



## Prof. Dr. Hora Tjitra

**Executive Director & Associate  
Professor for Applied Psychology**

**Based in China & Indonesia**

### Languages

Indonesia: Mother tongue  
German: Fluent  
English: Fluent  
Chinese: Daily communication  
Malaysian: Daily communication

### Publications



## Profile

Extensive experience in:

- Intercultural Qualification, Training and Consulting
- Executive Assessment and Coaching
- Talent Development and Management
- Strategic Change & Organizational Development

## Professional Background

- Dr. Tjitra has performed international management consultancy, training, assessment, coaching and research in Asia and Europe. His working areas are focused on intercultural management as well as human resource, organizational and strategic development.
- Prior coming to China, he used to live and work in Germany for fourteen years and was responsible for the global diversity as well as Asian business and management development practices of leading HR consulting companies in Germany.
- In addition to his consulting works, he held a position as associate professor for applied psychology at the Zhejiang University (China).

## Educational & Professional Qualification

- Dr.-Phil. in cross-cultural psychology and strategic management from the University of Regensburg (Germany)
- Dipl.-psych. in organizational behavior and HR management from the Technical University of Braunschweig (Germany)
- Certification in Hogan Assessment System (China/US), Strategic Management from McKinsey&Co (Italy/Germany) and HR Management from INSEAD (Singapore/France)
- Member of International Academy for Intercultural Research and International Association for Cross-Cultural Psychology

## References / Sample Clients

- International project experiences for top and middle management at the global and national level in over ten countries in Europe and Asia.
- Clients incl. SAP, Saint-Gobain, Barco, Ameco Beijing, SCHOTT, Siemens, BASF, DHL, Telkom Indonesia, etc.

## Consultancy (*selected list*)

- Change Management Workshop “Change Leadership” due to the global reorganization for the Asia Pacific leadership team
- Cross-Cultural Awareness Training for all employees working in international assignments and projects across all hierarchies
- Cross-Cultural Issues in HR Management Workshop for the Asia Pacific HR management team
- Executive Coaching for non-Asia managers coming to work and live in China
- Management and Personal Effectiveness Workshop for the Asia Pacific leadership team
- Effective Leadership, Team and Culture Coaching Workshop for management team in China
- Strategic Branding and Communication Implementation Consulting in Asia Pacific with focus of Greater China
- Strategic Management Alignment and Strengthening Workshop for senior management team in China
- Strategic Planning and Business Process for the middle management team in Asia Pacific
- Global Management and Leadership Development Program for high potential at the senior executive level in Asia Pacific (lead assessor)
- Individual Assessment for Senior Executive positions in Asia Pacific and for Senior Management positions in Greater China
- Global Key Account Management Training at the senior executive level in Asia and Europe (with a blended e-learning approach)
- Top 200 Global Executive Conference Moderation (with open space approach)

## Research (*selected list*)

- Building the Global Competence for Asian Leaders, *principal investigator*.  
*Funded by HCLI, Singapore (Human Capital Leadership Institute).*
- Applying Social Medias (Web 2.0) in Learning & Development, *principal investigator*.  
*Funded by the Zhejiang University.*
- International Employability: Development of Intercultural Competence of German and Chinese Young Professionals. *Co-principal in collaboration with the Koblenz Hochschule, German.*  
*Funded by BMBF (German Federal Ministry of Education and Research).*
- Reviewing the Effectiveness of Corporate Management Practices, *principal investigator*.  
*Funded by CAAC (Civil Aviation Administration of China) Beijing China.*
- Cross-Cultural Learning Behavior: Effectiveness of the Western Technology Transfer Approaches in China, *principal investigator*. *Funded by SAP AG, Germany.*
- Comparative Studies on Chinese-Indonesian Intercultural Competence and Sensitivity. *Co-principal in collaboration with the Atma Jaya University, Indonesia.*  
*Funded by the Zhejiang University and Atma Jaya University.*
- Chinese Intercultural Competence and Sensitivity in Tourism Industry, *principal investigator*.  
*Funded by Zhejiang University.*
- Dynamic Decision Making in Chinese and Multinational Teams, *principal investigator*.  
*Funded by Zhejiang University.*
- Intercultural Perspectives of International Post-Merger Integration, *principal investigator*.  
*Funded by PricewaterhouseCoopers, Germany.*
- *Intercultural Synergy in Professional Team, investigator.*  
*Funded by Volkswagen Foundation, Germany.*
- Complex Problem Solving in German-Indonesia Team, *principal investigator*.  
*Funded by Volkswagen Foundation, Germany.*
- Development of Intercultural Training for Indonesia Students in Germany, *principal investigator*.  
*Funded by Deutsch-Indonesische Gesellschaft and Braunschweiger Hochschulbund.*

