Desired Impact

CCCC members will be exemplary, healthy, and effective Christian ministries.

Within the CCCC community, ministries find practical, expert resources to help them build ministry organizations that will fulfill their missions and demonstrate a compelling Christian witness. They choose to access our services to heighten their performance, enhance their sustainability, and stimulate their creativity.

Assumed Conditions for Desired Impact

We assume all Christian ministries will be exemplary, healthy, and effective when they:

Have the **knowledge** required to be exemplary, healthy, and effective, including technical knowledge, and knowledge pertaining to organizational, theological and strategic leadership.

Have adequate financial and human **resources** to be exemplary, healthy and effective.

Eliminate underlying **attitudes** and corporate **culture** that hinder them from being exemplary, healthy, and effective.

Integrate their **faith** with organizational **practice**.

We assume that ministries will perform their best with a favourable legal, political, and regulatory **environment**.

Assumed Obstacles Confronting Ministries

Knowledge

Resources
- knowledge is not available
- knowledge is available but not understood
- knowledge is too expensive in money or time to obtain
- knowledge is not made practical

Education
- they "don't know what they don't know" and therefore don't look for knowledge
- Bible colleges and seminaries not teaching the "business of charity"
- new recruits not understanding special nature of Christian charity

Focus
- lack of clarity and direction
- there is so much 'noise' in the system that they feel overwhelmed, distracted, or unable to discern what they need and how to use it
- too busy doing to learn

Learning posture
- lacking life-long learner habits
- not positioned to receive external stimulus that causes them to see there is more to know
- missing out on game-changing trends

Strategy
- mission validation
- evaluation

Resources

Money
- poor planning
- poor fundraising results
- priority on programs – everything else is starved
- stretching what they have as far as possible and can't break out of the cycle

People (Board, CEO, Staff and Volunteers)
- Recruiting
  - lack qualified people
  - not enough people
- Development
  - lack of skill development
  - doing the best they can with what they have
- Environment
  - culture of personal sacrifice/high workload
  - low priority placed on people and human resources

Organizational design
- unbalanced organizational structure (poorly developed finance and admin)
- systems
  - operating
  - strategic

Infrastructure
- facilities
- technology

Attitudes and Culture

Christian-related
- operating "by faith" when the Lord has not clearly led them this way
- tribalism ("we only work with our own") so not open to externally-sourced ideas or collaboration
- focus on mission and call so program takes priority at the expense of supporting functions
- charitable status assumed as a right
- an attitude that the "ends justify the means" – Christ vs. Caesar

Institutionalism ("just keep the doors open!")
- competition
- a "go it alone" or "I'll do it myself" attitude
- status quo thinking
- fear/risk aversion
- pride

Interpersonal
- conflict
- disunity

Urgency
- a pragmatic "what works" philosophy
- little reflective thinking
- too busy/too preoccupied with mission

