



The Velveteen Principles: A Guide to Becoming Real

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Publisher: Health Communications, Inc.

Copyright year: 2004

ISBN: 0-7573-0211-4

Author's Bio: After working in theatre and television Toni Raiten-D'Antonio returned to school to become a psychotherapist and professor of clinical social work at Empire State College in New York. She has a thriving private practice on Long Island, where she lives with her husband and two daughters.

Author's big thought: The Velveteen Principles is a guide to becoming *Real* – real with your hopes and desires, *Real* with the people you love, and *Real* with everyone else, too. Through the simple wisdom of a children's classic, this road map helps you strip off the trappings of the object culture and remember the things that make you unique, happy and worthy of love. And it shows you that just as it was for the velveteen rabbit in Margery Williams's enduring fable, *Real* is a process that is sometimes intimidating and sometimes painful, but in the end, far more rewarding than could ever be imagined.

Introduction

- The Velveteen Rabbit by Margery Williams, first published in 1922, is a classic fable. The book follows life in a little boy's nursery where a new arrival. A stuffed bunny covered with inexpensive fabric, copes with the insecurities of being compared with the other playthings. As Margery Williams writes, "He was naturally shy, and being only made of velveteen, some of the more expensive toys quite snubbed him." While he longed to fit in with his peers, the Rabbit hoped even more to become special to the Boy.
- Abandoned after the excitement of Christmas, the Rabbit is soothed by the wise, old Skin Horse, who predicts that the Boy will eventually love him. The horse is right, and the Velveteen Rabbit is selected to comfort the Boy through a terrible illness. The Boy's relationship with the bunny and the experiences they share transform it from a toy into something the Skin horse calls *Real*. *Real* is what happens when you become your true self – not a contrived, shiny, pretend thing – and are loved despite, and maybe even because of, your imperfection.
- This book combines the wisdom of Margery Williams' story with insights from the author's own experience as a woman, a psychotherapist, a teacher and a mother. This book promotes the value of love, empathy and compassion and encourages us to struggle against what is artificial,

mechanical and cold. It urges you to see the many way in which you are pressured to abandon what is *Real*, the price you pay if you do, and the merits of reclaiming everything that makes you a unique and Real individual.

➤ ***To Be Real in a World of Objects***

- The opposite of *Real* human beings are *Objects*. *Object* people worry not only about appearance, but also about how others judge their jobs, their mates and their homes. They believe the cars they drive send a certain message to friends and neighbors. They prefer clothes from certain designer stores. They even demand that their children act and dress in a way that reflects well on them. The mere thought of someone noticing a personal flaw, or realizing that they are simply having a problem, is a cause of constant concern.

The United States of Generica

- The powerful *objectifying* social forces that push us to abandon our *Real* selves are so numerous, so widespread, and so integrated in the landscape of our lives that we don't even notice them. We do not notice them unless they are called to our attention. In our world, the standards used to determine a person's vale generally include wealth, beauty, public acclaim, power, and popularity. As a result, the most-valued people fall into a narrowly defined group in what the author refers to as the imaginary society called the "United Sates of Generica" or U.S. of G. Like the mechanical toys in the Velveteen rabbit, the citizens of the U.S. of G. embody all the latest fads and fashions.
- We often live in fear of the special punishment heaped on those who don't measure up: shame. Although the Velveteen Rabbit faces many obstacles in his quest to be *Real*, few bring him more pain than the nagging sense that, in the eyes of others, he is somehow defective. In the beginning of his tale he almost accepted the general wisdom of the nursery, which insists that he feel ashamed of who he is because he is not shiny and flawless.

The Power of Shame

- Few emotions are more powerful than shame. It makes you feel rejected, alienated, isolated and alone. Shame is so unsettling that we can recall it long after the moment has passed. Shame is so devastating that people will do whatever they can, almost as a reflex, to avoid it. For this reason it is a very effective too for enforcing the objectifying rules of the U.S. of G.
- For a stuffed bunny who lives in a nursery, the Velveteen Rabbit goes through more than his share of trials and tribulations. In the story, the Boy falls ill, and the Rabbit becomes afraid of people who would treat him as a mere thing and throw him away. In order to stay close to the Boy and support him, the Rabbit hides under the blankets. It is a frightening time but the Rabbit's love for the Boy is stronger than fear. Then, as the boy recovers, the Rabbit is discarded because he is full of germs. But this rejection is not the end. The devotion and love expressed by the velveteen rabbit had set him on the path to becoming *Real*, and nothing will get in his way.

