses following qualities:

- **High self-regard:** Good leaders know about their strength and capitalise on those strengths, as well as know their weaknesses and try to fill those gaps.

- **Example:** Post-independence, Sardar Patel capitalised on his strengths for integration of Princely states into India.
- **Set an example:** Emotionally intelligent administrator set their targets and get them done. By doing this, they set examples for others.
 - **Example:** Pankaj Jain, the district collector of Katni in Madhya Pradesh could have sent his daughter to a high-profile play school but sent her to Aanganwadi for play-schooling.
- **Inspire a shared vision:** Emotionally intelligent leaders are able to establish a connection with the masses with their communication and social skills.
 - **Example:** Former Prime Minister Mrs. Indira Gandhi gave the slogan "Garibi Hatao, Desh Bachao" and recently the Prime Minister has given the slogan "Sabka Sath, Sabka Vikaas".
- **Stay composed under pressure:** Good leaders do not flare up and lose control in difficult situations.
 - **Example:** President George W. Bush continued sitting with Florida school children even after being alerted about 9/11 attack. By not outwardly reacting, he bought himself space to think and time to react.
- **Maintain balance in life:** An emotionally intelligent administrator is able to manage his/her own life well—including stress, home life, fitness and diet. Then he/she can manage his/her professional life better.
 - **Example:** Former US President Barack Obama maintained a work-life balance—spent his time with family, attended his daughter's parent-teacher conferences in school etc.
- **Encourage others:** Emotionally intelligent administrators recognise the contributions of others. Rewarding people for their contribution goes a long way in motivating them to be part of the team.
 - **Example:** Recently a CISF personnel, who stopped a Bollywood star, was rewarded for doing his duty.
- **Leadership:** Emotionally Intelligent administrators know how to work with others, use resources wisely, support and credit their people and are able to lead from the front.
 - **Example:** IAS officer Bhupesh Chaudhary (Mizoram) utilised MGNREGS, Mission for Integrated Development of Horticulture and formed SHGs and cooperatives of farmers to increase the income of chilli growing farmers by 14 times.
- **Selflessness:** Because of empathy and social skills, emotionally intelligent administrators are able to understand the problems of others and show selflessness.
 - **Example:** IAS officer, Nikunja Dhal serving as Secretary of Health and Family Welfare Department, Odisha resumed work merely 24hrs after his father's death amid COVID-19 pandemic.
- **Adaptability:** Emotionally intelligent administrators, because of their calmness, control over emotions etc. are able to adapt to different and even challenging situations.
 - **Example:** IAS officer Smita Sabharwal adapted to the financial crunch and launched a campaign—Fund Your City—appealing to residents to help her build the infrastructure of Naxal-affected areas.

CHALLENGES FOR DEVELOPMENT OF EMOTIONAL INTELLIGENCE IN THE ADMINISTRATION

- Although Emotional intelligence is an important aspect of administration but there have been instances which show that there is lack of emotional intelligence in the administrators such as Surajpur (Chhattisgarh) District Collector Ranbir Sharma had slapped a boy who was outdoor during lockdown, instances of corruption, nepotism etc.

Following are the hinderance to the development of EI in the administration:

- **Work pressure:** There is excessive work pressure on the bureaucracy which leads to development of "do whatever it takes" approach.
 - **Example:** An army jawan was recently thrashed for not wearing mask by Jharkhand police.

- **Cultural gap:** There is also cultural gap between the bureaucracy and public, which reduces the empathy, understanding of the public among the bureaucracy and increases the communication gap between them.
 - **Example:** Issue of migrant workers during COVID-19 lockdown where police officers were mainly focused on implementation of lockdown.
- **Use of technology:** Technology is being increasingly used in the administration now. However, technology lacks emotions and becomes a hinderance in emotional intelligence.
 - **Example:** A girl, Santoshi Kumari from Jharkhand died due to starvation because of denial of ration as the family's ration card was not linked with Aadhar card.
- **Excessive anonymity and hierarchy:** Anonymity is considered the strength of the bureaucracy. However, excessive anonymity and hierarchy might sometimes lead to lack of motivation for taking up responsibility.
 - **Example:** A government official can refuse to grant PDS benefits to a destitute (eligible but lacking required documents) by making an excuse over want of order from higher officials.
- **Lack of training:** Indian bureaucracy is largely trained on the technical part of the task but not on the emotional intelligence. Also, there is reluctance/red tapism in changing the curriculum of training.

