When You Talk About AI in Corporate Communications

Logia Research

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Context

Over the past few weeks we sat down with senior communications professionals across the UK and Switzerland, spanning in-house teams of very different sizes and the agency world. We asked four simple things: which AI tools you use, how you actually use them, what holds you back, and what support you were given. What follows is a short, anonymised summary of what we found.

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The pattern

One pattern stood out before any other. Almost everyone described their situation as if it were theirs alone. It is not. The same handful of frustrations, and the same handful of breakthroughs, came up again and again. If nothing else, read this as confirmation that you are further along than you think, and that the things slowing you down are slowing down almost everyone else too.

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The big picture

AI is in use across the communications function, but adoption is uneven, and the unevenness is structural rather than personal. What you can do with AI depends heavily on your role and function, the tools made available to you, and how much time your schedule allows for learning and refining AI skills. Ultimately, maturity is a gradient rather than a switch that flips, and most communicators are earlier on it than the noise on LinkedIn suggests.

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Access reflects structure not need

The tool you get is decided largely by your context. Smaller organisations and agencies tend to reach the frontier models and use them freely. Many large enterprises default to whatever is bundled with their office software, or to an ageing internal model that staff find weak. The result is that organisational scale often buys a worse day-to-day tool, though the best-resourced large organisations show this is a choice, not a rule: a well-built internal platform changes the picture entirely.

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Maturity is a gradient not a state

People described maturity running along several lines at once: agencies ahead of corporates, new entrants ahead of incumbents, and revenue-driving functions far ahead of communications. More than one person placed communications in what they called the suburbs of the organisation, a long way from where AI gets serious investment. As for users, the clearest marker of an advanced user was whether they had stopped thinking in tasks and started thinking in workflows, asking which parts of the job could be redesigned rather than simply sped up.

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The real barrier is time

The single most common answer to "what holds you back" was not skills, budget, or even the tools. It was time, or the headspace to experiment and learn. One person had spent half an hour on training during a dedicated company AI month, simply because the day job never stopped. Several had not opened the resources their organisation provided. This matters, because the value of AI tools is unlocked through time, which the day-to-day tends to deny. AI saves time, but only after it costs some up front.

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Competence and the trouble with the output

A second cluster of barriers was about judgement rather than access. People described not knowing what they did not know, struggling to choose between models, and wrestling with output that arrives bloated and over-produced, leaving them unable to see the wood for the trees. A recurring worry was sameness: work that carries the tell-tale markers of AI and risks being discounted as a result. And several flagged a hidden cost: AI does not remove work so much as redistributes it, adding fact-checking, verification, and oversight to the manager's load.

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Tools arrive without enablement

When it came to onboarding, the picture was consistent. The common experience was a licence, a link, and a message that learning the tool is now your personal responsibility. Where training existed, it often simply explained what AI is or it was an exercise in compliance. The one standout exception was instructive: a structured rollout with mandatory basics, optional deep-dives, and named experts to ask made a visible difference.

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Adoption is emotional too

Underneath the practical answers sat a consistent emotional one. People were excited by the potential and frustrated by the gap between that potential and their ability to reach it. Fear featured heavily, both the personal kind and the team kind, alongside the hard problem of leading a change when no one can name the destination. And the role of comms itself is seemingly being rethought, from making content towards stewarding trusted information.

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What separates the people getting value

Three habits showed up repeatedly among the people getting the most from AI.

1. They think before they prompt, mapping the workflow and the objective first.
2. They build reusable assets, such as verified claims libraries and shared project setups, rather than starting from scratch each time.
3. They protect time to experiment, and treat that time as part of the work rather than an extra.

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Where this leaves us

The encouraging finding is that the obstacles are shared, well understood, and mostly solvable. The harder finding is that almost no one has been given the time, the structure, or the support to solve them, and that the gap between the will to adopt and the skill to do it well is widening.

If any of it rings true for your team, drop me an email or a DM, and I'd be glad to talk it through.

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