

Julian PFROMBECK

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ACADEMIC POSITIONS

- current position **Tenure-Track Assistant Professor**
 Department of Psychology, Faculty of Social Science
 The Chinese University of Hong Kong, Hong Kong SAR
- 10/2021 – 09/2023 **Postdoctoral Research Fellow**
 Columbia Business School, Management Division
 Columbia University, New York / USA

EDUCATION

- 2021 **Ph.D. in Work and Organizational / Industrial-Organizational Psychology**
 Chair of Work and Organizational Psychology, Department of Management,
 Technology, and Economics
 ETH Zurich, Zurich / Switzerland
- 2015 **M.Sc. in Management and Technology** (with distinction)
 Technical University of Munich (TUM), Munich / Germany
- 2013 **B.Sc. in Management and Technology** (with distinction)
 Technical University of Munich (TUM), Munich / Germany
 HEC Paris Erasmus Exchange Program, Paris / France

INDUSTRY EXPERIENCE

- 04/2016 – 09/2016 **Associate Forensic Investigations, Audit**
 KPMG, Munich / Germany
- 03/2014 – 03/2016 **Part-time Assistant, Collective Action and External Affairs, Compliance**
 Siemens, Munich / Germany

PUBLICATIONS

Publications in Peer-Reviewed Journals and Books

Magni, F., Gerlach, A., Pfrombeck, J., Strittmatter, L. E., Zaniboni, S., & Grote, G. (2026). Mind the unknown: conceptual development and validation of the uncertainty mindset. *Personality and Individual Differences*, 257, 113777. <https://doi.org/10.1016/j.paid.2026.113777>

Pfrombeck, J., Zaniboni, S., Grote, G., Freund, A. M., Heckhausen, J., Truxillo, D. M., & Wang, M. (in press). Uncertainty in Work-Related Transitions over the Life Course. *Work, Aging, and Retirement*. <https://doi.org/10.1093/workar/waaf018>

Pfrombeck, J., & Grote, G. (2025). Catering for a diverse workforce: Multidimensional career orientations in France, Germany, Italy, and Switzerland. *Career Development International*. <https://doi.org/10.1108/CDI-05-2024-0226>

Zaniboni, S., Pfrombeck, J., & Grote, G. (2025). Navigating Uncertainty Across the Lifespan in Contemporary Work and Careers: Introduction to the Special Issue. *Work, Aging, and Retirement*. <https://doi.org/10.1093/war/waaf012>

Gerlach, A., & Pfrombeck, J. (2025). An integrative review and conceptual framework of seven uncertainty-related individual differences. In G. Grote & M. A. Griffin (Eds.), *The Oxford Handbook of Uncertainty Management in Work Organizations*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780197501061.013.26>

Pfrombeck, J., Burmeister, A., & Grote, G. (2024). The positive and negative effects of older workers' knowledge-seeking from younger coworkers: Disentangling countervailing forces to successful aging at work. *Journal of Organizational Behavior*, 45(1), 1-20. <https://doi.org/10.1002/job.2751>

Pfrombeck, J., Galinsky, A. D., Nagy, N., North, M. S., Brockner, J., & Grote, G. (2023). Self-affirmation increases reemployment success for the unemployed. *Proceedings of the National Academy of Sciences of the United States of America*, 120 (37) e2301532120. <https://doi.org/10.1073/pnas.2301532120>

Media coverage: [The British Psychological Society](#)

Media coverage: [FORTUNE](#)

Doden, W., Pfrombeck, J., & Grote, G. (2023). Are 'job hoppers' trapped in a hedonic treadmill? Effects of career orientations on newcomers' job satisfaction and turnover intention patterns. *Journal of Organizational Behavior*, 44(1), 64-83. <https://doi.org/10.1002/job.2665>

Media coverage: [Psychologie Heute](#) (German version of Psychology Today)

Pfrombeck, J., Levin, C., Rucker, D. D., & Galinsky, A. D. (2022). The hierarchy of voice framework: The dynamic relationship between employee voice and social hierarchy. *Research in Organizational Behavior*, 42, 100179. <https://doi.org/10.1016/j.riob.2022.100179>

Grote, G.*, & Pfrombeck, J*. (2020). Uncertainty in aging and lifespan research: Covid-19 as catalyst for addressing the elephant in the room. *Work, Aging and Retirement*, 6(4), 246-250. <https://doi.org/10.1093/workar/waaa020>

*authors contributed equally to this work.

