

proven to be a helpful framework for assessing and profiling the dominant cultures of organizations because it helps individuals identify the underlying cultural dynamics that exist in their organizations.

The framework consists of two dimensions, one that differentiates a focus on flexibility, discretion, and dynamism from a focus on stability, order, and control. The second dimension differentiates a focus on an internal orientation, integration, and unity from a focus on an external orientation, differentiation, and rivalry. Together these two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators.

The upper left quadrant identifies values that emphasize an internal, organic focus, whereas the lower right quadrant identifies values that emphasize external, control focus. Similarly, the upper right quadrant identifies values that emphasize external, organic focus whereas the lower left quadrant emphasizes internal, control values.

An instrument, called the Organizational Culture Assessment Instrument (OCAI), was developed to identify an organization's culture profile (Cameron & Quinn, 1999). By using the OCAI, an organizational culture profile can be drawn by establishing the organization's dominant culture type characteristics. In this respect the overall culture profile of an organization can be identified as:

- Clan (in the upper left quadrant): an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.
- Hierarchy (in the lower left quadrant): an organization that focuses on internal maintenance with a need for stability and control.
- Adhocracy (in the upper right quadrant): an organization that concentrates on external positioning with a high degree of flexibility and individuality.
- Market (in the lower right quadrant): an organization that focuses on external maintenance with a need for stability and control.

The clan culture is typified as a friendly place to work where people share a lot of

themselves. Leaders are thought of as mentors, coaches, and, perhaps, even as parent figures. The glue that maintains the organization together is loyalty and tradition, with a high level of commitment among its members. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus. The hierarchy culture is characterized as a formalized and structured place to work. Procedures and well-defined processes govern what people do. Effective leaders are good coordinators, organizers, and efficiency experts. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

The adhocracy culture is characterized as a dynamic, entrepreneurial, and creative workplace. The emphasis is on being at the leading edge of new knowledge, products, and/or services. Effective leadership is visionary, innovative, and risk-oriented. The glue that holds the organization together is commitment to experimentation and innovation. Readiness for change and meeting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services.

The market culture is a results-oriented workplace that highlights finishing work and getting things done. People are competitive and concentrated on goals. Leaders are hard drivers, producers, and competitors at the same time. They are demanding and have high expectations. The glue that holds the organization together is an emphasis on winning. Reputation and success are the most important. The long-term concern is on competitive actions and achieving stretch goals and targets.

The graphical representation of the Competing Value Framework of the quadrants is shown in Figure 1.