Introduction to the Agile Systems Engineering Life Cycle MBSE Pattern

3. System of Innovation (SOI)

2. Target System (and Component) Life Cycle Domain System

1. Target System

LC Manager of Target System

Learning & Knowledge Manager for LC Managers of Target System

Target Environment

(Substantially all the ISO15288 processes are included in all four Manager roles)

Bill Schindel
schindel@ictt.com

Rick Dove
rick.dove@parshift.com
Abstract

Engineered and other systems are under pressure to adapt, from opportunities or competition, predators, changing environment, and physical or cyberattack. Ability to adapt well enough as conditions change, especially in presence of uncertainty, is valued. Systems (including developmental and life cycle management) that adapt well enough, in time, cost, and effectiveness, are sometimes called “agile”. As environmental change or uncertainty increase, agility can mean survival.

Agile systems and agile systems engineering are subjects of an INCOSE 2015-16 discovery project, described elsewhere. This paper introduces the underlying MBSE-based Agile Systems Engineering Life Cycle Pattern being used to capture, analyze, and communicate key aspects of systems being studied. More than an ontology, this model helps us understand necessary and sufficient conditions for agility, different approaches to it, and underlying relationships, performance couplings, and principles.

This paper introduces the framework, while specific findings about methods and practicing enterprises studied will be reported separately.
Contents

• What is the INCOSE Agile Systems Engineering Life Cycle Model Discovery Project?
• What are Agile Systems, and why do they matter?
• How are Agile Systems related to MBSE?
• What is the Agile Systems Engineering Life Cycle Pattern?
• Example: Applying the ASELCM Pattern to Plan Agility Improvement
• Where can I learn more?
• Discussion
• References
What is the INCOSE Agile Systems Engineering Life Cycle Model Discovery Project?

- During 2015-16, the INCOSE parent society is sponsoring the Agile Systems Engineering Life Cycle Model (ASELCM) Discovery Project, based on a series of workshop clinics being held at host example discovery sites across the U.S. and Europe.

- This project, now underway, will provide INCOSE inputs to a future version of ISO 15288, to improve explicit understanding of principles and practices of agility as applicable to systems engineering across different domains.

http://www.parshift.com/ASELCM/Home.html
What is the INCOSE Agile Systems Engineering Life Cycle Model Discovery Project?

• Announced at IW2015
• Built around discovery clinics being conducted by example host sites during 2015-16.
• Discovery clinics in 2015:
  – Navy SpaWar/MITRE, San Diego, CA,
  – Northrop Grumman, Vienna, VA,
  – Rockwell Collins, Cedar Rapids, IA,
  – Lockheed Martin, Ft. Worth, TX,
• You and your company can host or participate in 2016!
• Support from INCOSE Agile Systems WG and Patterns WG:
  – R. Dove, project lead, co-leads K. Forsberg, H. Lawson, J. Ring, G. Roedler, B. Schindel
What are Agile Systems? Why do they matter?

Longer history than just Agile Software Development Methods:

- For history and background, see Dove and LaBarge, 2014
- Agile software methods, by far better known, are related.
- General Agile Systems Engineering is the related broader subject of the INCOSE ASELCM Project.

- **Problem space**: Challenges of uncertainty and rates of change in environment, stakeholders, competition, technologies, capacities, capabilities. Not just “going faster”.

Is this your tomorrow, or a distant vision?


“Recently, as I gazed into the prototype of a smart breast pump, I had a vision of the future. I saw an age in which new products—actual, physical electronics products—will go from idea to store shelves in a matter of months. A future in which warehouses and distribution centers cease to exist, because factories produce finished goods from raw materials on demand, and they never stop moving through the supply chain. Only it turns out all of this is possible today. The “hardware renaissance” that began in Silicon Valley in just the last five years, born of rapid prototyping technologies, has become something much larger and more important. It has been a sea change in every stage of producing physical objects, from idea to manufacturing to selling at retail . . .”


-- emphasis added
Agile Systems Architecture Pattern (R. Dove)

The S*ASELCM Pattern captures (in a formal S*Model) the key ideas associated with the pre-MBSE Agile System Architecture:

– As in (Dove and LaBarge, 2014)
Optimized Feedback & Correction Cycle Rate: A Hallmark of Agile Methods & Problem Space

An Apollo 11 Mission Question: Why was the Saturn V rocket engines’ directional gimbals update cycle period throughout the Ascent Phase ~ 2 seconds, but the update cycle period of course direction during the Free Flight Phase was ~ 26 hours?

