Where Automation Meets Augmentation: Balancing the Double-Edged Role of Generative AI in Management Consulting

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Business & Information Systems Engineering (2026)

Appendix (available online via http://link.springer.com)

Appendix A. Semi-Structured Interview Plan

Interview objectives:

- Understand how management consultants use GenAI
- Identify key tensions in GenAI
- Explore strategies to balance these tensions to optimize fits between tasks and GenAI

Interview structure (30 minutes):

1. Introduction and background information (~ 2 minutes)

- Welcome and a brief explanation of the research purpose and objectives
- Ensure confidentiality and obtain consent to record the interview
- Can you tell me about your role and experience in the consulting industry?

2. Impact of GenAI (~ 6 minutes)

- How has the use of GenAI influenced your work in consulting?
- How often do you use GenAI in your daily work routine?
- What GenAI services are you using? Do you use the same service and LLM for all types of tasks?
- Can you share specific examples where GenAI have affected your task performance?

3. Balancing tensions (~ 8 minutes)

- Can you give an example of using GenAI when your prime goal was information accuracy?
- Can you give an example of using GenAI when your prime goal was creativity?
- In your work, what is the approximate split between information accuracy and creativity?
- Do you find a mismatch between the accuracy of information and the creativity enabled by GenAI?
- How do you balance the need for accurate information with the need for creative solutions when using GenAI?
- Do you face challenges in generalizing solutions provided by GenAI for specific client problems? How do you manage this tension?
- Do you recognize any other trade-offs or tensions in the use of GenAI?

4. Managing hallucination effects (~ 7 minutes)

- Have you encountered any instances where GenAI produced incorrect or misleading information? If so, how did you recognize and handle it?
- What strategies do you use to verify the accuracy of information generated by GenAI?
- How do you ensure that your reliance on GenAI does not lead to overconfidence in its outputs?
- Can you describe any processes your organization has in place to handle the hallucination effect?
- Are lessons learned from your use of GenAI shared with others in your organization? If so, how are they shared?

5. Team influence and dependency (~ 5 minutes)

- How does team diversity, in terms of professional or educational backgrounds, impact the use of GenAI? Can you give examples of how these differences enhance the creative of accurate application of GenAI?
- Do you think that increased use of GenAI could reduce the ability to think independently, e.g., in the same way that frequent use of a calculator can weaken mental arithmetic skills?
- Do you see signs of dependency on GenAI within your team? Do you even notice that you or others feel unable to work effectively without these tools?

6. Conclusion (~ 2 minutes)

- Do you have any additional thoughts or insights on effective GenAI strategies?
- Who else should I interview?
- Conclusion with gratitude for participants' time, effort, and insights

Appendix B. List of Participants

Inter-view	Set	Participant	Role	Role Group	Specialization	Experience in years	Length (mins)
1	I	1	Assistant Manager	Senior	Data Science	6	28:32
2	I	2	Senior Consultant	Senior	Business Intelligence	6	27:43
3	I	3	Senior Consultant	Senior	Supply Chain Management	3	22:40
4	I	4	Associate	Junior	Data Science	4	22:22
5	G	5	Manager	Management	Finance Strategy	5	29:26
		6	Manager	Management	ESG Reporting	6	29:26
6	G	7	Associate	Junior	Supply Chain Management	1	33:18
		8	Project Manager	Management	Technology Transformation	2	33:18
7	I	9	Senior Manager	Management	Business Intelligence	15	25:00
8	G	10	Assistant Manager	Senior	Technology Transformation	8	26:39
		11	Manager	Management	Accounting & Reporting	10	26:39
9	I	12	Consultant	Junior	ESG Reporting	3	24:08
10	G	13	Assistant Manager	Senior	Technology Transformation	3	28:19
		14	Junior Associate	Junior	Technology Transformation	1	28:19
11	I	15	Manager	Management	Data Science	4	35:51
12	I	16	Manager	Management	Technology Transformation	7	24:50
13	I	17	Partner	Management	Technology Transformation	24	32:34
14	I	18	Associate	Junior	Data Science	1	17:26
15	G	19	Senior Associate	Senior	HR Strategy	4	29:39
		20	Assistant Manager	Senior	Healthcare	5	29:39
16	G	21	Senior Consultant	Senior	Technology Transformation	3	24:13
		22	Senior Consultant	Senior	Finance Strategy	5	24:13
17	I	23	Senior Manager	Management	Performance & Strategy	13	35:34
18	G	24	Manager	Management	Accounting & Reporting	8	33:06
		25	Manager	Management	Finance Strategy	6	33:06
19	G	26	Associate	Junior	HR Strategy	2	30:34
		27	Assistant Manager	Senior	CIO Advisory	3	30:34
20	G	28	Manager	Management	Finance Strategy	7	27:33
		29	Assistant Manager	Senior	Technology Transformation	5	27:33
21	G	30	Assistant Manager	Senior	Finance Strategy	3	26:34
		31	Associate	Junior	Finance Strategy	3	26:34
22	G	32	Senior Consultant	Senior	Strategy	4	42:03
		33	Senior Consultant	Senior	Restructuring	7	42:03

