



 2025 COLUMBIA UNIVERSITY  
COACHING CONFERENCE

## HIGH IMPACT COACHING IN AN ERA OF HYBRID INTELLIGENCE

### 5<sup>th</sup> International Columbia Coaching Conference 2025

October 14-16, 2025 | Campus of Columbia University | New York City | USA

*Conference Theme: High-Impact Coaching | In an Era of Hybrid Intelligence*

**CALL FOR PROPOSALS**

#### GLOBAL GATHERING OF COACH SCHOLARS AND PRACTITIONERS

The 5th International Columbia Coaching Conference returns to the campus of Columbia University, New York on October 14-16, 2025. After our successful virtual gathering in 2021, we're excited to welcome our global coaching community back to Columbia University's campus, in the city of New York, USA, for three days of learning, connection, and inspiration.

#### 2025 Conference Theme

We invite you to explore coaching at the *intersection* of *human intelligence* and *artificial intelligence* as we examine promising practices in coaching in this emerging era of Hybrid Intelligence.

Our focus encompasses a holistic approach that attends to *head*, *heart*, and *hand* across multiple coaching contexts, including individuals, dyads, groups, teams, and entire organizations. Together, we will examine how coaching can thrive in today's volatile, uncertain, complex, and ambiguous (VUCA) world.

This document provides a detailed description of the 2025 conference theme and outlines the requirements for submitting proposals in three delivery categories: *papers*, *experiential learning sessions*, and *coaching demonstrations*.

## Important Dates

**Call for Proposals:** Publication on Friday December 20, 2024

**Submissions:** System opens Monday, January 20, 2025, and closes Monday, April 21, 2025

**Decision Notification:** Monday, May 19, 2025

**Material Submission:** Full Submission due Monday, July 28, 2025 | Final Edited Materials due Monday, September 15, 2025 | 'Go-live' Versions of ALL Conference Materials due Monday, October 6, 2025

**Presenter Registration:** All accepted presenters will receive a conference registration discount – details will be sent with decision notification.

## Conference Mission

The Columbia Coaching Conferences bring together academics, graduate students, professional coaches, and practitioners from human resources (HR), Leadership and Talent Development (LTD), and Organization Development (OD) fields. While disrupted by COVID-19, this bi-annual gathering creates a unique space where theory meets practice, fostering innovation in executive and organizational coaching. Participants gather to:

- *Share* findings from cutting-edge research.
- *Showcase* tools, practices, and other resources used to power individual and organizational performance.
- *Discuss* interesting and complex questions.
- *Participate* in raising-the-bar in our emerging field of executive and organizational coaching.

Executive and organizational coaching involves facilitated conversations to help leaders: (1) acquire skills; (2) enhance performance; (3) develop personally and professionally for career growth; and (4) achieve strategic goals. “Organization” includes corporate, government, educational, healthcare, and non-profit sectors. Hybrid intelligent capabilities can serve as an enabler to these aims!

For our 5th international conference, *paper submissions* will focus on scholarship, while *experiential learning sessions* and *coaching demonstrations* will emphasize practical application—highlighting the conference’s commitment to a practitioner-scholar orientation. We will also organize *panel discussions* to foster dialogue from multiple perspectives (e.g., organizational case examples, expert discussions on various emerging topics, and Columbia

## Conference Mission – *continued*

program alums in-the-press). For panel participation inquiries, please complete this [form](#).

Aligned with our mission, the conference program will feature concurrent sessions for peer learning, active breakout groups, and keynote presentations from experts across relevant fields. Event sponsors and partners will showcase a range of relevant products and services, including consulting, assessments, and technology platforms. Breaks, meals, and receptions offer networking opportunities.

The Columbia University Campus and New York City offer ideal settings for exploration and collaboration. We aim to integrate the city's culture into the conference while fostering spaces for inquiry, reflection, dialogue, and deep learning about coaching practices at individual, group, and organizational levels within the conference community.

