Matthew Ashimolowo

LEADERSHIP PRINCIPLES OF PROPHET

MOSES

83

LIFE CHANGING PRINCIPLES FOR THE MODERN LEADER



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MOSES DOCUMENTED EVERYTHING

"No matter how you calculate it, poor record keeping adds up to lost money."
Kimberly Bagley

He recognised that the power of a short pencil lasts longer than the memory.

Then the Lord said to Moses, "Write this for memorial in the book and recount the hearing of Joshua that I will utterly blot out the remembrance of Amalek from under heaven." ***Exodus 17:14***

Documentation is so necessary to perpetuate an organisation and to give an effective and accurate history. Quality leadership does not lead to assumptions or guesses as to why certain things happen.

Documentation helps one to check off behaviour, events and occurrences of the future. Without documentation it is difficult to also find a pattern why things happen, what needs to be corrected and which way forward.

A great leader must see the necessity for a clear and precise documentation of every single important transaction, process and action that takes place. Nothing delivers a person from possible imprisonment like a good paper trail!

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MOSES KNEW THE POWER OF RETREATS

"Retreats help the replenishing of your energy, the feeding of your soul. It strengthens your growing deeper into God and the ability to develop your intuition." ***Matthew Ashimolowo***

He constantly took time away from the people to be in the presence of God.

Retreat is the key to advancement. A personal retreat is the place to increase your personal motivation. You find peace in seasons of retreat.

You hear better, your dreams become clearer, you receive greater inspiration and your intellectual and emotional capacity is better strengthened in seasons of retreat. It is a time to come away from your daily activity and recollect things for a day. It is also a time also when you will hear the voice of God clearly.

In seasons of retreat people like **John, Jacob** and **Peter** had tremendous experiences that led to their transformation. When Jesus took three of his disciples on a retreat, they came back refreshed, renewed and changed.

Now after six days Jesus took Peter, James, and John his brother, led them up on a high mountain by themselves; ***Matthew 17:1***

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LEADERSHIP IS A PRODUCT OF FOLLOWERSHIP

"Jesus could have come in the same level as the Father but he took a followership position with honour to be an example of how we should live. Jesus was the ultimate leader servant." ***Tracey Armstrong***

We learn this lesson from Moses; that it is an oxymoron to call yourself a leader if there is no track record of followership.

> *And he spread out the tent over the tabernacle and put the covering of the tent on top of it, as the Lord had commanded Moses...And he brought the ark into the tabernacle, hung up the veil of the covering, and partitioned off the ark of the Testimony, as the Lord had commanded Moses.*
> ***Exodus 40:19, 21***

If you have not followed, you forfeit the right to be followed. If you have no leader you cannot lead and if no one is following you, you are on a stroll.

Moses himself was a good follower.

THERE ARE CERTAIN INDICATORS OF A GOOD FOLLOWER

A. They are always prepared to meet with the Leader and discuss issues. Moses reflected this in his choice to follow Jethro, his father-in-law.

B. A good follower shows commitment, not mere lip service. Moses was willing to defend his father-in-law and his flock as long as he lived with them.

C. Good followers give back and get more. He stayed there, served Jethro and his household. In turn he was blessed with the wisdom of Jethro and the daughter of Jethro's hand in marriage.

D. When a mentor knows how a protégé has been helped, they are able to do more.

E. They keep expectations realistic. They know that a good leader may not always be available, so they take advantage of the relationship while it lasts and when they are able to access it.

F. To be a leader you must first follow. And if you are following, you must realise that followership can be risky but it is healthy.

G. A good follower knows that he cannot continue to follow all of his life. He must grow up.

H. Lastly, good followers who would evolve as leaders recognise the power of quietness in the leader they follow.

Even in their quietness a leader can teach the follower the importance of probing deeply into what is in some people's minds.

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HE MAINTAINED A HIGH LEVEL OF CONFIDENCE AND TRUST IN GOD'S ABILITY TO PROVIDE

"God's work done in God's way will never lack God's provision."
J. Hudson Taylor

Leading approximately three million people across the arid desert for 40 years must have been one of the most arduous and tough jobs ever.

The water requirement of three million people alone is enough and daunting to wear out any leader.

All through the Bible, we see God's ability to provide, we see the provision was put in place before the need arose.

Before Abraham got to the top of Mount Moriah, there was already a ram in the thicket, before Jonah got to the bottom of the sea, there was already a whale waiting for him.

The law of diminishing return was suspended by Jesus and He took a little boy's lunch and multiplied it to feed thousands and yet there were 12 baskets left over.

Moses knew this and was willing to step out in faith, taking the people to the other side of history.

Until a man steps out of the boat, he may not recognise and realise God's ability to meet his need.

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MOSES GAVE RECOGNITION TO OTHER PEOPLE'S STRENGTHS, SKILL SET AND ABILITY

If you pick the right people and give them the right opportunity to spread their wings and put compensation as a carrier behind it; you almost don't have to manage them." ***Jack Welsh***

Immediately upon his encounter of the burning bush, Moses recognised that eloquence was not part of his skill set but was in his brother's.

> *Now it came to pass in those days, when Moses was grown, that he went out to his brethren and looked at their burdens. And he saw an Egyptian beating a Hebrew, one of his brethren. So he looked this way and that way, and when he saw no one, he killed the Egyptian and hid him in the sand. And when he went out the second day, behold, two Hebrew men were fighting, and he said to the one who did the wrong, "Why are you striking your companion?" Then he said, "Who made you a prince and a judge over us? Do you intend to kill me as you killed the Egyptian?" So Moses feared and said, "Surely this thing is known!" When Pharaoh heard of this matter, he sought to kill Moses. But Moses fled from the face of Pharaoh and dwelt in the land of Median; and he sat down by a well.* ***Exodus 2:11-15***

One of the greatest marks of true leadership is the ability to discover peoples' skills set even if it is in a rough form. The leader helps them to develop and eventually deploys them to make a difference.

Skills sets are important because they provide a valuable addition to an organisation in its quest to achieve its goal. The greatest tragedy is to put people in an area where they do not have the strength.

One of the marks of true leadership therefore, is to be able to identify these skills even when the owners of the skills do not see them, and effectively deploy them.

Skill Sets That A Good Leader Should Look For In Managers And Leaders Of The Future:

A. Communication Skills - The ability to listen, speak or write.

B. Analytical Skills - The ability to assess situations and look at them from different perspectives without being dogmatic.

C. Computer and Technical Skills - A computer literate performer of today who keeps himself abreast of new applications that come into the market, will most certainly be the best choice for an organisation, rather than the one who

relies solely on years of experience.

D. Flexibility and Adaptability - A good leader will look for someone who has multiple skills, who can also adapt if the organisation changes its position.

E. Interpersonal and Relational Skills - Emotional intelligence is a necessity for progress.

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MOSES WAS A MAN OF COMPASSIONATE LEADERSHIP

"Compassion is sometimes the fatal capacity of feeling what it is like to live inside somebody else's skin. It is the knowledge that there can never really be any joy and peace for me until there is peace and joy finally for you too."
Frederick Buechner

From his first encounter with God at the burning bush, to the challenges of leading the people through the desert when God threatened to destroy them one great character trait which was portrayed by Moses was compassion.

Compassion is the ability to feel the pain of and be empathetic to the challenges of other people. It is a feeling of deep sympathy and sorrow for another who is stricken by misfortune. It is always accompanied by a desire to alleviate that pain.

Several words convey compassion. ***Thesaurus.com*** lists some as –

A. Benevolence
B. Clemency
C. Condolence
D. Consideration
E. Empathy
F. Humanity
G. Kindness
H. Mercy
I. Sorrow
J. Sympathy
K. Altruism

Moses certainly was altruistic. Several times he asked God to take his life for the sake of the people whom he led. He was willing to die for their sake, willing to lay his life down. He already laid his life down, in the sense that he walked away from the comforts of Egypt to embrace the call to lead this people.

However, in an even more physical way, he was willing to die. Compassionate leaders openly communicate their compassion. They allow people to ask sincere questions and they listen with rekindled interest to such people. They are flexible, their human side is seen, they are not just 'the professional'.

The compassionate leader is not afraid to show emotion. Moses was angry and at other times he was sad. One time he was happy and joined them in the celebration and dancing. Compassionate leaders lead by example.

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HE HAD AN UNUSUAL ABILITY TO ADAPT TO PEOPLE AND PLACES

"The key to change is to let go of fear." ***Rosanne Cash***

In today's competitive and highly challenged fast paced world, inflexibility will only destroy a leader and his organisation.

Any leader, organisation, institution or person who refuses to change will fossilize. When change becomes inevitable, there are several experiences people go through.

Stage 1 is Denial. When change has been announced, people do not want it, they prefer the status quo.

Stage 2 is Anger. When employees suddenly realise that an organisation is going through change which lead to redundancies, for example, individuals' low self-esteem and insecurities starts to manifest in the way they show their anger.

Stage 3 is Dejection. At this stage people realise that there is no going back.

Stage 4 is Negotiation. People begin to negotiate how they can perpetuate the status quo. Moses was one person who was ready to adapt to change.

Moses left the comforts of the palace of Pharaoh to live in tents with Jethro, as if to prepare himself for leading this people as they slept and woke under the open skies.

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MOSES WAS INQUISITIVE, INVESTIGATIVE AND CONSTANTLY IN PURSUIT OF KNOWLEDGE

"Learn from me, if not by my precepts then by my example. How dangerous is the pursuit of knowledge and how much happier is that man who believes in his native town to be the world than he who aspires to be greater than his nature will allow." ***Mary Wollstoncraft***

Moses had a fact finding mind; a mind given to enquiry. He wanted to know why the bush was burning without being consumed.

Quality leadership of the 21st century must have the ability to be in front and lead others with an attitude that is interested in research, fact finding, investigating and inspecting for the truth. Moses probably developed this kind of a mind having been trained in the schools or universities of Egypt and being involved in the building of the cities of Rameses.

This principle will protect a leader from making compromised verdicts and false conclusions. It will also save him from the danger of following the feeling or opinion of the majority.

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HE RECOGNISED THAT HIS CALLING AND COMMISSIONING WAS PURELY A MATTER OF GRACE AND FAVOUR

"The person who receives the most favours is the one who knows how to return them." ***Publilios Syrus***

But Moses said to God, "Who am I that I should go to Pharaoh, and that I should bring the children of Israel out of Egypt?" So He said, "I will certainly be with you. And this shall be a sign to you that I have sent you: When you have brought the people out of Egypt, you shall serve God on this mountain." Then Moses said to God, "Indeed, when I come to the children of Israel and say to them, 'The God of your fathers has sent me to you,' and they say to me, 'What is His name?' what shall I say to them?" ***Exodus 3:11-13***

THERE WERE SEVERAL ODDS AGAINST MOSES AS A LEADER

A. He was born with a challenge, he was a stammerer.

B. He was abandoned by the rivers of Egypt.

C. He was wanted in Egypt for murder at the time of his calling to lead the people.

Favour will give to a man what he cannot achieve in a life time. Leaders must always recognise the fact that while their own gifts and abilities may have gotten them to their present position in life, being at the right place at the right time, chance and the enablement of God may also contribute to their success.

-10-
LEADERSHIP WAS CONSTANTLY UNDERSCORED BY DIVINE EMPOWERMENT

"When the supernatural power of God comes on your natural ability, unusual things happen."

Then Moses answered and said, "But suppose they will not believe me or listen to my voice; suppose they say, 'The Lord has not appeared to you.'"...Then Moses said to the Lord, "O my Lord, I am not eloquent, neither before nor since You have spoken to Your servant; but I am slow of speech and slow of tongue." ***Exodus 4:1, 10***

Empowerment is the art of providing support for someone with less ability, in order for them to carry out a greater vision.

When a leader becomes aware of the presence of God's power in his life, that awareness ***firstly*** increases receptivity; the ability to receive grace from God and strength from Him. ***Secondly***, it helps to facilitate focus on the goal of the leader. ***Thirdly***, it helps to generate appreciation for God who is the source and strength for leadership. Being empowered by God, ***fourthly***, helps to connect the leader to his source which is God.

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LEADERSHIP MUST SET A VISION AND MISSION BEFORE THE PEOPLE

"There is more to us than we know if we can be made to see it perhaps for the rest of our lives we will be unwilling to settle for less." ***Dr. Kurt Hahn***

Casting a vision and mission for an organisation is very important if it is not to float listlessly on the ocean of time. This process will help the organisation to prepare its mind and will present to it a series of engaging questions. Vision helps to identify the challenges ahead and to proffer the necessary solutions.

Moses was able to paint before the people of Israel a vision of a desired future as given to him by God. God told him to tell the people, *"you are going to a land that is filled with milk and honey"*, a land with grounds good for agriculture.

Vision motivates; vision helps people to know where they are going. It helps them to operate better, achieve more, and accomplish their objectives.

What Moses did helped the people to have hope for the future. Without a clear vision it is difficult for all employees to see the result coming.

George Washington Carver said where there is no vision, there is no hope. Vision also helps the people's focus. Where there is focus, there is power.

Vision raises the expected standard for achievement. The people were ready to pay the price because they could see that when they get to the land, they will achieve freedom.

Vision inspires a commitment towards tomorrow. There was no way for the people of Israel to overcome the scorpions of the wilderness, the scorching sun of the daytime, or the cold of the night. The howling foxes were enough to discourage but with the vision of a future in mind, the people were ready to endure. Vision encourages one to share his or her accomplishments.

The people became a team, not just one family. When they went on a reconnaissance of the land, they went as a team. When they went to take over the city, they did it as a team. They won together and fought together. They watched over each other, until everyone had land allocated to them.

Vision helps to clarify the direction people are going in. Vision provides a clear benchmark for decision making. If there is no vision, there is no way to know what you aspire to achieve.

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IT IS EASIER TO FOLLOW A LEADER WHO HAS A PROVEN TRACK RECORD, SIGNS AND CONFIRMATION OF HIS ABILITY

"Effective leadership is not about making speeches or being liked. Leadership is defined by results not attributes,"

Peter Drucker

And Aaron spoke all the words which the Lord had spoken to Moses. Then he did the signs in the sight of the people. ***Exodus 4:30***

Moses' life was an epitome of results and success. It is possible in leadership for people to tie the perpetuation of their leadership to age and the right of passage or on the basis of mere qualification.

However, Moses had proof, signs and confirmation of his leadership skills. It is important that leaders link their performance to job enrichment, doing more challenging work and showing results for it. Results should also be linked to the ability to learn and develop.

Moses continued to grow and be better and was open to correction even from his father-in-law. The result can be seen in his career advancement. God testified that there was no prophet like Moses, both before and after him.

If anything showed Moses' success, if anything proved it, it has to be the fact that he took this myriad of people to the entry point of the nation they had come to. Every organisation must have a way to measure success.

Those in sales usually have a quota. Some will look at the ability to carry out strategic plans or achieve goals. Some other organisation will look at the values a person has brought and their landmark achievements. However, leadership cannot be perpetually claimed without clear track records.

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MOSES RECOGNISED THE NECESSITY FOR A MENTOR IN HIS LIFE

"What is a teacher, I will tell you, it isn't someone who teaches something but someone who inspires the student to give of her best in other to discover what she already knows." ***Paolo Coelho***

The quality of leadership Moses portrayed was cultivated by his days in the palace of Pharoah and his time with Jethro his father-in-law.

So Moses went and returned to Jethro his father-in-law, and said to him, "Please let me go and return to my brethren who are in Egypt, and see whether they are still alive." And Jethro said to Moses, "Go in peace." ***Exodus 4:18***

However, it may be simply said that the person who had the most memorable mentorship impact on the life of Moses was his father-in-law.

A Mentor is a person who helps you to get to a desired destination. A mentor is not your friend of necessity but rather a person who walks with you to arrive at places you may not want to go too easily. Part of a mentor's function is to take on the role of helping you to get to where you are going; preparing you for the future.

When his father-in-law finished with him, we see that Moses became a motivated person, he led by example and he created a team around himself. Moses matured and became a person who did not react immediately to everyone.

Any leader, who is reading this will need to show a desire to mentor others because essentially, part of leadership is raising other leaders.

HOWEVER, BEFORE YOU MENTOR ANYONE, YOU NEED TO ASK YOURSELF CERTAIN QUESTIONS:

A. How will my mentoring contribute towards the career of this person?

B. Am I prepared to invest the time required?

C. Do I really want to want to contribute to other people's growth and success?

D. Am I comfortable asking challenging questions?

E. Do I enjoy encouraging and motivating others?

F. Do I want to share my knowledge and experience with others?

These and many more questions are necessary for a person to be able to do a mentor's job.

Certainly, in mentoring there is the challenge of frequency of contact.

Therefore, in the 21st Century, if it cannot be done by email, mails, text, twitter and other social media networks, it might be wise to rub minds with any other materials which the leader has produced, that is, books or recorded teachings.

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MOSES EXHIBITED AN UNUSUAL ABILITY TO NEGOTIATE

"Let us never negotiate out of fear but let us but let us never fear to negotiate"
John F. Kennedy

Not so with My servant Moses; He is faithful in all My house. I speak with him face to face, even plainly, and not in dark sayings; and he sees the form of the Lord. Why then were you not afraid to speak against My servant Moses?" ***Numbers 12:7-8***

The negotiation skills of Moses were tested as he was confronted with different personalities.

A. God, who wanted His people released.

B. Some of the children of Israel may not have wanted to leave, seeing as all they had known was Egypt for 430 years.

C. The impossible and difficult Pharaoh who would not let them go because of the chances of the economy crumbling, as it was sustained by the free labour of the slaves.

Leadership skills show in times like this when a leader has to swim in the shark infested ocean of humanity in order to get the best for the people he represents.

THERE ARE SEVERAL TIPS FOR EFFECTIVE NEGOTIATION.

Firstly, some of them include making your interest known. In other words, giving the persons you are dealing with *your total attention*.

Secondly, practice reflective listening where you *paraphrase what they said* as if you did not hear them clearly, so that there is no misunderstanding.

A third way to negotiate may be *devotional labouring* – that is expressing a certain degree of emotion as we listen to the other persons so that they know that we identify with the issues which they are driving at.

Negotiation is strengthened by the questions you are able to ask before you arrive at a conclusion. Negotiating between very difficult sets of opinions is not easy to handle, this is what Moses had to confront. However, the miraculous power of God backing him, his own giftedness and maturity came into play.

There was that consciousness of the difference of positions: The one of the Pharaoh, what God wanted, and what the children of Israel perceived. There was a creative approach. To Pharaoh it looked outlandish to ask for the people to leave. What Pharaoh did not anticipate is the possibilities of rods swallowing

snakes.

In Moses' approach we see fairness. He gave the Pharaoh’ several opportunities until he finally shifted his position. Moses was patient and an active listener, even when the Pharaoh did not make sense. A good leader will not only achieve negotiation, he will help others to develop this ability. That way the company saves time, reduces stress and increases productivity.

Taking out the three million people was probably one of the worst challenges a leader could face. How does one give birth to a nation and take them through the minefield of opposing views?

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MOSES CONSTANTLY MADE ROOM FOR THE MATURITY OF HIS PROTEGES

"Let us not be so difficult, the most accommodating are the cleverest" ***Jean de La Fontaine***

> *Then Moses said to the Lord, "O my Lord, I am not eloquent, neither before nor since You have spoken to Your servant; but I am slow of speech and slow of tongue." So the Lord said to him, "Who has made man's mouth? Or who makes the mute, the deaf, the seeing, or the blind? Have not I, the Lord? Now therefore, go, and I will be with your mouth and teach you what you shall say." But he said, "O my Lord, please send by the hand of whomever else You may send." So the anger of the Lord was kindled against Moses, and He said: "Is not Aaron the Levite your brother? I know that he can speak well. And look, he is also coming out to meet you. When he sees you, he will be glad in his heart. Now you shall speak to him and put the words in his mouth. And I will be with your mouth and with his mouth, and I will teach you what you shall do. So he shall be your spokesman to the people. And he himself shall be as a mouth for you, and you shall be to him as God.* ***Exodus 4:10-16***

A PROTÉGÉ IS ANYONE:

A. Who draws strength from you and learns from you.

B. Whose future is influenced by your present action.

C. You are capable of coaching to become the best in life.

Though Aaron was older than Moses, yet Moses' training, exposure, calling and maturity qualified him to be a mentor to his older brother. For a protégé to mature there has to be a good interface between the one developing and the developed.

Firstly the protégé, or mentoree, needs to ask to be mentored, to seek to be helped. It does not just happen. They have to seek after the mentor.

Mentors ensure that they initiate the mentoring process sometimes and that they maintain the contact with the person who is to be helped to mature.

Leaders who are mentoring protégés should be an expert at reading the actions of the person they are mentoring, in order to help them overcome the challenges they are facing.

Leaders go the extra mile by putting in a lot of work at the start of the relationship. However, it is the duty of the one being helped to mature the relationship and to pursue the mentor.

A protégé needs to go the extra mile and to seek to be helped. They need to do their homework well. They need to know enough about the person who is mentoring them and what they want to draw from them.

Helping a protégé to mature is not very easy. The protégé must constantly remember that once their leader puts on the cap of a mentor, the relationship changes and the training programme is in place.

Moses did not only walk with Aaron, he also took Joshua the son of Nun under his wings. It was possibly a relationship of learning between the two.

SO IF YOU ARE THE ONE BEING HELPED TO MATURE AND BECOME A LEADER:

A. You need to take the initiative and maintain the relationship with your mentor

B. You need to recognise and respond to even the most subtle expression of the mentor

C. You need to make sure that your contact with them is frequent so that that you can draw all they have to give you

D. Be thoroughly prepared for meetings and training events at all times

E. A protégé must not only be there to receive from their mentor. He must also assist the mentor with what they're doing, so that both parties benefit from the relationship

F. Be open and make the challenges you are facing known to your mentor

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MOSES WAS A PEOPLE PERSON

"Trust is to human relationships what faith is to gospel living. It is the beginning place, the foundation upon which more can be built. Where trust is, love can flourish." ***Barbara Smith***

He identified with their challenges, discouragements and disappointments

Therefore say to the children of Israel: 'I am the Lord; I will bring you out from under the burdens of the Egyptians, I will rescue you from their bondage, and I will redeem you with an outstretched arm and with great judgments. I will take you as My people, and I will be your God. Then you shall know that I am the Lord your God who brings you out from under the burdens of the Egyptians. And I will bring you into the land which I swore to give to Abraham, Isaac, and Jacob; and I will give it to you as a heritage: I am the Lord.'" So Moses spoke thus to the children of Israel; but they did not heed Moses, because of anguish of spirit and cruel bondage. And the Lord spoke to Moses, saying, "Go in, tell Pharaoh king of Egypt to let the children of Israel go out of his land." And Moses spoke before the Lord, saying, "The children of Israel have not heeded me. How then shall Pharaoh heed me, for I

am of uncircumcised lips?" Then the Lord spoke to Moses and Aaron, and gave them a command for the children of Israel and for Pharaoh king of Egypt, to bring the children of Israel out of the land of Egypt. These are the heads of their fathers' houses: The sons of Reuben, the firstborn of Israel, were Hanoch, Pallu, Hezron, and Carmi. These are the families of Reuben. And the sons of Simeon were Jemuel, Jamin, Ohad, Jachin, Zohar, and Shaul the son of a Canaanite woman. These are the families of Simeon. These are the names of the sons of Levi according to their generations: Gershon, Kohath, and Merari. And the years of the life of Levi were one hundred and thirty-seven. The sons of Gershon were Libni and Shimi according to their families. And the sons of Kohath were Amram, Izhar, Hebron, and Uzziel. And the years of the life of Kohath were one hundred and thirty-three. The sons of Merari were Mahli and Mushi. These are the families of Levi according to their generations. Now Amram took for himself Jochebed, his father's sister, as wife; and she bore him Aaron and Moses. And the years of the life of Amram were one hundred and thirty-seven. The sons of Izhar were Korah, Nepheg, and Zichri. And the sons of Uzziel were Mishael, Elzaphan, and Zithri. Aaron took to himself Elisheba, daughter of Amminadab, sister of Nahshon, as wife; and she bore him Nadab, Abihu, Eleazar, and Ithamar. And the sons of Korah were Assir, Elkanah, and Abiasaph. These are the families of the Korahites. Eleazar, Aaron's son, took for himself one of the daughters of Putiel as wife; and she bore him Phinehas. These are the heads of the fathers' houses of the Levites according to their families. These are the same Aaron and Moses to whom the Lord said, "Bring out the children of Israel from the land of Egypt according to their armies." These are the ones who spoke to Pharaoh king of Egypt, to bring out the children of Israel from Egypt. These are the same Moses and Aaron. ***Exodus 6:6-27***

Hebrews chapter 11 gives an account of people who expressed incredible faith. Moses makes it because of his deliberate choice to identify with the challenges, discouragements and disappointments of the slaves. People find it easy to follow a leader who knows how to identify with the things they are going through.

HOW CAN A LEADER DEVELOP THIS QUALITY?

