



**BUSINESS AND DEVELOPMENT CENTER**

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Project under Sokrates/Grundtvig 2

**"exchange of experience and best practice of intercultural trainings"**

core-elements and culture-specific requirements

(INTEREX)

## **ANALYSES OF INTERCULTURAL TRAINING IN *POLAND***

Project Partners

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### **THE CONTENTS:**

- I. A analyses of the intercultural training's sector in the Poland
  1. Introduction
  2. Assumption of intercultural training's market in Poland
  3. Conclusions
- II. Annex: a filled questionnaires, the list of training organizations.



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# A ANALYSES OF THE INTERCULTURAL TRAINING IN POLAND

## 1. Introduction

Nowadays, during the overtaking, consolidation, established holdings etc. a large number of firms are led or co-led by foreigners in Poland. A lot of them do not understand Polish mentality, Polish habits and roles. They don't understand Polish system of norms and customs in day-by-day work, either. Tradition, religion and historical socialistic or even communistic background are creating problems and misunderstanding in a most of cases.

The training market discovers that it is not possible of effective implementation different culture patterns on Polish market.

*A multi-cultural environment is challenging with different values, sometimes clashing head-on, but it can also be a wonderful learning opportunity if we can only understand those differences and tap that energy.*

Intercultural management takes cultural context into consideration. The stick and carrot that works best depends on the background of the employee. Most importantly, an effective manager is able to communicate with people from various backgrounds, not simply co-workers from his hometown or home state.

Those who hold this position support training programs to help those who are different fit into the dominant organizational culture.

The goal of intercultural management is not to eliminate differences but rather to use those differences to enhance creativity within the organization. If we were trying to come up with innovative ways of solving problems, why would we want women who think like men sitting around the conference table?

Surely if we believe that we carry our cultures into the workplace and those cultures are valued by the organization, then we look forward to coming to work everyday. This, in turn, increases retention and productivity.

Of course, everyone ought to be aware of the organizational culture's fundamental values and behaviors. Orientation to the organizational culture is vital for all newcomers. And, managers need to understand the dynamics of cross-cultural adaptation. A person who is culturally different may go through some form of 'culture shock' and managers who know little of the phenomenon are not only unhelpful to this employee, they can react improperly to the employee's behavior and make the situation worse.

An easy solution is to bring in experts on particular cultures who can run culture-specific training seminars. However, many of these so-called experts only perpetuate stereotypes, generalizations about cultures that are inflexible, inaccurate and leave no room for exceptions. They may provide information, but no real understanding. Information is knowing what people do; understanding is knowing why they do it. Intercultural management requires the



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ability to get inside the heads of people from other cultures and know how they view the world, their basic values and beliefs, and how they reason and solve problems.

We cannot be experts on every culture. However, we can develop the flexibility to put ourselves in the psychological and cultural shoes of those who are different. We can begin to appreciate the reality that there are numerous ways of solving a problem and that our way is in large part a result of growing up in our own culture. Intercultural awareness and understanding begin with knowing our own culture first. Often this can only come through interaction with those who are different. This interaction should take place in intercultural management training.

## 2. Assumption of intercultural training's market in Poland

In our opinion the intercultural management's training area will develop in Poland constantly. Training organizations will include this kind of training, workshop or seminar in their offer as a permanent possibility to learn for clients. The prices of these training will go down and probably, for a few years the intercultural training will more universal than today. But still, there will be a great number of firms, which never plan to train their employees in the intercultural management area. There are, mainly micro and small entrepreneurs from the local level. Now the intercultural training are offer in the main cities in the Poland, like e.g. Warsaw, Gdańsk, Poznań, Krakow, Wrocław and this tendency will hold up.

## 3. Conclusions

The market of the intercultural management's training is recognize as a narrow and very specified in the Poland. Concerns and "Big company" are beneficiaries of this offer, so – in the most of cases – these training are very expensive and tailored for specific company.

We asked almost 50 numbers of training organizations and we have received only seven, completed questionnaires. This shows, in our opinion, "non-common" intercultural management's training.

We want to highlight that almost majority of Polish training organization are able to deliver such a training on the special order from company, but They do not have intercultural management's training in Their permanent offer.

