

DEVELOPING A LEADERSHIP MINDSET

LEADERSHIP MASTERCLASS

LEADING WITH PURPOSE
AND IMPACT

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IAE Aix-en-Provence

**EFFECTIVE LEADERSHIP &
HOW TO DEVELOP THE RIGHT
LEADERSHIP MINDSET**

amU Aix
Marseille
Université

IAE Graduate
AIX School
of Management

WHAT WE WILL LEARN IN THIS COURSE



- ✓ How to cultivate a **leadership mindset** to engage and motivate others
- ✓ How to develop and apply impactful **leadership communication** skills
- ✓ How do you effectively **lead and develop others?**
- ✓ How to build and lead **high-performance teams?**
- ✓ Develop your **coaching, feedback, and team development** skills

HOW WE WILL LEARN TOGETHER



- ✓ “Discussion lecture”
- ✓ Short video cases
- ✓ Individual exercises
- ✓ Group exercises / role plays
- ✓ Final presentations

ASSESSMENT OF THE SEMINAR



75% Class participation

25% Final presentation

FINAL PRESENTATION



→ In teams of 3-4 students

→ For Friday morning, please prepare a 5-10 minutes presentation covering the following two questions:

1. **What does effective leadership mean for us?**

2. **What will we personally do to become more effective managers/leaders?**

→ Presentation requirement: **Be creative!** (all media allowed)



WHAT IS **EFFECTIVE LEADERSHIP**



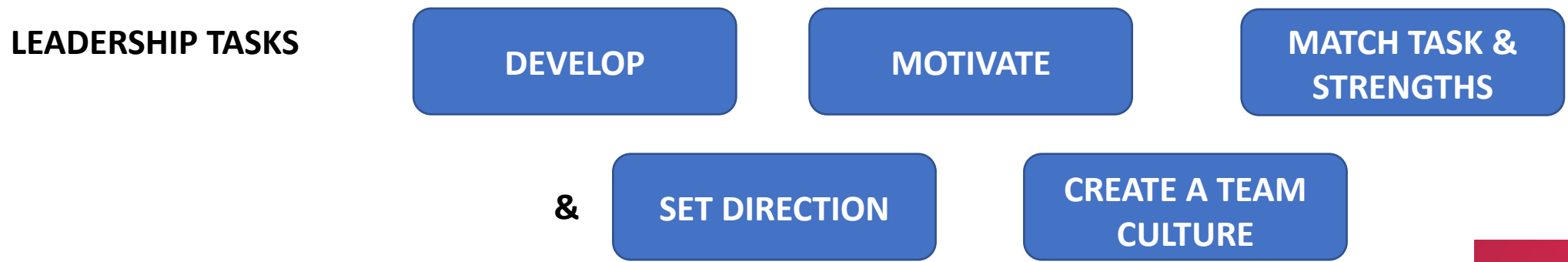
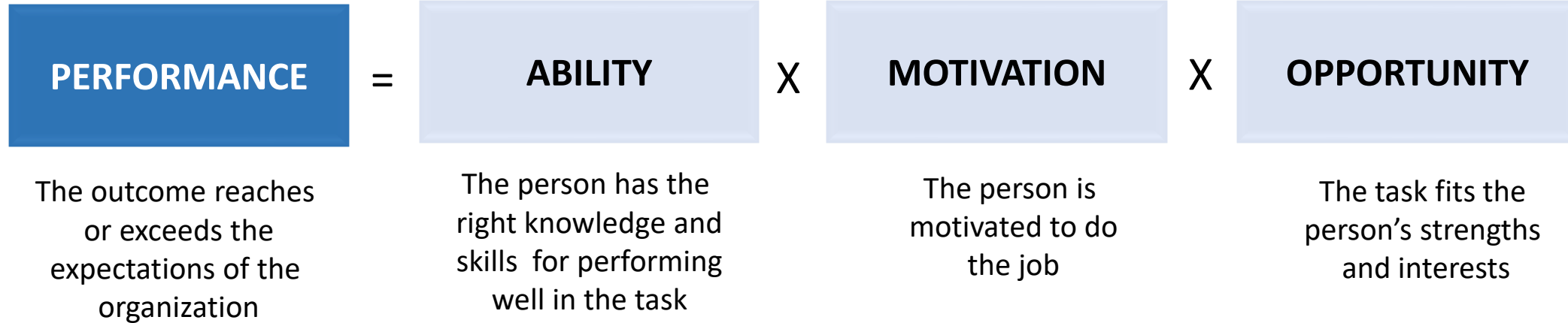
WHAT IS LEADERSHIP?



