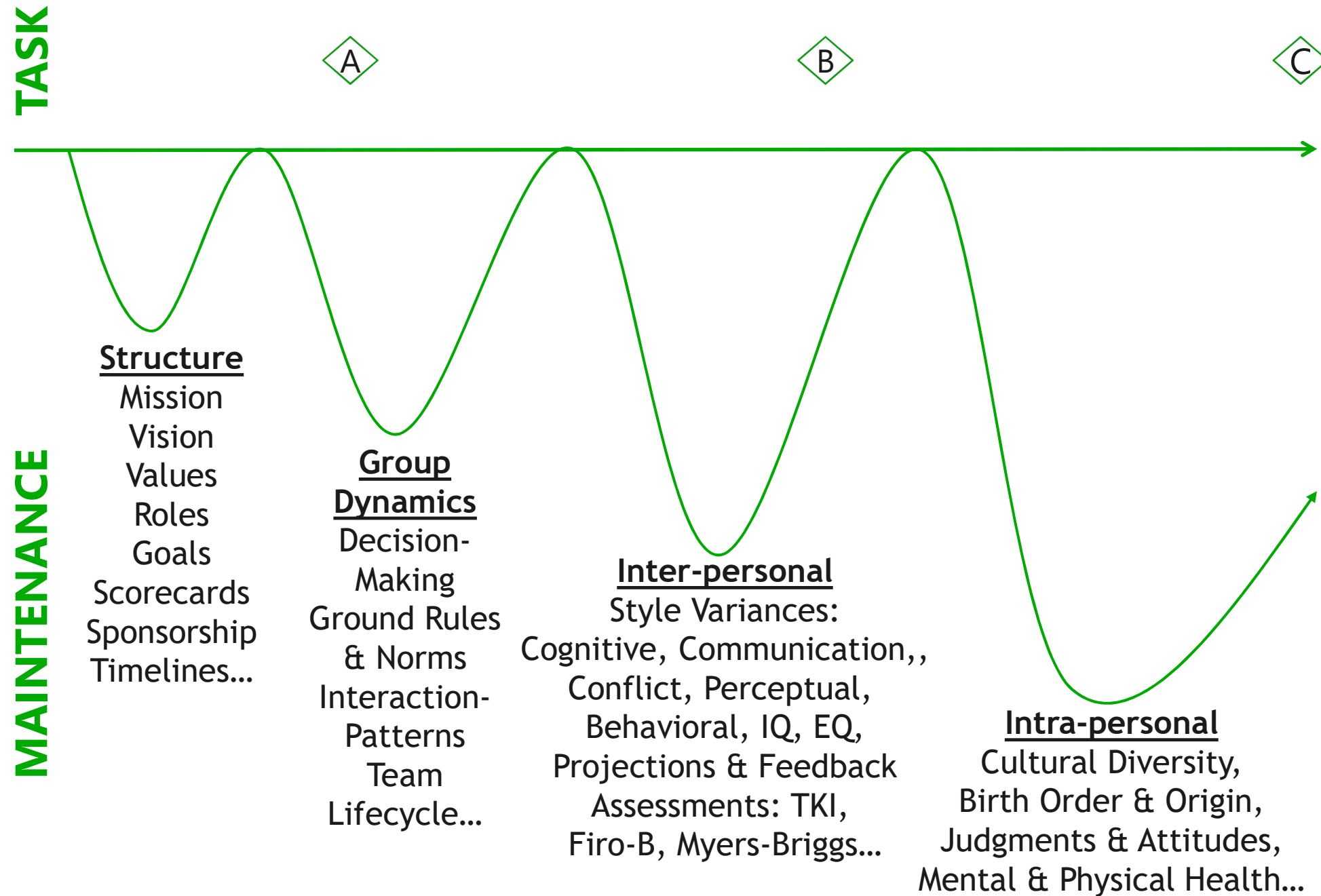




THE WATERLINE MODEL



DEFINITION:

Harrison's Waterline Model (WLM) divides all group activities into categories of TASK & MAINTENANCE.

TASK - the actual work of the group over time from milestone A to B to C . This is what you see people working & producing - so it's "above the waterline."

MAINTENANCE - the covert and overt processes the group uses to maintain relative health & create the group experience. It's "below the waterline" and has four distinct levels in a defined sequence.

USAGE:

The WLM helps locate where to focus development or intervention activities to strengthen group performance. Doing so requires a "dip below the waterline" to inquire:

1. Is the Structure of the group clear to everyone?
2. Could Group Dynamics be changed?
3. Are Inter-personal variations causing issues?
4. Is an Intra-personal factor affecting results?

TIP #1: Early MAINTAINANCE at levels 1 & 2 can prevent costlier disruptions later in levels 3 & 4.

TIP #2: Seek help with chronic problems; those not solvable at this time must be acknowledged.

TIP #3: Use not just a diagnostic, but as a map to follow, left to right, when re/forming groups.