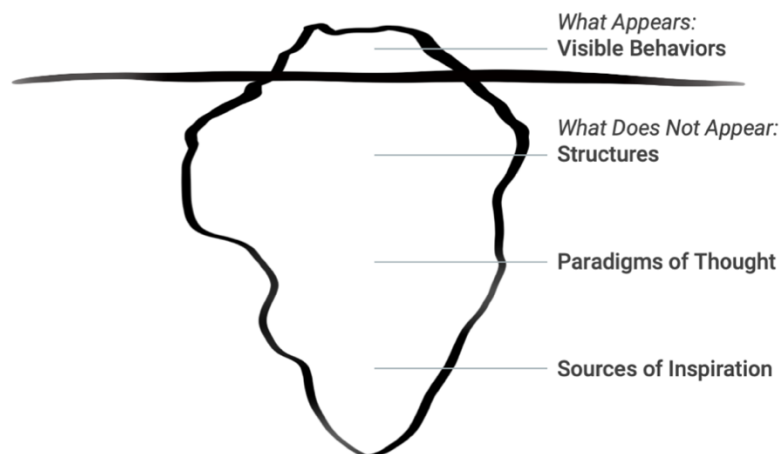


# Tool: The Iceberg Model

## Overview

**The Iceberg Model** is a diagnostic tool that is used to analyze systemic structures and identify blind spots that cause a team/organization/society to collectively reproduce results that no one wants. The Iceberg Model makes underlying structures, paradigms of thought, and sources visible. When these are ignored, they keep teams locked into reenacting patterns of the past.



## Application

The Iceberg Model lets participants:

- **identify leverage points** that allow a system to shift from operating at levels 1 (behavior) and 2 (process & structures) to levels 3 (paradigms of thought) and 4 (sources of inspiration).
- **address challenges on the level that they are created** so that they can be transformed.
- **shift perception** from inside individual heads to outside organizational boundaries (the field).
- **facilitate a collapse of the boundary** between observer (an individual) and observed (a system) and recognize that "I am part of the problem."
- **create optimal conditions for decision making** by recognizing the source-level of awareness.

## Principles

When using the Iceberg Model as a tool, consider applying the lens of the Matrix of Social Evolution to the place from which your perception arises:

- **Attend** from downloading, to seeing, to sensing, to presencing
- **Converse** from downloading, to debate, to dialogue, to co-creative flow/presencing
- **Organize** from centralized, to decentralized, to networked, to ecosystem
- **Govern** from hierarchy, to markets, to negotiation, to awareness-based collective action

## Resources

- Bird, Kelvy. 2018. *Generative Scribing: An Art of the 21<sup>st</sup> Century*, Cambridge, MA: PI Press.
- Scharmer, Otto. 2007. *Theory U*, Second Edition, Chapters 10, 15. Oakland, CA: Berrett-Koehler.
- Senge, Peter. 1990. *The Fifth Discipline*, New York, NY: Currency Doubleday.

## Process

### Setup

- **People:** This practice can be done individually or in a group.
- **Place:** This tool can be used anywhere.
- **Time:** 15–30 minutes.
- **Materials:** Use the worksheet on the following page. Or gather appropriate writing materials and redraw the worksheet large on a flip chart.

### Steps

#### Step 1: “Scale Down”

Scale down the iceberg on the left by answering the following questions about your current reality:

1. What behaviors and events are we seeing?
2. What structures are shaping those behaviors and events?
3. What beliefs and mental models are shaping the structures?
4. What levels of awareness are shaping the beliefs and mental models?

#### Step 2: “Scale Up”

Now scale up by answering these questions:

5. What levels of awareness do we need to be operating from?
6. What beliefs and mental models will support the shift?
7. What structures will be needed?
8. What behaviors and events would we like to see as outcomes?

#### Step 3: Debrief and Conclude

- When you are finished, debrief with a colleague or as a team.
- Retain the drawing for reference as you proceed through the rest of the program.

# Iceberg

## Current Reality

1. What behaviors and events are we seeing?

2. What structures are shaping those behaviors and events?

3. What beliefs and mental models are shaping the structures?

4. What levels of awareness are shaping the beliefs and mental models?

## Future Vision

8. What behaviors and events would we like to see as outcomes?

7. What structures will be needed?

6. What beliefs and mental models will support the shift?

5. What levels of awareness do we need to be operating from?

