



powering the world with *knowledge*™

THE CO-WORKING REVOLUTION

Redesigning Shared Services for a Human + Agent Workforce

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CSLATAM 2026

The playbook worked.



CENTRALIZE
Consolidate work

STANDARDIZE
Create consistency

AUTOMATE
Remove repetition

OPTIMIZE
Improve output

People perform the work.
Technology enables them.
That assumption is changing.

Cybersecurity is the case study. Operations is the story.

Receive → Understand → Prioritize → Decide → Act

95K+

annual operational
events



≈40

specialized
operators



24/7

follow-the-sun
coverage

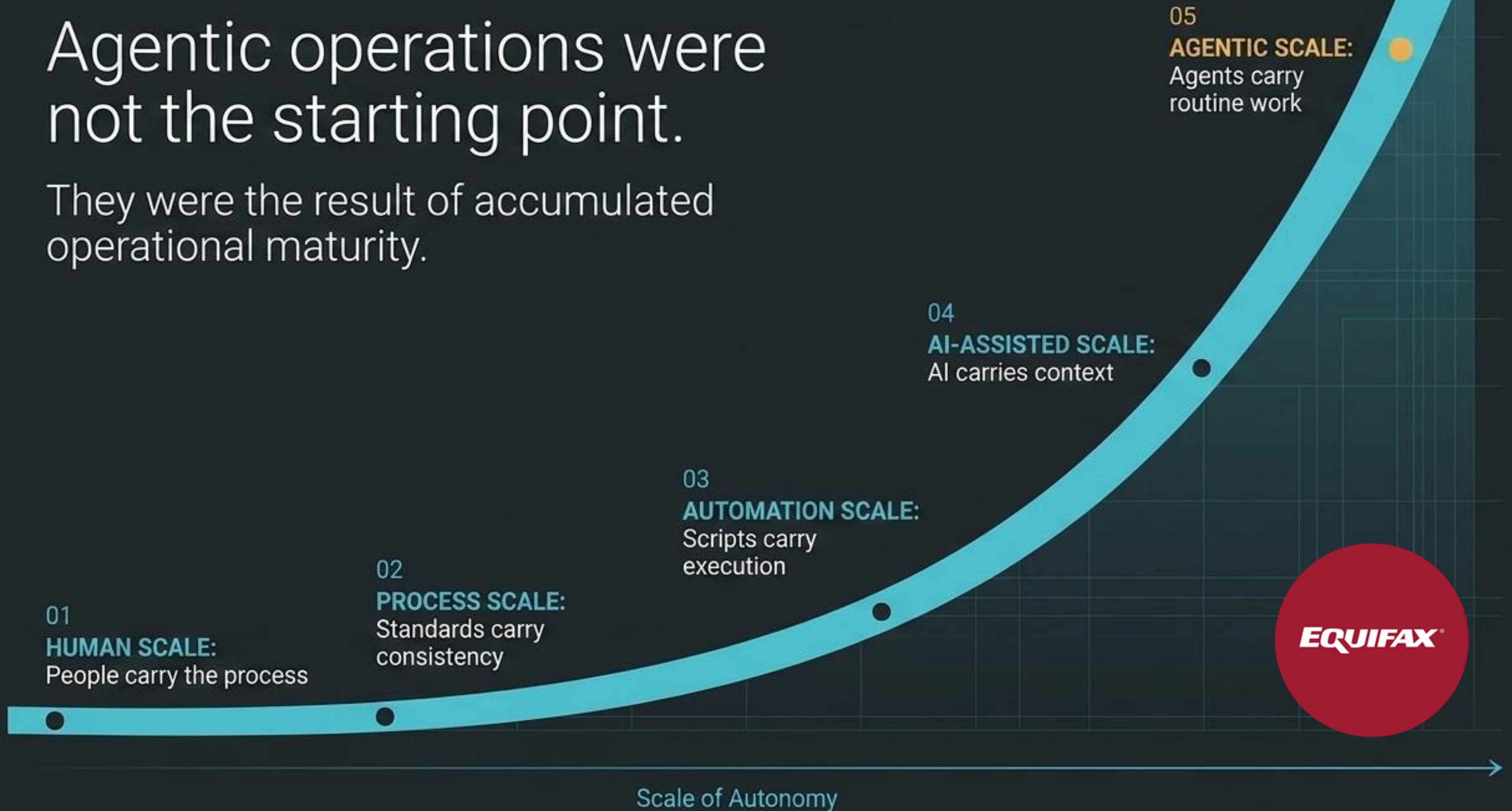


Call it an alert, an invoice exception, an HR case, a vendor request, or a compliance issue — operationally, the pattern is remarkably similar.

