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ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2024

1. Teaching	Page 4
2. Acting as Examiners & Proposal Reviewers	Page 11
3. PhD & Masters Supervision	Page 14
4. Mentorship	Page 20
5. Research, Publications, Conferences & Seminars	Page 23
6. Reviews – Journal Articles, Book Chapters & Books	Page 30
7. Allan Gray Speaker/Panel Series	Page 33
8. AGC Links with Industry & Other Centres/Universities	Page 35
9. AGC Associates	Page 45
10. Visiting Professor	Page 55
11. AGC PhD Scholarships	Page 57
12. AGC Engagement & Committee Work in the University	Page 59
13. AGC Staff Get-Togethers	Page 64
14. AGC Get-Togethers with Funders/Board Members	Page 66

ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2024

This report summarises some of the main activities of the Allan Gray Centre (AGC) for 2024. 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 2024, 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, up until end-May 2024)
- Linda Ngcobo – Administrator



Assoc. Prof. Camaren Peter



Dr. Preeya Daya



Dr. Babar Dharani



Prof. Kurt April



Linda Ngcobo

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/supervising 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:



1. TEACHING (2024):



The AGC touches base with virtually every GSB cohort of students in a teaching capacity, i.e., AGC academics taught on the MBA programmes, 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 2024. For the GSB's flagship MBA programmes, AGC academics ran and taught the core *Leadership: Inside Out* courses, the core *Organisational Leadership and Values* courses, the core *Diversity, Equity & Inclusion* courses, as well as the *Advanced Leadership* elective course ... 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 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 2025 cycle.



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Specifically, the following were taught at the Graduate School of Business (engagements with other institutions are listed in a separate section):



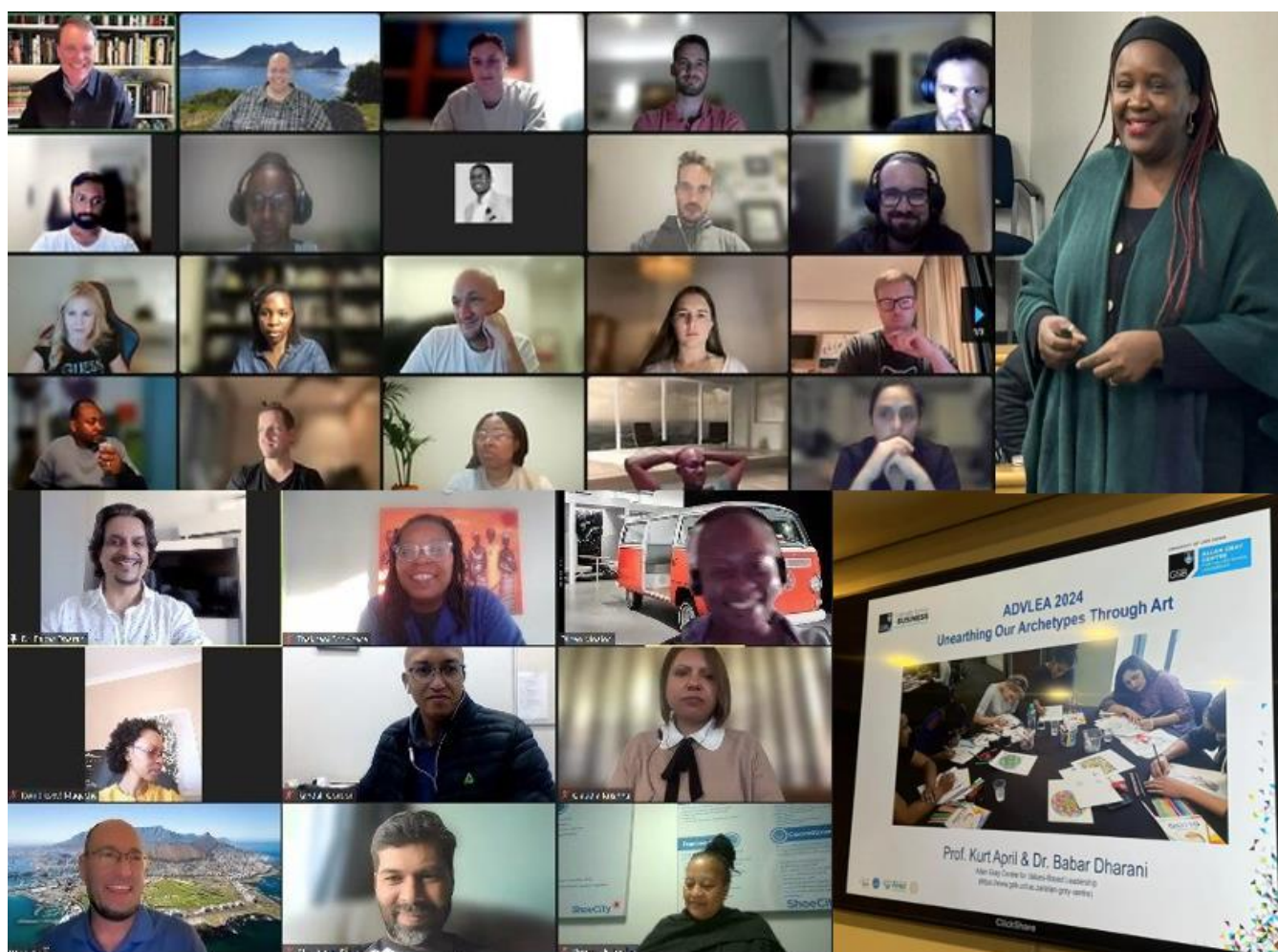
Prof. Kurt April – Courses taught at the GSB in 2024:

1. Modular MBA (5th Feb-7th May 2024), convened and co-taught the core *Leadership: Inside-Out* core course.
2. PGDip 2024.1 in the Values-Based Leadership & Sustainability Module (15th Feb 2024) – taught *Transformational Leadership* all day (8hrs).
3. Lead Campus (4th Mar 2024), ran a half-day workshop (4hrs) on *Transformational Leadership* to visiting Executive MBA students from HEC Paris.



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4. PGDip 2024.2 in the Values-Based Leadership & Sustainability Module (10th Jun 2024) – taught *Transformational Leadership* all day (8hrs).
5. Modular MBA & Exchange Students, as well as Alumni (6th-9th July 2024), taught part of the *Advanced Leadership Elective – Diversity, Equity & Inclusion Module* (14hrs).
6. Modular MBA (10th Jul-21st Nov 2024), convened and taught the core *Diversity, Equity & Inclusion* core course.
7. Full-Time MBA (12th Sep-10th Oct 2024), taught part (4 x 2hr sessions) of the core *Leadership: Inside-Out* core course (8hrs).
8. ESMT Berlin Study Tour (10th August 2024). Delivered a lecture in-person on: *Diversity, Equity & Inclusion in the SA Context* (1.5hrs).
9. UCT CAF Football Management Executive Programme (3rd September 2024). Delivered a lecture in-person on: *Leadership and Negotiation* (1.5hrs).
10. MPhil (12th Nov 2024). Delivered a lecture on: *Values-Based Leadership* (3hrs).
11. Full-Time MBA (14th Nov 2024-31st Jan 2025), convened and taught the core *Diversity, Equity & Inclusion* core course.



Assoc. Prof. Camaren Peter – Courses taught at the GSB in 2024:

1. Full-Time MBA (5th Feb-26th Mar 2024), convened and co-taught the core *Organisational Leadership and Values* core course.
2. Modular MBA (6th Aug-26th Oct 2024), convened and co-taught the core *Organisational Leadership and Values* core course.
3. PGDip 2024.1 in the Values-Based Leadership & Sustainability Module (14th Feb 2024) – taught *Organisational and Social Values* all day (8hrs).
4. W&R SETA PGDip 2024 in the Values-Based Leadership & Sustainability Module (13th May 2024) – taught *Organisational and Social Values* all day (8hrs).
5. EMBA 25 C5 Co-taught with Kosheek Sewchurran on Managing for Societal Value Module (16 May 2025) - taught *Epistemology and Ontology* single lecture (1.5 hours).
6. PGDip 2024.2 in the Values-Based Leadership & Sustainability Module (6th Jun 2024) – taught *Organisational and Social Values* all day (8hrs).
7. Joint Corporate PGDip (Telkom/BCX & Randwater) in the Values-Based Leadership & Sustainability Module (1st Aug 2024) – taught *Organisational and Social Values* all day (8hrs).
8. Telkom/BCX PGDip in the Values-Based Leadership & Sustainability Module (28th Nov 2024) – taught *Organisational and Social Values* all day (8hrs).



Dr. Babar Dharani – Courses taught at the GSB in 2024:

1. Saint Paul Escola de Negócios: Women in the Boardroom (9th Apr 2024). Delivered a lecture in person on: *Family Businesses: Challenging Bias Against Women* (1hr).
2. PGDip W&R SETA IEDP Programme (27th May 2024) Delivered three-hour online lecture on: *Leading Change: Culture and Diversity* (3hrs)
3. Modular MBA & CEMS Master of International Management (MIM) (6nd–13th Jul 2024). Convened a 5-credit elective course titled: *Change Management* (14hrs).
4. Trinity College MBA Tour (25th Jun 2024). Delivered a 2hr lecture on: *An Introduction to Justice, Equity, Diversity and Inclusion (JEDI)*, on the 'Doing Business in South Africa' course (2hrs).
5. Modular MBA & Exchange Students, as well as Alumni (9th-17th Jul 2024), taught part of the Advanced Leadership Elective – *Leading through Imperfection Module* (14 hrs).
6. W&R SETA PGDip 2024 in the Values-Based Leadership & Sustainability Module (14th May 2024) – taught *The Journey of Self-Leadership* all day (8hrs).
7. Joint Corporate PGDip (Telkom/BCX & Randwater) in the Values-Based Leadership & Sustainability Module (2nd Aug 2024) – taught *The Journey of Self-Leadership* all day (8hrs).
8. Verte Study Tour (6th Aug 2024). Delivered lecture on: *Building Relationships in Africa Through Authentic Leadership* (3hrs).
9. Full-Time MBA (2nd Sep-10th Oct 2024), convened and co-taught the *Leadership: Inside-Out* core course (28hrs).
10. CEMS Masters in International Management (MIM) (16th Sep-10th Oct 2024), delivered a 10-credit course on: *Financial Analysis for International Managers* (28 hrs).
11. Executive Education (26th Sep 2024). Delivered full-day sessions in person on: *The Journey of Self-Leadership* on the Principals Programme (8hrs).
12. Executive Education (4th & 11th Nov 2024). Delivered 2 x 4hr lectures on *Team Culture* on the Nedbank Executive Development Programme (8hrs).
13. Modular MBA (12th Sep & 3rd Oct 2024). Taught 2 x 2hr lectures on: (1) *Dimexon: Entrepreneurial Success and Female Empowerment*; (2) *Affirmative Action Alters Identity-Related Psychological Processes* for the Diversity, Equity & Inclusion core course (4hrs).
14. Full-Time MBA (14th Nov, 6th & 10th Dec 2024). Taught 3 x 2hr lectures on: (1) *JEDI – Introduction to Justice, Equity, Diversity & Inclusion*; (2) *Dimexon: Entrepreneurial Success and Female Empowerment*; (3) *Affirmative Action Alters Identity-Related Psychological Processes* for the Diversity, Equity & Inclusion core course (6hrs).
15. MPhil (15th Nov 2024). Delivered a lecture on: *Poetic Retrospection into Unconscious Biases When Conducting Research* (3hrs).
16. Telkom/BCX PGDip in the Values-Based Leadership & Sustainability Module (29th Nov 2024) – taught *The Journey of Self-Leadership* all day (8hrs).





