

Director on the labor market

CHANGE MANAGEMENT

Manager's Compass 2023



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Introduction



Paweł Prociak

Managing Director, Board Member, Wyser

Change Management - what's the big deal?

I won't reinvent the wheel by saying that the change has dominated our socio-economic reality and undermined many things we took for granted. One could even say that volatility has become our everyday reality and impacted how we work and manage. Frankly, we could end the discussion here and assume that mere awareness of change will be enough for us to adapt. Why then have we prepared an entire report about it? According to both our research and numerous talks with partners of Wyser, the time has come for a major upheaval of the management style. Just as the world itself was reshaped by the changes, so the leaders should reshape their way of thinking - and sometimes even rebuild their position from the ground up.

Vision

The high volatility of processes in the current reality has caused long-term planning to become mostly impractical for enterprises. cannot prepare for what tomorrow will bring; therefore, it pays to remain constantly vigilant for change. On the other hand, one should maintain a strategic approach to change, guided by a coherent vision. This vision, I believe, is the most important aspect here. After all, it is the vision that sets a direction, trails new paths and creates future reference points. Only with a vision of change can we create an implementation plan. Said plan should be split into easily-verifiable stages, adjusted for the current needs.

Who should be responsible for implementing this vision? Of course, it would be for the best if the change process was spearheaded by its originator, who will set the right direction. However, one also requires a general change to our mode of thought. The changes have become our everyday challenge. We are growing accustomed to them, treating them as something obvious, facing them daily and dealing with them pretty well in our private lives. It is time to also adopt this “new reality” in the professional environment: simply transplant our private mindset to the business setting. Thanks to this, we can stop fearing change and treating them as challenges on an organizational level - and as a result, they will become much easier to handle! To better face business changes, we need to reach the next, higher level of rapid response.

An evolution or a revolution?

One should seriously ask themselves whether such a major change to the mode of thought and mental capability for change still constitutes change management, or perhaps should be considered continuous improvement instead? Where is the boundary between change and continuous improvement? In my opinion, despite some differences, we are heading toward change understood as continuous improvement. Both of these management practices are causing the enterprise to change, even though the classical understanding of change usually concerns large, immediately visible changes and continuous improvement is being implemented gradually. They're a little like revolution and evolution - though the experience has already shown that the former should draw from the latter in handfulls, if only because the so-called human factor is increasingly important in the change process. Engaging people in change has proven a challenge for almost half the managers we surveyed, who had recently coordinated changes in their enterprises. It is easier to obtain through small changes - and that's why I believe modern change management is really more of a continuous improvement.

People are the most important success factor for every enterprise. The theories change, the reality changes, yet the collective remains paramount: a team comprised of people and their leader, who is a part of the team. Furthermore, good communication - effective enough for the information to be exchanged at every level in each department. It is necessary for numerous reasons, including the simple fact that no leader can plan everything by themselves - or even singlehandedly notice the need for a change. Moreover, every change creates some opposition and overcoming it... yes, it also requires communication.

We're all change leaders

What does a perfect change leader look like? Nice, humane, empathetic... or perhaps we should adopt another view? A change always originates with a person, from every member of an organization. Therefore, if we can convince people in favor of changes, many of them will join their change manager as change leaders. They will pioneer the change in their departments or sectors and draw in other coworkers. Thus, if we have such people on board, it will prove important to adopt an approach enabling us to utilize their strengths as an opportunity and bolster the change process. Working with people to enact change isn't easy, thus a leader must also be tenacious, which is a new paradigm in management. All points to the fact that the coming years will belong to a new kind of manager: true leaders, who are part of their teams instead of standing above them. They will be able to predict consequences, motivate, notice psychological aspects of change... And always be ready for the unexpected.

Future and past

At first, it was COVID-19 that brought numerous challenges for employees and forever changed our work model. As soon as we learned to exist in the new reality, and the labor market has seen a post-pandemic rebound, the war in Ukraine broke out, shaking up the global economy and posing new challenges for all of us. The volatility began to define every aspect of reality, including the labor market - as confirmed by our research. While in the end the market wasn't shaken as much as we expected, the importance of self-realization as a factor motivating job change has increased, causing a related increase in professional mobility and readiness to change industries.

Despite the rampant inflation, most Polish enterprises plan further recruitments, yet at the same time as much as 34.8 percent of employed Poles expect their jobs to become automated in the coming years. A new generation, with their new work ethics, has entered the market, with many of its spheres undergoing intense digitalization. 62 percent of changes implemented currently by enterprises concern technical and technological issues - usually seen as a chance to improve the company's processes. The number of job offers is growing the fastest in the IT sector (January 2022 saw an increase of 87% as compared to the year before). The world is changing before our very eyes, nothing stays the same and every single day we might wake up in a completely new reality. The conclusion is that we must be mentally prepared for change, on both management and organizational level.

How to achieve it? What to begin with? You can read all about it in our report. We have focused on various aspects of change management: challenges, competencies, difficulties, the roles of change managers and teams. For the report, we have talked with Polish managers about their personal experiences with change. We hope they will prove inspiring to you. We welcome you to read it!



Digital transformation

Agile: the best change management method?

A successful transformation is a synergy of many elements, including personality traits. For a change to be successful, we need a new kind of manager, who takes handfule from the Agile methodology. How did Agile change IT management and what lessons does it teach other sectors?

Let's say we want to run a marathon. We need to prepare for it in two ways: mentally, by fostering a belief in our goal and obtaining the support of our environment and physically: training and dietary plans will prove useful here, both created under the watchful eye of specialists. Should we neglect the training, we won't achieve success, as it requires the synergy of all elements. The change process in IT - and other spheres - is rather similar. A successful transformation is a synergy between departments, people, their ideas and means of implementation, as well as the users themselves. For a change to take hold, no element can fail.

People are a key element of the change process

It would be very difficult for a single person to enact change to across an entire organization. The large transformation in particular requires extensive staff to implement successfully, including a Change Manager. To ensure the above-mentioned synergy, they must play several roles at the same time - that of a "business translator" and an empathetic leader. It's important for the leader to both understand the business expectations and be capable of translating them to technical terms - this is key in the IT industry. On the other hand, he should also be able to understand the concerns of the users, who are a major link in the change process.



Daniel Piaszczyk

Executive IT Partner, Wyser

Speaking from my own experience, I believe that the problems with implementing change usually appear on the user level, as they are afraid of both the change itself and of being replaced after its implementation. The company's management is confident in the change and reserves a budget for it, the technical department has received instructions to follow, while users (employees) fear that they might not adapt to the new reality. These concerns are the most common in teams with high age diversity and while they usually prove exaggerated, they will always keep appearing. Many of them arise from a lack of communication: planning the transformation without taking people into account is the single most common mistake in change management.

Impact of Agile on management models

In the last years, largely due to the experiences of the IT sector, our perception of managers has changed. Agile has brought the need to separate directors from leaders, who combine hard skills with necessary personality traits. While IT workers aren't usually associated with soft skills, it is the technology sector that best shows not everyone can be a leader. Leadership requires humility: one should abandon any notions of being an overseer. An Agile manager is someone who serves the team, gives it a sense of security, helps face challenges and keeps improving - in other words, manages maturely.

It's that maturity that we should look for when recruiting future Change Managers. It isn't an easy task and will only be truly verified after hiring, but it always pays to estimate a given person's technological and personal maturity. What does this mean? A leader has to be, above all, a practitioner. Someone who last programmed in their college years simply cannot be managing IT transformation processes. This person must also stay ahead of the trends and think several steps ahead - which can be appraised at the recruitment stage, by judging the pattern of solutions proposed to various problems. They simply must be capable of finding their place in the Agile framework.

What can other sectors learn from Agile?

Ever since Agile has dominated software production, we have observed a major change in our awareness. Tech businesses have become trendsetters for other businesses: Agile has become a popular management style, further strengthening IT's position. The IT sector is particularly well-prepared for change, as it is putting out fires daily - thus, it can be a great source of inspiration for managing projects in the Agile style.

However, it bears remembering that not all enterprises require Agile. This method will surely prove useful for HR or sales departments, it can be utilized by various industries, but there is no need to adopt the entire methodology. It should be sufficient to adopt Agile's postulate to "work smarter, be flexible, don't waste time on useless activities". What matters in Agile is the very awareness of being able to work flexibly, rather than rigidly copying its procedures and tools.

Does Agile have a future ahead of it?

