

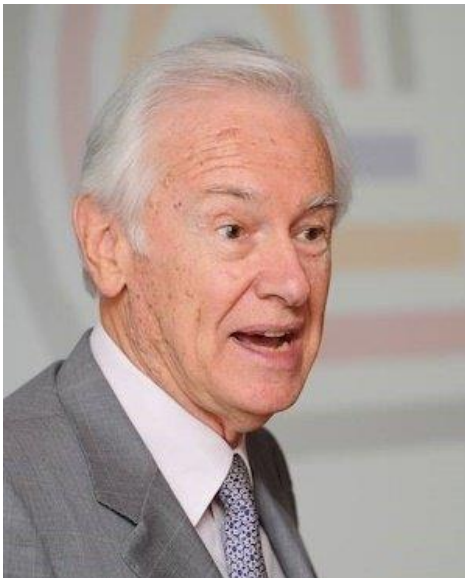
February 2020

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ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2019

THE PASSING OF ALLAN GRAY

We were shocked and saddened by the passing of our benefactor, Alan Gray, on the 10th November 2019. We remain deeply thankful for his generous endowment so that we could, and can continue to, foster our work in some of the areas he considered important in business and society at large.



We left the following message on our Facebook page and website:

“It is with sadness that we have to announce the passing (yesterday) of Allan Gray, one of South Africa’s greatest philanthropists – a man who consistently and congruently walked his talk, with integrity and courage, challenging hegemonic ways of doing things in seeking responsible action, justice and equal opportunity for many. It is through his generosity that we at the UCT Allan Gray Centre are able to do our work ... and will continue to do our work. Our thoughts and prayers are with his wife, Gill, and children, William, Trevor and Jennifer”.



This report summaries some of the main activities of the Allan Gray Centre (AGC) for 2019. Since our last report, we did not renew the contract of Dr. Tim London, and our three, globally-experienced, new recruits (Assoc. Prof. Camaren Peter who started in Sept 2018, Dr. Christina Swart-Opperman who started in Sept 2018 and Athol Williams who started in Dec 2018) were all settled into the Graduate School of Business. I am happy to report that they have all gained the respect of our GSB colleagues and are all playing significant roles in delivering in the AGC's stated focus areas, as well as 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.