## Publications (*selected list*)

### Book & Book Chapter

- Tjitra, H.W. & Deng, W. (in Print). Intercultural Sensitivity of Chinese Professional in Tourism Industry. In W., Dreyer & U., Hoessler (eds). *Perspectives of Intercultural Competence*. Goettingen: Vandenhoeck & Ruprecht. (in English)
- Tjitra, H. W. (2007). Achieving Sustainable Results through Organizational Culture. In D., Moeljono & S., Sudjatmiko (Eds.), *Corporate Culture: Challenge to Excellence*. Jakarta: Elex Media (173-178) (in Indonesian)
- Tjitra, H.W. & Thomas, A. (2006). Intercultural Competence and Synergy Development. In H., Niklas, B., Müller, & H., Kordes (Eds.), *Intercultural Thinking and Action*. Frankfurt: Campus (249 – 257). (in German)
- Tjitra, H. W. & Müller, M. (2003). Promoting Intercultural Synergy through Arrangements in Human Resource Development. In Beck, A. (Eds.). *HR Management: Successful Models in Implementation of HR Projects*. Ostfildern: TAE (433-440). (in German)

### Academic Journal, Practitioner Magazines & Conference Paper

- Tjitra, H.W., Verlinden, L. & Weiss, J. (2010). Learning and Development in China: Best-Practice Survey. *Personal*, 10, 20-22. (in German).
- Tjitra, H.W., Jenewein, T. & Bartsch, C. (2008). Comparative Study on Chinese Learning Behaviors. *Weiterbildung*, 6, 36 - 39. (in German).
- Tjitra, H. W., Guo, Y., & Zhang, Y. (2007). Group differences in learning behaviors between students and employees. *Anima Indonesian Psychological Journal*, 23(1), 1-9. (in English)
- Tjitra, H. W. (2005). Building Organizational Culture that Makes Results and Sustain Success. In *Executive Focus*, Edition 4 (1), 77. (in Indonesian)
- Tjitra, H.W. (2003). Doing Business in Asia: The Challenge of Diversity and Different Cultural Orientation. In *MCE Executive Issue*, Vol. 19, 6 - 7. (in English)
- Tjitra, H.W. & Anwander, E. D. (2002). Potentials and Limitation of the (blended) e-Learning to Support the Intercultural Cooperation due to (Virtual) International Assignment. In *Personal*, Vol. 54 (01), 730 - 733. (in German)
- Chinese Learning Behavior in Corporate Training and Development; paper presented at the *3rd Biennial Conference of Indonesian Industrial and Organizational Psychology* in Jogjakarta, Indonesia (2007) (in English)
- Behavioral Expectation Model of Chinese learning effectiveness in the higher education and workplace environment; paper presented at the *7th Biennial Conference of Asian Association of Social Psychology* in Kota Kinabalu, Malaysia (2007) (in English)
- Effective Learning and Course Instruction in Corporate Training and Development: Qualitative In-depth Interview in the Chinese Cultural Context; paper presented at the *Asian Educational Miracle* in Incheon, Korea (2006) (in English)
- International Assessment Center as Method for the Identification of International Management Potentials; paper presented at the *4th IIR-Assessment Center Congress* in Bad Homburg, Germany (2001) (in German)

### Invited Keynote & Invited Paper Presentation

- Building High-Performance Team in the Top Management in an International Joint-Venture; invited keynote speech at the largest *11th European HR Conference and Exhibition Zukunft Personal* in Cologne, Germany (2010) (in English).
- Developing Intercultural Competence of Global Leaders; invited speech at the international conference *Professional Learning Europe* in cologne, Germany (2010) (in English).
- Corporate Culture and Organizational Effectiveness in Asia; invited keynote panelist speech at the *2nd Biennial Conference of Indonesian Organizational and Industrial Psychology* in Bandung, Indonesia (2005) (in Indonesian).
- Challenges and Potential in Working in Multinational Environment; invited speech presented at the *15th Terralex Global Meeting* in Shanghai, China (2005) (in English).