A. Firstly, there is a need for a leader to find out what problems the people are facing

B. Do some fact finding: What is the reason for the problem?

C. Define the problem: Some things may not be a problem, but they are so called

D. Find an idea, a way out of the challenge

E. Select an option. A step that may be taken that would result in solutions

F. Plan a strategy, a way out

G. Sell the idea to others

H. Take action. Leadership requires action

-17-
MOSES CHALLENGED GOD IN A CONSTRUCTIVE CONFRONTATION

"A good manager doesn't try to eliminate conflict; he tries to keep it from wasting the energies of his people. If you are the boss and your people fight you openly when they think that you are wrong, that's healthy."

Robert Townsend

So Moses returned to the Lord and said, "Lord, why have You brought trouble on this people? Why is it You have sent me? ***Exodus 5:22***

You will not able to change what you are not willing to confront. You will not be able to master what you are not willing to confront. In life it would be impossible to understand unless you are willing to challenge, confront and change.

A successful leader will have to deal with confrontation on a daily basis. Either his actions will provoke it, or his desire to bring a change will make it happen. Some confrontations are necessary, as seen in the case of Moses when he spoke before God.

WHAT DOES A LEADER DO IF HE IS CONFRONTED WITH A CHALLENGE TO HIS STYLE, LEADERSHIP AND ABILITY?

A. It is important for a leader to have a rehearsed approach with which he will be able to manage and change confrontation.

B. He must anticipate possible reactions and respond to them.

C. It is necessary to practice diffusing situations that have brought about confrontations in order to lower the level of tension.

D. The consideration of constructive alternatives is good and will demonstrate the leaders' skill.

E. Having studied the persons who have confronted you as a leader, you need to adapt how you respond to their communication style where necessary.

F. Separate the person from the behaviour. Never attack the person. Too many leaders make the mistake of playing psychologist by attacking the person and also announcing *"I know what is on your mind"*. Leaders are not mind readers.

G. You will need to speak to issues and not divert or focus on some other areas of the behaviour.

HOW DOES A LEADER SHOW THAT HE IS THE ONE IN CHARGE IN THE CASE OF CONFRONTATION?

A. One of the ways to do so is to speak in a low, calm and controlled voice. You are not in charge because your voice is the loudest.
B. Whenever confrontations take place publicly, tensions are high and everyone is on the defensive. No one wants to leave as the loser.
C. So, if it is possible make the discussion private and if you hold information that will betray confidentiality, it is important that you keep it out of the confrontation.
D. Although the discussion may be private, sometimes it is wise for it to take place in the view of other people; in case allegations are made against the leader.
E. Any leader who has to handle confrontation knows that there will be a reaction; and they need to prepare for this. Prepare by knowing your recipient. The person whom you have to talk to. Sometimes you may need to write down your thoughts when handling confrontation prior to the meeting, so that there is a logical flow of thought. If possible create quadrants of thoughts so that your thoughts are in separate boxes and you bring them out box by box depending on which is necessary.
F. Make sure you separate truth from assumption. This is what will truly make you a leader. Matters of assumption must be regarded as such no matter how strongly you feel. Once the truth is known to you, do not back down from what you know.
G. When dealing with confrontation as a leader, it is important that you are compassionate and realise that at the end of the day the dignity and value of a person must not be torn to shreds just because we are dealing with them.
H. Finally, body language is major part of dealing with confrontations. It is important to keep looking at the person eyeball to eyeball. Do not avert their gaze. And if you have to use their name, use it respectfully. Talk to them as an individual.
I. Sometimes when handling confrontations the person may not understand and may want to continue the argument. It is not about adding more fuel to the fire. Make your mind known and make it known clearly. Be genuine in your responses but never condescend. Rather, take your stand and never behave as if you are superior to the person whose issues you are dealing with.

These are the things that make a leader. For example, when Moses was told of others prophesying in the camp, He did not condemn but rather he encouraged.

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MOSES RECOGNISED THAT ONE OF HIS PRIMARY ASSIGNMENTS WAS TO BRING THE PEOPLE OUT OF THEIR SLAVE MENTALITY

"May the love hidden deep inside your heart find the love waiting in your dreams. May the laughter that you find in your tomorrow wipe away the pain you find in your yesterdays." ***Anonymous***

I will take you as My people, and I will be your God. Then you shall know that I am the Lord your God who brings you out from under the burdens of the Egyptians. And I will bring you into the land which I swore to give to Abraham, Isaac, and Jacob; and I will give it to you as a heritage: I am the Lord.'" So Moses spoke thus to the children of Israel; but they did not heed Moses, because of anguish of spirit and cruel bondage. ***Exodus 6:7-9***

For 430 years Israel lived in the shadow of the Egyptians. They served the Egyptians as slaves. They must have lost every sense of dignity and self-esteem. For such people the sudden discovery of freedom does not mean that they were able to easily walk away from the damage that was done on the inside.

Physical freedom is no guarantee of mental, emotional and spiritual deliverance. When God wants to set a man free he puts quality leadership in his life to help him achieve this. Israel must have developed a slave mentality that held them down and limited their vision and scope.

THE CHARACTERISTICS OF A SLAVE MENTALITY INCLUDE:

A. A possible social withdrawal. These people may have been damaged to the point of not being able to trust each other and possibly reporting on each other in order to survive.

B. They also expressed anxiety and emotional turmoil not knowing who to trust. Remember the case when Moses killed an Egyptian for the sake of an Israelite? The response he received must have been shocking because of the level of distrust within that community.

C. Slavery also means that they lacked certain social skills. They also lacked self-confidence. They were perpetually berated, belittled and treated as though they were less than human. Such an experience can bring on bouts of sadness, and feelings of inadequacy and of having little or no value.

D. People with a slave mentality may also express an inability to accept complements. Whoever is unable to accept compliments is losing the appropriate blocks for developing a strong image for winning and for

developing a great society of the future.

E. In that kind of atmosphere these ex-slaves must have had several issues, including a reluctance to take on challenges. As they did not have prior training, every nation saw them as easy pickings, but for God who fought on their behalf.

F. A reluctance to put themselves first in anything may possibly account for the reason why every time volunteers were needed, leaders were the ones immediately picked.

G. The reluctance to trust their own opinion: any time they voiced an opinion and any time they met with challenges, there was always a desire to go back to slavery because that was their only point of reference.

H. They expected very little out of life for themselves. They probably also had an exaggerated concern over what other people thought about them. At one time they said: *we were like grasshoppers in the sight of the people of Jericho and they thought we were that way too*.'

It was Moses' responsibility, as the leader who took them out to the wilderness, to make them overcome this slave mentality and realise that they are a chosen people, a royal priesthood; a people with a future, a people whom God has chosen for Himself.

HOW WOULD MOSES DO THIS?

One possible way for a leader to help people overcome their self-depreciation and poor self-image would be to paint a mental picture before them and help the people give themselves and other people care and attention. This probably accounts for some of the hygiene laws.

A. A need to find meaning, purpose and goals.

B. A need to be creative and to have something to stimulate them.

C. A need for intimacy and connection to others.

D. A need to feel a sense of safety and security.

E. A need to enjoy status and recognition of others.

GETTING THE SLAVE MENTALITY OUT OF PEOPLE AND HELPING THEM TO MATURE WILL STILL REQUIRE MUCH MORE THAN THIS. A LEADER COULD ALSO:

A. Help them to find healthy pleasures, such as entertainment.

B. Help them to identify the things that excite them and make them feel valued.

C. Show them the things that can make them feel successful.

D. Help them to develop a positive mindset and an attitude of positive thinking.

-19-
HE HELPED THE PEOPLE TO LEAVE THEIR COMFORT ZONES

"Move out of your comfort zone, you can only grow if you are willing to feel awkward and uncomfortable when you try something new." ***Brian Tracey***

Wikipedia describes comfort zones as "A behavioural state within which a person operates in an anxiety neutral condition, using a limited set of behaviours to deliver a steady level of performance usually without a sense of risk."

In effect a comfort zone is a mental condition that causes a person to operate within a boundary which they have created. Stepping out of that boundary is often too much of a journey for some people.

It is very easy to settle for the familiar; what seems to be our immediate comfort zones. This is because often times we do not like change. We like the regular, the continuous and predictable.

Comfort zones are not necessarily comfortable places. They are just where we have found ourselves to be able to be at peace.

HOWEVER ONCE IN A WHILE THINGS HAPPEN AROUND PEOPLE THAT THROW THEM OUT OF BALANCE:

A. Unemployment.

B. A down turn in the industry.

C. A change in the structure of an organisation.

D. An increase in financial obligations without a corresponding increase in the level of their income.

Life changing events often occur before dramatic changes in our lives. Once in a while in an organisation or in a nation there can be upheavals in the industry. Between **2000 and 2001** there was a massive downturn in the high tech industry. Many people lost their investments and their jobs. In **2008** there was a major Tsunami in the financial world with banks suddenly closing down, including the ones that have been around for seven to eight decades or more.

For some people one of the comfort zones they slipped into was the predictability of the industry they trained in. However, many of them were unprepared for the virtual world of the Internet.

HOW DO WE GET INTO COMFORT ZONES?

People get into comfort zones when they set personal boundaries or parameters of what they consider to be success or how they want things to go.

Comfort zones are established further by the creation of rituals around those

parameters. For example if you are driving to work there is a particular route which has become your comfort zone. Moses was confronted with the challenge of taking Israel out of the familiar grounds of Egypt into the unknown. This was no small feat. Even though they were slaves, yet Egypt was all they were familiar with.

For a man in a dark room his eyes become accustomed to being without light. The invasion of light is discomforting momentarily. From the actions of Moses we can see some of the steps that can assist in helping people to move away from their comfort zones and embrace change in their future

Firstly, it is important to figure out why there is a need to depart from a comfort zone. For the children of Israel it is obvious; they were slaves in the land of Egypt who had no rights and owned nothing. Everything a slave owns belongs to his master.

Secondly, to break out of the comfort zone, it is important to have a sense of discomfort about where one is and be ready to accept the momentary discomfort that entering into the new place may bring.

In other words people who are shifting must be prepared for even the worst, before they make the move. Otherwise they may desire to go back to what they know, as we see later in the case of the children of Israel. Some desired to go back to slavery because of the momentary discomfort of the journey.

Thirdly, enlist support – It is not very easy to take people out of their current comfort zones and bring them into the areas intended for them in the future, without enlisting the help of certain people. Moses got the elders along with him. Then Moses found the presence of his brother Aaron and sister Miriam a great strength in achieving the movement forward.

Fourthly, in departing from comfort zones there must be a readiness for emotional and mental drainage. However, one cannot give up until the result is achieved.

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MOSES RECOGNISED THAT AT THE EDGE OF EVERY CRISIS THERE IS AN OPPORTUNITY FOR CHANGE

"There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success than to take the lead in the introduction of a new order of things." ***Niccolo Machiavelli***

Someone has said that a good leader never wastes a good crisis. When things are going well people hardly make changes. They are only ready for minor adaptations. However, in seasons of crisis it provides a leader with the opportunity and the platform to require that everyone sees the need to accelerate change and to make it happen.

WHAT IS A CRISIS AND HOW MAY ONE RECOGNISE THAT HIS ORGANISATION IS GOING THROUGH A CRISIS?

A crisis may be something which constitutes a threat to your institution, organisation, system or group. Within the crisis will be the element of surprise: a sudden outburst that comes upon you, one not envisaged.

A crisis also calls for quick decision making. In other words, it leaves only a short time for decisions to be made. A crisis immediately makes you realise that the old system, or way of doing things, cannot be maintained. The need for change is now apparent and obvious.

> *Then he called for Moses and Aaron by night, and said, "Rise, go out from among my people, both you and the children of Israel. And go, serve the Lord as you have said. Also take your flocks and your herds, as you have said, and be gone; and bless me also."* ***Exodus 12:31-32 (NKJV)***

A crisis brings greater pressure to bear upon the leader of an organisation. Everyone looks to him to deliver and produce positive results for the stakeholders. Like all crises, Moses was faced with the challenge of hasty decisions being made by the Pharaoh.

The seasons of crises are unstable times for an organisation. The outcome may be undesirable. However, a good leader will still look for ways out of this challenge.

In leadership a president, mayor or head of an organisation may have to manage fires, floods, tornadoes, earth quakes and things that totally create disequilibrium.

WHAT DOES SUCH A PERSON DO?

Firstly, **they need to take charge quickly**. Moses did not wait because the

Pharaoh could change his mind again.

Secondly, **they need to determine the facts**. Taking three million people across the Red Sea was no mean feat. God determined the route they should take because He envisaged a greater crisis if they took the shorter route.

Thirdly, **a leader must also be prepared to fix problems along the way, particularly when** it is a journey never taken before.

Lastly, **there is a need for a degree of viability of whatever plan has been put in place.** Even though it is crisis management, leaders need to identify the people who will be the best to do what, where, when and how, in order to reach their desired goal.

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THE LIFE OF MOSES IS AN OBVIOUS INDICATION THAT PROPER PREPARATION PREVENTS POOR PERFORMANCE

"A commander must decide how he will fight the battle before he begins, he must then decide who he will use; the military effort at his disposal to force the battle to swing the way he wishes it to go. He must make the enemy dance to his tune from the beginning and not vice versa." ***Viscount Montgomery of Alamein***

A. The first forty years of his life saw him training in the palace of Pharaoh.
B. The second forty years of his life saw him training in the wilderness with Jethro.
C. The last forty years was spent leading God's chosen people across the Sinai Peninsula.

Proper preparation is necessary for achievement. The US Air Force usually says *"Positive pre-planning prevents piss poor performance."* That statement has been known over time to come out in various ways and shapes.

Poor planning is slapping things together and calling it good. It is to carry out events without procedures or plans. Poor planning or preparation is to see what is not working well and yet shrug it off and say "*that is how we do it here*".

Moses' training was obviously vital to his ability to lead Israel to their desired end. In the providence of God he had gone through the palaces of Pharaoh, learning the protocol for managing aristocrats, governments and leaders. This certainly must have come in handy whilst negotiating with various people in the palace of Pharaoh and in the course of the journey when they came across various nations.

He lived with Jethro and learnt the way of the desert. It would not have been possible to survive had he not gone ahead of Israel to go through that.

LET US TAKE A LOOK AT THE DEFINITION OF PREPARATION:

Preparation is the activity of putting or setting in order, or in advance, an act, or a purpose or programme. It is the formulation of a programme or project that will end up giving a person leverage over those who did the opposite.

Planning is thinking a matter through so that the approach reflects a prior understanding of what is to be achieved before it is carried out.

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THE QUALITY OF MOSES' PERSON WAS SEEN IN THE FACT THAT HE CHOSE TO STAY WITH THE PEOPLE IN CRISIS AND SUFFERED REPROACH AND PAIN WITH THEM

"Courage is not limited to the battle field or the Indianapolis 500 or bravely catching a thief in your house. The real test of courage are much quieter, they are the inner test like remaining faithful when nobody is looking, like enduring pain when the room is empty, like standing alone when you are misunderstood."
Charles Swindoll

By faith Moses, when he was born, was hidden three months by his parents, because they saw he was a beautiful child; and they were not afraid of the king's command. By faith Moses, when he became of age, refused to be called the son of Pharaoh's daughter, choosing rather to suffer affliction with the people of God than to enjoy the passing pleasures of sin, esteeming the reproach of Christ greater riches than the treasures in Egypt; for he looked to the reward. By faith he forsook Egypt, not fearing the wrath of the king; for he endured as seeing Him who is invisible. By faith he kept the Passover and the sprinkling of blood, lest he who destroyed the firstborn should touch them.
Hebrews 11:23-28 (NKJV)

Aircraft pilots never leave their passengers in an accident. They are the last to leave the aircraft. Generals never abandon the war front until everyone is evacuated. Captains of ships remain with the ship until every passenger in the ship wreck has been evacuated.

A good leader will have staying power in the time of crisis. It is this act of staying with people during seasons of challenges that distinguishes certain leaders. It is the very pointer to a true example of leadership.

MOSES TEACHES US THAT:

Firstly, we must treat others as we would wish to be treated. When talking to people we may have to make our words sweet because we may have to eat them later.

Secondly, we must not wait for solutions, but create them. Sitting down with a passive attitude and claiming to be a leader is the worst form of leadership. Leadership is not a feeling of superiority, the folding of the arms, watching others, and waiting to jump ship. Our actions matter because they influence

others. If we are positive we create a positive atmosphere. If we are negative we generate a negative situation.

Thirdly, good leaders never put on a negative attitude because they know it kills. Even a small dose of negativity contributes to illness, it kills, it destroys. It is a cancer which a good leader must seek to expunge from himself and those whom he leads. Moses knew that the challenges ahead were daunting and awesome. However, he chose not to be negative because he knew it would be contagious. He continued to paint a picture of a positive future.

In choosing to experience the crisis with the people he communicated to them by his example, and his words. He was showing them that the dream was worth living for; Canaan was worth expecting. A leader needs to be the first customer of the merchandise he is selling. From Moses' example we also learn that there must not be an opt-out clause. The exit door is not always the best door. When challenges come and conflict makes itself known, people tend to want to follow the person who has a better solution; the person who creates value and gives them a full advantage if they get involved.

-23-
MOSES RECOGNISED THE POWER OF LEADING WITH A TEAM

"Leaders would be explorers, adventurers, trail blazers, leaders of leaders. They will gather round them people who have the future in their bones." ***Rowan Gibson***

Two are better than one, because they have a good reward for their labor. ***Ecclesiastes 4:9 (NKJV)***

How could one chase a thousand, And two put ten thousand to flight, unless their Rock had sold them, and the Lord had surrendered them? ***Deuteronomy 32:30 (NKJV)***

Team work creates synergy – The ***Geese*** in ***V-formation*** go further because they strengthen one another to go beyond what they would have done alone. When the leading goose becomes tired, a member of the team takes over. That way no one becomes totally worn out. The new leader creates the pace.

Team work helps us to get the perspective we have never possessed, but is in other people. It increases the strength of the individuals.

Both you and these people who are with you will surely wear yourselves out. For this thing is too much for you; you are not able to perform it by yourself. ***Exodus 18:18 (NKJV)***

Then the Lord spoke to Moses and Aaron, saying, "When Pharaoh speaks to you, saying, 'Show a miracle for yourselves,' then you shall say to Aaron, 'Take your rod and cast it before Pharaoh, and let it become a serpent.'" So Moses and Aaron went in to Pharaoh, and they did so, just as the Lord commanded. And Aaron cast down his rod before Pharaoh and before his servants, and it became a serpent. But Pharaoh also called the wise men and the sorcerers; so the magicians of Egypt, they also did in like manner with their enchantments. For every man threw down his rod, and they became serpents. But Aaron's rod swallowed up their rods. And Pharaoh's heart grew hard, and he did not heed them, as the Lord had said. ***Exodus 7:8-13 (NKJV)***

When people are united they stand together. In team work everyone brings something to the table. Team work allows those who are specialist to focus on their area of strength. This helps to cover the blind side.

Moses created teams comprising of four, 12 and 70 members. Within the inner circle was his brother Aaron and his sister Miriam, and his armour bearer Joshua.

The 12 tribes were always represented by a leader who was of a pastoral level. However, based on the counsel of his father-in-law, he also set aside 70 people, and ensured that there was a transference of his kind of spirit upon them. Leading a team is important. It helps one to achieve and go further.

THE BEST WAY TO EFFECTIVELY USE A TEAM IS TO:

Focus on results and not the time span. Once the result is clarified and the tools for making it happen are provided, people can manage their time better, particularly if they are also competing with another team.

Align people with what they are good at. Round pegs in round holes makes jobs easy to do.

Put people on the projects they are passionate about. Miriam was good with the leading word. Aaron was very priestly in his abilities. Joshua was a fantastic scout - a servant; a man who could stand by Moses and sit at the foothills of the Sinai for forty days without complaining. He became the appropriate person to take the people finally into Canaan Land because of his staying power, which he had learned from Moses.

Leading a team may also mean committing the best people towards your biggest opportunities. Sending your reserve team to play your greatest game may create the worst outcome and regret. Opportunities always come, but opportunities come in sizes and the big ones don't come along all the time. Lost opportunities may result in a lifetime of regret.

Do not play the blame game with your team. Yes, a post mortem is necessary sometimes to figure out what went wrong and to learn from it, especially in cases where the cause can be easily identified.

Moses’ trickle down style of leadership, and creating teams to deal with issues, ``was to become very effective in keeping the dream alive after he was gone.

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MOSES WAS NOT INTIMIDATED BY THE PRESENCE OF GIFTED PEOPLE

"Everyone is gifted but some people never open their package." ***Wolfgang Riebe***

"See, I have called by name Bezalel the son of Uri, the son of Hur, of the tribe of Judah. And I have filled him with the Spirit of God, in wisdom, in understanding, in knowledge, and in all manner of workmanship, to design artistic works, to work in gold, in silver, in bronze, in cutting jewels for setting, in carving wood, and to work in all manner of workmanship."
Exodus 31:2-5 (NKJV)

One of the greatest tests of leadership is when you are leading gifted people. Contrary to popular belief, talented and gifted people are the most difficult and challenging group to lead. The dynamics amongst a highly talented group of people can even lead to major conflicts. It therefore takes more effort to achieve consensus amongst such people.

Talented and gifted people can come up with as many as eight great and fantastic ideas at a time. How do you drop one for the other? While such a team creates a challenge, the outcome from leading them is tremendous. Looking at it from a positive perspective, a team of talented people can achieve great things. They can accomplish the expectation of the leader and possibly out-do what is expected:

A. They think fast

B. They think outside of the box

C. They are very innovative with their solutions

The onus rests on the leader of this team to first understand them before he tries to be understood.

Leading such a team may require trusting their abilities. However, the challenge lies in helping them to remain focused. Once the leader allows them to focus on their area of expertise and accepts their area of strength and nurtures it, the result will be tremendous.

It may be easy to enforce ideas and decisions on people who are not as gifted or do not think for themselves, or outside of the box, but with this group of people it is challenging. The best way therefore, is to encourage them to openly disagree and to come up with other perspectives. The final result for the organisation is tremendous progress.

I have always been fascinated with the people who put satellites in orbit or who put man on the moon. Decisions could not have been made by following one leader. **NASA** must be a room full of amazingly gifted and talented people, whose individual contribution resulted in pushing the boundaries of science to the limit. That is what we need for leadership in organisations to be robust.

-25-
MOSES WAS A DETAILED PERSON

"The amount of detailed information which an individual has at his command and his theoretical elaborations of the same are mutual dependent. They grow in and through each other." ***Harman Evvinghaus***

This unique gifting and ability makes him stand out amongst all biblical leaders.

Business dictionary.com defines being detailed as being *thorough, containing lots of individual parts or aspects*. Being detailed means giving large amounts of care and consideration to all parts and aspects of something.

A project can be detailed in the sense that it may have many fine points or caveats to consider. Moses' example enables us to embrace, appreciate and have a clear understanding of how our world was created. Without the Book of Genesis we would not understand the creation of the universe.

No theory can ever erase the practicality of the story of creation, of the universe and man.

The detailed description of the offerings in the Books of Exodus and Leviticus and that of the journeys in the Book of Numbers and Deuteronomy helps one to understand how detailed leadership may really be a blessing both now and for posterity.

To be able to do what Moses did there may be a need for the leader to organise his thoughts so that he can treat each aspect of the subject he deals with thoroughly. There may be a need to draft things in writing, search for examples and make them clear. The leader's opinion needs to be voiced so that we know even his own strengths and weaknesses. Moses did not run away from his own weakness as a person who stammered.

We have all worked at one time or another under a leader whose lack of knowledge regarding the details of the business or organisation has held back the business. We have also worked under people who may have had an abundance of knowledge, but did not have the structured detail for making the vision happen.

TWO THINGS ARE NECESSARY FOR DETAILED LEADERSHIP:

Such persons need to be strategic and technical. Moses was both. He had strategic knowledge. He had knowledge of the terrain, the people he was leading and the people he was negotiating with.

He had technical skills also for writing and keeping the details of the journey. A good leader must learn the details and have a clear understanding of the business processes and technologies of the 21st century.

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HE EFFECTIVELY LED THE CHILDREN OF ISRAEL THROUGH THE WILDERNESS, HAVING BEEN THERE HIMSELF

"The interesting thing about life experiences is that the actual lesson learnt doesn't come until after the fact."

Oketa Ojok

You cannot take people where you have not been. You cannot lead people through an experience you have not had. People today demand more from their leaders. They are not interested in following those who bark orders, rather, they want to follow those who take the lead and show the way.

True leadership is not being egotistical or wanting to be in front. It is going ahead of others and being the first to get dirty.

Due to his prior knowledge Moses was able to effectively lead the children of Israel through the wilderness. This shows the importance of a leader's previous experience.

IF A LEADER MUST APPLY HIMSELF TO ACHIEVE THE SAME THINGS HE MUST:

Be technically and tactically proficient – Moses was the builder of the cities of Rameses but at the same time a skilled shepherd through the wilderness of Midian.

A leader must know when the situation is dangerous or beyond his ability – several times Moses insisted on the leading and presence of God, otherwise he would not continue.

