Assignment 10 Deciding about agile at Mighty Jaxx

1. I believe that stage 2, which consists of using 3d rendering and drawings as inputs to produce molds for manufacturing, best benefits from implementing the scrum/sprint methodology. My reasoning is that this stage involves heavy product development where the company has to iteratively design and perfect the actual molds from the 3d rendered images and drawings. Compared with the other steps listed in the problem, I believe this stage involves the most complex and incremental work that concerns careful feature development and emphasis on the output quality compared to the operation's other stages. On the other hand, scrum/sprint methodologies consist of incremental "sprints" that are particularly suitable for iterative product development. In particular, scrum could be operated for this function by leveraging the involvement of different departments within Mighty Jaxx to perfect and modify the product for the best quality mold. The three main groups involved in scrum are the product owner, developer, and scrum master, of which all are equal in status for the eventual delivery of the final product. Mighty Jaxx can break down the mold development team into these three groups, and host incremental sprint meetings where they can invite a small set of outside people (such as previous customers, other figurine experts, etc.) to assess the molds and comment on the feasibility of the final mold design, and figure out the best way to produce the final molds through the extensive feedback system and self-organizing framework provided by the scrum methodology.

Kanban is not the best fit for this particular function, because Kanban is more suited for continuous work that requires little feedback from others. Therefore I do not think it is suitable for producing molds, as this is a process that requires careful inspection and incremental feature finetuning in order for the final produced mold to be scalable, easy to produce, and aesthetically pleasing for future customers.

2. I believe that stage 3, which consists of the production of the product, can benefit the most from implementing the kanban methodology. Kanban is a methodology that is sprung from the lean-production mentality and mostly used for services that are continuous and mono-directional in nature. The Kanban-focused work schedule is usually ongoing, meaning that as soon as the previous task finishes, a new task will immediately follow, which closely aligns with that of a production process, as products are continually made through different manufacturing components in sequential order. It is particularly suitable for the production of the product as it is very efficient in communicating supply-chain statistics, the availability of components, and the ongoing assembly of the final product. I think a set of attributes that could be potentially used as columns in this scenario could be: "incoming new orders", "molded intermediary product", "colored intermediary product," and "completed products"; where the intermediary steps (2 and 3) are my own made-up steps that detail the process of making a final product.

I believe that the scrum/sprint methodology is not the best fit for this particular function, mostly due to the fact that the production stage of the product does not require too much collaboration between teams in an incremental manner: no tuning and feature development is done on this stage, and it mostly consists of mechanically producing and assembling a product

based on molds that are developed in the previous stage. Adapting to the sprint methodology will overcomplicate the production process, and potentially give a tremendous decrease in production efficiency.

3. Greetings Mr. Aw,

Firstly, congrats on making the decision to shift to agile for the company. However, before we make everything final and start adapting to agile, I will first like to point out the notion of confirmation bias that might have influenced your decision. Confirmation bias is a type of cognitive bias when one pays more attention to evidence that positively supports their belief and less attention to evidence that negatively supports their beliefs. This is a very dangerous form of bias that can significantly influence the decision-making process, by making the error of overlooking the flaws of the decision and being over-optimistic about the gains of the decision.

Here is some suggestion for actions to take before you make your final decision on implementing the agile framework into the company: 1. Host a company-wide meeting with heads of different departments to discuss whether implementing an agile framework benefits all departments. 2. We can experimentally try out agile in a smaller-scaled setting, where risk and loss are minimized. 3. Specifically research the negative impacts of agile, and see if these consequences impact your initial decision on implementing it.