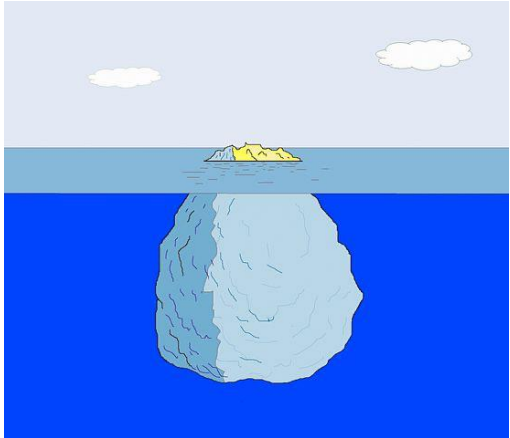


Name	Iceberg
Brief Description	<i>This exercise builds on the premise that what one sees above the water is only the tip of the iceberg; the larger foundation rests below the surface. It is a frequently used tool for system-thinking, as a way of approaching problems that asks how various elements within a system - which could be an ecosystem, an organization, or a project - influence one another.</i>
Methodology	<p>The Iceberg features different levels to be filled with information.</p> <ul style="list-style-type: none"> • There are many variations of this visualization, but normally the very first level of the iceberg is the tip of the iceberg and it's called the event level. • Below the event level, and now less visible and obvious as it's under the water so-to-speak, is the pattern level – a trend, a tendency-. • Below the pattern level is the structure level, where to identify what's the underlying cause of the pattern. • The lowest level is the Mental model level, and will be used to sort what is behind the cause.
Estimated planning time needed:	1-2h
Objective	The Iceberg method is used to understand a particular trend or event. This technique can also help participants with identifying the long term vision and specific next steps or deliverables that participants can take
Time estimated:	30 min to 2h
Composition of audience:	All audiences suit this format
Experience level required:	Comparable level of experience among participants is envisaged
Number of audience:	<10
Level of complexity and possible challenges	Medium - The presenter should have good knowledge and organisational skills.
Picture	
Relevant sources	Barkley, E. F., Cross, K. P., & Major, C. H. (2014). Collaborative learning techniques: A handbook for college faculty. John Wiley & Sons.

