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CREATING A PROJECT TEAM BASED ON THE SUBJECTIVE WELL-BEING AS A CRITERIA: PRACTICAL AND THEORETICAL PROSPECTS REVIEW

Concept of forming a project team based on the subjective well-being criteria is reviewed in practical and theoretical aspects. It is depicted that the subjective well-being of project team members has not been taken into consideration in the project activity nowadays despite the greate need to introduce it in conditions of modern knowledge economy. Thus it is expedient to restructure the methods of project team selection considering the subjective well-being of team members as individuals and as a group. Subjective well-being in teams is a less developed aspect of project team selection and that is why this topic actuality is vital. It will allow to develop alternative approach that takes into consideration the level of subjective well-being and in turn commitment of a project team, thereby getting the best out of them. Tab. 6, ref. 76.

Key words: project team, subjective well-being, forming, selection, approach, measuring, scale, individual.

Practical aspects of the project team formation by subjective well-being as a criteria. In this new age if technological developments and evolution trends in management in which change has remained the number one constant, it is vital that we take note of the key trends that change the environment in modern projects. We must first note that project management was introduced to solve a problem first within America. "As American workers return from World War II, businesses prepare for an unprecedented era of prosperity. Driven by the need to remain competitive during boom times, project management professionals are tasked with finding ways to keep employees engaged, efficient, and motivated" [1]. According to Toney Sisk towards the early 1960s, business organizations began to see the importance of putting together work done to be around understanding the critical need for communication and integrate work across multiple aspects of their organizations. Thus the expansion of the project management ideology further expanded. Project management gradually spread across every sphere of life and continued to evolve up till this day. To look at the modern trends of project management and how it has been in recent times and age, we will have to look a little more into environment factors, the external influences that shape up and affect project management in different ways. Some of these would be economies, uncertainties, changes, instability, complexities, and weather. Indeed they are way too many to mention, but we have to start somewhere and limit it for the

sake of focus on this research. Looking at them with some more level of details, we will now examine how a few of them can affect projects and their management.

Economies: the greatest undeniable trend in the economic sector of the world today is the globalization era. It is the new wave of ideology fast sweeping through every international business driving towards the world being a global village where economics changes are no longer viewed from the microscopic point but macroscopic with respect of its ripple effect on the world economies. "…Industry-driven advancements, major shifts in the global economy and global events can have a profound, structural effect on a multitude of professions. Major global changes bring about a realization that 'We cannot continue to do what we have always done.' The full impact of the global financial crisis that began in 2008 on all aspects of the economy may take years, or even decades to fully understand. It is arguably true that the crisis has "left its mark" on attitudes towards the project management profession (as it has on many other professions). Some changes have been challenging at an individual level, such as the struggle for many to maintain gainful employment [2]. In their research they explained that after the 2008 downturn of the world economy, there was a sudden awakening that led to organizations rethinking their approaches to almost everything to avoid finding themselves in similar situations as earlier and for some of them, this led to the recognition of project management as a major way to surety control and effectiveness of plans and initiatives undertaken. This is to say that its an era of knowledge. Knowledge economy basically rules the economic world. When it comes to managing projects they went further to categorize the key impacts on project management caused by financial crisis into three areas: Changes to the Profession, Changes to Methodology, and Changes to the Professional. Furthermore, he explained Changes to the Profession saying that changes to the profession created risk management making Organizations who were not conversant with management of project risk management practices to explore extensively on how to manage and minimize their risks. It also created a larger sense of planning the project portfolio in organizations as well as more emphasis on qualifications. Credentialing of staff member became of great importance to ensure proper experience and exposure to the right experience required for their projects being managed right.

To him, Changes To The Methodology Of Project Management meant a lot more emphasis on the genuineness of proper effective governance, strict control for approval of expenditures and all changes which must be sustained overtime while the risk management approach will help them not avoid risks but pro-actively manage it. This should make selected competent managers learn to do more with less, which is resource control and management.

Changes To And Impacts On The Professional for him meant that people now take up less paying jobs because the offers are less than used to be because of the growing rate of under-employment, not to mention the new trend of contracting out projects to reduce organizational responsibilities [2].

Matthew Nickasch referred to this present economy as "Do more with less, and deliver it faster,". According to him, ""Do more with less, and deliver it faster," proclaim the organizational leaders dealing with the effects the 'new economy'. A project manager's nightmare, the times are quickly changing, and the need to make a full glass of orange juice out of a quarter-sized orange is becoming an unfortunate reality. We've discussed the predicted impacts of the economic downturn on enterprise telephony, but have not explored how future projects and deployments are expected to succeed or fail under these new financial times. In my opinion, the threat of project 'scope creep' is becoming a silent and ever-emerging problem. Dealing with anxious organizational leaders, the potential of having little-to-no implementation budget in the near future is sending project managers and implementers into a tailspin" [3].

Uncertainties and Changes: Kreye, Melanie and Balangalibun, Sarah defined uncertainty as "a potential deficiency in any phase or activity of the process, which can be characterized as not definite, not known or not reliable" [4]. If uncertainty is not addressed it can have an impact on project governance and result in the neglect of issues that are related to measurement and evaluation. They further defined uncertainty to be understood as a lack of knowledge and arises in events that are "unpredictable, ambiguous, equivocal, or lacking information. While they explained change as something managed within the organization and the rate of occurrence determines whether it is continuous or discontinuous. However the trend of changes cannot be predicted as factors leading to it could even include unexpected factors like natural disasters, global warming and many more. Note that your inabilities to manage changes and uncertainties whether at the short run or the long run will determine the project management success. This is because they come without prior warnings sometimes and if they meet you unprepared could crush the project.

So, we can conclude about the main tendency of modern projects environment. It became more complex and changeable, less predictable and controlled. This might influence the general tendency of the projects success and failure.

Project failures are so many and sometimes they are unique due to the fact that projects are dynamic. It is difficult to generalize project failure because different project require different methods and environments, however some authors and researchers have been successful in going into the details of different kinds and aspects of projects. Some of these we shall be looking at right now based on the analysis of Project Journal and Purna Chandra Dey [5, 6, 7].

One out of six IT projects has an average cost overrun of 200% and a schedule overrun of 70%. Around 45% of companies admit that they are unclear about the business objectives of their IT projects (Harvard Business Review 2004).

Based on an IBM study, about 40% projects meet budget, schedule and quality goals (Harvard Business Review 2004).

Only around one-third of all projects were successfully closed as per the time and budget set, during the past one year (Standish Group).

About 75% of IT Executives expect their software projects to fail because they believe it will not work (Geneca).

The US economy loses $50-$150 billion because of failed IT projects every year (Gallup Business Review).

50% of all Project Management Offices shut down within three years (KeyedIN).

High performing organizations are able to successfully close 89% of their projects whereas low performing organizations complete only 36% (Project Management Institute).

80% of "high-performing" projects are led by a certified project manager. (PricewaterhouseCoopers, Insights and Trends: Current Programme and Project Management Practices 2012).

Around 33% projects meet failure due to lack of involvement from senior management (University of Ottawa).

More than 90% of organizations perform some type of project postmortem or closeout retrospective (The Standish Group: CHAOS Research Report 2013).

The average large IT project runs 45% over budget, 7% over time, and delivers 56% less value than expected (Project Management Institute: Pulse of the Profession 2015).

Only 64% of projects meet their goals (Project Management Institute: Pulse of the Profession 2015).

