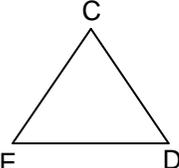
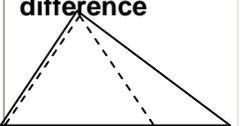
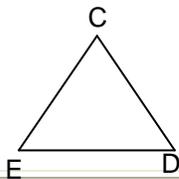
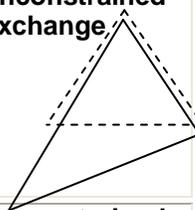
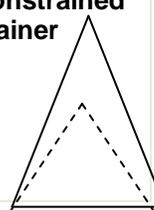


|  | <b>CDE Model for Self-Organizing Systems<br/>Case Examples</b>   |
|--|--|
| <p><b>Balanced CDE</b></p>                | <p>National franchise of bakeries with clear quality expectations, diverse local adaptation, sharing profits and best practices among the franchisees.</p>   |
| <p><b>Constrained exchange</b></p>        | <p>County government with explicit silos and minimal integration of services. Departments work independently and compete for resources annually. Few shared standards of customer service and strong conflict among managers, supervisors, and staff members.</p>            |
| <p><b>Constrained difference</b></p>      | <p>Religious institution with geographical, theological, and practical conflicts that are not acknowledged. Group harmony is explicit, but individuals and groups are disenfranchised in the interactions of the whole.</p>  |
| <p><b>Constrained container</b></p>      | <p>Manufacturing company where product line, process, personnel are committed to past successes, so they are not able to respond to changing markets or innovations in technology.</p>   |
| <p><b>Unconstrained Exchange</b></p>    | <p>Advertising company in which each partner has total creative freedom with customers. Group meetings are filled with conflict as each partner says exactly what they think without concern about others' perspectives, needs, or feelings.</p>                             |
| <p><b>Unconstrained difference</b></p>  | <p>Virtual organization providing computer services to diverse clientele. The company grows by adding new consultants and their products and services. Ethical and quality expectations are "anything goes." Senior management spends all their time fighting fires.</p>     |
| <p><b>Unconstrained container</b></p>   | <p>International financial services company. Responds to needs in the market as opportunistic. New products and services are added quarterly to take advantage of changing market conditions. Low efficiency of servicing because central resources cannot be optimized.</p> |

| <b>CDE Model for Self-Organizing Systems<br/>Characteristics across Levels</b>   |  |                        |                                |                                  |
|--|--|------------------------|--------------------------------|----------------------------------|
|  | <b>Personal</b>                          | <b>Team</b>            | <b>Institution</b>             | <b>Community</b>                 |
| <b>Balanced CDE</b><br>               | <b>Efficacy</b>                          | <b>High performing</b> | <b>Productive</b>              | <b>Healthy</b>                   |
| <b>Constrained exchange</b><br>       | <b>Loneliness<br/>Isolation</b>          | <b>Tension</b>         | <b>Misunderstand<br/>Blame</b> | <b>Bias</b>                      |
| <b>Constrained difference</b><br>     | <b>Boredom</b>                           | <b>Group think</b>     | <b>Yes-saying<br/>culture</b>  | <b>Fanaticism</b>                |
| <b>Constrained container</b><br>     | <b>Frustration</b>                       | <b>Conflict</b>        | <b>Obsolescence</b>            | <b>Competition</b>               |
| <b>Unconstrained Exchange</b><br>   | <b>Hysteria</b>                          | <b>Hubub</b>           | <b>Confusion</b>               | <b>Riot</b>                      |
| <b>Unconstrained difference</b><br> | <b>Undisciplined</b>                     | <b>Foundering</b>      | <b>Shifting<br/>direction</b>  | <b>Political<br/>correctness</b> |
| <b>Unconstrained container</b><br>  | <b>Lack of<br/>personal<br/>identity</b> | <b>Diffuse efforts</b> | <b>Turf battles</b>            | <b>Colonialism</b>               |