Intercultural communication and management skills cannot be learned by simply gathering information about other cultures. This may reduce some uncertainty and decrease prejudice, but it does not give authentic cross-cultural knowledge. The only way we can learn intercultural communication and management skills is through some sort of experience,



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coupled with cross-culturally validated management principles. While books, lectures, videos, CD-ROMs and the Internet can give useful information, they cannot train people to communicate and manage effectively across cultures.

The workplace of the new millennium will be multicultural and global. With greater intercultural interaction, the differences are not simply going to disappear. We will not link arms in the office, sing 'We Are the World,' and find that we can easily overcome the communication breakdowns or conflicts. As long as we remain within our own culture, we take it for granted. However, when we leave it and interact with people from other backgrounds, we become more consciously aware of our own culture, and it becomes more important to us.



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**ANNEX: A FILLED QUESTIONNAIRES**

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<b>Sheet Nr: 1</b>	<b>Date: 20.12.2004 r.</b>
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**TRAINING:**

Name of training:	„Management in Poland for western managers“
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**TRAINING-CENTER:**

Name of training institution/training center:	Akademia Rozwoju Biznesu Victoria Training Sp. z o.o.
Adress of training institution/training center:	ul. Rysy 32, 02-828 Warsaw
Size of training institution/training center: <sup>1</sup>	8 persons as permanent stuff
The legal status of organization/privat/NGO/state/municipal	privat

**TRAINING - SETTING:**

Name of training:	„Management in Poland Seminar“
Duration of training:	One day seminar
Target group:	Western managers working in Poland
Numer of participants per training section:	It depends on number of applications
Number of training sections offerd per year:	It dependas on order – usually 1 -2 per month
Qualification of trainers:	with several years of experience

**CONTENT OF TRAINING:**

Content of the training:	<ul style="list-style-type: none"><li>- overlook of typical problems in cooperation between western country people's and Polish people</li><li>- the Cultular models</li><li>- How find the solution in the practice?</li><li>- How change the cultural of organization?</li><li>- The leadership and trust</li><li>- The differences between western style of management</li></ul>
Core elements/subjects:	<ul style="list-style-type: none"><li>- How find the solution in the practice?</li></ul>
Used tools and methods:	Presentation, case study, examples

**ADDITIONAL NOTES:**

<sup>1</sup> Numer of permanent & temporary stuff

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This is training organisation, which offers training on intercultural communication area as a unique training in Poland. This training is based on the research and methodology by prof. Dieter Flader.

**Sheet Nr: 2****Date: 20.12.2004 r.****TRAINING:**

Name of training:	„Workshop on Intercultural Management“
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**TRAINING-CENTER:**

Name of training institution/training center:	Akademia Rozwoju Biznesu Victoria Training Sp. z o.o.
Adress of training institution/training center:	ul. Rysy 32, 02-828 Warsaw
Size of training institution/training center: <sup>2</sup>	8 persons as permanent stuff
The legal status of organization/privat/NGO/state/municipal	privat

**TRAINING - SETTING:**

Name of training:	„Workshop on Intercultural Management“
Duration of training:	Two days workshop
Target group:	Polish manager cooperate with foreign people/workers
Nummer of participants per training section:	It depends on number of applications
Number of training sections offerd per year:	It depands on orders – usually 1 -2 per month
Qualification of trainers:	with several years of experience

**CONTENT OF TRAINING:**

Content of the training:	<ul style="list-style-type: none"><li>- overlook of typical problems in cooperation between western country people's and Polish people</li><li>- the Cultular models – historical background</li><li>- The leadership (supervising of work progress, „one-minute manager“)</li><li>- The differences between western style of management</li></ul>
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<sup>2</sup> Nummer of permanent & temporary stuff



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	- The culture differences in business negotiation process
Core elements/subjects:	- The leadership, - A communications
Used tools and methods:	Exercices in work groups, „play role“, case study, examples

**ADDITIONAL NOTES:**

This is training organisation, which offers training on intercultural communication area as a unique training in Poland. This training is based on the research and methodology by prof. Dieter Flader.

