#Comms2030. Why AI might be communication's golden opportunity.

A discussion paper by Wayne Aspland

The next five years will be make or break for the communication profession... as it will be for many organisations.

Yes, there are threats created by the emergence of AI. But there is also a golden opportunity for our profession to build new capabilities, deliver new value, create meaningful change and define ourselves as leaders.

To do this, however, we need to start thinking, talking and preparing right now.

Table of Contents

Thank you

I would like to sincerely thank the following people for their advice and support during this project.

Zora Artis, GAICD IABC Fellow SCMP, CEO, Artis Advisory, Australia

Silvia Cambie, Strategic Advisor, AI and Business Change, England

Bonnie Caver, SCMP, Founder and CEO, Reputation Lighthouse, USA

Adrian Cropley OAM, FRSA, IABC Fellow, SCMP, GCSCE, Co-Founder, Centre for Strategic Communication Excellence, Australia

Shel Holz, SCMP, Senior Director of Communications, Webcor, USA

James Howe, General Manager, Corporate Affairs, ANDHealth, Australia

Ross Monaghan, Lecturer, Deakin University, Australia

Sia Papageorgiou FRSA, FCSCE, SCMP, Co-Founder Centre for Strategic Communication Excellence, Australia

1.
Preamble: guiding principles and definitions

Before reading this paper, there is value in understanding the principles and key definitions that underpin it.

1.1 Guiding principles

There are three principles that underpin the findings of this paper.

The more automated organisations become, the more vanilla they'll be. The only thing that differentiates them will be the decisions and actions… the **culture** of their people.

For this reason, driving adoption is just the first step in AI-enabling an organisation. The real goal is **cultural transformation.** That's why communication has such an important role to play. As BCG[i] stated:

> *"AI is bound to impact all companies in all industries, but only those that can implement it with a focus on process, people, and organizational culture—not just technology implementation—will emerge with real success in terms of greater profitability."*

AI will become a **threat and opportunity for the communication profession.** A threat because it will assume and democratise many of our more tactical deliverables (such as content creation). And an opportunity to take a more prominent leadership role. Provided, of course, that we are prepared to stand up.

1.2 Defining AI

There is no shortage of AI definitions online. If you're still unsure, here's a different viewpoint that might help you.

Imagine that six people have just joined your team and they're sitting at the desks right next to you.

The first has the ability to perform specific tasks for the organisation and can do them incredibly quickly and accurately. Far better than other people. This person, however, has to be given precise instructions for exactly what to do. They are unable to stray outside these instructions. If you want to vary what they do, you have to update the instructions. This person's name is **traditional AI**.

The second person is similar to the first in that they do very specific tasks. However, they have a special ability. They can learn, make decisions and improve by recognising patterns in massive data sets. As a result, they are incredibly good at data and predictive analytics. They are also good at driving chatbots and recommendation engines. This person's name is **Machine Learning** although their friends call them **ML**.

The third person does a lot more than perform tasks. They've been trained on massive databases of content known as large language models. They use this content (and any other content they have access to, like the web) to create new content such as text, images, video, music and code… all based on the user's natural language requests. One issue with this person is they are young and sometimes acts like a child. If you give them too much latitude, they can make things up (hallucinate) out of a desire to please. They can also be insensitive and indiscreet. So, they need a lot of oversight. Nevertheless, this person has created a revolution and goes by the name of **Generative AI** or **GenAI**.

The fourth person is even more revolutionary. This person can analyse data related to a specific task, think about how to achieve that task, make decisions and then execute those decisions by interacting with external tools. Critically, they can do this autonomously with minimal human input. This person's name is **Agentic AI**.

