

organisation can be when having fun, being creative, sharing joy and laughter and sorrow and tears together, are daily manifestations of the *esprit de corps* of the organisation being (Whyte, 1996). By being a place where people can express themselves fully and let their spirits soar, an organisation develops its own animated spirit. Self-realisation for humans and for the organisations of which they are members are intimately interconnected in a mutually reinforcing cycle. As organisations adopt practices that enable their members to self-actualize, their thoughts, feelings, and actions begin to create new potential in the organisation. As the organisation transforms as a result of its members' growth and development, it provides additional opportunities for them to pursue self-realisation. Ultimately, this process brings to life the spirit of a new workplace.

Conclusion

There are clear limitations of holding a bureaucratic mindset in the information age. In fact, many of our basic assumptions about human work organisation have not evolved beyond the Newtonian mechanics that informed choices during the Industrial Revolution. We believe that viewing an organisation as a living system can guide proactive efforts to change, improve, and develop organisations so that they can function more effectively in the new global economy. ●

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