METAPHORS FOR LEADING - LEADING BY METAPHORS

CALL FOR PAPERS

The fourth **Christian Leadership Conference** will be held from **April 26-27, 2018** in Burbach-Holzhausen, Germany. Prior conferences were held in South Africa (2013), Germany (2014) and Belgium (2016). The 2018 conference will be organized and hosted by GBFE (Gesellschaft für Bildung und Forschung in Europa), Wycliffe Germany and the YMCA University of Applied Sciences in Kassel, Germany. We invite proposals for conference contributions from different disciplines covering academic and practitioner perspectives. The deadline for proposals is **November 30, 2017**.

INTRODUCTION

The use of metaphors has in recent years become an important concept in leadership theory and leadership development. Metaphors have shaped our every-day conversation in many ways up until today. We may observe that it is "raining buckets" or that we have "devoured" a new book. Our legs feel like "jelly" and our hearts get "broken". Metaphors help us to describe feelings, concepts and ideas. They help us process abstract thinking through comparing it with concrete experiences.

As such, the importance of metaphor was already described by Aristotle when he wrote in his *The Rhetoric III*: "Metaphor especially has clarity and sweetness and strangeness, and its use cannot be learned from anyone else." And "Metaphor most brings about learning…" While Aristotle and other classical rhetoricians described mostly the need for metaphor in good writing and speaking, today there is a growing view that metaphor not only describes our thinking but also influences how we see the world and our interaction with it (see for example Foss, Sonja (2004). *Rhetorical Tradition: Exploration and Practice*. Long Grove III, Wayland Press).

With this background, metaphors are used increasingly in leadership theory and leadership development. How do leaders view themselves in terms of metaphors? One can find a wide range described in publications and on coaching websites. They range from snowball, fire, gardener, coach, to manager or priest. They all help describe the underlying view on leadership and give insight into how leadership is influenced by our metaphorical view of the world.

However, little work has been done on describing the influence of cultural differences in metaphors used in the area of leadership and organizations. How does our culture influence the metaphors we lead by? What are the practical and ethical implications? How can we bring to the surface the hidden metaphors that shape our thinking subconsciously? How can we utilize old metaphors of leadership in a new and globalized world? What new metaphors do we need? What metaphors for leadership do we find in the Bible and how can they help us to a common understanding of biblical views of leadership?

TYPES OF CONTRIBUTIONS AND POTENTIAL TOPICS

Papers should combine theoretical reflections with their practical implications. Therefore all papers are expected to include a problem statement and reflections on the theoretical and practical frameworks and end with the concrete implications of the discussion.

Topics could include *(but are not limited to)*:

- contextual reflections on metaphors for leadership and organizations
- cultural understandings and expectations
- theological and religious images
- "hidden metaphors": how subconscious metaphors shape our view of leadership
- old metaphors for a new world
- metaphors and globalization

- "facts and fads": how metaphors change according to what is "in" at the time
- ethical evaluations of the understanding of metaphors of leadership and their practice
- biblical analyses of metaphors of leadership: how they are interpreted and applied
- African contextual metaphors of leadership and lived experience

ABSTRACTS

Abstracts should be between 150-250 words. They should include author's information *(name, position/function, institution or organization, and any other relevant information for considering the abstract)* as well as key bibliographic sources consulted.

Please send abstracts to Mr. Volker Kessler at *Volker.Kessler@gbfe.org*. Abstracts should be sent as a separate document *(.doc or .pdf)* with your last name, first name and short title as document name *(e.g. Muster, Karl – Comparing Metaphors for Leaders Three Countries.docx)*. They need to be received no later than November 30, 2017.

CONGRESS PARTNERS

Denmark

Menighedsfakultetet
Lutheran School of Theology in Aarhus

Germany

Akademie
acf
für christliche
Führungskräfte

ingenior.
training & consulting

DATE AND LOCATION

The conference will be held from April 26-27, 2018 at the International Conference Centre Karimu. It is located on Siegenweg 34, 57299 Burbach-Holzhausen. Registration information will be available through GBFE's website *(www.gbfe.org)* starting February 2018.

PUBLICATION

Selected papers will be published after international peer review in a dedicated volume of the series *Management, Ethik, Organisation (MEO)* with Vandenhoeck & Ruprecht, Göttingen.

The book will be published in English, but contributions in German are possible in exceptional cases.

South Africa

THEOLOGISCHE HOCHSCHULE
EWERSBACH

UNISA
Official Licensee

university
of south africa

United States of America

NORTH PARK UNIVERSITY
CHICAGO

EXECUTIVE COMMITTEE

Stefan Jung
YMCA University of Applied Sciences
jung@cvjm-hochschule.de

Volker Kessler
GBFE, University of South Africa
volker.kessler@gbfe.org

Louise Kretzschmar
University of South Africa
Kretzl@unisa.ac.za

Susanne Krüger
Wycliffe Germany
Susanne.Krueger@wycliff.de

Angelika Marsch
Wycliffe Europe, AcF
Angelika_Marsch@wycliffe.net

SUGGESTED READING

In order to develop a common framework on metaphors for leadership and to facilitate our dialogue we ask potential contributors as well as attendees to read the following book:

Alvesson, Mats & Spicer, André (eds) 2011. *Metaphors we lead by. Understanding leadership in the real world*. London: Routledge.

SHORT BIBLIOGRAPHY

This short bibliography lists some books or articles which might inspire you to identify your topic:

Alvesson, Mats & Spicer, André 2012. A stupidity-based theory of organizations. *Journal of Management Studies* Vol. 49 (7). 1194-1220.

Hatch, Mary Jo; Kostera, Monika & Kozminski, Andrzej K 2005. *The three faces of leadership: Manager, artist, priest*. Malden: Blackwell publ.

Lumby, Jacky & English, Fenwick W. 2010. *Leadership as lunacy. And other metaphors for educational leadership*. Thousand Oaks: Corwin.

Morgan, Gareth 1980. Paradigms, metaphors, and puzzle solving in organization theory. *Administrative Science Quarterly* Vol. 25(4), 605-622.

Ruth, Damian 2014. Leader as priest: Plucking the fruit of a flawed metaphor. *Leadership* Vol. 10 (2), 174-190.

Wolfslast, Martin 2015. *Bilder der Organisation in unterschiedlichen Diskursfeldern: Eine Korrespondenzanalyse von Metaphern in Unternehmensberichten*. Berlin: Berichte der Werkstatt für Organisations- und Personalforschung e.V.