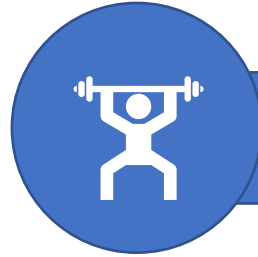
A process of social influence in which one person is able to convince other individuals or groups of people to accomplish certain tasks or achieve certain goals

➡ Leadership can influence both **individual** and **organizational performance**

THE PERFORMANCE EQUATION



EXAMPLES OF EFFECTIVE LEADERSHIP

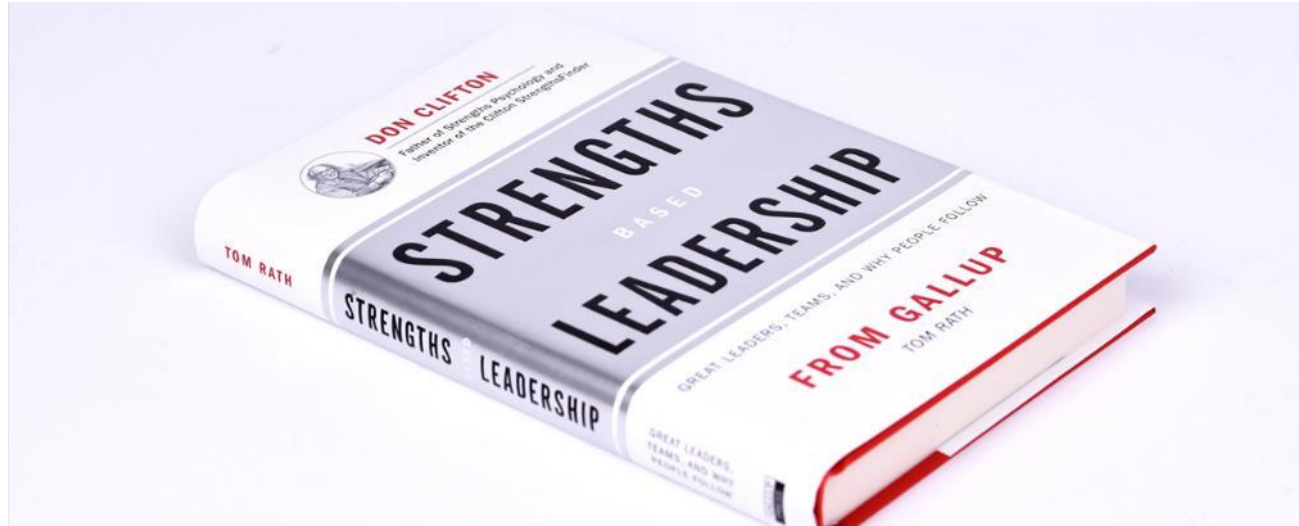


EXERCISE

Reflect on a situation where a leader you know demonstrated outstanding leadership.

What specific actions did the leader take that made them effective in their role?

GALLUP LEADERSHIP RESEARCH



Based on **20,000 interviews** with leaders
and a survey of more than **10,000 followers**

WHAT THE MOST EFFECTIVE LEADERS DO



The most effective leaders...

... always invest in strengths



... surround themselves with the right people



... understand their followers' needs



STRENGTHS-ORIENTED LEADERSHIP



“When leaders focus on and invest in their employees' strengths, the odds of each person being engaged goes up *eightfold*.”

(Gallup)

Understand
strengths



“Strengths
Discussion
Guide”
(for leaders
and employees)

Use
strengths



Core tasks
allocated based
on strengths

Strengthen
strengths



Strengths-oriented
development plan

HOW TO RECOGNIZE STRENGTHS



Use (paid) **assessment tools** (e.g. *CliftonStrengths*)

Feedback rounds in which team members give feedback on the strength that they see in others

ASK



Which tasks & activities has your team member performed exceptionally well in? (What are the underlying strengths?)

What could you learn from your team member?

VIDEO: [Strength-based leadership](#)

HAVE THE RIGHT PEOPLE AROUND YOU



**IF YOU'RE
THE SMARTEST
PERSON IN
THE ROOM
CHANGE THE ROOM!**



UNDERSTAND YOUR FOLLOWERS' NEEDS



“What leader has the most positive influence in your daily life?”

