

A WORKING FRAMEWORK

The New Value Model.

10 categories of consulting work that will command premium fees in the AI era, and the 4 capabilities every firm delivering them shares.

BY TERENCE KOK

Ten categories. Four capabilities. One throughline.

SIGNAL What the data already shows is getting cut

01-10 The categories that still command premium fees

CORE The 4 capabilities underneath all of them

TAKE What's actually left to sell

The 10–20–70 rule

BCG's own split for what determines AI transformation success.



That 70% was always the harder, more relationship-dependent half of consulting work to begin with. The algorithm was never the scarce resource.

McKinsey, State of AI 2025

1%

**of leaders call their organisation's AI deployment
"mature."**

88% of companies now use AI regularly in at least one function. Only 1% say it's fully integrated into how the organisation actually works. Adoption is everywhere. Depth is almost nowhere.

Accenture, fiscal Q4 2025

11,000+

jobs cut in a single quarter, citing AI-driven restructuring directly.

An \$865M restructuring charge. CEO Julie Sweet was explicit: roles that couldn't be retrained fast enough for an AI-driven practice were let go, while AI and data headcount doubled to 77,000.

The work that requires judgment, not computation

01

Organisational change leadership

02

AI governance & decision design

03

Executive alignment & facilitation

04

Program leadership

05

M&A integration

The work that requires judgment, not computation

06

Crisis & reputation management

07

Culture diagnosis & redesign

08

Innovation management

09

Regulatory strategy & navigation

10

Leadership development

Every firm that delivers on all 10 shares the same 4 capabilities

01

Savvy facilitation

Getting a room of disagreeing executives to a decision they'll still defend later.

02

Executive-level trust

Access earned over years, the only thing that lets you say what a client doesn't want to hear.

03

Cultural diagnosis

Reading the informal norms an organisation actually runs on.

04

Leading change from inside

Staying past the recommendation to see if it actually lands.

THE THROUGHLINE

When every client can run the research themselves, the only thing left to sell is what to do with it.

Terence Kok, terencekok.com

A restructuring of the industry's value proposition, not a shrinking of it.

The AI Governance & ROI Executive Programme spends real time on the four capabilities that don't automate. Read the full piece at terencekok.com.



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