CREATION AND FUNCTIONING OF A PROJECT TEAM IN PROJECTS IN THE FIELD OF SECURITY AND DEFENCE OF THE POLISH STATE FOR PUBLIC ADMINISTRATION

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One of the most important elements determining the success of a project is formation and functioning of the project team responsible for its implementation and reporting on the performance of the project, in accordance with the application form, the project financing agreement and relevant regulations, guidelines concerning the given fund, under which the project received financial support. The following paper will present the organisational aspect of building a project team in projects implemented for public administration, including the special role of a project manager as a person who manages the project team, takes responsibility for implementation of the project, including the achievement of the assumed objectives and results. Individual members of the team, responsible for e.g. financial settlement, promotion, substantive project activities (research, development, analysis and others), legal aspects or the application of public procurement law, are also of great importance for the success of the project. Efficient project implementation and its success or failure to a large extent depends on their work. Therefore, proper selection of people making up the project team, taking care of their development, rules of cooperation, motivating, solving conflicts or problems becomes an important task. It is also important to choose the right project manager, who is the key and leading figure in the whole project management process and under whose guidance the individual project team members work. The creation of an optimal team by the project manager is a very important task, because it is with this team that the manager will work until the project is completed. Effective teamwork is the key to the success of any project.

Key words: project, project management, team, public administration, leader.

CREAREA ȘI FUNCȚIONAREA UNEI ECHIPE DE PROIECT ÎN PROIECTE DIN DOMENIUL SECURITATII ȘI APĂRĂRII STATULUI POLONEZ PENTRU ADMINISTRAȚIA PUBLICĂ

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Unul dintre cele mai importante elemente care determină succesul unui proiect este formarea și funcționarea echipei de proiect responsabilă de implementarea acestuia și raportarea asupra performanței proiectului, în conformitate cu formularul de cerere, acordul de finanțare a proiectului și reglementările relevante, recomandările principale privind fondul dat, în baza căruia proiectul a primit sprijin financiar. În lucrarea respectivă se va prezenta aspectul organizatoric al creării unei echipe de proiect în proiectele implementate pentru administrația publică, inclusiv

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rolul special al unui manager de proiect ca persoană care conduce echipa de proiect, își asumă responsabilitatea implementării proiectului, inclusiv realizarea obiectivelor si rezultatelor asumate. Membrii individuali ai echipei, responsabili de decontarea financiară, promovare, activitățile de fond ale proiectului (cercetare, dezvoltare, analiză și altele), aspectele juridice sau aplicarea legii achizițiilor publice sunt, de asemenea, de mare importanță pentru succesul proiectului. Implementarea eficientă a proiectelor și succesul sau eșecul acestuia depind în mare măsură de activitatea lor. Prin urmare, selecția corectă a persoanelor care alcătuiesc echipa de proiect, având grijă de dezvoltarea acestora, regulile de cooperare, motivarea, rezolvarea conflictelor sau problemelor devine o sarcină importantă. De asemenea, este importantă alegerea managerului potrivit de proiect, care este figura cheie și lider în întregul proces de management al proiectului, sub a cărui îndrumare activează membrii echipei de proiect. Crearea unei echipe optime de către managerul de proiect este o sarcină foarte importantă, deoarece cu această echipă managerul va activa până la finalizarea proiectului. Munca eficientă în echipă este cheia succesului oricărui proiect.

Cuvinte cheie: proiect, management de proiect, echipă, administrație publică, lider.

Introduction. Everyone knows how important is the project team that will carry out the project. The selection of appropriate members is an essential element determining the success of an undertaking. A survey by The Institute for Corporate Productivity - i4cp on employee trust in their employer found that 88% of respondents considered trust to have a significant impact on achieving the goals and objectives set by the company.[1] What principles should we follow when building a project team to make the project a success?

