VIEW POINT

ARTIFICIAL INTELLIGENCE. REAL TALENT. NATURAL EVOLUTION.

Reimagining the Workforce in an AI-first World

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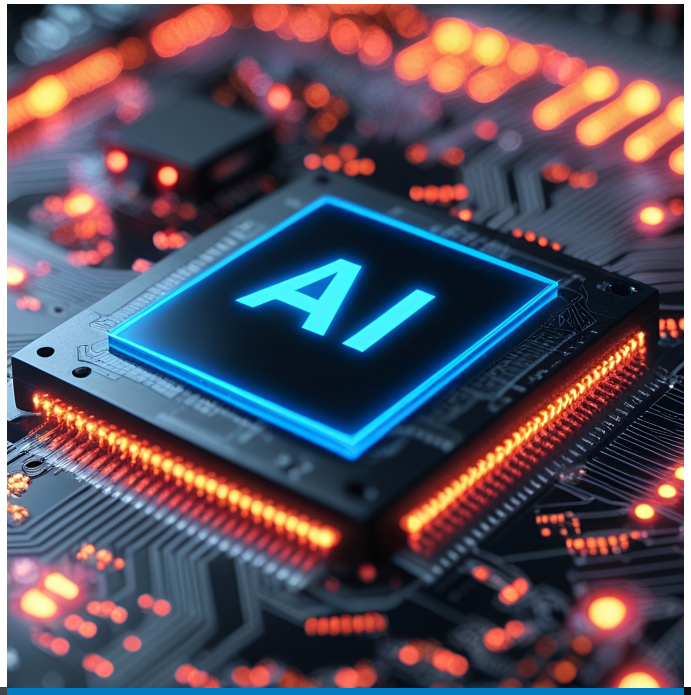
In the Future of Talent, AI is the Only Constant

AI is not just disrupting the tools we use — it's redefining what work is, how it is done, who performs it, and why it matters. It is our new co-worker, coach, assistant, and in some cases, the new creator. So where does that leave our vast pools of talent?

In today's landscape, talent can no longer be a fixed asset. It needs to be fluid and adaptive. For enterprises, this implies constant learning and relearning to ensure a certain level of future readiness. But this isn't a story of displacement, so much as it is a story of transformation. The role of AI in our enterprises isn't to replace but to enhance and augment; reshaping workflows, influencing decision-making, and creating entirely new roles. So our opportunity lies not in resisting this evolution, but by actively engineering a workforce that thrives because of it.



How Jobs Change is Inextricably Linked with How AI is Changing

Enterprise AI differs from consumer AI in subtle yet important ways. While consumer AI prioritizes usability and accessibility to enhance everyday experiences, enterprise AI must navigate the complexity of integrating multi-generational technology stacks, bridging legacy systems with modern innovations to drive large-scale business transformation. However, the two are deeply interconnected.

Consumer AI acts as a testing ground, shaping user expectations and pushing the boundaries of innovation. These advancements often ripple into enterprise AI, influencing its evolution by demonstrating new possibilities, refining user interactions, and accelerating adoption within organizations. This evolving dynamic between consumer and enterprise AI is not just about technology; it impacts jobs and the skills required to stay relevant. As AI reshapes workflows and decision-making, some roles will be augmented, others will transform, and entirely new ones will emerge.

From Jobs to Skills: Transformation from the Inside Out

As AI permeates enterprise ecosystems, the very definition of work is shifting from static job descriptions to dynamic skill stacks. Roles are no longer monoliths — they are made up of modular skills that can be recomposed, reskilled, and redeployed.

Our approach begins with unbundling roles and deconstructing them into foundational, social, technical, and domain-based skill clusters. By doing so, we unlock visibility into talent adaptability, identify skill adjacencies, and reveal new pathways for internal mobility. By analyzing the evolution across industries through this structured, phased approach, organizations and individuals can better navigate the changing landscape and proactively prepare for what comes next.

The Now–Near–Next of Talent Evolution

To chart a path forward, we use a Now–Near–Next framework: what's happening today, what's on the horizon, and what the future holds.

