

# MINDFUL LEADERSHIP: CULTIVATING EMOTIONAL INTELLIGENCE

## Case Study

Let's meet Alex...

Recently, one of your fellow members, Alex, has approached you with a serious concern. Alex works in the quality control department and has been experiencing increasing tension with their manager, who has been known for having a harsh management style. Over the past few weeks, Alex has received several unfavorable performance evaluations, which they believe are unjust and based on personal bias rather than actual performance.

Alex confides in you that they feel targeted by their manager and are concerned that their job is at stake. They need representation for an upcoming meeting with HR, where the manager plans to discuss further disciplinary action against them. However, you are currently feeling overwhelmed with your own responsibilities at work and the recent demands of union activities, which have left you feeling drained and uncertain about how to effectively support Alex.

### Key Points to Consider:

- The manager has built a case against Alex based on various performance issues, which Alex believes are exaggerated or fabricated.
- The upcoming meeting with HR is critical for Alex's job security.
- You feel the pressure of your own workload and the emotional weight of Alex's situation.

### Questions for Reflection and Analysis:

#### 1. How can you apply mindfulness to your approach in this situation?

- Consider how being present and fully engaged can help you support Alex effectively, despite your own feelings of overwhelm.

#### 2. What strategies can you use to improve your emotional intelligence in this scenario?

- Reflect on how understanding your own emotions and those of Alex can guide your communication and representation efforts. What techniques can you employ to remain calm and focused?

**3. What steps can you take to prepare for the meeting with HR while maintaining a supportive environment for Alex?**

- Think about how to balance your responsibilities as a steward with the need to advocate for Alex. What practical actions can you take to ensure that both you and Alex feel prepared and supported?