# Analysis of A-I-C Model Using Dialectic Wheels

Dialectic wheels help uncover deeper meanings of concepts and reveal their practical applications. As a test case, I analyze the AIC (Appreciation-Influence-Control) framework by William Smith, used for organizational development, change management, and conflict resolution. The analysis explores AIC factors' deeper meanings, develops criteria for identifying them in texts, and examines their application in iterative cycles.

## Contents

## 1. Quick Analysis

For AI agents analyzing AIC parameters in text, a two-step estimation is required:

1.  Detection Score (0 to 1): Measuring the presence and strength of each parameter (A, I, or C)
2.  Balance Score (0 to 1): Evaluating how well each detected parameter balances between its positive aspects and potential extremes

The balance evaluation can be approached through the following analysis, as exemplified in Fig.1, which identifies positive sides of concepts' antitheses (A+) that are also direct semantic oppositions of the concepts' exaggerated/negative sides (T-).
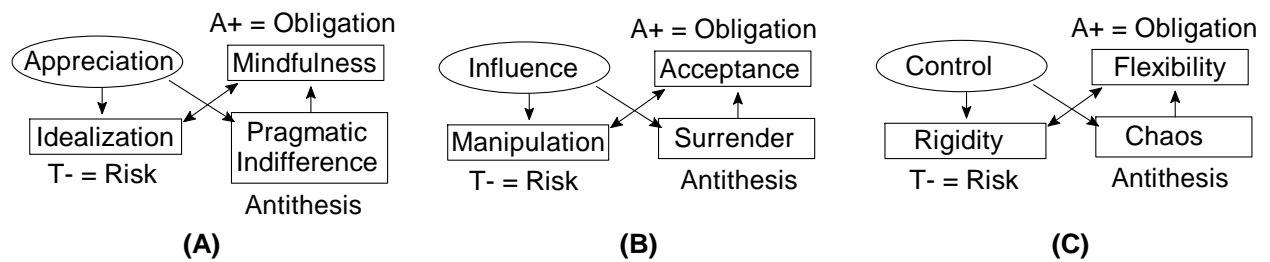


Fig. 1

|  | Appreciation | Influence | Control |
|---|---|---|---|
| Obligation | Mindfulness | Acceptance | Flexibility |
| Risk | Idealization | Manipulation | Rigidity, Dominance |

| Value definition for AI agent | The extent of reinforcing Mindfulness and safeguarding against idealization and indifference | The extent of reinforcing Open-Mindedness and Acceptance, and safeguarding against Manipulation and Surrender | The extent of reinforcing Creativity and Flexibility, and safeguarding against Dominance, Rigidity, and Chaos |
|---|---|---|---|
| Holistic view (*via* Haiku) | Present moment shines Between blind worship and void Clear eyes simply see | Touch life's flowing stream Neither force nor float away Guide with gentle hands | Structure meets freedom Between chaos and binding Flexible as reed |
| Refined definitions (considering Haikus) | The capacity to maintain clear, unbiased perception that avoids both over-attachment and disconnection - recognizing reality accurately without idealization or indifference | The capacity to engage with and affect systems while maintaining respect for their natural dynamics - neither forcing outcomes nor abdicating responsibility | The capacity to provide beneficial structure while maintaining adaptability - balancing necessary constraints with creative flexibility |

Below I present a more detailed analysis that considers both positive/constructive and negative/exaggerated aspects of each concept, examining their dynamic interactions with antithetical domains, and yielding additional measurement criteria for each AIC factor.

## 2. Appreciation
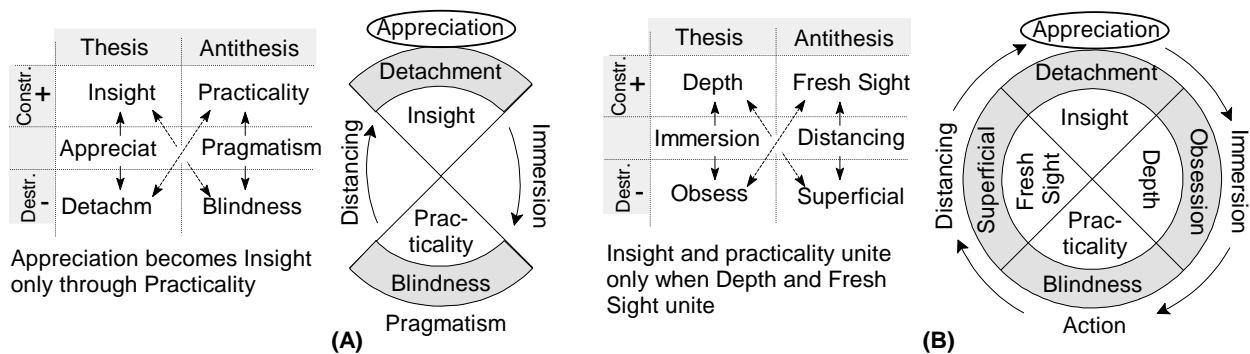
Fig. 2 shows 2-step development of dialectical wheel



Fig. 2.

