

# Final report

*Project title:*

## Moshie - Lean Leaders Program

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*Project code:*

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## Public summary

The Moshie Lean Leaders © Project, MT22011, provided the opportunity for Thirty-seven individuals to be funded to undertake the Moshie Lean Leaders Program over the period April 2023- March 2026 made available to participants from investing industry Levy-paying businesses below:

- Vegetable industry 5 scholarships per year for 3 years
- Raspberry/Blackberry 2 scholarships per year for 3 years
- Onion 2 scholarships in 2023
- Apple/pear 1 scholarship in 2023
- Banana 5 x 75% scholarships in 2025
- Nursery 6 scholarships in 2025
- Table Grape 2 x 66% scholarship in 2025

The course seeks to educate participants on how to lead and sustain continuous improvement in their workplace. This project was undertaken to contribute to the following Industry Strategic Investment Plan Outcomes: Capacity and Leadership, and Strengthen leadership through training.

The Moshie Lean Leaders © program is delivered via zoom and Face to Face, consisting of ten (10), four (4) hour workshops, across a twenty week program. Workshops are held fortnightly to allow sufficient time between workshops for participants to apply the learning in their workplace. This format enables 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.

Key learning content covered: Identifying Waste, Preferred Work Style, Current Business/Department State, Role Clarity, Identifying Stakeholders, Goal Setting, Time Analysis, Process Clarity, Process Mapping, Problem Solving, Project Management, Mid-Course Presentation, How to Delegate, 5 Dysfunctions of a Team, Workflow including 5S and visual management, Coaching, mentoring and People Management, Understanding and controlling costs, Bringing it all together – interactive workshop using all concepts and final case study presentations of individual outcomes.

During the fifth (mid-course) and tenth (final) workshops of the program, participants deliver presentations of their achievement throughout the program. Invariably these presentations differ from participant to participant, but universally they detail significant growth, development, and increased confidence of the participant, as well as a range of improvement activities that been applied in the workplace. The Hort Innovation R&D Manager, Workplace mentor and Industry Partner representatives are invited to attend these sessions. The participant case studies developed provide an insight into these growth and improvement outcomes. During this project, and as evidenced within the case studies and course presentations, it is estimated that each participant identified opportunities within their businesses to the approx value of \$35,000 per annum; the direct combined value of the program to those businesses was estimated to be in excess of \$1,000,000 Per annum

It is Moshie's belief that the MT22011 project has been highly successful and as a result is discussing future R&D project opportunities relating to Leadership development and Continuous Improvement with Hort Innovation.

## Keywords

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

## Introduction

The Moshie Lean Leaders © project, MT22011, was undertaken to address and contribute to Strategic Investment Plan Outcomes across 7 cohorts, that identified the importance of growing industry capability and leadership through training initiatives. 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 7 years now. The program has been delivered across the horticulture sector since 2019. In that time, it is estimated in excess of 300 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 and Face to Face. Upon the successful delivery of the TU21001 Turf Lean Leaders National Program that commenced in 2022, the opportunity to deliver the MT22011 project across multiple horticulture industries was undertaken.

### 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

## Methodology

The Moshie Lean Leaders © program was delivered via zoom and Face to Face, 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            | Understanding and controlling costs                                                                              |
| 9            | Coaching, mentoring and People Management                                                                        |
| 10           | Bringing it all together – interactive workshop using all concepts and 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 (2023, 2024 and 2025) partial or fully funded positions were offered on the Program for individuals from levy-paying businesses. These scholarships were promoted for applications in each year using existing Hort Innovation and participating Industry association communication channels. Moshie supplied a brochure to Hort Innovation and each of the participating Industry Associations for promotional purposes.

## Results and discussion

Across all three years, participant case studies /workplace presentations identified projects that had a return on investment with a combined total projected averaged annualised value excess of \$800,000. (Averaging approx \$30,000 per participant ROI annually).

Each year participant cohort survey results were reported as part of project Milestone reports. Some examples of capability statements and experience from participants shared from undertaking the program are listed below:

- *"Introducing structure, clear targets and better communication has helped the team work more safely and productively every day."*— Ankit Patel, Driscoll's Pakenham Nursery
- *"Tracking our time and being clear about expectations has helped the team work more efficiently and stay focused on what matters most."*— Linsey Luan, Living Colour Nursery
- *"You can always earn money back, but once you spend time, it's gone forever."*— Stephen Eckhart, The True Vine
- *"Connecting with and listening to the team has improved engagement, communication and motivation."*— Astrid Ottenhof, Schreurs & Sons
- *"The Hort Innovation scholarship and the Moshie course came at the perfect time."*— Vincent Mason, Mason Bros
- *"Lean is not just a methodology; it's an ongoing commitment to improvement through consistent, incremental changes."*— Ben Dinh, Riviera Farms
- *"Since starting the Lean Leaders Program I have learnt a lot and been able to implement and improve on what I already know and do."*— Tim Worthy, Dicky Bill Australia
- *"Small inefficiencies add up quickly — fixing the basics has made a real difference to how the team works day to day."*— Tamara Vine, Benara Nursery
- *"Clear visual information removes guesswork and helps everyone move stock with confidence."*— Mikayla Green, Tubestock Nursery
- *"You don't build a business, you build people, then people build the business."*— Wayne Jones, Pitchford Produce

