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Algorithmic Consulting Organizations: A Systemic Conceptualization

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Abstract

This paper conceptualizes the integration of algorithmic management into consulting practices. By combining three fundamental dimensions of algorithmic management—direction, evaluation, and discipline—with a three-tiered systemic perspective of consulting, encompassing the consultant, client and consultant-client systems, a 3x3 matrix is introduced that distinctly delineates the various fields of algorithmically supported consulting management. Practical examples are provided along with directions for future research. As the paper seeks to enhance the conceptual understanding of algorithmic consulting by structuring the previously sparse and fragmented debate on this topic it paves the way for further focused scholarly exploration on consulting in the algorithmic era.

Zusammenfassung

In diesem Beitrag werden Konzepte des algorithmischen Managements mit Ansätzen der systemischen Beratungsforschung integriert. Durch die Kombination von drei grundlegenden Dimensionen des algorithmischen Managements – Richtung („Direction“), Bewertung („Evaluation“) und Disziplin („Discipline“) – mit einer dreischichtigen systemischen Perspektive der Beratung, die das Berater-, das Kunden- und das Berater-Kunden-System umfasst, wird eine 3x3-Matrix eingeführt, die die verschiedenen Bereiche des algorithmisch unterstützten Beratungsmanagements klar voneinander abgrenzt. Es werden praktische Beispiele präsentiert und Richtungen für zukünftige Forschung vorgeschlagen. Indem somit die bislang spärliche und fragmentierte Debatte zu diesem Thema strukturiert wird, soll das konzeptionelle Verständnis von algorithmischer Beratung vertieft und der Weg für weitere gezielte Forschung zur Beratung im algorithmischen Zeitalter geebnet werden.

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1. Introduction: Organizations as Algorithms

The digitalization of businesses is rapidly advancing, meanwhile with Artificial Intelligence (AI) at the forefront of this transformation. As AI is automating processes and enhancing decision-making across various sectors (Prasant et al., 2023), companies integrate AI into their digital strategies to improve efficiency, enhance customer experience and drive business growth (Kitsios & Kamariotou, 2021).

Theory building on organizations has conclusively picked up on this development. Referring to Morgan's "Images of Organization" (2006), Glaser et al. (2024) propose a new metaphor for organizations, which is called "Organizations as Algorithms". The authors contrast their view with Morgan's original metaphors of organizations as machines, organisms and brains. While these older metaphors focus on structure, adaptation and intelligence respectively, "organizations as algorithms" – or as we will also call them: algorithmic organizations – are composed of a set of assemblages, which are dynamic networks of data, algorithms, decisions and routines. These assemblages have agency, i.e. the capacity to act, and they gain and lose territory over time. Expertise within "organizations as algorithms" is not only rooted in traditional professional knowledge, but can be increasingly augmented by the ability to program or more recently prompt algorithms. This changes how organizations relate to technology and how roles and routines are defined, requiring new skills and ways of thinking by the stakeholders of the organization. Obviously, information that is machine-readable and can be processed by algorithms is imminently important. This type of information appears to become the dominant base for organizing and decision-making. However, it also raises a number of questions and exposes organizations to the risk of relying exclusively on what can be made legible to machines.

A concrete manifestation of organizing algorithmically is "algorithmic management", which builds on "a diverse set of technological tools and techniques that structure the conditions of work and remotely manage workforces" (Mateescu & Nguyen, 2019, p. 3). Algorithms are deployed to manage workforce tasks and make data-informed decisions. According to a "promising" and "up-and-coming conceptual ... framework" (Hirsch et al., 2023), algorithmic management has decisive impact in three fundamental areas: direction, evaluation and discipline (Kellogg et al., 2020). Direction refers to the systematic allocation and coordination of tasks and schedules through automated mechanisms, which guide worker activities based on data-driven insights. Evaluation involves the continuous monitoring and assessment of worker performance through data analytics and feedback systems, where algorithms generate metrics such as speed and quality to gauge efficiency and effectiveness. Discipline is characterized by the enforcement of standards and rules through algorithmic systems, which can impose consequences like restricted access or financial penalties for noncompliance, fostering behavioral compliance and operational consistency.