Some claim that "Agile is dead" and is a fad that outlived its time. Yet I believe these opinions are greatly exaggerated. The changing awareness trailblazed by Agile won't revert. Whatever will come after Agile will complement it: the fad will pass, the principles will stay and the managers will have to adapt the Agile style of management to their challenges, such as working with dispersed teams. I'm certain that Agile keeps evolving, however, it is not fully clear what is it evolving into. We certainly won't see a return to waterfall-style management, or directors delegating tasks directly. Only flexible management can prove itself in a rapidly changing reality.



AGILE
- transformation
of companies in
the spirit of agile
management

Agile: a new management paradigm

The incredibly tumultuous environment forms the key reason for implementing various systems and models of agile management as a management paradigm. When looking at the business environment, as well as the traits of successful organizations and enterprises, one could say that in modern times the agility of management should be seen as a dogma.

To ensure flexibility in management, a leader is necessary. In line with the assumption that “a leader is an exceptional individual”, the real Leader under the Agile methodology should have many traits exhibiting inner locus of control, self-confidence, assertiveness and a goal-based approach.

A leader is also a person who sees more - not only in terms of market opportunities, but also in their own team. Furthermore, they act as a binder for the team, connecting and ensuring the occurrence of synergy. Moreover, a leader has notable charisma, which grants them the driving force to motivate and co-create. Nowadays, leaders are expected to have analytical skills and the capability for agile, proactive action. In today’s highly variable environment, multifaceted in both cultural and economic terms, a “change leader” is a person exhibiting a rather specific, complex set of skills - this is what I consider to be the most important trait of a Future Leader.



Barbara Mróz-Gorgoń, Ph.D.

Professor at the Wrocław University of Economics and Business
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Agile management, agile leaders Personality traits useful for Agile

It's difficult to point out a single defining trait of a leader, overriding the general scope of competencies defining success and fluency in implementing Agile processes. The synergy and ability to combine leadership and management values form a multifaceted foundation for inspiring and motivating team members and enterprises that see the leader implement agile changes.

The strictly interpersonal competencies should be supplemented by leadership traits enabling a balanced form of activity in which a manager sets the direction to motivate the team to creatively and effectively optimize and implement the intended goals.

By analyzing the above-mentioned aspects, it is the agility itself that appears to be the most important trait determining the implementation of key Agile values and change principles, on both team and organizational levels.

Pragmatism and flexibility - traits of a perfect change leader

A leader implementing agile changes should, in my opinion, have two key character traits. The first is pragmatism and the other - flexibility of action. This somewhat unusual combination of personality traits leads to decidedly improved project management. Being pragmatic, the leader assesses the situation or issue at hand realistically. Furthermore, they usually make sensible choices guaranteeing success. Pragmatism is also one of the key aspects of thinking flexibly - of the Agile Mindset. Of course, one should bear in mind that by making only rational, measured decisions, a leader can save time and resources, which nowadays is one of the key factors considered in employee appraisal and leading toward success.

However, pragmatism alone doesn't cut it. Being solely pragmatic, one can act schematically and lack additional creativity. In such a case, we might also be dealing with an aversion to taking risks and difficult decisions. The other personality trait - flexibility of action - allows for breaking out of this scheme. A leader making decisions in the agile formula, a leader who adapts to the situation at hand avoids uncreative and schematic action. This personality trait is also conducive to increasing the capability for taking more risky action and interpersonal skills (which might sometimes be lacking for the pragmatists).

In summary, a leader of the future is an agile leader, who combines both traits (pragmatism and flexibility of action) and utilizes them correctly in all cases.



Łukasz Pacek

Target Operating Model Manager, BNP Paribas Bank Polska S.A.



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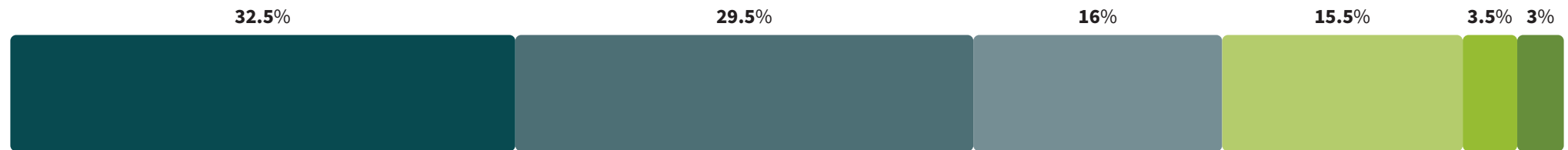
**Areas and sources
of change in
organizations**

A change that follows the reality

While in the current situation one would expect that most changes being implemented in enterprises are motivated by cost reduction, research proves that the change usually concerns technical and technological matters. Both of these spheres are closely interlinked, as a reorganization of production (technological change) can bring along a change in utilized tools or applications (technical/IT change). The high frequency of changes in the sphere of IT fits the trend of digital transformation, which nowadays is not as much of a need as a requirement.

■ Type of the last change in the company

What was the kind of last change that concerned you?



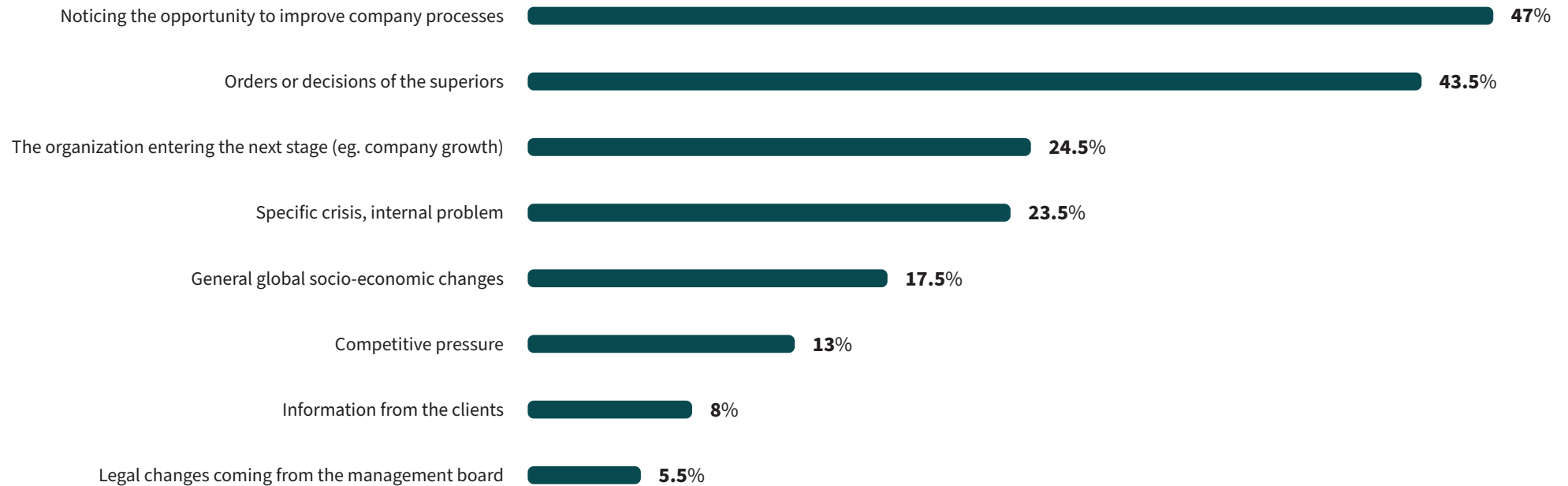
- Technical/IT (eg. computers, software, applications or tools utilized at work)
- Technological (eg. new production methods, changing suppliers)
- Human resources-related (eg. retraining, new means of motivation, organizational culture, new office, changed work schedule)
- Economic (eg. cost reduction)
- Structural (eg. fusions, takeovers, organizational structure)
- Regulatory and legal (eg. contract changes, changing the organization's legal form)

A change is an opportunity

The research carried out by SW Research for Wyser has proven that an increasing number of managers notice the opportunities provided by changes. A change, regardless if it was motivated by a decision of the management board or a factual need independent from the management (economic situation, competitive pressure) usually serves the purpose of improving the organization's functioning. From a longer perspective, it helps facilitate company management, grow its operations, follow industry trends and build a local team of specialists.

