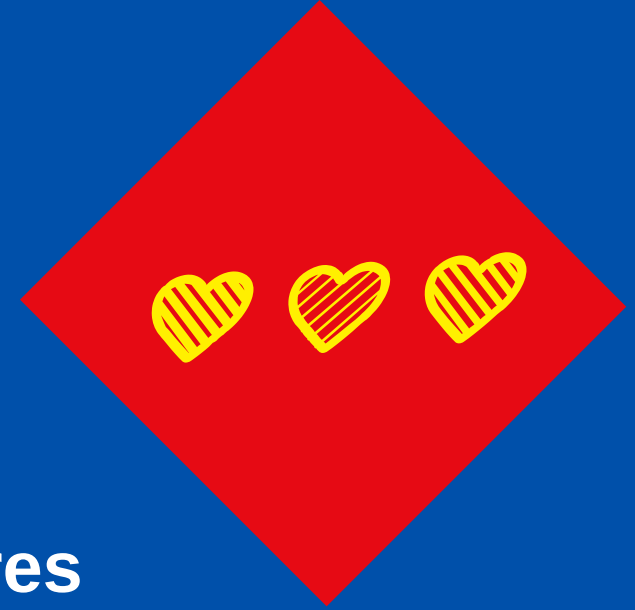




Navigating the Mosaic of Multinational Cultures

A 32-Year HR Journey Through Leadership, Values, and Transactional Analysis



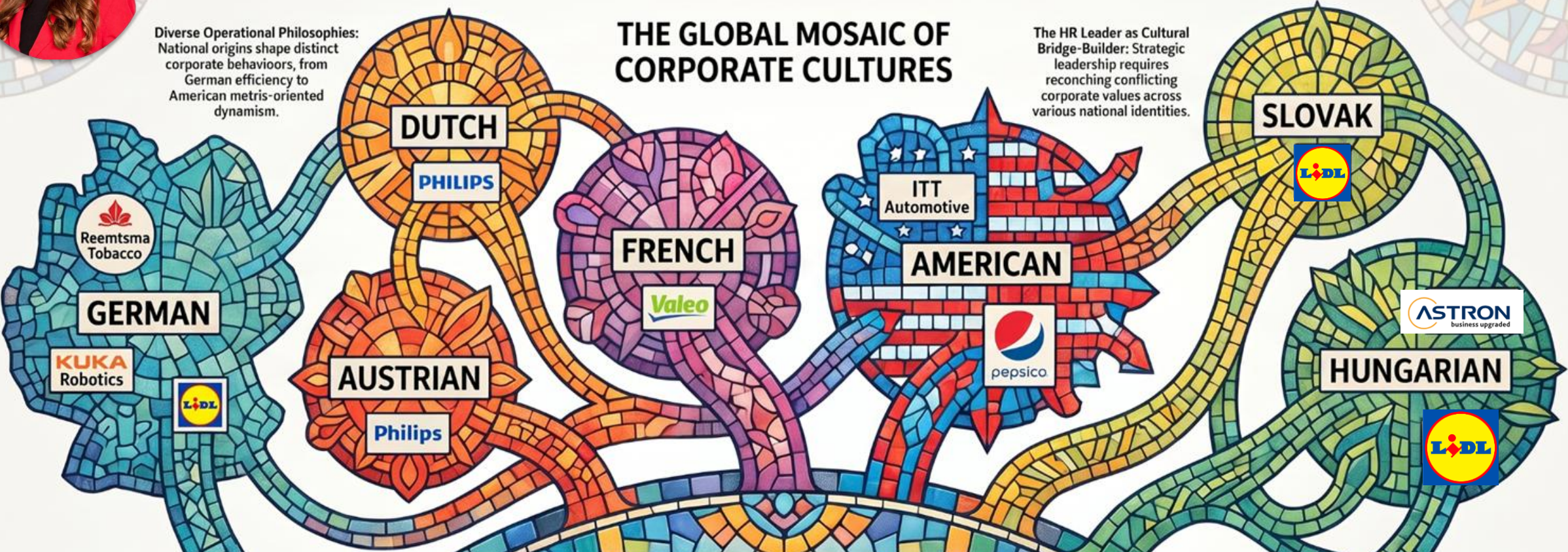
Navigating the Mosaic of Multinational Cultures



Diverse Operational Philosophies:
National origins shape distinct corporate behaviours, from German efficiency to American metris-oriented dynamism.

