

BEING RESILIENT

LEARNING
TO GROW
EMPLOYEE
AND
ORGANIZATIONAL
RESILIENCE

Infosys®
Navigate your next

BEING RESILIENT. THAT'S LIVE ENTERPRISE.

SUMMARY VIEW

Today, there is a great opportunity to reinvent our models of organizational training and deliver powerful experiences of lifelong education. Technology will be a big ally as we explore approaches for blended delivery of enterprise learning that will help us grow in resilience – both as employees and as organizations. In the past few weeks, we have explored several ways and means to evolve our own 'learning organization' to enable our distributed remote working workforce. They include:

Synchronous and Asynchronous Training

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

Anytime, Anywhere, Any-device Access

Pervasive Data-steer

Practice Environments - Try-outs, Playgrounds, and Certifications

Social Learning - Playlists, Gamification, and Badges of Achievement

Adaptive Learning Paths

Nurturing Learning Effectiveness

Disruption is unavoidable. Our organizations need to respond effectively, at scale, in a way that's congruent with our core strategy and positions us to grow revenues and profit. This means having the ability to pivot in new gainful directions on-demand. Such resilience can only be achieved by companies skilled at creating, acquiring, and transferring knowledge, and adept at modifying their behavior to reflect new knowledge and insights. These *learning organizations* rely on data rather than mere habits to find problems, are unafraid to experiment with new approaches, while learning from their own experiences and best practices of others. Most importantly, they have the systems and processes to integrate this into the fabric of daily operations and to transfer knowledge downstream. This is no easy feat. In fact, industry statistics indicate that 75% of employees believe that their organization doesn't have an effective learning culture. Today, in the aftermath of the recent crisis that demands our urgent response, driving this agenda has become crucial for survival.

This very crisis has suddenly added the dimension of remote-enablement of

employees to the equation. The lack of a unifying context of shared physical workspace brings its unique challenges. Remote workers often struggle with new ways of working and miss the learning that they might have got from co-located colleagues or mentors before our workspaces were virtualized. Making shared organizational knowledge (e.g. points of contact, service desks, policy directories, knowledge resources to support work routines, etc.) readily accessible at remote locations can prove hard as also the lack of on-task learning needed to support new work routines especially those that bring with it first-time, tough problems.

Today, there is a great opportunity to reinvent our models of organizational training and deliver powerful experiences of lifelong education. Technology will be a big ally as we explore approaches for blended delivery of enterprise learning that will help us grow in resilience – both as employees and as organizations. In the past few weeks, we have explored several ways and means to evolve our own 'learning organization' to enable our distributed remote workforce, and are happy to share our experience with you.



We believe, here's what it'll take to be a company of remote-first learners growing in resilience:

Synchronous and Asynchronous Training

The emerging context of remote-first, blended delivery of enterprise learning has transformed the educator's role. From stage-on-the-stage, this part has evolved into one of the guide-on-the-side who amplifies the potential of learners to improve skills that they already have and simultaneously absorb new ones. This is often achieved through a combination of AI-nudged self-learning, cohort-based learning, and educator-led training applied to a highly contextualized and personalized training calendar.

At Infosys, educators and learners leverage Infosys Lex digital learning platform. It allows educators to conduct live and highly interactive virtual classes of synchronous training. Zoiee, the personalized, 24X7 AI-powered learning assistant, integral to Lex, then amplifies this learning with asynchronous tutoring - expertly multitasking as quizmaster and personal coach making smart suggestions for better knowledge retention and even proposing individualized adjacent learning opportunities. The platform also offers a choice of content - monolithic and bite-sized, standard and adaptive, text-based, and video-based, along with assessments with certifications for learners to pick and choose from.

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

Remote workers, without the advantage of co-located colleagues or mentors to learn with and learn from, need to rely on comprehensive digital learning assets to acquire a spectrum of knowledge and skills that may or may not find an immediate application. This will prepare them for potentially every scenario, just in case the need arises. In addition, bite-sized, just-in-time learning is needed to support their

