



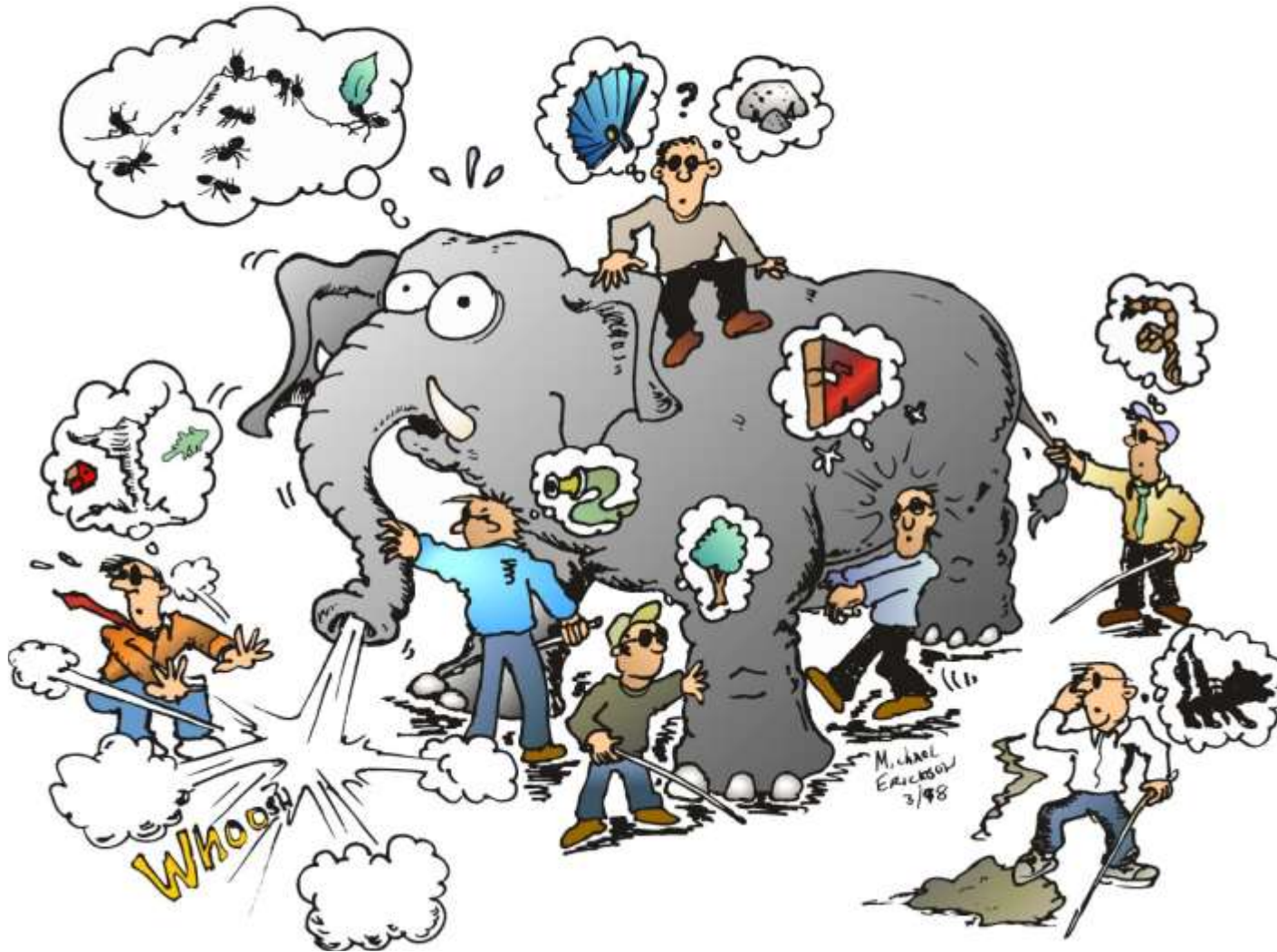
Engineering, Test & Technology
Boeing Test & Evaluation