Appendix C. Interview Analysis Method

The recorded interviews were transcribed using MAXQDA software. To ensure accurate textual representation, we manually reviewed and corrected the transcripts by cross-referencing them with the original audio recordings. Participants consented to recorded conversations under strict confidentiality, fostering an environment for open and honest feedback. Notably, participants shared personal perspectives that may not align with the official views of their respective firms, making the expressed opinions individual rather than organizational.

We adopted a hybrid approach that integrates traditional qualitative research methods with the exploratory capabilities of GenAI (ChatGPT GPT-4o - May 2024 release), reflecting methodological innovation for human-AI collaboration in thematic analysis (Lee et al. 2024; Sakaguchi et al. 2025). To ensure methodological rigor and validity, we were careful to avoid exposing our analysis to the identified tensions related to GenAI, such as hallucinations or overreliance. Our approach draws inspiration from the thematic analysis framework (Braun and Clarke 2006) and recent advancements in GenAI prompting techniques (Goyanes et al. 2025). By combining human expertise with GenAI's data processing strengths, we systematically identified themes with tensions in two phases, each with four process steps:

Phase 1: Inductive Coding

The first phase focused on identifying a set of themes through inductive coding of the 22 interviews. Following grounded theory principles (Corbin and Strauss 1990), we conducted a detailed manual review of the transcripts to uncover recurring themes and patterns (Braun and Clarke 2006; Saldaña 2013). GenAI, predominantly ChatGPT GPT-4o, supported this process by surfacing key phrases, generating preliminary summaries, and flagging potential areas for deeper manual coding. All GenAI outputs were critically compared to manual findings, with inconsistencies resolved through team discussions. This dual-layered approach ensured that human judgment guided the analysis and produced a robust set of main themes and subthemes (see Fig. 5), in line with the literature demonstrating how GenAI can assist but not replace human-led qualitative interpretation (Lee et al. 2024; Yan et al. 2024).

