# Corina Enache

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> *Wanderer, there is no path, you lay down a path in walking.*
>
> *— Antonio Machado*

## Summary

I am an organisational development leader and anthropologist working at the intersection of leadership, culture, and human potential. I led Organisational Development at Transavia for four years — through the COVID crisis — where I built and developed the team, coached the executive board, stewarded an enterprise-wide leadership agenda, and, before leaving, hired and developed my successor. Leading a permanent function through deep change, and creating the conditions in which people can do their best work, is the core of what I do.

That leadership grew from an interdisciplinary foundation — Political Science, Marketing, and a Research Master in Social Anthropology (University of Amsterdam) — and a first career in international corporate strategy at Coca-Cola, Beiersdorf (NIVEA), and Natura across Europe and Brazil. Over time I became less concerned with growth alone and more with the cultural systems and power dynamics shaping people's lives inside organisations, grounding my work in one belief: that lasting impact emerges from dignity, trust, and shared responsibility rather than control.

Since then I have designed applied research, organisational interventions, and leadership journeys across Europe and New Zealand — managing multidisciplinary teams (KLM), co-founding and running a values-led venture (Namla), and, as Lead Senior Consultant at Relevance (Schouten & Nelissen), leading leadership and team development for international organisations including IKEA. Trained in Co-Active Coaching, ORSC, Deep Democracy, Process Work and Art of Hosting, I integrate systems thinking, relational awareness, and reflective practice, and currently deepen this craft through my independent practice, Kotka.

### ROLES AT A GLANCE

2025–present **Founder & Lead Consultant** · Kotka
Independent practice: leadership development, learning journeys, team & systems work, EU-funded projects.

2023–2025 **Lead Senior Consultant** · Relevance (Schouten & Nelissen)
Designed & led leadership and team development for international organisations (IKEA, Rijk Zwaan, Omron, Synthomer).

2019–2023 **Head of Organisational Development** · Transavia
Led the OD function four years incl. COVID; built & grew the team; coached the executive board; developed successor. Reported to CEO.

2020–2024 **Co-founder** · Namla
Co-founded & ran an applied-anthropology venture; built a bootcamp model; secured & managed Creative Europe & Erasmus+ grants.

2015–2021 **Founder / Applied Anthropologist** · independent practice (NL & New Zealand)
Research & intervention for companies, universities, government incl. KLM (led a team), Impact Hub; launched The Human Show podcast.

2013–2014 **Global Strategy & Development Manager** · Natura, São Paulo
Global strategy for key categories; led cross-cultural teams.

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|---|---|
| 2007–2013 | **European & Global Marketing & Development Manager** · Beiersdorf (NIVEA)<br>Romania → Vienna → Hamburg; pan-European & global remit. |
| 2005–2007 | **Marketing & Product Development Executive** · Coca-Cola, Romania<br>High-potential trainee; marketing & product development. |

## A start, my values

I was born on 5 October 1981 in a small city in Romania. My early years unfolded during the final phase of the communist regime, a time shaped by restriction and censorship. Yet even then, I found spaciousness. As a deeply curious child and bookworm, I discovered freedom in books and in the worlds imagination made possible. That early experience of living between constraint and possibility shaped me. It cultivated the ability to move between worlds — intellectual, cultural, and professional — and to feel at home in transdisciplinary spaces. Curiosity remains one of my core strengths: the capacity to inquire, to imagine alternatives, and to navigate complexity with openness rather than fear.

I grew up in a family and culture that placed value on relationships. From an early age I became fascinated by how people support one another, how trust is built, and how collective strength emerges. I believe that individuals hold immense potential, but that the greatest power often lies between people — in the quality of their relationships and shared responsibility.

The pursuit of freedom with dignity underpins my work and worldview. When people can see and be seen in their full humanity, without shame or fragmentation, they are able to act with integrity and create work, communities, and legacies that are both meaningful and humane.

## My work path — three journeys

| 1 | 2 | 3 |
|---|---|---|
| **Marketing, development, strategy**<br>2005–2014 | **Systemic research, applied anthropology, entrepreneurship**<br>2014–2019 | **System sensing, coaching, development, leadership**<br>2019–present |

JOURNEY ONE · 2005–2014

## Marketing, development, strategy

In my early twenties I began as a high-potential trainee with Coca-Cola HBC and later The Coca-Cola Company in Romania, in marketing and product development. I led complex marketing and communication initiatives, won an internal creativity competition, and was invited to present at the global HBC headquarters in Greece. Through collaboration with regional offices I felt a strong pull toward working across geographies — to understand markets, cultures, and people beyond my own national context.

