Xubin Sun
Prof. Jason Harry
ENGN 2125
Mar. 9th, 2023

<center>Assignment 10--Deciding About Agile at Mighty Jaxx</center>

Section 1

In terms of the business function that can benefit most from implementing scrum/sprint methodologies, I think it would be "Use 3D renderings and drawings as input to producing molds for manufacturing". There are two reasons that scrum/sprint framework would benefit the process: 1) the connected nature of the step with other steps, and 2) value of the agile framework. First, among all the steps, using 3D renderings and drawings as input to producing molds for manufacturing required the most coordination and communication with other teams. This step requires the graphic designer that designed the 2D rendering to review and refine their works and understand the overall presentation outcome before making the actual 3D renderings. Also, the team would also consider the manufacturing process followed after the step. As the team would be required to not only make feasible and viable across the manufacturing process by communicating with the manufacturers with exact expectations, but also be prepared to coordinate with the 2D graphic designers when there are problems associated with the design from manufacturing and the 3D model construction process. Furthermore, the 3D rendering may also be used ahead during Mighty Jaxx's marketing campaigns. Therefore, an appropriate level of communication would be required with the marketing team to ensure the visual outcome. Given the level of connectivity and the number of stakeholders the step is associated with, using a project management framework that would provide flexibility and efficiency coordination would be beneficial for the company. Second, the essence of the agile framework is the consideration of bringing all the stakeholders into the process for planning and coordination. With the scrum methodology, Mighty Jaxx would be able to address concerns for designing, manufacturing, and marketing with efficient communication channels ahead of the actual 3D construction for manufacturing. Such a method would help the firm to balance all the aspects before the actual production and marketing stage.

The kanban method may not be ideal for the step due to its clear separation of tasks and sequential order of tasks required. The kanban method requires all the tasks being arranged separately and carried out individually in a sequential manner. However, as the stakeholders are highly connected for the step and the process may undergo multiple iterations to balance concerns from all aspects, it would be difficult to separate the tasks while executing the step in a sequential order. Therefore, kanban would not be ideal given the nature of the step and the framework.

Section 2

In terms of the business function that can benefit most from implementing kanban methodologies, I think it would be the production step. The kanban methodology, from the reading and the in-class simulation can be best applied when all the activities are clearly defined in a sequential order. Different from other steps, production is the only stage where all the activities would be separated and clearly defined, from molding, assembling, to painting and packaging. Therefore, kanban would be an ideal framework during the manufacturing as it

would be able to track the work-in-progress tasks, unstarted tasks, and completed tasks in a clear visual presentation on the kanban board to improve the efficiency. Also, the chance for iteration during manufacturing would be low as all the required specifications have been confirmed and coordinated from prior steps.

In this case, the agile framework would not be ideal. Due to the streamlined and technical nature of the manufacturing process, there would be limited requirements for including all the stakeholders. The inclusive coordination and communication at this stage would only cause the company to devote more resources into the manufacturing process and slow the production efficiency, especially when the expectation and related specifications would be constantly changing. Therefore, scrum/sprint methodology would not be an ideal fit for the process.

Section 3

For the cognitive biases, I think it would be important for Jackson Aw to caution about the potential impact of the confirmation bias during the decision-making process. Confirmation bias is the tendency to search for, interpret, and favor information in a way that confirms one's preexisting beliefs or hypotheses, while disregarding or dismissing evidence that contradicts them. Translated into Mighty Jaxx's operation, one potential problem may arise from implementing the agile project management technique, as Jackson reorganized his team into three product oriented sprint teams, would be the discontent from employees with additional information and tasks under the agile framework. In other words, employees, compared with the waterfall approach, would be required to devote more effort and time across the project as the agile framework is designed to bring all the stakeholders together. The additional duties may affect the team morale, which, in turn, would lower the execution efficiency. Moreover, the confirmation biases may cause Jackson to credit the agile framework more than the actual effects. Without solving the problem with employees, the blind application based on the CEO's confirmation bias would result in dissatisfaction and overall performance.

To avoid the impact of confirmation bias, I encourage the managerial level to consult with the team before the actual implementation of the sprint methodology. By allowing employees to raise concerns and questions, the team would be aligned with better understanding and expectations. Also, additional modifications can be implemented to compensate for the potential dissatisfaction prior to the implementation. Alternatively, the CEO could recruit an external consultant to provide objective feedback and to implement the system for the agile project management technique to avoid confirmation bias.