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## **ALLAN GRAY CENTRE (AGC) – ANNUAL REPORT FOR 2018-mid19**

This report summaries some of the main activities of the Allan Gray Centre (AGC) for 2018-middle of 2019. I have purposefully held off from writing a report at the end of 2018, as Dr. Tim London's contract ran out at the end of December (and we did not renew it), but brought on board three globally-experienced academics: Dr. Camaren Peter (who started in Sept 2018), Dr. Christina Swart-Opperman (who started in Sept 2018) and Athol Williams (who started in Dec 2018). I wanted to give them a chance to settle, teach for the first half of the year, allow them to find their feet in trying to balance their numerous responsibilities to the Centre, and then report out. I am happy to report that they have all settled in well, have gained the respect of our GSB colleagues, and are all playing significant roles in delivering against the GSB's stated strategies.

There has been no major deviation from the agreed-upon organisational- and individual focus areas of the Allan Gray Centre (AGC), 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.



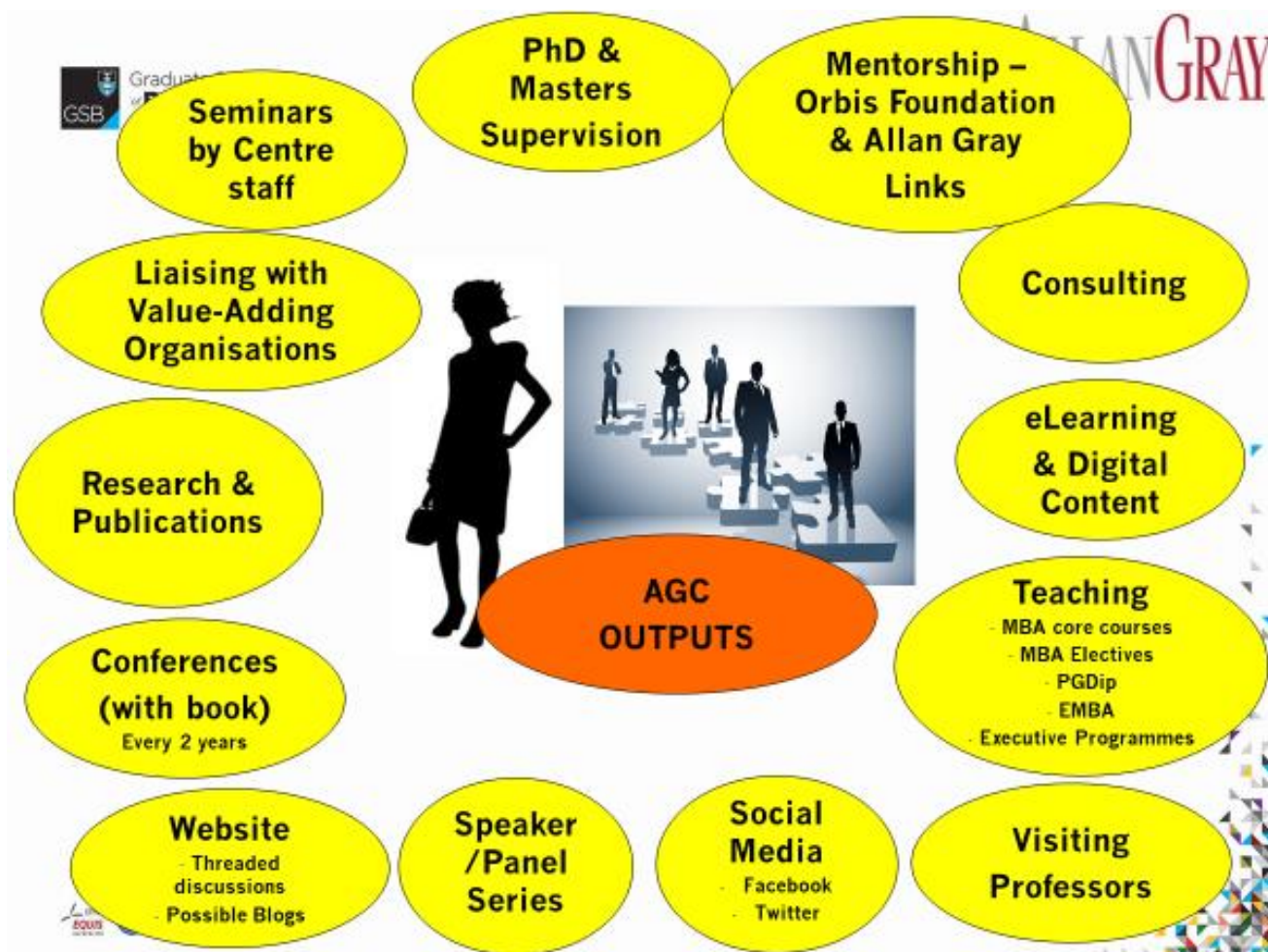
## ORGANISATIONAL

- **Stakeholders** (responsible engagement, social justice, voice for the marginalised, dignity, fairness/equity)
- **Employee engagement**
- **Stewardship** (surrogate; trusteeship, servant leader)
- **Responsible leadership** (pay staff responsibly, responsible procurement, responsible use of resources, responsible decisions, leading responsibly)
- **Organisational (shared) purpose**
- **Organisational resilience** (responsiveness, adaptability, leader bench strength, culture, change management, long-term view, workforce, systems, networks)
- **Diversity & inclusion** (values differences, trust, identity, inclusive cultures, equality, gender, LGBTQ+, mental models, teams, differences, upbringing, belonging, connectedness)
- **Organisational design & systems**
- **Governance**



## INDIVIDUAL

- **Values** (sets of beliefs that help individuals judge what is more important in their lifecycle)
- **Principles** (universal truths: fairness, justice, equality, truthfulness)
- **Ethics** (set of rules/guidelines for conduct for society/organisations) & **Morals** (limits on behaviour)
- **Character** (wisdom & knowledge, justice, temperance, courage, humanity, transcendence)
- **Power** (sources, uses, types, toxic, followership)
- **Personal narratives & storytelling**
- **Self-care & well-being** (self-talk, self- and other-forgiveness, self-compassion, support – giving & receiving, boundaries, spirituality, reflection, physiological)
- **Personal resilience** (early stressors, meaning, connection, nurtured confidence, controlling feelings/thoughts)
- **Self-efficacy** (mastery, physiological, emotional, imaginal)
- **Personal purpose**



We sought to achieve a number of our listed outputs (above), aligned with our focus areas, as follows:

### **INAUGURAL ALLAN GRAY INTERNATIONAL ACADEMIC CONFERENCE**

We organised and successfully put on (10<sup>th</sup>-11<sup>th</sup> May 2019) the first, International Allan Gray Centre Academic Conference in the new GSB Conference Centre entitled: “*Values-Based Entrepreneurship and Societal Impact*” (I have attached a copy of the programme and streams). Glenda Weber (our Office Manager) and Dr. Badri Zolfaghari (Allan Gray Centre Associate) worked tirelessly, for over a year, in conjunction with UCT Conference Management Facilities, the GSB and the Marriott

Breakwater Lodge staff, to ensure that all the logistics and organising went smoothly. We attracted a number of overseas academics (Sweden, USA, Mexico, UK, Canada, Zimbabwe), doctoral students and interested parties from business and civil society (including staff members of the Allan Gray Orbis Foundation). It was the first major event in the GSB Conference Centre, as so also served as a test-run for the GSB, before the official launch on the 3<sup>rd</sup> July 2019. All of the Allan Gray Centre academic staff were also involved: either reviewing abstracts and papers, presenting/speaking, or moderating sessions. Dr. Zolfaghari and Kurt chaired the Conference, and post the Conference we, as editors, have also approached the presenters to submit chapters for an edited book we are working on (tentative title: *The Allan Gray Centre Volume on Values-Based Entrepreneurship in Africa*), which we are hoping to complete and publish by the end of 2019 (or early 2020). Dr. Matthew Fox, University of Wyoming, stayed on after the Conference and he got to lecture the MOD MBA students on “Values & Personal Purpose”. In the meantime, Kurt has already initiated talks with the organisers of the global EDI Academic Conference, which is taking place in Rotterdam Netherlands this year, and we are hoping to co-host with UCT Organisation Psychology Department for a Conference in 2021.



## WEBSITE

Our website gets updated regularly, but a bit too slow for our liking, as we are not owners of the website – it is part of the broader GSB website, and so managed by the GSB Marketing Department (and therefore requires many approvals and meetings to get anything changed, e.g., it took many weeks to get our new AGC email banner approved, and we are still awaiting uploading of our updated edits) – unfortunately, because we make many additions and changes, regularly, and the overall GSB website changes very little over a year period, the marketing department is not equipped to deal with us adequately. That being so, and mainly through the hounding by Glenda Weber and myself, we have made a number of changes over the last 18 months – but hoping to prioritise our videos (see later), our publications, areas of specialisation, our speaker series, and supervision records on our website in the near future.

## ALLAN GRAY SPEAKER /PANEL SERIES



Our quarterly speaker series has established itself as a feature of GSB stakeholder engagement activities, i.e., we have a large following of our Allan Gray speaker series (and developed a stakeholder database as a result) and have substantial turnouts when we do put on speaker evenings. The events offer an opportunity for attendees to network (while enjoying provided snacks and drinks) and to hear about the speakers' business-/civil society- and personal challenges throughout their illustrious careers, and attendees can ask questions of the speakers also. Our speakers over the last 18 months were as follows: (1) 30<sup>th</sup> January 2018 – *Namhla Mniki* – Allan Gray Centre Associate, Executive Director of African Monitor, Advisor to the UN, Patron for the Africa Youth SDGs Summit and a Global Peer Review Expert for the German Government's Sustainability Strategy; (2) 16<sup>th</sup> May 2018 – *Dr. Darren Green* – Medical Doctor at Medi-Clinic, Inspirational Speaker, TV & Radio Personality, Multimedia Doctor, Professional Performer, and Neuroscience Facilitator; (3) 21<sup>st</sup> August 2018 – *Prof. Shirley Zinn* – UCT Council Member, former Group HR Head at Woolworths Holdings Limited, former HR Head of Standard Bank, and former Group Executive HR at Nedbank and former General Manager for HR at SARS. Before her appointment at SARS, she filled the role of Regional HR Director for the Middle East and Africa for Reckitt Benckiser, a global company listed on the London Stock Exchange, and has recently been appointed onto the Boards of MTN SA, LRMG Performance Architects, and NPI; (4) 12<sup>th</sup> November 2018 – *Associate Prof. Dorota Bourne* – Allan Gray Associate & Visiting Professor, Associate Professor of Coaching and Change Management at Henley Business School in the UK, Academic Programme Director for the Apprenticeship Programmes at the University of Reading, and former Director of the Henley Coaching Centre; (5) 30<sup>th</sup> January 2019 – *Athol Williams* – Senior Lecturer in the Allan Gray Centre, former Partner at Bain & Company, former Strategy Director for Old Mutual, and internationally-published Poet and Social Philosopher. Since we ran our Conference in May 2019, we decided that the Conference would serve as “one speaker event”, and we would not put on one in May 2019 as a result. The next speaker series evening is planned for August 2019.

## **SOCIAL MEDIA**

The Allan Gray Centre has its own Facebook page, which is maintained and updated regularly by myself, with photographs of engagements of AGC academics with students/researchers, as well as individuals from business, the government and broader civil society groupings, relevant academic- and magazine/newspaper articles, alerts of the release of reports and books the AGC academics have published, notifications and dates of our speaker events/series, and notifications of TV- and radio appearances/talks by AGC academics. The Facebook page has a substantial following and, going forward, I wish to update the logo and entry-page pictures/quotes of the AGC Facebook page. Additionally, each of the AGC academics are quite active on Twitter and Instagram, sharing updates on their engagements and work which relates to the focus areas and work of the Allan Gray Centre – these are often shared, retweeted and commented on by the followers of the individual academics, and serve to broaden the impact and awareness of the work of the AGC and its academics.

## VISITING PROFESSOR



We invited Assoc. Prof. Dorota Bourne from Henley Business School in the UK, to join the AGC for a number of weeks towards the end of 2018, in order to initiate some research collaborations, to expose her to our GSB students, and also to be one of our speakers at the Allan Gray Speaker Series in November 2018. Her trip was a successful one, in which she did all of the above, taught on the Advanced Leadership Elective, also co-ran a day workshop with the GSB MPhil students at the Philippi Campus, and initiated research with the AGC into Wabi-Sabi & Imperfection ... research currently being analysed for potential publication. She remains in contact with the AGC, and also now acts as an external examiner for GSB courses and theses/dissertations.

We have already initiated conversation with Prof. Mustafa Özbilgin from Brunel University in the UK to potentially be our Visiting Professor in 2019.



Mustafa is a Turkish-born British sociologist, and Professor of Human Resource Management at Brunel Business School, was the previous Editor-in-Chief at the highly-rated British Journal of Management and Equal Opportunities International, and is also the co-Chair of Management and Diversity at University Paris-Dauphine in France. He holds Visiting Professorships at Panthéon-Assas University, St. Gallen University, Japan Institute of Labour Policy, INSEAD, and Istanbul Bilgi University.