Pfrombeck, J., Doden, W., Grote, G., & Feierabend, A. (2020). A study of organizational cynicism and how it is affected by social exchange relationships at work. *Journal of Occupational and Organizational Psychology*, 93(3), 578-604. <https://doi.org/10.1111/joop.12306>

Media coverage: [Horizons: The Swiss Research Magazine](#) (English/German/French)

Impact: Recognized by the publisher as a top-cited article in the journal

Pfrombeck, J., & Pircher Verdorfer, A. (2018). How psychological capital and sense of coherence enhance servant leadership and buffer leader stress: Preliminary insights from an empirical study. *Servant Leadership: Theory & Practice*, 5(1), 25-48. <https://csuepress.columbusstate.edu/slt/vol5/iss1/3/>

Other Publications in Books and Magazines

Feierabend, A., Pfrombeck, J., & Schärner, L. (2021). Gute Zeiten, schlechte Zeiten: Arbeitszufriedenheit in der Schweiz. [Good times, bad times: Job satisfaction in Switzerland.] *personalSCHWEIZ*, March Issue 2021, 37-39.

Feierabend, A., & Pfrombeck, J. (2020). Digitalisierung und Generationenmanagement. [Digitization and management of different generations.] *personalSCHWEIZ*, November Issue 2020, 38-40.

Pfrombeck, J., Feierabend, A., Schärner, L., Kornblum, A., Grote, G., & Staffelbach, B. (2020). Schweizer Human-Relations Barometer 2020: Digitalisierung und Generationen. [Swiss Human-Relations Barometer 2020: Digitization and generations.] Zurich, Lucerne: ETH Zurich and Universities of Lucerne and Zurich.

Pfrombeck, J. (2019). Länger arbeiten? Auf das Alter kommt es nicht an. [Working longer? It does not depend on age.] *HR Today*, 12.

Feierabend, A., Pfrombeck, J., & Schärner, L. (2019). Psychologische Verträge im Vergleich: Unterschiede zwischen Schweizer und ausländischen Beschäftigten. [Psychological contracts in comparison: Differences between Swiss and foreign employees.] *personalSCHWEIZ*, May Issue 2019, 40-42.

Pfrombeck, J., Schärner, L., Feierabend, A., Roth, M., Grote, G., & Staffelbach, B. (2018). Schweizer Human-Relations Barometer 2018: Integration und Diskriminierung. [Swiss Human-Relations Barometer 2018: Integration and discrimination.] Zurich, Lucerne: ETH Zurich and Universities of Lucerne and Zurich.

Feierabend, A. & **Pfrombeck, J.** (2018). Zynismus am Arbeitsplatz. [Cynicism at work.] In S. Bernhard (Ed.), *Das Buch für die Schweizer Personalpraxis* (pp.12-24). Zurich: WEKA Business Media AG.

SELECTED RESEARCH IN PROGRESS

- Pfrombeck, J.**, & Li, J. M. H. (*R&R*). The motivational potential of digital self-efficacy for older workers.
- Vestner, P. J., **Pfrombeck, J.**, Hampel, K., & Burmeister, A. (*R&R*). A field intervention to promote technology-Related learning among age-diverse employees: The power of coworkers' enthusiasm
- Pfrombeck, J.**, Chen, A., Hon, K. H. W., Li, J. M. H. (*R&R*). Passing on knowledge to younger coworkers: The multidimensional nature of older employees' knowledge sharing and its relations with need satisfaction and motivation to continue working.
- Pfrombeck, J.** & Galinsky, A. D. (*under review*). On the Structural Limits of Time Horizons: Organizational Hierarchical Rank Influences Occupational Future Time Perspective.
- Pfrombeck, J.**, Zaniboni, S., & Grote, G. (*in preparation*). Uncertainty mindset and job search.
- Galinsky, A. D., **Pfrombeck, J.**, Levin, C., Magee, J. C., & Rucker, D. D. (*in preparation*). The low-rank double bind: How one's range of acceptable behavior keeps people in their place.
- Pfrombeck, J.** & Galinsky, A. D. (*data collection*). How the intersection of leader gender and leader relative age affects the delivery of and reaction to employee performance feedback.

