

Desired Impact

Conditions for Desired Impact

Obstacles
Potential Obstacles that Some Ministries Might Face

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

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

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.

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, human, and other **resources** to be exemplary, healthy and effective.

Have the **attitudes** and corporate **culture** that encourage 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

- knowledge is not available
- knowledge is available but difficult to understand
- 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
- The business of charity operation not taught to them
- new recruits not understanding special nature of Christian charity

Focus

- commitment to mission generally, but lacks clarity and direction
- Excessive ‘noise’ in the system leaves people overwhelmed, distracted, or unable to discern what they need and how to use it
- too busy doing to learn

Learning posture

- life-long learner habits are absent
- missing a planned strategy to receive external stimulus that would cause them to realize there is more to know
- missing out on game-changing trends

Strategy

- core logic not developed
- formal evaluations not done

Resources

Money

- minimal planning for financial resources
- poor fundraising results
- priority on programs – other organizational functions are 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
 - culture of personal sacrifice/high workload
 - people and human resources not a priority
 - difficult work environment

Organizational design

- unbalanced organizational structure (poorly developed finance and admin)
- systems are make-do or insufficient
 - operating
 - strategic

Infrastructure

- facilities
- technology
- tools and techniques

Attitudes and Culture

Christian-related

- operating “by faith” when the Lord has not clearly led them this way
- self-reliant, so not open to externally sourced ideas or collaboration
- focus on mission and call takes priority at the expense of supporting functions
- charitable status assumed as a right as opposed to a responsibility
- an “ends justify the means” approach

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
- reflective thinking seen as optional
- too busy/too preoccupied with mission

Concern with meeting budget

- short-term bias minimizes long term investments for the organization’s future benefit

Tendency to test the boundaries