## TEACHING



The AGC is the only GSB Centre to touch base with each GSB cohort of students in a teaching capacity, i.e., they teach on the MBA programme, EMBA Programme, MPhil Programme, MComm programme, PhD programme, PGDip programme and on Executive Education programmes. For the flagship MBA programme, AGC academics run and teach the core Leadership-, Organisational Leadership and Values-, and Organisational Behaviour and People Management courses ... and all of the AGC academics teach on these programmes. The evaluations from all of the programmes have been good, and the continuation of such teaching will continue in the 2019-2020 cycle.

AGC academics, in playing roles of 'broader citizenship', have also taught and played roles with: the Engineering Department at UCT (helping Eskom engineers think through values-based leadership), the Agents Lab in the Computer Science Department of UCT, the Student Affairs Department of UCT, the Nelson Mandela School of Public Governance at UCT, Cornerstone Institute, and the Centre for Applied Ethics at the University of Stellenbosch.

### **eLEARNING & DIGITAL CONTENT**

The AGC has provided funding to Emeritus Prof. Martin Hall to develop, in conjunction with his Connected Learning Studio, a set of digital videos and teaching cases that accompany the videos of individuals/organisations that embody values-based leadership, for use by AGC academics when teaching as well as for uploading to the AGC website. Three have already been completed (Sokari Douglas Camp; Sam Paddock; Mandla Majola), with three more underway (these can be viewed at <https://www.connectedlearningstudio.org/changemakers-series>).



## MENTORSHIP



The AGC academics formally and informally mentor a number of organisational leaders and students, within the GSB (academics/PASS staff and students), within the Raymond Ackerman Academy, in the business community, and at Cape Peninsula University of Technology.

## ORBIS/ALLAN GRAY LINKS



The AGC academics met with Orbis Foundation staff (Allan Gray Association-, and Allan Gray Orbis Foundation staff) in May 2019 – Wande Madikane (Allan Gray Association Community Manager), Zimkhita Peter (Allan Gray Orbis Foundation Head of Programmes), and Kira Koopman (Allan Gray Orbis Foundation Curriculum & Learning Design Specialist). The initial conversations were positive, with an intent of setting up 1-2 collaborative research projects (to be initiated by the Orbis Foundation), as well as AGC academics making themselves available for delivering workshops/seminars, when available, if requested by the Orbis Foundation or the Allan Gray company.

### **PHD & MASTERS SUPERVISION** (as at June 2019-Jan 2017)

The AGC academics supervise a number of research students, formally and informally. They also teach on the Research methods course, and attend, moderate and chair sessions at the GSB PRCs (PhD Conferences). Below is a list of all supervision by AGC academics between 2017-to-currently:



### **PHD THESES (INTERNATIONAL & LOCAL)**

- Supervisor: **April, K.** Keene-Young, B. (initiated 2019), South African, PhD University of Cape Town, South Africa, *“Study of Attitudes to Whiteness among White Senior Managers and Owners in the South African Private Sector, and the Extent to which this Impact on their Views of Employment Equity”*.
- Supervisor: **April, K.** Simelane, W. (initiated 2019), South African, PhD University of Cape Town, South Africa, *“An Exploratory Study: Experiences of Black Female Leaders in the Energy Industry”*.
- Supervisor: **April, K.** Mehloamakulu, L. (initiated 2019), South African, PhD University of Cape Town, South Africa, *“The Advancement of the Inclusivity Dream: A Vulnerability Model for Managing Unconscious Bias”*.
- Supervisor: **Swart-Opperman, C.** Hall, Y. (initiated 2019), Zimbabwean, PhD, University of Cape Town, South Africa, *“Talent Management Optimisation: Perceptions and Experiences of Professional Staff in Hybrid Spaces in Higher Education Institutions”*.
- Supervisor: **Swart-Opperman, C.** Abrahams, T. (initiated 2019), South African, PhD, University of Cape Town, South Africa, *“A Leader Development Journey: The Role of Critical Self-Reflection as a Self-Development Tool for Women Leaders in the Workplace”*.
- Supervisor: **April, K.** Sihela, J. (initiated 2018), Namibian, PhD University of Cape Town, South Africa, *“A Critical Perspective on Diversity & Inclusion in the Namibian Private Corporate Sector”*.
- Supervisor: **April, K.** Myeza, A. (initiated 2018), South African, PhD University of Cape Town, South Africa, *“A Conceptualisation of the Psychology of Black African Professionals in Relation to Business Leadership in Africa”*.
- Supervisor: **April, K.** Watson, C. (initiated 2018), South African, PhD University of Cape Town, South Africa, *“Investigating the Under-Representation of Females in the Management Pipeline: Management Cultures of Exclusion in South Africa and Namibia”*.
- Supervisor: **Swart-Opperman, C.** Marks, J., & Wallis, E. (initiated 2018), South Africans, PhD, *“Differentiating between Uncertain and Risky Decision-Making in the Entrepreneurial Context: A Neuroeconomic Investigation”*.
- Supervisor: **April, K.** Jackson, R. (initiated 2017), South African, PhD University of Cape Town, South Africa, *“Investigating the Impact of Globalization, Connectivity and Social Media on Leadership Behaviour in the Organisational Context, and the Impact on the Future of Values-Based Leadership”*.

### **EXECUTIVE MBA & MBA DISSERTATIONS (INTERNATIONAL & LOCAL)**

- Supervisor: **April, K.** Zietsman, D. (graduating July 2020), South African, EMBA, University of Cape Town, South Africa, *“Why women leave management positions in South Africa”*.
- Supervisor: **April, K.** Gunda, R. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“The Psychological Effects on People as a Result of Them Feeling Excluded”*.
- Supervisor: **April, K.** Kotze, S. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“Gender Role Stereotypes of Leaders as Perceived by Women Across Cultures in a South African Context”*.
- Supervisor: **April, K.** Co-supervision with B. Dharani. Witbooi, E. (graduating July 2020), co-supervision with B. Dharani, South African, MBA, University of Cape Town, South Africa, *“The Influence of Self-Talk Valence on Entrepreneurship”*.