In just a 12 month period 49% of organizations had suffered a recent project failure. In the same period only 2% of organizations reported that all of their projects

achieved the desired benefits. 86% of organizations reported a shortfall of at least 25% of targeted benefits across their portfolio of projects and many organizations failed to measure benefits so they are unaware of their true status in terms of benefits realization (KPMG – Global IT Project Management Survey 2005).

Project managementworks.co.uk gave a summary to it and even went further to enumerate reasons for project failure as following: average % of features delivered – 69%; average cost overrun – 59%; average time overrun – 74% (table 1).

Table 1

Small Projects vs Large Projects

Features	Small Projects (less than $1 million)	Large Projects (more than $10 million)
successfully	76%	10%
challenged	20%	52%
fail	4%	38%

The modern resolution (On-time, On-budget, with a satisfactory result) of all software projects FY2011-2015 within the new CHAOS database by Jennifer Lynch we have a table 2.

Table 2

Statistics of projects failures and success

Features	Years				
	2011	2012	2013	2014	2015
Successful	29%	27%	31%	28%	29%
Challenged	49%	56%	50%	55%	52%
Failed	22%	17%	19%	17%	19%

The above statistics show that projects success and failure rates are practically fairly stable and still within the same range. This would mean that there hasn't been anything new that caused a drastic change in the level of success, failures and challenged projects. However the above statistics works best for Agile projects [8]. But the statistics also show that there hasn't been significant changes in practical application in projects.

Haven looked at the list of reasons for failures we can classify them into five groups as following:

1) leadership chain relationship problems;
2) project approach and methodology management problems;
3) project team relationship management;
4) erroneous costs/financial implications;
5) cultural and ethical misalignment.

In making these classifications, it becomes easier to understand the reasons for failure and the most frequent is the weak-point which in this case is leadership chain relationship problems followed closely by Project team relationship management and Cultural and ethical misalignment. From the description of classifications, we infer that the greatest reason for project failure is human resource management.

This makes it a necessity to understand the dynamics of project team and project team management as well as their differences.

In this research we accept following definition of the Project Team and statements: 'The Project Team is a collective term describing all the people that are involved to work on the project, from planning, executing to closing.

- the Project Team includes the Project Management Team;

- other sub-sets in the project team may include: design team, specialty teams;
- in small projects, the whole team may be responsible for project management and there is NOT a single Project Management Team defined' (Edward Chung).

From the definition this means we can conclude correctly that the project team consists of more than just one aspect or angle of a team. Its a full body that makes up the system cutting across so many sections of the team.

As a result, different approaches will definitely expectedly give birth to different PT management development and evolutions and relationships with respect to methodologies.

In order to manage projects more effectively this has had to be done. Its not exactly a new approach as of today. "It has been more than 60 years from people using computer technology in project management. The hardware and software technology have been developed during these 60 years. The development have promoted the information industry progress, and also changed the project management approach. But now, the traditional project management software cannot satisfy the modern management for their limitation" [9].

However in managing the project team and the projects at large, there has been many softwares developed for that. The idea of it is to help the monitoring of project stages from step to step. It follows a detailed pattern that enables the project manager and stake holders understand what point the team is at and what stages of steps are next and what is required. Most of all it gives them a time and cost estimate to easily understand what more is needed to be done.

How did these changes affect the Project Management methodologies? They became more soft, slightly human, more aware and sensitive to the fact that it takes people to achieve the goals for example, in the course of this, PMBOK added a new chapter to its original approach, which is the stakeholders management chapter. This now involves the various human factors that make up the projects while the Japanese P2M had always had the human and environmental approach. We searched these details in [10] and reviewed PMBOK (tabl. 3), ICB and P2M.

Table 3

Changes between PMBOK 3rd, 4th and 5th editions

Edition	PMBOK 3RD Edition	PMBOK 4th Edition	PMBOK 5th Edition
Year of Release	Released 2004	Released in 2008	Released in 2013
Number of Process groups	5 Process Groups	5Process Groups	5 Process Groups
Knowledge areas	9 Knowledge Areas -Integration Management -Scope Management -Time Management -Cost Management -Quality Management -Human Resource Management -Communications Management -Risk Management -Procurement Management	9 Knowledge Areas - Integration Management - Scope Management - Time Management - Cost Management - Quality Management - Human Resources Management - Communications Management - Risk Management - Procurement Management	10 Knowledge Areas - Integration Management • Scope Management • Time Management • Cost Management • Quality Management - Human Resources Management - Communications Management • Risk Management - Procurement Management - Stakeholder Management
Number of Processes	44 Processes	42 Processes	47 Processes

Chapter 4	4.1 Develop Project Charter 4.2 Develop Preliminary Project Scope Statement 4.3 Develop Project Management Plan 4.4 Direct and Manage Project Execution 4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control 4.7 Close Project or Phase	4.1 Develop Project Charter 4.2 Develop Project Management Plan 4.3 Direct and Manage Project Execution4.4 Monitor and Control Project Work 4.5Perform Integrated Change Control 4.6 Close Project or Phase	
Chapter 5 Project Scope Management	5.1 Scope Planning 5.2 Scope Definition 5.3 Create WBS 5.4 Scope Verification 5.5 Scope Control	5.1Colect Requirements 5.2Define Scope 5.3Create WBS 5.4Verify Scope 5.5Control Scope	5.1Plan Scope Management 5.2Collect Requirements 5.3Define Scope 5.4Create 5.5Validate Scope 5.6Control Scope
Chapter 6 Project Time Management	6.1 Activity Definition 6.2 Activity Sequencing 6.3 Activity Resource Estimating 6.4 Activity Duration Estimating 6.5 Schedule Development 6.6 Schedule Control	6.1Define Activities 6.2Sequence Activities 6.3Estimate Activity Resources 6.4Estimate Activity Durations 6.5Develop Schedule 6.6Control Schedule	6.1Plan Schedule Management 6.2Define Activities 6.3Sequence Activities 6.4Estimate Activity Resources 6.5Estimate Activity Durations 6.6Develop Schedule 6.7Control Schedule
Chapter 7 Project Cost Management	7.1 Cost Estimating 7.2 Cost Budgeting 7.3 Cost Control	7.1Estimate Costs 7.2Define Budget 7.3Control Costs	7.1Plan Cost Management 7.2Estimate Costs 7.3Determine Budget 7.4Control Costs
Chapter 10 Project Communications Management	10.1 Communications Planning 10.2 Information Distribution 10.3 Performance Reporting 10.4 Manage Stakeholders	10.1Identify Stakeholders 10.2Plan Communications 10.3Distribute Information New Process 10.4Manage Stakeholder Expectations 10.5Report Performance	Moved to 13.1 10.1Plan Communications Management 10.2Manage Communications 10.3Control Communications Moved to 13.3 Became Tool and Technique of 10.2
	12.1 Plan Purchases and Acquisitions 12.2 Plan Contracting 12.3 Request Seller Responses 12.4 Select Sellers 12.5 Contract Administration 12.6 Contract Closure	12.1Plan Procurements 12.2Conduct Procurements 12.3Administer Procurements 12.4Close Procurements	
Chapter 13 Project Stakeholder Management			13.1Identify Stakeholders 13.2Plan Stakeholder Management 13.3Management Stakeholder Engagement 13.4Control Stakeholder Engagement

PMBOK created a new chapter on project stakeholder management contrary to its initially being just a part of chapter 10 and then further expanded it into sub-chapters. 13.1 Identify Stakeholders 13.2 Plan Stakeholder Management 13.3 Management Stakeholder Engagement 13.4 Control Stakeholder Engagement which is only in the last chapter.

