



# LEADERSHIP MASTERCLASS

LEADING WITH PURPOSE  
AND IMPACT

Prof. Dr. Dietmar Sternad  
8-10 April 2026  
IAE Aix-en-Provence

---

**HOW TO INCREASE  
YOUR TEAM'S EFFECTIVENESS**

**amU** Aix  
Marseille  
Université

**IAE** Graduate  
**AIX** School  
of Management



## **BUILDING A TEAM**

---



# WHAT IS A TEAM?



## DEFINITION

**Team:** A group of people who work together for a common purpose



- ➔ Team members are contributing **complementary skills**
- ➔ A team is characterized by **common commitment** and **mutual accountability**
- ➔ A team uses a **coordinated approach** to reach joint goals

## VIDEO



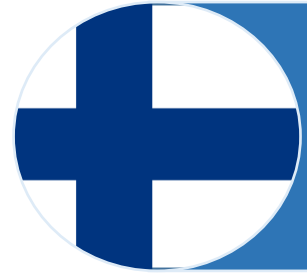
An example for  
excellent teamwork

<https://youtu.be/RuQjYzP9PMo>

# WHAT IS AN EFFECTIVE TEAM?



# ARE TEAMS ALWAYS PREFERABLE?



*“Joukossa tyhmyys tiivistyy.”*

Finnish proverb

Translation: *“In a group, stupidity condenses.”*

- ➔ Possible friction in the form of **additional coordination costs, motivational problems, interpersonal conflict, social loafing**
- ➔ On certain tasks, **individuals** or co-acting groups can be more efficient

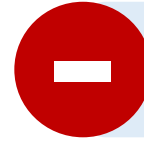
A group that is working toward achieving a common goal without much personal communication and interaction.

# WHEN TO USE A TEAM?



## Use a team

- **Complex tasks** that can only be fulfilled by combining a variety of **different and interdependent skills and perspectives**
- When **more resources and flexibility in deploying resources** are needed



## Do not use a team

- When **individuals or co-acting groups** are able to accomplish the task efficiently
- When **relatively little interaction** is needed between group members

# HOW TO MANDATE A TEAM



- 1 Formulate **clear goals** for the team
- 2 Define the **right team size**
- 3 Select the **right team members**
- 4 Define **formal roles and responsibilities**
- 5 Clarify which **resources** the team has access to
- 6 Define a **reporting process** for the team
- 7 Decide on an **incentive system** for the team

# BELBIN'S TEAM ROLES



<b>Co-ordinator</b>	<ul style="list-style-type: none"><li>• Delegates work and integrates different team members' activities</li></ul>
<b>Shaper</b>	<ul style="list-style-type: none"><li>• Drives the team forward and keeps everyone focused on the task</li></ul>
<b>Plant</b>	<ul style="list-style-type: none"><li>• Contributes new ideas and creative solutions</li></ul>
<b>Monitor-Evaluator</b>	<ul style="list-style-type: none"><li>• Analyzes, weighs, judges different ideas and alternatives</li></ul>
<b>Resource Investigator</b>	<ul style="list-style-type: none"><li>• Establishes and uses outside contacts to obtain resources and information</li></ul>
<b>Implementer</b>	<ul style="list-style-type: none"><li>• Turns ideas into concrete, operative actions and carries them out</li></ul>
<b>Specialist</b>	<ul style="list-style-type: none"><li>• Contributes specific expertise or skills</li></ul>
<b>Completer-Finisher</b>	<ul style="list-style-type: none"><li>• Controls the quality of the work of the team, makes last corrections</li></ul>
<b>Team worker</b>	<ul style="list-style-type: none"><li>• Cares for the well-being of individual team members</li></ul>

# WHAT NEW TEAMS NEED TO CLARIFY



- 1 Who is part of our team?
- 2 What is our **purpose** and what are our specific goals?
- 3 Which resources do we have access to?
- 4 What are our team members' skills and strengths?
- 5 Who are we dependent on?
- 6 How are we going to work together (team norms)?



