



mindavation®

Mindavation (Mīnd a vā shen) *n.* The use of the creative mind to inspire motivation that results in innovation, productivity and growth.
- **mindavate** *v.*



Intelligent Disobedience

The Difference Between Good and Great Leaders

Society for Technical Communication

Rocky Mountain Chapter

January 18, 2007

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Bob McGannon, PMP

The Purpose of Intelligent Disobedience

- *Enhance personal success*
- *Expand the success of the businesses that employ us*
- *Ensure the ongoing success of our profession*

An Intelligent Disobedience Lesson From the Rich and Famous

“Too often I was silent when management made proposals that I judged to be counter to the interests of shareholders...collegiality trumped independence.”

---Warren Buffett on his role as an independent director

Business Week Magazine, March 24, 2003

The Essence of Intelligent Disobedience

The best way to shut down a business:

Stop Working!!!

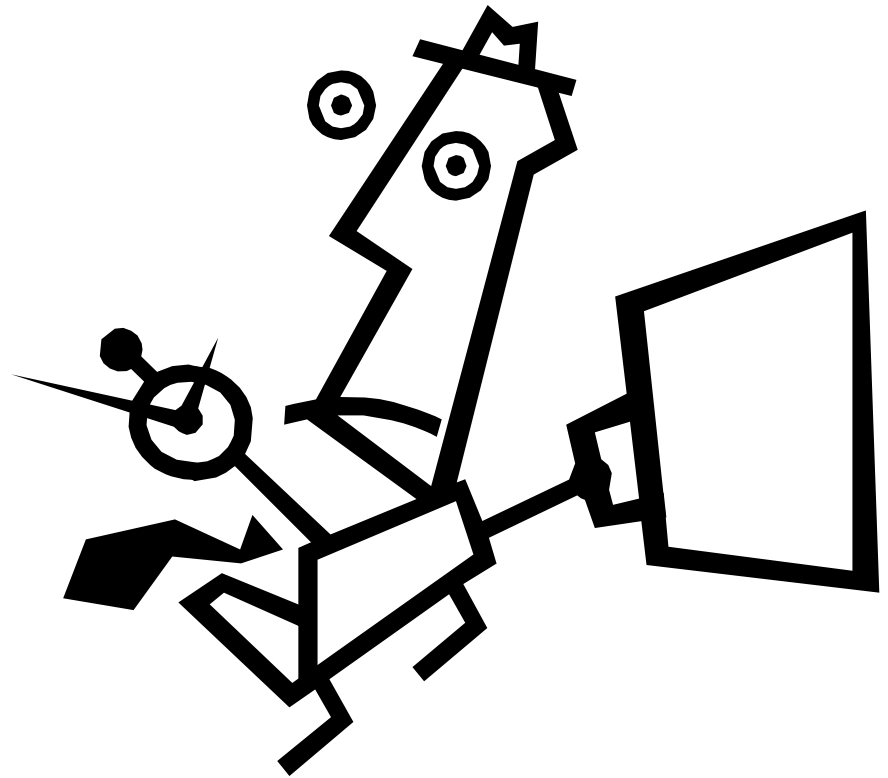
The next best way to shut down a business:

Follow all the rules!!!

T+D Magazine, February 2003

What Intelligent Disobedience is NOT

- A promotion of a “flaming-haired bulging-eyed” approach to project management
- An excuse to tell half-truths, hold back information or intentionally break corporate rules without communication to management



Intelligent Disobedience

Professional Ethics

*Merriam-Webster dictionary defines
“ethics” as – “the discipline dealing with
what is good and bad and with moral duty
and obligation”.*

Intelligent Disobedience Elements

Intelligent Disobedience requires the project manager to:

- Take risks
- Employ creativity
- Be persistent



RISKS

“Take pain now, later is deadly”



Risk Examples

We need to revamp our approach to ESTIMATING

We need to adopt someone else's style



A Fallacy

We need to be careful what we say
– so we can preserve the relationship



CREATIVITY

“If at first you don’t succeed –
try a very different approach.”

