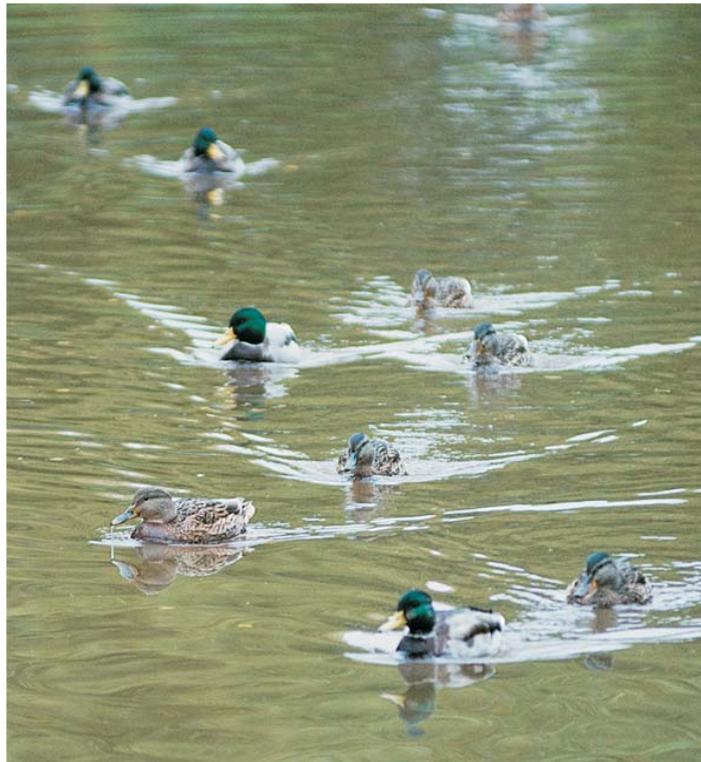


Virpi-Liisa Kykyri

# Helping Clients to Help Themselves

A Discursive Perspective to Process  
Consulting Practices  
in Multi-party Settings



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Esitetään Jyväskylän yliopiston yhteiskuntatieteellisen tiedekunnan suostumuksella  
julkisesti tarkastettavaksi yliopiston Agora-rakennuksessa (Ag Aud. 2)  
tammikuun 19. päivänä 2008 kello 12.

Academic dissertation to be publicly discussed, by permission of  
the Faculty of Social Sciences of the University of Jyväskylä,  
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UNIVERSITY OF JYVÄSKYLÄ

JYVÄSKYLÄ 2008

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JYVÄSKYLÄ STUDIES IN EDUCATION, PSYCHOLOGY AND SOCIAL RESEARCH 330

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UNIVERSITY OF JYVÄSKYLÄ

JYVÄSKYLÄ 2008

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Publishing Unit, University Library of Jyväskylä

Cover picture by Markus Hästbacka

URN:ISBN:9789513930820

ISBN 978-951-39-3082-0 (PDF)

ISBN 978-951-39-3071-4 (nid.)

ISSN 0075-4625

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Jyväskylä University Printing House, Jyväskylä 2008

## ABSTRACT

Kykyri, Virpi-Liisa

Helping Clients to Help Themselves. A Discursive Perspective to Process Consulting Practices in Multi-party Settings

Jyväskylä, University of Jyväskylä, 2008, 76 p.

(Jyväskylä Studies in Education, Psychology and Social Research

ISSN 0075-4625; 330)

ISBN 978-951-39-3082-0 (PDF), 978-951-39-3071-4 (nid.)

Finnish Summary

Diss.

This study approaches process consulting work as conversation. The commonly shared ideal of process consulting is to help clients to help themselves. To follow this ideal, active client participation and collaborative work between the consultant and the clients in handling the client's problems are needed. The aim of this thesis is to find out how this is done through talk: what kind of talk is used in process consulting interaction and how is this achieved during multi-party consulting conversations. More specifically, it is asked what kind of discursive activity was used in multi-party settings to bring about active client participation, to facilitate learning and change by bringing about and handling criticism and blame, and to make preferred outcomes noticed within the participating group. Using the perspectives and methods of Discursive Psychology and Conversational Analysis, it is asked how this is done in an authentic process consultation case.

This thesis consists of three articles in which situated discursive practices of process consulting are analyzed in detail. Findings of this case study show the rich variety of discursive means that were utilized in multi-party consulting settings to bring about talk, which is needed to put into practice the process consultation ideal of helping clients to help themselves. These are: conversational structures requiring participant's turn-by-turn responses with which some talk was marked as preferred and this preferred talk was invited; and conversational means like "fishing" or "factualising devices", which were used e.g. to strengthen the reliability of speakers and to construct the factuality of descriptions about witnessed change and outcomes of the consulting process.

This thesis focuses on multi-party settings of process consulting practices and as such, it highlights the significance of client-consultant collaboration and the role of the audience. I claim that, the interactive audience of this case was used as a method in implementing the process consulting ideals and bringing about the needed talk. In doing this, it is suggested that there is a need to construct and establish conversational norms that deviate from more mundane multi-party conversational settings. In this thesis it is shown how the norm of displaying ownership and the norm of not avoiding face-issues were constructed and utilized for consulting purposes of this case.

This study describes in detail the actual discursive practices of process consulting in a way that has not been done before. The findings about *what* was done in this case are situated and case-specific, but, the findings about *how* what was done was done can have transportability across other consulting and organization development settings. They can be used in developing the practices and procedures of process consulting work. In addition to that, the findings of this thesis are of interest in depicting the picture of process consulting work as a professional institution and, in conceptualizations of client-consultant role in general.

Keywords: audience, change, conversational norms, criticism, discursive practices, multi-party setting, participation, process consulting

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## ACKNOWLEDGEMENTS

Working on this dissertation has taken me down a long and winding road. During the years of studying, many people have offered their help and given their support which has been invaluable. It is not possible to name them all, but, nevertheless, I want to try to thank them all.

My deepest thanks go to my supervisor Professor Jarl Wahlström. During these five years of studying he has been both encouraging and supportive. His guidance has been invaluable and he has also wisely known when not to provide any advice at all. This has created an inspiring and fruitful student-supervisor relationship in which ownership of the study was cherished and the principle of “helping the student to help herself” was brought into practice.

I also want to offer my warmest thanks to Professor Pertti Kettunen and Lecturer Paul Buharist for their supervisory work. Our discussions concerning my thesis have always been inspiring and the comments and suggestions they have given have been very fruitful. Thanks are also due to Professor Dan Kärreman and Docent Pirjo Nikander for reviewing my dissertation. They have both supported and challenged my work with their profound comments and practical suggestions.

My warmest thanks must also go to my colleague and dear friend Lecturer Risto Puutio. Firstly, for gathering the unique data corpus of real consulting conversations. Secondly, Risto has been an insightful, creative and hard-working colleague, and in addition to that, he has always been a considerate and humorous friend. His support and encouragement, as well as his assistance with numerous practical issues, have been invaluable in the course of this research process. Also, I want to thank Risto and Tuula for the kind hospitality which they have showed to me several times during my study.

It has been a great pleasure to collaborate with Risto on two original research projects: “Kielellinen vuorovaikutus organisaatiokonsultoinnissa”, and “Pulmat, neuvot ja lopputulokset konsultin ja asiakkaan välisessä neuvottelussa”. These projects were funded by the Finnish Work Environment Fund (grants 101360 and 104383), The University of Jyväskylä, Odeco and the City of Kokkola. I want to thank these organizations for their financial assistance with these two research projects. Ilkka Tahvanainen, Jari Kalavainen, Jarl Wahlström and Boris Nygård deserve thanks for their work as part of the steering group for these research projects. Anna Tienhaara, Iris Perälä, Elina Riippa and Päivikki Wikström have also provided their invaluable assistance in numerous practical issues during these two research projects.

Sharon Keaveney has taken care of the language revision of both this summary text and the three empirical articles. It has been a pleasure to collaborate with her. Thanks are also due to Tapani Korhonen, Raija Mehto, Pekka Olsbo and Marja-Leena Tynkkynen for their help during the publication process and other practical issues.

Also, I want to thank the colleagues and fellow students who have shared their ideas and observations about our research and data within data sessions and congress settings. Special thanks are due to Maarit Alasuutari, Anna-Liisa Elo, Alexa Hepburn, Pauli Juuti, Katja Kurri, Kaija Lajunen, Pirjo Nikander, Terhi Partanen and Jonathan Potter.

What matters most to me is the support and understanding which my friends and relatives have shown while I completed these studies. I want to thank them all for being there when I needed them. My parents, Liisa and Eero, I want to thank warmly for supporting my constant desire for knowledge and learning. I also want to express my deepest gratitude to all my dear friends in Keski-Pohjanmaan Kamarikuoro. This summary text was written as we were rehearsing together the Passion of St John by J.S.Bach. This wonderful music has inspired me in my work. Also, I want to thank you, my dear working colleagues and fellow students, for your support and encouragement.

And last, but not least, I want to thank my family for being patient and loving, even at times when I certainly didn't deserve either of them. This dissertation has demanded a lot of my energy and attention which, at times, was needed elsewhere too. Juha, Laura and Mikael, I love you more than I have been able to show. Thank you for being there for me, and thank you for constantly giving me something else to think about.

Kokkola, December 2007

Virpi-Liisa Kykyri

# CONTENTS

ABSTRACT

ACKNOWLEDGEMENTS

LIST OF PUBLICATIONS

1	INTRODUCTION .....	9
1.1	Raising academic interest towards consulting practices .....	10
1.2	Discursive perspective - approaching consulting as conversation ...	12
1.3	Bringing about participation, learning and change -institutional tasks in process consulting .....	14
1.4	Challenges of the multi-party setting .....	17
1.5	The aim of this study .....	19
2	THE CASE AND THE METHODOLOGY .....	21
2.1	Two research projects .....	21
2.2	Participants and data .....	22
2.3	Analysis process .....	28
3	SUMMARIES OF THE ORIGINAL ARTICLES .....	35
4	DISCUSSION .....	40
4.1	Multi-party setting in process consulting talk - audience as a challenge and audience as a method .....	41
4.2	Constructing conversational norms .....	43
4.3	Collaboration and the consultant's role .....	46
4.4	Methodological issues .....	48
4.5	Evaluation of the results and challenges for future research .....	50
4.6	Concluding remarks - About process consulting as an institution....	54
	TIIVISTELMÄ .....	56
	REFERENCES .....	58
	APPENDIX 1 .....	67

## LIST OF PUBLICATIONS

- I Kykyri, V-L, Puutio, R. and Wahlström, J. (submitted) "But you are not anonymous here" - Interactional construction of ownership in consultation talk.
- II Kykyri, V-L, Puutio, R. and Wahlström, J. (2007) Inviting interactional change through "tricky situations" in consulting - handling criticism and blame. *Journal of Organizational Change Management* 20(5): 633-651.
- III Kykyri, V-L, Puutio, R. and Wahlström, J. (2007) Calling in a witness. Negotiating and factualizing preferred outcomes in management consultation. *Text and Talk* 27(2): 201-224.

# 1 INTRODUCTION

Renewing the organization's problem-solving capacity with an actively participating client and a consultant who aims at helping clients to help themselves are commonly shared ideals of so called process consulting (Beckhard, 1969; Bennis, 1969; Chapman, 1998; French & Bell, 1995; Fullerton & West, 1996; Schein, 2003; 1999; 1995; 1987). It is considered to be of importance that the client who needs help takes an active role in the solving of his or her own conflict, rather than solely relying on the consultant's expert opinion. This direct involvement in the process will hopefully bring about organizational learning and will enable the client to be more independent of the consultant when facing future conflicts.

Despite this well articulated and widely accepted ideal, we know relatively little about how it is put into practice in consulting work. The aim of this thesis is to deepen our understanding of what the ideal of "helping clients to help themselves" in process consulting means at the level of consulting talk. This study takes the discursive perspective to consulting interaction and, with an authentic case, asks how participants of the consulting case are invited and encouraged to display talk that is needed in the process consulting interaction. The specific focus of this thesis is to look at the group settings of consulting work to see how these ideals are put into practice to bring about needed change and participation within multi-party conversations of the process consulting case.

This thesis consists of three separate articles and an introduction in which process consulting ideals and practices are approached as conversation from the discursive perspective. The institutional tasks and ideals of process consulting as well as means and methods to examine their implementation through talk are presented. In summaries of the original articles, the research questions and main results are described. In the final section, the results and conclusions of this thesis are discussed in more detail.

## 1.1 Raising academic interest towards consulting practices

During the last decades, the management consulting industry has been growing exponentially and the economic significance of the consulting services has increased markedly (Clark & Fincham, 2002; Engwall & Kipping 2002; Fincham & Clark 2002, Kyrö 1995; Williams & Rattray 2004). The role of management consulting has gained in significance in managerial work because organizations utilize consulting services mainly at critical moments: when they are in trouble or in need of renewal. As defined by Kubr (2002, 10), "management consulting is an independent professional advisory service assisting managers and organizations to achieve organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes."

The academic research on management consulting has simultaneously increased markedly since there is a well grounded need to find out what management consulting is all about and how useful it actually is to the organizations utilizing those services. With this expanding academic interest, many aspects of management consultancy have been covered, such as the history and the development of consultancy (Engwall & Kipping, 2002), the consultant-client relationship (Fincham, 1999; Pellegrinelli, 2002; Werr & Styhre, 2003), the methods, ideas and knowledge base of consulting work (Werr, Stjernberg & Docherty, 1997), rhetoric and language use (Czarniawska-Joerges 1990; Clark 1995), professional status of consulting work (Alvesson & Johansson 2002), its relationship to management fashion (Ramsay 1996), the management and organization of consultancy firms (Alvesson 2004) and, constructing identities in consulting firms (Alvesson & Robertson, 2006).

Since both reasons and ways to use consultants are varying there is a rich variety of approaches within the field of management consulting. According to Fincham and Clark (2002, 2), "what constitutes management consultancy is constantly transforming". There are various approaches, perspectives, ideologies and methods within the management consulting industry, which are constantly changing, like management fashions, too. Traditionally, these approaches have been analysed and classified based on their task orientation or process orientation and whether the role of a consultant is seen as a technical expert or as a process facilitator (see, French & Bell, 1995; Lippit & Lippit, 1986).

This plurality of consulting approaches is reflected to the extant literature. The literature about management consulting over the past 40 years can be divided into two main phases which Fincham and Clark (2002) name as the OD (Organization Development) approach and as the critical perspective.

The OD approach draws from behavioural science and concentrates on increasing an organization's effectiveness through planned collaborative intervention (Beckhard, 1969; Bennis, 1969; French & Bell, 1995). The OD approach is characterised by the fact that many of the leading authors are successful consultants themselves. According to Alvesson & Johansson (2002)

this means that, in general, the OD approach takes a positive stance to management consulting. Recently, however, some critical notions about the crisis in OD have been stated (Bunker, Alban & Lewicki, 2005; Bradford & Burke, 2004; Burke & Bradford, 2005). It has even been claimed that there is a crisis within the overall OD approach which is connected to the noticed gap between theory and practice and the lack of academic research within OD practices (Bunker, Alban & Lewicki, 2005; Worley & Feyerherm, 2003).

The critical perspective to management consulting is utilised mainly by academics and, it takes a more critical – sometimes even negative – stance to consultancy work (Alvesson & Johansson, 2002; Fincham and Clark, 2002). This critical strand has been fruitful as it has questioned the taken-for-granted assumptions about management consulting work and enriched our picture of it by describing the rhetoric and persuasive strategies used by consultants, and by widening the conceptualizing of the consultant's role and the client-consultant relationship (Fincham and Clark, 2002).

However, as useful as the critical strand has been, it has not been very successful in elucidating the actual practices of consulting work. What really happens in practice during the consulting work is still very much unknown. According to Alvesson and Johansson (2002), this is due to the fact that there is a lack of research about management consulting that would take a neutral position to consulting work and, from this neutral perspective would focus on situated interactional practices. Apart from a few consulting cases presented mainly by consulting practitioners themselves, serious attempts to describe and to analyze how the ideals and principles of various consulting approaches are put into practice are rare. This holds true also with the process consulting (PC) approach, which this dissertation focuses on.

The lack of practice oriented research is understandable because consultants' practices may be extremely varying (Fincham & Clark, 2002) and only loosely connected with theories (Benders & van Keen, 2001; Bloomfield & Danieli, 1995), which makes them complicated to explore. Another reason is that so called "naturalistic materials" about management consulting are rare. As Alvesson and Sveningsson (2004) point out, consultants tend to be secretive about their work. Because of this and because of confidentiality issues, it can be difficult to gain access to follow consultancy work or even carry out in-depth interviews with consultants.

Some authors have called for an interactional perspective (Edvardsson, 1990; Pellegrinelli, 2002) and, quite recently, interest towards the interactive practices of management consulting has been rising (Clark, Fincham, Handley and Sturdy, 2005; Czarniawska & Mazza, 2003; Handley, Sturdy, Fincham & Clark, 2006; Kipping and Armbrüster, 2002). However, "the interaction process between consultants and their clients is still poorly understood" (Engwall and Kipping, 2002, 8) since, according to Alvesson and Sveningsson (2004, 15), "we lack empirical research on core aspects of management consultancy such as what do consultants do when they work, what do they accomplish, and how do client-consultancy relations look like at the levels of meaning and actor

involvement where the voices of consultants as well as client people are being considered.”