Agentic operations were not the starting point.

They were the result of accumulated operational maturity.

System Value

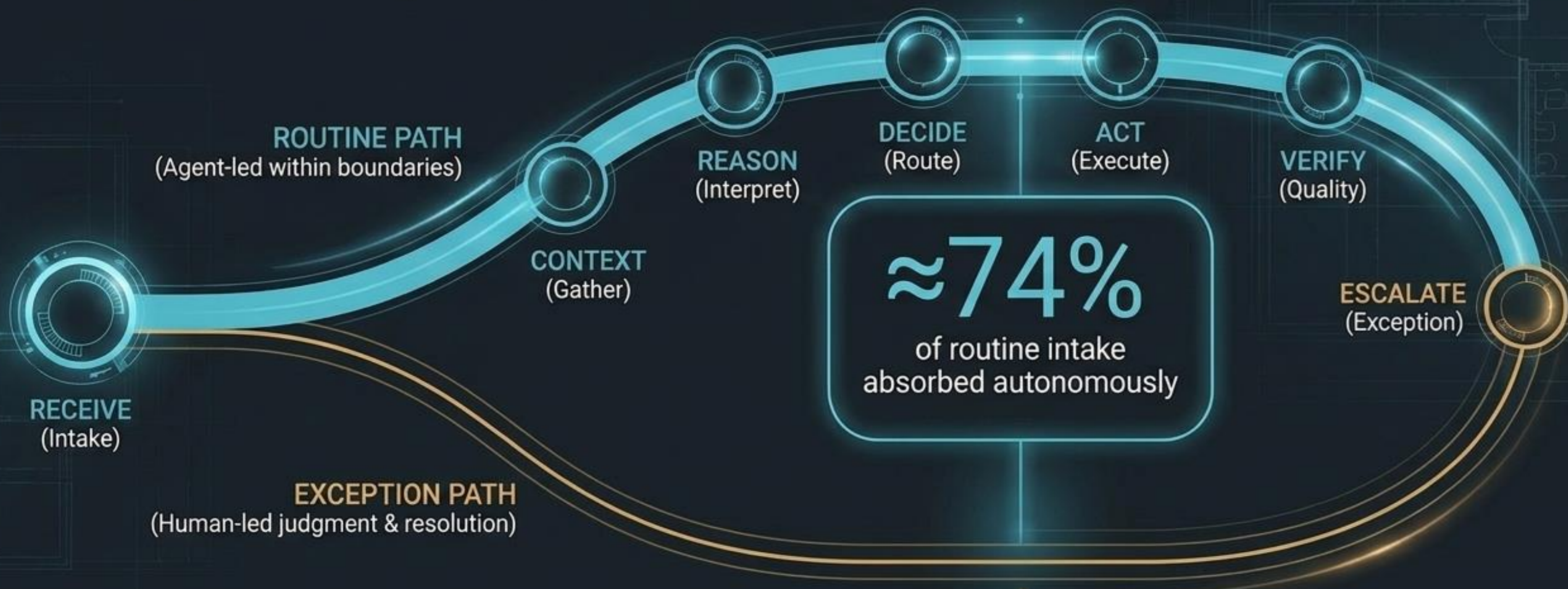


EQUIFAX

From tools to participants.

The agent is not just helping someone do the work.
It is moving work through the operation.