Ascent Phase Updates:
Saturn V Launch Vehicle
Engine Gimbal Feedback
Control Loop Update Period
Δt ~ 2 seconds

Free Flight Phase Updates:
Time to Mid-Course Correction:
Δt ~ 26 hours, 44 minutes
System Life Cycle Trajectories in S*Space

- Configurations change over life cycles, during development and subsequently
- Trajectories (configuration paths) in S*Space
- Effective tracking of trajectories
- History of dynamical paths in science and math
- Differential path representation: compression, equations of motion
Simple Geometric/Mathematical Idea: Subspace Projections

X-Y-Z Space

Y-Z Subspace

X-Z Subspace

X-Y Subspace
System Life Cycle Trajectories in S*Space, and S*Subspaces

Summary of S*Metamodel
Defines System Configuration Space

System Configuration Space (S*Space)

Stakeholder Feature Subspace

Technical Behavior Subspace

Physical Architecture Subspace

Summary of S*Metamodel
Defines System Configuration Space

System Life Cycle Trajectories in S*Space, and S*Subspaces

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Agility as Optimal Control in S*Space:
Finding the Best Next Increment “Direction”
How are Agile Systems Related to MBSE?

1. **Basics**: Using explicit models, MBSE/PBSE adds clarity to pre-model descriptions of Agile Systems and Agile SE-- improves understanding of Agile Systems.

2. **More important**: MBSE/PBSE complements and improves the capability of Agile Systems and Agile Systems Engineering—
   - Agility requires persistent memory & learning—*being forgetful/not learning impacts agility*.
   - Patterns capture & retain learning, as persistent, re-usable, configurable, models, *updated as experience accumulates*.
   - S*Patterns are configurable, reusable S*Models.

“**PBSE as Agile MBSE**” emerges as essential when **competing on agility** becomes reality for competing, competent players:

- Improved: “Where are we?”
- Improved: “Where are we going?”
- Improved: “We’ve been here before.”
- Improved: Understanding of response.
- Improved: Understanding of mission envelopes.
- Improved: Ability to assess agility
- Improved: Ability to plan agility

**Vital for Scrum, other approaches**

**Vital for Response Situation Analysis (RSA)**
Maps vs. Itineraries -- SE Information vs. SE Process

- The SE Process consumes and produces information.
- But, SE historically emphasizes process over information. (Evidence: Ink & effort spent describing standard process versus standard information.)
- Ever happen? -- Junior staff completes all the process steps, all the boxes are checked, but outcome is not okay.
- Recent discoveries about ancient navigators: Maps vs. Itineraries.
- The geometrization of Algebra and Function spaces (Descartes, Hilbert)
- Knowing where you are, not just what you are doing.
- Knowing where you are going, not just what you are doing.
- Distance metrics, inner products, projections, decompositions.
• Model-based Patterns in S*Space.
• Interactions as the basis of all laws of physical sciences.
• Relationships, not procedures, are the fruits of science used by engineers: Newton’s laws, Maxwell’s Equations.
• Immediate connection to Agility: knowing where you are—starting with better definition of what “where” means. There is a minimal “genome” (S*Metamodel) that provides a practical way to capture, record, and understand—the “smallest model of a system”.
• Not giving up process: MBSE/PBSE version of ISO/IEC 15288.
What is the Agile Systems Engineering Life Cycle Pattern?

- A key subset of the ASELCM Pattern is -- the system reference boundaries . . .
The Agile System Domain Model

• We will particularly refer to **three major system boundaries**:
  – To avoid a confusion bog of loaded terms, we could have just named them “System 1”, “System 2”, and “System 3” and proceeded to define them behaviorally.
  – The definitions are **behavioral** because these are **logical** systems, performing defined **roles**.
  – However, we will also give them more specific names — but make sure you understand the **definitions** of these systems, which are more important than their names . . .
The Agile System Domain Model

**System 1:** The **Target System (and Components):** (Definition) The logical system of interest, which results from, or is subject to, innovation.

- Its behavior, characteristics, or performance are targets of the innovation (change, adaptation) process we’ll introduce later.
- It is potentially agile. (Assertion: for SE to be fully agile, so must its target)
- Examples potentially include aircraft, automobiles, satellites, the human population, software, restaurants.