“Now, please list three words that best describe what *this person contributes to your life.*”



TRUST

(honesty, integrity, respect)



COMPASSION

(caring, friendship, happiness, love)



STABILITY

(security, strength, support, peace)



HOPE

(direction, faith, guidance)

HOW NAPOLEON SEES IT ...



HOW NAPOLEON SEES IT ...



“A leader is a dealer in hope”

Napoléon Bonaparte



DEVELOPING A **LEADERSHIP MINDSET**



YOUR LEADERSHIP MINDSET



As a leader, I will ...

Dietmar

A LEADERSHIP MINDSET

... as a precondition for inspiring and engaging others



LEADERSHIP PRESENCE



What is leadership presence?

Connecting authentically with others, making them feel that they are the most important person in the room

HOW TO DEVELOP LEADERSHIP PRESENCE



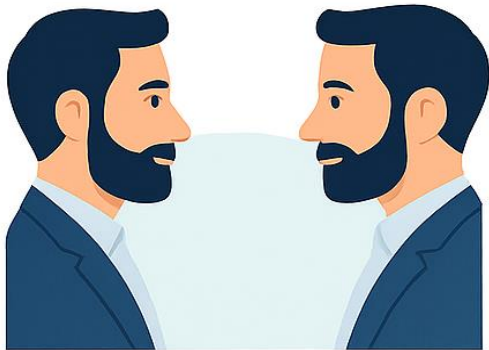
Be fully aware



Pay undivided attention



Regularly check whether you are in the moment



Use mirroring & make eye-contact

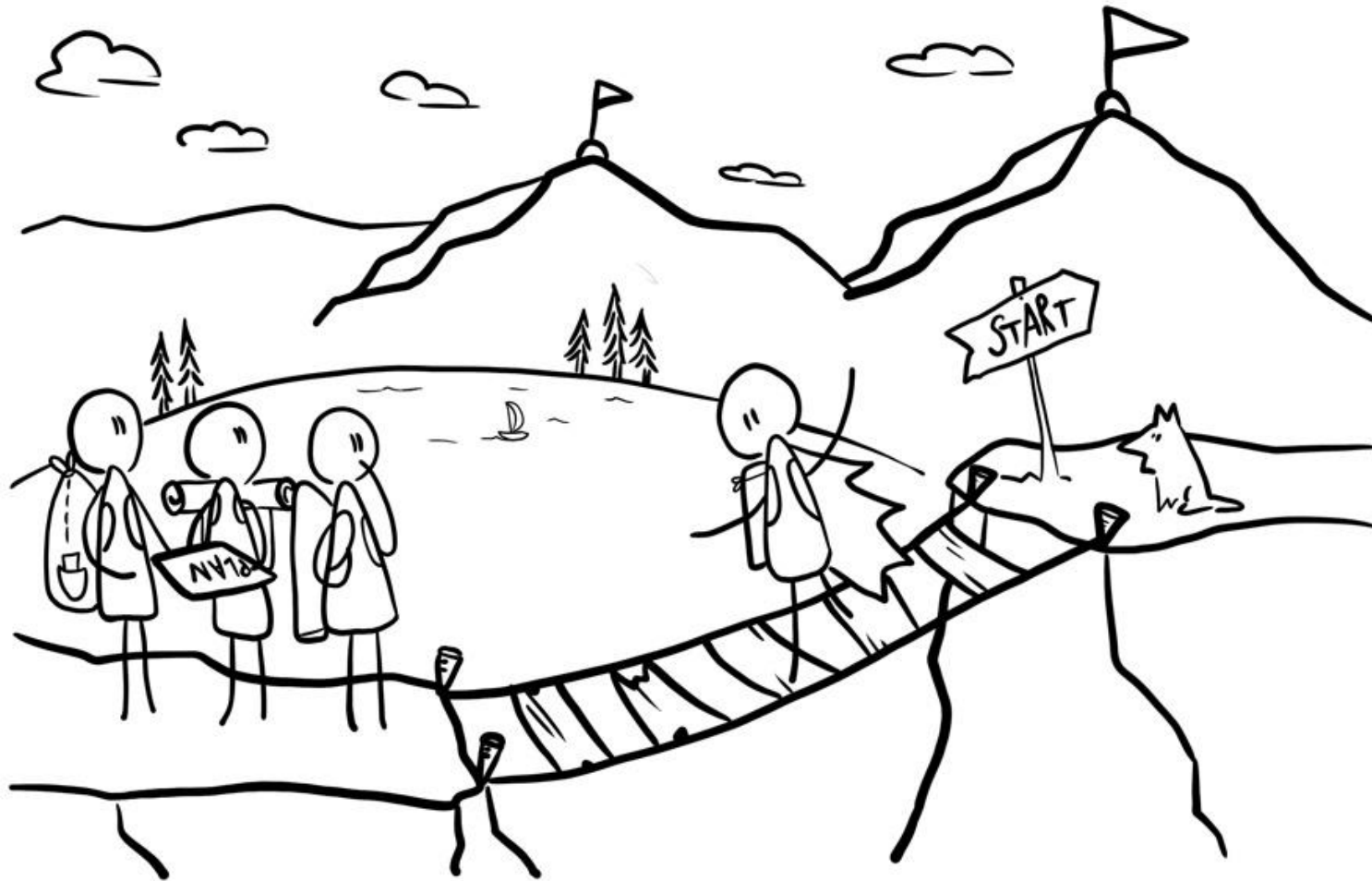


Take note of what others say non-verbally



Don't be distracted by other things (phone ...)

SHOW CONFIDENCE



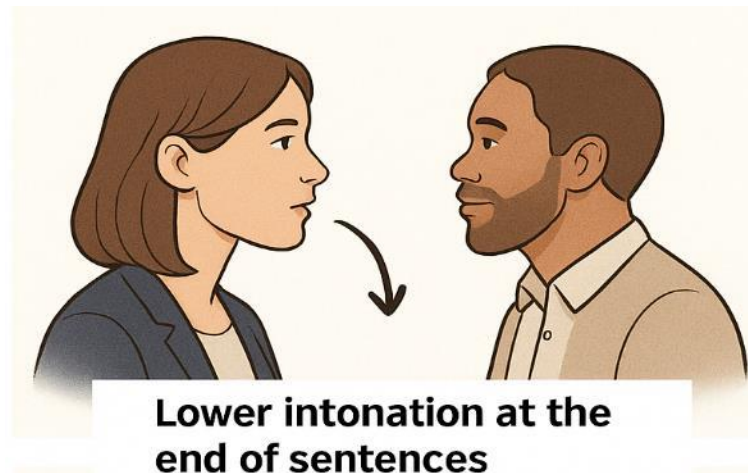
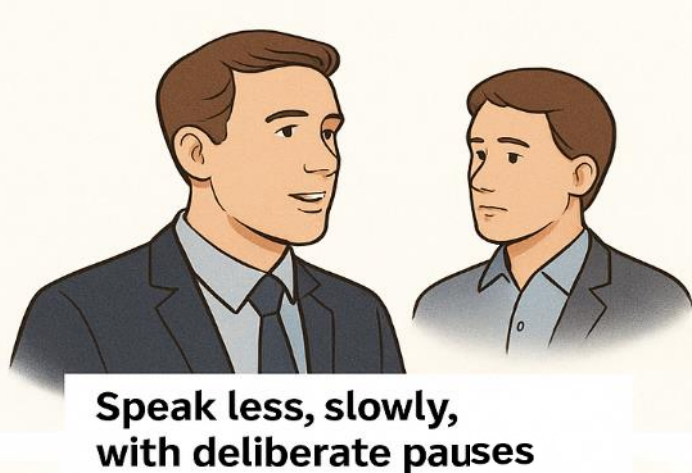
What is self-confidence?

The feeling of **trust in yourself** – in your abilities (that you will be able to do something well) & **interpersonal confidence** (no anxiety in interactions with others)

