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PROJECT TEAM BUILDING BY THE CRITERION OF FULFILLMENT (HAPPINESS): MAIN PROBLEMS AND CONCEPTUAL BASELINES

Baselines of the project team building method by fulfillment as a criterion are proposed. A list of fulfillment indicators is grounded through several iterations. Steps of selecting applicants when building a team are described generally. Fig. 5, tab. 4, ref. 23.

Key words: project team, fulfillment, happiness, method, selection, indicators.

Problem statement in a general view and its actuality. Main tendency in managing projects nowadays is putting attention to people who implement activity, their interactions and cooperation as persons who work in the team and create a project human capital. Thus the task of the project team building task is still actual. For a long time a main criterion to create the project team was qualification and competence. It goes without saying that it influenced highly such parameters of the project as quality, money and time. Different methods were suggested to consider this in the context of the project tasks, its complexity and risky. Recently this approach was accomplished by psychological and sociological aspects in order to consider person's behavioral drivers of contrary another nature. Namely these aspects are related to effective working in quite aggressive project environment with all its limitations, conflicts, stresses, fast changes and interruptions at. Researches began to say that the project team should be complimentary in all aspects (as professional, as psychological and sociological), in this case it will work effectively. The only thing is that do not focus on the insight of the team (internal emotional, moral state). This insight is related to the notion happiness, fulfillment. But toady fulfillment seems to be a core criterion of the team effectiveness, it is recognized in general management and project management, especially within modern Agile methodology and “hybrids” of previous and modern methodologies (for instance PRINCE 2 Agile and others).

Analysis of the last researches including attempts to solve the problem, highlighting of its unsolved part. Not too many authors have written extensively about this subject as it has remained an abstract and seemingly unimportant aspect of project management especially in selection of a team. Obviously it has been absent in most project management books like PMBOK and other famous books. However Ace Project team looked at the subject and wrote ‘both happiness and unhappiness at work are contagious. Keeping your project team happy will reflect positively on the project, and before long your project manager colleagues will ask you about your secret [1]. This showed the level of importance of this subject in the sight of the author. Another set of authors did an even more comprehensive study on this subject

and came up with deeper assertions like ‘a happy workplace is the well-being of an organization, a measure of a “healthy organization,” not only referring to productivity and profitability, but also includes the health and the quality of work and life of workers for sustainability. (W. Suphaphun et al) [2].

A well quoted author also wrote that organisations are also increasingly concerned with the psychological factors of employees as a source of competitive advantage (Currie, 2001). W. Suphaphun ET all went further to add ‘The key of an organization’s success is top management, they build a happy organization as a second home for employees to be happy with work and a working environment that is talent for the organization and they cannot build it at once. Organizations have to take time, attempt to do it as a top management requirement, so if they can process it, it will be a stable organization. Top management is unable to work alone, the human resource department will be an important mechanism to drive the organization to be happy because happiness is a feeling of each employee and it can be constant. To build happiness in a workplace does not use only knowledge as theory, but they require creation, paying attention, dedication and commitment to continually maintaining and fulfilling happiness in the organization. However, top management, human resources and employees in an organization must have the same target, attitude and belief that if people are happy to work, not bored with their job and want to work, so working will be efficient and the organization will have sustainable growth. Therefore, the organization should start to build the organization to be a Happy Workplace because the happiness at work is more likely to lead to high productivity and quality than an unhappy work place. The concept of a “Happy Workplace” as a social innovation is applied to increase the quality of life for the workers and to strengthen the organization’s growth in the long-term.’(2)

The above was obviously well thought out and proven in the sight of the authors. Nicole Baptiste in her research writing about the perception of two authors on this subject wrote “Currie (2001) suggests that satisfaction is related to the degree to which an individual is satisfied with the terms and conditions of employment and the factors that make up the physical work environment. For example, individuals may be satisfied with their salaries and how well they get on with their peers and work, or are satisfied with company policy (4). Therefore, Kersley et al., (2006) suggest that job satisfaction and job involvement are attitudes which are determined by individual’s perceptions of their total job situations, including the physical work environment, the terms and conditions of their employment and the degree to which they are given autonomy, responsibility, authority and empowerment in their jobs (Kersley et al., 2006)[5,6]”.

