

## INTEGRITY

*Integrity gives effect to ethics **even in adversity**. Integrity removes the gap between perceiving truth and action.*

- Justice H.R. Khanna — Emergency Dissent (1977) When every other judge upheld the suspension of habeas corpus, Khanna alone wrote his dissent — even though it cost him the Chief Justiceship.
- Mohammad Shareef (Padma Shri) — A bicycle mechanic from Ayodhya, spent 27 years performing last rites for 5,500+ unclaimed bodies across religions.
- Dr. Sonali Ghosh — Restored a wetland everyone had abandoned, proving integrity means not just knowing what ecological truth demands but actually acting to rebuild it.
- Ashok Khemka (IAS) — Transferred 50+ times for exposing corruption in every department he served, yet never stopped acting on what he knew was wrong.
- Satyendra Dubey (IES) — Wrote directly to the PMO exposing corruption in Golden Quadrilateral project, paying with his life.
- Advocate Varsha Deshpande — Noticed girls disappearing from her community and converted that uncomfortable truth into three decades of legal activism against sex-selective practices.
- Sanjiv Chaturvedi (CVO, AIIMS) — Exposed systemic corruption as an insider despite severe professional harassment.
- Swiggy Executive, Karnataka (The Better India, 2025) A Swiggy executive takes his daughter on every shift, tutoring her between deliveries — perceiving that a father's duty to education does not wait for better circumstances.
- Mahatma Gandhi called off non-cooperation movement after violent incident of Chauri Chaura even masses and many leaders were against the decision.
- Abraham Lincoln's commitment to abolition of slavery despite immense political pressure.
- Lal Bahadur Shastri condemned US attack on Vietnam despite threat of cancellation of food subsidy by U.S.
- Lal Bahadur Shastri resigning as the railway minister after a rail accident during his term in office.
- 'Padman' (Mr. Murugan) carried social awareness campaign for menstrual hygiene despite getting ostracised.

## Unity of Virtues / Integration of Values

- Sustainable Development — integration of social equity, economic growth, and environmental protection as one indivisible goal.
- Eco-tourism — unity of economic livelihood and ecological conservation.
- Buffer Zones in Protected Areas — balancing tribal/social needs with biodiversity preservation.
- Socialism — integration of liberty with equality, individual freedom with collective welfare.
- Gandhian Trusteeship — uniting wealth creation with social responsibility, without abandoning either.
- Cooperatives — integrate individual enterprise and collective welfare; private initiative and shared benefit are held as one economic value.
- Reformatory Justice — integrating punishment with compassion, deterrence with rehabilitation.
- Right to Education (Article 21A) — uniting the values of equality, dignity, and opportunity into one enforceable right.

- Directive Principles + Fundamental Rights — Indian Constitution integrates individual liberty with social justice, neither sacrificed for the other.
- Palliative Care — unity of medical duty (non-maleficence) with compassion (patient dignity) when cure is no longer possible.
- Civil Disobedience — integrating respect for law with the moral courage to resist unjust law — obedience and dissent unified through conscience.
- PM-PVTG Mission — integrating tribal welfare, forest rights, and development without forcing assimilation — unity of equity, identity, and progress.
- Green Hydrogen Mission — balancing energy security with climate commitments — economy and ecology as one policy.
- Nari Shakti Vandan Act (Women's Reservation, 2023) — integrating gender justice with democratic representation — equality informing liberty.
- Jan Vishwas Act, 2023 — decriminalising minor offences to integrate ease of living with rule of law — trust and compliance as unified values.
- Anshu Gupta's Goonj — integrating charity with dignity, waste management with rural empowerment — compassion and self-respect as inseparable.
- IAS Indrajeet Singh, Lucknow (2025) — integrates worker dignity and civic cleanliness; workers received fixed salaries, cleared dues, timely payments, and protective gear before any technical reform was rolled out — human equity and public governance treated as one value.
- India's vaccine diplomacy (Vaccine Maitri) — integrating national interest with global humanitarian responsibility — self-interest and compassion aligned.
- Mission LiFE — integrating individual behavioural change with collective climate action — personal responsibility and global duty as one ethic.
- Operation Sindoor + Diplomatic Messaging (2025) — integrates national security and proportional restraint; military resolve and strategic self-discipline held together as a single response, not in tension.