Then he said to Him, "If Your Presence does not go with us, do not bring us up from here. ***Exodus 33:15***

He made timely and sound decisions – when he was unsure about the Red Sea, he asked the people to stand still until they saw the salvation of the Lord.

He set an example – he was willing to die to his pride when his leadership was challenged by the sons of Korah.

Moses showed that he was an experienced leader because he was able to know his people, their capabilities and limitations; this is a necessity for any good leader.

A good leader must also keep his team members informed and develop a sense of responsibility with them.

To be able to achieve the vision of the organisation, he needs to understand and supervise the people until the vision is accomplished.

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HE RECOGNISED THAT IN LEADERSHIP PEOPLE ARE LIKELY TO MISINTERPRET WHAT THEY DO NOT UNDERSTAND

"And the two tablets of the Testimony were in Moses' hand when he came down from the mountain), that Moses did not know that the skin of his face shone while he talked with Him. So when Aaron and all the children of Israel saw Moses, behold, the skin of his face shone, and they were afraid to come near him." ***Exodus 34:29-30***

The natural outlook of Moses as he came down from Mount Sinai having been there for 40 days was totally different from what the people he led had ever seen. The fear of the unknown is often what leads to misconceptions.

In leadership too, there are misconceptions and misinterpretations of who the leader is, what his motives are and his leadership styles.

Firstly, people tend to misunderstand a leader's position or title. While a person might be called the CEO or head of a department or an organisation, whether he possesses true leadership skills is another matter. So the first misconception is to think that a title equals leadership.

The ***second*** misconception or misinterpretation of a leader's position is to equate longevity with effectiveness; because a person has been in an organisation or has served as its head for 20 years or more does not mean he or she is a good or effective leader.

Many get promoted by luck, boot licking, because they were next in line, or because they knew someone who knew someone.

The ***third*** misconception or misinterpretation of a leader is when a leader thinks that true leadership has to do what the people want or think. It is a misconception because the kind of leader people want is one they can trust, respect and see him take them to the future that has been defined in the vision of the organisation.

Fourthly, there are those who mistakenly consider one's academic qualifications as evidence of their leadership skills. People do not respect, trust and show confidence in the educational level but in the leader's ability to run the organisation, company or institution.

A more popular misconception of leadership is a tendency to equate age or being a senior citizen to being a good leader. There are many excellent leaders who may be in their 20s or 30s. Since the 1990s, most of the major economies in

the world have been led by people who are in their 40s.

The **fifth** and last misconception we may want to mention is the fact that while on the one hand leadership normally means having people who follow you as you steer them towards a direction. One can still exhibit leadership skills even when working alone You do not have to be in charge of other people in order be a leader; leadership is not a position, it is an attitude. It is more of a trait which becomes enhanced through education. It cannot be obtained through education alone.

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NO ORGANISATION CAN FULLY OPERATE WITHOUT CLEARLY DEFINED GROUND RULES

"Professionalism is environmental, amateurism is anti-environmental. Professionalism merges the individual into patterns of total environment. Amateurism seeks the development of total awareness of the individual and the critical awareness of the ground rules of society." ***Marshall McLuhan***

Every organisation both small and big needs to operate on certain principles; a set of ground rules that form the foundation for all their decisions. There are ground rules that might be centred on business ethics like trustworthiness, fairness, responsibility, caring and respect. These ground rules should bind the workers of an organisation and its leadership alike.

LET US LOOK AT A FEW GROUND RULES IN MORE DETAIL:

Trustworthiness. When a leader finds it easy to violate a contract he has entered into with other companies or workers, he loses the essence of quality leadership. When he goes back on his word and changes the ground rules or shifts the goal post, his leadership becomes questionable.

Respect. If a leader engages in name calling, personal attacks and the belittling of employees, the company will probably end up with de-motivated staff who will not abide by its ground rules. There must be a well-designed disciplinary procedure in place that treats employees with respect.

Fairness. It would not be appropriate for a company to advance its cause through illegal and unethical means. Every organisation should establish its own right to exist legitimately; by strategic decisions and good management principles. However, when the employees see a departure from good practices they will begin to question why the organisation has chosen not to abide by the ground rules it has established for itself.

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MOSES' STYLE WAS TO REWARD PEOPLE ACCORDING TO THE DEGREE OF THEIR FAITHFULNESS AND COMMITMENT

"I do not know anyone who has gotten to the top without hard work. That is the recipe, it will not always get you to the top but will get you pretty near" – ***Margaret Thatcher***

The climate in which leaders find themselves in is changing every day. In the business community competition continues to increase. A leader who is able to motivate is the person who knows how to create an effective reward system and use it for the benefit of his employees. Employee reward and recognition is one way to ensure staff are retained for longer, remain motivated, form good work habits and achieve the vision. It also creates an environment where future leaders can evolve.

'If you walk in My statutes and keep My commandments, and perform them, then I will give you rain in its season, the land shall yield its produce, and the trees of the field shall yield their fruit. Your threshing shall last till the time of vintage, and the vintage shall last till the time of sowing; you shall eat your bread to the full, and dwell in your land safely. I will give peace in the land, and you shall lie down, and none will make you afraid; I will rid the land of evil beasts, and the sword will not go through your land. You will chase your enemies, and they shall fall by the sword before you. Five of you shall chase a hundred, and a hundred of you shall put ten thousand to flight; your enemies shall fall by the sword before you. 'For I will look on you favorably and make you fruitful, multiply you and confirm My covenant with you. You shall eat the old harvest, and clear out the old because of the new. I will set My tabernacle among you, and My soul shall not abhor you. I will walk among you and be your God, and you shall be My people. I am the Lord your God, who brought you out of the land of Egypt, that you should not be their slaves; I have broken the bands of your yoke and made you walk upright. 'But if you do not obey Me, and do not observe all these commandments, and if you despise My statutes, or if your soul abhors My judgments, so that you do not perform all My commandments, but break My covenant, I also will do this to you: I will even appoint terror over you, wasting disease and fever which shall consume the eyes and cause sorrow of heart. And you shall sow your seed in vain, for your enemies shall eat it. I

will set My face against you, and you shall be defeated by your enemies. Those who hate you shall reign over you, and you shall flee when no one pursues you. 'And after all this, if you do not obey Me, then I will punish you seven times more for your sins. I will break the pride of your power; I will make your heavens like iron and your earth like bronze. And your strength shall be spent in vain; for your land shall not yield its produce, nor shall the trees of the land yield their fruit. 'Then, if you walk contrary to Me, and are not willing to obey Me, I will bring on you seven times more plagues, according to your sins. I will also send wild beasts among you, which shall rob you of your children, destroy your livestock, and make you few in number; and your highways shall be desolate. 'And if by these things you are not reformed by Me, but walk contrary to Me, then I also will walk contrary to you, and I will punish you yet seven times for your sins. And I will bring a sword against you that will execute the vengeance of the covenant; when you are gathered together within your cities I will send pestilence among you; and you shall be delivered into the hand of the enemy. When I have cut off your supply of bread, ten women shall bake your bread in one oven, and they shall bring back your bread by weight, and you shall eat and not be satisfied. 'And after all this, if you do not obey Me, but walk contrary to Me, then I also will walk contrary to you in fury; and I, even I, will chastise you seven times for your sins. You shall eat the flesh of your sons, and you shall eat the flesh of your daughters. I will destroy your high places, cut down your incense altars, and cast your carcasses on the lifeless forms of your idols; and My soul shall abhor you. ***Leviticus 26:3-30***

A reward system is different from a salary. In other words, the financial reward a worker gets by way of bonus, profit sharing or share options, may help him to put more value on his work than his regular salary.

A BETTER WAY TO DESIGN AND MAKE A REWARD SYSTEM WORK IN AN ORGANISATION WOULD BE TO:

Communicate the programme and the expectations of the organisation to the employees

Identify the goals and target areas which will attract rewards, when they are achieved.

Tell employees about the performance or behaviour that will be rewarded.

Have a yardstick or measurement so that everyone knows what is to be attained before a reward is expected.

An announcement of the appropriate reward commensurate to the task may motivate the followership or employees to go for it. Before David confronted and conquered Goliath in the valley of Elah, his first question was what would

be the appropriate payment for the man who brought down Goliath.

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MOSES WAS A MAN WHO WAS AT THE CUTTING EDGE OF LEADERSHIP

*"It is interesting as one grows older to keep in touch with cutting edge – **Faye Dunaway***

Cutting edge leadership is about extraordinary performance; it is a higher dimension of leadership. Those who operate on this level know how to take appropriate risks, inspire trust in those whom they lead, create opportunities and foster success for their team.

A leader may be said to be on the cutting edge if he has the ability to mix inspiration, focus, motivation and courage with the ability to take risk and yet push the boundaries of achievement. Those on the cutting edge of leadership end up reaping the benefit of their actions.

From the life of Moses, we learn that this kind of leadership is a lifetime process of discovery. From his days in the palace of the Pharaoh to his sojourn in Median with Jethro, Moses learned the power of playing to win, rather than playing to lose. His life is a catalogue of facing daunting challenges and emerging from them successfully.

This is what leaders on the cutting edge are like; their lives might not be straightforward but their leadership is made up of something more exciting, enjoyable and engaging.

To develop this style of leadership, there has to be a commitment to enhance one's personal talent. Over the years such a person will have to focus on learning, training and practice. It means being resilient even in the face of challenges and not allowing adversity or failure to preclude one from the joy of attaining leadership.

The second step is to develop a secure base of relationship. At this level leadership can be vulnerable if it does not have something to inspire it; something to give it comfort in time of stress, failure or frustration.

That secure base may have to be an inner confidence built by the leader or an external source from which they draw inspiration.

Cutting edge leadership also requires leading with vision. In other words, seeing the future with the eyes of your mind and going in that direction. It means being able to train your body, mind and brain to look for opportunities and go beyond your emotion. This kind of leadership means that you regulate your feelings in order to ascend to the dreams you see. It may require a rewiring or recreating who you are in order to achieve what you see in your spirit.

In order to be on the cutting edge, there is a need for strategy; this means, in the business world where there is so much volatility and uncertainty, strategy will make the leader clarify future potentials, create new directions, see options where others see barriers and enable new choices.

High performance leadership means confronting changes and conflicts with the appropriate management skills required. The future may see more dispute and disagreements; more diverse points and issues but high performance leaders see the need to bring change, stimulate creativity and help to form teams that can make dreams happen.

High performance leaders are also effective with their style of communication. They know how to rally the people around the vision. They can dialogue even with people who seem to be in conflict with them.

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MOSES FACED MANY PERILS OF LEADERSHIP

"Leaders are made they are not born. They are made by hard effort which is the price which all of us must pay to achieve any goal that is worthwhile" - ***Vince Lombardi***

And the people thirsted there for water, and the people complained against Moses, and said, "Why is it you have brought us up out of Egypt, to kill us and our children and our livestock with thirst?" So Moses cried out to the Lord, saying, "What shall I do with this people? They are almost ready to stone me!" ***Exodus 17:3-4***

The life of Moses sums up the several overwhelming dangers and perils of leadership. His experience reveals our own dangers and what we might face in leadership.

There are several perils both internal and external that a leader may face. They start from disconnection from the people they lead, to leadership because of self-advantage. Leaders can also face the perils of making rules which they too do not abide by or prioritize.

By prioritization we mean things that may seem important to the leader but may not be effective for the advancement of the cause or vision they lead. There are other perils like compliance with the aspirations of the organisation; exempting themselves when they should have been the one to lead and standing in arrogance as if they have all the answers.

There are several perils a leader may face; the by-product of these perils could be the creation of stress in the life of the leader which leads to them making mistakes and burning out. This burnout will hinder their creative thinking abilities, making it less likely for them to identify and take the new opportunities that present themselves to the organisation.

A stressed leader will not be able to motivate those who are supposed to work with him. In fact he ends up with staff who do not want to work with him by choice.

Subsequently, such a leader will become one who is pre-occupied with guarding their leadership position rather than being effective. Talented people who work with such a leader may begin to seek employment elsewhere.

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MOSES KNEW WHAT HE WANTED AND MADE A DEMAND FOR IT – HE OPERATED ASSERTIVE LEADERSHIP

"Never allow a person to tell you No, who doesn't have the power to say Yes."
Eleanor Roosevelt

Afterward Moses and Aaron went in and told Pharaoh, "Thus says the Lord God of Israel: 'Let My people go, that they may hold a feast to Me in the wilderness.'" And Pharaoh said, "Who is the Lord, that I should obey His voice to let Israel go? I do not know the Lord, nor will I let Israel go." ***Exodus 5:1-2***

Then Moses stood in the entrance of the camp, and said, "Whoever is on the Lord's side—come to me!" And all the sons of Levi gathered themselves together to him. ***Exodus 32:26***

Moses was by temperament a very meek person. However, this did not prohibit his ability to be assertive. Assertiveness is a necessity for effective communication and a way to get good result without being pushed aside particularly when confronted with thorny issues or dealing with difficult people.

To be non-assertive is to fail to stand up for oneself particularly when one's rights are being violated. Being assertive is to stand up in a way that does not violate the basic right of other people but at the same time is a direct, honest and appropriate expression of what you are feeling. Assertiveness is not aggressiveness; aggressiveness attempts to humiliate or put other people down.

An assertive leader knows that when he stands up and communicates his needs he gains self-respect. He knows that relationships are damaged when he sacrifices his integrity and denies how he feels about a matter.

When a man sacrifices his rights he is giving the impression that he could be pliable and that people can take advantage of him. Being assertive means that a person has made himself honest and non-confrontational and yet he makes his needs known. When this is not done and he denies his own request under any circumstances, he ends up hurting himself.

To be an assertive leader, a person will need to watch his body language to ensure that he does not suggest that he is cheap, available, or that he surrenders easily. He is not an apologetic person. A good strong leader will need to speak clearly, maintain the posture of a confident person and say what they feel.

Assertiveness comes in several levels; there is the basic need to be assertive when you need to express your belief, feeling or opinion. There is emphatic

assertiveness where you need to learn how to relate sensitively to other people but yet express your conviction.

There is escalating assertiveness and lastly there is confronting assertiveness; when the other person conflicts with your ideas and beliefs and you need to take your stand. At such times the leader needs to stand for something.

Leading three million people through the challenges of the desert meant that Moses needed to know how to assert himself with kings like Pharaoh, with royalty along the journey, with the elders of Israel, as well as with the mixed multitude who joined the children of Israel to travel down the road to Canaan.

To be assertive, Moses knew that he needed to avoid being arbitrary, arrogant and indecisive. When his leadership was challenged by Korah, Dathan and Abiram; his words did not lack frankness, he was very sincere in indicating what evidence would point to the designated leader. He was assertive in delegating responsibility, even to those who were older than him. He knew that even though Aaron was biologically older it would be a failure on his own part if he did not take authority and let people serve properly.

A leader will fail in his assertiveness if he lets his emotion rule, uses gestures or facial expressions that betray his skills. From Moses we can certainly see that a strong leadership principle is a necessity for assertiveness.

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MOSES TURNED HIS DRAWBACK TO A COMEBACK

"There is no magic cure, no making it all go away forever. There are only small steps upward an easier day, an unexpected laugh, a mirror that doesn't matter anymore." ***Laurie Halse Anderson***

And she bore him a son. He called his name Gershom, for he said, "I have been a stranger in a foreign land." ***Exodus 2:22***

Leaders also go through trying times, they experience obstacles and setbacks. However, a leader must know how to put a positive spin on the bad experience and turn a challenge into a lesson in itself.

Moses was good at this; finding himself in the wilderness, he saw advantages and goodness in everything he experienced. Drawbacks and challenges are usually a teacher dressed up in pain. They have a way of imparting a lesson like nothing else can.

Most of the effective leaders, those who have become successful, have learned how to use setbacks as feedback that results in a comeback. Certain steps can lead to turning setbacks and drawbacks; into feedback and a comeback.

YOU MUST DO SOMETHING WITH YOUR SETBACKS

Recovery is dependent on how you treat the setbacks. The amount of time used to place value on even the challenge can determine how it turns around to bless you and teach you.

In Christ's crucifixion and death lay the seed for His resurrection. This is what led to the effective saving of souls and the drawing of people to God.

So Christ's setback, or drawback, during the three days, became the reason for a turnaround in peoples' lives.

A. Document The Lessons

It is important to document the lessons learnt from the drawback. What does the hurt mean? What was the darkest hour? What were the challenges? One should document people's attitudes and reactions during these periods because one day the experience will be old and you may not be able to remember everything that you learned from it.

What Have You Learnt From The Experience? What would you do differently? What went well? How would you face this kind of matter again? What would you tell people who may be going through this? How would you use your experience to teach them if they ever asked you how to overcome the same thing?

The greatest lesson from experience comes from reflecting on it. Feedback

can become a tool for feed-forward, if we learn from it.

B. Choose Happiness

Part of the process of turning a bad day into a good day is to make up your mind how the day will turn out.

If a man must be happy, he must learn to predict his expectations. Then he must go ahead to see the good in everything. Once the experience has come, let go of your expectation and live with the experience. There are people who have fallen and have stayed down.

When a Leader experiences drawbacks, there are several reasons why he should learn to make it his source of feedback for a comeback. Some of them include the fact that:

C. It will help to keep the organisation moving ahead.

Organisations and individuals must learn how to remain healthy in an unhealthy world and therefore treat setbacks and adversity as a learning curve.

If adversities are handled properly, people and organisations can move forward, instead of being stopped or thrown into reverse.

D. Turning a setback into a comeback helps one to avoid discouragement and despair.

Discouragement and despair are like a virus. When it starts with the leader, it spreads very fast through the system. Before long, everyone gets depressed and nothing seems to move. On the other hand, when leaders bolster the people's spirit, when the going gets tough, everyone learns to overcome the adversity.

We have no record of Moses whining and complaining in the presence of the people.

E. It helps to maintain your stand in the community.

When a person is called a leader, whether they like it or not, they are placed on a pedestal. Maintaining a high standard, service, advocacy, and performance is dependent upon the attitude of the leader. He should remember that people are observing what he does.

F. Setbacks can mature the Leader

In the words of **Shakespeare** *"good are the uses of adversity"*. Setbacks can make good character and leadership training material. The true value of a person shows not in what they call themselves but what they are able to go through.

If you faint in the day of adversity, Your strength is small. ***Proverbs 24:10***

It is necessary to overcome adversity in order to increase your organisation's confidence in you. People watch, they talk. They say what they see. They may

not be able to do the things a leader does but they know when a leader has proven himself.

If you can handle difficult situations or conditions and not bulk under them; if you did not fall apart and things go smoothly, you gain the credibility of your people.

Moses led Israel into Canaan. He stood on Mount Pisgah just a couple of kilometres from today's Jerusalem. We have called what Moses experienced a setback. A setback is a singular specific event which tries to impede the journey of a man or an organisation.

Moses had several setbacks. It might be quite safe to call it adversity. Adversity can be a distinct occurrence which lingers and creates an unfavourable condition.

Adversity can encompass several events and circumstances. If you find yourself in the middle of adversity and you want to turn it into a comeback, you must imagine yourself travelling on a road. A road is bumpy but eventually it takes you home. Keep your hands on the wheel; keep your eyes on the road. Stay on the journey and you will get to the other side of adversity.

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HE RECOGNISED THAT WHATEVER POWER HE DEMONSTRATED WAS GIVEN TO HIM AND WAS NOT HIS

And the Lord said to Moses, "When you go back to Egypt, see that you do all those wonders before Pharaoh which I have put in your hand. But I will harden his heart, so that he will not let the people go. Leadership is responsibility, not power. Power belongs to God. ***Exodus 4:21***

Many people get caught up with the thought of power, rather than the responsibility. The responsibilities of leadership makes a man entrusted with opportunities, like authority and the power of God. This is what Moses experienced.

Leadership is more than higher salaries, climbing the ladder and sheer power. It is about responsibility and service to others. It is about being there for the people who follow you. Leaders, who understand the responsibility of where they are, understand the benefit of being at the forefront and what is required of them.

SOME OF THE REQUIREMENTS WHICH SHOW A LEADER WITH RESPONSIBILITIES ARE:

A. A determination to walk the path to greatness.

Such leaders look for the path that will lead them to greatness and they do this by believing the best of their followers and the organisation they serve. They are confident that both the people they serve and the organisation can achieve greatness, so they pursue that greatness for themselves, for the organisation and the people they serve.

They never settle for mediocrity. Good is never enough; it has to be excellent. In the responsibility of taking themselves and the organisation to greatness, they know it is like climbing a seven-storey high mountain: You do not get to the top in one leap. It is one step at a time, never being discouraged and taking the necessary giant leaps until greatness is achieved.

B. They believe in their followers.

This is leadership with responsibility. They do not see people as a means to their own ascension. They learn to trust the people who walk with them and realise that they are not a one man orchestra. They believe that everyone participating takes the orchestra an exceptional group that can perform well. Such leaders know that their role is to be the conductor who leads the team to perform a great piece. Leaders who feel responsible poke their face forward when it is time to accept blame but pass the honour to other people. Too

many so called leaders would rather absorb all the praise and appreciation and never speak highly of those who have made the vision happen.
A leader who is responsible learns to celebrate those who have made the vision happen.
Leadership that is responsible also leads by example. Moses never asked the people to go where he was not willing to go. He never ran away from anything that demanded confrontation. Responsible leadership is leadership by example. Such leaders ask others to follow after they have led the way, even if the way is tough.
Leadership with responsibility is true and genuine. If the leader leads and the people are following, even though they may be terrified by where he is going and what he set out to achieve, the leader's demonstration of commitment will encourage them to support the vision.

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FROM MOSES WE LEARN THAT ONE OF THE PURPOSES OF LEADERSHIP IS THE TRANSFERRING OF VISION

"We need to take ordinary and mobilize them to do extraordinary things because of an extraordinary God." ***Anonymous***

So when Moses' father-in-law saw all that he did for the people, he said, "What is this thing that you are doing for the people? Why do you alone sit, and all the people stand before you from morning until evening?" And Moses said to his father-in-law, "Because the people come to me to inquire of God. When they have a difficulty, they come to me, and I judge between one and another; and I make known the statutes of God and His laws." So Moses' father-in-law said to him, "The thing that you do is not good. Both you and these people who are with you will surely wear yourselves out. For this thing is too much for you; you are not able to perform it by yourself. Listen now to my voice; I will give you counsel and God will be with you: Stand before God for the people, so that you may bring the difficulties to God. And you shall teach them the statutes and the laws, and show them the way in which they must walk and the work they must do. Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. ***Exodus 18:14-21***

The transfer of vision is one of the most important functions of leadership. It is not enough to generate vision, missions and goals for an organisation. It is important to be able to carry people along until they buy into the vision, embrace it and make it their own.

Before this transfer can take place, the leader must first see the vision. That is, have a clear understanding of where he thinks they should be in the future. It is the ability of the leader to see it first, this leads him to share it and help others to take ownership of it.

The leader then moves others by selling the vision to people. For it to work, people must buy into it. Carrying people along with you is what helps a vision to become reality. It is also the first most major step in transferring the vision; the ability to get people to see and embrace where you are going.

Plan the vision. There must be a plan to get people involved in making the vision happen.

Then the Lord answered me and said: "Write the vision and make it plain on

tablets, that he may run who reads it. ***Habakkuk 2:2***

A good leader who properly markets a vision gets the people to a place where they are asking: *"How can I make this vision happen for this division"* According to the scripture above, reading it means being the first to get dirty, putting your hands to the plough and showing the people how to make it happen.

To share a vision and stay away from it will not make the vision work. It will die if the leader who is the visionary, or first vision carrier, does not run with it. The leader's function in this regard is not complete until the followership to whom the vision has been transferred begins to see and say the vision is theirs.

In other words, the language of the followership must change to be "*our vision"*. When it is embraced in language and action, then we can say it has truly been embraced.

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TRUE LEADERSHIP CREATES A WIN-WIN SITUATION

"I like to think of sales as the ability to gracefully persuade, not manipulate, a person or persons into a win-win situation." ***Bo Bennett***

Part of the responsibilities of Moses as the leader of the people was to settle them down in their portions of land which the Lord had given them. However he never allowed those people who had been given their own land to rest until they helped their brothers and sisters in the other tribes.

> *Therefore they said, "If we have found favor in your sight, let this land be given to your servants as a possession. Do not take us over the Jordan." And Moses said to the children of Gad and to the children of Reuben: "Shall your brethren go to war while you sit here?* ***Numbers 32:5-6***
>
> *Then they came near to him and said: "We will build sheepfolds here for our livestock, and cities for our little ones, but we ourselves will be armed, ready to go before the children of Israel until we have brought them to their place; and our little ones will dwell in the fortified cities because of the inhabitants of the land. We will not return to our homes until every one of the children of Israel has received his inheritance. For we will not inherit with them on the other side of the Jordan and beyond, because our inheritance has fallen to us on this eastern side of the Jordan."* ***Numbers 32:16-19***

Unlike today's world of dog eat dog, and 'I win, you lose'; it was Moses' leadership style to create the ethical and moral atmosphere of a win-win relationship. Everyone felt like a winner because they helped each other. It is very difficult to access the social skills of these freed slaves. It varied from being a close-knit people, who watched out for one another, to being very individualistic and only looking out for one's own survival in a land where they never had rights. Employees tend to look out for themselves.