Reasons for implementing change

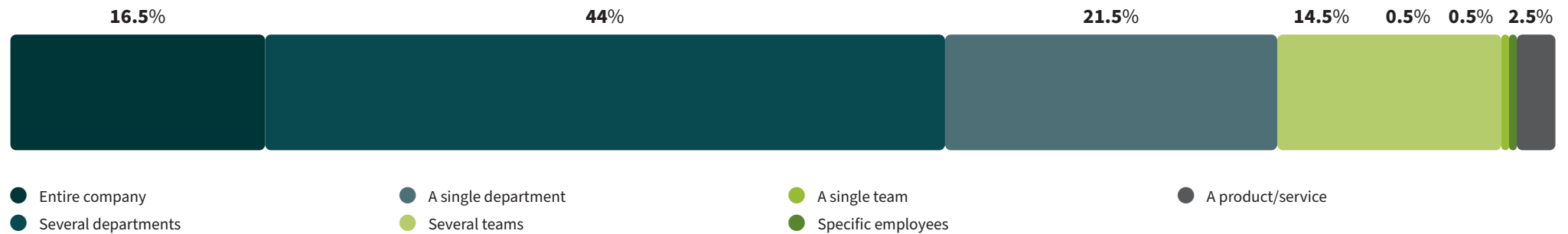
What has caused you to implement such a change? Please indicate two key reasons.



Change? Best implemented gradually

A change is a complex, long-term process and thus usually only concerns select departments of a given enterprise: usually a handful and sometimes a single one. For it to be successfully implemented, one needs specific leadership competencies and a well-planned change process. It is why enterprises are relatively hesitant to implement the changes across the entire organization.

Scale of the change and the area it concerned

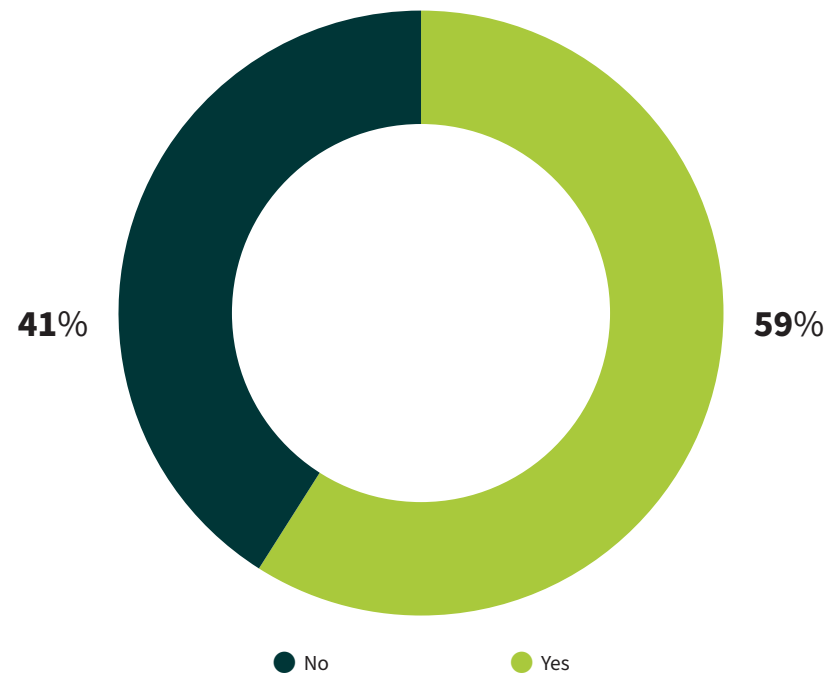


Who's responsible for implementing the change?

Among the surveyed representatives of the management cadre, most respondents were directly involved in the last change being implemented in their companies. Leaders from different departments are being delegated to manage the changes. Oftentimes, they represent greatly varied competencies and personality traits. But can any leader be a good change manager?

Direct involvement in change management

Were you directly engaged in managing the implementation of this change?



Change requires consistency and motivated ambassadors

If we want the change process to be successful, we must acknowledge a number of factors - but most importantly, we should entrust it to a leader with the right competences. When it comes to managing change, persistence in action, motivation and effective talent recruitment are just as important as good planning and setting goals or effective communication.

The private equity sector that I represent is a catalyst for change, especially in the case of portfolio companies in which it invests. We introduce oftentimes very ambitious changes to them, implementing our well-tryed knowledge of management through goals, gathering feedback or motivating. I believe that a private equity company that wishes to be an authority in the portfolio company change process should first do everything right within its ranks.

Each change within a company ought to be well-designed: one must ensure it is beneficial and increases the company's value. We always treat the company's current position as the starting point and identify the areas lacking elements necessary for achieving the intended investment goal. We create VCP together with people assigned to it, both company members and the fund's own experts. Finally, the project needs sponsors - the fund and the company's founders and partners. It's primarily them who must believe that our plan is sensible and that its implementation will bring value. It's very important to communicate the value brought by the change, so that everyone, from the highest to lowest rank, understands its purpose and goal. It's a major managerial challenge, which requires persistence and competencies.



Maciej Balsewicz

Founder & Managing Partner at bValue Fund

The change ambassador should be persistent, as sometimes a change only gets accepted on the second attempt. It is, after all, not unlike trailblazing new paths. Once people have grown accustomed to taking a shortcut through the grass, they will keep doing so even once we design a new sidewalk nearby. Only after erecting a barrier will they choose the new path and change their habits. The more people there are in a company, the harder will it prove to change their habits - therefore each change demands a lot of energy and persistence from its ambassadors.

The ambassador of the change cannot give up too quickly and, furthermore, must be highly motivated. I think motivators, including financial ones, tend to be underappreciated in business. If designed properly, they can act as catalysts for change. Motivation strengthens the conviction towards change, which is necessary for it to become a habitual process and counteract pushback, which is an inherent part of the change process. Therefore, we should involve appropriate people in the change process and motivate them properly - and they can't be coming from outside the company. While consultants can indeed be very helpful in sketching the process out, at the end the change leader should be a person knowledgeable in a given sphere, understanding what needs to be changed and possessing a natural authority. It's difficult to impose changes from outside the company. The person delegated to implement changes doesn't have to know the exact framework (it can be supplemented by an external consultant), but nevertheless should understand the specificity of a given industry. Only then will they be able to obtain real engagement from the teams.

Another important aspect concerning change is the need for talent. One can see it clearly when investing in companies requiring capital to grow: once such capital enters the company, the need for talent arises. Whether they're small start-ups or large enterprises, companies often lack knowledge of how to effectively recruit leaders. Utilizing an external partner can help in this situation - an advisor to help create a plan for replacing missing talent, identify gaps and fill them out as soon as possible to bring benefits to our organization.



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Leader readiness for change

Are all managers ready for changes?

In the experience of Wyser's experts, the best fit for coordinating the change process is people combining soft and business skills. Not all leaders can deal with the challenge of a change to the same degree, even if it could be prepared for in many respects. The managers who participated in the latest changes within their organizations evaluate their own preparation positively.

The subjective evaluation of own preparation for managing change.

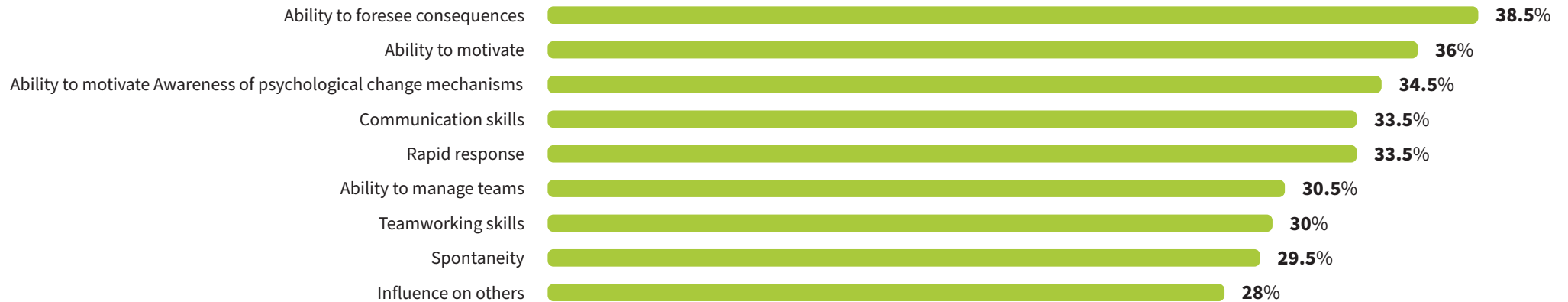
Do you consider yourself appropriately prepared to manage change?



At the same time, they are aware of specific competencies necessary for leading the change management process. Soft skills were commonly highlighted as the most important among them.