Scholarly debate on algorithmic management has evolved on these three fundamental areas and on issues such as transparency, accountability and the implications of automation on humans within organizations (Baiocco et al., 2022; Rosenblat & Stark, 2016). While the respective discourse has also reached the field of consulting under the header of "algorithmic consulting", this specific area remains under-researched compared to algorithmic management in other sectors. Algorithmic consulting is "the automation of components of the consulting process" (Kaselow et al., 2020, p. 60). In a narrower sense it is defined as the integration of AI-driven tools and algorithms into the consulting process in the form that

„(a)lgorithmic computations substitute or improve consulting services (formerly) conducted by human consultants“ (Werth & Greff 2018, p. 128). In a broader sense, also processes inside consulting organizations, which are not directly consulting services, most notably in human resource management, may be regarded as algorithmic consulting. This broader view is however rather under-conceptualized so far, especially what algorithmic consulting entails in terms of leading consultants and which effects this novel approach will have on existing consultancy practices as well as on the client-consultant relationship.

It is in this context that our paper aims to make a contribution by advancing the conceptual understanding of algorithmic consulting. For this, we combine the three fundamental areas of algorithmic management, i.e. direction, evaluation, and discipline, with the three-layered systemic structure of the consulting sphere, i.e. consulting system, client system and consultant-client (or contact) system (Mingers, 1996). This systemic perspective is particularly suitable for the purpose at hand, as it clearly differentiates the three distinct arenas in which algorithmic tools may be deployed. As a result, a conceptual 3x3 matrix is derived, entailing activities and effects for each field. These fields may be distinctively regarded in terms of algorithmic work in consulting. Combining the three areas of algorithmic management with the three systems of consultant, client, and consultant–client system exemplifies the kind of disciplined imagination Cornelissen (2005) advocates which is a structured blending of domains that generates new theoretical insight. This kind of cross-framework integration also aligns with calls for hybrid theorizing between programmatic boundaries, where complementary perspectives on the same empirical world are combined to open novel research avenues and impact pathways (Wenzel et al., 2025). To this end, we finally suggest avenues for further research striving to foster theorizing on algorithmic consulting and calling for further studies to reveal its potential to reshape the consulting landscape.

2. Foundation: Algorithmic Management

Algorithmic management is “the large-scale collection and use of data on a platform to develop and improve learning algorithms that carry out coordination and control functions traditionally performed by managers” (Möhlmann et al. 2021, p. 2001). These algorithms are deployed to automate tasks like assigning work, monitoring performance, providing feedback, scheduling and even making decisions about compensation or termination. The approach is especially prevalent in platform-based gig economies (e.g. in companies like Uber and Airbnb), but is increasingly spreading to traditional workplaces as well.

Kellogg et al. (2020) have introduced the “6 Rs” – an upcoming and in large parts initially validated framework (Hirsch et al., 2023) – denoting six mechanisms in three areas where algorithms control workers (see Figure 1): “employers can use algorithms to help direct workers by restricting and recommending, evaluate workers by recording and rating, and discipline workers by replacing and rewarding” (p. 368).

Three Elements and Six Control Mechanisms in Algorithmic Management

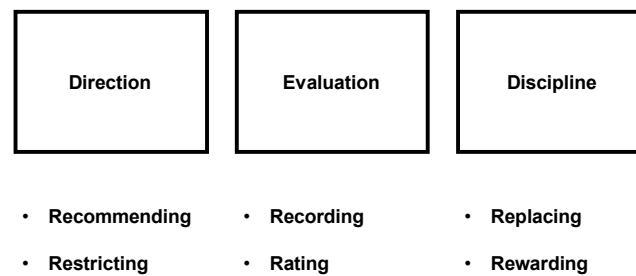


Figure 1: Elements and Control Mechanisms of Algorithmic Management (Source: adapted from Kellogg et al., 2020, p. 367)

