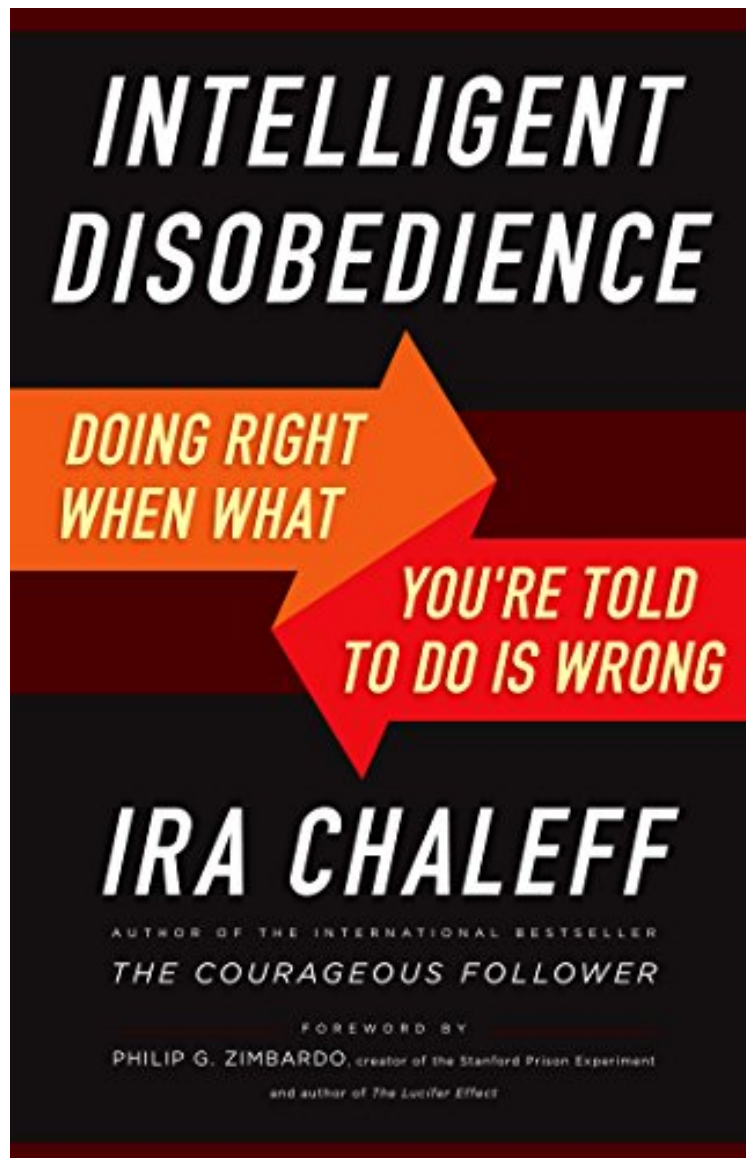


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Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong

Ira Chaleff

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Ira Chaleff : Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong before purchasing it in order to gage whether or not it would be worth my time, and all praised Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong:

5 of 5 people found the following review helpful. The Courage to Disobey...the Intelligence to Know WhenBy Barry RTo some Intelligent Disobedience might feel like surprising stings as when, in one of Mr Chaleff's stories, the

lieutenant told the Colonel, "That's BS, Sir". To others, it will be the wonder of possibility that comes from finding the secret, camouflaged doorways in barrier walls. Doing the right thing is not always as simple as it looks. The right thing is usually multiple threads of doing, woven into a tapestry of time that looks different depending on which side you stand and how far away your perspective takes you. "Intelligent Disobedience" takes you through a journey of examples of multiple angles and perspectives, that helps you stand back and ponder...that gives you the opportunity to learn vicariously from others' experiences. Leading and following is a constant ebb and flow we are all engaged in within our outer lives and inner selves. This ebb and flow surges in the edge of chaos (of chaos theory) and requires a lot of effort to keep creative possibility rooted in the earth of truth where it can be nurtured. In "Intelligent Disobedience" Mr Chaleff helps us identify possibilities of creativity to do the right thing when what we are told to do is wrong. I had the blessing of spending some time with Ira Chaleff, sharing conversation, and letting his wisdom form connections to my own wandering thoughts. I had read his earlier book, "Courageous Follower" and found resonance there, but when he mentioned Intelligent Disobedience, the brilliance of "Yes!" was uncovered. From Aesop's fables to Star Trek, from fiction of Harry Potter to realities of "We Were Soldiers Once...and Young", and throughout my life of trying to follow and learning to lead, I found the truths of Intelligent Disobedience had walked with me. I just wish I would have had the opportunity to understand more clearly and earlier in my life, "algorithms of obedience" as well as the "balancing algorithm of Intelligent Disobedience" that he describes. This book is full of stories of Intelligent Disobedience that I am not sure I would have had the courage to replicate had I been in that role. Much of our "domestication" (that Don Miguel Ruiz talks about in his "Four Agreements") prevents us from hearing the call of the "inner self" that Mr Chaleff refers to as fundamental to Intelligent Disobedience. For me, Intelligent Disobedience is not a treatise, it is now one of my life manuals that gets dog-eared, passages highlighted, wisdom underlined, and pages marked up with questions, comments, and memory links to other works and thoughts. Intelligent Disobedience is one of those books that could be, and should be, the foundation for courses and learning interventions in K-12 and all the other education and training we go through for professional and personal lives. It should be a recognized component of all of our personal understanding and critical thinking. From the "crucial lessons of guide dog training", thru the "price of teaching obedience too well", to the "elements of teaching Intelligent Disobedience training", Mr Chaleff takes us on a journey of introspective learning. The premise of Intelligent Disobedience feeds the light of truth, helping us to be more resilient, when we inevitably bump against the darkness. "Intelligent Disobedience" is a practical guide for anyone interested in effective leadership, courageous followership, or just pilgrimage through everyday life in conversations with ourselves. Buy "Intelligent Disobedience" and let it simmer with you. You may not agree with everything, but some wisdom therein will touch you, and I'll bet you will vibrate with some new knowing and understanding.

