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**POLISH MANAGERS AND CHANGE  
MANAGEMENT PROCESS. CONCLUSIONS BASED  
ON THE RESEARCH IN LOWER SILESIA**

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Importance of issues connected with organizational change is caused by complexity of such processes, but also by great deal of firms and institutions experiencing different types of transformation day by day. In this article we discuss some of the results of our research projects focused on change management process. We decided to refer to key aspects that might be helpful in understanding the possible role that managers from different levels could play in such processes.

**INTRODUCTION**

Nowadays after a decade of extensive transition of the Polish economy we have no doubt that we are facing an incoming period of deep transformation in Polish enterprises. The change process, as before, will be strongly connected with the social, economic, and political environments. It requires a great deal of time and effort to transform a particular organization. Not only financial aspects but also suitable organization knowledge, skills, attitudes and values will play a more and more important role during the forthcoming changes. This is caused by the common effort to empower company's competitive position, improving organizational effectiveness and implementing a new organizational order.

Economic transformation in former countries of a centrally controlled economy is undoubtedly a complex and difficult issue. Living in a period of political, economic and social changes we are also winning new opportunities. It is possible to make full use of them, provided that we overcome various, complex phenomena related to the period of deep transformation. One should take note of the fact that a common nature of changes does not result only from system changes, which the economies of Eastern and Central Europe are subject to. Change, and more specifically convergence change, is a permanent element of organization's functioning under free market conditions. However, what is more interesting from the point of view of research that we have carried

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out, is that for the past several years cases of comprehensive transformations have been a permanent element in a free market economy. Examples of Western companies show that also in their case one can now observe the common nature of comprehensive changes phenomenon (e.g. Champy, Nohria 1996).

According to Kotter, one can expect that change processes that frequently occur today will not only not end in the short-term, but may become even more common in forthcoming decades (Kotter 1996, p.161). This has significant implications for managerial staff striving for assuring the survival and success of their enterprises.

The future will most probably be entirely different from the experiences of the enterprises going back to the times of the industrial revolution and the growth of classic management theory. Challenges resulting for managers are accurately reflected by the statement that we work in structures of the past with the methods of today, confronting problems of tomorrow mainly with people who have built yesterday's structures and will not be tomorrow within the organization (Bleicher 1994).

## 1. ABOUT THE RESEARCH

The scope and comprehensive nature of the transformations taking place in Polish firms brings the issue of efficient management of organizations. In contemporary concepts concerning organizational changes, special significance is attributed to both change leaders and managing teams. Their task is not so much to design the change, as to manage skillfully its implementation, taking into account: development of leadership potential among managers, employees' involvement in designing and implementing changes, active influence on the organization's culture, development of process oriented organizational structures, providing measurable effects in short term. As managerial staff is of key importance in such a kind of processes, what becomes the issue of the moment is the problem of creating and preparing particular managers and teams for the efficient implementation of changes.

We believe that the efficient implementation of the change management processes, most of all, requires the strong and very intensive support of managerial staff. This issue refers to different types of change (for example technological and capital) which should be enriched with the appropriate organizational and cultural approach. The support of the company's managers should focus on developing leadership potential, connecting it with managerial skills, providing appropriate knowledge, and establishing the new system of

organizational values. This seems to be essential in supporting managers who will be able to efficiently implement the process of managing fundamental change.

Contemporary approaches to the change management process that have been born in recent years in Western companies, despite the differences between the East and the West, also seem to be very useful to Polish organizations. Unfortunately, there are some obstacles, which seem to be more difficult to overcome in Polish organizations than in Western ones. This is connected with the basic difference at the beginning of the transformation process. While Western companies have been developing and introducing such important concepts as Just in Time Management, Human Resources Management, Organization Development, Controlling, and common usage of computer systems for two decades, Polish companies have been trying to implement many of them simultaneously in quite a short time. What is also relevant, is that Polish unions are very strong with serious political power and they often create strong opposition to the change process.

Our research is based on some selected concepts related to the change management. These are, among others, the concept of leading change by Prof. J. Kotter from Harvard Business School (Kotter 1996), conception of "Real Change Leaders" by a group of consultants from McKinsey&Company (Katzenbach 1995), and also the conception of organization transformation by R. Miles (Miles 1997). Concepts that prove very useful in thinking and attitude towards changes are such as Lewin's model, dissertations by the representatives of the "group dynamics" trend, as well as Leawitte's, Greiner's or Dalton's works.

