

---

## Summary

---

- M.Phil - PhD from Tata Institute of Social Sciences, Mumbai
- Fourteen years' experience in basic and applied Psychology, with emphasis on Human Resources (OB)
- Primary area of interest - Performance Management, Emotional Management, and Leadership Development
- Published papers in both International / National journals and popular HR magazines
- Reviewed papers for International journals

---

## Skills

---

- Domain expert in Psychology
- In-depth understanding of HR/OB Theories that best fit the Practice
- Psychological Assessment
- Quantitative Data Analysis
- Designing training material
- Conducting workshops
- Public speaking
- Report writing
- Excellent analytical and interpersonal skills

---

## Work Experience

---

Visiting Faculty, Psychological Testing in HR Jan 2021 – March 2021

**K J Somaiya Institute of Management, Mumbai**

- Teaching core Psychometric Testing for full-time and part-time students of HR

Assistant Professor, Psychology May 2020 - August 2020

**CHRIST (Deemed to be University), Bengaluru**

- Taught undergraduate and postgraduate courses to over 240 students
- Subjects - Basic Psychological Process, Research Methodology, Academic Writing
- Designed course plans with focus on unique pedagogy that encourages critical thinking and discussion
- Was a member of the Consulting team at CHRIST, working on industry projects

Research Lead / External Consultant November 2019 - March 2020

**Subsidiary of India's largest Oil & Gas production company, Mangalore**

- Leadership Development and Succession Planning, for 100+ senior manager-level employees
- Was responsible for online tool creation using 360-degree Feedback, data analysis, and final report writing

Training Coordinator August 2016 - September 2016

**OD Skill Development Academy Pvt. Ltd. (in association with the School of Vocational Education, TISS)**

- The Use of HRD and OD Instruments, with 50+ Indian Forest Service officers
- Was responsible for administering and helping in scoring tools like FIRO- B, PE Scale, Situational Leadership Scale

Assessment Coordinator October 2015 - November 2015

**Assessment Centre at the School of Management & Labour Studies, TISS**

- Explained the various group assessment activities to participants, observed their performance, and scored them
- Conducted mock interviews to help the participants with their non-verbal cues and project preparedness

---

## Research Experience

---

Ph.D. (2019)

**Tata Institute of Social Sciences, Mumbai**

Thesis: *It's Not What You Say But How You Say It, That Matters: The Role of Emotions While Giving Negative Feedback*

- Conducted an independent and previously unexplored research on the alternate styles of giving negative performance feedback, and how they relate to higher feedback acceptability and performance
- Explored the usage of emotions like, anger, disappointment, positive humour, optimism and self-reflection in delivering negative performance feedback
- Investigated performance feedback communication in public/private context
- Executed an experimental research in three-phases
  - in-person interviews with 32 supervisors across locations and industries
  - experimental vignette manipulation (paper people) study with 208 working executives
  - experimental set-up with 443 undergraduate students
- Designed a novel experimental simulation to see how negative performance feedback can facilitate acceptance and improve performance

M.Phil. (2014)

**Tata Institute of Social Sciences, Mumbai**

Thesis: *Emotional Labour and Policing: The role of Negative Emotions, Job Control and Organizational Identification in influencing the relationship between Burnout and Emotional Labour*

- Carried out an independent survey research on 152 Kolkata Police officials
- Examined the relationship between emotional labour and burnout, in the presence(absence) of contextual factors like job control and organizational identification
- Investigated the management of negative emotions at the workplace, with focus on authenticity of managing emotions
- Travelled extensively to all major police headquarters and territorial police stations across Kolkata, to conduct in-person interviews and administer survey

---

## Education

---

Ph.D. (2019)

**Tata Institute of Social Sciences, Mumbai**

- Research : The Role of Emotions While Giving Negative Performance Feedback

M.Phil. (2014)