3 of 3 people found the following review helpful. The Vital Responsibility of the Subordinate By Ulf Wolf When should you disobey an order or command from a senior or authority? Short answer: When you have a better grasp of the situation and the potentially damaging (economically, culturally, morally, etc.) effects of the order than does the issuer of that order. Long answer: This lucid and very well-written book on the subject by Mr. Chaleff. In his book Mr. Chaleff makes a very persuasive case for instilling true responsibility for our actions, whether ordered to perform them or not, and outlines many possible and workable approaches to accomplish this end. Written in a comfortable and conversational style, the book is a joy to read, while it also delivers its message clearly and convincingly. Anyone who has faced the dilemma of whether or not to obey will benefit from this guided journey through the territory; and any authority or senior who has suffered the chagrin of having a wrong directive blindly carried out by well-meaning juniors—much to everybody's embarrassment or sorrow—will here recognize the resolution to such problems.

1 of 1 people found the following review helpful. Encourage Creative Intelligence Disobedience By Alan L. Stone On September 26, 1983, Stanislav Petrov, the "Man Who Saved The World", was the duty officer at the command center for the Soviet nuclear early-warning system when a missile, followed up to five more, were reported to be launched from the United States. Petrov judged the report to be a false alarm, and his decision is credited with having prevented an erroneous retaliatory nuclear attack that could have resulted in large-scale nuclear war. Investigation later confirmed that the satellite warning system had indeed malfunctioned. Petrov's action is a supreme example of Intelligent Disobedience. Intelligent Disobedience: Doing Right When What You're Told To Do Is Wrong by Ira Chaleff is not about Stanislav Petrov. Instead Chaleff constructs a lesson plan with many examples from the past (Nuremberg, Milgram, WorldCom, 9/11) and present (Seeing Eye Dog, TSA, Primary Education). I was impressed that the foreword was written by Dr. Philip Zimbardo, the creator of the Stanford Prison Experiment. The author does an excellent job connecting the anecdote from the preface - how to train guide dogs NOT to obey a command, which is a higher order skill - to the rest of the book. In particular, he addresses the concern that in the US we have institutionalized a system of authority and obedience from an early age that discourages intelligent disobedience. Chapter 11 - Doing Right at Work: Saving Lives and Accomplishing Missions - resonated most with me. This chapter includes sections on Overcoming Barriers and Creative Intelligent Disobedience. This chapter alone could be a Executive Leadership course in my opinion, and the ten key elements at the end are excellent. Let me quote

#9: Value and encourage the creative use of Intelligent Disobedience to counteract a culture descending into a learned helplessness that stifles innovation and self-correction. In summary, I highly recommend this latest book by Ira Chaleff.

When It's Smart to Say No Nearly every week we read about a tragedy or scandal that could have been prevented if individuals had said no to ill-advised or illegitimate orders. In this timely book, Ira Chaleff explores when and how to disobey inappropriate orders, reduce unacceptable risk, and find better ways to achieve legitimate goals. The inspiration for the book, and its title, comes from the concept of intelligent disobedience used in guide dog training. Guide dogs must recognize and resist a command that would put their human and themselves at risk and identify safer options for achieving the goal. This is precisely what Chaleff helps humans do. Using both deeply disturbing and uplifting examples, as well as critical but largely forgotten research, he shows how to create a culture where, rather than "just following orders," people hold themselves accountable to do the right thing, always.

"Reading this remarkable book has given me new hope for humanity." — from the foreword by Philip G. Zimbardo, creator of the Stanford Prison Experiment and author of *The Lucifer Effect*
"Intelligent disobedience is a core competency. This book provides an overlooked and essential element of ethical decision making and right action." — John A. Allison, retired Chairman and CEO, BBT Corporation
"All of us have the responsibility to stand up for doing the right thing. Intelligent Disobedience offers the tools for doing this." — Beatrice Edwards, Executive Director, Government Accountability Project
"Intelligent Disobedience provides practical advice for the workplace and has profound implications for preparing students for democratic citizenship." — Robert Bravo, Area Superintendent, Los Angeles Unified School District
About the Author Ira Chaleff is the founder and president of Executive Coaching Consulting Associates and chairman of the Congressional Management Foundation in Washington, DC. Ira's classic book, *The Courageous Follower: Standing Up To and For Our Leaders*, now in its third edition, has been translated into half a dozen languages. He is co-editor of the 2008 book, *The Art of Followership: How Great Followers Make Great Leaders and Organizations*. Ira was cited in the *Harvard Business Review* as one of the three pioneers in the field of Followership studies. He is the founder of the Followership Learning Community at the International Leadership Association and is serving as the community's president. Ira has been named one of the top 100 "Best Minds on Leadership" by *Leadership Excellence* magazine.