

NEWSLETTER

INTERNATIONAL

 ENGLISH VERSION

POLAND



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### VACANCY:

**German-based innovative medical technology  
manufacturer:**

CT EXECUTIVE LEADS THE SEARCH  
FOR A NEW MANAGING DIRECTOR  
IN INDIA ►

# FREQUENTLY ASKED QUESTIONS – EXECUTIVE SEARCH AND HR TRENDS IN POLAND



Poland remains the preferred investment location for international companies in Central and Eastern Europe. For example, over 50% of German companies pursuing market entry strategies in Eastern Europe identify Poland as a key target region. This translates to an increased demand for qualified executives in the country. The talent pool is small, while the demand for culturally sensitive, highly educated leaders is high.

This Frequently Asked Questions (FAQs) section answers the most important questions about the Polish executive search market:

- Candidate profiles: what are the key characteristics, motivations, and expectations of potential candidates?
- What factors should be taken into account when approaching, selecting, and retaining top talent?
- How can organizations effectively attract and secure exceptional leadership talent in a highly competitive market?

Our insights are based on over 30 years of combined experience in filling management positions in Poland. They shed more light on the specific needs of international companies with operations within the country.

## **How attractive are international companies as employers in Poland?**

International companies, particularly, those from Western Europe, North America, and the Nordics are generally perceived as highly attractive employers in Poland. They are often recognized for their strong professionalism, particularly in areas such as leadership and people management. Clear structures, defined responsibilities, and modern management practices appeal to many Polish professionals, especially, those with international experience.

Multinational firms tend to offer above-average salaries, bonus structures, and broader benefit packages (e.g., private healthcare, training budgets, international exposure). The prospect of learning from international teams, gaining cross-border experience, and advancing within a global organization is a major point of attraction, especially, for younger talent and career oriented mid-level professionals.

Global firms with well-known brands enjoy strong name recognition and credibility. Candidates often associate these brands with stability, innovation, and high standards. International firms are often perceived as more inclusive, transparent, and collaborative than traditional Polish employers, though this varies by sector and management style.

That said, local reputation and leadership matter greatly. The reputation of a globally well recognized brand can falter locally if its operations are marked by high employee turnover, ineffective leadership, or limited opportunities for career advancement.

### **What makes the Polish executive market unique?**

Many Polish executives have excellent academic qualifications, and bring international experience from studying or working abroad. Most are fluent in English. Many also have experience with international management standards, which helps them integrate quickly into international corporate structures.

Polish executives tend to be performance-oriented, pragmatic, and responsible. However, leadership styles in Poland are often more hierarchical. This is a factor that should be considered during selection and onboarding, especially, if the international company has a flat hierarchy.

Although the talent is highly skilled, the available pool of candidates remains limited. As in many CEE countries, Poland is close to full employment, partly due to the strong presence of international companies. This drives up demand for skilled professionals and executives.

In industrial hubs such as Wrocław, Katowice, Poznań, or Łódź, experienced leaders are particularly sought after. These high-demand candidates have high expectations regarding compensation, career development, and corporate culture.

Many recruitment challenges are as a result of a shortage of skilled candidates. Lengthy selection processes, with multiple interview rounds pose significant risks: candidates may withdraw mid-process in favor of faster, more decisive offers. Speed, clarity, and commitment, are therefore, critical success factors in recruiting executives in Poland.

### **What should be considered when negotiating with Polish candidates?**

Salary is, of course, the main consideration, especially, in a competitive labor market like Poland. Candidates are well-informed about market rates through online platforms and personal networks. Employers should therefore come to the table with a competitive, justifiable offer and be ready to explain the full compensation package (base salary, bonuses, benefits, company car, etc.).

Candidates often ask about long-term prospects: "What happens after 2 - 3 years?" Those companies that can provide a clear career trajectory for prospective candidates are usually at a clear advantage.

From a cross-cultural perspective, pitfalls are limited, most executives have experience with foreign or German employers, and are well-prepared for business conversations. Also, like in most countries, employee experience plays a huge role in recruitment and turnover.

It is worth noting that in Poland, job titles, roles, and visible responsibilities tend to carry greater significance than in flatter, more informal international corporate structures.

### **How can recruitment be fast and thorough at the same time?**

Speed and thoroughness are not mutually exclusive, if the process is well-structured.

The clearer the job description, the more effective the recruitment process. Ambiguity around roles and responsibilities often leads to prolonged and inefficient coordination. Polish candidates expect quick responses. Companies who 'drag their feet' on this subject or send mixed signals, risk losing top candidates to competitors with a more efficient recruitment process.

Studies carried out by CT Executive Search and various experts in the HR sector in Poland show that many qualified executives pursue multiple application processes simultaneously and may drop out mid-negotiation, if the company's decision-making process is slow or opaque. To secure top talent, companies need quick access to a strong network, local market knowledge, and experienced researchers. Therefore, a tailored direct executive search is the preferred method.

