

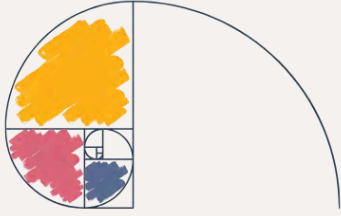
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J E A N N E S U P I N

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Bring Your Real Self





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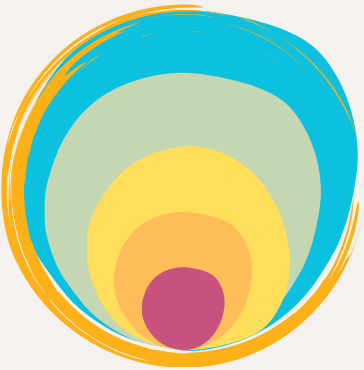
Delivering creative management training and support to inspire confidence, skill, and, dare we say, joy.



jeanne supin

Founder, CEO

30+ years helping courageous managers and leaders leap into audacious goals and transformational change.



the fivefold way

Inspiring **belonging, wellbeing, engagement, achievement, and expansion.**



keep growing

Discover more courses and community [here](#).





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The Fivefold Way

THE FIVEFOLD WAY

Principles & Framework



Jeanne Supin's unique framework – *The Fivefold Way* – empowers managers to bring five core values to life:

1. Belonging
2. Wellbeing
3. Engagement
4. Achievement
5. Expansion


Through this framework, Art of Management courses deliver deep transformation and practical tools, all thoughtfully designed to inspire confidence, skill, and, dare we say, joy.

How? Read on...

Belonging. It's a fundamental human need. It means we're welcome as our whole selves, we're deeply connected to others, we're fully seen, and we can make our own choices. (Check out UC Berkeley's Hossein Ayazi's amazing work.) It's what employees want most, and it drives happiness and profit. (Indeed.com and Oxford's Wellbeing Research Centre have great research.)

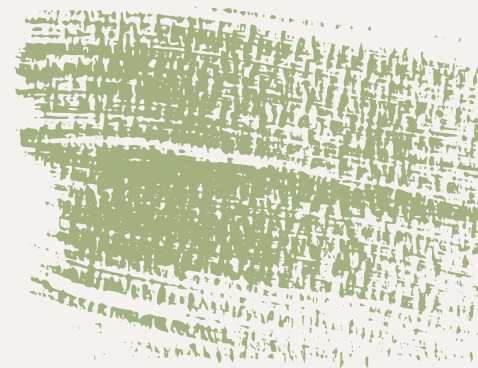
Wellbeing. It's how we feel. Professionally, it's how we feel at work and about work, including job satisfaction, emotional experience, meaning, and purpose. (Definition from Oxford experts Jan-Emmanuel De Neve and George Ward.) Deep wellbeing is directly linked to recruitment, retention, productivity, engagement, and financial performance.

Engagement. It's the energy and enthusiasm we feel about our jobs and workplaces, and it's driven by feeling included, enjoying positive work relationships, and knowing managers and leaders support our ideas, performance, and growth. It's linked to improved loyalty and retention, better performance and productivity, greater wellbeing, customer satisfaction, and organizational success.



Achievement. It's completing something by effort, courage, or skill, that sparks happiness, satisfaction, pride, confidence, motivation, or performance. It brings us peace, too. No matter big or small, simple or earth-shattering, alone or with others, achievement feels great and moves us forward.

Expansion. It's about creating new skills, perspectives, relationships, awareness, and achievements. It's about taking on and solving intriguing challenges. It's about transforming ourselves and our systems. Maybe it's a need. Definitely it's a longing, even if sometimes it's also scary. Ideally, expansion betters us, sometimes beyond what we thought possible.





