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## PUT YOUR CREATIVITY AND SPIRITUALITY TO WORK

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*The business of America is business.*

—Calvin Coolidge

*We are created to develop the ability to create. The creature is designed to mature into the creator, the Son into the Father. The creation is the way by which God the One becomes many, and why Eternity is in love with the productions of time.*

—Joseph Chilton Pearce, author of *The Bond of Power*<sup>1</sup>

### INTEGRATING BUSINESS AND SPIRITUALITY

To some people, these opening statements are antithetical or contradictory. Certainly, their focus is different... or is it? Business aims to transform wishes into reality (through innovation). We shape the quality of our lives by transforming the deepest longings of the human spirit into reality. The two can become one.

A few years ago, I conducted with Du Pont a seminar I called Innovation Search. The purpose of the seminar was to develop new business opportunities for a material called Nomex that the company had developed. The first day seemed very creative—300 or so ideas—but nothing really sparked. There was no flash of brilliance, and I drove home puzzled. When I returned the next morning, I asked the participants to share with all of us one thing in the world situation that genuinely concerned them. Instantly, the room became alive as they anchored themselves in real-life, passionate issues: hunger, drugs, crime, and resource depletion.

Then I said, “Now that you’ve heard each other’s concerns, form groups with people you resonated with.” As the participants brainstormed ways that Nomex might possibly contribute to solving their deep concerns, their creative energy rose exponentially. Ultimately, they produced over 1,000 ideas, which they then organized into the top fifty key concepts, of which ten later tested out with the highest technical and market feasibility. Of those, over the next two years, the first concept to achieve a significant profit and market share was only #8 on the initial top ten list: The opportunity of protecting precious art during shipment from museum to museum was made into a new business by a manager whose passion was preserving and appreciating art.

What made the difference? In brainstorming and implementing top ideas, the participants anchored their creative energy in something personal, compelling, and emotionally real. They tapped into their creative wellspring, and sparked innovative business ideas, based on deep, personal values such as caring for others and responsible action, and business success was born of these ideas. According to India’s spiritual leader, Sathya Sai Baba, such fundamental human values as concern for well-being, responsibility, love, truth, and inner peace provide the foundation for every major spiritual tradition. And they directly support established business values:

- *Concern for people’s well-being* fosters great service.
- *Responsibility* fosters trust and quality.
- *Caring* fosters collaboration and daring.

<sup>1</sup> Joseph Chilton Pearce, *The Bond of Power*. New York: Dutton, 1981

- *Truthfulness* fosters honest relationships.
- *Equanimity* fosters creative, wise decisions.

These values stimulate quantum leaps in innovation, process improvement, customer impact, and personal commitment. While spirituality in business might seem like a paradox or intrusion to some, spiritual values are actually the basis for sustainable, creative business success!

Can we bring the paths of business and spiritual values together for the benefit of both business and our spiritual well-being? Many cynics say no, believing that getting ahead in this world is a matter of “survival of the fittest.” But we have grossly underestimated human nature, just as we have grossly misinterpreted evolution itself. As pointed out by two Chilean biologists, Francisco Varela and Humberto Maturana,<sup>2</sup> life responds not to the survival of the fittest but to the greater space for experimentation of the survival of the fit. Even Darwin, whom we associate with the phrase “survival of the fittest,” said, “It’s not the strongest species that survive, nor the most intelligent, but the ones most responsive to change.”

Therefore, we have long misunderstood the nature of evolution, and therefore the nature of business competition. Business is not governed by survival of the fittest, but rather, by “fit enough to survive, then the more the merrier!” After passing a threshold of fitness, nature encourages the play of experimentation to see just how many different species can thrive in a shared ecology. This same spirit of experimentation makes people, society, business, and whole economies thrive. To go beyond the creative edge means to go beyond notions of competitive “survival of the fittest.”

