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ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2020

This report summaries some of the main activities of the Allan Gray Centre (AGC) for 2020. The Centre academics and staff continue to play significant roles in delivering the AGC's stated focus areas, as well as against the GSB's stated strategies, and have gained the respect of our GSB/UCT colleagues and those in our stakeholder ecosystem (industry, other Centres and Universities).

During 2020, the AGC faculty and staff were (see <https://www.gsb.uct.ac.za/ag-people#agfaculty>):

- Dr. Kurt April – Professor, Allan Gray Chair and Centre Director
- Dr. Prof. Camaren Peter – Associate Professor, CABC Director
- Dr. Christina Swart Opperman – Senior Lecturer
- Dr. Babar Dharani – Senior Lecturer
- Athol Williams – Senior Lecturer
- Glenda Weber – Logistics Manager



ORGANISATIONAL

- **Stakeholders** (responsible engagement, social justice, voice for the marginalised, dignity, fairness/equity)
- **Employee engagement** (yin-yang engagement; human-centred engagement; intent; conscious engagement)
- **Stewardship** (surrogate; trusteeship, servant leader)
- **Responsible leadership** (pay staff responsibly, responsible procurement, responsible use of resources, responsible decisions, values -based leadership)
- **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+, intersectionality, mental models, teams, differences, upbringing, belonging, connectedness)
- **Organisational design & systems**
- **Governance** (transparency; accountability; transformation; effectiveness; rule of law; oversight; independence; rights; pay)



INDIVIDUAL

- **Values** (sets of beliefs that help individuals judge what is more important in their private/work lifecycles)
- **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, happiness, self- and other-forgiveness, self -compassion, support – giving & receiving, boundaries, spirituality, reflection, physiological)
- **Personal resilience** (early stressors, meaning, agility, connection, nurtured confidence, controlling feelings/thoughts)
- **Self-efficacy** (mastery, physiological, emotional, imaginal)
- **Personal purpose**



There has been no deviation from the agreed-upon organisational- and individual focus areas (as stated above, and see: <https://www.gsb.uct.ac.za/ag-research-focus>) 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: A research engine that can assist the Centre with its activities, as well as its links with the Orbis/Allan Gray Foundation, other Centres, Industry and Universities.

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

ALLAN GRAY CENTRE (AGC) – OUTPUTS



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

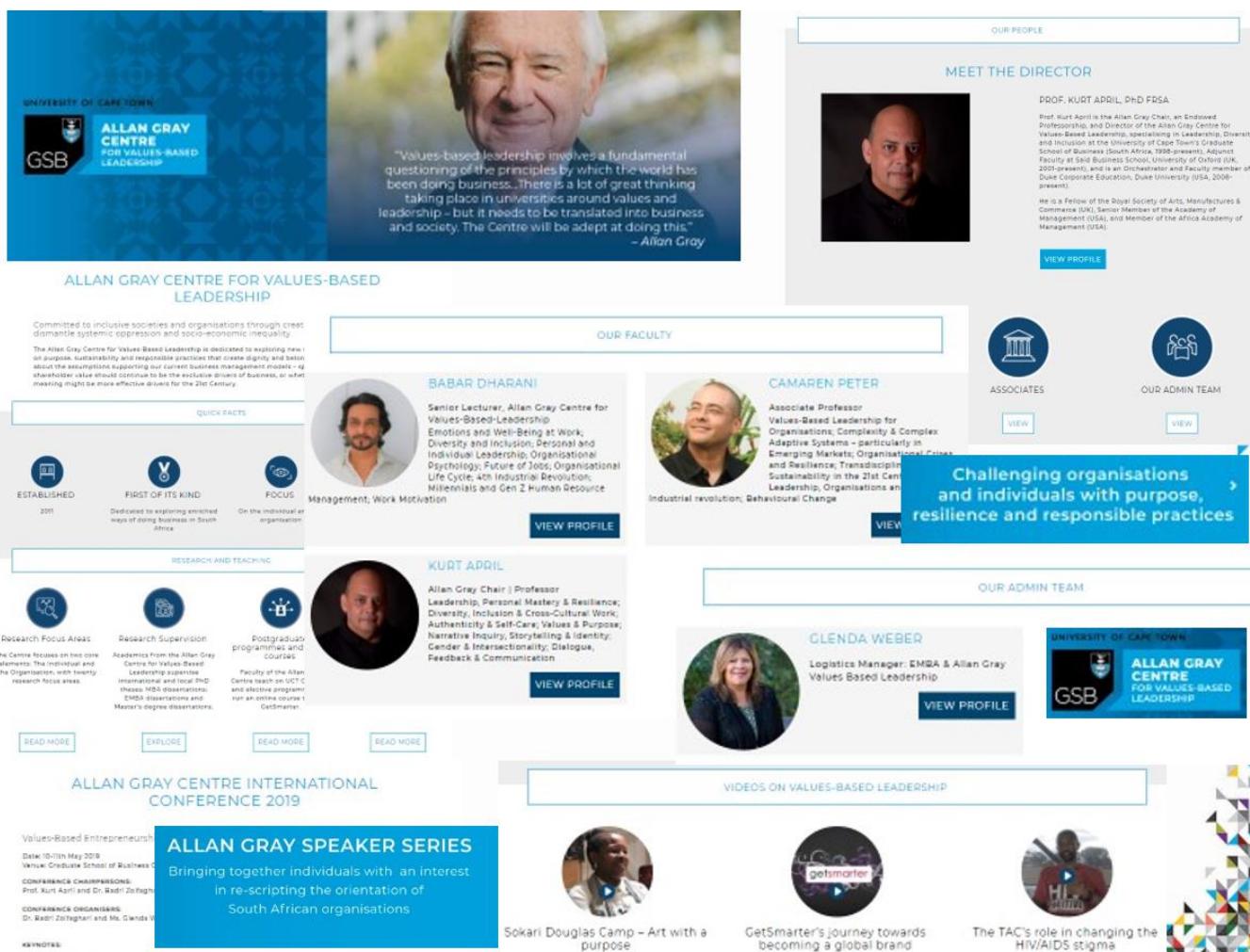
ALLAN GRAY CENTRE (AGC) CONFERENCES

On the 10th-11th May 2019, we successfully put on the first, international Allan Gray Centre (AGC) Academic Conference in the new GSB Conference Centre entitled: *“Values-Based Entrepreneurship and Societal Impact”*. Some of the resulting outputs of that Conference have been turned into contributory chapters by selected Conference attendees for a book, with similar title, and edited by Prof. Kurt April and Dr. Badri Zolfaghari (Allan Gray Centre Associate) – the book’s launch was initially planned for 2020 but, due to the covid-pandemic and its devastating impact on the efficacy of the Publisher and delays on final edits from the contributing authors, the book’s completion and launch has been pushed back to the first half of 2021. In the same vein, the environment for putting on another international, physically-interactive Conference for 2021 – with all of the planning and organising happening during 2020 – has been postponed to 2022. It is still envisaged that, in collaboration with UCT’s Organisation Psychology Department, the Allan Gray Centre will host and put on the 2022 global Equality, Diversity & Inclusion (EDI) International Academic Conference (and we are in regular conversation with its global organisers).



