

December 2021

 Prof. Kurt April  
 Allan Gray Chair & Professor  
 Email: kurt.april@uct.ac.za  
 Cell: +27 82 780-4668

## **ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2021**

This report summarizes some of the main activities of the Allan Gray Centre (AGC) for 2021. The Centre academics and staff continued to play significant roles in delivering the AGC's stated focus areas, as well as against the GSB's stated strategies, and within our stakeholder ecosystem (industry, other Centres and Universities). During 2021, the AGC faculty and staff were (see: <https://www.gsb.uct.ac.za/allan-gray-centre>):

- Dr. Kurt April – Professor, Allan Gray Chair and Centre Director (full-time, 100% role)
- Dr. Camaren Peter – Associate Professor (full-time, 100% role)
- Dr. Babar Dharani – Senior Lecturer (full-time, 100% role)
- Dr. Preeya Daya – Senior Lecturer (part-time, 60% role)
- Glenda Weber – Logistics Manager (part role, in conjunction with GSB EMBA)



### **ORGANISATIONAL**

- **Stakeholders** (responsible engagement, social justice, voice for the marginalised, dignity, fairness/equity)
- **Employee engagement** (communication, human-centred engagement, intent, conscious engagement, recognition)
- **Stewardship** (surrogate, trusteeship, servant leadership)
- **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, complex adaptive systems, networks)
- **Diversity, equity & inclusion** (values differences, trust, identity, inclusive cultures, inclusive leadership, equality, gender, LGBTQIA+, 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, nurtured confidence, connection, controlling feelings/thoughts, mindfulness)
- **Self-efficacy** (mastery, physiological, emotional, imaginal, choice)
- **Personal purpose** (authenticity, strengths, energy, legacy)

There was no deviation from the agreed-upon organisational- and individual focus areas (as stated above, and see: <https://www.gsb.uct.ac.za/allan-gray-centre-research-focus>) of the Allan Gray Centre (AGC), underscored as:

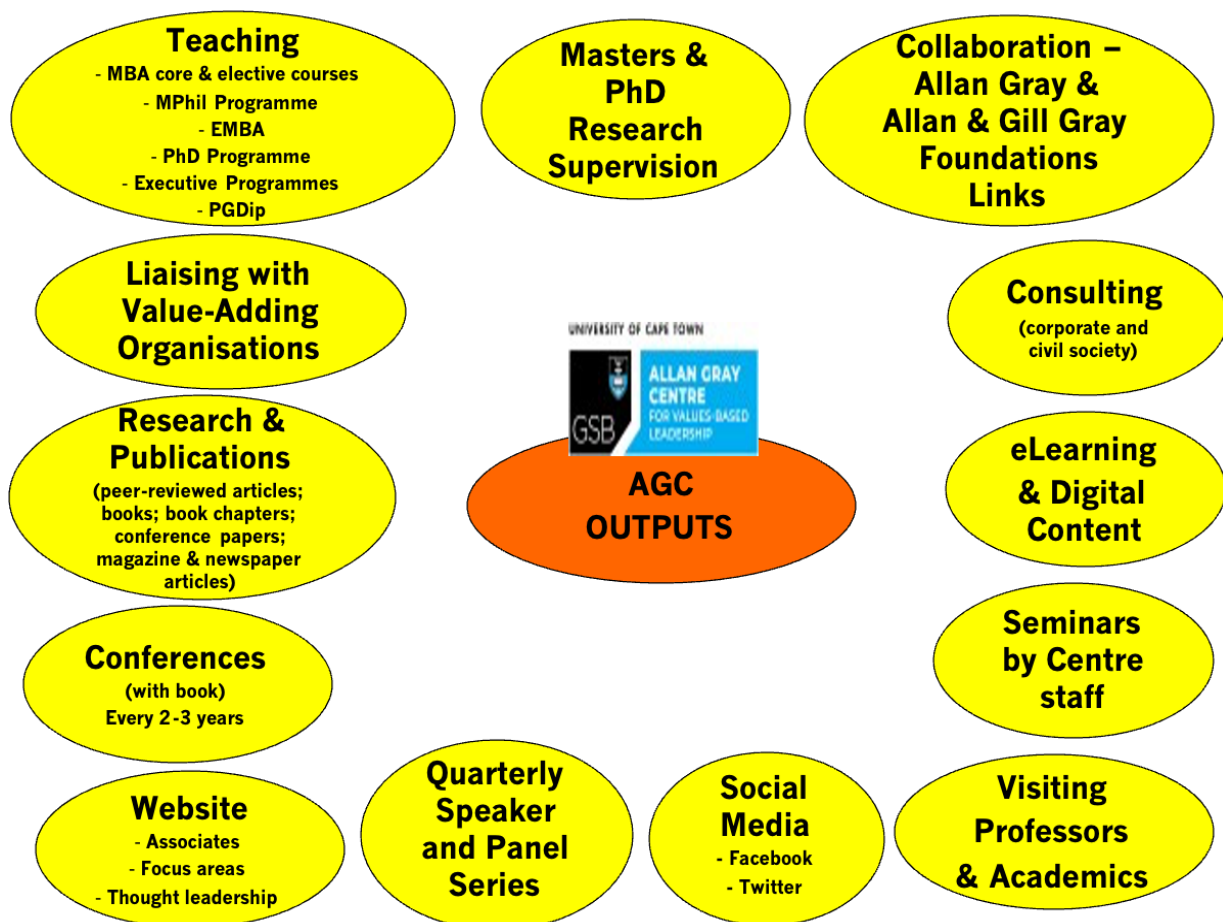
**Focus 1:** Progression of knowledge of the values-based leadership philosophy.

**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.

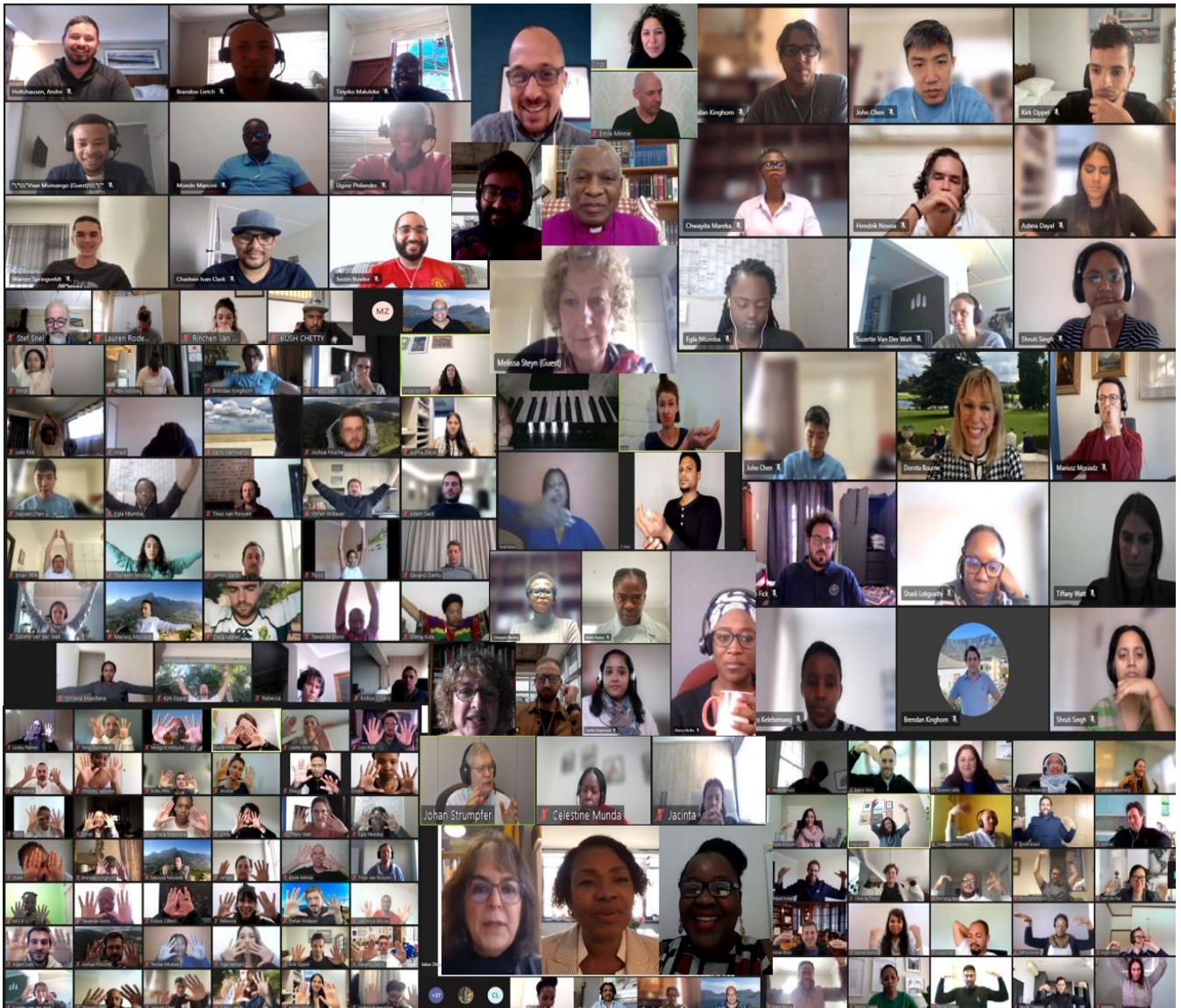
**Focus 4:** Make a contribution to the GSB in terms of its academic contributions, e.g., visiting Professors/academics, PhD students, and teaching on GSB programmes.

## ALLAN GRAY CENTRE (AGC) – OUTPUTS



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

## TEACHING



The AGC is the only GSB Centre to touch base with virtually every GSB cohort of students in a teaching capacity, i.e., AGC academics taught on the MBA programme, EMBA Programme, MPhil Programme, PhD programme, PGDip programme and on Executive Education programmes – the MComm in Development Finance programme was the only programme that AGC academics did not teach on in 2021. For the flagship MBA programme, AGC academics ran and taught the core Leadership-, Organisational Leadership and Values-, and Organisational Behaviour and People Management courses, as well as the Advanced Leadership Electives ... and all of the AGC academics taught on these programmes. AGC academics also drew on their vast network of individuals, in the business, not-for-profit and civil society sectors, who contributed as guest speakers on the various courses being taught. The evaluations from all of the programmes have been good, and the continuation of such teaching will continue in the 2022 cycle.

AGC academics, in playing roles of ‘broader citizenship’, have also taught and played roles with the Engineering Department at UCT (helping post-graduate Eskom engineers think through values-based leadership), Saïd Business School, University of Oxford (UK), Duke Corporate Education globally, and Petronas Leadership Centre (Malaysia). Specifically, the following were taught:

#### **Prof. Kurt April – Courses taught at the GSB in 2021:**

1. PGDip 2020.1 in Values-Based Leadership & Sustainability Module (Jan 2021) – taught *Transformational Leadership* (online).
2. Full-Time MBA (Apr-May 2020), *Leadership: Inside-Out* core course (online).
3. Modular MBA (May 2021), *Leadership: Inside-Out* core course (online).
4. PGDip 2020.2 in Values-Based Leadership & Sustainability Module (Jun 2021) – taught *Transformational Leadership* (online).
5. Mixed Full-Time MBA, Modular MBA & Exchange Students (Jul 2021), co-lectured with Dr. Babar Dharani the *Advanced Leadership Elective – Diversity & Inclusion* (online).
6. Randwater PGDip in October 2021 – taught *Transformational Leadership* (online).
7. Mixed Full-Time MBA, Modular MBA & Exchange Students (Sep-Oct 2021), taught the *Advanced Leadership Elective – Leader Imperfection* (online).
8. MPhil (Nov 2021) – taught *Values-Based Leadership* (online).

