

The Moses Story

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Leadership Lessons on Transformation Learned from ...

One of the Greatest Leadership Stories Ever Told

As we move into the 21st Century we confront an urgent time and a sacred place for transformation. In this decade, America and the world provide a crucible for transformation the creation of whole new forms.

True transformation requires three ingredients:

- Urgency for Change
- A Sacred Place for Change
- Leadership for Change

This STORY is devoted to leadership for change. This gift is in response to the hundreds of requests I have received for my "Moses Story." In reality, this Biblical story of change and transformation is not mine, I lifted it from the Old Testament, with a Sheinberg interpretation!

Why Transformation?

The Five Books of Moses describe creation and transformation, leave-taking and wandering, search and exploration, learning the law and finding the new land. This is the kind of journey America is embarking upon in the 21st Century. Visionary leadership, the Quality Revolution and the creation of the Adhocracy are all a part of this transformation.

Dr. W. Edwards Deming's seminal book, **Out of the Crisis**, does not focus on quality, but on transformation. The first paragraph of the preface reads:

"The aim of this book is transformation of the style of American management. Transformation of American style of management is not a job of reconstruction, nor is it revision. It requires a whole new structure, from foundation upward. "Mutation" might be the word, except the "mutation" implies unordered spontaneity. Transformation must take place with directed effort. The aim of this book is to supply the direction." (1986:IX) Dr. W. Edwards Deming Out of the Crisis

Dr. Deming's often quoted "14 Points" are not simply fourteen points for managers (as often publicized), but in reality "PRINCIPLES FOR TRANSFORMATION OF WESTERN MANAGEMENT" (see Chapter 2, pages 18-96 in *Out of the Crisis*).

To understand Quality, to understand leadership for Change and to seize the opportunities of the 1990's, we must understand the form and pattern of transformation.

A Model for Transformation

Transformation is about radical change, revolutionary change, holistic change--about the creation of wholly new forms. Transformation is not strange, bizarre or unusual. Change, even transformational change, has a shape and pattern to it. Yes, chaos is a part of change (see Fig. 1), but all of transformational change is not chaotic. There is order even to chaos. Those individuals, those leaders, those organizations, those nations who are the first to see the "order in the chaos of change" will be the first to make the appropriate choices for the new order!

Creating the "new order" is no easy task. Yet, the new order is the outcome of a successful transformation. Recognizing and understanding the shape and pattern of change empowers us to have input into the process of transformation for the new order.

Paradigms

The concept of paradigms is a powerful tool in describing the shape and pattern of change. Paradigm is a term associated with Thomas S. Kuhn and "The Structure of Scientific Revolutions," (1962, 1972). A paradigm is a model, a pattern (Joel Barker), a world-view for defining one's reality. Thomas Kuhn used the term paradigm to refer to assumptions: assumptions we carry around in our heads, assumptions about the universe, assumptions about our discipline (he wrote about science), assumptions about our work, assumptions about people and assumptions about ourselves.

These assumptions shape our organizations, our lives and our behavior. Assumptions are just that, assumptions. Assumptions are not facts, not measurable, not verifiable. Yet, these assumptions are very powerful. They shape everything we think, say and do. Assumptions, or paradigms, are also very powerful in their staying power. Once a paradigm is in place, it is treated as a "given," the way of the world and is very resistant to change. The fact that people, organizations and governments resist change is not surprising. What often surprises me is that there are leaders, people and organizations that do make change happen, even make transformational change happen.

Transformation requires the challenging of the old paradigms and a "paradigm shift," the creation of a new paradigm. The difficult parts of the paradigm shift are breaking away from the old paradigm (that does not work as well as it used to) and surviving (Tom Peters says "thriving") in the "chaos of change." The chaos of change is that space, that emptiness, that neutral zone (William Bridges), that black hole, between the old ways of

seeing and responding to the world, the old paradigm and the creation of the new paradigm. Leading in the journey from the old to the new paradigm, building a bridge across the chaos of change, facilitating survival and thriving is the role of the LEADER (see Fig. 1).