None of the above authors presented it looking at the perspective of ‘why’ like a project solution company OneDesk did. They seemed to believe that happy employees deliver great project results. It’s important for your project team to have high morale- happy employees tend to develop better relationships with team members, demonstrate positive attitudes, and sustain motivation towards projects longer. In addition, engaged team members produce at a higher quality. But most importantly, employees with a high morale are more fully aware of why the project matters (7). The site suggested basically that happy project teams is about relationships and tools. Enumerating four major ways to achieve this, they went further listing as below:

- 1)keep the team positive;
- 2)give recognition when needed;
- 3)remind project teams of the common goal;
- 4)provide them with the right tools.

To sustain this atmosphere when achieved, Becky T. suggested that there are wins that always occur throughout projects. Enjoy them, focus on them, and rally around them (3).

Aceproject in conclusion, wrote soon as you spot an unhappy person on your team, sit down with them and try to understand why they are unhappy. If it's work-related, see with them how you can improve their morale at work. In agreement to that Becky Tornes, a Senior Project manager wrote When your team is separated, it's critical to find ways to virtually bring them together and make everyone feel equally a part of the team(3). As a project manager, your role is to ensure that the project delivers on time, to cost and meets the quality expectation. You are not alone in terms of delivering the project, you will be managing a team of individuals who are your enablers...so it is key to remember that you are nothing without these individuals...taking this into consideration it is critical that this team of individuals are motivated and in particular happy(8).

And what about forming an Agile project management team based on the criteria of happiness? The CEO of iOpener and author of *Happiness at Work*, Jessica Pryce-Jones tells Forbes, "Happiness at work is closely correlated with greater performance and productivity as well as greater energy, better reviews, faster promotion, higher income, better health, and increased happiness with life. So it's good for organizations and individuals, too." Techbeacon.com investigated this further saying iOpener developed questionnaires, conducted focus groups, and aggregated results from 3,000 respondents across all disciplines in 79 countries. Over 10 percent of the respondents were in IT. The numbers say it all. The happiest employees are:

- 180 percent more energized;
- 155 percent happier with their jobs;
- 150 percent happier with life;
- 108 percent more engaged;
- 50 percent more motivated [9].

From the above, happiness must then be a vital part of project management team. Should it take a central point, constitute a discussion for the team and management??

'We don't talk about emotions. We draw them' (Kelly Waters, Agile Teams [10]). The agile idea of happiness is slightly different from the generic human ideology of happiness. It seems to approach it from the result perspective rather than from the target point of view. This is achievable using different variations like measurable happiness. According to Measurable Happiness by Mirek Wozniak, 'The Happiness Chart is a kind of universal mood indicator. We draw shapes on our whiteboard after each stand-up to tell others about our day. Green goes for "happy", blue for "so-so" and red means "sad".'

That's it! And it works – a couple of :(in a row show that something's wrong. Get up and do something about it.

If paired with a project management tool, you may evaluate which tasks your team drudged through and which made their day.

The chart is 100% transparent, just hanging on the wall for everyone to see. Maybe a passer-by got a solution that the whole team was looking for last week? Or a cute cat picture to lighten the atmosphere'? [11] This chart is also known as happiness metrics. Scruminc.com refers to it as Happiness Metric – The Wave of the Future stating that 'Happier people are about 12% more productive.' [12] Crisp's consultants, the author of the Crispe's blog also referred to it as 'an index measuring the level of happiness in a group or organization at a given moment. The level of happiness says quite a lot about a group and how well everything is going regarding its goals, and I find it to be a very nice metric to use to monitor the team during product development.

A happy team and members are productive and are working towards their mutual goal to deliver the product' [13]. This is so important that Agile Michael, the author of choosing methodologies listed it among the indicators of good leading of a team [16].

The work of Mirek Wozniak was beautiful but not as detailed as that of Christiaan Verwijs the Agile coach, Scrum Master and Developer. Great indeed were his analysis with huge depth and insight.

Christiaan Verwijs refers to happiness metrics as a primer in software development companies. He seemed to see happiness metrics as approaching happiness as a goal not a right. To him, 'Agile emphasizes teamwork in software development and recognizes its human aspect. Delivering innovative, high quality software at a steady pace requires motivated, involved and happy teams. The happiness metric was developed to measure happiness as an indicator of team well-being. The assumption is that happiness is strongly correlated with team well-being. So, a team that's happy, will also be more efficient, more cohesive, and more ready for the tasks at hand and will deliver higher quality software. If people are unhappy, something needs to be done' [15].

From his research, he states that there is no formalized approach for measuring happiness in Agile Teams, the most common method is to ask team members to periodically rate their current happiness on a scale from 1 to 5 and this can be done on a daily basis. to achieve this some questions are answered to facilitate discussions within the team, such as:

- How happy are you with your company? (1-5);
- What feels best right now? (open question);
- What feels worst right now? (open question);
- What would increase your happiness? (open question).