Dr. Preeya Daya – Courses taught at the GSB in 2024:

1. Exec MBA. *Purposeful People Management*. March 2024 (half day)
2. PGDip. *Organisational Behaviour and People Management (Purposeful People Management)*. May 2024 (1,5 days).
3. PGDip. *Organisational Behaviour and People Management (Purposeful People Management)*. August 2024 (1,5 days).
4. Lead Campus. *Organisational Behavior and People Management*. August 2024 (half day).



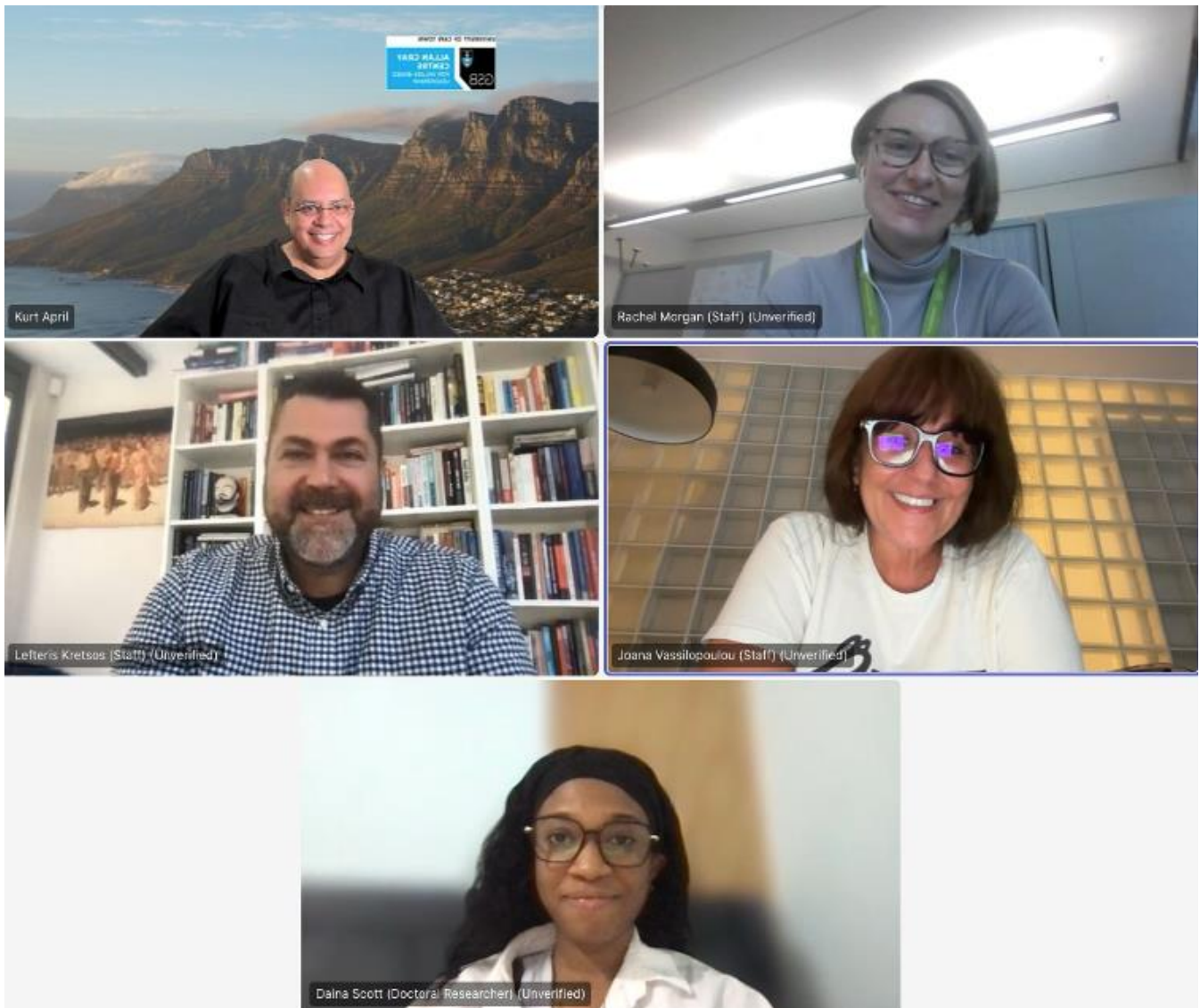
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2. ACTING AS EXAMINERS & PROPOSAL REVIEWERS (2024):

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 (locally and globally).



1. External Examiner, **April, K.** (Brunel Business School, Brunel University, London, UK, Supervisor: Prof. Joana Vassilopoulou): **PhD** – Daina Jadean Scott: *“Exploring the complexities of black academic life in the UK using Bourdieu’s theory and critical race theory”*.



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2. Internal Proposal Reviewer, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Jess Auerbach): **PhD** – Aseidas Blauvelt: *“Responsible AI adoption in Sub-Saharan Africa”*.
3. Internal Proposal Reviewer, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Jess Auerbach): **PhD** – Waseem Rawat: *“Organisational readiness for artificial intelligence in South Africa: Development and empirical validation of a construct”*.
4. Internal Proposal Reviewer, **April, K.** (GSB, University of Cape Town, South Africa, Supervisor: Dr. Babar Dharani): **PhD** – Chipso Matambo: *“Leader self-care practices for coping with leadership demands: A study of South African leaders in C-suite roles”*.
5. Internal Proposal Reviewer, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Phumlani Nkontwana): **MPhil** – Letitia Wilson: *“The ...”*.
6. Internal Proposal Reviewer, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Minga Kongo): **MPhil** – Lombe Mutomo: *“Assessing the factors influencing employability of graduates into the private sector: A case study of Kitwe”*.
7. Internal Proposal Reviewer, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Dr Zola Mahlaza): **MPhil** – Maxisole Nkumbesi: *“Exploring AI for enhanced municipality-resident communication with isiXhosa speakers in Cape Town”*.
8. Internal Proposal Reviewer, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Professor Ulrike Rivett): **MPhil** – Mughtar Parker: *“Exploring the role of black professional accountants into academic university roles: Pathways, motivations and identity”*.
9. Internal Proposal Reviewer, **Peter, C.** (GSB, University of Cape Town, South Africa, Supervisor: Professor Walter Baets): **MPhil** – Sheldon Subeb: *“Towards sustainable communities: A critical evaluation of the Daures Green Hydrogen Village Investment for social change”*.
10. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **PhD** – Kopi Sekoalia: *“Hidden barriers to success: Uncovering factors challenging the upward mobility of black African scientists toward senior leadership”*.
11. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Latif Alhassan): **PhD** – Jessica Smith: *“Risk and reward in community-led biodiversity credit projects: Insights from Southern African CBNRM pilots and comparative experiences”*.
12. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Latif Alhassan): **PhD** – Susana Adobea Yamoah: *“Insurance market development in Africa: Dynamics of pricing, liquidity creation and cost behaviours”*.
13. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Jess Auerbach Jahajeeah): **MPhil** – Kelvin Ashie: *“The impact of financial technology on healthcare outcomes for young professionals in the Greater Accra region of Ghana”*.
14. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Assoc. Prof. Jess Auerbach Jahajeeah): **MPhil** – Keletso Phiri: *“Enabling digital entrepreneurship: Challenges and opportunities for ISPs providing last-mile internet connectivity in the Gauteng township of Soshanguve”*.
15. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Emeritus Prof. Geoff Bick): **MPhil** – Machoene Hlungwane: *“Analysing literacy*

sector gaps in the Seshego circuit, Polokwane municipality: Implications and strategies for impact.”.

16. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Emeritus Prof. Geoff Bick): **MPhil** – Charlene Migwe: *“The role of digital advisory services in supporting smallholder crop farmers manage natural resources to adapt to climate change”.*
17. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Emeritus Prof. Geoff Bick): **MPhil** – Shingayi Chidawanyika: *“Assessing the implementation of instant payments systems in developing countries: The case of Sierra Leone”.*
18. Internal Proposal Reviewer, **Dharani, B.** (GSB, University of Cape Town, South Africa, Supervisor: Prof. Chris Schachtebeck): **MPhil** – Lerato Selialia: *“Exploring success strategies of emerging short-stay property entrepreneurs in Gauteng, South Africa”.*



3. PHD & MASTERS SUPERVISION (in 2024):

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 2024:



