



LEADERSHIP MASTERCLASS

LEADING WITH PURPOSE
AND IMPACT

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IAE Aix-en-Provence

**HOW TO INFLUENCE OTHERS
AND HELP OTHERS GROW**

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ENGAGING, MOTIVATING & INFLUENCING OTHERS

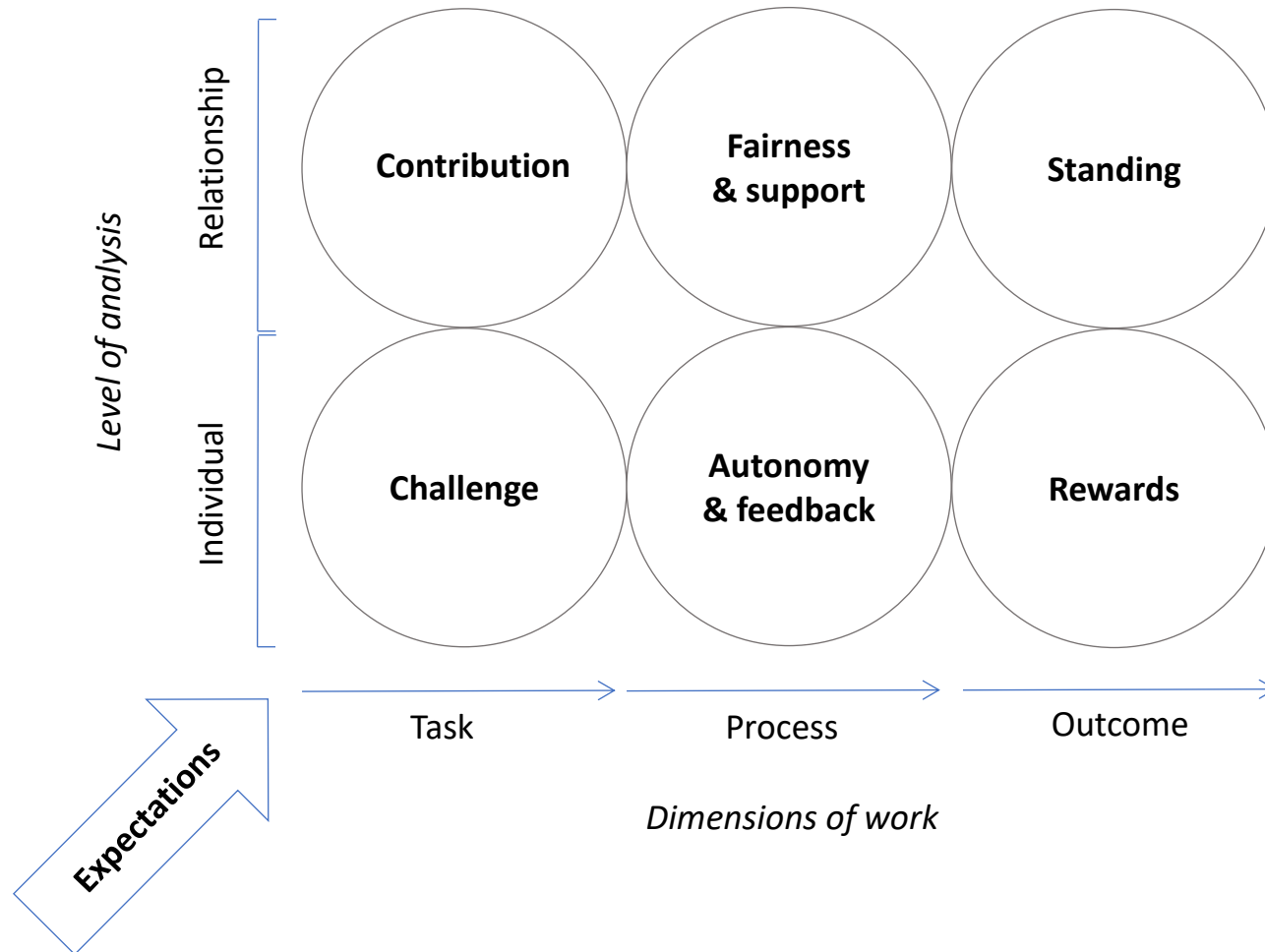