ALLAN GRAY CENTRE (AGC) – FOCUS AREAS



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**

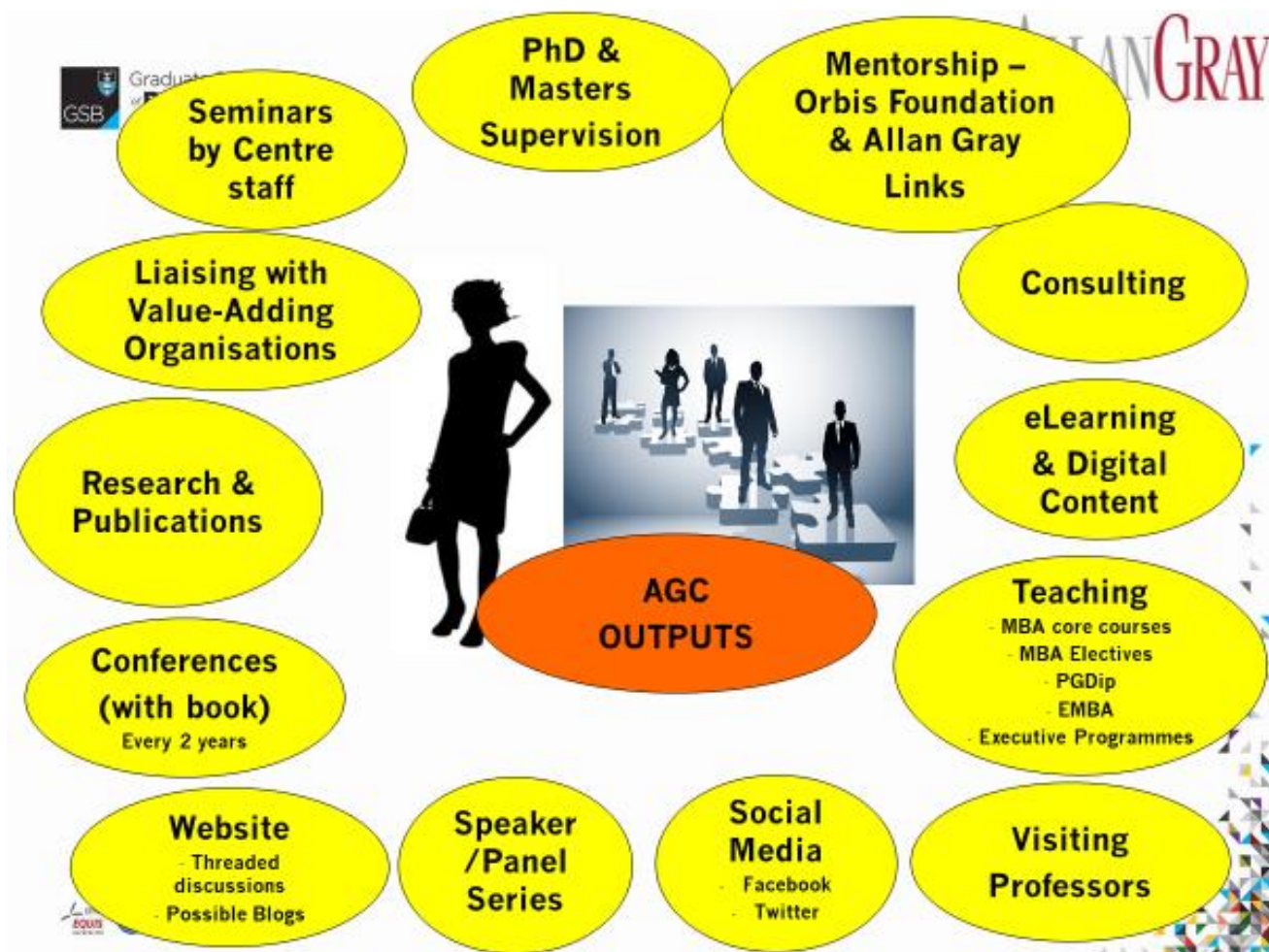


INDIVIDUAL

- **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**



ALLAN GRAY CENTRE (AGC) – OUTPUTS



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

INAUGURAL ALLAN GRAY CENTRE INTERNATIONAL ACADEMIC CONFERENCE

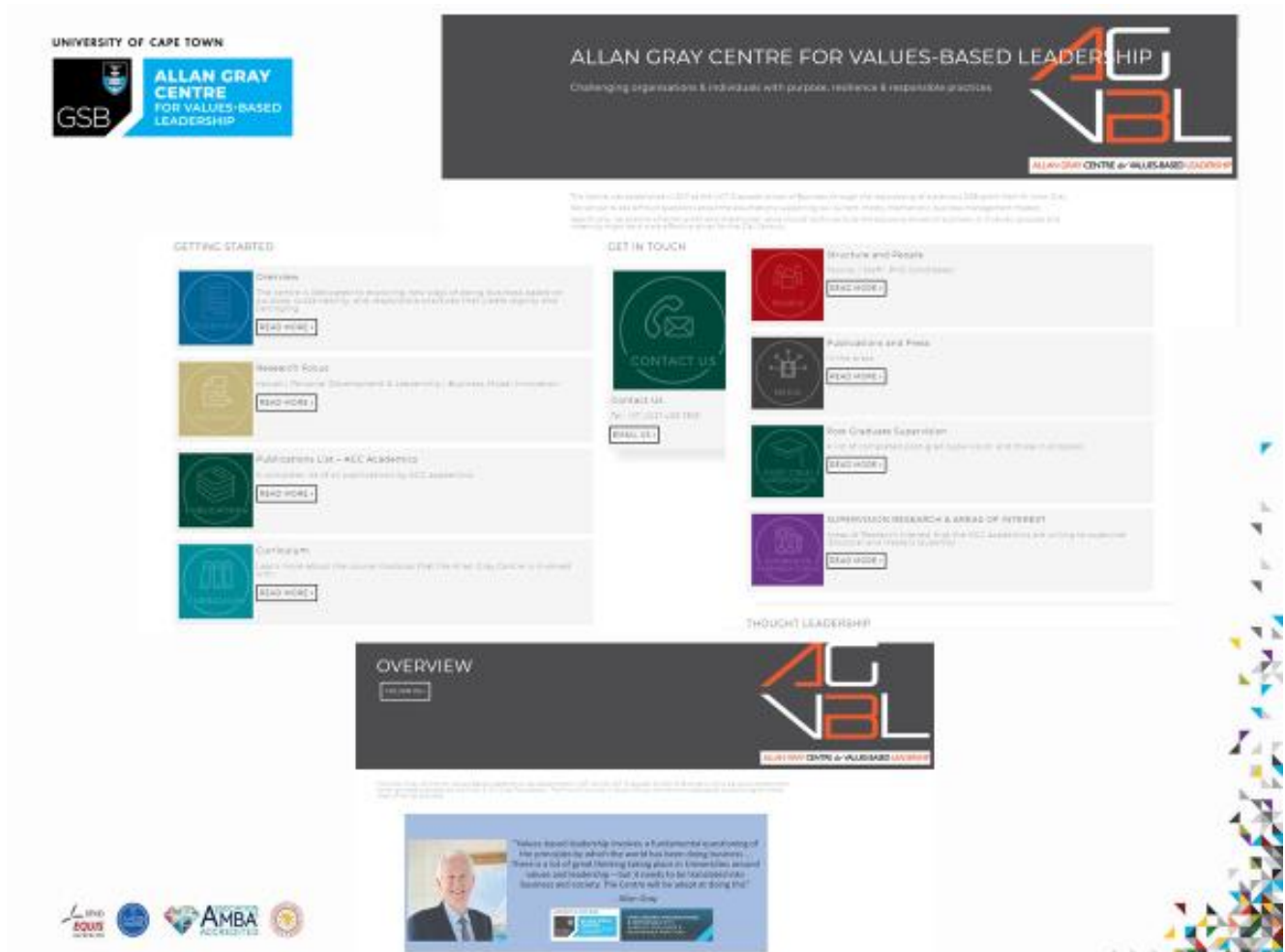
We organised and successfully put on (10th-11th May 2019) the first, International Allan Gray Centre Academic Conference in the new GSB Conference Centre entitled: “*Values-Based Entrepreneurship and Societal Impact*”. Glenda Weber (our Office Manager) and Dr. Badri Zolfaghari (Allan Gray Centre Associate) 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 3rd 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 Prof. Kurt April 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-Driven Entrepreneurship in Sub-Saharan Africa*), which we are hoping to complete and publish in 2020 (currently dealing with a Publisher). 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, Prof. April has already initiated talks with the organisers of the global Equality, Diversity & Inclusion (EDI) International Academic Conference, which is taking place in Rotterdam Netherlands this year in 2020, and the AGC is hoping to co-host the 2021 Conference in conjunction with UCT’s Organisation Psychology Department.