#### **Prof. Kurt April – Courses – other Local & International Institutions in 2021:**

1. As Adjunct Faculty for DukeCE, led a one-week online *Technical Leadership Excellence in the Oil & Gas Sector* workshop for Senior Managers at *Petronas* in Malaysia (11<sup>th</sup>-15<sup>th</sup> January 2021).
2. In Apr 2021, Prof. April taught the *Leadership in a Technical Environment* to the post-graduate students in the Engineering Faculty at the University of Cape Town, as part of the PGDip in Power Plant Engineering (online).

#### **Assoc. Prof. Camaren Peter – Courses taught at the GSB in 2021:**

1. EMBA (Jan 2021) – *Welcome and Dynamic Capabilities* (co-lectured online).

2. PGDip (Feb 2021) – *The Fourth Industrial Revolution in Africa* guest lecture (online).
3. EMBA (Feb 2021) – *Welcome Lecture* (co-lecturing online).
4. EMBA (Feb 2021) – *Systems Thinking and Personal Development* (co-lectured online).
5. EMBA (Mar 2021) – *Genres of Systems Thinking* (co-lectured online).
6. EMBA (Mar 2021.1) – *Check-in with Class* (co-lectured online).
7. EMBA (Mar 2021.2) – *Check-in with Class* (co-lectured online).
8. EMBA (Apr 2021) – *Closing Session* (co-lectured online).
9. Mphil Inclusive Innovation (May) *Introduction to Complexity* guest lecture (online).
10. Full-Time MBA (May 2021)) – *Organisational Leadership and Values* core course (online).
11. Modular MBA (May 2021)) – *Organisational Leadership and Values* core course (online).
12. EMBA (May 2021.1) – *Putting Personal Development Together* (online).
13. EMBA (May 2021.2) – *Putting Personal Development Together* (online).
14. EMBA (Jun 2021.1) – *Complexity and Complex Adaptive Systems* (co-lectured online).
15. EMBA (Jun 2021.2) – *Complexity and Complex Adaptive Systems* (co-lectured online).
16. EMBA (Jun 2021.1) – *Consolidation* (co-lectured online).
17. EMBA (Jun 2021.2) – *Consolidation* (co-lectured online).
18. PGDip (Jun 2021) – *Organisational and Social Values* (online).
19. EMBA (Jun 2021.3) – *Consolidation Lecture* (co-lectured online).
20. Randwater PGDip (October 2021) – *Organisational and Social Values* (online).
21. PGDip (Sep 2021) – *The Fourth Industrial Revolution in Africa* guest lecture (online).
22. EMBA (Sep 2021.1) – *Climate Change* (co-lectured online).
23. EMBA (Oct 2021.1) – *Climate Change* (co-lectured online).
24. EMBA (Oct 2021.2) – *Climate Change* (co-lectured online).
25. EMBA (Oct 2021) – *Closing Session* (co-lectured online).
26. EMBA (Oct 2021) – *Complexity* (co-lectured online).
27. EMBA (Oct 2021) – *Strategy* (co-lectured online).
28. EMBA (Oct 2021) – *Introduction and Overview* (co-lectured online).

### **Dr. Babar Dharani – Courses taught at the GSB in 2021:**

1. Full-Time MBA (Mar 2021), delivered a session on *Locus of Control* on the *Leadership: Inside-Out* core course (online).
2. Modular MBA (May 2021), delivered a session on *Locus of Control* on the *Leadership: Inside-Out* core course (online).
3. Mixed Full-Time MBA, Modular MBA & Exchange Students (July 2021), co-lectured the *Advanced Leadership Elective – Diversity & Inclusion* (online).
4. Mixed Full-Time MBA, Modular MBA & Exchange (Sep 2021) delivered lecture on *Leadership in the Faultlines* (online).

## EXAMINERS

In addition to the courses which AGC academics taught and examined (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.



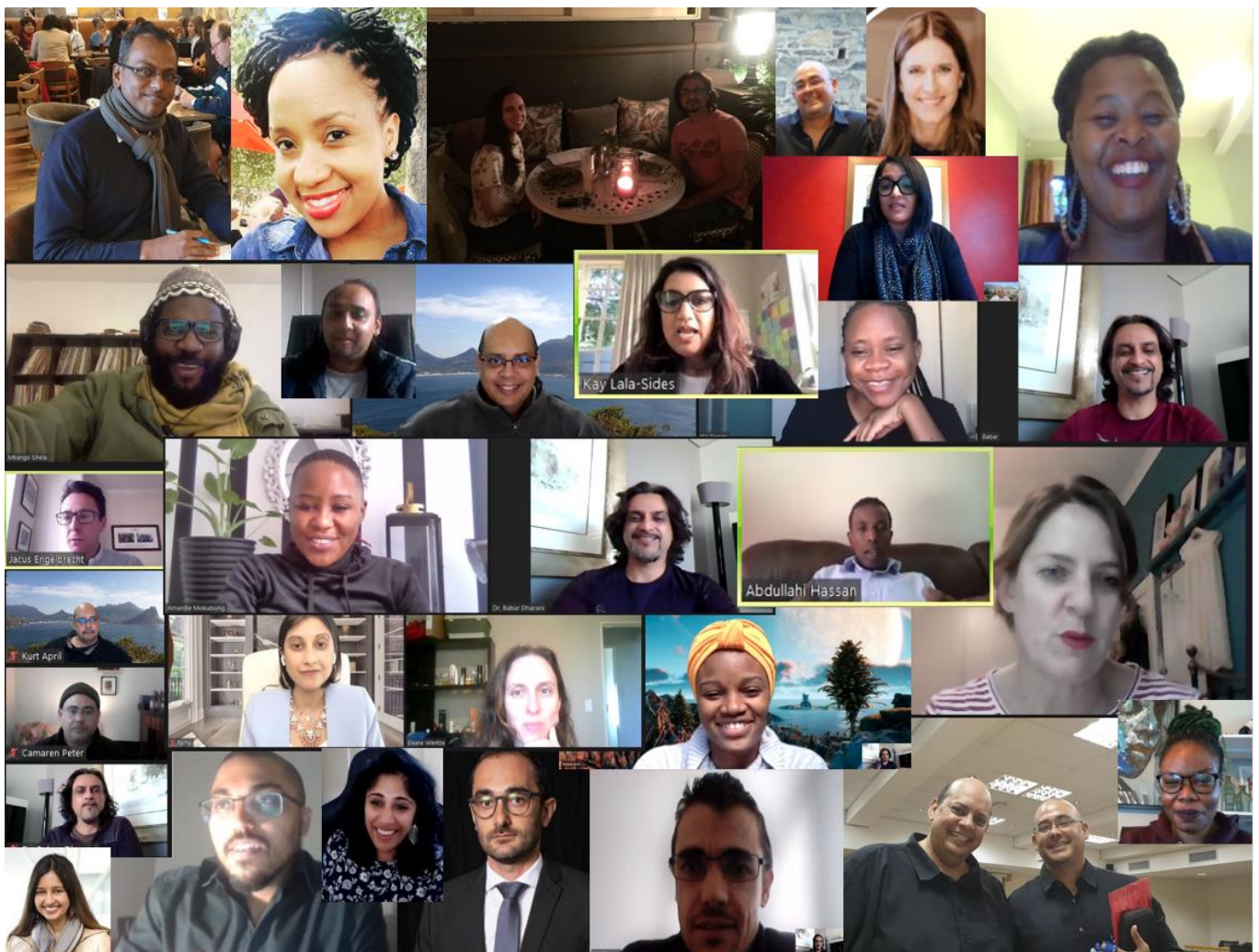
1. External Examiner, **April, K.** (Lahore University of Management Sciences, Pakistan, Supervisor: Prof. Jawad Syed): **PhD** – Mariam Mohsin: “*Opting in and out: A relational and structural theory of action perspective on women’s employment and careers in Pakistan*”.
2. External Examiner, **April, K.** (University of Witwatersrand, South Africa, Supervisor: Dr. Christoph Maier): **PhD** – Richard Chazusa: “*The adaptation of mumvuri (the shadow on the corpse belief system) for change management in corporate organisations*”.

3. External Examiner, **April, K.** (University of Pretoria, South Africa, Supervisor: Prof. Derick de Jongh): **PhD** – Daryl Govender: *“The normative bias of responsible leadership as applied to stakeholder relationships in a complex organisation”*.
4. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Babar Dharani): **MBA** – Robin Bleekers: *“Examining the relationship between attribution styles and pro-social behaviour”*.
5. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Babar Dharani): **MBA** – Tamiris Jose: *“Workplace spirituality: How effective is workplace spirituality to black South Africans in Western-dominated commerce settings?”*.
6. Internal Examiner, **April, K.** (GSB, University of Cape Town, Ethiopia, Supervisor: Dr. Babar Dharani): **MBA** – Vighen Behesnelian: *“Structures and policies in the succession of family businesses”*.
1. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Camaren Peter): **MBA** – Wes Chetty: *“The role of leadership and organisational values and culture in sports organisations, does it determine success?”*.
2. Internal Examiner, **April, K.** (GSB, University of Cape Town, India, Supervisor: Assoc. Prof. Camaren Peter): **MBA** – Shruti Singh: *“The Gig economy and the challenges of transmission of organisational values”*.
3. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Camaren Peter): **MBA** – Nick Sokolsky: *“Organisational culture within Groote Schuur Hospital and its effect on the mental wellbeing of its junior doctors”*.
7. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Danielle Reimers: *“An intersectional approach to the glass ceiling: Under-representation of women in senior architectural management positions”*.
8. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, Zimbabwe, Supervisor: Prof. Kurt April): **MBA** – Tawanda Gono: *“Adaptive leadership in Southern Africa during the Covid-19 pandemic”*.
9. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Geneve Worship: *“Affirming or alienating: How affirmative action affects Coloured/Camissa women in senior roles”*.
10. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MBA** – Than Du Plessis: *“Managing generation Y talent in the public sector: A phenomenological study in the City of Cape Town”*.
11. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Camaren Peter): **PhD Proposal** – Abdullahi Ali Hassan: *“Understanding transnational immigrant entrepreneurship in South Africa”*.
12. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Camaren Peter): **PhD Proposal** – Jacus Engelbrecht: *“How to improve organisational agility through complexity leadership”*.
13. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Christina Swart-Opperman): **PhD Proposal** – Khavitha Coleman: *“Disharmony in South African manufacturing industries: The role of leadership attributes in creating psychological safety”*.

14. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **PhD Proposal** – Pernel Naidoo: *“The role of courageous leadership in Covid-19”*.
15. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Warren Nilsson): **PhD Proposal** – Tafadzwa Sithole: *“Revisiting luxury through the lens of the consumer and African ultra-luxury heritage brands”*.
16. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Stephanie Giamporcaro): **Mphil Proposal** – Bonieelo Khowe: *“Exploration of innovation strategies for the informal financial cooperatives in providing funding for small medium enterprises: A case study on Motshelo Savings and Lending Schemes”*.
17. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kenneth Amaeshi): **Mphil Proposal** – Courage Nyamhunga: *“Exploring the role of innovative financing models in enabling access to healthcare: A case study of Zimbabwe’s public healthcare system”*.
18. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisors: Assoc. Prof. Patrizio Piraino and Assoc. Prof. Warren Nilsson): **Mphil Proposal** – Mpho Ntholeng: *“An investigation of the effect career guidance in secondary school has on skills development and its contribution to bridging the skills gap in the labour market”*.
19. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Warren Nilsson): **Mphil Proposal** – Noor Jehan Docrat: *“The role of critical consciousness in organisations focusing on community-driven development”*.
20. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Martin Hall): **Mphil Proposal** – Sampson Kofi Adotey: *“Innovation in language policy and digital inclusion: A comparative analysis of three sub-Saharan countries (South Africa, Ghana, and Rwanda)”*.
21. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Warren Nilsson): **Mphil Proposal** – Yusuf Ssessanga: *“A positive deviance approach to improve academic achievement in resource-poor schools in Tanzania”*.
22. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Camaren Peter, Co-Supervisor: Assoc. Prof. Shaun Viljoen): **Mphil Proposal** – Mudinda Tshimbidi: *“Inclusive innovation in a time of repression: The case of the Wilvan School of Dance”*.
23. Internal Examiner, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Badri Zolfaghari): **Mphil Proposal** – Mudinda Tshimbidi: *“Fostering cultural inclusivity through digital access and remote communities”*.
24. External Examiner, **Daya, P.** (University of the West Indies, Supervisor: Dr Anne Crick): **PhD** – Zeudi Elise Munroe: *“The relationship between diversity climate perceptions and employee engagement in a Jamaican MNC subsidiary: An investigation of the influence of demographic characteristics and diversity value beliefs”*.

