# BEING RESILIENT

## DISTRIBUTED AND CONNECTED: HELPING TO ENABLE REMOTE WORK AT SCALE

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# SUMMARY VIEW

The paradigm has shifted. We need to rapidly evolve our workplaces to support remote collaboration at scale. This means enabling our people to stay meaningfully connected, build new skills around new ways of working and embrace a digital culture. From our experience, we believe, these are the essential ingredients to be remote-first and connected:

## Collaboration
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## Readiness
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As conferences turn virtual, travel comes to a halt, work routines change and we adopt physical distancing, the paradigm has shifted. So many people suddenly learned that the difference between waking up groggy at 6 a.m., fighting traffic for an hour to get to the office or simply working from home had always just been access to an app or two plus a nod from the boss.

Businesses too have had to contend with new realities. Our clients, that leverage gig workers or support flexible work policies, have about 10 percent of their workforce operate remotely. The remaining 90 percent, for the most part, follow an in-the-office routine. As these organizations, including our own, were left grappling with a workforce who are strongly advised to physically distance themselves, this 10-90 average is now swapped. Adding to this complexity is that we have to learn to work not just remotely distributed, but unlike the gig workers also find ways to manage inter-dependencies. We have to build an environment where the distributed and connected paradox works.

There are other aha moments too. A lot of us can see a lot more clearly that so many of our meetings could be emails, genuinely useful technologies for meaningful collaboration were not seeing uptake because of our old habits, legacy mindsets, and there is potential to do much more purposeful work. Now, it'll be near-impossible to put that genie back in the bottle. We need to quickly evolve our workplaces to support remote collaboration at scale by enabling people to stay meaningfully connected, build new skills around new ways of working and embrace a digital culture. In the past few weeks, driven by our commitment to serve the critical business needs of our clients, we have found the ways and means to facilitate distributed remote working at scale for our workforce, and are happy to share the learning with you.

From our experience, we believe, here's what it'll take to be remote-first and effective:

## Collaboration
### Inside and Out

Our very approach to connecting and collaborating is changing. As we communicate and work together with people who are physically away from us, instead of asking, "Is there a reason to do this online?" we'll start to ask, "Is there a good reason to do this in person?" - needing first to be reminded and convinced that there is. Video-based communication tools like Webex, Teams and Zoom work well for daily standups, team meetings and operational reviews. Channel-based communication aids like Slack and Teams will serve to bring people to designated places along with content, messaging and other utilities. The virtual workspace can be easily shared too – think Sharepoint, OneDrive and Teams. As for team bonding, when in-person interactions are not feasible, nothing like the virtual water cooler to simply share a laugh over GIFs and memes on WhatsApp or WeChat. What will, however, make the biggest difference is a single destination, housing all these enablers that provides distributed users a common, shared context. With unified onboarding, a single app catalog, and enhanced user experience for accessing these services, the destination will move the collaboration needle significantly. At Infosys, InfyMe - our in-house people productive tool – will be expanded to deliver additional context-rich, secure, consistent cross-platform experiences for us.

In addition to facilitating teamwork, collaboration with the ecosystem – including clients, vendors and partners – is important for running our organizations. A video-first unified platform that can create an intimate interface connecting speakers, sponsors and attendees will serve well to replicate much of the face-to-face interaction that we associate with large format events and even enterprise-scale leadership addresses. The anywhere and any device imperative needs to, of course, be expanded. With chats, private rooms and the ability to manipulate virtual environmental settings, there is potential for these platforms to become more second-life-like when driving collaborations that include participants from the entire enterprise ecosystem. Our learning and sharing environment – Infosys LEX– is where we will soon be able to scale virtual collaboration and host large format meetings, at Infosys. We are uncovering the benefits of collaborating on purpose-special platforms too. For example, Launchpad is our remote employee onboarding platform that gets us virtually talking with talent, that is considering joining us, even before they join us!

## QUICK CHECK

- ✓ Enable video-based daily standups
- ✓ Come together virtually with content, messaging and other utilities
- ✓ Share virtual workspace
- ✓ Bond as a team at virtual water coolers
- ✓ Drive video-first unified ecosystem collaboration
- ✓ Enable purpose-specific collaboration (Example, for recruitment)
- ✓ Leverage one onboarding destination; one shared context

## Productivity
### Individual and Enterprise

Distributed remote working will once again divert our focus to the productivity paradox – one of the major puzzles of our time. This points to the fact that although technology has enabled massive personal productivity gains - with automation, compute-on-the-go, anytime-anywhere collaboration and other advances – it has not had a comparable impact on enterprise productivity. The time and effort it'll take for us to rewire operating models, workspaces and even talent models and policies to create the landscapes in which technology can deliver for the enterprise, will be significant. These bottlenecks need to be unclogged before our software-powered personal tools can also make our enterprises hyper-productive. Cloud-powered virtualization of almost everything will play a pivotal role here.