Many people have been taught that mankind is fundamentally sinful or selfish, greedy at worst. We’ve passed laws designed to reign in this selfish nature, assuming there is no natural moral code inherent to human beings. How far this assumption is from the truth! We naturally find in ourselves the need and the inner resources for peace, love, and the other fundamental human values. The Dalai Lama, spiritual leader of the exiled people of Tibet, puts it this way:

*This peace of mind is a fact. There’s no use denying it, presenting humans as the playthings of exclusively aggressive or possessive or dominating urges. Of course all these dangerous tendencies do exist in us, but beneath them, deeper and more permanent, lies peace. If we use this peace as a fact, we can truly offer humanity the possibility of something better. But first of all it has to be recognized, attained, and preserved.*<sup>3</sup>

I once conducted a survey of executives asking this question: What is the primary driving force behind your corporate success? Is it: increasing shareholder value? Beating the competition? Making profits? Serving customer needs? Growing an organization? The vast majority of them had two observations:

1. Businesses at the top of their industry strive for success by “serving customers better than anyone else.” Businesses closer to the bottom of their industry drive themselves to “beat the competition” or “make the most profits.”
2. Perhaps “beating the competition” or “making the most profits” are mindsets that doom a business to be less successful, long term, than those “serving customers better than anyone else!”

Indeed, Bill Lambert, former Manager of Innovation Resources at Procter and Gamble, said, “If our sole goal is to maximize profits or beat the competition, we will not make the investments that are necessary in the long run to serve customers better than anyone else, and we won’t end up #1 in our industry.” We need to focus on the breakthrough choices that increase value for and delight our customers. It’s fine if our competition does it too. We can expand the scope of opportunities rather than slice the pie up into smaller pieces.

Business in its basic form is the exchange of value(s) among people. The measure of our lives stands or falls on how well we contribute creatively to the lives of others. Work is one way we do this. We re integral parts—

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<sup>2</sup> Humberto R. Maturana and F. J. Varela, *The Tree of Knowledge: The Biological Roots of Human Understanding*. Boston: Shambala, 1992

<sup>3</sup> The Dalai Lama and Jean-Claude Carriere. *Violence and Compassion*. New York: Doubleday, 1994

that is, we are creative by nature and share in nature's creative powers. When we empower ourselves to be all we can be, we provide the DNA from which profitably innovative organizations are grown.

## **APPRECIATING THE ART OF BUSINESS**

In his *Confessions*, St. Augustine states, "All the loveliness which passes through men's minds into their skillful hands comes from the supreme loveliness which is above our soul, which my soul sighs for day and night."<sup>4</sup> From Tolstoy's *What is Art?* we read, "Art is a human activity whose purpose is the transmission of the highest and best feelings which men have attained."<sup>5</sup> This chapter's opening quotations from Calvin Coolidge and Joseph Chilton Pearce merge with these from St. Augustine and Tolstoy in realizing business as a form of art. The artistry of business is the creative right of all those who desire true prosperity—economically and spiritually, personally and globally. The consummate artist demands a level of dedication and practice beyond what most people dream of for themselves and their work. Andre Previn once said, "If I miss a day of practice, I know it. If I miss two days, my manager knows it. If I miss three days, my audience knows it." Without mastery of whatever God-given talents we each have, we turn a deaf ear to a quiet voice within us that wants to be expressed, a "muscle" of creativity that wants to be exercised.

Similarly, peak-performing organizations also demand a mastery of their own collective creativity. Like artists, they are in the business of creativity. From the creative contributions of people like yourself, major corporations, grassroots nonprofits, government agencies, and small businesses grow and flourish. We innovate by taking take our creative ideas and producing something with them. That's how we renew ourselves and stay healthy to serve our customers, clients, shareholders, other stakeholders, and ourselves. Whether we express our creativity in new products and services, new work processes, or new marketing methods, creativity is the prime source, the taproot, from which solutions spring. But what is the nature of creativity?

The *American Heritage Dictionary* defines creativity as the "ability or power to create things; creating, productive; characterized by originality and expressiveness; imaginative."<sup>6</sup> These four dimensions—creation, productivity, originality, and expressiveness—all suggest that creativity actualizes our human potential. Coaching people, constructing products, satisfying customer needs, counseling employees, or determining business strategies can all be either mechanical, lifeless routines or expressive, creative activities.

Throughout this book, when the terms *creativity* and *innovation* are both used, the former refers to conceiving of and developing new ideas, and the latter to applying and implementing them. When *creativity* is referred to by itself, it implies both idea generation and implementation.

You can implement creative ideas for, two purposes in business: to achieve greater revenues (for the "top line" on a balance sheet) and to achieve greater efficiency of work processes (affecting the "midline" areas of the balance sheet). In addition, innovation can be either revolutionary or evolutionary. A breakthrough for revenues would be a radically new invention; a breakthrough for processes would be total reengineering. Incremental innovation for revenues would be product line extensions, while incremental process enhancement is known as Kaizen quality improvement. (Kaizen is the Japanese term for quality improvement made in small, incremental steps.)