(Substantially all the ISO15288 processes are included in all four Manager roles.)
The Agile System Domain Model

**System 1:** The **Target System (and Components):** (Definition) The logical system of interest, which results from, or is subject to, innovation.

- The Components maintained for integration into a Target System, but not yet integrated, are included in this domain.
- Notice that this idea can apply at multiple additional levels (e.g., System of Systems, System, Subsystem, Component, etc.)

(Substantially all the ISO15288 processes are included in all four Manager roles)
The Agile System Domain Model

System 2: The **Target System (and Component) Life Cycle Domain System:**

(Definition) The logical system within which the Target System will exist during its life cycle, when “in service” or otherwise. This domain includes **all actors with which the Target System will directly interact during its life cycle:**

- This includes (among others) any system that directly manages the life cycle of an instance of a Target System (or a Component)—production and integration systems, maintenance, support, and operations systems, and others.

(Substantially all the ISO15288 processes are included in all four Manager roles)
The Agile System Domain Model

The System 2 model recognizes three systems besides the Target System:

- Target Environment: Target System Life Cycle Domain Actors
- LC Manager of Target System (also manages Target System Components)
- Learning & Knowledge Managers for Target System (and Components)

(Substantially all the ISO15288 processes are included in all four Manager roles)
The Agile System Domain Model

The System 2 model recognizes three systems besides the Target System:

- **Target System Life Cycle Domain Actors**: All actors with which the Target System will directly interact during its life cycle—those in its operational domain as well as all other direct actors.

- The next system is a special case of those actors . . .

(Substantially all the ISO15288 processes are included in all four Manager roles)
The Agile System Domain Model

The System 2 model recognizes three systems besides the Target System:

- **LC Manager of Target System**: Manages all life cycle aspects of the Target System, as recognized by ISO 15288. Note that this is more than just development or systems engineering—it includes manufacturing or acquisition, operations, maintenance, configuration management, and all the ISO System Management Functional Areas.

  - However, it addresses only “already known” aspects of System 1 and Domain Actors—it does not include responsibility of learning new things about them . . .

  (Substantially all the ISO15288 processes are included in all four Manager roles)
The Agile System Domain Model

The System 2 model recognizes three systems besides the Target System:

- **Learning & Knowledge Manager for Target System (and Components):** Responsible for learning new things about the Target System, its Components, and its Environment. This may include extraction of patterns or other knowledge from observations, planning experiments and extracting conclusions from their results, and other forms of learning. It also includes responsibility for accumulation and persistent memory of those learnings, and for providing the resulting knowledge for use by the LC Managers of the Target System.

(Substantially all the ISO15288 processes are included in all four Manager roles)
– Again, remember that these are logical (behavioral) roles. In realized systems, a single physical system may behave as both a Target System and a system that produces, modifies, reconfigures, or otherwise manages a Target System, by having roles from each allocated to it.
– For purposes of this logical roles description, they have been identified separately.
– We introduce the physical components into the model later.
System 3: The **System of Innovation**: (Definition) The logical system responsible for managing the life cycles of instances of any (System 2) Target System LC Manager.

- (Recall that those System 2 Target System LC Managers include Target System development, production, integration, maintenance, operations, and other management systems.)
The Agile System Domain Model

The System 3 model recognizes two sub-systems of System 3:

- Life Cycle Manager of LC Managers
- Learning & Knowledge Managers for LC Managers of Target Systems

(Substantially all the ISO15288 processes are included in all four Manager roles)
The Agile System Domain Model

The System 3 model recognizes two sub-systems of System 3:

- **Life Cycle Manager of LC Managers**: Manages all life cycle aspects of the LC Managers of Target Systems, as recognized by ISO 15288. Note that this is more than just development or systems engineering—it includes their design or acquisition, maintenance, configuration management, and all the ISO System Management Functional Areas.
  - However, it addresses only “already known” aspects of the LC Managers in System 2—it does not include responsibility of learning new things about them . . .

(Substantially all the ISO15288 processes are included in all four Manager roles)
The Agile System Domain Model

The System 3 model recognizes two sub-systems of System 3:

- **Learning & Knowledge Managers for LC Managers of Target Systems**: Responsible for learning new things about the LC Managers in System 2. This may include extraction of patterns or other knowledge from observations, planning experiments and extracting conclusions from their results, and other forms of learning. It also includes responsibility for accumulation and persistent memory of those learnings, and for providing the resulting knowledge for use by the Life Cycle Manager of the LC Managers.