PHD THESES (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** (initiated 2024) K. Sekoaila from South Africa, **PhD**, University of Cape Town, South Africa, "*Institutional transformation: The case of the South African Medical Research Council (SAMRC)*".
2. Supervisor: **April, K.** (initiated 2023) K. Mothopeng 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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3. Supervisor: **April, K.** (initiated 2022) N.O. Nwuneli from Nigeria, **PhD**, University of Cape Town, South Africa, *"Intuitive judgement among Nigerian small business owners and executives"*.
4. Supervisor: **April, K.** (initiated 2022) R. Toefy from South Africa, **PhD**, University of Cape Town, South Africa, *"Context-relevant strategic decision-making by leaders under crises conditions"*.
5. Supervisor: **April, K.** (initiated 2021) P. Naidoo 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"*.
6. Supervisor: **April, K.** (initiated 2019; submitted final dissertation for external examination in 2024 & successfully passed – written dissertation) S.W. Mbatha from South Africa, **PhD**, University of Cape Town, South Africa, *"The experiences of black female leaders in corporate South Africa"*.
7. Supervisor: **April, K.** (initiated 2019; submitted final dissertation for external examination in 2024 & successfully passed – written dissertation and online viva defence) B. Keene-Young from South Africa, **PhD**, University of Cape Town, South Africa, *"The influence of normative whiteness in the South African private sector"*.
8. Supervisor: **Peter, C.** (initiated 2023) M. Christoffels from South Africa, **PhD**, University of Cape Town, South Africa, *"The collective, relational and adaptive aspects of digital leadership practices in the deployment of high-performance computing in South Africa"*.
9. Supervisor: **Peter, C.** (initiated 2021; submitted final dissertation for external examination in 2024) K. Lala-Sides from South Africa, **PhD**, University of Cape Town, South Africa, *"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.** (initiated 2021) J. Engelbrecht from South Africa, **PhD**, University of Cape Town, South Africa, *"How to improve organisational agility through complexity leadership"*.
11. Supervisor: **Peter, C.** (initiated 2019) B. Sekhukune from South Africa, **PhD**, University of Cape Town, South Africa, *"Understanding how transparency and collective agency impacts decision-making"*.
12. Supervisor: **Dharani, B.** (initiated 2024) C. Matambo from South Africa, **PhD**, University of Cape Town, South Africa, *"Exploring how leaders' self-care behaviours influence employee wellness: A mixed-method study"*.
13. Supervisor: **Dharani, B.** (initiated 2023) E. Kanyagia from Kenya, **PhD**, University of Cape Town, South Africa, *"Gen-Z versus millennial workforce: Impact of e-leadership competencies on job performance in global virtual teams"*.
14. Supervisors: **Dharani, B.** & Dr. Szabla, D. (initiated 2022) L.G. Kesselaar from South Africa, **PhD**, University of Cape Town, South Africa, *"The role of human agency in organisational change and innovation processes: Applying a self-cultural analysis lens of worldviews to understand behavioural intention towards change appropriation"*.
15. Supervisor: **Dharani, B.** (initiated 2018; submitted final dissertation for external examination in 2024) E. Velentza from Greece, **PhD**, University of Cape Town, South Africa, *"Inclusion"*.

challenges at the intersection of marginalised identities: A study of black, migrant women in South Africa”.

16. Supervisor: **Dharani, B.** (initiated 2018) N. Dass from South Africa, **PhD**, University of Cape Town, South Africa, *“The trust development process: A longitudinal study of newcomers at the workplace”.*
17. Supervisor: **Daya, P.** (initiated 2022) D. Komitsch 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”.*
18. Supervisor: **Daya, P.** (initiated 2023) N. Sivula 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.** (initiated 2022; submitted final thesis for external examination in 2024 & successfully passed) S. Mthembu from South Africa, **MPhil**, University of Cape Town, South Africa, *“Investigating the phenomenon of unemployed black African youth labour market disadvantage”.*



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2. Co-supervisors: **Peter, C. & April, K.** (initiated 2023) R. Ramharack from South Africa, **MPhil**, University of Cape Town, South Africa, *"Extreme leadership: A framework for emerging markets"*.
3. Supervisor: **Peter, C.** (initiated 2023) W. Zheng 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"*.
4. Supervisor: **Peter, C.** (initiated 2023) M. Kubeka 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"*.
5. Supervisor: **Peter, C.** (initiated 2024) J. Wu from the United States of America, **MPhil**, University of Cape Town, South Africa, *"Exploring the role of three urban South African 'artist' collectives in stewarding sustainability transformations towards pluriversal futures"*.
6. Supervisor: **Peter, C.** (initiated 2023) L. Strumpfer from South Africa, **MPhil**, University of Cape Town, South Africa, *"A case study testing an economic ecosystems framework to support inclusive innovation for sustainable urban development in Africa"*.
7. Supervisor: **Dharani, B.** (graduated June 2024) E. Buchholz from South Africa, **MPhil**, University of Cape Town, South Africa, *"Succession planning for leadership transformation in South African non-profit organisations"*.
8. Supervisor: **Dharani, B.** (submitted final thesis for external examination in 2024) A. Mokubung from South Africa, **MPhil**, University of Cape Town, South Africa, *"The impact of the generation gap on mentoring of black South African women"*.
9. Supervisor: **Dharani, B.** (submitted final thesis for external examination in 2024) N. Haffjee 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.** (initiated 2024) J. Erasmus from South Africa, **MPhil**, University of Cape Town, South Africa, *"Cultural revitalisation for combating gangsterism: The case of WCFNIPC as a social innovator"*.
11. Supervisor: **Dharani, B.** (initiated 2024) Z. Ngwendu from South Africa, **MPhil**, University of Cape Town, South Africa, *"Self-efficacy fragmentation across spaces: African-black youth of Joe Slovo Park working in the city"*.
12. Supervisors: **Dharani, B.** & Surmeier, A. (initiated 2023) T. Makuzha from Zimbabwe, **MPhil**, University of Cape Town, South Africa, *"Exploring the inclusivity of African sculptors in the global art market"*.
13. Supervisor: **Daya, P.** (initiated 2022) B. Chirwa 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?"*.
14. Supervisor: **Daya, P.** (initiated 2022) M. Moraoetsi Rakuoane 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.** (initiated 2024) Q. Douman from South Africa, **EMBA**, University of Cape Town, South Africa, *"Designing a playbook for newly appointed and promoted first-time managers"*.
2. Supervisor: **April, K.** (initiated 2024) B.L. Potter from South Africa, **EMBA**, University of Cape Town, South Africa, *"Navigating the impact of workplace culture, employee burnout, and organisational dynamics"*.
3. Supervisor: **April, K.** (initiated 2024) N. Mtanda from South Africa, **EMBA**, University of Cape Town, South Africa, *"Aligning supply chain management capabilities with public sector organisational strategy in South Africa"*.
4. Supervisor: **April, K.** (initiated 2023; graduated 2024) U. Pearce from Ireland, **EMBA**, University of Cape Town, South Africa, *"Emergent intra-organizational dynamics in a post-pandemic era"*.
5. Supervisor: **April, K.** (initiated 2022; graduated 2024) K. Moodley from South Africa, **EMBA**, University of Cape Town, South Africa, *"Intersectional understanding of minority, Indian female leaders in the workplace"*.
6. Supervisor: **Peter, C & Davids, L.** (graduated 2024) W. Bell 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"*.
7. Supervisor: **Peter, C.** (graduated 2024) F. Mynhardt 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"*.
8. Supervisor: **Dharani, B.** (graduated 2024) L. Gumede from South Africa, **MBA**, University of Cape Town, South Africa, *"Theorizing employee reactions to automation: A study of the finance industry"*.
9. Supervisor: **Dharani, B.** (submitted final thesis for external examination in 2024). C. Laird from South Africa, **MBA**, University of Cape Town, South Africa, *"Managing and leading high-performance virtual teams: A comparative study of eSports and business team leaders"*.
10. Supervisor: **Dharani, B.** (submitted final thesis for external examination in 2024). A. Kadir from South Africa, **MBA**, University of Cape Town, South Africa, *"Exploring the relationship between locus of control and artificial intelligence adoption: A deductive study of finance professionals"*.
11. Supervisor: **Dharani, B.** (submitted final thesis for external examination in 2024). C. Johnson from Namibia, **MBA**, University of Cape Town, South Africa, *"The impact of face-to-face versus hybrid work environments on technical skill transfer"*.
12. Supervisor: **Dharani, B.** (initiated 2024) K. Heintz from Germany, **MIM**, University of Cape Town, South Africa, *"Supporting emotional well-being of adolescents in expatriate families' during and after international relocation"*.
13. Supervisor: **Daya, P.** (initiated 2024) R. Sondag from South Africa, **EMBA**, University of Cape Town, South Africa, *"Exploring psychological safety for staff in student residences created within Higher Education"*.



14. Supervisor: **Daya, P.** (initiated 2024) C. Jansen from South Africa, **EMBA**, University of Cape Town, South Africa, *“Exploring the impact on leaders productivity and well-being in a hybrid work environment.*



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4. MENTORSHIP (2024):

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.**
- Informal mentoring of Dr. Benjamin Spatz (Senior Lecturer at UCT's Graduate School of Business), by **April, K.**



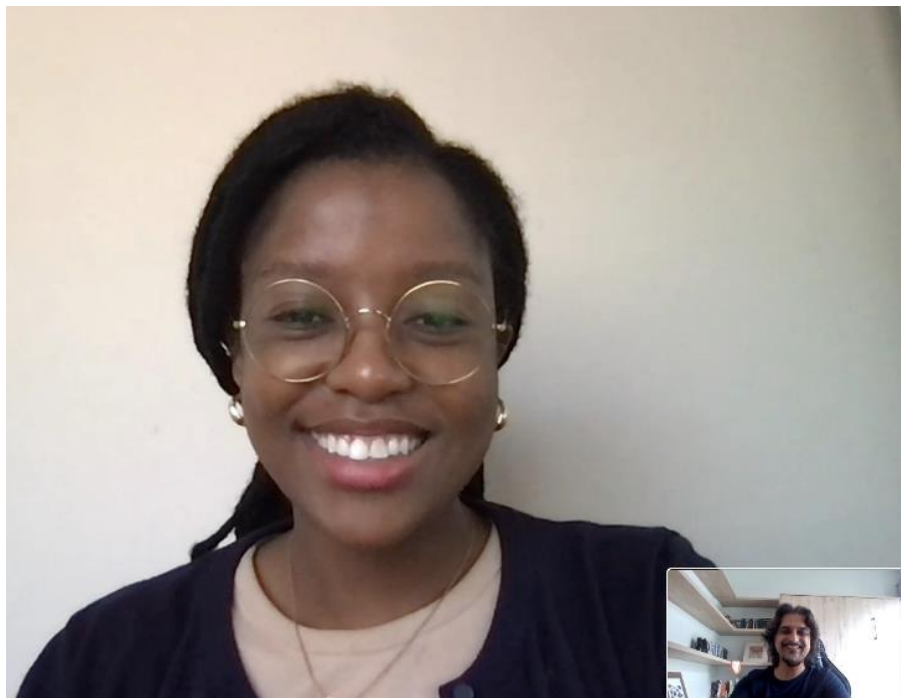
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- Informal mentoring of Dr. Anita Maharaj (Researcher at Queen Mary University of London, UK), by **April, K.**
- Informal mentoring of Sifiso Ndlovu (IT Systems Architect at ABSA), by **April, K.**
- Informal mentoring of Jerome Adams (Director: Audit & Risk at Mazars), by **April, K.**
- Mentoring of Nkulu Madonko (Director of Quintus Wealth Consulting & Executive/Life Coach), by **April, K.**
- Mentoring of Nicholas Lamohr (Director of Linchpin Project Management), by **April, K.**
- Mentoring of Terrence Lakey (Sensei & Owner of Samurai Plumstead Karate Dojo), by **April, K.**
- Informal mentoring of Rajul Grover in Thailand – drawing her in on a collaborative research project, and helping her to write for academic publication, by **April, K.**
- Informal mentoring of Ridwaan Babamia (Executive Officer, Western Cape of the Smart Office Connexion Group), by **April, K.**
- Informal mentoring of full-time MBA student, Samukelisiwe Ndlovu, by **April, K.**
- Informal mentoring of potential PhD student, Ashton Joseph (Pharmacy Supervisor: Drakenstein Sub District), in supporting the development of his PhD research concept and initial proposal, by **April, K.**
- Informal mentoring of potential PhD student, Nomatshawe Rebe (Diversity, Equity and Inclusion Lead: Woolworths Holdings), in supporting the development of her PhD research concept and initial proposal, by **April, K.**
- Informal mentoring of Ahmed Khan (MPhil Inclusive Innovation student at GSB), in supporting the development of his MPhil research concept, by **Peter, C.**
- Informal mentoring of Nontsilelela Mngqibisa (Director of Linchpin Project Management), in her PhD research into energy justice policy and institutional economics at Stellenbosch University (Centre for Sustainability Transitions), by **Peter, C.**
- Informal mentoring of Masibulele Zonyana (Director of Linchpin Project Management), in developing and submitting his application for PhD study at the GSB (his application has been accepted), by **Peter, C.**
- Informal mentoring of Nicky Prinz (Zondo Commission Senior Researcher and ex-National Treasury nuclear deal whistleblower), in her efforts to establish and fund a new non-profit



