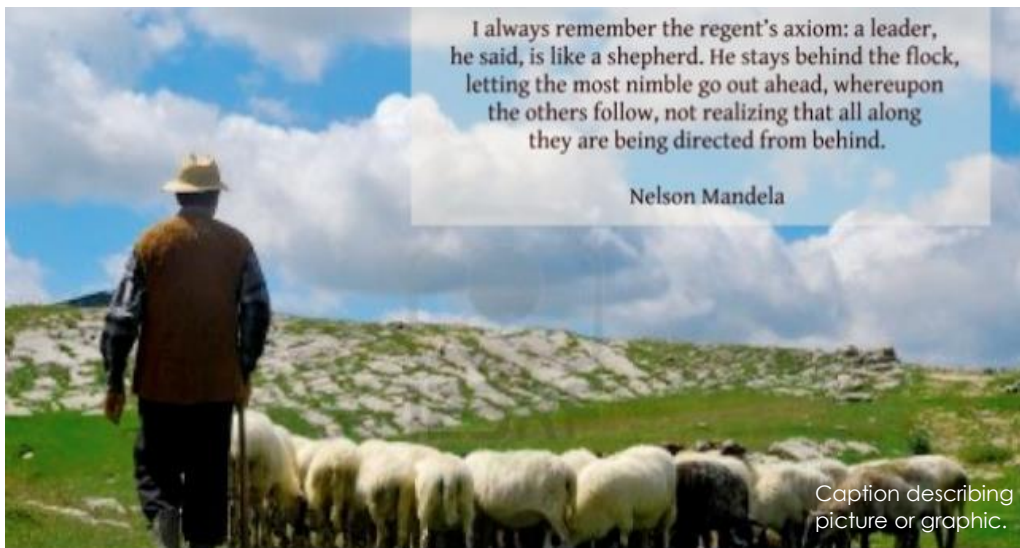


The Way of the Shepherd



"Our People Are Our Greatest Competitive Advantage" (Pg. 10)

- I need to come work here, (Pg. 10)
- "Must be nice to work in a place where you don't feel like a cog on a wheel" (Pg. 10)

"Like sheep, people have a powerful flocking instinct. They have a tremendous need to belong. Great leaders understand that instinct and tap into it." Pg. 45

Seven Secrets to Managing Productive People

In the book *The Way of the Shepherd* by Dr. Kevin Leman and Bill Pentak it discusses the 7 ancient secrets of managing productive people. Leman and Pentak deliver their ideas to the reader as a story written within a story. Theodore McBride CEO of General Technologies a major American Company approves an interview with an inexperienced

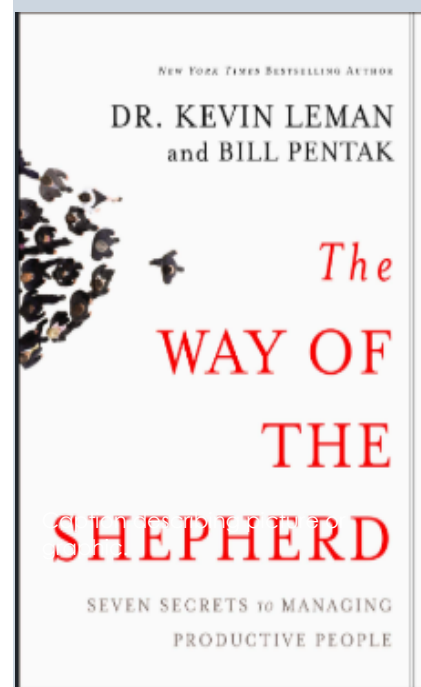
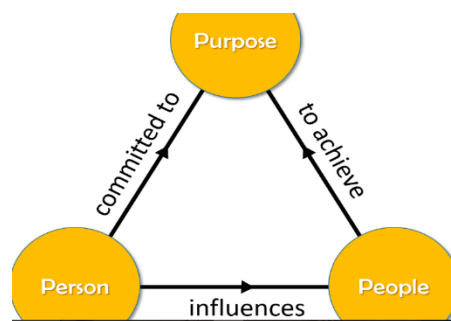
business reporter Bill Pentak. In this story, McBride reveals the 7 secrets to creating an environment for productive business. The CEO shares his management principles with the journalist that was passed on to him from his mentor and professor. The bigger secret to the 7 ancient principles is they are still relevant in today's fast-paced high tech world.

