

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

ALLAN GRAY CENTRE (AGC) – ANNUAL CHAIR REPORT FOR 2025

Table of Contents:

1. ALLAN GRAY CENTRE (AGC) – STAFF & FOCUS AREAS:	2
2. TEACHING:	4
4. PHD / DOCTORAL & MASTERS SUPERVISION:	22
5. ACTING AS EXAMINERS & RESEARCH PROPOSAL REVIEWERS:	27
6. AGC CIVIL SOCIETY-, INDUSTRY- & OTHER INSTITUTIONAL LINKS:	29
7. REVIEWS – JOURNAL ARTICLES, BOOK CHAPTERS & BOOKS:	41
8. AGC ENGAGEMENT & COMMITTEE WORK AT UCT:	49
9. MENTORSHIP:	53
10. ALLAN GRAY SPEAKER / PANEL SERIES:	56
11. ALLAN GRAY CENTRE (AGC) PHD SCHOLARSHIPS:	59
12. AGC LOCAL & INTERNATIONAL ASSOCIATES:	61
13. VISITING PROFESSORS & INDUSTRY LEADERS:	75
14. AGC STAFF GET-TOGETHERS:	77
15. GET-TOGETHERS WITH FUNDERS / BOARD MEMBERS:	78

1. ALLAN GRAY CENTRE (AGC) – STAFF & FOCUS AREAS:

This report summarises the main activities of the Allan Gray Centre (AGC) for 2025. The Centre academics and staff continued to play significant roles in delivering the AGC's stated focus areas, as well as delivered against the GSB's stated strategies, and within our stakeholder ecosystem (civil society, industry, other Centres and Universities). During 2025, 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)
- Linda Ngcobo – Administrator



Assoc. Prof. Camaren Peter



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)

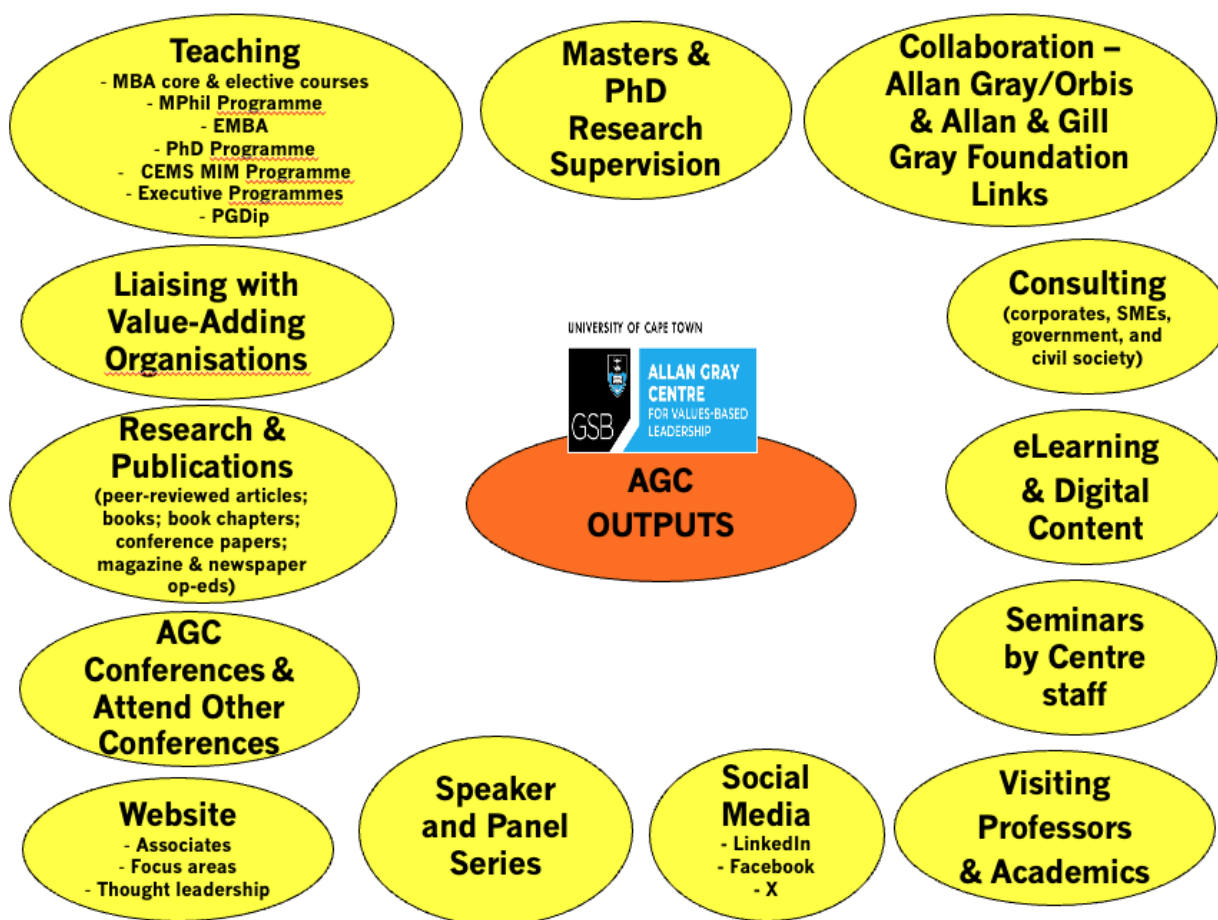


There was no deviation from the agreed-upon organisational- and individual focus areas (as stated above, and see: <https://www.gsb.uct.ac.za/allan-gray-centre-research-focus>) of the Allan Gray Centre (AGC), underscored as:

- Focus 1:** Progression of knowledge of the values-based and responsible 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) – OUTPUTS

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



2. TEACHING:

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. 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-, government-, 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 2026 cycle.

Specifically, the following were taught at the Graduate School of Business (engagements with other institutions are listed in a separate section: "6. AGC Civil Society-, Industry- & Other Institutional Links"):





Prof. Kurt April – Courses taught at the GSB in 2025:

1. **Full-Time MBA** (14th Nov 2024-31st Jan 2025) – convened and taught the *Diversity, Equity & Inclusion* core course.
2. **Modular MBA** (10th Feb-13th May 2025) – convened and co-taught the *Leadership: Inside-Out* core course.
3. **Executive MBA (EMBA) (EMBA 26.4)** (21st February 2025) – delivered a lecture on: *Leading Inclusively in a Tumultuous World* (3hrs).
4. **PhD** (25th February 2025) – was one-of-three online panel members during the GSB PhD/Doctoral Research Colloquium (PRC) lecture on: *PhD Supervision & Requirements* (1hr).
5. **Executive Education – Lead Campus** (15th April 2025) – delivered a lecture session (3hrs) on *Transformational Leadership* to visiting executive students from HEC Paris, France.
6. **Full-Time & Modular MBA** (2nd-6th July 2025) – convened and taught the first half of the *Advanced Leadership Elective – Diversity, Equity & Inclusion* (14hrs).



7. **Executive Education** – International Executive Development Programme (IEDP) (8th July 2025) – delivered a lecture session (1.5hrs) on *Values-Based Leadership* to executive students.
8. **Executive MBA (EMBA)** (EMBA 26.5) (11th July 2025) – delivered a lecture on: *Leading Inclusively in a Tumultuous World* (4h30mins).
9. **Modular MBA** (16th Jul 2025-27th Nov 2025) – convened and taught the *Diversity, Equity & Inclusion* core course.
10. **Executive Education** – ESMT Berlin Study Tour (21st July 2025) – delivered a lecture session (3hrs) on: *Transformational Leadership and Labour Relations* for visiting management students from Berlin, Germany (3hrs).
11. **Full-Time MBA** – taught three sessions (9th Sep; 15th Sep; 2nd Oct 2025) on the *Leadership and Personal Development* core course (6hrs).
12. **Full-Time MBA** – taught two sessions (28th Nov 2025; 27th Jan 2026) on the *Diversity, Equity & Inclusion* core course (4hrs).
13. **Executive Education** (6th Oct 2025) – delivered a full-day (8hrs) session on: *Transformational Leadership* on the Principals Programme.
14. **Executive Education** (4th Nov; 5th Nov; 6th Nov 2025) – convened and delivered three full-day sessions on: *Personal Leadership: Psychological and Sociological Issues within a Complex SA Context* to senior leaders on the Minibus Taxi Senior Leadership Development Programme (SLDP) (24hrs).





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

Assoc. Prof. Camaren Peter – Courses taught at the GSB in 2025:

1. **Full-Time MBA** (24th Mar-24^h Apr 2025) – convened and co-taught the core *Organisational Leadership and Values* core course.
2. **Modular MBA** (17th May-18th Oct 2025) – convened and co-taught the core *Organisational Leadership and Values* core course.
3. **Post-Graduate Diploma** (PGDip 2025.1) in the Values-Based Leadership & Sustainability Module (6th Feb 2025) – taught a full-day session on: *Organisational and Social Values* (8hrs).
4. **Post-Graduate Diploma** (PGDip 2025.2) in the Values-Based Leadership & Sustainability Module (12th Jun 2025) – taught a full-day session on: *Organisational and Social Values* (8hrs).
5. **Executive MBA (EMBA)** (EMBA 27.2 C2) in the Managing for Shareholder Customer Value Module (19th May 2025) – taught a session on: *Geopolitics 1* (1.5hrs).
6. **Executive MBA (EMBA)** (EMBA 27.1 C3) in the Managing Customer Value Module (1st Sep 2025) – taught a session on: *Geopolitics 2* (1.5hrs).
7. **Executive Education** – W&R SETA Post-Graduate Diploma (PGDip) 2025 in the Values-Based Leadership & Sustainability Module (27th Jun 2025) – taught a full-day session on: *Organisational and Social Values* (8hrs).
8. **Executive Education** – W&R SETA ILDP-PG Diploma 2025 in the Values-Based Leadership & Sustainability Module (16th May 2025) – taught a full-day session on: *Organisational and Social Values* (8hrs).
9. **Executive Education** – W&R TETA SETA ILDP-Post-Graduate Diploma (PGDip) 2025 in the Values-Based Leadership & Sustainability Module (8th May 2025) – taught a full-day session on: *Organisational and Social Values* (8hrs).
10. **Joint Corporate Post-Graduate Diploma** (PGDip) (City of Johannesburg) in the Values-Based Leadership & Sustainability Module (30th Oct 2025) – taught a full-day session on: *Organisational and Social Values* (8hrs).
11. **Oxford Executive MBA (EMBA)** Inclusive Innovation in Africa (10th Sep 2025) – delivered a lecture session on: *Inclusive Leadership for Inclusive Innovation in Africa* (2 hrs).
12. **Oxford Executive MBA (EMBA)** Inclusive Innovation in Africa (15th Oct 2025) – delivered a lecture session on: *Inclusive Leadership for Inclusive Innovation in Africa* (2 hrs).





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



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

Dr. Babar Dharani – Courses taught at the GSB in 2025:

1. **Executive Education & Post-Graduate Diploma (PGDip)** (7th Feb; 14th May; 13th Jun; 30th Jun; 31st Oct 2025) – delivered five full-day sessions on: *The Journey of Self-Leadership* (40hrs).
2. **Modular MBA** (10th Feb-13th May 2025) – co-taught the core *Leadership: Inside-Out* core course.
3. **Executive Education** (4th Apr; 16th Jul 2025) – delivered two full-day sessions on: *The Journey of Self-Leadership* on the Principals Programme & Principals Development Programme (16hrs).
4. **Full-Time & Modular MBA** (7th-12th July 2025) – taught the second half of the *Advanced Leadership Elective – Leading Through Imperfection* (14hrs).
5. **Full-Time MBA** (25th Aug – 2nd Oct 2025) – co-convened and taught on the *Leadership and Personal Development* core course.
6. **Trinity MBA Tours** (25th Jun 2025) – delivered a lecture on: *Justice, Equity, Diversity & Inclusion (JEDI)* on the *Doing Business in South Africa* course (2 hrs).
7. **Full-Time MBA** (4th Nov 2025 – 27th Jan 2026) – convened and taught the *Diversity, Equity, & Inclusion* core course.
8. **Master of Philosophy (MPhil)** (14th Nov 2025) – delivered a session on: *An Introduction to Leadership* (3hrs).





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



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

3. RESEARCH, PUBLICATIONS, CONFERENCES & SEMINARS:

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 2025 period, are the relevant outputs from AGC academics.

