

Holistic Management® Framework

Principles

1. Nature functions in wholes
2. Understand your environment

Practice One

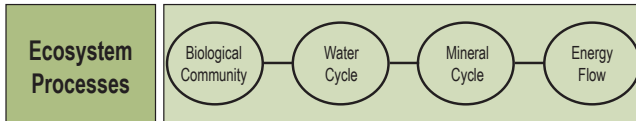
| | | |
|---|-----------------|--------|
| Inventory <small>(Whole Under Management)</small> | Management Team | Assets |
|---|-----------------|--------|

Practice Two

| | |
|----------------|-------------------|
| Purpose | Mission Statement |
|----------------|-------------------|

| | | | |
|----------------------|----------------------------|-----------------------|--------|
| Holistic Goal | Quality of Life and Values | Behaviors and Systems | Vision |
|----------------------|----------------------------|-----------------------|--------|

Practice Three



Practice Four

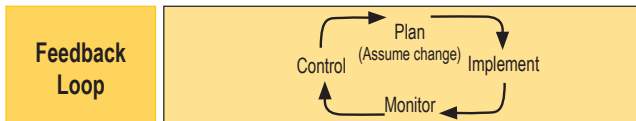
| | | | | | | |
|---|------------------|------------|------|------|------------------------------|-----------------|
| Tools for Managing Ecosystem Processes | Human Creativity | Technology | Rest | Fire | Animals and Living Organisms | Money and Labor |
|---|------------------|------------|------|------|------------------------------|-----------------|

Practice Five

| | | | | |
|--|--------------------|---------------|------------------|-----------------------|
| Planning and Monitoring Processes | Financial Planning | Land Planning | Grazing Planning | Biological Monitoring |
|--|--------------------|---------------|------------------|-----------------------|

| | | | | | | | |
|------------------------------------|------------|-----------|-------------------|-----------------------|----------------|-----------------|-----------|
| Testing Question Categories | Root Cause | Weak Link | Comparing Options | Gross Profit Analysis | Input Analysis | Vision Analysis | Gut Check |
|------------------------------------|------------|-----------|-------------------|-----------------------|----------------|-----------------|-----------|

Practice Six



Healthy Land, Sustainable Future

Holistic Management® Whole Farm/Ranch Planning System



Highlights



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Holistic Management Decision Making

Look at all you manage - your team and assets.



Develop a holistic goal with those involved.



Consider ecosystem processes in your decision.



Create the mission, vision, strategies, policies, and objectives for your holistic goal.



Identify the tools available to manage your resources.



Consider influential factors.
(experience, data, peer pressure, cost, etc.)



Apply seven tests to make sure your decision(s) are sound and will lead toward your holistic goal.



Before you make a decision, consider the unintended consequences that can arise within complex living systems.



Identify indicators to monitor for the earliest signs of change.



Use a feedback loop to monitor your decisions and plans. Plan, monitor, control, and replan, if necessary.

Holistic Management Principles and Practices

PRINCIPLES

Nature Functions in Wholes

Taking a holistic perspective means paying attention to relationships between different aspects of the “whole.” When you manage your land resources, build biodiversity, or improve production, you can’t change or control one thing without impacting something else.

Understand Your Environment

All environments are not the same. Environments exist on different ends of a scale linked to humidity and how quickly dead vegetation breaks down.

PRACTICES

Practice One: Define What You Manage

Each of us is responsible for managing an **inventory** made up of your **management team** and your **assets** (land, equipment, clients, money, etc.).

Practice Two: State What You Want

To begin the process of creating your holistic goal—describe the life you want to live, based on your deepest values.

Practice Three: Aim for Healthy Soil

This practice uses four fundamental ecosystem processes in Nature, to assess the health of your land. They are:

| | |
|---------------|----------------------|
| Water cycle | Energy flow |
| Mineral cycle | Biological community |

Practice Four: Consider All Tools

Use the following tools for managing your resources:

| | |
|------------------|--------------------------|
| Human Creativity | Fire |
| Technology | Animals/Living Organisms |
| Rest | Money and Labor |

Practice Five: Test Your Decisions

Before moving forward with a decision or action, ask seven testing questions to help ensure that your decision or action is socially, environmentally, and financially sound.

Practice Six: Monitor Your Results

After you gather information, consider a number of factors, test each action toward your holistic goal, and create monitoring criteria to give you an early indicator if your plan goes off track.

Test Your Decisions

The testing questions help sift through the variables that are part of making a decision.

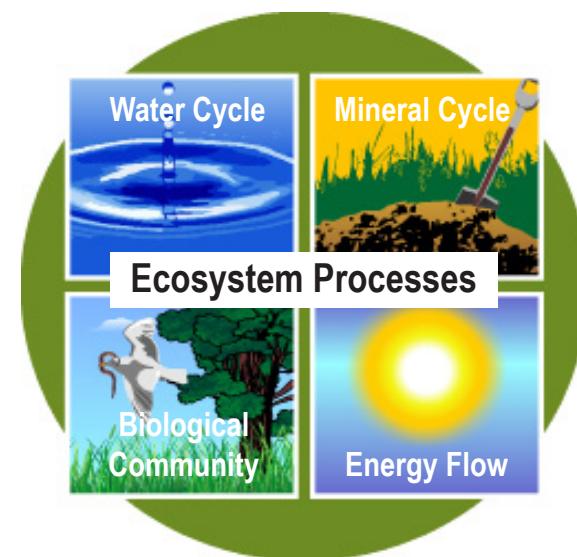
Does the action or decision meet the triple bottom line toward your holistic goal? It is difficult to make decisions that consider all three aspects of the triple bottom line: social, financial, and environmental. Some decisions may be economically sound, but are implemented at the expense of the environment or human welfare; others are environmentally sound, but economically unfeasible or harmful to humans. When we don’t manage for all three aspects, our decisions can have undesirable or even disastrous results.

These seven tests supplement other considerations when making a decision (research, gut feelings, intuition, cash flow, etc.). Use testing to help you explore options.

The Seven Tests

- 1. Root Cause**
To avoid developing an unproductive cycle, this test forces you to identify the problem’s origin.
- 2. Weak Links: Social, Biological, and Financial**
Remember the adage: a chain is only as strong as its weakest link? Use this test to identify the link that is weakest at a given time.
- 3. Comparing Options**
This is a test compares two or more possible actions to prioritize efforts and spending.
- 4. Gross Profit Analysis**
This test compares two or more products or services (enterprises).
- 5. Input Analysis**
With this test you consider whether an investment of energy and money is sustainable.
- 6. Vision Analysis**
Look at what you think must be in place in the future to sustain your asset base and to consider if a decision or action will move you in the direction you need.
- 7. Gut Check**
This asks not what you think, but how you feel about an action or decision. No question carries more weight.

Aim for Healthy Soil



Understanding how ecosystem processes function and what to look for on your land helps you determine how well they are operating and how to work more effectively with Nature to create healthier, more productive land. Ecosystem environments function through four basic processes.

The Water Cycle

The movement of water from atmosphere to soil and back and how that movement affects plant and animal life.

The Mineral Cycle

The movement of minerals and nutrients and how that movement affects plant and animal life.

Biological Community

The ongoing development of biological communities.

Energy Flow

The movement of energy from the sun through all things.

To understand how well ecosystem processes function on your land, get out and walk on it.

Read the land and watch for symptoms of an ineffective process.