HOW TO MOTIVATE TEAM MEMBERS

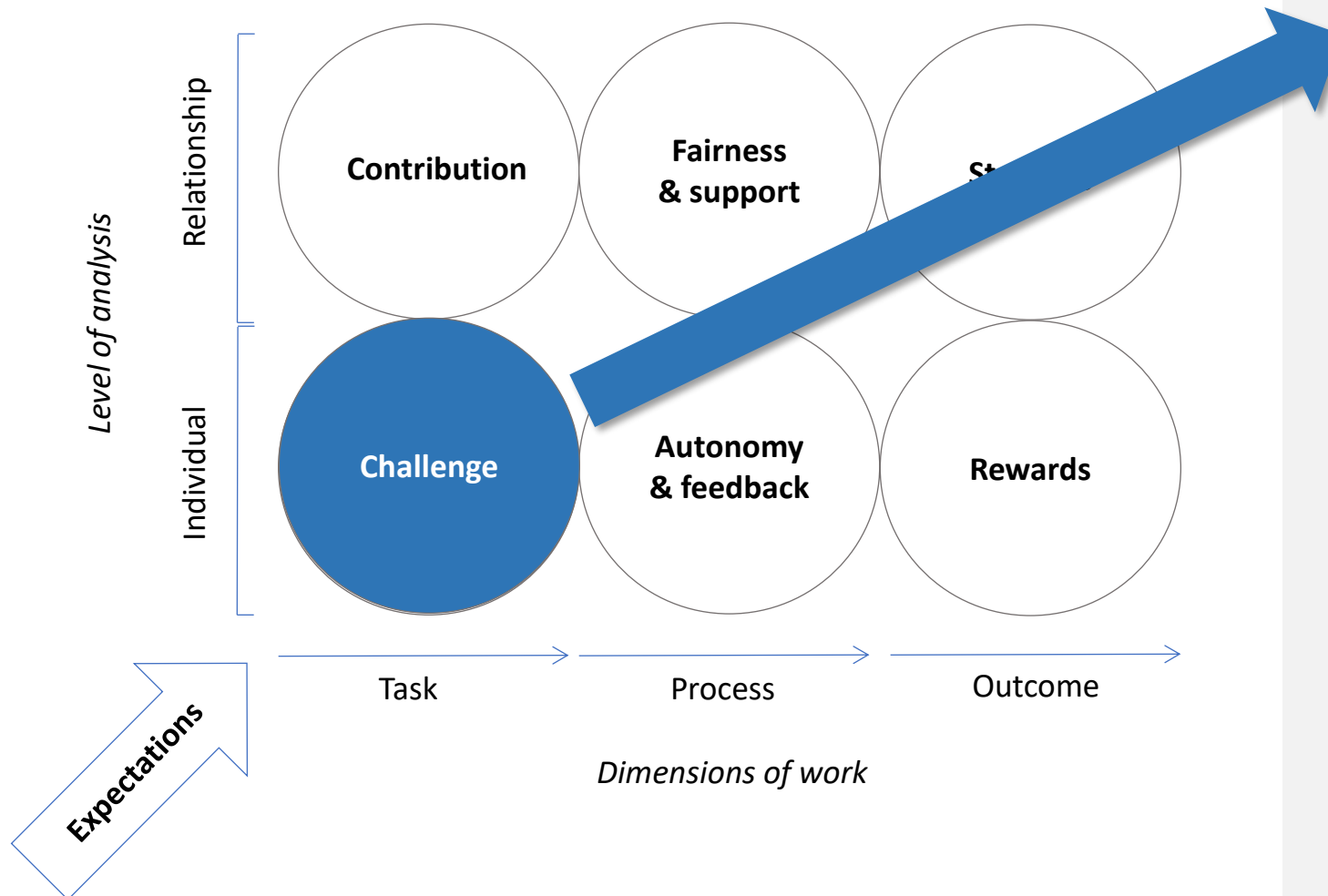


DEFINITION

Motivation: The inner drive to do something and follow certain goals.



SETTING CHALLENGING GOALS



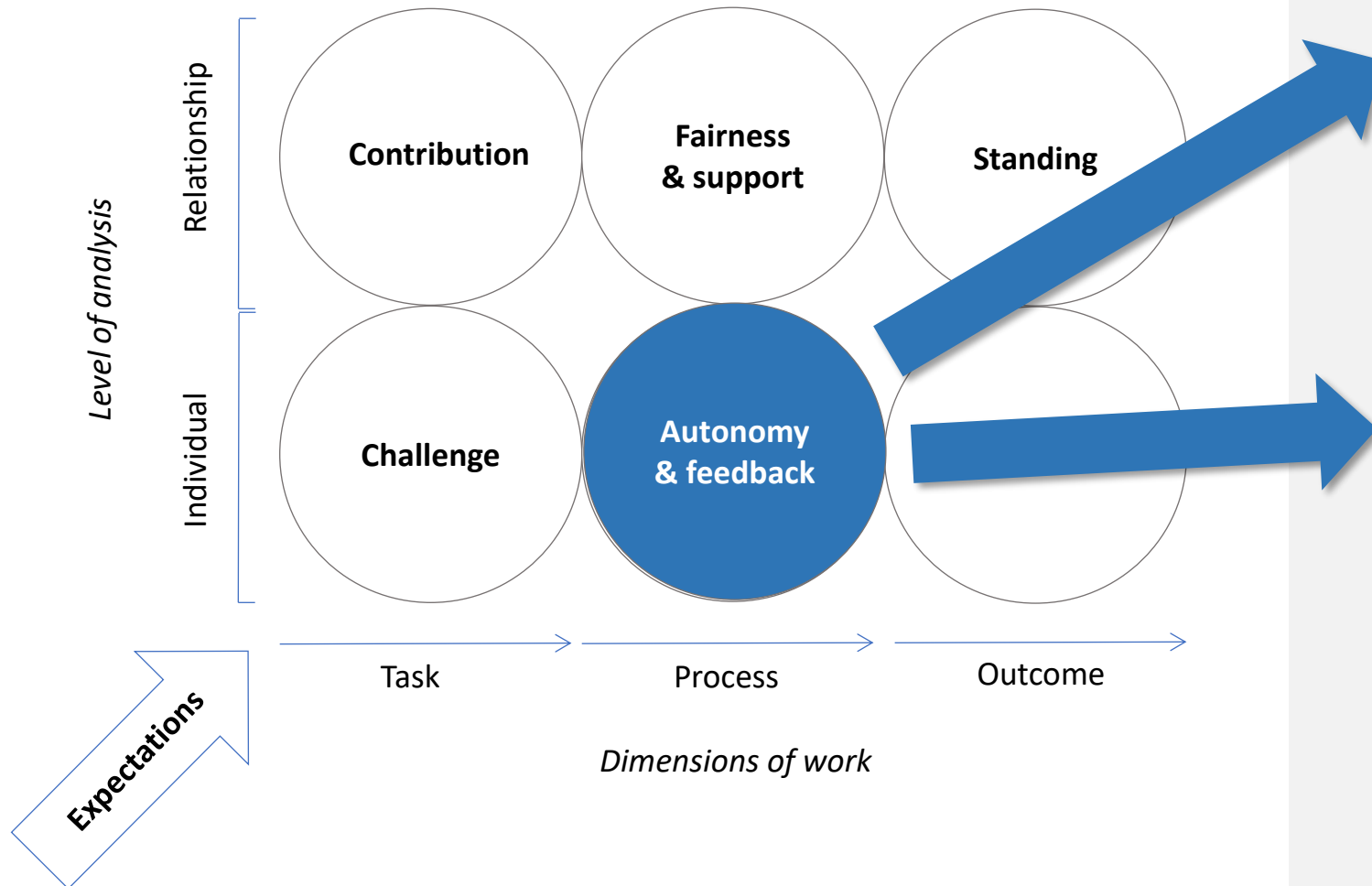
Goal-setting theory

(Locke and Latham, 1990)

Goals motivate when they are:

- specific
- challenging (somewhat difficult)
- accepted
- connected to feedback

AUTONOMY & FEEDBACK



Feedback

Information about progress toward achieving goals

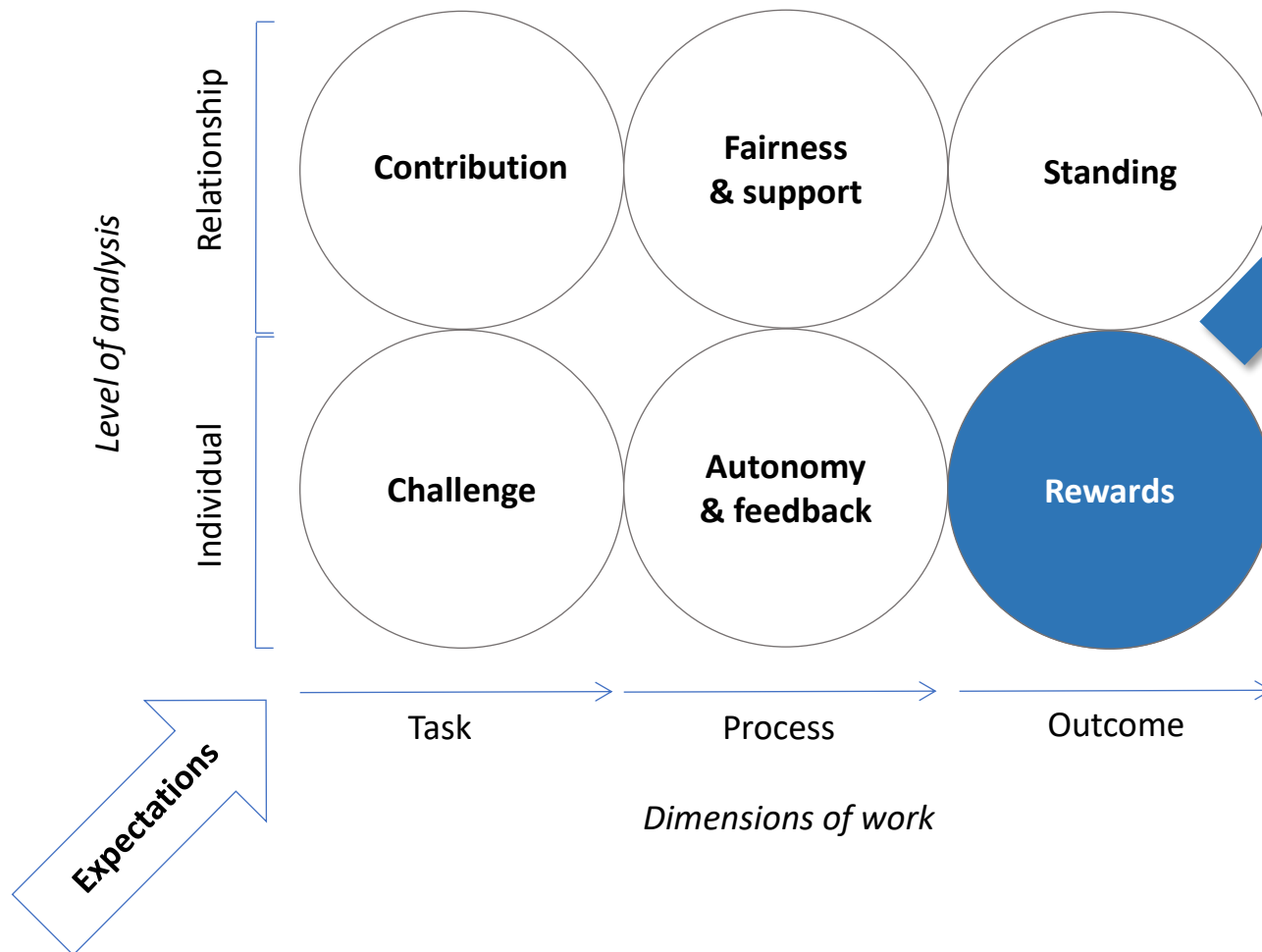
- Task feedback (directly from the task)
- Social feedback (from other people)

Autonomy

The freedom to be self-directed regarding how to perform the work

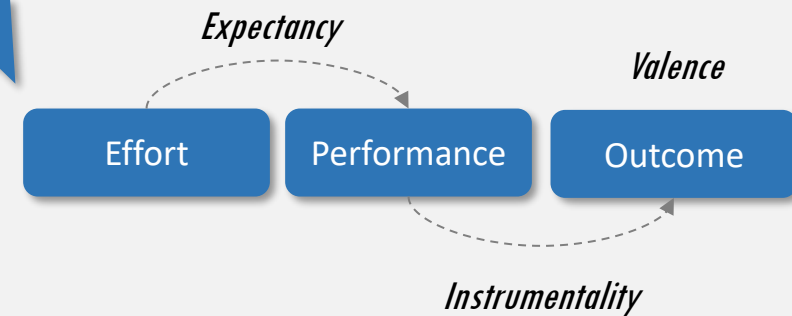
- Positive effects on perceived control
- Different people have different autonomy needs