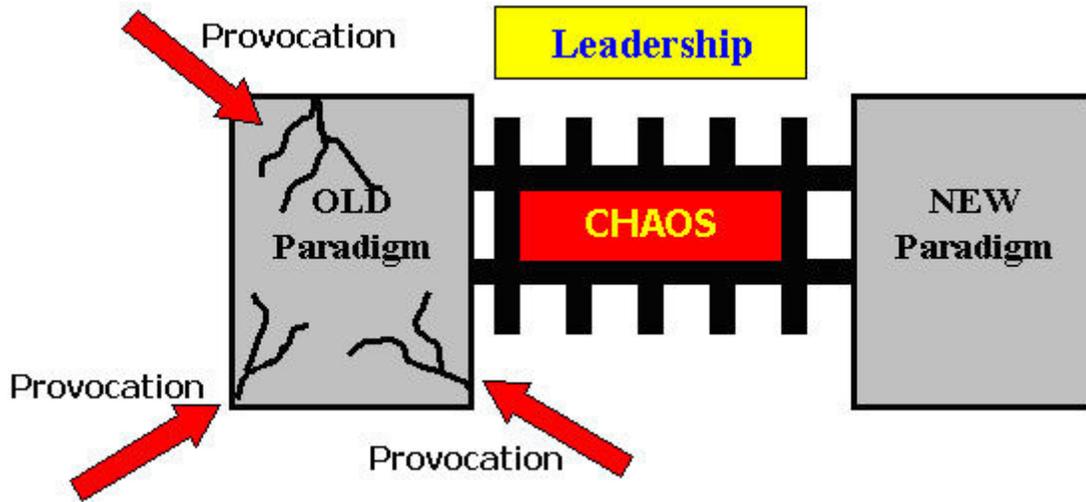


figure 1.

Provocation

Provocation

Provocation

OLD

Paradigm

NEW

Paradigm

Leadership

CHAOS

Many people talk of paradigm shifts, even describe paradigms and paradigm shifts (a good resource here is Joel Barker), some even admonish that we make paradigm shifts, but few tell us HOW!

THE MOSES STORY

The story of Moses tells us HOW. (Reference the 5 Books of Moses.) Moses was one of the greatest of leaders (so says the Bible). He led his people "out of the land of bondage," and through the "desert or wilderness," Biblical words for "chaos," into the "promised land--the land of milk and honey," the new paradigm.

The Environment

A leader always enters a situation not of his own making, but nonetheless a situation that provides the opportunity for transition and transformation. Let us explore the pre-existing situation that provided Moses with his opportunity for transformational leadership.

The Pharaoh's Dream

The story begins with the Pharaoh's dreams. One night, the Pharaoh was interrupted by a prophetic dream:

Genesis Chapter 41:

Verse 1 ...behold, he stood by the river.

Verse 2 And behold, there came up out of the river seven well favored kine and fat fleshed; and they fed in a meadow.

Verse 3 And behold, seven other kine came up after them out of the river, ill favored and leanfleshed; and stood by the other kine upon the brink of the river.

Verse 4 And the ill favored and leanfleshed kine did eat up the seven well favored and fat fleshed kine.

The Pharaoh awoke, but fell asleep again:

Genesis Chapter 41:

Verse 5 And he slept and dreamed the second time; and behold, seven ears of corn came up upon one stalk, rank and good.

Verse 6 And behold, seven thin ears and blasted with the east wind sprang up after them.

Verse 7 And the seven thin ears devoured the seven rank and full ears. And the Pharaoh awoke, and, behold, it was a dream.

The Pharaoh awoke and was troubled. He consulted with "all the magicians of Egypt, and all the wise men there of, but none could interpret his dream." He was referred by his chief butler to young Joseph, imprisoned in Egypt (you remember that story, Joseph and the coat of many colors). Two years before, while the butler was in prison, Joseph interpreted his dream, and the prophesy came to pass.

Hiring the Consultant

The Pharaoh summoned Joseph and told him of his dreams of cows and corn. Joseph listened and interpreted the Pharaoh's dream:

Genesis Chapter 41:

Verse 25 And Joseph said unto Pharaoh. The dream of Pharaoh is one. God has shown Pharaoh what he is about to do.

Verse 26 The seven good kine are seven years; and the seven good ears are seven years; the dream is one.

Verse 27 And the seven thin and ill favored kine that came up after them are seven years; and the seven empty ears blasted with the east wind shall be seven years of famine.

The Pharaoh accepted Joseph's rendering of his dreams. And the Pharaoh put Joseph second in command to him. The Pharaoh also put Joseph in charge of the first Quality Improvement Team to create and implement a long-term storage system for grain in Egypt.

Joseph and the people of Egypt did store food during the seven years of plenty. And in seven years the famine came to pass.

During the famine, the Egyptians had food and Egypt grew extremely wealthy since they were able to sell the food to the many people and nations that had not anticipated the famine. Other than the Egyptians, no other nations had stored food in the seven years of plenty and all would have starved without Egypt.

