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ALLAN GRAY CENTRE – ANNUAL REPORT FOR 2017

This report summaries some of the main activities of the Allan Gray Centre for 2017. There has been no major deviation from the agreed-upon focus areas at the meeting between Anthony Farr (Alan Gray Foundation) and Prof. Geoff Bick (Emeritus Professor, GSB) that took place on the 31st August 2016, which is underscored as:

Focus 1: Progression of knowledge of the values-based leadership philosophy.

Focus 2: Propagation of the philosophy and thinking through articles, conferences, videos, and speaker series.

Focus 3: An intellectual property engine that can assist the Centre with its activities, as well as the work done at the Orbis/Allan Gray Foundation.

Focus 4: Make a contribution to the GSB in terms of the academic contributions, e.g., visiting Professors/academics, PhD students, and teaching on GSB programmes.

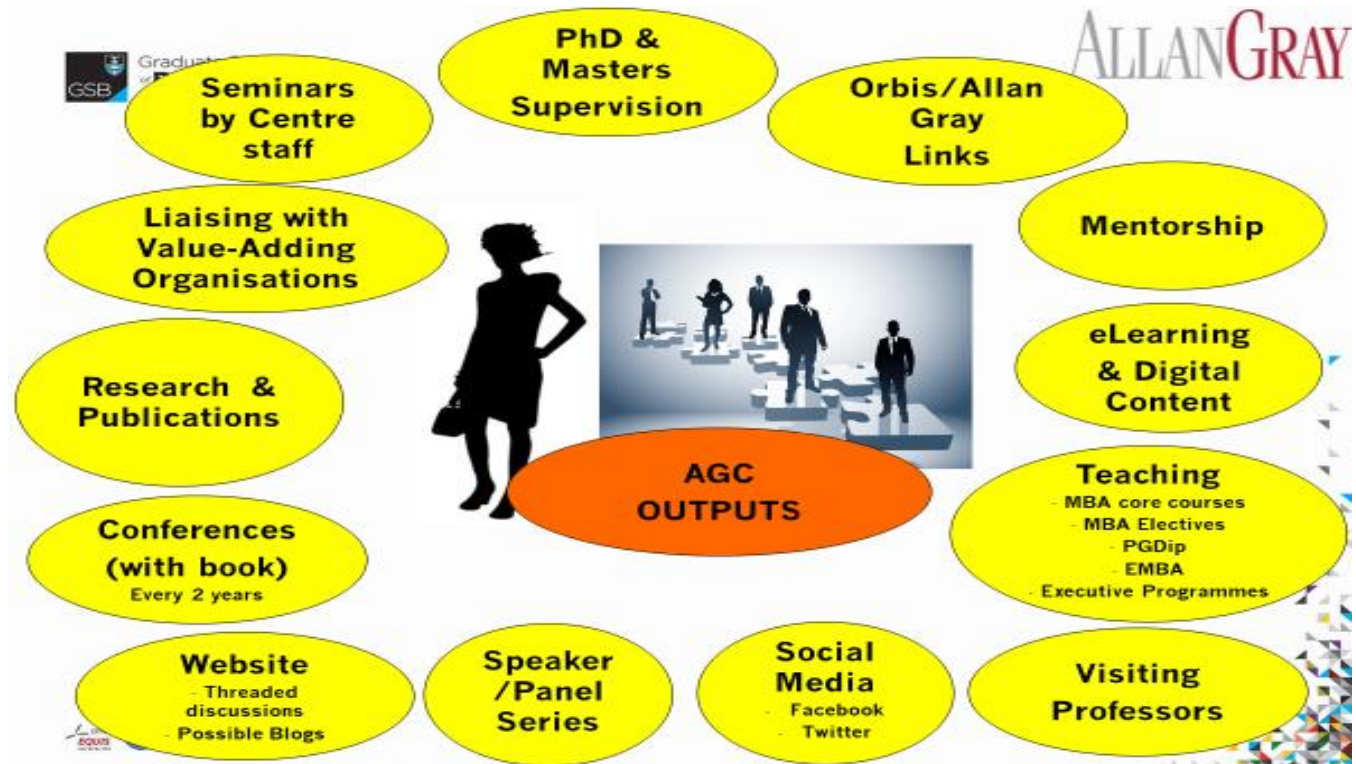
At the start of September 2017, Prof. Kurt April took over the role of Chair of the Allan Gray Centre, on the back of his presentation/vision for the Centre. Initially he met with Anthony Farr to discuss co-expectations and focus areas. It was decided that the Centre would have as its vision: “To be the globally recognised Centre of Excellence in Africa for researching and engaging issues/challenges to do with Values-Based Leadership in the domains of the: INDIVIDUAL and the ORGANISATION”, with particular focus on a number of core areas (listed below). It is the Centre’s staffs’ goal to concretise the core focus areas through a number of practical and tangible outputs, over time (which are listed below):