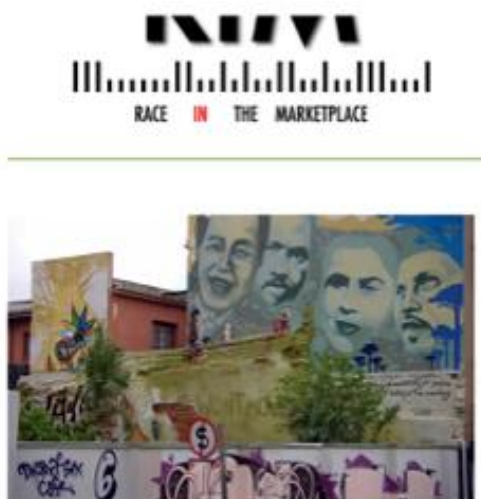


Photo credit: code.monk on VisualHunt

Race in the Marketplace (RIM) Research Forum

January 7 - January 9, 2025 | Cape Town, South Africa

“Past in Present – Pathways to the Future”



CHAPTERS IN BOOKS (PEER-REVIEWED):

1. **April, K.**, & Özbilgin, M. F. (2025). Decolonizing spiritual inclusion: A four-lever DEI framework for Global South workplaces. In J. Marques (Ed.), *Encyclopedia of diversity, equity, inclusion and spirituality*. Cham, Switzerland: Palgrave. https://doi.org/10.1007/978-3-031-32257-0_261-1



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

2. **April, K.**, & Pearce, U. (2025). Remote work: Advantageous or detrimental behavioural dynamics. In J. Marques (Ed.), *The Palgrave handbook of change and resilience at work* (pp. 143-165). Cham, Switzerland: Palgrave Macmillan. https://doi.org/10.1007/978-3-031-91493-5_7
3. Sihela, J., & **April, K.** (2025). Decolonising DEI knowledge and practices in Africa: Embracing the Bantu-Kongo concept of Mbongi. In C. Erbil, & M. F. Özbilgin (Eds.), *Handbook of research on global diversity management* (pp. 249-277). London, UK: Edward Elgar. <https://doi.org/10.4337/9781035311170.00026>
4. **April, K.**, & Daya, P. (2025). The use of AI in HRM and management processes: The promise of diversity, equity, and inclusion. In J. Vassilopoulou, & O. Kyriakidou (Eds.), *AI and diversity in a datafied world of work: Will the future of work be inclusive?* (pp. 97-123). Bingley, UK: Emerald Publishing. <https://doi.org/10.1108/S2051-233320250000012012>
5. **April, K.** (2025). Self-care and compassion enablers and stumbling blocks: The personal costs within the context of capitalism. In C. Yalkin, & M. F. Özbilgin (Eds.), *Care and compassion in capitalism* (pp. 125-162). Leeds, UK: Emerald Publishing. <https://doi.org/10.1108/S2051-233320240000010008>
6. **Dharani, B.** (2025). Societal changes and their impact on our well-being at work. In J. Marques (Ed.), *The Palgrave handbook of change and resilience at work* (pp. 43-61). Cham, Switzerland: Palgrave Macmillan. https://doi.org/10.1007/978-3-031-91493-5_3
7. **Dharani, B.** (2025). The importance of expanding our locus of control. In J. Marques (Ed.), *The Palgrave handbook of change and resilience at work* (pp. 387-409). Cham, Switzerland: Palgrave Macmillan. https://doi.org/10.1007/978-3-031-91493-5_18
8. **Dharani, B.** (2025). Self-leadership and global diversity management. In M. Ozbilgin, & C. Erbil (Eds.), *Handbook of research on global diversity management* (pp. 191-203). London, UK: Edward Elgar Publishing. <https://doi.org/10.4337/9781035311170.00021>

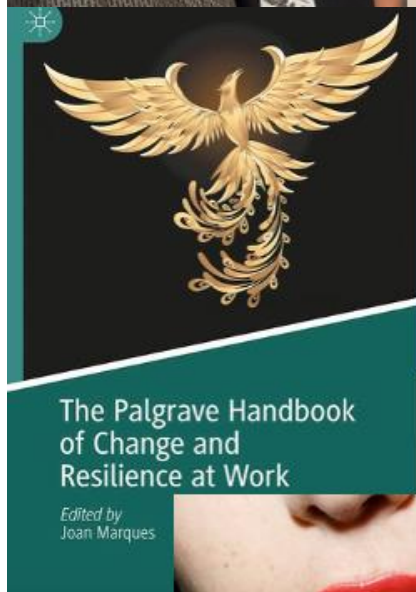
ARTICLES-PAPERS (PEER-REVIEWED):

1. **April, K.** (2025). Narrative inquiry as pedagogy: Decolonial approaches to teaching DEI in the Majority World. *Effective Executive*, 28(4), 64-95.
2. Moodley, K., **April, K.**, Erbil, C. (2025). Intersectional passing and the costs of conditional inclusion: The embodied survival of South African Indian women leaders. *Gender, Work & Organization*. Early View Online Version. <https://doi.org/10.1111/gwao.70081> (impact factor: 3.0)
3. Papalambros, P., Gero, J., Maier, A., Cagan, J., Ahmed-Kristensen, S., Albers, A., **April, K.**, et al. (2025). Design Science: Why, what, and how — Revisited. *Design Science*, 11, e48. <https://doi.org/10.1017/dsj.2025.10026> (impact factor 3.27)
4. April, J., & **April, K.** (2025). The intersections of context, agency & meaning of everyday objects: Anthropological and marketing implications. *Effective Executive*, 28(3), 42-59.
5. **April, K.**, Bourne, D., & **Dharani, B.** (2025). Reframing leadership through imperfection: A golden repair leadership model for inclusive and authentic leadership in the Global South. *Effective Executive*, 28(2), 34-50.
6. **April, K.**, & Motlanthe, M. (2025). Cultural impediments to individual effectiveness in the workplace – Part II. *Effective Executive*, 28(1), 47-81.



7. Ng, E., Fitzsimmons, T., Kulkarni, M., Ozturk, M. B., **April, K.**, Banerjee, R., & Muhr, S. L. (2025). The anti-DEI agenda: Navigating the impact of Trump's second term on diversity, equity and inclusion. *Equality, Diversity and Inclusion: An International Journal*, 44(2), 1-14. <https://doi.org/10.1108/EDI-02-2025-0116> (impact factor: 3.0)
8. Sihela, J., & **April, K.** (2025). Invoking Biko in MOS: Black Consciousness as potential liberator praxis for confronting organizational and workplace anti-Black racism. *Organization*, 32(2), 220-246. <https://doi.org/10.1177/13505084241290179> (impact factor: 4.6)
9. **Dharani, B.**, Gunzburg, T., & **April, K.** (2025). Types of prejudice: A study of accent-ism in English in South Africa. *Journal of Multilingual and Multicultural Development*, 1-16. <https://doi.org/10.1080/01434632.2025.2540552> (impact factor: 3.9)
10. **Dharani, B.** (2025). Fluidity of social identities: Implications for applying intersectionality. *Equality, Diversity, and Inclusion: An International Journal*, 44(5), 502-523. <https://doi.org/10.1108/EDI-06-2022-0151> (impact factor 2.36; selected as showcased paper for Pride Month).





Decolonizing Spiritual Inclusion

A Four-Lever DEI Framework for Global South Workplaces

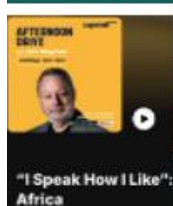
Kurt April¹ and Mustafa Özbilgin²
¹Graduate School of Business, University of Cape Town, Cape Town, South Africa
²Brunei Business School, Brunel University, Uxbridge, UK

Synonyms

Authenticity; DEI framework; Embodiment; Global South; Inclusive leadership; Intersectionality; Spiritual inclusion

Definition

The Four-Lever DEI Framework for Global South workplaces is a decolonial, spiritually informed approach that restores wholeness, dignity, and belonging. It centers marginalized epistemologies and advances epistemic justice through four reinforcing levers: (1) authenticity—healing fragmentation by enabling whole-self presence; (2) intersections of race, culture, and spirituality—surfacing colonial legacies and contextual inequities; (3) embodied spirituality—recognizing faith and ritual as lived, material practice rather



CONFERENCE PAPERS (PEER-REVIEWED):

1. Keene-Young, B., **April, K.**, & M. F. Özbilgin (2025). The influence of normative whiteness in the South African private sector. *Equality, Diversity & Inclusion (EDI) Conference* (Theme: “AI and diversity in a datafied world of world: Will the future of work be inclusive?”). Alba Graduate Business School, Decree, The American College of Greece, Athens, Greece, 7th –9th July 2025.
2. **April, K.**, & Daya, P. (2025). Historical racial tension & racial equality in the workplace: Impact on organizational marketplace relevance. *Race in the Marketplace Conference* (Theme: “Past in Present: Pathways to the future”). Graduate School of Business, University of Cape Town, South Africa, 7th –9th January 2025.

In response to this shift, universities like Los Andes are incorporating sustainability, ethics, and social responsibility into their curricula in even more depth. According to Professor Scrvantio, the development of the ‘4Cs’ – critical thinking, communication, collaboration, and creativity – is also essential for navigating the complex challenges of today’s interconnected world. These competencies foster a mindset that is not only innovative but also socially conscious, preparing students to lead organisations in a way that balances profit with purpose.

Social Impact in South Africa

Babar Dharani, a senior lecturer at the Allan Gray Centre for Values-Based Leadership at the University of Cape Town, notes that the desire for flexibility is not limited to how or where young professionals work—it also extends to what they work on. Increasingly, students are drawn to careers that offer them the autonomy to choose their projects and to make a social impact.

Dharani explains that many young professionals in South Africa are not only focused on their personal career success but are also deeply committed to contributing to the betterment of their communities: “This generation definitely understands that business can change the lives of people around them,” he explains. “In South Africa, where youth unemployment is touching 40%, many students have first-hand experience of the impact of business.”

RESEARCH HANDBOOK ON Global Diversity Management
 Edited by Mustafa F. Özbilgin + Chai Erbil

THE NEW WORLD ORDER
 A Global Power Shift in Plain Sight

SUBSCRIBE
 CAMAREN PETER

The New World Order: Spectres of Totalitarianism
 Watch this compelling breakdown of how far-right movements are shaping a new global or...

Camaren Peter's Video Apr 8, 2025 VEED
 I was interviewed last night by Benita Vergotine on SMILE FM on the recent piece I wrote on...



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

1. **April, K.** (2025). SPEAKER: Golden Repair Leadership Model (GRLM): Wabi-sabi, kintsugi & ubuntu principles and philosophies. *PhD Research Colloquium*. Technical University of Munich, Munich, Germany, 18th Dec 2025 (synchronous online).
2. **Peter, C.** (2025). SPEAKER: Values-based organizing and the decline of the rules-based order: Navigating global turbulence and actualizing new futures through values compacts, *Graduate School of Business, Cape Town, South Africa, 18th Sep 2025 (hybrid).*
3. **Peter, C.** (2025). SPEAKER: Summary of Values 20 communique, *Values 20 Summit South Africa, Cape Town, South Africa, 18th Sep 2025 (hybrid).*
4. **Peter, C.** (2025). PANEL CHAIR: Leading with values in retail. *Local Virtual Immersion Round Table, Executive Education, GSB, UCT, Cape Town, South Africa, 16th May 2025 (in-person).*
5. **Peter, C.** (2025). PANEL CHAIR: Leading with values in retail: How have your values shaped the course of your leadership, especially in complex or uncertain times?. *Local Virtual Immersion Round Table, Executive Education, GSB, UCT, Cape Town, South Africa, 27th June 2025 (in-person).*

Complicating Workplace Cultural Constructs – Part I

Kurt April* and Marcia Neuharth**

The founding assumption of this study is that the lived experiences of culture, and the impact that it has on individuals in the workplace, is neither as simple nor as linear as explained by extant literature. In light of this, the purpose of this study is to complicate culture, by exploring the extent to which the lived experiences of eight individual cultural constructs deviated from the known literature. In this first part of the two-

The Intersections of Context, Agency and Meaning of Everyday Objects: Anthropological and Marketing Implications

Jordan April* and Kurt April**

Ordinary objects, like shopping carts, shopping bags, price tags, receipts, and flowers, are often overlooked in both scholarly and practical discourse. Yet, they are powerful artefacts embedded in dynamic systems of value, identity, and social meaning. Drawing from anthropological theory and marketing scholarship, this paper develops a three-layer conceptual model for analyzing everyday objects through the intersecting lenses of Context, Agency, and Meaning. By situating objects within their



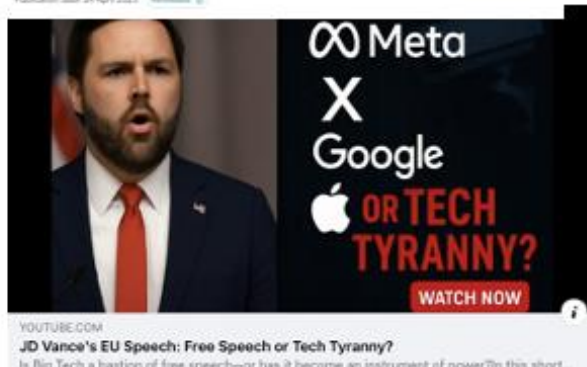
MG.CO.ZA
Decolonise Valentine's Day – The Mail & Guardian
Buy locally grown flowers, in particular indigenous species

The Use of AI in HRM and Management Processes: The Promise of Diversity, Equity, and Inclusion

Kurt April, Phyllis Dage
AI and Diversity in a Globalized World of Work: Will the Future of Work be Inclusive?
ISBN 978-1-4377-2075-5, eISBN 978-1-4377-206-8
Publication date: 24 April 2025



ONLINE LIBRARY WILEY.COM
Intersectional Passing and the Costs of Conditional Inclusion: The Embodied Survival...
Although inclusion is increasingly celebrated as institutional progress, individuals marked by intersecting racialized and gendered histories often experience it as conditional and extractive. This s...



