



# WSReg Experts Already Know:

Exactly what went wrong

Why your system failed



**User Customer**  
HE SAID ...

**Vendor Integrator**  
SHE SAID ...

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Planning	No clear contract or agreement on goals, roles, scope, duties, deliverables, acceptance criteria & signoffs.	No clear agreement on goals, roles, responsibilities, staffing, scope, approvals & project estimate/schedules.
Feasibility	We contracted for "Results NOT Resources"; a turnkey operational system.	No! You contracted for "Resources NOT Results!" Staff augmentation only.
Requirements	Reqmts were never properly elicited/managed. You never engaged users w prototypes/demos and end-to-end operations. Little system flexibility.	You kept changing your reqmts: from scope-creep to scope-gallop to scope-stampede.
Capability	You delivered limited functionality, quality & "ilities" (reliability, usability, maintainability, securability, testability, and performance, etc.)	We warned you - if reqmts, conversion, interfaces are wrong or shortcut, the system will not work for you! You ignored us for time savings. So...System works!
Credibility	<u>You</u> oversold your software services, management, staff and domain experience and expertise.	You conducted independent reference checks, site visits, due diligence. What didn't you know?
Usability	No one can use the system! Training was poor and your training takeaways were inadequate. No refresher training.	Your "promised and required super-users" never completed primary or refresher training.
Workability	The system failed in the field when put into production!	You failed to perform required BPR* and OCM* to enable it to work!
Stability/Reliability	Your system is <u>fundamentally</u> flawed & full of bugs, bad data & poor interfaces! Your fixes just unearth more defects! It will never work!	We never agreed on specific success factors/metrics. Your data cleansing was poor. All systems have bugs! Give us 2 more months to fix it all.
Culpability	You never told us we needed _____! You gave us poor advice!	We told/warned you. You ignored our advice! You went for the low cost and short schedule - disregarding risks.
Responsibility	You failed as both PM and SIPM* to ensure all components, resources & business processes work together end-to-end.	NO! <u>YOU</u> failed as PM and SIPM. That was specifically not part of our contract with you.
Risk	YOU abandoned effective SDLC; project and cost estimation; PM standards; & status/progress/issue reporting against milestones & metrics.	You made us deviate from promised PM/SDLC to save \$\$/time - without mitigating risks. Estimate was overly optimistic. Ineffective risk management.

\* Key  
BPR – Business Process Reengineering  
OCM – Organizational Change Management  
PM – Project Manager  
SDLC – Systems Development Life Cycle  
SIPM – Systems Integration Project Manager

The statements above represent the reasons system software development & implementation projects fail & the claims the opposing parties make in lawsuits – worldwide. Most times, each party contributes something to failure – BUT typically one party MUCH more than the other.

*Warren S. Reid*