> *"...in customer service, autonomous agents can further personalized interactions, offer proactive service, and handle multichannel support. In sales, AI agents can gain leads and move them down the pipeline, book meetings, and answer questions, day or night. Even in marketing, autonomous agents can handle campaigns from creation to optimization. They can build journey maps, and they can also analyze performance metrics and recommend ways to improve a marketing plan."*
>
> Salesforce[ii]

Finally, there are two other colleagues working quietly a few desks down. People don't talk about them a lot, which is a shame because they're ready to go right now and they can create a lot of opportunities. These people are called Gem and GPT, although they're often referred to by their collective name, **Mini-Agents**. They're incredibly valuable because they let you template and simplify a large number of GenAI tasks.

What's interesting is that these six new colleagues aren't just able to work with you. They can work together as well and frequently do. Imagine, for example, you want to write an article for your newsletter. You could use GenAI to write it. Or you could be really clever and use a Mini-Agent to template the way you write all your articles. Or you could go beyond that with Agentic AI. Add this, and you could not only write your articles but schedule them and publish them at the right time.

> *The different forms of AI don't work in isolation or supersede each other.*
> *They work together to enable solutions. For this reason, we will refer to the collective term 'AI' for the rest of this paper.*

2.
Executive Summary

It's early days in the life of AI. We're still coming to grips with what it is, how to use it and, for many, whether we want to or not.

As we dip our toes into the water, it's become clear that the technology is moving at an unprecedented pace. It's also clear that the impact it will have on organisations and people will be profound.

In particular, AI will have a significant impact on the communication function. It has the potential to augment and democratise our more tactical activities while potentially amplifying the need for communication teams to take a larger leadership role.

2.1 Comms' inner monologue and the opportunity ahead

Back in 2002, the IABC / Towers Perrin Future Trends communication study found that:

- Almost a third of respondents had experienced downsizing or reduced budgets.
- 47% said demonstrating communication's impact was a top priority.

These findings were emblematic of an inner monologue rippling through the profession. How do we gain a seat at the table? How do we demonstrate our impact to the C-suite?

What's astounding is this inner monologue can still be heard today... 23 years later.

What's even more astounding is that we're not the only people wanting the communication team to work more closely with Executives.

Some Executives do too, according to Joe Spratt, an Expert, Strategic Communications & Change at McKinsey. In 2024, he talked to IABC about his Executive views of Comms[iii] study. In this discussion, he referred to communication teams as the "Conscience of the C-Suite"...

> *"The idea of the Conscience of the C-Suite came up because CEOs, in particular, saw that comms needed to be in on discussions that involved strategy, operations... decisions that were being made so they could advise the C-Suite about what to do."*

He then spoke about how communication professionals can "hold up a mirror to the C-Suite". They can talk to the way decisions impact stakeholders and whether they align to purpose and values.

Mind you, Weber Shandwick has more sobering news. According to their 2025 study[iv], 80% of Executives said corporate communications teams are 'somewhat equipped' for rapid change, but only 17% said they were "well equipped".

The opportunity ahead

In other words, we have communication professionals believing they should have a seat at the table. We have some (but not all) Executives agreeing but needing us to step up first. And now we have AI. Not only will it demand we step up, it will help us do it as well.

2.2 About this paper

The purpose of this paper is to look at why the communication function needs to cement its leadership role. We'll do that by attempting to answer three questions:

- Based on current research, what will an organisation need to succeed in 2030?
- What does this mean for the role of the communications team?
- What skills do communication professionals need to begin building now?

This paper is not a definitive view of the future. That would be impossible given the pace of AI change. Instead, it provides some thoughts to support the conversation our profession needs to start having now.

2.3 Key findings

Organisations will need to leverage technology to become more:

- **Dynamic:** Equipped to operate faster and more confidently than ever.
- **Collaborative:** Hybrid human/AI teams able to collaborate, brainstorm and plan in real time across organisational and geographic boundaries.
- **Human-Centric:** The organisations that best equip and support their people are most likely to succeed in an AI-enabled future.
- **Risk-Ready:** Strong frameworks and enhanced planning to minimise risks and respond early when needed.

