



Don't Take Rationality for Granted

Who can truly explain why some people do what they do? Whether born of fear, ego, jealousy, ignorance, arrogance, spite or anger, irrational behavior is something we need to confront and overcome in the workplace. Besides, what seems irrational to us may be perfectly reasonable behavior from the point of view of the performer.

It is not wise to approach a project overly confident that it will receive the support and consideration of all our co-workers and superiors, even when we know that the project is "right". Internal organizational dynamics and personal quirks often get in the way of progress we see as obvious and necessary.

The best way to advance your cause is by building coalitions and attempting to deal with the irrational behavior as it appears. The temptation to ignore the behavior, born of confidence that others will see it as irrational as well, should be resisted. Often irrational behavior is tolerated for broader considerations. You need to identify the cause of the behavior and seek to neutralize it through compromise, reassurance or conviction.

Only by addressing the irrational behavior that confronts us can we move beyond it...and above it.

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