

Vækst & Ledelse  
September 2023

# MONJASA & FANT

Karin Glavind & Cecilie Hauerberg



# Today's agenda

**01**

## **Intro**

Cecilie Hauerberg  
Co-founder og sekretariatschef  
Fant

Karin Glavind  
Senior HR Business Partner,  
Academy responsible  
Monjasa

**02**

## **Monjasa Leadership Programme**

Karin Glavind

**03**

## **Connected Leadership**

Cecilie Hauerberg  
Karin Glavind

**fant**  **for a new  
tomorrow**



Hvem er jeg?



# Hvad er FANT?

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- Organisation stiftet i 2012
- Arbejder i Sierra Leone, Ghana og Gambia
- Sport som redskab – udvikling som resultat
- Finansieret af udviklingsbistanden, virksomheder, medlemmer og donationer
- Arbejder i partnerskaber med lokale organisationer
- Vi er tætte med vores partnere og projekter
- Vi vil gerne have flere danskere involveret og engageret i vores arbejde





# Introduktion til Monjasa





# Hvem er jeg?

- Karin Glavind, SR. HR Business Partner, Academy responsible
- Business partner for SEA, MEA og Gruppe funktioner
- Academy fokus områder
  - Learning platform: Lige adgang til læring, digitalt fokus
  - Pipeline: Trainee uddannelse, global rekruttering
  - Lederuddannelser, herunder Connected Leadership