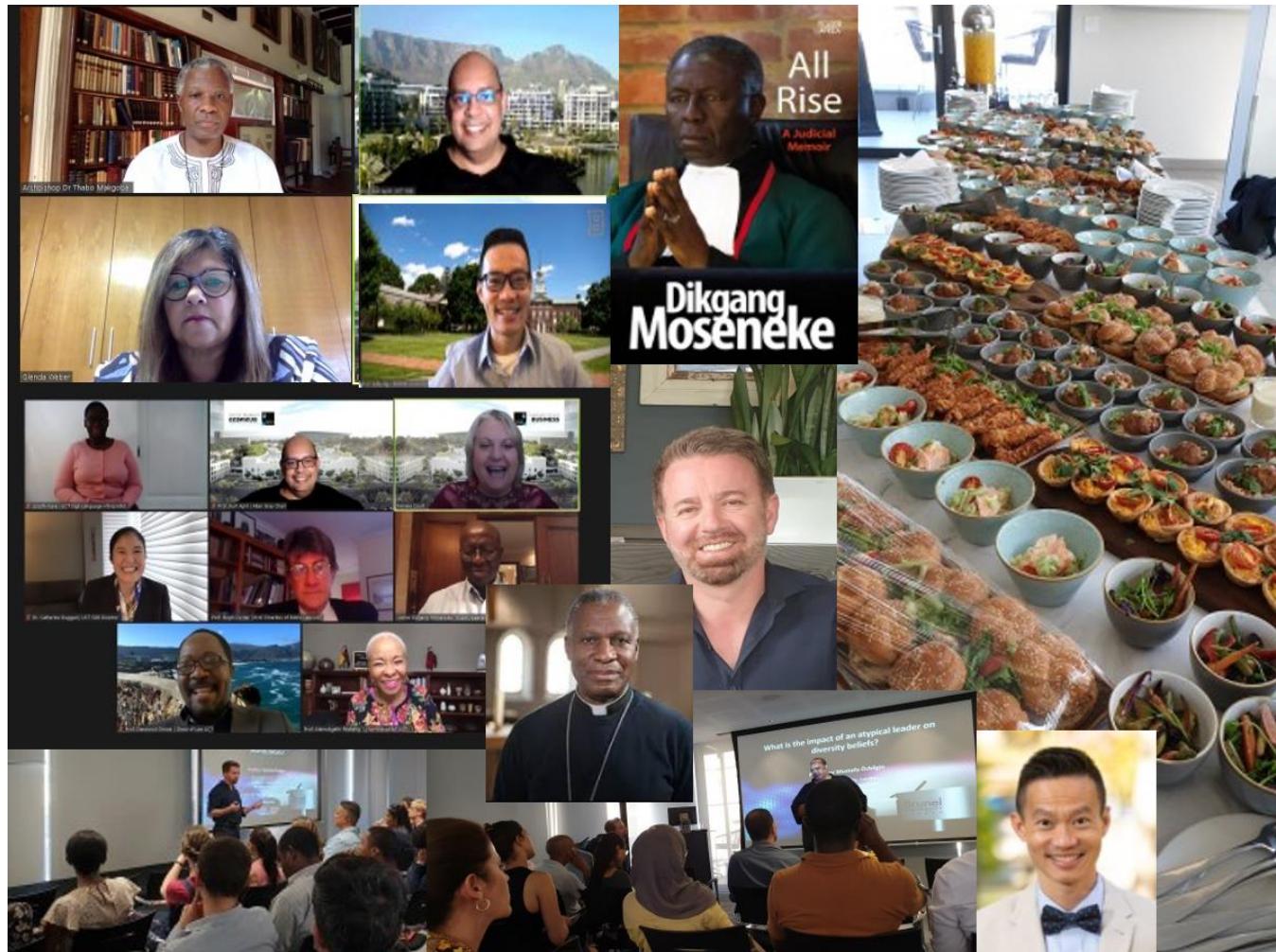
WEBSITE

Our website gets updated regularly, albeit 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 – although, it has got a lot better as of late) – 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 year (see: <https://www.gsb.uct.ac.za/allan-gray-centre>).



The website features a dark blue header with the University of Cape Town and GSB logos, and the Allan Gray Centre for Values-Based Leadership branding. The main tagline is 'CHALLENGING ORGANISATIONS & INDIVIDUALS WITH PURPOSE, RESILIENCE & RESPONSIBLE PRACTICES.' Below the header, there's a large portrait of Allan Gray with a quote: '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.' – Allan Gray. To the right, there's a 'OUR PEOPLE' section with a 'MEET THE DIRECTOR' box for Prof. Kurt April, Ph.D. FSA. Below that are sections for 'OUR FACULTY' (Babar Dharni, Camaren Peter, Kurt April), 'OUR ADMIN TEAM' (Glenda Weber), and 'VIDEOS ON VALUES-BASED LEADERSHIP' (Sokari Douglas Camp, GetSmarter, The TAC's role in changing the HIV/AIDS stigma). The footer includes a 'RESEARCH AND TEACHING' section with icons for research focus areas, supervision, and postgraduate programs, and a 'CONFERENCE' section for the 'ALLAN GRAY CENTRE INTERNATIONAL CONFERENCE 2019'.

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 growing 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. Because of the covid-19 pandemic, we were only able to host a face-to-face event in February 2020, and the other three events for the year were all held online (the up-side of going virtual is that we were able to draw in an international audience and speakers, which was not previously possible in the co-

located events unless those individuals were actually in Cape Town). Our speakers series during 2020 comprised of four events, as follows:



2 Dec 2020 - *Moral Leadership and Economic Utility in Diversity Management*

Prof. Eddy Ng (James and Elizabeth Freeman Professor Management at Bucknell University in Pennsylvania, USA).



15 Sept 2020 - *All Rise: Deconstructing Lawfare and the Constitution*

Justice Dikgang Moseneke (South African Judge and former Deputy Chief Justice of South Africa).



30 June 2020 - *The Need for Steward Leadership in Times of Disruption*

Archbishop Dr. Thabo Makgoba (Archbishop and Metropolitan of the Anglican Church of South Africa, and Associate of the Allan Gray Centre).

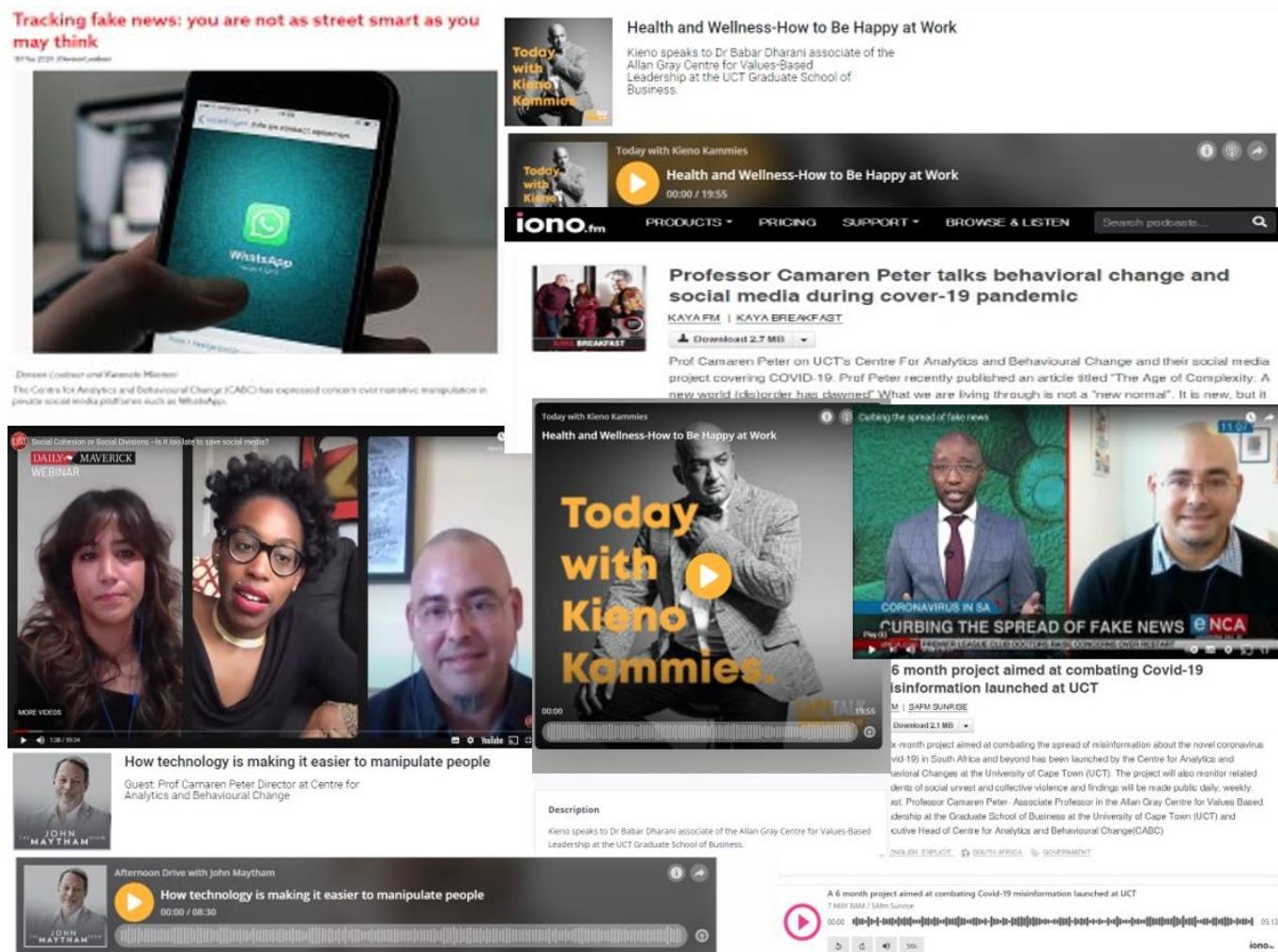


11 Feb 2020 - *Atypical Leadership and Legitimacy of Equality & Diversity at Work*

Prof. Mustafa Özbilgin (Professor of Organisational Behaviour at Brunel Business School, London UK, and Associate of the Allan Gray Centre).

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 2020, 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.