The Gift of a Crisis

- For those of us who wait to become *Real* human beings, the pivotal crisis is usually not caused by some outside force. Instead, it is the product of our own stubborn efforts to somehow succeed at the game of being the perfect Object. Eventually we reach a point where the sacrifices we make – the pain, trouble and conflict – are much greater than the rewards we receive for denying our true selves. We are never more open to seeing the world and ourselves in a new light than when we are in crisis. When the rewards of the Object culture no longer work, it's easier to choose a different option, to look for the real values and definitions of success that mean more to you as an individual. This always begins with a change in our beliefs about ourselves, and what is true and good.

Beliefs, Feelings and Behaviors

- Eventually the Velveteen Rabbit came to believe he was *Real*, and this belief spurred his transformation. For him, belief became reality. Indeed, the connection between what we believe, what we then feel, and finally, how we behave is essential to becoming *Real*.
 - Beliefs → Feelings → Behavior.
- Your happiness, your identity and your self-worth, all depend on this paradigm. This also helps to understand others as well as yourself.

Choosing Empathy

- If you quiet your mind and reflect on what you believe about yourself and your value as a person, you are likely to hear more than a few negative judgments. Some will be focused on your appearance. Others will be criticisms of your social status or even the car you drive. These judgments are based on standards you acquired, at least in part, by simply living in the United States of Generica.
- Understanding that those judgments are destructive brings us halfway to the point where we can choose new beliefs and values based on our *Real* selves. But before we can take that step, we have to care enough about ourselves to start making changes. This level of caring requires self-empathy.
- When we have self-empathy, we are aware of our own idiosyncratic values, priorities, needs and feelings. Self-empathy involves tuning in to your own heart and mind as you go through each day. A person with self-empathy doesn't struggle to think what everyone else is thinking or feel what everyone else is feeling. He values his own responses and considers them when making choices and decisions. Self-empathy is lost as we learn to conform and deny our individuality in order to avoid the pain of being shamed. Self-empathy can be recovered with the loving eyes of an accepting adult.
- The magic of empathy is that as we learn to apply it to ourselves, we naturally begin to use it with others. This skill – the ability to sense and respect how someone else feels and be sensitive to their experiences – makes our relationships more authentic, more satisfying, and more *Real*. Empathy is behind every act of love, charity, kindness, and grace. Empathy is what makes it possible for individuals, groups, and even nations to exist. Empathy brings an ever-deepening appreciation for life's challenges and experiences. Another major benefit of empathy is the contribution it makes to the development of human character, which is often confused with

personality. Those with the hallmarks of good character – integrity, honesty, empathy – invariably enjoy deep, rich and varied relationships.

Principles

- No one can anticipate every challenge and the circumstances they will face. Life is too wonderfully complex and varied to make this possible. But if we choose to be *Real* and pursue a life of purpose, connection to others and individuality, we can fashion some basic guidelines, some principles that help us to make decisions whenever the need arises.
- By definition, a principle is a very basic and essential guide, It is a concept or ideal that can be applied to choices and competing interests.
- The principles explored in the next part of this book are inspired by Margery Williams' story, but draws on a host of the author's resources. They are intended to help you navigate the *Object Culture*, to recognize what is *Real* in yourself and others, and to shape a life based on your own values, talents and character. Love and happiness bloom for people who choose a *Real* path through life.

Part two: The Velveteen Principles

Velveteen Principle #1: *Real is Possible*

- *Real* waits inside all of us. You can see this truth in very young children. They are *Real*.
- Most of us lose touch with this spirit as we move through life and come under the influence of the *Object* culture. Many of us adopt a mask of conformity, which we wear as we move through a world in which everyone wears a mask too.
- Many of us have trouble finding jobs that allow us to express our true values and talents. Work is a place where many people feel disappointed, empty and unfulfilled, even though they are supposed to feel successful. The true source of pain is buying in to society's definition of success while losing touch with your *Real* self.
- Parenting is another powerful source of inner conflict. Many mothers feel they are not living up to the cultural ideal.
- When they begin to realize that they've devoted themselves to false ideals, a lot of people get lost in blaming themselves. Not only is this a waste of time, it is a bad analysis. Very few people can ignore the pressure to conform and follow only their *Real* interests. Most of us have to feel the pain before we even begin to consider that something must be wrong.
- Once you start to understand that the key to a more satisfying and *Real* life waits inside you, the transformation has already started. We all take a giant step toward *Reality* the first time we decide that we want to rediscover our individual values, passions and hopes.
- We can make progress toward a more fulfilling life if we adopt a *Realistic* point of view – we are realistic when we honor our special abilities, interest and dream. These all come from our deep, *Real* selves.
- A *Real* life is possible for each one of us. The Velveteen Rabbit discovers the value of being *Real*, explores what is in his heart, and takes time to develop all of the qualities he will need, from courage to generosity, in order to live by his own design.