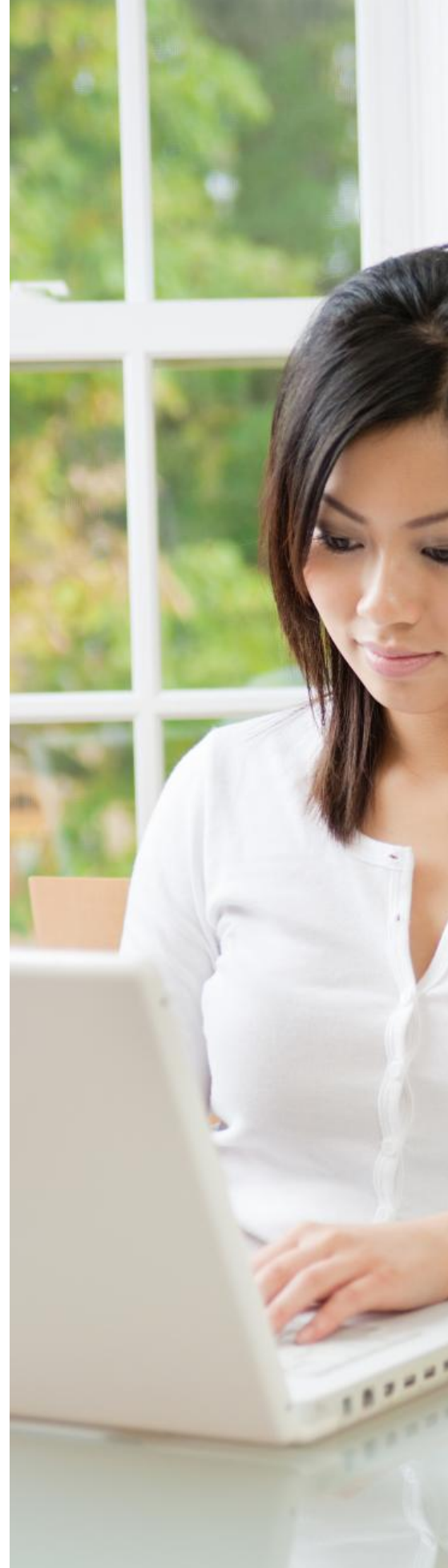
work routines especially when they are required to solve tough business problems for the first time or embrace a new role. The learning curve, in this case, is both steep and quick-paced.

For us, Infosys Lex does the job of providing both just-in-case and just-in-time learning, tailored for individual personas, for all our remote workers. A typical learner averages 35 minutes a day, often more on weekends and holidays. The persona-based sandboxes, with the AI-based personal learning coach, to help hone new skills, are particularly popular.

Anytime, Anywhere, Any-device Access

Mobile-first learning on the go is now an integral feature of practically every learning ecosystem. With advances in technology and hybrid delivery of learning becoming the norm, physical spaces can also be transformed to deliver more impactful learning benefits. With a come-together of sensors, artificial intelligence, and automated systems, learners can be nudged to progress their education and even receive contextual, bite-size learning content on campuses and classrooms designed to leverage smart space principles.

At Infosys, our workplaces offer employees the convenience of learning hotspots that work in tandem with Infosys Lex. This means learning content is delivered on-demand in all of these hot spots that dot our campuses and company-provided transport vehicles. One stretch of learning can be seamlessly continued in the next stretch, as online content streaming platforms allow one to resume a session with ease. So a lesson can begin in the office, continue through one's commute to the airport and recommence in-flight with content downloaded for offline mobile consumption.



Pervasive Data-steer

Data-centricity in the learning environment is crucial to:

Make learning convenient with insights into every learner's style and learning curve. This then allows the system to propose a learning calendar with the right mix of educational content, assisted, and self-paced training programs, the right cohorts and the right channels for content delivery throughout the employee's learning lifecycle.

Make learning engaging and relevant by bringing data to shape a hyper-personalized approach to learning. This entails making insight-led recommendations to personalize learning experiences with gamification plans and access to hand-picked leaderboards for meaningful engagement and sustained motivation to learn.

Make learning measurable with the use of telemetry. This enables the linking of learning investments to employee performance, behavior, and eventually to business outcomes.

With Infosys Lex, clicks, assessment, login durations, number of concurrent learners online – every metric is a data point that helps better shape learning paths for employees. This also enables the 'nudge framework' within our learning ecosystem, offering positive reinforcement and suggestions to help shape desired learning behavior.

Practice Environments - Try-outs, Playgrounds, and Certifications

True organizational resilience can only come from a system that incentivizes the exploration of new approaches and risk-taking. Employees need to feel that the benefits of experimentation exceed the costs, else they will not participate. This

creates a difficult challenge for managers who are trapped between two extremes; they need to maintain accountability and control over experiments without stifling creativity by unduly penalizing employees for failures. The optimal solution is often best delivered through a fail-safe learning ecosystem.

