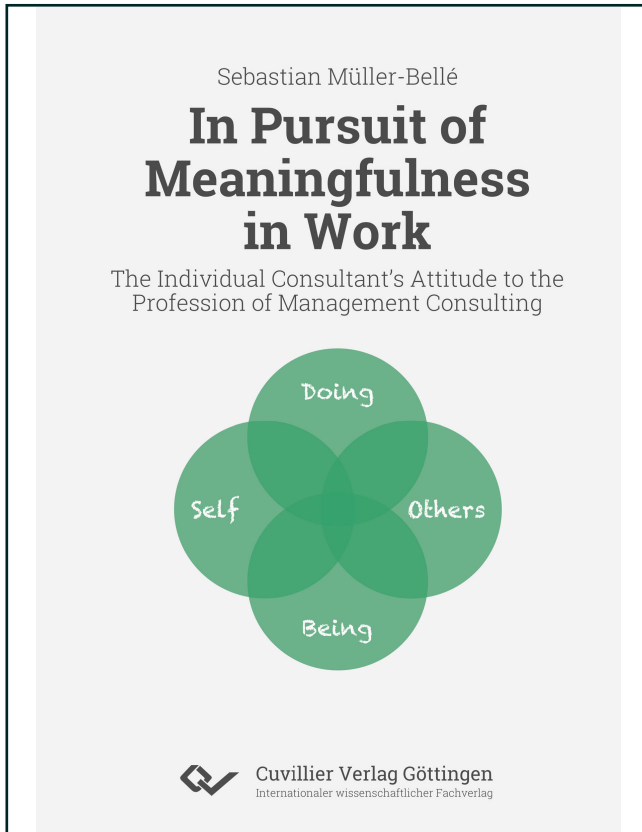




Sebastian Müller-Bellé (Autor)
In Pursuit of Meaningfulness in Work
*The Individual Consultant's Attitude to the Profession of
Management Consulting*



<https://cuvillier.de/de/shop/publications/8189>

Copyright:

Cuvillier Verlag, Inhaberin Annette Jentzsch-Cuvillier, Nonnenstieg 8, 37075 Göttingen, Germany
Telefon: +49 (0)551 54724-0, E-Mail: info@cuvillier.de, Website: <https://cuvillier.de>



Table of contents

Acknowledgements	7
Consultants in pursuit of meaningfulness in work	9
Table of contents	13
Introduction to the research and overall design	17
1 Today's challenge: The consulting profession and its members in tension.....	21
1.1 The consultant: Being part of a weakly regulated profession.....	21
1.2 Roles and skills: Manifold expectations towards consultants	26
1.3 Asked to open up: The intense consultant-client relationship	31
1.4 Competition and self-neglect: Relationship to the firm and co-workers.....	38
1.5 Individuals in trouble: Work and its impact on identity and behaviour.....	43
1.6 Missing elements: Looking at the consultants' needs within the profession.....	49
1.7 Wicked problem: The individual consultant's attitude towards the profession.....	55
2 Empirical research design: Gaining insights from responsive interviews with consultants.....	59
2.1 Introduction: Overview of the research design by chapter	59
2.2 Empirical design: Open in-depth qualitative research as leading method	60



2.3	Method of data gathering: Conversational partnerships through responsive interviewing	69
2.4	Documentation, analysis, and interpretation: Explorative analysis of the research results.....	77
3	Interview results: Individuals' attitudes to the profession of consulting.....	85
3.1	Interview themes: Structure and content of the interviews.....	85
3.2	Theme "initial purpose": Motives for joining the profession of management consulting.....	90
3.3	Theme "motivation for consulting": Consultants' motivation during their ongoing career	95
3.4	Theme "expectations towards consulting": Consultants' expectations towards self and other stakeholders	110
3.5	Theme "tensions": Consultants struggling within the profession.....	138
3.6	Conclusion on research results: Comprehensive view on a challenging environment.....	172
4	Framework for discussion: Pathways to meaningfulness in work	177
4.1	Work and meaning: Meaningfulness in work as an elemental part of a meaningful life	177
4.2	Theoretical framework: How to experience meaningful work involving self and others	183
4.3	Achievement and benefits: Enablement of meaningfulness in work and its benefits.....	191
5	Supporting the individual: Meaningful work in management consulting.....	201
5.1	Research results in the context of the framework: Consulting and meaningful work	201



5.2	Practical implications: Recommendations to support the experience of meaningful work	216
5.3	Strengths and limitations: What future research should address.....	225
Abstract		229
Thesis propositions.....		231
Summary.....		233
<i>Samenvatting</i>.....		241
Zusammenfassung.....		249
References.....		259
Appendix A: Quotes of respondents in German by page.....		271
Appendix B: Sampling criteria		295
Appendix C: Interview outline.....		297
Appendix D: Interview details		299
Appendix E: Transcription system		301
Appendix F: Codebook		303
List of figures		315
List of tables		317
Curriculum vitae, Sebastian Müller-Bellé		319