PHASE	FOCUS	KEY CHARACTERISTICS	EVOLVING ROLES	EXAMPLES
NOW	 AI Augmentation	- Enhancing productivity through AI tools - Streamlining workflows and reducing repetitive tasks - Human expertise + AI assistance	Employees integrate AI into existing roles; emphasis on reskilling for tool usage	- Full-Stack Developer using GitHub Copilot - Bank Relationship Manager using AI insights - Infosys-wide AI awareness campaign; 95% workforce reskilled
NEAR	 Contextualized AI Integration	- Adoption of RAG, SLMs, and enterprise-specific AI - Greater focus on privacy, compliance, and IP - AI becomes central to operations, not just augmentation	Emergence of AI builders and context-aware specialists and roles shift to require deeper AI proficiency	- Responsible AI Engineer (IT) - AI-Driven Risk Analyst (Banking) - Infosys deploying RAG/ SLMs; HR helpdesk powered by agentic AI
NEXT	 AI-Native Reinvention	- Reimagining business models with AI as the core - Greenfield thinking and disruptive transformation - Emergence of entirely new AI-native roles	Focus on AI-native professionals who blend domain expertise with AI innovation; traditional skills reshaped	- AI Model Engineer & AI Orchestrator (IT) - AI-Powered Financial Strategist & AI-Driven Risk Consultant (Banking) - Focus on designing AI ecosystems, not just adopting AI

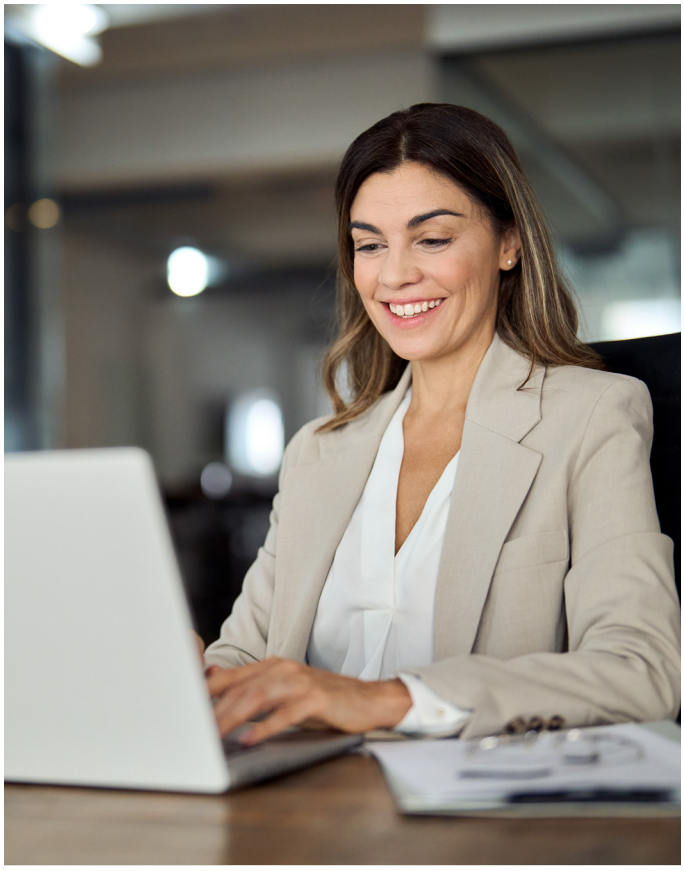
NOW:
Augmented and Amplified

In the now is a constant cycle of thinking and doing. AI begins to augment tasks, and talent evolves to work in periodic bursts of deep strategy and high efficiency.

In the present, AI amplifies human performance. Workers use intelligent tools to write code faster, make better financial decisions, manage IT systems more efficiently, and deploy marketing campaigns with greater accuracy.

This shift means that employees aren't just executing tasks, but are now able to work faster, minimize errors, and focus on higher-value activities. As a result, the emphasis is shifting from manual effort to strategic oversight, where human expertise is enhanced by AI-driven automation and insights. While these roles will persist for the foreseeable future, employees must be reskilled effectively to integrate AI tools into their workflows, to ensure that they remain efficient and competitive in this evolving landscape.