In principle, the team is formed according to the needs posed by the project. The specific nature of the activities determines who will take part in its work. The analysis of competence requirements, specialist skills and experience is the basic criterion for selecting the composition of the team. We usually try to look for team members within the resources available to the organisation.

The Police Academy in Szczytno has been an active beneficiary of aid funds for many years. In the years 2009-2021, it implemented 21 projects from national funds and 12 projects from the European Union

funds. Most of the projects were in the field of national security and defence and were financed by the National Centre for Research and Development – a Polish institution which is an executive agency within the meaning of the Act of 27 August 2009 on public finance, established to perform tasks related to the state's scientific, scientific-technical and innovation policy. For the purposes of applying for aid funds related to the implementation of various projects, the Police Academy in Szczytno has developed a number of internal regulations which regulate the whole process related to obtaining funds and their subsequent use. One of such regulations is the order of the Commandant-Rector on the introduction of the procedure and rules of applying for project implementation and rules of selecting contractors in projects financed or co-financed from additional external funds. This provision regulates the issues related to the procedures and rules of applying for the project implementation and the rules of selecting contractors for the project. This regulation covers issues related to procedures and rules of applying for undertaking a project and rules of selecting contractors for the project. It introduced a document in the form of a project fiche, which is a document required to apply for project im-

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[1] Electronic source: https://www.ipma.pl/informacje-prasowe/jak-zbudowac-efektywny-zespol-projektowy_n1878, accessed: 16.05.2018

plementation as project applicant/leader/partner.

The project fiche includes, inter alia, elements such as:

- the name and number of the call for proposals under which the project will be submitted,
- the name of the institution organising the call for proposals,
- project implementation period,
- name of the project leader,
- title of the project,
- estimated value of the project,
- source of project financing,
- name of the project manager and contractors,
- names of project partners,
- short description of the project, including project objectives,
- tangible project results,
- expected effects and benefits resulting from the implementation of the project for the academy, the Police, services and organisational units subordinate to or supervised by the minister in charge of internal affairs,
- description of the planned effects of the implementation of the project results and possibilities for practical applications and commercialisation,
- resources needed for implementation of the project,
- other.

A person interested in applying for a project is obliged to draw up a project fiche and to deliver it to the Commandant-Rector in accordance with the official procedure. The decision to approve the project fiche is taken by the Commandant-Rector. A note of the person applying for the project is attached to the project fiche, which is an analysis of the possibility of the project tasks implementation by all members of the Police Academy in Szczytno staff, along with a detailed justification of the staff planned to be involved in the project tasks, as indicated in the project fiche. Each employee/officer of the Police Academy in Szczytno and a person who is not an employee/officer of the Police Academy in Szczytno, indicated in the project fiche as a contractor/coordinator/manager/leader of the project/team manager of the project carrying out scientific activities, is obliged to attach:

1) a document confirming their qualifications and scientific achievements for the implementation of activities/tasks in the project, which shall form an integral part of the project fiche,

2) declaration of absence of conflict of interest in the project, which forms an integral part of the project fiche,

3) a declaration of commitment to projects, which shall form an integral part of the project fiche.[2]

A note of the project manager on the selection of the project partners is attached to the project fiche. The Commandant-Rector makes the final decision on the composition of the project contractors. A maximum of one project fiche may be submitted by an applicant for a project within the same call for proposals. Lack of approval of the project fiche, makes it impossible to apply for aid funds under the given call for proposals.

In some cases, there are certain restrictions on the choice of project contractors that are part of the project team. It is necessary to examine the scope of working time required of persons involved in the project, whether the person is involved in other projects (at the Police Academy in Szczytno a person may be involved in

a maximum of two projects) and at what stage of implementation they are, whether you can count on the availability of a given person at key moments of project implementation, what are the working relationships between potential team members, what activities can/must be performed by persons "hired" for the project, whether there is no conflict of interest (competitiveness) between the members of the team, what individual objectives may be set by team members and whether they can be met in the course of the project[3]. These are just some of the key questions.

