

The Way of the Shepherd (7 Ancient Secrets to Managing Productive People)

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1. *Know the Condition of Your Flock*

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

2. *Discover the Shape of Your Sheep*

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

3. *Help Your Sheep Identify with You*

- Build trust with your followers by modeling authenticity, integrity, and compassion.
- Set high standards of performance.
- Relentlessly communicate your values and sense of mission.
- Define the cause for your people and tell them where they fit in.
- Remember that great leadership isn't just professional; it's personal.

4. *Make Your Pasture a Safe Place*

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

5. *The Staff Direction*

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

6. *The Rod of Correction*

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

7. *The Heart of the Shepherd*

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