DEVELOPMENT OF EMOTIONAL INTELLIGENCE

DEVELOPMENT OF EMOTIONAL INTELLIGENCE IN PERSONAL LIFE

Emotional intelligence involves emotional skills such as empathy, self-control, accurate self-assessment, sensitivity to the need of the situations etc., which can be learnt and are result of evolution throughout our life based on how we face, observe and learn from our everyday experience.

- **Practicing emotional self-control:** By practicing emotional self-control one can avoid decisions based on impulsive feelings and emotions and can control and restrain from negative actions.
 - **Example:** While being angry, acting in a mature way by looking at larger picture.
- **Emotional expression:** Emotional expression provides incentive for desired behaviour from the recipient.
 - **Example:** Child-friendly procedures are incorporated in the POCSO Act for making a child comfortable with the investigation process.
- **Self-evaluation:** It helps one to know one's emotions and reactions to different situations.
 - **Example:** Analysing an act of anger would increase the understanding of the emotion and reaction.
- **Observation:** By observing others, one can comprehend the feeling of others.
 - **Example:** It can be comprehended that someone is troubled by something if he/she is sad.
- **Improving communication:** By improving expression through verbal and non-verbal cues communication can be improved.
 - **Example:** A mother holding a toy in hand and showing joyful expression would make the kid approach the toy.
- **Analysing the impact:** By analysing the impacts of one's actions over others, one can fine tune the actions of self.
 - **Example:** During COVID-19 first lockdown people were encouraged to provide relief material to migrants travelling to their home.
- **Openness:** Being open to criticism increases patient, tolerance towards others, which increases the social skills and helps in keeping calm under adverse situations.
 - **Example:** Gandhiji was open to criticism and therefore remained calm even in difficult situations.
- **Entertaining new ideas:** Entertaining new ideas through literature and other sources increases the knowledge about public or any other object, which adds to empathy, social skills etc.
 - **Example:** IAS probationers are taken to 'Bharat Darshan' to increase their understanding about the culture and various other aspects of the country.

DEVELOPMENT OF EMOTIONAL INTELLIGENCE IN CIVIL SERVANTS/ADMINISTRATORS

- **Improving social skills:** Social skills can be improved by working on communication aspect and also by increasing the knowledge about the society in which the civil servant is working.
 - **Example:** Along with words, non-verbal expressions such as smile etc. would bring better response from the recipient.
- **Sensitivity training:** Sensitivity training through fieldwork, role playing games, perspective taking etc. increases the empathy in the civil servant.
 - **Example:** Rohini Bhajibhkare (District Collector of Salem District), who is a daughter of a marginal farmer is known for people-centric governance.
- **Channelisation of emotions:** It prevents the influence of physical and mental environment of the civil servant on the decision-making.
 - **Example:** A Civil Servant showing too much of enthusiasm (even with good intention) while awarding a contract might put himself/herself on the radar of suspicion.

CRITICISM OF EMOTIONAL INTELLIGENCE

- **Manipulating others:** A person who is very good at judging and manipulating other's emotions without integrity can hide real emotions and disguise others with expression of other set of emotions.
 - **Example:** People on social media platforms manipulate other people by exploiting their emotions such as distress etc.
- **Lack of communication:** Excessive regulation of emotions along with lower social skills might lead to lack of communication with recipient.
 - **Example:** If a person (A) is not good in communication skills and does not show any emotion (such as smile) while meeting someone (B), then that person (B) will have lesser interest in talking to person (A).
- **EI has little predictive value:** The studies conducted on EI have shown that it adds little or nothing to the prediction of some common outcomes.
- **Confusing Skills with moral qualities:** EI is desirable moral quality rather than a skill. A well-developed EI is not only an instrumental tool for accomplishing goals but as a dark side as a weapon for manipulating others.
- **Cannot be recognised as form of intelligence:** The essence of this criticism is that scientific inquiry depends on valid and consistent construct utilization. Before the introduction of the term EI, psychologists had established theoretical distinctions between factors such as abilities and achievements, skills and habits, attitudes and values, and personality traits and emotional states. Thus, it is also believed that EI merges and conflates such accepted term and definitions.
- **Tolerance towards injustice:** If a person has excessive control over emotions then he/she can suppress his/her emotions that might be inclined towards justice.
 - **Example:** A person can control his/her emotion of pity when he/she someone scolding a poor person asking for food.