- Supervisor: **Swart-Opperman, C.** Singh, K. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“Women’s Experiences of the Impact of Maternity Leave Policies on their Career Progression”*.
- Supervisor: **Swart-Opperman, C.** Retief, Z. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“The Work Experiences of Foreign Nationals in the Agricultural Industry in the Western Cape”*.
- Supervisor: **Swart-Opperman, C.** Avenant, A. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“An Investigation into the Barriers Construction Managers Experience in the Coaching of Young Professionals in the South African Construction Industry”*.
- Supervisor: **Swart-Opperman, C.** Van Zyl, K. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“The Role of Emotional Intelligence in Sales Performance”*.
- Supervisor: **Swart-Opperman, C.** Schwartz, P. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“A Multi-Methods Case Study of Performance Measurement of Engineers in a South African Aerospace Company”*.
- Supervisor: **Swart-Opperman, C.** Le Roux, JP. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“How to Effectively Grow Software Development Talent among Non-Tertiary Educated Individuals”*.
- Supervisor: **Swart-Opperman, C.** Rich, B. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“Factors Influencing Employee Engagement at Red Bull South Africa”*.
- Supervisor: **Swart-Opperman, C.** Naidoo, R. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“Low Productivity in the Workplace due to Employee Fatigue”*.
- Supervisor: **Swart-Opperman, C.** Cangraker, Z. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *“The Impact of Innovation on Performance in SMEs”*.
- Supervisor: **Swart-Opperman, C.** Le Hané, R. L. (graduating October 2019), Namibian, EMBA, University of Science and Technology, Namibia, *“Information-Seeking Behaviour of Commercial Farmers: A Mobile-Based Information Service Model”*.
- Supervisor: **April, K.** De Klerk, K. (graduating July 2019), South African, EMBA, University of Cape Town, South Africa, *“Impact of Reintroducing Coloured Retirees in the Western Cape to the Workforce: Fostering Financial Independence to restore Dignity”*.
- Supervisor: **April, K.** Madonko, N. (graduating July 2019), South African, EMBA, University of Cape Town, South Africa, *“Engaging Hearts and Minds: A Study of Effectiveness of Leaders Communicating Organisational Values”*.
- Supervisor: **April, K.** Thavilain, C. (graduating July 2019), French, EMBA, University of Cape Town, South Africa, *“A Space for Conversations on Organisational Changes Toward Sustainability”*.
- Supervisor: **April, K.** Gerald Chimanya (graduating July 2019), Zimbabwean, MBA, University of Cape Town, South Africa, *“Leading in a VUCA World: A Sense-Making Perspective”*.
- Supervisor: **April, K.** Maijang Mpherwane (graduating July 2019), South African, MBA, University of Cape Town, South Africa, *“Powerless but Accountable: A Teaching Case Study of Former SABC Group CEO, Lulama Mokhobo”*.
- Supervisor: **April, K.** Pierre Cassuto (graduating July 2019), South African-French, MBA, University of Cape Town, South Africa, *“After the Rainbow: South African Youth Identities and Relevance to Aspirations of Non-Racialism”*.
- Supervisor: **April, K.** Afzal Dalwai (graduating July 2019), South African, MBA, University of Cape Town, South Africa, *“The Impacts of Digital Markets on the Leadership Styles at SA Financial Services Companies”*.

- Supervisor: **April, K.** Namuziya Sikatali (graduating July 2019), Zambian, MBA, University of Cape Town, South Africa, *“Young Female Leaders in Technical Roles”*.
- Supervisor: **April, K.** Co-supervision with B. Dharani. Giannaros, M. (graduating July 2019), South African-Greek, MBA, University of Cape Town, South Africa, *“Experiencing Boredom at the WEF: An Exploratory Study”*.
- Supervisor: **Swart-Opperman, C.** Diassakoula, C. I. (graduating July 2019), Zimbabwean, MBA, University of Cape Town, South Africa, *“Employee Perceptions about a Wellness Programme at Navachab Mine, Namibia”*.
- Supervisor: **Swart-Opperman, C.** Da Silva, D. (graduating July 2019), South African, MBA, University of Cape Town, South Africa, *“Factors Affecting the Effectiveness of Business Intelligence: A Case Study of a Professional Services Organisation”*.
- Supervisor: **Swart-Opperman, C.** Reid, R. (graduating July 2019), South African, MBA, University of Cape Town, South Africa, *“Cognitive Computing: Adoption and Implications in Technology Start-Ups Within the Western Cape”*.
- Supervisor: **April, K.** Gunzburg, T. (graduated June 2018), Belgian, MBA, University of Cape Town, South Africa, *“Rainbow Accents; Exploring the Lived Experiences of Non-Standard English Accented Speakers in Western Cape Workplaces”*.
- Supervisor: **April, K.** Vergo, O. (graduated June 2018), British, MBA, University of Cape Town, South Africa, *“An Investigation into the Relationship between Masculinity, Culture and Self-Leadership in South African Men”*.
- Supervisor: **April, K.** Pillay, G. (graduated June 2018), South African, MBA, University of Cape Town, South Africa, *“SMME Owners Self-Care: Business Success and Stress”*.
- Supervisor: **April, K.** Kimoro, V. (graduated June 2018), Kenyan, MBA, University of Cape Town, South Africa, *“A Study on the Inclusive Leadership of Millennials in the Workplace”*.
- Supervisor: **Swart-Opperman, C.** Nzombe, S. (graduated June 2018), Zimbabwean, MBA, University of Cape Town, South Africa, *“An Exploration of Manager to Executive Transition in Zimbabwe’s Private Sector”*.
- Supervisor: **Swart-Opperman, C.** Smit, L. (graduated June 2018), South African, MBA, University of Cape Town, South Africa, *“Exploring the Nature of Expatriate Coping Strategies within in Mining Industry”*.
- Supervisor: **Swart-Opperman, C.** Kurji, J. A. (graduated June 2018), Kenyan, MBA, University of Cape Town, South Africa, *“Uber-Driver Partners in Cape Town – A Motivational Study”*.
- Supervisor: **April, K.** Janse van Rensburg, H. (graduated June 2017), South African, MBA, University of Cape Town, South Africa, *“How the ‘Sorbet Way’ of Servant Leadership is Scooping Up Success”*.
- Supervisor: **April, K.** Cooper, J. (graduated June 2017), South African, MBA, University of Cape Town, South Africa, *“Emotional Intelligence and CDMSE in GSB MBA Students: Gender & Age Differences”*.
- Supervisor: **April, K.** Guntern, S. (graduated June 2017), Swiss, MBA, University of Cape Town, South Africa, *“Assessment of the Effectiveness of Reducing the Sources of Burnout in Switzerland”*.
- Supervisor: **April, K.** Earle, J. (graduated June 2017), British, MBA, University of Cape Town, South Africa, *“Organizational Restructuring and the Employee’s Psychological Contract”*.
- Supervisor: **April, K.** Wyndham Quin, L. (graduated June 2017), South African, MBA, University of Cape Town, South Africa, *“Resources for Resilience: A Study of Non-Profit Volunteers in Africa”*.
- Supervisor: **April, K.** Mackenzie, C. (graduated June 2017), South African, MBA, University of Cape Town, South Africa, *“Multichannel Marketing Effects on the Purchase Decisions of Oncology Physicians in South Africa”*.

