

**Paper #94 The Systems Engineering Conundrum: Where is the Engineering?**

INCOSE IS 2021

Session 8.4.3

July 21, 2021 2:40 PM EDT

Presenter Charles Wasson – SE Textbook Author, INCOSE Fellow and ESEP



**31<sup>st</sup>** Annual **INCOSE**  
international symposium

virtual event

July 17 - 22, 2021

**Charles Wasson,**

SE Textbook Author, INCOSE Fellow and ESEP

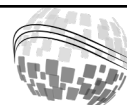
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# **The Systems Engineering Conundrum: Where is the Engineering?**

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**The Systems Engineering Conundrum - Where is the Engineering?**

## **Problem Statement**

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**“Where is the Engineering?” ... Problem Statement**

- Despite “Engineering” being a key part of its name, “Systems Engineering” command media\*, in general, exhibit:
  - A plethora of objective evidence on Systems Management and Processes.
  - Only inferences ... of a complete set of science and math-based concepts, principles, and practices unique to SE that guide its application.

\* Industry, government, and professional organizations.

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## **Presentation Overview**

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**Presentation Overview**

- **Introduction**
  - SE's Technical Competency Void
  - Evolution of the Systems Management
- **Misinformation and Misconceptions of SE Practice**
  - The Systems Engineering Process
  - Model-Based Systems Engineering (MBSE)
- **Where is the Engineering? INCOSE's Vision**
  - What Business is INCOSE In?
- **Summary**
- **Chat Q&A's**

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## Previous Papers Contributing to this Topic

### IS 2018 Paper #153



**28<sup>th</sup> Annual INCOSE**  
International Symposium  
Washington, DC, USA  
July 7 - 12, 2018

**SE Management is Not SE Core Competency:  
Time to Shift this Outdated, 60-Year-Old Paradigm**

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### IS 2019 Paper #84



**29<sup>th</sup> Annual INCOSE**  
International Symposium  
Orlando, FL, USA  
July 20 - 25, 2019

**The State of Systems Engineering Technical Practice  
versus Discipline: A Survey of INCOSE Chapter  
Attendees in North America**

Charles Wasson  
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[office@wassonstrategies.com](mailto:office@wassonstrategies.com)

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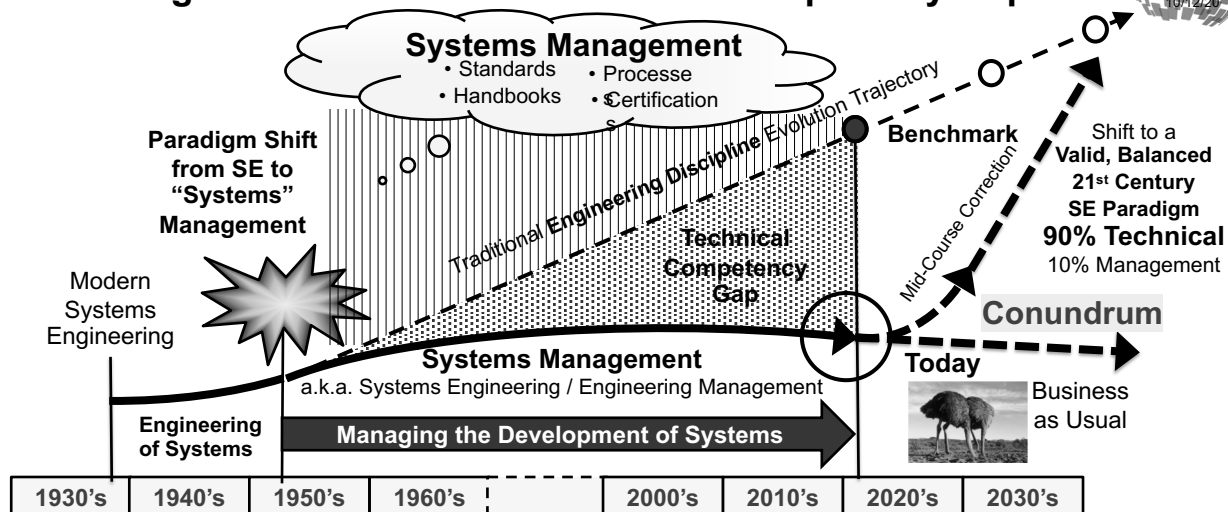
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## Framing the Context – SE's Technical Competency Gap



• Wasson, Charles (2018), Paper #153 *Systems Engineering Management is Not SE Technical Competence: It's Time to Shift This Outdated, 60+ Year-Old Paradigm*, 28<sup>th</sup> Annual INCOSE International Symposium (IS 2018), July 9, 2018, Washington, DC.

• Wasson, Charles (2019), Paper #84 *The State of Systems Engineering Practice versus Discipline: A Survey of INCOSE Chapter Attendees in North America*, 29<sup>th</sup> Annual INCOSE International Symposium (IS 2019), July 24, 2019, Orlando, FL.