<b>Sheet Nr: 3</b>	<b>Date: 23.12.2004 r.</b>
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**TRAINING:**

Name of training:	„Inter-skills Program“
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**TRAINING-CENTER:**

Name of training institution/training center:	PROFES Centrum Kształcenia i Doradztwa
Adress of training institution/training center:	The headquarter: ul. Koreańska 13, 52-121 Wrocław
Size of training institution/training center: <sup>3</sup>	25
The legal status of organization/privat/NGO/state/municipal	privat

**TRAINING - SETTING:**

Name of training:	„Inter-skills Program“
Duration of training:	This is rather project
Target group:	International firms
Number of participants per training section:	It depends on core issue as a work problem
Number of training sections offerd per year:	-
Qualification of trainers:	Trainers are members of International Aliance of Trainers and Consultans of Management

**CONTENT OF TRAINING:**

<sup>3</sup> Nummer of permanent & temporary stuff

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Content of the training:	<ul style="list-style-type: none"><li>- support for international firms in creation common understanding of bussines in particular countires and development of cooperation,</li><li>- delivering training as a answer on chalanges faced international bussines,</li><li>- experience echange between members of programe,</li><li>- shareing knowledge between members,</li><li>- kreations new training products.</li></ul>
Core elements/subjects:	Shareing experience, knowledge and know-how in intercultural communication area
Used tools and methods:	Train-on-the-job

**ADDITIONAL NOTES:**

This „Inter-skills Programe“ based on international work experience of members.

**Sheet Nr: 4****Date: 27.12.2004 r.****TRAINING:**

Name of training:	„Etiquette in bussines“
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**TRAINING-CENTER:**

Name of training institution/training center:	Francuski Instytut Zarzadzania IGF Sp. z o. o.
Adress of training institution/training center:	ul. Senatorska 38, 00-095 Warszawa
Size of training institution/training center: <sup>4</sup>	10 – 20 persons
The legal status of organization/privat/NGO/state/municipal	private

**TRAINING - SETTING:**

Name of training:	„Etiquette in bussines“
Duration of training:	3 days

<sup>4</sup> Numer of permanent & temporary stuff

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Target group:	Firm's representative person
Number of participants per training section:	15 – 20 persons
Number of training sections offered per year:	Usually one in the month (about 12 in the year)
Qualification of trainers:	Foreign trainers with international experience from top management positions

**CONTENT OF TRAINING:**

Content of the training:	<ul style="list-style-type: none"><li>- the mystery of successful business's contacts,</li><li>- official procedures</li><li>- official correspondence</li><li>- day by day contacts with foreigners</li><li>- how to communicate – formal and informal codes of conduct</li><li>- the most often mistakes done in Poland and „rescue“ tools,</li><li>- practical advices for Polish Management useful on EU arena.</li></ul>
Core elements/subjects:	Practical side of international communication and cooperation in multicultural environment
Used tools and methods:	Practical oriented training, manual on CD-ROM, case studies

**ADDITIONAL NOTES:**

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<b>Sheet Nr: 5</b>	<b>Date: 29.12.2004 r.</b>
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**TRAINING:**

Name of training:	„CONTEMPORARY ORGANISATIONAL CULTURE“
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**TRAINING-CENTER:**

Name of training institution/training center:	EXBIS - Eksperti Biznesmenom
Address of training institution/training center:	Krasickiego 29 , 40-019 Katowice
Size of training institution/training center: <sup>5</sup>	c. 10 persons

<sup>5</sup> Number of permanent & temporary staff

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The legal status of organization/privat/NGO/state/municipal	privat
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**TRAINING - SETTING:**

Name of training:	„CONTEMPORARY ORGANISATIONAL CULTURE”
Duration of training:	2-3 days (16 h)
Target group:	management
Number of participants per training section:	15 – 20 persons
Number of training sections offered per year:	On the order as a „closed training“
Qualification of trainers:	-

**CONTENT OF TRAINING:**

Content of the training:	<ol style="list-style-type: none"><li>1. Introduction: variety of images of organisation-contradiction or complementarity</li><li>2. Organisational culture<ul style="list-style-type: none"><li>• organisation’s ”iceberg” - formal and informal aspects of an organisational culture</li><li>• cultural values and company’s strategy.</li></ul></li><li>3. Organisational change as a socio-cultural change: values, attitudes and modes of behaviour.<ul style="list-style-type: none"><li>• socio-psychological sources of resistance to change;</li><li>• contemporary organisation as an environment supportive to change through motivating and empowering effects upon workers;</li><li>• national cultural differences - coexistence of traditional and new elements after change.</li></ul></li><li>4. Summary: organisation and global cultural change.</li></ol>
Core elements/subjects:	-
Used tools and methods:	-