This thesis aims to respond to this need by taking an interaction perspective to consulting practice within an authentic consulting case. In a way, this dissertation is at the crossroads of the three approaches of consulting research named as positive, as critical and as neutral (Alvesson and Johansson, 2002; Fincham and Clark, 2002). The data of this study represents the process consulting (PC) approach (Schein, 2003; 1999; 1987), a specialized consulting approach and technique within the overall OD approach, which in itself would connect this study to the OD approach. However, the discursive perspective utilised in this study does not take for granted the ideals of consulting work, but, instead, aims to show in detail the actual discursive practices of consultancy. While this study merely shows, rather than actively questions these discursive practices, its position towards management consulting work can be labelled as practical and as neutral, rather than as enthusiastic or as critical or even negative.

## **1.2 Discursive perspective – approaching consulting as conversation**

When looking at the actual practices of consulting work we notice that it is mainly performed through talk and, therefore, consulting can be seen and approached as conversation. Specifically, this applies to process consulting work. However, even in more technically oriented consulting work the importance of talk cannot be denied and, regarding the consulting practices, the discursive perspective can be seen as highly relevant. Lately, this is noted by academics that have used the discursive perspective to examine consulting work (Alvesson, 1993; Alvesson & Johansson, 2002; Alvesson & Robertson, 2006; Berglund and Werr, 2000; Clark and Salaman, 1998; Clegg, Kornberg & Rhodes, 2004; Engwall & Kipping, 2002; Fincham, 1999; Marshak & Heracleous, 2005; Meriläinen, Tienari, Thomas and Davies, 2004; Sturdy, 1997; Sturdy, 2002; Werr & Styhre, 2003).

Discourse is an inevitable feature of social life in general and, within the emerging field of organizational discourse (see, Grant, Hardwick, Oswick & Putnam, 2004) the central meaning of language use in organizations has been widely acknowledged. As Mumby and Clair (1997, 181) say, “...organizations exist only in so far as their members create them through discourse. This is not to claim that organizations are ‘nothing but’ discourse, but rather that discourse is the principal means by which organization members create a coherent social reality that frames their sense of who they are.”

Within the discursive approach, important organizational issues such as learning and change are seen and approached as socially constructed by organizational discourses (Alvesson and Kärreman, 2000; Grant, Michelson,

Oswick & Wailes, 2005). E.g. organizational change is seen as a negotiated meaning, because “dominant meanings (about change) emerge from the context under which they are negotiated” (Grant et al., 2005, 8). This means that, in order to understand change, it is necessary to understand how it is discursively constructed and interpreted (Grant et al., 2005, 12).

This thesis utilizes the perspective of organizational discourse and, more specifically, the perspective of discursive psychology (Edwards and Potter 1992; Edwards and Potter 2001; Potter 2003 a; 2003 b). Discursive psychology is defined as the application of principles and methods from discourse and conversation analysis, and increasingly the latter, to psychological themes. Discursive psychology focuses on interaction in its fine details and sees discourses as action oriented, situated, constructed and constructive (Potter 1996; Potter 2003 b). In this thesis, discursive psychology is used in approaching the discursive practices of process consulting with concepts and ideas of the displaying of agency and the construction of issues and descriptions as factual.

The concept of agency as discursive presentation refers to ways of presenting ourselves as agents and as responsible for our actions (Ashmore, Wooffitt, & Harding, 1994; Harré, 1995). This responsibility of one’s actions is not only taken but assigned, as, in some instances; parents can be held responsible for the actions of their children. Keeping in mind the process consulting ideal of helping clients to help themselves, it is obvious that the concept of agency as well as discursive means and strategies in handling and managing agency are of importance in this study.

Another important theme in discursive psychology is concerned with the way descriptions and accounts are constructed as objective and factual. As said by Potter (1996, 98), “...the world is not categorized by God or nature in ways that we are all forced to accept. It is *constituted* (italics original) in one way or another as people talk it, write it and argue it.” Usually, there are various ways to describe events and issues. In order to be treated as real and as convincing, accounts, descriptions, explanations etc. have to be constructed as facts by using a variation of discursive means. Factualising devices are discursive means that can be used to construct information as factual and as convincing (Edwards, 1997; Hepburn, 2003; Potter, 1996; Wooffitt, 1992).

In this thesis, the discursive perspective is applied in focusing on the situated interactional practices of process consulting work. This approach sees these practices not as operational but as conversational and accentuates that important issues of process consulting work, such as aims for consulting, helping relationship, participation, criticism and blame, change, learning and outcomes should be seen and approached as conversation. Whatever is constructed in consulting interaction is done through talk; things become real as they are performed through talk. The concepts of display of agency and factualising devices are used to see how participants of the consulting work are invited and encouraged to display talk that is needed in process consulting interaction to achieve the consulting purposes and to fulfill the institutional ideals of process consulting work.

Before moving on, it is time to say something about the ontological and epistemological premises of this study. In short, “ontology” means the understanding of what we are studying and, “epistemology” means the understanding of how we can have warranted knowledge of what we are studying. The overall orientation of the study is discursive and this thesis focuses on the actual discursive practices of process consulting work. This means that the underlying philosophical assumption is connected to postmodernism / social constructionism (Gergen, 1992; 1989; Shotter, 1993a & b). In this thesis, social reality is seen as socially constructed through talk; through conversations and negotiations about the meanings that are given to actions and issues of the constantly transforming social reality. People are seen as active constructors of the world within a process where knowledge, truth and reality become construed as linguistic constructs which are potentially open to constant revision.

Thus, knowledge about social reality is seen as a negotiated meaning, consisting of constructions made and meanings given by people within social interaction. What can be studied and how it can be studied are determined by these premises. In postmodernist research, the frequently asked question is how and why particular discourses are being voiced while others aren't. Qualitative methods are then used to enable deconstruction of these discourses. Discursive psychology, which is the research strategy used in this thesis, typically asks questions of the form: how is X done? According to Potter (2003 a) this leads to a focus on interaction, on concrete settings, and on processes rather than outcomes. Compared to social constructionism, discursive psychology places more emphasis on the close analysis of conversational materials. The research model of discursive psychology is described in more detail in the methods section.

### **1.3 Bringing about participation, learning and change - institutional tasks in process consulting**

To be able to study the discursive practices where these ideals of process consulting are implemented, we need to start by defining these ideals. So, what are the aims and tasks in process oriented consulting, and how can they be approached from the discursive perspective?

In general, the central institutional task of process consulting work is very much the same as the institutional task of any kind of consulting. There is a strong expectation of change as an outcome of any consulting process. Successful consulting requires measurable improvements of client performance (Gable, 1996; Schaffer, 1997; Schein, 1987b). Consultants are considered to be worth their fees only when they are able to offer sound solutions to the client's problems and, when they can facilitate needed learning and change (Chenault, 1989; Kubr, 2002; Schein, 1987b; Turner, 1988).

Paradoxically, though, organisational performance in itself cannot actually be improved during the consultation conversations. Whatever changes and improvements there are to be made, they must be sought through talk within the particular conversational situation of consultation (Barrett, Thomas and Hocevar, 1995; Anderson, 2005; Tsoukas, 2005). This makes the discursive approach relevant here, since the desired change within the organizational performance is to be searched through talk within special conversational settings, such as negotiations, interviews and various kinds of group discussions, which are planned for consulting purposes.

Moreover, to be considered as real and factual, the outcomes of a consulting process need to be noticed within the client organization (see, Parsons, 1974). A highly important task of a consultant is, therefore, to make sure that as a consequence of consulting work, there are some preferred outcomes which also become recognized within the client organization. This, again, requires talk: conversations and negotiations about the perceived learning and change which can be seen as outcomes of the consulting work.

Within process oriented consulting work, this is not enough, however (Chapman, 1998; Fullerton & West, 1996; Schein, 2003; 1999; 1987, 1969). The commonly shared ideal of process consulting is to help clients to help themselves by renewing the organization's problem-solving capacity. This is done through emphasizing the client learning, and the avoidance of defensiveness and denial (Argyris, 1970; Turner, 1982). As Argyris (1990, 6) has highlighted, the goal in this kind of consulting is "about making the undiscussable discussable, about not taking for granted what is taken for granted ... so that the unmanageable can become manageable".

As a consequence and from the perspective of implementation, there is a request for a special kind of problem talk. During the consulting conversations, this means that there is a need to bring forth bothersome and sometimes even embarrassing issues, such as problems, criticism and even blame. This kind of discourse is required as it raises problems and issues and highlights the need for change. In "making the undiscussable discussable", criticism is to be displayed and handled in a way that facilitates change in interaction. In process consulting work, this can be done through 'teaching' the clients new skills to be utilized later on, such as new ways to talk about the critical organizational issues.

The principle of helping clients to help themselves also means that participants of a consultancy need to be interested in, and to take some ownership of, the ongoing consulting process (Argyris, 1970; Chapman, 1998; Schein, 1969). They need to adopt and hold a certain stakeholder position during the consulting process role in the defining and solving of their own conflict, rather than solely relying on the consultant's expert opinion. This direct involvement in the process will hopefully enable the client to be more independent of the consultant when facing future conflicts. Since diagnosis and problem solving are supposed to be worked on jointly, client participation is needed from the very beginning to the end of the consulting process.

Schein (1988; 1995; 1999; 2002) defines process consultation as a helping relationship. Applying the original concept of Argyris (1960), Schein (1988) has called this informal side of the consulting process “the psychological contract”. This concept builds on the idea of the exchange and the metaphor of a contract involving at least two parties, the client and the consultant. Modifying the definition of the psychological contract within employment relationship (Herriot & Pemberton, 1997; Guest & Conway, 2002) this concept refers to “the perception of both parties to the” consulting (originally working) “relationship of the reciprocal promises and obligations implied in that relationship” (Guest & Conway, 2002, 22). Schein (1988, 126) emphasises the importance of the psychological contract by suggesting that consultants “delay discussions until the client has experienced psychological contract”. Whether we call this phenomenon a psychological contract or not, it has been clearly stated that there is a need to produce an actively participating client in process consulting work.

According to Wenger (1998), participation involves both action and connection. In this thesis it is suggested that, from the discursive perspective, participation in consulting work is brought into being through talk within the particular conversational settings designed for consulting purposes. Participation in consulting is largely the same as taking part in a conversation. Participants take part through acting and reacting, through taking turns, displaying and sharing their ideas and views and, through listening, negotiating, questioning, commenting, approving and rejecting the sayings of others. From the perspective of discursive psychology, this happens when what this thesis will call ‘ownership talk’ is used. By ownership talk this thesis means a special way of talking, where the participants of a consulting process are displaying their participation and ownership of the consulting process. This display happens when a person is talking in and about the consultation process sharing his / her personal views, experiences and interests.

The principle about helping clients to help themselves is distinctive when comparing the process consulting model with other types of consulting work, such as the expertise consulting model or the doctor-patient consulting model (Schein, 1999, 7-11). The institutional aims of process consulting described above can be seen also as ambitious. In practice, as noted by Fincham and Clark (2002, 6), “achieving success within these terms requires powerful and uncommon techniques” to be used in consulting work. According to process consulting and OD guidebooks (e.g. French & Bell, 1995; Neumann, Kellner & Dawson-Shepherd, 1997; Schein, 1987; 1988; 1999), the ideal of helping clients to help themselves should have notable consequences in consultancy practices. These guidebooks highlight the importance of the helping relationship between the consultant and the client and, the importance of agency and active participation of the client, even in defining and solving the problems and in implementing the planned change in organizational performance.

## 1.4 Challenges of the multi-party setting

Although academics tend to refer to 'clients' as if they were always clearly identifiable and as if the word 'client' would have an overall and literal meaning, there are in reality some remarkable difficulties in defining the client. Schein (1997) has highlighted that it is not always easy to know whom one is working for, and who the actual client is. Since this thesis focuses on face-to-face interaction within multi-party settings where there are more than two interlocutors present at the same time, the question of who the client is, is of importance.

In process consulting practices, it is quite common that consulting conversations occur in group meetings with multiple participants. Working communities as a whole can take part in these multi-party face-to-face conversations. Even though they are of importance, issues about the multi-party nature of consulting work have not been discussed in depth in previous research. However, to be able to study consulting practices within these settings, the issue of multiple clients and the challenges of a multi-party setting need to be noted. Issues related to social interaction in group settings, such as social norms and rules of conversation also need to be considered.

When looking at the institutional aims of process consulting – to bring about participation, learning and change – this multi-party nature creates notable conversational challenges. Issues concerning group dynamics and processes (see e.g., Bion, 1961; Lewin, 1947; West 1996) are brought into the picture. Normally, within any group, there are issues such as communication and coordination, influence, status and dominance, group effectiveness and balance between task focus and social focus that affect the behaviour of people in groups. During consulting conversations, participants orient themselves according to these group dynamic rules, roles and goals and while doing so, they construct and reconstruct these issues through talk.

One of the challenges is due to the fact that, within multi-party settings most discussions have an audience. This creates interactional complexity that encourages interlocutors to carry out moment-by-moment evaluation of what kind of talk is appropriate and what is not during the conversation. What can be said and how it can be said in front of this audience is constantly under consideration. One of the points suggested in this thesis is that, when it comes to participation, the situation of all the interlocutors is not the same. Within organizational multi-party settings, participation is easier for some actors than for others. This has to do both with variations in participants' personal abilities and attitudes as well as their social roles and status, which in turn affect the social expectations with which the actual participation is encouraged or constrained in interaction.

Furthermore, the role of this multi-party audience is not only peripheral. Instead, the audience can have a rather more active role in conversations either explicitly or implicitly. Whatever there is to be done during the consulting

conversations, it has to be done with this audience, or in front of this audience. Whether that be displaying one's interests and agency or bringing about concerns, problems and other socially sensitive issues, it is to happen in front of a larger group. Even highly delicate issues, such as blaming or praising someone in public may occur during the consulting conversations.

It seems to be almost inevitable that this complexity leads to emotionally and intellectually challenging conversational settings, or 'tricky situations', as this thesis calls them, where interlocutors have to deal with issues that may be socially sensitive and face-threatening for all concerned (see also, Alvesson, 2004; Alvesson & Sveningsson, 2004). However, to bring about changes, difficult questions need to be asked and 'hot issues' such as criticism and blame need to be addressed.

These issues are normally avoided within social interaction since people tend to engage in (and expect others to engage in) communicative work to maintain both their own and another's face. As noted by Brown & Levinson (1987, 61), "everyone's face depends on everyone else's being maintained, and since people can be expected to defend their faces if threatened, and in defending their own to threaten others' faces, it is in general in every participant's best interest to maintain each others' face". However, keeping in mind the process consulting ideal of helping clients to help themselves and making the unspeakable speakable, during consulting conversations these 'face-issues' cannot be avoided.

The concept of institutional talk is of use in understanding how the challenges of multi-party setting are handled and managed during consulting conversations. In natural meetings, despite certain social norms, speech is usually quite spontaneous. Compared to everyday conversations, institutional talk is tied to the goals, constraints and special inferences that are particular to interaction in the business at hand and of the institution in question (Heritage, 2005). This highlights the need to construct specific conversational norms which can differ markedly from the norms of everyday conversation.

According to Heritage (2005, 107), "the institutional interaction involves goals", such as helping clients to help themselves and bringing about learning and change within client organization in process consulting. These goals "are tied to institution relevant identities", such as the client employee, the client manager and the consultant. "The interaction involves special constraints on what is allowable contribution to the business at hand" (Heritage, 2005, 107). In process consulting settings, usually the consultant is in control of the flow of the conversation and decides how the process goes on (e.g. with his questions, the consultant chooses who is allowed to talk next and what issues can be covered within conversations or, the consultant chooses what exercises are done and, gives instructions to be followed). Furthermore, according to Heritage (2005, 107) "the institutional interaction will involve special inferences that are particular to specific contexts", such as the presumption of the actively participating client in process consulting settings.

These concepts and characteristics of institutional talk are applied in this thesis to process consulting talk within multi-party settings. We can look at how interlocutors orient themselves according to the institutional roles and conversational norms that are constructed in consulting settings. For instance, during consulting conversations, it would be quite complicated for the client participant to depart from the instructions given by the consultant and, if doing so, this departure would mean questioning the whole consulting process.

This dissertation assumes that audiences in multi-party consulting conversations can be utilized in constructing and factualising change. From the discursive approach, to be accepted as fact, any organizational change has to be constructed as real and as convincing and, it has to be noticed by a broader community, an audience. Usually, within consulting conversations, there are several competing versions of what could be considered as outcomes – as success or as failure, as a preferred or as a non-preferred end result. This highlights the importance of the credibility of the witnesses and their statements – whose sayings are reliable and convincing? In this thesis, it is claimed that participants of a consulting process can be given ‘a position of a witness’ by strengthening their credibility as ‘insider witnesses’ and by inviting them to share their observations of change, i.e. ‘testify’ about the organizational change they have witnessed in front of an audience. It is important since observed change can be made visible and be strengthened by making it noticed within an organization, and thus be constructed as a preferred outcome of a consulting process.