Compared with the past, people seem to fear creativity less; they use "off the wall" and "out of the box" as compliments now rather than as snide remarks. Skills in breakthrough creativity have strategic importance, affecting every facet of product development, manufacturing, marketing, and sales. Creativity dominates the corporate cultures of today's most successful organizations.

## **PUTTING YOUR VALUES TO WORK—CREATIVELY**

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<sup>4</sup> St. Augustine. *The Confessions*. New York: Oxford University Press, 1991

<sup>5</sup> Leo Tolstoy. *What Is Art?* New York: Penguin USA, 1996

<sup>6</sup> *The American Heritage Dictionary of the English Language*, New College Edition. Boston: Houghton Mifflin Co., 1991

A few years ago, members of the Corporate Innovation Committee of 3M Corporation asked me to make a presentation to them about innovative corporate cultures. At the end, the 3M representative who brought me in, Bob Gubrud, saw a book in my briefcase as I was packing. It had a faded gold cross on it.

"What are you reading, William?" he asked.

"Oh, it's a book about six saints from the thirteenth to sixteenth centuries." (That's all I planned to say, being reluctant to talk about spiritual matters with my clients.)

"What prompts your interest in that—religious conviction, curiosity, philosophy?"

"Well, to tell you the truth, for a few years now I've realized that a major theme in my life and work has been, 'How are creativity, business, and spiritual values somehow facets of the same diamond rather than separate subjects?'"

"That's amazing. That's exactly what's been on my mind the past six months! Let's get a bite to eat and talk about that."

And so we did. We discussed how creativity encompassed how we expressed our unique individuality as well as how we responded to work challenges; how business included any organization involved in an "exchange of value, whether they be profit enterprises, government, education, or nonprofit institutions; how spiritual values were the same as the most fundamental human values which bring out the best in people of all cultures. We discussed all of these as issues of spiritual integrity—integrity, in this context, meaning "wholeness, oneness."

When my company was working with Walter Landor, founder of the world's premier strategic design firm (Landor Associates, San Francisco), to plan a creativity center, he stated: "Real creativity involves the production not only of something new, but also of something emotionally appealing. Creative products are not just new solutions. They are fresh, evocative, and stimulating. Creativity seeks satisfaction from an awareness of 'wholeness.' It must appeal to the whole person."

To commit to creativity and innovation is to exercise our deepest personal values. Research by Barry Posner and W. H. Schmidt shows that clarity about our personal values is more important to our job commitment than clarity about our company's values.<sup>7</sup> People were asked to rate their commitment to their organization as related to their clarity about company values and their personal values. Those who were neither clear about company values nor about their own values rated themselves at 4.9 (out of 7.0) on commitment. Greater clarity about company values had no correlation with an increase in job commitment, whereas greater clarity about personal values increased commitment by 30 percent, to an average of 6.2!

Bob Galvin, chairman of the executive committee on Motorola's board of directors, and the man most responsible for leading Motorola's growth in the sixties, seventies, and eighties, recently addressed thirty of his vice presidents and officers. Their job, he said, was to become role models in creatively seeing and doing things differently—being "dazzling" thinkers. Their primary job? Building a new culture of collaboration based on inspiring acts of faith ("things are do-able that are not necessarily provable"), spreading hope, and building trust. When asked how these values relate to the "real world of business," he replied that executives must develop more than good technical or financial skills. They must develop character in themselves and others. He concluded, "Faith, hope, and trust... Theology is very practical business."

Motorola's values translate into action to build customer relationships based on trust even when cultural practices or belief systems are different. They've found their high ethical standards (absolutely no gifts, especially bribes, are ever allowed customers or suppliers) to be a competitive disadvantage in the short term but a sustainable advantage in the long term. For example, a distributor of their telecommunications products in the Asia-Pacific region once stopped carrying a competitor's products and started to carry Motorola's. The reason? The distributor was tired of unreliable relationships built on payoffs, and could count on a high-integrity relationship with Motorola.

What do you value? Look at your own life for the first clue. Do you have trusting relationships? Then it's most likely that you value authenticity in people and in relationships. Do you have conflict in your day-to-day life and in relationships? Then it's likely that you value drama, no matter what you might say to the contrary.