To enable this, **communication teams need to focus less on doing and more on leading in two particular areas:**

- Helping build and maintain an AI-enabled culture.
- Deliver informed, trusted Executive counsel.

Preparing for this role requires a **three-phase journey:**

- Phase 1: Master AI.
- Phase 2: Leverage AI to transform the function.
- Phase 3: Prepare for the C-suite adviser role.

This won't be easy but it will be vital to the success of organisations and the profession.
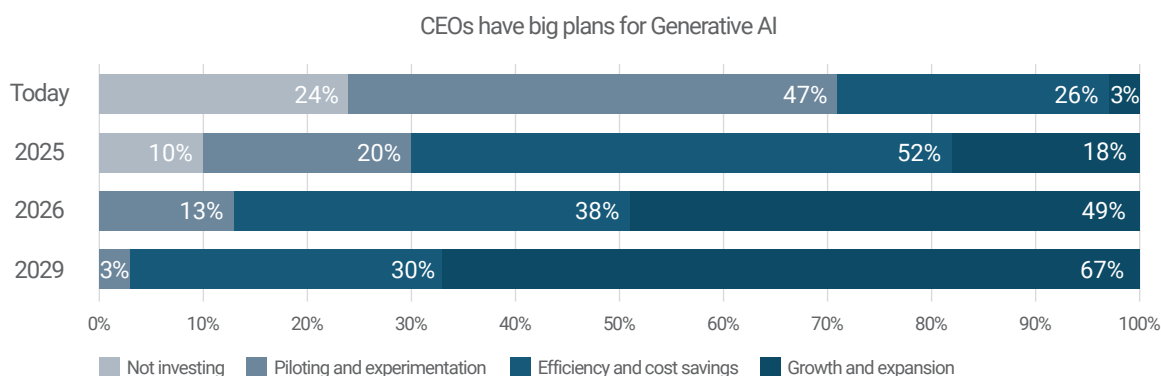
3.
Our organisations in 2030

The next few years won't be more of the same. They will be marked by an unprecedented level of change.

To illustrate the point, an EY Parthenon study[v] found the top four disruptive forces for the next 12 months are:

- Emerging technology, including AI (38% of CEOs voted for this).
- Changing customer needs and expectations (36%).
- New or potential regulatory pressures (35%).
- Shifting global economic environment, geopolitical disruption, including trade tensions and conflicts (35%).

3.1 How AI will change organisations

There is no doubt that AI is on the table as a major future priority. The IBM 2024 CEO Study[vi] suggests that 67% of CEOs see AI driving growth and expansion in 2029... up from 3% today. IBM is far from alone. There are many more studies that paint a similar picture.

CEOs have big plans for Generative AI

Year	Not investing	Piloting and experimentation	Efficiency and cost savings	Growth and expansion
Today	24%	47%	26%	3%
2025	10%	20%	52%	18%
2026		13%	38%	49%
2029		3%	30%	67%

This paper suggests that organisations will succeed in 2030 by using AI to be more...

- Dynamic.
- Collaborative.
- Human-centric.
- Risk-ready.

In the following pages, we'll imagine what that looks like.

3.2 Dynamic

Organisations will be equipped to operate faster and more confidently than ever. This will be underpinned by the speed of AI and the growing ability to predict and plan for scenarios rather than react to them.

AI agents:

Some areas of the organisation will move beyond simply using AI tools. They will have AI agents to support them. This includes CEOs according to Deloitte[vii]. They see CEOs being supported by agents like a DCoS (Digital Chief of Staff) and a PR Agent.

Depending on their purpose, these partially autonomous agents could help to manage scheduling, research, ideation, monitoring, planning, execution, communication and other day to day tasks.

Agile operations:

In the end, we may find that the real benefit of AI isn't productivity... it's agility. Organisations will have identified and delivered on the most valuable AI use cases. As a result, we'll be able to do everything faster, more proactively and with greater confidence using AI and predictive analytics. Research and insights, scenario planning, strategy, processes, resource allocation, content, prototyping, product development and everything in between will be impacted. This will be the real change to how we work.