REWARDS



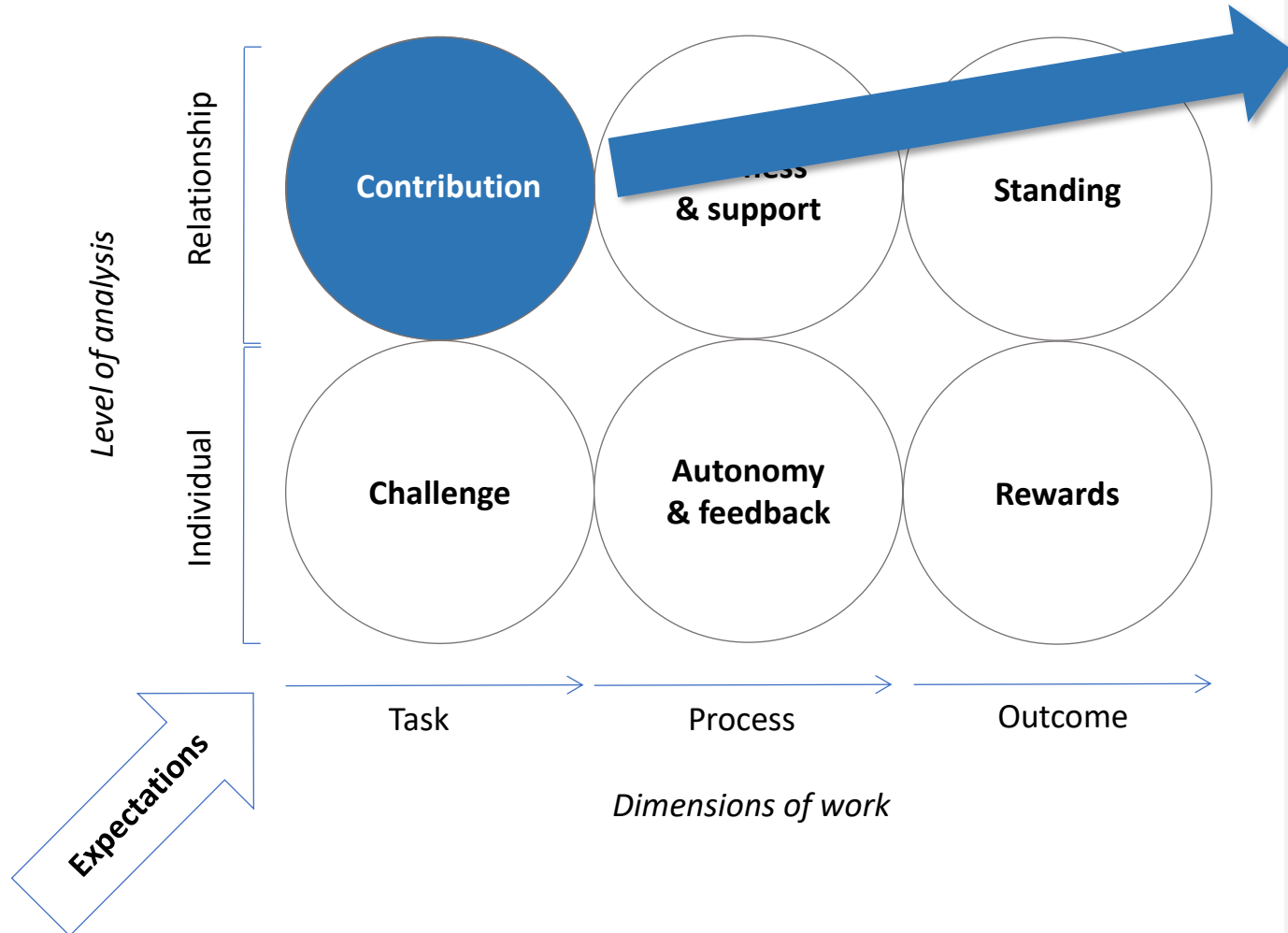
Expectancy theory

(Vroom, 1964)



Rewards can also have negative effects (e.g. setting lower targets, undermining intrinsic motivation)

TASK SIGNIFICANCE & MEANING

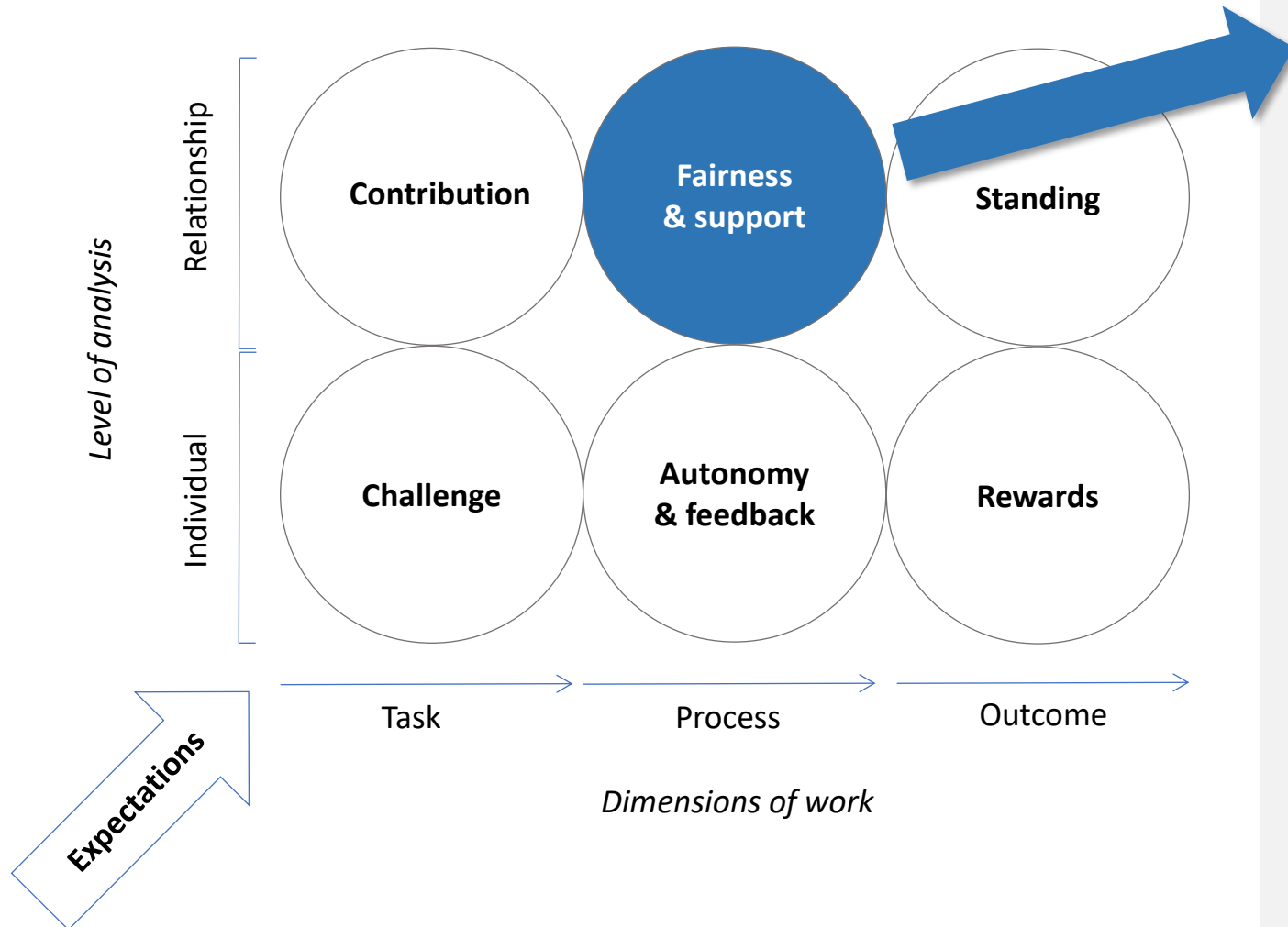


Task significance

(Hackman & Oldham, 1976; Grant 2008; 2012)

- How is the job related to the wellbeing of other people?
- Are there direct interactions with the beneficiaries of the work?

FAIRNESS & SUPPORT



Fairness and support

- Fair treatment in work situations (**equity theory** – Adams, 1983; **organizational justice** – "voice")
- **Perceived supervisor support** (taking team members' needs and welfare into account)