AWARDS

- Recognized as outstanding reviewer of the Academy of Management Careers Division, 2022
 Michael Driver Best Symposium Award, 2022
 Conference Award, Swiss Academy of Human and Social Sciences, 2019

INVITED TALKS

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| Panelist at a panel discussion on "Why Cross-Generational Talent Matters?" at the AIMA (Association for Alternative Investment Management) APAC Annual Forum 2025. | October 2025 |
| Panelist at the Caucus "Healthy, successful ageing and transition into retirement" at the 85th Annual Meeting of the Academy of Management (AOM), Copenhagen, Denmark. | July 2025 |
| Research talk "Psychological theories about stereotypes and discrimination: Age in the workplace", Technical University of Munich, TUM School of Management, Munich, Germany. | July 2025 |
| Speaker at DEI Roundtable, Bloomberg, Hong Kong. | June 2025 |
| Research talk "Age in the workplace and age-diverse knowledge exchange", University of Bern, Institute of Psychology, Bern, Switzerland. | May 2025 |
| Research talk "Generations and age in the workplace: unlocking the potential of age diversity in organizations through knowledge exchange", Chulalongkorn University, Faculty of Psychology, Bangkok, Thailand. | May 2025 |
| Hong Kong Psychological Society, Division of Industrial-Organizational Psychology (DIOP), "Managing an Aging and Age-diverse Workforce", Hong Kong, Hong Kong SAR. | March 2025 |
| Research Talk, The Chinese University of Hong Kong Shenzhen, Management Division, Hong Kong SAR. | December 2024 |
| Speaker at Workshop "Supporting Job Search: Information, Skills, Perception", State Secretariat for Economic Affairs: SECO, Switzerland. | September 2024 |

- Panelist at a panel discussion on “The aging workforce: How to foster employability and workability”, 84th Annual Meeting of the Academy of Management (AOM), Chicago, Illinois, USA. August 2024
- Panelist at a panel discussion on “Crafting your research identity: Navigating the career path after Ph.D.”, Age in the Workplace Meeting, Vilnius, Lithuania. November 2023
- Invited speaker at a Hybrid Thematic Workshop on policies and practices to keep older workers in the labour market, Eurofound, Ireland. October 2023
- Research talk, Erasmus University Rotterdam, School of Management, Erim seminar, Rotterdam, Netherlands. September 2022
- Columbia University, Columbia Business School, Lightning Talks, New York, USA. February 2022

ACADEMIC CONFERENCE CONTRIBUTIONS (only first-authored contributions are listed)

- Pfrombeck, J., & Li, M. H.** (2025, July). *Older workers’ digital self-efficacy, work continuance intentions, and the organizational context*. Poster presented at the Professional Development Workshop “Aging and the Multi-Age Workforce: New Avenues for Research and Developing Evidence-Based Practice” at the 85th Annual Meeting of the Academy of Management (AOM), Copenhagen, Denmark.
- Pfrombeck, J., & Li, M. H.** (2025, May). *Older workers’ digital self-efficacy, work continuance intentions, and the organizational context*. Paper presented at the 22nd Congress of the European Association of Work and Organizational Psychology (EAWOP), Prague, Czech Republic.
- Pfrombeck, J., & Zaniboni, S., & Grote, G.** (2025, May). *An uncertainty mindset intervention to improve the job search experience of the unemployed*. Paper presented at the 22nd Congress of the European Association of Work and Organizational Psychology (EAWOP), Prague, Czech Republic.
- Pfrombeck, J., & Zaniboni, S., & Grote, G.** (2024, February). *Turning the tide: An uncertainty mindset intervention to improve the job search experience of the unemployed*. Paper presented at the Society for Personality and Social Psychology’s (SPSP) Annual Convention, (SPSP), Denver, CO, USA.
- Pfrombeck, J., & Galinsky, A. D.** (2025, February). *From the top, we see further: Social hierarchy influences occupational future time perspective*. Paper presented at the Society for Personality and Social Psychology’s (SPSP) Annual Convention, (SPSP), Denver, CO, USA.
- Pfrombeck, J., & Zaniboni, S., & Grote, G.** (2024, August). *Seeing the opportunities: An uncertainty mindset intervention during job search*. Paper presented at the 84th Annual Meeting of the Academy of Management (AOM), Chicago, IL, USA.
- Pfrombeck, J., & Galinsky, A. D.** (2024, August). *Roadblocks at the intersection of leader gender and relative age: Why feedback from young female managers is less accepted*. Paper presented at the 84th Annual Meeting of the Academy of Management (AOM), Chicago, IL, USA.
- Pfrombeck, J., & Galinsky, A. D.** (2024, June). *Roadblocks at the intersection of leader gender and relative age: Why feedback from young female managers is less accepted*. Paper presented at the 37th Annual Conference of the International Association of Conflict Management (IACM), Singapore, Singapore.
- Pfrombeck, J.** (2024, January). *A social-cognitive perspective on when and how older employees’ digital self-efficacy is related to motivation to continue working beyond retirement age*. Poster presented at the Conference on Age-Friendly Digital Society: Overcoming Challenges in Technology Adoption among Older Adults, Hong Kong, SAR.
- Pfrombeck, J., & Galinsky, A. D.** (2023, November). *The intersection of leader gender and leader-subordinate age difference affect feedback delivery and acceptance*. Paper presented at the Age in the Workplace Meeting 2023, Vilnius, Lithuania.
- Pfrombeck, J., Zaniboni, S., & Grote, G.** (2023, November). *A hybrid panel discussion: Rethinking uncertainty and age in the new era of work*. Panel discussion held at the 7th Age in the Workplace Meeting 2023, Vilnius, Lithuania.

