Leadership Metaphors as expressions of Implicit Leadership Theories

in Germany and the Czech Republic[1]

Abstract

Implicit Theories about leader and follower or about leadership attributes and contexts are important to understand managerial leadership processes. In our attempt to understand leadership behaviours in Central and East European Countries (CEE), we address a widely neglected aspect of management behaviour in countries of transition. Metaphors of Leadership as specific culturally endorsed verbal expressions of Implicit Leadership Theories (ILT). Hence, this study investigates the use of metaphors of leaders and leading in German and Czech media. In our preposition, Leadership Metaphors carry implicit suggestions about leadership and thus are expressions of Implicit Leadership Theories (Oberlechner et al., 2002). Hence, the use of specific Leadership Metaphors in the media reflects images of Implicit Leadership Theories. However, these images can also influence the use of Leadership Metaphors in the media them self. Furthermore, Leadership Metaphors can be found in different preferences and constellations and thus lead to the construction of different Implicit Leadership Theories.

Our comparative case study is theoretically based on the concept of Implicit Leadership Theories (e.g. Junker & van Dick, 2014) and influenced by Alvesson and Spicer's "Metaphors We Lead By" from 2011. Overall, we analysed 60 different newspaper articles. In this paper, we present our first results of this work-in-progress-project in form of two short country analyses, and a culture-comparative part. The country comparison of our results shows overlaps and differences in the use of Leadership Metaphors in both countries. On top of that, our study identified Leadership Metaphors that were not yet used in Alvesson & Spicer (2011) typology so far. So finally, we further develop this typology and proposed directions for further research.

Literature review

This relationship between Leadership Metaphors and Implicit Leadership Theories has not been investigated yet in depth. Although there are some country-based studies of the GLOBE, (Global Leadership and Organizational Behaviour Effectiveness) project (Chhokar, Brodbeck & House et al. 2007) that referred to typical cultural metaphors for leadership. Hoppe and Bhagat (2007) for example, characterized and compared the prototype of an American leader with characteristics of a cultural hero. Beyond this, we found no serious attempt and systematic analysis of Leadership Metaphors and their relations to Implicit Leadership Theories. Moreover, the literature on leadership metaphors mainly influenced by Alvesson and Spicer's "Metaphors We Lead By" (2011), treated leadership metaphors as universal expressions.

A number of culture-comparative as well as single culture studies characterizes the literature focused on implicit leadership theories in CEE countries. The publications by scholars that have participated in the GLOBE project, plays a significant role. It can be divided into overviews about the theoretical background, methodologies and comparative results for all countries and regions involved in the project (e.g. Den Hartog et al. 1999; House et al. 2004; Dorfman et al. 2012). The publications also include results, which are relevant for Germanic and Eastern European Countries. The questionnaires collected in the frame of GLOBE project were completed by middle managers. Authors who focused their research on European countries like Konrad (2000) or Brodbeck at al. (2000) used the same basis of behavioural attributes. They compare similarities and differences of European regions, thereby highlighting different leadership expectations in Western and Eastern Europe. More in detail, the contributions of Bakacsi et al. (2002) or Weibler et al. (2001) and Szabo et al. (2002) analyse and compare countries of the East European Cluster, describing the special profile of leadership expectations of region and countries. Another analysis of CEE countries can be found in House (2002).

Chhokar, Brodbeck & House et al. (2013) published a volume with contributions of several countries that included not only a more detailed analysis of quantitative data, but also the results from qualitative studies. This comprised single and group interviews, texts about historical figures of the culture, and media analysis from which further information about culturally endorsed implicit leadership expectation. Therefore, the analysis of Brodbeck and Frese (2007) concerned with leadership and culture in Germany is of importance. Additional information about German patterns of leadership expectations can be found in Brodbeck et al. (2002). Although the Czech data is not included as a part of GLOBE publications, they are available through the GLOBE data basis (http://globeproject.com/study_2004_2007#data).

All of these sources show a number of typical characteristics of German leadership expectations. The expectations are characterized by specific patterns of charismatic or transformational leadership traits in which administratively competent behaviour plays an important role while team-oriented behaviour of lower importance (e.g. "humble collaborator"). There is a strong focus on clear, straightforward, and less subtle communication and task-related performance instead of an orientation towards people (e.g. "low on compassion, high on performance"). At the same time, autocratic behaviour is rejected and subordinates, in contrast to nearly all CEE countries, including the Czech Republic, expect a high level of participation. Compared with other countries, Germans evaluates an autonomous leadership behaviour still as positive. It seems that only some CEE countries share this view. Findings about cultural expectations of Czech leaders point out to a higher acceptance of authoritarian styles of leadership, but also a stronger team orientation, and human leadership as well as more indirect and subtle behaviour (e.g., Konrad 2000, Brodbeck et al. 2000).

