



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

Winter Conference

Wednesday, February 18, 2026

10:15am-11:30am

1d. Right People. Right Seats. Real Accountability.

Presented by:

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

Thank you to our Partners:

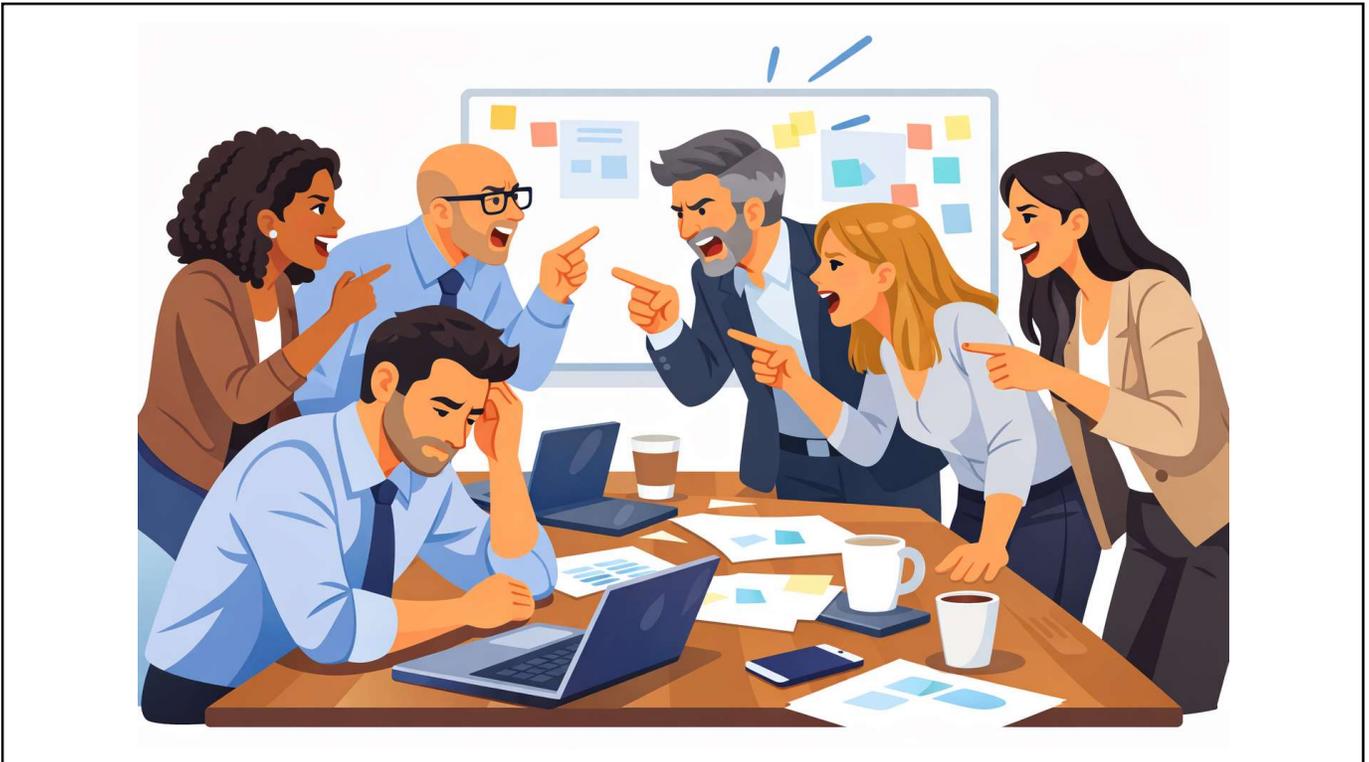


Right Seats, Right People, Real Accountability



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People

- How do we Evaluate?
- How do we Manage?
- How do we Retain?
- How do we Hire/Fire/Reward?

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People – Tools & Processes

- % of Right People?
- % In Right Seats?
- People Management Process (1-10)?
 - Quarterly Coaching?
 - Separate Pay/Performance Evals?
 - Everyone (most) has a Rock?
 - Everyone has a number?
 - Everyone has a meeting cadence?
 - Hiring?
 - Retention/ Talent Management?



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Tom's People Nuggets / Tenants



- **Separate Decision from Timing**
- Quarterly Coaching
- Separate pay from reviews (coaching)
- Most people love accountability
- Most people want to know if they are winning, or not
- Pay increases when you add more value, not because you have been here a while
- Hire Slow, Fire Fast - Buckingham

