

VISION PIVOT | ICEBERG MODEL

ACTIVITY TITLE: Iceberg Model Practice

OBJECTIVE: To practice ways to assess situations and gain better perspective.

MATERIALS NEEDED:

- Make copies of the Iceberg Model Worksheet.

Activity Instructions:

The iceberg model is a problem to possibility tool. Product designer Adam Amran describes it this way:

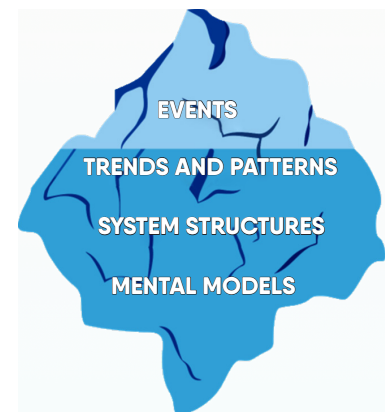
"The iceberg model is a tool that allows you to shift your perspective and see beyond the immediate events that everyone notices. It helps you to uncover root causes of why those events happen. That's possible by looking at deeper levels of abstraction within the system that are not immediately obvious" (untools.co/).

There are two ways to use the iceberg: top-to-bottom and bottom-to-top.

Top-to-Bottom

Bottom-to-Top

React = Events	Transform = Mental Models
Anticipate = Patterns	Design = Structures
Design = Structures	Anticipate = Patterns
Transform = Mental Models	React = Events



The video explained the different sections of the iceberg model and the questions to consider as you work your way up or down the iceberg. You can reference it or look at the two examples on the following page. Then, it's your turn to apply the iceberg model.

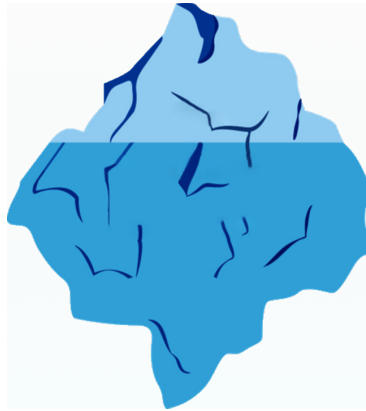
EXAMPLE ONE TOP-TO-BOTTOM PROBLEM TO SOLVE

- **Event**—Stressed Employees

- **Patterns**—As clients come in employees are assigned

- **Structure**—Assign 1 employee per client

- **Mental Model**—1 person can satisfy all clients; employees need to work hard



EXAMPLE ONE BOTTOM-TO-TOP POSSIBILITY THINKING

- **Mental Model**—Teamwork; Employees work hard and employees will work harder with support

- **Structure**—Assign teams to each client

- **Patterns**—Client satisfaction is improved; employees are supported which means clients are more supported

- **Event**—Employees feel supported and able to effectively balance work load with less feelings of stress

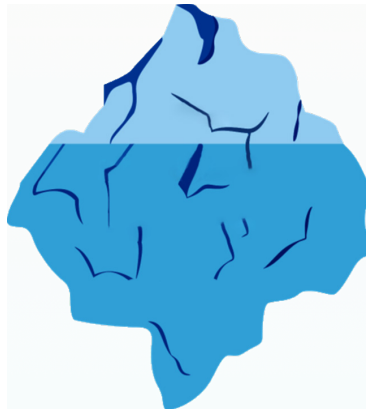
EXAMPLE TWO TOP-TO-BOTTOM PROBLEM TO SOLVE

- **Event**—Catching a cold

- **Patterns**—I have been catching more colds when sleeping less.

- **Structure**—More stress at work; not eating well; difficulty accessing healthy foods near home or work

- **Mental Model**—Career is the most important piece of my identity; healthy food is too expensive; rest is for the unmotivated.



EXAMPLE TWO BOTTOM-TO-TOP POSSIBILITY THINKING

- **Mental Model**—In order to be a career person I need to take care of my health; my career requires me to be physically & mentally well. I can budget for healthier food choices & create conversations at work about providing healthy food options.

- **Structure**—I can explore ways to communicate my capacity and co-create plans to decrease my work stress; buy healthy snacks that I can leave in my office drawer for snacking

- **Patterns**—Take more proactive steps when feeling sick; utilize sick time; I come to work less now when I am sick and have built in a work from home plan

- **Event**—Staying healthy in cold & flu season

Iceberg Model Worksheet:

Pick an event and respond to it using the top-to-bottom and bottom-to-top approaches. When going bottom-to-top, it may be helpful to ask "How might we/I..." as you engage in possibility thinking.

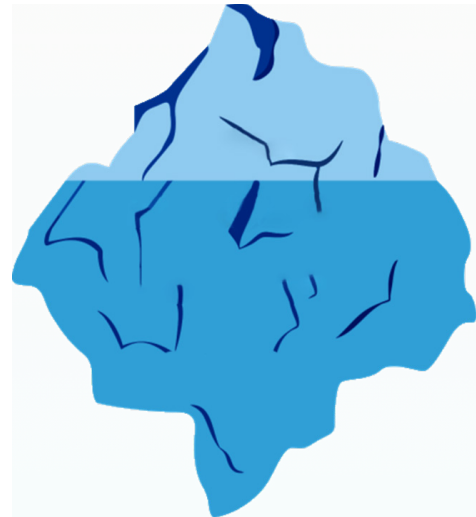
Top-to-Bottom

Events: _____

Pattern: _____

Structures: _____

Mental Models: _____



Bottom-to-Top

Mental Models: _____

Structures: _____

Pattern: _____

Events: _____