Focussing on issues related to organizations in which processes of deep transformations take place, we assumed that major changes are those situations in which corporate performance requires most people throughout the organization to learn new behaviours and skills (Katzenbach 1995). It is also worth drawing attention to additional distinguishing features, including:

- changing fundamental assumptions of the strategy and vision of the company's future,
- reshaping existing structures, systems and processes,
- making the position, and even the existence of the company strictly conditional to the success of implemented changes.

The above attitude allows defining factors of key significance for the efficiency of the change management process. It is essential though to take into account the specific conditions of Polish organizations. Although it seems that the essence of comprehensive change processes is of universal nature, geopolitical, economic or cultural factors may have a significant impact on the

course of organizational change process in a particular country. However this knowledge is not to serve the purpose of creating a "Polish model" for implementing changes, but to increase the effective application of verified, modern achievements in this domain.

In the present report, we discuss the results of two research projects recently completed by employees of the Department of Management Systems Designing. The first project concerned the analysis of resistance force in the process of the companies' restructuring. Research was carried out in 1994. It covered different levels of employees from four big companies operating in Wrocław, converted into sole shareholder companies of the State Treasury and included in the fundamental change program. The subject of analysis was data obtained from 172 respondents. Due to the dynamics of the change process, the analyzed group of enterprises was at the preparation stage of change.

The second research project, completed in 1998, concerned a diagnosis of the change management process. Research covered more than 700 managers from 10 enterprises, members of a large capital group and its headquarters. At the moment of research, these enterprises were at the stage of implementing changes, which referred to outsourcing from the parent company and optimizing the functioning of the so-called core business constituting the fundamental area of the parent company operation.

## **2. MANAGERS AND CHANGE**

In order to describe the attitude towards changes demonstrated by managers who participated in our research, we decided to refer to three aspects. The first are managers' attitudes towards changes, the second deals with the most serious problems which they encounter during the process of change implementation and last but not least are factors which they consider to be critical for the success in the change management process.

### **2. 1. Managers' attitudes towards change**

The unquestionable majority of managerial staff are convinced of the fact that changes are an indispensable element in the organization's functioning and that changes taking place in their organizations are necessary, although they raise objections as to the way of their preparation. However, one can talk about diversity of opinions depending on the management level. The highest number of clearly negative opinions on the necessity of changes appears among lower level managers. Among middle level managers the most common is the

conviction of the "relative" necessity of changes. Only among lower level managers one can encounter firm critical evaluation of the importance of changes, and so the lower the management level, the greater the distance (not to say reluctance) from conviction about the necessity of changes.

In companies examined by us, one cannot yet talk about a common sense of the necessity of change. It has undoubtedly a negative impact on all elements of the change implementation process. Without doubt, the greatest attention in that scope should be paid to lower level managers. Lack of conviction as to the necessity of change among quite a large part of managers (*more than a quarter of them question outright the legitimacy of changes*), who on a daily basis directly influence large groups of executive employees, is a weak element in the change implementation process.

The essential indicator of employees' knowledge about the essence and purpose of change taking place in the organization is the **knowledge of a future state vision**. Theories concerning the change management processes suggest that the existence of a clearly defined and well-communicated vision, is one of the basic distinguishing factors of these changes, which bring intended or bigger than intended effects. Data obtained by us imply an insufficient awareness of the vision, which is to result from the current processes of company restructuring. For more than 60% of managers, the vision of their company's future, and consequently, the tasks which they are to confront, are not clear.

Our former (1994) research work also showed that ignorance of objectives and methods of introducing and implementing change is common among employees of restructured enterprises. This lack of knowledge, common among executive and administrative staff, to a large extent also concerned representatives of managerial staff, mainly of the lower and middle levels.

In the subsequent research (1998), referring to knowledge of objectives of change that take place, managers participating in the research expressed their opinions on the subject of what the change is for and where it leads to. It seems natural that, in general, the managerial staff is able to point at specific, fundamental objectives of change. Only a small part of this group declares a lack of knowledge of those objectives. Higher level managerial staff ascribes more "active" character to challenges standing before the organization (there commonly occurs the opinion of *strengthening the market position*). What draws one's attention is the relatively „pessimistic" approach of middle level managers, who more frequently than others pointed at ambition for company's survival. Adapting the company to the conditions of market economy has been indicated most frequently as the objective irrespective of the management group

According to theoretical concepts concerning change, success in implementing it requires obtaining determined support and willingness of personal **involvement from the large majority of managerial staff**. In branches covered by the research, one cannot yet talk about achieving a postulated "critical mass". Difficulty refers mainly to winning the lower level manager. Without their participation, change will encounter serious resistance on the part of the employees.

