

Leadership Teachings by History Superman of the World, Cyrus the Great (Leadership Skills) (Derived from a Doctoral Dissertation Entitled “The Iranian Leadership Model Based on the Cyrus the Great Teachings”)

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Abstract: Benefiting from reliable sources, according to the assumptions in the field of three general components leadership and based on inductive content analysis, among 128 extractive teachings, 44 leadership skills teachings were recognized. Using the snowball method in the unknown statistical population of experts, 13 experts were involved in the implementation of the Delphi technique stages. The reliability of questionnaire with Cronbach’s alpha coefficient of 0/961 was confirmed. In the final stage of Delphi, in the area of leadership skills, 11 variable were detected “important” which using TOPSIS technique, the skills of “strategic thinking”, “lack of contempt of race, gender, ethnic and linguistic minorities and social rights”, “clarity and clearness of message”, “attention to human resource management”, “commitment to participate” “to learn from the folly of other”, “self-management and anger control”, “false acceptance”, “refraining from creating anxiety among the people”, “spreading thinking opportunity and ability to think independently among the people” and “partnership benefits”, respectively are the highest and lowest rank among the selected skills of the leadership.

Key words: Leadership, leadership model, the teachings of Cyrus the great, leadership skills, commitment

INTRODUCTION

The management knowledge in our country historically has a long history. One of the historical documents is Xenophon’s “Cyropaedia” (derived from a doctoral dissertation entitled “The Iranian leadership model based on the Cyrus the great teachings”) which was interested by ancient Roman to the extent that in the opinion of people like “Kao” and “Cicero” massive government based on law and justice glorious and truth on the basis of Cyrus administrative practices can be established (Abbaszadegan, 2009). Undoubtedly establishing the first court state first and ruling a vast territory in 2,500 years ago with that geographical spans with the and cultural diversity without having distinguishing of human being-God characteristic without habits of thought and worthwhile belief without a plan without adherence to the highlight principles and rules is impossible.

Statement of the problem: It may be said that the old management has no advice for us, because this management style is appropriate for that time but it should

be acknowledged in oriental (eastern) culture all the main strategies to manage large-scale are there (Xenophon, 2011). From the management and leadership perspective this question is raised whether the use of force and bayonet was enough to creating and handle of that or human and administrative mechanisms and advanced and leadership styles have been used to run an empire? (Hosseini-Berr, 2009).

Considering the extreme authority of Cyrus as the first outstanding director of Supreme Court featured and the geographical spread of Persia and cultural diversity and conditions of that time, certainly, Cyrus management has been function of a template (pattern). The identification of such a model was the principal of research work to determine beside the characteristics and principles of leadership what leadership skills in Cyrus had a role in this success?

The importance and necessity of research: What is certain is that despite cultural richness, the society knowledge of Iran historical myths is at the very level. Conducting such a research for the first time in the community with a novel and innovative way can

proposes a practical and applied model in accordance with Iranian culture to the world and community managers. Understanding the Cyrus the great leadership skills in every respects informative. Because:

- Recommendation of last school of management science (contingency) to emphasis on the indigenous elements
- Need to local patterns of leadership
- Inefficiency of many theories of leadership inside the country
- Research vacuum in the field of indigenous pattern of leadership consistent with the cultural principles of society
- Iranians very little knowledge about historical myths of Iran
- Cyrus the Great, founder of the first state court in the world and 87th influential man of all time
- Attention to every aspect of modern leadership and modern management in ancient Iran
- Successful managers modeling in the world (the managers of world's largest bureaucracies (Thomas Jefferson, the third president of America who today in the west he is remembered as a successful manager has inspired his leadership style from Cyropaedia (Cyrus education) from the leadership of Cyrus the great
- The importance and lasting value of achievements remained of the past
- Rationalism, liberalism and openness of Achaemenid Cyrus, the pattern of today and ancient world

The main purpose: identifying and ranking of leadership skills based on the teachings of the leader Cyrus the great

Secondary objectives:

- The extraction and explain of important teachings of Cyrus the great in leadership skills
- Ranking of important leadership skills based on the teachings of Cyrus the great

The main question: How is the importance of the Iranian leadership skills based on the teachings of Cyrus?

Secondary and special questions:

- What are the important lessons of Cyrus the great in the area of leadership skills?
- How is the importance of leadership skills component based on the similarity index?

