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**MENTORING**  
EDITION

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**MASTERING  
THE DANCE OF  
EFFICIENCY AND  
EFFECTIVENESS:  
AN HR  
PERSPECTIVE**

\$15



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**Disclaimer :** \*Some of the Insights are based on the interviews with respective CIOs and CXOs to our editorial staff

## Editor's Note

# Nurturing Success through Guided Growth

In today's rapidly evolving and competitive world, the pursuit of success has become a complex and multifaceted journey. Whether it's in the corporate arena, academia, or personal development, individuals often find themselves facing challenges and uncertainties. In such times, mentoring solutions emerge as a beacon of hope, offering a well-structured path to navigate the maze of life and career choices. Mentoring, in all its forms, is an invaluable asset that deserves greater recognition and investment.

Mentoring is not a new concept; it has been a part of human development for centuries. Traditionally, it was passed down through familial and societal channels, ensuring the transfer of knowledge and wisdom from one generation to the next. Today, while these informal mentoring relationships still exist, the landscape has evolved dramatically. The rise of specialized mentoring solutions, both offline and online, has democratized access to guidance and support.

One of the most significant advantages of mentoring solutions is their adaptability to diverse needs and situations. Whether you're a recent graduate seeking career guidance, a mid-career professional looking to pivot, or an entrepreneur striving to navigate the complexities of business, there's a mentorship program designed for you.

As we navigate the complexities of the modern world, mentoring solutions stand as a powerful instrument for personal and professional development. Whether you're a mentor sharing your wisdom or a mentee seeking guidance, this symbiotic relationship propels us forward, forging connections that lead to lasting success. In recognizing the value of mentoring solutions, we invest not only in our own growth but also in the collective prosperity of society.

Mentoring solutions offer a beacon of hope in an increasingly complex world. They empower individuals to reach their full potential, drive innovation and productivity in organizations, and shape the leaders and thinkers of tomorrow. As we embrace the power of mentoring, let us foster a culture where guidance and support are not just appreciated but celebrated as catalysts for a brighter and more prosperous future.

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**FEATURED COMPANY**



16  
**Center for Mentoring  
Excellence**

Lisa Z. Fain,  
CEO

**CXO INSIGHTS**

**Harnessing Technology to Strengthen  
Human Connections in HR: Unlocking  
Efficiency, Engagement, and Operational  
Excellence**

Samantha Rubino,  
Director of Operational Excellence,  
Bolay Fresh Bold Kitchen

17

**Catching More with Honey: How a People-  
First Approach to Training and Culture Can  
Improve Employee Retention**

Alesha Sisk,  
Senior Director of Talent & Training,  
Tupelo Honey

20

**Unleashing the Power of Data-Driven HR:  
Transforming Savings into Success**

Alexandra Whitt,  
Human Resource Information System Manager,  
Schomp Automotive Group

22

**CXO INSIGHTS**

**Developing Organization with  
Employee Engagement and Training**

Jo Ann Peterson,  
Director of Training and Development,  
Taylor Guitars

24

**HR Transformation and Process  
Improvement Using HR Technology**

Wyman Wong,  
Senior Manager, HRIS,  
Hongkong Land

26

**Remote Engagement: How Bridging  
the WFH Gap Can Pay Dividends**

Carolyn Sorgenfrei,  
Senior HR Program Manager: Employee Experience,  
Motional

36

**TOP 10 HR TECH LEADERS - 2023**



HONORED BY  
**HR TECH OUTLOOK**  
★★★★★

**PG - 28**

# MASTERING THE DANCE OF EFFICIENCY AND EFFECTIVENESS: AN HR PERSPECTIVE

**B**alancing efficiency and effectiveness is key in business management. This article explores how HR professionals can master this dynamic, leveraging both aspects for optimal productivity and improved business outcomes.

In the complex world of business management, two concepts that consistently remain at the core of operations are efficiency and effectiveness. These terms, defined by Peter Drucker in his seminal book *The Effective Executive*, plays a pivotal role in HR's strategic planning and performance metrics. Drucker posits that "effectiveness is doing the right things," while "efficiency is doing things right." To achieve the synthesis of these two concepts, called productivity, HR professionals must synchronize efficiency and effectiveness, ensuring teams are not just busy, but are understanding and achieving the right outcomes.

Sounds easy, right? Just make sure everyone is clear on the list of the "right" things to do, then teach them how to do them "right." If it was that simple, I would not be writing about it and you would not be reading this article to get some tips on how to improve it at your organization.