## 2025 Conference Theme Description

The 2025 conference theme is *HIGH-IMPACT COACHING: In an Era of Hybrid Intelligence*. The conference program design will be informed by the following question:

*How can we encourage experimentation and new forms of learning that result from:*

1. *Bringing forth what is uniquely human about coaching* (including the practice of executive and organizational coaching; coaching education and training; coaching supervision; and research).
2. *Expanding our knowledge of, and capabilities around, AI tools and platforms.*
3. *Exploring examples of hybrid intelligence-informed coaching that intentionally integrates human expertise and AI.*

### ***Framing – The Meaning of Hybrid Intelligence?***

Based on an extensive review of the literature, Hybrid Intelligence is defined as “the ability to achieve complex goals by the intentional integration of human expertise and artificial intelligence to reach superior results that neither could accomplish alone and to continuously improve by learning from each other” (Maltbia 2024).<sup>1</sup>

Key Characteristics of Hybrid Intelligence:

- Collaborative: Humans and AI systems work together
- Complementary: AI augments human capabilities, and humans enhance AI limitations
- Adaptive: Systems learn from each other

## ***Framing – The Meaning of Hybrid Intelligence? - continued***

For the 2025 event, our conference community will discuss the implications of these characteristics in use cases ranging from coaching training and education, coaching supervision, client coaching engagements, and future research to inform the practice of professional executive and organizational coaching.

Potential Benefits and Outcomes Resulting from the Intentional Integration of Hybrid Intelligence:

- Enhanced decision-making
- Improved accuracy
- Increased efficiency
- Augmented creativity

The conference theme consists of two parts: (1) *Headline* (i.e., High-Impact Coaching) and (2) *Sub-text* (i.e., In an Era of Hybrid Intelligence). To develop the theme, we first explore the literal meanings of each word or phrase to clarify their connections (see descriptions below). Next, we relate these terms to executive and organizational coaching, placing these insights below each literal description. This process establishes a coherent theme description, framing the “call-for-proposals” and other communications, while linking to previous conference themes to build a narrative across events.

High-Impact: Refers to having a *large* or *powerful* effect (Cambridge Dictionary), to dramatically *improve* or *sustain* results. It involves *influencing* others or situations in a meaningful way, *moving forward* in a *purposeful* way, expanding *options*, and requiring *effort* or *exertion*. It is *consequential*, *important*, and *effective*.

Professional Coaching—a form of *development* in which a person called a *coach* supports a *learner* or *client* in achieving a specific personal or professional *goal* by providing training and guidance; a *process* that aims to improve *performance* and focuses on the '*here and now*' rather than on the distant past or future; is unlocking a person's *potential* to maximize their own performance; it is helping people to learn rather than teaching; a private *tutor*, one who *instructs* or *trains*, *carriage* (Merriam-Webster | ICF | GSAEC).

Era: A distinct *period in history* characterized by specific *features* or *characteristics* and marking an *important* or *outstanding* phase or stage of development, often signifying a new or distinct order of things (Merriam-Webster).

Hybrid Intelligence: A new *technology* that *combines* artificial intelligence (AI) with human expertise to bridge the gap between them. It *leverages* both to create an *intelligent system* with *capabilities* beyond what either could achieve alone. While AI excels in *data processing* and *pattern recognition*, it lacks the *emotional intelligence*, *creativity*, and *moral reasoning* that humans possess. Hybrid systems capitalize on these strengths to achieve superior outcomes.<sup>1</sup>

### ***Framing – The Meaning of Hybrid Intelligence? - continued***

In the digital age, hybrid intelligence will play a crucial role by integrating human and artificial intelligence to enhance each other. In this context, the theme for our 5th International Coaching Conference will examine the implications for coaching, both now and in the future, within the emerging era of hybrid intelligence.

### **Additional Guideposts for Our Collective Inquiry**

The intentional inquiry into the essence of coaching in the era of hybrid intelligence raises many questions that open provocative pathways for devising and implementing high-impact client engagements. The framing of the 2025 conference theme presented in the prior section provides a degree of conceptual clarity that can help deepen our inquiry during the 2025 event.