INDIVIDUAL

- **Values** (sets of beliefs that help individuals judge what is more important)
- **Principles** (universal truths: fairness, justice, equality, truthfulness)
- **Ethics** (set of rules/guidelines for conduct for society/organisations) & **Morals** (limits on behaviour)
- **Character**
- **Power**
- **Personal narratives**
- **Self-care**

ORGANISATION

- **Stakeholders**
- **Employee engagement**
- **Stewardship** (surrogate; trusteeship)
- **Responsible leadership** (pay staff responsibly, responsible procurement, responsible use resources and the land)
- **Organisational (shared) purpose**
- **Organisational resilience**
- **Diversity & inclusion** (values, trust, upbringing, inclusive cultures, thinking)
- **Organisational design**
- **Governance**



Centre staff has held a couple of meetings subsequently, including one with the new Head of the Orbis Foundation, to set out the strategic focus areas for the year ahead, as well as to determine which work to disassociate from so that energy, time and resources can be channelled exclusively to the focus areas above.

In the last quarter of 2017, a number of activities have taken place to enhance the work of the Centre:

- The ‘appointment’ of a number of Associates to the Centre, who have been chosen as a result of their commitment, and abilities, to enhance the Centre’s research and publication output and/or help in setting up platforms for hosting relevant surveys/questionnaires/data-mining: Archbishop Thabo Makgoba (Anglican Archbishop of Cape Town and Associate GSB Faculty); Dr. Christina Swart-Opperman (PWC Director & Senior Lecturer at the Namibia University of Science and Technology); Dr. Dion Forster (Director of the Beyers Naude Centre for Public Theology and the Head of Department, Systematic Theology and Ecclesiology at Stellenbosch University); Dr. Badri Zolfaghari (GSB Lecturer in Strategy and International Business); Julia Kukard (Director of Aephoria and Associate GSB Faculty); Simon Kettleborough (Director of Aephoria and Associate GSB Faculty); and Prof. Mary Gentile (Professor of Practice at the University of Virginia Darden School of Business). The profiles and contact details of these Associates have also been added to the Allan Gray Centre website.
- A revamping of the Allan Gray Centre website – content and “look-and-feel” (and this work is still ongoing – particularly throughout the first half of 2018).
- A revamping of the Allan Gray Facebook page, and regular content being posted on the social media outlet.
- We held the inaugural Alan Gray Speaker Series at the GSB, with two acclaimed speakers and business personalities, i.e., Graham Power (Chairman and Founder of the Power Group) and Michael Louis (Chairman of the Louis Group Hotels, Vineyards and Strategic Initiatives at Louis Group International). The event offered an opportunity to hear about both speakers’ business- and personal challenges throughout their illustrious careers, and attendees could ask questions of the speakers (by all accounts, the event was well received).

There have been a number of contributions from the Centre academics throughout 2017:

DR. NCEKU NYATHI (AGC SENIOR LECTURER):

Liaising with Value-Adding Organisations

I recently participated in an Expert Group Meeting 29-30 November 2017 dedicated to tertiary level educational material on integrity and ethics, that the United Nations Office on Drugs and Crime (UNODC) organized as part of its education for Justice initiative. The expert Group Meeting was held at the European Public Law Organization (EPLO) premises in Sounion, Greece. The objective of the two-day meeting was to bring together academic experts, in their individual capacity, to review and validate draft University modules on integrity and ethics, as well as related interactive tools and resources. The modules and supporting materials are designed to be used by academics from around the world who teach or wish to teach university courses for both undergraduate and graduate students in the area of integrity and ethics. In addition, the meeting addressed the use of the modules and follow-up activities to promote integrity and ethics education at the University level have been proposed with another round of meeting to be scheduled for 2018.

Speaker/Panel Series

On 13th November I was the guest speaker on radio SAFM 'Morning Talk' to talk about: ***The erosion of Ubuntu in SA – have we lost our social purpose?*** I suggested that the principles of Ubuntu are being eroded more and more every day, when they could be used to bring people together and unite them towards a common goal. The podcast can be found on the SAFM website at: <https://iono.fm/e/503076>.

I invited Lance Allam CEO of the Medway Group who gave a guest talk on the business and industry that Medway operates in, how values are integral to the business and his leadership, as well as operationalizing this as the fabric of the Medway. Students enjoyed the session so much, and found it so useful in augmenting our values leadership conversation; and appreciated the practical side that this presented.

Teaching - MBA core courses

The Modular MBA Organization, Values and Leadership (OLV) was the biggest class this year with 85 students. It was the most engaged class on values, ethics and interest in developing values-driven organisations. The class interest grew as scandals on state capture, Bell Pottinger, and KPMG got worse. I have been impressed with the level of their assignments and delighted at the contribution the AGC is making towards producing more ethical leadership.

