

LEADERSHIP MASTERCLASS

LEADING WITH PURPOSE
AND IMPACT

Prof. Dr. Dietmar Sternad
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IAE Aix-en-Provence

**HOW TO MANAGE YOURSELF AND
SET THE RIGHT PRIORITIES**

amU Aix
Marseille
Université

IAE Graduate
AIX School
of Management



"KNOW THYSELF"



AN ANCIENT MAXIM: "KNOW THYSELF"



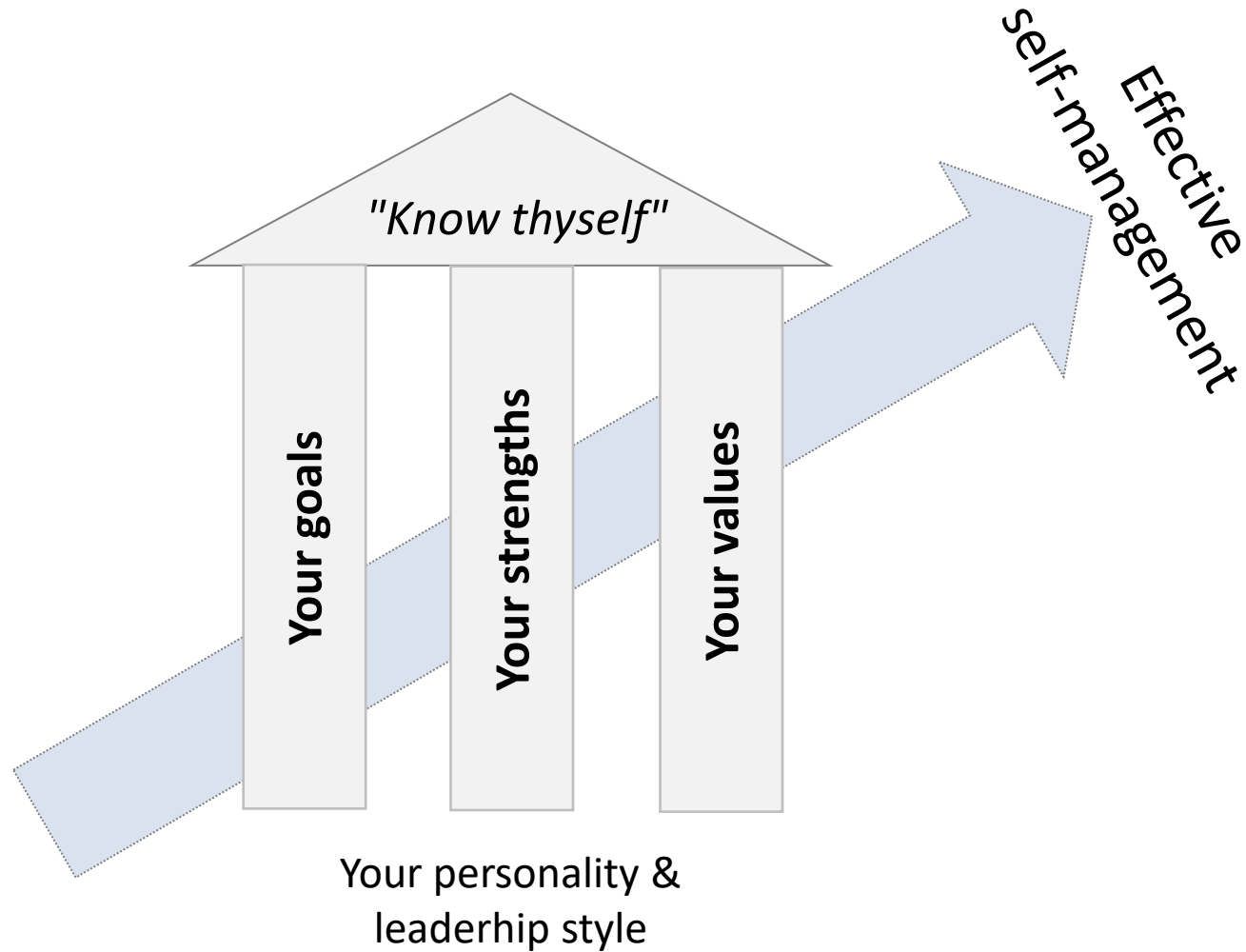
➔ **"Know thyself"** was an inscription on the forecourt of the Temple of Apollo at Delphi

➔ Possible interpretations:

- Know your own strengths and weaknesses, goals, desires, habits, sources of energy, values, potential ...
- Know your limitations
- Understanding yourself can help you to understand others



WHAT TO KNOW ABOUT YOURSELF



YOUR LIFE GOALS



In the four life areas:

Developing yourself	Work and career
Family and social life	Community

Exercise 1

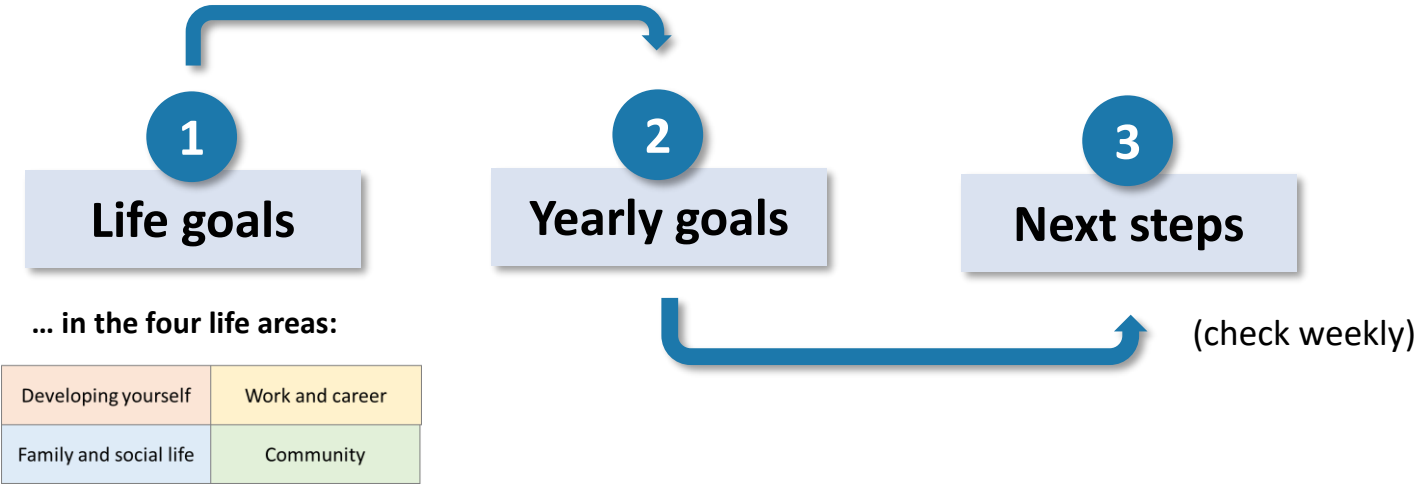
VIDEO



Steve Jobs about finding what you love

<https://news.stanford.edu/2005/06/14/jobs-061505/>

FROM LIFE GOALS TO CONCRETE ACTION



Exercise 2

MATCHING GOALS & STRENGTHS



GOALS



STRENGTHS



Do they match?



