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ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2023

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ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2023

This report summarizes some of the main activities of the Allan Gray Centre (AGC) for 2023. 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 2023, 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)
- Linda Ngcobo – Administrator



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 & Morals** (set of rules/guidelines for conduct for society/organisations) (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:

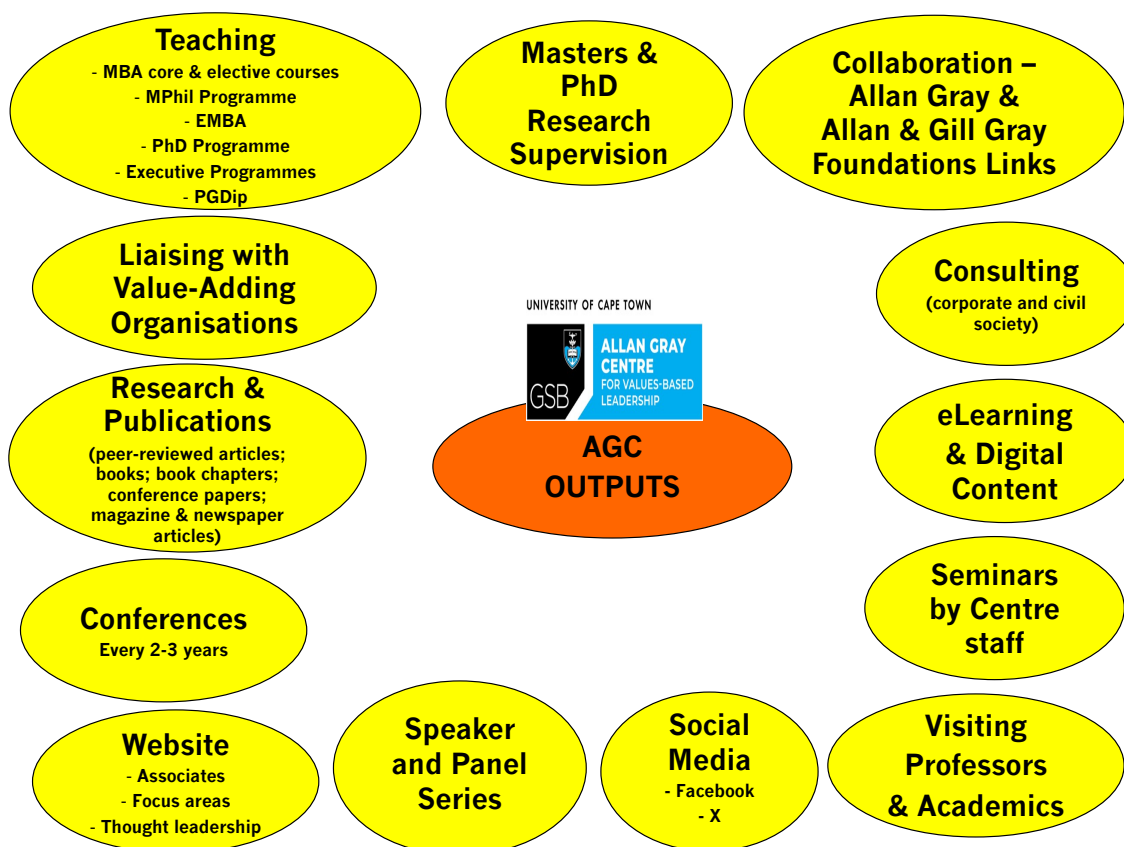
Focus 1: Progression of knowledge of the values-based leadership philosophy.

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) – DESIRED OUTPUTS



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



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1. TEACHING (2023):



The AGC touches 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, CEMS Masters in International Management (MIM), and on Executive Education programmes – the MCom in Development Finance programme was the only programme that AGC academics did not teach on in 2023. For the GSB's flagship MBA programme, AGC academics ran and taught the core Leadership: Inside Out course, Organisational Leadership and Values course, the Organisational Behaviour and People Management course, as well as the Advanced Leadership Elective ... and all of the AGC academics taught on these programmes. AGC academics also drew on their vast local and international network of individuals, in the business-, not-for-profit- and civil



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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 2024 cycle.

AGC academics, in playing roles of 'broader citizenship', have also taught and played roles with the Engineering Department at UCT (helping post-graduate, mainly Eskom-, engineers think through values-based leadership), UCT's Nelson Mandela School of Governance (South Africa), Saïd Business School, University of Oxford (UK), Université Paris-Saclay (France), IIE Vega School (South Africa), Vega School of Design (South Africa), Northwest University (South Africa), Mangosuthu University of Technology (South Africa), Durban University of Technology (South Africa), UNISA (South Africa), University of Kwazulu-Natal (South Africa), and the University of Stellenbosch (South Africa). Specifically, the following were taught at the Graduate School of Business (engagements with other institutions are listed in a separate section):

Prof. Kurt April – Courses taught at the GSB in 2023:

1. PGDip 2023.1 in Values-Based Leadership & Sustainability Module (23rd Feb 2023) – taught *Transformational Leadership* all day.
2. Modular MBA (1st Feb-18th Apr 2023), convened and taught the core *Leadership: Inside-Out* core course.
3. Lead Campus (8th Mar 2023), ran a half-day workshop on *Transformational Leadership* to visiting EMBA students from HEC Paris.
4. Full-Time MBA (28th Aug-28th Sep 2023), convened and taught the core *Leadership: Inside-Out* core course.
5. Modular MBA & Exchange Students, as well as Alumni (2nd-7th Oct 2023), taught part of the *Advanced Leadership Elective – Diversity, Equity & Inclusion Module*.
6. Principals Management Development Programme (5th Oct 2023) – taught *Transformational Leadership* all day.
7. MPhil (7th Nov 2023) – taught *Values-Based Leadership*.

Assoc. Prof. Camaren Peter – Courses taught at the GSB in 2023:

1. Modular MBA (18th July- 12 Sep 2023) – *Organisational Leadership and Values*.
2. PGDIP (7th June 2023) – *Organisational and Social Values* (all day).
3. PGDIP (22nd Feb 2023) – *Organisational and Social Values* (all day).
4. EMBA 25 (2nd March 2022) – *Furthering thinking with systems ideas* (co-lecturing half day).
5. EMBA 25 (10th March 2022) – *Course consolidation* (co-lecturing).
6. EMBA24 (15th May 2022) – *Styles of 'practice' and 'process' research projects* (co-lecturing).
7. EMBA24 (22nd May 2022) – *Research conversations* (co-lecturing half day).
8. EMBA24 (23rd May 2022) – *Ontology and epistemology, Design Science* (co-lecturing half day).
9. EMBA 25 (5th October 2022) – *Strategy Case Study on Complexity*.
10. EMBA 25 (13th October 2022) – *Consolidation and reflection* (co-lecturing).



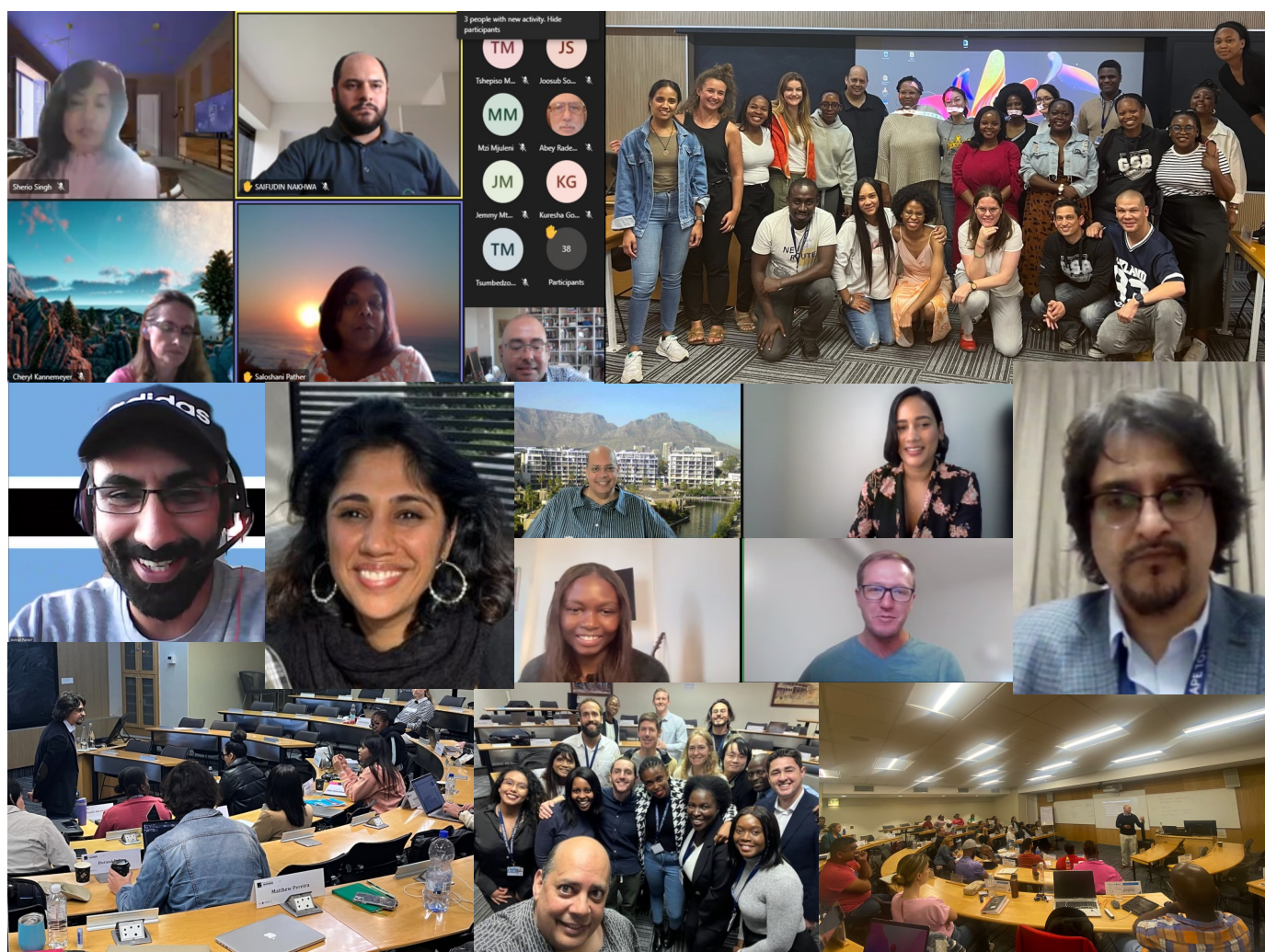
Dr. Babar Dharani – Courses taught at the GSB in 2023:

