

Seven Principles from "The Way of the Shepherd"

We have been using a great little book in our leadership training that I highly recommend. It is *The Way of the Shepherd, 7 Ancient Secrets to Managing Productive People* by Kevin Leman and William Pentak.

Following are the highlights of the book:

1. Know the Condition of Your Flock

- a. Follow the status of your people as well as the status of the work.
- b. Get to know your flock, one sheep at a time.
- c. Engage your people on a regular basis.
- d. Keep your eyes and ears open, question, and follow through.

2. Discover the Shape of Your Sheep

- a. Your choice of sheep can make flock management easier or harder.
- b. Start with healthy sheep, or you'll inherit someone else's problems.
- c. Know the SHAPE of your sheep to make sure they're in the right fold.

3. Help Your Sheep Identify with You

- a. Build trust with your followers by modeling authenticity, integrity, and compassion.
- b. Set high standards of performance.
- c. Relentlessly communicate your values and sense of mission.
- d. Define the cause for your people and tell them where they fit in.

e. Remember that great leadership isn't just professional; it's personal.

4. Make Your Pasture a Safe Place

- a. Keep your people well informed.
- b. Infuse every position with importance.
- c. Cull chronic instigators from the flock.
- d. Regularly rotate the sheep to fresh pastures.
- e. Reassure the sheep by staying visible.
- f. Don't give problems time to fester.

5. The Staff of Direction

- a. Know where you're going, get out in front, and keep your flock on the move.
- b. When directing, use persuasion rather than coercion.
- c. Give your people freedom of movement, but make sure they know where the fence line is. Don't confuse boundaries with bridles!
- d. When your people get in trouble, go and get them out.
- e. Remind your people that failure isn't fatal.

6. The Rod of Correction

- a. *Protect*: Stand in the gap and fight for your sheep.
- b. *Correct*: Approach discipline as a teaching opportunity.
- c. *Inspect*: Regularly inquire about your people's progress.

7. The Heart of the Shepherd

- a. Great leadership is a lifestyle, not a technique.
- b. Every day you have to decide who's going to pay for your leadership—you or your people.
- c. Most of all, have a heart for your sheep.

My question - Are you **shepherding** your people or are you just **managing** them?