

Chitra Sarmma

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Chitra is a post-graduate in the field of management, a graduate in English Language and Literature and holds a University of Cambridge ESOL Certificate in English Language Teaching to Adults (CELTA). She has been a strategic and creative partner for businesses, challenging the status-quo, leading capacity building from concept to practice, working seamlessly with cross-functional teams, providing insights for using technology in the service of HR and business transformation.

She has presented her science-practice research at international conferences in the United States, Europe, and India. She has an innovative and entrepreneurial mindset; a strong applied experience (25+ years) in the design, creation, and facilitation of creative, outcome-oriented business, HRD, learning solutions and specializes in learning and transformation processes pertaining to:

• <i>Organization & Leadership Assessment-Development</i>	• <i>Strategic Human Resource Development, Change, HRIT</i>	• <i>De-Risking Leader Performance & Succession</i>
• <i>Diversity & Inclusion</i>	• <i>Facilitation, Executive Coaching</i>	• <i>Business Turnaround</i>
• <i>Instructional Design</i>	• <i>Technology Enabled Learning</i>	• <i>Play-Based Learning Design</i>
• <i>Visual Storytelling-writing</i>	• <i>Non-cognitive (personality) testing</i>	• <i>HR systems/process/policies</i>

Previously, with the Infosys Leadership Institute (Infosys Limited) in an internal role as an Executive Coach, Consultant; for senior leaders who manage an average revenue of USD 500 Million to 1 Billion. The role includes coaching, mentoring, assessment, learning solutions design, serious games, development & assessment of high-potential leadership group and demonstrating thought leadership in research and practice.

¹Summary of Career Path

Career Path	Time	Key reason	Highlights
Organisations & Alternatives Partner	Sep'17 to date		Partner and Consultant: Leadership and Organisation Development Facilitator, Coach • Training Consultant with British Council
Independent Consultant	Sep '14 to August'2017		• Study of adaptive organizations, Published 3 books, Pottery design-production, German – 1 year course, 6-month Graphic Design, 4-month Information/ Design/Virtual Instruction course • University of Cambridge ESOL Certificate in English Language Teaching to Adults (CELTA)
Infosys Senior Manager – L&OD, (ILI)	Oct'08 to Aug'14	Leader development, Assessment, Serious Games	• Executive Coach (230+leaders), designed & delivered serious game product, workshops, assessments, work published / presented (14+) in International conferences
Chittam Founder-Director	Oct'07 to Sep'08	Education of less-privileged	• Founder of "not for profit" trust; continues to work in the area of well-being and development of less-privileged.
Organisations & Alternatives Director	June'00 to Sep'07	Entrepreneur - Consulting	• 40+ clients, designed and facilitated 200 + change/learning initiatives, 70+ Outbound Learning Programs; nature as a background for learning-practicing key leadership behaviors. • 9 critical OD initiatives resulting in high-achieving teams, discovering potential and business turnaround
Tektronix Manager HRD	May'98 to June '00	Lead HR/ER process/team	• Strengthened HRD systems /processes, achieved high retention levels
Sonata Asst.Manager HR	May'96 to May'98	Lead HR initiatives	• Delivering results: talent development-assessment center, policy making, diversity
ABC Consultants Consultant L&OD	Jan'95 to Mar'96	Consulting – reengineering	• Completed 2 critical projects in Leader development, Process Re-engineering & Quality in a short time span
Essae -Chandran Manager HRD,QM	Aug'94 to Mar'95	Internal & External Client	• Designed and facilitated Quality, OD and HRD practices for 5 clients – working with DR.G.K. Vlecha, ISO 9000 Auditor
INDAL Personnel Executive - HRD	Apr'91 to Aug'94	HRD and IR opportunities	• Facilitated company-wide change: TQM/Kaizen, 30+ highly interactive sessions enabling effective transformation

