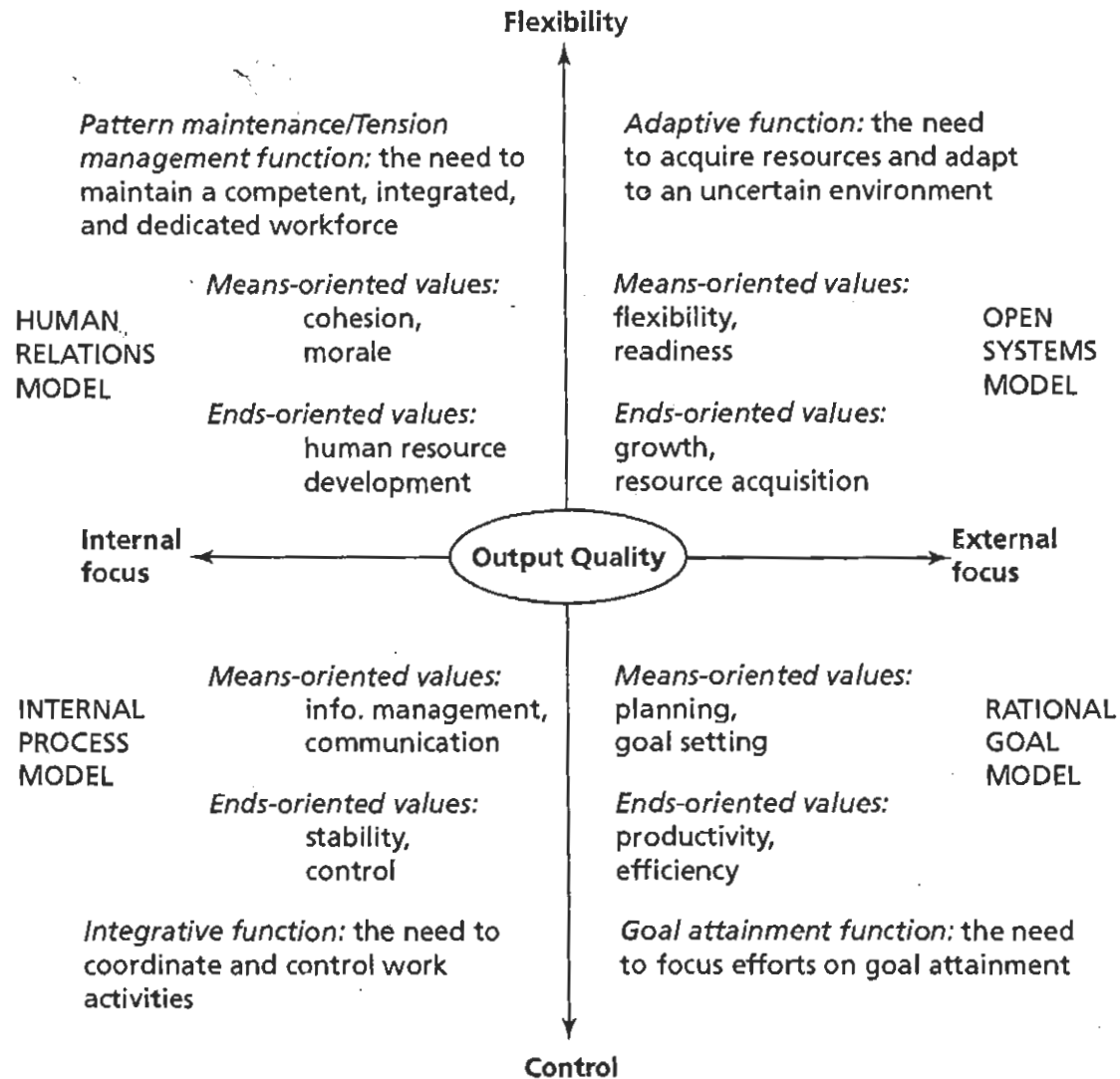


**Exhibit 3.1 The Competing Values Framework:
Four Models of Organizational Effectiveness**



SOURCE: Adapted with permission from Figures 3 and 4, Robert O. Quinn and John Rohrbaugh, "A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis," *Management Science* 29 (March 1983): 363-373. Copyright 1983, The Institute of Management Sciences, now the Institute for Operations Research and the Management Sciences (INFORMS), 901 Elkridge Landing Road, Suite 400, Linthicum, Maryland 21090-2909 USA.

Exhibit 3.2 Six Mechanisms for Coordinating and Controlling Work Activities

Mutual adjustment	Workers consult with each other informally about what needs to be accomplished and how. Responsibility for coordination and control rests with those who do the work.
Direct supervision	A supervisor is assigned to take responsibility for a group of workers and a managerial hierarchy is established to integrate the efforts of all work groups. The supervisor issues personal instructions and monitors individual performance.
Standardization of work processes	Work is programmed in advance of its execution by developing rules and standard operating procedures specifying how everyone is to perform assigned tasks. Coordination is built into the work process itself and control is achieved by strictly limiting each worker's discretion.
Standardization of work outputs	Work outputs are programmed in advance by providing each work group with product specifications or performance goals and allowing members considerable latitude in determining how to achieve them. Control is exercised by collecting output data, requiring corrective action when needed, and rewarding and sanctioning workers based on results achieved.
Standardization of worker skills	Workers are employed who possess the knowledge and skills needed to make appropriate decisions. Educational institutions and professional associations are relied upon to provide standardized training. Professionally trained workers are largely self-coordinating and self-controlling.
Standardization of values	Organizational leaders communicate and act upon a clear vision of what the organization exists to do, where it should be headed, and what values should guide it. Coordination and control is facilitated by commitment of organizational members to shared, internalized values and ideals.

SOURCE: Based in large part on Henry Mintzberg, *Structure In Fives* (Prentice-Hall, 1993), pp. 3-7.

Exhibit 3.3 Four Motivational Strategies

Legal Compliance

Using rules, formal directives, and sanctions to direct and control employee behavior. Employees may come to work, comply with rules, and satisfy minimum role requirements either because they accept the legitimacy of organizational authority or fear being sanctioned.

Instrumental Rewards

Using rewards to induce desired behaviors.

Rewards for Performance

Distributing pay, promotions, and recognition based on individual performance. Employees may meet or exceed role expectations because they value the material and psychological satisfactions that money, advancement, and recognition can provide.

Considerate Leadership

Adopting a leadership style based on being attentive to employees and considerate of their needs. This strategy may improve morale. It might also induce those who value the respect, support, and approval of persons in authority to meet or exceed their role requirements.

Group Acceptance

Creating a work environment that allows employees to socialize, form group bonds, and enjoy the approval of their peers. This strategy may induce those who value affiliation and peer approval to meet or exceed role requirements, assuming that group norms are consistent with organizational objectives.

Job Identification

Offering work that is interesting, challenging, and responsible. Employees may come to work, meet or exceed role requirements, and possibly exhibit greater creativity and innovativeness. They may do so because they identify with the jobs and find their work intrinsically rewarding.

Goal Congruence

Hiring employees whose goals and values are congruent with the organization's and/or socializing employees so that they internalize organizational goals and values. Employees may come to work, remain with the organization, meet or exceed role requirements, and exhibit greater creativity, innovativeness, and institutional loyalty. They may do so because they identify with the organization's mission and values and because contributing to them reinforces their own self concept.

SOURCE: Based in large part on Daniel Katz and Robert L. Kahn, *The Social Psychology of Organizations* (New York: Wiley, 1966), pp. 336-68.
