

# THE ICEBERG

A tool for guiding systemic Thinking

SEEN/RESULTS

LEARNING

UNSEEN/CAUSES

LEVERAGING

## EVENTS

What just happened?  
Catching a cold.

React

① What is hapenning?

## PATTERNS/TRENDS

What trends have there been over time? I've ben catching more colds when sleeping less.

Anticipate

② What has been happening over time?

## UNDERLYING STRUCTURES

What has influenced the patterns?  
What are the relationships between the parts? More stress at work, not eating well, difficulty accessing healthy food near home or work.

Design

③ What's influencing the repeating behavior?

## MENTAL MODELS

What assumptions, beliefs and values do people hold about the system? What beliefs keep the system in place? Career is the most important piece of our identity, healthy food is too expensive, rest is for the unmotivated.

Tranform

④ What beliefs stimulate the behavior?