

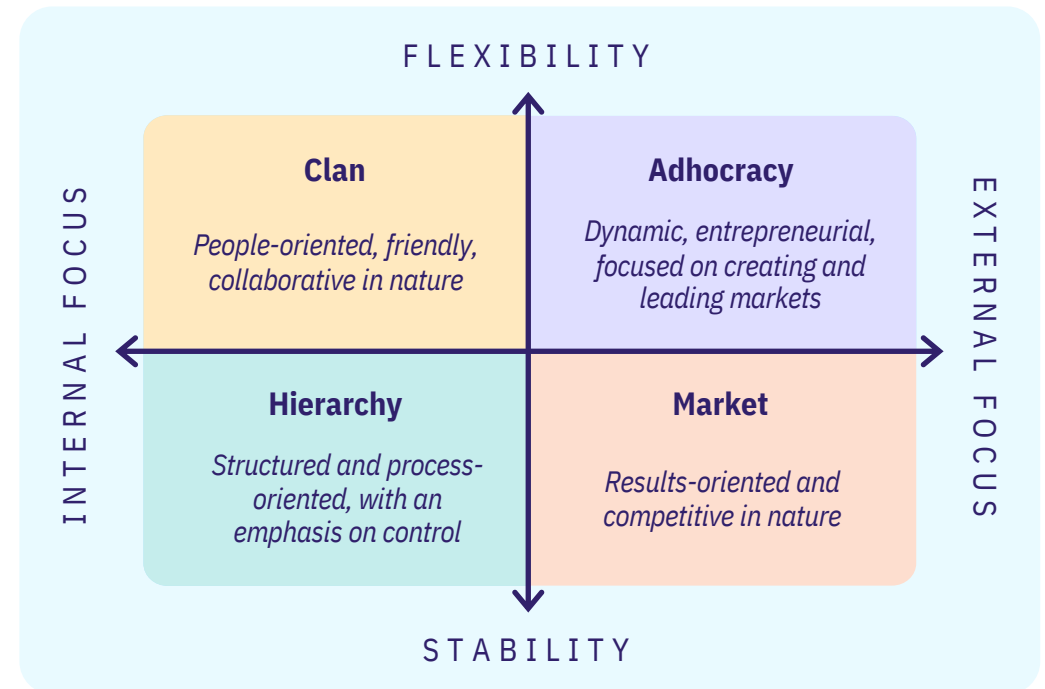
Competing Values Framework Guide

Introduction

The **Competing Values Culture Playbook** is a useful tool to gain insight into organizational cultures. It can also help you understand the link to the **employee value proposition (EVP)**.

The model identifies four different cultures or predictable patterns based on two dimensions that are present in almost all organizations: **flexibility versus stability** and **internal versus external focus**.

This resource provides an overview of the four different types of cultures and how they relate to the EVP.



Adhocracy Culture

Where there is a lot of flexibility and discretion, and an external focus and differentiation, the resultant culture is often dynamic and entrepreneurial. This is referred to as an “adhocracy.” Below, you’ll see what this looks like in the EVP, using the building blocks.



Culture, purpose, and shared community

These organizations exist to innovate and improve at a fast pace. Individuals are expected to contribute by challenging the status quo and coming up with innovative ideas.



Compensation and benefits

Compensation and benefits are competitive and attract the best and brightest talent.



