

Beata Maria Nowak

Pedagogium Warsaw School of Education and Social Sciences

Creating social action that is resocialising-readaptative in character The network-system approach

Abstract: The author attempts to adapt the ideas and theory of clusters to the area of resocialisation-readaptation work and points to the possibility of releasing the synergistic effect to enhance the successfulness² of institutions in the social rehabilitation and social/reintegration/ of convicted persons and their families. This stresses the importance of conducting parallel, network- system operations of a resocialising-readaptative nature aimed at convicted persons and their families. **Keywords:** social rehabilitation and readaptation, the idea of clustering, synergistic effect, network and system approach.

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Today, we observe significant changes in the management of organizations and the functioning of many institutions implementing various system tasks. One of the most important manifestations of these transformations is the creation of multi-functional work teams and of roles for specific processes, not just function.¹ However, with respect to institutions investing in the area of resocialisation-rehabilitation, to support and encourage convicted people, we do not observe far-reaching changes in their organization and management. Moreover, in the activities of the overall system there is visible dysfunction, as manifested by their

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¹ R. Wood, T. Payne, *Metody rekrutacji i selekcji pracowników oparte na kompetencjach*, Oficyna Wydawnicza, Cracow 2006; W. Bridges, *Job Shift*, Nicholas Brealey, London 1995.

low efficiency and effectiveness. This is not excused by the complexity of the processes or by their subject – who in turn is both specific and resistant. The need to repair this unfavorable state of affairs has for many years been indicated by both theorists and practitioners – who postulate and appeal, and who present concrete proposals for improving the system of social prevention and rehabilitation,² yet, both in terms of legal solutions in strictly praxeological terms, very little has happened so far.

Efficacy as the base category in rehabilitation and social reintegration

In the search for positive and lasting indicators of rehabilitation and social reintegration, the semantic connotations of the two terms – “efficiency” and “effectiveness” should be noted. To start with, both concepts have a common core, which is “operational efficiency” as defined on the basis of praxeologically. Importantly, the conceptual design of the indicators of successful operation is based on determining the relationship between purpose, effort, and effect. From this perspective, only those activities which are characterized by economic efficiency,³ effectiveness and benefit will have the **attribute of success**.

The successfulness of social action is today seen as the ability of organizations and institutions to constructively deal with constantly changing conditions, to establish relationships with third parties and the use of various potentials inherent both in people and in their environment. Weber’s understanding of social action⁴ is also present in other sociological theories, including symbolic interactionism (people act on the basis of the meaning of things arising from interaction and modify them in live situations through subjective interpretation), and in the theory of rational choice, based on game theory and decision theory (people act on the basis of their own, rational calculation of cost and benefit).

A constitutive feature of successful operation is **efficiency**, present in the description of human activities, as designed and implemented in all spheres of social life. Hence, the concept is variously defined – among other things as:

- *the ability to choose* the right goals, the right thing to do, that which is organisationally necessary and desirable for its proper functioning and development;⁵

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² Cf. M. Konopczyński, *Kryzys resocjalizacji, czy(li) sukces działań pozornych. Refleksje wokół polskiej rzeczywistości resocjalizacyjnej*, Pedagogium, Warsaw 2014.

³ R. Walkowiak, *Prakseologiczne zasady sprawnego działania*, “Zeszyt Naukowy Ekonomia i Zarządzanie” 2011, nr 1, p. 29.

⁴ Max Weber relates the concept of social action to the behaviour of other people and its focus on it.

⁵ J. Penc, *Leksykon biznesu*, Agencja Wydawnicza Placet, Warsaw 1997.

- *function*, both the properties of the system performing the task, as well as the specifics of the task;⁶
- the *extent* to which planned activities are realized and planned results achieved;⁷
- the *character/property/distinguishing features* of successful operation⁸ (efficiency relative to human activity is defined as “the ability to perform specific actions”).⁹

The definitions listed above have a common tone due to their clearly indicated connection to actions and their results, suggesting that the efficiency of the agent to achieve their high effectiveness.

