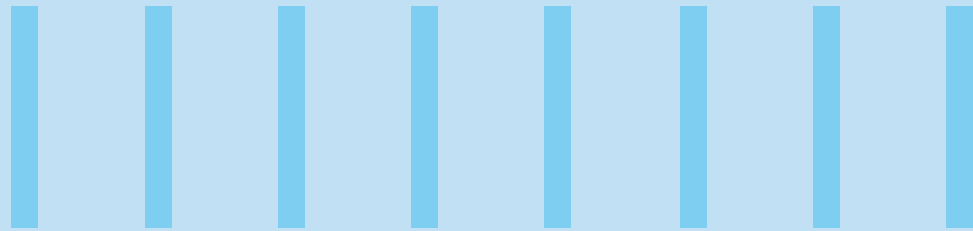




# THE CURIOUS ENTERPRISE: HOW AI-FIRST ORGANIZATIONS ARE RETHINKING LEARNING



# Realigning Digital Learning in the AI-First Enterprise

As organizations pivot toward becoming AI-first enterprises, a hard truth is emerging: technology transformation is a fruitless pursuit without a parallel talent transformation. In this era, skills are becoming obsolete in shorter cycles than ever before. We are no longer training for a static destination but for a state of perpetual motion. While the “AI-first” label is often applied like a software patch, true evolution requires a fundamental rewire of the organizational DNA.

At Infosys, this has necessitated moving away from being a mere content, training and assessment enabler to becoming a creator of a digital learning ecosystem that equips employees to navigate the rapidly evolving AI landscape while staying grounded in domain expertise. The result is a learning philosophy that combines AI-enabled platforms, human-centered pedagogy, data-driven insights and continuous experimentation.

## Preparing Talent for the Human + AI Era

The current discourse around AI is often polarized between great promise and doomsday anxiety. To provide a meaningful learning experience, we need a pragmatic philosophy: Human + AI.

We believe that AI is not a replacement for expertise but an amplifier of human competencies. The professionals who will thrive in the coming decade are those who master their core domains—the first principles of their expertise and then layer AI fluency on top of that foundation. Learning, therefore, cannot be a monolith. A software architect’s AI journey is fundamentally different from that of a marketing consultant. Our role is to provide a broad range of learning that respects these nuances, balancing immediate project delivery with the long-term career development of our talent.

By framing AI as a tool for augmentation rather than substitution, we shift the internal culture from one of apprehension to one of ‘information curiosity’, a mindset we will return to.

## Turning the Learning Platform into an Intelligent Companion

Learners have access to the world’s best content at their fingertips, for free. Every time an employee logs into a corporate learning environment, they are making a conscious choice to spend their most valuable currency: time. To be in the reckoning, Infosys Education, Training and Assessment (ETA) Team crafted the platform to align with learners’ preferences and mimic their digital behavior, ensuring they felt at home even while learning.

Infosys’ internal learning platform, Lex, is offered to clients as Infosys Wingspan and for societal competency development as Infosys Springboard. Designed around a learner-centric philosophy as early as 2018, it functions as a dynamic environment where learning becomes interactive, contextual and personalized. It remains true to Infosys’ AI-first philosophy and has evolved into an AI-Augmented Learning Experience Platform (LXP).

Central to this experience is Zoiee, our AI chatbot. She does not simply fetch links; she navigates learners through sandbox environments and self-paced paths, replacing the ‘loneliness of the digital learner’ with interactive, contextual support.

Self-learning scenarios offer the convenience of pacing and timing that suit the learner. The platform accommodates different learning styles, including Feynman, Storytelling and Educator modes, because we cannot predict which cognitive mode a person will be in when they sit down with a piece of content. An engineer might grasp a complex architectural concept more readily through narrative than through technical documentation. Giving that choice is not a feature; it is a form of respect.

We also acknowledge the learner’s cultural identity. Cognition often happens in one’s native tongue, and expecting people to absorb complex ideas exclusively in a second language creates unnecessary friction. AI-powered translation removes that barrier, because real comprehension matters more than surface-level completion rates.

Nobody taught us how to use popular digital apps or platforms — and yet we all figured them out. Learning platforms should aspire to that same intuitive simplicity, with short, high-value modules that quickly demonstrate relevance and earn the learner’s next ten minutes.

Finally, the platform emphasizes application over memorization. Conversational assessments and simulation environments let learners demonstrate reasoning and problem-solving — the way knowledge actually gets used at work.

## The Trinity of Learning: Platform, Content and Learner

Digital learning at scale is a science of orchestration. We view the relationship between the Platform, the Content and the Learner as a dynamic Rubik’s Cube, constantly being adjusted based on real-time data.

This has changed the fundamental question we ask about content. The old, now obsolete, debate was ‘build or buy’? The right question today is: who do we collaborate with, and how do we diffuse that knowledge effectively across the organization? Learners rarely follow a single linear path. They might begin with a short-format platform for a quick entry point into a new topic, move to a structured program for depth, and eventually work through hands-on labs to apply what they have learned. Our data shows this migration consistently, guiding where we invest and which partnerships we prioritize.

Rather than attempting to control every step of this journey, Infosys focuses on orchestrating it — while creating content that reflects Infosys context, the ETA team partners with content providers, curates resources and integrates them into the enterprise learning environment to offer bespoke learning pathways.

## Learning in an Always-On World

Perhaps the most important shift is the mindset required of learning leaders themselves.

Today, learning cannot rely on planning cycles; by the time a program is designed and deployed, it may already be outdated. Learning teams must operate in always-on mode, continuously scanning emerging technologies, reading market signals and making constant judgments about what is genuinely training-worthy. This requires curiosity, collaboration and the ability to connect the dots into meaningful insights. Increasingly, learning leaders must act as knowledge orchestrators, identifying what matters, partnering with the right experts and diffusing new capabilities across the enterprise before the window closes.



## Conclusion: Foster Curiosity for Information

Ultimately, the goal is to build an organization that learns at the speed of intelligence. But that requires something no platform or content strategy can manufacture: information curiosity, an active, almost restless appetite for understanding: what is changing and why it matters.

Whether we are developing our own workforce or enabling societal talent through Infosys Springboard initiatives like Virtual Internship, Maker Lab on Wheels and Pragati: Path To Future, which has reached over 10 million learners, including women, students and undertriials in prison, the principle is the same. We cannot thrust learning upon people. It must be made so relevant, intuitive and rewarding that they come back for more.

In the AI-first enterprise, competitive advantage will not belong to those who adopt new technologies. It will belong to those who have cultivated a lifelong learning attitude.

# About the Author



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