

# Final report

*Project title:*

## Moshie - National Lean Leaders Program

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*Project code:*

TU21002

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## Public summary

A total of 16 participants completed the Moshie Lean Leaders program across 2022 (3), 2023 (7) and 2024 (6). The program initially earmarked four participants each year for 3 years (12 in total); however due to increase demand and program success; 2023 and 2024 were increased to six participants each. The program was delivered on-line consisting of ten (10) four (4) hour workshops, with the final workshop having participants present their Continuous Improvement plans to the group (refer to attached A3 Project Case Studies and course reviews).

Based on participant feedback via Moshie course review survey, the key learnings and benefits of the program were: improved waste management techniques and ideas, increased delegation and restructure to afford time to focus on business improvement and leadership, Role clarity for self and team, improved communication and understanding of team dynamics, increased confidence relating to performance management, process improvement and boosting of productivity (mapping tasks) and self-awareness of Leadership capabilities and opportunities. Refer to Results and discussion section of this report for further learnings and benefit statements.

The TU21002 project has exceeded expectations and should be considered for future R&D projects relating to Leadership development and Continuous Improvement.

## Keywords

Lean methodology; waste reduction; productivity; profitability; long term viability; transformational; process improvement; clarity

## Introduction

The Moshie National Lean Leaders Turf project was undertaken to address and contribute to the Turf Industry Strategic Investment Plan Outcome 3 - Strategy 3 (skills and leadership) and KPI which states - Proactive strategic and evidence-based decision-making in businesses and for industry on investment, priorities, and risk management. The course educated participants on how to lead and sustain continuous improvement in their workplace.

The Moshie Lean Leaders program was developed specifically for industry needs. Moshie has been supporting a community of emerging leaders and delivering our Lean Leaders program for over 6 years now. The program has been delivered across the horticulture sector since 2019. In that time, it is estimated in excess of 250 graduates from horticulture business have participated in the program from all states in Australia.

Bruce Yelland of Moshie developed the program as a result of his work in consulting to the Horticulture Industry, as well as other industries like Transport & Logistics, Engineering, Food Processing & Manufacturing and Business Services etc. In that time, he came to realise there was a lack of comparable product that offered industry a cost effective, real world solution to developing the leadership capability of their employees, as well as driving measurable improvement in their businesses.

Since late 2020, Moshie has been delivering the Moshie Lean Leaders Program online. In mid-2021, due to interest from across many states of Australia, they launched the first National Lean Leaders Program. Businesses from Vic, NSW, NT & QLD participated in this program.

Due to the success of this National Program, Moshie is now delivering the program to businesses across WA, SA, Vic, NSW, QLD & Tasmania, including two successful service agreements with Hort Innovation Levy funded R&D projects (TU21002 & MT22011) – which has now reached out to and is supported by Industry sectors such as Turf, Vegetable, Raspberry & Blackberry, Onion, Apple & Pear, Melons with Bananas, Nursery and Table Grapes joining in 2025.

### Program Value Propositions:

- Proven leadership development program, very well known to the Horticulture Industry
- Builds leadership capability & capacity, while also driving applied, measurable business improvement
- Guaranteed ROI per participant of min \$30k / \$360k ROI across the program cohort

### Real Value summary:

- A minimum of \$15.5M in efficiency savings identified by graduates in lean leaders programs over 5 years
- 250+ graduates of lean leaders in 5 years from all states of Australia either face to face or online over 5 years
- Average of 9% increase in profitability achieved for clients in 2024 using Moshie developed product costing tools
- Over \$6.4m in expense reduction & efficiency gains identified for clients in 2024

## Methodology

The Moshie National Lean Leaders program was delivered via zoom, consisting of ten (10), four (4) hour workshops, across a twenty week program for 3 years. Workshops were held fortnightly to allow sufficient time between workshops for participants to apply the learning in their workplace. This format enabled significant improvement in the business, across the duration of the program. As well as enabling the developing leadership abilities of the participant to plan, execute and evaluate the value of their efforts to themselves, the team, and the broader business.