**8.00 CGPA**

**Tata Institute of Social Sciences, Mumbai**

- Research : Emotional Labour and Policing
- Relevant Coursework : Compensation Management, Gender and Diversity Management, Organizational Development and Leadership Capacity Building, Business Strategy

M.A. (2011)

**8.34 CGPA**

**Department of Psychology and Para Psychology, Andhra University**

- Post-graduation in Psychology
- Research : A Comparative Study on the Use of Coping Strategies among IT and ITes Employees

B.A. Hons (2008)

**56.75 %**

**Jogamaya Devi College, University of Calcutta**

- Graduation in Psychology (Honours)

---

## Certifications

---

- Completed “Aon’s Certified Assessments Ready”, a 16-week online course at Aon HR Learning Centre, aimed to add science-based assessments to the hiring and talent development process
- Completed “Giving Helpful Feedback” at Coursera, on feedback as a mechanism to improve and motivate employee performance

---

## Publications

---

- Who Gets Burnout and When? The Role of Personality, Job Control, and Organizational Identification in Predicting Burnout among Police Officers. *Journal of Police and Criminal Psychology* (Scopus Indexed). Springer Publication. Doi: 10.1007/s11896-020
- *Is giving negative performance feedback really negative?* People Matters, retrieved from: <https://www.peoplesmatters.in/article/performance-management/is-giving-negative-performance-feedback-really-negative-17967>
- *Emotions decoded: Should performance feedback focus only on the task?* HR Katha, retrieved from: <http://www.hrkatha.com/news/2143-emotions-decoded-should-performance-feedback-focus-only-on-the-task>
- Emotional Labour of policing: Does Authenticity play a role? *International Journal of Police Science and Management*, Sage Publication. Doi: 10.1177/1461355716638113
- Stress and coping strategies among IT and ITes employees: A comparative study - *Man and Life*, Vol. 37 nos: 1 & 2, pp. 107-126, 2011. ISSN 0972-4109.

---

## Conferences and Workshops

---

- Presented a paper on ‘*Music preference and Personality*’ at the *International Conference Psychology of Music and Music Therapy*, at Andhra University, Visakhapatnam. (5<sup>th</sup> December 2010).
- Presented a working model on ‘*Introduction to Psychology*’ at the *Andhra University Academic Exhibition*. (12-16<sup>th</sup> February 2011).
- Conducted a session on *writing difficulties* among students in a workshop on ‘*Improving Academic Performance*’ conducted for Andhra University High School teachers. (20<sup>th</sup> February 2011).
- Presented a paper titled, “*Emotional labour and Burnout: Study of Kolkata Police*” at the conference of Eastern Academy of Management, Philadelphia, USA, in the session ‘*Managing emotions in Workplace*’ (8<sup>th</sup>, May, 2015).
- Presented a paper titled, “*Who gets burnout and when? The role of personality, job control, and organizational identification in predicting burnout*” at the 4<sup>th</sup> Biennial Indian Academy of Management Conference on ‘*Managing in the Indian Institutional context*’, organized by the Indian Institute of Management Lucknow (11<sup>th</sup>-13<sup>th</sup> December, 2015).
- Presented a paper titled, “*When does a person experience emotional labour? A philosophical enroute to emotional labour*” at the Consortium of Students in Management Research, organized by Indian Institute of Science, Bangalore (11<sup>th</sup>-12<sup>th</sup> November, 2016).
- Presented a paper titled, “*Anger and Disappointment, Humour and Optimism: How does emotional display during negative feedback affect feedback acceptability?*” at the 5<sup>th</sup> Biennial Conference of the Indian Academy of Management (INDAM), Indore (18<sup>th</sup> -20<sup>th</sup> December, 2017)

---

## Interests

---

- Trained in Bharat Natyam and Rabindra Nritya. Three-time recipient of National-level medals
- Trained Rabindra Sangeet singer. Completed relevant course exams
- Interested in Horticulture, particularly growing flowering plants and microgreens