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### **Towards More Effective Experts Support to the Central and Eastern European Countries During Their System Transition**

Zwiększenie efektywności pracy ekspertów dla krajów Europy Środkowej i Wschodniej w trakcie zmian systemowych

The political changes which have started in 1989 in Central and Eastern European Countries marks the beginning of a transition process from an economic system based on centrally planned economy towards the free market oriented system and decentralized forms of decision-making. This process demands the substantial changes of the management philosophy as well as practices which implies the development of the new brand of managers. They should be able to introduce the innovative solutions and new managerial techniques when changing business and industrial environment of different sectors of national economy. It calls for the transfer of variable experiences and training methods from other countries, and the mass retraining and development of the core of trainers, consultants and teachers in the field of management and productivity.

However, to make this process more effective and relevant, it is necessary to develop some more innovative approaches adjusted to the reality of these countries. Our remarks and proposals are based on a four year's experiences with the international transformation in Poland.

The significant cultural and social differences, strong historical traditions and other experiences preclude an automatic adoption of the ready-made methods and solutions. However, the same methods adapted to the local conditions, can be used of management and productivity in different sectors of national economy, e.g.: state and private industry, medium and small business, public central and local administration, social

and health systems, transportation, ecology and environmental protection, telecommunication etc.

Merging the modern knowledge, approaches and experiences of foreign experts and consultants with the experiences of the local experts can create the new managerial tools adapted to our conditions, needs and possibilities of implementation. Polish experience collected during last few years can serve productivity development for other countries in transition process, such as the Baltic States, the Commonwealth of Independent States (CIS) and European Community to meet their specific needs.

#### TOWARDS BETTER MANAGEMENT

The successful implementation of system changes in post-communistic countries will depend on the capacity of managers to implement the innovative thinking and solutions. It involves such factors as:

— knowledge of the free market economy and the methods used in a system approach,

— skills — ability to apply the acquired knowledge in practice,

— ability to assume an attitude supportive to changes, to redirect action towards greater entrepreneurship and self-empowerment.

The training and retraining of core group of management trainers, consultants and teachers who will be able to promote and facilitate the development of management through education training and consulting is an important tool for the economic development and the solution of the efficiency of enterprises.

Polish experiences from the last few years show, that the consultants from the United Nations Organization, the United States, Canada, Japan and other foreign donor-countries have experienced a considerable difficulties to understand the local conditions and changes. The effectiveness of their motivated work has been very often comparatively low and sometime irrelevant to the real needs of a given country.

It is true, that the fast changing economic and political situation and rules, in the post-communistic countries, can be frustrating and create difficulties both for the foreign as well as for the local experts, the latter ones are better equipped and adapted to understand the situation and try to find the proper solutions.

Therefore, if the know-how funds and experts' effort of the donor countries, and support of international organizations and agencies are to be properly used, the close cooperation between foreign and local experts seems to be the prerequisite of greater effectiveness, better use of the knowledge, experiences and funds to speed up the transition period.

It has to be stressed, that the interpreted lectures of foreign experts are unsatisfactory as the tool for the management training and development. The translation usually requires to be moderated by local specialists who can provide necessary information on cultural and other substantial aspects of the problem discussed in order to bring it closer to the local needs and reality.

### CONCEPT OF TANDEMS

In order to achieve that, we put forward the concept of "TANDEMS" — "Professional Circles of Specialists" composed of the local and foreign specialists in a given field, protecting their long-term cooperation. The concept is based on our experiences as the international experts concerned with a different aid programs. We observed them from the both sides:

