



ENABLING STRATEGIC FORESIGHT AND ITS ROLE AS A PROCESS IN THE EFFICIENCY OF WORK TEAMS-AN EXPLORATORY STUDY AT IMAM SADIQ UNIVERSITY

Rafal Hamzi Naji

College of Administration and Economics,

University of Misan, Maysan, Iraq

rafalhamzi@uomisan.edu.iq

Abstract

This study aims to examine the correlation and impact of strategic vigilance on the efficiency of work teams, as well as to identify the equal of interest in the investigation variables and their scopes. To attain the study's objectives, a hypothetical model reflecting the study's hypotheses was framed. This model consists of two main variables: the independent variable, strategic vigilance, and the dependent variable, work team efficiency. The researchers Adopted a descriptive exploratory approach and distributed a questionnaire as the primary data Collection tool. The study was conducted at Imam Al-Sadiq University, the study population consisted of administrative leaders and faculty participants at Imam Al-Sadiq University, selected randomly. Statistical software, exactly SPSS version 26, was used. The consequences of the statistical analysis confirmed the study's hypotheses and yielded several conclusions. the most prominent of these findings is that the colleges under study possess a level of vigilance embodied in their adherence to the Ministry's ideology, regulations, and usual laws. However, they suffer from limited contribution by their members in monitoring environmental events surrounding their departments.

Accordingly, The most important recommendation is to focus additional on strategic intelligence by attracting and recruiting competent and talented individuals in the field of info technology.

Keywords: Strategic vigilance process, team effectiveness.



Introduction

The Research Problem

The objective of using strategic foresight, with its various dimensions, by organizations is to enhance their ability to respond quickly to sudden or unexpected environmental changes in an environment of uncertainty. Organizations that fail to implement this proactive information process may be vulnerable to collapse, especially in the face of intense competition or rapid environmental shifts that may not allow them the opportunity to take appropriate and swift measures to mitigate negative impacts. This is necessary for organizations to establish an effective foresight system that considers both the inputs of the foresight process and its outputs.

Therefore, the research problem is embodied in answering the main research question:

(Does the process of enabling strategic foresight play a role in the efficiency of work teams?)

Significance Research

1- Providing a theoretical agenda for the two study variables, aiming to introduce the university to modern perspectives that method a knowledge base in organizational Philosophy, organizational behavior, And strategic organization.

2- Demonstrating the Role of adopting strategic foresight authorization performs within the university Sample.

3. the study begins by importance The importance of work teams and in what way the dimensions of strategic foresight can improve their efficiency.

4. It classifies the association between strategic forethought and the efficiency of work teams.

Research Objectives

This research aims to achieve the following objectives:

1. To offer some advice and suggestions based on the research findings, hoping that the organization under study will benefit from them.

2. To identify the importance and extent of the organization's awareness of strategic foresight models and patterns, work teams, and the organization's levels of understanding of these dimensions.



3. To encourage the university under study to consider studying strategic foresight and the effectiveness of work teams for the determination of promoting from this study.

Research Hypotheses

The research hypotheses are divided into two main hypotheses:

1- First Hypothesis:

"The process of enabling strategic vigilance is statistically significantly and positively correlated with the effectiveness of work teams at the university under study."

2- Second Hypothesis:

"There is a statistically significant effect of the strategic vigilance empowerment process on the effectiveness of work teams at the university under study."

Research Population and Sample

1. Research Population: The research population was selected from Imam Al-Sadiq University.
2. Research Sample: The research sample consisted of administrative leaders, and a random sample of administrative leaders at the aforementioned university was considered. The sample size was 69 individuals.

Study Methodology:

The descriptive-analytical method was adopted to define the problem and frame its dimensions in order to arrive at an answer to the study problem. The descriptive-analytical method describes what exists and attempts to pave the way for discovering new facts. It includes collecting data related to products, people, individuals, events, and situations, and then organizing, classifying, and describing the results. This provides a knowledge dishonorable that can attend as a foundation for further quantitative analysis, As it paints a picture of a exact phenomenon, allowing for its correct clarification, Especially the data existence analyzed. Useful insights principal to the development of hypotheses (Baha, 2016:4).