YOUTUBE.COM
JD Vance's EU Speech: Free Speech or Tech Tyranny?
Is Big Tech a bastion of free speech—or has it become an instrument of power? In this short...



5. **Dharani, B.** & Escreet, K. (2025). Women’s body image is shaped by abusing diabetic drugs such as Ozempic. *Mail & Guardian*, 9th Aug 2025. Available at: <https://mg.co.za/thought-leader/opinion/2025-08-09-womens-body-image-is-shaped-by-abusing-diabetic-drugs-such-as-ozempic>
6. de Fontaines, N. (2025). How business schools, employers and Gen Z are shaping the future of work. *CEMS Future Forward Workforce Report*, 17th Jun 2025, 86-91 (**Dharani, B.** has a contribution on page 89). <https://globalfocusmagazine.com/how-business-schools-employers-and-gen-z-are-shaping-the-future-of-work/>
7. **Dharani, B.** (2025). Decolonising Valentine’s Day. *Mail & Guardian*, 13th Feb 2025. Available at: <https://mg.co.za/thought-leader/2025-02-13-decolonise-valentines-day/>



4. PHD / DOCTORAL & MASTERS SUPERVISION:

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 2025:



PHD THESES (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** (initiated 2025) Terousha Naicker from South Africa, **PhD**, University of Cape Town, South Africa, *“Exploring sustainable leadership: A hermeneutic phenomenological study of power, capital, and strategic action in a South African financial institution”*.



2. Supervisor: **April, K.** (initiated 2024) Kopi Sekoaila from South Africa, **PhD**, University of Cape Town, South Africa, "*Institutional transformation: The case of the South African Medical Research Council (SAMRC)*".
3. Supervisor: **April, K.** (initiated 2023) Kholofelo 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*".
4. Supervisor: **April, K.** (initiated 2021) Prabashnee Naidoo from the United Arab Emirates, **PhD**, University of Cape Town, South Africa, "*Courageous leadership in complex environments: A Bourdieusian perspective*".
5. Supervisor: **April, K.** (initiated 2022; successfully passed and graduating in March 2026) Ndidi Okonkwo Nwuneli from Nigeria, **PhD**, University of Cape Town, South Africa, "*Intuitive judgement among Nigerian small business owners and executives*".
6. Supervisor: **April, K.** (initiated 2022; successfully passed and graduated in September 2025) Rashid Toefy from South Africa, **PhD**, University of Cape Town, South Africa, "*Context-relevant strategic decision-making by leaders under crises conditions*".
7. Supervisor: **April, K.** (initiated 2019; successfully passed and graduated in April 2025) Sipiwe Mbatha from South Africa, **PhD**, University of Cape Town, South Africa, "*Intersectionality in corporate South Africa: The experiences of black female leaders*".
8. Supervisor: **April, K.** (initiated 2019; successfully passed and graduated in April 2025) Bronwyn Keene-Young from South Africa, **PhD**, University of Cape Town, South Africa, "*The influence of normative whiteness in the South African private sector*".
9. Supervisor: **Peter, C.** (initiated 2025) Masibulele Zonyana from South Africa, **PhD**, University of Cape Town, South Africa, "*Enhancing complexity leadership in entrepreneurial support organisations: Advancing theory and practice within Cape Towns's dual formal-informal ecosystem*".
10. Supervisor: **Peter, C.** (initiated 2023) Mervyn 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*".
11. Supervisor: **Peter, C.** (initiated 2021) Jacus Engelbrecht from South Africa, **PhD**, University of Cape Town, South Africa, "*How to improve organisational agility through complexity leadership*".
12. Supervisor: **Peter, C.** (initiated 2019) Bonolo Sekhukune from South Africa, **PhD**, University of Cape Town, South Africa, "*Understanding how transparency and collective agency impacts decision-making*".
13. Supervisor: **Peter, C.** (initiated 2021; successfully passed and graduating in March 2026) Kay Lala-Sides from South Africa, **PhD**, University of Cape Town, South Africa, "*When partnerships falter in plain sight: Emotional concealment and invisible actors in cross-sector collaborations*".
14. Supervisor: **Dharani, B.** (initiated 2025), Alastair Sproul from South Africa, **PhD**, University of Cape Town, South Africa, "*Taking a stand in adversarial leadership: A grounded theory of whistleblowers*".
15. Supervisor: **Dharani, B.** (initiated 2024), Chipso Matambo from South Africa, **PhD**, University of Cape Town, South Africa, "*Exploring how leaders' self-care behaviours influence employee wellness: A mixed-method study*".



16. Supervisor: **Dharani, B.** (initiated 2023), Eva 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”*.
17. Supervisor: **Dharani, B.** (initiated 2018), Nashayal Dass from South Africa, **PhD**, University of Cape Town, South Africa, *“The trust development process: A longitudinal study of newcomers at the workplace”*.
18. Supervisor: **Dharani, B.** (initiated 2022, submitted final thesis for examination in 2025), Lawrence George Kesselaar from South Africa, **PhD**, University of Cape Town, South Africa, *“The role of human agency in organizational change and innovation processes: Applying a self-cultural analysis lens of worldviews to understand behavioural intention towards change appropriation”*.
19. Supervisor: **Dharani, B.** (initiated 2018; successfully passed and graduated in April 2025), Eleana 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”*.



MPHIL DISSERTATIONS (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** (initiated 2025) Khanyisa Oyowe from South Africa, **MPhil**, University of Cape Town, South Africa, *“Employees as individual and relational agents of innovation: A case of The City of Cape Town”*.
2. Supervisor: **April, K.** (initiated 2025) Evelyn Richards from South Africa, **MPhil**, University of Cape Town, South Africa, *“Exploring neurodivergent students’ experiences and perceptions of learning environments in business schools in the Western Cape”*.
3. Supervisor: **April, K.** (initiated 2022; successfully passed and graduated in April 2025) Sifiso Mthembu from South Africa, **MPhil**, University of Cape Town, South Africa, *“Relatability: The hidden force behind Black African youth employment disadvantage”*.
4. Supervisor: **Peter, C.** (initiated 2023) Makhosi 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 2023) Lani Strumpfer-Manasse 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”*.
6. Supervisor: **Peter, C.** (initiated 2024) Jessica 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”*.
7. Supervisor: **Peter, C.** (initiated 2023; successfully passed and graduated in April 2025) Wenbo 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”*.
8. Supervisor: **Dharani, B.** (initiated in 2023), Refilwe Ledwaba from South Africa, **MPhil**, University of Cape Town, South Africa, *“Designed for exclusion: An exploratory study of women in the aviation and aerospace industry”*.
9. Supervisor: **Dharani, B.** (initiated in 2024), Viwe Kobokana from South Africa, **MPhil**, University of Cape Town, South Africa, *“The importance of targeted subcategories of NEET youth in South Africa”*.
10. Supervisor: **Dharani, B.** (initiated in 2024), Joy 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 in 2024), Ziyanda 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. Supervisor: **Dharani, B.** (initiated 2023; successfully passed and graduated in April 2025), Amantle Mokubung from South Africa, **MPhil**, University of Cape Town, South Africa, *“The impact of the generation gap on mentoring of Black, South African women”*.
13. Supervisor: **Dharani, B.** (initiated 2023; successfully passed and graduated in April 2025), Natasha 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”*.



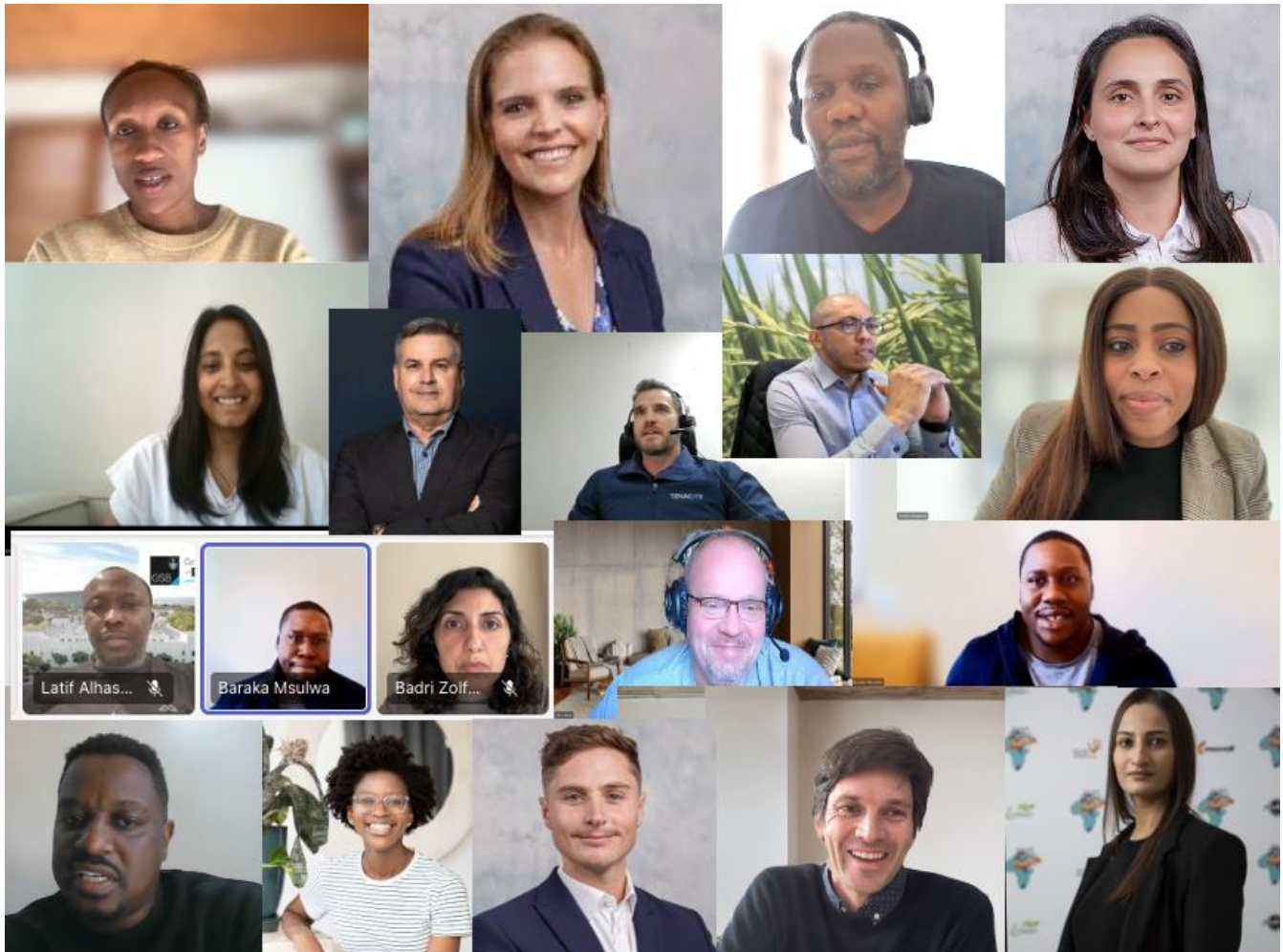
EXECUTIVE MBA & MBA DISSERTATIONS (INTERNATIONAL & LOCAL CANDIDATES)

1. Supervisor: **April, K.** (initiated 2024) Quinton 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) Burnice Leilah 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; graduated in April 2025) Ntombizine 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 2025) Brandy Sanders from the United States of America, **EMBA**, University of Cape Town, South Africa, *“Organisational bridges and identity anchors: Exploring cultural dissonance in executive immigration to South Africa”*.
5. Supervisor: **April, K.** (initiated 2025; submitted dissertation for examination in Dec 2025) Sindiswa Mondli from South Africa, **EMBA**, University of Cape Town, South Africa, *“Thriving against the odds: How adversity shapes academic and career aspirations of university students”*.
6. Supervisor: **Dharani, B.** (to submit in 2026, initiated in 2024). Kersten Heintz, **MIM**, from Germany *“Supporting emotional well-being of adolescents in expatriate families' during and after international relocation”* (University of Cape Town, South Africa).



