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Internal Comms Trends Report 2027



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Welcome!

Internal communicators are heading into 2027 having held their ground through a year of constant change, with AI now part of the daily routine. Communicators are proud of what they've built, too (as they should be!). When we asked what they're most proud of, many pointed to functions, intranets and newsletters they built from scratch, and to being brought in early as a trusted partner.

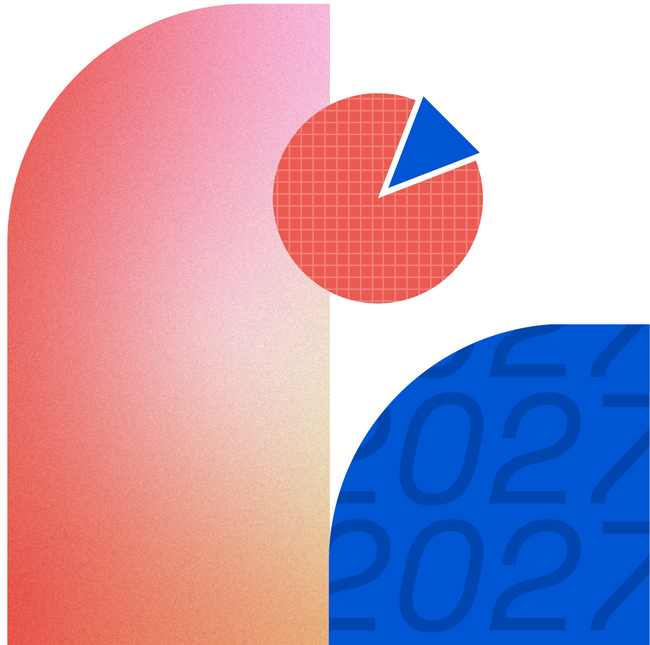
But it’s no secret that internal comms teams are still stretched thin, and after reading hundreds of responses, we think the real issue is capacity.

54% of communicators say they have a solid foundation for internal comms, but **46%** still aren't confident in their foundation, which tells us a lot of good work is being held together by a few people. Only **39%** have the resources to deliver on their strategy, **35%** are a team of one, and when we asked what's holding people back, about half of the answers came back to time, budget or staff.

Two gaps keep showing up: measuring impact (the #1 challenge) and manager cascades (only 17% say they’re effective). These are exactly the things that get squeezed when there aren’t enough hours.

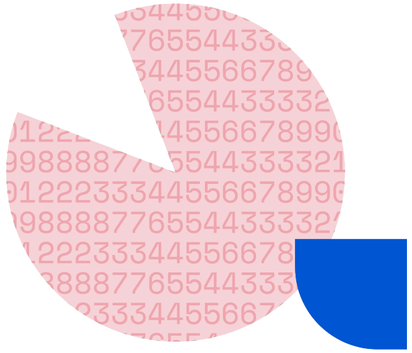
Communicators already know where they want to go: **53%** want AI to automate tasks, **77%** want to prioritize leadership and manager communications, and **57%** want to level up the intranet. In this report, we'll show you where the field stands and what we'd do in your seat to get there.

Let’s dive in! ⟶



Why we make this report

Internal comms keeps moving faster, and every year the job gets broader. It shouldn’t feel like you have to figure it out alone! That’s why we publish this report: to give internal communicators real data, honest quotes, and practical takeaways you can actually use, whether you’re planning next year’s strategy or advocating for more support. Because behind every metric and every message is a team of humans (sometimes a team of one!) striving daily to create more positive, engaged, and well-connected teams!



What we asked

This year, 300+ internal communicators shared how they're working, what's working, and what's next. We asked about:

- **Foundations & alignment:** foundations, budget and resources
- **Leadership comms:** how well cascades are working
- **Channels & tools:** what's in your mix, what works, what's hard, what's next, and (new this year) the tools you use
- **Content & campaigns:** what you want to prioritize
- **Strengths & challenges:** what employees get out of IC and what's in your way
- **Employee feedback:** how often you ask and how you collect it
- **2027 strategy & trends:** goals and focus areas
- **AI:** adoption, rollout, use cases, automation, tools and hesitations

> Have thoughts on this year’s trends? Share your perspective on Linkedin and tag us @Workshop, we’d love to hear from you!

A few quick snapshots of who responded





















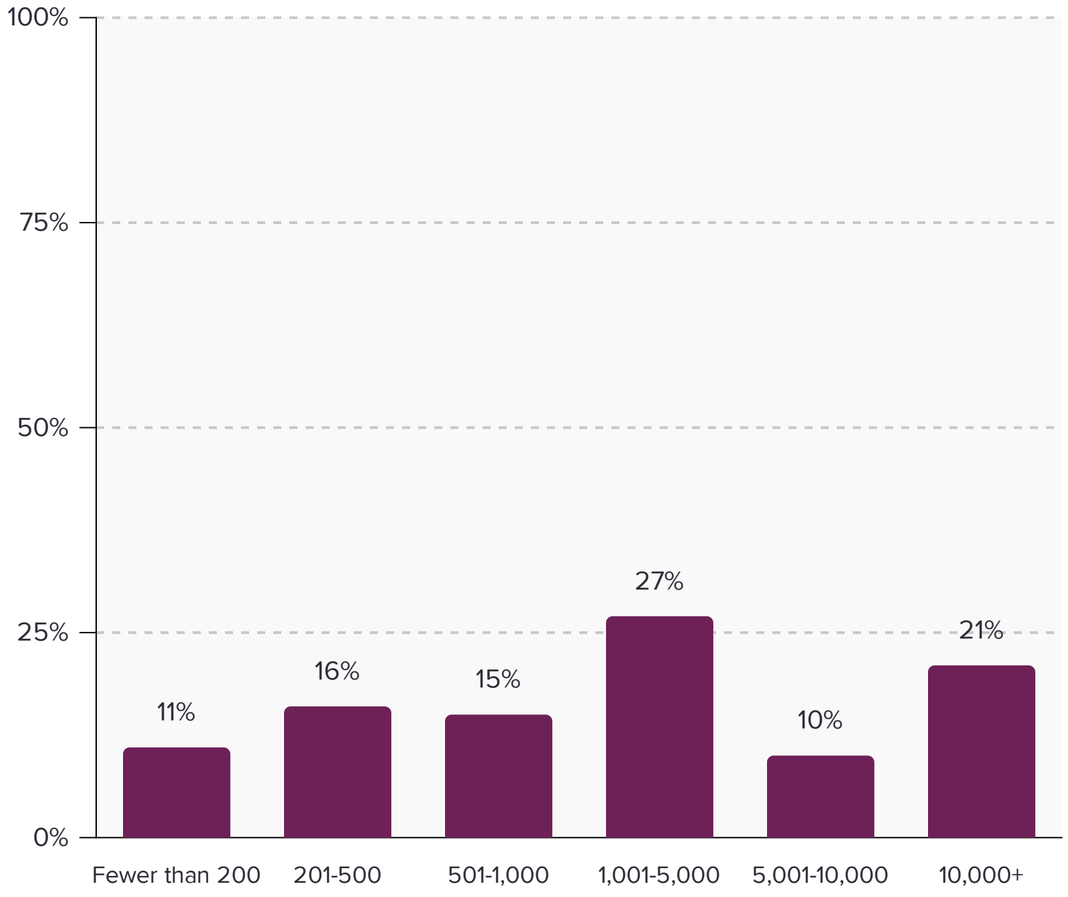




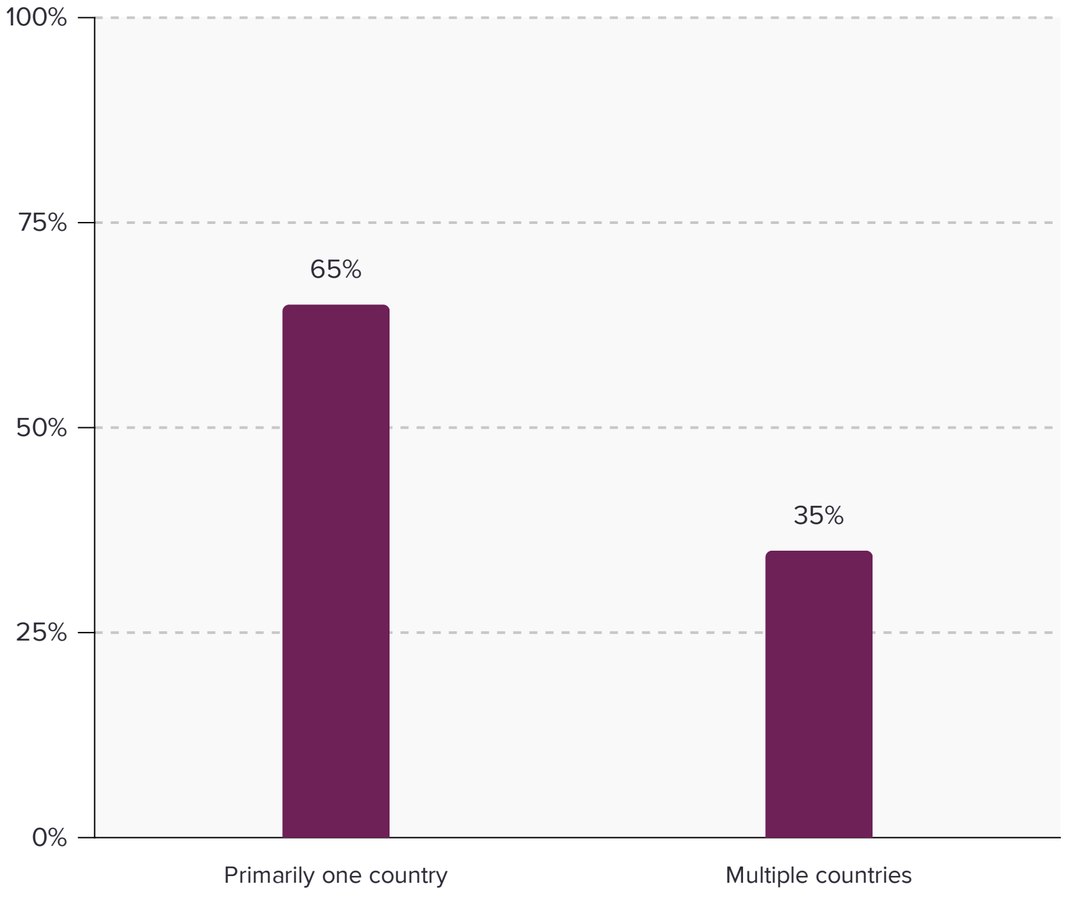




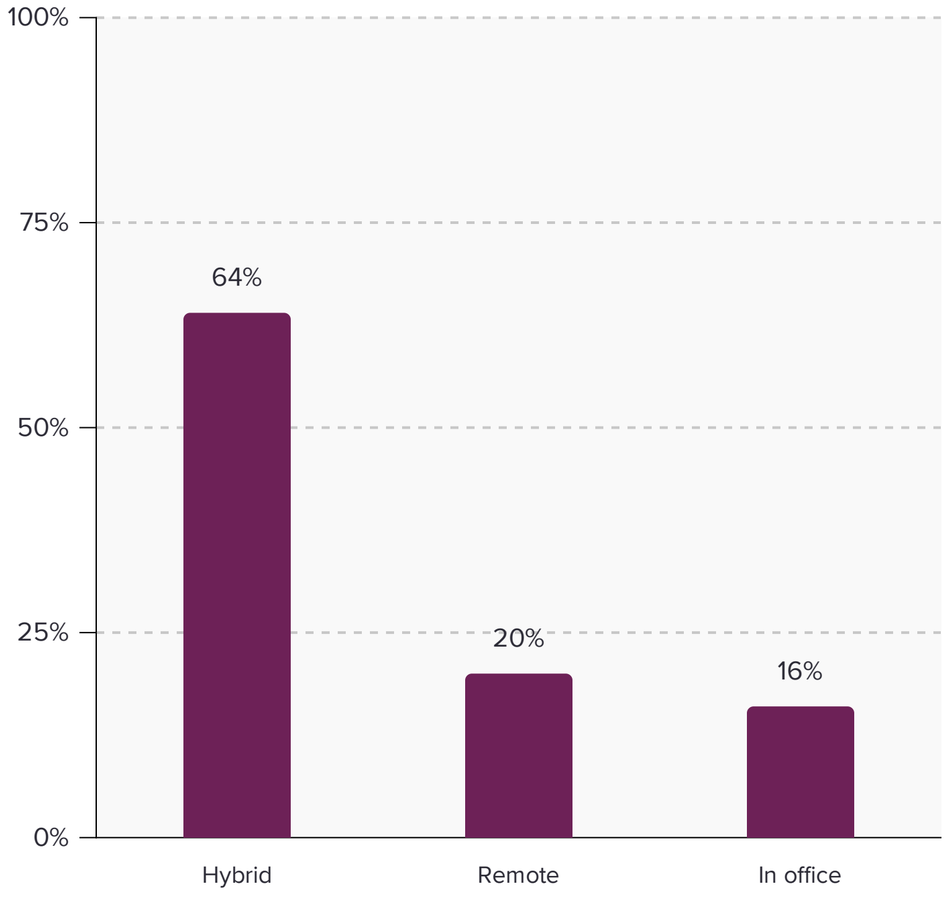
"What's your company size?"



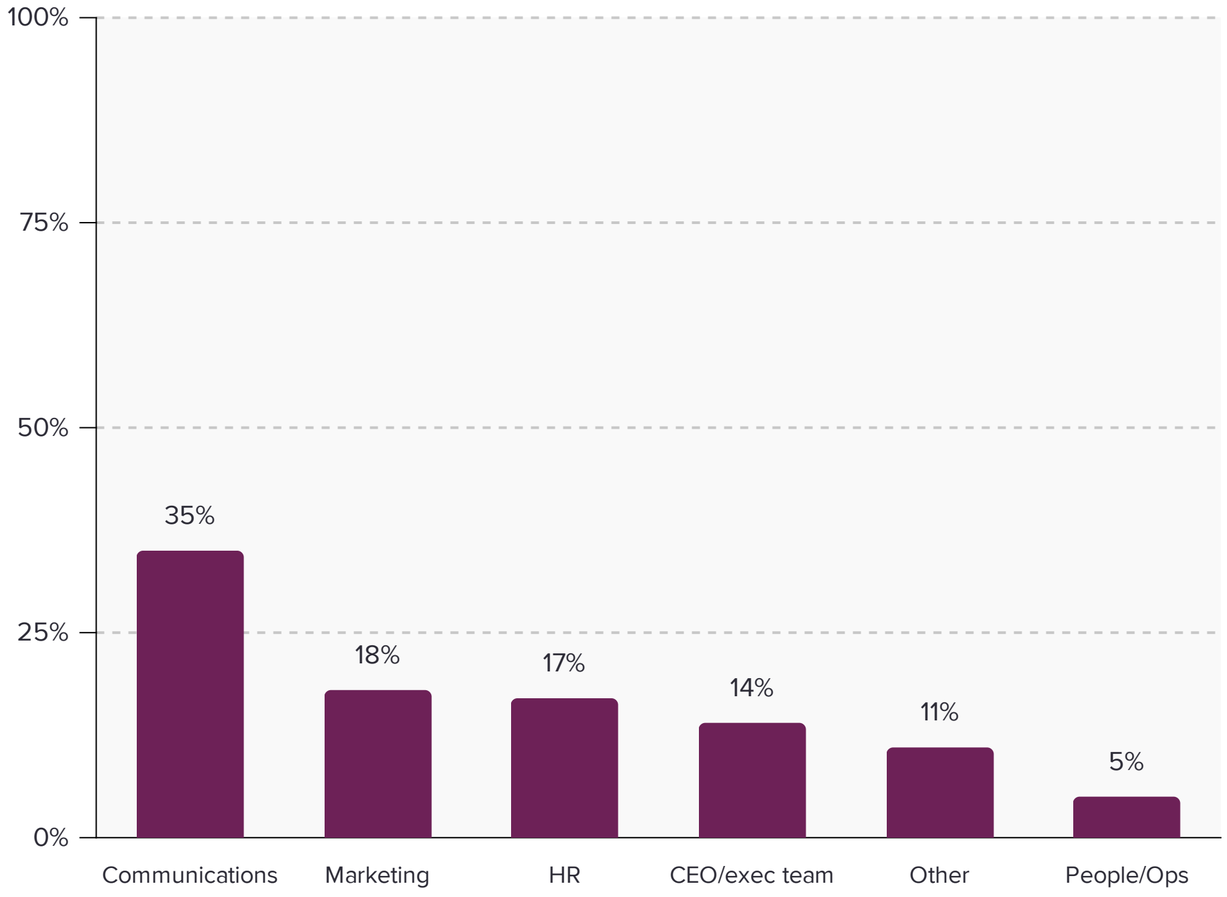
"Is your team based in one country or spread across multiple?"



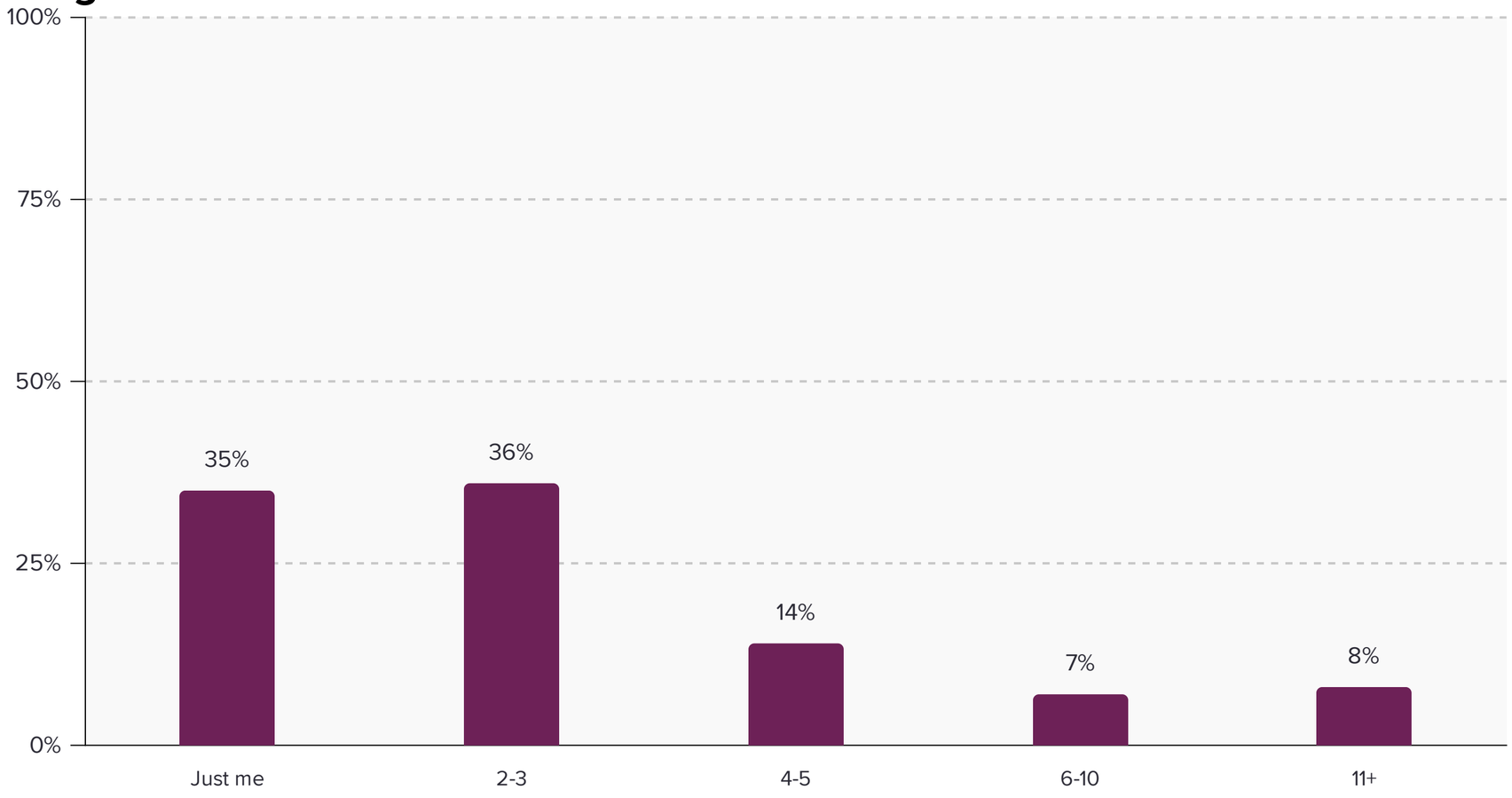
“What’s your work arrangement?”



"What department do you report into?"



