VIEW POINT

# TRANSFORMING DIGITAL COLLABORATION INTO AN EXECUTION LAYER WITH AI

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# Introduction

Most organizations still treat collaboration as infrastructure — the email thread, the shared doc, the meeting and so on. In short, humans executed, platforms supported. That model has broken down. And most enterprises are yet to adapt.

In every conversation I have had with business leaders, the same frustration surfaces: despite increased AI adoption, business outcomes remain stagnant. It's because embedding AI into tools is not the same as embedding AI into work. For instance, a copilot that speeds up email drafting is merely a productivity tool. At the same time, an intelligent system that manages an entire customer escalation process fundamentally changes how work is done.

Forward-thinking organizations are moving from asking "which AI features should we enable?" to "where can an intelligent system take real ownership of a result?" This reorientation changes what AI deployment looks like in practice. This perspective transforms AI deployment into a workflow redesign challenge, encouraging a reimagining of processes for better results, faster cycles and improved decision-making.

Is your organization asking the same questions?

## The Data Prerequisite

Underneath that question is a foundational prerequisite that most organizations underestimate: data readiness. Poorly classified, overshared or outdated enterprise information doesn't just limit what AI can do — it scales what's already broken. An AI system operating on bad data doesn't surface the problem; it amplifies it, faster and at greater volume than any human process could. Organizations that treat data governance as a strategic investment and not an IT cleanup task are the ones finding that AI actually delivers on its promise.

This is where we invest before any deployment conversation begins. Through ReadyAssist and Infosys Workplace Services, we help organizations understand what their data actually looks like — what's overshared, what's stale, and what's misclassified — and align AI deployments to specific business outcomes. Once that foundation is in place, Infosys Topaz Fabric provides the AI infrastructure to build on it.

## The Validation Problem

Generative AI has dramatically accelerated the pace of enterprise content creation. Documents, summaries, analyses, and recommendations that once took days now take minutes. The productivity gains are real.

But speed without quality controls creates a different kind of risk — especially in legal, compliance, finance, and any domain where a wrong output has downstream consequences. The naive response is to add human review at the end. The problem is that human review at the end doesn't scale.

The mature approach looks like software engineering. Automated testing didn't slow down development — it made speed sustainable. The same logic applies here: standardized prompts to reduce variance, automated checks before outputs move downstream, multi-agent verification for high-stakes decisions, and human judgment reserved for the moments that genuinely require it. At Infosys, this is now standard inside our AI delivery frameworks — verification designed in from day one, not reviewed in at the end.

## Collaboration as the Execution Layer

For most of digital history, collaboration tools existed to coordinate work while the actual work happened in other systems. Presently, that boundary is dissolving. The collaboration layer is becoming the execution layer, where information is retrieved, actions are triggered, exceptions are escalated, and outcomes are logged — all in a single continuous flow. Employees no longer switch between collaboration and work tools—they operate within a single layer that does both.

We have seen this play out directly. Infosys Workplace Suite - Intelligent User Assist sits within enterprise workflows. Routine queries are resolved autonomously, and complex ones are escalated with full context already loaded. So, the collaboration interface and the work interface become one.

For distributed and global teams, this is significant. Real-time transcription, translation, and intelligent meeting summaries are today the infrastructure that makes genuinely inclusive collaboration possible across time zones and languages.

The metric that matters has changed as a result. Success is no longer tool adoption or active users. It's whether the outcome improved: faster resolution, less rework, and better decisions made with better information at the right moment.

## The Bigger Transition is Still Ahead

Everything described so far is already happening in leading organizations. What's coming next is a more significant shift, and most have not yet begun to plan for it.

Agentic AI systems are moving from assisting individual tasks to orchestrating entire workflows. These systems act, coordinate across other systems and agents, handle exceptions and deliver results end-to-end. In insurance, this is reshaping underwriting. In legal, it's a contract review at an unmatched scale. In procurement and HR, document-intensive processes that once demanded significant human time are being redesigned around specialized agent networks.

This is not automation with a better interface, it is a shift in accountability with intelligent systems being responsible for achieving defined outcomes. Moreover, that shift requires new governance models, not just new technology. Organizations that deploy autonomous agents without the controls to match their autonomy are taking on risks that won't show up until something goes wrong at scale.

The leaders who navigate this well are the ones asking not just "what can agents do?" but "what governance makes agents trustworthy enough to act?"

## A Different Lens for Leaders

Digital collaboration has always been about bringing people together to get work done. What is changing now is more fundamental — who, or what, participates in that work, and how outcomes are delivered.

The question for leaders is no longer how to deploy AI within existing workflows. In fact, it's whether they are willing to redesign the workflows and to treat intelligent systems as participants with defined roles and real accountability.

The organizations that make that shift early will work more efficiently and in ways their competitors haven't yet imagined. And in a market where the gap between AI adoption and AI value remains wide, that is the only advantage worth building.

# About the Author

**Pradeep Hegde**
Principal Technology Architect, Modern Work, Infosys

Pradeep Hegde is a Principal Technology Architect and Public Cloud Professional at Infosys, with over 20 years of experience across enterprise architecture, solution delivery, business analysis, and programme management. He specialises in Modern Work, with expertise in Microsoft 365, Google Workspace, Power Platform, and collaboration modernisation.

Pradeep has led end-to-end solution architecture, complex tenant-to-tenant migrations and spearheaded AI & Microsoft Copilot adoption programmes for global Infosys clients, helping organisations to unlock efficiencies, automate workflows and realise measurable value from next-generation workplace technologies.

For more information, contact askus@infosys.com

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