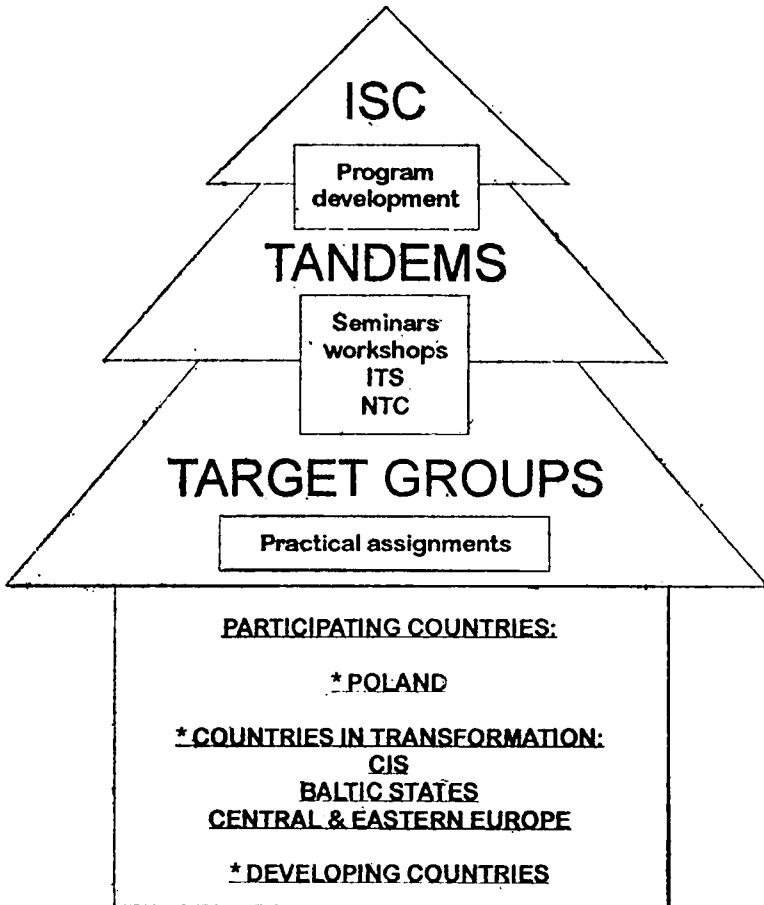
- as "givers", when we have worked as international experts in developing countries, and
- as "receivers", when we have been working as organizers and "consumers" of international aid to Poland.

Therefore the idea of "TANDEMS" is promoting a close cooperation of international and national specialists as the effective tool for the management development. They should work together with the teachers, administrators, curriculum developers and training participants. They should also include the persons who will implement the recommendation of management training and outcomes of the consulting.

"TANDEM" of "Professional Circle" means a group specialists from participating countries working as a team of persons from a specific profession — in areas: (1) "Education", (11) "Development", "Consulting" — to develop that profession. Their task is to develop new management and productivity solutions for countries in transformation process. Tandem is working under the leadership of an international expert.

The tasks of "TANDEMS" (Fig. 1) might be formulated as follows:

- (i) curricula development as well as training in curricula and programs tailored to meet the needs of particular sectors;
- (ii) selection, translation and adaptation of core management textbooks and guides, to be made widely available and to help set the standards;
- (iii) a program for defining policies and effective models for the development of management (a) teachers (professors) (b) trainers (c) consultants;
- (iv) pilot programmes of teacher/trainer/consultant development to meet the needs of professionals in various stages of professional development;



**ISC - International Steering Committee**

**ITC - International Training Course**

**NTC - National Training Course**

Fig. 1. Tree of training — the global concept  
Drzewo szkolenia — pojęcie ogólne

(v) development of management research capabilities and implementation of research projects in selected areas important to needs assessment, curricula development, case studies and other training materials production etc., respectively to participating countries;

(vi) courses and workshops for the managers, deans, directors, managers of studies at management schools, centers and other institutions;

(vii) training and advisory program for human resource development managers in private and public companies aimed to increase the share

and role of enterprise-based management specialist training and development for participating countries.

It is necessary to develop the clear goals and objectives for the process of managers' education as well as for training and retraining of the teachers, trainers and consultants. This has to be considered as the most serious task to be undertaken not only in Poland, but also in other CEEC countries as well.

#### CONCEPT OF "THE TREE OF TRAINING"

Preparation and development of managers for effective management as well as reaching higher productivity in economic activities is crucial in turbulent times and requires the proper infrastructure or network of institutions to develop knowledge, skills and attitudes.

The education and training of managers capable of working efficiently in the market economy system should be developed parallel in two directions:

- a) top managers as vehicles for change to secure the effectiveness of economic ventures,
- b) national core group of management consultants and trainers preparing the enterprise personnel.