***Integrity removes the gap between the self we imagine and the self we actually are. Integrity integrates an individual with person, place and time, developing consistency in behaviour.***

- Hyderabad Auto Driver (2025) — Returned ₹2 lakh cash left behind by a passenger by approaching police himself.
- IAS Rinku Singh Rahi – Sidelined without duties, Rahi wrote to the President saying he could not accept a salary without performing work.
- IAS officer Aruna Roy - Voluntarily resigned from service to dedicate life to RTI and transparency activism.
- Ishwar Chandra Vidyasagar while advocating for widow remarriage allowed his son to marry a widow – Practiced what he preached.
- Dr. B.R. Ambedkar resigned from Pt. Nehru's cabinet in 1951 over disagreements on the Hindu Code Bill, prioritizing his principles over political position.
- Verghese Kurien, the father of India's White Revolution, chose to remain in Anand, Gujarat, leading a modest life despite his significant contributions to the dairy industry.

- Sardar Vallabhbhai Patel resigned from the Bardoli Inquiry Committee in 1928, despite his prominent position, when he felt the British were not being fair to farmers.
- Lal Bahadur Shastri resigned as Railway Minister in 1956, taking moral responsibility for a train accident, despite no direct fault of his own.
- Rachel Carson's unwavering stance on environmental protection despite industry opposition.

### **Integrity expands the standards of ethics**

- Article 21 has been dramatically expanded beyond mere physical existence to include:
  - Right to privacy (Justice K.S. Puttaswamy v. Union of India, 2017)
  - Right to livelihood
  - Right to clean environment
  - Right to education (later codified as Article 21A)
  - Right to health and medical care
  - Right to shelter
  - Right to dignity
  - Right to food
- Justice P.N. Bhagwati - Pioneered public interest litigations to expand access and uphold rights.
- NALSA v. Union of India (2014) - Transgender persons as a third gender.
- Sustainable Development - expanded development to include environmental protection, intergenerational equity, and precautionary principle.
- Marriage, now includes live-in relations.
- Personhood - Expanded to include juristic persons, corporations, and in some jurisdictions, rivers and natural entities.
- Consent - Expanded understanding from mere absence of "no" to affirmative, informed, ongoing agreement.
- Gender Justice & Personal Liberty
  - Navtej Singh Johar - Decriminalized consensual homosexual acts.
  - Joseph Shine v. Union of India (2018) - Struck down adultery as a crime.
  - Justice K.S. Puttaswamy v. Union of India (2017) - Declared privacy as a fundamental right.
- Anticipatory Bail - Expanded liberty protection to pre-arrest stage.
- Judicial Review - Expanded from reviewing legislative acts to administrative actions, delegated legislation, and even constitutional amendments.
- Equality (Article 14) - Expanded from formal equality to substantive equality, allowing affirmative action and reasonable classification.
- Public Trust Doctrine - Expanded state's role from owner to trustee of natural resources for present and future generations.
- Polluter Pays Principle - Expanded liability beyond traditional tort law to impose costs on polluters.
- Intergenerational Equity - Expanded beneficiaries of environmental protection to include future generations.
- Dignity - Expanded from abstract concept to enforceable right against state and private actors.

- Reservation/Affirmative Action - Expanded from SC/ST to OBC, economically weaker sections, and other marginalized groups.
- Right to Information - Expanded government accountability from discretionary transparency to mandatory disclosure.
- Victim Rights - Expanded from passive witnesses to active participants in criminal justice process.