## PHD & MASTERS SUPERVISION (in 2021)

The AGC academics supervised a large number of research students, formally and informally. They also taught on the GSB Research Methods course, and attended, moderated and chaired sessions at the GSB PRCs (PhD Conferences) and attended GSB research strategy sessions and forums. Below is a list of all supervision by AGC academics in 2021:



### PHD THESES (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** Naidoo, P. (initiated 2021), United Arab Emirates, **PhD**, University of Cape Town, South Africa, *"The role of courageous leadership in Covid-19"*.

2. 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”*.
3. 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”*.
4. 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”*.
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.** 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”*.
7. Supervisor: **April, K.** Myeza, A. (graduated in December 2021), 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”*.
8. Supervisor: **Peter, C.** Maharaj, N. (initiated in 2021), South Africa, **PhD**, *“A Vedantic perspective on wholeness toward spiritual intelligence in leadership”*.
9. Supervisor: **Peter, C.** Lala-Sides, K. (initiated in 2021), South Africa, **PhD**, *“The key to unlocking relational rent in cross-sector collaborations between non-profit and for-profit organisations lies in the voice of the individuals involved in them”*.
10. Supervisor: **Peter, C.** Ali-Hassan, A. (initiated in 2021), Somalia, **PhD**, *“Transnational entrepreneurship in South Africa: Beyond the informal cross-border trading”*.
11. Supervisor: **Peter, C.** Lazarus, C. J. (initiated in 2021), South Africa, **PhD**, *“Social innovation-based economic ecosystems to bridge formal-informal sector dualism”*.
12. Supervisor: **Peter, C.** Engelbrecht, J. (initiated in 2021), South Africa, **PhD**, *“How to improve organisational agility through complexity leadership”*.
13. 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”*.
14. 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”*.
15. 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”*.
16. Supervisor: **Dharani, B.** Dass, N. (initiated 2019), South Africa, **PhD**, University of Cape Town, South Africa, *“The trust development process: A longitudinal study of newcomers at the workplace”*.

17. Supervisor: **Dharani, B.**, Velentza, E (initiated 2021), Greece, **PhD**, University of Cape Town, South Africa, *"Inclusion challenges of black, migrant women in South Africa at meso- and macro-level: An inductive study using hermeneutic phenomenology"*.
18. Supervisor: **Dharani, B.** (Jan-Jun), Maharaj, N. (initiated 2021), South Africa, **PhD**, University of Cape Town, South Africa, *"A Vedantic lens on wholeness toward spiritual intelligence in leadership"*.

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

1. Supervisor: **April, K.** Sweeney, J. (graduating in July 2022), South Africa, **EMBA**, University of Cape Town, South Africa, *"A critical evaluation of the attrition rates of black and Camissa financial advisors/brokers in the financial services industry in South Africa"*.
2. Supervisor: **April, K.** Reimers, D. (graduating in July 2022), 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"*.
3. Supervisor: **April, K.** Gono, T. (graduating in July 2022), Zimbabwe, **MBA**, University of Cape Town, South Africa, *"Adaptive leadership in Southern Africa during the Covid-19 pandemic"*.
4. Supervisor: **April, K.** Worship, G. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *"Affirming or alienating: How affirmative action affects Coloured/Camissa women in senior roles"*.
5. Supervisor: **April, K.** Du Plessis, T. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *"Managing generation Y talent in the public sector: A phenomenological study in the City of Cape Town"*.
6. Supervisor: **April, K.** Davids, L. (graduated in July 2021), South Africa, **EMBA**, University of Cape Town, South Africa, *"Leading change: In and through a crises"*.
7. Supervisor: **April, K.** Miyen, N. (graduated 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"*.
8. Supervisor: **April, K.** Downes, J. (graduated in July 2021), South Africa, **MBA**, University of Cape Town, South Africa, *"A phenomenological understanding of the enablers and stumbling blocks of emotional maturity"*.
9. Supervisor: **April, K.** Lamba, K. (graduated in July 2021), Malawi, **MBA**, University of Cape Town, South Africa, *"Congruence of values: A case of Malawian leadership"*.
10. Supervisor: **Peter, C.** Chetty, W. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *"The role of leadership and organisational values and culture in sports organisations, does it determine success?"*.
11. Supervisor: **Peter, C.** Singh, S. (graduating in July 2022), India, **MBA**, University of Cape Town, South Africa, S. Singh from India. *"The Gig economy and the challenges of transmission of organisational values"*.

12. Supervisor: **Peter, C.** Matthew, C. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *“Employee voice and silence behaviours: Understanding the factors employees take into consideration when deciding whether to speak up or remain silent”*.
13. Supervisor: **Peter, C.** Sokolsky, N. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *“Organisational culture within Groote Schuur Hospital and its effect on the mental wellbeing of its junior doctors”*.
14. Supervisor: **Peter, C.** Kuhla, G. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *“How are organisations actively fostering the development of digital skills, among managers?”*.
15. Supervisor, **Peter, C.** Ah-Singh, C. (graduated July 2022), South Africa, **EMBA**, University of Cape Town, South Africa, *“Reimagining the fresh produce system in the South African context”*.
16. Supervisor: **Peter, C.** Govender, D. (graduated July 2021), South Africa, **MBA**, University of Cape Town, South Africa, *“An accessible cardiac care facility”*.
17. Supervisor: **Peter, C.** van Rheede, S. (graduated July 2021), South Africa, **MBA**, University of Cape Town, South Africa, *“The influence of transformational leadership on workforce agility”*.
18. Supervisor: **Peter, C.** Sookun, A. (graduated 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”*.
19. Supervisor: **Peter, C.** Motsa, N. (graduated 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”*.
20. Supervisor: **Peter, C.** Camarhina, R. (graduated July 2021), Portugal-South Africa, **MBA**, University of Cape Town, South Africa, *“An ontological analysis of the construction industry: Exploring transitions to industrialisation”*.
21. Supervisors: **Peter, C. & Swart-Opperman, C.** Chetty, Y. (graduated July 2021), South Africa, **MBA**, University of Cape Town, South Africa, *“Investigating news consumption as a predictor of fake news acceptance: An empirical study”*.
21. Supervisor: **Dharani, B.** Bleekers, R. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *“Examining the relationship between attribution styles and pro-social behaviour”*
22. Supervisor: **Dharani, B.** Jose, T. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *“Workplace spirituality: How effective is workplace spirituality to black South Africans in Western-dominated commerce settings?”*.
23. Supervisor: **Dharani, B.** Behesnelian, V. (graduating in July 2022), Ethiopia, **MBA**, University of Cape Town, South Africa, *Structures and policies in the succession of family businesses”*.
24. Supervisors: **Daya, P., &** Bick, G. Malila, C. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *“Hybrid or not? Exploring a hybrid work model in a public service organisation”*.
25. Supervisor: **Daya, P.** Moses, C. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *“Exploring the representation and marginalisation of females in leadership roles within the manufacturing industry”*.

26. Supervisor: **Daya, P.** Bbosa, C. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *"Lived experiences of millennial women during Covid-19"*.
27. Supervisor: **Daya, P.** Majola, M. (graduating in July 2022), South Africa, **MBA**, University of Cape Town, South Africa, *"Diversity, inclusion and performance: A case study at Bidvest facilities management"*.

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

1. 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"*.
2. 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"*.
3. Supervisor: **Peter, C.** Barends, Z. (graduating July 2022), South African, **MPhil**, University of Cape Town, South Africa, *"Inclusive innovation in a time of repression: The case of the Wilvan School of Dance"*.
4. Supervisor: **Peter, C.** Peinke, S. (graduating July 2022), South African, **MPhil**, University of Cape Town, South Africa, *"From the bottom-up: The impact of ICT interventions on South Africa's unemployed youth"*.
5. Supervisor: **Dharani, B.** Mokubung, A. (initiated 2021), **MPhil**, University of Cape Town, South Africa, *"How do mentorship relationship expectations differ across the different generations of African black women?"*.
6. Supervisor: **Dharani, B.** Buchholz, E. (initiated 2021), South Africa, **MPhil**, University of Cape Town, South Africa, *"Succession planning for leadership transformation in South African non-profit organisations"*.
7. Supervisor: **Dharani, B.** Ndlovu, Z. (initiated 2021), South Africa, **MPhil**, University of Cape Town, South Africa, *"An investigation into cloud partner development Equity Equivalent Investment Programs and practitioner and participant perceptions of their value"*.
8. Supervisor: **Dharani, B.** Ilonga, M. (initiated 2020), **MPhil**, University of Cape Town, South Africa, *"Education public-private partnership (ePPP) in Namibia: The challenge of high dropout rates"*.

## MENTORSHIP



The AGC academics formally and informally mentored a number of organisational leaders, GSB colleagues and students, within the GSB (academics/PASS staff and students), at Cape Peninsula University of Technology, University of London, and in the broader business and not-for-profit community.

- Informal mentoring of Dr. Babar Dharani, by **Prof. Kurt April**.
- Informal mentoring of Dr. Preeya Daya, by **Prof. Kurt April**.

- Informal mentoring of Dr. Rene Albertus, by **Prof. Kurt April**.
- Mentoring (PhD pre-proposal): **April, K.** Rashid Toefy (South Africa): *“Leading with a stewardship orientation in complex environments”*.
- Mentoring (PhD pre-proposal): **April, K.** Ndidi Nwuneli (Nigeria): *“How can under-resourced SME leaders shape their ecosystem, policy environment and collaborate with others to ensure resilience?”*.
- Mentoring (MA proposal): **April, K.** Alexandra Haines (University of London, United Kingdom): *“Exploring perceived barriers for advancement to leadership positions in healthcare: A thematic synthesis of women’s experiences”*.
- Mentoring (PhD pre-proposal): **Dharani, B.** Lawrence George Kesselaar (Bahrain): *“The role of human agency in organizational change and innovation processes: Applying a self-cultural analysis lens of worldviews to understand behavioural intention towards change appropriation”*.
- Mentoring (PhD pre-proposal): **Dharani, B.** Nadia Barsch (South Africa): *“Spiritual leadership: Applying a Sofism framework”*.



## BOOKS:

1. **Dharani, B., April, K.,** & Harvey, K. (2021). *The poetic journey of self-leadership: Leadership development along the stages of psychological growth*. Randburg: KR Publishing.
2. **April, K.,** & Zolfaghari, B. (Eds.) (2021). *Values-driven entrepreneurship and societal impact: Setting the agenda for entrepreneuring across (Southern) Africa*. Randburg: KR Publishing.
3. **Daya, P.,** & **April, K.** (Eds.) (2021). *12 Lenses into diversity in South Africa*. Randburg: KR Publishing.