Rather than multiple interview rounds stretched over weeks, a short process with clearly defined roles, goals and expectations is recommended.

### **How can we ensure that candidates don't drop out during the process?**

To avoid situations in which a candidate drops out mid-process, recruitment has to be fast and transparent. The candidate should know what position he's being recruited for, what functions he is expected to fulfil and the remuneration provided for this role.

When the talent pool is small, time is critical. A slow process signals disinterest or indecision. Prompt communication, quick scheduling, and timely updates demonstrate respect and keep momentum.

Candidates should always know what the next step is and when it will happen. Unclear timelines or radio silence make competing offers more attractive. Even short updates like "We'll get back to you by Friday" build trust and maintain engagement.

An experienced recruiter serves as both an organizer and emotional bridge between company and candidate. If candidates feel someone is genuinely advocating for them and communicating at eye level, they remain committed. Concerns or uncertainties can also be addressed early on.

Candidates may withdraw if the role remains too vague. That's why it's crucial to present a realistic and appealing picture of the role, team, and development path early in the process.

Mixed messages from different interviewers about strategic responsibility, priorities, or reporting lines often cause confusion and reflect poorly on the company. Internal alignment on the role is essential before the first interview.

### **How can companies position themselves as attractive employers in Poland, if salary levels are not at par with market rates?**

To offset salary disadvantages, companies should highlight other advantages, such as:

- **Career development opportunities:**

Many executives, especially, mid- to senior-level are looking for real influence and long-term prospects. Offering responsibility, support for personal growth, and clear advancement paths can compensate for lower pay.

- **Modern leadership and corporate culture:**

A collaborative leadership style, open communication, and flat hierarchies appeal to younger managers, who may struggle with traditional, matrix structures.

- **Flexibility and work-life balance:**

Remote work, flexible hours, and trust-based working time arrangements are key differentiators. Companies that provide a better work-life integration gain a clear edge.

- **Strong leadership as role models:**

Executives shape employer branding internally and externally. A credible, approachable, and competent leadership team inspires trust and often provides access to further candidates through personal networks.

- **Professional recruitment process:**

The hiring process itself is a calling card. Companies that communicate quickly, transparently, and respectfully can attract top candidates even with moderate salaries. Candidates who feel respected are more willing to accept trade-offs in compensation.

Flexibility and work-life balance are gaining importance, especially, since the new remote work law came into force in Poland in 2023. Many candidates now specifically ask about internal policies regarding remote and office work. Many companies still lack clear internal frameworks. Providing clarity early on gives companies a competitive edge.

### **How can ambiguity during recruitment be avoided?**

Before reaching out to candidates, companies should align internally on key aspects: role objectives (ideally with KPIs), areas of responsibility, relevant interfaces, and decision-making responsibilities.

All stakeholders (business units, HR, management) should present a consistent picture. A written, agreed-upon briefing helps ensure this alignment.

Diverging opinions on responsibilities, reporting lines, or expectations can deter experienced executives who value clarity and structure.

Mixed messages often arise, when interviewers are inadequately prepared. All interviewers should be aware of the communication history and know which points to emphasize in their conversations.

If candidates express confusion or raise concerns, these are red flags. Such feedback should be taken seriously and clarified internally, ideally, through the recruiter, who can serve as a neutral intermediary to resolve misunderstandings.

A clearly designated point of contact – ideally, the recruiter or an HR representative - ensures process continuity and facilitates fast, consistent responses. The role should not be "sold" or sugar-coated. If candidates hear in one interview that they will "shape strategy" and in the next that they will "handle operations," the role appears ill-defined. Expected functions and responsibilities should be stated clearly. Candidates appreciate authenticity.

According to salary studies on the Polish market, candidates don't always choose the highest salary. They pivot towards the employer they perceive as reliable and long-term oriented.

## **How mobile are Polish executives?**

As in any country, the willingness to relocate depends on factors such as their stage in life, career prospects, location attractiveness, and employer reputation. Regional relocations are generally feasible, especially, to appealing urban centers like Warsaw, Kraków, Wrocław, Katowice, Poznań, or Gdańsk. Commuting or temporary relocation is more acceptable than full family moves, particularly, for candidates with children who are still in school, or those who own property.

Mobility tends to be higher in international industrial companies, and among IT or engineering professionals. Functional executives (e.g., HR, finance, marketing) are generally less mobile than plant managers, project leaders, or sales directors.

In practice, mobility is more limited due to the abundance of attractive local opportunities. Qualified candidates often have several good offers in their region, and feel less pressure to relocate: "Why move if I can get a great job here?"

Executives know they are in demand. Those with options are confident in setting their own expectations for location, working hours, compensation, and flexibility. Companies that require relocation must work harder to convince candidates or offer additional incentives.

## How can companies offer flexible work models without legal or organizational risk?

Legal uncertainties, tax issues, and organizational challenges related to flexible work models should not be underestimated. That makes it all the more important to establish clear frameworks that allow flexibility, while minimizing risk.