EQUIFAX



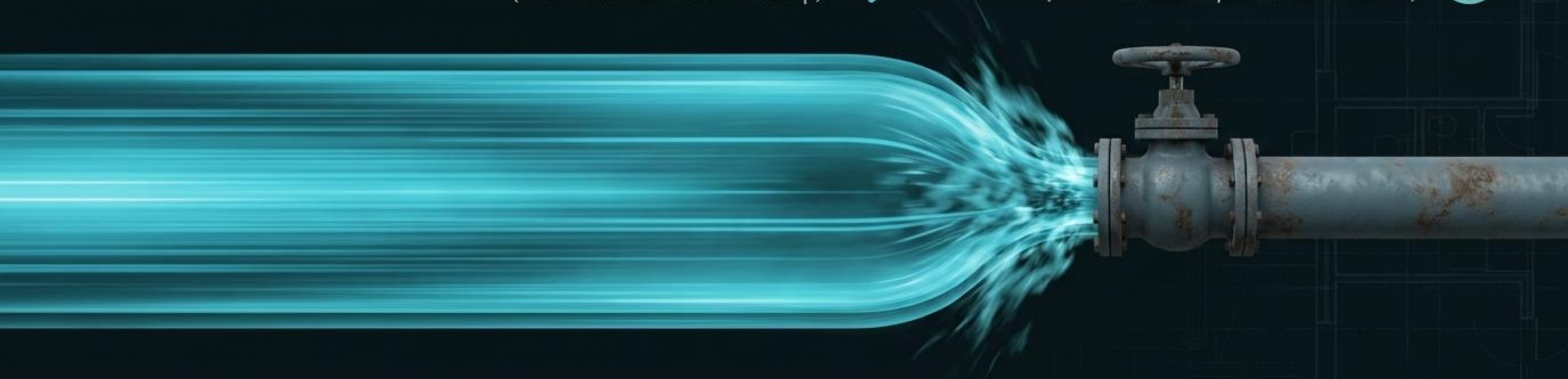
Technical latency collapsed. Organizational latency did not.

EQUIFAX

45 min manual context gathering → <4 min AI-assisted context
(~91% faster technical setup)



→ 108 h organizational wait
(Manual cross-department validation)



**Faster technology exposed slower organizational interfaces.
AI doesn't remove the bottleneck. It moves it.**

AI changed the work mix. The KPI appeared to get worse.

BEFORE

Easy + Medium
+ Hard in the
human queue.

AFTER

≈74% routine work
→ Agent.

Complex exceptions
→ Humans.