## **1.5 The aim of this study**

Despite the well articulated and widely accepted ideal of helping clients to help themselves, we know relatively little about how it is put into practice in consulting work. Within the existing literature the principles and practices of process consulting have mainly been described as ideals and as models. There is a notable lack of academic research about process consulting work even though some cases – mainly based on field notes – about the implementation of process consulting practices have been presented by practitioners (e.g. Ellis, Kiely & Pettigrew, 2001; Marshak & Heracleous, 2005; Kets de Vries & Balazs, 2005; Schein, 1997).

This dissertation aims to contribute to this need as it takes an interaction perspective and sees process consulting as conversation. It focuses on process consulting practices, is based on naturalistic materials about real-time consulting conversations and, as such is able to show in detail the situated discursive practices of process consulting work. This will be of importance, since through the detailed analysis of discursive practices it is possible to gain access to significant new information which is not only case specific, but, can be transported to other process consulting settings, too.

The aim of this thesis is to deepen our understanding about what the institutional ideal of “helping clients to help themselves” in process consulting means at the level of consulting talk. This study takes the discursive perspective to multi-party consulting interaction and, with an authentic case, asks how participants of the consulting case were invited and encouraged to display talk that is needed in process consulting interaction to achieve the consulting purposes and to fulfill the institutional ideals of process consulting work. More specifically, this study asks what kind of discursive activity was used to bring about active client participation, to facilitate learning and change by bringing forth and handling criticism and blame, and to make preferred outcomes noticed within a broader community in multi-party settings of consulting conversations.

## 2 THE CASE AND THE METHODOLOGY

### 2.1 Two research projects

The three original studies of this dissertation were carried out during two separate but connected research projects. The first one, named as “Linguistic interaction in organizational consultation” (grant 101360) was accomplished during the years 2002-2005 and the second one “Problems, advice and end results in the negotiations between a consultant and a client” (grant 104383) during 2005-2006. These research projects were funded by the Finnish Work Environment Fund.

Four Finnish organizations co-operated in performing the research. These were Odeco, a management consulting firm located in Jyväskylä, the Personnel Department of City of Kokkola, Click Consulting, a management consulting firm located in Kokkola, and the University of Jyväskylä which offered the methodological guidance for the process. The two researchers, Virpi-Liisa Kykyri and Risto Puutio, who were PhD students at the University of Jyväskylä and employees of the City of Kokkola and Odeco, were responsible for planning and accomplishing the actual research work. Both were part-time researchers for the program while working simultaneously as part-time (internal and external) organizational consultants. The methodological guidance was offered by professor Jarl Wahlström.

The two research projects were aimed at finding novel descriptions and insights about the discursive practices of process consulting work and to produce six empirical articles to be published internationally. Both researchers aimed at doing their PhD thesis based on these two research projects. In addition to that, two students of psychology were involved in doing their Master’s dissertations based on these research projects.

The six empirical articles were produced during the two research projects and these papers are used as empirical parts of the two dissertations, namely this one, and the forthcoming thesis of Risto Puutio. The decision in dividing these six papers into two dissertations was based on the individual

contributions of the two researchers during the analysis process and the writing process.

Virpi-Liisa Kykyri is the first author and responsible for both the development of the analytic observations and ideas and the actual writing process of the following papers:

Kykyri, V-L, Puutio, R. and Wahlström, J. (submitted) "But you are not anonymous here" – Interactional construction of ownership in consultation talk.

Kykyri, V-L, Puutio, R. and Wahlström, J. (2007) Inviting interactional change through "tricky situations" in consulting – handling criticism and blame. *Journal of Organizational Change Management* 20(5): 633-651.

Kykyri, V-L, Puutio, R. and Wahlström, J. (2007) Calling in a witness. Negotiating and factualizing preferred outcomes in management consultation. *Text and Talk* 27(2): 201-224.

Risto Puutio is the first author and responsible for both the development of the analytic observations and ideas and the actual writing process of the following papers:

Puutio, R., Kykyri, V-L and Wahlström, J. (submitted) Tension regulation work in management consultation interaction.

Puutio, R., Kykyri, V-L and Wahlström, J. (submitted) The process and content of advice giving in support of reflective practice in management consulting.

Puutio, R., Kykyri, V-L and Wahlström, J. (in press) Constructing asymmetry and symmetry in relationships within a consulting system. *Systemic Practice and Action Research*.

## **2.2 Participants and data**

### **Single case study**

The data of this study is based on a single consulting case. This case was selected because of its practical and theoretical interests in regard to the questions with which this thesis is concerned. This consulting case represents the process consulting approach, which is the central focus of this thesis. Additionally, multi-party conversational settings of consulting were well represented with this case. Considering the noticeable difficulties of management consulting researchers in defining what is being studied since consultants' practices are extremely varying (Fincham & Clark, 2002), it is of

importance that the consulting approach of this case is well known and carefully defined, which means that we know precisely what kind of practice was being studied.

In this thesis, the subject under study was not the consulting case in itself, nor the individual participants or the consultant, but the discursive practices during this particular case. In this sense, one single case can be seen as sufficient as it in itself offers hundreds of conversational episodes from which to select material for detailed analysis of consulting practices. Furthermore, the aim of this thesis was not to compare or evaluate various consulting approaches or styles which, in turn would have required a larger number of consulting cases as data.

### **The OD consulting process and the participants**

The data of this study is based on a long-term (nine months) process consultation case which was carried out in a company within the pulp industry in Finland. The consultation process aimed at facilitating change in the organisation from a functional organisational model to a more customer oriented process organisation. This meant integration of the two previously separate R&D and Customer service departments. Technically, this change had already been made and people were already informed about their new roles within the organization. The need for consultation emerged as a result of management's remarkable difficulties in establishing the 'new organization' within the day-to-day practices of the organization.

These difficulties were due to various reasons. Firstly, the previously separate R&D and customer service departments had been merged to form a united 'customer process' aiming at better focus on customer needs. This resulted in a new organizational hierarchy which was reflected in the daily practices and experiences of employees. Earlier, both departments had had an equal status and were managed by separate 'functional managers' whereas the erstwhile customer service employees, who worked at the customer interface, now became contractors for the R&D employees. This led to problems of cooperation since the R&D employees felt they were being 'bossed' by the customer service employees. This, in turn, created pressure towards the management to do something about the situation.

The members of the new organization, i.e. the employees and the management of the above mentioned R&D organization and customer service organization became the participants for this consulting case. Based on previous cooperation with the consultant, the director of the organization was already familiar with the consultant's professional approach and personal style. This made it easier for the client organization to give permission to record all the consulting conversations of this consulting case (audio and video recordings) from the early stages of the consulting process. The consultant, Risto Puutio, who is one of the authors of the original articles of this dissertation, organised the recordings with the help of a research assistant. This

was done after all the participants had given their written consent for videotaping of the meetings and events for research purposes.

This consulting case consists of three meetings with the management conducted by the consultant and, two two-day organization development (OD) events for the entire merged organization guided by the consultant (see, figure 1, page 27). The consultant was responsible for the whole consulting process and he was present during all the sessions. The consulting process in itself was built using a step-by-step approach so that during the first meeting with the management, the first OD event was agreed upon whereas during the first OD event the need for a second meeting with the management emerged. Again, during that meeting, the idea for a new OD event with a new planning session with the management came up.

Two members of the management (the director responsible for customer process and the manager responsible for R&D operations) were present during the meetings with the management. During the consulting process, meetings with the management became an arena in handling the organizational problems from the managerial perspective. In addition to that, negotiating about the contract, planning and evaluation of the consulting process were on the agenda of these meetings with the management which consisted of discussions and inquiries.

The total number of participants during the first OD event was 23, including four members of the management (the director responsible for customer process and the manager responsible for R&D operations, the director responsible for production and the manager responsible for HRM). During the second OD event, basically the same employees were present as during the first event. However, only two of the managers (the director responsible for customer process and the manager responsible for R&D operations) were present there.

The OD events offered a forum for all concerned (the managers and employees of the merged R&D and customer service departments) to discuss the ongoing change within the organization. Organizational roles and relationships as well as norms of co-operation were discussed and, as a consequence, some practical improvements were agreed upon. During the OD events, the consultant was in charge of the process and held various working roles such as chair person, an interviewer, a facilitator of communication and a guide for working methods. Working sessions during the OD events consisted of interviews and discussions, group work sessions and applications of various special methods within the group setting.

Especially, during the first OD event of this case, the situation of the participating group somewhat reminded that of any group in its early stage of development. When a group starts working together, one of its primary challenges is how the participants get to know each other and how they learn to work together within this group setting. The participants of this consulting case were members of the same organization and, therefore some of them were familiar with each other and shared some common background information

about each other and about the earlier group settings held within this organization. However, not all of them were familiar with each other since they represented two previously separate units that had been merged only recently. Also, in practice, their work sites were divided at five separate places having a remarkable geographical distance from each other. This, in turn, meant that some of the participants met each other for the first time during the first OD event.

The consulting practice of the case followed the principles of the process consulting approach. The assignment in itself was to facilitate meetings which were aimed at helping the organisational participants representing various work sites and professional positions to share their views about the ongoing change. The employees were invited in a letter to “slow down” their daily actions and to spend some time talking about the current situation and future needs. From the early stages of the consulting events, the consultant worked to build an agenda which was based on the participants’ concerns and contributions. These themes were explored collaboratively, by giving space for participants to contribute. There were no explicit “steps” for action, but rather, the process itself guided what to do next. During the consulting process, the data gathering and intervention phases were not divided but instead, everything that was done was treated as intervention. The consultant both defined his role and acted as an organiser of the inquiry process. The interviews conducted by the consultant were done and discussed in front of the participating group without the aim of gathering data for a written report. Thus, the explorative and interventive nature of the consultant’s action was somewhat clear for all. Again, the consultant neither offered solutions nor took the operative role in managing organizational actions or plans. Instead, the consultant offered various working methods as typical for a process oriented helper. In this case the consultant hired methods and techniques from the so called systemic approach to consultation (e.g. Campbell, Draper & Huffington, 1989), and applied action methods (e.g. Blatner, 1973) and narrative techniques (White & Epston, 1990).

## **Data**

This data consists of naturally occurring talk within one complete consulting process. In a way, there is not one single collection of data, but this data has various forms of existence. During the analysis process, all of these versions were available. The very first version of the data was ‘born’ within the experiences of the consultant-researcher during the consulting process. The second version of the data was formed as all the consultation sessions were audio recorded (approximately 30 hours) and all the consultation sessions (except the first contracting meeting) were also video recorded. The third version of the data was formed as this recorded data was transcribed using a modified version of Jefferson practices (see, Atkinson and Heritage, 1984). And finally, the fourth version of the data was formed as the extracts were selected for the purposes of the six separate studies of the research program.

The selected extracts were transcribed with extra care including also the non-verbal parts of the conversation such as gestures and facial expressions (transcription symbols are presented in the original articles of this thesis). The extracts were translated into English with the aim of preserving the meanings and the fluency of the Finnish originals, which were used in the primary analysis. Due to publication policies of the journals the Finnish originals are not presented in the three separate articles of this thesis. However, as pointed by Nikander (forthcoming, 6) and tenHave (1999, 93), hiding the original data from the reader's view is problematic since it questions the 'validity through transparency and access' principle. Therefore, to give readers access to the original data, the Finnish text extracts of the three studies are presented in appendix 1.

### **Selecting data for the purposes of this thesis**

During repeated listening and reading phases, the whole process consulting case was used to get the first impression of the data and to find the themes that later were elaborated to form the research questions of the original articles of this thesis. Later, the analytic insights and findings were checked against this large data corpus. However, the detailed analysis process was restricted to the smaller number of text extracts which formed the specified data of the separate research articles.

This thesis has focused on multi-party consulting conversations and, therefore, all the text extracts of the original articles belong to group settings of this consulting case, i.e. to the two, two-day OD events for the organizational members, including the management. Based on the number of the participants, these conversational situations can be defined as large group settings. These extracts were selected since they were considered representative regarding the themes being studied in the three original articles of this study. The case and the extracts of the three separate studies are illustrated in figure 1. (Numbers 1-6 and 1-7 refer to consulting sessions within the two OD events.)

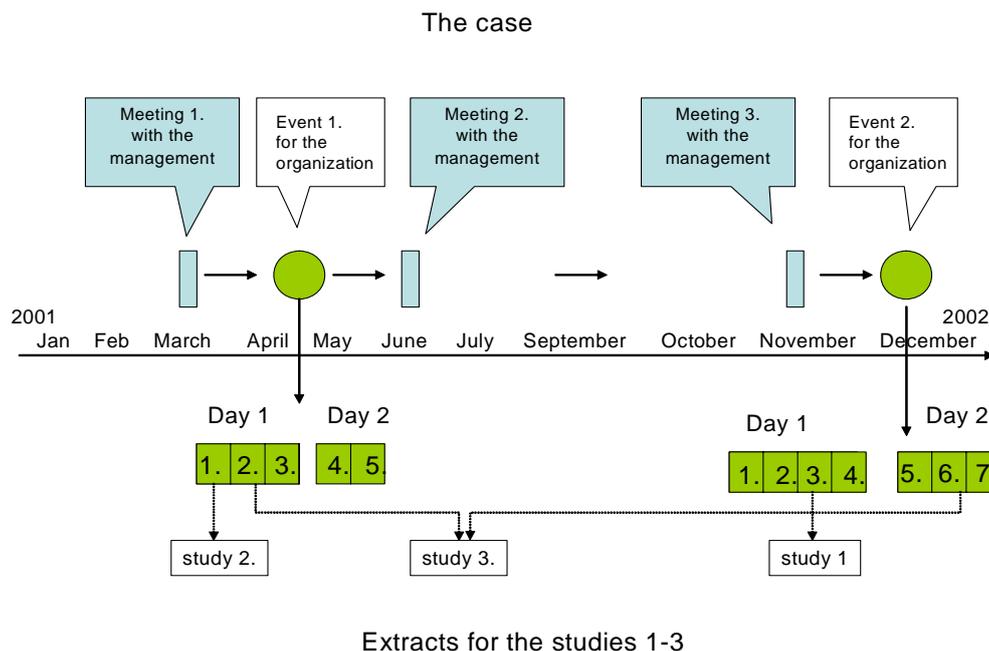


FIGURE 1 The case and the extracts<sup>1</sup>

In the first article, the extracts are from one ten-minute conversational sequence of the second OD-event. The total number of participants during this OD-event was 23 employees including two members of the management. This ten-minute conversation occurs when, after the first coffee break, two latecomers are joining the group. The consultant opens a conversation about what has been done earlier in this consulting event giving it a label of a 'briefing'. According to the consultant's instructions, everyone is supposed to take part to this turn-by-turn briefing conversation by telling one thing each. All participants and the consultant sit in a circle and the majority of the participants actually have conversational turns during this ten-minute episode.

In the second article, all the extracts are from the conversation that took place at the beginning of the first OD event. The total number of participants during this OD event was 23 employees including four members of the management. These extracts are from a ten-minute conversational sequence between the consultant and one of the participants. It is part of a long turn-by-turn conversation where each participant is interviewed by the consultant while the rest of the group is listening. This particular conversation is about criticizing the management in front of the group. The consultant, the criticizing employee and one of the participating managers take part in this conversation.

In the third article, there are two extracts, one from the beginning of the consulting process and another at the end of the process. Extract 1 is from the first working session during the first OD event. It is part of a long conversation where each participant is interviewed one at a time by the consultant while the

<sup>1</sup> Figure 1 was co-authored with Risto Puutio

rest of the group is listening. In this conversation, the consultant interviews the participating trainee who is a newcomer within the organization. During the conversation, previously displayed criticism towards the management is mentioned again. The manager, the participating employee and one unidentified participant also take part to this conversational episode. Extract 2 is from the last working session during the second OD-event for the organization. It is a part of a group exercise using the sociometric choice approach (see Blatner 1973; Moreno 1951). The consultant has given an assignment to the group: 'Put your hand on that person's shoulder whose success at work you have been witnessing'. Everyone has made his choice and now it is time to talk about their choices. The employee has chosen the manager. In extract 2, the consultant interviews the employee and the manager while the rest of the group is listening.

## 2.3 Analysis process

### Analysis through the 'insider' and 'outsider' views

The fact that the consultant of this case was one of the researchers has its consequences for the data and its utilization. It has been possible to get access 'behind the scenes' (Huxham & Vangen, 2003), to get an 'insider' view to this case and data through the ideas and insights of the consultant who was actually there, within these recorded conversations and incidents. This has been a remarkable benefit for the production of the research since throughout the process there was a possibility to verify the analysis, results and conclusions with an 'insider'.

To make use of this benefit, the majority of all analysis work was done within the regular pair work sessions which the two researchers ('insider' and 'outsider') arranged at least 20 days per annum. Discussions, observations and insights produced during these sessions were carefully documented in writing and these notes were actively used during the analysis and writing phases. Whilst writing has mainly been done separately and the authoring responsibilities of the empirical articles have been clearly defined as described in pages 21-22, two researchers and the methodological instructor have regularly commented and provided their insights and suggestions for revisions concerning the manuscripts of the original articles of this thesis, and also the other three articles of the fellow researcher's forthcoming thesis.