Your Turn!!!



Have you ever come up with a creative way to say “no” – or to get the client to say “no”?

Some Practice is Necessary

NO

no

NO

NO

NO

NO

no

NO

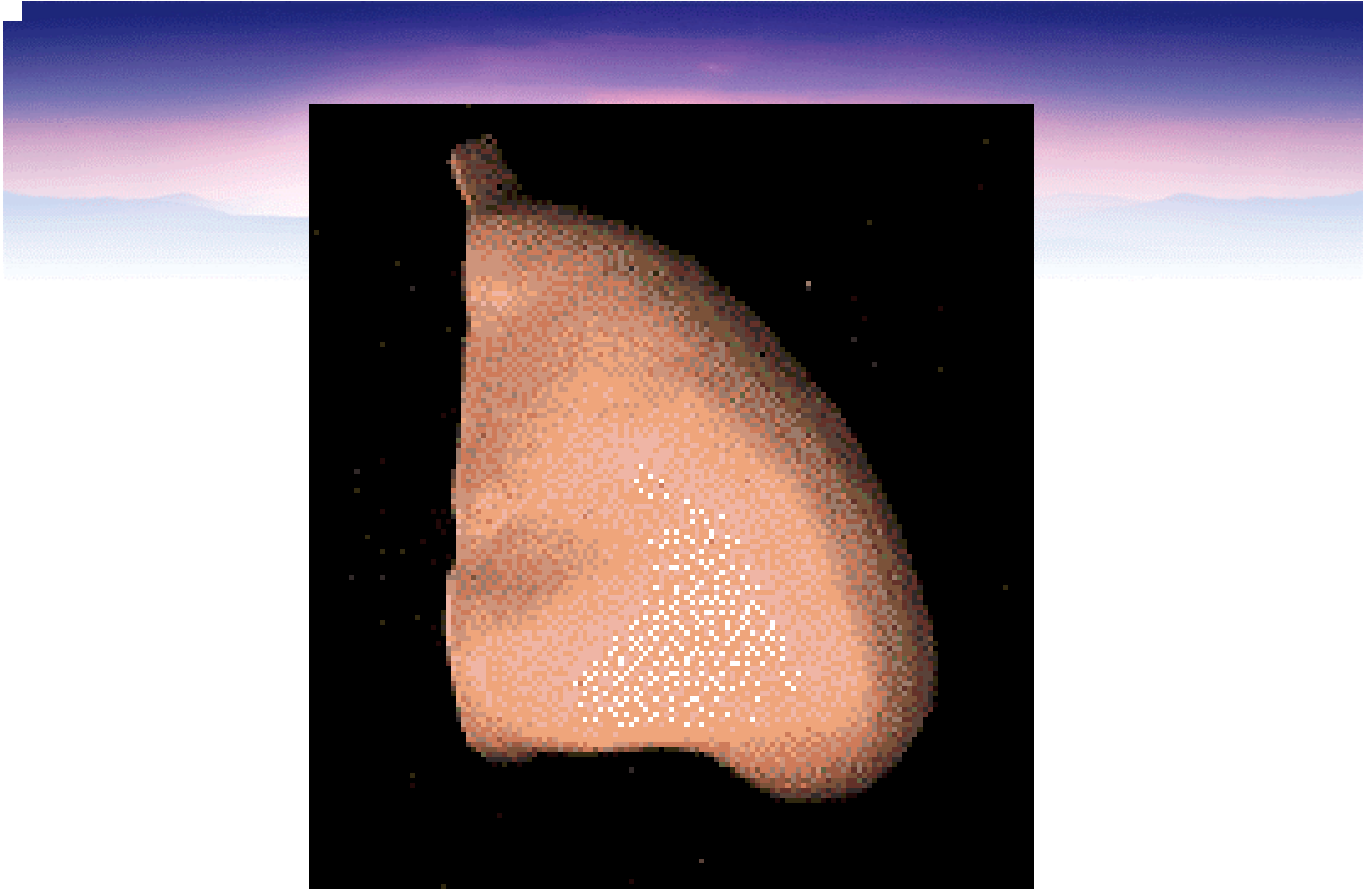
NO

no

no

NO

no





PERSISTENCE

“You should know what I want!!!!”