Velveteen Principle #2: *Real is a Process*

- The Object culture tells us that the frenzied pursuit of stuff and status will make us feel better. And for a while it may work. But the lift provided by major purchases or career advancements is almost always short-lived. We set our sights on another purchase or another achievement and start chasing it. The process can be endless. It is a trap that snares us when we think of life as a series of goals.
- Becoming *Real* is the process of discovering yourself and then cultivating life that fits those defining qualities. You start to become *Real* as soon as this process begins and you can become ever more *Real* as you grow and mature and keep refining what matters most to you.
- As you start the process of identifying your core values, keep these general themes in mind.
 - Close relationships make us feel more *Real*- we must be honest about ourselves and our feelings.
 - Work that matters to us makes us feel more *Real*.
 - Creativity and growth make us feel *Real* – when we learn something new, try something new or create something new.
 - Teaching, nurturing and caring for others make us feel *Real*.
- The key thing to notice is that none of these things relate to something that you can buy or something you achieve once and then set aside. These are all processes. They are ways of being, and they keep us *Real*.
- Being *Real* and engaging in the process requires one very important quality – patience. There is no shortcut when it comes to being *Real*. The process is a long-term endeavor. It requires you to share the precious gift of time – and yourself- with the faith that you will experience *Real* happiness along the way.
- For most of time, people lived according to the seasons, not the clock, and the old were revered for how they had grown and developed over a lifetime. You can become more patient with yourself and others. As you do, you will find that the process of becoming *Real* offers its own deep rewards every day.

Velveteen Principle #3: *Real is Emotional*

- When we are *Real*, we are honest about how we feel. We behave in a way that's authentic and sensitive to our emotions, and we respect what our feelings tell us.
- Our feelings give us the truest and most immediate feedback possible about many situations. Feelings are shortcuts that the mind, especially that *Real* part of the mind, uses to snap us to attention.
- Many of us are numbed to or ignore our emotions. We lack the ability to recognize or notice our emotions or we paste very general labels on to our feelings boiling them down to very simple moods like feeling "sad."
- Even if we learn to suppress all our feelings, they never disappear completely. The longer we try to hide them, the more powerful they become. The trouble occurs when we are unable to put feelings in the proper perspective, one that accepts them as *Real* but within our control. To do so we must acknowledge them.
- No matter how long and hard you work to suppress your feelings, everyone has the capacity to develop a more accurate sense of his or her own emotions. Begin listening to your own emotions. The author provides a long list of possible feelings to stimulate thought and understanding of your own feelings.

- This sensitivity, which the author calls self-empathy, is the one emotional tool that is critical to leaving the *Object* life behind and becoming *Real*.
- Although it might feel artificial and difficult at first to analyze your feelings, it doesn't take long for emotional self-empathy to become a habit. The end point is empathy for others as a result. As people learn to recognize and respect their own feelings, they begin to do the same for others. Gradually they learn to respect and appreciate the feelings and idiosyncrasies of lovers, friends, children, and others.
- As you become more empathetic, you are likely to feel happier and more connected to others. This is because emotion and empathy are essential elements of human nature.

Velveteen Principle #4: *Real is Empathetic*

- When you are not *Real*, it's nearly impossible to relate to others with patience and understanding. When we are *Really* honest and not ashamed of our imperfect self it gets much easier to embrace other people as they are.
- When we have empathy, we understand that people are, at their core, emotional beings and that their feelings are affected by every experience they may have. We also know that another person's emotional response to a given situation may not be the same as our own, and we are very interested in knowing their true feelings.
- Empathy is different from sympathy, which is actually defines as "agreement". When we say we sympathize with someone, we join with them. Empathy is more a matter of caring, inquiring and understanding. It helps us to learn and appreciate the limitless varieties of human experience. Empathy makes it possible for us to see the goodness, beauty and positive intent being expressed all around us.
- One of the best techniques available to anyone who wants to understand others and feel true empathy is to separate another person's *intent* from the *outcome* in a given situation. Whenever we struggle to comprehend another person's behavior, especially when we feel hurt by someone we love, the key to understanding lies in that person's intent, not the outcome.
- Empathetic communication happens as we speak from the heart in a way others can grasp. More important than the way we speak is the way we listen. Empathetic listeners always tune into another person's point of view.
- When we are able to put ourselves in another's place, trying to understand their experience and feelings, it's possible to interpret their actions and choices in the most positive and generous way.