(Substantially all the ISO15288 processes are included in all four Manager roles)
• Summary so far:
  – System 2, the Target System Life Cycle Domain System produces and modifies instances of System 1, the Target Systems (and Components), and also learns new things about System 1 and its environment.
  – System 3, the System of Innovation, produces and modifies instances of System 2, the Target LC Managers, and also learns new System 2 things.
Behind the “iconic” diagram, there is a formal MBSE model that describes the ASELCM Pattern.
Example: Applying the ASELCM Pattern to Plan Agility Improvement in Health Care Systems

3. System of Innovation (SOI)

Learning & Knowledge Manager for LC Managers of Target System

Life Cycle Manager of LC Managers

2. Target System (and Component) Life Cycle Domain System

Learning & Knowledge Manager for Target Systems

LC Manager of Target System

1. Target System

(From INCOSE 2016 Agile Health Care Systems Conference)

(Substantially all the ISO15288 processes are included in all four Manager roles)
3. Health Care System of Innovation (SOI)

2. Patient Health Life Cycle Domain System

1. Target System

Example: Health care domain, top level
A Breakout Exercise at the INCOSE 2016 Agile Health Care Systems Conference: Assessing and Planning Agility Improvements in Health Care Systems

• Directions:
  – Break into teams and discuss the following, then . . .
  – In the domain model, identify the 5 highest cases of:
    - Needs for improved future agility (even if most difficult)
    - Opportunities for improved future agility (low-hanging fruit)
    - Already accomplished examples of improved agility progress (e.g., defense theater medicine, device software, etc.)

In the domain model, identify potential corrections or improvements to the model
3. **Health Care System of Innovation (SOI)**

   - **Learning & Knowledge Manager for Health Care Delivery Systems**
     - Pattern Repository, Describing Knowledge of Families of:
       - **Health Care Delivery System**
         - **Life Cycle Manager of Health Care Delivery System**
           - Configured Models Repository, Describing Configured Instances of:
             - **Health Care Delivery System**
               - Provides Knowledge to
                 - **Life Cycle of**
                   - **Personal Genetics**
                     - **Patient Interface to Best Medical**
                       - **Health Care Web Site**
                         - Evidence-Based Medicine Repository
                           - **Pharma Molecule Database**
                             - **Best Medical Practices Database**
                               - **Health Care Research Web Site**
                                 - **Crowd-Sourced Health Care Web Site**
                                   - **Health Care Expert**

   1. **Target System**
      - **Patient**
        - **Patient Subsystem**
          - **Patient Health Life Cycle Domain System**
            - **Life Cycle of**
              - **Personal Genetics**
                - **Patient Interface to Best Medical**
                  - **Health Care Web Site**
                    - Evidence-Based Medicine Repository
                      - **Pharma Molecule Database**
                        - **Best Medical Practices Database**
                          - **Health Care Research Web Site**
                            - **Crowd-Sourced Health Care Web Site**
                              - **Health Care Expert**

   2. **Patient Health Life Cycle Domain System**
      - **Learning & Knowledge Manager for Target Systems (and Components)**
        - (substantially all ISO15288 processes)
          - **Pattern Repository, Describing Knowledge of Families of:**
            - **Health Care Delivery System**
              - Provides Knowledge to
                - **Life Cycle of**
                  - **Personal Genetics**
                    - **Patient Interface to Best Medical**
                      - **Health Care Web Site**
                        - Evidence-Based Medicine Repository
                          - **Pharma Molecule Database**
                            - **Best Medical Practices Database**
                              - **Health Care Research Web Site**
                                - **Crowd-Sourced Health Care Web Site**
                                  - **Health Care Expert**

RESULTS OF BREAK OUT GROUP EXERCISE, MAY 2016 AGILE HEALTH CARE CONFERENCE

INCOSE Patterns Working Group V1.3.1 10.28.2015
Concluding Discussion, Q&A

• The ASELCM Pattern also contains a lot more detail levels
• The ASELCM Pattern is a work in process
• Being validated and used in the ASELCM Project
• You are invited to participate!

•

•

•
Primary References

Secondary References


Back Up

See --
What is the INCOSE MBSE Patterns Working Group?