To stimulate ideas for proposal submissions, consider the set of guiding questions organized in three board categories that will inform the design of the 2025 conference: (1) Uniquely Human Capabilities and Implications for Coaching; (2) Strengths of Artificial Intelligence Informing the Future of Coaching; and (3) Opportunities for Integration of Hybrid Intelligence in Coaching Engagements. Conference proposals should explicitly focus on at least one of these categories.

***Uniquely Human Capabilities and Implications for Professional Coaching*** (including executive and organizational coaching; education and training; supervision and/or future research)

This first set of questions emphasize unique human capabilities, and their application to coaching, coaching education, and/or coaching supervision; in addition to potential ways AI can support these strengths. We encourage you to consider any of these questions to stimulate ideas for proposal submissions with these foci.

- What are the unique human capabilities (i.e., those that AI cannot replicate now) that can contribute to high-impact coaching experiences?
- What are examples of core human attributes (e.g., empathy, creativity, ethical reasoning) that differentiate human coaching from AI-enabled coaching, and how can these be leveraged in hybrid coaching models?
- What are the key differences between human expertise and the task-centered intelligence exhibited by current AI systems, especially regarding holistic and contextual thinking?
- How does human intuition contribute to adaptive decision-making in coaching engagements, and what role does it play in complementing AI-driven insights?
- In what ways does humans' ability to create and interpret meaning from complex narratives enhance coaching practices, particularly in comparison to AI?
- What are the implications of humans' emotional intelligence (EI) for fostering trust, rapport, and psychological safety in coaching relationships?
- How does the human capacity for understanding and responding to complex emotions, particularly in social interactions, contribute to uniquely human capabilities that AI may currently lack?

### ***Uniquely Human Capabilities and Implications for Professional Coaching - continued***

- How can uniquely human reflective practices (e.g., self-awareness, metacognition) enhance the design and delivery of hybrid coaching interventions?
- How does human tacit knowledge, particularly in areas like emotional, social, and cooperative, and/or cultural intelligence, contribute to uniquely human capabilities in complex situations? What are the implications for coaching, coaching education, and/or coaching supervision?
- What role does human creativity play in designing innovative coaching interventions, and how can AI enhance or constrain this creativity?
- How does human moral and ethical reasoning shape coaching practices, especially in scenarios where AI tools are used to support decision-making?
- What are the ethical implications of designing AI systems to mimic or replace uniquely human capabilities, especially regarding potential issues of fairness, inequality, and bias?
- How do cultural awareness and sensitivity, as unique human capabilities, influence coaching across diverse client populations?
- What role does human adaptability play in navigating the dynamic and unpredictable nature of coaching relationships and contexts?
- How can uniquely human storytelling skills be used to engage clients and enhance their learning in coaching engagements?
- What are the implications of human vulnerability and authenticity in building trust and credibility in coaching relationships?
- How does humans' ability to sense and respond to non-verbal cues enhance the effectiveness of coaching engagements?
- Given the rapid advancement of AI coaching systems, how can human coaches develop their uniquely human capabilities to provide a coaching experience that AI cannot replicate?

These questions aim to inspire proposals that delve into the irreplaceable aspects of human expertise in coaching, while also examining how these capabilities can harmoniously integrate with artificial intelligence to shape the future of high-impact coaching.

### ***Strengths of Artificial Intelligence Informing the Future of Coaching***

Next, the curated list of questions below focuses on the strengths of AI and its potential to influence coaching education, professional coaching practice, coaching supervision, and coaching research. Again, consider any of these questions to stimulate ideas for proposal submissions focused on AI strengths including what coaches, educators, and researchers need to know.

- How can AI-enhanced learning platforms improve the delivery and scalability of coaching education programs?
- How can AI facilitate the integration of evidence-based practices into coaching education curricula?

