



**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 CCCC wants to impact through its mission.

CCCC’s members are one of several audiences influenced by CCCC.



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 CCCC's End Statement.
- Other audiences may be influenced by CCCC but are not its primary focus.
- CCCC desires for *all* Christian ministries to be exemplary, healthy, and effective.



Will Be

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

CCCC expects its members to steadily progress towards being an ever more exemplary, healthy, and effective Christian ministry, moving CCCC towards fulfilling its 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 (CCCC’s End Statement should be realized throughout the member’s organization).
- Progress is to be made through nudging rather than demanding. CCCC’s goals are not standards but aspirations it coaxes 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’ boards 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.
- CCCC owns the “will be” result no matter what the cause of its non-achievement by its members.
- CCCC must develop objective measurements for monitoring members’ progress.





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CCCC MODEL FOR SUCCESSFUL MINISTRIES

**CCCC MEMBERS WILL BE EXEMPLARY, HEALTHY, AND
EFFECTIVE CHRISTIAN MINISTRIES**

Connecting This Model to CCCC Resources

All CCCC resources are in the process of being integrated into this model. Members will be able to find resources pertaining to each category, subcategory, and tag. Currently, this feature is available for the blogs and *God's Workplace* devotionals.

- The *categories* are the four elements of successful ministry organizations: **Exemplary, Healthy, Effective,** and **Christian**.
- The *subcategories* are the **Success Factors** that influence success in each of the categories. In this document, you will see one Success Factor per page under each of the above categories.
- The *tags* are the **Success Indicators** that indicate progress towards accomplishing the Success Factors. The tags are shown in this document listed in bold type under the Success Indicators subheadings, and each tag has an accompanying description.



Exemplary

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

An exemplary ministry provides a compelling example of an organization operating with such excellence that it attracts the admiration of both Christian and secular audiences.

The Success Factors for being exemplary are:

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



Exemplary

Success Factor: Impeccable

The ministry has an impeccable way of being. Every part of the ministry's organization is precisely designed to fulfill the ministry's mission with excellence.

Success Indicators:

- **Foundational Logic** – All activities can be clearly shown to be advancing the mission.
- **Integrity** – Integrity aligns every aspect of the organization with its identity and purpose. It is above reproach. Every facet of the organization is precisely tuned to achieve mission results.
- **Excellence** – Excellence permeates everything. The ministry is virtually flawless in its work, with outstanding quality in all systems.
- **Accountability** – There is public accountability for impact. The ministry welcomes scrutiny and makes scrutiny easy.



Exemplary

Success Factor: Best Practices

A ministry's organizational life and work are models for best practices.

Success Indicators:

- **Organizational Life** – The ministry's organizational life is strong. It has solid values and culture, policies, governance, and leadership.
- **Organizational Work** – The ministry's organizational work is strong. It has solid programs and services, and it engages in collegiality and scaling.
- **Intentional Modelling** – Intentional modelling is demonstrated. The ministry shares what it knows with others.



Exemplary

Success Factor: Intellectual Creativity

The ministry researches, experiments, innovates, and advances its field of knowledge for the good of the Christian cause.

Success Indicators:

- **Research-Based** – The ministry uses theoretical and evidence-based research. It is up to date in its field and is continuously learning.
- **Exploratory & Experimental** – The ministry is exploratory and experimental in its mindset. It is willing to accept risks, is creative and curious, and finds inspiration in multidisciplinary areas across industries and sectors.
- **Thought Leader** – The ministry is a thought leader advancing its fields of knowledge and practice. It shares what it knows with other ministries to allow testing and perfecting of its ideas for the good of all.



Exemplary

Success Factor: Trailblazing

The ministry is visionary, bold and innovative, confidently finding its own way to be relevant and practical in pursuing its mission.

Success Indicators:

- **Visionary** – The ministry is visionary. It clearly and compellingly articulates what it is striving for.
- **Confidently Finding Own Way** – The ministry is confidently finding its own way. It is organizationally self-aware, insightful, and mission-focused.
- **Bold & Innovative** – The ministry is bold and innovative. It is willing to be different and to dare while risking failure.
- **Relevant & Practical** – The ministry is relevant and practical. It is deeply connected to the real world, the frontline, and human behaviour.
- **Leading-Edge** – The ministry is leading-edge in multiple fields. It combines the best knowledge and practices related to all aspects of mission success into a holistic strategy.