➔ ... and then try to achieve "**quick wins**"

VIDEO



How Google builds the perfect team

<https://youtu.be/v2PaZ8NI2T4>

# 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."*

Video: [Shared purpose](#)

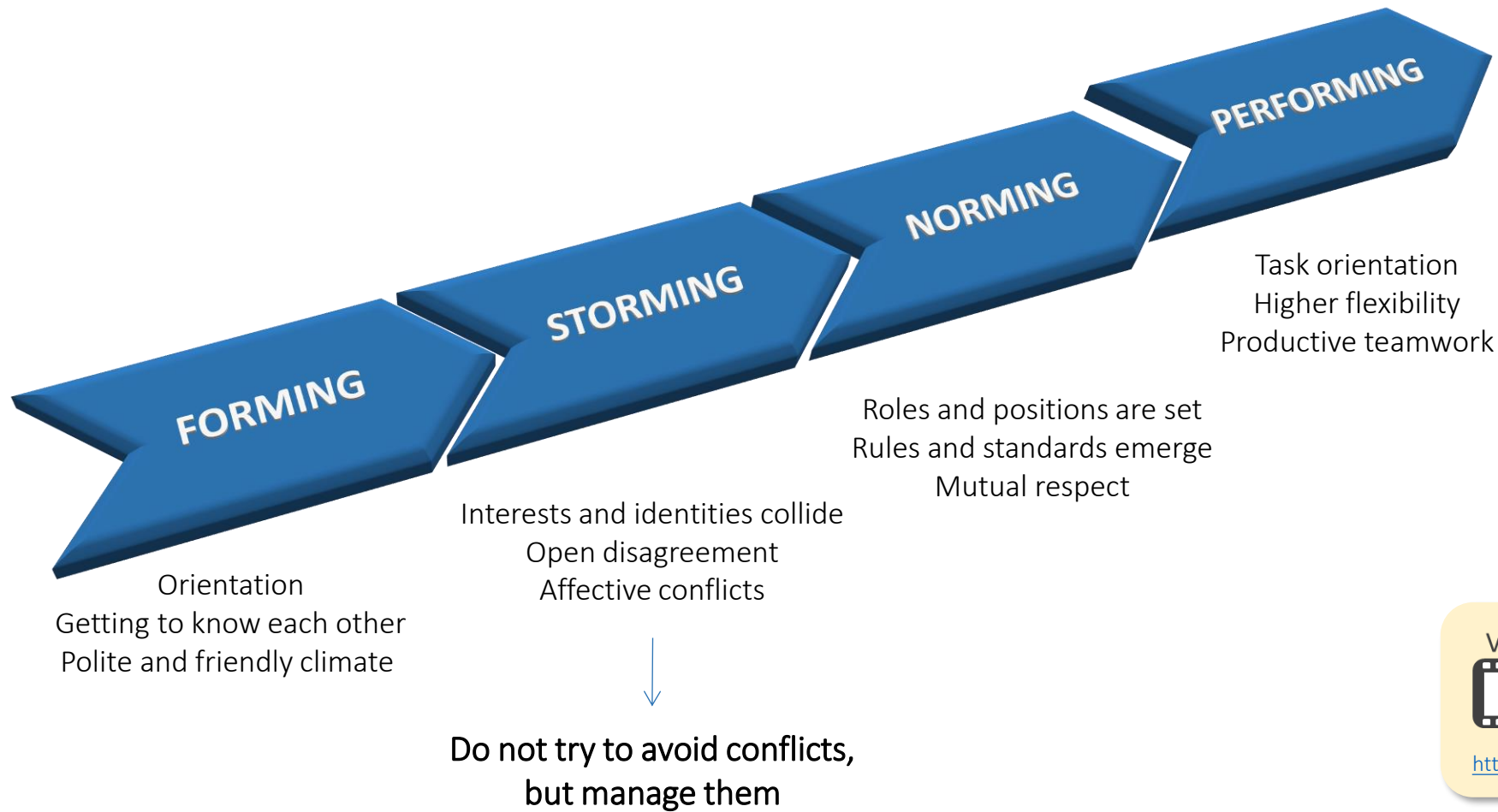


# EFFECTIVE TEAMWORK


---



# TEAM DYNAMICS (TUCKMAN'S 4 PHASES)



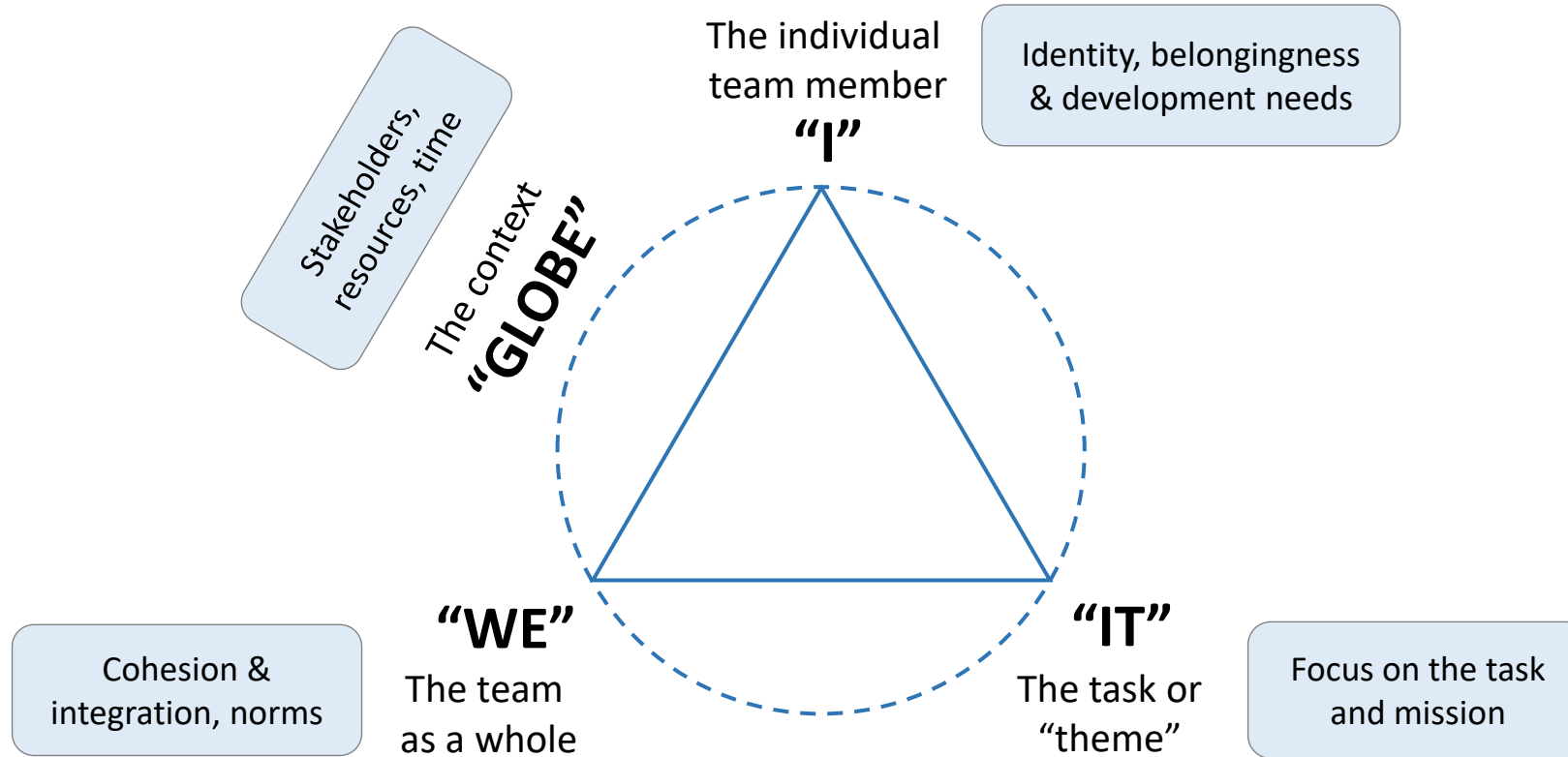
**VIDEO**



Turning a group of strangers into a team

<https://youtu.be/3boKz0Exros>

# TEAM-CENTERED INTERACTION



# BUILD TRUST & RAPPORT



**Trust:** the belief that other people are honest and reliable, and that they hold good intentions

**Rapport:** a friendly and harmonious relationship in which you show care and are free to openly express your feelings

## How to establish trust & rapport

- Create shared experiences (socializing)
- Encourage open conversations
- Avoid the blame game (don't ask 'Whose fault is it?')
- Ensure accountability
- Discourage clique-building
- Encourage everyone to be open and honest in giving feedback
- Create a fear-free environment (psychological safety – destigmatize failure, no bullying)

# CREATE A TEAM SPIRIT



**Team spirit:** emotional commitment toward the team, being engaged and motivated to give their best to help other team members and the team as a whole succeed

## How to create a team spirit?



- Bring the right people into the team
- Invest enough time in 'purposing'
- Make sure roles are clearly defined and accepted
- Develop an efficient way of collaborating
- Keep an eye on relationships between team members
- Give everyone the feeling of being valued and included
- Engage in team-building activities
- Celebrate success and learnings