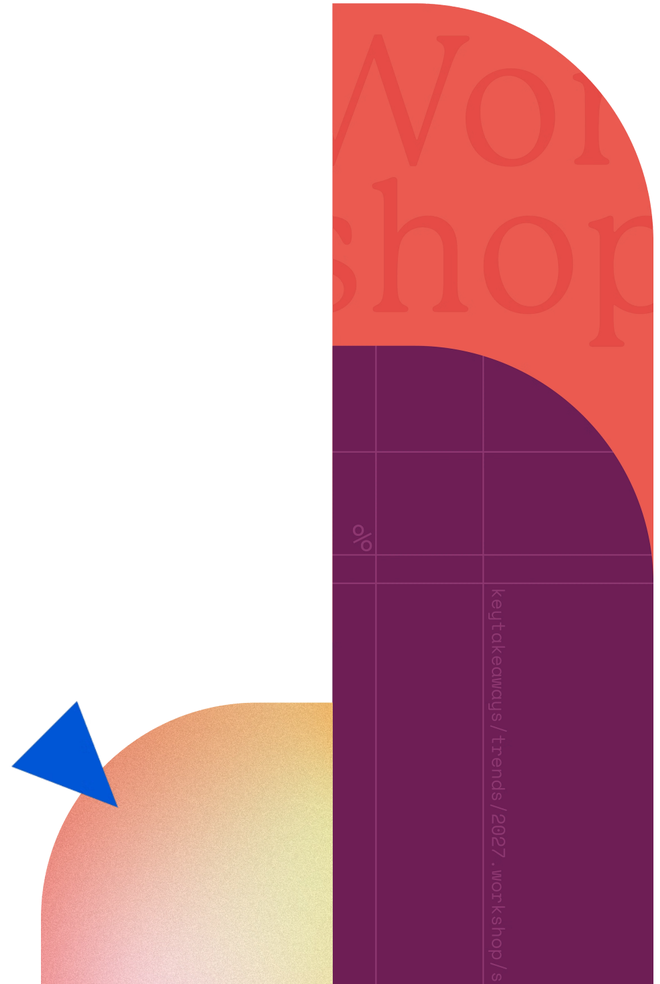
"How many people are dedicated to internal comms in your organization?"



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Here’s what we’ll cover

- **Top 7 takeaways for 2027**
- **Foundations & alignment:** foundations, budget, resources and team size
- **Leadership comms:** how well cascades are working in real life
- **Channels & tools:** reach, measurement, what's in your mix, what works, what's hard, what's next, and the tools you use
- **Content & campaigns:** what you want to prioritize in 2027
- **Strengths & challenges:** what employees get out of IC and what's in your way
- **Employee feedback:** how often you ask and how you collect it
- **2027 strategy & trends:** goals and focus areas
- **AI:** adoption, rollout, use cases, automation, tools and hesitations
- **In your words:** what you're proud of, what you hope to do, and what's holding you back



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7 Key Takeaways for 2027



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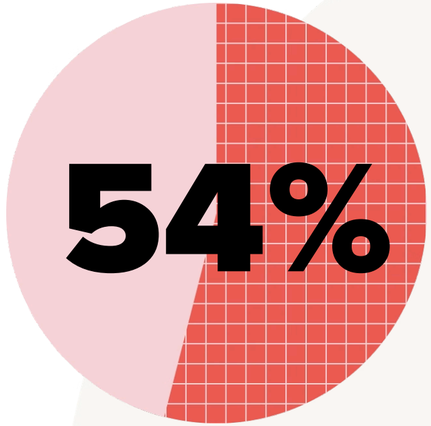
Internal comms held its ground, but there’s more work to be done

Foundations didn't slip in a year of constant change. The next step is making sure they don't depend on one person.

Internal comms is maintaining its impact and reach across organizations! **54%** of communicators say they have a solid foundation for internal comms. Nearly half have the tools to reach every employee, and **43%** say their people would credit internal comms with helping them do their jobs better. That's a foundation worth building on!

The other **46%** are neutral or don't feel their foundation is solid yet, and that's where we see the biggest opportunity. Most of these communicators are already doing the work: they've built the channels, the cadence and the relationships, often on their own. What's usually missing is the time to write it down and make it official. Capturing what's already working is a quick win that protects everything they've built and makes their impact easier for leadership to see.

> **WORKSHOP IT:** Write your foundation down this quarter. A one-page comms charter (channels, owners, cadence) keeps your wins in place when priorities shift.



have a solid foundation for internal comms

- **45%** have the tools to reach every employee
- **43%** say employees would credit internal comms with helping them do their jobs better
- Communicators who say they have “no consistent feedback process” fell from 33% in 2026 to just **21% in 2027**.
- **17%** disagree that their foundation is solid, while **29%** are neutral

02

AI is officially part of the everyday toolkit

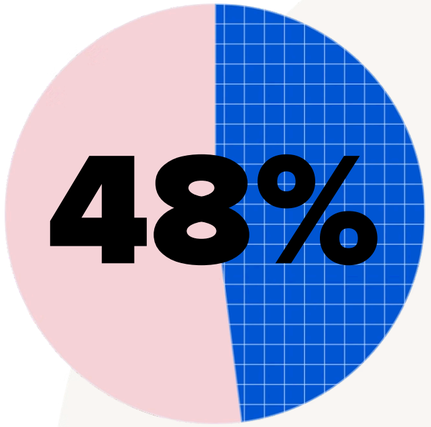
Three in four communicators use AI every week. The next challenge is making sure it still sounds like you.

AI has gone from experiment to everyday habit. Roughly half of communicators (**48%**) use AI every day and **75%** use it at least a few times a week. More than half of AI users (**55%**) say their company did a company-wide rollout.

Content production is still the most popular use (**72%** of AI users), and teams are branching out: **53%** use it to summarize employee feedback, and **53%** for strategy and planning.

The biggest hesitation is whether AI sounds human. Tone and voice came first (**39%**), ahead of accuracy (**24%**). We think communicators are right to worry. Employees forgive a typo faster than a message that feels like nobody wrote it, and once people decide something "sounds like AI," they stop reading. In 2027, voice becomes a trust issue.

> **WORKSHOP IT:** Build a simple voice guide (5 words you use, 5 you don't, 2 sample messages) and train your AI assistant. Then, the copy you draft with AI will sound more like you!



use AI every day (up from 42% in 2026)

- **75%** use AI at least a few times a week
- **81%** are actively experimenting with AI or have built it into some workflows
- Only **3%** don't plan to use AI for internal comms at all
- #1 hesitation: tone or voice not sounding human enough

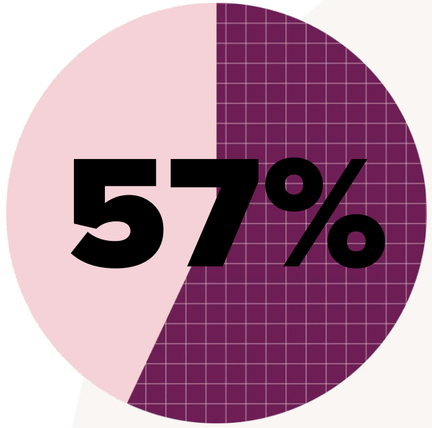
The intranet is still the hardest channel (and the top priority for 2027)

Communicators keep investing in the intranet, and the teams that get the most from it pair it with channels that bring people in.

Communicators using an intranet to reach their employees climbed from 74% to **84%** this year. For the second year in a row, it tops the list of most difficult channels, ahead of in-person events and email. Only **10%** call it their most effective channel, yet it's the #1 channel communicators want to prioritize in 2027, picked by **57%**.

We understand the appeal: One place for every update, policy and document, a true "single source of truth," is hard to resist. (We've chased it ourselves!). In practice, an intranet works like a library: people visit when they're looking for something. It shines as the home for evergreen information like policies, the org chart and the holiday schedule. Timely updates land better when you send them to people through email, SMS or chat, with a link back to the intranet for the details. Used that way, the two channels make each other better.

> **WORKSHOP IT:** Before you plan a redesign, ask one question: is something wrong with the intranet as a destination, or are people just not finding their way there? If it's the second, send a regular email that links to your newest intranet pages, and track which links bring people in.



say the intranet is a top channel to prioritize in 2027 (#1 of all channels)

- **84%** use an intranet
- **28%** call it their most difficult channel (#1 for the second year)
- Only **10%** call it their most effective channel



[In 2027, I want to] gain more influence over executive communications and encourage leadership to use the intranet as a starting point for company-wide communications instead of exclusively relying on all-staff emails.

Beth Holland
Managing Editor at Health District

Automation is the next big unlock

53% of communicators want AI to automate tasks (the #1 answer by a wide margin), but only 8% of AI users say it runs real parts of their workflow today.

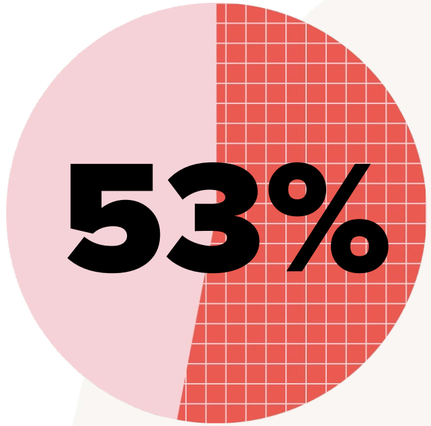
Ask communicators what they want from AI in 2027 and the answer is clear: automation.

More than half (**53%**) picked automating tasks as a top way they want to use AI, the #1 answer by a wide margin. Today, **32%** of AI users use it to automate tasks, and **8%** say AI already runs real parts of their workflow.

Content is where almost everyone starts, and that makes sense. Writing is the easiest thing to ask AI for, and the payoff is immediate. The bigger opportunity comes next, when AI takes on work a lean team rarely gets to: pulling the weekly report, spotting trends across every send, or summarizing hundreds of survey comments into a few clear themes.

Another **41%** say AI is starting to automate some tasks but is still mostly drafting, and **30%** are planning to get there. We expect that gap between wanting and doing to be where internal comms grows the most in 2027.

> **WORKSHOP IT:** Pick one task you do every week that has really cut-and-dry instructions and hand it to an agent. Imagine an agent that builds your weekly metrics report for leadership every Monday morning at 9am. Poof! ✨



want AI to automate tasks in 2027

- **32%** of AI users use it to automate tasks today (32% in 2026)
- **41%** have a few automations but are still mostly drafting
- **30%** aren't automating yet but plan to
- **8%** say AI already runs real parts of their workflow

> ***[In 2027, I want to] take risks and automate the little things to focus on the big things!***
>
> Anonymous

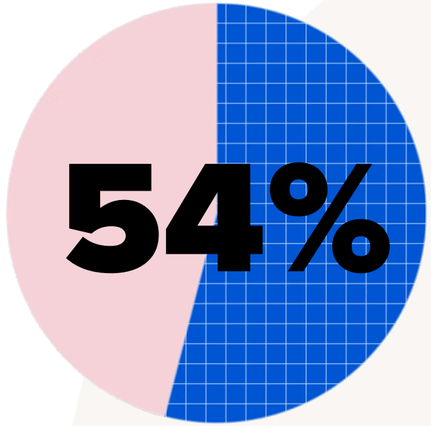
Manager communication is still the #1 trend

Manager communication is the #1 trend for the third year, and the problem communicators most want solved.

For another year, manager communication is the trend communicators are most excited to explore, picked by **54%** of respondents. It's also the #1 content focus for 2027: **77%** want to prioritize leadership and manager communications.

Yet only **17%** say managers in their organization are effective at cascading communications today. In our view, most managers are under-equipped: they get a forwarded email and are expected to figure out the rest. When a message depends on hundreds of managers each choosing to pass it on, it will break somewhere. That's why managers are the channel with the most upside! They talk to their teams every day, and a little structure goes a long way.

> **WORKSHOP IT:** Give managers a simple structure: talking points before big announcements, a regular cadence, and a quick training on their part of the flow. This toolkit can help with that!



name manager communication as a top trend for 2027 (#1 for the third year in a row)

- **77%** want to focus on leadership and manager communications in 2027 (#1 content type)
- **17%** say managers are effective at cascading communications
- Only **4%** say managers are very effective

> ***I would love to improve manager communication and get them on our side to help us cascade information to their teams. The big outlets like email and intranet have their place, but managers talk to their teams every day and it's really the most useful way for people to hear what they need to know.***
>
> Anonymous

Measurement is the next frontier

Nearly every team measures something! Connecting these metrics to business results is the next step to proving internal comms ROI.

Measuring results and proving ROI is the top challenge, closely followed by getting content from other teams (**33%**) and reaching employees (**31%**).

While about a quarter of internal communicators say they don't have a great way to measure, 9 in 10 teams measure something: **68%** track open and click rates and **66%** use survey results.

The next step is translating those numbers. Open rates prove people saw a message; leaders want to know what changed because of it. Only **17%** connect comms to key business metrics today, and that connection is what shows leadership the value of internal comms. Teams are leaning in: **17%** already use AI-assisted insights, and **47%** want to explore comms measurement and analytics in 2027 (the #2 trend overall!).

> **WORKSHOP IT:** Pick one business goal leadership already cares about, like retention, safety or adoption of a new tool, and report one comms metric against it every quarter. For example, if your company is rolling out a new tool, report how many employees clicked from your launch emails to get set up. That tells leadership a clearer story than an average open rate.

9/10

communicators measure something, but only 17% tie it to business metrics

- **36%** say measuring results and proving ROI is their biggest challenge (#1 of all challenges)
- **30%** have the tools to measure impact (26% in 2026)
- **17%** connect comms to key business metrics



I am proud of the results we drive for business performance, even though senior leaders don't always make the connection to ROI.

Brianna Gable
Internal Communications Specialist II at Signature Performance

Small teams, big impact

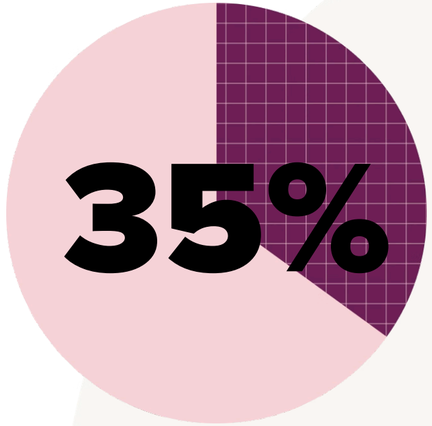
Ambitions are growing faster than budgets and headcount. The teams that get more support are the ones that show what they've already delivered.

Internal comms teams are small and mighty! **71%** are three people or fewer, with **35%** being a team of one. Just **39%** say they have the resources to deliver on their strategy.

Budgets are lean, too. Just **11%** have a dedicated budget that’s ready to invest in new tools, while **43%** have a budget that's tight. Another **20%** don't have one yet (but can make the case for it).

Solo communicators feel the stretch: **30%** of teams of one have no internal comms budget at all, vs. **10%** of teams of four or more. Our advice: protect your strategic hours first by automating repeatable work, equipping managers and auditing your channel mix. Then use your results to make the case for more.

> **WORKSHOP IT:** Team of one? This guide is for you! Here are 3 takeaways you can apply today: Automate one recurring task, audit your channel mix, and use this report's benchmarks to show leadership where you stand vs. peers.



of internal comms teams are a team of one

- **39%** have the resources to deliver their strategy
- **11%** have a dedicated budget and are ready to invest in new tools
- **71%** of teams are three people or fewer
- **20%** have no dedicated budget yet, but can make a case for one

I’ve become the kind of communicator who builds the thing that’s missing instead of waiting for it to arrive.

Anonymous

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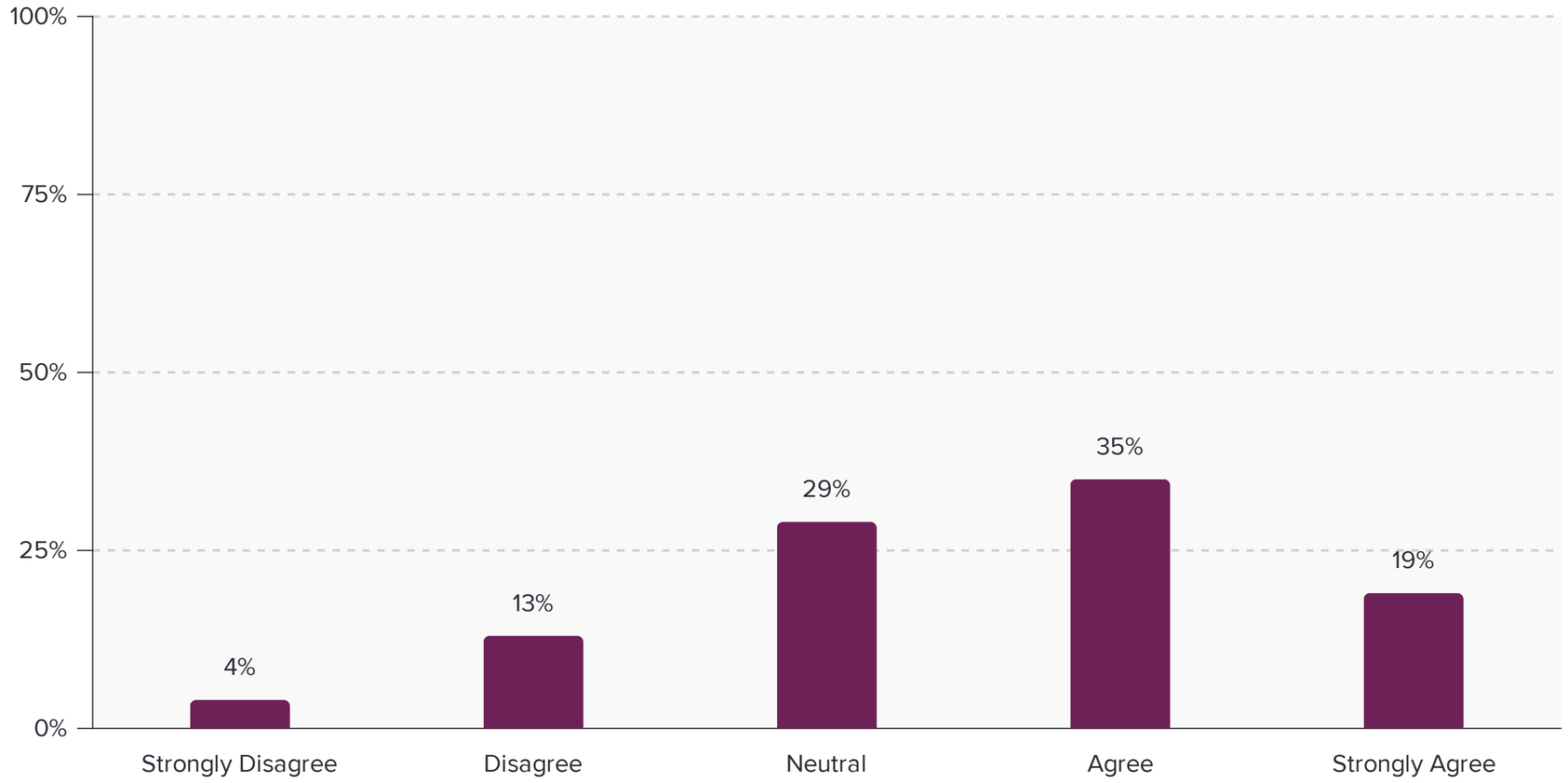
Foundations & alignment



Are foundations actually in place?

Foundations are holding steady. **54%** of communicators *agreed or strongly agreed* that their organization has a solid foundation for internal comms. But **46%** are neutral or don't believe they do, and the **29%** sitting at neutral is the group we'd pay closest attention to. Neutral often means "it works because I *make it* work." A quick test: if you were out for two weeks, would the newsletter still go out on time?

"We have a solid foundation for internal communications in my organization."

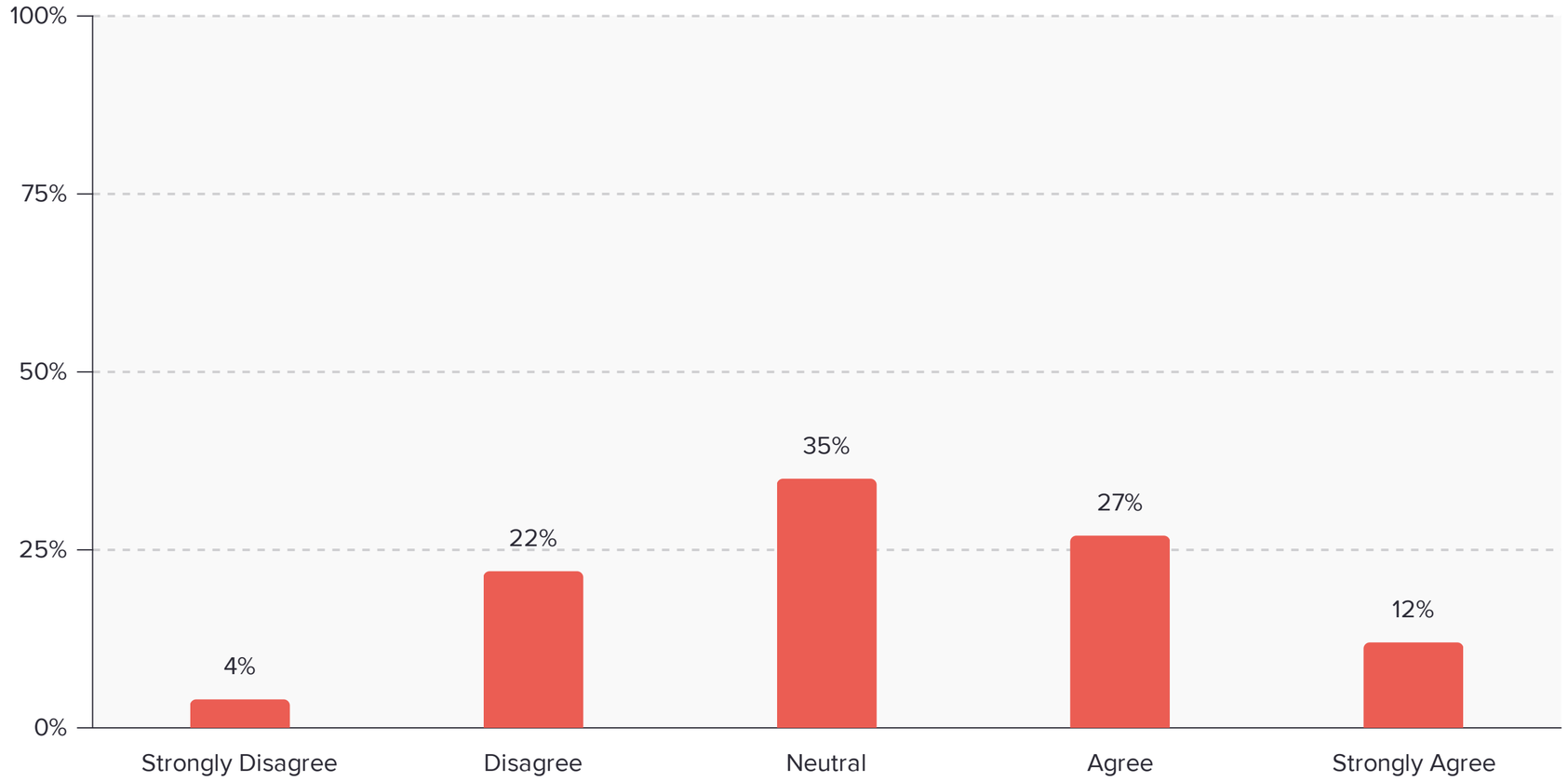


Do communicators have the resources they need?