fant

MONJASA

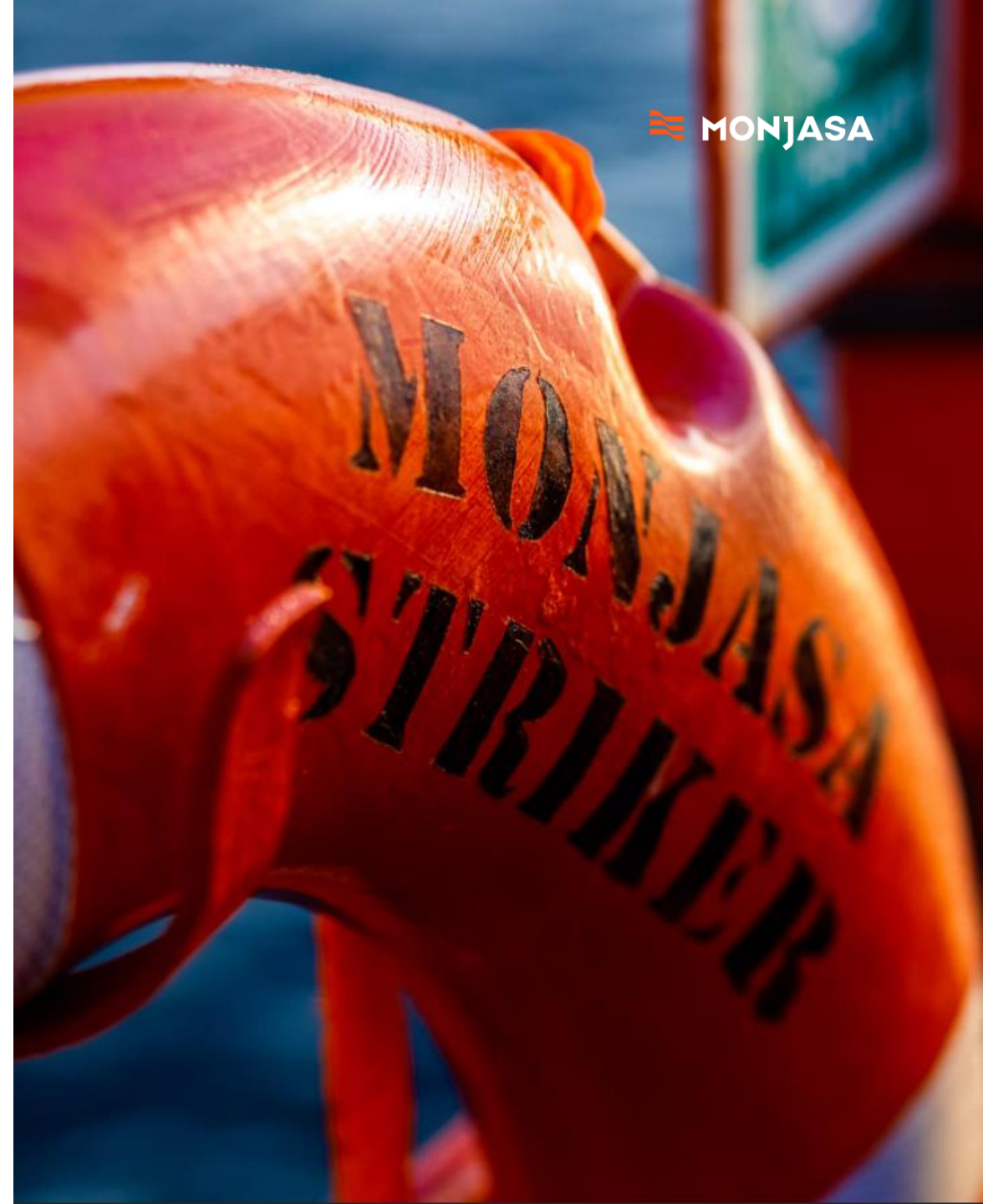






# Leadership in Monjasa

- Volatile markets
- Complexity
- Leading across cultures
- Distance management
- Leading new generations





# Leadership Framework

## CULTIVATING A SUSTAINABLE EVOLUTION

*Delivering performance today while taking care of tomorrow*

### Drive performance

- Deliver purpose, anchor values, fuel culture
- Clear roles and accountability
- Award feedback

### Cultivate a healthy & thriving organisation

- Fulfil Monjasa leadership virtues
- Ensure organisational health and wellbeing
- Cultivate a diverse and inclusive workplace

### Develop our people

- Understand capabilities and unleash potential
- Provide opportunities for development
- Enable movement of talent

**ALL ONBOARD: PAY, BENEFITS, CAREER, WELLBEING**



# Leadership development in Monjasa

## Leading yourself

- Managing yourself
- Demonstrating ethics and integrity
- Displaying drive and purpose
- Exhibiting leadership stature
- Increasing your capacity to learn
- Increasing self-awareness
- Developing adaptability



## Supporting Academy activities

- Leadership Development talks
  - Development plan
  - Sparring/coaching
- HOGAN Assessment
- Connected Leadership
  - Self awareness



# Leadership development

## Forskning

“

*Ledelsesudvikling er i praksis langt mere komplekst, end hvad det dominerende billede af ledelsesudvikling viser. Det betyder blandt andet, at selvom deltagere efter kurset er glade og føler sig mere sikre i deres lederidentiteter, får nogle af lederne sværere ved at lede deres medarbejdere.*

Forskningsprojekt af Morten Knudsen og Magnus Larsson, CBS.  
Vindere af HR-forskningsprisen 2022

## Trends i en mere og mere kompleks verden

“

***Self-awareness** is among the top leadership skills required from future leaders. Yet the lack of it is one of the biggest challenges leaders face as they step into more **complexity**. Not only is self-awareness a prerequisite for effective leadership, it's also **essential** for effective human interaction of any kind.*

Blanchard's 2023 Trends report

# Connected Leadership



[www.fant.dk/connected-leadership](http://www.fant.dk/connected-leadership)

- Unikt 5-dages ledelsesprogram i Sierra Leone med fokus på fordybelse
- Udviklet i samarbejde mellem FANT og Monjasa
- Partnerskab med fokus på at skabe et fremtidssikret program, som bringer værdi til begge parter



Take social and human responsibility in local communities.