What does it mean to be a leader?

A leader is "a person who influences a group of people towards the achievement of a goal." Also defined and illustrated by the 3P's – Person, People, and Purpose.

Great leaders have vision, courage, integrity, humility and focus. True leaders don't tell people what to do, instead they lead them to where the need to be. Good leaders understand there needs to be a team approach where each

person in an organization recognizes they have a very important role to play in order for their team to be successful.





What does it mean to be a Shepherd Leader?

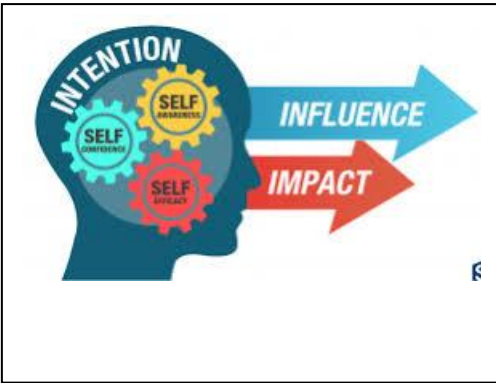
Shepherd Leadership is putting others before yourself as well as being responsible for the growth, learning, success and, wellbeing of the people they lead.

In the book, *The Way of the Shepherd* Leman and Pentak teach us how to lead people so they feel their work is more like a calling, and where they have a sense of belonging as opposed to just a job and a place of work. A shepherd walks with his sheep (people) and cares for each of them. *The Way of the Shepherd* teaches us how to achieve great success and how

to engage and energize the workforce. "Great leaders instill a sense of meaning and belonging in their followers by putting the personal imprint of who they are and what they stand for on their people" (Pg. 45).

Shepherd leaders give their best in order to receive the best from others.

"You have to really care about your people. You can go through all the right mechanics, but if you don't genuinely care about the people who report to you, you'll never be the kind of leader they'll drop everything to follow"(Pg. 27).



About the Authors



Bill Pentak received his MBA from the University of Texas at Austin. An author, columnist, pastor, consultant and speaker, who has traveled across America delivering keynote addresses and seminars. He currently works in External Communications at Reliant Energy in Houston Texas. Follow Bill at "The Way of the Shepherd" on Facebook.



Dr. Kevin Leman is the bestselling author off more than thirty-five books. He is internationally known Christian psychologist and award winning author, radio, and television personality and speaker. Dr. Leman has entertained audiences from all over the world with his wit and common-sense psychology. He has appeared on a number of radio and television programs including, Oprah, Live with Regis and Kelly, and the View with Barbara Walters.



Executive Summary

This executive summary will address the seven greatest management principles of being a shepherd leader:

1. Know the Condition of Your Flock
2. Discover the Shape of Your Sheep
3. Help Your Sheep Identify with You
4. Make Your Pasture a Safe Place
5. The Staff of Direction
6. The Rod of Correction
7. The Heart of the Shepherd

"He expects the best from us, and we give it to him because we know he's giving his best to us in return" pg. 10

THE WAY OF THE SHEPHERD

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.

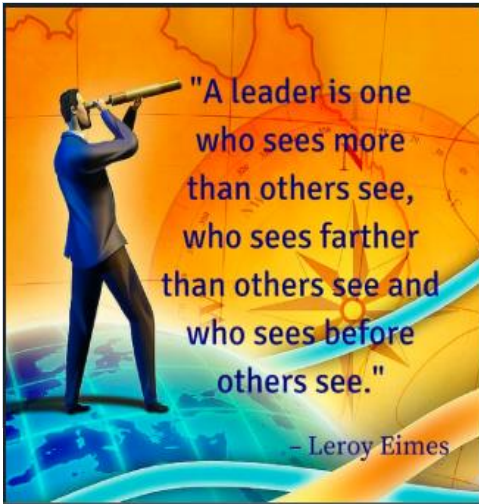
"So you have to make a point of knowing not just the status of the work but also the status of your people..."(Pg. 25)