MATERIALS AND METHODS

This research based on the goal for emphasis is a fundamental research. In terms of nature and method is deductive content analysis. For content analysis various stages are passed, including.

First step: The preparation phase (coding and extract the addresses mentioned of any teaching) to identify and extract the teachings of the leadership of Cyrus the great, first the data by library method and by referring to documents, books and credible historical sources were took notes. After extracting concepts and teachings and explanation of the concept in the introduction of any doctrine (teaching), the experts were asked to rate the appropriateness of each category with desired teachings by selecting the number 1-9. In the Delphi questionnaire on the nine options spectrum, options 1 and 9, respectively represent the lowest and highest appropriateness of each teaching with expressed category in every area from the perspective of experts.

Second step: The examination and explanation of management issues representing any concept or doctrine within the framework of existing assumption regardless of the environment and operating conditions, leaders by right understanding and correct application of the three components in leadership can be efficient and successful. Therefore, using of library studies and according to conducted research, among the 128 extractive teachings, 44 cases of it is related to leadership skills (subject).

Third stage: The processing of collected data based on the sub-stages of following.

Delphi implementation:

- Specifying the leadership skills that 55% of experts recognized them important (first stage)
- Specifying the leadership skills that 65% of experts recognized them important (second stage)
- Specifying the leadership skills that 75% of experts recognized them important (third stage)
- three-stage Delphi tests
- Ranking of variables based on similarity to ideal solution (TOPSIS)

Population and statistical sample: In quantitative analysis because of the uncertainty of the population and restrictions on access to experts and geographical distribution, snowball sampling method has been used.

Methods and tools for collecting and analyzing data: In collecting data Eastern and greek sources have been

used. To identify variables, the researchers by asking questions on each of the extracted factors derived from the teachings of Cyrus the great with nine options specifies which indexes is more important in the view of “experts”. Given that in the first stage of Delphi, it is clear that one of the factors are accepted or rejected by experts in the second stage, the result of the first stage was also reflected to experts to those factors which were rejected at the first stage (in the case of rejected by experts on prior stage or stages), be removed. This was done to reach a consensus and convergence in decision making.

Reliability and validity: Considering the limited access to primary sources, second hand sources and close to first hand sources such as the writings of ancient and modern history-journalists have been used and through comparison of existing historical documents with other documents and relevant historical evidence, they were matched with intellectual standards to through internal and external review of historical documents and sources, the validity of research is measured. As well as to enhance the credibility of work in the classification of variables in the form of key components using the Delphi technique, the variables in the form of questions were designed and by expert and experienced members was verified and revised. The components were extracted from the scientific literature based on the three components of leadership and evaluated by experts. Cronbach’s alpha coefficient for the whole questions of questionnaire is 0/961 and for questions of leadership skills is 0/906 indicating high reliability of the questions of questionnaire.

RESULTS AND DISCUSSION

Identifying and extracting the teachings introducing Cyrus the great leadership skills: About the life and character and the rule of Cyrus the great, some resources are necessary that will lead us to a better understanding of him. The most important life resources of Cyrus the great include: Eastern sources, Greek sources. The most important Eastern sources include: Nabonidus Chronicle, the Cyrus Cylinder. Even linguistic research on two pieces of fossilized horse bones at the Museum of the Forbidden City of China, led the detection of Chinese version of Cyrus Cylinder. These bones date back to the reign of the Achaemenid dates. Undoubtedly, the Cyrus Cylinder is a valuable historical document and evidence.

Iran reports about Cyrus can be divided into three categories: narratives of lovers, narratives by the opposition, moderates’ narrative. In the ancient Greek sources talked about Achaemenid Cyrus, most notably

are “Herodotus”, “Ctesias” and “Xenophon”. Herodotus more than a century and Xenophon and Ctesias that are contemporary <2 centuries have had distance the time of the Achaemenid (Zarrinkub, 2011). Xenophon to comply with the young Cyrus, reported the Cyrus the great lovers narrative; Ctesias to comply with dominant atmosphere of Artaxerxes II, narrated Cyrus opponents and Herodotus, Cyrus influenced by moderate nature and reasonable character of Darius which continued until the time of the Achaemenid Artaxerxes I, expressed moderates and moderates narrative about Cyrus (Zarrinkub, 2011). In addition to Xenophon, Herodotus’ writings are somewhat reliable and modern archaeological research in some cases, support his statements. But Ctesias writings are storytelling. However, all of the writings Ctesias can’t be ignored because he spent a long time in Achaemenid era of Iran and had relationship with many of Achaemenids. The extracting of teachings of Cyrus the great, the expression variables representing each doctrine in the field of leadership skills and presentation explaining the category introducing each teaching.