They come into the setting of work, looking out for number one, hoping that they will be able to climb the corporate ladder, and in the process they sometimes create more damage for the individuals they work with. Most of the time it is not just their colleagues who suffer; the organisation pays too.

WHAT ARE THE LIKELY STEPS THAT COULD HELP TO CREATE A WIN-WIN SITUATION?

As much as possible, the first step would be to:

A. Look for people who share similar values. As a Hebrew nation, there is similarity of culture, background, experience and offspring. Their value system was already a cohesive one. When you find people like that, they

need to be people who have the motivation to achieve their goal and want to help you achieve yours too.

B. Win-win situations can be created when we find people who share a similar vision and are ready to partner with us. If vision is dissimilar, the outcome will be destructive, divisive and chaotic.

C. Creating a win-win situation requires you to look for people who share similar goals, ambitions, or products and services that are complimentary to yours, regardless of their company or individual size.

D. A win-win situation is much easier if there is a compelling reason for people to believe that you are a worthy partner. It is not always about size, it is about scope, vision and similarity of direction and focus. It is very difficult to create a win-win situation with a partner who does not seem worthy of the attention or the sacrifice they demand from you.

To create a win-win situation, there also has to be a clearly and mutually agreed plan to follow. Moses told the children of Israel that those who already have their land must not totally settle down, they must go and help their brothers. When people find ways of being of mutual benefit to each other, their relationships become stronger and lasting.

So, a good leader must create the atmosphere, by helping people realise that there can be a testing period, or as we say in the matter of marriage *"a dating period"*. What this means is that the two parties are trying to check each other out to see if they can work something out and offers are made from both sides.

Once there is an understanding, the people who are in a win-win relationship must work hard and in a way that will benefit one another. There is no doubt that going into partnership with other people can be testing, tricky and sometimes difficult to establish, but the rewards of drawing from other people's strength, talent and ability while they draw from you is immense. From Moses we know that there is a high cost for quality leadership.

'Take from among you an offering to the Lord. Whoever is of a willing heart, let him bring it as an offering to the Lord: gold, silver, and bronze; blue, purple, and scarlet thread, fine linen, and goats' hair; ram skins dyed red, badger skins, and acacia wood; oil for the light, and spices for the anointing oil and for the sweet incense; onyx stones, and stones to be set in the ephod and in the breastplate. 'All who are gifted artisans among you shall come and make all that the Lord has commanded: the tabernacle, its tent, its covering, its clasps, its boards, its bars, its pillars, and its sockets; the ark and its poles, with the mercy seat, and the veil of the covering; the table and its poles, all its utensils, and the showbread; also the lampstand for the light, its utensils, its lamps, and the oil for the light; the incense altar, its poles, the

anointing oil, the sweet incense, and the screen for the door at the entrance of the tabernacle; the altar of burnt offering with its bronze grating, its poles, all its utensils, and the laver and its base; the hangings of the court, its pillars, their sockets, and the screen for the gate of the court; the pegs of the tabernacle, the pegs of the court, and their cords; the garments of ministry, for ministering in the holy place—the holy garments for Aaron the priest and the garments of his sons, to minister as priests.'" And all the congregation of the children of Israel departed from the presence of Moses. Then everyone came whose heart was stirred, and everyone whose spirit was willing, and they brought the Lord's offering for the work of the tabernacle of meeting, for all its service, and for the holy garments. They came, both men and women, as many as had a willing heart, and brought earrings and nose rings, rings and necklaces, all jewelry of gold, that is, every man who made an offering of gold to the Lord. And every man, with whom was found blue, purple, and scarlet thread, fine linen, and goats' hair, red skins of rams, and badger skins, brought them. Everyone who offered an offering of silver or bronze brought the Lord's offering. And everyone with whom was found acacia wood for any work of the service, brought it. All the women who were gifted artisans spun yarn with their hands, and brought what they had spun, of blue, purple, and scarlet, and fine linen. And all the women whose hearts stirred with wisdom spun yarn of goats' hair. The rulers brought onyx stones, and the stones to be set in the ephod and in the breastplate, and spices and oil for the light, for the anointing oil, and for the sweet incense. The children of Israel brought a freewill offering to the Lord, all the men and women whose hearts were willing to bring material for all kinds of work which the Lord, by the hand of Moses, had commanded to be done. ***Exodus 35:5-29***

Quality leadership is the major ingredient for the optimisation of businesses and organisations. Many times when people complain about how leadership costs, they do this because they fail to realise that non-performing leadership is much more costly.

Non-performing leaders are the kind who are not responsive to their subordinates' performance. They refuse to make decisions, they abdicate responsibilities and create a high level of employee dissatisfaction and confusion in the organisation.

Quality leadership starts with self-knowledge of what the leader is and wants to achieve. Quality leaders commit themselves to good decision making, values, priorities, and preferences that will help the organisation they lead.

They are committed to the vision and totally sold out to it. They do not just

prompt others to be their best but they lead the field and show how to make it happen. Good leaders also are known by the fact that they announce that they do not know everything but they are willing to learn and they are open to change, as long as it advances the vision.

There are several things that could be said about quality leadership; some of them include being a coach who encourages others to achieve; a clarifier; to make the vision clearer; and summarizes the truth for others to understand.

Leaders are visionaries who see and create solutions, directions and possibilities. He is a problem solver who suggests ways out and a networker who connects people, ideas and projects. He is also a mediator who resolves differences; a manager who helps to coordinate and keep projects going and an initiator who gets things moving through. From Moses, we learn that quality leadership motivates people to follow a leader, irrespective of the price they pay.

A great reward system is one major way to motivate people to follow or carry out assignments. However, people often get involved and are willing to follow a leader who shows certain quality traits:

A leader who shows genuine interest in them. Moses falls within this category. He was willing to lay his life down for the sake of the children of Israel

Integrity. Integrity is the adherence to certain moral and ethical principles; it is the soundness of character. The ability to be unimpaired in what a leader sees as that which is right, and a willingness to do what is certainly good and acceptable.

Integrity is forthrightness, being incorruptible, pure, sincere, and being straight forward. These are the qualities which people will ultimately buy into and appreciate in the leaders they follow.

Communication skills. The ability to communicate effectively will help the leader in persuading people and getting them to ensure that the job is done.

Decisiveness. No one wants to spend their time following a leader who is unsure and lacks the ability to take a stand. It is difficult to lead an organisation, a people or a system to greater achievement if the leader is spineless.

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MOSES CREATED A LITMUS TEST FOR SELECTING THE LEADERS OF THE FUTURE

"The ultimate measure of man is not where he stands in moment of comfort and convenience but where he stands at times of challenge and controversy." ***Martin Luther King Jnr.***

They gathered together against Moses and Aaron, and said to them, "You take too much upon yourselves, for all the congregation is holy, every one of them, and the Lord is among them. Why then do you exalt yourselves above the assembly of the Lord?" So when Moses heard it, he fell on his face; and he spoke to Korah and all his company, saying, "Tomorrow morning the Lord will show who is His and who is holy, and will cause him to come near to Him. That one whom He chooses He will cause to come near to Him. Do this: Take censers, Korah and all your company; put fire in them and put incense in them before the Lord tomorrow, and it shall be that the man whom the Lord chooses is the holy one. You take too much upon yourselves, you sons of Levi!" ***Numbers 16:3-7 (NKJV)***

A. Does your organisation have an executive training programme?

B. Is there a 10 year vision cast that predicts who may lead in the future?

C. What skills must a leader have in order to take the organisation from good to great?

The greatness of the leadership is not only seen in the achievement of the person in front, but what he/she may be able to do with the production of the leaders of the future.

SEVEN QUALITIES STAND OUT AS THE LITMUS TEST FOR WHO MAY LEAD IN THE FUTURE AND HELP TO TRANSFORM THE ORGANISATION.

A. They must be smart at dealing with complex problems

B. They must be emotionally able to deal with ambiguity and complexity

C. They must have the ability to build flexible and robust solutions

D. They must have strong relational skills and an awareness of interpersonal acumen

E. They must have the ability to instil confidence in other people

F. Leaders of the future need to be people who are able to manage their own emotions, expectations and personal challenges

G. The leaders of the future will have an eye on improving everything around them, including themselves, the organisation and the people who also aspire

to lead in the future.

Unfortunately the future of great organisations has been surrendered to bootlickers and sycophants who flatter their leaders.

Before the emergence of future leaders, one way to help them evolve is to formulate a list of questions that will predispose the organisation to its likely candidate and identify the required skills.

THESE QUESTIONS INCLUDE THE FOLLOWING, BUT ARE NOT EXHAUSTIVE:

A. Do they discuss collaboration and how to improve their own success?

B. Do they demonstrate an ability to think through complex situations facing the business right now?

C. When they talk of success, do they talk about what they have learnt and what helped them to get there?

D. Are they aware of what impact they may be making on other people, that is, their colleagues, employees, customers and stakeholders?

These questions may help in screening candidates and identifying future leaders.

If the vision is to look for more future leaders, people who are not focused solely on a particular department, but on the organisation as a whole, it may be helpful to rotate people around different departments and jobs; to challenge them with unfamiliar terrains and tasks and see how they fare.

An organisation could also create mentoring programmes by setting clear guidelines for people to know how to handle employee relationships, senior employees, stakeholders, customers etc.

The training process may even include tapping into the knowledge of older people who may be on the verge of retiring or exiting the organisation. They may know one or two things, or may have observed certain things that may help somebody.

At various times leaders of the future need to be tested in order to determine whether they understand the future vision of the organisation. They need to also show that they have a critical understanding of what it takes to lead, so that their ambition will not be to just to gain positions, or receive perks and salary increases.

Those who take the leaders of the future through the process and have to recruit internally must ensure that feelings of revenge do not blind them from seeing quality people and bringing them on board.

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MOSES KNEW HOW TO MANAGE REBELLION. HE SNUFFED OUT REBELLION IN HIS CAMP AS SOON AS IT REARED ITS HEAD

"If a Lord should bring a wicked man to heaven, heaven will be hell to him. For he who love not grace upon earth will never love it in heaven." ***Christopher Love***

They gathered together against Moses and Aaron, and said to them, "You take too much upon yourselves, for all the congregation is holy, every one of them, and the Lord is among them. Why then do you exalt yourselves above the assembly of the Lord?" So when Moses heard it, he fell on his face; and he spoke to Korah and all his company, saying, "Tomorrow morning the Lord will show who is His and who is holy, and will cause him to come near to Him. That one whom He chooses He will cause to come near to Him. Do this: Take censers, Korah and all your company; put fire in them and put incense in them before the Lord tomorrow, and it shall be that the man whom the Lord chooses is the holy one. You take too much upon yourselves, you sons of Levi!" ***Numbers 16:3-7***

People problem are a major reason why many organisations never achieve all the objectives they set out in a year.

Rebellion does not sound like an adult word, but when people rise up against the leaders and demand that the status quo be maintained, even when the organisation wants to make changes for good, it may be out of sheer rebellion.

Rebellion could mean employees putting road blocks in the way of organisational change, bad-mouthing the change, making spiteful comments about the organisation and even sabotaging the organisations' work.

Rebellion on the other hand may have been provoked by the leaderships' inability to carry people along, or by hiring cheap staff because they are readily available. Oftentimes when people are not of high quality they tend to create more problems in the future.

AVOIDING REBELLION AND RESISTANCE FROM EMPLOYEES STARTS WITH THE ORGANISATION:

A. Communicating reasons for any change that is implemented. We all tend to resist change that we do not understand. Imagine driving to work and there is a major road diversion without any advance warning. It throws us off balance and affects our arrival time at work.

However, if we are pre-warned and are also made to understand that a future benefit will come about as a result of the road diversion i.e. new lanes and better roads, we tend to make room and readily accept the change.

B. Consider involving resistant and rebellious employees in the decision making process. It will be hard for people to come against something in which they were part of the process.

C. Insist that employees achieve quantified objectives within deadlines. If deadlines are not clearly defined it is difficult to expect a satisfactory outcome.

D. Do not overly focus on the contributions and creativity of individuals as this can create peer pressure and competition.

E. Celebrate the successes. This will help employees feel proud that they are making a contribution that it is bringing a change to the organisation.

Rebellion can be quelled if people are rewarded for their contribution. This way, they will know that any good idea or innovation will receive a reward.

However if it is difficult to manage, it is better to protect the organisation and terminate rather than try to tolerate, what seems obvious and may result in destroying the system

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MOSES WAS OPEN TO RECEIVING THE HELP OF OTHERS IN HIS SELF DEVELOPMENT

"To help all created things, that is the measure of all our responsibility. To be helped by all, that is the measure of our hope." ***Gerald Vann***

So when Moses' father-in-law saw all that he did for the people, he said, "What is this thing that you are doing for the people? Why do you alone sit, and all the people stand before you from morning until evening?" And Moses said to his father-in-law, "Because the people come to me to inquire of God. When they have a difficulty, they come to me, and I judge between one and another; and I make known the statutes of God and His laws." So Moses' father-in-law said to him, "The thing that you do is not good. Both you and these people who are with you will surely wear yourselves out. For this thing is too much for you; you are not able to perform it by yourself. Listen now to my voice; I will give you counsel, and God will be with you: Stand before God for the people, so that you may bring the difficulties to God. And you shall teach them the statutes and the laws, and show them the way in which they must walk and the work they must do. Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. And let them judge the people at all times. Then it will be that every great matter they shall bring to you, but every small matter they themselves shall judge. So it will be easier for you, for they will bear the burden with you. If you do this thing, and God so commands you, then you will be able to endure, and all this people will also go to their place in peace." ***Exodus 18:14-23***

Imagine an 80 year-old man who has to be given lessons in leadership from his father-in-law. We may conclude that Moses was open to such counsel, because he was the one who eventually recorded it in the book of Exodus.

The reasons why many leaders fail are not due to lack of intelligence, skills or experience, but rather an inability to accept different perspectives from those who are outside of their immediate setting. Once a person refuses to listen to the voice of counsel, their personal growth is either stopped, or stunted. They are unable to develop a mind shift.

A personal goal for a leader may be premised on certain things.

There is wisdom in designating continuous coaching responsibility to someone who will be able to address the culture and context needed for a shift in order to have better results.

In the world of sports, the basketball players, soccer players and golfers who earn millions of dollars still have to make themselves available for the coaching and training that will aid them in their personal growth.

The second key reason why this type of counsellor is important in the life of a leader is because of what we might call emotional intelligence. Oftentimes, people who take the responsibility of being a leader of leaders or coaches do not only depend on a high IQ (Intelligence Quotient), but on a high EQ (Emotional Quotient).

Moses' father-in-law was able to read the atmosphere and discerned that Moses was being drained by making himself overly available to those he was serving.

The third key rule, which Moses' father-in-law observed and which the leader of leaders will help leaders to develop in, is operating in situational leadership. This style of leadership will help you to develop the skills to communicate with the people around you and manage spontaneous matters that arise, without losing direction and focus.

In conclusion, when applied, the counsel of Moses' father-in-law will enable any leader who looks to other leaders for their personal growth to:

A. See an improvement in their work with others members of their team.

B. Have a sense of self improvement.

C. Develop strong emotional balance.

D. Have their leadership qualities brought to the fore.

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MOSES' ATTITUDE TEACHES HOW TO BE A LEADER IN HARD TIMES

"Life is thickly sown with thorns and I know no other remedy than to pass quickly through them. The longer we dwell on our misfortunes, the greater is their power to harm us." ***Voltaire***

Moses recognised that he not could lead God's people into anything tangible if he panicked at every cross road, crisis or at the crossing of the Red Sea.

> *And when Pharaoh drew near, the children of Israel lifted their eyes, and behold, the Egyptians marched after them. So they were very afraid, and the children of Israel cried out to the Lord. Then they said to Moses, "Because there were no graves in Egypt, have you taken us away to die in the wilderness? Why have you so dealt with us, to bring us up out of Egypt? Is this not the word that we told you in Egypt, saying, 'Let us alone that we may serve the Egyptians'? For it would have been better for us to serve the Egyptians than that we should die in the wilderness." And Moses said to the people, "Do not be afraid. Stand still, and see the salvation of the Lord, which He will accomplish for you today. For the Egyptians whom you see today, you shall see again no more forever. The Lord will fight for you, and you shall hold your peace." And the Lord said to Moses, "Why do you cry to Me? Tell the children of Israel to go forward.* ***Exodus 14:10-15***

Every great leader will come to a place in his journey where there will be a crisis to handle, either within the organisation, the nation or globally. The way the leader reacts in such hard times may influence how his leadership is perceived.

MOSES SHOWS US THAT WHEN YOU COME TO SUCH A CROSSROAD A LEADER MUST:

Confront the realities. At the Red Sea Moses did not try to act as if there was a halo of glory on his head or as if he had all the answers. He announced to the people to wait and see the Salvation of the Lord.

Put strategy centre stage. The first strategy of Moses at this time was to ensure that everyone stood still and did not panic. In panicking there could be more issues to deal with than the immediate problem confronting them.

The leader needs to be transparent to those whom he leads. Moses made it clear and obvious to the people that he did not have the answers. So he announced *'stand still and see the Salvation of the Lord.'*

Build and protect the culture of the organisation. If Moses was to lead

them out of Egypt and over to the other side, he needed to take them away from the culture of submitting as slaves, to a new culture of seeing possibilities.

Furthermore, we can see from Moses that a good leader in hard times must keep faith in the future and believe that there is a way out. Something good comes out of problems if the leader can simply wait for the turn of time.

What does the captain of a ship confronted by a mighty issue on the sea do? What does a pilot who has cabin pressure problems do? These are some of the hard and difficult times a leader may face.

Communicate continually and honestly with the people whom you lead. Ensure that everyone knows and everybody in the various constituencies get the correct information from the leader or else gossip, rumour and a general lack of information may create more problems than envisaged.

The leader needs to move further into coming up with a plan that is based on reality, that is strategies which addresses the crucial issues that are being faced. If it is a business and you are facing cost problems, management mistakes, investment errors or supply-chain issues, it is important to deal with the problems and their reality as they come.

Finally, **in such times a good leader will hold onto his best talents** – the gifted people. If possible, create an inner caucus, an action team to work with you. Then act decisively. Take definite comprehensive action that will deal with the issue. The captain, at a time like this, cannot leave his ship listless. He needs to be at the helm of affairs.

Hard times may mean that a leader needs to alter his perspectives and see differently. Adversity may demand that you receive counsel from certain people who are not even your regular circle but who can become a part of the solution.

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MOSES RECOGNISED THE NEED TO STAND BY HIS DECISIONS IN THE FACE OF TEMPORARY OPPOSITION

"The art of living is more like that of wrestling than of dancing. The main thing is to stand firm and be ready for an unseen attack." ***Marcus Aurelius Antonius***

Making difficult decisions does not come easy. Sometimes one wants to do what comes naturally, which is a reaction. However, even in the face of difficult challenges requiring our decisions, we can consider several options.

In leadership your decisions can help move the organisation or institution forward. It can bless, strengthen and help the stakeholders and individuals.

However, the downside is that the decisions of a leader can, in retrospect, be the reason why several good opportunities were missed and may be the reason why the organisation did not rise to its fullest potential.

The decisions we make will portray the kind of person we are and what influences us. Before you are confronted with tough decisions it is important that you have prepared three conditions and predictable steps that you will take in handling such matters.

If it is a job, one of the great questions to ask yourself is *"Is this job really for me?"* The same question applies to relationships, where to live, what to read, what to wear, who should be your friend, where to worship etc. This answer deals with personal decisions.

When handling the decisions which affect other people, you may want to first ask yourself certain questions before you make a decision, particularly if you are worried about the outcome. The questions could be:

A. What would I do if I were not scared?

B. What steps would make things easier?

C. What is the worst and the best that could happen after I have made this decision?

D. What would I do if I had all the time and money in the world?

E. What am I waiting for?

No matter how challenging and tough the decision may be, the next couple of steps will give you a great deal of help:

State the problem requiring a decision

A. Craft the decision and turn it into a rhetorical question and see if you feel satisfied with the answer

B. Because of the toughness of the situation, create questions and answers

and continue to ponder over it for a much longer period
C. State the value of your decision for yourself, the organisation and the people it affects
D. Get others involved in brainstorming for possible solutions but remember, the final decision may rest with you as the leader
E. Get the reaction of others before you announce your decision
*Let more work be laid on the men, that they may labor in it, and let them not regard false words." And the taskmasters of the people and their officers went out and spoke to the people, saying, "Thus says Pharaoh: 'I will not give you straw. Go, get yourselves straw where you can find it; yet none of your work will be reduced.'" So the people were scattered abroad throughout all the land of Egypt to gather stubble instead of straw. And the taskmasters forced them to hurry, saying, "Fulfill your work, your daily quota, as when there was straw." Also the officers of the children of Israel, whom Pharaoh's taskmasters had set over them, were beaten and were asked, "Why have you not fulfilled your task in making brick both yesterday and today, as before?" Then the officers of the children of Israel came and cried out to Pharaoh, saying, "Why are you dealing thus with your servants? There is no straw given to your servants, and they say to us, 'Make brick!' And indeed your servants are beaten, but the fault is in your own people." But he said, "You are idle! Idle! Therefore you say, 'Let us go and sacrifice to the Lord.' Therefore go now and work; for no straw shall be given you, yet you shall deliver the quota of bricks." And the officers of the children of Israel saw that they were in trouble after it was said, "You shall not reduce any bricks from your daily quota." Then, as they came out from Pharaoh, they met Moses and Aaron who stood there to meet them. And they said to them, "Let the Lord look on you and judge, because you have made us abhorrent in the sight of Pharaoh and in the sight of his servants, to put a sword in their hand to kill us." So Moses returned to the Lord and said, "Lord, why have You brought trouble on this people? Why is it You have sent me? For since I came to Pharaoh to speak in Your name, he has done evil to this people; neither have You delivered Your people at all." **Exodus 5: 9-23***

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MOSES ESTABLISHED PRINCIPLES OF ECONOMICS BY WHICH JUSTICE WAS TO BE METED OUT TO THE POOR

"In keeping silent about evil, in burying it so deep within us that no sign of it appears on the surface, we are implanting it, and it will rise up a thousand fold in the future. When we neither punish nor reproach evildoers, we are not simply protecting their trivial old age, we are thereby ripping the foundations of justice from beneath new generations." ***Aleksandr Solzhenitsyn***

'Also you shall not approach a woman to uncover her nakedness as long as she is in her customary impurity. ***Leviticus 18:19***
'You shall do no injustice in judgment, in measurement of length, weight, or volume ***Leviticus 19:35***

Leading slaves out of Egypt to the Promised Land meant that the transitioning period was also a time when the people needed to shift in their mind set, from being poverty-oriented to wealth-orientated.

The children of Israel collected so much wealth from the Egyptians. However, the scriptures still talk of the poor and needy in their midst. It is also possible that some of them had not made the shift in their mind to thinking about how to handle or create wealth.

In today's world we are confronted with intense poverty. One in five people on earth live on less than a dollar a day.

A good leader will see the necessity for establishing principles for equal distribution within the economic system; helping poor and needy people and responding to their needs.

In the words of ***Dr. Martin Luther King Junior, who was referring*** to the church's response to poverty said *"Any religion that claims to be concerned about people without addressing the economic condition that strangle them is a dry and useless religion"*.

To help and establish the principles of economics that will show justice, a leader needs to learn the facts and encourage donations that could be used to help needy people. Helping to reduce poverty may mean encouraging the increase in food production in the community in which we live; encouraging education/gender equality, particularly in the area of employment: A person should not be employed and paid because of their gender but according to the contribution they can make. The next way to bring economic justice is to enhance infrastructure.

IN OTHER WORDS:

A. Create the atmosphere that can help people rise above poverty.

B. Drive Awareness. Let people know that they do not have to remain poor. They can overcome it.

C. Collaborate with other people. Create systems to help the poor to come out of their challenges.

D. Interest Free Loans were encouraged by Moses. He said when making loans to those who were Israelites, they were not to add extortionate high interest. While Moses did not make this available to the foreigners who were with them, it was a step towards total economic emancipation.

E. Search for those who are deserving of help. A leader should be seen to be an agent of economic freedom and emancipation.

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HE ESTABLISHED PRINCIPLES FOR TREATING PEOPLE FAIRLY AND LOVINGLY

"The focus of tolerance education is to deal with the concept of equality and fairness. We need to establish confidence with children that there is more goodness than horror in this world." ***Morris Dees***

'You shall rise before the gray headed and honor the presence of an old man, and fear your God: I am the Lord. 'And if a stranger dwells with you in your land, you shall not mistreat him. The stranger who dwells among you shall be to you as one born among you, and you shall love him as yourself; for you were strangers in the land of Egypt: I am the Lord your God. ***Leviticus 19:32-34 (NKJV)***

Almost every book on leadership takes the time to describe leaders as charismatic, commanding, transformational, humble, inspirational and or egotistic. However the word fairness is not often used, if anything, it is omitted because it is a cardinal principle expected of leaders.