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 some 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 Prof. April, 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 series during 2019 comprised of three events (with one major one in May): (1) 30th January 2019 – *Athol Williams* – Allan Gray Centre Senior Lecturer, Director of Read to Rise and internationally-published Poet, who spoke on: '*After the Scandal: An Ethics-Based Approach to Corporate Reparations*'; (2) 10th-11th May 2019 – *Various Local & International Speakers* – we decided not to have a separate event, but use our first international Allan Gray Centre Conference as the Speaker Event for May 2019 – all of our speakers spoke to: '*Values-Driven Entrepreneurship for Societal Impact*'; (3) 17th September 2019 – *Aarti Takoordeen* – a Chartered Accountant, Chief Financial Officer (CFO) and Executive Director of the Johannesburg Stock Exchange, and Non-Executive Director of Moja Leadership, spoke on: '*Thinking Tech-Niche: A New Style of Leadership*'.

SOCIAL MEDIA

The Allan Gray Centre has its own Facebook page, which is maintained and updated regularly by Prof. April, 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, in 2019, a number of updates were done to the Facebook page of the AGC. 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 our speaker at the final Allan Gray Speaker Series of the year. 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. In early 2019, she initiated research with the AGC into Wabi-Sabi, Kintsugi & Imperfection ... research data that is still currently analysed for potential publication. In late 2019, she also began writing up the AGC research into 'leader development and maturity' – which we hope to drive to academic publication in 2020. She remains in contact with the AGC, and 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 2020.



