**STANLEY MILGRAM AND INTELLIGENT DISOBEDIENCE**

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Intelligent Disobedience is the skill citizens of all countries and members of all organizations need in order to avoid following orders that will intentionally or unintentionally result in harm.

All human societies must socialize their young to respect authority. They often do this too well. This results in implementation of programs and orders that should be questioned and sometimes resisted. The outcome is a range of personal, corporate and government failures or abuses that could have been prevented.

Intelligent Disobedience examines when obedience is appropriate and when it is not. It establishes a balance between creating respect for authority and recognizing and questioning its misuses. We need to develop this balance in the very young to protect them from predatory abuse and in mature professionals who are responsible for decisions that affect many lives.

We have a model for doing this in animal-human relationships when training guide dogs for the blind and other service dogs. For the first year and a half of the dog’s life it is socialized and taught to faithfully obey every command it needs to know. When it is consistently obedient, the dog is given to a higher level trainer who must teach it *not to obey* if obedience would cause harm to the human and dog. This is known as Intelligent Disobedience training. The dog must learn when it should not obey an order and how to successively resist the order. If it cannot learn this it cannot be a guide dog, as its purpose is to keep the human safe. There are lessons to learn from this model that can be applied to human-human authority relations.

Unthinking obedience contributes to tragedies. Intelligent Disobedience prevents them. Organizations need to incorporate Intelligent Disobedience into risk management initiatives. Parents and institutions need to weave an understanding of Intelligent Disobedience into childhood development.

This talk by the author will preview the book Intelligent Disobedience that will be published in Spring of 2015. It includes his observations at the oldest guide dog training school in the United States and applications of the relevant principles to human and professional development. It examines how training in a variety of fields such as airline safety and hospital errors-reduction can counteract the behavioral patterns observed in the Milgram obedience experiments. Dr. Milgram was ultimately seeking to discover how to reduce inappropriate obedience through the important variations of his basic experiment and his analysis of the autonomous versus the agentic states. This book and this talk is an applied extension of that work.