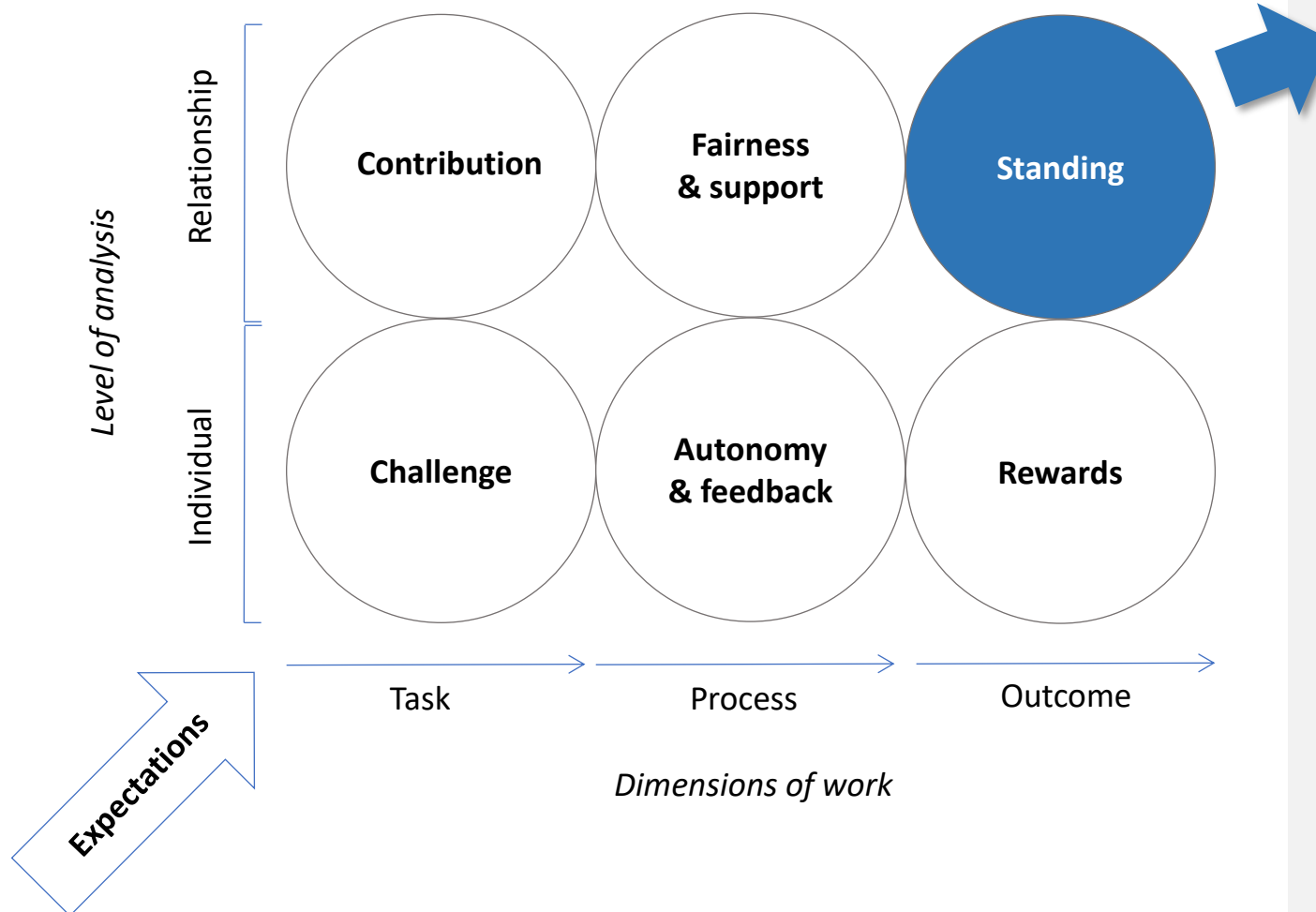
VIDEO



Fairness study with monkeys (Frans de Waal)

<https://youtu.be/meiU6TxysCg>

STANDING IN THE SOCIAL REFERENCE GROUP



Respect from the management and other team members

- Belongingness needs
- Respect for the person and for the work

MOTIVATION CHECKLIST

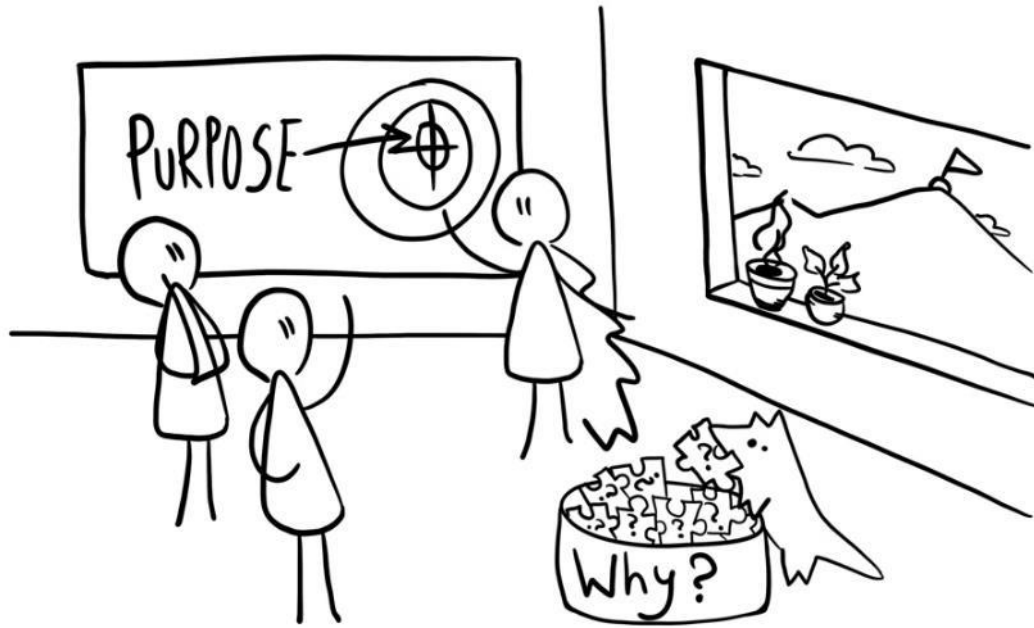


CHECKLIST

- Does the task have the right degree of **challenge** for this person?
- Does the person clearly see and understand the **contribution** of their work to the common goal of the organization and the well-being of the beneficiaries of the work?
- Does the person have a requisite amount of **autonomy** in performing the work tasks?
- Does the person get enough **feedback** on the work progress, either from the task itself or from the management?
- Does the person feel that they are **treated fairly** by the manager and the organization?
- Does the person perceive that they are receiving all the necessary **managerial support** to perform at work?
- Does the person feel that successful work outcomes are adequately **rewarded**?
- Does the person feel that they gain adequate **respect** and **recognition** from the management and other team members?



CLARIFY YOUR TEAM'S PURPOSE



- 1 Write down what your team does
- 2 Who are the main beneficiaries of the work of your team?
- 3 Why is your work important for the beneficiaries?