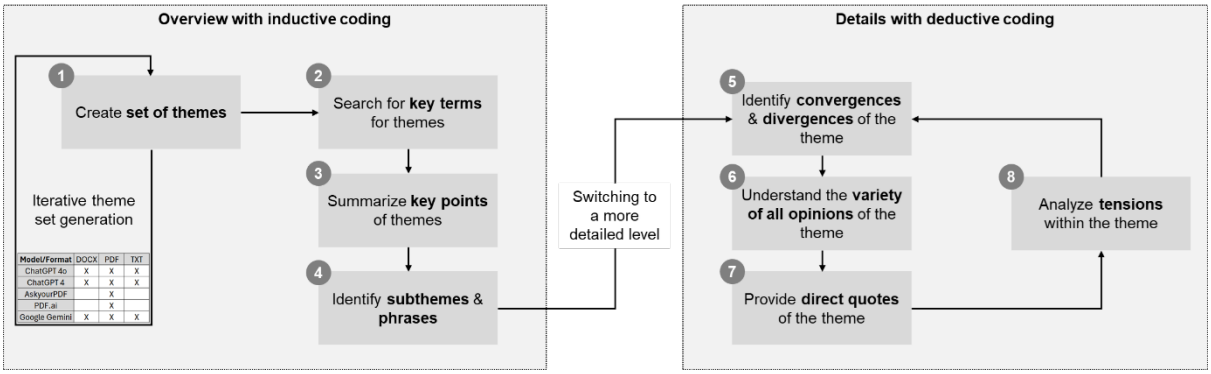

Fig. 1. Interview analysis method

Phase 2: Deductive Coding

Building on the set of themes identified in Phase 1, the second phase used a deductive coding approach to refine and expand the set of themes. Participant perspectives were systematically compared to identify areas of convergence, divergence, and the diversity of opinions within each theme. To maintain methodological rigor, all GenAI-generated outputs were again iteratively reviewed and validated against manually coded data. We reconciled divergences through team discussions, ensuring that the final themes reflected both the richness of the data and the analytical rigor of human judgment (Perkins and Roe 2024; Goyanes et al. 2025).

The deductive phase also included identifying tensions at the subtheme level. By systematically extracting illustrative quotes and analyzing contradictions across perspectives, we developed a comprehensive long list of tensions. This provided a nuanced view of challenges embedded within each theme. To promote transparency, Table 3 below summarizes the multi-step GenAI prompt process we used to structure and support the analysis.

Table 1. ChatGPT prompts used in the interview analysis process, inspired by Goyanes et al. (2025)

Process step		Level	Prompt	Outcome
1	Create set of themes	Set	Identify the most frequently recurring themes from the content of the 22 uploaded interviews, ensuring comprehensive coverage of all significant insights and patterns discussed.	Set of central themes
2	Search for key terms for themes	Set	Compile a list of key phrases or terms associated with the specific themes identified in the previous prompt, ensuring each theme is thoroughly represented with relevant terminology.	Key terms related to the central themes
3	Summarize key points of themes	Theme	Summarize the main points of the theme X resulted in the previous prompt and taking for this purpose the 22 interviews.	First impression of theme descriptions
4	Identify subthemes & phrases	Theme	Provide the best examples or quotes that illustrate the theme X resulted in the previous prompt and using the 22 interviews.	Comprehensive set of specific quotes by themes to identify subthemes
5	Identify convergences & divergences of the theme	Theme	Analyze convergences and divergences on theme X from the 22 interviews, estimate percentages, and provide an overview of results.	Detailed convergences and divergences with percentages
6	Understand the variety of all opinions for the theme	Theme	Find and list terms related to the theme X resulted in the previous prompt and taking for this purpose the 22 interviews. Start with an intro where you give an overview of this result.	Detailed impression of each theme considering the statements of all interviewees
7	Provide direct quotes of the theme	Theme	Extract key quotes supporting the X theme from the 22 interviews, linking each quote to the respective interviewee, and provide an overview of the findings.	Series of specific quotes representing the details of a specific theme
8	Analyze specific subthemes within a theme	Sub-theme	Compile a literal statement from each of the 22 interviewees that supports sub-theme X. Use N/A if the interviewee did not address it and include a summary of the findings.	Series of specific quotes representing the details of a specific subtheme