**ADDITIONAL NOTES:**

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Sheet Nr: 6	Date: 04.01.2005 r.
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**TRAINING:**

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Name of training:	,CULTURE INDUCTION“ for foreigners and people, who is going to go abroad
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**TRAINING-CENTER:**

Name of training institution/training center:	COMARTIN
Adress of training institution/training center:	Partyzantów 21 , 05-092 □ mianki
Size of training institution/training center: <sup>6</sup>	>10
The legal status of organization/privat/NGO/state/municipal	privat

**TRAINING - SETTING:**

Name of training:	,CULTURE INDUCTION“ for foreigners and people, who is going to go abroad
Duration of training:	2 days (16h)
Target group:	Management and workers will go for contracts to different country
Numer of participants per training section:	15 – 20 persons
Number of training sections offerd per year:	On the orders for companies
Qualification of trainers:	Experts (e.g. sinologist)

**CONTENT OF TRAINING:**

Content of the training:	<ul style="list-style-type: none"><li>- History – differences and similarities</li><li>- Cultur of organisation (decission making, relationship with a director, free time, gender issuess etc.),</li><li>- Liberality, criticism, emotions,</li><li>- What we can do and what we can't do in different countries.</li></ul>
Core elements/subjects:	Adaptation in new work environment
Used tools and methods:	Mini-lectures, discussion, presentation

**ADDITIONAL NOTES:**

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Sheet Nr: 7	Date: 10.01.2005 r.
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**TRAINING:**

<sup>6</sup> Numer of permanent & temporary stuff

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Name of training:	The firm in international environment – how can we use differences in the positive way?
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**TRAINING-CENTER:**

Name of training institution/training center:	Instytut Rozwoju i Promocji Kadr Mentor
Address of training institution/training center:	ul. Chojnowska 107/1 , 59-220 Legnica
Size of training institution/training center: <sup>7</sup>	15 -25 persons
The legal status of organization/privat/NGO/state/municipal	organizations

**TRAINING - SETTING:**

Name of training:	The firm in international environment – how can we use differences in the positive way?
Duration of training:	1 day (8h)
Target group:	Management, employees
Number of participants per training section:	>30
Number of training sections offered per year:	It depends on client's request
Qualification of trainers:	Practical skills, professional background

**CONTENT OF TRAINING:**

Content of the training:	<ul style="list-style-type: none"><li>- the culture of organization: identification, description and analyze of advantages and disadvantages,</li><li>- culture dimension by G. Hofstede,</li><li>- intercultural management – using strong sides of different cultures as a rising firm's effectiveness,</li><li>- Intercultural management in practice. The international companies in the Polish Market, especially in the Dolny Slask Region,</li><li>- Basic problems as a result of cultural differences and as a result of different styles of management – case studies compared differences in Polish Law and expectation of British, German and</li></ul>
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<sup>7</sup> Numer of permanent & temporary stuff



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	American entrepreneurs
Core elements/subjects:	Raising skills of effective and non-conflicts cooperation in multicultural environment
Used tools and methods:	Interactive workshop, mini-lectures, case studies, simulations and discussions

### ADDITIONAL NOTES:

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## THE LIST OF TRAINING ORGANIZATIONS

### 1. BODiS - Biuro Organizacji, Doradztwa i Szkolenia

ul. Ku Wiślicze 2/14, 00-707 Warszawa

tel: 6510115, fax: 6510115

[bodis@bodis.com.pl](mailto:bodis@bodis.com.pl), [www.bodis.com.pl](http://www.bodis.com.pl)

### 2. Instytut Rozwoju i Promocji Kadr Mentor

ul. Chojnowska 107/1, 59-220 Legnica

tel: 0768565881, fax: 0768524948

[irpk-mentor@home.pl](mailto:irpk-mentor@home.pl), [www.irpk-mentor.home.pl](http://www.irpk-mentor.home.pl)

### 3. Eureka! Training Centre

ul. Ehrenberga 15, 31-309 Kraków

tel: 0126267650, fax: 0126267650

[www.nm.com.pl](http://www.nm.com.pl)

### 4. Centrum Rozwoju Biznesu Alpha+

ul. Szujskiego 66, 33 - 100 Tarnów

tel: 0146284484, fax: 0146284485

[crb@alphaplus.com.pl](mailto:crb@alphaplus.com.pl), [www.alphaplus.com.pl](http://www.alphaplus.com.pl)

