

1. Definitions, phrases and examples

1. Belief

1. It is an internal feeling that something is true.
2. It is what we think about things. An individual usually tends to **internalise the beliefs of people around him** or of charismatic leaders.

2. Values

1. Values are things which are **valuable** to him. They are most important of all beliefs. Beliefs of a person can be changed easily but values are **very difficult to change**.
2. For example, **Raju may believe Americans by nature are bad**, without any prior objective facts. But if Raju sees an American helping someone, he may change his belief system accordingly. That means beliefs can be changed easily. **Values take time to develop**, but once they are developed they are hard to change.

3. Values of mine

1. **Patriotism:** I believe in the patriotism and the love for country but it should not be a **jingoistic feeling**. Patriotism gives you a drive to work for people, **removing inequality** in all spheres of life.
2. **Peace:** People are fighting each other for **religious, caste, language and race reasons**. Lack of peace in society brings an ambience of fear, pain, acrimony and injustice. My duty in this regard lies in **germinating brotherhood** among people. Violence begets violence and nothing can be achieved from it. Ex: National movement.
3. **Compassion:** **We are all humans first**. No doubt we have different skin colours, religious preferences and political points of view, but at the end of the day, we still need to **take care of one another**.
4. **Effort:** No matter the outcome, there is **always value in the effort** when the effort is authentic and well intended. **Krishna in Bhagavadgita says one should do work diligently without any expectation of any rewards**. This reduces unnecessary expectations and pressures. Ex: A **civil servant** should work as hard as he can even though if such **work is not recognised by**

others and may not lead to personal benefits to him.

4. **Civil services values**

1. For every situation we don't have time to test the case on **ethical theories** such as utilitarianism. So, prescribed **values provide time saving shortcut** in many such situations.
2. For example, **non-partisanship** is one value of civil service. So, a civil servant need not think whether to **join a political rally or not**. It is clear from the value that it is plain wrong.
3. They **reduce moral sacrifices on one's part**. For example, **Objectivity** is one of the civil services value. So, a civil servant can easily **remove any family biases** in decision making without any guilt feeling.
4. Values have **hierarchy**. For a judge, value hierarchy should be first, **Justice** and then followed by **mercy**.
5. A civil servant has various **discretionary powers**. He must be provided with guiding principles to **prevent abuse of power**. The foundational values provide these guiding principles.
5. **Ethics:** Ethics is a set of standards that society places on itself. They help us decide **what is right and what is wrong**. So, basically they focus on conduct or actions of individuals. Ethics are defined by **society and not individually**. Also, being ethical is not same as doing whatever society wants. In many societies, most **accepted standards are ethical**. But in some societies most accepted standards may not be ethical. An entire society can become corrupt. Ex: **Nazi Germany**.
6. **Values vs ethics:** **Suppose someone highly values success**, we will **expect him to be goal oriented**. But the method he choose to achieve that success, either by correct or incorrect ways, is a matter of ethics. Ex: Concepts such as **competition, compromise, hard work** may be **values** of someone but they are not considered as ethics as they don't focus on action. While concepts like honesty, **truthfulness, fairness** are used in decision making to decide rightness or wrongness of an action. Thus they are considered as **ethics**.
7. **Codes, principles and ideals:** A code of action will enable a person to behave with **integrity**. **Principles** are the **manifestation of values, morals and ethics**. Ex: A person who acts upon principle of transparency may be reflecting his value of honesty. An **ideal is a principle** or value that

one **pursues as a goal**, usually in the context of ethics. Ideals are one of high or noble character.

8. **Morals:** Morals also relate to right or wrong conduct. While **ethics are provided by an external source**, like societies, institutions etc., **morals are individual's own principles** regarding right and wrong. Morals emerge from religion. Thus **ethics are dependent on others** for definition while morals stem from inside.



- Why is practising morality difficult, compared to preaching morality?
 - Lack of awareness of the role of morality in our lives. For example, one may not know how morality's role in developing personal well-being, stable social relationships etc. that are important for a successful personal life. Similarly, one may not understand morality's larger role in the public life
 - Lack of sense of purpose in being moral when majority is being immoral – one would think whether being moral would make a tangible impact
 - Lack of incentives to remain moral, when immoral people are succeeding in life. For example, in politics, one with criminal records may get elected due to money and muscle power
 - Is time consuming – practice of morality wouldn't bear fruits immediately
 - No systematic efforts pursued to imbibe moral values in the future generation

9. **Moral earnestness:** It means **sincerity towards one's own moral values**. If stealing is bad, a person with moral earnestness would never steal.
Ex: **Not giving seat to a old man in Metro**, although you are aware of problems of old man and also you sympathise with him. Ex: Corruption.

10. **Ethics vs Morals:** Morals and ethics are usually congruent with each other as an individual is part of this society only. But sometimes, **morals may come in conflict with ethics**. Ex: Defence lawyer for a terrorist.

11. **Work ethics**

1. It represents **good attitude towards work**. A person with good work ethics will show strong **commitment, sincerity, respect** for time in fulfilment of one's duties. Work is considered not as a **burden** but as an opportunity to serve and constructively contribute to society.

2. As Swami Vivekananda observed, **every duty is holy** and devotion to duty is the **highest form of worship**. PM Modi said in his August 15 speech said that more than Karya (work), **Karya Sanskriti (work attitude)** of the Government is important.

12. Dedication

1. Dedication is the quality of being able to **give one's time and attention** to a **particular activity**, person or a cause. Dedication **gives strength** to move on and on without any **distraction**. If a person is not dedicated to his goal, he may **lose sight of his goal** and may never achieve it. Dedication ensure that duty becomes an end in itself.
2. Dedication is the highest form of commitment. Dedication suggests that one is **devoted even** when though **there is no formal commitment**. Ex: Police officers not registering the crime case if it is not in his area. He do not want to take **extra responsibility**. Although he is committed, he has no dedication towards crime free society.
3. In AP, **MLA slept near graveyard** to chase away fear of construction workers.
4. Sreedharan, Metro Man, was made **MD of DMRC at the age of 65**. He completed the project within/before the time and within the allocated budget.

13. Ethical competence

1. Ethical competence is essentially the **ability to implement ethics in public life**. It **includes judging** what constitutes ethically appropriate conduct and ability to **act ethically** and **communicate** the same to the public.
2. **Knowledge:** Ethical competence can be achieved when it is **supplemented** with the **legal, institutional, political, and cultural justifications**. For example, **Article 14 establishes rule of law** in India. The political justification is that India is a democracy where no citizen is above the law.
3. **Reasoning skills:** It is **the ability to identify a situation** where there can be **ethical conflicts, dilemmas**, clash of values etc. For example, a public servant should identify **conflict of interest situations**. It is possible that an officer may be awarding a contract to a relative.

4. **Advocacy skills:** It is **the ability to communicate a principled view** of the decision to **media and the public** at large. For example, **displacing tribals** from their home forests is a major issue. Officials must be sensitive to public sentiments and announce such decisions with clear reasons.
5. **Self awareness:** Officials need to develop skills in **recognising** the various **merits and weaknesses of their own positions**, and of the principled positions which may be taken by other officials, individuals, interest groups, and the State, and building consensus.
6. **Attitude and commitment:** Even officers of highest integrity may choose to ignore ethical considerations. Ensuring consistent ethical behaviour may require **attitudinal change in the officials**. For example, a coal secretary may allocate a mining block without dwelling much on the lives of the poor inhabitants that may be affected. He may act solely on economic grounds.