Teachings or lessons learned from the occurred experience are not concrete results from the experience of problem solving but are laws, rules, principles, secrets and codes that are causing results. After extracting lessons learned from reliable sources (right column of Table 1 is expressed with references) to analyze the teachings of Cyrus the Great, first the management words that can explain and introduces each of the doctrine were extracted. Then the appropriateness of any teaching with modern management category introducing each of the doctrine (teaching) (left column of Table 1) was evaluated by experts using the Delphi technique.

Obtaining experts’ opinion in terms of the appropriateness of any doctrine (teaching) with desired category and explain the extractive “important” variables. To identify important variables to represent the teachings of Cyrus the Delphi method has been used. In the first stage of Delphi from 44 variables related to component of leadership skills, 20 variables with rank% of at least 55% in the second stage, 15 variables with rank percent of at least 65% and in third stage 11 variables with rank percent of at least 75% were selected. Because the mean scores of component of leadership skills in the stage 2 and 3 of Delphi method has not an upward trend, suggesting that the experts’ opinion are approaching together and there is no need to continue the Delphi process. The most important variable components of leadership skill at the end stage are shown in Table 2.

Ranking the selected variables of the components of leadership skills. In the third stage of the Delphi method, of 44 variables related to component of leadership skills, 11

Table 1: Extracted teachings of Cyrus the great in the area of leadership skills and variable appropriate to each teaching

Skills	Variables
Promoting opportunities for thinking and ability to think independent among people	"Soldiers who have no opportunity to think always will remain soldier" (Xenophon, 2011)
The primacy of collective goals with an emphasis on individual goals	"It was my great task:" to create the impetus for achieving the lofty goals with individual goals "(Xenophon, 2011)
Hard work and institutionalize the culture of work	"Never in the dinner open my mouth to feed unless I worked in the length of daylight so that I deserve to eat. I learned my individuals to never have to feed unless according to its proportion have effort..." (Xenophon, 2011)
The acceptability of leadership	"Loyalty that its motivation is love and affection is much better than the loyalty of fear and terror" (Mansouri, 2009) (Xenophon, 2011)
The existence of advanced administrative measures	"To implement a political centralization and administrative decentralization" (Heady, 2012) (Xenophon, 2011)
Awareness of the phenomenon of group synergies and insist on teamwork	"Ruling the greatest empire of ancient times not based autocracy but on a council that constituted part of the Crown." (Xenophon, 2011) (Mansourir, 2009)
The skill of cultural diversity management	"Attention to the cultural dimension of ethnic groups and tribes with an emphasis on peace by Cyrus the Great" (Xenophon, 2011) (Mansouri, 2009)
Communication skill	"Maintaining composure when negotiating" (Xenophon, 2011) (Mansouri, 2009)
Skills of lack of humiliation of race, gender, ethnic	"I've established for all human beings freedom of worship their own and linguistic minorities and their social rights gods" (Xenophon, 2011) (Mansouri, 2009)
The existence of "purposeful" educational system	"Learning of justice and remedies at law and issues such as self-control, obedience to leaders, self-control in eating and drinking at the age of adolescence" (Xenophon, 2011)
The existence of "effective" educational system	"Iranian person should be nurtured such a person to be a useful member of society and the purpose of education is the youth would be formed courage and dedicative, wise and adorned with morality ornaments and useful to the country and society" (Mansouri, 2009)
The ability to create and articulate clear vision, attractive and desirable for the future of the organization and be able to lead the partners toward it (Ideal leadership)	"Hard work in the field of welfare and social security of Iran and the people of other lands with the aim of spreading justice, good deeds and good thoughts, peace, anti-slavery, religious freedom, justice, prevention of grief in poor countries, prevent violence and evil, avoid to robbery other property, construction and how to spend leisure time "(Xenophon, 2011) (Mansouri, 2009)
Technical skills in management	"Division of labor based on specialization, identifying the commands, the study of the movements, the proper use of location and plan" (Irannejad-Parizi, 2011) (Xenophon, 2011)
Role of display in the management	"Trying to present itself as a prime example of justice and being a role model for others" (Xenophon, 2011)
Accounting and transparent and thought in the leadership	The belief that "his fate not going to depend appreciation punishment and revenge but at the inspire people to become the best possible people "(Xenophon, 2011)
The skill of tolerance	"Dealing with generosity and magnanimity to the defeated" (Xenophon, 2011) (Heady, 2012) (Mansouri, 2009)
Strategic thinking skill	"Believing that the exchange of ideas is a source of progress" (Xenophon, 2011)
Mutual(bilateral)relationship between the superior and subordinates	"The phrase "you should not remove eyes to me to see if I practice what I say or not. I am watching you to cherish each that were worthy of honor "(Xenophon, 2011)
Shifting the paradigm of "competition" to "cooperation"	"The stability of Cyrus's Peace Art based on cooperation, not competition" (Xenophon, 2011) (Mansouri, 2009)
Self-management and anger management skills	"Man sometimes is damaged by his anger that no enemy could inflict." (Xenophon, 2011)
Information management skills in decision-making	"The important thing I did was to speed up the flow of information." (Xenophon, 2011)
Efforts for lasting peace among nations	"Love of humanity and rationality and dating and allies opportunities "(Xenophon, 2011) (Mansouri, 2009)
The skill of refrain from creating concern among people	"Cyrus believed that leaders should give comfort rather worry." (Xenophon, 2011) communication skill "The fundamental surveillance" (Xenophon, 2011) (Mansouri, 2009) compliance with perspective of service, not agency Non-overwhelmed by the temptation of material (Xenophon, 2011)
The skill of awareness of motivation offollowers motivating them by creating "real" hope	"If you ignore their want to safety and trust in you will be taken away." (Xenophon, 2011)
The skill of paying attention to dynamism in management	The leader must have the ability to provide the necessary tools according to task for his troops (Xenophon, 2011)

