



**Canadian Centre for  
Christian Charities**

*Supporting ministries in a complex world*

# **CCCC End Statement Unpacked**

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

# CCCC's End Statement is as follows:

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

Unpacking this statement will bring greater understanding of CCCC's purpose and how its goals support your ministry. It will also provide a template for how you can unpack your own ministry's End Statement or Mission Statement to bring greater clarity and focus to your mission. Let's begin...



# CCCC Members

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

“CCCC members” defines the group we want to impact through our mission.

All of CCCC’s audiences are defined on the next page.



# CCCC Audiences

## Direct, Indirect, Peripheral, Public

### Direct Audience

- Paid member
- Engages with all services

### Peripheral Audience

- Minimal connection to CCCC
- Purchases à la carte offerings

### Indirect Audience

- Member of a direct member (denomination or association)
- Receives what the direct member passes on
- Might not know that CCCC is the source

### Public Audience

- Anonymous, self-initiated connection to CCCC
- Accesses only free offerings



# CCCC Audiences

## End Statement Application

- Only the direct audience is the object of our End Statement.
- Other audiences may be influenced by us but are not our primary focus.
- We desire for *all* Christian ministries to be exemplary, healthy, and effective.



# Will Be

## CCCC members **will be** exemplary, healthy, and effective Christian ministries

With our support, we expect our members to steadily progress towards being ever more exemplary, healthy, and effective, moving us towards fulfilling our End Statement.

Some questions that come to mind about “will be” are:

- When?
- For how long?



# Will Be

## Nuances Regarding “When?”

- There should be progressive thresholds for each term in the End Statement. For example, after X years of membership, what is the minimum expectation for exemplariness, health, effectiveness, and Christian traits?
- There should be a defined “becoming” process including pace (how quickly a member ministry should evolve) and comprehensiveness (our End Statement should be realized throughout the member’s organization).
- Progress is to be made through nudging rather than demanding. Our goals are not standards but aspirations we coax ministries to achieve.



# Will Be

## Nuances Regarding “For how long?”

- The definition of the End Statement’s success includes achievement *and* duration.
- Success should be maintained despite turnover on members’ board and staff.
- Success should be maintained despite changes to external factors.
- Success factors should become embedded in members’ multi-generational organizational “DNA.”





# Will Be

## Implications

- “Will be” defines CCCC’s performance.
- We own the “will be” result no matter what the cause of its non-achievement by our members.
- We must develop objective measurements for monitoring members’ progress.



# Exemplary

## CCCC members will be **exemplary**, healthy, and effective Christian ministries

With our support, we expect our member organizations to provide a compelling witness to the Christian way of being. This involves commendable conduct that is worthy of being a model to be imitated.

The success factors of exemplariness are:

- Impeccable Way of Being
- Best Practices
- Intellectual Creativity
- Trailblazing



# Exemplary

## Success Factor: Impeccable Way of Being

When ministry organizations have an impeccable way of being:

- Integrity aligns throughout. They are above reproach, and every facet of the organization is precisely tuned to achieve mission results.
- Excellence permeates everything. They are flawless, with outstanding quality in all systems.
- There is a foundational logic. All activities can be clearly shown to be advancing the mission.
- There is rigorous evaluation. They look for blind spots, test assumptions, and evaluate outcomes.
- There is public accountability for impact. They welcome scrutiny and make scrutiny easy for people.



# Exemplary

## Success Factor: Best Practices

When ministry organizations use best practices:

- Organizational life is strong. They have solid values and culture, policies, governance, and leadership.
- Organizational work is strong. They have solid programs and services, and engage in collegiality and scaling.
- Intentional modeling is demonstrated. They share what they know with others.



# Exemplary

## Success Factor: Intellectual Creativity

When ministry organizations are intellectually creative:

- They use theoretical and evidence-based research. They are up to date in their field and are continuously learning.
- They are exploratory and experimental in their mindset. They are willing to accept risks, are creative and curious, and find inspiration in multi-disciplinary areas across industries and sectors.
- They are thought leaders advancing their fields of knowledge and practice. They contribute to their peers to allow testing and perfecting of their expertise for the good of all.



# Exemplary

## Success Factor: Trailblazing

When ministry organizations are trailblazers:

- They are visionary. They can clearly and compellingly articulate what the ministry is striving for.
- They are leading edge in multiple fields. They combine the best knowledge and practices related to all aspects of mission success into a holistic strategy.
- They are bold and innovative. They are willing to be different and to dare while risking failure.
- They are relevant and practical. They are deeply connected to the real world, the frontline, and human behaviour.
- They are confidently finding their own way. They are organizationally self-aware, discerning, and mission focused.



# Healthy

## CCCC members will be exemplary, **healthy**, and effective Christian ministries

With our support, we expect our member organizations to be indefinitely sustainable and primed for growth.

The success factors of health are:

- Great Leadership
- Winning Strategy
- Flourishing People
- Ample Resources



# Healthy

## Success Factor: Great Leadership

When ministry organizations have great leadership:

- Leaders model Christian spirituality. They are strong in discernment, spiritual practices, theology of leadership, applied faith in leadership roles, spirituality of leadership, and soul care.
- The board provides good governance. Directors serve well with solid board-staff relations, good governance models, faithful governance, and strong board work and operations.
- The leadership is attractive. Leaders are personally strong in self-awareness, self-identity, their personal life, etc., and there is good communication between board and staff, leaders and team, and organization and beneficiaries.