That opportunity came with Beiersdorf. From my first interview I said I aspired to work internationally; the CEO replied, *"If you are good enough, you will."* While managing NIVEA Baby in Romania I developed a national programme that positioned Romania as the number-one performing country globally for nearly a year. What mattered most to me was not the revenue: the initiative improved conditions for Romanian women in maternity wards — a programme still active almost twenty years later. It

was my first experience of aligning commercial success with social impact. International roles followed — first Vienna, overseeing marketing and development across European markets, then Hamburg with global responsibility. From Hamburg I moved to São Paulo to join Natura, managing global strategy and development for key product categories.

> It was in Brazil that a decisive turning point occurred. Working on the global launch of a haircare line for ethnic hair, I met three anthropologists collaborating on the project. They showed me a video of a seven-year-old girl crying in a salon as chemical straighteners burned her scalp. Her mother reassured her: *"It will pass. It would hurt more if you go to school with curly hair."* The anthropologists turned to me, responsible for one of the country's leading haircare brands, and asked: *"How responsible do you feel for a culture that shames young Black girls into looking like white girls?"* That question stayed with me. Beyond shaping markets, I wanted to understand and question the cultural systems that shape us — the beginning of my transition toward anthropology, and toward placing human dignity at the centre of my work.

JOURNEY TWO · 2014–2019

## Systemic research, applied anthropology, entrepreneurship

I moved to Amsterdam for a Research Master's in Social Anthropology. Though I had studied Political Science before, this was my first immersion in rigorous social-science research — and I was drawn not only to ethnography as method but to applying anthropology beyond academia, at a time when "applied anthropology" was still marginal.

**Impact Hub**

My first applied research project studied the organisation's identity and the foundations of its global community. Rather than a conventional report, I experimented with form — partnering with an artist and a documentary filmmaker to combine written analysis, audio, and video. The Global CEO later said it was the first time she had seen the organisation articulated so clearly — a reflection she still references.

**Tech scale-up & organisational culture**

At the end of my master's I declined a PhD and chose to build my own practice. A second project emerged from a chance conversation with a scale-up founder. When he asked what I did, I replied, *"I answer interesting questions and offer advice — do you have one?"* He answered: *"I have too many women crying in my office every day. How do I make that stop?"* From that question came a project examining organisational culture, power, and the emotional dynamics beneath performance metrics.

**New Zealand & The Human Show**

I moved to New Zealand, continuing applied research and intervention design with companies, universities, and government. Interested in the relationship between AI and human values — still niche then — I launched a podcast, The Human Show, which has since surpassed 100 episodes and maintains a five-star rating.

**KLM & Namla**

Back in the Netherlands I led a twelve-month research and intervention project for KLM, managing a team of anthropologists and designers. There I confronted the limits of research alone: valuable knowledge stayed confined to reports, rarely translating into lived change. With fellow anthropologist Rosalie Post I co-founded Namla, helping students, graduates and researchers translate knowledge into societal impact. We built a bootcamp model bridging anthropology and design, and secured two European grants (Creative Europe and Erasmus+). I ran Namla for four years before stepping back to pursue a new direction.

> Across these experiences a question stayed with me: information is widely accessible, yet change remains difficult. What prevents transformation is rarely a lack of knowledge. Deep learning does not happen by reading a report; it happens through lived experience, relational shifts, and embodied insight. This became the foundation for the next phase of my work: designing learning experiences that enable change not only at the level of understanding, but at the level of being.

JOURNEY THREE · 2019–PRESENT

# System sensing, coaching, development, leadership

**Head of Organisational Development · Transavia** | 2019–2023

Toward the end of my KLM assignment I met the CEO of Transavia for coffee. He was seeking a Head of Organisational Development to make Transavia more people-centric. He told me, *"I think you would be a wonderful fit — but I won't hire you. You need to convince your future team first. If you succeed, I'll see you in the final interview."* I went on to lead Organisational Development for four years — two through the COVID crisis, one of the most demanding periods in aviation's history. We designed and implemented a new enterprise-wide leadership journey and co-created bottom-up policies, including flexible work and diversity, equity and inclusion initiatives. I coached and facilitated the executive board through complexity with greater awareness and cohesion. I experimented with holacracy and decentralised governance, and trained the entire OD team in Deep Democracy to strengthen participatory decision-making and collective ownership. We expanded the team and reduced dependency on rigid roles, moving toward a more fluid learning-and-working infrastructure rooted in people's talents. A priority for me was succession and continuity: before leaving, I hired and developed my successor, who continues to shape and evolve the work.