1. ExecEd (28th & 30th Nov 2023). Delivered two x 4hr lectures on: *Leading and Managing Teams: (1) Company Culture Factor*, and (2) *Organizational Change* on the Nedbank Executive Development Programme.
2. ExecEd (13th Nov 2023). Delivered a full-day lecture on: *Inclusive Leadership: Transformation and Diversity* on the Mercedes Benz Women in Leadership Programme Phase 2.
3. PGDip (10th Nov 2023). Delivered a full-day lecture on: *The Journey of Self-Leadership* on the Randwater McDonalds Manager of Managers Programme.
4. CEMS Masters in International Management (MIM) (Oct-Dec 2023), delivered a 15-credit course on: *Accounting: Financial Analysis for International Managers*.
5. ExecEd (17th Oct 2023). Delivered a 4hr lecture on: *Diversity and Inclusion: Navigating Culturalization* on the Mercedes Benz Management Development Programme.
6. Sun Yat-Sen School of Business MBA Tour (17th Oct 2023). Delivered a 2hr lecture on: *An Introduction to Justice, Equity, Diversity and Inclusion (JEDI): Education Inequality and Absorption by the Labour Market* on the Doing Business in South Africa course.
7. Modular MBA, Exchange Students, & Alumni (9th – 14th Oct 023). Convened a 5-credit elective course (15 hrs) on *Advanced Leadership – Leading Through Imperfection*.
8. Modular MBA & CEMS Master of International Management (MIM) (2nd – 7th Oct 2023). Convened a 5-credit elective course (15hrs) titled *Change Management*.
9. ExecEd (8th & 11th 2023). Delivered two x 4hr lectures on: *Company Culture Factor* on the Ambatovy ILPD programme.
10. ExecEd (3rd & 17th Apr 2023 for Cohort 1, and 25 Aug & 1 Sep 2023 for Cohort 2). Delivered two x 4hr lectures on: *Leading and Managing Teams: (1) Company Culture Factor and (2) Organizational Change* on the ABSA Transcend IMDP course.
11. MPhil (7th Nov 2023). Delivered a 2hr lecture on: *Poetic Retrospection into Unconscious Biases when Conducting Research*.
12. Modular MBA, Exchange Students, & Alumni (6th Oct 2023). Delivered a 2hr lecture on: *Accents as Identity and Accent-ism in Diversity and Inclusion* on the Advanced Leadership Elective – Diversity, Equity & Inclusion Module.
13. Modular MBA (28th Aug – 1st Sep 2023). Delivered four x 2hr lectures on the Modular MBA core Leadership course, on: (1) *Introduction to Leadership: Personal Narrative and Accountability*, (2) *Locus of control*, (3) *Transference*, and (4) *Self-Care: Happiness at Work*.
14. Full-Time MBA (31st Jan, 13th Feb, & 7th Mar 2023). Delivered 3 x 2hr lectures on the Full-Time MBA core Leadership course, on: (1) *Locus of Control*, (2) *Transference*, and (3) *Self-Care: Happiness at Work*.
15. PGDip (16th Feb, 2023). Delivered full-day sessions on: *The Journey of Self-Leadership* on the Telkom Manager of Managers Programme Cohorts 3.



Dr. Preeya Daya – Courses taught at the GSB in 2022:

1. Full-Time MBA programme – *Organisational Behaviour and People Management (Purposeful People Management)*. Nov 2022 (fourteen x 2.15hr sessions)
2. Modular MBA programme. *Organisational Behaviour and People Management (Purposeful People Management)*. July 2022 (ten x 2.15hr sessions).
3. PGDip. *Organisational Behaviour and People Management (Purposeful People Management)*. May 2022 (1,5 days).
4. PGDip. *Organisational Behaviour and People Management (Purposeful People Management)*. August 2022 (1,5 days).
5. Lead Campus. *Organisational Behavior and People Management*. August 2022 (half day).



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2. ACTING AS EXAMINERS & PROPOSAL REVIEWERS (2023):

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.** (Queen Mary University of London, UK, Supervisors: Prof. Geraldine Healy & Prof. Ahu Tatli): **PhD** – Anita Maharaj: *“Enablement and constraint in leadership achievement and practice: The case of South African black (African black, Indian and Colored – AIC) men and women”*.
2. Internal Examiner, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Babar Dharani): **MBA Dissertation** – Khaliphile Lulu Gumedze: *“Employees’ reactions to change: A study of the finance industry’s challenges with automation in South Africa”*.



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3. Internal Proposal Reviewer, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Jess Auerbach): **PhD** – Lehlohonolo Kekana: *“An ethnographic study of precarious anthropology students/graduates at three South African universities”*.
4. Internal Proposal Reviewer, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Babar Dharani): **PhD** – Eva Kanyagia: *“Leading Gen-Z: The impact of e-leadership competencies on job performance in global virtual teams”*.
5. Internal Proposal Reviewer, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Kosheek Sewchurran): **PhD** – Richard Perez: *“Recentring the practice of leadership learning”*.
6. Internal Proposal Reviewer, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Preeya Daya): **PhD** – Ndivhuwo Sivhula: *“The paradox of employee engagement: Exploring employee disengagement and performance”*.
7. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April: **Ph.D. Proposal** – Kholofelo Mothopeng: *“Passing’ to get ahead: The assimilation of whiteness by black senior executives as a means to advance and maintain successful careers”*.
8. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Jess Auerbach Jahajeeah): **Ph.D. Proposal** – Lehlohonolo Kekana: *“An ethnographic study of precarious anthropology students/graduates at three South African universities”*.
9. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisors: Emeritus Prof. Ojelanki Ngwenyama and Assoc. Prof. Jess Auerbach Jahajeeah): **MPhil Proposal** – Nomsa Makgabenyana: *“Inclusion of the informal sector in the cashless economy: Understanding the non-adoption of YOCO point of sale technology”*.
10. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Jess Auerbach Jahajeeah): **MPhil Proposal** – Rudy Oosterwyk: *“Inclusive social innovation within the context of the renewable energy landscape in South Africa”*.
11. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Cecile Feront): **MPhil Proposal** – Ashleigh Heese: *“From sports coach to socio-therapy: How do community-based coaches want to learn?”*.
12. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Cecile Feront): **MPhil Proposal** – Carey Jooste: *“Inclusive innovation ecosystems for impact”*.
13. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Cecile Feront): **MPhil Proposal** – Gladys Hlokomayo: *“In search of sustainability: Exploring the interpretation of ESG (Environmental Social Governance) by South African organisations: A case study of a South African financial services organisation”*.
14. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Sarita Seghal): **MPhil Proposal** – Landi Binza: *“Empowerment and agency among women recipients of the child support grant: An in-depth exploration of factors influencing economic, social, and psychological agency”*.

15. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Camaren Peter and Prof. Kurt April): **MPhil Proposal** – Randhir Ramharack: *“Twenty-first-century leadership in emerging markets: The development of a leadership model for South Africa”*.
16. External Examiner, **Daya, P.** (Vega School of Design, Supervisors: Dr Sean McCoy and Prof. Corne Davis): **PhD Proposal**: Wendy Mahoney: *“Exploring a new brand leadership framework to accelerate inclusive brand innovation”*.
17. External Examiner, **Daya, P.** (Northwest University, Supervisor: Prof. Prof Yvonne du Plessis): **PhD**: Mmabatho Mfikwe: *“Framing the career progression factors experienced by black African women executives in the public sector of the North-West province, South Africa”*.



3. PHD & MASTERS SUPERVISION (in 2023):

The AGC academics supervised a large number of research students, formally and informally. They also taught during the GSB PhD Research Colloquiums (PRCs), and attended, moderated, chaired sessions and reviewed proposals at the Colloquiums and attended GSB research strategy sessions and forums. Below is a list of all supervision completed by AGC academics in 2023:



PHD THESES (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** Mothopeng, K. (initiated 2023), from South Africa, **PhD**, University of Cape Town, South Africa, *"'Passing' to get ahead: The assimilation of whiteness by black senior executives as a means to advance and maintain successful careers"*.



