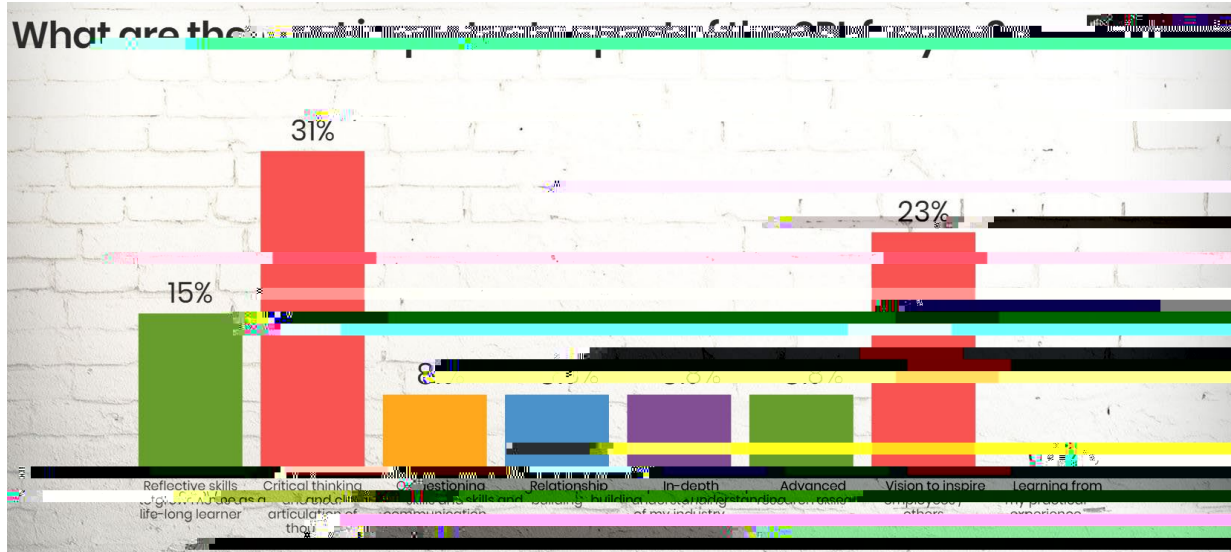


SPL as Communicators

Bill Gates (1999) wrote in his book "Business @ the speed of thought" that information is the digital nervous system of an organization. Expanding on this concept it can be argued that communication is the life-giving oxygen of a vibrant organization. In the absence of communication an organization will slowly be dying. Thus, communication is arguably the most important characteristic of an effective leader. Yukl (2013) emphasizes this



In conclusion: Communication, and a clear understanding of its different constructs, must be a key focus for scholar-practitioner-leaders. As scholars we need to understand the theoretical foundations of communications, as practitioners we need to develop the skills and apply the techniques, and as leaders we need to ensure that our collective discussions lead to action. Fairhurst (2008) states that “Wherever there is opportunity for power and influence—in new or traditional organizational forms, with individuals or groups, or with formal or emergent leaders—attributions of leadership are not just possible but likely” (p.518). Similarly I am of the opinion that the SPL model adopted by the School of Advance Studies opens up many new possibilities for research about leadership. This include the shifting of the leader / follower power balance brought about by social media, the role of communicative action in leadership practice, and the relevance of the SPL model itself in comparison with other leadership frameworks. We at SAS and the Research Centers are looking forward in collaborating with you on embarking on this exciting journey of learning and discovery.

Fairhurst, G. T. (2008). Discursive leadership: A communication alternative to leadership psychology. *Management Communication Quarterly*, 21(4), pp.510-521.

Gates, W. H. (1999). *Business @ the speed of thought: Succeeding in the digital economy*.