



The Competing Values Framework

The purpose of this survey is to help you see how you typically lead, how that compares to your organization's culture, and how that compares to demands you currently face.

How You Usually Lead

This question asks how you generally tend to lead in work situations. This can help you see where you tend to put your energy, where you are probably also gaining the most proficiency.

Below, please allocate 100 points across how much you tend to emphasize each of the following in work situations. You may allocate the 100 points in any way among the four alternatives. Some alternatives may get zero points, for example.

The total must equal 100.

	A no-nonsense focus on results (Demonstrate)
	Coordinating, organizing, efficiency (Control)
	Innovating, adapting (willing to take risks) (Create)
	Mentoring, facilitating, or nurturing (Facilitate)
100	

Now please mark the point on each axis in Figure 2 (Page 2) showing how much you tend to emphasize each aspect of leadership, and connect those points with solid lines. The last page of this handout shows what these diagrams can look like.

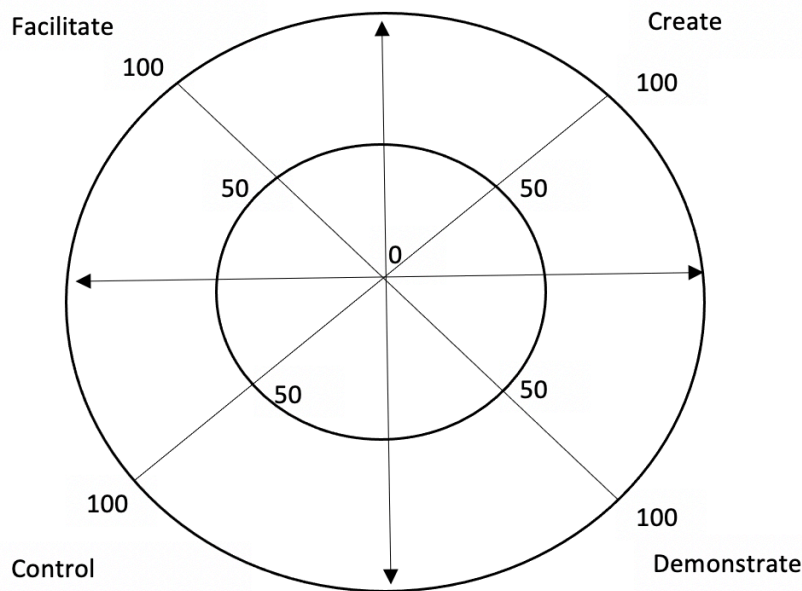


Figure 1. Competing Values Framework Spider Diagram

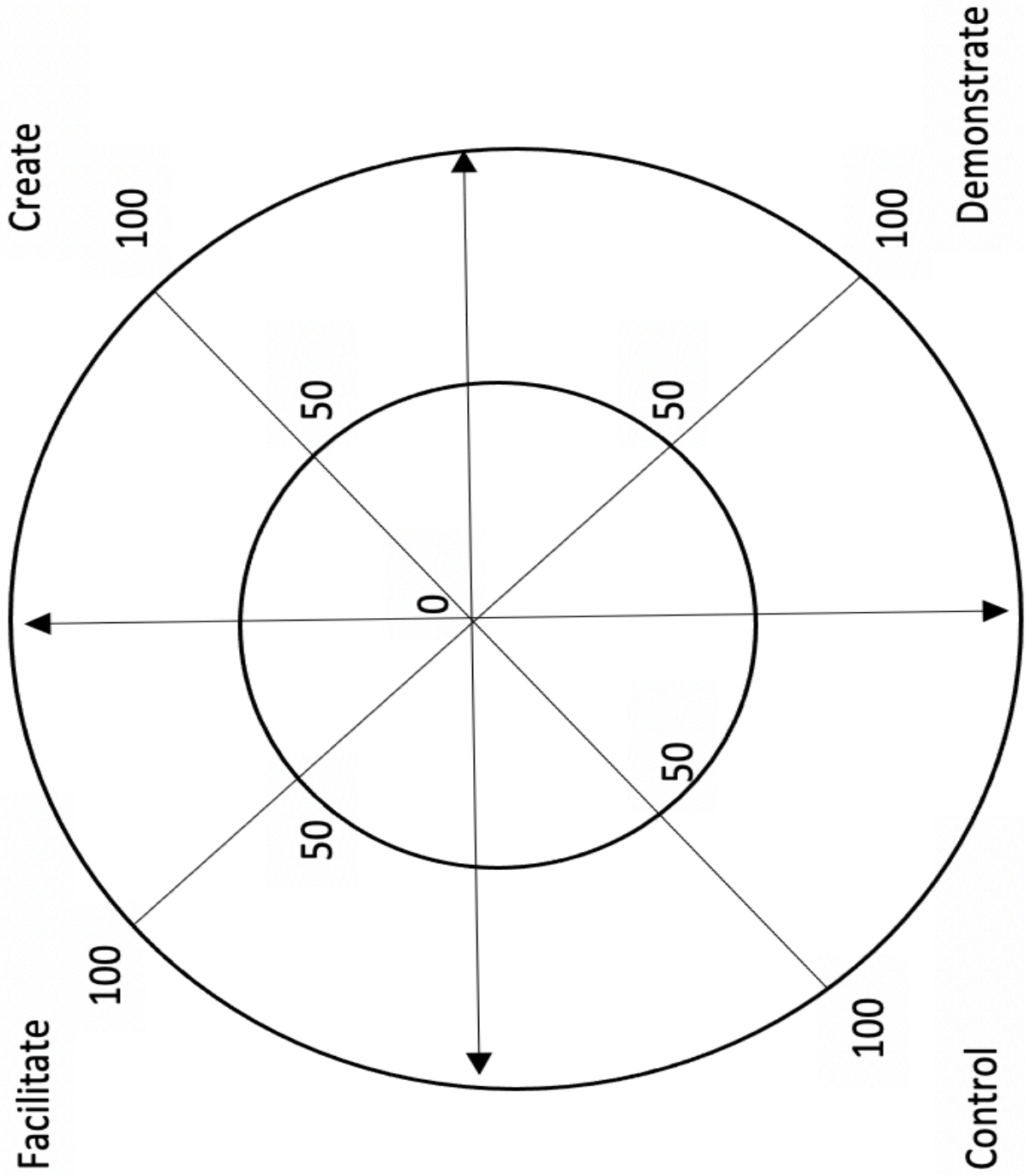


Figure 2. Competing Values Framework Spider Diagram

Reflection Questions

- What do you generally emphasize the most when you lead?
- What works well about that?
- What happens when you emphasize those things too much?
- What do you generally emphasize the least when you lead?
- Why do you think that is?
- How does that work well?
- What doesn't work as well about emphasizing this less?

Your Organization's Culture

Next we're asking you to apply the Competing Values Framework to your organization's culture.

Please allocate 100 points across how much your organization is:

	Very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented. (Demonstrate)
	A very controlled and structured place. Formal procedures generally govern what people do. (Control)
	A very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.(Create)
	A very personal place. It is like an extended family. People seem to share a lot of themselves. (Facilitate)
100	

Now please mark the point on each axis in Figure 2 (Page 2) showing how much your organization tends to emphasize each of these, and connect those points with dotted lines

Looking at the overlap between the ways you tend to lead and your organization's culture may help you see why you feel like you're a good fit for your organization. It can also show how you've changed your leadership approach in order to fit, which can be a source of strain.

For instance, you may spend more time getting things done fast enough than you want, at the expense of facilitating individual and team growth.



