COLUMBIA UNIVERSITY

6th International Columbia Coaching Conference 2027

October 12-14, 2027 | Campus of Columbia University | New York City | USA

Conference Theme: Hybrid | Collective Intelligence at Work

Reimagining Executive and Organizational Coaching

CALL FOR PROPOSALS

GLOBAL GATHERING OF COACH SCHOLARS AND PRACTITIONERS

The 6th International Columbia Coaching Conference returns to the campus of Columbia University, New York, on October 12-14, 2027. After our successful gathering in 2025, we are 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.

2027 Conference Theme

From 2014 to 2025 we moved from space, to person, to system, to integration, to hybrid. Hybrid intelligence combined human and machine as distinct parts. Hybrid collective intelligence marks a maturing: a fully integrated, collective partnership where value emerges between human-human, human-AI, and AI-AI interactions. Work is now a hybrid collective—humans and AI thinking and acting together as a collective. With 93% of roles facing AI impact and 44% of skills disrupted, coaching must build hybrid collective intelligence as strategic capability, in clients and in our own practice.[1]



This document provides a detailed description of the 2027 conference theme and outlines the requirements for submitting proposals in three delivery modalities: *papers*, *experiential sessions*, *coaching demonstrations*. *Coaching in organizations*, a topic-related track, is also addressed.

Important Dates

Call for Proposals: Publication on Monday, October 26, 2026

Submissions: System opens November 1, 2026, and closes February 7, 2027

Decision Notification: April 2, 2027

Material Submission: Full submission due July 14, 2027 | Final edited papers due August 31, 2027 | Conference presentation materials due September 19, 2027

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. This biennial 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 6th international conference, *paper submissions* will focus on research and related theoretical frameworks, while *experiential sessions* and *coaching demonstrations* will emphasize practical application—highlighting the conference's commitment to a practitioner-scholar orientation. We will also organize *a "Coaching in Organizations"* panels track to foster dialogue from multiple perspectives (e.g., organizational case examples, expert discussions on various emerging topics, and Columbia 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.

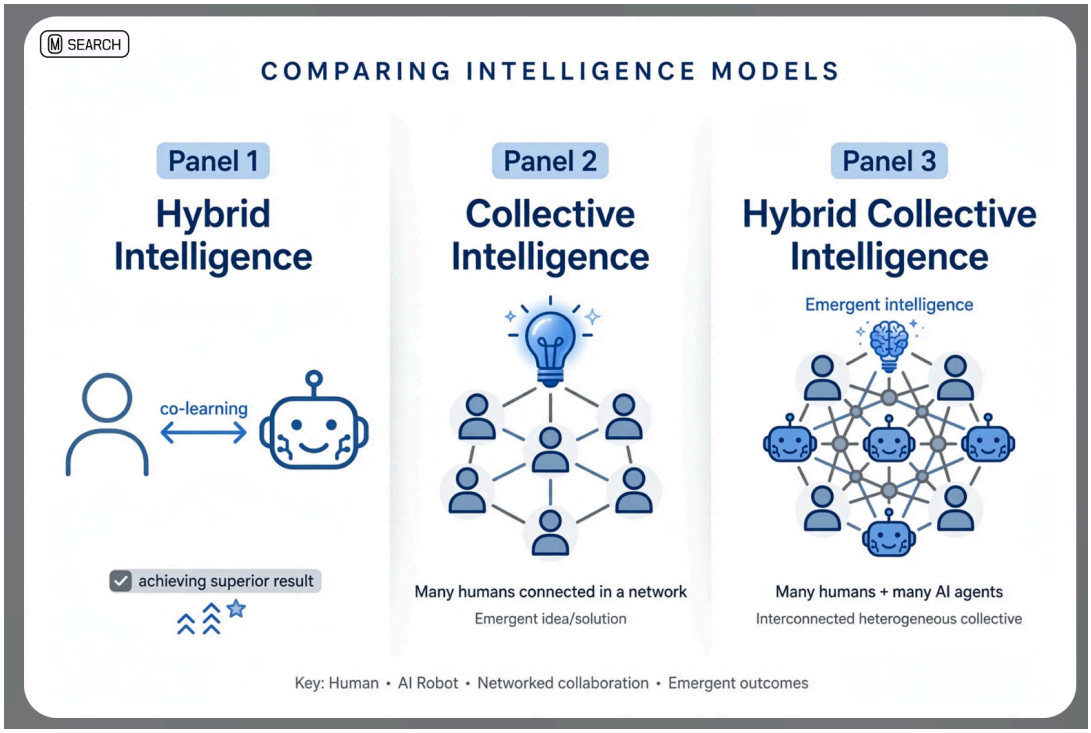
The Columbia University Campus and New York City offer ideal settings for exploration and collaboration. We aim to integrate the city's culture into the conference while fostering spaces for inquiry, reflection, dialogue, and deep learning about coaching practices at individual, group, and organizational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