Mentorship

I have been mentoring Thembisile Molose, a faculty member at CPUT, who is also working towards completing a doctoral thesis on the role that Ubuntu can contribute towards the tourism and the hospitality industries. Additionally, I have been mentoring and coaching Mzwandile Ntamo at the GSB.

Research & Publications

I have a number of research projects that I am working on. First on the values research I recently interviewed Wouter de Vos (Stakeholder Engagement Director) of Unashamedly Ethical promoting values, ethics and clean living. The next interview I have planned, was facilitated by Prof. April, and is

with Graham Power (Executive Chairman of the Power Group and Founder of Unashamedly Ethical) in the New Year.

Zoogah, D. Nyathi, N. & Nkomo, S. 'Transforming Management Knowledge Production in Africa: Identity Options for Management Research Scholars.' *Target journal: Academy of Management Perspectives*

I have started this activity/project and I am **making some progress**

Nyathi, N. 'What can organization scholars learn from the work of *Amilcar Cabral*: The role of culture in organizations and implications for managing in Africa.' *Target journal: Organization Studies*

I have started this activity/project and I am **making some progress**

Nkomo, S., Nyathi, N., & Du Plessis, Y. Organizational and Research Culture in African Universities four nation study.

I have started this activity/project and I am **making some progress**

Atelowogun, D., Nkomo, S., & Nyathi, N. Developing an academic professional identity: Practice and policy options for attracting, retaining and advancing African, Coloured and Indian academics in South African Universities in the context of transformation.

I have **not started** this activity/project; there is still a significant gap in doing so.

Qobo M., & Nyathi, N. (2017). Ubuntu, Public Policy Ethics and South Africa's Foreign Policy. *South Africa Journal of International Affairs*, 23:4, 421-436.

Nyathi, N., & Metwally, E. (2017). The Organizing of The Africa Academy of Management 2016 conference: A co-chair's reflections. *The Africa Journal of Management*, 9th March, 1-9.

Nyathi, N. (2017). Corruption and fraud Africa's weapons of mass economic destruction. <https://www.fin24.com/Opinion/corruption-and-fraud-africas-weapons-of-mass-economic-destruction-20171026>.

Qobo, M., & Nyathi, N. (2017) Ubuntu, foreign policy and radical uncertainty in South Africa. URL: <https://www.africaportal.org/features/ubuntu-foreign-policy-and-radical-uncertainty-south-africa-and-world/>.

Nyathi, N. (2017). *Dream of African Renaissance may go up in flames*. The Business Day, 7th March 2017. <https://www.businesslive.co.za/bd/opinion/2017-03-07-dream-of-african-renaissance-may-go-up-in-flames/>.

Chizema, A. and Nyathi, N (forthcoming 2018). "Africapitalism and Investment Practices in Africa", in Amaeshi, K. Odupe, A and Idemudia, U (eds) *Africapitalism: Rethinking the Role of Business in Africa*. Cambridge University Press, U.K.

PhD & Masters Supervision

I have a 3rd year student who is analyzing their data working on a thesis that seeks to understand what makes businesses in the informal sector grow and for others not to. I had one first year student who successfully completed the first year with a proposal that seeks to understand the role that awareness and change in behavior leads to effective leadership. This work has a lot of promise with the student already having a wide pool of data available to work with over a period of time to study this phenomenon, and watch for patterns. My other second-year student did not make as much progress, with a lot of illness and family mitigating circumstances. I hope that next year they will be able to move their research forward.

DR. TIM LONDON (AGC SENIOR LECTURER):

PhD & Masters Supervision

1. Supervised 6 MBA students and 1 MPhil student.
2. 1 PhD student moving into second year of the programme.

eLearning & Digital Content

1. In discussions to create videos and/or podcasts related to leadership; resources needed for equipment, software, and possibly travel.
2. Have developed a strong following on LinkedIn; looking to create more of a Twitter following in 2018.

Speaker/Panel Series/Conferences

1. Speaker and Panellist on How do we Train Responsible Leaders? Eduniversal World Convention, Dubai, UAE (Nov. 11, 2017).
2. Host and Panel Chair for the Distinguished Speaker Programme (Professor Richard Calland). Durban, South Africa (Oct. 19, 2017).
3. Speaker on Accountability in Times of #Guptaleaks: When Ethics Become a Competitive Imperative. Finance Indaba, Johannesburg, South Africa (Oct. 13, 2017).
4. Host and Panel Chair for Business Tomorrow Conference: Privatising State-Owned Enterprises. Cape Town, South Africa (Sept. 12, 2017).
5. Speaker and Panellist on What I've Learned and How do I Meet the MBA Admissions Criteria? LeaderEx Conference, Johannesburg, South Africa (Sept. 5, 2017).
6. Host/Speaker for 18th Annual Women in Business Conference: Challenging Paradigms & Breaking Boundaries. Cape Town, South Africa (Aug. 18, 2017).