Leadership Lesson 1

As the leader (Pharaoh) you must anticipate the future. Only by anticipating the future can you take action in the present to take advantage of the future.

To anticipate the future, the leader must listen to his/her "inner voice" and trust the information.

It is also important to have the right consultant! The consultant is not only an advisor, but an active player in helping the leader to prepare for the future. (it is a good thing that, Joseph did not need a procurement request, was not put on competitive bid, or had to appear on the approved list of consultants, or history may have been altogether different.)

Joseph prospered along with Egypt (maybe there is a lesson here for consultants). Joseph did so well in Egypt that during the famine he was able to invite his family, father, Jacob and twelve brothers (the same brothers that sold Joseph into slavery) and their families, to move from Canaan (where the people were starving) to Egypt (the land of plenty).

Enslavement, or

"You Don't Always Do Better Than Your Father Did"

Generations passed. Joseph died. Yet, his family and his father's family continued to grow and prosper in Egypt:

Exodus Chapter 1:

Verse 7 And the children of Israel were fruitful, and increased abundantly and multiplied, and waxed exceeding mighty; and the land was filled with them.

The new Pharaoh had not known Joseph, but did recognize that the children of Israel were growing by leaps and bounds:

Exodus Chapter 1:

Verse 9 And he said unto his people, Behold, the people of the children of Israel are more and mightier than we ...

Verse 11 Therefore they did set over them taskmasters to afflict them with their burdens. And they built for Pharaoh treasure cities.

Verse 14 And they made their lives bitter with hard bondage, in mortar and in brick and in all manner of service in the field; all their service, wherein they made them serve, was with rigor.

The children of Israel were enslaved and oppressed for hundreds of years.

Leadership Lesson 2

Your past successes do not ensure your success in the future. Although Joseph had been a great prophet and great leader, his contributions in a new environment were forgotten.

In time, God heard the cries of the children of Israel and he called upon Moses (the Hebrew child saved by the Pharaoh), a "stranger in a strange land" (Exodus, 2) to

liberate "his people."

Exodus Chapter 3:

Verse 2 And the angel of the Lord appeared unto him in a flame of fire out of the midst of a bush, and he looked, and behold the brash burned with fire, and the bush was not consumed.

Verse 8 And I am come down to deliver them out of the land of the Egyptians and to bring them up out of that land into a good land and a large, unto a land flowing with milk and honey

And,

Verse 10 Come now therefore and I will send thee unto Pharaoh, that thou mayest bring forth my people the children of Israel out of Egypt.

Leadership Lesson 3

Leadership starts at the TOP! The Hebrews prayed for liberation for hundreds of years, but it was not until God decided to initiate the change action that the process of change became a reality.

The Vision, "the land of milk and honey" is the responsibility of the leadership.

God Empowers Moses

Moses questioned his selection as a change agent, also his ability to confront the Pharaoh and the credibility to lead the Hebrews.

Exodus Chapter 3:

Verse 11 And Moses said unto God, Who Am I, that I should go unto Pharaoh and that I should bring for the children of Israel out of Egypt.

And,

Exodus Chapter 4:

Verse 1 And Moses answered and said, But behold they will not believe me, nor hearken unto my voice: for they will say, the Lord hath not appeared unto thee.

Recognizing Moses' reservation, God empowered Moses to take action, to perform miracles, to speak for God. The Lord said to Moses, "You will stretch out your shepherd's staff and My own power will cause mighty miracles to happen" (Exodus, 4).

Moses still protested:

Exodus Chapter 4:

Verse 10 ... O my Lord, I am not eloquent... I am slow of speech, and of slow tongue.

The Lord sent Aaron, the brother of Moses, to speak for Moses. Yet, the Lord admonished Moses ... thou shall speak unto him, and put words in his mouth; and I will be with thy mouth; and will teach you what ye shall do.

Leadership Lesson 4

Leaders are often called to lead. Leaders are often chosen because they are "strangers in a strange land." They are willing to challenge the system.

Leadership relies on an "act of faith." The individual must believe in him/her, in the rightness of their journey, in the "power" they possess and in the power of the rod to make change happen (the power of the Lord in this case). They must be empowered and empower others (Aaron, the brother of Moses). Leaders enlist the help and support of others. Leaders need not be eloquent or even charismatic (as witnessed by Moses' speech impediment), but they must have good communicators working with them.