Predictive analytics:

The ability to predict scenarios rather than react to them will be a major driver of these agile operations. Organisations will use technologies such as AI, 3D modelling and digital twins to test scenarios, explore data and build contingencies in strategy, planning, risk management, product development and marketing, among others.

3.3 Collaborative

Teams supported by AI will collaborate, brainstorm and plan in real time across organisational and geographic boundaries. Human/AI collaboration will be the norm.

Human/AI collaboration:

As already mentioned, collaborating with AI agents will become the norm for many employees. Teams will also collaborate more effectively with the support of AI and capabilities such as live translation. Real-time research, brainstorming, prototyping, and planning will improve decision-making and lead to faster, higher-quality outcomes.

But this ability to collaborate with AI won't fall in our lap. It's a way of working that people will need to master. For some, it won't come easy, particularly if the level of trust in AI is poor. Research from Salesforce[viii] shows that *"68% of those who don't trust the data that trains AI are hesitant to adopt it."*

"The future of human-AI collaboration depends on our ability to measure and refine skills. Organizations that prioritize these efforts will foster innovation, empower their workforces and thrive in a world of constant change. Aligning AI's efficiency with human creativity represents an unparalleled opportunity, but achieving it will require thoughtful planning and purposeful measurement."

The World Economic Forum[ix]

Confidential federated learning:

This is an opportunity for the owners of different data sources (e.g. partners in a project) to safely and more effectively collaborate over the Cloud. It involves training AI models using data from a number of different sources rather than using a single large language model. Each individual data source is protected and perhaps encrypted. In this way partners can collaborate across organisational borders, share knowledge and build far more powerful insights together without the risk of data leakage or privacy issues.

Immersive digital environments:

Immersive technologies such as virtual reality (VR) or augmented reality (AR) are increasingly used to visualise data and train large language models across a wide range of industries. According to Robert Sheldon of TechTarget[x], "AR and VR data visualizations can improve decision-making because the people who need to make the decisions can more readily grasp the information... The visualizations provide more intuitive and user-friendly data access, which enables decision-makers to consider multiple perspectives and variables."

Decentralised networks (maybe):

Over time, we may also see centralised departments begin to shift to decentralised, project-based networks of humans and AI agents.

3.4 Human-centric

Differentiation comes from the decisions of people, not from technologies that everyone has access to. The organisations that best equip and support their people are most likely to succeed in an AI-enabled future.

Culture as a guiding framework:

A strong culture and alignment with strategy, purpose, brand and behaviours provide a vital framework to guide decisions. This alignment is important today, but it will be doubly so in the years to come for two reasons:

- First, AI success is about culture and behavioural change. Alignment is critical to both.
- Second, culture and alignment will hold the organisation together and keep everyone (both human and digital) on track in a time of rapid change.

> *"Behind every great artificial intelligence system there's a great human brain. To fully reap the benefits of AI technologies, organizations must place organizational culture at the core of their strategy."*
>
> *EgonZehnder[xi]*

Emotional intelligence (EQ)

A 2024 IBM article[xii] suggested the importance of EQ as a critical workforce capability will grow by 18% by 2026. This projected growth is second only to AI Literacy (30% growth). It's easy to understand the importance of EQ when you consider:

- The need for leaders to support employees as they navigate the technological and organisational challenges, such as rapid change and constant upskilling.
- The need to ensure our decisions factor in the needs of customers and stakeholders and improve, rather than detract from, their experience.
- The need to ensure that the AI agents we build prioritise people in their decisions and interactions.

Stakeholder understanding

Of course, a key component of EQ is the ability to understand stakeholders in the first place. A deep understanding of all stakeholders (customers, employees, investors, partners, community and influencers/ advocates) will be important for decision-making about products and the direction of the organisation.