THE GLOBAL MOSAIC OF CORPORATE CULTURES

The HR Leader as Cultural Bridge-Builder: Strategic leadership requires reconciling conflicting corporate values across various national identities.



THE FOUNDATIONAL FRAMEWORK: TRANSACTIONAL ANALYSIS

THE "I'M OK, YOU'RE OK" PHILOSOPHY

A core mindset predicated on mutual respect and psychological maturity.

TRANSPARENT COMMUNICATION

Using TA to ensure clarity and authentic leadership across diverse cultural landscapes.

A DIAGNOSTIC ROADMAP FOR LEADERS

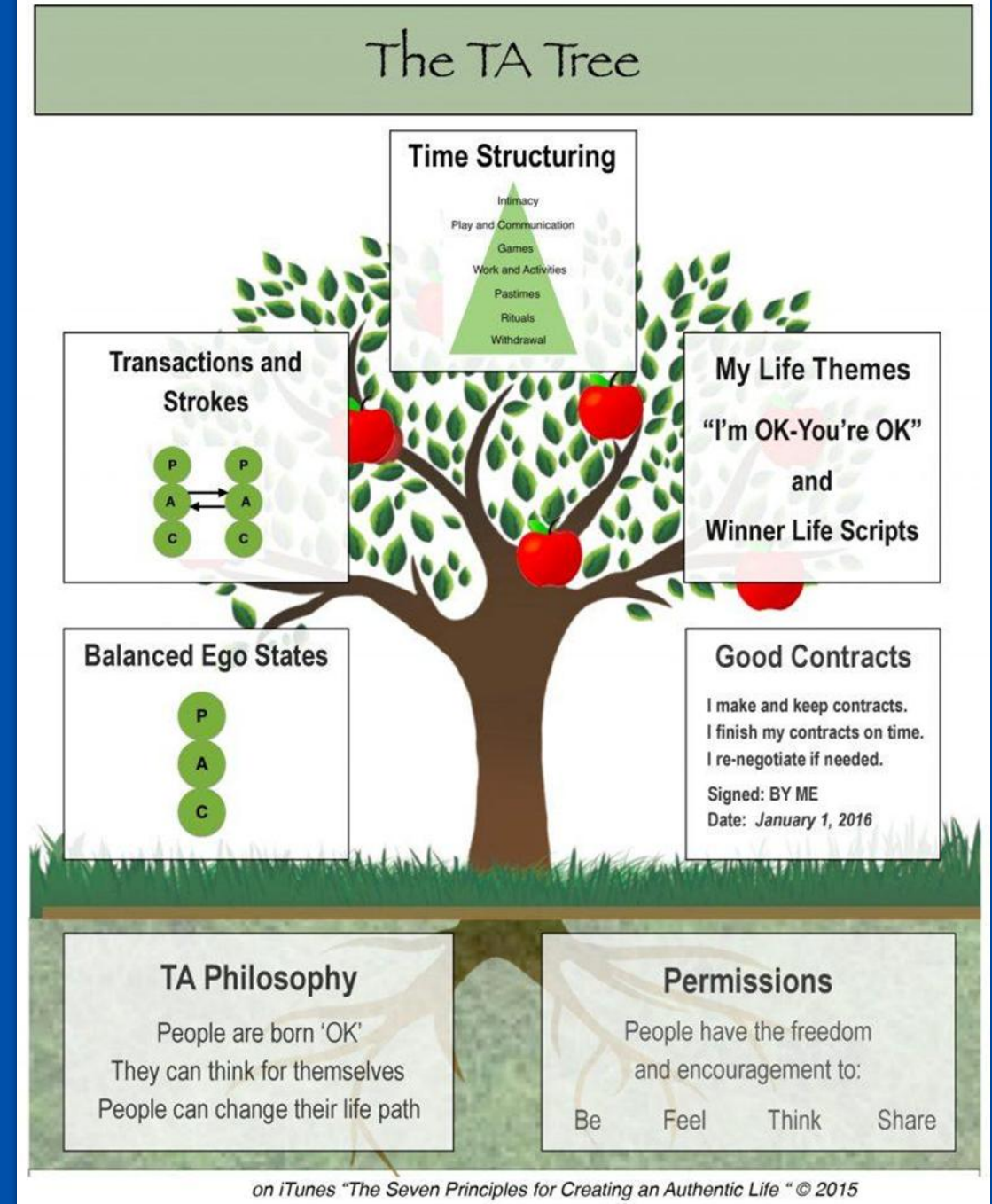
Deep psychological insights reconcile conflicting values to create a human-centric corporate identity.