In light of the theory of efficiency operation, **effectiveness corresponds with economy**, as in strict terms it refers to the principle of rational management, formulated by two variants: economics (minimizing the effort) and productivity (maximizing the effect).¹⁰ The measure of economy is the ratio of useful results to cost (an operation is economical if the result exceeds the cost of its implementation). It should be noted that in this case the measurement is subject to both input and effect with respect to external resources¹¹ (including financial and material) and internal (including personal resources and energy) and performance (e.g. technology).

It turns out, however, that not every effective action turns out to be efficient.¹² This happens when an unintended operation is classified as effective due to valuable results despite the fact that a positive result is not necessarily the aim.¹³ However, when obtained effects are greater than the costs, this is called an **advantageous**¹⁴ operation, however the most economical variant need not be the most advantageous and vice versa.¹⁵

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⁶ T. Kotarbiński, *Traktat o dobrej robocie*, Łódzkie Towarzystwo Naukowe, Lodz 1955.

⁷ ISO 9000, p. 3.2.14; I. Niewiadomska, *Osobowościowe uwarunkowania skuteczności kary pozbawienia wolności*, Wydawnictwo KUL, Lublin 2007, pp. 261–263.

⁸ J. Zieleniewski, *Organizacja zespołów ludzkich. Wstęp do teorii organizacji i kierowania*, PWN, Warsaw 1982.

⁹ P. Cabała, *Wprowadzenie do prakseologii. Przegląd zasad skutecznego działania*, Wydawnictwo Akademii Ekonomicznej w Krakowie, Cracow 2007.

¹⁰ Productivity – assessed with respect to results, economy – assessed with respect to cost.

¹¹ Cf. S.E. Hobfoll, *Stres, kultura i społeczność. Psychologia i filozofia stresu*, GWP, Gdansk 2006, p. 72; I. Niewiadomska, *Zasoby adaptacyjne przestępców odbywających kary izolacyjne*, [w:] *Skazani na wykluczenie!? Zasoby adaptacyjne osób zagrożonych marginalizacją społeczną*, ed. M. Kalinowski, I. Niewiadomska, Wydawnictwo KUL, Lublin 2010, pp. 329–355; I. Niewiadomska, *Zasoby adaptacyjne osób opuszczających zakłady karne*, [w:] *Skazani na wykluczenie!? Zasoby adaptacyjne osób zagrożonych marginalizacją społeczną*, ed. M. Kalinowski, I. Niewiadomska, Wydawnictwo KUL, Lublin 2010, pp. 357–386.

¹² It should be remembered that every successful action is an effective action.

¹³ T. Pszczołowski, *Dylematy sprawnego działania*, Wiedza Powszechna, Warsaw 1982, p. 159; T. Pszczołowski, *Zasady sprawnego działania. Wstęp do prakseologii*, Wiedza Powszechna, Warsaw 1982, p. 249.

¹⁴ Each beneficial activity is simultaneously economical. The indicator of benefit is the “difference between the value of all intentional and unintentional positively assessed effects, and the value of all negative assessed effects” cf.: J. Zieleniewski, *Prakseologia a teoria organizacji*, “Prakseologia” 1974, No. 2, p. 20.

¹⁵ J. Zieleniewski, *Organizacja i zarządzanie*, PWN, Warsaw 1979, p. 226–227.

Successful performance, essential for achieving efficient and effective results, in turn, is determined by compliance with rules, stages¹⁶ and phases¹⁷ of organized operations. The conditions necessary to achieve a high level of success is closely connected with a clearly defined aim: determining needs and priorities, conditions, means and methods of operation (planning)¹⁸, acquiring the resources necessary for its implementation, and monitoring operations for compliance with the desired goals – the implementation of the plan and its control.¹⁹

Overall, the standpoint of M. M. Helms is worth noting, when he states “effectiveness refers to doing things the right way and efficiency refers to doing the right thing.”²⁰

With this in mind, the rest of this article will discuss issues related to creating efficient and effective social actions that are resocialising-rehabilitating, undertaken on behalf of the convicted and their families.

