



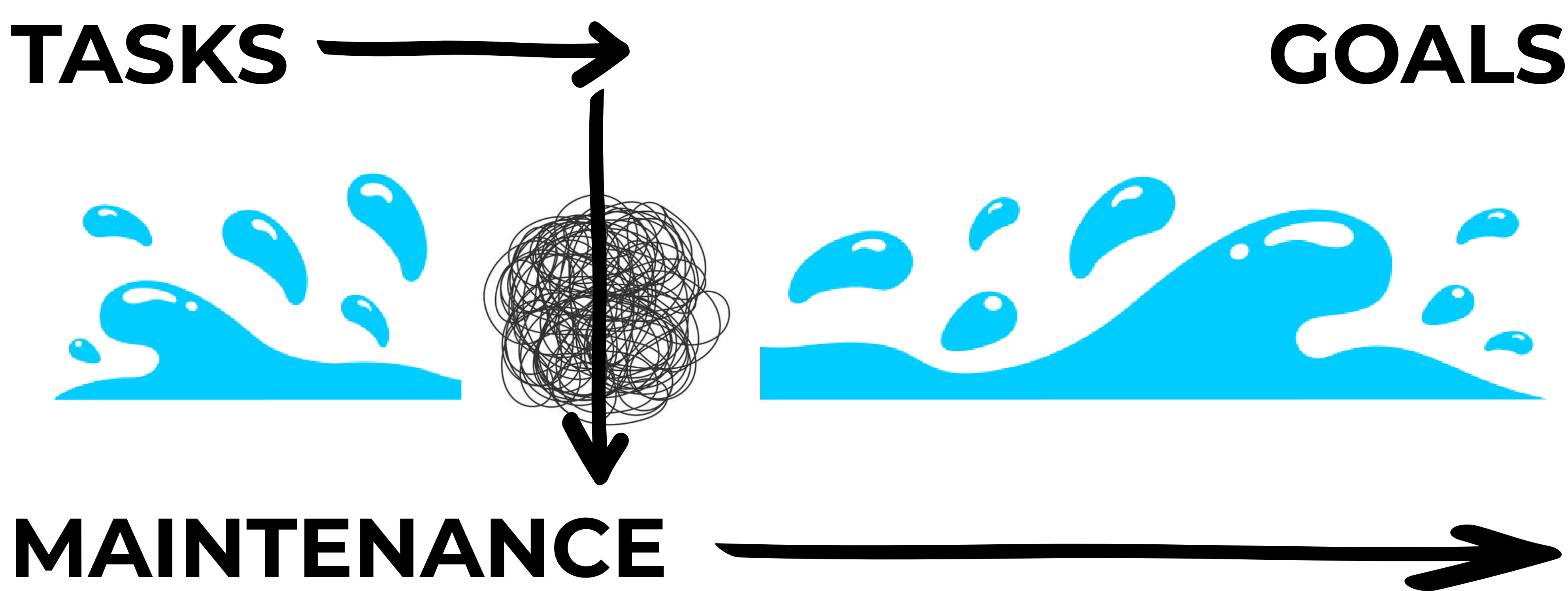
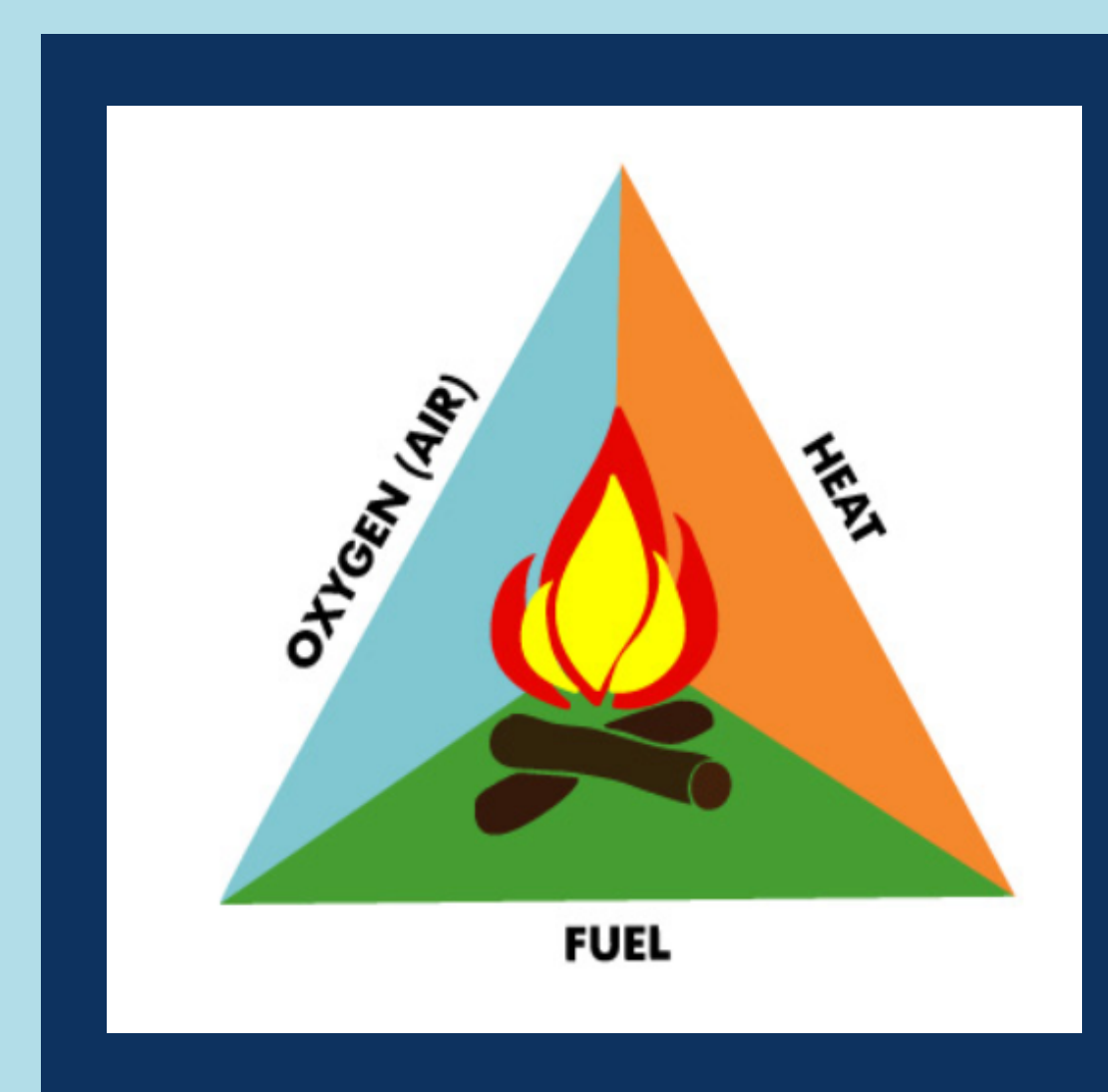
HARRISON'S WATERLINE MODEL

