



12. Couples should not be equal partners in the ranch/farm work and decision making .....\_\_\_\_\_
13. Ranch/farm work needs to be done but there's no great joy in it .....\_\_\_\_\_
14. Ranch/farm tasks must come before family time .....\_\_\_\_\_
15. A good producer concentrates his or her energies on the operation and is not sidetracked by interests or activities outside the operation .....\_\_\_\_\_
16. I am satisfied with the present level of development on my operation and I do not intend to develop it further .....\_\_\_\_\_
17. My goal is to diversify my assets by having on-ranch/farm and off-farm/ranch investments .....\_\_\_\_\_
18. I am doing everything I can to be environmentally aware and conserve the land \_\_\_\_\_
19. Working close to nature is difficult and unrewarding .....\_\_\_\_\_

**Part II – Scoring**

A) For purposes of scoring, each item that you gave a negative (-) value (disagreed) should be changed to its positive.

-5	change to	+5
-4	change to	+4
-3	change to	+3
-2	change to	+2
-1	change to	+1
0	remains	0

B) Tally the score you gave to each item next to its corresponding statement number. **Note** that statements number 6, 11, 12, 14, and 15 are listed under two different categories. Place the same score in both boxes.

Dedicated Producer (DP)

1 \_\_\_\_ 4 \_\_\_\_ 7 \_\_\_\_ 10 \_\_\_\_ 11 \_\_\_\_ 12 \_\_\_\_ 13 \_\_\_\_ 16 \_\_\_\_

Flexible Strategist (FS)

2 \_\_\_\_ 5 \_\_\_\_ 6 \_\_\_\_ 8 \_\_\_\_ 11 \_\_\_\_ 14 \_\_\_\_ 15 \_\_\_\_ 17 \_\_\_\_

Resource Steward (RS)

3 \_\_\_\_ 6 \_\_\_\_ 9 \_\_\_\_ 12 \_\_\_\_ 14 \_\_\_\_ 15 \_\_\_\_ 18 \_\_\_\_ 19 \_\_\_\_

C) Total the scores for each category.

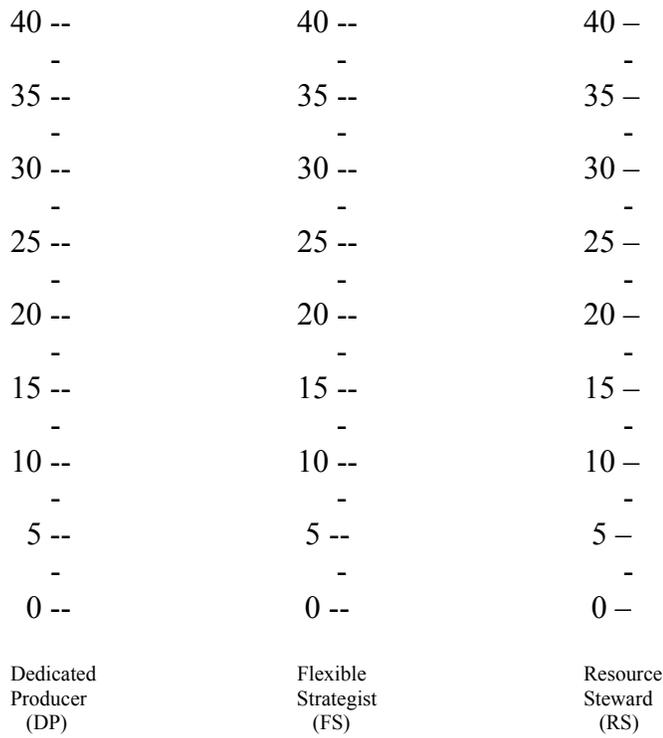
DP \_\_\_\_\_

FS \_\_\_\_\_

RS \_\_\_\_\_

**Part III – Charting**

Using the following chart, plot your total scores for each category. Connect the three scores to establish your management style profile.



