



dwg Digital Workplace Group

Digital Workplace Group

2026 Research Programme

The grid displays 12 research reports, each with a unique cover design and title:

- Intranet futures.** (Purple background with abstract shapes)
- ESG and the digital workplace.** (Abstract colorful background)
- The road ahead.** (Abstract background with light streaks)
- Engaging with data.** (Abstract background with data visualizations)
- AI readiness.** (Abstract background with a sailboat)
- The integrated digital workplace.** (Abstract background with a colorful spiral pattern)
- Digital workplace product management.** (Abstract background with colorful cubes)
- Empowering employees for the AI era.** (Abstract background with a person interacting with a digital interface)
- Data-driven decision making meets storytelling.** (Abstract background with a typewriter)
- The inclusive digital workplace.** (Abstract background with geometric shapes)
- Employee engagement.** (Abstract background with hands)
- Digital workplace teams and careers.** (Abstract background with people working on laptops)
- Generative AI.** (Abstract background with a circular digital interface)

Each report cover includes a title, subtitle, and a small text box indicating it is a report for DWG members only and is confidential.

2026 Research Programme.

DWG members have exclusive access to our extensive research library, including reports on topics such as AI readiness and adoption, digital workplace strategy and governance, employee experience, future trends and many more. Consistently over the last five years, nearly 9 in 10 members told us that access to research and case studies is one of the best things about DWG membership.

Our members regularly use our research for decision making, as a source of ideas and as the basis for rich interactions and knowledge sharing.

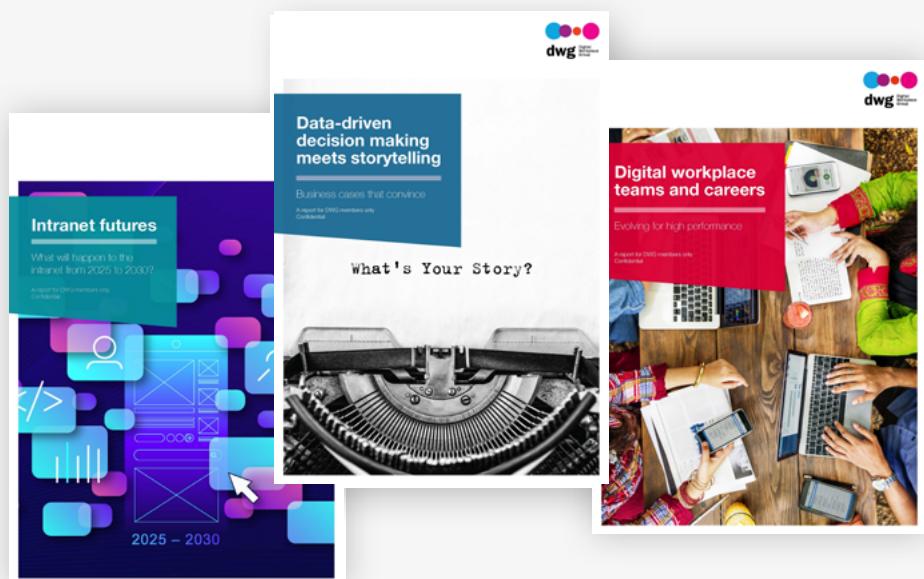
Recent additions to the library include papers on AI readiness, futuring and product management.

- You can download free reports and executive summaries in the [Resources](#) area of our website.
- To take advantage of this rich knowledge, [contact us](#) to join DWG today.

In 2026 we will investigate six core areas of digital workplace practice via our best-practice research programme and also cover a wide range of other topics.

Quick facts:

- Exclusive library of 125+ reports
- Around 6 new reports per year
- Member-led topics
- Basis for decision making
- Rich source of ideas and case studies



2026 topics.

2026 Research Papers

As well as keeping members abreast of core practice areas, we also know they want to explore new topics and niche areas of practice. That's why we'll be diving into the following topics this year:

The liquid digital workplace

The 'liquid digital workplace' marks a shift from simply integrating digital tools to creating experiences that flow around people – anticipating needs, reducing friction and adapting fluidly to role, task and context. This report explores what it takes to design an adaptive digital workplace: one powered by signals, orchestration, intelligent surfacing and experience telemetry that supports flow rather than interrupts it. We look at how AI is reshaping employee journeys, how to manage attention as a strategic asset, and the organizational capabilities required to deliver personalized, trusted and performant experiences at scale. Through models, examples and maturity pathways, the report offers a practical guidebook for teams ready to move from static design to intelligent, adaptive experience management. It builds on DWG's earlier work on [integrated digital workplaces](#), [user-centred digital experience design](#) and [reducing digital friction](#), extending these foundations into the emerging era of fluid, AI-enabled employee experience.



