

James Cameron and Robert Quinn The Competing Values Framework

**The Foundation of the
Organizational Culture Assessment Instrument
(OCAI)**

OACI

The Organizational Culture Assessment Instrument (OCAI) is a validated tool for assessing organizational culture, developed by Kim Cameron and Robert Quinn at the University of Michigan.

Competing Values Framework

- Additionally, Cameron and Quinn believe that underlying peoples' perceptions of organizations are assumptions about the *importance of **the inside*** versus ***the outside*** of the organization and ***the need for control*** versus ***the need for adaptability***.
- Plotting these two dimensions forms four quadrants, each of which provides a different “frame” or view of the organization.

Competing Values Framework

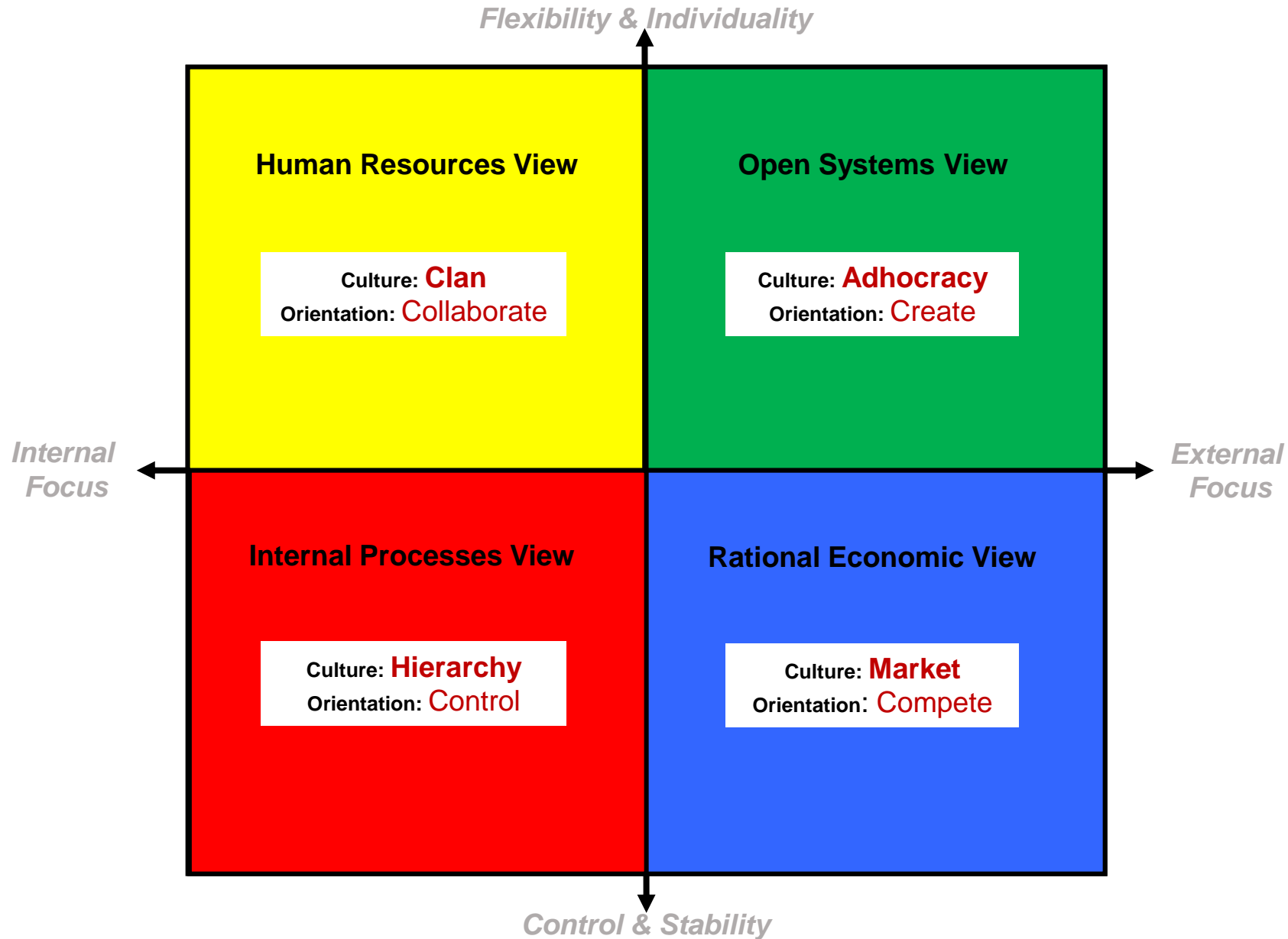
- Additionally, Cameron and Quinn believe that underlying peoples' perceptions of organizations are assumptions about the *importance of **the inside*** versus ***the outside*** of the organization and ***the need for control*** versus ***the need for adaptability***.
- Plotting these two dimensions forms four quadrants, each of which provides a different “frame” or view of the organization.