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2. Supervisor: **April, K.** Nwuneli, N. O. (initiated 2022), from Nigeria, **PhD**, University of Cape Town, South Africa, *"Intuitive judgement among Nigerian small business owners and executives"*.
3. Supervisor: **April, K.** Toefy, R. (initiated 2022), from South Africa, **PhD**, University of Cape Town, South Africa, *"Context-relevant strategic decision-making by leaders under crises conditions"*.
4. Supervisor: **April, K.** Naidoo, P. (initiated 2021), from the United Arab Emirates, **PhD**, University of Cape Town, South Africa, *"An investigation into the exhibition of expatriate courageous leadership during the Covid-19 crises: Enriching the understanding of courageous leadership"*.
5. Supervisor: **April, K.** Keene-Young, B. (initiated 2019), from South Africa, **PhD**, University of Cape Town, South Africa, *"The influence of normative whiteness in the South African private sector"*.
6. Supervisor: **April, K.** Mbatha, S. W. (initiated 2019; handed in final dissertation Dec 2023), from South Africa, **PhD**, University of Cape Town, South Africa, *"The experiences of black female leaders in corporate South Africa"*.
7. Supervisor: **April, K.** Watson, C. (initiated 2018; graduated March 2023), from South Africa, **PhD**, University of Cape Town, South Africa, *"Understanding the under-representation of women in senior management in Africa in the context of perpetual practices of exclusion"*.
8. Supervisor: **Peter, C.** Maharaj, N. (graduated December 2023), from South Africa, **PhD**, *"A Vedantic perspective on wholeness toward spiritual intelligence in leadership"*.
9. Supervisor: **Peter, C.** Lala-Sides, K. (initiated 2021), from 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.** Lazarus, C. J. (initiated 2021), from South Africa, **PhD**, *"Social innovation-based economic ecosystems to bridge formal-informal sector dualism"*.
11. Supervisor: **Peter, C.** Engelbrecht, J. (initiated 2021), from South Africa, **PhD**, *"How to improve organisational agility through complexity leadership"*.
12. Supervisor: **Peter, C.** Sekhukune, B. (initiated 2019), from 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: LOA 2023), from 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: **Dharani, B.** Dass, N. (initiated 2018), from South Africa, **PhD**, University of Cape Town, South Africa, *"The trust development process: A longitudinal study of newcomers at the workplace"*.
15. Supervisor: **Dharani, B.** Velentza, E (initiated 2021), from 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"*.
16. Supervisor: **Dharani, B.** Kesselaar, G. (initiated 2022), from South Africa, **PhD**, University of Cape Town, South Africa, *"Deep structural analysis of human agency and planned organisational change: Applying a worldview lens to change supportive behavioural intention during a large-scale family-owned business"*.

18. Supervisor: **Dharani, B.** Kesselaar, G. (initiated 2023), Eva Kanyagia from the Kenya, **PhD**, University of Cape Town, South Africa, *"Gen-Z vs millennial workforce: Impact of e-leadership competencies on job performance in global virtual teams"*.
19. Supervisor: **Daya, P.** Komitsch, D. (initiated 2022), from Germany, **PhD**, University of Cape Town, South Africa, *"Cross-cultural leadership influences on organisational transformation: An empirical study of German companies based in South Africa"*.
20. Supervisor: **Daya, P.** Sivula, N. (initiated 2023), from South Africa, **PhD**, University of Cape Town, South Africa, *"The paradox of employee engagement – Exploring employee disengagement and performance"*.

MPHIL DISSERTATIONS (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** Mthembu, S. (initiated 2022), from South Africa, **MPhil**, University of Cape Town, South Africa, *"Investigating the phenomenon of unemployed black African youth labour market disadvantage"*.
2. Co-supervisors: **Peter, C., & April, K.** Ramharack, R. (initiated 2023), from South Africa, **MPhil**, University of Cape Town, South Africa, *"Extreme leadership: A framework for emerging markets"*.
3. Supervisor: **Peter, C.** Barends, Z. (Graduated July 2023), from South Africa, **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. (Graduated December 2022), from South Africa, **MPhil**, University of Cape Town, South Africa, *"The impact of work seeker support platforms on the development of South Africa's unemployed youth"*.
5. Supervisor: **Peter, C.** Zheng, W. (initiated 2023), from South Africa, **MPhil**, University of Cape Town, South Africa, *"Exploring the factors influencing interoperability adoption in South Africa's mobile money service provider sector"*.
6. Supervisor: **Peter, C.** Kubeka, M. (initiated 2023), from South Africa, **MPhil**, University of Cape Town, South Africa, *"Longevity of a social enterprise and its role as a social change agent in the City of Cape Town"*.
7. Co-supervisors: **Dharani, B. & Peter, C.** Ledwaba, R. (initiated 2023), from South Africa, **MPhil**, University of Cape Town, South Africa, *"Designed for exclusion: An exploratory study of women in the aviation and aerospace industry"*.
8. Co-Supervisors: **Dharani, B. & Surmeier, A.** Makuzha, T (initiated 2023) from Zimbabwe. **MPhil**, University of Cape Town, South Africa, *"Exploring the inclusivity of African sculptors in the global art market"*.
9. Supervisor: **Dharani, B.** Haffjee, N. (initiated 2023) from South Africa. **MPhil**, University of Cape Town, South Africa. *"Exploring abrupt identity change: A qualitative study of newly matriculated female youth in low-income areas of Cape Town"*.
10. Supervisor: **Dharani, B.** Mokubung, A. (initiated 2021), from South Africa, **MPhil**, University of Cape Town, South Africa, *"How do mentorship relationship expectations differ across the different generations of African black women?"*.

11. Supervisor: **Dharani, B.** Buchholz, E. (initiated 2021), from South Africa, **MPhil**, University of Cape Town, South Africa, *"Succession planning for leadership transformation in South African non-profit organisations"*.
12. Supervisor: **Daya, P.** Chirwa, B. (initiated 2022), from Zambia, **MPhil**, University of Cape Town, South Africa, *"How does Mothers' Day (menstrual leave policy) in Zambia inform the hiring and retention of female mechanical engineers in the manufacturing field?"*.
13. Supervisor: **Daya, P.** Moraoetsi Rakuoane, M. (initiated 2022), from Lesotho, **MPhil**, University of Cape Town, South Africa, *"Factors affecting the representation of women in organizations in Lesotho"*.

EXECUTIVE MBA & MBA DISSERTATIONS (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** Pearce, U. (initiated 2023), from Ireland, **EMBA**, University of Cape Town, South Africa, *"Emergent intra-organizational dynamics in a post-pandemic era"*.
2. Supervisor: **April, K.** Moodley, K. (initiated 2022), from South Africa, **EMBA**, University of Cape Town, South Africa, *"Intersectional understanding of minority, Indian female leaders in the workplace"*.
3. Supervisor: **April, K.** Rapiya, A. (initiated 2022), from South Africa, **MBA**, University of Cape Town, South Africa, *"Identity challenges related to African spirituality in the South African workplace"*.
4. Supervisor: **April, K.** Laalje, S. (initiated 2022), from South Africa, **MBA**, University of Cape Town, South Africa, *"The role of adaptive leadership in employee engagement during crises"*.
5. Supervisor: **Peter, C.** Bell, W. (initiated 2023), from South Africa, **EMBA**, University of Cape Town, South Africa, *"Ethical leadership: The conflict between sustainable leadership and leading in the age of short-termism"*.
6. Supervisor: **Peter, C.** Mynhardt, F. (initiated 2020), from South Africa, **MBA**, University of Cape Town, South Africa, *"How will semi-automation in manufacturing affect the immediate workforce: An exploratory case study in the South African context"*.
7. Supervisor: **Dharani, B.** Gumedze, L. (initiated 2023), from South Africa, **MBA**, University of Cape Town, South Africa, *"Theorizing employee reactions to automation: A study of finance industry"*.
8. Supervisor: **Daya, P.** Parker, S. (initiated 2022), from South Africa, **EMBA**, University of Cape Town, South Africa, *"Purpose beyond numbers: The challenge of employment equity and transformation initiatives"*.
9. Supervisor: **Daya, P.** Somers, M. (initiated 2022), from South Africa, **EMBA**, University of Cape Town, South Africa, *"Understanding the role leaders play in creating a human organisation"*.
10. Supervisor: **Daya, P.** Geduld, A. (initiated 2022), from South Africa, **EMBA**, University of Cape Town, South Africa, *"Exploring neurodiversity: The relationship between ADHD and procrastination"*.
11. Supervisor: **Daya, P.** Fadiran, L. (initiated 2022), from South Africa, **EMBA**, University of Cape Town, South Africa, *"Examining the trajectory of women's advancement in healthcare leadership: A comprehensive analysis of progress and impact"*.



4. MENTORSHIP (2023):



The AGC academics formally and informally mentored a number of organisational leaders, GSB colleagues and students, within the GSB (academics/PASS staff and students), and at other institutions, as well as in the broader business and not-for-profit community.

- Informal mentoring of Dr. Babar Dharani (Senior Lecturer in the Allan Gray Centre at UCT's Graduate School of Business), by **April, K.**
- Informal mentoring of Dr. Preeya Daya (Senior Lecturer in the Allan Gray Centre at UCT's Graduate School of Business), by **April, K.**



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- Informal mentoring of Dr. Lester Davids (Adjunct EMBA Lecturer at UCT's Graduate School of Business), by **April, K.**
- Informal mentoring of Nkulu Madonko (Director of Quintus Consulting & Executive/Life Coach), by **April, K.**
- Informal mentoring of Nicholas Lamohr (Director of Linchpin Project Management), by **April, K.**
- Informal mentoring of Charlton Coetzee (Engineer & UCT Engineering PGDip student, Namibia), by **April, K.**
- Informal mentoring of Mufudzi Mbakwe (UCT, GSB, MPhil student, Zimbabwe), for his speech as the first African keynote speaker at the World Federation of Chiropractic (WFC) Biennial Congress 2023 in Gold Coast Australia, by **Dharani, B.**



5. RESEARCH, PUBLICATIONS, CONFERENCES & SEMINARS (2023):

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 – listed below, for the 2023 period, are the relevant outputs from AGC academics.