14. **Objectivity**

1. Objectivity refers to taking **decisions on fair basis** without **any bias or external influence**. It means being truthful, unbiased, impartial and sticking to facts. Objectivity helps civil servants to take **reasoned decisions** and **defending them in front of others**. For example, a judicial magistrate with objectivity would go by the merits of a robbery case rather than being influenced by the public perception of the culprit.
2. However objectivity should not be misconstrued as a **mechanical and rigid adherence to laws and rules**. There must be an element of fairness in the decision making. Ex: **A judge imposing same fine on a rich and poor man** when both have done same crime may be objective but not fair. Judiciary need to be fair along with being objective or one can say that there must be **enlightened objectivity**.

15. **How to inculcate objectivity**

1. **Training.**
2. **Transparency:** After **Right to information act**, civil servants today will **think twice before taking discretionary decisions**, fearing that he will have to answer it if someone files an RTI.
3. **Accountability:** Within judicial/administrative procedure, there should be **mechanism for appellate board** to **review decisions** of

the authorities. Ex: taxation, land acquisition etc.

4. **Critical thinking:** ASI began gold hunting in Uttar Pradesh, on order of a union minister who believed a baba. They showed lack of **critical thinking** by blindly following dictates of some person.
5. **Information management:** If you don't have **complete information**, you can't take objective decisions. Ex: SDGs have 17 goals and 169 targets. Previously in MDGs, we had 18 indicators, yet we lacked proper statistical databases to compare performance.

16. Subjective situations

1. To **realise social and economic justice** to downtrodden, administrators have to consider subjective paths but their actions should be in their **jurisdiction, reasonable** and have humanitarian values. Administrator need to take **decisions on the spot**. To bring innovativeness, they need certain element of subjectivity.
2. Our constitution has also some such subjective actions. Though **Supreme court awards death sentences** on objective basis, constitution has provisions to **pardon death sentences subjectively** based on good moral conduct during period of sentence.

17. Public trust

1. **It is the firm belief of the people in public offices, institutions and officials** i.e. the measure of public confidence on the working of the Government. High public trust enables a civil servant to take **bold decisions**, whereas, low public trust raises question on every activity. **It can be built by consistent performance and efficient delivery** of expected services.
2. **Election Commission** enjoys high trust and this has helped it to implement 'Model Code of Conduct' even without Legislature's backing.

18. Strength of character

1. It is a measure of **how much a person can persevere in adverse circumstances** and stand against wrong actions and deeds. It is determined by how **strongly or weakly does one believes** and adheres to certain values. It stands to test in the face of hardships.
2. This strength helps a civil servant to firmly **say no to anyone's ill demands** that **may go against the law** or interests of general public. Ex: During riots, passing of tenders, work during disasters and so

on.

19. Tolerance

1. Tolerance refers to a **permissive attitude** towards those **whose opinions, practices, religion and nationality**, etc., differing from one's own. It is the act or capacity of **enduring the diversity of views** and practices in our environment. It is based on the idea of how to **live together in peace and harmony** with one another despite **dissenting view** points. Tolerance upholds human rights of dignified life and rule of law.
2. **Public officials need to be secular in outlook**. To do this, value of tolerance is necessary. Tolerance also means being **open to diverse views** which is fundamental in our constitution. All India services calls upon civil servants to **serve culturally different people**. A Punjabi civil servant may find it difficult to serve in South India if he does not have aptitude of tolerance.

20. How to be tolerant

1. Reading **literature**.
2. Working and **living in culturally different societies** will make one much tolerant.
3. **Interacting** with different set of people in your **locality**, like people from different **castes, religions**, etc.
4. **Writing one's experiences daily** in a diary, will help us keep in check the violent reactions in us. I made it a practice.
5. Try working on something where you have to be **part of a team**, and communicate with each other to get the **job done**.
6. A **calm mind** is essential for accepting diverse views. Meditation and physical exercise is helping me to remain calm.

21. Selflessness

1. It **means to put others before oneself** to the **extent of having little or no concern for one's life, money, position** etc. The job of civil servant demands that public concerns be the top priority. There might be situations where an official **has to give up family time at a stretch** in order to fulfil professional responsibilities. Further, selflessness helps in building an organization of integrity and honesty.

22. Courage

1. Courage is the virtue that **enables a person to restrain fear in the**

face of danger, difficulty or doubt. As Nelson Mandela put it, "Courage is not the absence of fear, but the triumph over it". Courage is the first of human qualities because it's the quality that guarantees the others.

2. Courage enables people to face tough consequences for their acts. For instance whistleblowers like Edward Snowden often pay heavy price for disclosures.
3. Without courage it is difficult to display qualities like leadership which entails laying out roadmaps for the future amidst uncertainty. For example it is courage that enabled Mahatma Gandhi to display the virtue of non-violence against the oppressive colonial regime.
4. It encourages people to take firm decisions and attempt things that they have not tried before. For instance, it takes courage to invest in novel & seemingly impractical/commercially unviable ideas like the SpaceX.
5. Various personal, social and professional feats are unthinkable without courage. Without courage, Raja Rammohan roy would not have fought against Sati.
6. Courage is not just dramatic physical heroism. Life provides daily opportunities and instances of courageous acts like standing up for injustice, supporting cleanliness in public places, standing up for rights of minorities, women, etc. However, it must be borne in mind that courage must stay within limits defined by reason.

23. Efficiency

1. Efficiency implies doing one's best in one's job, with limited available resources and time to achieve desired objectives. Efficiency simply does not mean mechanical productivity. For a genuinely efficient person there is regard for the higher goals of governance, including public welfare and he devotes himself to the expeditious achievement of those goals.
2. Thus, an efficient person is also an ethical person. He or she possesses administrative morality that is essentially rooted in a conviction in the desirability of ethical conduct.

24. Diligence

1. Diligence is the quality of showing perseverance in carrying out the work while showing careful attention to each and every detail.

This quality is indispensable to every civil servant considering the complexity of work and great responsibility which comes with it.

2. For example, in order to implement the **anti-corruption laws** in a district administration where corruption is a way of life one needs to be **very careful and attentive** with **strong will** to carry out the task.
3. An example of diligent is a **worker who always stays late** to get projects done on deadline. An example of diligent is the **artist who paints every strand of hair** on a **portrait**.
4. But it is difficult to inculcate value of diligence since **modern life tends to value comfort** more than hard work. Too many people want to put out minimum effort for maximum pay.

25. **How to inculcate diligence**

1. **By role modelling:** There have been various public personalities who showed **exemplary quality** of diligence in their public conduct. Ex: **Sreedharan**. Such personalities should be made **role model for civil servants** by making them aware of their lives.
2. **Social recognition:** **Giving recognition and rewards** to individuals who practices such quality will provide motivation to fellow civil servants to adopt such values.
3. **Giving adequate autonomy:** **Freedom from political pressure** will provide the civil servant to actively engage in his work.
4. **Providing adequate resources:** **Diligence not only require individual** will but resource in form of information and means to carry out the task. Provision of adequate resources will create conducive condition for inculcation of diligence as practical value.

26. **Non-partisanship and impartiality**

1. **Non-partisan** in public administration means **not to side with any group**, especially with **political groups** and parties. **Decisions** should be based on **evidence** and for ensuring maximum **public welfare** and not a specific entity. Advice should be without any fear of backlash.
2. **Impartiality** means that civil servants in carrying out their official work, including functions like procurement, recruitment, delivery of services etc, should take **decisions based on merit alone**.

27. **Importance of above for civil servants**

1. Impartiality enables the administrator in filling up the gaps of **trust deficit** between the subjects and the Government.
2. Impartiality provides **legitimacy to the conduct of administrator** and makes it more effective. For example, in conduct of an **election process**, public will measure the legitimacy of an election on basis of actual integrity of administration.
3. Non-partisanship strengthens the democratic procedures and **organisation's credibility**.
4. It strongly **attracts pre-requisites** of noble administration like **transparency** and **honesty**.

