

Operationalizing the Strategic Plan

May 17, 2016

Discussion Objectives

- **Discuss recent experiences and learnings**
- **Answer questions about:**
 - Where we've been
 - Where we're going
 - What to expect when we get "there"

Background



Thrivent Financial Strategy Teams

Grow Capacity

Vision: Have more conversations with more church-going Christians.



Grow Membership

Vision: Invite Christians into a better relationship with money, where faith and finances are connected.



Grow Member Activation

Vision: Change the world with our members, one act at a time.

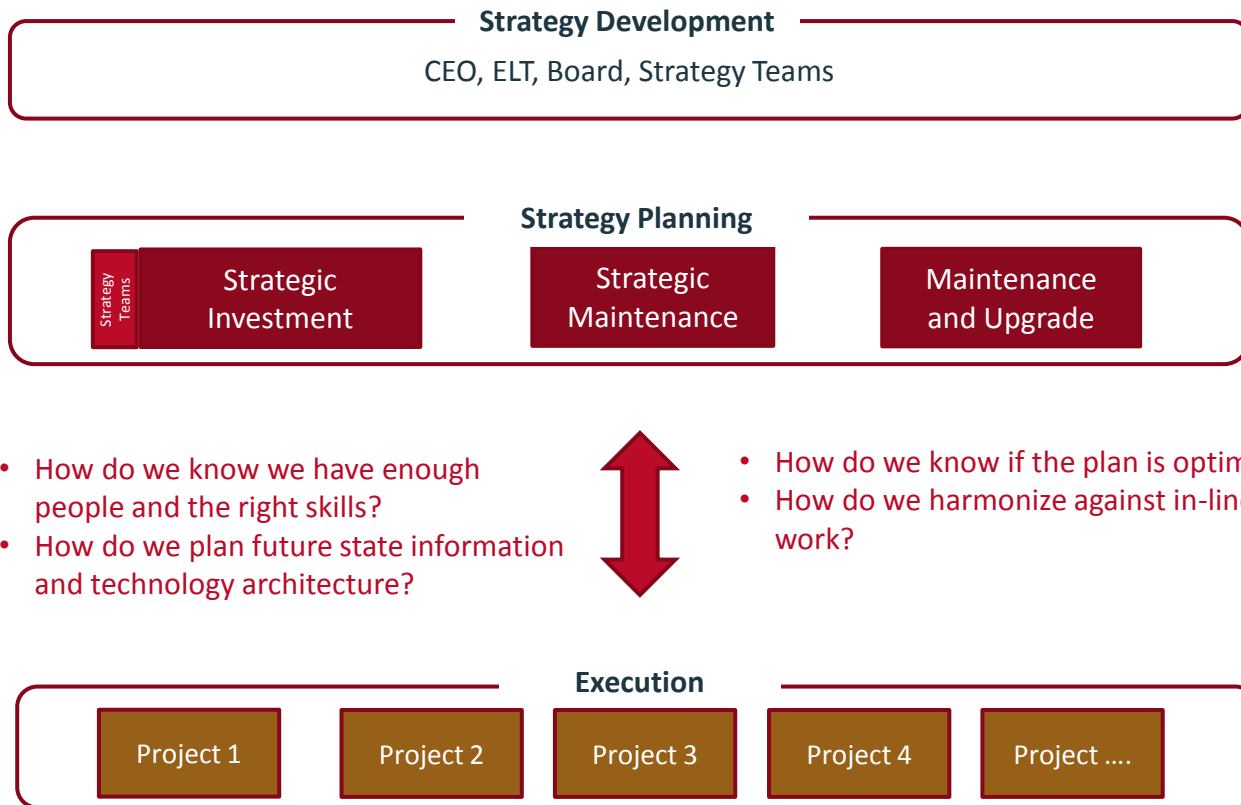


Grow Member Advocacy

Vision: Create a unique experience at every touchpoint that inspires members to recommend Thrivent where they live, work and worship.



Strategy to Execution Gap



A New Way Forward



Strategic Planning Cycle



O.G.S.M.



Learnings

- There was confusion over terminology & definitions
- Should have started off asking the leaders to intentionally document objectives, goals, strategies and measures
 - There was churn, because there was not clarity on the direction
 - This should come before developing plans, documenting initiatives or prioritizing
- Take advantage of unexpected opportunities that will help advance the planning process
- At times, we need to lead the leaders

Realized Benefits

- Senior leaders are starting to embrace the change process to further mature our business planning and strategy capabilities
- Our business partners actively own the strategic planning process
- Alignment on using capability-based planning approach
- Business Architects are active partners in strategic planning and operationalizing the plans

Next steps

- Thrivent Financial Vision exercise
- Business From and To Statements
- Gap assessment
- Capability Assessment
- Clarify priorities

Where we've been & where we're headed

- **Where we've been**

- Goal: Aligned on what we plan to accomplish and how
- Result: Communication Plan, Draft Strategic 3-5 year Plan, Priorities, aligned leadership team & organization

- **Where we're going**

- Goal: Optimized 3-5 year integrated plan reflective of organizational capacity & preparedness to deliver it
- Result: Do more, achieve more, with the same or less resources

What to expect when we get “there”

What will we have?

**Integrated Thrivent Financial
Sequenced 3-5 year Plan**

Dependencies Identified

**Resources & Benefits
Estimated**

**Constraints, Risks &
Barriers Quickly Identified
& Resolved**

What will success look like?

Plan that delivers on OGSM

**Resources ready to deliver
the plan**

Aligned leadership & teams

**Living plan that moves TF
toward vision**