# HOW TO DEAL WITH SOCIAL LOAFING



## DEFINITION

**Social loafing:** The tendency of individual team members to "freeride"



- 1 Take preventive action (jointly set expectations and rules beforehand)
- 2 Make individual contributions clearly visible
- 3 Invest time and effort in teambuilding
- 4 Assign tasks according to individual strengths
- 5 Make sure that everyone works on relevant tasks

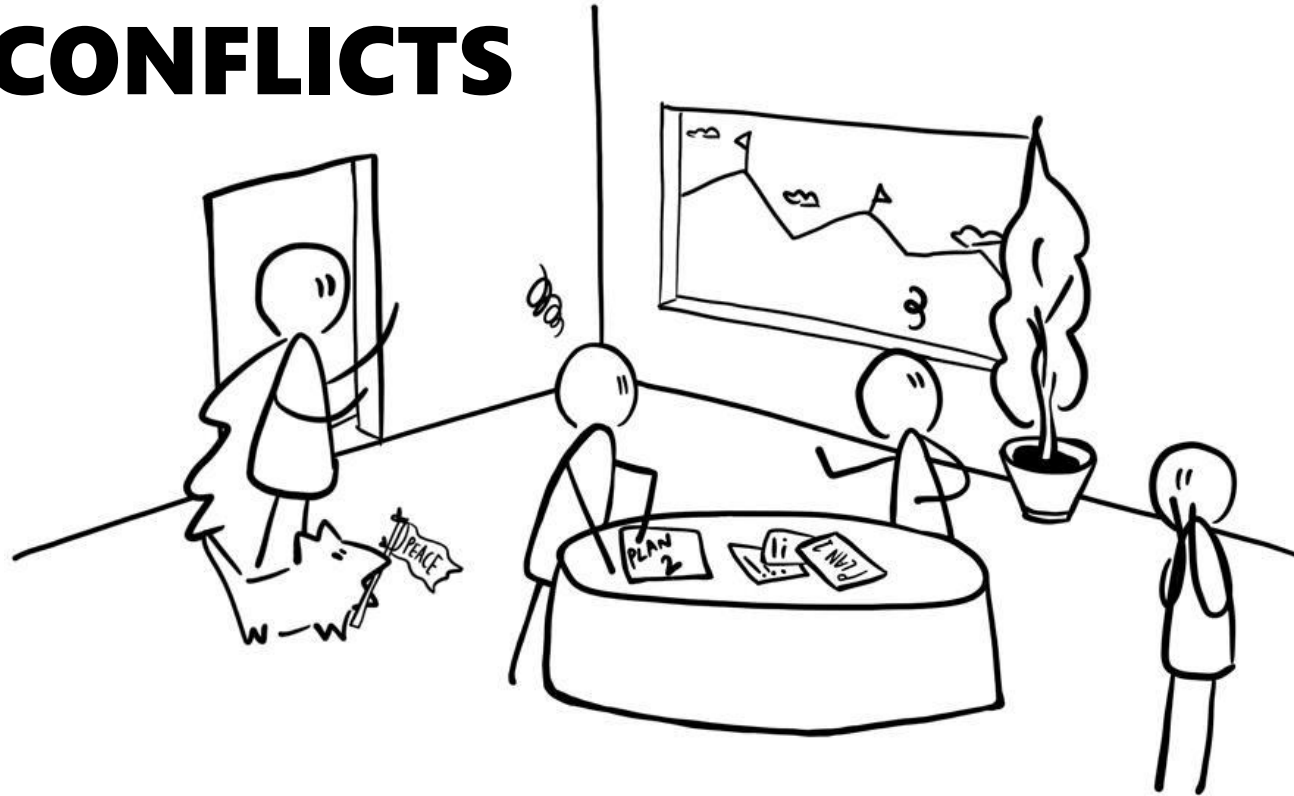
VIDEO



Social loafing  
experiment

<https://youtu.be/aq20gUaRrw8>

# MANAGE CONFLICTS



## PREVENT CONFLICTS

- Think about potential triggers beforehand (fairness ...)
- Develop rules / code of conduct
- Reduce interaction between people who could come in conflict

## MANAGE CONFLICTS

- Remain calm & neutral
- Understand underlying interests
- Work collaboratively on solutions