Using NCB, Behavioral competences for project team. ICB has its own slightly different approach to projects management. They view it in terms of behavioral competencies. So also is their views to reasons for project failures and personality issues. Based on ICB approach failures are often related to ineffective team working sometimes caused by aggressive project environment because of fast changes and turbulence. To be effective in such environment, project team members should have specific competences (NCB, Behavioral competences) although these competencies have not exactly been the same over the years as they have changed with editions, therefore some things were added and some others removed. Taking a look at ICB 2.0. 3.0 and 4.0. The similarities are there as well as deductions as shown below according to [7]. Personality based model of competences and changes with progressive editions of ICB (table 4)

Table 4

Changes between ICB versions

ICB 2	ICB 3	ICB 4
Personal attitude	Behavioural competences	•Personal competences
•Ability to communicate	•Leadership	• Engagement
•Initiative,engagement,enthusiasm, ability of motivation	•Engagement & motivation	• Self-control
•Ability of getting in contact, openness	• Self-control	• Credibility
•Sensibility, self-control, value appreciation	• Assertiveness	• Inventiveness
•Conflict solving,argumentation culture, fairness	• Relaxation	• Leadership
•Ability of finding solutions, holistic thinking	• Openness	• Self reflection
•Loyalty, solidarity, readiness for helping	• Creativity	• Personal relations
•Leadership abilities	• Results orientation	
•Logic	• Efficiency	
•Systematic and structured thinking	• Consultation	
•Absence of errors	• Negotiation	
•Clearness	• Conflict & crisis	
•Common sense	• Reliability	
•Transparency	• Values appreciation	
•Overview	• Ethics	
•Balanced judgment		
•Horizon of experience		
•Skillfulness		
SOCIAL:		SOCIAL COMPETENCES:
•Teamwork		•Personal communication
•Leadership		• Cultural awareness,
•Communication		• Conflicts and crisis,
•Conflicts and crisis		• Team work
		• Negotiation

From the above you will notice that there has considerably been reduction in competencies as the editions have progressed. But the difference between ICB3 and ICB 4 is what I am most concerned about as it has removed the non-professional essence in its competences.

Considering P2M. it offers the following characteristics:

(1) "Applicability deduced from practical experience;

(2) Reflection of Japanese cultural, structural and industrial strength;

(3) Avoidance of too meticulous Definitions and practices, thus providing leeway for case-to-case applications;

(4) Setting of rules to utilize human intelligence and IT potentials;

(5) Emphasis of total thinking rather than segmentation and precise combination of management elements" [11].

It has always had a special approach project management. It is most of all about human resource in project team.

But beside traditional, New PM Methodologies appeared, reflecting new flexible tendencies - Agile and SCRUM. According to Agilemethodology.org Agile is "not a methodology! The Agile movement seeks alternatives to traditional project management. Agile approaches help teams respond to unpredictability through incremental, iterative work cadences and empirical feedback" [12]. This means that it is not a methodology, its more of an approach, a movement, a new perception that deals more with the people. "Agile project management focuses on continuous improvement, scope flexibility, team input, and delivering essential quality products. Agile project management methodologies include scrum, extreme programming (XP), and lean, among others. These methodologies all adhere to the Agile Manifesto and the 12 Agile Principles, which focus on people, communications, the product, and flexibility" [13]. This is a straight way to show that it is based on people and their interactions, all its focus is basically about the people.

So, we can conclude about the main tendency of modern projects environment is changing the role of personality as HR of companies and their projects. They are expected to dispose competence, not just qualification, to be still effective in such complex environment. PM methodologies became more human and competence oriented. This led to introduce new managerial parameters focused on personalities' state as a reason and factor of effective working – Fulfillment, Happiness, WB.

This however, opens another angle of focus from where PT management can be viewed differently. Fulfillment could be defined as the achievement of something desired, promised, or predicted.

Happiness: could be defined as the state of being happy. In practice, when it comes to managing a project, the team and stake holders generally, happiness has hardly ever been been defined into an official term except as a feeling or derivative from success of a project. But kenneth Fung in October 2014 shed some deeper light on the concept of happiness in project management when he wrote " …happiness is in your actions that bring the greatest happiness for the greatest number of people. As a Project Manager, happiness is not just about bringing happiness to the project sponsor. It is about bringing happiness to everybody, the stakeholders. As Project Manager, it is about have the sense of accomplishment of a hard day of work. We may be exhausted but we are happy" [14].

Happiness is one of the factors hardly considered in many organizations as a major factor. Although Linsay Scott claimed in 2014 that only 28% of project managers are happy with their jobs [15]. Nelson Hart, in his work on the happy project manager, conducted an experiment on project managers and its relation to their work and claimed the number based on his experiment of happy project managers from among the selected people was 38%. He came up with strengths of the profession and ways

of improving happiness (indicators that can be used) in the job as a project manager after experimenting with nearly 400 people and having a 56% response rate. Below is his result:

"Key strengths of the profession supporting happiness at work which reported in this initial test survey included:

1) interesting and challenging work;

2) strong personal resources: self confidence, vitality, personal health, and supportive personal relationships.

Important opportunities for improvement in PM happiness at work included:

1) achievability of job;

2) stress levels;

3) lack of cooperation between/among teams;

4) good friends at work (a leading indicator of employee engagement and discretionary effort;

5) constructive feedback;

6) job security;

7) well managed organizations" [16].

On this note I add, that an unhappy project manager can never produce a happy product team. The opportunities presented by the author can be used in his opinion as indicators to improve happiness in a project manager and the ripple will be on the team and stakeholders.

Christiaan Verwijs, the Agile coach, Scrum Master and Developer, 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' [17].

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' [58]. 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.

Finally, we should consider well-being. According to Edward Diener 'Subjective well-being (SWB) is the scientific term for happiness and life satisfaction-thinking and feeling that your life is going well, not badly' [18]. Teresa Del Pilar Rojas defined it as

an individual's experience of affective reactions and cognitive judgments [19]. This could also be viewed as how people experience their individual lives with respect to emotional, logical as well as cognitive judgments. It therefore encompasses moods and emotions as well as evaluations of one's satisfaction with general and specific areas of one's life [17]. Although it is very person for there to be the existence of similarities. Subjective Well-Being according: The Science of Happiness and Life Satisfaction is defined as 'a person's cognitive and affective evaluations of his or her life' [20, 21].

I can conclude that this basically is the study of what makes up the life of a person from their perspectives, their approaches, and these determine their reactions to events that take place in their lives. It varies from person to person as it is deeply individualistic.

Based on this, for the most part of HRM, subjective well-being is an undeniable part which determines the life and fulfillment of a team or practitioners. With respect to human resource management Mihaela MAN wrote "SWB has a stable temporal component that is able to generate interest of practitioners in the field of human resources management to incorporate this variable into predictive models of professional performance, models which will become employable in the processes of human resources management. At the same time, due to the fact that this component also has part which may be modeled after the persons have been employ edit may increase the prospective of future effects of SWB on other variables such as: job satisfaction, task performance, organizational citizenship behavior, etc" [22]. As a category of HRM, it is such a vital part because it summarizes the unspoken real needs of members of a project team, staff members and the general stakeholders. But then for the most of HRM, its never really detailed enough as we will look into such in further chapters and sub-chapters to come.