Family with the stigma of criminality

Deliberations on the subject will begin with a discussion on the process of transition involved in becoming an ex-offender in light of their family situation. At this point, however, I want to emphasize that my approach²¹ to this process is consistent with the approach of the author of the concept of creative rehabilitation – M. Konopczyński.²² Like him, I believe in fact that the processes of rehabilitation and social reintegration should be considered in the perspective of creative activities aimed at reorientation of cognitive and creative²³ structures:

- from physiognomic to allocentric perception;
- from instrumental to auto-creative motivation;
- from negative to positive emotions;
- from stereotypical to creative thinking;
- from reproductive to creative imagination;
- establishing efficient information retrieval from the archives of long-term memory.

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¹⁶ Ibidem, s. 330–332; T. Pszczołowski, *Zasady sprawnego działania. Wstęp do prakseologii...*, pp. 112–116.

¹⁷ J. Zieleniewski, *Organizacja zespołów...*, pp. 307–330.

¹⁸ Cf. T. Kotarbiński, *Traktat o dobrej robocie*, Ossolineum, Wrocław–Warsaw–Cracow–Gdansk 1973, p. 446.

¹⁹ J.L. Frąckiewicz, *Systemy sprawnego działania: teoria i praktyka*, Fundacja Pomocy “Antyk”, Warsaw 2001, p. 81.

²⁰ M.M. Helms, *Encyclopedia of Management*, Thompson Gale, Detroit 2006, p. 211.

²¹ B.M. Nowak, *Rodzina w kryzysie. Studium resocjalizacyjne*, PWN, Warsaw 2011.

²² M. Konopczyński, *Metody twórczej resocjalizacji*, PWN, Warsaw 2006.

²³ Ibidem.

In the course of creative interventions rehabilitated subjects make externally unforced changes (in knowledge, attitudes and competencies), fruiting? resulting in? new ex-deviant perceptions of themselves and the environment in which they operate. Methodological assumptions and methodological indications of a process thus understood are described in the concept of creative rehabilitation²⁴. Thus we know what we should strive towards, but there is still the problem of measuring the effectiveness of interactions conducted this way.

Due to the limited volume of the article, I will not at this point go into specific issues related to the activities supporting the creative process of rehabilitation – social work, prevention or psychological therapy. Later in this article I will present my own model for working with convicts' families, the majority of which are stuck in a deep, multi-problem crises. In this respect, the Polish reality lacks both appropriate legal systems and solutions. Families with the problem of crime are not sufficiently included in measures aimed at stabilising their dysfunctional systems, which results in the return of prisoners to pathogenic environments and the resumption of their criminal activities.

Returning to the hub of the matter – there is no doubt that the problem of crime can affect any type of family, but usually involves those families in which their crisis spirals around its primary source: unemployment, poverty or addiction. Moreover, these families are a common source of socio-cultural backwardness and pathogenic habitat. Studies of families in a multi-problem crisis (including the problem of crime)²⁵ indicate the poor condition of these types of family systems. Because they are characterized by low adaptability, both to external changes, resulting from the dynamic transformation of the social environment, as well as to internal changes resulting from the natural development of the family. The members of these type families have a strong sense of the difficulties of development and of functional impairment; tend to adopt non-functional family roles; have significant deficits in ability to solve problems, to articulate needs and to seek help and social support. The consequence of this situation is the weakening of family ties and internal communication problems. The family as a system is characterized by a low level of adaptability and mutual understanding and a high level of disintegration, and its members generally have low social competence, as evidenced by, *inter alia*, deep deficits in ability to cope competently in a wider social context and establish constructive interactions. The heads²⁶ of these families use the most rigid coping strategies that end up blocking their way out of the crisis and make it worse. Families, stuck in a state of deep dysfunction are perceived socially as less valuable, being weak structurally and functionally. Subject to the stigma of psychosocial processes, key to relationships, they generally feel strong uncertainty

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²⁴ Ibidem.

²⁵ B.M. Nowak, *op. cit.*

²⁶ Cf.: *ibidem*, p. 194.

in social relations, and ensuing alienation makes them lose a sense of orientation in social function.

Overall, families affected by a multi-problem crisis, including the problem of crime, are stereotypically associated with the category of “DIFFERENT”. The stigma of being different is a burden and it greatly modifies social expectations. Due to a negative perception from their social community they are stigmatized environmentally and categorised as undesirable – a group of socially disadvantaged families. Due to the fact that they are not in a position to get out of the ubiquitous weave and layering of unresolved problems, it is essential that external care support and assistance are mobilised.