The Czech data shows a participative orientation close to those of German middle managers as well as a quite high level of acceptance of autonomous leadership behaviour. However, there

was a stronger expectation towards team-oriented behaviour of the leader. The following table (**Table 1**) overviews the GLOBE implicit leadership theory dimensions of the respective samples of middle managers for Germany and the Czech Republic based on results of the GLOBE project.

Table 1: Implicit Leadership Theory Dimensions of GLOBE in the Czech Republic and Germany

	Czech Republic	**Germany (East)**	**Germany West**
Charismatic/ Value Based	*5,91*	*5,87*	*5,84*
Team-Oriented	*5,87*	*5,51*	*5,49*
Human	*4,58*	*4,60*	*4,44*
Autonomous	*4,65*	*4,35*	*4,30*
Participative	*5,85*	*5,70*	*5,88*
Self-Protective	*3,13*	*3,32*	*2,96*

Source : http://globeproject.com/study_2004_2007#data

Existing studies on implicit leadership theories in CEE countries evince many limitations. First, nearly all comparative data is developed in the frame of the GLOBE project. Many critical remarks have been made regarding the GLOBE measurement, also about various items, factors or dimensions (e.g., for the reverse measurement of participative leadership see Lang et al. 2014). One of the most remarkable critics, expressed by Hofstede (2010), is even questioning the validation of the GLOBE dimensions stating, that the GLOBE study did not explain external phenomena better than other studies before (Hofstede, 2010, p. 1345). Since GLOBE studies on Implicit Leadership Theories addressed only middle managers, just the leadership

expectations of this social group has been researched[1]. Qualitative sources have been used only in an illustrative way, or transferred into countable measures (Chhokar et al. 2007). There was no reference to metaphor-like expressions in interviews nor a more detailed qualitative analysis of the interview material. However, at the same time, some authors have referred to the importance of leadership metaphors or images as expressions of a given culture. Hoppe and Bhagat (2007) compared the ideal positive prototype of an American leader with characteristics of a cultural hero and found many similarities. Holmberg and Akerblom (2001) showed that the role of mass media socially constructed the image of Swedish leaders. This is why we see a high potential and relevance for the analysis of Leadership Metaphors and Implicit Leadership Theories in media sources by the use of qualitative data.

Theoretical background

With respect to implicit leadership theories (ILT), we follow the early argument of Shaw (1980) who has pointed to the inter- and cross-cultural relevance of cognitive categorizations of leadership attributes. Den Hartog et al. (1999), and other publications of the GLOBE project (e.g., House et al 2004, Chhokar et al. 2013, Dorfman et al. 2012) found that leadership leader attributes have to be differentiated in universal and culturally-contingent characteristics of an ideal leader. They suggested the term "culturally-contingent implicit leadership theories" (CLTs) to describe leader attributes that differs across cultures.

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[1] Some follow-up studies also measured other management groups, employees, or students. For the latter see results of the GLOBE student project in a special issue of the Journal from East European Management Studies.

GLOBE defined six main dimensions of Implicit Leadership Theories *(House et al. 2004: 675):*

- **Charismatic/value-based leadership:** reflecting the ability to inspire, to motivate, and to expect high performance outcomes from others based on firmly held core values;

- **Team-oriented leadership:** emphasising effective teambuilding and implementation of a common purpose or goal among team members;

- **Participative leadership**: reflecting the degree to which managers involve others in making and implementing decisions;

- **Humane oriented leadership:** characterising a supportive and considerate leadership but also including compassion and generosity;

- **Autonomous leadership**: referring to independent and individualistic leadership attributes;

- **Self-Protective leadership**: focussing on ensuring the protection and security of the individual and group through status enhancement and face saving.

Especially the first two dimensions were found to be important in all cultures, although scholars stressed the differences of importance for these leadership behaviours. Self-protective leadership together with autocratic leadership seem to be perceived as the negative prototype of leadership. However, like in other dimensions and factors, the authors referred to partly considerable cultural contingencies. Den Hartog et al. (1999) pointed to the fact that even the dimension of charismatic leadership show different factor constellations across cultures.