Scheme A provides the more detailed analysis of the inherent risks and obligations due to the explicit consideration of positive/constructive aspects. Scheme B considers the generalized Actions and Reflections, shifting perspective from the imaginable results to the actual process of their achievement. This yields two sets of definitions:

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| | **Wheel (A) - Vision** | **Wheel (B) - Process** |
|---|---|---|
| Goal | Insight | Depth, Attention, Devotion |
| Obligation | Practicality | Distancing, Fresh Sight, Freedom of Perception |
| Immediate Risks | Detachment, Idealization | Obsession, Fight |
| Subsequent Risks | Pragmatic Indifference, Blindness | Superficiality, "Quick-Fix" mentality |
| Major statement | Appreciation becomes Insight only through Practicality | Insight and practicality unite only when Depth/Devotion and Fresh Sight unite |
| What to measure | Number/Quality of insights; Quality Practical Steps; Concrete behavioral Changes. | Depth of engagement (time spent, questions asked) x (multiplied by) Novel perspectives generated (fresh interpretations) |
| Holistic view *via* Haiku | Seeing leads to act Wisdom flows through willing hands Mind and world unite | Deep beneath surface While eyes stay fresh as morning Truth reveals itself |
| Cumulative Haiku | Looking deep and new Each action births fresh insight Wonder moves through all | |

Based on the cumulative haiku, AI suggested 3 coordinates:

1. Depth-Freshness ("Looking deep and new"):

- Ratio of novel perspectives to common observations
- Presence of both detailed analysis and unexpected connections Score = (unique insights × depth of analysis) / total observations

2. Action-Insight Integration ("Each action births fresh insight"):

- How well observations connect to practical implications
- Balance between abstract understanding and concrete examples Score = (practical applications × new understandings) / total statements

3. Wonder-Connection ("Wonder moves through all"):

- Presence of both analytical clarity and openness to possibility
- Balance between critical thinking and appreciative awareness Score = (appreciative statements × analytical depth) / total expressions

Final Appreciation Score (0-1) = (Depth-Freshness + Action-Insight + 0.5 × Wonder-Connection)
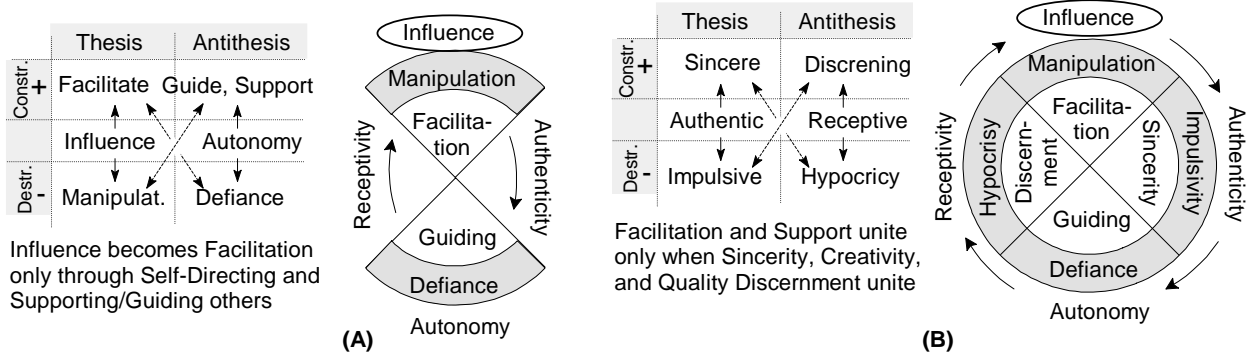
# 3. Influence



Fig. 3

Here antithesis was changed from Surrender (in Fig 1. B) to Autonomy, as the ability to live without influencing others. This provides a new insight that we influence others first and foremost by showcasing an example of how to live/behave by ourselves, rather than by any of our words, warnings or advices. It also opens a new view that our obligation is not just "Acceptance", but also Self-Direction, Guidance, and Support.

