



Honourcode, Inc.

People Can and Do Transcend Process

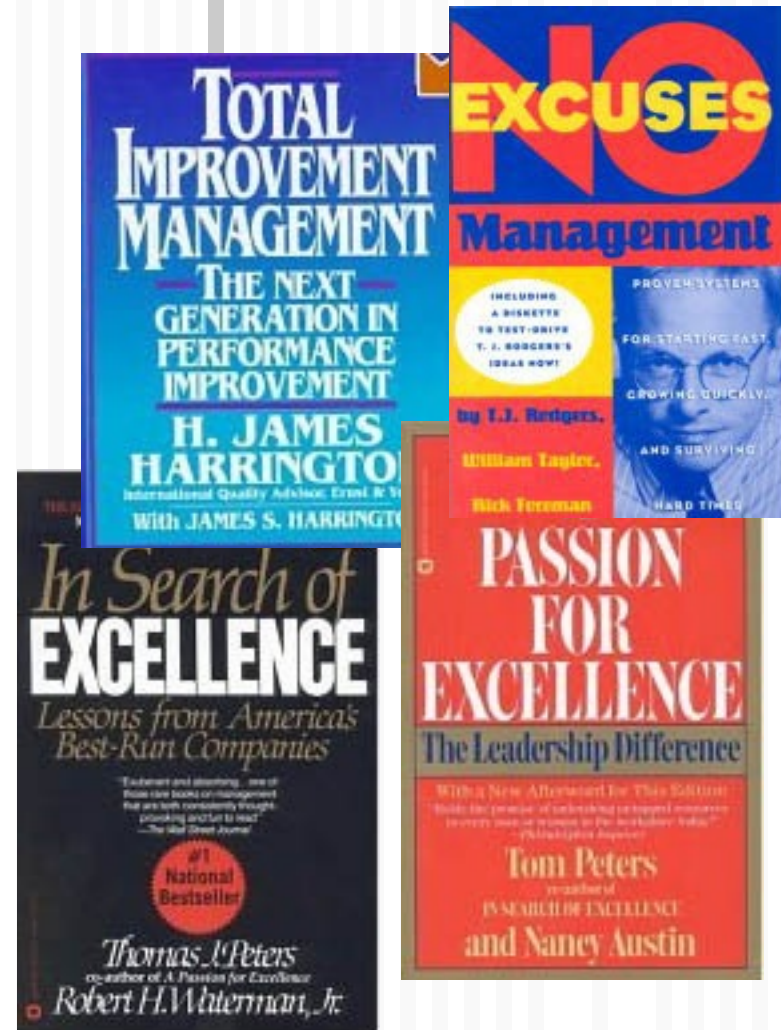


***Process is the panacea
of pedestrian planners!***

Eric Honour
+1 (850) 479-1985
ehonour@hcode.com

Focus is on **people**, not process

- Literature
 - Is full of advice as to how to make projects succeed
 - All the well-known advice is about **people**
 - Has little if anything to say about the proliferating process standards
- Garbage-in-garbage-out
 - Processes only work well when implemented by strong technical leaders
 - ...who would have succeeded anyway!



Effective Systems Engineers



- *"Systems, even very large systems, are not developed by the tools of Systems Engineering, but only by the engineers using the tools."*

