



How SANBS delivers organisational resilience through effective succession planning in partnership with Lumenii

Case study with

Lumenii

Key takeaways:

1. Talent management and succession planning are **strategic imperatives** at SANBS, in line with our governance requirements to ensure business continuity.
2. In succession planning, **objective information must be balanced with feedback** to map succession plans at individual, team and role levels.
3. Lumenii's integrated talent management solutions are used to **measure talent objectively, conduct 360-degree feedback, and understand our talent repository**, to assist SANBS with making skills available throughout the organisation.
4. SANBS manages our talent risk by having **multiple successors for priority roles** with specific people-focused development to build internal capacity, with a target of filling 70% of vacancies via internal promotional opportunities.
5. Our **succession planning has created a number of success stories so far**. These include the appointment of priority roles such as CEO, Medical Director, Executives for the Donor and Transfusion Medicine divisions, and several senior managers, all of which reflect the ROI of the process thus far.



“Where we rely on blood donors, any small change externally can lead to huge pressure to deliver on our mission. Having the right people and culture to deliver is critical.”

Succession planning is a key element in building strong teams, promoting from within, retaining knowledge and building long-term stakeholder relationships to leverage from in times of difficulty.”

– Ravi Reddy, CEO

The South African National Blood Service – Saving lives

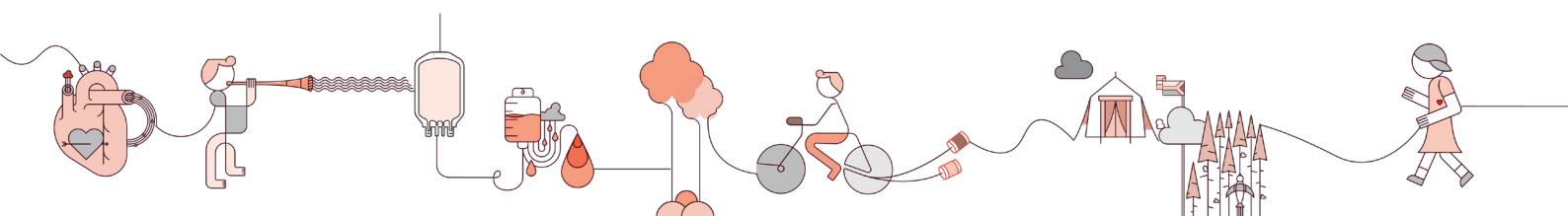
SANBS is a world leader in the provision of blood and blood products. We provide an indispensable service across South Africa with a significant mandate and purpose: Trusted to save lives. The magnitude of such a mandate places considerable responsibility on each and every employee to operate at a level of excellence (one of our values), and even greater responsibility on SANBS leaders and the board to plan for the future and mitigate any people risks. Our board has oversight of and supports the continued implementation of the SANBS Culture of Performance and the #360-degree leadership assessment programme to support and build leadership depth.

To achieve and maintain a high performing culture, SANBS invests extensively in talent initiatives. Significant focus is placed on hiring and developing the right talent to execute the mandate. In 2018, in line with good corporate governance practices, SANBS identified the clear need for an effective succession planning process that would enable us to identify talent gaps, establish career paths, reduce organisational risk, and ensure business continuity. Furthermore, it is important that we monitor leadership depth and strengthen progress with development programmes that are based on the outcomes of the #360 leadership assessments.

To address this need, SANBS collaborated with our talent partners, Lumenii, to design and deliver an end-to-end, effective succession planning solution.

The risks of inadequate succession planning

Effective succession planning is essential for organisational resilience, as it allows us to plan for the unexpected, as well as for the things we know will happen but just don't know when. Suddenly needing to replace the unexpected loss of key people is ineffective, expensive, time-consuming and exacerbates the risk of being unable to attract and retain top talent. Due to the importance of SANBS's service, all possible risks of service interruption must be mitigated.





