

## **Exhibit D – Holistic Management Testing Questions**

**Cause and Effect** - Does this action address the root cause of the problem?

**Weak Link - Social** – Have I/we considered and/or addressed any confusion, anger, or opposition this action could create with people whose support I/we need in the near or distant future?

**Biological** – Does this action address the weakest stage in the life cycle of this organism?

**Financial** – Does this action strengthen the weakest link in the chain of production?

**Marginal Reaction** (Comparing two or more actions) - Which action provides the greatest return in terms of my/our holistic goal for the time and money invested?

**Gross Profit Analysis** (Comparing two or more Enterprises) - When comparing two or more enterprises: Which enterprise, after associated costs and risks have been factored in, produces the most income?

When analyzing a single enterprise: Does the additional expected revenue exceed the additional expected *variable* costs?

**Energy/Money Source and Use** - 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 used lead toward my/our holistic goal?

**Sustainability** - If I/we take this action, will it lead toward the future resource base described in my/our holistic goal?

**Society and Culture** - Considering all the questions above and my holistic goal, how do I/we *feel* about this action in our gut?