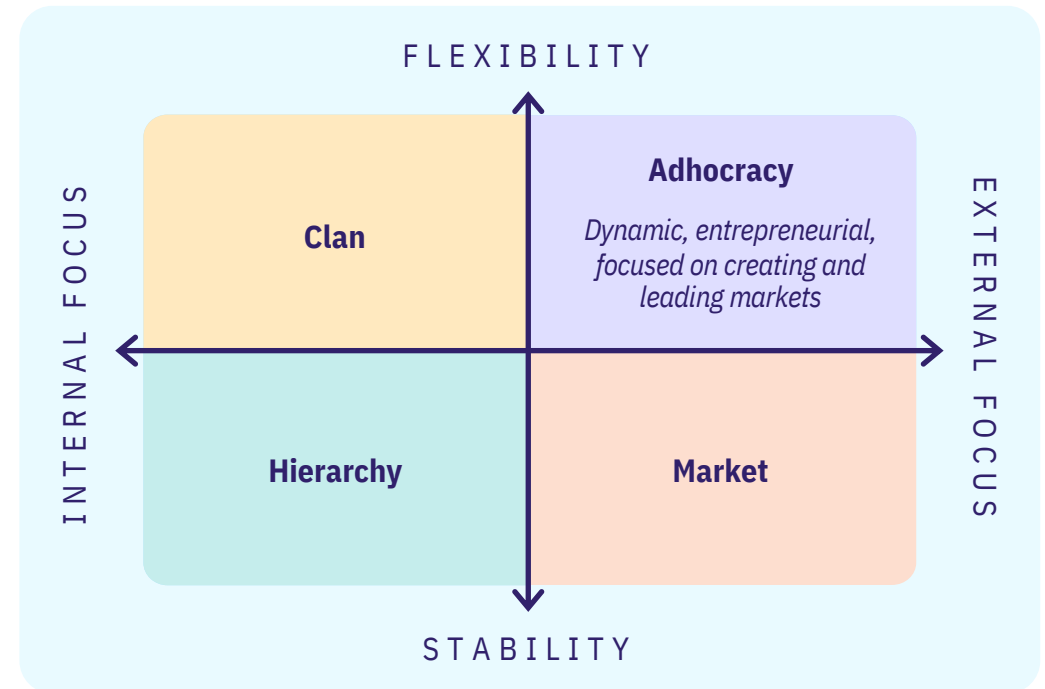
Well-being, work-life integration, and recognition

The work environment is characterized by flexibility and is less focused on policy and procedure. Performance is driven by individual contributions and rewarded accordingly.



Professional growth and development

Growth and development are more self-directed. Employees show initiative and take on more responsibility.



Clan Culture

Other cultures are highly flexible, but their focus is generally more internal or on integration as opposed to differentiation. This is called a clan culture, which is generally considered friendly and people-oriented. Below, you'll find how this may impact the EVP.



Culture, purpose, and shared community

These organizations exist to serve others and their customers. They achieve this through participation, kinship, and collaboration.



Compensation and benefits

Compensation and benefits are less competitive but linked to collaborative achievement and success.



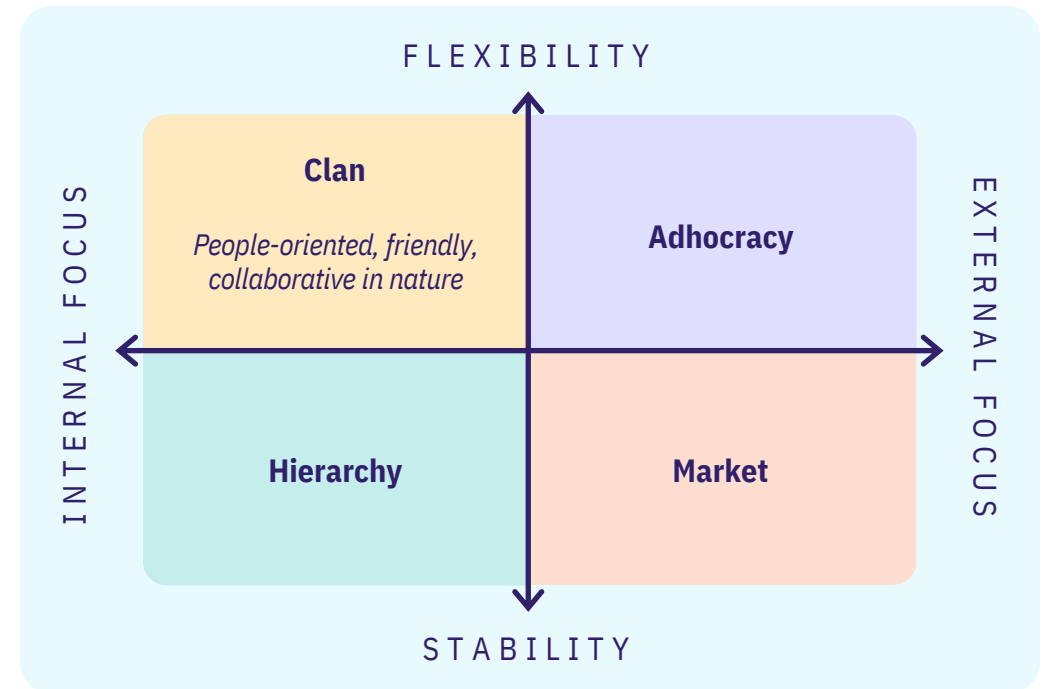
Well-being, work-life integration, and recognition