Developing yourself	Work and career
Family and social life	Community

What knowledge and skills are still needed to **fully realize your strengths**?

KNOW YOUR VALUES



DEFINITION

Values: Lasting beliefs of a person or a group about what is right or wrong, good or bad, and desirable or undesirable.

- ➔ Acquired through a process of **socialization**
- ➔ **Terminal values** (desired end states of existence) and **instrumental values** (desired modes of behavior)
- ➔ **Examples:** achievement, concern for others, honesty, fairness, humility
- ➔ Many managerial decisions include a **trade-off of values**
 - ➔ *It is important for managers to understand their values and make them explicit.*



Exercise 3



YOUR
**LEADERSHIP
STYLE &
BEHAVIORS**



YOUR PERSONALITY TYPE



Contribution to leadership effectiveness

“Big Five” personality dimensions

High

Low to medium

CONSCIENTIOUSNESS

Consistency,
reliability

Risk tolerance
and dynamism

EXTRAVERSION

More easily recognized
as a leader, engaging

Thoughtfulness

**OPENNESS TO
EXPERIENCE**

Innovativeness

Loyalty to norms and
values

**EMOTIONAL
STABILITY**

Stress tolerance

Passion,
enthusiasm

AGREEABLENESS

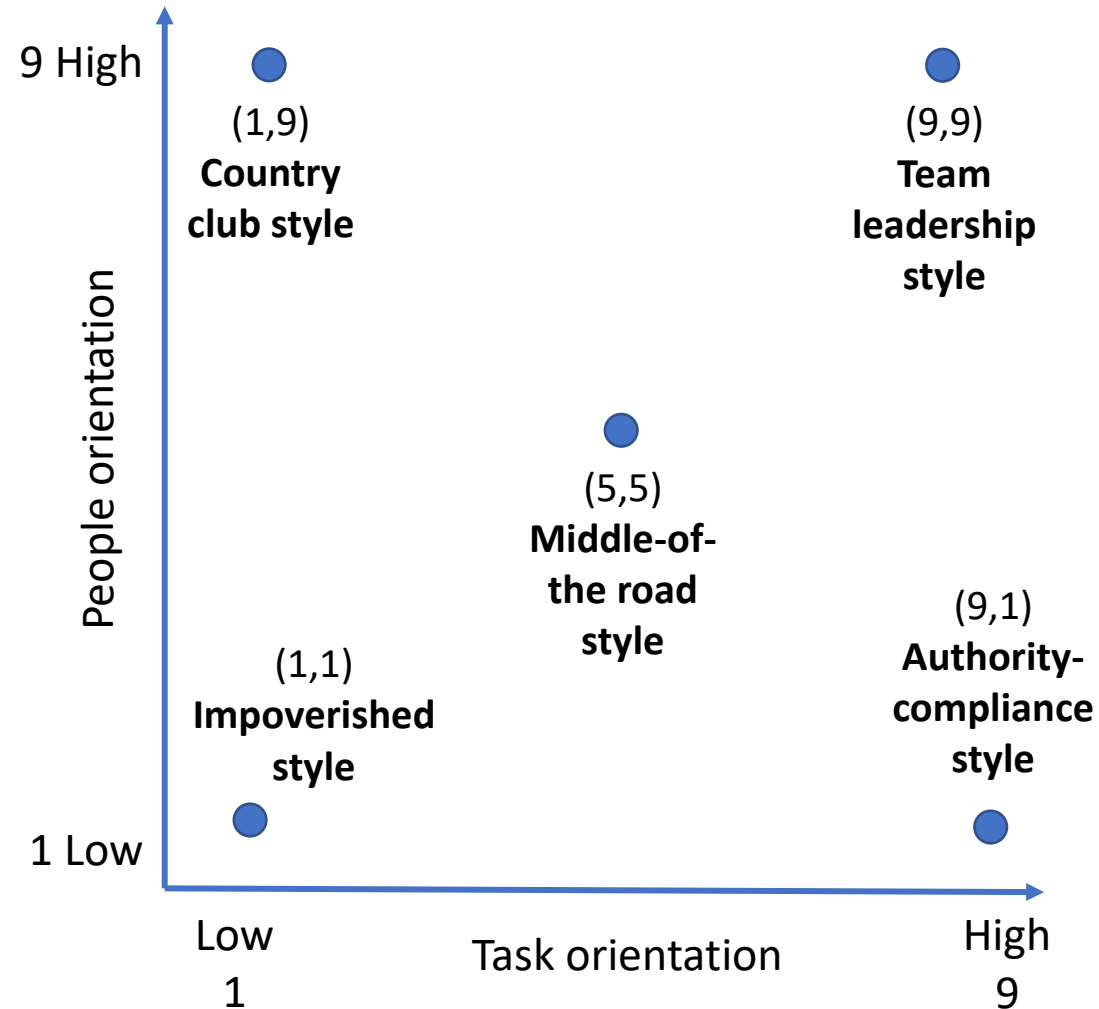
Empathy,
flexibility

Assertiveness,
decisiveness

BEHAVIORAL LEADERSHIP STYLE



Blake and Mouton's Managerial Grid



DECISION MAKING STYLE



Analytical

Large amount of data,
accurate but time-
consuming

Directive

Results-orientation,
quick, action-oriented,
based on experience

Conceptual

Big picture, interconnections,
creative ideas, holistic solutions
(sometimes cannot be
implemented quickly)

Behavioral

Maintain personal harmony,
consider opinions and needs
of other people, difficult
to displease others

