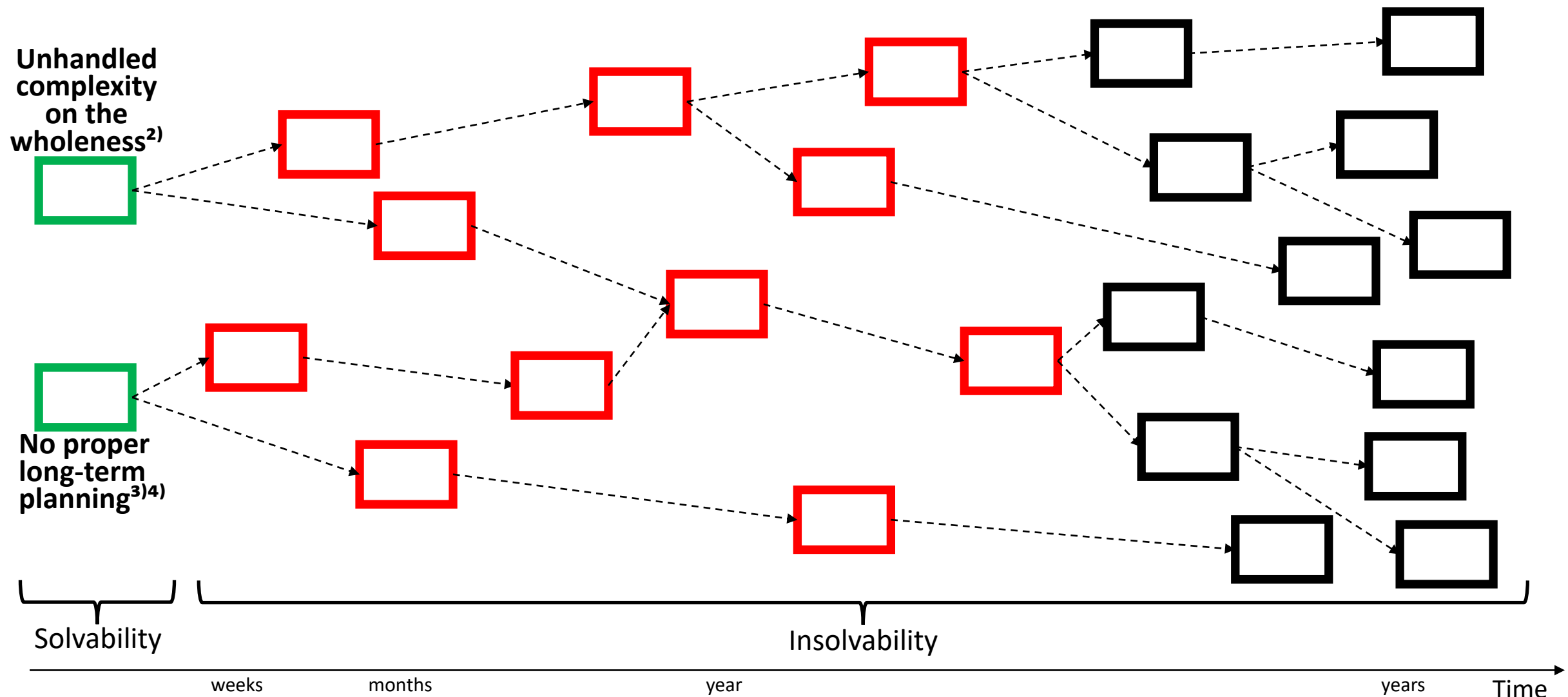


# The most common root causes of today in a complex<sup>1)</sup> context



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

1) i.e., for product development, not for HW research    
 2) e.g., a common mistake is to separate software development from hardware, as if hardware were unlimited regarding non-functional requirements  
 3) Variability needs to be handled    
 4) Planning is universal and needed in all contexts. The more clear context, the more minute planning can and must be done, i.e., JIT in manufacturing

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