

BEING HUMAN

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



beyond success



I'm grateful you're back!

BY MIRJANA BOZNOVSKA

Think about your last interaction at work... The one that didn't land the way you expected. You meant well. But it didn't land that way. That's not unusual. It's human. You will never truly understand your co-worker until you accept one thing: **Their reality is different from yours.** You don't see the world as it is. You see it through your beliefs, your experiences, your nervous system...even through the moments that once hurt you.

*And so do they. What feels like care to you... can feel like pressure to them. What feels like a simple conversation...can sound like criticism. And something small can land deeply. **Often, you're not reacting to the same thing. You're responding to what it means to each of you.** Most workplace dynamics don't come from the work itself. **It's not a capability issue.** It comes from people experiencing the same moment in completely different ways. **That's what culture really is. The sum of how people think, feel, and relate to each other... every day. And that matters!***

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The Hidden Layer of Culture

Culture isn't just what people do.

It's how they interpret what's happening around them.

Two people can sit in the same meeting, hear the same words and walk away with completely different experiences.

One feels supported. The other feels criticised.

One feels trusted. The other feels overlooked.

Not because the situation changed.

Because the meaning did.

And meaning isn't logical. It's personal.

It's shaped by:

- past experiences
- beliefs about self and others
- what has felt safe and what hasn't

So when something happens at work, you're not just responding to the moment. You're responding to what that moment represents to you. And so is everyone else.

That's why misalignment happens. Not because people don't care. Because they're experiencing different realities. One leans in. The other pulls back. One is proactive. The other is cautious. And over time, this shapes the culture of a team. Not the moment itself.

But how it's experienced.

Same words.
Same moment.
Different meaning.

Meaning shapes the human experience at work.

A Human Experience at Work

Feedback is given.

One person thinks:

"This will help me grow."

The other feels:

"I'm not doing well enough."

An urgent deadline.

One person thinks:

"This matters; let's get it done."

The other feels:

"I'm under pressure again."

A direct message.

One person thinks:

"They're being efficient."

The other feels:

"They're annoyed with me."

A manager checks in.

One person feels:

"They care about my progress."

The other thinks:

"They don't trust me."

Silence in a meeting.

One person thinks:

"They're giving space to think."

The other feels:

"I'm being ignored."



Different Realities At Work

You're not just working together. You're interpreting reality together.

You don't experience the world as it is.

You experience it through what your mind allows you to see.

You've felt this before.

You notice something once, and suddenly you see it everywhere. The environment didn't change. Your filter did.

The same thing happens at work.

If you tell yourself, "I'm not good at this."

You notice:

- mistakes
- hesitation
- what's not working

If you tell yourself, "I'm learning."

You notice:

- progress
- effort
- what is working

Same role.

Same environment.

Different experience.

And this doesn't just affect you.

It shapes how you see others.

If you believe:

"They don't value me."

You'll notice:

- tone
- timing
- small interactions

that reinforce it.

Even when that's not the intention.

You are not seeing the world as it is.

You are seeing what your mind has been trained to notice.

Neuroscience explains why.

Your brain filters constantly. And it uses what you repeat to yourself as the guide. **What you expect, you notice more of. What you believe, you look for evidence of.** That's why: If you expect criticism, you hear it in tone. If you expect pressure, you feel it in urgency. If you expect to be overlooked, you notice what's missing.

Same moment. Different experience.



The Pattern We Don't Talk About

Someone goes quiet instead of speaking up.

Someone over-explains to avoid being wrong.

Someone agrees in the moment but disconnects later.

And over time, assumptions form.

"They don't listen."

"They don't get it."

"They don't care."

And labels follow:

"Difficult."

"Uncooperative."

"Not a team player."

But what's really happening is this:

People aren't reacting to the situation.

They're responding to what it means to them. And when that's not talked about, the same patterns repeat and shape culture.

The Shift

You don't need to lie to yourself.

You only need to shift what you notice.

What you focus on... grows.

What you repeat... becomes real.

Repeat it... and your filter changes.

When your filter changes...

your experience changes.

And over time... so does culture.



*"The way you see it
.....shapes everything
that follows."*

Shift How You Show Up at Work

Seek to understand first

People want to feel heard. When you rush to respond, they shut down. When you listen first, they open up.

Ask: "Help me understand your perspective."

Listening builds trust.
Trust lowers resistance.
Conversation moves forward.

Acknowledge what's true

Find what's true. When people feel seen, they stay open. When they feel dismissed, they defend.

Say, "You're right about this...here's where I see it differently."

Validation builds credibility.
Credibility creates openness.
Openness creates influence.

Focus on the idea

When it feels personal, people defend. When you focus on the idea, they think in possibilities.

Ask, "What part of this are we seeing differently?"

Personal attack creates defence.
Idea challenge creates dialogue.
Dialogue creates new possibilities.



"Shift how you see it. Change how you experience it."

Shift How You Show Up at Work

Replace "but" with "and"

"But" closes the conversation. "And" keeps it open.

Instead of "That makes sense, but..."
Say: "That makes sense, and..."
"And another way to look at it is..."

"But" creates opposition.
"And" creates collaboration.
Collaboration creates progress.

Lead with curiosity

Questions invite thinking.
Statements create resistance.

Instead of "That won't work."
Say, "Have you considered?"
"I'm curious what you think about..."

Curiosity creates exploration.
Exploration creates clarity.
Clarity creates better outcomes.