### **OTHER MASTERS DISSERTATIONS (INTERNATIONAL & LOCAL)**

- Supervisor: **April, K.** van Loggerenberg, M. (graduating December 2021), South African, MPhil University of Cape Town, South Africa, *“Gender Impediments for Creative Women in the South African Film Industry”*.
- Supervisor: **April, K.** Dhlamini, B. (graduating December 2020), South African, MPhil University of Cape Town, South Africa, *“Policy-Making Centred Around South African Arts and Culture”*.
- Supervisor: **Swart-Opperman, C.** Co-supervision with B. Meldrum. Chimhandamba, N. (graduating December 2020), South African, MPhil, University of Cape Town, South Africa, *“The Embodied Needs of Women in the Workplace: An Exploratory Study”*.
- Supervisor: **Swart-Opperman, C.** Mahadeo, S. (graduating April 2020), South African, MPhil, University of Cape Town, South Africa, *“Working Mothers’ Self-Care Practices as a Coping Mechanism: An Interpretative Phenomenological Analysis”*.
- Supervisor: **Peter. C.** Page, A. (graduated December 2018), South African, MTech Cape University of Technology, South Africa, *“A Review of Resource Efficiency and Cleaner Production in South Africa: Barriers and Opportunities”*.
- Supervisor: **Swart-Opperman, C.** Sibela, G. (graduated April 2018), Namibian, MLCM, University of Science and Technology, Windhoek, Namibia, *“Factors Influencing Voluntary Turnover Decisions amongst Non-Commissioned Officers within the Namibian Defence Force Head Quarters in Windhoek (DHQ)”*.

### **SEMINARS BY CENTRE STAFF**

The AGC staff delivers a number of seminars and talking sessions, for the GSB, the broader UCT and with industry – over the reporting period, the AGC has decided to prioritise creating renewed and deeper links with the Raymond Ackerman Academy at the GSB, the Writing Centre of the GSB (with a number of cases completed already over the last year and a number in production in collaboration with Claire Bernardo), as well as providing seminars for the Solution Space at the GSB and also at their Phillippi campuses.



## **LIAISING WITH VALUE-ADDING ORGANISATIONS – INDUSTRY/SOCIETAL ENGAGEMENTS**

The AGC academics have all been making an impact by additionally being involved in outside engagements ... enacting the words of Allan Gray himself, who stated: "... values-based leadership involves a fundamental questioning of the principles by which the world has been doing business ... There is a lot of great thinking taking place in Universities around values and leadership – but it needs to be translated into business and society. The Centre will be adept at doing this”:

### **ASSOCIATE PROF. CAMAREN PETER:**

- Vibrand: Marketing Research Agency. Partnered with Vibrand to bring advanced analytics (Bayesian Networks, Morphological Analysis) to market research, as well as policy research and decision-support. We are busy setting up a company through which we will run these projects.

- First successful proposal: Western Cape Government Road Safety Survey (Successful: R1.2m). Project ran from October 2018 to May 2019.
- Impact study: Involvement in FCB (Foote, Cone and Belding) proposal to British Council on an apprentice-based programme (blending apprenticeship with learning).
- Polycare: Innovation-based low-cost housing development. Serving in an advisory capacity to Polycare in South Africa.
- Makeka Design Lab: Design-Oriented Architecture Agency. Exploring collaboration on three ongoing projects of Makeka Design Lab.
- TOMA: Tomorrow Matters Now (TOMA) is a sustainability consultancy that focuses on value chain analysis and context-specific strategy analysis. TOMA is seeking to produce a practitioner-oriented book, based on their methods, and have requested Camaren's involvement in an Editorial role.
- Centre for Analytics and Behavioural Change (CABC NPO) has partnered with Citizen Dialogue Centre and Citizen Research Centre on a variety of industry, civil society and public sector-facing organisations. Focusing on everything from stimulating active citizenry, protecting election processes from online fake news, incendiary rhetoric and misinformation, to energy conservation, waste and water recycling, HIV prevention, sexual assault and gender discrimination; our collaboration has – over the past year and half – targeted a wide variety of funders and organisations. To date, we have yet to secure a well-funded project, but have received pledges of support; we continue to identify opportunities and generate proposals in respect thereof.
- Attending roundtable reporting meetings of the Independent Electoral Commission (IEC) and the Southern African Development Research Agency (SADRA), where reporting on community-level political trends and patterns are conducted for the purposes of improving IEC engagement at local levels.

#### **DR. CHRISTINA SWART-OPPERMAN:**

- Dundee Precious Metals (Tsumeb): job evaluation and training; talent management.
- Rossing Uranium (Swakopmund): job evaluation and profiling as well as training.
- Namibia Agronomic Board: job evaluation after restructuring.
- Telecom Namibia: job evaluation appeals after restructuring.
- Bank Windhoek: job evaluation appeals.
- Namib Mills Group: 360-degree evaluations of senior management and focus group discussions with management team to determine leadership concerns.
- Board Member of Bank Windhoek Talent Management Board (All Africa Branches).
- Chairperson of REMCO for the Ohlthaver & List Group, in Namibia.
- Member of the University of Namibia Council – attend Council meetings, and currently helping with restructuring efforts at the University.



### **ATHOL WILLIAMS:**

- Independent oversight of the Baker McKenzie investigation into Bain & Company's work at SARS, which was one of the subjects of the Nugent Commission of Inquiry. Submitted a 40-page report to Judge Nugent, which he referenced in a number of places in his report to President Ramaphosa.
- Advised Bain & Company on the development of a remedy plan using Athol's 6-step remedy model. The remedy plan was adopted and is now being implemented.
- Advised the Social Justice Initiative (SJI) on the development of guidelines that NGOs could use to avoid benefiting from corruption when accepting money from corporations.
- Accepted to the Global Colloquium on Participant-Centered Learning (GloColl) at Harvard Business School in the USA (<https://www.exed.hbs.edu/global-colloquium-participant-centered-learning/>). Athol will be returning to his alma mater to rethink, with colleagues from around the globe, the way in which Business Schools and management education curricula produce the innovative, inspired, and visionary leaders that institutions need today.
- Launched a regular radio programme, State of Our Nation, on Classic FM 1027 and Fine Music Radio, that airs every Wednesday from 18h30-19h00.