According to Adrianna Jaskanis (Ed.), the process of building a project team consists of several stages. The first is to ***identify the place and function in the existing organisational structure*** in which the project will be implemented. Next, the institution organising the call for proposals and financing the project shall select and nominate a suitable person to perform this function[4]. Currently we are more and more frequently encountering a situation in which a project manager is chosen or indicated by the management of a given institution - whether it is the chairman of the board of directors, the head of the company, the rector of the university, the dean or other. ***The selection of a project manager*** aims to choose a person who will have all the necessary qualities to fully perform the function. They must not be afraid of making decisions and must be responsible for the project throughout its cycle. It must be the right person in the right position.

According to the PRINCE2 project management methodology, the project manager is the person entrusted with the authority and responsibility for the day-to-day operational management of the project to deliver the required outputs within the limits agreed with the steering committee. In addition, they prepare a Communication Management Strategy, the role of which is to define how the project management team will receive and communicate information inside and outside the project. Apart from this, once permission to initiate a project has been granted, the project manager creates risk, quality, configuration and communication management strategies. They provide an understanding of how management standards in each area will be applied to the project, their level of formality and the procedures to be followed. The project manager focuses on the day-to-day management of the project. They regularly review the status of a particular phase of the project to check that emerging issues and risks are not causing a forecast of exceeding the tolerances allocated per phase. By means of task groups, individual products are assigned to team leaders for implementation and are then received by the project manager. The primary responsibility of the project manager is to ensure that the project produces the required outputs according to the agreed target performance indicators, defined in terms of timing, cost, quality, scope, risk and benefits.[5]

A project manager's main source of power is their personality and skills, such as the ability to communicate or motivate others. In the long term, successful performance is based on cooperation and job satisfaction. In situations where strict discipline is required, the project manager

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[3] Electronic source: http://wartowiedziec.org/index.php/pracownik-samorzadowy/zarzdzanie/8411-jak-budowa-zespo-projektowy, accessed: 15.05.2018

[4] Jaskanis A., Marczewska M., Darecki M., Zarzadzanie projektami w administracji publicznej, Wydawnictwo Presscom Sp. z o.o., Wroclaw 2015, p. 127

[5] Murray A., PRINCE2™ - Skuteczne zarządzanie projektami, OGC Official Product, Publikacja Pochodząca od Oficjalnego Wydawcy PRINCE2™, The Stationery Office, 2009, London 2009. p. 35

should be able to rely on the full support of the senior management of the organisation in which the project will be undertaken. It is also important to have the authority necessary to ensure that colleagues respect the project manager and take his or her opinion into account.[6]

In addition, according to the PRINCE2 methodology, in order to succeed, a project manager must be able to balance the different aspects of his/her role for a specific project. According to the aforementioned methodology, the powers and responsibilities of the project manager result directly from the arrangements with the project steering committee.

Although the project manager is the most important person in the project team, it is not possible for them to handle all tasks. It is therefore essential to **establish a project team** under their leadership. This is another project team building process. The project team should be set up quite quickly, certainly before the end of the defining phase. When selecting team members, the manager must be guided by project experience, knowledge of the project in question, recommendation from the board and team members. A great deal of information about the team members selected can be provided by their CVs, which present a catalogue of specialities. The list of projects in which candidates for the team have participated, drawn up at the request of the project manager, can be extremely important in the selection process.[7]

The tasks performed by individuals have a huge impact on the overall outcome of the project. It is therefore important that the people who make up the project team are characterised by a strong commitment to the project and a sense of responsibility for what they do.

According to Dr Emil Bukłah, the creation of a project team consists of three stages:
- stage I - recruitment,
- stage II – selection,
- stage III – adaptation.

