



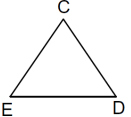
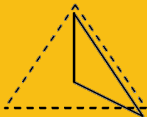


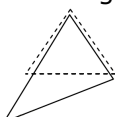


HUMAN SYSTEMS
DYNAMICS INSTITUTE

CDE Model for Self-Organizing Systems Case Examples

Balanced CDE		National franchise of bakeries with clear quality expectations, diverse local adaptation, sharing profits and best practices among the franchisees.
Constrained exchange		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.
Constrained difference		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.
Constrained container		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.
Unconstrained exchange		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.
Unconstrained difference		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.
Unconstrained container		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.

Nothing is intractable.

CDE Model for Self-Organizing Systems Characteristics across Levels

	Personal	Team	Institution	Community
Balanced CDE 	Efficacy	High performing	Productive	Healthy
Constrained exchange 	Loneliness Isolation	Tension	Misunderstand Blame	Bias
Constrained difference 	Boredom	Group think	Yes-saying culture	Fanaticism
Constrained container 	Frustration	Conflict	Obsolescence	Competition
Unconstrained exchange 	Hysteria	Hubub	Confusion	Riot
Unconstrained difference 	Undisciplined	Foundering	Shifting direction	Political correctness
Unconstrained container 	Lack of personal identity	Diffuse efforts	Turf battles	Colonialism

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