From the perspective of validity issues, the fact that the consultant of this case was one of the researchers might be seen as a shortcoming compromising the validity and reliability of the results of this study. However, the fact that the two other researchers were not 'insiders' but 'outsiders' to the consulting case enabled us to handle the possible problems of subjectivity and bias due to a setting where a practitioner is studying his own practice.

What occurred in practice was that, during the overall research process and especially the analysis sessions, we systematically called the consultant of this case as “consultant” instead of his real name, which in itself created some distance and facilitated analysis and conclusions which were not tied to the researcher-practitioner’s subjective and personal experiences only. Also, on occasions where the researcher-practitioner noticed some interference caused by subjective thoughts and feelings, such as embarrassment or defence, these issues were openly discussed and they were taken into account in the production of this research.

This arrangement was completed during the analysis process by utilizing data sessions and methodology seminars in which discursively oriented experts who were familiar with the methodological perspectives and analysis tools of this research provided their observations, insights and interpretations of the extracts which were selected to the original articles of this thesis. During the two research projects, 12 two-day seminars have been arranged and all the extracts of this thesis have been worked on within these seminars. All the conversations including analytic observations, insights and concluding remarks made during these group sessions have been carefully documented in writing and these comments can be identified by the speaker.

Moreover, during the research projects, the researches attended several national and international congresses and seminars in which they gave presentations about the aims and preliminary insights and findings of these projects. Audiences of these settings included academics, consulting and organization development practitioners and university students. These settings were used in testing the findings and conclusions of this study against the overall consulting practices and, according to feedback from these audiences, practitioners were able to recognise the themes and views of this study and to regard these findings and conclusions as useful and as plausible.

### **Analytic approach and the method of analysis**

The overall analytical perspective of this research is Discursive Psychology. DP is defined here as the application of principles and methods from discourse and conversation analysis to psychological themes. This thesis aims to contribute to psychological themes that deal with consulting, such as participation, handling criticism and blame and making success and change visible. These themes are approached from the perspective of discursive means and strategies. However, this thesis does not aim to contribute to conversation about the aims and intentions or entities lying behind these discursive practices of process consulting. Instead, the focus is on situated interaction and on the way the above described psychological phenomena are both constructed and oriented to in the participant’s practices.

The focus of this thesis is on the actual discursive practices of process consulting talk within multi-party settings. Following the notions of later Wittgenstein (1953), discourse is seen as a locally managed, action oriented, co-constructed resource, which means that the situational and collaborative nature

of these practices is emphasized. Collaboration in the discursive practices refers to ways in which the interlocutors are being responsive to emerging situations and settings in the course of the moment-by-moment interaction.

As defined by Potter (1996; 2003 b; see also Hepburn & Potter, 2003), discursive psychology focuses on interaction in its fine details and sees discourses as action oriented, situated, constructed and constructive. *Action orientation* means that discourse is seen as the primary medium of human action and interaction. These actions can be embedded in broader practices, rather than being free-standing only. Some of the actions occur across varying contexts, such as making invitations or greeting someone. Some actions are more specific to situations and settings, such as giving treatment recommendation on doctor's appointment.

Discourse is *situated* as it is organized sequentially; earlier sayings are giving context to what is going to be said next, which in turn sets up the context to what follows. Furthermore, discourse can be situated rhetorically or institutionally in a way that institutional roles and tasks, such as managing neutrality in news interviews, can be relevant to what is being said. Discourse is *constructed* as it is built from various discursive resources like words and ideas and, it is *constructive* in a sense that people can construct various versions of the world, of events and actions in talk in the course of actions, like constructing various stories to give justification to one's actions. (Potter, 2003b)

The method of analysis in this thesis mixes ideas from Discursive Psychology (Edwards, 1997; Edwards and Potter, 1992; Edwards and Potter, 2001; Potter, 2003a; Potter, 2003b; Potter and Edwards, 1999) and Conversational Analysis (Goffman, 1979; Peräkylä, 1995; Sacks, Schegloff and Jefferson, 1974; Silverman and Peräkylä, 1990). We were both interested to look at the formal side of interaction, subscribing to the CA notion that even the smallest details of interaction can be significant. Then again, we were also interested in the content of language-use and the meaning-worlds that are constructed by the participants, thus moving into areas covered within the traditions of discourse analysis (DA), and later DP. Combining these two approaches we attempted to cover the interrelatedness of the organization of conversational interaction and the dynamic process of meaning production.

In our analysis, conversational episodes (or texts) were first approached "in their own right and not as secondary route to things 'beyond' the text like attitudes, events or cognitive processes", as defined by Potter & Wetherell (1987, 160). Through carefully listening, watching and reading our materials, we noticed and identified several interesting and important issues, which were relevant to the larger aims of our study. In a way, we kept alternating between the approaches that were based mainly on data or mainly on analytic concepts. These identified themes were then analysed in more detail to answer the specified research questions that emerged through reading the data.

To clarify the specific nature of the issues and questions that emerged from the data some conversational episodes were selected for detailed analysis with the help of the concepts and tools offered by DA, DP and CA. The insights

and observations about conversational norms (Heritage, 1984) and institutional talk (Heritage, 2005) were of importance here. In all three articles, the discursive acts of the consultant and the client participants of this case were considered against the everyday conversational norms and against the notions of characteristics of institutional interaction. Focusing on the multi-party settings required that the concept of audience was taken into account. Moreover, the way in which turns and statements were addressed to single interlocutors and to the whole group were of importance in all three original articles of this thesis.

### **Discursive means in managing agency and bringing about participation**

In the first article, the central issue to be studied was invitations and corrections of ownership talk. This phenomenon was identified through reading and listening to conversations where the consultant of this case was interviewing the client participants. Looking at these sections we identified a specific way of talking where the consultant appeared to reach the limits of appropriate everyday conversation behaviour. He seemed to persuade and even to press people to talk about their own interests, thoughts and ideas regarding the targets or contents of the consultation. And furthermore, evading or dodging a question seemed to be regarded as an unsatisfying response from the participant.

The insights and observations about conversational norms (Heritage, 1984) led here to the observation that this discursive activity of the consultant was against the norms of everyday social interaction, which normally avoids uncomfortable situations where relative strangers are expected to reveal personal interests in conversation. However, this activity was well understandable if we take into account the observations of institutional talk (Heritage, 2005) and especially the institutional tasks of a process consultant to bring about participation.

After identifying this phenomenon of ownership talk, a ten-minute conversational sequence was selected for detailed analysis. It was chosen because it was especially rich with incidents of invitations to ownership talk and with failures and corrections of it. With this ten-minute sequence it was possible to define the concept of ownership talk and to demonstrate how the structures of the conversation were utilized to bring about display of preferred ownership talk.

Notions of agency were utilized in detailed analysis of this ten-minute conversational sequence. According to Harré (1995; see also Ashmore, Wooffitt, & Harding, 1994), what comes to display of agency in the course of conversation one of the main ways of taking and assigning responsibility is by the use of pronouns and personal inflexions of verbs. This means that by saying "I'm willing to do it" one can display agency and take responsibility, and by saying "You answer the question" one can assign an obligation to answer, which in turn creates accountability to this potential respondent for his or her doings, whether or not he or she actually answers the question. Moreover, various discursive means can be used to handle the agency issues. These

discursive means like footing (Goffman, 1981) help the interlocutors to reveal or to hide one's stake and interest and thus to clarify or to dissolve one's own agency.

In the first article, the concepts of taking and assigning agency were used in defining the concept of ownership talk and in demonstrating how display of ownership talk was invited and construed as preferable in interaction. We also noticed that some conversational episodes seemed to be handled as 'failures'. Sometimes the interlocutors seemed to fail to perform ownership talk as preferred. Examples of such failures were turns expressing denial or dodging of one's own agency, or statements creating blame, as well as turns expressing exclusive or propertied agency. With the help of sequential analysis and organisation of repair (Schegloff, 1992) we were able to analyse how providing conversational structures and performing correcting moves were used to bring about participation through display of preferred ownership talk.

### **Discursive means in inviting and handling criticism**

In the second article, the focus was on how interactional change is constructed and managed during the consultation conversations. It was asked how tricky situations involving criticism and blame are created and handled during the interaction and how they are used in facilitating change. We first identified several conversations which were about criticizing and even blaming someone in front of others. These conversations lacked fluency and were marked as delicate by stammering, pauses and arrhythmia of turn-taking, and they seemed to be demanding correction.

A ten-minute conversational episode which was about criticizing the management in front of the participating group was chosen as a representative example of this kind of tricky situation. This conversation was selected because it was representative of the phenomenon studied and, because it proceeded with an observable "plot" and, as such, it showed well how the tricky situation phenomenon develops within a multi-party setting during a relatively short time span.

Focusing on emerging patterns of interactional sequences (Potter & Edwards, 1993) and sequential turn-by-turn interaction (Schegloff & Sacks, 1973), this ten-minute conversation was split into smaller conversational sequences representing some 'turning points' within the interaction. These turning points - episodes where something new seemed to happen - identified the conversations either as more delicate and more embarrassing (such as moments when criticism turned into blame) or more coherent and emotionally relieving (such as moments when a new and more optimistic perspective was constructed).

Then, the analysis proceeded by looking at the discursive strategies which were used to handle the tricky situation in the course of conversation. The Pomerantz's (1980) concept of "fishing" was found to be of special importance. Fishing is a delicate discursive means which can be used in inviting and assigning agency. It is a discursive strategy aimed at tempting the interlocutors

to contribute to the conversation. This is done in an indirect fashion, e.g. by providing an incomplete telling which calls for completion. Usage of fishing has been reported within institutional conversations, such as in therapy settings (Bergmann, 1992). In the second article, the concept of fishing was utilized in showing how talk involving criticism was invited and specified to be used for the purposes of the consulting work of this case.

### **Discursive means in managing factuality**

In the third article, the focus was on the discursive practices that are used in making the results of the consulting process as noticed and as visible within the community in which they are achieved. It was asked how a position of a witness of important organizational issues is constructed in interaction during OD consulting conversations and, how the position of a witness and the role of an audience are utilized in negotiating and factualising preferred outcomes of the consulting process. The two extracts of the third article were selected to be representative examples of complex, multi-party conversational settings, where witness statements were invited and displayed in front of an audience. These extracts were especially rich with incidents of talk that is addressed to the individual and with talk that is addressed to the whole group.

During the detailed analysis of these extracts, observations of variations of factualising devices were used as analytic tools. Factualising devices are discursive means that can be used to construct information as factual and as convincing (Edwards 1997; Hepburn, 2003; Potter, 1996; Wooffitt, 1992). According to Hepburn (2003, 181), these include category entitlement (talk is coming from a category that is credible and relevant), corroboration (description is corroborated by an independent witness), consensus (description is something that everyone agrees on), active voicing (quotations and reports of what others have said or witnessed), footing shifts (presenting oneself as merely a reporter of another's views), vivid descriptions (talk rich with vivid details and careful observations), systematic vagueness (vagueness about features of descriptions that would confuse or be counter to your claim) and narratives (narrative structures of presenting something as real, solid or factual). With the help of these analytic tools we were able to show how a position of a credible witness was constructed in the course of conversation and, how the interlocutors constructed testimonies that were convincing and knowledgeable.

### **Writing process**

In all qualitative research, what comes to the production of the research, the process of writing is of special importance and this was the case also in this study. The analysis and writing phases of this study were deeply intertwined, even though through subsequent descriptions these phases easily appear more separate than they actually were. The first versions of the results of the three original studies were written according to the first tentative analytic observations and ideas, which were developed and elaborated on as the writing

process proceeded. As a first author of the three articles I have had the responsibility of the production of the findings, although the discussions with the research group have been important, as described earlier. Furthermore, in this introduction text, I have further elaborated and evaluated the main questions and findings of the three separate studies.

### 3 SUMMARIES OF THE ORIGINAL ARTICLES

#### Article 1

**Kykyri, V-L, Puutio, R. and Wahlström, J. (submitted) "But you are not anonymous here" - Interactional construction of ownership in consultation talk.**

Within the field of organization development (OD) consulting, participation is one of the most important principles (French & Bell, 1995). Active participation is seen as an ideal in consulting work in general (e.g., Kubr, 2002), and to be especially important in process-oriented consultation (Argyris, 1961; Lippitt & Lippitt, 1986; Pellegrinelli, 2002; Schein, 1988, 1999; Turner, 1982). It has been clearly stated that as a part of the institutional task of a process-oriented consultant, there is a need to produce an actively participating client.

In this article, we looked at how the ideal of active participation is handled through talk within the actual consulting conversations. To answer this question, through analysis of an actual consulting case we approach consulting work from an interaction perspective, and from the point of view of discursive psychology (Edwards & Potter, 1992, 2001; Potter, 2003 a, 2003 b). Since most of the consulting work is talk, participation is to be performed through talk. The participants of consulting conversations need to show their involvement in the ongoing consulting process in situ. From the perspective of Discursive Psychology, this happens when what we called 'ownership talk' was used. By ownership talk we mean a special way of talking, where the participants of a consulting process are displaying their participation and ownership of the consulting process. This display happens when a person is talking in and about the consultation process sharing his / her personal views, experiences and interests.

When it comes to displaying ownership talk in practice, an issue related to conversational norms (see, Heritage, 1984) is to be noted. In everyday interaction showing a speaker's interest too heavily is normally avoided, as it increases a speaker's accountability and can endanger his or her credibility (see,

Potter, 1996; Goffman, 1981). In consulting settings, there is a need to show that those kind of everyday conversational rules which endorse not revealing one's stake and interest, and considers answering questions without too much commitment as sufficient, don't hold in this context.

In this article, we showed in detail how, with the use of preferred ownership talk, the ideal of participation was put into practice during the consulting conversations of an actual process consulting case. We showed how this unusual conversational norm was constructed collaboratively. Ownership talk was invited by the consultant, and displayed by the participants in interaction during the consultation conversations. We showed how this ownership talk was established as a preferred way of talking in the consultation event, and how situations were managed when participants failed to display preferred ownership talk. We found that this was done both by establishing certain conversational norms and structures, and by correcting moves in the course of the consultation conversation.

This article has contributed to consulting practices as well as to conversation about the client-consultant relationship. From the practical perspective, this article showed that to bring about client participation in process consultation settings there is a well-grounded need to construct a usually non-preferred way of talking as preferable. This means inviting and engaging participants to talk for themselves, with their own voice, about their own concerns - or as we call it, to display preferred ownership talk. In our case, the role of the consultant in designing the conversation was important and might from some perspective even be seen as manipulative. However, to establish the unusual conversational norm of displaying preferred ownership as shown in our data, the input of the consultant alone was not sufficient. It emerged as a result of the collaboration of all participants.

## Article 2

**Kykyri, V-L, Puutio, R. and Wahlström, J. (2007) Inviting interactional change through "tricky situations" in consulting - handling criticism and blame. *Journal of Organizational Change Management* 20(5): 633-651.**

Consulting work aims to bring about changes in organizational performance. In the field of organization development (OD) or process consulting - which this article focuses on - the emphasis is on helping clients to help themselves (Schein, 1999; Schein, 1988) rather than focusing on the end result only (Schaffer, 1997). As discursively oriented researchers, we see change as discursive and as socially constructed within the social processes where people talk about and construct their working organizations (see, Campbell, 2000; Grant, Keenoy & Osrick, 1998). This means that in process consulting practices, changes are to be sought through conversational settings created for these purposes.

Pellegrinelli (2002, 353) has pointed out how “consultants and their clients intuitively appreciate and address, as best they can, the interplay and tensions between the new and the familiar, and between the external and internal perspective. The consultant-client relationship is characterized by reciprocal influence and accommodation”. It seems to be almost inevitable that this complexity leads to emotionally and intellectually challenging conversational settings, or ‘tricky situations’, as we call them, where interlocutors have to deal with issues that may be socially sensitive and face-threatening for all concerned (see also, Alvesson, 2004; Alvesson & Sveningsson, 2004). To bring about changes, difficult questions need to be asked and ‘hot issues’ such as criticism and blame need to be discussed. In this article, we asked, how the tricky situations emerging during the consulting conversations can be turned into possibilities for change.

Despite the rising academic interest in management consultancy work (Clark & Fincham, 2002; Engwall & Kipping, 2002; Fincham & Clark, 2002; Williams & Rattray, 2004), and the fact that the consultant-client relationship has been widely researched and conceptualised (Fincham & Clark, 2002; Fincham, 1999; Werr & Styhre, 2003) relatively little is known about what really happens during the consulting practices. This research contributes to the need for research that takes an interaction perspective to consulting work by utilizing naturalistic materials of actual consulting settings.

In this article, using a discursive approach and naturalistic data, we explored how interactional change was constructed and managed during the actual consultation conversations. We asked how tricky situations were created and handled during the multi-party consulting interaction and how they were used in facilitating interactional change. A case episode from an authentic consultation event was presented. By combining ideas from Discursive Psychology and Conversational Analysis, in detailed analysis the activity of the consultant and the clients, it was shown that a consulting conversation may be socially sensitive and face-threatening for all concerned. Furthermore, it was shown how tricky situations involving criticism and blame were used in facilitating interactional change.