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<sup>7</sup> "Values Congruence and Differences Between the Interplay of Personal and Organizational Value Systems." *Journal of Business Ethics*. (December 1993) :174

To further clarify your values, try listing the top ten things that are important to you. If you get stuck, list the opposite of things you just can't stand. Then select the top three. Finally, name one that you would like to see more of in your workplace. I led this exercise with a group of school bus drivers and mechanics a few years back. One person was rather resistant to this "creativity stuff," and was rather rough in his language. But when the group was reporting the top values they'd selected, everyone's head snapped in surprise when he said, "Love." He explained, "Isn't that what life is about? Loving yourself and each other the best you can."

Can you emphasize and live by such values and still run a successful business? For Dick Eppel, general manager of a communication systems division of a major electronics corporation, the answer is a resounding, "Yes!" He took the job with the assignment of turning the division around. He later told me the story of what happened:

*It was definitely a division in serious trouble, a result of too much success in their marketing activities without enough forethought for how they were going to execute that successfully. Clearly, one goal had to be to satisfy the customer. And the second thing was to get the people to believe that there was a recovery possible here.*

*We set up a prioritization of what customers we were going to satisfy when, with the goal that we were going to satisfy all customers. We would not take on any more business whatsoever that would jeopardize satisfying our current customers. That was to convince the employees that we weren't asking impossible things of them. Everything had to be credible—the "road map," the vision, the "how-you're going-to-get-there"—all had to be credible. I was the one who had to say, "Trust me. Once we get through this, then we are all going to win."*

One time, a salesman came to Dick with a potential new customer who wanted a delivery date that Dick knew they couldn't meet. The salesman wanted an exception to their strategy so he could get the sale.

*I hung tough on not accepting business that we couldn't deliver on. That was a test. I would talk to a customer, look him in the eye, and say, "Do you want me to lie to you?" I used words that had an emotional impact, but there was no ambiguity. He accepted that. It turned out that we could execute good business, deliver on that business, and manage it on a schedule, even though there were threats of customers' going someplace else or walking away from it.*

*After two years, things were significantly improved. Turnover was down. We got the division to breakeven, or pretty close to breakeven. Every contract got delivered on—every contract. The most important piece that we saved has represented about \$13-20 million per year of cash-rich profits ever since.*

What did it take for Dick and his division to succeed? He named two things besides having the right strategy:

*One was a sense of positive perseverance: positive expectations, positive visualization. That had a lot to do with the result. The second thing was that the management team—the people and myself—for one reason or another, amalgamated in a way that was very unique to me. I've always felt like I had good teams to work with, but in this one, there was a bonding beyond friendship and camaraderie. There was such a sense of caring, a genuine sense of love, even though that word was never expressed verbally.*

Truth telling. Love. Business. They need each other: Truth and love enrich business success, and business is a way for love to express itself, serving people's needs. Why then are we so afraid at work to call it "love," when that's what it really is?

Love and oneness sustain our souls and stimulate sustainable business success. We are the organizations we work for—responsible for everything that happens, and we share in every success. When we act with this level of responsibility, we carry the spirit of all creation in everything we do.

## **TAKING RESPONSIBILITY**

We're all naturally creative. Without creative expression in our work lives, we feel a certain "flabbiness," like we haven't exercised an important muscle. ABC News's Peter Jennings once interviewed Holocaust scholar and author Elie Wiesel over breakfast in Krakow, Poland, lunch in Auschwitz, tea in London, and dinner in New York. The next day, Jennings was back anchoring the newscast. "Tired?" he was asked. He replied, "It's only the days when I haven't made a really creative contribution that I'm tired."

There is much for us to do together. Our planet, our people, need us badly, for the sake of whatever we, collectively, and each of us, individually, most value and cherish: better health, higher living standards, a greater sense of family and community, profitable progress, inner richness, or more regard for our environment. Our—your—creativity is in demand, not as some "nice idea" or "liberal humanistic dream," but as a hard, cold necessity and stark reality. To live successfully in a world dominated by the following eight pressing issues, we must demand creativity from each other.