Leveraging Complexity across V&V

October 6, 2016

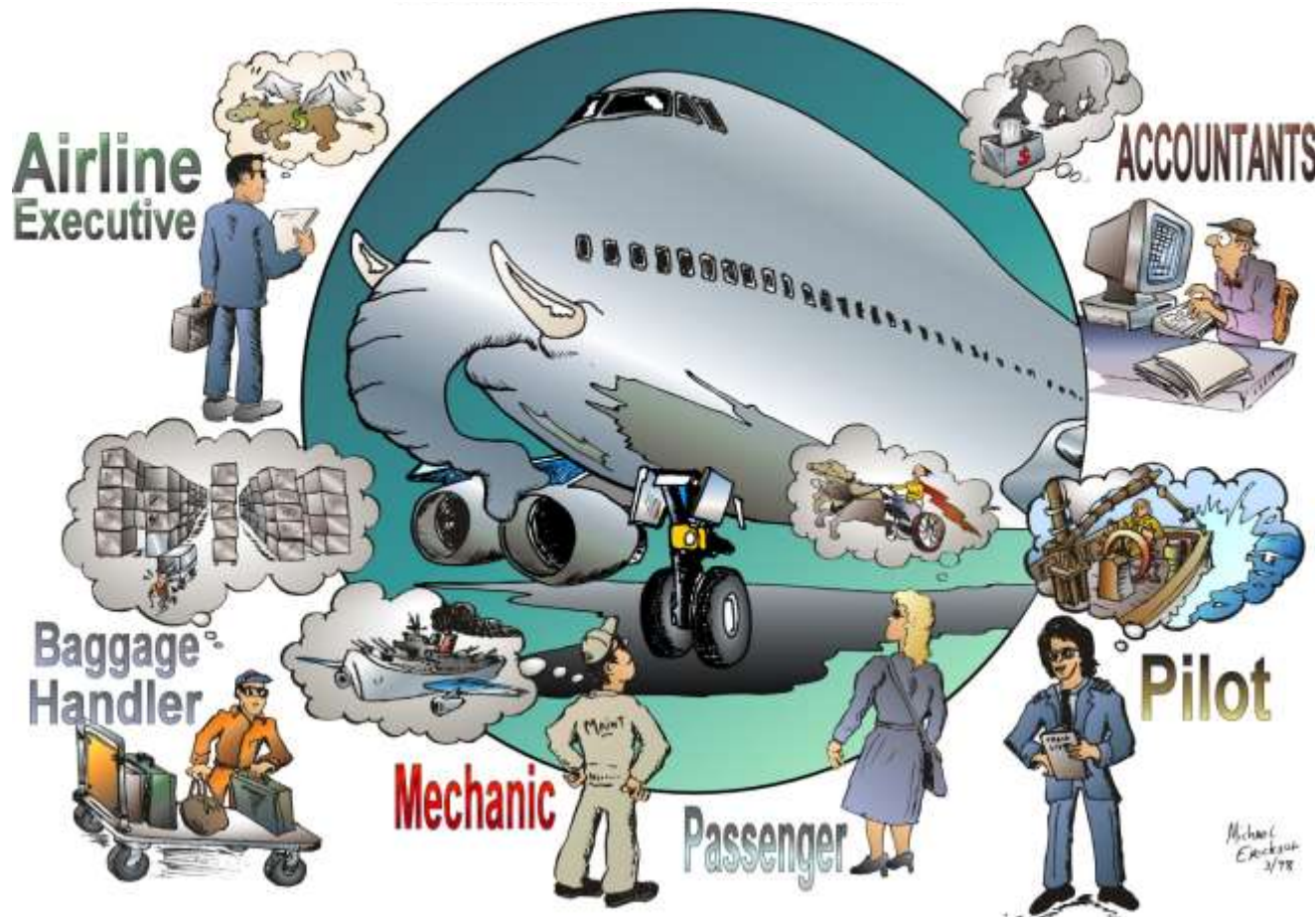
Marshall D. Short, VP, Lab Test Value Stream, BT&E

The Blind Men and the Elephant



Can any one person know the elephant?

In a Complex System....



**How do you know you are doing the right thing;
...versus introducing unintended consequences?
...versus sub-optimizing the system?**