Exercise 4

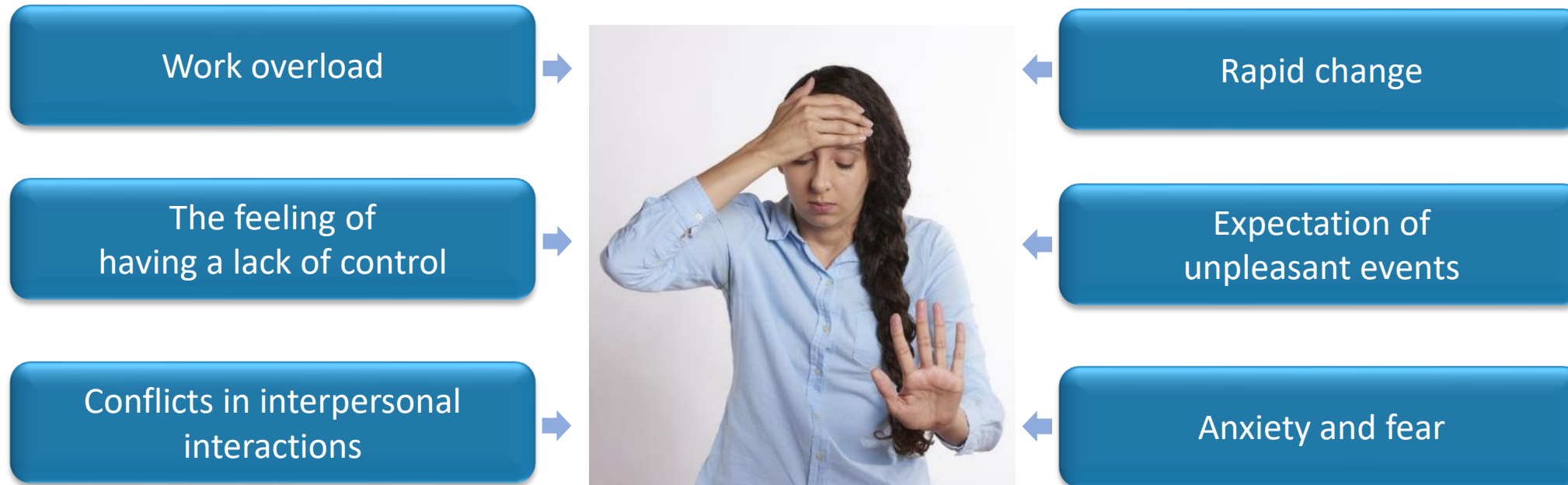


ENERGY LEVEL & RESILIENCE



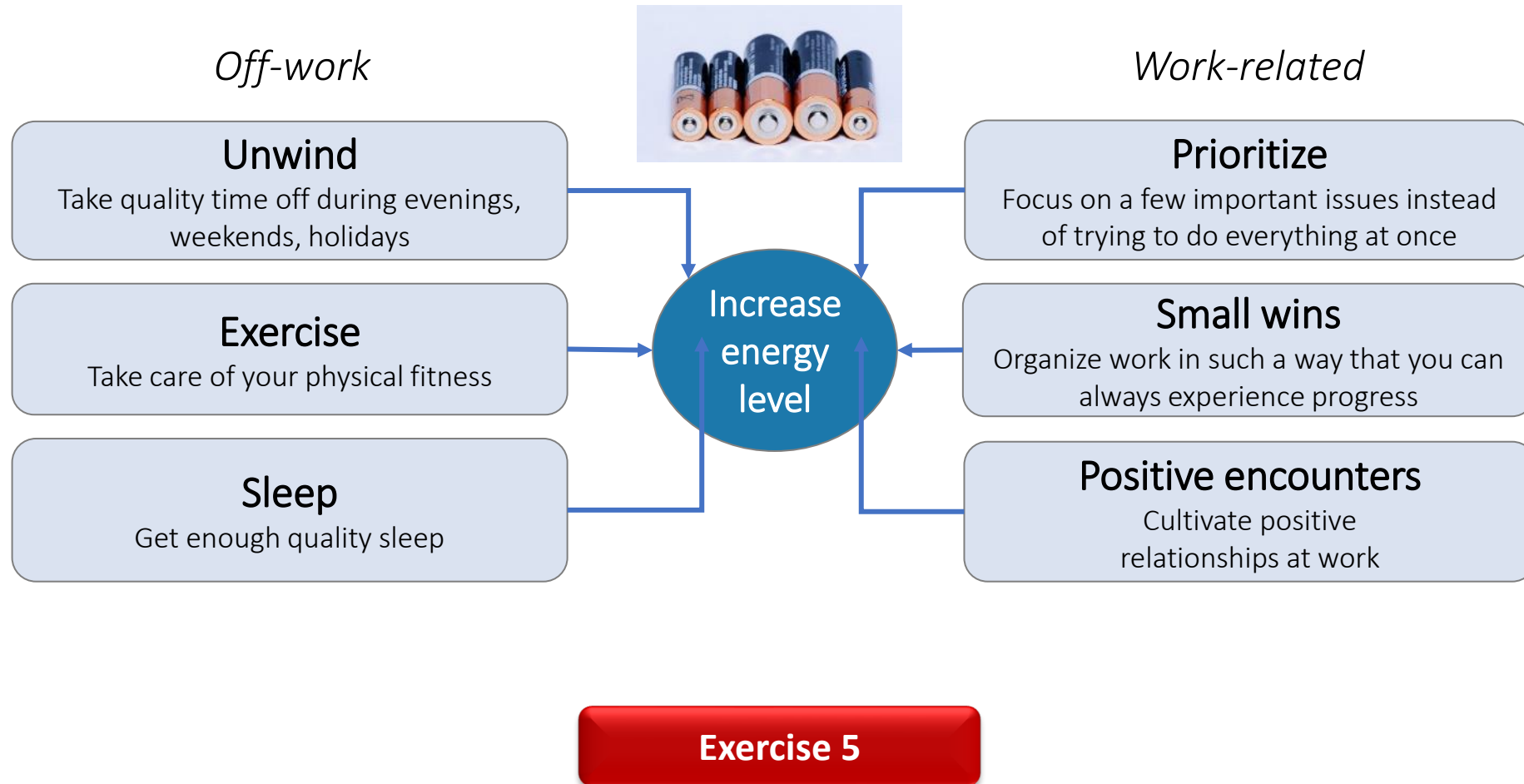
Photo: pixabay.com

KEY SOURCES OF STRESS FOR MANAGERS



➡ Working long hours and multitasking are usually not sustainable solutions

STRATEGIES TO REGAIN/SUSTAIN ENERGY



WORK-RELATED ENERGY STRATEGIES



- 1 **Learning** something new
- 2 Focusing on **what gives you joy in your work**
- 3 Setting yourself a **new goal**
- 4 Doing something that will **make a colleague happy**
- 5 **Showing gratitude** to someone you work with
- 6 Seeking **feedback**
- 7 Reflecting on **how you make a difference** at work
- 8 Reflecting on the **meaning of your work**

