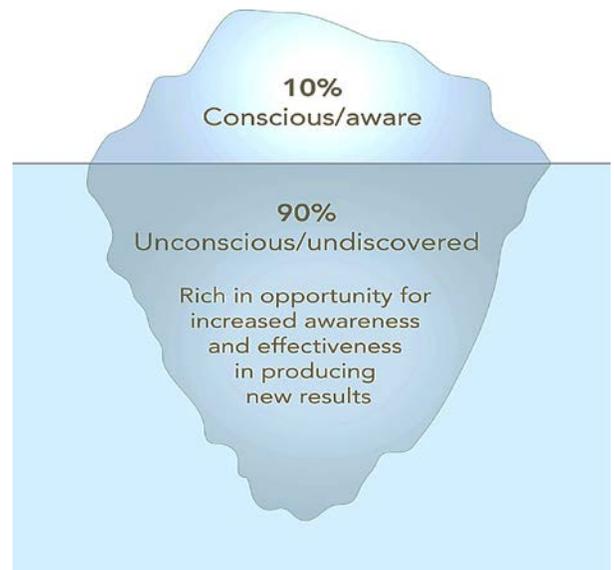


ICEBERG OF AWARENESS

“The greatest obstacle to discovery is not ignorance, it is the illusion of knowledge.”

Daniel Boorstin



Often, we don't see the whole picture.

The Iceberg of Awareness model shows us that what we observe through our senses is likely only part of the situation. This applies both when we observe others and interpret their motivations, and when we reflect on our own actions.

Discovery creates options and possibility for new results.

Discovering the undiscovered increases understanding and creates options. Often, it is what is undiscovered that is actually driving our actions. Seeking to discover creates more data; more data creates more options. Once discovered, 'it' can be consciously used or changed.

Discovering the undiscovered.

SELF — Reflect on the current state/results. Ask the questions:

- What contributed to producing these results?
- What is/was my thinking? Assumptions?
- What was I doing or not doing? What was my thinking?
- What did I **not** see?
- Involve others to help you to see your thinking and your results.

OTHERS — An essential role of a transformational leader is to help others discover what is beneath the surface, to guide them to discover their own motivations, the impact of their actions, or a fuller understanding of a situation.

Why might we resist looking into the undiscovered?

Available in the undiscovered

- Paradigms - views about ourselves, others, the world at large
- True intentions, motivations, commitments
- Talents, skills, energy
- New information

Source of the undiscovered

- Culture
- History
- Programming, patterning

Guidance for discovery

- Accept that you don't see everything.
- Practice saying "I don't know."
- Know that what you don't see has an impact.
- Seek other perspectives.
- Be willing to see everything.
- Welcome different views.