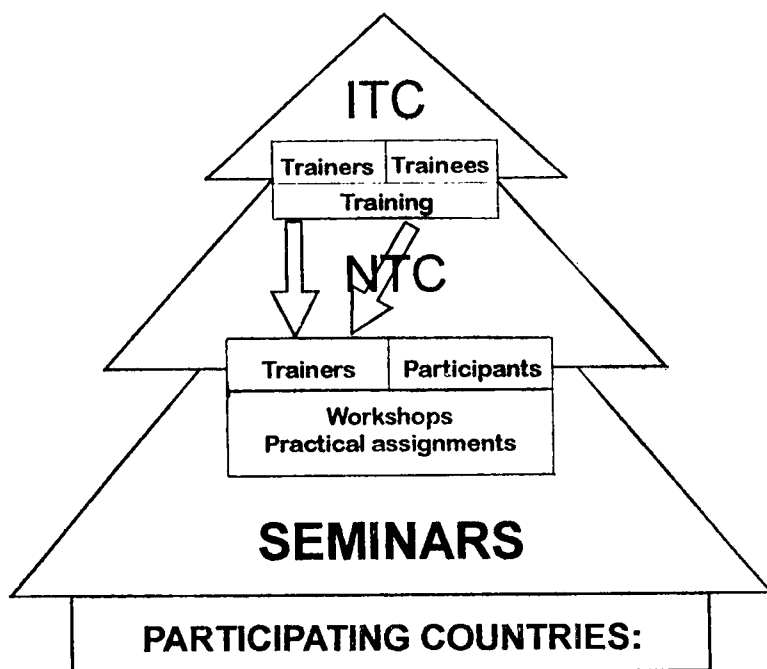
The countries should plan both management "education" and "up-grading" training. There are three general spheres of management training (Tab. 1):

Sphere 1. "DEVELOPMENT" — practical type of education — training in management development or management for change (or education by consulting training) — where the program is tailored to meet the needs of industrial students and is modified to better suit the student's

Tab. 1. Tasks of the national management network  
Zadania państwowej sieci zarządzania

MAIN TASK		SUPPORTIVE TASK
DEVELOPMENT	CONSULTING	EDUCATION
National Center for Staff Training	National Institute of Management Consultants	Higher Educational Institutions
* implementing "tree of trainers training"	* consulting service * implementing "tree of consultants training"	* proposing changes in academic programs * retraining of faculty
* professional research and development		
* development of methodology and training materials		
* reports to the respective authorities		

current requirements. This type is often adapted to practical and actual problems. The knowledge acquired is practical in character, it also includes developing the student's ability to apply his or her knowledge in practice. The attitudes of entrepreneurship and cooperation with other people are strongly encouraged and developed. The performance skills for short but intensive teaching periods make reference to the students own experiences and encourage mutual exchange of experiences among the participants.



ITC - International Training Course  
 NTC - National Training Course

Fig. 2. Tree of training — tandem development  
 Drzewo szkolenia — rozwój tandemowy

Sphere 2. "CONSULTING" — specific services performed for a fee by independent, objective professionals to help managers define and achieve their organizations' goals. By analyzing problems or opportunities associated with key management functions, management consultants can recommend practical solutions and help to implement them. In the simplest terms, management consulting is the business of managing change. The ultimate purpose of every consulting engagement is to make

something happen in the client organization that will improve its performance.

Sphere 3. "EDUCATION" — academic type of education — a student would conform himself to the requirements of a standardized teaching program. The teaching programs, extending over a few years, covering the basic as well as applied knowledge.

It is believed that management training should be addressed not only to top management, executives, but also to division heads, supervisors, foreman and staff because the better understanding of managers of the scope of their responsibilities, the better the functioning and higher effectiveness of the organization as a whole.

The educational system needs the central institution and the network of educational institutions for development of the educational programs for teachers as a "workshop of training" for trainers, for consultants and for high level educators. The tasks of the notional management institutions include:

#### Stage 1: INTERNATIONAL TRAINING COURSE (ITC)

ITC is a pilot professional advanced methodology training course/workshop to retrain trainers/consultants/teachers in their professional fields. The workshop is rather designed as an exchange of experiences.

