

The internal communications disconnect.

A Clarity insight report. Summer 2026.



Why good intentions are not landing.

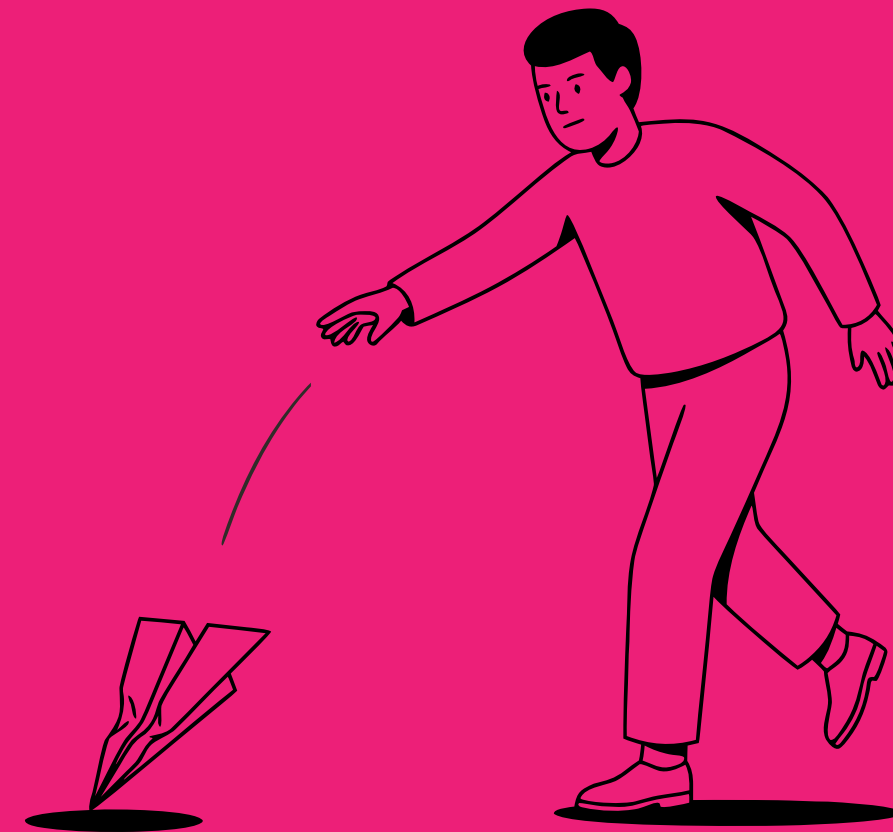
Most internal teams are working harder than ever to communicate clearly.

More channels. More messages. More urgency.

And yet, many initiatives still don't land the way they're intended.

To understand why, we surveyed 250 professionals globally who are responsible for internal communications across functions including Internal Communications, HR, Transformation, Technology, Compliance and Legal.

What the results show isn't a lack of effort or capability. It's a structural problem in how internal communications are designed, delivered and measured.



The initiatives aren't wrong – they just fail to cut through.

A consistent theme in the data is speed.

Respondents told us that internal communications are often:

- Rushed to meet deadlines
- Created in-house by teams juggling multiple priorities without the right communication skills
- Delivered as long documents, decks or emails that compete for attention