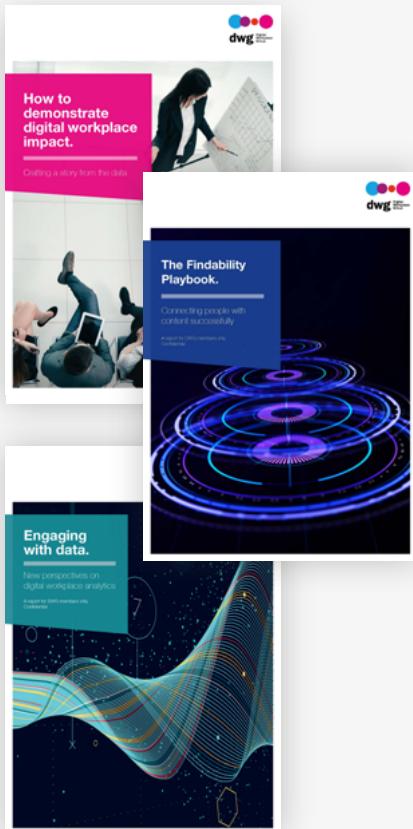
Human-AI teaming and governance

As AI agents move rapidly from pilots into everyday workflows, organizations are entering a new era of human-AI teaming – one where employees increasingly collaborate with, delegate to and oversee autonomous or semi-autonomous agents. This report explores the practical realities of that shift: how agents reshape workflows, where human judgement remains essential, and how to design effective handoffs between people and AI. It examines the governance challenges emerging across our member community, including agent sprawl, the need for robust agent lifecycle management, and the implications of new vendor ecosystems, such as Microsoft's Agent 360 and Workday's agent management platforms. We outline the 'no regret' decisions leaders can make now – covering ownership, risk, transparency, oversight and safe experimentation – while today's tooling continues to evolve. This report builds on DWG's recent research on [AI organizational readiness](#) as well as its extensive thought leadership in the [governance domain](#), extending those foundations into the fast developing world of agents and human-AI operational models.

Digital IQ in action

The Digital IQ report provides a worked, end-to-end example of how organizations can develop a practical, actionable capability system for building skills, competencies and AI readiness. Building directly on last year's AI Literacy research and model, this report follows an organization through the process of developing a tailored digital skills framework aligned to its unique roles, tasks and digital workplace environment. It shows how to translate that framework into a clear, observable competency catalogue, how to map competencies to role families in a role-competency matrix, and how to use task-competency mapping to reveal dependencies, capability gaps and human-agent handoffs for key workflows. Finally, the report demonstrates how to build role-based assessments from the matrix – providing a single, coherent foundation for skills development, governance, adoption and future AI readiness work across the organization. This report draws on DWG's ongoing work on [digital workplace skills](#) and [AI upskilling](#) through a highly practical, story-driven case example.

2026 topics.



Rethinking knowledge management

This briefing paper examines how knowledge management needs to evolve as AI reshapes ways in which employees search, learn and make decisions. Traditional, page-based content structures and keyword search are no longer sufficient in an environment where AI retrieves, recombines and surfaces information on demand. The paper explores the shift toward knowledge flow, where retrieval-augmented generation (RAG), semantic search and vector embeddings transform expectations for intranets, findability and content quality. It provides practical guidance for preparing content and knowledge architectures for AI consumption – from improving accuracy, structure and provenance, to addressing content debt and preventing shadow knowledge. The paper also outlines how governance must adapt to ensure safe, transparent and accountable AI-mediated knowledge. Building on DWG's previous work on [knowledge management](#) and [findability](#), this research includes practical next steps and real-world case notes, equipping teams to make meaningful progress now, while also laying the groundwork for future AI-enabled knowledge experiences.

Data-driven digital workplace leadership

What does effective, insight-led leadership look like in today's digital workplace? As AI-enabled tools reshape how employees work and digital ecosystems behave, organizations need new ways to measure experience, value and performance. This briefing paper introduces a modernized set of next-generation KPIs – including flow time, attention cost, assist rate, agent reliability and experience consistency – and explores how these metrics can help leaders make better decisions. It highlights the role of narrative and storytelling in turning data into action, showing how leaders can move beyond dashboards to communicate impact, align stakeholders and secure investment. With practical templates, case notes from the field and a concise starter 'Stats Book' for core digital workplace metrics, the report provides a pragmatic framework for developing a leader-ready measurement approach. It continues a rich vein of DWG research on [measurement](#) and [impact](#).

Real-world AI

This briefing paper showcases real-world AI use cases that are already delivering measurable value in the digital workplace, continuing to build our [AI research track](#). Moving beyond vendor marketing, it provides a clear-eyed view of where tools like Microsoft Copilot excel, where they fall short, and how alternative platforms are opening new opportunities for productivity, insight and workflow improvement. Organized into repeatable patterns – summarization, content creation, decision support, workflow automation and knowledge retrieval – it helps teams identify 'no regret' starting points that are low risk and high impact. Practical evaluation criteria make it easy to judge whether a use case is viable given your content, governance and Digital IQ landscape. With concise notes from the field and vendor neutral clarity, this paper acts as a field guide to meaningful AI adoption.

DWG membership

DWG research is available exclusively to DWG members.