Transactional Analysis — the way I see the world

Transactional Analysis (TA) is a psychoanalytic theory and method of psychotherapy developed by Dr. Eric Berne in the 1950s.

It analyzes social interactions to understand behavior, resolve emotional difficulties, and improve interpersonal communication.



German excellence and efficiency



Reemtsma Tobacco Structured Operation

Representing German corporate discipline and systematic brand heritage.

Systematic
Well defined operational guidelines.

Precision
High-fidelity execution of complex supply chains.

Heritage
Strong organizational structure and long-term brand equity.



KUKA Robotics Technical Engineering

Pioneering automation advanced production quality standards.

Innovation
Cutting-edge engineering and robotic systems.

Accuracy
Zero-tolerance for errors in technical designs.

Capability
Driving industrial efficiency and modernization.



LIDL Process Efficiency

Global standard for retail scaling, speed and process optimization.

Scalability
Streamlined retail formats executed universally.

Clarity
Highly structured and transparent workflows.

Values
Performance, respect, trust, belonging and grounded.

Dutch and Austrian consensus-driven innovation



Philips

Consensus-Driven Innovation

Blending Dutch participatory culture with Austrian structured leadership.

Egalitarian Dialogue (Dutch)

Flat hierarchies and open discussions where everyone's voice is heard before reaching a collective decision.

Structured Steerage (Austrian)

Clear processes, professional discipline, and structured management that steer consensus into precise action.

Balanced Synergy

A workplace culture where creative participatory freedom coexists with operational precision, driving meaningful innovation.



French structured agility



Valeo

Structured Agility

Combining French analytical depth and creative engineering with highly structured industrial execution.

Adaptive Innovation

Agile R&D processes that rapidly prototype and pivot to lead in electrification and autonomous driving.

Structured Excellence

Rigorous quality standards and systematic validation protocols that ensure global scalability and safety.

Cross-Functional Synergy

Empowering autonomous project teams to collaborate seamlessly across borders, balancing speed and alignment.



American metric-oriented dynamism



PepsiCo - Lay's, ITT Automotive

Data-Driven Speed & Accountability

Merging rigorous quantitative measurement with rapid execution and market-responsiveness to drive performance.

Performance-First Metric Orientation

Every action is quantified. Clear Key Performance Indicators (KPIs) and continuous scorecard tracking ensure that success is measured objectively, establishing absolute accountability.

Fast-Paced Market Execution

An operational culture that thrives on speed, prioritizing prompt decision-making, rapid scaling, and the agility to adapt products to shifting consumer demands quickly.

Results-Oriented Initiative

Empowering individual ownership and rewarding proactive leadership. Teams are structured to move fast, break barriers, and deliver tangible commercial outcomes.



Central and Eastern European adapting landscapes



Astron Informatics Hungary, Lidl Hungary, Lidl Slovakia **Pragmatic Adaptation & High Flexibility**

Navigating rapid economic transitions and cultural integration in evolving CEE markets with resilience and agility.

Dynamic Cultural Integration

Bridging Western retail excellence with local market realities in Slovakia and Hungary, cultivating a highly adaptive, resilient workforce.

Flexible Technological Innovation

Leveraging highly skilled regional talent at Astron Informatics to deliver bespoke, scalable tech solutions under changing conditions.