28. **How to ensure non-partisanship**

1. **Maintaining contact with industrialist**, builders, **NGOs**, politicians etc., only at the professional level via meetings, conferences etc. and not at the personal level.
2. **Regulate gift** taking from businessmen, etc.
3. Ensuring **transparency** via a website for my department where all decisions and reasons for taking the decision will be uploaded real time.
4. Ensuring **accountability** by assigning time bound tasks to officers and monitoring the progress.
5. **Citizens participation** via 24x7 helpline and **regular meetings with civil society**.
6. **Creating a citizen's charter** which will be derived from the ethics implicit in the constitution and which will **serve as guideline in cases** where the law is ambiguous.

29. **Intuition**

1. Intuition refers to the **ability to acquire knowledge** about things **without reasoning** or usage of reasoning in general. It is often conceived as a kind of **inner perception**. Ex: **Gandhi started salt satyagraha** and Quit India movement through his intuition of grasping the situation.
2. **It develops with age**, sometimes **maturity**, sometimes with **experience**, in some with **intellect**. It teaches, guides and motivates us. We **experience Deja-vu's** because our intuition might have felt it or comprehended it much before.

30. **Conscientiousness**

1. **Conscientiousness** is the **personality trait of being careful, or diligent**. Conscientiousness implies a desire to do a **task well**, and to take obligations to others seriously. It implies a desire to do a task well. Conscientious people are efficient and organised as opposed to **easy going and disorderly**.

31. Prudence

1. **Prudence** is the **ability to govern one's behaviour** by the use of **reason**. It is often associated with wisdom, insight and knowledge. Prudence avoids **extreme actions** and **focuses on middle path** as suggested by Buddhism.
2. All other **virtues** are regulated by it. Distinguishing when acts are **courageous**, as **opposed** to **reckless** is an act of prudence. Ex: Irwin pact, Gandhi calling off non-cooperation movement.

32. Temperance

1. It is defined as **moderation or voluntary self-restraint**. This includes restraint from retaliation in the form of **non-violence** and **forgiveness**, restraint from arrogance in the form of **humility** and modesty and restraint from excessive **anger** or **craving** for something in the form of **calmness** and **self control**.
2. **Buddhism** talks about taking middle path in all actions. This is nothing but following temperance in one's action.

33. Perseverance

1. **Steady persistence** in adhering to a cause of action, a belief or a purpose etc., in spite of difficulties or discouragement. Medicine is a field which requires **dedication** and perseverance.
2. Two greatest obstacles for people to overcome in life are **failures** and **fatigue**. **Failures may demotivate a person** and might deviate his path. **Fatigue may cause boredom** and may reduce effectiveness. Thus perseverance is necessary to overcome both fatigue and failure. Ex: Leaders of national struggle.

34. Activism

1. It signifies a **bold, fearless** and **upright** civil servant. A civil servant must show boldness to protest against the **immoral decisions** of their political masters. His obligation to the constitution must override his loyalty to the government.
2. Ex: **Sri Lakshmi**, 2g scam.

35. **Honesty**

1. There is no more fundamental ethical value than honesty. We **associate honesty with people of honour**, and we admire and rely on those who are honest. Honesty involves **both communications and conduct**.
2. Honesty precludes all acts, including **half truths**, out of context statements, and **even silence** during times of moral crisis.

36. **Integrity**

1. It is a concept of **consistency of thoughts, words, deeds, and duties**. Choosing the right, regardless of the consequence, is the hallmark of integrity. Integrity is **choosing your thoughts and actions** based on **values** rather than **personal gain**.
2. People of integrity are **trustworthy** because they base their **decisions on moral and ethical principles**, not on convenience.
3. Integrity enabled the official to do the **right and legal thing** with **conviction** and ensure that it sees logical end. A person without integrity will not have the **appetite for a long struggle** for what one feels is right.
4. In this era of **social media** and information flow an upright official with integrity will inspire many and there will be a **popular support** to the action of such an officer.
5. In public service it is said that one's reputation precedes oneself. So the **quality of an official having high integrity** will be well known to those who approach him.
6. Character and integrity are more often demonstrated by the way we handle **day to day relationship** questions than by any **heroic acts of courage**.

37. **Intellectual integrity**

1. It is defined as recognition of the need to be **true to one's own thinking** and to hold oneself to the **same standards** one expects others to meet. It is to practice what one advocates to others and to **honestly admit discrepancies and inconsistencies** in one's own thoughts and action.
2. For example, if you succeed, you'd say you worked hard. If someone else succeeds, you'd attribute it to his good luck. That **shows lack of intellectual integrity**, because you're not evaluating everything on same parameter. Suppose if a **husband lied to her**

wife about something important, then his behaviour lacks integrity.

38. **How to inculcate integrity**

1. **Through training.**
2. Through institutional structure such as **laws, rules and regulation.** 2nd ARC recommends setting up code of ethics for all departments of the government. Ex: Speaker will monitor how many times parliament was disrupted, a committee will monitor it and report will be published.
3. **Select random officer and try to bribe him.** This is not same as CBI/ACB raid, they want to **flush out corrupt people.** But integrity testing is done to establish honesty.
4. If **young recruit's first posting** is made under honest officer, then he's more like to remain honest for the rest of his life because of mentoring by a good role model.

39. **Fidelity:** It is defined as **faithfulness to obligations and duties.**

Correspondence with fact or with a given quality and adherence to **truth** are vital for maintaining fidelity. A public servant is expected to be at all times a **trustworthy person** in the public services. An unfaithful public servant tarnishes the image of the entire system.

40. **Rapprochement:** Establishing **cordial relations** with employees and other people who have direct relationship with the organisation.

41. **Equanimity:** It is a state of **psychological stability and composure** which is **undisturbed** by experiences of good or bad, pain or pleasure, or other phenomenon that may cause the normal people to lose the balance of their mind.

42. **Rationality:** It is a concept which believes in the **use of reason which is detached** with **passions, emotions and beliefs.** If our personal beliefs or sentiments are not in conformity with rationality, they should not prevail over rationality. It means bringing out a practical solution to a practical situation.

43. **Apathy:** **Lack of interest or concern.** It is a state of indifference or not showing concern, motivation, excitement, passion etc. Being indifferent towards others problems, towards systemic lapses, towards progressive change.

44. **Social accountability**

1. Social accountability is a process in which **ordinary citizens** or

civil society participate in **extracting accountability**. It does not rely on Government institutions to extract accountability of one another. **Conventional methods don't involve public** in defining standards and methods of accountability.

2. Conventional accountability mechanisms rely on government agencies to extract accountability. **Internal mechanisms** like departmental hierarchy are prone to **biases, favouritism** and quid pro quo. Also, conventional methods are of post-hoc nature i.e. they can **look into the propriety of the actions** of officials only after they are done.

45. **Excellence**

1. An administrator would ensure the **highest standards of quality in decisions** and action and would **not compromise** with standards because of convenience or complacency.
2. In a competitive international environment, an administrative system should **faithfully adhere** to the requisites of **total quality management (TQM)**.

46. **Fusion**

1. An administrator would rationally bring about a **fusion** of **individual, organisational and social goals** to help evolve unison of ideals and imbibe in his behaviour a commitment to such a fusion.
2. In the situation of **conflicting** goals, a concern for ethics should govern the choices made.