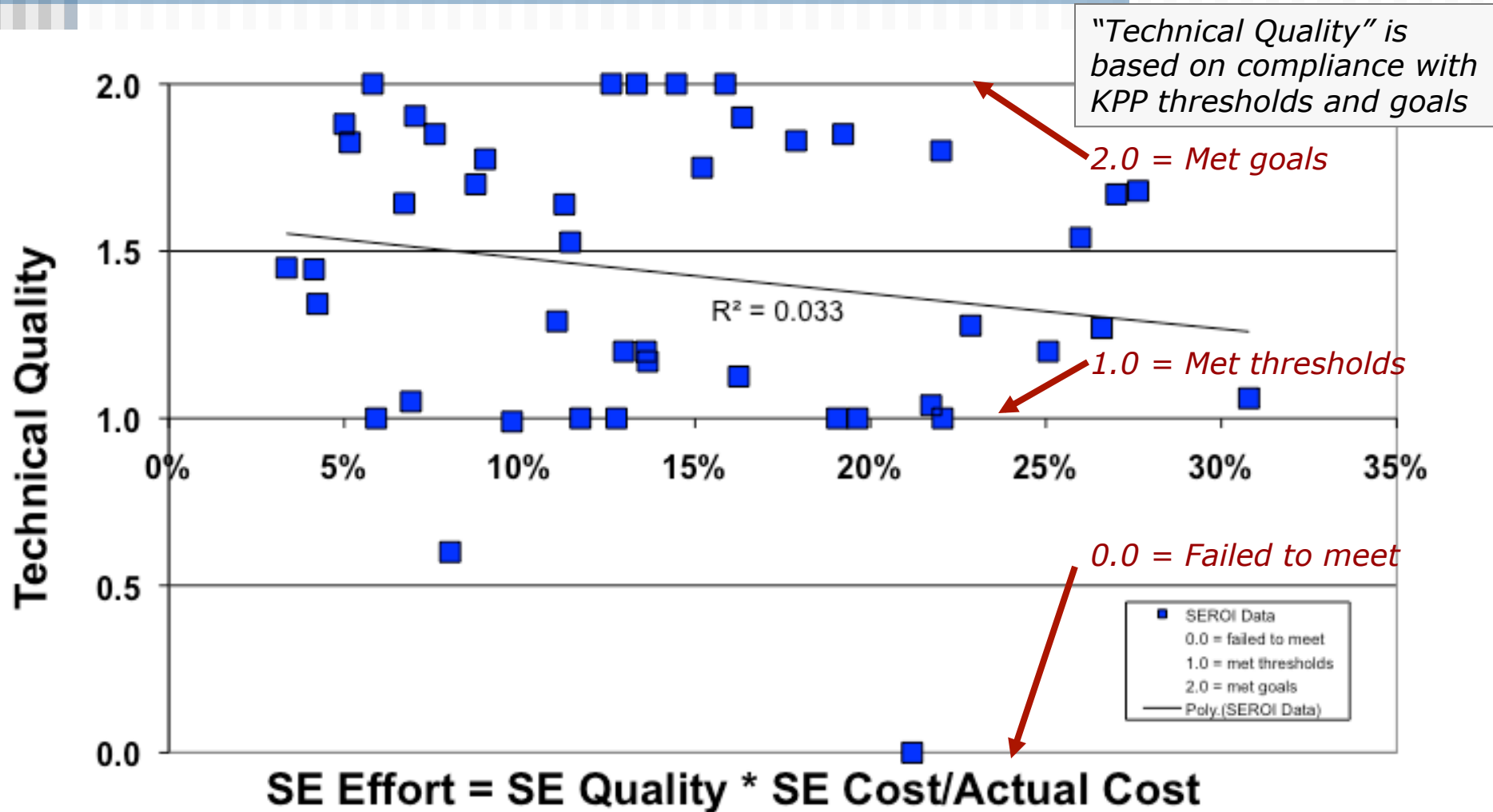
Dr. Robert A. Frosch, 1969

With appropriate deference to my esteemed colleague Dr. Kasser...

- **This is not a statement about working within process context!**



Technical Quality vs. SE Effort



What is a System?

Definition:

- *An interacting combination of elements, viewed in relation to function*



Amagasaki rail systems



*Air Combat
Maneuvering
Instrumentation Pod*



*Virtuoso Implantable
Cardioverter Defibrillator*



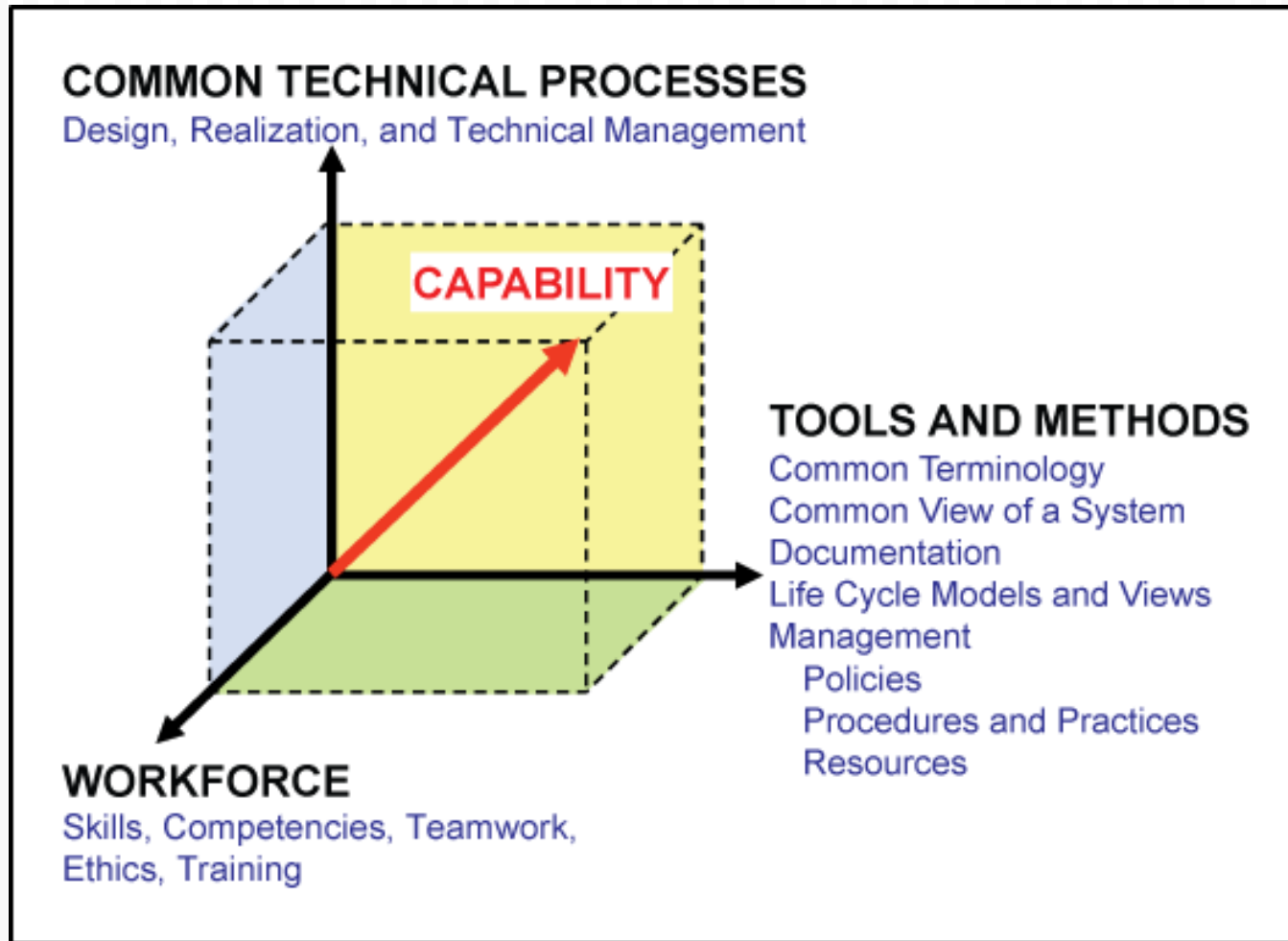
Increasing System Complexity

- No longer sufficient to do Systems Engineering by rote
- Premium is on the ability to ...
 - Rapidly decide, as situations develop, what is to be done, how, who with, & how to measure success
 - Rapidly assemble tailored diverse multi-disciplinary teams and get them operational and effective,
 - Maintain effectiveness under unpredictable and rapidly evolving conditions, retaining ability to raise additional tasks as needed
- **Dynamic properties** of the capability 'emerge' as a result of many decisions about structure, process, strategies, values, personnel, technology, training, ...