Hyper-personalisation:

Broad segments will give way to more granular personas. This will help organisations improve the quality of products, services and experiences for customers, employees, and stakeholders. It will also help to better manage reputation, change and crises.

> *"As a CMO's [Chief Marketing Officer's] focus becomes more customer-centric and data-driven, AI-powered hyper-personalization provides the appropriate solution."*
>
> *Deloitte[xiii]*

Onboarding and continuous learning:

Supported by AI, onboarding and learning will become more precise, agile and personalised to the needs of the role and individual. Chatbots and AI-generated video already exist and immersive e-learning platforms (e.g. VR/AR) may also emerge. These tools will be used to support reskilling and/or onboarding when new roles emerge. For example, as part of any organisational re-design that stems from automation and AI-powered operating models.

3.5 Risk ready

Strong cybersecurity and responsible AI frameworks will help to minimise the risk of AI issues or crises. The ability to predict and prepare for a wide range of scenarios will dramatically improve our response to any issues that may arise.

Ethical AI frameworks:

Responses from AI need to be transparent and explainable. People need to be able to see how the decisions were made and the source data used. This will be essential to building trust and protecting the organisation and its customers, employees and other stakeholders. It will also be critical for regulatory compliance.

Cybersecurity innovations:

AI-driven cybersecurity systems will predict and mitigate threats in real time, while behavioural monitoring tools will detect anomalies and breaches. Employee education on cybersecurity risks and responses will be critical.

Crisis readiness:

Organisations will adopt advanced predictive analytics to prepare for crises linked to technology misuse or unforeseen disruptions (such as volatile markets and geopolitical shifts). This will be vital to ensure resilience and operational continuity as well as manage reputation.

4.
The role of communications teams in 2030

Given all of the above, the importance of culture and communication will only rise over the next few years. As a result, the need for communication teams to take the reins will grow. This applies particularly across two priorities:

- Helping build and maintain an AI-enabled culture

- Deliver informed, trusted Executive counsel.

4.1 Helping build and maintain an AI-enabled culture

As discussed in the guiding principles, AI isn't simply about 'adoption'. It's a complete cultural transformation of the way people work and interact. It will lift the importance of communication but may also democratise communication across the organisation.

> *"AI tools will revolutionize knowledge work by enabling individuals to tackle tasks once reserved for specialists, from coding to design and content creation. Much like personal computers empowered workers to handle spreadsheets and documents independently rather than relying on centralized admin staff, AI will push creativity and productivity to the edge, placing advanced capabilities in the hands of individual contributors."*
>
> *Rob Brazier, VP of Product, Apollo GraphQL[xiv]*

What could this AI-enabled culture look like? It focuses on four pillars: Confidence, Curiosity, Collaboration and Caring.

Cultural pillar...	What it looks like...
Confidence	• We feel confident in our ability to make the most of the AI tools and agents we use at work. • We understand and work within the pillars of responsible AI and our organisation's guidelines. • We're confident in the AI tools we use. We trust them, but we don't blindly trust them. Over-reliance on AI is risky for everyone... including our own skills and careers. • We know there is significant change going on but we are confident we can manage it. We have the support and information we need.
Curiosity	• We actively explore new AI-enabled techniques and use cases (within the guidelines of course). • We enjoy thinking about how AI innovations and new features could help us improve.
Collaboration	• We don't work in siloes. We understand what our organisation is trying to achieve and work together to achieve it. • We actively share our experiences so we can all benefit from new discoveries. • Our teams work together to support each other's growth and prioritise the highest value use cases. • We appreciate that the best results come when we collaborate with AI rather than defer to it. As humans, our context, creativity, empathy and communications skills are as important as they ever were.
Caring	This might sound touchy feely, but it is the most important pillar of all... • We care about the quality of our work. We always take the time to review AI outputs. It's vital that we validate them, add our own perspective and preserve the humanity in our organisation's actions and voice. • We understand that AI isn't just an opportunity to save time. The real prize is increased value and growth. • We care about our customers, colleagues and stakeholders. We look at the world through their eyes and make sure our decisions and actions support them. This includes the decisions and actions of our AI agents.