2027 Conference Theme Description

Our theme, "Hybrid | Collective Intelligence at Work: *Reimagining Executive and Organizational Coaching*" is a natural extension of our exploration in 2025.

Conceptual Clarity

The conference theme consists of two parts: (1) Headline (i.e., Hybrid | Collective Intelligence at Work) and (2) Sub-Header (i.e., Reimagining Executive and Organizational Coaching). 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 concepts in an applied context. 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.



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).[2] Key Characteristics of Hybrid Intelligence:

2027 Conference Theme Description

Framing–The Meaning of Hybrid Intelligence? – Continued

- Unit: Usually 1 human + 1 AI, or small team + AI, tightly coupled
- Core logic: Complementarity of strengths. Humans bring intuition, context, ethical judgment, and common sense. AI brings speed, pattern detection, memory, scale.
- Signature property: Bi-directional learning. Not just human uses AI, AI also learns from humans, continuously.
- Goal: Superior outcome, neither could achieve alone. Dellermann calls it a socio-technological ensemble.

Framing–The Meaning of Collective Intelligence?

Thomas Malone's working definition at the launch of the MIT Center for Collective Intelligence: *"groups of people who collectively do things that appear intelligent."* Later refined as *"groups of individuals acting collectively in ways that seem intelligent"* and a *super-mind* is a group that has that property. Key Characteristics of Collective Intelligence:

- Unit: Many individuals. Classically human-only, but can be machine-only or mixed.
- Core logic: Emergence through coordination. Intelligence is not in any node, it arises from aggregation mechanisms: voting, averaging, markets, hierarchies, stigmergy (leaving traces like Wikipedia edits).
- Signature property: Diversity + aggregation. Performance depends on how you combine inputs, not just individual brilliance.
- Goal: The group acts smarter than any member alone.

Framing–The Meaning of Hybrid Collective Intelligence?

This is where the first two converge. One EU research synthesis calls it "*a collaborative system that combines human expertise, creativity and intuition with the computational power, speed and analytical rigor of AI."* Other literature defines it as combining both human and machine intelligence and more formally as *"integrative frameworks that combine both human and computer-based intelligence to achieve superior problem-solving capabilities*." Key Characteristics of Hybrid Collective Intelligence:

- Unit: Many humans + many AIs, heterogeneous collective
- Core logic: Both complementarity *and* emergence. You get human-AI dyads nested inside a larger collective.
- Signature property: Collective metacognition. The system must reason about how it reasons, shift between divergent and convergent modes, preserve plurality.
- Goal: Solve problems too complex for individual, hybrid pair, or homogeneous collective alone.

2027 Conference Theme Description

Conceptual Clarity – Continued

What They Share?