RESILIENCE: COPING WITH SETBACKS



DEFINITION

Resilience: The ability to return to a positive state of mind after something difficult has happened to you

How do you become resilient

- ➔ A clear sense of reality (accepting what you cannot change, expect friction)
- ➔ Tell yourself that there are no bad situations, only new ones
- ➔ Finding meaning even during the hardest times (do not abandon hope, recognize the opportunity that lies in adversity)
- ➔ Positive relationships that provide a "safety net"

VIDEO: [Resilience](#)

“

A loss isn't a loss if you learn something as a result of it” – *John Maxwell*

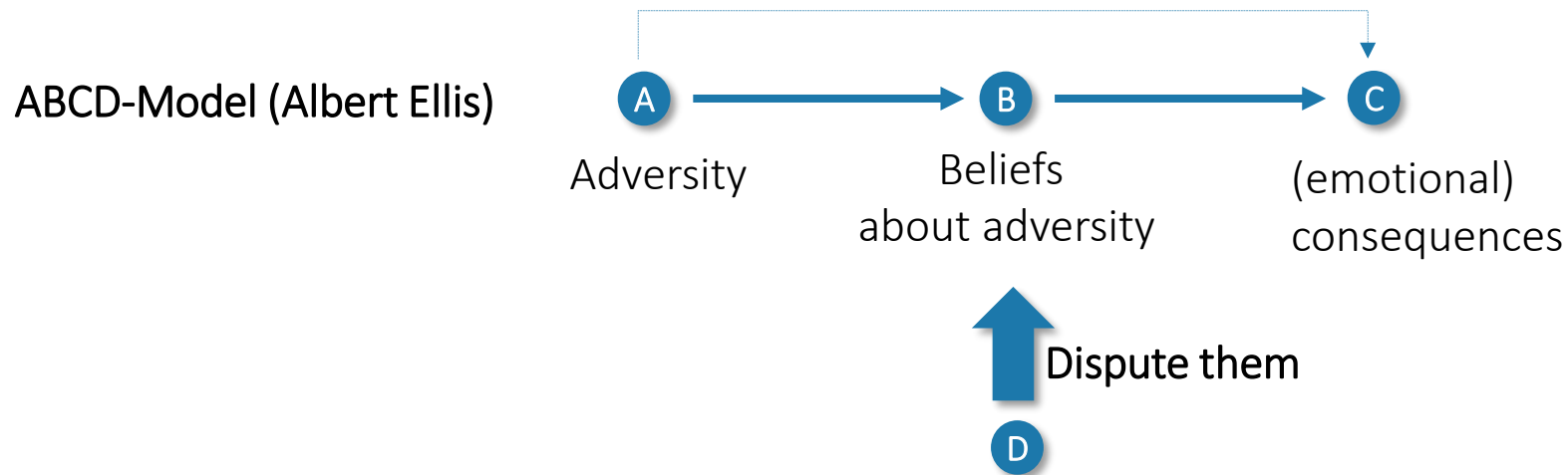
RESILIENCE AS A THINKING TASK



➔ Put things into perspective

- "What would happen in the worst case – and why shouldn't I be able to cope with the outcome?"
- "How important will this problem seem in a month/a year/five years from now?"

➔ Cognitive restructuring: the process of identifying and changing negative and irrational thoughts



VIDEO

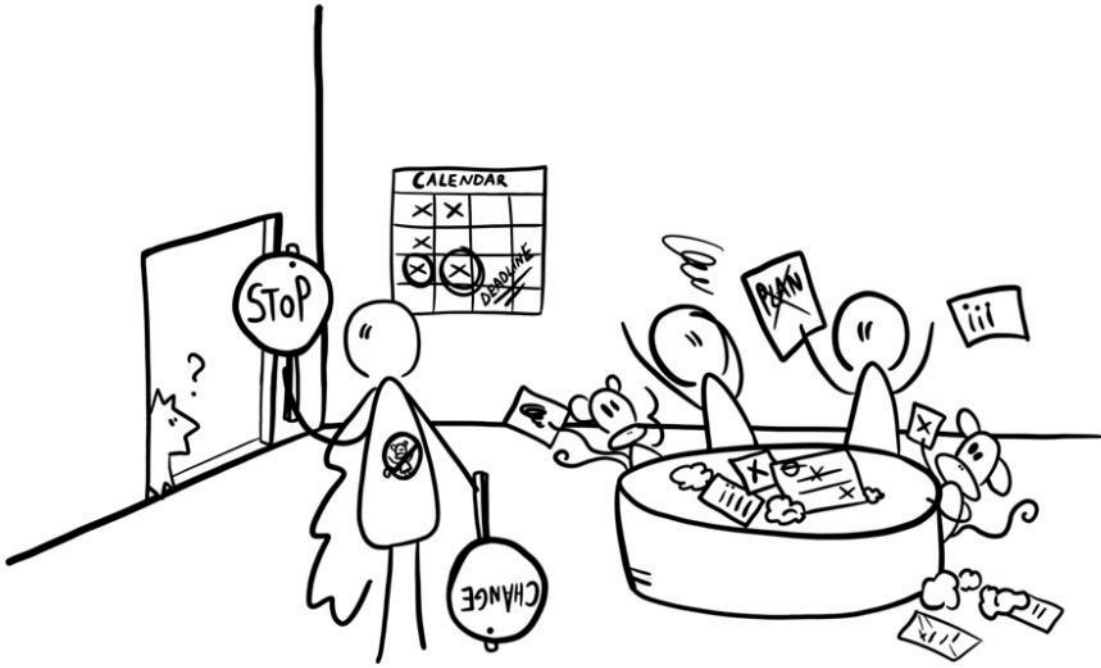


Gaur Gopal Das on resilience:
"Then why worry"

<https://www.youtube.com/watch?v=cyaFMYWA0Qk>

CONTROL YOUR EMOTIONS

3



Recognize your emotions

Manage your emotions

Stay calm & positive

How to control your emotions

- Recognize when your thinking is being hijacked by your emotional system (STOP! CHANGE!)
- Take a deep breath
- Make a plan for dealing with negative emotions & practice
- Express your emotion (get it off your chest)
- Put things in perspective
- Ask “how” instead of “why”
- Smile