Theoretical Framework: Strategic Vigilance

Strategic Vigilance: Origins and Concept

the person's boldness towards information has evolved alongside their evolving needs for it. They have come to comprehend its importance and the benefits derived from utilizing it. No longer content with directly available information, the hunt of new knowledge has develop a goal and objective, leading to a incessant search for info that has developed an explicit necessity, especially during wars. This is crucial for understanding the enemy's tactics, fortes, and weaknesses, creation information a decisive weapon. Strategic vigilance is a relatively recent management concept, primarily used in management studies and within circles specializing in information analysis and management. It is one of the precursors to economic intelligence. In Europe, the development of market intelligence dates back to the early 1980s (market intelligence in Europe is historically closely linked to technological information, while in the United States it is linked to competition). Oil shocks and various social, political, and technological changes led companies to revise their forecasting models, which had become ineffective. By the end of the 1980s, they had established backup (often technological) and foresight units, which continued to develop into the 1990s. Currently, market intelligence activity is of great importance to companies and is systematically planned and designed (Al-Janabi & Al-Zubaidi, 2018: 38). The term "market intelligence" is a relatively recent concept. It focuses on proactively acquiring accurate information, verifying its sources, and disseminating it for business growth. We will discuss the concept of market intelligence in general and strategic market intelligence in particular. The word "market intelligence" is resulting from the Latin word "vigila" (Khadija, 2015: 41). Agreeing to the Larousse Encyclopedia, vigilance income "constant monitoring and attention," as well as "alert, observing very carefully." Vigilance is originally a concept translated from English and originates from two very different worlds: Anglo-Saxon countries and Japan. It seems to be connected to the cultures of these countries. Anglo-Saxon companies have used it since the end of World War II under the names "business intelligence" and "competitive intelligence." Here, intelligence refers to facts, info, and espionage. Business intelligence activities mention to the search for information or espionage for military purposes. The United States started using strategic vigilance in the 1980s



under various names (environmental survey, environmental intelligence, business intelligence, ecological analysis, strategic ecological survey, strategic material survey organization).

Linguistically, the meaning of vigilance, according to Arabic dictionaries, comes from the root a man who is vigilant (with a short u sound on the letter qaf, and also with a short i sound on the letter qaf), meaning alert and cautious. To awaken someone from sleep means to rouse them, so they become alert and awake. The noun form is Vigilance (with two open vowels) (Al-Razi, 1981: 743).

As for strategy, the word "strategic," when applied to a decision, means that it is not recurring, and if made in a state of uncertainty, it may have serious consequences that expose the organization's continuity to a grave long-term risk. In strategic vigilance, the word "strategy" is used to indicate that its mission is to provide decision-makers with information useful for any strategic thinking (Hassen, 2014: 44).

The use of the term "vigilance" in French stems from the concept of radar surveillance to protect a region. In management, it refers to the organized and continuous work of monitoring the organization's environment in order to uncover information affecting its growth.

This radar, which they called the "vigilance radar," aims to warn those responsible of any impending danger by triggering alarm signals, so that another radar can take over. (Follow-up radar) by tracking the source of the alarm in order to identify it and collect important information about it (Hadid and Hadid, 2005: 189).

The Importance of Strategic Vigilance

Humbert Lesca was among the first to give significant importance to the concept of vigilance in 1986. The same can be said of Porter's competitive theories from the same year, which are part of a radical shift in management theories. Their emergence coincided with major technological changes. Since then, the topic of vigilance has attracted the attention of many researchers, economists, and even governments, and two new concepts have become prevalent:

a) Monitoring, or "passive vigilance," which refers to seeking information without a specific goal, i.e., listening to what is happening in the environment.



b) Scanning, or "active vigilance," which means purposeful vigilance and the search for specific and accurate information (Hiba, 2017: 20).

Three different theoretical currents have emerged that underlie the importance of practicing strategic vigilance (Azilal, 2010: 3):

1-The first current (decision theory): focusing on the efficiency of the decision-making process based on the decision-maker's ability to obtain the right information at the right time.

2-The second approach (Eventuality Theory): this view offerings the organization as an open scheme that must display and adapt to its setting in order to survive.

3 - The third approach (Resource Theory): From this perspective, exclusive access to unique information provides a competitive advantage to bolster competitiveness.