The collage displays various research and publication outputs from 2023:

- Journal Articles:**
 - SOUTH AFRICAN JOURNAL OF Higher Education*: "Distributed leadership: A model for student leadership engagement" by N. Haniff and P. Daya.
 - THE SOUTHERN AFRICAN JOURNAL OF ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT*: "Is perfectionism your biggest flaw? - that doesn't impress interviewers much!" by Babar Dharani.
 - INSIGHTS FOUNDER LEADERSHIP*: "We the people have the power to forge the democracy we want — but it will require an active citizenry" by Camaren Peter.
 - GOING BUSINESS IN AFRICA*: "Can failure hold the key to success?" by Dr. Babar Dharani.
 - GOING BUSINESS IN AFRICA*: "Factors Affecting Marginalization and Discrimination of Women in Senior Leadership: An Exploration of the Manufacturing Industry in South Africa" by Chantall Syter, Preeya Daya, and Kurt April.
 - GOING BUSINESS IN AFRICA*: "LIVED EXPERIENCES OF EXCLUSION IN THE WORKPLACE" by Kurt April, Babar Dharani, and Amanda April.
 - GOING BUSINESS IN AFRICA*: "Climate change: A crisis and an opportunity for Africa" by Camaren Peter.
- Opinion Piece:** "OPINION | 'I'm a perfectionist': The cliché that doesn't impress interviewers" by Babar Dharani in *news24*.
- Book:** "The lived experiences of exclusion in the workplace: Psychological & behavioural effects" by Kurt April, Babar Dharani, and Amanda April, published by Emerald Publishing.
- Report/Article:** "Transforming the role of business in society through values-based leadership" by the Allan Gray Centre for Values-Based Leadership.
- Report/Article:** "Perceptions of Retentions and Resignations Among Race Groups: An 'Inclusive' Company Case Study" by Mucedisi Tsala, Preeya Daya, and Kurt April.
- Report/Article:** "The future of work: A hybrid work model in a public sector organisation" by Cecilia Malila, Dr Preeya Daya, Professor Geoff Bick.

BOOK:

1. **April, K., Dharani, B., & April, A. (2023).** *The lived experiences of exclusion in the workplace: Psychological & behavioural effects*. Bingley, UK: Emerald Publishing.



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CHAPTERS IN BOOKS:

1. **April, K.** (2023). Leader growth and development: Authenticity enablers and stumbling blocks. In J. Marques (Ed.), *The Palgrave handbook of fulfillment, wellness, and personal growth at work* (pp. 589-606). Cham, Switzerland: Palgrave Macmillan.
https://doi.org/10.1007/978-3-031-35494-6_31.
2. **April, K.** (2023). Foreword. In M. Özbilgin, *Diversity: A key idea for business and society* (pp. xi-xii). London, UK: Routledge.
3. Kamasak, R., Özbilgin M., **April, K.**, Yavuz, M., & Vassilopoulou, J. (2023). 'We can't go back to normal': Global value chain approach to diversity management in multinational enterprises. In C. Maheshkar, & V. Sharma (Eds.), *Handbook of research on cross-cultural business and management* (pp. 229-263). Wilmington, DE, USA: Vernon Press.
4. **Daya, P.**, & Jere, M. (2023). Communication for diversity and inclusion – A South African perspective. In L. Brennan, K. Kubacki, L. Parker, E. Chorazy, & M. Jackson (Eds.), *Beyond the dark arts – Emerging issues in social responsibility and ethics in marketing and communication* (pp. 209-226), Singapore: World Scientific.
https://doi.org/10.1142/9789811276064_0011.

ARTICLES-PAPERS (PEER-REVIEWED):

1. Taala, M., **Daya, P.**, & **April, K.** (2023). Perceptions of retentions & resignations among race groups: An 'inclusive' company case study. *Effective Executive*, 26(4), 46-87.
2. **April, K.** (2023). AI-induced solidarity economy: The need for stewardship orientation. *Effective Executive*, 26(3), 30-45.
3. Syster, C., **Daya, P.**, & **April, K.** (2023). Factors affecting the marginalization and discrimination of women in senior leadership: An exploration of the manufacturing industry in South Africa. *Effective Executive*, 26(2), 24-51.
4. Rapiya, A., **April, K.**, & **Daya, P.** (2023). Leader identity dissonance: Spirituality challenges of black African professionals in the workplace. *Effective Executive*, 26(1), 45-89.
5. Haniff, N., & **Daya, P.** (2023). Distributed leadership: A model for student leadership engagement. *South African Journal of Higher Education*, 37(4), 102-122.
<https://doi.org/10.20853/37-4-5078>.
6. Mhlongo, T., & **Daya, P.** (2023). Challenges faced by small, medium and micro enterprises in Gauteng: A case for entrepreneurial leadership as an essential tool for success. *Southern African Journal of Entrepreneurship and Small Business Management*, 15(1), 1-12.
<https://doi.org/10.4102/sajesbm.v15i1.591>

CONFERENCE PAPERS (PEER-REVIEWED):

1. Sihela, J., & **April, K.** (2023). Anticolonial solidarity and decolonial social leadership: African-centred strategies for reparation, restitution, and decolonial healing of black employees and communities. *Gender, Work and Organisation (GWO) Conference ("Marginalized gender*



- identities: How can intellectual activism transform work and organization")* (In-person). Stellenbosch University, South Africa, 28th –30th June 2023.
2. Velentza, E., & **Dharani, B.** (2023). Inclusion challenges of black, immigrant, women in South Africa: An inductive study using hermeneutic phenomenology. *Gender, Work and Organisation (GWO) Conference ("Marginalized gender identities: How can intellectual activism transform work and organization")* (In-person). Stellenbosch University, South Africa, 28th –30th June 2023.
 3. de Matos Camarinha, R., Goulding, J., & **Peter, C.** (2023). Construction sector transformation: Developing a new learning paradigm. In A. Gomes Correia, M. Azenha, P. J. S. Cruz, P. Novais, & P. Pereira. (Eds), *Trends on construction in the digital era*. ISIC 2022. Lecture Notes in Civil Engineering, Vol 306. Cham, Switzerland: Springer. https://doi.org/10.1007/978-3-031-20241-4_25
 4. Taala, M, & **Daya, P.** (2023). Exploring diversity and inclusion practice at an inclusive South African organisation. *Gender, Work and Organisation (GWO) Conference ("Marginalized gender identities: How can intellectual activism transform work and organization")* (online, synchronous). Stellenbosch University, South Africa, 28th –30th June 2023.

CASE STUDY (PEER-REVIEWED):

1. **April, K.** (2023), *Insights on founder leadership & coachability: Regenize*, Doing Business in Africa (DBIA) Cases, The Case Writing Centre, Graduate School of Business, University of Cape Town. <https://shorturl.at/fMOQZ>.
2. Malila, C., **Daya, P.**, & Bick, G. (2023), *The future of work: A hybrid work model in a public sector organisation*, The Case Writing Centre, Graduate School of Business, University of Cape Town. <https://doi.org/10.1108/CASE.UCT.2023.000001>.

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

1. **Dharani, B.** (2023). TRIBUTE: Why I became an ally? A personal awakening of the role of women in my life for the 23rd Annual Women in Business Conference on Shattering the Glass Ceiling. Women in Business Conference, South Africa, 27th October 2023 (in-person).
2. **Peter, C.** (2023). PANEL MEMBER: Data leadership. 2023 Datalytics Conference, Cape Town, South Africa, 31st August 2023 (in-person).
3. **Peter, C.** (2023). PANEL RESPONDENT: Cross-disciplinary approaches to corruption in Sub-Saharan Africa. Graduate School of Business (UCT) Hybrid Seminar with Assoc. Prof. Chris Yenkey (North Carolina University) and Hennie van Vuuren (Open Secrets), Cape Town, South Africa, 10th July 2023 (in-person).
4. **Peter, C.** (2023). ORGANISING COMMITTEE & SESSION(S) CHAIR: *Inaugural executive leadership 'doference': Executive inquiry in Africa to grow leadership understanding and impact*, Cape Town, South Africa, 18th-19th May 2023 (in-person).
5. **Peter, C.** (2023). PANEL MEMBER: Transforming the African narrative through philanthropy. *Black Philanthropy Month & African Diaspora Network & Afrigrants Foundation*, 23rd August 2023 (global online webinar).



6. **Peter, C.** (2023). PANEL MEMBER: Researching and preparing for disinformation in African elections. *Research ICT Africa*. South Africa, 16th and 17th November 2023 (in person).
7. **Daya, P.** (2023). SPEAKER: The role of strategic remuneration in driving employee engagement. *South African Reward Association Conference*, Johannesburg, South Africa, 1st-2nd November 2023 (in person)
8. **Daya, P.**, Mahoney, W., Pretorius, N. (2023). PANEL MEMBER: *Ted X Durban: The role of self-leadership in Inclusive Innovation*, Raddison Hotel Durban, South Africa, October 2023 (in-person).
9. **Daya, P.** (2023). HOST: *The role of developmental coaching in organisations*, with Janine Ahlers from the Centre for Coaching, Oyster Box Durban, South Africa, October 2023 (in-person).
10. **Daya, P.** (2023). HOST: *Towards total rewards*, with Lionel Van Schalkwyk; Willis, Tower and Watson; Lianne Booth (Achievement Awards Group), February 2023 (online).
11. **Daya, P.** (2023). HOST: *Blue collar worker wellbeing*, with Kylie Griffin (Executive Director, KZN Engineering Industries Federation), Ntokozo Ngubo (UCT GSB Alumnus), Olof Heymans (General Manager: Compensation, Fleets and Benefits, Toyota South Africa), Oyster Box, Durban, South Africa, May 2023 (in-person).
12. **Daya, P.** (2023). HOST: *Employment equity sector target feedback*, with Yolán Nagoor (Durban Chamber of Commerce) and Diana Boast (Durban Chamber of Commerce), Durban Chamber Durban, South Africa, May 2023 (in-person).
13. **Daya, P.** (2023). HOST: *Imposter syndrome*, with Dr Liziwe Masonga (Chief People Officer, Mr Price), Durban, August 2023 (in-person).