### 5. Laboratorium Arkanów Biznesu

ul. Nowowiejskiego 4g/59, 40-145 Katowice

tel: 0322548415, fax: 0618750248

[lab@xo.pl](mailto:lab@xo.pl), [www.lab.xo.pl](http://www.lab.xo.pl)

### 6. Instytut Projektów Personalnych Sp. z o.o.

ul. W. Michała 43, 61-119 Poznań

tel: 0616503668, fax: 0616503669

[ipp@ipp.net.pl](mailto:ipp@ipp.net.pl), [www.ipp.net.pl](http://www.ipp.net.pl)

### 7. DOOR Poland Sp. z o.o.

ul. Włodarzewska 33, 02-384 Warszawa



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tel: 8240792, fax: 8240794

[door@door.com.pl](mailto:door@door.com.pl), [www.door.com.pl](http://www.door.com.pl)

### 8. eduPartners - Nowoczesne Centrum Szkoleniowe

ul. Poniatowskiego 28/4, 40-055 Katowice

tel: 0322032970, fax: 0322032970

[kontakt@edupartner.pl](mailto:kontakt@edupartner.pl), [www.edupartners.pl](http://www.edupartners.pl)

### 9. AMC Advanced Manufacturing Consulting and Training

ul. Słowicza 25A, 05-807 Podkowa Leśna

tel: 0227291557, fax: 0227291557

[amc@amc.waw.pl](mailto:amc@amc.waw.pl), [www.amc.waw.pl](http://www.amc.waw.pl)

### 10. Francuski Instytut Zarządzania - Institut Francais de Gestion

ul. Senatorska 38, 00-095 Warszawa

tel: 8277640, fax: 8289056

[mba@mba.edu.pl](mailto:mba@mba.edu.pl), [www.mba.edu.pl](http://www.mba.edu.pl)

### 11. HR Masters

ul. Studzienna 3, 44-100 Gliwice

tel: 327750110, fax: 327750008

[biuro@hrmasters.com.pl](mailto:biuro@hrmasters.com.pl), [www.hrmasters.com.pl](http://www.hrmasters.com.pl)

### 12. Lean Vision

ul. Wystawowa 1, 51-618 Wrocław

tel: 0713373737, fax: 0713373737

[info@leanvision.com.pl](mailto:info@leanvision.com.pl), [www.leanvision.com.pl](http://www.leanvision.com.pl)

### 13. GFMP Management Consultants Sp. z o.o.

ul. Zwycięzców 28/20, 03-938 Warszawa

tel: (22)6725000, fax: 226725075

[warszawa@gfmp.com.pl](mailto:warszawa@gfmp.com.pl), [www.gfmp.com.pl](http://www.gfmp.com.pl)

### 14. Kreator S.C.

ul. Kilińskiego 24, 50-264 Wrocław

tel: (71)3217436, fax: 713217436

[szkolenia@kreator.edu.pl](mailto:szkolenia@kreator.edu.pl), [www.kreator.edu.pl](http://www.kreator.edu.pl)

### 15. ARTHUR - Edukacja Biznesu [www.arthur.com.pl](http://www.arthur.com.pl)

ul. Gierymskiego 5/16, 00-772 Warszawa

tel: (22)4249289, fax: 224249289

[biuro@arthur.com.pl](mailto:biuro@arthur.com.pl), [www.arthur.com.pl](http://www.arthur.com.pl)

### 16. Prospero Business Training S.C.

ul. Warszawska 19, 40-009 Katowice

tel: 0327815219, fax: 0323526070

[www.prospero.com.pl](http://www.prospero.com.pl)





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### 17. Warsaw Training Group

ul. Broniewskiego 62/5, 01-854 Warszawa

tel: 8354780, fax: 8354780

[sekretariat@wtg.com.pl](mailto:sekretariat@wtg.com.pl), [www.wtg.com.pl](http://www.wtg.com.pl)

### 18. ARK Consulting

ul. Grunwaldzka 5/39, 05-825 Grodzisk Mazowiecki

tel: 0504243881

[info@arkconsulting.pl](mailto:info@arkconsulting.pl), [www.arkconsulting.pl](http://www.arkconsulting.pl)