### ***Strengths of Artificial Intelligence Informing the Future of Coaching - continued***

- How can AI-driven simulations (e.g., VR/AR) improve the development of coaching competencies in training programs?
- What is the role of AI in fostering cross-cultural competence in coaching education and practice?
- What types of coaching tasks are particularly well-suited for AI, considering AI's strengths in data processing, pattern recognition, and consistent execution of predefined processes?
- What role can AI play in supporting professional coaches by providing real-time analysis of coaching sessions?
- How can AI coaching systems effectively leverage theoretical models and evidence-based practices to enhance their efficacy and provide consistent, high-quality coaching interventions?
- How can the design of AI coaching systems be optimized to foster trust and engagement with users, considering factors such as personalization, transparency, and management of user expectations?
- What are the potential benefits and challenges of using AI coaching to scale coaching services and make them more accessible to a wider audience, particularly for individuals who may not have access to traditional human coaching?
- What are the ethical implications of using AI for coaching, particularly concerning data privacy, autonomy, and potential biases embedded in the training data used to develop AI coaching systems?
- How can AI enhance ethical decision-making frameworks in coaching engagements, particularly when addressing complex client scenarios?
- What are the implications of AI-driven insights for shaping personalized development plans in coaching engagements?
- How can AI assist in creating comprehensive client progress tracking systems for professional coaching engagements?
- What are the potential applications of AI in enhancing reflective practices in coaching supervision?
- How can AI tools aid in identifying and mitigating unconscious biases in coaching supervision and practice?
- In what ways can AI support meta-analysis of coaching research to identify emerging trends and gaps in the field?
- How can AI support longitudinal studies on the impact of coaching interventions across industries and populations?

It is our goal that the questions above inspire research and practice-based proposals that examine AI's transformative potential in coaching education, practice, supervision, and research, while emphasizing the value of hybrid intelligence.

***Examples and/or Opportunities for Integration of Hybrid Intelligence in Coaching*** (including coaching engagements with clients, coaching education, coaching supervision, and/or research)

- How can AI and human coaching be effectively combined to create hybrid coaching models that leverage the strengths of both approaches to provide a comprehensive and personalized coaching experience?
- How can hybrid intelligence (i.e., intentional integration of human coaching expertise and AI) be leveraged to co-create more effective and personalized client engagement strategies?
- How can human expertise and AI be intentionally integrated in a coaching context to facilitate the achievement of complex goals, recognizing the distinct strengths and limitations of each?
- What are the key design principles for creating effective human-AI coaching partnerships, considering factors such as task allocation, communication protocols, and mechanisms for continuous learning and improvement?
- What are the potential impacts of hybrid intelligence on the co-design of coaching engagement contracts and goals with clients?
- What frameworks can guide the ethical integration of hybrid intelligence into coaching engagements to ensure transparency and trust?
- What are the potential ethical considerations and risks associated with hybrid intelligence in coaching, particularly regarding the potential for bias, the impact on human autonomy and agency, and the responsible use of data collected by AI systems?
- How can hybrid intelligence support real-time feedback loops in team or group coaching contexts to improve communication and collaboration?
- How can we measure and evaluate the effectiveness of hybrid intelligence systems in coaching, considering not only goal attainment but also factors such as user satisfaction, trust in the system, and the development of human capabilities?
- How can hybrid intelligence inform the development of new metrics and KPIs for measuring the effectiveness of coaching practices?
- How can hybrid intelligence systems be designed to foster trust and transparency, enabling users to understand the reasoning behind AI-driven recommendations and feel confident in their interactions with the system?
- How can hybrid intelligence be leveraged to personalize coaching interventions, tailoring them to the individual's unique needs, goals, and learning style, while also ensuring that the AI component adapts to the evolving needs of the user?
- In what ways can hybrid intelligence enable real-time adaptive interventions during live coaching sessions?
- What role can hybrid intelligence play in designing adaptive coaching education programs that evolve with emerging industry trends and technologies?