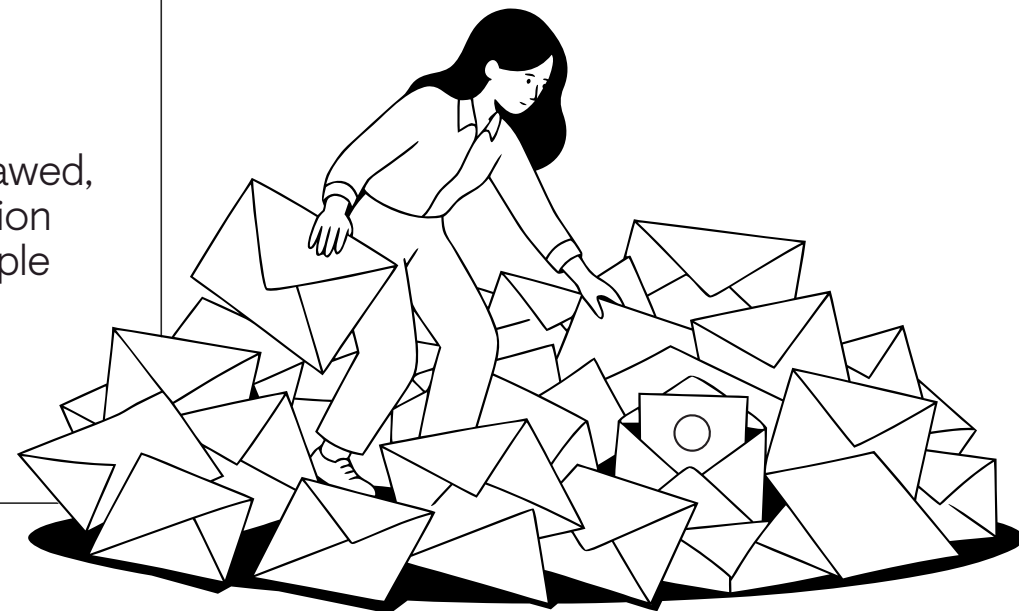
The result? Messages that are technically correct, but easy to ignore.

This helps explain a familiar statistic we see reflected in the data:

60%

of internal initiatives fail to drive meaningful change.

Not because the strategy is flawed, but because the communication never truly lands with the people it's meant to reach.



Engagement isn't the same as understanding.

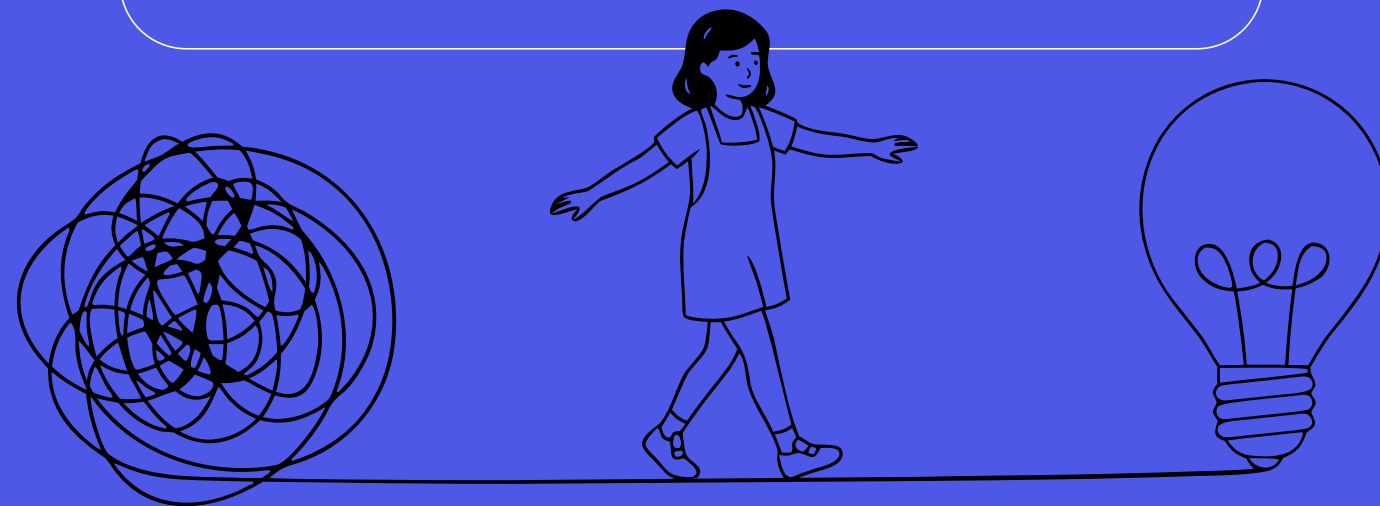
Many respondents said their organisations track engagement – opens, clicks, attendance, completions.