God Hardened the Heart of the Pharaoh,

or Change is Never Easy

As instructed by God, Moses and Aaron traveled to Egypt. They tried to work with the old leadership. Moses and Aaron requested that he free the Hebrews to serve God. The Pharaoh's response was to increase the burden of the children of Israel.

Moses and Aaron returned to the Pharaoh and provided a "sign" from God. Aaron turned his rod into a serpent (as God had showed Moses on the mountain).

Exodus Chapter 8:

Verse 10 And Moses and Aaron went on unto Pharaoh and they did so as the Lord had commanded: and Aaron cast down his rod before Pharaoh and before his servants and it became a serpent.

Verse 11 The Pharaoh also called the wise men and the sorcerers: now the magicians of Egypt, they also did in like manner with their enchantments.

Verse 12 For they cast down every man his rod, and they became serpents, but Aaron's rod swallowed up their rods.

But, "Pharaoh's heart is hardened, he refuseth to let the people go." There were other "signs" ... the river of blood (yet, the Pharaoh's heart was hardened.) and then ... frogs. The Pharaoh agreed to let the children of Israel go into the wilderness to serve God "if only the frogs would depart from thee." Yet, "when the Pharaoh saw that there was respite, he hardened his heart and hardened not until them (he changed his mind).."

The other signs were:

lice

Yet, the Pharaoh's heart was hardened.

... and swarms of flies

... and the death of the cattle

... and boils

... and hail (and fire)

... and locusts

... and darkness

Yet, the Pharaoh's heart was hardened.

Leadership Lesson 5

The leader must continue to challenge the old paradigm and to anticipate resistance. Old leaders, the Pharaoh, often find it difficult to see beyond the old paradigm. In the Pharaoh's paradigm the Hebrews are servants of the Pharaoh, not of God.

The leader must be able to provide "signs" that the competition can not and do not do. As the Pharaoh's magicians and wizards also turned their rods into serpents.

You had better make sure your competition can not do the same magic tricks cheaper, quicker and more abundantly than you can.

All the other signs provided by Moses and Aaron the Pharaoh's wizards could not do.

When times got tough, i.e. frogs, boils, hail, locusts, darkness, the old leader, Pharaoh agreed to let the Hebrews go into the wilderness to sacrifice to their God, but also put restrictions on the change; or when the urgency was removed (i.e. Moses asked God to kill the frogs) the Pharaoh changed his mind and returned to the old way.

Why did God continue to harden the heart of the Pharaoh? The Hebrews could not stay tethered to Egypt or be dependent on the Pharaoh, who saw them as slaves. They could not become free men and women and remain in Egypt. The Hebrews would have to make "the journey of transformation," to wander through the wilderness for decades, before they would have the souls of freedom and reside in the promised land.

Calling Upon the Angel of Death:

Creating a Real Sense of Urgency

Moses, doing the work of the Lord, brought the tenth and final plague to Egypt by calling upon the Angel of Death. This created the ultimate urgency for change:

Exodus Chapter 12:

Verse 29 And it came to pass, that at midnight the Lord smote all the firstborn in the land of Egypt, from the firstborn of Pharaoh that sat on his throne unto the firstborn of the captive that was in the dungeon; and all the firstborn of cattle(the Hebrews were spared)

Verse 30 And the Pharaoh rose up in the night, and he and all his

servants, and all the Egyptians; and there was a great cry in Egypt; for there was not a house where there was not one dead

Verse 31 And he called for Moses and Aaron by night, and said, Rise up, and get you forth from among my people, both ye and the children of Israel; and go, serve the Lord, as ye have said

Verse 32 Also take your flocks and your herds, as ye have said, and be gone; and bless me also.

Verse 33 And the Egyptians were urgent upon the people that they might send him out of the land in haste; for they said, We be all dead men.

The children of Israel fled into the wilderness. And God led them..."a pillar of cloud by day, a pillar of fire by night, from before the people."

Leadership Lesson 6

The leader, Pharaoh, waited for a catastrophic event to provoke significant change. (Really good leadership should anticipate the event and initiate change before the disaster strikes.) Pharaoh had significant warning (9 signs), but waited for the "Angel of Death" to provoke/allow the Hebrews to leave. Egypt's next generation of men were destroyed (all males, man and beast).

The "Angel of Death" can destroy the future of the workforce or even of the company--do not wait too long!

The Parting of the Red Sea, or

"You Cannot Go Home Again!"

Yet, God hardened the heart of the Pharaoh.