Christiaan believed that there are so many things to like about this which includes

- They emphasize the human aspect of software development;
- They provide input for retrospectives;
- They can extend beyond just Scrum Teams;
- They allow individual retrospection;
- They allow scientific analyses.

Despite all of the above, he argued that happiness metrics are sub-optimal.

Below are his reasons:

1. Happiness is too subjective
2. The Happiness metric is not task-oriented.
3. The Happiness metric is not team-oriented
4. The Happiness metric does no justice to the reality of the work environment
5. Happiness metrics are (statistically) bad metrics
6. So, the Happiness metric is measuring the wrong thing

Equivocally he explains 'I already implied this between the lines, but I don't like the happiness metric because it is measuring the wrong thing (and also in the wrong way). Although happiness is certainly important, I believe that a Scrum Team can benefit more from a task- and team-oriented measure that does do justice to the nature of the work environment. What is it that we really want to know as a Scrum Team:

- Are members enthusiastic and energetic about their team and their work?
- Are members willing to take one for the team?
- Are members proud of their team and their work?
- Are members happy to be part of the team?
- Are members feeling valuable to the team?
- Are members happy with their tasks?

I strongly believe that in a cohesive, well-running team, people are willing to go the extra mile *even if it makes them (a bit) unhappy for the duration of the task*' [14].

In the end, Christiaan provided an alternative: TEAM MORALE ('the **enthusiasm** and **persistence** with which a member of a team engages in the prescribed activities of that group' (Manning, 1991).). He gave the following reasons for it:

- morale is more task-oriented;
- morale is more team-oriented;
- morale includes happiness, but more subtle;
- morale is less susceptible to mood;
- morale is not as biased.

Further analyzing this he wrote: "Teams with High Morale usually have the following traits:

- members are willing to help each other out, no matter the nature of the task;
 - members are proud of their team (and usually tell the outside world) and the work they do;
 - members will go the extra mile individually or for the team, even if it means staying late to finish the sprint;
 - members will persist (not give up), even in the face of high work-pressure, difficult technical problems, nasty bugs or a difficult sprint;
 - members are generally happy in the team and enjoy working there, on a whole;
- Teams with Low Morale usually have the following traits:
- members withdraw from team activities or don't participate at all;
 - members are not proud of what their team does or are even ashamed;
 - members will stick to a 9-5 (or less) mentality, even though a bit of overwork might turn the tide;
 - members become focused on doing only their part, and nothing more ('this is not what I was hired for');
 - members will easily give up in the face of trouble;
 - members are generally unhappy in the team and don't enjoy working there, on a whole.

According to him, in measuring team morale, 8 points should be noted. They are as follows:

1. I am enthusiastic about the work that I do for my team.
2. I find the work that I do for my team of meaning and purpose.
3. I am proud of the work that I do for my team.
4. To me, the work that I do for my team is challenging.
5. In my team, I feel bursting with energy.
6. In my team, I feel fit and strong.
7. In my team, I quickly recover from setbacks.
8. In my team, I can keep going for a long time.

To calculate the morale of an individual member, we average the score on the eight questions. Team Morale is the average of the individual averages. For those interested, the alpha coefficient (an indicator of reliability) for this scale is very high (0.90, N=2471).

Finally on this, Kelly Waters wrote a review on the *Clever* by Rob Goffee and Gareth Jones, who work alongside Gary Hamel at the London Business School. His review of this book presents happiness on the part of the intelligent members of the team as a different function in terms of what makes them happy. He states that 'the basic idea of the book is that the smartest, cleverest, most creative people in your organization don't want to be led. Or at least they certainly don't want to be managed... in order to be competitive and innovate in your chosen marketplace. You

need more Clever people than ever before and you need a different style of leadership to get the best from them.

Don't try to tell Clever people what to do. Certainly don't try to tell them how to do it. Instead set a clear goal that excites them, motivate them by explaining the importance and benefit of achieving it, give constraints (for instance time and budget), and provide whatever support they might need, occasionally stroking their ego :)

Then stand back and watch the results! This is the essence of leading Clever people. Your role as a leader of 'Clevers' is to inspire and engage them, maybe guide them, but not to manage them' [16]. This would mean that in this case, happiness is not achieved as a goal but as an understanding of the principle behind leading this sort of definitely complex team by including happiness in the normal, usual activities.

As much as the models can be really useful for specific kinds of projects as in the case of Wariya ET al in real estate. However the same set of principles may not be applicable with other fields. Bearing this in mind, a need for a general model is essential which can be used for all other fields.

