

AYESHA CHUGHTAI

AI TRANSFORMATION | CULTURE & CHANGE | HUMAN-CENTRIC DESIGN |
EMPLOYEE & CUSTOMER EXPERIENCE | DESIGN THINKING | DIRECTOR | GOLDEN VISA

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PROFILE

AI Transformation and Human-Centric Design Leader with 18+ years leading the people side of large-scale technology change. I lead the work that decides whether a transformation lands: understanding what people actually do, designing for it, and bringing thousands of employees and senior leaders with me.

Experienced across **AI adoption and enablement, culture and change transformation, responsible AI, service design, and employee and customer journey redesign**, delivered inside a multi-country telecoms and technology group and for government, healthcare and enterprise clients.

Reported directly to **C-suite executives**, including the Group Chief AI and Data Officer and the Group Chief HR Officer, translating strategy into adoption programmes, governance and practical tools used across a workforce of **9,000+ employees**.

Known for making complex change feel simple and human. I work from research and evidence rather than assumption, and I would rather ship something people use than something that only looks impressive in a deck.

Key Strengths:

- **Enterprise AI Adoption at Scale:** Led the human side of AI transformation across 9,000+ employees, covering strategy, adoption programmes, governance, enablement and internal communications.
- **Culture and Change Transformation:** Owned internal communications and employee experience through a group-wide shift from telco to techco, building the employer brand and cultural narrative behind it.
- **Human-Centric Design:** Grounded every programme in user research, personas, journey maps and service blueprints, so change is designed around real behaviour rather than assumed behaviour.
- **Responsible AI and Governance:** built and ran an all-employee Responsible AI programme reaching an 80% completion rate, establishing the ground rules for using AI with trust and transparency.
- **Executive and Board Engagement:** Facilitated 50+ workshops with C-suite leaders and cross-functional stakeholders, and presented strategy and creative concepts to CXOs and the Board.
- **Measurable Culture Outcomes:** Created the campaign that earned e& group its first ever Great Place to Work certification in 2023.
- **Building and Leading Teams:** Led a multidisciplinary team of 7 across design, research and communications, and worked as part of multidisciplinary client delivery teams alongside business analysts, strategists and engineers.
- **Design and Delivery Craft:** Hands-on across service design, UX and UI, design systems and prototyping, taking work from research through to production-ready, live products.
- **AI-Native Ways of Working:** Use generative AI to ship finished work, not to prototype, including an AI-generated internal newsletter series produced end to end with AI tools.
- **Cross-Sector Experience:** Telecoms, government, healthcare, education, events and hospitality, in both English and Arabic markets.

CORE COMPETENCIES AND LEADERSHIP SKILLS

- **AI Transformation and Adoption:** AI adoption strategy, persona-led enablement, generative AI use cases, AI champions networks, AI literacy and training programmes.
- **Responsible AI and Governance:** responsible AI frameworks, trust and transparency standards, AI governance platforms, policy communication and enablement.
- **Culture and Change Transformation:** change management, employee value proposition, employer brand, internal communications, cultural narrative, adoption campaigns.
- **Human-Centric and Service Design:** design thinking, service design, design sprints, user research, personas, journey mapping, service blueprints, co-creation.
- **Experience Design and Delivery:** UX and UI design, wireframing, prototyping, design systems, responsive web design, content design, data visualisation.

- **Executive Stakeholder Management:** C-suite and Board presentation, workshop facilitation, executive storytelling, cross-functional alignment, influence without authority.
- **Programme Design and Enablement:** training and enablement programmes, knowledge hubs, playbooks, guides, onboarding and capability building.
- **Team Leadership:** multidisciplinary team leadership across design, research and communications, capability building, cross-functional delivery.