Project team members can be sought both within the organisation, i.e. internal recruitment, and outside it, i.e. external recruitment. Each of these methods has its advantages and disadvantages, which are summarised in the chart below.[8]

The adaptation process of project team members is very often related to employee motivation tools, which we divide into:

• material financial e.g. bonus for early completion of task,

• material non-financial e.g. excursion for good performance,

• non-material e.g. promotion, citation.

Project team members, regardless of the complexity of the assigned activities, will engage in the project in a completely different way if they know the purpose of their work. Treating them with the attitude: 'you have to do it, but you do not need to know at all why you are doing it and what you need it for', causes discouragement and a loss of commitment. In turn, the feeling that the work being done is part of something bigger boosts team morale and enthusiasm. Shaping such a feeling among project team members is primarily the responsibility of the project manager. A good form of informing employees about implemented projects is issuing information leaflets, bulletins and placing informa-

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[6] Tkaczyński J.W. , Świstak M., Sztorc E., Projekty europejskie. Praktyczne aspekty pozyskiwania i rozliczania dotacji unijnych, Wydawnictwo C.H. Beck, Warszawa 2011, p. 351

[7] Electronic source: https://omec.pl/blog/organizowanie-zespolu-projektowego, accessed: 17.05.2018.

[8] Electronic source: https://omec.pl/blog/tworzenie-zespolu-projektowego, accessed:14.05.2018.

Chart 1. Pros and cons of internal and external recruitment

external recruitment		internal recruitment	
+	-	+	-
better understanding of an individual	limited creativity	possibility to recruit project team members with unique qualifications	difficulty in recognising the candidate's relevant competence
the individual is very familiar with the specifics of the company	possibility of conflicts	new members of are not involved in informal relations	possibility of conflicts with company employees
high level of commitment	possibility of establishing informal groups		much higher cost of acquiring such a worker
			a newly recruited person needs time to adapt

tion on the notice board, on the website in a form standing out from the others of lesser importance. Then, even employees who are not involved in the project have a clear picture of what is happening in the organisation and can get confirmation that their work, too, is needed and serves a specific purpose. Employees entrusted with being a member of the project team should be qualified to work diligently and reliably for the project. Project participants are a tightly knit team complementing each other, at the same time each person should know what his or her duties and responsibilities are.[9] It is good practice to involve someone who has already participated in the project.

They can pay more attention to the key factors threatening the success of a project and, based on previous projects, can foresee possible obstacles to project implementation. However, beginners, who are just starting their adventure with projects, should not be excluded. Their view of the new venture can point to a different direction for the implementation of individual activities in the project and change the organisation of work itself into a more efficient and easier one. People involved in the project team must be aware that the success of the project depends on their work and effort. They must be thorough, responsible and focused on the course of the project's implementation. You should be aware that by entrusting certain activities in a project to an employee without any commitment and conscientiousness, you are putting the project at risk of failure. At the same time, it must be remembered that by assigning participation to a highly qualified and experienced person, it will be difficult to enforce the performance of tasks below his or her level of qualification.

Each member of the project team

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[9]. Klimuk J – Rola kierownika projektu oraz zespołu projektowego w zarządzaniu projektami, Organizacja i zarządzanie strategiczne, p. 42

should have:
- qualifications,
- ability to work in a team,
- ressistance to stress,
- high personal standards,
- responsibility for the tasks assigned to them,
- problem-solving skills,
- ability to communicate with the project manager.

Most importantly, each member of the team must be clear about their scope of responsibilities.

Based on many years of practice in project implementation, most often, in addition to the project manager, the following are involved in the work related to project implementation:

- assistant project manager,
- team leader,
- finance specialist,
- recruitment specialist,
- promotional specialist,
- evaluation specialist,
- specialist for monitoring and evaluation,
- specialist for public procurement,
- legal services specialist - on an ad hoc basis.

