



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

Winter Conference

Wednesday, February 18, 2026

11:45am-12:45pm

2d. The Cycle of Accountability

Presented by:

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

Thank you to our Partners:



Full Cycle of Accountability



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Leadership

"It's not the load that breaks you down. It's the way you carry it."



- Lou Holtz

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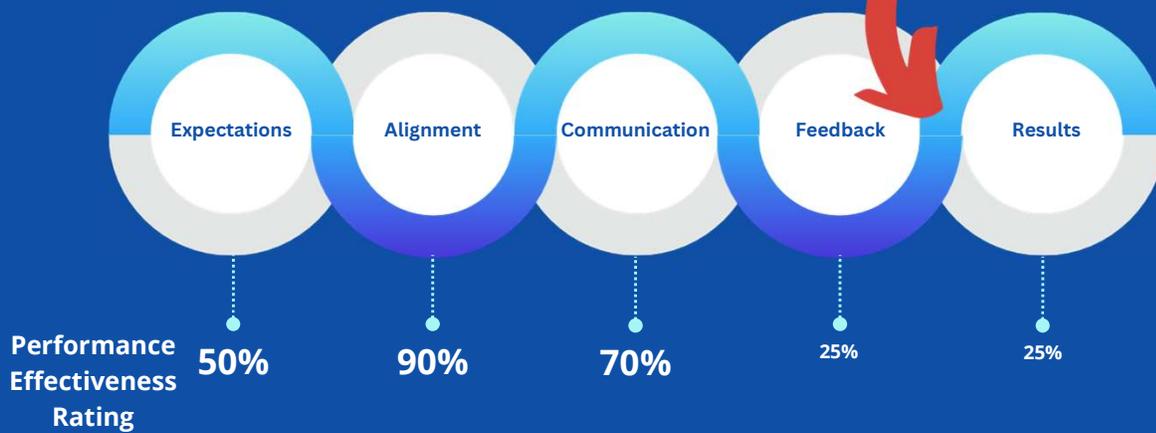
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Accountability Process



3

The Gap



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“

Performance

"Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives - choice, not chance, determines your destiny."

”

- ARISTOTLE

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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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Performance Breaks

FIX IT

LIVE WITH IT

END IT

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Coaching

"Excellence isn't a one-week or one-year ideal. It is constant."

• MICHAEL JORDAN



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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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Coaching vs. Counseling

THE 3 STRIKE RULE

01

INFORM
Seek to understand

- Define Expectations
- Provide resources as needed

Within 1 week

Make record of conversations

02

WARN
Discontinue Tolerance

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

Within 2 weeks

03

REQUIRE
Voice serious concern job risk

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

Within 3 weeks

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



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...This is Strike ONE

- 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

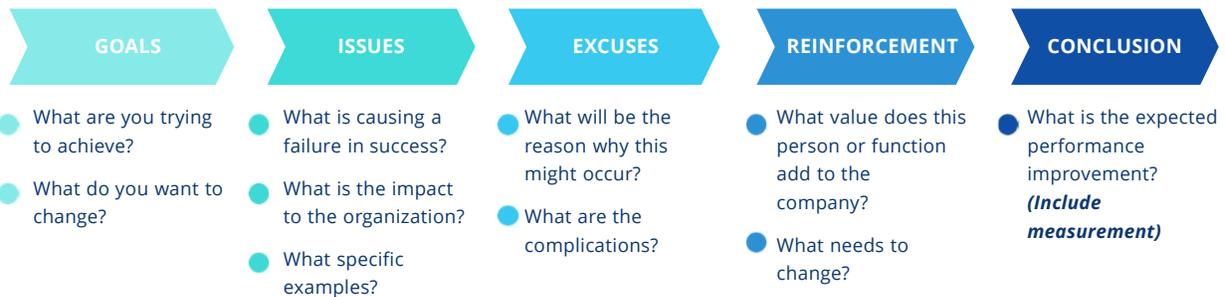
“ Good communication is as stimulating as black coffee and just as hard to sleep after. ”

- ANNE MORROW
LINDBERG

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Conversation Planning



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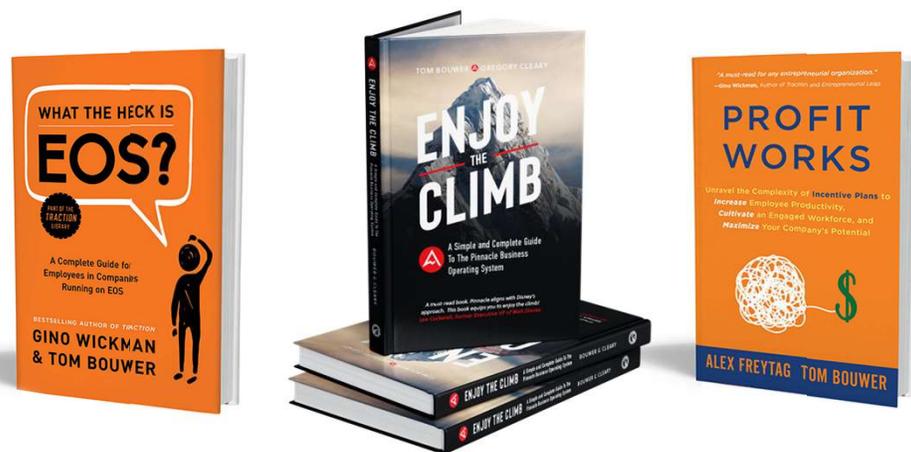
Going Forward

- What is your one action from today?
- What do you want to do next?
 - Revisit Expectations & Alignment
 - Implement Live with It, Fix It, End It
 - Teach common coaching gaps
 - Teach Inform, Warn, Require
 - Identify where your accountability falls short?

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THANK YOU!



Questions?



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