Mindavation (Mïnd a vã 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 Project Managers

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www.mindavation.com
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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!!!
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”.

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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
PERSISTENCE

“You should know what I want!!!!”

Pick up the phone and change a discussion
An Attempt at Communication
A Better – Later - Attempt


Dots indicate temperature and O-ring damage for 24 successful launches prior to Challenger. Curve shows increasing damage is related to cooler temperatures.
“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!)