## CHAPTERS IN BOOKS:

1. **April, K.** (2021). The new diversity, equity and inclusion (DEI) realities and challenges. In P. Norman (Ed.), *HR: The new agenda* (pp. 119-132). Randburg: KR Publishing.
2. **April, K.,** & **Daya, P.** (2021). Diversity in South Africa: Locating the Discussion. In P. Daya & K. April (Eds.), *12 Lenses into diversity in South Africa* (pp. 1-9). Randburg: KR Publishing.
3. **April, K.,** & **Daya, P.** (2021). Connecting the dots in a diverse South Africa. In P. Daya & K. April (Eds.), *12 Lenses into diversity in South Africa* (pp. 195-202). Randburg: KR Publishing.
4. **April, K.,** & **Dharani, B.** (2021). Diversity and entrepreneurship. In K. April & B. Zolfaghari (Eds.), *Values-based entrepreneurship and societal impact: Setting the agenda for entrepreneurship across (Southern) Africa* (pp. 241–254). Randburg: KR Publishers.
5. **April, K.,** & Zolfaghari, B. (2021). Africaneurs of Sub-Saharan Africa. In K. April, & B. Zolfaghari (Eds.), *Values-driven entrepreneurship and societal impact: Setting the agenda for entrepreneuring across (Southern) Africa* (pp. 269-275). Randburg: KR Publishing.
6. **April, K.** (2021). The narratives of racism in South Africa. In P. Daya., & K. April (Eds.), *12 lenses into diversity in South Africa* (pp. 11-31). Randburg: KR Publishing.
7. **Peter, C.** (2021). Informality, 4IR and the entrepreneurial state in Africa: An 'economic ecosystems' perspective. In K. April, & B. Zolfaghari (Eds.), *Values-driven entrepreneurship and societal impact: Setting the agenda for entrepreneuring across (Southern) Africa* (pp. 2-23). Randburg: KR Publishing.
8. **Dharani, B.,** & **April, K.** (2021). Locus of control and the happy entrepreneur. In K. April & B. Zolfaghari (Eds.), *Values-based entrepreneurship and societal impact: Setting the agenda for entrepreneurship across (Southern) Africa* (pp. 199–205). Randburg: KR Publishers.
9. **Dharani, B.** (2021). At the intersection of happiness and contentment at work. In J. Marques (Ed.), *The Routledge companion to happiness at work* (pp. 61–75). New York: Routledge.
10. **Daya, P.** (2021). Employment equity legislation: A review on progress between 1999 and 2020. In P. Daya & K. April (Eds). *12 Lenses into diversity in South Africa* (pp. 47-64). Randburg: KR Publishing.

## ARTICLES-PAPERS (PEER-REVIEWED):

1. Zietsman, D., & **April, K.** (2021). Homosocial reproduction: The lived workplace experiences of diverse millennial women. *Effective Executive*, 24(4), tba.
2. Zietsman, D., & **April, K.** (2021). Experiences that cause diverse millennial women to resign from organizations. *Effective Executive*, 24(3), 39-64.
3. Myeza, A., & **April, K.** (2021). Atypical black leader emergence: South African self-perceptions. *Frontiers in Psychology*, 12(626473), 1-21.  
<https://doi.org/10.3389/fpsyg.2021.626473>
4. **Dharani, B.**, Giannaros, M., & **April, K.** (2021). Alleviating state boredom through search for meaning and affirmation of workplace heroes. *Management Research Review*, 44(9), 1298-1319. <https://doi.org/10.1108/MRR-08-2020-0490>
5. **Dharani, B.**, Vergo, O., & **April, K.** (2021). An intersectional approach to hegemonic masculinities and internal hegemony: A thematic analysis in South African men. *Journal of Gender Studies*, 30(3), 329-343. <https://doi.org/10.1080/09589236.2020.1852918>
6. **Peter, C.** (2021). Social innovation for sustainable urban developmental transitions in sub-Saharan Africa: Leveraging economic ecosystems and the entrepreneurial state. *Sustainability*, 13(7360) URL: <https://doi.org/10.3390/su13137360>
7. **Peter, C.**, & Meyer, C. (Accepted September 2021). Organizing for the smart African city: Leveraging urban commons for exerting the right to the city. *Organization Studies*, Special Issue on Boosting Urban Sustainability through Organizing Collaborative Ecosystems for Smart City Development.

## CASE STUDIES (PEER-REVIEWED):

1. Cairns, P., Boyd, S., & **April, K.** (2021). CASE STUDY – *The road less travelled: A Zimbabwean leadership dilemma*, The Case Writing Centre, Graduate School of Business, University of Cape Town, ISSN: 2633-8505. <https://doi.org/10.1108/CASEUCT-2021-000003>

## CONFERENCE PAPERS (PEER-REVIEWED):

1. **Peter, C.**, & Meyer, C. (2021). Organizing for the smart African city: Leveraging the urban commons for exerting the right to the city. *European Group for Organizational Studies (EGOS)* (Online, synchronous). Vrije Universiteit, Amsterdam, The Netherlands, 8th-10th July 2021.
2. Gerwel-Proches, C., Leask, C., Strayer, J., **Daya, P.**, Mngadi, N., & de Lange, C. (2021). The role of dynamic presencing in fostering transformative leadership development in a VUCA world. *Presented at North-West University International Business Conference*. (Online, synchronous). South Africa. 21<sup>st</sup>-22<sup>nd</sup> September 2021.

## CONFERENCES, ADDRESSES & PRESENTATIONS (NON- PEER-REVIEWED):

1. **April, K.** (2021). KEYNOTE: Developing leaders for a changed and changing world.

- Knowledge Resources HR Directors Conference* (online, synchronous). South Africa, 17<sup>th</sup> March 2021.
2. **April, K.** (2021). The straight and narrow of ethical leadership: How conscious leaders create the most value for society, while still maintaining their moral values. *Stellenbosch University Business School Conscious Leadership Webinar Panel Series 2021* (online, synchronous). South Africa, 28<sup>th</sup> October 2021.
  3. **April, K.** (2021). The new diversity, equity and inclusion realities and challenges. *Knowledge Resources HR Business Partner Conference, HR: The New Agenda* (online, synchronous). South Africa. 25<sup>th</sup>-26<sup>th</sup> November 2021.
  4. **April, K.** (2021). KEYNOTE: Decolonisation: Lessons for higher educational practice. *University of Cape Town Lekgotla, Monitoring and Evaluation of Transformation and Inclusion in Higher Education, OIC: Office for Inclusivity & Change* (online, synchronous). South Africa, 11<sup>th</sup> October 2021.
  5. **Daya, P.** (2021). The business case for diversity and moving beyond just ticking boxes! *Knowledge Resources Diversity and Inclusion Conference* (online, synchronous). South Africa. 18<sup>th</sup>-19<sup>th</sup> August 2021.
  6. **Daya, P.** (2021). Why we can't lose workplace diversity and inclusion to the corona virus. *Knowledge Resources HR Business Partner Conference* (online, synchronous). South Africa. 21<sup>st</sup>-22<sup>nd</sup> April 2021.

#### OP-EDS/CONTEMPORARY MEDIA (NON- PEER-REVIEWED):

1. **April, K.** (2021). Wrote the 'Foreword' to the book, *Walking my truth*, by Sharon Maphaha, Lindsey Nhlamulo Miyen, Boniswa Dladla & Lebogang Koto.
2. **April, K.** (2021). Move over extroverts and introverts - today's organisations need ambivert managers and leaders. *Daily Maverick*, 29<sup>th</sup> June 2021. <https://www.dailymaverick.co.za/opinionista/2021-06-29-move-over-extroverts-and-introverts-todays-organisations-need-ambivert-managers-and-leaders/>
3. Kantor, L., **April, K.**, & Nilsson, W. (2021). Making space for Buddha in the boardroom. *The Conversation*, <https://theconversation.com/making-space-for-buddha-in-the-boardroom-158885>.
4. **April, K.** (2021). Social justice in South Africa is as much business' crisis as it is government's. *GSB Ideas Exchange*, 29<sup>th</sup> March 2021, <https://www.gsb.uct.ac.za/ideas-exchange/emerging-market-business/social-justice-in-sa-is-business-crisis>
5. **Peter, C.** (2021). Transitional trauma: The born-free generation can create the future that moves us beyond our past. *Daily Maverick*, 20<sup>th</sup> July 2021. URL: <https://www.dailymaverick.co.za/opinionista/2021-07-20-transitional-trauma-the-born-free-generation-can-create-the-future-that-moves-us-beyond-our-past/>
6. **Peter, C.** (2021). How social media fuelled the burning and looting. *City Press*, 18<sup>th</sup> July 2021. URL: <https://www.news24.com/citypress/voices/how-social-media-fuelled-the-burning-and-looting-20210717>
7. **Peter, C.** (2021). The imprisonment of Jacob Zuma is a failure of our politics, not our institutions. *Daily Maverick*, 11<sup>th</sup> July 2021. URL:

<https://www.dailymaverick.co.za/opinionista/2021-07-11-the-imprisonment-of-jacob-zuma-is-a-failure-of-our-politics-not-our-institutions/>

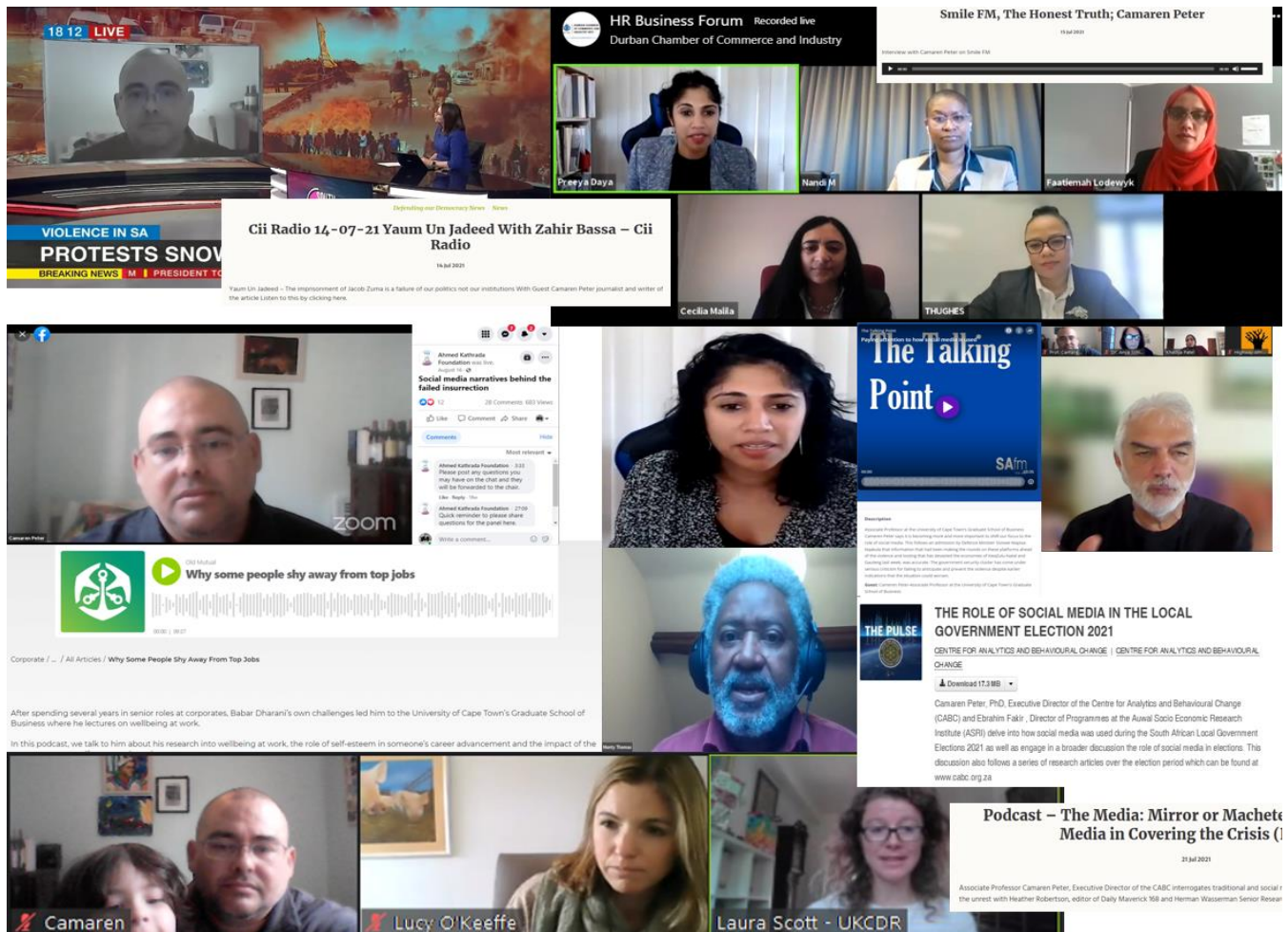
8. **Peter, C.** (2021). ANC must reclaim ethical high ground and undergo total reformation of its leadership culture if it wants us back. *Daily Maverick*, 13 May 2021. URL: <https://www.dailymaverick.co.za/opinionista/2021-05-13-anc-must-reclaim-ethical-high-ground-and-undergo-total-reformation-of-its-leadership-culture-if-it-wants-us-back/>
9. **Dharani, B.** (2021). Poetic licence to lead through challenging times. *Mail & Guardian*, 21<sup>st</sup> November 2021. URL: <https://mg.co.za/opinion/2021-11-21-poetic-licence-to-lead-through-challenging-times/>
10. **Dharani, B.** (2021). Four sure ways to promote diversity at top employment levels. *City Press*, 4<sup>th</sup> August 2021. URL: <https://www.news24.com/citypress/careers/four-sure-ways-to-promote-diversity-at-top-employment-levels-20210804>
11. **Dharani, B.** (2021). What stops talented people from reaching their full potential? *MindSPACE Magazine*, 19<sup>th</sup> April 2021. URL: <https://www.oldmutual.co.za/campaign/ereaders/mindspace-2021-1/index.html#p=28>

