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## PROJECT MANAGEMENT: FACTORS OF SUCCESSFUL IMPLEMENTATION

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Until present time, research in project management has focused on planning and management techniques that a manager can use to control time, costs, resources, and quality. The environment of the project, including stakeholders, remains less studied and does not currently have sufficiently clear and accepted management methods. Any strategic planning process involves predicting the future environment, but in practice we study several possible options for future environments, ranking the likelihood of their implementation.

At the same time, experience shows that many of the problems associated with the implementation of the project lie in the field of environment, and the success of the project manager in achieving the set goals depends more on his communication skills. Therefore, the quality and ability of the project manager to communicate with people is much more important than his technical knowledge. In any case, this is what he has to devote most (80-90%) of his working time.

To understand what environmental factors influence the project, the manager should consider the organization implementing the project as a subsystem operating within a larger system (environment) and interacting with other subsystems. The environment refers to "the totality of things, conditions and influences." Thus, the environment includes almost everything outside the project, including internal environmental factors: company owners, management, heads of functional departments, coordinators of other projects, temporary project staff and staff transferred on a permanent basis; as well as factors and actors in the external environment:

- state institutions and public organizations;
- legislation and regulations;
- politics, economics, ecology, security, culture, morality, religion;
- technology; other project participants represented by the customer, suppliers, consumers, competitors, contractors, financial organizations, owners of land plots, real estate.

The main conclusion is that the project is connected with other subsystems or organizations in the environment surrounding the project. This creates a two-way relationship of interdependence. That is, to achieve success, the manager should not be limited by the scope of the project only. He must study and endeavor to manage, or appropriately adapt, the external forces on which efficiency and results depend.

But the fact is that all these factors relate to the general environment of the project and lie outside the direct control of the project manager. The manager does

not have traditional authority over the key figures and factors in the project environment. The only exception here are the permanent members of the team who are directly subordinate to him. Power is built in the form of influence and means the ability to force someone to act in accordance with someone else's desires. The basic rule regarding the distribution of power and influence is that "persons who are not directly subordinate to a given leader have the right not to follow his instructions at all". In order to get the support of important (influential) people in the organization and outside it, the ability to build interpersonal relationships is extremely important for a manager. In fact, managers have to become diplomats in order to gain some influence and understanding in order to ensure the necessary control over the environment and the effective completion of the project.

The process of analyzing the project environment begins with an examination of all the actors and factors that influence or those that can influence the success of the project. The identification of the main actors is sometimes referred to as "mapping the persons" interested in the project; identification of persons or parties interested in the success or failure of the project. The parties can be viewed both in terms of possible help from them and resistance to the implementation of the project.

The manager should focus on the opportunities and hazards that are most important to the successful implementation of the project. The degree of importance depends on how powerful the stakeholder in general is and how strong it is in the area where opportunities or dangers exist. You can decide which opportunities to use and which dangers to prevent.

### **Conclusions.**

1. Many of the problems associated with project implementation lie in the area of the environment, and the success of the project manager in achieving the set goals depends to a large extent on his ability to communicate. The environment of the project, including stakeholders, remains less studied and does not currently have sufficiently clear and accepted management methods.

2. To understand what environmental factors influence the project, the manager should consider the organization implementing the project as a system operating within a larger system (environment) and interacting with other subsystems. The main factors and actors in the environment of the project are shown, which creates a bilateral relationship of interdependence. To be successful, the manager should study and try to manage, or in a certain way, adapt the external forces on which efficiency and results depend.

3. The processes of analysis of the project environment are considered, including: definition of the environment; identification of the most significant actors; determination of their mutual interests in the project, incentives and goals, the nature of behavior in various circumstances, guidelines.

4. An important line of thinking for a manager should be to look at the project in terms of the power he has over external actors and factors. The project manager can increase his influence if he can understand their main interests and link them to the expected results of the project.

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