

Box A

Clan culture derives its name because of its comparison to family-like characteristics. It is described as a friendly workplace where members of the organization are very open to each other. It can be interpreted as an extended family. Factors that hold the organization together are loyalty and tradition. Commitment is high, and the organization prioritizes long-term benefits of individual growth, with high cohesion and morale being valuable. Success is defined by internal climate and concern for others. The organization sets its priorities significantly on teamwork, consensus, and participation. The CVF characterizes this culture as being flexible and discrete on the one hand, and internally focused and integrative on the other (Cameron and Quinn 2006).

Adhocracy culture is an organizational form described as being the most responsive to the fast-paced conditions of the modern world of the twenty-first century. Characteristics are dynamism, entrepreneurialism, and creativity. Members of the organization are daring and take risks. Effective leadership is visionary. Factors that hold the organization together are commitment to experimentation and innovation. Organizations aim at leading in terms of having visionary ideas and new knowledge. Preparedness for change and entering new challenges are valuable. The organization's long-term priorities are based on fast growth and the acquirement of new resources. Success is defined by producing one-of-a-kind and original services. The CVF characterizes this culture as being flexible and discrete on the one hand, and externally focused and differentiating on the other (Cameron and Quinn 2006).

Organizations with a **hierarchy culture** are characterized by formalized and structured workplaces. Procedures control the actions of organizational members. Good coordination and organization are valued and maintaining a smooth-running organization is critical. Deep-rooted concerns of the organization are predominantly stability, efficiency, and predictability. The organization is held together by formal rules and policies. The CVF characterizes this culture as being stable and controlling on the one hand, and internally focused and integrative on the other (Cameron and Quinn 2006).

Organizations with a **market culture** hold a results-oriented place of work. The terminology relates less to the marketing function or with consumers in the marketplace, but rather to a type of organization functioning as a market itself. Members of the organization are resilient and demanding. The organization is held together by putting the focus on winning. Long-term concerns rely on competitive actions and success is defined in terms of market share and infiltration. Therefore, outpacing competitors and leading the market is highly valued. The CVF characterizes this culture as being stable and controlling on the one hand, and externally focused and differentiating on the other (Cameron and Quinn 2006).