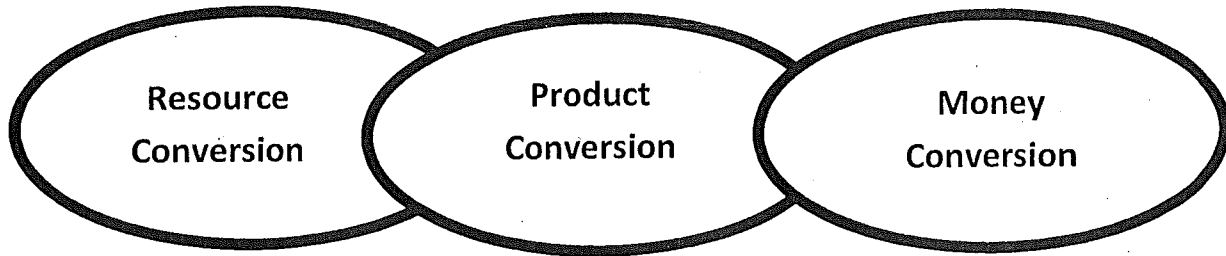


Chain of Production



Growing or Creating the Product Converting the Product into Salable Form Marketing the Product

Weak Link in Your Chain of Production: _____

Possible Actions to Strengthen Weak Link: _____

Examples of Weak Links:

Resource Conversion: forage shortage, too few paddocks to minimize overgrazing, high feed costs, poor water management, wrong choice of crops, poor crop health, under staffed, lack of strategic focus, lack of raw resources.

Product Conversion: Animal performance, poor product, lack of processing, high harvest and handling loss, production challenges, shipping or transport issues, high production costs/poor profit management.

Money Conversion: low prices, low market demand, poor sales, ignorance of market mechanisms.

Identifying a Log Jam

Is there anything that is blocking overall progress towards your holistic goal? If you find something is, then you will need to determine what has caused it before you can clean the blockage.

Exercise: Note all factors that you think are causing a significant blockage in progress towards your holistic goal. Explore each problem by asking why each time you think you have uncovered the cause of a problem. This leads you to discovering the root cause of the problem. See if there are any patterns in the various problems. If you do determine you have a logjam, what would it take to address it? How much time and money?

Log Jam: _____

Root Cause of Log Jam: _____

HOLISTIC MANAGEMENT Testing Questions

Purpose: To help elicit information to make informed decisions. All questions may not apply. Must use holistic goal to test against! NMI = need more information

Decision	Pass	Fail	Not applicable
1. Cause & Effect			
2. Weak Link-Social			
3. Weak Link-Biological			
4. Weak Link-Financial			
5. Marginal Reaction			
6. Gross profit Analysis			
7. Energy/Money Source & Use			
8. Sustainability			
9. Society & Culture			

Testing Questions:

1. Does this action address the root cause of the problem? **Is there a problem or opportunity? What is the root cause of the problem? What's the real problem?**
2. Have I/we considered and/or addressed any confusion, anger or opposition this action could create whose support I/we need in the near or distant future? **Is there anyone important to me or whom I need who is going to be angry over this decision? Will this piss off those whose good will I need?**
3. Ask only when biological organisms are involved: **Does this action address the weakest point in the life cycle of this organism? What is the most susceptible moment for the pest or pal? If it is a living organism, is this addressing it in the most effective way?**
4. Does this action strengthen the weakest link in the chain of production? **Am I applying money to the right place? Are you making more than you can sell, can you easily get it in marketable form, do you have enough customers?**
5. Which action provides the greatest return, in terms of my/our holistic goal for the time and money spent? (Use only when you have 2 options you are comparing.) **Which one is the biggest bang for the buck? What's the highest return for the least input?**
6. Which enterprise contributes the most to covering the overheads of the business? (Use only when comparing 2 enterprises.) **Which enterprise returns the most on overhead or fixed costs (expenses that you have to pay no matter what)? What part of your farm pays most of the bills?**
7. Is the energy or money to be used in this action derived from the most appropriate source in terms of my/our holistic goal? Will the way in which the energy or money is to be used lead toward my/our holistic goal? Is the decision consumptive of money and energy? **Am I using money or energy to support my values? Is the energy and/or money coming from the most appropriate place and getting you where you want to go?**
8. If I/we take this action, will it lead toward or away from the future resource base described in my/our holistic goal? **Will this decision help me create what I ultimately want? If you do this, does this paint the future picture you have in mind? Will this lead us towards the vision we have for the farm or community?**
9. How do I/we feel about this action now? **Overall, how do we feel in our gut about this decision?**