



## Intelligent Disobedience – The Difference Between Good and GREAT Project Managers

### Course Overview

This is an advanced leadership course designed to prepare project managers for successful interactions with senior management and other various project stakeholders. Intelligent Disobedience is the ability to successfully counter the directions of management. This requires the project manager to challenge, pushback, and make suggestions to management that defend the integrity of your projects against the expectations of your key stakeholders. Intelligence Disobedience is pivotal to true success as a project manager. Like the seeing-eye dog training environment that embraces intelligent disobedience as essential to success for assistance pets, project managers need to know how to "disobey their masters" as a means of saving the business just as seeing-eye dogs save and empower their masters with their vision and behavior. Intelligent disobedience requires courage, solid presentation skills, and political awareness. It also requires a sense of balance brought forth with a sense of humor – after all you are comparing yourself to a dog as a means to be successful! This course is fun, challenging, and informative. It will provide you with a different way of looking at the challenges you face as a project manager.

### Key Outcomes

Upon completion of this course, participants will be able to:

- » Describe methods for proposing potentially unpopular directions or opinions
- » Develop approaches for successfully dealing with senior managers and stakeholders
- » Describe how to craft compelling arguments to garner business support
- » Develop a decision making process for when you should "bend the rules" or alter processes - leveraging common sense over common processes on an exception basis

### Course Outline

#### Intelligent Disobedience Concept and Definition

- » Define Intelligent Disobedience and identify how it applies to project management
- » Explain what Intelligent Disobedience is NOT
- » Identify appropriate situations to apply Intelligent Disobedience
- » Describe the results of using Intelligent Disobedience

#### At-a-Glance:

**Course Length:**

2 days

**Course Number & Level:**

304.IND2 – Proficient

**Professional Development Units**

(PDUs): 14

**Continuing Education Units (CEUs):**

1.4

**PMBOK® Guide Knowledge Areas****Covered:**

- » Project Human Resources Management
- » Project Communications Management
- » Project Risk Management
- » Project Procurement Management

**Tracks:**

- » Collaborative Leadership

### **Intelligent Disobedience Leadership**

- » Identify the characteristics of an intelligent disobedience leader
- » Identify personal traits necessary for Intelligent Disobedience
- » Describe techniques you can apply on your projects

### **Conducting the Difficult Conversation**

- » Define intense conversations
- » Practice intense conversations
- » Formulate clarity on your conversations
- » Construct the successful conversation
- » Facilitate team issue conversations

### **Dealing with Difficult People**

- » Differentiate between "people who are difficult" and "difficult people"
- » Create strategies for dealing with both "difficult" types
- » Identify characteristics of "people who are being difficult" and of "difficult people"
- » Describe recommended approaches for the project manager