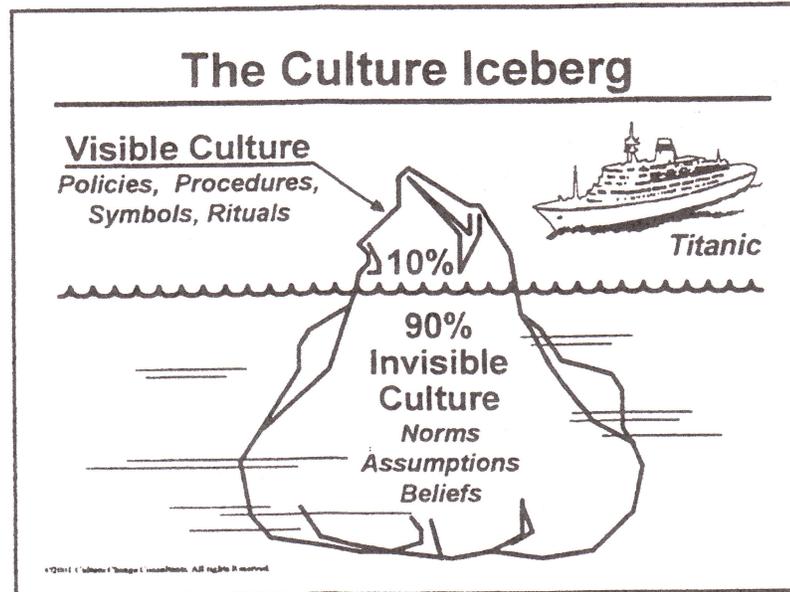


Steven Schiff, Ph.D. "Organizational Culture and Treatment Implications". Presented at 30th University of California, San Diego (UCSD) Summer Clinical Institute in Addiction Studies, La Jolla, CA. August 1, 2001. The Culture Iceberg is work of Dr. Steven Simon, Culture Change Consultants, Inc. 2005 Palmer Ave., #105 Larchmont, NY 10538 Phone: (914) 834-7686. www.culturechange.com



Culture Iceberg Exercise

Goal: To identify hidden cultural norms and assumptions of your treatment culture

1. Draw a large iceberg on a piece of paper.
 2. On the visible portion of the iceberg, write down an aspect of your treatment community that is problematic. Be specific.
 3. Below the water line, on the invisible portion of the iceberg, identify the unwritten rules or norms that impact the problem. A good way to identify such norms is to begin with the words, "It's OK to..." and then complete the sentence.
 4. Below the list of norms, write down some beliefs or assumptions that support the norms. Use phrases that begin with "Because..."
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