### **PROF. KURT APRIL:**

- Partnered with Oxford Acuity (Singaporean head-officed consultancy) – a group of globally-located experts, who are all Oxford University graduates. Kurt will lead the Leadership, Diversity & Inclusion Practice as needed by organisations requesting assistance. The other Practices are: Financial Excellence - Analytics, Cost Management, Forecasting and Reporting; Strategy; Hospitality and Market Expansion; Demand Fulfillment - Sourcing and Production; Demand Generation and Marketing Management; and Organizational Optimization and Organizational Structure.
- Ran a full-day workshop with a number of UN leaders from around the globe, as part of the UN Leadership Programme – in conjunction with the UN University. Currently assisting Nicola Latchiah, Director of UCT's International Academics Programme Office (IAPO), with a new UN Proposal to run a revised UN Leadership programme.
- As an Orchestrator for DukeCE, led two week-long Technical Leadership workshops for Petronas in Kuala Lumpur, Malaysia.
- Worked with the 22 MTN Country-CEOs at the MTN Johannesburg head-office, to improve their inclusive practices globally and develop strategies to engaging broader diversity.
- Ran a values-based workshop with 140 UCT Student Leaders on upper campus – something Kurt does annually, in conjunction with UCT's Student Affairs Department.
- Worked with the SA Cricketers Association to develop a set of videos related to diversity behaviours, for introducing to players, and for continuous follow-up in terms of their local- and international engagements with individuals and teams.

- Liaising with Engen Oil head-office to help them develop ‘richer’ diversity strategies and measures for their businesses across South Africa.

## **AGC ASSOCIATES**

We have added to our Associates of the AGC – see <https://www.gsb.uct.ac.za/ag-people> for all of their biographies. They are:



(1)

Archbishop Dr. Thabo Makgoba – who is currently conducting research with the AGC into diverse spirituality practices in African workplaces.



(2)

Emeritus Prof. Martin Hall – who, for the AGC, is currently developing a set of videos (for classroom teaching and for placing on our website) of leaders who are known to operate and run their

organisations from a values-based perspective, is involved with research led by the AGC together with the University of Oxford on Self-Care, and also lectures GSB MBA students on behalf of the AGC in the Advanced Leadership Elective.



(3)

Namhla Mniki-Mangoliso – who delivers a number of lectures and seminars, on behalf of the AGC, both at the GSB, the broader UCT, as well as with some external organizations.



(4)

Prof. Dion Forster – who delivers a number of lectures to the GSB MBAs, on behalf of the AGC, acts as an external examiner, and is currently conducting research with the AGC on spiritual diversity and ethical challenges within African workplaces.



(5)

Dr. Badri Zolfaghari – who helped (and led) the AGC to successfully stage its first International Academic Conference in May 2019, and is currently researching trust in organisations with the AGC.



(6)

Julia Kukard – who, in conjunction with the AGC and Simon Kettleborough, is currently developing an intellectual property engine to quantitatively measure the personal development of GSB students, supervises GSB MBA research dissertations, co-lectures the Advanced Leadership Elective's first module, and acts as an external examiner for the GSB.



(7)

Simon Kettleborough – who, in conjunction with the AGC and Julia Kukard, is currently developing an intellectual property engine to quantitatively measure the personal development of GSB students, supervises GSB MBA research dissertations, co-lectures the Advanced Leadership Elective's first module, and acts as an external examiner for the GSB.



(8)

Assoc. Prof. Dorota Bourne – who, in 2019, was the AGC's Visiting Professor, lectured the GSB MBAs, spoke at the AGC Speaker Series event, acts as an external examiner for the GSB, and is currently conducting research with the AGC into Wabi-Sabi & Imperfection in Leaders.



(9)

Kathy Harvey – who leads the collaborative research, with the AGC, from the University of Oxford, into Self-Care, is co-developing a research book on Poetry in Leadership with the AGC, and ensures that AGC academics engage with University of Oxford EMBA's on their Emerging Economy Tours to South Africa.



(10)

Dr. Solange Rosa – who, together with the AGC, is conducting research into the Psychological Effects of Exclusion, lectures on a range of programmes at the GSB, and also acts as an examiner for the GSB.



(11)

Babar Dharani – who, together with the AGC, is conducting research into the stumbling blocks and enablers of Effective Leadership, guest lectures on a GSB MBA programme, supervises GSB MBA research dissertations, and is seeking to currently co-publish research with the AGC on Happiness in relation to Organisational Lifecycle and Individual Locus of Control.

## RESEARCH & PUBLICATIONS (as at June 2019-Jan 2017)

The Allan Gray Centre has prioritised research and research outputs, via academic articles, book chapters and books, conference papers, reports, and newspaper/magazine outputs. They are listed below, for the period 2017-present.

## 2019

### CHAPTERS IN BOOKS:

- **April, K.**, & Syed, J. (2019). Belonging: Race, intersectionality and exclusion. In M. Özbilgin, & J. Syed (eds.), *Managing diversity and inclusion* (2nd edition, pp. tba). London: SAGE Publications Ltd.
- **April, K.**, & Forster, D. (2019). Religion and diversity management in the Southern African context. In N. Carrim, & L. Moolman (eds.), *Diversity management* (pp. tba). Pretoria: Van Schaik Publishers.

### ARTICLES-PAPERS (REFEREED):

- Train, K. J., & **April, K.** (2019). Compassion capability in resource limited organizations in South Africa. *Africa Journal of Management*, tba.
- **April, K.**, & Dalwai, A. (2019). Leadership styles required to lead digital transformation. *Effective Executive*, 22(2), 14-45.
- Cassuto, P., & **April, K.** (2019). Non-racial identities of South African born-frees: Implications for HR management. *Effective Executive*. 22(1), 38-77.
- Smith, L., & **Swart-Opperman, C.** (2019). Exploring the nature of expatriate coping strategies. *The International Journal of Human Resources*, tba.

### CASE STUDIES (REFEREED):

- **Swart-Opperman, C.**, & Barnardo, C. (2019). CASE STUDY – *Namib Mills: Senior management scope in a Namibian food supplier business*, tba.
- Mpherwane, M., **April, K.**, & Barnardo, C. (2019). CASE STUDY – *The South African Broadcasting Corporation (SABC): Powerless but accountable leadership for former GCEO*, tba.
- Janse van Rensburg, H., & **April, K.** (Online publication date: 2nd January 2019). CASE STUDY – *The Sorbet Way: Scooping up success through servant leadership*, *SAGE Knowledge*. URL: <http://sk.sagepub.com/cases/the-sorbet-way-scooping-up-success-through-servant-leadership?fromsearch=true>.

### CONFERENCE PAPERS (REFEREED):

- Wallis, E. J., Marks, J., & **Swart-Opperman, C.** (2019). Poster presentations: A neuroeconomic methodological framework for differentiating between uncertain and risky entrepreneurial decision-making; An integrated neuroeconomic approach to understanding entrepreneurial uncertain decision-making in turbulent times. *NeuroPsychoEconomics Conference*, Luiss University, Rome. 6<sup>th</sup>-7<sup>th</sup> June 2019.