1. **Peter, C.** (2020). Social cohesion or social divisions – Is it too late to save social media? Panel discussion. *Atlantic Fellows/Daily Maverick/Nelson Mandela Foundation*, 29th October 2020. URL: <https://racialequity.atlanticfellows.org/news/social-cohesion-or-social-divisions-is-it-too-late-to-save-social-media>
2. **Peter, C.** (2020). How technology is making it easier to manipulate people. *Cape Talk Radio*, Undated. URL: <https://www.capetalk.co.za/podcasts/144/the-john-maytham-show/163408/how-technology-is-making-it-easier-to-manipulate-people>
3. **Peter, C.** (2020). Curbing the spread of fake news. *ENCA Television News*, 4th May 2020. URL: <https://www.facebook.com/1355962691088607/posts/dr-camaren-peter-associate-professor-in-the-allan-gray-centre-wrote-a-new-op-ed-/3214224848595706/>
4. **Peter, C.** (2020). A six-month project aimed at combating covid-19 fake news launched at UCT. *SAFM Radio*, 7th May 2020. URL: <https://iono.fm/e/856648>
5. **Peter, C.** (2020). Tracking fake news: You are not as street smart as you think. *Algoa FM Radio*, 18th May 2020. URL: <https://www.algoafm.co.za/domestic/tracking-fake-news-you-are-not-as-street-smart-as-you-may-think>
6. **Peter, C.** (2020). Behavioural change and social media during the covid-19 pandemic. *Khaya FM Radio*, 14th May 2020. URL: <https://iono.fm/e/860187>
7. **Peter, C.** (2020). Centre for Analytics and Behavioural Change (CABC) tracks covid-19 social fracture. *702 Radio*, 17th May 2020. URL: <https://www.702.co.za/podcasts/269/tonight-with-lester-podcast/319660/centre-for-analytics-and-behavioural-change-tracks-covid19-social-fracture>
8. **Peter, C.** (2020). Talking fake news and politics. *Cape Talk Radio*, 5th June 2020.
9. **Dharani, B.** (2020). Health and Wellness – Organizational conditions for happiness at work. *Cape Talk Radio*, 10th October 2020. URL: <http://www.capetalk.co.za/podcasts/140/today-with-kieno-kammies/285176/health-and-wellness-how-to-be-happy-at-work>
10. **Dharani, B.** (2020). Health and wellness – How to be happy at work. *Cape Talk Radio*, 4th February 2020. URL: https://omny.fm/shows/the-kieno-kammies-show/health-and-wellness-how-to-be-happy-at-work?fbclid=IwAR28-DYfRSu8X_kQ1SpTLYOsEi6kIqUTMcID-fTPrc-WuNaz_6MnGE5Ksvw

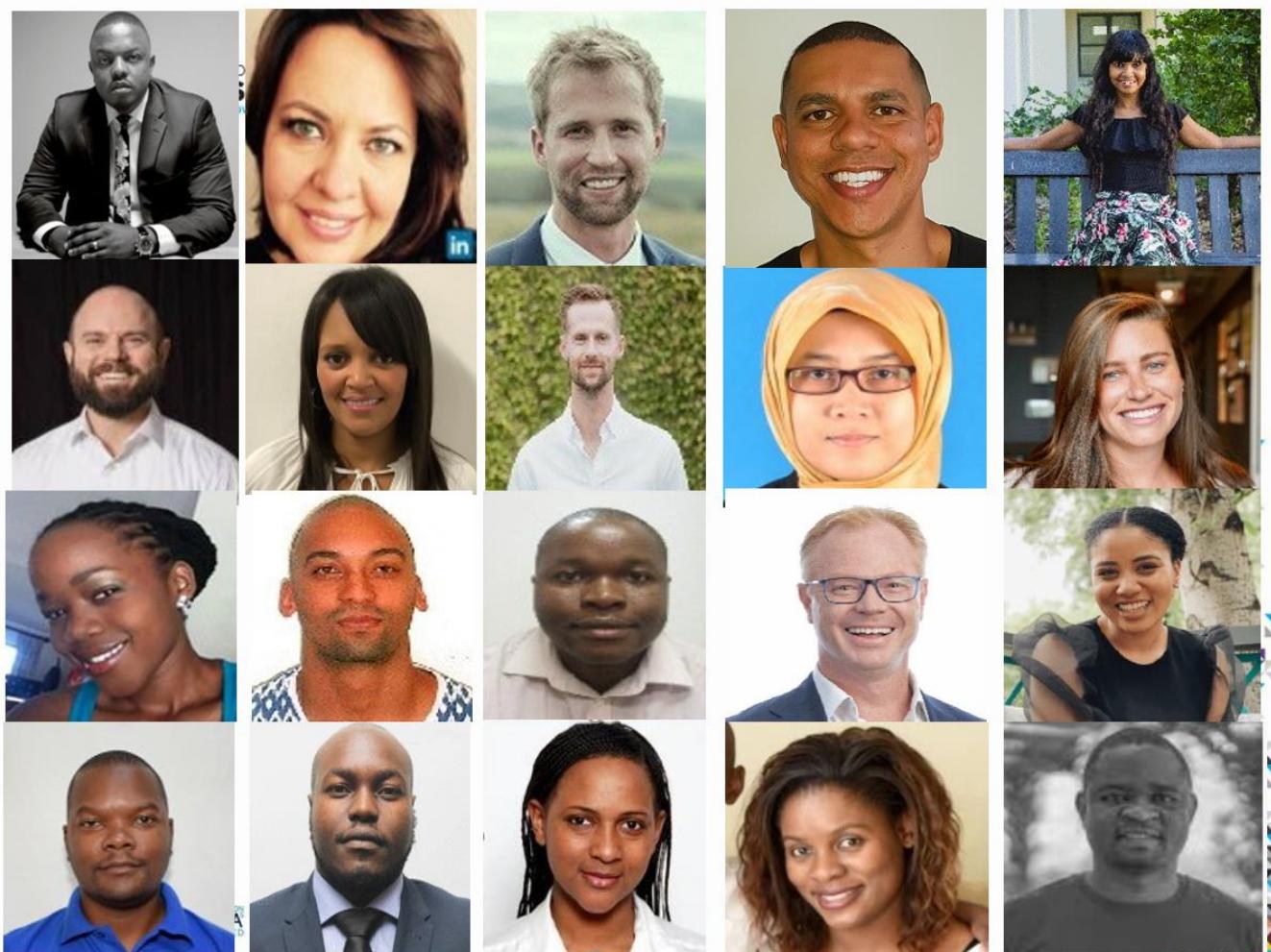
VISITING PROFESSOR



We invited Prof. Mustafa Özbilgin (Brunel University UK; also Associate of the Allan Gray Centre) to be our Visiting Professor in Feb 2020. Mustafa is a Turkish-born British sociologist, Professor of Human Resource Management, was the previous Editor-in-Chief of the British Journal of Management, is current Editor for the Frontiers in Psychology as well as Equal Opportunities International journals, Editorial Board Member of AMLE and Gender, Work & Organization journals. He has invited articles from the AGC academics to the international journals he serves on, also chapter contributions to books (he edits), and acts as an external examiner for AGC academics. While visiting, he lectured GSB MBA students (on diversity and inclusion, authenticity, illusion, contextual trade-offs, and discrimination amongst different forms of capital), and was an AGC Speaker Series speaker (the topic of his presentation was: 'Atypical Leadership and Legitimacy of Equality & Diversity at Work'). His trip was a successful one, and we have initiated joint research with him. on global supply chain diversity – hoping for publication in 2021.

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 and Universities.



1. Internal Examiner, **April. K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Christina Swart-Opperman): **MBA** – William Simpson: "*Succession planning dynamics in family-owned businesses in the Western Cape*".
2. Internal Examiner, **April. K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Christina Swart-Opperman): **MBA** – Rudolf van Wyk: "*Leading teams in times of predictability: A comparative study of business and sport leaders*".

3. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Christina Swart-Opperman): **MBA** – Nurbalqis Mohammed Noh: *"The influence of effective leaders on employees' motivation and productivity in oil and gas organizations"*.
4. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Christina Swart-Opperman): **MBA** – Lamuel Mudzamiri: *"The influence of management styles on employee commitment: An exploratory study of successful and effective managers"*.
5. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Camaren Peter): **MBA** – Steven van Rheede: *"The influence of transformational leadership on workforce agility"*.
6. Internal Examiner, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisors: Prof. Kurt April & Dr. Babar Dharani): **MBA** – Euston Witbooi: *"The influence of self-talk valence on successful entrepreneurship"*.
7. Internal Examiner, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Ronald Gunda: *"The psychological and behavioural effects on professional people in the workplace: The result of being excluded"*.
8. Internal Examiner, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Sonja Kotze: *"Female leaders and gender role stereotypes, as perceived by women through an intersectional lens"*.
9. Internal Examiner, **Swart-Opperman, C.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Janine Downes: *"A phenomenological understanding of the enablers and stumbling blocks of emotional maturity"*.
10. Internal Examiner, **Swart-Opperman, C.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Kumvenji Lamba: *"Congruence of values: A case of Malawian leadership"*.
11. Internal Examiner, **Swart-Opperman, C.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Lindsey Miyen: *"Understanding the lived experiences of women in management in the mining industry in South Africa"*.
12. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Badri Zolfaghari): **MBA** – Chris Hurt: *"How leaders apply heuristics to assess organizational uncertainty"*.
13. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Nicola Jowell): **MBA** – Diana Espada: *"Supporting social enterprises in least developed countries: A case study in Angola"*.
14. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Mikael Samuelsson): **MBA** – Keletjo Chiloane: *"Black-owned companies in the metal industry: Status, challenges and their potential for growth into manufacturers"*.
15. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Mikael Samuelsson): **MBA** – Selaelo Katlego Ramusi: *"A comparative review of an investor and SMME's perspective of access to funding in South Africa"*.
16. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Mikael Samuelsson): **MBA** – Simbarashe Mswaka: *"The benefits of effective exit strategies to venture capitalists with a focus on IPO"*.



17. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Christina Swart-Opperman): **PhD Proposal** – Yolanda Hall: *“Talent management optimization in higher education for professional administrative staff in hybrid spaces”*.
18. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Abdul Latif Alhassan): **MPhil Proposal** – David Blyth: *“Self-efficacy and healthier financial state”*.
19. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Lesley Gittings): **MPhil Proposal** – Diana Ocholla: *“The potential of community mobilisation and commemoration, using art-based methods, in a pandemic”*.
20. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisors: Prof. Ralph Hamann & Assoc. Prof. Warren Nilsson): **MPhil Proposal** – Jenny Soderbergh: *“Crisis as opportunity: From emergent crisis-driven responses to systemic social innovation”*.
21. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Warren Nilsson): **MPhil Proposal** – Shannon van Wyk: *“Evaluating deliberative practices enable by digital democratic process through the lens of inclusion”*.

