



the decision-making process, cause confusion and break up the solidarity of the team.

Management Principle 6: *Once a decision has been made, persist and put your trust in Allah for the outcome (tawakkal).*

The Prophet refused to alter the decision for an offensive strategy when the Companions had a change of mind. This is an important lesson as it illustrates the value of decisiveness in leadership. Hesitancy or second thoughts on the Prophet's part would have led to confusion and a loss of morale in the ranks. Three insights can be gained here: the confidence of help from Allah when tawakkal is the basis for the final decision, and the willingness and courage to take calculated risks and learn from mistakes, if hindsight proves this to be the case.

BATTLE SEGMENT

The History

Despite the enemies' superiority in numbers and weapons, the Muslims enjoyed an initial victory, which they soon undid. The archers, who were posted by the Prophet on Mount Uhud to prevent the Meccan cavalry from attacking the Muslims from the rear, abandoned their posts. They were afraid that they would lose out in picking war booty if they remained on the mountain. Despite the head archer's insistence for them to remain in their positions, they refused. Khalid saw this as a golden opportunity and led his cavalry around the mountain to charge at the Muslims from the rear. The result: the Muslims lost.

The Lessons

Management Principle 7: *Once trust has been put in Allah for the outcome (tawakkal), refrain from insubordination and do not waver even in the light of changing circumstances.*

The unseen help of Allah in favour of the Muslims was seen when tawakkal was made the basis of decision-making. Tawakkal, however, does not mean ceasing all efforts and leaving everything in the hands of God. Rather, it is the faith in Allah's help after every alternative has been explored and the best option has been decided on.

POST-BATTLE SEGMENT

The History

After their victory, the Meccan army made a surprising move. They went home! Logically, they could have decided to finish off the Muslims, who were in disarray, or dispatch a contingent to Medina to wreck havoc on the Muslims. The Meccan Quraish were known to be well-versed in the art of strategic warfare, so the Prophet did not want to take any chances. He stayed behind with a few Companions to ensure that the Muslims were ready should the Meccans return. They did not.

The Lessons

Management Principle 8: *Be ready for contingencies, even if the chips are down.*

The decision of the Meccan army to go home after securing a victory defied logic. This is another conclusive proof that Allah's assistance is with those who put their trust in Him. This may explain the irrational move of the Meccan army to go home after attaining victory.

boleh diambil dalam hal ini: keyakinan mengenai pertolongan Allah apabila tawakkal dijadikan sandaran bagi keputusan terakhir, kesediaan serta keberanian untuk mengambil risiko yang telah diperhitungkan dan rela mempelajari dari kesilapan sekiranya pengalaman lalu membuktikan ianya satu kesilapan.

SEGMENT PERANG

Bingkisan Sejarah

Walaupun kelebihan besar dari segi bilangan dan senjata berada di pihak musuh, namun tentera Islam menikmati kemenangan awal yang kemudiannya dimusnahkan oleh mereka sendiri. Askar pemanah tentera Islam yang ditugaskan memantau pergerakan pasukan berkuda tentera musuh mula meninggalkan kedudukan mereka. Mereka khawatir akan kehilangan peluang untuk mengumpul harta rampasan perang jika mereka kekal di tempat masing-masing. Walaupun berkali-kali diarahkan oleh ketua pemanah supaya jangan meninggalkan kedudukan mereka, namun mereka enggan berbuat demikian. Peluang keemasan ini digunakan oleh Khalid untuk menggerakkan pasukan berkedanya melintasi keliling gunung untuk menyerang dari arah belakang.

Pengajaran

Prinsip Pengurusan 7: *Setelah kepercayaan sepenuhnya diletakkan kepada Allah, elakkan keingkaran dan usah goyah walaupun menghadapi keadaan yang berubah.*

Walaupun bertentangan dengan logik, tentera Islam menang pada awalnya. Dalam hal ini, pertolongan Allah yang tidak dapat dikesani oleh pancaindera adalah faktor utama menyebabkan kemenangan tentera Islam. Ini bersabit daripada sifat tawakkal yang dijadikan sandaran dalam membuat keputusan. Namun begitu, tawakkal tidak bermakna menghentikan segala usaha dan meyerahkan segala-galanya ke tangan Tuhan. Sebaliknya, ia bermakna kepercayaan yang teguh mengenai pertolongan Allah setelah semua alternatif ditinjau dan pilihan yang terbaik dijadikan keputusan muktamad.

SEGMENT PASKA PERANG

Bingkisan Sejarah

Setelah meraih kemenangan, tentera Makkah melakukan sesuatu yang menghairankan. Mereka pulang ke Makkah. Secara logik, mereka sepatutnya berjuang mati-matian kerana tentera Islam berada dalam keadaan kucar-kacir. Atau mereka boleh menghantar satu kontinjen ke Madinah untuk menimbulkan huru-hara di kalangan orang Islam di sana. Kaum Quraish Makkah begitu terkenal dengan kebolehan mereka dalam seni perang strategik, lantas Rasulullah tidak mahu menanggung sebarang risiko. Lantaran itu, beliau dan sejumlah kecil sahabat yang lain masih menunggu di tempat pertempuran bagi memastikan tentera Islam masih bersedia siaga sekiranya tentera Makkah berpatah balik.

Pengajaran

Prinsip Pengurusan 8 – *Bersiap siaga menghadapi sebarang kemungkinan yang di luar jangkaan walaupun dalam keadaan serba kekurangan.*

Keputusan tentera Makkah untuk pulang setelah meraih kemenangan sebelum memberi pukulan kalah mati kepada pihak lawan adalah bertentangan dengan logik. Ini merupakan satu lagi bukti nyata bahawa pertolongan Allah berada di pihak yang meletakkan kepercayaan mereka kepadaNya, sekaligus memberi semacam sebab kenapa tentera Makkah bersikap tidak rasional.