

| <b>Young or<br/>Chaotic Organization</b> | <b>Empowered,<br/>Self-Organizing Teams</b> | <b>Traditional<br/>Organization</b> |
|--|---|-------------------------------------|
| Solution/Engineering-driven              | Customer-driven                             | Management-driven                   |
| Heroic performers                        | Multi-skilled workforce                     | Isolated specialists                |
| No meaningful job descriptions           | Few job descriptions                        | Many job descriptions               |
| Information informal/unavailable         | Information widely & clearly shared         | Information limited                 |
| No visible management                    | Few levels of management                    | Many levels of management           |
| Shifting focus on the urgent             | Whole-business focus                        | Function/department focus           |
| No goals / implicit goals                | Clear, shared goals                         | Segregated goals                    |
| Appears productive                       | Appears chaotic                             | Appears organized                   |
| Emergency response                       | Emphasis on purpose                         | Problem-solving emphasis            |
| Blame or Denial                          | High worker commitment                      | Management commitment               |
| Temporary or no improvement              | Continuous, systematic improvements         | Symptom improvements                |
| Uncontrolled                             | Self-controlled                             | Management-controlled               |
| Whim and expediency based                | Values/principles based                     | Policy/procedure based              |

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