Tricky situations are not to be avoided but to be actively constructed for facilitating change. The use of different discursive strategies for managing criticism and blame was demonstrated. It was shown that the consultant’s role was to invite personal and focused criticism and to utilize a meta-perspective and to anchor the conversation in the present situational interaction. Blaming as a face threatening act might cause conflict or end the conversation prematurely (see Alvesson, 2004; Gergen, Gergen & Barrett, 2004; Pellegrinelli, 2002). In our case, the consultant utilized various discursive means to show that it was safe to take up criticism. This kind of face preserving activity (see Brown & Levinson, 1987; Goffman, 1955) can be seen as one key role for the consultant. The consultant is there to help the interlocutors to open up important issues without entering into conversations that are socially too threatening.

The discursive approach and the analytic tools of this study were found to be very promising in answering the question of what really happens during the consulting conversations. It enabled us to show how the tricky situations involving criticism and blame were used to bring about organizational learning and interactional change. To our knowledge, this has not been done before.

### Article 3

**Kykyri, V-L, Puutio, R. and Wahlström, J. (2007) Calling in a witness. Negotiating and factualising preferred outcomes in management consultation. *Text and Talk* 27(2): 201-224**

This article examined how preferred outcomes are negotiated and factualised during OD consulting conversations. Traditionally, it has been seen that successful consulting requires measurable improvements of client performance, like learning and change (Chenault, 1989; Gable, 1996; Schaffer, 1997; Turner, 1988). In the field of organization development (OD) consulting, which this article focuses on, emphasis is on helping clients to help themselves (Church, Burke and VanEynde, 1994; McLachlin, 1999; McLachlin, 2000; Schein, 1988; Schein, 1999) rather than focusing on the end result only (Schaffer, 1997). Paradoxically, organizational performance in itself cannot actually be improved during the consultation conversations. Whatever changes there are to be made, they are to be sought through talk within the conversational situation of consultation. Even the outcomes have to be negotiated and made visible for all participants. Since the consulting conversations as such are the only realities within the immediate reach of the consultant, they also constitute the settings where the achieved changes need to be noticed and acknowledged, and to be treated as successful outcomes of consulting.

Using Discursive Psychology and Conversational Analysis, we showed how interactional and discursive strategies were used to achieve this in one consultation process. From the discursive approach, to be accepted as fact, any organizational change has to be constructed as real and as convincing and, it has to be noticed by a broader community, an audience. In other words, observations of change need to be displayed by credible and knowledgeable 'eye witnesses' in front of an audience consisting of participants of the consulting conversations.

In our case, this was done when the consultant constructed what we call the position of a witness for some participants who were invited to talk about change. Such a position was constructed by defining the participant as someone who has knowledge about the issue under consideration, and as someone who can be seen as an independent observer whose words are not restricted in anyway in advance. This position of a witness and the role of an audience were discursively utilised in factualising preferred outcomes of the consulting

process as convincing. It was obvious that these witness statements were not used randomly but, instead, everything was carefully utilized by the consultant to bring about and factualise change. In a way, 'change discourse' was put into the participant's mouths to be utilized according to the purposes of the consulting process. Several discursive means – so called factualising devices (Edwards, 1997; Hepburn, 2003; Potter, 1996; Wooffitt, 1992) – were used to construct a witness testimony that is convincing and knowledgeable enough.

The consultant's activity in inviting 'witness statements' about change could, in some respect, be compared to both therapy settings and to the defense counselor's work in the courtroom. Although there are remarkable differences between these settings, the way the consultant utilized these witnesses and his audience somewhat resembled proceedings in therapy and in courtroom settings. In this article we showed how the witnesses, invited by the consultant, gave their statements which were used to convince the audience – the participating group – about the witnessed organizational change. This meant that – as in courtroom settings (Hobbs, 2003; O'Barr, 1982) – the audience became a witness to the preferred change story testified by the insider witnesses. Hence, as in therapy settings (Beaudoin, 2001), a problem saturated story of the organization was replaced by the preferred story of change displayed and witnessed by the insiders, the members of the organization.

Ever since the Hawthorne studies in the twenties, it has been known that if we want to change individual attitudes within an organization we have to make sure that these changes are noticed and normalized for all concerned. Knowledge about the results is seen as essential (see, Parsons, 1974) and, to become noticed, these results need to be communicated. This research showed how this was done within discursive practices of consulting conversations. To our knowledge, this kind of factualising of preferred outcomes in consultation has not been shown earlier. The findings of this study are relevant from the perspective of any change effort and as such, they enrich both the consulting practices and further research on consulting work.

## 4 DISCUSSION AND CONCLUSIONS

The aim of this thesis was to deepen our understanding about what the institutional ideal of “helping clients to help themselves” (Schein, 1999, 1995, 1987) in process consulting means at the level of consulting talk. I have suggested that to follow this ideal, active client participation and collaborative work between the consultant and the clients in handling the client’s problems are needed. This study asked how participants of the consulting case were invited and encouraged to display talk that was needed in process consulting interaction to achieve the consulting purposes and to fulfill the institutional ideals of process consulting work. More specifically, this study asked what kind of discursive activity was used to bring about active client participation, to facilitate learning and change by bringing forth and handling criticism and blame, and to make preferred outcomes noticed within a broader community in multi-party settings of consulting conversations.

Findings of this thesis showed the rich variety of discursive structures and means that were utilized in group interaction to bring about the needed talk to put in practice the process consultation ideals. Firstly, these are conversational structures which require participants’ turn-by-turn responses, like the ‘briefing structure’ in the first article or ‘success-at-work’ group exercises in the third article. Through the detailed analysis of the extracts of the original articles, it was made visible how these conversational structures were used in marking some talk as preferred and to bring about this preferred talk.

Secondly, this study presented how some discursive means were utilized in the course of conversations. These are “fishing” (Pomerantz, 1980), which was used to invite the needed talk, conversational means to mark some talk as preferred and some as non-preferred talk requiring corrections and, various “factualising devices” (Edwards, 1997; Hepburn, 2003; Potter, 1996; Wooffitt, 1992) which were used e.g. to strengthen the reliability of the speakers and to construct and strengthen the factuality of descriptions about the witnessed change and outcomes of the consulting process.

This dissertation highlighted the significance of client-consultant collaboration in process consulting conversations within the multi-party setting. It showed how challenges of this conversational setting are met in the course of consulting conversations. Moreover, as the results of the three original studies of this dissertation show, the multi-party setting was not only handled but actively utilized to put into practice the ideals and aims of process consulting work by bringing about needed issues and preferred talk. Also, this thesis has suggested that in order to utilize the participating audience in bringing about the desired talk for process consulting purposes, there is a need to construct and to establish conversational norms that deviate from more mundane multi-party conversational settings. It was shown how these uncommon conversational norms were constructed and utilized in the course of the conversations of this consulting case. More specifically, collaboration of the consultant and the participating audience was shown to be central in this multi-party consulting interaction.

Next, the findings about the discursive practices in process consulting are discussed in more depth. Also, the relevance of these results to process consulting practices and the institutional role of the consultant as well as to conceptualizations about the client-consultant relationship and the process consulting institution are discussed.

#### **4.1 Multi-party setting in process consulting talk - audience as a challenge and audience as a method**

One of the most distinctive features of multi-party interaction in consulting is that most discussions have an audience. As suggested in this thesis, the role of this audience in consulting conversations is rather active. If we look at the participation enhancing ideal, the role of the audience can be defined as interactive, since it was expected that everyone from the audience participate in turn in front of this same audience. This interactive audience can be contrasted to that of Goffman's (1974, 129-131) concept of the "theatrical audience". According to Goffman (1974), the individual who is part of the theatrical audience has the roles of theatergoer and onlooker and he or she is supposed to participate in actual performance only marginally, in the form of applauds and other acts of response. Even though these acts of response are of importance, the role of an interactive audience in process consulting exceeds this to include a role of actual performance.

Therefore, the role of this interactive audience in process consulting can be compared to that of audiences within therapy settings. Within the field of systemic therapy - especially narrative therapy - there is a rich tradition of utilizing audiences as witnesses of the preferred developments of people's lives (White and Epston, 1990; White, 1997; White, 2000). Beaudoin (2001, 36) has reported advantages in using 'insider witness groups'. By insiders she means

witnesses who “are close enough to notice the progress of the members of their group” and who are “equal members of a group, which makes them insiders to the process of observing and being observed”. An insider witness group can be utilized as a resource of witness statements and as an audience of the preferred success story. The findings of this thesis show that this can also be very much the case in process consulting settings.

This thesis has suggested that the multi-party face-to-face nature of consulting makes the conversational setting challenging in various ways. Whatever there is to be done during the consulting conversations, it has to be done either with this audience, or in front of this audience. Therefore, it is obvious that interlocutors have to take into account the “face issues” (Brown & Levinson, 1987; Goffman, 1955), the interlocutors’ tendency to keep up appearances, i.e. to preserve the face of each other in the course of the conversation. The extracts of the three original studies of this dissertation have made some of these challenges visible. It is also obvious that the tensions of this specific social setting are to be noted within these conversations. However, detailed analysis of how these tensions are managed and balanced through talk is beyond the scope and focus of this dissertation. These issues are studied and discussed in more detail by Puutio, Kykyri & Wahlström (2007a&b).

The original articles of this thesis have shown that the role of this audience in process consulting practice is not only challenging but helpful, too. According to the findings of this study, I would like to claim that the role of an audience was utilized as a means or method in bringing about active client participation and in constructing and factualising change.

In the first article, this was visible in the ways in which the audience was used to bring about active participation that is not restricted to executives only but is extended throughout the organization. In front of the participating group, the audience, participants were invited to display ownership talk and thus agency despite of their organizational status or role. In practice, this means that even those who otherwise would remain silent e.g. because of their low organizational status or because of personality related issues like shyness are given “voice” by inviting and even persuading them to participate.

In the second article, the participating audience was utilized as a means to enhance organizational learning. This was done by inviting and handling criticism and blame in front of this audience and, through that, by showing the participating group that it can be safe to open up and handle even the most complicated issues. As a consequence, new skills in displaying and handling criticism were taught to the group.

In the third article, audience was used to make observed change visible for all concerned. This was done when the participants, invited by the consultant, gave their ‘eye witness statements’ about change they had observed, which, in turn, were used to convince the audience – the participating group – about the organizational change. Eventually, this meant that the audience became a witness to the preferred change story testified by insider witnesses.

## 4.2 Constructing conversational norms

This study has suggested that in consulting settings, there is a need to construct and establish conversational norms that deviate from more mundane multi-party conversational settings. To bring about talk needed in implementation of the process consulting ideals, certain non-preferred ways to talk which otherwise would be avoided in interaction are to be construed as preferable. This thesis has revealed two conversational norms, namely the norm of displaying ownership and the norm of not avoiding “face-issues”.

### Norm of displaying ownership

In the first article, it was shown how a special kind of talk, namely ownership talk, was constructed as preferable to enhance active participation of the client. Ownership talk was defined as talk where the client speaks for himself with his own voice about his own concerns related to the ongoing consulting process. This kind of talk is committing as it reveals one’s stake and interest and thus clarifies and displays one’s agency. Ownership talk is needed since according to process consulting ideals, active participation of the client and the establishment of a psychological contract are institutional aims of consulting conversations. As shown in the first article, ownership talk was construed as preferable by inviting and encouraging active participation and display of ownership talk in multi-party settings and, by correcting and managing situations when participants failed to participate and to display ownership talk as preferred. This was done by establishing certain conversational structures and by correcting movements in the course of the consultation conversation.

This same norm of displaying ownership can also be seen in the other two articles of this dissertation. In the second article, it was shown how the consultant utilized various discursive means to show that it is safe to take up criticism without entering into conversations that are socially too threatening. This was done by inviting criticism that is concrete, specified and personal, thus displaying ownership. Claims dissolving the speaker’s agency as well as the issues under criticism were corrected in the course of conversation. The norm of displaying ownership was utilized to bring about change and organizational learning. Challenges in following this norm of displaying ownership in criticizing someone in front of others are discussed later in more detail.

In the third article, the norm of displaying ownership appeared when the participants of the consulting event were invited to share their personal observations about improvements and change they had witnessed in the organization. This was done when the consultant first discursively constructed a ‘position of a credible and independent witness of change’ for the participant of the consultation event, and then invited this participant to testify about his or her observations of this witnessed change. Under these conditions, it would have been quite complicated – yet possible – for the participant not to testify.

This in itself indicates the presence of a situational conversational norm here since, naturally, there was not any legal or other binding obligation to accept the consultant's invitation to testify. Furthermore, it was clearly stated in the third article that the 'testimonies' about the witnessed change had to be personal and be based on subjective observations, thus displaying ownership, agency and responsibility about their statements.

This conversational norm of displaying ownership talk differs markedly from the norms of more mundane workplace conversations. Display of ownership means showing one's interest by speaking for oneself, with one's own voice, about one's own concerns. This kind of ownership talk displays agency (Harré, 1995) and, therefore, is committing since it increases speaker's accountability and responsibility within the conversational setting. In everyday workplace settings, however, there are many occasions where people - from various reasons - do not want to present themselves as agents and as responsible for actions but are more likely to dissolve their agency.

In everyday conversations, as well as in institutional settings, people have to decide how they express their connections to the issues under discussion. Usually, when people want to be convincing or to prevent others from undermining their accounts, they tend to dissolve or minimize their own share. They 'let the facts speak for themselves' by talking in the name of a larger group or on behalf of others, or they may dissolve stake by using passive sentences (Potter, 1996). 'Footing' is a term used by Goffman (1979; 1981) to express the relationship between the identity of the speakers and the facticity of the version they produce. People can speak for themselves, or they may speak for someone else, and while doing so, they can display various degrees of distance from what they are telling or reporting. This, in turn, affects how much agency, accountability and responsibility is displayed through talk.

All this means that in everyday interaction, people tend to be a little cautious of showing their interests in interaction. Yet, as shown in this thesis, to bring about client participation in process consultation settings there is a well-grounded need to do the opposite: to construct a usually non-preferred way of talking as preferable.

### **Norm of not avoiding "face-issues"**

In the second article, another somewhat unusual conversational norm was presented. Namely, within process consulting settings, issues that are normally considered as face-threatening are not to be avoided. Instead, issues such as criticizing or praising someone in front of others, are invited and later utilized for consulting purposes. In process consulting, this is required in bringing about learning since, according to Mangham (1978, 103), it is necessary that clients show ability to "relatively dispassionately, to observe and reflect their everyday actions and the consequences of such actions for each other". Following this norm, however, is against the norm used in more mundane conversational settings, since, according to Brown & Levinson (1987, 61), "it is in general in every participant's best interest to maintain each others' face".

In all consulting, to bring about change, there is a need for critical discourse during the consulting conversations. This kind of discourse is required as it takes up problems and highlights the need for change. To meet the ideal of process consulting, helping clients to help themselves, this isn't enough, though. There is a need to teach the participating group new skills in displaying and handling criticism. In the second article it was shown how "tricky situations" involving criticism and blame in multi-party group settings were handled and used to invite interactional change during process consulting conversations, even if it meant criticizing the management in front of the members of the work community. This required collaborative efforts of all the interlocutors present. Then, the displayed criticism and even blame had to be handled in a way that facilitates change in interaction and through that, learning of new skills to be utilized later on.

Taking into account the face preserving issues, it is normally considered that feedback should be given in private face-to-face settings, not in front of an audience. Especially, as noted by Goleman (1998, 149), in Scandinavian and Asian cultures "there is a tacit prohibition against expressing criticism openly, particularly in front of others". E.g., when it comes to supervisory feedback, it is an often mentioned advice within leadership practices to give positive feedback in public but to provide criticism in private. Because of the status and power issues within organizations, when it comes to criticizing the management in front of others, there is even higher risk to be noted. Threatening the face of one's superior can be dangerous and, in any case, it is well known that, counter discourses which are aimed at criticizing the management are easily marginalized within organizations (Heracleous, 2006). According to Sillince & Mueller (2007), conversations expressing criticism towards management are politically sensitive by nature and as such, are often held privately. Yet, these conversations would be the most significant ones within organizations and would require open attention.

To bring about and handle the needed criticism in the consultation setting of our case, this therefore seemed to require an unusual conversational norm to be constructed, namely, that critical voices can be welcomed and treated as meaningful and as important in the course of conversation. In the second article, it was shown how the consultant utilized various discursive means to show that it is safe to take up criticism without entering into conversations that are socially too threatening. This was done by inviting criticism that is concrete, specified and personal, thus displaying ownership. Claims dissolving the speaker's agency as well as the issues under criticism were corrected in the course of conversation by keeping up appearances for all concerned. This displayed criticism was then used for consulting purposes to bring about situated learning and change in interaction.

In the third article, the norm of not avoiding the "face-issues" was also present, even though it wasn't as obvious as the norm of voicing criticism. Praising someone in front of others can require face preserving activity, too. In Finnish culture, it is often claimed that there is a lack of positive feedback at

work and, partly therefore people are not used to receiving compliments and praise. This was somewhat visible in the third article which showed how the manager received positive feedback in relatively humble way. Since this kind of success talk was invited and used in conversation, the conversational norm of not avoiding the face issues was required. Additionally, this was a nice example of the collaborative discursive work of the manager, the participant and the consultant who joined in face preserving work.

