



# KHACHKAR STUDIOS

EMPOWERING GOOD NEWS

## INFINITE SROI MEMO: 25 OF THE MANY EXAMPLES OF SELF-CONFLICT OF INTEREST IN U.S. ARMENIAN CHURCH DECISION MAKING

Date: 04.02.2026

To: KHACHKAR STUDIOS Team

From: JI-ANALYTICS

Subject: 25 of the Many Examples of Self-Conflict of Interest in U.S. Armenian Church Decision Making

The following examples illustrate concrete, recurring manifestations of conflicted self-interest that obstruct institutional learning and prevent progress along the Slope of KPI Improvement. These are not hypothetical risks, isolated incidents, or moral accusations; they are observable patterns that emerge when transparency, accountability, and performance discipline are subordinated to image protection, positional power, or personal benefit.

Each example reflects a failure to measure outcomes rather than intentions, and a substitution of activity, loyalty, or familiarity for measurable stewardship. Left unaddressed, these behaviors institutionalize defensive maintenance, suppress honest performance evaluation, and prevent the adoption of Social Return on Investment (SROI) and Infinite SROI (I-SROI) best practices.

This list is intended as a diagnostic tool—designed to support disciplined honesty, realignment of incentives, and the restoration of management excellence as a moral obligation expressed through faithful, measurable service.

(listed alphabetically)

- |   |  |
|---|--|
| <b>1.</b> Accountability aversion                               | <b>15.</b> Purchase of goods from related parties                                  |
| <b>2.</b> Accounting services from related parties              | <b>16.</b> Purchase of real estate from related party                              |
| <b>3.</b> Concealment of financial mismanagement                | <b>17.</b> Purchase of real estate near the real estate of related party           |
| <b>4.</b> Decision-making quid pro quo                          | <b>18.</b> Real estate advisor's selection of related party                        |
| <b>5.</b> Donations to parties with decision-making authority   | <b>19.</b> Selection and compensation of event locations involving related parties |
| <b>6.</b> Donations to related party                            | <b>20.</b> Selection of church services contracts from related parties             |
| <b>7.</b> Endowment allocation of related party entity          | <b>21.</b> Selection of construction contractors from related parties              |
| <b>8.</b> Family and relative payments                          | <b>22.</b> Supporting multiple-role compensation for a single person               |
| <b>9.</b> Financial advisor selection involving related parties | <b>23.</b> Transparency hostility  |
| <b>10.</b> Hiring church staff of related parties               | <b>24.</b> Use of funding as retribution tool                                      |
| <b>11.</b> Hiring event entertainers from related parties       | <b>25.</b> Use of funding to advance political power and influence                 |
| <b>12.</b> International travel expense reimbursement           |  |
| <b>13.</b> Legal counsel services from related parties          |  |
| <b>14.</b> Performance measurement as a threat to power         |  |