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 2020. For the flagship MBA programme, AGC academics run and teach the core Leadership-, Organisational Leadership and Values-, and Organisational Behaviour and People Management courses, as well as the Advanced Leadership Elective ... 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 2021 cycle.

AGC academics, in playing roles of 'broader citizenship', have also taught and played roles with the Engineering Department at UCT (helping Eskom nuclear engineers think through values-based

leadership), Saïd Business School, University of Oxford (UK), Duke Corporate Education, National Namibia University of Science & Technology, Petronas Leadership Centre (Malaysia), and the SNS College of Technology, Coimbatore (India). Specifically, the following were taught:

Courses taught at the GSB in 2020 (Prof. Kurt April):

- 1) PGDip 2020.1 in Values-Based Leadership & Sustainability Module (Feb 2020) – taught *Transformational Leadership* (face-to-face).
- 2) GSB EMERG Research Group (Feb 2020) – ran a workshop on *Personal Research Strategy & Motivation* (face-to-face).
- 3) Full-Time MBA (Feb-Mar 2020), *Leadership: Inside-Out* core course (face-to-face).
- 4) Modular MBA (Feb-May 2018), *Leadership: Inside-Out* core course (half face-to-face and half online).
- 5) GSB PhD PRC (May 2020) – delivered a talk on *Diversity and Inclusion* (online).
- 6) GSB MBA & PwC Future of Work Survey Launch – was a panelist on the webinar (online).
- 7) PGDip 2020.2 in Values-Based Leadership & Sustainability Module (Jun 2020) – taught *Transformational Leadership* (online).
- 8) ABSA PGDip in Regulatory Compliance (Jul 2020) – taught *Transformational Leadership* (online).
- 9) MPhil (Aug 2020) – taught *Qualitative Research Methods* (online).
- 10) Mixed Full-Time MBA, Modular MBA & Exchange Students (Sep-Oct 2020), co-taught *Advanced Leadership Elective* (online) with Dr. Babar Dharani.
- 11) MPhil (Nov 2020) – taught *Values-Based Leadership* (online).

Courses – other Local & International Institutions in 2020 (Prof. Kurt April):

- 1) In Jan 2020, Prof. April taught on *Pathways to Authentic Leadership* for EMBA students at Saïd Business School, University of Oxford, UK (face-to-face).
- 2) In Mar 2020, Prof. April taught an afternoon Masterclass workshop for film-makers and audio-visual students from the SAE Institute South Africa, Woodstock, Cape Town (face-to-face).
- 3) In Jun 2020, Prof. April facilitated a one-week workshop on *Technical Leadership Excellence in the Oil & Gas Sector* for global, senior managers of Petronas – Malaysian Fortune 500 company – in conjunction with Duke Corporate Education (online).
- 4) In Aug 2020, Prof. April facilitated a one-week workshop on *Technical Leadership Excellence in the Oil & Gas Sector* for global, senior managers of Petronas – Malaysian Fortune 500 company – in conjunction with Duke Corporate Education (online).
- 5) In Sep 2020, Prof. April facilitated two, one-day workshops on *Diversity & Inclusion* for Beiersdorf AG (online).

Courses taught at the GSB in 2020 (Assoc. Prof. Camaren Peter):

- 1) PGDip Guest Lecture (Jan 2020) – taught on the *4IR* (online).

- 2) Full-Time MBA (Feb-Apr 2020) – *Organisational Leadership and Values* core course (face-to-face).
- 3) PGDip 2020.1 in Values-Based Leadership & Sustainability Module (Feb 2020) – taught *Organisational and Social Values* (face-to-face).
- 4) Barclays PGDip (Feb 2020) – taught *Organisational and Social Values* (face-to-face).
- 5) Modular MBA (Jan-May 2020) – *Organisational Leadership and Values* core course (half face-to-face and half online).
- 6) PGDip 2020.2 in Values-Based Leadership & Sustainability Module (Jun 2020) – taught *Organisational and Social Values* (online).
- 7) Executive MBA (Jun 2020) – co-taught *Managing in Complexity* with Dr. Jean Boulten of Bath University (online).
- 8) Executive MBA (Jun 2020) – taught *Pandemic Response as a Complex Adaptive System* (online).
- 9) Executive MBA (Oct 2020) – co-taught *Managing in Complexity* with Dr. Jean Boulten of Bath University (online).
- 10) PGDip Guest Lecture (Oct 2020) – taught on the *4IR* (online).
- 11) MPhil in Inclusive Innovation (Nov 2020) – taught *Values-Based Leadership for Innovation* (online).

Courses taught at the GSB in 2020 (Dr. Christina Swart-Opperman):

- 1) Modular MBA (Feb-Mar 2020), taught *Organisational Behaviour & People Management* core course (face-to-face).
- 2) Full-Time MBA (Apr-Jun 2020), taught *Organisational Behaviour & People Management* core course (online).
- 3) Modular MBA 18/19 (Feb-Mar 2020), taught *Qualitative Research Methodologies* (face-to-face).
- 4) Full-time MBA (Apr-Jun 2020), taught *Qualitative Research Methodologies* (online).

Courses – other Local & International Institutions in 2020 (Dr. Christina Swart-Opperman):

- 1) HP-GSB NUST Masters in Leadership and Change Management – taught *Managing Self and Organisations* (online).
- 2) SNS College of Technology, Department of Management, Coimbatore, India – delivered a talk to MBA students on *Strategic Human Resource Management* (online).

Courses taught at the GSB in 2020 (Dr. Babar Dharani):

- 1) Full-Time MBA (Mar 2020), delivered a session on *Locus of Control on the Leadership: Inside-Out* core course (face-to-face).
- 2) Modular MBA (May 2020), delivered a session on *Locus of Control on the Leadership: Inside-Out* core course (online).
- 3) Mixed Full-Time MBA, Modular MBA & Exchange Students (Sep-Oct 2020), co-taught *Advanced Leadership Elective* (online) with Dr. Babar Dharani.
- 4) GSB PhD PRC (May 2020) – delivered a talk on *Diversity and Inclusion* (online).
- 5) GSB PhD PRC (Oct 2020) – delivered a talk on *Reflections about the PhD and Tips for a Fast PhD* (online).

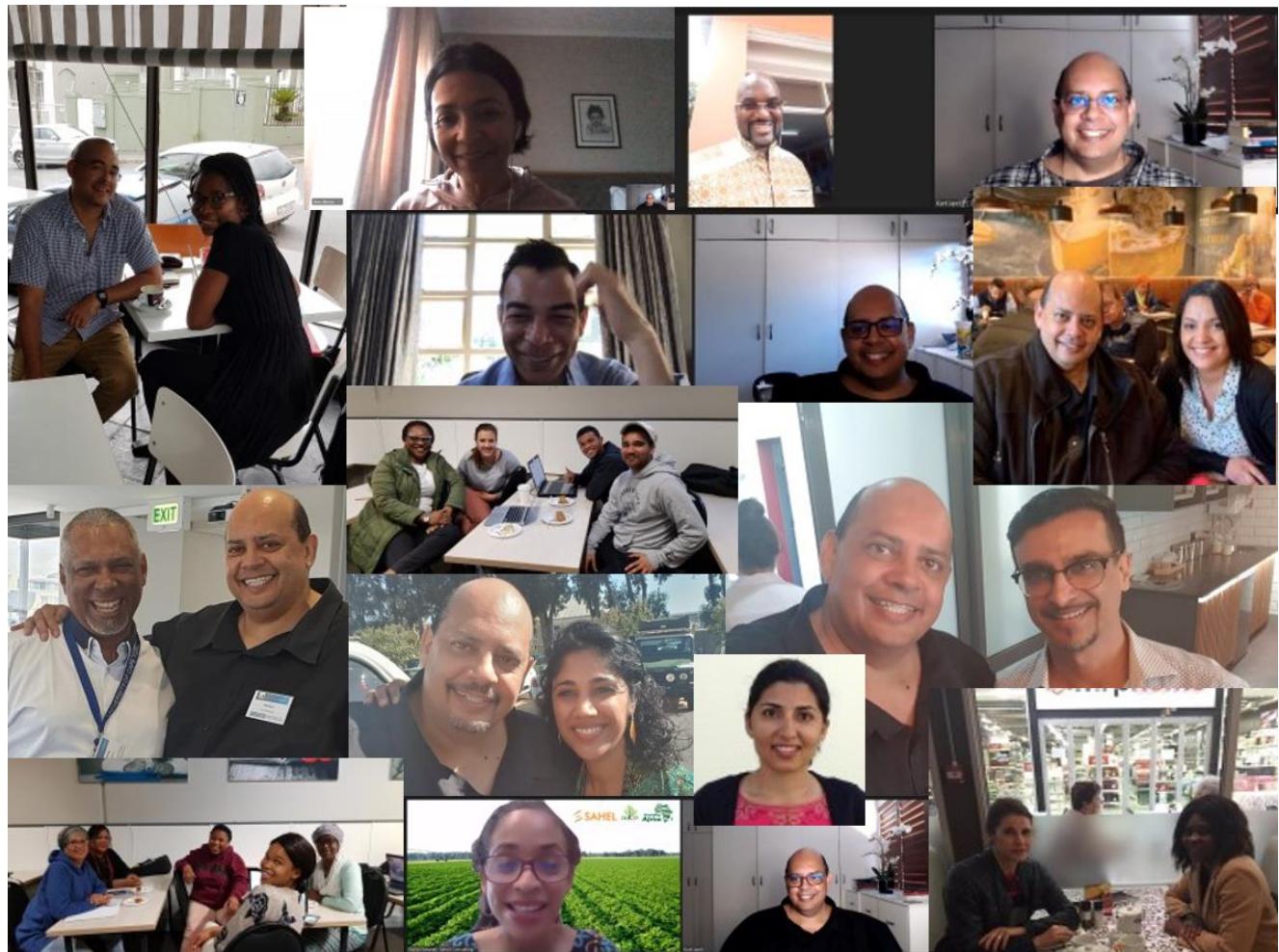
eLEARNING & DIGITAL CONTENT

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), and uploaded to the AGC webpage (these can be viewed at <https://www.gsb.uct.ac.za/allan-gray-centre>).