It may sound paradoxical, but flexibility must be well-defined and binding. Whether it's home office, flextime, or hybrid models, companies should use written, transparent policies. This includes rules on working hours (e.g., availability, core hours), data protection and IT security in home offices, as well as responsibilities, and communication structures.

For mobile work from abroad (e.g., "work from anywhere"), special legal requirements apply, which cover labor law, tax, and social security. In Poland, as in Germany, standardized home office agreements that comply with local labor law are recommended. For more complex scenarios, legal advice should be sought.

Aside from legal frameworks, the company's culture must genuinely support flexibility. That means focusing on outcomes rather than presence, trusting employees to work independently, and communicating clearly and reliably, even at a distance.

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## KATJA WEHMEYER JOINS CT EXECUTIVE SEARCH EUROPE AS HEAD OF STRATEGIC RELATIONS AND DEVELOPMENT

**Katja Wehmeyer** joined the Berlin-based team at CT Executive Search as Head of Strategic Relations and Development in May 2025.

Katja is responsible for expanding strategic partnerships in the field of international trade, particularly, with business associations, chambers of commerce, law firms, and consulting companies. Together with key stakeholders, she will strengthen the practical, knowledge-driven dialogue around international executive recruitment and will support this initiative by providing targeted informational material that communicates these outcomes.

Katja holds degrees in journalism and communications management, and has a wealth of experience in international business, communications, and B2B business development. She has worked in communications agencies, as an external communications consultant, and in operational marketing for an international consulting firm.

*"Katja brings in-depth experience in B2B communications, particularly, in the context of internationalization. We are thrilled to welcome her to the team and are confident that her work will further strengthen our presence and positioning in key markets."*

comments **Christian Tegethoff**,  
Managing Director, CT Executive Search

## NEW HIRE



### **Katja Wehmeyer**

Head of Strategic Relations  
and Development  
CT Executive Search Europe  
GmbH

Telefon: +49 30 201 88 370  
katja.wehmeyer@ct-executive.com

## A GERMAN-BASED INNOVATIVE MEDICAL TECHNOLOGY MANUFACTURER HAS APPOINTED CT EXECUTIVE TO LEAD THE SEARCH FOR A NEW MANAGING DIRECTOR IN INDIA.



The Indian medical technology market is among the fastest-growing worldwide. As of 2023, it has reached a volume of approximately USD 11.8 billion. Forecasts predict that the market will more than double by 2030, surpassing USD 20 billion, with an average annual growth rate exceeding 10%. Despite this growth, around 70% of medical technology products continue to be imported. This creates significant opportunities for building local production and distribution structures.

The Indian government actively supports the industry with targeted incentives, including the establishment of dedicated Medical Device Parks, the Production Linked Incentive (PLI) Scheme, and various tax benefits. Prestigious institutions such as the Indian Institute of Technology (IIT) Bombay contribute to this initiative by ensuring a steady supply of highly qualified professionals.

These conditions open up promising growth opportunities for German small and medium enterprises (SMEs), across various segments of the MedTech industry. India's healthcare and distribution systems are complex and heavily regulated. Success in this market requires deep industry expertise, strong local partnerships, and in-depth understanding of the culture and business etiquette. Hence, successful market entry and positioning in the region depend largely on the strength and capability of a company's leadership.

CT Executive Search supports German SMEs in addressing this crucial success factor and has now been mandated to recruit the Managing Director India for an innovative medical technology manufacturer based in southern Germany.

### Responsibilities

The appointed executive will be responsible for:

- Strategically expanding B2B sales activities (hospitals, distributor networks).
- Building a high-performing team and developing the local organization.
- Strengthening brand reputation and creating partnerships with key stakeholders, with the Indian healthcare sector.



## Candidate Profile

- Extensive industry knowledge in the healthcare sector, particularly, in medical technology.
  - Proven leadership experience.
  - A successful track record in building sales structures.
  - Strong communication skills, particularly, in interactions with the German head office, and strategic negotiation abilities.
  - Extensive experience in cross-cultural management, and a sound understanding of the dynamics of both markets.
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## EXECUTIVE SEARCH



### EXECUTIVE SEARCH EXPERTS IN EASTERN EUROPE AND THE EMERGING MARKETS

**CT Executive Search** focuses on placing key positions in Eastern Europe and the Emerging Markets – in CIS, Africa, the Middle East and Asia. We are experts in cross-border search processes and identifying high-performing candidates, adding value to international companies. Leveraging a broad network of analysts and consultants across Eastern Europe and the emerging markets, CT Executive Search has established itself as a reliable partner to well-reputed multinational companies.

#### BERLIN

CT Executive Search Europe GmbH  
Central Office  
Französische Str. 12  
10117 Berlin, Germany  
Telephone: +49 30 201 88 370  
E-mail: [office@ct-executive.com](mailto:office@ct-executive.com)

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- CT Executive Search Liaison Locations
- International Partner Offices/ Research Capacities