|  | **Wheel (A) - Vision** | **Wheel (B) - Process** |
|---|---|---|
| Goal | Facilitation? | Authenticity, Sincerity |
| Obligation | Accepting, Guiding, Self-Directing, Supporting | Receptivity, Discernment |
| Immediate Risks | Manipulation | Excessiveness, Impulsivity, Eccentricity |
| Subsequent Risks | Surrender, Defying | Hypocrisy, Insincerity, Hidden Indifference |
| Major statement | Influence becomes facilitation only through the self-direction, and supporting/guiding others | Facilitation and Support unite only when Sincerity, Creativity, and Quality Discernment unite |
| What to measure ideas | How independent are you? Do you guide by personal example or by some other means? How supportive are you? How manipulative, restrictive, surrendering are you? | Authenticity of interaction (sincerity score) Creativity Quality of reception (discernment level) Excessiveness (exuberance) Superficiality, formalism, indifference |
| Holistic view via Haiku | Guiding from below Like water lifting boats up Freedom blooms in trust | True heart meets clear mind Each giving what each can hold Both growing through care |
| Cumulative Haiku | Truth flows both ways now Supporting while setting free Hearts meet, minds unfold | |

The Influence Score (0-1) combines three essential dimensions:

Flow Quality (bidirectional movement of ideas and support, measured as the ratio of reciprocal exchanges to total interactions),

Autonomy Support (balance between guidance and freedom, calculated as the proportion of facilitative actions that respect others' self-direction),

Connection Depth (authentic engagement and discernment, assessed through the presence of genuine exchanges and appropriate boundaries).

The final score is computed as (Flow Quality + Autonomy Support + 0.5 × Connection Depth), with deductions for manipulative patterns (-0.5), rigid defiance (-0.5), or impulsive/hypocritical behaviors (-0.3), ensuring that the measurement captures both the constructive essence of influence and its potential distortions.
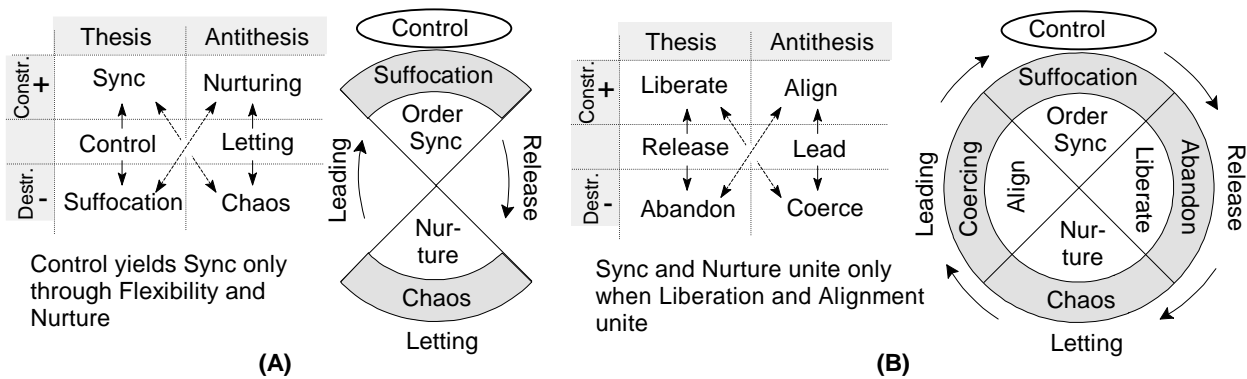
# 4. Control



Fig. 4

Major idea is in the paradox of achieving control through letting go

|  | **Wheel (A) – Vision** | **Wheel (B) - Process** |
|---|---|---|
| Goal | Order, Synchronization | Liberation |
| Obligation | Letting Flow, Flexibility, Nurture | Leading through Alignment |
| Immediate Risks | Rigidity, Dominance, Suffocation | Abandoning, Reluctance |
| Subsequent Risks | Chaos, Disorder | Coercing, Forcing |
| Major statement | Control yields Sync only through Flexibility and Nurture | Sync and Nurture unite only when Liberation and Alignment unite |
| What to measure | How orderly, disciplined are you? How flexible, nurturing? How Rigid, Dominant, Suffocating Synchronization level x Nurturing/Support | How liberating, abandoning, aligning, coercing? Liberation_Space × Alignment_Quality |
| Success definition | Achieving harmony with minimal interference | Natural order emerging from released potential |

| Holistic view via Haiku | Hold then let it flow Like breathing in and breathing out Dance of sync begins | Free to find its way Each part aligns with the whole Order blooms untamed |
|---|---|---|
| Cumulative Haiku | Holding while letting Between guidance and release Life finds its own dance | |

The Control Score (0-1) integrates three key dimensions:

Balanced Holding (measured as the ratio between structured guidance and flexible space-giving),

Dynamic Flow (calculated as the harmonious interplay between order and nurturing elements),

Emergent Alignment (assessed through signs of natural organization emerging from supported autonomy).