### ARTICLES-PAPERS (NON-REFEREED):

- **April, K.** (2019). SA youth seek and have fluid identities, 31st May 2019, URL: <https://mg.co.za/article/2019-05-31-00-sa-youth-seek-and-have-fluid-identities>.

- **April, K.** (2019). The six crucial elements of values-based leadership. *Lexus Thought Leadership: Lexus Life*, May 2019, 2.
- **April, K.** (2019). Coloured professionals have a harder time succeeding in senior management roles. *Cape Argus*, 13th March 2019. URL: <https://www.iol.co.za/capeargus/opinion/coloured-professionals-have-a-harder-time-succeeding-in-senior-management-roles-19853799>.
- **April, K., & Josias, A.** (2019). Coloured execs battle to get to the top. *Mail & Guardian*, 22nd February 2019. URL: <https://mg.co.za/article/2019-02-22-00-coloured-execs-battle-to-get-to-the-top>.
- **April, K.** (2019). 'Treu' transformation in business: Myth or reality? *Daily Maverick*, 30th January 2019. URL: <https://www.dailymaverick.co.za/opinionista/2019-01-30-treu-transformation-in-business-myth-or-reality/>.
- **Williams, A.** (2019). Criminal justice after corporate corruption is just the beginning. *Business Day*, 19th February 2019. URL: <https://www.businesslive.co.za/bd/opinion/2019-02-19-criminal-justice-after-corporate-corruption-is-just-the-beginning/>.
- **Peter, C.** (2019). Can Ramaphosa lead an ANC that is itself so fractured and corrupt? *Business Day/Live*, 5 June 2019. URL: <https://www.businesslive.co.za/bd/opinion/2019-06-05-can-ramaphosa-lead-an-anc-that-is-itself-so-fractured-and-corrupt>.

## 2018

### CHAPTERS IN BOOKS:

- **April, K., Makgoba, T., & Forster, D. A.** (2018). Spirituality and workplace diversity practices in Africa. In J. Syed, A. Klarsfeld, F. W. Ngunjiri, & C. E. J. Härtel (eds.), *Religious diversity in the workplace* (pp. 223-263). London: Cambridge University Press.
- **London, T.** (2018). The role of values in the creation and maintenance of an organization's reputation. In D. Deephouse, N. Gardberg, & W. Newbury (eds.), *Research in global strategic management* (pp. tba). Bingley: Emerald Publishing Group Limited.
- Chizema, A., & **Nyathi, N.** (2018). Africapitalism and investment practices in Africa. In K. Amaeshi, A. Odupe, & U. Idemudia (eds.), *Africapitalism: Rethinking the role of business in Africa*. London: Cambridge University Press.
- Chipkin I., Swilling, M., **Peter, C.**, Friedenstein, H., Bhorat, I., Chipkin, I., Mondli, L., Swiling, M., Buthelezi, M., Qobo, M., Prins, N., Duma, S. (2018). *Shadow state: The politics of state capture*. Johannesburg: Wits University Press.

### ARTICLES-PAPERS (REFEREED):

- **Swart-Opperman, C., & April, K. A.** (2018). Innovation team composition: The enabling role of the individual emotive outlook. *African Journal of Business Management*, 12(12), 357-371.
- **April, K. A., & Pillay, G.** (2018). Stress and self-care of SMME owners. *Effective Executive*, 21(3), 38-63.
- **April, K. A., & Singh, K.** (2018). Empowered powerlessness in production environments. *Effective Executive*, 21(2), 20-50.
- **Williams A.** (2018). Ranking agents of justice: When should the corporation act? *St. Anthony's International Review*, 14(1), 83-102.

## POLICY DOCUMENTS & REPORTS:

- **Peter, C.** (2018). *Sustainability science in Southern Africa*. UNESCO Management of Social Transformations (MOST) Policy Paper.

## ARTICLES-PAPERS (NON-REFEREED):

- **April, K.** (2018). Is unmanaged stress killing off our SMMes? *Entrepreneur Magazine*, 28th November 2018. URL: <https://www.entrepreneurmag.co.za/advice/starting-a-business/small-business-advice/is-unmanaged-stress-killing-off-our-smmes/>.
- **April, K.** (2018). Why small business owners need to manage stress levels. *Business Day*, 25th November 2018. URL: <https://www.businesslive.co.za/bd/opinion/2018-11-25-why-small-business-owners-need-to-manage-stress-levels/>.
- **April, K.** (2018). The future of work: Fun and games and a healthy dose of humanity. *GSB Business Review*, 10, 20-21. URL: <http://www.gsbbusinessreview.gsb.uct.ac.za/the-future-of-work-fun-and-games-and-a-healthy-dose-of-humanity/>.
- **April, K.** (2018). Artificial intelligence demands reimagining of workplaces. *Business Day*, 25th April 2018, 7. URL: <https://www.businesslive.co.za/bd/opinion/2018-04-25-game-changing--artificial-intelligence-demands-reimagining-of-workplaces/>.
- **April, K.** (2018). The artificially intelligent revolution. *Changeboard UK*, March-April 2018, 42. URL: <http://www.changeboard.com>.
- **Peter, C. (2018)**. Holistic education liberates potential. *Business Day/Live*, 23 March 2018. URL: <https://www.businesslive.co.za/bd/opinion/2018-03-23-holistic-education-liberates-potential/>.
- **Peter, C. (2018)**. How technology is making it easier to manipulate people. *Business Day/Live*, 26 November 2018. URL: <https://www.businesslive.co.za/bd/opinion/2018-11-26-how-technology-is-making-it-easier-to-manipulate-people/>.
- **Peter, C. (2018)**. How African cities can harness green technologies for growth and jobs. *The Conversation*, 19 December 2018. URL: <https://theconversation.com/how-african-cities-can-harness-green-technologies-for-growth-and-jobs-107722>.
- **Williams, A.** (2018). What do we want from Bain? *Daily Maverick*, 16th October 2018. URL: [https://www.dailymaverick.co.za/article/2018-10-16-what-do-we-want-from-bain/?utm\\_source=homepagify/](https://www.dailymaverick.co.za/article/2018-10-16-what-do-we-want-from-bain/?utm_source=homepagify/).
- **Williams, A.** (2018). Picture books: A great way to encourage children to read. *Mail & Guardian*, 12th December 2018. URL: <https://mg.co.za/article/2018-12-12-picture-books-a-great-way-to-encourage-children-to-read>.
- **Williams, A.** (2018). We condone an education system that guarantees future inequality. *Sunday Times*. 17 June 2018. URL: <https://www.timeslive.co.za/sunday-times/opinion-and-analysis/2018-06-16-we-condone-an-education-system-that-guarantees-future-inequality/>.

## 2017

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### CHAPTERS IN BOOKS:

- 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 & J-F. Chanlat (eds.), *Management and diversity: Perspectives from different national contexts* (pp. 191-225). Bingley, UK: Emerald Publishing Limited.

