

Assignment 10

**Writing Prompt 1**

**Which of these Mighty Jaxx business functions do you think could benefit the most from implementing scrum/sprint methodologies? Explain specifically how scrum/sprint could operate for this function. Comment briefly on why kanban is not the best fit for this particular function. (You don't have to agree with the decisions described in the case.)**

The operation that would benefit most from the implementation of scrum/sprint methodologies is the use of 3D renderings and drawings as input to producing molds for manufacturing.

- Implementing Scrum would involve reorganizing the design team into three project oriented sprint teams. These teams would consist of a project owner, scrum master, and development team, and each team would be told to focus on specific deliverables over a one month period. These deliverables could include creating 3D artwork for printing the prototype, developing 3D rendering, and finalizing designs. (the actual objectives will likely be more specific such as complete rough sketch of design, complete an actionable sketch, etc.)
- Scrum works well with iterative development as it allows for more flexibility to make changes, visibility into the progress being made, and risk mitigation by highlighting risks early on.
- Specifically, scrum would be useful as it would encourage more communication among the design team and lead to a more smooth work schedule as the sprints will ensure that the necessary work will be done in a timely manner.
- Kanban is not the best fit as this process is highly iterative. Kanban isn't suited for gauging iterative progress as it doesn't provide enough structure for complex iterative tasks, and makes it difficult to continuously improve the product in an iterative manner.

**Writing Prompt 2**

**Which of these Mighty Jaxx business functions do you think could benefit the most from implementing kanban methodologies? Explain specifically how kanban could operate for this function with a list of the possible columns in the kanban board. Comment briefly on why scrum/sprint is not the best fit for this particular function. (You don't have to agree with the decisions described in the case.)**

The operation that would benefit most from the implementation of kanban methodologies is marketing.

- Kanban could help improve the marketing function by making it easy for the team to visualize workflow, prioritize tasks, and identify bottlenecks. Kanban would be useful for marketing as the work is more linear and doesn't require iteration.

Additionally, kanban accounts for the fact that teams can be specialized and work can be added as needed to the board.

**Sample Kanban Board**

	To Do	In Progress	Done
Marketing Campaign	<ul style="list-style-type: none"> <li>Brainstorm potential campaign ideas</li> <li>Develop structure for marketing campaign</li> <li>Assign roles to team</li> </ul>		
Launch Date & Prices	<ul style="list-style-type: none"> <li>Conduct pricing analysis</li> <li>Estimate when product will be ready for market</li> </ul>		
Design and Packaging	<ul style="list-style-type: none"> <li>Mock up designs</li> <li>Market analysis to choose best design</li> <li>Mock up packaging</li> <li>Finalize packaging decision</li> </ul>		

- Sprint/Scrum wouldn't be as useful for marketing as the work is less iterative, doesn't require as much collaboration among teams, and the goals can be quite variable. Scrum is difficult for marketing as estimating the time it takes to complete tasks and identifying the key objectives that need to be accomplished can be difficult for marketing. Additionally, scrum may not allow for the flexibility needed for marketing efforts.

### **Writing Prompt 3**

**Mighty Jaxx CEO Jackson Aw has hired you as a consultant to advise him on his decision making about a move to agile in his organization. One of the specializations in your consultancy is the impact that cognitive biases can have on effective business decisions. Based on your knowledge of the many types of cognitive biases, select one that you think could be a problematic trap for Jackson's thinking. In 1–2 short paragraphs that you could email to him, Define in general terms the bias that you want to caution him about. (He may not have heard of it before.) Describe a possible substantive error/problem that could occur in this particular decision if no attention is paid to this type of bias. Suggest a step or action he could take to avoid falling into the trap of this bias.**

Jackson, I'd advise that you be vigilant of the influence that confirmation bias may have on your decision on moving to agile. Confirmation bias is the inclination to interpret new evidence as confirmation of one's existing beliefs or theories. It may be the case that you are considering moving to agile because of subjective reasons rather than objective reasons. For example, you may have read about how agile is the hot new process, but haven't stopped to reflect on the downsides of adopting agile. Your inclination to adopt agile may be leading you to look for evidence that confirms your suspicion rather than evidence that counters it. Make sure to look at

all the downsides of adopting scrum/sprint and talk to individuals who aren't in favor of the adoption. By fully appreciating the advantages and disadvantages of agile, you will have a more full picture of what decision is best for your company.