In addition to making decisions that are fair you will need to communicate the full context of your decision to people, and what is fair to one person may seem unfair to another.

Those with whom we have to deal often look at matters purely from their own perspective. Therefore, they may judge the action of a leader as unfair.

WHAT IS FAIRNESS?

Fairness is being open and honest about why a leader makes certain decisions. It is the creation of a process that will help people to understand how the decisions are made, so that if the decisions affect them they will realise that a process was followed.

Fairness is the ability to manage ones' emotions and hear the two, or all the sides of a story before making a decision.

Fairness is clearly communicating the objectives of an organisation, in order to manage the expectations of those who are being led.

Many leaders choose to go in the opposite direction wanting to exhibit strength and power to the followers and to those who serve under them, because it suggests power and respect and in some cases it seems to make the job of the leader easier.

Positional power makes the job so much easier to move things through the organisation and get things done. However, a leader must understand that if he

treats people fairly, they will not only achieve more; jobs will be completed faster and better and changes will be implemented more easily.

You may conclude therefore that a good leader or manager will treat people in his organisation fairly as it boosts morale and encourages achievement. It also protects the organisation from litigation and the associated costs that may arise as a result of unfair treatment of employees.

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HE ESTABLISHED PRINCIPLES FOR HONOURING OLDER PEOPLE

"Our society must make it right and possible for old people not to fear the young or be deserted by them; for the test of a civilization is the way that it cares for its helpless members." ***Pearl S. Buck***

"You shall rise before the gray headed and honor the presence of an old man, and fear your God: I am the Lord.

Leviticus 19:32 (NKJV)

It is easy for society to celebrate the people it considers to be its champions: the Davids, the Gideons and those who have achieved incredible feats. However, with the sunset of life such people are sometimes forgotten because a new person has risen.

It is important for a society to know that they must celebrate its senior citizens. Moses established principles by which they had to honour older people because they were the carriers of their history. The future was built on their strengths and their backs.

There are different people who may be called senior citizens, older people or elders.

Firstly, there are chronological elders, people who have become so by age.

Secondly there are those who are older and wiser. They have combined their age with good experience.

Thirdly, there is the person who occupies such a designated role, not on the grounds of chronology, but responsibility.

True elders see many sides of a matter. They have experienced life on a deeper level than the person who is just starting out. When certain thresholds of life are crossed people are more interested in legacies for the future than in breaking new records. A society that fails to celebrate its older people may itself be cursing its future.

How is this honouring done?

A. Honouring is not blanket obedience. In other words, older people may not always be right, but respect has already been earned by their age. The word honour itself in the Hebrew culture is an intention which is held with such sacredness.

B. Honouring is accepting people and events as they are. We must let people know that chronologically they have earned the right to be honoured,

not because they have broken certain records.

C. Honouring is a spectrum of actions which includes doing nothing, leaving and interventions. In effect, to honour an elder is sometimes to leave without having to do what shows disrespect. However, honouring does not mean sacrificing your own life. It is just ensuring that the persons feels great and is being treated as deserving of the attention given them.

It is the best and highest action that you can show towards people, given the situation that you find yourself in.

How do we honour older people?

Many times a person who finds himself in leadership will head people who are chronologically older than him. This does not take away the responsibility given to him as the leader.

Within the remit of honouring senior people would be:

A. To provide for them.

Honor widows who are really widows. But if any widow has children or grandchildren, let them first learn to show piety at home and to repay their parents; for this is good and acceptable before God...But if anyone does not provide for his own, and especially for those of his household, he has denied the faith and is worse than an unbeliever. ***1Timothy 5:3-4, 8***

B. To respect them.

C. To encourage them and help them to be a blessing and not a burden.

D. To plan for their future, so that they won't have to overly depend on society, or their children.

Older people who are honoured and treated well like Moses stated, will still bear fruit even in their old age.

They shall still bear fruit in old age; they shall be fresh and flourishing, ***Psalm 92:14 (NKJV)***

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HIS STYLE OF LEADERSHIP WAS NEVER TO PASS THE BUCK, BUT TO ACCEPT RESPONSIBILITY

"The key to accepting responsibility for your life is to accept the fact that your choices, every one of them are leading you inexorably to either success or failure; however you define those terms."
Neal Boortz

"If an ox gores a man or a woman to death, then the ox shall surely be stoned, and its flesh shall not be eaten; but the owner of the ox shall be acquitted. ***Exodus 21:28***

For leadership to be qualitative, one needs to take a lesson in accepting responsibility, both for the challenges an organisation faces and for taking the organisation forward to greater achievements.

For this to happen a leader **first** of all needs to be aware, that is, to take a step back and assess whatever is happening in the organisation so that if things are going well, or poorly, he is not taken unawares or by surprise.

Secondly, the leader must be ready to face the consequences. Accepting the consequences of failure is not a sign of weakness, but rather a measure of leadership. Nobody likes to fail. However, the acceptance of the failure will help a leader to move forward.

Thirdly, there must be a resolution to improve. Obstinate and difficult CEO's are being replaced today because of an unwillingness to accept the blame and face the need for change.

Executives need to begin to hold themselves responsible and accountable for the things that have happened. Sir Winston Churchill said: "*The price of greatness is responsibility*."

This acceptance of responsibility does not only cover the issues the leader's decisions were directly responsible for. It may also mean accepting responsibility for the decisions and actions of his team.

To be able to stand above the blame game is a quality which really distinguishes the most outstanding leaders.

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HE COMBINED COMPASSION WITH A COURAGEOUS CONFRONTATION OF WRONG DOING

"Those who take bold chances don't think failure is the opposite of success. They believe complacency is." ***Anonymous***

And the Lord said to Moses, "Go, get down! For your people whom you brought out of the land of Egypt have corrupted themselves. ***Exodus 32:7***

In leadership there is often the challenge of finding people who are a source of great strength to the leaders; people who confront issues and bring correction and show compassion. On the other hand, there are also people who are at the other end of the pendulum. They are often so compassionate to the point of giving free rein in their leadership style and are unable to confront issues. Moses was both a good leader and a good person.

To adequately address the seemingly opposing characteristics of courage and compassion in leadership, we probably need to define what they are.

Courage is the quality of mind or spirit which enables a person to face difficulties, dangers and pain without fear. It is a show of bravery. It may be said to be fearlessness, dauntlessness, spirit, courage, bravery, valour or bravado. In seasons of danger it enables the leader to face difficulties without blinking. Courage is needed in order to press forward and bring change.

Compassion on the other hand is a feeling of deep sympathy and sorrow for someone who has been stricken by misfortune. This feeling comes with a sense of wanting to alleviate their problem.

HOW DO YOU COMBINE THE COURAGE TO EFFECT CHANGE WITH THE COMPASSION TO HELP PEOPLE?

On 6th September 2012, America's Vice President, ***Joe Biden,*** spoke about President Barack Obama while campaigning to Democrats at their convention. His speech highlighted the President's compassion and courage.

He referred to the decision to bail out Detroit's Auto Industry and the order to dispatch Navy Seals into Pakistan for the fatal raid on the compound of Al-Qaeda's leader, Osama bin Laden. The first decision shows compassion, the second shows courage.

In the words of ***Biden*** *"This man has courage in his soul, compassion in his heart and steel in his spine"*. He went onto say: *"Because of the action he took, because of the cause he made, because of the grit and determination of American workers and the unparalleled bravery of our special forces we can*

*now proudly say what you have heard me say the last six months: Osama Bin Laden is dead and General Motors is alive."(*Detroit News, September 6th 2012)

This description is probably a better way to demonstrate what it means to combine a heart of compassion with courage to confront the challenges in leadership. In almost all cultures courage is one of the defining human virtues. People who are courageous are celebrated. Leaders who exhibit courage stir up the people. There is a dimension to it which takes people to the edge of confrontation. Courage takes the leader to places that are dangerous or difficult and makes him to make decisions in pursuit of a valued end. Courage has a competitive relationship with fear.

At some point the leader who shows courage forgets fear and sees results. However, as we see in the life of Moses, courage needs to be tempered with a quality like compassion; otherwise it becomes exploitative and destructive.

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MOSES DEMANDED ULTIMATE LOYALTY TO WHOM HE HIMSELF WAS ACCOUNTABLE

"Success is the result of perfection, hard work, learning from failure, loyalty and persistence." ***Collin Powell***

> *Then Moses stood in the entrance of the camp, and said, "Whoever is on the Lord's side—come to me!" And all the sons of Levi gathered themselves together to him. And he said to them, "Thus says the Lord God of Israel: 'Let every man put his sword on his side, and go in and out from entrance to entrance throughout the camp, and let every man kill his brother, every man his companion, and every man his neighbor.'"* ***Exodus 32:26-27***

Every leader demands that the people who work with them show loyalty. However, even they too must be accountable in their loyalty, ultimately.

It is much easier to be loyal if firstly, you feel satisfied with what you are getting. Secondly, if there is a strong desire to see continuity with the organisation or the leader under whom you are serve, a person will remain loyal and even advocate other peoples' commitment to what you do.

Loyalty requires that people feel emotionally committed to you.

THERE ARE CERTAIN POINTERS TO LOYALTY

The first is devotion. A leader must make efforts to build loyalty from his followership not only in tough times but all the time.

Trust and credibility are a necessity for loyalty. A national leader cannot be sending conflicting signals regarding his credibility, if he expects the followership to trust him. Once the constituents of such a person start doubting his credibility, it is a very difficult thing to regain.

The leader must not think that people do not desire or require loyalty. It is very important to realise that people look for the actions that demonstrate a leader's desire for loyalty.

The leader needs to create the environment of respect and loyalty. Leaders must go further by placing a high premium on building loyalty. This is something that must be pursued on a daily basis. It calls for consistency. When people see broken promises, gossiping, withholding of information and when they feel that others have been placed high above them in spite of their commitment, their loyalty begins to wane.

Part of creating a loyal team is to build it. You have to build a supportive coalition which is capable of remaining loyal to you at all times. Building such

relationships comes before trying to sell ideas to people. If you build a strong loyal followership, they will in turn be committed to the vision of the leader.

THERE ARE CERTAIN ELEMENTS THE FOLLOWERSHIP LOOKS FOR BEFORE THEY GIVE TOTAL LOYALTY

A. They need to be sure that the leader is honest. Honesty in a leader rates much higher than many would ever imagine

B. Laying all the cards on the table and communicating your expectation. When a person is given a path to success and is told what is expected of them, even if it is very difficult, they appreciate the leader who clarifies things and has a plan for getting to the intended destination

C. The creation of an atmosphere which shows that people are valued. People want to know that their leader values them. For such people the drive to achieve and to be loyal to the organisation is more than merely mouthing and speaking on behalf of the organisation, but being totally committed to it

D. Fairness. People who are committed to the vision must be treated fairly. That way, they will know that even if the leader sometimes makes decisions that affect them, they will not be afraid as decisions are made with an attitude of fairness.

E. Be an example. We all possess skills, strengths, talents and flaws. We all have ability, but loyalty is built on relationships. When the leader is an example people will be committed to see the vision happen.

IN CONCLUSION

You need to earn the loyalty of people. This will happen when you understand the value of the people you lead and try to build the vision, strategy, plans and processes in a way that honours and respects them

Loyalty will occur when you respect the changes in the society within which you operate, and carry your people along.

Loyalty will be earned when people see that you are truly an example of what you are challenging them to do and become.

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MOSES WAS WILLING TO FIGHT FOR OTHER PEOPLES' JUSTICE WHEN THERE WAS NO REWARD ATTACHED

"The righteous care about justice for the poor but the wicked have no such concept." ***Proverbs 29 verse 7***

It is very easy to criticise, complain and condemn, but to take on a battle and fight on behalf of other people, particularly when they is no reward attached, is not very easy.

Some fights are unnecessary, particularly if they will not produce a good outcome for the persons whom the leader defends. Do not fight over something that is none of your business, or over something that you cannot do anything about. Neither should you fight about things that lead to a mere empty argument.

It is better if the argument will lead to the solution of the problem. Do not fight because you have just been challenged and you want to show that you can stand your ground. Many things people fight about are not a 'big deal'.

It is important to take on issues which you know in two, ten or five years' time, the fight will have been worth it all. Moses took on the cause of the children of Israel before going to argue for things to turn in their favour.

Sometimes people need to experience disagreements and conflict. Such times could be a time of growth and a time to learn how to objectively face a different opinion.

Conflicts and issues and what seems to be an apparent injustice may reveal our own need to adjust. It may also show that we need to learn that other people will disagree with us. For example, somebody will complain about our performance, or there could be criticism of our behaviour or attitude.

If in such circumstances we put our foot down and believe that we are in the right, there is a possibility that the conflict will only increase and more problems will ensue.

FROM MOSES WE LEARN HOW PEOPLE FIGHT FOR THEIR JUSTICE

A. Moses first admitted the fault of Israel and the fact that their actions may have brought about what came upon them.

B. Moses was willing to talk about it. There cannot be a resolution where there is a stalemate.

C. Moses looked for common ground. Achieving justice and resolving conflict is not about announcing what the other party needs to change. Justice may also be achieved by finding points of compromise.

D. Do not attack; conflict should not result in other conflicts. Wanting to get justice must not result in acts of destruction.
E. Promote peace; A fair and peaceful resolution of conflicts may mean giving people the chance to be understood, respected and accepted for their unique ways of thinking, acting and feeling.

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MOSES RECOGNISED AND RESPECTED THE PRESENCE OF GREATNESS

"The one thing world famous authors, world class athletes, business tycoons, singers, actors and celebrated achievers in all field have in common is that they all began their journeys when they were none of these things. Yet still they began their journeys." ***Mike Dooley***

Greatness is often defined by what we are deeply passionate about and we hope to rise up to. It is what a man can become best at in the world. Greatness is not only one can achieve, it is what drives our resource engine. It is easily recognisable when we see it in other people.

It is achievement in an unusual or considerable degree; it is when we feel that the person is wonderful, first-rate, and very good.

Other words that suggest greatness are immensity, enormity, infinity, importance, mass and abundance. When Moses was in the presence of God, he recognised the greatness of His presence.

Now Moses was tending the flock of Jethro his father-in-law, the priest of Median. And he led the flock to the back of the desert, and came to Horeb, the mountain of God. And the Angel of the Lord appeared to him in a flame of fire from the midst of a bush. So he looked, and behold, the bush was burning with fire, but the bush was not consumed. Then Moses said, "I will now turn aside and see this great sight, why the bush does not burn." So when the Lord saw that he turned aside to look, God called to him from the midst of the bush and said, "Moses, Moses!" And he said, "Here I am." ***Exodus 3:1-4***

WE RECOGNISE GREAT PEOPLE AND GREATNESS BECAUSE:

A. It reminds us of our own goal to achieve, to aspire, to become the best.

B. It reminds us that we can be good, focused and goal oriented. Anything is possible; we can create and achieve our own success.

C. It becomes a motivating factor to help us deliver the goods which we have already dreamt of.

D. It helps us to see good examples and unify our mind with the mind of great achievers. We can then emulate them without duplicating the areas of their weakness.

E. It helps us to concentrate on the positive rather than the negative. Many times it is the negative that becomes easily recognisable. When we find ourselves in the presence of greatness and celebrate their achievements; it

helps us to look at life from a positive perspective.
F. It builds a momentum in our own mind and spirit, because what you celebrate is what increases for you.

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MOSES RECOGNISED THAT HIS PERSONAL LIMITATIONS COULD AFFECT HIS EFFECTIVENESS

"I continuously go further and further learning about my own limitations, my body limitations, psychological limitations. It is a way of life for me." ***Ayrton Senna***

Then Moses said to the Lord, "O my Lord, I am not eloquent, neither before nor since You have spoken to Your servant; but I am slow of speech and slow of tongue." ***Exodus 4:10 (NKJV)***

The effectiveness of a leader can be hampered, hindered or limited by whatever may cause an impediment to their personal ability to fully deliver.

A leader's personal limitation can be defined as the extent of his capacity, or a constraint that can stop something from happening. While many are gifted, there could be one area that incapacitates the leader and puts a cap on his ability to deliver.

Personal limitation normally emanates from one's level of self-belief and self-esteem. For example, an insecure leader will face many limitations in their relationships with others, as well as carrying out their responsibilities.

WHILE MANY INDICATORS OF LIMITATIONS CAN BE LISTED, FOR THE SAKE OF SPACING AND TIME WE WILL LOOK AT FOUR.

A. Immaturity

Immature leadership accounts for many decisions that have hurt the very people whom the leader purports to represent. When the leadership is immature, responsibility and decision making is shallow and based on the mundane.

B. Lack of Training

Leadership by today's terms requires some degree of training in order for it to be effective. Many have found themselves, accepting, ascending, or delegated to positions of leadership, possibly on grounds of longevity in their place of work.

There are people who exhibit natural traits of leadership, however, acquiring training will enhance and improve the leader's ability to deliver.

C. Unresolved Personal Issues

People have been given leadership responsibilities because they went to the appropriate schools, or they came into the organisation through the doors of influence and connection.

However, some have come into positions of responsibility without having dealt with personal issues. Some of these issues dating back to childhood, the style of their upbringing and the people who dealt with them in their childhood.

When issues are unresolved, they tend to affect the way leadership is carried out.

D. A Lack Of Diplomacy

Diplomacy is discretion, craft, tact, the ability to manage negotiations with poise and a certain degree of state craft or statesmanship. The greater the work, the more diplomatic the leader needs to be.

HOW TO OVERCOME THE AFOREMENTIONED CHALLENGES -

The first step would be to remind yourself that all poor, or low self-esteem, is in your mind. Therefore, use positive affirmations of the things you can become, achieve and do.

With this you will be able to overcome your fears, limitations and the battle going on in your mind that tends to make you feel as though you are worth less.

Secondly, you may need to make a list of the things you consider to be your limitations. At the beginning of this particular chapter, we said there are many and they are not limited to what we have listed here.

You must be able to figure them out before you can overcome your limitations. For some people, it could be physical limitations, such as their health or size can that affecting their ability to lead effectively.

Thirdly, you need to think of ways to overcome those limitations no matter how daunting and challenging they are. Even if it has to do with the abuse you suffered during your childhood or negative words that were used to describe you. e.g. “big head”, etc.

Furthermore, you will need to change your belief system, from seeing and believing the negative, to learning to see and speak the possibilities you can achieve.

I can do all things through Christ who strengthens me. ***Philippians 4:13 (NKJV)***

Adopt President Obama’s slogan of ***“Yes we can”,*** and personalise it. Say: ***“Yes I can”. “I can pass the exam”; “I can lead other people”; “I can achieve”.***

Lastly, have a mentor who is a mirror image of what you want to be and what you want to achieve. A mentor will inspire you to reach the levels you may not be able to push yourself to.

A Mentor or Coach is different from a friend. Friends like you the way you are. Coaches and Mentors see your future.

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MOSES WAS PASSIONATE ABOUT HIS PURPOSE IN LIFE

"The purpose of life is not to be happy; it is to be useful, to be honourable, to be compassionate. To have it makes some difference that you have lived and lived well." ***Ralph Waldo Emerson***

> *Now it came to pass in those days, when Moses was grown, that he went out to his brethren and looked at their burdens. And he saw an Egyptian beating a Hebrew, one of his brethren. So he looked this way and that way, and when he saw no one, he killed the Egyptian and hid him in the sand.* ***Exodus 2:11-12 (NKJV)***

Purpose defines a man's vision; it embraces what he sees and wants to achieve. It is what he does to make it happen and the approach he takes to make what he sees to become a reality.

It aids the process of thinking and helps the individual to focus their mind and actions towards the fulfilment of their biggest dream.

Moses knew what his purpose was: to deliver Israel from the hand of the its slave masters. He knew that he was to excel in the deliverance of his people. Even though he was involved in the building of the city of Ramses and in the management of the whole of the Egyptian empire, having been raised as an Egyptian prince; his ultimate desire was to fulfil the goal of emancipating the Jews. Purpose was the underlining reason for the actions he took as he confronted the Egyptian who was persecuting another Israelite.

WHY IS PURPOSE A NECESSITY FOR A LEADER?

The **first** reason is that it gives a huge competitive advantage, because it helps to focus his energy in a particular direction.

Secondly, it gives a deeper meaning to life which helps the leader to see beyond his pay cheques and focus on what he can do to impact the company, institution or place he works in.

Self-Actualisation is in the majority, a major driving force in many of us. ***Abraham Maslow*** argues that once our physical needs are met we often long for love, belonging, esteem and
self-actualisation.

Purpose enables us to withstand challenging times. When things are difficult, purpose paints the picture of the future for us.

Viktor Frankl found this out based on his experience during the holocaust in the camps of Hitler. His submission was that those who believe their lives had

meaning and purpose were able to stand the pressure and live, while those who were nihilists and cynics were unable to stand the pressure and they gave up easily.

Apart from the leader having purpose individually, purpose for an organisation helps to transform the group and allows it to reach new heights of accomplishments.

Many of the world's greatest leaders have been called failures because their purpose was never understood or discovered.

When a man chooses an occupation, a career, a path, a way, whatever he wants to do and does it the right way, he finds happiness and personal success. Purpose gives one the freedom and power to be able to find the area of his strength and fulfil it. Purpose in leadership helps one take action in the pursuit of greatness.

Had Moses stayed in the palace of Pharaoh, he probably would have perpetuated the evil done there, but they etched his name in history as the man used to bring Israel out of 430 years of slavery without shooting a single arrow.

Purpose helps your self-motivation for continuous success. There will be times of discouragement and challenges but it is the remembrance of a man's purpose that keeps him going and makes him win.

Purpose guards against negative programming. So that instead of you being discouraged because of the negatives you see, you are encouraged because you know there is another day, there is tomorrow, there is another chance.

Purpose helps you stay within a framework so that you are not like a flood spread all over the place; you stay within your gift and calling.

Purpose distinguishes a man and separates who he is from what he has achieved. Purpose is so powerful; it can help you stay away from trouble and from what seems popular but is not in consonance with your own calling.

Purpose can separate a man from potentially upsetting situations. Purpose can make a man's spirit high when times are low.

Purpose gives you the ability to have the right attitude of gratitude. So that when at the end of the journey, you are able to look back and see that you have followed your heart and achieved what you were called to do.

Real, great leadership is always underwritten by purpose.

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MOSES LEARNT HOW LEADERSHIP MUST HANDLE SELF DOUBT, DISILLUSIONMENT AND DISCOURAGEMENT

"The Christian life is not a constant high; I have my moments of deep discouragements. I have to go to God in prayers with tears in my eyes and say "O God, forgive me or help me." ***Billy Graham***

Leadership walks on a tight rope sometimes.

SOME OF THESE TIGHT ROPES INCLUDE:

A. Discouragement because of the lack of progress

B. The challenges of rejection from people

C. A constant feeling of dissatisfaction

D. The presence of fear, apathy and lethargy

But Moses said to God, "Who am I that I should go to Pharaoh, and that I should bring the children of Israel out of Egypt?" So He said, "I will certainly be with you. And this shall be a sign to you that I have sent you: When you have brought the people out of Egypt, you shall serve God on this mountain." Then Moses said to God, "Indeed, when I come to the children of Israel and say to them, 'The God of your fathers has sent me to you,' and they say to me, 'What is His name?' what shall I say to them?" And God said to Moses, "I AM WHO I AM." And He said, "Thus you shall say to the children of Israel, 'I AM has sent me to you.'" Moreover God said to Moses, "Thus you shall say to the children of Israel: 'The Lord God of your fathers, the God of Abraham, the God of Isaac, and the God of Jacob, has sent me to you. This is My name forever, and this is My memorial to all generations.' Go and gather the elders of Israel together, and say to them, 'The Lord God of your fathers, the God of Abraham, of Isaac, and of Jacob, appeared to me, saying, "I have surely visited you and seen what is done to you in Egypt; and I have said I will bring you up out of the affliction of Egypt to the land of the Canaanites and the Hittites and the Amorites and the Perizzites and the Hivites and the Jebusites, to a land flowing with milk and honey."' Then they will heed your voice; and you shall come, you and the elders of Israel, to the king of Egypt; and you shall say to him, 'The Lord God of the Hebrews has met with us; and now, please, let us go three days' journey into the wilderness, that we may sacrifice to the Lord our God.' But I am sure that the king of Egypt will not let you go, no, not even by a mighty hand. So I will stretch out My hand and strike Egypt with all My wonders which I will do in

its midst; and after that he will let you go. And I will give this people favor in the sight of the Egyptians; and it shall be, when you go, that you shall not go empty-handed. But every woman shall ask of her neighbor, namely, of her who dwells near her house, articles of silver, articles of gold, and clothing; and you shall put them on your sons and on your daughters. So you shall plunder the Egyptians." ***Exodus 3:11-22***

When discouragement and dissatisfaction sets in, it is very hard to enjoy your work. There is always the challenge and tendency to focus on what could have been instead of enjoying the moment at hand.

Leadership discouragement can come from a pile of work that only seems to increase, or where there does not seem to be much track record of success. A leader can be discouraged or dissatisfied if those who should praise and appreciate him with whole recognition and reward do the opposite, or do nothing.