7. Co-designer of a new management curriculum: Values-Driven Leadership (VDL) for Africa. Johannesburg, South Africa (July 7-9, 2017).
8. Panel Chair for UCT Graduate School of Business' Innovation and New Ventures Career Fair. Cape Town, South Africa (May 17, 2017).
9. Facilitator for 4th Annual GNAM Executive Education Meeting. Cape Town, South Africa (May 11-12, 2017).
10. Panellist on Decolonizing the Management Curriculum, UCT Graduate School of Business Speaker Programme. Cape Town, South Africa (May 2, 2017).
11. Facilitator for the UCT Graduate School of Business' GSB-Employers Forum. Cape Town, South Africa (Dec. 1, 2016 & Feb. 3, 2017).

Teaching

1. Designed and taught new MBA elective course: Leadership in a VUCA World.
2. PGDip (Governance, Ethics, Values Based Leadership).
3. Executive Education (Barclay's programme): Values-Based Leadership.
4. John Brown University lecture for visiting students (Sept. 22): Values-Based Leadership.
5. Hospitality Leadership Course (Aug. 21): Values-Based Leadership.

Social Media and Press/Media

1. Interview on the Honest Truth (Radio) (2017, 11 December). How much is "enough" for leaders of organisations and political parties?
2. London, Tim (2017, 7 December) Can Zim ride the optimism wave and leapfrog to Economy 4.0? *Fin24*. <https://www.fin24.com/Opinion/can-zim-ride-the-optimism-wave-and-leapfrog-to-economy-401-20171207>.
3. London, Tim (2017, 1 November). How to avoid becoming the next KPMG. *Fin24*. <https://www.fin24.com/Opinion/how-to-avoid-becoming-the-next-kpmg-20171101>.
4. Interview on Honest Talk Radio (2017, 17 October). The leadership and organisational issues related to South Africa's most recent government cabinet reshuffle.
5. Interview on SABC (TV) (2017, 13 October). Analysis of the government and business responses to state capture and KPMG/McKinsey scandals.
6. Interview on Honest Talk Radio (2017, 28 September). Unpacking the KPMG scandal as it relates to South Africa's state capture issues. <https://echocast.fabrik.fm/zPV6Yy492M15yP>.
7. Gossel, Sean & London, Tim (2017, 27 September). What the South African KPMG saga says about shareholder activism. *The Conversation*. <https://theconversation.com/what-the-south-african-kpmg-saga-says-about-shareholder-activism-84540> This article was subsequently picked up and run by CNBC, Mail & Guardian, News24, Eyewitness News, MoneyWeb, Tech Central, The Citizen, All Africa, and eNCA.
8. Interview on ENCA Moneyline (TV) (2017, 21 September). E-learning and face-to-face options for executive education. <http://www.enca.com/media/video/is-e-learning-better-than-class>.

9. Interview on ENCA Moneyline (TV) (2017, 24 August). Corporate governance and board member accountability. <http://www.enca.com/media/video/political-deployments-a-cause-for-board-non-accountability?playlist=106453>.
10. London, Tim (2017, 18 July). Who in South Africa is watching the watchers? *Fin24*. <http://www.fin24.com/Opinion/whos-watching-the-watchers-20170717-2>.
11. Interview on Cape Talk Radio (2017, 3 July). The economic and governance related fallout from the South African Airways bailout by the government.
12. Interview on Cape Talk Radio (2017, 30 May). Corporate governance and ethics failures across South Africa's state-owned enterprises. <http://www.capetalk.co.za/shows/40/the-koketso-sachane-show>.
13. Interview on Power 98.7 FM (2017, 30 May). The corporate governance failures in Brian Molefe's return to Eskom. http://broadcastmedia3.novusgroup.co.za/editorialstream/BroadcastMedia/Power_FM_30_May_17_12.21_ef827ce7c7cc705c6d0ce9e38fd5c743.mp3.
14. London, Tim (2017, 29 May). Eskom CEO saga highlights massive systems failure in South Africa. *The Conversation*. <https://theconversation.com/eskom-ceo-saga-highlights-massive-systems-failure-in-south-africa-78432> This article was subsequently picked up and run by the Mail & Guardian, CNBC Africa, eNCA, Eyewitness News, Tech Central, and The Citizen.
15. Interview on ENCA News (TV) (2017, 24 May). The corporate governance failures in Brian Molefe's return to Eskom. http://broadcastmedia1.novusgroup.co.za/editorialstream/BroadcastMedia/eNews_Channel_Africa_24_May_17_20.04_88146ecc06413bc9af58f9a02fa8df4e3.mp4.
16. London, Tim (2017, 20 April). South Africa must look beyond individuals to solve the current crisis. *The Conversation*. <https://theconversation.com/south-africa-must-look-beyond-individuals-to-solve-the-current-crisis-75937> This article was subsequently picked up and run by The Sunday Times and the Sunday Tribune (print media) as well as RNews, News24, and Eyewitness News.
17. London, Tim (2017, February). How business schools can (and should) champion the Triple Bottom Line. *Fast Company*.
18. Interview on Power 98.7 FM (2017, 18 January). How we can improve the South African educational system. https://soundcloud.com/powerfm987/dr-tim-london_south-african-universities-wont-change-unless-mindsets-start-to-shift.
19. Interview on Cape Talk Radio (2017, 12 January). Moving South African education forward. <https://soundcloud.com/primediabroadcasting/sa-universities>.
20. London, Tim (2017, 10 January). South African universities won't change unless mindsets start to shift. *The Conversation*. <https://theconversation.com/south-african-universities-wont-change-unless-mindsets-start-to-shift-71023> This article was subsequently picked up and run by the Mail & Guardian, Eyewitness News, Project Rise, and City Press; it was also highlighted on Metro Tell, South Africa News, and World News.