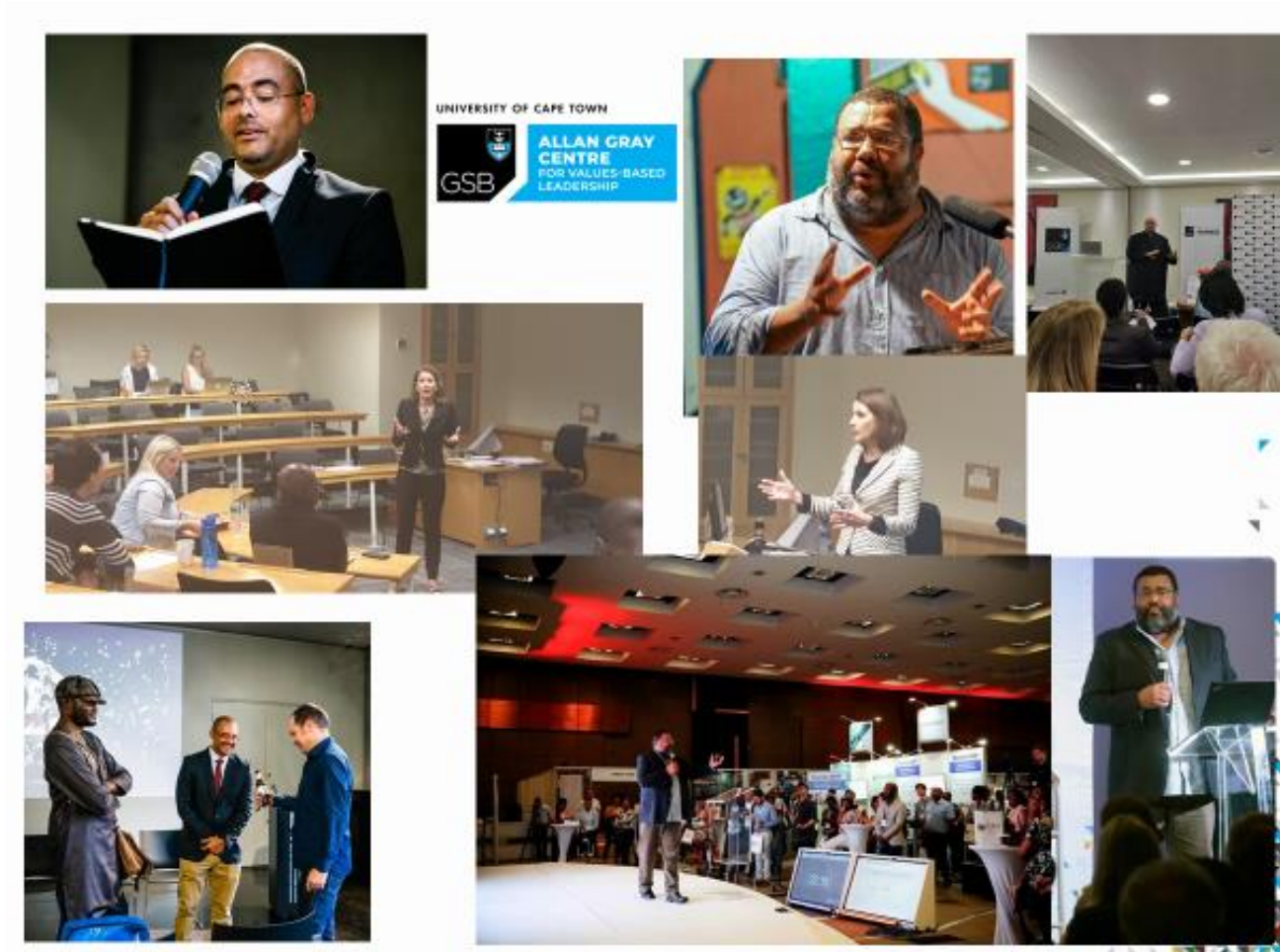
Mustafa is a Turkish-born British sociologist, and Professor of Human Resource Management at Brunel Business School, was the previous Editor-in-Chief at the highly-rated British Journal of Management and Equal Opportunities International, and is also the co-Chair of Management and Diversity at University 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.

EXAMINERS

In addition to the courses we teach and examine both group assignments, and final exams/assignments, we are also called upon to be internal examiners for dissertations and theses at UCT, as well as for external institutions.

- Examiner (MBA): **April, K.** Abraham Avenant: *Barriers Construction Managers Experience when Coaching Young Professionals: An Exploratory Case Study*, GSB MBA dissertation.
- Examiner (MBA): **April, K.** Karl van Zyl: *The Role of Emotional Intelligence in Sales Performance in the SA Construction Industry*, GSB MBA dissertation.
- Examiner (MBA): **April, K.** Razelle Naidoo: *The Relationship between Job Satisfaction and Absenteeism amongst Financial Advisors at a Financial Institution in the Cape Peninsula*, GSB MBA dissertation.
- Examiner (MBA): **Swart-Opperman, C.** Margaux Giannaros: *Experiencing Boredom at the WEF: An Exploratory Study*, GSB MBA dissertation.
- Examiner (MBA): **Swart-Opperman, C.** Afzal Dalwai: *The Impacts of Digital Markets on the Leadership Styles at SA Financial Services Companies*, GSB MBA dissertation.
- Examiner (MBA): **Swart-Opperman, C.** Ronald Gunda: *The Psychological Effects on People as a Result of Them Feeling Excluded*, GSB MBA dissertation.
- Examiner (EMBA): **Swart-Opperman, C.** Karen De Klerk: *Impact of Reintroducing Coloured Retirees in the Western Cape to the Workforce: Fostering Financial Independence to restore Dignity*, GSB EMBA dissertation.
- Examiner (MBA): **Peter, C.** Maijang Mpherwane: *Powerless but Accountable: A Teaching Case of former South African Broadcasting Corporation Group CEO, Ms. Lulama Mokhobo*, GSB MBA dissertation.
- Examiner (MBA): **Peter, C.** Gerald Chimenya: *Leader Sensemaking in a VUCA world*, GSB MBA dissertation.
- Examiner (MBA): **Peter, C.** Pierre Cassuto: *Beyond the Rainbow: Understanding Enablers and Barriers of Non-Racial Identities for South African Born Frees*, GSB MBA dissertation.
- Examiner (MBA): **Peter, C.** Namuziye Sikatali, *How South African Female Leaders Assert Themselves in Skilled Technical Roles*, GSB MBA dissertation.
- Examiner (EMBA): **Peter, C.** Tshepiso Moahloli: *Leadership Perspectives on the Lived Experiences of Leading in South Africa*, GSB EMBA dissertation.
- Examiner (EMBA): **Peter, C.** Simon Alston: *Influencing Change and Sustaining Performance through Investment in Shareholder Relations*, GSB EMBA dissertation.
- Examiner (MPhil): **Peter, C.** Pieter L Swanepoel: *An Evaluation of the Water and Sanitation Programme as Implemented through the Mvula Trust by the Limpopo Department of Education*; Minor Dissertation, UCT African Centre for Cities MPhil Urban Infrastructure: Design and Management.
- Examiner for the University of Pretoria (PhD): **April, K.** On behalf of Prof. Stella Nkomo: *Identity Construction and the Power of First-Line Supervisors in the New South Africa*, UP PhD thesis.