The majority of studies based their methodology on the GLOBE project, and we can track a tendency of using quantitative approaches in this field of research. For this reason, and as some of the other scholars, we would like to contribute to the interpretive, symbolic and image related parts of theoretical concepts of Implicit Leadership Theories (e.g. contributions of Keller 1999, 2003, Shondrick & Lord 2011, Foti et al. 2012). The goal of our study is to investigate the

relation between Leadership Metaphors or Archetypes and Implicit Leadership Theories (e.g. Gabriel 1997, Neuberger 2002, Lindsey 2011).

The literature on leadership metaphors has a quite long tradition. Authors have pointed to the role of metaphors as cultural elements in the daily communication (e.g. Lakoff & Johnson 1980, 2003; Czarniawska 2004, or as an element in discourses that transports meaning (e.g. Fairhurst & Putnam 2004; Fairhurst 2005; Fairhurst & Grant 2010, Fairhurst 2010). We follow this way of thinking by interpreting metaphors as verbal accounts, which are attributed to an individual, a behaviour, a relation, an object, an event etc., by using references to other fields of live, like culture, nature, thinking etc. However, such references includes selective process, were speaker or author combine distinct thinking, various creations or references to a certain connotation. Language metaphors are therefore not only verbal expressions, but also categories of thinking, feeling, and experiencing (Liebert 2003). Through a creative use of the language, they contribute to the construction of a social reality in a certain field (Fairhurst & Grant 2010).

With respect to metaphors for leader or leadership, Jackson und Parry (2011) summarized the mentioned Leadership Metaphors: *leadership as parenting, leadership as a teaching, and leadership as commanding or leading an army*. Other authors like Gabriel (1997) referred to the *God Metaphor* for top leaders as seen by lower level employees. Another source of metaphors is literature about leadership archetypes. Neuberger (1995, 2002) for example refers to the archetypes of the *father*, the *hero* and the s*aviour* or *saint*. We built our argument on Alvesson and Spicer's "Metaphors We Lead By" (2011). The authors referred to the following general metaphors of leadership close to central leadership roles (2011:49):

- **Saint** "provides moral guidelines and relations high on trust";

- **Gardener** "supports personal growth, helps people to improve themselves";

- **Buddy** "creates a working climate, where people feel good";

- **Commander** "creates clarity, is a powerful example for others to follow, sets direction";

- **Cyborg** "underscoring, machine-like rationality & efficiency, oriented towards results";

- **Bully/Tyrant** "providing sanctions including the intimidation of people".

Although the roles focus on prototypes of leaders, not on leadership, the reference to central roles also includes behavioural attributes, which can be used for an analysis of Implicit Leadership Theories. The Saint, for example, is described as a metaphor with integrity and trustworthy person, stands for an ethical leader, humane, morally guiding through communication and behaviour. The commander leads through behaviour that is planned, showing or setting directions, giving examples about what to do, but at the same time, is not easily to be influenced.

Main assumptions

With the identification and analysis of metaphors in texts about leaders and leadership in newspapers, we Implicit Leadership Theories of the authors of the material. The differences can be found either in the varying preferences for universal leader metaphors, behavioural attributes or divergent connotations. Furthermore, additional leader metaphors or behaviours, beyond the rather universal typology of Alvesson & Spicer (2011) or GLOBE can be interpreted as the expressions of a specific culture. Thus, our focus is on the identification of differences influence of leader metaphors and implicit theories.

Assumptions:

- *the patterns of German metaphors as well as implicit leadership attributes will differ from the Czech sample;*

- *the German sample will be characterised by a higher preference for a future-planning, task-oriented, technical and administrative competent and autonomous leadership;*

- *the Czech samples will be characterized by a higher preference for the gardener and buddy metaphor than the German sample;*

- *the Czech sample will have a higher share of notions of team-oriented leader, like collaborative, team orientation or human orientation with a patriarchal style of leading;*

- *within the German sample, there will be a higher share of expectations towards a participative style of leadership than in Czech Republic.*

Methods and sample

In the beginning, we gathered data through the online access of Leipzig University Library and Brno University of Technology Library. The online database provided a comprehensive search function that helped to conduct a sound research process. First, we looked for representative newspapers of every political spectrum in each country. Then, we identified five overlapping areas in each of the newspapers. For Germany: politics, economy, society, sports and culture, for the Czech Republic: Our underlying assumption was that the article writers have used different metaphors for a respective area. Accordingly, we have selected two newspaper articles from each of these areas, published in 2018. Coding was done through MAXQDA. As for the whole project, we have defined the following coding system:

- *metaphors for leaders (persons)*

- *metaphors for leader attributes*

- *metaphors for leader behaviours' (activities)*

- *metaphors for leader (follower) relations*

- *metaphors for leadership processes*

- *metaphors for leadership contexts (situations)*

In Germany, we identified articles with leadership accounts in the newspapers "Die Zeit", "Süddeutsche Zeitung" and "Frankfurter Allgemeine Zeitung". The analysis of the German sample lead to 183 metaphorical accounts. The data set from the Czech Republic consisted of articles published in the newspapers *Moderni rizeni* and *Ekonom HN*. Moreover, the analysis of the Czech sample lead to 72 metaphorical accounts.

In a next step, all metaphors in the materials were paraphrased according to their meaning, and, and sorted to their appropriate meaning according to Alvesson and Spicer as well as to their implicit leadership attributes according to GLOBE. In case of indicated more than one leadership metaphor or implicit leadership attribute, we included these alternative metaphors or attributes in our analysis. For a first analysis, these alternative metaphorical expressions were sorted out. We finally summarized the total number of accounts for each country analysis as well as for the comparative analysis. **Table 2** gives an example for our analytical approach. The coding list with working definitions and examples can be found in **Annex 1**.

Table 2: Coding of Leadership Metaphors and ILTs

Identified Metaphors	Leadership Codes	Paraphrase	Co-notation (+/-)	Leader Metaphor A./S.	IL-Behaviour Factor GLOBE
Have the feeling	*A (attribute)* *B (behaviour)*	*Empathetic person, and respective sensitive behaviours*	+	*Buddy* *Gardener*	*Humane*
Setting an example, Aligning	*B (behaviour)*	*Leading through (positive) examples and clear communication*	+	*Saint* *Commander*	*Visionary* *Inspirational* *Team integrator* *Integrity*

Main results

Overall, we found a number of 255 metaphors. In the process of analysis, it turned out that some of the metaphor dimensions overlapped and thus were interpreted and coded as metaphors for *people*, *attributes* or *behaviour* at the same time. This is why we focused on leader metaphors.

The Leadership metaphors in the media showed a high percentage of negative stereotypes of leaders. Consequently, the *Bully* or *Tyrant* is the dominant type of leader in this sample. A typical example is the behavioural metaphor to "*Bring out the big hammer*"; in which the Bildzeitung refers to Kim Yong-un, characterizing him as a person with ruthless behaviour and brutality in action to reach a goal; in this case to threat the USA with a nuclear bomb strike.

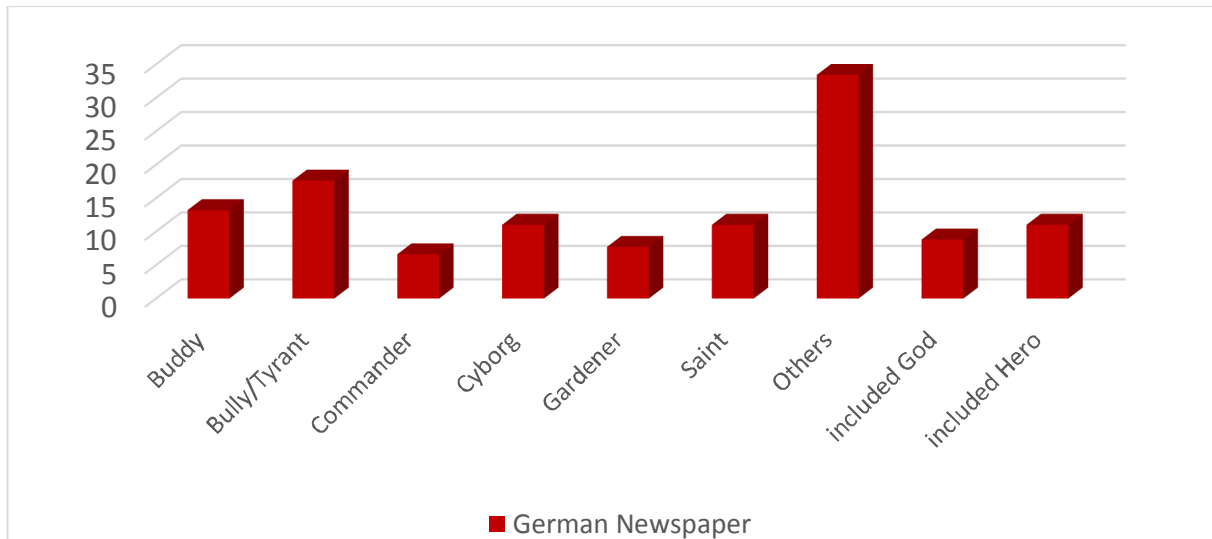Metaphors of leaders and leading as Implicit Leadership Theories in Germany