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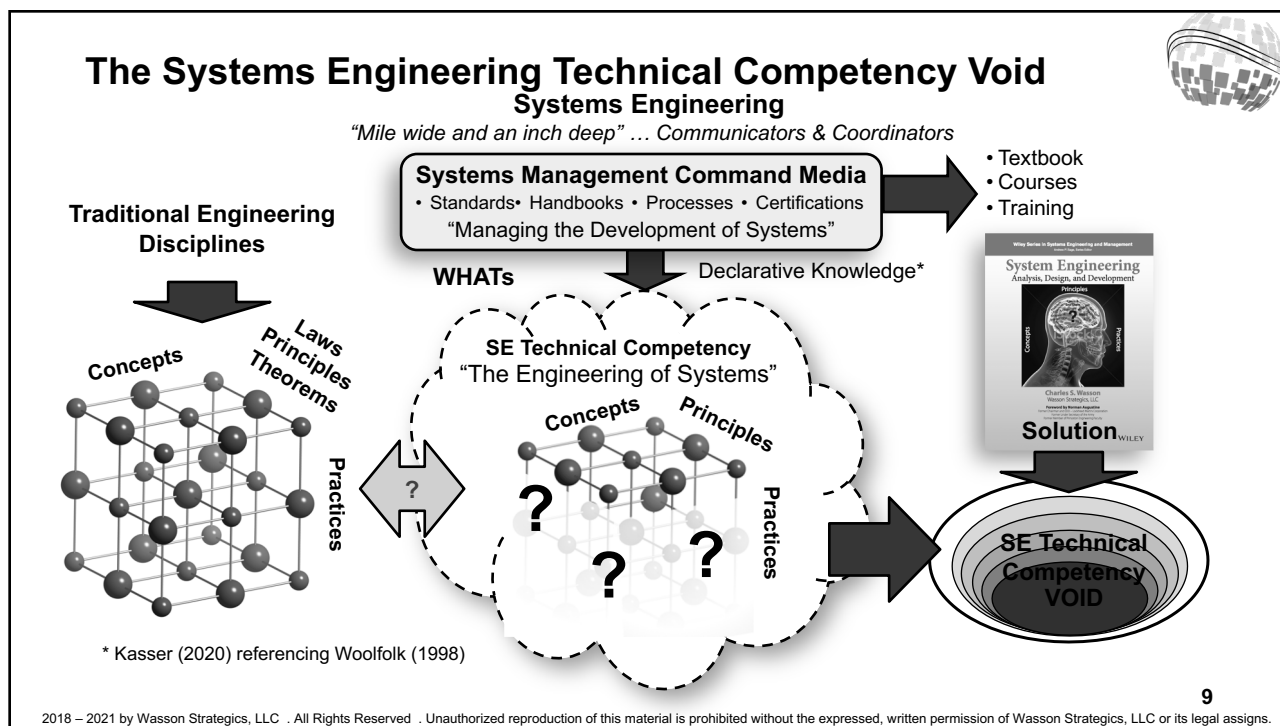
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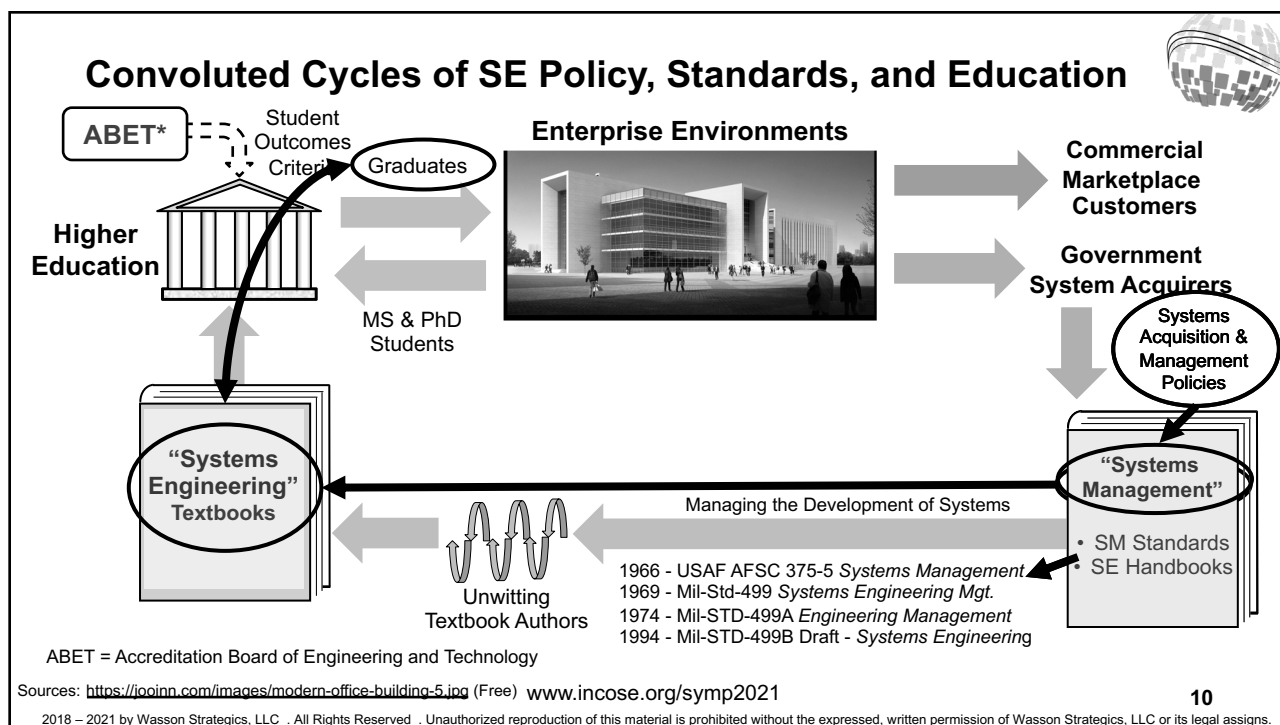
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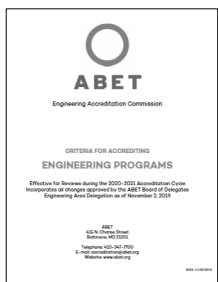
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## Root Problem in SE Education ... Lack of ABET SE Criteria



