

Desired Impact

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.

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, 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**.

Obstacles

Potential Obstacles that Some Ministries Might Face

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

Theory of Change

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 as an organization
- 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

‘Advancing religion’ as a charitable purpose

Regulatory “creep”

Regulatory complexity

Regulatory framework

Solutions

Education

Consulting

Shared Services

Connect People

Assessments

Sector Representation

Assets

English language

Budget

Desire for organizational improvement, health, and witness

Other Needs

Balance

Affirmation/ Appreciation

Stress Relief/ Personal Wellness

Overcome Inexperience

Initiatives

Online Courses – Staff & Board

New Knowledge Base

Faith-infused Practices

Outsourcing Services

Online Community

Organizational Design Lab

Affirmation/ Appreciation

Appropriate Infrastructure

Public Engagement & Advocacy

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

Impact

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