



Texas Association for
Home Care & Hospice
Leading ★ Advancing ★ Advocating

56th Annual Meeting
Wednesday, August 27, 2025
1:30pm-2:30pm

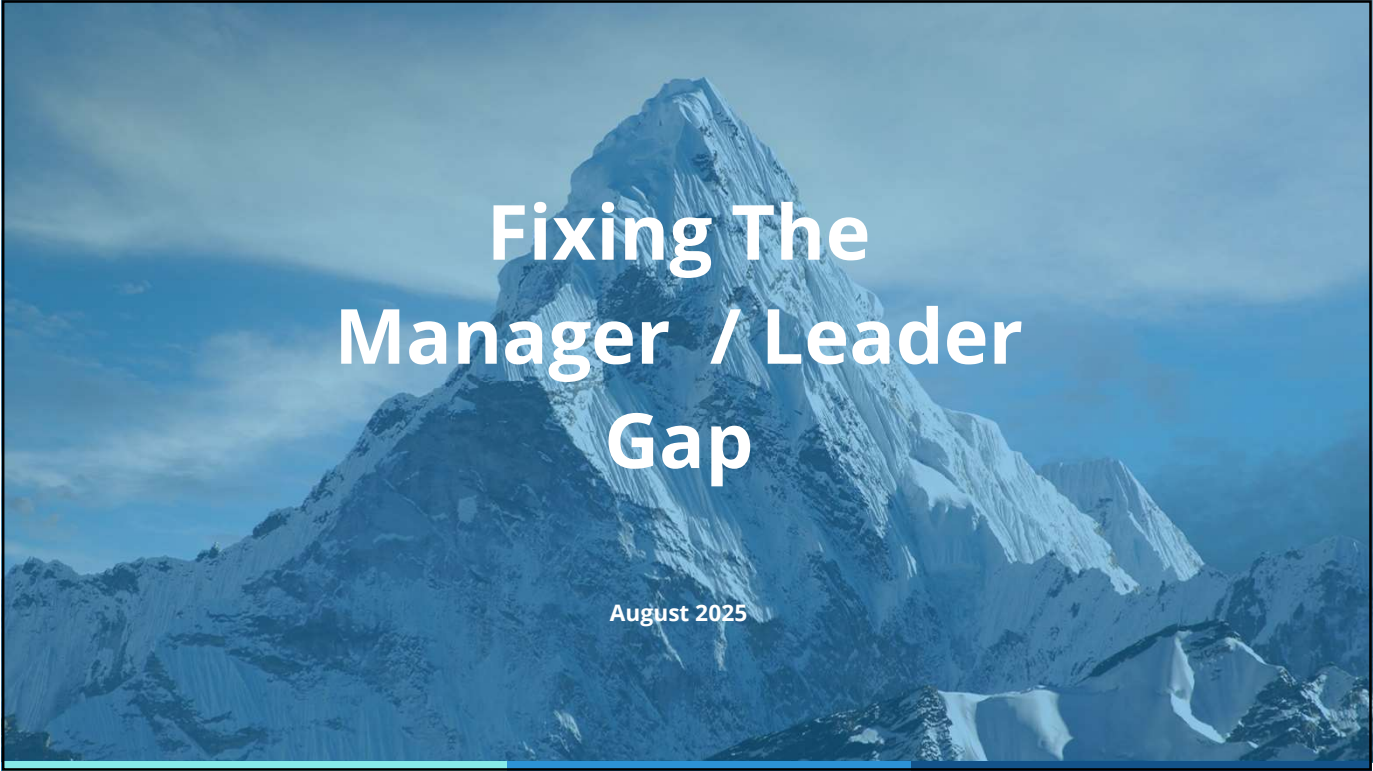
2d. Fixing the Manager/Leader Gap That Breaks Companies

Presented by:

Tom Bouwer, Co-Author; Founder of EOS Conference, The Bouwer
Group and Pinnacle Guide

Thank you to our Sponsors:





Fixing The Manager / Leader Gap

August 2025

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77% Effectiveness

- Who you are, NOT what you know/do
- YET WE PROMOTE because:
 - ✓ Most Efficient
 - ✓ Longest Tenure
 - ✓ Most Likable/Popular
 - ✓ Threaten to quit
 - ✓ Are the loudest
 - ✓ "Only" Option

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Then, We Fail to Teach...

