



# METAPHORS FOR LEADING LEADING BY METAPHORS

The fourth **Christian Leadership Conference** will be held from **25-27 April 2018** in Burbach-Holzhausen, Germany. It 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 together with the support of congress partners (listed below).

## INTRODUCTION

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.”

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?

In this conference more than 30 scholars and practitioners from different contexts, different nationalities, and four different continents share their unique perspectives. During the conference we will hold several marketplaces, i.e. interactive opportunities to reflect on and discuss new insights.

## PROGRAMME STRUCTURE

<b>Wednesday</b> 25 April	<b>19.30</b>	Opening of the conference, Marketplace I
<b>Thursday</b> 26 April	<b>09.00</b>	Plenary followed by parallels workshop sessions
	<b>17.00</b>	Marketplace 2
	<b>18.00</b>	Conference dinner incl. dinner speech
<b>Friday</b> 27 April	<b>09.00</b>	Plenary followed by parallels workshop sessions
	<b>15.45</b>	Marketplace 3
	<b>16.30</b>	Closing

## CONGRESS PARTNERS



## PRESENTATIONS INCLUDE

### Metaphors from the Old Testament

- The role of the king in the OT and its significance for democracy in ZA (*Elelwani Farisani, ZA*)
- King, Priest, Prophet as Metaphors for Leadership (*Peter Westphal, DE*)

### Metaphors from the New Testament

- Cup and baptism (*Solomon Kgatle, ZA*)
- Military Metaphors in the New Testament (*Matthias Nel, DE*)
- To be King. Metaphors of dominion (*Annette Potgieter, ZA*)
- As a father for his children (*Johannes Reimer, DE*)
- A Christian leader as an empty, useful vessel (*Jennifer Slater, ZA*)
- Shepherd the Church of God (*Christoph Stenschke, DE*)

### Cultural metaphors

- Servant Leadership: Desmond Tutu (*Gift Baloyi, ZA*)
- A critical investigation of modern-day pharaohs in African churches (*Olihele Buffel, ZA*)
- The "Big Man": An ethical analysis of leadership in African contexts (*Louise Kretzschmar, ZA*)
- Political Leadership in Singapore (*Peirong Lin, SG & BE*)
- Leadership metaphors in Zimbabwe (*Judith Mwenje & Florence Chatira, ZW*)

### Metaphors in Organizational Theory

- Evil spirits in organizations (*Ralf Juhre, DE*)
- Morgan's images of organizations and the current discourse on agility (*Stefan Jung, DE*)
- Herding cats (*Volker Kessler & Emanuel Kessler, DE*)
- The Flowing Stream metaphor for organizations (*Johann Kornelsen, DE*)

### Female Leadership

- African Black Women: Not perpetual minors but hard rocks (*Dorothy Farisani, ZA*)
- "Man" as metaphor for leadership (*Martina Kessler, DE*)

### Metaphors for Church Leadership

- The religious leader as entrepreneur (*Jack Barentsen, NL*)
- Köster: Prophetic leadership in difficult circumstances (*Veit Claesberg, DE*)
- Why leadership is NOT "Leiterschaft" (*Harald Jung, DE & Gui Braun, ZA*)
- "Narraphors" in missional transformation of churches (*Nelus Niemandt, ZA*)
- The spiritual leader as midwife (*Konstantin Schneider, DE*)

### Others

- Could the underemployed be better served by assuming the role of snake and dove? (*Christopher Hubbard, US*)
- The daily gap between demand and reality (*Eberhard Jung, DE*)
- Leaders eat last (*Kobus Kok, BE*)
- Masters, Managers or Midwives? (*Thomas Kröck, DE*)
- Metaphors of Inclusion – modelling friendship in leadership (*Eberhard Werner, DE*)
- Beyond metaphors we lead by: Paradoxes, pitfalls and a way into awareness (*Britta Zawada, ZA*)

## 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.

## PUBLICATION

Selected papers from the conference will be published in a dedicated volume of the series, *Management, Ethik, Organisation*, with Vandenhoeck & Ruprecht, Göttingen. By subscribing (i.e. stating that you will buy the book) to this special volume now, you will obtain a 30% discount.

## EXECUTIVE COMMITTEE



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## COSTS AND REGISTRATION

**139 Euros conference full fee** (including the conference dinner, lunches, coffee breaks)

**99 Euros student fee** (applies to full-time students or students with Unisa or YMCA-University)

During registration you may also order the conference book for a special price: 30 Euros

**To register go to: [www.gbfe.org](http://www.gbfe.org)**

## LOCATION

The conference will be held at the International Conference Centre Karimu ([www.karimu.de](http://www.karimu.de)). It is located on Siegenweg 34, 57299 Burbach-Holzhausen.

## TRAVEL

**By car:** The venue is located five minutes from the Autobahn A 45, exit Haiger/Burbach.

**By plane:** For participants from further away, we recommend to fly to Frankfurt am Main International Airport (FRA). Detailed information on how to get from the airport to the venue is available on request or on [www.gbfe.org](http://www.gbfe.org)

**By train:** A small train stops at Holzhausen about 500 m from the conference venue. For a more frequently served station use Haiger and ask for a shuttle.

## ACCOMMODATION

A limited number of rooms are available at a special conference discount at the conference venue, the International Conference Centre Karimu.

(Single room: 55 Euros per night, per person, Double room: 47 Euros per night, per person; breakfast is always included.) Accommodation can be booked via [www.karimu.de](http://www.karimu.de).

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