"It's an old adage, but it's true: people don't care how much you know until they know how much you care." Pg.28



1. Know the Condition of Your Flock

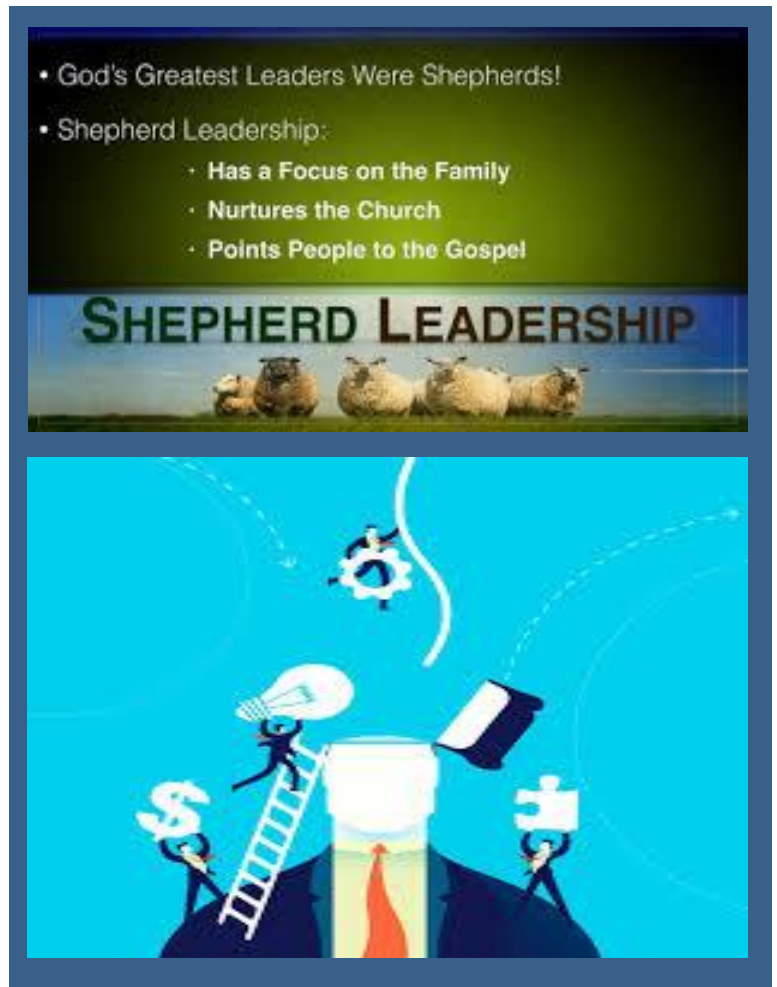


All too often in the workforce, we deal with leaders who have a more hands-off approach that can make employees feel disconnected from upper management and other departments. This can make it difficult for people to stay focused on a goal if they feel they are not part of a team or they are by themselves.

The first principle, Know the Condition of Your Flock, CEO McBride explains to Pentak the importance of a good leader is being present and engaging regularly with their employees. When leaders make themselves available to their employees this shows they have a personal interest which helps to motivate people to perform at their best. Leaders to get to know who their employees are, what they are about, understanding their working style, and learning what is important to them. "You're going to have to get out and get among your people. When you do, keep your eyes and ears open and ask lots of questions"(Pg. 27). Here McBride explains the importance of getting to know your people on another level, not just the role they have at work but to get to know the person themselves.

A great leader will engage, correspond, monitor and conduct regular check-ins with their employees to ensure they are task-driven and have what they need to be successful. In other words, great leaders get involved with their employees they walk with them. This means not just handing out a task and walking away but staying and working with them showing you are interested in what they are doing and that you care about what they are doing. "You have to take a personal interest in each of the people who report directly to you" (Pg. 27). As a leader you want to see how your people are doing the work, their performance, and their progress do they need any help – good leaders walk alongside with their employees.

"There is nothing more commonplace than a company full of bright, talented people who are completely unmotivated to do their work." Pg. 34



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.

