

To: Professor Harry

From: Thomas Persico

Re: Assignment 10

Date: 3/13/2023

Writing Prompt 1

Which of these Mighty Jaxx business functions do you think could benefit the most from implementing scrum/sprint methodologies?

The scrum/sprint methodologies would most help both production and distribution. The production and distribution aspect of Mighty Jaxx. During the Christmas season of 2017, Mighty Jaxx could not fulfill orders during the busiest time of the year. The issue did not arise during the beginning stages of 2D and 3D design, but the ability to take orders, create, and then work the logistical aspect of managing the creation, orders, and shipments. Mighty Jaxx had to put out an apology letter detailing the flaws in the process, “which he felt were due to a combination of issues in communication among internal and external actors and resulting in weak execution.” (pg. 8, Mighty Jaxx Rocks to an Agile beat: Toys as Art)

Specifically, scrum/sprint would help track and manage specific steps in the chain to achieve their goals. By operating without a plan of organization like scrum/sprint, Mighty Jaxx was using hope to fulfill the Christmas orders. By using a more formal process like scrum/sprint, Mighty Jaxx will be able to have more structured internal and external communication, thus helping Mighty Jaxx achieve its growth and service goals. On the other hand, Kanban may not be a good option here because Kanban focuses on one step at a time linearly and progressively. The logistics behind filling orders from people worldwide, while the merchandise is at any number of stages in the line of completion, would be too confusing and counterproductive. Ultimately, Mighty Jaxx chose to use sprint for one-month cycles. This option will drastically improve the workflow and allow Mighty Jaxx to accomplish its goals. (pg. 8, Mighty Jaxx Rocks to an Agile beat: Toys as Art)

Writing Prompt 2

Which of these Mighty Jaxx business functions do you think could benefit the most from implementing kanban methodologies?

Kanban would work best when conducting the first business function of producing 2D renderings of new product ideas. In my mind, this first step is completed in a vacuum. Each new idea is tagged on the left side of the Kanban spreadsheet and labeled as an idea. Next, designers at Mighty Jaxx will follow linear steps needed to create 2D renderings of these ideas. This Kanban methodology would yield 4 to 5 steps in a linear progression until the end, where 3D renderings are needed to produce manufacturing molds. Kanban is great for these types of activities but not so great when processes are overlapping in a non-linear fashion.

Scrum/sprint may not operate as well as Kanban for this first step in the process because it is slightly more complicated and in-depth than is needed. Sometimes a laptop is unnecessary if you want to take notes; a pen and paper will suffice. This analogy comes to mind when comparing

scrum/sprint to Kanban. Furthermore, because this first step of the process involves brainstorming and demands a visual representation of one's ideas, Kanban is best.

Here is an example of the Kanban board I envision Mighty Jaxx using:

Mighty Jaxx 2D Rendering Plan

To-do	Brainstormed ideas	Agreed upon concepts	1 st draft of 2D rendering
Task 1	Idea 1	Idea 1	Rendering 1 done.
Task 2	Idea 2	Idea 2	
Task 3	Idea 3		

Writing Prompt 3

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.**

Good afternoon Mr. Aw,

My name is Thomas Persico, and I am a consultant with Brown University Consulting. I specialize in social and industrial psychology, and I am writing to speak briefly about cognitive biases that may impact your transition to agile at Mighty Jaxx.

First, let me introduce two biases that plague organizations trying to make a long-lasting change: confirmation bias and the sunk cost fallacy. Both are leaches on business trying to move forward comprehensively and successfully. Confirmation bias occurs when individuals search for evidence that secures their already-held beliefs about the world. Specifically, if your employees already have presuppositions about agile, they will seek evidence confirming their already-held beliefs. The sunk cost fallacy strikes at the idea that one cannot walk away from a situation if they have already invested time and money. This fallacy is also problematic for any organization aiming to transition away from one system and adopt a different strategy. (Class 6 Lecture Slides/Discussion)

If attention is not paid to these two cognitive biases/fallacies, transitioning away from the current work model will be problematic. Employees will work off assumptions and beliefs they have accrued about agile before beginning the agile process. The sunk cost fallacy will allow employees to rationalize staying with the old work model because so much has already been devoted to mastering that process. Both these occurrences are problematic if you want to achieve more tremendous success.

My solution to overcome these cognitive biases at Mighty Jaxx, as you work to absorb the agile framework, is to educate your team about general cognitive fallacies, and then precisely hit on the two mentioned above. It would help if you also kept them wholly apprised of the steps in the process toward complete transition. Only through in-depth education may humans escape the trap of cognitive biases and logical fallacy. By bringing these topics up to your employees, you may

be able to turn the switch from System 1 (autopilot) thinking to System 2 (thoughtful reflection) and be much more successful.

I am happy to speak more about these concepts and implementation.

Thank you,

Thomas Persico.