Appendix D. Interview Analysis Detailed Results

Theme	Subtheme	Description	Keywords & key phrases	Relevant interview excerpts	Consensus & divergence	Tensions
[1] Impact on productivity and workflows	[1.1] Efficiency gains and time savings	GenAI services boost productivity by automating routine tasks, enabling consultants to focus on complex work, while also speeding up information access and content preparation.	Accelerated tasks, time efficiency, automating routine work, quick data retrieval, faster onboarding, time reallocation, reduced manual work, document summarization, text rephrasing	"ChatGPT provides a first draft or basic structure. It's incredibly helpful for saving time, especially on administrative tasks." "The pace of my work has increased because I don't need to spend as much time on basic research." "ChatGPT is indispensable for smaller tasks, quickly providing valuable foundations that help me dive into higher-level tasks faster"	Around 70% of consultants view GenAI as key to enhancing efficiency through automation of repetitive tasks, while 30% see its time-saving benefits mainly in administrative or low-value tasks, with limited effect on core tasks.	<u>Speed vs. quality</u> The tension between fast GenAI-generated output and ensuring high quality results. <u>Automation vs. human judgment</u> The trade-off between relying on GenAI to automate tasks and maintaining human oversight.
	[1.2] Workflow transformation	GenAI is transforming workflows by handling routine tasks, allowing consultants to focus on strategic, client-centered work. This shift enhances client communication and emphasizes critical thinking tasks.	Optimized processes, shifting task priorities, strategic task focus, integration into workflows, restructuring workload, daily AI use, balancing task types, optimized client interactions	"GenAI has transformed my workflow. I rely on it for repetitive work, allowing me to focus on high-level tasks, which ultimately improves the quality of my outputs." "With GenAI taking on initial steps, my workload is lighter, letting me focus on deeper analysis and strategic advice for clients." "Since using ChatGPT, I can better structure my day, focusing on tasks that directly impact client satisfaction." "My workflow has fundamentally changed. I no longer need to do preliminary steps manually, freeing up time for more valuable activities."	Approximately 65% report that GenAI has transformed workflows by enabling a focus on strategic, client-facing activities, while around 35% believe its impact is limited because critical decisions and core workflows still require human involvement.	<u>Standardization vs. flexibility</u> GenAI streamlines workflows but may reduce customization for unique tasks. <u>GenAI dependence vs. skill retention</u> Increased reliance on GenAI can lead to the erosion of consulting core skills. <u>GenAI integration vs. employee adaptability</u> The tension between integrating GenAI quickly and giving employees enough time to adapt.

	[1.3] Opportunities for creativity and innovation	GenAI supports creative tasks by providing initial structure or ideas, helping consultants with brainstorming and presentations. However, human input is crucial to refine ideas and tailor them to client needs.	Brainstorming support, foundational ideas, proposal structuring, creative prompts, initial frameworks, creative freedom, innovation boost, augmenting human creativity, ideation phase assistance, visual content generation	"When I brainstorm, ChatGPT gives me standard ideas that I can build upon. The true innovation comes from further developing these ideas myself.", "Using ChatGPT to generate visual content for proposals is a great time saver, but I still need to outline the concept in detail for it to be effective." "GenAI provides inspiring starting points for visual ideas, but they require refinement to meet client expectations and add real value to projects."	Around 70% find GenAI helpful for ideation, offering a starting point for brainstorming and idea generation, while 30% believe GenAI lacks the depth and originality for true creative innovation, emphasizing the need for human refinement in client-specific solutions.	<u>Creativity vs. conformity</u> While GenAI supports ideation, it often generates standardized or predictable ideas. <u>Generality vs. specificity</u> GenAI excels at generating broad ideas but struggles with context-specific innovation. <u>GenAI-driven ideation vs. human refinement</u> The tension between relying on GenAI to initiate ideas and refining them through human creativity.
[2] Accuracy and reliability	[2.1] Hallucinations and misinformation	GenAI-generated hallucinations that produce plausible but incorrect information pose risks. Consultants emphasize the need for fact-checking to ensure accuracy and maintain customer trust.	Hallucination effect, plausible but incorrect, fabricated data, error-prone details, credibility risks, fact-checking necessity, false confidence, superficial accuracy, "sounds right but isn't"	"The more depth I ask for, the more likely I am to get something that is linguistically correct but factually wrong." "Hallucinations are a big problem; ChatGPT will provide confident answers that are completely off-base." "When fact-checking, always refer to scientifically sound or established articles."	About 75% of consultants emphasize the importance of fact-checking GenAI-generated content to prevent client misinformation in high-stakes tasks, while about 25% believe that cautious prompt engineering can minimize hallucinations while still validating outputs for high level work.	<u>Accuracy vs. plausibility</u> GenAI can generate plausible but incorrect information that requires careful validation. <u>Confidence vs. uncertainty</u> GenAI outputs with high confidence can mislead humans if not critically evaluated. <u>Transparency vs. complexity</u> Balance the need to explain GenAI results with technical complexity of the algorithms.