In addition to specific project roles, project support is also an important element, which assists the project manager and project team members on an ad hoc basis. These are persons who provide advice and assistance in the process of project management, dealing with e.g. administrative and legal services, application of the Public Procurement Act, collection and storage of project documentation, collection of data on project implementation and others. If none of the people working on the project has a project support role, the tasks in this area are usually performed by the project manager themselves.

In accordance with the PRINCE2 methodology, project teams learn from previous experiences, which are recorded and taken into account throughout the project lifecycle. The PRINCE2 project has defined and agreed roles and responsibilities within the project management team structure, involving three stakeholder groups such as the business, the user (the person who will use one or more of the products generated by the project), and supplier (the person or group responsible for the delivery/production of the project specialised deliverables).[10]

A project management team is a temporary structure specifically designed to manage a project until its successful completion. According to the PRINCE2 methodology, this structure includes channels of communication with decision-making bodies and should be accompanied by role descriptions that detail responsibilities, objectives, terms of reference, relationships, skills, knowledge and experience required, drawn up for all roles within the project management team.

According to the above mentioned methodology, persons involved in the project may act in one of the following nine roles, i.e:

- Steering Committee,
- Chairman of the Steering Committee,
- Principal user,
- Principal supplier
- Project manager,
- Team leader,
- Project supervision,
- Change authority,
- Project support.

The Steering Committee is the body that oversees the implementation of the project, within the limits of the guidelines set out in the project documentation. It is

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[10] Murray A., PRINCE2™ - Skuteczne zarządzanie projektami, OGC Official Product, Publikacja Pochodząca od Oficjalnego Wydawcy PRINCE2™, The Stationery Office, 2009, London 2009. pp. 35-40

responsible for strategic management and the project manager is responsible for day-to-day operational management, in accordance with the powers determined by the Committee. In addition, the Steering Committee is accountable to the organisation's or programme's management for the successful implementation of the project and has the authority to provide strategic project management to the extent determined by that management in accordance with the project preparation mandate.[11]

Strategic and key project decisions are the responsibility of the Chairman of the Steering Committee (Director, CEO, Rector), who takes decisions on a one-man basis, particularly with regard to: authorising the implementation and completion of successive stages of the project, approving emergency plans in the event of exceeding time or budget tolerances, providing general guidance to the project manager for its implementation, monitoring project risks, approving completed stages and indicators. It is their responsibility to ensure that, during the entire project, the focus is on achieving the project objectives, delivering the expected value for the customer. The chairperson shall be supported in his/her decisions by the other members of the committee in an advisory capacity.

The Steering Committee is not a democratic body where decisions are taken by majority vote. The chairperson takes the final decisions and is supported in his/her decision by the principal user and the principal supplier.

The project team leader reports directly to the project manager and takes instructions from. The team leader's primary responsibility is to ensure that the deliverables specified by the project manager are produced with sufficient quality, within a

specified time and at a cost acceptable to the steering committee. They are required to report the results of their work to the project manager.

„The Steering Committee, when necessary, may delegate the obligation to make necessary changes to the implementation of the project during its duration or the obligation to accept changes proposed by the project manager. For this purpose, a change authority, i.e. a specially formed group of people, may be set up to take such decisions on behalf of the Steering Committee, taking into account the interests of the stakeholders and within the limits of the budget set by the Steering Committee.[12]

Project support is the last role distinguished in the PRINCE2 methodology. A person performing this role, among others, provides advice and assistance in the process of project management. However, regardless of the composition and number of people comprising the project team, an important element is the development of basic expectations for each position in the project, which will be helpful for the supervision and control of the project tasks performed by employees. The scope of tasks and requirements for each position in the project should be defined in the job description, which should include information such as:

- purpose of the position,
- interdependence,
- area of responsibility,
- performance appraisal criteria,
- eligibility requirements (education, experience, skills, knowledge, preferred personality traits - required and desirable),
- required workstation equipment.[13]

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[11] *Ibidem*, pp. 287-290

[12] Jaskanis A., Marczewska M., Darecki M., Zarzadzanie projektami w administracji publicznej, Wydawnictwo Presscom Sp. z o.o., Wroclaw 2015, p. 147

[13] Tkaczyński J.W. , Świstak M., Sztorc E., Projekty europejskie. Praktyczne aspekty pozyskiwania i

Individual terms of reference should be prepared for each member of the project team, specifying the tasks of the person within the job - the scope of responsibility. The scope should also indicate who substitutes the team member in his/her absence. It must be signed by the immediate supervisor and the person to whom it relates and dated.