Exodus Chapter 14:

Verse 5 And it was told the king of Egypt that the people fled; and the heart of Pharaoh and of his servants was turned against the people, and they said, Why have we done this, that we have let Israel go from serving us?

And,

Verse 8 And the Lord hardened the heart of the Pharaoh King of Egypt, and he pursued after the children of Israel went out with a high hand.

The children of Israel saw the Egyptians marching toward them and they were afraid.

They cried out unto the Lord (the first of many, many "complaints"); they told Moses that they should have remained in Egypt!

Exodus Chapter 14:

Verse 11 And they said unto Moses, Because there were no graves in Egypt, has thou taken us away to die in the wilderness? wherefore hast thou dealt thus with us, to carry us forth out of Egypt?

Verse 12 Is not this the word that we did tell thee in Egypt, saying, Let us alone, that we may serve the Egyptians? For it had been better for us to serve the Egyptians, than that we should die in the wilderness.

The leader, Moses, quieted the people, admonished them to have faith and told them the Lord would lead the way. The Lord empowered Moses to part the waters.

Exodus Chapter 14:

Verse 14 The Lord shall fight for you, and ye shall hold your peace.

Verse 15 And the Lord said unto Moses, Wherefore criest thou unto me? speak unto the children of Israel, that they may go forward:

Verse 16 But lift thou up thy rod and stretch out thine hand over the sea, and divide it; and the children of Israel shall go on dry ground through the midst of the sea.

With a wall of water on either side, the Hebrews walked upon the dry river-bed, through the Red Sea, to safety in the wilderness. With a wave of Moses' rod, the waters of the Red Sea came together again drowning the Pharaoh, his servants and chariots that followed the children of Israel into the wilderness:

Exodus Chapter 15:

Verse 19 For the horse of the Pharaoh went in with his chariots, and with his horsemen into the sea, and the Lord brought again the waters of the sea upon them; but the children of Israel went on dry land in the midst of the sea.

Leadership Lesson 7

Leadership that cannot let go is doomed. Even in the grip of the "Angel of Death," in the agony of the death of his own and all Egypt's first-born sons, the Pharaoh could not let go. He could not break away from the old paradigm that the children of Israel were to serve Pharaoh, not God. In following the children of Israel into the wilderness, the Pharaoh and his armies were doomed. Egypt's leadership was destroyed.

The children of Israel really did not want to let go of the old paradigm either. Although they wanted to be free, they too found it difficult to let go.

At the first sign of difficulty with the Egyptians in hot pursuit, the Hebrews began to complain, "murmur," Biblical for "bitch." The followers complained to the Lord and to Moses that they never should have left Egypt. Better to die in the old paradigm, a familiar world, than in the chaos or wilderness between the old and the new.

Leadership leads. Once the journey has begun (remember: this requires urgency and vision), the Lord provided guidance and direction ... "a pillar of cloud by day, a pillar of fire by night."

Moses uses his rod (the Power of God) to part the water, to part the Red Sea. This is the first of many ways that leadership "paves the way."

The leader must destroy the old paradigm completely. Of course, the children of Israel took their knowledge of Egypt with them; they built on the old paradigm. Yet, the drowning of the Pharaoh was a powerful manifestation of the death of the power of the old paradigm.

Leadership burns its bridges back, or to put it another way, insures the people will not be able to "step in the same river twice." Bringing back the waters of the Red Sea not only destroyed the power of the old paradigm, but also insured that unless those Hebrews could walk on water, they would not return to the old paradigm.

They Murmured, and Murmured, and Murmured, and ...

Is it necessary to destroy the old paradigm and burn your bridges? You bet! The wilderness or desert (what Tom Peters calls the "chaos") are difficult, frightening, intimidating and harsh---hot by day, cold by night. To escape the difficulties of the desert, the old paradigm (no matter how bad it was remember: the Hebrews were slaves!) starts to look better and better. The old paradigm lives in their memory, is recreated in retrospect, and develops a "pull" of its own.

Did the children of Israel want to go back? You bet! They murmured and wanted to go back to Egypt at every difficulty ... when they were thirsty, when they were hungry, when they were tired of bread and wanted meat, when they were frightened, when they were not getting to their Vision fast enough, when they were almost there (to the promised land), and ten of the twelve scouts said that the promised land was full of giants and if they tried to enter, all of the children of Israel would be killed.

Exodus Chapter 15:

Verse 22 So Moses brought Israel from the Red Sea, and they went out into the wilderness of Shur; and they went three days into the wilderness, and found no water

Verse 24 And the people murmured against Moses, saying, What shall we drink?