Velveteen Principle #5: *Real is Courageous*

- Becoming *Real* requires us to be brave as we change some of our priorities and present new selves to our friends, loved ones and colleagues.
- While a lot of things scare us, we cannot let them run our lives. Fears are more powerful when we struggle to deny them.
- If you acknowledge your fears and incorporate them in your sense of self, you will find it much easier to move forward, despite them. That is a *Real* definition of bravery – moving forward, even when we are afraid.

- Letting go of the fear of failure liberates us to try new experiences and new relationships. Once you know that *Real* inventiveness, creativity and even love are impossible without the lessons we learn from failure, you feel more courageous about making an effort.
- Who among us has been able to find love without first experiencing heartbreak? Relationships that end are not failures. They are simply learning experiences that help us all define what *Real* love is on our own terms. In every breakup we can find clues to our heart's true desires and the courage to try again.
- Failure leads to growth – the greatest achievements almost always involve setbacks, and it is the experience of falling short that leads us to a more successful approach.
- New beliefs are powerful. Your positive beliefs can remove the stigma from failure.
- Courage comes with experience.
- One of the great paradoxes of being *Real* is that while we fear it will isolate us, it almost always brings us closer to other people. By bravely showing our families, friends and others what we value, aspire to and dream about, we can develop relationships that are based on who we are, rather than on a false *Object* image that is constructed to satisfy what we think others expect of us.
- Some people will have trouble adapting to the emergence of the *Real* you. The process of becoming *Real* can produce a peaceful revolution in your life. It is likely to make you more attractive, more interesting and more appealing to those who love you, because they have been instinctively drawn to the *Real* parts of you all along.
- It is quite likely that the changes others see in you will spark both admiration and curiosity. When people ask what is happening, you can tell them you have decided to throw off the anxieties and fears that have limited you in the past and begun searching for the life that will make you feel really you.

Velveteen Principle #6: *Real is Honest*

- The ability to be clear-eyed about yourself is the most important element of *Real* honesty.
- A lot of us actually avoid learning things about ourselves because we are afraid of what we will discover. This is because we believe we must be perfect.
- Accepting that we are human and that perfection is impossible, makes it much easier to drop your old defensiveness and take a closer look at yourself.
- There's a lot to like in the *Real* you, and being honest means recognizing these positives first. You can also bring others into your process by asking for their input on how they perceive you.
- In order to be *Real* you must accept your gifts and live with them.
- Another side of being *Really* honest with yourself is accepting, even embracing, the parts of ourselves that we would rather not recognize. Imperfections are what make us "homemade" and it becomes easier to explore those traits you fear are negative when we accept that. It is this exploration that reduces and eventually eliminates the shame we attach to our shortcomings. If "perfect" isn't your goal, but *Realness* is, imperfections are less shameful.
- It's paradoxical but being wrong and being *Real* about it can make us feel closer to others and better about ourselves.
- Once we learn to be honest and accepting of ourselves, we can be more honest in our responses to others. This doesn't mean just passing judgment or being critical. It means

adopting a *Realistic* view of human nature that allows you to accept the mistakes people make, and even forgive and forget everyday outrages and annoyances.

Velveteen Principle #7: *Real is Generous*

- Generosity can be an expression of a certain spirit of goodwill and encouragement. When we are generous in this way, we support people when they need us most, not when it is convenient for us. We can support others when they strive to become authentic and *Real* themselves.
- This can be done in two ways. First we can get behind the people we know and love whenever they pursue a goal or express their hopes and dreams. This is *Real* generosity that involves giving of yourself. The second kind of generosity – the spirit that moves us to freely encourage the aspirations of others – is a bit more general. It calls for us to change the world we inhabit in whatever ways we can to make it more humane and tolerant of people with different needs and abilities.
- Generosity is in short supply because so many of us fear that the world is not able to supply everyone's needs. The *Real* truth that is ignored by all those who would make competition the basis of modern life is that there is enough – enough love, enough wealth, enough comfort and care – for every living person. And we don't have to be afraid to be generous, because when we can give to others, it simply increases the overall supply of what is good and positive in the world.
- Generosity is good for the bottom line. Teamwork, mentoring and a so-called win-win approach work better in the long run. Among co-workers, these values are conducive to the kind of creativity, productivity and communication that keeps a company sharp. When it comes to the marketplace, generosity drives firms to offer high quality and fair value, which is what most customers are looking for.
- Generosity multiplies and grows and is therefore the ultimate expression of our *Real* inner selves, our spirits or, if you prefer, our souls.

