**ABSTRACT**

This study compares Polish managers’ perceptions of their organizational culture and their beliefs concerning attributes necessary for leadership effectiveness, investigated in 1996/1997 and 2010//2011. As was unexpected, our results show that Polish managers of 2010/2011 score significantly higher than managers of 1996/1997 on Power Distance, Autocratic Orientation and slightly lower on Performance Orientation, Team Orientation, Humane Orientation, Decisiveness, Integrity, CharismaticlVisionary Leadership Dimension and Charismatic/Inspirational Leadership Dimension. Our findings suggest that more autocratic orientation in Polish organizations is still necessary in order to survive and be effective during the current turbulent and highly uncertain economic and business conditions. Our findings are also consistent with regard to leadership attributes of Performance Orientation, Team Orientation, Decisiveness, Humane Orientation, Integrity, Visionary and Charismatic/Inspirational, which are somewhat less strongly associated with leadership effectiveness by Polish middle managers investigated in 2010/2011 in comparison with their counterparts studied in 1996/1997.