

DESPITE ALL THE TECHNOLOGICAL ADVANCES, CONSULTING REMAINS A PEOPLE BUSINESS.

Artificial intelligence is reshaping the consulting landscape at unprecedented speed, yet experience, sound judgment, and the ability to understand context remain irreplaceable. In this interview with Lygia Fullbrook from KPMG in Slovakia, we explore the future of consulting, the real challenges of implementing AI responsibly, the growing importance of continuous education, and why – even in a technology driven world – success ultimately depends on people.

WHAT DOES THE FUTURE OF CONSULTING LOOK LIKE IN A WORLD SHAPED BY AI?

Consulting very much has and will continue to have its place. While artificial intelligence is undoubtedly changing the way we work, the core of consulting remains the same. Even before AI, we relied heavily on technology and analytical tools. The difference today is the speed and scale at which these tools operate.

What cannot be replaced is human experience – the ability to think forward, understand the broader market landscape, and interpret developments in the context of geopolitics, regulation, and constant change. AI can process information faster than any human, but it does not understand context in the same way. This is where the value of seasoned advisors comes in, bringing what I like to call “grey hair experience” to the table – judgment built over years, not minutes.

The future of consulting will therefore be a combination of technological capability and human insight. Those who can effectively connect the two will continue to add real value to clients navigating an increasingly complex environment.

WHAT ARE THE MAIN CHALLENGES BUSINESSES AND CONSULTANTS FACE WHEN IT COMES TO AI?

One of the key challenges is the speed at which AI technologies are evolving compared to the ability of legislation and governance frameworks to keep pace. In many cases, innovation clearly outstrips regulation, creating uncertainty around accountability, data protection, and intellectual property.

Another significant hurdle lies in implementation. While new tools and ideas are often developed quickly, embedding them within large organizations is far more complex. Concepts must go through extensive corporate governance structures, internal policies, and risk and compliance reviews. As a result, scaling AI solutions in a controlled and responsible way is often more demanding than it appears at first glance.

This is precisely why strong human oversight remains essential. Multidisciplinary teams – combining developers, business leaders, risk specialists, and legal experts – need to continuously review AI outputs, validate their reliability, and ensure that ethical and quality standards are met. Safeguarding intellectual property and ensuring responsible use are integral parts of this process. Moreover, emerging use cases such as autonomous technologies bring with them legal, societal, and ethical implications that extend well beyond technical feasibility. Navigating these areas requires experience, sound judgment, and a clear sense of responsibility.

WHY IS EDUCATION SUCH A CRITICAL TOPIC IN THIS TRANSFORMATION?

Education is absolutely essential. Just as employers are looking for very specific skillsets to support their teams and projects, candidates should also be selective when choosing an employer – based on the learning and development opportunities available to them.

The ability to learn, relearn, and adapt is becoming one of the most valuable skills in itself. Technical knowledge will continue to evolve, but critical thinking, understanding context, and working across disciplines will remain relevant regardless of technological change. From a broader perspective, we must continue aligning our education systems with real market needs so that graduates are prepared not only for today’s roles, but for jobs that may not even exist yet. Lifelong learning is no longer a benefit – it is a necessity.

WHAT CONTINUES TO MOTIVATE YOU PERSONALLY IN THIS RAPIDLY CHANGING ENVIRONMENT?

For me, it is still, first and foremost, about people. Consulting is not about tools or technologies alone – it’s about understanding clients, listening to different perspectives, and stepping outside of your own bubble. The ability to truly grasp context comes from engaging with others who operate in different areas and markets.

I am also highly motivated by working with colleagues who are curious, agile, and willing to continuously reinvent themselves. In an environment where change is constant, you need teams that are open to new ideas and comfortable with uncertainty.

Ultimately, despite all the technological advances, consulting remains a people business. And that is what makes it both challenging and rewarding at the same time.



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Lygia Fullbrook leads KPMG’s Talent Solutions services in Slovakia and is a sector leader for Shared Service Centers. At the same time, she oversees our Clients & Markets function, with a primary focus on nurturing relationships and expanding our business development endeavors with our partners, as well as with existing and potential clients across US and UK markets. A cornerstone of Lygia’s skill set lies in her ability to guide clients through periods of transformation and change, providing them top-tier talent from the Big4 to help them with the execution of strategic projects. Prior to joining KPMG in 2006, Lygia held a position in London at a global risk management consultancy firm, where she supervised Corporate Intelligence projects in Central Europe.

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