

## Competing Values Leadership

Creating Value in Organizations

Kim S. Cameron, Robert E. Quinn and Jeff DeGraff University of Michigan, Ann Arbor, USA

and

Anjan V. Thakor

Washington University, USA

NEW HORIZONS IN MANAGEMENT

**Edward Elgar** 

Cheltenham, UK . Northampton, MA, USA

## Contents

List of figures	vi
List of tables	viii
PART I VALUE CREATION	
1 Introducing the competing values way of thinking	3
2 Clarifying the meaning of value	21
3 The quadrants in the Competing Values Framework	30
4 Tensions and trade-offs: from either/or to both/and thinking	50
5 Creating value through new leadership behaviors	64
PART II TECHNIQUES FOR APPLICATION	
6 Predicting value creation and financial performance	87
7 Measuring leadership competencies and organizational culture	111
8 Applying leadership levers for organizational change	134
9 Conclusions about the structure of value	156
References	164
Index	167