

Assignment 10

Prompt 1

Rarely any of the five functions of Mighty Jaxx seems to be a special good fit for scrum/sprint methodologies that can exploit the merits. Function 2 is in the designing phase. However, as mentioned in the case, the 3D designers of Mighty Jaxx were essentially head-down-workers who are unwilling to communicate to other team members outside their comfort zones. If the people are reluctant, then a change in methodology cannot promote them to communicate more frequently. What the company really needs is a manager who can effectively force them to contribute to sharing ideas and progress. The production phase is also not suitable since if the different parts of a figurine is divided into hands of different teams, then if one team alter their parts a bit, it would be highly likely that all other teams must alter their tasks respectively. Distribution will be a poor choice of implementing scrum because it gives an indefinite delivery time to the buyers. The buyers have already made their purchases before mass production of the figurines begin. If the final products' delivery dates get prolonged again and again, they would lose confidence in the company and would likely request for refunds.

Therefore, after eliminating every function that cannot benefit from scrum approach, from the two functions left, producing 2D renderings would be the function that benefit the most from scrum. The studio or cooperating designers can come up with or change their ideas in many sprints before the graphic artists convey the plans to other teams. The artists can also take several sprints and negotiate with the designers to for confirmation, so the plans can be altered after each sprint with the least effect to others. Kanban is not the best for function 1 because the method does not have distinct roles, and the process is continuous, while the function clearly need distinct roles of designers and artists, and need many sprints for reviews of plans.

Prompt 2

Marketing is the function that can benefit the most from implementing Kanban methodologies. Kanban offers high flexibility and requires frequent communication and almost equal responsibility of each team. Therefore, the 3D designers who are reluctant to talk and the mass production workers who can easily affect productions of other parts are inappropriate again. But in marketing, the tasks can be split into doing market research, advertisement, pricing, etc., and team members who are equally capable do not have distinguished roles, so they can discuss and choose the tasks they want. The order of each task also has more flexibilities than tasks in other functions.

Scrum is not the best fit because it forces a certain amount of task to be finished in one sprint with no changes, and it gives no spaces for workers to choose the tasks they want even though they do not need to be finished in order.

Prompt 3

Hello Mr Aw,

After failure of delivering products in Christmas 2017, you have decided to implement agile approach to manage your workers. As your consultant, I would like to caution you about confirmation bias. Confirmation bias is a cognitive bias that occurs when people selectively interpret and remember information that confirms their pre-existing thoughts and beliefs, while ignoring or dismissing information that does not support them or even contradicts them. You believe that the cause of failure of delivery is due to a combination of issues in communication among internal and external actors and resulting in weak execution. Indeed, your company contain head-down workers who are reluctant to communicate. As a result, you believe that agile approach that promotes communication would help your teams achieve the goals. However, there might be other causes of your company's failure. Also, it is indefinite that agile approach would fix all of your problems.

If a confirmation bias in decision making is left uncared for, then the real problems that slowed the work processes could continue to affect the teams. The new agile approach would very likely to not have an effect to the 3D designers if you do not assign a manager capable of forcing them to communicate more frequently. Your company might fail to delivery on time for a second time, and even higher number of customers would lose faith in the company. Mighty Jaxx would need to refund to a higher number of customers. Moreover, many of your own company's workers are not fond of the idea, which mean you would also face their complaints. To avoid confirmation bias, it would be better to implement the original approach to half of the members in each team, and implement agile approach to the other half of each team. Each half of the team would need a leader to keep record of progress and the hardships the team members face.