47. **Responsiveness and Resilience**

1. An administrator **would respond effectively to the demands** and challenges from the external as well as internal environment. He would **adapt to environmental transformation** and yet sustain the ethical norms of conduct.
2. In situations of deviation from the prescribed ethical norms, the administrative system would show resilience and **bounce back into the accepted ethical mould** at the earliest opportunity.

48. **Sympathy vs empathy vs compassion**

1. **Sympathy refers to acknowledging** another person's pain and providing comfort and assurance.
2. **Empathy** is the **ability to place oneself in another's position** and

understand their feelings and experience their emotions. Unless the public officials empathize with the common man, they will not be able to understand the problems faced by him and consequently, public services will not improve. Ex: An empathetic official will ensure **ramps** in his/ her office premises to aid the movement of the physically disabled.

3. Compassion refers to a step further, where a person not only feels empathetic but also a **desire to help alleviate the suffering** of the other person. Thus, the emphasis here is on action and wanting to help. In other words while Sympathy focuses on awareness, empathy focuses on experience and Compassion focuses on action.
4. For example, if a **poor person come to an administrative officer** without adequate documents for a **LPG connection**. In case, he just shows his concern, it is sympathy. Further, in case he consoles the person and tells him that he shares his agony and suffering, it is empathy. Finally, in case he not only shows his solidarity but also uses his discretionary powers to allocate him a connection, it is compassion.
5. **Compassionate Kozhikode** is a project by **district administration** of Kozhikode to **facilitate people** who are willing to give to people who are in **need**.

49. **How to cultivate empathy**

1. **Art, literature, cinema can help** us inculcate empathy. Ex: Satyajit Ray's Pather Panchali realistically portrays the poverty and rural India. Mother Teresa's autobiography, No Greater Love, moves one's heart.
2. Encourage perspective talking, **role playing** games, put yourself in the shoes of other people.
3. **Visit slums**, old age homes, etc.
4. People of all religions are given **public holidays on religious events**. It should encourage them to participate in each other's festivals.
5. **Right to education act** provides 25% reservation to children from economically weaker section in the schools. So, **rich and poor will interact** with each other and cultivate empathy for each other.
6. **IAS probationers are sent to Bharat Darshan** for similar reason of

understanding the diversity of India and grow compassion towards others.

50. **Compassion**

1. An administrator, without violating the prescribed laws and rules, would demonstrate compassion for the poor, the disabled and the weak while using his **discretion in making decisions**. At least, he would not grant any benefits to the stronger section of society only because they are strong and would not deny the due consideration to the weak, despite their weakness.
2. **Helping security guard of my hostel** to fill a school application form for his daughter. Contributing a meagre amount, from my internship stipend, to an NGO working for children education.

51. **National interest**

1. A civil servant would keep in view the **impact of his action on his nation's strength and prestige**.
2. The **Japanese**, Koreans, Germans and the Chinese citizens, while performing their official roles, have at the **back of their mind** a concern and respect for their nation. This **automatically raises the level of service** rendered and the products delivered.

52. **Red tapism**

1. **Red tape is excessive regulation or rigid conformity to rules** that is considered redundant or bureaucratic and hinders or prevents action or **decision making**. It is applied to governments, corporations and other large organisations.
2. This **unchecked growth** may continue independently of the **organisation's success** or failure. Through bureaucratic inertia, organisations tend to take on a life of their own beyond their formal objectives.

53. **Ethics audit**

1. It refers to a **neutral investigation** into how well a company conforms to the ethical standards of the industry or society generally.
2. An ethics audit may consider the company's own practices, how it **redresses grievances**, how it discloses its finances, what **kind of safety it accords to whistle blowers**, and even the general cultural surrounding its **business dealings**. Ex: Sahara group for siphoning

public money and loosing public trust, Volkswagen for violation of environment norms, etc.

54. **Gratitude**

1. Gratitude is a feeling of **being grateful** and wanting to express thanks. It originates from the heart and then opens our eyes to the beauties of nature. Mark Twain has rightly said I can live for two months on a good compliment.
2. Gratitude enable you to **understand the importance of others** in your life and make you **humble** as your existence and success was possible only because of them. Ex: **Rahul Dravid**, during his farewell speech, **thanked** all the **groundsmen**, **curators**, etc., for preparing pitches so that he could play the match.
3. **Gratitude** also pushes you hard to make your **contribution** tangible towards something and someone that has shaped you. Ex: **Usain Bolt** does his **advertisement** shoots in **Jamaica**, so that his people would be benefitted.
4. **Civil servants** have to remember always that **power and authority that has been vested to them** is for the wellbeing of the people and they express their gratitude to the people by providing them satisfactory service.

55. **Magnanimity**

1. Magnanimity is a quality of being **kind, generous and forgiving**. Person filled by magnanimity do not seek revenge. **Mahatma Gandhi chose magnanimity over revenge** as his guide for making his decisions. Ex: According to christianity Jesus gave his life for benefit of human kind.
2. **Civil servants** sometimes work in very **adverse and hostile circumstances**. In those critical houses, they are supposed to forget their personal interests and issues and work towards happiness of people. Ex: **Nelson Mandela** did not show any **retribution** against white people when he became president.

56. **Humility**

1. Humility is the quality of **being humble** and thinking that you are **not superior to anyone**. It also means not drawing attention to yourself.
2. For example, even though **Narayan Murthy** is a billionaire, he

cleans his **toilet** by himself. Also, being a parent can **be a very humble job**, wiping noses, **changing diapers**, and meeting a child's every need for years.

3. Humility asks us to **acknowledge** our **imperfections**. It requires that we admit when we are wrong and then change course.
4. People look towards civil servants with **suspicion**, because they find most of the civil servants are full of **arrogance**, **egoist**, and **power drunk**. Civil servants need to dispel this notion from the minds of people by **becoming humble**.

57. **Reliability**

1. Reliable persons are more **trusted** than an unreliable person. By making a promise to someone we are making ourself **morally accountable** to them, and by not keeping up we are doing **morally incorrect** thing.
2. We should interpret your promises **fairly** and **honestly** and avoid **unwise commitments**. Think about unknown or future events that could make it difficult, undesirable or impossible.

58. **Loyalty**

1. Loyalty is a responsibility to **promote the interests of certain people**, organisations. This duty goes beyond the **normal obligation** we all share to care for others.
2. We must rank our **loyalty obligations** in some rational fashion. For example, it's perfectly reasonable to look out for the interests of our children over other children.
3. Loyalty requires us to keep some **information confidential**. When keeping a secret breaks the law or threatens others, however, we may have a **responsibility to blow the whistle**.
4. Employees and public servants have a duty to make all professional decisions on merit, **unimpeded by conflicting personal interests**. They owe ultimate loyalty to the public.

59. **Respect**

1. **People are not things**, and everyone has a **right to be treated with dignity**. We certainly have no ethical duty to hold all people in **high esteem**, but we should treat everyone with respect, regardless of who they are and what they have done.
2. We have a responsibility to be the **best we can be in all situations**,

even when dealing with **unpleasant people**.

3. Respect **prohibits violence, humiliation, manipulation** and exploitation. It reflects notions such as civility, courtesy, decency, dignity, autonomy, tolerance and acceptance.
4. A **respectful person is an attentive listener**, although his **patience with the boorish** need not be endless. Nevertheless, the respectful person treats others with consideration, and **doesn't resort to intimidation, coercion** or violence except in extraordinary situations. Punishment is used in moderation and only to advance important social goals and purposes.