Your Current Situation

Finally, allocate 100 points across how much your organization currently faces demands for:

	Meeting performance targets (Demonstrate)
	Efficiency and dependability (Control)
	Trying new things and identifying new opportunities (Create)
	Developing your human resources: High trust, openness, and participation (Facilitate)
100	

Now please mark the point on each axis in Figure 2 (Page 2) showing how much your organization tends to emphasize each, and connect those points with dashed lines.

Reflection Questions

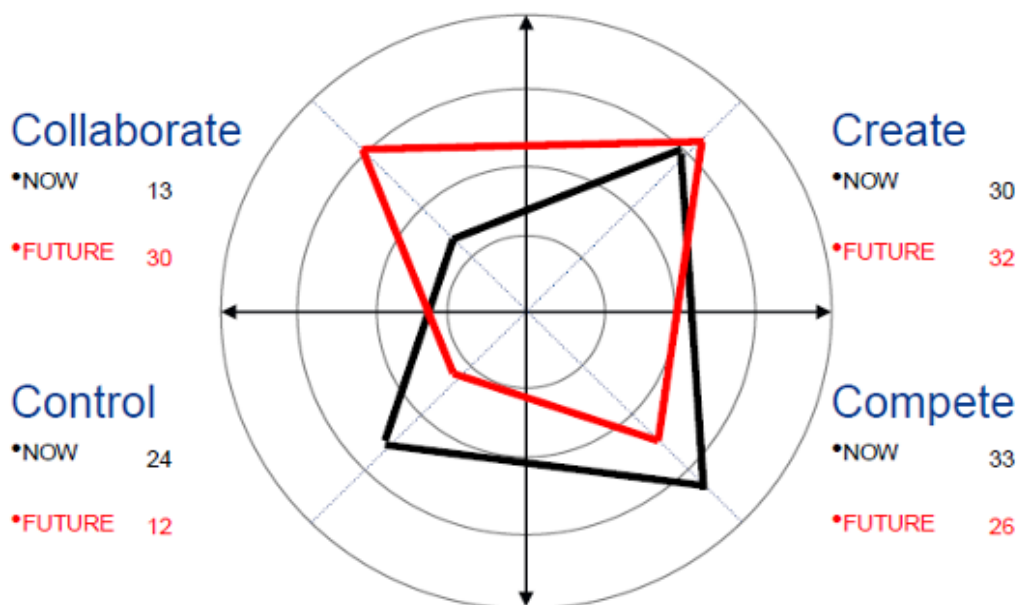
- How well suited do you personally feel to the demands of your current situation?
- Where are the strongest synergies – what’s going best about your work now? How do you achieve those?
- Where are disconnects or strains? What do you need to improve alignment?
- Who is balancing you? Do you have coworkers or mentors who are helping you capitalize on strengths or build in areas where you have less prior experience?
- How well suited do you think your organization is to the demands of your current situation?
- What might help your organization adapt more effectively to this situation?
- How do you keep an eye out for the possibility that you may need a new way of leading? Who shares information with you? How do you encourage people to tell you things that will **not** help you complete your current tasks, but may help you re-think how to move forward (Kegan and Lahey, Immunity to Change, 2009).

This exercise is just a snapshot – there are references at the end of this presentation with more options for using this framework.

Prior example of the Competing Values Framework Spider Diagram, from Cameron, Kim S., and Quinn, Robert E. *The Competing Values Culture Assessment: A Tool from the Competing Values Product Line*. University of Michigan Regents.

https://www.boomhogeronderwijs.nl/media/8/download_pdf_culture_assessment_workbook.pdf

For Example:



Other References

Behavioral Data Services (734-663-2990, Sherry.Slade@b-d-s.com) which can distribute the instrument on-line, tabulate scores, and produce feedback reports for a fee. These reports include comparison data from approximately 10,000 organizations--representing many industries and sectors, five continents, and approximately 100,000 individuals.

Kegan, R., Kegan, L. L. L. R., & Lahey, L. L. (2009). *Immunity to change: How to overcome it and unlock potential in yourself and your organization*. Harvard Business Press.