5. ACTING AS EXAMINERS & RESEARCH PROPOSAL REVIEWERS:

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. Doctoral Thesis External Examiner, **April, K.** (2025, University of South Africa [UNISA], South Africa, Supervisor: Prof. Renier Steyn): **DBL Thesis** – Delpha Matete Lerutla: *“Towards the conceptualisation of African business leadership and its effectiveness”*.
2. Internal Doctoral Proposal Reviewer, **April, K.** (2025, GSB, University of Cape Town, South Africa, Supervisor: Dr. Babar Dharani): **PhD Proposal** – Alastair Sproul: *“Taking a stand in adversarial leadership: A grounded theory of selfless courage”*.



3. Internal Proposal Reviewer, **April, K.** (2025, GSB, University of Cape Town, South Africa, Supervisors: Dr. Badri Zolfaghari and Dr. Farsan Madjdi): **PhD Proposal** – Bramwill Bruinders: *“Cultural mosaic identity tiles and workplace adaptation: Job crafting strategies among low-wage South African retail workers”*.
4. Internal Doctoral Proposal Reviewer, **Peter, C.** (2025, GSB, University of Cape Town, South Africa, Supervisors: Dr. Badri Zolfaghari and Dr. Farsan Madjdi): **PhD Proposal** – Bramwill Bruinders: *“Cultural mosaic identity tiles and workplace adaptation: Job crafting strategies among low-wage South African retail workers”*.
5. Internal Doctoral Proposal Reviewer, **Peter, C.** (2025, GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **PhD Proposal** – Terousha Naicker: *“Exploring sustainable leadership: A hermeneutic phenomenological study of power, capital, and strategic action in a South African financial institution”*.
6. Internal Masters Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Supervisor: Prof. Kurt April): **MPhil Proposal** – Khanyisa Oyowe: *“Employees as individual and relational agents: A case study of the City of Cape Town”*.
7. Internal Doctoral Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Supervisor: Prof. Kosheek Sewchurran): **PhD Proposal** – Derek Naude: *“Catalysing transformation: Crafting leadership coaching for executive education”*
8. Internal Masters Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Cohort Supervision): **MBA Research Report Proposal** – Sinenhlanhla Mambi: *“Go Green: Investigating the determinants of green skincare product purchases among South African consumers”*.
9. Internal Masters Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Cohort Supervision): **MBA Research Report Proposal** – BSSFRE002: *“Planning for the future: Succession planning in South African start-ups”*.
10. Internal Masters Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Cohort Supervision): **MBA Research Report Proposal** – Genevieve de Ponte: *“Adapting private-sector telehealth for public healthcare: Insights from South African providers”*.
11. Internal Masters Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Cohort Supervision): **MBA Research Report Proposal** – Jenna Rouse: *“Financial strategies for building capacity and sustainability in Cape Town’s companion animal welfare sector”*.
12. Internal Masters Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Cohort Supervision): **MBA Research Report Proposal** – Simone Singh: *“Enhancing supplier sustainability in South African supply chains: Overcoming barriers and incentivizing adoption”*.
13. Internal Masters Proposal Reviewer, **Dharani, B.** (2025, GSB, University of Cape Town, South Africa, Cohort Supervision): **MBA Research Report Proposal** – Kobus Uys: *“Work-life balance as a business-critical sustainability factor: Perspectives from South African engineering professionals”*.

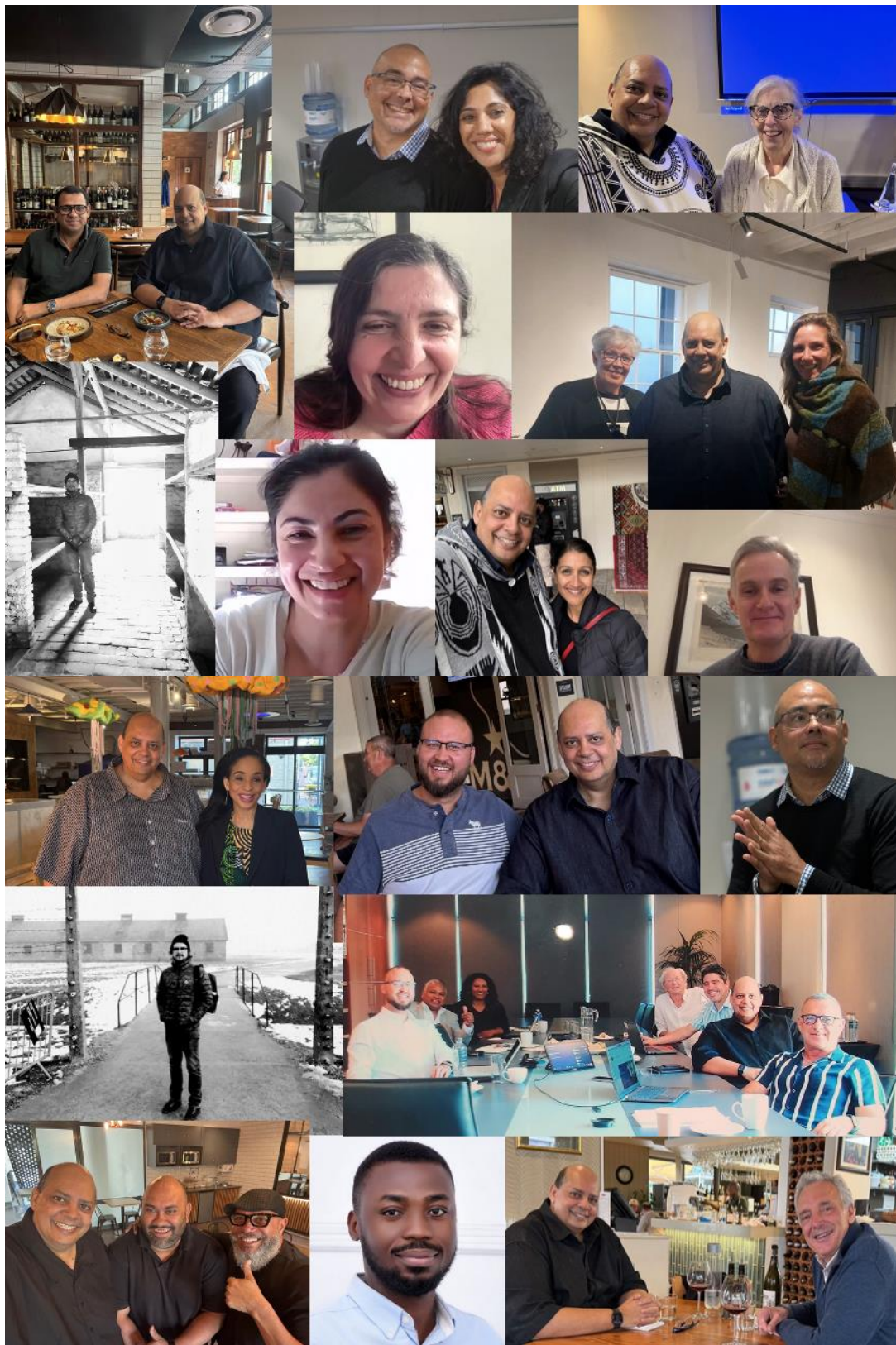


6. AGC CIVIL SOCIETY-, INDUSTRY- & OTHER INSTITUTIONAL LINKS:

The AGC academics have all been making an impact by additionally being involved in outside engagements ... enacting the words of the late 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*”.



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



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

PROF. KURT APRIL:**INDUSTRY:**

- ***Allan Gray Board Summit (SA):***
On the 7th-8th April 2025, Kurt attended the annual Board Summit, in Johannesburg, for all of the Directors and Board members of the Allan Gray legal entities and Centres.
- ***Achievement Awards Group (SA):***
Kurt served 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 and engage employees, channel partners, and customers through employee-centric recognition and conscious engagement. Kurt was also a Member of the Social & Ethics Committee in the Group.
- ***Values20 (SA):***
Kurt played a role as a 'Shepherd' in the values-based initiative V20 (Values20), which aims to support the G20 agenda (South Africa holding the G20 Presidency in 2025) by raising awareness of values and fostering a consciousness of their role in shaping a just, inclusive, and sustainable society.
- ***First Ascent Ventures (Canada):***
Kurt met online with Tony van Marken in Canada to discuss possibilities for being an Allan Gray Speaker and potentially running lecture sessions with the MBA students on AGC academics' courses. Tony is Co-Founder and Managing Partner of First Ascent Ventures (Canada), previous Executive Chairman and CEO of Vox Telecom Limited (South Africa), former General Partner with XDL Intervest Corporation (Canada), and former President and CEO of Architel Systems Corporation (USA).
- ***Asia Pulp & Paper (Indonesia):***
Kurt met in person with Nishant Grover to discuss business challenges in South Africa and for potentially being an Allan Gray Speaker. Nishant is the CEO of Group Consumer Goods for Asia Pulp & Paper, which is head-officed out of Indonesia, but operates across the globe and has consumer markets in 150 countries.

CIVIL SOCIETY:

- ***Unashamedly Ethical (SA):***
Since June 2016 to present, Kurt has served as a Global Ambassador, to: "Challenge our business-, government- and civil society leaders to stand up for ethics, values and clean living".
- ***Qualitative Research in Organizations and Management (UK):***



As of December 2025-present, Kurt has served as an Associate Editor (AE) for the international, peer-reviewed journal, *Qualitative Research in Organizations and Management* (Emerald Publishing, UK – impact factor: 2.4).

- ***Gender, Work & Organization (UK):***

As of April 2025-present, Kurt has served as an Associate Editor (AE) for the international, peer-reviewed journal, *Gender, Work & Organization* (John Wiley & Sons, UK – impact factor: 3.0).

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

As of January 2024-present, Kurt has served as an Associate Editor (AE) for the international, peer-reviewed journal, *Equality, Diversity and Inclusion: An International Journal* (Emerald Publishers, UK – impact factor: 3.0).

- ***Design Science (UK):***

As of August 2020-present, Kurt has served as an Associate Editor (AE) for the international, peer-reviewed journal, *Design Science* (Cambridge University Press, UK – impact factor: 3.27).

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

As of October 2022-present, Kurt has served as an 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, Kurt has served as a 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, Kurt has served as an Editorial Board Member for the international, peer-reviewed journal, *European Management Review* (UK – impact factor: 2.8).

- ***Africa Journal of Management (USA):***

As of 2014-present, Kurt has served as an Editorial Review Board Member for the international, peer-reviewed journal, *Africa Journal of Management* (USA – impact factor: 2.1).



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, and specifically from the 6th-9th January 2025, Kurt served on the Programme Committee which organised the international Race in the Marketplace (RIM) Conference, and which was held in Cape Town (first time in South Africa). During the Conference, Kurt also Chaired a Research Stream on 'RIM Mythmaking' (with a number of academic papers presented by academics from around the globe as part of the stream).

- ***VID Specialized University (Norway):***

On the 22nd February 2025, Kurt met with Prof. Tone Lindheim (Faculty of Theology and Social Sciences) to discuss a potential chapter submission to an edited book by *VID Specialized University* academics, as well as the potential for collaborative research and publication in the near future with a group of Norwegian academics.

