



**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**

CCCC is sharing its “End Statement Unpacked” presentation with you, our members. We developed it to help us understand the full meaning of our End Statement and then develop programs and resources to help our members become ever more exemplary, healthy, and effective Christian ministries. Members can take the ideas they get from reading this document and apply them to their own strategic statement. We hope you find it useful. 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

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

Peripheral Audience

- Minimal connection to CCCC
- Purchases à la carte offerings

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* ministries to be exemplary, healthy, effective and Christian in all aspects.



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?”

- We feel there should be progressive thresholds for each term in the End Statement. For example, after X years of membership, what is the minimum development we’d like to see towards exemplariness, health, effectiveness, and Christian traits? NOTE: “X” has yet to be determined.
- The Organizational Design Lab is being developed for members to use to design their “becoming” process that includes pace (how quickly they develop) and comprehensiveness (how embedded the new design is throughout the member’s organization).
- We support our members by providing helpful suggestions as appropriate. CCCC’s End Statement is not a set of standards but a set of aspirations.



Will Be

Nuances Regarding “For how long?”

The definition of a member’s fulfillment of the End Statement includes achievement *and* duration.

- A member’s fulfillment of the End Statement is maintained despite turnover on the member’s board and staff.
- Fulfillment is maintained despite changes to external factors.
- Any new practices 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. The first two sets of measurements are the narrative questions in the tri-annual member survey and the Organizational Design Assessment tool (under development).



Terminology

The CCCC End Statement Unpacked presentation uses the following terminology:

- The four **Pillars** form the basis of a vibrant ministry organization. They are *Exemplary, Healthy, Effective, and Christian*.
- Each **Pillar** has three or more **Core Attributes**. For example, a core attribute of Healthy is Ample Resources.
- Each **Core Attribute** is evidenced by two or more **Core Indicators**. For example, a Core Indicator of Ample Resources is Financial Resources. The Core Indicators are the actionable items in the End Statement Unpacked presentation
- The word 'Core' recognizes that there could be additional attributes and indicators, but from the perspective of this model, the Core Attributes and Core Indicators are the essential attributes and indicators.



Pillar: Exemplary

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

An exemplary ministry provides a compelling example of an organization operating with excellence in its life and work.

The Core Attributes for being exemplary are:

- Impeccable
- Best Practices
- Intellectual Creativity
- Trailblazing



Pillar: Exemplary

Core Attribute: 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.

Core Indicators:

- **Core Logic** – A defined core logic model governs all activities of the ministry. Every activity clearly advances the mission and is designed based on the best mission-related research and wisdom.
- **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 the organization. The ministry consistently achieves superior performance in all aspects of organizational life and work. It is highly regarded for pursuing its mission with the best knowledge and practices available.
- **Accountability** – There is public accountability for impact. The ministry welcomes scrutiny and makes scrutiny easy.



Pillar: Exemplary

Core Attribute: Best Practices

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

Core Indicators:

- **Organizational Life** – The ministry's organizational life is strong. It has solid values and culture, policies, governance, and leadership. Attitudes and culture support best practices
- **Organizational Work** – The ministry's organizational work is strong. It applies best practices in its internal processes and in its programs. All parts of the ministry produce the results they should.
- **Intentional Modelling** – Intentional modelling is demonstrated. The ministry shares what it knows with others.



Pillar: Exemplary

Core Attribute: Intellectual Creativity

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

Core 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.



Pillar: Exemplary

Core Attribute: Trailblazing

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

Core 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 and systems.
- **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.



Pillar: 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 Core Attributes for organizational health are:

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



Pillar: Healthy

Core Attribute: Great Leadership

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

Core Indicators:

- **Good Governance** – The board provides good governance. It is committed to faithful governance using an appropriate governance model. Directors serve well and foster solid board-staff relations. The directors are skilled at 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 have a healthy self-identity, are strong in self-awareness, and their personal lives are in order. They are heavily invested in the relationships between board and staff and between leaders and their teams, and also in the team's success. Leaders share a contagious passion for the mission and model what the ministry is about, fulfill their figurehead role, and have strong leadership skills.



Pillar: Healthy

Core Attribute: Winning Strategy

The ministry has a winning strategy that cares for the organization, is authentically Christian, and that engages with other ministries.

Core Indicators:

- **Sustainable Organizational Health** – The ministry pays attention to organizational health management. This includes monitoring and managing the ministry's place in its organizational lifecycle, the leading indicators of organizational health, and the appropriateness of the organizational structure.
- **Faithfulness in Strategy Development** – The ministry has a faith-friendly strategy development process based on a theology of strategy that addresses God's participation in strategy development, uses godly and human wisdom, is alive to the Spirit, leaves room for God to work, and models God's character.
- **Strategy of Collaboration** – The ministry plans to perform beyond its own capabilities by collaborating with other ministries, leveraging its capabilities with those of the others to achieve greater mission impact.



Pillar: Healthy

Core Attribute: Flourishing People

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

Core 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.



Pillar: Healthy

Core Attribute: Ample Resources

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

Core Indicators:

- **Financial Resources** – The ministry has sufficient 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 access to the physical, technological, and intellectual property it needs.



Pillar: 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 Core Attributes for effectiveness are:

- Thoughtful
- Planful
- Skillful Execution
- Adaptive



Pillar: Effective

Core Attribute: Thoughtful

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

Core 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.



Pillar: Effective

Core Attribute: Planful

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

Core 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.



Pillar: Effective

Core Attribute: Skillful Execution

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

Core Indicators:

- **Project Management** – The ministry has strong project management capability.
- **Work Processes & Infrastructure** – The ministry has finely tuned work processes and infrastructure systems to ensure all parts of the organization work well together and achieve the expected results.
- **Quality Management** – The ministry's Core Logic and Research identify the outputs that strategically demand high quality and define for each output what the threshold for high quality is. Its work processes and training programs are designed to produce the required quality. There is a quality control system to ensure that quality is delivered.
- **Evaluation** – The ministry conducts regular, rigorous organizational and program evaluations. They look for blind spots, test assumptions, and evaluate outcomes.



Pillar: Effective

Core Attribute: 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.

Core 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.



Pillar: 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 Core Attributes of being a Christian ministry are:

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



Pillar: Christian

Core Attribute: Christian Identity

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

Core 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.



Pillar: Christian

Core Attribute: 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.

Core 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.



Pillar: Christian

Core Attribute: 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.

Core 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.



Pillar: Christian

Core Attribute: Christian Spirituality

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

Core 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.



Pillar: Christian

Core Attribute: Christian Witness

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

Core 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. It demonstrates its love for the body of Christ through openhanded generosity with other ministries.





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



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