- **The globalization of national economies.** We now have a truly global economy; No nation and no company is an island unto itself, unaffected by economic problems or successes elsewhere. Our communication technology links people virtually everywhere on the planet. However, our awareness of being a global family is just beginning to catch up with these developments. Our human family includes both people on the other side of our desk and people on the other side of the world—a collective consciousness that has a profound impact on all phases of our life and work. Our challenge is to develop innovative practices of economic collaboration for mutual benefit: "them vs. us" doesn't work within the global village economics.
- **The evolution to a knowledge-based economy.** As Harlan Cleveland points out, *A century ago, less than 10% of the American labor force was doing information work; now more than 50% are engaged in it. The actual production, extraction, and growing of things now soaks up less than a quarter of our human resources.*<sup>8</sup>

Knowledge is a new type of resource, more like a flame than an object. With objects, like an apple, if we take some away, eventually nothing is left. With a flame, we can light a thousand candles so they all have flames, including the original. In the same way, knowledge is expandable, diffusive, transportable, and shareable—particularly with the explosive growth of the global Internet. We still often operate with a vocabulary and with management systems based on producing objects, not flames, but we must embrace knowledge as the key asset for generation of wealth. The fact is that in the last five years, knowledge-intensive companies accounted for 28 percent of the employees in U.S. corporations, but 43 percent of the employment growth. Our challenge is to learn new ways to foster creativity for flames/information, and new ways to manage and account for the products/services we produce, especially since knowledge may be considered less valuable when it is shared.

- **The pace of technological evolution.** Electronics is but one field in which rapid technological advances make products obsolete within a year or two. We live in a world impacted by developments in remote sensing from space; disease-resistant crops; gene splicing; fuel cells; medical lasers, advanced ceramics, alloys, and composites; "smart" membranes; computer-aided design, engineering, and manufacturing; expert systems and artificial intelligence; global cellular radio communications; optical computing; nutritional treatment of disease; universal Internet access; and so on. Our challenge is to be more than just reactive or even responsive, but to be proactive in *choosing* and valuing what we give birth to technologically.
- **The competitive environment.** Corporate globalization and the explosion of technology have changed profoundly the nature of competition. Speed rules in an era of hyper-competition, which ironically has also spawned "the death of competition": Competitors are finding more and more ways to collaborate to build the strength of their industry and even inventing new industries together. Rather than competing for a piece of the pie, they're busy expanding the pie itself. The strategy of regaining profitability by downsizing won't go away, but we've discovered its limits: Downsizing does little to spur innovation and revenue growth, the sustainable path to corporate health.
- **New and shifting social values/demographics.** Since the 1960s we have been in a period in which seemingly sudden discontinuities with past trends continue to emerge. Examples of these discontinuities

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<sup>8</sup> Harlan Cleveland. "Information as a Resource." *The Futurist*. (December 1982) :35

include: the 1973 oil embargo; the opening of United States–China relations; the movement to self-responsibility and preventive medicine; the political, social, and environmental protests of the 1960s; and so on. Each shift alters the field of business opportunities, government policy, and social lifestyle. Our challenge is to develop flexible, innovative plans and responses across a variety of possible future scenarios.

- **Changes in labor force values.** That today's work force has a different mix of personal and work values is not news. Many have cheered the fact; many have bemoaned it. Our challenge is to develop appropriate ways of leading, more than just "managing," the gold-collar (professional), white-collar, and blue-collar work forces—and perhaps to challenge the notion that there is any difference.
- **Health, lifestyle, and stress awareness.** In 1900, only 4 percent of the American population was over sixty-five, and the top four causes of death were the acute, infectious diseases (diphtheria, cholera, smallpox, and typhoid). In 1990, 15 percent of the population was over sixty-five and the top four causes of death were vascular (heart attack, etc.), cancer, diabetes, and cirrhosis of the liver. The most noteworthy aspect of this second list is that, according to the U.S. Centers for Disease Control and Prevention (CDC) in Atlanta, 75 percent of the incidence of these diseases is brought about by our lifestyles. This self-destructive approach to life is intricately linked with our work climates, our technologies, our attitudes toward stress, and our values. Our challenge is to develop the willingness and ability to use our talents collectively, in harmony with ourselves and with each other. With the renewed exercise of our creative powers, the current lack of harmony *can* be healed for the benefit and profit of all.
- **Prosperity versus human survival.** In 1960, countries located north of the equator were about 20 times richer than those south of the equator. By 1990—in the Northern Hemisphere countries were 50 times richer despite vast amounts of economic aid, trade, loans, and catch-up industrialization in countries in the Southern Hemisphere. The wealthiest 20 percent of the world's population now earns approximately 83 percent of total world income, while the poorest 20 percent earns only about 1.4 percent. This growing disparity cannot and should not be sustained. It threatens both economic and social stability and the basic tenets of morality that support that stability. The imbalance is compounded by the resource-consuming lifestyles of the richest, which lead to global depletion of resources, and by the exponentially expanding population, especially in Southern Hemisphere countries. Even with the end of the Cold War, worldwide weaponry sales continue to siphon essential financial resources away from measures to alleviate the impoverished conditions that afflict half the planet.

