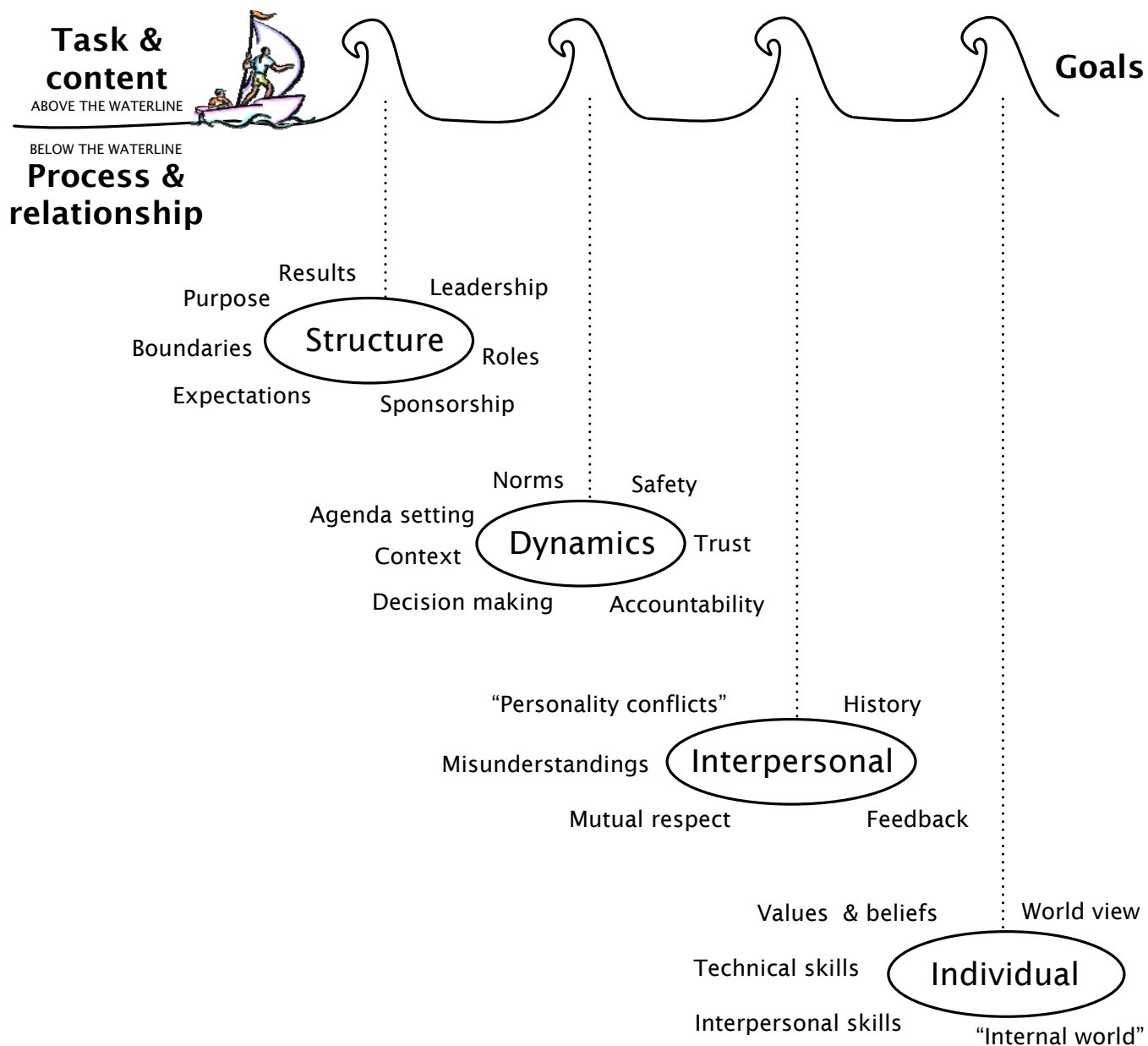


WATERLINE MODEL

Roger Harrison

When a group is not making progress on its tasks (the “content”), something is going on *under the waterline*. Attending to the “process” and relationship issues under the surface will get the group back on track.

Snorkel before you scuba. Resolve problems with *structure* first. If necessary, move deeper to *group dynamics*, *interpersonal issues* and finally *individual matters*. In many cases, problems can be resolved at the first two levels. Often what at first appears to be interpersonal or individual problems has more to do with roles, goals, decision making authority, or group norms.



Originally adapted by Judy Heinrich, PhD and Judy Ness from Roger Harrison, "Choosing the Depth of Organizational Intervention," *Journal of Applied Behavioral Science*, 1970, 6 (2), 189-202.