### ***Examples and/or Opportunities for Integration of Hybrid Intelligence in Coaching - continued***

- How can hybrid intelligence be utilized to create immersive experiential learning opportunities in coaching education and training programs?
- How can hybrid intelligence improve the effectiveness of reflective practices in coaching supervision by combining AI-generated insights with supervisor expertise?
- What are the opportunities for hybrid intelligence to integrate coaching research findings into practice in real time?
- How can hybrid intelligence systems support longitudinal tracking of coaching outcomes and provide actionable insights to inform future engagements?
- What are examples of hybrid intelligence applications in cross-cultural coaching contexts, and how do they address cultural nuances?

### **General Proposal Guidelines**

Proposals are the first stage of the program submission process for the 5<sup>th</sup> International Columbia Coaching Conference. A proposal is intended to be a summary of the full submission using the suggested outline for each category. Requirements for proposal content are provided below.

#### ***Columbia Coaching Conference Website***

For general information about the conference, including: (1) examples of successful proposals and final papers; (2) information about past conferences; (3) links to registration, travel, and logistics; and more, please visit the Columbia Coaching Conference Website. We will continue to update the website and add more information over time, so please check back periodically.

<https://www.columbiacoachingconference.org/>

#### ***Conference Submission Website***

We use a separate website to manage all aspects of the conference, from proposal submission to registration. To submit your proposal click on the link below.

<https://columbiacoachingconference2025.exordo.com/submissions/new>

#### ***Word Limit***

Proposals should be between 800 and 1,200 words, formatted with 1-inch margins on all sides and in Times New Roman, 12-point font. Proposals exceeding 1,200 words will be automatically rejected, so please ensure your word count is within the limit before submission.

#### ***Evaluation Criteria***

All proposals will be evaluated based on the following criteria:

- A clear statement of focus related to leadership and organizational coaching

- An explicit connection to the 2025 conference theme (see pages 3-10)
- Grounding in a well-defined theoretical or conceptual framework or model
- Contribution of original knowledge to theory and/or practice
- Clarity of writing

### **Track-Specific Evaluation Criteria**

- Papers: Research design, theoretical approach and/or practical setting informing the position is clearly articulated and supported with at least five peer reviewed references.
- Experiential Learning Sessions: Activities that promote experiential learning, are consistent with experiential learning theory, and follow an explicit learning approach.
- Coaching Demonstrations: Clear outline of, and support for, the modeling of innovative and/or practical applications of coaching competencies, tools, or protocols.
- Panel Discussions: Clear definition of the topic and outline of the flow of the discussion, including the role of the moderator, introductions, content-outline of each panel member's short presentation, panel interaction, and approach for engaging the audience. If you are interested in submitting a proposal for this track, please complete this [panel interest form](#).

With the exception of the Panel Discussion category, all tracks will undergo a blind peer review by two reviewers. Please consult the section at the end of this document to ensure your proposal is prepared for blind review.

You may submit multiple proposals across different categories, but please note that a maximum of two submissions will be accepted for the conference.

### ***Conference Format***

Submissions will be presented in 90-minute concurrent sessions in the following formats:

- Three papers grouped by theme (20 minutes each), followed by a 30-minute audience Q&A session for all three papers, facilitated by an assigned session leader.
- Two coach demonstrations (40 minutes each), including setup, the demonstration(s), and audience Q&A.
- One experiential session (90 minutes), encompassing setup, planned activities, and audience Q&A.
- One panel discussion (90 minutes), featuring brief presentations from each panel member, facilitated discussion, and audience Q&A.

Further details regarding session durations and agenda placement will be provided later. The first two days of the conference will focus on presentations, so if your proposal is accepted, please plan to attend at least the first two days (October 15 and 16, 2025).

## Paper Submissions

This conference is for both scholars and practitioners. Papers should contribute to the knowledge of executive and organizational coaching, focusing on aspects related to the conference theme, *“High-Impact Coaching: In an Era of Hybrid Intelligence.”* Proposals closely aligned with the theme are more likely to be accepted.