- **Recommending:** In algorithmic management, direction is significantly enhanced by the recommending capability, where automated systems allocate and coordinate tasks, schedules and workflows. By utilizing advanced algorithms, these systems not only assign work but also set objectives and suggest optimal courses of action to employees, largely based on data-driven insights. To this end algorithmic management systems collect and analyze extensive volumes of data, sourcing information from employee activities, customer interactions and various business processes (Levy, 2015). Through such analysis, these systems can efficiently optimize workflow and productivity by recommending task automation and allocation aligned with employees' skills, availability and performance metrics, either explicitly or implicitly in the form of nudges (Kellogg et al., 2020).
- **Restricting:** On the other hand, restricting involves the automated constraints and limits placed on decision-making within algorithmic management frameworks. These systems enforce predetermined boundaries to ensure efficiency and conformity with organizational protocols. For instance, the scheduling of shifts and tasks through algorithmic management tools is a practical application of restricting. Automated systems restrict scheduling choices by adhering to predefined parameters, such as labor laws, contractual agreements and organizational demands. Furthermore, the scalability of algorithmic management tools is an example of the restricting capacity's benefits, as they manage large workforces across various locations within strict operational guidelines (Mateescu & Nguyen, 2019). For example, ride-hailing platforms use algorithms to match drivers with passengers and determine optimal routes, while warehouses use them to direct pickers to specific locations. This automated direction can increase efficiency and responsiveness but often reduces worker autonomy, as decisions about what, when and how to work are made by opaque systems rather than by human supervisors or the workers themselves. They structure daily activities and limit opportunities for negotiation or discretion.
- **Recording:** Evaluation under algorithmic management prominently features the recording function, which involves continuous, data-based monitoring on how the work is actually performed. Algorithms meticulously collect data on the system and worker behaviors, outputs and interactions, recording information that is subsequently used to achieve efficiency through adequate performance metrics and provide informed feedback. Real-

time monitoring is a key advantage of algorithmic recording, as these systems continuously track system and employee performance and provide immediate updates, enabling rapid adjustments and optimizations (Rosenblat & Stark, 2016). In various work environments, such as gig work, algorithms record system errors, customer interactions, task completion times and other relevant activities, ensuring that extensive data is captured for performance assessments and continuous improvement. Additionally, monitoring encompasses the tracking of worker location and adherence to performance standards, creating detailed records of daily activities.

- **Rating:** Complementing recording, the rating function within algorithmic management involves assessing and generating performance metrics based on recorded data. This includes automated alerts, feedback, ratings and rankings that provide a structured evaluation of system, algorithm and worker performance. In gig work, customer ratings and completion times are automatically tracked and utilized to rate worker quality. In more traditional settings, algorithms might be employed to monitor productivity, adherence to procedures or even social interactions, with these observations contributing to a comprehensive rating system. While this consistent evaluation and rating mechanism can enhance objectivity and fairness by offering standardized metrics, it also presents challenges related to fairness, transparency and the potential for bias. Algorithms are reductions of the real world and thus by their nature imperfect approximations which have to be continuously improved. Workers may experience a heightened sense of surveillance and pressure, aware that every action is being recorded and analyzed, with limited ability to contest or fully understand the basis of their evaluations.
- **Replacing:** In algorithmic management, the concept of replacing is closely tied to the discipline function, which involves enforcing rules, standards and consequences through automated systems. Algorithms can swiftly and impersonally issue warnings, provide just in time tailored retraining, reschedule tasks to competence levels, restrict access to work, reduce or augment pay, either expand or terminate contracts based on predefined criteria and real-time data. For instance, a delivery driver might be automatically assigned to VIP-clients or suspended for falling below a specific customer rating threshold. Similarly, a warehouse worker may face automated reminders, receive additional information and proposals for training or penalties for not meeting predetermined productivity targets. These automated disciplinary actions can intensify work effort and create a climate of anticipatory compliance, encouraging workers to modify their behavior to avoid algorithmic sanctions. However, this approach can also lead to feelings of alienation, insecurity and resistance, as workers navigate the demands of non-transparent and sometimes biased or even erroneous systems. From our point of view, in recent times of generative AI, also the reversed element of monitoring and “controlling” the machine part has become important, which entails processes and algorithms. In this new environment of algorithmic consulting, the human-machine interaction is bidirectional. Deviation from the work flow can lead to a number of positive “adaptations” also from the machine. The speed of a process could be slowed down, additional training material could be made available just in time and specific to the learning need of the task at hand. The “replacing” could thus not only affect the human being, but also the machine contribution to the workflow.
- **Rewarding:** The rewarding aspect of algorithmic management involves using algorithms to calculate and dispense recognition and compensation, including expertise levels, pay and bonuses, based on performance data. This process aligns incentives with performance metrics in a data-based manner, often driven by the same data used for disciplinary measures. For example, algorithms may automatically calculate bonuses or

performance-based pay adjustments for employees who exceed productivity targets or receive high customer ratings. This system can hence also serve as a motivating force, aligning worker incentives with organizational goals and encouraging better performance through clear and consistent rewards.