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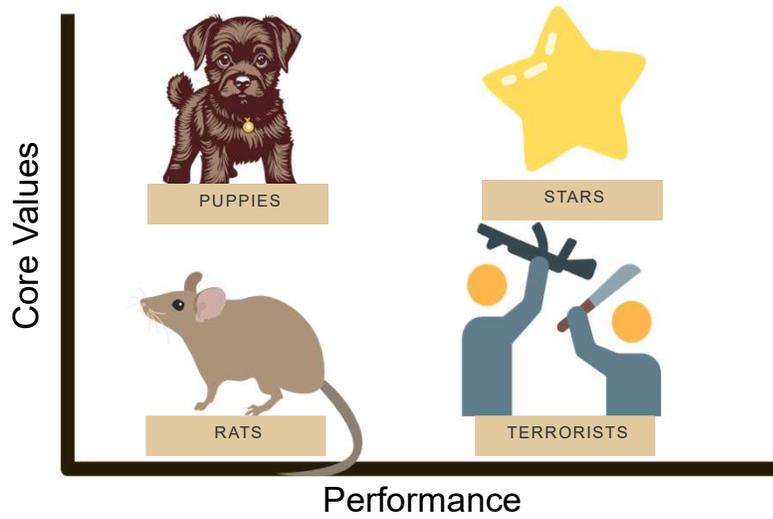
Who Belongs on Your Bus?



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Talent Assessment



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People Analyzer

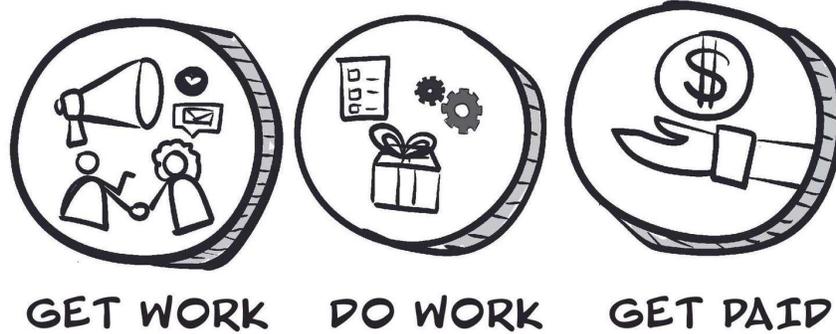
Source: *What The Heck is EOS?*

| Name | Humly confident | Grow or die | Help first | Do the right thing | Do what you say | | |
|---------------|-----------------|-------------|------------|--------------------|-----------------|--|--|
| Sally Jones | + | + | + | + | + | | |
| John Smith | +/- | +/- | +/- | +/- | +/- | | |
| George Wilson | - | - | - | - | - | | |
| The Bar | + | + | + | +/- | +/- | | |

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Everyone's Function is in 3 Buckets

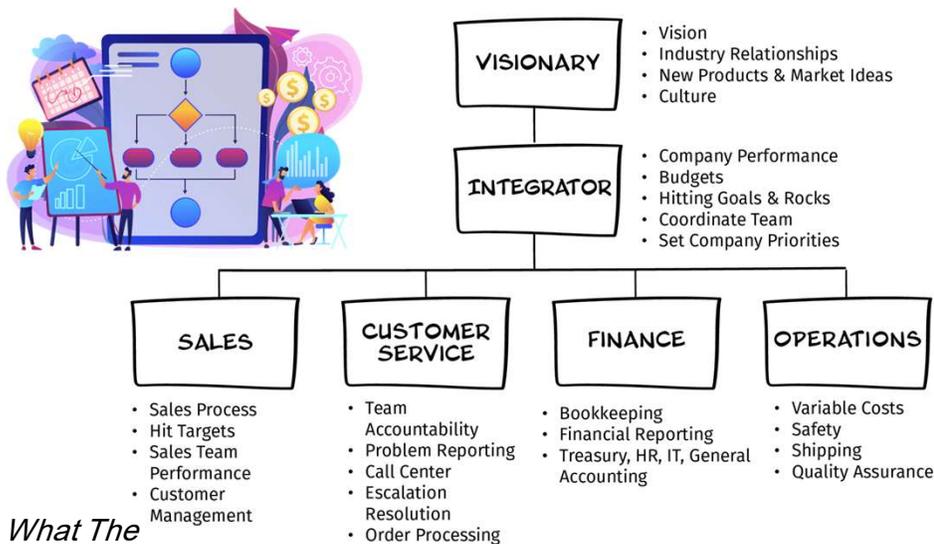


Source: Keith Trost

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Accountability Chart

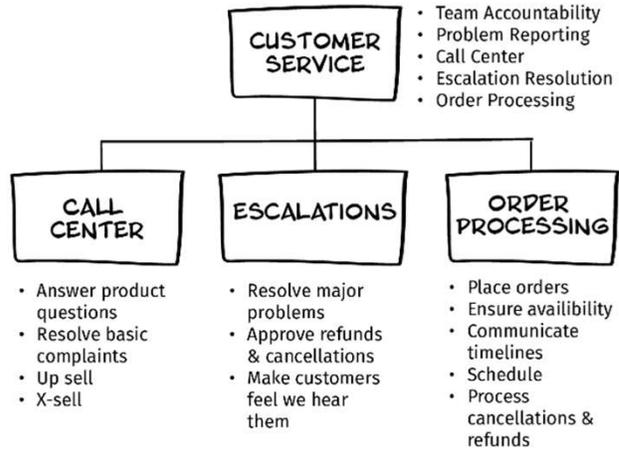


Source: *What The Heck is EOS?*

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Accountability Chart



Source: *What The Heck is EOS?*

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Get It
Want It
Capacity to Do It

