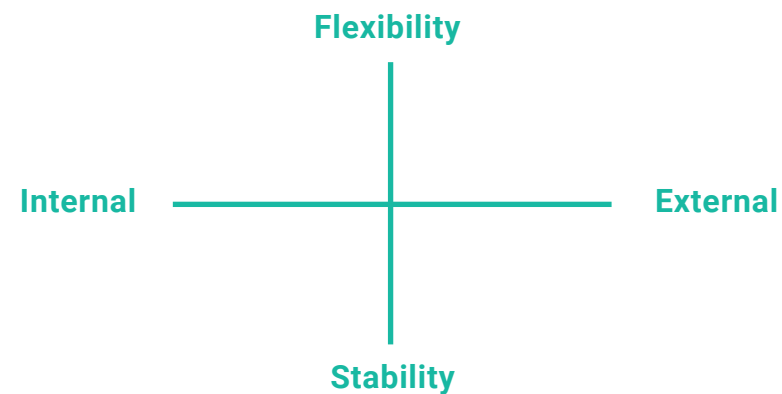
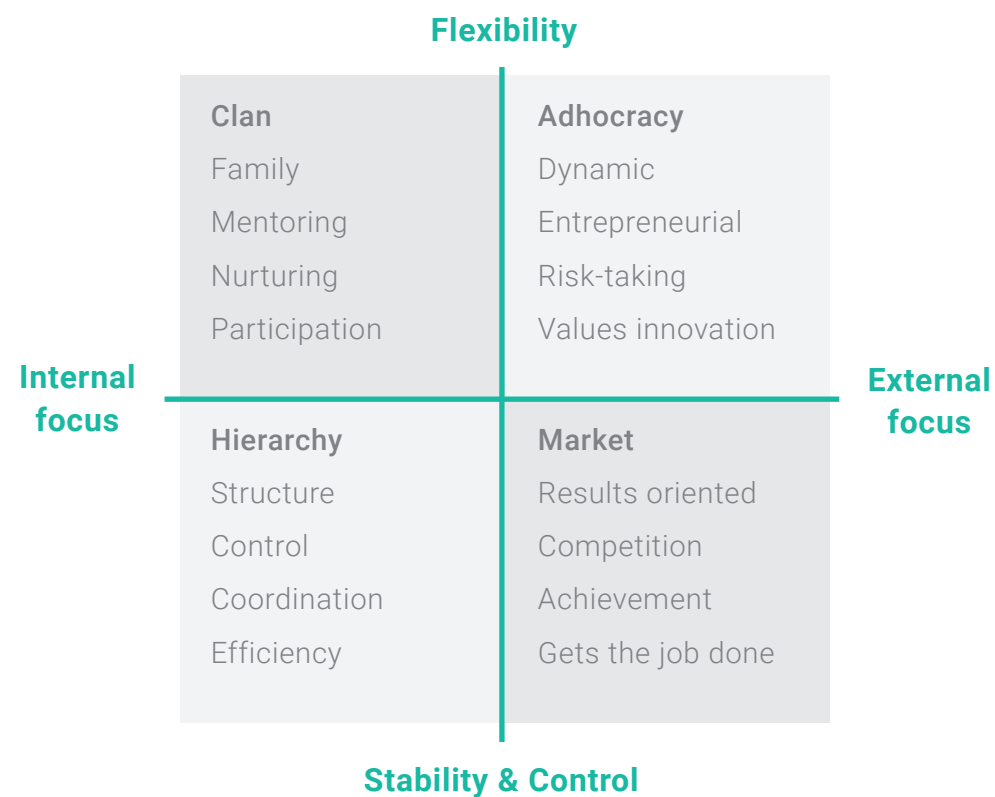


# 05 COMPETING VALUES FRAMEWORK



Competing Values Framework  
Cameron & Quinn (1999)



The Competing Value Framework is built around two axes. The vertical axis indicates the level of dynamism of an organization, with “Flexibility” on one end and “Stability” on the other. Flexibility implies that everything is new, spontaneous, and unpredictable every day in your organization. Stability implies that work takes place according to fixed routines, roles, and procedures that are clearly defined and formalized.

The horizontal axis describes the orientation of an organization’s energy, i.e. to what extent it has an “Internal” focus vs. an “External” focus. Internally focused organizations spend a lot of time on internal processes such as meetings, defining rules, and reporting. In extreme cases, it may seem like you are not getting any “real” work done. Externally focused organizations spend time out in the field, working toward their missions, doing projects, and serving clients. In extreme cases, an organization can be so externally focused that it seems like the workers lose touch with one another.

The framework is used to describe different organizational cultures or leadership styles.

## FURTHER READINGS:

[http://changingminds.org/explanations/culture/competing\\_values.htm](http://changingminds.org/explanations/culture/competing_values.htm)

Cameron, K. S., & Quinn, R. E. (1999). Diagnosing and changing organizational culture: Based on the competing values framework. Reading, MA: Addison-Wesley.



INTERNAL COMMUNICATION  
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Method Card 07 ■ ▨