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Interim Operating Model Diagnostic & Recovery

EMEA Operations • SSC/GBS/BPO • Service Delivery • KPI/SLA Governance • Transition Aftercare

Gdansk-based | EU/EMEA remote | Tri-City hybrid | defined onsite presence in major Polish cities, UK or EMEA depending on mandate | +48 789 427 792 | kamiladrygalska@gmail.com | linkedin.com/in/kamiladrygalska

**Hidden operational cost.
Measured, mapped, reduced.**

I am brought in when an organisation works hard, but the system keeps converting effort into delay, rework, escalations and lost predictability.

THE PROBLEM I AM BROUGHT IN TO SOLVE

- The model exists on paper, but real work still moves through old shortcuts, informal ownership and escalation loops.
- KPIs look green while clients, vendors or teams keep raising the same issues.
- A transition, reorganisation, CRM/process change, vendor shift or regulatory shock changed the environment faster than the operating model adapted.
- Leadership needs evidence, not another performance narrative: where capacity is being lost, what can be simplified and what must be redesigned.

WHAT I MEASURE BEFORE I CHANGE ANYTHING

Decision delay How long it takes to move from known issue to accountable decision.	Handoff friction Where work stalls, returns or loses ownership between teams.	Rework loops Where output is repeated, cloned, reopened or corrected after closure.	Metric distortion Where reporting measures activity while hiding customer or operational outcome.
Ownership ambiguity Where responsibility exists without decision rights or clear entry/exit criteria.	Escalation recurrence Which issues keep returning because the system has not removed the cause.	Capacity distortion Where workload, complexity, language, region or pipeline do not match available capacity.	Readiness gaps Where client, vendor, compliance, master data, tax or finance are not aligned before execution.

WHAT I DELIVER

Mandate	When it is useful	Decision-ready output
Operating Model Diagnostic 4-8 weeks	The organisation feels the drag but cannot prove where time, capacity and trust are being lost.	Operating reality map, hidden cost drivers, ownership gaps, metric distortion, prioritised 90-day recovery roadmap.
Recovery Sprint 12-20 weeks	Transitions, restructures, CRM/process changes or vendor/client shifts have left execution unstable.	Redesigned handoffs, decision rights, KPI/SLA governance, escalation rules and manager cadence.
Interim Head of Operations / Service Delivery 4-9 months	Leadership gap, delivery pressure, capacity gap or post-change instability needs senior operating control.	Operational continuity, capacity model, stakeholder rhythm, rebuilt manager layer and permanent handover.

Timing depends on scope, organisational size, access to people/data, decision availability and the number of processes or regions in scope. I prefer to build with a realistic buffer and finish early rather than promise recovery under ideal conditions.

PROOF FROM LIVE OPERATIONS

LSEG	Metrics reality, not dashboard theatre Translated operational risk into a structured SWOT escalation, gained senior buy-in and moved into a 6-month Metrics Office project. Facilitated Design Thinking workshops with Heads and Directors, co-owned Perfect Order Processing definition and shifted measurement from closure activity toward client-outcome quality. Market-Driven Metrics improved +10 points in 3 months.
Arrow	Cross-country transition and capability build Built Poland-based operational capability after UK-to-Poland transfer, then maintained continuity through Poland-to-Africa transition pressure with -6 FTE and a frozen budget. This was not lift-and-shift: it required new ownership, manager rhythm, training, cultural translation and stakeholder trust.
Arrow	Vendor/client operating infrastructure Coordinated Salesforce as an Order Lifecycle Management tool and vendor/client readiness across Master Data, Compliance, Finance, Sales and Operations. Covered onboarding, UAT, invoicing logic, escalation paths, multi-year deals and new service models such as MSP/PaaS, where commercial intent had to become executable operations.
Risk	Regulatory and geopolitical shock translated into execution Worked through Brexit preparation, sanctions after the war in Ukraine, Russia/restricted-country controls, dual-use checks and Incoterms impact. Translated external risk into operational execution: customer eligibility, order routing, compliance checks, escalation paths and team readiness.
Capacity	Demand shock and transparent prioritisation During COVID remote-work demand, order volumes rose by around 30% while supply constraints intensified. Separated critical from routine work, coordinated cross-team support and added controlled capacity through interns. In a quarter-close outage with around 100 orders queued, aligned Sales Directors on real client priority and protected trust through transparent trade-offs.

HOW I LEAD

I do not enter as a hero-doer.

I set direction, make the real operating model visible, clarify ownership and give people closest to the work the mandate and conditions to design solutions that hold under pressure.

- I audit the system, not the people. Problems are treated as structural until proven otherwise.
- If the system cannot support plan A, I do not force execution through it. I identify what would need to change, who must be involved, or how to prepare a credible option B for the client, vendor or stakeholder.
- Best fit: senior leaders willing to look at operational facts, align decision rights with responsibility and address root causes instead of asking one person to absorb pressure from a broken model.

FORMAT

- B2B interim / contract; open to permanent only where the mandate is real.
- Available immediately; 2 weeks notice on existing commitments.
- Preferred setup: EU/EMEA remote or Tri-City hybrid. Defined onsite presence is possible in major Polish cities, the UK or EMEA for diagnostics, executive workshops, stakeholder alignment and critical recovery phases where mandate, decision rights and commercial terms justify travel.
- Useful search terms: Interim COO, Interim Head of Operations, Operating Model Recovery, Service Delivery Recovery, Transition Aftercare, KPI/SLA Governance, SSC/GBS/BPO Stabilisation.