organisation titled 'Big Red Flag' that enables assessment of, and assesses the extent of involvement in, grand corruption (i.e., state capture) in companies and state-owned entities in SA (project has now been funded and is being hosted by the Institute for Security Studies), by **Peter, C.**

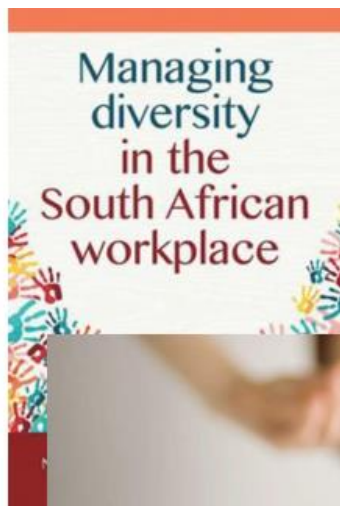
- Formal mentoring of Laura Höpfl (PhD Candidate, University of Stuttgart), in her PhD research by hosting her at the GSB for 3 months in 2024 and supporting the development of a co-authored journal paper from her research (which is now been submitted to the journal: Scientific Reports), by **Peter, C.**
- Informal mentoring of Barbara Nussbaum (Founder of 'Finding Us in Music', researcher and co-author of the book: *Personal Growth, African Style*, and Honorary Research Affiliate Kaplan Centre for Jewish Studies, UCT University of Cape Town.), in supporting her research into collective trauma and bridge-building through leveraging complexity theory (we have now moved beyond mentoring and have begun collaborating), by **Peter, C.**
- Mentoring of AGC Postdoctoral Fellow, Dr. Lonwabo Makapela, by **Dharani, B.**
- Informal mentoring of PhD student, Jacus Engelbrecht, who shared his findings to date about the process of developing 'agility' in financial institutions, by **Dharani, B.**



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5. RESEARCH, PUBLICATIONS, CONFERENCES & SEMINARS (2024):

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 2024 period, are the relevant outputs from AGC academics.



Smile 90.4FM: Digital Activism and Disinformation

Camaren Peters joins Benito Vergoline on Smile 90.4FM to talk about Digital Activism and Disinformation. They discuss the collusion between digital activism and disinformation, examining how it challenges democracy and reshapes modern activism.



Frontiers | Editorial: Identity work in coaching: new developments and perspectives for business and leadership coaches and practitioners



8 - Precarious Work in the Gig Economy

Diversity, Race and Indigeneity Lenses

Published online by Cambridge University Press: 01 February 2024

By Kurt April

Edited by Elina Meliou, Joana Vassilopoulos and Mustafa F. Ozbilgin

Chapter

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Exploring the Interplay Between Self-Talk and Leadership

Geoffrey Hickley* and Kurt April**

Our Burning Planet: Rangers – heroes or villains?

Afternoon Drive with John Maytham

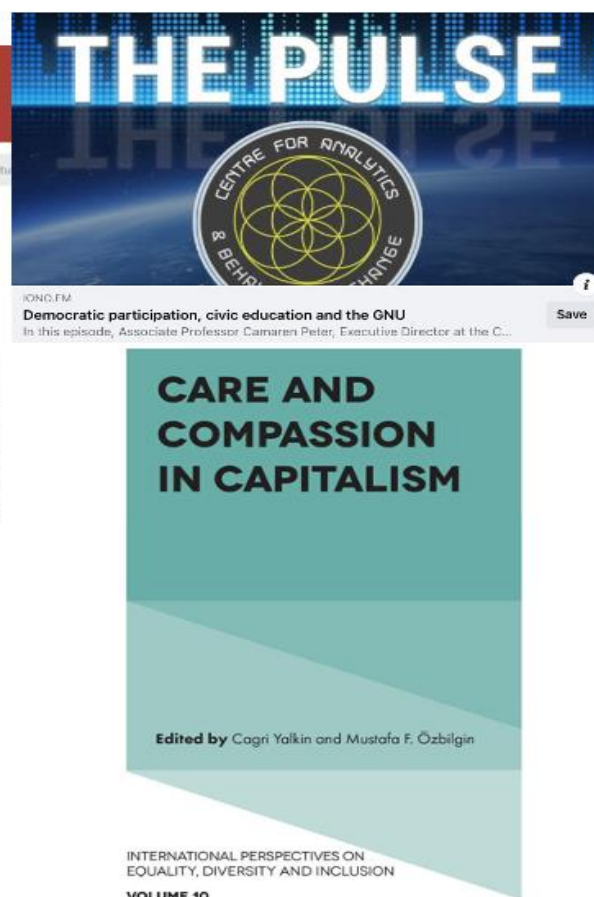
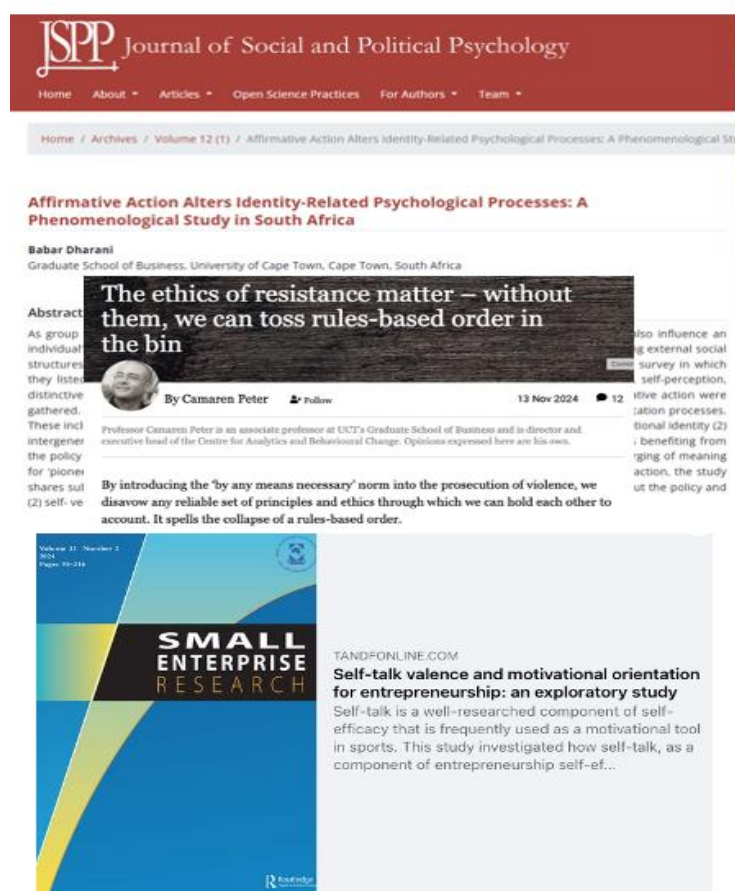
Dr. Babar Dharani, Senior Lecturer at the Allan Gray Centre for Values-Based Leadership at the Graduate School of Business, joins John Maytham on the Afternoon Drive show to discuss the complex issues of our game rangers at the Kruger National Park – Are they heroes or villains?



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CHAPTERS IN BOOKS:

1. **April, K.** (2024). Precarious work in the gig economy: Diversity, race & indigeneity lenses. In E. Meliou, J. Vassolopoulou, & M. F. Özbilgin (Eds.), *Diversity and precarious work during socio-economic upheaval: Exploring the missing link* (pp. 137-162). London: Cambridge University Press.
2. **April, K.**, & Forster, D. (2024). Spirituality, religion, diversity & inclusion. In M. N. Carrim & L. Moolman (Eds.), *Managing diversity in the South African workplace* (pp. 113-140). Pretoria: Van Schaik Publishers.



ARTICLES-PAPERS (PEER-REVIEWED):

1. **April, K.**, & Motlanthe, M. (2024). Complicating workplace cultural constructs – Part I. *Effective Executive*, 27(4), 63-84.
2. Davids, L., **April, K.**, & Grover, R. (2024). Leading change in and through crises: An entrepreneurship-as-practice framework. *Effective Executive*, 27(3), 45-82.