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

1. **Peter, C.** (2023). Climate change: A crisis and an opportunity for Africa, *Daily Maverick*, 25th September 2023. <https://www.dailymaverick.co.za/opinionista/2023-09-25-climate-change-a-crisis-and-an-opportunity-for-africa/>
2. **Peter, C.** (2023). We the people have the power to forge the democracy we want — but it will require an active citizenry, *Daily Maverick*, 6th March 2023. <https://www.dailymaverick.co.za/opinionista/2023-03-06-we-the-people-have-the-power-to-forge-the-democracy-we-want-but-it-will-require-an-active-citizenry/>
3. **Peter, C.** (2023). Are we seeing the rise of the right in SA? *News24*, 27th March 2023. <https://www.news24.com/news24/opinions/analysis/analysis-camaren-peter-are-we-seeing-the-rise-of-the-right-in-sa-20230327>
4. **Peter, C.** (2023). Civil society must get creative and temper adversarial advocacy with art, culture and smart comedy, *Daily Maverick*, 23rd October 2023. <https://www.dailymaverick.co.za/opinionista/2023-10-23-civil-society-must-get-creative-and-temper-adversarial-advocacy-with-art-culture-and-smart-comedy/>
5. Kapilchev, A. (2023). Transforming the role of business in society through values-based leadership (interview with **Peter, C.**), *Business Day*, 12th September 2023.

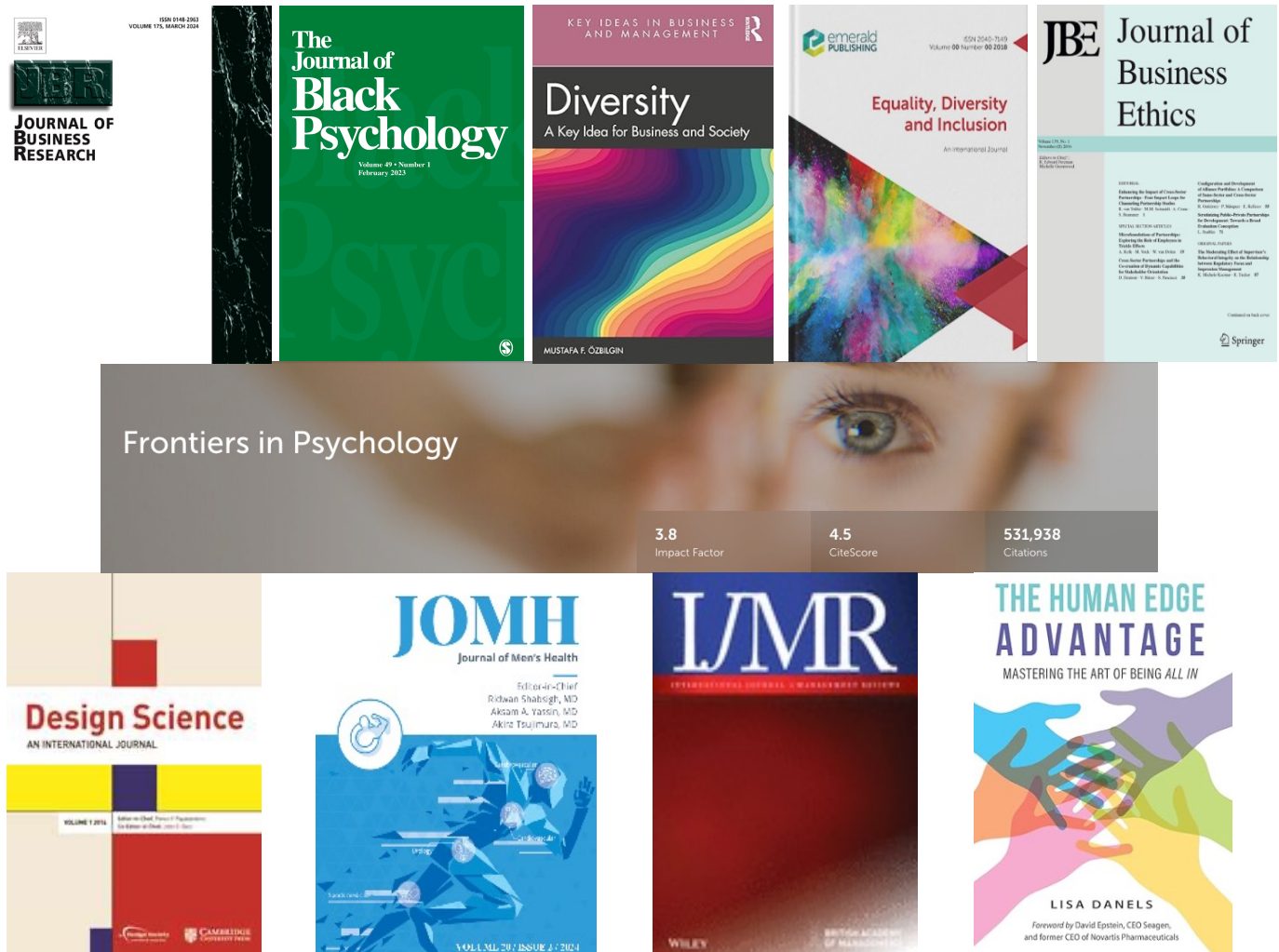
<https://www.businesslive.co.za/bd/business-and-economy/2023-12-12-native-transforming-the-role-of-business-in-society-through-values-based-leadership/>

6. **Dharani. B.** (2023). Can failure hold the key to success? *Old Mutual Resource Hub*, 31st May 2023. <https://www.oldmutual.co.za/corporate/resource-hub/all-articles/can-failure-hold-the-key-to-success/>
7. **Dharani. B.** (2023). 'I'm a perfectionist': The cliché that doesn't impress interviewers. *News24*, 3rd May 2023. <https://www.news24.com/fin24/opinion/opinion-im-a-perfectionist-the-cliche-that-doesnt-impress-interviewers-20230503>
8. **Dharani. B.** (2023). Is perfectionism your biggest flaw? That doesn't impress interviewers much! *Business Brief*, April/May 2023, 80-81. https://www.bbrief.co.za/businessbrief-april-may-2023/?fbclid=IwAR2_6wdwyJvSqT451DWiM-60tGOYzvoD09H1cOXmop_j6TyR2I6_htrT6IU
9. **Dharani. B.** (2023). Why all CEOs have a clear personal purpose? *Old Mutual Resource Hub*, March 2023. <https://www.oldmutual.co.za/corporate/resource-hub/all-articles/why-all-ceos-should-have-a-clear-personal-purpose/>



6. REVIEWS – JOURNAL ARTICLES, BOOK CHAPTERS & BOOKS (2023):

The Allan Gray Centre academics have completed a numbers of reviews for international and local journals, as well as written Forewords and Endorsements for books of international authors and academics during 2023.



- **April, K.** (2023). Journal Article Review: “Authenticity and atypicality in leadership: Can an atypical leader afford to be authentic?” *International Journal of Management Reviews* (Impact Factor: 13.32).
- **April, K.** (2023). Journal Article Review: “Ethical implications of employee and customer digital footprints: SMEs perspective”. *Journal of Business Research* (Impact Factor: 10.969).
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- **April, K.** (2023). Journal Article Review: “Exploring the dual mediating process from AI technology adoption intensity to bootleg innovation: A mixed methods design”. *International Journal of Business Ethics* (Impact Factor: 8.11).
- **April, K.** (2023). Journal Article Review: “Skin bleaching, black identity transaction and body image”. *Journal of Black Psychology* (Impact Factor: 3.681).
- **April, K.** (2023). Journal Article Review: “Organisational cultural considerations for successful product lifecycle management implementation within complex engineering programmes”. *Design Science* (Impact Factor: 3.5).
- **April, K.** (2023). Journal Article Review: “Examining the impact of gender diversity on employee performance through organisational stress in Ghana’s public hospitals: An empirical study”. *Equality, Diversity and Inclusion: An International Journal* (Impact Factor: 2.5).
- **April, K.** (2023). Journal Article Review: “Negotiating femininity and discourses of ‘courage nunder fire’ during COVID-19 pandemic: The case of female hawkers in Madina / Adenta”. *Equality, Diversity and Inclusion: An International Journal* (Impact Factor: 2.5).
- **April, K.** (2023). Journal Article Review: “Machoism of women academics in Ghana: Masculine strategies adopted by female academics to fit the academy”. *Equality, Diversity and Inclusion: An International Journal* (Impact Factor: 2.5).
- **April, K.** (2023). Journal Article Review: “Financial predictors of firms’ diversity scores: A machine learning approach”. *Equality, Diversity and Inclusion: An International Journal* (Impact Factor: 2.5).
- **April, K.** (2023). Journal Article Review: “Which microaggression hurts less? Emotional responses to microaggressions formed based on age, race and gender”. *Equality, Diversity and Inclusion: An International Journal* (Impact Factor: 2.5).
- **April, K.** (2023). Book Chapter Review: “*Researching racism in educational leadership: Reflections from a white researcher*”, for the upcoming book of Assoc. Prof. Victoria Showunmi. Institute of Education, University College London, UK.
- **April, K.** (2023). Book Review and Endorsement: “*The Human Edge Advantage: Mastering the Art of Being All In*” by Lisa Danels from Switzerland.
- **April, K.** (2023). International Society for Professional Innovation Management (ISPIM) 2023 Dissertation Awards, Australia: Reviewed and evaluated 4 PhD dissertations: (1) “Managing digital innovation in established industrial companies” (Lukas Moschko), (2) “Employee innovative behavior in public sector services” (Rebecca Mutonyi), (3) Operationalising anticipatory systems: Navigating uncertainty and ambiguity to drive innovation at the fuzzy front end” (Mattia Vettorello), and (4) “Dynamics in appropriating value from innovation and inter-organizational collaborations” (Jialei Yang).
- **April, K., Dharani, B., & Bourne, D.** (2023). Journal Articles Reviews: Reviewing of a number of articles for the Special Issue for 2024: “Identity work in coaching: New developments and perspectives for business and leader coaches and practitioners”. *Frontiers in Psychology* (Impact Factor: 3.8).
- **Dharani, B.** (2023). Journal Article Review: “That salad becomes you: Healthful eating as a manhood threat”. *Journal of Men’s Health*.