# Healthy

## Success Factor: Winning Strategy

When ministry organizations have a winning strategy:

- They pay attention to strategy development. They have faithful strategy, great execution, and a theology of strategy, as well as a strong connection between the board, staff, beneficiaries, and stakeholders.
- Their strategy is engaging. They engage the world, collaborating with others.
- They pay attention to organizational health management. They monitor risk management, mission drift, organizational spirituality, financial controls and policies, organizational structure, and visionary charisma.
- They evaluate. They perform regular organizational and program evaluations.
- They are on top of change management. They challenge complacency and have a culture of innovation.



# Healthy

## Success Factor: Flourishing People

When ministry organizations have flourishing people:

- They value strong team leadership. They develop HR essentials, spirituality of their teams, a strong executive team, good team dynamics and team leadership, conflict management skills, and a positive organizational culture.
- They promote staff and volunteer care and development. They are supporting, developing, learning, mentoring, coaching, empowering, truth telling, performance managing, and compensating well.



# Healthy

## Success Factor: Ample Resources

When ministry organizations have ample resources:

- They have financial resources. They manage their fundraising function, fundraisers, programs and campaigns, and financial wellness strategy well.
- They have knowledgeable and gifted people. They are successful in recruiting, training, informing, and engaging people.
- They have assets. They have adequate physical, technological, and intellectual property at their disposal.



# Effective

## CCCC members will be exemplary, healthy, and **effective** Christian ministries

With our support, we expect our member organizations to get the right things done. Effectiveness is evidenced by every part of the ministry accomplishing its intended purpose and the ministry regularly making progress in fulfilling its mission.

The success factors of effectiveness are:

- Thoughtful
- Planful
- Skillful Execution
- Collaborative
- Adaptive



# Effective

## Success Factor: Thoughtful

When ministry organizations are thoughtful:

- They are discerning. They ask what's really going on and think deeply about underlying issues.
- They are reflective. They learn from themselves, others, history, and trends.
- They are judicious. They are prudent and exercise sound judgment while taking acceptable risks.



# Effective

## Success Factor: Planful

When ministry organizations are planful:

- They have clear vision and strategic priorities. Their ultimate goal and strategic priorities are understood at all levels of the organization.
- They have performance standards. The standards are defined at the individual, team, and organizational levels.
- They have clear values and commitments. They include them at the organizational, team, and individual levels and factor them into program and job-performance evaluations.
- They have appropriate workforce credentials. Their staff and/or consultants are trained and have expertise.
- They set objective milestones. They have goals, conditions, achievements or other indicators that indicate progress is being made.



# Effective

## Success Factor: Skillful Execution

When ministry organizations execute their work skillfully:

- They have fine-tuned work processes and infrastructure systems.
- They have project management capability.
- They have a quality-control process.
- They conduct regular program evaluations.



# Effective

## Success Factor: Collaborative

When ministry organizations are collaborative:

- They work outside organizational boundaries. They leverage themselves to magnify their impact and “punch above their weight” and engage with partners to do what they can’t do on their own, making more achievements possible.
- They shares assets with peers so all grow. They help the ministry sector scale up for greater overall impact by sharing intangible—and sometimes tangible—resources with a kingdom mindset.





# Effective

## Success Factor: Adaptive

When ministry organizations are adaptive:

- They are resilient. They quickly recover from setbacks and move forward.
- They have change-management expertise. They recognize when change is needed based on both internal and external factors and are able to embed the change into the organizational “DNA.”
- They have a “mission-first” mindset. They test everything against mission accomplishment.



# CCCC Members

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

With our support, we expect our member organizations to be distinctively Christian in all aspects.

The success factors of being a Christian ministry are:

- Christian Identity
- Christian Mission
- Christian Faith
- Christian Spirituality
- Christian Witness



# Christian Ministries

## Success Factor: Christian Identity

When ministry organizations have a Christian identity:

- Christian attributes are central, enduring, and distinguishing.
  - *Central attributes* have shaped the history of the ministry and made it what it is today.
  - *Enduring attributes* are deeply ingrained in the organization and are considered sacrosanct.
  - *Distinguishing attributes* are used by the organization to separate itself from secular organizations.
- Christian core values and beliefs explicitly drive organizational behaviour.
- They are intentional about avoiding mission drift.



# Christian Ministries

## Success Factor: Christian Mission

When ministry organizations have a Christian mission, they pursue one or more of the following missions:

- God's creation mandate. They value justice and stewardship.
- Christ's mission for the Church. They incorporate evangelism, worship, and discipleship into their organization.
- A specialized mission that supports Christian mission. They might provide education and training, be an association, etc.



# Christian Ministries

## Success Factor: Christian Faith

When ministry organizations profess a Christian faith:

- They prioritize theological reflection. The theology of the ministry's cause drives activity and values.
- Their leaders are followers. They are led by the Holy Spirit.
- They leave space for God. There is a corporate reliance on God, leading to plans being bold enough that there is a part that only God can do.



# Christian Ministries

## Success Factor: Christian Spirituality

When ministry organizations practise Christian spirituality:

- They have communal spirituality. Their board and staff share their spiritual lives in a group setting through devotionals, testimonies, and/or worship.
- They include spiritual practices. They engage in prayer in various forms, group discernment, and/or meditation.
- Their approach to organizational life and mission is holistic, intentional, and fully integrated with the practice of their faith.



# Christian Ministries

## Success Factor: Christian Witness

When ministry organizations are authentic witnesses to Christ:

- They demonstrate righteous behaviour. They do what is right.
- They have a servant's heart. They are generous, have an openhanded spirit, and help others with no return expected.
- They have a sacrificial spirit. They think and act for the greater good, even when there is no benefit for the organization.
- They model life in the kingdom. They have sound HR practices and value communal life.





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exemplary, healthy, and effective  
Christian ministries**