¹ More details on Page 2-3

WORK EXPERIENCE

Organization	Designation	Date	<u>Key Achievements</u>
Independent Consultant		09/08/2014 to date	<ul style="list-style-type: none"> • Building Our Behavioral Backbone: A book presenting a unique perspective on assertiveness (Kindle Edition, ASIN: B01FQY04A0) • Praxis - Vol - 1 & 2: A hands-on book for internal consultants engaged in the agenda of bringing about functional changes in their organization. (Createspace Edition: Under re-publication) • 1-year course in German Language from University of Mysore • 6-month Basic Arts, Graphic Design (includes Adobe Creative Suite, Corel draw) course resulting in proficiency in producing learning solutions using art and technology • 4-month Information/Design/Virtual Instruction course resulting in original designs/products for virtual world learning • University of Cambridge ESOL Certificate in English Language Teaching to Adults (CELTA)
Infosys Limited	Senior Manager - Leadership & Organization Development, Infosys Leadership Institute (ILI)	01/4/2012 to 8/08/2014	<ul style="list-style-type: none"> • Provided Executive coaching to 230+ leaders in areas such as: Goal Setting, Performance, Succession Planning, Innovation, Problem-solving, Charismatic Leadership, Full-Range Leadership, Role Consultation, Increasing Client Relevance • Creation and program management (including research, architecture, infrastructure management) of 2 Serious Game Projects resulting in the delivery of 3 single-player games, a Metaverse collaborative-learning environment and a multi-player game for leader development and assessment; along with on-line evaluation tools and analytics. • Co-designed computer adaptive assessment and leader development tool for addressing the needs of 3000 leaders • Anchored 20+ Client meets to impact high-innovation branding. • Orchestrated "Leaders Teach" session on Innovation for senior leaders with CEO resulting in excellent feedback • Created 8 impactful E-Learning modules; designed under extremely tight project timelines, limited budgets using an agile, cross-functional-team approach • Authored chapter on Thought Leadership in the book, "Leadership @ Infosys" Ed. Dr. Matt Barney (ISBN0670084956) • 14+ publication and presentation in global forums in the field of Leader development, assessment, Serious Games • Created Self Mentoring tool for Diversity group building a user base of 1500 + in the first week of launch itself
Infosys Limited	Principal Consultant Infosys Leadership Institute (ILI)	06/10/2008 to 31/03/2012	<ul style="list-style-type: none"> • Designed-delivered 7 workshop mode learning solutions in 14 months, trained 22 facilitators to scale delivery. • Knowledge Management: contributed 11 blogs - organizational leadership, 5 articles as knowledge artifacts. • Facilitated initiative on Strengthening Intrapreneurship for a key business unit, resulting in key strategic advantages for the organization including de-risking • Design, Development, Program Director for National level workshop on Creating Women business Leaders • Facilitated role based Competency framework for two business units covering 2000+ employees resulting in a seamless transition.

WORK EXPERIENCE

Organization	Designation	Date	<u>Key Achievements</u>
			<ul style="list-style-type: none"> • Researched and analyzed Harvard Business Publishing offerings related to Interactive Case study Module in a short timeline to enable informed decision-making • Designed Gender & Career Enhancement Research Study for Diversity& Inclusivity to inform-enable key decisions
Chittam Foundation, Bangalore	Founder-Director, Trustee	10/1/2007 to 9/30/2008 & Present	<ul style="list-style-type: none"> • Founder of a "not for profit" organization committed to education & development of underprivileged, poverty alleviation. • Piloted 3 action-research workshops on Yoga, Assertiveness • Designed and subsequently trained a team of 15 trainers in delivering an initiative on "Coaching for Energy"□
Organisations & Alternatives. Consulting Pvt. Ltd	Director	6/5/2000 to 9/30/2007	<ul style="list-style-type: none"> • As an Organization Development (OD) and Human Resource Development (HRD) consultant; designed & delivered learning initiatives to about 40 clients. • Designed-facilitated 200+ workshops: Building Hi-Performance teams, Leadership in High-Risk Environment, MBTI based leadership, Future Search - Organizational Visioning, Conflict Management-Resolution, Strategic-Change Leadership, Influencing, Collective Leadership • Facilitated 70 Outbound Learning Programs; used nature as a background for learning-practicing key leadership behaviors. • 9 critical Organization Development initiatives resulting in high-achieving teams, discovering potential and business turnaround.
Tektronix	Manager, Human Resources	5/28/1998 to 6/2/2000	<ul style="list-style-type: none"> • Strengthened HRD systems and process specifically talent acquisition-development and Compensation and Benefits; to deliver the challenging outcomes required in a product and system software company, resulting in very high retention levels • Facilitated Performance Development and Leadership Skills Development for 280 executives
Sonata Software Ltd	Assistant Manager, HRD	5/22/1996 to 5/27/1998	<ul style="list-style-type: none"> • Extensive experience managing a variety of different HRD and OD functions; policy making • Spearheaded initiative for ensuring diversity • Developed learning initiatives for business units
A.B.C. Consultants Pvt. Ltd.	Consultant - Leadership Development	8/1/1995 to 3/13/1996	<ul style="list-style-type: none"> • Co-created consulting division focusing on leader development, Business Process Re-engineering, Quality • Established the consulting business and market to deliver 3 key consulting engagements in 7 months.
Essae Chandran Institute	Manager HRD & Quality Management	8/19/1994 to 3/31/1995	<ul style="list-style-type: none"> • Designed-delivered Organisational Health Survey to 5 clients, facilitated 30+ focus group sessions for change.(working with DR.G.K. Vlecha) • Created processes for OD and HRD consultancy practices; • Managed consulting, HRD, Quality, 14 ISO audits
Indian Aluminium Company Ltd.	Personnel Executive - HRD	4/18/1991 to 8/18/1994	<ul style="list-style-type: none"> • Facilitated organization-wide initiative on TQM, Kaizen, 30+ highly interactive business transformation sessions • Designed and implemented 4 Quality and performance facilitation process and programs in a span of 6 months • Researched work climate, prepared negotiation points for union-management dialogues for productivity agreement