Goal of the article. Basing on our preliminary research let's state the goal of this article as to find out main actual weak points of building project teams by fulfilment criteria. This would allow supposing concept and baselines of appropriate scientific based approach.

Main findings. Firstly, let's consider a conceptual model of how to build a project team building by fulfilment criteria. Methodologically it can (and definitely should) remind general approach to selection people from the set of applicants. From this point of view the model is to include three basic components: set of applicants, "selection core" and set of team members. Main role belongs to the component "selection core", which transform set of applicants into set of team members (fig. 1).

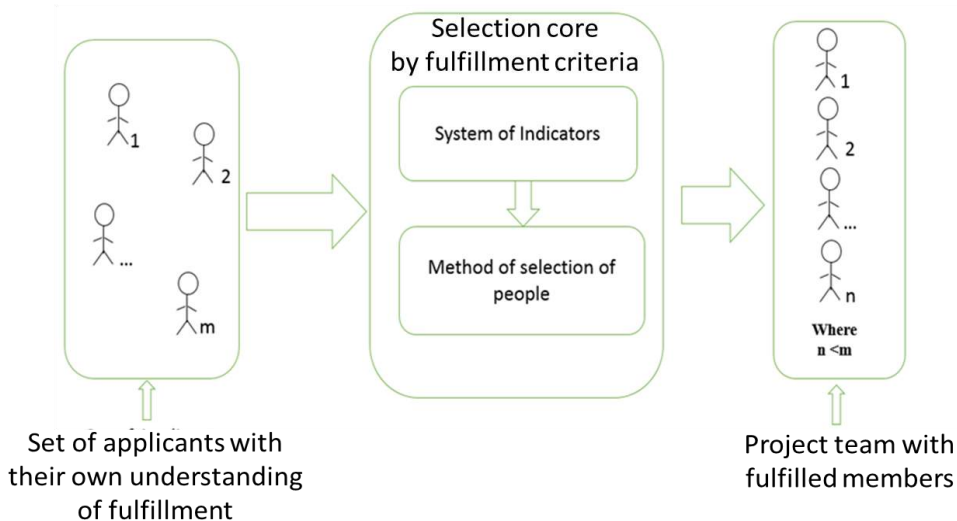


Fig. 1. Model of a project team building by fulfillment criteria

This model developed with the soul aim of helping project managers achieve the goal of project team development from the perspective of happiness and fulfillment. This basically has to take a few steps namely, creation of list of applicants, then screening of applicants using a set of indicators to determine the result which is a project team with members who are very like by criteria of happiness.

There are a lot of indicators of fulfillment presented by numerous researches in numerous sources. Our study allowed us to list almost 40 of them, though one can find even more. And mostly all these indicators are used to measure the present state of a project team as a factor of its effectiveness. But what is really most important now for the project teams – is to build them by the criteria of happiness from the very beginning. This approach is rather differs from the qualification or competence ones because it deals with another side of team members as personalities, ignoring their functions and roles in project.

This initial list of indicators includes following positions (as a result of literature analysis):

- 1) participation in decision making;
- 2) trust of organization;
- 3) anticipated growth;
- 4) responsibilities;
- 5) recognition;
- 6) addressing grievances;
- 7) initiation and leadership;
- 8) satisfied with the given right to put forward my opinions;
- 9) satisfied with the leaders in my workplace as positive role models;
- 10) empowerment;
- 11) satisfaction & personal achievement;
- 12) satisfied employee assistance policy (e.g.- lunch & transport etc.) of the company;
- 13) satisfied and think I've been awarded right set of duties, as per my ability;
- 14) satisfied & able to maintain a healthy balance between work and family life;
- 15) reward and recognition;
- 16) monetary benefits;
- 17) appreciation;
- 18) being fair and impartial;
- 19) recognition and rewards for my outstanding;
- 20) satisfactory performance appraisal policy of the company;
- 21) satisfactory leave policy of the company;
- 22) satisfactory long term benefit & insurance policies of the company;
- 23) job security;
- 24) satisfied with the existing salary structure of the company;
- 25) satisfied with the compensation i get & i think it matches with my responsibility;
- 26) sympathetic help with personal problems;
- 27) workplace environment;
- 28) satisfied with the working environment of the company;
- 29) satisfied with job location;
- 30) satisfied with work relationships with the people around me;
- 31) satisfied with the present working hour;
- 32) satisfied with various activities in the firm & love participating in them;
- 33) happy with my work responsibilities;
- 34) the feel of being loved;
- 35) safety and security;
- 36) a mixture of formal and informal approach;
- 37) tactful discipline;
- 38) creativity in job and challenges;
- 39) personal interest and hobbies;
- 40) non-frequent changes;

- 41) the feel of belonging;
- 42) ...