What is the main idea: This is the aspect of management of human resource that affects the level of comfort and ease with which team members work within the organisation. This could be in policies, relationships and many more. Hao Zhang Jia Tan tutored by Jonas Söderlund mentioned six parts of HR management that involved well-being of the team or members of organisation especially in trust building. They are (1) Selection practices and internal promotion, (2) Employee voice, (3) Employee involvement, information sharing, (4) High compensation contingent on performance; (5) Extensive training, learning and development, (6) Greater involvement in decision making and work teams. While promotion (flows), involvement, compensation on performance, training and development are actually four core area of HRM" [23].

According to Ed Diener et al "the person's cognitive and affective evaluation of their own lives. This evaluation includes the emotional response to an event as well as cognitive judgments on satisfaction and fulfillment. SWB is a broad concept that includes experiencing pleasant emotions, low levels of negative moods and high level of life satisfaction" [24]. The main idea of SWB in HRM is to get your team or members of staff working with you from a point of ease and total satisfaction. It is showing concern for their concerns thereby winning them to focus on your focus as a project manager or leader or boss.

So, an employee's SWB related to the effectiveness and resultiveness of the organization. UKESSAYS in march 2015, explained the idea of SWB of staff in an organization to show and focus on the experiences of people positively to involve cognitive judgments (satisfaction with life) and affective reactions (positive and negative affects) [25]. However the level of importance attached to SWB of staff of an organization to a good extent will affect the quality of professional result you get from it. Mihaela MAN researched on this and wrote that "a series of studies has been carried out regarding the relationship between professional performance and SWB,

and this has revealed that SWB has a positive relationship with professional performance; moreover, it is a predictor for the latter. It has also been determined that the relation between SWB and professional performance is stronger than the relationship between job satisfaction and professional performance; SWB has been found to be a better predictor for professional performance than job satisfaction" [23]. This means that the result of very good SWB processes and activities will result in better results and effectiveness in an organization.

Elliot C. et al researched and agreed with other authors in stating that the support of leaders felt more comfortable to employees and made them more committed to work with general higher well-being while in contrast staffs with poor SWB (negative and abusive) produce the opposite [26]. Based on these then the subjective well-being of an employee is a major key player in the effectiveness and results of their performance.

As a result; it is very important that SWB is taken seriously with respect to its relational effect on the modern economy concept of the 21st century. Christopher J. Boyce believes that personality and its issues will ultimately have a resounding effects on the quality of decisions taken economically and the understanding of this will account for the heterogeneity in individual preferences and characters exhibited [27]. It is to this effect that modern fast growing economies like that of the United Arab Emirates now have ministry of happiness. One of the six targets of this ministry is to promote the country and make it known as a happy place by initiating projects to that effect but its first task is to harmonize government plans which is another way of saying make the people happy with what we are doing. The result is evident, the country is a fast developing and growing modern economy [28]. We can conclusively say boldly that it is therefore very vital that subjective well-being is considered a vital part of any economy that seeks modernization and development.

This could be the reason SWB and happiness now is the mainstream in general management, and many organizations have special departments or this special function within HR department. So many organizations have evolved to becoming good at putting their employees first. We will look at a few of them and what they did based on the research of fortune leadership ranking for the year 2016.

Google. Number 1 fortune leadership best companies 2016. Google has been on the list of Fortunes 100 best companies to work for in at least last 10 years in a row. "One Googler explained, "The company culture truly makes workers feel they're valued and respected as a human being, not as a cog in a machine." As of september 2011, Jennifer Patterson said that Emotional well-being is the most important part of making Googlers the healthiest employees on the planet". As of 2016 report of fortune leadership on the top companies in the world, Google came first, thanks to the well-being goals and approaches [29, 30, 31].

Robert W. Baird: number 6 in fortune 2016 best companies and became number 4 in 2017. This company deals in the stock market. Fortune referred to it as 'employee owned financial services firm' which has a strong culture and unconditional respect for all employees. No executed treatment of any form, not even in size of office at the head quarters or parking space. Everyone is anyone.

Milwaukee, September 6, 2013 wrote Baird was recently recognized as one of the nation's newest Platinum Well Workplace Award winners by the Wellness Council of America (WELCOA) and Wellness Council of Wisconsin. The Platinum Award represents the apex of results-oriented workplace wellness programming and is presented to organizations forging new ground by linking health promotion objectives to business outcomes. The award acknowledges Baird's commitment to excellence in the pursuit of enhancing employee health and well-being. It also recognizes quality and excellence in work site wellness criteria. Only a handful of employers have

attained the Platinum designation. Baird received the Gold designation in 2010'' in the reviews of people who worked there, they wrote about the well-being concern of the organization for all, the insurance policies, vacation policies and how that the benefits of the company are quite expensive. The company seems to have a policy of the employees first [29, 32, 33].

Edward Jones: ranked number 10 at Fortunes. According to Fortunes Edward JOnes, 'with more than 11,900 brokerage offices advising some 7 million individual investors, the firm fosters camaraderie by hosting summer regional meetings for financial advisors and their families at a resort for a weekend full of music, food, games and swimming and golf, business meetings and award presentations. When they started this practice in 1988, about 3,000 employees attended. Last year, 229 regional gatherings drew more than 37,000 employees'. According to Edward Jones.com; they have so many benefits for their staff besides all the fun stuffs above that relaxes the staff and help their general well being. For instance:

- dental and vision;
- life insurance and disability;
- paid holidays and vacation;
- paid sick leave;
- tuition reimbursement;
- security purchases with discounted commissions.

In a review, they were referred to as a Great place to work for. Great Culture and great teamwork environment. limited personal growth potential [29, 34, 35]".

Gore W. L. & Associates: being a synthetic fabric manufacturer of Gore-Tex and Glide dental floss with a long culture of making wealth while doing it with fun and this goes as far back in time to the 1950s and 60s. a time when Bill and Vieve Gore invited all associates over to their home for the annual company picnic. Jeffrey Nielsen - 2011 - Business & Economics.

Gore W. L. & Associates Freedom to be creative and constantly learning is a key peer based practice. This freedom can be risky but W.L. Gore has created the right habits to make it work'. The company majors on the ability of the employees to make the right affordable judgment fort themselves and the company as well as strategic directions for their well-being referred to them as a World-class organizations that retitle their employees help create workplaces alive. P. Brione saw it from the perspective of work democracy. Freedom in its essence within organizations [29, 36, 37, 38]. However we look at it, the truth remains that these principles got these companies to fortune 100. Today they are recognized for the well-being of their employees. Especially if the organization is project-oriented.

Such organizations function with certain characteristic features. Hao Zhang et al wrote concerning SWB of employees in PBO focusing basically on how it neglected but an important aspect of the organization, the necessity of bring up the well-being issue of the employees and how it has impact on the organization. It was based on this and other researches that they presented four major features of SWB of employees in project based organizations [23]. These four areas were:

1. Flows: this is a momentary experience that is characterized by a period of intense focus, high enjoyment (either during or after), and a sense of time standing still [39]. Mihalyi C et al explained that flows was once grouped into nine dimensions and later into three by another author. The initial dimensions were challenge-skill balance, action-awareness merging, clear goals, unambiguous feedback, concentration on task at hand, sense of control, loss of self-consciousness, transformation of time, and autotelic experience but the later author grouped them as intrinsic motivation, enjoyment, and absorption.