As of 2021

No changes on this page since at least the 2012-2013 Academic Year Edition

2020-2021 Criteria for Accrediting Engineering Programs

### PROGRAM CRITERIA FOR SYSTEMS AND SIMILARLY NAMED ENGINEERING PROGRAMS

Co-Lead Societies: American Society of Mechanical Engineers, CSAB,  
Institute of Electrical and Electronics Engineers, Institute of Industrial and Systems  
Engineers, ISA, International Council on Systems Engineering, or  
SAE International

Engineering

These program criteria apply to engineering programs that include "systems (without  
other modifiers)" in their title

There are no program- specific criteria beyond the General Criteria.

Sources:

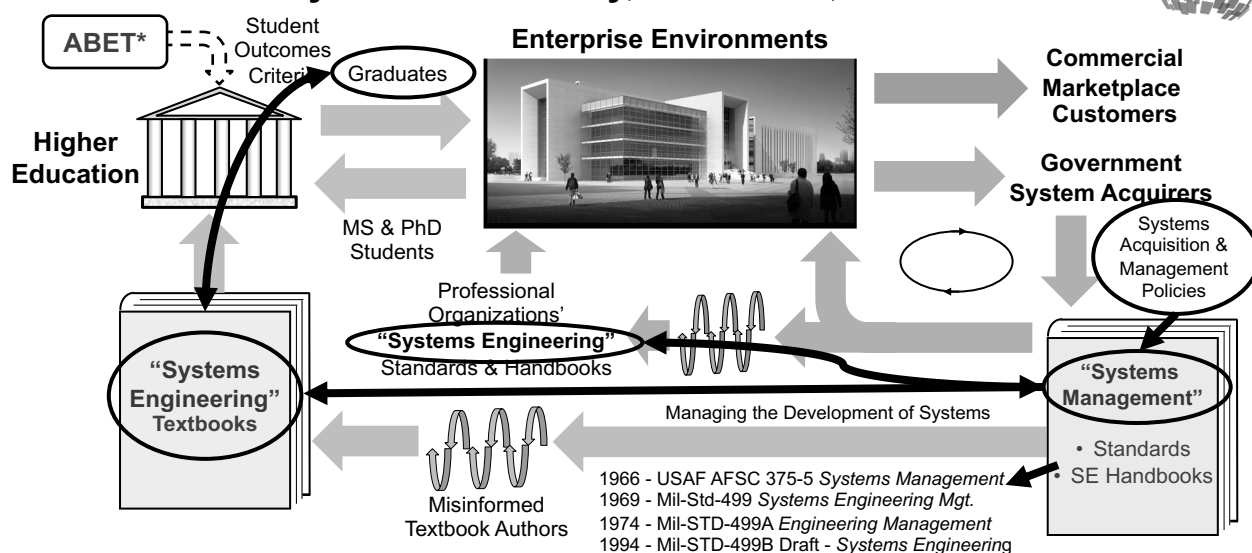
- ABET (2020), *Criteria for Accrediting Engineering Programs*, 2020 – 2021, Section III, p. 38, 11/2/19, Baltimore, MD: Accreditation Engineering Commission, ABET.
- Email correspondence with ABET dated March 25, 2021.

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## Convolved Cycles of SE Policy, Standards, and Education



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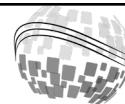
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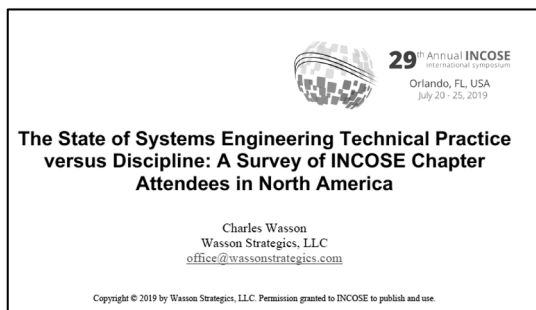
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## 2017 – 2018 SE Competency Survey



### 2017 – 2018 SE Survey\*

#### INCOSE SE Competency Framework



Level 5 <b>Expert</b>	
Level 4 <b>Lead Practitioner</b>	
Level 3 <b>Practitioner</b>	
Level 2 <b>Supervised Practitioner</b>	
Level 1 <b>Awareness</b>	

Minimum Technical  
Competency Threshold for  
a Genuine SE

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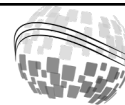
1.90 Average INCOSE SE  
Chapter Attendee  
Competency Level

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## The Systems Engineering Conundrum - Where is the Engineering?