Healthy

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

A healthy ministry is well-resourced with an ongoing flow of people, money, and strategy so it is indefinitely sustainable and primed for growth.

The Success Factors for organizational health are:

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



Healthy

Success Factor: Great Leadership

The ministry's board and senior leadership fulfill their functions faithfully.

Success Indicators:

- **Good Governance** – The board provides good governance. Directors serve well with solid board-staff relations, an appropriate governance model, faithful governance, and strong board work.
- **Spiritual Leaders** – 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. They act as Christ's stewards of the organization, its people, and its mission.
- **Attractive Leaders** – Leaders provide attractive leadership. They are strong in self-awareness, they have a healthy self-identity, and their personal lives are in order. They are heavily invested in the team's success and in the relationships between board and staff and between leaders and their teams. Leaders model what the ministry is about, fulfill their figurehead role, share a contagious passion for the mission, and have strong leadership skills.



Healthy

Success Factor: Winning Strategy

The ministry has a winning strategy that cares for the organization, is authentically Christian, and is engaging.

Success Indicators:

- **Organizational Health Management** – The ministry pays attention to organizational health management, which means it works to become an ever more exemplary, healthy, effective Christian ministry. This includes monitoring the success factors such a ministry requires, including good risk management, avoiding mission drift, nurturing organizational spirituality, effective financial controls and policies, an appropriate organizational structure, and visionary charisma.
- **Faithful Strategy** – The ministry has a faith-friendly strategy development process based on a theology of strategy.
- **Engaging Strategy** – The ministry's strategy is engaging. It forges a strong connection between the board, staff, beneficiaries, and stakeholders and promotes collaboration with others.



Healthy

Success Factor: Flourishing People

The ministry's people flourish under skillful team leadership that promotes teamship, care, and development.

Success Indicators:

- **Skillful Team Leadership** – The ministry values skillful team leadership. It develops a strong executive team, HR essentials, team spirituality, good team dynamics and team leadership, conflict management skills, and a positive organizational culture.
- **Staff Care & Development** – The ministry promotes staff and volunteer care and development. It supports, develops, mentors, coaches, and empowers its people while managing performance and compensating well.



Healthy

Success Factor: Ample Resources

The ministry has the financial resources, people, and assets it needs to carry out its mission.

Success Indicators:

- **Financial Resources** – The ministry has financial resources. It manages its fundraising function, fundraisers, programs and campaigns, and financial wellness strategy well.
- **People Resources** – The ministry has knowledgeable and gifted people. It is successful in recruiting and training highly qualified staff who are engaged with the mission.
- **Assets** – The ministry has assets. It has adequate physical, technological, and intellectual property at its disposal.



Effective

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

An effective ministry gets 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 for effectiveness are:

- Thoughtful
- Planful
- Skillful Execution
- Collaborative
- Adaptive



Effective

Success Factor: Thoughtful

The ministry is insightful, reflective, and judicious in how it fulfills its mission.

Success Indicators:

- **Insightful** – The ministry is insightful. It asks what's really going on and thinks deeply about underlying issues. It sees the big picture.
- **Reflective** – The ministry is reflective. It learns from itself, others, history, and trends. It has a culture of continuous learning. It connects the big picture to its mission.
- **Judicious** – The ministry is judicious. It is prudent and exercises sound judgment while taking acceptable risks. It applies what it has learned.



Effective

Success Factor: Planful

The ministry's plans address corporate ethos and strategy, required workforce expertise, performance standards, and objective milestones.

Success Indicators:

- **Clear Values & Commitments** – Clear values and commitments are applied at the organizational, team, and individual levels and are factored into program and job-performance evaluations.
- **Strategic Priorities** – Strategic priorities are based on a clear vision. Both the vision and the strategic priorities are understood at all levels of the organization.
- **Workforce Credentials** – Workforce credentials are appropriate for the plans. Its staff and/or consultants are trained and have a high level of expertise.
- **Performance Standards** – Performance standards are defined at the individual, team, and organizational levels.
- **Objective Milestones** – Objective milestones are set in terms of goals, conditions, achievements, or other factors that indicate progress is being made.



Effective

Success Factor: Skillful Execution

The ministry's plans are supported by strong project management and rigorous evaluations that ensure internal systems produce high-quality output.