In the third article, another and clearer instance of the need for the norm of not avoiding the face-issues occurred when the consultant invited the participating trainee to give positive feedback to the manager who had just been heavily criticized by one of the employees. This created a setting where easily, the critical employee's sayings would have been mitigated and through that, there was a significant risk of this being face threatening for the employee. The delicate nature of this conversational setting was visible. Despite the sensitivity of this issue, the consultant seemed to fish for the positive feedback, which he then carefully utilized for the consulting purposes to 'give a glimpse of the possible result' of the consulting process. This, again, required an unusual conversational norm of not exercising the usual conventional caution in discursive activities which might threaten the face of one or more of the interlocutors.

### 4.3 Collaboration and the consultant's role

In this thesis, collaboration between the consultant and the client participants and, the situational nature of this collaborative interaction turned out to be important. To establish the unusual conversational norms of displaying preferred talk as shown in the original articles, the input of the consultant alone would not have been sufficient. It emerged as a result of the collaboration of all participants. Whether it is bringing about active participation or needed learning and change, everything that was done during the consulting conversations was done collaboratively, by the interlocutors being responsive to emerging situations and settings in the course of the moment-by-moment interaction. This finding is in line with Sturdy's (2002) request for approaching the client-consultation relationship as a joint product, and defining clients and audiences of consulting as involved actors.

The discursive practice depicted in this thesis can be seen as a kind of language game (Wittgenstein, 1953), in which all the interlocutors had to act and react by the situational constructed and established rules. As pointed out by Shotter (2005, 123), "instead of one person first acting individually and independently of another, and then the second replying, by acting individually and independently of the first, people act jointly, as a *collective we*. This means that, when someone acts, their activity cannot be accounted as wholly their own, for each person's acts are partly 'shaped' by the acts of others around

them. Thus, no one can be held individually responsible for what happens. Yet clearly, without the activity of all involved, nothing would happen." This is pretty much what happened between the clients and the consultant in the original extracts of this study.

What we saw, nevertheless, is that the role of the consultant of this case was quite active and powerful when it comes to defining the conditions of consulting conversations. Largely, this has to do with the institutional nature of process consulting talk in general. As a professional who is hired not only to help in the solving of the organization's problems but, to help the organization to learn how to help itself it is quite reasonable that the consultant has a leading position during the consultation settings. This also means that he/she was in control of the flow of the conversation during the consulting events. Obviously, the consultant was choosing which issues are covered and which topics are discussed in-depth and which are delayed or even ignored. As shown in the original articles, the consultant of this case was acting very determinedly in inviting specific talk to be utilized in consulting purposes. And, when he chose to do so, he prevented and blocked the conversational topics or the interlocutor's turns, likely because these issues were not held as suitable for the purposes of consulting aims and practices.

From some perspectives, the role of the consultant in designing the conversations might even be seen as manipulative. Within the growing literature about management consulting, there has been a debate over paradoxes and contradictions of the consulting roles (Fincham & Clark, 2002; Werr & Styhre, 2003). Resolving these contradictions has proved to be problematic since, what is needed and what the role of a consultant should be, is dependent on the "ongoing, reflexive and situated processes through which consulting work is achieved" (Whittle, 2006, 429). To open up a new perspective to these paradoxes Whittle (2006) has claimed that paradoxes in consulting role like being an 'advocate and an advisor' or 'a leader and a facilitator' may never be resolved. The findings of this dissertation give support to Whittles' (2006, 424) notion that paradoxes of the consultant's role "may constitute a key resource for agents in affecting change". According to the findings of this study, at least when talking about the paradox of 'leader and facilitator', it was obvious that the consultant of this case utilized both roles, that of a leader and that of a facilitator.

Tensions in performing the paradoxical consultant's role are notable, though. One of the tensions is that the consultant, while acting powerfully in handling the conversational setting and the specific aims of his/her assignment, must at the same time act quite discreetly and inadvertently. In the second article, there is an interesting example which highlights the problem of the consultant's role and activity. It was shown, somewhat surprisingly, that the consultant did not take the 'hot issues' and the criticism displayed by the client participant into more detailed consideration *in situ*. The consultant could have asked more about the critical issues opened up by the participant and the

counter-arguments presented by the director. However, he did not do that. One might well ask, why?

The answer is connected to the notion that organizational performance in itself cannot actually be improved during the process consultation conversations. Consulting work aims to bring about changes in organizational performance, despite the fact that the puzzling and often unpredictable nature of any organizational change is well acknowledged (Balogun & Johnson, 2005; Shaw, 1997). The discursive perspective to organizational change highlights that whatever changes there are to achieve, they are to be sought through talk (see, Anderson, 2005; Barrett, Thomas & Hocevar, 1995; Grant, Michelson, Oswick & Wailes, 2005; Tsoukas, 2005). Conversations can and do shape, facilitate and constrain change initiatives. In consulting work, this can be achieved within the particular conversational situations created for consulting purposes, which admittedly as such represent quite special, but still not totally alien, incidences of the organizational performance.

So, what we saw in the second article and what I want to claim about the institutional role of a process consultant in general is that the role of a consultant is active, when it comes to process, i.e. the control of the flow of the conversation *in situ*, but somewhat passive, when it comes to content; i.e. detailed handling of the organizational issues owned by the client.

I would like to conclude that social power exercised by the consultant of this case can be seen as power to achieve preferred organizational activities and aims rather than as power over the client participants, who only can comply or resist. According to Simon & Oakes (2006, 113), social psychology has seen power as “the brake rather than an accelerator in the social vehicle” but, it could be defined as having been “created through the recruitment of human agency in the service of its agenda”.

#### **4.4 Methodological issues**

This thesis has combined naturally occurring talk as its data and discursive perspective as its methodological approach. The discursive perspective and the analytical methods of Discourse Analysis, Discursive Psychology and Conversational Analysis, in the way in which they were applied in this dissertation, were well suited for the purposes of this research.

Firstly, this research setting enabled detailed analysis of the actual interaction to shed light on the situated discursive practices of process consulting work, which in itself was the primary focus of this thesis. The data of this thesis represents naturally occurring talk – data consisting of discourse that happens ‘anyway’ – which avoids many troubling inferences of other methods such as interviews or inquiries (see, Potter, 2002; Silverman, 2001). It is not dependent on memories and normative assumptions and it is not disturbed by the researcher’s influence. In its practice centeredness the data of this study

enabled us to see how discourse performs social actions and how it orients to settings and institutions. Also, the analysis tools in this thesis were carefully selected to meet the challenges of every single research question that emerged through reading the data.

Secondly, there is a good match between the methods used in this thesis and the consulting method of this particular consulting case since both approaches have their main focus on processes. In both methods, the question of what is not as important as the question how, although neither is ignored. In this study, both were covered, but the emphasis was on how what was done was done in this consulting case to bring about needed talk. This is in good congruence with the process consulting ideal where results and improvements as such do not suffice, but are to be accompanied by clients' enhanced capacity in helping themselves in the future. This in itself requires focusing on the process with which the results are strived for.

Naturally, there are both strengths and limitations in a research setting like this which is based on a single case. To be able to appraise these, we need to take into consideration the very case and to evaluate its points of interest and representativeness. As an example of process consulting work conducted by an experienced consultant who has good knowledge on process consulting practices, this case can be defined as representative. The apparent strength of this case is that the practice being studied can be defined precisely because of the distinctive and accurately described consulting method of this case. This is important, considering the noticeable difficulties of management consulting researchers in defining what is being studied (Fincham & Clark, 2002).

The main limitation of this case stems from the varying nature of management consulting practices (Engwall & Kipping, 2002; Fincham & Clark, 2002) and the fact that the mainstream of management consulting work is not process consulting but, is more focused on other types of consulting work such as strategy management and IT consulting. Therefore, we need to be careful in transporting the findings of this study to other types of management consulting settings. Since the consulting process of this case was about merger it has some wider points of interest, though. Complexity of social interaction and change are fairly common problems faced by consultants working with mergers (Dackert, Jackson, Brenner & Johansson, 2003; Marshak & Heracleous, 2005; Riad, 2007). Moreover, to be able to capture the variations across the multiplicity of consulting approaches and methods and to make comparisons about the discursive practices in these settings, further research applying the discursive approach with more than a single case would be needed. This, though, has not been the aim of this thesis.

Issues related to validity and reliability of this kind of qualitative research have been widely discussed in relation to postmodern conceptions of knowledge as a social construction (e.g. Cherryholmes, 1988; Gergen, 1989; Kvale, 1995). According to Kvale (1995, 19), validity of the qualitative research should be "treated as an expression of craftsmanship, with an emphasis on quality of research" and, it "is extended to include conversation about the

observations, with a communicative concept of validity” and, finally, “justification of knowledge is replaced by application, with a pragmatic concept of validity.”

I have tried to follow Kvale’s (1995) notions about the issues of validity and reliability to ensure that they have been taken into account during and throughout the research process. In the production of this research, extra care was taken in utilizing the communicative means in testing and controlling the validity of analysis and also conclusions of this thesis. What we did not do, though, is ask the actual participants of the case to evaluate and check the findings of this study. However, the insider perspective was included since the consultant of this case was one of the researchers and observations and insights based on his role as a practitioner-researcher were actively utilized. To enable evaluating the craftsmanship and quality of this research, I have carefully documented the actions and their justifications in production of this research. To strengthen the transparency of this study, I have added the original data in appendix 1. These Finnish originals were not included in the journal articles, but, should the readers wish to look at them, they are able to do it now. Since the original articles of this thesis are published internationally (or are to be published in the near future), the findings of this study lie open to evaluation from a wide scientific audience.

#### **4.5 Evaluation of the results and challenges for future research**

This dissertation belongs to the growing but still relatively rare body of research focusing on situated interactive practices of consulting based on naturally occurring talk-in-interaction of consulting work. With its discursive approach and with its unique data about the real process consulting case this dissertation has been able to show in detail the discursive practices in one process consulting case in a way that has not been done before. It has revealed the very practices of process consulting in encouragement of learning and “stepping outside the usual, taken-for-granted routines” (Mangham, 1978, 103) which have been claimed to require “powerful and unknown techniques” (Fincham & Clark, 2002, 6) to be successful.

The results presented here support the notion of Heracleous and Marshak (2004, 1287) as they say that “organizational discourse analysis is not simply an intellectual luxury but can have pragmatic, relevant implications.” This thesis has shown in detail how the process consulting ideal of “helping clients to help themselves” was put into practice within a multi-party setting by showing the discursive activity which was used to bring about active client participation, to bring forth and to handle criticism and blame, and to make preferred outcomes noticed by a broader community during multi-party consulting conversations.

The results of this study are very much along the same lines as has been written earlier about process consulting work by Argyris (1960) and Schein

(1988; 1995; 1999; 2002). The findings of this study are encouraging and urge researchers to continue this kind of research to gain more empirical observations about process consulting practices. What this study has added to that knowledge, however, goes beyond what has been stated earlier. To my knowledge, the way this study has highlighted the perspective and practices of multi-party settings in process consulting work has not been done earlier. This may be due to the fact that e.g. Schein has focused more on consulting settings between two people than on conceptualizations of multi-party settings. The findings of this study about a need and means to construct and establish conversational norms that deviate from more mundane multi-party conversational settings can be of importance in developing process consulting theory as well as its practices.

The central contribution of this thesis lies in its detailed descriptions about the discursive practices in one process consulting case. These descriptions are situational and as such, they are moving into the field of a special kind of knowledge, the kind of understanding which Shotter (2005, 1993a, 1993b) names as “knowing of the third kind”. This refers to the “situated knowing or understanding, -- , a practical knowing from within, - - , knowledge which has its being only in our relations with others” (Shotter, 2005, 122). This knowing of the third kind draws its value in ways of which it helps to understand the actual relationships and practices. This can be achieved by looking at situated practices in detail since, referring to Wittgenstein (1953, 435), “nothing is concealed, ---, nothing is hidden” but, to be able to see it, we must constantly remind ourselves of it and the value of this kind of situated knowing.

Of course, what was done in this case to bring about the needed talk in implementing the institutional task of process consulting was, and remains, case-specific. But *how* what was done was done, is a more generic phenomenon and can have applicability beyond this specific situation. Clearly, these findings have transportability within process consulting settings, but they can have, to a certain extent, applicability within any setting which is aimed at bringing about learning and change in organizations.

One of the main findings of this thesis was that inviting and encouraging display of ownership is a useful rhetorical device for getting the business of process consulting done. As defined earlier in this thesis, display of ownership means that the client speaks for himself with his own voice about his own concerns related to the ongoing consulting process. So, the client is admitting and voicing his own share and interest during the consulting conversation. Drawing on discursive psychological notions of display of agency, stake and interest, it seems that display of ownership is, at the level of conversation, largely the same as admitting the speaker’s agency and responsibility within the consulting process.

It is important to notice that, based on the observations of this study, we can not claim whether the clients actually feel and define themselves as ownership taking and actively participating clients or not. This question is beyond the scope and focus of this thesis and the perspective of discursive

psychology. But, what is possible to claim is that during the consulting conversations of this case, this kind of client position was discursively constructed and utilised for the purposes of process consulting work.

So, when ownership is invited and when this invitation is accepted in the course of conversation, an actively participating and ownership taking client becomes discursively constructed. Keeping in mind the institutional ideal of "helping clients to help themselves", it is quite easy to understand why this is of importance in process consulting work. Detailed analysis of actual discursive practices of process consulting work was needed to discover and evaluate the concept and meaning of ownership within this professional practice. Anyone aiming at developing the practices and procedures of process consulting should find these findings interesting since they may allow consultants new ways of monitoring and understanding their own practices and they may be of importance in training and developing the practices of consulting.

In addition to this, what this thesis has suggested about an actively participating and ownership taking client can have relevance in how the client-consultant relationship is being conceptualized. A number of authors (e.g. Alvesson and Sveningsson, 2004; Engwall and Kipping, 2002) have called for open-ended, situational and contingent approach to client-consultant relationship to cover the dynamic and embedded nature of this relationship. According to Werr and Styhre (2003, 50), it "emerges out of an interplay between the characteristics of a specific situation and the actors present." This dissertation has made a considerable contribution to the existing literature by describing this interplay in detail.

Considering the complexity and diverseness of 'the client', Alvesson, Kärreman, Sturdy and Handley (2006, 2) have emphasized "the process of constructing 'the client' (including negotiation, conflict and reconstruction) and the client identities, - - - , and implications of construction of multiple and perhaps contested client positions and identities." This thesis has contributed to this discussion by describing a certain client position, namely a position of ownership taking and actively participating client and by showing how this is constructed with the use of display of ownership as a discursive device. These concepts can have both empirical and theoretical value in conversations about how the important organizational roles, positions and identities, like those of a client and a consultant, are constructed.

A widely discussed issue in the field of management consulting research is the meaning of the client-consultant relationship among the factors contributing successful consulting (Appelbaum and Steed, 2005; Crusciel, 2004; Schaffer, 2002). Schaffer (2002) has named an "implementation gap" by which he means the difference between all that the client would have to do to benefit from the consultant's help and what the client is actually able of doing. As noted by Crusciel, 2004, 670), "the task of bringing key staff onboard" is crucial in all management consulting. Schaffer (2002) has emphasized the role of people seeing that success in consulting depends on them and thus of assuming the responsibility. It seems that the concept of ownership and the discursive

devices of inviting and encouraging display of ownership might have some relevance here. An interesting question requiring further research is what would be the meaning and actual utilization of these ownership creating discursive practices in other types of management consulting. Also, those who are interested in facilitating participation and organizational democracy (see, Johnson, 2006; Musson & Duberley, 2007; Sillince & Mueller, 2007) might find these findings useful.

An important question is, whether there is a connection between the situational interactional change that was shown to happen during the conversations of this process consulting case, and the actual improvements within the client organization's performance. This issue has been beyond the focus and scope of this dissertation; i.e. this study did not attempt to prove this kind of connection as true or false. Some observations from the actual case work were available, though. According to the evaluations of the consultant of this case and the feedback provided by the management and the client participants, some organizational improvements actually did take place after completing the consulting process.

Also, by looking at the entire data corpus of this case, it is possible to get an impression of whether and how the ideal of helping clients to help themselves was actually put into practice. This thesis defined participation as taking part in conversation. In this sense, the client participants did participate actively, which was visible throughout the data. When it comes to learning and change, some extracts of the original articles of this thesis managed to reveal situated interactional change and display of witnessed change happening during these conversations. Although we do not know whether the reported skills in discussing and handling issues such as criticism and blame were transported to the everyday practices of this organization or not, this kind of reflection is likely, or is at least possible.

However, despite the Tsoukas' claim (2005, 99) that "changes in the use of language bring about change in practices", we still need more research to know what is the correlation of these kinds of consulting efforts to both discursive practices and the actual performance of the organization. The findings of this study provide deeper and more detailed information about the discursive practices of process consulting and as such, they might be of use in evaluative research efforts about consulting work. When the actual processes are better identified in detail it is also possible to formulate more precisely the aims and questions of this kind of evaluative research about management consulting work in general and process consulting work in particular.