Considering uniqueness of each person and relying on our own experience, all indicators in this list are multiciphered, do not have only one universal understanding. Bearing this in mind, we suggest method based on principles of a system approach. This method includes following steps.

Step 1. To select metrics of vision fulfillment indicators (FI) with different contexts. In our case we suggest that the number of metrics should be three. It goes from positions of trial concept of integrity (entire), presented in []: three components (“ratio”, “emotio”, “intuitio”) are required and enough minimum to describe integrity. Next question is “What are those metrics to describe fulfillment fulfillment indicators”? The first metric we suggest basing on our intuitional understanding is directly related to job and working place. A lot of sources prove that (for instance [17]). Another two metrics are most close by context and developed within psychology and sociology: metric based on Maslow’s pyramid [18] and metric based on main social roles of a person [19].

Step 2. To group indicators of fulfillment within each metric. In order to implement this we suggest four groups of indicators gathered in the system. Thus we constructed three system models presented below (fig 2-4), which integrate components (group of indicators) to reach transformation (goal in the model) from ungrouped project team (P.T) fulfillment indicators to the result being the grouped project team (P.T) fulfillment indicators.

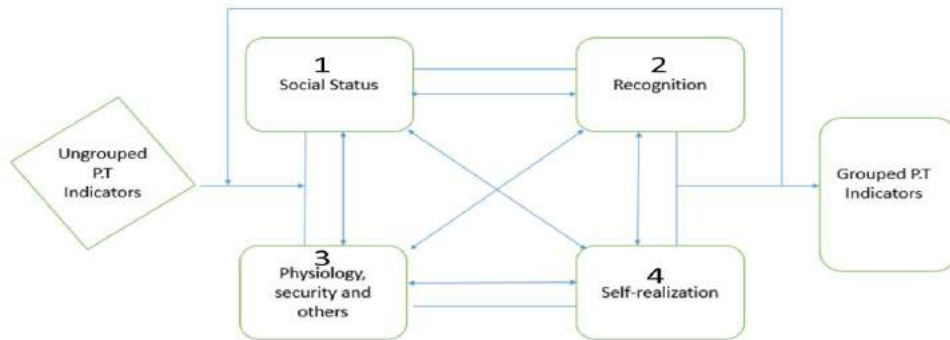


Fig. 2. System model of fulfillment indicators in job context (model A)

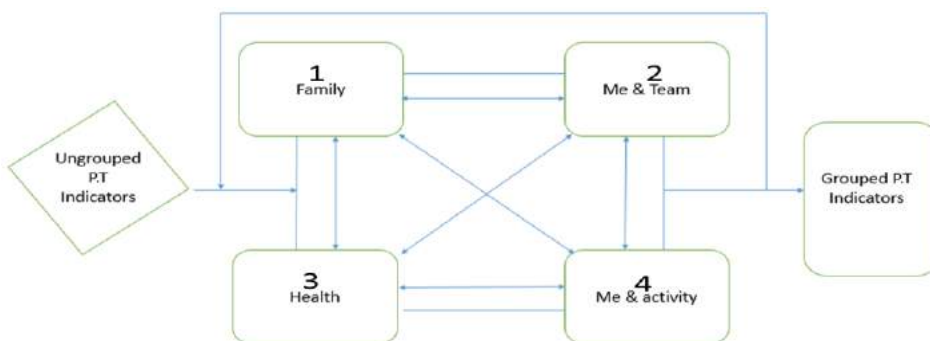


Fig. 3. System model of fulfillment indicators in sociological context (model B)

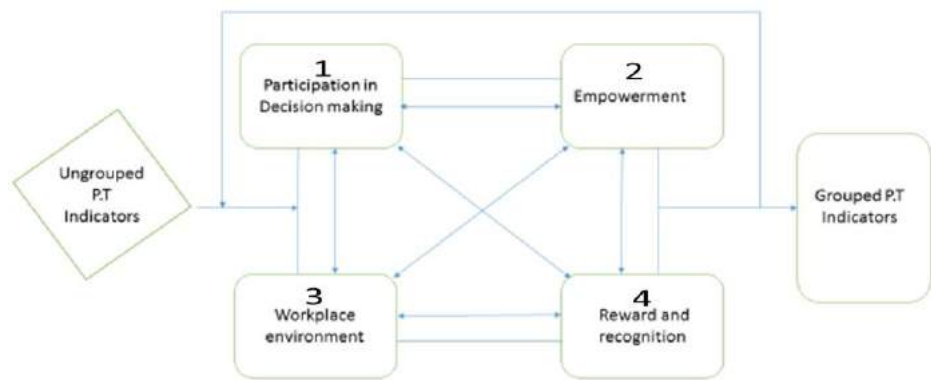


Fig. 4. System model of fulfillment indicators in psychological context (model C)

Result of grouping of indicators between groups within three metrics is presented in tables 1.

