

Appendix A Co-operative inquiry Thematic Analysis

Code 1 Defining conversational consulting = Insights that explore and open up what this phrase means both in terms of practice and as an abstract construct.

<i>Theme</i>	<i>Sub themes</i>	<i>Examples</i>	<i>Comment</i>
Exploring what the experience of conversation feels like in consulting relationships			Code 1 is a very broad code which captured material that relates to a significant number of other codes. The theme and its associated sub-themes do however represent patterns within the data set.
	Awareness of conversations other than the one you are directly involved in with the client (including self)	<p>‘What’s the flow of conversation that’s going on and where am I in that flow and what role am I playing within the flow?’</p> <p>‘Its’ been about cultivating a conversation with myself—wanted to come home to myself more.’</p> <p>‘Yeah because conversational consulting seems to me to partly be about surfacing what is seen as reality isn’t it?’</p>	A recurring pattern in the data relates to how the consultant supports conversations by being aware of his/her own internal dialogue as well as a broader range of conversations. What is also interesting is the social constructionist idea of helping people to become aware of ‘reality’. This sub-theme connects with the notion of discourse as a means of understanding how social reality is formed and re-formed
	Creating environments in which conversations happen	‘What its’ showed us is that if you create the right environment and get the right people in to have the conversations they need the conversations do move them on’	What is interesting is the identification of other, largely unspecified, determinants in an environment that supports conversations. What is highlighted is the belief that the consultant has a role in creating the environment and one route to doing so is through

		<p>'Share some of that vulnerability with people and that creates that space into which they can come because if we are representing ourselves as the great expert it makes it quite scary place for anyone to come'</p> <p>'by holding a space something will emerge'</p> <p>'create space for a different conversation'</p>	<p>personal vulnerability. The notion of 'space' is also of interest as is the need for the consultant to be creatively. Implied is the belief that as the consultant shows their vulnerability so others will do likewise and that this has the potential to create the conditions for conversations.</p>
	Client emotions	<p>'perhaps part of the conversational process is helping people to connect with their feelings'</p>	<p>The emotional aspect of conversational consulting features relatively frequently in the data-one dimension is a belief that part of the consulting process is enabling the client to feel their own emotions</p>
	Anxiety and other emotions experienced by consultant	<p>'So if this is a really interesting challenge for that conversational consulting stuff then when we are in that moment of fear, when we are in that place of stuck, and the client is struggling to allow us to get that space to have that conversation how could we think about ways to unlock it, that would be real.'</p> <p>'It's mainly about how we stay connected with ourselves which also includes our</p>	<p>The other dimension is handling your own emotions as a consultant and features even more frequently than references to the clients' emotions. This is pointing to perhaps an under-recognised aspect of process consulting where emotional dynamics become more acceptable than when consultants take on the 'expert' role and the client the person needing primarily intellectual expertise</p>

		own feelings makes us more able to stay connected to other. ‘	
	Building relationships with clients	<p>‘good conversation build relationships’</p> <p>‘being in tune with people’</p> <p>‘Conversational consulting is not just another model with 6 steps but encountering people with ourselves-proactive and reactive.’</p> <p>‘The possibilities of client relationships building by the way that you are and you conduct yourself.’</p>	By setting conversation in the context of building relationships the data points to a consideration of how else a consultant might build a relationship. What are the components of a consultant-client relationship is a question to be considered?
	Accessing personal intuition	‘Often when I have a conversation I do get access to my intuition which I often don’t get when I am sitting on my own just thinking’	The consultants ability to draw upon their own wisdom through conversation is recognised in the data set. Conversation therefore appears mutually beneficial in a client-consultant relationship