- **Self-Improvement**
- **Delegation Skills**
- **Time Management Skills**
- **Accountability Skills**
- **Coaching Skills**

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Are You/They...

Inwardly-Sound

- **Settled & Secure**
- **Self-Aware**
- **Principled**
- **Purposeful**
- **Holistically Healthy**

Others-Focused

- **Attentive**
- **Curious**
- **Empathetic**
- **Humble**
- **Agapone**

 **Rate Yourself: 1-10**

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Delegation

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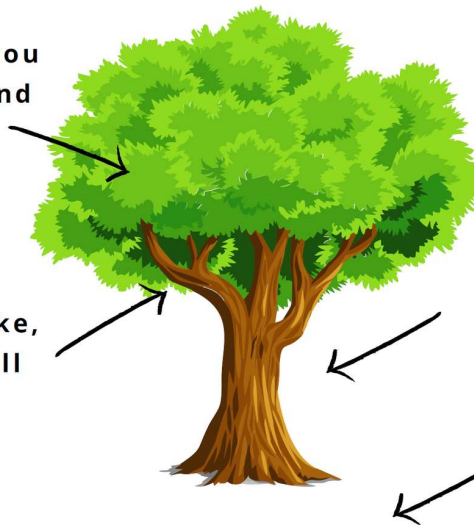
Decision Tree

LEAF: A decision you make, execute, and never tell your manager

BRANCH: A decision you make, execute, and tell your manager about later

TRUNK: A decision you make, talk about with your manager, and then execute

ROOT: A decision you don't make



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Delegation Process

The Goal



Client tells us of what they want and need. Identify and offload tasks that aren't supporting your HABU (highest and best use).

What to Delegate



Use the Delegate & Elevate Tool

For fast-growth individuals, use this tool quarterly.

Who to Delegate to



Stop...does the task need to be completed by anyone? Can you "kill" it? Can you automate it? Delegate to your direct reports or outsource

How to Delegate



Document desired outcome
When is the task due?

- Teach (Training, Textbook, Teach Return & Report)
- Coach (Slow It Down, Ask Great Questions)
- Don't Rescue (Fire vs. Issue)
- Return & Report
- Post-mortem for lessons learned

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Time Management

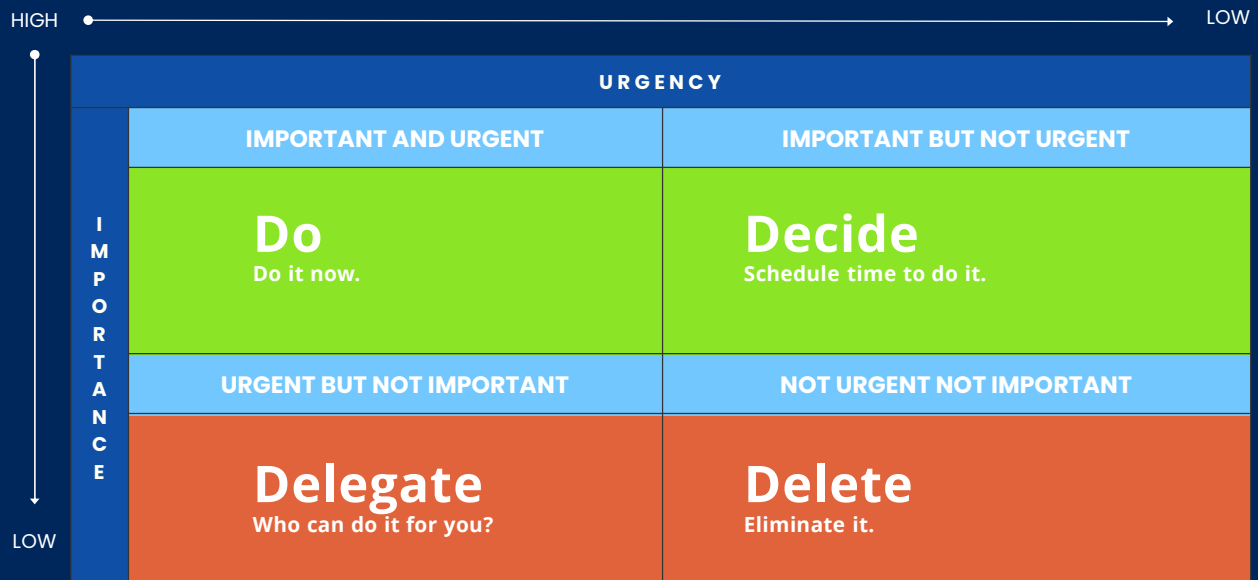
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**What is important is
seldom urgent and what is
urgent is seldom
important.”**