All three reject the myth of solo intelligence. All assume:

1. Superadditivity: The whole can be more capable than sum of parts
2. Task decomposition: Break complex goals into subtasks that fit different cognitive strengths
3. Interdependence: Need mechanisms for communication, alignment, and conflict resolution

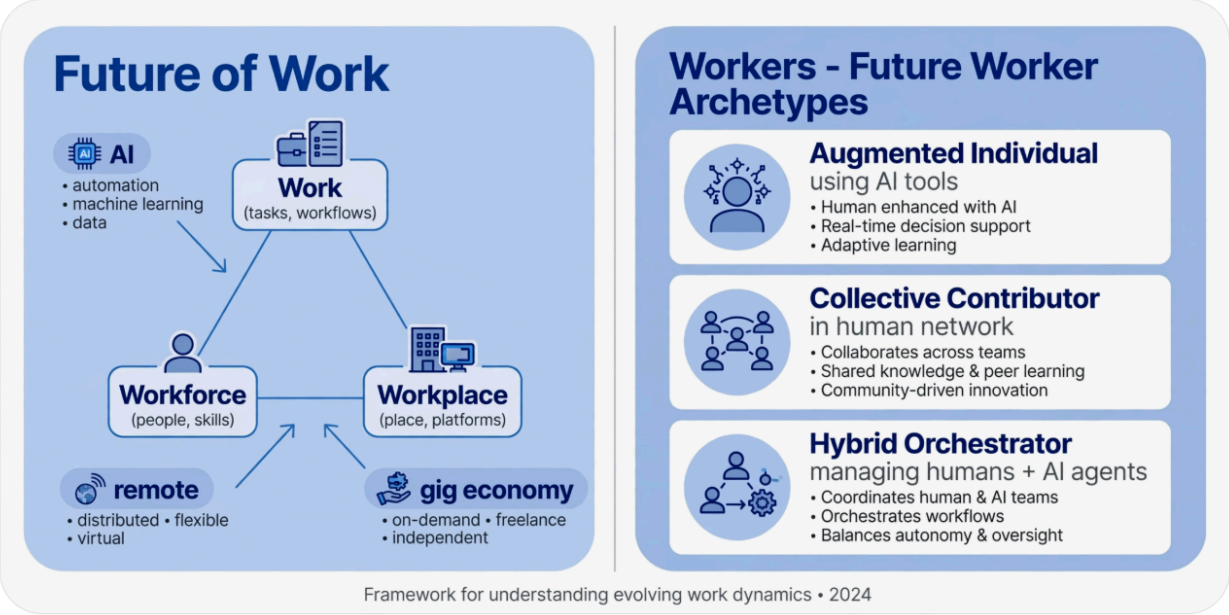
A Simple Mental Model to Keep the Three Concepts Straight

- If the question is how to make one human smarter with AI, think *Hybrid Intelligence.*
- If the question is how to make many individuals smart together, think *Collective Intelligence.*
- If the question is how to make many humans and many AIs smart together as one adaptive system, think *Hybrid Collective Intelligence.*

For the 2027 theme, the headline describes: (a) How intelligence happens and (b) Where intelligence happens (i.e., the future of work), along with the "who" of intelligence.

Framing–The Meaning of Future of Work, Workers?

The World Economic Forum frames the future of work as a structural transformation already underway from 2025 to 2030, driven by five forces: technology, green transition, demographics, geopolitics, and economic uncertainty.



2027 Conference Theme Description

Framing–The Meaning of Future of Work, Workers? – Continued

Key Characteristics of The Future of Work:

- Creative destruction, not just destruction. The latest Future of Jobs Report, drawing on 1,000+ employers representing 14 million workers, forecasts 170 million new jobs created while 92 million disappear, for a net gain of 78 million by 2030. Growth is fastest in big data, AI, renewable energy, care and frontline roles. Steepest declines are in clerical roles like data entry, bank tellers, cashiers.
- Skills half-life collapse. About 39% of core skills will need to evolve by 2030. The WEF summary notes technology "has the potential to remove redundant tasks... allowing us to focus on higher-level thinking" while "reskilling will become crucial." Digital literacy matters, but "soft skills will be at the core of future workers" including self-awareness, emotional intelligence, and well-being-centered rules.
- Human-machine collaboration as the operating model. Work becomes "smarter as Artificial Intelligence and human-machine collaboration will take over repetitive and routine tasks, thereby freeing employees to focus on more meaningful work." The shift is from automation *of* jobs to re-architecting *of* work itself.

