

Code 12 Impact of co-operative inquiry on OPM as a consulting organisation =References by inquirers to how they perceive the work they are doing in the inquiry process is making a difference to the work of the company

| <i>Theme</i> | <i>Example</i> | <i>Comment</i> |
|---|---|--|
| References by inquirers that indicate a perceived impact of the inquiry process on OPM. | | This theme is quite nuanced. The data I identified in the material relating to this code contained view statements which made an explicit connection between the process and OPM. However there were many examples of comments where impact was inferred including potential shifts in relationships between the inquirers and the company |
| | 'I'm kind of reflecting now on so what that mean for here because just being able to create a space for an inquiry itself is quite an intentional act in the culture of OPM' | This is an interesting example because the inquirer is observing that inquiry is not a neutral act but impacts in, and potentially on, the culture of the organisation. |
| | 'my interest has been piqued this morning in a sense of how L and I should do some culture work in OPM but just in terms of framing basically creating spaces that people can have the conversations that others have' | This example is an extension of the one above in some respects given it takes the theme of conversational consulting and applies it to a potential way of shaping the company culture. Both content and process are perceived to be relevant to impact on the company. |
| | 'But for me what this a lot feels like to yes it's about your practice but it's about me and it's about you more than it's about OPM' 'trying to get away from the action driven business driven we need to create work we need to get income...getting away from that to thinking about the practice and a bit of more purer sense' | A recurring them in the data for this code is the assertion by inquirers of their own identity separate from the company. This potential re-defining of relationship could ultimately change how inquirers commit to their work. |
| | 'I was saying to Stefan before you arrived what was heartening was the | This is a representative example of how inquirers connected the work of the group with their responsibilities to secure contracts for the company |

| | | |
|--|--|---|
| | stuff how the things we talk about hit the buttons in the pitches we talked like inquiry conversations creating spaces relationships—it was all the stuff they were nodding about’ | |
| | ‘because you know we found this work we’ve done together very powerful and I have that sense of equal-ness between us’ | The implication of this comment is that there was a perception of inequality between inquirers which was shifted during the process towards a perception equality |
| | ‘But what we can do is to recognize the process is very important so how can you replicate the process’ | The comment was made in reference to replicating the inquiry process in OPM. This suggests that inquiring into spreading inquiry is likely to take place. |