-Dwight D. Eisenhower, 34th President of the United States

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The Eisenhower Box

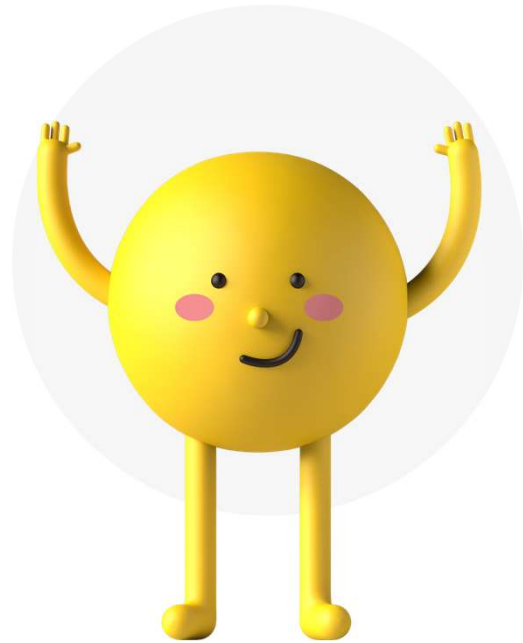


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Instead of saying “I don’t have time” try saying,

“It’s not a priority”

and see how that feels.



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FOCUS



- Clarity Breaks / Thinking Time
- Set Rocks / Long Term Goals
- To-Do Lists / Post It
- No Call Time
- Planning / Journaling
- The Eisenhower Box
- Top 3 Daily Plan
- Calendar Blocking
- Email Management
- No Multi-Tasking

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Accountability

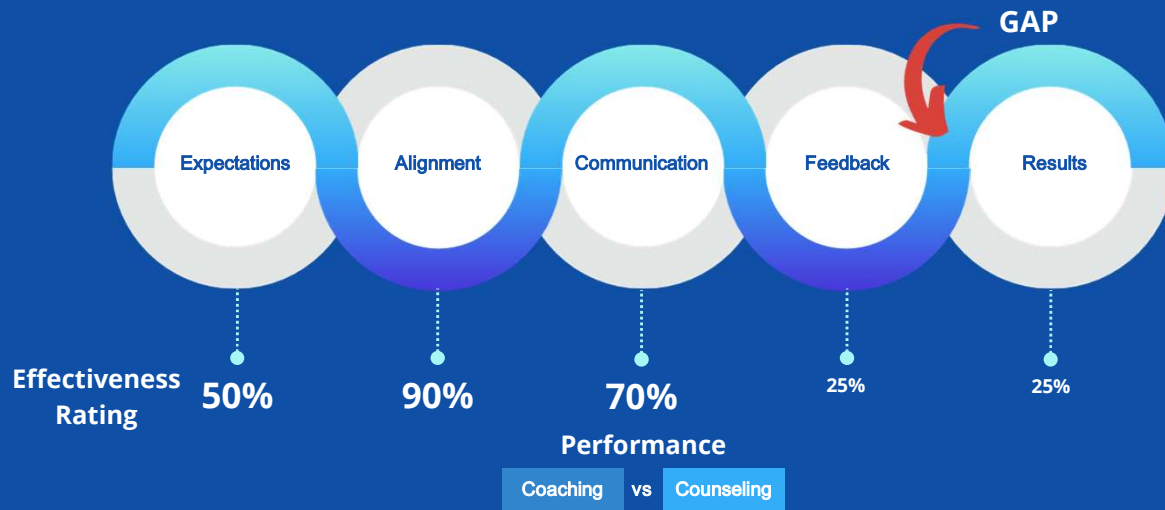
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Accountability Process