OACI

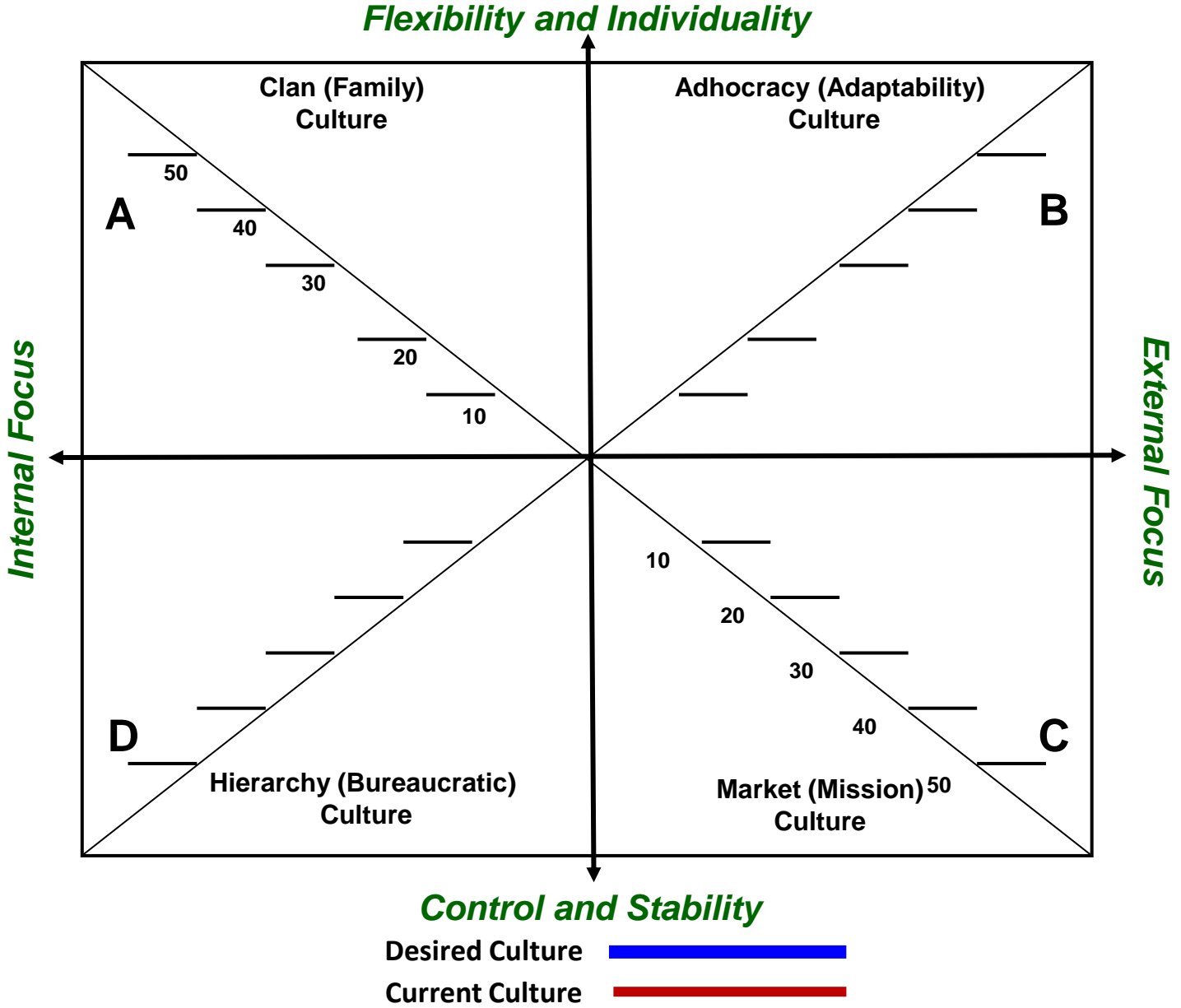
The Dimensions of Competing Values Framework

- **The Clan (Family) Culture:** an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.
- **The Adhocracy (Adaptability) Culture:** an organization that concentrates on external positioning with a high degree of flexibility and individuality.
- **The Market (Mission) Culture:** an organization that focuses on external maintenance with a need for stability and control.
- **The Hierarchy (Bureaucratic) Culture:** an organization that focuses on internal maintenance with a need for stability and control.

