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Written Assignment: Deciding About Agile at Mighty Jaxx

Mighty Jaxx implementing scrum/sprint

The business function that Mighty Jaxx should implement scrum/sprint on is the production of 2D renderings of new product ideas. The reason is mainly because scrum/sprint is designed to get the team through evolving and uncertain projects such as creating new product ideas. In this stage, Mighty Jaxx and the team need to explore, experiment, and test the products that they have never seen before. To maximize the chance of making profit from the new product, Mighty Jaxx will need to quickly develop more prototypes and perform market research as fast as possible since the final product (the goal) is not defined. Therefore, scrum/sprint's elements of quickly developing and testing will be very effective to help the team find the right product that they want to manufacture.

In contrast, kanban is not the most effective project management tool to be used in exploring new ideas. Compared to scrum/sprint, kanban is less flexible and more sensitive to change. It means that if the company decides to change the style of the product later on in the ideation stage, most of the workflow and tasks on kanban will have to change.

Mighty Jaxx implementing kanban

Kanban will be most effective in the process of producing molds (by using 3D renderings and drawings). While producing molds for manufacturing is time consuming and will require a highly skilled workforce, it is a stable project that needs to track several steps of tasks.However, the steps are not so straightforward that the use of kanban is unnecessary like the production stage of primary functions. Kanban is a tool that excels in tracking workflow and getting work unstuck but does not perform well in projects that do not have clear and defined goals. In the production of manufacturing molds for Mighty Jaxx products, the steps are clear and the final goal is defined. The columns on the kanban board can be the list of stages of production as followed:
1. Drawings
2. 3D renderings
3. Planning
4. Molds production

On the other hand, scrum/sprint is not suitable for molds production because the final products are defined from the ideation stage, so the team will not be able to use the most important aspect of scrum/sprint, which is the flexibility and speed.

Agile transition cognitive biases

The two possible traps that are likely to come into sight in the process of transitioning from a traditional project management method to agile are loss aversion bias and confirmation bias. The loss aversion bias is when someone tends to value what they can lose more than what they can gain from the decision. It will make employees less inclined to change the project management approach due to the fact that they have been trained and have been using the old approach for a while. The transition will make the employees feel like they have to waste their time re-learning and adapting agile. Moreover, it will lead to a more significant bias that can create a bigger impact.

As a result of the employees not liking the new approach due to the loss aversion bias, any problems that come after adopting the new approach will feed into confirmation bias, and make the team hate the new approach even more. Confirmation bias is when someone tends to interpret new information as confirmation of the existing belief. This will make the agile approach become a villain in the organization and could lead to several team problems. The steps that you, as a CEO, can take is to make sure that the biases are minimized during the transition. Loss aversion bias can be reduced by making the transition gradual instead of instant. Adopting kanban which respects the old approach is a good decision. As a result, the confirmation bias will be eliminated if the team does not firmly believe that the old method is better.