## REVIEWS:

- **April, K.** (2021). Original Article: Employment equity and affirmative action in a South African university: Towards institutional transformation. *Equality, Diversity and Inclusion: An International Journal*.
- **April, K.** (2021). Original Article: A meta-synthesis of the use of activity theory in design for sustainable behavior. *Design Science*.
- **April, K.** (2021). Conference Paper Review: Developing responsible leaders through artificial intelligence coaching. *Responsible Leadership Reimagined*.
- **April, K.** (2021). Conference Paper Review: What is the link between responsible leadership and sustainable development. *Responsible Leadership Reimagined*.
- **April, K.** (2021). Original Article: The bottleneck metaphor of leadership culture: Explaining how shared understandings about leadership develop and impede diversity and effectiveness of leadership in groups. *Frontiers in Psychology*.
- **Dharani, B.** (2021). Original Article: Thriving in the shadows: Black men's habitus in the academy. *Gender Questions*.
- **Dharani, B.** (2021). Conference Paper Review: Ubuntu as the north star: Tools to responsibly lead Africa forward. *Responsible Leadership Reimagined*.
- **Dharani, B.** (2021). Original Article: The role played by hegemonic male masculinities in intimate partner violence: South African perspective. *Journal of Gender Studies*.
- **Dharani, B.** (2021). Journal Article Review: Becoming better or worse: When and why positive status change induces prosocial behavior versus self-interested behavior. *European Journal of Work and Organizational Psychology*.
- **Dharani, B.** (2021). Original Article: Masculinity attitudes in the United States across intersections of race/ethnicity, immigration status, and education. *Journal of Gender Studies*.
- **Dharani, B.** (2021). Original Article. The use of technology for diversity management in tolerance education. *South African Journal of Education*.

## 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 2021, the number of posts and updates rivalled the previous year. Additionally, each of the AGC academics were quite active on Twitter and LinkedIn, shared updates on their engagements and work which related to the focus areas and work of the Allan Gray Centre – these were often shared, retweeted and commented on by the followers of the individual academics, and served to broaden the impact and awareness of the work of the AGC and its academics.



1. **Peter, C.** (2021). Paying attention to how social media is used. *SAFM Radio*, 21<sup>st</sup> July 2021. URL: <https://omny.fm/shows/the-talking-point/paying-attention-to-how-social-media-is-used>
2. **Peter, C.** (2021). Social media narratives behind the failed insurrection. *Ahmed Kathrada Foundation*, 16<sup>th</sup> August 2021. URL: [https://www.facebook.com/watch/live/?v=329450342251975&ref=watch\\_permalink](https://www.facebook.com/watch/live/?v=329450342251975&ref=watch_permalink)
3. **Peter, C.** (2021). The media: Mirror or machete? The role of the media in covering the crisis (Part 1). *The Pulse*, 21<sup>st</sup> July 2021. URL: <https://cab.org.za/2021/07/21/iono-fm-the-media-mirror-or-machete-the-role-of-the-media-in-covering-the-crisis-part-1/>
4. **Peter, C.** (2021). The media: Mirror or machete? The role of the media in covering the crisis (Part 1). *The Pulse*, 21<sup>st</sup> July 2021. URL: <https://cab.org.za/2021/07/22/the-media-mirror-or-machete-the-role-of-the-media-in-covering-the-crisis-part-2/>
5. **Peter, C.** (2021). The role of social media in the local government election 2021. *The Pulse*, 9<sup>th</sup> December 2021. URL: <https://iono.fm/e/1135625>
6. **Peter, C.** (2021). Discussion of riots in Kwazulu-Natal in July. *Smile FM Radio*, 15<sup>th</sup> July 2021. URL: <https://cab.org.za/2021/07/15/smile-fm-the-honest-truth-camaren-peter/>
7. **Peter, C.** (2021). Big tech and data, disinformation, truth and inertia, *Rhodes University*, 24<sup>th</sup> June 2021. URL: <https://www.ru.ac.za/latestnews/bigtechanddatadisinformationtruthandinertia.html>
8. **Peter, C.** (2021). Protests snowball into crime. *ENCA Television*, 12<sup>th</sup> July 2021. URL: <https://cab.org.za/2021/07/13/protests-snowball-into-crime/>
9. **Peter, C.** (2021). The imprisonment of Jacob Zuma is a failure of our politics not our institutions. *Cii Radio*, 14<sup>th</sup> July 2021. URL: <https://cab.org.za/2021/07/14/cii-radio-14-07-21-yaum-un-jadeed-with-zahir-bassa-cii-radio/>
10. **Peter, C.** (2021). SDG Workshop 1. Building democratic governance and ethical leadership institutions in Africa. What is the role of civil society in building resilience against corruption? *Nelson Mandela School of Governance*, 27<sup>th</sup> July 2021.
11. **Dharani, B.** (2021). Why some people shy away from top jobs. *Old Mutual*, 10<sup>th</sup> May 2021. URL: <https://www.oldmutual.co.za/corporate/resource-hub/all-articles/why-some-people-shy-away-from-top-jobs/>
12. **Daya, P.** (2021). How to create belonging with the 'human' at the centre. *Knowledge Resources Culture Seminar on 'Designing 22rganizational cultures for disruptive and difficult times'*. 13<sup>th</sup> October 2021. URL: <https://kr.co.za/events/designing-organisational-cultures/>
13. **Daya, P.**, Lodewyk, F., Manentsa, N, Hughes, T., & Malila, C. (2021). Panel discussion: EVP in a hybrid and remote working world. *Durban Chamber of Commerce, HR Forum Seminar*. 9<sup>th</sup> September 2021. URL: <https://www.facebook.com/DurbanChamber/videos/532247784702404>
14. **Daya, P.**, & Thomas, M. (2021). Dealing with the trauma that we face: Workshop with Monty Thomas, Relational Traumatologist. *Durban Chamber of Commerce, HR Forum Seminar*. 25<sup>th</sup> August 2021. URL: <https://fb.watch/7Jl7kbak6P/>

15. **Daya, P.**, & Thomas, M. (2021). Dealing with the trauma that we face: In conversation with Monty Thomas, Relational Traumatologist. *Durban Chamber of Commerce, HR Forum Seminar*. 22<sup>nd</sup> July 2021. URL: <https://fb.watch/v/VDBY1LSn/>
16. **Daya, P.**, & Mchunu, M. (2021). Driving productivity through strategic employee relations: In conversation with Mondli Mchunu. *Durban Chamber of Commerce, HR Forum Seminar*. 24<sup>th</sup> June 2021.
17. Kodisang, T., & **Daya, P.** (2021). Panel discussion: Rethinking people strategies to drive hybrid organisations. *Knowledge Resources Designing and Managing the Hybrid Workplace for Optimal Performance*. 23<sup>rd</sup>-24<sup>th</sup> June 2021. URL: <https://kr.co.za/events/hybrid-workplaces-2021/>
18. **Daya, P.**, Shakung, S., Titus, S. (2021) Conscious leadership: Transformation pressure cooker. *University of Stellenbosch Business School Conscious Leadership Series*. 23<sup>rd</sup> June 2021. URL: <https://www.youtube.com/watch?v=3x7jeV47PY8>

## ALLAN GRAY SPEAKER/PANEL SERIES



The quarterly Allan Gray 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 online and in-person, when we do put on speaker evenings. Speaker events allow stakeholders to hear about the speakers' business-/civil society- and personal challenges throughout their illustrious careers, and attendees can ask questions of the speakers also. As a result of the Covid-19 pandemic, we were unable to host face-to-face events throughout 2021, but gained in being able to have speakers and online attendees from around the globe. Our speakers' series during 2021 comprised of four online events, as follows:



**7<sup>th</sup> Dec 2021 – *Giving Voice to Values: The ‘How’ of Values-Driven Leadership***  
**Prof. Mary Gentile** (Richard M. Waitzer Bicentennial Professor Management of Ethics at the University of Virginia-Darden School of Business, USA).



**3<sup>rd</sup> Aug 2021 – *Challenges for Women in Senior Executive Roles***  
**Mariam Cassim** (Group Chief Executive Officer of Vodacom Financial and Digital Services, South Africa).



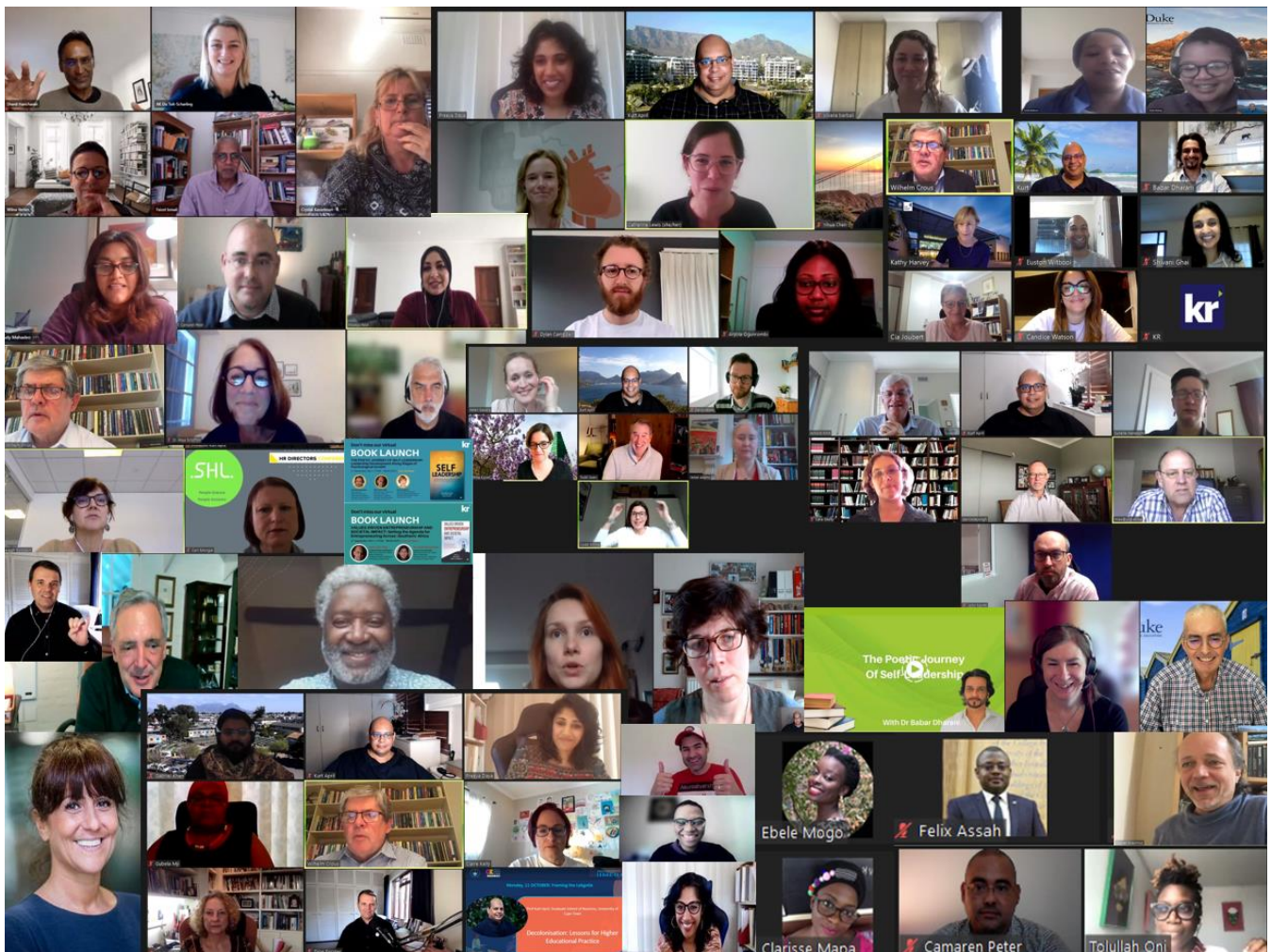
**24<sup>th</sup> May 2021 – *Introverts/Ambiverts/Extroverts in the Executive Suite***  
**Dr. Karl Moore** (Associate Professor of Strategy & Organization, McGill University, Canada & Fellow of Green Templeton College, University of Oxford, UK).



