

2021

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THE EFFECT OF MINDFULNESS PRACTICE IN THE PERFORMANCE OF DESIGN MANAGERS

Dissertação apresentada ao IADE - Faculdade de Design, Tecnologia e Comunicação da Universidade Europeia, para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Design Management realizada sob a orientação científica do Doutor Fernando António Monteiro Martins, *Professor Auxiliar* da Universidade Europeia.

acknowledgements

A journey not possible without the support of my supervisor Professor Dr. Fernando Martins, without his guidance I may have not been able to complete this work.

Also I want to thank my family, and partner for the encouraging words during the entire process, it wouldn't have been possible without your support.

keywords	Design management, mindfulness, meditation, practice
abstract	This research study examines the effects and benefits of Mindfulness, a practice characterized by focused, nonjudgmental awareness of the present moment, in Design Management performance, specifically how it helps to overcome the downsides of this role. To address this question, this research study presents an analysis of 19 semi-structured interviews, and 55 structured questionnaires to professionals in the field. Analysis of the interviews suggest that Design Managers who practice mindfulness have a better approach to handle the downsides of their role, after experiencing diminished automaticity and increased self-awareness, decreased stress, anxiety and negative mood, enhanced attention and positive attitude, and ultimately attained health. Therefore, they enhance their performance in the characteristics and responsibilities in the context of Design Management. Additionally, this study highlights the importance of considering implementing the practice of mindfulness within the work environment given the results obtained, and lastly, proposes an hypothesis in order to test the key findings in future research.

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Chapter 1. Introduction

1.1. Research Framework & Research Question

1.1.1. Research Framework

Nowadays, increasing stress, anxiety and pressure are part of the daily feelings people experience due to the speedy pace of the reality we are currently living in, which at some point makes people believe that they are falling behind, always with something pending to do, and forgetting to live in the present. At the end, everyone tries to do two or more things at one time, commonly known as multitasking, leading to emotional exhaustion, lack of concentration, and no time to reflect and learn.

Of course, the workplace is also affected by these circumstances, and as Ehrlich (2017) said “successful managers need to be able to switch rapidly between tasks and to opportunistically respond to short and seemingly random events in their day.” However, the outcomes of Hunter (2008) research suggest that most people want to enjoy their work more, be less stressed, and have their work be more meaningful (p.5)

Ehrlich (2017) proposed that “mindfulness is a way of focusing and an attitude that has been proposed to help us be more effective in this new environment. Mindfulness can potentially mitigate the impact of information overload and accelerating complexity and change” (p. 234)

The author also added in his study that “the importance of mindfulness in the current business environment has been highlighted by the many popular publications on the concept. Fortune 500 companies are conducting research and documenting mindfulness benefits such as (1) focus, decision-making, memory, creativity, and learning; (2) communication, collaboration, and productivity; (3) emotional intelligence, well-being, and internal and client relationships; (4) job satisfaction and engagement; and (5) reduced stress, absenteeism, and turnover” (p.233-234).

Mindfulness is the capacity to stay willfully present, in awareness or receptive attention to one's present events/experiences, with a non-judgemental, accepting attitude, engendering a warm and friendly openness and curiosity (Kabat-Zinn, 2005; Brown & Ryan, 2003). It can be practiced either by meditation or any other activity in which people would be able to step back from automatic reactions, and look at the situation in a more holistic approach.

Additionally, IDEO Design Director and Co-Lead, Adam Reineck, together with Principal Designer, Adam Hilborn, wrote in their article "How meditation can make you more creative" (2016) that the practice of meditation will help to cultivate a designer's mind, characterized by (1) open and curious mindset in order to look at challenges from many angles, (2) a rigorous and organized methodology for thinking holistically about a problem, (3) clear visual and verbal communication skills to work through and articulate potential solutions, and lastly (4) a positive and optimistic outlook that can transform problems into solutions.

On the other hand, the second subject of this study is regarding Design Management, and the downsides this role may encounter within the work environment, which is defined as the "contextual characteristics that influence creative behaviours in an organisation such as characteristics of the job, work setting, and relationships with co-workers and supervisors" (Shalley et al., 2004).

According to Rüedi & Baars (2016) "design management encompasses both the complexity of the managerial context (where the role is applied) as well as the function or activity of design (what is aimed at)". Additionally, Mozota (2003) said that "design is no longer seen as the output of design-form, but as a creative and management process that can be integrated into other organization processes" (p. 114)

Therefore, given all the information presented, an examination of a possible association of both concepts, and a possible relationship between them, could generate a positive business outcome.

1.1.2. Research Question

The objective of this study is to explore how the practice of Mindfulness contributes to the performance of Design Managers, and help them deal with the downsides of this role.

The main research question being investigated is:

How does the practice of Mindfulness help Design Managers overcome the downsides of their role, and enhance their work performance?

1.2. Research Objectives and Content Structure

1.2.1. Research Objectives

General Research Objectives

1. To identify mindfulness characteristics that contribute to the performance of Design Managers.
2. To understand the influence of mindfulness practice to deal with the downsides of the Design Manager role.

In order to achieve the objectives presented, the following research questions were developed, to work as a guide during the first steps in the development of this study:

Specific Research Questions

- What is the nature of mindfulness and its benefits?
- What are the downsides of Design Management?
- How does the practice of mindfulness influence wellbeing of the work environment?

1.2.2. Content Structure

This thesis is divided into 5 chapters. In this chapter, which is the first one, the study is introduced by providing a framework overview of the topic, the research question, the general research objectives, and the specific research questions are presented; lastly the methodology applied during this work.

In Chapter II is provided an overview of the existing literature review regarding Design Management and Mindfulness. The key themes and authors are identified, and also their arguments and frameworks are analysed to highlight the research questions.

In Chapter III is introduced the hypothesis of this work, and also is defined the research design, a qualitative research methodology with semi-structured interviews, and also a quantitative research methodology with a structure questionnaire in order to gather data regarding the research question.

Chapter IV is where the results of the questionnaire and interview are described, and later a discussion is open based on the insights found between both assessments. Lastly, in Chapter V the results and insights obtained are compared and contrasted with findings in the literature review, and the contributions of the research are outlined. Also the areas for further research are examined in the final part of this chapter.

1.3. Methodology

According to Miller and Crabtree (1992) the choice of a particular style of research depends on several factors that include: the objective of the research, the research question and the level of control and investigator intervention. Therefore, this research study is based on 2 data sources.

Firstly, is drawn upon Literature Review in order to narrate and frame both subjects of the research theme: Mindfulness and Design Management. The research will

be composed by different sources, such as scientific articles, books, research reports, specialty publications and lectures, among others.

Secondly, since mindfulness, and in particular mindfulness in work settings, remains an emerging area that would benefit from exploratory qualitative and cross-sectional work according to Good et al. (2016. p.21), the last data source consists of a methodology integrated by a structured questionnaire (quantitative), and a semi-structured interview (qualitative), in order to explore and uncover rich and complex information from several Design Management professionals and their experience with mindfulness practice. “In-depth interviews, including structured interviews, are particularly appropriate for exploratory, theory-building methodologies (Minichiello, Aroni, & Hays, 2008)”. In Chapter III, the structure of each assessment is detailed.

Lastly, the idea of this study, is firstly to contribute to the existent literature, and secondly, serve as an early stage to test and develop new knowledge about the Design Management and Mindfulness topics, in order to lead to the “suggestion of hypotheses for further study or to an idea for a conceptual framework” (Wood, et al., 2006, p. 121)

Chapter 2. Literature Review

2.1. Introduction

The scope of this study encompasses two areas of inquiry. The first is the characteristics within Design Management, and the second is the characteristics within Mindfulness.

Therefore, this chapter is organised as follows. From section 2.1 until section 2.4 it will be presented all the literature review regarding Design Management: section 2.1 summarises the definitions and concepts. Section 2.2 describes the characteristics and responsibilities. Section 2.3 explores the downsides regarding the performance of this role. Section 2.4 presents the positive outcomes of Design Management summarised in 3 brief case studies.