Internalizing discouragement could see this leader neglecting the good habit of focusing on the future. That is, the ability to look ahead instead of looking at what is happening around you.

Leadership can be discouraging and self-doubt can set in if the leader fails to work on himself while he is busy improving the work and the people around him. We may add here that a leader can also be discouraged or disillusioned, if all he hears is criticism from the side lines, or receives an attitude from people that suggests they know better than he does.

Discouragement sets in quickly. Discouraged people overestimate problems and underestimate opportunities. They do not see the way out easily. To overcome self-doubt, disillusionment and discouragement the leader must learn to create positive actions while standing against the flow of discouragement.

He may need to identify those who deliberately discourage others around him and minimize their role. They say leadership can be the target of discouragers. One of the most important things is to find a way to encourage oneself by:

A. Protecting your heart.

B. Refuelling your zeal.

C. Learning to repeat what has worked in the past.

D. Surrounding yourself with a degree of positive affirmation from the people who value what you are doing.

E. A fifth action that can bring a leader out of the cesspit of discouragement is learning to stop at different times to celebrate his milestones of achievement.

In order to avoid the germs of discouragement and disillusionment, a leader may need to re-invent himself; find ways to keep his joy and peace and be

determined to make a difference.

Those who make up their mind to make a difference do not internalize every negative feedback they get. Neither do they sit down only to count the mistakes and negative comments levelled at them. Finally, they recognise the fact that attitude is everything. If you have only a negative attitude, it will eat up your self-esteem and create an atmosphere of self-doubt.

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MOSES DID NOT SURRENDER HIS FAMILY TO THE PERILS OF LEADERSHIP

"The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly." ***Jim Rohn***

Then Moses took his wife and his sons and set them on a donkey, and he returned to the land of Egypt. And Moses took the rod of God in his hand. ***Exodus 4:20 (NKJV)***

One of the areas which suffer from the impact from the responsibilities of leadership is family life.

Moses was not exempt in this area. Imagine the man who is sold out to his work. Imagine the man whose initial leadership structure was fluid and not structured. Imagine also a man who had to lead 3 million people through the arduous terrain of the wilderness of the Mediterranean.

Remember also that Moses spent a good amount of his time dealing with squabbles, issues, and family challenges along the journey. This probably accounts for why they did not make much progress and an 11 day journey took them 40 years.

On top of this comes the fact that Miriam and Aaron, his siblings criticised his wife and made constant reference to the fact that she was Ethiopian, which basically means ***"black faced"***. Ethiopian here does not refer to a geographical location but to the colour of skin.

HOW DOES LEADERSHIP IMPACT ON FAMILY LIFE IN TODAY'S WORLD?

There are several ways:

It starts with neglect because the leader is perpetually pursuing certain goals. As a result he or she may not educate the children, or honour their spouse. One or both parties could be living with resentment, or there could be a reluctance to forgive, or even selfishness and pride and a feeling of constantly being torn between the challenge to achieve and the responsibility of raising a home.

We may conclude that Moses certainly beyond all things was committed to a great home that was not saddled by the perils of leadership. We see this from the fact that he carried his family along with him on all of his journeys.

Leaders today are faced with increased expectations from the people they serve or serve with. There is pressure to perform because of the constant competition around them. The performance based society in which we live

increases the chances of emotional or physical burnout and the possibility of depression.

So many leaders today feel tired, irritable, miserable and panicky and have to use all kinds of medication to handle the pressure they live under. Part of the perils of leadership is possibly an increase in the number of divorce that are coming from highly positioned people.

An antecedent of children with problems emerging from their homes, requires the leader to be open to genuine feedback possibly from his or her family.

They should also not overrate their performance because of their tendency to walk in a locked-step mentality, trying to achieve as much as their peers do.

Oftentimes the pressure is also proffered by the feeling that: ***"I can succeed"; "I must succeed"; "I can achieve it"; "I must do it".***

Many leaders would be surprised to find out what ranks highly amongst the people they lead. Among the things that rate high with the people they lead, is:

A. Wisdom

B. Love for people

C. Being effective change agents

D. Having the ability to manage people

E. Being visionaries, effective coaches, good husbands, good family persons

F. Having good interpersonal skills

These also are the things we see in Moses who did not surrender his family to the perils of leadership.

As Chief Operating Officer, Moses' primary function was to convey God's instruction to Pharaoh without fear and he did it effectively.

There is a scarcity of bold leaders in our world today. Today's generation is comfortable with where they are, particularly when they see their needs met and things provided for. They do not exercise boldness, whereas these days, it is a necessity if you want to be a pathfinder and the person who takes territories.

History is littered with leaders who have in different times shown uncommon boldness, Martin Luther King, Nelson Mandela, Gandhi, Winston Churchill, etc.

These men flowed in a direction that was opposite to popular opinion, even when it seemed as if they were breaking the law.

From Moses' action, we may conclude that bold leaders are passionate about what they do. They have a cause and they are obsessed with it. It is this obsession which drives them and makes them not mind what opinion somebody has of them. This blindness to people's opinion has a way of protecting you from being too cautious and settling for the status quo.

A second characteristic of bold people, as seen in the life of Moses, is that

they are very opinionated. They either love something or hate it. They stand for something totally or are quite opposed to it. They are not neutral on major matters. They take an unusual and extreme stand.

Good leaders are also effective communicators. Though Moses stammered, his deep convictions inspired the people around him. Most bold leaders communicate effectively through speech. However, Moses did not allow his speech impediment to stop him from communicating as the Chief Operations Officer to the Pharaoh.

Consensus is great in moving an organisation forward. However, boldness is what makes a leader to cut a new path and reach where others have never reached. They take a risk and show potential. A bold leader also raises men like him. They are ready to question traditional decisions and will want to settle for the safe and conventional but say *'let us negotiate, let us do things differently'*.

Moses' boldness was also effective because it was tempered. Too much boldness could have resulted in damage for his people. Some things are good but too much of it can be damaging.

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MOSES ADVOCATED WHOLESOMENESS IN LEADERSHIP AND THAT IT MUST INCLUDE THE SPIRITUAL, FAMILY, BUSINESS, ETC

"Health is a state of complete harmony of the body, mind and spirit. When one is free from physical disabilities and mental distractions, the gates of the soul open." ***D K S Iyengar***

And Moses said, "We will go with our young and our old; with our sons and our daughters, with our flocks and our herds we will go, for we must hold a feast to the Lord."... But Moses said, "You must also give us sacrifices and burnt offerings, that we may sacrifice to the Lord our God. ***Exodus 10:9, 25***

TODAY'S LEADERSHIP NEEDS TO BE DIFFERENT FROM THE PAST.

Leadership must not be practiced in isolation. That is, a leader must look after themselves and ensure that they are wholesome in their personal self.

A wholesome leader is the only one who can create a vision for people to follow, and add value to innovation and model integrity.

The first step towards wholesomeness is a positive self-awareness, and recognizing the value that God places on you.

I will praise You, for I am fearfully and wonderfully made; Marvelous are Your works, And that my soul knows very well. My frame was not hidden from You, when I was made in secret, And skillfully wrought in the lowest parts of the earth. Your eyes saw my substance, being yet unformed. And in Your book they all were written, the days fashioned for me, when as yet there were none of them. How precious also are Your thoughts to me, O God! How great is the sum of them! If I should count them, they would be more in number than the sand; When I awake, I am still with You. Oh, that You would slay the wicked, O God! Depart from me, therefore, you bloodthirsty men. ***Psalm 139:14-19***

A positive self-awareness is achieved as the leader puts value on who he is and accepts how God celebrates him. This attitude and belief should permeate every area of the leader's life - family, spiritual and business.

Wholesomeness also means reflecting on personal values and making tough decisions that are based on inner strength and purity. An unstable leader will not be able to confront tough issues.

Wholesomeness means reaching beyond yourself and out to God, so you can portray the spiritual fruits: Love, Joy, Peace, Forbearance, Kindness, Goodness Faithfulness, Gentleness and

Self-control.

This wholesome living must influence different aspects of our lives - the financial life, work life, sense of fulfilment and achievement, personal development, health, fun and recreation, family and friends and physical environment, where we live and what we permit around us.

To put weight on just one or two areas of the aforementioned may suggest an imbalance, this is how many leaders live.

They tend to focus on one or two areas and neglect the rest. Some are great achievers but have damaged health. Moses lived a balanced, wholesome life.

If today we might be asked to summarize a leader who has shown wholesomeness, we would say that he has a quality spiritual life, financial stability, he is making a difference in his world, he has not lost his power to make the right choices. He enjoys challenges and works with them.

Wholesome people love to be in caring relationships, they develop healthy mental and physical habits, they never stop growing and they desire to be adventurous.

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MOSES BROUGHT THE PEOPLE INTO A NEW BEGINNING

"The more we let God take us over, the more truly ourselves we become because He made us, He invented us, He invented all the different people that you and I were intended to be. It is when I turn to Christ, when I give all myself to his personality that I first begin to have a real personality of my own." ***C S Lewis***

Now the Lord spoke to Moses and Aaron in the land of Egypt, saying, "This month shall be your beginning of months; it shall be the first month of the year to you. ***Exodus 12:1-2***

As Israelites looked to the end of their sojourn in Egypt, Moses introduces the beginning of a new year. Renewing yourself, the people you lead, the vision you have, the organisation for new beginnings is not always easy. People often resist what they do not understand.

SOME OF THE THINGS THAT STAND AGAINST NEW BEGINNINGS ARE:

A. People holding onto the confusing and obscure pictures of past successes and by so doing seeking to maintain the status quo.

Some people are rooted in the past. An organisation could be tempted to choose a course that is rooted in what those people want.

B. A reaction against the past instead of reaching towards the future. What a leader sees must not just be an attempt to leave what yesterday was but a desire to see what tomorrow holds.

C. A lack of commitment: One thousand people may support an idea for a new beginning, emotions may run high but because not a lot of thought has gone into the actions required to achieve that goal, people start to wane and getting to the Promised Land becomes harder.

D. Many 'new beginning' visions also die when people fail to adapt as they go on.

In order to lead your people into a great new beginning and to help them move on to great achievement, the drive must be based on:

A. A strong positive motivation that is based on personal values. Such personal values must be the kind that can drive you forward beyond where you are now.

B. The readiness to challenge every assumption that may not be helping you to reach your desired goal.

C. Establishing what success looks like to you, so that once you define it, you know what to expect.

For the leader who does not find fulfilment in what he is doing now, a desire

for a new beginning will do him good. It will help him to discover that the world is full of

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MOSES WAS A MIRROR OF GOOD AND EFFECTIVE LEADERSHIP

"He who has never learned to obey cannot be a good commander." ***Aristotle***

And the Lord gave the people favor in the sight of the Egyptians. Moreover the man Moses was very great in the land of Egypt, in the sight of Pharaoh's servants and in the sight of the people. ***Exodus 11:3***

When a man's ways please the Lord, He makes even his enemies to be at peace with him. ***Proverbs 16:7***

Moses' style of leadership commanded attention and respect even from his adversaries. The servants of Pharaoh recognised him as an outstanding leader.

A LEADER MUST HAVE CERTAIN QUALITIES IN ORDER TO TAKE HIS ORGANISATION FROM GOOD TO GREAT.

A. A good and effective leader increases motivation.

Such leaders understand the business they operate in will not progress without the employees, or other support.

They see their responsibilities as being a sort of cheerleader - someone who inspires people to work. Everything they do - letters, emails, texts, broadcasts or meetings are used to motivate people.

B. They increase the quality of the organisation.

Having identified the weakness in the system, they put in place solutions that they know will be effective. They have the ability to look with an eagle's eye and see what others may have missed.

C. Effective leaders also increase the level of talent development.

Having created an evaluation system, these leaders know who needs to be pushed forward and who could still do more to fulfil their potential.

We are not told how Moses was able to scout for Joshua. However, he certainly must have had an eye for discovering future talent and developing them.

D. Effective leaders also create an atmosphere where conflict is reduced and camaraderie is created. Conflict is also reduced because the leader commands enough respect.

People always test the ability of a person in charge, to see if they truly are able to express and effect power. Once they see that the leader is truly at the helm of affairs, respect for them will increase.

E. Effective leadership can go beyond the work place and even be used to

bring about social change.

A good example in this regard would be Gandhi and Martin Luther King. It is not possible to unite a people and inspire them without strong leadership. Somebody has to be there to spearhead the movement, create the atmosphere and get the people going.

F. Effective leadership can also result in a strengthened identity for a people.

The political climate changed in Egypt once Moses showed up. This is what effective leaders do.

The slaves had someone they could call their own, a person they could turn to and give them a common positive identity and sense of pride. Even though they still carried the bricks momentarily before they left Egypt, they felt they had found a voice, someone who could speak for them.

However, effective leadership can also be used negatively. That is why a rebellious movement can sometimes rally behind a person who seems to represent them but in reality does not.

WE MAY THEREFORE CONCLUDE THAT:

A. Moses gave people who followed him a clear picture of where he was headed – The Promise Land.

B. As a leader, he also showed them that he had the ability to manage the challenges that confronted him and them. He was able to stand before the Pharaoh and negotiate with the various countries they met along the way.

C. He had a genuine commitment to see that the people were properly served with high quality products and service. Water was taken care of, food was taken care of, etc.

D. He inspired confidence in those who worked with him. It was obvious because Joshua was inspired by the mentorship received from Moses.

E. He also demonstrated belief in the fact that the people's contribution was a necessity for them to be successful as a group of people.

A good leader must let people know that without the people, his leadership does not matter. Morale increased, the people became stronger, the slaves rallied and were ready to leave Egypt because of the quality of leadership Moses brought.

A good leader pays attention to the critical incidents that affect the people. He makes resources available and allocates them to the right people; models good leadership; and motivates people with the appropriate rewards.

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LEADERSHIP MUST USE CRISIS FOR EFFECTIVE DELIVERY AND SELF IMPROVEMENT

"If you are a corporate executive, you need to make crisis preparedness and crisis management an integral part of your business planning." ***Rich Klein***

It is said that when separately rendered the two characters that are used to spell success in Chinese writing, actually mean ***'crisis and opportunity'.***

In life, every crisis seems to have an element of danger and opportunity. It is the ability to manage these situations that helps us to excel. The ability to look at a crisis and find the opportunity hidden in it is a major way to evolve as a leader and to help the people we lead mature.

When complaints come to a leader, he does not only see the challenge, he sees the opportunity to create future solutions. When a mistake is made, he sees the opportunity to impact the life of the person who made the mistake and recreate internal procedures.

When sales do not seem to be at the predicted level, the leader sees the opportunity to become creative in the way marketing is done.

Managing a crisis must start with a true leader recognizing the fact that crisis should be expected. In the world of constant change, crisis may come, the organisation will face the unpredicted and the unexpected.

In practical terms some crisis are the result of human error. This a good reason for the people who work with the leader to formulate a crisis contingency plan

THIS CONTINGENCY PLAN COULD MEAN:

A. A leader acknowledges the crisis and does not bury his head in the sand pretending that it does not exist. He must assume responsibility and act. The leader must take hold of the crisis, develop a plan to deal with it and, depending on how big your organisation is, not let the media drive his reaction.

B. Communicating with everyone, particularly the stakeholders. Use today's challenge as a platform for creating tomorrow's success.

You can come out of the crisis looking better and becoming stronger because you did not bury your head in the sand. By taking the lead and refusing to panic, you will bring your people into great success.

C. Not waiting until you are in a crisis. Sometimes it is better to learn from other people's crisis and use them to expose the risks, and challenges your

company faces, so that you can gain from somebody else’s pain.

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HE RECOGNISED THE POWER OF THE LEADER'S PRESENCE, POSITION AND PERSUASION IN EVERY CORPORATE BATTLE

"The man who wants to lead the orchestra must turn his back on the crowd."
Max Lucado

As a leader, it is imperative that your presence be felt when you are speaking to a group, handling an issue, directing a meeting, speaking to people on the phone or tackling difficulties confronting your organisation.

People respond to more than just the leader's speech during moments of crisis, or in his handling of general matters. There are other things that can help a leader command the attention of people.

THE PRESENCE OF A LEADER IS OBSERVABLE IN HIS ABILITY TO:

A. Keep Eye Contact – remembering the importance of a personal connection with the audience so that they feel that he is there and knows what he is talking about.

B. Stand Tall – slouching on a chair or resting one's body on a rostrum as if tired are all suggestions that a leader does not recognise the power of carrying the people along. If you cannot align your body and relax before the people, if you are unable to plant your feet properly on the floor and maintain a strong posture, you give the impression that you are spineless in your ability to lead. This may sound like pop psychology, but these are the elements people look for behind your natural speech. It is therefore important to first establish your style, then develop yourself through training and you will come across to others much better instead of trying to be who you are not.

C. Show Up In The Present – By that we mean that your audience can read if you are mentally absent, i.e. if your mind is engaged with other matters. Giving your audience full attention will strengthen and buttress your ability to manage a crisis.

It would show that you are at ease with yourself. Some leaders can be preoccupied with the past or with projecting the future that they appear to have no desire to handle the present.

If you ruminate too much on the past, you can end up basing your life on fear.

As Israel confronted Amalek, Moses was the epitome of the kind of leader who knows what to do in corporate battles.

He radiated command. Leaders who have presence wear authority in such a

way that people know who is in charge. If you cannot do this, it will be difficult to carry the followers along. This does not take away the place of humility. There is a sense of humility shown by a leader, and yet people still recognise that he is in charge.

The presence of a leader should also suggest that he is a dealer in hope. Imagine Moses throwing his arms in the air, expressing worry or wringing his hands and announcing to the people that he does not have a clue what they should do about Amalek.

On the contrary, Moses' presence was inspiring, it brought hope, it gave the people a sense of possibility. The people knew that he had what it takes to bring the deliverance needed.

Victory over Amalek was certainly by divine intervention. However, before the divine takes over, people see the human who stands in front of them.

The leader's strategic positioning is about getting the appropriate credit for what he does and who he is, and projecting what makes him and his organisation different, and communicating this to various audiences.

The ability to position himself and the organisation is often what has changed the fortune of many a corporate body. A leader, who probably is a great achiever but is unable to project this publicly, may not be able to convince the world to believe in him and what he represents.

POSITIONING ONESELF MAY INCLUDE:

A. Be counted among thought leaders. In other words, a leader must begin to package himself as one of the new and emerging voices in his field.

B. A leader needs to develop a quality and unique work which convey fresh ideas, opinions and insight. We know a leader who is positioning himself to influence his world by the fact the he redefines, continuously thinks about the work that he does, analysis the current trends in that chosen field, debates issues and develops new concepts. These begin to make him to stand out and be recognised as a voice.

C. Write articles and papers for your chosen field, particularly on the fresh thoughts you have and the things you have achieved. This will make you to a contributor to the intellectual capital that will undergird the future of your discipline.

D. Give speeches. Leadership positioning in the corporate world would also mean that the influence of your leadership is felt in different places.

E. Use Media. Disseminating credible information and being available to answer questions that are coming up in that chosen field, all contribute to a leader positioning himself as an influential voice.

But there is no better way to position oneself as a leader and a leading thinker

in his chosen field than committing the concepts, ideas and new thoughts that he has into books.

When this is done, authorship opens doors and makes the media recognise you. Associations will want you to speak.

Through writing you go beyond speaking to just one more person, you make yourself a person who has positioned his work to influence the corporate world.

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LEADERS KNOW THE VALUE OF CELEBRATING EVERY VICTORY WON

"Celebrate your victories be verbal about it, haters will say you are bragging but those who love you will celebrate with you." ***Steve Maraboli***

Then the Lord said to Moses, "Write this for a memorial in the book and recount it in the hearing of Joshua, that I will utterly blot out the remembrance of Amalek from under heaven." And Moses built an altar and called its name, The-Lord-Is-My-Banner; ***Exodus 17:14-15***

IMAGINE WHAT HAPPENS WHEN A BUSINESS COMMITS TO A STRATEGIC OBJECT:

Everyone gets excited about the vision and the set goals. However, once it is achieved there is rarely ever an acknowledgement of the employees who made it happen. This can sometimes result in a loss of motivation and a lack of desire to work as hard as they did on the previous project.

The celebration of victory is a valuable opportunity to send a message to the employees that they are valued, appreciated and that they are the ones who have made the achievements of the organisation happen.

It is easy for businesses to focus on budgets, goals and strategies and neglect to acknowledge the achievements of the employees. The celebration of victory is recognition of accomplishment. The leader has not led in a vacuum nor has he achieved the goal on his own. A talented group of people worked with him. That group needs motivation.

The leader must realise that it is important to celebrate achievement. Celebration is good because people become battle weary if there is nothing to celebrate.

Leaders need to surround themselves with those who celebrate their achievements and things that are working for them.

And Moses told his father-in-law all that the Lord had done to Pharaoh and to the Egyptians for Israel's sake, all the hardship that had come upon them on the way, and how the Lord had delivered them. Then Jethro rejoiced for all the good which the Lord had done for Israel, whom He had delivered out of the hand of the Egyptians. ***Exodus 18:8-9***

Who you spend time with and who you talk to regularly, has a way of influencing your perspective. Not only do they influence your perspective, they can affect your health and increase your levels of achievement. Optimists release joy; pessimists do not.

An optimist expects happiness, success, pleasure as results which would follow. If you have pessimists around you, they replay negative thoughts which often lead to negative results. Looking for and surrounding yourself with those who support, encourage and inspire you is so important. A leader must limit the time he spends with those who drain, upset and frustrate.

While it is great to be available for everyone, it is important to also realise that you cannot give beyond the quality of person you are.

TO MAKE THIS HAPPEN, YOU PROBABLY NEED TO FIRST WORK ON YOURSELF:

A. By focusing on your own behaviour

If you are attracting negative people, the chances are you are sending out a negative message. And because that has become your default state, it is easy for you to attract people who share a similar feeling.

B. You must take inventory of the people who are in your life right now, from the professional to the casual

Take note of those who are negative in their perspective and those who continue to reproduce the positive around you. Then remove yourself from the situations where you are constantly pressurized to stay with the toxic and negative person. If it is possible to avoid such people totally, all the better for your journey as a leader.

People who put too much emphasis on the negative and stress how difficult things are often also very difficult to work with; they are people who increase stress.

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MOSES' FATHER-IN-LAW CONSTANTLY VISITED IN THE COURSE OF THEIR JOURNEY FROM EGYPT TO THE PROMISED LAND

His presence was a good influence for Moses. Most people looked up to Moses, but Moses, needed someone to look up to himself. He could not look up to just anyone, it had to be someone who both celebrated Moses' achievement and could also speak into his life.

When we surround ourselves with positive people, the negative begin to fizzle out. The positive enriches our lives, envelopes us with support, brings healing to areas of pain in our lives, gives us depth of understanding, challenges us to greater growth and helps us have a healthy love of ourselves.

There is nothing wrong with giving people the opportunity to come close and be friendly with you to a degree but it is important to see that the dreams, goals and values you hold dear, are only kept and opened in the presence of those who celebrate your achievement.

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HE RECOGNISED THAT EMPOWERING PEOPLE HELPS TO REDUCE THE WORKLOAD OF THE LEADER AND INCREASES PRODUCTIVITY

"There's a basic philosophy here that by empowering...workers you'll make their jobs far more interesting, and they'll be able to work at a higher level than they would have without all that information just a few clicks away." ***Bill Gates***

So Moses' father-in-law said to him, "The thing that you do is not good. Both you and these people who are with you will surely wear yourselves out. For this thing is too much for you; you are not able to perform it by yourself. Listen now to my voice; I will give you counsel, and God will be with you: Stand before God for the people, so that you may bring the difficulties to God. And you shall teach them the statutes and the laws, and show them the way in which they must walk and the work they must do. Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. ***Exodus 18:17-21***

If empowering others increases productivity and reduces stress for the leader, why do so many leaders ignore it?

The ***first*** possible reason is because leaders tend to like hogging the steering wheel. Possibly because once you hand over the wheel to someone else, you are not very sure what might happen next. It is just like being a back seat driver. If care is not taken, not even a professional Formula 1 Driver would be trusted.

The ***second*** reason why many leaders do not empower people is because the leaders are already very efficient with what they do. However, they lose sight of the need for someone else to be ready to do it. Not only when it is expedient but by way of developing other people for multiplication and expansion.

Thirdly, some leaders may feel like something is being given away. No matter how much people express their humility, they may not realise how easily their ego can come in and starve the organisation of its chance to develop other talents for the future.

A more salient reason is that leadership success makes the leader attractive to a certain number of people. However, his chances of influencing the people he needs to raise for the future may reduce. These reasons given, and many more, highlight the challenges of raising future leaders because not every leader

empowers as they should.

An empowering leader will put the need of the group he leads first. The empowering leader would serve the vision broadly and deeply enough to inspire other people to want to participate.

An empowering leader develops a strategy that has raising other leaders as one of its end goals.

An empowering leader uses a persuasive and not commanding approach. An empowering leader would see democracy as a good tool for challenging others to run with him and not a demon that reduces his power.

An empowering leader is aware of his fallibility but is prepared to take chances with people.

Empowering leaders are good learners and with such a heart, they are willing to apologise if they get it wrong and make amends if necessary. They keep power circulating.