**3 Mar 2021 – *The Responsibility of South African Businesses to Transform the Country: Jobs, Skills, Reparations and Investment***  
**Busisiwe Mavuso** (Executive Director and CEO of Business Leadership South Africa).

## 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 a *Self-Care & Wellness* online workshop for Senior Managers at *Woolworths Financial Services* (18<sup>th</sup> February 2021).

- On the 17<sup>th</sup> March 2021, was part of an online Panel to discuss '*The Importance of Running an Inclusive Business: Practical Advice for Leaders*', for Executive MBA students at *Saïd Business School, University of Oxford, UK*. Professor Renée Adams (University of Oxford) chaired the session and was joined by: Emma Codd (Global Inclusion Leader at Deloitte UK), Kurt April (Professor of Leadership, Diversity & Inclusion at the University of Cape Town) and Todd Sears (CEO and Founder of Out Leadership, USA).
- Ran two, one-week sets of online *Diversity & Inclusion* workshops in March 2021 for *Beiersdorf AG* (personal care products company) in Durban – for all of their head-office staff.
- On the 9<sup>th</sup> July 2021, together with Shiela Yabo (GSB) and Duke Corporate Education, Kurt ran an online workshop on *Intrapreneurship* with senior managers at *ABSA Bank*.
- On the 22<sup>nd</sup> July 2021, ran an online workshop on *Leadership* with global senior managers of the entertainment company, *Multichoice*.
- On the 23<sup>rd</sup> July 2021, was engaged in a morning online, three-way conversation regarding a potential *Diversity, Equity & Inclusion* programme, with Emma Cusdin (Standard & Poor's Global, based in London) and John Moran (Duke Corporate Education Director, based in Singapore).
- Facilitated an afternoon *Diversity, Equity & Inclusion Dialogue* with global HR Directors of the asset management company head-quartered out of London, *Jo Hambro Capital Management* (15<sup>th</sup> June 2021).
- On the 19<sup>th</sup> August, had an afternoon engagement with two Senior Executive of *MyPlayers* (Union of the South African Professional Rugby Players) on potentially developing a couple of *Diversity & Inclusion* workshops for national and provincial rugby players in South Africa.
- On the 11<sup>th</sup> October 2021, delivered the online keynote speech on '*Decolonisation: Lessons for Higher Educational Practice*' for multiple Universities in South Africa, as part of the University of Cape Town's Lekgotla, *Monitoring and Evaluation of Transformation and Inclusion in Higher Education* – put on by UCT's OIC: Office for Inclusivity & Change.
- Played a continued role as Global Ambassador for the international, non-profit organisation, *Unashamedly Ethical* in their project to 'challenge business-, government-, and civil society leaders to stand up for ethics, values and clean living'.
- Collaborating with Dr. Preeya Daya (AGC) to produce an edited *Diversity, Equity & Inclusion* book and video series which captures diversity experiences and insights – with the aspiration to complete two books a year from 2022.
- In February 2021, co-published an edited book with Dr. Preeya Daya (AGC), entitled: '*12 Lenses into diversity in South Africa*'.
- In June 2021, co-published an edited book with Dr. Badri Zolfaghari (AGC Associate), entitled: '*Values-Driven Entrepreneurship & Societal Impact: Setting the Agenda for Entrepreneurial Across (Southern) Africa*'.
- In September 2021, co-published an edited book with Dr. Babar Dharani (AGC) and Ms. Kathy Harvey (University of Oxford), entitled: '*The Poetic Journey of Self-Leadership: Leadership Development Along Stages of Psychological Growth*'.

- Business Intelligence Board Member of *Chief Learning Officer (CLO)* in the USA. CLO serves workforce communities of C-suite and senior-level practitioners, executives, scholars, consultants and solutions providers in corporate learning and talent management.
- Advisory Board Member to *Knowledge Resources (KR)* in South Africa. Knowledge Resources is an integrated business and management content provider, with a purpose to make sense of present and future challenges in the world of work for human resources and leadership practitioners.
- Expert Panellist for *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World (GDIB, USA)*, sponsored by the non-profit The Diversity Collegium in the USA.
- Associate Editor for the international, peer-reviewed journal, *Design Science* (Cambridge University Press, UK – impact factor: 3.19).
- Editorial Review Board Member for the international, peer-reviewed journal, *Africa Journal of Management* (USA – impact factor: 1.61).
- Editorial Board Member for the international, peer-reviewed journal, *European Management Review* (UK – impact factor: 2.33).
- Advisory Board Member for the international, peer-reviewed journal, *Good Governance, Ethics & Leadership* (UK).
- Advisory Board Member for the international, peer-reviewed journal, *Academy of Taiwan Business Management Review* (Taiwan).

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

- 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.
- *The Centre for Analytics and Behavioural Change (CABC NPC)* 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. Camaren is the Director and Executive Head of CABC. The 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. The CABC works on a variety of social themes, spanning: Covid-19, racism, extremism, xenophobia, public unrest, misogyny and gender-based violence.
- Camaren is the founder, Director and Executive Head of the Centre for Analytics and Behavioural Change. In 2020, the CABC secured R11m in funding to seed the Centre for Analytics and Behavioural Change (CABC NPO), focusing on two key projects; (1) racism and prejudice (R5m in February), and Covid-19 (R6m in May). The CABC also secured a wide range of other, smaller projects and collaborations. In 2021, the CABC secured R9m

(February 2021) in core donor funding for the year. The CABC has also secured long-term core (i.e., non-project) organisational funding from Millennium Trust (i.e., R1m), which will continue from year to year. As a result of the impact of the CABC's work, this has now been increased and extended to R10m per year for the next three years (i.e., 2022-2024). This significantly stabilises the organisation and considerably increases its prospects of becoming fully sustainable into the long-term. Hence, the CABC has secured between R50m-R60m thus far for a five-year period and, considering that it has only been funded for just over a year and half, this is a testament to the uniqueness of its value proposition and the need for the work that the CABC is doing.

The CABC was named as a finalist as part of Safer Internet Day in 2020. Google's philanthropic arm, Google.org, announced the \$1,000,000 Africa Online Safety Fund to tackle challenges related to hate, extremism, disinformation, and child safety, both online and offline in Africa. About 26 organisations in 9 countries in Sub-Saharan Africa have been selected to receive grants of up to \$100,000 to develop projects (i.e., out of over 250 applications). The CABC was awarded a grant of \$70,000 in May 2021 to counter vaccine hesitancy across six sub-Saharan African countries (i.e., South Africa, Ghana, Kenya, Tanzania, Senegal and Nigeria). This project is being boosted by a \$50,000 donation from the Bill and Melinda Gates Foundation to conduct in-depth research and set up dialoguing teams in the afore-mentioned countries to counter vaccine-hesitancy over a six-month period from October 2021 and has every prospect of being extended. Additionally, the Solidarity Fund and Yellow Woods have committed R3m for a six-month project to counter vaccine hesitancy in South Africa through research and dialoguing. The CABC is currently working with the African Alliance and the African Centre for Disease Control to secure a 20-country project across the continent to counter vaccine hesitancy, on the basis of the results of the current cluster of public health projects that the CABC is engaged in. Twenty percent of all donor funding that the CABC receives has been dedicated to Research and Development and an internship and fellowship programme has been set up to facilitate this. The CABC has grown to around 40 people and many alumni of the GSB work with, or in, the organisation, particularly from the MBA programme. As it continues to grow its academic research, the CABC envisages securing a range of funded research projects, building up an academic profile and ultimately getting University Research Council accreditation for a UCT research unit that will operate inside the University (but not as part of the AGC). The CABC has recently collected local and international accolades for its compelling anti-Gender Based Violence public service announcement, including a Bronze Loerie.

*Cambridge University Collaboration:* Have secured a funded research collaboration with Cambridge University, with the CABC's capabilities being drawn on. The project is titled: "*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*". This project is part epidemiology, part southern urban theory, and members of the CABC and Cambridge University have written a journal paper that will be submitted soon on the basis of the collaboration. The paper is titled, "*The potential of social media insights to inform emergency responses in cities: A case study of Nigeria's Covid-19 Lockdowns*".

### **DR. BABAR DHARANI:**

- Panellist on D&I discussion, *Learning and Development Conference* by KR Publishing, 27<sup>th</sup> October 2021.
- In September 2021, co-published an edited book with Prof. Kurt April (AGC) and Ms. Kathy Harvey (University of Oxford), entitled: *'The Poetic Journey of Self-Leadership: Leadership Development Along Stages of Psychological Growth'*.

### **DR. PREEYA DAYA:**

- Collaborating with Prof. Kurt April to produce an edited *Diversity, Equity & Inclusion* book and video series which captures diversity experiences and insights – with the aspiration to complete two books a year from 2022.
- In February 2021, co-published an edited book with Prof. Kurt April (AGC), entitled: *'12 Lenses into diversity in South Africa'*.
- Council Member at the *Durban Chamber of Commerce* and Chair of the *Durban Chamber of Commerce HR Forum*.
- Heads the Thought-Leadership Team at the *Achievement Awards Group* – focusing on employee engagement research.
- Subject Matter Expert for the *GetSmarter 'Leading from the Present'* course – designed and developed the content for this online learning intervention.
- Convenor of a *'Diversity and Inclusion'* course for *Masterstart* – designed and developed content for this online learning intervention.
- Researcher in a global research group on *Dynamic Presencing (Theory U)* in 2021.
- Director at *Resonate Leadership Academy* – Youth Development Academy. Certified Five Lens Enneagram Practitioner.
- Partnered with Prof. Kurt April and Dr. Joana Vassilopoulou (Brunel University, UK) to conduct formative analysis for research into the *Precarious Nature of Work in the Gig Economy*.
- Presented a lecture on *"How to create belonging with the 'human' at the centre"* at Toyota, Durban, on behalf of the *Durban Chamber of Commerce, HR Forum*.

