



KHACHKAR STUDIOS
EMPOWERING GOOD NEWS

MEMO: CONFLICTED SELF-INTEREST AND THE PEAK OF MOUNT “WORST PRACTICES”

Date: 13.10.2025

To: KHACHKAR STUDIOS Team

From: JI-ANALYTICS

Subject: Conflicted Self-Interest and the Peak of Mount “Worst Practices”

1. Core Insight

At the Peak of Mount “Worst Practices”, individuals and institutions confuse position with virtue, and loyalty with silence. Leaders fear that transparency or measurement will expose underperformance, so they protect their own image rather than the mission of faith. This produces a systemic illusion of competence that blocks progress toward measurable excellence.

2. Behavioral Mechanism

Ego reinforcement through vanity projects and emotional fundraising rewards visibility over stewardship. Launching new initiatives brings praise; publishing hard performance data brings scrutiny. Without metrics such as Faithful, per Member, or Social Return on Investment (SROI), organizations celebrate inputs rather than results.

3. Cultural Consequence

The absence of management excellence and KPI discipline normalizes mediocrity. Defensiveness replaces accountability. Appeals to “security” or “context” are misused to avoid publishing financials – transforming self-protection into institutional policy and perpetuating the status quo.

4. Corrective Force: Transparency and KPI Management Excellence

Financial and operational transparency is the most effective remedy for conflicted self-interest. Publishing audited financials, disclosing performance KPIs, and benchmarking against peers drive self-correction, rebuild trust, and align incentives with stewardship rather than ego. Transparency converts fear into discipline and illusion into integrity.

The root cause of persistent underperformance is not a lack of ability but conflicted self-interest defending the status quo. Through financial transparency and management excellence built on the financial discipline of world-class benchmarking and best practices, church leaders can move from defensive maintenance to significant increases in the number of “Faithful” – giving the BENEFITS to their community and beyond. This transformation is both managerial and spiritual – a moral obligation expressed through disciplined performance.