To support this AI-enabled culture, communications teams need to take a leadership position in six different areas:

Accountability...	Activites...
AI skills and training	• Build the core ability to prompt and interact with AI. • Keep employees up to date about newly available tools and new features. • Promote 'learning by doing' experimentation.
AI prioritisation	• Equip teams to work together to identify, prioritise and deliver high value use cases.
Responsible AI	• Ensure all safety and responsible AI guidelines are clear and easy to understand. • Ensure people receive education in responsible AI. Don't rely on just emails and Intranet content. • Data governance and classification. AI will only be as good as the data supporting it.
Change	• Treat people-first change management as a priority. • Ensure changes are carefully scheduled to ensure people aren't overwhelmed with too much change.
Culture and support	• Ensure everyone across the organisation gets, buys, lives and shares the organisation's strategic narrative: it's strategy, purpose, vision and brand. This will help to keep people together during times of rapid change. • Make sure you have a clear AI vision and strategy that is wholly consistent with the organisation's narrative. • Make culture, alignment and collaboration central accountabilities for your AI governance framework.
Communication skills training	Training will help to maintain a strong, consistent voice as AI begins to democratise communication. • Provide guidance and training on general communication principles and skills. • Ensure people understand the organisation's voice and brand guidelines.

4.2 Deliver informed, trusted Executive counsel

There will also be a growing need for Executive advice in six areas as they grow in both importance and risk profile.

Communication team supports...	So the Executive team feels...
Culture and alignment	• Our people are aligned behind our purpose, strategy and brand. • We have a clear view of potential risks to alignment.
Communication	• Thanks to our AI agents we have more time to engage our stakeholders. • There is a clear strategy for executive communication and we are well supported to deliver it.
Risk and crisis management	• The potential for issues is growing, but we have scenario planned and prepared well. • We have the ability to recognise and act quickly on looming threats.
Stakeholder voice	• The regular updates on stakeholder needs and views are critical feeds into our decision-making.
Change management	• We are managing a large, growing portfolio of change. • However, we have the data, framework and tools needed to prioritise, manage and measure change as well as minimise risk.
Trust in AI	• We understand and manage any risks that may erode trust in AI. • We actively role model responsible AI behaviours.

5.
The communications capability journey to 2030

To deliver these priorities, communication teams need to take a three-phase journey:

- Phase 1: Master AI
- Phase 2: Leverage AI to transform the function
- Phase 3: Prepare for the C-suite adviser role.

Making this transition will be challenging but it is core to the profession's future.

5.1 The journey phase 1: Master AI

Mastering AI now will drive long-term productivity and quality. It will also enable the skills you'll need in 2030.

Mastering AI consists of three main activities.

The first is learning how to use AI and to identify potential use cases. The scope for AI augmentation of communication is enormous. It includes (just for a start):

- Real-time research and analysis to drive brainstorming and strategic thinking.
- AI assistants to augment and accelerate the development of plans.
- Benchmarking and identifying best practice.
- All forms of written and a growing portfolio of multimedia content.
- Granular personalisation of content.
- Scheduling and other logistics.

The second is understanding any applicable guidelines as well as risks and how to mitigate them. These risks may include misinformation, errors and hallucinations, bias or becoming over-reliant on AI and not validating responses.

Finally, AI mastery involves maintaining a close watching brief on the rush of AI innovations, what they may mean and how to use them.

5.2 The journey phase 2: Leverage AI to transform the function

As AI capabilities grow across the team, you will be able to focus on using AI to transform key capabilities that will be needed for 2030.