There is little focus on hierarchy or levels. Collaboration and support are regarded as much more important for success.



Professional growth and development

Growth and development are focused on horizontal movement rather than upward career progression. Mentorship and learning from others also drive personal growth and development.



Hierarchy Culture

Other cultures are internally focused on integration but also have high degrees of stability and control. This is considered a hierarchy culture. These are process-oriented cultures. They are defined by structure, procedures, and levels of authority. Below, you'll see what this means for the EVP.



Culture, purpose, and shared community

Hierarchy cultures often exist in highly regulated and controlled environments, such as banks or the mining industry. There is a clear chain of command and clarity about the rules and the role that each individual plays in adhering to them.



Compensation and benefits

In a hierarchical culture, rules are celebrated and, as a result, this is likely to reflect in performance and rewards. Benefits and compensation tend to be quite structured and operationally efficient.



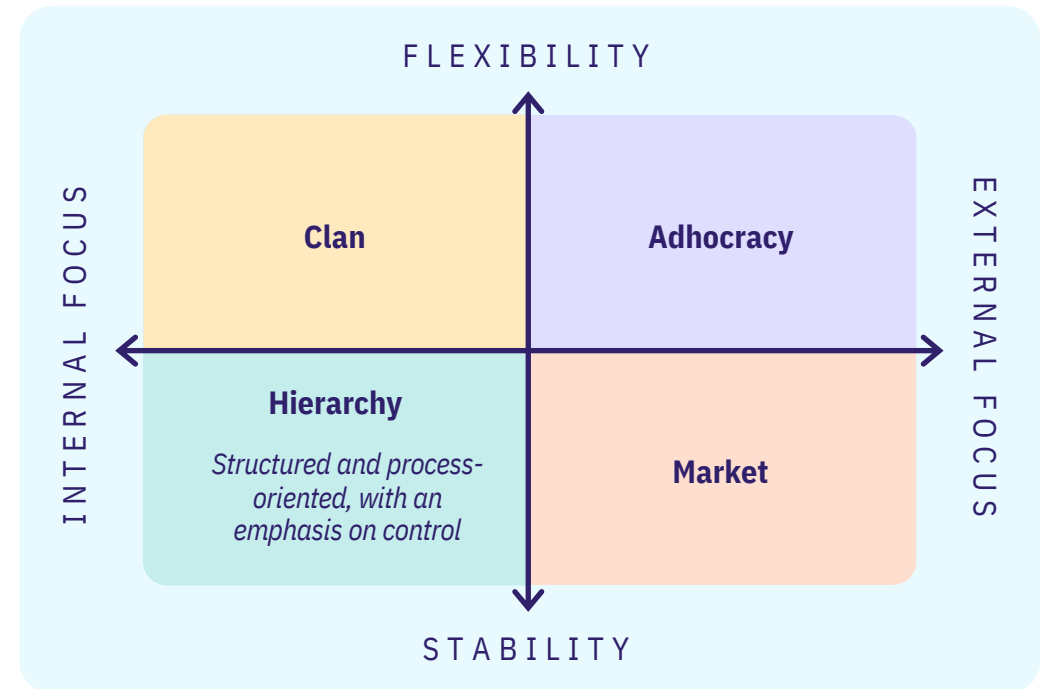
Well-being, work-life integration, and recognition

There is usually little room for discretion, with guidelines and rules being formalized for well-being and recognition practices.



