**ABSTRACT**

This paper presents a comparison between Polish managers tested in 1996/1997 and

2008/2009 on their perceptions of organizational culture and their beliefs concerning

attributes necessary for leadership effectiveness. As was unexpected, our results show

that the Polish managers of 2009 score significantly higher than managers of 1996/1997

on Power Distance, Individualism, Gender Differentiation and significantly lower on

Future Orientation and Humane Orientation.

Our findings suggest that the more individualistic orientation in Polish organizations

is still necessary in order to survive and be effective during the present turbulent and

highly uncertain economic and business conditions. In addition, Polish managers of

2008/2009 under current conditions are not prone to be especially considerate toward

subordinates. Relatively higher scores on Power Distance and lower scores on Humane

Orientation on the part of managers being studied in the year of 2008/2009 are also in

line with findings concerned with attributes necessary for leadership effectiveness. Mean

comparisons on beliefs concerning attributes necessary for leadership effectiveness show

that Polish managers of 2008/2009 believe more strongly than do Polish managers of

1996/1997 that an autocratic style, diplomacy, risk avoidance and administrative

skills are more strongly associated with leadership effectiveness. As mentioned earlier,

managers of 2008/2009, in comparison with managers of 1996/1997, also describe

their organizational cultures as higher on Power Distance, Individualism, and lower on

Future and Humane Orientations.