At Infosys, we've always advocated the use of virtual desktops for productivity boosts. They provide the distributed workforce access to everything from the office, including Server Applications, SaaS Tools, and File/Folder Systems through a secure single sign-on. They create for employees, a work environment free of micro-distractions (multiple open tabs, notifications from apps and chats, etc.) and also enable them to build intelligent workflows for whatever work needs to be done. It is also a quick, efficient and secure path to scale IT for an expanding and distributed workforce, with the flexibility to ramp up or down at the speed of business. As companies look to scale their remote distributed workspaces this is indeed a productivity amplifier.

In our context, the virtual desktop is often complemented by a cloud environment to build and test applications, enabling our remote and distributed workforce to build upon each other's work simultaneously. And this can be a significant employee

amplifier because, increasingly, productivity and performance will be measured in terms of value created from outcomes rather than a count of lag indicators like time and effort.

We enable our engineers to self-configure, from the cloud, their remote work environment and their predefined 'project stack' comprising the right software packages, files and setting environment variables. This makes it easy to share projects securely with others and run them on different platforms. It also simplifies deployment to servers. Several of these modular components can also be remotely accessed from the Infosys Service Store – our one-stop shop for platforms, solutions and services.

## QUICK CHECK

- ✓ Target personal productivity gains
- ✓ Rewire operating models, workspaces, talent models and policies
- ✓ Target cloud-powered virtualization of almost everything
- ✓ Leverage virtual desktops
- ✓ Provision cloud environment to build and test
- ✓ Enable self-configurable remote work environments
- ✓ Enable remote, on-demand access to platforms, solutions and services

## Monitoring
### Surveillance and Privacy

As remote monitoring of work, along with monitoring of work-related assets and processes, becomes a norm, employee privacy will develop into a much-valued human right. For the enterprise to be able to protect customer data, in a distributed network of remote workspaces, information tracking and security policies will be deployed with the ability for the business to minimize security risks. Control will continue to move to the edge – and the user device will become a converge of wide-area networking and network security services like CASB, FWaaS and Trust Assurance in a single, cloud-delivered service model. Secure Access Service Edge will have to be widely adopted.

Significant adjustments need to be made to the rules for monitoring and use case generation so the enterprise can adapt to the new ways of working, and work past the clutter of false positives which will potentially be created. New rules and use cases for adversarial actions will also need to be identified.

With data, from their remotely operating workforce, moving from independent data centers to a centralized cloud, slick artificial-intelligence algorithms will also be increasingly enabled to plan operations and provision for infrastructure optimally. These endeavors need to, however, be coupled with respect for employee privacy. The current models of Mobile Application Management and Mobile Device Management will get extended to the personal computers of employees which will allow enterprises to have a strong separation between the personal and corporate avatars of users. A good example is how Infosys is extending InfyMe to include employee personal computers but secured with separation for personal and work-related usage.

New models will be developed to monitor employees for reasonable assurance of their productivity without conflicting privacy mandates. Preparing for this

scenario might also include behavioral coaching for managers to not pose unduly probing questions – for example – about the employee's personal routine.

At Infosys, we have invested in a modern security stack (Multifactor Authentication, Conditional Access, VPN, Terminal Access, End-Point Protection Platform, End-Point Detection and Response, Data Leakage Prevention, Patching, Hardened Build, etc.) for end-points which gives us ongoing assurance of security of these devices and relevant insights as well. Our remote monitoring and management solution stack provides unified control and visibility into our entire IT infrastructure, so servers, networks, and end-points can be actively and remotely managed. We are rapidly upgrading this infrastructure to support the exponential need for remote access.

## QUICK CHECK

- ✓ Enable control at the edge
- ✓ Prepare device as a converge of WAN and network security services like CASB, FWaaS and Trust Assurance in a single, cloud-delivered service model
- ✓ Adopt Secure Access Service Edge
- ✓ Establish new rules for monitoring, adversarial actions and use case generation
- ✓ Extend MAM and MDM to the personal computers of employees but with strong separation between the personal and corporate avatars of users
- ✓ Monitor employees for reasonable assurance of their productivity without conflicting privacy mandates
- ✓ Enable remote monitoring and management

## Learning
### Just-in-Case and Just-in-Time

Learning is undoubtedly an integral part of this adaptive exercise. Remote workers, especially at first, will struggle with new tools, even new policies. Preparing comprehensive digital learning assets – that cover all there is to know, including learning that they might have got from co-located colleagues or mentors before their workspaces were virtualized, will shave off the initial learning curve. This will prepare them for potentially every scenario, just in case, they need it. In addition, bite-sized, just in time learning is needed to support their work routines to help them solve first-time, tough problems. Organizing mentors to support others, answer questions, and share useful techniques is a good example. For us, Infosys LEX does the job of providing both just-in-case and just-in-time learning, on any device, for our remote workers. A typical learner averages 35 minutes a day, often moreover weekends and holidays. The persona-based sandboxes, with the AI-based personal learning coach, to help hone new skills, are particularly popular.