## **Part IV – Profile**

### **Dedicated Producer (DP)**

Has a strong desire to achieve the best quality product. This type thrives on farm work and has the goal of being the best rancher or farmer possible. The (DP) emphasizes planning and financial management in order to achieve the best possible product. This producer is committed to hard work and compared to the flexible strategist, finds joy in farm work. Dedicated producers value the combined efforts of the couple in achieving the goals of top-quality products and being the best producer. The (DP) is profit-oriented and will make great sacrifices in the present in order to reach financial goals. Financial sacrifices are necessary in order to achieve the best product. But the possibility of financial gain is tempered by the fear of losing the ranch or farm. Therefore (DP) are most likely to take only moderate risks. This management style expects that they will ranch or farm forever and the focus of personal and family activity centers around the farm.

### **Flexible Strategist (FS)**

Marketing is an important element in the success of the ranch or farm and management decisions are made with this in mind. There is strong disagreement with the idea that the good rancher or farmer concentrates his or her energies on the operation and is not sidetracked by other events. Rather, the (FS) looks outside the operation for effective marketing and for off-farm activities. The flexible strategist seeks to reduce workload and diversify assets. The (FS) does not agree with the idea that agricultural producers are at the mercy of outside forces. This management style takes a proactive stance in response to outside forces. Good financial management and sound business practices are as important to the flexible strategist as they are to the dedicated producer but the (FS) sees the business as a means to an end. It is important to run the operation well since a profitable farm allows for more choices in determining a desirable lifestyle. Unlike dedicated producers, the (FS) sees ranching or farming as one phase in their lives. They expect to do other things later on, especially in retirement.

### **Resource Steward (RS)**

Environmental awareness is a major emphasis and the (RS) strives to reduce the use of agricultural chemicals on the operation. There is strong agreement with the idea that working close to nature is enjoyable and rewarding. This management style is doing everything possible to be environmentally aware and conserve the land he or she operates. In addition, the (RS) believes that decisions affect both farm and family and that there is enjoyment in working with family. The (RS) has an orientation like the flexible strategist but is motivated by concern over the natural resource rather than marketing the product. In contrast to the dedicated producer, the resource steward sees ranching or farming as part of a rural lifestyle. The country is a good place to raise children, learn from nature and be away from the stresses of urban life. Enjoying farming means enjoying the lifestyle. Making money is not an indication of success for the (RS). Money is a means to an end—having a good quality of life.

## Part V – Interpretation

One of the ways in which the three management styles are distinct from each other is seen in the importance of desired goals. Although ranchers and farmers desire to achieve all valued goals, when this is not possible the management style of the producer will influence the importance of the goal and decision making related to that goal. For example, dedicated producers value producing a high-quality product and use financial and business management practices to achieve production goals and success. This is not to say that the flexible strategist and resource steward do not value high quality and success. But the definition of success may be different. For the flexible strategist, success is marketing their product well. For the resource steward, success is quality lifestyle and preservation of the natural resource.

The three management styles realize the importance of a business approach to their operation and they all value profit. The dedicated producer looks to the operation and production to produce profit; whereas the flexible strategist looks for marketing and financial management strategies. The resource steward knows that profit is important in order to maintain a preferred lifestyle. The resource steward's approach to nature conservation may be a valuable business strategy for the future.

Family is central to all three management styles. The dedicated producers organize their family toward working hard together on the farm. The flexible strategists develop strategies to work “smarter” in order to enjoy off-farm activities. The resource steward values being close to nature with their family. For all three management styles, ranching or farming is both a business and a way of life.

Most ranchers and farmers do not exhibit one management style solely. Even though they may show traits of all three management styles, producers often make ranch or farm decisions based upon their preferred management values.

Management styles is only one factor in how a ranch or farm is operated and the type of decisions that are made. Many other factors such as type of operation, commodities produced, other sources of income, age of producer(s) etc. will also impact decision-making. However, understanding the reasons why a rancher or farmer is involved in agriculture and what he or she wants to get out of it is critical for effective strategic business planning.

---

\*Information for this inventory is adapted from:

Fairweather, J.R., & Keating, N.C. (1994). *Goals and Management Styles of New Zealand Farmers*. *Agricultural Systems*, 44, 181-200.