How To Be An Empowering Leader

A. Create apprenticeships

An empowering leader is not afraid to create the right environment from which great oak trees will emerge; by feeding them with the right books, the right meetings, the right method of challenging and mentoring; and by helping them to hone their leadership skills.

B. Truly empowering leaders limit their own powers when it becomes necessary

This kind of leader does not chair every meeting; rather he is willing to be a committee member in some department under him.

C. Empower people by creating clear goals and objectives

Be clear with the vision and the objective and role people are to play and stand by them as they go through the process.

D. Teach them that it is okay to make a mistake

You can teach a protégé when they make a mistake, by turning it into an opportunity to learn.

E. Create and support a learning environment

This will enable people to handle things differently and achieve a different result in the future. Let people own the vision, the dream and the things the organisation is doing. You can empower people further by giving them a certain degree of authority or responsibility. This will demonstrate that you trust them. By so doing, the leader will be freed to find new horizons.

Finally, in empowering people, a leader must learn at some point to gracefully disappear from the scene and enter greater and better things.

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HE RECOGNISED THE NEED TO ESTABLISH LEVELS OF AUTHORITY

"It won't do away with hierarchy totally but the principal leader will be the person who most exemplifies the kind of organization behavior required, who is best able to create the conditions such organization require." ***Dee Hock***

Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. And let them judge the people at all times. Then it will be that every great matter they shall bring to you, but every small matter they themselves shall judge. So it will be easier for you, for they will bear the burden with you. ***Exodus 18:21-22***

The Bible only opposes illicit desire for position, particularly when it is for personal aggrandisement. Levels of authority are a necessity because they give people positions to aspire to.

The Bible does not speak against a good, honest aspiration to lead, and be in front. Rather, it teaches us to desire the office. The delegation of control and authority may either be done according to the level of the person's maturity or the willingness of the leader who delegates.

THERE ARE SEVEN LEVELS IN DELEGATING

A. Tell – This is making decisions and announcing it to people.

B. Sell – At this level the leader makes the decision but tries to sell the idea to a team so that they are carried along and feel motivated by their involvement.

C. Consult – People are invited to make a contribution and what they share is weighed carefully before a decision is made.

D. Agree – At this level of authority, the leader invites workers to join in discussions and everyone is made to agree before there is execution. This gives people a feeling that everyone has an equal say.

E. Advise – This is the level of authority where advice is given and people are left to make a decision, either to ignore the advice given, or to embrace it.

F. Inquire – This level of authority empowers people to speak their mind, express what motivates them and inform the leader of what they have decided to do.

G. Delegate – At this level, leadership leaves matters in the hand of a team to make a decision and abides with the decision made.

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HE RECOGNISED THE NEED TO PROMOTE PEOPLE ONLY FOR THE RIGHT REASONS

"Plenty of men can do good work for a spurt and with immediate promotion in mind, but for promotion you want a man in whom good work has become a habit." ***Henry L. Doherty***

And you shall teach them the statutes and the laws, and show them the way in which they must walk and the work they must do. Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. ***Exodus 18:20-21***

In leadership, promoting people from within the system is a great solution to vacancies, particularly, if there is someone or people who have shown leadership potential.

However, guard against promoting people for the wrong reasons, i.e. because they suck up to the leader and flatter those in authority or who have been in the organisation for a long time. These are not good reasons for putting them in a position of leadership.

IN ORDER TO DECIDE WHETHER A PERSON IS SUITABLE FOR THE NEXT LEVEL OF PROMOTION:

A. Examine their last level of obedience, or allegiance to the company's goal, vision, policy and leadership. Rebellion must never be elevated but crushed.

B. Consider a person for leadership only if it is good for the company and the team the person will work with. Some people have a high intelligence quotient but very low emotional intelligence or an ability to connect with people on an emotional level.

C. Consider if the person has a team approach to making decisions, or if you are elevating an autocratic person.

D. Evaluate how much respect they command from the other team members.

E. Decide whether this leader in the making is dedicated to the course, purpose or vision of the organisation. Do they see the overall mission and goal of the company as something that they embrace and are ready to serve? The leader in the making must also be matured enough so that the promotion does not go to their head.

When Moses went to the top of the mountain for 40 days, it is recorded that Joshua sat at the foot of the mountain waiting for him during that period.

It is important that when a person is committed to leadership, that he is unafraid to work hard or put in the extra hours when needed.

If anything, leadership quality is better demonstrated when you find a person who not only has the ability to perform the task, but also possess the extra ability to raise future leaders.

F. A leader, who is due for promotion, must show the ability to manage time and to delegate jobs to other members of the team. If there is any litmus test for this person, it must be their ability to easily transition from being a regular team member, to a team leader without victimising those they lead.

It has been known for a person to be elevated to the position of team leader and they immediately either relegate their fellow team members or ask them to leave. If the person is unable to lead comfortably without sacking everyone around them, then they may not be qualified for such elevation.

In summary, an organisation must first have a leadership development plan in place. The cost of high staff turnover, low productivity and low morale is often higher than when you have a system in place.

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HE RECOGNISED THE POWER OF APPEARANCE AND WHAT DIFFERENCE THE RIGHT DRESSING CAN MAKE FOR A LEADER

"Your appearance, attitude and confidence define you as a person." ***Lorii Myers***

And you shall make holy garments for Aaron your brother, for glory and for beauty. So you shall speak to all who are gifted artisans, whom I have filled with the spirit of wisdom, that they may make Aaron's garments, to consecrate him, that he may minister to Me as priest. ***Exodus 28:2-3***

Appearance determines your acceptance in the sight of many people. Joseph did not meet the Pharaoh until he had shaved, changed his garment and gotten ready. Esther was especially prepared in order to gain the favour of the King.

A man's appearance is the first book people read. Dressing makes the first impression and oftentimes a lasting one. Therefore, to dress in a professional manner can make a major difference to being promoted, or being passed over.

It is interesting to note that a lot of assumptions made about a person's ability to perform, are based on how they look or how they have dressed.

When a person dresses professionally they send a message of confidence and capability to those who are considering them for leadership.

Dressing appropriately brings respect. If you want to be taken seriously, it is important to avoid casual dressing for official times or in business settings. Rather, when you dress in a business or professional manner, you put your personal style into action and by so doing you have demanded respect.

It sends a message to your client. For example, if you are wearing Khaki trousers and T-Shirt on a business day, it makes your client think that it is your dress down or casual day.

Dressing in a way that commands respect as a leader goes beyond clothing alone, it also includes hair styling and even the type and amount of make-up and perfume used. A man should not have facial hair if he is not prepared to groom it very well. What is the use of having a forest on your face or head?

So remember, when you dress in a business and professional manner, you reflect a positive image of your company. It also makes people see you as trustworthy, knowledgeable and dependable. It gives your client the confidence to entrust you to manage things on their behalf.

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MOSES DILIGENTLY PURSUED AND SET ORDERLINESS IN PLACE IN ISRAEL

"Orderliness is having a sense of where things belong and how they relate to each other and keep them organized accordingly. When there is a place for everything and everything is in its place, then we are able to think and work effectively. We are also more able to work collaboratively to share tools and space with others." ***Anonymous***

It is possible for a leader, having advanced and matured through various training programmes, to overlook the disciplines it requires to be orderly and assume that everyone else has that same ability.

A leader's ability to structure what he says, does and demands of other people are ***'orders'***. When the Chief Executive of an organisation gives instructions it is called '***orders'***.

Orderliness is important because it helps productivity, advancement and achievement. It helps to achieve the goal of the organisation. When there is orderliness, increase, favour, growth and success become obvious. Order helps continuation and Moses diligently pursued and set order in place in Israel.

Disorder occurs in people's personal lives and in the organisation when promises are made but cannot be fulfilled; when people are hired to occupy positions they do not qualify for; when people are trusted to carry out an instruction, even though they are unworthy and unqualified.

The consequences of disorder are huge. Disorder creates pain, tragedies, accidents and even depression. The loss of time, money and energy due to disorder can ultimately lead to the failure of an organisation. Many of the accidents on our roads and the tragedies society faces, are a result of someone disrespecting the order put in place.

The ***first*** step in the leader's pursuit of order is to have a personal lifestyle that portrays it. In other words, the leader needs to first de-clutter his mind and think in an organised and productive way. Your mind is your most important resource. It can make you strong, confident and focused but when cluttered such a leader can become insecure, stressed and failing.

The ***second*** thing the leader needs to do is reverse every bad habit that may immediately hinder him from achieving the goal of challenging others to rise to a life of order and clear direction.

Bad habits of a leader could include procrastination, making excuses, poor

eating habits and lifestyle.

Create order by having a rhythm for life. Rhythmic living starts with planning the day and ensuring you have targeted goals for the day.

Within the organisation, a leader needs to let the people understand why processes are put in place.

Processes are meant to create order and order is necessary for increased productivity. Processes may include the establishment of deadlines as well as assigning specific tasks and responsibilities to certain individuals.

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LEADERSHIP MUST CONTINUE TO TOUCH BASE BY KEEPING THE DREAMS OF THE ORGANISATION

"Live your life each day as you would climb a mountain. An occasional glance toward the summit keeps the goal in mind, but many beautiful scenes are to be observed from each new vantage point. Climb slowly, steadily, enjoying each passing moment; and the view from the summit will serve as a fitting climax for the journey." ***Melchert, Harold V***

Now when the people saw that Moses delayed coming down from the mountain, the people gathered together to Aaron, and said to him, "Come, make us gods that shall go before us; for as for this Moses, the man who brought us up out of the land of Egypt, we do not know what has become of him." ***Exodus 32:1***

It is easy to get people to rally around a vision at the point of launch. However, keeping it alive and making it continue is equally important, otherwise it will not take long for somebody to drift away and miss the purpose, or the main reason for the existence of the organisation. Making the dream a living dream starts with writing it down.

Firstly, write the vision down. In other words, write it in such a way that everybody will be able to plug into it. Big corporations sometimes hang the statement of purpose of the organisation at vantage points where everyone is able to view and understand it.

Secondly, make people accountable for part of the vision. Ownership of the vision is not enough. The area which a person covers must also make you demand accountability.

Thirdly, adjust the areas of the vision that have already been achieved, if it is a time-based goal. Introduce new ideas that may have developed since the last time the vision was shared.

Fourthly, keeping the vision alive must also include envisioning success. Everyone in the organisation needs to learn how to positively protect and believe in the possibility of achieving the goals set. Every once in a while, there may be circumstances and obstacles that want to make the achievement of the vision difficult. It is important to accept these as a fact of life, however, continue to dream and pursue the fulfilment of the dream.

Next, you must learn to educate yourself and your subordinates by accessing fresh information, e.g. seminars that will renew the vision.

In conclusion, you must realise like ***Gail Devers*** said: *"Keep your dream [and] alive, understand [that] to achieve anything requires faith and belief in yourself, vision, hard work, determination and dedication. Remember all things are possible for those who believe."*

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LEADERSHIP MUST CREATE THE TEST FOR CHECKING PEOPLE'S LEVEL OF LOYALTY

"A woman's loyalty is tested when her husband is nothing; a man's loyalty is tested when he has everything." ***Anonymous***

"Then Moses stood in the entrance of the camp, and said, "Whoever is on the Lord's side—come to me!" And all the sons of Levi gathered themselves together to him." ***Exodus 32:26***

Moses leadership was tested several times. However, he also found it necessary to create a litmus test of people's loyalty. He found some degree of disloyalty from his own siblings, Aaron and Miriam, and the sons of Korah; namely Korah, Dathan and Abiram who also rose up against him, questioning his right to lead them.

WHAT IS LOYALTY?

It is the noble man's quality; a rare gem but that which makes a person an asset to anyone whom they serve.

When a person is loyal it shows in their obedience and sacrifice. They are people of compassion and always faithful, particularly to the lawful body, sovereignty or organisation they serve.

Loyalty is the demand of persons, families, groups, localities and countries. Everyone needs loyal people around them. Companies need loyal customers but above all leaders really do need loyal people around them. Loyal people will be honest and brave; they are not the kinds who deviate easily and their allegiance cannot be bought.

You need loyal people in order to feel comfortable, particularly in matters that have to do with the exclusive information that makes your organisation stand out. A loyal person can make sacrifices for the sake of the persons they serve, or their organisation. It takes loyalty to be able to serve your country to the point of death.

Today, loyalty is a rare gem. People easily shift allegiance; they have become fluid in their commitments. However, when we look through the annals of history, which feature the great commanders and administrators we admire, and the kings who have shaped the course of human history, we see individuals who have surrounded themselves with loyal people.

People who have found themselves failing, or have had their time as a leader cut short, have all in most cases suffered at the hands of disloyal followers.

How Does A Leader Raise Loyal People?

A. Make an offer that is difficult to reject

Let people know that there is a reward for truthful, faithful, honest and loyal service.

B. Keep your promises

Let people see you rewarding loyalty on a regular basis. Actions speak louder than the words.

C. Reward Loyalty

Not everyone needs to be in the forefront to show how loyal they are. Remember that loyalty can also be seen in the length of time a person chooses to serve, and in the way that they serve.

D. Engage People in Discussions

That way they get to contribute their thoughts, ideas, and creative solutions for making their job even better and helping the organisation to move forward.

Their loyalty level will increase because they feel a sense of pride and ownership. They are now helping to build the organisation.

E. Loyalty will be stronger in an atmosphere of communication.

Communicate! Communicate! Communicate!

Sharing the vision, values and the position of an organisation, is critical to making it move forward. It is important that people feel informed and that do not have to wait for information, nor will they receive it from 'outside-in'.

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A LEADER'S LEVEL OF EFFECTIVENESS IS DETERMINED BY THE ABILITY TO MAKE QUALITY DECISIONS

The quality of decision is like the well-timed swoop of a falcon which enables it to strike and destroy its victim." ***Sun Tzu***

Leaders have to make decisions every day. It is what makes them honoured and respected, particularly when the decision is highly influential and will make a significant difference.

Every day, as we open the newspapers, magazines and journals, we read about stories and matters that make us wonder *'how did somebody come to make such a decision?'* Some of the decisions seem bizarre, bad, or not for the good of an organisation. A leader's bad decision can negatively affect an organisation e.g. determining the eventual productivity.

All human beings make decisions but making good decisions that will increase effectiveness requires a certain skill set.

WHAT IS A DECISION?

A. It is making choices between alternatives.
B. A decision helps you arrive at a solution.
C. It brings an end to the uncertainty of a dispute.

WHEN PEOPLE MAKE DECISIONS, ONE OF THE FOLLOWING WORDS MAY COME UP:

A. Agreement
B. Choice
C. Arrangement
D. A compromise
E. A declaration
F. An outcome
G. A resolution

These words give a certain breadth and depth to the kind of decision that has been made. We live with it every day. Without decisions, almost nothing can be. You have to decide to get out of bed, to move on with life, to wear cloths, to brush teeth, etc.

As a matter of fact before a person is given responsibility in leadership, decision making must be major criteria in observing, or testing if a person is the right leader.

Part of the ways to test such a person is to determine why they need to make a decision, when they will declare their decision, how they will make the

decision work, who they will involve in the decision, how they will implement the decision and ultimately how to make choices when two conflicting values seem to present themselves.

> *"Then Moses stood in the entrance of the camp, and said, "Whoever is on the Lord's side—come to me!" And all the sons of Levi gathered themselves together to him."* ***Exodus 32:26***

When people are presented with a choice, good decision makers always expect greater outcomes, and when things go contrary to what they expect, good decision makers tend to evaluate things to see where they went wrong.

Leaders are distinguished as great decision makers who put a lot of thought into the process. For this reason, expectations of leaders are often high.

There has to be a lot of confidence in a leader's decision. As a result, a thorough and rigour method of decision making needs to be established.

How To Arrive At Process

This process will help in arriving at acceptable decisions. When choosing a pattern for making quality decisions as a leader, there must be alternatives. In other words**, '***Are there ways we can solve this problem, or tackle this matter?'*

You must proceed further to look at the consequences. Once you have narrowed down your choice, you must weigh up the pros and cons; the value to the organisation and the consequences of such a decision.

Having weighed the consequences, you must search for all the information you can get about each option you are considering. On the basis of this, you can then plan. Make detailed plans about how you will carry out your decision. For example, what you would do if one of the negative consequences you thought of occurs?

There are several ways to approach the subject of high quality decision making.

One of the methods may be:

A. To frame the problem or matter being resolved.

B. Choose the people who are to tackle the matter.

C. Find the best process with timelines on how to achieve it.

D. Create the alternatives to the matter at hand, or the various decisions to be made.

E. Define the value that it would bring to the organisation when the right decision is made.

F. Analyse the information all over again.

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GOOD LEADERSHIP AND QUALITY WORKMANSHIP RAISES THE LEVEL OF OUTPUT IN ANY ORGANISATION

"If you see a snake just kill it, don't appoint a committee on snakes." ***Henry Ross Perot***

The leader who manages highly skilled professionals must realise that oftentimes his team may know better than he does. In spite of this, the team still requires the appointed leader.

In such instances, the leader is there not to manage skills but the desires, needs and the challenges of the people. A highly skilled worker who is engrossed in what he is trained to do, needs a leader who demonstrates passion; passion to help him and passion to lead. As a result, the skilled professional observes the passion of his leader and remains motivated.

The ***second*** way a leader manages professional, is to help them hone the skills they will need in the future. At the moment, the professional is qualified in the work he does but he may need the presence, encouragement and strengthening of the leader in order to be groomed to serve in positions of responsibility either as a team leader, a group manager or director of another organisation in the future.

The ***third*** way may be to show that you value their time and are willing protect it on their behalf, instead of wasting it. Highly skilled professionals also like goals to be set for them. It is important to work with such people and develop daily, weekly, monthly and annual goals.

Finally, there should be communicated expectations of a high achiever, in terms of what is expected of them, from calls to appointments, dress codes, and the time they report to work. These are people who are themselves preparing to lead the organisation or other organisations in the future.

In effect, it is important to smoothen the path of such a person, and get them ready for a greater future by demanding excellence from them.

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MOSES AFFIRMED THE LEADERS UNDER HIM AS A WAY OF ENCOURAGING PRODUCTIVITY AND ACHIEVEMENT

"Do not primarily train men to work, train them to serve willingly and intelligently." ***James Cash Penny***

Then Moses looked over all the work, and indeed they had done it; as the Lord had commanded, just so they had done it. And Moses blessed them. ***Exodus 39:43***

Affirmation is a positive way of encouraging people to choose a particular way to live, or act. There can be self-affirmation where a person chooses to continuously affirm the good things they have achieved but within the context of our subject, a good leader uses various ways to affirm those who serve with him.

THESE INCLUDE:

A. Verbal affirmation. This is making statements that will encourage the hearer; telling them what value they bring to the organisation and how much they have helped productivity.

B. Actions which serve as affirmations. Continue to affirm the team, repeatedly tell them what value they bring and by so doing motivate them to achieve more. This will also prompt other people to praise the team's efforts.

A LEADER NEEDS TO LET THOSE WHO SERVE WITH HIM KNOW:

A. He is enthusiastic about them

B. He appreciates their outstanding qualities

C. He values the fact that they think, act and talk like leaders

D. He has noticed the good example they set

E. He believes they are natural leaders who are a positive inspiration to others,

Affirmation could include the fact that he thanks them for being good examples, achieving set targets and carrying out the exact instructions they are given.

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LIKE MOSES, LEADERSHIP MUST LEARN TO RISE TO PROMINENCE IN THE FACE OF IMPOSSIBLE OBSTACLES

"The ultimate measure of a man is not where he stands in moments of comfort and convenience but where he stands at times of challenge and controversy." ***Dr. Martin Luther King Jnr***

Sometimes the negative is brought to bear on the positive, in order to achieve a good result. Obstacles play a vital role in the formation of leadership.

Some of these obstacles have to do with the very thing that tries to stop a leader from attaining and becoming.

Some leaders never rise to become prominent because they feel guilty when it comes to taking responsibility, if they need to engage or delegate responsibility.

Some fail to lead from their area of strength and in the end they develop an ***'I can't do it'*** attitude. So they never rise to exceptional leadership or prominence because of the obstacles they refused to tackle.

If leadership is to rise, and obstacles are to be overcome, the leader needs to use the very energy contained in the obstacles to create the momentum and overcome and become stronger and better.

HOW MAY THIS BE DONE?

A. You need to turn your anger, fear and trepidation into the energy and determination you need to overcome.

B. You need to learn to stick with others and know that you are going to get through those obstacles once you make up your mind.

C. You need to ***work! work! work!*** As the opportunity presents itself until you achieve what you want.

Henry Ford said *"Obstacles are those frightful things you see when you take your eyes off your goal."*

Finally, it is very easy to succumb to the temptation to abide by different standards when the obstacles come. A good leader must be the kind of person who stays and chisels through the hard work until the way is made.

Both internal and external obstacles need to be overcome. The quality of a leader is reflected in the standards he sets for himself and others; he pursues doggedly until it is achieved.

In conclusion, greatness as a leader only emerges when you face a challenge and you find solutions instead of complaining when the end result is not as

positive as expected. And if you must make comparisons, let them be against yourself and not others. All men have their unique gifting and abilities. And beyond yourself, learn to pray.

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LEADERSHIP MUST RECOGNISE AND ENDURE THE HARD SEASONS OF LIFE

"Hard times don't create heroes; it is during the hard times when the hero within us is revealed." ***Bob Riley***

It is said that hard times create the best leaders. This may be an unproven statement, but certainly the quality of a person is often revealed by the gravity of what they go through. We do not see certain traits in a leader until tough times come – traits such as vision, passion, discipline and persistence.

One prominent trait to possess during tough times is resilience. **Resilience** is shown through confidence, purposefulness adaptation and the ability to muster social support.

Confidence in this case is not blind bravado, but an understanding that a good leader takes his organisation through the tunnel like a train driver does until he comes out into the light. Confidence causes a leader not to blame circumstances, market forces, or the times he finds himself in, instead, he focuses on using the very contrary wind blowing as a reason to soar.

THE BOTTOM LINE THEREFORE, IS HOW DO YOU LEAD IN DIFFICULT AND HARD TIMES?

A. Focus much of your energy on what will bring immediate results. Success in that which brings immediate results has a way of encouraging, elevating and empowering

B. Look for programmes that will make an immediate impact and cost less to run.

C. Spend more of your time with those who are your highest subordinates; people who will immediately help to turn things around. Spend less time on those who exasperate and take much of your strength

D. Install ideas and improvement teams; bring together a group who will generate ideas, then funnel the idea to a critical few who will begin to carry it out and get results

At such a time a leader should talk a lot more with his people. Let them know the challenges and the opportunities so that as they all are focused and they rally, they get strength from one another, instead of focussing only on the negative.

Time wasting, energy consuming and resource consuming parts of the organisation need to be cut off so that it can become lean and mean. Difficult times are also the best times to make your toughest moves and your greatest

decisions; so that once times change you are able to run with the fresh concepts and ideas that you have.

Leading in turbulent times can tear you apart and even destroy some leaders. Some have become completely lonely and others have become strong. However, once you become resolute and strong in your heart, and your vision is unbroken, then you will be able to reach your target and achieve your dream.

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HE CREATED A LITMUS TEST FOR THOSE WHO WOULD FOLLOW HIM

"While you, the leader, can teach many things, character is not taught easily to adults who arrive at your desk lacking it. Be cautious about taking on reclamation projects regardless of the talent they may possess. Have the courage to make character count among the qualities you seek in others." ***John Wooden***

It is important to have a method for measuring the degree of peoples' faithfulness and followership.

Selecting, developing and retaining people are part of the trickiest and most challenging tasks. When the rewards are high and lucrative everyone volunteers. People show us their strengths and not their flaws. Part of quality leadership is the ability to set a standard which people must rise to.

If a system for selecting the best people is not put in place, weaker people may take advantage and choices may go wrong.

HOW DO YOU SET A STANDARD OR CREATE A LITMUS TEST?

Before the choices are made the leader needs to:

A. Place a high importance on a protégé's ability to manage time. The person, who cannot manage the hours of a day, cannot manage a lifetime.

B. Understand the importance of quality service to the organisation and its clients.

C. Show a willingness to learn and to follow the policies, **principles and procedures of the organisation**. Once you bend the rules for a person because you are desperate to hire them, you will keep on bending over for them.

D. A high moral standard. In a world that has gone wrong with so many legal issues, for example when sexual overtures are made to a fellow employee, it is important that the organisation puts a strong emphasis on a high moral standard.

E. A potential protégé must be a **good team member and a team builder** who easily builds relationships with other people. If a person does not work well with the team, they will cause division.

F. Use psychometric tests to select future leaders. To leave it to Human Resource department, or those who serve under you, can create a major challenge. It is important to realise that a leader needs to create a system

which makes him feel and sense what kind of person he is about to work with. A process known as a pre-work interview may be required in order to effectively achieve this.

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MOSES RECOGNISED THE IMPORTANCE OF CREATING MILESTONES AS A LEADER

"Not every difficult and dangerous thing is suitable for training but only that which is conducive to success and achieving the object of our effort." ***Epictetus***

Milestones help us to know how close we are to our ultimate destination.