7. ALLAN GRAY SPEAKER/PANEL SERIES (2023):

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 good turnouts online when we do put on speaker evenings. Speaker events allow stakeholders to hear about the speakers' business/civil society- and personal challenges throughout their careers, and attendees can ask questions of the speakers also. In 2023, we chose to continue with online speaker events, as we were able to have speakers and online attendees from around the globe. Our speakers' series during 2023 comprised of three online events (we had to cancel one event, due to an emergency procedure of one of our invited speakers), as follows:



7th Dec 2023 – *Telling Stories That Matter*

Bianca Vermooten & Shane Vermooten (Directors, Optical Films, London, United Kingdom).



3rd August 2023 – *Unpacking the Great Man in Leadership Practice: Towards Decolonial Leadership*

Dr. Sadi Seyama (Senior Lecturer in the Education Leadership & Management Department, University of Johannesburg, South Africa).



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31st May 2023 – *Motivation Matters! Here Comes a New Model with New Research and New Applications*

Dr. Hugo Kehr (Chair: Psychology Department, Technical University of Munich, Germany).

We may shift to having just 2 (semi-annual) or 3 (max) speaker/panel series events, since there are many such events put on by the GSB, and the stakeholder database is saturated with such talks. The GSB talks happen monthly, then there are regular talks every month by a number of visiting academics, and the GSB Research Office has a monthly speaker event too.



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8. AGC LINKS WITH INDUSTRY & OTHER CENTRES/INSTITUTIONS:

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"*.



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PROF. KURT APRIL:**INDUSTRY:**

- **Schneider Electric:**
On the 11th April 2023, ran a workshop for the Senior Managers of the French engineering and technology company, Schneider Electric, on: “*Multigenerational Leadership*”.
- **Chief Learning Officer:**
Continued executing duties as a Member of the Business Intelligence Board (BIB) of *Chief Learning Officer* (USA). The BIB is a research board, and consists of senior learning and development practitioners, directors and C-suite executives.
- **Knowledge Resources (KR):**
Continued executing duties as an Advisory Board Member of *Knowledge Resources (KR)*, to help the HR Directors Community to meet their most significant professional, organisational, and societal challenges.
- **ISPIM (International Society for Professional Innovation Management):**
Over the week starting the 2nd May 2023, served as one of the panel of judges for the ISPIM doctoral dissertation awards. The ISPIM (<https://www.ispim-innovation.com/>), formed in Norway in 1983 and is one of the oldest and largest global innovation networks, comprises a community of members from research, industry, consulting and the public sector, all sharing a passion for innovation management – seeking how to successfully create new products, processes and services from ideas to stimulate economic growth and well-being.
- **Achievement Awards Group:**
Serves as a Non-Executive Director on the Board of the *Achievement Awards Group*. The company is an end-to-end rewards & fulfilment provider for clients to motivate & engage employees, channel partners, and customers through employee-centric recognition and conscious engagement.

CIVIL SOCIETY:

- **Unashamedly Ethical:**
Since June 2016 to present, served as a Global Ambassador, to: “Challenge our business-, government- and civil society leaders to stand up for ethics, values and clean living”.
- **Journal of Tropical Futures:**
As of October 2022-present, Editorial Board Member for the international, peer-reviewed journal, *Journal of Tropical Futures: Sustainable Business, Governance & Development* (SAGE Publishers and James Cook University, Singapore).
- **Palgrave Springer:**
As of May 2022-present, Series Editorial Board Member for Palgrave Springer in the USA, specifically for books on *Equity, Diversity, Inclusion and Indigenization in Business*.
- **Design Science:**
As of August 2020-present, Associate Editor for the international, peer-reviewed journal, *Design Science* (Cambridge University Press, UK – impact factor: 3.19).



- **European Management Review:**

As of July 2018-present, Editorial Board Member for the international, peer-reviewed journal, *European Management Review* (UK – impact factor: 2.33).

- **Africa Journal of Management:**

As of 2014-present, Editorial Review Board Member for the international, peer-reviewed journal, *Africa Journal of Management* (USA – impact factor: 1.61).

- **Good Governance, Ethics & Leadership:**

As of 2015-present, Advisory Board Member for the international, peer-reviewed journal, *Good Governance, Ethics & Leadership* (UK).

UNIVERSITIES & OTHER EDUCATIONAL INSTITUTIONS:

International:

- On the 2nd March 2023, ran a 2hr workshop on *Values-Based Leadership* on the Oxford EMBA Inclusive Business in Africa (IBA) Programme, at RLabs in Mitchells Plain.
- On the 22nd, 23rd, and 27th March 2023, was in meetings with executives, centre heads, and faculty of the Africa Business School in Morocco – to initiate collaboration opportunities (research and teaching).
- On the 31st March 2023, was in meetings with executive team members from the United Kingdom and India at Emeritus – to initiate potential teaching opportunities.
- On the 6th October 2023, ran a 2hr workshop on *Values-Based Leadership* on the Oxford EMBA Inclusive Business in Africa (IBA) Programme, at Workshop 17 in the V&A Waterfront.
- On the 19th October 2023, ran a 2hr workshop on *Values-Based Leadership* on the Oxford EMBA Inclusive Business in Africa (IBA) Programme, at RLabs in Mitchells Plain.

Local:

- On the 13th & 14th March 2023, ran 2 x half-day (4hr) workshops for the Post-Graduate Programme, on *Values-Based Leadership in a Technical Environment*, for the UCT Department of Mechanical Engineering.

ASSOCIATE PROF. CAMAREN PETER:

INDUSTRY:

- *Mokena Makeka, Senior Advisor to the Vice President of Academic Affairs at Cooper Union College for the Advancement of Science and Art, New York:* Advisor to Mokena Makeka who has been appointed to “advance innovation at the intersection of urgent issues, including social justice, justice ecology, inclusive economies, sustainability and climate”. Mokena is a high-profile architect that has been innovating in the area of design, built environment and architecture for the Global South, particularly Africa, for over two decades. He is currently developing an online course for the college, which Camaren is advising on and will likely teach on.



- *Ironheart:*

Ironheart is a small values-based creative agency that produces high-level creative content. It is a start-up that was supported in its inception by CABC. Acted as a strategic advisor to Ironheart and playing a key strategic role in shaping the direction of the organisation. “For good” advertising is taking hold in the advertising industry and Ironheart has already been recognised as an award-winning leader in this emerging space (see <https://iron-heart.co.za/>)

CIVIL SOCIETY:

- *Centre for Analytics and Behavioural Change (CABC NPC):*

His primary social outreach activity is through the non-profit company which he runs – the Centre for Analytics and Behavioural Change (NPC). The organization has grown its capabilities and impact in a range of areas ranging from fostering and empowering active citizenry, climate change and just energy transitions, male mental health, misogyny and gender-based violence, and media polarization. The organization started out by detecting and intervening on online mis- and disinformation, polarizing rhetoric, hate speech, incitements to violence and coordinated narrative manipulation (i.e., influence operations) but has now progressed to curating tolerant and inclusive online conversations on, typically, divisive and fraught public interest issues. It also supports civil society and other organisations (e.g., Futurelect and WWF) in their public interest messaging and campaigns.

Serves as the Director and Executive Head of the Centre for Analytics and Behavioural Change Non-Profit Company, having founded it in 2017. As of 2023, the CABC has raised over R50m over the past four years. The CABC now works closely with a range of networks e.g., Defend our Democracy in South Africa (a civil society coalition of around 70 organisations), an Energy Futures and Climate Change network (African Climate Foundation and Lewis Foundation), World Wildlife Foundation, the European Union, the German Development Cooperation (GIZ), the United Nations (UNICEF), Futurelect, Public Affairs Research Institute (PARI), a range of Community-Based Organisations, and a broad sustainability network. The CABC has a staff complement of around 25 people and 3 MBA alumni of the GSB are permanently employed by the organisation. More than 10 GSB alumni have worked in the CABC in one capacity or another since its inception. The CABC is engaged in the Digital Global Human Rights Network, chaired by Professor Mart Susi (Chair of Global Digital Human Rights), have secured Professor Herman Wasserman as a Research Associate of CABC, and Emeritus Professor Hugh Corder (Associate of the AGC) as a Special Advisor on the Constitution. The CABC is currently working to coordinate the efforts of various campaigns to boost voter registration and turnout in the lead-up to the 2024 South African national elections. An upcoming publication on susceptibility to fake news is currently in the works.