The final score is computed as (Balanced Holding + Dynamic Flow + $0.5 \times$ Emergent Alignment), with deductions for suffocating rigidity (-0.5), chaotic abandonment (-0.5), or coercive force (-0.3), thus capturing both the synchronizing power of control and its capacity to nurture organic development.

## 5. The A-I-C Flow

Consider all parameters in concert. What is the optimal sequence of AIC framework's practical application? Fig. 5 analyses three different cases, assuming that any problem solving represents an iterative process.



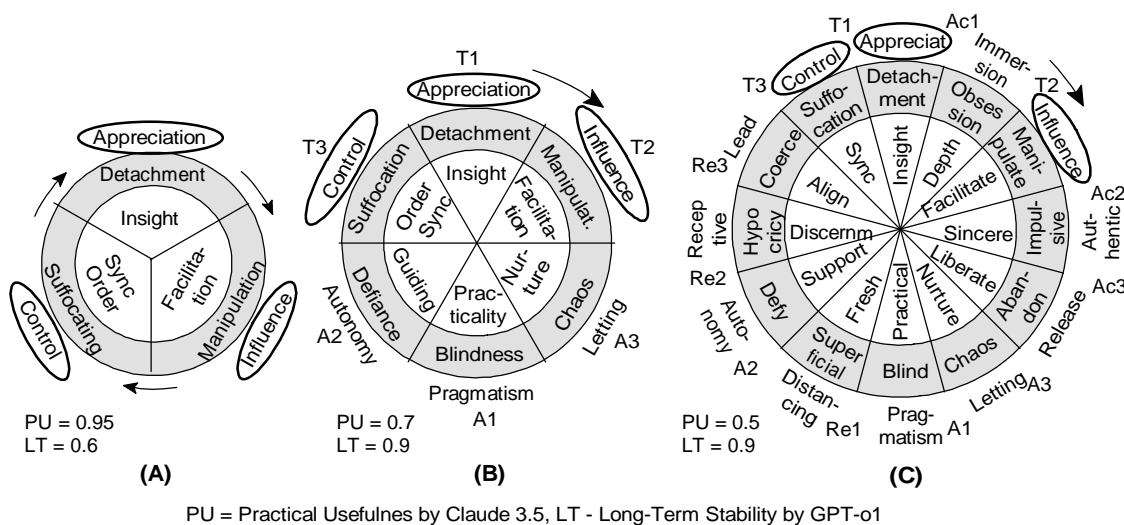PU = Practical Usefulnes by Claude 3.5, LT - Long-Term Stability by GPT-o1

Fig. 5

Clockwise movement yields gradual approaching toward the center, where all problems are resolved by themselves. Counter-clockwise movement yields an opposite effect – problems multiply by themselves.

Scheme A represents the original AIC model with positive and negative aspects from Fig. 1. Its elegant simplicity makes it practically useful and appealing. At the same time, its simplicity poses vulnerability due to the limited diversity and the danger to "fall asleep". Any monotonic process makes us less intuitive/aroused. Eventually, one AIC parameter may start dominating, pushing us into detachment, manipulation, and/or suffocation. The worst part is that we don't notice when this happens.

Schemes B and C provide the higher diversity of steps, thus potentially higher stability over time, but also higher complexity to navigate. Scheme B considers the antithetical domains from Figs. 2-4 (A), while scheme C adds transition steps from Figs. 2-4 (B).

PU and LT numbers reflect the short-term and long-term usefulness. PU indicates the "Practical Usefulness" as estimated by the Claude 3.5 Sonnet, chosen for its focus on clarity and expressiveness. LT indicates the "Long-Term Stability" and was estimated as the dialectical balance and solution stability over time, using ChatGPT-o1. The latter was selected for its analytical capabilities and it was instructed to assume that solution quality improves when complementary elements combine to create positive synthesis.

Fig. 6 shows the plot ( black points), suggesting that scheme B in Fig. 5 cuts the best balance. Yet it also shows the possibility of further improvement.
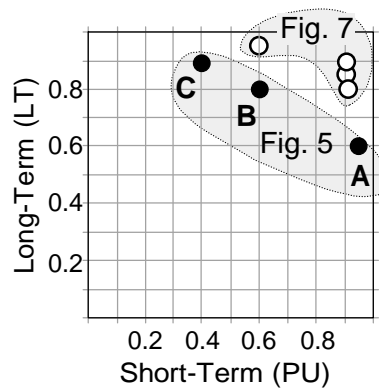


Fig. 6

The analysis suggests potential improvement through a fourth step beyond the original A-I-C framework. Notably, in schemes B and C, all non-AIC domains (derived in Figs. 1-4 and not marked by oval rings) cluster in the lower part of the cycle, suggesting a fourth step between Influence and Control. These intermediary steps can be unified under the concept of Prudence or Wisdom - the natural ability to discern appropriate timing and action. These non-AIC steps represent capabilities we naturally possess but often fail to exercise.

