

**Always be very careful you are not testing to justify your decision!**

Testing Guideline	Alt 1	Alt 2	Alt 3
<p><b>Cause and Effect:</b> Does this action address the root cause of the problem? Ask yourself – What is really going on, here? What is THE problem?” Or if not a problem: Is this a genuine opportunity for growth?</p>			
<p><b>Sustainability:</b> If I/we take this action, will it lead me/us towards or away from the Capital Base described in my/our Holistic Resource Base? Check that you are not settling for less than genuine movement.</p>			
<p><b>Weak Link:</b></p> <ul style="list-style-type: none"> <li>- Social: Have I/we considered and/or addressed any confusion, anger or opposition this action could create with people whose support I/we will need in the near or distant future? Ask yourself – “Could we upset our Capital Base by taking this action? Have we really explored all ways of avoiding doing so?”</li> <li>- Biological: Does this action address the weakest point in the life cycle of this organism? An endangered species will die at the weakest point in its life cycle- this is often the juvenile stage. An outbreak of a problem weed or pest is best controlled at the weakest point in its life cycle.</li> <li>- Financial: Does this action strengthen the weakest link in the chain of production? Always an important test, and especially in the financial planning process, when you are allocating your ‘Wealth Generating-W’ funds. The links are: Resource Link, Product Conversion Link and the Marketing (or money conversion) Link. Note: No matter how strong your production chain is, one link is always weak.</li> </ul>			
<p><b>Energy/Money   Source and Use:</b></p> <ul style="list-style-type: none"> <li>- Is the energy or money to be used in this action derived from the most appropriate source in terms of my/our holistic goal? <u>Source:</u> For money, is it coming from an internal or external source; For energy, is it derived from a finite or infinite source-and when used, is the energy benign or possibly damaging?  Will the way in which the energy or money is to be used lead towards my/our holistic goal? <u>Use:</u> Is money/energy going to be used to create infrastructure supporting movement towards your holistic goal; will it be consumptive (no lasting benefit)?; or ‘cyclical’ (no further money/energy inputs will be required in order to retain the benefit); or, are we establishing an unnecessary/undesirable/avoidable dependence on this source?</li> </ul>			
<p><b>Gross Profit Analysis (Compare two or more enterprises):</b> Which enterprises contribute the most to covering the overheads of the business? Particularly used in the financial planning process. A critical test then. You should be testing that the ‘Income less Variable Costs’ of each enterprise in your business is yielding a high GP under Poor, Average or Good conditions. The GP is the money that is available to pay the Overheads, including yourself!</p>			
<p><b>Society and Culture (Feelings more than thoughts):</b> Considering all of the questions and my/our holistic goal, how do I/we feel about this action now? Very much a ‘feeling’ question. Let your emotion have a say</p>			
<p><b>Marginal Reaction (Use when choosing between alternatives):</b> Which action provides the greatest return, in terms of my/our holistic goal, for the time and money spent? Ask this question as – “Which alternative gives the biggest bang for the buck?”</p>			