	[2.2] Critical evaluation of GenAI outputs	Consultants use cross-verification to ensure GenAI reliability, especially for complex results. Consistency checks and prompt engineering are key to improving AI responses and aligning them with consulting needs.	Cross-verification, consistency checks, iterative questioning, prompt engineering, reliability checks, source validation, high confidence level assessment, manual review	"Just because the model gives a high confidence level doesn't mean the information is correct." "For high-stakes content, we need manual review and external verification. AI needs to be seen as an assistant, not a replacement." "I usually go step by step, sometimes using cross-checks with regulations or laws to confirm GenAI responses."	Approximately 80% of consultants perform cross-verification and consistency checks to improve the reliability of outputs, emphasizing the importance of prompt engineering, while about 20% believe such verification is needed primarily for critical outputs, as basic outputs often meet expectations.	<u>Speed vs. depth of verification</u> Balancing quick results from GenAI with the need for careful cross-checking and validation. <u>Trust vs. skepticism</u> Humans must decide how much to trust GenAI's output and how much to question its validity.
	[2.3] GenAI's limits in specialized knowledge	Consultants see general-purpose GenAI as lacking depth in specialized areas and prefer traditional research or proprietary knowledge for industry-specific queries, with GenAI serving as a complement.	Generalized knowledge, industry-specific limitations, niche knowledge challenges, fallback to traditional research, proprietary models, customized knowledge bases, context sensitivity issues	"There's a tension between generalization and specialization, especially for technical or industry-specific questions." "For high-detail tasks, we rely more on traditional research or internal models tailored to our industry." "The responses tend to be overly broad, and I often turn to internal knowledge instead." "For specialized brainstorming sessions, AI doesn't provide much help because it lacks access to internal knowledge."	About 70% prefer traditional research or proprietary models for complex queries, citing GenAI's lack of depth in specialized areas, while about 30% find that clear prompts can provide useful preliminary insights that are then supplemented by domain expertise.	<u>Generality vs. specialization</u> GenAI excels at general knowledge but struggles with industry-specific insights. <u>Automation vs. human expertise</u> GenAI can perform basic tasks but requires human expertise for domain-specific details.
[3] Human-GenAI collaboration	[3.1] Human oversight and intervention	While GenAI offers great potential, human oversight is essential, especially for tasks requiring expertise and client trust. GenAI drafts are used initially but require thorough human review to ensure accuracy and relevance.	GenAI as an assistant, human judgment, verification, trust but verify, high-stakes review, client-specific adjustments, quality assurance, double-checking, accuracy in client contexts	"The expectation, however, is not that you have an expert whom you can ask specifically and who does everything perfectly." "In the end, the quality assurance lies with me, and I know that because this is the area I work in." "For high-stakes reviews, I rely on both AI drafts and my own cross-checks with additional resources, especially when accuracy is critical."	About 75% of consultants view GenAI output as preliminary drafts that require human oversight to ensure quality and reliability, while about 25% believe GenAI can independently handle basic, low-stakes tasks without impacting critical or high-value projects.	<u>Autonomy vs. control</u> Balance GenAI autonomy with human control and responsibility for results. <u>Efficiency vs. responsibility</u> Balancing the efficiency of GenAI with the need for human accountability.

	[3.2] Skill development and prompt engineering	Prompt engineering is key to effective GenAI use. Consultants develop prompt libraries, receive prompt training, and use techniques like meta-prompts to improve the accuracy and relevance of GenAI outputs.	Prompt engineering, prompt libraries, prompt training, effective prompting, iterative prompting, meta-prompts, skill-sharing, enhancing GenAI output reliability, standardizing prompt methods	"Prompt engineering has become crucial, knowing how to craft the right question can be the difference between a useful AI response and an irrelevant one." "In prompt-sharing sessions, we continually refine our approach, learning that AI outputs improve with prompt iteration and task-specific adjustments." "In weekly team meetings, we share prompt techniques and successful AI cases, fostering collaborative learning in prompt engineering."	About 65% of consultants indicate the importance of prompt engineering for consistent, high-quality GenAI output, while about 35% find it time-consuming and believe GenAI should evolve to handle queries more intuitively.	<u>Simplicity vs. mastery</u> While GenAI simplifies tasks, it requires mastery of prompt engineering for effective use. <u>Standardization vs. creativity</u> Predefined prompt libraries can streamline work but can limit creative problem solving.
	[3.3] Augmentation of human capabilities	GenAI augments consulting capabilities by accelerating insights, solving complex problems, and enhancing creativity, enabling more strategic, high-value work while deepening expertise and maximizing impact. complement.	Productivity boost, enhancing human skills, workload management, creative support, complementing expertise, balanced automation, human-AI synergy, maximizing efficiency, maintaining human oversight, enhanced ideation	"For brainstorming, I see ChatGPT as a helpful partner that contributes initial ideas, which I then build upon with my own experience and insights." "The real value comes from blending AI suggestions with my understanding of client needs and project goals." "It's about how we use these technologies to complement us without losing human thinking."	About 70% of consultants see value in GenAI for productivity and ideation support, especially for routine tasks and early-stage brainstorming, while about 30% believe that true innovation and strategic thinking require human input beyond the capabilities of GenAI.	<u>Enhancement vs. dependency</u> GenAI augments human capabilities, but risks creating overdependence. <u>Complexity vs. usability</u> Advanced GenAI services offer powerful features but can be difficult for non-experts to use effectively.