Key competencies for change management

*Which competencies do you consider most useful in managing change? Please specify up to 3 most important ones.**



But are the foresight, ability to motivate others, rapid response and communication skills enough to become a successful Change Manager? What traits should be obtained by such a specialist?



Karolina Popiel

Human Resources Senior Consultant, Wyser

Leader readiness for change. What traits should a successful change manager have?

Current times require managers to remain flexible, take decisions quickly and stay ready for changes. As the variability has become the everyday reality, companies were faced with a new challenge: finding leaders able to both effectively manage and lead their teams through the new and uncertain. What competencies should such a leader have and what traits decide whether one can be a Change Manager?

When looking at the events of the past few months, I am led to the conclusion that the business reality is largely defined by its variability. Regardless of what kind of changes are being implemented in the company (new work model, new tools, digitization), they are inevitable. Despite the fact we, HR workers, have no influence over many changes, there is a sphere that we can take control of: preparing the company for change by providing it with appropriately selected leaders, fit for the role of a Change Manager.

Challenge: readiness for change

First off, I would like to emphasize that the Change Manager recruitment itself requires a change in approach and constitutes a challenge for HR departments. The recruiters must switch to selecting the best among the best: the leaders able to bring their knowledge and experience to the organization, able to manage the team's work and yet at the same time remain vigilant to help their subordinates navigate the difficult process of change.

At the declarative level, the readiness for change is high. The managers surveyed by Wyser (people directly engaged in changes without their organization) have felt appropriately prepared for implementing change in almost all of the cases. However, my own experience suggests this might not be so certain in practice - change is a long-lasting and highly engaging process, not unlike the recruitment of competent leaders itself.

Business + Soft skills = Change Manager

When leading recruitment processes for Wyser's clients, I have learned that a true Change Manager is more than a charismatic leader. Guiding an organization through change requires typically business-oriented competencies combined with soft skills such as empathy or specific personality traits. Regardless of the department they're from, a leader should have the foresight (see the consequences of actions, including the psychological ones), be able to motivate others (both influence others and work with them), communicate effectively (instead of issuing orders) and react flexibly to the variability.

While some of the fundamentals can be built and strengthened through a well-planned development process, a large number of traits responsible for success at high-ranking positions are a result of a specific personality. The effectiveness of a change leader is defined by the six so-called leadership skills:

- 1. Persistence** - understood as good organization and self-discipline: it is necessary for an effective leader;
- 2. Resilience** - to stress, pressure, external influences, unpleasant interactions;
- 3. Curiosity** - openness to innovation, new methods, learning, growth;
- 4. Risk-taking** - the way a given person deals with challenges and threats;
- 5. Acceptance of uncertainty** - how a person reacts to situations filled with contradictions;
- 6. Competitiveness** - the need for power, the tendency to compete, reaction to success and failure.

I'll also mention that these traits have helped experts to create the surveys for HPTI (Thomas High Potential Trait Indicator) tests, supporting HR departments in better aligning the candidates with the requirements and work culture of a given company.

Not only the personality

In the case of Change Managers, personality traits should be supplemented by other skills, such as the above-mentioned effective communication (I will expound on it in more detail in a later part of the report). I know that a change can be difficult for the organization. The employees oftentimes are afraid of it or even sabotage the process. This is why transparency in presenting the goals and informing the team of each stage of the change process up until full understanding are important factors for success.

Such an approach requires highly developed emotional intelligence, including an understanding of the emotions of other people. While empathy is already shaped during one's childhood, it can be strengthened and developed up to a certain point. A properly motivated and enduring leader, supported by appropriate training and coaching, will learn to recognize the emotions around them and to react to them appropriately. Highly developed soft skills will let them manage the change in a way that lets every employee feel like a part of it - or perhaps even the driving force - even if they're forced to leave their comfort zone, obtain new skills or a new scope of responsibilities.

I am aware that finding the perfect Change Manager isn't easy, but there are tools for supporting the growth of emotional intelligence and simplifying the identification of candidates with specific leadership skills. For example, advanced competence tests help find the right leaders for a given organization's needs and select those candidates who are not afraid of the journey into the unknown that is a change. In the end, this journey usually proves worth embarking on, as when led by a Change Manager it can bring benefits well above previous assumptions.

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Problems in change management



Change is good

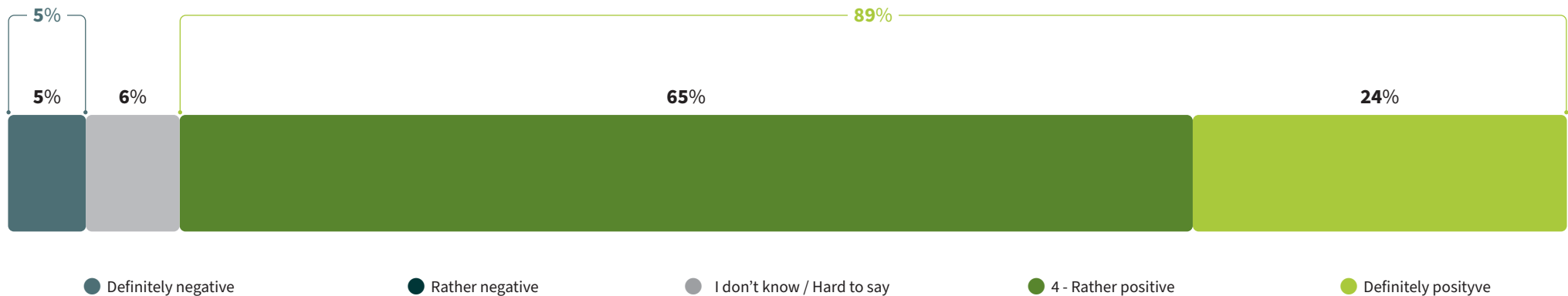
Implementing change within an organization requires time, a holistic approach to communication and the integration of many processes. Oftentimes it can cause employee concerns or even resistance. Despite that, the effects of action taken are usually appraised positively by the companies. Only in a handful of cases did the surveyed managers admit that the changes implemented in their companies have brought negative results. Yet even those who look at the change with more optimism are saying that it proved a challenge.



consider the change to be positive

A general appraisal of the effects of implementing change

What is your general assessment of the effects of implementing change?





Piotr Babst

General Director of: Valbruna Polska Sp. z o.o.,
BHH Mikrohuta Sp. z o.o., BHH Mikromed Sp. z o.o.

It's worth seeing opportunity in every change

The past few years have been a period of intense change. We have observed that the external factors most impactful on business were the pandemic, the war in Ukraine and the generational change. Each of these phenomena posed major dilemmas, but has also simultaneously brought certain advantages. Looking at them from a distance, I can easily say that it's worthwhile to always perceive the change as an opportunity. It's also worth being prepared for it.

Each change is a challenge for businesses, as it necessitates a new approach to management. However, in many cases, it can also provide a valuable lesson. For example, the pandemic has taught us that working online is possible. All we had to do is change how we organize our work, learn a little self-discipline, communicate often to keep the information up to date, and be a little more restrictive as to previously set rules. In effect, we end up managing our time better, because we respect it. The war in Ukraine, on the other hand, has brought the challenge of simultaneously ensuring supplies to the clients and the safety of employees and other interested parties. We faced dilemmas concerning finding new contractors, layoffs and falling demand. However, in the end, enterprises have learned greater flexibility, alternative ways of thinking, and seeking opportunities. They have changed the recruitment system, opening themselves up to new contractors. Communication systems were modified, new tools were introduced and information security was improved.

When talking about change, generational change is being mentioned less frequently, even though it remains an important issue. This might concern ensuring succession within the company, but usually relates to employing young people employed right after graduation and seeking different values at work. They believe that work should bring satisfaction: it's meant to be both a source of income and a place for sharing one's experiences. The youth prefer working in flat structures, which can prove a real challenge for employers, as many enterprises operate hierarchically. It pays to trust the youth, listen to them and meet their expectations by implementing modern management methods, but also teaching them consistency, taking initiative and responsibility for their actions. It benefits the entire team.