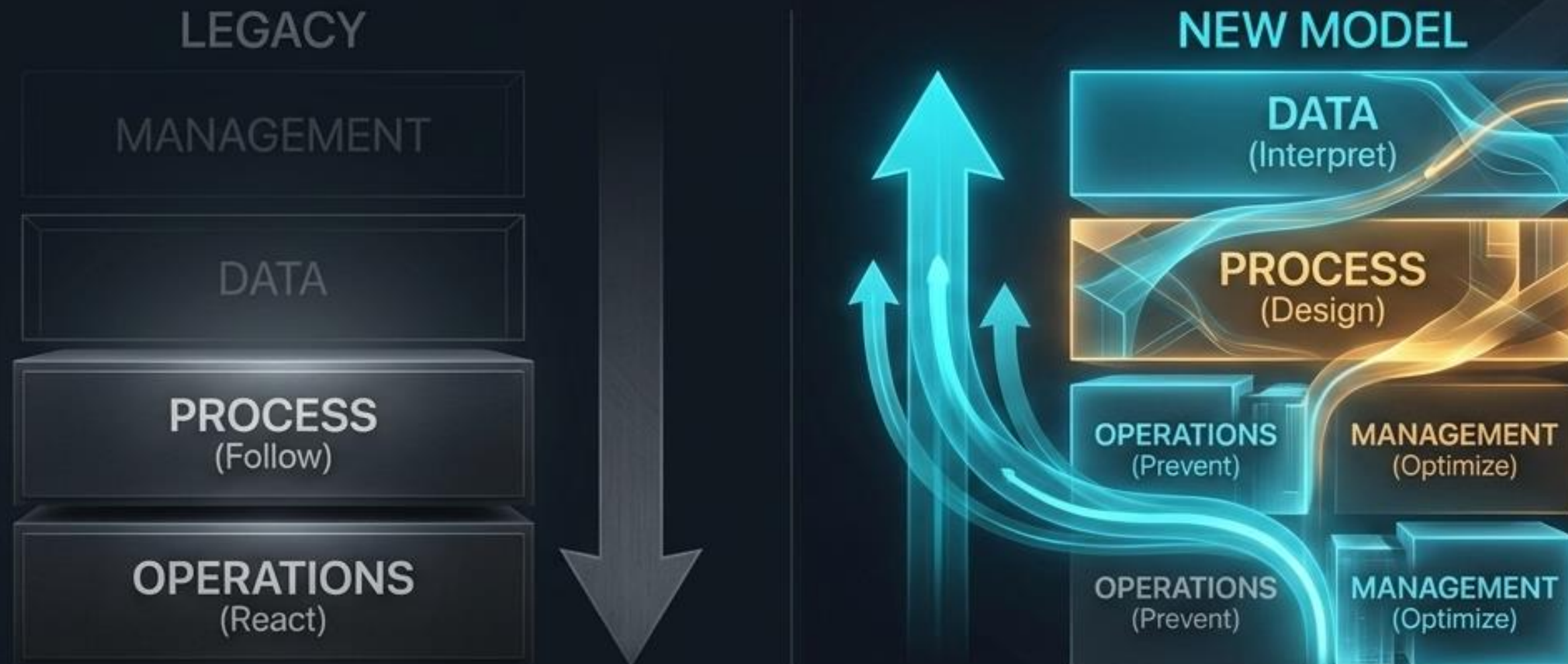
AGENT

Manual-queue median: 4m43s → ~29m

Legacy productivity metrics can punish humans for taking the harder work.

The work didn't disappear. It moved upstream.

EQUIFAX



AI does not simply remove work.
It changes where human judgment creates value.

Capacity is only valuable if you reinvest it.



40K+ analyst-hours
reclaimed / year
(=20+ FTE-equivalent capacity)



100% capacity
reinvested
(Upskilling + proactive work)



187 proactive audits
(93% completion • median 1.7 days)

EQUIFAX

We did not just make the frontline faster.
We changed what the frontline was for.

From execution toward supervision and design.



EQUIFAX

The operator increasingly
becomes an architect of work.

Built by Operators.

EQUIFAX



2–6 mo
old capability wait



<24 h
new capability delivery

OPERATORS
build capability

GOVERNANCE
sets boundaries

PLATFORM TEAM
builds the rails

Operator-led design

Self-service tools

Rapid iteration



20+ production skills
(Operator-authored, peer-reviewed, reusable)

The people closest to the work increasingly shape the system that performs it.

Engineered Trust

EQUIFAX

AI REASONS:
Interprets context
and proposes action

HUMANS GOVERN:
Exceptions, risk, and
accountability

BOUNDARIES LIMIT:
Read-only access,
policy & quality gates

CONTROLS VERIFY:
Independent checks
against source records

Move governance from approval queues to engineered guardrails. Trust is designed, not assumed.

One operation, different participants.

	THE DISTRIBUTED WORK FRAMEWORK			
	AUTOMATION	AGENT	HUMAN	GOVERNANCE
Deterministic execution				
Contextual routine work & Reason/Route				
Ambiguity & High-risk decisions				
Boundaries, Policy & Auditability				

The key question is not “How autonomous is the AI?”
It is “How have we distributed work, decisions and accountability?”

The Reveal.

The agent was not the transformation.
The operating model was.

EQUIFAX

WORK
ROLES
SKILLS
DECISION RIGHTS
GOVERNANCE
METRICS
MANAGEMENT

AI + AGENTS

AI transformation is **operating-model** transformation.

Don't start with AI.
Start with the work.



Volume
(What repeats?)

Friction
(Where does work slow down?)

Exceptions
(Where does the process break?)

**DON'T AUTOMATE THE
OLD OPERATING MODEL.
DESIGN THE NEW ONE.**



Our biggest AI challenge isn't figuring out what AI can do.
It's deciding how we want work to work.