

Implementing Total Quality Leadership

Lesson Eleven

Pilot Projects

Objectives

- λ **Describe the role of pilot projects in TQL implementation.**
- λ **Explain the relationship between pilot projects and process improvement.**
- λ **Describe criteria the ESC should use to select pilot projects.**

Pilot Projects Are

- λ **Process improvement efforts**
- λ **Selected, conducted, and supported by the ESC**
- λ **Learning experience for top leaders**

Pilot Projects Are Not

- λ **Tiger teams**
- λ **TQL coordinator's responsibility**
- λ **Final goal of TQL**

Benefits of Pilot Projects

- λ **Demonstrate success**
- λ **Build critical mass**
- λ **Help create the environment**
- λ **Identify what training is needed by teams**

Pilot Projects Help Teams Learn

- λ **How to meet customer requirements.**
- λ **How to work in teams.**
- λ **Technical applications of process improvement.**
- λ **How to improve the quality of a product or service.**

Selecting Pilot Projects

- λ **Mission related**
- λ **Cross-functional**
- λ **Adequate process size**

Additional Considerations

- λ **High probability of success**
- λ **Potential for using TQL tools**
- λ **Boundaries that are clearly known**
- λ **Measurable variables**

Pilot Project Pitfalls

- λ **Rush to start**
- λ **Teams are too large**
- λ **Teams are untrained**
- λ **Process in transition**
- λ **Process studied by another group**

The ESC Uses Knowledge Gained from Pilot Projects to:

- λ **Improve organizational functioning**
- λ **Continue process improvement**

Role of the TQL Coordinator

- λ **Educates ESC in purpose of pilot projects**
- λ **Helps ESC select, conduct, and support pilot projects**
- λ **Acts as quality advisor to teams**
- λ **Documents lessons learned**

Summary

- λ **Pilot projects are the first process improvement efforts undertaken in the organization.**
- λ **They demonstrate success, build the critical mass, and help create the environment.**
- λ **Pilot projects provide leaders with TQL knowledge and experience they may use to begin and sustain Process Management efforts.**
- λ **Pilot projects provide leaders with the information that strengthens their long term planning efforts.**