## KEEP IT UNDER CONTROL

- Separate opponents
- Clarify rules of interaction
- Change conditions that trigger the conflict
- Offer mediation / counseling

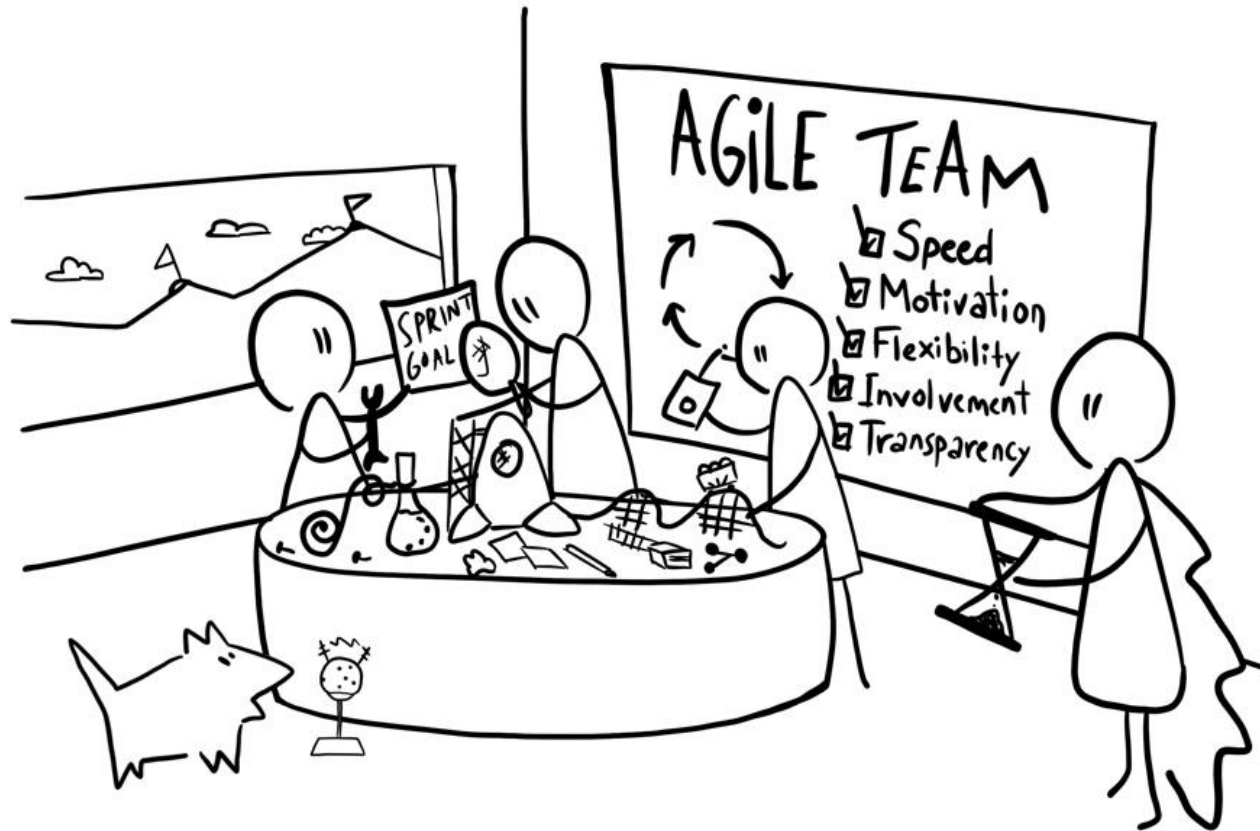


## LEADING **AGILE TEAMS**

---



# WHAT IS AN AGILE TEAM?



- Self-organization
- 'Test-and-learn' mindset
- Working in 'sprints'
- Short-term accountability

## DEFINITION

**Agile team:** A self-organized team that works iteratively in smaller chunks in close collaboration among themselves and with the clients