PROFESSIONAL TRAINING

- Certified as Charismatic Leadership Trainer by Prof. John Antonikas
- Certified in RASCH and in Statistics: Probability & Design from Statistics.com
- Qualified in the usage of MBTI – Step 1 and 2 by the Association for Psychological Type.
- TQM, ISO, NLP, Rational Emotive Therapy , Error-risk management, CMM, Group Relations (Tavistock), Future Search, Principles of Persuasion
- Certification in Competency Mapping (T V Rao Learning Systems, Ahmedabad, India)
- Certificate course in German, University of Mysore
- Graphic Design & Basic Arts, Aniframes, College of Animation Arts & Multimedia, Mysore
- CELTA – British Council, Internationally certified teacher for English
- Certified yoga teacher – Bihar School of Yoga

THOUGHT LEADERSHIP (Three books, over 15+ publications/presentations in numerous national and international conferences, product content creation)

- Design-Content creator: Serious Game: "Grandmasters of Influence" Infosys' leadership dimensions
- Content creator for "Labyrinth – Self Mentoring Journey", Diversity & Inclusivity Group, Infosys
- Sarmma, C. (2014, July) Speaker. Leader Development In Metaverse. Serious Play Conference, Los Angeles.
- Sarmma, C. (2014, May) Serious Transformational Games for Leader Development & Assessment. Serious Games and Social Connect Conference, South Korea
- Sarmma, C. (2013, August) Speaker. Serious Games for Leader Development. Serious Play Conference, Seattle.
- Sarmma, C. (2013 April). Speaker. IGNITE - Promoting Innovation: Interventions with High-Impact Branding. 28th Annual Society for Industrial and Organizational Psychology Conference. Houston.
- Sarmma, C. (2012 April). Serious Game – Real Contexts. Paper presented at the 27th Annual Society for Industrial and Organizational Psychology Conference, San Diego.
- Sarmma, C. & Shyamsunder, A. (2011, August). Serious Games, Serious Challenges. Breakout Session at the European Association of Test Publishers Conference, Prague, Czech Republic.
- Sarmma, C. (2011, April). Panelist. Serious games and virtual worlds: The next I-O frontier! 26th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
- Sarmma, Chitra (2010). Content Leadership. In M. Barney (Ed.), Leadership @ Infosys (pp.140-170), New Delhi: Penguin Books India.
- Sarmma, C (2006). OD Intervention at TVS Nilambur: Towards a Customer-centric Organisation. Global Organization Development Summit, India
- **A few Blogs:** In Search of Accountability • Leadership & the Art of Reflection • Play, Work & Scaffolding • Serious Games & Meritocracy • Serious Game Learning Solution and ADDIE + • Bartering: the Economics of Leader Development • Saving Leadership: Play Now • Play, Work and Leader development

ACADEMIC BACKGROUND

- Masters in Arts, Personnel Management and Industrial Relations, Mahatma Gandhi University, Kerala, 1990
- Bachelor in Arts, English Language and Literature Mahatma Gandhi University, Kerala, 1988
- P.G. Diploma in Public Relations and Journalism, Public Relation Society of India, 1988

ADDITIONAL COURSES:

- Erasmus University Rotterdam: Serious Gaming
- University of California, San Diego: User Experience: Research & Prototyping, Design Principles, Human-Centered Design, Social Computing, Information Design, Designing, Running, Analysing Experiments.
- California Institute of the Arts: Introduction to Game Design, Character Design for Video Games, Story & Narrative Development for Video Games, World Design for Video Games
- University of California, Irvine: Foundations of Virtual Instruction

MEMBERSHIPS: National HRD Network: India, Society for Industrial & Organizational Psychology – Global, Serious Games Association - Global