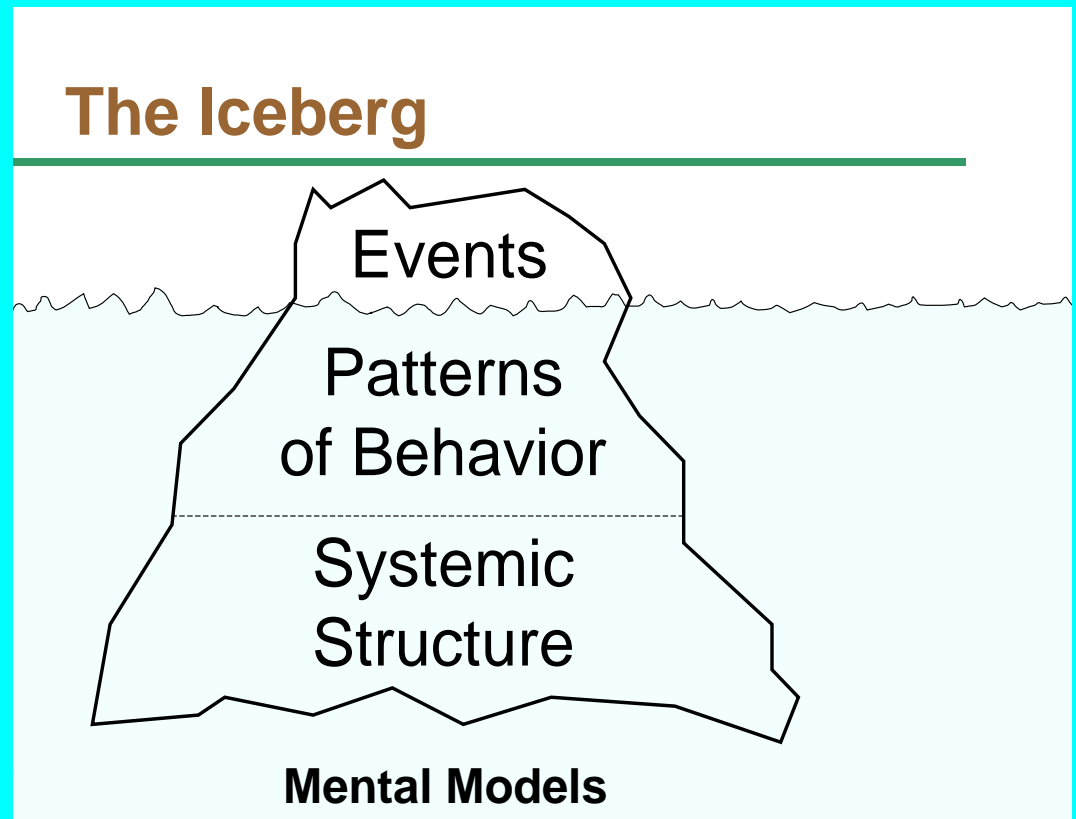