## AGC ASSOCIATES

AGC Associates are individuals who collaborate with AGC academics (e.g., researching together, writing together – peer-reviewed articles/book chapters/books) and provide 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 deliver talks/seminars on behalf of the AGC) – all of the Associates are unpaid for their collaboration. During 2021, we changed and added to our list of Associates of the AGC – see <https://www.gsb.uct.ac.za/allan-gray-centre/allan-gray-centre-people/> for all of their biographies. They are:



(1)

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. Kurt April and Dr. Babar Dharani of the AGC into Wabi-Sabi, Kintsugi & Imperfection in Leaders – with the intention of publishing a peer-reviewed academic paper in 2022 (and potentially a book a year later).



(2)

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.



(3)

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. Kurt April on ‘*Religion and Diversity Management in the Southern African Context*’ (Van Schaik Publishers), made a chapter contribution, in Dr. Daya & Prof. April’s book on *12 Lenses into Diversity in South Africa* (published in 2021), and is currently conducting research with Dr. Babar Dharani & Prof. Kurt April into *Lived Experiences of Diversity, Equity and Inclusion* (as preparation for a book on the same topic).



(4)

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 the GSB GetSmarter online course for Values-Based Leadership, 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 Publishers) on Values-Driven Entrepreneurship for Societal Impact (published in 2021).



(5)

Ms. 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, and has also co-authored a research book entitled: *The Poetic Journey of Self-Leadership: Leadership Development Along Stages of Psychological Growth* with Dr. Babar Dharani and Prof. Kurt April, which was published in 2021. She also ensures that some AGC academics engage with University of Oxford EMBA on their Emerging Economy Tours to South Africa.



(6)

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, as well as a regular guest lecturer on the MBA core Leadership and Advanced Leadership elective courses.



(7)

Ms. Namhla Mniki-Mangoliso – Executive for Women’s Economic & Financial Inclusion in the Presidency of South Africa, has been a Speaker on the Allan Gray Speaker Series, and 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 organisations.



(8)

Prof. Eddy Ng is the Smith Professor of Equity and Inclusion in Business at Queen's University in Canada. He has been a Speaker on the Allan Gray Speaker Series, acts as a regular external examiner for GSB Masters dissertations and PhD theses, for students supervised by AGC academics, and has invited proposals from AGC academics to be involved in global research projects.



(9)

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 collaborative research with Prof. Kurt April into *Diversity in Global Supply Chains* and *Precarious Work in the Gig Economy*, and has invited AGC academics contributions to edited books and journals at which he is an Editor.



(10)

Dr. Anet Potgieter – Technical Director at Cognitive Systems, has previously published peer-reviewed articles with both Assoc. Prof. Camaren Peter and Prof. Kurt 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.



(11)

Mr. Ron Schiff is the Founder and CEO of eValue Strategic Organisational Surveys, an online (SaaS) subscription-based feedback scorecard, and is also the Finance Director of bountiXP, a digital rewards and recognition platform, as well as an Executive Member in the Office of Strategy Management for Achievement Awards Group (AAG), and who, in conjunction with Dr. Anet Potgieter (Cognitive Systems) and Prof. Kurt 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.



(12)

Dr. Joana Vassilopoulou is a Senior Lecturer (Associate Professor) in HRM and Director of Equality, Diversity & Inclusion and UN PRME at Brunel Business School, Brunel University London (UK). She has collaborated with AGC academics previously to publish peer-reviewed academic articles, as well as book chapters, acts as an external examiner for GSB Masters dissertations and PhD theses, and is currently conducting research into *Diversity and Precarious Work During Socio-Economic Upheaval* with Prof. Mustafa Özbilgin and Prof. Kurt April.



(13)

Dr. Badri Zolfaghari – Lecturer in Strategy and International Business, 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, co-edited (with Prof. Kurt April) the AGC edited book: *Values-Driven Entrepreneurship and Societal Impact* (published in 2021), and continued to collaborate with AGC academics on research projects.



## eLEARNING & DIGITAL CONTENT

The AGC academics have worked with the in-house teams of both digital online learning companies *2U/GetSmarter* and *MasterStart*, as well as the UCT departments: GSB *Executive Education* and Commerce Faculty's *Organisational Psychology Department* to create and complement content for a number of courses:



**Duration:** 6 weeks (excluding orientation)

The rapidly evolving and uncertain nature of the current workplace has highlighted the need for putting people at the centre of an organisation to enable the three key pillars of purpose, passion, and performance. To adapt to these demands and survive, businesses require leaders who are inspiring, self-aware, and inclusive.

Gain the skills to become a more effective and conscious leader on the **Executive Leadership: Leading From the Present** online short course from the University of Cape Town Graduate School of Business (GSB). By focusing on the importance of self-leadership, you'll learn to strategically improve employee engagement and satisfaction, create a purposeful and collaborative work environment, and deliver high performance.

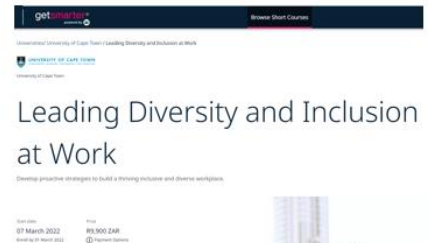
Over six weeks, you'll also explore conscious leadership, positive management, diversity stress management, and effective communication, and gain practical techniques for adapting your own leadership approach. Engage in an authentic manner, and explore your own strengths and development areas to build a more sustainable, people-centric organisation.

**Is this course for you?**

This course is aimed at managers at all levels who want to enhance their skills to lead employees more effectively and enable them to achieve optimal performance. Young professionals who are interested in moving into a leadership position will gain the skills required to help their career journey along. Upper management, as well as recently promoted executives, who need to grow their career or set themselves apart from the competition will benefit from learning how to make a valuable contribution in their organisation that aids success. Finally, specialists and experienced managers who want to grow as self-aware leaders will find valuable knowledge, techniques, and strategies on this course.



GSB has received the prestigious triple crown of international accreditation from the three most influential organisations in global business education: the European Foundation for Management Development (EFMD) (EQUIS), the Association to Advance Collegiate Schools of Business (AACSB), and the Association of MBAs (AMBA). GSB is one of just three business schools in Africa that has obtained triple-crown accreditation.\*



**Duration:** 6 weeks (excluding orientation)

In the current business landscape, there is a need for leaders who lead according to their values and beliefs, rather than the traditional managerial approach that prioritises a profit-focused business model.

The Values-Based Leadership online short course from the University of Cape Town Graduate School of Business (UCT GSB) helps you discover the contribution your organisation makes to society, as you learn what it means to manage by values. Developed in partnership with the Dean of UCT GSB, Professor Walter Baets, and in cooperation with the Allan Gray Centre for Values Based Leadership, this management course empowers you to discover the potential in yourself and others. You'll explore real-world business cases and learn about leadership styles and the alignment of personal and organisational values. Develop a personalised action plan to enable you to navigate the complexity of modern business and its organisational structures, as a values-based leader.

**Is this course for you?**

This course is designed for senior executives and managers who are looking to upgrade their skills within a changing business world. Alongside current leaders, who will learn how to empower others to lead with a shared purpose, aspiring leaders will also benefit by gaining the skills required to move into a leadership position. Applicable across all industries, participants will be able to grow their business network by engaging with a cohort of business leaders and future-focused professionals. With a personalised leadership action plan, both current and aspiring leaders will be better equipped to steer their career direction, and understand what it means to lead an organisation through the Management by Values (MBV) approach.



The GSB has received the prestigious triple crown of international accreditation from the three most influential organisations in global business education: the European Foundation for Management Development (EFMD) (EQUIS), the Association to Advance Collegiate Schools of Business (AACSB), and the Association of MBAs (AMBA). The GSB is one of just three business schools in Africa that has obtained triple-crown accreditation.\*



To find out more about our world-class academic programmes, executive education short courses and customised programme offerings contact 0860 UCT GSB (828 472) | INTL +27 (0)21 4061922 | info@gsb.uct.ac.za or visit www.gsb.uct.ac.za

- In 2021 (and toward the end of 2020), Dr. Preeya Daya, Assoc. Prof. Camaren Peter, Dr. Babar Dharani and Prof. Kurt April worked with *2U/GetSmarter* teams to develop an online course, *Leading from the Present*, on behalf of the *GSB's Executive Education* division.
- In 2021, Dr. Preeya Daya worked with *Masterstart Education* to develop an online course on *Diversity and Inclusion*.
- Prof. Kurt April worked with *2U/GetSmarter* teams to develop a module on *Unconscious Bias*, on behalf of UCT's Organisational Psychology Department's online course in *Leading Diversity and Inclusion at Work*.



# WEBSITE

We spend an inordinate number of hours, in conjunction with the GSB's Marketing Department (and they, in turn, with the third-party provider they use who creates and manages the GSB website), getting the AGC website just right - only to discover in 2021, that the entire website was changed (without consultation with us) ... see: <https://www.gsb.uct.ac.za/allan-gray-centre>. The current website in 2021 is not half as good as it was in 2020, and frustratingly, still not one-hundred percent correct and still missing loads of our content (after multiple emails to the GSB's Marketing Department).

The screenshot shows the homepage of the Allan Gray Centre for Values-Based Leadership. At the top, it features the University of Cape Town logo and the center's name. A large banner reads "A WORD FROM OUR FOUNDER" with a quote from Allan Gray. Below this, there are sections for "FACULTY" (listing Prof. Alan Aggar, Prof. Pragna Daya, and Prof. Robert Durheim), "POSTGRADUATE PROGRAMMES" (listing Master of Business Administration, MBA, and PhD), "MBA ADVANCED LEADERSHIP", "VALUES-BASED LEADERSHIP ONLINE", "RESEARCH SUPERVISION", and "VIDEOS". A "CONFERENCES" section is also visible at the bottom.

This screenshot displays the "IDEAS EXCHANGE" section, which features a grid of article cards. Each card includes a photo of the author, a title, a short summary, and a "Read more" button. The articles include:

- Leadership & Science: RESILIENCE TO LEAD THROUGH CHALLENGING TIMES** by Sarabjit Dhillon (dated 21 November 2020).
- Learning & Development: APPLIED WITH LOTS OF ELBOW GREASE, THE MBA CONTINUES TO OPEN DOORS** by UCT GSB (dated 20 October 2020).
- Emerging Market Business: SOCIAL JUSTICE IN SOUTH AFRICA IS AS MUCH BUSINESS: CRISIS AS IT IS GOVERNANCE** by UCT GSB (dated 20 March 2021).
- Learning & Development: THE GRASS ISN'T ALWAYS GREENER IN THE HOME OFFICE** by UCT GSB (dated 17 October 2020).
- Leadership & Science: VALUES-BASED LEADERSHIP IN THE AGE OF COVID-19** by UCT GSB (dated 20 July 2020).
- Leadership & Science: SA NEEDS LEADERS WHO ARE WILLING TO STEP OUT OF THEIR COMFORT ZONES** by UCT GSB (dated 13 July 2020).
- Political Economy: LET'S TAP INTO THE DEFYANT OPTIMISM OF OUR YOUNG PEOPLE THIS YOUTH DAY** by UCT GSB (dated 10 June 2020).



