

## Contact

[gopika.kannan@gmail.com](mailto:gopika.kannan@gmail.com)

[www.linkedin.com/in/gopikakannan](http://www.linkedin.com/in/gopikakannan)  
(LinkedIn)

## Top Skills

Systems Thinking

Decision Engineering

Strategic Thinking

## Certifications

Embedding Strategic Excellence:  
Executive Education Program with  
Columbia Business School and  
ExecOnline, Inc.

## Honors-Awards

Working Mother of the Year 2014

40 women in Innovation 2014

EU KM Forum Award for Thesis  
2001

Women Innovators Mural

## Publications

Knowledge Management Tools and  
Techniques

Intellectual capital: Measurement  
effectiveness

Engelbart's Vision: A Global  
Perspective By Gopika Kannan

## Patents

Stakeholder impact analysis and  
optimization

Methods and systems for  
multidisciplinary research  
collaboration

Methods and systems for social  
awareness

Method for the management of  
artifacts in knowledge ecosystems

Management of the execution of  
collaborative projects

# Gopika Kannan

Making Discovery Deterministic · Making Human Judgment Durable ·  
AI Governance & Decision Engineering  
West Hartford, Connecticut, United States

## Summary

I've spent my career on one question: what actually happens when human and machine intelligence work together. Not replacement, but genuine co-evolution. Most organisations treat innovation as something that happens to them. I've never accepted that. Discovery can be made deterministic, by designing the conditions under which new knowledge reliably surfaces, gets recognised, and becomes actionable. I've never been able to see a problem and leave it alone. Engelbart, who mentored me directly, showed me early that the best use of that instinct is building the conditions for others to solve better than you could alone. That argument became my life's work. I wrote the knowledge economy strategy for India's Prime Minister's Office and designed the blueprint for the National Knowledge Network which connects every university and research institution in the country. The human capability was always there. What we built was the infrastructure to amplify it. Airbus was a different order of complexity. A four-company, four-country merger where critical expertise had been built in isolation across organisations that had never shared a common language. RISE-EBoK and KMOD gave it structure. Rework dropped 50%. The result that mattered: when tacit knowledge becomes structurally visible, the right insight stops depending on the right person being in the room. At MassMutual the same logic held at enterprise scale - connecting documented procedures with the expertise that actually drove good decisions turned unpredictable performance into something engineerable. 20% improvement in IT ROI. Ten USPTO patents. Good judgment stopped being an accident of who showed up. Those patents became the foundation for the Ignorance-Discovery framework and the company I'm building now: finding where automation debt is piling up, and designing the architecture that keeps human judgment load-bearing where it matters. The bottleneck has never been intelligence. It has always been conditions. The sharpest proof came from non-linear minds, whose processing speed, pattern recognition and tolerance for complexity sit well outside what conventional systems

were built for. Match the conditions to the cognitive architecture and discovery becomes inevitable. These cognitive edge tell you what's broken in the system. Futurescapers builds that capability through immersive simulations. Same logic that works in a boardroom, at a different scale. You cannot govern AI without this. You can't buy it when you need it. If you commission ideas, fund infrastructure or build policy - let's talk.

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## Experience

### Stealth General Intelligence Start-Up

Co-Founder

2025 - Present (1 year)

Organisations running AI at scale are making a structural mistake: automating decisions without mapping where human judgment is load-bearing and without designing the conditions to keep it there.

That's the problem we're building for. The work spans Decision Engineering, automation debt, and verification-aware architectures across enterprise and policy - frameworks for how organisations reason, judge, and discover at a moment when automation is accelerating faster than the human capacity to govern it.

Deterministic discovery and structured human judgment aren't ideals. They're engineering problems. And they're solvable.

### FutureScapers

Founder - Gifted Advocacy, Cognitive Design & Systems-Thinking Simulations

2019 - Present (7 years)

Eight years working with exceptionally non-linear thinkers taught me one thing above all: the bottleneck is never intelligence. It is always conditions.

These are minds whose processing speed and non-linear thinking put them well outside what conventional educational paths can accommodate. They don't need acceleration They need a different road. One that demands first-principles reasoning, treats abstraction as a natural starting point, and requires them to find structure inside complexity rather than simplify it away.

Futurescapers grew out of that. Immersive, facilitator-led, scenario-based simulations spanning third grade through postgraduate engineering - each placing participants inside a real, complex problem. A collapsing ecosystem.