- Prof. Kurt April, Assoc. Prof. Camaren Peter and Dr. Babar Dharani worked with *GetSmarter* teams to develop an online *Executive Leadership* course on behalf of the GSB's *Executive Education* division – which is hopefully going to launch in 2021.
- Prof. Kurt April worked with *GetSmarter* (and faculty in UCT's *Department of Organisational Psychology*) to develop a video for the online UCT *Diversity & Inclusion* course, which *GetSmarter* runs on behalf of UCT. Specifically, Prof. April's video contribution to the course was on *Unconscious Bias*.

MENTORSHIP



The AGC academics formally and informally mentor a number of organisational leaders, GSB colleagues 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, at the University of Namibia and the Namibia University of Science and Technology.

- Informal mentoring of Dr. Babar Dharani, by [**Prof. Kurt April**](#).
- Informal mentoring of Dr. Rene Albertus, by [**Prof. Kurt April**](#).
- Informal mentoring of Dr. Badri Zolaghari, by [**Dr. Christina Swart-Opperman**](#).
- Mentoring (PhD pre-proposal): [**April, K.**](#) Rashid Toefy: *Leading with a stewardship orientation in complex environments.*
- Mentoring (PhD pre-proposal): [**April, K.**](#) Ndidi Nwuneli: *How can under-resourced SME leaders shape their ecosystem, policy environment and collaborate with others to ensure resilience?*

- Mentoring (PhD pre-proposal): **Peter, C.** Jacus Engelbrecht: *Leadership characteristics needed to create agility in digital complex adaptive systems.*
- Mentoring (PhD pre-proposal): **Peter, C.**, Kay Lala-Sides: *The effect of PsyCap during collaboration processes: Examining successful and unsuccessful collaborations between non-profit organisations and for-profit organisations.*
- Mentoring (PhD pre-proposal): **Peter, C.**, Abdullahi Ali Hassan: *Exporting African immigrants in SA: Nearing the continent, networking the economy.*
- Mentoring (PhD pre-proposal): **Peter, C.**, Adam Armstrong: *Identity, affect and disinformation: An examination of two disinformation campaigns in South Africa using object relations theory and social identity theory.*
- Mentoring (PhD pre-proposal): **Dharani, B.**, Eleana Velentza: *Employee culture, personality, trust, and the preferred leadership style: Servant versus transformational leadership.*
- Mentoring (PhD pre-proposal): **Dharani, B.**, Kagisho Segwayi Moses Mabitle: *Employee culture, personality, trust, and the preferred leadership style: Servant versus transformational leadership.*
- Mentoring (PhD pre-proposal): **Dharani, B.**, Eresi Muzvondiwa: *Diversity management: Bridging the gap in managing a cross-cultural team by developing new HR strategies within Chinese-owned companies in the Midlands Province, Zimbabwe.*
- Mentoring (PhD pre-proposal): **Dharani, B.**, Gershwin Pienaar: *An investigation into the importance of leadership development through designing a leadership model to address the shortage of effective future-fit leaders.*
- Mentoring (PhD pre-proposal): **Dharani, B.**, Nkululeko Mnkanla: *Creating a purpose-driven organisation in challenging times – A case of Zimbabwean listed companies.*
- Mentoring (PhD pre-proposal): **Dharani, B.**, Ntika. N.: *Investigation of the extent to which a cognitive coaching programme, integrated into a higher education institution's syllabus, can improve students' academic performance and build personal skills.*

PHD & MASTERS SUPERVISION (in 2020)

The AGC academics supervise a number of research students, formally and informally. They also teach on the GSB 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 in 2020:



PHD THESES (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** Keene-Young, B. (initiated 2019), South Africa, **PhD**, University of Cape Town, South Africa, *"Study of attitudes to whiteness among senior managers and owners in the South African private sector, and the extent to which this impact on their views of*

employment equity”.

2. Supervisor: **April, K.** Simelane, W. (initiated in 2019), South Africa, **PhD**, University of Cape Town, South Africa, “*An exploratory study: Experiences of black female leaders in the energy industry*”.
3. Supervisor: **April, K.** Sihela, J. (initiated in 2018), Namibia, **PhD**, University of Cape Town, South Africa, “*A critical perspective on diversity & inclusion in the Namibian private corporate sector*”.
4. Supervisor: **April, K.** Myeza, A. (initiated in 2018), South Africa, **PhD**, University of Cape Town, South Africa, “*A conceptualisation of the psychology of black African professionals in relation to business leadership in South Africa*”.
5. Supervisor: **April, K.** Watson, C. (initiated in 2018), South Africa, **PhD**, University of Cape Town, South Africa, “*Investigating the under-representation of females in the management pipeline: Management cultures of exclusion across Africa*”.
6. Supervisor: **April, K.** Jackson, R. (initiated in 2017), South Africa, **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*”.
7. Supervisor: **April, K.** Andries, L. (initiated in 2017), South Africa, **PhD**, University of Cape Town, South Africa, “*Trusting leaders: Empowering organizational leaders to catalyse trust, based on evidence from social neuroscience*”.
8. Supervisor: **April, K.** Kallarakkal, S. (initiated in 2016), India, **PhD**, University of Cape Town, South Africa, “*Leading by example for organizational citizenship behaviour in international non-governmental organizations*”.
9. Supervisor: **April, K.** Zhou, Y., B. (initiated in 2017, graduated in December 2020), China, **PhD**, University of Cape Town, South Africa, “*A tale of two countries: Adapting Chinese leadership styles to a South African context*”.
10. Supervisors: **Dharani, B. & April, K.** Mehlomakulu, L. (initiated in 2019, discontinued in 2020), South Africa, **PhD**, University of Cape Town, South Africa, “*Investigating factors which may be omitted in unconscious bias training in the workplace*”.
11. Supervisor: **Dharani, B.** Dass, N. (initiated in 2019), South Africa, **PhD**, University of Cape Town, South Africa, Africa, **PhD**, University of Cape Town, South Africa, “*Exploring the role of organizational culture culture in influencing behavioural trust of newcomers at the workplace*”.
12. Supervisor: **Peter, C.** Sekhukune, B. (initiated 2019), South Africa, **PhD**, University of Cape Town, South Africa, “*Understanding how transparency and collective agency impacts decision-making*”.
13. Supervisor: **Peter, C.** Chili, W. (initiated 2019), South Africa, PhD, University of Cape Town, South Africa, “*An empirical analysis of values-based leadership practices: Evidence from organisations listed on the Johannesburg Stock Exchange*”.
14. Supervisor: **Peter, C.** Hermanus, L. (initiated 2019), South Africa, **PhD**, University of Cape Town, South Africa, “*The centre cannot hold: Understanding the process of decentralisation in sustainable energy transitions in African C/cities*”.

15. Supervisor: **Swart-Opperman, C.** Wallis, E.J. (initiated 2018), South Africa, **PhD**, University of Cape Town, South Africa, *“Differentiating between uncertain and risky decision-making in the entrepreneurial context: A neuro-economic investigation”*.
16. Supervisor: **Swart-Opperman, C.** T. Abrahams, T. (initiated 2019), South Africa, **PhD**, University of Cape Town, South Africa, *“Critical self-reflection experiences of women leaders in the workplace”*.
17. Supervisor: **Swart-Opperman, C.** Hall, Y. (initiated 2019), Zimbabwe, **PhD**, University of Cape Town, South Africa, *“Hybrid professional administrative staff in higher education institutions: An exploratory study on talent development”*.
18. Supervisor: **Swart-Opperman, C.** Vermeulen, A. (initiated 2020), South Africa, **PhD**, University of Cape Town, South Africa, *“Ethical organisational culture in sub-Saharan Africa: An ubuntu model for the financial services industry”*.
19. Supervisor: **Swart-Opperman, C.** Botha, C. J. (initiated 2019), South Africa, **PhD**, University of Cape Town, South Africa, *“Exploring the disharmony between the temporary and permanent organising forms in a parastatal”*.