In short: The future of work = the redesign of tasks, roles, skills, and workplaces around continuous learning and human + machine collaboration under demographic and climate pressure.

The "Worker" (Redefined)

The classic definition of worker, a person who exchanges time and skill for compensation, no longer holds:

- Human Worker: "can interpret ambiguous goals, understand social context, negotiate competing interests, build relationships, exercise moral judgment, notice when the rules do not fit the situation, and accept responsibility." Inconsistent and hard to scale, but uniquely capable of judgment and accountability.
- Augmented Worker: A human who "uses advanced technologies such as artificial intelligence, automation tools, robotics, and digital platforms to enhance cognitive, creative, or physical capabilities and improve productivity." This is now the baseline expectation. As one analysis puts it, AI "will not replace human workers directly, but professionals who effectively leverage smart tools will replace those who do not."
- AI Assistant vs. AI Worker/Agent: Critical distinction for coaches. "An AI assistant is primarily augmentative. It waits for a person to initiate the task... The human remains the principal actor." "An AI agent is different because delegation enters the picture. The human gives the system an objective and constraints, and the agent can decide how to pursue the objective within those boundaries." An agent has authority, tool access, memory, and consequences. A worker-type AI executes inside a workflow; an agent-type AI participates in control flow.

2027 Conference Theme Description

The "Worker" (Redefined) – Continued

In short: The worker is no longer only human. It is a heterogeneous workforce of humans, augmented humans, and AI actors with varying degrees of autonomy. They are inseparable: you cannot redesign work without redefining who counts as a worker, and you cannot deploy new workers without redesigning workflows, talent models and decision-making.

Framing–The Meaning of Executive and Organizational Coaching | Connection to 2027 Theme?

Finally, the sub-header (i.e., Reimagining Executive and Organizational Coaching) completes the architecture of the 2027 Conference Theme.

The Columbia Coaching Certification Program (3CP) defines executive and organizational coaching as: "a development process that builds a leader's capabilities to achieve professional and organizational goals." The focus of this form of coaching is on leaders who can make a significant contribution to the mission and purpose of their organization. This form of coaching is conducted through one-on-one, group, and/or team interactions; is driven by evidence and the inclusion of data from multiple perspectives; and is built on a solid foundation of mutual trust and partnership.

In addition, Columbia adds the learning intent to the description: "executive and organizational coaching is a process of learning and change intended to enhance personal fulfillment, while achieving performance aims, and facilitating personal and organizational effectiveness." Thus, it is not executive coaching plus organizational coaching. It is one integrated practice with five defining themes that consistently emerge in the literature: "(1) a process, (2) a partnership, (3) a balance between individual and organizational needs, (4) a way of working and (5) a new face of leadership for the 21st century." Key Characteristics of Executive and Organizational Coaching:

- Unit: The leader-in-organization. Not the person alone, not the system alone, but the person *as* a carrier of organizational purpose. The client is always two clients at once: the executive and the sponsoring organization.
- Core logic: Mutual benefit through experiential, individualized leader development. As Kilburg framed for Columbia, it is "a helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses a wide variety of behavioral techniques and methods to help the client achieve a mutually identified set of goals to improve his or her professional performance and personal satisfaction and, consequently, to improve the organization."
- Signature property: Multi-perspective and evidence driven. Conducted through one-on-one, group, and/or team interactions, driven by data from multiple stakeholders.
- Goal: Sustainable behavior change that enhances personal fulfillment while achieving performance aims, producing a positive ripple effect for the organization.

Clear Point: Executive and Organizational Coaching can no longer be only about developing a leader to be more effective in an organization. It must be about developing leaders and organizations capable of orchestrating hybrid collectives that achieve superior results and continuously learn from each other, while preserving human dignity, agency, and purpose.

General Proposal Guidelines

Proposals are the first stage of the program submission process for the 6th International Columbia Coaching Conference. The 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

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

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 this link: https://ccc2027.exordo.com/login

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 2027 conference theme (see pages 3-7)
- Grounding in a well-defined theoretical or conceptual framework or model
- Contribution of original knowledge to theory and/or practice
- Clarity of writing

Modality-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 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.