### Misinformation and Misconceptions of SE Practice

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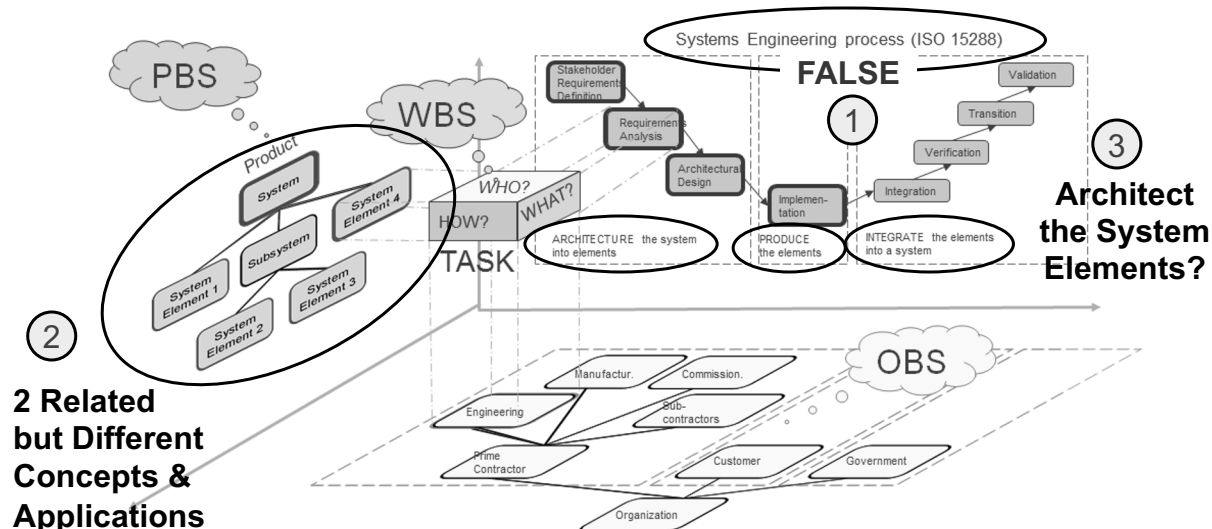
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## High-Level Intermixing of Misunderstood Concepts



Source: INCOSE PM-SE Integration Working Group, Oct. 14, 2020, Slide 19/54.

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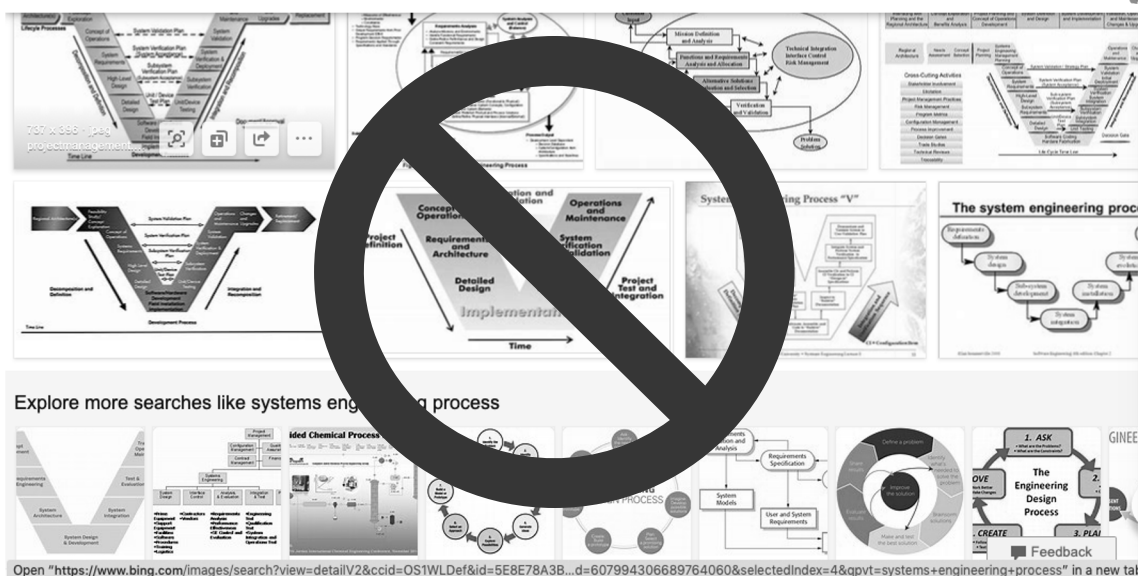
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## Internet Misinformation About THE Real SE Process