EXECUTIVE MBA & MBA DISSERTATIONS (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** Reimers, D. (graduating in December 2021), South Africa, **MBA**, University of Cape Town, South Africa, *“An intersectional approach to the glass ceiling: Under-representation of women in senior architectural management positions”*.
2. Supervisor: **April, K.** Davids, L. (graduating in July 2021), South Africa, **EMBA**, University of Cape Town, South Africa, *“Leading change: In and through a crises”*.
3. Supervisor: **April, K.** Miyen, N. (graduating in July 2021), South Africa, **MBA**, University of Cape Town, South Africa, *“Understanding the lived experiences of women in management in the mining industry in South Africa”*.
4. Supervisor: **April, K.** Downes, J. (graduating in July 2021), South Africa, **MBA**, University of Cape Town, South Africa, *“A phenomenological understanding of the enablers and stumbling blocks of emotional maturity”*.
5. Supervisor: **April, K.** Lamba, K. (graduating in July 2021), Malawi, **MBA**, University of Cape Town, South Africa, *“Congruence of values: A case of Malawian leadership”*.
6. Supervisor: **April, K.** Kotze, S. (graduated in December 2020), Namibia, **MBA**, University of Cape Town, South Africa, *“Female leaders and gender role stereotypes as perceived by women through an intersectional lens”*.
7. Supervisor: **April, K.** Gunda, R. (graduated in December 2020), South Africa, **MBA**, University of Cape Town, South Africa, *“The psychological effects on people as a result of them feeling excluded”*.
8. Supervisors: **Dharani, B. & April, K.** Witbooi, E. (graduated in July 2020), South Africa, **MBA**, University of Cape Town, South Africa, *“The influence of self-talk valence on successful entrepreneurship”*.
9. Supervisor, **Peter, C.** Ah-Singh, C. (graduating July 2022), South Africa, **EMBA**, University of Cape Town, South Africa, *“Reimagining the fresh produce system in the South African context”*.

10. Supervisor: **Peter, C.** Govender, D. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "An accessible cardiac care facility".
11. Supervisor: **Peter, C.** van Rheede, S. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "The influence of transformational leadership on workforce agility".
12. Supervisor: **Peter, C.** Sookun, A. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "Evaluating the drivers and impact of crisis communication strategies used by leadership in South Africa's professional services sector during the covid-19 pandemic".
13. Supervisor: **Peter, C.** Motsa, N. (graduating July 2021), Swaziland, **MBA**, University of Cape Town, South Africa, "A study of change management in a public enterprise: The case of Eswatini Water Services Corporation".
14. Supervisor: **Peter, C.** Camarhina, R. (graduating July 2021), Portugal-South Africa, **MBA**, University of Cape Town, South Africa, "An ontological analysis of the construction industry: Exploring transitions to industrialisation".
15. Supervisors: **Peter, C. & Swart-Opperman, C.** Chetty, Y. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "Investigating news consumption as a predictor of fake news acceptance: An empirical study".
16. Supervisors: **Swart-Opperman, C. & Bick, G.** Bomba, H. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "Teaching case – R&D in explosives manufacturing: From innovation to stagnation and back again".
17. Supervisors: **Swart-Opperman, C. & Bick, G.** Karim, M. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "Case study – Robotics at Dimension Data: Friend or foe of the human in process automation".
18. Supervisors: **Swart-Opperman, C. & Bick, G.** Gumedze, L.K. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "South African Institute of professional Accountants (SAIPA): Bringing artificial intelligence (AI) to the accounting profession".
19. Supervisor: **Swart-Opperman, C.** Mudzamiri, L. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "The influence of management styles on employee commitment: An exploratory study of successful and effective managers".
20. Supervisor: **Swart-Opperman, C.** Mohammed Noh, B. (graduating July 2021), Malaysia, **MBA**, University of Cape Town, South Africa, "The influence of effective leaders on employees' motivation and productivity in oil and gas organizations".
21. Supervisor: **Swart-Opperman, C.** van Wyk, R. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "Leading teams in times of unpredictability: A comparative study of business and sports team leaders".
22. Supervisor: **Swart-Opperman, C.** Simpson, W. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "Succession planning dynamics in family-owned business in the Western Cape".
23. Supervisor: **Swart-Opperman, C.** Skosana, V. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "The influence of the psychological contract on Nurses' motivation at Dr George Mukhari Academic Hospital Emergency Unit".
24. Supervisor: **Swart-Opperman, C.** Witten, Q. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, "An exploratory investigation into the commercial

Black Soldier Fly industry in South Africa”.

25. Supervisor: **Swart-Opperman, C.** Kamati, T. (graduating July 2021), Namibia, **MBA**, University of Cape Town, South Africa, “*Employee absenteeism in various job categories in a Namibian mining company: A phenomenological study*”.
26. Supervisor: **Swart-Opperman, C.** Gajewski, A. (graduating July 2021), South Africa, **MBA**, University of Cape Town, South Africa, “*A career of fulfilment: Attracting and retaining talented millennials to NGO's in the green economy*”.
27. Supervisor: **Swart-Opperman, C.** le Hané, R.J. (graduated July 2020), Namibia, **EMBA**, University of Cape Town, South Africa, “*Information-seeking behaviour of commercial farmers: A mobile-based information service model*”.
28. Supervisor: **Swart-Opperman, C.** Potgieter, J. (graduated July 2020), South Africa, **EMBA**, University of Cape Town, South Africa, “*The experience of international students in South African management education*”.
29. Supervisor: **Swart-Opperman, C.** Avenant, A. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*Barriers construction managers experience when coaching young professionals: An exploratory case study*”.
30. Supervisor: **Swart-Opperman, C.** Rich, B. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*Factors that affect employee engagement in the fast-moving consumer goods industry in South Africa*”.
31. Supervisor: **Swart-Opperman, C.** le Roux, J-P. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*Factors contribution to the growth of software development talent among unemployed matriculants*”.
32. Supervisor: **Swart-Opperman, C.** van Zyl, K. (South African). “*The role of emotional intelligence in sales performance in the South African construction industry*”.
33. Supervisor: **Swart-Opperman, C.** Gwiya, K. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*The impact of restructuring on employee motivation*”.
34. Supervisor: **Swart-Opperman, C.** Singh, K. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*A critical evaluation of maternity leave policies and the impact on women in business*”.
35. Supervisor: **Swart-Opperman, C.** Muhammad Gangraker, M. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*The impact of innovation on firm success at Geo-Pollution Technologies: An environmental SME consultancy located in the Western Cape*”.
36. Supervisor: **Swart-Opperman, C.** Schwartz, P. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*A comparative study of managers' and engineers' perceptions of performance measurements in a South African aerospace company*”.
37. Supervisor: **Swart-Opperman, C.** Naidoo, R. (graduated July 2020), South Africa, **MBA**, University of Cape Town, South Africa, “*The relationship between absenteeism and job satisfaction amongst financial advisors at a financial institution in the Cape Peninsula*”.

OTHER MASTERS DISSERTATIONS (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **Dharani, B.** Ilonga, M.E.H. (initiated 2020), Namibian, **MPhil**, University of Cape Town, South Africa, "*Eliminating poor performance in Namibian schools*".
2. Supervisor: **Dharani, B.** Mundoza, F.E. (initiated 2020), South African, **MBA**, University of Cape Town, South Africa, "*Compensating for skills-shortcomings when transitioning into leadership roles: A study of engineers*".
3. Supervisors: **Dharani, B. & April, K.** Ogutu, M. (initiated 2020), Kenya, **MPhil**, University of Cape Town, South Africa, "*The impact of social background and social identity in developing social change leaders*".
4. Supervisor: **April, K.** van Loggerenberg, M. (initiated 2019), South Africa, **MPhil**, University of Cape Town, South Africa, "*The impact of gender intersectionality on creative leadership in the South African film industry*".
5. Supervisor: **April, K.** Dlamini, B. (initiated 2017), South Africa, **MPhil**, University of Cape Town, South Africa, "*Collaboration of policy makers and spiritual healers*".
6. Supervisors: **Peter, C. & Hamman, R.** Robertson, C. (initiated 2020), South African, **MPhil**, University of Cape Town, South Africa, "*Waste recycling in emerging market context*".
7. Supervisor: **Peter, C.** Peinke, S. (initiated 2020), South African, **MPhil**, University of Cape Town, South Africa, "*From the bottom-up: The impact of ICT interventions on South Africa's unemployed youth*".
8. Supervisor: **Swart-Opperman, C.** Nassar, A. (initiated 2019), South African, **MPhil**, University of Cape Town, South Africa, "*An exploration of work-life integration on women's career advancement choices at a state-owned entity*".
9. Supervisor: **Swart-Opperman, C.** Stewart, C. (initiated 2018), South African, **MPhil**, University of Cape Town, South Africa, "*The role of epistemic curiosity in enabling the learning of graduates who are transitioning to the world of work*".
10. Supervisor: **Swart-Opperman, C.** Mahadeo, S. (initiated 2018), South African, **MPhil**, University of Cape Town, South Africa, "*Professional working mothers' self-care practices and the impact on their perceived coping ability*".
11. Supervisor: **Swart-Opperman, C.** Chimhandamba, N. (initiated 2018), South African, **MPhil**, University of Cape Town, South Africa, "*"The embodied needs of women in the workplace: An exploratory study in the retail industry*". (3rd year in 2020 and handed in December 2020).

