

BEING HUMAN

The infinite potential of how we work, lead, and live.



beyond success



Hi, welcome again!

BY MIRJANA BOZNOVSKA

Have you ever caught yourself thinking... *If I know what to do, why do I still feel restless... or uneasy?* Most people assume the answer is external.

A better routine.

More discipline.

Another strategy.

But it's not that. Most people already know what to do. They just don't do it consistently. Not because they lack knowledge. But because something deeper is driving their behaviour.

Underneath every thought, feeling, and action are beliefs and patterns. Your internal operating system. Quietly shaping how you work, lead, and live. It shows up as

- *Fear of failure.*
- *Fear of success.*
- *Fear of vulnerability.*
- *Imposter syndrome.*

*It's where we react instead of respond. Where you fall into familiar patterns... even when you know better. **This is the truth most people miss: It's never been a lack of knowledge. It's a lack of alignment.** We're not taught to look within. We're taught to look outside of ourselves.*

IN THIS EDITION

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IT'S NOT A KNOWLEDGE GAP

You've bought the courses. Listened to the podcasts. Taken the notes. Built the routine. And yet... something still feels off. Not because you've failed. But because knowledge is sitting on the surface while something deeper is still running the show. And it's not just you.

Every person you work with is operating from their own internal system.

You can't mandate empathy, trust, values, collaboration, or accountability. Because they don't live in policy. They live in people. If you grew up feeling judged or unsafe, you may

- avoid speaking up
- struggle to trust yourself or others
- become defensive under pressure

If you grew up proving your worth, you may

- overwork and find it hard to switch off
- seek validation before taking action
- fear getting it wrong

We don't just bring knowledge to work. We bring our conditioning.



Why Workplaces Still Feel Stuck

We keep trying to fix things externally.

New strategies.

New programs.

New conversations.

We talk about culture.

Psychological safety.

Values.

Belonging.

We run retreats.

Bring in speakers.

Feel inspired...for a moment.

But if nothing shifts underneath, nothing changes for long. Because most people are still reacting.

Repeating patterns they didn't consciously choose.

That's why the solution isn't just external.

It's internal.

Why Knowledge Isn't Enough (Science)

Your conscious mind can learn something in hours. But over 90% of your behaviour is not driven by conscious thought. It's driven by:

- habits
- emotional memory
- subconscious beliefs

Patterns formed long before you were aware of them. Before you were seven.

You don't rise to your knowledge.

You default to your patterns.

Your Internal Operating System

Bold awareness, radical responsibility, and the courage to lead oneself from within interrupt patterns at the root. It helps you see what's driving you... and choose differently each time.

1. Fear of Failure

You avoid getting it wrong. Often shaped by early experiences where mistakes were criticised or judged. It can sound like:

- "It's not ready yet."
- "I need more time."
- "What if this doesn't land?"

Real Work Example:

You delay sending a proposal or sharing an idea. You keep refining instead of moving forward. Stuck in procrastination.

Daily action: Fear is false evidence appearing real. Send it. Say it. Share it.

2. Fear of Success

You hold back your potential. Often shaped by experiences where success brought pressure, guilt, or expectations. It can sound like:

- "What if I can't sustain it?"
- "What will people expect of me?"
- "This feels like a lot."

Real Work Example:

You're offered the opportunity... but hesitate. You downplay your contribution. You stay where it feels manageable.

Daily action: Say yes to one opportunity you'd normally question. Progress over perfection.

Underneath it all, there's an operating system running the show. Not the one on your device. The one shaping how you show up.

Quietly influencing:

- *how you think*
- *how you feel*
- *how you respond*

This is where fear lives. Not as weakness. But as protection.

Patterns formed to keep you safe. And they run... quietly in the background.

3. Fear of Vulnerability

You stay guarded to protect yourself. Often shaped by experiences where being open felt unsafe or was judged. It can sound like:

- "I need to have it together."
- "I can't show weakness."
- "I'll handle it myself."

Real Work Example:

You're struggling... but say nothing. You keep control instead of asking for support. People see capability... but not the real you.

Daily action: Let someone in. Share one thing you'd normally hold back. Ask for support.

4. Imposter Syndrome

You question your worth, even when evidence says otherwise. Often shaped by comparison or inconsistent validation. It can sound like:

- "I'm not ready for this."
- "They'll figure me out."
- "I don't belong here."

Real Work Example:

You have the idea... but wait. You overthink it. You tell yourself you're not ready yet. You wait for certainty but never feel it.

Daily action: Act before overthinking. Back yourself in one small moment today.

Reaction OR Alignment

You've seen this...