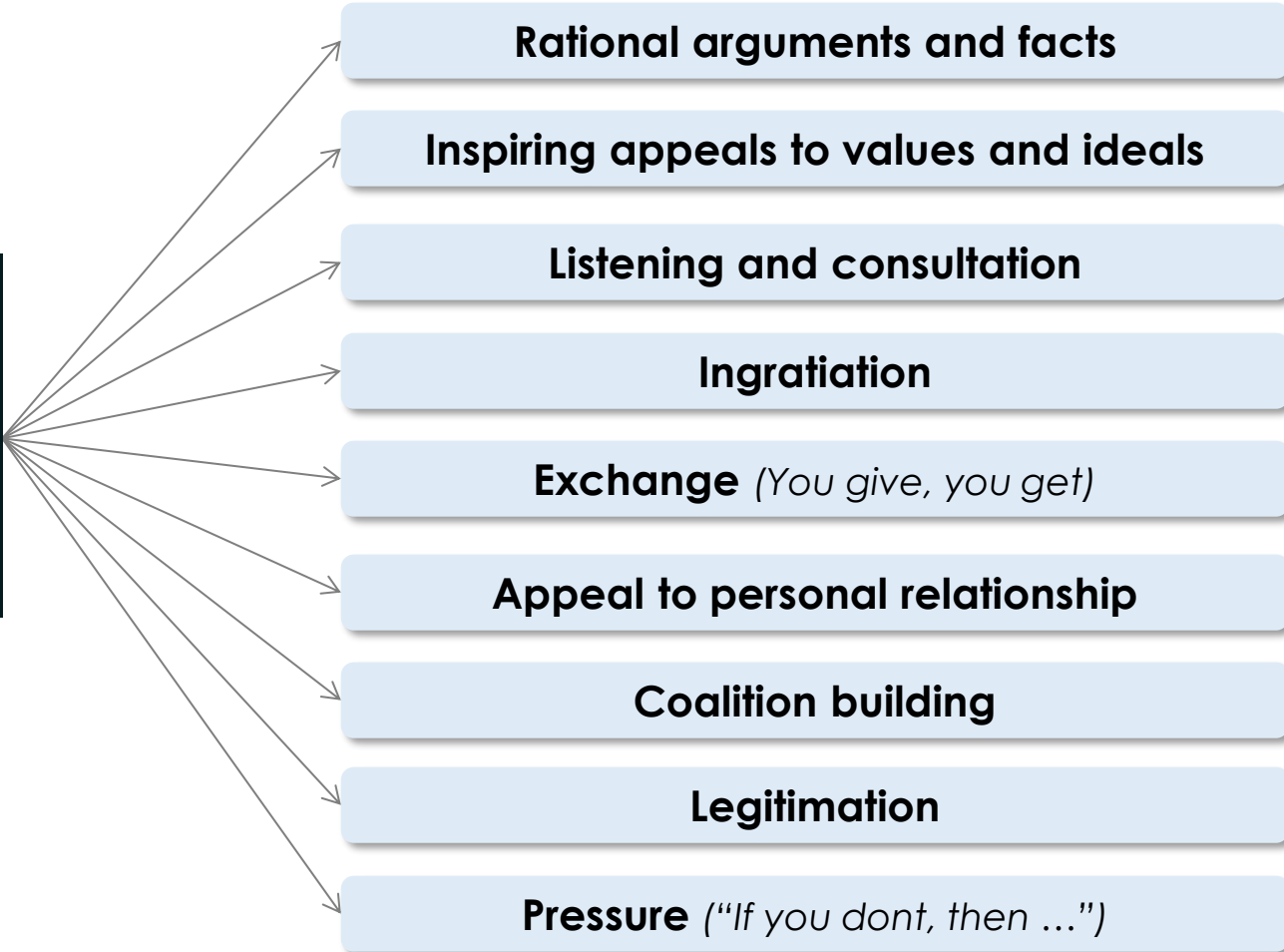
PURPOSE: Your 'why' – a compelling reason for doing something

Purpose provides orientation.

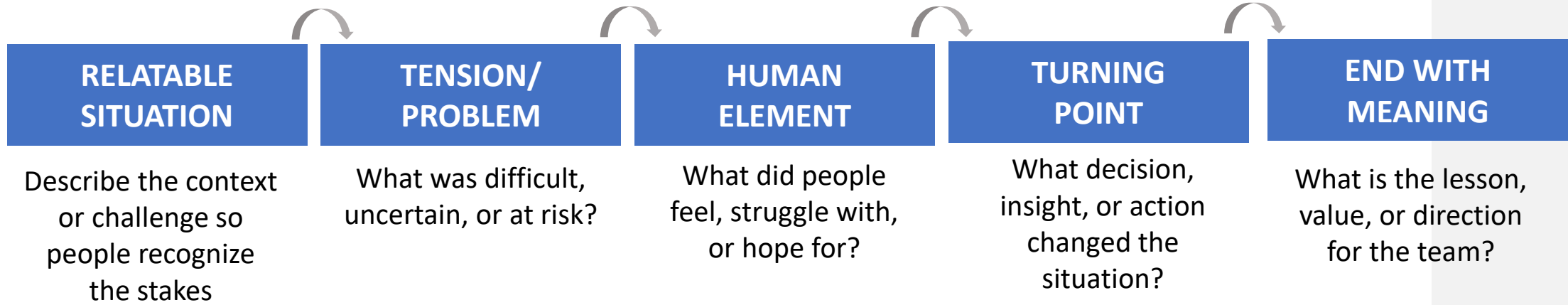
EXAMPLE

"The purpose of our canteen team is to provide the students and staff of our university with a healthy lunch that allows them to have a better learning experience in the afternoon."

HOW TO INFLUENCE OTHERS?



INFLUENCE WITH A STORY



Video: [Storytelling](#)