Later on, from section 2.5 until section 2.7 all the information about Mindfulness is displayed: section 2.5 presents the definitions and concepts. Section 2.6 introduces how to practice mindfulness, and lastly section 2.7 the benefits of this practice, in a personal and work environment dimension.

2.2. Design Management

2.2.1. Design Management Definition and Roles

In order to give some historical context of this concept, Mozota (2003) stated “Design Management originated in Great Britain in the 1960s. At the time, the term referred to managing relations between a design agency and its clients. In 1966, Michael Farr observed the advent of a new function: the design manager, whose mission was to ensure the smooth execution of projects and to maintain good communications between the design agency and its clients. As far as he was concerned, the role could be played either by the design agency or by a manager from the client company, since the objective

was to keep communication open” (p. 68). However, since the 1960s the concept of Design Management has evolved and changed considerably.

Nowadays, a design manager not only ensures the smooth execution of projects and maintenance of good communications between the design team and the client, but as Best (2010) pointed out, works toward the “successful management of the people, projects, processes and procedures behind the design of our everyday products, services, environments and experiences... Equally, design management is about the management of the relationships between different disciplines (such as design, management, marketing and finance) and different roles (such as clients, designers, project teams and stakeholders).” (p.8)

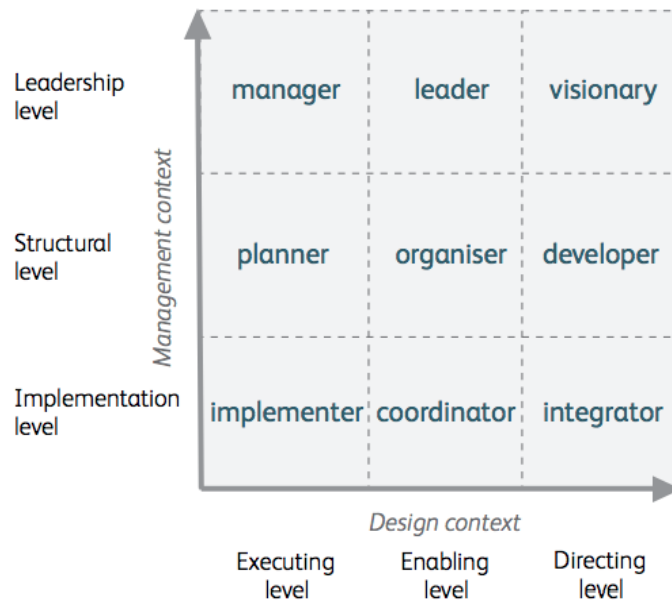
Additionally, Mozota (2003) added “Design is no longer seen as the output of design-form, but as a creative and management process that can be integrated into other organization processes” (p. 114) which as consequence modifies the traditional structure of management, since now design is apply as a management tool in order to create differentiation in the internal capabilities of the company according to the author.

However, Rüedi & Baars (2016) suggested that “design management encompasses both the complexity of the managerial context (where the role is applied) as well as the function or activity of design (what is aimed at)” (p.4), so by connecting both dimensions the role of design management “becomes less specific and management oriented and provides a larger variety of roles that correspond to the diversity in design activities within organizations” (p.4).

In that sense, the authors Rüedi & Baars (2016) suggested an expansion of the definition of design management by integrating a management dimension (where design management is focused on the organisation on the level of operations, tactics and strategy), and also the design dimension (where design management is focused on the function of design “whose responsibilities include not only executing design tasks, but also enabling and directing the function of design” (p.4))

The author created a visual representation that shows nine possible design management roles taking in consideration the two dimensions, and indicating three areas of focus:

Figure 1. Design Management roles



Design management roles. Source: Baars (2016).

“Whereas in the one-dimensional view of design management leadership roles would centre on operational or functional leadership, new business realities and demands – resulting from organizational change – require leadership roles in design as well. This added focus generates greater complexity and a multidisciplinary view, but allows design to be represented and integrated throughout all aspects of the organization.” (p.4)

With this expanded concept, design management intent in one hand to upworth the organisational performance (in a leadership level), but also can direct the application of design (in a directing level) according to the figure above, and therefore each role helps to clarify the purpose and give direction to the organization.

According to the Design Management Institute (DMI), founded in 1975, “the scope of design management ranges from the tactical management of corporate design functions and design agencies, including design operations, staff, methods and processes—to the strategic advocacy of design across the organization as a key differentiator and driver of organizational success.”

Also de DMI stated that “on a deeper level, design management seeks to link design, innovation, technology, management and customers to provide competitive advantage across the triple bottom line: economic, social/cultural, and environmental factors. It is the art and science of empowering design to enhance collaboration and synergy between "design" and "business" to improve design effectiveness.”

Advocates of design management generally propose the integration of “design awareness” into all aspects of the business and at every organizational level. Cultivation of design awareness can help senior decision makers recognize and make use of design’s potential to enhance business performance (BIRD, 2008, p. 120), providing organizational success and enhancing our quality of life.

2.2.2. Design Manager Characteristics and Responsibilities

In his Management book, Peter F. Drucker said that “Management is about human beings. Its task is to make people capable of joint performance, to make their strengths effective and their weaknesses irrelevant. This is what organization is all about, and it is the reason that management is the critical, determining factor. ” (2008, p.133)

One of the main characteristics a design manager should have is being conscious, and cultivating mindfulness in order to identify the strengths, pain points, or opportunities within the business and its collaborators. As stated by Tom Kelley, IDEO (1999) “Designers are experts in using the power of observation. Observation has the power to inspire and inform” (cited by Mozota, 2003, p. 116).

Consequently, design managers need to learn how to observe themselves and everyone around them, so they can gather the greatest amount of information that can help them make the right decisions, at the right time, in order to add value and inspire in strategic decisions.

Rüedi & Baars (2016) said that design managers also need the “ability to formulate and communicate convincingly” (p. 7), so they can interpret the organization objectives into functional information for anyone involved. Additionally, Best (2010) added that individuals and whole professions, tend to think in particular ways; understanding these different approaches (analytical, structured, linear or holistic, intuitive and iterative) is an important part of being a design manager. (p. 13).

For instance, the development of a new service, product or experience is a task that involves the input of professionals from different areas, where each of them have their own capabilities and skills. Consequently, a design manager requires the capacity to bring together all collaborators involved in the project, understanding the autonomy, processes and value of each of them, in order to be able to work in an interdisciplinary and collaborative environment. In Rüedi & Baars (2016) words this is “building a creative environment” (p.7).

The way the design manager integrates all disciplines, taking in consideration that it has to be at the right phase with the right approach, to avoid losing time and energy, will have a direct and enormous impact in the final outcome of the project, if it is a success or even a failure.

The combination of creativity, collaboration, advocacy, and humanism that is at the heart of design education and practice distinguishes it from management education and practice, which emphasizes financial performance and operational efficiency (BIRD, 2008, p. 119). In that sense, the intrinsic characteristics of both roles complement themselves to a better problem-solving approach that design managers have to assess in the challenges faced nowadays by business and society.

On another hand, part of the job of a design manager, and one of the key responsibilities, is overcoming the political and organisational barriers inherent in large organisations. According to Best (2010), in order to achieve that, the design manager needs to identify ways to “add and create value within the framework of both product-service systems and organisations themselves.” (p.174).

Therefore, since all organisations have their own habits and attachments, the design manager is also responsible for the successful adaptation of the organisation members, and for a fluent development of the organisation culture with any change that may affect the current strategy, structure or system, to avoid resistance and make sure the new reality is accepted.

In shorter words, a design manager is an observer, differentiator, integrator, and communicator who has the knowledge, experience and skills, from both the design and management spectrum, to be able to manage people, build relationships, processes and projects using a people-centered approach, to achieve successful results and the maximum benefit of all stakeholders.

