

Evgeniia A. Gūshchina

AI Governance & Change Management · Making AI actually work in operations · Project & Programme Delivery
· KSA / Vision 2030

Nationality: Russian · **Relocating to Saudi Arabia**, committed long-term (Riyadh · Eastern Province · Jeddah) ·
Currently remote
e.gushchina@gushchina.tech · linkedin.com/in/gushchina-tech · gushchina.tech

01 PROFESSIONAL SUMMARY

Most AI never reaches real operations — it stalls between an impressive model and the way people actually work. My work is that layer: the governance that makes AI safe to rely on (data boundaries, policies, accountability) and the change management that gets it adopted into daily work. My background is unusual (physics, then fifteen years of law and governance), but that has always been the throughline: understand how a system really works, then make the fix hold. Most recently I designed and implemented an IP and data-governance system for a software company end-to-end, including the rules for AI use itself, and got it adopted — where most governance efforts stall. Regulation is familiar ground: GDPR-aligned data protection, the shape Saudi Arabia’s PDPL now requires. I’m relocating to Saudi Arabia by conviction — Vision 2030 is exactly where this work matters, and I want to build inside it. Google Project Management certified; hands-on with AI; learning Arabic.

02 CORE COMPETENCIES

AI Governance & Adoption	Change Management & Implementation	Project & Programme Delivery
Governance System Design	Risk & Compliance	Data Privacy & Protection
Stakeholder Alignment	Process Improvement	Workflow Automation

03 PROFESSIONAL EXPERIENCE

Project Lead — IP & Data Governance Implementation

2025 — PRESENT

Software Company (Confidential) · Remote

- Designed and implemented an IP and data-governance system end-to-end — source code, databases, product designs, documentation and trademark assets — and drove its adoption into daily work, where most governance efforts stall.
- Built the governance framework and produced 20+ documents — registers, workflows, audit checklists and policy templates — now adopted across engineering, HR, finance and legal.
- Drove adoption across 5+ functions through workshops and decision sessions — the change-management work where well-designed systems usually die.
- Built the governance for AI use itself — a data-classification policy: cloud models for non-sensitive tasks; regulated and sensitive data (IP register, personal data) restricted to local, offline models — consistent with data-localization law and responsible-AI principles.

- Automated document generation, asset tracking and operational checklists through workflow automation, within those data-handling boundaries.
- Owned the full lifecycle: scoping, stakeholder interviews, architecture, phased rollout, iterative review.

Legal Consultant & Practice Principal

2017 — PRESENT

Independent Practice · Krasnoyarsk, Russia

- Ran multi-workstream client engagements solo, coordinating external legal, technical and regulatory specialists across concurrent projects — personal accountability for every outcome.
- Provided legal structuring and financial-reporting governance for a UAE-registered entity (2022-2026): cross-border structure, GCC-adjacent compliance, international operational setup.
- Led public-procurement tenders exceeding RUB 100M (~\$1.1M): documentation, risk assessment, negotiation strategy, delivery oversight.
- Managed acquisition of an industrial asset complex (RUB 150M+ / ~\$1.6M) — due diligence, legal structuring, transaction completion, asset transfer.
- Built multi-agency regulatory and compliance systems (industrial safety, emergency oversight, self-regulatory bodies) still used by clients.

In-House Lawyer — Multi-Divisional Industrial Holding

2012 — 2017

Innovative Construction Technologies Group · Krasnoyarsk, Russia

- Sole legal-and-governance function across 8+ subsidiaries (construction, manufacturing, non-core) — the central point of contact for the whole group.
- Coordinated cross-functional work across business units, HR, finance, procurement and external contractors.
- Ran the full contract lifecycle (drafting → negotiation → execution → disputes) in a high-volume environment.

Analyst — Government Employment Agencies

2009 — 2012

Krasnoyarsk City Employment Centre & Krai Labour and Employment Agency · Civil Service

- Built and maintained labour-market databases; produced statistical and analytical reporting for regional government leadership — early grounding in public-sector data systems and workforce policy.

04 EDUCATION & CERTIFICATIONS

LLB Jurisprudence — Civil Law

Siberian Federal University (SFU), Krasnoyarsk · 2009 — 2013

BSc Physics — Quantum Electronics

Siberian Federal University (SFU), Krasnoyarsk · 2004 — 2009

Google Project Management Professional Certificate — Google / Coursera · 2026	Intellectual Property Law Specialization — University of Pennsylvania / Coursera · 2025
WIPO Academy IP, Patents, PCT & Hague System (4 courses) · 2025	Arabic for Beginners Specialization — Khalifa University / Coursera · 2025

In progress (2026): IBM — IT Project Management & AI Product Manager (technical modules) · IP as Competitive Advantage — EDHEC Business School.

05 TOOLS & SYSTEMS

I don't build competence on specific AI models — they change every week. I work from the fundamentals and match the tool to the task.

AI — matched to the data: cloud LLMs for non-sensitive work; sensitive or regulated data (IP register, personal data) stays on self-hosted, offline models — nothing leaves the perimeter. Designing that boundary is the skill, not the vendor.

Build & automate: low-code workflow automation, API integration, and a structured AI-assisted knowledge base I built and run.

Delivery & analytics: Jira, Asana, Confluence, MS Project, Notion, Power BI, Figma.

06 LANGUAGES

Russian Native	English Professional working (C1)	Arabic Elementary, A1 → A2 — studied daily
--------------------------	---	--