## Outputs

**Table 1. Output summary**

| Output                             | Description                                                                                | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of participants & graduates | <ul style="list-style-type: none"><li>37 graduates for life of project</li></ul>           | <ul style="list-style-type: none"><li>Total of 31 graduates for life of program (evidence of graduation as per submitted individual Case Studies)<ul style="list-style-type: none"><li>4 enrolled participants started program and withdrew due to business &amp; personal reasons</li><li>2 x Table grapes space not adopted – After reaching out to multiple touch points within this sector (National Industry body, State Industry body and local network, the consistent feedback from these cohorts was that it was difficult to engage this group of growers to even participate in events run by these associations.</li></ul></li><li>A list of all participants can be found on final page</li></ul> |
| Number of submitted Case Studies   | <ul style="list-style-type: none"><li>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</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 sessions and graduation records                                                                                          | The completion of A3 Project Plans Case Studies provided in Milestone reporting (including course survey)                                                                                                                                                                                                                                                                                                                                   |
| Increased Industry awareness of Lean Leadership Program                                     | Participants experience within program shared with Hort Innovation and Industry Associations                                            | All Case Studies shared with Hort Innovation and are being shared with respective Industry Associations                                | Increased adoption year on year from many states including Fee for Service participants from many participating industry cohorts when scholarships were oversubscribed. Year on Year new Hort Innovation Industry sectors were added to the project<br><br>Refer to reference section of this report, whereby Greenlife Industry Australia posted a case study of an MT22011 participant.                                                   |
| Improved Capability of Industry members relating to Lean Management Practise and Leadership | Increase Leadership Capability within the participating Industry sectors                                                                | Individual annual Surveys recorded capability statements<br><br>Case Studies demonstrated measurable benefit to participant's business | A3 Project Plan Case Studies outlined measurable benefit - provided in Milestone reporting<br><br>Participant survey responses captured qualitative data that showed the following: <ul style="list-style-type: none"> <li>• Specific practical tools used within the course being applied</li> <li>• Motivational effect increased</li> <li>• Participant testimonials outlining transformative growth in leadership capability</li> </ul> |

## Monitoring and evaluation

**Table 3. Key Evaluation Questions**

| Key Evaluation Question                                                                                                                                                                                         | Project performance                                                                                                                                                                                                                                                                                                                                               | Continuous improvement opportunities                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Effectiveness:</b><br>1. To what extent has the project achieved its expected outcomes?                                                                                                                      | <p>Project cohort size/sectors increased, and a new project for 2026 is being launched</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 promote Moshie Lean Leaders 2.0 to sector and promote with SIAPs.</p> <p>Create an annual Case study and ROI report for publication.</p>                                                                 |
| <b>Relevance:</b><br>2. How relevant was the project to the needs of intended beneficiaries?                                                                                                                    | <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>Individual coaching between program modules exists which allows for relevance. A possible workplace mentors program could enhance this further.</p>                                                                     |
| <b>Process appropriateness:</b><br>3. How well have intended beneficiaries been engaged in the project?<br><br>4. To what extent were engagement processes appropriate to the target audience/s of the project? | <p>Program interest from other sectors grew year on year and oversubscribed scholarship applications were evidenced and in some cases paid fee for service to participate.</p> <p>Number of applications/enrolments exceeded available placements within the program</p> <p>Further Case studies drafts will be shared with respective state/industry bodies.</p> | <p>Create a new Moshie Lean Leaders © project promoting to all Hort Innovation Industry sectors that identify in SIPs the need for leadership, productivity, profitability, continuous improvement and sustainability.</p> |
| <b>Efficiency:</b><br>5. What efforts did the project make to improve efficiency?                                                                                                                               | <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 Studies by Hort Innovation and State and National Industry Associations to share the benefits of participants with the broader industry.
- A new format of case studies was adopted for the 2025 cohort support which would be suitable for collation into an annual booklet of participant case studies.

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

- Encourage existing and new Hort levy funds to invest in the Moshie Lean Leaders Program
- Growers and Industry bodies to take advantage of existing Moshie Lean Leaders programs (Levy and non-levy funded programs) running in 2026 (currently Turf, Olives & Onion offerings are available at time of this report).
- Support of Moshie on-line Webinars (Intro to Lean and Cost Management) whereby practical tools are shared that support the opportunity of industry's need of increased productivity and profitability (Return on Investment).

## Refereed scientific publications

None to report

## References

- Greenlife Industry Australia posted a case study of an MT22011 participant on their website/news section Sep 2025 (link below) Beth Dunne, from Urban Tree Growers)  
<https://greenlifeindustry.org.au/news/case-study-urban-tree-growers-budding-business-success-with-levy-funded-lean-leaders-program>
- 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'