Moses had certain milestones which make us know that he truly arrived as a leader:

A. He was the greatest prophet Israel ever knew.

B. He was the one man said to have seen God face to face.

C. He was the one who was given the Ten Commandments, which is essentially a summary of all that people need to know in their relationship with God.

MILESTONES OF LEADERSHIP FULFIL TWO PURPOSES

Firstly, they help you know that you are on course and ***secondly***, they give indications that you are achieving.

THEY ARE SEVERAL MILESTONES IN THE JOURNEY TO LEADERSHIP:

The first milestone is the realisation that leadership is functional not positional. You are a leader when people follow you, even when you do not solicit it. This is your first milestone

The second milestone in leadership is when people begin to appoint, select or elect you to perform a role of managing other people and leading people through complex decisions. As a result you begin to rise in leadership and become a leader of leaders. This becomes an even greater pointer to the fact that you are more than a first line supervisor.

I have treated milestones here as pointers to the fact that you are going in the right direction. One must at this point add clearly defined goals as milestones. Goals re-energize, re-align and
re-focus. Having milestones along your journey will make your path smoother and make you focused in the journey.

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MOSES WAS FOCUSED AND FAITHFUL

"When you focus on being a blessing, God makes sure that you are always blessed in abundance." ***Joel Osteen***

Then He said, "Hear now My words: If there is a prophet among you, the Lord, make Myself known to him in a vision; I speak to him in a dream. Not so with My servant Moses; He is faithful in all My house. I speak with him face to face, Even plainly, and not in dark sayings; And he sees the form of the Lord. Why then were you not afraid to speak against My servant Moses?" ***Numbers 12:6-8 (NKJV)***

It is hard to find an equal to Moses; someone who faced the same degree of obstacles he faced leading a people with a slave mentality. Yet he was faithful and focused on his calling because he knew the One who assigned him to that work.

Many people are not scored highly by the person who committed a job to them, but Moses was scored highly by God.

One of the major reasons why many people are stopped on the way to achieving their vision is the lack of focus. Those who focus end up prospering and achieving their goals in spite of the obstacles they meet. On the other hand, a man without focus will be stopped by almost anything.

Every one of us needs to focus on certain areas of our lives. We need to focus on who we are and know our calling, so that we can become the best we are meant to be.

WE NEED TO ANSWER CERTAIN QUESTIONS SUCH AS:

A. What do we value most?
B. What do we worry about the most?
C. What do we talk about the most?
D. What kind of challenges do we face?
E. What have we done with our lives?
F. What would we like to do differently?
G. What are the ingredients that show our personal identity?
H. Which areas would we like to focus on, so that we can maximise and be the best?

Peoples' focus is often broken and a broken focus is the beginning of accidents. A man who is not focused when driving is likely to drive in the wrong direction.

A broken focus also affects the image we see. Imagine the man behind the

camera. Whether it is a still or moving camera, if the focus is broken the image seen will also be blurred.

When focus is broken we become too engaged with the pressures around us - finances, time, lack of balance in our lives and the challenges of our family.

Focus is the investment of time to achieve the best. Focus is what will help your natural talents evolve. It is using your strengths to do the best to achieve the best results. Your level of brilliance and greatness is only shown when you focus on your strength.

`Rolling stones'* they say *`gather no moss'; when a leader is focused their best comes out. You cannot be everything to every man. You do not know everything.

Quality leadership is seen in Moses. He became focused on what he knew to do best; leading the people through the wilderness to the chosen goal.

He had a style to make this happen; you have got to find your own style. You have got to start with that style and finish with it. Adjusting along the way, but making the main thing, the main thing.

Part of remaining focused is to also find people who will help you achieve the vision you have. People who will sing from the same hymn sheet as you do.

Then set boundaries. A man cannot drive on the motorway following any route he happens to find. He needs to have proper direction. He needs to choose his destination and focus on it. Leadership success is not an accident. It is as you focus that you arrive at it.

Focus on your goals. Having set them stay on them. Focus on the now; doing something now that you will be excited about.

Focus on the task at hand, do not be distracted. Keep your eyes on the things you are doing.

Focus on the positive. Everyday introduces its own negatives. Be thankful for the things you have. Be positive about life.

Focus on your main task. There may be several things to do but there is a task that rewards you and makes you achieve. However, this is not a call to myopia. Some people become so focused they get tunnel vision. They are unable to see other things.

YOU HAVE GOT TO FOCUS IN A POSITIVE WAY

A. See the future.

B. See achievement.

C. See possibilities.

Make room for innovation along your journey so that you do not suffer from myopia in the attempt to focus.

There are many benefits when you are focused: you are able to make an

impact and in the process of making an impact you see other opportunities and even achieve more.

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LEADERSHIP IS ABOUT GOOD TIME MANAGEMENT

"Nothing is a waste of time if you use the experience wisely." ***Rodin***
"For the Lord your God has blessed you in all the work of your hand. He knows your trudging through this great wilderness. These forty years the Lord your God has been with you; you have lacked nothing."' ***Deuteronomy 2:7 (NKJV)***
And Moses was eighty years old and Aaron eighty-three years old when they spoke to Pharaoh. ***Exodus 7:7(NKJV)***

Wikipedia.org defines time management as *`The act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity'.*

MANAGEMENT OF TIME ENCOMPASSES A WIDE SCOPE OF ACTIVITIES WHICH INCLUDE:

A. Planning, allocating, setting goals, delegation
B. An analysis of the time spent
C. Monitoring what you do
D. Organising yourself
E. Scheduling before you act
F. Prioritising certain things

A leader must know that quality time management is a necessity in any project and it will determine when the project is completed and the level of achievement. However, in leadership, time management is bigger than managing projects. The quality of your life is in proportion to the quality of the management of your God given time.

The only precious resource that you have been given to trade with on earth is time. There is no savings account for time. It has to be spent. Every fresh day allocates to us 24 hours. Many use it profitably or at a loss. When time is lost it cannot be replaced, renewed or replenished.

Nothing can be achieved by ignoring the time or how you use your time. Time is a major conduit for the achievement of purpose.

IF TIME IS THIS PRECIOUS WHY DO LEADERS AND OTHERS WASTE IT?

A. Firstly, because they fail to keep a list of what they want to do.
B. Secondly, they do not set personal goals and 'no goals no go'.
C. Thirdly, they do not know the importance of prioritising, so they run their lives and react as things happen. The ability to prioritise helps to enhance your life and skill.

D. Fourthly, they fail to manage distractions. There are things that happen spontaneously every day, particularly in leadership. A leader must have strategies for managing crises without putting all of his energy into crisis management alone.

E. The ***next reason*** why time is wasted is procrastination. This occurs when people focus on things that break their focus, instead of on the things that require and deserve their time right now.

F. Time is lost when you take on too much, particularly as a leader. When leaders rarely take breaks, it may seem like a good attitude and show an ability to do a lot, but it may actually be wearing the leader out and eventually reducing the quality of his impact or achievement.

SOME OF THE WAYS TO MANAGE YOUR LIFE AND TIME AS A LEADER IS TO:

A. Have activity logs so that you have things you wants to do during times of the day. This also trains those who work with you in this regard

B. Prioritise your to do lists so that you are able to take control of your life

C. Have action programmes. Things that must be done each day or things that you have set to do for the day, so that you can feel that you have been effective that day

D. Put financial value to your time. One of the ways to do this is to calculate how much money you attract for your organisation divided by 2000. The average worker works for 2000 hours a year. So, if you are a leader or a CEO whose organisation is worth $20 million, you need to divide $20 million by 2000 to know the value of your working hour. Therefore, you must be sure that the actions being carried out are bringing in an equal volume of funding.

E. Multi-task. Sometimes this may be a disadvantage, but it could also boost productivity to some degree. For example, typing on your laptop, whilst you are on the phone, probably using an earpiece. You are able to do two things at a time.

F. Leverage. Leveraging is using your time as a lever to lift. ***Archimedes said*** *"give me a lever long enough and a place to stand and I can move the earth"* To leverage with time you will need to delegate to others, so that you can do other things. There might be greater leverage if you train your team members to carry out certain endeavours without you being present. Leverage is further enhanced if you bring in consultants who can handle certain areas so that you can focus your time.

G. To manage time you also need to be organised. If you cannot organise a day, you cannot organise a week. If you cannot organise a week, you cannot organise a month. If cannot organise a month, you cannot organise a lifetime. Put priority on some things. Not everything requires your time as a leader. Do

not do everything; delegate some tasks. If you do things you are meant to delegate you will make your team emotional and organisational cripples.

In conclusion, 24 hours must be seen in the way it fits into a month. The month must be seen in the way it fits into the year, and the year into probably a five year goal and eventually a lifetime. Once you value time in this way, you are more able to correctly allocate your time to the task at hand. When you know how to value time prosperity will follow. Prosperity begins with you having a proper valuation of your time and 'selling' your personal time for what you know you are worth. When you go to work for an employer, what you are selling is your time and your skill. So your access way from your present into the future, is the vehicle of time. If you don’t manage that vehicle your journey may end abruptly.

Time is not forever. Value it. Use it properly. Know what to do less of and more of. If time were money, what should you be spending it on in order to achieve maximum satisfaction? Every improvement you make and every time you prioritise, is a step towards your destiny. For example, if you take a 20-minute tea break twice a day, 52 weeks of the year, that is 166 hours of the year wasted. So every moment counts.

What you input into today is determining the quality of your output tomorrow. So qualify everything around you in relation to your time. The people in your journey qualify your time, you must constantly update and ask yourself; *“If I had to make the choice again, in light of the value I now put on time, should I allow this person be in my journey?”*

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LEADERSHIP MUST RECOGNISE THAT AT THE CURVE OF EVERY CRISIS, IS AN IMMINENT CHANGE

"To improve is to change, to be perfect is to change often." ***Winston Churchill***

"Then he called for Moses and Aaron by night, and said, "Rise, go out from among my people, both you and the children of Israel. And go, serve the Lord as you have said. Also take your flocks and your herds, as you have said, and be gone; and bless me also." ***Exodus 12:31-32***

A crisis according to *Dictionary.com* is *a stage in a sequence of events at which the trend of all future events, especially for better or for worse, is determined.*

The Turning Point – It is a condition of instability or danger in leading. Crisis is inevitable, particularly because of the various dynamics involved – people, processes or the organisation, etc.

It must have been a major challenge for Moses to get the Pharaoh and the leadership of Israel to buy into the idea of the imminent change that would see the mould being broken and the Israelites being released from 430 years of slavery.

It must have been difficult for the Egyptians, who realised that they would now have to learn skills. This created a crisis. Every time a change is imminent, it brings about all kinds of crisis in an organisation.

Change in itself is inherently partly ambiguous; not everything is known about the future, it always contains shades of grey. Even if there are similarities with another organisation, the dynamics are different. Therefore, the outcome will be coloured by the peculiar situation in which the change is being initiated.

Like Moses, a leader who has to initiate, will need a reservoir of emotional, mental and physical energy to draw from, particularly if things do not according to plan.

Crisis is complicated by the fact that in the process of making a change, some things do not change easily. However, the way a leader responds to the attitudes and actions he is confronted with is a matter of choice.

The unfortunate thing is that some leaders do not know how to manage the change in crisis. They elevate their own position above the result they desire.

Effective change may require that the leader:

A. Spends time reflecting on his own core values while he is carrying out his duties. If you do not have a clear idea as to what you are doing, you will

not have the strength to continue, even if you meet resistance.

B. You may need to be persistent. Success usually has more to do with tenacity than genius. It is safe to assume that not every Israelite celebrated their departure from Egypt, because the only point of reference they had was that country. To them Israel was a story and myth, told them by their fathers.

C. A leader who is managing change in times of crisis has to be creative in the way he presents things and with the way he uses innovation to get everyone to buy into the change.

D. A leader will also have to think outside of the box. Part of the way to do this is to look for people who have managed change in a time of crisis. See what they did, how they did it and if possible consult with them.

E. In effecting change, a leader must see the big picture. Not the bird's eye view of little matters because a crisis brings other unplanned issues.

In planning to leave Egypt Moses had not thought of the small things like people wanting to take their flocks with them, children, the sanitary matters of 3 million people, managing water, food distribution, etc. However, at the curve of every crisis is always an imminent change.

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MOSES' LIFE SHOWS THAT A LEADER MUST IDENTIFY AND CONNECT WITH THE PEOPLE

"It's very easy for me to say what success is, I think success is connecting with an audience who understand you and have a dialogue with them." ***Lena Dunham***

A detached leader cannot make impact. A leader who is on a high horse needs to come down a level and, relate and befriend the people he leads. Regardless of status or fame, a leader must realise that he is just like the people before whom he stands. Only then can he be a true leader.

He needs to show the ability to connect with them: feel what they feel and show that he could be in their shoes at any time. Connecting is possible.

A LEADER MUST LEARN TO CONNECT WITH THE PEOPLE

A. By being genuine – If you do not have a genuine interest in people, it is no use claiming that you care about people or that you are there to serve.

B. By giving them attention – Every one of us loves and appreciates the people who take the time to show that we matter to them;, particularly when they do it with a personal touch.

C. Be available to help people – When we take the time to think about the people we are trying to connect with, and show that we are there for them and want to help, this gesture will never be forgotten. People never forget the individuals who were there for them in moments of trouble.

"Therefore say to the children of Israel: 'I am the Lord; I will bring you out from under the burdens of the Egyptians, I will rescue you from their bondage, and I will redeem you with an outstretched arm and with great judgments. I will take you as My people, and I will be your God. Then you shall know that I am the Lord your God who brings you out from under the burdens of the Egyptians." ***Exodus 6:6-7***

D. Develop a feeling of closeness – show that you are not only there to lead people but you are able to relate with them; a person who can laugh with them, joke with them, and talk with them. You can do this by spending time with them and showing that you are friendly.

When a leader shows his friendly side people see the humanity, his ability to help and they can immediately connect, or relate. So when the leader issues a challenge, it is not difficult for them to believe that what he says.

E. The last thing is to make a mark they cannot be easily forgotten – This is

so important. There are simple things that remain on people's minds. Your attendance at their daughter's wedding, being there for their son, helping to lift their spirit, sending a Christmas card, a simple recommendation or endorsement, noticing their emotional expression when they seem to be in their low spirit, all goes a long way.

A leader who is good at his job and works very hard but has not shown any sense of connection, may rather find that all his efforts are being rejected.

Until Moses simmered down and learnt the power of connection, he was rejected by the same people he had reason to help.

"So he looked this way and that way, and when he saw no one, he killed the Egyptian and hid him in the sand. And when he went out the second day, behold, two Hebrew men were fighting, and he said to the one who did the wrong, "Why are you striking your companion?" Then he said, "Who made you a prince and a judge over us? Do you intend to kill me as you killed the Egyptian?" So Moses feared and said, "Surely this thing is known!" ***Exodus 2:12-14***

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LEADERSHIP MUST KNOW THAT ORGANISATIONS CANNOT FULLY OPERATE WITHOUT CLEARLY DEFINED GROUND RULES

"There are three main ways in which to establish ground rules; teacher imposed, learner imposed and negotiation between teacher and learner." ***Atherton***

I attended an African primary school which was very big with 2000 children; break times were quite interesting. All the boys wanted to play soccer and with only two football pitches, it became very challenging.

Most times, we formed our own playing field and used our shirts as goal posts. It was always very difficult to really clearly see if the ball was in or out in a make-shift playing field.

A goal keeper would claim a ball went over the bar (really, the bar was invisible) and it was difficult to argue and prove the goal keeper wrong. The game always ended in arguments because there were no clearly defined ground rules. When ground rules are missing in an organisation, challenges are inevitable.

As soon as Israel stepped out of Egypt, God gave them the ground rules. He told them what would happen in the process of the journey, right down to who they could marry, hygiene laws and what meals they could eat. Even the meals prescribed were certainly the ones best for the arduous and difficult journey they were to take. Part of the responsibility of leadership is to establish ground rules.

HOW DO YOU DO THIS AND WHAT ARE THE BENEFITS?

Firstly, there must be a creation of ownership of the ground rules. People need to adopt and accept these principles as those which must guide and guard everyone. People cannot pick and choose.

Secondly, he must foster a culture of honesty. This includes the fact that people need to be able to speak their mind and not have to put up with certain things.

A leader must leave room for people to be able to be honest with themselves and the system; that way there can be a critical analysis of what is not working, rather than a blanket acceptance of things.

Ground rules include the need for everyone to assume collective responsibility. In other words when there is an agreement on certain things no one can opt out.

God told Israel about 30 different kinds of people they were forbidden to

marry. There were no exceptions to the rule. It may be hard for somebody to take but that is the essence of leadership; the ability to make things happen.

Thirdly, highlight the importance of developing and practicing listening skills as part of this organisation. Many times people do not realise that other voices deserve to be heard and respected.

These ground rules are so important. Ground rules protect you from error and violating people's fundamental human rights. It also helps the individual who is part of the organisation to recognise the need to flow with others, and not think that he has been made to conform by force.

There may be other ground rules established according to the organisation.

Certainly, part of the way to arrive at ground rules maybe to agree on what is to be done; where the organisation is going, and why the ground rules are necessary.

Ground rules are good and important because they aid in managing the organisation, they help to establish healthy relationships between people and set the boundaries which everyone recognises and respects. They know that crossing the boundaries will have repercussions.

Ground rules are great because they help to set an expected standard of behaviour. Without these parameters, lawlessness is inevitable.

Ground rules are what you might call the constitution that nations use to run themselves. For example, if everyone were allowed to drive on whatever side of the road they wished, there would be uncountable accidents on any given day.

These ground rules also help to deliver the leader from being seen as the policeman of the organisation; the one who has to run around and insists on certain things being done. When rules are already established, people know what to do and what is expected of them.

For a leadership team, part of the rules may include the rules of attendance, confidentiality, participation, courtesy, boundaries, etc.

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TOTAL QUALITY LEADERSHIP IS WHERE PRINCIPLES THAT ARE OUTSTANDING BECOME THE BASIS FOR GUIDING, EMPOWERING, SUPPORTING AND RUNNING AN ORGANISATION

"Management is doing things right; leadership is doing the right thing." ***Peter Drucker***

The emphasis in total quality leadership is creating the atmosphere for trust, openness and honest leadership and encouraging the development of quality in a way that improves the organisation through the vision of the leader.

The leader is at the steering wheel of such improvement. He sees it as his responsibility to make it possible, to keep it continuing, until every stakeholder finds greater satisfaction. It becomes an underwriting principle to see that quality is attended to in every area of the entire company.

Part of this quality is expressed in the empowerment of individuals in the organisation, the creation and raising of new leaders and the improvement of the services provided by the organisation.

To make this happen, the leader shares the knowledge he has, raises a team that works with him and then acts as a mentor. He instructs others to make this happen; he facilitates good processes so that everyone owns the vision. There is a provision of adequate information and the performance of individuals is regularly monitored.

Quality leadership also provides goals and allocates resources to get the goals met. Furthermore, total quality leadership also introduces a value driven leadership which is undergirded by honesty, integrity, a commitment to the promotion of progress, a celebration of those who do well in the organisation and giving people something to look forward to.

The difference between thriving organisations and the ones that are failing is often, leadership. The thriving organisation tends to have quality leadership; where the leader has shown through style and ability that they are there to empower, focus the people, encourage the pursuit of vision, share strategies and viewpoints for things to happen, and integrate discipline within the organisation. Poor leadership on the other hand, could be either because of absentee leadership, down to people who occupy positions because they have been elevated to a post they did not qualify for.

If an organisation is to go from good to great total quality leadership is the

answer.

Some of the ways to do this would be to design reward systems, which the leader himself enjoys implementing.

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A LEADER MUST BE EFFECTIVE IN SELLING THE VISION OF HIS ORGANISATION

"*Great leaders know how to make ambitious goals look doable."* ***John P Kotter***

"F*or the material they had was sufficient for all the work to be done—indeed too much."* ***Exodus 36:7***

Many times when we make a decision to buy things we use, such as cars, refrigerators or a house, it is not just the item that attracted us but the features that were described by those marketing it.

In the process of describing the various features that such a car has, for example, people are drawn in because of the total picture that has been painted. They have been given vision of what they wanted.

The temptation is to always present the benefit in a vision. However, sometimes, selling a vision that people will buy into, may start with what seems negative.

So, go beyond the benefits that the individual looks for as a leader. A leader must know how to show the challenges that a new idea is intended to resolve. This may require that he begins with the negative because sometimes, a negative picture can be very persuasive when used to embrace the positive.

For people to buy into a vision, it may become necessary to sell it from a negative standpoint as well. Selling a vision people buy into may also require that they answer certain questions.

Who are the people to buy into this vision? What will happen to them? What are the advantages of this vision towards their need? How do we demonstrate these advantages as outcomes that they will care about? What values do they hold and what is important to them? What will we need to change in order to get people to buy into a vision?

PEOPLE WILL BUY INTO A VISION

A. That you believe in as a leader. It is very easy for people to know if you believe in a vision, because they can tell as you explain it.

B. You will show that you understand it and your voice or action will reflect how passionate you are about it.

C. You need to be enthusiastic about the vision you are trying to ask people to buy into. This means effectively communicating it and using innovative ways to make the vision clear.

D. Be flexible. In other words, embrace change and respect the ideas of those

who buy into the vision.

E. Create a reward system for those who buy into your vision. This way they know that they are valued and appreciated. It is important to realise that in selling a vision, somebody is likely to have a different opinion or might even criticise it.

F. In leadership it is important to **make room for people who do not yet get it or believe it**

G. Paint a picture of the negative and the positive.

H. Explain the things you can achieve and the consequences of not making a change in good time. This tends to make people buy into such a vision.

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MOSES BUILT STRONG ALLIANCES

"It is a good thing to be rich, it is a good thing to be strong but it is a better thing to be beloved of many friends." ***Euripades***

An alliance is a merging of efforts or interests by persons, families, states, organisations, etc. It is a formal agreement between two people or nations, to co-operate for specific purposes. Basically, it is getting allies to stand with you, agree with you and make things happen.

Alliances are for coalition and building cooperation and collaboration, bringing people together for communion; creating an atmosphere of a concord.

The task of leadership before Moses was quite daunting; leading a nation out of another nation that had held it captive. Making this happen required that he built a network of relationships that would help him. Consider the place of Jethro, Aaron, Miriam, Joshua and the other leaders who stood with him. It could not have been possible for Moses to single-handedly shine as a leader if he did not know the importance of networking.

In this era of fast communication, such a skill is important for one's personal and professional life. This ability helps the leader to accomplish his vision and raise enough support to make him totally successful.

Beyond the immediate people around Moses, he also formed alliances with nations, in the course of the journey, as he moved on from Egypt to the Promised Land.

Forming alliances is important because it helps you to create mutually beneficial relationships, and platforms of opportunities for yourself and others.

Alliances help one to plug into the community, to establish strong business contacts, to learn the dynamics within the industry in which you are, to develop a large knowledge base and to facilitate greater professional development.

The contacts formed from alliances will become one of your strong bases for years to come. It will become your reference point for greater achievement and increase your learning in the area of your discipline.

However, in order not to waste your time and the time of those with whom you intend to form alliances, you need to ***firstly*** establish the purpose of the alliance.

Secondly, you need to be sure it is for your interest, or rather that it sparks your interest.

Thirdly, alliances may be a platform for you to help others and become a

resource centre for them. With this in mind, use alliances to understand the do’s and don’ts of your industry.

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MOSES FINISHED IN STYLE

"It is not true that nice guys finish last. Nice guys are winners before the game even starts." – ***Addison Walker***

How do you assess a man who did not quite have the chance to say goodbye? How do you assess a man who has no equal?

There are no examples or similarities to the work he did. Since Moses' ending was a tight rendezvous between him and God, with no one invited to the meeting of these two friends, it can be said that he finished with style.

FOR THE BENEFIT OF OUR STUDY LET US LOOK AT THE IMPORTANCE OF FINISHING WELL

Many leaders begin, but not all finish well. The racing track of leadership is littered with all kinds of leaders.

A. Those who finished 'so so'

B. The ones who finished, but without any reason for applause

C. And then there are those who finished well

What characterised those who finished well was that they maintained a vibrant and strong relationship with their Maker right to the end.

Moses may not exactly fit into this category immediately, knowing that his body became an item that an angel and a demon struggled over. But if we are looking for someone who finished well, Daniel would be a classic example.

There are not many controversies surrounding this man. If there are any, it would be the fact that he may have been silent when the three Hebrew men had to stand against the god of Nebuchadnezzar.

Over 800 leaders are mentioned in the Bible. 100 of them have enough data that can help us assess their leadership. 50 of them show from their evaluation that they did finish. Probably 30per cent of them finished well.

Another characteristic of these leaders who finished well is that they stood for the truth and this truth served as the bedrock of their conviction.

The third characteristic is that they leave behind contributions that cannot be overlooked. They walk with a sense of awareness of their destiny and fulfil some of their life goals.

For us to finish well we must aim and make it our goal to model a lifestyle worth emulating. We must envision the people we serve being impacted by our leadership. This is, after all, the end result of our leadership.