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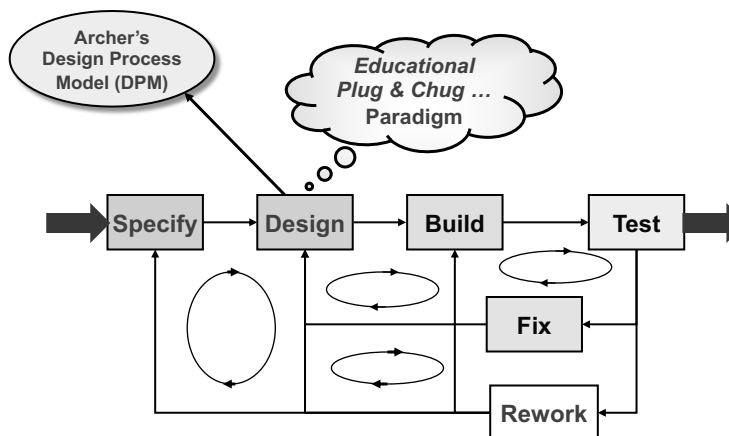
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### SDBTF Paradigm Misperceived to be the SE Process



SDBTF – Specify-Design-Build-Test-Fix Engineering Paradigm

- Commonly found in most enterprises claiming to perform SE.
- Derivative of the Scientific Method intended for scientific inquiries or investigations, ... not SE and development. Typically evolves from University Engr. Lab classes.
- **Migrates unmitigated and unchecked** into industry and government where it has thrived for decades.
- An *ad hoc*, *endless loop* process that is *inefficient* and *ineffective*.
- Focuses on SE *activities*, not *performance-based outcomes*, which leads to project technical, cost, and schedule performance issues.

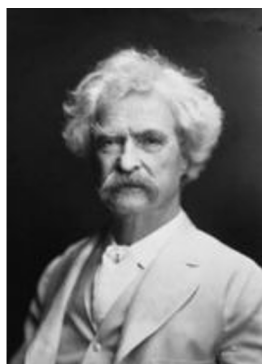
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### Illustrative Quote by American Author Mark Twain



***“What gets us into trouble  
is not ... what we don't know.***

***It's what we know for sure ...  
that just (isn't) so.”***

Source: <https://www.goodreads.com/quotes/738123-what-gets-us-into-trouble-is-not-what-we-don-t>

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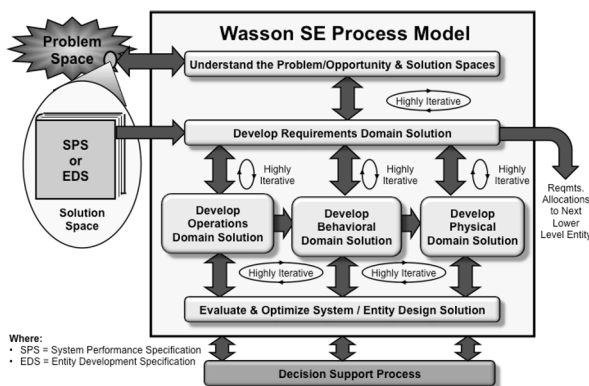
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## Genuine Science-Based SE Process



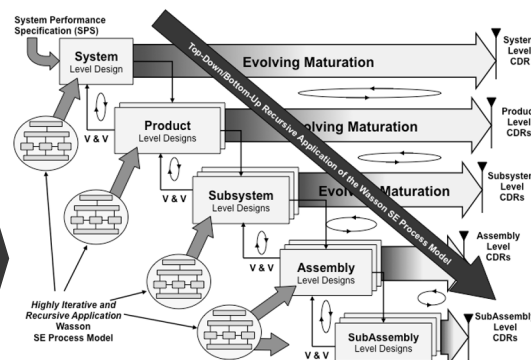
**Iterative and recursive application to each entity at every level of abstraction**

Wasson (2016), *Systems Engineering, Analysis, Design, and Development: Concepts, Principles, and Practices*, Figures 14.1 and 14.9, 2<sup>nd</sup> Edition, New York, John Wiley & Sons, Inc.

Wasson (2019), *The State of Systems Engineering Technical versus Discipline: A Survey of INCOSE Chapters Across North America*, Paper # 84, Figure 7, p. 22, INCOSE IS2019, Orlando, FL, July 24, 2019.

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## V-Model Application Example



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## Model-Based Systems Engineering (MBSE)