UNIVERSITIES & OTHER EDUCATIONAL INSTITUTIONS:

- Collaborating with Arnault Barichella of the Université Paris-Saclay on a global EU Horizons call for proposals. Jointly bidding for a project on Nationally Determined Contributions to the international climate change regime (under the framework of the Paris Agreement). This



project is interdisciplinary, bringing together social scientists and engineers to develop new policies, models and measurements for clean transportation at the local level.

DR. BABAR DHARANI:

- *World Wildlife Federation (WWF)*
Reviewing implementation guidelines and assistance with the execution of corruption resilience and mitigation plan, at Mdhluli Conference Centre in Skukuza, for curbing corruption as a defence against Rhino poaching with rangers of the Kruger National Park. in May 2023.

Civil Society:

- *Global Journal of Cultural Studies:*
As of 2022-present, Editorial Board Member for the international, peer-reviewed journal, *Global Journal of Cultural Studies* (Canada).

DR. PREEYA DAYA:

Industry:

- *Achievement Awards Group:*
Executive Director, where she heads the Thought-Leadership Team, at the *Achievement Awards Group* – focusing on employee engagement research. The company is an end-to-end rewards & fulfilment provider for clients to motivate and engage employees, channel partners, and customers through employee-centric recognition and conscious engagement.
- *Durban Chamber of Commerce:*
Council Member at the *Durban Chamber of Commerce*, and Chair of the Durban Chamber of Commerce HR Forum.
- *Institute of Natural Resources*
Board Member, playing an oversight role in this non-profit organisation. The organisation partners with the government, civil society, the private sector and other leading research organisations to develop cutting-edge solutions to support the resolution of natural resource challenges.

Universities & Other Educational Institutions:

- *Vega School of Design, Durban*
Council Member
- Actively collaborate with colleagues from the University of Kwazulu-Natal, Durban University of Technology, UNISA, Stellenbosch University, University of Johannesburg and Mangosuthu University of Technology.





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9. AGC ASSOCIATES (2023):

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 lecture sessions/talks/seminars on behalf of the AGC) – all of the Associates are unpaid for their collaboration. During 2023, 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 full biographies. They are (in alphabetical order of surname):



(1) **Prof. Dorota Bourne** (United Kingdom)

Professor of Leadership, Coaching and Change Management at Henley Business School, University of Reading (UK), A certified Neuro-Linguistic Programming Masters Coach, and was the AGC's Visiting Professor and AGC Speaker Series event speaker in 2019. She 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 2024; also, the three of them are co-editors of a special edition on 'Identity Work in Coaching' for the journal, *Frontiers in Psychology*.



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(2) **Emeritus Prof. Hugh Corder** (South Africa) – 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 GSB core Leadership course and the Advanced Leadership elective on behalf of the AGC.



(3) **Prof. Dion Forster** (The Netherlands) – Professor of Public Theology in the Department of Beliefs and Practices in the Faculty of Religion and Theology at Vrije Universiteit Amsterdam (The Netherlands). He delivers a number of lectures to the GSB MBAs on behalf of the AGC, acts as an external examiner, co-authored a book chapter (2020) with Prof. Kurt April on '*Religion and Diversity Management in the Southern African Context*' (Van Schaik Publishers) – which is currently undergoing a re-write, and made a chapter contribution, in Dr. Daya & Prof. April's book on *12 Lenses into Diversity in South Africa* (published in 2021).



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(4) **Emeritus Prof. Martin Hall** (South Africa) – 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, helped develop 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).



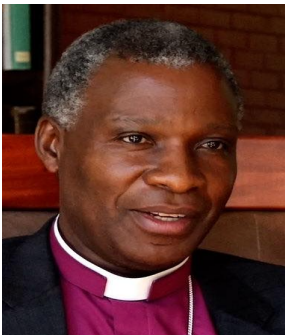
(5) **Mx. Kathy Harvey** (United Kingdom) – Deputy Dean at Saïd Business School and who leads the collaborative research, with the AGC, from the University of Oxford (UK), into Self-Care, and has also co-authored a research book entitled: *The Poetic Journey of Self-Leadership: Leadership Development 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's on their Emerging Economy Tours to South Africa.



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(6) Prof. Hugo Kehr (Germany) – Chair of Psychology, and Programme Director of the Master in Management Programme, at the Technical University of Munich (Germany). His research and work in motivational phenomena overlap with Dr. Dharani's- and Prof. April's work in motivational phenomena. He was the AGC Speaker Series event speaker in May 2023, and has a planned sabbatical/visit to the GSB and Allan Gray Centre in February 2024.



(7) Archbishop Dr. Thabo Makgoba (South Africa) – the Anglican Archbishop, conducts 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 course, as well as on the Advanced Leadership elective course.



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(8) **Dr. Sharron McPherson** (United States of America) – Adjunct Lecturer at the GSB, is a Faculty Member of Singularity University (Silicon Valley, USA), is the co-Founder & CEO of Resilience Technologies Inc, a climate tech start-up, co-Founder and Director of the Centre for Disruptive Technologies, was a Founding Board Member of the Graca Machel Trust for Women in Finance, is one of the creators of NEXUS thinking for smart city development, and sits on a number of high-level UN Committees on sustainable public-private enterprises. She is a regular guest speaker on the MBA core Leadership and Advanced Leadership elective courses.



(9) **Mx. Namhla Mniki** (South Africa) – Advisor for Women's Economic & Financial Inclusion in the Presidency of South Africa, Co-Chair of the Women's Economic Assembly, CEO of KB Media & Development Communications, 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.



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(10) **Dr. Angel Myeza** (South Africa) – Vice President: Offer Marketing for Anglophone Africa at Schneider Electric, is currently conducting research with Prof. April into *'Black Women's Bodies: Identity Formation and Its Implications'*, they have previously published internationally on *'Atypical Black Leader Emergence'*, they have co-written for academic Conferences, and she has been a regular guest lecturer on the MBA core Leadership and Advanced Leadership elective courses.



(11) **Prof. Eddy Ng** (Canada) – 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 AGC academics on global journal editorial boards, as well as encouraged proposals from AGC academics to be involved in global research projects.



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(12) **Mx. Ndidi Nwuneli** (United States of America) – President & CEO of The ONE Campaign, Executive Chair of Sahel (Nigeria), Board Member of the Rockefeller Foundation (USA), Nigerian Breweries Plc. (Heineken), Fairfax Africa Holdings (Canada), Godrej Consumer Products Ltd (India), Royal DSM Sustainability Board (Netherlands), the Young Global Leaders of the World Economic Forum (Switzerland), and the African Philanthropy Forum. She has been a Speaker on the Allan Gray Speaker Series, been a Keynote Speaker at GSB Conferences, as well as a guest lecturer on the Advanced Leadership elective course.



(13) **Prof. Mustafa Özbilgin** (United Kingdom) – Professor of Organisational Behaviour at Brunel Business School (UK), was a AGC's Visiting Professor in 2020, 2022 and in 2023, lectures GSB MBA students on the 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, has published a number of academic papers internationally with Prof. April, and is currently conducting collaborative research with Prof. Kurt April into *Precarious Work in the Gig Economy*, *Global Diversity Management*, *Care & Compassion in Capitalism*, as well as *The Underrepresentation of Women in Senior Management Roles*, and has invited AGC academics contributions to edited books and journals.





(14) **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 & Amanda April's *Leader Enhancement & Advancement Framework (LEAF)*, which all MBAs at the GSB complete as part of the core Leadership course.



(15) **Mx. Ron Schiff** – 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 *Leader Enhancement & Advancement Framework (LEAF)*, which all MBAs at the GSB complete as part of the core Leadership course.





(16) **Mx. Chwayita Shude-Mareka** – Previously Senior Vice-President and Chief People Officer at Massmart, previously was the Group Human Resources Director for Rhodes Food Group, held various roles and leadership positions at Engen Petroleum, and delivers a number of lectures and seminars on behalf of the AGC, focusing on self-leadership and personal purpose.



(17) **Dr. Joana Vassilopoulou** – a Reader (Associate Professor) in HRM and Divisional Lead of the Organisations and People Department at Brunel Business School, Brunel University London (UK), as well as the co-Founder of the Centre for Inclusion at Work (CEFI) in Greece. 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, is currently conducting research into the *Artificial Intelligence Relationship to Diversity and Inclusion* with Prof. Kurt April, and will be a Visiting Professor of the AGC in Cape Town in 2024.



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(18) **Dr. Badri Nooshin Zolfaghari** – Senior Lecturer in Organisational Behaviour at the GSB, with a specific interest in multi-level trust across cultures, 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 continues to collaborate with AGC academics on research projects and act as an internal examiner of dissertations and theses supervised by AGC academics.



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10. VISITING PROFESSORS (2023):



An Associate of the Allan Gray Centre, Prof. Mustafa Özbilgin (Brunel University, UK) visited Cape Town and combined his attendance of the Gender, Work & Organization (GWO) International Conference (held at Stellenbosch University), with being a Visiting Professor of the AGC for 2023. Prof. Özbilgin, who also visited us in 2022, is a Turkish-born British sociologist, Professor of Organisational Behaviour, was the previous Editor-in-Chief of the British Journal of Management, previous Editor for the Frontiers in Psychology- as well as Equality, Diversity and Inclusion journals, and an Editorial Board Member of AMLE and Gender, Work & Organization journals. He has invited articles from the AGC academics to the international journals he served on, also chapter



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contributions to books (he edits), and acts as an external examiner for AGC academics. While visiting, he met with the AGC academics and lectured GSB MBA students (on *understanding toxic leaders and their followers*). His trip was a successful one: we shared African inputs for his new, upcoming book on *intersectional solidarity between human diversity, biodiversity, and techno-diversity*, and we have initiated joint research with him on *self-care practices for emerging leaders, precarious work in the gig economy*, as well as *global diversity management* – hoping for publication outputs in 2024.

