

Judgment Is A **Muscle**, Not A Certification.

Buying platforms and piloting agents won't keep HR strategically relevant on their own. Five judgment muscles will — and they have to be trained, repeatedly.

SWIPE →

What HR must train, repeatedly

- 01 Sense-making
- 02 Change comfort
- 03 Experimentation
- 04 Work redesign
- 05 Human accountability

30%

Sense-making means owning the risk, not hiding it

For a CEO: “This will move recruiting 30% faster; here is the one risk you own and how we'll control it.” Repeating vendor language is not leadership. Translation is.

150

HR staff promised a 0.5 FTE “digital sidekick” in 9–12 months

Comfort grew through trying, publishing, getting feedback, and redoing the work with AI — not through one more perfect transformation deck.

Example: Coty

Small

Small, contained bets beat organisation-wide rollouts

Clear success criteria, human oversight, fallback paths, and lessons deliberately captured — that's what makes mistakes discoverable quickly and cheaply.



The design has introduced a single point of failure disguised as productivity.

Ramya Balakrishnan

VP Global Talent & Development, Coty

Tool-first thinking versus problem-first

TOOL-FIRST

Pick the tech, then find a use

Legacy rituals survive by habit

Skill-building erodes silently

PROBLEM-FIRST

Start with the real friction

Remove rituals deliberately

Protect the bench for senior roles

Decide, in advance, what stays **human**.

This requires explicit choices grounded in ethics, risk tolerance, and organisational values, not vague aspirations to be “people-centred.” HR owns ensuring people stay in the loop for high-impact decisions as AI scales.

Use it. Discuss it. Kill one ritual.

Full session recap from InteracTech Asia 2026:
terencekok.com/blog/hr-leadership-age-ai-building-five-judgment-muscles

Kill one ritual. Keep the judgment.

HR's job now is holding the fort for learning, balancing the elimination of obsolete steps with safeguards for human oversight and skill development.



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