Concern with meeting budget
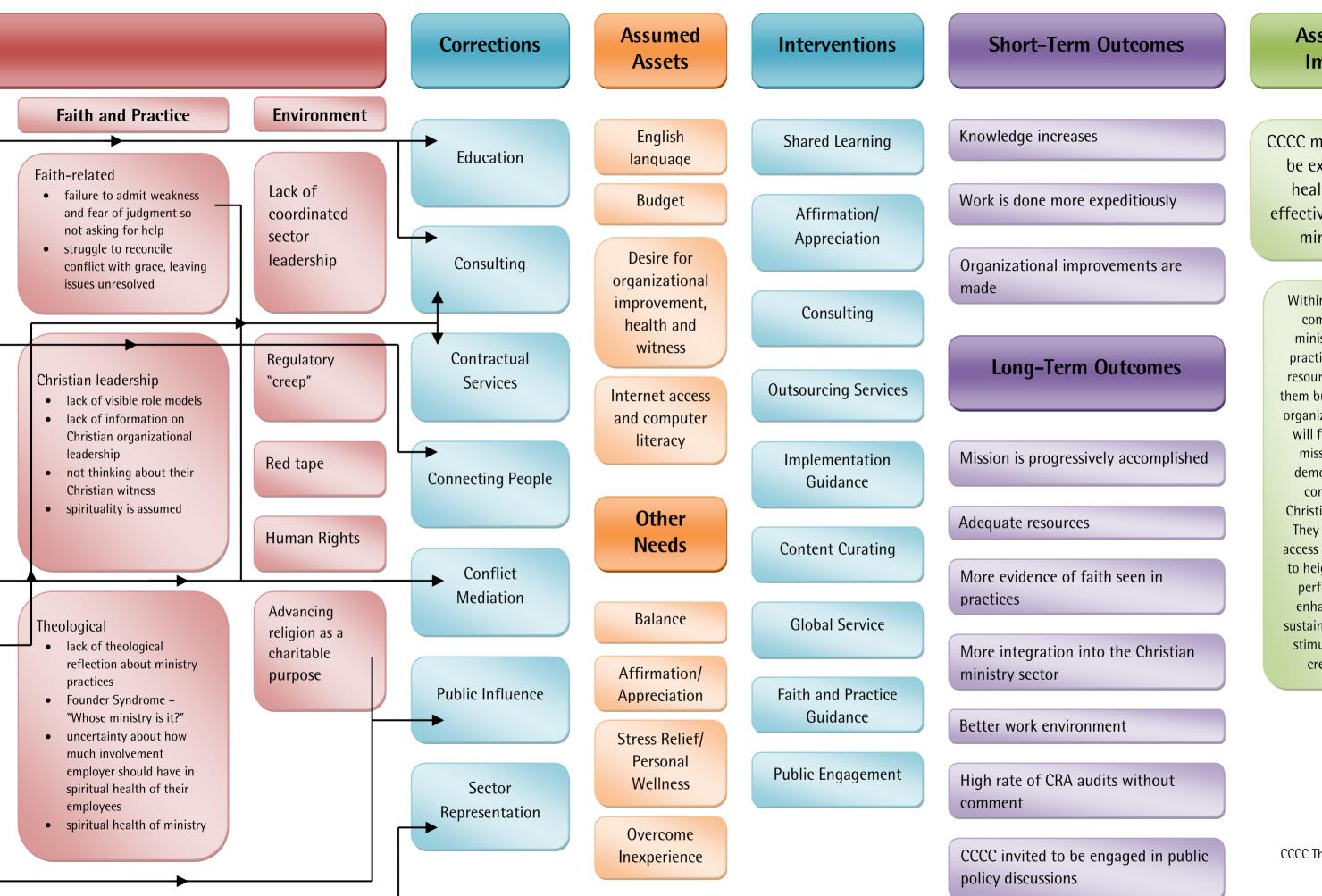- short-term bias

Tendency to test the boundaries

Columns

Faith and Practice | **Environment** | **Corrections** | **Assumed Assets** | **Interventions** | **Short-Term Outcomes** | **Assumed Impact**

Faith and Practice

Faith-related
- failure to admit weakness and fear of judgment so not asking for help
- struggle to reconcile conflict with grace, leaving issues unresolved

Christian leadership
- lack of visible role models
- lack of information on Christian organizational leadership
- not thinking about their Christian witness
- spirituality is assumed

Theological
- lack of theological reflection about ministry practices
- Founder Syndrome – "Whose ministry is it?"
- uncertainty about how much involvement employer should have in spiritual health of their employees
- spiritual health of ministry

Environment

- Lack of coordinated sector leadership
- Regulatory "creep"
- Red tape
- Human Rights
- Advancing religion as a charitable purpose

Corrections

- Education
- Consulting
- Contractual Services
- Connecting People
- Conflict Mediation
- Public Influence
- Sector Representation

Assumed Assets

- English language
- Budget
- Desire for organizational improvement, health and witness
- Internet access and computer literacy

Other Needs

- Balance
- Affirmation/Appreciation
- Stress Relief/Personal Wellness
- Overcome Inexperience

Interventions

- Shared Learning
- Affirmation/Appreciation
- Consulting
- Outsourcing Services
- Implementation Guidance
- Content Curating
- Global Service
- Faith and Practice Guidance
- Public Engagement

Short-Term Outcomes

- Knowledge increases
- Work is done more expeditiously
- Organizational improvements are made

Long-Term Outcomes

- Mission is progressively accomplished
- Adequate resources
- More evidence of faith seen in practices
- More integration into the Christian ministry sector
- Better work environment
- High rate of CRA audits without comment
- CCCC invited to be engaged in public policy discussions

Assumed Impact

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CCCC Theory of Change