## MORAL SENSITIVITY

- IAS Siddharth Jaiswal saw health records listing young girls as "mothers" as a human tragedy, not a data point, and worked to make ten villages child-marriage-free.
- Mainstream media ignored Manipur violence for months until a viral video of women paraded naked forced moral attention.
- Aruna Roy and MKSS noticed inaccessible muster rolls and unpaid wages, a specific noticing that became the RTI Act.
- IAS Saumya Jha noticed students wanted science but lacked math foundations, so she built an AI tool raising pass rates to 96.4%.
- Kevin Carter's camera noticed a starving child and waiting vulture, forcing global famine response but burdening his own conscience.
- Sonam Wangchuk noticed a timing gap in glacial melt causing water scarcity and invented the Ice Stupa to release water when crops need it.
- The Supreme Court took suo motu cognisance of Manipur violence and sent six judges to relief camps when executive sensitivity failed.
- IPS Brinda Thounaojam publicly criticised her own community's militant groups, refusing convenient deafness despite death threats.
- Medha Patkar saw the Narmada reservoir not as development but as the erasure of Adivasi civilisations excluded from cost-benefit calculations.
- Gandhiji was sensitive to racist practices in S. Africa and India which others tolerated.
- Dorothea Lange's photojournalist, during depression era humanized the consequences of the Great Depression.
- The 'Me Too' movement in India recognized the unjust sexual abuse and violence faced by women.
- Prof. Anil Kumar of BHU showed sensitivity to students with visual impairment by making science practicals and experiments accessible to them.

## EMPATHY AND EI

- Divya Devarajan learned Gondi in three months, understanding that a bureaucrat who speaks your language is a different kind of presence.
- Nelson Mandela invited his former jailer to his inauguration, converting three decades of injustice into strategic reconciliation.
- IAS Priyanka Balasubramanian, known to villagers as the "world's best Collector," built her reputation not through policy announcements but through the quality of her presence in communities — being consistently and genuinely interested in people's actual experience.
- Jacinda Ardern wore a hijab after Christchurch and said "They are us" — identification, not pity.

- IAS Indrajeet Singh began waste reform by paying sanitation workers, knowing empathy toward workers is the precondition of performance.
- Doctors Without Borders feel suffering acutely enough to remain and regulate that feeling sufficiently to keep operating.
- IFS Parveen Kaswan bridges the distance between the forest floor and urban indifference through social media connection.
- MLK Jr.'s Letter from Birmingham Jail wrote precisely to the white moderate's actual feeling, making them feel the weight of what they asked him to wait for.
- Six Supreme Court judges walked through Manipur relief camps, demonstrating that institutional empathy requires physical presence.

### MORAL INTUITION

- Rosa Parks's refusal was an immediate, unplanned act crystallised from a lifetime of accumulated moral experience.
- Bilkis Bano's twenty-two-year pursuit of justice was driven by an inner sense that the wrong demanded acknowledgement.
- Jacinda Ardern's "They are us" was an immediate intuitive response more precise than any strategy.
- Warren Buffett's "newspaper test" appeals to the felt sense of right and wrong before formal analysis.
- Gandhiji did not cheat in the class spelling test at school because cheating intuitively felt wrong to him.
- Oskar Schindler's decision to save Jews began with an intuitive refusal of felt wrongness, not a philosophical argument.
- Sherron Watkins wrote her Enron memo because something felt wrong; formal analysis only confirmed the intuition later.
- IAS Durga Shakti Nagpal cracked down on illegal sand mining with an immediacy that felt politically inconvenient but morally necessary.
- A district collector in Odisha evacuated 1.2 million during Cyclone Fani based on an intuitive risk assessment that official models were wrong.
- The Supreme Court's suo motu cognisance of the Manipur video was institutional moral intuition before formal petition.
- Mother Teresa acted on the dying person in Calcutta before she had an institution; the intuition preceded everything else.