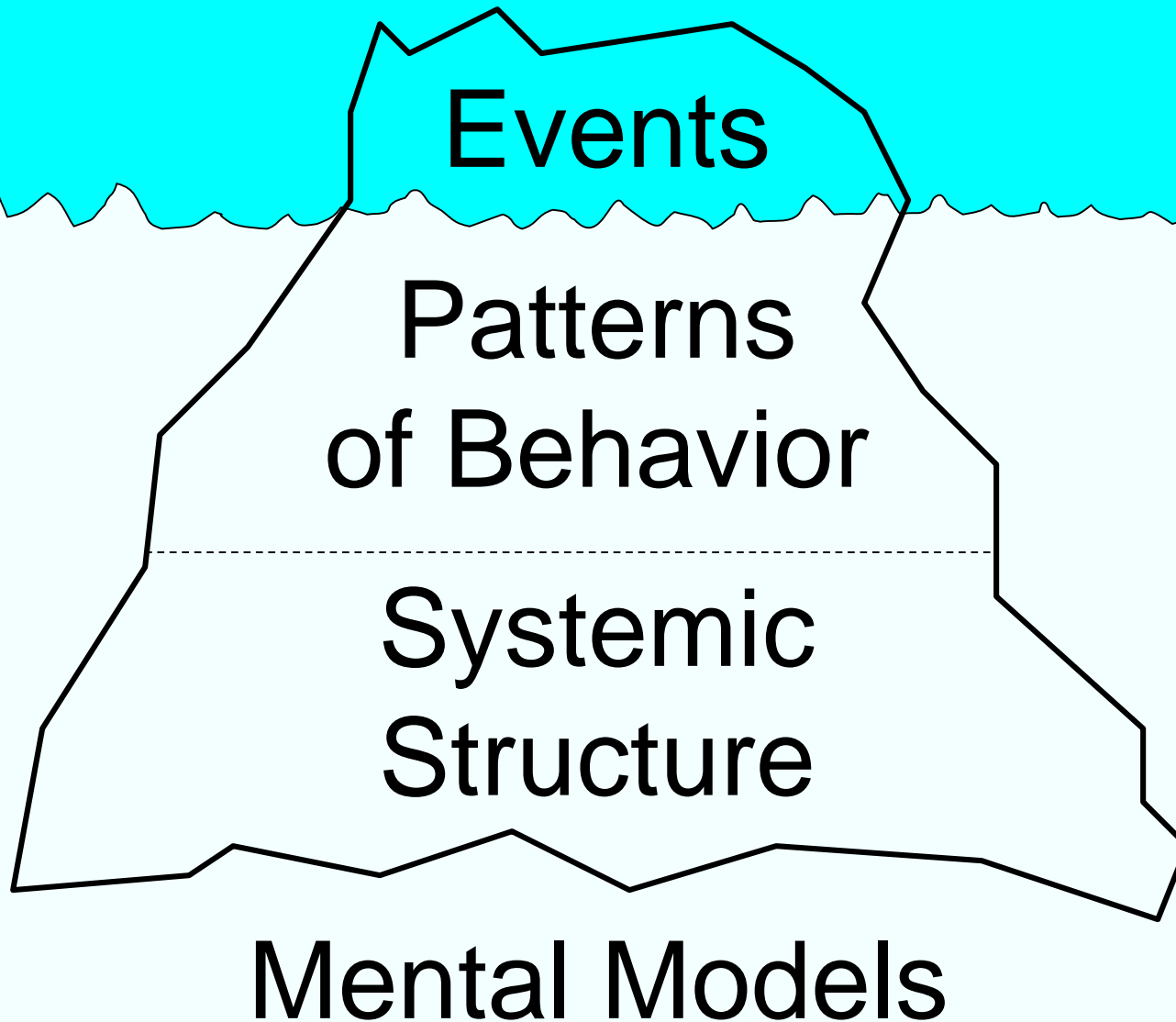