60. Responsibility

1. **Being responsible** means being **in charge of our choices and our lives**. It means being **accountable** for what we do and who we are. It is a moral obligation. Ethical people show responsibility by **being accountable, pursuing excellence** and exercising **self restraint**. They exhibit the ability to respond to expectations.
2. Responsible people **finish what they start**, overcoming rather than surrendering to obstacles and **avoid excuses**. Responsible people always look for ways to do their work better.
3. Responsible **people exercise self control**, restraining passions and appetites (such as lust, hatred, gluttony, greed and fear) for the **sake of longer term vision** and **better judgment**. They delay gratification if necessary and never feel its necessary to win at any cost.
4. An **accountable person doesn't shift blame** or **claim credit** for the work of others. He considers the likely consequences of his behaviour and associations. He recognises the common complicity in the triumph of evil when nothing is done to stop it. He leads by example.

61. Fairness

1. Fairness implies adherence to a **balanced standard of justice** without relevance to one's own feelings or **inclinations**. It includes issues of equality, impartiality, proportionality, openness and due process. It is **unfair to handle similar matters** inconsistently.
2. A fair person scrupulously **employs open and impartial processes** for gathering and **evaluating information** necessary to make

decisions. Fair people do not wait for the truth to come to them and they seek out **relevant information** and **conflicting perspectives** before making important judgments.

62. Caring

1. If you existed alone in the universe, there would be no need for ethics and your heart could be a cold, hard stone. **Caring is the heart of ethics**, and ethical decision making.
2. It is **scarcely possible** to be truly ethical and yet **unconcerned with the welfare** of others. That is because ethics is ultimately about good relations with other people.
3. Of course, sometimes we must **hurt those we truly care** for, and some decisions, while quite ethical, do cause pain. But one **should consciously cause no more harm** than is reasonably necessary to perform one's duties.
4. The **highest form of caring** is the honest expression of **benevolence**, or **altruism**. This is not to be confused with strategic charity. **Gifts** to charities to advance personal interests are a fraud. That is, they aren't gifts at all. They are investments or tax write offs.

63. Forgiving

1. **To err is human, to forgive is divine**. Everyone makes mistakes, commit sins at some point in their life. It's a human nature to make **mistakes**. But to **forgive someone** from those mistakes is indeed **very hard**. It doesn't happens naturally like making a mistake. **People are acting in a godlike** (divine) way when they forgive. One almost have to be in a **real holy place in their mind** to **forgive someone**.
2. It is **morally correct** to forgive such a person who accepts his mistake and promises not to repeat it. It is so because someone is **showing courage** and honesty by accepting his mistake with a **promise of not repeating**. His thoughts are noble and gestures are right. **Forgiving him** will help in making him a better human being.
3. **Lord Rama showed no hatred** against his stepmother, **Kaikeyi**, for sending him to the forest for fourteen years so that her son, Bharat, could be the king.
4. All of us are humans. We all have our weaknesses and strength.

No one is perfect. So when someone does a wrong to us, **why can't we forgive them.** Forgiving that person brings out the god like nature that lies in human. It is not very easy to do it but once we truly forgive someone for his mistake we will feel an inner peace.

64. Trust

1. Trust means that you **rely on someone else** to do the right thing. You believe in the **person's integrity and strength**, to the extent that you are able to put yourself on the line at some risk to yourself.
2. **Simply refraining from deception is not enough.** Trustworthiness is the most complicated of the six core ethical values and concerns a variety of qualities like **honesty, integrity, reliability and loyalty.**
3. **A team without trust isn't really a team.** It's just a group of individuals, working together, often making disappointing progress. They **may not share information**, they might battle over rights and responsibilities, and **they may not cooperate** with one another.
4. It doesn't matter how capable or talented your people are, they may **never reach their full potential** if trust isn't present.
5. Trust is essential to an **effective team**, because it **provides a sense of safety.** When your **team members feel safe** with each other, they **feel comfortable** to open up, take appropriate risks.
6. When trust is in place, **each individual in the team becomes stronger**, because he or she is part of an effective, **cohesive group.** When people trust one another, the group can achieve truly meaningful goals.

65. Strategies for building trust

1. **Don't make unrealistic promises.** Always fulfill the promises made. Walk the talk once a promise is made.
2. If you want to build trust within your team, **then lead by example**, and **show your people that you trust them.**
3. You can't be honest to one person and dis-honest to others. **Maintain integrity in building trust.**
4. **Speak truth as a matter of habit.** A single lie to a friend or loved

ones can break all trust forever.

5. One way to build trust is to **develop inter-personal relations among colleagues**. Think about creating situations that help them share **personal stories**, and bond. Do this by asking **sensitively about their family**, etc
6. **Don't place blame on others**. When people work together, **honest mistakes and disappointments happen**, and it's easy to blame someone who causes these. However, when everyone starts pointing fingers, an **unpleasant atmosphere can quickly develop**. This lowers morale, undermines trust, and is ultimately unproductive.

66. **Anonymity**

1. **Bureaucrat is supposed to work behind the curtain and avoid limelight**. He **will not get credit** for the success and he will not be blamed for the failure. It will be responsibility of the **political executive to handle all the applause and criticism**. For example, in Mundhra deal scam (1957), Chagla commission held that **Minister Krishnamachari** is constitutionally responsible for the actions of his secretary.
2. A civil servant should **avoid going to media to air his grievances** or differences of opinion. Minister must be given the power to extra work, power to reward and punish.
3. It allows civil servant to not fall for political compulsions and **public sentiments but be rational in his decisions** and actions. He is not worried about various **pressure groups**. He quietly works in the background in public interest. It allows them to **advise to ministers freely** and without fear of any adverse public or political reactions and without fear of damage to their future careers.
4. Anonymity has been used by civil servant to **shed accountability** and refusal to be held responsible even for their malaise action. They have **derelicted duty** and hid behind the cloak of **ministerial responsibility** for their collusion in corruption citing anonymity. He is liable for his actions and anonymity cannot be an excuse. In the **2G scam** case supreme court held that telecom secretary cannot hide behind anonymity to defend his malafide inaction.

67. **Conduct rules providing anonymity**

1. He shall **guard the official secrets**.
2. Shall not make any **public utterance** that would **embarrass relations** between Union and state or between two countries.
3. He should **not criticise any policy** of government.
4. Needs **government permission** before publishing **book** or appearing on **TV**. Without government permission, he must not accept any honour, ceremony, meeting, rally held in his honour.
5. Suppose press has made some remarks against him for his **official conduct**. He **cannot file defamation suit** against them or make press statements, without government permission. This ensures discipline, decorum and moral of the services.

68. **Arguments against anonymity**

1. Often ministers come up with **populist schemes** with unattainable targets and then **blames officers** for not implementing it faithfully.
2. **Ministers openly criticises bureaucrats** but bureaucrats **can't defend** because norms of anonymity. Still they have to face the people protesting against the state.
3. Often the **entire state bureaucracy is corrupt** and inefficient. So, despite using the official channels, the **honest officer** may not get any justice.
4. **Norm of anonymity will stop him** from approaching media. And still if he approaches media, he will be **further persecuted** for violating the service norms.

69. **Happiness**

1. The source of happiness is the mind that directs a person to be happy even in circumstances that are difficult and obstacles that may seem insurmountable to some. It is rightly said that happiness is a state of mind. The people who manage to stay happy despite calamity are the ones who have most of the following traits.
2. **Contentment:** The **first rule to stay happy is to be content** with whatever life gives you. One may be ambitious and put in great efforts **but satisfaction at the end of the activity must be there**. It is soothing and inspires a person to struggle.
3. **Will power:** An **indomitable will** power will encourage the person to find a way even at places where there will be none.
4. **Positive outlook:** **A person with positive outlook** will always look

for constructive plans rather than destructive ones. To construct something new is always an inspiring activity which gains appreciation from society and instills confidence in the person.