Velveteen Principle #8: *Real is Grateful*

- Acts of kindness aren't a right we possess but a gift we are given.
- Gratitude flows when you are able to focus on the positive instead of the negative. Many of us haven't learned to be grateful for all the beauty around us.
- Our parents teach us to say "thank you" as an introduction to gratitude. Trouble arises when the lessons become layered with pressure, and worse, guilt. If you grew up in a home where your mother or father felt free to communicate disappointment and resentment, they likely added big portions of shame and guilt to their demands for gratitude.
- Dissatisfaction with things is one of the engines that drives our economy. We have trouble feeling gratitude for the blessings of life because we are always focused on what we don't possess.
- Fortunately, gratitude involves much more than feeling good about something you own or saying "Thank you," for someone's kind act. True gratitude involves understanding there is something beautiful and marvelous in almost everything around you.
- With the right eye you can see that the talents, quirks, creations and achievements of the people you encounter are incredible illustrations of the variety and tenacity of the human spirit.

- To feel *Real* gratitude begins with both awareness and appreciation. These two skills lead to the kind of heartwarming gratitude that is both genuine and fulfilling.
 - *Awareness*. When our minds are receptive and our senses are well-tuned, we become aware of the world around us. People who have become so *Real* that they no longer worry about their self-worth and calmly observe everything in their environment experience a deeper awareness.
 - *Appreciation*. When you recognize the value in people, experiences and even certain things, awareness grows into appreciation.
- Gratitude can become a habit. You can keep a journal of those things that you are grateful for. The practice of gratitude becomes even more valuable during very difficult times because it fosters optimism and serves as an antidote to worry. It's hard to be anxious when you're reflecting on your blessings.
- Ultimately, when you are *Real*, it's even possible to feel gratitude for the progress that effort and fate have allowed you to make toward a self-designed life.

Velveteen Principle #9: *Real Can be Painful*

- Life brings all of us a measure of pain. The more access you have to your own *Real* thoughts and feelings, the more you will see your own imperfections and limitations. You also hear more clearly the fleeting negative thoughts that are so commonplace we almost don't notice them. These revelations can be quite painful.
- The kind of self-critical thoughts and feelings that buzz around your head have great value because they are remarkably accurate list of the obstacles that lie between you and a *Real* life. Typically these negative thoughts are planted in our minds by those who believe they are training us to survive in a cold, cruel world.
- As you reflect on your own beliefs and feelings, you will, no doubt, uncover your own emotional traps, set inside your heart without you even knowing it. For most people, especially those who have not buried serious trauma or abuse in their past, the intense feelings associated with lost pieces of their *Real* selves will pass. But in a small percentage of people, opening up emotionally can produce an especially powerful flood of emotion. For some it is a good idea to consult a mental health professional if these intense feelings prevent you from functioning in your life.
- The pain of awakening will pass. If we choose to become more sensitive to our own feelings and thoughts, and the experience of others, we must expect to feel more pain – not less- as we move through our lives.
- The process of becoming *Real* involves acknowledging pain and loss, but it also includes recovering valuable pieces of ourselves and dealing with beliefs and feelings that cause us harm. Each of us is like a crazy quilt of talents, values and dreams, sewn together into a unified whole. And each quilt is different, fascinating and precious.

Velveteen Principle #10: *Real Is Flexible*

- An essential requirement for being *Real* is the ability to adapt to changing circumstances.
- Flexibility has always been a vital skill for leaders and pioneers. Historically, great things have been accomplished by people who adapt to changing circumstances and learn from their mistakes. Heroes are those who find creative new responses to threats and obstacles.