TEACHING



The AGC is the only GSB Centre to touch base with virtually every GSB cohort of students in a teaching capacity, i.e., they teach on the MBA programme, EMBA Programme, MPhil Programme, PhD programme, PGDip programme and on Executive Education programmes – the MComm programme was the only programme that AGC academics did not teach on in 2019. 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 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, as well as the Transformation Office, at the University of Stellenbosch.

More specifically, the following were taught by AGC academics:

Courses taught at the GSB in 2019 (Prof. Kurt April):

- 1) Full-Time MBA (Feb-Apr 2019), core *Leadership: Inside-Out* Core Course.
- 2) Modular MBA (Jan-May 2018), core *Leadership: Inside-Out* Core Course.
- 3) Oxford EMBA Tour, on behalf of GSB Exec Ed (Feb 2019) – taught *Values-Based Leadership*.
- 4) PGDip in Values-Based Leadership & Sustainability (Feb 2019) – taught *Transformational Leadership*.
- 5) ABSA PGDip in Values-Based Leadership (Feb 2019) – taught *Transformational Leadership*.
- 6) UCT Engineering, Upper Campus, 2-day Workshop (Apr 2019) – *Leading in a Technical Environment*.
- 7) Raymond Ackerman Academy (Apr 2019) – taught *Leading into the Future*.
- 8) EMBA (May 2019) – taught *Diversity & Inclusion*.
- 9) PGDip in Values-Based Leadership & Sustainability (Jun 2019) – taught *Transformational Leadership*.
- 10) Principals MDP (Oct 2019) – taught *Transformational Leadership*.
- 11) Mixed Full-Time MBA, Modular MBA & Exchange Students (Oct 2019), Advanced Leadership elective.
- 12) MPhil, Solution Space (Nov 2019) – taught *Transformational Leadership*.
- 13) Oxford EMBA Tour, on behalf of GSB Exec Ed (Nov 2019) – taught *Authentic Leadership*.

Courses taught – other Local & International Institutions in 2019 (Prof. Kurt April):

- 14) Prof. April facilitated an all-day workshop on *Personal Leadership: Diversity, Mental Models & Narrative* for all final-year engineering students at the University of Stellenbosch (Aug 2019).
- 15) Prof. April facilitated an all-day workshop for students from the University of Toronto, Canada, who were in South Africa on their South African tour (May 2019).

Courses taught at the GSB in 2019 (Assoc. Prof. Camaren Peter):

- 1) Full-Time MBA – Organisational Leadership and Values (Feb-Apr 2019)
- 2) Modular MBA – Organisational Leadership and Values (Feb-Apr 2019)
- 3) PGDip in Organisational and Social Values (Feb 2019)
- 4) PGDip in Organisational and Social Values (Jun 2019)
- 5) Barclays PGDip (Feb 2019)
- 6) Executive MBA – Post-human Systems (May 2019)
- 7) Executive MBA – Managing in Complexity (Oct 2019)
- 8) PGDip Guest Lecture – 4IR (Feb 2019)
- 9) PGDip Guest Lecture 4IR (pre-recorded presentation and webinar)



10) MPhil – Southern Urbanism (African Centre for Cities) (Apr 2019)

Courses taught – other Local & International Institutions in 2019 (Assoc. Prof. Camaren Peter):

- 11) Assoc. Prof. Peter taught on the MPhil programme for Inclusive Innovation – specifically on Values-Based Leadership (Nov 2019)
- 12) Assoc. Prof. Peter taught Values-Based Leadership to Leaders in Extractives and Development (LEAD) (Jan & Aug 2019) (the LEAD group consists of mid-career mining executives from 14 different countries across the African continent).
- 13) Prof. Peter facilitated a workshop for students from Trinity College, who were part of a Southern Africa Tour Group.