Resources are where teams feel the gap: **39%** agree they have what they need, and about 6 in 10 are neutral or disagree. About half of the responses to "what's holding you back?" named time, budget or staff.

Resources include time, too. Every hour spent rebuilding lists, reformatting the same newsletter or chasing other teams for content is time you could put toward strategy.

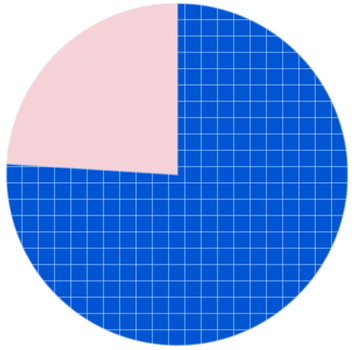
"I have the resources I need to deliver on our internal comms strategy."



Budget remains a sticking point

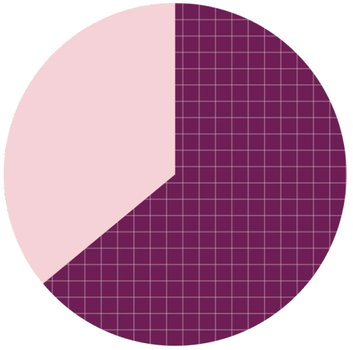
Only **11%** of communicators say they have a dedicated budget and are ready to invest in new tools in 2027. The largest group (**43%**) has a budget, but it's tight or doesn't stretch to new tools. **40%** have no budget for internal comms at all.

The difference a budget makes goes well beyond tools: **76%** of dedicated-budget teams feel their foundation is solid, vs. **33%** of teams with no budget, and **64%** feel equipped to deliver, vs. **20%**. Budget gives teams room to plan ahead. The good news is that half of those without a budget think they can make a case for one, and the best time to make it is before planning season closes (usually in Q4!).



76%

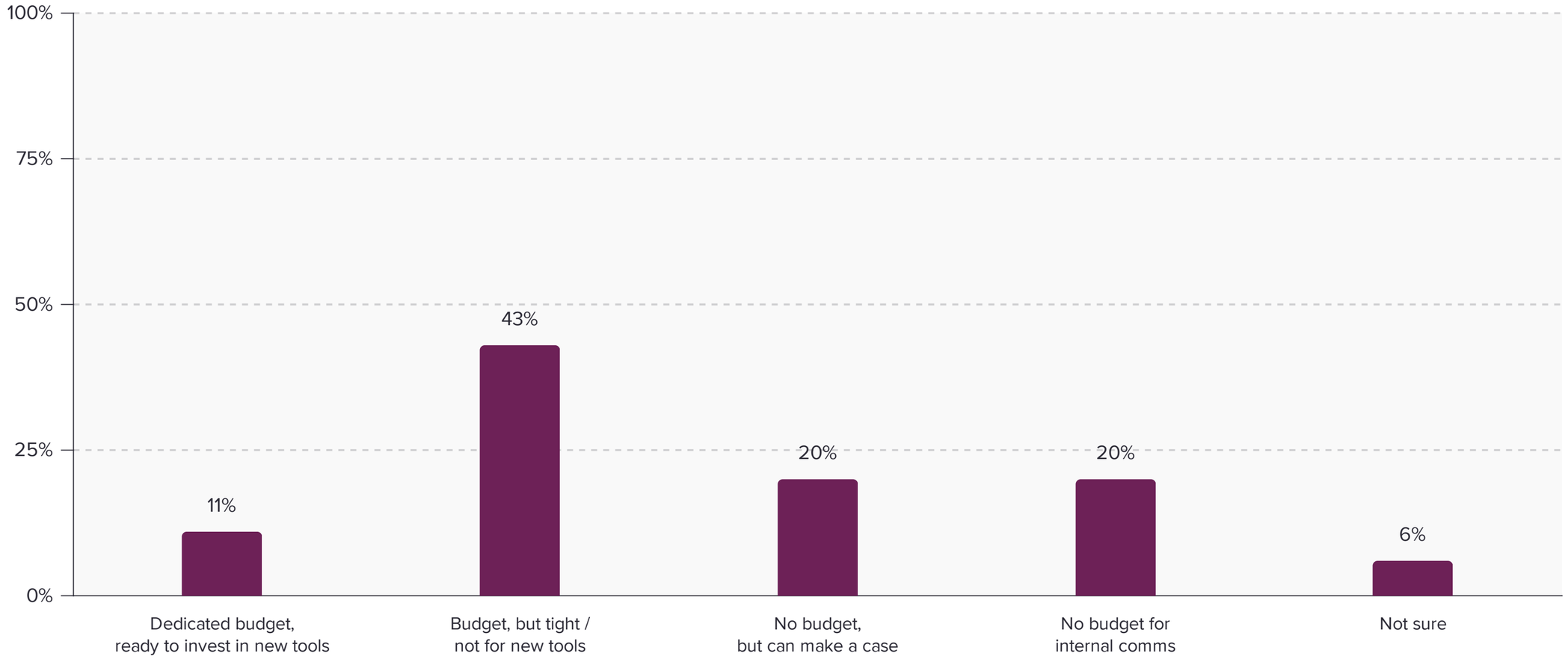
of dedicated-budget teams feel their foundation is solid, vs. 33% of teams with no budget.



64%

of dedicated-budget teams feel equipped to deliver, vs. 20% of teams with no dedicated budget.

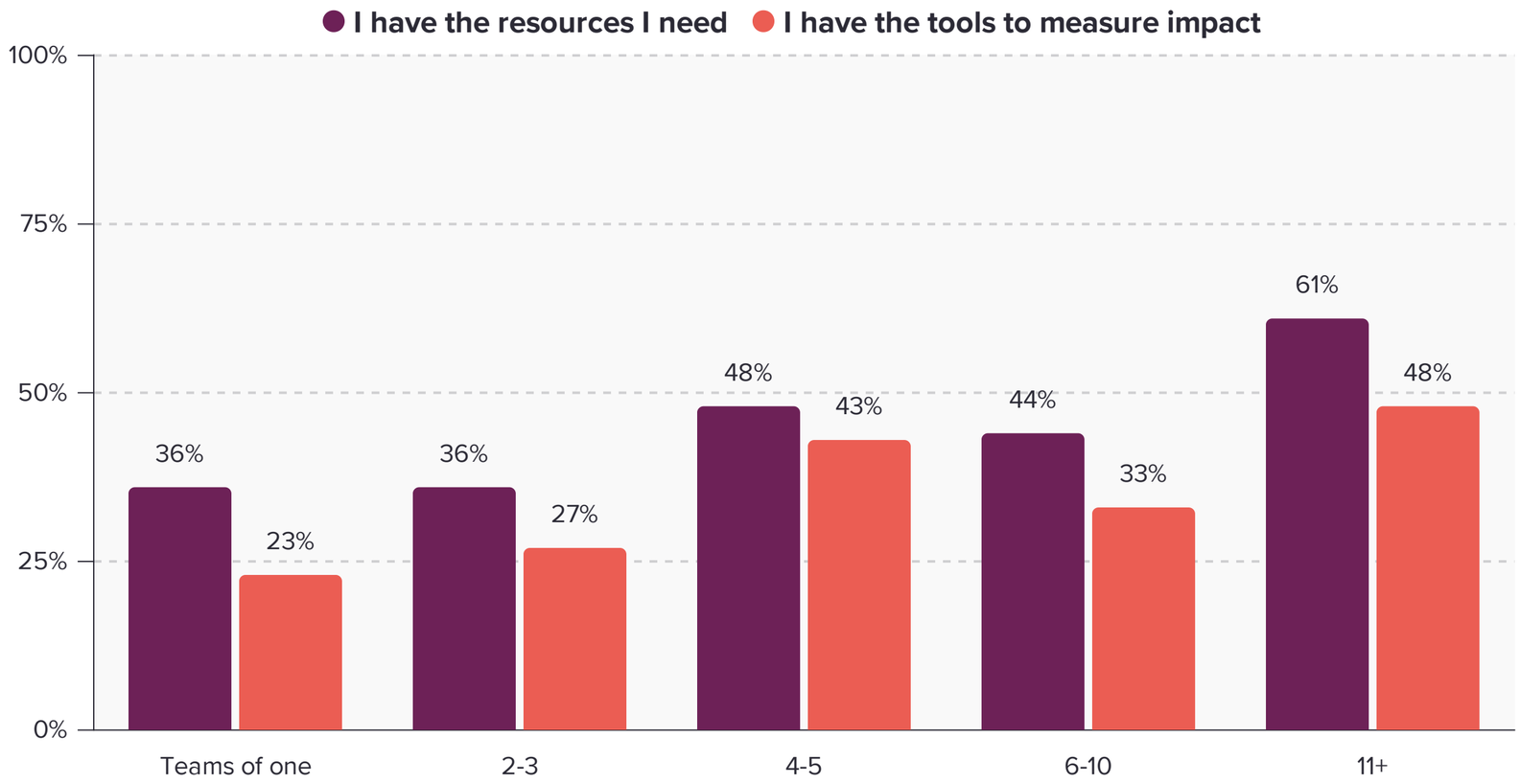
"Where does your internal comms budget stand for 2027?"



Small teams feel the squeeze most

Of the people who are a team of one, only 36% say they have the resources they need, and **only 23% have the tools they need to measure impact**. Compare that to teams of 4–5, where **48%** have resources and **43%** have tools to measure.

For small teams, measurement is often the first thing to go when time runs short. That's why giving small teams their hours back matters so much.



CommsChat

Team of one? Here's 2,000+ new comms friends!

Join CommsChat, our free community for comms pros, and swap notes with people who *just get it*.

Join for free →

Workshop it: Make the case with data

With fewer than half of teams fully resourced and only **11%** ready to invest, winning budget takes a clear case.

The strongest pitch has three parts:

1. A result you delivered this year
2. A benchmark from this report that shows where you stand vs. peers
3. A specific ask tied to a business goal leadership already cares about.



Ready to make your case for more internal comms budget?

Our Budget Pitch Deck Template comes with 12 ready-to-pitch slides that you can bring to leadership, finance, and IT.

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Leadership & manager comms

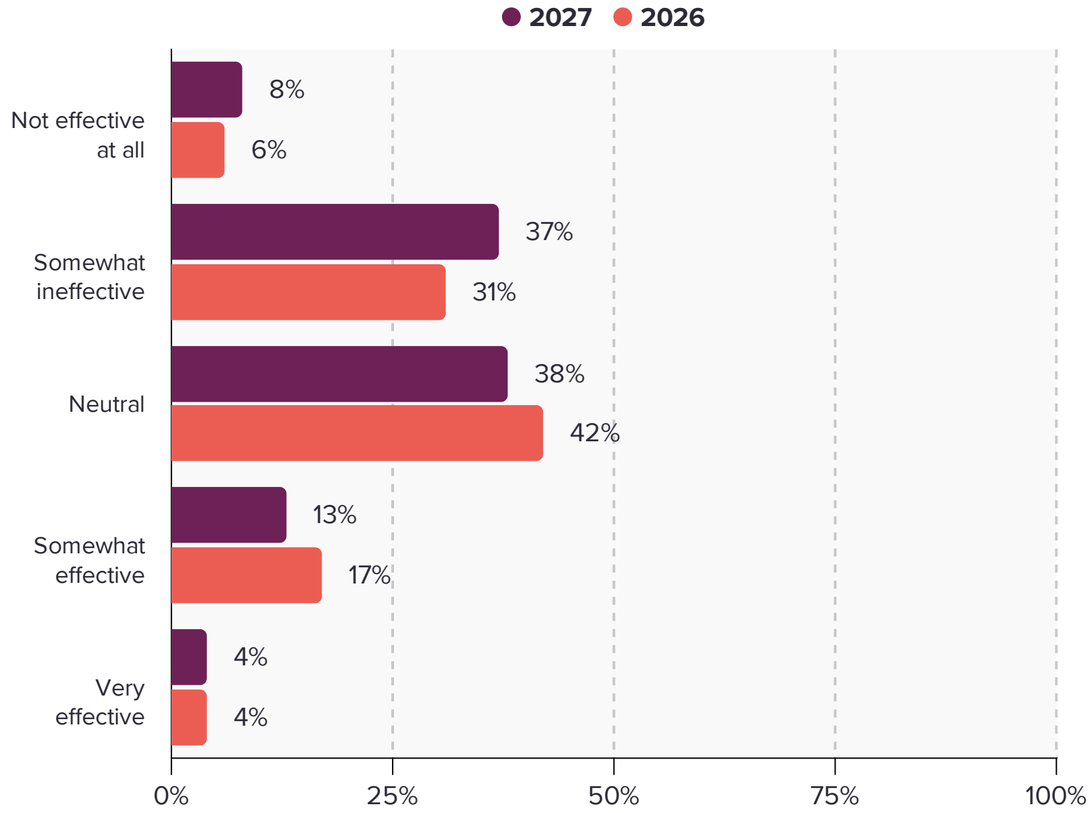


Manager comms is still the top trend (and still the biggest gap)

Manager communication is the #1 trend communicators want to explore, picked by **54%** of internal communicators. Leadership and manager communications is also the top content focus for 2027 (**77%**).

We asked again: "How effective are managers in your organization at cascading communications?" This year, only **4%** said managers are very effective, and **17%** rated them effective overall. On the other side, **45%** rated them ineffective (including **8%** not effective at all), The largest group (**38%**) sits in the middle, and we think that's because many communicators simply can't see whether managers are passing messages on. That points to a visibility gap, and it helps explain why the classic "forward this to your team" cascade is so hard to get right.

"How effective are managers in your organization at cascading communications?"



Workshop it: Equipping managers

Communicators are putting managers at the center of their 2027 plans. Our advice: equip managers to lead the conversation. Comms owns the message, while managers own the moment!

Here are some practical ways to help managers communicate:

- A designated manager newsletter that highlights what matters
- Manager toolkits with copy, FAQs, timing notes and talking points
- Dedicated manager channels in Slack or Teams
- Short, focused training on their part of the communication flow
- A communication cascade template



Equip your managers in 2027 with this toolkit

Ready-to-share templates, talking points, and follow-up prompts that managers can use in team meetings, 1:1s, or Teams/Slack!

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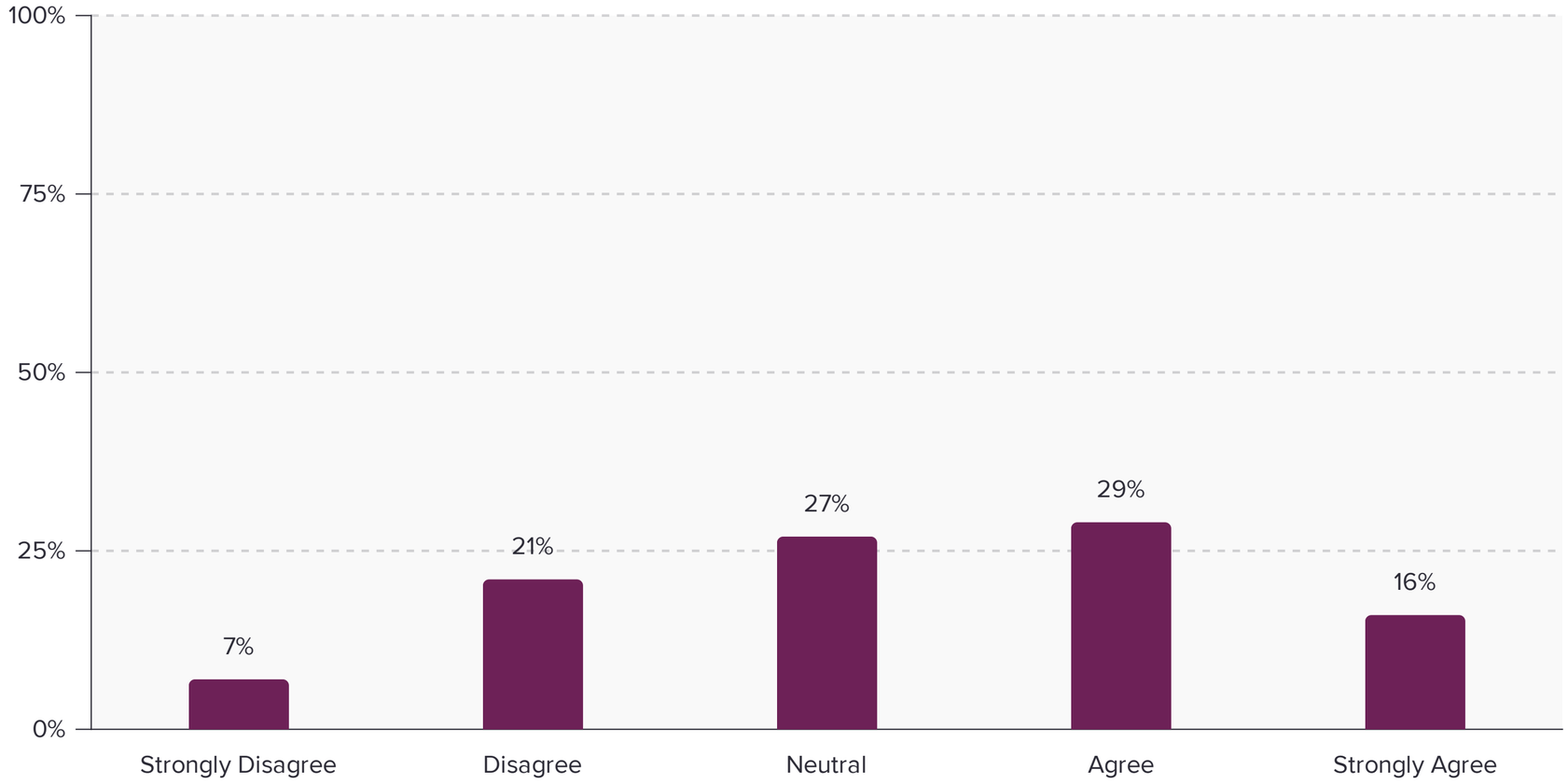
Channels & tools



The reach story

45% of communicators agree or strongly agree that they have the tools they need to reach every employee. **28%** still say they're missing something. A reach gap is sometimes a frontline gap in disguise: the people being missed are rarely the ones at desks, but the ones on the floor, in the field and on shift. It's worth mapping your workforce by how people work and making sure every group has at least one channel they actually use during the workday.

