



# CLARITY

2030

COMMUNICATIONS  
AT A CROSSROADS

ZENO

# CLARITY

# 2030

# ARE

# COMMUNICATORS

# READY?

# FUTURE SHOCK

# READY OR NOT, CHANGE IS HERE

2030 is no longer a distant milestone. It is a new horizon reshaping the role of communicators today. A splintering world has unleashed a perfect storm of technological upheaval, cultural disruption, information distortion, and shifting expectations inside and outside organizations. These are not passing trends but structural shifts redefining how we communicate, lead, and earn trust, demanding new skills, capabilities, and mandates from communications leaders. If the last few years have taught us anything, it is this: clarity is no longer a luxury. It is the currency of trust and the differentiator for every brand, leader, and communicator.

**CLARITY 2030**  
WAS DESIGNED  
TO ANSWER  
A CRITICAL  
QUESTION...

WHAT WILL  
IT TAKE FOR  
**COMMS LEADERS**  
TO **THRIVE**  
IN THIS NEW ERA?

# CLARITY 2030 OVERVIEW

## NORTH AMERICA

Canada  
US

## EUROPE

UK  
France  
Germany

## APAC

China  
India  
Singapore  
Malaysia  
Australia

# 1.4K

SURVEYS OF COMMS  
PROFESSIONALS

# 30

IN-DEPTH  
INTERVIEWS

With High-Level Executives  
(in-house & agency)

# 3

REGIONS

North America,  
APAC, Europe

# 10

COUNTRIES

Australia, Canada,  
China, France, Germany,  
India, Malaysia,  
Singapore, UK, US



# COMMUNICATIONS AT A CROSSROADS

**Communications has entered a higher-stakes era where the work is more visible, decisions land harder, and impact is immediate. What once followed business strategy now helps shape it, as leaders increasingly rely on communicators for informed judgment.**



**COMMUNICATORS  
ARE MOVING  
FROM MESSAGE  
MANAGERS TO  
STRATEGIC DRIVERS  
OF GROWTH**

# SIGNALS SHAPING THE ROAD AHEAD

## 1 RISING INFLUENCE, LIMITED READINESS

**72% of global communications professionals expect their influence to grow**, shaping business strategy, growth, risk, and workforce decisions by 2030. Yet **only 29% feel fully ready** for what's ahead. While **3 in 4 are confident in their skills today**, 77% believe communications will require entirely new skill sets by 2030.

## 2 AI LEADERSHIP EXPECTATIONS WITHOUT ADEQUATE TOOLS

Communicators are taking the lead on AI adoption, with **65% saying they are more influential than IT** and about half are driving or supporting change management. While a brilliant new technology, AI presents one of the greatest change management challenges of our time. Yet infrastructure and investment lag behind, with fewer than half reporting universal access to approved tools and **nearly one in five citing the use of shadow AI**.

## 3 SHIFTING DISCOVERY, RISING CREDIBILITY

As AI reshapes information discovery, credibility becomes currency. Globally, 79% of communicators say earned media is more important than ever, and **two-thirds of respondents overall** agreed AI engines will shape trust more than feeds or human voices by 2030. In this environment, communications must anchor accuracy and truth, because in an AI-driven world, human clarity and ingenuity will matter most.

## 4 CREATIVE THINKING AND JUDGMENT ARE SKILL DIFFERENTIATORS

As we're scaling with machines, speed won't differentiate and advance us. Judgment and creative thinking will. With **78% of communicators saying creative experimentation will be critical for success** and ranking creative thinking and adaptability as the number one capability for future leaders, those who rise will be the ones who pair empathy and courage with the ability to make clear, intentional decisions under uncertainty.

## 5 QUIET EXIT RISK EMERGING

Rising exit intent signals a pressure point, not disengagement: while **87% of Gen Z professionals would recommend communications**, **37% can imagine leaving**, driven less by a loss of belief and more by AI disruption, leadership misalignment, and limited growth. As communications gains influence, responsibility is outpacing support, making investment in skills and leadership confidence essential to retaining talent and sustaining advantage.

# FIVE LEADERSHIP ACTIONS TO INSPIRE TRANSFORMATION

**1**

BRING TECH  
INVESTMENT  
IN LINE WITH  
INFLUENCE

**2**

DRIVE  
CONSISTENCY  
IN WORDS AND  
ACTIONS

**3**

ADVANCE  
CREATIVE  
THINKING AND  
JUDGMENT AS  
A STRATEGIC  
CAPABILITY

**4**

IDENTIFY AND  
INTERPRET  
SIGNALS THAT  
MATTER

**5**

REDESIGN  
THE ROLE  
TO SUSTAIN  
TALENT



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