SETTING THE **RIGHT PRIORITIES**

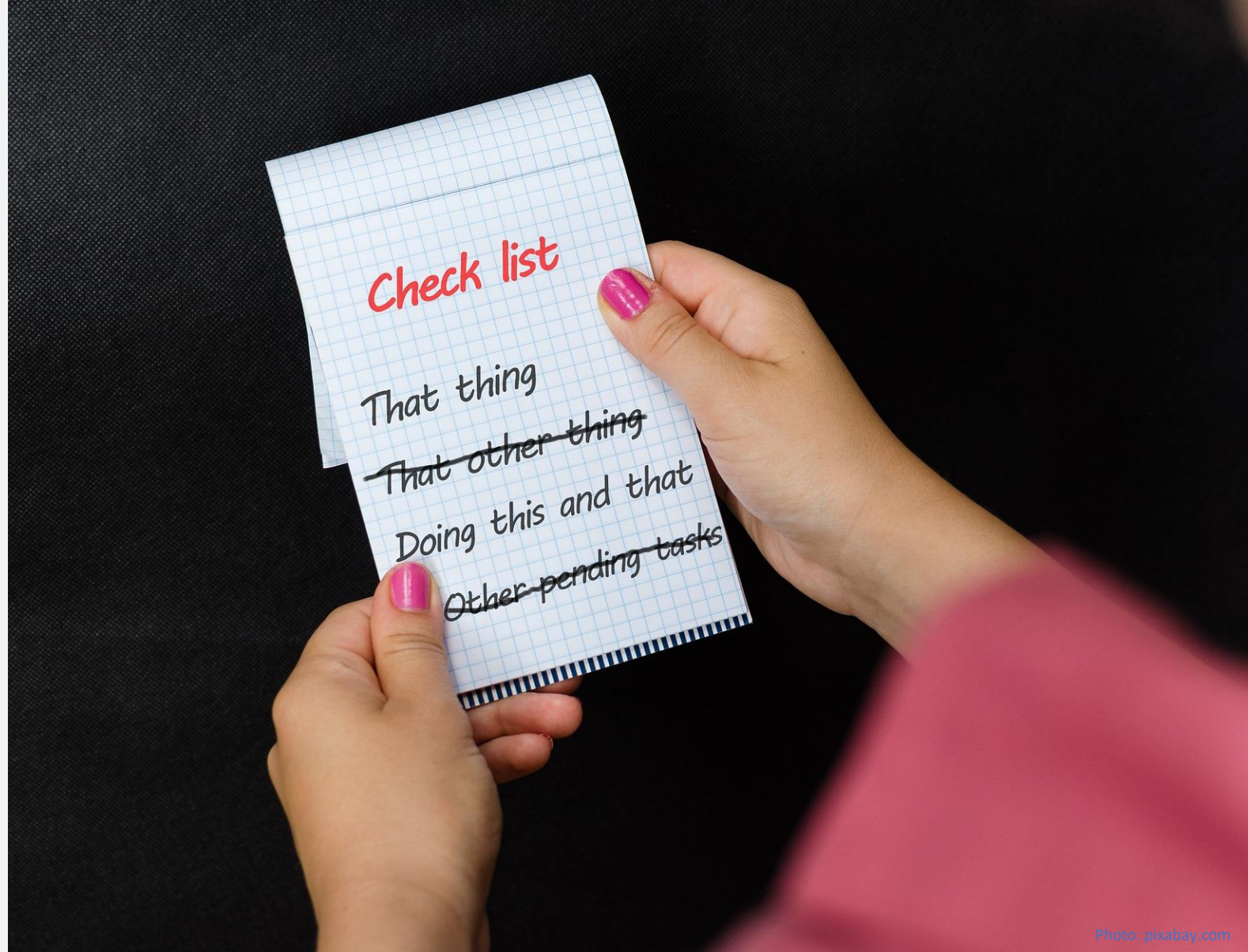


Photo: pixabay.com

IS 'TIME MANAGEMENT' POSSIBLE?



- ➔ Time is *"the indefinite continued progress of existence and events in the past, present, and future regarded as a whole"* (oxforddictionaries.com)

... as such, time does not really lend itself well to being managed

- ➔ What can be managed instead are **priorities** – **what to do and what not to do**

VIDEO: [Managing Yourself – LinkedIn CEO](#)

FIRST THINGS FIRST ...



"... and second things not at all."

Peter Drucker, The Effective Executive (1999, p. 20)