### QUICK CHECK

- ✓ Preparing comprehensive digital learning assets to shave the initial remote working learning curve
- ✓ Offer comprehensive coverage of all learning scenarios – for just-in-case use
- ✓ Support work routines with just-in-time learning
- ✓ Tailor learning to personas

## Readiness
### Infrastructure and Business

Old habits will no longer hold back your workforce. New habits of remote working will start to frame their performance, productivity and efficiency, which means the process environment and infrastructure landscape need to evolve in tandem. This requires enterprises to significantly scale their remote access infrastructure, end-point hardening and remote connectivity while strengthening the collaboration infrastructure. The remote access infrastructure needs to have ample VPN gateways and the ability to scale to support remote traffic connecting to enterprise and partner networks at any given time. Scalable bandwidth to support incoming traffic with high concurrency is critical. The end-points need to be enabled with wireless connectivity to compliantly and securely connect with enterprise networks. Remote audio, video and content collaboration platforms will be integral to the landscape.

Changes will have to permeate the business environment too. Decision models where centralized control gives way to self-organizing, decentralized agents within complex adaptive systems will increasingly become the norm. Making business-critical information available securely, on-demand for decisions on-the-go or even orchestrating a renewed talent supply chain for onboarding, training and deployment in the world of new-habits, are some examples. If business processes and operational policies do not support the flexibility and resilience that remote working mandates, then they need to be revised to support the new normal.

At Infosys, we publish policies, guidelines and tools on LEX, to make it simple for our remote working employees to leverage best practices on collaboration, enterprise connectivity and end-points management. This evolving asset base – supporting distributed remote working at scale – is activated as processes through InfyMe making for agile change management at enterprise-scale.

### QUICK CHECK

- ✓ Scale remote access infrastructure, end-point hardening and remote connectivity
- ✓ Strengthen collaboration infrastructure
- ✓ Provision adequate VPN gateways for remote access infrastructure
- ✓ Ensure the ability to scale to support remote traffic connecting to enterprise and partner networks at any given time.
- ✓ Ensure scalable bandwidth to support incoming traffic with high concurrency
- ✓ Enable end-points with wireless connectivity to compliantly and securely connect with enterprise networks
- ✓ Make remote audio, video and content collaboration platforms integral to the landscape
- ✓ Be self-organizing, decentralized agents within adaptive systems
- ✓ Revise policies to support flexible and resilient remote working

# Change Management
## Governance and Culture

The ability to drive transformational change of this nature is imperative for all our organizations and certainly a competitive advantage. What's critical is to define the change vision with absolute clarity. For example, enabling at least 75 percent of the work to be executed remotely. Setting targets that tightly link to business outcomes will make the vision real. This also entails diagnosing the organization's ability to meet those targets, and delivering improvement initiatives that build or strengthen the relevant capabilities.

Beyond the structures, processes, technology and systems that address the capabilities challenge, it is crucial to nurture relevant individual and collective behavior—comprising culture, mindsets and team dynamics. For example, an agile outcomes-driven response culture as opposed to passing-the-buck-on-email. This means working to design and implement engagements that build skills, shift mindsets, orient talent and champion leaders to ensure successful and sustainable change in behavior.

Communication is key. Distributed and remote working employees may not always have a strong grasp of the company goals, the impact of certain metrics on these goals or even expectations from them. The key to creating a culture of thriving remote employees is really to regularly explain it all to them in different ways, several times over, across channels.

Senior leaders play a make-or-break role in transformational change. They need to provide the cues for people downstream to follow. They are role-models for change and need to celebrate successes. For example, visibly demonstrating the discipline of their own agile and collaborative remote working routine, and lauding the same when they see it in others.

## QUICK CHECK

- ✓ Define the change vision
- ✓ Set targets linked to business outcomes to realize the vision
- ✓ Diagnose the organization's ability to meet those targets
- ✓ Deliver improvement initiatives that build or strengthen the relevant capabilities
- ✓ Design and implement interventions that build skills, shift mind-sets, orients talent and champions leaders
- ✓ Over-communicate regularly
- ✓ Role-model the change, leaders

# End Notes

Our experience, from having done this, tells us that it is often a challenge to stop doing things we have done for a long time. A change like this requires individual employees throughout the organization to behave differently on a day-to-day basis. So, we're still at it - winning hearts and minds at Infosys to get us all to change. And we're happy to share with you what's working, and what we're still working on.

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