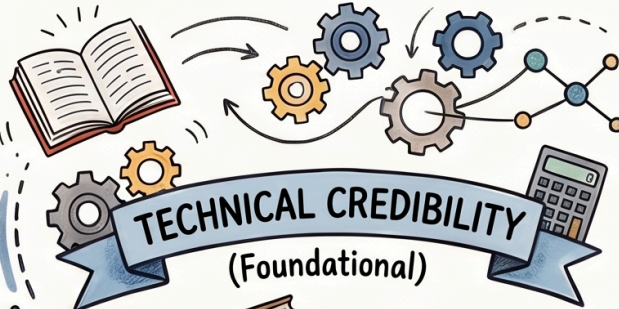
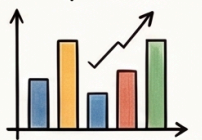




Mastery of law and analytics is foundational, but relational trust determines strategic influence.



The "Derailment" Factor
HR leaders fail more often due to abrasive interpersonal styles than technical incompetence.



The HR Credibility Equation: Why Technical Mastery Needs Empathy

HR leadership effectiveness depends on "relational credibility" and interpersonal treatment, not just technical expertise.

**TECHNICAL + RELATIONAL =
SUSTAINABLE STRATEGIC
PARTNERSHIP & HIGH TRUST**

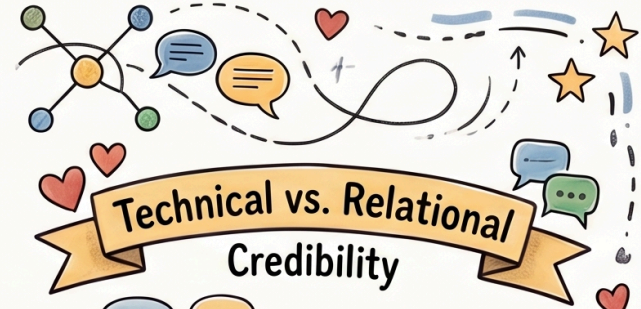


How employees are treated during processes matters more than the final decision itself.



LEADERSHIP FOCUS & OUTCOMES

LEADERSHIP FOCUS	ORGANIZATIONAL OUTCOME	EMPLOYEE IMPACT
Technical Only	Systemic Erosion of Legitimacy	Disengagement and Hidden Problems
Relational + Technical	Sustainable Strategic Partnership	High Trust and Psychological Safety



Research shows interpersonal treatment is the true driver of employee trust.

BUILDING RELATIONAL LEGITIMACY



Cultivate Psychological Safety
Foster environments where employees speak up and admit mistakes without fear of retaliation.



Dignity in High-Stakes Moments
Prioritize respect and transparency during sensitive events like terminations or restructurings.



Shift to Cultural Humility
Move beyond "competence" toward a lifelong commitment to learning about diverse employee experiences.