### MORAL REASONING

- The Supreme Court struck down Electoral Bonds on rigorous reasoning that anonymous donations violate voters' right to information.
- The Supreme Court quashed Bilkis Bano's remission with precise reasoning that the remitting state lacked jurisdiction and violated victim rights.
- Ambedkar reasoned that caste is a "division of labourers," exposing structural hierarchy beneath functional differentiation.

- Raja Ram Mohan Roy abolished Sati by reading scriptures more carefully than defenders to prove it wasn't mandated.
- IAS Ashok Khemka used specific rules and procedural lapses to document land deal irregularities, making them impossible to dismiss.
- Peter Singer shifted animal welfare by reasoning the question is "Can they suffer?" not "Can they reason?"
- The NEET paper leak exposed a systemic reasoning failure: assuming a high-stakes centralised exam was sustainable without adequate security.
- Gandhi reasoned that unjust laws derive force from consent, making its withdrawal both legal and morally superior to violence.
- Rawls's "veil of ignorance" reasoning underpins reservations: which system would you choose not knowing your birth caste?
- IAS Saumya Jha's reasoning diagnosed the science-access gap as a foundational math problem solvable by AI-driven personalised learning.

## CONSCIENCE

- The Supreme Court's constitutional conscience could not accommodate Electoral Bonds structurally enabling quid pro quo corruption.
- Sophie Scholl distributed anti-Nazi leaflets knowing execution was certain because her conscience wouldn't permit quiet complicity.
- Edward Snowden's conscience did not permit him to observe mass surveillance violating constitutional rights and say nothing.
- Doctors during India's COVID oxygen crisis chose to serve rather than comply with institutional silence; professional conscience was louder.
- Manipur's Meira Paibi mothers continued their vigil through violence because their collective conscience assigned a duty no official could revoke.
- Kevin Carter's suicide note documents what happens when conscience speaks and isn't answered: it does not go quiet.
- IAS Kannan Gopinathan resigned over the J&K communication blackout, stating a civil servant who cannot speak isn't serving the Constitution.
- Mahatma Gandhi (Noakhali, 1946): Walking barefoot through riot-torn villages to make the Muslim villagers feel he was them.
- The Sikh Community set up oxygen langars during the Delta wave, they served anyone who came, embodying the principle of Sarbat da Bhala.

## WISDOM

- Mandela's Truth and Reconciliation Commission chose future possibility and national healing over legal retribution.
- T.N. Seshan enforced the Model Code of Conduct with precision, understanding the rules already existed and their moment had come.

- Gandhi called off Non-Cooperation after Chauri Chaura, understanding corrupted means had lost moral authority regardless of momentum.
- The Supreme Court's Manipur approach showed wisdom in choosing oversight over intervention, maintaining constitutional role without displacing executive responsibility.
- Ambedkar made Fundamental Rights justiciable, anticipating that rights without enforcement would be rights without reality.
- Dr. Verghese Kurien (Operation Flood): He understood that the wisdom of the market wasn't in selling milk to the highest bidder, but in giving the producer ownership of the supply chain.
- The Chipko Movement (1973): The villagers hugging trees weren't just "protecting forests"; they were applying the ancient wisdom that an economy is a subsidiary of ecology, not the other way around — if the other (tree) falls, so do we.
- Field Marshal Sam Manekshaw (1971 War): He refused to rush into Bangladesh until the Himalayan passes were snowed in. He delayed to avoid the monsoon quagmire and prepare fully, with the winter snow on the passes as an important added advantage against external threats – to know when to fight is as crucial as how.
- Sonam Wangchuk's Ice Stupa respects contextual constraints: using no electricity, just the existing winter cold of Ladakh.
- Lincoln timed emancipation precisely when military and moral necessity converged, anticipating the third and fourth moves ahead.
- The Dalai Lama sustains wisdom by refusing military resistance and holding the long-term view without illusion.
- Muhammad Yunus' Microfinance.