Research carried out in 1994, showed an average level of willingness for personal involvement in the change process of a company. Administrative workers were relatively least willing to get involved in the process of change, but the managers were the largest group of people declaring full readiness to take action for the benefit of changes. Among managerial staff, the prevailing group of people (51%) was to a large extent willing to become involved in the change process.

In research from 1998, about 38% of people declared willingness to become involved in the change process. The higher the level of management, the higher the willingness to become personally involved. If among lower level managers of the active zone people declaring such willingness constitute about 31%, in the group of middle level managers this group counts more than 49%, whereas in the case of higher level managers, about 70% declare their full willingness to become personally involved in the change process.

Only 3% of managers firmly do not want to become involved in the changes. As for the large majority (*more than 57%*), one can say that they show cautious, even distant approach toward change. In this latter group a predominant part (*31.6% of the entire group*) are people who, based on former negative experience, make personal involvement dependent on the conviction that the change being introduced makes sense. The second, less numerous group (*25.6% of the entire group*) are willing to become involved when someone first initiates change and defines its direction.

## **2. 2. Significant problems in the change process**

Obtained results indicate that potential problems occurring in the course of the change implementation process, presented during the analysis, are well known to managerial staff. It is worth mentioning that none of the problems mentioned was assessed to be of minor importance. Irrespective of the management level, problems assigned with high importance were both the problems of "daily life", such as insufficient cooperation between departments, and problems of general nature, "softer" ones, e.g. the existing code of ethics,

or lack of a unified and clear vision of the organization. The data obtained on a scale of the entire group analyzed will be discussed briefly below.

Table 1  
Ten most important problems in the change implementation process

Option	Problems	Importance
a	Lack of understanding of the necessity of change in the organization	7.63
d	Employees' distrust towards actions by the management	7.14
c	Lack of skills especially in the area of conflict solving, negotiating, team work, communication	6.91
m	Inefficient communication between top and bottom management	6.77
j	Starting too quickly the implementation of tasks with an inadequate preparation of the change programs	6.73
k	Lack of a unified and clear vision of the organization, objectives and directions for change	6.70
g	Lack of employees' support for solutions defined by management	6.65
n	The existing code of ethics, old habits, methods of operation, patterns of behavior	6.60
l	Large amount of gossips, guesses and not rectified pieces of information giving rise to fear of change	6.37
i	Employees' reluctance to become personally involved in change implementation	6.33

Source: Own study.

The most important problem for the managerial staff was **lack of understanding of the necessity of change** in the organization. Taking into account the time from the initial moment of the change process in the examined organizations, the result obtained in the analysis implies that one of the basic, initial elements of the change management process was not effectively accomplished. Two further problems appearing can be recognized as a clear and direct consequence of the above one. The first one is **lack of employees' support** for solutions adopted in the change process, the second – **employees' reluctance to become involved** in the change implementation. Both problems are closely related to each other.

Among other problems of top importance it is worth to point to the next two, also closely connected with each other. These are: employees' distrust towards actions by the management and inefficient system of communication. **Inefficient communication** is probably one of the main reasons for persisting lack of conviction to the necessity of change. It also brings about employees' distrust towards actions taken up by managerial staff. This is undoubtedly intensified by employees' negative experiences with respect to changes, which took place in the past. Irrespective of the level of management, causes of low efficiency of the communication process are mainly located at the highest level. Such evaluation is also shared by a large group of senior managers.

The next problem concerns **insufficient interpersonal skills** of the managerial staff, skills related to conflict solving, negotiating, teamwork and communication. What is interesting is that the causes of this problem are also located mainly among higher level managers. Postulated amount of such skills is similar at each level of the organization. We believe that such a situation results from the decidedly lower participation of lower and middle level managers in the process of leading the changes. Those managers are mainly executors of decisions made at the higher level and they have little opportunities (*or desire*) to determine on their own directions of changes for areas of organization under their responsibility. Thus they do not appear as leaders of change, but only as "administrators", following guidelines from above. Due to this, one can in fact ignore the great importance of interpersonal skills on each level of management.