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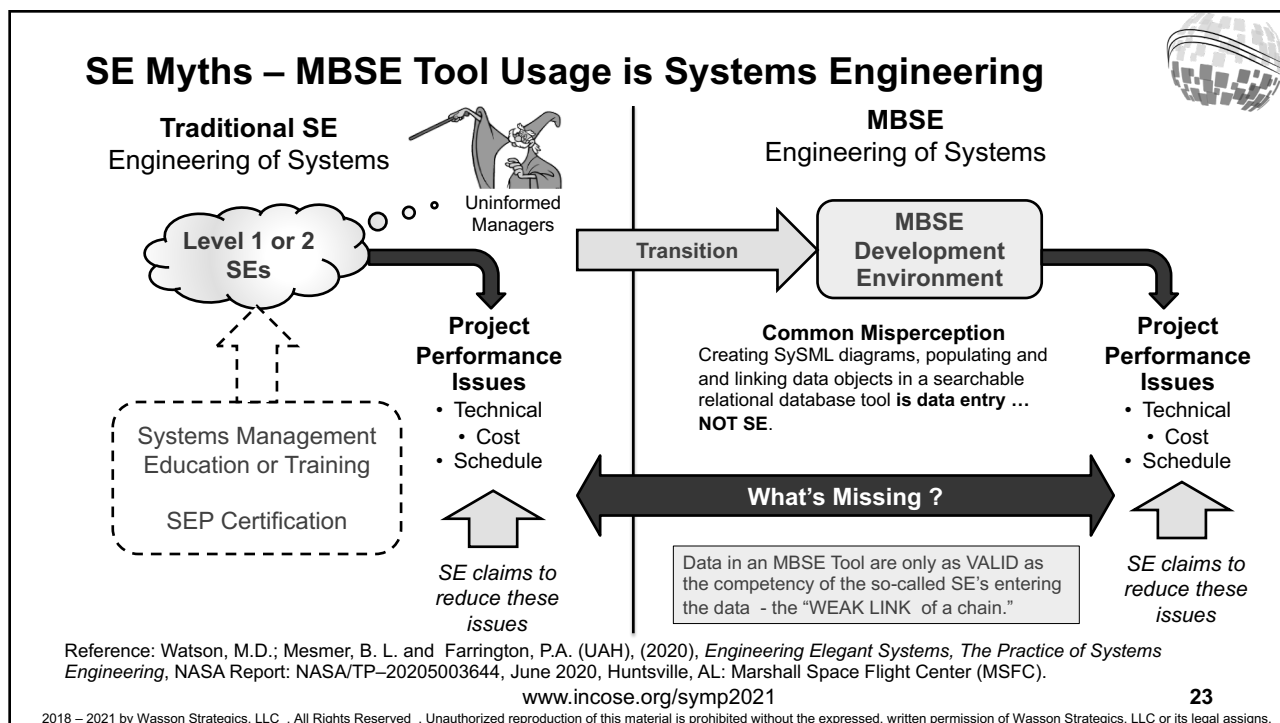
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## Understanding the Dynamic Behavior of Element Interactions

- Griffin (2010) "While at its core system engineering is concerned with the interfaces between and among separable system elements, it should be realized that the more important understanding concerns **the dynamic behavior of the interactions between these elements**, not the numbers in the associated Interface Control Document (ICD).

### Sources:

- Griffin, Michael (2010), *How Do We Fix Systems Engineering*, 61<sup>st</sup> International Astronautical Congress Prague, Czech Republic 27 September – 1 October 2010, p. 2.
- NASA Retrieved from <https://i.pinimg.com/originals/34/70/e5/3470e50d59f89f45d2a6af9cc71e068c.jpg>

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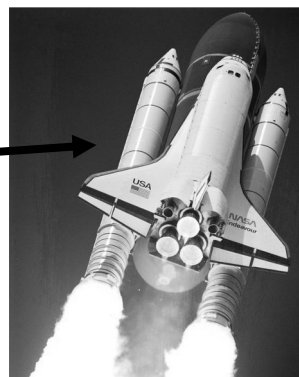
### Understanding the Dynamic Behavior of Element Interactions



#### Space Shuttles

- Challenger
- Columbia

- Griffin (2010) “While at its core system engineering is concerned with the interfaces between and among separable system elements, it should be realized that the more important understanding concerns **the dynamic behavior of the interactions between these elements**, not the numbers in the associated Interface Control Document (ICD).”



#### Sources:

- Griffin, Michael (2010), *How Do We Fix Systems Engineering*, 61<sup>st</sup> International Astronautical Congress Prague, Czech Republic 27 September – 1 October 2010, p. 2.
- NASA Retrieved from <https://i.pinimg.com/originals/34/70/e5/3470e50d59f89f45d2a6af9cc71e068c.jpg>

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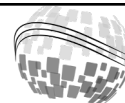
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### Griffin's (2010) Elegant Design Questions Seldom Asked



- Griffin (2010) also posed 4 key questions (there are others) concerning Elegant System Design as noted earlier in the Heuristics-Bridging Team Panel discussion that you seldom hear asked:
  - “How do you know the design will actually work?”
  - Is the design robust?
  - Is the design efficient?
  - Does it accomplish its intended purposes while minimizing unintended actions, side effects, and consequences?”

#### Source

- Griffin, Michael (2010), *How Do We Fix Systems Engineering*, 61<sup>st</sup> International Astronautical Congress Prague, Czech Republic, 27 September – 1 October 2010, p. 2.

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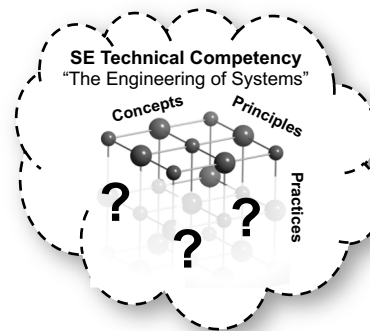
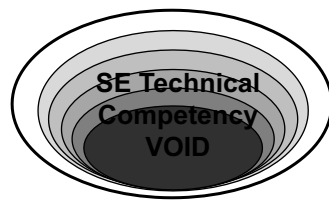
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### The Systems Engineering Conundrum - Where is the Engineering?

## Where is the Engineering? INCOSE's Vision

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A better world through a systems approach



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Learn about this impactful field.

**INCOSE'S IMPACT**  
Leading the future of Systems

**GROW IN SYSTEMS ENGINEERING**  
Shape the world and advance your

What does this mean? What is the "code speak"?  
Isn't INCOSE about ... Systems Engineering?