Getting Started With The Iceberg

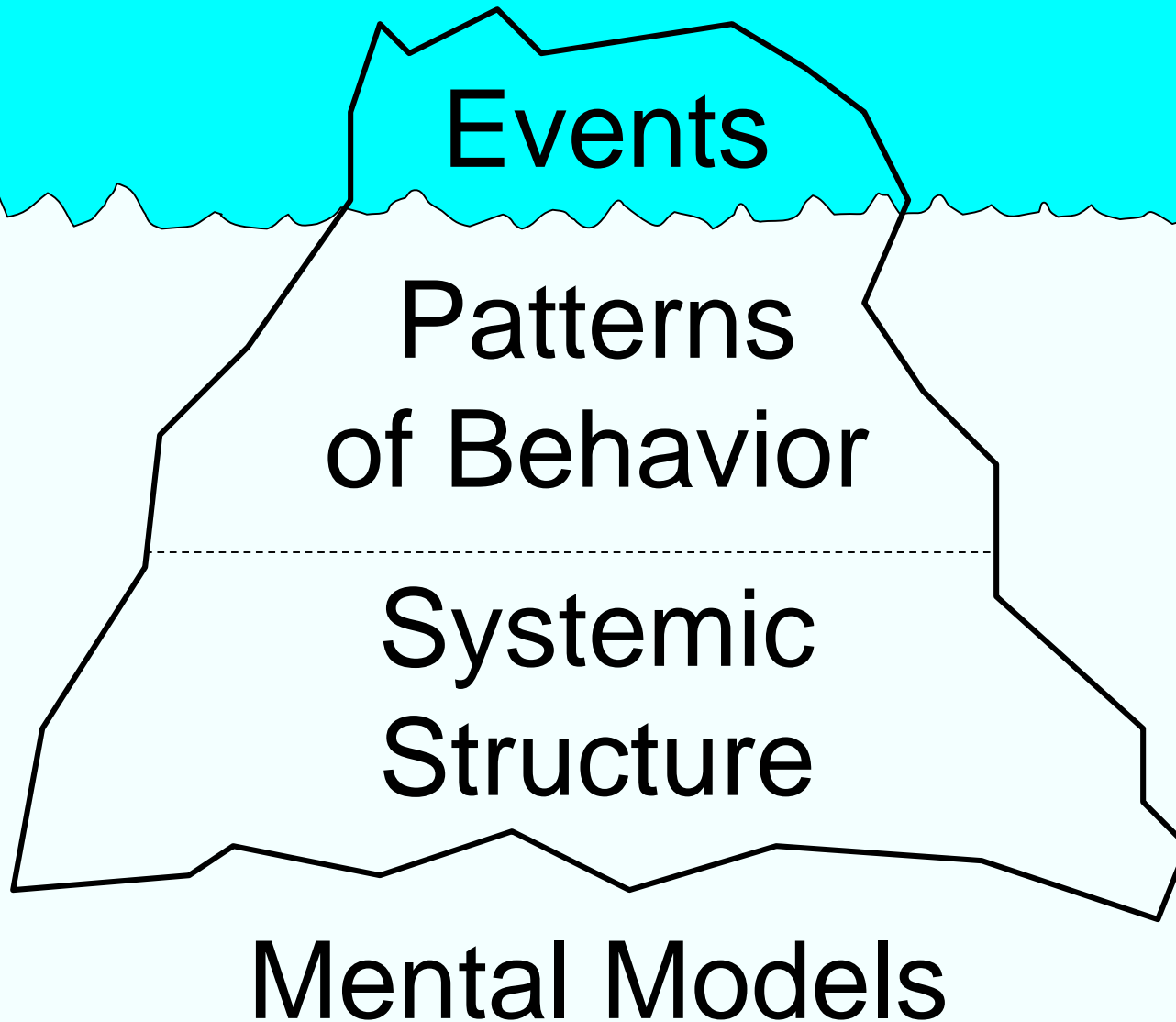




The root cause of most events is
“below the water line”



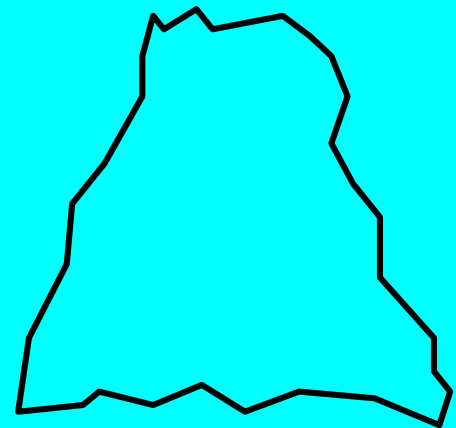
Systems thinking looks below
events and patterns of behavior - fi



A tool to begin unraveling complexity

The “pyramid” or “iceberg” model of systemic relationships is a simple tool to begin to uncover the mental models that create the system.

Lets look at it.....



Some Definitions

- **Events.** The things we see happening (actions).
- **Patterns of Behavior.** Consistent and regular actions or events over space and/or time.
- **Systemic Structure.** “Permanent” relationships and flows of information between parts of the system. They can be physical things such as roads, or policies, laws, organizations or even rituals that seem “permanent”.
- **Mental Models.** The shared belief systems, ideas, assumptions and stories that make sense of the system.