ALLAN GRAY CENTRE LINKS WITH INDUSTRY AND OTHER CENTRES/SCHOOLS

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":



PROF. KURT APRIL:

- Ran two full-day sets of online *Diversity & Inclusion* workshops for *Beiersdorf AG* (personal care products company) in Durban – for their Human Resources managers and staff. The idea is to potentially expand these workshops to all staff in 2021.
- As Adjunct Faculty for DukeCE, led two, one-week sets of online *Technical Leadership Excellence in the Oil & Gas Sector* workshops for Senior Managers at *Petronas* in Malaysia.
- Partnered with The Social Impact Department at the University of Stellenbosch, the Globally Responsible Leadership Initiative (GRLI), and the Albert Luthuli Centre for Responsible Leadership to design an international, academic conference on *Leadership Reimagined*, hosted by the four Centres (and potentially taking place in 2021). I drew in Dr. Rene Albertus (of the GSB) on the project, to give her exposure and also to get her to collaborate with the AGC academics.
- Partnered with Dr. Joana Vassilopoulou (Brunel University, UK) to initiate research into the *Precarious Nature of Work in the Gig Economy* – with the intention of driving this to publication in 2021.
- Dr. Babar Dharani and I partnered with Kathy Harvey (Associate Dean of Saïd Business School, University of Oxford, UK), to initiate the writing of a book on *Poetry and Leadership* – with intention of driving this to publication in 2021.
- Ran an afternoon, online *Diversity & Inclusion* workshop for managers at *Engen Oil* in Cape Town.
- Dr. Babar Dharani, Prof. Dion Forster (University of Stellenbosch) and I have initiated research into *A Sense of Belonging and Ethical Choices* – we hope to drive this work to publication in 2021.
- Collaborated online with Lisa Bodell (Futurist) to run a full-day workshop with global leaders of *Multichoice*.
- Delivered an online webinar, as part of a panel with for the *AACSB Diversity & Inclusion Affinity Group*.
- Was a keynote speaker at the November online HR Directors Conference of *Knowledge Resources: "HR: The New Agenda" Conference* – my topic was: '*D&I and the Pandemic*'.

ASSOCIATE PROF. CAMAREN PETER:

- *Datacon* (Mar 2020) – Assoc. Prof. Camaren Peter (Allan Gray Centre), Stuart Jones (Managing Director, Vibrand Research), Yurika Pistorius (Group Compliance Officer, Clientele), and Zeenat Mia (Group Data Analyst, Sefalana) engaged the topics of Social Media Analytics and Activism.
- Special Advisor to *Makeka Design Lab: Design-Oriented Architecture Agency*. Advising and participating in generating new urban imaginaries for African cities, in particular, and Southern Urbanism, in general. Notably, we've submitted an urban development proposal to revive three old coal-fire powered and coal mining industrial sites into viable urban centres.

- *The Centre for Analytics and Behavioural Change* (CABC) is a Section 18a non-profit organisation that exists to foster social cohesion through healthy online interactions among active citizenries. It was incubated in the Allan Gray Centre for Values-Based Leadership at the Graduate School of Business at the University of Cape Town, where it is based today. Assoc. Prof. Camaren Peter is the Director and Executive Head of CABC. CABC's reason for existence is to detect, track and counter online mis and disinformation, coordinated narrative manipulation and to foster healthy online social cohesion. CABC works on a variety of social themes, spanning: Covid-19, racism, extremism, xenophobia, public unrest, misogyny and gender-based violence. In 2020, a R11m donation was secured to seed the CABC NPO in 2020, to focus on the following key themes: (1) Covid-19, (2) misogyny and femicide, and (3) online narrative manipulation (particularly fake news, misinformation and xenophobia). Twenty percent of all donor funding that the CABC receives have been dedicated to Research and Development and an Internship and Fellowship Programme has been set up to facilitate this (in order to become a contributing research agency at UCT). In 2020, 8 GSB graduates either took up Internships/Fellowships or were contracted Service Providers to the CABC. The CABC has grown to just over 30 people. CABC only became operational in mid-February of 2020, so there has been significantly rapid progress and growth in a short period of time.
- CABC Highlights: Between March and May 2020, the CABC uncovered a coordinated network that was amplifying xenophobic sentiment in South Africa in an effort to support a new political formation. This coordinated network coalesced a group of 60,000 authors around them, and spawned a viable xenophobic movement within three months. The CABC reported these activities to the government, which then took action. The CABC then broke the news of the network in the Daily Maverick and used that article to disrupt the network with CABC artificial intelligence (https://www.dailymaverick.co.za/article/2020-08-18-ulerato_pillay-how-the-xenophobic-network-around-putsouthafricafirst-was-born-and-then-metastasised/). The CABC has released 120 articles and 12 op-eds in print media, conducted 30 radio and television interviews, and reaching over 10 million people in print media. The CABC's Facebook page, CareZA, already has 14,873 followers, and videos have been shown to 2,455,738 people and been collectively watched 1,7 million times by 1,366,025 people. The CABC's anti- gender-based violence short video was taken up on Primedia, as well as DSTV, who gave free coverage, and received an industry craft award (<https://www.iol.co.za/lifestyle/love-sex/relationships/watch-npo-uses-power-of-film-to-highlight-gbv-wins-peer-recognised-award-be9dff13-9ba1-41ee-b6c5-6fc4dac40f42>). Internationally, the CABC has secured a research collaboration with Cambridge University, for a project entitled: "Sentiment and opinion analysis of public space physical activity in Lagos during lockdown: A data-driven approach to developing context-aware public health messaging to reduce disease vulnerability and improve Covid-19 control". Although the funding is small (GBP 2005), being drawn from an internal Cambridge University funding stream (Cambridge-Africa ALBORADA Research Fund), the CABC is playing a pivotal role.

- The CABC is training 12 Postdoctoral, PhD and Masters researchers in data analytics on the Brandwatch software platform, and giving them access to the platform for the duration of the project. Additionally, the CABC is exploring collaborations with the University of Minnesota and Microsoft India, for the project entitled: "Misinformation repository: Contours of Covid-related misinformation in India".

DR. CHRISTINA SWART-OPPERMAN:

- Chairperson of REMCO for the *Ohlthaver & List Group* in Namibia.
- Technical Advisor: *Capricorn Group* (all Africa branches) Talent Management Board.
- *National Governing Council of Namibia*: African Peer Review Mechanism (APRM).
- Member of the *University of Namibia Council*.
- Consulting assignment: *Dundee Precious Metals* (Tsumeb): Job Evaluation and Grade Appeals.
- Consulting assignment: *Telecom Namibia*: Job Grading as well as Training of the Job Evaluation Committee.
- Consulting assignment: Job Redesign and determining the Relative Worth thereof (*Namwater*).
- Major external engagement (which is carrying on in 2021): The country self-assessment of Namibia (APRM). As the *Namibian Governing Council*, we manage a team of consultants.

DR. BABAR DHARANI:

- Drafted the "Policy Guidelines for the *South African Council of Churches* on Post Covid-19" for the (Chair and Scribe) Archbishop Dr. Thabo Makgoba.

AGC ASSOCIATES

AGC Associates are individuals who collaborate with AGC academics (e.g., researching together, writing together – peer-reviewed articles/book chapters/books) and provides value to the AGC along its core focus areas (e.g., develops materials – digital, case studies, reports; help set up and co-host Conferences; and delivers talks/seminars on behalf of the AGC) – all of the Associates are unpaid for their collaboration. During 2020, we changed and added to our list of Associates of the AGC – see <https://www.gsb.uct.ac.za/ag-people#agassociates> 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, and has been a Speaker on the Allan Gray Speaker Series.



(2)

Emeritus Prof. Martin Hall – previous Deputy Vice-Chancellor of UCT and previous Vice-Chancellor of the University of Salford (UK), has developed a set of case-videos (for classroom teaching and for placing on the AGC website) of leaders who are known to operate and run their organisations from a values-based perspective, is involved with collaborative research with Prof. April and Brunel University of Brunel (UK) on Precarious Work for the Marginalised, and also lectures GSB MBA students on behalf of the AGC in the Advanced Leadership Elective. He also wrote a chapter on '*Restoring the Agency of Voice*' for the AGC edited book (KR Publishing) on Values-Driven Entrepreneurship (due out in 2021).



(3)

Namhla Mniki-Mangoliso – Executive for Women’s Economic & Financial Inclusion in the Presidency of South Africa, 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 – Director of the Beyers Naude Centre for Public Theology at the University of Stellenbosch, delivers a number of lectures to the GSB MBAs on behalf of the AGC, acts as an external examiner, co-authored a book chapter with Prof. April on *‘Religion and Diversity Management in the Southern African Context’* (Van Schaik Publishers), and is currently conducting research, to make a chapter contribution, in Prof. April’s next book on *Diversity in South Africa* (due out in 2021).



(5)

Dr. Badri Zolfaghari – Lecturer and Co-Director of the MPhil Programme at the GSB, helped (and co-led) the AGC to successfully stage its first International Academic Conference in May 2019, and is currently researching to make a co-authored (with Dr. Swart-Opperman), book chapter contribution on *‘Micro-Entrepreneurs and their Start-Up Teams’* for the AGC edited book on Values-Driven Entrepreneurship (due out in 2021) – she is also co-Editor of the book (KR Publishing) with Prof. April.



(6)

Dr. Anet Potgieter – Technical Director at Cognitive Systems, has previously published peer-reviewed articles with both Assoc. Prof. Peter and Prof. April, and who, in conjunction with Ron Schiff (Achievement Awards Group) and Prof. April, is developing a unique, artificial intelligence measuring tool for Prof. April's *Leadership Enhancement & Advancement Framework (LEAF)*, which all MBAs at the GSB complete as part of the core Leadership course.



