

The Technology of Foolishness

James March explained that our society embraces three primary articles of faith:

- 1) **The preexistence of purpose:** We begin with goals, make choices based on these goals, and can offer adequate explanation of our actions only in terms of our goals.
- 2) **The necessity of consistency:** We choose to act in ways consistent with our beliefs and with our roles in our social groups (families, organizations, communities, and so on).
- 3) **The primacy of rationality:** We make decisions by carefully projecting the probable effects of different courses of action, not by intuition (which means that we act without fully understanding why we do what we do) or by tradition or faith (which means that we do things because they always have been done that way).