Exodus Chapter 16:

Verse 2 And the whole congregation of the children of Israel murmured against Moses and Aaron in the wilderness:

Verse 3 And the children of Israel said unto them, Would to God we had died by the hand of the Lord in the land of Egypt, when we sat by the flesh pots, and when we did eat bread to the full, for yea have brought us forth into this wilderness, to kill this whole assembly with hunger.

Exodus Chapter 17:

Verse 2 Wherefore the people did chide with Moses, and said, Give us water that we may drink. And Moses said unto them, Why chide ye with me? Wherefore do ye tempt the Lord?

Verse 3 And the people thirsted there for water; and the people murmured against Moses, and said, Wherefore is this that thou hast brought us up out of Egypt, to kill us and our children and our cattle with thirst?

Even after many years of "wandering," when almost upon their Vision ("the promised land"), the children of Israel continued to complain, to murmur, to "bitch."

Close to the promised land, the Lord told Moses to send twelve spies to search the land of Canaan, which I give unto the children of Israel; of every tribe of their fathers shall ye send a man, everyone a ruler among them."

When the spies returned, ten among the leaders of the children of Israel, lost sight of the Vision, and gave a bad report:

Numbers Chapter 13:

Verse 32 And they brought up an evil report of the land which they had searched unto the children of Israel, saying, The land through which we have gone to search it; is a land that eateth up the inhabitants thereof; and all the people that we saw in it are men of a great stature.

Verse 33 And there we saw the giants, the sons of Anal, which came of the giants; and we were in our own sight as grasshoppers, and so we were in their sight.

And how did the children of Israel respond to the negative perceptions of these ten "leaders"? You guessed it! They murmured ... big time, and wanted to return to Egypt:

Numbers Chapter 14:

Verse 2 And all the children of Israel murmured against Moses and against Aaron; and the whole congregation said unto them. Would God that we had died in the land of Egypt! or would God we had died in this wilderness!

Verse 3 And wherefore hath the Lord brought us unto this land, to fall by the sword, that our wives and our children should be a prey? were it not better for us to return unto Egypt?

Verse 4 And they said one to another, Let us make a captain, and let us return to Egypt.

And the "leaders" under Moses rose up against him when the Vision once again appeared illusive.

Numbers Chapter 16:

Verse 2 And they rose up before Moses, with certain of the children of Israel, two hundred and fifty princes of the assembly, famous in the congregation, men of renown.

And,

Verse 13 It is a small thing that thou hast brought us up out of a land that floweth with milk and honey, to kill us in the wilderness, except thou make thyself altogether a prince over us?

Verse 14 Moreover thou hast not brought us into a land that floweth with milk and honey, or given us inheritance of fields and vineyards; wilt thou put out the eyes of these men? we will not come up.

Leadership Lesson 8

Leaders must destroy the old paradigm. The urge to "go back" is strong, a constant pull back to the old safety, the old security, the stability, the old assurances (even a slave is fed, clothed and housed three hots and a flop").

The old paradigm still lives in the minds of the people and is continually reconstructed. Note: in the final analysis, the children of Israel described Egypt as "the land of milk and honey."

Leaders must recognize that no matter how well they lead (even with the guiding hand of God), people DO NOT LIKE CHANGE. The people do not like the chaos of change, the desert or wilderness, and they will complain constantly.

Leaders must anticipate insurrection. There will be those who challenge, those who complain, those who will organize to go back, and those with different Visions. Once again, the power of the Vision is reinforced ... knowing where you are going and constantly reminding the people of the Vision, will dispel the nay sayers, the complainers and those with alternative Visions.

A Sanity Check for Moses

Jethro, Moses' father-in-law, joined Moses and the children of Israel in the wilderness. Jethro had a keen eye and he noticed that Moses had taken the full burden of leadership upon himself alone. Jethro observed:

Exodus Chapter 18:

Verse 13 And it came to pass on the morrow, that Moses sat to judge the people; and the people stood by Moses from the morning unto evening.

Verse 14 And when Moses' father-in-law saw all that he did to the people, he said, What is this thing that thou doest to the people? why sittest thou thyself alone, and all the people stand by thee from morning until evening?

Verse 15 And Moses said unto his father-in-law, Became the people come unto me to inquire about God.

Verse 16 When they have a matter, they come unto me; and I judge between one and another, and I do make them know the statutes of God; and his laws.

Verse 17 And Moses' father-in-law said unto him, The thing that thou doest is not good.