The experiences of the past few months have taught us that managing change in these difficult conditions requires a broad outlook on the entirety of processes, in addition to their particular elements. They have also proven how important managing risk and utilizing opportunities is for change managers. These experiences will prove useful in the future: we are facing further changes, related to the energy crisis. We need to be prepared for them and seek the opportunities they provide. We need to motivate the teams to be more frugal and reduce costs, while simultaneously supporting the developmental processes such as seeking new markets and perspectives or changing the production profiles. It bears considering the opportunities created by young people and to take their ideas into account. To do all of this, one needs a manager able to clearly communicate the goals, highlight an appropriate shared goal and ensure the entire organization working towards a single goal. His task is to motivate people to get involved in implementing changes and team building (as teamwork is necessary to implement the changes).

The process of preparing for change requires effective communication: planned, based on well-defined goals. It will make the change far less drastic, even when it concerns very difficult decisions. The largest mistake in management is lacking a plan and - even more importantly - a vision for the change. Understanding this vision is a key competence of a person managing the change (preferably the very same person who authored said change): it helps build respect, involve the team and make arrangements that won't be questioned later on.

Let's remember that every change brings an opportunity. With each transformation, leaders will find it easier to introduce subsequent changes and, more importantly, the company will become more effective. While we won't be ready for every single change, by remaining persistent we can create reliable, persistent solutions eventually leading to the organization's growth.

The greatest challenge: complexity of change

Each change within an organization entails further changes, that's why the change process should be approached strategically and be preempted by preparing a plan for all departments and areas in which the change will be implemented. Said plan should reflect the vision behind the change, forming a starting point for the entirety of changes. The managers surveyed for Wyser perceive planning as one of the greatest challenges in managing change. An even greater difficulty is posed by communicating the change and its complexity: the need to coordinate numerous areas, including some from outside their scope of competence.

Problems in managing the implementation of change

What were the biggest obstacles in your management of implementing the change?



AGILE that's more controlled than agile

A badly managed change can bring an opposite effect than planned and entail additional costs or doubled workload. Especially in my industry (I work with integrations in the technological area), the changes imply a need for an appropriate approach to management. That's why I believe that agile management should be a little more controlled - and when it comes to change management, my credo is planning.


I believe planning to be key for all transformations, as it becomes much easier to manage integrations with previously defined goals and standards than acting reactively. Agile management is better suited for solving daily problems, though it might also be an aspect of managing change, especially in case of difficult to predict situations. Nevertheless, in the areas of integration and standardization it should be a little more controlled. Agile doesn't always prove its worth with large, comprehensive projects - their course has to be planned strategically and then closely monitored.

The company I represent purchases external tech companies and integrates them with the entirety of the organization. For the purchased enterprise it always means an enormous change, requiring a comprehensive approach. Numerous times I have been a witness to changes taking hold inadvertently: without a plan, without a team behind its implementation and preparation, without coordination or control. None of them has brought the intended effect, as a change never takes place organically, without a strategic plan, appropriate leader and monitoring. If these elements aren't named, described and planned for in terms of time, form and teams involved, the change might still take place, but its effects won't match the expectations.



Liliana Krasnodebska

MBA, Strategic Initiatives, M&A Technology Integrations



Using my industry as an example, should we leave an acquired company to its own devices, it will keep operating as it did before, according to the pre-existing standards. It won't intuitively work towards changing them, as that requires additional action and additional difficult decisions, such as to eliminate certain areas of activity. Large entities are often growing very dynamically and implementing numerous acquisitions to grow their portfolios and resources. Sometimes one can observe local integrations, exempt from global regulations. When such a company doesn't have management standards implemented, it won't be able to keep up with the standards of a global organization.

Thus, planning should become a change management standard even among technological companies. It's always worthwhile to have a plan encompassing the smallest details in all areas so that everyone involved was clear as to what we're doing, where we are and what it means for various departments of the company.

There's one more important aspect of change: time. When planning a change, we must be able to secure resources: prepare users of the change to reconcile their new professional obligations with the pre-existing ones and ensure access to the decision-makers so that the change process isn't excessively extended in time. We should also pick the right time for the change (for example, avoid implementing a new human resources management system during the closure of a pay period) and avoid implementing several changes at the same time. Combining several changes at the same time increases the risk of complications, disorganization and delays - and we're implementing business changes specifically to increase efficiency and avoid such occurrences in the future.

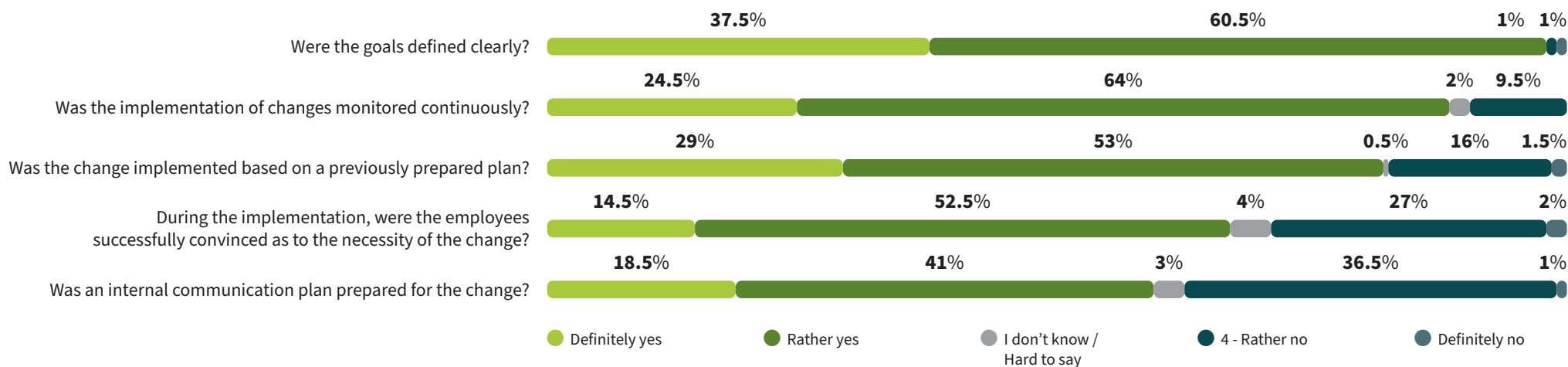
Planning, monitoring and other difficulties

Despite positive results of changes and the subjective perception of being well-prepared to implement them, the participants of the research are admitting that how change is being implemented in their companies leaves much to be desired. This includes especially matters concerning internal communication and convincing the employees as to the correctness of implemented actions.

The starting point to managing change is creating the energy for a change, by explaining why the current situation cannot go on - we are being reminded by Ron Ashkenas, co-author of the “Harvard Business Review’s Leader Handbook”, quoting the example of Barack Obama’s presidency. If the company leadership has decided to implement change, it means it is inevitable. Therefore the leaders are left with the challenge of involving the employees in changes.

Presence of specific change implementation aspects

The appraisal of change implementation aspects.



The most difficult aspect of change





Subhash C. Vashishtha

Sr. Technology Business Executive

Helping enterprise & startups on digital transformation and strategy

Convincing people to change is half the battle

If you make a change in an organization and do not communicate what you are trying to do, not only will you create additional challenges and problems trying to implement the change, but you may also defeat the purpose of the change. The result is a negative impact on the business that is better avoided. This is why communication is key in the change process, and most importantly: convincing all stakeholders of the change. Then, in the second stage, you can 'get all the necessary people on board' and start working towards new solutions.

In the change processes I have led so far (these have been technology transformations in large organizations, e.g. building a global ERP system in the cloud), I have always made sure at the start that we have a well-prepared communications team. The communication strategy should include all business lines, partners, suppliers - all those who will be affected by the change. My team and I then had ongoing communication through various channels: whether it was weekly meetings, daily updates or the company's social media channels. I think this was where the key to success lay: not just communication, but I would even say over-communication.

Why exactly is communication so important in change? Because the success of change lies in convincing all stakeholders! Of course, there are many challenges along the way. For me, one such challenge was often to accept the change at a particular time because some participants were delaying the change. So we had to ask them why they were delaying, what they perceived as problems and how we could help solve them. We explained what impact the change would have specifically on their business, on their teams and on the timeline.

We supported stakeholders where issues arose locally, building smaller teams. In doing so, I learned that when you explain, describe the impact of change, support people to improve their efficiency and productivity, things change for the better. At some point, they become part of your team and even the driving force behind the change.

The role of communication does not end there, because in addition to convincing people to make the change, you need to constantly monitor the process and, even after the change, review the results in a feedback loop cycle. Check how people feel about the change, what happens after the change, whether they have any problems, or is there an adequate and accessible command center, an adequate support system to help them find their way after the change. That's why I advise managers, when creating their change management plan, to include all the elements mentioned and remember that change has the biggest impact on people. It is easier to deal with the technology and the process itself, and the people and their objections (because there will always be some) are the biggest challenge. Even those who embrace the change may not be comfortable with it. You have to let them accept the change first, then give them some time to adapt and, above all, take the time to show the benefits.

