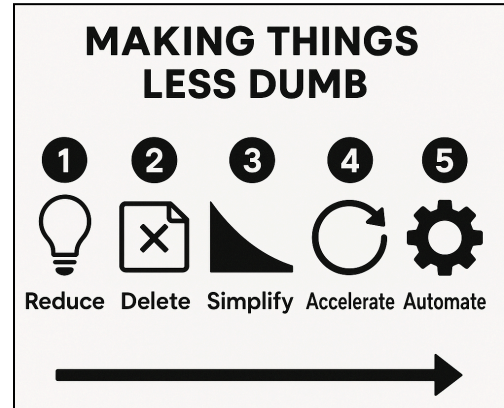


Worksheet

The Edge Team Training
Module 11 - Session 1

Making Things Less Dumb

The five steps that are counterintuitive



EXERCISE 1. Question

Think about a project you are working on. What assumptions are you making about the requirements and what if they are wrong? Write at least one requirement you need to rethink:

EXERCISE 2. Delete

Is there any part or process you can delete?

EXERCISE 3. Simplify

Is there any part or process you can simplify or optimize?

EXERCISE 4. Accelerate

Is there a way to accelerate the process and make it quicker?

EXERCISE 5. Automate

Is there a way to automate the process or a part of it?

MAKING THINGS 'LESS DUMB



1. MAKE THE REQUIREMENT LESS DUMB

The requirements are definitely dumb; it does not matter who gave them to you. It's particularly dangerous when they come from an intelligent person, as you may not question them enough. Everyone's wrong, No matter who you are, everyone is wrong some of time. All designs are wrong, it's just a matter of how wrong.



2. TRY TO DELETE PART OF THE PROCESS

If parts are not being added back into the design at least 10% of the time. [it means that] not enough parts are being deleted. The bias tends to be very strongly toward 'let's add this part or process step in case we need it.'



3. SIMPLIFY OR OPTIMIZE

The reason this is the third step and not the first step is because the most common error of a smart engineer is to optimize something that should simply not exist... You have to ask the question [whether something should exist.]



4. ACCELERATE CYCLE TIME

You're moving too slowly, go faster! But don't go faster until you've worked on the other three things first... Because if you are digging your grave, you don't want to dig faster, You want to stop digging your grave.



5. AUTOMATE

Then the final step is: automate it. Now, I have personally made the mistake of going backward on all five steps multiple times. On the I [esla] Model 3, I autornated,