Verse 18 Thou will surely wear away, both thou, and this people that is with thee; for this thing is too heavy for thee; thou art not able to perform it thyself alone.

Verse 19 Harken now unto my voice, I will give thee counsel, and God shall be with thee. Be thou for the people to God-ward, that thou mayest bring the causes unto God:

Verse 21 Moreover thou shalt provide out of all the people able men, such as fear God, men of truth, hating covetousness, and place such over them, to be rulers of thousands, and rulers of hundreds, rulers of fifties, rulers of tens;

Verse 22 And let them judge the people at all seasons; and it shall be, that every great matter they shall bring unto thee, but every small matter they shall judge; so that it be easier for thyself, and they shall bear the burden with thee.

Verse 23 If thou shalt do this thing, and God command thee so, than thou shalt be able to endure, and all this people shall go to their place in peace.

Verse 25 And Moses chose able men out of all Israel, and made them heads over the people, rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens.

Leadership Lesson 9

Even the best of leaders periodically needs a "sanity check" from an external source. Even a good leader can overburden himself with the demands of leadership and must pull away to examine the situation. A true leader is more a teacher than a judge.

To lead in times of transformational change, the leader must empower others to join into the responsibilities of leadership. Yet, as Jethro admonished Moses, the leader must select those he/she empowers carefully (not covetousness).

Leaders must exist at every level, over thousands, over hundreds, over fifties, over tens.

Don't Leave People in the Wilderness,

or The Story of the Golden Calf

Moses ascended the mount to "commune" with God, to receive the law, a set of guiding principles (the Ten Commandments) and a strategy for the journey through the

wilderness. As Moses left his people in the wilderness, they quickly forgot the words of the Lord and digressed into their old ways, they "corrupted themselves."

Exodus Chapter 32:

Verse 1 And when the people saw that Moses delayed to come down out of the mount, the people gathered themselves together unto Aaron, and said unto him, Up, make us gods, which shall go before us; for as for this Moses, the man that brought us up out of the land of Egypt, we wot not what is become of him.

Verse 19 And it came to pass, as soon as he came nigh unto the camp, that he saw the calf, and the dancing: and Moses' anger waxed hot, and he cast the tables out of his hands, and brake them beneath the mount.

Verse 20 And he took the calf which they had made, and burnt it in the fire, and ground it to powder, and strawed it upon the water, and made the children of Israel drink of it.

Leadership Lesson 10

Leadership must remain visible at all times. When leadership leaves the people in the wilderness without direction, without a set of guiding principles, without "the law," and a strategy for the journey, they will truly become lost.

When the people "corrupt themselves," the leader must intercede, completely destroy the graven idols (What are the graven idols or golden calves worshipped in your organization?) and refocus the people on the purpose of the journey--to attain the Vision, reach the "promised land."

Only the Optimists Enter the Promised Land

Of the "founding fathers," only Caleb and Joshua entered the promised land. Along with them, the children born in the desert the next generation. Joshua and Caleb entered the promised land because they were the only two optimists of the twelve spies that returned from Canaan. Upon hearing the negative reports of their fellow spies, Joshua, the son of Nun, and Caleb the son of Jephunneh, "rent their clothes."

Numbers Chapter 14:

Verse 7 And they spake unto all the company of the children of Israel, saying, The land, which we passed through to search it, is an exceeding good land.

Verse 8 If the Lord delight in us, then he will bring us into this land, and give it us; a land which floweth with milk and honey.

Verse 9 Only rebel not ye against the Lord neither fear ye the people of the land; for they are bread for us: their defence is departed from them, and the Lord is with us: fear them not.

And what is the response of the group to the optimists?

Exodus Chapter 14:

Verse 10 But all of the congregation bade stone them with stones. And the glory of the Lord appeared in the tabernacle of the congregation before all the children of Israel.

The murmuring of the Hebrews kept them wandering in the wilderness. Their murmurings and their lack of faith in God and in their leadership, kept all save two of the founding fathers, from entering the promised land:

Numbers Chapter 14:

Verse 26 And the Lord spake unto Moses and unto Aaron, saying, 27 How long shall I bear with this evil congregation, which murmur against me? I have heard the murmurings of the children of Israel, which they murmur against me.

Verse 28 Say unto them, As truly as I live, saith the Lord, as ye have spoken in mine ears, so will I do to you:

Verse 29 Your carcasses shall fall in this wilderness; and all that were numbered of you, according to your whole number, from twenty years old an upward, which have murmured against me,

Verse 30 Doubtless ye shall not come into the land, concerning which I sware to make you dwell therein, save Caleb the son of Jephunneh, and Joshua the son of Nun.

