



## PROJECT TEAM MANAGEMENT IN MODERN CONDITIONS УПРАВЛІННЯ КОМАНДОЮ ПРОЄКТУ В СУЧАСНИХ УМОВАХ

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**Abstract.** *The article defines the main characteristics that affect the formation of an effective team for project implementation. The stages of development of the project team were studied. Analyzing personnel management tools in the project, it should be noted that this area of management always requires special attention, its human resource is a key resource in the organization. The right choice of delegation of authority is important for an effective team in project activities of the organization. Management skills for the leader of an effective team in project activities are given. According to research and observation, successful teams use a method called deviation management. Recommendations on the specifics of project team management were made, as well as suggestions for improving this process. The project team management process consists of many elements, namely: identification of personnel needs, formulation of qualification requirements, search for project team members, recruitment of project team members, organization of their activities, formation of a system of decent remuneration, identification of personal needs of project team members, development of a system of personal and professional development, creation of a system of prevention and resolution of conflicts on the project, development of a system of motivation of team members, monitoring of the effectiveness of their activities and satisfaction, adjustment of the team management system. An important element of the effectiveness of the implementation of any project is its personnel, as one of the components of success. It is the project staff that ensures the performance of all the necessary tasks and acts as that element of the project, on the quality of whose work depends the effectiveness of the project itself, its success and effectiveness. In these conditions, it becomes logical that the effectiveness of the project staff depends on the process and the quality of its management. This becomes especially relevant in the conditions of war and the transition of a large number of enterprises to a remote form of work or even closing.*

**Keywords:** *project, team, project management, project management, personnel management, project activity, leadership.*

### Introduction.

Currently, project management, which is a new professional market culture for leaders and managers, has become popular in Ukraine. Great importance is attached to the internal environment, that is, the team that acts in relation to the implementation of the project. Effective personnel management is the basis of successful project activity. Creating a professional team is one of the important responsibilities of a project manager and requires a number of management skills in identified, selected and united in a team of specialists from different departments and organizations. It requires consideration and study of the issue of ways to increase the effectiveness of the project team management, as well as modern views on the formation of the project team in difficult economic conditions.

**Analysis of recent research and publications.** Features of effective team management in project activities are considered in the works of foreign and domestic



economists: A. Filatov, T. Shafranska, I. Zadorozhnyi, O. Prodius, Jurgen Apelo, Brian Tracy, Y. Ogerchuk and others. Paying tribute to their scientific work on this issue, it should be noted that the research in the direction of the formation of an effective team in the project activity of the organization is of a general scientific nature. The issue of increasing the effectiveness of project team management in today's complex business conditions is important.

### **Setting objectives.**

In today's conditions, the general concept of project management has gained particular popularity. Project management tools are used in various fields of business: not only in construction engineering and the IT sphere, but also in the food industry, event management, consulting, foreign economic activities, etc. However, analyzing the personnel management tools in the project, it should be noted that this area of management always needs special attention, its human resource is a key resource in the organization. And although long-standing management methods are still relevant, they are constantly being adjusted, as not only world trends change, but also the personality of the employee, his requirements, desires, level of knowledge, etc. [1].

As noted by L. Shinkaruk, S. Kubitskyi and M. Delini, project activities become particularly relevant in the modern conditions of the development of the Ukrainian economy, strengthening of its position on the international arena, expansion of opportunities for participation of domestic enterprises in joint foreign projects. The word "project" has recently come into circulation in the sense in which we perceive it. If earlier it was more related to engineering and construction activities, now it has already spread to all areas of business and means the activity of starting a certain activity that has a beginning and an end. It can be both the opening of a new business, a startup, and the improvement of what currently exists at the enterprise [2].

An important element of the effectiveness of the implementation of any project is its personnel, as one of the components of success. It is the project staff that ensures the fulfillment of all the necessary tasks and acts as that element of the project, the quality of which depends on the effectiveness of the project itself, its success and effectiveness. Under these conditions, it becomes logical that the effectiveness of project personnel depends on the process and the quality of its management. This becomes especially relevant in the conditions of war and the transition of a large number of enterprises to a remote form of work or even closing [2].

An effective team is like-minded people united by a common goal. Employees of such a team work harmoniously and efficiently to achieve a common goal as quickly as possible. There are several characteristics that distinguish a team from a group of people:

1. Communication. Effective communication is established among the team members, during which information is transmitted correctly and with minimal losses.

2. Responsibility. Each participant knows his area of responsibility. At the same time, the whole team is responsible for the result.

3. Atmosphere. The team has an atmosphere of trust, cooperation, and a desire to help each other. Without an atmosphere of trust in the team, employees will have no desire to come to work and interact with colleagues.



4. Motivation. Effective team members have a high level of motivation. They realize and share team values, goals are perceived as common [3].

The main indicator that determines whether a team is effective is a positive result of joint activities for the implementation of set tasks, i.e. achieving the goal. Let's highlight 5 signs of a team that can be effective in the project organization of activities: mutual trust, healthy conflicts, responsibility, demandingness, focus on results.

The project team management process consists of many elements, namely: identification of personnel needs, formulation of qualification requirements, search for project team members, recruitment of project team members, organization of their activities, formation of a system of decent remuneration, identification of personal needs of project team members, development of a system of personal and professional development, creation of a system of prevention and resolution of conflicts on the project, development of a system of motivation of team members, monitoring of the effectiveness of their activities and satisfaction, adjustment of the team management system [2].