To synthesize all the information presented, following are summarized the different characteristics and responsibilities the Design Managers should have and develop within their role:

Design Manager Characteristics:

- Power of observation (able to identify the strengths, pain points, or opportunities)
- Creativity
- Integrator (team building, group collaboration)
- Humanism (people-centered approach)
- Differentiator
- Holistic and outside-in perspective (empathy)
- Communicator (connect and convince others)

- Build trust and reduce biases (open mindedness)
- Maintain a motivated and engaged attitude (self motivation)

Design Manager Responsibilities:

- Create efficient processes, structures, tools and methods
- Build and manage relationships between different disciplines
- Shape customer experiences, products, services, brands and communication
- Implementing design through planning of activities and project management
- Build a creative environment
- Transform abstract ideas and fuzzy situations into specific information
- Enhance financial performance
- Develop organisation culture
- Overcome organisational barriers
- Identify ways to add and create value within strategic decisions
- Develop human-centred, innovative, and sustainable value propositions

2.2.3. Design Management Downsides

According to the Rüedi & Baars (2016) Design Management concept previously presented, this role is integrated by 2 dimensions, the managerial spectrum and the design spectrum, and within each dimension the Design Manager can perform at a Executing/Implementation level, Enabling/Structural or Directing/Leadership level. Therefore, these are some of the downsides that Design Management professionals may encounter in their work environment.

Work environment are the “contextual characteristics that influence creative behaviours in an organisation such as characteristics of the job, work setting, and relationships with co-workers and supervisors” (Shalley et al., 2004).

Peter F. Drucker pointed in his book *Management* (2008) that “management brings human effort from all disciplines together in a single organization and therefore has become a new social function” (p.139). Additionally, Good et. al (2016) cited “Relationships with supervisors and managers are among the most important relationships we have at work (Dienesch & Liden, 1986), and work in groups often depends on effective cooperation and coordination between members (Mathieu, Heffner, Goodwin, Salas, & Cannon-Bowers, 2000).” (p.13)

Therefore, since design managers deal with human beings it could be said that one of the downsides they probably come upon is the relationships with superiors, colleagues, partners or any person they deal with.

The author also stated that managers are what hold together every institution, and that to be one does not necessarily mean to have power over others, just everyone who performs any management task can be a manager Peter F. Drucker (2008). Therefore, it could be said that some design managers may come upon disadvantages, if there is increasing responsibility within their role, but little authority or poor communication with superiors, due to the leadership type or structure of the enterprise.

Additionally, Kerzner (2009) state that these are some of the downsides managers experiences in their role, which could be present in the managerial spectrum of Design Management:

- Unlimited work requests or all requests having a high priority, which is basically workload
- Project complexity
- Project risks
- Customer’s special requirements and scope changes
- Changes in technology

Since designers are educated in prototyping, visualization techniques, and creativity process, among several design methods, “Design managers should think of methods to improve the key factors of creativity in the business context” (Mozota, 2003) which at some point could generate creativity exhaustion, especially if the work environment is not attractive, and do not stimulate a creative flow.

Additionally, even if designers are “increasingly hired into organizations and subsidiaries and design service providers are given assignments way beyond the ‘normal’ design tasks” (Rüedi & Baars, 2016), another downside of the Design Management role may be the misconceptions of some organizations about the characteristics and responsibilities about this role, which could bring some conflict with the work environment.

In order to summarize all the information developed, following are recapitulated the different downsides Design Managers may experience within their role:

- Project complexity
- Workload
- Project risks
- Work environment
- Relationship with superiors or colleagues
- Customer’s special requirements and scope changes
- Changes in technology
- Creativity exhaustion
- Increasing responsibility, but little authority

2.2.4. Design Management Outcomes

According to Best (2010) “Taking a managed approach to design increases the chances of delivering projects that demonstrate tangible, valuable outcomes, which:

1. Are satisfying, value-adding and value-creating (in terms of user-experience, or financial or brand value, for example)
2. Are inclusive and of maximum benefit to all stakeholders involved (from the sponsor to the end-user)
3. Contribute positively, not impact negatively, on the future (for example, environmental damage or community disengagement).” (p. 194)

In order to exemplify all the outcomes pointed out above, it is going to be introduced very briefly three of the several cases described by Best (2010) throughout her work.

- **Case 1 Porsche: Satisfaction, value-adding and value-creating**

Consumer perception is everything, especially in a market as luxury cars. After a survey made by the Luxury Institute it was found out that the “Porsche brand is associated with power, style, excitement, value, elegance, trust and respect”. The Porsche company, has successfully maintained its status among the luxury market by “nurturing the brand through both management and design decisions, creating product lines and editions that are true to their core values and their loyal enthusiasts” (p. 139)

Figure 2.1 Nielson Business Media Inc., 2009. Picture © Porsche



However, Porsche since 2002 produced a five-seater sporty SUV, named Cayenne. This strategic action gave Porsche the opportunity to amplify their products offer, and as consequence open up to new customer groups in the international market. Also, “the introduction of a ‘green’ version, the Cayenne Diesel, in 2009, symbolised both Porsche’s tradition and future – dynamic performance and superior economy” (p. 143)

Figure 2.2 Nielson Business Media Inc., 2009. Picture © Porsche



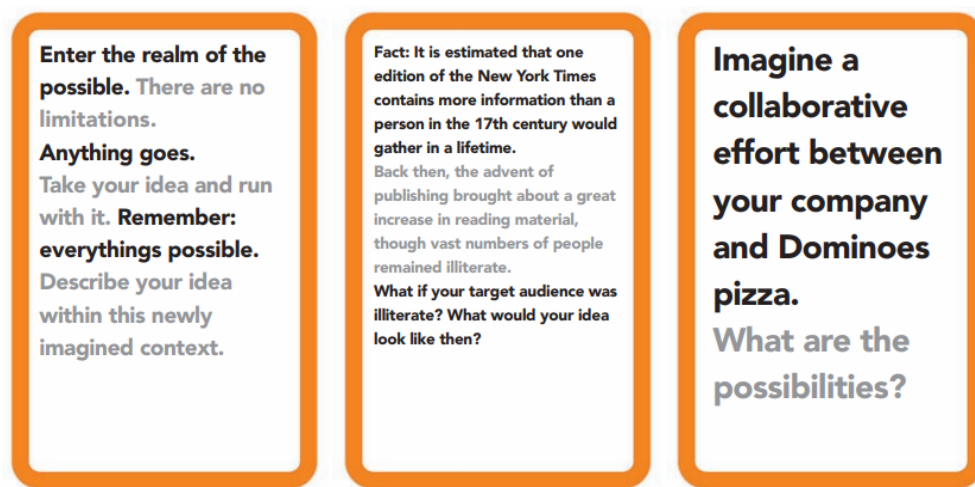
Therefore, according to the three levels of value creation through design established by Mozota, this outcome could also be called “Design action”, which means the “Design’s impact on the company’s offer, or on the creation of differences valued by the market.” (2003, p. 259). Therefore, what Porsche did was made a strategic decision to introduce a new product to a new market, that brought a financial result and generated brand value.

- **Case 2 Ping Pong Agency: Inclusive and of maximum benefit to all stakeholders**

This Dutch company uses cards to “creatively explore ‘what if’ scenarios with clients and stakeholders, to get them engaged in and thinking openly about the

challenges presented and opportunities available. Exploring ideas in an open-minded way during early stages of projects helps to spur dialogue and debate.” (p. 45).

Figure 3. ‘what if’ cards by Ping Pong agency



Therefore, the agency with this problem-solving approach is involving different collaborators in the creation of the desired outcome. According to Mozota and the three levels of value creation through design, this could be the “Design function” stage, which means that the “Design’s impact on the company and its coordination methods” (p. 259). In simpler words, it is how the company manages its interdisciplinary relationships and how to organize the processes and procedures of any design project, to obtain the maximum benefit of all stakeholders.