Courses taught at the GSB in 2019 (Dr. Christina Swart-Opperman):

- 1) Full-Time MBA (Apr-Jun 2019), core course *Organisational Behaviour & People Management*.
- 2) Modular MBA (Feb-Mar 2019), core course *Organisational Behaviour & People Management*.
- 3) Full-Time MBA (Apr-Jun 2019), *Qualitative Research Methodology*.
- 4) Modular MBA 18/19 (Feb-Mar 2019), *Qualitative Research Methodology*.
- 5) Modular MBA 19/20, *Qualitative Research Methodology*.

Courses taught at the GSB in 2019 (Athol Williams):

- 1) Full-Time MBA– Organisational Leadership and Values (Feb-Apr 2019)
- 2) Modular MBA – Organisational Leadership and Values (Feb-Apr 2019)

eLEARNING & DIGITAL CONTENT

The AGC has provided funding to Emeritus Prof. Martin Hall to develop, in conjunction with his Connected Learning Studio (ChangeMakers), 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, at Cape Peninsula University of Technology and at the University of Namibia.

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 (in 2019)

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) and attend GSB research strategy sessions and forums. Below is a list of all supervision by AGC academics between in 2019:



PHD THESES (INTERNATIONAL & LOCAL)

- Supervisor: **April, K.** Keene-Young, B. (initiated 2019), South African, PhD University of Cape Town, South Africa, "*The Influence of Normative Whiteness in the South African Private Sector*".
- Supervisor: **April, K.** Simelane, W. (initiated 2019), South African, PhD University of Cape Town, South Africa, "*The Experiences of Black Female Leaders in Corporate South Africa*".

- Supervisors: **April. K. & Dharani, B.** Mehlomakulu, L. (initiated 2019), South African, PhD University of Cape Town, South Africa, “*Missing Factors Within Unconscious Bias Training in the Workplace*”.
- 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: **Peter, C.** Sekhukune, B. (initiated 2019), South African, PhD, University of Cape Town, South Africa, “*Understanding How Transparency and Collective Agency Impacts Decision Making*”.
- Supervisor: **Peter, C.** Chili, W. (initiated 2019), South African, PhD, University of Cape Town, South Africa, “*An Empirical Analysis of Values-Based Leadership Practices: Evidence from Organisations Listed on the Johannesburg Stock Exchange*”.
- Supervisor: **Peter, C.** Hermanus, L. (initiated 2019), South African, PhD, University of Cape Town, South Africa, “*The Centre Cannot Hold: Understanding the Process of Decentralisation in Sustainable Energy Transitions in African C/Cities*”.
- 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 Africa*”.
- 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.** Dharani, B. (initiated 2017), Kenyan, PhD, University of Cape Town, South Africa, “*Organizational Life Cycle and Happiness at Work: Investigating Best-Fit for Employees Based on their Locus of Control Expectancy*”.
- Supervisor: **April, K.** Zhou, Y. (initiated 2017), Chinese, PhD, University of Cape Town, South Africa, “*The Tale of Two Countries: Adapting Chinese Leadership Styles to a South African Context*”.
- Supervisor: **April, K.** Jackson, R. (initiated 2017), South African, PhD, University of Cape Town, South Africa, “*Contextual Leader Behaviour Adaptability*”.
- Supervisor: **April, K.** Andries, L. (initiated 2017), South African, PhD, University of Cape Town, South Africa, “*Exploring the Mediating Role of Leaders’ Self-Efficacy in their Propensity to Trust their Followers*”.
- Supervisor: **April, K.** Kallarakkal, S. (initiated 2016), Indian, PhD, University of Cape Town, South Africa, “*Leading by Example / Role Modelling for Organisational Citizenship Behaviours in Not-for-Profit Organisations*”.

EXECUTIVE MBA & MBA DISSERTATIONS (INTERNATIONAL & LOCAL)

