



Fundamental Leadership Dynamics

COURSE FORMAT

Anticipate approximately 5 hours of work per week for 9 weeks. The format for the first 8 weeks is to read, view, and listen to the assignments then participate in discussion forums. The discussion forums are constructive back-and-forth exchanges of ideas and views, increasing understanding of the topic through a sharing of ideas and posing of questions. At the conclusion of week 8, the knowledge gained and familiarity with the course content will help you write a 1200 to 1500 word assessment paper during week 9.

COURSE INTRODUCTION

This course explores executive leadership concepts and essential approaches needed to address current and future leadership challenges in a complex organizational environment. Topics include leadership theories; self-awareness in leadership; leveraging innovation, creativity, and motivation; organizational development; and building key relationships/partnering with the community. The goal is to propose strategic solutions resulting in a positive influence for leaders, their organizations, and their communities.

COURSE OVERVIEW

- **Lesson 1, What is Leadership?** This class will explore how leaders are developed to include traits of effective/ineffective leaders as well as if leaders are born/made.

- **Lesson 2, Full Range Leadership**, Consideration of how and when differing leadership styles are used ranging from laissez-faire (hands off), micromanaging, transactional, and transformational.
- **Lesson 3, Emotional Intelligence/Wellness**, This class will examine the critical role of emotional intelligence and wellness to include the importance of taking care of oneself as well as those they lead.
- **Lesson 4, Motivation**, How do leaders motivate those they lead to include increasing opportunities for recruitment and retention?
- **Lesson 5, Team Building**, How do we effectively build teams and the critical role the leader plays in their continued development.
- **Lesson 6, Ethics/Conflict Management**, As leaders, we must lead by example in an ethical manner and effectively deal with conflict.
- **Lesson 7, Organizational Culture**, Leaders play a critical role in establishing and maintaining a positive culture as well as a role when the culture becomes negative.
- **Lesson 8, Organizational Change**, How as leaders do we communicate organizational change to maximize buy-in from those we lead as well as those resistant to change?

ASSESSMENTS

Learners will be evaluated through two types of assessment activities: 60 points for discussion contribution, and 40 points for the essay final examination. There are a total of 100 points. A mastery score of 80 points for the entire course is required to pass.

FACULTY BIO

Supervisory Special Agent Chris Hartley served as an Intelligence Analyst in the United States Army from 1995 to 1999. In July 2002, he began his career as a FBI Special Agent and was assigned to the Seattle Division to investigate Counterintelligence matters. In 2012, SSA Hartley transferred to Richland, Washington where he served as the Agent-in-Lab at the Pacific Northwest National Laboratory. Within this role he worked with Department of Energy personnel to protect the laboratory from national security threats. In 2014, SSA Hartley was promoted to a Supervisory Agent position as a class

supervisor and instructor for new FBI Agents and Analysts. In 2018, SSA Hartley moved to an instructional position at the FBI National Academy where he taught advanced leadership courses to local, state, federal, and international policing executives. In 2019, SSA Hartley was selected to his current position as the FBI Chair at the Marine Corps University.

SSA Hartley has earned the Attorney General's Award for Exceptional Service, the FBI Director's Award for Outstanding Counterintelligence Investigation, the NCIX award for Community Excellence in Counterintelligence, and the Department of Energy's Distinguished Service Award.

SSA Hartley holds a bachelor's degree in History from Chaminade University, a Master's Degree in Social Studies Education from SUNY-Buffalo, and a Master's Degree in Criminal Justice from Arizona State University.