- ***Emeritus (Spain):***

On the 17th February 2025, Kurt was in a meeting with Cory McCollough (Head of SME Network for Europe and the Americas, *Emeritus*) – to discuss potential teaching opportunities for 2025 and 2026.

- ***University of Toronto (Canada):***

On the 20th May 2025, Kurt ran a 2hr workshop on *Managing Diversity in the South African Context* on the *University of Toronto's* international study tour.

- ***Rhodes College (United States of America):***

On the 4th June 2025, Kurt ran a 1hr seminar on *Inclusive Leadership* on *Rhodes College's* international study tour at Cape Town Lodge Hotel in Cape Town CBD.

- ***Erasmus University (Netherlands):***

On the 28th May 2025, Kurt ran a 2hr workshop on *Inclusive Leadership: What It Takes – And Why It Matters* on the Rotterdam School of Management (RSM) Global Executive MBA Programme (*Erasmus University*, Netherlands) at The Desmond and Leah Tutu Legacy Foundation in Cape Town CBD.

- ***FOM Hochschule (Germany):***

On the 27th-31st October 2025, Kurt convened and taught all-day sessions (over the entire week) on *Personal Transformation & Authentic Leadership* to Masters students from *FOM Hochschule*, Germany on UCT's upper campus – as part of an international programme run by UCT's International Academic Programmes Office (IAPO). Kurt also set and graded their group presentations, as well as final, individual assignments of the Masters students.



- **Technical University of Munich (Germany):**

On the 18th December 2025, Kurt delivered a 1hr seminar on: *The Golden Repair Leadership Model (GRLM): Wabi-Sabi, Kintsugi & Ubuntu Principles and Philosophies*, to the doctoral & post-graduate psychology students, as part of their Psychology PhD Research Colloquium, at the *Technical University of Munich*, Germany.

- **Brunel Business School, London (UK):**

Throughout 2025, Kurt had a number of in-person and online meetings and communication with Prof. Mustafa Özbilgin regarding a number of collaborative research projects (10 in total), with the aim of ultimately publishing the results in peer-reviewed journals and books in 2025 and 2026. The research topics range from DEI through poetic lenses; normative whiteness in the private sector; decolonising management education; decolonising knowledge and power in the Global South; inclusive leadership; women's subjectivities in leadership in Africa; and, relatability in relation to labour market participation.

- **Ankara HBV University (Turkey):**

Throughout 2025, Kurt had a number of online meetings and communication with Assoc. Prof. Cihat Erbil regarding a number of collaborative research projects (8 in total), with the aim of ultimately publishing the results in peer-reviewed journals and books in 2025 and 2026. The research topics ranged from decolonising management education; women's subjectivities in leadership in Africa; relatability in relation to labour market participation; the compassion consumption paradox; colonisation residue in private sector practices in Namibia; algorithmic evaluation of discretion, dignity and voice; conditional inclusion of South African Indian women leaders; and, the lived experiences of taxi drivers in Ankara and the Western Cape.

- **International University of Management (Namibia):**

Throughout 2025, Kurt had a number of online meetings and communication with Dr. Jacobs Sihela regarding a number of collaborative research projects (4 in total), with the aim of ultimately publishing the results in peer-reviewed journals and books in 2025 and 2026. The research topics ranged from decolonisation and embracing Mbongi as management practice; colonisation residue in private sector practices in Namibia; Black Consciousness and workplace anti-black racism; and communication in Sub-Saharan workplaces.

- **Queen Mary University of London (UK):**

Throughout 2025, Kurt had a number of online meetings and communication with Dr. Anita Maharaj and Prof. Ahu Tatli, from Queen Mary University of London (QMUL) UK, to discuss research collaborations related to intersectionality and postcolonial feminism for 2025 and 2026 – with the ultimate aim of publishing the research results in peer-reviewed journal outputs.



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

On the 14th August 2025, Kurt ran an in-person workshop for UCT first-year students, on *Inside-Out Leadership*, as part of the UCT Department of Student Affairs (DSA) Lead Programme and their Empowered Skills Development Series Workshops on UCT upper campus.

- **University of the Witwatersrand (SA):**

On the 27th January 2025, Kurt met with Prof. Melissa Steyn (SA National Research Chair in Critical Diversity Studies & Director of the Wits Centre for Diversity Studies, *University of Witwatersrand*) to discuss inputs in the new DEI poetic book (ongoing) by Prof. April, Dr. Dharani and Prof. Özbilgin, as well as the potential for delivering lectures to the GSB MBA students on: '*Modern Day Expressions of Privilege and Fragility in Society and the Workplace, Complicity, Privilege Traps, and The Way Through It*'.

- **University of Johannesburg (SA):**

Throughout 2025, Kurt had a number of in-person and online meetings and communication with Assoc. Prof. Sadi Seyama regarding a number of collaborative research projects (3 in total), with the aim of ultimately publishing the results in peer-reviewed journals and books in 2025 and 2026. The research topics ranged from decoloniality of leadership, DEI practice across Africa; and, coaching with diverse identities.

- **Tsiba Business School (SA):**

Kurt held a brief meeting, and sent follow-up emails, with Earl-Djehuti Erasmus (Lecturer at *Tsiba Business School*) about the potential for research supervision on indigenization (specifically perspectives and insights from the San and Khoi).





V20 Values: Saudia Arabia, Italy, Indonesia, India, Brazil



V20 OVER THE YEARS



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

ASSOCIATE PROF. CAMAREN PETER:**UNIVERSITIES & OTHER EDUCATIONAL INSTITUTIONS:*****International:*****- *Coopers Union (USA)***

I have been providing inputs to the Special Advisor to the Vice-President Academic Affairs at Cooper Union, Mokena Makeka, in the set-up of FLOW ('The Future of Living for One World'). The Cooper Union for the Advancement of Science and Art, commonly known as Cooper Union, is a private college on Cooper Square in Manhattan, New York City (USA). Mokena was invited to attend a workshop on FLOW at Coopers in 2025 but had to decline due to having published op-eds critical of the new US administration.

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

In 2024, Camaren convened a research team from his 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 Camaren convenes. The team did not meet as often in 2025 due to two team members taking up positions in new organisations, as well as one member being on sabbatical at the University of Oxford (UK). The BASE CAMP team will continue its research in 2026 on a paper 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 and the research phase is ongoing, analysing corporate wrongdoing in State capture through analysing the Zondo Commission transcripts and reports, among other sources.

INDUSTRY:**- *Ironheart (SA):***

After helping incubate Ironheart Pty Ltd while Director and Executive Head of CABC NPC, Camaren is now a Special Advisor to Ironheart on social justice and sustainability. Ironheart is a for-good content production agency working with civil society and values-led companies and brands on a wide range of themes, e.g., climate change, food security and poverty alleviation, anti-corruption campaigns, boy's mental health, and gender-based violence.

- *I4C: Institute for Creativity (SA):*

Camaren has begun incubating a new company, registered as *I4C Pty Ltd*, which is intended to bring the benefits of creative thinking to leadership, management and youth development.



CIVIL SOCIETY:

- **Values20 (SA):**

Camaren served as the Research Custodian of the South African chapter of the Values20 research initiative. Values20 is a global network of values-based leaders, scholars and practitioners that has provided input to every annual meeting of G20 nations since 2020. Camaren's role involved leading a large research effort (since October of 2024), consisting of three research streams (each represented by a research lead overseeing a large research team in turn) to produce the 2025 Values20 Communique. This Communique served as the basis for the Values20 Summit that was held in Cape Town on 15th–17th October 2025, and which was attended by a broad range of civil society-, government- and business representatives. It also served as an input to the global G20 summit of world leaders in Johannesburg in November 2025.

The Communique consisted of detailed research and policy recommendations on three key overarching thematic areas; solidarity, equality and sustainable development. The enactment of each of these themes was motivated for through research on how these themes are, and can be, supported by the following values: (1) values-based leadership, (2) dignity, (3) Ubuntu, (4) ethical governance (integrity), (5) ownership and agency, and (6) equity. The final Communique was lauded by the global Values20 directorate as a profound innovation in the Values20 process, particularly by bringing a new level of academic rigour and engagement to the Values20 Communique and its engagements.

Camaren scoped the research agenda for the Communique and oversaw the research and write-up of it, working with research stream leads Dr. Njeri Magqwiru, Dr. Shamim Bodhanya and Dr. Ruwayne Kock, each of whom oversaw a research team themselves. The Communique also incorporated inputs from global contributors who responded to a call that we put out to the global Values20 community, to ensure broader inclusion of global voices. Camaren wrote both the introductory overview and the concluding section of the Communique. The latter introduced a novel way forward for responding to global grand challenges of the 21st Century in the face of the decline of the rules-based order, that is, multi-lateral organising on the basis of values compacts that can be brokered between different countries, regions and localities, as well as at different scales and levels of governance (e.g., cities).

The full Communique can be viewed at the link below:

Peter, C., & Daya, P. (Eds). *V20 South Africa Communique: Living values: Enabling solidarity, equality and sustainable development*, Values20 2025. V20 South Africa, 16th Oct 2025.
<https://www.values20.org/wp-content/uploads/2025/10/V20-SA-final-16-Oct-2025.pdf>



While the Values20 engagement required an intense commitment in respect of time and effort, it presented a once-in-a-lifetime opportunity to influence G20 decision-making in adopting values-based leadership principles and policy-making. It also constituted sets of local and global values research and practice networks that promise to yield both constructive research and inclusive practice outcomes moving forward.

- ***Africa Online Safety Fund (Impact Amplifier):***

Published an extensive research report on the Africa Online Safety Fund Online Database, which is a growing database of materials intended to help civil society, the governments and businesses in Africa mitigate against online threats and harms. In particular, the research is of great value to civil society organisations attempting to make use of social media and ICT applications to mount interventions in Africa. See:

Peter, C. (2025). *The use of social media and ICT applications by civil society organizations in South Africa: Implications for developing applications for active citizenry and civil society.* Centre for Analytics and Behavioural Change/Africa Online Safety Fund. <https://www.africaonlinesafety.com/research-view?id=reczc6Em6RBiP>.

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

In 2025, as Founder of CABC, Camaren stepped back from his role as Director and Executive Head, after preparing the senior management team to take over the running of the organisation. He remained a Board member for 2025 and will transition to a role as Special Advisor in 2026. The organisation continues to thrive, brokering partnerships with organisations such as Tik-Tok to organise an Africa-wide civil society conference on online child protection. It continues to play a vital role in protecting against mis- and disinformation, coordinated influence operations, hate speech, polarising rhetoric and incitements to public violence, as well as assisting civil society organisations in mounting online campaigns to boost their influence in society and supporting active citizenry.



DR. BABAR DHARANI:

CIVIL SOCIETY:

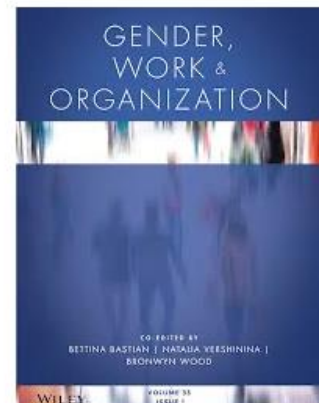
- ***Global Journal of Cultural Studies (Canada):***

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



7. REVIEWS – JOURNAL ARTICLES, BOOK CHAPTERS & BOOKS:

The Allan Gray Centre academics have completed a number of reviews for international and local peer-reviewed journals, as well as provided feedback on book proposals for publishers and written endorsements for books of international authors and academics during 2025.



1. April, K. (2025). Book Proposal Review: “*Methods for researching global challenges*” (Routledge/Informa, UK) by Prof. Mustafa F. Özbilgin, from the UK, and Assoc. Prof. Cihat Erbil from Turkey.
2. April, K. (2025). Book Proposal Review: “*Call to action: Transforming diversity, equity, and inclusion through norms, leadership practices, and mindset*” (Emerald Publishing, UK) by Prof.



Eden King, from the USA, Prof. Quinetta Roberson, from the USA, and Prof. Mikki Hebl, from the USA.