This gap between activity and impact is where momentum is often lost.

Internal teams are doing the work, but without a clear way to prove it's making a difference. That leaves communications feeling like a support function, rather than a strategic driver of change.

Far fewer felt confident that employees actually...

- Understood what was being asked of them
- Knew how it applied to their role
- Changed their behaviour as a result



Relevance is the missing ingredient.

One of the clearest insights from the survey is that generic internal communications struggle to land.

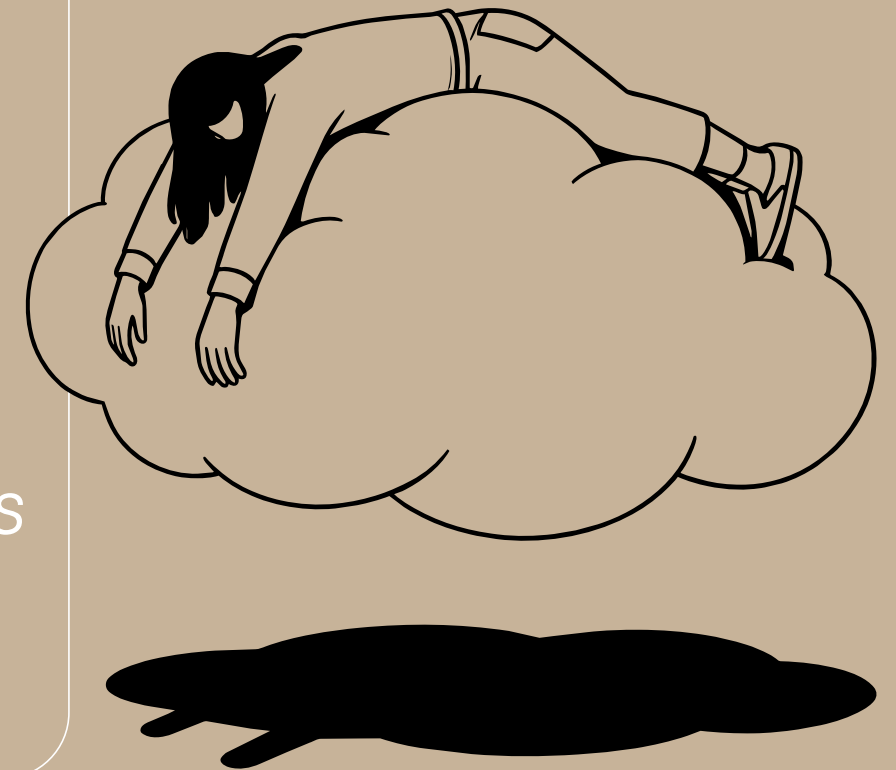
Respondents pointed to common challenges:

- Messages not tailored to different audiences or roles
- Content that feels too abstract or “head office-led”
- Important initiatives competing with business-as-usual noise

The organisations making progress here are doing something different: they design communications around how humans actually work, not how information flows on an org chart.

The issue?

'When communications don't feel relevant, people disengage - not out of resistance, but out of necessity. They prioritise what helps them do their job today.'



Brand thinking doesn't start at the front door.