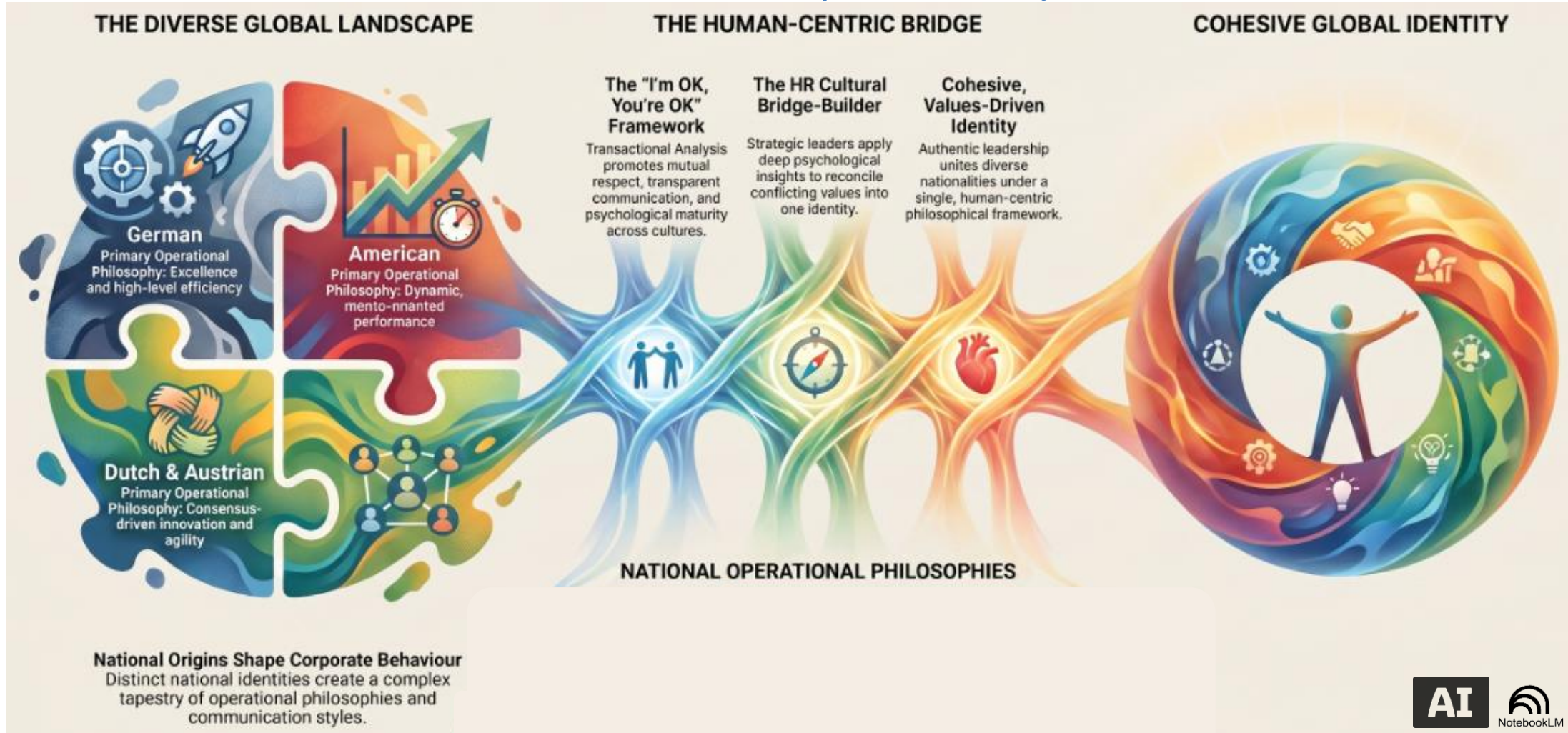
Pragmatic Operational Growth

Fostering cross-border HR strategies that prioritize agility, continuous learning, and employee well-being within highly competitive landscapes.



Navigating the Mosaic of Multinational Cultures

Authentic leadership and a human-centric philosophical framework can unite diverse workforce nationalities under a cohesive, values-driven corporate identity.





Judit DULIN, CPO Lidl Slovakia
+421 909 260 006
judit.dulin@lidl.sk