2. Flow not only lifts the spirit momentarily, but it has also been found to build psychological capital over time, which is a major component of human growth [24]. Positive Psychology program referred to the activities which are in themselves rewarding as self goals whose results are the experience of flow which not only lifts the spirit of a person or employee momentarily but is also a psychological capital as a component of human growth [40]. Hao Z et al [22] argued that Flow is a core area of HRM that includes the in-and-out flows of human resources both internally and externally across organizational boundaries but Mihalyi C et al explained the the origin of a flow experience in an organization is a product of balance in challenges and skill exhibited in specific assignments and also discovered that flow had a strong involvement and accounted for variance in work enjoyment, self-efficacy, engagement, and positive affect but that the relationship between positive leadership and flow is weakened by employee attitudes[38]. Positive psychology believed that flow can be experienced while performing a hobby and that the two fundamentals of flow are a challenging task and the possession of the required skill to get it done. They believe that although motivation could also create a level of flow, but its not a flow at its best [40].

3. Performance: performance as one area of human resource management practices includes "design of work settings that allow for high performance and enhancement of proper and motivating work conditions [23]. According to Hao Zhang et al, three mechanisms could have effects on work performance of an employee in a project based organization. The first will be by affecting the cognitive abilities and processes of the employees which in turn enables them to think more creatively and become somewhat more effective in solving problems of the organization; the second is by influencing the attitude to work of the employees thereby raising their willingness to collaborate and be co-operative while the third is to improve the physiology and general health state of the employees. Although some may argue that this area of HRM practice also included three major things,appraisal, feedback and reward systems however he also presented that practices that develop trust among employees can develop trust among them and improve their performance using high compensation contingent on performance. They stated that this means if employees performance results in enhanced organizational performance, workers should be appropriately and equitably rewarded for their effort [39].

4. Involvement: Based on the research of Hao Zhang et al, involvement was presumed to include involvement in decision-making process and individual influence on work and work condition. Their study showed that the level of access to information, rewards, power increase and experience of knowledge employees have determines their level of satisfaction which is a part of their well-being and that their level of self involvement in decision making affects to the level of stress and life-work balance.

Liang-Chih Huang et al "suggested the need to strengthen the desired behaviors in employees through strengthening their motivation by direct incentives or connecting to their behaviors and that the organizations are able to encourage employees to identify with the goals of organization and to exert effort to achieve them through HR systems which was based on the theory of planned behavior"[40].Hao Zhang et al however concluded it by stating that "this means the purpose of life is more than just work. Thus, making employees more involved into work can improve employees" wellbeing" [23].

5. Development: Hao Zhang and Jian Tan discussed that developmental activities have goals to give HR lont-term competence development in dimensions with a career plan beneficial to both the individuals and the organization and that developments based on strength enhance employee well-being reliably. As such the competence

development of an employee could facilitate the well-being of an employee which could enhance the ability of the individual to meet psychological needs like competence, relatedness autonomy.

They suggested that employers make sure that talented employees remain in front of their professional expertise which is achievable by training them to be more work effective. As such training, learning and development strengthen the importance of developing deep knowledge of employees when employees" well-being is aimed to be enhanced [23]. Definitely one can now say that Competence development for employees in project based organization helps the general especially the psychological well-being of the employee.

But then how this is used and at what point could differ depending on certain situations of the project. Just as we have researched in above, SWB criterion can be used in project based organizations. But due to the fact that the basic difference between project based organizations and non-project based organization is that by design, project based organizations are built around a project. A project has specific start date and estimated or expected finish time. This requires that they mostly employ project managers to manage projects on their behalf knowing that the team is new and fresh, the enthusiasm still present and the willingness to make a mark will always be there for so many considering that the assignments are time constrained. While in the case of non-project based organizations they could go on with the same employees over a very long period of time. This gives non-project based organization the weakness of motivation being decreased over time. They may have manpower at their disposal but despite that they gradually become easily vulnerable to the point of becoming less enthusiastic about the job and their roles due to the monotonous nature of the job yet most companies will have issues getting rid of them due their expertise and level of experience. In order words, they require a fresh sense of motivation and innovation [42, 43].

On this note, non-project based organizations will be in greater need of SWB as it will strengthen the commitment and willingness of the project team as well as employees at the long run.

The CEO of iOpener and author of Happiness at Work, Jessica Pryce-Jones told 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 [44].

From the above, happiness/SWB 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, 4 July 2013 Agile Teams [45]. The agile idea of happiness/SWB 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 on June 27, 2013, '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 times 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'? [46] 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' [47]. Crisp's consultants, the author of the Crispe's blog also refered 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' [48, 49]. Obviously, happiness has a resultant effect on the tone of employee and work place.

Let's consider the importance to use SWB when forming team in projects.

Team formation means talking, discussing, asking and answering, being ready for brainstorming or working harder than usual, listening and asking for suggestions, respecting and following the indications received, keeping the morale as high as possible and motivating people when necessary [43, 50]. With regards to the project team and its creation, lots of emphasis has been laid on the composition of the team, their Professional competence, the Level of responsibility of the team members, challenges encountered by the team, the factors that accounts for the success or failure of the project, the level of involvement of team members in the planning and design of the project as well as the level of monitoring of the project [51] but hardly really on the subjective well-being of the potential project team especially touching on the criteria of what they consider very vital.

Like earlier shown in this research it is easy to notice that a lot has been done in the project team selection project management field. It is so easy to get a team to work. Ranging from the works by PMBOK to individual, ICB and many others. In all of these subjective well-being has been mentioned indirectly in all as a factor in managing projects, yet non has been able to make it a factor in selection or creation of project team. This may largely be accrued to the fact that it is an immeasurable concept that exists in the minds of many but without a method or unit of measurement may be almost impossible to put to work for most organization.

The major issue with project team selection with organizations and researchers is that they recognize the importance of subjective well-being but are unable to find its units or standards or even anything related directly to the measurement or determination of subjective well-being of a prospective project team. However subjective well-being is so important IN THE FORMATION OF A PROJECT TEAM because it helps the project manager and the stake holders to fully understand what it takes to get the very best out the project team and get the desired maximum result.

Theoretical aspects of the project team formation based on subjective well-being criterion. Despite this, for the most parts of project team formation across different approaches, one thing has remained consistent, its based on qualifications. They mostly are focused on development of team rather than formation. Lets take a look at some of these scientific approaches like PMBOK on the five steps of team development using Tuckman's Team development Model. these are: Forming; Storming; Norming; Performing; Adjourning.

However we are most concerned about the first step, WHICH IS FORMING [52, 53]. This the stage on which the team meets to learn about the projects and individual

responsibilities, the downside is that at this level team members are less open and trusting [54].

In some more details, PMBOK method of acquiring a project team [55] could be summarized as below (table 5).

<div align="right">Table 5</div>

Acquiring a project team by PMBOK

Inputs	Tools	Outputs
1)Project management plan 2)Enterprise environmental factors 3)Organizational process assets	1)Pre-assignment 2)Negotiation 3)Acquisition 4)Virtual teams 5)Multi-criteria decision analysis	1)Project staff assignments 2)Resource calendars 3)Project management plan updates

In approach PMBOK presented tools that was mostly about getting qualified team to work by picking from within the existing staff and in a case where they do not have then outsourcing becomes the other option. For the most parts the team is selected from among the existing [55].

To approach it from another perspective of picking from within the already existing team in which case the Human resource department of the company does the bulk of the work. In order to achieve this there are 8possible steps that could be used to create a project team as below:

1. Analyze the project task and break it into its component steps. Note down each of the work skills necessary to complete these tasks.

2. Think about any particular requirements you will have on this project, such as the ability to work to tight deadlines or an availability to put in overtime.

3. Speak to your human resources professional or to the employees' direct supervisors for guidance on which workers in your company have the relevant skills.

4. Ask supervisors also for a rating on these employees of their communications skills and ability to work cooperatively with others.