As shown in this thesis, the nature of consulting work is collaborative, requiring the joint effort of the consultant and the client participants. Therefore, the more traditional research settings, such as experiments would not be suitable for evaluative research about consulting work, since they can not take into account the situational and collaborative nature of this practice. In a way, the situation is similar to that in the field of psychotherapy research which has started to apply the principle of the 'problem-treatment-outcome' (Strupp,

Schacht & Henry, 1989) to be able to evaluate the relationship of situational change within the therapy sessions and wider outcomes and improvements in patient's life. This is done with detailed, in-depth analysis of single cases with diversified methods. This approach might be of use in evaluating consulting practices and effectiveness, too.

#### **4.6 Concluding remarks – About process consulting as an institution**

This thesis has illustrated how the institutional task of process consulting work – to help clients to help themselves by bringing about participation, learning and change – was put into practice within multi-party settings of one consulting case. It was shown that this was done in collaboration between the consultant and the participating clients; by using the rich variety of discursive means and conversational structures, by constructing conversational norms and utilizing the participating audience as a method in bringing about the needed talk. While doing so, I have consciously overlooked some important issues such as reflective practices, giving and receiving advice and, varying and conflicting interests and tensions between the participating clients. These issues are of significant importance when we look at the institutional aim of helping clients to help themselves but, however, they were not included in the aim and scope of this thesis since they have been studied and discussed in detail in the three original articles of Risto Puutio's forthcoming thesis (Puutio, Kykyri & Wahlström, 2007 a,b,c).

In this thesis, I have presented the institutional tasks and how they were handled in this consulting case in functional order; i.e. taking into account the priorities of these issues. Considering the process consulting ideal and its implementation, active participation can be seen as foremost and essential. It is the very act of client participation which characterises process consulting as process consulting. Therefore, it seemed natural to depict bringing about participation before handling criticism and marking outcomes as visible and factual. This, however, does not mean that these phenomena would occur in an organized way, as in a chronological order within the actual consulting conversations. On the contrary, all these issues about participation, criticism and blame, change and outcomes, occurred and were visible throughout the consulting process of this case.

In this case, active client participation through display of ownership talk was not simply taken care of at first and then ignored; it was invited and displayed throughout the process, not just at the beginning of it. Also, discussions of end results and change were held not only at the end of the process but these were at least referred to already in the early stages of the consulting process. Actually, this is visible in the selection of the extracts of the original articles from the larger data corpus. The extracts concerning bringing

about participation through display of ownership talk are from the second OD event, thus nearly at the end of the consulting process. Again, half of the extracts representing negotiating the end results were from the first OD event when the consulting process was in its early stages. This refers to the procedural nature of process consulting work as these important issues keep on appearing again and again in the course of the consulting process.

What was noticed and somewhat discussed in the three separate studies of this thesis is that, in some respect, discursive practices of process consulting work can be compared to those used in other professional institutions and settings, such as in psychotherapy and in the courtroom. Construction and utilization of the position of witness in factualising change is a good example of it and, can be compared to discursive practices both in psychotherapy (Beaudoin, 2001; White & Epston, 1990) and courtroom settings (Drew, 1992; Hobbs, 2003). Of course, there are remarkable differences between these three institutions, but I would like to suggest that, to some extent, these interactional practices do have something in common.

Also, the discursive practices in this consulting case contained several features and structures that are used more extensively in classroom settings (Edwards & Mercer, 1987), such as features of class discussion and the consultant's lectures during the multi-party conversations, or the discursive practices of counselling (Peräkylä & Silverman, 1991; Peräkylä, 1995; Silverman & Peräkylä, 1990; Vehviläinen, 2003) and even those reported within meetings of Alcoholics anonymous (Arminen, 1998 a & b). Although these observations are tentative and sketchy, I would like to suggest that process consulting as an institution borrows, to some extent, discursive practices from other forms of institutional interaction. However, more research – also single case studies with videotaped material of consulting processes – about the actual practices of process consulting work is required to enable us to confirm this finding and draw the picture of this professional practice more accurately.

## TIIVISTELMÄ

Tämä tutkimus tarkastelee prosessikonsultointia keskusteluna. Prosessikonsultoinnin yleinen ideaali on auttaa asiakkaita auttamaan itse itseään. Jotta tätä periaatetta voidaan noudattaa, asiakkaan ongelmien käsittelyssä tarvitaan asiakkaan omaa aktiivista osallistumista sekä asiakkaan ja konsultin yhteistoimintaa. Tämän tutkimuksen tavoitteena on selvittää, kuinka tämä tehdään puheen avulla: millaista puhetta käytetään prosessikonsultoinnin vuorovaikutustilanteissa, ja kuinka tarvittavaa puhetta saadaan aikaan monenkeskisissä konsultointikeskusteluissa. Tutkimuksessa hyödynnetään diskursiivisen psykologian ja keskusteluanalyysin lähestymistapoja ja kysytään, millaista diskursiivista toimintaa käytettiin aidossa, monenkeskisessä konsultointitapauksessa 1) asiakkaan aktiivisen osallistumisen aikaansaamiseksi, 2) oppimisen ja muutoksen edistämiseksi tuomalla esiin ja käsittelemällä kritiikkiä, sekä 3) tekemään konsultoinnin tavoiteltuja tuloksia näkyväksi osallistuvan ryhmän keskuudessa.

Tämä väitöskirja koostuu kolmesta alkuperäisestä artikkelista, joissa prosessikonsultoinnin tilanteisia diskursiivisia käytäntöjä analysoidaan yksityiskohtaisesti. Tämän tapaustutkimuksen tulokset osoittavat niiden diskursiivisten keinojen rikkauden, joita käytettiin monenkeskisissä keskustelutilanteissa tuomaan esiin sellaista puhetta, jota tarvitaan prosessikonsultoinnin ideaalin toteuttamiseen käytännössä. Näitä diskursiivisia keinoja ovat ensinnäkin sellaiset keskustelun rakenteet, joissa osallistujat puhuivat kukin vuorollaan ja joissa tietynlainen puhe merkittiin toivotuksi, ja joissa tätä toivottua puhetta kutsuttiin esiin. Toiseksi näitä ovat ”kalastus” ja erilaiset faktuaalistamisen keinot, joita käytettiin mm. vahvistamaan puhujien uskottavuutta ja rakentamaan faktaluonnetta kuvauksille, jotka koskivat havaittuja muutoksia ja konsultoinnin lopputuloksia.

Tämä tutkimus keskittyy prosessikonsultoinnin monenkeskisiin ryhmätilanteisiin ja korostaa konsultin ja asiakkaan välisen vuorovaikutuksen sekä konsultoinnin ”yleisön”, osallistuvan ryhmän, merkitystä. Väitän, että tässä konsultoinnin tapausesimerkissä interaktiivista yleisöä käytettiin metodina prosessikonsultoinnin ideaalin toteuttamisessa ja halutun puheen esiin saamisessa. Näin toimittaessa näytti olevan tarpeellista rakentaa ja vakiinnuttaa keskustelutilanteessa sellainen keskustelun normisto, joka poikkeaa arkisten keskustelutilanteiden normistosta. Tässä väitöskirjassa näytetään yksityiskohdittain, kuinka tässä konsultointitapauksessa rakennettiin sekä omistajuuden osoittamisen keskustelunormi, että sellainen normi, jossa kasvoja uhkaavia keskustelutilanteita ei vältetä.

Tässä tutkimuksessa kuvaillaan prosessikonsultoinnin käytäntöjä tarkasti ja sellaisella tavalla, jota ei ole ennen tehty. Tutkimuksessa esitetyt kuvaukset ovat tapaussidonnaisia ja tilannekohtaisia siltä osin, *mitä* tarkkaan ottaen tässä konsultointitapauksessa tehtiin. Sen sijaan kuvaukset siitä, *miten* nämä asiat diskursiivisesti tehtiin, voivat olla laajemmin sovellettavissa myös muihin

konsultoinnin ja organisaatioiden kehittämisen tilanteisiin. Tutkimuksessa tehtyjä havaintoja voidaan käyttää hyödyksi prosessikonsultoinnin käytäntöjen kehittämisessä. Tulokset auttavat myös hahmottamaan kuvaa prosessikonsultoinnista ammatillisena instituutiona. Lisäksi tutkimuksessa tehdyt havainnot ovat kiinnostavia asiakkaan ja konsultin välisen vuorovaikutussuhteen käsitteellistämisen näkökulmasta.

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## APPENDIX 1

The Finnish text extracts of the original articles:

### Article 1

Extract 1: 'The consultant opens a briefing conversation'

- 1 K hyvä (.) tota, (.) jatketaan. (1.5) ja (.) nyt tota, (1.7) >tänne on tullu kaks<  
2 ↑uutta ihmistä mukaan. (1.3) °E ja F° ovat saapuneet (1.0) tähän (.)  
3 ja tuota me voitaa (.) tehdä semmonen asia mikä on monesti organisaatiossa  
4 hyödyllistä ja ja se on briiffaaminen. (0.5) ja tota, (0.4) jotta heillä vois olla selkeä  
5 rooli (.) ja ymmäryys siitä että missä ollaan ja mitä >mitä täällä on tehty< ja  
6 mihin tää liittyy ja minkälaista täällä onollu (.) ni ↑tehääs semmonen  
7 ↑nopea kierros sanokaas jokainen ↑joku asia yks asia (0.5) <heille tiedoksi>  
8 jotenki ker- kertomaan (.) tästä päivästä tähän saakka.  
9 (1.0)  
10 ? hhh ((*tunnistamaton sisäänhengitys*))

Extract 2: 'I was about to tell everything at once'

- 11 K ↑D aloita sä. (0.5)  
12 ((*hiljaista puhetta, tunnistamaton puhuja*))  
13 D no >sanotaan näin< että tossa (.) lähettiin liikkeelle että mitkä asiat on niinku (.)  
14 tärkeitä teemoja mitä täs ka- tän >puolentoista päivän< aikana (.)  
15 käydään niin niin tota tärkeimmät oli nää  
16 [roolit (.)] joita tossa on käyty niinku lävitte (.) lävitte ensinnäkin sitä=  
17 [((*tuolin kolinaa*))]  
18 =et- että mitä nää roolit on. (0.3) mitä tarkoittaa rooli ja mikä on roolin  
19 ja tehtävän välinen ero. (2.0) ((*katsoo konsulttia*))  
20 >meinasin tehdä taas sen mitä mä aina ((*hymyillen*)) teen että mä kerron  
21 ↓kaiken< mut [P1 jatkaa ((*näyttää eleellä vuoron siirtymistä seuraavalle*))  
22 [((*naurahtelua*))]  
23 K [hyvä-hyvä oivallus (.)  
24 P1 >olis ollu liian helppo sanoa< että aivan just näin  
25 R ((*naurua ryhmässä*))  
26 K mä kuuntelinkin että missä kohtaa se on et sanoa yhden asian

### Extract 3: 'Not really'

- 1 K okei (.) F onks jotain sulla mitä haluat tietää (.)  
2 F eipä oikeastaan=  
3 K =ei. (.) sä olit mukana siellä (.) siellä tuota (.) >silloin kun me oltiin siellä=  
4 =kurssipaikassa< Kaupungissa ↑kevällä (.)  
5 sulla on joku mielikuva tästä työskentelytavasta  
6 (2.1)  
7 F no en mä ny oikein muista enää mitä me tehtiin siellä mut mulle jäi sellanen  
8 mielikuva (.) että se oli semmonen keskusteleva tilaisuus  
9 (2.0)  
10 siellä sai (.) purkaa sydäntään jos oli jotain (.) sydämellään niin  
11 (3.7)  
12 K jotain semmosta odotetaan varmaan tältä tilaisuudeltakin (.)

### Extract 4: 'So who's gonna say something about the role'

- 1 P4 niin että tervetuloa joukkoon [mukaan (.) \$e:ei] tarvi vetää mitään rooleja.\$  
2 [((unidentified individual laughter))]  
3 R ((yleistä naurua, 5 s))  
4 P? °tittelit pois°  
5 E meinasin just kysyä että voisko joku suomentaa tän sanan rooli (.)  
6 U °sehän oli jo tuol[la°  
7 D [kirjotettuna (.) se oli just se mistä on hyvä kuva (.)  
8 P5 se on [tuolla takana=  
9 P4 [eiku se on tuolla takana ((näyttää kädellä suuntaa))  
10 =takaseinällä (.)  
11 P?? tuolla (1.4)  
12 K eli ↑kukas sanoo jotakin roolista miten me ymmärretään rooli (0.2)  
13 ja mitä siitä voidaan nähdä.

### Extract 5: 'But you are not anonymous here'

- 13 E mulle tulee mieleen tästä (.) järjestäytymisestä lähinnä anonyymit alkoholistit (.)  
14 R ((ryhmänaurua))  
15 (1.0)  
16 K \$mutta ettehän te mitään anonyymejä ole\$=  
17 D =°niin mäkin ajattelin°=  
18 P8 =\$mitä ooks sä käyny niissä [tilaisuuksissa=  
19 R [((ryhmänaurua))  
20 P8 =ku tiedät kuinka ne istuu?\$  
21 R [((ryhmänaurua))

22 E [\$↑minkä hiton takia mä o-h-ti-h-n sen puheeksi\$  
 23 (3.2)  
 24 K jaa (0.2) tuota (.) tämä on (.) tää oli n-täysin niinku mun ↓rakentama viritys =  
 25 = tämä >miten me olla< täällä (.) ja täällähän oli kun tultiin niin pöydät oli =  
 26 = pantu u-muotoon ja se on yleensä rakenne minkä mä rikon (.) koska (0.5)  
 27 mä ↑mielummin teen teen ↑näin sen takia että että me oltas jotenkin niinku (.)  
 28 enemmän (.) suhteessa toisiimme se että (.) ei oo pöytiä >niin me ollaan jotenki<  
 29 niinku (.)↑ ehkä tasavertasemmassa asemassa=e ei oo myöskään selvästi=  
 30 =niiku opettajaa vaan kun tullaan enemmän rinkiin niin me ollaan tasavertasia=  
 31 =keskustelijoita ja että (.) että tää tilaisuus on keskustelutilaisuus (.)  
 32 ja jotenkin sellasia asioita mä ajattelin että tää muodostelma ehkä (0.5) viestii.  
 33 (3.0)  
 34 tietenkin >se herättää kaikenlaisia< niinku tälläsiä °mielikuvia°

### Extract 6: 'Are we supposed to be supermen'

1 K okei (.) E ja (.) F mitä haluatte kysyä vielä (.) >jotta te voisitte< päästä <mukaan  
 2 (.) ryhmään> ja tähän työskentelyyn (.) onko teillä jotain kysyttävää (.)  
 3 E >↑mikä tän< (0.2) toiminnan (.) tarkoitus on (0.2) pitääkö meidän olla jotain (.)  
 4 yli-ihmisiä kun me poistumme huomenna täältä vai (0.5)  
 5 mihin me pyrimme? (0.5) mikä on se mahdollinen tavote (1.6)  
 6 K joo (.) kuka vastais siihen. (0.8)  
 7 D °se on tuolla° otsikossa oikeastaan (.) että tota pitkälti niinku kattoo s- (.) kattoo  
 8 (.) kattoo niinku niitä asioita mitä tässä tän vuoden aikana on saatu aikaseksi  
 9 ja ja tota (.) tehä niinku (.) tehä niinku välitilinpäätöstä siitä että missä o- mitä  
 10 ollaan niinku saatu aikaseks mitä täytyy taas (.) vielä (.) vielä niinkun tehdä ja  
 11 (2.3)  
 12 ja tota (.) että oikeastaan se siinä niinku se pää- päätarkotus (.)  
 13 ei-ei olla yli- (.) mikään yli-jussi eikä yli-ihminen (.) vaan tuota (0.2)  
 14 vaan niinku tasapainossa niinku tän tilanteen kanssa.  
 15 (3.0)  
 16 K tää oli (.) hyvä kysymys [mutta että  
 17 [(*naurahdus, tunnistamaton henkilö*)]  
 18 K mun tekee mieli vastata sillä tavalla tähän että tää ei ole=  
 19 =koulutustilaisuus jossa teistä yritettäis tehdä jotenkin erilaisia (.)  
 20 vaan vaan kehittämistilaisuus joka on teitä varten ja (.)  
 21 sillä tarkoituksella että tää on >teille paikka keskustella  
 22 kaikesta siitä mikä (.) on ajankohtasta ja teidän kannalta tärkeältä tuntuva.<  
 23 (1.7)  
 24 E tää on [E mun vastaus sulle ](.)(*konsultti osoittaa E:aa*)  
 25 [(*nyökyttelee*)]  
 26 näin mä hahmotan (.) kun mä oon tän tilaisuuden luonut teille  
 (2.0)

## Article 2

### Extract 1: "Something important"

1 K ja sä tossa (1) ennen tätä taukoa niin (.) käytit semmosen spontaanin puheen-  
2 vuoron se tuntu et sä haluat puhuu jostain tärkeestä mut et mä keskeytin sen (1)  
3 A no mää (.) mistäköhän mää no se on varmaan niitä samoja  
4 R (( naurua ryhmässä))  
5 A (1) joo (.)  
6 K eli sää (.) mää ymmärsin mä kuu- kuulin jotakin semmosta että (2) et tähän  
7 uuteen malliin on menty jotenkin (1) jotakin sellasta (2) kommentoit  
8 joka oli musta sävyltään vähän kriittistä (1)  
9 [(3)]  
10 A [hh] (2) no mä nyt en ihan tarkkaan sitä (1) aktiivisesti unohdin asian (1)  
11 K joo (.)  
12 A mutta [ tota (.)  
13 K [no [katotaan=  
14 A [=liittyy (.) niin (.)  
15 K joo (.) niin päin että (.) mistä sun mielestä olis tärkeä puhua mikä ois sun  
16 ajankäytön kannalta (1) olis täällä hyödyllistä olla (1) kerro vähän  
17 mitä sä toivot että täällä (.)