The Concept of Work Teams

Abu Jarbu' (2014: 45), citing Badawi (2009), indicates that the importance of work teams only emerged in the last three epochs. Mayo (1933) and his colleagues observed an upsurge in individual output despite changes in the conservational working conditions to which employees were bare. It developed clear that individuals had developed a collective individuality that led to augmented throughput. Since then, the initial research and study of work teams have progressed through several stages, pushing towards greater team autonomy and self-management. According to a recent Deloitte survey conducted in more than 130 countries worldwide with over 7,000 participants, the most significant workforce trend is teamwork. Organizations are striving to transform their structures from traditional, functional models to interconnected and flexible teams. A new organizational model is emerging and gaining traction: the "network of teams." In this model, companies build and empower teams to work on specific business projects and challenges. These networks are aligned and coordinated with operations and information centers similar to those of other companies. Leadership in the military.

Teams are formed for many reasons, but generally, they are used to move the organization toward a set of goals. Implementing quality management programs, the desire to increase operational efficiency and worker productivity, and increasing levels of global competitiveness are just a few of the reasons



frequently cited for creating teams within an organization (Doolen et al., 2003:285).

Teams are defined as "a distinct group of two or more people who interact dynamically, interdependently, and adaptively toward common and valuable goals and objectives." This definition includes the essential components of teams (a group of individuals, interdependencies, and shared goals) and is a comprehensive definition that is not limited to specific types of teams (Sales et al., 2014:2). Hexmoor and Beavers (2002) propose a necessary condition for the existence of a team: a shared intention among its members. This means they must have a common goal as part of a shared mindset, assuming that desires align with beliefs. This shared mindset should include the following four components:

1 -All memberships of the group have at least one communal intention, while upholding individual independence.

2-Each team member knows their ability to underwrite to attaining the common goal.

3 - apiece team associate is aware of their role within the group.

4 - each member establishes collaboration with other team members regarding the common goal.

According to Noyé (2016), for a group to be go-ahead, it must possess seven characteristics: small size, shared goalmouth, objective motivation, organization, collaboration, division of roles, and reception of authority. There are different types of work teams, each with its own operating methods and achievement influences. to differentiate between these types, the following dimensions are used: task, degree of autonomy, and the affiliation of team members (e.g., geographical, temporal, or organizational) (Bleriot et al., 2016: 18).

Cohen & Bailey (1997: 5) propose four main team structures, identified based on common and similar points addressed by researchers in their classifications. These appear to be the most frequently used in the literature: work team, parallel or reflective team, project team, and management team.

The Difference Between a Team and a Group

Most researchers agree that all work teams are groups, but the reverse is not true. Katzenbach & Smith (1993) identify the similarities and differences between a group and a team, as illustrated in Table (2) (Cham & Dung, 2014: 143).

Table (1) Similarities and Differences Between a Group and a Team

Group	Teamwork	
Shared leadership roles	Strong, clearly focused leadership	<i>Differences</i>
Individual and shared responsibility	Individual accountability	
The purpose of a team is what the team itself delivers	The group's goal aligns with the broader organizational mission	
Teamwork products	Individual work output	
Encourages open discussions and active problem-solving meetings	Manages effective meetings	
Performance is measured directly through the evaluation of teamwork products	Effectiveness is indirectly measured by its impact on others	
Discusses, decides, and does real work together	Discuss, decide, and delegates	
It consists of at least two members.		<i>Similarity</i>
Direct, long-term impact.		
Specific, standardized rules and values.		
Performing specific roles.		

The Concept of Team Effectiveness

Team effectiveness is resolute by three groups: outputs, group production, and contribution to the growth of collection memberships by increasing their ability and willingness to work together in the forthcoming, rewarding their needs, and growing their satisfaction. Outputs are the collection's invention and are unrushed in terms of amount, superiority, and cost. Defining lineup efficiency precisely is not easy, as it concocts not always align with objective authenticity. It is more suitable to analyze and evaluate effectiveness according to the illusions, values, welfares, and preferences of the investors and the nature of the organizations in place (Kamal, 2017: 31).

The concept of team efficiency is personified in a assemblage of persons working together logically and in an systematized way. This allows them to achieve more than if the team members were working independently. Effective teamwork enables teams to produce results greater than the sum of individual members' contributions. This is driven by team processes (such as interconnected actions through cognitive, verbal, and behavioral activities aimed at organizing work to achieve collective goals) and emerging situations (i.e., the dynamic

characteristics of the team that vary according to different factors). Both require team work and competencies. While work competencies are the knowledge, skills, and attitudes (KSAs) necessary for individual task performance, some of the most important advantages that organizations gain from effective work teams are: productivity, streamlining, flexibility, commitment, quality, and customer satisfaction (Badeer et al., 2015: 313-314).