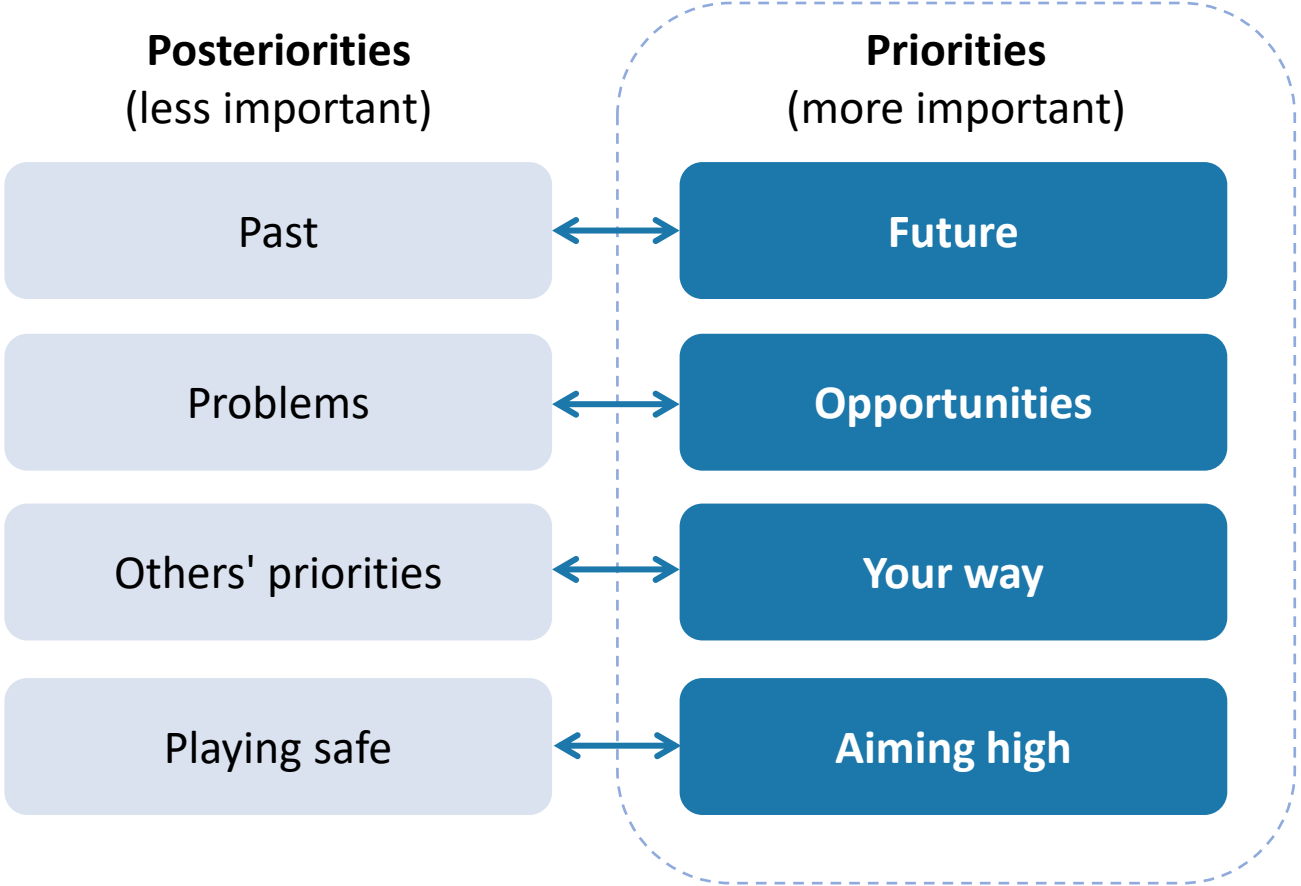


"Secrets of effectiveness":

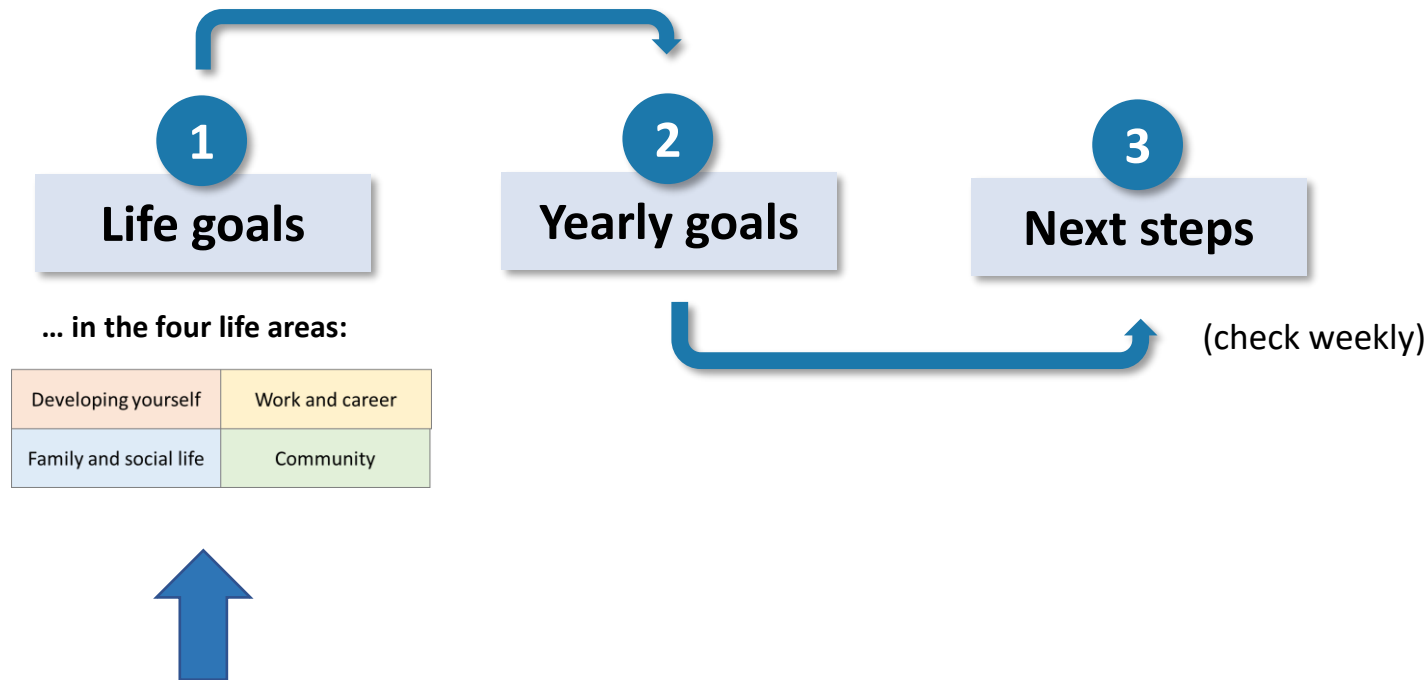
- Concentration / focusing energy on doing one thing at the time
- Self-discipline (the ability to resist all distractions and seemingly "*urgent matters*")
- Clarify your posteriorities (what not to do)

Another term for other people's priorities

HOW TO SET PRIORITIES

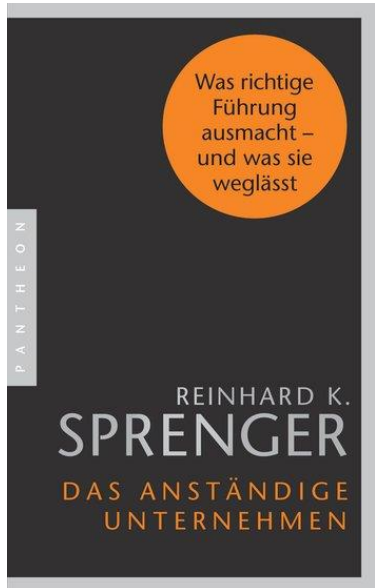


GETTING CLOSER TO YOUR 'BIG GOALS'



What brings you closer to here should get **priority!**

'MINUS MANAGEMENT'



"There's always something added in management."

"Rarely does anyone say, "We're not doing that anymore."
Or, "We'll take that away." But that's exactly what you have
to do if you want to unleash entrepreneurial potential.
You must stop doing something."