As a group, your team has particular goals that it's moving toward. Both individually and collectively you're working on tasks that are intended to achieve those goals.

We all know that working collaboratively is rarely that simple. Inevitably, a breakdown happens. Maybe in the middle of a team meeting conflict erupts, or a project has gone off the rails. Whatever it is, the team is no longer working smoothly toward the goal. The team is mired in the muck. The Waterline Model invites you to switch from a focus on the task to a **focus on the process**. What is beneath the surface? Dive beneath the water, go below the waterline, to better understand what's happening so you will know better how to address it.

The model identifies four aspects of collaborating in team that operate under the waterline and that might be the source of the problems the team is encountering.

- 1) Structure
- 2) Process and Patterns
- 3) Interpersonal Issues
- 4) Intrapersonal Issues



STRUCTURE (Clarity & Alignment)

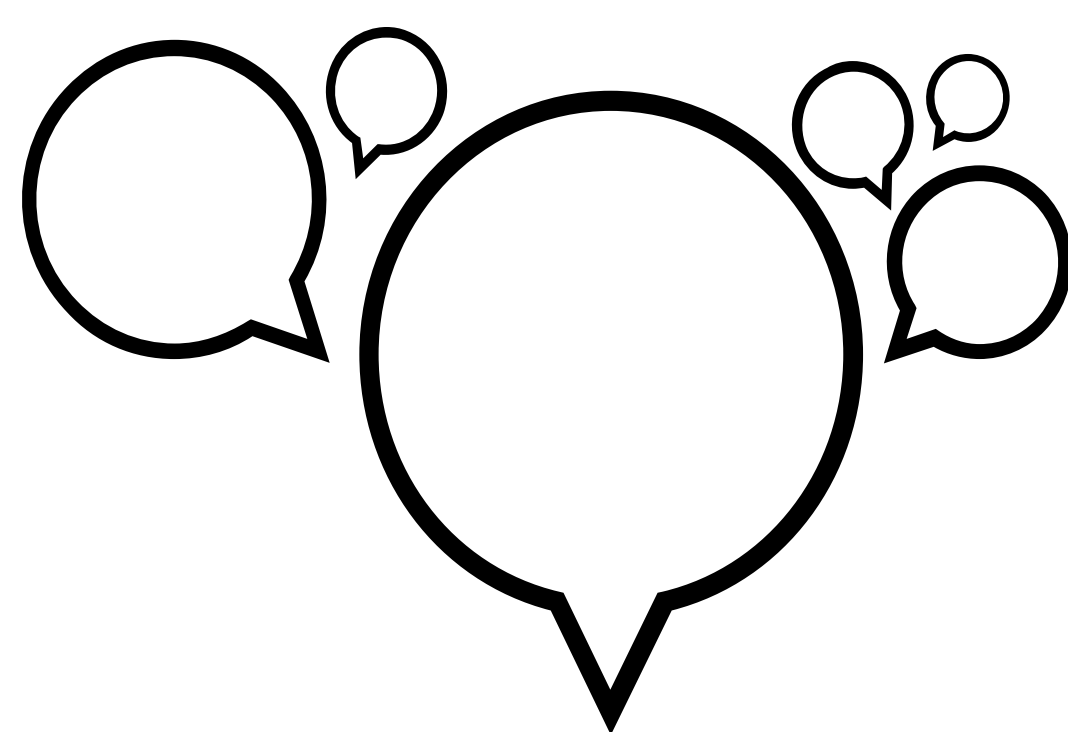
- Goals and results
- Roles and responsibilities
- Leadership

PROCESS/PATTERNS (Among Everyone)

- Decision Making
- Communication Patterns
- Trust and Safety
- Accountability

INTERPERSONAL (Between 2 People)

- Communication and Feedback
- Misunderstandings and Conflict
- Styles and Personalities



INTRAPERSONAL (Within an Individual)

- Values and Beliefs
- How You Deal With Stress, Threats, & Pinches
- Emotional Intelligence