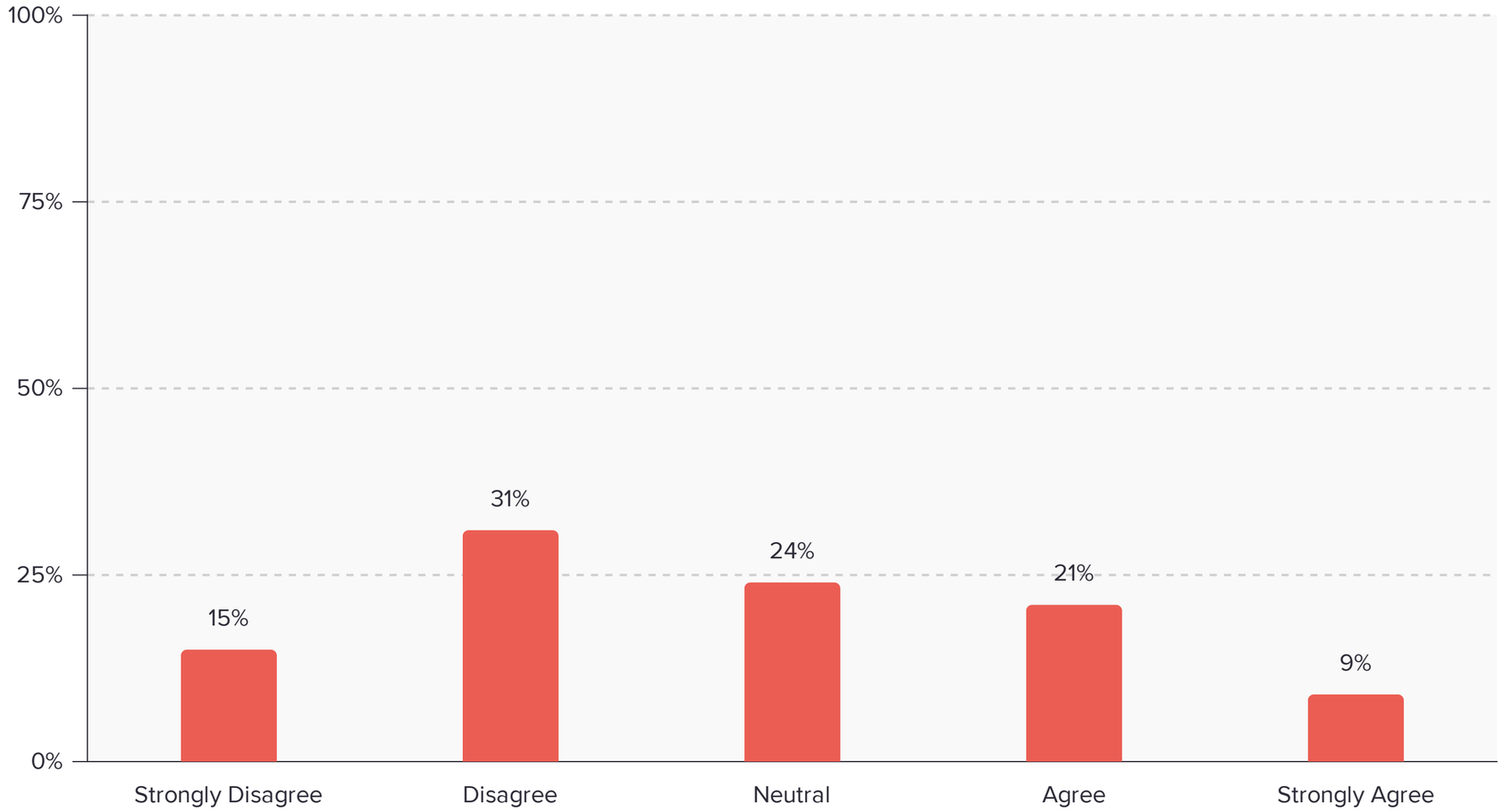
"I have the tools I need to reach every employee in my organization."



From reach to results

The picture changes when we shift from reach to results. Measuring results or proving ROI is the #1 challenge this year, and only **9%** strongly agree they have the tools to measure their efforts. Side by side, the numbers show where the next opportunity is: communicators are great at getting the message out, and the next step is showing what it changed.

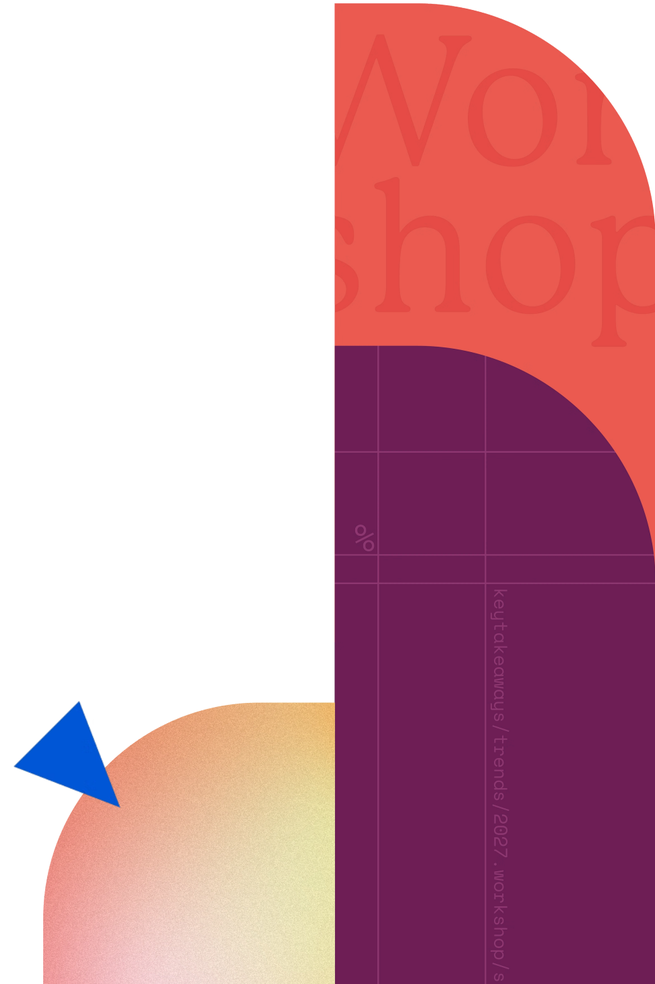
"I have the tools I need to measure the impact of our internal communications."



How are communicators measuring their internal comms today?

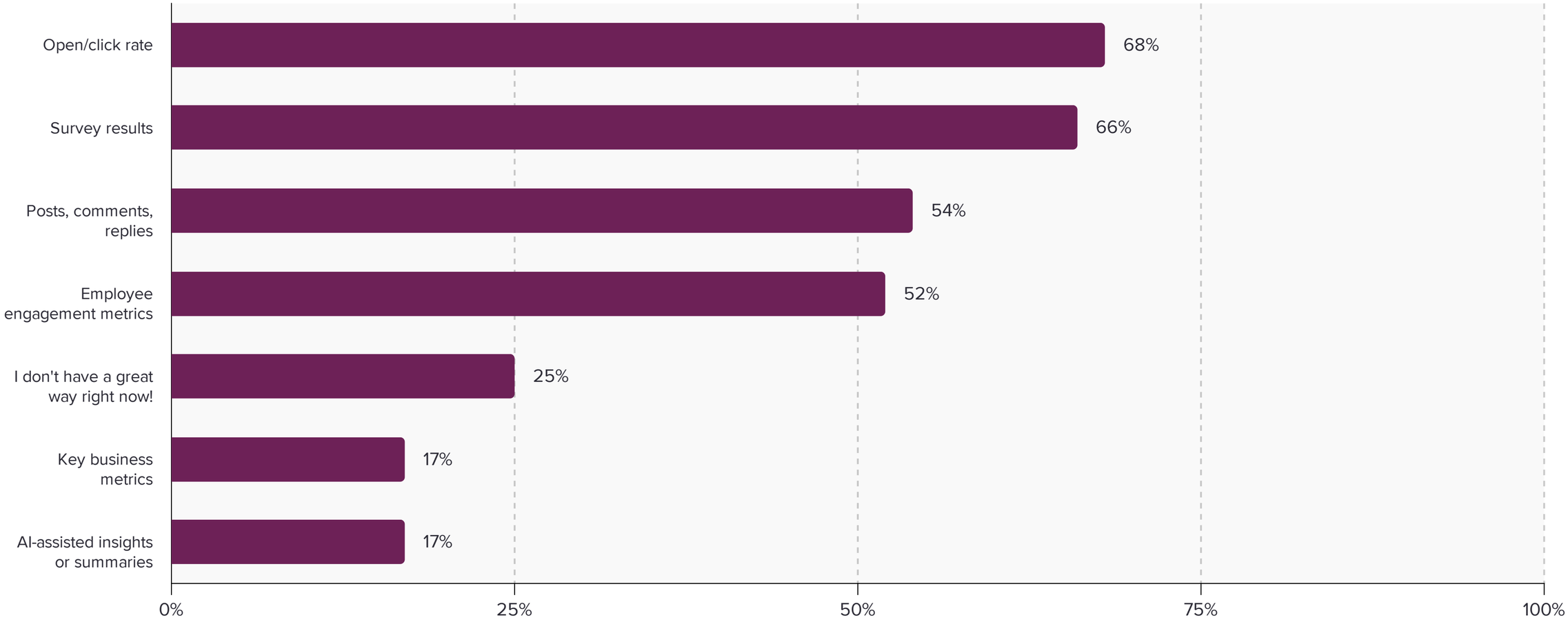
Most teams still lean on open and click rates (**68%**) and survey results (**66%**). About half track posts, comments and replies (**54%**) or employee engagement metrics (**52%**). Those are a good starting line: they show whether a message was seen.

The next step is showing what happened after. Only **17%** measure against key business metrics, **17%** use AI-assisted insights or summaries, and **25%** say they don't have a great way to measure right now. Often the data already exists. The hard part is finding time to pull it together and connect it to an outcome leadership cares about.



“How are you currently measuring internal communications?”

Respondents could select all options that apply, so percentages add up to more than 100%.



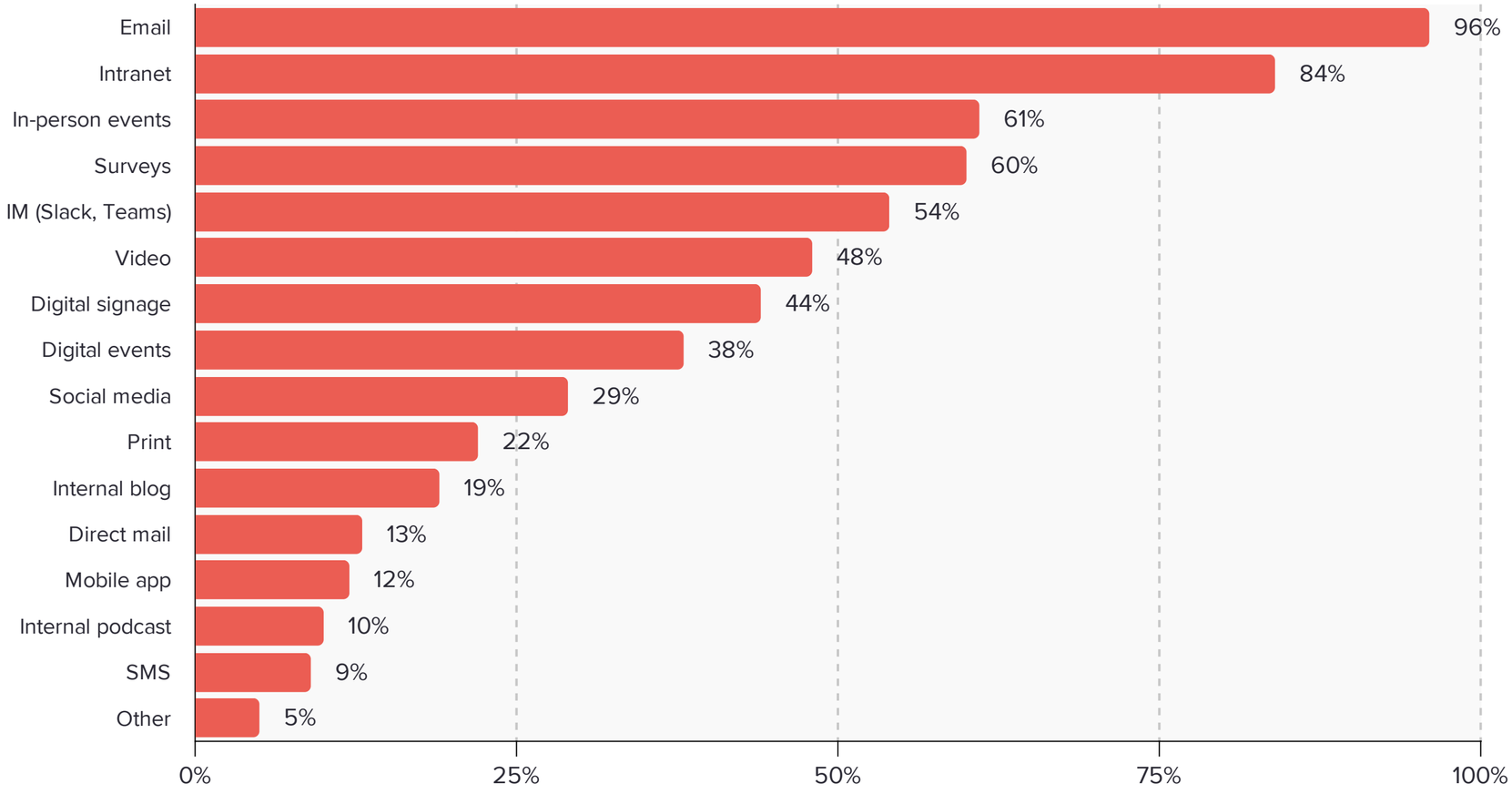
What the channel mix looks like in 2027

Email is still nearly universal (**96%**), but the mix around it is shifting. Intranet use rose from 74% to **84%** and video from 38% to **48%**, while digital events fell from 49% to **38%**. Communicators are adding channels alongside email, and every new one is another place to post, monitor and measure. Once a year, take stock of your mix: what each channel is for, who it reaches and how it's performing. You'll see quickly where to invest, where to combine and where you have gaps.

"Which channels and tactics are part of your internal comms strategy today?"

"Other": Survey respondents mentioned managers as a channel, weekly all hands meetings, and webcasts.

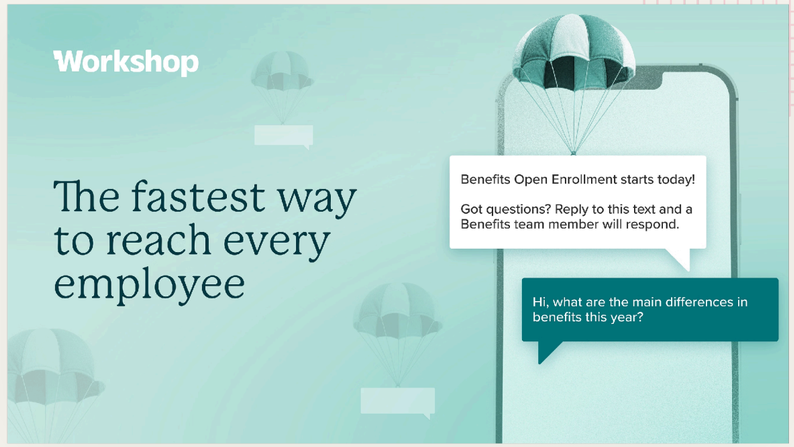
Respondents could select all options that apply, so percentages add up to more than 100%.



SMS is one of the most underused channels for internal comms

It’s clear that SMS is the most underutilized channel, but it comes with the most opportunity for meeting your employees where they are. Among Workshop users, click rates for SMS are 29%, versus just 11% for email (2026 Benchmarks & Best Practices Report).

Of the 9% of survey respondents using SMS, most use it for emergency or crisis comms, followed by benefits and HR updates, event comms, and feedback or surveys. Frontline-heavy teams are leaning into SMS the most, and it works precisely because it's reserved for what's urgent or time-sensitive. Saving it for what matters keeps people opening every text.



Reaching employees without a company email?

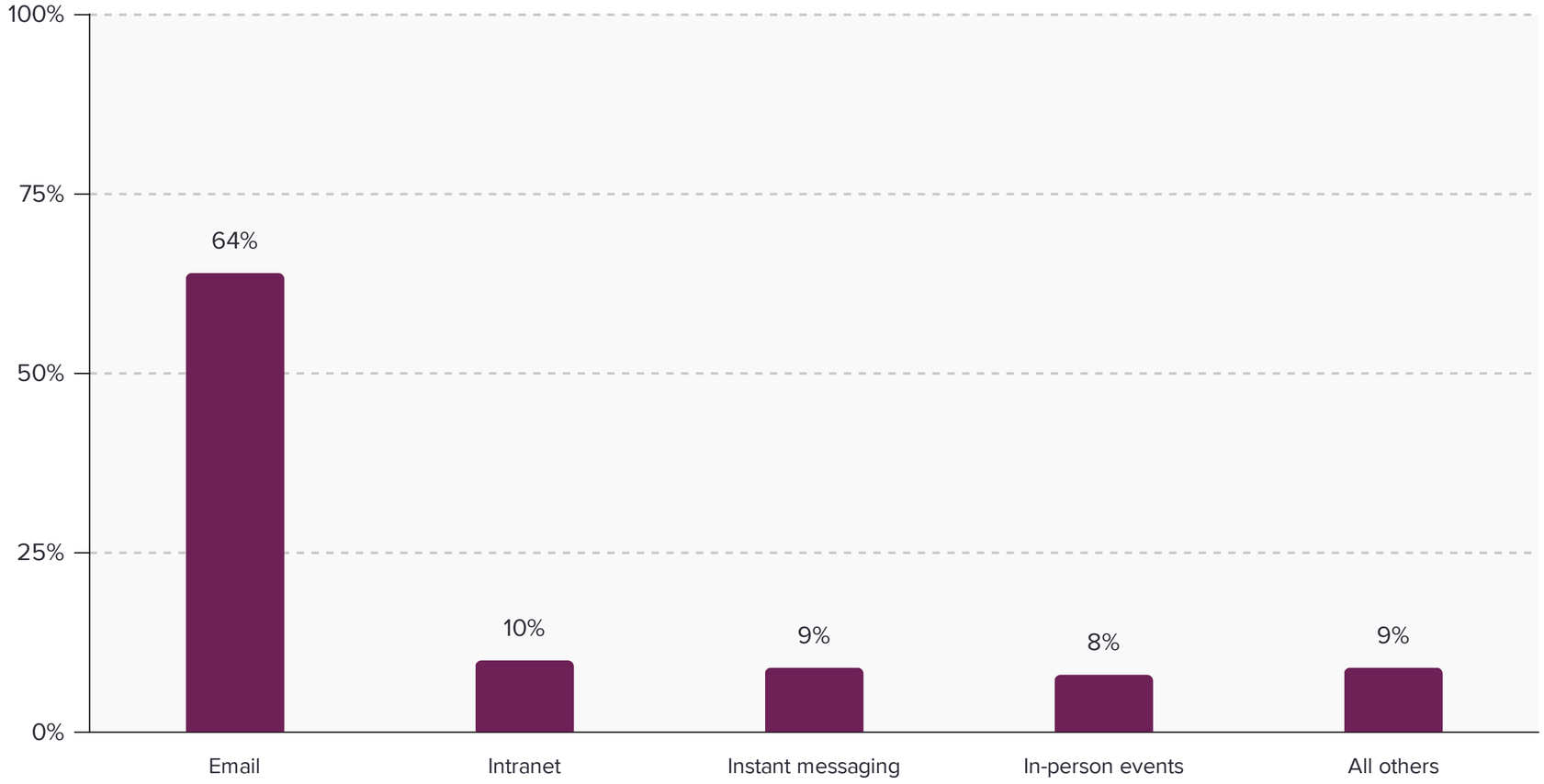
Workshop SMS lets you send text updates, with two-way replies, from the same place as your email, so you can see who got the message.

What is actually working

When we asked communicators to pick their single most effective channel, email came out on top: **64%** chose it. Email is still the backbone! In the open responses, the frustration was mostly about how many people can hit send. A reliable newsletter teaches employees when to look for news, which makes every message easier to find.

"Of the channels you use, which is the most effective?"

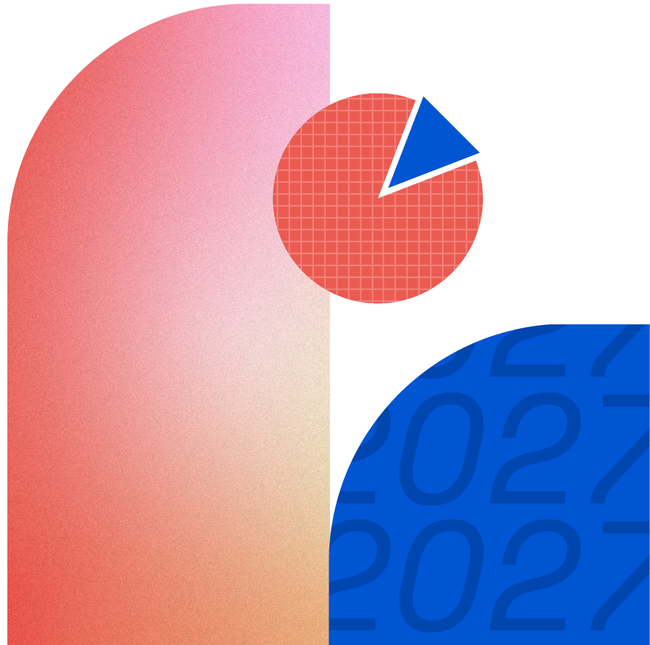
"Other" includes the following categories, all at 1% of survey responses: Social media, Video, Digital signage, Internal blog, Mobile app, Digital events, SMS / text, Surveys, and Print.