Algorithmic management, through its elements of direction, evaluation and discipline, represents a profound transformation in how organizations coordinate, monitor and control work. While it offers potential gains in efficiency and objectivity, it also introduces new challenges and raises ethical concerns related to autonomy, fairness and the human experience of work. Algorithmic management can also reshape power dynamics, reducing the role of middle managers and creating new forms of worker resistance. Against this background it is especially interesting how algorithmic management may be applied in consulting and how it affects consulting and client organizations as well as the consultant-client relationship.

3. Conceptualization: Elements of Algorithmic Consulting

Systemic Perspective on Consulting

For conceptualizing different forms of algorithmic consulting in a broader sense, reference shall be made to the systemic perspective on consulting, because this allows to differentiate between distinct settings in which algorithmic organizing may be implemented. In a narrower sense this means to apply algorithmic tools during a consulting project, and in a broader sense it looks at algorithmic management within the consulting and the client organizations themselves. Systems theory is a well-established theoretical foundation for modeling the consultant–client relationship (Mohe & Seidl, 2011) and is practically applied in the form of “systemic consulting” (Hillebrand & Mette, 2018).

According to the systemic perspective the relationship between consultants and clients in management consulting can be understood as comprising three distinct, yet interrelated, systems: the consultant system, the client system, and the consultant-client (or contact) system (see Figure 2). Each system is seen as an autopoietic (self-producing) communication system, operating according to its own logic and boundaries (Mingers, 1996):

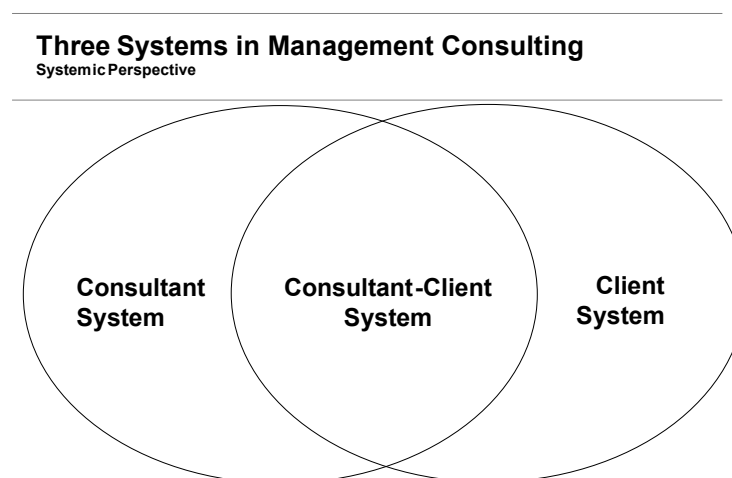


Figure 2: Three-Layered Concept of Consultant, Consultant-Client and Client Systems in System Theory

- The consultant system refers to the consulting organization or team, which functions as an autopoietic communication system. It is characterized by its own internal logic, professional language and practices. Consultants process information, develop methodologies and generate recommendations based on their expertise and shaped by the consultancy's organizational culture. Importantly, the consultant system is operatively closed, meaning it interprets and gives meaning to information according to its own structures and does not dissipate its internal insights and interpretations directly to external systems. This closure ensures that consultants maintain a distinct perspective, which is both a source of value and a barrier to seamless integration with the client's world.
- Similarly, the client system is the client organization, which also operates as an autopoietic communication system. It has its own unique logic, culture and processes for interpreting information and making decisions. The client system is likewise operatively closed, processing communications and interventions from consultants according to its own internal structures. This means that even when consultants provide solutions or advice, the client system does not simply absorb these meanings, but instead, it interprets and reconstructs them within its own context and cultural dispositions. The client's ability to derive value from consulting interventions depends on how it re-contextualizes and integrates external inputs into its own communication processes.
- The consultant-client system, also called the contact system, is a third, distinct system that emerges at the interface between the consultant and client organizations. This system is not merely an overlap or sum of the two organizations; rather, it is a unique temporary interaction system where communications specific to the consulting engagement occur. Meetings, workshops and project interactions belong to this contact system, which is structurally coupled to both the consultant and client systems but remains operatively closed in its own right. The contact system regulates the flow of communication, expectations and negotiations between the two parties. It entails dedicated members both from the consulting and the client firm, and it is within this system that consulting "happens"—not within the consultant or client organizations themselves.