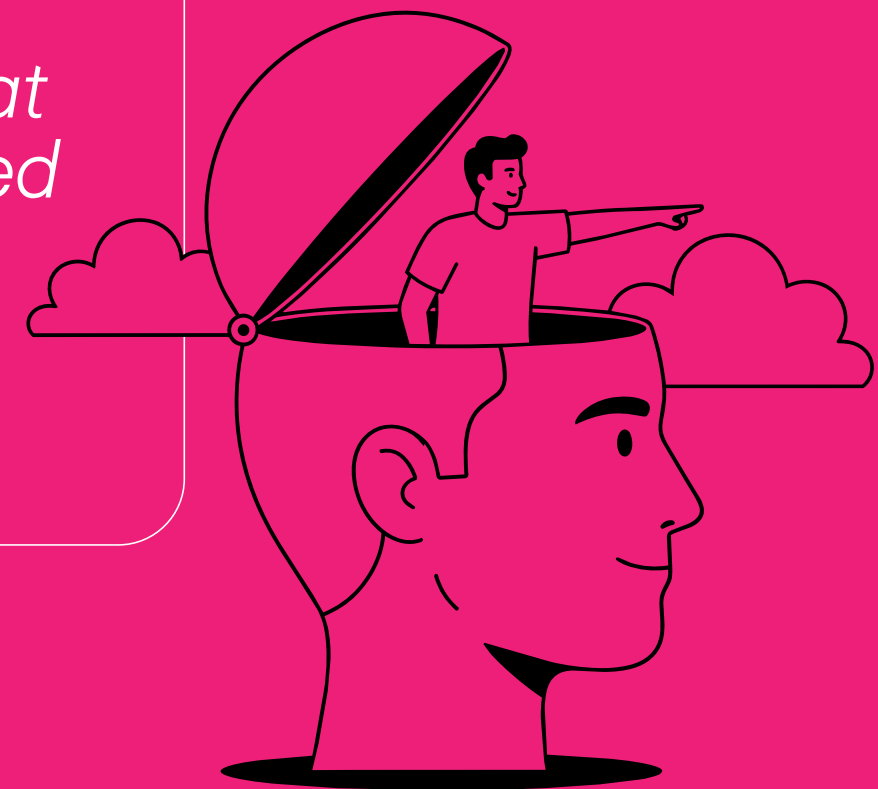
A significant proportion of respondents said their internal communications lacked a clear, consistent identity.

That matters more than it might seem.

When communications are recognisable, human and well-crafted, they earn attention. When they feel improvised or inconsistent, they're easier to overlook.

The insight?

'Internal campaigns that look and feel considered are more likely to be remembered, trusted and acted upon.'



Mediocre comms cost more than you realise.

Respondents linked ineffective communications to:

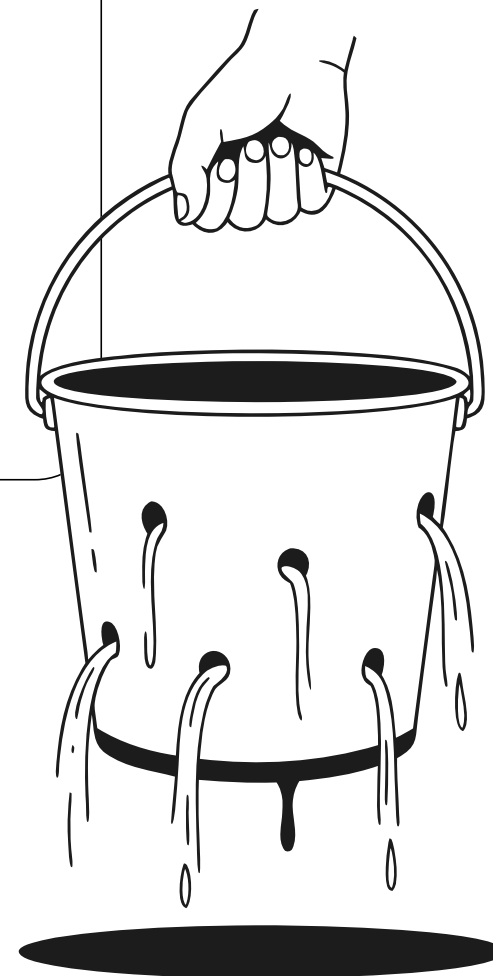
- Slower adoption of initiatives
- Confusion and reworks
- Reduced confidence in leadership messages
- Increased risk in regulated or high-change environments

When momentum stalls, teams don't just lose time
– they lose belief.

And without a clear way to measure impact,
it becomes harder to justify doing things
differently next time.