AI-enabled communications	• Create the ability to streamline and improve communication functions, such as content creation, planning and research.
AI-enabled data storytelling and visualisation	• Develop skills in AI-enabled data storytelling and visualisation (e.g. VR/AR) to communicate complex insights effectively.
AI-enabled change management	• Leverage AI to streamline, accelerate and improve change management processes. • Ensure that change projects are managed strategically as a single portfolio.
AI-enabled crisis management	• Deploy AI to develop scenarios, model contingencies and develop potential actions. • In particular, consider AI misuse, cybersecurity breaches, or other technology-related disruptions.
AI-enabled training	• Consider how AI and hyper-personalisation can be used to create more tailored experiences. • Look at the potential for AI chatbots and AI-enabled training videos as well as VR and AR.
Data governance	• Make sure the data supporting communication activities is well managed and classified. This will be important to both AI effectiveness and safety.
Communication careers	• Reimagine the career paths and learning journeys of communication professionals in AI-enabled organisations. This applies particularly to the career paths of early-stage communication professionals.

5.3 The journey phase 3: Prepare for the C-suite adviser role

In his interview with IABC[xv], McKinsey's Joe Spratt provided a thought-provoking view of the skills communications teams should build to cement the role as a C-Suite adviser.

Critical thinking	*"How does this help us advance our business strategy? Doesn't what you've told me conflict with that? How do we knit the two pieces together."*
Leading by influence	*"We have to work through that ability to guide people and become that trusted adviser. That, I see, as the prime skill. It exists now. It needs to exist more widely..."*
Diplomacy	*"Think of yourself as a diplomat who needs to bring people together... knit together solutions... find 98 ways to say no without using the word."*

6.
Conclusion

Back in 2017, I wrote my first paper about AI and communication. I was looking back at 'The robots are coming!'[xvi] the other day and noticed that the conclusion from that paper was almost exactly what the conclusion for this paper should be (with just a couple of tweaks)...

As a result of AI, the next few years will be exciting, but complex and challenging for the communication profession. It will also be a time of fantastic opportunity: the chance to dramatically expand our role, while increasing the value we deliver and the subsequent investment in our services.

To do this, however, we need to embrace AI. We need to free ourselves from routine tasks and take on more of the work that will meet the radically changing needs of our organisations. And we need to start this process today.

To put it another way, (and in blunt terms), we can either allow AI to heavily streamline and democratise communication or we can embrace it as a once-in-a-lifetime opportunity to reinvent the role we play inside and outside the workplace.

The choice would seem obvious.

7.
Structure and methodology

This document contains three sections:

Our organisations in 2030. This provides an overview of how organisations may change between now and 2030. The initial draft was built using ChatGPT and Gemini 1.5 Pro with Deep Research. The results were then compared, further researched and combined before an extensive human review. There was also reference to the recent Deloitte[xvii] paper: The role of the CEO in tomorrow's AI world. This paper presents a view of the life of a CEO in 2030 and was, in fact, the inspiration for this paper.

The role of communications teams in 2030. ChatGPT and Gemini were again used to help consider what the 2030 organisation would need from communications teams. Their responses were, again, subject to a significant human review and improved by a manual secondary research scan.

Finally, there is a section at the end pointing to **new capabilities** that need to be nurtured across the profession. These were again derived using a mix of AI (ChatGPT and Gemini), secondary research and human review.

8.
Endnotes

[i]BCG, 'The Stairway to AI Impact', Andrej Levin, Manuel Kallies, Nina Kataeva, and Christoph Gauger. September 19 2024, https://www.bcg.com/publications/2024/stairway-to-gen-ai-impact

[ii]Salesforce, 'What is agentic AI' Sarah Sung, Senior Editor, https://www.salesforce.com/agentforce/what-is-agentic-ai/

[iii]IABC, 'In Under 10: Getting the C-Suite's Take on Comms', Joe Spratt, August 28 2024, https://www.iabc.com/catalyst/article/in-under-10-getting-the-c-suites-take-on-comms

[iv]Weber Shandwick, 'Delivering value in a volatile world', 30 January 2025, https://webershandwick.com/news/delivering-value-in-volatile-world