A very important element is keeping records of working time and filling in time sheets. These documents are related to the determination of the working time spent by a person on a specific task in a project. Depending on the funding and the operational programme from which the project will be financed, these sheets are required or not, or it is obligatory to prepare them, but only in specific cases. They may also be obligatory for any person whose salary is entirely or partly co-financed by the aid funds. Such an obligation is also related to accounting and financial reporting, as these documents provide evidence of personnel expenses incurred. [14]

The internal organisational structure of the project team also requires the establishment of a project leader function. Projects are often carried out in consortia of science, industry, science-industry, etc., where there is a project leader and consortium members. A leader has a management function within the project and bears the greatest responsibility for the implementation of the whole project. In complex projects, each group may have its own leader, subordinated to the leader of the whole project. Sometimes this leader acts as a project coordinator or project manager.

When managing a project team, the leader has specific tasks concerning both the implementation of the project and the people involved in the project team:

- the process monitoring function, which consists in constant observation of the most important elements of project implementation, systematic analysis of phenomena occurring in the team and making interventions,

- non-specific interventions, which consist in modifying the course of project implementation without leading to significant differences in the project itself,

- specific interventions, actions consisting in making changes or launching new undertakings that are likely to improve the project implementation status,

- decision-making interventions, leading to fundamental changes in the method, team composition, timing and budget of the project. [15]

The role of the leader as the "head" of the project consortium is to take care of the proper circulation of information among the consortium members and to encourage them to acquire information necessary for the effective implementation of particular tasks in the project. For this purpose, the project leader must be familiar with or design a system of information circulation within the consortium as well as between the consortium members and the external environment. In the process of circulating and acquiring information, the model of relation to information represented by each member of the consortium is of great importance.

In addition, the project leader has to identify the characteristic types among the consortium members and build an internal system of information circulation and retrieval so that it becomes effective and sufficient for the progress of the work.

Returning to the construction of the

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rozliczania dotacji unijnych, Wydawnictwo C.H. Beck, Warsaw 2011, p 353
[14] *Ibidem*, p. 352

[15] Electronic source: http://wartowiedziec.org/index.php/pracownik-samorzadowy/zarzdzanie/8411-jak-budowa-zespo-projektowy, accessed: 15.05.2018

project team, it should be noted that the establishment of the team itself and the allocation of tasks is only the beginning. For the success of the entire project, the key element is the development of the project team, setting the rules of functioning, including the construction of an appropriate system of information exchange, communication, creating an environment for cooperation, improving team members, their motivation and conflict resolution. One of the important elements of the team's development is its improvement, e.g. through participation in various types of training courses, the scope of which results from the assessment of employees in terms of their qualifications as well as from the demand reported by them. In addition to position-specific training, team building, communication, management and other training play an important role in improving the team. An important aspect of improvement is getting to know each other and integrating the team to foster effective cooperation. In projects, teamwork is particularly important due to time and financial constraints. Group members are required to have a high level of commitment, initiative and cooperation.[16]

It should be noted that, just as appointing a project manager, selecting the right project team member is not a simple task. People looking at projects do not realise the responsibility and work that has to be done by both parties (project manager and project team) to bring the project to a successful conclusion, with all sorts of risks along the way.

The final stages of project team building concern the ***planning and organisation of the work of the project team*** by the project leader and consultation with the

management of the unit where the project will be implemented about the ***work plan of the project team and its composition.*** Each stage may vary in duration, but the aim is to achieve the project objectives regardless of the state of the team.