Quoted in:

21. Henderson, Roxanne (2017, September). Now Gupta bell tolls for KPMG. *Sunday Times* (print) and *Business Live* (online). <https://www.businesslive.co.za/bt/business-and-economy/2017-09-16-now-gupta-bell-tolls-for-kpmg/>.
22. Crotty, Ann (2017, March). But can SAPO (South African Post Office) deliver? Financial Mail. http://media-cache.brandseye.com/2017-03-22/pdf/FINANCIAL_MAIL_23_March_2017_NTczMzAz.pdf.

Research & Publications

1. Potential article with Prof. Kurt April on how we teach values at the GSB (Journal).
2. Leadership for the consolidation of power (Leadership Quarterly targeted).
3. Can we break free of “old” leadership models? (Group & Organization Management targeted; Not accepted for special edition, but was recommended to submit to regular journal. Will do so in 2018).
4. Leadership for, and through, turbulence (International Journal of Complexity in Leadership and Management targeted).
5. Targeting an article for the Special Issue of the Journal of Business Ethics: Advancing Business Ethics Research on Africa.
6. London, Tim (publication exp. 2018) The Role of Values in the Creation and Maintenance of an Organization’s Reputation. In “Research in Global Strategic Management (Vol. 18): Global Aspects of Reputation and Strategic Management”. Edited by David Deephouse, Naomi Gardberg & William Newbury. Emerald Group Publishing Limited.
7. London, Tim. (2017) Creating Values-Based Accountability Systems for the Turbulence of Post-Bureaucratic Organizations. In “Evolution of the Post-Bureaucratic Organization”. Edited by Pierfranco Malizia, Chiara Cannavale & Fabrizio Maimone. IGI Global Publishing.

Liaising with Value-Adding Organisations

1. Co-designer of a new management curriculum: Values-Driven Leadership (VDL) for Africa. Johannesburg, South Africa (July 7-9, 2017).
2. Ongoing engagements with the UCT Design School.
3. Ongoing engagement with Jackie Palmer at ConsultUp (consultancy firm focused on values-based approaches).

PROF. KURT APRIL (ALLAN GRAY CHAIR):

TEACHING (2017):

Courses taught at the GSB:

1. Full-Time MBA (Jan-Mar 2017) *Leadership: Inside-Out* Core Course.
2. Modular MBA (Jan-May 2017) *Leadership: Inside-Out* Core Course.
3. PGDip in Values-Based Leadership (Feb 2017) – taught *Leadership & Transformation*.
4. PGDip in Business Acumen (May 2017) – taught *Diversity & Inclusion*.
5. HEC Paris (May 2017) – taught *Diversity, Inclusion & Identity*
6. PGDip in Values-Based Leadership (Aug 2017) – *Leadership & Transformation*.
7. Barclays PGDip (Sep 2017) – *Transformational Leadership*.
8. Mixed Full-Time & Modular MBA (Oct 2017), *Advanced Leadership* Elective Course.
9. MPhil (Nov 2017, Crossroads Campus) – *Transformational Leadership*.