[v]EY Parthenon, 'How bolder CEOs take charge to shape their future with confidence', Andrea Guerzoni, Nadine Mirchandani, Barry Perkins, September 4 2024, https://www.ey.com/en_au/ceo/ceo-outlook-global-report

[vi]IBM Institute for Business Value, '6 hard truths CEOs must face. How to leap forward with courage and conviction in the generative AI era'. https://www.ibm.com/downloads/documents/us-en/10a99803fc2fdcb7

[vii]Deloitte Global CEO Program and Deloitte AI InstituteTM, 'The role of the CEO in tomorrow's Generative AI world', 15 October 2024, https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consulting/us-ai-and-ceo-of-the-future.pdf

[viii]Salesforce, "New Survey: Data Will Make or Break Workers' Trust in AI", 18 April 2024, https://www.salesforce.com/news/stories/trusted-ai-data-statistics

[ix]World Economic Forum, '4 ways to enhance human-AI collaboration in the workplace', Amit Sevak, January 13 2025, https://www.weforum.org/stories/2025/01/four-ways-to-enhance-human-ai-collaboration-in-the-workplace/

[x]TechTarget, 'AR and VR data visualizations offer promising future', Robert Sheldon, August 6m 2024, https://www.techtarget.com/searchbusinessanalytics/tip/AR-and-VR-data-visualizations-offer-promising-future

[xi]EgonZehnder, 'To Unlock AI Success, Invest in Culture', Burcu Bicakci, Andrea Splendiani, Wesley Olsen, May 2023, https://www.egonzehnder.com/industries/technology-communications/artificial-intelligence/insights/to-unlock-ai-success-invest-in-culture

[xii]IBM Institute for Business Value, 'Reimagine human potential in the generative AI era', Jill Goldstein, Chris Havrilla, Chacko Thomas, Cathy Fillare, https://www.ibm.com/thought-leadership/institute-business-value/en-us/report/human-potential-genai

[xiii]Deloitte OmniaAI, Connecting with meaning. Hyper-personalizing the customer experience using data, analytics, and AI,' Bilal Jaffery, Farhad Sharif, Sukhman Dulay, Mukul Ahuja, Stefan Ivic, Nihar Dalmia, Shanil Ebrahim,

[xiv]As published in Data Center Knowledge, 'AI Trends and Predictions 2025 From Industry Insiders', Rick Dagley, January 16 2025, https://www.datacenterknowledge.com/ai-data-centers/ai-trends-and-predictions-2025-from-industry-insiders

[xv]IABC, 'In Under 10: Getting the C-Suite's Take on Comms', Joe Spratt, August 28 2024, https://www.iabc.com/catalyst/article/in-under-10-getting-the-c-suites-take-on-comms

[xvi]Wayne Aspland, 'The robots are coming! AI, automation and the future of Corporate Communications', 29017, https://www.linkedin.com/in/wayneiac/overlay/1736318752575/single-media-viewer/

[xvii]Deloitte Global CEO Program and Deloitte AI InstituteTM, 'The role of the CEO in tomorrow's Generative AI world', 15 October 2024, https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consulting/us-ai-and-ceo-of-the-future.pdf

About Wayne Aspland

You might call Wayne Aspland a Generative AI tragic.

Wayne has been a communication and change practitioner for over 20 years. He has worked, either in house or as a consultant, for organisations such as Sensis, ANZ Bank, KPMG, Spotless, NBN and Bendigo Kangan Institute.

Along the way, Wayne wrote his first paper about the impact of AI on communication back in 2017. While he didn't realise it at the time, 'The Robots are Coming' provided communication professionals with an early view of what has now become the Generative AI revolution.

Wayne spent most of 2024, focused on driving the adoption of GenAI at one of Australia's largest banks. This experience has given him an understanding of the issues and opportunities before us as we navigate this new GenAI-enabled world.