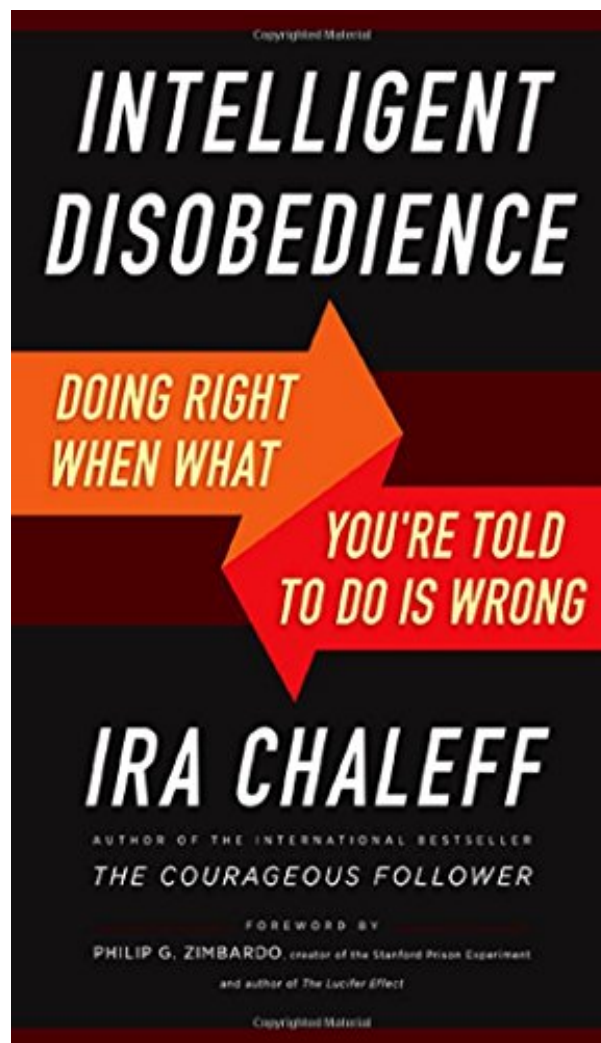


**INTELLIGENT DISOBEDIENCE: DOING
RIGHT WHEN WHAT YOU'RE TOLD TO DO
IS WRONG BY IRA CHALEFF**



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INTELLIGENT DISOBEDIENCE

*DOING RIGHT
WHEN WHAT*

*YOU'RE TOLD
TO DO IS WRONG*

IRA CHALEFF

AUTHOR OF THE INTERNATIONAL BESTSELLER
THE COURAGEOUS FOLLOWER

FOREWORD BY

PHILIP G. ZIMBARDO, creator of the Stanford Prison Experiment

and author of *The Lucifer Effect*

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Review

“Reading this remarkable book has given me new hope for humanity.”

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“Intelligent disobedience is a core competency. This book provides an overlooked and essential element of ethical decision making and right action.”

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“*Intelligent Disobedience* provides practical advice for the workplace and has profound implications for preparing students for democratic citizenship.”

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About the Author

Ira Chaleff is the founder and president of Executive Coaching & Consulting Associates and chairman emeritus of the Congressional Management Foundation in Washington, DC. He is the founder of the Followership Learning Community of the International Leadership Association and has been named one of the 100 “Best Minds on Leadership” by Leadership Excellence magazine.

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INTELLIGENT DISOBEDIENCE: DOING RIGHT WHEN WHAT YOU'RE TOLD TO DO IS WRONG BY IRA CHALEFF PDF

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.

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Most helpful customer reviews

2 of 2 people found the following review helpful.

It will give your brain an important ethics workout

By Halelly B Azulay

Ira Chaleff's body of work is truly unique. Whereas most experts focus on leadership, he focuses on the important counter-part of all leaders: followers. What's more, Chaleff's work has focused on building courageous followers. In this new book, *Intelligent Disobedience*, he takes his work deeper into another side of followership: what to do when as a follower you feel that you should NOT follow your leader's orders. According to Chaleff, “Intelligent Disobedience is about finding the healthy balance for living in a system with rules and authorities while maintaining our own responsibility for the actions we take.” Remember the classic Stanley Milgram 1960s Yale experiments where people were told to apply electric shocks to subjects who wailed and begged them to stop, and 2 out of 3 complied with the experimenter's instructions and gave the shock anyway? These and many other similar experiments have been replicated over and over again, showing that we sometimes don't question authority enough. So while the term comes from service animal training, *Intelligent Disobedience* is an important and ground-breaking concept for people in organizations, schools, and families to learn and apply. And in this book, Chaleff not only makes a strong case for it with lots of examples, but also provides specifics around the ‘how’. It will give your brain an important ethics workout.

3 of 3 people found the following review helpful.

The Courage to Disobey...the Intelligence to Know When

By Barry R

To 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, Ira’s “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 pilgriming 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.

0 of 0 people found the following review helpful.

Engaging

By Autamme_dot_com

Saying no can be a good thing; yet there may be an art to doing it. This book looks at the times when it is absolutely correct and possibly essential to disobey “inappropriate orders” or otherwise cut risks.

It was an interesting read, particularly noting the source of the inspiration for the book and its title since it came from a method of guide dog training. When you think about it, it makes sense. A guide dog must at times go against the orders of its master in order to protect the person who cannot see a source of danger. Yet why do we often fail to do the same sort of proactive disobedience in our own life when things are likely to go wrong? Instead, the temptation to follow orders can be great.

The author summarises the concept as this: “If we distil Intelligent Disobedience down to a formula, it would look something like this: 1. Understand the mission of the organization or group, the goals of the activity of which you are a part, and the values that guide how to achieve those goals. 2. When you receive an order that does not seem appropriate to the mission, goals, and values, clarify the order as needed, then pause to further examine the problem with it, whether that involves its safety, effectiveness, cultural sensitivity, legality, morality, or common decency. 3. Make a conscious choice whether to comply with the order or to resist it and offer an acceptable alternative when there is one. 4. Assume personal accountability for your choice, recognizing that if you obey the order, you are still accountable regardless of who issued the order.”

It need not necessarily require a radical change or a shouting match. It might just be a case of stating your

case and reasoning and letting the person in charge take the decision. It can also give them space to manoeuvre, save face, and allows them to “reconsider” matters.

The core sentiments of the book can be applied almost anywhere, when things just don't feel right and warning lights may be flashing. The author gives advice about identifying a problem and helps empower the reader to taking what might be the best overall decision, even if it doesn't feel it at the time and neither is the opposition necessarily welcome. The author does not pretend that disobedience is necessarily easy or something to do half-heartedly, but then again swimming against the tide is not easy either, but sometimes it has to be done.

All in all it was a different, engaging book that added value to a complex picture.

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