The iceberg diagram

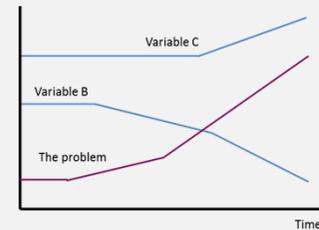**What is seen**

Events

What happened?

BREAKING NEWS

Learning

What is generally unseen

Patterns of behaviour over time

What's been happening?
What are the trends?
Whant changes have occurred?

Variable C

Variable B

The problem

Time

Structure of the system of variables

What are the relationships among the parts?

The problem

Variable B

Variable C
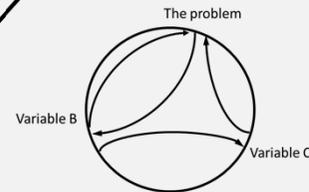
Understanding of causal relationships, **insights**, **uncertainty** and **leverage** for change.