Table 1

Initial fulfillment indicators grouped within three models

N	Indicators	Ref.	Group in the model		
			A	B	C
1.	Participation in Decision making	23	2	3	1
2.	Trust of organization	21	2	3	1
3.	Anticipated growth	21	3	3	1
4.	Responsibilities	21	3	2	2
5.	Recognition	21	2	2	3
6.	Addressing grievances	21	1	2	4
7.	Initiation and leadership	21	4	3	1
8.	satisfied with the given right to put forward my opinions	22	2	2	1
9.	satisfied with the leaders in my workplace as positive role models	22	4	3	1
10.	Empowerment	22	3	2	2
11.	satisfaction & personal achievement	22	3	1	2
12.	satisfied employee assistance policy of the company	22	4	4	4
13.	satisfied & able to maintain a healthy balance between work and family life	22	1	1	3
14.	Reward and recognition	22,2 3	2	3	3
15.	Monetary benefits	21	4	1	3
16.	Appreciation	21	2	2	3
17.	Being fair and impartial	21	4	2	4
18.	satisfactory performance appraisal policy of the company	22	2	3	3
19.	Satisfactory leave policy of the company	22	1	1	3
20.	satisfactory long term benefit & insurance policies of the company	22	4	4	3

Continuation of tab. 1

21.	Job security	20	4	3	4
22.	satisfied with the existing salary structure of the company	22	4	1	3
23.	satisfied with the compensation given	22	3	3	3
24.	Sympathetic help with personal problems	20	1	2	3
25.	satisfied with the working environment of the company	22	4	3	4
26.	satisfied with job location	22	4	3	4
27.	satisfied with work relationships with the people around me	22	1	2	4
28.	satisfied with the present working hour	22	4	3	4
29.	satisfied with various activities in the firm & love participating in them	22	1	3	4
30.	happy with my work responsibilities	22	3	3	2
31.	The feel of being loved	21	1	2	4
32.	Safety and security	21	4	4	4
33.	A mixture of formal and informal approach	16	4	3	4
34.	Tactful discipline	20	4	2	4
35.	Creativity in job and Challenges	21	4	3	4
36.	Personal interest and hobbies	21	1	1	4
37.	Non-Frequent changes	21	4	3	4
38.	The feel of belonging	21	1	2	4
39.	Freedom to select team on special assignments	*	3	2	2
40.	Regular health hazard for all team members	*	4	4	3
41.	Allowed to try new things	*	3	3	2
42.	Non-exhaustive work environment	*	1	4	4

* concluded by author

Step 3. To analyze indicators in different groups in different models. Further analysis was targeted on searching connections between fulfillment indicators in different models using graphical method. Result of such search is presented in fig. 5.

As one can see, each indicator with certain number in certain model was connected with indicators same by number in another two models. In order to reflect different perspectives we constructed relations for three cases: when base model was A, B and C.

As a final result of analysis we found out surplus indicators in groups within each considered metric. Also relations between groups in different models within different metrics were fixed due to existence of the same indicators. This allowed adjusting quantity of indicators in groups in order to achieve some balance as all groupings in practice are as important as the other. These initial and final results are shown in the tab. 2 and 3.

Table 2

Initial quantity of indicators in groups within three models

Groups	Models with groups of indicators		
	A	B	C
1	10	6	6
2	7	13	6
3	8	18	12
4	17	5	18

