# Assignment 10

**Andrei Petrus**

## *Writing Prompt 1*

**Which of these Mighty Jaxx business functions do you think could benefit the <u>most</u> 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.)**

 I think that the Design and Marketing teams would benefit most from Scrum. First, NPI and 3D design should be part of the same sprint and benefit from a common sprint, backlog, and burn chart. As Art Director Mervin Ramos describes, 3D designers are mostly 'heads-down workers' reluctant to take engage in communication and decisions. I believe that engaging the entire design team in a print process would help them avoid leftover tasks and work towards a cohesive 'story' with the help of their Product Owner and Scrum Master.

Similarly, since the Marketing Team's work closely integrates with the Design's Team outputs, I believe they should engage in a similar sprint methodology, though not necessarily Scrum. I think vanilla Agile would suit Marketing best

## *Writing Prompt 2*

**Which of these Mighty Jaxx business functions do you think could benefit the <u>most</u> 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.)**

I believe Production and Distribution should not engage in Scrum, but rather adopt a Kanban Methodology while retaining a fairly linear workflow. They would benefit most from having a backlog and tracking tasks from assignment to completion, but the other artifacts of sprints would just add overhead to their operation. Therefore, I vote for those teams to perform their planning through Kanban but pursue a linear work pace.

## *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.

Dear, Mr. Jackson Aw, I would like to bring your attention to a cognitive bias many CEOs face throughout their careers: Overconfidence Bias. This can be described as one's tendency to overestimate their capabilities as decision-makers not objectively weigh the inputs from other managers and executives. CEOs tend to ignore their weaknesses and make decisions that were beyond their capabilities – for example you might estimate the time to complete a new toy design base on your past experience and give a delivery quote to a client. Your Art Director, who is in constant communication with the design team might have additional insight that would produce a different estimate closer to the objective truth, even though they are less experienced with the entire value chain. I would suggest that you assemble a committee and leverage the Delphi Method to question your own and your manager's biases and make thoughtful decisions that minimize the risks.