- істотно більше число підключених об'єктів;
- істотно менші розміри об'єктів і невисокі швидкості передачі даних;
- фокус на зчитуванні інформації, а не на комунікаціях;
- необхідність створення нової інфраструктури і альтернативних стандартів.

Види IoT і деякі приклади. Прийнято виділяти два різновиди IoT: 1) побутовий Інтернет речей; 2) промисловий Інтернет речей.

Прикладами IoT можуть слугувати:
- «розумне» дзеркало від Panasonic;
- «розумний» газовий балончик сфотографує злочинця і відправить його фото в поліцію;
- велосипедний дзвінок, що дозволяє знаходити свій транспорт на паркові;
- OnHub — «розумний» домашній Wi-Fi-роутер компанії Google;
- система контролю сна від Samsung;
- «розумний» дім компанії Siemens;
- Smart Grids — «розумні мережі» електропостачання та ін.

Ризики Інтернету речей. До числа найбільших ризиків, які приходять з розвитком технологій Інтернету речей, слід віднести:
- забезпечення конфіденційності;
- кібербезпека;
- відповідальність.

Перспективні напрями розвитку IoT. В якості перспективних напрямків подальшого розвитку IoT слід назвати: 1) *Інтернет нано-речей*; 2) *когнітивний Інтернет речей (Cognitive Internet of Things)*.

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ПІДБІР ПРАВИЛЬНОЇ КОМАНДИ ЯК КЛЮЧОВОГО ФАКТОРУ МАЙБУТНЬОГО УСПІХУ ПРОЕКТУ

SELECTING THE RIGHT TEAM AS THE KEY CONTRIBUTOR TO A PROJECT'S FUTURE SUCCESS

Анотація. Стаття розкриває основні кроки у підборі правильної команди для новоствореного проекту. У ній освітлюються деякі ризики, з якими зіштовхується проектний менеджер при наборі кращих спеціалістів, та містить рекомендації по їх уникненню.
Ключові слова: проектний менеджмент, набір проектної команди

Summary. The articles covers the basic steps of making the right team for a newly initiated project. It highlights some risks a project manager might face when selecting the best candidates and contains some recommendations on how to eliminate mistakes at this stage.
Key words: project management, project staffing

Creating the right team is the half of a project's success. Basically, to the same extent it refers to run-the-business activity, though in most cases the latter works with existing staff.

A project might as well start with already composed team, but it happens that there's a need to collect a team from the scratch. I would put this process into three steps: Plan-Create-Support.

Step 1. Plan

Prior to hiring process, it is necessary to make a clear understanding of resource demand — volumes, location split, seniority, skills matrix etc. These tangible parameters of the team will define — who, where and for how much time you will need to involve. It is very important at this

moment neither to underestimate nor overestimate the requirements of certain project. In the first case you will lack expertise to complete the tasks, in the second one — you will face the problem of demotivated high-skilled employees performing routine exercises far below their capabilities. What's more, planning the team composition and creating the hierarchy will help you a lot in understanding the level of maturity of the future resources and avoiding the dilemma of who reports to whom. The same with the size of the team — I would always go rather with understaffing than overstaffing: better to cover some tasks with several overtimes than keep extra specialists on board, wasting their time and skills and your budget.

Planning the resources for a project, one needs to remember that we are usually hunting the best experts, whose capacity is most probably booked years in advance. Thus, the second issue is the availability of resources. Just as hardware or any other resource — people have limited production capacity. Good coordination among the units within the organization and clear prioritization of line and project activity will serve well to distribute man-days in the most efficient way. It will help to keep the deadlines, guarantee the deliverables in time and avoid overtimes.

Step 2. Create

After defining what we actually need we go to the next step of hiring the team. Obviously, the first and foremost criteria will be how the candidate matches technical requirements of certain level of competence, skills and experience. But this is only the first round of selection, where you will deny a half of candidate pull. My personal experience shows that in most cases either candidates do not demonstrate the level of skills claimed in the cv, or the cv doesn't reveal the full potential of the candidate. Therefore, if there is the least chance of face-to-face interview — don't miss it. Otherwise, you will make the decision on the candidate's ability to compose a good resume. Definitely, it's not the case if you're searching for technical staff. In the last case it works with technical tasks — online or offline it will give the possibility to your interviewee to reveal his/her full potential and expertise.

After selecting candidates based on technical skills go to so called «soft skills». Lately a lot of attention has been paid to the latter. I must admit not in vain. Especially if we are talking about senior staff or anyone more or less involved in management — diplomacy, problem-solving, communication skills become crucial and no less important than technical skills. Project delivery will require a lot of team work, joint efforts, decisions and responsibility, thus it would be great if they are able to work both individually and as the part of the team.

There are some risks connected to sole decision while composing a team:

- only people with one certain type of character might be approved. A project manager must understand that the project will only benefit if people with different personal characteristics join the team — introverts and extraverts, accurate and attentive to details or creative and unpredictable. The first will guarantee the preciseness of numbers, the others will bring fresh ideas to your project.

- only the best specialists are accepted to the team. Since every project contains not only non-standard decisions and workarounds, but a lot of routine, your «rock stars» will soon get bored with it and quickly become demotivated. First, reasonably evaluate the complexity of the tasks, match it with seniority of staff required and hire appropriate people. My personal take here is to assign less mature staff to more difficult tasks they theoretically can execute. It both allows me to keep them motivated and them — to evolve dramatically within a very short period of time.

- only people of your field of expertise will be well selected. It means that if a project manager is a former business analyst — he/she will be able to make the perfect team of business analysts, while developer and tester sub-team will suffer and get delays in time.

Step 3. Support

After there has been a full team composed, tasks and responsibilities assigned, subordination fixed, project manager steps into the next part — team maintenance and support. It involves a lot of different activities — from keeping the existing employees motivated to fighting with attrition and searching for replacements in case the previous efforts failed.

Summing up all said above, you can never fail to make a good team when starting a project, since it will be much more challenging to replace or dismiss the existing staff already in the process — it will jeopardize the schedule and put extra dismissal costs on your project.

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