To conclude the study, here is a list of the most common mistakes made when creating a project team, i.e.:

• involving the best specialists in the project, who already have a heavy workload,

• secondment of people who are not needed in their parent units,

• involving too many people in the project, which can cause duplication of project work,

• filling key positions in the project through connections,

• filling project positions with people who do not have the competence, knowledge and experience in project implementation,

• building a project team by people who do not have competence, knowledge in the field,

• recruiting too many people to the project team, which exhausts the project budget,

• recruiting people only from within the organisation,

• lack of assigned responsibilities to individuals in the team,

• inadequate communication within the project team.

As we all know, one of the best learning methods is to learn from mistakes. You can learn from your own mistakes, but also from the mistakes of others that are remembered for many years. In the latter case, it happens that hearing the story of certain decisions, actions or events, we are convinced that we would never in our lives behave in this manner. In hindsight, knowing the end, other people's actions seem so easy to predict after all. Unfortunately, it is

[16] Tkaczyński J.W. , Świstak M., Sztorc E., Projekty europejskie. Praktyczne aspekty pozyskiwania i rozliczania dotacji unijnych, Wydawnictwo C.H. Beck, Warsaw 2011, p. 359

very easy to judge others, it is a little harder to make a difficult decision in circumstances of incomplete information and limited time.

In the course of over a dozen years of professional work I have taken an active part in the implementation of many projects, each of which was different. Therefore, I have tried to present the functioning of a project team in projects in the field of defence and national security for the public administration, at the same time pointing out the mistakes that are most often repeated during the implementation of projects or those whose occurrence, in my opinion, have the greatest significance in the final assessment of the project. Certainly each of us has different experiences and could add a few more points from their own practice in setting up a project team in public administration and the most common mistakes. The list would probably be much longer. I have tried to focus on just a few of them.

Conclusions. Concluding reflections on the creation and functioning of a project team it should be noted that the selection of an appropriate project team is not a simple matter. A good project leader should respect colleagues, involve them in decision-making processes, challenge them according to their ambitions, identify with team members and co-create the so-called "legend"[17] of the team, especially if the team is to work together over a longer period of time, even several years. At the same time one should remember that each member of the project team is different, and each of them can be a source of new ideas, regardless what professional group they come from, for example, from accounting or the legal department.[18] 'Project management is closely related to management of people, appropriate allocation of tasks, knowledge not only of the competences of individual members, but also their personality and character traits, the way they communicate, and also evaluation of tasks already accomplished. All of these contribute to an effective project team, without which project implementation is not possible' - explains Krzysztof Krzyżanowski, Board Member of IPMA Poland. A well-structured project team, properly motivated, appropriately managed and developed, is primarily conducive to:

• exchange of knowledge and experience not only between team members but also

between the team and the project leader,

• development of new creative solutions,

• making good decisions and solving problems more effectively,

• effective cooperation based on support and feeling of being part of a team,

• increased commitment to tasks.[19]

For many people, the best reward for good work and motivation to continue efforts on a project is the opportunity to participate in the creation of something of value that future generations can benefit from. A successfully completed project is the highest reward for those implementing the project.

Literatura:

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[17] As a legend, Lister and DeMarco defined the entire work culture, rituals and customs, including dress, of effective team members as a result of the intentional actions of leaders and the ideas of rank-and-file team members.

[18] Rzeżnik M. – Zarządzanie zespołem projektowym w: Dąbrowski W. (ed.) – Podstawy zarządzania projektami, Polsko-Japońska Wyższa Szkoła Technik Komputerowych, Wydawnictwo PJWSTK, Warsaw 2014, p. 66

[19] Electronic source: https://www.ipma.pl/informacje-prasowe/jak-zbudowac-efektywny-zespol-projektowy_n1878, accessed: 16.05.2018

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