Our own enterprise-wide AI awareness program has helped reskill 95% of our workforce, tailoring training to role-specific tools and domain-aligned AI applications. This foundation enables every employee to work smarter today.



NOW:
What the Role Looks Like Today

Nora

Industry: IT

Role: Full-Stack Developer

Nora writes backend and frontend code, designs APIs, and builds enterprise applications. With GitHub Copilot, she now codes faster by automating repetitive tasks, getting real-time code suggestions, and reducing debugging time. Her tech stack remains the same, but she's more efficient and can focus on problem-solving and system design.

Nikhil

Industry: Banking

Role: Relationship Manager

Nikhil supports high-net-worth clients with financial planning. He uses AI dashboards that provide predictive insights about customer behavior, real-time compliance prompts, and personalized product recommendations. While the core of his job hasn't changed, AI helps him make quicker, smarter decisions and improves client engagement.

NEAR:
How the Role Evolves with Contextual AI

Nora

Industry: IT

Role: Responsible AI Engineer

Nora has transitioned into a role where she ensures the AI systems her team deploys are ethical and compliant. She collaborates with data scientists, legal experts, and compliance teams to audit models, detect biases, and implement fairness checks. She's learning to build with Retrieval-Augmented Generation (RAG) and Small Language Models (SLMs), embedding them into internal apps.

Nikhil

Industry: Banking

Role: AI-Driven Risk Analyst

Nikhil's role has shifted from traditional risk analysis to leveraging contextual AI models to flag anomalies, predict credit risks, and fine-tune fraud detection algorithms. He interprets AI outputs, aligns them with regulatory requirements, and collaborates with data teams to continuously improve model accuracy.

NEAR:
Contextual and Collaborative

In the near is a harmonious process of building and embedding. AI gets contextual, and talent evolves to be rapid integrators and ethical stewards.

Soon to come, we move into a phase where AI is contextual and addresses enterprise-specific needs while balancing larger concerns around privacy, intellectual property, and data security. Think Retrieval-Augmented Generation (RAG), Small Language Models (SLMs), and Agentic AI that are powering enterprise-specific applications that are transforming how decisions are made.

The extent of productivity gains remains to be seen, and will be determined by how effectively enterprises are able to embed AI into their ecosystems to unlock efficiency and drive innovation. However, unlike the NOW phase of AI adoption, where it primarily enhanced existing roles, in this stage, we see shifts in job functions as AI becomes central to operations.

At Infosys, we're already embedding RAG and SLMs into our own internal processes and systems. Additionally, we have introduced a new set of skills under the umbrella of AI Builders, to upskill employees and upgrade our systems for this NEAR phase of AI. As AI Builders, talent will need expertise in fine-tuning models, curating high-quality data, and designing AI-powered workflows tailored to enterprise needs. Opportunities further multiply for talent who can bridge domain expertise with AI capabilities.