The main stages of team development are identified:

1. Formation. At the stage of formation there is a so-called working group of people. Each of the participants at the formation stage has duties and areas of responsibility, everyone understands their tasks. At this stage, the role of the leader is very important. It is he who controls the execution of tasks, distributes them, forms a list, etc. The leader should focus on helping team members, getting to know each other and creating an atmosphere of ease. It is equally important for the manager to eliminate the fears and hesitations of team members. This requires clarifying the goals, roles, responsibilities, and procedures relevant to the team's actions.

2. Bubbling. This stage implies the formation of a pseudo-team. It is at this stage that employees realize that they have different perspectives, personalities and cultures. At the bubbling stage, the role of the manager is to bring the team together as much as possible: conducting team building, team building training, etc. The leader should help the team resolve disputes by listening to problems, ensure the exchange of ideas, and inspire participants to achieve their goals. It is important not to adopt an authoritarian management style and try to stop the conflict. This can lead to the fact that employees simply hide the quarrel, but continue to conflict.

3. Rationing. At the normalization stage, a potential team appears. Employee relations are improved, they agree on uniform rules, work for a common result, interact better with each other. At this stage, the team leader must ensure that the establishment of common norms contributes to the effective work of the team.

4. Functioning. The functioning stage involves the emergence of a real, highly productive team. Team members begin to work actively, move synchronously to achieve goals. Employees are focused on productivity and unlocking their potential. At this stage, the leader needs to assess the effectiveness of the team, observing individual and team efforts, successes, and performance of duties. It is very important to give credit where it is due. At the stage of functioning, the work of the team is evaluated as the result of its efforts as a whole [3].

KPMG notes that in remote working conditions, it is important to determine



how to ensure the involvement of the project team in these working conditions, how the project manager supports the team, its mood and produces and motivates for productive work remotely. The consulting company notes that the role of the project leader is growing significantly in the new working conditions. Because under the new working conditions, it is necessary to define new deadlines for completing tasks, develop new reporting. That is why it depends on the manager how effectively he can coordinate the work of the project team in new conditions, support morale and motivate to work in conditions of greater self-discipline. KPMG noted that successful projects are distinguished by the fact that they are focused on regular meetings with team members, provide the opportunity for team members to individually determine and plan their time, and also trust them to achieve results that they themselves determine, and not managed by management [2 ; 4].

A leader is a person who is responsible for making decisions and has the authority to carry out their decisions or any changes in their effective ways related to the organization, individual or social control methods for which teams, groups or companies can work best to improve your skills and abilities. The choice of a leader is determined not only by a person's individual traits, but also by cultural and social aspects, as well as his life experience. According to Lewin's theory, leadership styles are classified according to their behavior and personal characteristics when leading a group.

In 2012, Forbes reported that the CEO of Amazon tries to understand the individual needs of customers and manages to satisfy them effectively. By being aware of customer preferences, Jeff Bezos learned to develop company goals to meet customer needs [5]. The imperfection of mechanisms for the organization and coordination of actions at the national, regional and local levels in the field of anti-crisis management contains significant risks for the management of the main directions of ensuring the vital activities of the state and society in conditions of uncertainty and rapid changes in the environment [11].

If we look at Bezos' leadership style, we will notice that his leadership styles are exceptional and distinctive. His leadership style depends on the autocratic leadership style as he controls and directs everything personally. He also has a strategic leadership style, through which he offers great tactics and unique approaches that make his company profitable. Through this leadership style, the future of the business can be decided and standards and goals defined. Because he has many employees he works with, he also follows a cross-cultural leadership style where he motivates with his charisma, personality as well as his business goals and vision.

It should be noted that it is the consistent actions of the manager that will create an adequate emotional field of the project, which will enable people to remain in the team under almost any external negative events. The manager must ensure the loyalty of the staff both to the project itself and to the company as a whole, which depends not only on the material factor. The task of the project manager during the formation of the team is the selection of team members who would ensure: conformity of the quantitative and qualitative composition of the team to the goals and requirements of the project, effective group work on project management; psychological compatibility of team members and creation of an active stimulating internal culture; extensive



group communication and development of optimal group solutions to problems arising during project implementation [6; 7].

The unity of the team largely depends on the leader, the project manager, but part of these responsibilities must be delegated and focused on strategy and general management. So, in order to improve the internal climate and communications in the team, it is advisable to appoint a specialist responsible for team spirit, who will distribute functions so that each team member realizes himself as a part of the whole, makes his important contribution, on which the final result of the project depends.

According to research and observation, successful teams use a technique called deviation management. This means that as long as the task is completed on schedule and within budget, there is no need to report on its completion. The employee should report only if he deviates from the plan and schedule. Responsibility management is also practiced, i.e. to take full responsibility for the successful completion of a specific task [10].

**Conclusions from the study.** Therefore, an important element of the effectiveness of the implementation of any project is its personnel, as one of the components of success. An effective team is a positive result of joint activities for the implementation of set tasks, i.e. achieving the goal. Modern technologies for the formation and development of project teams are becoming particularly relevant and require additional research in this direction.

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*У статті визначено основні характеристики, які впливають на формування ефективної команди для реалізації проекту. Досліджено етапи розвитку проектної команди. Аналізуючи інструменти управління персоналом в проекті, слід зазначити, що дана сфера управління завжди потребує особливої уваги, оскільки людський ресурс – є ключовим ресурсом в організації. Важливим для ефективної команди при проектній організації діяльності є правильний вибір передачі повноважень. Наведено управлінські навички керівника ефективної команди в проектній діяльності. Згідно із дослідженнями та спостереженнями доведено що, успішні команди використовують метод, що називається управлінням відхиленнями. Сформовано рекомендації щодо особливостей управління командою проекту, а також надання пропозицій з удосконалення даного процесу.*

**Ключові слова:** проект, команда, проектний менеджмент, управління проектами, управління персоналом, проектна діяльність, лідерство