- **Case 3 MAS Eco-Go Beyond: Contribute positively, not impact negatively, on the future**

MAS Eco-Go Beyond is a programme with the goal of teaching sustainability to community schoolchildren, and this way supports the community, organisation, sports and environment. “This framework supports community education, infrastructure and sustainable livelihoods; helps people realise their potential; and builds the sense of a cohesive family.” (p. 95)

Figure 4. MAS Eco-Go Beyond project focused on educating school children on sustainability



Additionally, the model building of MAS Intimates Thurulie is “a visionary departure from the traditional factory, setting new standards for ethics and environmental stewardship in manufacturing’ (Holcim, 2008) (p. 99)

Figure 4.1 ‘model building’ for Plan A eco-initiative



This company focuses on the human side of business while creating and communicating a positive vision of the future with these programas and statements. According to Mozota's three levels of value creation through design, this is the last stage called "Design vision" in which "Design's impact on the company environment, or the transformative function. (p. 259)

Additionally, Mozota (2003) added that "Design management is also a tool for change. The employee is no longer only a problem solver; his role is to represent, to "shape," his own environment." (p. 258)

Therefore, in order to conclude this chapter, it is clear that the nature of design management is more integrative, with a cultural and environmental approach, and in consequence, has a more holistic vision to solve contemporary challenges, and how businesses and organizations operate.

These concepts of the outcomes of design management written by Best (2010), and the levels of value creation through design by Mozota (2003) can also be relatable to what Papanek (1985), as he noted, "design must be meaningful" (p. 6) and later added "design is the most powerful tool yet given man with which to shape his products, his environments, and, by extension, himself." (p.102).

On another hand, Best (2010) pointed out that "Current global trends related to creativity in design businesses identify the creative industries as one of the fastest-growing sectors in the world and one of the best ways to increase competitive advantage between commercial companies and even entire countries." (p.8). Therefore, design management is a way to stand out from competitors and the mass of companies currently present in the market.

Lastly, according to Mozota (2003) "designers anticipate new needs and create new answers to meet constraints while integrating progressive technologies" (p.38), and if organisations apply a people-centred problem-solving design process, which means to

involve end-users within the creation process, companies are going to be able to generate new products and services based on real human needs and not market needs. This approach can also guide companies in the transformation of an existing brand or adaptation to a new market, with a more innovative, ethical and sustainable mindset. That is how design management adds values not only to corporations, but most important to society.

2.3. Mindfulness

2.3.1. Mindfulness Definition

Dr. Jon Kabat-Zinn, an MIT-educated scientist, largely credited for introducing the mindfulness meditation practice into western medicine since 1970 and creator of Mindfulness-Based Stress Reduction (MBSR) method, defined mindfulness as “the psychological capacity to stay willfully present with one’s experiences, with a non-judgemental or accepting attitude, engendering a warm and friendly openness and curiosity” (2005).

In order to introduce a background of this term, Kabat-Zinn (2003) explained in his work that historically, mindfulness has been called the heart of Buddhist meditation, so it resides at the core of the teachings of the Buddha, also traditionally described in the Chinese notion of Tao “the way things are”.

Another definition is the one presented by Brown & Ryan (2003) in which they defined mindfulness as a “receptive attention to and awareness of present events and experience”, so the central message is that in mindfulness we are trying to be in the here and now, instead of trying to get anywhere. This definition could be compared to the concept of *Flow* presented by Jeanne Nakamura & Mihaly Csikszentmihalyi (1990) establish that is “the state in which people are so involved in an activity that nothing else seems to matter; the experience itself is so enjoyable that people will do it even at great cost, for the sheer sake of doing it”. Therefore “viewed through the experiential lens of

flow, a good life is one that is characterized by complete absorption in what one does.” (Csikszentmihalyi, 2009, p.89)

In an interview made to Dr. Jon Kabat-Zinn in February 2014 by the Mindful Magazine, he said that “Mindfulness is not a special state you achieve through a trick or a technique. It is a way of being” and in other of his works added “in fact, the term “practice” used in this way is better understood as a way of being, a way of seeing, which is embodied, inhabited, grown into through the implementation of the methods and techniques that comprise the discipline.” (Kabat-Zinn, 2003, p. 148)

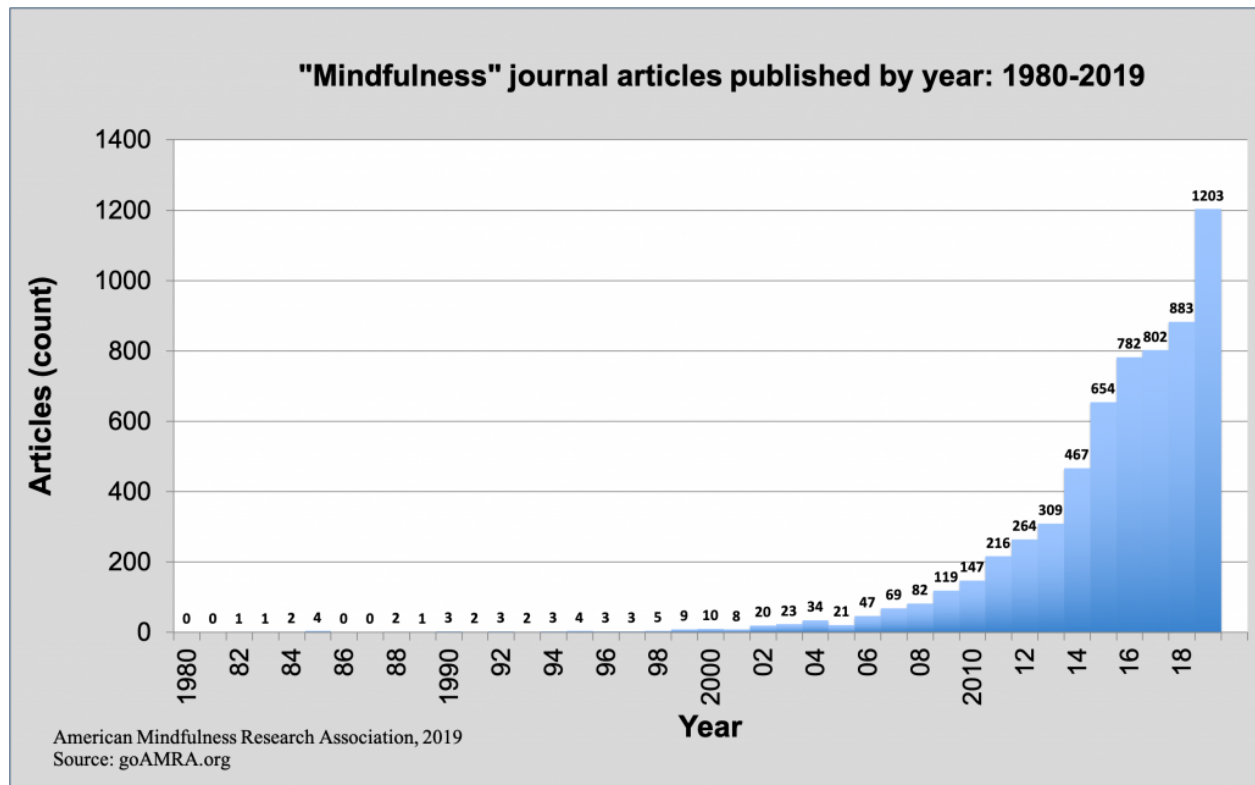
Therefore, mindfulness is a way of living, because the idea is to learn how we see ourselves and intentionally cultivate the attitude of non-striving, meaning “to try less and be more”. Therefore, it is a practice without attachment to outcome.