“Working with Lumenii to build a succession planning strategy helped us ensure alignment to our values”

- Alison Visagie, Senior OD Manager

Risks of needing to replace talent unexpectedly

Induction and onboarding timeframes: Filling vacancies, especially for senior and critical roles, takes time and is not easily undertaken without planning.

Institutional knowledge: SANBS employees embody a wealth of institutional knowledge on how to deliver world-leading services effectively.

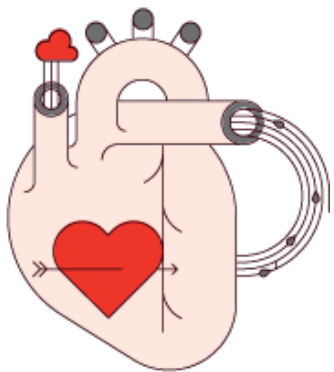
Disengagement and attrition: Retaining and motivating employees require SANBS to ensure that employees are engaged, by meeting the need for clear career pathways, progression, and personal development.

Strategic direction: Failure to consider our future organisational priorities, needs and leadership demands could result in a stagnant organisation that is ill-prepared for the ever-changing environment.

Important attributes of succession planning at SANBS

SANBS subscribes to the THREAD values. We aspire to be Transparent, Honest, Respectful, Excellent, Accountable and Diverse in our talent management. To be fair, efficient, and cost effective, effective succession planning at SANBS must:

- 1. Avoid biases (supporting transparency):** Objective measures of talent and ability are the foundation for avoiding interpersonal biases in decision-making.
- 2. Dovetail with existing data (supporting accountability):** Existing performance, 360-degree, KPI's and integrated scorecard data must be integrated to ensure a holistic perspective of each employee.
- 3. Include leadership input (supporting excellence):** Line management and individual input about possible successors are as important as data-driven insights.
- 4. Incorporate honest feedback (supporting honesty):** Feedback to possible successors brings them into the succession process as co-creators of their development journey.
- 5. Support the ethics and culture programs (supporting diversity):** Ethical leadership and a people-centric culture are cornerstones of SANBS's success.



Partnering with Lumenii to deliver SANBS succession planning

The key steps of the comprehensive SANBS succession planning programme are:

1. Talent insights

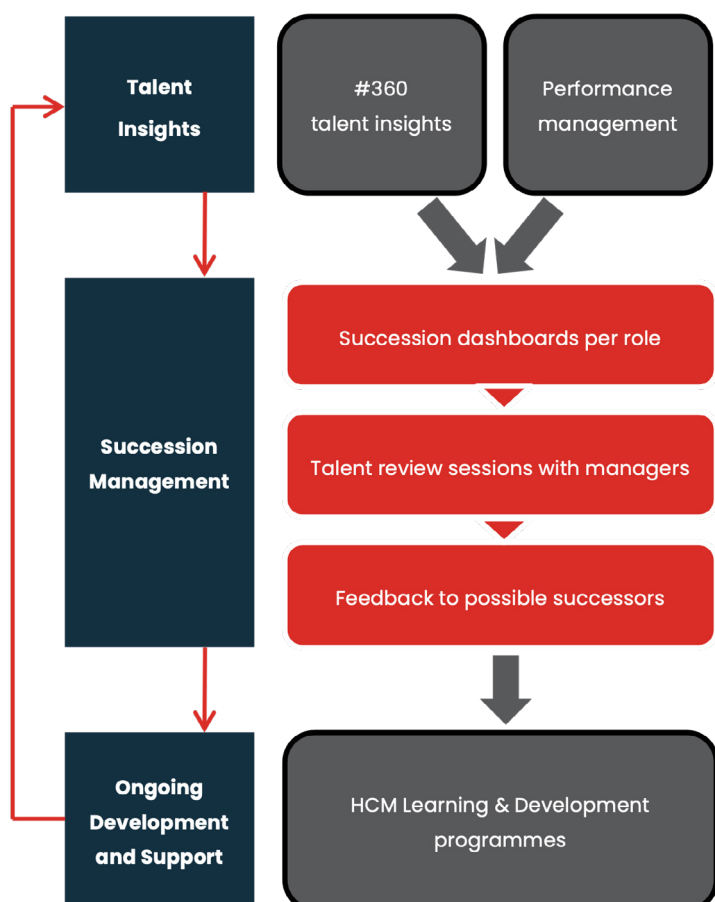
- Lumenii's integrated, online talent management platform provides the tools to objectively assess potential, including role-fit, competencies and Learning Agility.
- 360-degree surveys, based on SANBS's determined leadership competencies, provide structured feedback on leadership behaviours.
- Balanced score card individual performance information, including KPI's, are linked to our organisational metrics.

