



## The Importance of the Team in Project Management

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ABSTRACT

Creating an effective project team is one of the main problems faced by businesses all over the world. As you know, the success of the project is influenced by many different factors: financial, time resources, the uniqueness of the project, as well as an experienced, highly qualified team of specialists. Today, in the era of the strongest global competition and the emergence of the latest technologies, teamwork plays a leading role in achieving tangible organizational results, contributes to maintaining the competitive advantages of companies and their efficiency. The relevance of the chosen topic is because effective project management is of particular importance due to the rational formation of the project team.

**Keywords:**

team, project management, project team, effective project team.

In modern dynamic market conditions, burdened by the crisis, the main condition for the survival of the firm is the rapid and high-quality achievement of strategic goals. To fulfill this condition, the company needs to make changes not only in production and corporate culture, but also in management technologies. One of the options for such changes is the implementation of project management technology, which implies the creation of a project concept and plans that correspond to the company's strategy, the implementation of the project under strict time, budget and quality constraints, author's supervision of the dynamics and market conditions to maintain the relevance of the project goals, and therefore its profitability, tracking customer satisfaction and analysis of the achievement of delayed effects. The basis for obtaining such complex results can only be the personnel potential of the enterprise. The development of an enterprise can go smoothly through staff development, which takes a lot of time and does not give a guaranteed result, and in leaps and bounds

through changes in processes and technologies. Project management is a variant of abrupt development and implies changes not only at the operational (operational) level, but also at the strategic level, when portfolios and project programs are formed, and at the political level, when forming the mission of the enterprise. Thus, two levels of management are formed at the enterprise: the level of project portfolio management and the level of project management. For their effective operation, the following conditions must be met. Firstly, projects in the portfolio should correlate with strategic goals; secondly, projects should be evaluated according to target effectiveness (compliance of project goals with market conditions); thirdly, it is necessary to assess how the team has achieved its goals. The main problem at Russian enterprises implementing project management technology is that the goals of individual projects, and therefore programs and portfolios, do not correspond to the strategic goals of the enterprise or correspond only partially. This is especially important in

project-oriented enterprises, all of whose activities are carried out through projects. The figure shows that in the project portfolio under consideration, project 1 only partially corresponds to the specified program and strategic goals 1 and 2, and project 3 does not correspond to any of the strategic goals. Thus, even having achieved all the goals set in the project, having achieved the goals of the program and even the portfolio of projects, the company will not achieve its strategic goals and will reduce its competitiveness. To avoid such situations, it is necessary to correlate the goals of the enterprise at all levels in a timely manner and create conditions for their timely and qualitative achievement. The main organizational unit of a project-oriented enterprise is the project team. The project team is a special structure that manages the receipt of the value (result of the project) from the beginning (development of the project concept) to the receipt of the result and is responsible for the result. The project team has fundamental differences from traditional forms of personnel organization (department, team), which is expressed in the following features: – temporary nature of existence; – obtaining the final result (value); – group responsibility for the result; – autonomy, ability and ability to independently make decisions on the project; – heterogeneity of the composition of the project team on the LC; – heterogeneity of role loads on the LC; – unity of interests among team members; – team needs for self-development; – team integrity throughout the project. Unfortunately, in the modern literature on project management, there are terminological inconsistencies in the concept of "project team" even among the leading authors (Table 1). Due to the fact that the authors understand the essence of the project team so differently, methodological inconsistencies arise concerning almost all stages of the project team's existence, starting from the formation and management of the team and ending with the evaluation of the team's work and its contribution to obtaining project results. In our opinion, the work of the project team requires special study and development of fundamentally different approaches both in the

training of specialists and in the development of management methods and evaluation of the team's activities. There is no consensus in the literature on the definition of the concepts of "project effectiveness" and "project team performance". Most authors use these terms as synonyms (Tables 2, 3), without highlighting the features of the team as a special autonomous organizational structure. In practice, there may be situations in which, for reasons beyond the control of the team (crisis, default, a sharp jump in prices on the world market, etc.), the project becomes unsuccessful, and its timely closure will allow the company to avoid significant losses. In such situations, the project is ineffective, but the work of the project team is professional and effective. In order to be able to analyze such situations, it is necessary to separate the concepts of "project efficiency" and "project team performance" both terminologically and methodologically. In our opinion, the effectiveness of the project is a category reflecting the compliance of the project with the goals and interests of its participants, taking into account the limitations: deadlines, budget, quality; the effectiveness of the project team's work is a category reflecting the compliance of the level of achievement of goals (KPI) and the level of competence of the project team at all phases of the housing and communal services with the contextual constraints of the project: the complexity of the problem, the value of the result and the resistance of the environment. Based on the above definitions, it is necessary to measure the effectiveness of the project team both during the implementation of the project and upon its completion, as well as when the delayed effects of the project are achieved. In order to get such a result, it is necessary to comply with the following requirements for the method of evaluating the effectiveness of the project team:

- evaluate the work of the project team as a whole (team responsibility for the result);
- evaluate the features of the competencies of team members;
- evaluate the level of achievement of the goal at each phase of the project (including deadlines, budget, quality);

– evaluate the target effectiveness of the team (the quality of goal setting and the quality of process management);

– evaluate the delayed effects of the project (connection with the strategy) and contextual constraints (complexity and importance of the problem, resistance of the environment).

Unfortunately, the existing methods of evaluating the effectiveness of the project do not meet the above requirements: they do not take into account the phenomenon of the team, they are not designed to evaluate the work of people. The methods of personnel evaluation are mainly designed to evaluate one employee in a stable collective stable enterprise. The very concept of the project speaks about the lack of stability, and the project team requires specific assessments, firstly, as a whole, and secondly, the work of the team should be evaluated outside the context of the project and outside its results. Such methods as KPI, MBO, BSC are used to analyze the achievement of goals. In principle, they can be used to evaluate personnel, although they do not take into account and do not identify the reasons that affect the achievement of goals. The competence approach allows you to identify and develop the skills and abilities necessary for effective work, but does not show the level of achievement of the goal. Our task is not only to evaluate the work of the staff, but also to correlate the effectiveness of achieving the project goals, the effectiveness of the project team and the achievement of the strategic goals of the project. To accomplish such a complex task, it is necessary to develop a special method, which will be devoted to the following publications. Project-oriented enterprises and highly effective project teams can be created under certain conditions: firstly, it is a deep understanding of project management technology, affecting all levels of the enterprise from top management to an ordinary employee, including enterprise development strategies; secondly, it is a periodic assessment of the level of maturity of the enterprise in relation to project management; thirdly, it is the cultivation of specialists and teams capable of effectively carrying out projects. The following conditions are necessary for the effective work of the project team:

– constant concentration (focus) of the management's attention on the formally fixed goals of the project;

– ensuring the organizational isolation of the project team;

– autonomy of the project team (independence from the staff structure of the enterprise) in making operational management decisions; – a high level of confidence in the qualifications of specialists working in the team;

– availability and maintenance of real motivation of teams to achieve goals; direct dependence of the amount of incentive payments on the results of the project; – priority of team (group) responsibility;

– availability of measurable and understandable indicators for evaluating the work of the team as a single organizational structure;

– providing an objective assessment of the indicators of the target effectiveness of the project. The above conditions are quite difficult for an ordinary enterprise, but if we talk about the long-term survival of the enterprise, about increasing its competitiveness for a long period, about fulfilling strategic tasks and achieving strategic goals of the enterprise, then the efforts spent on the qualitative implementation of project management technology, on maturing the project team, on increasing the maturity level of senior management will pay off many times and in a long period. In the practice of Russian enterprises, it is often the insufficiently high level of maturity of senior management that is the main obstacle to the qualitative introduction and implementation of project management technology; even in the space industry, where each order is designated as a project, it is often the managerial and strategic component of project management technology that is missing. Project management is primarily a different, more mobile and flexible approach to management and planning both at the operational and strategic level. The basis for the implementation of project management technology and the achievement of goals, including strategic ones, is the project team. If we recognize the work of the project team as a condition for the successful implementation of the strategic goals of the project, then firstly, it is necessary to create an environment in which

the work of the team would be most effective; secondly, the managers of the enterprise should determine the performance indicators of the project team; thirdly, managers should ensure the analysis and monitoring of the effectiveness of the project team; fourth, it is necessary to correlate the goals of the project and the strategic goals of the enterprise. We hope that clarifying the role of the project team in achieving the strategic goals of the enterprise and a more detailed consideration of the terminological and methodological inconsistencies associated with the concept of the project team will help practitioners more accurately determine both the level of maturity of project management at their enterprise and the possibilities of methods for evaluating and analyzing the effectiveness of the project team, which will avoid many misconceptions and disappointments in practice application of the project approach.

## References

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