The Iceberg

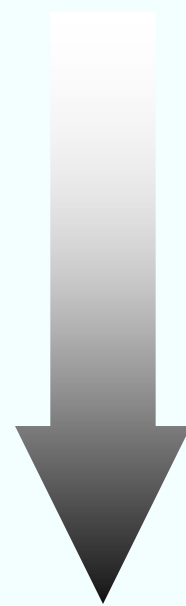
Events

Patterns
of Behavior

Systemic
Structure

Mental Models

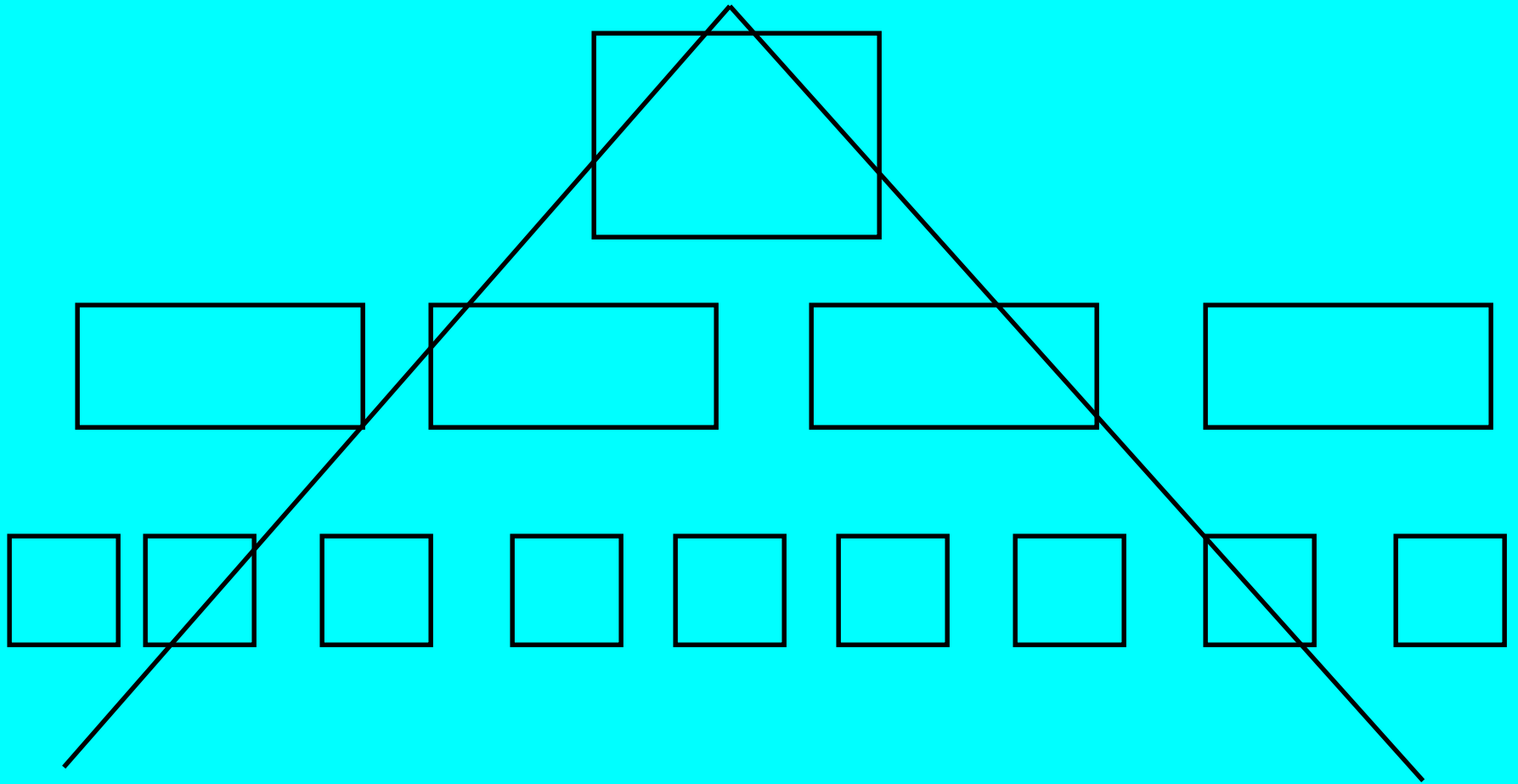
*Increasing
Leverage for
Change*



The University is a System



Our standard mental model of power in university system is hierarchical



Most classrooms are an expression of
this mental model



An “event”

- *A student walks into a class room and takes a seat facing the teacher who stands in the front of the room waiting patiently for everyone to be seated.*

A “pattern”

- *More students walk into a class room and take their seats facing the teacher who stands in the front of the room waiting patiently for everyone to be seated.*

A “pattern”

- *Students for about 1000 years walk into millions of classrooms in just this way!*

A representation of structure



Mental models are at work here!



What mental models create this structure?

