



**For more information contact:**

Charles Orlando  
Ninth House  
415-277-8254  
charleso@ninthhouse.com

Andrew Staples  
Walt & Company  
408-496-0900 x1056  
astaples@walt.com

**Center for Naval Analysis Online Leadership Training Study**

**This document summarizes a study published September 2004 by the Center for Naval Analysis (CNA Corporation – CNAC) entitled “Is Online Leadership Training Effective?”**

**Navy Leadership Training**

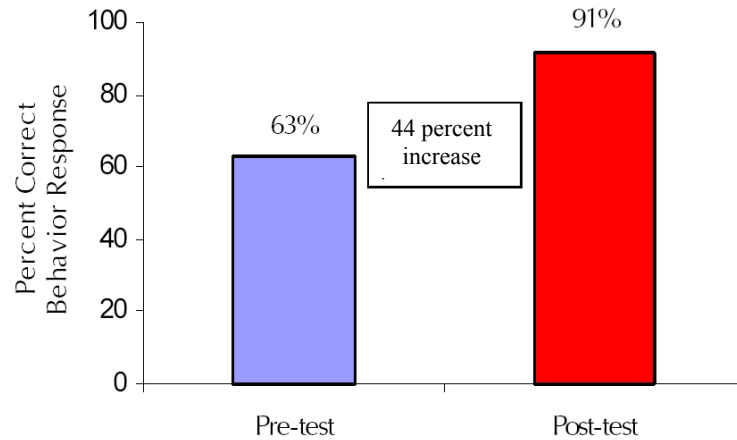
- In 2001, the Navy implemented online training, including Ninth House Situational Leadership II (SLII), to increase organizational efficiencies, improve performance throughout enlisted ranks, allow sailors to control the direction of their Naval careers, and provide sailors with valuable business skills for civilian life.
- Since the onset of the program, sailors have completed over 60,000 Ninth House courses.

**Data and Methodology**

- The study focused on 3,968 Chief Petty Officers (CPOs) using the courses in 2004, with special emphasis on those with Aviation and Information Technology ratings.
- The CNAC compared the pre- and post-test scores from a test that measures learning.
- Ninth House conducted the multi-rater survey of CPOs, and of others who observed the CPOs’ behavior before training and three months after training, to determine if participants were performing the acquired leadership skills in their jobs.
- A retrospective survey of the CPOs was conducted six months after training to evaluate individual characteristics and identify indicators of performance improvement and retention.
- The CNAC conducted focus groups of the CPOs who had been through the training to assess the outcome of their learning experiences.

**Findings**

- CPOs increased their knowledge of the SL II material by 44 percent on a test measuring their ability to select the correct behavioral response (See Figure below). These changes are statistically significant in demonstrating substantial learning of the material.



- In the multi-rater assessment, the CPOs' self-ratings indicated statistically significant behavior change in all four leadership dimensions that the SL II focuses on. They stated they were able to communicate with supervisors, peers and subordinates better after completing the SL II course. In addition, they felt they were better equipped to guide, direct and motivate subordinates.
- CPOs indicated that they had made improvements in Navy-specific job areas such as reducing job related injuries, reducing disciplinary cases, improving mentoring, helping subordinates advance, providing better on-the-job training, and planning better for unexpected events.
- Due to the Ninth House training, over 50 percent of CPOs said they were able to save time in critical jobs such as coordinating space preparations, preventive maintenance, aircraft downtime, phase inspection, Aviation Maintenance Readiness Report planning, installation of water-tight doors (Aviation), and casualty report severity and frequency (Information Technology).
- CPOs strongly agreed that they found the Ninth House SL II course material engaging and the software easy to use. They were satisfied with the Web interface and considered the course material to be very useful.
- In an hour-to-hour cost comparison to similar professional development training courses generally conducted in a classroom, the CNAC determined that the Ninth House SL II course is more cost-efficient than the Petty Officer First Class and Chief Petty Officer Indoctrination courses.
- The study found that Ninth House online training costs dramatically less than traditional classroom training – 94 percent less – and can be completed in one-tenth of the time. Utilizing Ninth House's online leadership course, the Navy saved three days of classroom training plus two travel days for 3892 Active duty and 800 Reserve CPO selectees.
- CPO focus group participants agreed that the Ninth House SL II course should be offered earlier in a sailor's career, as soon as they begin to lead subordinates.

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