The second principle describes how leaders need to be selective when choosing candidates to interview and hire for a position. Leaders need to hire the finest people who will be the best fit for the job and also the best fit for the team. "As a shepherd, your choice of sheep can make flock management easier or harder. If you don't buy right, you'll inherit someone else's problem" (Pg. 32). A leader may choose to interview a person who comes with lots of experience and many years in the business but may not necessarily be the best fit for the team. A leader may also choose to interview people with very little experience if any but their personality and work ethic make this individual stand out and they may be the better fit for the group.

Good leaders are always on the lookout for team oriented-people who are the right fit. Candidates can be old, young, experienced or inexperienced, that isn't always what matters. What is important is will they be a team player and willing to get involved. A good leader is always looking for qualified people who are not set in their ways but open to new ideas, flexible, and goal orientated. "For one thing, people with a good attitude are usually team players"(Pg. 34).

Sometimes employers inherit people with bad habits who may not always be the best fit for the team. This is another reason why it is so important for leaders to get to know their staff, their work ethic and how they conduct themselves in the workplace.

Human Resources plays a key role in finding premium candidates and who they think is the right fit for leaders to interview for a position. Even though some people come with years of experience it comes back to do they have the same desire, work ethic needed to create a great workplace. Or are they reluctant workers who constantly question the group or boss, do they make tasks more difficult. It is the leader's job to hire the greatest person for a position. Whether they will be helpful or hurtful to a team is difficult for a leader to know that's why it is imperative for leaders to get out and know their employees.

"I began to see how the success of our small department would depend on the making sure those people were in the right place." Pg. 41



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.

In principle 3 Leman and Pentak discuss what it means to be a shepherd leader and the responsibility of guiding each team member. Leaders responsible for their employee's learning, growth and success as well as for their well-being. True leadership is about helping others develop their own skills so they may become leaders themselves. It is so important for a good leader to make sure people are in the right place and that their strengths and passions reflect their responsibilities. This makes people feel they are making a difference and will be more effective in their work. "Great leaders leave their mark by constantly communicating their values and sense of mission" (Pg. 49).

It is important as a shepherd leader to be authentic to your employees. Take for example a principal who has a favorite teacher and overlooks poor performance because they like them personally. When a principal doesn't deal with an issue they are not acting honest or being authentic with staff. It affects other people and usually ends up having a negative ripple effect throughout the department. Principals and leaders who say things like, be a good communicator, and then go and hide in their office are not displaying the qualities of a true leader. Leaders need to be visible and need to be amongst their staff. If a principal expresses the importance to monitor students in the hallways, the principal needs to be out there too, not locked away in an office expecting other people like the VP to do the job. Leaders need to model and lead by example. They shouldn't just tell someone to do something, they need to show them how to do it – don't talk the talk but walk the walk. "You can't make your mark on the people you lead unless you get up close and personal" (Pg. 50).

If people, see a lazy leader they will follow suit and be lazy as employees. If leaders set the bar high, and people see them working hard, employees will see the work and ethic expected and hopefully will follow the lead set for them.

When taking on leadership roles, sometimes leaders need to have difficult conversations with employees about performance. How these situations turn out often depends on the delivery of information by the leader and the sincerity of the conversation. A good leader will explain expectations, with clear examples of what is expected, but will also provide the employee with the tools needed for them to be successful. This type of communication is intended to be constructive, not just corrective.

*"I want my people to have a heart for what they do"
(Pg. 41).*

*"I want them to feel excited about coming in to work in the morning"
(Pg.41).*

*"...you can't make your mark on the people you lead unless you get up close and personal"
(Pg. 50).*





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.

The fourth principle examined in Leman and Pentak's book is the importance of keeping your people well informed and addresses the value of communication. Whether its communication regarding expectations, a directive or any other information that is pertinent, it is very important to remember that quality communication must flow both ways - from leader to employee and from employee to leader.

True leaders need to make people feel what they are doing in their day to day jobs matters. "Good shepherds don't forget to encourage their people now and again" (Pg. 78). People need to feel they have value and their work is important, and if not they will not perform to a higher standard. "You infuse every position with importance"(Pg. 60). When leaders make people feel they are important or their job is worthy, they will put more effort into it because they see they are valued.

