



drcog

civic academy

Welcome 2025 participants!

Civic Academy: week three  
October 14, 2025

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DENVER REGIONAL COUNCIL OF GOVERNMENTS

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COLLEGE OF ARCHITECTURE AND PLANNING  
UNIVERSITY OF COLORADO **DENVER**



# Agenda

|           |                                         |
|-----------|-----------------------------------------|
| 6:00 p.m. | Greetings and dinner served             |
| 6:15 p.m. | Water in the west – regional water plan |
| 7:15 p.m. | Questions and answers                   |
| 7:30 p.m. | 5-minute break                          |
| 7:35 p.m. | Systems level thinking (seven whys)     |
| 8:15 p.m. | Next week's field trip logistics        |
| 8:25 p.m. | Moving forward and final thoughts       |
| 8:30 p.m. | Adjourn                                 |

A black and white photograph of four people in a professional setting, likely a workshop or meeting. Three women are visible in the foreground, looking towards the right. One woman in the center has a name tag that reads "Emily Jane Zahradnik". They are holding papers and looking at each other, suggesting a collaborative discussion. The background is slightly blurred, showing other people and what appears to be a poster or screen.

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5 minutes

**Break**



A black and white photograph of a classroom setting. In the foreground, a woman with long blonde hair and glasses, wearing a textured knit sweater, is seated at a desk and looking towards the right. Behind her, a man with short dark hair is also looking in the same direction. To the left, another person is partially visible, looking down. In the background on the right, a woman with blonde hair is seated with her arms crossed. A laptop and a can are on the desk in front of the woman in the foreground.

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# Systems Thinking



# Systems Thinking Activity

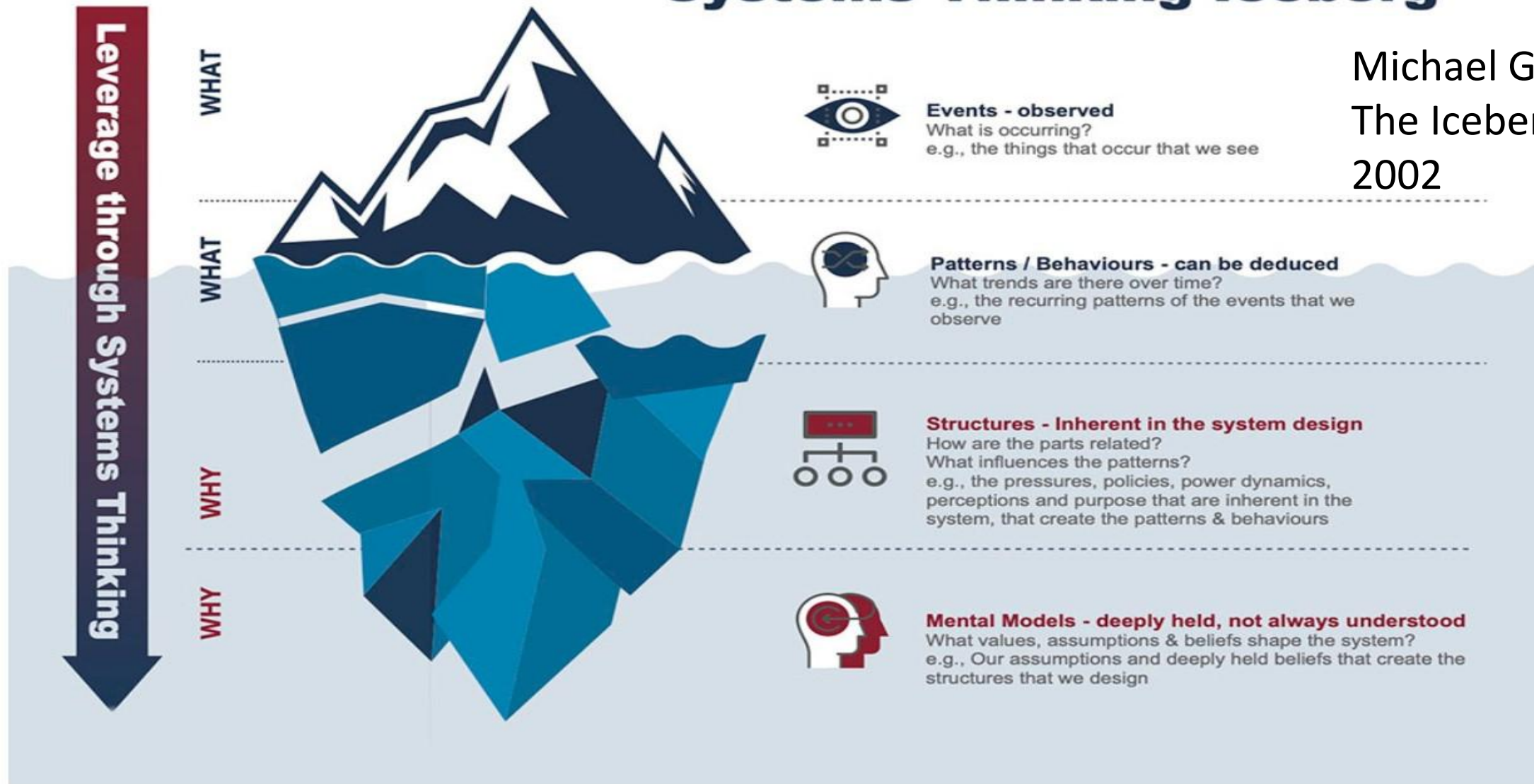


- What do we know about icebergs?
- **The metaphor of an iceberg can...**
  - Help us uncover what lies beneath
  - Assist us in seeing the interrelationships that exist
  - Encourage us to look at the root cause

# Systems Thinking Activity

## Systems Thinking Iceberg

Michael Goodman,  
The Iceberg Model,  
2002



# Systems Thinking Activity

- Think about a challenge with your action plan and ask yourself a series of questions.
  1. What are your observations?
  2. What are the patterns that contribute to the observations?
  3. Why might they be happening?
  4. After identifying what seems to be a reason, ask yourself why again and up to five times?
  5. Make note of the answers that arise as you ask why.





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**WRAP UP**

**#CivicChat**  
**#CivicAcademy**