- Flexibility is no longer reserved for pioneers, heroes and rulers. It is a requirement for anyone who wants to feel safe, happy and fulfilled. This is because we live in an era of enormous change and endless choice.
- In an environment that is so turbulent, *Object* people can fall apart. Inflexible people break down because they are unable to respond to serious challenges in creative ways. Learning to be flexible is not a choice, but a requirement, if we are ever to be *Really* happy and fulfilled. This can be done by adjusting your beliefs about change and how it affects your life:
 - Change does not equal disaster. Your response to change can be destructive or constructive.
 - Change is natural – the *Real* perspective embraces change.
 - Change does not mean you failed – change occurs when an old situation no longer fits you. It’s not a signal of failure, but rather a spur to improvement.
 - After a big change you won’t be your old self. Each new experience adds to the complex tapestry of your *Real* self, with a richer, deeper understanding of life’s passages.
- These *Realistic* attitudes about change will prepare you to be flexible when you have to adjust to new circumstances.
- When we reframe a difficult situation, we adopt a new thinking “framework” that gives us a better perspective.

Velveteen Principle #11: *Real Loves Endures*

- The author explores this subject concentrating on intimate adult relationships. But keep in mind that most of the basic truths about *Real* love are universal to human relationships.
- When you are bravely honest about who you are, potential partners can pick you out in a crowd. They will recognize you as that one-of-a-kind person they have always hoped to find. This has much less to do with how you look than who you are. *Real* love flows from shared values, ideals, and principles
- When two *Real* people discover each other, they find romantic elements in even the most ordinary circumstances.
- Love blooms when we invest ourselves in one another’s growth and development. *Real* love and romance grow in the midst of everyday living. It doesn’t depend on special occasions and grand gestures. The more time, effort, empathy and energy you put into loving relationships, the better they get.
- Although it is enduring and constant, there is nothing passive in *Real* love. It is active. It involves going out of your way to take care of someone you care about.

Velveteen Principle #12: *Real is Ethical*

- The process of becoming *Real* eventually makes us calmly content with ourselves, which means we no longer feel over-whelmed by self-consciousness and self-doubt. We are so comfortable in our worth as human beings that we are able to act according to our highest values in a way that is practically automatic.
- Almost without trying, we begin to act in ways that are consistently ethical. This happens because we are free of shame and no longer feel the need to misrepresent ourselves, at dishonestly or seek to make others feel insignificant. Ethical behavior, after all, involves being

conscious of how our actions ripple out like little waves to affect others, and then acting to minimize the harm we do and maximize the good.

- Self-empathy + empathy for others = ethical behavior.
- When you have *Real* empathy and practice honesty, your emotions will often serve as a sensitive guide to the most ethical choice in a given situation. Many of the unsettling feelings we experience in our daily lives are actually signals that alert us to choices that violate our internal ethical standards.
- When we are engaged with other people on a direct and personal level, it is relatively easy to recognize moments when an ethical choice is at hand. Sometimes the mere act of noticing that another human being is involved gives us the emotional signals we need to be fair, open and honest.
- No discussion of *Real* ethics would be complete if we ignored the importance of maintaining our integrity and sticking up for what we value, even if it brings us into conflict with others. There is, in each of us, a set of values we will not compromise. Although ethical honesty may seem difficult, when you have done the work to identify your *Real* self, you gain confidence and courage. You also acquire a broader, more understanding view of all aspects of human behavior. This knowledge will allow you to be calmly honest without being argumentative, confrontational or hurtful. In the end, this honesty will make others feel more relaxed in your presence because they know the *Real* you.

Epilogue: Real Has Meaning

- When we become *Real*, we look upon the world with the quiet wisdom we acquire when we have grown enough and learned enough to understand what *Really* fulfills and sustains us as unique individuals. We know what gives our lives true value and meaning. This is the ultimate goal we reach as we mature as *Real* people.
- A real life demands your active participation. It doesn't happen to you. You design it and create it. *Real* doesn't mean you'll be perfect at anything. It means that you're willing to grow and learn through experience.
- Besides saving us from regrets, a life conducted in this *Real* way creates a beautiful and unique story that becomes our legacy to the people we love and, perhaps, to people we never knew. This is the greatest reward of living as a *Real* person.

Recommendation:

This is a book that helps us celebrate our authentic selves. It is a charming must-read.

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About the reviewer: Frumi Rachel Barr, MBA, PhD

Many CEO's find themselves asking "What now?" to sensitive situations that only an experienced former CEO can understand. Frumi is brought in to solve problems and often remains to work with you, as your confidante and secret weapon. She has an uncanny knack of getting to the heart of your corporate climate and maximizing your team's performance, profitability and sustainability.

To schedule a free ***Break From the Pack to Success*** consultation email ceocondfidante@frumi.com or call 949-729-1577