The *Buddy* and the *Cyborg* also had a recognition of some 13%, respectively 11%. Interestingly, the *commander* was less important in mass media to get enough attention (see picture 1). One example is "*Major Tom*" as an autonomous, individualistic and future-oriented commander for an uncertain journey. This universal cultural metaphor based on David Bowies fictional astronaut refers to the German CEO of Airbus Tom Enders, who was about to resign. With the constant battle against Boing, he was about to release the group in an uncertain future.

Beyond the Alvesson-Spicer-Typology, we found a number of additional leadership metaphors like *the Hero (11%), the God (8, 8%)* and *the Grey Cardinal (7, 7%)*. The latter is characterised by often informal, hidden and clandestine leadership actions, while the hero was merely found in the context of leadership in sports. The behavioural metaphor "*not to hide from*" for example described a lead player of a hockey team, who actively take the lead in a critical situation of a final play. The high share of alternative types of leader metaphors like *Hero, King, God, Agent, Doctor* etc. challenged the Alvesson-Spicer typology and needs further consideration.

Consequently, to the importance of negative types like *the Bully* or *Tyrant*, the self-protective leadership behaviour got the most references with around 32% of the leadership persons. Charismatic attributes and leaders were also quite often recognized (28% vs. 26%) while transformational leadership behaviour did not find much attention (around 15%). On the contrary, *team-oriented leadership* behaviours were more often mentioned (24, 5%). Participative and human leadership behavioural attributes instead score similar than in the interview analysis, with around 10% of the accounts. Moreover, autonomous, individualistic leader persons and personal attributes have been mentioned with around 12%.

A comparison of the results from two sources revealed the specific character of mass media reports on leadership. The results show the focus but also the special contribution of mass media to the social construction of good and bad leadership, highlighting especially outstanding actors.

Figure 1: The patterns of Leader Metaphors used in German Newspaper Articles

Metaphors of leaders and leading as Implicit Leadership Theories in Czech Republic

The analysis of the Czech sample shows the dominant pattern of mainly positively connoted metaphors of *a Commander* and *a Cyborg* with more than 40% of all accounts (**Table 3**). Typical examples for leader metaphors were *the "Commander"*, *the "Pathfinder"*, *the "Clever Head"* or *the "Executor"*. As behavioural accounts from the data, we found statements like *"Keeping the line"* or *"Convincing about the right rules in the game"*. The *commander* type was also seen with more directive or strict forms of behaviours (*"Give instructions and perceive the others as soldiers"*), or even as negative prototype for leadership. One of the newspapers referred to an autonomous, directive and self-centred manager as *"Captain Myself"* (Ekonom_HN).

Beside the commander metaphor, around 15% of Gardeners and a certain share of the Buddy and Saint metaphor completed the Czech sample. Examples for this were a "*Conductor*" or a "*Natural coach*" as rather soft and gardening leaders of team members, or a "*Wise fellow"* as a *Saint-like* person. The *Connector*" was a person with a "*Human face*". Only a small number of *Bullies* or *Tyrants* were mentioned, mainly with an accent on bad behaviour towards employees and autocratic decisions (*about us or without us*). However, the analysis also showed of other Leadership Metaphors beyond the Alvesson-Spicer Typology. We identified around 17% of overall accounts for types like *Hero, God, Grey Cardinal or Doctor*, with specific, additional attributes compared to the prototypes of Alvesson and Spicer (2011).

Table 3: Distribution of Leadership Metaphors in Czech Newspapers

Metaphors according to Alvesson & Spicer (2011)	Number of accounts	%
Buddy	7	11,5%
Bully / Tyrant	3	4,9%
Commander	13	21,2%
Cyborg	12	19,6%
Gardener	9	14,6%
Saint	7	11,5%
Others	10	16,8%
Within **Hero**	5	8,4%

Comparative results and discussion: universal or cultural contingent?

