

A Model of Organizational Culture Types

Organic Processes (flexibility, spontaneity)

TYPE: Clan

DOMINANT ATTRIBUTES:
Cohesiveness, participation,
teamwork, sense of family

LEADER STYLE:
Mentor, facilitator, parent-figure

BONDING:
Loyalty, tradition, interpersonal
cohesion

STRATEGIC EMPHASES:
Toward developing human resources,
commitment, morale

TYPE: Adhocracy

DOMINANT ATTRIBUTES:
Entrepreneurship, creativity, adaptability

LEADER STYLE:
Entrepreneur, innovator,
risk taker

BONDING:
Entrepreneurship, flexibility, risk

STRATEGIC EMPHASES:
Toward innovation, growth,
new resources

Internal Maintenance

(smoothing activities-integration)

TYPE: Hierarchy

DOMINANT ATTRIBUTES:
Order, rules and regulations, uniformity

LEADER STYLE:
Coordinator, administrator

BONDING:
Rules, policies and procedures

STRATEGIC EMPHASES:
Toward stability, predictability,
smooth operations

External Positioning

(competition, differentiation)

TYPE: Market

DOMINANT ATTRIBUTES:
Competitiveness, goal achievement

LEADER STYLE:
Decisive, achievement-oriented

BONDING:
Goal orientation, production, competition

STRATEGIC EMPHASES:
Toward competitive advantage
and market superiority

Mechanistic Processes (control, order, stability)

Adapted by Cameron and Freeman (1991) and Quinn (1988)