(7)

Emeritus Prof. Hugh Corder – previous Interim Director of the GSB, previous Deputy Vice-Chancellor of UCT and previous Dean of the Faculty of Law at UCT, has been a Moderator/Speaker on the Allan Gray Speaker Series, and has agreed to do guest lecturing on the core Leadership course on behalf of the AGC.



(8)

Assoc. Prof. Dorota Bourne – Associate Professor of Coaching and Change Management at Henley Business School, University of Reading (UK), was the AGC's Visiting Professor and AGC Speaker Series event speaker in 2019, acts as an external examiner for GSB MBA courses, Masters dissertations, and PhD theses, and is currently conducting research with Prof. April and Dr. Dharani of the AGC into Wabi-Sabi, Kintsugi & Imperfection in Leaders – with the intention of publishing a peer-reviewed academic paper in 2021 (and potentially a book a year later).



(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 Dr. Dharani and Prof. April. She also ensures that some AGC academics engage with University of Oxford EMBA students on their Emerging Economy Tours to South Africa.



(10)

Prof. Mustafa Özbilgin – Professor of Human Resource Management at Brunel Business School (UK), was the AGC's Visiting Professor in 2020, lectured GSB MBA students on the core Leadership courses and the Advanced Leadership Elective, was an AGC Speaker Series event speaker, acts as an external examiner for GSB Masters dissertations, and PhD theses, is currently conducting research with Prof. April into *Diversity in Global Supply Chains*, and has invited AGC academics contributions to edited books and journals at which he is an Editor.

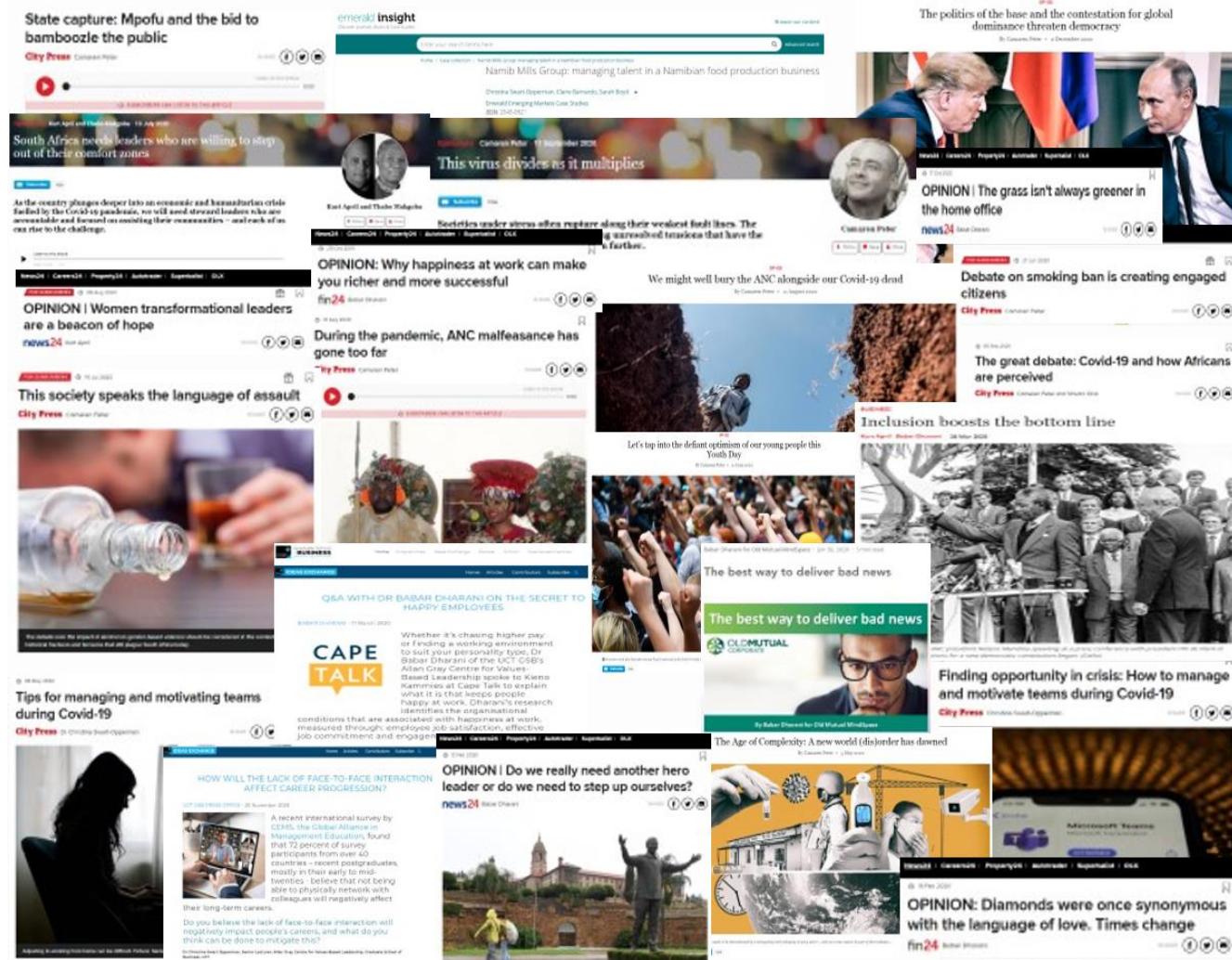


(11)

Dr. Preeya Daya – Academic Director at the Achievement Awards Group, together with the AGC, is conducting research into the current state of D&I initiatives and application in SA organisations – the intended outcome is a book (KR Publishing) due out in early 2021. She, on behalf of the AGC, is also the lead for the GetSmarter/GSB Exec Ed *Executive Leadership* course. She co-authored (with Prof. Kurt April) a *Conscious Workforce Engagement* for a peer-reviewed Conference in the USA.

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/op-ed outputs. They are listed below, for the 2020 period.


 A grid of 20 news articles from various publications (City Press, emerald insight, news24, etc.) arranged in a 5x4 grid. The articles cover topics such as state capture, leadership, happiness at work, inclusion, and managing teams during Covid-19.

- State capture: Mpofu and the bid to bamboozle the public** (City Press, 10 July 2020)
- emerald insight** (Journal of Business Ethics)
- Namib Mills Group: managing talent in a Namibian food production business** (Christine Scott-Dopson, Clémie Bernards, Sarah Boyd, Emerald Emerging Markets Case Studies, ISSN 1369-6523)
- The politics of the base and the contestation for global dominance threaten democracy** (By Gavroche Dlamini, 11 December 2020)
- South Africa needs leaders who are willing to step out of their comfort zones** (Karl April and Thabo Mngqitha, City Press, 10 July 2020)
- This virus divides as it multiplies** (Camille Peter, 11 September 2020)
- OPINION | The grass isn't always greener in the home office** (Camille Peter, news24, 16 August 2020)
- As the country plumbs deeper into an economic and humanitarian crisis fuelled by the Covid-19 pandemic, we will need steward leaders who are accountable and focused on assisting their communities – and each of us must rise to the challenge.** (Karl April and Thabo Mngqitha, City Press, 10 July 2020)
- OPINION: Why happiness at work can make you richer and more successful** (fin24, 24 June 2020)
- We might well bury the ANC alongside our Covid-19 dead** (Camille Peter, news24, 11 August 2020)
- OPINION | Women transformational leaders are a beacon of hope** (news24, 10 April 2020)
- During the pandemic, ANC malfeasance has gone too far** (City Press, 10 July 2020)
- This society speaks the language of assault** (City Press, 10 July 2020)
- Let's tap into the defiant optimism of our young people this Youth Day** (City Press, 16 August 2020)
- Inclusion boosts the bottom line** (Kane Pampi, Sunday Times, 24 March 2020)
- Tips for managing and motivating teams during Covid-19** (City Press, 25 March 2020)
- CAPE TALK** (Business Day, 11 March 2020)
- Q&A WITH DR BABAJI DHARANI ON THE SECRET TO HAPPY EMPLOYEES** (Business Day, 11 March 2020)
- The best way to deliver bad news** (By Babu Dhanani for Old Mutual Mediabank, 30 March 2020)
- Finding opportunity in crisis: How to manage and motivate teams during Covid-19** (City Press, 11 March 2020)
- HOW WILL THE LACK OF FACE-TO-FACE INTERACTION AFFECT CAREER PROGRESSION?** (City Press, 10 December 2020)
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AGC BREAKFASTS/LUNCHES/DINNERS

The AGC has held one social get-together over the reported period (on the 8th February 2020), due to the fact that the country went into lockdown as a result of the covid-19 pandemic, and we have not been able to physically meet since. We met at Gold restaurant in Greenpoint, with the partners who could make it (unfortunately Athol and his partner, as well as Christina and her partner, could not make it on the evening) – we were also joined by Prof. Mustafa Özbilgin, who happened to be in Cape Town during his Visiting Professorship. Just prior to the national lockdown, the AGC team were also able to meet up in smaller sets, over breakfast or lunch work meetings. The AGC team have kept in touch throughout the 2020 lockdown period, via email, MS Teams, Zoom and WhatsApp.



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 2021 period.