5. **Passion:** To move in a direction in which **one is passionate is itself soothing**. When way to destination itself becomes enjoyable, destination is not far away. Happiness, in this case, lies not only in destination but journey itself.

70. Qualitative life

1. The **meaning of quality life** varies from individual to individual. But quality life should include the pursuit of material satisfaction, responsibility of family, society and sharing love and **spiritual enlightenment**.
2. **Artha:** Wealth may be accumulated both **ethically** (businessmen) and **unethically** (drug smugglers). But, unethically accumulated wealth does not give lasting happiness. Parties to the Bofors scam or 2G scam cannot claim to sleep peacefully at night.
3. **Kama:** **Pursuit of pleasures** should not be at the expense of others. Pleasure which stems from the world, whether it is a **pleasure of the senses** or a pleasure derived from one's position or situation in the world, is a distraction from a higher good. For example, a civil servant may cheat or lie in order to get quick promotions, but this alone is unlikely to improve his career.
4. **Dharma:** For example, **financially independent** adults do not only have the responsibility of their own children, but of their parents, the society and nation as a whole. It is said that the good of one is contained in the good of all. By sharing happiness and love, we not only derive personal satisfaction, but also give happiness to others.
5. **Moksha:** **Pursuit of true knowledge is unlikely with unethical conduct**. All scriptures, teachers and saints advise to first purify **one's conduct** and character and then embark on a spiritual quest. Selfless work, the highest ethics, is one of the virtues taught by **Gita**. This alone ensures lasting happiness and thus a quality life.

71. Justice

1. **Justice is fairness in protection of rights and punishment of wrongs**. **Reformative justice** places emphasis on reforming the

offender. It doesn't not believe in proportionate punishments like death penalty. **Retributive justice** demands proportional punishment for the crimes committed. They believe criminals must pay for their crimes. Ex: Death penalty.

2. I **believe in reformatory justice**. To err is human and our society should try to reform the offenders and give them a second chance to redeem themselves. **No correlation** between retributive justice and reduction in crime rate. This defeats purpose of justice.
3. There is a difference between law and justice. The **essence of law is its force**. Law is law because it carries the means to coerce or force obedience. The **power of the state is behind it**. The **essence of justice is fairness**. Any system of laws functions through a hierarchy of authorities.
4. Justice for a public servant is **redressing** the **problems** of an aggrieved citizen in an **effective, efficient and equitable way**.

72. **Ways to ensure justice**

1. By being honest and **impartial** and avoiding **nepotism**.
2. By being **empathetic** and **compassionate** towards each aggrieved person and addressing their problems within a **time limit**.
3. By following **code of conduct** and **code of ethics** while discharging my duties.
4. By being **transparent** and **accountable** to my actions.
5. By building **social capital** with all stake holders to bridge the **trust deficit**.

Vinay's lecture

1. **Confirmation bias**
2. **Wishful thinking: Unrealistic thinking**. Not pragmatic. People indulge in wishful thinking to satisfy their self-esteem. Trump wants to build a wall between US and Mexico.
3. **Cognition: Mental process of acquiring knowledge** through thought experience and senses.
4. **Pygmalion effect: Others expectation of a target person**, affects the performance of target person.
5. **Stereotyping: Over-generalised belief** about a particular category of

people. Ex: Men don't cry. Women don't play video games.

6. **Fundamental attribution error:** It is the tendency people have to **overemphasise personal characteristics and ignore situational factors** in judging others' behaviour.
7. **Red Herring:** **Something misleads** or distracts from something that is relevant. Ex: Political manifestos.
8. **Eco-chamber effect:** **Your beliefs are re-inforced** through repeated sharing of same kind of information. Ex: Facebook provides you same type of articles you like or share. This clouts you from other side of the opinion. Ex: Radicalisation.
9. **Dis-information** (wrong information with malafide intention), **Mis-information** (Wrong information created without any malafide intention) and **Mal-information** (Right information spread to cause harm to a particular group).
10. **False consensus:** Under false notion that one's morals or beliefs are widely shared.
11. **Bounded ethicality:** Ability to make ethical decision is limited. The limitations arise from internal or external factors.
12. **Conformity bias:** It refers to our tendency to **take cues for proper behaviour** from the actions of others rather than exercise our own independent judgment. Ex: Supporting Mob lynching.
13. **Ethical fading:** Ethical fading is similar to moral disengagement. Moral disengagement is when people restructure reality in order to **make their own actions seem less harmful** than they actually are.
14. **Diffusion of responsibility:** People not attending to road accident victims thinking someone else would save them.
15. **Fiduciary Duty:** Relationship between two parties that **obligates one to act solely in the interest of the other**. Ex: Lawyer-Client, Accountant-Client, etc.
16. GroupThink
17. **Incrementalism:** Belief in or advocacy of change by degrees; gradualism.
18. **Loss aversion:** Loss aversion refers to **people's tendency to prefer avoiding losses** to acquiring equivalent gains.
19. Moral absolutism
20. Moral agent

21. Moral cognition
22. Moral equilibrium
23. Moral muteness
24. **Moral myopia:** Moral myopia refers to the inability to see ethical issues clearly.
25. Moral pluralism
26. Moral reasoning
27. Obedience to authority
28. **Over-confidence bias:** The overconfidence bias is the tendency people have to be more confident in their own abilities, such as driving, teaching, or spelling, than is objectively reasonable.
29. Pro-social behaviour
30. **Rationalisation:** Finding reasons to justify your actions. Ex: My father asked to steal.
31. **Role morality:** It is the notion that people sometimes fail to live up to their own ethical standards because they see themselves as playing a certain role that excuses them from those standards. Ex: Celebrities not using the shampoo they promote.
32. **Self-serving bias:** The self-serving bias is people's tendency to **attribute positive events to their own character** but **attribute negative events to external factors**. Ex: Politicians taking credit.
33. Social contract theory.
34. Wheel of ignorance.
35. Subject of moral worth.
36. **Deontology:** Means more important than the ends. Lying is always wrong.
37. **Utilitarianism:** Ends are more important. Maximum good to maximum number of people.
38. **Applied ethics:** Applying rules of ethics to real world.

Examples

1. **Ethical actions hurting someone else**
 1. A new road is proposed, in a Tribal area, to connect the hamlet with the town, but that will cause the tribal to lose some fertile farmland. The road plan will bring larger benefits to the whole

community like access to hospital, schools and the market to sell their produce. So, in such a situation though the genuine interests of some are hurt by the benevolent action, it is beneficial to everyone in the long run.

2. A new mining project is proposed in a forest area, which has some rare endemic plants and animals. In such a situation though the mining will have economic benefits to the community, it will lead to habitat destruction of the rare plants and animals.

2. Laws and ethics

1. Recently proposed Transgender Persons (Protection of Rights) Bill, 2016 gives certain **discretionary power** to District Magistrate while issuing certificate of identity. A parochial mindset bureaucrat might try to tamper with laws to act accordingly, without violating law.

3. Legal vs legitimate

1. While the Government was in the right when it enforced the ban on **Jallikattu**, the decision cannot be termed as **legitimate** considering that it **offended the cultural sensibilities of a people** celebrating a festival from generations, and it was taken abruptly without consulting the people most involved in it.
2. While the Government is **legally allowed to acquire land** to construct infrastructure, the decision should be taken considering the **legitimate interests of the people** whose land is to be acquired.