Success Indicators:

- **Project Management** – The ministry has project management capability.
- **Work Processes & Infrastructure** – The ministry has finely tuned work processes and infrastructure systems.
- **Quality Control** – The ministry has a quality control process.
- **Evaluation** – The ministry conducts regular, rigorous organizational and program evaluations. They look for blind spots, test assumptions, and evaluate outcomes.



Effective

Success Factor: Collaborative

The ministry works with others, perhaps even sharing assets, to achieve greater mission success.

Success Indicators:

- **Works Outside Organizational Boundaries** – The ministry works outside organizational boundaries. It leverages itself to magnify its impact and “punches above its weight.” It engages with partners to do what it can’t do on its own, making more achievements possible.
- **Shares With Peers** – The ministry shares assets with peers so all grow. It helps the ministry sector scale up for greater overall impact by sharing intangible—and sometimes tangible—resources with a kingdom mindset.



Effective

Success Factor: Adaptive

The ministry's commitment to its mission is so strong that it is resilient and ready to adapt to new circumstances at any time.

Success Indicators:

- **Mission-First Mindset** – The ministry has a “mission-first” mindset. It tests everything against mission accomplishment.
- **Resilient** – Team members are resilient. They quickly recover from setbacks.
- **Change Management** – Leaders have skillful change management expertise. They recognize when change is needed based on internal and external factors and embed the change into the organizational “DNA.” They challenge complacency and have a culture of innovation.



Christian

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

A Christian ministry provides an attractive, authentic witness to Christ's values and character because it is distinctively Christian in all aspects of organizational life.

The Success Factors of being a Christian ministry are:

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



Christian

Success Factor: Christian Identity

Christian core values, beliefs, and attributes are central to the ministry's life and are actively safeguarded from being lost.

Success Indicators:

- **Christian Attributes** – Christian attributes are central, enduring, and distinguishing.
 - *Central attributes* have shaped the ministry's history 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 differentiate itself from secular organizations.
- **Christian Values & Beliefs** – Christian values and beliefs explicitly drive organizational behaviour.
- **Mission Drift** – The ministry is intentional about avoiding mission drift.



Christian

Success Factor: Christian Mission

The ministry ensures its mission is explicitly tied to the Christian faith so that, even when there are secular charities with similar missions, the distinctiveness of the Christian mission is readily apparent.

Success Indicators:

- **Creation Mandate** – The mission connects to faith through the creation mandate. The ministry promotes God’s justice or stewardship of God’s creation.
AND/OR
- **Church’s Mission** – The mission connects to faith through Christ’s mission for the church. The ministry is engaged in evangelism, worship, discipleship, or other aspects of the church’s mission.
AND/OR
- **Support Mission** – The mission connects to faith through specialized support to Christian ministries. The ministry provides education or training, is an association, or provides other support.



Christian

Success Factor: Christian Faith

The ministry's leaders think theologically and follow the Spirit, knowing that God sometimes gives his ministries a vision so large that only God can fulfill it.

Success Indicators:

- **Theological Reflection** – The ministry prioritizes theological reflection. The theology of the ministry's specific mission drives activity and values.
- **Spirit-Led** – The leaders are Spirit-led. They are followers of the Holy Spirit's guidance.
- **Room for God** – Leaders leave room for God. There is a corporate reliance on God. Plans are bold enough that there is a part of them that only God can do.



Christian

Success Factor: Christian Spirituality

The ministry uses Christian spiritual practices, including group spirituality, to integrate faith and work.

Success Indicators:

- **Faith & Work** – The ministry’s approach to organizational life and work is holistic, intentional, and fully integrated with the practice of Christian faith.
- **Group Spirituality** – The ministry enjoys group spirituality. Its board and staff share spiritual life in a group setting through devotionals, testimonies, and/or worship.
- **Spiritual Practices** – The ministry engages in spiritual practices, including prayer in various forms, group discernment, and/or meditation.



Christian

Success Factor: Christian Witness

The ministry models life in the kingdom through righteous behaviour, a servant's heart, and a community spirit.

Success Indicators:

- **Model Life in the Kingdom** – The ministry models life in the kingdom. It has sound HR practices and values community life.
- **Righteous Behaviour** – The ministry demonstrates righteous behaviour. It does what is right.
- **Servant's Heart** – The ministry has a servant's heart. It is generous, has an openhanded spirit, and helps others with no return expected.
- **Community Spirit** – The ministry has community spirit. It thinks and acts for the greater good, even when there is no benefit for the organization.





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Christian ministries**



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