In response to the research results cited above and the shortcomings in the post-penitentiary²⁷ system, I have formulated the following theses:

- 1) social activities of a stabilizing and developmental character should be seen as the holistic and creative social rehabilitation of prisoners and family members and of the family as a whole, leading both parties to a positive and sustainable social reintegration;
- 2) work with a family with problems of crime should be aimed at the parallel removal of deficits and the satisfaction of needs as well as the reconstruction and development of both the structural and functional characteristics of the family and the disposition of personality and social competence of its members (disturbed or lost as a result of highly mentally disabling and ubiquitously problematic situations, poorly educated or disturbed in the process of socialization (Fig. 1);
- 3) social rehabilitation and re-adaptation interventions with respect to a family with a problem of crime should lead to de-stigmatisation.²⁸

The research results cited earlier on families in multi-problem crises²⁹ clearly indicate the validity of the adoption of stabilising-developmental processes of rehabilitation and social reintegration. The model of social action on behalf of a convicted person and their family takes account of the parallel approach³⁰: stabilizing (social assistance, counseling, therapy) and development (activating personal and group potential), leading both parties (the convicted person and his family) to a post-crisis auto-creation³¹ of their social identity.

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²⁷ The persistent, high growth in re-offending rates (recidivism rates reflect the state of post-penitentiary care) points to the failure of post-penitentiary system: in 2010 (as on 31 Dec.) recidivists represented 45.9% of the prison population, in 2012 – 48.8%, whilst in 2013 – 53.1% (figures based on CZSW (Central Prison Service Board) statistics – www.sw.gov.pl [date: 25.07.2014, time: 16:20].

²⁸ Destigmatisation (disappearance of stigma) is an undoubtedly complex and difficult process. However, it is a prerequisite to achieving positive and lasting re-adaptation effects.

²⁹ B.M. Nowak, op. cit.

³⁰ Ibidem, p. 289.

³¹ Self-creation – is a process of deep self-awareness developed in the process of self-reflection whose main feature is its conscious initiation by an individual on the road to self-transformation, con-

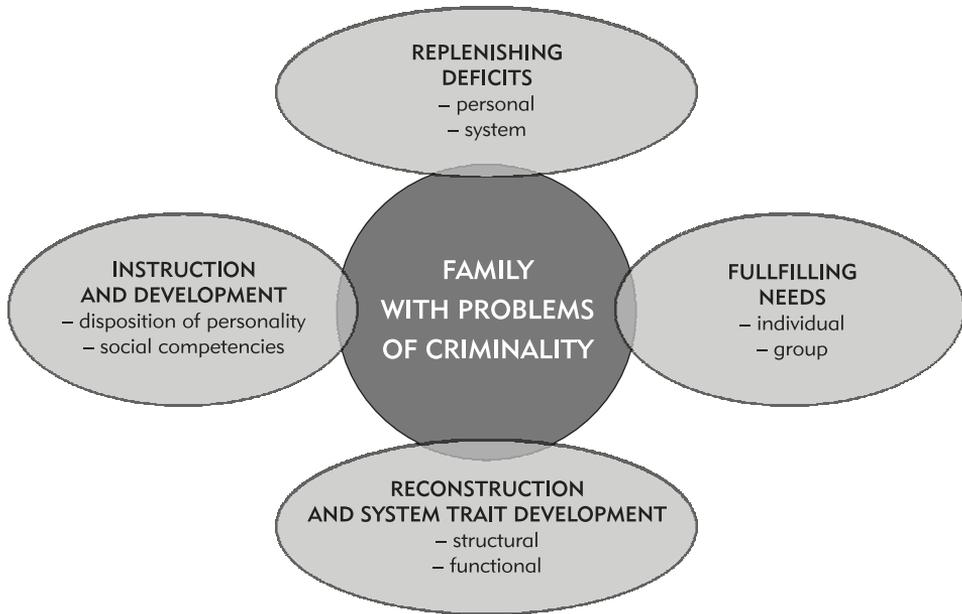


Fig. 1. Work model for a family with a criminality problem
Source: own research.