A key implication of this three-layered model is that direct transfer of meaning between consultant and client systems is impossible. Each system processes communications according to its own logic, so consulting interventions can only act as "perturbations" that may trigger new meaning-making within the client system. The consultant cannot directly solve the client's problems; instead, the consultant's role is to introduce disturbances that prompt the client to construct its own solutions. This raises the question how the integration of algorithmic management principles affects the three different systemic layers of consulting.

Algorithmic Consulting from a Systemic and Managerial Perspective

In the 3x3 matrix in Figure 3, the three elements of algorithmic management – direction, evaluation and discipline – apply to the three systemic domains of the consultant system, consultant-client system and client system. Nine fields emerge that together characterize the dynamics of algorithmically supported consulting engagements.

Algorithmic Consulting from a Managerial Perspective The „Systemic Algorithmic Consulting Matrix“

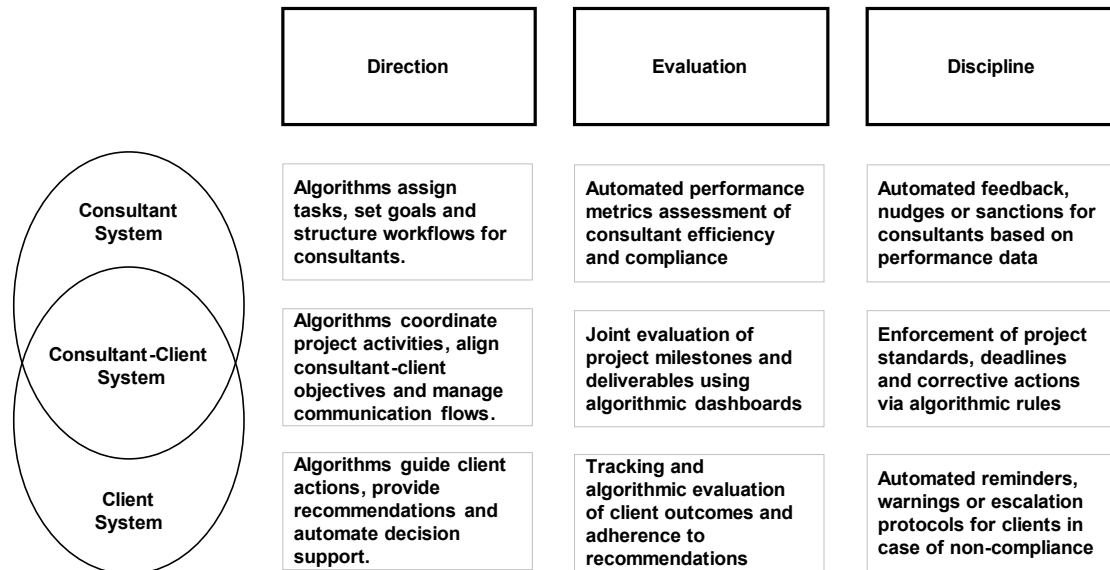


Figure 3: Managerial Algorithmic Consulting in a 3x3 Matrix

Within the *Consultant System*, Direction refers to the strategic orientation generated by the consultant’s internal methodologies and computational tools. Algorithms allocate tasks to consultants based on real-time data, optimizing resource use and workflow efficiency. This may reduce consultants’ discretion in choosing assignments and approaches, reinforcing top-down control through automated processes. Evaluation captures the technical assessment of data and models through validation routines and diagnostic analyses. Consultants’ activities are continuously tracked, with performance metrics such as speed, quality and client ratings automatically compiled. These algorithmic evaluations can directly impact consultants’ future opportunities and compensation. Discipline denotes the methodological rigor, ethical safeguards and procedural standards that guide the consultant’s professional practice. Automated systems issue warnings or restrict access to projects when consultants fail to meet algorithmic standards. This can create a climate of anticipatory compliance, where consultants adjust behavior to avoid algorithmic penalties.

