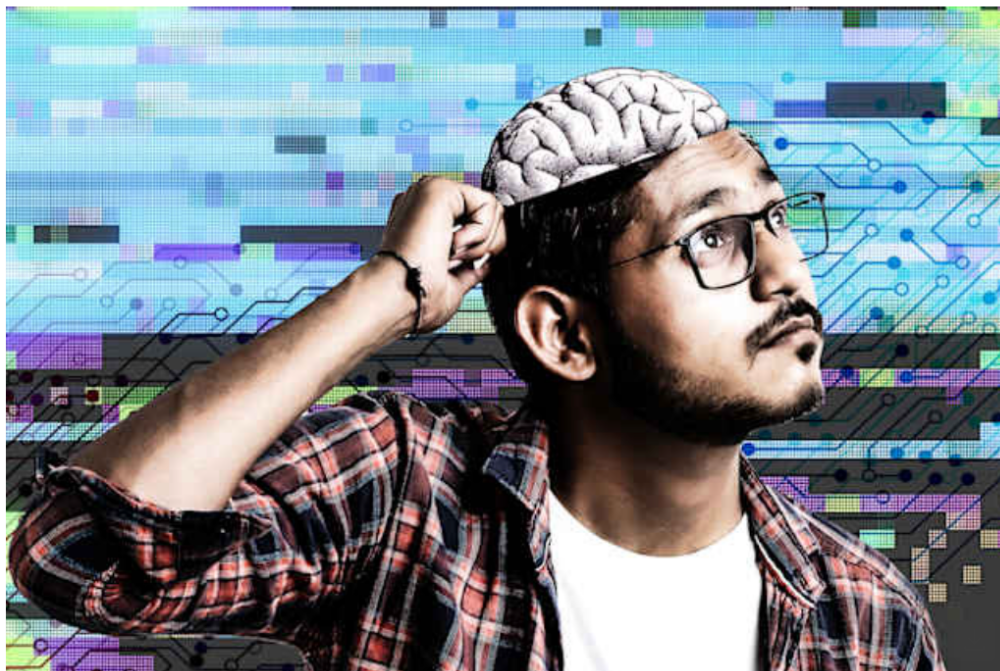


FINANCIAL REVIEW

AI and the professions

How generative AI is shaping professional services.



Consultants are using AI to conduct scenario planning.

Matt Braithwaite-Young, principal of Turning Leaf Strategy Facilitation, is using AI to conduct scenario planning, a forecasting technique popularised in the 1970s to help clients navigate volatile economic conditions.

“Boards obviously sense the domestic and international omni-risks brewing and the method lets them stress-test their choices against stretching but plausible futures,” Braithwaite-Young says.

This aligns with research showing generative AI struggles to replace the judgment of [experienced strategy advisers](#).

“First, AI helps leaders quickly generate a comprehensive pick list of potential shifting factors to consider – for instance, cultural changes, industry economics and competitive reactions,” he says.

“Later in the process, AI creates dramatic visuals and even videos in real time, which makes each ‘wind-testing’ quadrant more provocative.

“However, we ban AI for the biggest intuitive step – where leaders have to decide and debate which scenarios they want to set up. We suggest they do that themselves, or else they skip the deeper benefit of the method: the collective wisdom they get from exploring their assumptions and options together. ”