

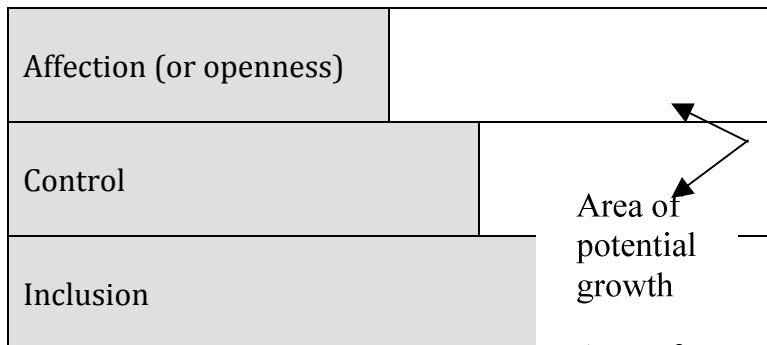
I-C- A (Inclusion – Control – Affection)

(or I – C – O openness) Based on Bill Schutz 's I-C-A model

The basic concerns of any group.

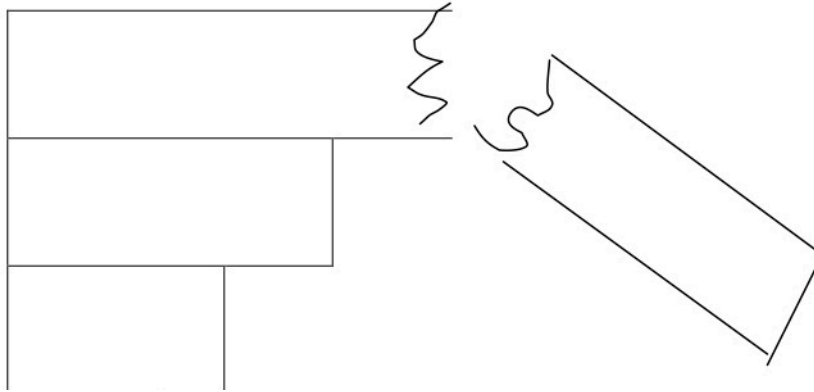
Affection (or openness)- How close we will be. How much we will care. How open we will be with one another.
Control – The sharing of influence, responsibility, and power. Issues of decision-making and leadership.
Inclusion – Being accepted and accepting the others and the culture of the organization. How much I'm willing invest myself with this group. What I bring to the table.

As the concerns toward the base begin to be resolved, a foundation is built for resolving the concerns of the next phase. We can picture this as building blocks.



To the extent the inclusion concerns have been resolved, members will be better able to manage issues of influence and control. And to the extent control issues are resolved members will find themselves caring about the others. Or will be more open with information about their feelings and thoughts.

When the community neglects the need for adequate resolution of “prior” concerns before taking on later concerns, an unstable relationship is the likely result. The blocks are likely to topple over! This is why things fall apart when leaders try to produce commitment and collaborative action by pressure, and insisting that we need 100% commitment from everyone.



In most organizations of any kind, trust is an afterthought. We take note when it’s missing. The blocks have tumbled over because we didn’t pay attention to building the foundation. The idea that trust is something we can intentionally and successfully create is a new and foreign idea for many people.

When confronted by the end of its life together, the process tends to reverse itself from I-C-A to A-C-I.

- We begin to pull back a little from affectional ties we know have no real future.
- We begin to get embroiled in concerns about influence and control.
- We start to wonder if we really want to put in the time and effort to stay with the group.

It is important to realize that these concerns overlap during the life cycle of a group, although one of the three concerns may be more dominant than the others at any given period of time.