Understanding the difference between efficiency and effectiveness is the foundation for your organization's success. Efficient teams often operate with the goal of maximizing output with the least amount of time and effort. They embrace a methodical work process, defining and following rules to streamline operations, and often employ standardization and automation. This pursuit of efficiency creates a rhythm that can result in high productivity levels, but it doesn't guarantee that the team is working on the most valuable tasks.

On the other hand, effective teams shift the focus towards doing the right things in the right way. They are results-driven, maintain a keen eye on the big picture, and are fearless in shifting priorities as necessary. While efficiency is about the process, effectiveness is about the outcome, ensuring that the team's efforts are directed toward tasks that provide the most value. But how does this translate into the real

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**YOU ACCOMPLISH THE GOAL OF TRUE PRODUCTIVITY WHEN YOU DO NOT VIEW EFFICIENCY AND EFFECTIVENESS AS MUTUALLY EXCLUSIVE, BUT RATHER AS COMPLEMENTARY**




world? For HR professionals, coordinating efficiency and effectiveness is a balancing act that requires strategic intervention. For example, consider the hiring process. An efficient HR team might focus on quickly filling open positions to minimize operational disruptions. They might streamline their hiring process, conducting initial screenings and interviews at a rapid pace. However, prioritizing speed could lead to overlooking potentially better-suited candidates who might need more time to reveal their full potential.

In contrast, an effectiveness-oriented HR team would prioritize finding the best fit for each position, even if it means taking longer to fill the vacancy. They might engage in comprehensive interviews, delve deeper into references, and invest more time in the decision-making process. While this approach might delay the hiring process, it could lead to better long-term outcomes by ensuring the right people are in the right positions.

A highly efficient team that lacks effectiveness might spend an excessive amount of time reaching deadlines and checking boxes, but without prioritizing the right projects. They get a lot done, but they could be doing the wrong tasks. Meanwhile, a team that prioritizes effectiveness over efficiency focuses on the right tasks, but perhaps not at the pace or consistency that the organization requires.

The challenge for you as an HR professional is to find the sweet spot between these two extremes. One approach you can take is to develop a strategic understanding of which tasks require an efficiency focus and which ones demand an effectiveness approach. Efficiency might be the priority when the tasks are well-defined and routine, such as processing payroll or managing benefits. On the other hand, tasks that require decision-making, such as strategic planning, employee development, or conflict resolution, might benefit from an effective focus.

You accomplish the goal of true productivity when you do not view efficiency and effectiveness as mutually exclusive, but rather as complementary. You must define the right outcomes and decide what tasks should be done to achieve productivity, a true blend of both efficiency and effectiveness. This approach enables you to help the leaders of your organization deploy resources optimally and ensure their teams are not just busy, but busy doing the right things that will drive improved business outcomes.

Ultimately, it's about creating an environment where efficiency and effectiveness are valued and incorporated into team goals and strategies. As an HR professional, you are in a unique position to shape this balance and help your organization's teams thrive in today's competitive and dynamic business landscape. 

together on common goals, share ideas, and provide real-time feedback, fostering a culture of collaboration and boosting productivity. The ability to hold virtual meetings, conduct video conferences, and use instant messaging channels has broken down geographical barriers, allowing HR professionals to collaborate with colleagues from different locations effortlessly.

### **Cultivating a Sense of Belonging and Dedication**

Technology plays a significant role in cultivating a sense of belonging and dedication among team members. For instance, online team member engagement platforms like Slack and Workplace by Facebook provide virtual

members can engage in meaningful conversations and foster a sense of community, even when working remotely. By leveraging technology, HR teams can create inclusive virtual environments that promote teamwork, boost morale, and instill a sense of dedication among team members.

### **Building Relationships and Promoting Recognition**

Technology offers numerous avenues for building relationships and promoting recognition within HR processes. Social recognition platforms like Bonusly and Kazoo provide team members with the ability to recognize and appreciate their colleagues' contributions in

conferencing tools such as Zoom and Microsoft Teams facilitate face-to-face interactions, allowing team members to build stronger relationships by virtually connecting on a personal level, irrespective of their physical location.