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Accountability Process



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Performance Breaks

IDENTIFY THE ROOT CAUSE

PEOPLE

- Care & Self-Motivation
- Capacity & Intellect
- Attitude & Values
- Commitment & Bandwidth
- Emotional Intelligence

HOW ARE YOU ADDRESSING?

OR

PROCESS

- Consistent Standardization
- Training & Comprehension
- Internal Inefficiencies
- External Dependencies

HOW ARE YOU FIXING?

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3 Choices

Fix It

Live With It

End It

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Coaching

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8 Steps to Coaching

- 01 Establish the Objective.
- 02 Ask for Input.
- 03 Share Feedback.
- 04 Identify Measurable Goals.
- 05 Follow up & Offer Support.
- 06 Focus on Building Trust.
- 07 Build a Coaching Culture.
- 08 Monitor Performance Regularly.



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Common Coaching Gaps

Not timely

Not clear enough

Not consistent

No measurable expectation

Excuse Empathy

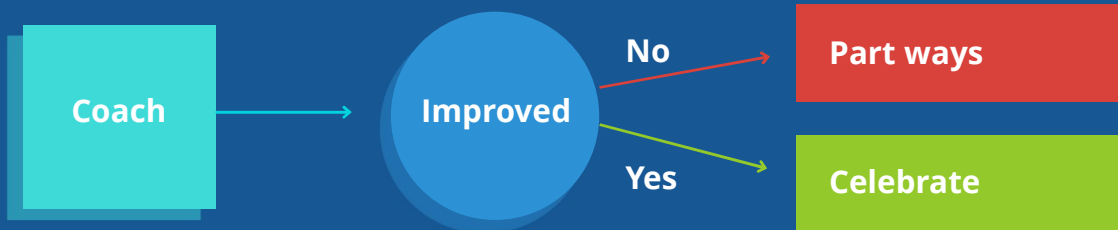
Fear of conflict & personal reaction

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Follow Up – PTS!!!