The survey highlights a quiet
but important truth...

*'Poor internal
communication
has a real cost.'*



The case for a more human approach.

What comes through strongly in the data is not frustration, but intent.

This is where blending behavioural science with brand storytelling starts to matter. When communications are designed with behaviour in mind – not just information transfer – they're more likely to drive action.

And when success is defined upfront and revisited over time, internal teams can confidently demonstrate the value they bring to the organisation.

Internal teams want...

- Communications that feel more human
- Content that's easier to engage with
- Clearer ways to measure success beyond surface metrics



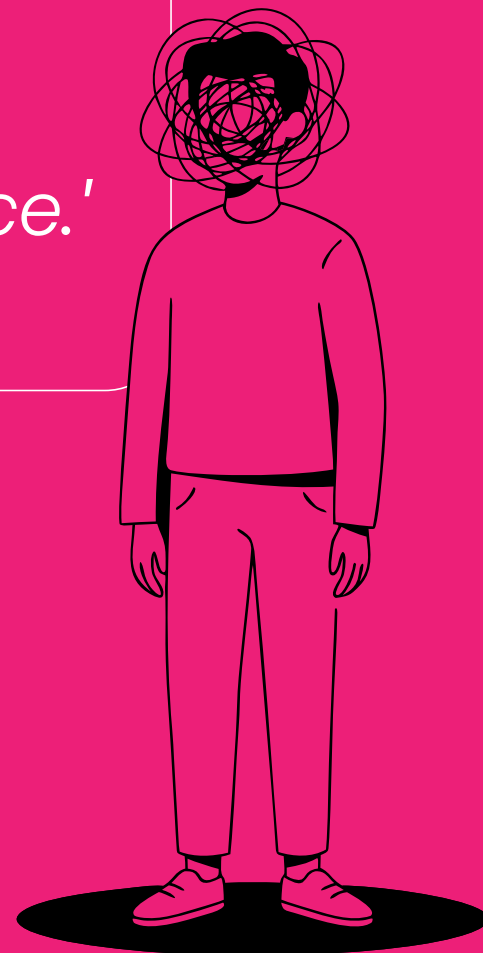
Complexity is the enemy of clarity.

The takeaway?

'Effective internal communication isn't rocket science.'

People engage when communications are:

- Clear
- Timely
- Relevant to their role
- Recognisable
- Memorable



And yet, many internal initiatives are inherently complicated.

Large-scale change programmes are often supported by extensive strategy documents and consultant-led language that makes sense in the boardroom, but doesn't resonate beyond it. By the time messages reach the wider organisation, they've lost clarity, urgency and meaning.

The survey reinforces the fact that, associates don't disengage because they don't care; they disengage because communications don't feel designed for them.

Businesses seeing better outcomes are doing the opposite. They simplify the message, tailor it by audience, and deliver it through channels people already use, at moments that make sense in the flow of work. Like we said, it really isn't rocket science!

What does this mean for internal leaders?

We're guessing this report feels familiar, that's kind of the point...

The challenges surfaced aren't a reflection of individual teams falling short. They're common, structural issues across internal communications.

Because when internal communications work, they don't just inform – they move organisations forward.

The opportunity...

- Treat internal campaigns with the same care as external ones
- Focus on relevance over volume
- Define what success really looks like before launch
- Design communications that teams want to engage with, not have to



The internal communications disconnect. A Clarity Report.

Let's talk.

At Clarity, we've helped millions of associates across global organisations including Decathlon, Mars Snacking, H&M, Ball Beverage Packaging, Parker Hannifin, Royal Canin, Ahold Delhaize, Primark, Hapag-Lloyd and Zalando to tackle a wide range of internal communication challenges.

We've helped organisations communicate everything from employer brand to cyber, compliance and transformation. If you want internal communications that are clearer, more relevant and easier to measure, we'd love to chat about how a brand-led approach can help you cut through and drive real behaviour change.



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