### **Developing Talent Faster through Technology**

Technology plays a pivotal role in developing talent within HR functions. For example, learning management systems (LMS) like Cornerstone OnDemand, and Talentsoft offer comprehensive online training platforms that enable team members to access personalized learning experiences. Through interactive modules, webinars, and assessments, team members can develop new skills, enhance their competencies, and explore their interests at their own pace. Additionally, talent analytics tools like SAP SuccessFactors and Oracle HCM Cloud provide HR professionals with data-driven insights into team members' performance, skill gaps, and career aspirations. This information allows HR teams to create tailored development plans, identify high-potential individuals, and align talent development initiatives with organizational goals, accelerating talent growth and advancement.

Real-life examples demonstrate the powerful impact of technology on HR functions. By embracing technology strategically, organizations can enhance teamwork, cultivate a sense of belonging, foster dedication, build relationships, promote recognition, help team members find their purpose, and develop talent faster. From collaboration platforms to employee engagement tools and talent development systems, technology serves as a catalyst for operational excellence and human connection. By leveraging the right technologies, HR professionals can create workplaces where team members thrive, feel valued, and contribute their best to the organization's success. 



**By leveraging technology, HR teams can create inclusive virtual environments that promote teamwork, boost morale, and instill a sense of dedication among team members**



spaces for team members to connect, share ideas, and build relationships beyond the confines of traditional office settings. These platforms offer discussion forums, interest-based groups, and social spaces where team

real-time. These platforms foster a culture of appreciation, where team members can publicly acknowledge each other's achievements, leading to increased engagement and a sense of recognition. Furthermore, video

In the digital age, technology has revolutionized every aspect of our lives, including the way businesses operate and how team members engage with their work. While technology has undoubtedly enhanced productivity and streamlined processes, there is a growing need to strike a balance between efficient automation and preserving the human touch within HR functions. By leveraging technology to reduce computer time, we can foster more meaningful human-to-human connections, drive efficiencies, increase engagement, and achieve operational excellence. This article will explore real-life examples of how embracing the right

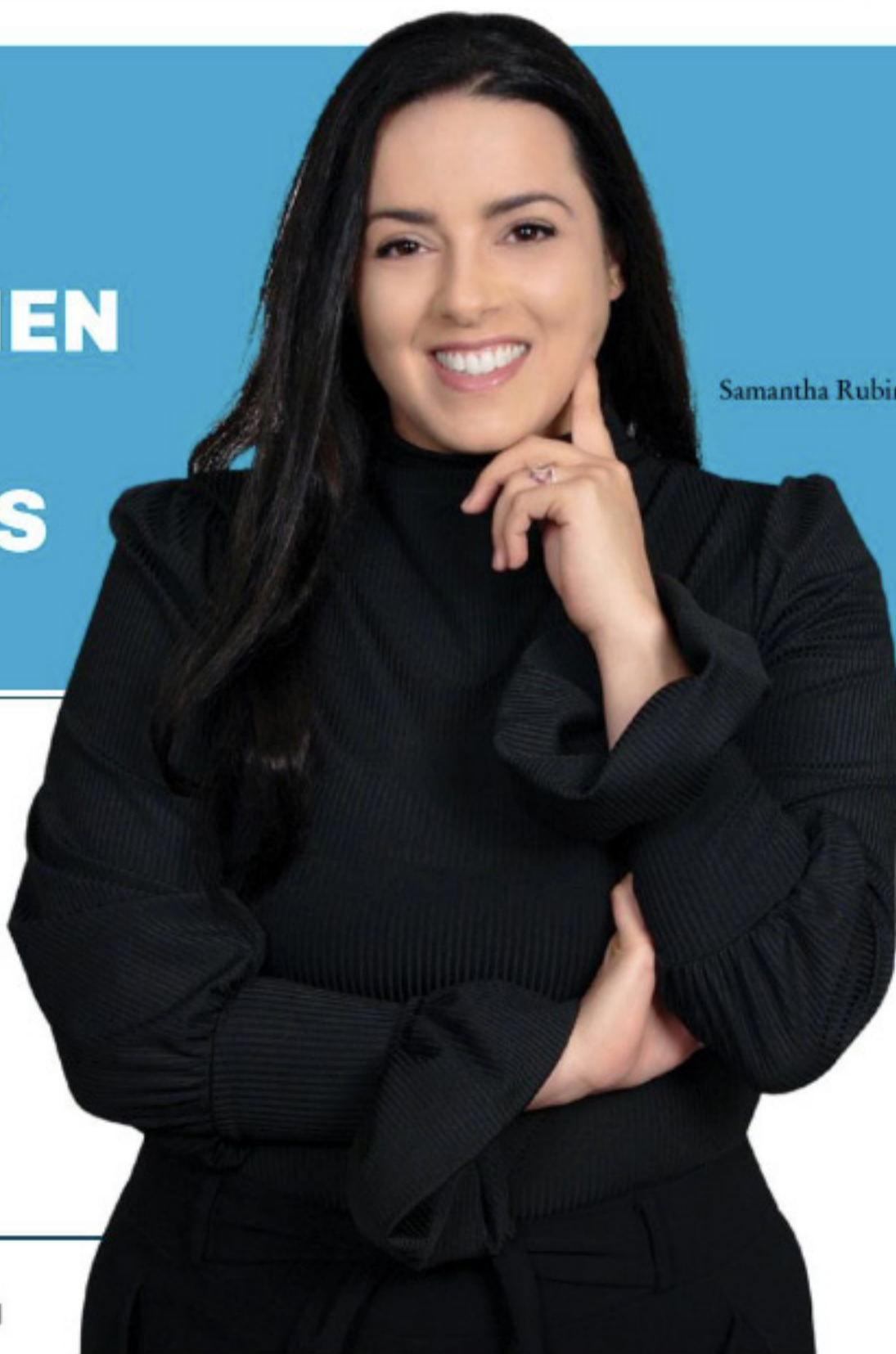
technologies can enhance teamwork, cultivate a sense of belonging, foster dedication, build relationships, promote recognition, help team members find their purpose, and develop talent faster within HR processes.