The problem occupying a high position in managers' opinion is that referring to **organizational culture**. This causes that the valid code of ethics, old habits, patterns of behaviour and methods of operation hinder change implementation. In the case of this problem, its causes are located mainly among employees. Lower level managers come second.

It is also worth mentioning how big an importance was assigned to **lack of a unified and clear vision** of the organization as well as the objectives and directions for change. This draws one's attention to the reproach from employees that one does not know what will be the end result of the change being implemented. As was shown in the research, managerial staff, especially of the middle and lower levels, also lack general awareness of what the organization is heading towards. A large part of those managers, asked if they know the vision, believe that it does not exist, or else, that they can define it on the basis of their own understanding of what the organization is heading towards. From discussions during the research it follows though that such awareness exists at the highest level of management. Most probably, it is not communicated sufficiently to the lower levels of the organization.

In the presented, general evaluation of the problems occurring in the process of change implementation, only once were the reasons for their occurrence clearly found among **middle level managers**. They are mainly attributed to the responsibility for insufficient cooperation between various departments of the company. From data obtained it also follows that middle level managers are aware of their faults concerning activity in this field. The issue of insufficient cooperation between various departments is yet difficult to explain taking into account additionally gathered data. Asked about the role fulfilled by managerial staff in the companies subject to the analysis, more than 53 % of middle level managers emphasize their relatively high independence by admitting that they formulate the directions for activities in their subordinate areas of the organization. Asked about how they would define the directions for change, almost 80 % of middle level managers reply that their proposals would refer both to their 'own' areas, as well as to other parts of organization. This implies that middle level managers are aware of the necessity to cooperate with other departments of the organization, they also declare that they possess the necessary freedom of action. At the same time they admit that one of the crucial problems of change is insufficient cooperation between particular departments of the company. More specific clarification of the observed phenomenon would require more detailed research. Perhaps it shows reluctance or reserve of managers at this level towards personal involvement in the change management process and taking risks related to it. It may also be a signal that there exist other obstacles preventing those managers from effective operation. One can state however, that some awareness of one's role and its insufficient fulfillment may be the basis for gradually making a bigger and bigger group of middle level managers more active so that as change leaders they make a comprehensive implementation of changes, on the scale of the entire organization, possible.

### **2. 3. Main challenges for managerial staff**

Data referring to managerial staff's opinions as to the most relevant tasks needed for managing efficiently the change correspond to issues identified both within the analysis of attitude towards change and problems connected with implementing it.

In order to assure a better clarity of obtained results and to provide the possibility of better interpretation of the results, we present a general structure of the key factors, which the managers participating in the research regarded to be the most important.

Table 2  
Main groups of challenges in the change management process

Core business units	Outsourced units
1. Initiating changes	1. Managers and leaders
2. Preparing and supporting employees	2. Stimulating employees
3. Coordinating the change process	3. Coordinating the change process
4. Communication	4. Modifying the attitudes and motivating employees

Source: Own study.

The main groups of issues indicated for **core business units** allow to define what aspects of the change management process were most important in the period of striving to increase efficiency of functioning in the area of the basic operation of the analyzed companies. It turns out that the problem is mainly related to conviction of the need for change, indicating the general direction which the organization will be heading towards. Activities related to preparing for change, both managerial staff and employees ranked as second in importance. Only after that, did factors appear related to coordination of the restructuring process, and so to the issue which is mainly responsible for common opinion on insufficient preparation of implemented solutions. Next, although not of little importance, were issues related to the communication process, although its efficiency was, in the opinion of people subject to the research, commonly rated as relatively low.

In the case of **outsourced units** one's attention is drawn to the sequence of isolated groups of issues. We believe that the obtained results prove insufficiency of activities related to preparing the change process. This means that currently they are perceived as more important than the other ones. In the period of change implementation it is obviously necessary to simultaneously take up many actions constituting the change implementation process. Individual activities should however be completed with different intensity in the following stages of the restructuring process. One cannot efficiently proceed to the next stages of change if the preceding stages have not reached a certain "state of saturation" or advancement. The sequence of the discovered groups of factors, resembling exactly the chronological sequence, confirms then the importance of those which – taking into account duration of changes – were not yet accomplished to a sufficient extent. Thus, most probably, issues related to leadership are located in first place, right after them there are issues related to winning the employees for the process of changes and supporting

employees in the change process both through an adequate method of motivation and by providing the necessary knowledge and skills.

Table 3  
Ten most important factors of the change management process.

