



Gdańsk, 19.03.2019

Reference letter

To whom it may concern,

I hereby confirm that between March 2018 and January 2019 **thyssenkrupp Group Services Gdańsk Sp. z o.o.** cooperated intensively with the trainer and consultant **Daniel Skowroński**, who represents consulting and training company **Valkir Academy Sp. z o.o.** Company supported us in the process of Global Application Services department transformation towards **Management 3.0** including essential elements of **Agile** and **Lean** concepts.

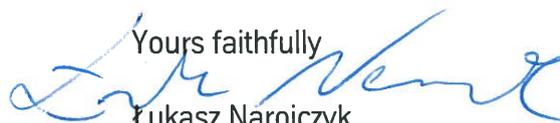
Scope of this cooperation consisted of conducting trainings, specialized consultancy, mentoring and coaching.

After initial verification of department's needs and challenges regarding efficiency of management methods and employees' autonomy, Daniel Skowroński performed two training sessions introducing "Management 3.0" concept, followed by the formation of a "change agents" group, responsible for internal change management, implementing new ideas and improvements globally throughout the department.

During following months he frequently facilitated "change agents" and operational teams' meetings, supporting the process of planning strategic goals, introducing Scrum and Kanban methods, building empowerment, and adjusting the overarching change process.

Daniel Skowroński demonstrated substantial theoretical and practical knowledge. Furthermore he proved deep understanding of the challenges facing our department. Whole cooperation was established on a professional, sincere relationship, that is why I am happy to recommend Valkir Academy Sp. z o.o. as a reliable partner in consulting and training services.

Yours faithfully



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