### Enhancing Teamwork and Collaboration

Technology can act as a catalyst for effective teamwork and collaboration within HR functions. For example, platforms like Microsoft Teams have transformed the way HR teams collaborate, enabling seamless communication, document sharing, and project management. Team members can work

# HARNESSING TECHNOLOGY TO STRENGTHEN HUMAN CONNECTIONS IN HR:

## UNLOCKING EFFICIENCY, ENGAGEMENT, AND OPERATIONAL EXCELLENCE



Samantha Rubino

By **Samantha Rubino**, Director of Operational Excellence, Bolay Fresh Bold Kitchen



## Expert Guidance on Building Inclusive Workplace Cultures



**I**n a dynamic business landscape, attracting, retaining, and developing diverse talent while fostering an inclusive and engaged workforce is crucial for organizations. Many companies have recognized the importance of effective mentoring relationships in enhancing workplace engagement levels—a need that is more pronounced in remote and hybrid work environments.

The Center for Mentoring Excellence (CME), a business consulting company with proven expertise and a custom-design approach, is a strategic partner in addressing organizations' mentoring needs. It provides innovative mentoring solutions that are grounded in the principles of adult learning and evidence-based research to create an inclusive culture within organizations.

CME serves a wide range of clients, including Fortune 500 companies, mid-market organizations, government agencies, NGOs, and not-for-profits seeking to build engaging and inclusive organizational cultures.

“We view our customers as partners and provide them with custom-designed mentoring solutions to meet their desired outcomes,” says Lisa Fain, CEO of Center for Mentoring Excellence.

True to its name, a culture of continuous learning and maintaining excellence is fostered at CME. Designing and piloting mentoring initiatives, training for mentors and mentees, support to program administrators, and advice on finding the right technology to support their mentoring teams are just a few of the services it offers.

The CME team prioritizes a consultative approach replete with ongoing feedback from mentors and mentees, which facilitates development of tailored solutions to meet clients' specific needs. Working closely with clients enables it to determine the desired outcomes and identify the appropriate metrics to gauge progress and success. This personalized approach ensures that mentoring solutions align with organizational contexts, desired goals and workplace engagement needs of each client.

CME also provides guidance for establishing successful mentoring and developmental relationships, as well as building a thriving, inclusive, and cohesive culture within the context of a hybrid work environment.

Its signature program, Starting Strong, is designed to assist mentors and mentees in creating a playbook for the first 90 days of their relationship, and beyond. It is based on the eponymous book by CME's founder Lois Zachary and her former colleague Lory Fischler.


Clients often elect to have CME conduct surveys and touch-base interviews to provide feedback and measure mentoring outcomes. In the touch-base interviews, mentors and mentees answer targeted questions and receive specialized coaching to enhance the quality and effectiveness of their

mentoring relationships. Survey data is thoroughly analyzed to extract insights for recommendations on improving engagement levels and program outcomes.