Table 1: Continue

Skills	Variables
Strategic skills	"The immediate war operation if necessary (in the campaign against Lydia), patience in things to be waited (campaign against the Babylonians), permanent success in war" (Xenophon, 2011)
Paying attention to human resource management	The existence of twin pillars of "conditions of employment" and "livelihood" in the employment law of government employees at the time of Cyrus (Mansouri, 2009)
Human skills	"The ability to attract all those who their assistance are needed" (Xenophon, 2007)
Executive skills	"Proper understanding of related tasks and perform them properly and skillfully" (Xenophon, 2011)
Paying attention to the collective decision-making	"I was always with my friends consulted on important decisions because in my opinion consultation has three advantages: first, I use the wisdom and experience of others and my mistakes are minimized. Second, fear of group betrayal in this way is reduced. Third, strengthen the friendship between my men" (Xenophon, 2011)
Avoiding the pride of success	"Still some dangers are lurking us and we should know that would not let the power and prosperity cause our laziness and drowning in the trappings. You should always watch out for the temptation that is before us, we. We must guide each one of us to not fall into the trap of lust and greed. Think to serve the people that need us. Otherwise, not only to people but also to have betrayed ourselves" (Xenophon, 2011)
The skill of learning from the folly of others	Don't forget advices of history" (Xenophon, 2011)
Designing the strategy	"Some of our maps was small and short but winning and penetrating. Some were big and far-reaching plans implemented ... and during implementation we tried to fix unforeseen shortcomings ..." (Xenophon, 2011)
Skill of wrong reception	"Confess and remedy the error is constructing" (Xenophon, 2011)
Paying attention to rumors management	"The necessity to overcome the enemy-is overcoming the mental chaos in insider front" (Xenophon, 2011)
Strengthening the role of empathy in leadership	"It was the best opportunity to read them all come to the unity and communion" (Xenophon, 2011)
Paying attention to group decision-making	"We formed a council composed of leaders of all states and partner nations corps to review and approve important decisions" (Xenophon, 2011)
Adherence to participate skill	"we make a covenant any decision to be run once the council members agreed" (Xenophon, 2011)
Benefits of participation	"This had three big profits: first with the benefit of collective wisdom of commanders, our mistakes were reaching to minimum. Second, the people were happy and fears that a tribal or group because of dissatisfaction in the middle way leave us treacherously is reduced. Third, deepen friendship and trust between us and was a strong connection" (Xenophon, 2011)
Existence of strategic thinking	"Create opportunities by threatens" (Xenophon, 2011)
Winning-winning strategy	"The enemy can also be vowed" (Xenophon, 2011)
"Clearness of message" and its "smoothness"	"Before doing anything, you first need to think about reporting it" (Xenophon, 2011)

variables with rank percent at least 75% were selected which the selected variables were ranked by similarity to ideal option method.