All three categories 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.

General Proposal Guidelines – Continued

Conference Format

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

- Three papers grouped by theme (15 minutes each), followed by an audience Q&A session for all three papers, facilitated by an assigned session leader.
- Two coaching 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 coaching in organizations session (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 12 and 13, 2027).

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, "*Hybrid | Collective Intelligence at Work: Reimagining Executive and Organizational Coaching.*" 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).

General Proposal Guidelines – Continued

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.
- 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 2027 Program Chair, Abhijit Bhattacharya (bhattacharya.abhijit23@outlook.com).

Experiential Session Submissions

Experiential sessions support the professional development of coaches by showing how theory and research can inform evidence-based practice. Through creative, interactive formats, participants engage directly with coaching practices rather than listening to a lecture; these sessions include no lecture components. Each session should integrate theory and practice, drawing on the author's experience with a practice format, theoretical framework, innovative solution, or emerging technology in coaching. Proposals should first outline the session format and how participants will be involved, then describe the theoretical perspective that frames the session.

Proposals must focus on an aspect of leadership and organizational coaching and connect specifically to the conference theme, "*Hybrid | Collective Intelligence at Work: Reimagining Executive and*

Organizational Coaching." 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.

General Proposal Guidelines – Continued

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.

Outline for Experiential 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 session submissions contact the 2027 Program Chair, Abhijit Bhattacharya (bhattacharya.abhijit23@outlook.com).

Coaching Demonstration Submissions

This conference caters to both scholars and practitioners. The coaching demonstration 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, "*Hybrid | Collective Intelligence at Work: Reimagining Executive and Organizational Coaching.*" Stronger connections to the theme increase the likelihood of acceptance.

General Proposal Guidelines – Continued

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, 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 coaching 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 coaching demonstration submissions contact the 2027 Program Chair, Abhijit Bhattacharya (bhattacharya.abhijit23@outlook.com).

Coaching in Organizations Track

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). The Coaching in Organizations track offers a platform to discuss new research, ongoing work, and emerging practices in an informal group setting. Those interested in this track should complete the Coaching in Organizations interest form. After an alignment conversation about a session topic and potential participants, Dr. Maltbia will work with selected participants from proposal through to final submission.

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 6th International Columbia Coaching Conference from October 12-14, 2027. The center consists of four core units:

- The Columbia Coaching Certification Program (3CP)
- The Columbia Coaching Learning Association (CCLA)
- The Columbia Coaching Fellows Program (CCFP)
- 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 3CP 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 in 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 Coaching 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, Professor of Practice, Teachers College, Columbia University, Conference Institutional Chair (maltbia@tc.columbia.edu)

Dr. Rachel Fichter, 2027 Conference Academic Co-Chair (rdf2115@tc.columbia.edu)

Stephen Childs, 2027 Conference Practitioner Co-Chair (neuroexecutivecoaching@gmail.com)

Abhijit Bhattacharya, 2027 Conference Program Committee Chair (bhattacharya.abhijit23@outlook.com)

NOTES:

[1]93% Cognizant Jan 15 2026 New Work New World 2026: “it’s now capable of handling $4.5 trillion in U.S. work tasks and impacting potentially 93% of jobs today” URL: https://news.cognizant.com/2026-01-15-AI-Can-Unlock-4-5-Trillion-in-U-S-Labor-Productivity-Today,-Reveals-Cognizants-Latest-New-Work,-New-World-2026-Report; 44% WEF 2023 Future of Jobs: “Employers estimate that 44% of workers’ skills will be disrupted in the next five years” URL: https://www.weforum.org/publications/the-future-of-jobs-report-2023/

[2]Maltbia, T. E. (2024). Hybrid Intelligence: Implications for Coaching, Education, and Supervision. Keynote Presentation – *AIIR 2024 Client and Coaching Summit,* Philadelphia, PA.