

Appendix 1

This appendix is made up of the following documents:

Appendix 1A

This compares inquiry and consultancy methods and maps the challenges of integrating inquiry into my professional practice, as I experienced them mid way through my inquiry. This document was submitted for my PhD upgrade (Page 1999b) and relates to my case studies, in particular chapters 10 and 11.

Appendix 1B

A flier summarising the consultancy method I developed in case study 3, chapter 11. This illustrates the integration of inquiry into my consultancy, which I achieved in this case study.

Appendix 1A

Table of consultancy and inquiry methods

CONSULTANT - RESEARCHER	RESEARCHER AS INQUIRER
Works to an objective or research agenda defined by and belonging to the client; within limits /boundaries of what is acceptable or appropriate to them in their context and role/can be worked with by the client system and its power relationships.	Works to an emergent research agenda determined by my self as a feminist concerned to open up choices for women as actors within the public sphere and in relation to each other as change agents, within a chosen field of intervention / context.
Works to a design & timetable agreed with the client, and (if any) colleagues or partners, and is determined by constraints relating to the client role / my accountability to him/ her within the client system/organisation.	Works to my own design, which might be adapted as the research agenda emerges, within constraints of my own resources (time, money, stamina, intellectual and emotional) and my co-researchers, partners or research participants.
Writes up the material in a form which addresses the results intended by the client, or which enables the client to work with the material, within her/his organisational role and position.	Writes up the material in a form which reflects and interrogates my own and partners'/ co-researchers' values, desire for action and change in the world, feminist epistemology, ontology, and / or which positions me within my professional field.
Results and action orientated, but action determined by the client, and influenced and discussed with the consultant.	Results and action orientated-chosen by me and partners as researcher/s - maybe in negotiation with the funder.
Ownership lies with the client.	Ownership lies with the researcher/s.
Challenge - but within bounds of acceptability of the organisation and client.	Challenge within the bounds of my own choice as the researcher, and permission of participants, partners / co researchers and funder.
Language and framing chosen by researcher on basis of client wishes and agenda/constraints.	Language and framing chosen by researcher, within my/our own constraints and desires for challenge.
Results must not be detrimental to the organisation and must protect the interest of the client contact - addressing women's issues within this overall framework.	Results designed to take forward women's struggle to create new opportunities and choices, within wider framework of political and social feminist and democratic movements.
Focus on practical knowing, generated through the inquiry cycle.	Moving through cycles of experiential, practical, presentational and propositional knowing,
Works within the dominant order, supporting attempts to challenge, subvert and reconfigure its gender relations in order to enable women to increase choices available to them: e.g. male and female stereotypes of leadership, management and democracy. Works within organisation. cultures and priorities, i.e. accepts needs for demonstrable results and solution orientation	Subverts the dominant order, its systems for making meaning and representation, creating spaces for alternatives to emerge. Documents these alternatives and their development and the results/dilemmas they work with, in order to interrogate and support interventions into and within the mainstream. Field of inquiry orientated, challenges product orientation and expectation to produce immediate solutions. Uses Socratic dialogue and Friereian problematising as techniques (Freire 1972).

Appendix 1B

MAYA Consultancy AN ORGANISATION CHANGE MODEL for PROMOTING GENDER MAINSTREAMING

Challenges

- Organisational cultures and practices continue to support narrow definitions of leadership which exclude women and minorities
- Multiple methods are needed to enable women's leadership to be sustained, valued and rewarded in organisations

Opportunities

- Broader definitions of leadership, in organisations and society
- Increasing recognition of complexity and of the need for explicit work on values using multiple methods to achieve change in organisations
- Increasing numbers of women leading change interventions in organisations and society, through networks in public, professional and political spheres
- Opportunities for development of new practice through partnerships
- Gender Mainstreaming requirements by national and regional governments
- European programmes offering resources and profile for change interventions

Methods

- Develop vision and inspiration for gender mainstreaming change intervention with sponsor / champion
- Obtain authority to use methods which build ownership and active participation in change intervention, at all levels of the organisation
- Position gender mainstreaming change initiative as mainstream organisation development, not positive action for women
- Use dialogue based approach to involve women and men across the organisation in identifying challenges, and generating gender mainstreaming change objectives
- Create women only spaces, to generate vision, sustain motivation and energy
- Model valuing diversity of experience by enabling active contributions from black and minority ethnic employees, and from those who speak from marginal positions
- Generate coalition, between women in decision making positions and women who do not have recognition of their leadership qualities
- Enable women's leadership of the gender mainstreaming change intervention, and aim for active support from male champions
- Negotiate official status for women change agency leaders, and capacity build their change agency competencies
- Mirror back and profile the added value of change intervention results on personal and organisational levels
- Re-negotiate institutional power base of change intervention at regular intervals, in order to move the change intervention outcomes from the margins to more central positions
- Use multiple channels: formal and informal decision making networks, training and general management interventions
- Institutionalise and reward change results
- Evaluate at regular intervals, in order to maintain momentum and direction as organisational environment changes, and encourage emergence of new goals,
- Cyclical approach, using action learning to move through multiple phases of intervention