3. April, K. (2025). Book Proposal Review: “*Advancing diversity intelligence in organizations*” (Palgrave Macmillan, USA) by Dr. Darcia Roache, from Canada, Dr. Timi Olubiyi, from Nigeria, and Dr. Manisha Paliwal, from India.
4. April, K. (2025). Book Proposal Review: “*Bridging the divide: Fundamentals of contemporary management and leadership*” (Palgrave Macmillan, UK) by Dr. Riann Singh, from the West Indies, and Dr. Shalini Ramdeo, from the West Indies.
5. April, K. (2025). Book Review and Endorsement: “*The coin*” (Langaa, Cameroon) by Dr. Minga Mbweck Kongo from South Africa.
6. April, K. (2025). Journal Article Review: “Broadening the lens: Integrating context and intersectionality to advance global DEI research in the academy of management”. *Academy of Management Collections*.
7. April, K. (2025). Journal Article Review: “From linguistic ostracism to workplace social loafing behavior: A moderated-mediation model of workplace embitterment and moral attentiveness”. *Journal of Business Ethics* (impact factor: 8.7).
8. April, K. (2025). Journal Article Review: “Putting self before team: Understanding the root of self-serving leadership and its impact on employee psychological withdrawal behaviors”. *Management Research Review* (impact factor: 3.9).
9. April, K. (2025). Journal Article Review: “Stakeholder engagement and intellectual capital disclosure quality: The moderating role of firm life cycle stages”. *Management Research Review* (impact factor: 3.9).
10. April, K. (2025). Journal Article Review: “Barriers to women’s participation and contribution in the process manufacturing industry: Managerial insights from multiple case studies in an emerging economy”. *Journal of Management & Organization* (impact factor: 3.8).
11. April, K. (2025). Journal Article Review: “Broadening the lens: Integrating context and intersectionality to advance global DEI research in the Academy of Management”. *Journal of Management & Organization* (impact factor: 3.8).
12. April, K. (2025). Journal Article Review: “Improving cultural understanding and sparking creativity through the application of the CSS in an intercultural and primarily Chinese research team”. *Design Science* (impact factor: 3.27).
13. April, K. (2025). Journal Article Review: “Exploring identity in coaching: Insights into coaches’ understanding and approach”. *Frontiers in Psychology* (impact factor: 2.89).



14. April, K. (2025). Journal Article Review: “A self-directed online resource to enhance coach learning: A 21st-century approach to coach education”. *Frontiers in Sports and Active Living* (impact factor: 2.6).
15. April, K. (2025). Journal Article Review: “Balancing tradition and modernity: A gioia-based study of professionalization in Moroccan family businesses”. *Qualitative Research in Organizations and Management* (impact factor: 2.4).
16. April, K. (2025). Journal Article Review: “Sense of agency and control, self-esteem, and mental well-being among undergraduate students in the U.S. and China”. *Cross-Cultural Research* (impact factor: 2.2).
17. April, K. (2025). Journal Article Review: “Cracking the concrete wall - Black women in leadership in the UK: An investigation of the barriers and challenges”. *Gender, Work and Organization* (impact factor: 3.0).
18. April, K. (2025). Journal Article Review: “Speaking up and standing out: How women navigate identity conflicts to self-advocate at work”. *Gender, Work and Organization* (impact factor: 3.0).
19. April, K. (2025). Journal Article Review: “Shifting the focus from care ethics to care value: A pluralistic framework of care through the lens of tripartite aims in human relationships”. *Gender, Work and Organization* (impact factor: 3.0).
20. April, K. (2025). Journal Article Review: “‘Tragic’, ‘torment’ and ‘torture’: Leadership as fertile ground for women’s organizational misogyny”. *Gender, Work and Organization* (impact factor: 3.0).
21. April, K. (2025). Journal Article Review: “‘Boosting gender equality and female participation in technical vocational education and training in Nigeria: The influence of self-efficacy and social justice awareness”. *Gender, Work and Organization* (impact factor: 3.0).
22. April, K. (2025). Journal Article Review: “Gendered titles and legal identity: The civic implications of ‘Mrs.’ in a patriarchal framework”. *Gender, Work and Organization* (impact factor: 3.0).
23. April, K. (2025). Journal Article Review: “Perspectives on pregnant and parenting academics in Jordan: A context-specific analysis”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
24. April, K. (2025). Journal Article Review: “Are we there yet? Diversity management officers’ journey to strategic partnership”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).

25. April, K. (2025). Journal Article Review: “Critical issues of managing workplace diversity in developing countries: Focus on Ghana”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
26. April, K. (2025). Journal Article Review: “We want more diversity, but ...”: Examining the antecedents and outcomes of diversity in organizations”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
27. April, K. (2025). Journal Article Review: “What’s in a name? Examining the impact of upper caste surnames on wages and employment in the Indian information technology sector”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
28. April, K. (2025). Journal Article Review: “Organisational gender certification programs: A critical review”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
29. April, K. (2025). Journal Article Review: “Inclusive innovation: Balancing gender equality and gender neutrality in hackathons”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
30. April, K. (2025). Journal Article Review: “Breaking barriers, building inclusivity: The moderating role of employee ambition in the link between workplace discrimination and employee task performance”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
31. April, K. (2025). Journal Article Review: “Beyond barriers: Elevating women’s participation in the construction industry’s digital shift”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
32. April, K. (2025). Journal Article Review: “#MrDalit’s counter-narratives on online sphere: Voicing against Casteist practices”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
33. April, K. (2025). Journal Article Review: “When (your) inclusion is part of your job: ‘Professional’ disability advocacy”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
34. April, K. (2025). Journal Article Review: “A three-dimensional perspective on factors influencing the career advancement of women in the Kenyan health sector”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
35. April, K. (2025). Journal Article Review: “Breaking barriers: Understanding factors constraining women’s career choices and progression in the South African construction industry”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).



36. April, K. (2025). Journal Article Review: “Exploring media portrayals of diversity, equity and inclusion (DEI) backlash in aviation”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
37. April, K. (2025). Journal Article Review: “I don’t think there is a place for me: Unfolding male preservice teachers’ professional identity development in a Chinese university”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
38. April, K. (2025). Journal Article Review: “Advancing diversity research: A systemic literature review for hypotheses development on inclusion and organizational outcomes”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
39. April, K. (2025). Journal Article Review: “Assessment of leaders’ tweets to understand impact of inclusive leadership on team behaviour”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
40. April, K. (2025). Journal Article Review: “Inclusive leadership and age diversity: Implications for performance in Nigeria’s industrial workplaces”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
41. April, K. (2025). Journal Article Review: “Digital maturity through the lens of emotional intelligence: Women leaders’ perspective”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
42. April, K. (2025). Journal Article Review: “Machoism of female academics in Ghana: Masculine strategies adopted by women faculty to fit in the academy”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
43. April, K. (2025). Journal Article Review: “Gender-sensitive health workers’ response in Nigeria: The role of corporate social responsibility in oil host communities”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
44. April, K. (2025). Journal Article Review: “Beyond parenthood: Examining workplace discrimination faced by childless employees through an intersectional lens”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
45. April, K. (2025). Journal Article Review: “Lived experiences and adaptive strategies of women in formal construction-related professions in Ghana”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
46. April, K. (2025). Journal Article Review: “Change management models for implementing diversity and inclusion in organizations”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).



47. April, K. (2025). Journal Article Review: “Intersectionality and expatriate careers: Barriers to female mobility in Qatar’s organisational contexts”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
48. April, K. (2025). Journal Article Review: “Thawing or freezing: A typology of organizational responses to reports of mistreatment in engineering and technology”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
49. April, K. (2025). 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: 3.0).
50. April, K. (2025). Journal Article Review: “Polarised identities at work: Organisational consequences of social division in Turkey”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
51. April, K. (2025). Journal Article Review: “Analyzing DEI training outcomes through organizational justice theory”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
52. April, K. (2025). Journal Article Review: “How can a cripple woman lead us: Breaking barriers – Differently abled women in leadership positions in Ghana”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
53. April, K. (2025). Journal Article Review: “The transmissible impact of ethical leadership with social responsibility, sustainability, and diversity on performance”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
54. April, K. (2025). Journal Article Review: “A representation of their own”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
55. April, K. (2025). Journal Article Review: “Empowering women in STEM leadership: Overcoming challenges in the Middle East and North Africa’s pharmaceutical sector”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
56. April, K. (2025). Journal Article Review: “Promoting engagement through managing workforce diversity: The role of duty orientation and workforce diversity strategy”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
57. April, K. (2025). Journal Article Review: “Board ethnic diversity: A systemic review and agenda for future research”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
58. April, K. (2025). Journal Article Review: “The global consequences of the anti-DEI movement”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).



59. April, K. (2025). Journal Article Review: “Leading ethically, performing sustainably: Ethics as the driving force of performance”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
60. April, K. (2025). Journal Article Review: “Identity oppression and reproduction discrimination of childfree women in the workplace”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
61. April, K. (2025). Journal Article Review: “Empowering inclusion through flexibility: A moderated mediation model of thriving, self-efficacy, and supervisor support”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
62. April, K. (2025). Journal Article Review: “Gendered congruence in leadership: How inclusive leadership builds trust but produces unequal knowledge sharing”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
63. April, K. (2025). Journal Article Review: “Designing casino corporate social investment strategies to promote the upward mobility of women in South Africa”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
64. April, K. (2025). Journal Article Review: “Ageing populations across the globe, with related challenges and opportunities: Evidence from Chief Human Resource Officers”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
65. April, K. (2025). Journal Article Review: “The affective labour of inclusion (ALI): Gender identity, affective labour, and the making of organisational inclusion”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
66. April, K. (2025). Journal Article Review: “Deuces, I’m out: Understanding how and when Trump-supporting supervisors increase black employees’ turnover intentions”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
67. April, K. (2025). Journal Article Review: “Man up! The consequences of masculine cultures in crisis management”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
68. April, K. (2025). Journal Article Review: “Leading with inclusion: Driving frontline employee proactive behaviors for service excellence”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
69. April, K. (2025). Journal Article Review: “Agility isn’t enough: Rethinking inclusion in the modern workplace”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).
70. Peter, C. (2025). Journal Article Review: “The Trump administration’s pursuit of social dominance: This time feels different ... because it is”. *Equality, Diversity and Inclusion: An International Journal* (impact factor: 3.0).



71. Dharani, B. (2025). Journal Article Review: “Leadership and workplace bullying - A systematic review and meta-analysis”. *Management Research Review* (impact factor: 3.9).
72. Dharani, B. (2025). Journal Article Review: “Digital maturity through the lens of emotional intelligence: Women leaders’ perspective”. *Equality, Diversity, and Inclusion: An International Journal* (impact factor: 3.0).
73. Dharani, B. (2025). Journal Article Review: “Beyond survival: How personal resilience shapes well-being and retention among online remote workers”. *Management Research Review* (impact factor: 3.9).
74. Dharani, B. (2025). Journal Article Review: “Navigating the pandemic crisis – The influence of the crisis on business school academics’ sense of belonging and professional identity”. *Education + Training* (impact factor: 4.3).



8. AGC ENGAGEMENT & COMMITTEE WORK AT UCT:

The AGC is the only GSB Centre to have touched 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 2025. For the flagship MBA programme, 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 ... 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, Doctoral Research Colloquiums (PhD PRCs), research seminars, as well as GSB get-togethers (work and social). AGC academics partook in a number of roles and responsibilities at the GSB, and also the broader university (UCT).

Prof. Kurt April:

- Prof. April was the Chair & Director of the Allan Gray Centre (AGC) at the GSB – he ran the Centre full-time, set the strategy and ensured the successful achievement of the Centre’s objectives and outputs, ‘met’ and dealt with academic staff, engaged the Centre’s broader stakeholders outside of the GSB, represented the AGC inside and outside of the GSB, arranged and attended all of the Allan Gray Speaker Series, mentored the AGC academics (as well as other GSB academics), regularly liaised with the GSB Webmaster for regular updates to the AGC website, and personally maintained and uploaded 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), made up of senior academic and PASS/Administrative university staff, in order to meet the brief of: “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 a University Advisory Group, the ISAG meets quarterly.
- As a full Professor, he served on the University’s Senate and, when required, on Sub-Committees (Selection Committees; Disciplinary Committees; University Redesign Panels).
- He served on the GSB’s Academic Committee, as a senior member of the GSB’s academic staff (Professor) – participating actively in discussions regarding strategy, changes in syllabus, changes to evaluation criteria, and fostering the sense of uniqueness of the GSB faculty.
- Prof. April chaired the Allan Gray Centre Scholarships Committee – as a Committee, they invited applications from GSB PhD students, evaluated the applications, and eventually awarded scholarships for PhD study.
- He served as the Stream Convenor of the MBA Leadership & Change Stream – one of the streams which MBA students can choose 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 were:

- Confirmation of the admission of students to the specialisation (e.g., where there was an entry requirement to pass a specific course).
 - Designed 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).
 - Approved and signed-off on research dissertation topics as being in line with the specialisation's focus.
- He was also a member of the GSB Ethics Committee, and reviewed EMBA research proposals for issuing ethical clearance for research.
 - On the 5th May 2025, spent 6hrs online as part of the GSB doctoral research colloquium (PhD PRC) – listening to each of the first-year PhD students' presentations of their research topics and initial literature reviews, and provided feedback on each of the presentations.
 - He was involved with the development of UCT staff through facilitating workshops on authenticity and leadership – the programme is run by UCT's Department of Student Affairs (DSA).