Function

Name

- _____
- _____
- _____
- _____
- _____

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People Analyzer

Source: *What The Heck is EOS?*

| Name | Humbly confident | Grow or die | Help first | Do the right thing | Do what you say | Get it | Want it | Capacity |
|---------------|------------------|-------------|------------|--------------------|-----------------|--------|---------|----------|
| Sally Jones | + | + | + | + | + | | | |
| John Smith | +/- | +/- | +/- | +/- | +/- | | | |
| George Wilson | - | - | - | - | - | | | |
| The Bar | + | + | + | +/- | +/- | Y | Y | Y |

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Quarterly Coaching Convo

“What’s working?” Questions:

- What are you most proud of accomplishing this last quarter?
- What is working well?
- Do you feel that you are working on things that really matter?
- Do you feel appreciated for the work you do?
- Are expectations between us clear?
- Where can you add even more value to our team? “

What’s not working?” Questions:

- What is not working or is frustrating our clients?
- Which processes do you feel could be simplified or improved?
- What needs fixing or improvement?
- What has you frustrated?
- Do we need additional tools or training?

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Format -not critical

1. People Analyzer
2. Strengths and Accomplishments
3. Areas to improve

- A. 15 minutes prep
- B. Both fill one in
- C. Put side-by-side
- D. Manager's wins - not a debate

Date: _____

Employee Name: _____

| | Company Core Values | | | | | Current job responsibilities | | |
|--------|---------------------|------------|------------|------------|------------|------------------------------|---------|-------------------|
| | Core Value | Core Value | Core Value | Core Value | Core Value | Get It | Want It | Capacity to do it |
| | + | +/- | - | | | | | |
| Rating | | | | | | | | |

Strengths and accomplishments:

Performance areas which need improvement:

Plan of action toward improved performance:

Employee comments:

Signatures: _____ Date: _____ Employee: _____
 _____ Date: _____ Evaluated by: _____
 _____ Date: _____ Witnessed by: _____

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Performance Evaluation Review

Date: _____

Employee Name: _____

| | Company Core Values | | | | Current job responsibilities | | |
|--------|---------------------|-----|---|--|------------------------------|---------|-------------------|
| | + | +/- | - | | Get It | Want It | Capacity to do it |
| Rating | | | | | | | |

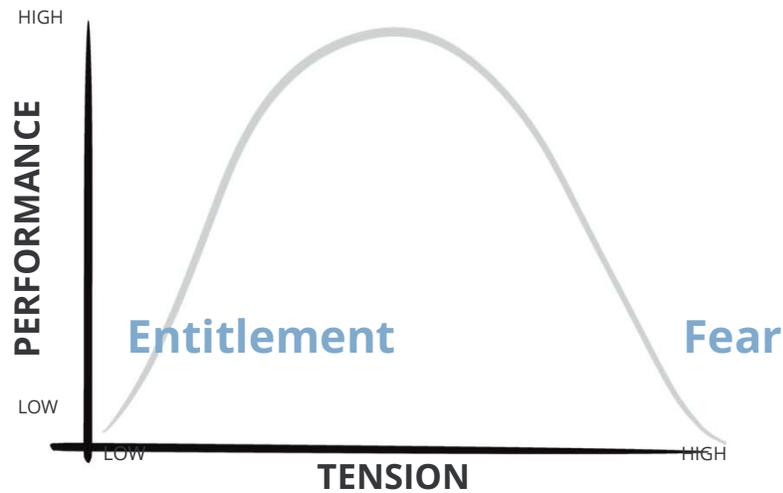
Strengths and accomplishments:

Performance areas which need improvement:

Plan of action toward improved performance:

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Productivity and Happiness



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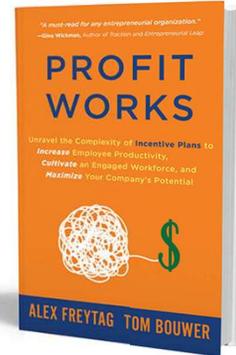
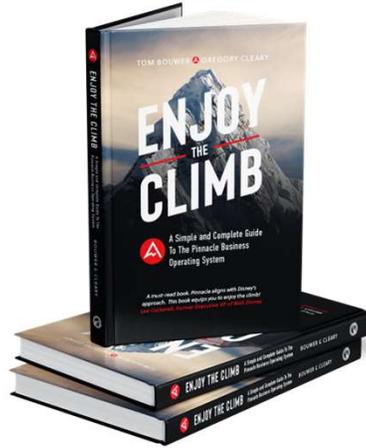
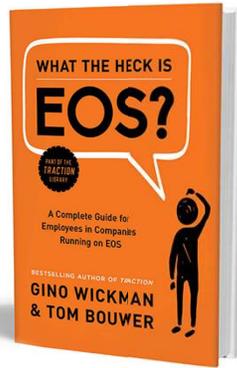
Going Forward

- What is your one action from today?
- What do you want to do next?
 - Accountability Chart
 - People Analyzer
 - Quarterly Conversations

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THANK YOU!



Questions?



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