



When Leaders Atone • Parshat Shmini

An emj opened pin Book n
c a ed b a licen ed p chologi -The M e m
of Fail e i a collec ion of p ojec and p od 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 p oge hidden in
fail e-B no a 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 , o ld fail e, a of en
ackno ledged and a oned fo , i h he gi ing of
a ac i ce-A ac i ce co ld 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, o d
ac i ce oda , e all mean ha ome one i
ead o gi e p ome hing of pe onal impo ance
fo a beliefo an ideal o o achie e a pa ic la
e l -On ome le el he gi ing ha o h o be
meaningf l-

The la o nding all ac i ce in Va ikra/
he book of Le i ic a e highl de ailed-Mo he
Halbe al/in hi book On Sacri ce e plain ha
i al/in he ca e of ac i ce “i an a emp o
g apple, i h he in he 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 cle-
In 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 op 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 a 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 ali o e ed-

To a oid ejec ion in ch gif gi ing, e do a
m ch e ea cha , e can oge i igh -Halbe al
ea on ha all he de ail and p oocol abo
ac i ce ela ed in he book of Va ikra e e a
a hield fo he h man app oaching God-An
change in he p oocol migh be le ha The one
ho i o e ing a ac i ce, i hed o appea befo e
God o be made i ibl e And e being in he
po ligh befo e p q 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 commaned 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 follq 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 / *Va igash* -
Whe e he e a e no clea g ideline o p eceden /
leade m el on common en e/in inc /and
e pe ience-I _ ea oge i , ong-

Rabbi Ab aham Ibn E. a. commen a on Le -
e plain Aa on. ole he e "The ei a di ine
command ha o make a onemen fo o elf
and fo all of he people-Yo , ill a one fo o elf
i h a in o e ing b llock-Afe, 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
q n in -Leade migh complain abo o
beli le hei follq e o ega d hem el e a
pe io -The a onemen ac i ce onl , o ked
beca e he High P ie ca alog ed hi q n
an ge 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 *en ire* da bo h 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 neq 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 /in hi a icle
"Leade Take All The Blame and Gi e A a All
The C edi Ma /... , 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 a p oblem-The p i a el add e hei
bo dina e _mi ake , i h hem/b ake he
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 gea e ac of e pon ibili a a leade i
o hold he mi ake of o he a o q n-On
he one hand/leade canno be liable fo e e
fail e of hi o he follq e -On he o he hand/
e pon ible leade m a 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 *pre. en*
hi p oblem

Wha did I *con rib* e 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 a a a lea ne , ho
nde and he impo ance of di ec ion/
e ec ion/and co e co ec ion-

So, ha fail e ha e o e pe ienced ha _ been
o gea e eache