In the course of implementation, the family members' external creation of new psychosocial attributes and the basic dimensions of the family systems generated by them gradually go through elaborate mini-readapting changes³² resulting in the perception of the family system being reoriented – from dysfunctional to functional – both in family members and in their social environment. In my opinion, a process of de-stigmatization that is the result of this approach should be seen as a process of innovation,³³ not only creating new traits in the family system and in the disposition of its members but also forming their new approach to the surrounding social values and norms. The question therefore arises of how

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sistent with their vision of themselves in the future, v.: J. Pawlak, *Autokreacja. Psychologiczna analiza zjawiska i jego znaczenie dla rozwoju człowieka*, Wydawnictwo Ignatianum, Cracow 2009, p. 82.

³² Cf.: B.M. Nowak, op. cit.; I. Niewiadomska, *Zakorzenie społeczne więźniów*, Wydawnictwo KUL, Lublin 2011, p. 62.

³³ The concept of creative activities (creating), understood as the process leading to the creation of a work or product (creation), is present not only in the field of culture and art, or in descriptions of artistic activity, but also in the theory and practice of teaching. It has played a special role in the scientific conception of creative social rehabilitation and its methods (M. Konopczyński, *Metody twórczej resocjalizacji...*). In my opinion the introduction of the concept of “creation” into the debate, on assisting and supporting the socially rehabilitated, clarifies and strengthens the positive connotation of the terms “assistance” and “social support” and has an impact on the quality and efficacy of both processes.

this should be done? In what kind of environment should this de-stigmatisation of the family take place?

The resocialisation-destigmatisation,³⁴ model of interventions is useful in this regard and is based on the assumption that an ex-deviant family identity can become established in the course of a three-phase process that involves the auto-creation of its new way of operating:

- **PHASE I – obtaining functional autonomy** (competently supported family members tend to self-identification, which is the full acceptance of the new, positive status of the family system).
- **PHASE II – self-evaluation and identification of internal resources**, acquired and / or developed in the process of social support.
- **PHASE III (internally stabilizing) – the monitoring of the status and quality of family resources and their specific evaluation** (especially in the sphere of intra-familial communication, realisation of family roles and the adoption of effective coping strategies).

The monitoring and evaluation of the specific quality of a family's resources takes place during the third phase and is concerned with how the family assesses its earlier experiences and sets targets for its own further development, and, should the family decide it does not possess sufficient internal resources, how it assesses the possibility of their supplementation and takes strategic decisions regarding autonomous functioning, or begins again to seek external support.

It should be emphasized that the identity changes taking place in the process of self-creation which is based on self-reflection, the self-achieved family autonomy does not mean getting the stigma of a dysfunctional family has been eliminated. By changing (improving) its living situation and returning to the autonomous functioning, the family only acquires the ability to begin a new stage of development. Of course, the process of identity change generates new crises, but the competitively enhanced family is now in a position to overcome them.

In closing this subject, it should be noted that the process of shaping a new (real)³⁵ identity is long and complicated requiring the family and its social environment to go through many re-adaptation and reintegration treatments. In the work with families affected by the problem of crime the aim is to implement such action that through the use of external resources (social and environmental) the family's own internal resources are strengthened and multiplied. It is also important that work with the individuals being resocialised and their families be subordinate to two fundamental objectives: producing treatments that are highly efficient at social rehabilitation and highly effective care and support institutions for their positive and sustainable social reintegration.

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³⁴ Cf.: B.M. Nowak, op. cit., p. 294.

³⁵ This is the social category to which an individual/group truly belongs and the attributes by which it is realistically defined, v.: E. Goffman, *Piętno. Rozważania o zranionej tożsamości*, GWP, Gdansk 2007.

The synergy effect in the creation of social action on behalf of/aimed at the re-socialised

A reasonable chance of achieving high efficiency of resocialising and effectiveness of institutional arrangements is given by a network of horizontal (inter-institutional) environmental cooperation, aiming to develop synergies. It applies to almost every field of social action, as we now recognise, a person is able to form a synergistic system by generating rules of organization and interaction with other people and communities.

