

Competing Values Framework

WORKSHEET

Maps organisational culture on two tensions, internal versus external focus and flexibility versus control, producing four competing culture types (Clan, Adhocracy, Hierarchy, Market) that can be profiled and compared, most commonly through Cameron and Quinn's OCAI survey.

PREPARED BY _____ DATE _____

CLAN

Internal focus with flexibility. The organisation as extended family: cohesion, participation, mentoring and morale. Leaders act as facilitators and parent figures, and success is defined in terms of people development and commitment.

ADHOCRACY

External focus with flexibility. The organisation as temporary, entrepreneurial and creative: risk-taking, experimentation and being first. Leaders are innovators and visionaries, and success means new products and new markets.

HIERARCHY

Internal focus with stability and control. The organisation as formalised structure: procedures, defined roles and smooth-running operations. Leaders are coordinators and organisers, and success means efficiency, dependability and predictability.

MARKET

External focus with stability and control. The organisation as results machine: competition, targets and winning. Leaders are hard drivers and producers, and success means market share, revenue and beating rivals.