

CULTURE · SENSEMAKING

Culture begins above the waterline.

It doesn't end there.

Swipe to see what keeps a visible pattern in place—and what changes it.

THE CULTURE ICEBERG

What you see is held up by what you cannot.

01 • WHAT SUPPORTS THE TIP

Visible behavior is evidence. Beliefs, history, power, and unwritten rules beneath the surface help hold that pattern in place.

THE CULTURE ICEBERG

Cut off the tip. The pattern returns.

02 • THE SURFACE SOLUTION

A reminder, training, or accountability talk may change behavior briefly. If the system keeps teaching the old lesson, the pattern resurfaces.

THE CULTURE ICEBERG

Culture forms layer by layer.

03 · LIVED EXPERIENCE

Every response to a hard question adds a layer. A team's beliefs about candor and authority come from many moments, not one announcement.

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Change the conditions below the surface.

04 • WHERE CHANGE BEGINS

What gets rewarded, resourced, protected, and tolerated teaches people what is safe and possible. Shift those conditions in everyday work.

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A sudden shift may have a long history.

05 • THE TURNING POINT

When enough changes underneath, visible behavior can change quickly. What was unspoken becomes part of how people openly work.

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Before you act on what you see...

What belief or experience would make this visible behavior reasonable?

What has to change beneath the surface for a different behavior to last?

Read The Culture Iceberg → lindypfingsten.org/the-culture-iceberg.html