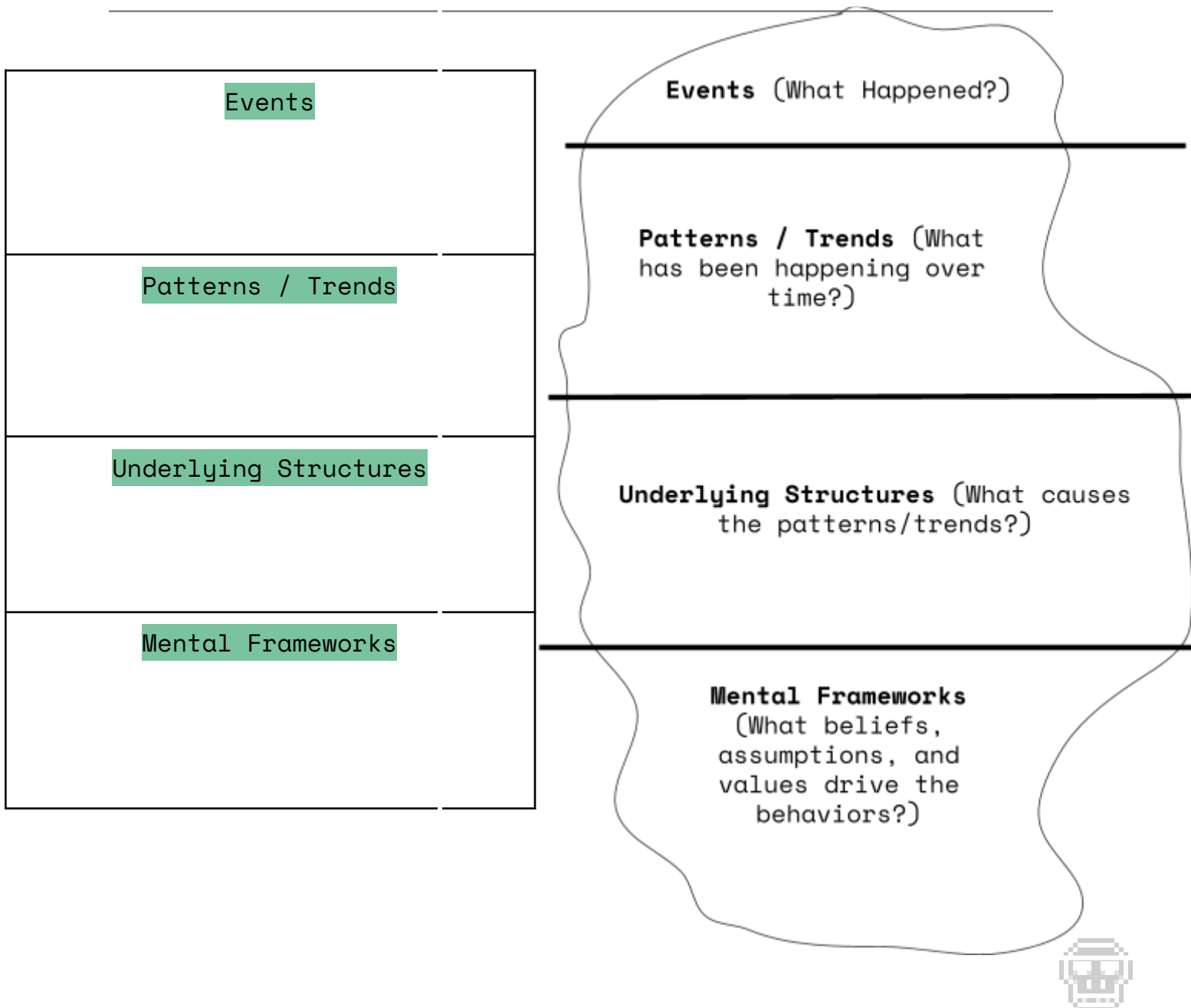# ICEBERG MODEL WORKSHEET

Purpose: Analyze surface-level vs. deeper underlying issues.

1. What's the visible problem? (Tip of the iceberg)
2. What deeper causes might be driving this? (Underwater section)
3. What beliefs, emotions, or systems contribute to the issue?

Events	**Events** (What Happened?)
Patterns / Trends	**Patterns / Trends** (What has been happening over time?)
Underlying Structures	**Underlying Structures** (What causes the patterns/trends?)
Mental Frameworks	**Mental Frameworks** (What beliefs, assumptions, and values drive the behaviors?)

How To Use (Pro Tips)

Think Below the Surface:
➔ Most problems aren't about what's visible. The root cause is below the surface.

Apply the 3 Layers of Depth:
➔ **Event (What happened?)** → "Sales dropped this quarter."
➔ **Pattern (What trends exist?)** → "Sales drop every Q3."
➔ **Structure (What's causing it?)** → "Seasonality + weak marketing."

Use for Personal Development:
➔ If you struggle with productivity, the surface issue may be procrastination—but the deeper cause may be fear of failure.

Don't Fix Symptoms, Solve Root Problems:
➔ **Keep asking:** "What's beneath this?"
➔ **Example:** If employee morale is low, don't just add perks—fix underlying leadership and communication issues.

Pro Tip:
➔ Whenever you see a problem, ask: "What's deeper than this?" three times.
➔ If solving a recurring issue, focus on patterns, not one-time events.

Questions To Reflect On

Seeing Beyond the Surface:

➔ What are the visible symptoms in your current challenge, and what deeper cultural, psychological, or systemic factors might be driving them?

➔ How might your immediate reactions be influenced by unseen beliefs or values embedded in your organization or personal habits?

Connecting Disparate Layers:

➔ In a financial or operational context, how do underlying policies, unspoken assumptions, or historical trends create the "submerged" part of the iceberg?

➔ How can you map the relationship between these underlying factors and the surface issues to design more sustainable interventions?

Challenging Long-Standing Norms:

➔ What elements of your current environment have remained unchanged despite recurring issues, and what does that suggest about entrenched systems or mindsets?

➔ How can you use the iceberg perspective to disrupt complacency and foster a culture of deep, systemic change?