Option	Factor	Importance
c	Creating clear and concise vision	8.55
e	Detailed communication of the vision, objectives and directions of change to managers of all levels	8.32
a	Developing the conviction of the necessity of change among employees	8.02
f	Preparing middle and lower managers, in terms of skills, for change implementation	7.93
b	Creating a strong team possessing real power, to manage the change implementation	7.81
s	Adapting the system of motivation to the new conditions of organization's operation	7.61
l	Permanent cooperation between representatives of various departments and functions in solving current problems	7.53
g	Informing managers in detail and on a current basis about all aspects of the change	7.45
n	Preparing employees for change within the scope of the necessary knowledge and skills	7.45
t	Financial motivation of the employees involved in change process	7.38

Source: Own study.

In both groups of companies, managers under analysis rated as low the importance of factors related to the coordination of individual activities for the benefit of change and even more so measuring their effects and delivering quick results. This draws one's attention to the specific character and stage of advancement of changes that are taking place, where the efforts for the benefit of mostly simple reorganization activities and disseminating, and deepening the new method of operation among employees are dominant.

### 3. RESISTANCE TO CHANGE

Results of research from 1994 show that the strongest resistance to change occurs among administrative staff, and is a little bit weaker among executive

staff. Among managers, who also have their concerns, attitudes in favour of change still prevail. Dominance of resistance forces among administrative and executive staff is shown by numerous symptoms revealed directly or indirectly in the research. These include: ignorance of change, lack of knowledge as to the change program planned in the company, definitely insufficient information flow on the subject of change between superiors and subordinate employees, negative evaluation of legitimacy of the decision to change (*"it is an unnecessary waste of employees' time and energy"*). Lack of understanding of the purpose of change and the ways to implement it is common. Administrative and executive employees are perceived (also by themselves) as the most reluctant to change. On the other hand managers, especially of the higher level, are perceived as the ones accepting changes.

The threat most frequently indicated by the people was the possibility of group and individual lay offs – every second person surveyed was afraid of this, irrespective of their position held in the organization. Subsequently, respondents indicated a fear of limiting the social benefits, the necessity to change professional skills, new remuneration system and the change of the company profile. Least frequently mentioned threats were: tightening of work discipline, changes with respect to current responsibilities and lowering of one's professional position.

Table 4  
Sources of resistance to change

Resistance sources	Percentage of indications
Group or individual lay-offs	59,3 %
Limiting social benefits	28,5 %
Necessity to re-train	19,7 %
New remuneration system	19,1 %
Change of the company profile	18,6 %
Tightening of work discipline	11,6 %
Change of the scope of current responsibilities	9,9 %
Lowering of one's professional position	8,1 %

Source: Own study based on Skalik (1994).

An important issue is managers' perception of resistance to change occurring among subordinate employees. The majority of lower and middle level managers (*over 60%*) think that employees are against changes. Most frequently they point at concerns related to losing one's job or decreasing salary, which was to a significant degree reflected by the results of the former

research. However, the majority (64.3%) of higher level managers think that employees are rather not against change, although they are afraid of the consequences related to that change.

This diversity of opinion implies that the phenomenon of resistance is not sufficiently recognized. This can lead to an overestimation or underestimation of the resistance intensity in various areas of organization and, as a result, to the adoption of ineffective actions.

Apart from fears, the prospect of change may also arouse various hopes and expectations. Expectations revealed most frequently among respondents referred to an improvement of the company's condition and/or one's personal situation. Only executive employees are definitely sceptical as to the possibility of improving their situation, but they count on an improvement in the company's condition. All respondents, irrespective of their position held, hope for a better salary, and also take into account the increase in the scope of professional responsibilities. Further in the sequence, managers and administrative employees expect that the change will also influence their professional careers and will become an opportunity conducive to development. Still, only managerial staff representatives definitely reject the statement that change implemented in the company is an unnecessary waste of employees' time and energy.

The experiences gathered so far, related to changes implemented in the company may have a significant impact on the current attitudes of managerial staff. A considerable group of managers (over 31%) justifies their reserve towards the idea of personal involvement into change implementation only with the former negative experiences. Among lower level managers of the motion zone dominate people (about 55%), who criticize changes in which they participated in the past. Among middle level managers negative experiences are declared by 48.5%, whereas in the case of higher level managers, this group amounts to less than 41%. The higher the level of management, the higher the percentage of managers positively evaluating their former experiences connected with change, and at the same time the higher the willingness to become involved in the process of the current change.