In 1953, President Dwight D. Eisenhower said:

*"Every gun that is made, every warship launched, every rocket fired signifies, in the final sense, a theft from those who hunger and are not fed, those who are cold and are not clothed. This world in arms is not spending money alone. It is spending the sweat of its laborers, the genius of its scientists, the hopes of its children. . . This is not a way of life at all in any true sense. Under the cloud of threatening war, it is humanity hanging from a cross of iron."<sup>9</sup>*

The cross of iron has yet to be brought down. It's a matter of our will—of living up to our spiritual values.

These are the issues that move me, and concern me deeply. Global problems are local problems that have reproduced too many times. Whether it's my job or yours, it's *what* we create and *how* we create it that makes our lives meaningful or not.

You and I can respond to these issues in three ways: We can reach back for "the ways things were," "plan" reactively to and for a future that seems out of control, or work to create a future we want for ourselves and for our children's children. Business plays a key role in transforming society and our quality of life: Determined *innovation* is what it will take—the creation and actualization of breakthroughs and incremental improvements in products, services, processes, and management methods. The creative challenge for corporations is to develop business models of value-exchange that resonate with hearts, not just pocketbooks, with goodness, not just goods.

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<sup>9</sup> From a speech before the American Society of Newspaper Editors, April 16, 1953

Willis Harman, in *Global Mind Change*, points out the opportunities and the responsibilities that business leaders and managers (at all levels) face as we approach the early days of the twenty-first century.

*Leaders in world business are the first true planetary citizens. They have worldwide capability and responsibility; their domains transcend national boundaries. Their decisions affect not just economies, but societies; and not just direct concerns of business, but world problems of poverty, environment, and security. World business will be a key factor in the ultimate resolution of the macro-problem. It crosses national boundaries with much more ease than do political institutions and the business corporation is far more flexible and adaptive organization than the bureaucratic structures of government. Up to now, there has been no guiding ethic. . .(but) such a new ethos for business may be in the process of forming.*<sup>10</sup>

Can a major corporation be both socially responsible and profitable? Unequivocally, yes. If corporations can contribute responsibly to solving problems such as these, the world will gladly support them. If we choose to, we can spawn a future that profits each of us. But only when we make our workplaces more creative, more productive, and more alive will we know how to achieve true, sustainable (and sustaining) material and spiritual prosperity.

### **IN CLOSING . . .**

You can develop your deepest values as well as your talents. As you face big and little challenges, you can ennoble your work by responding from the deepest part of your purpose and values. Whether you are coordinating projects as a manager, constructing a product, satisfying a customer's needs, writing letters, counseling a student, or determining business strategy. . . you *can* create a nurturing environment for growing your soul where you work. Commit yourself wholeheartedly to your organization's becoming the best it can be. Don't wait for the organization to prove itself to you; the proof of the worth of your commitment will come *after* the commitment, not before!

Become aware of your organization's external environment and internal climate. Learn new ways to explore problems and entertain new possibilities. Learn more about being a visionary leader, taking the initiative, and building coalitions. Get others involved in your vision, get involved in theirs, and persist until, collectively, you are successful. Learn how organizational *systems* work to reinforce your values and ease the innovative process. Learn to embrace the changing world—and the world of change—and master the art of managing change.

Develop yourself. Assist others in their development. In the world of life and organisms, if you're not growing, you're dead. Your organization can suffer the same fate. And if you *are* growing, you're celebrating. Life at its fullest is a spiritual, creative celebration. Life at work is no exception.

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<sup>10</sup> Willis Harman. *Global Mind Change*. Indianapolis: Knowledge Systems Inc., 1988, p. 132