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?