Assignment 10: Deciding About Agile at Mighty Jaxx
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Writing Prompt 1:

The **production function** could benefit the most from implementing scrum/sprint methodologies. Mighty Jaxx needs to maintain a rapid pace of new product design and production to meet the rising sales volume and opportunities. Scrum/sprint techniques will help avoid failures in the future by meeting delivery promises, enhancing the effectiveness of internal and external communications, and leading to strong executions. Below are the specific aspects of how scrum/sprint could operate for this function:

- **Sprint teams**: The project is broken down into smaller interactions or sprints and people are reorganized into three product-oriented "Sprint Teams" focusing on different tasks with a one-month cycle.
- **Issue identifying:** Improve the overall quality of the product by enabling the team to identify and address issues early in the production process.
- **Communications and Events:** Facilitate collaboration and communications between team members to reach the end goal of delivering a working product increment at the end of each sprint. Help ensure the entire team has an overview of the project, incentivize people to explain tasks to teammates, and everyone knows their obligations, how much effort is needed, and when the deadlines are.
- **Time Commitment:** Provide a structured approach to managing the production process, ensuring that each task is completed before moving on to the next one.
- **Transparency:** Promotes openness by providing regular updates, such as stand-up meetings, on progress made during each sprint.
- **Smooth iteration and adjustments with sprint reviews:** Enable teams to adjust their approach if necessary, based on feedback received during sprint reviews or from customers.
- **Continuous feedback and retrospection:** Ensure the final product meets the needs and expectations of customers by enabling them to provide feedback during each sprint. Encourage continuous improvement by providing regular opportunities for reflection and learning.
- **Costs control:** Reduce the risk of delays or cost overruns by ensuring that each product is completed within a fixed time frame. Increases overall efficiency by optimizing the use of resources and reducing waste.

Kanban methodology, on the other hand, emphasizes **visualizing the workflow** and **limiting work in progress to optimize efficiency and costs**. While this approach could be useful for other functions like marketing and distribution, it may not be the best fit for the production function because:

- **High level of customization and creativity:** Mighty Jaxx's highly customized and unique limited-edition collectibles with high creativity and experimentation, and art toys don't fit Kanban well, which is typically used for stable and predictable demand, but it instead requires a high degree of flexibility and variability.
- **Complex production process:** The complex production process, including the production of 3D molds and multiple stages of manufacturing, may require a more integrated production system that Kanban can't offer.

- **High degree of flexibility:** Might Jaxx needs to quickly respond to customers' feedback with prompt iteration and changes, which Kanban couldn't provide.

Writing Prompt 2:

The **marketing** function of Mighty Jaxx could benefit the most from implementing Kanban methodology because Kanban is helpful to aim for getting off to a low-risks, low costs, pin down existing workflows, spot glaring errors, and control multiple unconnected tasks concurrently. This can be particularly useful for marketing, which often involves managing multiple projects simultaneously. Implementing Kanban can help the marketing team to prioritize and manage their workload more effectively, and ensure that all projects are completed on time. Here are elaborations on how Kanban could operate for the marketing function:

- **Kanban board creation:** Create a Kanban board that visualizes the workflow of the marketing process. The board typically has columns that represent different stages of the marketing process. **Possible lists** could be: "Design", "To-do List", "In-Progress", "Backlogs", "Blocked", "Review", and 'Done".
- **Work item identification:** Identify the work items that need to be completed within each stage of the marketing process.
- **WIP limits:** The team would set Work In Progress (WIP) limits for each stage of the marketing process, which helps to prevent overloading and ensure that the team focuses on completing tasks rather than starting new ones.
- **Continuous improvement:** The team would regularly review the Kanban board to identify areas for improvement, such as bottlenecks or delays.

Scrum/sprint methodology may not be the best fit for marketing because:
- **Complexity:** Marketing projects often involve multiple stakeholders and can be impacted by external factors that are difficult to predict. In such cases, the flexibility provided by kanban may be more effective in managing workflow and delivering quality work.
- **Unpredictability:** Scrum/sprint methodology is designed for projects that have well-defined requirements and a predictable delivery timeline. However, marketing projects may involve multiple stakeholders, frequent changes in requirements, and unpredictable delivery timelines.

Writing Prompt 3:

Dear CEO Jackson Aw,

As a consultant specializing in agile methodologies, I wanted to bring to your attention a potential cognitive bias that could impact your decision-making regarding a move to agile in your organization. The bias is known as the **confirmation bias**, which refers to the tendency to seek out and interpret information in a way that confirms pre-existing beliefs or hypotheses, while ignoring or discounting information that contradicts them.

If you're not careful, the confirmation bias could lead you to overlook potential drawbacks or challenges associated with a move to agile, while focusing only on its benefits. For example, you

may be overly optimistic about the potential for increased efficiency and productivity, without fully considering the costs and challenges of implementing agile in your organization.

To avoid having problematic consequences from confirmation bias, I recommend that you actively seek out and consider diverse perspectives and opinions on the pros and cons of agile for your organization. This could include seeking out feedback from employees and stakeholders, consulting with other experts in the field, and conducting a thorough cost-benefit analysis before making any final decisions. By being open-minded and considering a range of viewpoints, you can make more informed and effective decisions for your organization.

Sincerely,

Christina Xu