Assoc. Prof. Camaren Peter:

- Since 2018, when he was appointed to the UCT University Research Committee (URC) by Senate, Camaren has lended 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 played a role in helping frame what key research directions, support structures and methodological avenues the University sought 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. Camaren also participated in the annual reviews of URC-accredited Research Units, Centres and Institutes. These reviews are typically multi-year reviews and require a great deal of time for the completion of the reviews, typically culminating in a half-day live review of the Units with their members present. This year, the URC played a key role in navigating the impact of the funding crisis precipitated by the new US administration on the research enterprise of the university. The Chair of the URC helped raise R600m to ensure that vital research, particularly in the Health Sciences, continued, engaged in efforts to raise R1.4bn from the South African state, and has been working with other universities to lobby for annual state expenditure on universities and research and development to be increased moving forward.
- Camaren 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 played a role in helping evaluate external examiner feedback, ensuring fairness to students, and maintaining academic standards in respect of awards of grades and degrees.
- He played 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 sat 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 met to assess student progress at regular intervals during the year.
- He also participated on the EMBA Selections Committee, which involved evaluating potential students for acceptance into the programme.
- During 2025, he helped design the new distance/online Post Graduate Diploma in Management (PGDip), as part of a new innovation of the GSB.
- He served as a member of the Allan Gray Centre Scholarship Committee, assessing scholarship applications with other AGC Committee members regarding the granting of AGC PhD scholarships.

Dr. Babar Dharani:

- Dr. Dharani served 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 played 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 also was a member of the GSB Ethics Committee, and reviewed MCom research proposals for issuing ethical clearance for research.
- He served as a member of the Allan Gray Centre Scholarship Committee, assessing scholarship applications with other AGC Committee members regarding the granting of AGC PhD scholarships.
- During 2025, he continued to help design the new distance/online Post Graduate Diploma in Management (PGDip), as part of a new innovation of the GSB.



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

9. MENTORSHIP:

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



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



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

- Informal mentoring of Dr. Benjamin Spatz, from the USA (Senior Lecturer at UCT's Graduate School of Business), by **April, K.**
- Informal mentoring of Dr. Wayne Moodaley (Senior Lecturer, GSB), on transitioning to a new role as an academic at the GSB, by **April, K.**
- Informal mentoring of Ashton Joseph (potential candidate for a PhD), on the development of his PhD application to the GSB PhD Programme (now successful), **April, K.**
- Informal mentoring of Dr. Anita Maharaj, from South Africa (Researcher at Queen Mary University of London, UK), by **April, K.**
- Mentoring of Nkulu Madonko, from Zimbabwe (Director of Quintus Wealth Consulting & Executive/Life Coach), by **April, K.**
- Mentoring of Nicholas Lamohr, from South Africa (Director of Linchpin Project Management), by **April, K.**
- Mentoring of Terrence Lakey, from South Africa (Sensei & Owner of Samurai Plumstead Karate Dojo), by **April, K.**
- Informal mentoring of full-time MBA student, Senan Zinzindohoue from Benin (entrepreneur and consultant in data-driven insights and strategic decision-making), by **April, K.**
- Informal mentoring of full-time MBA student, Samukelisiwe Ndlovu from South Africa (actuary and data scientist), by **April, K.**
- Informal mentoring of modular MBA student, Nomvuyo Dube from South Africa, by **April, K.**
- Informal mentoring of full-time MBA student, Thapelo Tsiu from South Africa (who has a distinguished 19-year career in the financial services industry), by **April, K.**
- Informal mentoring of Angel Makhanya from South Africa (final year psychology student, Humanities Faculty, at the University of Cape Town), by **April, K.**
- Informal mentoring of potential PhD student, Nomatshawe Rebe, from South Africa (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 Kim Thipe (MD of CABC NPC, EMBA GSB Alumni), in supporting her in her new role in leading CABC NPC, after Assoc. Prof. Peter stepped down as Director and Executive Head, by **Peter, C.**



- Informal mentoring of Rexford Edem Agbozo (potential candidate for a PhD), on the development of his PhD application to the GSB PhD Programme (now successful), and collaboration on two scholarly papers, by **Peter, C.**
- Informal mentoring of Tshepo Ngaleka (potential candidate for a PhD), on the development of his PhD application to the GSB PhD Programme (now successful), and collaboration on two scholarly papers, by **Peter, C.**
- Informal mentoring of Wenbo Zheng (potential candidate for a PhD), on transitioning to a new role (CFO), and collaboration on an academic paper based on her MPhil research, by **Peter, C.**
- Informal mentoring of Dr. Wayne Moodaley (Senior Lecturer, GSB), on transitioning to a new role as an academic at the GSB, and collaboration on an academic paper, by **Peter, C.**
- Mentored Wade Seal (UCT Philosophy PhD) and assisted him in applying for a Postdoctoral Fellowship to the GSB/AGC.
- Mentoring of AGC Postdoctoral Fellow, Dr. Lonwabo Makapela, by **Dharani, B.**



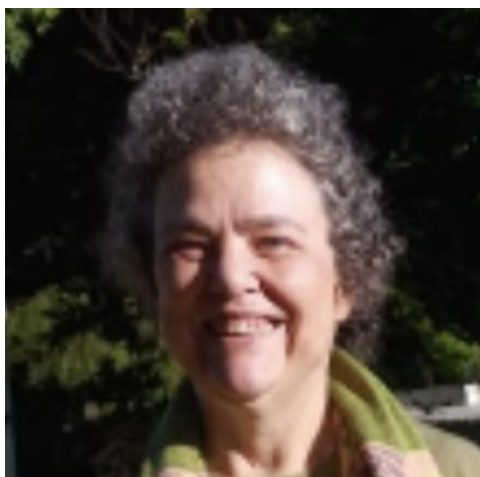
10. ALLAN GRAY SPEAKER / PANEL SERIES:

The quarterly Allan Gray Speaker Series has established itself as a feature of GSB stakeholder engagement activities, i.e., the Allan Gray Speaker Series has a large following (and developed a growing stakeholder database as a result) and has good turnouts online when speaker afternoons and evenings are put on. Speaker events allow stakeholders to hear about the speakers' business/civil society/government-, entrepreneurial- and personal challenges throughout their careers, and attendees can ask questions of the speakers also. In 2025, 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 2025 comprised of four online events, as follows:

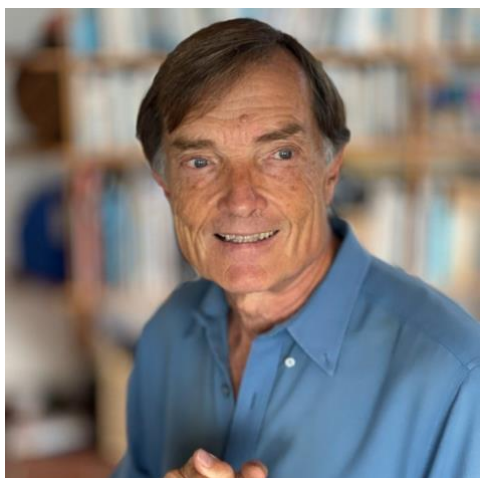


26th November 2025 – *Context is Everything: Strategic Decision-Making and Leadership in Times of Crises* by Dr. Rashid Toefy (Deputy Director-General in the Department of Economic Development and Tourism in the Western Cape Government, South Africa).





22nd August 2025 – *Human-Centred AI & Governance Focus* by Dr. Anet Potgieter (Founder & CEO of The Agents Group, South Africa & Research Lead of the Agents Laboratory, South Africa).



27th May 2025 – *Becoming Good at Crises* by Peter Willis (Director of Crossing Point Pty, South Africa & Former Director of the University of Cambridge Institute for Sustainability Leadership, UK) and **Gareth Morgan** (Executive Director of Future Planning and Resilience, City of Cape Town Metropolitan Government, South Africa & Former Member of the South African Parliament, South Africa).





6th March 2025 – *The Leadership Shadow: Coaching Leaders in Times of Crises* by Prof. Erik de Haan (Director of Hult-Ashridge Center for Coaching, UK & Professor at the Vrije Universiteit, Netherlands).

In 2026 we will shift 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.



11. ALLAN GRAY CENTRE (AGC) PHD SCHOLARSHIPS:

During 2025, 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 2025 were valued at **ZAR 30,000-00 Rands**. The scholarships were only open to registered 2025 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 the AGC Scholarships Committee and were granted on the bases of both **academic merit** (*quality of the proposed research* for first-year PhD students and *satisfactory and appropriate progress [for the year the student was registered in]* for returning students) and **financial need** of the applicant (combined household income; and, 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 and spouses/partners; (3) a description detailing: for first-year students (no longer than 500 words) – what would be worked on during the first year of their study, together with a proposed timeline, and for returning students (no longer than 500 words) – a detailed progress report, also indicating what was being worked on, together with a proposed timeline.



Four (4) scholarships were ultimately awarded to:

1. **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”*.
2. **Nashayal Dass** (Indian, South African male)
Supervisor: Dr. Babar Dharani
Topic: *“The trust development process: A longitudinal study of newcomers at the workplace”*.
3. **Masibulele Zonyana** (Black African, South African male)
Supervisor: Assoc. Prof. Camaren Peter
Topic: *“Entrepreneurship development and support: Focus and location of government”*.
4. **Chipo Matambo** (Black African, South African)
Supervisor: Dr. Babar Dharani
Topic: *“Leader self-care practices for coping with leadership demands: A study of South African leaders in C-suite roles”*.



12. AGC LOCAL & INTERNATIONAL ASSOCIATES:

AGC Associates are individuals who collaborate with AGC academics (e.g., researching together, writing together – peer-reviewed articles/book chapters/books) and provide value to the AGC along its core focus areas (e.g., 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 2025, 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 an AGC Visiting Professor and AGC Speaker Series event speaker. 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 on 'Identity Work in Coaching' for the peer-reviewed journal, *Frontiers in Psychology*.





(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) Dr. Preeya Daya (South Africa)

V20 South Africa Co-Chair, and previously a Senior Lecturer in the Allan Gray Centre at the Graduate School of Business (UCT). An author, educator, and integral coach, she is currently completing a two-book series on *Justice, Equity, Diversity, Inclusion and Transformation* with Prof. Kurt April, helps the AGC set up venues and speakers for the Speaker Series, and acts as a moderator for both AGC taught courses, and is an external examiner for Masters dissertations and PhD theses of AGC academics.





(4) Assoc. Prof. Cihat Erbil (Türkiye)

Associate Professor in the Department of Business Administration at Ankara Hacı Bayram Veli University (Turkey). His research lies at the intersection of organisational sociology and critical management studies, where he explores power dynamics, marginalisation, and resistance within organisational settings – engaging issues to do with voice, silencing, and the lived experiences of individuals and groups who are excluded or underrepresented in mainstream organisational discourse. He is collaborating on a number of research projects with Prof. April, Dr. Dharani and other AGC Associates related to decolonising management education, challenging organisational power and inequality, well-being, intersectionality, relatability, and women in leadership.



(5) 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 book chapters (2024; 2025) with Prof. Kurt April on *Spirituality, Religion, Diversity, Equity & Inclusion in the Southern African Context*, and made a chapter contribution in Dr. Daya & Prof. April's book on *12 Lenses into Diversity in South Africa*.





