I-C-O Group Development Model   Inclusion – Control – Openness

Will Schultz's "The Human Element" model provides an approach to group development grounded in emotional intelligence.

Movement is from bottom to top. There is a sequence to interpersonal and leader – member relations. Adequate resolution of a group development issue allows the group to attend to the next stage up. As inclusion grows the group's capacity for handling control grows. To the extent there is resolution the group may deal effectively with the next stage issues. Resolutions are all temporary.

Issue	Am I?	Group Development	Underlying feeling	Fears
Openness	Open/Closed	How open will I be? How close can I get?	Likeability, lovability	Being rejected. Being unlikable, unlovable
Control	Top/Bottom	How much influence, power and responsibility will I have? Issues of leadership and decision-making processes.	Competence	Being humiliated, embarrassed. Being incompetent, phony
Inclusion	In/Out	Inclusion compatibility is central in the early stage. How will I fit in this group?	Significance	Being ignored. Being insignificant, worthless

Note: Openness - Earlier version called this affection

Issue	Compatibility Ability of people to work well together	Concordance decision making criterion
Openness	A primary issue in long term relationships	Everyone on team agrees to be totally open about their feelings and thoughts on the issue
Control	A primary issue in moderately long relationships	All on team have equal power. Each person has a veto.
Inclusion	A primary issue in short term relationships	Team consists of those with the most knowledge and those most impacted

Compatibility - Ability of people to work well together; ability of our personalities to enhance and support each other, be complementary. Having differences in personalities or positions doesn't cause problems. Rigid adherence to positions rooted in low self-awareness and self-esteem does cause problems.

For more information
There's a great deal more to Schultz's model. It's worth reading his book and exploring the web site.
Book – *The Human Element*, Will Schultz, Jossey-Bass, 1994.   Web site - www.thehumanelement.com