WORK EXPERIENCE

DESIGN THINKING DIRECTOR, AI & DATA

e& (ETISALAT GROUP) - DUBAI, UAE

JAN 2024 - JUN 2026

Reported to the **Group Chief AI and Data Officer**, leading the human and adoption side of e&'s AI transformation across **9,000+ employees**. Accountable for AI adoption strategy, responsible AI enablement, internal communications, and the design of the tools and experiences employees used to work with AI. Worked across group functions, business units and international markets, with no direct authority over the teams whose behaviour needed to change.

Key Achievements:

- **Persona-Led Adoption Strategy:** built the AI adoption strategy around six employee personas, mapping where people sat on AI familiarity and willingness, then designed targeted initiatives for each group rather than a single campaign for everyone.
- **Group AI 2030 Roadmap:** facilitated 50+ insight and design workshops with C-suite leaders and cross-functional stakeholders to shape the Group AI 2030 Roadmap across functions, business units and verticals.
- **Responsible AI Programme:** built and ran an all-employee Responsible AI training programme, owning the platform UI and the communications campaign around it, reaching an 80% completion rate and setting the foundation for using AI with trust and transparency.
- **AI Think Tank:** launched e&'s first AI Think Tank, bringing employees from across the group together to surface real pain points and prioritise the generative AI solutions with the strongest business case.
- **Internal AI Knowledge SharePoint Hub:** designed and shipped the internal AI knowledge hub end to end, from research and wireframes through to a live, responsive site built on a design system of reusable components and governance standards.
- **AI Champions Network:** established a network of AI champions across the business to carry adoption into teams and sustain it beyond the central programme.
- **AI-Generated Newsletters:** launched e&'s first AI-generated newsletter series, trialling a different AI tool each issue and taking AI-generated drafts through to polished, on-brand output.
- **External AI Partnerships:** supported e&'s external AI partnership portfolio, including the creative campaign for AI Nation Afaaq with AWS, the Nokia Bell Labs R&D collaboration and GITEX award, and the IBM watsonx AI governance platform.
- **United Nations Presentation:** designed and delivered the presentation for the e& and UNDP AI platform, presented at the UN in New York.
- **Board and Executive Communication:** designed and presented strategic material for Board meetings and Capital Markets Day, translating technical AI strategy into clear executive narrative.

EMPLOYEE EXPERIENCE DIRECTOR, GROUP HR

e& (ETISALAT GROUP) - DUBAI, UAE

JUN 2021 - JAN 2024

Reported to the **Group Chief HR Officer**, leading the Employee Experience function and a **multidisciplinary team of 7** across design, research and communications. Accountable for redesigning core employee journeys and for owning internal communications through the group's cultural shift from telco to techco.

Key Achievements:

- **Great Place to Work Certification:** led the 'we are&' campaign that earned e& Group its first ever Great Place to Work certification in 2023, spanning internal posters, LinkedIn banners, the LinkedIn Life tab and an employee testimonials video.
- **Telco to Techco Culture Change:** owned internal communications and the employee value proposition through the group's repositioning, building the cultural narrative and employer brand behind the transition.
- **Employee Journey Redesign:** ran design sprints and insight workshops with leaders and employees, using personas, journey maps and service blueprints to rethink onboarding, performance management and recruitment.
- **Cross-Functional Journey Mapping:** facilitated workshops where HR teams worked outside their own remit, with the hiring team exploring training and the rewards team exploring onboarding, producing a genuinely shared view of the employee experience.

- **Removing Operational Friction:** partnered with HR operations and technology teams to fix the handoffs sitting behind each touchpoint rather than redesigning forms, then delivered new touchpoints including cohort-based first-day sessions and a revamped New Joiners Guide.
- **HR Connect Hub:** launched a central SharePoint hub bringing scattered HR resources into one accessible source for onboarding and employee information.
- **Executive and Board Engagement:** led pitches and presented strategy and creative concepts to CXOs and the Board.

VISUAL AND SERVICE DESIGN MANAGER, CO-CREATION LAB

e& ENTERPRISE (ETISALAT DIGITAL) - DUBAI, UAE

JUN 2019 - JUN 2021

Led design on client engagements in e&'s Co-Creation Lab, delivering **10-week design thinking programmes** for enterprise and government accounts including the **Abu Dhabi Digital Authority**, the **Ministry of Education**, the **Department of Health** and **American Hospital Dubai**.