5. List out several potential team members under the heading of each skill.

6. Pick out those employees who have the right mix of skills and personal attributes. If you are not sure about a particular choice, conduct an informal interview with the potential candidates to get a sense of what kind of commitment they would have to the project if they were chosen.

7. Analyze your potential team to make sure you have the right mix of "idea" people and "detail" people. You need both inspirational team members and team members who know how to implement.

8. Avoid personality clashes. Even if you believe the individuals concerned are both skilled in the right areas, if they won't work well together, you will waste time and energy on needless conflict" [56].

But then, its all about skill and right positioning or rather categorization based on skill despite the fact that Beth Winston believed that 'you need the right mix of skills and of personalities to ensure the task gets done with the minimum friction and the maximum'.

The following tips would be really useful in Choosing Effective Project Team Members : Excellent Communicator; Knowledge of Project Management Principles; Highly Organized; Strong Ability to Read People; Accurate Estimating Skills; Self-Assured.

In the end these were qualities to look for in a project team members [57], quite contrary to the researches of Beth Winston. However staff acquisition as a term in team formation can be defined as 'the process of getting the human resources needed

assigned to and working on the project' but the things to consider when picking a team by this means should include previous experience, personal interests, personal characteristics, availability, and competencies and proficiency while your sources of these team members may come from endless sources if you so choose for instance from negotiations with managers and other project teams, pre-assignment from another project, or even from outside the organisation. Based on this, the source of selection or formation won't really seem to be an issue provided the qualities are gotten right [58].

P2M: This perspective holds that a project manager organizes the projects based on the commands and rights authorized by the head of executive organization or rather the stake holders. The project team and structure of the organization should be determined by scope, time cost, level of technical difficulty and contract type while the organization of the projects depend on these conditions and executive organization.

IPMA: this methodology believes that the responsibility of getting the right mix in project team belongs to three sets of people:

1) the project manager whose job is to analyze the project and provide the requirements for the people and developing the team using the Tuckman's five stages;

2) the project sponsor who make sure that the right team members are selected from the existing department to ensure the success of the project;

3) the project team members themselves who get the job done (Reinhard Wagner).

Based on this approach, the project manager and the sponsors or rather the project stake holders should be most interested in forming the project team with a *mixture allowing dynamic growth that will go on throughout the project life-cycle and successfully achieve the expected result from them* [59].

PMI and Agile: this methodology also uses the same approach as PMBOK which is the Tuckman's five stages. It emphasizes the value of the team, development of commitment and effectiveness within the team and the art of continuity for the team. Its scientific approach is not anything new while Agile does more of creation of effectiveness within the team. Its a way of making the most out of the team, but when it comes to creation of a new team and dynamism in terms of method or scientific approach, it seems silent there also [59, 60]. An agile team is a cross-functional group of people that have everything, and everyone, necessary to produce a working, tested increment of product. Dedicate these people to the team, and as a rule, do not move them between or across teams as demand ebb and flow'. The very definition of an agile team is getting in the way of forming agile teams, mostly because we misunderstand what a project actually is [61, 62]. As such Agile team also does not present a way of forming the team but rather a way of making the team(existent) agile.

Based on our research context forming the PT we consider on the state of selecting team members among candidates. Despite different approaches (qualification or competence based or others) traditional conceptual model of this process is used, that includes three big components: set of candidates as input, selection itself and PT as combination of selected candidates. Selection process includes two general components: system of indicators and method of selection (including mechanisms and instruments of testing, measuring, evaluation, final decision making).

Considering these components, just as we mentioned above, so many authors and methodologies have their several approaches to indicators and criteria for forming a team.

One approach to it holds the perspective that certain qualifications and standards must be met by members for a project team to be created PMBOK [55, 63] . These are: Experience; Level of interest; Personal Qualifications; Availability; Knowledge.

Beyond the above, a project team should be selected based on qualifications and what is needed. As such "the goal of this step is to identify a possible pool of team members based on the task skills needed for team effectiveness. Task skills refer to the individual capabilities that enhance one's ability to act effectively in broadly defined performance task domains Accordingly; such skills are "trans-portable" across teams and performance domains. Different team members have different levels of different skills, but the team, as a whole would possess all required task work skills" [52, 65]. This is to say that the team should be a complete package, but then the individual team members may not have it all. This is because a project is only as successful as the people behind it. In which case they were emphatic about the qualities of the individual team members if they are to belong to the team (Brightwork).

Companies should strive to have project team members embody each of the following six characteristics: Excellent Communicator; Knowledge of Project Management Principles; Highly Organized; Strong Ability to Read People; Accurate Estimating Skills; Self-Assured. However some members could have foundations but need the above skills to be sharpened [57]. Based on these, its easy to deduce that the bulk of the team formation and selection methods are based on merits, experience and qualifications.

As we also mentioned above, different methodologies are used to select and form PM teams. The central one is taxonomy of ICB which gives a new and redefined perspective to this whole concept. Its character and behavior focused and sheds greater light on the idea of subjective well-being as criteria and a factor in project team management.

There could be general approaches to this, but we must bear in mind that projects differ, locations and nature of projects differ one from another. General researches so far has shown and will keep showing approaches that can be used generally not dynamically. But researches develop other selection mechanisms to satisfy needs of particular projects. As such specifically dynamic projects require more specialized approaches.

In the scientific perspective the task of selection team members is the task to develop a new scientific approach that can not only be used generally but designed to be adjustable into dynamic projects as well.

This will mean adjusting the traditional approach, researching further and producing new approach to elevate SWB. According to Edward Diener 'Subjective well-being (SWB) is the scientific term for happiness and life satisfaction-thinking and feeling that your life is going well, not badly' [66]. Further researches of Edward Diener collaborated with other authors, they defined subjective well being as 'a person's cognitive and affective evaluations of his or her life' [18] as quoted by Brian Albuquerque. Positive psycology program however defines it differently, as 'an individuals experience of affective reactions and cognitive judgments'. It approaches it believeing that "SWB looks at satisfaction generally, as well as a sense of satisfaction to that particular person's standard. Assessing life satisfaction involves past experience and future expectations. Scoring high involves having "pleasant emotions, low level of negative mood, and high life satisfaction" [20] but the definitions of Diener, Lucas, & Oishi, 2002 were re-echoed in defining subjective well-being by Carmel Proctor as 'the personal perception and experience of positive and negative emotional responses and global and (domain) specific cognitive evaluations of satisfaction with life. It has been defined as "a person's cognitive and affective evaluations of his or her life" [24]. In general it is easy to note that most of these definitions are simply the words and works of Edward Dierner re-echoed and rewritten by most of these authors. For instance Satabdi Roy Choudhury defined subjective well-being at first as referring 'to a combination of a cognitive judgement of satisfaction with life, the frequent

experience of both positive moods and emotions and as well as the experience of pessimistic emotions'. But then also went further to state hence, subjective well-being may be considered "a general area of scientific interest rather than a single specific interest construct" [20].