With Infosys Lex, learners can:

- Leverage fail-safe lab environments or 'technology playgrounds' to tinker, practice, and code their way through new exploratory landscapes.
- Challenge peers, contest, and participate in customized technology assessments to test their skills against the collective skills of various teams.
- Build teams of certified and deployable talent with virtual proctored certifications in emerging technology spaces.

Social Learning - Playlists, Gamification, and Badges of Achievement

We are naturally social beings who benefit from being part of a group. Social learners leverage the expertise around them on an on-demand basis to get exactly the information they need at the point that they need it. Learners who are able to support and be supported by other learners are more likely to feel that they're part of something bigger — and are motivated to share that feeling with other employees.

At Infosys, learners leverage Infosys Lex to:

- Curate existing content from the Lex library and create custom learning playlists that they share with peers and teams.
- Create learning fitness goals for themselves. Managers can set goals for their teams too and track progress. Lex's navigator steers learners through dynamic learning paths specially crafted for them

- Earn badges of achievement, displayed as part of the learner profile, on completing courses.
- Initiate coding contests and hackathons to collectively find solutions to challenging problems.
- Build learning cohorts to co-learn and collaborate with peers

Adaptive Learning Paths

Learning environments need to adapt to learners. This can manifest in several forms such as:

- **Assessment:** Depending on the learner's performance on a question, the system determines the learner's proficiency and adapts itself to present subsequent questions and tests.
- **Feedback mechanism:** The system chooses the feedback mechanism best suited for the learner to draw attention to an error, guide back to an earlier chapter in a lesson, and offer tips to help resolve a current challenge.
- **Learning paths:** Customized and programed path for learning are created and continuously evolved based on learning efficiency and efficacy metrics.
- **Non-punitive upskilling and assessment:** Individual learning is enhanced by leveraging data, AI-led learning nudges, and customized content actively tailored to meet each learner's needs.

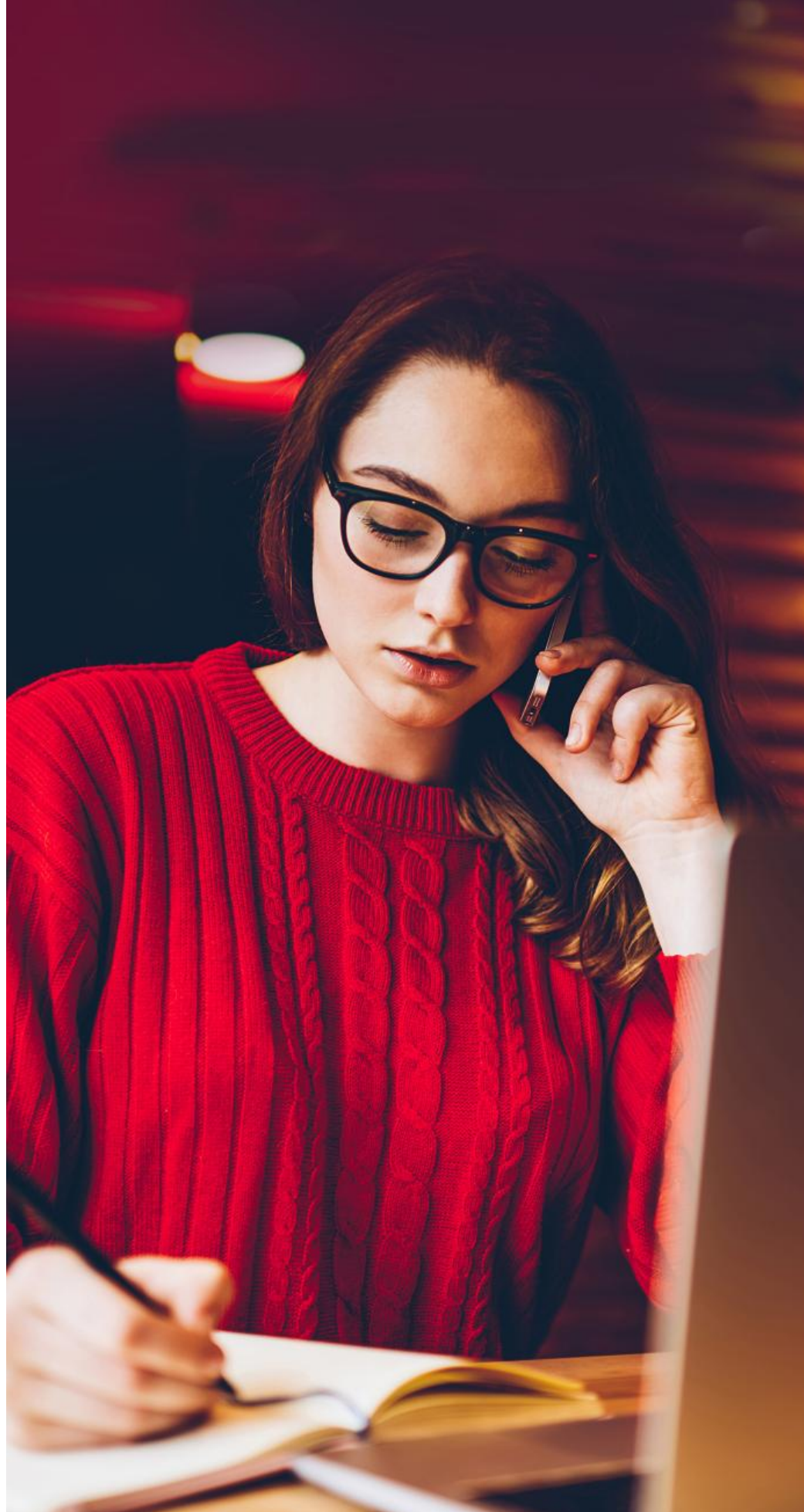
Infosys Lex leverages its navigator feature to steer learners through dynamic learning paths specially crafted for them. The Career Navigator can be customized for any organizational role. On completion of a course, or even when exploring the platform for new skills to learn, active suggestions are made for additional and adjacent learning, based on the learner's role and profile. The learning model is based on the Show Me, Teach Me, and Test Me approach.

