

**TITLE:** Project Leadership and Project Cost-Effectiveness in a Navy Research and Development Center

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**OBJECTIVE:** The purpose of this study was to test organizational learning theory among Navy project leaders and team members to compare and contrast leadership decision performance with project leadership and cost-effectiveness.

**METHODOLOGY:** Fifty-one project leadership/heads (39% response rate) and 425 (48% response rate) of their constituents completed the Leadership Practices Inventory and the Learning Organization Assessment (Kline & Saunders, 1998) at the Keyport Naval R&D Center (Washington). Cronbach's alpha for the LPI-Self was .975 and the LPI-Observer was .943. Twenty-five qualitative interviews were conducted with project leaders.

**KEY FINDINGS:** Leadership effectiveness, as a dependent variable, showed strong correlations in all numerical analysis and computed at the 74% level in the nodal analysis of N6. The author observes that, "Triangulation of the numerical and textual analysis indicated that project leaders are directly responsible for project success and project cost-effectiveness" (p. 161).

Team members believed their leaders Modeled the Way 68 percent of the time, Inspired a Shared Vision 57 percent, Challenged the Process 72 percent, Enabled Others to Act 87 percent, and Encouraged the Heart 80 percent of the time. There was a strong positive correlation between learning power and leadership effectiveness, as well as risk taking, collaborating to make improvements, and systems thinking and leadership effectiveness.