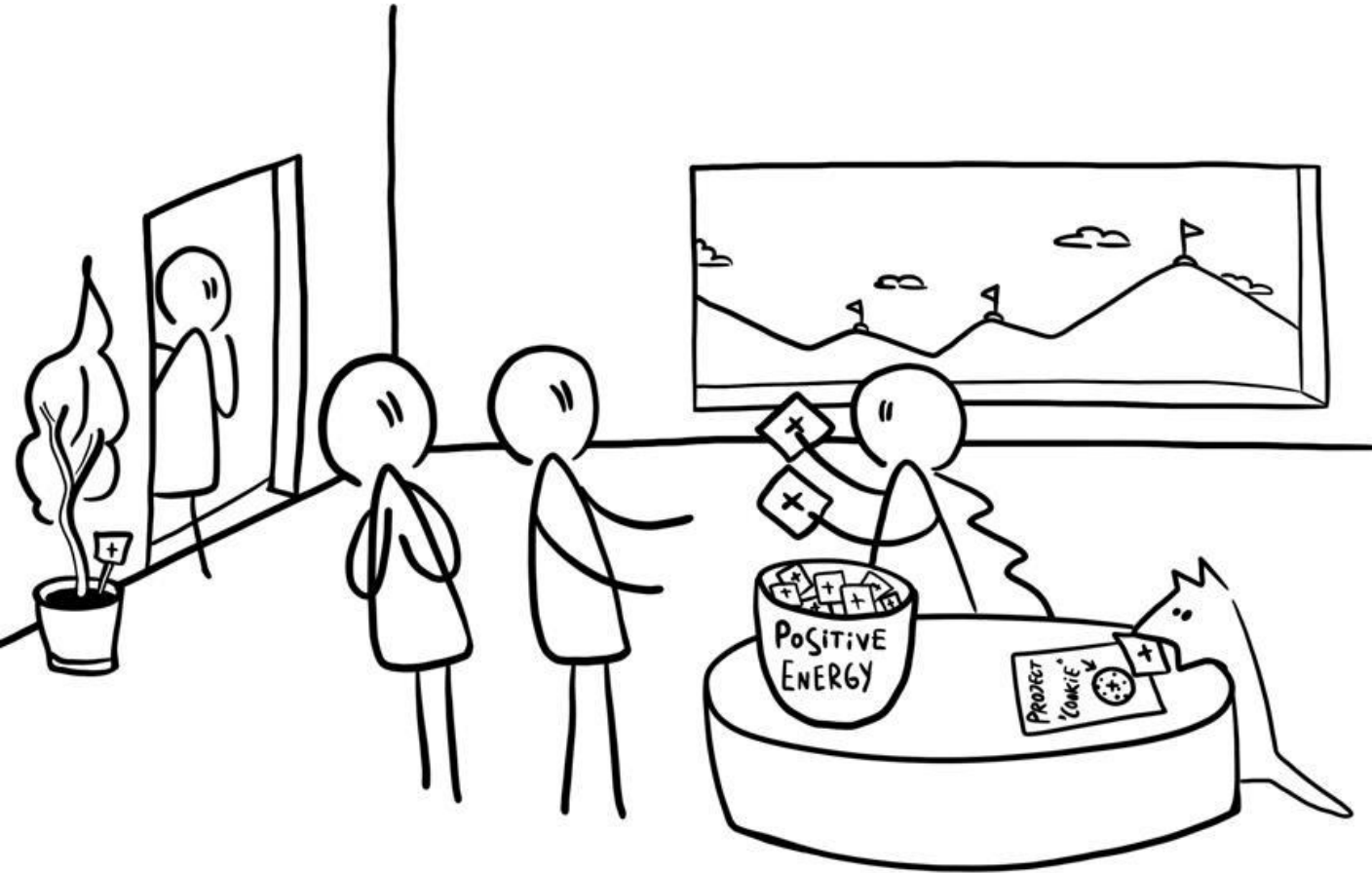
HOW DO YOU SHOW CONFIDENCE?



- With words (with what you are saying) [*weak*]
- With **how you speak** [*stronger*]



SPREAD POSITIVE ENERGY



What does spreading positive energy mean?