➔ **MINUS MANAGEMENT**

THE 'EISENHOWER MATRIX'



URGENT



NOT
URGENT

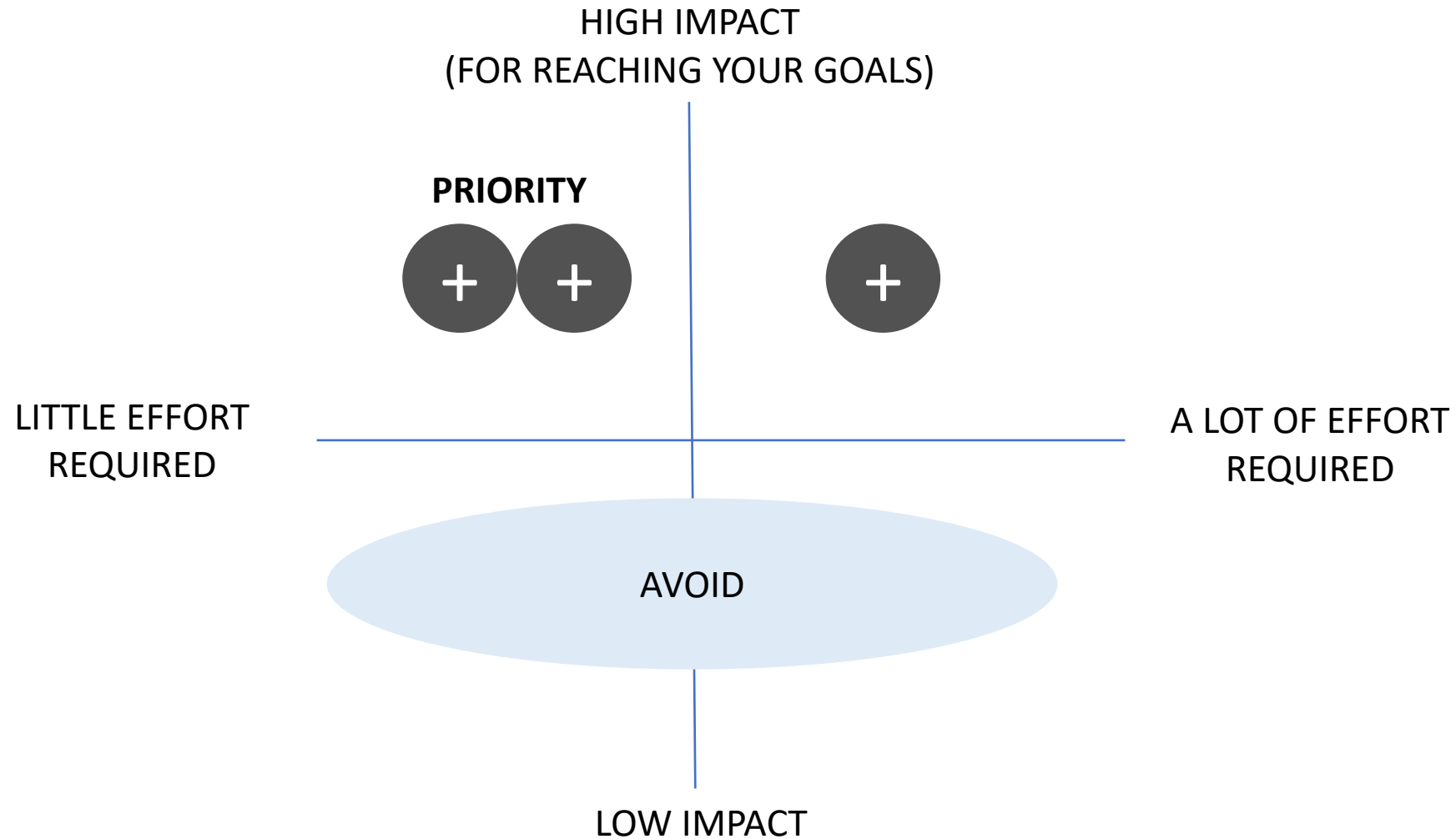


NOT IMPORTANT

IMPORTANT



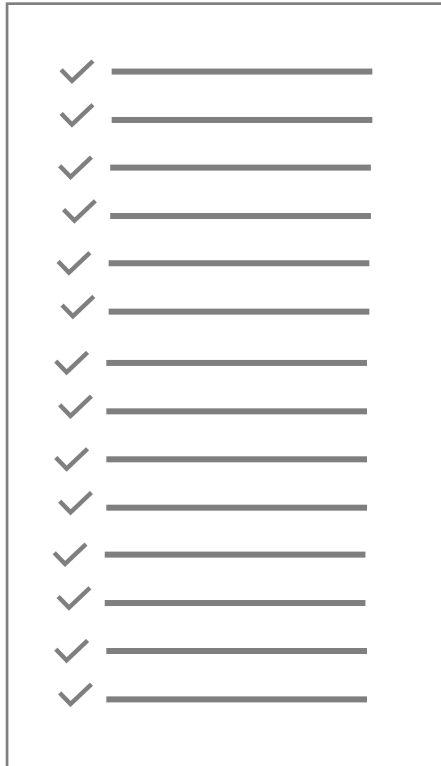
WHERE IS YOUR ENERGY WELL SPENT?



THE 'DOUBLE DO-LIST'



OPEN TO DO-LIST

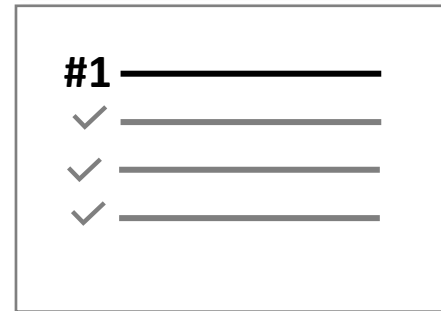


“Everything that’s on your plate”

Long

Get things out of your head

CLOSED TO DO-LIST



A fixed number of tasks

Ideally with one priority task

To be completed in a certain
timeframe (e.g. one day)

HOW TO CREATE A SCHEDULE



1 First, **allocate the top-priority tasks** in your calendar

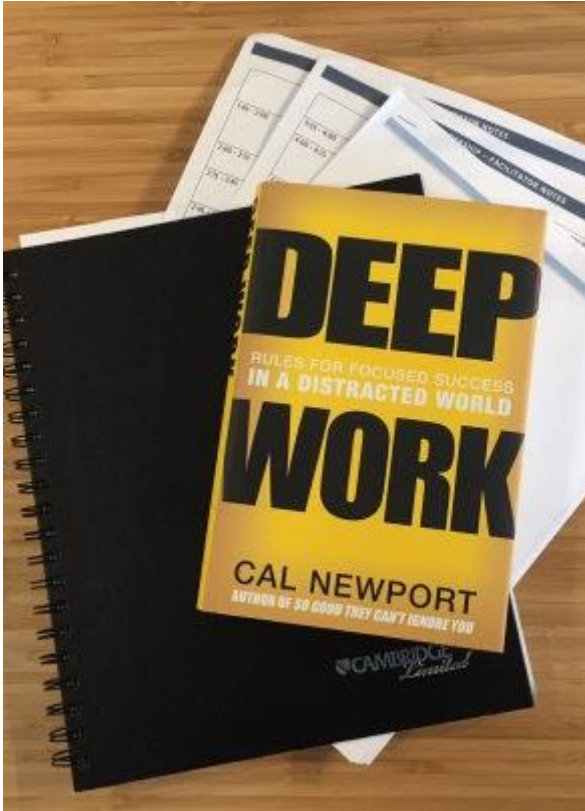
2 Leave **enough time for unanticipated developments**