The term “synergy” (from the Greek *syn* – and *ergon* together – a work or activity) signifies the interaction of different factors or parts of a complex system which results in the appearance of new properties and other benefits. In other words, neighbouring elements and individuals within the system respond in such a way that, as a result of their interaction, the overall effect is greater than if they had acted alone.

The synergism of activities in social psychology generates an organizational effect (joint action gives better results, as the individual actions are enhanced or supplemented through cooperation and synchronization), and increases the average benefit provided by each member of the system in their work with others, in comparison to the benefits achieved in individual action. In economics synergistic effects relate to a situation where the integration of the activities of the many participants who create a product reduces the cost of preparation and promotion, and increases the chances of the market scope (i.e. profits). Furthermore, in management the synergy effect is invested in obtaining lower operating costs at the same time as other projects are being run.

Synergistically creating efforts on behalf of the individuals being resocialised and their families permits the organisation of assistance and social support that is at the same time of a stabilizing resocialisationally-therapeutic and of a prophylactically-destigmatising nature (Fig. 2). It should be stressed, however, that only a treatment that is simultaneously multi-faceted as well as tailored to requirements makes it possible to provide an opportunity to develop the ability of ex-deviant self-creation, culminating in positive and lasting social reintegration.

However, in order for a synergy effect to take place, institutions and individuals involved in the processes of rehabilitation and social reintegration must be stimulated to action in such a way that their interaction produces a greater effect than had they been acting alone. Let us, therefore examine the requirements for its implementation – they are:

- common objectives and clear rules of conduct;
- co-operation, i.e. developing the organizational capacity to create ties and interaction to achieve common goals;

- jointly developed and approved operating procedures;
- competent management;
- regular audits (internal and external) and periodic evaluation of actions;
- creation of a social climate conducive to the development of both individuals and organizations:
 - Mutual support and confidence in the actions taken by other cluster members;
 - Negotiating solutions in the course of constructive discourse;
 - Overcoming conflicts in a transparent manner, with the use of mediation.

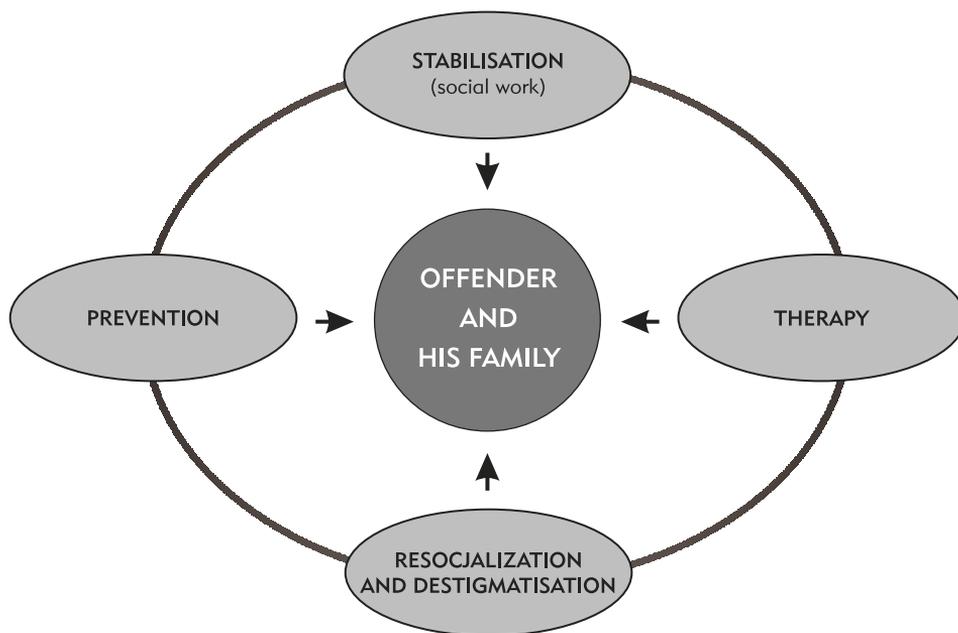


Fig. 2. Synergistic creation of social activities for convicted individuals and their families
Source: own research.

There is no doubt that the activities organized in this way bear the hallmarks of a system³⁶. The essence of a system is in the belief that a change in any part of the system generates a change in its other components and affects its functioning in the spheres of equipotentiality (causes derived from the same source may cause different effects) and equifinality (ability to achieve the end result when different initial conditions and different ways).