Courses taught at International Institutions:

1. For one week in January 2017, I was Programme Director/Orchestrator for an in-house Petronas Senior Management Development Programme (in Kuala Lumpur) on behalf of Duke Executive Education (Singapore).
2. During June 2017, I taught Leadership as part of the Standard Chartered Bank Leadership Programme at Saïd Business School (Executive Education), University of Oxford, UK (I have been part of since 2001).
3. During September 2017, for one day, I taught the EMBA (Values-Based Leadership & Identity) at the Saïd Business School, University of Oxford (UK) – as I do each year.
4. For one week in August, then again for one week in November 2017, I was involved with Petronas Senior Management Development & research at the Petronas Leadership Centre (PLC), Bangi, Malaysia.

EXAMINING (2017):

External Examiner (Other South African Universities):

1. Ajay Manhur Jivan, PhD, “Towards an Integrative Framework of Leadership Development in the South African Banking Industry”, Faculty of Commerce, Law & Management, University of Witwatersrand. Supervisor: Prof. W. Ngoma.
2. Sibongile Vilakazi, PhD, “Individual Identity, Organizational Identity and Racial transformation in the Market Research Industry in South Africa, Faculty of Commerce, Law & Management, University of Witwatersrand. Supervisor: Dr. C. Maier.
3. Katinka Clack, MCom, “Empowering Leadership and Safety Behaviour in Extreme Work Environments”, Department Human Resource Management, University of Pretoria. Supervisor: Prof. J. Hoobler.

Internal Examiner (GSB):

1. Shilan Govender, MBA, “Leadership Competencies in the Engineering Environment: A Case Study of a South African-Based Multinational Corporation (MNC)”, GSB, University of Cape Town. Supervisor: Dr. Timothy London.
2. Kira Koopman, MBA, “The Impact of Employee Perceptions on Organisational Legitimacy in a New Venture: A Teaching Case Study of a For-Profit Education Business in South Africa”, GSB, University of Cape Town. Supervisor: Dr. Timothy London.
3. Nokuthaba Ngwenya, MBA, “What are the Challenges Faced by Departments within a South African Asset Management Company when Creating Product or Service Differential Advantages in a VUCA World”, GSB, University of Cape Town. Supervisor: Dr. Timothy London.
4. Jehaan Ara Kassam Kurji, MBA, “Uber Driver-Partners in Cape Town: A Motivational Study”, GSB, University of Cape Town. Supervisor: Dr. Christina Swart-Opperman.
5. Lerisa Smit, MBA, “Exploring the Nature of Expatriate Coping within the Mining Industry”, GSB, University of Cape Town. Supervisor: Dr. Christina Swart-Opperman.
6. Samson Nzombe, MBA, “An Exploration of Manager to Executive Transition in Zimbabwe’s Private Sector”, GSB, University of Cape Town. Supervisor: Dr. Christina Swart-Opperman.

SUPERVISION (2017):

Dissertation/Thesis Supervision:

PhD Theses Supervision:

1. Kallarakkal, S. (initiated in 2016), Indian, PhD University of Cape Town, South Africa, “Leading by Example for Organizational Citizenship Behaviour in International Non-Governmental Organizations”.
2. Andries, L. (initiated in 2017), South African, PhD University of Cape Town, South Africa, “Trusting Leaders: Empowering Organizational Leaders to Catalyse Trust, Based on Evidence from Social Neuroscience”.
3. Dharani, B. (initiated in 2017), Kenyan, PhD University of Cape Town, South Africa, “Organizational Lifecycle and Locus of Control: Investigating Happiness at Work”.
4. Zhou, Y., B. (initiated in 2017), Chinese, PhD University of Cape Town, South Africa, “A Tale of Two Cities: Cross-Cultural People Management between Newcastle, SA and Haimen, China”.

MBA/MPhil Dissertations Supervision:

1. Dhlamini, B. (South African, Black female), MPhil, “African identity and history: The role of arts and culture”.
2. Schwartz, C. (South African, White female), MBA, “Habits, tools and techniques of successful female breadwinners in leadership roles”.
3. Vergo, O. (South African, White male), MBA, “*Use of storytelling and psychodrama: Interventions to transform maladaptive male behaviours and beliefs*”.

4. Kimoro, V. (Kenyan, Black female), MBA, “*Millennials and leadership in the current business environment*”.
5. Pillay, G. (South African, Indian male), MBA, “*Stress impact of business success on SMME leaders*”.
6. Gunzburg, T. (Belgian, White female), MBA, “Non-native speaker status as a source of discrimination in the workplace”.

PUBLICATIONS (2017):

In 2017, I have published the following:

Chapters in Books:

1. Daya, P., & April, K. (2017). Practical considerations for the management of diversity and inclusion in an emerging market context: A South African case study.
In M. Özbilgin (ed.), *Management and diversity: Perspectives from different national contexts* (pp. 191-225). Bingley, UK: Emerald Press.