Course Flow and Introduction

Course Flow: Bring Your Real Self

1

Introduction

Video, reading, pages 10-12

Week 1: 30 minutes

2

Traits and Quirks

Video, reading, exercises, pages 14-23

Weeks 1-2: 120 minutes

3

Experiences

Video, reading, exercises, pages 25-28

Week 3: 90 minutes

4

Beliefs

Video, reading, exercises, pages 30-40

Weeks 4-5: 120 minutes

5

Aspirations

Video, reading, exercises, pages 42-25

Weeks 6: 90 minutes

6

Final Reflections and Commitments

Exercises, pages 46-47

Week 6: 30 minutes

The world needs the one and only you.



- Who are you?
- What qualities do you have?
- How might others describe you?
- What are your traits and quirks?
- What experiences transformed you?
- What beliefs support you?
- What are your aspirations?

Successful managers know this about themselves and their staff, teams co-workers, and bosses.

It strengthens a sense of belonging, improves collaboration, and deepens success.



Forced authenticity or vulnerability is neither.



Bringing our real self requires vulnerability and authenticity, both essential for success.

Yet, when we force, cajole, or shame people into being vulnerable or authentic, even through well-meaning exercises and conversations, we actually destroy the connections we seek.

We bring our true selves to work as a gift. This requires mature, respectful, and welcoming work systems, cultures, and relationships. And it takes time.

Ask Yourself:

- Do I welcome and value everyone equally?
- Do our work systems and cultures welcome and value everyone equally?
- How do we express and reinforce mutual trust every day? How do we deepen that trust?
- How specifically do we signal that, while we welcome all, everyone can choose how much of themselves to share at work.

As adrienne maree brown reminds us, move at the pace of trust.

These are a few qualities of
your real self.





Traits and Quirks

Appreciate traits and quirks.

Our traits reflect our sense of self.

Traits are typically personal characteristics that describe how we see ourselves. They can be core qualities, values, personalities, or beliefs. Examples include:

Kind	Good friend	Practical
Resilient	Smart	Funny
Collaborative	Visionary	Driven

Our quirks make us memorable.

Our quirks are characteristics or behaviors unique, peculiar, or idiosyncratic to us, usually harmless and often endearing.

Examples include:

- I hum all the time.
- I color-code everything.
- I love surprises.
- I love spreadsheets.
- I love to brainstorm.
- I love my alone time.
- I drop everything for someone in need.
- My head's in the clouds.
- I have a favorite pair of lucky socks.

Let's appreciate ourselves and each other.

We all have unique qualities. Owning and sharing them allow us to stay true to our real selves and appreciate each other, quirks and all.

Identify five words that describe you:

1

2

3

4

5

Ask a loved one to share five words that describe you.

1

2

3

4

5

Ask a friend to share five words that describe you:

1

2

3

4

5

Ask a colleague to share five words that describe you:

1

2

3

4

5

Your superpowers.

When you're proud of yourself, what traits do you rely on?

In tough times, what traits get you through?

What compliments do you often receive?

Use and summarize the information from the previous exercises.

Name and describe your top five traits.

	trait	description
1		
2		
3		
4		
5		

Describe your favorite quirks.

1

2

3

4

5

Team exercise.

When sharing vulnerable things with each other, how can you ensure respect, safety, and fair distribution of emotional and educational labor?

Invite your team and/or colleagues to complete the same exercises about their traits and quirks.

Team exercise.

Discuss how you can lean into and appreciate each others' traits and quirks? Discuss how they might they strengthen relationships, collaborations, and success.



Experiences

Our experiences matter.

Our experiences help shape our uniqueness.

We have countless experiences, all unique. They add up to our own unique lives.

Owning and sharing them benefit all aspects of our lives and work, particularly the way they contribute to our magnificence.

We can define and use our experiences as we choose.

- Some experiences happen to us; others we choose and drive.
- Some experiences are challenging, ranging from demanding a good stretch to deeply traumatizing.
- Some experiences are affirming, ranging from contentment to bliss.
- Some experiences reflect personal agency; some are affected by systemic forces.

Regardless, they are ours. We get to choose how to internalize, understand, and use our experiences for our own highest good.