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³⁶ The term “system” is most commonly defined as an ordered composition of elements which form a coherent whole cf.: F.B. Simon, H. Stierlin, L.C. Wynne, *The Language of Family Therapy. Family Process Press*, New York 1985.

A system for recognising social actions and phenomena allows the connection and interaction of care and support institutions and other bodies acting on behalf of those being resocialised and their families and the creation of a synergistic network of readaptation support. Overall, a network-system approach provides ample opportunities to increase efficiency and effectiveness due to the appearance of certain traits:

- joint effort permits the generation of a wider range of ideas and information than the sum of the activities carried out separately – the **synergy effect**;
- polemic initiated around the tasks is mimicked, triggering a chain reaction and increasing the amount of information and the number of ideas generated – the **snowball effect**;
- joint action stimulates increased motivation and enthusiasm in each member of the organization to perform a given task – the **stimulation effect**;
- In the course of carrying out common tasks, participants have a greater sense of security, which in turn implies more open disclosure of true motives and opinions – the **security effect**;
- participants in well-organized social activities generally behave and speak more naturally – the **spontaneity effect**.

It should be noted that at the level of local support, it is necessary to build up both vertical³⁷ and horizontal³⁸ inter-institutional networks, which requires the use of heuristic techniques. This is supported by the fact that, firstly, there is the possibility of using a variety of potentials, including the attitudes and intellectual abilities of individuals and organizations involved in the operation, that are necessary to optimize the use of solutions with multidirectional applicability. Secondly, a network-system based operation provides conditions for creative thinking, gives a sense of teamwork and reduces the sense of risk.

Considering the above, it is fully justified that rehabilitation and social reintegration action takes place within a network of social rehabilitation centers and prisons that have clear links with the local environment – its community and infrastructure. This solution is primarily supported by the fact that inter-institutional cooperation carried out within the framework of post-penitentiary aid and based on hierarchical relationships and quasi-hierarchical, i.e. vertical ties – is not functional.³⁹

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³⁷ Refers to cooperation between institutions of the same type (e.g. municipal social welfare centers).

³⁸ Horizontal cooperation network formed through the actions of different types of institutions on behalf of the same beneficiary (e.g. ex-convicts and their families).

³⁹ M. Rymśa (ed.), *Czy podejście aktywizujące ma szansę? Pracownicy socjalni i praca socjalna w Polsce 20 lat po reformie systemu pomocy społecznej*, Instytut Spraw Publicznych, Warsaw 2011.

The idea of clustering in the creation of resocialising-readaptating social action

Changing the pre-existing paradigm, namely the transition from ruthless rivalry and competition to extensive collaboration and cooperation was proposed by M. Porter, an American researcher of economic structures and creator of the concept and theory of clustering. He introduced a new term to describe reality that he defined as a cluster, that is a “geographic concentration of interconnected companies, specialized suppliers, service providers, companies operating in related sectors and associated institutions (e.g. universities, standards bodies and industry associations) in specific areas, in competition with each other but also cooperating.”⁴⁰ In Porter’s vision clusters are the most important centers of knowledge, technological innovation and sources of new management standards.

Consider, then, how the clusters are formed and operate and what their effectiveness is. Clusters are characterized by two mechanisms: the first – called *bottom-up*, is based on bottom-up initiatives; the second – called *top-down*, is based on top-down initiatives. The constitutive features of their structure are:⁴¹

- they combine competition with cooperation;
- they are concentrated geographically in one or more adjacent regions;
- their cooperating participants are focused on the same areas of operation and there exists a strong and sustainable interaction between participants in the network;
- they possess a simultaneous, shared path of development;
- they operate on the basis of knowledge.

In such a functioning network of social action, which is formed by companies, business organizations, local authorities, universities and research and development units, a surplus of benefits is produced, resulting not only from the co-operation, exchange of experience and knowledge, but also due to frequent direct personal contacts. In clustering interconnections, people’s relationships are actually based on mutual trust, are creative, habitual and targeted on the development and consistent implementation of a specified program of cooperation. The emergence of this added value, leads to the cluster’s auto-creation, that becomes transformed not just into a system that is economic and businesslike in character (e.g. joint financing), but also social in nature, triggering innovation and

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⁴⁰ M. Porter, *Porter o konkurencji*, PWE, Warsaw 2001, p. 246.

