

# Table of Contents

<b>Acknowledgements</b> .....	v
<b>Preface</b> .....	vii
<b>Introduction</b> .....	1
<b>1. Healthy Land</b> .....	5
<b>The World at Your Feet</b> .....	7
Pay Dirt!.....	9
Graze for the Grass Not for the Weeds .....	13
Boots on the Ground.....	15
Looking into the Land .....	19
The Practical Side of Biodiversity .....	23
<b>Grazing the Grass Up</b> .....	25
Two for the Price of One .....	27
The Nuts and Bolts of Cell Grazing.....	31
Too Much Grass .....	39
Not So Fast .....	41
The Hay Is Stacked Against You .....	43
Water Skiing Slowly .....	47
<b>Doing Things Right vs. Doing the Right Things</b> .....	49
Give a Calf a Bath .....	51
Less Can Be More.....	53
Slaughtering Another Sacred Cow:	
Higher Prices Don't Always Mean Higher Profit .....	55
Low-Cost Strategy Is the Most Profitable,	
but You Can't Starve a Profit into a Business .....	59
Square Pegs and Round Holes .....	61
<b>Ranching with Nature</b> .....	63
It's Calving Time? .....	65
In Synch.....	67
The Cull Cow Business.....	71
To Worm or Not to Worm.....	75
The Case Against Genetics .....	77
The Search for the Perfect Cow.....	79

# Table of Contents

<b>2. Happy Families</b> .....	81
<b>Do You Own a Business or a Job?</b> .....	83
Amateurs Pay to Play .....	85
You Won't Win by Playing Not to Lose .....	87
You Might Own Your Job If ... ..	89
Chicken and Egg Syndrome .....	93
Prime Time for Prime Work .....	97
<b>Employee Compensation and Accountability</b> .....	99
A Working Paradigm .....	101
Money May Not Make People Happy, but Happy People Make Money .....	105
Pay Me Now or Pay Me Later .....	109
<b>They</b> Need to be Held Accountable .....	113
Trust but Verify .....	115
<b>Stories From the Trenches Ranches</b> .....	117
A Frustrated Employee .....	119
Budgeting Time and Money .....	121
The Freedom of My Chains .....	123
Selling Change .....	127
Separating the Land Business from the Livestock Business .....	131
Fool Me Once .....	135
<b>The Family in Family Business</b> .....	137
Business Is Business and Family Is Family .....	139
You Don't Owe Your Kid a Job .....	141
I'll Work for Free Because Someday Some of This Might Be Mine .....	145
Waiting to Dance .....	149
Nothing Sucks Like Succession .....	151
Two Legacies .....	157

# Table of Contents

<b>3. Profitable Businesses</b> .....	161
<b>Aspiring to Have Tax Problems</b> .....	163
What's Wrong with Profit? .....	165
Aspiring to Have Tax Problems .....	167
What Is Your Profit For?.....	169
Understanding Profit .....	171
<b>Ranching for Profit</b> .....	175
The Three Secrets for Increasing Profit .....	177
Management in a Bottle.....	183
Growth Is Not a Strategy.....	185
One Size Doesn't Fit All .....	189
Three Questions for Diversification .....	193
The Rule of Holes.....	195
<b>Wealthy on the Balance Sheet and Broke at the Bank</b> .....	197
Can Cows Pay for the Ranch?.....	199
Facing the 900-Pound Gorilla .....	201
Getting Started in Ranching .....	205
Thirteen Pointers for Profit .....	207
<b>The Best Laid Plans</b> .....	211
Coveting Thy Neighbor's Land.....	213
A False Opportunity .....	215
Working Backwards.....	219
Are You Afraid of the Dark? .....	223
The Hardest Part of Change is Changing .....	227
Regret That You Did or Didn't.....	229
The Best Kept Secret in Ranching .....	231
<b>Conclusion</b> .....	233
<b>RMC Programs</b> .....	235
<b>Glossary</b> .....	237