## Competing Values Framework Exercise

The goal of the Competing Values exercise is to analyze the effect of competing values and the resulting organization culture. This exercise has three parts: choosing key dimensions, naming the culture for each quadrant, and providing an example of an organization with that culture. A chart has been provided to fill in your answers for each of the parts.
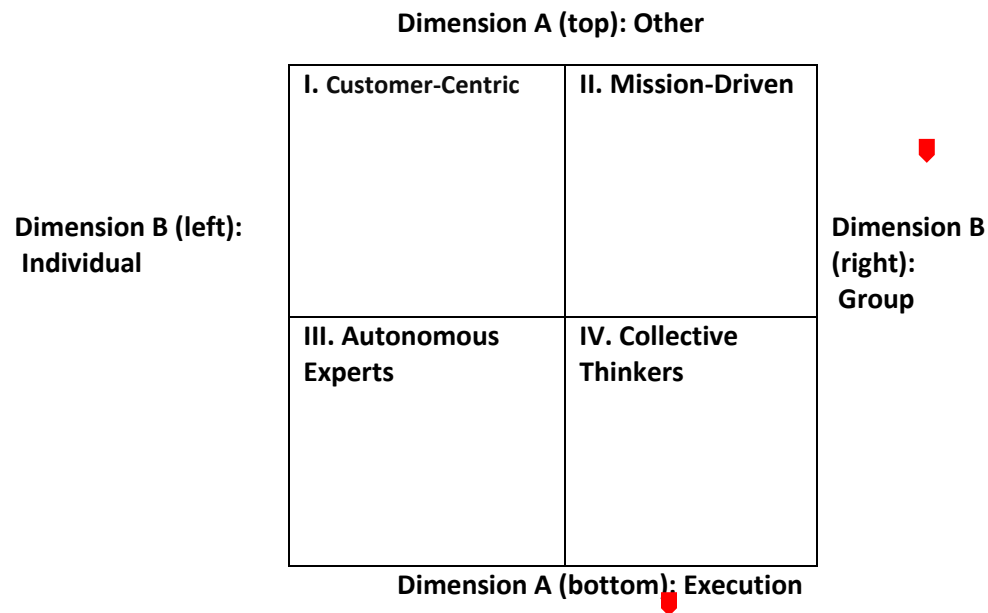
**Part I.** Choose two of the key dimensions defining an organization's culture, from chapter 3 (page 83) of the Lawson textbook, to establish the four values for the matrix.

> For example, using Control for Dimension A would have a top value of Tight, and a bottom Value of Loose, and using Management Focus for Dimension B would have a left value of Task, and a right value of People. Therefore, in this example, the culture for quadrant IV (bottom-right) would be defined by Loose Controls and Management Focus on People.

**Part II.** For each of the quadrants, create a name that defines the culture of that quadrant.

> Using the same example as Part I, quadrant IV (Loose Controls and Management Focus on People), the culture is named 'The Country Club'. [The naming is entirely up to you.]

**Part III.** For each of the cultures you defined, quadrants I through IV, provide at least one organization that can be characterized by that culture, and a short justification for choosing that organization. Please cite any external sources used to support your analysis.

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**Dimension A (top): Other**

| Dimension B (left): Individual | I. Customer-Centric | II. Mission-Driven | Dimension B (right): Group |
|---|---|---|---|
| | III. Autonomous Experts | IV. Collective Thinkers | |

**Dimension A (bottom): Execution**

## Quadrant I (Top-Left): Customer-Centric

**Culture Name: Service Excellence Organization Example: Qdoba**

**Justification**: It exemplifies a service-oriented culture where courtesy and customer service are paramount. Employees are rewarded not only for performance but also for their service quality and hospitality. This creates a supportive environment that values individual efforts in providing exceptional customer experiences.

## Quadrant II (Top-Right): Mission-Driven

**Culture Name: Mozilla Foundation**

**Justification:** The Mozilla Foundation, the non-profit organization behind the Firefox web browser, is deeply rooted in an impact-oriented culture. Much like Wikipedia, Mozilla relies heavily on the contributions of volunteers and employees who are driven by the mission to promote an open and accessible internet. The foundation recognizes and rewards individuals for their commitment to making a positive impact on the web, valuing community respect, and collaborative contributions over monetary performance. This fosters a group-oriented, mission-driven culture that prioritizes the collective good and innovation in the digital space.

## Quadrant III (Bottom-Left): Autonomous Experts

**Culture Name: Competitive Achievers Organization Example: Amazon**

**Justification:** Amazon is renowned for its demanding and high-pressure work environment that emphasizes individual performance and achievement. Much like Goldman Sachs, Amazon employs rigorous performance metrics to evaluate and reward its employees. High performers are recognized with bonuses, promotions, and other incentives, fostering a culture where individual accomplishments are highly valued. The company's "Leadership Principles" encourage employees to strive for excellence, take ownership, and deliver results, creating a highly competitive atmosphere. This performance-centric culture has been instrumental in driving Amazon's relentless growth and innovation in the e-commerce and technology sectors.

## Quadrant IV (Bottom-Right): Collective Thinkers

**Culture Name: Collaborative Innovators Organization**

**Organization Example: McKinsey & Company**

**Justification:** McKinsey & Company is known for its high-performance culture that prioritizes individual achievements and results. Consultants at McKinsey operate in a highly competitive environment where performance metrics are rigorously applied, and success is rewarded with fast-tracked promotions, substantial bonuses, and prestigious recognition. The firm's culture encourages employees to deliver exceptional results, fostering an environment where individual contributions are critical to both personal and organizational success. This focus on performance and competitive achievement ensures McKinsey maintains its position as a leading global management consulting firm.

**Supporting Sources:**

**1.     Qdoba: "Taking Care of Restaurant Team Members" :** https://www.qdoba.com/join-the-qdoba-team

**2.     Mozilla Foundation: "Employee benefits" - :** https://builtin.com/company/mozilla/benefits

**3.     Amazon: "Fitting into Amazon " – eFinancialCareers:**
https://aws.amazon.com/blogs/startups/how-to-use-amazons-hiring-process-to-hire/

**4.     McKinsey & Company: " McKinsey & Company Culture" - :**
https://www.mckinsey.com/capabilities/people-and-organizational-performance/how-we-help-clients/culture-and-change