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3. Hickley, G., & **April, K.** (2024). The utilization of self-talk in leadership. *Effective Executive*, 27(2), 26-48.
4. Bourne, D., **April, K.** & **Dharani, B.** (2024). Editorial: Identity work in coaching: New developments and perspectives for business and leadership coaches and practitioners. *Frontiers in Psychology*, 15(1517877), 1-3. <https://doi.org/10.3389/fpsyg.2024.1517877> (impact factor: 2.89)
5. **Dharani, B.**, Witbooi, E. & **April, K.** (2024). Self-talk valence and motivational orientation for entrepreneurship: An exploratory study. *Small Enterprise Research*, 1(1), 1-17. <https://doi.org/10.1080/13215906.2024.2399509> (impact factor 2.28)
6. **Dharani, B.** (2024). Fluidity of social identities: Implications for applying intersectionality. *Equality, Diversity, and Inclusion: An International Journal*. Ahead of print, <https://doi.org/10.1108/EDI-06-2022-0151/full/html> (impact factor 2.69)
7. **Dharani, B.** (2024). Affirmative action alters identity-related psychological processes: A study using hermeneutic phenomenology in South Africa. *Journal of Social and Political Psychology*, 12(1), 89-107. <https://doi.org/10.5964/jspp.11481> (impact factor: 2.10)
8. Proches, C. G., **Daya, P.**, Strayer, J., Leask, C., Mngadi, N., de Lange, C., & Gunnlaugson, O. (2024). Exploring the role of dynamic presencing in a group coaching training context for fostering transformative leadership development in disruptive times. *Frontiers in Psychology*, 15(1352828). <https://doi.org/10.3389/fpsyg.2024.1352828>

CONFERENCE PAPERS (PEER-REVIEWED):

1. Toefy, R., & **April, K.** (2024). A gendered perspective on context-relevant strategic decision-making by leaders under crises conditions. *Equality, Diversity & Inclusion (EDI) Conference* (Theme: “Gender equality across the gender spectrum”) (in-person). Universidad de Sevilla, Seville, Spain, 27th –29th May 2024.

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

1. **April, K.** (2024). SPEAKER: Values-Based Leadership, for the *Allan Gray Australia Pty Ltd: Financial Advisers Cape Town Tour*. 16th October 2024 (in-person).
2. **April, K.** (2024). SPEAKER: Inclusive Leadership: A DEI Perspective, for the *Allan & Gill Gray Philanthropy Leadership Academy Launch*. 29th August 2024 (online).
3. **April, K.** (2024). SPEAKER: Inclusive Leadership in Southern Africa: Cognisance of Decolonial and Contextual Challenges for *Durham University's Global Week*. Durham Business School, United Kingdom, 28th February 2024 (online).
4. **Peter, C.** (2024). PANEL RESPONDENT: Reviewer and commentator on Dr. Jean Boulton's new book: *The Dao of Complexity*, in a dialogue between Boulton and Dr. Sharon Varney (author of the book: *Leadership in Complexity and Change*). *Complexity in Action Seminar*, Henley Business School (host), South Africa, 11th Nov 2024 (online).
5. **Peter, C.** (2024). PANEL MEMBER: Innovation Ecosystems for Just and Sustainable African Cities: From Theory to Practice. *2024 Rise Africa Conference*, ICLEI Africa/African Centre for Cities UCT, Cape Town, South Africa, 23rd May 2024 (online).



6. **Peter, C.** (2024). PANEL CHAIR: Leading with Values in Retail. *Local Virtual Immersion Round Table*, Executive Education, GSB, UCT, Cape Town, South Africa, 23rd May 2024 (online).
- a. **Peter, C.** (2024). SPEAKER: Leading with Values! (Implications for Organising and Policing). *DKNG Hotspot Policing Evaluation Workshop*, Institute for Security Studies & Hans Seidel Foundation, The Rockefeller Hotel, Cape Town, South Africa, 18th September 2024 (in-person).
7. **Daya, P.** (2024). HOST: *Bullying and Harassment at Work*, with Ashlesha Singh, Penny Milner Smyth and Ntokozo Mngadi. Durban Chamber of Commerce (online).
8. **Daya, P.** (2024). HOST: *Dare to be Real: The Uncomfortable Path to Authentic Leadership*, with Prof. Kosheek Sewchurran and Dr. Liziwe Masonga. October 2024. Oyster Box Durban (in-person).
9. **Daya, P.** (2024). KEYNOTE SPEAKER: *Exploring a Journey Beyond Fear*. RCL Women's Day event. September 2024 (online).
10. **Daya, P.** (2024). KEYNOTE SPEAKER: *Navigating Beyond Gender Discrimination*. Spar Women's Day Event, September 2024. Spar KZN Head Office (in-person).
11. **Daya, P.** (2024). HOST: *Neurodiversity at Work*, with Kate Wardle and Alex Pryor. July 2024 (online webinar).
12. **Daya, P.** (2024). HOST: *Enhancing People Outcomes Through AI*, with Kiveshan Moodley from Workday and Mark Collet from Derivco. May 2024. Durban Chamber of Commerce. Oyster Box Durban (in-person).
13. **Daya, P.** (2024). HOST: *Understanding 2024 Employment Equity Sector Targets*, with Michelle Naidoo from MN Associates. April 2024. Durban Chamber of Commerce (in-person).

Leading Change In and Through Crises: An Entrepreneurship-as-Practice Framework

Lester Davids*, Kurt April** and Rajul Grover***



PURPOSE-LIVED, conversations with Gia Whitehead, TSIBA Co-Founder and Chair

PURPOSE-LIVED, Camaren Peter in conversation with Gia Whitehead, TSIBA Co-Founder and CEO

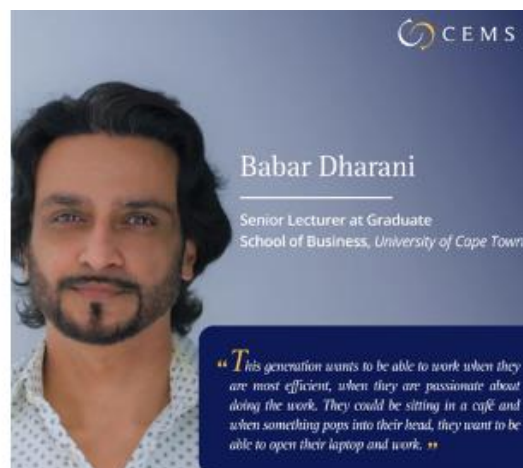
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OP-EDS/CONTEMPORARY MEDIA (NON- PEER-REVIEWED):

1. **Kapilechev, A.** (2024). Transforming the role of business in society through values-based leadership (interview with **Peter, C.**), *GSB Ideas Exchange, Leadership and Ethics*, 12th December 2023. <https://www.gsb.uct.ac.za/ideas-exchange/leadership-and-ethics/cpybl-1>
2. **Kapilechev, A.** (2024). The evolution of values-based leadership (interview with **Peter, C.**), *Business Day*, 24th February 2024. <https://www.businesslive.co.za/bd/business-and-economy/2024-02-26-native-the-evolution-of-values-based-leadership/>
3. **Peter, C.** (2024). Profound democratisation of communications is unfolding, sparking a culture war with an uncertain ending, *Daily Maverick*, 18th September 2024. <https://www.dailymaverick.co.za/opinionista/2024-09-18-profound-democratisation-of-communications-is-unfolding-sparking-a-culture-war-with-an-uncertain-ending/>



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3. **Peter, C.** (2024). The ethics of resistance matter – without them, we can toss the rules-based order in the bin, *Daily Maverick*, 13th November 2024.
<https://www.dailymaverick.co.za/opinionista/2024-11-13-the-ethics-of-resistance-matter-without-them-we-can-toss-rules-based-order-in-the-bin/>
4. Gastrow, V. & **Peter, C.** (2024). Xenophobia overshadows Terbufos crisis., *News24*, 29th November 2024. <https://www.news24.com/news24/opinions/fridaybriefing/vanya-gastrow-and-camaren-peter-xenophobia-overshadows-terbufos-crisis-20241128>
5. **Peter, C.** (2024). The cynics guide to values-based leadership, *Old Mutual*, October/November 2024. Print publication.
6. **Peter, C.** (2024). South Africans being tricked by online disinformation networks, *The Issue with Dan Corder* (podcast), 2nd February 2024.
<https://www.youtube.com/watch?v=DBb1Vy822qc> (full interview on Patreon:
<https://www.patreon.com/TheIssuewithDanCorder>).
7. **Peter, C.** (2024). PURPOSE-LIVED, Camaren Peter in conversation with Gia Whitehead, TSIBA Co-Founder and CEO, PURPOSE-LIVED, conversations with Gia Whitehead, TSIBA Co-Founder and Chair (podcast), 22nd May 2024.
<https://www.tsibapodcasts.co.za/1950420/episodes/15114653-purpose-lived-camaren-peter-in-conversation-with-gia-whitehead-tsiba-co-founder-and-ceo>
8. **Peter, C.** (2024). Democratic participation, civic education and the government (GNU) – with Wellington Radu of Futurelect, *The Pulse* (podcast), 21 June 2024.
<https://cab.org.za/democratic-participation-civic-education-and-the-gnu/>
9. **Peter, C.** (2024). Camaren Peter was interviewed by Benito Vergotine on the democratisation of communications and its implications, *Smile FM* (live radio), 19th September 2024. <https://cab.org.za/smile-90-4fm-digital-activism-and-disinformation/>
10. **Dharani, B.** (2024). Falling for fake news? Why you should ask a GenZ for help. *News24*, 6th Oct 2024. <https://www.news24.com/fin24/opinion/opinion-falling-for-fake-news-why-you-should-ask-a-gen-z-for-help-20241006>
11. **Dharani, B.** (2024). Our burning earth: Rangers – heroes or villains? *Cape Talk*, 26th July 2024. <https://www.primediaplus.com/our-burning-planet-rangers-heroes-or-villains/>
12. **Dharani, B.** (2024). Shades of grey – rethinking the heroes and villains in the war on rhino poaching. *Daily Maverick*, 25th July 2024. <https://www.dailymaverick.co.za/article/2024-07-25-rangers-rethinking-the-heroes-and-villains-in-rhino-poaching-war/>
13. **Dharani, B.** (2024). A career beyond wages. *CEMS Report 6: The Future Forward Workforce: What Young People Want from the New World of Work*. 19th June 2024, 18-20.
https://issuu.com/cems/docs/cems_report_6

WILD ASSUMPTIONS OP-ED

Shades of grey — rethinking the heroes and villains in the war on rhino poaching



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OPINION STA

Profound democratisation of communications is unfolding, sparking a culture war with an uncertain ending



By Camaren Peter

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18 Sep 2024

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Professor Camaren Peter is an associate professor at UCT's Graduate School of Business and is director and executive head of the Centre for Analytics and Behavioural Change. Opinions expressed here are his own.

While the "new left" has long celebrated the transformative potential of the digital realm, what has probably come as a considerable shock to the left is how effectively the far right has mobilised these potentials to their benefit instead.

