

## **The Turn Around: A Rancher's Story Discussion Questions**

### **\*Chapter 1, pages 4-6**

When people say, "We ought to run our ranch like a business," they acknowledge that their ranch isn't a business.

- What is required to make a ranch a business?
- Why might someone want to make that transformation?

### **Chapter 1, Page 8**

Wayne says that one thing at the workshop that hit home for him was that efficiency means hitting the bulls-eye and effectiveness means you are aiming at the right target. Chris responds, "It doesn't do much good to hit the bull's eye if you are shooting at the wrong target."

- Is it possible to be efficient AND not effective?
- What are examples you've seen?

### **\*Chapter 3, pages 23-28**

Chris talks about managing for what you want, not against what you don't want and helps Wayne and Lori set a tentative profit target.

- Why is having a profit target important?
- How did they arrive at their tentative target?
- Why is it important to manage for what you want and not just against what you don't want?
- Why is it often harder for women to describe what they want than men?

### **Chapters 4 & 5**

Chris and Kate explain key economic concepts and describe the only three things that any business can do to increase profit.

- What were some of the key economic principles they explained and do they apply to your farm or ranch?
- What are the three "secrets" to increasing profit?

### **\*Chapter 7**

Chris and Kate asked Wayne and Lori to project next year's profit or loss, but Wayne and Lori tried to reconstruct the previous year.

- Why did Chris and Kate want Wayne and Lori to project next year rather than reconstructing the last year?
- Why did Wayne and Lori try to reconstruct the previous year?
- How did they feel after they'd tried to reconstruct last year?
- Was reconstructing last year more valuable or less valuable than making projections?

### **\*Priority Discussion Questions**

**\*Chapter 17, page 194**

On the ride back to Chris and Kate's house at the end of the ranch tour, the teacher tells Wayne, "Data is useless unless you take the time to analyze and act on it. Some of your most important WOTB time may be spent sitting on a rock, under a tree, thinking about what the data is telling you to do and what you are going to do about it."

- What does "WOTB" mean?
- Do you take time to analyze and make decisions from the data you collect?
- How much time do you spend collecting data that never gets used?

**Chapter 19, pages 213 & 214**

On the drive back to Daisy Creek Headquarters, Jack tells Wayne that when he was hired as a manager, he was actually a foreman, not a manager.

- What is the difference between a foreman and a manager and what are those essential management skills?

**Chapter 19, page 213**

Sitting in the truck waiting for Roger and Dan to Join them at the Daisy Creek Headquarters Jack tells Wayne, "I've come to believe that we are all doing the best we can."

- What's his point?

**\*Chapter 19, page 215**

Jack relates to Wayne something that Roger told him a long time ago: Family is too important to mix business and family in your family business.

- How do you separate family and business in your family business?
- What are the challenges to separating business and family in a family business?

**\*Chapter 19 pages 208-211 & Chapter 221-226**

On the drive to Black Bear Butte with Jack, the Daisy Creek ranch manager, Jack, tells Wayne that it sounds like Wayne is telling himself a story about his father. In Chapter 20 Wayne starts listening to understand his father.

- What does Jack mean when he says that Wayne is telling himself a story about his father?
- What happens when Wayne starts listening to understand his father?
- Do you ever tell yourself negative stories about the people in your life?

**\*Priority Discussion Questions**