In the *Consultant–Client System*, the assemblages are enlarged: Direction is now co-constructed through joint scoping by consultants’ and clients’ engagement team members and algorithms and the negotiated framing of project goals. Algorithms may coordinate project activities, align common objectives and manage communication flows in pursuit of a streamlined cooperation. However, this can limit flexibility and create new conflicts in negotiating project terms between consultants and clients. Evaluation consists of shared interpretations, feedback loops and the contextualization of analytical results. Both consultants and clients are assessed through shared dashboards that track project progress,

satisfaction, and adherence to deadlines. This transparency can foster accountability but may also introduce rigidity and reduce opportunities for informal feedback. Discipline manifests in collaboratively established rules, governance mechanisms and interaction protocols that structure the engagement. Algorithmic rules automatically flag missed deadlines or deviations from project standards, triggering corrective actions or penalties. Such automated discipline can escalate conflicts and can again reduce the space for negotiation between consultants and clients.

Within the *Client System*, the three dimensions describe how consultant inputs are internalized and operationalized: Direction concerns the integration of externally provided strategic orientations into established organizational priorities. Clients receive algorithmically generated recommendations and automated guidance on project decisions, which can enhance efficiency. Evaluation involves assessing analytical insights against internal performance criteria, risks and institutional realities. Clients' adherence to recommendations and project outcomes are tracked and assessed by algorithms, influencing their access to future consulting services. This can incentivize compliance but may also feel intrusive or overly prescriptive. Discipline reflects the influence of organizational rules, routines, and cultural norms that enable or constrain the adoption of recommendations. Automated reminders, warnings or restrictions are issued to clients for non-compliance or delayed actions. Possibly, persistent non-compliance can result in escalation to higher management. Overall, this may also reduce clients' sense of agency and control over the consulting engagement.

Practical Examples of Algorithmic Consulting Organizations

As shown by Tiwari (2025) and Vial et al. (2023), consulting firms are indeed starting to redesign roles and workflows around data-driven tools. For example, dashboards and AI-based reports now help decide what consultants work on, how they communicate with clients, and how success is measured. In this context, the consultant is less of a decision-maker and more of a system operator or interpreter. Regarding our "Systemic Algorithmic Consulting Matrix", the nine fields represent conceptual areas for algorithmic consulting, which may be distinctively analyzed in the future. There are a number examples from consulting firms which integrate AI and algorithmic management into their service offerings and internal operations which respectively cover certain fields of the Systemic Algorithmic Consulting Matrix only:

- Consult, a North American AI consulting firm, specializes in helping client organizations leverage AI through custom solutions. Consult's approach towards consulting management blends traditional project management, agile methodologies and AI-specific workflows. For example, Consult's teams use collaborative software tools for version control and task management (Direction and Evaluation in the Consultant and Consultant-Client System), while data scientists and engineers focus on hypothesis testing and iterative model development (Evaluation in the Client System) (Vial et al. 2023).
- A major global technology consulting multinational enterprise (MNE) with a significant presence in India has implemented a wide range of AI-enabled applications in both its internal HR management and client-facing innovation labs. The firm uses AI-powered

bots and virtual assistants to automate routine, analytical, and communicative HR tasks (all elements of the Consultant System). For clients, the MNE's innovation hub demonstrates advanced AI applications, such as humanoid robots for front-office operations. These robots can greet visitors, manage access and provide guided tours, showcasing the firm's ability to co-create AI-driven solutions with clients (Direction in the Client System) (Malik et al., 2020).

- ACME, a multinational energy firm with a strong consulting arm, has undertaken a comprehensive digital transformation, integrating algorithmic solutions across multiple business areas. In its consulting practice, ACME has automated transactional tasks (e.g., issuing credit cards, processing procurement orders) and re-engineered complex processes in areas such as maintenance operations, internal audit and drilling. For example, in internal audit, algorithmic tools supported collaborative work and process redesign (Direction and Evaluation in the Consultant System) (Amaya & Holweg, 2024).

These examples demonstrate that consulting organizations are not only advising on algorithmic transformation but are also embedding algorithmic management and AI into their own organizations and service delivery models. More comprehensive research on all of the nine fields of the matrix is encouraged while the landscape is rapidly evolving.