Nasser (2018: 104) defines team effectiveness as the degree to which a team's performance meets the expectations of managers and customers, and fulfills the expectations of team members to continue working in return.

The Applied Aspect

Through this study, researchers analyze the results of the variables comprising the strategic vigilance variable and the two dimensions of team effectiveness. This analysis is based on understanding the opinions of the study sample regarding each of the (16) questionnaire items used to measure the two study variables in a sample of university colleges. Researchers employed a five-point Likert scale to survey the sample's opinions, with each variable having a response level ranging from the highest to the lowest value (1-5).

First: Analysis of the study sample's responses according to the dimensions of strategic vigilance:

Table (2) Analysis of the study sample's opinions on the strategic vigilance variable (n=69)

	Response measurement		arithmetic mean	standard deviation
1	X1		3.70	1.012
2	X2		3.22	.981
3	X3		3.77	.858
4	X4		3.89	.881
5	X5		3.90	.936
6	X6		3.64	.862
7	X7		3.38	.967
8	X8		3.55	.817
strategic vigilance			3.63	.551

Table (2) illustrates the college's commitment to maintaining its information through item (5). This item received a mean score of (3.90), indicating availability and a level of relative interest of (78%), with agreement and homogeneity among the sample's opinions and a standard deviation of (0.936). Item (2) ("Information culture is considered an essential part of its work performance.") received the least interest (64.4%), indicating moderate interest, with a mean score of (3.22), indicating availability around the mean and a standard deviation of (0.981). The remaining items, which complete the eight items through which the dimension of environmental awareness in the study sample was measured, indicated a mean score ranging between (3.89-3.38). This indicates the diversity of information sources obtained by the colleges, as the culture of information gathering is essential for carrying out activities and operations, in light of decision-makers monitoring and following up on the environment and aligning this information with social values and beliefs, in light of the ministry's response to changes occurring in the educational and university environment.

Analysis of the study sample's responses according to the dimensions of team effectiveness:

Table (3) Analysis of the opinions of the study sample regarding the variable of the effectiveness of work teams (n=69)

	Response measurement		arithmetic mean	standard deviation
1	Y1		3.61	.992
2	Y2		3.69	.866
3	Y3		3.69	.919
4	Y4		3.67	.788
5	Y5		3.72	.787
6	Y6		3.63	.850
7	Y7		3.84	.790
Effectiveness of work teams			3.69	.683

Table 3 presents the statistical analysis of the two dimensions of team effectiveness. The items of both dimensions were measured as a whole on the dependent variable. Team effectiveness achieved a mean score of 3.69, indicating that it is readily available and well-practiced. The sample agreed on the team's ability to make decisions and guide them in the right direction towards achieving goals and increasing productivity, both quantitatively and qualitatively. The surveyed colleges demonstrated a relatively high level of interest (73.8) in team effectiveness.

The team effectiveness variable was measured through seven items in the surveyed colleges. Item (7), "Team members care about each other and their interests," ranked highest with a mean score of 3.84. Item . "Management practices the concept of shared leadership and fosters a team spirit and the exchange of opinions within the team," ranked seventh with a mean score of 3.61.

Testing the correlation and effect hypotheses

•Testing the correlation hypothesis

Table No. (4) shows that Pearson's correlation coefficient for the relationship between enabling strategic vigilance and the effectiveness of work teams is (**0.790) at a significance level of (0.01), which is a strong, statistically significant and positive correlation, meaning that the increase in the independent variable was met with the same increase in the dependent variable, the effectiveness of work teams. From the above results, it is clear that the first hypothesis is accepted, which states: (“The process of enabling strategic vigilance is linked to a statistically significant positive correlation with the effectiveness of work teams in the university under study”).”

Table No. (4) Correlation between the main variables

	strategic vigilance	Moral
Effectiveness of work teams	0.790**	0.000
**The correlation is significant at the (0.01) significance level.		

