

A Facilitator's Guide | 2020

# INTELLECTUAL CONTEXTS



Personal Leadership

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## Overview

This facilitation presents the intellectual roots of the Personal Leadership methodology.

## Objectives

As a result of the activity outlined in the following pages, participants will be able to:

- Understand and appreciate the breadth and depth of PL's theoretical and scholarly foundation.

## Appropriate Audiences

An academic audience may want and need more of the intellectual context than a lay audience.

## Level of Challenge to Participants

Your participants may think they do not care about theory, when perhaps they should. If that's the case, their challenge will be to be open to being interested.

## Level of Challenge to Facilitators

As facilitator, your first decision is whether or not to use this Guide on the theoretical foundations of PL. You will really need to know your audience. As we mention above, participants are not always automatically interested in theory.

It would be easy to provide either too much or not enough background. On one hand, you'd be delving too deeply into information that is too challenging or irrelevant for the participants; on the other you would be skimming over information that is of great interest to them.

Some participants may think that theory is dull. In that case, perhaps you can change their minds. Provide them information about PL's intellectual contexts through a short lecture, and facilitate a discussion about some aspects of that theory. Keep both the lecture and discussion interesting and engaging.



# Intellectual Contexts

It could also be that your participants simply do not care, and that any discussion of the intellectual foundations of PL is irrelevant to them. In that case, understanding that there is no reason they should care, let it go, which could be challenging if you love theory.

Our experience has shown that academics and interculturalists usually want some theory, as do many northern Europeans. Most US business people do not.

## Time Required

45 mins

## Materials Required for the Activity

- Handouts
  - #1: *Theoretical Foundations*
  - #2: *Selected Bibliography*
  - #3: *Three Central Orientations*
  - #4: *The Leadership Spiral*
  - #5: *Spheres of Intercultural Competence*
  - #6: *Diversity and Intercultural Communication*

## Prerequisites for Using this Facilitator Guide

- Know enough of the theoretical background of PL to be able to make connections between the theory and what you want to present to this particular audience.
  - This will be necessary for you to be able to respond to participant questions.
- Read the literature in your particular field so that you are able to explain
  - What the authors in each area have contributed to forming the ideas you are referencing.