A good change manager should emphasize communication and develop his soft skills. He/she must find a way to interact and deal with all types of stakeholders. If they have a highly developed emotional intelligence and knows how to talk to people, then they already have a huge advantage. Communication skills are the key to successful change - any change, because even technological transformation touches people, after all.

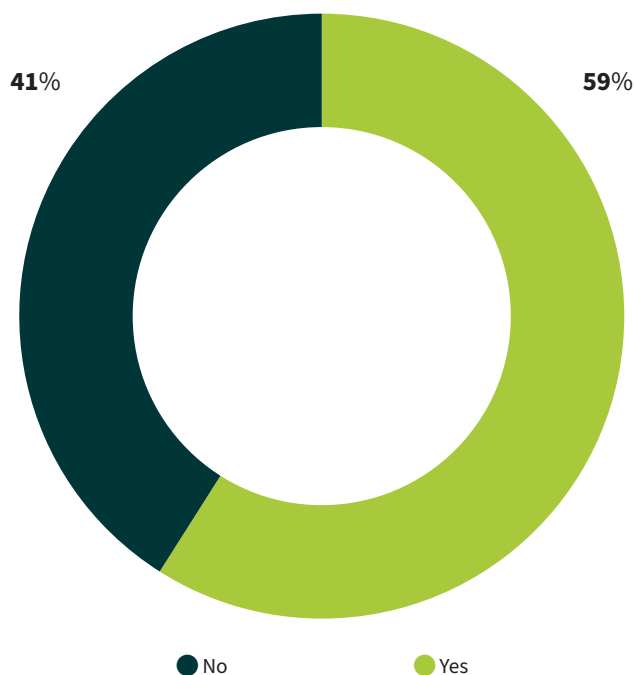
Another important role the change manager has is after the change has been implemented. This is when he or she should make sure that they have received feedback and can close the feedback loop. Essential points in this process are to make sure that there has been no negative technological impact, that the change has brought benefits, such as increased efficiency, and that those affected by the change are satisfied. Feedback is worth collecting on a continuous basis and providing it to your teams, business teams and key stakeholders so that everyone understands the implications of the change. Feedback is important because it helps you plan for possible further process changes and prepare for further ones (often one change entails another change, necessary to support the first one). From my perspective, closing the feedback loop after a change has been implemented is as important as involving people in the change process. This is because a good change manager knows how to not only communicate proactively, but also how to gather knowledge and learn from it for the benefit of their organization's business future.

Employee: the most important link in the change process.

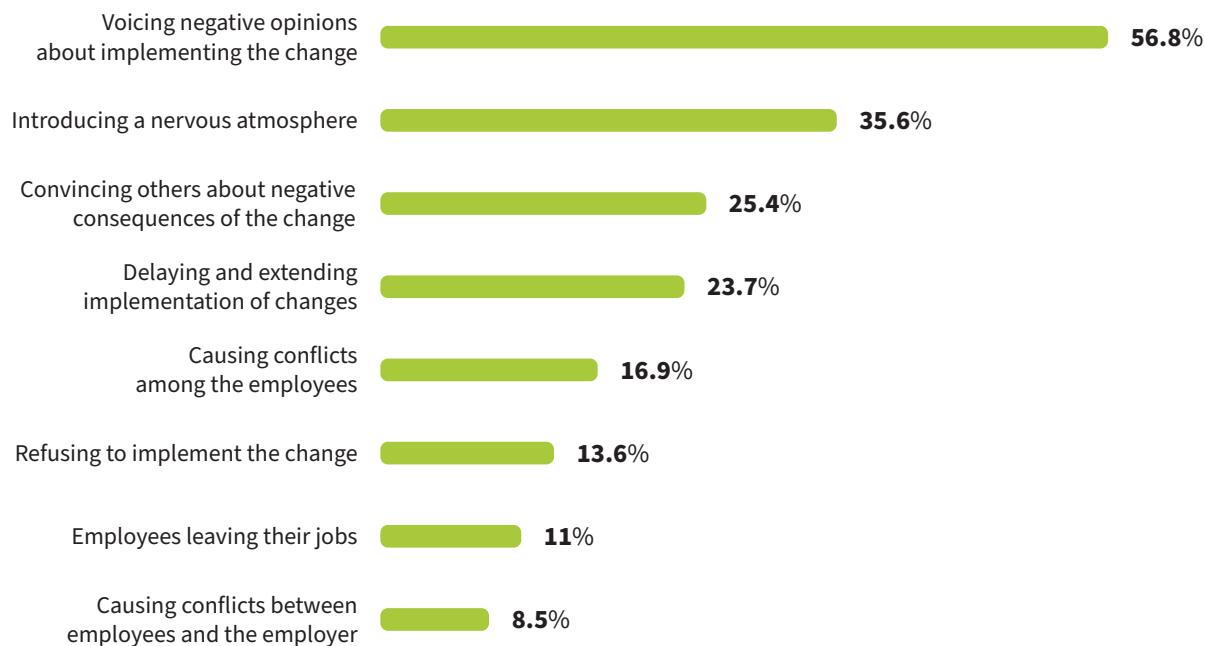
Each change to the functioning of an organization directly influences the people who comprise it. Even when the change does not mean employment cuts, a majority of cases see resistance, which can even turn into outright sabotage. From a psychological standpoint, the fear of change is warranted, which is why a Change Manager has to communicate it in a way that will let cooler heads prevail and enable involving the employees in the entire process. Such communication should let everyone affected know that they are an important link in this process.

Employee resistance to change

Have you met with employee resistance to the implementation of change?



What form did the employee resistance to implementing change take?



We should always remember that change is people



Małgorzata Klenk

Expert in Project
Human Resources and Organizational Change Management

Each improvement to company operations involves a need to change how people are managed and to create a friendly work environment for them. Enterprises wishing to increase work effectiveness are implementing various informational tools meant to help the employees manage their time, automate personnel processes (such as applying for a leave) and reduce the time necessary to obtain feedback information, supporting their growth. Until we understand that every change concerns a human, its introduction will always pose a risk. What should every HR worker bear in mind when participating in a change?

In the company I work for, we try to involve Change Management specialists whenever we introduce new solutions. One of their goals is to prepare employees for the upcoming change.

A human always sits at the center of a change, thus its success is often defined by whether people change the way they act. It can prove a major challenge, as employees focused on their own tasks often are not aware of the upcoming changes. They lack time to read the available information, join workshops or presentations and even when they become aware of the change they might not fully grasp the expectations set for them. This leads to aversion, further amplified by a large number of changes being implemented at the same time and - in some cases - also insufficient preparation levels of the managers.

In my opinion, the most important elements of the change process from an employee perspective are:

- **Informing about the change** - an informed employee can understand the change quickly and become a part of it, become involved;
- **Include in the change instead of ordering it:** informing about the effects of the change, ways we could profit from it and involving in the design and testing stages will increase its acceptance;
- **Well thought-out and honest communication** - informing about subsequent stages of the change and the risks it poses. It's especially important when the change involves difficult decisions such as job reductions. It's irresponsible to inform about it at a last possible moment;
- **Support in case of firing** - when the change involves firing employees, it's important how we handle it and if we support the fired employees in matters such as finding new employment. It bears bearing in mind the people who remain at the company - it's also a very difficult period for them. How a change involving employment reduction was handled has a great impact on people remaining in the company and on the employer's brand.
- **Creating conditions for the new way of operating** after the change is implemented;
- **Support after the change is implemented** - nobody likes to be treated instrumentally: employees must feel that their concerns will be heard and that someone will react should they need support. Likewise, their suggestions for improvement should also be heard out.

Furthermore, trust and respect are important preconditions for success. The employees should feel that they're supported by reliable, empathetic managers able to predict the consequences of change to the rest of the team. People in charge of managing change are often focused on the implementation process or tools and can forget about the people it concerns - who are critical to the process. Since people differ, taking the "human factor" into account isn't a guarantee for success, but taking care of participants in the change smartly will definitely help minimize the risk it brings.