What teams are rethinking & prioritizing for 2027

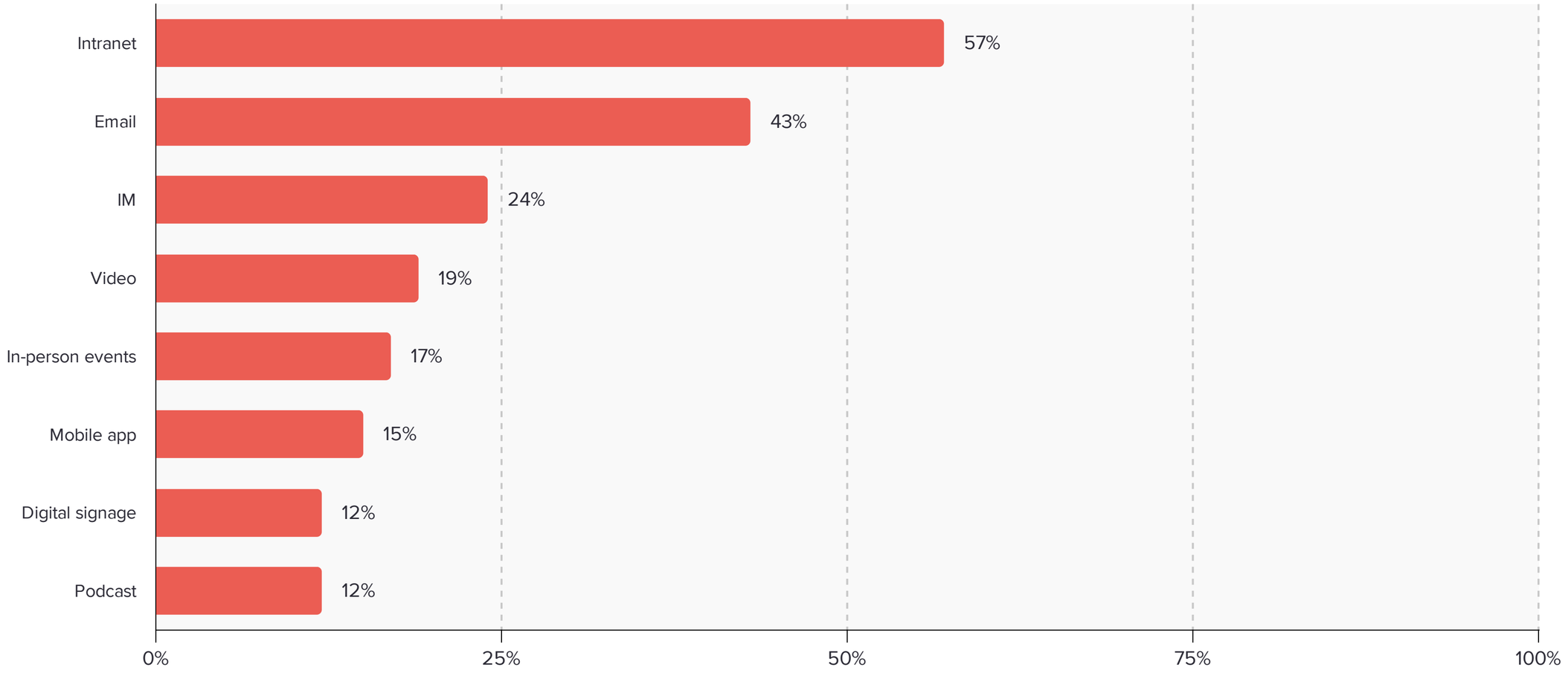
For the second year in a row, the intranet is both the channel communicators find hardest and the one they most want to prioritize. **28%** say the intranet is their most difficult channel (in-person events are next at **12%**), and **57%** say it's a top-3 priority for 2027, ahead of email and instant messaging. In the open-ended answers, about 1 in 12 people describing their 2027 hopes mentioned launching, improving or driving traffic to an intranet.

Communicators still believe in what a great intranet can be, and so do we! The teams that get there give it a clear job (the go-to library for information people come looking for) and pair it with email and other channels that bring people to it. As more intranets add AI search, finding the right answer could get a lot easier, too.



"Which channels do you most want to prioritize in 2027?"

Respondents could choose up to three options, so percentages add up to more than 100%.



Workshop

Content & campaigns



Content to prioritize in 2027

When we asked communicators which content they most want to focus on in 2027, leadership and manager communications lead by a wide margin. Next, a close cluster: company values, change communications and employee spotlights.

We see the top four as one strategy rather than four separate lists: leaders explain the change, managers make it local, and employee stories show what the values look like in practice. Planned together as one campaign, they reinforce each other.

Just behind: all-hands and meeting recaps, and company metrics and performance data. About 1 in 5 want to focus on surveys and interactive content or education, and **14%** picked health and wellbeing (areas often owned by HR or L&D).

77%
Leadership & manager comms

48%
Content that reflects company values

44%
Change communications

44%
Employee spotlights

37%
All-company newsletters

29%
All hands & meeting recaps

28%
Company metrics & performance data

22%
Surveys & interactive content

21%
Education

14%
Health & wellbeing

Respondents could select all options that apply, so percentages add up to more than 100%.

Workshop

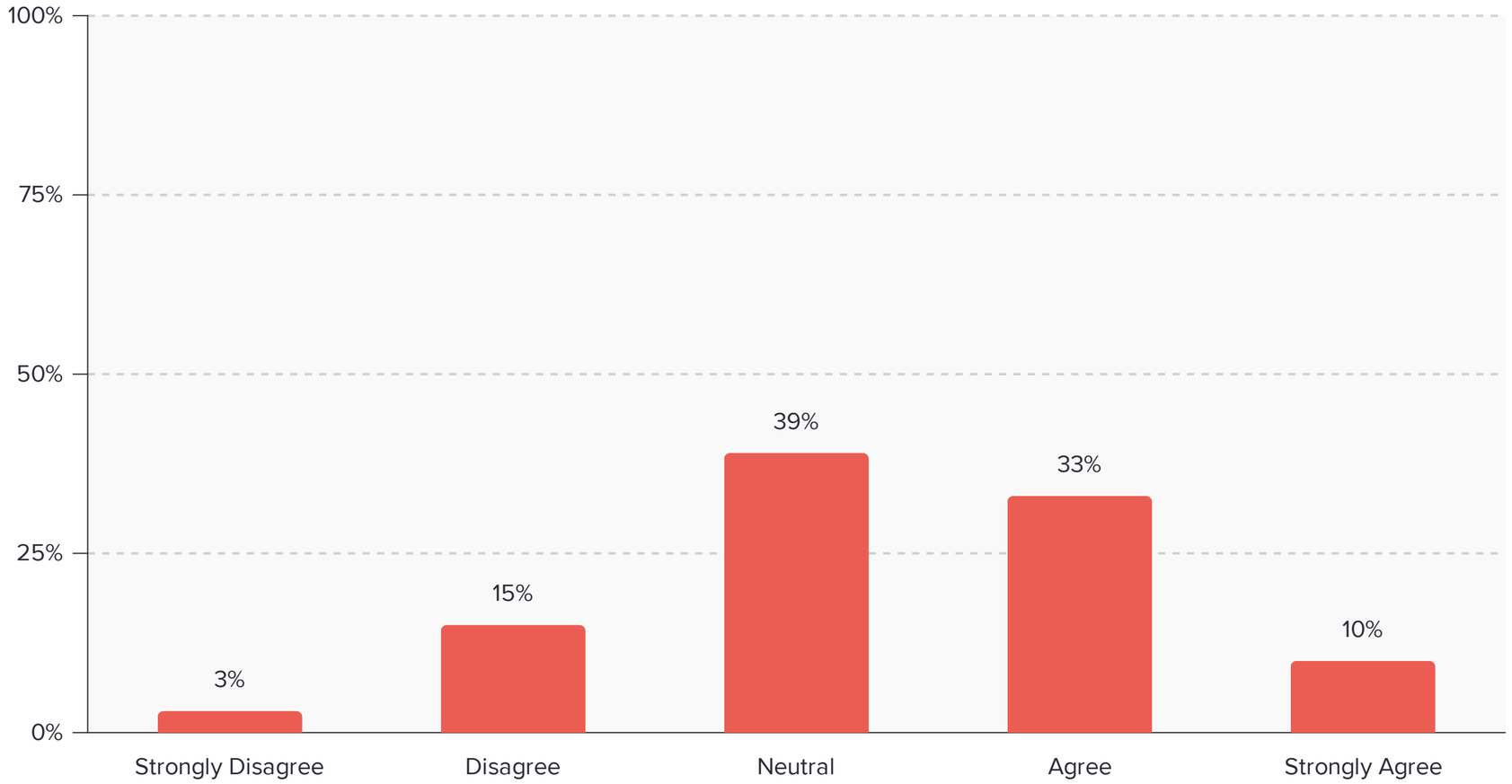
Strengths & challenges



Answering the big question

We asked communicators again to imagine how employees would describe internal comms. **43%** agree or strongly agree that employees would say internal comms helps them do their jobs better. Another **39%** are neutral, and **18%** think employees would disagree. That big neutral group is an easy one to move, because you can simply ask: one question in your next pulse survey (like, Did internal comms help you do your job better this quarter?) turns a guess into a number you can track and report on.

"Our employees would say internal communications helps them do their jobs better."



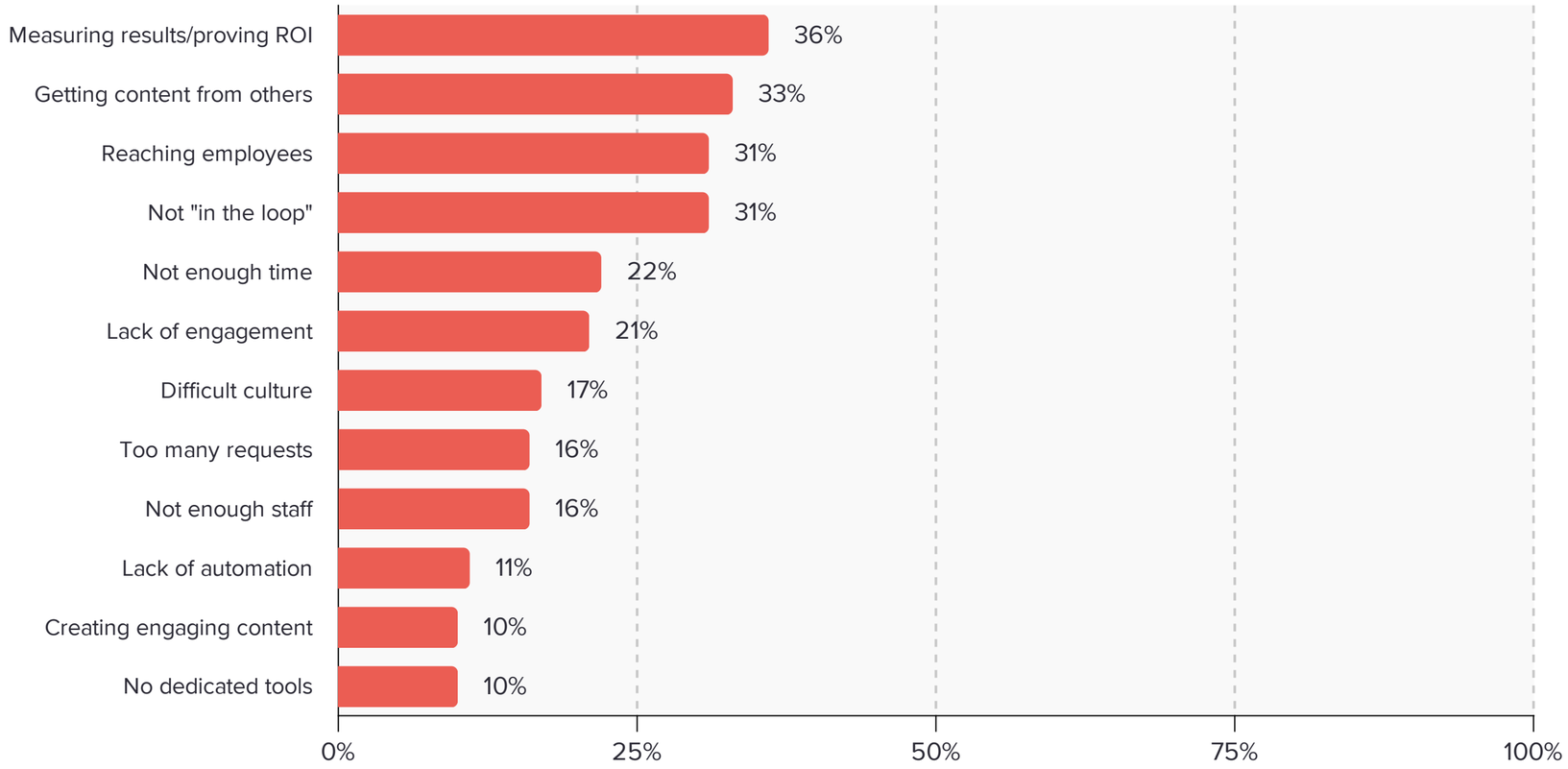
The challenges

Measuring results or proving ROI tops the list for challenges this year, with getting content from other teams, reaching employees, and not being in the loop close behind. Look at those four together and a pattern appears: three of them depend on other people. Internal comms' biggest challenges are access problems.

One more thing stands out: Only **11%** name lack of automation as a challenge, yet automation is the #1 thing communicators want from AI (**53%**). Many teams have simply accepted manual work as part of the job, and that's the work we'd hand off first!

"What are your biggest internal comms challenges right now?"

Respondents could choose up to three options, so percentages add up to more than 100%.



Strengths & challenges responses

After time, budget and staff, the most common thing holding communicators back was leadership buy-in and internal comms not being seen as strategic. Communicators are often brought in at the end of a decision and asked to make it land. The way into the room earlier is to bring leaders something they want: a clear read on how employees are taking a change, backed by data.

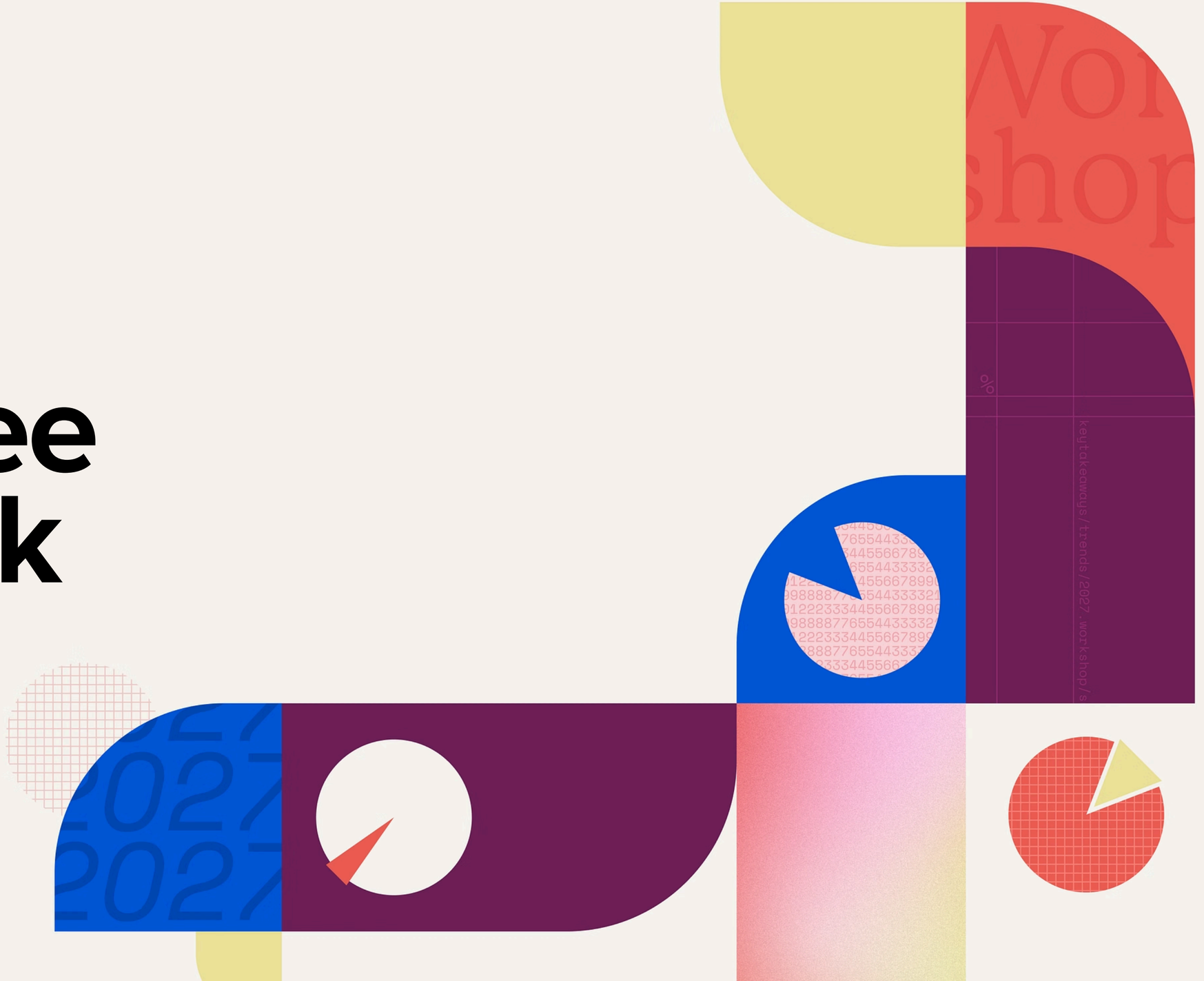
> ***The barriers are not capability. They are access, timing, alignment, and partnership.***
>
> **Anonymous**

> ***[In 2027, I hope to] continually highlight the value of engaging comms early in a process rather than at the end.***
>
> **Anonymous**

> ***In an era of lots of change, internal comms is seen as an additional burden rather than a key component of successful change management.***
>
> **Anonymous**

Workshop

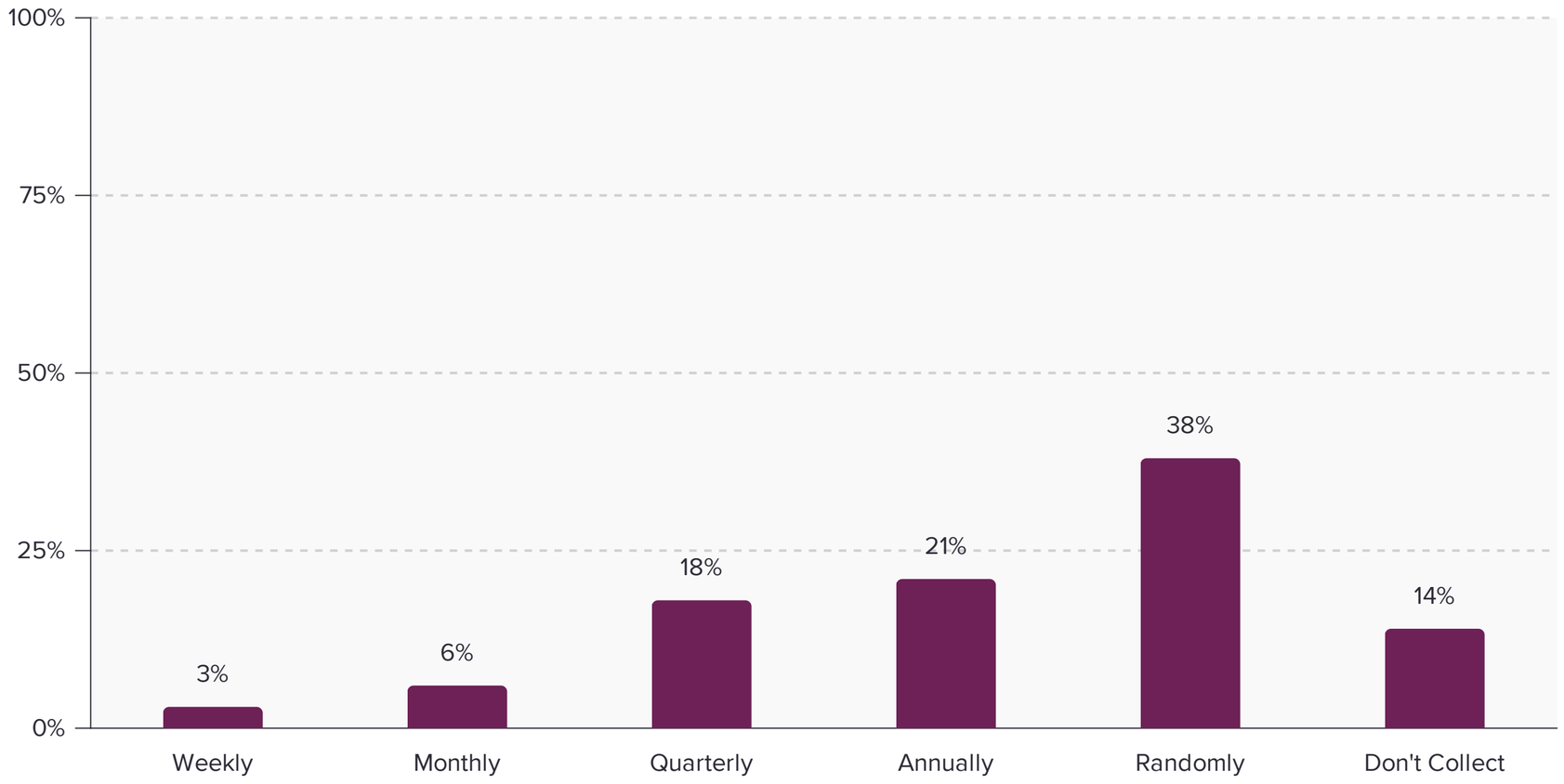
Employee feedback



Cadence of gathering feedback

Most teams collect feedback, but the cadence is still inconsistent. The largest group gathers feedback randomly with no set cadence, while about a fifth collect it annually. **14%** don't collect feedback on internal comms at all. The trouble with random feedback is that it can't show a trend, and without one, it's hard to show progress. A small, steady question beats a big annual survey. Only **27%** collect feedback quarterly or more often, so even a single quarterly question puts a team ahead of most of its peers.