The current issue and full text archive of this journal is available on Emerald Insight at:
<https://www.emerald.com/insight/2040-7149.htm>

Fluidity of social identities: implications for applying intersectionality

Babar Dharani

Graduate School of Business, University of Cape Town, Cape Town, South Africa

Equality,
Diversity and
Inclusion: An
International
Journal

Received 14 June 2022
 Revised 27 July 2024
 Accepted 27 July 2024

Abstract

Purpose – Intersectionality addresses complex avenues of oppression that emanate at the intersections of one's identities. However, the intersectional framework assumes static identities, which are increasingly being acknowledged for their fluidity. This research explored the extent of the fluidity of social identities to draw implications for the application of the framework in research.

Design/methodology/approach – 27 participants from a post-graduate elective course on diversity and inclusion identified their significant social identities, and submitted a write-up using hermeneutic phenomenology in which the participants shared their lived experiences of the fluidity of their social identities in different spaces they occupy or find themselves in.

Findings – Fluidity-triggering stimuli in different environments and their associations with identity-related motives were uncovered using thematic analysis. Stimuli operating at micro-, meso- and macro-levels rationally explained identity fluidity. However, in addition to types, intensity and frequency of stimuli, psychological factors, such as identity status, were decisive in determining the degree of generalization of stimuli across individuals and spaces that significantly influenced identity fluidity.

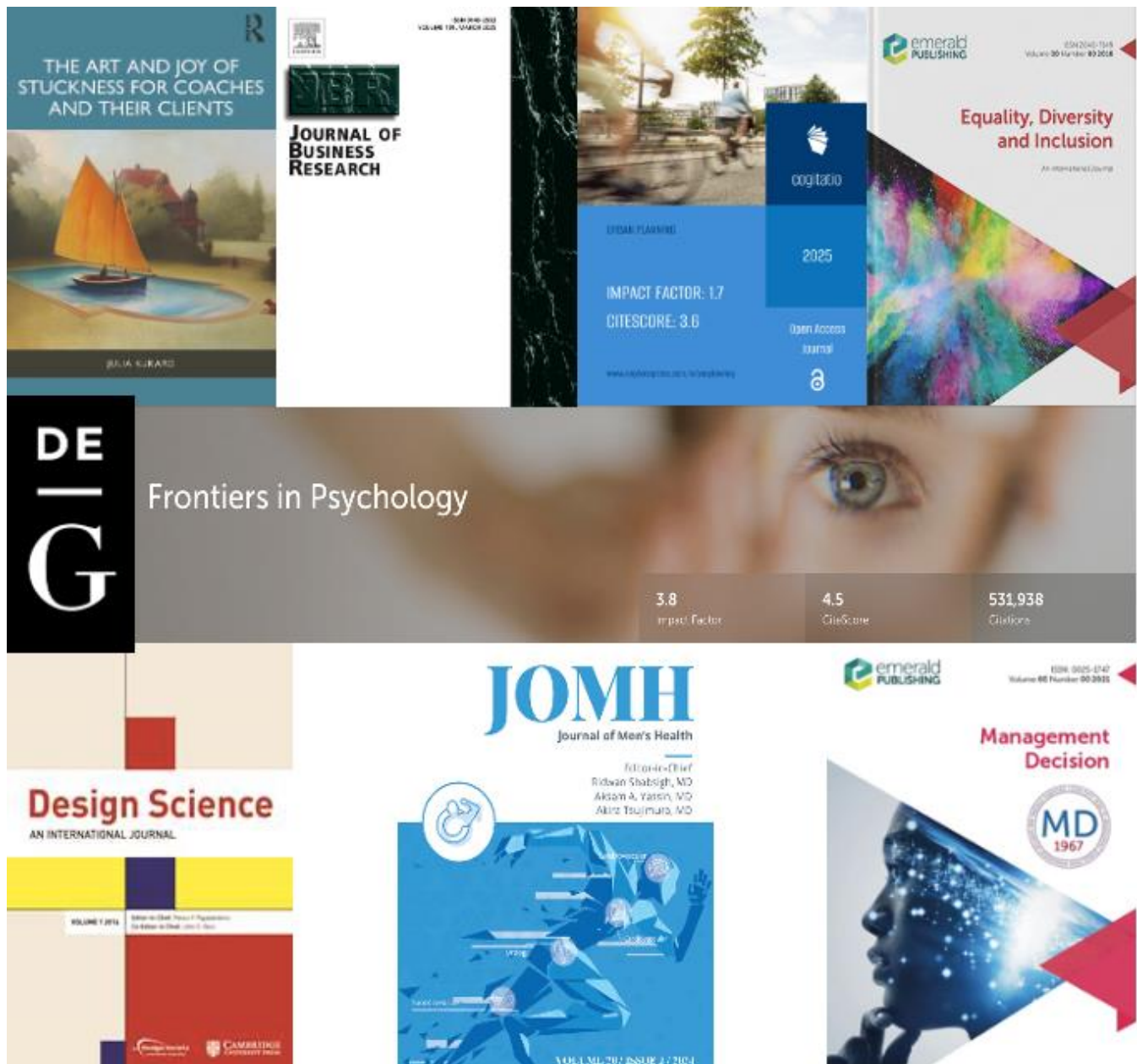
Originality/value – This research explored the extent of the fluidity of social identities to draw implications for the application of the intersectional framework in research. The findings contribute to future research by identifying limitations of the intersectional framework based on the fluidity of social identities arising from environmental stimuli that operate at micro-, meso- and macro-levels, and the extent of psychological generalization of these stimuli across spaces.

Keywords Behaviourism, Identity-related motives, Identity statuses, Safe spaces, South Africa
Paper type Research paper



6. REVIEWS – JOURNAL ARTICLES, BOOK CHAPTERS & BOOKS (2024):

The Allan Gray Centre academics have completed a number of reviews for international and local peer-reviewed journals, as well as provided feedback of book proposals for publishers and written endorsements for books of international authors and academics during 2024.



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1. **April, K.** (2024). Book Proposal Review: *Handbook of Inclusive Leadership* by Dr. Juliet Bourke and Prof. Mustafa Özbilgin, on behalf of De Gruyter Publisher in Germany.
2. **April, K.** (2024). Book Proposal Review: *Authentic Leadership Development: A Framework and Interventions Using Personal Construct Theory* by Dr. Alessia Raneieri & Prof. Dorota Bourne, on behalf of De Gruyter Publisher in Germany.
3. **April, K.** (2024). Book Review and Endorsement: “*STUCK: The art and joy of stuckness for coaches and their clients*” (Routledge, UK) by Dr. Julia Kukard from South Africa.
4. **April, K.** (2024). Journal Article Review: “Investigating the impact of agriculture on sustainable cities: A case study of Zambia”. *Design Science* (impact factor: 3.5).
5. **April, K.** (2024). Journal Article Review: “Ethical implications of employee and customer digital footprint: SMEs perspective”. *Journal of Business Research* (impact factor: 13.52).
6. **April, K.** (2024). Journal Article Review: “Research on diversity, equity, and inclusion in management: A scoping review tracking 45 years”. *Management Decision* (impact factor: 5.39).
7. **April, K.** (2024). Journal Article Review: “Exploring identity in coaching: Insights into coaches’ understanding and approach”. *Frontiers in Psychology* (impact factor: 2.89).
8. **April, K.** (2024). Journal Article Review: “The old boys club: The experiences of women professionals in the legal sector”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
9. **April, K.** (2024). Journal Article Review: “Are we there yet? Diversity management officers’ journey to strategic partnership”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
10. **April, K.** (2024). Journal Article Review: “Are we there yet? Diversity management officers’ journey to strategic partnership”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
11. **April, K.** (2024). Journal Article Review: “Financial predictors of firms’ diversity scores: A machine learning approach”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
12. **April, K.** (2024). Journal Article Review: “Inclusive innovation: Balancing gender equality and gender neutrality in hackathons”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
13. **April, K.** (2024). Journal Article Review: “What if I have nothing to offer in terms of diversity?: Global employees’ experiences with diversity training in Turkey”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).

14. **April, K.** (2024). Journal Article Review: “What’s in a name? Examining the impact of upper caste surname on wages and employment in the Indian information technology sector”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
15. **April, K.** (2024). Journal Article Review: “NLP / AI and human intelligence collaboration: Advancing DEI and enhancing employee perceptions in HR; A conceptual framework”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
16. **April, K.** (2024). Journal Article Review: “Unveiling technology’s double-edged sword: A comparative study on gender inequality in Bangladesh’s garment sector before and after Covid-19”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 2.69).
17. **April, K.**, **Dharani, B.**, & Bourne, D. (2024). 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: 2.89).
18. **Peter, C.** (2024). Journal Article Review: “Infrastructure Transitions in Southern Cities: Organising Urban Service Delivery for Climate and Development”. *Urban Planning* (impact factor: 1.7).



7. ALLAN GRAY SPEAKER/PANEL SERIES (2024):

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 2024, 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 2024 comprised of two online events, as follows:



9th October 2024 – *The Normalisation of Whiteness in the South African Private Sector Workplace* by Bronwyn Keene-Young (Previous Group Operating Officer of Sabido Investments [now eMedia] and Channel Director of eTV, South Africa).



13th February 2024 – *Unlearning Diversity Management* by Prof. Joana Vassilopoulou (Head of the Organisations and People Department & Associate Professor: Human Resource Management, Brunel University, UK).



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



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8. AGC LINKS WITH INDUSTRY & OTHER CENTRES/INSTITUTIONS (2024):

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:

INDUSTRY:

- **Achievement Awards Group (SA):**

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



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employees, channel partners, and customers through employee-centric recognition and conscious engagement. Also, a Member of the Social & Ethics Committee in the Group.

- **Allan Gray Board Summit (SA):**

On the 17th-18th April 2024, attended the annual Board Summit, in Hermanus, for all of the Directors and Board members of the Allan Gray legal entities and Centres.

- **Values20 (SA):**

Approached for potentially playing a role as a 'Shepherd' in the values-based initiative V20, which aims to support the G20 agenda by raising awareness of values and fostering a consciousness of their role in shaping a just, inclusive, and sustainable society. Dr. Preeya Daya is convening and leading the South African chapter in developing its team, steering committee and inputs to the G20 annual meeting.

CIVIL SOCIETY:

- **Unashamedly Ethical (SA):**

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".

- **Equality, Diversity and Inclusion: An International Journal (UK):**

As of January 2024-present, Associate Editor for the international, peer-reviewed journal, *Equality, Diversity and Inclusion: An International Journal* (Emerald Publishers, UK – impact factor: 2.69).

- **Design Science (UK):**

As of August 2020-present, Associate Editor for the international, peer-reviewed journal, *Design Science* (Cambridge University Press, UK – impact factor: 3.5).