- Supervisor: **April, K.** Kotze, S. (graduating December 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.** 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. & Dharani, B.** 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.** Potgieter, J. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *"The Experiences of International Students in a South African MBA Programme"*.
- Supervisor: **Swart-Opperman, C.** Kwiya, K. (graduating July 2020), South African, MBA, University of Cape Town, South Africa, *"The Impact of Restructuring on Employee Motivation at a Multinational Chemical and Energy Company"*.
- 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: **Peter, C.** Govender, D. (graduating December 2021), South African, MBA, University of Cape Town, South Africa, *"An Accessible Cardiac Care Facility"*.
- Supervisor: **Peter, C.** Cann, J. (graduating July 2020), American, MBA, University of Cape Town, South Africa, *"A Potent Combination of Green Tech and Economy of Scope: Making the Case for Metal Additive Manufacturing in Emerging Markets"*.
- Supervisor: **Peter, C.** Maulloo, P. (graduating July 2020), Mauritian, MBA, University of Cape Town, South Africa, *"Inequality and the Fourth Industrial Revolution in Africa"*.
- Supervisor: **Peter, C.** Mashunye, T. (graduating July 2020), Zimbabwean, MBA, University of Cape Town, South Africa, *"Understanding Corporate Transitions in an African Context: Implications for Corporate Leadership and Business Strategy"*.
- Supervisor: **Swart-Opperman, C.** Le Hané, R. L. (graduated 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.** Chimanya, G. (graduating July 2019), Zimbabwean, MBA, University of Cape Town, South Africa, *“Leading in a VUCA World: A Sense-Making Perspective”*.
- Supervisor: **April. K.** Mpherwane, M. (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.** Cassuto, C. (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.** Dalwai, A. (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.** Sikatali, N. (graduating July 2019), Zambian, MBA, University of Cape Town, South Africa, *“Young Female Leaders in Technical Roles”*.
- Supervisors: **April. K. & Dharani, B.** 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. (graduated 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. (graduated 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. (graduated July 2019), South African, MBA, University of Cape Town, South Africa, *“Cognitive Computing: Adoption and Implications in Technology Start-Ups Within the Western Cape”*.

OTHER MASTERS DISSERTATIONS (INTERNATIONAL & LOCAL)

- Supervisor: **Swart-Opperman, C.** Nasser, N. (graduating December 2021), South African, MPhil, University of Cape Town, South Africa. *“An Exploration of the Influence of Work-Life Integration on Women’s Career Advancement Choices at a State-Owned Entity”*.
- 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 2021), South African, MPhil, University of Cape Town, South Africa, *“Policy-Making Centred Around South African Arts and Culture”*.
- Supervisor: **Peter. C.** Peinke, S. (graduating 2021), South African, MPhil, University of Cape Town, South Africa, *“From the Bottom-Up: How Unemployed South African Youth Experience Digital Platforms Providing Access to Jobs”*.

- Supervisor: **Swart-Opperman, C.** Stewart, C. (graduating July 2021). South African, MPhil, University of Cape Town, South Africa. "*The Role of Epistemic Curiosity in Self-Directed Learning among Recently Employed Graduates*".
- Supervisors: **Swart-Opperman, C. & Meldrum, B.** 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*".
- Supervisors: **Peter, C. & Hamman, R.** Robertson, C. (graduating December 2020), South African, MPhil, University of Cape Town, South Africa, "Waste Recycling in an Emerging Market Context".

ENGAGEMENT OF OTHER CENTRES/SEMINARS/FORUMS

The AGC staff delivered a number of seminars and talking sessions, for the GSB, the broader UCT and with industry (locally and internationally) – over the reporting period, the AGC has decided to prioritise creating renewed and deeper links with the Raymond Ackerman Academy and the Bertha Centre 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 Phillipi 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:

- 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.
- Through working with Vibrand (a market research company in Cape Town) we successfully conducted a R1.2m project for the Western Cape Transport Department. The project surveyed drivers of different ages and racial/cultural groups to identify what factors increased the capacity for driver related risk-taking (e.g., drinking and driving, not wearing seatbelts, etc.)
- 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. Working on securing funding for projects through proposals and targeted engagements with appropriate bodies.
- Serve on 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 Grade Appeals.
- Navachab Gold Mine and Rossing Uranium Mines (Swakopmund): Job Grading and Job Profiling Training due to Restructuring of the Mines (also with the Mine Workers Unions). Grade Appeals for both Mines.
- Telecom Namibia: Job Grading as well as Training of the Job Evaluation Committee.
- Coaching: Miss. F. Cloete from Nedbank Namibia for a potential strategic executive position in the bank.
- Psychometric Assessments for the Electricity Control Board: Position General Manager Finance & Administration.
- Chairperson of REMCO for the Ohlthaver & List Group, in Namibia.
- Technical Advisor: Capricorn Group (all Africa branches) Talent Management Board.
- National Governing Council: African Peer Review Mechanism.
- 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 initially adopted and it was claimed to be 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 attended, with colleagues from around the globe, to rethink 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.
- Continued to play a role as Co-Founder and Chairman of the Read to Rise NGO.

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.

- As Adjunct Faculty for DukeCE, led a Skype online session on: “CSR to Social Innovation” on the Technical Leadership workshop for Petronas Senior Managers, who were based in Kuala Lumpur, Malaysia.
- Worked with GetSmarter (and Prof. Martin Hall) to develop a video for the online Values-Based Leadership module GetSmarter runs on behalf of the GSB’s Executive Education division.
- Ran a workshop with all of the final-year engineering students at the University of Stellenbosch, to improve their personal-, team- and organisational diversity and inclusive practices.
- Worked with the University of Stellenbosch to develop a set of videos, to use across South African academic institutions, which addresses personal transformation and authentic spaces.
- Ran a values-based workshop with over 200 UCT Student Leaders on upper campus – something Kurt does annually, in conjunction with UCT’s Student Affairs Department.
- 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 – the Anglican Archbishop 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. He is also writing a chapter on *'Restoring the Agency of Voice'* for the AGC edited book on Values-Driven Entrepreneurship.