⁴¹ § 13. 2 Regulation of the Minister of Economy on the granting of financial aid not related to operational programs by the Polish Agency for Enterprise Development (Dziennik Ustaw 2006. No. 226, pos. 1651, as amended).

stimulating creativity and invention.⁴² For this to happen, a **cluster cooperation program** should operate in three main planes:

- 1) **network based institutional – organizational interconnections** (the development of communication standards, creation of information exchange platforms, the development of mechanisms for the planning and organization of meetings and the creation of a common information base of the cluster members);
- 2) **the exchange of experiences and knowledge transfer** (organizing seminars and workshops, building joint teams of experts to develop specific projects, conducting analytical operations, including evaluation);
- 3) **joint promotion and marketing.**

In such specified areas, coordinated activities provide the opportunity to use the resources of certain participants in the cluster structure as well as increasing their potential. By contributing their resources, institutions generate added value in the form of access to new information, new skills, optimization, methods of operation, etc. With time, the cluster increases its potential, and consequently becomes the bearer of specialized resources (knowledge and information, human resources, institutions, development facilities), not only by increasing the number of organizations, but also through the intellectual (human resources) and material (e.g. technological, organizational, etc.) capital they possess.

The generation of the synergy effect is conditional on the willingness of all network participants to cooperate. This cooperation, being conditional on mutual trust, needs to be mobilised. Therefore, **an essential link in the formation of cluster systems is an animator – an institution mandated to diagnose the requirements, expectations and potential areas of cooperation of those aiming to join the cluster as well as their readiness.**

Transposing the idea of clustering into the field of rehabilitation and social reintegration, I can see correctional facilities, institutions, probation facilities or prisons assuming the role of animator and coordinating the activities of bodies included in a resocialisation-readaptation cluster. It should be emphasized that the centralised position of a correctional facility in a network system of connections can sometimes result in the emergence of a synergy effect with respect to its positive social reception. I'm not saying here that nothing is being done with regard to institutions of this kind building relationships with the social environment, but such actions are usually related to the implementation of specific projects and, unfortunately, not permanent, because these cease with project's completion.

The concept and theory of clusters noted above, in my opinion, can be successfully adapted to the modernization of the current, unsuccessful system of social prevention and social rehabilitation. I consider that a cooperative cluster

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⁴² This is confirmed by empirical studies: L. Palmen, M. Baron, *Przewodnik dla animatorów inicjatyw klastrowych w Polsce*, PARP, Warsaw 2008.

program guaranteeing long-term efforts aimed at a parallel, multi-dimensional and multi-directional process with the person being resocialised and with their family (regardless if they reside in an institution or have already completed their stay and can act freely), can result in permanent readjustment and social reintegration. Such action, however, should be planned on the basis of network-system standards involving many interacting partners and require ongoing monitoring and evaluation of activities that culminate in an auto-created, new, ex-offender identity for the person convicted and a new post-crisis identity for the family.

Conclusions

As presented in this article, I see a real opportunity for using the network-system approach to increase the effectiveness and efficiency of rehabilitation institutions concerned with convicted individuals and their families. A cluster support network makes it possible to significantly clarify and thus strengthen social rehabilitation initiatives and the emergence of a synergy effect can result in the creation of favorable socio-cultural conditions and a full and lasting adaptation of the resocialised in a new and good quality life environment.

Of course, the theoretical development of this issue requires time, not to mention the likely difficulties related to the implementation of this idea. However, I strongly believe that following the volatility of the world in which we live, we need to think and act creatively, develop innovative research projects and activities, activate intellectual and environmental potentials, and attempt to change the rigid administrative strategies responsible for the implementation of unpopular initiatives in the area of system solutions. Unpopular, because they require the commitment of vast amounts of energy from officials, require changes in the law concerning systemic reconstruction from the central decision-makers and, as a result, require enormous financial resources without which the project of modernising the system cannot be implemented.

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