Chronic instigators who are constantly causing problems within a group throw off the whole department, school or organization. Leaders cannot have one person thinking that their value as an employee is worth more than others. This may cause huge problems throughout an organization affecting many employee's performances. "If you don't feel secure at work, there's no way you can do your best work" (Pg. 58).

Good leaders need to continually challenge their people to keep them fresh, invigorated and keep the productivity ongoing. If people have been doing the same job for a long time they may become complacent or feel their jobs are mundane. This often leads employees to lower their productivity, become detached from performance, or stifle creativity. True leaders need to periodically change things within a task and challenge their employees according to their skill level.

The best way for good leaders to reassure confidence and motivate their employees is by being visible. Leaders need to put themselves out there for their staff to see, and not to give orders or directives and then hide away in an office. People want to see that they have value, and they also want to see all parts of the business working together. "People can handle the uncertainty of tomorrow if they can see a leader they are certain they can trust today"(Pg. 65).

At times leaders need to deal with issues that may be unpleasant in the workplace. This could be an issue between staff members or it may be an issue between staff and a leader, either way, it needs to be dealt with even if it is hostile and you don't want to do it. "Don't give problems time to fester" (Pg. 65). Even if the leader knows the employee personally and thinks there could be a confrontation, it is best to get out in front of the problem or issue and deal with it head-on.

"be visible" (pg. 64).

"People will be less apt to vie for position if they feel as though their current position has a degree of significance" (Pg. 60).

"...eliminate the uncertainty that's distracting them. You do that by keeping your people well informed" (Pg. 58).

5. The Staff of Direction

- Know where you're going, get out in front, and keep your flock on the move.
- When direction, 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.

Leman and Pentak describes how shepherds use staff and rod to herd their sheep. This is fitting because ancient rulers used to be referred to as the shepherds of their people (pg. 69).

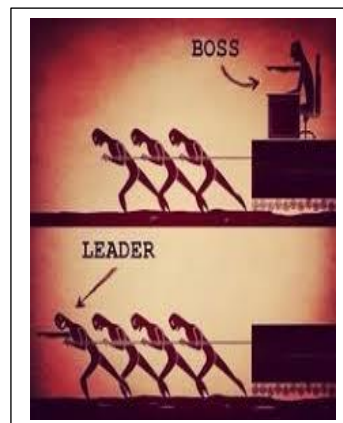
According to Neumann there are four functions the staff helps the shepherd perform, each represents a responsibility of what it means to be a shepherd leader.

It is a leader's responsibility and duty to direct their people to get out and lead by engaging, motivating and challenging their employees. It is important workers feel valued and well looked after by their leaders and bosses this will help promote quality work performance. If a leader can get a few people to trust their capabilities and leadership style, the rest of the staff will follow.

A leader needs to make their workers feel comfortable and valued in their working environment. Leaders need to show they trust their employee's decisions and abilities. A leader will get much further with their staff if they lead by way of the shepherd, showing benevolence rather than fear, and intimidation. If employees feel they are mistreated by their leaders the leaders will lose the loyalty of their workers. When directing staff member's leaders should use persuasion instead of coercion making requests rather than pronouncements, advocate and recommend rather than dictate and demand (Pg. 72). If a worker makes a mistake it's not the end, let them know where they went wrong. Then next help them to build their confidence and use the mistake made as a teaching opportunity. Remind them it is Ok to make mistakes lots of people do, but it is what they learn from it that is important.

Some leaders think that to work as a team everyone needs to be doing the same thing, and the leader needs to be involved in every minor detail –this is micromanaging people. Make sure your employees have the freedom to explore within their job. "Great leaders provide direction and expectation but leave it to their workers to decide how best to get there"(Pg.74).

Leaders are responsible for the safety and well-being of their employees. If an employee finds themselves in a stressful situation, the leader needs to get involved. If a teacher finds themselves in a situation with a parent and being questioning regarding teaching practices, it is the responsibility of the leader to be there to show support and help defend them. When a leader steps up to support an employee, the loyalty that a person will show will be amazing – and the trust they will have in you as a leader will become obvious. Great leaders reassure people with their presence and trust. Shepherd leaders recognize the importance to continually encourage their people.

