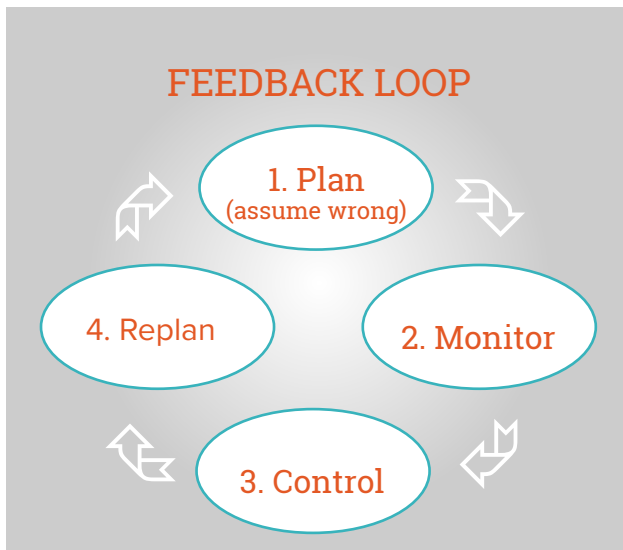
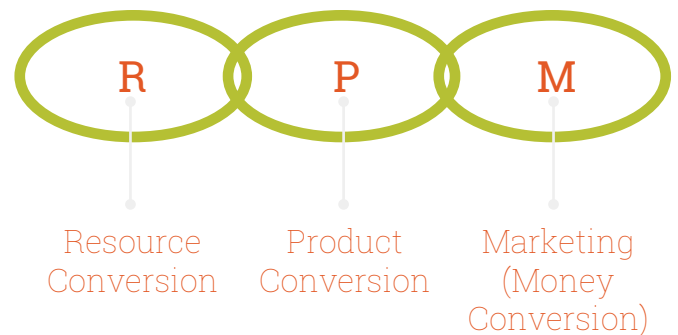




Savory

USING YOUR HOLISTIC CONTEXT
TO TEST DECISIONS



HELPFUL HINTS FOR USING THE TESTING QUESTIONS

- ☞ Test most decisions or actions, especially when they are new to you or will lead you in new directions. Be aware of any tendency to revert to prior ways and means for taking action and forgetting to use the aspects of this framework that enhance your decision making, especially during a crisis or situation that is stressful.
- ☞ Take actions to deal with the emergency, but test all actions based on your Holistic Context, not the present situation.
- ☞ When you are dealing with a problem, go to the cause and effect test first. If an action does not address the underlying cause of the problem, you will not solve it. Realizing this will help you to be more creative in moving forward.
- ☞ The gross profit analysis test applies only when two or more enterprises are being compared. The marginal reaction test applies only when two or more actions are being compared.
- ☞ The weak link test applies in three different spheres: social, biological, and financial. Look for the financial weak link (in the chain of production) when engaged in Holistic Financial Planning, then test subsequent decisions in light of that weak link. Consider a biological weak link only when an action is taken to increase or decrease a population of organisms. Look for a social weak link any time an action is contemplated that could affect people whose support you will need.
- ☞ The gut check test is based on the picture that emerges after passing through all other tests that apply, and thus is asked last.



QUESTIONS FOR DEEPER THOUGHT

1. As you consider the whole you are managing, how can you engage the decision makers in managing holistically with you? What would motivate them to try this approach?

2. List some of the various ways in which incorporating what you have learned will help you manage your resources better.

3. Think about the products you produce as part of your operation. Based on what you have learned about the financial weak link, pick an enterprise you are currently managing and determine where its weakest link is.



HOLISTIC MANAGEMENT DECISION TESTING RECORD

Proposed Action / Decision: _____ Date: _____

Test	Remarks	✓	✗
Cause and Effect Does this action address the root cause of the problem?			
Marginal Reaction (comparing two or more actions) Which action provides the greatest return, in terms of your Holistic Context, for the time and money spent?			
Sustainability – Social If you take this action will it lead toward or away from the future resource base described in your Holistic Context?			
Sustainability – Financial If you take this action will it lead toward or away from the future resource base described in your Holistic Context?			
Sustainability – Land If you take this action will it lead toward or away from the future resource base described in your Holistic Context?			
Weak Link – Social Have you considered and/or addressed any confusion, anger, or opposition this action could create with people whose support you need in the near or distant future?			
Weak Link – Biological Does this action address the weakest point in the life cycle of this organism?			
Weak Link – Financial Does this action strengthen the weakest link in the chain of production? (resource, product, money conversion)			
Energy – Source Is the energy used in this action derived from the most appropriate source in terms of your Holistic Context?			
Money – Source Is the money used in this action derived from the most appropriate source in terms of your Holistic Context?			
Energy – Use Is the way in which the energy is used the most appropriate in terms of your Holistic Context?			
Money – Use Is the way in which money is to be used the most appropriate in terms of your Holistic Context?			
Gross Profit Analysis (comparing two or more enterprises) Which enterprises contribute the most to covering the overheads of the business?			
Gut Feel Considering all the testing questions and your Holistic Context, how do you feel about this action now?			