Original Core Dimensions of the Competing Values Framework



The Competing Values Framework for the OCAI Profile Work sheet



Cameron/Quinn, Diagnosing and changing Organizational Culture, © 2000. Electronically reproduced by permission of Pearson Education, Inc. Upper Saddle River, New Jersey.

The Competing Values Framework for the OCAI Profile Work sheet

The Clan (Family) Culture

An organization that focuses on the internal maintenance with flexibility, concern for people, and sensitivity to customers.

A very friendly place to work where people share a lot of themselves. It is like an extended family. The leaders, or the head of the organization, are considered to be mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus.

The Hierarchy (Bureaucratic) Culture

An organization that focuses on the internal maintenance with a need for stability and control.

A very formalized and structured place to work. Procedures govern what people do. The leaders prize themselves on being good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The Long-term concern is on stability and performance with efficiency, smooth operations. Success is defined is determined in terms of dependable delivery, smooth scheduling, and low cost. The management of employees is concerned with secure employment and predictability.

The Adhocracy (Adaptability) Culture

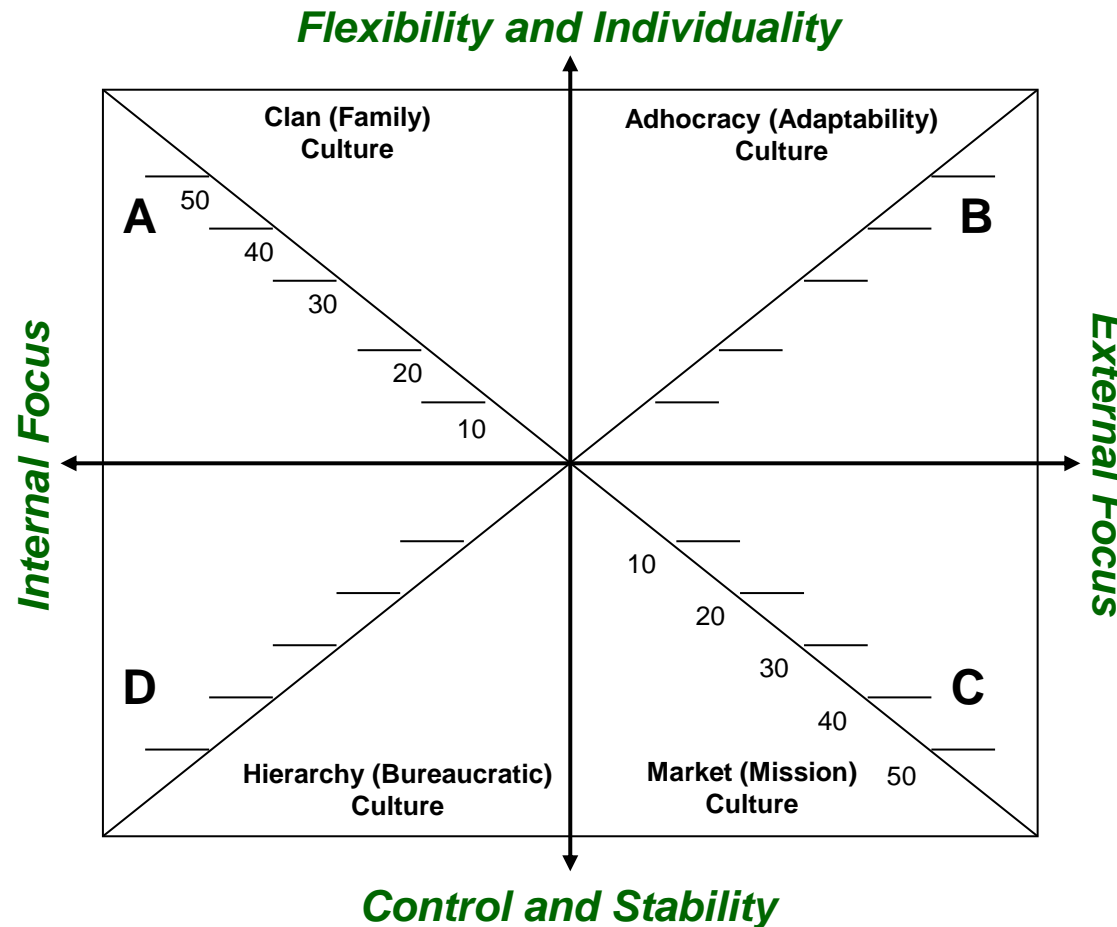
An organization that focuses on external positioning with a high degree of flexibility and individually to meet customer needs.

A dynamic, entrepreneurial, and creative place to work. People stick their necks out and take risks. The leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the edge. Readiness for change and meeting new challenges are important. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom.