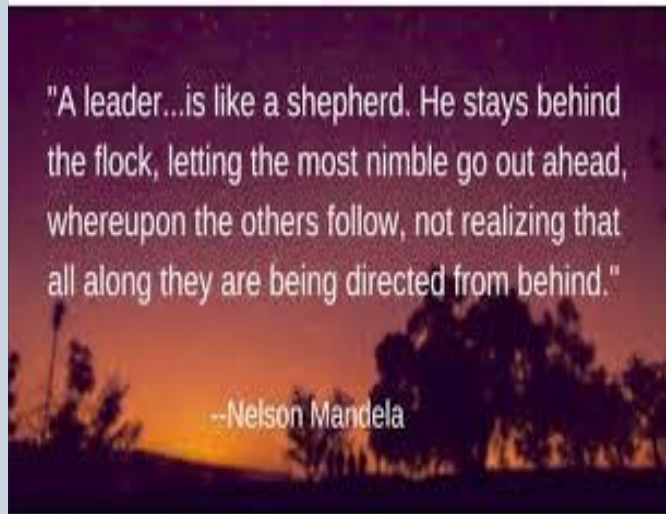


"Often leaders fail to win the loyalty of their people because they lead with the rod rather than the staff" (Pg. 71).

"And when people do mess up, rather than pound them into the ground, like your boss did, use the incident as a teaching opportunity" (Pg. 72).

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.



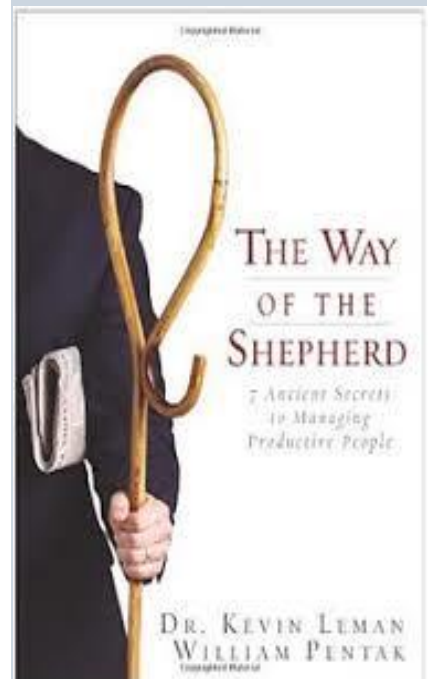
"The staff represents your responsibility to direct your people; the rod represents your responsibility to correct them" (Pg. 83).

"You've got to know when to use this and how. Wield this fairly and wisely, and your people will respect you and love you for it. Use it poorly, and they'll look for another shepherd" (Pg. 84).

The sixth principle encourages leaders to stand in the gap and fight for their sheep. In other words, to show support for their people. Be there to lead and protect them, and to have their best interest in mind. Support your employees in their endeavors to become better and stand by their decision making.

Leaders shouldn't be quick to discipline but should be willing to show people how to correct an error that occurred. Leaders need to model what improvements have to happen to make things better. It is not about telling employees how something should be done, but teaching them the right way to do it.

One of the most important aspects of being a good leader is frequently inquiring about your people's progress. Regular check-in with employees, finding out how they are doing and if they need your support. If you know an employee has a concern or stress in another area of their life, a good leader makes sure supports are offered to the individual in need. It isn't always only about the work during the day, but also the personal connections made that make people feel respected.



Skills Good Leaders Need		
Strategic Thinking Developing a vision of where you want to be.	Planning & Delivery Planning how to achieve your vision and dealing with challenges along the way.	People Management Finding the right people and motivating them to work towards your vision.
Change Management Recognising, responding and managing changes to your vision and plans.	Communication Working on the best ways to communicate your vision to others and listening to ideas.	Persuasion & Influence Encouraging others to help you achieve your vision by demonstrating its advantages.

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.