Our experiences are different than our deeper essence.

Our experiences are wildly important, whether piloted by us or not. Yet, they are not the same as our essence.

- Our essence reflects the depth of who we are, and our experiences accumulate on top of that essence. It's like the difference between the deep ocean and surface waves.
- Our core is constant; our experiences and perceptions can change a lot.
- When we embrace our experiences as both important *and* fluid, they can deepen our essence.

Your experiences.

What life experiences have shaped you the most? How or why?

How do those experiences empower you and benefit your life and work?

Share your experiences.

What education, training, skills or other professional-related experiences do you want people at work to appreciate about you?

What other experiences would you like others at work to know and appreciate about you?

What else might be valuable for others at work to know about you?

Team experiences.

Invite others to complete the previous exercises and discuss their experiences they choose to share.

Discuss how this shared information can benefit your relationships, collaboration, and success.



Beliefs

What is a belief?




Muriel M. Wilkins offers this definition:

“At its simplest, a belief is the conviction that something is true, regardless of the evidence. Beliefs can exist in our conscious mind, where we can see and be aware of them, or they can exist in the subconscious, influencing our perceptions and behaviors without our awareness.

“Beliefs are formed in two main ways: by accepting information from an authoritative source as truth, or by making inferences and deductions based on our own observations. Many of the core beliefs we carry into adulthood and into the workplace are rooted in the assumptions and viewpoints we learned early on from our family, caregivers, and surrounding culture.

“Scientists tell us that beliefs provide a ‘mental scaffolding’ that helps us interpret and appraise our environment and our experiences, explain new observations, and construct a shared meaning of the world. Beliefs play such a large part in how we interpret and make sense of things that it can feel threatening to have them challenged by contradictory evidence or have them questioned – even if we’re the ones doing the questioning. This helps explain why it can be very difficult to move on from a core belief.”

Wilkins, M.M. (2025), *Leadership Unblocked: Break Through the Beliefs That Limit Your Potential*. Harvard Business Review Press. p. 15.



Investigate your beliefs.



Knowing our beliefs helps our success.

Formed as far back as infancy, we hold deep beliefs shaped by countless influences, such as:

- Family and those who raise us
- Friends
- Cultures
- Education
- Communities
- Faith and spirituality
- Life experiences

In turn, our beliefs shape us, including our:

- Identities
- Perceptions
- Interpretations
- Choices
- Behaviors
- Actions

Sometimes our beliefs inspire our best life and work. Sometimes they limit our wellbeing, success, imagination, or opportunities.

In either case, we should know what they are. Only then can we choose which to change limited beliefs and deepen affirming beliefs.

Choose beliefs wisely.

Know your conscious and unconscious beliefs.

It can be tricky to recognize and name all our beliefs.

- Maybe our beliefs are too subtle to see.
- Maybe they're tied up with our values, identities, or spaces we call home.
- The deeper they are, the easier we accept them as *just the way things are*.
- Often some beliefs lay on top of other, deeper beliefs.

So, it's helpful to ask two questions:

1. What do I believe?
2. Why do I believe it?
3. Does this belief limit or support my opportunities and growth?

Recognize your deep beliefs that no longer serve you.

Sometimes our beliefs conflict with our values and aspirations or limit our opportunities. Yet, changing them can be hard.

- Discovering what needs to change takes self-reflection.
- Changing beliefs can threaten our identity or belonging in certain spaces.
- Changing beliefs can spark vulnerability and uncertainty.
- Changing beliefs is like building any new habit; it takes time and dedication.

Because our success requires that our beliefs serve our values and aspirations, we should choose them wisely.

Limiting and affirming beliefs.

Examples of limiting beliefs.

- Things never work out for me.
- It's rational to stay guarded because something will surely go wrong.
- Things will never really change.
- There's nothing I can do.
- I've always been taught or told that.
- I've never been taught or told that.
- That's how it's always been.
- I'm not _____ (good, smart, competent, experienced, kind, lovable, charismatic, etc) enough.

