



Three Things to Improve at Every Company

Farwest Show Panel

Thursday, August 25, 2022

Oregon Convention Center

About Robinson Nursery

We are a second generation, family-owned and operated, wholesale grower located in the Willamette Valley.

We prioritize continuous improvement and offer innovative products, guaranteed to grow our customers' success.

We offer over 200 varieties of shade and ornamental trees, available bareroot and in our exclusive line of Grow Ready Liners™.



**GROWING PEOPLE
AND PLANTS
TO CHANGE THE
WORLD**

Three Things to Improve

Improving these three things has had a big impact on Robinson Nursery—and will continue to do so as long as we're running the business:

- Visual Controls
- Employee Engagement
- Leader Development



Visual Controls

MAKE THE WORKPLACE VISUAL TO INCREASE QUALITY,
CONSISTENCY AND TRAINABILITY

Simple Visual Control

We use a colored visual control stick for grading stem heights on Hydrangea trees.

We match the color of the grading tape with the color on the measuring stick to make grading hydrangeas easy and fool-proof



An “aha!” moment on this visual control was when we brought in our group of high school students to grade trees.

On the first day they could grade at the pace of an experienced team member!



Employee Engagement

BECOMING A LEAN COMPANY MAKES YOU MORE ATTRACTIVE TO
THE BEST TALENT IN THE INDUSTRY

Policy Deployment

At Robinson Nursery all team members are involved in creating our Mission, Vision, short term goals, and long-term goals.

Team planning encourages ownership, engagement and follow through.

Lean companies excel in communication. This allows our organization to be linked, aligned, and focused on our goals as a whole organization.



Give them an Impact

The younger generations are attracted to lean because the management philosophy gives young team members a say right out of High School or college.

Most younger individuals desire to have an immediate impact from the start.



Mentorship

Our new team members can link up with a leader in the company who has been successful in their career.



Leader Development

OUR COMPREHENSIVE LEAN TRAINING PROGRAM HELPS TO FOSTER AND GROW LEADERS WITHIN OUR ORGANIZATION

Lean Basics

The Peters Company has created an online Lean Foundations training course in English and Spanish. It is taught to 16 of our team members every year, led by one of our staff members.

It has allowed many of our front-line team members to get actively engaged in making our processes better.



Lean Consortium

Every year 3 of our rising stars join the Lean Consortium. This is an 18-day comprehensive training program.

The team members are trained in lean and learn how to deploy their new knowledge.

Each company that enters the consortium can work on a process improvement with the team at their company. This is a great opportunity to learn through practice.



Executive leadership



- Every several weeks Consortium member company top leaders come together to talk about issues that they are facing.
- It is a great support group to help deal with the challenges we face.



Kaizen Events

When we run our improvement events it gives front line team members the ability to lead.

It's common for the owners and managers of the organization to be led by front line team members at these events.



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