Find out more about membership options on our website.

[> Contact us](#)

DWG Research Team

The DWG Research Programme is run by Elizabeth Marsh, Director of Research across Digital Workplace Group. The DWG Research Team includes a range of industry experts and thought leaders. Find out more about the [DWG Team](#) on our website.

DWG's research programme is member-led. We engage extensively with members including via an annual member survey to test new topics and check priorities, and via a Research Advisory Board of senior practitioners among our membership.

digitalworkplacegroup.com/research

Research library.

2025 Research Programme

- 2025 Research Programme
- Empowering employees for the AI era: A guide to AI upskilling
- Intranet futures: What will happen to the intranet from 2025 to 2030?
- Digital workplace teams and careers: Evolving for high performance
- Data-driven decision making meets storytelling: Business cases that convince
- Change agility for digital workplace teams: How to thrive in disruptive times

2024 Research Programme

- AI readiness: Unlocking value through organizational alignment
- The road ahead: A practical guide to 'futuring'
- Digital workplace product management: Roles, structures and practices
- ESG and the digital workplace: A primer on integrating and amplifying the organization's mission
- Viva, Teams or SharePoint: Understanding how they fit together
- What tool when: Helping users make the most of digital workplace tools

2023 Research Programme

- How to demonstrate digital workplace impact: Crafting a story from the data
- The integrated digital workplace: Creative approaches to weaving together tools
- Engaging with data: New perspectives on digital workplace analytics
- Employee engagement: Harnessing insights that shape the digital workplace
- Generative AI: Unlocking value and managing risk inside organizations
- Digital channel matrix: Omnichannel approaches to employee-focused internal communications

2022 Research Programme

- Celebrating the best digital workplaces: 5-year trends from DWG's awards
- Creating user-centric content: 6 principles for digital workplace teams
- Viva, Teams or SharePoint: Understanding how they fit together
- The inclusive, ethical digital workplace: How to promote accessible, diverse, inclusive experiences
- Evolving the employees experience of mobile: Six key approaches to success

- Intranet 2.0 and enterprise social networks: How they've changed the way we work
- The Findability Playbook: Bringing together all the critical elements

2021 Research Programme

- Organizational readiness: What digital workplace teams need to know
- Digital workplace resilience: Key practices in a (post) pandemic world
- Digital workplace anthropology: Making sense of how humans work digitally
- Decade of Courage Manifesto Season 2: The year of change that matters
- Low-code and no-code solutions: What digital workplace teams need to know
- Hybrid work reimagined: Advanced practices for connected workplaces
- Connected learning: The role of the digital workplace in the learning organization
- Understanding business intelligence: An introduction for digital workplace teams

2020 Research Programme

- Employee experience: How digital workplace teams can enhance the employee journey
- Remote working 2020: Distributed working in times of disruption
- Communicating in real-time at work: The promise and the perils
- Digital workplace overload: How to reduce employee technostress
- Partnering with HR to digitally enable the employee journey: An integrated view
- Digital workplace management: Teams, structures and methods
- AI and automation today and tomorrow: What digital workplace teams need to know
- Communications & Content: DWG Annual Update 2020
- Collaboration & Productivity: DWG Annual Update 2020

2019 Research Programme

- Collaborating in the digital workplace: How to have and measure impact
- Nature of Work: Designing at the interface of the physical and digital workplace
- Office 365: Making use of the extended suite of products
- Office 365 search: A guide for digital workplace teams
- Harnessing the creativity of your workforce: How digital workplaces facilitate innovation



Our members.

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DWG's members include some of the world's leading companies and public organizations from a wide spectrum of sectors. A full list of our current members, many of whom have been part of DWG since its 2002 launch, can be found on the secure member extranet.

Among DWG's members are:

3M

Minnesota,
United States

Barclays

London,
United Kingdom

BCD

Utrecht,
Netherlands

BC Public Services

Victoria,
Canada

BT Group plc

London,
United Kingdom

Campbell's

New Jersey,
United States

EBSCO

Massachusetts,
United States

Fidelity International

London,
United Kingdom

Jones Lang LaSalle

London,
United Kingdom

Kellanova

London,
United Kingdom

McKesson Corporation

California,
United States

Michelin

Clermont-Ferrand,
France

Nestlé S.A.

Vevey,
Netherlands

PNC Financial Services

Pennsylvania,
United States

PwC US

New York,
United States

Range Resources

Fort Worth,
Texas

Sky

London,
United Kingdom

Southern Company

Atlanta,
United States

Thrivent Financial Services

Minneapolis,
United States

Vattenfall

Stockholm,
Sweden

Verizon

New York,
United States

Wells Fargo

San Francisco,
United States



About Digital Workplace Group

Digital Workplace Group (DWG) is a strategic partner, covering all aspects of the evolving digital workplace industry through membership, benchmarking and consultancy services.

DWG provides expert advice, peer connections, research and insights to guide and support organizations globally on their journey towards digital workplace success.

Don't journey alone.

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