Establish TANDEMS.

Trainers ITC — are international experts.

Trainees — they are consultants — specialists from participating countries who will be trainers for the NTC. Tentatively, 3—6 persons from each country.

Practical assignments — Indoor training has to confirm by practical assignments. International (mixed) teams may also be taken into consideration.

#### Stage 2: NATIONAL TRAINING COURSE(S) (NTC)

NTC (basic methodology) as a training in each of the participating countries to train new trainers/consultants/teachers, who will work on solving practical industrial problems.

Develop TANDEMS.

National Consultancy Course(s) will be organized in each of the participating country. The NTC program can be tailored to meet the needs of any participating country.

Trainers — they are trainees from the international Training Course (ITC).

Trainees — specialists and managers from participating countries.

Practical assignments — are the basic follow up element of the National Training Course(s), duration 6—12 months.

International (mixed) teams will be welcome. The assignments are supervised by the international experts.

Training and professional materials — trainees from each participating country should prepare or translate handouts to meet the needs of the National Training Course. They work in tandems to develop professional knowledge suitable during the transition process.

### Stage 3: SEMINARS (NATIONAL and INTERNATIONAL)

Seminars are designed for exchanging experience during the implementation of the PROGRAM. Further development of TANDEMS.

## THE STRUCTURE OF THE PROGRAMME

The special structure is designed for implementation of Management Development in Progress. The Structure (Fig. 1) consists of three areas.

### AREA 1. International Steering Committee (ISC)

The International Steering Committee (ISC) is a body composed of the international United Nations Organization experts from developed countries. Poland and countries in transition. The main tasks of ISC are planning, programming, budgeting, implementing and evaluating the PROGRAM. The chosen group of experts from Poland and developed countries will act as the PROGRAM's Executive Group. Here are the tasks of this group:

- formulating and supervising the execution of goals, objectives and strategies of the PROGRAM,
- approving tandems of international and national experts,
- organizing the National Management/Productivity Centers in respective participating countries,
- contracting the academic faculty, trainers and consultants for the following spheres: i) DEVELOPMENT; ii) CONSULTING; iii) EDUCATION,
- conducting the continuous evaluation research as the basis for verification and modification of the PROGRAM,
- reporting the progress to the respective governments and donors: the UN, the EC and others,
- supervising publication of training materials (syllabus, handouts, etc.),
- promoting goals and objectives of the PROGRAM.

### AREA 2. National Management/Productivity Centers in Participating Countries.

Sphere 1. "DEVELOPMENT" — Group of trainers from Management and Productivity Development and Training Centers,

Sphere 2. "CONSULTING" — Consultants from National Management and Productivity Consulting Centers and from consulting companies,

Sphere 3. "EDUCATION" — Faculty staff from Academic Educational Institutions (Universities, Academies and Higher Education Institutions).



## AREA 3

SECTORS	TRAINEES
* Industry	* Top management
* State, central and local administration	* Senior management
* Public services: social and health system, transport, communication, etc.	* Junior management
* Agriculture	* Specialists
* Environment protection	
* Small and medium business	

## OBJECTIVES OF THE PROGRAM

## OBJECTIVES OF AREA 1

The main objectives of the ITC are:

— To formulate goals, objectives and strategies and supervise and coordinate the implementation of the PROGRAM. It is responsible for approving of the tandems of experts who develop new management and productivity solutions for countries in transformation process.

— To facilitate the development of informal and formal national cooperation networks, for exchanging information and experience and for promoting management training in spheres of development, consulting and education.

— To increase knowledge and practical application of modern consulting methods aimed at achieving measurable results with active participation of clients, and to enhance the professional and ethical quality of management consulting.

— To establish the institutional network institutions and associations in the educating and consulting in management in the participating countries.

— To monitor results.

— To develop an action program and project document for technical assistance in developing management in participating countries for the years 93—96.

— To take stock of (i) national development, (ii) expressed and latent needs, and of aptitudes and capacity to meet these needs, in enterprises and other organizations; in participating countries.