Teresa Del Pilar Rojas defined it as an individuals experience of affective reactions and cognitive judgments [67]. This could also be viewed as how people experience their individual lives with respect to emotional, logical as well as cognitive judgments. It there encompasses moods and emotions as well as evaluations of one's satisfaction with general and specific areas of one's life [68]. I could say that this basically the study of what makes up the life of a person from their perspectives, their approaches, and these determine their reactions to events that take place in their lives. It varies from person to person as it is deeply individualistic. Although it is very person for there to be the existence of similarities. Subjective Well-Being according: The Science of Happiness and Life Satisfaction (SWB) is defined as 'a person's cognitive and affective evaluations of his or her life' [18, 69]. Although I would rather use the term fulfillment considering that it consists of a lot more than just an aspect of a persons life. For him the concept refers to technical perspective of sensation as to defining well-being to be basically about maximizing pleasure and minimizing pain as much as possible [67]. He believed in the school of thought that Subjective well-being belonged to the Hedonic perspective not the eudiamonic. The two perspectives are explained as being the two general perspectives of research on well-being: the hedonic approach, which focuses on happiness and defines well-being in terms of pleasure attainment and pain avoidance; and the eudaimonic approach, which focuses on meaning and self-realization and defines well-being in terms of the degree to which a person is fully functioning.

But that subjective well-being is characterized by both objective and subjective concepts but 'may be conceptualized only as an internal subjective experience of each particular individual. Understanding the category of well-being as the combination of its two aspects allows the formation of two approaches to its specification, measurement, and evaluation' [68]. In their research they believed that the methods to creating the factors, measuring and evaluating subject well-being should totally differ stating that 'they should be more complex, more individualized, more directed by different vectors of influence and impact, based upon deep philosophical, ethical, moral, and psychological principles and categories, and, thus, they should be less material, less tangible, less quantitative, and more subjective. The subjective aspect of well-being can be described via such categories as respect and self-respect, confidence, satisfaction, harmony, harmonious physiological and psycho-emotional state, awareness of the purport of life and the person's own meaning and significance in the social and political systems and in the universe, the feeling of love, affection, friendship, necessity, the person's own place, implementation of the person's calling, etc.' [68].

However, in their research, they enumerated three basic reasons for ill-being with respect to subjective well-being. They are:

1. The elimination of the moral basis of the social, political, and economic interaction, and the construction of the said interaction on the basis of the objectivist philosophy.

2. The construction of economy on the principles of Keynesian theory of economic relations aimed at boosting consumers' demand, which, together with the ideas of market fundamentalism and the modern individualist culture, have formed a consumer society whose main priority is its individual subjective benefit;

3. The idealisation of democratic society not as one based on solidarity, mutual understanding, mutual respect, voluntary simplicity for the sake of public welfare and

well-being, but as a society of personal rights, liberties, and needs isolated from those of others, which, in result, has led to the creation of the individualistic society, or the socalled social atomism, where every person acts to their own personal advantage [68]. Of course the above revolves around entire aspects of life of a person.

Using notion "happiness", Christiaan Verwijs, the Agile coach, Scrum Master and Developer, 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 it stating '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' [46].

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'). 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).

Brian Albuquerque suggested that for a psychologist to do measure subjective well-being, they will be measuring how people think and feel about their lives. As such he enumerated three components of subjective well-being as stated below:

1) life satisfaction;
2) positive affect;
3) negative affect.

Another author stated that "the hallmark of measures of SWB (Subjective well-being) is that they are obtained through self-reports: people are asked to evaluate their lives as a whole or some aspect of it. The questions can be relatively straightforward and a widely used one simply asks: 'Taking all things together, would you say you are …: very happy, quite happy, not very happy or not at all happy'. More elaborate measures use multiple items to target a specific part of SWB and consequently render more reliable results single-item measures do (thought at an expense)" [70] .

In the process of finding a measurement scale for Subjective well-being, Paul D et all stated that SWB (Subjective well-being) is beginning to be used to monitor progress and to inform policy; or, rather, 'ill being', in terms of depression rates and in the provision of cognitive behavioral therapy. More is now needed on the positive side

of the well-being coin. Policy appraisal using SWB has interested academics and it is now interesting policymakers too . More is now required. We need to measure all three well-being accounts, separately. We also need to measure SWB in different ways. Measuring Subjective Well-being There have been many attempts to classify the different ways in which in SWB can be measured for policy purposes. We distinguish between four broad categories of measure: evaluation, experience, eudemonic, ONS (Office of the National Statistics) [71].

Evaluation: in this method of measuring SWB, the people are assessed using data of their lives. This approach requires a level of information made available to make information appraisal as well as the cognitive reflection on their life. In doing this questions are asked and their opinion graded based on certain scales to understand their definition of quality living. Lucy Tinkler et al explained that to get this measurement general happiness questions are used instead of satisfaction or subjective well-being which in this case yields the same results in terms of impact of key variables. Paul Dolan et al explained how it is done explaining that respondents would be required to provide overall assessment of life satisfaction or particular areas of their life like health, job, relationships or any other and evaluated on scale 0 to 10. 0 being worst possible life for them and 10 being best possible [72, 73].

This information is now taken and used to evaluate the subjective well-being of these people.

Experience: this approach to measuring SWB aims at assessing the emotional quality of the life if the individuals. It is closely related to the undiluted account of well-being of the mental state of the person which is dependent on the feelings of that person at a given time. This quality is often measured in terms of the frequency, intensity and emotional affects at the particular given time such as anger, excitement etc. This method approach SWB as being a function of pain and pleasure which is SWB indicator which makes things and situations good or bad [72, 73].

This information can be collected over time in a dairy format by asking the individuals questions or doing general survey of questioning their feelings over a short referenced period of time. This can pick up any form of emotion including the positives and the negatives.

The eudemonic approach: is a measuring theory that is based on the need of individual lives psychologically to define its meaning and sense of control over their lives and in connection to others around them, autonomy, contentedness, good personal relationships, sense of purpose, vision and achievement which will in turn affect the well-being of every individual involved. This is seen as a measure of flourishing or success. It is also sometimes referred to as functioning or psychological approach to measuring SWB. This approach tends to measure SWB from the psychological perspective of the individuals involved as the major indicator.

ONS approach to measuring subjective well-being: this approach is also referred to as the balanced approach and this is because it takes into account the other different ways of measuring SWB. This method simply adopted the various methods and adapted them together to create a balance and general thoughts to achieve the same goal except this time it is more detailed.

To achieve this, questions are grouped according to type of subjective well-being measure (evaluative, experience and eudemonic) and depending on the level of detail that they provide and how they could relate to different purposes of public policy. The most general measures can be used for overall monitoring [72, 73].

ONS included four subjective well-being questions covering evaluative, eudemonic and experience measures of well-being. The four questions are as follows:
  • overall, how satisfied are you with your life nowadays? (experience)
  • overall, how happy did you feel yesterday? (positive affect)

• overall, how anxious did you feel yesterday? (negative affect)

• overall, to what extent do you feel the things you do in your life are worthwhile? (Eudemonic) [73].

What are the features and/or difficulties of measurement and evaluation?

In order to measure SWB or even recommend any particular measurement, Paul D. recommended that certain things be taken into serious consideration:

1. Salience: prevalent questions depend on individuals and what they had been asked before. As such there is no standard question that is stable at all times and may get the same answer for all individuals.

2. Scaling: the changes in methods of scaling with respect to differences in population and situations. This means there is no universal scale that functions universally. Life satisfaction scales may be responded to and interpreted in different ways by people at different ages with varied responsibilities. In relation to things like the income, health and family, reactions to the scale will differ depending on individuals and population.

3. Selection: it is very important that people partaking in this are selected right. People have different approaches to life satisfaction and this could be the reason for varied responses and results from asking them questions. The level of satisfaction and aspect you are looking towards should determine the kind of people you select.