4. Conclusion: Advancing Research in the Algorithmic Era of Consulting

Summary

The introduction of algorithm-based frameworks into consulting processes signifies a substantial transformation in how consulting services are rendered and perceived. In this paper, we have focused on consulting management processes to enlarge the conceptual understanding of algorithmic consulting. Based on a new metaphor of Organizations as Algorithms we have applied the three major elements of algorithmic management – direction, evaluation and discipline – to the three different systems of consultant, client and consultant-client system. Our goal was to enlarge the conceptual field for algorithmic consulting, moving beyond the client-serving activities and processes which have so far mainly been covered by publications on algorithmic consulting. The Systemic Algorithmic Consulting Matrix may also structure a previously sparse and highly fragmented debate on algorithmic consulting into analytically distinct fields that can be theorized and researched in different ways. The matrix forces clarity about where exactly algorithmic tools intervene and what kind of function they perform.

Generally, the advent of algorithmic consulting necessitates a redefinition of skill requirements for practitioners in the consulting industry. The new consulting landscape demands capabilities beyond traditional advisory skills. Consultants must now be adept at navigating digital tools, understanding data analytics and implementing algorithmic solutions. Skills in data science, machine learning and programming are increasingly essential, as they enable consultants to translate complex data into actionable insights. Moreover, consultants must be skilled in prompting algorithms, which involves formulating the right questions and configuring tools to generate optimal results. This shift towards digital literacy and algorithmic thinking underscores the need for continuous learning and adaptation in the consulting profession.

Furthermore, the integration of algorithmic management into consulting practices raises significant questions about the industry's future direction. As consulting firms continue to incorporate AI and machine learning into their service models and internal processes, they confront challenges related to transparency, client relationships and ethical considerations. The potential for algorithms to make autonomous decisions necessitates robust governance structures to ensure accountability and prevent biases in decision-making processes.

Areas of further research

Looking ahead, several avenues for further research emerge from our conceptual note. First, the Systemic Algorithmic Consulting Matrix provides a conceptual point of departure for further empirical research on the feasibility, relative salience and concrete instantiations of the nine fields. Such inquiry appears particularly fruitful in light of the ongoing transformation of the consulting industry with traditional business models being challenged and consulting platforms with elements of gig work diffusing into the consulting sphere.

Second, expanding empirical studies on the effectiveness and efficiency of algorithmic consulting for clients in different industries and in different types of projects would provide valuable insights into best practices and common challenges. By examining case studies and real-world applications, researchers can identify key factors that contribute to successful algorithmic consulting implementations and propose solutions to address potential obstacles. Differentiations should be made according to the legal codification of the sector (e.g. tax, IT consulting vs. coaching and strategy consulting) as well the deployment of different types of algorithmic technologies (ranging from communication algorithms like Zoom, Outlook, Miro versus specialized solutions like SAP and Sales Force).

Third, the nature of the product of the consulting with respect to its implementation in the client's organization is a structuring element which has been omitted in the current paper. Whereas it is an analysis resulting in data, expertise to be acquired by the client's employees, a process, an algorithm or a strategy reshaping the direction of the client's organization, the intermediate "consultant-client system" will vary accordingly. Product specific insights might lead to a differentiated recommendation of best practices and distinct priorities.

Fourth, there is a need to investigate the long-term impacts of algorithmic consulting on client-consultant relationships. As shown above, a consultancy adds value by generating a distinct contribution from experts, procedures and tools. How is this uniqueness safeguarded or enhanced, when algorithms achieve agency, e.g. when generally available AI tools based on LLM-available data are deployed? And how does the consultancy convince the client that the finally presented insights are trustworthy and not (also based on) hallucinations of an algorithm used by the consultant? Understanding how algorithms are changing the value creation within the consultancy and the interpersonal dynamics of consulting engagements in terms of collaboration and trust is critical for developing strategies that enhance the effectiveness of such engagements.

Lastly, future research should explore the ethical implications of algorithmic decision-making in consulting. As algorithms take on an increasing significance in internal decision-making and client recommendations, it becomes crucial to examine how biases can be mitigated and

ethical standards maintained. This includes developing frameworks for transparency and accountability that can guide firms in responsibly deploying algorithmic tools.

In conclusion, algorithmic consulting encompasses major changes in the consulting industry and possibly represents a paradigm shift in understanding the consulting landscape towards “consulting organizations as algorithms”. This paper contributes to the ongoing debate, advances our conceptual understanding and calls for further research in the algorithmic era of consulting.

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