



THE COMPETING VALUES FRAMEWORK™

What is the Competing Values Framework (CVF)™?

Developed by Dr. Kim Cameron and Dr. Robert Quinn, the Competing Values Framework (CVF)™ is a theoretical model that is now **the dominant framework in the world for assessing organizational culture.**

How do we know the CVF™ is valid (actually describes culture)?

The Competing Values Framework (CVF)™ was developed from extensive research, rigorous statistical analysis, and careful empirical analysis. Since its development, the framework has been studied and tested in **thousands of organizations** and validated through **80+ doctoral dissertations and scholarly articles published in more than 50 academic journals** that have demonstrated its validity in accurately describing organizational culture.

**Top
40
Most Important
Frameworks in the
History of Business**

Printed in 2003 in Financial Times.
Reprint of excerpt from Have, S. T. Key
Management Models. Financial Times
Prentice Hall, 2003 - Part of FT Series
ISBN 1405870583, 9781405870580

RESEARCH

1 312 Studies
of organizational
effectiveness

2 39 indicators

STATISTICAL ANALYSIS

3 2 major dimensions

STUDIES AND TESTING

6 45 years of study and
testing in 10,000+
organizations

EMPIRICAL ANALYSIS

5 THE COMPETING
VALUES FRAMEWORK™

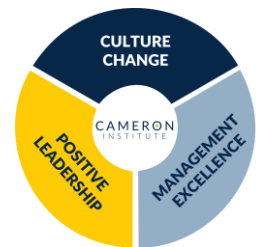
4 4 quadrants

VALIDATING RESEARCH

7 80+ doctoral dissertations and
scholarly articles in more than
50 academic journals

8 Most researched and
empirically validated
framework to accurately
measure and describe
organizational culture in
the world.

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INSTITUTE



Founded in 2025 to create greater access to and expand the global reach of decades of organizational effectiveness research by Dr. Kim Cameron, the Cameron Institute enables extraordinary individual and organizational performance through evidenced-based principles and practices that transform Culture, Leadership, and Management.



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The Competing Values Framework (CVF)™

The Competing Values Framework (CVF)™ consists of two intersecting dimensions which form four quadrants. Each of the four quadrants represents four dominant organization culture types.



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Robert E.
Quinn 1999
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