The goal of coaching is to see improvement

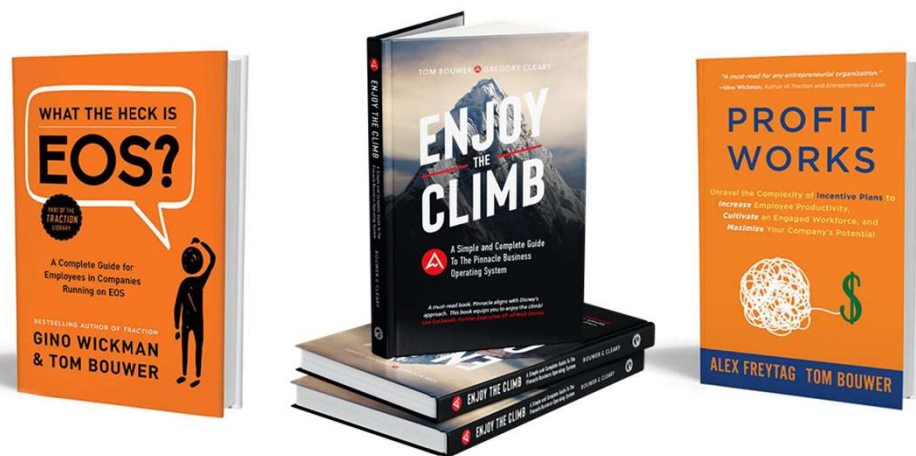


- **Phase 1** - Routine discussions - notice improvement? *Say so.*
- **Phase 2** - Quarterly career conversation - notice improvement? *Say so.*
- **Phase 3** - Schedule time specific follow up appointments - notice improvement? *Say so.*

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THANK



Questions?



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Coaching vs. Counseling

THE 3 STRIKE RULE

01

INFORM

Seek to understand

- Define Expectations
- Provide resources as needed

02

WARN

Discontinue Tolerance

- Solidify gap in very clear terms
- Explain the conversation can't continue

03

REQUIRE

Voice serious concern job risk

- Discuss impact on the business
- Establish a timeline for improvement
- Discuss consequences if not corrected

Make record of conversations

Written, signed agreement

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Approach

It's not what you say,
it's how you say it.

Don't forget your
intention – to help
people be their best.



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To Inform: Sounds Like



1

BEST PRACTICE PHRASES...

Can I give you some feedback?

- I've noticed or been informed...
- Are you aware of the standard/expectation?
- This is an important standard because...
- What are the reasons holding you back?
- Is there any reason you can not perform to this standard?
- Do you need anything from me?

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To Warn: Sounds Like



2

BEST PRACTICE PHRASES...

I need to address an issue with you...

- We previously discussed XYZ and the issue is continuing...
- Your work is a reflection of our entire business....
- We have to see a consistent improvement in this area...
- What do you feel is a reasonable allowance for this?
- What steps are you going to take to correct / improve on this issue?
- Do you understand how important this is? If it continues, your personal success within our organization could be at risk.

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To Require: Sounds Like



3 BEST PRACTICE PHRASES...

We are here today to discuss the impact of XYZ...

- I want you know it is just as hard for me to deliver this message as it is for you...I have an obligation as your leader/business owner to address this issue in a consistent way...
- Your performance gap has created a negative impact on XYZ....which has created a negative reflection of our organization to our clients / team.
- We need to measure improvement at this point... The expected success track needs to follow XYZ...
- If this issue repeats or continues (in XYZ time) we will have no choice but to further disciplinary action, which may impact your position here. This is not our goal, but we need your help.

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Clarity

“ Good communication is as stimulating as black coffee and just as hard to sleep after. ”

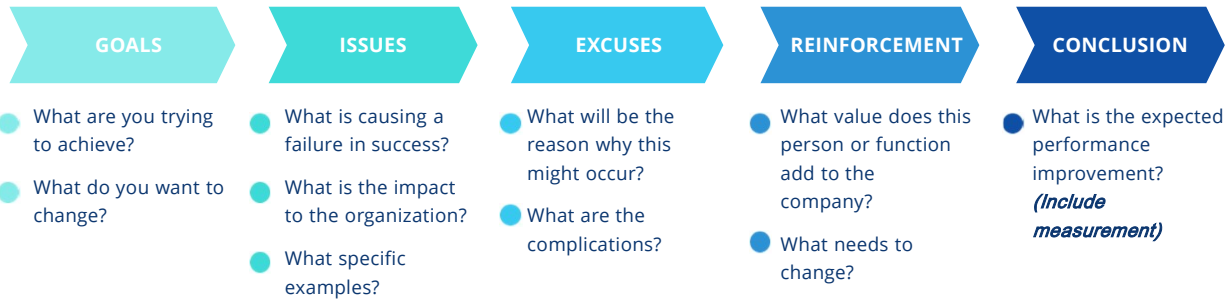
- ANNE MORROW
LINDBERG

”

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Conversation Planning



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