

Yet, state alone can't ensure social harmony; the responsibility lies with the public and their individual conscience. It is the duty of every citizen to inculcate the feeling of bonhomie towards other sections and rise above narrow interests and short term goals and build a strong and united country.

**6. Explain with examples how emotional intelligence increases the effectiveness of leadership skills in a civil servant. 10**

**Approach:**

- Briefly explain emotional intelligence.
- Enlist with examples/ instances, how emotional intelligence helps civil servants in displaying better leadership while delivering his/her duties.

**Answer:**

Emotional intelligence is the ability to comprehend and manage one's own and others' emotions. It is the ability to convert emotions from a stumbling block into facilitating element. It entails self-awareness, self-regulation, motivation, empathy and related social skills that help a civil servant to lead on various occasions effectively.

An emotionally intelligent civil servant would display the following indispensable qualities required for leadership:

- He/she would know when his/her behaviour is governed by a specific emotion, like pride or anger etc. and thus, he/she would remain **composed and impartial**. For e.g. instead of reprimanding an erring sub-ordinate in front of others, he/she would reason with that person one-on-one.
- Being able to anticipate others' emotions, he/she would be effective in crowd management, and handling difficult situations. For e.g. In riot situations, he/she is able to identify the leader(s) and convince them for talks to prevent violence.
- With empathy, he/she would be able to respond better to the feelings of aggrieved by prioritizing tasks. This will lead to effective policy implementation and formulation.
- With good communication skills, he/she would be effective in organizational functioning
- With high levels of motivation, he/she will be able to drive others to action.

A real-life example worth-mentioning here is that of Armstrong Pame, an IAS officer in Manipur, who helped build a 100-km "People's Road" by roping in local people and online donations. His empathy towards people's challenges and ability to actualize potential proved him to be an effective leader in this project.

Such high EQ people are confident in their ability to carry out the required actions and meet the target by looking for successful solutions to problems. Thus, emotional intelligence is indispensable in civil services where the interaction with people, colleagues and clientele, is immense.

**7. A Citizens' Charter sees public services through the eyes of those who use them. In this context, analyze the importance of citizen charter in making public services citizen centric. 10**

**Approach:**

- Elaborate the given statement.
- Analyse how citizens' charter help in making public services citizen centric.

**Answer:**

Citizen charter is a document that an organization publishes for public reference, and provides details about the nature, working, and functions of the organization. It incorporates the service quality, and the time period for provision of various services, that the citizens can expect from the organization.

The Charter sees public services through the eyes of those who use them. This demands a regular and systematic consultation with the users of the service to fix service standards and to ascertain quality of service delivery.