Professional growth and development

Career progression is more traditional and leveled, with clear guidelines on how to progress.



Market Culture

The market culture is results-oriented, competitive, and focused on differentiation. In market cultures, there is still an emphasis on stability and control; however, this is geared towards competing and achieving externally. Below you'll see what this means for the EVP.



Culture, purpose, and shared community

These organizations tend to be extremely results-oriented with a big focus on customer satisfaction at all costs. The same high standards also apply to employees, who are expected to deliver at the highest level.



Compensation and benefits

Compensation and benefits are usually linked to clear targets and other client satisfaction metrics.



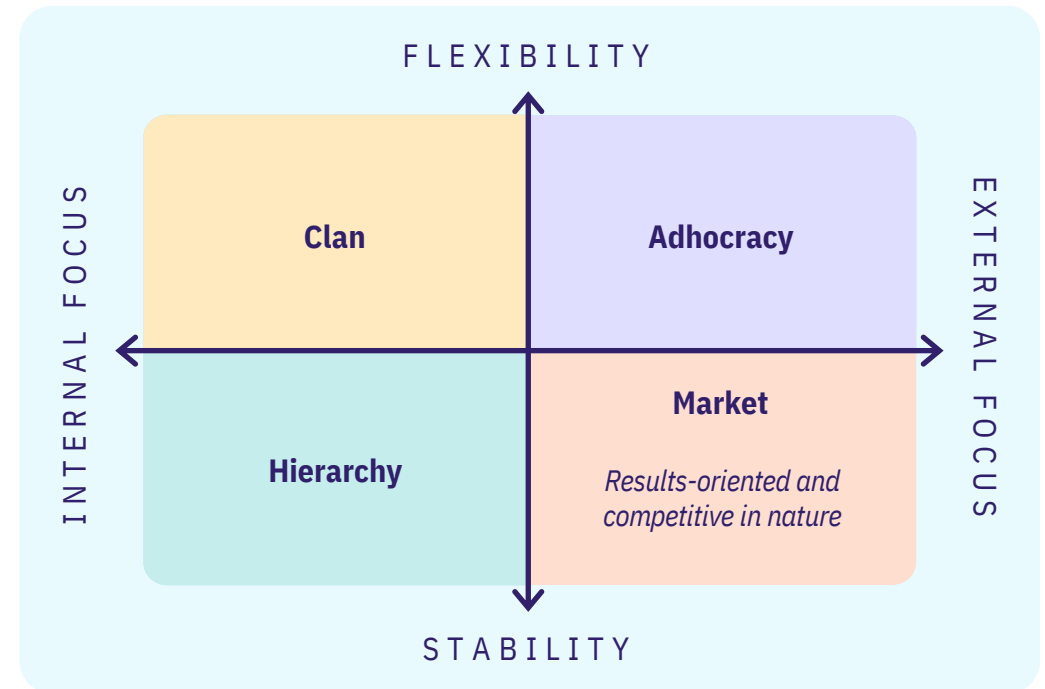
Well-being, work-life integration, and recognition

Productivity is usually the focus of well-being policies and forms the basis of rewards for top performers.



Professional growth and development

Career progression is based on set milestones through promotions and achievement, in a leveled or more traditional way.



CVC Dashboard // Template

Now that you’ve seen how the framework is broken down, use this dashboard to place your organization on the quadrant. Space has been given for indicating your current placement on the model and for creating a plan to transition and develop your organizational culture into a different type.

Use this space to **plan action points** on how to create a shift in culture.

In reference to the model, our current organizational culture is...

I know this because...

Our desired culture type is...

Culture, purpose, and shared community

Compensation and benefits

Well-being, work-life integration, and recognition

Professional growth and development