The Iceberg Tool: Below the water line, one can notice patterns of behaviour enforced by the structure of the system and sustained by mental models.

- **Weak leverage points**
- **Weak leverage points**
- **Strong leverage points**
- **Strong leverage points**

**Problem or events (symptoms)**

**Patterns (trends)**

**Underlying systemic structure**

**Mental models-personal & social thinking & behaviour**

### Actions

- **Resolution is a knee-jerk reaction**
- **Resolution is by anticipation and prevention**
- **Resolution is through designing or redesigning the system**
- **“Transformative” resolution is through impacting the negative mental models**