Focus on the shared goal

Bring it back to what matters.
Not who's right.

Instead of "I'm right".
Say: "We both want this to succeed."
"Let's find the best way forward."

Shared goals create alignment.
Alignment creates cooperation.
Cooperation creates progress.



A Simple Daily Reset: Shift Your Experience at Work

In the Moment

Notice what you're telling yourself.

"They're difficult."

"This isn't fair."

"I'm not good enough."

The Shift

"What else could this mean?"

Choose A different lens

"They're under pressure."

"We're seeing this differently."

"I'm still learning this."

What Changes

Your tone softens.

Your response shifts.

The conversation opens.

Same moment.

Different experience.

Real Work Examples— Break the Reactive Cycle

Tension—Reaction → Awareness

Limiting Pattern: "They're difficult."

You react to behaviour and label the person.

New Pattern: "There's more beneath this."

Human Reset: Pause. Listen. Understand.

"What might this mean for them?" When you shift from reaction to awareness, the conversation changes.

Drama—Blame → Ownership

Limiting Pattern: "It's not on me."

You blame others or play victim to protect yourself.

New Pattern: "I can choose how I show up."

Human Reset: Notice. Ground. Choose.

"What's my role in this?" When you take ownership, the pattern loses momentum, and this shifts your experience.

Gossip—Avoidance → Resolution

Limiting Pattern: "It's easier to say it here."

You talk about the person instead of to them.

New Pattern: "I will communicate openly."

Human Reset: Redirect. Speak. Resolve.

"What needs to be said authentically?" When you address matters directly, trust begins to build and connections deepen.

Assumption—Story → Curiosity

Limiting Pattern: "They meant that negatively."

You fill the gap with your own interpretation.

New Pattern: "What is another perspective?"

Human Reset: Ask. Clarify. Stay open.

"What else could this mean?" When you replace assumption with curiosity, you create space for understanding.



BEING HUMAN

a People-First invitation

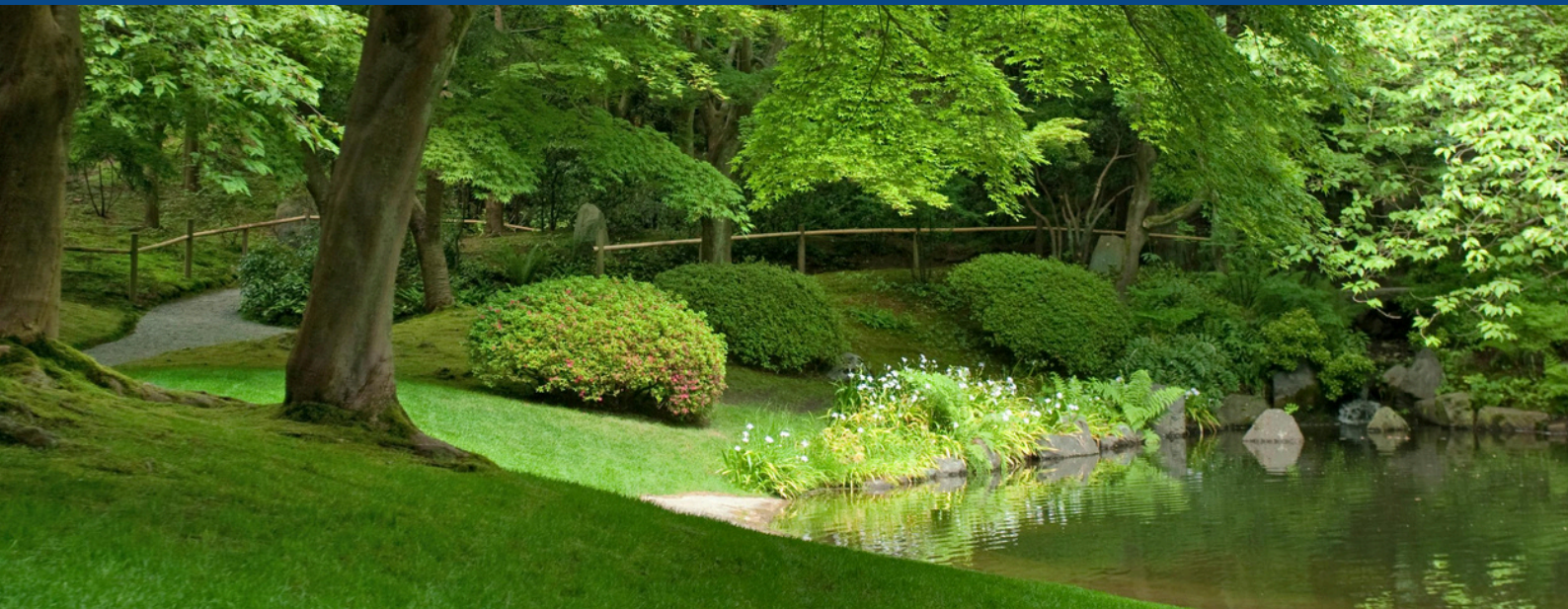
Before your next conversation at work... pause.
Notice what you're bringing into the moment.
Your thoughts.
Your assumptions.
Your past experiences.

Ask yourself:

"What am I seeing here?"

"And what else could be true?"

Because the way you show up...
shapes how you experience work.
And over time...
shapes how work feels for everyone.



*“Shift how you see it. Change how you experience it.
Until next time, let your humanity lead.”*

— MIRJANA