[4] Organizational adaptation	[4.1] Governance and compliance frameworks	Consulting firms are developing governance frameworks for GenAI, focusing on data privacy, misinformation prevention, and risk management to ensure consistency, enable verification, and foster trust in its applications.	Internal standards, policy development, governance protocols, compliance frameworks, regulatory adherence, risk reduction, quality assurance, secure deployment, content review processes, data privacy, confidentiality	"We are not allowed to enter any client data into GenAI services; this is clearly regulated in our guidelines." "Our firm requires a four-eyes principle to ensure that all AI-generated content is reviewed." "There are clear rules prohibiting sensitive data entry into AI services to ensure client data protection." "Our company has established specific guidelines on which services can be used and requires careful validation."	Around 75% of consultants emphasize strict policies and data guidelines for GenAI use, prioritizing client security and output validation. However, 25% report inconsistent application, with adherence varying across teams, projects, or offices.	<u>Innovation vs. compliance</u> Encourage innovation while ensuring compliance with internal and external regulations. <u>Flexibility vs. standardization</u> Balancing the need for flexible use of GenAI with standardized governance frameworks. <u>Proactive vs. reactive policies</u> Developing governance frameworks proactively versus reacting to emerging GenAI risks.
	[4.2] GenAI centers of excellence	Organizations are creating frameworks and resource hubs to standardize GenAI practices and promote consistent, responsible use across teams. These hubs support knowledge sharing with GenAI insights, case studies, and protocols to optimize its role in projects.	Best practices, knowledge sharing, cross-departmental libraries, AI resource hubs, case studies, standardization of protocols, organizational consistency	"We've built an AI resource library accessible to all departments." "Institutional knowledge sharing around AI ensures that our teams approach projects with a common understanding of how to responsibly integrate AI." "By creating a shared space for AI success stories and challenges, we allow teams to learn from each other's experiences, avoiding redundant efforts and promoting consistency." "Having a centralized knowledge base for AI-driven projects has really helped us streamline processes and ensure that everyone is on the same page about responsible AI usage."	Around 75% of firms implement centralized resources and best practice frameworks for consistent GenAI application organization-wide, while about 25% report fragmented approaches, with individual teams developing their own standards, leading to inconsistency.	<u>Centralization vs. decentralization</u> Tension between centralizing resources for consistency and allowing teams flexibility to tailor practices to their needs. <u>Personalization vs. scalability</u> Balancing tailored GenAI practices with scalable, standardized frameworks for efficiency. <u>Knowledge sharing vs. competitive advantage</u> Sharing best practices promotes consistency but can weaken the competitive advantage of high-performing teams.

