

Designing is a responsible creative work



Interview with **Maciej Kwiatek**, Member of the Board and Technical Director of Fort Polska, who manages a team of over sixty engineers who carry out multi-branch project documentation, expert opinions, optimization and geotechnical analyzes and supporting the individual stages of construction investments.

What question do you start recruiting with?

I don't rely on standard question schemes. I always try to make friendly contact with the interlocutor and deduce many clues that interest me during the conversation.

And what are these clues?

Although we are a fairly large team, we do not build an organization based on corporate governance. We are a

company in which we focus on relationships and trust. We can say that we operate like a family business. That is why it is important for me that apart from hard competences, the recruiting person should manifest the values important in our team. I believe that in teamwork, soft competences must have the same share as hard ones. Emotional intelligence plays a

very important role in the efficiency of team work.

And what do usually answer to you people looking for a job in your company?

Those with whom we work are characterized by a common system of values based on responsibility, honesty, commitment and teamwork. We are looking for people who are committed and who will become a part of our fundamental values.

And hard competences? Skills, knowledge?

It is obvious that we employ the best candidates, because the projects we implement are demanding. The level of difficulty, pace of work and scale of design are the challenges our team faces every day. But it does it with great passion. You just have to like this kind of work. A new employee always receives a person who introduces him to the system of our work, supports him and helps to acclimatize.

Our industry is primarily experience and work using new technologies. We often reach for new design programs and of course we train.

The work model of the organization, which in dozens of people simultaneously implements various projects in Poland and in the world is based on some specific methodology?

The methodology of our work is adapted to our industry and our

specifics. As a design office, we are one of the elements in a set of many vessels connected in construction.

We try to derive the best from each of the available methods of project management, adapting our system to make it more and more optimal, effective and, most importantly - to achieve measurable and high quality goals. Because we are famous for such projects and our clients come to us for such projects.

The key is always the selection of people who are a part of the project team working on a given issue.

Their mutual cooperation, the ability to communicate effectively, resolving obstacles to the goal, using technology, attention to responsibility, as well as the interest and comfort of our client's work - this is the recipe we have been using for years.

You have millions of designed meters of various investments. Many of them are awarded and recognized around the world - it obliges?

MK: Of course. We are a well-known office. Our recognition is related to our achievements and a wide range of design possibilities and ranges that we can provide. We work for various clients in Poland and in the world. Our personnel potential and processing capacity allow us to aspire to demanding investments. Our experience is appreciated. Our employees draw conclusions from

each project that allow us to improve our work and train each other in solving difficult project issues.

Do you use quality control in your projects?

Quality is often reduced only to the rank of compliance with the standard. We try to give it the right value, because we know that the concept of quality contains a lot of necessary components, i.e. object security, compliance with the requirements of the standards; project optimization - which gives the investor financial success; simplicity of solutions.

The design verification process developed over the years allows us to say that the projects we create meet the highest standards.

Which transfers into establishing cooperation with clients who value us for it.

A diffused work system that has become very popular due to the covid 19 pandemic works for you?

Our 20 years of experience shows that the diffused system has been worked for a long time. We create optimal working conditions, which is why the introduction of a home office for the whole company was not a problem for us and our clients. We know that it is important to achieve goals at work,

not just being in the office. We do not impose ready-made schemes on our designers, designing is a creative work.

Project managers organize team members' working time to focus on results. In addition, our projects are often international. The teams are stationed in different parts of the world. Internet, online communication tools, language skills, remote cooperation skills are a daily part of our life.

And what is the key in team management?

We try to see a human being in every employee. His values, problems he is facing. We show understanding. This seems to be a key aspect that for most employees is important and appreciated - and this translates into long work placements.

A well-coordinated team is essential. We consult our solutions together. We exchange experiences. It is the foundation of good work and high quality results. Our strength is the experience and values of our team.