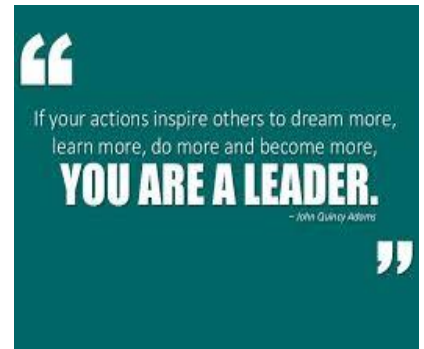
"Great leadership is hard work,"... "More than that, it's unrelenting. Those who do it well do so because they are willing to pay the price" (Pg. 100)

"What distinguishes a great leader from a mediocre one is that a great leader has a heart for his people" (Pg. 101)

In the seventh principle, Leman and Pentak discuss how great leadership is a lifestyle, not just a technique. This final message discusses how great leaders need to keep developing and changing. Leaders cannot rely on one way of doing things because they had worked in the past. Great leaders need to be continuously progressing for the people they work with. The heart of leadership means to continuously try and be better at what you do, making sure not to become stagnant. It is important to remember times change, people change and needs change. Leaders don't have to change their core beliefs, how they communicate information and the connections they make with their employees may need to change. Leaders should ask themselves; are you true to what you do? Are you honest with yourself? Are you committed?

Leaders who inspire to follow the Shepherd leadership model will be required to devote themselves to be a truly hands-on leader. "The ultimate test of leadership isn't setting the direction for your flock. The ultimate test is this: can you get your flock where you want it to go" (Pg. 106)?

Shepherd leaders genuinely aspire for all their employees to become successful and flourish in their jobs. This requires a leader to be visible, a great communicator, motivated, and be able to walk alongside all members of the team. When shepherd leaders demonstrate their care and devotion for the team to succeed, respect and success will follow. "By being a good shepherd to my people, I show them that I'm worthy of being followed." Pg. 106



The Way of the Shepherd written by Dr. Kevin Leman and William Pentak was written as a story within a story. The authors present the reader with seven secrets of managing productive people which is based on ancient foundations on how to be a successful leader. William Pentak a novice reporter was chosen to interview one of the most successful CEOs in the United States Theodore McBride. During the interview with Pentak, the CEO communicates the seven ancient principles that can be applied and are still relevant in today's hectic high tech business world.

The first principle, Know the Condition of Your Flock, points out the importance of a leader understanding the condition of their people and their work. The value of taking a personal interest and getting to know all your workers as individuals and showing concern for their wellbeing.

The second principle explained by McBride, Discover the Shape of Your Sheep identifies an individual's skill set. Here the leader should assign tasks that motivate and compliment people's skills.

Principle three, Help Your Sheep Identify with You, by building trust with your employees through integrity, values and strong communication. These are the qualities people look for in their leaders, not only will they be loyal followers but they will perform at their very best.

Make Your Pasture a Safe Place, principle four is all about protecting your people and keeping them well informed. It is also about identifying and addressing problems so they do not fester and cause other issues.

The Staff of Direction, principle five is about guiding people down the right path. It is about leaders making suggestions to their people rather than demanding or dictating. This principle is about providing freedom for your workers to explore their skills and job expectations but reminding them there are boundaries put in place. Letting your employees make mistakes and using them as opportunities for teachable moments.

Principle six The Rod of Correction monitors worker's progress as well as identify and deal with any problems which may arise within the workplace. Again, using any issue or situation as a teachable moment rather than a punishment.

The last principle The Heart of the Shepherd is one of the most important aspects of the principles discussed. It is here where the leader commits to their people. It is at this point the leader shows they are willing to make the sacrifices required to lead their workers to be as successful as possible.

The Way of the Shepherd is a simple book identifying strategies to be an effective leader. Although this leadership style may not work for all leaders those who have practiced shepherd leadership have found themselves amid a very cohesive and highly functional workplace. This book reminds the reader that leaders can make or break a work environment, and the basic messages laid out in this book can help mediocre leaders transition to great leaders.

Pentak, William., Leman, Kevin. (2004). *The Way of The Shepherd*.
Grand Rapids: Printed in the United States of America.

Personal Evaluation of The Way of The Shepherd

Timeless – proven not merely in contemporary but across the millennia, ever since shepherds first led their sheep to good pasture.

Challenging – for it calls you to give your best in order to receive the best.

Uncommon – so uncommon that it will inevitably set you apart as a rare, highly effective leader if you learn and follow its precepts.