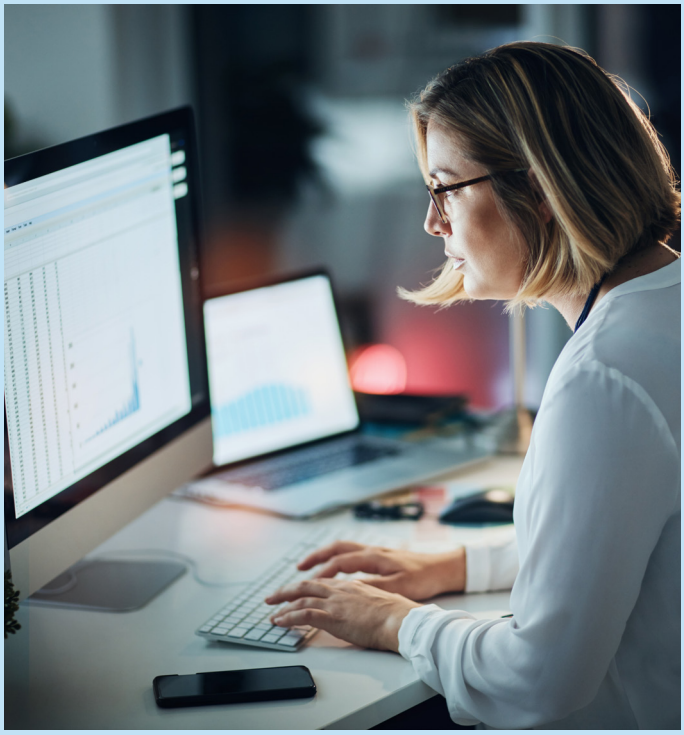
NEXT:
Reimagined and Reinvented

In the next is a bold leap into stacking and creating. AI becomes core to value creation, and talent morphs into a state of modular upskilling and unbounded scaling.

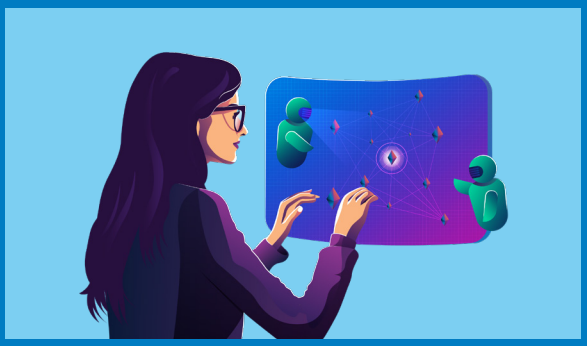
Looking ahead, we must embrace greenfield thinking. In the NEXT phase, AI is not just added to workflows, it defines them. We anticipate new business value chains with AI at the core, AI-native strategies, and entirely new job families.

In this phase, AI moves from being a tool to drive efficiency and innovation to a driver of transformation, leading to an overhaul of business processes, a reimagining of customer experiences, and the creation of new industry ecosystems. And in order to keep up, enterprises must foster a culture of continuous learning and innovation to ensure that they are prepared for this AI-driven reinvention. The skill canvas of the future will not only demand AI builders and users but also AI-native professionals who can design business models and strategies that leverage AI's full potential and possess foundational and social skills.

This requires reimagining the talent model itself: moving from one-size-fits-all to modular, mission-aligned frameworks that vary by business function. Think flatter organizations, hourglass structures, and diamond models where strategic oversight is prized, the middle layer is lean, and entry-level talent is AI-augmented from day one.



NEXT:
What the Future Holds for the Role



Nora

Industry: IT

Role: AI Model Engineer & Orchestrator

Nora designs AI-native architectures from scratch. She builds systems where multiple AI agents collaborate across the software development lifecycle. She oversees model orchestration, ensures they interact coherently, and drives continuous improvement via self-learning mechanisms. She no longer just "writes code": she's orchestrating autonomous, intelligent systems that build and adapt on their own.

Nikhil

Industry: Banking

Role: AI-Powered Financial Strategist & Risk Consultant

Nikhil co-creates financial products alongside AI models that continuously analyze market trends and customer behaviors. He uses AI to simulate different investment scenarios and deliver hyper-personalized strategies. His risk consulting has become proactive: flagging risks before they materialize using real-time AI signals. He operates at the intersection of finance, data, and machine intelligence.

Building an AI-First Talent Ecosystem

The transformation isn't just technical; it's cultural, and this cycle is continuous. As the enterprise evolves, so must its people — through hyper-personalized learning journeys, intelligent nudges, and immersive AI-powered environments.

We've embedded this philosophy in our own learning systems. Infosys Wingspan is evolving into an AI-first platform that blends multimodal tutoring, real-time simulations, and adaptive assessments. The result: a lifelong learning culture that's human + AI, not human versus AI.

Architecting Better Blueprints for the Future of Work

In a world defined by speed, scale, and surprise, talent is the ultimate differentiator. But not as we once knew it. The future belongs to organizations that treat learning as a strategic imperative, that design work around skills, and build talent architectures where humans and AI co-create value.

At Infosys, we're not waiting for that future to arrive. We're architecting it: skill by skill, role by role, and day by day. The only thing that is certain is that in the talent future to come, AI is the variable as much as it is the constant. How every enterprise levels the equation is a function of evolution — how much and how soon.

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