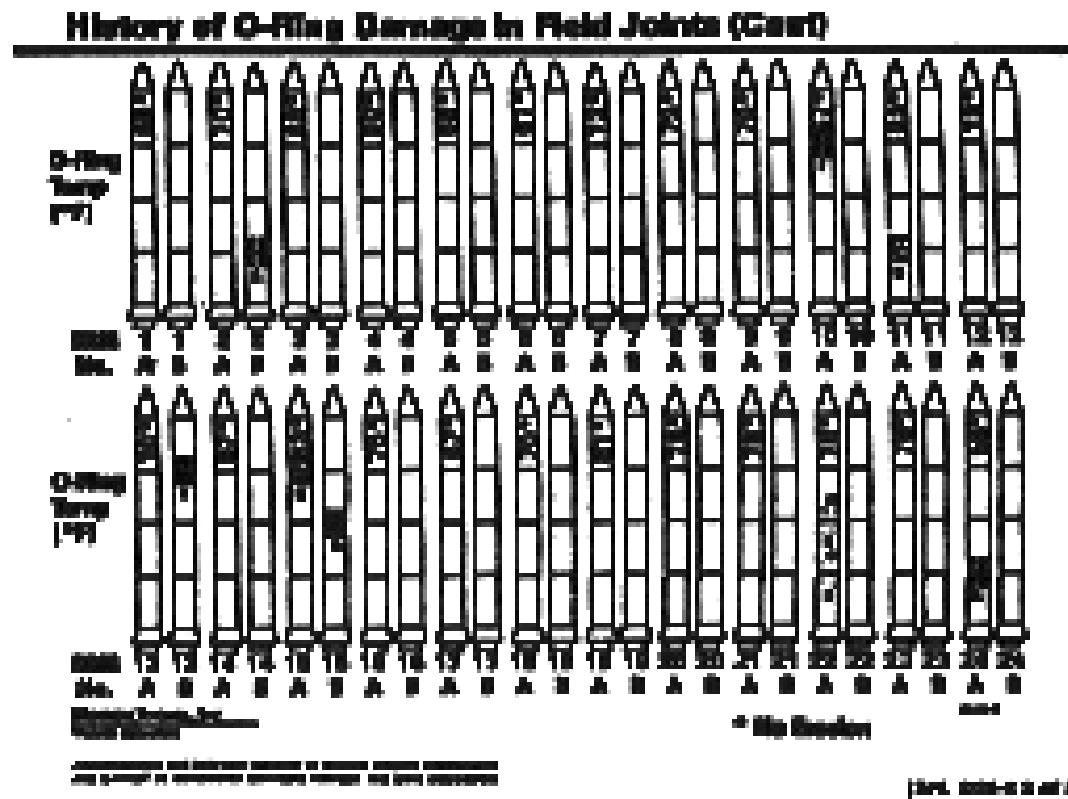
Another Intelligent Disobedience Lesson

“A ‘no’ uttered from the deepest conviction is better than a ‘yes’ uttered merely to please.”