- **Frontiers in Psychology (UK):**

Throughout 2024, co-edited (together with Prof. Dorota Bourne, Henley Business School, UK and Dr. Babar Dharani) a special issue on: *Identity Work in Coaching* – impact factor: 2.89).

- **Journal of Tropical Futures (Singapore):**

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 (USA):**

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*.

- **European Management Review (UK):**

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 (USA):**

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



UNIVERSITIES & OTHER EDUCATIONAL INSTITUTIONS:

International:

- **American University (USA); Université Paris-Dauphine (France); Virginia Tech (USA); Eastern Michigan University (USA); CPUT (SA); Cal State Fullerton (USA); URIF (Netherlands); UC Santa Cruz (USA):**

Throughout 2024, served on the Programme Committee for organising the Race in the Marketplace Conference to be held in Cape Town in 2025. Throughout 2024, we held online webinars that served to inform potential delegates from around the globe about the unique context and challenges in Southern Africa.

- **Oxford University (UK):**
On the 3rd October 2024, ran a 2hr workshop on *Values-Based Leadership* on the Oxford University (UK) EMBA Inclusive Business in Africa (IBA) Programme, at RLabs in Mitchells Plain.
- **Erasmus University (Netherlands):**
On 29th May 2024, ran a 3hr workshop on *Considerations for Context-Relevant Inclusive Leadership* on the Rotterdam School of Management (RSM) EMBA Programme (Erasmus University, Netherlands), at The Homecoming Centre in Cape Town CBD.
- **Universidad Católica San Antonio de Murcia (Spain):**
On the 20th May 2024, I was interviewed by Busisiwe Mavuso (Chief Executive Officer, Business Leadership South Africa) about 'inclusion', specifically 'workplace inclusion', as part of her international doctoral studies.
- **Queen Mary University of London (UK):**
On the 28th March 2024, had an online meeting with Dr. Anita Maharaj (in conjunction with Prof. Ahu Tatli also), from Queen Mary University of London (QMUL) UK, to discuss research collaborations for 2024 and 2025.
- **Cranfield School of Management (UK):**
On the 8th February 2024, met with Emeritus Prof. Frank Horwitz, of Cranfield School of Management, United Kingdom, to chat about potential involvement in visiting programmes.
- **Emeritus (Singapore):**
On the 15th January 2024, was in meetings with executive team members from the United Kingdom, Dubai and South Africa at Emeritus – to discuss potential teaching opportunities for 2024 and 2025.

Local:

- **University of Cape Town (SA):**
On the 14th August 2024, ran an online workshop for UCT staff, on *Personal Values & Authenticity*, as part of the UCT Lead Programme and their Empowered Skills Development Series Workshops.
- **University of the Witwatersrand (SA):**
On the 12th January 2024, met with Prof. Melissa Steyn (SA National Research Chair in Critical Diversity Studies & Director of the Wits Centre for Diversity Studies) to discuss inputs in the new DEI poetic book (ongoing) by Prof. April, Dr. Dharani and Prof. Özbilgin.





ASSOCIATE PROF. CAMAREN PETER:

INDUSTRY:

- *Values20 (SA):*

Joined the South African chapter of the V20 initiative that lobbies for values-based policy- and decision-making in the G20 annual meeting – which will be hosted by South Africa in 2025 – and has actively supported the formation of the South African chapter. Drawn in Allan Gray Centre colleague, Dr. Preeya Daya, who is now convening and leading the South Africa chapter in developing its team, steering committee and inputs to the G20 annual meeting. These inputs span across sectors, ranging from society, business, environment, politics, climate, to infrastructure and development.



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CIVIL SOCIETY:

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

In 2024, the CABC successfully supported the efforts of various campaigns to boost voter registration and turnout in the lead-up to the 2024 South African national elections and ensure free and fair elections. The CABC continues to act as a vanguard of online information protection and safety in South Africa and the African continent and now enjoys the role of supporting a vast range of civil society organisations both within and beyond South Africa, collaborating with international partners (e.g. Clemson University Digital Forensics Hub, USA, Murmur Intelligence, UNESCO Africa Electoral Disinformation Network, Africa-wide electoral observer networks, Futurelect, and others).

An upcoming publication on susceptibility to fake news is being readied for submission to an international journal; this is a collaboration with former GSB MBA student (now Research Lead at CABC) Yossabel Chetty, and former Senior Lecturer at the Allan Gray Centre, Dr. Christina Swart-Opperman.

UNIVERSITIES & OTHER EDUCATIONAL INSTITUTIONS:

- ***BASE CAMP (SA):***

In 2024, convened a research team from my network of colleagues, i.e., Camille Meyer, Marianne Camerer, Kirsten Pearson and Yossabel Chetty, to discuss the possibility of developing a management-studies oriented anti-corruption research agenda. This led to the formation of a research team named Business and Society Corruption and Management Practice (BASE CAMP), which I convene on a regular basis. The BASE CAMP team has now begun its first research project, which focused on responding to a special issue call for Business and Society, named: *'Understanding and Confronting Organizational Corruption and Wrongdoing in the Era of Grand Societal Challenges'*. The paper we are working on is titled, "Organisational responses to disclosure of systemic corruption: The strategies of multinational corporations in South Africa's State capture". It is quite an extensive study, analysing corporate wrongdoing in State capture through analysing Zondo Commission transcripts and reports, among other sources. BASE CAMP's strategy is to establish itself as a go-to research outfit on the role of the private sector in corruption and grand corruption in South Africa; (1) publishing internationally recognised peer-reviewed research, (2) publishing case studies on corruption and State capture, (3) securing funding for continued research in this area, and (4) we are intent on using our research to support an anti-corruption executive course at the GSB that is specifically targeted at the private sector (see next point).

- ***University of Cape Town (SA):***

Further to point (4) above, at the beginning of this year, began liaising with two anti-corruption researchers; Marianne Camerer (Nelson Mandela School of Governance, UCT, previously with Corruption Watch) and David Schmidt (Nelson Mandela School of Governance, UCT), to begin the process of developing an anti-corruption course.





DR. BABAR DHARANI:

Civil Society:

- ***Global Journal of Cultural Studies (Canada):***

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



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DR. PREEYA DAYA:

Industry:

- ***Achievement Awards Group (SA):***
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 (SA):***
Council Member at the *Durban Chamber of Commerce*, and Chair of the Durban Chamber of Commerce HR Forum.
Presidential Ethekwini Working Group
Ministry of Science and Technology Working Group
- ***Institute of Natural Resources (SA):***
Board Member, playing an oversight role in this non-profit organisation. The organisation



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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.

- **Values20 (SA):**

Chairperson, playing a planning, organising and leading role in co-ordinating the rollout of values consciousness and awareness under South Africa's G20 2025 Presidency.

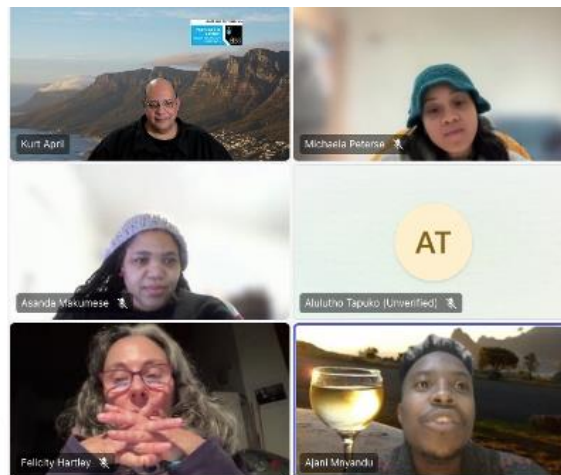
Universities & Other Educational Institutions:

- **Vega School of Design, Durban (SA):**

Council Member

- **Regional University Network (SA):**

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 on teaching and research related organizational behaviour, leadership, diversity, equity & inclusion .



Gray Philanthropies LEADERSHIP ACADEMY

LEADERSHIP DAY 29 AUG 09:00 - 12:30

SPEAKERS

	Anthony Farr	OUR WHY FOR LEADERSHIP	09:15 TO 09:45
	Zanele Njapha	UNLEARNING, LEARNING AND RELEARNING	09:45 TO 10:45
	Kurt April	INCLUSIVE LEADERSHIP: A DEI PERSPECTIVE	11:00 TO 12:00



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9. AGC ASSOCIATES (2024):

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., develop materials – digital materials, 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 2024, 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 peer-reviewed academic papers emanating from such research; also, the three of them were co-editors of a special edition throughout 2024 on 'Identity Work in Coaching' for the peer-reviewed journal, *Frontiers in Psychology*.



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(2) **Emeritus Prof. Hugh Corder** (South Africa) – Special Adviser to the Vice-Chancellor of the University of Cape Town, 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** (Netherlands) – Professor of Public Theology in the Department of Beliefs and Practices in the Faculty of Religion and Theology at Vrije Universiteit Amsterdam (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 (2024) with Prof. Kurt April on '*Spirituality, Religion, Diversity, Equity & Inclusion in the Southern African Context*' (Van Schaik Publishers), 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 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) – Associate Dean for Global Networks and Innovation, and previously 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 2023, and spent part of his sabbatical at 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 on behalf of the AGC.



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(8) **Dr. Sharron McPherson** (United States of America) – Adjunct Lecturer at the GSB, is the co-Founder & CEO of Resilience Technologies Inc, a climate tech start-up, Board Chair of Shared Interest – investing in Southern African black-owned SME enterprises to advance economic, racial and gender justice, and Senior Fellow (Loomis Innovation) at the Henry S. Stimson Center. 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) – Property Developer, and Former 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 on behalf of the AGC.



(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. Ndid Nwuneli** (United States of America) – President & CEO of The ONE Campaign (Washington DC, USA), 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 on behalf of the AGC.



(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 2023, lectures 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, has published a number of academic papers internationally with Prof. April, and is currently conducting collaborative research with Prof. Kurt April into *Transforming Business Schools in South Africa*, *Whiteness in the South African Private Sector*, *Care & Compassion in Capitalism*, as well as *The Underrepresentation of Women in Senior Management Roles Across Africa*, and has invited AGC academics contributions to edited books and journals.



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(14) **Dr. Anet Potgieter** – Founder & CEO of The Agents Group, as well as Co-Founder of EPCON, leads research and development into machine learning engines and artificial intelligence (AI) systems to help organisations deal with the complex challenges of the modern world. Dr. Potgieter, a seasoned academic, innovator and entrepreneur, has previously published peer-reviewed articles with both Assoc. Prof. Camaren Peter and Prof. Kurt April, and delivered informative talks on her research areas at the GSB.