4. Campaigns of Govt based on moral principles

1. **Income Declaration:** Granted tax evading citizens a way out while making an appeal for everyone to pay their rightful taxes. Adverts run by the Govt appealed to the citizens to pay their taxes to contribute to nation building.
2. **LPG subsidy:** Made an appeal to economically well off citizens to surrender their LPG subsidy. The savings were then diverted to fund PM Ujjwala Yojana.
3. **Good Samaritan:** To ensure immediate help for road accident victims in the Golden Hour, the Govt declared that the bystanders helping the victim would not be harassed by the Police and even given a little certificate of recognition.
4. **Reservations:** Aims to right the wrongs of our previous generations by extending all the support possible for the upliftment of economically and socially backward classes.

5. Rights vs Duties

1. A civil servant not performing his duties or obligations could mean denial rights to 1000s of citizens.

6. Bio-ethics

1. The parents of seven year old **Avinash rout** were turned away by the best hospitals in the capital and, by the time they admitted the child to Batra Hospital, he was close to **cardiovascular failure**. Devastated at having failed to protect their child, his parents killed themselves after performing his last rites. Similar tragedies play out every day in hospitals across the country. Patients and their families are so inured to it that comment seems redundant. The case of Avinash Rout, too, would have gone unnoticed but for the suicide of his parents.

7. Honesty

1. Sir **M. Visvesvrayya**, then Dewan of Mysore state, used **Government vehicle while he went to tender his resignation**. After tendering his resignation, he **drove back by his private vehicle**.
2. For instance, **Nehru believed in being low on tips during official tours** but was a **liberal tipper on personal holidays**.

8. Intellectual honesty and freedom

1. Submitting to **intellectual scrutiny**. Anyone can question him/her and his/her philosophy. Also, **maintaining honesty while transmitting your knowledge** in the public space. Research scientist not fudging facts. **Raghuram Rajan** and **Vinod Rai** not succumbing to pressure. Many arguing in English on news channels to stop english penetration.
2. Intellectual freedom is freedom of mind and conscience. Ex: **Questioning old beliefs, ideas** and to **pursue knowledge**.

9. Empathy

1. **Alexander Fleming** did not patent his **penicillin drug** in order to increase its affordability. This shows compassion towards poor and lack of greed.
2. **An engineer, under Abdul Kalam**, promised to take his children to a park and said same to Kalam for his permission. However, he got so much involved in the work and forgot about it. **Kalam sir observed the engineer** being engrossed in the work. So, he took the engineer's children to exhibition.
3. **A farmer from Tamil Nadu** protesting in Delhi attempted suicide

out of frustration as there is no response from governments to their agitation. This shows apathy from Government.

4. **Recently a techie was murdered in day light.** Many people stood their watching the act without stopping it. This shows complete apathy.
5. **K. Jairaj**, Karnataka cadre HAS officer, was to **approve the dismissal of a lady typist** on the grounds of **unruly behaviour** by her against her colleagues. But he found that **she had been widow** and one co-worker **mis-behaved her which made her lose her temper**. Later, considering her precarious financial condition and need to educate her son, **two increments were cut and she was reinstated to service**. Later, her son got a very good job in Infosys.

10. Integrity

1. Some of the civil servants suffered due to **integrity** are **Ashok Khemka, S. Manjunath, Durga Shakti Nagpal**, etc.
2. However, integrity brought respect for civil servants like **TN Seshan, Armstrong Pane**, etc. Late officer **SR Sankaran** was rightly called “an ideal people’s IAS officer”. He was responsible for abolition of bonded labour.
3. **Gandhi mis-spelt the word ‘kettle’** when an english education instructor asked students of Gandhi’s class to write the word. Despite class teacher insistence, Gandhi did not correct the word and maintained his honesty.
4. **Gandhi organised workers of Ahmadabad mill against the the owners**, who were helping Gandhi to run the **Sabarmati Ashram**, without the fear that such aid may discontinue. This shows integrity on part of Gandhi.
5. Politicians being public representatives must practise high standards of morality and integrity. But these politicians often get caught in corruption cases, dowry harassment, etc.

11. Integrity without knowledge

1. **Panchayati Raj Institutions (PRIs).**
2. **Self Help Groups (SHGs).**

12. Transparency

1. **Sagayam**, an IAS officer from **Tamil Nadu**, has disclosed his and his **family’s assets on the website**.

13. Humility

1. **YV reddy**, previous RBI governor, **used to travel in metro**.

2. **Narayan murthy** didn't change his way of living. He cleans his toilet by himself.
3. One day, **Nehru kept eminent statistician** and Planning Commission member **PC Mahalanobis waiting** beyond the appointed time. After waiting for several minutes, the **scholar walked off**, declaring that **he would not wait for a prime minister** who failed to keep his time. When Nehru heard about this, **he did not get angry** but instead managed his appointments better.
4. A media person once asked former **PM Indira Gandhi** "What have been your gains from the emergency?". To which PM replied, "In those 21 months, we comprehensively managed to alienate all sections of Indian people." This shows how self correction is always a better option than self-justification.

14. **Courage**

1. **D.Roopa** whistle blower against preferential treatment meted out to Jayalalitha.
2. **Edward Snowden**.
3. **Satyendranath Dubey exposed corruption in NHAI** despite death threats. He was killed ultimately.
4. **Girish karnad** vocal on many issues despite many death threats.
5. **Prakash Singh committee's report** has pointed to the fact that many civil servants abdicated their duty and ran away, during the recent Jat **reservation stir in Haryana**.

15. **Justice**

1. **Economic injustice** will lead to political injustice. Indeed, Ambedkar saw this when he remarked that adopting the constitution we were entering a world of contradictions, where we try to be politically just in economically unjust situation.
2. **Women's role in family and patriarchal values** results in her exploitation in social sphere as well.
3. **Mob lynching**.
4. **USA bombing of Syria**, which is leading huge casualties.

16. **Leadership**

1. **Satish Dhawan** was the chairman of ISRO during the **first launch of SLV**, which was a failed mission. **He took the responsibility for failure**. In the next attempt, when the launch was successful, he gave **full credit to the team** that had worked for it.

2. Open to change -- For example, a **district collector in Manipur used social media for crowd funding** for construction of a 100 km road.
3. Credibility and trust of the people -- **Compassionate Kozhikode** initiative to feed hungry people.
4. **Motivate and inspire sub-ordinates** -- In disaster related operations.

17. **Tolerance**

1. **Moral policing.**
2. **Attacks on valentines day**, attacks on **TN state people in Karnataka** show lack of tolerance.

18. **Loyalty**

1. A **Rajput Prince** was conspired to be killed. **Panna** who worked in the court learnt the conspiracy. In order to save the Prince, she **replaced the Prince with her own kid**. Her own kid got killed.

19. **Prudence**

1. **Gandhi stopping non-cooperation** in the wake of movement getting out of hand with the **Chauri-Chaura** incident.
2. **India not attacking Pakistan** militarily post **Uri attack** in light of the nuclear threat can be construed as an act of prudence.

20. **Discipline**

1. **Recent Doctor's Bandh affected so many people** and denied their freedom. Similarly many **Rail rokos, Bandhs**, etc deny daily commuters their freedom.
2. One who is uncontrolled is anything but free — Sister Nivedita.

21. **Contentment**

1. IAS officer need to be **contended with his salary**. But try to achieve excellence. Raise the bar high. Ex: Sachin, Kohli, etc.

22. **Self scrutiny and fault finding**

1. **Gandhi scrutinised his entire life**. Ex: His visit to brothel, drinking wine, etc. He regretted them. This made him better human being.

23. **Purpose**

1. **Arjuna's bow hitting right** at the fish eye could not have been possible had he not shown a **sense of purpose and direction in his goals**. His **courage** and **efforts** could have failed him if he was directionless.

