

The “He Said ... She Said” Chart

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The “He Said ... She Said” chart, originally created in 1995 Warren S. Reid, has been published in several articles and peer-reviewed journals. It is taught in USC’s Graduate School of Software Engineering, and Southwestern Law School’s IT/Computer Contract class.

Statements in each cell represent virtually all of the reasons why system projects fail and the claims each party makes in its lawsuits – worldwide. Most times all parties contribute something to failure – BUT this chart helps sought out who made the big mistakes and decisions causing project failures.

He Said ... She Said:			
Causes of action re failed systems/projects. It’s the same all over the world!			
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#	<u>Category</u>	<u>He Said (Customer...)</u>	<u>She Said</u> <u>(Vendor, Integrator, Consultant, OutSourcer)</u>
1	<i>Feasibility</i>	System doesn’t work; Not what we wanted; We won’t accept it!	You changed your minds; You changed your business strategy; You don’t know what you want or need
2a	<i>Capability</i>	You delivered limited functions	You constantly changed project scope & functional priorities. You requirements were incomplete, contradictory, inaccurate.
2b	<i>Capability</i>	You delivered limited performance (i.e., speed, portability, reliability, usability, testability, maintainability, etc.	Your constant changes made it impossible! You rejected our hardware, network configuration recommendations; you underestimated business growth.
3	<i>Compatibility</i>	The system failed in the field & in production	You didn’t perform your required Business Process Re-engineering “BPR” to make it work (or Organization Change Mgmt “OCM”)
4	<i>Credibility</i>	Your software, services, expertise were oversold	You conducted reference checks & due diligence; What didn’t you know?
5	<i>Usability</i>	No one can use the system! Poor training	Your “promised & required staff” never came to primary or refresher training
6	<i>Stability</i>	System fundamentally flawed	We only need 2 months to fix it all
7	<i>Culpability</i>	You never told us that! You gave us poor advice!	We told/warned you. You didn’t follow our recommends; You changed/delayed making decisions, went for low price, ignored risks.
8	<i>Reliability</i>	The system is full of bugs!	Your poor data cleansing effort before data was converted/interfaced for Go-live caused the bugs – Anyway, all systems have bugs!
9	<i>Responsibility</i>	You failed as SIPM* responsible for assuring hardware, software, network and peopleware worked together end-to-end.	No! YOU failed as the SIPM. That role was specifically not our job or responsibility.
10	<i>Availability</i>	Bait & Switch! You provided unqualified unstable, uncommitted staff, Project Manager(s) (PMs), Steering Committee	YOU baited & switched! You provided unqualified, high turnover, disempowered SMEs**/business analysts, PMs, Steer Com.
11	<i>Suitability</i>	You abandoned good Project Mgmt & System Development Life Cycle (SDLC) methods	You were unwilling to comply w agreed to, promised & necessary SDLC (to save \$\$ w/o accepting/mitigating associated risk)

* SIPM = Systems Integration Project Mgr. ** SMEs = Subject Matter Experts