Stage 1: making matrix of decision: Matrix decision has 11 options and 13 criteria. The options are the same selected variables of component of leadership skills in the third stage of the Delphi method and standards are the opinions of 13 experts.

Step 2: making matrix of decision without scaled using norm method: in the similar to ideal option method or TOPSIS to scale-out data, meaning to eliminate the unit of measurement data, soft method is used. In norm method, firstly the norm of two numbers of each column obtained separately. Then the numbers in each column each are divided into on two norm of the same

column. Norm of two numbers of columns is shown in Table 2. By dividing numbers in each column on norm two in the same column, the no-scale decision matrix is achieved.

Stage 3: create the vector of criteria or indexes weight: the criteria weight vector is as follows. Because weight criteria must be equal, the weight vector is normalized:

$$W = (2, 1/5, 2, 1, 1, 1/5, 1, 1, 1, 1, 1)^T$$

$$W = (0/125, 0/094, 0/125, 0/063, 0/063, 0/094, 0/063, 0/063, 0/063, 0/063, 0)^T$$

Stage 4: forming the weighted no-scaled matrix is achieved through no-scaled matrix multiplication in the S vector of criteria weight. This means you need multiply

Table 2: Results of the third stage of the Delphi method for components of leadership skills

At least 75%	Percent	Rank (%)	Rank	SD	The weighted mean of answers	Variables
Important	7/76	767/0	9	52/0	44/8	Q85
	5/39	395/0	26	55/0	88/7	Q86
	1/58	581/0	19	49/0	13/8	Q87
	8/34	348/0	28	73/0	66/7	Q88
	3/2	023/0	43	65/0	34/7	Q89
	5/46	465/0	22	76/0	94/7	Q90
	4/53	534/0	21	82/0	97/7	Q91
	8/55	558/0	20	49/0	09/8	Q92
Important	6/97	976/0	1	48/0	72/8	Q93
	6/11	116/0	38	51/0	53/7	Q94
	9/6	069/0	40	52/0	47/7	Q95
	8/34	348/0	28	51/0	66/7	Q96
	1/65	651/0	16	73/0	25/8	Q97
	5/39	395/0	26	69/0	88/7	Q98
	9/6	069/0	40	52/0	47/7	Q99
	9/27	279/0	30	51/0	63/7	Q100
	5/46	465/0	22	58/0	94/7	Q101
	7/62	627/0	17	44/0	19/8	Q102
	2/16	162/0	34	52/0	56/7	Q103
Important	86	860/0	6	52/0	53/8	Q104
	7/69	697/0	14	65/0	38/8	Q105
	1/44	441/0	25	49/0	91/7	Q106
Important	7/76	767/0	9	52/0	44/8	Q107
	72	720/0	12	51/0	41/8	Q108
	72	720/0	12	51/0	41/8	Q109
	4/60	604/0	18	38/0	16/8	Q110
	0	000/0	44	55/0	16/7	Q111
	6/11	116/0	38	52/0	53/7	Q112
Important	93	930/0	4	51/0	66/8	Q113
	5/46	465/0	22	28/0	94/7	Q114
	2/16	162/0	34	65/0	56/7	Q115
	2/16	162/0	34	51/0	56/7	Q116
	5/25	255/0	33	51/0	59/7	Q117
Important	6/90	906/0	5	52/0	56/8	Q118
	9/27	279/0	30	51/0	63/7	Q119
Important	7/83	837/0	8	52/0	47/8	Q120
	9/27	279/0	30	48/0	63/7	Q121
	6/4	046/0	42	66/0	41/7	Q122
	2/16	162/0	34	51/0	56/7	Q123
Important	86	860/0	6	52/0	53/8	Q124
Important	7/76	767/0	9	52/0	44/8	Q125
Important	3/95	953/0	3	51/0	69/8	Q126
	4/67	674/0	15	48/0	34/8	Q127
Important	6/97	976/0	1	48/0	72/8	Q128

the numbers of each column in the no-scaled decision matrix in the criterion corresponding to that column. That's mean:

$$V_{ij} = r_{ij} w_{ij} \quad j = 1, 000, n; \quad I = 1, 000, m$$

Stage 5: determining the ideal and anti-ideal answer: the ideal and anti-ideal answer is obtained by no-scaled weighted matrix. Because all the measures or indicators have positive aspects, the ideal answer is maximal and Anti ideal answer is minimized. That's mean:

$$V_j^- = \text{Min} \{V_{ij}\} \quad V_j^* = \text{Mix} \{V_{ij}\} \\ 1 \leq i \leq m \quad 1 \leq i \leq m$$