## MORAL IMAGINATION

- Amartya Sen's capability approach imagined development in a new way by focusing on freedom and empowerment to pursue well-being.
- Abdul Kalam's vision of India as a knowledge superpower and impetus on space program, science and tech education were imaginative and innovative.
- Mother Teresa envisioned possibilities of tenderness, compassion and service for the poor that were inspirational. Her Missionaries of Charity were creative in approach.
- IAS Saumya Jha imagined and built an AI platform delivering personalised math in Hindi without requiring more teachers or classrooms.
- Armstrong Pame imagined a crowdfunded, volunteer-built People's Road model that existed nowhere in the government manual.
- The Constitution's Preamble imagined "We the People" as an aspiration of a Republic that did not yet exist but must be built.
- Ujjwal Kumar Chavan imagined water security as a community-built resilience system, not a state-delivered project.
- Activists like Arunachalam Muruganantham innovated for social causes like menstrual hygiene. Each act of conscience shapes solutions for humanity, progress on purpose shared.
- Prashant Nair started a project "Tere mere beach mein" – for waste management at Kozhikode beach.

- Muhammad Yunus: Pioneered microfinance through Grameen Bank. Provided small loans to poor entrepreneurs, particularly women.
- Sonam Wangchuk – Created ice stupas in Ladakh to combat water scarcity using glacial melt.
- Boyan Slat – Designed The Ocean Cleanup to remove plastic from oceans with floating barriers.
- Bunker Roy: Founded Barefoot College. Trains rural women to become solar engineers, improving village electrification.
- Ela Bhatt: Founded Self-Employed Women's Association (SEWA). Organizes informal sector women workers, providing financial and social support.
- Shubhendu Sharma – Pioneered afforestation using Miyawaki method to grow urban forests in months.
- Veronika Scott: Invented a coat that turns into a sleeping bag for homeless people. Employs homeless individuals to produce the coats.
- Salman Khan: Created Khan Academy. Provides free online education to millions worldwide.
- Anshu Gupta: Founded Goonj. Repurposes urban waste to provide clothing and other resources to rural communities.
- Jane Chen: invented the Embrace Warmer. Low-cost incubator for premature babies in developing countries.

## LEADERSHIP, COMMUNICATION AND PERSUASION

- MLK Jr.'s Letter from Birmingham Jail was persuasive because it addressed the resistant white moderate, not the converted.
- Gandhi's Dandi March communicated salt tax injustice through an act so symbolically precise it needed no translation.
- T.N. Seshan used public communication and media shaming to turn electoral reform into a civic movement.
- Sonam Wangchuk's walk to Delhi was leadership through the persuasion of visible personal commitment without institutional power.
- Divya Devarajan's leadership was presence: appearing in villages and speaking Gondi to make participation real. Dr. A.P.J. Abdul Kalam (Missile Man): He led India's nuclear program from the lab floor.
- Swami Vivekananda (Chicago, 1893): He opened with "Sisters and Brothers of America" and changed the perception of a colonized people in three words — leadership that understands the right address can turn a lecture into a shared revelation.
- Jadav Payeng (Forest Man of India): He didn't hold a rally or file a petition. He just planted a tree every day for 40 years, and a barren sandbar became a forest. His leadership is the quietest kind: becoming the change until the ecosystem has no choice but to follow.
- Smt. Indira Nooyi (PepsiCo): She wrote personal letters to the parents of her senior executives. This was leadership by acknowledging the invisible other — the family who sacrificed time with their child so the corporation could thrive.
- IAS Siddharth Jaiswal turned a child-marriage scheme into a community-owned movement by persuading local actors to become active participants.

- Ambedkar's speech introducing the Constitution communicated a document governing the unborn with clarity and moral seriousness.
- IAS Priyanka Balasubramanian's leadership is a quality of daily, genuine presence that becomes, over time, impossible to ignore.



**VVS IAS**  
AN INSTITUTE BY IIT & IIM ALUMNI