

When Leaders Atone • Parshat Shmini

Ane, m e mj opened pin Bookl n/c a ed b a licen ed p chologi -The M e m of Fail e i a collec ion of pojec and pod c f om a o nd he, o ld ha opped-I_ea o a k/"Wha, e e he hinking , i h hind igh -I_ha de o ecogni, e ha ome fail e n in o inno a ion -The m e mi de igned o help people ake a meaningf l look a mi ake and i k and accep ha he e i of en pog e hidden in fail e-B no al, a -Some ime /fail e i j a o l c hing eali, a ion ha i eli ed again and again-

In he ancien, old/fail e, a of en ackno, ledged and a oned fo, ih he gi ing of a aci ce-A aci ce cold no e e o e a e a mi ake b c ea ed a i ali, ed b eak f om i ha eq i ed a igni can lo o en ncia ion f om he gi e / le alone he animal-When, e e he, od aci ce oda /, e all mean ha omeone i ead o gi e p ome hing of pe onal impo ance fo a belief o an ideal o o achie e a pa ic la e l-On ome le el/he gi ing ha oh o be meaningf l-

The la onding all ac i ce in Vayikra/
he book of Le i ic /a e highl de ailed-Mo he
Halbe al/in hi book On Sacrifice e plain ha
i al/in he ca e of ac i ce /"i an a emp o
g apple, i h he inhe en np edic abili of
ejec ion-When, e gi e a gif o God, he he o
of hank o g il/i i no like a h man gif c cleIn a h man gif e change/I gi e a gif o o on he
p e mp ion ha /, hen he occa ion call fo i /

o , ill do he ame fo me a pa of a no ma i e ocial anda d-I _ an e p e ion of ocial capi al-B , hen a pe on gi e a gif o God o o an a ho i g e he e i no e pec a ion of ecip oci -We gi e gif o pe io o eek hei app o al o appea e hem o o p o el e in hei good g ace no o ge a ecip ocal oken of hei a ec ion-Wi h ch gif , e migh , o ha he gif , ill be igno ed o e en ejec ed a , a he ca e fo Cain ea l in Gene i " o Cain and hi o e ing God paid no heed-Cain, a m ch di e ed and hi face fell Ge- Some ime a in he o of Cain no e plana ion fo hi di mi al i o e ed-

To a oid ejec ion in ch gif gi ing, e do a m ch e ea ch a, e can o ge i igh -Halbe al ea on ha all he de ail and p o ocol abo ac i ce ela ed in he book of Vayikra e e a a "hield fo he h man app oaching God-An change in he p o ocol migh be le hal The one, ho i o e ing a ac i ce, i hed o appea befo e God, o be made i ible And e being in he po ligh befo e po, e can be e if ing- Halbe al, a n ha ho e ac i cing ho ld no ha e ", ongl p e med in imac, i h he Di ine, he, a ha, o of Aa on_did-

In hi, eek. To ah eading Shmini Mo e aid "Thi i, ha God ha commanded ha o do ha he P e ence of God ma appea o o -Then Mo e aid o Aa on Come fo, a d o he al a and ac i ce o in o e ing and o b n o e ing making e pia ion fo o elf and fo

he people and ac i ce he people o e ing and make e pia ion fo hem/a God ha commanded_ Le -•' . Thi m ha e been ing Halbe al. e plana ion, he mo e if ing ac i ce of all-Pa of Aa on_ job a a Kohen Gadol/ a High P ie / , a o eek e pia ion fo him elf and hi people-Fail e, a a med, i h he job de c ip ion-I _ impo ible o e e o he a a leade and no make h nd ed of mi ake /a Rabbi Jona han Sack, o e in Lessons in Leadership, "Leade make mi ake - Tha i an occ pa ional ha, a d of he ole-Manage follo he le b leade nd hem el e in i a ion fo, hich he e a e no le "The Une pec ed Leade / Vayigash -Whe e he e a e no clea g ideline o p eceden / el on common en e/in inc /and leade m e pe ience-I _ ea o ge i , ong-

Rabbi Ab aham Ibn E. a. commen a on Le -• e plain Aa on_ ole he e "The e i a di ine command ha o make a onemen fo o and fo all of he people-Yo, ill a one fo o , i h a in o e ing b llock-Af e, a d o, ill a one fo he cong ega ion b o e ing he people_ ac i ce/fo a pe on canno a one fo ano he nle he ha been p i ed f om all in- I no onl ha a leade m be clean ed of in in o de o ep e en o he on he al a in o de o achie e a onemen / he leade m confe hi -Leade migh complain abo o o n in beli le hei follo e o ega d hem el e a pe io -The a onemen ac i ce onl, o ked ca alog ed hi o n beca e he High P ie an g e ion / making him h mbl a a e of hi q n mallne befo e he confe ed on behalf of he people-

Imagine, fo a momen if all leade oda in e e eld had a da of a onemen, hen he had o pend an entire da boh e ec ing on and confe ing hei mi ake and ca ing he, ongdoing of ho e he e e o ha he migh a k fo gi ene -Pe hap man of oda candal in ol ing he na ci i ic/e en c iminal

beha io of poli ician /CEO /celeb i a hle e / and en e aine migh be kep in be e check-S ch leade do no ake e pon ibili fo o he beca e he al o do no feel acco n able hem el e -E e da /e e ne, pape ca ie ch headline -

In con a / he High P ie i acco n able fo him elf and fo e e one el e-I _ an a oni hing model of leade hip-Gi o d Thoma vin hi a icle "Leade Take All The Blame and Gi e A a All The C edi Ma Anni, i e ha leade " ake e pon ibili — fo EVERYTHING-The n each mi ep in o an oppo ni o lea n f om he mi ake in ead of poin ing g e he p ll he h mb and a k hem el e , ha co ld I ha e done di e en l _ In a o al hif of mind e / leade " nd a le on hile o he onl ee ap oblem-The pia el add e bo dina e _mi ake , i h hem/b blame p blicl, i ho di en -If omeone lipped p, he pick hem p, he don_poin he nge and pa he blame-

The g ea e ac of e pon ibili a a leade i o hold he mi ake of o he a o o n-On he one hand/leade canno be liable fo e e fail e of hi o he follo e -On he o he hand/e pon ible leade m al, a e ec on he p oblem in a c l e ha he a e l ima el e pon ible fo b a king h ee e en ial q e ion

I he e an hing I co ld ha e done o *prevent* hi p oblem

Wha did I contribute o hi p oblem Po ibl b igno ing i o no aking i e io l eno gh
Wha can I learn f om he, a I handled hi p oblem ha migh p e en fail e in he f e
Ul ima el a leade i al, a a lea ne, ho nde and he impo ance of di ec iona e ec ionand co e co ec iona

So, ha fail e ha e o e pe ienced ha been o g ea e eache