(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, is currently researching trust in entrepreneurial ventures 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, Kintsugi & Imperfection in Leaders.



(9)

Kathy Harvey – Deputy Dean at Saïd Business School and 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 Character Development, lectures on a range of programmes at the GSB (as part of the Bertha Centre), and also acts as an examiner for the GSB.



(11)

Dr. Babar Dharani – who, together with the AGC, is conducting research into state boredom, self-talk, and the stumbling blocks and enablers of Effective Leadership, guest lectures on a GSB MBA programme, supervises GSB MBA and MPhil 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. He is also co-authoring a book with the AGC on Exclusion, and its psychological- and behavioural effects in people’s personal- and workplace lives.



(12)

Dr. Preeya Daya – who, together with the AGC, is conducting research into the current state of diversity and inclusion initiatives and application in South African organisations. It is intended that the research leads to an edited book on diversity and inclusion, that will draw on contributions from the top academics in the country in the discipline. Additionally, she is working with the AGC and the GSB Writing Centre to develop a case study on workplace engagement and incentivisation.

RESEARCH & PUBLICATIONS

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 2019 period.

2019

CHAPTERS IN BOOKS:

- None.

ARTICLES-PAPERS (REFEREED):

- **Swart-Opperman, C.** (2019). Today and beyond in strategic human resource management. *South African Futures: The New World of Business*, 3(20), 2-6.
- **April, K.** & Sikatali, N. (2019). Personal- and interpersonal assertion of female leaders in skilled technical roles. *Effective Executive*, 22(4), 33-58.
- **April, K.** & Chimenya, G. (2019). Leader sensemaking in times of crises. *Effective Executive*, 22(3), 14-41.
- **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*, Emerald Emerging Markets Case Studies, 9(2), <https://doi.org/10.1108/EEMCS-06-2019-0161>.
- Janse van Rensburg, H., & **April, K.** (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. 6th-7th June 2019.

ARTICLES-PAPERS IN NEWSPAPERS/MAGAZINES/ONLINE (NON-REFEREED):

- **Williams, C.** (2019). Believe it or not, the economy is not South Africa's biggest concern. *CFO South Africa*, 6 November 2019, URL: <https://cfo.co.za/article/athol-williams-believe-it-or-not-the-economy-is-not-south-africas-biggest-concern>.
- **Peter, C.** (2019). Sustaining the African middle class: Leveraging green technologies and the fourth industrial revolution. *World Financial Review*, 4 October 2019, URL: <https://worldfinancialreview.com/sustaining-the-african-middle-class-leveraging-green-technologies-and-the-fourth-industrial-revolution>.
- **April, K.**, & Dalwai, A. (2019). Technology refashions leadership in financial services sector. *Cover*, 1st September 2019.
- **Williams, C.** (2019). The responsible company: Identifying and prioritising corporate responsibilities. In M. King (Ed.), *The Corporate Report*, August 2019, 9(2).
- **April, K.**, & Dalwai, A. (2019). Wealth managers grapple with an unknown future, *Business Day*, 1st August 2019, URL: <https://www.businesslive.co.za/bd/opinion/2019-08-01-wealth-managers-grappling-with-an-unknown-future>.
- **Williams, C.** (2019). Business as usual won't fix youth unemployment, poverty and inequality. *City Press*, 21 June 2019, URL: <https://city-press.news24.com/Voices/business-as-usual-wont-fix-youth-unemployment-poverty-and-inequality-20190620>.
- **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>.
- **April, K.** (2019). SA youth seek and have fluid identities, *Mail & Guardian*, 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-exec-battle-to-get-to-the-top>.
- **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/>.
- **Williams, A.** (2019). Six steps for company reparations. *UCT News*, 1st February 2019. URL: <https://www.news.uct.ac.za/article/-2019-02-01-six-steps-for-company-reparations>
- **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/>.

AGC BREAKFASTS/LUNCHEAS/DINNERS

The AGC has held two social get-togethers over the reported period: (1) on the 12th February 2019, at Buitenverwagting Wine Estate in Constantia (where the entire team met with Anthony and Susannah Farr also), and (2) on the 16th October 2019 at Bootlegger Coffee Company in Green Point. These get-togethers are always wonderful opportunities to get to know each other better outside of the work setting, to share what we are currently passionate about and working on, and embed our friendships 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 strive to make great strides in the 2020 period.