Paper proposals do not require completed research with full findings. We welcome works in progress, where authors can describe their methodology and data collection approach, with preliminary findings and/or “big ideas.” This flexibility allows researchers at various stages to participate and share valuable insights with our community.

Papers should be based on one or more of the following:

- Research (quantitative, qualitative, action research, case study, meta-analysis, etc.)
- Theory (conceptual study, model or theory development, including integrative literature reviews)
- Specialized Practice Area (e.g., leadership team coaching, group coaching, multi-rater (360) feedback coaching, behavioral coaching, solution-focused, board of directors, etc.)

Accepted papers must not exceed 5,000 words, including abstract, keywords, references, and appendices. You must also submit a PowerPoint presentation, with optional handouts. Guidelines for these documents will be provided upon acceptance of proposal as presenters prepare for final conference submission(s).

### ***Outline for Paper Submissions***

Based on insights from previous Columbia University Coaching Conferences, we recommend following the structure below to enhance the likelihood of your proposal being accepted:

- Title: Limit to 20 words.
- Abstract: A maximum of 75 words summarizing your paper, its focus, high-level findings, and implications.
- Key Words: Three to five words identifying the relevant fields or disciplines, e.g., “Executive Coaching, Transformative Learning, Leadership Development.”
- Type: Choose one—Research, Theory, or Specialized Practice Area.
- Methodology: A 60–100-word description of the methodology, e.g., “integrated literature review,” “qualitative case study,” “survey research.”
- Conceptual Framing/Literature Review: Briefly describe the conceptual framework or literature informing your paper (250-400 words).
- Findings: Summarize the major insights or “big ideas” of your paper (250-400 words). These may be preliminary for the proposal.

## Paper Submissions - *continued*

- Conclusions and Recommendations: Conclude with implications for further research, theory-building, or professional practice in executive and organizational coaching (140-200 words).
- References: Include key references. Note that references count towards the total word limit, so balance them with other sections. More references can be added in the final submission if your paper is accepted.

TIP: Some writers find it useful to create a draft of the entire paper first, using the 5,000-word limit and the outline listed above (i.e., begin with an end in mind), before condensing the full paper to accommodate the guidelines for proposal submission. Note: If you choose this approach, ensure that your final proposal does not go over the 1,200-word limit!

For questions about paper submissions contact the 2025 Program Chair, [Abhijit Bhattacharya \(bhattacharya.abhijit23@outlook.com\)](mailto:bhattacharya.abhijit23@outlook.com).

## Experiential Learning Session Submissions

Experiential learning sessions offer participants a chance to engage directly with coaching practices through creative, interactive formats. These sessions should integrate theory and practice, drawing from the author's experience with a practice format, theoretical framework, innovative solutions, or emerging technologies in coaching. Proposals should first outline the presentation format and participant involvement, followed by the theoretical perspective framing the session. These sessions should not have lecture components.

This category aims to support the professional development of coaches while demonstrating how theory and research can inform evidence-based practice.

Proposals must focus on an aspect of leadership and organizational coaching and connect specifically to the conference theme, *“High-Impact Coaching: In an Era of Hybrid Intelligence.”* Clearly defined session objectives and learning approaches/models are crucial. Proposals with clear objectives and strong ties to the theme are more likely to be accepted.

If accepted, your final submission (session outline) must not exceed 3,500 words, including abstract, keywords, references, and appendices. You must also submit a PowerPoint presentation, with optional handouts. Guidelines for these documents will be provided upon acceptance.