“How often do you collect employee feedback on internal comms?”

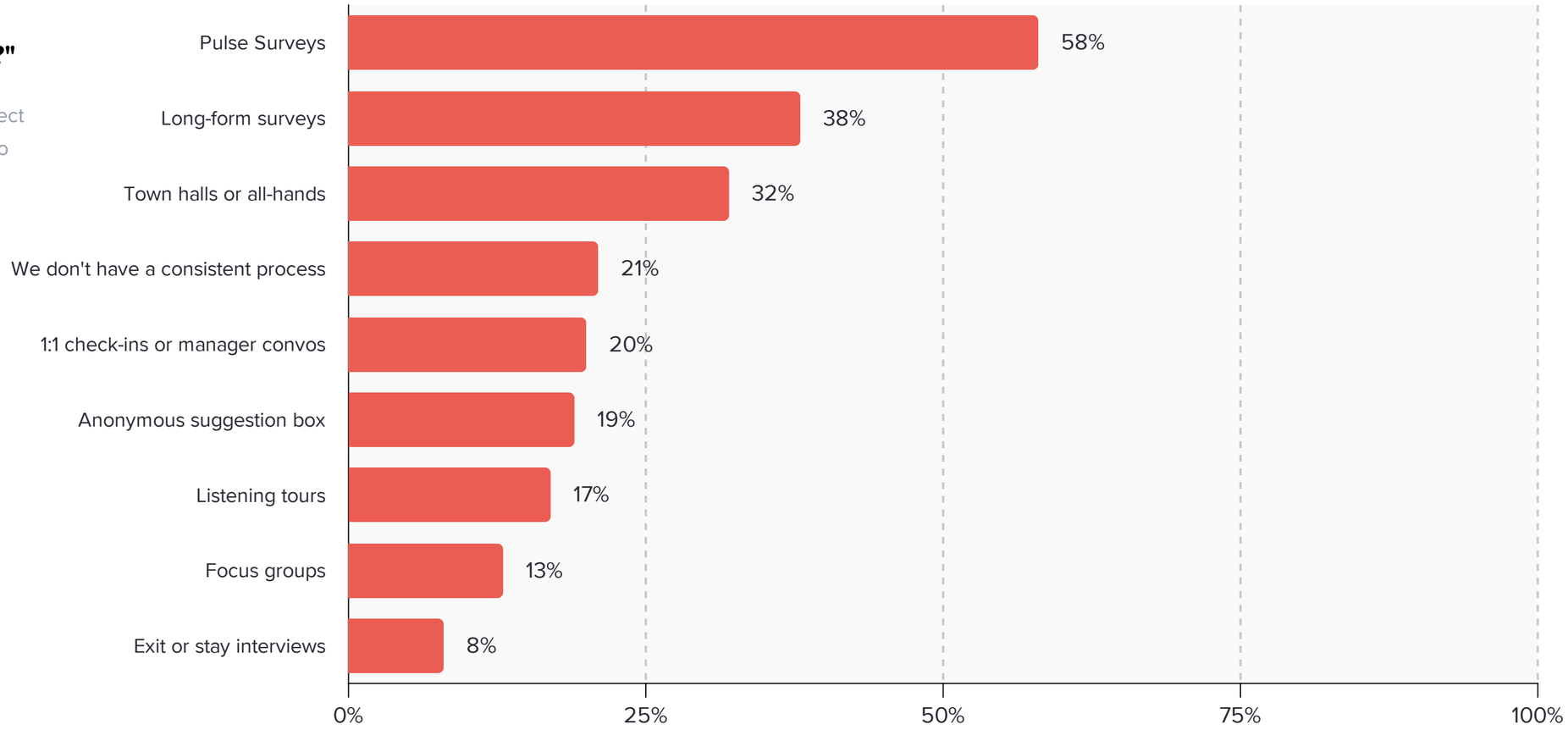


How feedback is being collected

Among teams that collect feedback, pulse surveys are still the most common approach, followed by long-form surveys and town hall or all-hands Q&A. 1 in 5 (**21%**) don't have a consistent process yet, down from 1 in 3 last year, that's real progress! The next step is closing the loop. With **53%** of AI users already using AI to summarize feedback, collecting and reading responses is getting easier; showing employees what changed because they spoke up is what keeps them responding.

"How do you collect feedback?"

Respondents could select all options that apply, so percentages add up to more than 100%.



Workshop

2027 strategy & trends



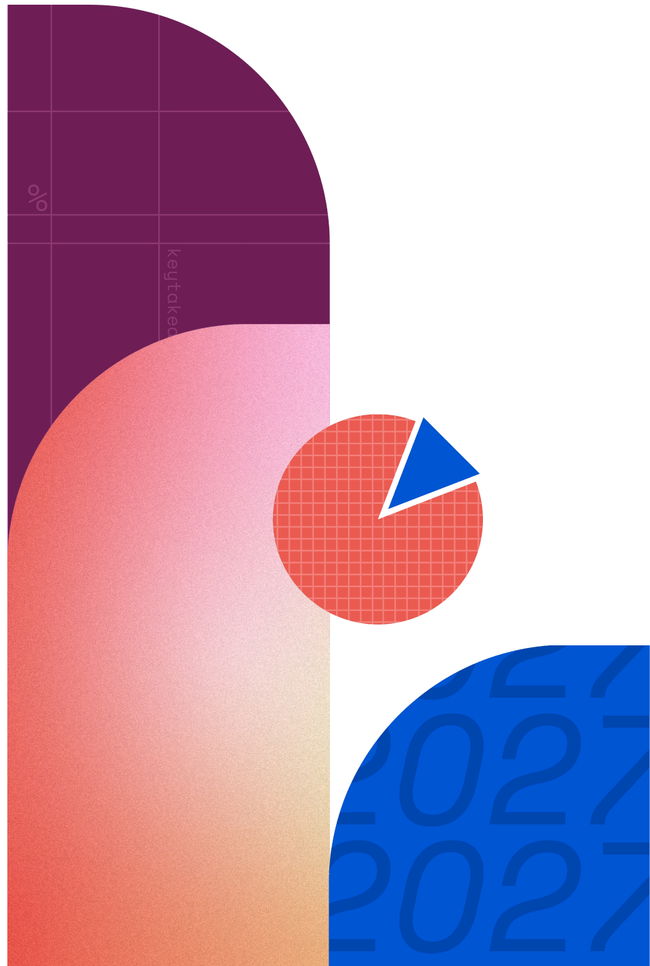
The top goals for 2027

The goals of internal comms are holding steady!

The top three:

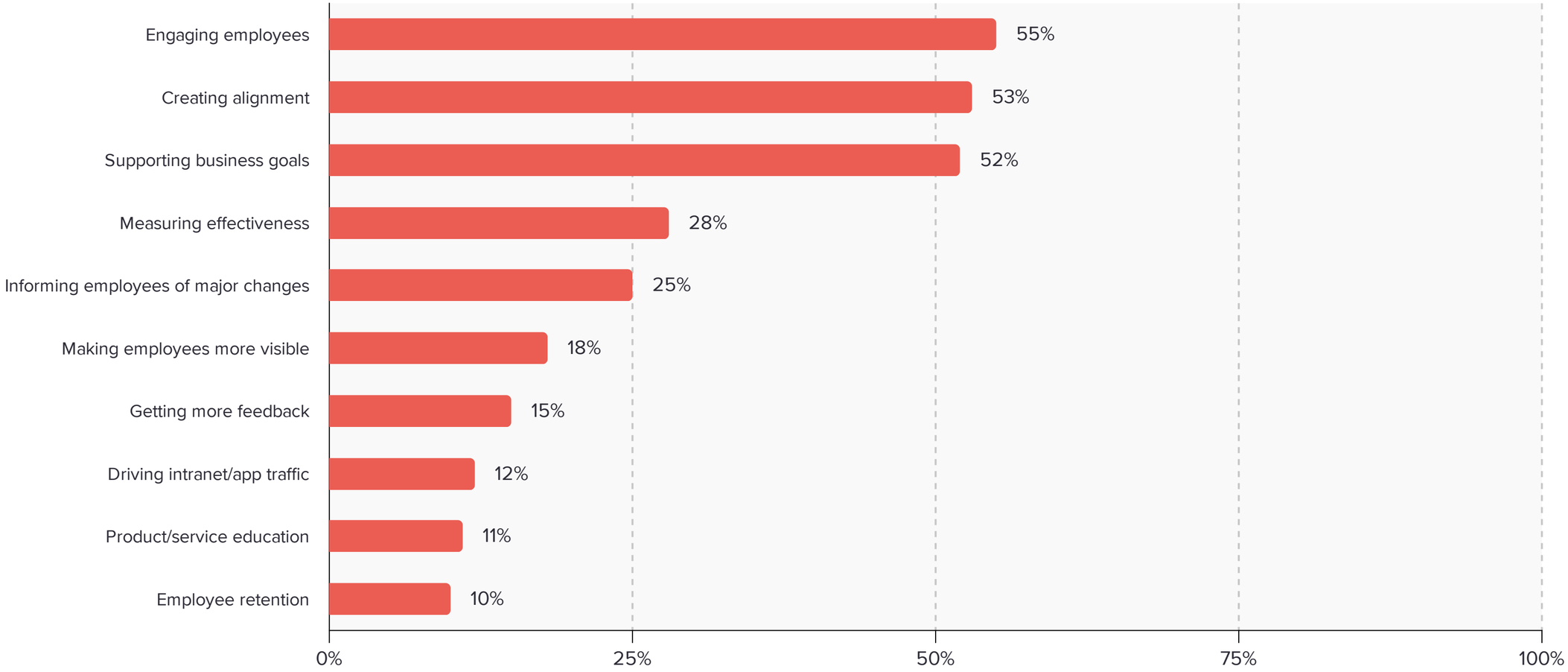
1. **Engaging employees and creating a better place to work**
2. **Creating alignment across the organization**
3. **Supporting overall business goals**

But only **28%** list measuring effectiveness as a goal. That's the disconnect we'd close in 2027: if supporting the business is the goal, measuring whether you *did* should be part of that! Writing each goal with a clear finish line is a simple place to start. Then, "support the benefits rollout" becomes "get every employee to open the enrollment guide before the deadline."



“What are the primary goal(s) of your company's internal comms strategy for 2027?”

Respondents could choose up to three options, so percentages add up to more than 100%.



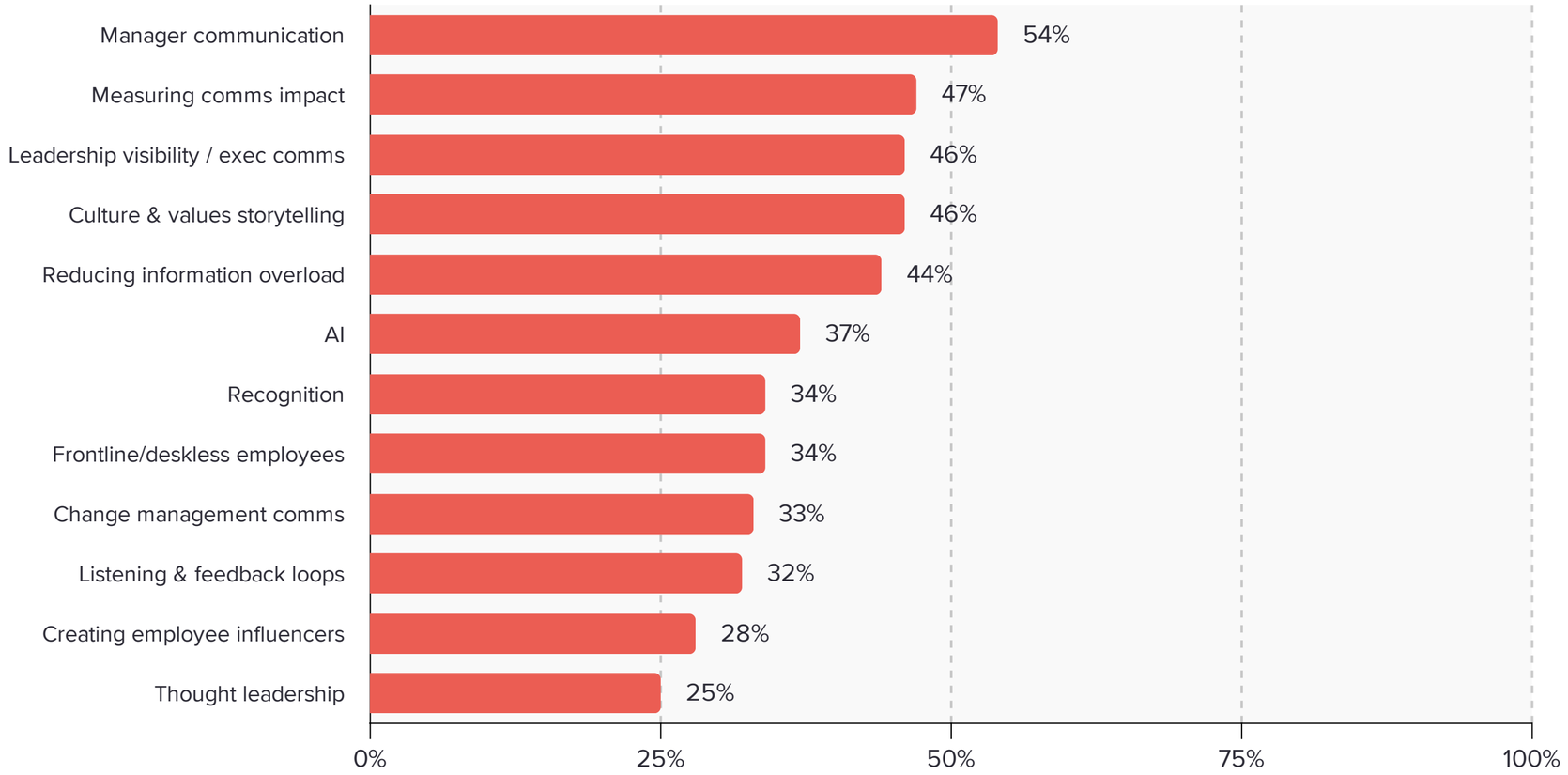
What communicators want to explore in 2027

While manager comms, measuring impact and ROI, and executive comms remain popular trends year over year, reducing information overload is nearly as popular as exec comms, and we think it could be the sleeper trend of 2027!

Several trends in the mix point to the same goal: making sure messages land. More and more, communicators are realizing the next win is fewer, more effective sends.

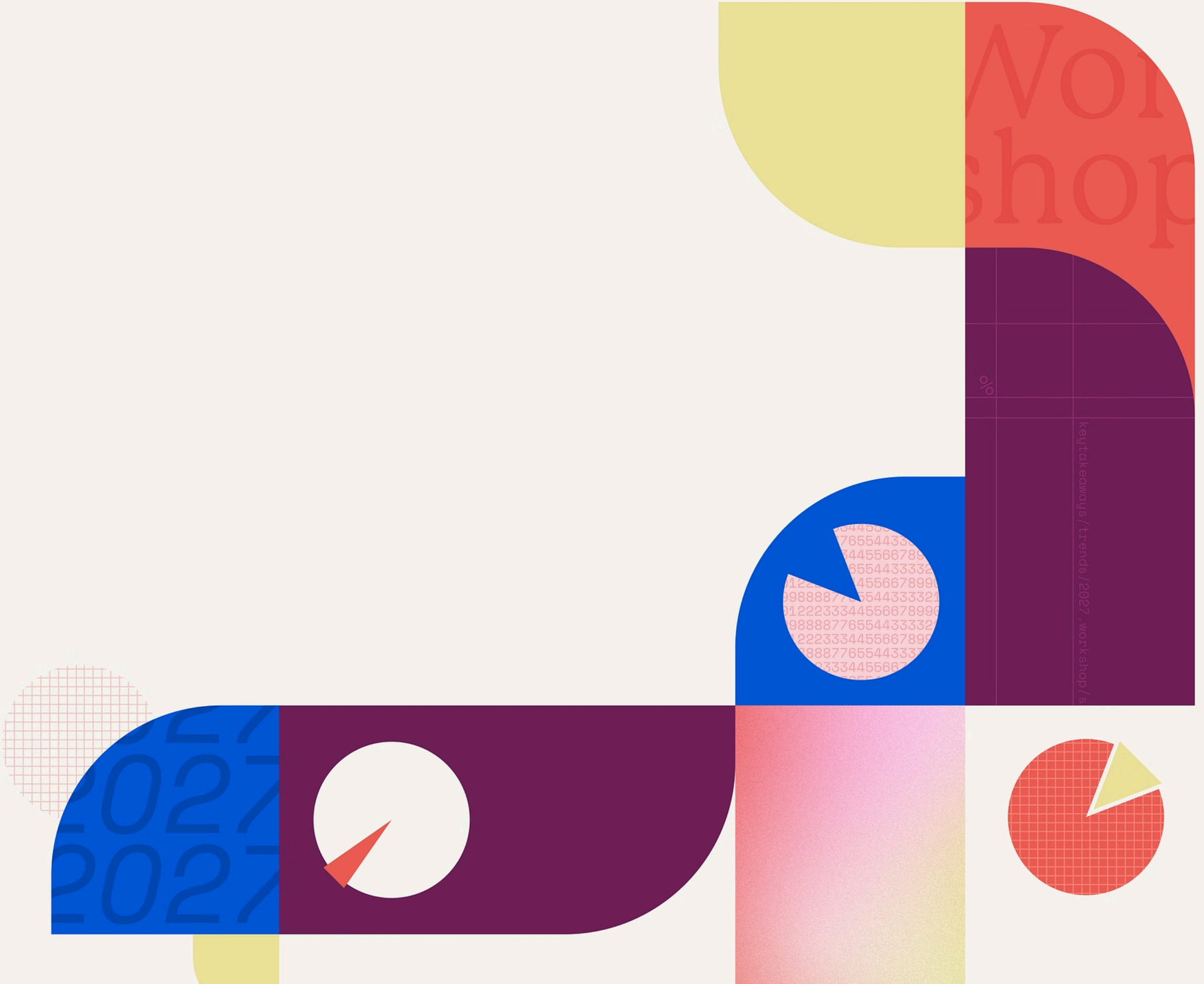
"Which trends are you most interested in exploring in 2027?"

Respondents could select all options that apply, so percentages add up to more than 100%.



Workshop

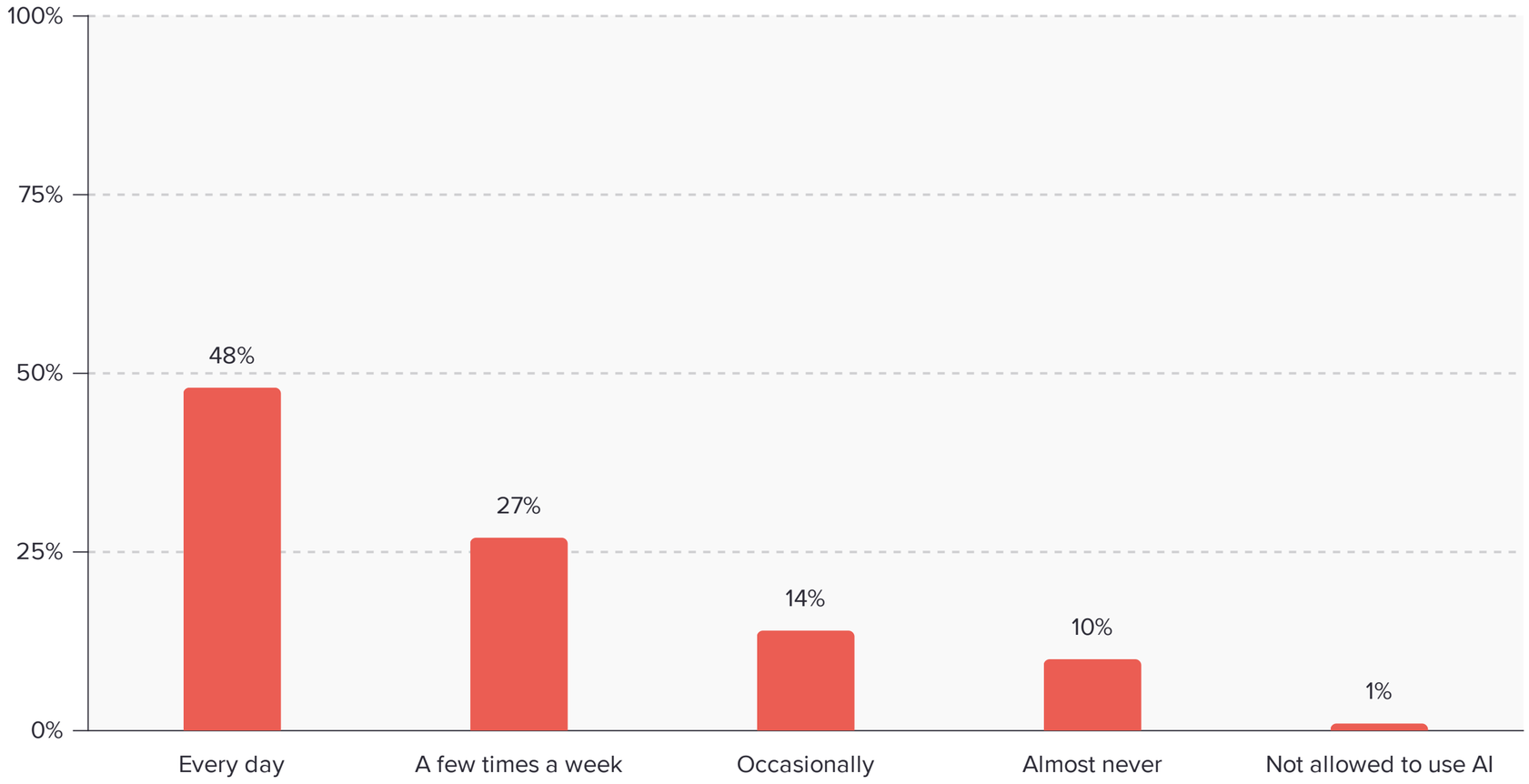
AI



AI is part of the daily routine

Last year, AI moved from "trend" to "tool." Today, roughly half of communicators use it every day. That's a real milestone! The next step is using AI for more than drafting: finding patterns in your engagement data, pressure-testing a message before it goes out, or picking up skills your team didn't have before, like data analysis or design.

