



# Authentic Conversations

Jamie Showkeir and Maren Showkeir

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1. Jamie and Maren use the word "Caretaker" to describe a model of behavior leaders often use at work when interacting with employees. As a leader, have you ever found yourself using "caretaker" behavior? If so, what were the results? What is the alternative?
2. The authors suggest we have inherited a 150 year-old system that separates "doing and managing" work. What are the implications of this in today's workplace? In your workplace?
3. Organizational Power is made up of Business Literacy, Choice and Decision Making, and Accountability for Results, according to the Showkeirs. How is this power distributed in your organization? Is that working for you?
4. Jamie and Maren site Viktor Frankl as the source for much of their philosophy on accountability and state that "holding people accountable is a myth". Do you agree?
5. They say people have three choices when presented with a work directive: they can hold themselves Accountable to follow it; they can Comply; they can present an Appearance of Compliance. What is the difference between these three choices? Give examples from your experience.
6. How do people in your organization handle disappointments? The authors suggest cynicism as the automatic outcome of disappointment. Of their three approaches to cynicism, (cheerleading, colluding, choosing to be optimistic) which do you typically use?
7. The authors provide a list of manipulation behaviors from their experiences. What are some of yours? How does it feel to own up to them? Why is Intention so important in understanding manipulation?
8. How would "choosing accountability" change your organization?

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