24. **Anger**

1. **Controlled use of anger** and fault finding in specific situations is sensible. For example, a teacher or mother can use anger as a means to correct indiscipline of a child. This is last option when other soft options have not worked.
25. **Be the change you wish to see**
1. **PM Modi** set example by himself cleaning the road before promoting **Swatch Bharat** campaign.
 2. **Japan gave up nuclear stockpiling** for promoting nuclear disarmament. USA's double standards.
26. **VIP culture**
1. Ending **red beacons** on cars.
 2. **Air travel ban on an abusive MP**.
 3. Swift justice in the **Chandigarh stalking** case.
 4. Other issues like paying for security, **standing in queues while voting**, ending mis-use of official resources (cars, etc).
27. **Work ethics**
1. Many work at higher ages because of their love towards work. Ex: **Ram Jatmalani at age of 90** still practises at supreme court.
 2. **Sridharan at age of 75** is still busy working for developing metros.
28. **Corporate ethics**
1. **Volkswagen giving wrong information** regarding its **pollution emissions**.
 2. **Satyam fraud** where the company heads fudged the facts to show more profits, etc.
 3. **Axis Bank** has recently made higher pays for its top management officials, despite troubled financial Year. The display of such largesse shows poor corporate governance.
 4. **Mehul Choksi and Vijay mallya**.
 5. **Johnson and Johnson** facing trail over presence of asbestos in baby powder.
29. **Teacher**
1. **PV Sindhu**, who earned silver medal for India, in Olympics this year, could do so only because of her teacher or coach.
 2. Sachin and Ramakant Achrekar.
30. **Attitude**
1. **The fact that attitudes are more important than abilities** is best

shown by the renowned astrophysicist **Stephen Hawking**. Being paralysed from neck down did not stop him from using his brains to the best of his abilities to supply breakthrough theories in physics.

2. **Swapna Barman -- Born with six toes**. Didn't stop her from becoming **first Indian to secure a gold medal in heptathlon at the Asian Games in 2018**.

31. **Behavioural attitudes**

1. **Population control policy cannot be uniform** in India. In certain districts people have negative attitude towards use of **contraception**. In those cases **behavioural changing component of the scheme** must be the major component. In other districts distribution of contraceptive may be the major component.

32. **Inaction**

1. In the **2G scam**, **Supreme Court** did not accept the argument of **telecom secretary** that he was merely following orders of minister. **Court held that his inaction to prevent public loss** amounted to criminal activity.

33. **Good intentions producing bad results**

1. **Reservations**.
2. Power of **discretion** granted to public officials.
3. **AFSPA**.
4. **Gun violence in USA**.
5. **NDP** in education leading to poor standards.

34. **Bad actions with good intentions**

1. **Clinical trials**.
2. Banning **liquor**.

35. **Technology**

1. **Recently 4 school kids** used **dark web to procure drugs**. It just took them 1.30 min to order the drugs which has stunned the investigators.

36. **Animal ethics**

1. **Jallikattu, cock fights**, animal sacrifices, captivity of animals.

37. **International funding**

1. **American funding of Pakistan** under its **coalition support** fund, even when funds are being diverted by Pakistan.

38. **Rights violations**

1. **India has supported UN actions in Kuwait**, Korean crisis, **Rwanda genocide**, etc. Apart from this, India has been providing **peacekeeping forces** in various African nations like **Liberia, Sudan**, etc.
2. **1971** saw blatant violations of Human Rights in East Bengal, where India intervened **actively and ultimately succeeded** in making it Bangladesh.

39. **Instant fame**

1. For example a local artist group in a **remote village in Rajasthan** posted their songs video on youtube which became the most viewed video of that year.
2. How many of us remember **Joginder Sharma**, the cricketer who bowled India to 2007 T20 world cup victory.

40. **Freedom of institutions**

1. The first president of the **Sahitya Akademi** was the then Prime Minister himself. Nehru claimed, 'As President of the Akademi, I may tell you quite frankly I would not like the Prime Minister to interfere with my work'.

41. **Forgiveness**

1. **India has repeatedly forgiven Pakistan** despite its state sponsored terrorism targeting India. India tried to improve relations even after deadly 2008 **Mumbai attack**. But Pakistan had viewed forgiveness as a sign of weakness. So, India has changed its stance now. It is giving a befitting reply.

42. **Leading by example**

1. **R. Anand kumar** -- **Erode collector sends his daughter to Govt school**.
2. **President Kovind** -- Replaced all plastic bottles in his office by glass bottles.

43. **Examples**

1. **Muslim ministers resigning in Sri Lanka** after terror attacks due to intense pressure from some sections -- Hatred and anger, Prejudices, lack of EI.
2. Making **Hindi compulsory** -- Impracticality, Ignorance to other's people opinions, Coercion.
3. Congress MLAs defecting to TRS -- Breaking **people's trust, moral corruption**, against democratic principles, bad political

attitudes.

4. **Kathua rape case** -- Charge-sheet was prepared in **two months**, trial lasted a year, and the **verdict has been delivered** within **17 months** of the occurrence -- **Justice**, Diligence, inspire confidence in justice system, etc.
5. Girish Karnad -- **Courage** (Vocal stand on issues despite death threats), **fearless** and principled defenders of freedom of speech, **commitment** (even in his frail health, he made it a point to attend protest gatherings).
6. **TN Seshan** cleaned the electoral system by effectively implementing MCC -- **Dedication towards public service**, ethical governance, moral courage, etc.
7. **Hima Das** -- Success despite **adversity**. Positive attitude. Determination. Strong inspiration. **Donated salary** to Assam after the recent floods.
8. **Dutee Chand** -- Courage. **Breaking stereotypes**.
9. **Armstrong Pame** -- Without any help from government he constructed 100KM road between two villages in Manipur. This shows his dedication, determination towards nation building. It also shows compassion, strong work ethic, outcome oriented, etc.
10. **E Shreedharan** -- Constructed Delhi Metro with limited resources, limited time and manpower. Dedication, utmost integrity, public service, right attitude.
11. **OP chowdary** -- **Transformed Dantewada into a vibrant & progressive district** through unorthodox and path-breaking initiatives. Dedication, **Out of box thinking**, positive attitude, public service, etc.
12. In 1999, **Deepa Malik** was diagnosed with a **spinal tumour that left her paralyzed**. In 2016, Deepa Malik became the **first Indian woman to win Paralympics medal**.
13. **The Padman of India** -- **Attitude not being affected by any external influences**; Strong moral base; Empathy and sympathy epitomised.
14. **Saalumarada Timakka** -- Padma shri, she has **planted trees** and watered them in an **entire 10km stretch for decades**. She didn't have children and saw trees as her children. **Attitude**,

environmental ethics.

15. **JK Rowling** -- Donated much of her wealth to charity and the social service programme of UK. When asked why she did this, she commented that social security had sustained her during hard times and she wanted to help someone the same way. **Gratitude**, **Social solidarity**, Distribution of wealth, etc.
16. **Denis Mukwege** -- Nobel Peace Prize Winner 2018. **Fought for victims of sexual violence in armed conflicts**. Although he has been a target of **attempted murder**, he never backed down. Shows **Courage**, **empathy**, compassion and **service to the society**.
17. **Thailand cave rescue in 2018** -- International cooperation, **use of social media**.
18. **Steve smith** and Warner ball tampering -- Violation of trust, sports ethics
19. **Abraham Lincoln** -- Leadership, Humble background, **accommodating different view points**, controlling emotion, **out of box thinking**.
20. **Rajinikanth Mendhe** -- A 29 year-old teacher in Maharashtra travels 50 km to teach his only student in a village.
21. **Bandicoot** -- Robot to eliminate manual scavenging. **Compassionate youth** using technology to solve social ills.
22. Hitler, Napoleon and emergency -- Abusing power.