## CONCLUSIONS

Data obtained during research allow for a collective discussion of the problems important for managers of particular management levels. One can observe that what discriminates between evaluation by top management and the remaining part of managerial staff refers to the activities these groups expect from each other. Worthy of notice is the way of locating causes for existing

problems. In the majority, they are located on the side of senior managers, whereas employees occupy second place. What is interesting is that problems for which the latter are made responsible (distrust, lack of support, large amount of gossips and false information, reluctance to become involved), refer to people's natural patterns of behavior in the situation of change. Upholding of these phenomena though is the effect of insufficient action taken by the superiors.

Senior management point on the other hand to insufficient interpersonal skills, attributing defects in this respect mainly to middle level managers. Senior management also emphasizes the danger in the reluctance of many managers to become personally involved in the change process. They ascribe such attitudes mainly to lower level managers.

The remaining part of the managerial staff points to, among the most important, the problems the source of which is located at the higher level of management. First of all it is a badly functioning communication system. What is regarded as a crucial hindrance in change implementation is also lack of a unified and clear vision of the organization, its objectives and transformation directions. This problem refers clearly to the aspect of leadership. The last of the major problems, which the remaining managers pay attention to, is employees' distrust towards management's activities. In this latter case, the main sources of the problem are still perceived on the part of the employees.

Among the entire managerial staff there is consensus as to the meaning of the two problems considered to be most important. The first one is the weak necessity of change in the company. Basically all groups of managers think that it is now the biggest obstacle in the change implementation process. Upholding of such a situation means that subsequent stages of transformation may fall against stronger and stronger resistance. This prolongs the change processes and makes obtaining the expected results more difficult.

The second of the commonly noticed problems is the phenomenon of the negative impact of the existing organizational culture on the change implementation process. One can judge that evaluation of importance and location of the sources of this problem reflects the awareness intensity of the fact that change is necessary. Among managerial staff, the ones least convinced of that are the lower level managers. At the same time, about 60 % of them approach with reserve the idea of their personal involvement in the change implementation process. It is worth paying attention to the fact that the problem of managers' reluctance to become involved in the change process concerns, according to the opinion of the focus group, lower level managers. Lack of conviction to change and reluctance to become personally involved in its

implementation prevents elements related to changes in the organizational culture from spreading.

Obtained results imply that in the analyzed organizations activities characteristic of the initial stage of change were not sufficiently accomplished. This causes accumulation of the importance of problems connected with, *inter alia*, lack of the need for change, employees' distrust towards management's activities, the lack of a unified and clear vision.

What attracts one's attention is the discrepancy between managerial staff's opinions as to evaluation of certain phenomena, possible to be objectivized. This concerns, among other things, perception of efficiency of the communication process existing so far, the need for developing managerial skills indispensable in change implementation, or the intensity of employees' resistance to changes.

Managerial staff's opinions show that in the analyzed organizations there exists a considerable potential of middle level managers willing to become personally involved in the change implementation and furthermore, to bear responsibility for their actions. The significant challenge for top management becomes to identify, support and stimulate people who can be defined as change leaders, functioning at the middle level of management.

As for the lower level managers, educational activities are indispensable for the benefit of the change, leading to winning people's readiness to become involved in the changes. Such activities should explain the necessity of change, acquaint with its purposes and main directions and prepare in terms of knowledge and skills for their effective functioning in the situation of complex change in direct contact with employees.

In the examined organizations we dealt with aspirations for implementing even simple and basic changes in the organizations which previously had been resisting them or had not been forced to them. Such phenomenon can probably be interpreted as "accustoming" the organization to the change process. As shown by the two most advanced examples from a group of companies created as a result of outsourcing, after the first surge of changes there come the next ones in which there are more elements connected with implementation of modern management and organization concepts.

Such a situation also draws one's attention to the way of conduct of the managerial staff heading for the implementation of planned changes. One can clearly notice the aspiration for quickly getting down to the change implementation stage, without taking notice of its appropriate preparation. This gives rise to problems, which are in most of the cases, solved according to the principle of "fire fighting". At the same time though, managers notice that there is the need for themselves to be prepared in a better way for handling the

change implementation situation, *inter alia*, within the scope of communication, conflict solving or team work. In the subsequent activities for the benefit of change, they now gain experiences and master their skills. However, they face new challenges connected with the need for more efficient and quicker implementation of the next, more advanced changes.

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