(6) Prof. Sonya Grier (United States of America)

Kogod Eminent Scholar Chair in Marketing at the Kogod School of Business, American University (USA). Prof. Grier is the Co-Founder and President of the *Race in the Marketplace (RIM)* Research Network (of which AGC academics are members), and her expertise spans issues of race, diversity, and equity at the intersection of markets and society, and examines racial dynamics underlying consumption issues. She shares her research in academic journals, photographic narratives, documentary films, and in the currently-developed 2026 AGC poetry book on DEI.



(7) 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, designs and convenes a course for visiting New York University Stern Business School MBA students on the just transition to sustainable energy and reducing economic inequality, assists the UCT Online High School to enable equitable access to education, 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*.





(8) 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 Leadership and 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. She also ensures that some AGC academics engage with University of Oxford EMBA's on their Emerging Economy Tours to South Africa.



(9) Mx. Gabriel Hoosain Khan (United Kingdom)

Arts-based healer, facilitator and researcher. They use creativity – art, drama, and writing – to support grassroots leadership, youth engagement, and social justice, focusing on themes such as gender, sexuality, hunger and poverty. Gabriel co-founded the Creative Change Laboratory (CCoLAB), a space for art, healing, and resistance. They are currently pursuing a PhD at the University of Brighton (UK), exploring how creativity can empower and heal LGBTQIA+ and BIPOC communities.





(10) Prof. Hugo Kehr (Germany)

Chair of Psychology, and Programme Director of the Master in Management Programme, at the Technical University of Munich (TUM, Germany). His research and work in motivational phenomena overlap with Dr. Dharani's- and Prof. April's work in motivational phenomena. He was an AGC Speaker Series event speaker, and spent part of his sabbatical at the GSB and Allan Gray Centre in 2024. Prof. April has also addressed his PhD Research Colloquium at TUM.



(11) Dr. Lonwabo Makapela (Switzerland)

A Postdoctoral Scholar (ESKAS) at the University of Bern in Switzerland, and previously a Postdoctoral Fellow at the University of Cape Town's Graduate School of Business. She is also a Fulbright Alumna from Vanderbilt University, Nashville in the USA, and was previously recognised as one of Mail & Guardian's Top 200 Young South Africans in the Civil Society category. Her research in organisational behaviour, intersectionality, identity work, embodiment, and aesthetic labour, overlaps with the work of Dr. Babar Dharani and Prof. Kurt April, with whom she continues to collaborate and publish.





(12) Lungelwa Makgoba (South Africa)

Lungelwa studied at both Rhodes University and the AAA School of Advertising, and has worked in the private sector in marketing and advertising before starting a school for street children, Nothemba Crèche, her sewing and knitting company, Zimbatho, and engaging in small-scale farming. She has been involved with the UN Status of Women, the Vatican for mining courageous conversations, the World Economic Forum, and many other fora, including the Spirit of Humanity Forum. She is the Director and Co-Founder of the Archbishop Thabo Makgoba Development Trust, an NGO focusing on education, social justice, and food security. Lungelwa is a narrative researcher and collaborating with AGC academics to capture and highlight indigenous knowledge.



(13) 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. Archbishop Makgoba has published a number of academic articles with AGC academics and Associates on issues relating to spirituality, religion, diversity & inclusion, as well as the environment.





(14) Mx. Busisiwe Mavuso (South Africa)

CEO of Business Leadership South Africa (BLSA), Board Member of the Allan Gray Orbis Foundation (AGOF), and previously was the Managing Director of the Black Management Forum (BMF). A chartered accountant, Mx. Mavuso is also a Non-Executive Director of Business Unity South Africa (BUSA), Business Against Crime South Africa (BACSA), and Resultant Finance (a PIC investee company), and has been a Speaker on the Allan Gray Speaker Series.



(15) 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.





(16) 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.



(17) 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.





(18) Dr. Ndidi Okonkwo Nwuneli (United States of America)

President & CEO of The ONE Campaign (Washington DC, USA), Executive Chair of Sahel (Nigeria), and Board Member of the Rockefeller Foundation (USA). She is the author of *“Social Innovation in Africa: A Practical Guide for Scaling Impact”* (Routledge), 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.



(19) Prof. Mustafa Özbilgin (United Kingdom)

Professor of Organisational Behaviour at Brunel Business School (UK), was an AGC’s Visiting Professor for a number of years, 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, is currently conducting collaborative research with Prof. Kurt April and Dr. Babar Dharani, and has invited AGC academics’ contributions to edited books and journals.





(20) Dr. Anet Potgieter (South Africa)

Founder & CEO of The Agents Group, a company advancing cognitive distributed AI across domains including geospatial analytics, security, social systems, and digital health. She is also the Research Lead of the Agents Laboratory, the Group's AI Research Institution, which focuses on human-centred cognitive systems, complex adaptive intelligence, and responsible AI. Dr. Potgieter collaborates closely with Prof. April, who serves as a Research Associate at the Laboratory, and has co-authored articles with Assoc. Prof. Peter and Prof. April, and has delivered thought leadership on governance, ethics, and AI futures through the Allan Gray Centre's public engagement series.



(21) Assoc. Prof. Sadi Seyama (South Africa)

Associate Professor in the Department of Education Leadership and Management, as well as Chairperson of the Faculty Transformation Committee at the University of Johannesburg. Prof. Seyama specialises in critical leadership theory, decolonial & inclusive leadership, critical performativity, power in leadership, and digital transformation in organisations. She lectures GSB MBA students on the core DEI courses, was an AGC Speaker Series event speaker, and is currently collaborating with AGC academics and Associates on research related to: *The anti-black agenda: The evolution of DEI in Southern African education.*





(22) **Mx. Ron Schiff** (South Africa)

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.



(23) **Mx. Chwayita Shude-Mareka** (South Africa)

Managing Director of The CONDUIT People Solutions, a Mohair Farmer, Executive Coach, a Podcaster and an Author, and previously was the Vice-President & Chief People Officer at Massmart (South Africa), Group Human Resources Director at the Rhodes Food Group (South Africa), and Executive Director at Engen Petroleum Botswana. She delivers a number of lectures and seminars on behalf of the AGC, focusing on gender and leadership, self-leadership and personal purpose.





(24) Dr. Jacobs Sihela (Namibia)

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) communication in sub-Saharan workplaces; (2) anti-Black racism as insensitive violence; and, (3) coloniality and practiced racism in Namibian private sector organisations.



(25) Prof. Melissa Steyn – Co-Founder

Professor Emerita at the University of the Witwatersrand, South Africa. She established the DST-NRF SARCHI Chair in Critical Diversity Studies, which she held for 10 years. Melissa was the Founding Director of the Wits Centre for Diversity Studies and Founding Editor of the *International Journal for Critical Diversity Studies*. She has been featured as one of Routledge's Sociology Super Authors (2013), and collaborates with the AGC in terms of teaching on programmes and publishing together.





(26) Prof. Joana Vassilopoulou (Greece)

Co-Founder of the Centre for Inclusion at Work (CEFI) (Athens, Greece), Professor at UNIC Athens' University of Nicosia (Greece), and Honorary Professor of EDI & HRM at Brunel University London (UK). She collaborates with AGC academics to publish peer-reviewed academic articles, as well as book chapters, acts as an external examiner for GSB Masters dissertations and PhD theses, and previously was a Visiting Professor of the AGC in Cape Town.



(27) Dr. Badri Nooshin Zolfaghari (Scotland)

Senior Lecturer in Organisational Behaviour & Director of the PhD Programme 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 International Academic Conference, co-edited (with Prof. Kurt April) the AGC edited book: *Values-Driven Entrepreneurship and Societal Impact*, and continues to collaborate with AGC academics on research projects and act as an internal examiner of dissertations and theses supervised by AGC academics.



13. VISITING PROFESSORS & INDUSTRY LEADERS:

During 2025, the AGC had two Visiting Professors who spent time with AGC staff in Cape Town, researching and collaborating on (current and future) research and writing projects, being part of the Allan Gray Speaker Series, and engaging colleagues from the broader UCT/GSB community.

(1) PROF. ERIK DE HAAN



Prof. Erik De Haan works as an OD consultant, leadership (team) coach, supervisor and psychotherapist. He first studied Theoretical Physics and undertook his PhD in Psychophysics at the University of Utrecht, and MA in Psychodynamic Psychotherapy with the Tavistock Clinic (UK). He is the Director of the Ashridge Centre for Coaching at Hult International Business School (UK), and Professor of Organisation Development at the Vrije Universiteit in Amsterdam (Netherlands). He is the Programme Leader of Ashridge's MSc in Executive Coaching and Postgraduate Diploma in Organisational Supervision. He has published more than 200 professional and research articles and written 16 books, covering his expertise as an organisational consultant, therapist, and executive coach. His latest original book is: *The gift of coaching: Love over fear in helping conversations* (McGraw-Hill, 2022) and the latest edited book, written together with his coaching faculty, is: *Relational team coaching* (Routledge, 2023). During his time at the GSB, he met up with AGC academics on a number of occasions (also attending our annual strategic research planning



luncheon toward the end of February 2025), and is currently working on collaborative research with Prof. April relating to: *Identity in Coaching*.

(2) PROF. MUSTAFA ÖZBILGIN



Prof. Mustafa Özbilgin is a Professor of Organisational Behaviour at Brunel Business School, Brunel University of London (UK). His research focuses on workplace equality, diversity and inclusion from comparative and relational perspectives, in the UK and internationally. His work is supported by international and national grants from the ESRC, EPSRC, EU Horizon2020, CIPD, ACE, ACCA, and the British Academy. He has authored and edited more than 20 books and published over 200 papers in academic journals, such as the British Medical Journal, Academy of Management Review, Academy of Management Learning and Education, Journal of Management Studies, British Journal of Management, Journal of Vocational Behavior, Human Resource Management, Human Relations, Gender, Work & Organization, and Social Science and Medicine, among others. He has conducted research, consultancy and training at a large number of organisations, including the House of Commons, Barclays Bank, The Bank West Australia, Google, Halifax, the CIPD, the National Health Service, the NHS Employers, L'Oreal, Tesco, the Probation Services, The UK Fire Service, the Economist Research Unit, the OECD, the WRVS, DTI, Rio Tinto, PwC, Linklaters and ACCA. He served as the Editor-in-Chief of the journal, Equality, Diversity and Inclusion: An International Journal (Emerald Press, 2006 and 2010), served as the Editor-in-Chief of the European Management Review (EMR, 2014 to 2018), and as the Editor-in-Chief of the British Journal of Management (BAM, 2010 to 2014). He is currently serving on the editorial boards of over 20 journals internationally, and is currently conducting collaborative research with Prof. Kurt April into *Transforming Business Schools in South Africa*, *Decolonising Management Education*, *Whiteness in the South African Private Sector*, *Care & Compassion in Capitalism*, *Spiritual Inclusion*, as well as *Women's Subjectivities in Leadership in Africa*, is collaborating with Prof. April and Dr. Dharani on a DEI poetry book, and has invited AGC academics contributions to international edited books and journals (he also attended the AGC annual strategic research planning luncheon toward the end of February 2025).



14. AGC STAFF GET-TOGETHERS:

The AGC held one (in-person) get-together over the reported period:

On the 27th February 2025 at the Pot Luck Club (Old Biscuit Mill, Woodstock), the Allan Gray Centre team (Prof. Kurt April, Assoc. Prof. Camaren Peter, Dr. Babar Dharani & Linda Ngcobo) enjoyed time away at their annual strategic research planning luncheon, with the AGC Visiting Professors, Associates and Research Collaborators: Prof Mustafa Özbilgin (Brunel University, London, UK), Emeritus Prof. Stella Nkomo (University of Pretoria), and Prof. Erik De Haan (Vrije Universiteit, The Netherlands & Hult-Ashridge Business School, UK).



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.



15. GET-TOGETHERS WITH FUNDERS / BOARD MEMBERS:

There was one (in-person) get-together with AGC Funders and Board Members of Allan & Gill Gray Ecosystem during 2025:

On the 7th-8th April 2025, Prof. Kurt April, as Director of the Allan Gray Centre, joined other Heads, Directors & CEOs in the Allan & Gill Gray Ecosystem, 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, and Allan Gray Centre for Africa Entrepreneurship, at the Thabo Eco Hotel, Klipriviersberg Nature Reserve, Johannesburg (South Africa).



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



I trust that the AGC Annual Report reflects the work and efforts of the Allan Gray Centre over 2025, and that the investment in the Centre has been put to good use and reflects in the range and depth of our work with a broad and diverse range of stakeholder. We hope and will strive to make similar impacts in the 2026 period.



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