- Pfrombeck, J., & Galinsky, A. D.** (2023, August). *The tricky task to give and receive feedback: How the intersection of leader gender and leader-subordinate age difference affect feedback delivery and acceptance*. Paper presented at the 83rd Annual Meeting of the Academy of Management (AOM), Boston, MA, USA.
- Pfrombeck, J., & Galinsky, A. D.** (2023, July). *Don't Tell Me What to Do: The Status Implications for Younger Female Managers of Providing Feedback*. Poster presented at the 36th Annual Conference of the International Association of Conflict Management (IACM), Thessaloniki, Greece.
- Pfrombeck, J., Zaniboni, S., Magni, F., Gerlach, A., Strittmatter, L. E. & Grote, G.** (2023, May). *The Role of Uncertainty Mindsets in Extending Occupational Future Time Perspective*. Paper presented at the 21st Congress of the European Association of Work and Organizational Psychology (EAWOP), Katowice, Poland. **Chaired symposium.**
- Pfrombeck, J., Levin, C., Rucker, D. D., & Galinsky, A. D.** (2023, April). *The hierarchy of voice framework: The dynamic relationship between employee voice and social hierarchy*. Paper presented at the East Coast Doctoral Conference (ECDC), New York, NY, USA.
- Pfrombeck, J., Levin, C., Rucker, D. D., & Galinsky, A. D.** (2023, February). *The Low-Rank Double Bind: How The Less Powerful are Kept in Their Place*. Poster presented at the Society for Personality and Social Psychology's (SPSP) Annual Convention, Atlanta, GA, USA.
- Pfrombeck, J., Nagy, N., North, M. S., Grote, G., Brockner, J., & Galinsky, A. D.** (2022, August). *Tackling age-based stereotype threat in the job market: How a self-affirmation intervention helps younger and older job seekers to find employment*. Paper presented at the 82nd Annual Meeting of the Academy of Management (AOM), Seattle, USA. **Winner of the Michael Driver Best Symposium Award 2022.**
- Pfrombeck, J., Nagy, N., North, M. S., Grote, G., Galinsky, A. D., & Brockner, J.** (2022, February). *Reducing the age gap in job search: A brief self-affirmation intervention boosts the success of older job seekers*. Poster presented at the Society for Personality and Social Psychology's (SPSP) Annual Convention Pre-Conference: Intervention science: harnessing psychology to address real world social problems, San Francisco, USA.
- Pfrombeck, J., Zaniboni, S., & Grote, G.** (2021, October). *Uncovering the role of uncertainty regulation in aging and lifespan research: Uncertainty appraisal interventions as a means to extend future time perspective during job search*. Paper presented at the Age in the Workplace Meeting 2021, Groningen, The Netherlands.
- Pfrombeck, J., North, M. S., & Grote, G.** (2021, August). *Reducing the age gap in job search: A brief self-affirmation intervention to boost older job seekers' job search success*. Paper presented at the 81st Annual Meeting of the Academy of Management (AOM), Philadelphia, USA.
- Pfrombeck, J., Burmeister, A., & Grote, G.** (2020, August). *Learning from younger coworkers: Disentangling cognitive and affective avenues to older employees' successful aging at work*. Paper presented at the 80th Annual Meeting of the Academy of Management (AOM), Vancouver, Canada. **Chaired symposium, selected as showcase symposium (top 10%).**
- Pfrombeck, J., Burmeister, A., & Grote, G.** (2020, February). *Times of demographic change: Maintaining older employees' motivation and achieving successful aging at work through knowledge sharing*. Paper presented at the 1st Careers Division Community Conference, Vienna, Austria. **Chaired symposium.**
- Pfrombeck, J., & Grote, G.** (2019, November). *The gains of sharing: How older employees benefit from knowledge sharing*. Paper presented at the Age in the Workplace Meeting 2019, St. Gallen, Switzerland.
- Pfrombeck, J., & Grote, G.** (2019, September). *Eine Studie zur Verteilung von Karriereorientierungen in Deutschland, Frankreich, Italien und der Schweiz*. [A study on the distribution of career orientations in Germany, France, Italy, and Switzerland.] Paper presented at the 11th Congress of the German Association of Work and Organizational Psychology (AOW), Brunswick, Germany. **Co-chaired symposium.**
- Pfrombeck, J.** (2019, August). *How cultural and economic differences influence career orientations: A comparative study across France, Germany, Italy, and Switzerland*. Paper presented at the 79th Annual Meeting of the Academy of Management (AOM), Boston, USA. **Finalist for the Best International Paper Award of the Careers Division.**
- Pfrombeck, J., & Grote, G.** (2019, June). *How to design jobs in sustainable careers? The combined effects of task significance and job autonomy for employees in their late career*. Paper presented at the 19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy.