### Workshop Topics Overview:

Workshop No:	Workshop Main Focus
1	Identifying Waste, Preferred Work Style, Current Business/Department State
2	Role Clarity, Identifying Stakeholders, Goal Setting, Time Analysis
3	Process Clarity, Process Mapping
4	Problem Solving, Project Management
5	Mid-Course Presentation, How to Delegate
6	5 Dysfunctions of a Team
7	Workflow including 5S and visual management
8	Coaching, mentoring and People Management
9	Bringing it all together – interactive workshop using all concepts
10	Final Presentation of individual outcomes

In addition to attending the 10 workshops, participants were expected to complete a written business project/case study. The business project/case study was based on the area of greatest need and impact for the business using the analysis and improvement tools covered in the Program. The case study included Project Brief, Project Business Case, Stakeholder Analysis and Action Plan and Tracker. Participants presented their business project/case study to the cohort and invited members of their businesses in workshop 10.

Each year for three years (2022, 2023 and 2024) fully funded positions were offered on the Program for individuals from turf levy-paying businesses. These scholarships were promoted for applications in February each year using existing Turf Australia and Hort Innovation communication channels. Moshie supplied a brochure to Hort Innovation and Turf Australia each year for promotional purposes.

## Results and discussion

Across all three years, participant Case study A3 projects identified projects that had a return of investment within 1 year, with a combined total projected annual value across the participant program cohort in excess of **\$720,000**. (Averaging approx \$45,000 per participant ROI annually – for a course program value/levy funded investment of \$4,000 per participant).

Each year participant cohort survey results were shared as part of Milestone deliverables (Including this Milestone). Some examples of capability statements participants described from undertaking the program are listed below:

- Increased sense of Environmental care
- Increase in Knowledge base
- Role clarity and Responsibility realised
- Productive land
- Increased stakeholder communication
- Nutritional trialing
- Systems review triggered
- Process change awareness
- Self-awareness discovered
- Team transformed – more engaged
- Increased problem solving skills
- Improved efficiency
- Lean Leadership is part of daily life
- Reduction in Labour costs
- Tools to make improvements

## Outputs

**Table 1. Output summary**

Output	Description	Detail
Number of applications received each year	<ul style="list-style-type: none"> <li>Min 4 applications per year</li> <li>Min 4 participants enrolled annually</li> </ul>	<ul style="list-style-type: none"> <li>2022 applications = <b>4</b> received</li> <li>2022 enrolments = <b>3</b> (1 rollover into 2023 cohort due to personal reasons)</li> <li>2023 applications = <b>8</b> received</li> <li>2023 enrolments = <b>7*</b> (scholarships increased from 4 to 6 due to demand + 1x rollover from 2022)</li> <li>2024 applications = <b>11</b> received</li> <li>2022 enrolments = <b>6</b></li> </ul> <p>Total of 23 applications and <b>16</b> enrolments</p> <p>*For the years 2023 &amp; 2024, nearly all applicants that did not receive a scholarship participated in the course under a fee for service structure</p>
Number of participants & graduates	<ul style="list-style-type: none"> <li>16 graduates for life of project</li> </ul>	<ul style="list-style-type: none"> <li>Total of <b>16</b> graduates for life of program (evidence of graduation as per submitted individual Case Studies)</li> <li>2022 Graduates = <b>3 (3 enrolments)</b></li> <li>2023 Graduates = <b>7 (7 enrolments)</b></li> <li>2024 Graduates = <b>6 (6 enrolments)</b></li> </ul>
Participant capability level	<ul style="list-style-type: none"> <li>Participants capability increased</li> </ul>	<ul style="list-style-type: none"> <li>Refer to <b>Appendix 3</b> for overall impact statements from Survey</li> <li>Annual Survey records supplied with each yearly milestone report</li> </ul>
Participant experience satisfaction	<ul style="list-style-type: none"> <li>80% Participants score 4 out of 5 for satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Over <b>90%</b> satisfaction recorded</li> <li><b>Refer to Appendix 4</b></li> <li>Refer annual Survey records supplied with each yearly milestone report</li> </ul>
Number of submitted Case Studies	<ul style="list-style-type: none"> <li>16 Case studies submitted for life of project</li> </ul>	<ul style="list-style-type: none"> <li>Uploaded into Delivery Partner Portal with each yearly milestone report (A3 project plans)</li> </ul>
Project Progress and Improvement	<ul style="list-style-type: none"> <li>Project following M&amp;E Plan</li> </ul>	<ul style="list-style-type: none"> <li>Project delivered all M&amp;E core elements (Foundational activities, outcomes, outputs and relevant SIP outcome)</li> </ul>