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**Unresolved Competency Issues ... to GST**

**Unresolved SE Technical Competency Issues**

**INCOSE's A Better World Through a Systems Approach?**

**Systems Approach**

**Abstract Systems Theory**

**General Systems Theory\* (GST)**

- Systems Philosophy
- Systems Sciences
- Systems Technology

**Engineered Systems Implementation**

???

Bertalanffy, Ludwig Von, (1972), "The History and Status of General Systems Theory," *Academy of Management Journal*, pp. 407-426, Dec. 1972, Vol. 15, No. 4, Briarcliff Manor, NY.

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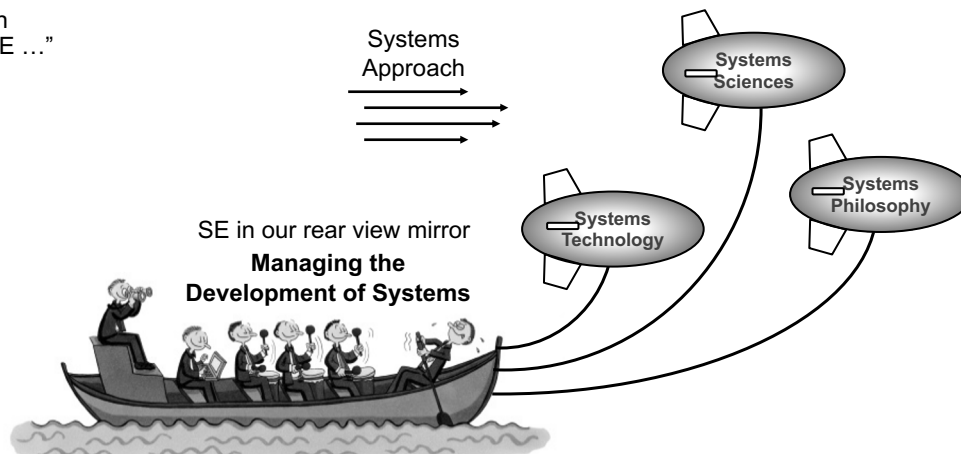
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## What is INCOSE's "A Better World Through a Systems Approach"?

"... For several years the INCOSE BoD has been ...moving away from SE ..."



Is SE a Home Port for INCOSE or just an occasional a Port of Call?



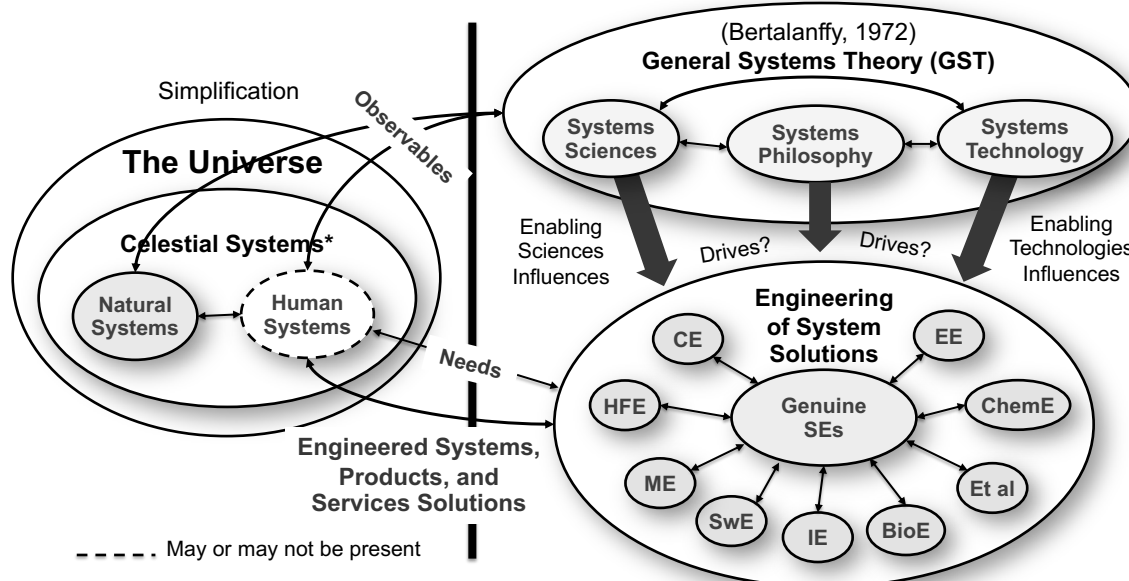
What our travels say ... about who INCOSE is ...

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## What is INCOSE's "Systems Approach" to SE – Option A?



