

Code 2 Contracting with the client =Descriptions of experiences where conversation is perceived to have impacted on how the initial relationship with the client started and developed

<i>Theme</i>	<i>Sub-theme</i>	<i>Example</i>	<i>Comment</i>
Using conversation to create initial relationships with clients			
	Contracting with self as well as with client	<p>'Something about contracting that is going on for me—contracts with many different parties and what contract do I have with myself?'</p> <p>'Who is the ultimate client—there is something bigger that goes you know beyond that who and what are we serving?'</p>	<p>Whilst not specifically about conversation I have included this as a sub-theme because it reflects a recurring pattern in the data which asks some quite existential questions about the nature of self , the consultants work and its relationship to values and life purpose. This opens up a conversation about nature and purpose behind work that is intrinsically relational</p>
	Role expectations between client and consultant at the start of a relationship	<p>'And actually in shifting some of the conversation so you can shift some of the role expectations about how that role is fulfilled actually...'</p> <p>'If you were contracting with the Chief Executive as the critical friend, would that have made the conversation any easier?'</p> <p>'and what my role was in those conversations, the role of comforter, the role of challenger, the role of professional diagnostician as best as I'm able, a whole series of roles that required a different type of conversation after a different moments and constantly moving and</p>	<p>Consultants can feel ambivalent and uncertain about the role or roles they are expected to play. Conversation can be a process by which clarification is achieved.</p>

		flexing between them in response to the reaction of the other individual'	
	Conversational choices for consultants	'And it really struck me that I had choices to make as I entered that space about what conversation I was going to sort of inaugurate and pick up....'	Choice implies that consultants can intentionally adopt specific conversational types to help shape their preferred outcomes
	Treating clients as people	'it isn't just I think I give them the space to be human to be seen and heard as people to an extent that they don't always get inside the organisation—we listen to them we help them as people as well as clients'	A theme demonstrates a perception by consultants that people in organisations do not get treated as valuable humans. Conversation is perceived as adding value to the client and the assumption is that it will lead to a business relationship