- Pfrombeck, J., & Grote, G.** (2019, May). *Career orientations in macroeconomic context: A comparative study across France, Germany, Italy, and Switzerland*. Paper presented at the 19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy.
- Pfrombeck, J., Doden, W., Grote, G., & Feierabend, A.** (2018, September). *Social exchange relationships as predictors of organizational cynicism*. Poster presented at the 51st Congress of the German Association of Psychology (DGPs), Frankfurt a.M., Germany.
- Pfrombeck, J., & Grote, G.** (2017, September). *The development of a value-based career orientation scale*. Poster presented at the 10th Congress of the German Association of Work and Organizational Psychology (AOW), Dresden, Germany.
- Pfrombeck, J., & Grote, G.** (2017, September). *The development of a value-based career orientation scale*. Paper presented at the 15th Congress of the Swiss Psychological Society (SGP), Lausanne, Switzerland.

TEACHING EXPERIENCE

- The Chinese University of Hong Kong
 - **Seminar in Professional Issues**, level: Postgraduate (spring 2024), course evaluation (5.7/6)
 - **Applied Psychology in Business**, level: Undergraduate
 - Spring 2024: course evaluation (5.8/6)
 - Spring 2025: course evaluation (5.7/6)
 - **Engagement and Motivation in Organizations**, level: Postgraduate
 - Fall 2023: course evaluation (5.8/6)
 - Fall 2025: course evaluation (5.5/6)
 - **Industrial- and Organizational Psychology**, level: Master of Arts (spring 2025): course evaluation (5.8/6)
 - **Supervision of MPhil students**
3 part-time MPhil student
 - **Co-supervision of PhD students**
1 full-time PhD student, 1 part-time PhD student in I/O Psychology, and 1 part-time PhD student in the Social Sciences Programme
- ETH Zurich, Department of Management, Technology, and Economics
 - **Work Design and Organizational Change**, level: MSc, MA and MBA
Teaching Assistant, including supervision of 8 student project groups
5x from fall 2016 to fall 2020
 - **HRM: Leading Teams**, level: MSc, MA and MBA
Teaching Assistant, including supervision of 16 student project groups, exam and term paper grading
5x from spring 2017 to spring 2021
 - **Master Theses**
Co-supervision of 7 master theses
- Technical University of Munich, School of Management
 - **Production Management**, level: BSc, BA
Teaching of course tutorial (Instructor evaluation: 4.5/5)
2x from spring 2011 to fall 2011

