APPENDIX. Elaborated observations of the pitfalls in the interview data

Pitfall	Related observations in interview data
Boxing in design with ineffective cross-functional collaboration	Acknowledging the need for collaboration across the organization to address complex issues and how siloes deter this • in-built complexity that needs to be addressed in design efforts • need for cross-functional collaboration • frequency of targeting mid-managers with issue selling attempts, acknowledging importance of buy-in from different mid-managers Experiences of insufficient space given for design efforts to be effective in terms of scope, mandate, timing and resources • negative experiences of design being involved too late or not at all, given too little time, too rigid/narrow scope provided for work, limited resources Struggling to get engineers across the organization on board with design efforts, spending considerable time and effort to "sell" designerly approaches to them • efforts spent to convert engineers into user-centered ways of working, variety of issue selling tactics employed • frustration over engineers' understanding and appreciation of design, tensions between the ways of working of designers and engineers • struggling to get designs accepted, noting importance of using words, concepts and proof that appeal to engineers, importance of showcasing success Highlighting the leverage of mid-level managers in creating space for design or thwarting efforts when crossing siloes • time spent on issue selling efforts • lack of own budget and thus authority • different views on design and its role, conflicting priorities
Detached information resulting in unactionable design thinking	Reporting disappointment in design thinking training • frequent references to training organized in the companies, reflections on shortcomings of training and challenges in organizing effective training • misconceptions created or manifested in or despite of training • unrealistic expectations for those attending in a short design thinking training • neglecting deep design expertise when too focused on spreading design thinking Citing too theoretical approach and inability to move from words to actions • lack of or limited hands-on design practice • sticking with old ways of operating • limited contacts with clients, no client input or feedback • lack of user research and testing Citing a lack of budget for doing user research, experimentation, testing and utilizing design resources • lack of time and money for user research and user testing • lack of funds for projects to work in design resources into their budget, inability to hire or contract external designers
Fragmented design efforts	Noting a lack of unity amongst designers and design output • lack of opportunities to interact with other designers, being caught unaware of some design colleague in the organization • factions related to terminology and priorities amongst designers

lacking a shared framework	• need to and appreciation of continuously learning from other designers, recounting positive experiences of working side-by-side • need for unified design guidelines or tools across the organization • attempts to unite designers or showing up in numbers to increase the weight of the design message Perceiving a lack of leadership, structural, and cultural support for design • need for clear vision and focus • lack of legitimacy and decision-making mandate • lack of senior positions for designers, being invited to only facilitate (not take part in) strategy making • lack of leadership support from both top management and middle management Describing design efforts being counteracted by incompatible organizational culture and processes • being at odds with the traditional organizational culture of bureaucracy and/or technology focus without the needed freedom for creativity, customer focus, risk-taking, and tolerance of failures • frustration with lacking or unsupportive processes and challenges in efforts to improve them • lack of flexibility