## Experiential Learning Session Submissions – *continued*

### **Outline for Experiential Learning Session Submissions**

Based on insights from previous Columbia University Coaching Conferences, we recommend following the structure below to enhance the likelihood of your proposal being accepted:

- Title: Limit to 20 words.
- Abstract: A maximum of 75 words summarizing the session's purpose, focus, target audience, and key takeaways.
- Key Words: Three to five words identifying the session type, e.g., "Coaching Tools," "Group Coaching."
- Session Objectives: List two to three objectives detailing what attendees will learn or experience. Use behavioral terms for observable outcomes, e.g., "By the end of this session, participants will be able to write, discuss, illustrate, differentiate, propose, etc." Avoid vague terms like "know," "understand," or "analyze." Refer to Bloom's Taxonomy for more information on crafting effective session objectives.
- Session Outline: List major topics and activities with estimated timing and descriptions. Target 250 to 600 words, focusing on one major emphasis per section.
- Conceptual/Theory-Input: Describe theories, models, or frameworks informing the session, with sample citations. Target 100 to 200 words.
- Implications for Practice: Briefly describe the session's implications for executive and organizational coaches. Target 100 to 200 words.
- References: Include key references, noting they count towards the total word limit. More references can be added in the final submission if accepted.

For questions about experiential learning session submissions contact the 2025 Program Chair, [Abhijit Bhattacharya \(bhattacharya.abhijit23@outlook.com\)](mailto:bhattacharya.abhijit23@outlook.com).

### **Coaching Demonstrations Submissions**

This conference caters to both scholars and practitioners. The coaching demonstrations category aims to support the professional development of coaches by showcasing how theory and research can inform evidence-based practice.

Proposals must align with the conference theme, *"High-Impact Coaching: In an Era of Hybrid Intelligence."* Stronger connections to the theme increase the likelihood of acceptance.

Coaching demonstrations should focus on modeling practices with a "client," utilizing:

- Self as Instrument: Employ selected coaching competencies, specifying the framework source (e.g., EMCC, GSAEC, IAC, ICF).
- Coaching Process Elements: Include aspects like entry and contracting, aligning expectations, etc.
- Tools: Use specific assessments, values clarification sorts, visual explorers, etc.

- Protocols: Apply frameworks such as cultural dimension protocols.

If accepted, your final session outline must not exceed 3,500 words, including abstract, keywords, references, and appendices. You must also submit a PowerPoint presentation, with optional handouts. Guidelines for these documents will be provided upon acceptance.

### ***Outline for Coaching Demonstration Submissions***

Based on insights from previous Columbia University Coaching Conferences, we recommend following the structure below to enhance the likelihood of your proposal being accepted:

- Title: Limit to 20 words.
- Abstract: A maximum of 75 words summarizing the coach demonstration, including session flow and intended learning outcomes.
- Key Words: Three to five words identifying the competencies focused on in the demo, e.g., "Establishing the Coaching Agreement" via ICF, or "Self-Knowledge" via WABC.
- Competencies: Summarize the competencies for the demonstration from sources like ICF, EMCC, or WABC. Target 100 to 200 words.
- Demonstration Outline: List session objectives in behavioral terms. Include the overall flow, roles (coach, volunteer client, audience), demo elements, and audience interaction, with time for questions. Target 200 to 650 words.
- Implications for Practice: Briefly describe the session's implications for executive and organizational coaches. Target 100 to 250 words.
- References: Include key references, noting they count towards the total word limit. More references can be added in the final submission if accepted.

For questions about experiential learning session submissions contact the 2025 Program Chair, [Abhijit Bhattacharya \(bhattacharya.abhijit23@outlook.com\)](mailto:bhattacharya.abhijit23@outlook.com).

### **Panel Discussion Submissions**

This category explores emerging topics aligned with the conference theme with case examples and/or the exploration of forward-looking applications (including works in progress). Panel Discussions offer a platform to discuss new research, ongoing work, and emerging practices in an informal group setting. Those interested in this delivery modality should fill out the [panel interest form](#). He will also reach out to participants for this track. After an alignment conversation about a panel topic and potential participants, Dr. Maltbia will work with each panel from the proposal to final submission.

Once accepted, final panel discussion submission must not exceed 7,000 words, including abstract, keywords, references, and appendices. A PowerPoint presentation is required, with optional handouts. Guidelines will be provided upon acceptance.