Articles-Papers (Refereed):

2. April, K.A., & Josias, A. (2017). Diasporic double consciousness, créolite and identity of Coloured professionals in South Africa. *Effective Executive*, 20(4), 31-61.
3. April, K.A., & Wyndham Quin, L. (2017). Resources for women's resilience: A study of non-profit volunteers in Africa. *Effective Executive*, 20(3), 31-62.
4. April, K., & Schörder, C. (2017). Authentic leadership - Personal values: Impediments & enhancers. *Effective Executive*, 20(2), 31-65.
5. April, K., & Tape, A. (2017). Emerging market stakeholder impact of pharmaceutical drug patent expiration. *Academy of Taiwan Business Management Review*, 13(1), 34-45.

Articles-Papers (Non-Refereed):

6. April, K. (2017). SA's emerging leaders face a tough call. *Fin24*, 22nd September 2017. URL: <http://www.fin24.com/Opinion/sas-emerging-leaders-face-a-tough-call-20170922>.
7. April, K. (2017). Ethical leadership needed more than ever in a diverse Europe. *Fin24*. 23rd May 2017. URL: <http://www.fin24.com/Opinion/ethical-leadership-needed-more-than-ever-in-a-diverse-europe-20170523>.
8. April, K. (2017). Why SA needs more steward leaders like Ahmed Kathrada. *Fin24*, 18th April 2017. URL: <http://www.fin24.com/Opinion/why-sa-needs-more-steward-leaders-like-ahmed-kathrada-20170418>.

Conference Papers (Refereed):

9. Swart-Opperman, C., & April, K. (2017). Emotive outlook: The x-factor for innovation implementation teams. *Mixed Methods International Research Association* (South Africa

Conference: Applying mixed methods to move disciplines forward). University of South Africa, Pretoria, South Africa, 30th August-1st September 2017.

Papers/chapters/books still being worked on, and Not Yet Published:

- BUSY FINALISING TO SEND OFF TO REVIEW: April, K., Wahome, J., & Reker, J. 'Psycho-social adaptation and well-being in older South Africans', *Psychology and Developing Societies*'.
- BUSY WITH WRITE-UP: April, K., & Sully-Daniels, C. 'Comparative networking practices in emerging economies: South Africa and China'.
- BUSY WITH WRITE-UP IN CONJUNCTION WITH THE GSB'S CASE CENTRE: Janse van Rensburg, H., & April, K. 'The Sorbet way of servant leadership'.
- BUSY COMPLETING THE WRITING OF A BOOK: April, K., Von Hirschberg, J., & Shockley, M. 'The soul of leadership: A developmental framework through the stories we tell'.

BROADER UNIVERSITY WORK (2017):

I am involved with the development of student leaders on UCT's main campus – the programme is run by Dr. Gary Gabriels of the Department of Student Affairs. On the 30th August 2017, I ran a workshop with UCT student leaders on main campus (on *Leadership Perspectives*).

As a Professor, partaking in Senate meetings and, when asked, on working committees on important University issues/tasks.

As of the 1st September 2017, I was appointed to the Allan Gray Chair, and Endowed Professorship in the Allan Gray Centre for Values-Based Leadership.

EDITORIAL, SOCIAL RESPONSIVENESS & WORKPLACE ENGAGEMENT (2017):

- Executing my duties as Editorial Board Member of the international peer-reviewed, academic journal, *European Management Review*, in the UK.
- Executing my duties as Editorial Board Member of the international peer-reviewed, academic journal, *Good Governance, Ethics & Leadership*, in the UK.
- Executing my duties as Editorial Board Member of the international peer-reviewed, academic journal, *Africa Journal of Management*, in the USA.
- Executing my duties as Editorial Board Member of the *Academy of Taiwan Business Management Review*, in Taiwan.
- Executing my duties as an Advisory Board Member of the *Knowledge Management Professional Society* (KMPro), based out of New York (USA).
- I have been a Non-Executive Director at *Achievement Awards Group* (SA) since 2007, based in Westlake, Cape Town (the company specializes in 'Performance Management') – I have held the role for the last 10 years. As of August 2017, I took up a minority Shareholding in the business and become an Executive Director of the company.