DIFFERENCE BETWEEN HIGH AND LOW EI

High EQ

Understand and Sense others motivations and inspire good work in them

- Create Safety for people to speak their mind, which avoid groupthink
- Can sense potential and new opportunities effectively better than others
- Resolve conflicts well and do not add to or escalate drama

Low EQ

- Easily stressed and impact others with the effect of own overwhelm
- Do not speak up or assert himself, even in situations where it is required
- Lack of Patience: Get defensive and argue for points without listening others
- Hold grudge that are hard to shake and feel misunderstood by others

ROLE OF EI IN PUBLIC SERVICES

“Emotional Intelligence” is the very marker that distinguishes routine management from outstanding leadership and the marker that distinguishes dead organizations from living organizations. It has significant role in Public services, which are as-

- **Effective Communication:** Emotionally intelligent people listen to other people and know how to communicate effectively. An emotionally intelligent Civil Servant manages to execute policies effectively through better communication with public at large. Empathy and integrity takes precedence over personal biases when one is emotionally sorted out.
- **Better coordination with subordinates-** The quality of EI makes a public servant more aware and compassionate. Ego, pride or other negative emotions fail to creep in such personalities.
- **Better work-culture:** An emotionally intelligent civil servant brings more energy to the system, thus influencing the working attitude of each employee.
- **Fosters Leadership-** Self-awareness is at the core of everything. It describes the ability to not only understand one’s strengths and weaknesses, but to recognize emotions and the effect they have on herself (public servant) and her team’s performance.
- **Management of disruptive emotions-** A civil servant while working in high pressure environment often becomes subject to political pressure, life threats etc. Only a public servant who is Emotionally Intelligent would be able to handle such pressures without succumbing to anger, depression or compromise.
- **Help in negotiations:** Emotionally intelligent people can negotiate and resolve disagreements. This characteristic is the heart of public service.
- **Build Trust with people:** Emotionally intelligent people listen to other people’s emotions and can empathize with them. They act ethically and build trust through integrity and reliability.
- **360 degree Leadership** – Public administrators with high levels of emotional intelligence :
 - Lead up -- build social capital with political superiors and elected officials;
 - Lead down -- build social capital with lower-level staff;
 - Lead across -- build social capital with peers;
 - Lead out -- build social capital with stakeholders outside ministry like NGOs, academics, media, citizens etc

Conclusion:

Emotionally intelligence people know how to deploy their strengths and compensate for their weaknesses. Thus, emotionally intelligent behaviour is a prerequisite for building bridges of mutual understanding and trust in the Public Services.