MBSE Patterns Working Group’s PBSE Methodology Summary for INCOSE includes overview and many references: “Pattern-Based Systems Engineering (PBSE), Based On S*MBSE Models”, INCOSE Patterns Challenge Team, 2015.
Introduction to INCOSE MBSE Patterns Working Group

• Started in 2013, meeting several times a year, membership across domains.
• Team Co-chairs: Bill Schindel, Troy Peterson
• Eleven accepted IS2015+IS2016 Patterns Team member papers.
• Re-usable, configurable, MBSE models (“Patterns”).
• Based on S*Metamodel.
• Language and tool independent—frequently in SysML.
• Methodology practiced across domains ~ 20 years.
• For more information . . .

Cooperative cross-team/working group projects

• The Patterns Working Group has been reaching out to other INCOSE and industry working groups:
  – Joint projects of interest.

• Examples:
  • SoS Working Group
  • Agile Systems Working Group
  • PLE Working Group
  • Others in discussion for 2016-2017
S*Models, S*Patterns

S*Pattern Hierarchy for Pattern-Based Systems Engineering (PBSE)

S*Metamodel for Model-Based Systems Engineering (MBSE)

System Pattern Class Hierarchy

System Containment Hierarchy
Relating Scrum and ISO 15288 Process Models

• More Than One Representation (Model View) of the Same Underlying (Process) Reality . . .
ISO15288
Reference Processes

ISO15288 Technical Processes appear in System 2 (for target) and System 3 (for LC managers), as (potentially concurrent) “Vee” processes, and learning sources.
ASELCM Pattern: System 1 (Target System) agility, driven by System 2 (Life Cycle Management) and System 3 (System of Innovation).

Perform most of these ISO processes, to manage S1 instances, using S1 patterns

Performs most of these ISO processes, to manage what is being learned about S1 space.

Manages LC Management System Family Patterns

Manages Target System Family Patterns

Performs most of these ISO processes, to manage S2 instances, using S2 patterns

Performs most of these ISO processes, to manage what is being learned about S2 space.
Agile Scrum Model

(See IW2015 MBSE Workshop Attachment I for more.)
More Than One Representation (Model View) of the Same Underlying Reality

We are dealing with four different representations of the same underlying reality:

1. The Scrum Pattern: Emphasizes time-bound outputs and feedback, focusing on processes for *learning from produced outputs, and management of risk*
2. The ISO15288 Pattern: Emphasizes types of processes, focusing on *management of processes*
3. The Agile Systems Engineering Life Cycle Pattern: Shows how (1) and (2) above may be seen as one
4. The S*Metamodel: Emphasizes the information flowing through all three of them: (1), (2), and (3)
More Than One Representation (Model View) of the Same Underlying Reality

- The Scrum Model is actually an abstraction of the more complex-looking multiple Processes of the ISO15288 System Life Cycle reference model:
  - As indicated in the Agile literature, nothing about the Scrum Model is intended to prevent things like Requirements Analysis, Verification (Test), or even aspects of Project Management, . . .
  - But those activities are shared by the small team members who play many individual roles, and the simpler-looking Scrum model “gives us permission” to “do what is needed” in a given situation, in an “agile way”.

Scrum Pattern

ISO15288 Pattern
The Scrum Model also abstracts complex learning behavior, into simple-looking form—but it is still strongly expected to occur as part of the Agile Process, and is more explicitly represented in the ASELC Pattern, as capture of Pattern information—not assumed to be only in human minds.

Learning often in upper-most S1,2,3 Pattern, but can also be in specializations and configurations below it.
More Than One Representation (Model View) of the Same Underlying Reality

- Notice that the division of the System 2&3 learning roles in the ASELCM Pattern corresponds to the Scrum division of (review and learning about target system) versus (review and learning about development process):

Scrum Pattern

- Pattern: Learnings about Target System (Product & Its Environment)

ASELC Pattern

- Pattern: Learnings about Development / Fielding System & Its Environment

S*Metamodel
More Than One Representation (Model View) of the Same Underlying Reality

• Notice that the division of the System 2&3 learning roles in the ASELCM Pattern corresponds to the Scrum division of (review and learning about target system) versus (review and learning about development process):

*Pattern: Learnings about Target System (Product & Its Environment)*

*Pattern: Learnings about Development / Fielding LC Management System(s) & Its Environment*

S*Metamodel
ASELCM Pattern: System 1 (Target System) agility, driven by System 2 (Life Cycle Management) and System 3 (System of Innovation).
Traditional Scrum Sprint Perspective
(Simplified Model of Managed Information)
Agile Scrum Specialization of the ASELCM Pattern

3. System of Innovation (SOI)

2. Target System (and Components) Life Cycle Domain System

1. Target System

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