- **London, T.** (2017). Creating values-based accountability systems for the turbulence of post-bureaucratic organizations. In P. Malizia, C. Cannavale, & F. Maimone (eds.), *Evolution of the post-bureaucratic organization*. Hershey, PA: IGI Global Publishing.
- Swilling, M., Musango, J., Robinson, B. & **Peter, C.** (2017). Flows, infrastructures and the African urban transition. In N. Frantzeskaki, V. Castan Broto, L. Coenen, & D. Loorbach (eds.). *Urban sustainability transitions: Explorations of sustainability in an unfair world* (pp. 311-330). New York: Routledge.
- **Swart-Opperman, C.** (2017). *Innovation implementation teams: Catch 22 or opportunity?* Centre for Future Studies Special Edition, Stellenbosch: University of Stellenbosch.

### ARTICLES-PAPERS (REFEREED):

- **April, K. A.,** & Josias, A. (2017). Diasporic double consciousness, créolite and identity of Coloured professionals in South Africa. *Effective Executive*, 20(4), 31-61.
- **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.
- **April, K.,** & Schörder, C. (2017). Authentic leadership - Personal values: Impediments & enhancers. *Effective Executive*, 20(2), 31-65.
- **April, K.,** & Tape, A. (2017). Emerging market stakeholder impact of pharmaceutical drug patent expiration. *Academy of Taiwan Business Management Review*, 13(1), 34-45.
- Qobo, M., & **Nyathi, N.** (2017). Ubuntu, public policy ethics and South Africa's foreign policy. *South African Journal of International Affairs*, 23(4), 421-436.

### CONFERENCE PAPERS (REFEREED):

- **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, 30<sup>th</sup> August-1<sup>st</sup> September 2017.
- **Swart-Opperman, C.,** & **April, K.** (2017). The impact of innovation champions on successful innovation outcomes in Africa: A critical review. *Namibia University of Science and Technology, Institutional Research Day*, 21<sup>st</sup> November 2017.

### CONFERENCE PAPERS (NON-REFEREED):

- **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*, 9<sup>th</sup> March 2017, 1-9.
- **Swart-Opperman, C.** (2017). Personal transformation: Transitioning into your leadership role. *Namibia University of Science and Technology: Secretarial/Personal Assistant Convention*, 25<sup>th</sup> August 2017.

### POLICY DOCUMENTS & REPORTS:

- Bhorat, H., Buthelezi, M., Chipkin, I., Duma, S., Mondli, L., **Peter, C.,** Qobo, M., & Friedenstein, H. (pseudonym) (2017). Betrayal of the promise: How South Africa is being stolen, *State Capacities Research Project*, May 2017, Convenor: M. Swilling. A joint project of the Development Policy Research Unit (University of Cape Town), the South African Research Chair on African Diplomacy and Foreign Policy (University of Johannesburg), Public Affairs Research Institute (University of Witwatersrand) and the Centre for Complex Systems in Transition (University of Stellenbosch).

- **Peter, C.** (2017). Regional review of projected climate change impacts in Africa. *Open Society for West Africa, OWISA*.
- **Peter, C.** (2017). Review of options for small producers in Africa to foster innovation & access to adapted clean energy products. *Open Society for West Africa, OWISA*.

### ARTICLES-PAPERS (NON-REFEREED):

- **April, K.** (2017). SA's emerging leaders face a tough call: Living with congruent values and action. *Fin24*, 22nd September 2017. URL: <http://www.fin24.com/Opinion/sas-emerging-leaders-face-a-tough-call-20170922>.
- **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>.
- **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>.
- **London, T.** (2017). Can Zim ride the optimism wave and leapfrog to Economy 4.0? *Fin24*. 7th December 2017. URL: <https://www.fin24.com/Opinion/can-zim-ride-the-optimism-wave-and-leapfrog-to-economy-401-20171207>.
- **London, T.** (2017). How to avoid becoming the next KPMG. *Fin24*. 1st November 2017. URL: <https://www.fin24.com/Opinion/how-to-avoid-becoming-the-next-kpmg-20171101>.
- Gossel, S., & **London, T.** (2017). What the South African KPMG saga says about shareholder activism. *The Conversation*. 27th September 2017. URL: <https://theconversation.com/what-the-south-african-kpmg-saga-says-about-shareholder-activism-84540>.
- **London, T.** (2017). Who in South Africa is watching the watchers? *Fin24*. 18th July 2017. URL: <http://www.fin24.com/Opinion/whos-watching-the-watchers-20170717-2>.
- **London, T.** (2017). Eskom CEO saga highlights massive systems failure in South Africa. *The Conversation*. 29th May 2017. URL: <https://theconversation.com/eskom-ceo-saga-highlights-massive-systems-failure-in-south-africa-78432>.
- **London, T.** (2017). South Africa must look beyond individuals to solve the current crisis. *The Conversation*. 20th April 2018. URL: <https://theconversation.com/south-africa-must-look-beyond-individuals-to-solve-the-current-crisis-75937>.
- **London, T.** (2017). How business schools can (and should) champion the triple bottom-line. *Fast Company*. February 2017.
- **London, T.** (2017). South African universities won't change unless mindsets start to shift. *The Conversation*. 10th January 2017. URL: <https://theconversation.com/south-african-universities-wont-change-unless-mindsets-start-to-shift-71023>.
- **Nyathi, N.** (2017). Corruption and fraud: Africa's weapons of mass economic destruction. URL: <https://www.fin24.com/Opinion/corruption-and-fraud-africas-weapons-of-mass-economic-destruction-20171026>.
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- **Peter, C. (2017).** Changing the system for sustainable development. *Business Day/Live*, 20 November 2017. URL: <https://www.businesslive.co.za/bd/opinion/2017-11-20-changing-the-system-for-sustainable-development>.
- **Peter, C. (2017).** Why sustainability matters to all citizens. *Cape Argus*, 7 November 2017. URL: <https://www.iol.co.za/capeargus/opinion/watercrises-why-sustainability-matters-to-all-citizens-11893208/>.

## AGC DINNERS

The AGC has held two social dinners over the reported period: (1) on the 16<sup>th</sup> November 2018, at Catharina's restaurant on Steenberg Wine Estate, and (2) on the 12<sup>th</sup> February 2019, at Buitenverwagting Wine Estate in Constantia. It was wonderful opportunities to get to know each other better outside of the work setting, to meet with Anthony Farr and Susannah Farr, with AGC staff spouses, and embed our friendship more personally and in a social setting.





I trust that the report reflects the work and efforts of the AGC, and that the investment in the Centre has been put to good use, as we make greater strides in the 2019-2020 cycle.