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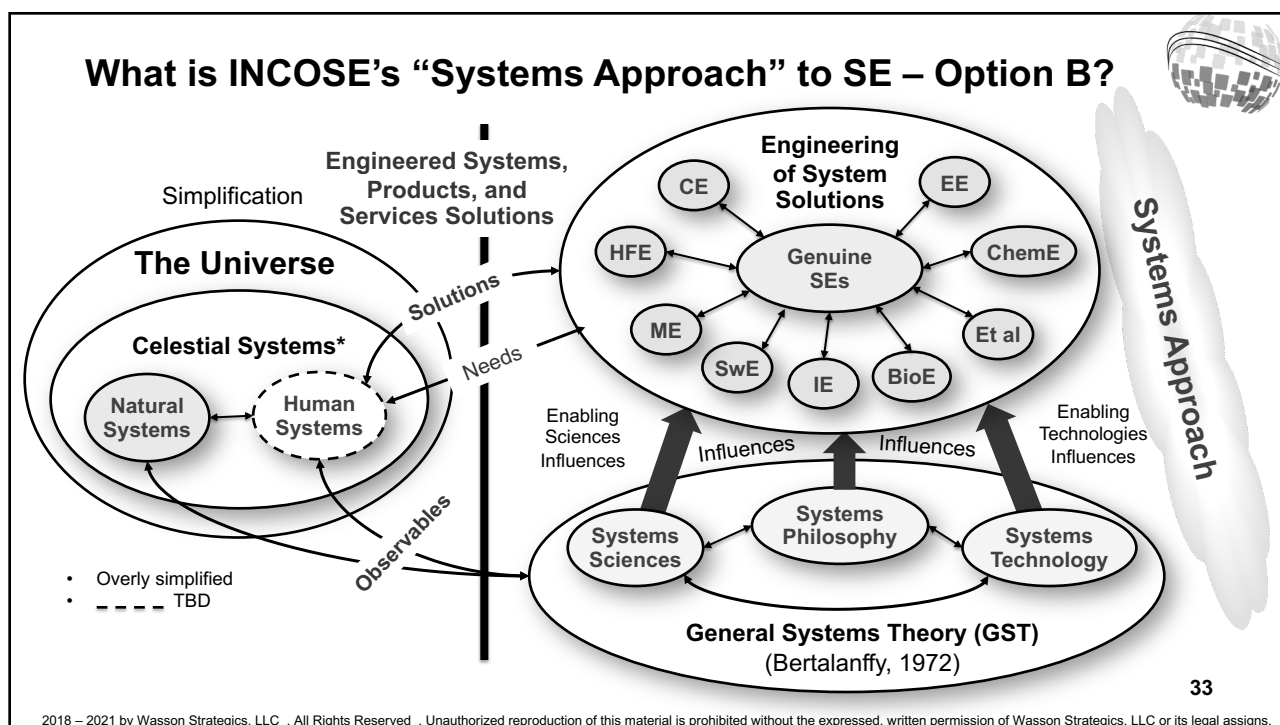
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## In the World Marketplace ... Reputation & Image is Everything

**Gestalt Optical Illusion Illustrations**

- Some perceive an elderly woman
- Others perceive a fashionable young woman

**INCOSE**

**How do others perceive INCOSE?**

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### INCOSE's Identity Crisis?

Is INCOSE the International Council on ...



### Where is the Engineering in INCOSE?

Is the reason INCOSE is having problems retaining NEW members after 2 years due to these issues – What business is INCOSE in?

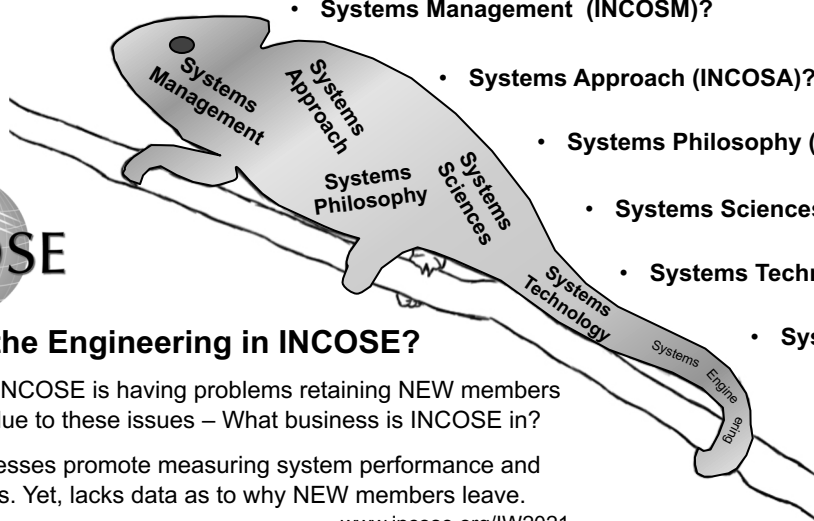
INCOSE processes promote measuring system performance and annual surveys. Yet, lacks data as to why NEW members leave.

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- Systems Management (INCOSM)?
- Systems Approach (INCOSA)?
- Systems Philosophy (INCOSP)?
- Systems Sciences (INCOSSE)?
- Systems Technology (INCOST)?
- Systems Engineering (INCOSE)?



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Paper #94 – Charles Wasson - INCOSE Fellow

### The Systems Engineering Conundrum - Where is the Engineering?

## Where is the Engineering? Summary

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# Paper #94 The Systems Engineering Conundrum: Where is the Engineering?

INCOSE IS 2021

Session 8.4.3

July 21, 2021 2:40 PM EDT

Presenter Charles Wasson – SE Textbook Author, INCOSE Fellow and ESEP

*Thank You!*

Best wishes for continued success in  
Systems Engineering!



**Charles Wasson**

SE Textbook Author, INCOSE Fellow, and ESEP

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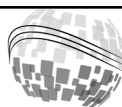
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