Stage 6: the calculation of distance of ideal and anti-ideal options of answer. In this stage, the Euclidean distance of option to ideal and anti-ideal answer, respectively is calculated as follows:

$$s_i^- = \sqrt{\sum_{j=1}^n (V_{ij} - V_j^-)^2} = s_i^* \sqrt{\sum_{j=1}^n (V_{ij} - V_j^*)^2}$$

Stages 7 and 8: the calculation of similarity index and options ranking: the index of options similarity to the ideal answer is obtained as follows:

$$C_i^* = \frac{S_i^-}{S_i^* + S_i^-} \quad i = 1, 2, 000, m$$

The value of similarity index varies between 0 and 1. Whatever desired option is more similar to the ideal, similarity index value of it will be closer to 1. Based on the similarity index values the options can be ranked.

Index values are arranged from largest to smallest resemblance, an option with the greatest value of similarity index is selected as the best option. The similarity index values for the options are as follows (Table 3).

Table 3: Ranking the variables related to component of leadership skills based on similarity index values

Ranks	Similarity index	Selected variables of leadership skills
1	0/6312	The existence of strategic thinking
2	0/6272	Lack of contempt of race, gender, ethnic and linguistic minorities and their social rights
3	0/6147	clarity and clearness of message
4	0/5956	Attention to human resource management
5	0/5420	Commitment to partnership
6	0/5328	Learn from the folly of others
7	0/4781	The importance of self-management and anger management skills
8	0/4653	accepting the wrong
9	0/4378	Refrain from creating anxiety among the people
10	0/4356	Promoting opportunities for thinking and the ability to think independently among people
11	0/4320	Participation

CONCLUSION

In response to the research questions what are the important teachings of Cyrus the great in leadership skills?, among the 44 variables related to component of leadership skills, finally in the third stage, 11 variables with rank percent of at least 75% was selected which the most important variables of component of leadership skills in the end of Delphi process are expressed in the following in the order of importance. Hopefully, today managers with inspiration from this model, play role leadership by optimizing way:

- “Strategic thinking” by the similarity index (0/6312), based on the teachings “create opportunities with threatens”
- “Lack of contempt of race, gender, ethnic and linguistic minorities and social rights” with the similarity index (0/6272), based on the doctrine (teaching) of “I’ve established for all human beings freedom of worship their own gods”
- “Clearness of message” and its “smoothness” based on the doctrine (teaching) of “Before doing anything, you first need to think about reporting it”
- “Attention to the management of human resources” with the similarity index (0/5956) based on the doctrine (teaching) of “the existence of twin pillars of” conditions of employment “,” livelihood” in the employment law of government employees at the time of Cyrus”
- “Adherence to partnership” with the similarity index (0/5420) based on the doctrine (teaching) “we make a covenant any decision to be run once the council members agreed”
- “Learning from the folly of others” with the similarity index (0/5328) based on the doctrine (teaching) “don’t forget the history advices”
- “Autonomy and anger control” by the similarity index (0/4781) based on the doctrine (teaching) of “Man sometimes is damaged by his anger that no enemy could inflict

- “Skill of wrong reception” by the similarity index (0/4653) based on the doctrine (teaching) of “confess and remedy the error is constructing”
- “The skill of refrain from creating concern among people “with the similarity index (0/4378) based on the doctrine (teaching) of “Cyrus believed that leaders should give comfort rather worry”
- “Spreading opportunity to think and ability to think independently among the people” with the similarity index (0/4356) based on the doctrine (teaching) of “soldiers who have no opportunity to think always will remain soldier”
- “The benefits of participation” with the similarity index (0/4320) based on the doctrine (teaching) of I was always with my friends consulted on important decisions, because in my opinion consultation has three advantages: first, I use the wisdom and experience of others and my mistakes are minimized. Second, fear of group betrayal in this way is reduced. Third, strengthen the friendship between my men”

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