“How much are you using AI in your internal communications work?”



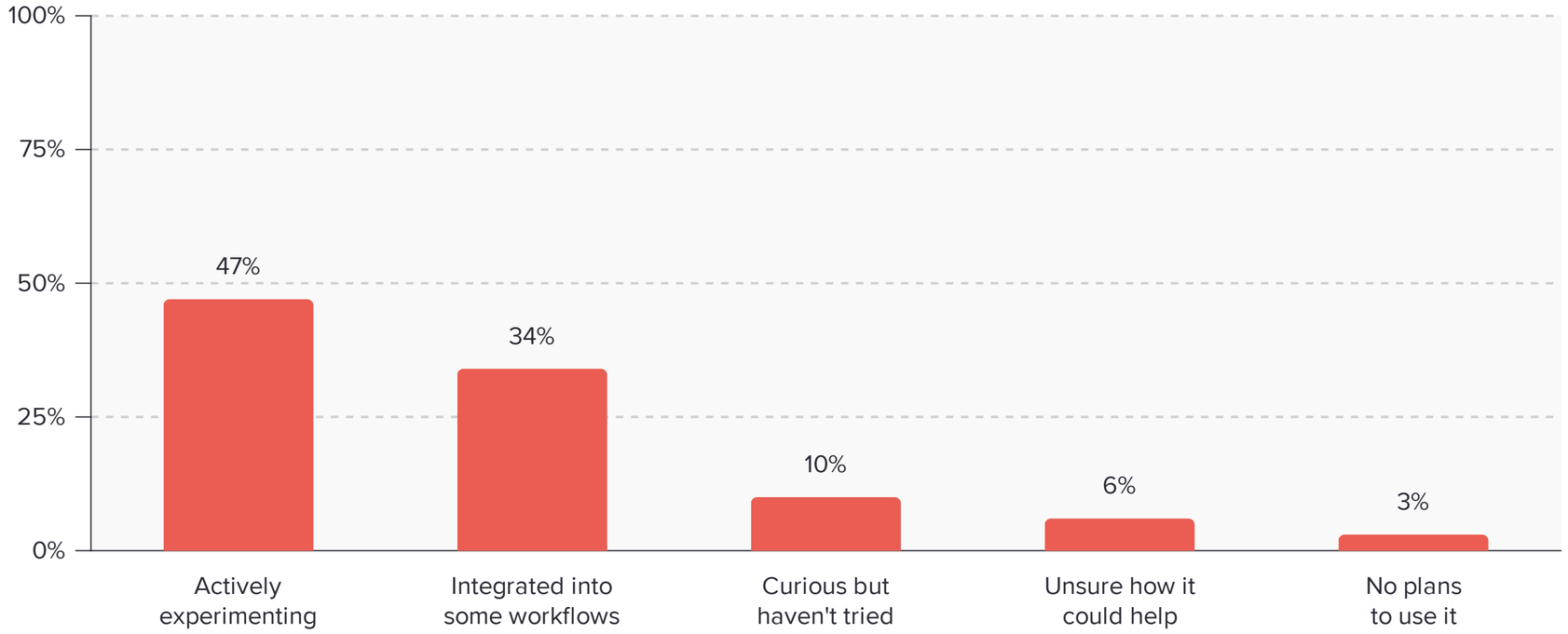
How teams really feel about AI

81% of teams are either actively experimenting with AI or have integrated it into some workflows. Another **10%** are curious but haven't tried it, and only **3%** don't plan to use AI for internal comms at all.

This year we also asked AI users how AI arrived at their organization. **55%** had a company-wide rollout, **32%** say only some departments are using it, and **13%** haven't had an official rollout yet. Comms teams who report to HR are furthest along: **55%** have AI built into workflows, vs. **30%** of comms-reporting teams. HR often owns the systems, the employee data and the rollout itself, so comms teams that partner closely with HR on AI don't have to start from scratch.

Comms teams who report to HR are furthest along on AI: 55% have it built into workflows, vs. 30% of comms-reporting teams.

"What best describes how your team feels about using AI for internal comms?"



In response to AI

AI and automation came up in about 1 in 10 answers to "What do you hope to do in 2027?" The theme is "AI handles the little things so I can focus on the big things" and we think that's exactly the right direction.

My hope is to automate more work (I need tech that works first) and build more repeatable systems to help standardize our approach to comms across teams.

Anonymous

I hope to find more ways to automate internal communications but also to make leadership see and understand the ROI and value of the function.



Lauren Anderson
Internal Communications Manager at Water For People

In 2027, I want to make internal comms even more human, relevant and two-way — less about sending information and more about creating connection, conversation and action. And, of course, figuring out how AI can help us do that better without losing the human bit.



Jessica Gibson
Senior Manager, Corporate Comms and Culture at Damco Solutions

Take risks and automate the little things to focus on the big things!

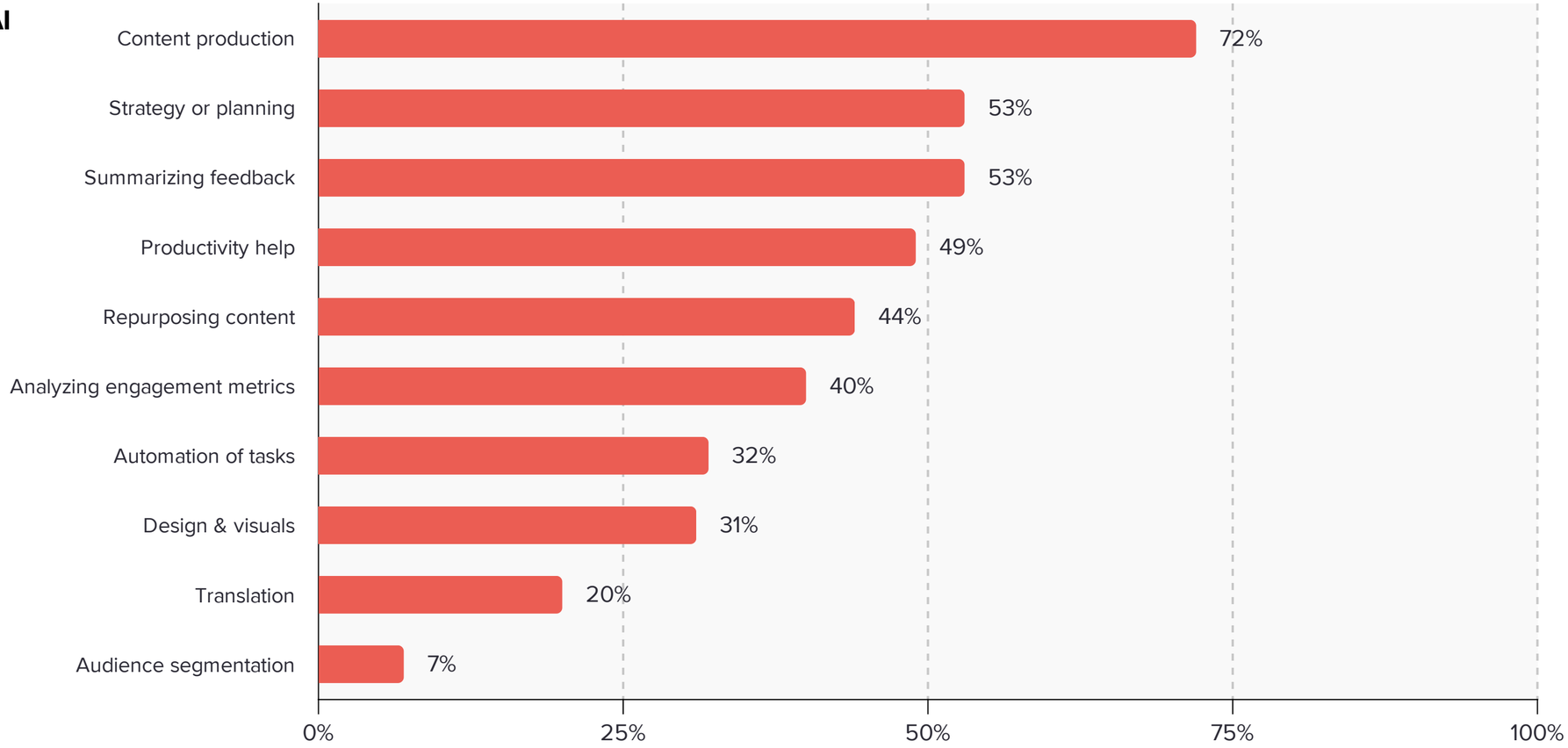
Anonymous

How AI is showing up in internal comms workflows today

Content production is still the top use of AI, but about half also use it to summarize employee feedback, for strategy or planning, and for productivity help. Fewer than a third use it to automate tasks today. Most teams start with writing because it's the easiest win. The less common uses are where AI opens new doors! For example, analyzing engagement metrics (**40%**), automation (**32%**) and audience segmentation (**7%**) give small teams capabilities that used to take an analyst or a much bigger team.

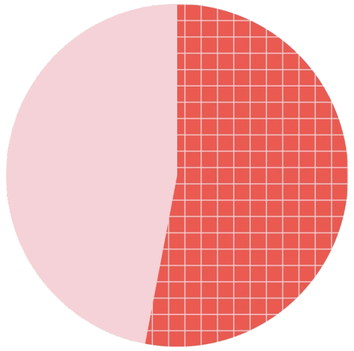
“How are you using AI today?”

Asked of respondents who use AI at least occasionally. Respondents could select all that apply, so percentages add up to more than 100%.



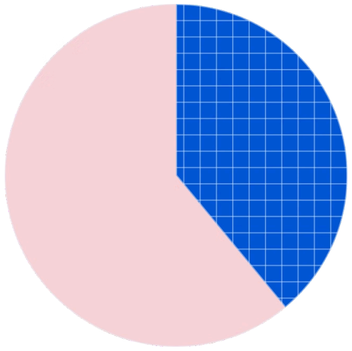
What teams *want* AI to take on next

Automation is the #1 thing communicators want from AI for the second year in a row, yet the share of AI users actually automating tasks hasn't moved (**32%** in both years). The demand is clearly there, what most teams are missing is a clear first task to start with.



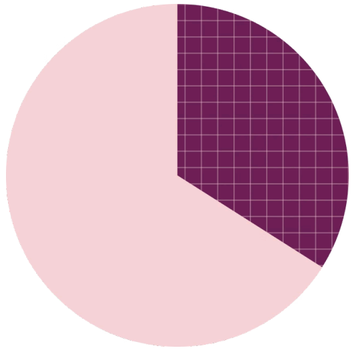
53%

want AI to automate tasks



39%

want help with strategy or planning

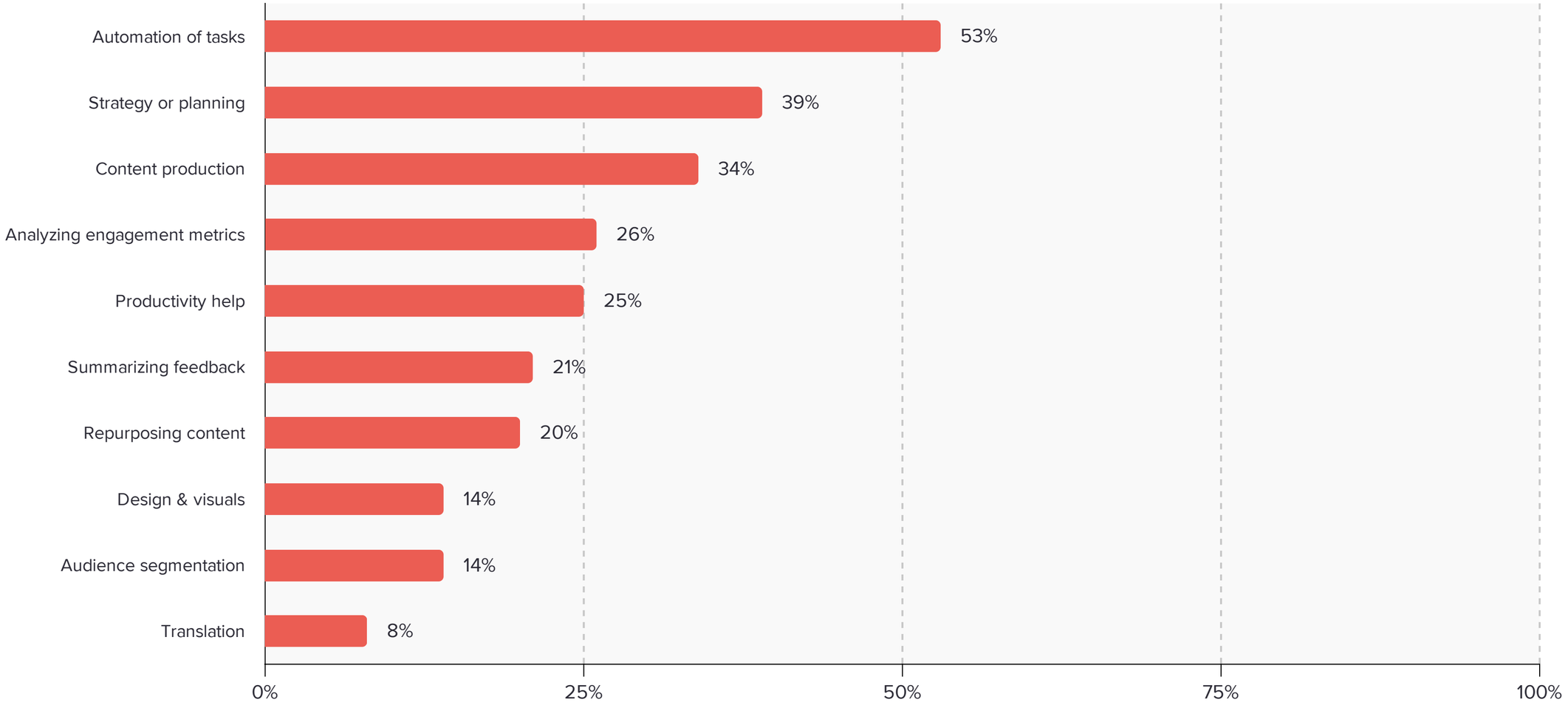


34%

want faster content production

“How do you want to use AI for internal comms in 2027?”

Asked of respondents who use AI at least occasionally. Respondents could select all that apply, so percentages add up to more than 100%.

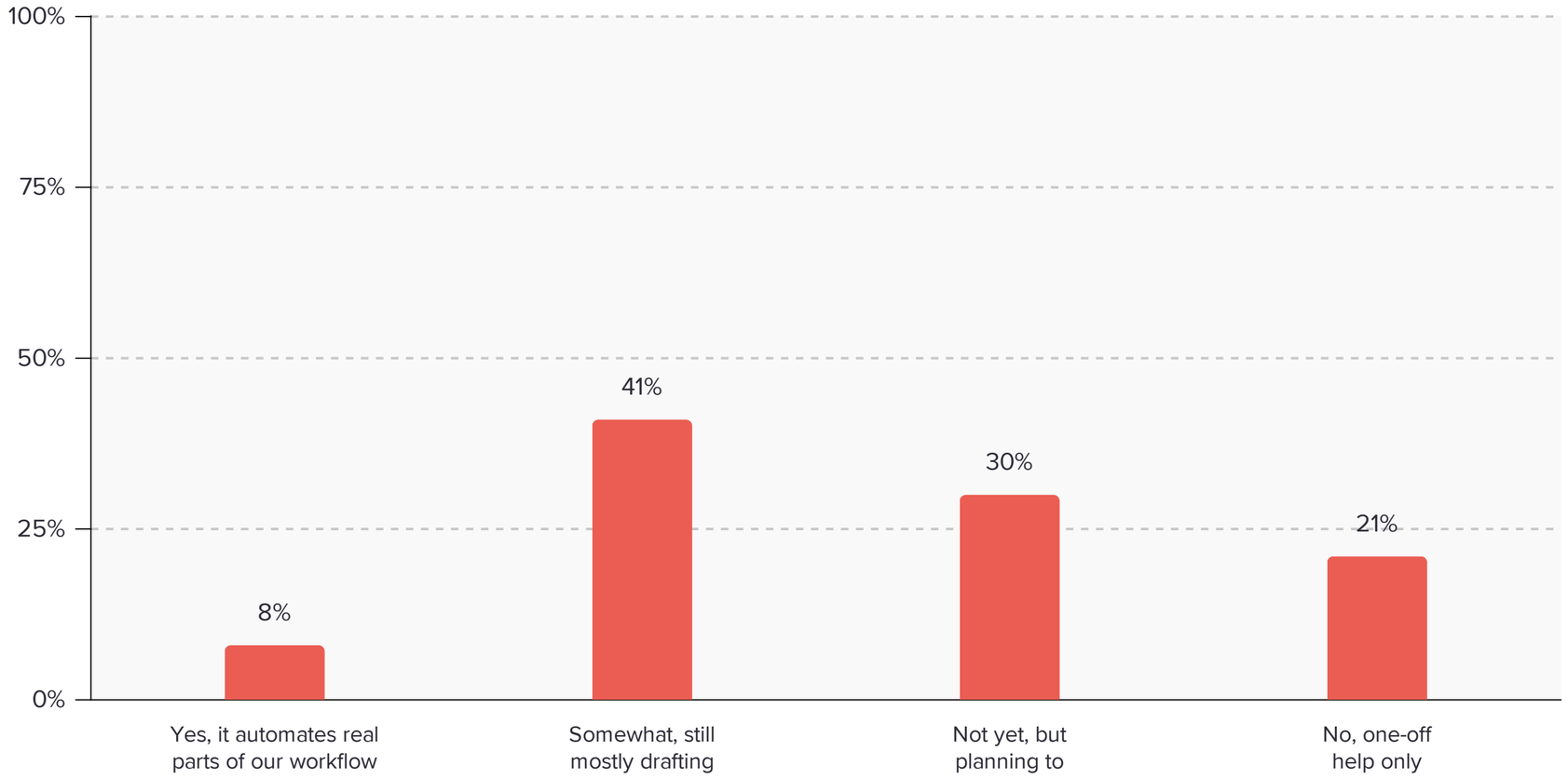


From assistant to automation

We asked AI users a new question: has AI moved beyond drafting into automating tasks or workflows? Only **8%** say AI automates real parts of their workflow, but another **41%** are somewhat there and **30%** are planning to get there. That's **79%** in motion! The jump from drafting to doing rarely starts with a big transformation. It usually starts with offloading one recurring task to a trusted agent.

"Has AI moved beyond drafting into automating tasks or workflows for you?"

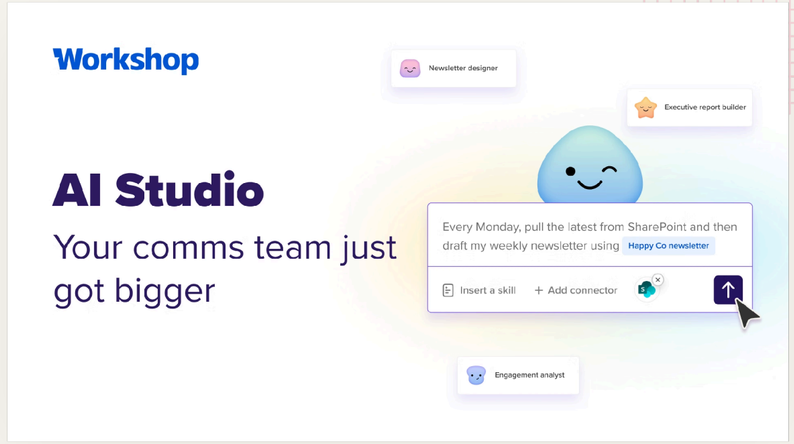
Asked of respondents who use AI at least occasionally.