The Iceberg

Events

Patterns
of Behavior

Systemic
Structure

Mental Models

A Sustainable Behavior

Events

I rode my bicycle
to school today

**Patterns
of Behavior**

**Systemic
Structure**

Mental Models

A pattern

Events

**Patterns
of Behavior**

**Systemic
Structure**

Mental Models

I ride my bicycle to
school most days
(well, when its not raining)

Possible Structures

Events

**Patterns
of Behavior**

**Systemic
Structure**

Mental Models

- Bike lanes on the road
- Bike racks
- Bike path
- Bike racks on Buses

Possible Mental Models

Mental Models

- I am concerned about the environment
- My health is important to me
 - I like to save money
 - I'm a role model for younger kids

Events

Patterns
of Behavior

Systemic
Structure

Mental Models

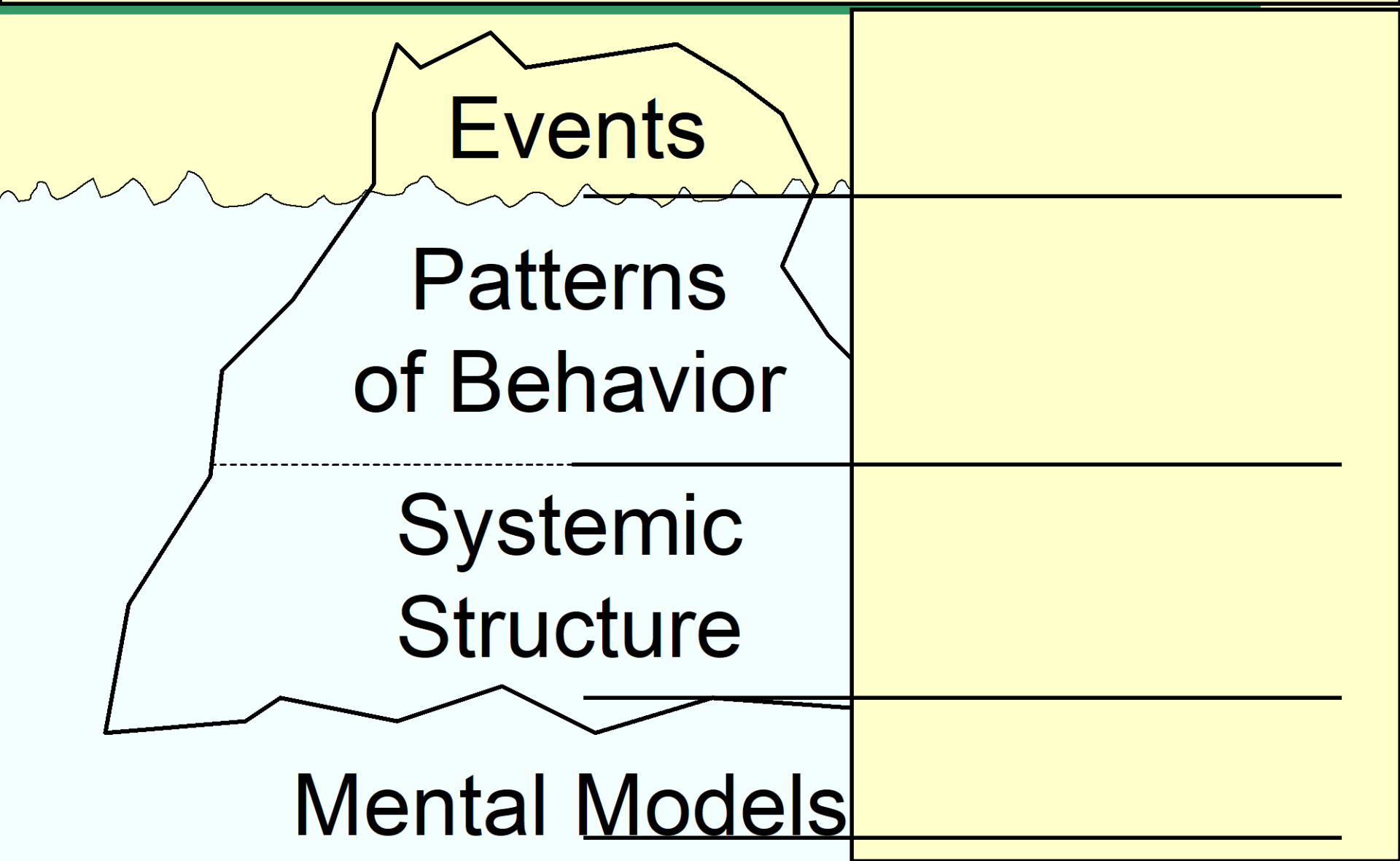
Lets try it out!

Events

Patterns
of Behavior

Systemic
Structure

Mental Models



How do we use the iceberg?

- Discovering root cause
- Understanding human behavior
- Advocacy for your ideas
- Reframing