	[4.3] Strategic integration of GenAI in consulting models	Organizations embed GenAI to enhance client offerings, enabling personalized, high-value services while ensuring ethical use to foster trust, drive innovation, and deliver data-driven insights.	AI-driven client solutions, competitive positioning, client-centric AI applications, enhanced service offerings, innovation through AI, transformative technology, client engagement, industry alignment	"AI isn't just automating tasks; it's now part of our client service model, helping us offer more data-driven solutions." "Integrating AI has redefined our client engagement approach, allowing us to provide real-time insights that would have taken much longer to compile manually." "The AI-driven tools we use are central to our client interactions, helping us maintain a competitive edge in the market." "Our clients expect innovative, AI-backed solutions, and this has become part of our competitive strategy."	Around 65% view GenAI as transformative, using it strategically to optimize consulting models and enhance client service while adhering to ethical and regulatory guidelines, while approximately 35% see AI as supplementary, focusing on productivity rather than strategic innovation.	<u>Efficiency vs. culture fit</u> Streamlined processes need to align with organizational culture and values. <u>Top-down vs. bottom-up implementation</u> Balancing leadership-driven changes with employee input for effective GenAI integration. <u>Uniformity vs. diversity in process design</u> Standardized GenAI processes may reduce diversity in operational approaches and innovation.
[5] Ethical and societal implications	[5.1] Bias, fairness, and transparency	Consulting firms are increasingly focused on addressing the risks of GenAI bias and ensuring fairness and transparency. Maintaining ethical integrity is essential to build and retain client trust.	Bias mitigation, ethical fairness, transparency with clients, AI limitations disclosure, fairness assurance, objective recommendations, cross-checking for bias, ethical integrity, client trust, fairness in AI outputs	"Transparency with clients is essential. They need to know that while AI can boost efficiency, it doesn't eliminate the need for human judgment." "AI's strengths can lead to efficiency, but its limitations need to be disclosed to maintain fair and objective recommendations." "The responsibility for fair AI lies with developers who must ensure their systems meet ethical standards." "If we don't disclose AI's limitations, clients may view outputs as fully accurate or objective. Transparency is crucial."	Approximately 80% of consultants prioritize transparency and fairness by implementing checks to identify and mitigate bias in GenAI outputs, while about 20% note that consistent methods for addressing bias are still evolving within their organizations.	<u>Objectivity vs. bias</u> GenAI aims for objectivity but may inadvertently reinforce biases in its results. <u>Transparency vs. complexity</u> The complexity of GenAI models can hinder transparency in decision making.

	[5.2] Impact on workforce and skill erosion	Increasing reliance on GenAI raises concerns about the erosion of fundamental consulting skills, prompting firms to balance efficiency gains with the preservation of critical thinking and adaptability.	Skill erosion, over-reliance on GenAI, critical thinking, consultant skill development, adaptability, workforce transformation, skill retention, foundational skills, consulting basics, learning by doing, reliance on GenAI, GenAI literacy	"With AI taking over certain tasks, there's a risk that junior consultants won't get the hands-on experience that's essential in developing critical consulting skills." "Using AI to automate simple tasks is beneficial, but we have to balance this by making sure our teams still learn the basics and can work without AI support when needed." "It's about finding a balance between the efficiency AI enables and preserving human skills for long-term success." "It's crucial to treat AI as an enhancement tool, not a replacement."	Around 75% of organizations are addressing skills erosion, particularly among junior staff, through structured training to ensure GenAI complements core consulting skills, while around 25% see it as a minor issue, focusing on rapid engineering and skills retention.	<u>Efficiency vs. skill development</u> GenAI reduces workload but may limit opportunities to develop critical skills. <u>Innovation vs. replacement</u> GenAI supports innovation but raises concerns about replacing human roles. <u>Short-term gains versus long-term growth</u> Leverage GenAI for immediate benefits while ensuring long-term employee development.
	[5.3] Responsible GenAI deployment	Responsible GenAI deployment focuses on ethical standards, data privacy, and security, with firms implementing guidelines to ensure compliance and maintain client trust.	Ethical AI use, responsible deployment, data privacy, data security, compliance standards, governance policies, ethical guidelines, client trust, protection of sensitive information, ethical deployment protocols	"We establish trust by making sure our AI usage is compliant and secure, especially in highly regulated industries." "To maintain our client's trust, we follow strict ethical policies around AI." "Responsible AI isn't just a technical challenge but an ethical commitment. We set boundaries to protect client data and ensure compliance with regulatory frameworks." "Ethics in AI involves ensuring client privacy and regulatory compliance while maintaining trust in our solutions."	Approximately 85% agree that strict compliance and ethical guidelines are needed in GenAI deployments to ensure responsible use, while about 15% believe that strict guidelines may limit the potential of GenAI and advocate for more adaptive standards.	<u>Adoption vs. regulation</u> Promote widespread adoption of GenAI while adhering to ethical and regulatory standards. <u>Privacy vs. utility</u> Balancing the utility of GenAI while ensuring privacy and security.

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