A comment lands in a meeting.
You feel it instantly.
A tightening. A defensiveness.
You react... before you think.

An email comes through late.
You're already stretched.
You feel the pressure and say yes.
And underneath it, frustration builds.

You have something to say.
You know it would add value.
But doubt creeps in "What if it's not right?"
So you stay quiet and feel regret.

That's reaction.
Not chosen. Just familiar.

Now notice the shift...
Same moments. Different response.

A comment lands in a meeting. You pause.
You choose how to respond.

The email comes through. You check your capacity. "I'll pick this up tomorrow."

You have something to say. You feel the hesitation...and say it anyway.

That's alignment.
Present. Intentional.

Alignment looks like this:

- You notice what you think
- You feel what's true
- You choose how you act

That's when behaviour shifts. That's when leadership becomes intentional.



A Being Human Truth

You cannot mandate how someone should **be**. You can, however, create the conditions that deepen:

- self-awareness (see what's driving you)
- self-responsibility (own your patterns)
- self-leadership (choose differently)

Because when the internal environment strengthens, the external environment follows. And that's where change becomes sustainable.

What this looks like in practice

Self-Awareness

Old pattern: "They didn't like my idea."

New pattern: "I can choose to see what's useful here."

Self-Responsibility

Old pattern: "This always happens to me."

New pattern: "I can choose how I respond."

Self-Leadership

Old pattern: "I need to have it all figured out."

New pattern: "I can choose the next step."

External change is a band-aid.
Internal change is what lasts.



A PERSONAL REFLECTION



When I was 7, I believed I could change the world

I dreamed of becoming an archaeologist, uncovering discoveries that mattered. Life didn't take me there. But the desire to uncover something meaningful never left me.

In many ways, the greatest journey of my life has been the one within. For decades, I've explored the inner patterns, inherited beliefs, and quiet narratives that shape how we see ourselves and how we show up.

And maybe, as you've been reading this, you've started to notice your own patterns too.

Letting go of the beliefs and narratives that kept me playing small has been the most powerful shift of all. What I discovered wasn't just personal. It revealed something universal.

Why do so many capable people still feel disconnected from themselves, their work, and each other?

For more than 35 years, I've worked with leaders and organisations across industries and cultures. And one truth continues to stand out: there is a profound void in our workplaces. We build systems for performance. But very few are designed to help people truly thrive.

Imagine if that changed. If workplaces developed people from the inside out. Not as an initiative. But as a way of operating. Where self-awareness, self-responsibility, and self-leadership were part of everyday work.

And imagine if schools did the same.

I turn 58 next month, and I've come to believe this deeply: When the student is ready, the path reveals itself. Everything in my life has led me here.

Human flourishing must become a core system in how we work, lead, live, and educate. Because the next great revolution in business won't come from technology. It will come from humans learning how to be fully human.

Mirjana



A 60 Sec Human Reset: Alignment Check-In

*Before your next decision,
conversation or response...*

Notice

What am I thinking right now?

- *Am I trying to get it right... or avoid getting it wrong?*
- *Am I assuming... or seeing clearly?*

Feel

What's true for me in this moment?

- *Am I feeling pressure... frustration... hesitation?*
- *What's actually going on beneath the surface?*

Choose

How do I want to respond?

- *What matters most right now?*
- *What would an aligned response look like?*

Real Work Examples— Strengthen Your Internal Operating System

Self-Awareness

What's really driving me right now?

Real work moments:

- Someone challenges your idea → Why did that land so strongly for me?
- You keep delaying something → Am I refining or avoiding being judged?
- You replay a conversation → What exactly triggered me there?

Self-Responsibility

What is mine to own here?

Real work moments:

- A conversation feels off → What haven't I said clearly?
- You feel frustrated with someone → What have I assumed instead of expressed?
- Something didn't land → What part of this is mine to take ownership of?

Self-Leadership

What do I choose next?

Real work moments:

- You feel the urge to react → Pause, then choose your response.
- You've prepared well, but second-guessing yourself → Say it; send it anyway.
- You're asked to take on more → Respond with clarity, not pressure.



BEING HUMAN

a People-First invitation

Sustainable change doesn't start outside.
It starts within.

This is the decision to:

- become aware
- take responsibility
- lead yourself differently

Self-awareness → See what's driving you

Self-responsibility → Own your patterns

Self-leadership → Choose differently

This is what puts you back in the driver's seat.

Collective impact begins with personal growth.



*“Real change begins the moment you stop looking outside...and start leading from within.
Until next time, let your humanity lead.”*

— MIRJANA