

What Stays Human: The Critical Skills Your Finance Team Still Needs

In an AI-Driven World, Strategic Talent Will Be Your Competitive Edge

Executive Summary

AI is transforming finance — but it's not replacing the need for people. It's replacing the need for *certain tasks*. The future of finance belongs to professionals who can partner with machines, not compete with them. CFOs must now answer: **What roles evolve, what skills stay human, and how do we build a team around that?**

The Skills That Survive — and Thrive

From Processing to Thinking

While AI handles:

- Data entry
- Matching and reconciliation
- Forecast generation

You'll need humans to:

- Interpret results
- Tell compelling stories with data
- Guide strategic business decisions

From Analysts to Business Partners

Tomorrow's finance roles are hybrids. The best team members will be:

- Cross-functional collaborators
- Skilled communicators
- Strategic advisors — not just spreadsheet experts

From Accountants to Navigators

What matters now:

- Data literacy
- Scenario thinking
- Comfort with uncertainty

AI gives options. Humans choose direction.

How CFOs Can Build This Capability

Upskill Your Current Team

Focus training on:

- Finance storytelling & visualization (Power BI, Tableau)
- AI and automation literacy (basic ML, natural language tools)
- Business acumen — teach analysts to speak the language of operations

Hire for Hybrid Roles

Emerging titles include:

- Finance Data Engineer
- AI Auditor
- Digital FP&A Partner

Look for tech-savvy candidates who are also curious and coachable.

Redefine Job Descriptions

Move away from tasks like “monthly variance analysis” and toward responsibilities like:

- “Partner with business units to synthesize AI-driven forecasts”
- “Monitor, validate, and improve AI model outputs”

Takeaway

AI isn't just removing roles — it's elevating the ones that remain. The finance teams that thrive will be the ones that invest in people as much as platforms.

Final Thought

The smartest finance leaders aren't asking, “Who do we let go?”
They're asking, “Who do we grow into what's next?”