**Lead Senior Consultant · Relevance (Schouten & Nelissen)** | 2023–2025

Following Transavia I joined Relevance, the international arm of Schouten & Nelissen, one of Europe's leading learning-and-development providers. As Lead Senior Consultant I designed and facilitated leadership, team, and personal development programmes for international organisations including IKEA, Rijk Zwaan, Omron, and Synthomer. In this period I deepened my conviction that sustainable change arises not only from strategy but from awareness — from how individuals and systems sense, relate, and take responsibility — deepening my practice in Co-Active Coaching, ORSC, Process Work, somatics, and embodiment-based approaches.

**Founder & Lead Consultant · Kotka** | 2025–present

At the end of 2025 I stepped fully into independent practice and founded Kotka. Kotka means eagle in Finnish and female cat in Polish — I like holding both. The eagle reminds me to step back, look wider, and act with dignity; the cat keeps me close to the ground, attentive and respectful of timing. Through Kotka I bring together organisational leadership, applied anthropology, and developmental work — holding space for meaningful transformation, and supporting leaders, teams, and organisations to align purpose, structure, and human dignity in ways both practical and deeply lived. My work spans learning and leadership development, organisational strategy and culture, team coaching and conflict work, one-to-one coaching, and EU-funded projects (Erasmus+, Creative Europe).

## Core focus & languages

### What I work on

Leadership development · Organisational development · Culture & change · Team development · Executive & team coaching · Facilitation · Participatory governance · Systems & strategy · Conflict work · EU-funded projects

### Languages

| | |
|---|---|
| **Romanian** | Mother tongue |
| **English** | C2 — full professional |
| **Dutch** | B2 — conversational, improving |
| **Portuguese** | B2 |
| **French** | B1 |

# Knowledge, education, mentors

### Education

- Research Master in Social Anthropology — University of Amsterdam
- Bachelor of Science in Marketing — Academy of Economic Studies, Bucharest (2000–2004)
- Bachelor of Arts in Political Science — Romanian American University (2000–2004)

This interdisciplinary foundation — spanning governance, markets, and culture — continues to inform how I understand power, systems, and human behaviour.

### Coaching & development training

Co-Active Coach (CTI). Trained in Organisation and Relationship Systems Coaching (ORSC, CRR Global). Student of Arnold Mindell's Process-Oriented Psychology, continuing studies at the Deep Democracy Institute (DDI) under Max and Ellen Schupbach — deepening my capacity to work with conflict, power dynamics, and systemic awareness.

### Facilitation & systemic practice

My facilitation and systems work is informed by training in:

Deep Democracy · Process Work · Art of Hosting · Liberating Structures · Theory U · Futures Literacy · Co-Active Coaching · ORSC

These approaches strengthen my ability to sense systemic patterns, design participatory processes, and support collective intelligence in action.

### Intellectual lineage

My thinking is shaped by mentors and thinkers whose work continues to inform my practice, including **Arnold Mindell**, **David Graeber**, **Tim Ingold**, **Ursula K. Le Guin**, and **Carol Sanford**.

# Selected recommendations

**Pernille Hagild** — *Global Equality, Diversity & Inclusion Manager, Inter IKEA Group*

*"She brings wisdom, warmth and genuine care to every interaction, creating a safe space where people feel seen. She gently guides the group while keeping us focused on the outcomes we agreed, and shares her insights with remarkable generosity."*

**Wim Vollenberg** — *Supervisor, KLM Digital Studio*

*"We hired Corina as an anthropologist to help determine the best way forward for digital transformation for our Engineering & Maintenance colleagues. She invests real time in her research — working alongside operational colleagues across morning, evening and night shifts for weeks — and produced a very thorough report with a concrete roadmap. I would definitely recommend her."*

**Jim Morris** — *Colleague, Relevance*

*"Through unstoppable curiosity and a natural ability to connect with people, Corina consistently demonstrates depth, thoughtfulness and professionalism. What really struck me was her coaching — feedback that is clear, balanced and constructive, helping participants grow in both confidence and capability."*