Consider this sequence of the non-AIC steps from Fig. 5 C:

(*Influence*) - Authenticity - Release - Letting - Pragmatism - Distancing - Autonomy - Receptiveness - Leadership – (*Control* )

It implies that after exercising Influence we need to step back - letting go of our goal, attending to other matters, and only then returning to assume leadership. This natural progression suggests a modified framework: A-I-D-C (Appreciation – Influence – Distancing – Control).

Yet, the A-I-D-C sequence captures just one aspect of wise engagement. Fig. 7 explores the broader possibilities of what the fourth step of Wisdom/Prudence can offer.
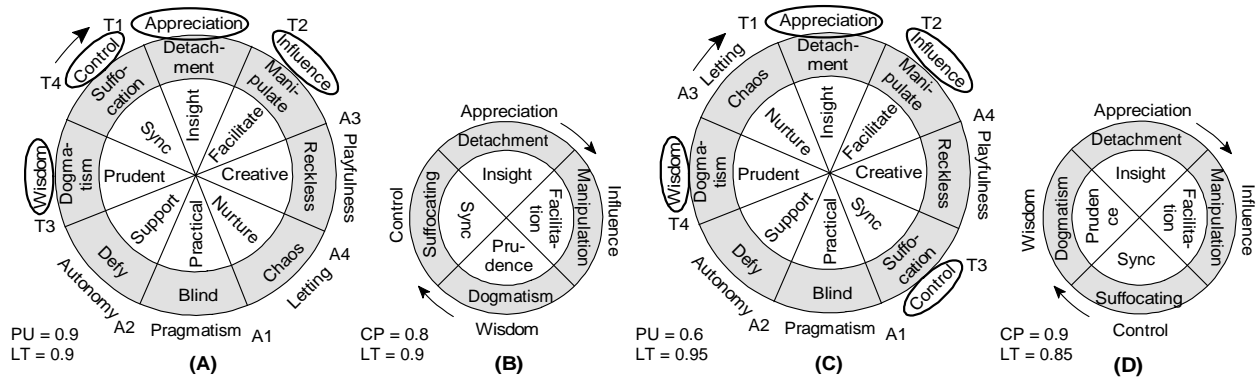


Fig. 7

Schemes A and B show the best sequences with Wisdom/Prudence in T3 position, while C and D places it in T4 position. The corresponding PU and LT parameters are generally better than in Fig. 5 (see white points in Fig. 6).

Table 1 shows that the Wisdom/Prudence step is flexible in its positioning within the 4-segmented wheels, as it maintains balanced diagonal oppositions with all other factors (indicated by similar levels of grey shading).

**Table 1.** Diagonal oppositions within AIC and Wisdom as the 4$^{th}$ factor

| | Appreciation | | | Influence | | | Control | | |
|---|---|---|---|---|---|---|---|---|---|
| **Influence** | Facilitat | Insight | 0.4 | | | | | | |
| | Manipul | Detach | 0.6 | | | | | | |
| **Control** | Order | Insight | 0.5 | Order | Facilitat | 1.0 | | | |
| | Suffocat | Detach | 0.3 | Suffocat | Manipul | 0.5 | | | |
| **Wisdom** | Prudent | Insight | 0.9 | Prudent | Facilitat | 0.7 | Prudent | Insight | 0.9 |
| | Dogmat | Detach | 0.3 | Dogmat | Manipul | 0.4 | Dogmat | Detach | 0.3 |

*Numbers denote the level of opposition, as estimated by GPT-o1: 1 - direct semantic opposition, 0 - no opposition. Grey areas indicate poor oppositions and thus weak complementarity.

In contrast, the original AIC model shows weaker diagonal entanglement and thus less robust mutual complementarity. While the wheels from Figs. 5 (B, C) or Fig. 7 provide better working frameworks, further analysis could explore more nuanced transitional steps beyond "Wisdom/Prudence" and their situation-specific applications.

Though no single method can address all scenarios, this analysis demonstrates that the principle of diagonal oppositions and complementarity offers universal analytical value.

## References

Smith, W. E. (2008). *The Creative Power: Transforming Ourselves, Our Organizations, and Our World*. Routledge. https://doi.org/10.4324/9780203888780