Krzysztof Wiśniak

Regional Personnel Director, Europe
in the Mineral Isolation area at Owens Corning

Resistance to change means that the communication has failed

The companies I worked for have implemented numerous changes, of varying scale and nature, in recent time. They concerned adjusting the company's organizational structure to its new business strategy, scaling in the wake of a dynamic growth, modifying the mode of work due to the pandemic or preparing for an upcoming crisis. Each of these changes proved important – or even a breakthrough. They all had impact on both the business at large and its employees, while sharing the necessity to adjust the organization to the changing world and the challenges they face. Each of the changes brought a different result, both in business and personnel spheres, which wasn't always as positive as these companies assumed.

A key aspect of change implementation is its comprehensiveness – the more extensive a change, the more time its implementation requires. It is necessary to prepare a feasibility study, assess the risk of both implementing and abandoning the change and tracing the critical path of the entire project, including the worst possible outcome. The more detailed the implementation plan, the better the guarantee of project's eventual success.

Communication with people affected by change – whether positively or negatively – is a key aspect. The more transparent and open it is before, during and after implementation, the better knowledge of employee and the chance for their positive attitude. Lack of employee involvement – so important for the success of every change – is usually caused by inappropriate communication. If people don't know about the change, don't understand it or the goal behind it, or the impact it will have on their work, how are they supposed to feel involved in it? A badly prepared and managed communication can cause any change to fail.

It also bears mentioning the “speed over perfection” principle. Work under a project must have a justified, safe and rational timeframe. While we should definitely pay due attention to preparing for change, polishing it too long might lead to competitors rolling out the same solution ahead of us. Nowadays, whoever is faster often wins.


Undoubtedly, the success of a change is largely defined by a leader’s competences and how the change and project team are managed. What person makes for an effective leader? It is a person keeping the project under control, while providing team members with freedom to act and helping them to solve problems, as well as maintaining communication. It’s not an easy role, as it requires courage to trust the others while taking responsibility for the project at large.

What could I say to the people about to implement change? Prepare well! It’s best to take a step back from excessive optimism and towards analyzing actually available resources and planning what could be achieved with them. It’s also necessary to think through what could go wrong and how can the risks be minimized. One cannot also omit a good communications plan, containing information as to what to say, to whom and when. It’s a good path towards building a highly engaged team. And finally – remain quick enough not to let competitors outpace you, but never forget about the people, lest you lose them along the way.



»» 7

**Change Manager
- a leader for the
new times**



A change being implemented in an organization always impacts its employees, as innovation requires obtaining new competencies and/or modifications to the style of work. Not everyone is capable of facing such a challenge and accepting the change without questioning its validity. Meanwhile, many things point towards the change being inevitable at both micro and macro scales. Powered by technological development, it will define the labor market: new professions will appear, while many jobs will become automated.

It is here that a new type of leadership will find its place, together with a new, more comprehensive type of communication. How a Change Manager communicates the necessity and irreversibility of change to the team will have a major impact on the success of the entire venture. An effective leader for the new times is a person able to listen and draw conclusions from obtained information, as well as clearly explain the change process at each stage.

“Talking, not telling”, or a change leader in action



Karolina Popiel

Human Resources Senior Consultant, Wyser

In a time of accelerated transformations, social skills are proving increasingly necessary. The managers in charge of implementing changes are in particular need of them. When can such competencies prove useful and what decides successfully overcoming change-related challenges?

The effectiveness of a Change Manager is created by both his strictly business-oriented competencies and soft skills. In practice, the latter are of particular importance once the leader is faced with a change. A change needs to be approached in a planned, strategic and comprehensive way, with change managers having to coordinate numerous areas and prove their communication skills.

Why do Change Managers need effective communication? First, so that they can convince the employees as to the validity of the change being implemented and then involve them in the entire process and skilfully manage emotions. The latter often leads to misunderstandings, causes anxiety, sparks conflicts, delays to implementing the change and even refusal to participate in it. According to Wyser's research, the companies facing resistance during the implementation of change saw over 10% of their employees quit. Effective, empathetic communication can prevent this. Its importance is proven by the fact that personnel issues accounted for two out of the five most difficult aspects of change as identified by respondents in our research. These were: the need to involve employees in change (44.5% of answers) and convincing them in favor of the change (34%).

How to effectively communicate when implementing the change?

The most important piece of advice I can give to any leader is the “talking, not telling” rule - that is a true bilateral conversation, taking into account employee feedback. The person responsible for implementing change should, above all else:

- **explain** - the employees have to understand why the change is necessary and what is its basis,
- **show empathy** - understand that a change causes concerns and lowers the sense of security (empathy helps manage the emotions concerning change),
- **listen**, so that no employee feels omitted or that their concerns are being ignored,
- **react** to negative opinions and keep solving the problems as they come,
- **know what to say** - not all information is necessary for everyone: it bears keeping the communication varied so that it suits different recipients without complicating the message,
- **speak honestly**, without manipulation and lies, while utilizing the language of benefits,
- **inform** about the progress of the change and its key stages to leave no room for gossip and speculation.

While the majority of these principles can be implemented by a good Change Manager based on their experience alone, when it comes to the latter aspect, they will need support. This opens up a wide scope of cooperation with other departments, including the employees responsible for internal communication - depending on a given company's structure, it might be the HR, PR or marketing department. All of them have an important role in the change process - and especially in communicating it.

The role of internal communication in the change process

Internal communication has long ceased focusing on creating corporate newspapers for employees or organizing meetings. Regardless of which department is responsible for its execution, it forms an important, strategic way of supporting the management board in fulfilling business goals. It is that potential, which should be utilized by a Change Manager, who - even if highly competent - cannot single-handedly execute effective internal communications.

How the change will be communicated (on the tools level) largely depends on the HR, PR and marketing departments and when it reaches all interested parties. Support of the HR department will also prove invaluable in the final stages of change implementation, when the need to increase employee skills will arise and PR competencies prove useful in communicating change externally.

In a well-managed change implementation process the competencies of the aforementioned departments are intertwined with those of the managers. Utilizing the knowledge and experience of co-workers leads to increased effectiveness of communication and reaching the employees in a comprehensive and well-tested way and in effect retaining their loyalty and creating a friendly work environment. Let's remember that a culture of cooperation and empathetic communication can fulfill the needs of all participants in the change and implement its subsequent stages more effectively. They are a change in and of themselves, as they form important trends trailblazing new, promising approaches to management.



Change management - pay grid

Pay grid

The salary ranges below apply to the positions of Change Managers and functions most closely related to the change processes in organisations.

Select positions	Min*	Max*
Change Project Manager	15 000	22 000
Change & Transformation Lead	18 000	35 000
Regional Change Director	27 000	50 000
HR Manager	18 000	28 000
HR Director	25 000	45 000
Regional HR Director	45 000	80 000
CTO	27 000	48 000
IT Director	25 000	55 000
CIO	28 000	65 000
Finance Manager	20 000	30 000
Finance Director	30 000	50 000
CFO	50 000	100 000

*The sums assume monthly PLN gross salary for a given position, without taking into consideration any additional benefits, rewards or bonuses.

Data concerning salaries was compiled based on recruitments carried out by Wyser.



»» 9

**Summary
of the report**



Barbara Mróz-Gorgoń, Ph.D.

Professor at the Wrocław University of Economics and Business
Chairwoman of the Global Biometrics Council,
Deputy Chairwoman of the Western Economic Chamber

Managing change in theory and practice

From a systemic viewpoint, change as defined by P. Drucker is always that which creates the opportunity for the new and different. A systematic change means intentional, organized seeking of change and a systematic analysis of opportunities for social or economic change. The change formula created by D. Gleicher and A. D. Little in the early 60s of the 20th century,

$$Z = N \times W \times P > O$$

Change Unhappiness Vision First Step Resistance

later modified by K. Dannemiller in 1992, presents a model approach to appraising relative forces influencing the possible success of implementing changes within an organization. Based on this formula, to ensure successful change one should utilize their influence and strategic thinking to create a vision and define key “early steps” of its implementation. Furthermore, an organization must be able to recognize and accept the existing dissent, by listening to the employee voice, sharing industry trends, ideas concerning leadership, best practices and competitive analysis to identify the necessity of changes. The simplified formula of change presented by other researchers - R. Beckhard and R. T. Harris - is a more concise way to describe the change process and establish necessary factors to introduce to facilitate said change.

$$C = [ABD] > X$$

where:

X - change

A - unhappiness with the status quo

B - validity of the proposed change or endstate

D - practicality of the change

X - cost of the change.

According to these assumptions, factors A, B and D have to exceed the perceived cost (x) for the change to take hold, regardless of the type of change and environmental conditions.