According to Janice Marturano (2014), former vice president at General Mills, what it means to be mindful is “when you are present for your life and your experience just as it is, not as you hoped it would be, not as you expected it to be, not seeing more or less than what is here, not with judgments that can lead you to a conditioned reaction, but for exactly what is here, as it unfolds, meeting each moment with equanimity.”

In addition, Hafenbrack (2019) said that mindfulness decreases automaticity and increases awareness and regulation that can help people be in the present moment, not only in alignment with the self but also with the needs of others. By understanding their own internal processes, individuals can be more aware of the emotional processes of others. (p.3)

The number of research publications on mindfulness per year grew from zero in 1980 to 842 in 2018, as the following chart of the American Mindfulness Research Association present:

Figure 5. Mindfulness journal articles published by year: 1980-2019



2.3.2. How to practice Mindfulness

Ehrlich (2017) established that “you can practice mindfulness formally, as in meditation, and also informally in any activity. Mindfulness does not mean stopping. So, for example, you can be mindful while walking or exercising (you can count your breaths as you move), eating (feel how the food feels in your mouth and stomach), and in meetings (scan the reactions of those around you)”, that is why Yoga and Taichi are essentially the practice of exploring your body while moving mindfully. (p. 238)

Also according to Hafenbrack (2019) “Mindfulness can arise organically but can also be intentionally cultivated as a fleeting state or a stable trait by engaging in mindfulness meditation” (p.1).

The idea is to approach every task as it is the first time we have ever done it, even if it the same meditation or breathing exercise, we can teach our mind to stop wandering and get it back to fully live the present moment, and be open to whatever it contains, so we can acquire the skill on how to take control of our mind, rather than our mind being in control of us, by focusing non-judgmentally on one thing.

The program Mindfulness-Based Stress Reduction (MBSR) created in 1979 by Jon Kabat-Zinn, was initially offered to an outpatient stress reduction clinic at the University of Massachusetts Medical Center. It consists of 8 weekly sessions of 2 and a half hours, *“as a training vehicle for the relief of suffering”* Kabat-Zinn (2003). The program includes intensive mindfulness meditation, body scan, and also cultivated mindfulness in daily activities such as eating, and as a resource in emotionally challenging situations.

Also the idea of the program MBSR was to serve as a model for the creation of other therapies in which stress, emotional and physical pain, or illness and disease were primary concerns according to Kabat-Zinn (2003). Some of the other methods created are:

- Dialectical Behaviour Therapy (DBT) created by Marsha Linehan (1993), based on the idea to learn to manage distress, regulate emotions and be effective in relationships.
- Mindfulness-Based Cognitive Therapy (MBCT), developed by Segal, Williams, & Teasdale (2002) initially created for preventing relapse of depression.
- Acceptance and Commitment therapy (ACT) developed by Steve Hayes, and Smith (2005), it emphasises in a non-judgemental and accepting approach to our experiences, whether they are good or not so good, such as including difficulties such as anxiety and depression.

What is Meditation

Contrary to what many people think, meditation is not about stop thinking, and trying to do it is not only nearly impossible, but also counterproductive, instead Meditation is the “mental training of attention, where the practitioner intentionally engages the mind by bringing an increased awareness to thought and feeling” according to Basso (2018).

Andy Puddicombe said during his TEDxTalk “All it takes is 10 mindful minutes” (2012) that “meditation is familiarizing ourselves with the present moment”. Consequently, the practitioner has a direct *experience* of what they are living at that exact moment, in order to have a better understanding and greater appreciation of the *here and now*, instead of “getting lost in thoughts or overwhelmed by emotions” as Puddicombe also said in his TEDxTalk.

The experience of meditation helps you develop an attitude of openness and acceptance, “scanning your internal and external environment gives you clues about your reactions and impact” (Ehrlich, 2017, p. 234). Therefore, it will help the practitioner build self-awareness, which could consequently bring clarity to his thoughts and resilience with his emotions.

Another common misconception about meditation is that even though it shares a very long history with religion and offers a spiritual component for some practitioners, it is not necessarily a religious or spiritual practice. Also as Ehrlich adds in his work “meditation is increasingly being studied and practiced as a science-based mental exercise” (2017, p. 234).

Killingsworth & Gilbert (2010) said that “people report less happiness when their minds wander to the past or future compared to when focused on the present moment (as cited in as: Andrew C. Hafenbrack, et al. (2019, p. 3). Accordingly, the practitioner starts to pay attention to what is going on inside him and learns how to be less distracted and more present.

Overall, meditation is both a *practice* and an *experience*, which is based on actively paying attention to what we think and feel in order to cultivate self-awareness. It is a skill in which the practitioner familiarizes himself with the here and now for a limited period of time.

How to meditate

Since meditation is a practice of ancient origins, it's an exercise that can adapt and evolve depending on the practitioner's needs. There exists countless types and techniques of meditation practices. It can start by taking the time to pay attention to where we are, being aware of our body, thoughts and feelings.

Roger Walsh and Shauna L. Shapiro in the article “The Meeting of Meditative Disciplines and Western Psychology” for the American Psychological Association (2006, p. 229), point out that meditations vary in terms of the following:

1. The type of attention: Concentration meditations aim for continuous focus primarily on one object, such as the breath or an inner sound. Awareness or open meditations aim for fluid attention to multiple or successively chosen objects.
2. The relationship to cognitive processes: Some practices simply observe cognitions such as thoughts or images, whereas others deliberately modify them.
3. The goal: Some practices aim to foster general mental development and well-being, whereas others focus primarily on developing specific mental qualities, such as concentration, love, or wisdom.

The following table, extracted from the scientific article written by Waters et al. (2015, p. 105), illustrates several meditation practices. Even though each of them possess particular characteristics, the core of all is that the full attention —mind, body, and heart— of the practitioner are completely absorbed in the present moment.

Figure 6. Summary of meditative practices

Table 1 Summary of meditative practices

Meditation practice	Intention of the practice
Acem	Thoughts, memories, emotions and sensations emerge and pass through the objective awareness of the practitioner, without any volitional attempt to control the content
Centering prayer	A method of silent prayer that prepares the practitioner to receive the gift of contemplative prayer, prayer in which the recipient experiences God's presence within them
Loving kindness meditation	Deliberately focussing attention on positive feelings such as compassion, warmth and care for self and others
Mindfulness	Deliberately focussing attention in the present moment, without judgment, to the experience that unfolds (Kabat-Zinn, 1990); attentional faculty comprising of continuous attention to an object without forgetfulness or distraction (Wallace 2006)
Mindfulness-Based Stress Reduction Programme (MBSR)	An 8-week group programme utilising various forms of mindfulness meditation including breath awareness, body scan exercises, walking and eating meditations and hatha yoga (Kabat-Zinn, 2003)
Shamatha	Placing attention on a mental image or visual object to attain attentional stability, vividness and introspection (10 stages of attentional development)
Transcendental meditation	Silently repeating a word or mantra to achieve a meditative state. When distracting thoughts arise, attention is repeatedly redirected back to the mantra
Vipassana	Non-attached observation of bodily sensations and thoughts. Awareness is repeatedly redirected to the breath in the face of mental distractions
Yoga Nidra	Attention is withdrawn from wishing to act and deployed towards sensory stimulation or imagination, while maintaining neutral observation of experience
Zen	Focussing attention on a word puzzle or breath awareness to exclude mental distractions and reach a heightened state of consciousness

Meditative practices are presented in alphabetical order

However, to meditate the practitioner don't need to know or apply any specific practice, it can be as simple as following these elements outlined in the article by Zylowska et al. (2008):

1. Bringing attention to an “attentional anchor” (usually a sensory input such as breath)
2. Noting that distraction occurs and letting go of the distraction.
3. Refocusing or reorienting attention back to the “attentional anchor.”

Therefore, there is not a perfect method to meditate, because the practitioner can do it whenever and however is best for him, it could be guided by an expert or non-guided meditation practice. It only takes to find a place to sit still and feel comfortable, be there for a few moments and start to calm the mind, by focusing on the breath or any other anchor.