- It is my 11th year (since 2006) being a Board Member for *Novartis AG* in Switzerland head-office (International D&I Advisory Board in Basel) ... Novartis AG is one of the world's top 3 pharmaceutical and generics companies – I have also been Chairman of the Advisory Board for the last 7 years (since 2010).
- I am a Non-Executive Director (5 years now, since 2012) on the Holdings Board of the *Power Group: Construction & Developments* (SA) – based out of Blackheath, Cape Town, and it has operations in Cape Town, Knysna, Johannesburg and Namibia.
- From 2010 and up until the end of 2016, I was the majority Shareholder of *Helderview BMW*, in Somerset West. My business partners and I sold the business towards the end of 2016, and during 2017 we were still involved in the legal handover to Donford BMW/Helderberg BMW, who have taken over the Dealership since the end of 2016.
- I continue to play the role of an Expert Advisor (leadership links with neuroscience) to *Neurozone* – neuroscience company based out of Westlake, Cape Town, and operating around the globe.
- I continue to consult to a number of corporate clients around the globe.
- I am a Non-Executive Director (since 2013) of the Governing Body of the British *International School of Cape Town (ISCT)* based in Upper Wynberg (Cape Town) – the school is owned by the Education Development Trust in the UK (previously known as the Cambridge Trust, CfBT) and as a Board we are answerable to EDT. I also serve in an additional capacity at the school, viz., on the Parent Liaison Committee (and have done so for the last 9 years).
- In June 2016, I was appointed as an Ambassador of the global Unashamedly Ethical Campaign – and continue to play an ad hoc role, as needed.

THE WAY AHEAD FOR THE ALLAN GRAY CENTRE IN 2018:

The plans for the Allan Gray Centre in 2018 are as follows:

- We will make a case for an additional senior lecturer post in the Centre, to assist to deliver on all four of the Focus areas. To this end, Prof. April will be setting up a meeting (early 2018) with the GSB Finance Manager, Karo Wilson, to explore ways to fund this resource, together with other Centre costs, within the 2018 budget.
- For each of the Allan Gray academic staff members to teach on GSB programmes (Focus 1 & Focus 4) – MBA, Executive MBA, Post-Graduate Diploma Programmes, and Executive Programmes. To also supervise research dissertations and theses of Diploma-, Masters and Doctoral students of the GSB. If possible, to also teach and/or supervise MPhil and MComm students, where appropriate (i.e., within the focus areas of the Allan Gray Centre).
- Continue the Alan Gray Speaker Series with interesting speakers and topics, and continue to influence both GSB students and organisational members (from outside of the GSB) – Focus 1 & Focus 2. The Centre wishes to host a Speaker Series event in each quarter in 2018 – possibly in January, April, August and November.
- Prof. Kurt April to continue to help develop the Expanded Identity Theory survey (Focus 3) in conjunction with Aephoria Directors and psychometrists, and eventually administer the survey to GSB MBA students (on an opt-in/opt-out basis) in order for them to gauge their own development

and personal transformation over their time at the GSB. Once the Allan Gray Centre and Aeiphoria are happy with the results and the survey's ability to add value to MBA delegates, it is the Centre's intention to potentially offer the same survey to the Orbis Foundation (to be used with Fellows and/or Associates there). An arrangement can be worked out with respect to remuneration of the Aeiphoria psychometrists who will have to analyse the data, as Aeiphoria staff will generate detailed reports for each participant.

- Similarly, the Centre (through Prof. Kurt April and Dr. Badri Zolfaghari) together with Ron Schiff of the Achievement Awards Group, will keep working on developing a new values survey, that will be appropriate for emerging markets in particular. Dr. Zolfaghari, in early 2018, will be taking a lead in identifying appropriate questions for the proposed survey, as well as the initial validating. The Achievement Awards Group has offered to host the site, as well as provide some statistical expertise for analysis of the data – the aim is to ultimately automate the analysis aspects of the survey, and the Alan Gray Centre, over time, could draw on various 'slices' and data sets from the results for publications through various outputs (Focus 1, Focus 2 & Focus 3).
- Dr. Tim London will seek to record video interviews with relevant senior executives, managers and employees from private businesses, government institutions and civil society organisations (Focus 1 & Focus 2). These will be used for the Allan Gray website, as well as populate the Centre's database with videos/material for use in lectures and seminars.
- The academic staff of the Centre will continue to pursue research, with focused intent on publications (mainly in academic journals of good standing, locally and internationally, or book chapters/books with publishers of international repute – secondary opportunities may be pursued in lower-tier journals and popular media outlets).
- The planning (and initial paper-call) of a Conference that will be hosted by the Allan Gray Centre – this may occur in 2018, but looks more likely to happen in the first half of 2019. It is the intention of the Centre that the papers presented at the Conference (and future Conferences) will be turned into book chapters of a book, co-branded as a GSB-Allan Gray book on the core focus areas of the Centre.
- To identify one academic, who could come to Cape Town for one month in 2018 and work and research with Centre academics, in order to publish together in good academic journals or books.
- Collaborative publications: Prof. April (AGC academic) and Dr. London (AGC academic) will be developing an academic article on the pedagogy and delivery of values-based leadership at the GSB, with the intention of publishing in a reputable, international academic journal; Prof. April (AGC academic) and Dr. Zolfaghari (AGC Associate) will be working on an academic article on trust in organisations, with the intention of publishing in a reputable journal.

I trust that the report reflects the work and effort of the Centre, and that the investment in the Centre has been put to good use, as we make greater strides in 2018.