

THE TOOL

See the Human

Behind every behavior is a human being carrying something.

A three-beat pause that turns a reaction into understanding: from judging to seeing.



1

Notice

Name the behavior, not the story (just the facts)

What am I actually seeing or hearing? Describe it plainly, with no verdict.

2

Wonder

Ask what might be behind it

What could this person be carrying? Trade the assumption for curiosity.

3

Ask

Open a door, gently

*Out loud or just to yourself:
“What do they need from me right now?”*

Where it helps most



Run **See the Human** before you decide what a behavior means.

The tough one

The person who is late, quiet, or short with you today.

The tense room

Pushback in a huddle, or a team that has gone flat.

When it's you

Notice your own behavior too. You are carrying something as well.

Ask: “What might this person be carrying that I can’t see?”

*“I’ve noticed things have felt heavy lately, and I’m not here to fix it.
I just wanted you to know I see you, and I’m glad you’re here.”*

IN THE ROOM



See the Human in real moments

Two settings, the same three beats — about thirty seconds each.

AT THE BEDSIDE

A family member snaps at you in the hallway before you can say a word.

Notice (to yourself) — Raised voice, arms crossed. Just what I see — no verdict.

Wonder — Three days of hard news and no sleep. What are they carrying?

Ask — *“What do you need most right now?”*

You answer the fear, not the tone — and the hallway settles.

IN THE OFFICE

A team member has gone quiet in every huddle for two weeks.

Notice (to yourself) — Camera off, no comments. Focus on the objective behavior. Do not create a story.

Wonder — Something heavy at home, or a change that landed hard.

Ask — *“How are you doing, really? I’ve got a few minutes.”*

You open a door instead of a case — they choose when to walk through.

Same three beats. Any room.

THE INVITATION

Before I decide what this behavior means, let me see the human in front of me.

WHEN SOMEONE IS HARD TO READ

The short reply. The empty seat. The colleague who is suddenly somewhere else.

You may never know the whole story, and you don't need to. Seeing that there is a story is enough to soften how you respond.

This is a tender season. People are carrying news they haven't shared. Assume there is more than you can see.

THIS WEEK

Before you react, take one beat to wonder.

Notice · Wonder · Ask.

See the human first, and your response will find its way.