It takes consistency to get comfortable with any new practice, so if the practitioner does it regularly will become more confident in the process, and stable during the practice. Sometimes the focus will wander or will get distracted by thoughts, but that's part of the experience, the important thing is that every day is a step forward to sit still, learn how to be comfortable with the mind, and integrate the qualities experienced during the meditation practice into the rest of the day.

2.3.3. Benefits of Mindfulness

The ultimate idea of learning how to practice mindfulness is to transfer our ability from the learning environment, whether it is in meditation or in a session with an instructor/therapist, and use that skill into the real world, since the practice can be completely spontaneous, and incorporated in our entire life we can be mindful at work, at home, while socializing or doing a solo activity.

According to Good (2016, p. 2) “Research in such disciplines as psychology, neuroscience, and medicine provides a wealth of evidence that mindfulness affects

attention, cognition, emotions, behavior, and physiology in positive ways. A small but growing body of work in the management area also suggests that mindfulness is linked to better workplace functioning (Glomb, Duffy, Bono, & Yang, 2011)”

Nowadays, Mindfulness-based programs are offered in hospitals and clinics around the world, as well as in schools, workplaces, corporate offices, law schools, adult and juvenile prisons, inner city health centers, and a range of other settings. Kabat-Zinn (2003, p.149)

Following are presented several prominent studies (Kabat-Zinn, 2003, 2014; Brown, 2003, 2007; Hunter, 2008, 2013; Lebuda, 2015; Erlich, 2017; Basso, 2018; Hafenbrack, 2019) regarding the benefits of mindfulness in a personal, and workplace spectrum.

Personal Benefits

Due to the increasing pressure and speed all around us, people are used to experiencing stress and emotional exhaustion on a daily basis, but by practicing mindfulness, either by a meditation practice or in any other activity they do, people would be able to step back from automatic reactions and look at the situation in a more holistic approach, which results in a healthier perspective on life. Consequently, they will increase self-awareness by connecting with themselves, with their emotions and thoughts.

Hunter (2013, p. 59) said “If people pay attention to their mind, body, and emotions, they begin to approach the world with more openness and inquisitiveness. Quite often that touches off deeper values, such as concern for others and the world at large.”

Dr. Jon Kabat-Zinn (2014) said that “there are tremendous benefits that arise from mindfulness practice, but it works precisely because we don’t try to attain benefit. Instead, we befriend ourselves as we are. We learn how to drop in on ourselves, visit, and

hangout in awareness”. Therefore, mindfulness helps with acceptance of ourselves, and also the daily circumstances we encounter.

Even though mindfulness involves a non-striving attitude, it should not be confused with passivity/non-action. “Indeed, autonomous motivation—that is, the drive to pursue activities perceived as important, valued, or enjoyable—appears to be higher among mindful individuals (e.g., Brown & Ryan, 2003; Levesque & Brown, 2007)” as cited by Good et al. (2016, p.12).

Basso (2018), found out in his study that after 8 weeks of a daily 13min meditation practice practitioners resulted in decreased negative mood, anxiety, and fatigue, and on the other hand, enhanced paying attention, working memory, and recognition memory.

Additionally, the author also suggested that a shorter daily meditation (less than 13-min) can give significant benefits in non-experienced meditators, and have similar behavioral effects as longer duration and higher-intensity meditation practices (p. 215). Malinowski & Lim (2015) said that “Mindfulness inductions, as short as seven minutes, have been associated with increases in positive affect” (as cited Hafenbrack, et al. (2019, p.3). Therefore, a wide range of meditation varying in intensity and durations have an overall positive effect on practitioners.

Good et al. (2016) also cited in their work “Mindfulness also may improve relationships through greater empathy and compassion. Related research supports an association between trait mindfulness and empathy (Dekeyser, Raes, Leijssen, Leysen, & Dewulf, 2008)” (p.13).

Brown (2003) said that “by adding clarity and vividness to experience, mindfulness may also contribute to well-being and happiness in a direct way”, and also added that “awareness is thought to enable the identification of needs, conflicts, and existential concerns.” (p.823)

In the study made by the author “Mindfulness as a predictor of day-to-day self-regulation and Well-being”, one of the results indicate that “when acting mindfully, individuals are acting in ways that are concordant with values and interests” (p. 839). It is also likely that feelings of choice as well as feelings of enjoyment increase mindful attention to one’s actions (Langer, 1989), as Brown (2003) cited.

In the same study, specifically in a clinical context, the author found out that the results showed “higher levels of mindfulness were related to lower levels of both mood disturbance and stress before and after the MBSR intervention. Increases in mindfulness over the course of the intervention predicted decreases in these two indicators of psychological disturbance.” (p. 843).

Workplace Benefits

According to a national survey of large corporations by Fidelity Investments and the National Business Group on Health (2019), 60% of organizations offered yoga or meditation courses to their employees. Mindfulness inductions may also be used more precisely in situations when mindfulness is known to be beneficial such as when individuals feel excessive amounts of stress (Brown & Ryan, 2003), before they make a large decision (Hafenbrack, Kinias, & Barsade, 2014), or in advance of a challenging conversation (Beckman et al., 2012; Long & Christian, 2015), as cited Hafenbrack (2019, p.1).

The author studied if mindfulness increases prosocial behavior in the workplace or work-related contexts. In the study, to demonstrate one of their hypotheses, they examined the effects of two different mindfulness practices, the first one “focused breathing” and the second one “loving kindness meditation”, and concluded that “all mindfulness meditations do not have identical effects”. Hafenbrack (2019)

Additionally, the author demonstrated that as little as one session of mindfulness practice enhances prosocial behavior. “The prosocial consequences of mindfulness are

likely to improve the work lives not only of those who practice it, but also the many with whom they work and interact.” (p.15).

Lastly, Hafenbrack (2019) hopes that their findings “may prompt organizations to be more open to mindfulness programs, given that the interpersonal benefits will help workers and organizations function more smoothly, especially in workplaces that require ever more frequent and stressful team, customer, and co-worker interactions” (p. 15).

On another hand, Erlich (2017) research suggests that the ability of leaders to step back from automatic, habitual reactions to distress is the facet of mindfulness most central to predicting the work engagement and wellbeing of their employees (p.240).

Also, the author highlights (p.240-241) other mindful applications that help leaders and employees to experience less stress and emotional exhaustion, such as:

- Perspective-taking: this is the heart of effective negotiation, once the other person feels connected and heard, the manager is able to influence them.
- Working with teams: once goals are clear, as a manager engaging the team requires to understand each individual’s values, purpose, and vision.
- Understanding results: businesses tend to be obsessed with short-term financial metrics, instead of creating shared value, and measures that benefit all stakeholders in the community.
- Managing expectations: managers and leaders need to buffer the pressure set by the collective that affects the team, and start taking into consideration variables that affect their own success.
- Decision-making: by learning mindfulness managers and leaders can be clear-headed about decisions, and avoid making the same mistakes.
- Identifying and developing talent: good executors not always means good executives. Managers need to learn how to shift their attention, and the more mindful they are the easier to refocus.