Verse 31 But your little ones, which ye said should be a prey, them will I bring them in, and they shall know the land which ye have despised.

Verse 32 But as for you, your carcasses, they shall fall in this wilderness.

Verse 33 And your children shall wander in the wilderness forty years and bear you whoredoms, until your carcasses be wasted in the wilderness.

Verse 34 After the number of the days in which ye searched the land even forty days, each day for a year, shall ye bear your iniquities, even forty years, and ye shall know my breach of promise.

Leadership Lesson 11

The journey of transformation requires faith, trust and optimism ...and the optimists savor the success of the new paradigm.

Optimists are those who are not deterred. Those who do not lose sight of the Vision.

Optimists usually have to challenge the majority and present "unpopular" but accurate view points.

Are the optimists rewarded for their efforts? Yes and no.

No, not by the people who wanted to stone Joshua and Caleb, and would have if the Lord had not intervened.

Yes, by the Lord. Only the optimists were allowed to enter the promised land.

A lack of faith, disbelief and "murmuring" are what kept the children of Israel wandering in the wilderness for forty years not distance!

It took forty years for the old generation to die, the generation with souls of slaves. It took forty years for the new generation to develop, the generation with the souls of free men and women.

Succession, or Constancy of Leadership

Moses knew he would not live long enough to enter the promised land, and asked God for his replacement.

Numbers Chapter 27:

Verse 15 And Moses spake unto the Lord saying,

Verse 16 Let the Lord, the God of the spirits of all flesh, set a man over the congregation,

Verse 17 Which may go out before them, and which may go in before them, and which may lead them out, and which may bring them in; that the congregation of the Lord be not as sheep which have no shepherd.

Verse 18 And the Lord said unto Moses, Take thee Joshua the son of Nun, a man in whom is the spirit, and lay thine hand upon him;

Verse 19 And set him before Eleazar the priest, and before all the congregation; and give them a charge in their sight.

Verse 20 And thou shalt put some of thine honour upon him, that all the congregation of the children of Israel may be obedient.

Verse 21 And he shall stand before Eleazar the priest, who shall ask counsel for him after the judgment of Urim before the Lord: at his word shall they go out, and at his word they shall come in, both he, and all the children of Israel with him, even all the congregation.

Verse 22 And Moses did as the Lord commanded him: and he took Joshua, and set him before Eleazar the priest, and before all the congregation:

Verse 23 And he laid his hands upon him, and gave him a charge, as the Lord commanded by the hand of Moses.

Leadership Lesson 12

Good leadership recognizes the importance of constancy of leadership (one of Dr. Deming's major concerns).

Good leadership "bridges" his/her leadership with an effective succession strategy, picking a successor early enough in the process to pass the mantle over time, and for the leader to give the successor "the charge" in the sight of the followers.

It is often the new leader, anointed in the wilderness, which leads the people into the new paradigm.

In this final lesson, the leadership that leads in times of transformation is different from the leadership for the new paradigm.

The Leadership Lesson of All Leadership Lessons

-The Mother of Leadership

Change is never easy! Transformational change is the most difficult! Great changes require (demand) great leadership.

Great leaders know the skills of great leadership.

- Use your intuitions
- Hire the right consultant
- Anticipate change
- Create the urgency for change
- Create an inspired and inspiring Vision
- Destroy the old paradigm
- Prohibit a return to the old paradigm
- Recognize that the people will "murmur" (complain)
- Destroy the "graven idols"
- Provide guidance in the wilderness -- Vision, guiding principles, "the law," goals, measures
- Share the burden of leadership

- Find and encourage optimists
- Create and implement a succession plan

The most difficult leadership lesson to assimilate is that the leaders for the transformation are not usually the leaders, or even the people of the new paradigm. The real reason for this difference is both time (change takes time) and skills. The skills for leadership during transformation are different than the skills required for leading in the new form.

But, take heart. If you are currently leading an organization in transformation or are one of the senior people in your organization (who will not see the promised land), you have a unique opportunity to provide some necessary and valuable gifts for the 21st century. America is at a sacred moment for transformation. You can, you must provide great leadership.

Your tasks are:

- Challenge the old paradigm
- Provide guidance in the chaos of change
- Put two people in your place who are better than you, two born in the wilderness, who will enter the promised land for America - America's next generation

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