The Market (Mission) Culture

An organization that focuses on the external positioning with a need for stability and control to serve specific customers.

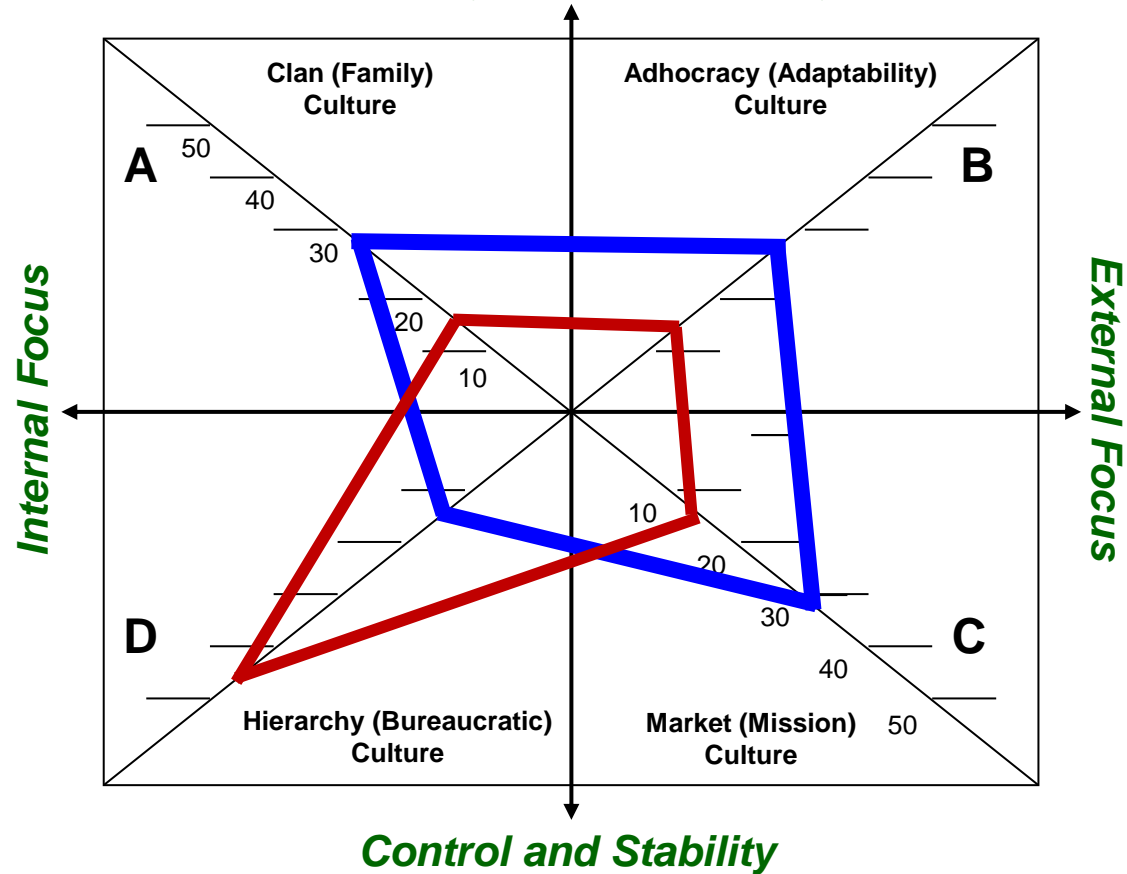
A results-oriented organization whose major concern is with getting the job done. People are competitive and goal oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.



The Competing Values Framework for theOCAI Profile Work sheet

Example ofOCAI Profile

Flexibility and Individuality



The Clan (Family) Culture

An organization that focuses on the internal maintenance with flexibility, concern for people, and sensitivity to customers.

A very friendly place to work where people share a lot of themselves. It is like an extended family. The leaders, or the head of the organization, are considered to be mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus.

The Adaptability (Adhocracy) Culture

An organization that focuses on external positioning with a high degree of flexibility and individually to meet customer needs.

A dynamic, entrepreneurial, and creative place to work. People stick their necks out and take risks. The leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the edge. Readiness for change and meeting new challenges are important. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom.

The Bureaucratic (Hierarchy) Culture

An organization that focuses on the internal maintenance with a need for stability and control.

A very formalized and structured place to work. Procedures govern what people do. The leaders prize themselves on being good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The Long-term concern is on stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling, and low cost. The management of employees is concerned with secure employment and predictability.

The Mission (Market) Culture

An organization that focuses on the external positioning with a need for stability and control to serve specific customers.

A results-oriented organization whose major concern is with getting the job done. People are competitive and goal oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.

Desired Culture ▬

Current Culture ▬