Workshop it: Move AI from drafting to doing

Workshop's take: AI users with real automation are more than five times as likely as those using AI only for one-off help to say they have the tools to measure impact. When reports and recaps run on their own, measurement becomes a weekly habit.

This gap (**53%** of communicators who use AI want automation, but only **8%** of AI users have it running real parts of their workflow) is what Workshop's AI Studio is built for: agents that take on specific, repeatable tasks and surface insights that are hard to get to by hand, with the communicator deciding what to do with the output. Good first agents: a weekly leadership recap, a reminder to non-openers, and a monthly best-and-worst emails review.



Internal comms is usually one to three people holding up an entire company.

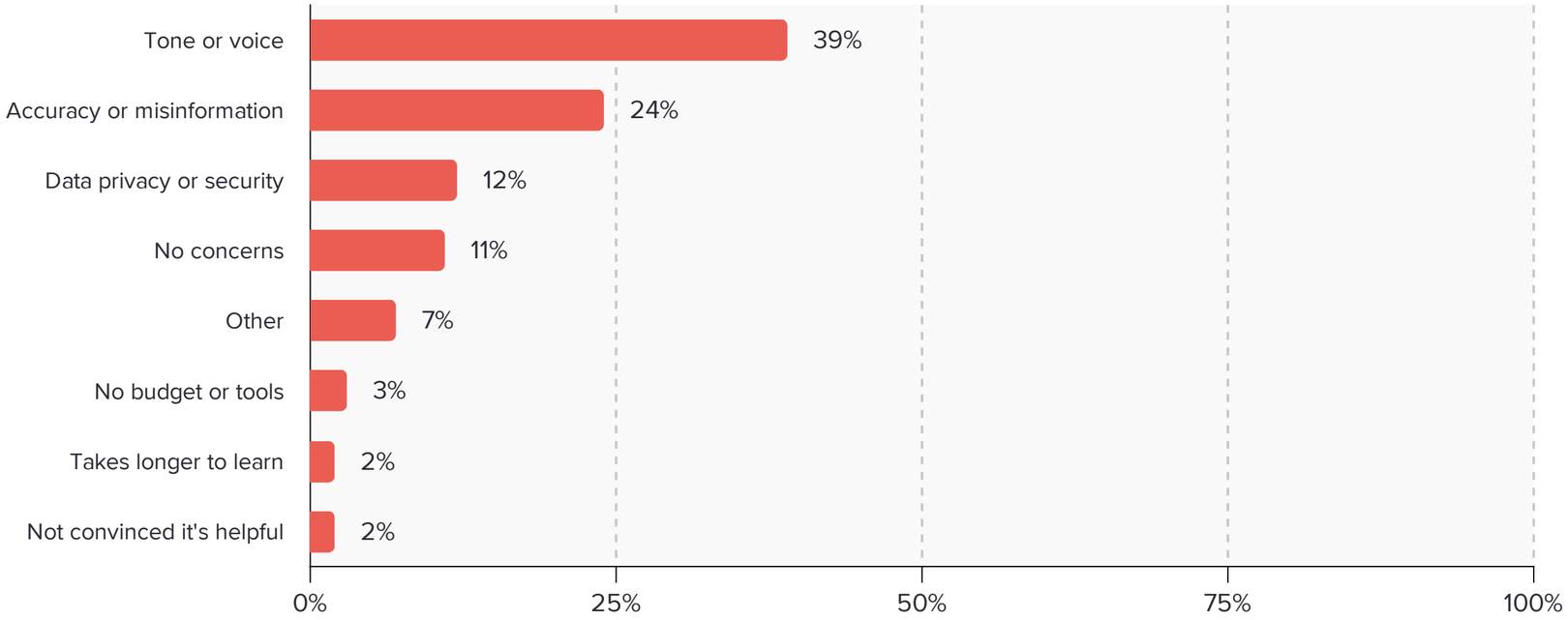
With AI Studio, the recurring work gets handled in the background, so your day's free for the parts of the job you actually love.

Hesitations

This year we asked for communicators' single biggest hesitation about AI. The top answer was voice and tone, while accuracy or misinformation came second. We think that ranking is right: Employees forgive a typo faster than a message that feels like nobody wrote it, and once something "sounds like AI," people stop reading.

"What's your biggest hesitation about using AI for internal comms?"

"Other": survey respondents mentioned environmental impact, ethical concerns, and job security.



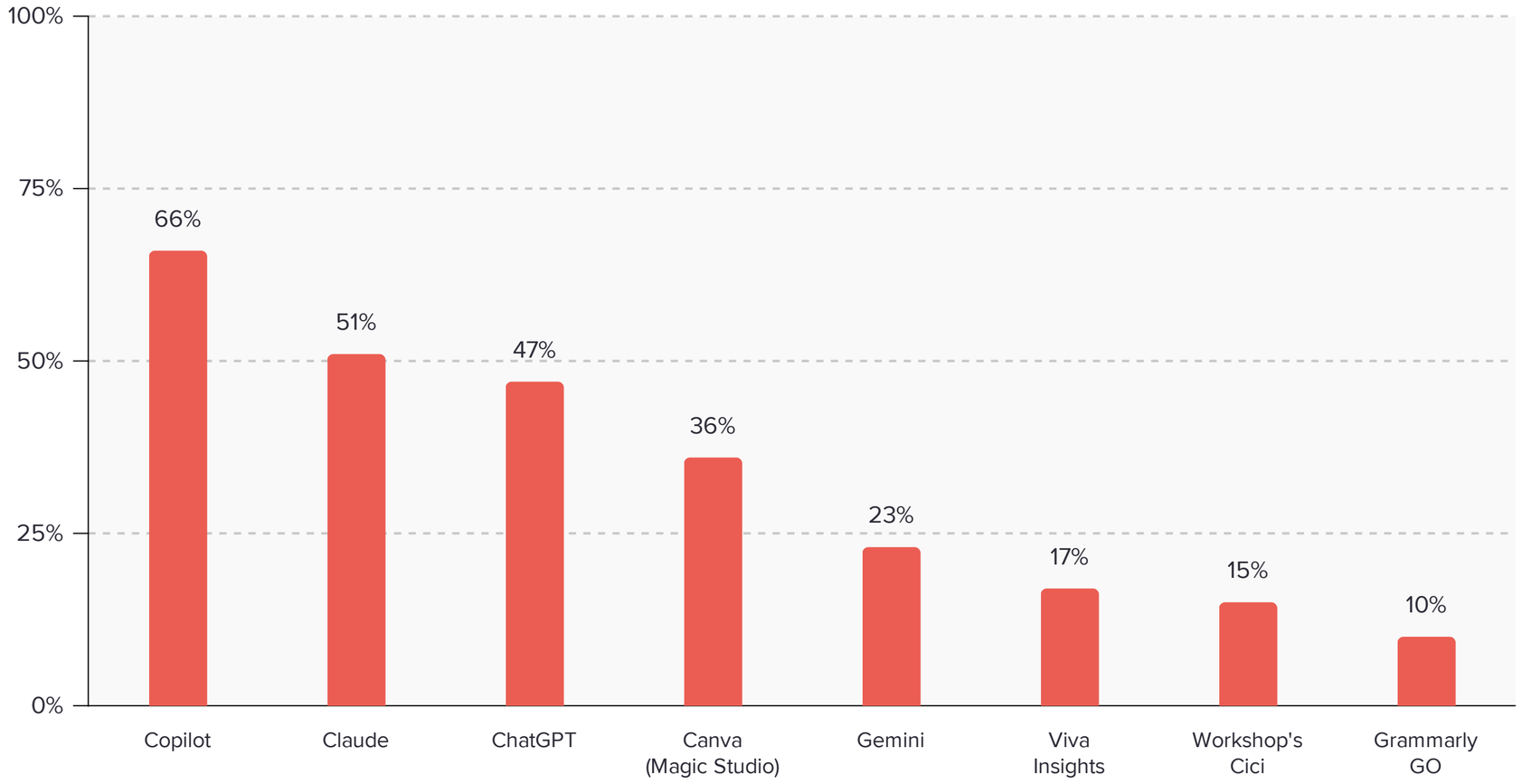
WORKSHOP IT: Communicators' top worry is AI not sounding human, so teach it your voice! Cici already knows your brand, your employees and your send history, and Skills save your rules and guardrails for every draft. Partner with AI on insight, offload the repeatable work, and protect the moments that need that human touch.

The AI tools communicators use

Among AI users, Microsoft Copilot is the most-named AI tool, followed by Claude and ChatGPT. Most communicators use more than one, so the bigger question for 2027 is whether your AI agent of choice can *actually see* your comms data. A general assistant can *write* a message; knowing who *opened, read, and clicked* the last one you sent takes your comms data a step further.

"Which AI tools are you using or interested in?"

Asked of respondents who use AI at least occasionally. Respondents could select all that apply, so percentages add up to more than 100%.



Workshop

What this means for AI in IC

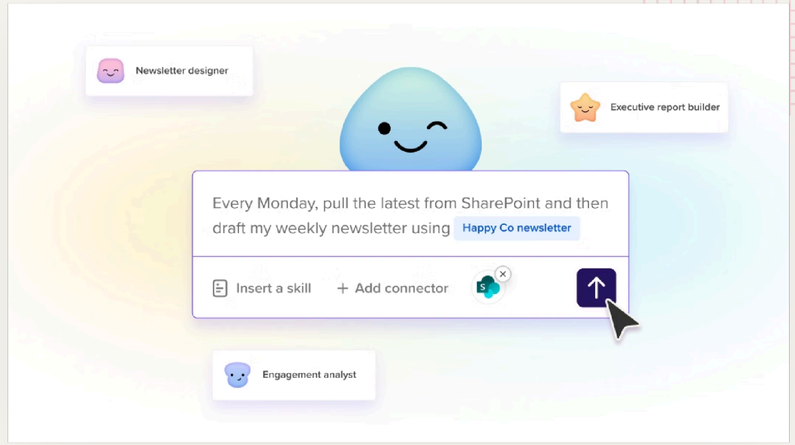
Last year we said AI moved from "trend" to "tool." This year's data shows the next step: nearly half of communicators use AI every day (**48%**), and what they want most is for it to take on real work (**53%** want automation). Only **8%** of AI users say that's happening today, and **35%** of communicators are a team of one.

That's where we think AI matters most for internal comms. It gives a small team capabilities that used to take a big one: analyzing every send, spotting trends early, tailoring messages for every audience, and turning employee feedback into clear takeaways for leadership.

71% of AI users with real automation say they have the tools to measure impact, vs. 13% of those using AI only for one-off help.

That's why we're focused on giving lean teams new capabilities with fewer tools to manage:

- Custom agents that take on specific, repeatable work, like building weekly executive reports, checking leaders' messages for contradictions, or designing a newsletter from SharePoint content
- You decide what to do with an agent's output, and the human moments (recognition, sensitive news, culture) stay with you
- Access to Workshop's MCP server for use with tools like Claude, CoPilot, and ChatGPT
- Governance built in for teams rolling AI out company-wide



AI Studio

Custom agents, agent connectors, enterprise-grade AI governance, unmetered usage, and MCP server access!

Workshop

In your words



When it comes to internal comms, what are you most proud of?

We asked, and internal communicators answered! The most common answers were about building something from nothing: internal comms functions, intranets and first-ever comms plans.

That might be the truest job description of internal comms there is: building the thing that's missing. Just as many talked about helping employees feel connected to the organization and its culture. Others pointed to channels that are working, like newsletters and town halls, to being trusted as a partner with a seat at the table, and to doing a lot with a small team.

I love that internal comms helps foster a sense of belonging.

Jakerya Randolph
Assistant Director of Internal Comms and Engagement at Johns Hopkins University & Medicine

Our internal comms team has become a trusted partner. People come to us early. We're known for asking the right questions and simplifying complex topics.



Courtney Bosquez
Senior Manager, Internal Communications at Halff

Built an internal comms function from scratch. Built an intranet from scratch. Built an internal comms plan, strategy, channels, and content from scratch.

Anonymous

When it comes to internal comms, what are you most proud of?

Our in-person events we run each year. I always get great feedback on the events and people leave feeling energized and more connected to each other and the organization as a primarily remote workforce.



Lexi McCausland
Communications Manager at
University of Utah Health

Being a sounding board + voice of reason when leadership can be out of touch on a topic. Seeing something resonate or a decision get reversed because of my influence and ultimately making employees feel (or not) a certain way makes me feel proud.

Abbey Grizzell
Senior Manager, Internal
Communications at Asurion

Regular drumbeat of content sent via email, highlighting our team's alignment to values and goals. We also built several in person moments that were a huge hit.

Kalia Waits-Smith
VP, People Experience and
Enablement at Freshworks

When it comes to internal comms, what are you most proud of?

I'm most proud of making internal communications feel less like "communication" and more like a genuine connection with people — helping employees understand not just what is happening, but why it matters to them.



Jessica Gibson
Senior Manager, Corporate Comms and Culture at Damco Solutions

Within just 3 months of my latest strategy rollout and workshop implementation, our internal communication score in our org health survey skyrocketed 23 points!

Katy Breuer
Corporate Communications Manager at Mobile Communications America

Being the first Internal Comms person at my company and that they continue to see the value in the role.

Allison Silva
Communications Specialist at Barrett Distribution

When it comes to internal comms, what are you most proud of?

Creating a storytelling culture! I get far more suggestions for stories than I did when I first started at the organization 4 years ago.

Maggie VanMoorleghem
Corporate Communications Strategist at CQuence Health

The fact that my internal comms role is seen as one of the most influential in our business.

Anonymous

Seeing the impact that our team has on the culture and alignment of the organization.

Laurie Stephens
Director, Communications and Engagement at MTE Consultants

Connecting staff with the communication they need to be informed in their day-to-day work!

Kelsey Koterba
Employee Communication + Engagement Specialist at HDR

That I'm able to access all levels and that all levels feel it's easy to access to me too.

Choon Sean Koay
Assistant Corporate Communications Manager at Hunza Group

When it comes to internal communications, what do you hope to do in 2027?

When people described their hopes for 2027, the most common theme was deeper engagement and connection with employees. Close behind were being seen as a strategic partner and automating more and using AI.

Read closely, they line up with the data: more connection, a seat at the table, and time back to do the work that matters. Some also mentioned optimizing their intranet, finding a way to measure and prove ROI, reaching frontline and deskless employees, and manager communication.

I hope to bring on a second staff person so we can unlock strategic planning and redefine what internal communications looks like at a growing company.



Brianna Gable
Internal Communications Specialist II
at Signature Performance

Everyone knows where to find what they need, and are confident that the resources at their disposal are accurate.

Jakerya Randolph
Assistant Director of Internal Comms
and Engagement at Johns Hopkins
University & Medicine

I want to know, without a doubt, that my work made a difference.

Anonymous

When it comes to internal communications, what do you hope to do in 2027?

To have more of an official program for manager communications that kicks off with a training on real, practical skills leaders can use to disseminate information to their teams. I want to really build something better that is helpful for our leaders and makes them feel confident in sharing information.



Lexi McCausland
Communications Manager at
University of Utah Health

To become more of a partner and less of a do-er. I want to be more strategic and develop an actual plan for our internal comms.

Allison Silva
Communications Specialist at
Barrett Distribution

To turn internal comms in my organisation into an editorial house. We scout for news, proactively engage stakeholders, curate content, slot it in the editorial calendar and most importantly, provide value for the business through strategic measurements.

Anonymous

Workshop

When it comes to internal communications, what do you hope to do in 2027?

We hope we can get access to Workshop so we can help improve metrics across all of our orgs. We have virtually zero data right now, so we are interested in being able to see improvements.

Callie Powers
Manager, Internal Communications
at Vertafore

A bigger and wide spread understanding of the added value of internal communications among all stakeholders.

Sander Dorst
Internal Communications Advisor
at ProRail

Educating more areas of the company on comms best practices. Not everything needs to be an email campaign!

Ryan Martinez
Comms Manager at Ho-Chunk, Inc.

Establish an intranet that is user friendly.

Libby Ndambo
Head of Comms at Untold

When it comes to internal communications, what do you hope to do in 2027?

Build our credibility, expand our reach and try new tactics for sharing information with our employees.

Amanda Theisen
Communications Manager
at Sunrise Banks

Keep creating an engaged workforce!

Amelia Kitching
Internal Communications Coordinator/Content
and Communications Executive at Spencer Group

Start a podcast!

Abbey Grizzell
Senior Manager, Internal
Communications at Asurion

I would love to improve manager communication and get them on our side to help us cascade information to their teams. The big outlets like email and intranet have their place, but managers talk to their teams every day.

Anonymous

When it comes to internal communications, what holds you back?

When communicators described what gets in the way, the pattern was clear: about half named time, budget or staff. Right behind that was leadership support, including buy-in, alignment and internal comms not being seen as strategic. Smaller groups mentioned the pace of change, reorgs, and tools. Very few said they lacked the know-how. Communicators have the skills: with more time and support, they can do even more!

When we don't have the time or support to make strategic plans, we certainly don't have it to build staffing plans, document processes, and design what another role looks like.

Anonymous

Time and personnel.

Anonymous

No budget, department of one.

Anonymous

Executives and leaders that can get in the way.

Anonymous

Leadership buy in and/or, leaders getting stuck in the weeds on details that they don't need to handle.

Anonymous

When it comes to internal communications, what holds you back?

We often can't plan ahead because things change so quickly in our business.
Anonymous

Time for brainstorming and other departments not willing to take risks.

Anonymous

Being a team of one. Constantly shifting priorities. Not having the tools needed to automate some tasks so I can focus on strategy.

Anonymous

Time, creativity, stakeholder alignment, corporate politics, you name it.

Anonymous

Leadership support and influence.

Anonymous

Limited data and tools.

Anonymous

Workshop

CommsChat

Facing challenges in your comms role? You're not in this alone!

Join CommsChat, our free community of 2,000+ comms pros swapping ideas, wins and lessons learned.

Join Free



A few final words

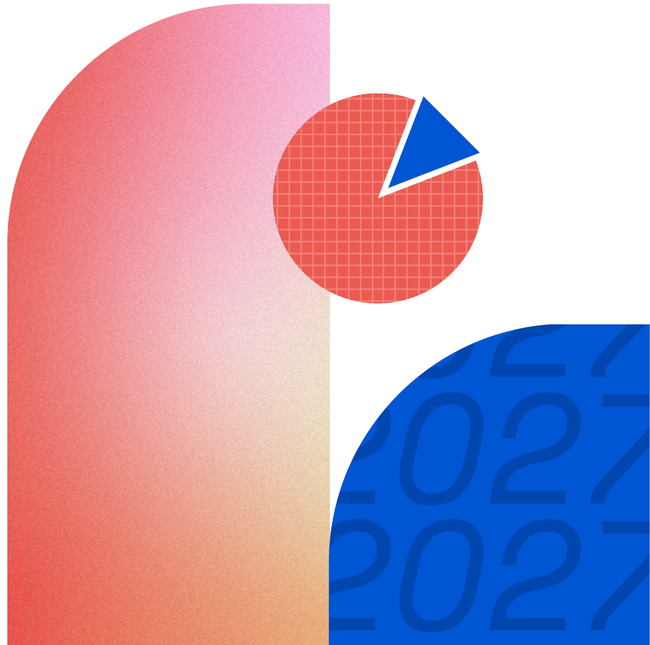
This year's data shows a field that held its ground. Foundations stayed steady through a year of constant change, more teams are listening to employees, and AI is part of the daily routine for about half.

But the same pressures keep showing up, and we think they share one root cause: internal comms is being asked to do more with the same hours. Fewer than half have the resources they need, over a third are a team of one, measurement is the #1 challenge, and only 17% say managers are effective at cascading.

Our view for 2027: the fix is handing off the repeatable work, equipping managers to carry the message, and reporting one number leadership already cares about.

Looking ahead, communicators told us they want AI to automate more of the work, for managers to be at the center of their plans, and an intranet that works. We hope this report helps you plan your year, benchmark where you stand, and make the case for what your team needs.

Thank you to everyone who shared their experience with us!



What to do with this in 2027

If this is you...	Do this first...
Your foundation lives in your head	Write a one-page comms charter
You can't get budget	Use this report's benchmarks + one result you delivered to make the case
Managers aren't cascading	Send managers their own message first, with talking points, and track their opens
You can't prove impact	Report one comms metric against one business goal every quarter
AI mostly helps you draft	Try using AI for one thing you spend too much time on, like a weekly engagement recap for leadership
Your channel mix keeps growing	Audit it: what each channel is for, who it reaches and how it's performing

Bonus! Use this prompt and this report to plan your IC strategy for 2027:

"I'm an internal communicator at a [size] company with a team of [#]. Here is Workshop's 2027 Internal Communications Trends Report [attached]. Compare my situation to the benchmarks, identify my two biggest gaps, and build a 90-day plan with one quick win, one metric to report to leadership, and one task to automate."

Have thoughts on this year's trends? Share your perspective on Linkedin and tag us @Workshop, we'd love to hear from you!

Workshop

Thank you to everyone who participated in this year's survey!

Planning your internal comms strategy? See how Workshop helps lean teams scale, show impact, and prove ROI.

Chat with us



Workshop

Modern internal comms in 30 days or less

Easily create, send, manage, and measure engaging email campaigns and internal communications with Workshop.

Book a demo