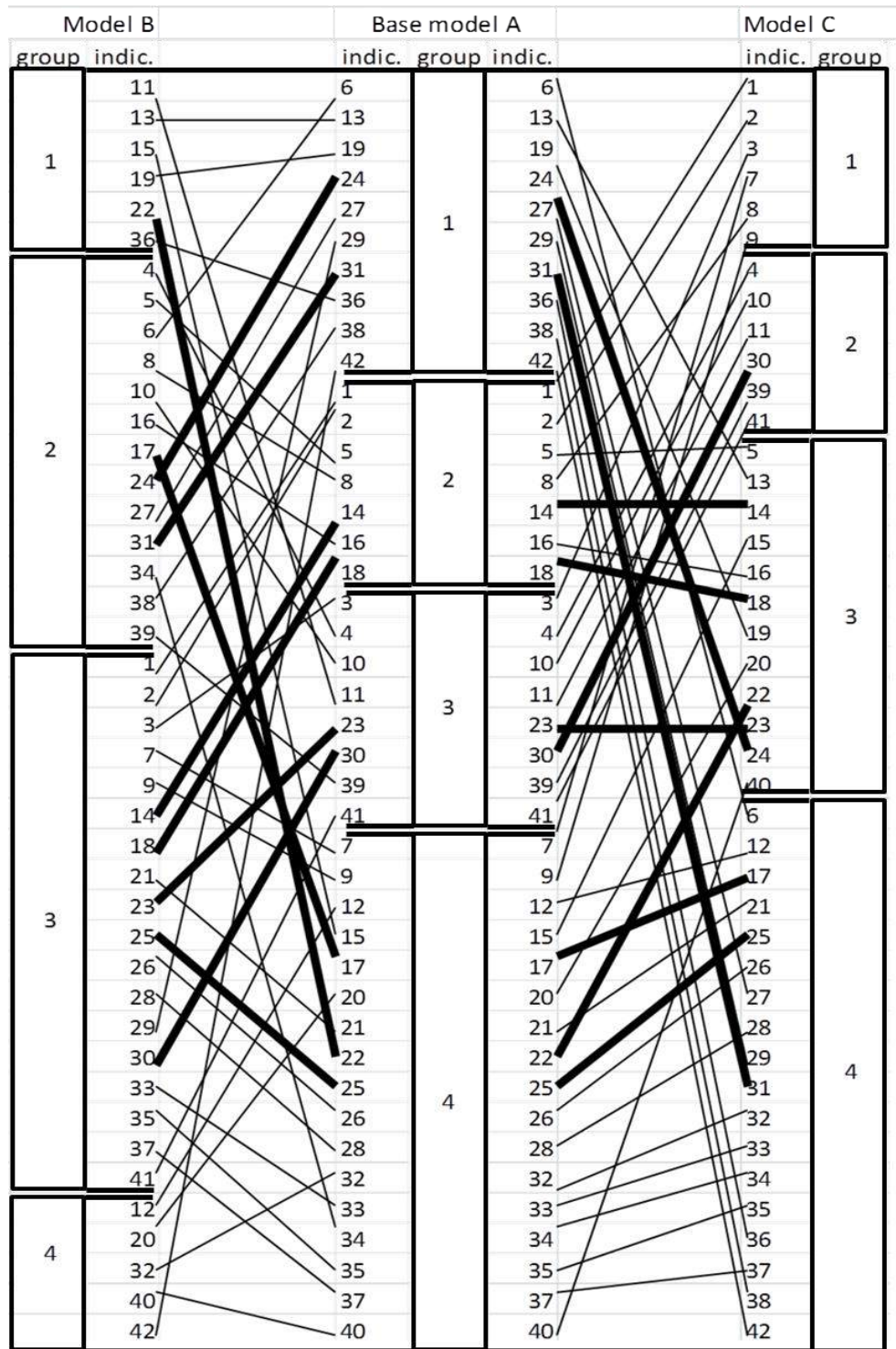


Fig. 5. Graphic presentation of interconnections between indicators of three models

Table 3

Final quantity of indicators in groups within three models

Groups	Models with groups of indicators		
	A	B	C
1	6	6	6
2	6	8	6
3	8	8	8
4	7	5	7

Step 4. To adjust the list of indicators. Basing on searched relations on previous step we excluded surplus indicators and added missing ones.

Final adjusted list of indicators with explanations of their essence in context of each model is shown in tab. 4.