## Outcomes

Table 2. Outcome summary

Outcome	Alignment to fund outcome, strategy and KPI	Description	Evidence
Individuals trained in Lean Leadership	Participants completed all training requirements – skills and leadership training addressing evidence-based decision making in business	Attendance in on-line sessions and graduation records	Over <b>80%</b> attendance was recorded for the entire project (on-line group sessions). Individual coaching sessions were provided to cover all training requirements.  <b>16</b> Graduations for the life of the project with completion of A3 Project Plans Case Studies provided in Milestone reporting
Increased Industry awareness of Lean Leadership Program	Participants experience within program shared with Turf Industry (State bodies and Turf Australia)	All Case Studies shared with Hort Innovation.	Case Study appeared in Turf Australia Turf Connect magazine – refer to <b>Appendix 2</b> Hort Inn Communications team profile pieces  Increased adoption year on year from many states including Fee for Service participants from the Turf Sector
Improved Capability of Industry members relating to Lean Management Practice and Leadership	Increase Leadership Capability within the Turf Industry	Individual annual Surveys recorded capability statements  Case Studies demonstrated measurable benefit to participant’s business	A3 Project Plan Case Studies outlined measurable benefit - provided in Milestone reporting

## Monitoring and evaluation

Table 3. Key Evaluation Questions

Key Evaluation Question	Project performance	Continuous improvement opportunities
<p><b>Effectiveness:</b></p> <p>1. To what extent has the project achieved its expected outcomes?</p>	<p>Project cohort size was increased post successful intent to vary was accepted by Sip team.</p> <p>The adoption from many states and increase in Levy applicants and Fee for service applicants is evidence of improved awareness of the program and its practices.</p>	<p>Opportunity to build program into National Turf accreditation program</p> <p>Opportunity to promote Moshie Lean Leaders 2.0 to sector and promote with SIP.</p>
<p><b>Relevance:</b></p> <p>2. How relevant was the project to the needs of the intended beneficiaries?</p>	<p>Program materials were relevant to Participants as evidenced by Case Study return on investment projects</p> <p>The Case studies were relevant and critical in spreading awareness of program and increasing its adoption to many Levy payers</p>	<p>The potential to build a specific Turf Lean Leaders program has been requested by certain Turf Growing companies</p>
<p><b>Process appropriateness:</b></p> <p>3. How well have intended beneficiaries been engaged in the project?</p> <p>4. To what extent were engagement processes appropriate to the target audience/s of the project?</p>	<p>Program grew year on year evidenced via greater applications and enrolments</p> <p>Number of applications/enrolments exceeded available placements within the program</p> <p>Case studies were used in state body e-newsletters supporting increased adoption</p>	<p>Extend TU21002 SIP levy funds for a further two years to enable more growers to access levy funded program</p>
<p><b>Efficiency:</b></p> <p>5. What efforts did the project make to improve efficiency?</p>	<p>Moshie adopted a mentor approach throughout the course of the project enabling 1:1 coaching and business line managers/owners to encourage accountability within program</p>	<p>Moshie continues to develop and include the coaching and mentoring component of the program in all future programs</p>

## Recommendations

Please find listed below recommendations for relevant stakeholders

### Practical application of the project findings:

- Continued use of Case Study publication within Hort Innovation and State and National Industry Associations to support continued adoption in current programs (built into marketing material)
- Promotion of Moshie on-line Webinars (Intro to Lean and Cost Management) where practical tools are shared that support the opportunity of industry's need of increased productivity and profitability (Return on Investment)
- Growers and Industry bodies to take advantage of existing Moshie Lean Leaders programs (Levy and non-levy funded programs) running in 2025.

### Possibilities of future RD&E that directly flow from the work undertaken and its results:

- Increase levy funds from Turf and other Hort Innovation sectors to adopt the Moshie Lean Leaders Program
- Create and fund a project that supports Moshie's high achievers Lean Leaders (an emerging Lean Leaders 2.0 Program) – contact Moshie for further information

### Development and adoption activities that would ensure full value from the project's findings for industry:

- Create a series of 'Value Proposition' seminars or on-line webinars summarizing the findings of the project to interested Industry sectors outlining key ROI opportunities using guest speakers from previous programs that identified and realised true value and return on investment as a result of undertaking Moshie's Lean Leaders Program.