THREAT TO EMOTIONAL INTELLIGENCE IN PRESENT TIME

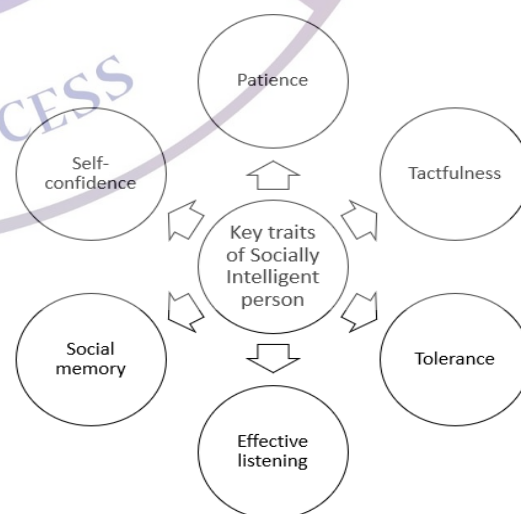
- **Artificial intelligence:** There is increasing reliance on Artificial intelligence in present time, which cannot understand the cultural difference, emotional expressions etc. and also magnify biasness in the algorithm.
 - **Example:** Facial recognition technology used in USA have been biased against people of colour and has wrongfully matched different people of colour.
- **Excessive politicisation:** Because of excessive politicisation there is increasing public and political pressure on honest officials and at the same time 'yesmanship' among politically aligned officials.
 - **Example:** Archaeological Survey of India began gold hunting in Uttar Pradesh on the order of a Union Minister who believed a seer.
- **Social media and fake news:** Because of social media and fake news there is less emphasis on rationality and people tend to jump to the conclusion, increasing pressure on the officials to deliver quick results.
 - **Example:** In Ryan international school case, Gurugram, the police charged the bus driver to show quick result, but he was later released after CBI took over the case.
- **Online Games and Apps:** Children and youth are wasting their precious time by engaging in Online games. Their thinking process are getting shaped in line of characters of the Game. Ex. 'Blue Whale challenge' has motivated many kids to take extreme steps in their life. Tik Tok app which promoted people to make videos for the publicity only.
- **Virtual classes and activities in School:** During Corona Period, engagement of students with internet for attending classes, has kept away from the real world. This has been hindering in the natural growth of EI among children. Ex. Group events, games are not being organised which could lead to suppression of values such as teamwork, leadership, compassion etc.
- **Rigid laws:** Strict code of conduct, rules that abide the bureaucrats to the decisions of ministers and they cannot outrightly reject illegitimate demand.
 - **Example:** Former Kerala Chief Secretary Jiji Thomson, an accused in the palmolein graft case had to abide by the decision of the government to import about 15,000 tonnes of palmolein.

SOCIAL INTELLIGENCE

Social intelligence (SI) is the ability of a person to tune into other people's emotions and read the subtle behavioural cues to choose the most effective response in a given situation. It aids people to successfully build relationships and navigate social environments.

KEY ELEMENTS OF SOCIAL INTELLIGENCE

- **Verbal fluency and conversational skills:** A socially intelligent person can carry conversation with wide variety of people and is tactful and appropriate in what is said.
 - **Example:** Swami Vivekananda was tactful in using "Sisters and brothers of America" in his speech in Chicago.
- **Knowledge of social roles, rules and scripts:** Socially intelligent people can play various social roles, and are well versed with informal rules or norms in the society.
 - **Example:** Gandhiji was well aware about the social roles prescribed for women in pre-independence India and therefore devised appropriate strategy for them to play a role in freedom struggle.



- **Effective listening skills:** Socially intelligent people are good listeners and show a positive attitude; therefore, other person having interaction with them feels a good 'connection'.
 - **Example:** Former President K.R. Narayanan became the first public figure (as Vice-President) to shake hand with an HIV-infected person and showed positive attitude
- **Impression management skills:** Socially intelligent people are good at making a balance between managing and controlling their image and being reasonably authentic.
 - **Example:** Chetan Singh Rathore, the Deputy Commissioner of Bengaluru spoke to protesters and sung national anthem to pacify them.

HOW TO DEVELOP EMOTIONAL INTELLIGENCE AMONG CIVIL SERVANTS:

Cognitive intelligence (IQ) does not change with age or experience. However, with EQ, this is not the case. Emotional competencies are learned and can be taught. The mastery of EQ skills evolve over a lifelong growth.

- **Yoga Practice:** Person can take help of exercise such as control over breathing to increase self-awareness and self-management.
- Person should be open to the inputs from others.
- **Emotional literacy:** Person should improve his emotional literacy because if person can't label his emotional state correctly, he can't manage his emotions.
- **Non-verbal communication:** Person should learn to interpret non-verbal communication such as facial and body gestures.
- **Training** through practice and feedback, civil servants can learn from their mistakes using real life examples and reflection opportunities.
- **Support:** Coaching, encouragement and peer support can assist with lasting change and positive development of EI competencies
- **Experiential learning:** Emotional and behavioural changes require life activities which are primarily outside of the traditional classroom and is commonly referred to as experiential learning.
- **Learning transfer** it refers to how people use what they learn in training for performance improvement. Learning transfer seeks to reinforce and apply the information learned on the job immediately

Conclusion

Emotional intelligence is the single best predictor of performance in the workplace and the strongest driver of leadership and personal excellence. These are instrumental tools for goal accomplishment.

SAATH TO SUCCESS