## Panel Discussion Submissions – *continued*

The outline for panel proposals is as follows:

- Title: Limit to 20 words.
- Abstract: A maximum of 75 words summarizing the session's purpose, focus, target audience, and the topic's significance to emerging research, theory, and practice in executive and organizational coaching.
- Key Words: Include three to five words identifying the area of new research, ongoing work, or emerging practices for the panel discussion, such as “Examples of AI Coaching Programs in Organizations;” “Hybrid Intelligence Coaching In Action;” and so on.
- Panel Discussion Outline: Provide an overview (600 to 1,100 words) of the panel discussion flow, including:
  - Set-up and Session Objectives: Define the session's purpose and goals.
  - Focus and Key Roles: Outline roles for the moderator, panelists, and audience.
  - Timing and Format: Detail the timing and format for each panel member's perspective on the topic.
  - Engagement Approach: Describe how panelists will engage in reflective conversation, including sample questions.
  - Audience Involvement: Explain how the audience will be invited to participate, reflecting on panel presentations, emerging insights, additional questions, observations, and discussions on implications for practice or further research.
- References: Include key references. Note that references count towards the total word limit, so including more references will require shortening other sections of the proposal. If your coaching demonstration submission is accepted, additional references can be included in the final submission; for the proposal, only a sample is needed.

For questions about panel discussion submissions contact the Conference Institutional Chair, Dr. Terrence E. Maltbia ([maltbia@tc.columbia.edu](mailto:maltbia@tc.columbia.edu)).

## Blind Review Process

Your proposal must be submitted without any author identification to ensure a fair and unbiased review process. Do not include any author names, institutional affiliations, personal references, or other identifying information in your proposal document. Author information should only be provided in the designated “Additional Information” section in the proposal submission platform. This information will remain hidden from reviewers and will only be used to match proposals with authors after the review process is complete. Failure to follow these anonymity requirements may result in your proposal being returned for revision or disqualified. This blind review process helps ensure that all submissions are evaluated solely on their merit, maintaining the integrity and fairness of the selection process.

## About The Institutional Sponsor

Columbia University's Coaching Center of Excellence is proud to host the 5th International Columbia Coaching Conference from October 15-17, 2025. The center consists of four core units:

- The Columbia Coaching Certification Program (C3P)
- The Columbia Coaching Learning Association (CCLA)
- The Columbia Coaching Program Fellows (CCPF)
- The Columbia Global Talent Alliance (CGTA)

Since its inception in Fall 2007, nearly 900 candidates have completed Columbia University's year-long professional coach credential, with 1,500 participants attending our 5-day residential coach foundations intensives (i.e., the start of the journey). For more information click [here](#).

**The Columbia Coaching Learning Association** is a non-profit organization that serves as a community of practice for CP graduates and others interested in executive and organizational coaching, focusing on Columbia's Three Coaching Foundations: mindset, competencies, and process.

**The Columbia Coaching Fellows Program** launched Cohort 1 the Summer of 2024. Learn more [here](#).

**Columbia's Global Talent Alliance** offers customized talent development and organizational effectiveness solutions, leveraging the program's alumni community and university resources.

The Columbia Conference is supported by a volunteer leadership team, proposal reviewers, graduate students assisting with on-site logistics, and event sponsors. The conference relies on event fees to provide this premier learning and professional development opportunity at a reasonable cost compared to other 2 ½ day conferences in the professional coaching space.

## Conference Contacts

Dr. Terrence E. Maltbia, Associate Professor of Practice, Teachers College, Columbia University, Conference Institutional Chair ([Maltbia@tc.columbia.edu](mailto:Maltbia@tc.columbia.edu))

Dr. Rachel Fichter, 2025 Conference Academic Co-Chair ([rdf2115@tc.columbia.edu](mailto:rdf2115@tc.columbia.edu))

David Huguen, 2025 Conference Practitioner Co-Chair ([david@austinworknet.com](mailto:david@austinworknet.com))

Abhijit Bhattacharya, 2025 Conference Program Committee Chair ([bhattacharya.abhijit23@outlook.com](mailto:bhattacharya.abhijit23@outlook.com))

NOTES:

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