We have invited Dr. Joana Vassilopoulou (Brunel University UK; also Associate of the Allan Gray Centre) to be our Visiting Professor in 2024.



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11. ALLAN GRAY CENTRE (AGC) PHD SCHOLARSHIPS (2023):

During 2023, 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 2023 was valued at **ZAR 24,750-00 Rands**. The scholarships were only open to registered 2023 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 2023 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 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 500 words) – a detailed progress report, also indicating what was being worked on, together with a proposed timeline. Four (4) 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. **Eleana Velentza** (Caucasian/white, Greek female)

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

3. **Kay Lala-Sides** (Indian, South African female)

Topic: *“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”*.

4. **Demelza Komitsch** (black African, South African female)

Topic: *“Cross-cultural leadership influences on organisational transformation: An empirical study of German companies based in South Africa”*.





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12. AGC ENGAGEMENT & COMMITTEE WORK IN THE UNIVERSITY (2023):

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, CEMS Masters in International Management (MIM), and on various Executive Education programmes – the MComm in Development Finance programme was the only programme that AGC academics did not teach on in 2023. For the flagship MBA programme, AGC academics ran and taught the core Leadership: Inside Out-, 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 were also involved in/with GSB meetings (faculty meetings, imbizo meetings, programme and course meetings, and others), committee work, PhD PRCs, research seminars, as well as GSB get-togethers (work and social). AGC academics partake in a number of roles and responsibilities at the GSB, and also the broader university (UCT).



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Prof. Kurt April:

- Prof. April is the Chair & Director of the Allan Gray Centre (AGC) at the GSB – he runs the Centre full-time, set the strategy and ensure the successful achievement of the Centre’s objectives and outputs, ‘meet’ and deal with academic staff, engage our broader stakeholders outside of the GSB, represent the AGC inside the GSB, arrange the quarterly Allan Gray Speaker Series, mentor the AGC academics (as well as other GSB academics), and personally maintain and upload content to the Allan Gray Centre Facebook page.
- From Oct 2020-present, he has been a Member of the Deputy Vice Chancellor’s Inclusivity Strategy Advisory Group (ISAG) Project: “Monitoring the University’s response to issues, and implementation of appropriate interventions, in relation to: Bullying, Emotional Wellbeing, Racial and other forms of Discrimination and Harassment, as well as Advancement and Leadership”. As an Advisory Group, we meet quarterly.
- He is involved with the development of student leaders on UCT’s main campus (he runs annual evening workshops) – the programme is run by Edwina Brooks, Director of UCT Student Development in the Department of Student Affairs. Prof. April has been doing so for the last six years (with around 200-230 students per year).
- As a full Professor, he serves on the University’s Senate and, when required, on Sub-Committees (Selection Committees; Disciplinary Committees; University Redesign Panels).
- He is a member of the Commerce Faculty Board (attend meetings) and have no administrative involvement at the Faculty level.
- He serves as the Stream Convenor of the MBA Leadership & Change Stream – one of the streams which MBA students can choose, and if they wish to specialise in the elective courses: Advanced Leadership; Coaching; Negotiation; and, Change Management. His main roles and responsibilities as a Specialisation Convener are:
 - o Confirm admission of students to the specialisation (e.g., where there is an entry requirement to pass a specific course).
 - o Design the stream-specific elements of the specialisation, such as the electives on offer and any other special activities required for the stream (e.g., field trips, workshops, online elements).
 - o Approve and sign-off on research dissertation topics as being in line with the specialisation’s focus.
- He serves on the GSB’s Academic Committee, as a senior member of the GSB’s academic staff (Professor) – he contributes to Committee deliberations and plays roles on Working Sub-Committees when required.
- He serves on the GSB’s Hiring & Development Committee, which on a quarterly basis (as needed), reviews all of the GSB’s policies and procedures with respect to hiring of staff, selection committee composition, has responsibility for onboarding of new staff, links with the GSB’s Transformation Committee, oversees mentoring, creates induction documentation, and captures exit data.
- Each year, Prof. April chairs the Allan Gray Centre Scholarships Committee – as a Committee, they invite applications from GSB PhD students, evaluate the applications, and eventually award scholarships for PhD study.



Assoc. Prof. Camaren Peter:

- Assoc. Prof. Peter is a longstanding member of the Postgraduate Committee, which involves vetting and awarding dissertation grades and degrees on the MPhil, MBA and EMBA programmes. He plays a role in helping evaluate external examiner feedback, ensuring fairness to the student, and maintaining academic standards in respect of awards of grades and degrees.
- He also plays a role on the Academic Committee, participating actively in discussions regarding strategy, changes in syllabus, changes to evaluation criteria, and fostering the sense of uniqueness of the GSB faculty.
- He sits on the EMBA ACT committee, having played a key role in the original Assurance of Learning process conducted for the EMBA (he ran the EMBA Assurance of Learning Process (AOL)). With that in mind, they meet to assess student progress at regular intervals during the year.
- Assoc. Prof. Peter also participates on the EMBA Selections Committee, which involves evaluating potential students for acceptance into the programme.
- In 2023, he played a role in the AACSB accreditation process, attending and participating in both the faculty session as well as the assurance of learning session.
- He is a member of the Commerce Faculty Committee.
- In 2018, Assoc. Prof. was appointed to the University Research Committee (URC) by Senate to bring his experience with developing transdisciplinary research to the URC. The URC is engaged with setting and funding the research strategy for the University, and he plays a role in helping frame what key research directions, support structures and methodological avenues the University seeks to develop in support of actualising transdisciplinary research. The URC also plays a role in helping position and coordinate the roles of different key units (e.g., the Research Office) in the University. He also participates yearly in reviews of URC accredited Research Units, Centres and Institutes. These reviews are typically multi-year reviews and require a great deal of time to review the URC accredited Units, Centres and Institutes, typically culminating in a half-day live review of the Units with their members present.
- Assoc. Prof. Peter also sits on the Junior Research Fellowship Sub-Committee which annually evaluates applications for Junior Researcher Fellowship posts from URC accredited entities and debate and decide on who the best candidates are. The Sub-Committee then chooses the candidates that are awarded the Fellowships.

Dr. Babar Dharani:

- Dr. Dharani serves as Chair of the Post Graduate Committee (PGC), a Sub-Committee of the Academic Committee that is responsible for the approval of matters relating to research/dissertations for Professional Master's Degrees at the GSB.
- He served as a member of the Selection Committee for the:
 - o Recruitment of a Learning Support Coordinator for the MBA/PGDip programmes.



- Recruitment of Program Manager for MBA full-time and modular programmes.
- Selection of the Allan Gray Centre PhD Scholarships.

Dr. Preeya Daya:

- As a member of the GSB's academic staff, Dr. Daya serves on the GSB's Academic Committee.
- She is a member of the Post Graduate Committee (PGC).
- Dr. Daya serves on the Selection Committee which awards the Allan Gray Centre PhD Scholarships.
- She hosts the Graduate School of Business events held in Durban on a quarterly basis.



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13. AGC STAFF GET-TOGETHERS (2023):

The AGC has held three get-togethers over the reported period:

(1) on the 8th March 2023 at Stonebreakers, Marriott Breakwater Lodge at the GSB in the Waterfront (for all of the AGC academics) – conversations about ongoing academic research, projects, research supervision, and collaborations.

(2) on the 1st July 2023 at Cattle Baron, Pinelands, Prof. April and Dr. Dharani met with Prof. Mustafa Özbilgin and Dr. Shlomit Aharoni Lir, with partners, post the *Gender, Work & Organization Conference* – to reflect, in a social and relaxed setting, on some of the learnings from the Conference, as well as plan potential collaborative research projects in the near future.

(3) on the 5th December 2023 at Panchos Mexican Restaurant, Observatory, the Allan Gray Centre academics met (the invitation was for all partners, but many could not make it) for an end-of-year-and ‘taking stock’ get-together – in part, a celebration of another successful year of work, collaboration and impact.



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These get-togethers are always important (outside of University and GSB meetings, seminars, and committees), since we often work quite independently throughout the year, keeping in touch when collaborating on research or co-teaching, or during GSB or University meetings – these are usually centred around work ... so, the staff get-togethers are wonderful opportunities to get to know about each other's lives outside of the work setting, to share what we are currently passionate about and working on, to further embed our friendships/families more personally and in social settings; and, to 'blue sky' strategies, innovations, and the way forward over the next period in the year.



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14. GET-TOGETHERS WITH FUNDERS / BOARD MEMBERS (2023):

Two meetings were arranged with AGC Funders and Board Members of Allan & Gill Gray Philanthropies during 2023:

(1) on the 1st March 2023, at Tashas in Constantia (for the academics who were in Cape Town, Prof. Kurt April, Assoc. Prof. Camaren Peter and Dr. Babar Dhanai, together with the AGC Funder Trustee, Anthony Farr – CEO of Allan & Gill Gray Philanthropies);

(2) on the 20th April 2023 at Stonebreakers, Marriott Breakwater Lodge at the GSB in the Waterfront (Prof. Kurt April met with the Board members of Allan & Gill Gray Philanthropies, who had flown in from the USA, Bermuda and Rwanda, and wanted to know about the current work and measured impact of the Allan Gray Centre, as well as future projects, conferences and plans of the Centre).



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I trust that the annual report reflects the work and efforts of the Allan Gray Centre over 2023, and that the investment in the Centre has been put to good use, as we strive to make greater strides in the 2024 period.



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