Photo source: ChatGPT



GIVING AND RECEIVING **FEEDBACK**



CLARIFY THE COMMUNICATION OBJECTIVE



Before communicating, clarify what you want to achieve



Sharing information



Hearing different opinions



Decision making

Influencing the emotional state of others

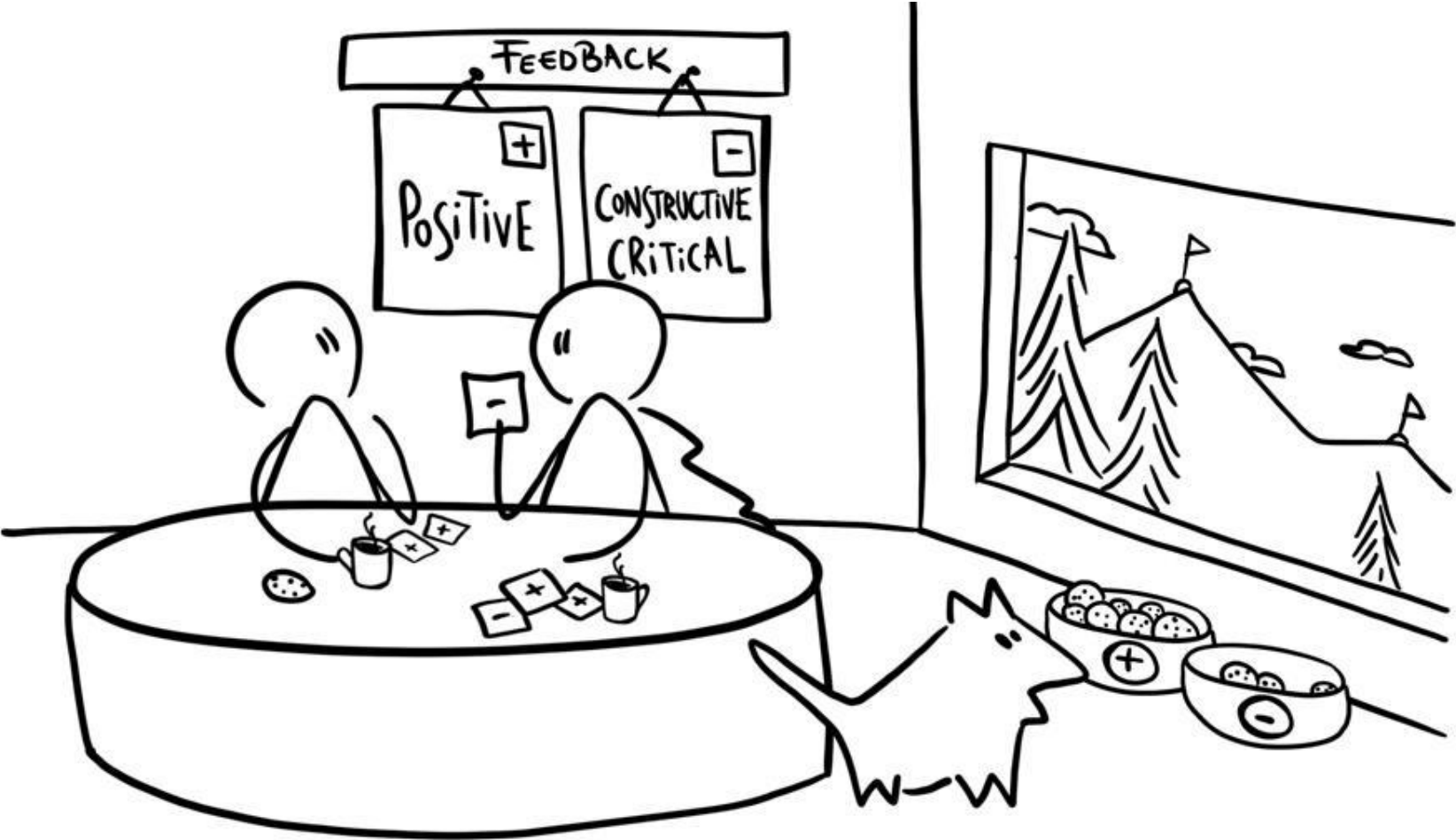
Influencing actions (others should do something)



Aligning the team (joint purpose, aligning tasks)

Strengthening relationships

EFFECTIVE FEEDBACK



“ Without feedback, we are flying blind.” – Joseph Folkman

HOW TO GIVE POSITIVE FEEDBACK



Recognize others' contributions



Be as specific as possible



Praise efforts instead of abilities

HOW TO GIVE CONSTRUCTIVE FEEDBACK



**At the right moment
(stable emotional state)**



**Ask how the other person
sees the situation**



**Share observations objectively
(not accusing)**



**Ask what they will do
to tackle the situation**

Source: Sternad & Kobin (2023). Illustration: ChatGPT.



CREATING **LEARNING AND DEVELOPMENT OPPORTUNITIES**



OPTIONS TO DEVELOP EMPLOYEES



Assign **challenging tasks**

Performance review

Provide **feedback**

Coaching & mentoring

Job shadowing

Discouraging reverse delegation

Training (on the job / off the job) –
also cross-training between team members

See **every interaction as an opportunity** to
assess a team member's progress



Create a fear-free environment (psychological safety)

PROVIDE CHALLENGES



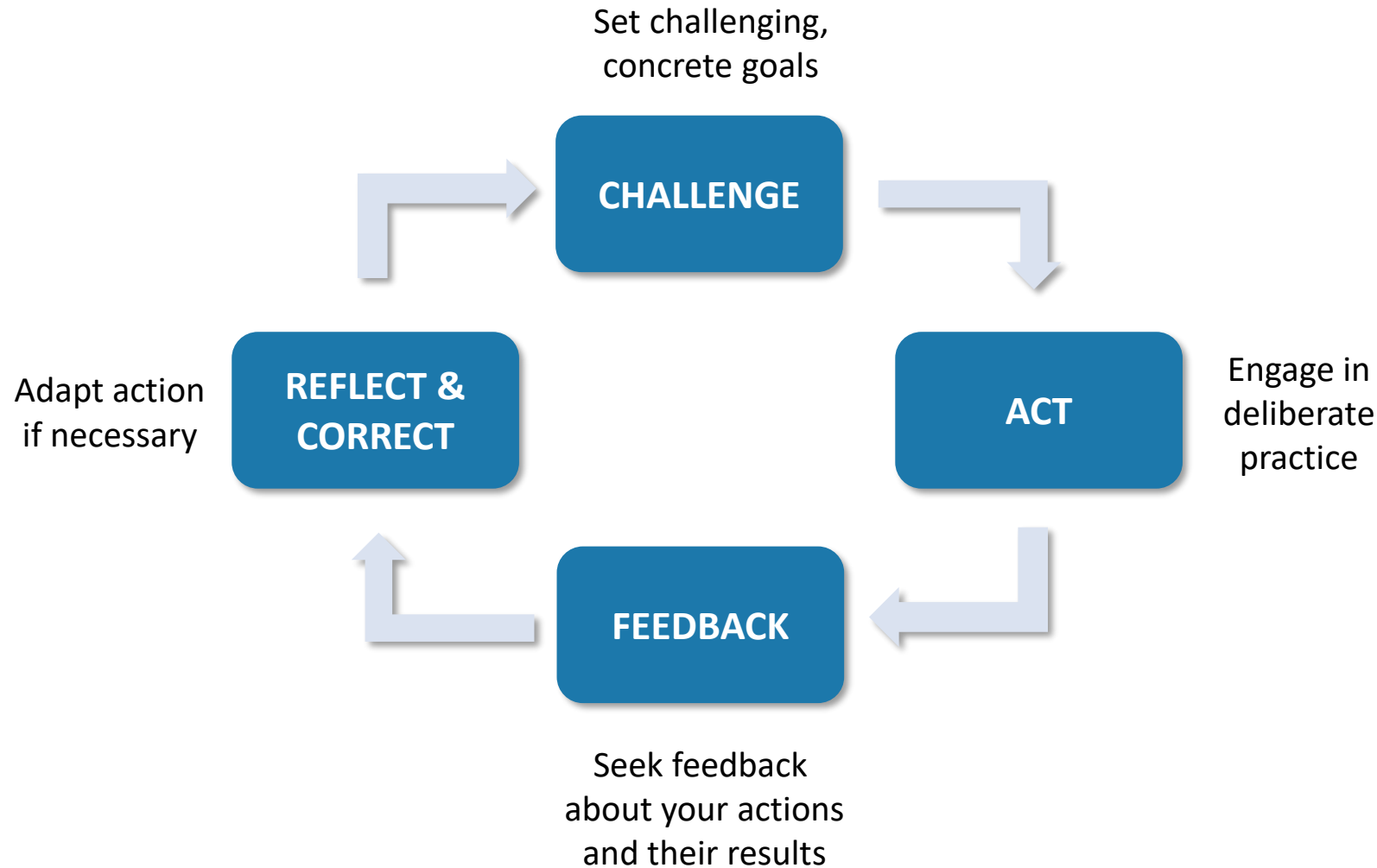
How to provide challenges?