2. Succession management

- 9-grid matrices bring together assessment and organisational metrics by plotting potential versus performance of the succession pool.
- Quantitative metrics on leadership potential, ability, agility and performance are integrated into succession dashboards to provide an objective foundation.
- Qualitative information about employees' observed strengths and development opportunities are brought in via talent review sessions with line managers.
- Readiness level is mapped out per employee, with details on their development and experiential requirements.

3. Ongoing Development and Support

- Each role has a set of possible successors, including readiness level per successor.
- Feedback from employees themselves helps to provide context around career goals and aspirations.
- Each potential successor has a development plan, which feeds into future learning and development needs. These development opportunities are built into our SANBS academy learning plans.
- Organisation and division-level reporting give a consolidated view of succession readiness and risk for each area.





“Going through the succession process has given me the insight I need into my new team, where they are now and where they could grow in future. It’s really great that we can now bring together objective data with management and employee insights.”

***– Marion Vermeulen,
Executive: Transfusion Medicine &
Technical Services***

Key Outcomes

Succession planning enables SANBS to achieve its strategic objectives:

- Ensure current and future business continuity and sustainability
- Appoint 70% of promotional vacancies with internal employees
- Highlight gaps that can be addressed via the talent acquisition process, promotion opportunities and development intervention
- Retain critical institutional knowledge within the organisation
- Have multiple successors for critical points of failure
- Know the readiness and development needs of each successor

An effective succession planning solution also:

- Improves honest career conversations between managers and team members
- Provides teams with certainty about their future
- Provides individuals with a clear focus for their development efforts
- Enables overall succession risk to be monitored by EXCO, the board, and the audit committee.

More about SANBS

The South African National Blood Service (SANBS) is an independent non-profit organisation, and one of the leaders in the discipline of blood transfusion. SANBS operates in eight out of nine provinces in South Africa, excluding the Western Cape. SANBS also provides crucial support, services and products to countries in the SADC region.

SANBS supplies over one million blood products and services annually and is rated among the top blood services in the world. This pedigree comes as a result of world-class testing and collection protocols that ensure that the blood which is transfused is always of top quality. The blood is processed into its constituent components; red blood cells, plasma and platelets; therefore, in principle a single blood donation can save a minimum of three lives. Quality is the bedrock of our work.

SANBS employs approximately 2,500 individuals, comprising a great generational mix of employees and a large complement of scientific and technical minds. This speaks to the outstanding work culture that SANBS offers. The SANBS also promotes an ethos of life-long learning, offering employees the support they need to grow their knowledge and expertise.



More about Lumenii

Lumenii is our trusted talent partner and has been working with SANBS to transform talent since 2018. Lumenii supports SANBS across the full talent management lifecycle, including effective selection, 360-degree feedback, comprehensive succession planning, talent benchmarking and building an agile culture.

Lumenii are a team of psychologists and HR experts who support organisations to get the most from their people, using world-leading technology to measure talent accurately across the employee lifecycle and translate these outcomes into positive organisational impact.

Lumenii

Unlocking the strategic value of talent

Partner with Lumenii to deeply understand the value your talent brings to your business and untap their full potential.

Book a convenient time with Lumenii to discuss how we can help you make a real difference in your organisation.