(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 allows for the usage of an electronic (quantitative and qualitative) platform for Prof. April's *Leader Enhancement & Advancement Framework (LEAF)*, which all MBAs at the GSB complete as part of the core Leadership course.



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(16) **Mx. Chwayita Shude-Mareka** – Human Resources Consultant and Coach, previously Senior Vice-President and Chief People Officer at Massmart, and 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. Jacobs Sihela** – Lecturer in HRM, Decolonial Theory and Race in the Workplace at The International University of Management (IUM) in Namibia. Dr. Sihela has lectured on MBA courses covered by AGC academics (in Leadership, as well as in Diversity, Equity & Inclusion), and is currently busy (with Prof. Kurt April) with three collaborative research projects: (1) Black Consciousness and liberatory praxis for management and organization studies; (2) embracing the Bantu-Kongo concept of Mbongi in decolonised knowledge practices in Africa; and, (3) coloniality and anti-black racism in Namibian private sector organisations.



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(18) **Prof. Joana Vassilopoulou** – Co-Founder of the Centre for Inclusion at Work (CEFI) (Athens, Greece), Honorary Professor of EDI & HRM and previous Head of the Organisations and People Departments 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, is currently conducting research into the *Artificial Intelligence Relationship to Diversity and Inclusion* with Prof. Kurt April, and was the Visiting Professor of the AGC in Cape Town in 2024.



(19) **Dr. Badri Nooshin Zolfaghari** – Senior Lecturer in Organisational Behaviour at the GSB, with a specific interest in the intersection of organizational behaviour, entrepreneurship, and the new world of work, helped (and co-led) the AGC to successfully stage its first International Academic Conference, 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 PROFESSOR (2024):



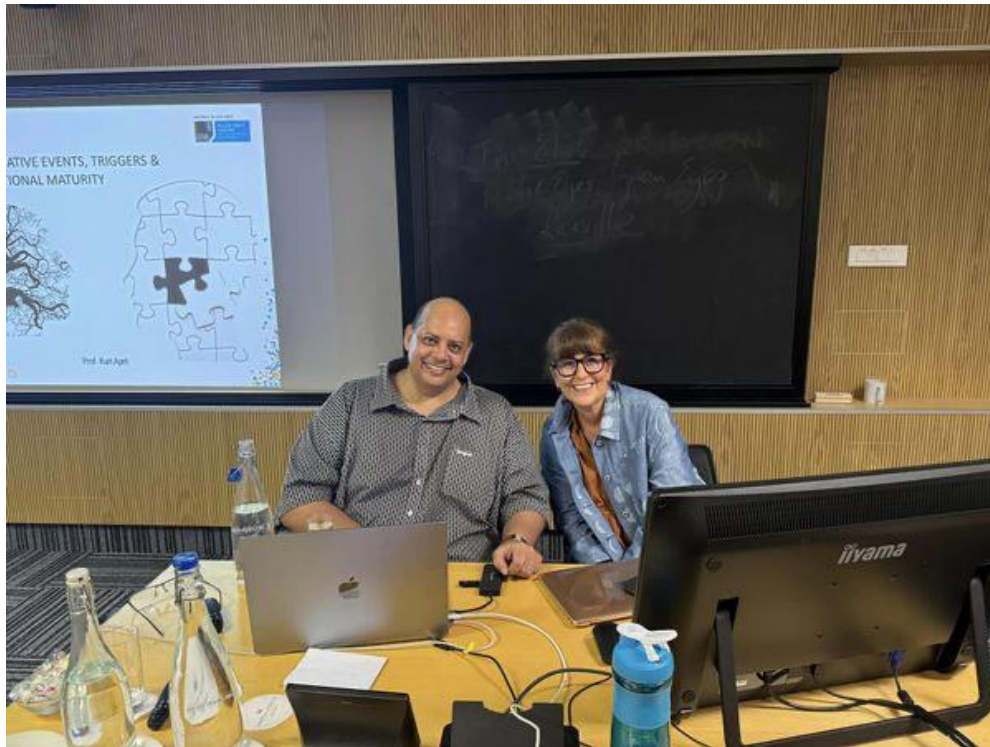
An Associate of the Allan Gray Centre, Prof. Joana Vassilopoulou (Brunel University, UK) visited Cape Town as the AGC Visiting Professor. While in Cape Town, she lectured the GSB Modular MBA students on the 7th February 2024 – her 2hr lecture was on: “*Formative Experiences Shaping Identity*”, she was the Speaker at the 13th February 2024 Allan Gray Speaker Series event where she spoke on: “*Unlearning Diversity Management: An 8-Year Longitudinal Study in Europe*”, she had a number of research meetings with AGC academics about potential book chapters in edited books and encouraged submissions to the journal, *Work, Employment and Society (WES)*, of which she is the Editor, and she met up with AGC academics and their partners on a number of occasions.

Prof. Vassilopoulou is Professor in Human Resource Management (HRM) and the Head of the Organisations and People Departments at Brunel Business School, Brunel University London, UK. Her research focuses on equality, diversity & inclusion, gender, migration, AI & diversity and precarious work, from a critical and international comparative perspective. She is also the Co-Founder of the Centre for Inclusion at Work (CEFI), in Athens, Greece.

Joana has an established academic and professional record in the field of diversity and inclusion, is frequently invited to deliver talks and has organised and hosted the international Equality, Diversity and Inclusion (EDI) conference twice. Currently, she is an Editor at the *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 over 50 publications



in edited collections and journals such as *Human Resource Management Journal*; *Work, Employment and Society*, *European Journal of Industrial Relations*, *Journal of World Business* 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), is an Associate of the Allan Gray Centre, Graduate School of Business, University of Cape Town (South Africa), and she held visiting Professorships at Dauphine University, Paris /France, at MCI Innsbruck (Austria) and at the University of Wuppertal (Germany).

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



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11. ALLAN GRAY CENTRE (AGC) PHD SCHOLARSHIPS (2024):

During 2024, 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 2024 were valued at **ZAR 26,680-00 Rands**. The scholarships were only open to registered 2024 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 during the first quarter of the year 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, and evidence of the combined household income/salaries of the student; (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.



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Four (4) scholarships were ultimately awarded to:

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

Supervisor: Dr. Babar Dharani

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

2. **Eleana Velentza** (Caucasian/white, Greek female)

Supervisor: Dr. Babar Dharani

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

3. **Rashid Toefy** (Coloured/Camissa, South African male)

Supervisor: Prof. Kurt April

Topic: *"Context-relevant strategic decision-making by leaders under crises conditions"*.

4. **Eva Kanyagia** (Black African, Kenyan female)

Supervisor: Dr. Babar Dharani

Topic: *"Gen-Z vs. millennial workforce: Impact of leadership e-competencies on job performance in global virtual teams"*.



12. AGC ENGAGEMENT & COMMITTEE WORK IN THE UNIVERSITY (2024):

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 programmes, 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 2024. For the flagship MBA programme, AGC academics ran and taught the core Leadership: Inside Out courses, the core Organisational Leadership and Values courses, and Organisational Behaviour and People Management courses, the core Diversity, Equity & Inclusion 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).

Prof. Kurt April:

- Prof. April is the Chair & Director of the Allan Gray Centre (AGC) at the GSB – he runs the Centre full-time, sets the strategy and ensures 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 and outside 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 University of Cape Town’s Inclusivity Strategy Advisory Group (ISAG): “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, ISAG meets quarterly.
- He is involved with the development of UCT staff through facilitating workshops on authenticity and leadership – the programme is run UCT’s DSA.
- 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 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:



- Confirm admission of students to the specialisation (e.g., where there is an entry requirement to pass a specific course).
- 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).
- 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.
- 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.
- During 2024, he helped design the new distance/online Post Graduate Diploma in Management (PGDip), as part of a new innovation of the GSB.



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Assoc. Prof. Camaren Peter:

- Assoc. Prof. Peter is a longstanding member of the Postgraduate Committee (PGC), 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 GSB 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.
- He also plays a role on the GSB Academic Committee, participating actively in the Committee's relevant discussions.
- During 2024, he helped design the new distance/online Post Graduate Diploma in Management (PGDip), as part of a new innovation of the GSB.
- He serves on the Selection Committee which awards the Allan Gray Centre PhD Scholarships.
- Since 2018, when he was appointed to the University Research Committee (URC) by Senate, Assoc. Prof. lends 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.





Dr. Babar Dharani:

- Dr. Dharani serves as Chair of the Postgraduate 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 also plays a role on the GSB Academic Committee, participating actively in the Committee's relevant discussions.
- He served as a member of the Selection Committee for the:
 - 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.
- During 2024, he helped design the new distance/online Post Graduate Diploma in Management (PGDip), as part of a new innovation of the GSB.



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Dr. Preeya Daya:

- As a member of the GSB's academic staff, Dr. Daya serves on the GSB's Academic Committee.
- She is also a member of the Postgraduate 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 (2024):

The AGC held two get-togethers over the reported period:

- (1) on the 9th February 2024 at the Pot Luck Club, Old Biscuit Mill, Woodstock (for all of the AGC staff, as well as our AGC Visiting Professor, Dr. Joana Vassilopoulou and her partner) – conversations were had about current work focus areas, research, collaborative opportunities, and strategising for 2024.



(2) on the 21st May 2024 the Allan Gray Centre staff had a farewell dinner for Dr. Preeya Daya at Foxcroft (Constantia), as her role and engagement changed with the Centre (Dr. Preeya Daya, Linda Ngcobo, Assoc. Prof. Camaren Peter, and Prof. Kurt April). A wonderful evening of great food, conversation, future plans and laughs (we missed Dr. Babar Dharani, who was otherwise engaged on the night). A sad evening, although Dr. Daya will stay connected with us as an AGC Associate, and will continue to teach and research/publish with us in the future.



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 (2024):

There was one get-together with AGC Funders and Board Members of Allan & Gill Gray Philanthropies during 2024:



On the 17th & 18th April 2024, Prof. Kurt April, as Director of the Allan Gray Centre, joined other Directors, for the Annual Board Summit, from the: Allan & Gill Gray Foundation, Allan & Gill Gray Philanthropy Africa, Allan & Gill Gray Philanthropy South Africa, Allan Gray Orbis Foundation, ESquared, Jakes Gerwel Fellowship, Funda Wande, Philanthropy Initiative with Employees of Allan Gray, Allan Gray Centre for Leadership Ethics, Allan Gray Centre for Africa Entrepreneurship, at the Marine Hotel, Hermanus (South Africa).



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I trust that the annual report reflects the work and efforts of the Allan Gray Centre over 2024, and that the investment in the Centre has been put to good use, as we strive to make greater strides in the 2025 period.



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