

THE ICEBERG MODEL

The Iceberg Model is one way of exploring our role, self-image, traits and behaviours, and how they affect people we come into contact with.

Based on a model originally developed by Freud, it helps us to explore the many different things that drive our behaviour. Just as with an iceberg, only a small proportion of these are visible.

ABOVE THE WATERLINE

The things that people and colleagues will see in us as we work with them.

- **Skills** such as questioning, listening, summarising, reflecting, organisational skills, teaching skills.

- **Knowledge** of our subject, useful resources, coaching and mentoring, coaching models, our organisation, our colleagues.

BELOW THE WATERLINE

The things that others may not readily see but which underpin who we are and how we go about our role.

- **Social and other roles:** how we project ourselves; our image; where we put our emphasis in performing our roles; the expectations others have of us, and whether those expectations and the roles people ascribe to us are legitimate or not!

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- **Self-image:** the feelings we have about ourselves and the roles people ascribe to us are important to us as individuals – our inner self.

There may be issues of self-confidence, too, in that we may not see ourselves as having the capacity or capability to perform some of the duties.

- **Traits and motives:** In exploring the deeper levels of the iceberg, we begin to learn things about ourselves – opening our 'blind self' to feedback and disclosing more about our 'private self'. We discover more about our 'hidden' or 'deeper' areas – our potential.