However the most populous ways of measuring subjective well being is explained in different ways by different authors. This is probably because they got the enumerations from the same authors. Below are the two ways considered by them:

- life satisfaction can be measured using a questionnaire such as the 5 item satisfaction with life questionnaire or the Satisfaction With Life Scale (SWLS);

- affectivity can be measured by for example, the PANAS [positive affect negative affect schedule];

- the Experience Sampling Method [70, 74, 76].

Brian Albuquerque added that the above two measures can be categorized as examples of self-report measures but could be affected by some factors. As such the experience sampling method could be useful in which case the family friends of a person is brought in to give accounts of various events both negative and positive.

Using the self-report measures method of measuring subjective well-being, Brian added the following factors as being able to affect the scores of subjective well-being:

- situational factors;

- the type of scales that are used;

- the order in which the items are presented; and

- the mood of the respondent at the time when the measurement was taken.

With this Brian concluded that Subjective well-being is a hugely complex field. Whilst research evidence shows personality to be a strong influence on SWB and certain traits are linked to subjective well-being.

Further prospects of the research. Deep analysis of practical and theoretical issues of PT formation by SWB criterion conducted above we used as a base to formulate following conclusions and statements.

In modern environment of projects SWB of the PT became one of the most useful managerial category to approve that project goes in the right direction to achieve stated goals and produce expected values within planed time and resource limits. It helps to measure the SWB of project team members and to predict the level of productivity as well as its maximization. The base for such prediction is just general statistical dependencies, such as "Happier people are about 12% more productive". Unfortunately we could not find scientifically based dependencies or models that describe properly influence of happiness, fulfillment or well-being of the PT on traditional project managerial parameters – quality, time, and resources. Besides,

such influence might be different for different types and kinds of projects in different fields with different environment, level of complexity, risk, changes etc. We could not find such classification or related researches yet.

The most known type of projects where SWB is recognized greatly is Agile-projects. Within this methodology they talk about happiness of the team. The reason is very changeable environment, necessity to communicate and interact with different people, what is more important - to be creative and to work-out the expected value being under the pressure of schedule and budget. Although projects are dynamic and mostly unique in scope and planning, goals and framework; it is necessary to note that there are definitely going to be similarities, sometimes in methods and other in approaches. We understand also that in different projects the necessity to consider SWB might be different. Some special coefficient might be introduced to measure projects in this context.

The feature is that traditionally SWB is used to monitor the PT after the project has begun. But there is a great necessity to use this criterion from the project very beginning in order to provide involving to the PT those people who are able to be effective (productive) because of being happy in this project. It is the idea of our research. Here is very important to mention that SWB-approach to select PT is not controversial to traditional qualification/competence approach. SWB-approach should support qualification/competence approach. And SWB-evaluation of candidates should describe the future team of competent members from the perspective to have emotional and psychological abilities and coordination, not just certifications or qualifications and be able to carry out responsibilities with full dedication yielding the desired result all through the project life cycle.

So, the practical issue of this research is related to the task to use SWB as a criterion when forming the project team to select future team among candidates.

Conceptually general model of forming PT as a process with input (set of candidates) and output (defined project team members) is absolutely applicable, but should be re-phrased in terms of using SWB as a criterion.

In theoretical terms task of forming PT by SWB criterion breaks on two sub-tasks: to evaluate each candidate, and then to find best (most rational) combination of candidates based on comparing their grades.

Using SWB at the very beginning of the project allows finding out factors that can provide feeling of well-being of candidates in the project in future. Thus in this case best (most rational) combination means combination of candidates who are most alike by grades, thus have more common base to provide appropriate conditions to feel well-being in project.

Evaluating candidates means using of indicators. Analysis shows numerous indicators that are used by practicians and researchers in the context of happiness. Traditionally their combination depends on conceptual understanding of SWB within particular scientific or practical approach. So, for the purpose of our research such approach should be selected and grounded, and appropriate indicators should be compiled. We understand and support proved opinion that no standard indicators that are stable at all times for all candidates. They can vary from project to project. But to have a chance to create and try our method of the PT forming we consider a task to shape more universal indicators perceptible and acceptable for majority of personalities. We suggest to make it based on system approach, thus as a result we expect to shape a system of indicators, rational by quantity, surplus but rational at the same time.

The subject of evaluation should be a person him- or herself producing self-report. It's absolutely natural that person can provide most reliable assessment rather than expert or machine (computer).

Current results in our research gave as a base to analyze two distinguishing approaches when forming PT – qualification/competence and SWB by following criteria: context (starting point and focus) of evaluation; final result of implementing indicators; subjective/objective nature of scales used; vector (object) of measuring and evaluation; subject of evaluation; possibility to compare (table 6).

Table 6

Qualification *vs* SWB approach

№	Criteria	Qualification/competence approach	SWB approach
1	Context (starting point and focus) of evaluation	starting point is a project; project causes expectations from the candidate	starting point is a person of candidate; person causes his (her) expectations from the project
2	Final result of implementing indicators	Understanding features of person to provide his (her) success in project; objective nature	Understanding features of project to provide that person fells well-being in project; subjective nature
3	Subjective/objective nature of scales used	Objective	Subjective
4	Vector (object) of measuring and evaluation	Features of a candidate are measured. Actual marks should be compared to "ideal" or "norm"	Attitude to well-being; person assigns subjective ideal (norm) based on his (her) understanding
5	Subject of evaluation	Stage of individual evaluation – expert; Stage of finding rational combination - expert	Stage of individual evaluation – person (self-report); Stage of finding rational combination - expert
6	Possibility to compare with marks of other people	Comparable	Non-comparable

As one can see from the table, qualification/competence and SWB approaches look contrary different, presenting two sides of one coin. It gives us base to state that methods created for the purpose of qualification/competence approach are not acceptable for using within SWB approach. On the contrary, they should be unusual, more soft, human oriented, at the same time more holistic, entire oriented.

The most "weak" and theoretically unsolved point of the evaluating candidates and further finding their most rational combination for the PT is choosing of scale. For these two stages the scale should be common.

For the first task (individual evaluation) most of researchers use fuzzy scales. It's caused by nature of SWB: it's obviously easier for a person to evaluate something related to happiness, fulfillment or well-being avoiding numerical scales. This is because feelings are hard to measure. They have no physically definite determinant to view physically and be certain of its grading.

Many researchers have concluded also the fact that SWB scales may be responded to and interpreted in different ways by people at different ages with varied responsibilities. In other terms the scale will differ for different indicators of different persons. When some scale is selected to evaluation stage it means that each person will interpret it subjectively. Thus there is no common base to compare answers of candidates, no way to consider answers of candidates comparable, no way to consider them adequate for further manipulations when selecting team members. In this case the point is to find such scale that allows avoiding this weak feature. Analyzing different researches we could not find any method of evaluation that

matches all features of SWB-evaluation. Most of them were created within qualification/competence approach. Some methods allow evaluating candidate only on the stage of individual evaluation, but do not consider the need and possibility to compare results of individual evaluation for finding better combination of candidate. For that purpose the closest (by essence) method is method for context assessment of the project management team's competence. Its great advantage is it was created based on rank scale and we can use its basic concept. But it differs from the main idea of SWB evaluation.

So, it gives a reason to conclude that subjective well-being of project team members has not been taken into consideration in most organizations, both in developed and developing parts of the world. This situation means that the methods of project team selection will have to be restructured to consider the subjective well-being of team members as individuals and sometimes as a group. Subjective well-being in teams is a less developed aspect of project team selection and that is why this topic actuality is vital. It will allow to develop alternative approach that takes into consideration the level of subjective well-being and in turn commitment of a project team, thereby getting the best out of them.

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