- **Look for potential** in team members instead of seeing limitations – in which areas could a challenge provide opportunity for growth?
- When delegating a task, ask **for whom this could be a development opportunity**
- Ask team members about their **personal development goals**



*We all grow through challenges,
complex and demanding tasks
that we haven't done before.*

THE SELF-DEVELOPMENT CYCLE





EFFECTIVE
**DELEGATION &
PERFORMANCE
MANAGEMENT**

Picture: ChatGPT

THE DELEGATION PROCESS



1

Analyze
the task

Which activities?
Which competencies
are required?

2

Identify the
right person

Strengths / skills
Reliability
Availability
Interest and initiative
Development opportunity

3

Make the
assignment

Clarify task
and responsibility
Get commitment

4

Follow-up

Review progress
Provide feedback

THE ASSIGNMENT MEETING



- 1 Clearly define the **expected outcome** (and the **deadline**)
- 2 Provide information about **why the task is important** (purpose)
- 3 Clarify which **resources and support** are available
- 4 Agree on how you will **monitor progress** together
- 5 Get a **clear commitment** from your team member

ENSURING ACCOUNTABILITY



What is accountability?

Accountability is all about **keeping promises and commitments** and accepting responsibility for your actions and your performance

ENSURING ACCOUNTABILITY IN YOUR TEAM

- Keep your own promises
- Define clearly what people are accountable for
- Agree on consequences beforehand
- Positively recognize responsible behavior
- Hold accountability conversations

PERFORMANCE PROBLEMS



Potential root causes

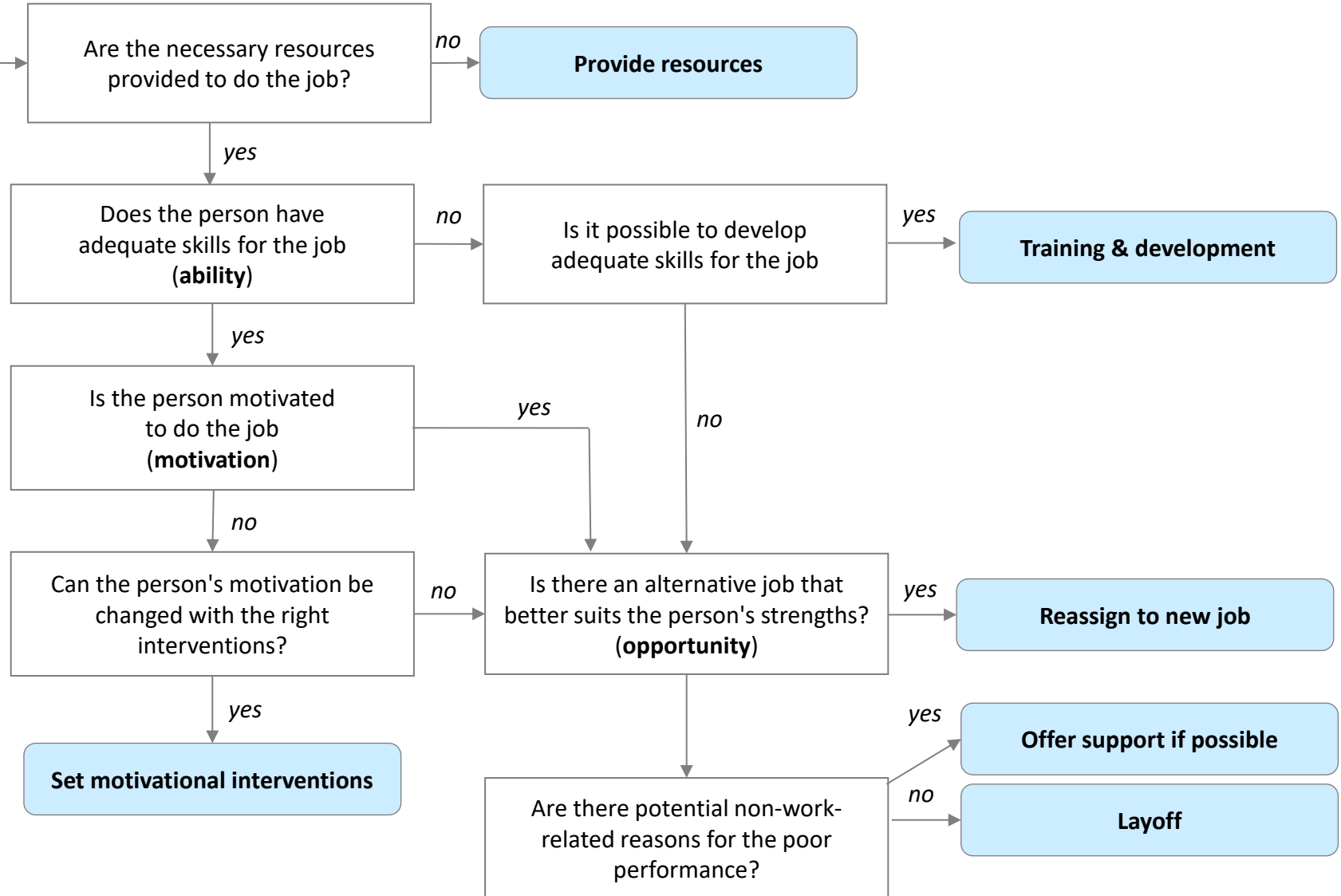
- Non-work related challenges (health, family ...)
- Tiredness and fatigue
- A lack of resources
- A lack of competences / skills
- The feeling of being unfairly treated
- No room for development and growth
- Work overload / work-related stress
- Motivational issues (not finding meaning in the work, not enough challenges ...)
- Unclear expectations
- Interpersonal issues in the workplace
- Demotivating leadership behavior



DEALING WITH PERFORMANCE PROBLEMS

Identify continued poor performance

Engage in a **dialogue** with the team member to identify the real cause of poor performance!





Picture: ChatGPT

THANK YOU!

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