Looking at the leadership metaphors in the texts of the both countries, we found a significant number of metaphors close to the universal types as discussed by Alvesson, Spicer (2011) and other scholars. The *commander* was a dominating metaphor in all countries, neglected in German mass media only. Together with the *Cyborg,* he may form a typical pattern for post-socialist leadership style: still relevant hierarchical plus efficiency orientation. Moreover, the *Gardener* metaphor was found among the metaphorical references, although with some noticeable variations over both samples. We could identify similar results for the *Cyborg*, who got the highest share of (relative) recognition in the Czech Republic and a rather low recognition in Germany. For the *saint* and the *Buddy* metaphor, we could also find some variations across both countries (**Table 4**). *The Gardener* got the lowest in recognitions in Germany, while the emphasis is more on the leadership metaphor type *Saint*. The Czech mass media showed the highest share for a *Cyborg* type of leadership, with its rule-based efficiency orientation. The negative prototype of the *Bully* and the *Tyrant* was not so much in the focus of the Czech samples but found more mentioning especially in German mass media.

Table 4: Country comparison between Germany and the Czech Republic

Leadership Metaphors Alvesson & Spicer (2011)	Germany Newspaper	Czech Rep. Newspaper
Buddy	*10,3%*	*11,5%*
Bully / Tyrant	*11,0%*	*4,9%*
Commander	*28,7%*	*21,2%*
Cyborg	*10,3%*	*19,6%*
Gardener	*10,3%*	*14,6%*
Saint	*16,2%*	*11,5%*

GLOBE ILT Dimensions (2004)		
Charismatic/Value based	*38,4%*	*42,0%*
Team-oriented	*32,0%*	*14,7%*
Participative	*9,3%*	*7,9%*
Human	*9,3%*	*17%*
Autonomous	*5,3%*	*6,8%*
Self-Protective	*5,3%*	*10,4%*

The material also allows some first remarks regarding the character of the material. The newspapers in both countries have a dominant focus on metaphors for leader people and tended to use more metaphors with a negative connotation. Somehow, there was a tendency to exaggerations and to extremes expressed in the usage of their metaphors. As results, the newspaper articles especially highlights the alternative prototypes of leadership metaphors like *Hero, God, and Grey Cardinal* etc. The latter was found in media reports only. This may also have to do with the inclusion of other fields of leadership like sports or politics, where the *Hero metaphor* was prominently mentioned in sports, as a team leader, and *the Grey Cardinal in* politics. Despite the similarities, a comparison of the results from included Czech and German media articles shows interesting differences (**Figure 2**).

Figure 2: Leader Metaphors in German and Czech Newspapers articles in % of the total accounts
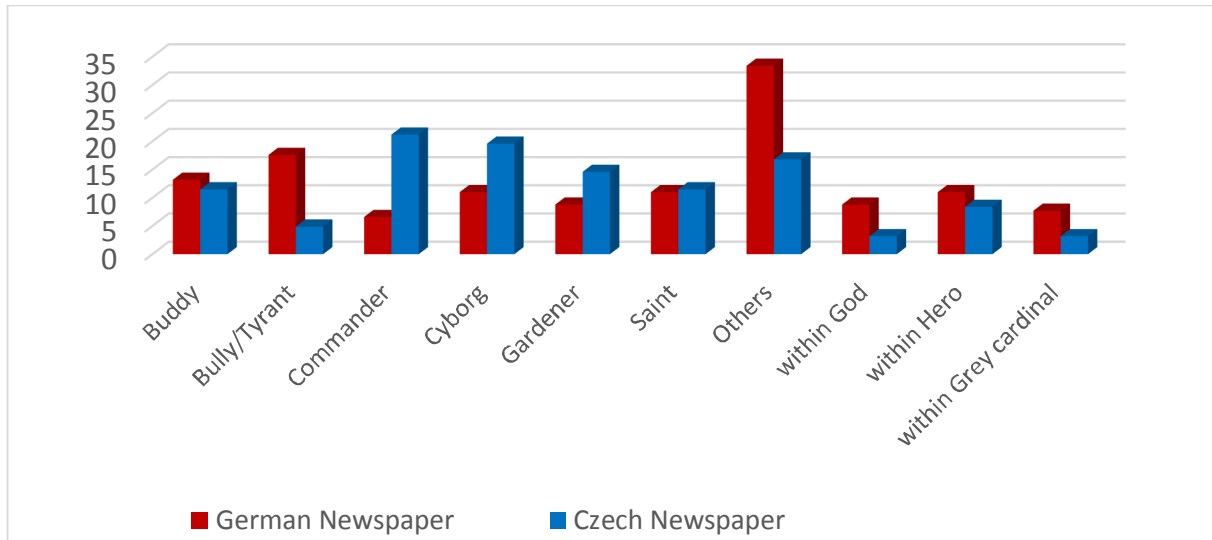
The German newspaper articles put more emphasis on types like *Bully/Tyrant* on the one hand and *Buddy, Hero, Saint* or *Cyborg* on the other hand, together with *God, Doctor* or *Grey Cardinal*. The distribution of patterns in Czech newspapers is closer to the *Commander/Cyborg* combination and the *Gardener* at the top, although the other prototypes play an important role. A possible reason can be the focus of selected newspapers. The focus of Czech media sources *Ekonom_HN* and *Moderni Rizeni*, is on economy and management questions, while the German newspapers Die Zeit, Süddeutsche and Frankfurter Allgemeine Zeitung is broader.