A lunar base in cascading failure. No predetermined answers. No linear paths. The same cognitive architecture as a high-stakes organisational decision, scaled to the learner.

The design logic that works for an eight-year-old tracing why a forest is dying works equally for a postgraduate engineering team navigating a resource crisis on the moon. The thinking being built is the same: causal reasoning, deterministic discovery, holding complexity without flinching.

This is the same thesis as the enterprise work — at a different scale, with longer stakes. The organisations struggling to govern AI, surface tacit knowledge, and make discovery repeatable are full of people who were never taught to think this way. Futurescapers is designed to solve that at the source.

**Cognitive Assistance Start-up**  
Co-Founder - Product Research and Strategy  
2018 - 2023 (5 years)  
NYC, NY

Defined the research and strategy foundation for an AI-driven dementia care and pre-clinical diagnostics platform - from market definition and user-centred research to connecting multi-domain R&D expertise around a problem that genuinely needed solving.

**MassMutual Financial Group**  
Vice President, Cognitive Solutions and Innovation Practices  
2011 - 2018 (7 years)

Led the Business Transformation and Innovation Program. This was a structural reinvention/transformation of how the organisation learned, decided, and built for change.

The central design challenge: most organisations treat innovation as dependent on the right people being in the right room. That's not a strategy - it's hope. The work here was to make innovation a structural capacity by designing an organisation-wide knowledge management platform that connected standard documented procedures with the tacit expertise that actually drove good outcomes, and building the intelligent decision systems that made that connection durable and scalable.

Result: 20% improvement in IT ROI. More important: an organisation that no longer needed serendipity to perform at its ceiling.

This work directly informed the intelligent systems design I patented by applying expert reasoning to large datasets to surface mission-critical knowledge and improve decision accuracy at scale. It also gave me the clearest proof yet that making discovery deterministic isn't a philosophical position. It's an engineering one.

## Program For The Future

Co-organizer

2009 - 2010 (1 year)

Co-organised the commemorative event marking the 40th anniversary of Douglas Engelbart's 1968 Mother of All Demos - the demonstration that first showed the world collaborative computing, the mouse, and the argument that the right tools could expand the ceiling of human thinking.

Working alongside Engelbart directly, this was both a celebration of that founding vision and a provocation: forty years on, how much of what he demonstrated had we actually built?

## Anthem (Formerly WellPoint)

Manager Knowledge Strategy (Enterprise Business Services)

2006 - 2009 (3 years)

Eight analyst organisations. Five functions. Eight platforms. No shared understanding of what they actually needed from each other.

The problem wasn't process - it was that the gap between what people said they needed and what they actually needed was invisible and therefore unmanaged. Surfacing that tacit gap first, then redesigning requirements elicitation around what was actually true, delivered a 40% improvement in accuracy and 30% reduction in time-to-talent.

The method was the same one I'd apply in every subsequent role. Surface the tacit assumptions first. Build the process around what's real, not what's documented.

## National Knowledge Commission, Prime Ministers Office

Strategic Architect - National Knowledge Network, Govt of India

2005 - 2006 (1 year)

Designed the strategic blueprint for India's National Knowledge Network - the multi-gigabit infrastructure that connects every university, research institution,

and knowledge-generating body in the country for collaborative work in health, education, and grid computing.

Also authored the foundational strategy paper for the Prime Minister's Office on transforming India into a knowledge economy: what that required structurally, what it would enable, and how to build innovation networks that actually bridged academic research and industrial application.

This was not a consulting engagement. It was the work of designing national-scale knowledge infrastructure from first principles.

<https://nkn.gov.in/>

## Airbus SE

### Strategic Integration and Innovation Lead

2001 - 2005 (4 years)

Led post-merger integration across four country teams: France, Germany, UK, Spain, with genuinely incompatible operational cultures and no shared body of knowledge. The problem wasn't process. It was that critical expertise was distributed across people who had built it separately and had no common language for it.

The RISE-EBoK and KMOD initiatives we designed established a unified Electronic Body of Knowledge across all four teams. Rework dropped 50%. We won the Airbus Excellence Award two years running.

The deeper result was less visible but more important. We demonstrated that tacit knowledge, the expertise that lives in experienced practitioners and has never been written down, could be made structurally explicit, transferable, and built into a system. That proof of concept became the empirical foundation for the Decision Engineering framework and for ten USPTO patents in knowledge systems architecture I hold today.

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## Education

### Indian Institute of Science (IISc)

PhD, PhD, Management (Cognitive Science) · (1997 - 2001)