Examples of affirming beliefs.

- Things can work out for me.
- While I can't control the future, I'm pretty resilient.
- My community supports (or can support) resilience.
- Things can change if enough of us help it change.
- The past informs but doesn't predict the future.
- There's plenty I can do in the present.
- We can all hold multiple perspectives and truths at the same time.
- I'm always enough. So is everyone else.
- Many of us share common values, and we can build on that.
- I can always learn and grow. So can others.
- We can always learn and grow together.

The background is a textured, abstract composition of brushstrokes. It features a mix of white, light blue, and gold colors. A prominent dark blue circular shape is visible in the upper right corner. The overall effect is artistic and layered.

**It takes courage to choose
powerful and life affirming
beliefs.**

Describe your beliefs.

Dig deep to identify three of your deepest beliefs. Consider beliefs about how life works, how life happens for you, what shapes your challenges and opportunities, and what you do and don't have control over.

What systemic beliefs or forces shape your own deep beliefs? How does the overlap between systemic and personal beliefs impact you?

Deepen affirming beliefs.

Identify and ponder your deep beliefs that align with your values and aspirations and support your success and growth.

How can you deepen your understanding, expression, and commitment to those affirming beliefs?

Change limiting beliefs.

Identify and ponder your deep beliefs that don't align with your values or aspirations or limit your success and growth.

How can you change those beliefs and related actions to better align with your values and support your success?

Be brave.

When you transform your beliefs to better align with your values, success, and growth, what might you lose?

How can you move through those losses in healthy ways?

What do you gain by transforming your beliefs to better align with your values, aspirations, success, and growth?

Team beliefs.

Discuss as a team any deep unspoken beliefs about the team, the organization, or the work. What beliefs interfere with team success?

Together discuss how the team might transform limiting beliefs to align with shared values, aspirations, and team success.

Deepen team beliefs.

Discuss as a team any deep unspoken beliefs about the team, the organization, or the work that are affirming and supportive.

Together discuss how the team might deepen those beliefs to support shared values and success even more?



Aspirations

Aspirations.

Desires shape aspirations; aspirations shape goals.

We're typically full of wants or desires, yet we need more focus to shape and attain them.

- Aspirations give shape, focus, meaning, and a powerful *umph* to the things we want.
- The clearest aspirations detail how we feel and experience our own future and less about the detailed "what."
- From there we can define and pursue specific goals to make things happen.

Aspirations challenge us to imagine our ideal.

Aspirations require imagination; in fact, the best aspirations seem both deeply desired and almost impossible.

- Pursuing aspirations takes courage and sparks vulnerability, especially when they're audacious or if systemic forces don't honor aspirations equally.
- Yet, most everything worth doing takes imagination, courage, and vulnerability.

Go light on details, heavy on feelings.

Aspirations can be specific, but go for more concepts and feelings over details. And be bold!

- Instead of saying *I want more work-life balance*, try *I have limitless enthusiasm, energy, and presence to fully enjoy my loved ones and my work in equal measure.*

Claim your aspirations.

What are your current aspirations? Choose two or three, and describe them in detail, including how you might feel and experience them. Use your imagination, and stay courageous if what you imagine also feels vulnerable.

Share your aspirations.

What professional aspirations do you want people at work to know you have?

What other aspirations do you have that you'd like to share with others? With whom?

Team aspirations.

Invite your team and others to complete the previous exercises and discuss the aspirations they choose to share.

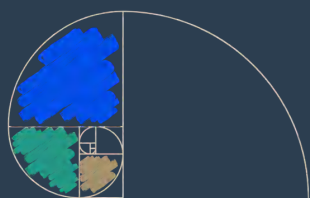
Together talk about how you can support each others' aspirations and use that information to improve your relationships, collaboration and success.

What are your final reflections about bringing your real self to work?

actions



What 2 post-course actions
will you commit to?



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