In some sources, we found metaphors that are referencing to fashions of modern management, like characterising the leadership relations as partnerships or as costumer relations, speaking about an *open-door policy*, or about the colourfulness as an expression of staff diversity, feedback or coaching. Typical cultural expressions of universal Leadership Metaphors were "*Throw into deep water*" or "*Climbing a ladder"* for instance.

With respect to the Implicit Leadership Attributes, we identified different profiles for all countries, beyond the dominating focus on charismatic or value-based leadership expectations in all countries. However, even the internal structure of these factors differed considerably. While the Czech results showed a combination of performance orientation and decisiveness, and the visionary and inspirational behaviour, the German sample had a high share of these factors (**Table 4**). However, with a closer look we can see that the factor in the German sample was dominate by the *collaborative team orientation*, which partly expressed *participative behaviour* either. On the contrary, to the GLOBE results, the *administratively competent* behaviour was found to be part of the German understanding of a transformational leader. The GLOBE methodology with its pre-defined factors and dimensions may have been an obstacle for the further in-depth analysis.

The results for *participative leadership* have to consider this fact. If we take a closer look at notion of *collaborative team orientation*, which may indicate for some higher expectations towards participative leadership within the German sample. A *Human orientation* had the highest rating in the Czech sample and seemed to build a counterpoint to the strong focus on *performance orientations* and *decisiveness*. Finally yet importantly, the results for *autonomous behaviour* came close to the GLOBE results (**Table 1**) with the highest share for the Czech sample and close to the German sample.

<u>Limitations and further research directions</u>

This paper is work-in-progress. We just started the analysis of the collected data. More systematic and more in-depth analysis will follow. Therefore, we see ourselves confronted with many obstacles for this paper. Firstly, the theoretical basis needs to be refined and clarified, especially the relation between Leadership Metaphors and Implicit Leadership Theories. To focus on metaphors of leaders can simplify the research, but to include also other dimensions, like leadership processes, relations or contexts can lead to some consequences for the methodology and the coding process, which have not been fully solved yet. In addition, we have to switch the data material internally and in order to have an international discussion and a four-eye principal.

Secondly, the sample structures as well the scope of the samples are another problem. It turned out, that especially mass media sources seemed to lead to a special focus of the authors. Such authors emphasized more interesting leadership metaphors and neglected other. On the other hand, media contributes substantially to the constructions of leadership ideals, and have to be analysed in more depth taking into account the institutional settings of each media source.

Thirdly, an in-depth analysis should also include interpretations of co notations of already existing models like those of Alvesson & Spicer, or underlying GLOBE model of leadership dimensions. Finally, in our first attempt, we focus on a quantitative overview, so to say quantifying the qualitative material. Further research may focus on the pattern found through this analysis, also on more qualitative analysis of some core metaphors by means of an interpretive approach.

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Annex 2: Coding List for types of Leader Metaphors[2]

Leader Metaphor	Definition	Code Examples from the material
Saint	*A person, attribute and/or behaviour that is a moral role model, provides moral guidelines and relations high on trust, altruistic, self-sacrificing*	*"You have to develop a certain fire, a passion for your goals" (German Manager about necessary attributes/behaviours of a good leader)* *"Philanthropist" (Czech Newspaper about a top manager)* *"I do my job with heart and hand" (self- description of a Hungarian Manager)* *"Not practice what he preaches" (Water & Vine/Negative notion of German Manager)*
Gardener	*A person, attribute and/or behaviour that support personal growth of others, helps people to improve themselves, works like a gardener, planting new things, support growing, but also correct wrong developments*	*"You should not put an introvert to the stage, push him to the sunshine, ... contrarily you should leave a bird of paradise on the stage" (Hungarian manager about his/her management philosophy)* *"They're supposed to lay the egg themselves instead of putting the egg*