## Refereed scientific publications

None to report

## References

- Turf Australia Industry magazine (Turf Connect) – 2023 Spring edition (Moshie Lean Leaders article referencing TU21002 QLD participants from 2022, *page 32*) - refer also to **Appendix 2**.  
<https://www.turfaustralia.com.au/wp-content/uploads/2024/06/magazine-spring-2023.pdf>
- Hort Innovation Communications team – Case Study Profile Pieces (refer to Hort Inn R&D Manager and/or Hort Inn Communications team)
- Moshie Australia website – Program participant testimonials (2 testimonials on site from TU21002 cohort 2024 participants)  
<https://www.moshie.com.au/lean-leaders-program>

## Intellectual property

No project IP or commercialisation to report

## Acknowledgements

Not applicable

## Appendices

[Appendix 2: Turf Australia Industry magazine \(Turf Connect\) – 2023 Spring edition \(Moshie Lean Leaders article referencing TU21002 QLD participants from 2022, page 32\)](#)

# Fully funded positions available for Lean Leaders

Turf industry professionals are experiencing remarkable advantages by engaging in a project specifically tailored to foster effective leadership and drive sustainable continuous improvement within their workplaces.

In 2022, both Jimboomba Turf Group and Tinamba Turf, as scholarship recipients, participated in the levy-funded *Moshie National Lean Leaders program* (TU21002) with the aim of acquiring new business management processes. This investment opportunity allows turf levy payers to take part in the program, which is tailored to the specific needs of the horticultural industry. In 2024, four fully funded positions will be available annually for individuals from turf levy-paying businesses to participate in the program. These scholarships will be advertised in February next year in established communication channels of Turf Australia and Hort Innovation.

The core focus of the Moshie National Lean Leader program revolves around the principles of eliminating non-value-adding activities within the production process. This includes activities such as unnecessary stock holding, reworking or maintaining excess stock, and avoiding unnecessary movement of people and products within the business. Renee Davidson, Business Development & Innovation at Jimboomba Turf Group said the program has played a pivotal role in fostering a culture of continuous improvement within Jimboomba Turf Group. Established in 1973, Jimboomba Turf Group is a family-owned and operated company leading the industry in growing and supplying turf grass. “This program emphasizes waste elimination and upholding quality standards. By embracing its principles, we have created a mindset that encourages our employees to explore and identify opportunities for increased efficiency,” Renee said.

“For example, through the program, we implemented a system that manages transportation and harvesting processes more efficiently. As a result, we have reduced the number of lost products and lowered labour expenses, leading to monthly savings of approximately \$10,000 per month.” The Moshie National Lean Leaders program is conducted online through Zoom, consisting of 10, four-hour workshops spread over a 20-week period. Workshops are held every two weeks to allow participants enough time to implement what they have learned in their workplaces. This format leads to significant business improvement throughout the program. Hugo Struss, General Manager of Tinamba Turf, explained that the lean approach to operations management is about doing the simple things well, improving efficiency, involving employees in the continuous improvement process, and minimizing waste, costs, and maximizing profitability. Tinamba Turf, which has been delivering high-quality lawns since 1988, sees the program’s principles as applicable to various aspects of its business. “The principles of the program can be applied seamlessly across various aspects of a business, including planning, production, and distribution,” Hugo said. To maximize the program’s impact, Hugo involved two experienced staff members. Participating in the program alongside his team ensured clear communication and facilitated collaboration within Tinamba Turf. “The program has taught me the importance of simplicity. By keeping things simple and avoiding unnecessary complexity, we improve communication and enable all staff members to understand our business processes effectively.”

Since completing the program, Tinamba Turf has prioritized accountability within the organisation. Department heads now engage in daily discussions with staff to ensure everyone knows their responsibilities for the day. This transparency has significantly increased accountability levels within Tinamba Turf. When considering the Moshie National Lean Leader program, Renee Davidson advises ensuring that you and your staff have the necessary resources and time to fully commit. The program requires a fair amount of work, so allocating sufficient time is crucial. “Actively listen and learn from staff members who have completed the program. They offer valuable insights into new and innovative ways of working. By fostering open communication and empowering employees to share ideas, you create an environment that drives continuous improvement and enhances operational effectiveness,” Renee said. “My son is currently participating in the program, and it’s wonderful to see his leadership skills improving. He actively identifies areas for improvement in the business and is enthusiastic about introducing new approaches to work. “Empowering our staff has given them a fresh perspective on their work, leading to proactive improvements and smarter operational approaches. By embracing the philosophy of working smarter, not harder, this program has equipped us with the tools and knowledge to fully embody this approach.”

