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# **Where is Your Organization on the Competing Values Framework?**

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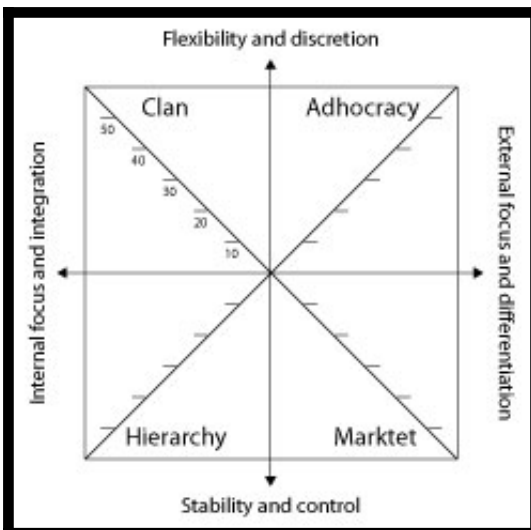


I love LinkedIn. I've blogged before about its value, especially considering it's free except for your time (though there are fees if you want to post jobs there). In the past I've used the business-themed social networking site to gather opinions on Zappos' "leaving bonus," and I referenced its Group feature as a lead-driving tool.

One of the best ways to use LinkedIn is to ask and answer questions. I particularly enjoy going to the Small Business and Organizational Development sections and seeing what company leaders, managers, and other employees are talking about – and occasionally offering my opinion. I did so last month in response to organizational culture consultant and speaker Marcella Bremer's question asking why building a productive workplace culture is often not on the agenda of CEOs, company board members, and other top executives.

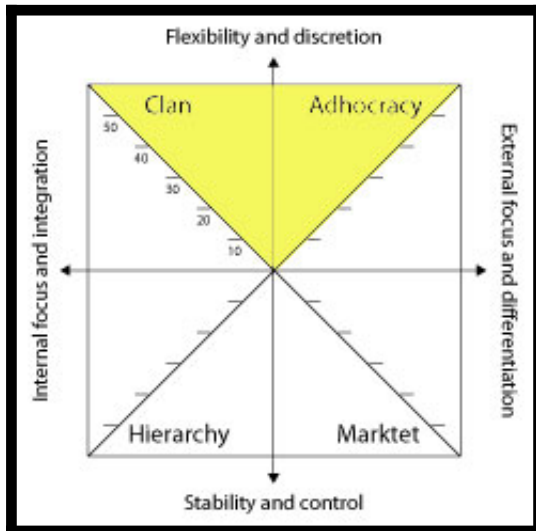
My response sparked an email conversation in which Marcella and I compared notes on our [Provigil online No prescription](#) respective firms devoted to leveraging employee engagement and team building strategies to improve companies' bottom-line results. The enterprise she co-owns, OCAI online, is based in the Netherlands (people practices advancement is truly a small world!).

When I went to her site I learned what OCAI stand for: Organizational Culture Assessment Instrument. Developed by Kim Cameron and Robert Quinn, the OCAI operates based on what's known as the **Competing Values Framework**. Here's what this looks like:



As you can see, as you go up on this graph you transition from core values supporting stability and control (some would say, command and control) to flexibility and discretion. From left to right, the focus changes from internal and integration to external and differentiation. Where a company lands on this graph determines its balance among four Organizational Culture Types: clan, adhocracy, hierarchy, and market.

What I find amazing is that when I go to OCAI's page explaining these culture types in greater detail, I find that, **generally speaking, Winning Workplaces' Top Small Company Workplace award honorees fall within the area of the graph I highlighted below:**



That is, they have:

- workforces who say they feel like a family;
- leaders who see themselves, and are seen by their people, as mentors;
- strong emphasis on teamwork, participation, and consensus; and
- employees who take risks, within a culture that promotes individual initiative and freedom.

**However, I think our honorees are also a hybrid** – they might have cultures which generally fall within the area of the graph I indicated, but when you read their applications for our award, they have succeeded in using staff engagement activities representative of a clan or an adhocracy to propel their business squarely in the market sector of the graph. This is another way of saying, they don't just treat their people well because it's the right thing to do – they integrate these practices into the "value drivers" OCAI talks about of increasing market share, goal achievement, and profitability. I discussed this a bit more in posts in January and June.

**So...where does your company's culture fall on OCAI's graph?** I think leaders would find it an insightful and useful exercise to survey their management teams and other employees on what they think, and see how it compares to their own assessment.

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You can also find this article published on [Where is Your Organization on the Competing Values Framework?](#), and on the tag pages [Competing](#), [Framework](#), [Organization](#), [Values](#).