

Thinking Tools & Principles

The Iceberg

Think beyond event-level solutions (identify solutions that address issues seen “below the surface”)

- Deliver solutions that address the real-problem by thinking beyond the event-level
- Identify opportunities to deliver the highest value
- Identify constraints & systemic barriers
- Clarifying the real issue drives design

THE ICEBERG

A Tool for Guiding Systemic Thinking

EVENTS

What just happened?

PATTERNS/TRENDS

What trends have there been over time?

UNDERLYING STRUCTURES

*What has influenced the patterns?
What are the relationships between the parts?*

MENTAL MODELS

What assumptions, beliefs and values do people hold about the system? What beliefs keep the system in place?