Key Achievements:

- **Client Discovery and Co-Creation:** facilitated discovery workshops, stakeholder interviews, ideation sessions and user testing with client teams, then translated findings into design direction.
- **Service Design Artefacts:** produced service blueprints, journey maps, personas, operating models, wireframes, interactive prototypes and dashboards that redesigned citizen and patient journeys end to end across web, mobile and self-service channels.
- **Telemedicine App:** designed the UI and UX for American Hospital Dubai's telemedicine app, taking it from concept through to the production-ready screens used in its first launch phase in 2021.
- **Multidisciplinary Delivery:** worked as part of a mixed delivery team alongside business analysts, strategists and technical teams, aligning user needs with business requirements and technical constraints.

DESIGN LEAD, CORPORATE COMMUNICATIONS

DUBAI WORLD TRADE CENTRE - DUBAI, UAE

2013 - 2019

Led design for DWTC's corporate brand and guest-facing experience across one of the region's largest events and hospitality venues.

Key Achievements:

- **Brand and Campaign Leadership:** created branding campaigns across digital signage, wayfinding, social media and digital platforms, delivered in both English and Arabic.
- **Guest Experience Consistency:** partnered with marketing, commercial and events teams to keep the experience consistent across every visitor touchpoint, from pre-event communications through to on-site navigation.

PREVIOUS EXPERIENCE

- **SENIOR GRAPHIC DESIGNER, MARKETING**, Better Homes - Dubai (2009 - 2012)
- **GRAPHIC DESIGNER AND COPYWRITER**, IMPACT BBDO - Dubai (2008 - 2009)
- **TRAINEE COPYWRITER**, Leo Burnett - Dubai (2007)

EDUCATION AND CERTIFICATIONS

- **Certificate in Design Thinking and Innovation** | Harvard Business School Online, 2023
- **Bachelor of Fine Arts (BFA) in Visual Communication** | American University in Dubai, 2002 - 2006

EXPERTISE AND TOOLS

AI and Transformation:

AI Adoption Strategy, AI Enablement, Generative AI (GenAI), Responsible AI, AI Governance, AI Literacy and Training, AI Champions Networks, Prompt-Led Content Production, AI-Assisted Design Workflows, Digital Transformation, Technology Adoption, Enablement Programmes, Knowledge Hubs, Playbooks and Guides.

Culture and Change:

Change Management, Culture Transformation, Employee Value Proposition (EVP), Employer Branding, Internal Communications, Executive Storytelling, Adoption Campaigns, Stakeholder Engagement, Influence Without Authority, Board and C-Suite Communication, Great Place to Work Certification.

Human-Centric and Service Design:

Design Thinking, Service Design, Design Sprints, User Research, Stakeholder Interviews, Usability Testing, Personas and Mindsets, Customer Journey Mapping, Employee Journey Mapping, Service Blueprints, Ecosystem and Stakeholder Maps, Process Flows, Co-Creation Workshops, Workshop Facilitation, Experience Principles.

Experience and Product Design:

UX Design, UI Design, Wireframing, Interactive Prototyping, Design Systems and Component Libraries, Responsive Web Design, Content Design, Presentation and Executive Deck Design, Data Visualisation, Brand Identity, Bilingual English and Arabic Design.

Tools and Platforms:

Claude, ChatGPT, Midjourney, IBM watsonx, Figma, Adobe Photoshop, Adobe Illustrator, Adobe InDesign, Adobe XD, Adobe Premiere Pro, Adobe After Effects, Miro, Mentimeter, Microsoft 365 (Word, Excel, PowerPoint), Microsoft SharePoint, Power Apps, Framer, Webflow, Zeplin, HTML and CSS.

Languages:

English (Fluent). Arabic (Basic, for bilingual design and communications).