Positive Productivity implementation in TPA Group. Interview with Łukasz Korbas, Partner of the company.

Positive Productivity: We are 9 months after implementation of the Positive Productivity methodology in TPA Poznań. Could you tell us, what was the main reason you decided to start this program in your organization?

Łukasz Korbas, Accounting Partner, TPA Poland: In the beginning of 2017 there were several challenges that we had to face. First of all, there was a deep need for standards and procedures that will enable to delegate certain type of job to lower level in operational structures. We knew, that we must empower people and move managers time to more complex tasks. Second issue was lack of transparency where time is spent and how to optimize process. I remember several discussions about business development based on opinions, not facts. We had to start "evidence-based" actions. What's more, we struggled with process inefficiencies and over hours, what was especially difficult for employees and, also, managers.

PP: In September 2017 you reached the end of the project. What are the results?

ŁK: We have identified 93 possible improvements and till now implemented 58 of them. It allowed us to reach increase of Effective Charged Hourly Rate to expected level in Q1 2018. It was enough to reach breakeven point after 5 month of the project. I can assume, that relatively short project led us to very quick results. At the same time we managed to eliminate over hours and create opportunity time for process improvement, business and competency development.

PP: What about employees? What is their perspective of the change?

ŁK: At the beginning there was some natural resistance but now I can say all employees accepted it because they profit from it. They say that finally they have reliable information about time consumption of particular activities – now discussions between employees and managers run based on facts, not opinions. We monitor worktime on daily basis and act accordingly in case of over or under hours. What's more employees have bigger possibility to report a

Łukasz Korbas, Accounting Partner, TPA Poland

problem at work and have higher level of influence on how Team operates.

PP: Results which you describe show the visible change that is felt by everyone in the organization. Could you explain how it is possible, 9 month after the project?

ŁK: It wouldn't be possible without your Positive Productivity methodology, which bases on transparency and team habits. Transparency means that we report online, using your HarmoDesk tool, time and volumes of all our activities. We knew what was the status quo at the beginning of the project, we know precisely the actual situation – how much time we spent on each client, on each activity. Team habits means that we discuss this results during daily and weekly meetings, we are looking for improvements and continuously track their results.

PP: Thank you.