



Mains Practice Question

Q. Emotional Intelligence is often considered a critical component of effective leadership and ethical decision-making. Suggest measures to develop it among civil servants. **(150 words)**

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Approach

- Introduce the answer by defining emotional intelligence
- Delve into the significance of emotional intelligence in effective leadership and ethical decision-making
- Highlight measures to develop it among civil servants
- Conclude Suitably.

Introduction

Emotional Intelligence (EI) is the ability to **recognize, understand, manage, and reason** with emotions. It is a crucial attribute for civil servants as it enables them to navigate complex situations, build effective relationships, and make ethical decisions.

Body

Significance of Emotional Intelligence in Effective Leadership and Ethical Decision-making:

- **Self-Awareness and Emotional Regulation:** Leaders with high EI have a deep understanding of their **own emotions, strengths, and weaknesses**.
 - **Example:** Ashok Khemka, an IAS officer, has exhibited unwavering determination in his decision-making despite **numerous transfers** and challenges, showcasing **emotional resilience**.
- **Ethical Decision-making and Integrity:** Emotionally intelligent leaders are better equipped to make ethical decisions as they can consider the emotional implications of their choices on various stakeholders.
 - They are more likely to act with **integrity**, aligning their decisions with their values and principles.
 - **Example:** **T.N. Seshan's** tenure as **Chief Election Commissioner** is noted for his integrity, unwavering commitment to free and fair elections, and adept handling of complex political situations, showcasing exemplary emotional intelligence.
- **Adaptability and Resilience:** Leaders with high EI are better able to adapt to changing circumstances and navigate challenges with resilience.
 - **Example:** During the Covid-19 pandemic, leaders like **Jacinda Ardern (Prime Minister of New Zealand)** demonstrated remarkable emotional intelligence, which helped reassure the public and guide effective crisis management efforts.
- **Empathy and Understanding:** Emotionally intelligent leaders have the ability to perceive and understand the emotions of others, fostering stronger connections and trust within their teams.
 - **Example:** **Indra Nooyi**, the former CEO of PepsiCo, was known for her empathetic leadership style.
- **Effective Communication and Conflict Resolution:** Leaders with high EI possess strong

communication skills and the ability to navigate conflicts effectively. They can convey their messages with emotional intelligence, ensuring that their intentions are understood and fostering open and constructive dialogue.

- **Example: Nelson Mandela**, the former President of South Africa, exemplified emotional intelligence in his leadership.

Measures to Develop it Among Civil Servants:

- **Incorporate Emotional Intelligence in Performance Evaluation:** Include emotional intelligence competencies as part of performance evaluations and recognition programs.
 - Recognize and reward civil servants who demonstrate high levels of emotional intelligence in their work.
- **Job Shadowing:** Implementing Job Shadowing and role immersion programs for civil servants to gain diverse experience and develop empathy, perspective-taking, and emotional awareness.
 - For instance, a "**Civil Service Exchange Program**" in India could allow officers to shadow colleagues from different services and ministries, enhancing their emotional intelligence through cross-functional exposure.
- **Citizen Feedback Labs with Emotional Intelligence Focus:** Establish citizen feedback labs designed to gather citizen perspectives not just on policy issues, but also on the emotional impact of decisions of the civil servants.
 - This allows civil servants to learn directly from citizens and identify areas for improvement in emotional intelligence practices.

Conclusion

By implementing these measures, civil servants can cultivate emotional intelligence, enabling them to make ethical decisions, **build trust with stakeholders**, and navigate complex situations with greater **emotional awareness and resilience**

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