In 2024, four fully funded positions will be available annually for individuals from turf levy-paying businesses to participate in the program. These scholarships will be advertised in February next year in established communication channels of Turf Australia and Hort Innovation.

For more information, please visit the Hort Innovation website here:

<https://www.horticulture.com.au/growers/help-your-businessgrow/research-reports-publications-fact-sheets-and-more/tu21002/>

**Appendix 3: Overall Impact Statements & Testimonials (collated from Course review surveys)**

**Impact Statements from TU21002 Participants:**

Listen: To listen better, try not to interrupt. Personally, this has helped me understand my staff and the choices they feel without me putting my point across and them not feeling heard.		
Delegation: Letting my staff make decisions (appropriate to their roles). This encourages / empowers the staff and also there is accountability.		
Fear of conflict: Fear of conflict is still (and probably always will to some extent) an ongoing issue but with tools supplied in the course (VAK and 5 dysfunctions model) I feel much more comfortable approaching situations that I would have previously found very difficult to deal with.		
We identified multiple areas of waste within our business and were able to find solutions in most areas. Time was the number 1 item on our list. We are much more productive as a result.		
We learnt much more about our team. This will help us going forward, allowing individuals to take on tasks they are good at, encouraging them to take on more responsibility and off-loading tasks that others can do or are perhaps even better at.		
The A3 project (attached) has saved us \$\$\$\$\$\$ thousands. Although, it was not a benefit to purchase a new harvester to avoid giving away so much turf -having to harvest .8 m2. We then decided to start selling by the 0.8m as opposed to the m2. But even better- after Adam (farm manager) could see the amount of financial loss he was able to manufacture a part for the harvester and we are now cutting at 1m2. Without exaggeration, this has saved us thousands. We will be using A3 projects again.		
Role clarity was a big issue for us. Going through the processes with Lean Leaders really helped identify issues and also how to resolve them. It also helps with the progression of slowly managing the next generation stepping up to manage the business.		
We looked at our processes in depth. We now run things more efficiently by managing turf production using more of a batch method. We don't go out to harvest 3 rolls- but put these all with larger orders and manage when the clients will collect. saves time, money and reduces time wasted for employees.		
The first benefit was conducting regular waste walks, as you walk your site and look for opportunities for reduction of time and processes that are not needed and to eliminate cost savings or save time due to poor practices that are not required. We had on one of our project sites a piece of plant being hired that wasn't stopped being used 2 days ago and still on site being charged so I arranged for pick up and dehire.		
Focus on the high pay off items and tasks, concentrate on the high pay off 80/20 that will give you greater improvement and higher returns to the business. We focused on plant maintenance servicing to ensure the upkeep of the plant and not let it depreciate or create downtime on set tasks as the plant was not accessible. We worked on a workshop service reporting schedule that helped us keep track of that was due when and report any issues straight away to workshop for repairs depending on the urgency.		
The daily time log was a good exercise to identify time opportunities that ether spent doing said tasks that could potentially be delegated or done at another time so you could focus on the greater tasks that have better return and greater impact to the business. I was able to delegate some smaller quotes to the office so I could find time to chase up some of the bigger quotes that have better return \$\$ to our business.		
Role clarity	Brainstorming with staff	Organisation
Decluttering workspace	Open communication channels with staff	
Greater efficiency in the workplace	leaner costings in the workplace	
A better reputation amongst the community for communication		
More aware of waste around the farm and have cracked down on little things that waste time and resources some examples are staff now have to refuel/restock pallets for machines when bringing them back, reducing defects with turf with more consistent monitoring, selling unused assets, creating check lists of all equipment/tools before heading out and travelling around the farm, workshop completing more preventative maintenance to reduce waiting time for team with break downs. Team Leader is doing better monitoring of quality which is reducing complaints and replacements.		
More confidence having performance conversations with team members to make sure they understand our quality standards and how each step in the process relates to the next. Team members are having a better		