It bears mentioning that both of the presented change formulas (the D. Gleicher and A. D. Little formula later modified by K. Dannemiller and R. Beckhard and R.T. Harris formula) present a model, rather than a strictly formal approach (from a mathematical standpoint). These formulas are subjective (psychological) descriptions of the process - they have a conceptual meaning (like drawings), rather than acting as actual mathematical equations.

As noted by R. Wendt, the definition of change often assumes that the process concerns transitioning from state A to state B and that while we assume that the goal lies in transforming the structure, procedures, infrastructure, etc., the key aspect is behavioral changes taking place in the organization, together with all underlying knowledge, skills, values and perceptions. On the other hand, J.P. Kotter and D. Cohen highlight that “the crux of a change lies in the emotions”... The aforementioned researchers have also pointed out that motivation, so important in the change implementation process, isn't a term describing one's thinking, but rather emotions.

Therefore, the report concerns a very important issue, encompassing such difficult topics as changes and transformations taking place within organizations in the market environment.

Based on the presented results, one can conclude that the past period had seen a key area of changes emerge within companies and other organizations, one that could be defined as the technological area (IT), with changes concerning the organizational structure or legal and regulatory issues being far less frequent. Such a state is likely caused primarily by the natural evolution and transformation of the markets toward so-called Industry 4.0. It also bears noting that the strong focus on technological and technical growth truly caught the wind in its sails during the pandemic period, when numerous companies and organizations had to move towards remote work models.

Almost half of the researched companies saw the change as an opportunity to improve internal processes and for a quarter of all respondents it related to their company entering a new stage of dealing with a specific problem. Thus, the research leads to a clear conclusion that change requires a leader. With over 40% of respondents admitting that said the change was a result of executive decision, the research should likely be continued and deepened despite the vast majority of changes (89%) being appraised positively.

The implemented changes were of a generally systemic character (usually concerning several departments and only sometimes a single one or a handful of teams). Less than 20% of companies introducing changes encompassing their entire organization is a positive signal suggesting that the state of organization at large usually did not require comprehensive changes.

Another important (positive) signal of market development is the fact that in the vast majority of cases, the goals of the change were clearly defined (98%) and their implementation was continuously monitored (89%). Furthermore, 60% of changes have had an internal communications plan prepared for them. Such an outcome strongly suggests the maturity of researched market entities on a strategic level.

According to the report, the vast majority (59%) of respondents involved in implementing a change within their organization have declared appropriate preparation for this task, which is a positive signal as to the state of skills and preparations of the management cadres as it relates to change management. However, at the same time, it bears pointing out that the weaknesses of change management, as indicated in the research, including the number of aspects in need of coordination and problems in communicating the change implementation to employees (as indicated by almost half of the respondents) and the greatest challenges were defined as designing the implementation process and involving the employees in said implementation (with over half of the respondents answering this way). More than a third of all companies lacked a plan, procedures or appropriate tools for implementing the change. This leads to the conclusion that the area of operational management requires support and development in terms of both strengthening competencies (both leadership and organizational) and the process organization structure itself.

Despite a third of the respondents pointing out communication skills and the rapidity of response, it bears mentioning that in almost 40% of cases there was no internal communication plan, almost 20% of researched organizations lacked a previously prepared plan and 30% did not convince the employees as to the necessity of the change. It shouldn't be of much surprise that as many as 60% of surveyed organizations have met with employee resistance towards the change, usually manifesting as negative opinions.

The report was created reliably and transparently, making it an important tool for interpreting the current market situation and making market forecasts. It is also important that it allows for formulating managerial implications, serving as a form of way sign for further decisions concerning the organization, which is incredibly important in the highly uncertain and turbulent market environment. In this context, it bears mentioning that market knowledge, well-thought-out organizational communication (internal and external), participatory management style (involving and motivating the employees to create new solutions together, as well as scenarios of reacting to change), integrating processes and personnel within the organization are all important determinants of successfully implementing change. The organizational culture should therefore be understood as an important aspect, which could have a “healing” and “magical” impact on all of the above elements.



Łukasz Pacek

Target Operating Model Manager, BNP Paribas Bank Polska S.A.

Implementing change requires each organization to combine many operational elements and seeming opposites. For most companies, it also indicates a need to change the way of thinking about the most important aspects of organization management.

According to the research, almost half of the surveyed companies saw the implementation of changes as an opportunity to improve processes within the company. This clearly shows how important optimization of pre-existing processes is for good organizational management. The implemented procedures are responsible not only for the speed of decision-making, but also can improve the overall growth of the given organization. The research has also shown that the implemented change usually concerned several departments. Such an appraisal can be a result of both strict dependencies of given operational units of a given organization and a willingness to implement more comprehensive change, concerning the broader area of the company's operations.

A third of all respondents indicated that the latest change implemented in their organization concerned IT-related or technical matters. This leads to the conclusion that the current rate of economic and technological growth, as well as the overall increase in market competitiveness forces enterprises to implement appropriate changes and to adapt to the present market rules.

It bears highlighting that the greatest problems in the change management process have appeared in the spheres of communicating with the employees and the number of areas in need of coordination. This problem can be linked to an excessive focus solely on the stage of change implementation. Correct communication necessitates taking into account two other key stages - “before” and “after” implementing the change. An organization utilizing transparent practices before, during and after implementing changes is usually better suited to handle possible communication issues.

Important aspects examined in this research include competencies useful in implementing change. The key ones include the ability to foresee consequences and to motivate. These two key aspects are largely the responsibility of managers of a given organization. Of course, additional competence training in this area could support better implementation of changes.

The research has also touched upon the issue of resistance toward the implementation of change. In this regard, one should take particular note of employee habits, as well as a sense of security and control, which are key for people reluctant to change, preferring to stick to their practiced routines.

In summary, one could say that in these dynamic Times and varied business environments, organizations cannot afford to make more mistakes.

Before an enterprise can even begin to plan for the changes, it should commit to proper reconnaissance - which can prevent it from reaching the intended goal. It is necessary to simultaneously take into account all of the factors - social, cultural and technological.

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Wyser is a part of Gi Group Holding, one of the leading global suppliers of HR services.

The business recruitment ecosystem in Poland comprises separate brands supporting each other – Gi Group, Wyser, Gi BPO Finance and Grafton Recruitment. The latter is also an authorized supplier of Thomas International tools in Poland. They enable the Group to offer a full scope of HR services, providing businesses with effective solutions fit for their current needs.

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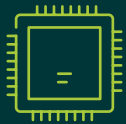
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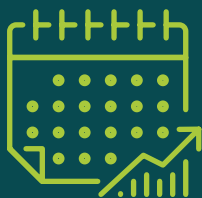
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Survey methodology

	Purpose of the survey:	The main objective of the survey was to find out about change management approaches in larger companies, together with the type and scale of change, the reasons for change, and the issues and competencies that help in this area
	Survey method:	Phone interviews (CATI)
	The survey sample:	As part of the study, a total of 200 questionnaires were conducted with executive management of companies with at least 100 employees
	Respondent:	Executives, senior managers, directors of strategic departments
	Survey execution time:	August 2022



Partners of the report



The idea of the Global Biometrics Council is to disseminate and support the development of biometrics and to promote its application in innovative AI (artificial intelligence) technology and cyber security. The Association is an organization of distinguished experts, scientists and enthusiasts from various fields of biometrics and biometric solutions present in our daily lives. We are committed to promote knowledge in the field of biometrics technology and cyber security and to initiate social dialogue.

Mission of Global Biometrics Council is to educate the public about biometrics, to get them interested in biometrics, and to invite experts and scientists from all over the world to join the dialogue in order to spread and level the knowledge about biometrics, AI and cyber security.

More about Global Biometrics Council:

globalbiometricscouncil.com/en
youtube.com/watch?v=WhZNx22NkBk



PayEye is a European fintech with Polish roots and global reach that has developed the world's first commercial full payment ecosystem based on iris biometrics, and again in 2022, the world's first technology based on the fusion of eye and face biometrics in payments. Combining technology with science, PayEye has developed its proprietary and innovative eyePOS 2.0 payment terminals, supporting biometric payments based on the fusion of biometrics, an in-app electronic wallet for users, and algorithms that process the iris and face into a biometric pattern.

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More about PayEye:

payeye.com
youtube.com/watch?v=pUEAm71I07o&t=3s

Director on the labor market

CHANGE MANAGEMENT

Manager's Compass 2023

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