Table 4

Understanding the perspectives of each indicator (adjusted list) in each model

N	INDICATORS	Maslow Pyramid based system of Indicators A	Sociologically based system of Indicators B	Job based Systems of Indicators C
1	Participation in Decision making	Recognized as a vital part of decisions	Consulted before decisions on activities	Always involved in decisions about activities
2	Trust of organization	Noted for results	Believe in his decisions on what to be done and how	Opinion respected and considered worthy
3	Anticipated growth	Realizing personal dreams in the company	There are future expectations	Part of the goal and plan setters
4	Responsibilities	Allowed to discover their abilities	Well defined duties and boundaries	Empowered to carry out responsibilities
5	Recognition	Seen as efforts are put in	Efforts are appreciated	Rewarded with deserved honor
6	Addressing grievances/satisfied with work relationships with the people around me	Maintaining a good working atmosphere	Ensuring the tempo within the team is always warm	Ensuring an environment that is friendly
7	Initiation and leadership	Using of original thoughts to get results	Bringing in innovative activities	Being part of the leadership
8	satisfied with the given right to put forward my opinions	Full Freedom of expression	Existence of Collective team voicing	Their voices are listened to
9	satisfied with the leaders in my workplace as positive role models	Leadership being the first to act and go forward	Inspiring the team by your actions	Comfortable with the leadership team
10	Empowerment	Bringing the best out in them	The permission to do what needs to be done	Empowered to get things done
11	satisfaction & personal achievement	Fulfilling personal goals	Comfortable family goals	Allowed to dream and achieve

			thriving	
Continuation of tab. 4				
12	satisfied employee assistance policy of the company	Working conditions should be made easier by leadership	Healthy working atmosphere	Comfortable atmosphere to ease the job
13	satisfied & able to maintain a healthy balance between work and family life	Enough time to have a life outside of work	Enough time for family	Rewards with breaks and time offs
14	Monetary benefits	Availability of Financial rewards	Availability of Financial incentives	Appreciated monetarily
15	Appreciation	Recognized as Important	Feel valued by the team	Desired and accepted
16	Satisfactory leave policy of the company	Yearly leave at least	Leave to join family fully for a while	Enough time to get refreshed again
17	satisfactory long term benefit & insurance policies of the company	Insurance benefits of working with the company	Health protection and danger prevention	Hazard concerns covered by organization
18	satisfied with the existing salary structure of the company	Ok with payment time, procedure and amount	Enough pay considering nature of job	Good pay
19	satisfied with various activities in the firm & love participating in them	Work activities made sociable	Comfortable with activities	Interesting available activities to aid the job
20	happy with my work responsibilities	Good job prescriptions	Satisfied with responsibilities	Fair division of labour
21	The feel of being loved and belonging	Very socialized work place	Team loving themselves	Love environment
22	Safety and security	Safety of team a priority	Health hazard prevention	Good security consciousness
23	Personal interest and hobbies	Allowed to have fun while working	Allowed to make work fun	Allowed environment to unwind
24	Freedom to select team on special assignments	Allowance to choose who you can work with	Having a friendly relational team	Empowered to make team choices
25	Regular health hazard for all team members	Routine general tests	Ensuring the team is healthy	Keeping the team healthy
26	Allowed to try new things	Not on a tight leash	Allowed to try new methods	Freedom in taking new steps
27	Non-exhaustive work environment	Working but not overworked	Work without getting exhausted	Working without feeling used up

Now adjusted list of fulfillment indicators is ready to be used when selecting applicants in the project team. For that case we propose method including following steps:

1) applicants are expected to rank groups of indicators and indicators itself within each proposed metric (model);

2) this information is an input to start selection by processing procedure (all indicators within all models combined) directed to get sets of ranked indicators for each applicant;

3) this allows to process all gotten sets of ranked indicators from all applicants combined and produce range of ranked most important indicators for the team (team indicators);

4) team indicators then should be used as criteria to select applicants to the team, as a result the team members would be defined;

5) members of finally built team should then discuss how their expectations related to fulfillment indicators will be implemented in this project, what is the mechanism (or mechanisms) of such implementation;

6) discussed and agreed mechanism will be taken as a base to organize the way of working and interacting in the project in order to provide all of the team members fulfilled till the project end.

Conclusion and further prospective. The approach to build the project team as not absolutely new. But for now there is a need to create new methods how to form a team by this criterion: what system of criteria to use, how to formalize a person by this criteria, how to gather and interpret results of such formalization in the context of the whole team, which mathematics to use etc. From this point of view in our research we delivered following results:

1) conceptual model of a project team building by fulfillment criteria reflects basic stages of building project team through transforming set of applicants into the set of selected team members;

2) initial list of fulfillment indicators was formed as a result of searching information sources;

3) first analysis of this list showed the need and possibility to suggest three aspects to consider fulfillment indicators – job, psychological and sociological ones. In order to classify indicators we created three appropriate system models which gather four groups of indicators;

4) further analysis was devoted to searching relations between indicators and as a result we adjusted initial list and got more balanced one consisting of 27 elements (indicators). Each element in this list was interpreted in job, psychological and sociological contexts;

5) it gave possibility to propose method for selection applicants in the project team and to describe generally its six steps.

Implementation of all steps of this method we consider as future tasks of our research.

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