## ALLAN GRAY CENTRE (AGC) CONFERENCES

The Allan Gray Centre (AGC) staff have engaged multiple stakeholders in their work to design and develop international conferences, which reflected the focus areas of the AGC:

- Prof. Kurt April (AGC) and Assoc. Prof. Camaren Peter (AGC) partnered with colleagues in the UCT Nelson Mandela School of Governance to lead a stream (*Ethical, Capable and Enduring Institutions*), as part of UCT's *SDGs Africa Summit 2021*. Many hours and meetings, together with the UCT Research Office as well as other Stream Leaders, were spent in preparation for the international Conference, which took place on the 13<sup>th</sup>-15<sup>th</sup> September 2021.
- Prof. Kurt April partnered the AGC 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 taking place on the 16<sup>th</sup>-18<sup>th</sup> March 2022). Prof. April drew in Dr. Rene Albertus (of the GSB) into the project, to give her exposure and also to get her to collaborate with the AGC academics.
- As the Conference Chair, Prof. Kurt April (AGC), together with Glenda Weber (AGC Logistics Manager), partnered with the Organisational Psychology Department of the University of Cape Town (Prof. Ines Meyer and Imaan Mohamed in particular), as well as the Organisational Behaviour Department of Brunel University in the UK (Prof. Mustafa Özbilgin specifically) to design and prepare for the next international, academic conference on *Disruption* as part of the Equality Diversity Inclusion Annual Conference Series, hosted around the globe – and which will be taking place in Cape Town on the 22<sup>nd</sup>-24<sup>th</sup> July 2022.



**CHALLENGING ORGANISATIONS & INDIVIDUALS WITH PURPOSE, RESILIENCE & RESPONSIBLE PRACTICES.**



Register for the upcoming virtual UCT SDGs Africa Summit 2021

13-15 September 2021  
www.sdgsafricasummit.uct.ac.za  
#TheAfricaWeWant

UNIVERSITY OF CAPE TOWN

Sponsored by

Equality Diversity Inclusion 2022 Conference

*Disruption*  
An action through which "an event, system or process is prevented from continuing or operating in a normal way."  
(Collins' dictionary)

Disruption upsets the status quo, creates 'abnormality' and tends to be highly uncomfortable for all involved. Yet, disruption can also create progress towards inclusion and equality.

In the EDI 2022 conference, we seek to surface different forms of disruptive actions and their impact on workplace equality, diversity and inclusion. We want to shed light on both, that which is gained and that which is lost through disruption, as well as how to leverage the opportunities it presents.

To accommodate individuals who might not be able to travel to Cape Town we plan to host the conference in a hybrid form offering the opportunity for face-to-face- as well as virtual participation.

- Conference Chair: Kurt April (kurt.april@gmail.com)
- Conference Chair: Ines Meyer (ines.meyer@uct.ac.za)
- Conference Coordinator (CT): Imaan Mohamed (imaanmohamed21@gmail.com)

Equality Diversity Inclusion 2022 Conference

- Home
- Invited Speakers
- Conference Programme
- Registration
- Cancellation
- Accommodation
- Our Sponsors
- Conference Organisation
- Conference Venue
- Fees Funding Visa
- Past Conferences



Cape Town 22 - 24 July 2022  
Conference theme: Disruption

Submit Your Stream/Workshop Proposals by December 31, 2021

Cape Town 22-24 July 2022  
Conference Theme: Disruption

Publication partnerships of EDI 2022 Cape Town conference  
Associated with this conference are European Management Review, Equality, Diversity, Inclusion: An International Journal, and International Perspectives in

**Responsible Leadership Reimagined Conference**

16 - 18 March 2022 | Lanzerac, Stellenbosch, South Africa



Responsible Leadership Reimagined Conference  
16 - 18 March 2022

USB, EQUIS, AACSB, AMBA, EQUIS ACCREDITED, AACSB ACCREDITED, EQUIS ACCREDITED, EQUIS 100



To find out more about our world-class academic programmes, executive education short courses and customised programme offerings contact 0860 UCT GSB (828 472) | INTL +27 (0)21 4061922 | info@gsb.uct.ac.za or visit www.gsb.uct.ac.za

## VISITING PROFESSOR



Home / People / Dr Joana Vassilopoulou



### Dr Joana Vassilopoulou

Senior Lecturer in Human Resource Management

Eastern Gateway 202n

Email: [joana.vassilopoulou@brunel.ac.uk](mailto:joana.vassilopoulou@brunel.ac.uk)

Tel: +44 (0)1895 268690

Organisations and People

Brunel Business School

College of Business, Arts and Social Sciences



RSM Erasmus | Rotterdam School of Management  
Erasmus University

### Dr Joana Vassilopoulou



Lecturer

Department of Organisation and Personnel Management  
Rotterdam School of Management (RSM)  
Erasmus University Rotterdam

Connected with

- [EQUAL4EUROPE](#)
- [Erasmus Centre for Women and Organisations \(ECWO\)](#)



We have invited Dr. Joana Vassilopoulou (Brunel University UK; Rotterdam School of Management Netherlands; also Associate of the Allan Gray Centre) to be our Visiting Professor in 2021 – however, due to the Covid-19 pandemic, she was unable to come and visit, and so we are keen to see her travel down to Cape Town in 2022.

Dr. Vassilopoulou is a Senior Lecturer (Associate Professor) in HRM and Director of Equality, Diversity & Inclusion and UN PRME at Brunel Business School, Brunel University London, UK. Her research focuses on equality, diversity & inclusion, gender and ethnicity at work, migration and precarious work, from a critical and international comparative perspective.



Joana has an established academic and professional record in the field of diversity and inclusion, is frequently invited to deliver talks and she has organised and hosted the international Equality, Diversity and Inclusion (EDI) conference twice. Currently, Joana is an Editor at Work, Employment and Society (WES) Journal. From 2015 to 2020, she served as an Associate Editor of the European Management Review (EMR) and was a Board Member of the European Academy of Management (EURAM) and the UK National Representative of EURAM. She has published in edited collections and journals such as Work, Employment and Society, the European Journal of Industrial Relations, International Business Review and the International Journal of Human Resource Management.

She is an associated faculty member at the Erasmus Centre for Women and Organisations, Rotterdam School of Management, Erasmus University, Netherlands, and she previously held Visiting Professorships at Dauphine University, Paris in France, at MCI Innsbruck (Austria), and at the University of Wuppertal (Germany).

Dr. Vassilopoulou is the recipient of a visiting scholarship at Sydney University's Business School (2017); winner of the Transnational Best Paper Award at the American Academy of Management Conference (2012); and the recipient of University of East Anglia's Norwich Business School Diversity and Equality in Careers and Employment Research PhD scholarship (2007-2010).

She has a PhD in Management from Norwich Business School, University of East Anglia (UK), and holds a Social Science/Sociology degree from the University Duisburg-Essen (Germany).



## ALLAN GRAY CENTRE (AGC) PHD SCHOLARSHIPS

During 2021, the AGC Scholarships Committee (consisting of all AGC staff) initially convened to initiate a broad, competitive call for AGC PhD Scholarship applications from all interested doctoral students – the fee-covering scholarships for 2021 was valued at **ZAR 22,500-00 Rands**. The scholarships were only open to registered 2021 students who were being supervised by academics based in the Allan Gray Centre: both first year PhD students and returning PhD students registered for the full academic year (therefore those who had handed in, or were busy preparing to hand in, their final PhDs for examination for the March 2021 cut-off did not qualify). The scholarship applications were assessed by an AGC Scholarship Committee and were granted on the bases of both **academic merit** (*quality of the proposed research* for first year students and *satisfactory and appropriate progress [for the year the student was registered in]* for returning students) and **financial need** of the applicant (preference was given to full-time students, and those not working a full work week). The student applications had to provide the following: (1) a detailed CV; (2) a cover letter (no longer than 1000 words) which included a motivation for why the student should be considered for the scholarship; (3) a description detailing: for first-year students (no longer than 1-page/500 words) – what would be worked on during the first year of their study, together with a proposed timeline, and for returning students (no longer than 1-page/500 words) – a detailed progress report, also indicating what was being worked on, together with a proposed timeline. Six (6) scholarships were ultimately awarded to:

1. **Nashayal Dass** (Indian, South African male)

Topic: *“The trust development process: A longitudinal study of newcomers at the workplace”*.

2. **Wendy Sipiwe Simelane** (black African, South African female)

Topic: *“An exploratory study: Experiences of black female leaders in the energy industry”*.

3. **Jacobs Sihela** (black African, Namibian male)

Topic: *“A critical perspective on diversity & inclusion in the Namibian private corporate sector”*.

4. **Eleana Velentza** (white, Greek female)

Topic: *“Inclusion challenges of black, migrant women in South Africa at meso- and macro-level: An inductive study using hermeneutic phenomenology”*.

5. **Nerisha Maharaj** (Indian, South African female)

Topic: *“A Vedantic perspective on wholeness toward spiritual intelligence in leadership”.*

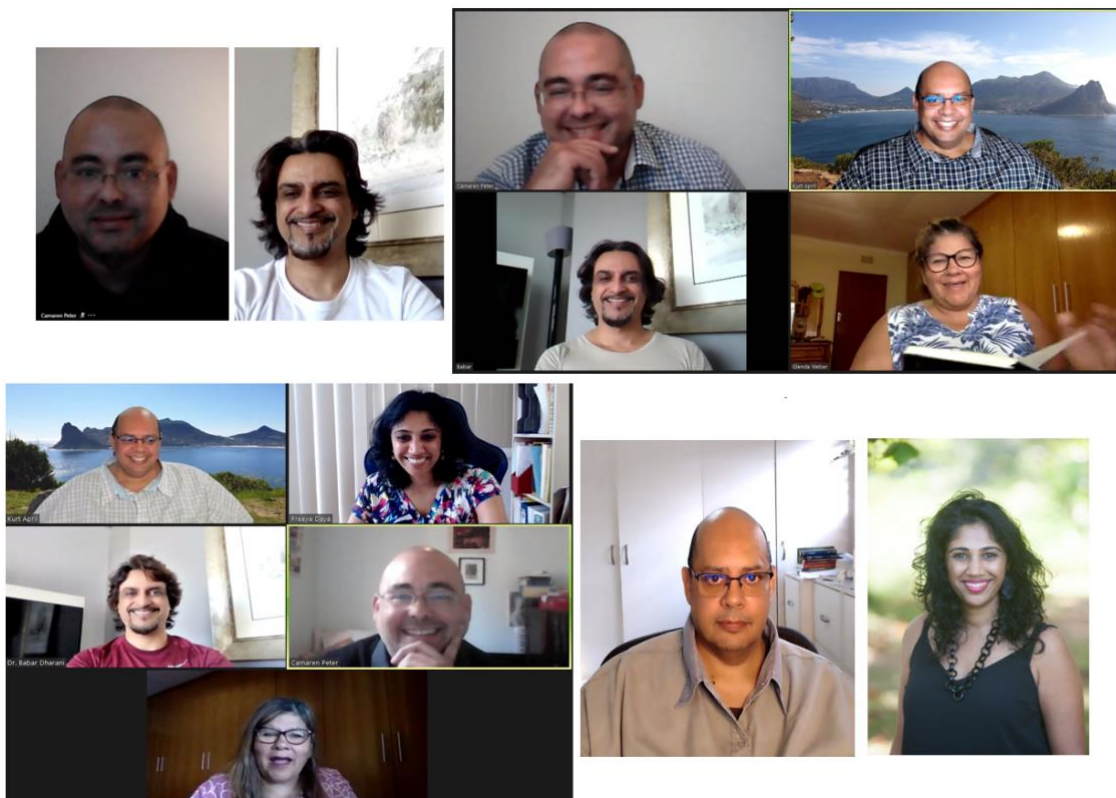
6. **Prabashnee Naidoo** (Indian, South African female)

Topic: *“The role of courageous leadership in Covid-19”.*



## AGC STAFF GET-TOGETHERS

The AGC staff were unable to physically get together, due to the Covid-19 pandemic, multiple lockdown restrictions and social distancing practices for health reasons – as a result, all of our get-togethers and communication had to take place via email, MS Teams, Zoom and WhatsApp. Despite the dire circumstances of 2021, we still managed to laugh, share personally, converse about family and about work, as well as encourage each other (even though many of us suffer from boundary management slippage and take on way too many work engagements).



I trust that the report reflects the work and efforts of the staff of the AGC, in what has been a difficult and challenging year. We hope that our work and efforts continue to shine for the Gray family as well as for the University of Cape Town, as we look forward to another year of bumper contributions in the 2022 period.