### Extract 2: "Missing leadership"

18 K mitä sä toivot että täällä (.)  
19 A mä oon mielestäni (.) jotenki tän (.) viimeisen puolen vuoden aikana (.)  
20 aika paljon (.) yrittäny jotenki tuoda sitä viestiä läpi ja (1)  
21 mun () nykyään tekee jo vähän pahaaki puhua niistä asioista että (2)  
22 että jotenki tuntuu vaan siltä et pitäs jo niinku yrittää  
23 sopeutua et se on nyt näin ja (.) yritetään tehä asioita tällä tavalla  
24 (2) mutta (1)  
25 nyt mun mielestä se mitä (.) mitä nyt näistäkin just kuulee ei oo mikään  
26 (.) mun mielestä munkin viesti oli siinä mitä mä sulle kirjoitin ni  
27 ni (.) mä olin jotenkin mun mielestä edelleen se (1) tai mä käytän sanaa sitä  
28 (.) johtajuus sanaa siinä et [mun mielestä] se johtajuus puuttuu että (2)  
29 K [m-h]  
30 A et et vast niinku (.) tällasii mielipiteitä tässä ihmisil on niin must se on jotenki (.)  
31 organisaation semmosta vähän heitteillejättöö ja (2) ja yhtälaille sit justiin et  
32 jos visio puuttuu päämäärä puuttuu niin niin kyllä se on johtajien tehtävä (1)  
33 osottaa sitä tietä yhdessä meidän kanssa ja ja sitte

41 K [tuota] (.) joo (.) A tuota (.) sää (.) otat tämän (.)  
42 sillä tavalla edustat tässä et me puhuttiin tästä avoimuudesta niin (.) musta  
43 hyvä mallina oot meille kaikille (.) sä oot (.) tuot tähän niinkun uuden (.)  
44 näkökulman sä tuot tämän johtajuusnäkökulman ja tietysti yks tärkeä kysymys  
45 että miten johdetaan tämmöstä organisaatiota (2) kun (.) joka toimii tällä tavalla  
46 prosessina niin mikä johtajien tehtävä >se on luultavasti erilainen tehtävä kun  
47 tämmösessä perinteisessä funktionaalisessa< (.) aja- ajattelutavassa niin johtajien  
48 ja esimiesten tehtävä on varmaan vähän erilainen

### Extract 5: "Respecting and listening"

1 K mm (3)  
2 A meillä ei oikein oo semmosta (2) semmosta fiilistä täs touhussa (.)  
3 K mm (.) mikä ois semmonen merkki (.) oikeanlaisen fiiliksen löytymisestä (.)  
4 >jos aattelet nyt tätä aikaa mikä meillä on nyt menossa< mistä sää (.) mikä ois  
5 sulle (.) sun kannalta uskottava merkki että (.) että työskennellään oikean  
6 suuntasesti tai tehään oikeanlaisia asioita tai (2)  
7 A niin se ei löydy (.) ei se löydy hetkessä vaan siis se on tosta (.) tosi (1) pitkäs  
8 juoksussa mut se on niinku toisten kunnioittamista (.) ja ja (.) kuuntelemista  
9 (.) ja ja se et ylipäänsä jos niinku (1) joku periaate (.) pitää jotakin (.) tapaamisia  
10 et et jos ta- (.) joku joku strategia yhteinen joku päämäärä löytyis ja (2)  
11 K joo (2) mut huomaatteko että (.) et se mitä (.) A sanoo niin et hän puhuu  
12 kunnioituksesta ja kuuntelusta niin ainakin sitä me voidaan täällä jo nyt (.) just  
13 (.) tehdä (.) kuun- kuunnella mitä (.) itse kukin sanoo ja tarkentaa ja (1)  
14 kunnioitusta on muun muassa se että kuunnellaan (2)  
15 tuota (.) A >must tuntuu että sä oot sanonu aika paljon asioita<  
16 ja must tuntuu että (.) että sillä tavalla niinkö sä oot ottanu  
17 tän johtajuuskysymyksen esille et miten johdetaan ja  
18 (1) ja tuota sit sä oot sanonu jotenki tavallaan mä oon (.)  
19 mä oon kuullu sun sanovan jotakin sellasta että sä et oo oikein tyytyväinen  
20 siihen (.) miten niinku toimitaan et sä toivot tähän jotenki muutosta  
21 omaan (.) kokemukseesi ja (.) ja siihen tuntus liittyvän ainakin kokemus siitä  
22 että kuinka (.) kuinka (.) tullaan kuulluksi ja (.) kunnioitetuks ja  
23 kuinka paljon pääsee itse vaikuttamaan siihen mitä (1) tehdään

## Article 3

Extract 1a: "You bring along a kind of novel perspective"

1 K hyvä et sä oot mukana sä niinku  
2 tuot tähän semmosia ((katsoo ryhmää, osoittaa T:a))  
3 tuoreita (1) näkökulmia tässä mielessä  
4 ku sä oot () ((taustahälyä))  
5 (.) sä et oo niinku organisaatiossa sisällä oikein (1)  
6 vaan tässä rajalla ()  
7 niin sulla voi olla semmost- semmosia havaintoja tehtävänä  
8 joita sun kannattaa sanoo ääneen mitä sää täällä (.) huomaat  
9 (1) monesti sillon kun tulee taloon töihin niin  
10 näkee kirikkaammin jotakin ((katsoo ryhmää))  
11 (1) kun sitte kun on ollu kymmenen vuotta talossa (1) ne on  
12 aina arvokkaita (1) tota (.) havaintoja (.)

Extract 1b: "has it been unkind?"

13 K >miten sut on otettu vastaan< (1) vai tuota  
14 onks tää ollu tylyä vai (.)  
15 [(.) asiallista vai (.) myönteistä] ((K kohottaa olkapäätään))  
16 T [ei- (1) ei (.) ei oo] vielä ollu että  
17 R [((naurua ryhmässä))]  
18 Px [ei oo vielä ollu tylyä]=  
19 T ihan mukavasti (1)  
20 K joo-o (.) kuka sua on ollu (.) onks tässä porukassa joku joka  
21 on ollu sua (1) perehdyttämässä (.)  
22 T no M ehkä (.)  
23 K aivan (.)  
24 T kaikista eniten (.)  
25 K m-h (1)  
26 T ja onkin (1)  
27 M mm (.) ((K nyökkää))  
28 K joo (1) no ni (2) ja sano sä (.) kun sanot  
29 ihan mukavasti niin mitä M

30 on tehny semmosta ihan arjen (1) arjessa  
 31 että se on ollu (.) sun kannalta hyödyllistä (1)  
 32 T no M on pitäny (1) niinku (.)  
 33 että hommia riittää ja (1)  
 34 C mm (1)  
 35 T neuvonu ja (1) tällasta että (1)

Extract 1c: "the good leadership you called for?"

36 K joo (.) tienny mitä sun pitää tehdä ja sit  
 37 alkanu tarvittaessa tukea (1)  
 38 T joo (.)  
 39 K joo (.) onks tässä jotain siitä hyvää johtajuutta  
 40 mistä sää A puhuit että ((K osoittaa A:a))  
 41 (.) et kun sä (.) peräänkuulutat  
 42 hyvää johtajuutta että (1)  
 43 onks hyvän johtajan tehtävä tämmösessä  
 44 organisaatiossa niinku ((K katsoo ryhmää))  
 45 (.) pitää huolta että mis- (.) mikä (.) mitkä  
 46 on tehtäviä ja ((K laskee sormillaan))  
 47 (.) niin että saa tuen niihin (.) mä en tiedä  
 48 (.) onko mutta ((K elehtii A:lle))  
 49 (.) herää kysymys vaan  
 50 (3)  
 51 A mjoo=  
 52 K =mut et meiän ei tarvii vielä siihen vastata (.)  
 53 A niin joo (.)  
 54 K mut että mää aattelen vaan että (1) saat  
 55 yhden esimerkin siitä ((K osoittaa ryhmää))  
 56 et miten (1) miten sua on johdettu kun sä oot  
 57 tullu tänne töihin (1) ((K osoittaa T:a))  
 58 kiitos (1) T

Extract 2a: "there's new information coming"

1 K (.) kiitos tuota >katotaas tämä ketju< mennään  
 2 ikään kuin kohti tätä tätä  
 3 ydintä tässä kohassa ((konsultti osoittaa ryhmää))  
 4 joo (.) sä valitset M:n  
 5 E joo  
 6 K kuunne- [ kerro M:lle ((konsultti osoittaa E:a))  
 7 R (((puhetta ryhmässä, tunnistamaton puhuja))  
 8 K ja me muut kuunnellaan koska tässä tulee  
 9 meille uutta tietoa °toinen toisista°

Extract 2b: "she has become better at attending as a supervisor"

9 E no [se on nyt sillä tavalla niin (.)  
10 että mun mielestä niin (.)  
11 R [(*puhetta ryhmässä, tunnistamaton puhuja*)]  
12 E M on kehittynyt  
13 läsnäolevammaksi  
14 esimieheksi (.)  
15 isoilla askelilla ((*hitaasti, sanat erotellen*))  
16 tästä jos verrataan niinku puolta vuotta taaksepäin  
17 K sano M:lle yksi esimerkki  
18 mis- mis- mistä sä oot sen huomannut (.)  
19 E sillä tavalla no >tietysti siihen vaikuttaa sekin että<  
20 että tuota >aikaisemmin olin Kaupungissa 1<  
21 (.) että nyt oon niinku K-kaupungissa 2 että  
22 itekkin (.) oon (.) enemmän niinku (.) lähempänä  
23 mutta ihan ihan tämmöset niinku sanotaan että  
24 henkilökohtaset (.) yhteydenotot yhteydenpidot (2) °keskustelut°  
25 (2) ((*E elehtii*))  
26 °että niitä niitä on niinku enemmän kuin aikaisemmin (.)  
27 mutta siihen tosiaan kyllä vaikuttaa  
28 se (.) tämä siirtyminenkin° (1)

Extract 2c: "how does it sound like, this feedback?"

29 K sun muistan siellä silloin  
30 ku oltiin ((*konsultti osoittaa ja kääntyy kohti M:aa*))  
31 siellä (.) ää- (Koulutuspaikassa) niin sun ((*K osoittaa M:aa*))  
32 tehtiin semmonen loppukierros ((*M yskäisee*))  
33 jossa jokainen sai sanoa  
34 kolme sanaa ((*elehtii katsoen osallistuja E:a*))  
35 muista- jos mä muistan oikein niin sun sanat oli  
36 että (1) yritän tehdä parhaani (.) jotain sellaista (.)  
37 joku (.) ((*K nyökkää M:lle*))  
38 M [ ((*epäselvää puhetta, M hymyilee* ))  
39 K [>siis semmonen joka liittyi  
40 [tähän< ((*K osoittaa M:aa*))  
41 M [mm  
42 K omaan omaan ((*K osoittaa itseään sanalla "omaan"*))  
43 rooliin esimiehenä

Extract 3: "What is an example of a traditional weapon?"

- 1 K =mitä sää aattelet siitä että tässä on nyt johtajia paikalla ainakin mun laskujen  
2 mukaan kolme (.) () kolme johtajaa tässä (.) huoneessa (2) onks se sun kannalta  
3 hyvä vai [huono]  
4 A [niin musta] musta heillä on heillä on tosi vaativa tehtävä (.)  
5 K mm (.)  
6 A ottaa (.) tällaselle organisaatiolle (.) asema (1) tässä maailmassa (.)  
7 K m-h (.)  
8 A jossa (.) jossa tota (.) jollei (.) jollei niinku tunnetusti ennen ei oo (.)  
9 asemaa ollu (2) ja ja [(.) tai se] asema on ollu (.) ollu just se räiskijän asema  
10 K [()]  
11 A ja (1) ja ja (.) ja  
12 A nyt juuri ku (.) pitäs oppii käyttää niit täsmäaseita ni (1) ni tota kyllähän  
13 näillä johtajilla on tosi (.) merkittävä rooli tässä (.) touhussa (.) et ei täs enää  
14 kä- (.) ei niillä perinteisillä (.) pyssyillä enää täs maailmassa=  
15 K =niin mikä on semmonen esimerkki perinteisestä pyssystä (2)  
16 A pystykorva  
17 R ((*naurua ryhmässä*))  
18 K (.) hyvä (1) mitä se tarkoittaa >kun käytetään vähän kuvakieltä< niin  
19 mitä se tarkoittaa tässä (.) ympäristössä että mitä se on se (.) tuota (.)  
20 niin kun huomaat ni (1) mä haen vähän konkretisointia että (1) että=  
21 A =se se se liittyy siihen että (.) että (.) et (.) ei täällä nykypäivänä ole (.)  
22 ihmisiä eikä johtajia jotka sanoo et se on toi maali mihin ammutaan (.)  
23 K m-h (.)  
24 A vaan se pitää yhdessä (.) johtajien koota joukot ja (.) ja (.) yhdessä (.)  
25 osottaa se (.) se (.) maalirykelmä mistä meiän pitää läpi mennä (.)  
26 K m-h (.) ja tähän sä toivosit lisää selkeyttä (.)  
27 A niin tätä ei ole mun mielestä (.)  
28 K just joo (.)

Extract 4: "You offer us a good example"

- 29 A mutta (.) mutta (.) en (.) en mä tiedä (.)  
30 K joo (1)  
31 TJ >kyllä meillä on niinku selkee visio< siihen niin tuota mitä me halutaan  
32 olla se ettei (.) puolessa vuodessa saavutettavissa vaan kymmenen vuoden  
33 niinku sisällä eli (.) ollaan niinku näitten (.) näitten niin tuota maailman paras  
34 kuituominaisuuksien tuottaja (.)  
35 K mm (.)  
36 TJ ja joka niinkun (1) vaatii vielä paljon töitä (.)  
37 K mm (.) joo (.)  
38 TJ ja siihen liittyy tää täsmäsellu (.)  
39 K joo (1)  
40 TJ sitä me joudutaan [()]

44 miltä tää kuulostaa tää °palaute mitä sä kuulet°  
45 M no kauhean mukavalta ei mitään  
46 että siinä täytyy vain sitten jokaisen ihmisen  
47 kanssa tota hakea se oma yhteinen ° toimintatapa°  
48 tai sillai että ottaa sen että miten kuka  
49 ketäkin kuka mitäkin haluaa (1)  
50 että lähteekö jostakin ((epäselvää hiljaista puhetta ))

Extract 2d: “your personal way of working has somehow changed”

51 K voisko aatella niin että että  
52 [tämä ((konsultti hieroo käsiarttaan))  
53 R [((tunnistamatonta puhetta ryhmässä))  
54 K myöskin tämä toimintatavan muutos  
55 tarkoittaa siis sitä että et- aina  
56 paitsi että muutetaan semmosia  
57 yhteisiä käytäntöjä ((konsultti katsoo ryhmää, elehtii))  
58 niin se tulee myös henkilökohtaiseksi jossakin kohtaa ((K katsoo osallistujaa, joka ei ollut mukana harjoituksessa))  
59 että minä myöskin muutan jotakin omassa ((K osoittaa itseään))  
60 tavassani toimia ja mä olin kuulevinani  
61 M jotakin sellasta ((K osoittaa M:aa))  
62 että et se palaute mitä E sanoi ((K osoittaa E:a))  
63 että sun henkilökohtanekin tapasi toimia ((K osoittaa M:aa))  
64 on jollakin tavalla muuttunut ja se on  
65 osa varmaan sitä se toiminta-  
66 uusi toimintatapa myös henkilökohtaisella  
67 tasolla muuttaa jotakin ei kaikkea  
68 eikä itseä tarvi muuttaa  
69 henkilönä ((K katsoo ryhmää))  
70 mutta jotain tapaa toimia (.)  
71 ja sä sanoit vielä aika kivasti  
72 sen että että ((K osoittaa M:aa))  
73 se riippuu näistä yht- miten sä sanoit  
74 että riippuu niinku yhteistyö (.)  
75 suhteista ((K elehtii))  
76 M että löytää se semmonen ((M elehtii))  
77 K =jokaisen [kanssa]  
78 M [semmonen]  
79 keskinäinen kommunikaatio tai joku  
80 K [joo]  
81 konsensus siitä että miten toimitaan  
82 K ja sä oot luultavasti  
83 ottanu selvää siitä ((K osoittaa vuoroin M:aa ja E:a))  
84 (.) että miten itse kunkin kanssa  
85 (.) on hyvä toimia  
86 M no pyrin ottamaan