•Testing the effect hypothesis

Table (5) shows the degree of contribution of the independent variable in explaining the variance of the dependent variable, and the results were extracted for simple linear regression analysis:

Table No. (5) Analysis of the effect between variables

The model	Value of R	R Square	Adjusted R Square	Standard error in estimation
1	.737	.665	.733	.3490793
a. Predictors: (Constant), strategic vigilance				

Table No. (5) shows that enabling strategic vigilance explained (0.737) of the variance in the efficiency of work teams, and that the residue is an unexplained variance owing to other factors that were not included in the regression model. The values shown prove the existence of an effect of the independent variable on the dependent variable. Therefore, we accept the second hypothesis, which states: “(There is a statistically significant effect of the process of enabling strategic vigilance on the effectiveness of work teams in the university under study.)”

Results

The conclusions drawn from the study's two variables (strategic vigilance and team effectiveness) and the researchers' findings based on statistical analysis are as follows: The colleges studied possess a level of vigilance manifested in their adherence to the Ministry's ideology, regulations, and prevailing laws. However, they suffer from limited participation by their members in monitoring environmental events within their departments. The academies also proved a commitment to accepting strategic vigilance due to their systematic and practical capabilities and high-level skills. Nevertheless, they still require skill and training for their contrives, staff, and faculty on modern technologies that would improve their operations and place them on par with similar companies and departments in neighboring countries and internationally.

The university or colleges adopt a sound strategic vigilance approach, enabling them to effectively monitor their environment.



the colleges work to attain the goals and objectives of their teams by setting specific objectives for each team, occasionally without considering the alignment of these objectives with one another. Academies possess high-caliber team leaders who inspire team members to sustainance each other when facing complications, fostering a strong team spirit, open discussion, and good governance. Furthermore, teams are aware of their roles and responsibilities, possessing the needed skills and experience to perform their tasks effectively, and their members agree on these roles and responsibilities. Actual teams are branded by trust and communal standards, a clear empathetic of roles, everyday jobs, and relationships, and a well-defined set of goals and objectives. This is all under the guidance of effective management that prioritizes communication both within the team and with other relevant investors.

Recommendations

greater stress should be placed on strategic foresight by attracting and recruiting competent and talented persons in the field of info technology. The colleges under study must also focus on their purposes and goals by making them clear and openly available, and by aligning them with their competences and resources.

furthermore, the colleges under study must prioritize leading their groups by practicing the concept of shared leadership, fostering an open culture, promoting teamwork, encouraging the exchange of ideas within teams, and empowering team bests by enabling them to make executive and operative decisions in agreement with departmental conclusions when facing unforeseen difficulties and glitches that arise in their work.

It is essential for the colleges under study to focus on working relationships by promoting cooperation and knowledge sharing (information, experiences, ideas), and deciding occasional and ongoing conflicts and problems through effective conflict management. The colleges under study should improve the effectiveness of their work teams by consolidation team communication, empowering team leadership, and supporting them with the necessary authority, responsibilities, and resources to advance the team. They should also progress strategies that include the team's goals and objectives to attend as a roadmap for their effort.

The colleges under study must pay particular attention to strategic foresight when pointing to enhance the efficiency of their enduring and temporary teams. Strategic foresight supports the roles and responsibilities of work teams, makes their goals and objectives clearer, and serves as a developmental tool for team leadership, building trust and strengthening team values and culture.

References

1. Abu Jarbu, Yousef Ali Issa, (2014), The Reality of Team Building and its Role in Developing Administrative Creativity from the Perspective of Employees in the Ministry of National Economy - Southern Governorates, Master's Thesis in Leadership and Management, Academy of Management and Politics for Graduate Studies, Gaza.
2. Al-Janabi, Nabil Mahdi, and Al-Zubaidi, Muhammad Na'ma Muhammad, (2018), Economic Intelligence: A Modern Approach to Knowledge Economics, First Edition, Ghayda Publishing and Distribution House, Amman.
3. Al-Razi, Muhammad ibn Abi Bakr ibn Abd al-Qadir, (1981), Mukhtar al-Sahah, Dar al-Kitab al-Arabi, Beirut. 7- Kroumi, Said, Strategic Monitoring as a Means to Improve the Performance of Economic Institutions, Faculty of Commercial, Economic and Management Sciences, University of Mostaganem, Algeria, Journal of Algerian Institutional Performance, Issue 03/2013, p. 13.
4. Azilal, Fatima, (2010), Observation stratégique: Outil de surveillance au sein des banques marocaines, Faculté des sciences Juridiques économiques et sociales, Université Hassan II – Mohammadiyah.
5. Badeer, Ramez Ali, Fares, Muhammad Jawdat, and Afana, Hassan Marwan, (2015), Administrative Empowerment and its Relationship to the Effectiveness of Work Teams in International NGOs Operating in the Gaza Strip, Journal of the Islamic University for Economic and Administrative Studies, Volume (23), Issue (1).
6. Bleriot, Hugues & Desmet, Caroline & Lapeyronnie, Yann & Milloz-Borges, Stéphanie, (2016), La Performance des équipes de travail: Quel rôle de la fonction RH?, Mémoire d'expertise, Université Paris - Douphine.
7. Cham, Nguyen Thi Bich & Dung, Duong Tien, (2014), Relationship between Teamwork Characteristics and Effectiveness in the Management and