<p>understanding and respect for each other, which is creating a more functional team environment. Having more awareness of team dysfunction has been very interesting for me. More confident to make informed decisions and put forward ideas.</p>
<p>Process Mapping and then breaking up into smaller processes within has meant I can create check lists of jobs and do all the delegating at once. I am getting much less interruption (hand-grenades) when staff don't know what they are doing and rely on me to constantly tell what and when to do things or doing them myself when I should be delegating.</p>
<p>Working better with the office and communicating regularly with them via skype and weekly meetings to make sure objectives are the same and work together such as remapping our project process and building a business case to hire our own consultant. Happy to say this was approved and now we have a full-time project consultant.</p>
<p>Have done a full 5S Audit of Implement Bays, load bays and top shed and cleaned out what is not required and gave everything a specific place. Next is the equipment bays I would like to label each space where machines are parked so it's more accessible. Finding people are being more mindful and respectful of where things go and returning them when done. (Pins for implements was a real pain but now they all come back)</p>
<p>Self-Awareness of my leadership capability. Recognising my strengths and areas for improvement. This self-awareness has been crucial in driving continuous growth and maintaining a high standard of excellence.</p>
<p>Thanks to the Lean Leaders program, we've streamlined our processes, cut down on waste, and boosted productivity. This means we can deliver high-quality turf more efficiently than ever before.</p>
<p>Our team has been transformed. They're more engaged and proactive in identifying and solving inefficiencies. The skills they've gained have fostered a culture of collaboration and continuous improvement.</p>
<p>We developed a daily meeting with a list of topics to cover, we use the parking bay and action list from moshie. This has made a huge change.</p>
<p>We learnt process mapping which we are using to identify improvement opportunities</p>
<p>We learnt problem solving with the 5 whys which we are using for our improvement ideas</p>
<p>We learnt 5s and everything has a place and everything in its place.</p>
<p>We learnt about costings which we are using to make decisions about inputs</p>
<p>Greater awareness of my personality traits, strengths and areas to develop through the various assessment tools and the DISC profile</p>
<p>Better understanding of my teams learning styles and personality types through these tools' benefits not only me in my leadership of the team but also each employee individually and how they learn/work with/teach others</p>
<p>Process mapping - improving our efficiency through assessment and review of processes</p>
<p>A3 project planning - a great tool for cost benefit analysis /analysis of idea/implementation of projects</p>
<p>Continuous improvement tools/opportunities for future growth and development</p>
<p>Great constructive conversation starters throughout the program within our business</p>
<p>Gave myself a greater level of confidence and understanding of costings and how this may benefit our company</p>
<p>Numerous great management tools to assist in daily planning and running of a team to drive CI e.g. where are we now, 5 why's and process mapping</p>
<p>Connections made along the way with people from various parts of different business is always a highlight</p>
<p>forces you too really look at what you as a manager are and can do to help yourself and other succeed.</p>
<p>Enhance role clarity to ensure better understanding of job responsibilities. Clarify roles through job description revisions and proactive conversations to spark ideas</p>
<p>Explore ideas for "Parking Bay" including QR Code systems, Training processes, and site check-in.</p>
<p>Manage daily tasks with flexibility, including role adjustments, additional tasks, and delegations</p>
<p>Monitor daily time log for increased flexibility in assisting with various tasks depending on the month.</p>
<p>Incorporate Standard Operating Procedures (SOPs) into our HR system for my role.</p>

coaching	continues improvement	problem solving
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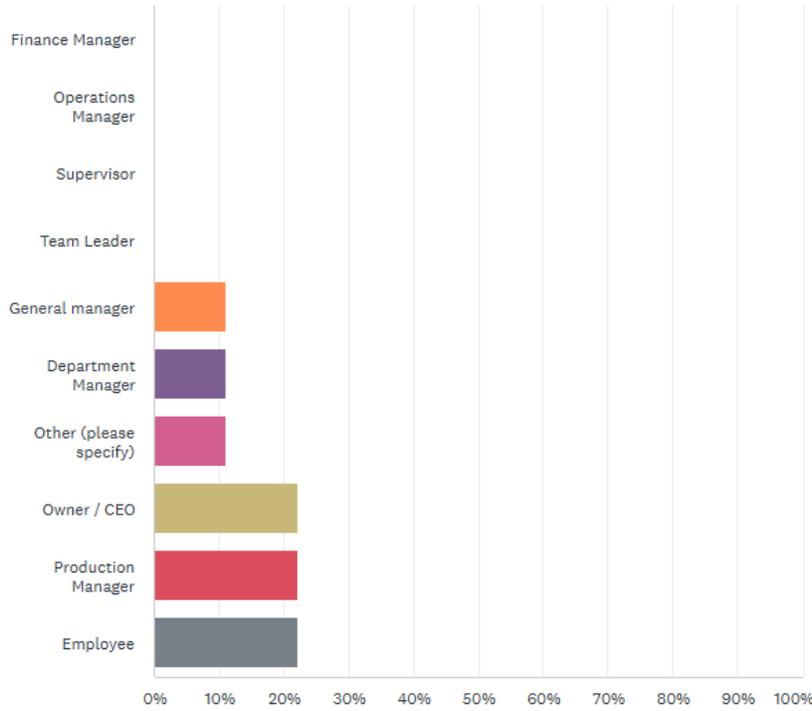
Testimonials from some of the TU21002 Participants:

<p>Lean Leaders has been such a positive experience for us and our business. We have been able to implement multiple improvements saving valuable time and money. Thanks Dean and the team, we are huge fans and will continue on the Lean journey moving forward! Mark and Kerri Eturf</p>
<p>I recently had the privilege of participating in the Moshie Lean Leaders Program. I was impressed by the comprehensive and practical tools provided for effective leadership, project planning, and continuous improvement. The facilitators were knowledgeable, engaging, and passionate about sharing their expertise, extensively from within the Horticultural industry. The curriculum was easily applied to the unique challenges and opportunities faced by leaders in the turf industry. I appreciated how the program's focus on lean principles and methodologies helped me develop a clear understanding of how to optimize processes, eliminate waste, and drive continuous improvement. The most significant benefit I gained from the program was the ability to apply theoretical concepts to real-world scenarios. The case studies, group discussions, and hands-on exercises enabled me to see firsthand how lean principles could be applied to everyday challenges. I left the program feeling empowered with the skills and confidence to implement positive changes in my current business. I would highly recommend the Moshie Lean Leaders Program to any leader in the turf industry seeking to elevate their skills and improve their organization's performance. Thank you, Moshie, for an invaluable learning experience! Michelle Hearn Coolabah Turf</p>
<p>Was a fantastic experience and has started many great conversations within our business which will be extremely beneficial. Ty @ Lilydale</p>
<p>The Moshie Lean Leaders Program has been a game-changer for Allenview Turf. The practical tools and strategies we gained have significantly improved our operational efficiency and team collaboration. The hands-on coaching and tailored support were exceptional, driving immediate positive changes in our processes. Highly recommended for any organisation looking to enhance their leadership and operational capabilities. Laurence @ Allenview</p>
<p>Moshie Lean Leaders program has changed the way we run and see our business. I wish I had done this 15 years ago. Mark Simpson @ ETurf</p>
<p>Moshie lean leaders course has been great! a lot of amazing tools added to the bag that I will continue to use and help me progress in my career while also helping my employer along the way. Shanon, coolabah turf</p>

**Appendix 4:** Collated responses from Program feedback survey

Which position best describes your role in the business?

Answered: 9 Skipped: 0



Overall, how do you rate the various activities?

Answered: 9 Skipped: 0

4.8★  
average rating



	ALL POOR	MOST WERE POOR	OK	A FEW GOOD ONES	GREAT, ALL REALLY HELPED	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	22.22% 2	77.78% 7	9	4.78

## Overall, how satisfied are you with the quality & level of the course material?

Answered: 9 Skipped: 0

4.6★  
average rating



	TOO BASIC	OK	A FEW GOOD BITS	ALL GOOD	ALL GREAT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	44.44% 4	55.56% 5	9	4.56

## What level of motivation has Lean Leaders given you?

Answered: 9 Skipped: 0

4.3★  
average rating



	DE MOTIVATED ME	FEELING FLAT	NO CHANGE	BOOSTED	READY TO FLY	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	66.67% 6	33.33% 3	9	4.33

## How well did the facilitators deliver the content of Lean Leaders?

Answered: 9 Skipped: 0

4.8★

average rating



	POOR	(NO LABEL)	OK	(NO LABEL)	GREAT JOB	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	22.22% 2	77.78% 7	9	4.78

## Overall, what rating do you give the facilitators of Lean Leaders?

Answered: 9 Skipped: 0

4.8★

average rating



	POOR	(NO LABEL)	OK	(NO LABEL)	GREAT JOB	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	22.22% 2	77.78% 7	9	4.78