Nurturing Learning Effectiveness

The effective learning journey needs to be nurtured much before the actual learning begins and continues well after the employee is deployed to projects. At any point in the journey, the sponsoring organization needs to have visibility into:

- Return On Investment (ROI) for the learning investments
- Degree to which learning outcomes are achieved for individual employees
- Extent to which learning objectives of the organization are being fulfilled

At Infosys, we rely on telemetry to listen, collect, sense, analyze data, and help stakeholders (learners, delivery units, talent teams, and learning content developers) take decisions contributing to effective learning. We sense using telemetry, analyze the insights to respond with predictions or recommendations to stakeholders for continuous improvement, and make just-in-time decisions that enable higher learning effectiveness. Customized learning paths for individual learners are recommended based on metrics and insights thus generated.



Infosys enables over 9000 employee trainees, and thousands of others, to learn remotely on-demand

Infosys trainees, in-residence at our Global Education Centre, Mysuru, India, come from all over the world including the United States, Mexico, Australia, Germany, UK, Singapore, and Japan, in addition to India, for their foundational training. The recent global lockdowns have created an unprecedented situation where they need to continue to train remotely.

Infosys Lex – our digital learning platform is serving us well. The platform not only has the required course material, but also the tools for collaboration, including discussion forums, and more importantly practice areas like the playgrounds that function as virtual laboratories for hands-on learning. Every learner's journey is tailored to suit individual personas. The personalized gamification, learning playlist, handpicked co-learner cohorts and adaptive course curriculum challenge the trainees to expand the scope of their capabilities on their terms. Zoiee, our personalized, 24X7 AI-powered learning assistant makes

smart suggestions for better knowledge retention and even proposes adjacent learning opportunities. Rewards come in the form of badges, which set apart those who master new skills.

Lex also serves new recruits who are unable to report to our offices through the lockdowns. It is the powerful engine that drives InfyTQ - the Infosys learning app for engineering students in India.

In fact, our entire workforce leverages Infosys Lex to ease into course material that spans from one hour to over 244 hours as in the case of full-stack specializations. Through Lex, our learners have access to a library of over 270,000 assets created and curated by subject matter experts including the best from institutions such as Purdue, RISD, and eCornell. It is a collection of learning from our own experience complemented by best practices established by the ecosystem comprising some of the world's best learning-teaching institutions.



End Notes

Data from leading analysts tell us that employees with high skills preparedness perform up to 45% better, display up to 51% more discretionary effort, are up to 45% more engaged, and exhibit up to 9% greater intent to stay than employees with low skills preparedness. Our own experience from continuously working on being a learning organization points to the veracity of this insight. In these times of hybrid working, we have been looking to evolve our learning agenda to become more expansive, inclusive, and effective in the context of our workplace becoming distributed workspaces. And this journey is proving to be one that's helping us learn to learn better.



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