3 **Combine similar tasks** whenever possible

4 **Be realistic** about what can be done in one day



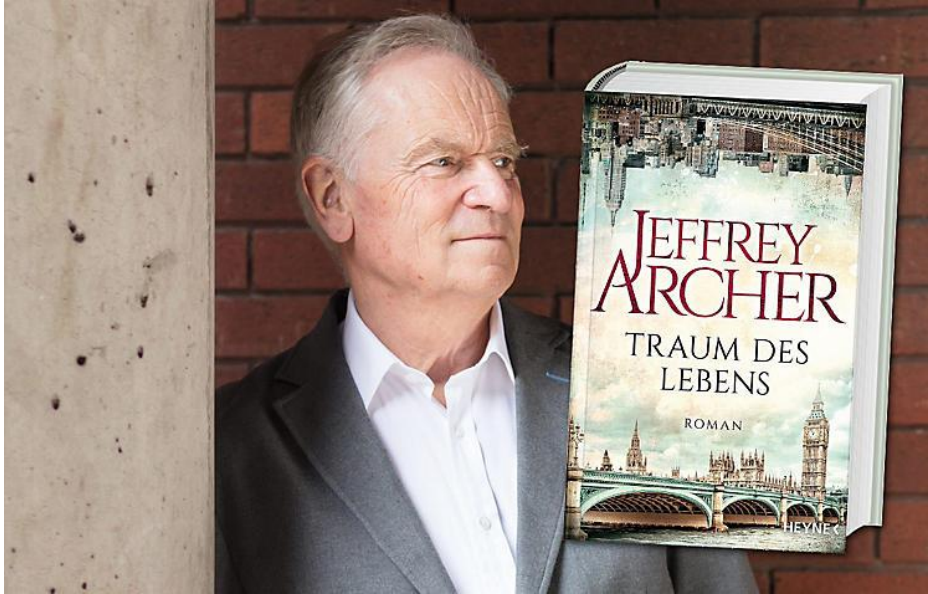
DEEP WORK



- Focus on what is really important
- Planned sessions of **distraction-free work**
- Scoreboard – record deep work hours & weekly reflection meeting with yourself



EXAMPLE: JEFFREY ARCHER

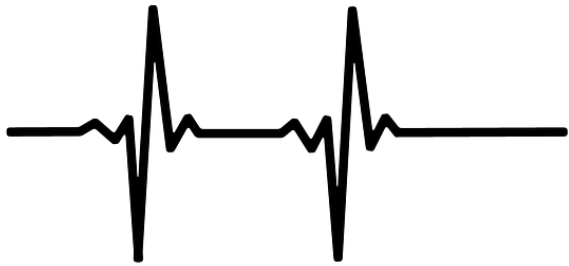


34 books, > 275 million sold in 97 countries

“I don’t like any distractions while I’m working – so no phones or music, just quiet and a calming view. I still work in two hour blocks – and I have a huge hourglass [...] on my desk to ensure that I work for the full 120 minutes of each session.”



THE POWER OF RITUALS



Humans are
rhythmic beings

- **Rhythm of work & rest** (90 min., weekly, vacations)
- Daily / weekly / yearly **rituals** are an anchor and give stability
- **Energy management** instead of "time management"
(What gives me energy? What robs me of energy?)

ENEMIES OF PRIORITIES MANAGEMENT



Enemy 1



Overloading

Enemy 2



Time wasters

Enemy 3



Reverse delegation

DEAL WITH WORK OVERLOAD



Enemy 1

- ✂ Focus on tasks that help you achieve your **priority goals**
- ✂ Effective **delegation**
- ✂ Not doing the **work of others**
- ✂ Not assuming that everything you are confronted with is **equally important**
- ✂ Learn to say "**no**" (include a why!)
- ✂ **Managing the demands and expectation of others** (including your boss
→ go through your tasks list with them if they require something new)

DEAL WITH TIME WASTERS



Enemy 2



Identify time wasters, e.g.

- Unnecessary travel
- Unnecessary, disorganized or pointless meetings
- Interruptions by unannounced visitors without a specific purpose
- Excessive paperwork
- Browsing through social media and websites without a clear purpose



Develop strategies for **avoiding time wasters**

AVOID REVERSE DELEGATION



Enemy 3

- ✂ The monkey as a metaphor, representing the next step that needs to be taken to resolve a certain issue or problem
- ✂ Offer advice or help right away, but make sure that the monkeys leave the office on the subordinates' shoulder again
- ✂ Avoid taking over the whole problem if it does not lie in your domain



SELF-REFLECTION

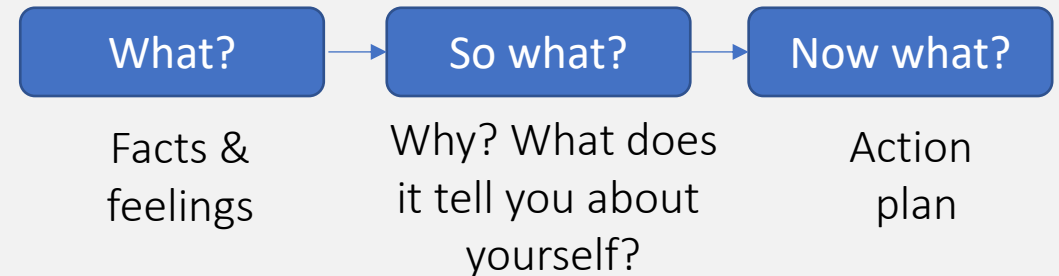


- Learning effect
- Energizing effect

Effective self-reflection

- Make it a habit (regularly)
- Write it down
- Look back and learn (*What worked well and why? Different outcomes than expected? Why? What do I learn from this?*)
- Look forward (*When I face situation X, I will ...; set learning priorities for the next period*)

Reflecting on critical incidents



MEETING WITH YOURSELF

Once per quarter:

- 1 What worked well?
- 2 What could I have done better?
- 3 What do I learn from (1) and (2)?
- 4 What are the most important goals / tasks for the next quarter?



Build a network of mentors



A LAST NOTE



A LAST NOTE

5



“SMILE AND THE WORLD
SMILES WITH YOU!” 😊



THANK YOU!

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