Hybrid Times
The Leaders' guide to managing hybrid teams of people and bots.

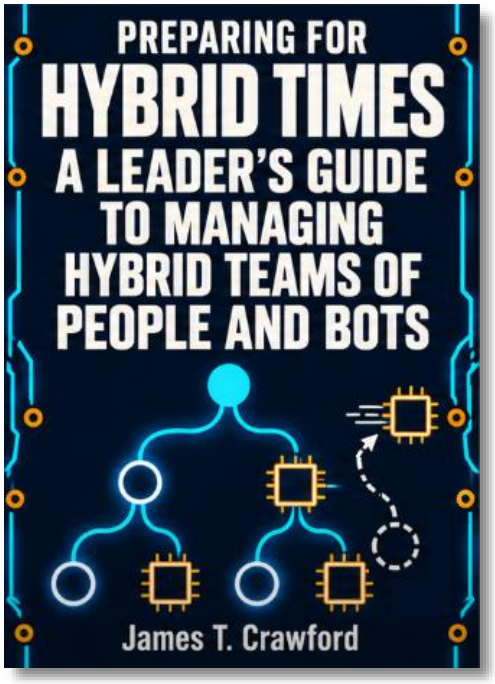
EXECUTIVE SUMMARY

Preparing For Hybrid Times – *a Leader's guide to managing hybrid teams of people and bots.*

By James T. Crawford. To be published early 2027.

Purpose

James Crawford's book is about a change to our organisations that is already under way: the shift from workplaces made up of people, to hybrid organisations in which people, AI agents and humanoid robots work together to serve their mutual customers.



The book is written for leaders and managers in every sector who need to understand what is coming, to decide what it means for their organisation, and to lead people through the transition without losing sight of their customers, culture or humanity.

A route map

This is a book about people and leadership. It is not a technical manual and it is not a collection of ready-made answers. It is a thought-provoking and practical guide for leaders entering a period of unusually fast change.

The book aims to help its readers understand the challenges, possibilities and risks … to rethink how their organisation works, make sensible early moves and prepare themselves for the personal impact of leading in a world where some of their colleagues - and perhaps one day their boss - may be digital.

Its central argument is simple: the important question is not whether AI can do more work, but what kind of organisation, service and working life we choose to create.

Publication

The book will be available in hardback, digitally and as a downloadable PDF. The RRP is expected to be UK £14.99 (€19.99 Europe, $29.99 Worldwide, £9.99 e-Book) and publication is expected early in 2027 via the Touchpoint Change Press and Amazon.com.

Summary

A wide range of angles are explored, which bring to life the impact and experience of the coming changes. It is presented in two parts:

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PART A. THE HYBRID CHALLENGE

The story begins with technology, but quickly moves to the human consequences.

Hybrid times are coming

AI is moving from being a tool we use to becoming a colleague that can take on tasks, processes and whole roles. People bring judgement, purpose, relationships and accountability; bots bring speed, scale, memory and persistence. The opportunity lies in combining these strengths well. The challenge for leaders is deciding who does what, where decisions sit, and when a person should step in.

The advance of AI is relentless

The book argues that AI adoption will not stop at better emails and faster research. It will move from individual tasks to processes, then into organisation design and brand new business models. The foundations are already laid. As always, it started with cats: public fascination may have begun with playful uses, but beneath the novelty sits a technology that is becoming easier to use, cheaper and more capable. Exponential change looks slow, until suddenly it doesn't.

The imminent future

Neither human nor technological - the future is hybrid. AI agents will work with customers, procure services, use office systems, make decisions, coordinate resources and even fall in love. Some applications will be a really bad idea - Agents can go bad, just like humans can. The book avoids both utopian and apocalyptic certainty: AI carries promise and warning at the same time.

A new strategy for a new era

Simply using AI will not create lasting advantage because competitors can use the same tools too. Advantage will come from how you combine AI with your own knowledge, relationships, service design and purpose. The book repeatedly asks a more interesting question than 'how many jobs can we remove?' It asks, if you double your productivity, should you halve your workforce or double your impact? It argues that AI should rehumanise services, not dehumanise them - taking away administration and screen time so people can spend more time listening, explaining, communicating and caring. That will need to be a deliberate management choice.

Looking to the future

The later sections deliberately push uncomfortable boundaries: As AI gets smarter, will we get stupider? Will privacy become a quaint relic? How far should autonomous systems be allowed to act? The answer is not to pretend certainty. We must stay informed, join the debate and always choose compassion. AI adoption is presented as a human journey as much as a technical one.

PART B. YOUR HYBRID FUTURE

The final part turns from organisational method to the deeper consequences of the change.

The challenge of change

Wave upon wave, faster and faster, new capabilities will alter expectations and upend the establishment. We'll all be disrupted, you included. The book addresses the hardest issues: your people don't really want to be replaced with AI. Unbridled profit seeking will harm us all, while responsible choices can create better services, higher productivity and more meaningful work. Much of it is up to us: evolving our business culture will be critical.

This change will feel personal

AI adoption will affect more than operating models. It will change careers, relationships and the meaning people attach to work. The book's humanist thread is explicit: we are all on the human side. We win or lose together. Leaders are asked to balance progress with responsibility and to ensure that efficiency does not become an excuse for carelessness.

Your plan of action

The closing message is practical rather than futuristic. Your old organisation advantage may not be your new one. Prepare your organisation. Prepare your people. Prepare your managers. Prepare yourself. Learn, experiment, redesign and build the capacity to keep adapting. There is no final AI project with a neat end date; this is part of a never-ending change in how our organisations work.

Embark on your hybrid future

The book ends where it began: with leadership. AI may be the most powerful resource organisations have ever been given, but the outcome will depend on the choices people make about purpose, service and one another.

The invitation is not to chase technology for its own sake, nor to stand back and wait. It is to take an active role in shaping our hybrid future - with curiosity, sound judgement and compassion.

AI is humanity’s greatest challenge yet. We will all win or lose together!