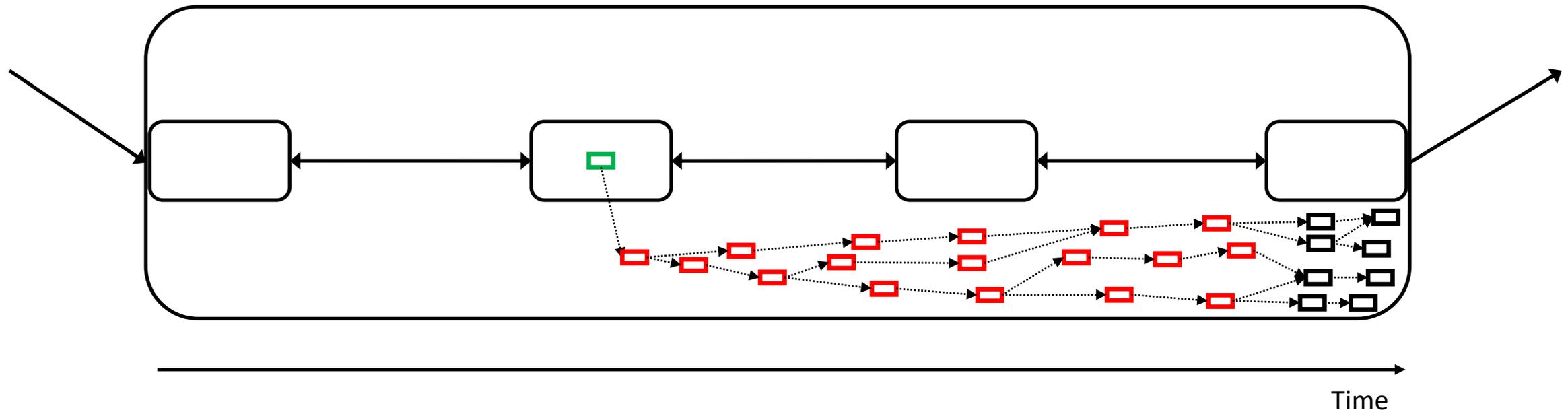


# A development process with a built-in root cause

- Built-in means that for every initiative we will get similar effects
- If we not eliminate the root cause, the cause-and-effect chain will remain ...
- ... for every new initiative...
- ...since it is not a mistake, Murphy's law, inaccuracies, etc. from our people using our development process...
- ... our development process<sup>1)</sup> is simply forever malfunctioning



 Root cause (built-in to our way of working)     Effect - seen in the organization (early indication of root causes)     Effect - product problems<sup>1)</sup> (late indication of root causes)

 Activity     Iterative, parallel, recursive, etc.     Input     Output

1) It is very important that a development process is able to find root causes within itself, e.g., by using SPPA. Note! traditional root cause analysis are "out of context" (as well as late indicators)