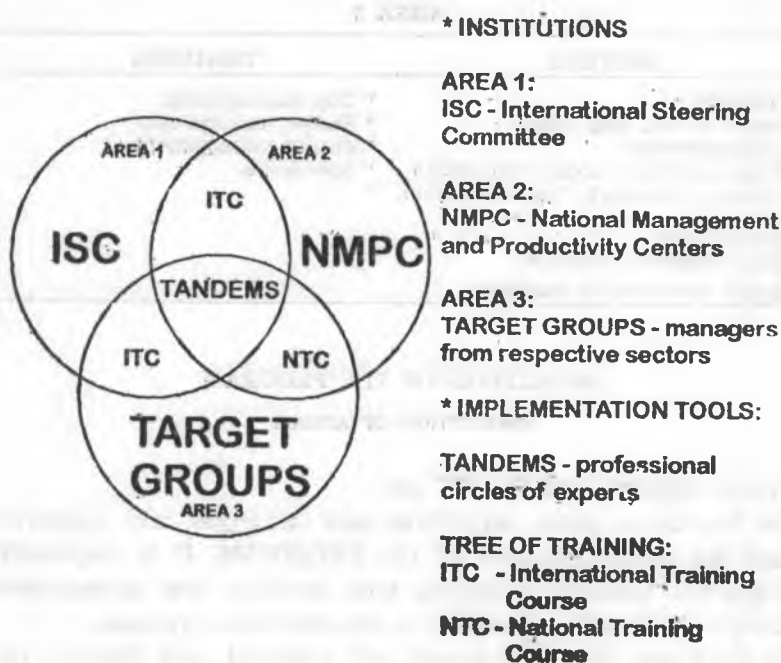


Fig. 3. Methodology of the programme implementation  
Metodologia wdrażania programu

#### OBJECTIVES OF AREA 2

- To develop the management consulting capabilities through training and practical applications.
- To increase and maintain knowledge, attitudes and skills in using the effective methods of consulting.
- To support the development of consultants at various stages of professional life.
- To assess and so develop the art of the consulting profession, of its achievements and of its problems.
- To prepare an action program and supporting project document(s) prepared for a period of 3—5 years following the end of this project.
- To assure a sufficient number of trainers and consultants retrained and prepared for coping with urgent management development tasks in the country.
- To train and retrain the management trainers and consultants as well as faculty staff from the Universities.
- To locate, evaluate and strengthen existing centers for staff training with particular emphasis on their programs and services in human resource

management and productivity improvement, focusing on priority needs in that area.

— To provide a selected short-terms expertise to the Center in program areas defined as priority (through shorter term consultants, study tours to institutions abroad and by providing training materials and aids).

— To review, restructure and upgrade the Management Institute on national level and turn it into an institution capable of providing significant training and retraining programs to management.

#### OBJECTIVES OF AREA 3

— To train managers from all sectors covered by the PROGRAM.

— To train and retrain the management trainers and consultants as well as faculty staff from the Universities.

— To recognize the scope of activities for tandems.

The tree of training of faculty staff in the three spheres: development, consulting and education consists of several kinds of training.

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## STRESZCZENIE

W krajach, które dokonują transformacji systemowej od gospodarki planowanej centralnie do gospodarki rynkowej, istotnym zagadnieniem jest lepsze wykorzystanie ekspertów międzynarodowych. Proponowana koncepcja wprowadza nową formę współpracy pomiędzy ekspertami krajów Zachodu i Wschodu. Proponuje się tworzenie tandemów, czyli grup profesjonalnych, pracujących nad rozwojem danej dziedziny wiedzy lub praktyki dla dostosowania jej do warunków kulturowych, poziomu rozwoju społeczno-gospodarczego oraz stanu zaawansowania tej tematyki.

Omawiane są sfery kształcenia menedżerów w obszarach: edukacja (kształcenie rozwoju społeczno-gospodarczego oraz stanu zaawansowania tej tematyki. menedżerski).

Sposób wprowadzania oparto o tzw. drzewa treningów, które uwzględniają „kaskadowe” tworzenie tandemów.