### 19. TQM - SOFT S.C.

ul. Bociana 22a, 31-231 Kraków

tel: 0126145370, fax: 0126145372

[www.tqmsoft.com.pl](http://www.tqmsoft.com.pl)

### 20. Thought&Done Polska

ul. Malawskiego 58, 31-471 Kraków

tel: 0124139257, fax: 0124139257

[www.mszkolenia.pl](http://www.mszkolenia.pl)

### 21. NOWE MOTYWACJE Sp. z o.o.

ul. Ehrenberga 15, 31-309 Kraków

tel: 0126267650, fax: 0126267650

[biuro@nm.com.pl](mailto:biuro@nm.com.pl), [www.nm.com.pl](http://www.nm.com.pl)

### 22. Anvix Sp. z o.o.

ul. Bandurskiego 66, 31-515 Kraków

tel: 0124230075, fax: 0124217866

[www.anvix.pl](http://www.anvix.pl)

### 23. COMARTIN

ul. Partyzantów 21, 05-092 □omianki k/Warszawy

tel: 227519788, fax: 227519738

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### 24. Yes-Consensus Sp z o.o.

ul. Kaniowska 100, 01-529 Warszawa

tel: 8390491, fax: 8390491

[yc@yc.com.pl](mailto:yc@yc.com.pl), [www.yc.com.pl](http://www.yc.com.pl)

### 25. EHRENFELD Polska

ul. Szewska 8, 50-122 Wrocław

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### 26. PRET S.A.



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### 27. Kalkstein Sp z o.o.

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### 28. MIDWEST/ ITSE

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### 29. GLOBAL L C Sp z.o.

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### 30. Mercuri International Poland Sp. Z o.o.

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### 31. Inżynieria Personalna Sp. Z o.o.

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### 32. Extreme Management Solutions

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[extreme@extreme.com.pl](mailto:extreme@extreme.com.pl), [www.extreme.com.pl](http://www.extreme.com.pl)

### 33. WORK DESIGN

ul. Tomcia Palucha 13 lok 6, 02-495 Warszawa  
tel: 8824386, fax: 8824238  
[info@workdesign.com.pl](mailto:info@workdesign.com.pl), [www.workdesign.com.pl](http://www.workdesign.com.pl)

### 34. Masters Centrum Szkolenia Biznesu A & A Polska sp.j.

ul. M. C. Skłodowskiej 48/6, 20-029 Lublin  
tel: 0815341301,533, fax: 0815325062  
[biuro@masterscsb.com.pl](mailto:biuro@masterscsb.com.pl), [www.masterscsb.com.pl](http://www.masterscsb.com.pl)

### 35. Independent Group

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tel: 6226709, fax: 6226711

[www.independentgroup.pl](http://www.independentgroup.pl)

### 36. B&O Navigator Firma Szkoleniowa Sp. z o.o.

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tel: 8773843, fax: 8776345

[firma@bonavigator.pl](mailto:firma@bonavigator.pl), [www.bonavigator.pl](http://www.bonavigator.pl)

### 37. Sokrates Akademia Treningu i Rozwoju

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### 38. EXBIS - Eksperci Biznesmenom

ul. Krasińskiego 29, 40-019 Katowice

tel: 0326097109, fax: 0322553592

[www.exbis.com.pl](http://www.exbis.com.pl)

### 39. HOMO CREATORE

ul. Murawia 47 p. 213, 00-680 Warszawa

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[szkolenia@homocreatore.pl](mailto:szkolenia@homocreatore.pl), [www.homocreatore.pl](http://www.homocreatore.pl)

### 40. ACT Advanced Corporate Training

ul. Słoneczna 44, 00-789 Warszawa

tel: 8567407, fax: 8495721

[www.act.waw.pl](http://www.act.waw.pl)

### 41. Dicoria Grupa Doradcza

ul. Godebskiego 61, 05-420 Józefów k. Otwocka

tel: 7102233, fax: 7102288

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### 42. Mediar

ul. Wolska 75/58, 01-229 Warszawa

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### 43. Grupa Szkoleniowa Kontrakt-OSH Sp. z o.o.

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[www.kontrakt.com.pl](http://www.kontrakt.com.pl)

### 44. NORMAN BENETT Sp. J.

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### **47. Invictus Sp. z o.o. Ośrodek Konsultingowo Szkoleniowy**

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