- Exploitation of Vietnam's Airports, *Journal of Economic Development* 22(1), 141 – 160.
8. Cohen, Suzan G. & Bailey, Diane E., (1997), What makes teams: Group effectiveness research from the shop floor to the executive suite, *Journal of Management*, Volume 23, Number 3, 239-290, Center for Effective Organizations - Marshall School of Business University of Southern California - Los Angeles.
 9. Dawood, Fadhiela Salman & Abbas, Ali Fakhri, (2018), The Role of Strategic Vigilance in the Operational Performance of the Banking Sector: Field Research in a Sample of Private Banks, *European Journal of Business and Management*, Vol.10, No.21.
 10. Doolen, Toni L. & Hacker, Marla E. & Van Aken, Eileen M., (2003), The Impact of Organizational Context on Work Team Effectiveness: A Study of Production Team, *IEEE Transactions on Engineering Management*, Vol. 50, NO. 3.
 11. Hadid, Ratiba, and Hadid, Nouvel, (2005), Competitive Vigilance: A Modern Management Tool for Enterprise Competitiveness, University of Ouargla, Faculty of Law and Economic Sciences, Department of Management Sciences, International Scientific Conference on Outstanding Organizational and Governmental Performance, March 8-9, Algeria, p. 194.
 12. Hassen, Bekaddour, (2014), Veille stratégique & Intelligence Economique Cas des Entreprises Algeriennes, Faculté des sciences économiques, commerciales et des sciences de gestion Mémoire de Magister en science de gestion Option: Système d'Information et de Communication en Entreprise, Université Abou Bekr Belkaid, Tlemcen.
 13. Hexmoor, Henry & Beavers, Gordon, (2002), Measuring Team Effectiveness, In proceedings of 20th IASTED International Multi-conference: Applied Informatics, p. 338-343, Innsbruck, Austria.
 14. Hiba, Sahnoun, (2017), The role of strategic vigilance in supporting creativity in Algerian economic institutions, a field study in the Fertial and Saidal institutions, PhD thesis, Faculty of Economic Sciences and Management Sciences, Department of Management Sciences, Badji Mokhtar University - Annaba, Algeria.



15. Kamal, Bida, (2017), The Effectiveness of Work Teams in Knowledge Building: A Case Study - Scientific Research Laboratories Complex (Dr. Behlali Said), University of Biskra, Master's Thesis in Human Resource Management, Faculty of Economic, Commercial and Management Sciences, Mohamed Khider University of Biskra, Algeria.
16. Khadija, Boukhrissa, (2015), Strategic Vigilance and its Role in the Competitiveness of the Algerian Economic Enterprise: A Case Study of the Ram Sugar Refinery Company of Mostaganem, Master's Thesis in Business Administration, Specialization: Strategy, Faculty of Economic, Commercial and Management Sciences, University of Oran 2 Mohamed Ben Ahmed, Algeria.
17. Nasser, Habib Marouh, (2018), The Impact of Organizational Health on Strategic Performance by Mediating the Effectiveness of Work Teams: A Field Study, Master's Thesis in Business Administration, College of Administration and Economics, University of Baghdad.
18. Salas, Eduardo & DiazGranados, Deborah & Klein, Cameron & Burke, C. Shawn & Stagl, Kevin C. & Goodwin, Gerald F. & Halpin, Stanley M., (2008), Does Team Training Improve Team Performance? A Meta-Analysis, *Human Factors: The Journal of the Human Factors and Ergonomics Society* 2008 50: 903, DOI: 10.1518/001872008X375009.