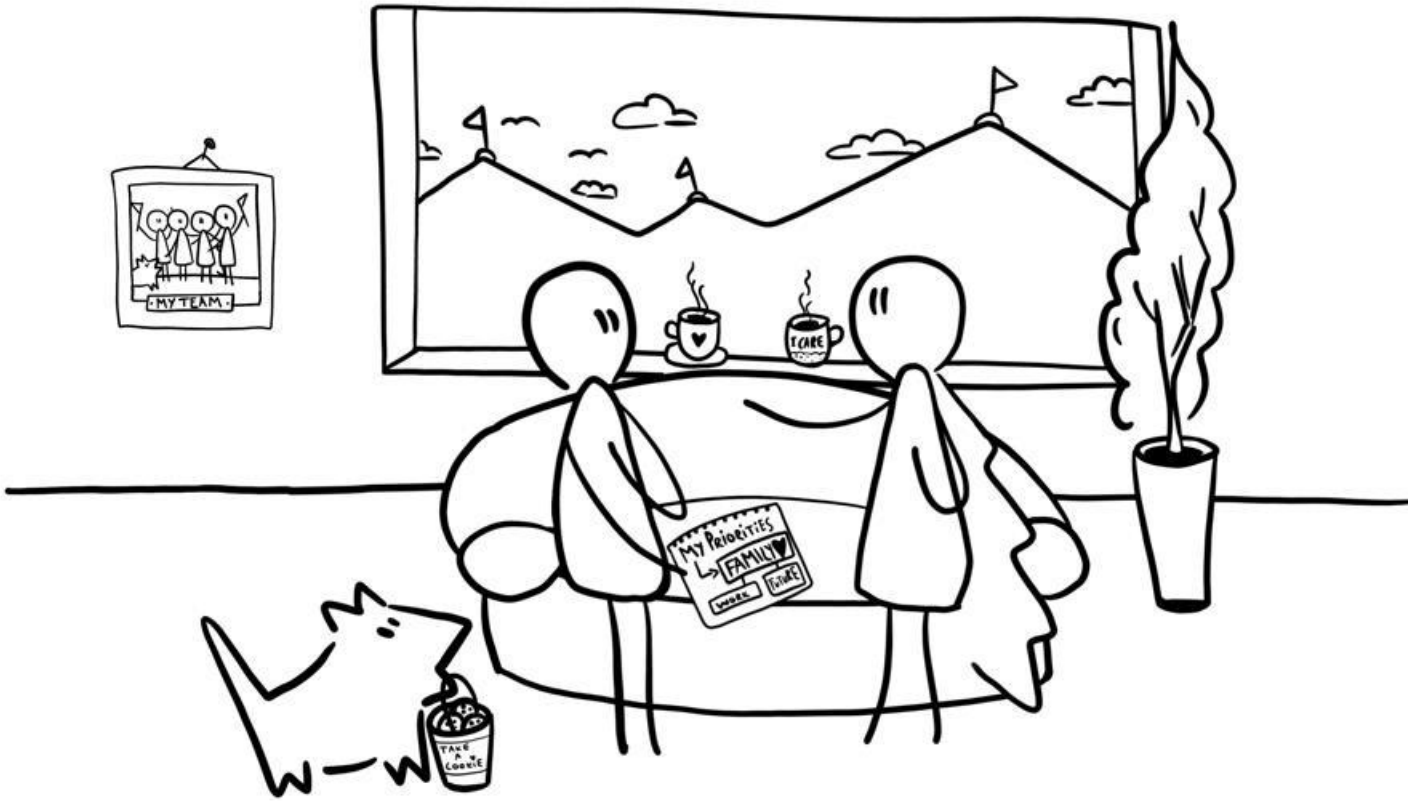
Being optimistic and hopeful about the future, staying in a committed, passionate state of mind to inspire others; adopting a 'can-do' mindset in the face of challenges (instead of complaining)

HOW TO SPREAD POSITIVE ENERGY



- Adopt a **positive state of mind before you start interacting with others** (remind yourself of your job as a leader; show your best self)
- Use **positive words** ('nervous' → 'energized', 'stressed' → 'blessed with a lot of work')
- **Think in solutions** rather than problems
- Focus your mind on **good things / gratitude**
- **Smile 😊**

SHOW THAT YOU CARE



What does it mean to show that you care?

Give team members the feeling that they are really important to you – as individuals, not only as a ‘human resource’

HOW DO YOU SHOW THAT YOU CARE?



Respond promptly to requests



Show genuine interest



Empower and trust others



Listen with full attention



Treat everyone equally



Ask for team input

GROWTH MINDSET



What is a growth mindset?

The belief that you can always develop your abilities to a higher level with the right amount of deliberate practice (opposite of a fixed mindset) *[based on research by Carol Dweck]*

GROWTH MINDSET: HOW TO CULTIVATE IT



Believe in your ability to learn

*(‘I am not good at giving presentations **yet.**’)*



Embrace challenges – leave the comfort zone



Enjoy the learning process – instead of just being focused on results



Believe in your team members’ ability to learn

- **Tools:**
learning diary, daily learning goals

BE FULLY COMMITTED



What does it mean to be fully committed?

Making a promise (to others and yourself) to **fully engage yourself for a certain purpose** and being determined to keep this promise (goal-orientation and not giving up in face of obstacles)



How do you become fully committed?



- **Clear goals, clear action steps**



- **Make yourself accountable**
(tell other people, write it down, regularly check progress)



- **Celebrate** small victories

- **Commitment boosters:**
commitment tracker,
accountability partner



Picture: ChatGPT

THANK YOU!

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