Harvard Business Review

MANAGING YOURSELF

What Anxiety Does to Us

tinted glasses and adjust your thinking so it doesn't limit you. Here are some common ways anxiety can cause problems at work and suggestions for ways to minimize them.

You misjudge the view others have of you.

Anxious folks tend to worry that others dislike them or don't see them as talented. For instance, let's say a coworker doesn't greet you as warmly as they do others and always seems rushed in your interactions. You assume the person doesn't like you. But realistically, there are other possibilities: perhaps they're warmer with people they know better or their only way of socializing is to joke around and you give o a serious vibe. Because you don't feel liked, you avoid that colleague, but then they might feel snubbed and jump to the conclusion you don't like *them*!

Instead, it's important to recognize when you're interpreting an interpersonal situation without solid evidence. Equally, if not more important, is to understand that even if your colleague isn't into you

You react negatively when presented with unexpected ideas.

If your rst thought when presented with new ideas is to consider the risks, downsides, and reasons they won't work, other people are probably picking up on your instinct and, worse, may perceive it as