Lead and develop through role models

Educate for the future



Leading with Purpose:  
how to engage others with passion and focus  
Motivation, building the cathedral

Followers:  
True leadership is when success is measured  
in the development of followers, who will  
follow you?

Managing with multiple perspectives

Managing with empathy  
(Emotional intelligence, diversity, inclusion,  
resilience)

Mutual benefit  
(Building on similarities in challenges and on  
a better future)

Self-awareness



Inspire our business partners

Live our values

Build personal relations

Open nice markets and benefit communities



Leading with Purpose:  
how to engage others with passion and focus  
Motivation, building the cathedral

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(Building on similarities in challenges and  
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Self-awareness







## Immersive leadership journey

- Builds on a philosophy that **leadership can not necessarily be taught**. The journey creates situations where the participants can mirror their current leadership approach, purpose and impact
- Challenge on viewpoints in a **setting that calls for reflection** on personal values and beliefs, both as individual and as a leader
- Be exposed to leadership experiences from and NGO that is **born with purpose** and that attracts followership as a prerequisite to success, not because of success – earning the right to lead
- How to care deeply about how you behave authentically by **understanding who you are** and what you really care about



# Immersive leadership journey

- F: Facilitated
- I: Immersive
- E: Experience
- L: Leadership
- D: Development









# Immersive leadership journey

Program – Cecilie has not told me yet  
Tell someone who cares..  
A few examples







We are Monjasa in every port

[monjasa.com](https://monjasa.com)

# Leading in Monjasa is all about ...

... living and promoting our values visibly.

(all leaders of Monjasa need to display behaviours that are aligned with our values and address when observing any deviations to same)

... having the courage to be honest.

(with yourself, with others, with customers, with suppliers)

... developing people to their full potential.

(helping people realise their potential and accept how this is lived out in the company in accordance with our values)

... observing and navigating.

(be aware of what is going on around you, internally and externally, and adjust the direction accordingly to address the opportunities)

... cultivating sustainable evolution.

(evolution/growth needs to come from a solid foundation to become sustainable and this should be cultivated and encouraged by all leaders)



# Leadership development in Monjasa





# Leadership development in Monjasa

## Leading people

- Communicating effectively
- Developing others
- Valuing diversity and difference
- Building and maintaining relationships
- Managing effective teams and work groups



## Supporting Academy activities

- Course: Monjasa leadership essentials
- Monjasa Leadership toolbox
- Leadership workshops
  - Dilemmas and cases
  - Feedback technique
  - Intro to HR tools
  - Managing teams
  - Development plans, employees
  - General leadership skills
  - Bias, culture
  - Conflicts
- Team workshops:
  - Feedback workshops
  - Insights full circle workshops
- General teambuilding

# Leadership development in Monjasa

## Leading the business

- Managing change
- Solving problems and making decisions
- Innovating
- Managing the work
- Enhancing business skills and knowledge
- Understanding and navigating the organization



## Supporting Academy activities

- Functional Leadership workshops
  - Alignment and knowledge share
  - Reinforcing the leadership tool kit
- General functional alignment workshops:
  - E.g., Senior Trader workshop, Global Admin, Finance
- Courses:
  - Innovation, Project Management, etc.
  - Learning programmes
  - Bunker Knowledge Course etc.

# Immersive leadership journey

## 01

- Our Immersive leadership learning, together with FANT, will build on a philosophy that leadership cannot necessarily be taught
- Rather, the journey aims to create **leadership scenarios** in which the participants can discover their current leadership impact, rethink their leadership roles and, more importantly, identify who they want to be as a leader, and how to enhance their leadership potential

## 02

### We will do that by focusing on:

- Individual authenticity, not preordained behaviours
- Earning the right to lead – not demanding or assuming leadership
- Living in a state of 'being a leader' – not 'doing leadership things'
- Cultivating development in others – not manufacturing performance
- Focusing on connection and enhancing an ability to serve and help those around me