# AGILE METHODS: SCRUM



## SCRUM TEAM ROLES

**Scrum master** (understands scrum, focus on improving team processes)

**Product owner** (accountable for getting a certain goal accomplished)

**Developers**  
(other team members)



## SCRUM ARTIFACTS

**Product backlog** (all tasks to be completed in the project)

**Sprint backlog** (what needs to be achieved in a sprint)

**Increments**  
(action steps to be completed within a sprint)



## SCRUM EVENTS

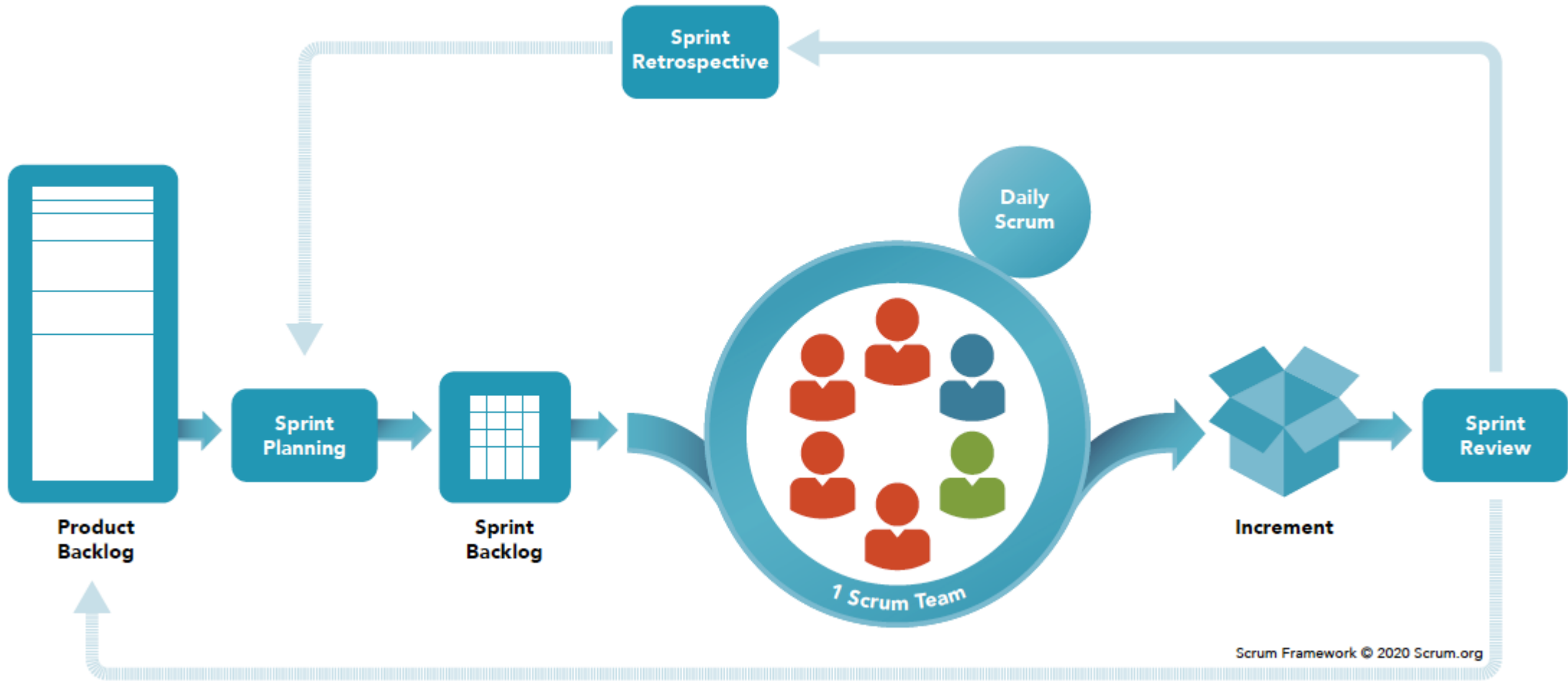
**Sprint planning meeting**

**Scrum meeting** (daily, 15 minutes, checking progress)

**Sprint review**  
(outcomes of each sprint)

**Sprint retrospective** (what could be improved in teamwork)

# AGILE METHODS: SCRUM



# PLANNING AN AGILE SPRINT

---



- 1 Agree on a **sprint goal** (& for whom/how this will add value)
- 2 Select **items from the product backlog** for the sprint  
(What is possible within a limited timeframe?)
- 3 Let team members define their **work packages (increments)**
- 4 Include 'why' (sprint goal), 'what' (product backlog items) and 'how' (increments) in a **sprint backlog** (visual roadmap for the sprint)

# SCRUM BOARD / KANBAN BOARD





Photo: [unsplash.com/Hannah Busing](https://unsplash.com/Hannah Busing)

**THANK YOU!**

**amU** Aix  
Marseille  
Université

**IAE** Graduate  
**AIX** School  
of Management