

CAREER EPISODE PIECE 1

In week 4 we learnt about mapping the ecosystem. With the lecture and the tutorial, I learned how to find stakeholders, analyzing the interconnections between stakeholders and the importance of analyzing stakeholders, which gave me a lot of hints and inspirations.

I have encountered incomplete analysis of stakeholders in my working task, and I noticed that it is important to find out all the possible stakeholders related to the project because every stakeholder may influence the result of a project in various possible ways. I was once asked to be on site at the shop of a new client of our company to install the new POS system and stay there to help dealing with problems appeared. However, I was not able to fully analyze the stakeholders. I only considered those who were directly related to our system including our backend team, frontend team, IT support team, financial software team and the POS terminal provider, but I ignored the customers in our client's shop. Some problems occurred when the system was launched for the first time, which caused the customers of our client to be unable to complete the payment smoothly. Although I have explained the reasons to the clerks and they also expressed understanding, as some of their customers complained, I noticed that the clerks were also becoming unhappy with our system. Now from the class I have learnt that it is important to consider all the stakeholders because even small omissions can have an impact. If the customers in the shop complained too much, it will inevitably affect the customers' evaluation of our system. If I considered that part before being on site, I can think about the solutions to deal with this situation, like how I can help our client to explain to their customers or other ways to make our customers more satisfied with our products and services.

Furthermore, when analyzing the stakeholders of a project, it is essential to think from multiple aspects, not only the stakeholders who are directly related with the project, but also those who are related to the directly related stakeholders we have known. Those indirectly related stakeholders who are related to the stakeholders that are directly related to our project can influence the directly related stakeholders, thereby effect the project. In the above case, I considered the frontend team and backend team who are the developing teams of the POS system, the IT support team who gave me guidance, the POS terminal provider who need to activate the terminals when installing, and of course our client that I was serving, they are all stakeholders that are directly related with my work, but these directly related stakeholders are not all. The customers in the shop are not directly related to my job because I did not serve them. However, our client will use our system to serve their customers, their customers' feedback can influence the evaluation of our client to our products and services, so we can say, the customers of our client are also stakeholders of the project. So, when analyzing stakeholders, apart from those directly related stakeholders, we also need to

consider from other aspects, especially those stakeholders who are not directly related. From the tutorial I found group discussing and drawing rainbow diagrams can be very helpful for analyzing. Group discussing can give more ideas than only one person, and diagrams can make these ideas concrete and help in analysis.

In addition, it is also helpful to analyze how the stakeholders can affect each other and also the changes as the project goes. Along the system running I found a running problem and reported to the developing teams. The frontend team and backend team checked their code but found no problem. After hours of analysis, we finally noticed that the problem is caused by the financial software. We thought there was nothing to do with the financial software team because the system run well during testing. Finally, we asked the financial software team for help and solved the problem. We knew that we need the financial software team to create new resources at the beginning, but we forgot we also need them to do other things when the project went online. The way how they affect us had changed. Now I have learnt that the stakeholders and the roles they are playing can change in different period. When analyzing the stakeholders, we also need to consider if there will be any changes of how the different stakeholders effect the others so we can prevent having problems during the project and help solving problems more quickly.

In conclusion, based on what I have discussed above, I have learned the importance of analyzing stakeholders comprehensively, and also learned how to analyze comprehensively, as well as some matters needing attention in practical application, such as the changes of how the stakeholders affect each other in different stages of the project. I believe these knowledges can help me a lot in the future work.