GRANTS & SCHOLARSHIPS

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| <p>Project grant, Hong Kong General Research Fund, Early Career Scheme
Title of project: Promoting Employees' Knowledge Seeking "When They Need it the Most"
Role: Principal investigator
Total award: HKD 531k</p> | 2024 – 2027 |
| <p>Project grant, Research Data Management Grant CUHK
Title of project: Building digital self-efficacy for continued employment: The predictors of older employees' digital self-efficacy and contextual boundary conditions of whether it contributes to motivation to continue working beyond retirement age
Role: Principal investigator
Total award: HKD 100k</p> | 2024 – 2026 |

- Project grant, CSyd-CUHK Ignition Grant** 2023 – 2024
 Title of project: How DEI commitment statements influence managers' adoption of inclusive practices
 Role: Project Partner
 Total award: HKD 60k
- Project grant, Swiss National Science Foundation** 2022 – 2026
 Title of project: When more uncertainty is better: Interventions for promoting effective uncertainty regulation at work
 Role: Project partner with principal investigator Gudela Grote, ETH Zurich
 Total award: CHF 603k
- Postdoctoral mobility fellowship, Swiss National Science Foundation** 2021 – 2023
 Title of project: Understanding the Implications of Inverted Social Hierarchies for Human Resource Management
 Role: Principal investigator
 Total award: CHF 126k
- Project grant, ETH Zurich MTEC Foundation** 2020 – 2022
 Title of project: Responding to Demographic Change: The Power of Small Interventions to Change Employees' Motivation and Retirement Intentions.
 Role: Principal investigator
 Total award: CHF 31k
- Project grant, Suzanne and Hans Biäsch Foundation for the Advancement of Applied Psychology** 2019 – 2021
 Title of project: Wann führt informelles Lernen bei älteren Beschäftigten zu Kompetenzerleben? Eine altersdiverse und relationale Perspektive auf informelles Lernen am Arbeitsplatz. [When does informal learning lead to competence experience for older employees? An age-diverse and relational perspective on informal learning at work.].
 Role: Principal investigator
 Total award: CHF 14k
- Erasmus Scholarship**, Student exchange program at HEC Paris, France 2012

PROFESSIONAL AFFILIATIONS, EDITORIAL & REVIEWING ACTIVITIES, ACADEMIC SERVICE

Professional Affiliations

- Since 07/2025 Society of Industrial and Organization Psychology (SIOP)
- Since 11/2023 COST Action CA22120, LeverAge Network
- Since 01/2023 International Association of Conflict Management
- Since 01/2022 Society for Personality and Social Psychology
- Since 03/2019 Academy of Management (OB, DEI, and Careers Divisions)
- Since 03/2019 European Association of Work and Organizational Psychology

Editorial Work

- Journal of Occupational and Organizational Psychology, Consulting Editor, since 01/2026
- Guest Editor of Special Issue in *Work, Aging, and Retirement* (2022-2025), Topic: Uncertainty and Age: Key Issues to Navigate in the Emergent New Era of Work [[Link](#)]

Ad-hoc Conference and Journal Reviewing

- *Applied Psychology: An International Review*
- *Academy of Management Annual Meeting*
- *Compensation & Benefits Review*
- *European Association of Work and Organizational Psychology Congress*
- *European Journal of Work and Organizational Psychology*
- *Human Resource Management Journal*
- *International Association for Conflict Management Conference*
- *Journal of Organizational Behavior*
- *Journal of Occupational and Organizational Psychology*
- *Journal of Personality and Social Psychology*
- *Organization Science*
- *Personality and Individual Differences*
- *Personality and Social Psychology Bulletin*
- *Stress and Health*
- *Work, Aging, and Retirement*

University Department Committees

- Member of I-O Psychology Programme Committee
- Co-Director of the MA in Psychology Programme
- Member of Student Consultation Committee

LANGUAGES

German (*native*), English (*fluent*), French (*fluent*), Cantonese (*elementary*)