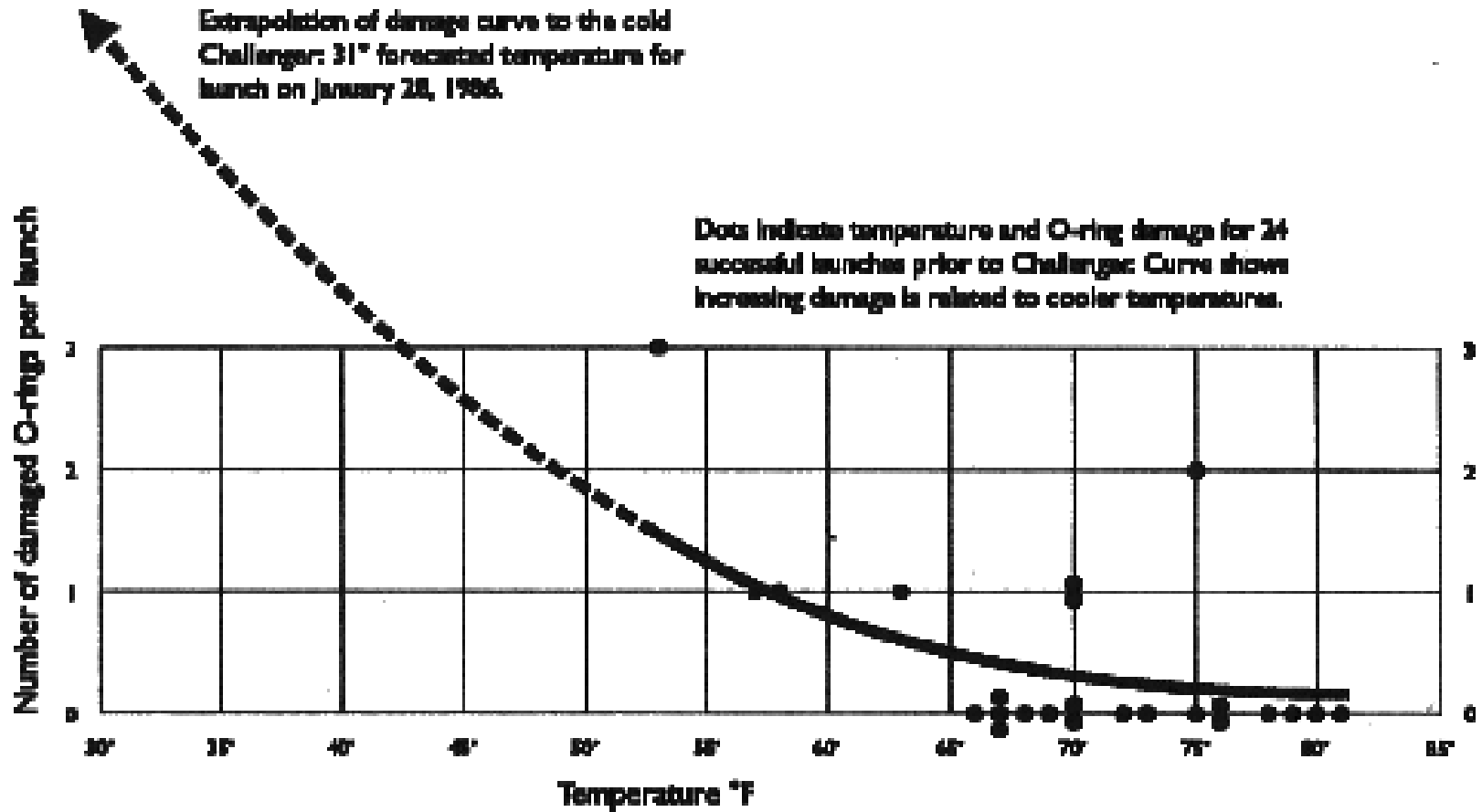
---Gandhi

Sometimes, however it needs repeating...

An Attempt at Communication



A Better – Later - Attempt





“One last thought....”

How To Communicate With Mindavation

***THINK ACT!** - On the back of your business card write the following letters as you see fit*

- **A** – means you want a free article each month related to project management and leadership. Many Mindavation articles are published in PMI newsletters and other project management journals.
- **C** – means you want Mindavation to contact you for some reason. We'll give you a call!
- **T** – means you want the electronic version of the Mindavation template discussed during this presentation (it's free!)