Desired Impact

Assumed Conditions for Desired Impact

Assumed Obstacles Confronting Ministries

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

Within the CCCC community, ministries find practical, credible 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.

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.

Have **attitudes** and corporate culture that encourages them to be 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.

Knowledge

Resources

Resources

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

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

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)

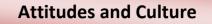
- Recruiting
 - lack qualified people
 - not enough people
- Development
 - lack of skill development
 - doing the best they can with what they have
 - lack of succession planning
- Environment •
 - o culture of personal
 - sacrifice/high workload
 - low priority placed on people

Organizational design

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

Infrastructure

- facilities
- technology
- tools and techniques



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

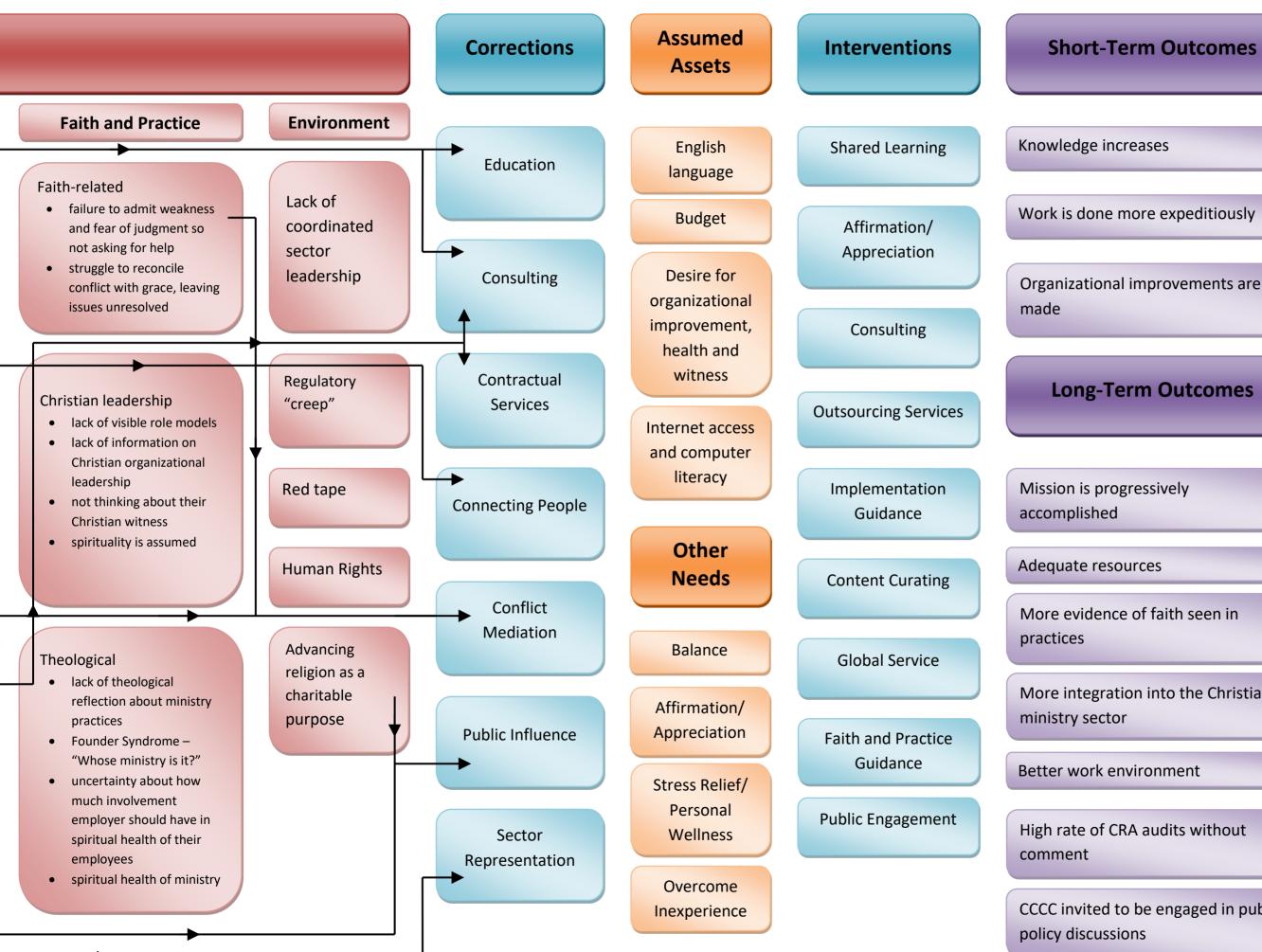
Urgency

- 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



Short-Term Outcomes

Work is done more expeditiously

Long-Term Outcomes

More integration into the Christian

CCCC invited to be engaged in public

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