CME has scripted many success stories over the years, and one that stands out is that of a global manufacturing organization that wanted to ensure it was engaging, retaining and promoting its diverse employees. The program designed by CME yielded significant results, with mentors and mentees achieving new goals, gaining confidence, and acquiring enriched perspectives. Mentors have transitioned into leadership roles and protégés have advanced within the company. The impressive results led the organization to become a long-term partner of nearly a decade.

**We view our customers as partners and provide them with custom-designed mentoring solutions to meet their desired outcomes**

The CME team understands that today's companies need mentoring solutions that meet the needs of a hybrid workforce. Towards that end, CME's edge is in creating solutions that work both face-to-face and that employ the effective use of technology across distance.

CME's grounding in evidence-based mentoring research and principles of adult learning, its deep focus on inclusion, and its wide and deep experience across industries make it the preferred choice for mentoring solutions that help build engaging and inclusive workplace cultures. 



## Center for Mentoring Excellence

[centerformentoring.com](http://centerformentoring.com)

The Center for Mentoring Excellence (CME) is a business consulting service provider that offers organizations innovative mentoring solutions that align with the principles of adult learning and evidence-based research, and a commitment to creating an inclusive culture.

## Chronus

[chronus.com](http://chronus.com)

With a robust platform, Chronus empowers organizations to create and expand impactful mentoring programs seamlessly. Their focus on diversity, equity, and inclusion (DEI) sets them apart, supported by the industry's most diverse team and over 15 years of DEI program experience. They excel in personalized, data-driven experiences while prioritizing security and measurable business impact.

## Gravyty

[gravyty.com](http://gravyty.com)

Gravyty is a leading provider of purpose-driven technology, specializing in engagement and fundraising solutions for educational institutions, nonprofit organizations, and K12 schools. Their platform empowers communities to engage authentically, enhance fundraising efforts, and mobilize support through innovative digital tools.

## Growthspace

[growthspace.com](http://growthspace.com)

Growthspace is revolutionizing Learning and Development by transforming it into a data-driven, personalized, and measurable function. Their skills mastery platform offers a comprehensive range of development programs, including mentoring, coaching, workshops, and more. They boast a diverse network of global experts, ensuring highly accurate matching for participants.

## Innovative Mentoring Software

[innovativementoring.net](http://innovativementoring.net)

Innovative Mentoring Software is a leading provider of user-friendly, affordable mentoring program management solutions. Their innovative software streamlines mentor and mentee onboarding, enhances participant engagement, automates data collection, and simplifies reporting. With over 15 years of experience, they have served over 150 organizations, offering expertise and comprehensive support, making mentoring program management accessible and efficient.

## mentorcliQ

[mentorcliq.com](http://mentorcliq.com)

MentorcliQ is a premier mentoring software solution, lauded for its excellence in practice and technology. Trusted by leading organizations worldwide, including Fortune 500 companies and nonprofits, MentorcliQ empowers employee mentoring programs with an engaging user experience and comprehensive training resources. It simplifies program management, enhancing employee participation and satisfaction.

TOP  
10

# MENTORING

## SOLUTIONS PROVIDERS - 2023

### **MentorEase** mentorease.com

MentorEase is a subscription-based software that helps mentoring program administrators match mentors and mentees. The platform offers a branded experience for participants with customized forms, weighted criteria, self-matching and auto-matching. They work with colleges and universities, industry associations and corporate HR departments

### **Qooper** qooper.io

Qooper is a leading mentoring software platform that excels in facilitating mentoring, learning, and inclusion programs for organizations. With an intuitive and engaging online mentoring platform, Qooper integrates seamlessly with existing systems like Google Workspace, Outlook, and Microsoft Teams. Its AI-powered mentor-mentee matching and administrative automation relieve program managers of administrative burdens

### **River Software** riversoftware.com

River Software is a renowned mentoring software and services provider that offers a comprehensive solution to streamline and enhance mentoring programs. It leverages organizational competencies to recommend ideal mentoring matches and learning groups. River's innovation lies in its ability to facilitate meaningful mentoring relationships, promote professional development, and drive employee engagement

### **Together** togetherplatform.com

Together is a leading mentorship platform that empowers organizations to drive performance through relationships. Their all-in-one mentoring platform streamlines the entire mentorship lifecycle, from registration to reporting, offering tailored emails, robust mentorship profiles, intelligent pairing algorithms, and comprehensive measurement capabilities. Recognized for excellence in user satisfaction, ease of use, and customer support, Together is the trusted choice for organizations looking to harness the power of mentorship

