



THE FUNDAMENTAL SHIFT REDEFINING DIGITAL EMPLOYEE EXPERIENCE

Introduction

For much of the last decade, Digital Employee Experience (DEX) has been treated as an IT problem revolving around device health, application performance and service desk. For a while, that definition worked because the workplace itself was simpler, more contained and largely uniform. It was a necessary starting point, but an increasingly insufficient one.

Today, an employee's experience is shaped not by a single system or touchpoint, but by a chain of interconnected moments—onboarding, collaboration, access, mobility, support—each dependent on multiple layers of technology working in sync. When something breaks, it is rarely obvious where the problem lies. When things function effectively, it is often despite the system, not because of it.

What is becoming clear from evolving enterprise needs and patterns observed across large-scale managed services engagements at organizations like Infosys is that DEX is undergoing a more fundamental transformation.

Three distinct shifts are redefining what good DEX looks like. For IT leaders, CIOs, and the organizations they serve, understanding these shifts is critical.

Shift 1: From Device-centric to Journey-centric

The first DEX platforms did something genuinely valuable: they gave IT teams visibility into endpoint health at scale. Metrics such as device performance scores, application crash rates, and login times represented a huge step forward from the preceding anecdotal, ticket-driven picture. But this view focused on individual components rather than the larger picture.

What employees actually experience is not a device but a journey. The onboarding of a new joiner, for example, involves hardware procurement, identity provisioning, software licensing, access approvals, and workspace readiness — each with different owners and SLAs, yet none individually accountable for whether that employee is productive on day one. When the hardware arrives three weeks late, or the engineering software license takes another week to be approved, the device score is irrelevant.

Journey-centric DEX means measuring experience across the full arc of an employee's interaction with IT. It requires combining technical data from DEX platforms with operational data from ITSM tools and qualitative signals from employee feedback — a richer picture than any single score.

Closely tied to this is the maturation of persona-based experience management. A field engineer's experience is shaped by entirely different touchpoints than a knowledge worker's. A journey-centric DEX must account for these differences, delivering not a universal score but experience commitments meaningful to each persona. The practical lesson from large engagements is that persona maturity is often the binding constraint, not technology. Experience improvements of 25% or more over two to three quarters are achievable, but only when cross-functional buy-in exists across the teams that own each part of the journey.

Shift 2: From Reactive Support to Invisible IT

What if employees never had to contact the service desk? Not because problems do not occur, but because they are resolved before the employee notices them.

This is the logic behind invisible IT, and it represents a structural shift in how support is conceived. The traditional model is reactive by design, and every ticket raised is, in some sense, a failure of the system upstream. The best support interaction is the one that never happens.

The shift is already underway. DEX platforms increasingly incorporate AI-driven proactive remediation to detect device anomalies before they surface as failures, push automated fixes, and close the loop without a human-in-the-loop. It means when a device shows early signs of a disk failure, the system can intervene before the employee's morning meeting is disrupted. AIOps driven support models, when properly implemented, can reduce the volume of incidents reaching the service desk by 25-30%. That is a true employee experience story.

Augmented reality (AR) adds another dimension of invisibility to this shift, particularly in physical environments. Remote support delivered through AR allows a technician to guide an on-site employee through a hardware fix or meeting room troubleshooting in real-time — eliminating the need for field engineers for issues that do not require physical hands-on assistance. Support costs drop significantly, typically 20-25%, and issues that once required waiting half a day for an engineer can be resolved in under 30 minutes.

Underpinning all of this is end-to-end observability. Most digital workplace environments are a patchwork of services, including device management, networking, identity, collaboration platforms, and business applications, each with its own monitoring tool and none natively speaking to each other. When a Teams call suffers audio degradation, the root cause could lie in any of five or six different layers of the stack. Building an observability layer across all of them is a tough engineering problem in the digital workplace. It is also one with the most impact on daily experience.

Shift 3: Expanding from IT Devices to the Full Work Environment

The first two shifts focus on how IT serves the employee with greater precision, greater intelligence and less friction. The third shift is about who counts as an employee in the first place.

DEX has been almost exclusively focused on the devices that knowledge workers carry. The assumption is that the employee whose experience matters is the one at the screen. In manufacturing, logistics, healthcare and utilities, that assumption leaves most of the workforce invisible.

Consider a line supervisor whose shift depends on an industrial control terminal that crashes twice a week, or a logistics worker whose handheld scanner lags so much that every dispatch is slowed. These are employee experience failures with direct operational consequences — but they have never appeared on a DEX dashboard. For many organizations, the majority of employee experience still sits outside the DEX lens.

The expansion of DEX into Operational Technology (OT) environments is beginning to change this. IoT sensors and connected devices are generating experience signals from the factory floor for the first time. Wearable technology is creating new touchpoints for frontline workers that can be instrumented and improved. Employee experience is becoming a genuinely universal concern — one that encompasses blue-collar and white-collar workers, operational and knowledge work, physical, and digital environments alike.

This expansion also carries a sustainability dividend, reducing travel, downtime and the hidden operational costs of physical intervention. Sustainability is not a separate agenda from DEX but an outcome of DEX done well.

What This Means for IT Leaders

These three shifts are not sequential but occur simultaneously.

DEX is no longer just a layer within IT. It is becoming a cross-functional discipline focused on designing, measuring and continuously improving how work gets done.

The organizations that make the most progress will be those that treat employee experience as a system—one that can be observed, understood, and intentionally engineered because experience is shaped by how everything works together.

The organizations that get there first will have built something more durable than a high DEX score. They will have built workplaces that are observable, adaptable, and designed around how people actually work and collaborate.

In a world where talent is the primary constraint on growth, that advantage compounds quickly.



About the Author



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With over 27+ years of experience, Jagan is a seasoned expert in IT strategy, consulting and driving large transformation programs for Fortune 500 clients. As the APAC Regional Lead for Infosys Digital Workplace Services, his current focus is on helping enterprise clients embrace the future of work with AI-First strategies and human centric experience to deliver tangible business outcomes.

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