... Requires People, not "Process"



Systems Engineering Framework

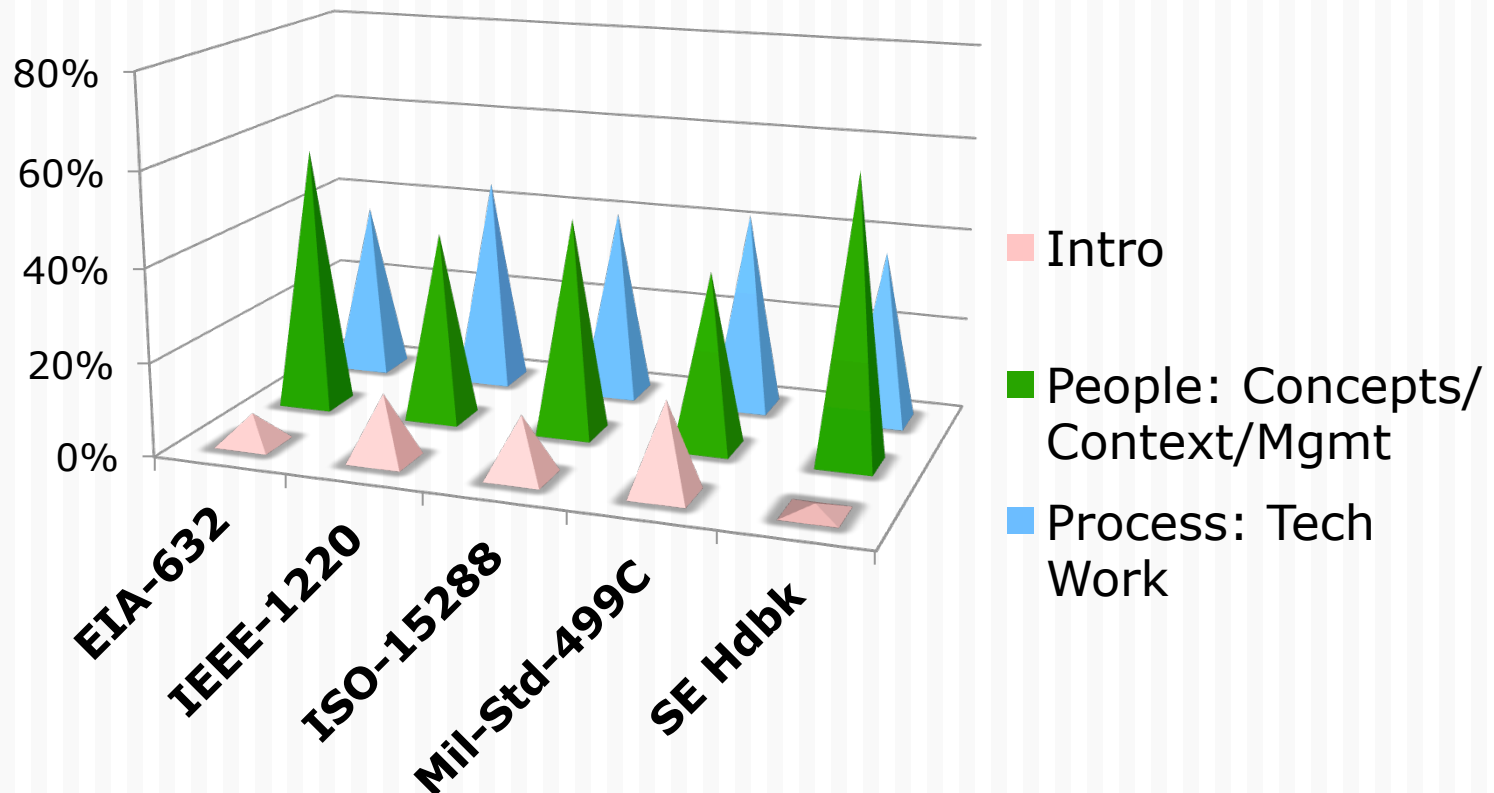


Graphic from NASA NPR 7123.1 Figure 1-1



Content of “Process” Standards

- Even in the process standards, people issues take up more page count!



Use of (and Problem with) Process