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[2] The main metaphors and their definitions are based on Alvesson & Spicer (2011:32pp.). We add explanations from Rybnikova (2013:295), and metaphors from the material. Definitions were partly drawn from Neuberger (1995, 2002) or developed by ourselves from the material.

		into their nest" (German manager with Scandinavian roots), about leading subordinate managers) *"Turn on the head to someone" (German Newspaper)* *"Support their [team member] development means of mine" (Hungarian Manager]*
Buddy	*A person, attribute and/or behaviour that creates a working climate, where people feel good, satisfaction-oriented, egalitarian attitudes, ignores hierarchical differences*	*"We have to see us here as a team" (German Manager about his management philosophy)* *"Family atmosphere" (Hungarian Manager of an SME)* *"Fertilizer of team activities" (Czech Manager)* *"Chatterbox" (Negative notion of a Czech Newspaper about a manager)*
Commander	*A person, attribute and/or behaviour creating clarity, acting forceful, gives a powerful example for others to follow, set direction, lower level of reflexivity, and tolerance for criticism*	*"If a leader cannot put herself to somewhere [Hungarian idiom], she is not ready to lead" (Hungarian Manager)* *"To bring them on the right way" (German Manager)*

		"Captain Myself" (Negative connotation about a manager in Czech Newspaper)
		"I am just the captain and so the ship also runs for a few weeks, months without a captain, but the world sail does not succeed without a captain" (German Manager about his leader philosophy).
Cyborg	*A person, attribute and/or behaviour that underscoring machine-like rationality and efficiency, orient towards results, focus on technical expertise, perfectionism*	*"Everyone in the gearbox has its task. -Probably a big wheel, but the small wheel is just as important as the big wheel. Otherwise the whole thing doesn't work" (German Manager)* *"I tend to do and execute the task myself that once I assigned." (Hungarian Manager)* *"Press on the brake or the accelerator" (German manager`s understanding of managerial action)*
Bully/Tyrant	*A person, attribute and/or behaviour that providing sanctions including intimidating people, lack of respect for others, malevolent, deceitful, bullying*	*"The flogger" (German Manager characterizing his boss)* *"Bossmentship" (Hungarian Manager for bad leadership)*

		"Bring out the big hammer" (German Newspaper)
		"I had a toxic boss" (Hungarian Manager)
Hero	*A person, attribute and/or behaviour acting as an individual, autonomous, forceful fighter, defends, rescue or save others, solving critical problems, is successful, famous, self-sacrificial*	*"Rocky"* (German Newspaper about a Manager) *"as good as Jarda Jágr [Czech famous hockey player]"*(Czech Newspaper positively characterizing a manager) *"Shield"* (Czech Newspaper about a Manager)
God	*A person, attribute and/or behaviour with supernatural abilities, stands above all, make unbelievable things happen, omnipotent, protective but also threatening*	*„to change the state of the clouds"* *"[he] is looking over the clouds"* (German managers about their bosses) *"See more and far than others"* (Czech Newspaper about a top manager)
Father/Mother or Parents	*A person, attribute and/or behaviour that combines a superior, strong and powerful role model for behaviour, with protective, caring and understanding behaviours for other, which where, in turn, constructed as immature children.*	*"I am the mother of the people in the firm"* (German CEO Manager*in about her role) *"Faithfulness until death"* (Attribute in German media)

Doctor	*A person, attribute and/or behaviour that compares leader with a professional person with healing abilities, able to help other out of a state of illness, prevents other for becoming ill.*	*"Surgeon" (Czech Newspaper about a manager)* *"Best prophylaxis" (German manager about planned action)* *"Do trauma research" (for Leader behaviour in German Newspaper)*
Grey cardinal	*A person, attribute and/or behaviour characterized through often informal, hidden and clandestine leadership actions.*	*"Guarantor" (for a Leader Person in German Media obliged to intervene in the background)* *"Play Poker" (describing a Leader `s Behaviour in German media)* *"Divide et impera", "Search for loopholes" (Czech Newspapers about negatively connoted manager behaviour)* *"Between sobriety, vanity and past government power but still in the first row" (Attribute for a Leader in German media).*