The author pointed out that “we can become more mindful leaders by connecting with ourselves, with our spirit, emotion, mind, and body. Being fully and authentically present then enables us to enjoy life and serve others at the highest level of our capability. We can connect more meaningfully with others, and thus positively influence and inspire them. Inspiration leads to change -personal and organizational- and potentially to transformation” (p.242)

In a MBSR program made in a worksite to study Brain, Immune Changes, and Emotional Processing, the results suggest that a mindfulness training intervention can be “delivered effectively in a work setting to a broad spectrum of employees and influence psychological and emotional health under stressful conditions.” Kabat-Zinn (2003, p.153)

Lebuda (2015) studied the mindfulness-creativity link, in which creativity is understood “as the ability to produce ideas that are both novel and appropriate (Amabile, 1996; Sternberg & Lubart, 1996)”. The author stated that a wide body of research has indeed shown that meditation training enhances creative thinking and creative performance as well as improves the ability to solve insight problems (p.22). The author meta-analysis showed that “creativity and mindfulness are significantly related, with a “small-to-medium” effect size (Cohen, 1992).” (p. 24)

On the other hand, IDEO Design Director and Co-Lead, Adam Reineck, together with Principal Designer, Adam Hilborn, wrote in their article “How meditation can make you more creative” (2016) that the practice of meditation will help to cultivate a designer’s mind, characterized by (1) open and curious mindset in order to look at challenges from many angles, (2) a rigorous and organized methodology for thinking holistically about a problem, (3) clear visual and verbal communication skills to work through and articulate potential solutions, and lastly (4) a positive and optimistic outlook that can transform problems into solutions.

On the exploratory study Mindfulness in the Workplace by Hunter (2008, p. 24), the author presents an analysis of eight interviews made to managers and professionals

who have a meditation practice. The interviewees reported in regard to response to difficulties in the work environment, that mindfulness “changed the ways they responded to difficulties in their workplaces”.

Firstly, many interviewees said that “mindfulness helped them to see difficult situations as challenges instead of threats” (p. 25). Secondly, “they became more level-headed”, which was defined by the author as “mentally well-balanced, cool, rational, and in control in difficult situations or emergencies” (p. 26), and thirdly, “they became more adaptable”, that means “able to adjust easily to changes and new conditions; capable of being modified to suit different purposes or conditions” (p. 27) according to the Encarta World English Dictionary, which was the definition used by the author.

To conclude, Hunter (2008, 5) said that “analysis of the interviews suggest that people who practice mindfulness may be more aware of their environment at work; be more accepting of their work situations; have more modest, realistic, sustainable work goals; be more selfless at work; be less concerned with material acquisition and wealth; have a more internal locus of evaluation; be more likely to derive meaning in life from sources other than just work; be better able to cope and remain calm in difficult work situations; be more likely to experience work difficulties as challenges than threats; enjoy their work more; be more adaptable at work; and have more positive interpersonal relations at work.”

Chapter 3. Research Design

3.1. Hypothesis

3.1.1 State the Hypothesis

The idea of this study is to develop an hypothesis that could be tested in future research. Therefore, the following is presented in order to see how the concepts introduced fit together:

The practice of Mindfulness helps Design Managers overcome the downsides of their role, and enhance their work performance.

3.2. Questionnaire and Interview Structure

3.2.1 Questionnaire Structure

One of the data collection methods chosen in this work was a quantitative methodology, applied in a structure questionnaire. This assessment is constituted by a series of eight questions, with complementary sub-questions, in order to gather additional levels of detailed information.

The purpose of this questionnaire was to explore the major downsides that Managers and Design Managers encounter within their role, and how they deal with them in order to keep their best performance.

Therefore, the first 4 questions explore the Design Management dimension, by asking participants if they perform this role, with questions such as in which dimension they perform (if management or design), level and the years of expertise, most common responsibilities and most important characteristics to be a Design Manager, and lastly, the main downsides they encounter in the work environment.

Afterwards, the last 4 questions were focused in the Mindfulness dimension, by asking how they deal with the downsides of their role, even if any of these activities were also performed within the work environment, and if they consider it beneficial for their performance as Design Managers, among others.

3.2.2. Interview Structure

Within the second source of data collection, the other methodology chosen was a qualitative methodology, applied in a semi-structured interview, with the idea of exploring and deepening within the research area, and also, to get insights from Design Managers exclusively. Interviews were undertaken online, and they lasted between 45 minutes to 1 hour.

Many of the questions asked in the semi-structured interview are pretty similar to the questions asked in the structure questionnaire. However, the structure is not alike. This assessment consisted of 13 questions, also with several sub-questions in order to gather as much information as possible, since replies are more explicit and the insights more valuable to the research.

Firstly, in order to get the interviewee on the same page, the session would start with an introduction/recap of the study's objectives, and also reassure confidentiality of responses. With the first 7 questions, the author wanted to get the interviewee comfortable, so the idea was to explore the participant's role, seniority, team relationship, work environment, among other general questions.

Later, the following 3 questions were specifically about Design Management, and most importantly about the downsides they encounter. Lastly, the 3 remaining questions were about Mindfulness, and all the details related to their practice and outcomes.

Chapter 4. Results & Discussion

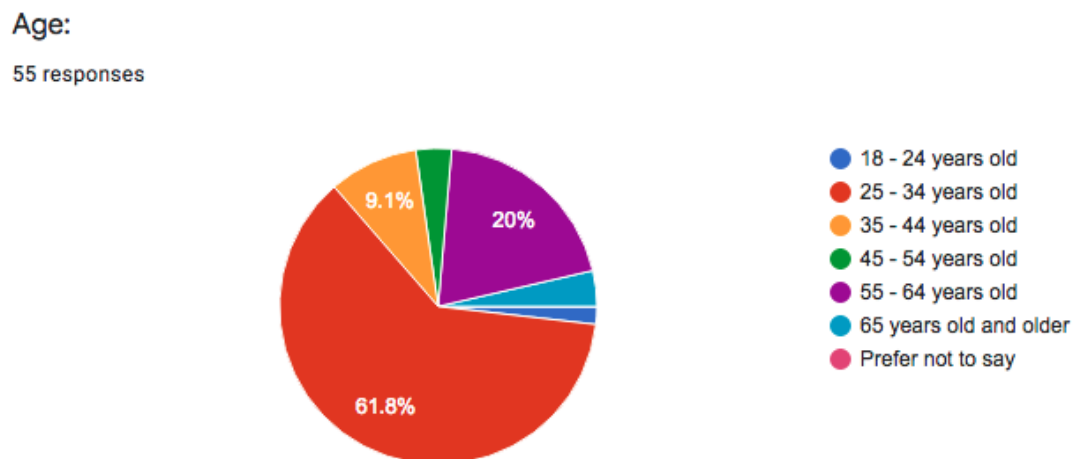
4.1. Results

4.1.1. Analysis Questionnaire

This online survey was released in May 2020 and 55 responses were received for a period of approximately 4 weeks. It is important to take into consideration that the sample size is restrictive due to its specificity, which requires primarily subjective (qualitative) data in order to provide valuable insights to address the study in question.

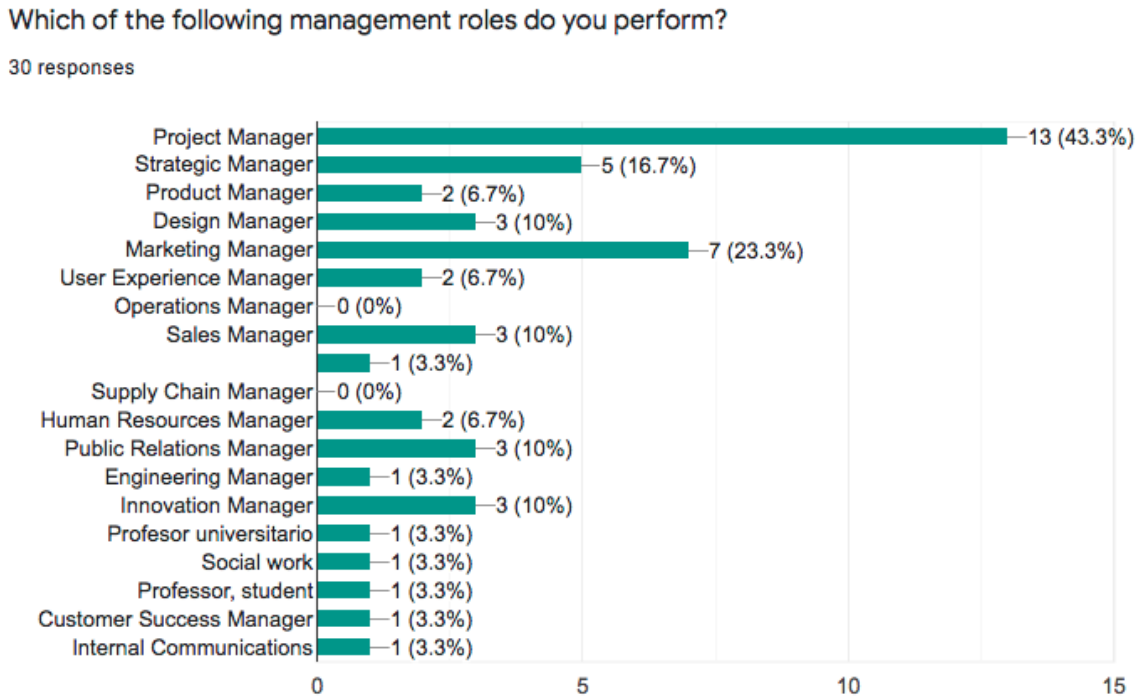
Let's start with the demographic questions, 41 participants were *Female*, and the remaining 14 subjects were *Male*. About the age range, 34 participants were between *25 and 34 years old*, 11 participants were between *55 and 64 years old*, and 5 participants were between *35 and 44 years old*, more details in the chart below:

Figure 7.1. Chart 1 Results Questionnaire



Related to a management role, 30 participants said that *they do work as managers*, and from this sample 13 participants perform a *Project Management* role and 3 of them a *Design Management* role:

Figure 7.2. Chart 2 Results Questionnaire



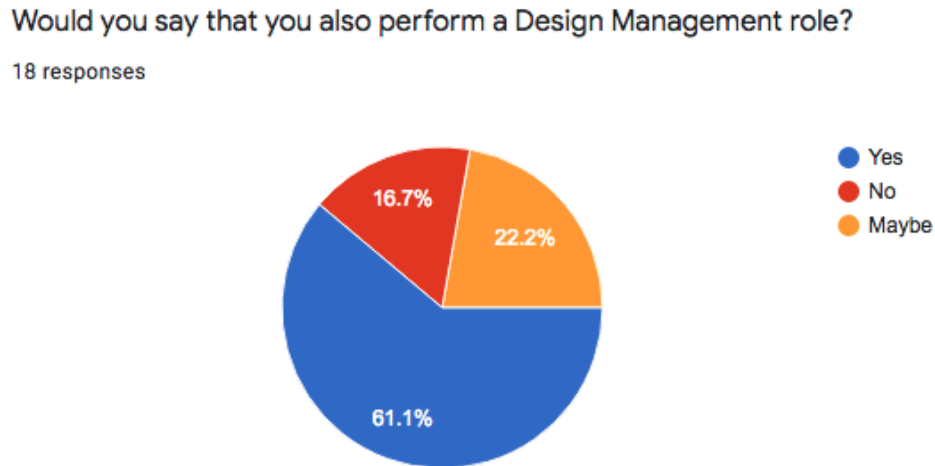
Going forward with the 30 participants that are managers, they were asked *if they know what Design Management is*, 12 participants said *Yes*, 9 participants said *Maybe*, and the remaining 9 participants said *No*. For the 18 participants that sums the *Maybe* and *No* replies, was presented the following Design Management definition:

"Design Management is about the successful management of the people, projects, processes and procedures behind the *design* of our everyday products, services, environments and experiences... Equally, design management is about the *management* of the relationships between different disciplines (such as design, management, marketing and finance) and different roles (such as clients, designers, project teams and stakeholders)" Best (2010)

Afterwards, 11 out of the 18 participants said they also perform a Design Management role, 4 of them said *Maybe*, and 3 participants replied *No*. Therefore, from the original 3 participants that identified themselves as Design Managers, now it can be

added 11 more individuals that didn't know they perform this role due to ignorance of its definition.

Figure 7.3. Chart 3 Results Questionnaire



The 23 participants that confirmed they perform as Design Managers, they pointed out that the main *responsibilities* they perform in this role are:

- Build and manage relationships between different disciplines
- Shape customer experiences, products, services, brands and communication
- Build a creative environment

Following are the top *characteristics* every Design Manager should have:

- Power of observation (able to identify the strengths, pain points, or opportunities)
- Build trust and reduce biases (open mindedness)
- Integrator (team building, group collaboration)
- Communicator (connect and convince others)

And lastly, the 3 main *downsides* of their role as Design Managers are:

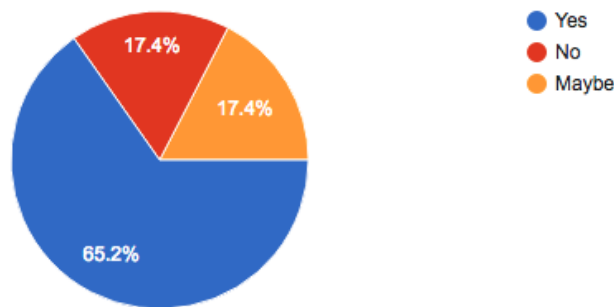
- Workload
- Work environment

- Creativity exhaustion

From these 23 participants, 15 participants confirmed that *they have a habit or practice that helps them handle these downsides*, 4 participants said *Maybe*, and the remaining 4 participants said *No*.

Figure 7.4. Chart 4 Results Questionnaire

Do you have any specific habit or practice that helps you handle the downsides of your role?
23 responses



Consequently, the following question made to the sum of the participants that replied *Yes* and *Maybe*, which represent 19 replies, was *which are the activities that they practice to handle the downsides* mentioned before and they said that the top 3 activities they practice are:

1. *Sports or physical activities*
2. *Breathing exercises*
3. *Meditation; play/listen music (tied)*

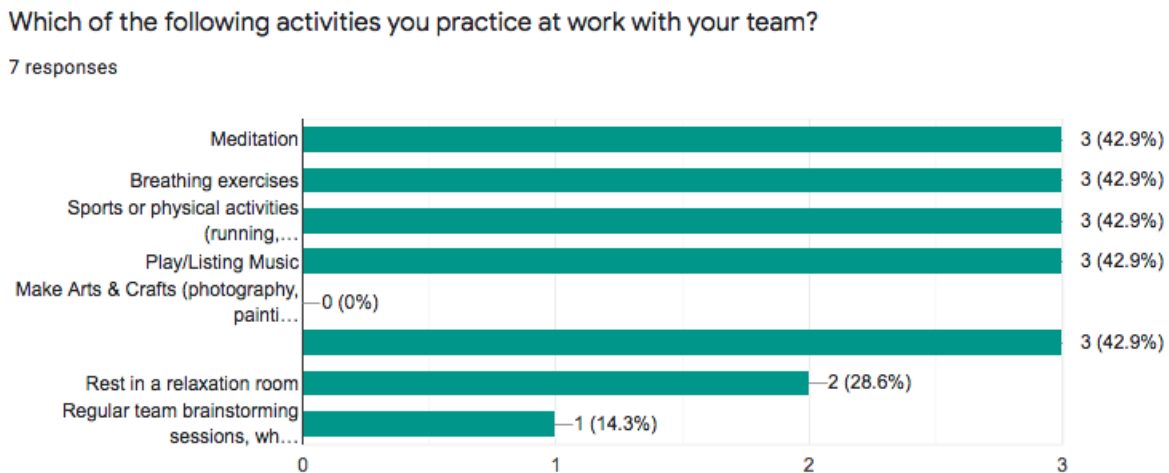
The frequency with which they practice any of these activities is *once a day* by 13 participants, in second place 5 participants said that *once a week*, and the last one said *3-4 times a week*.

Additionally, they were asked if they *also practice any of these activities within their work environment, meaning, with their team/peers* and 7 participants said *Yes*,

while 12 participants said *No*. The top activities the 7 participants practice at work with their team/peers are:

- Meditation
- Breathing exercises
- Sports or physical activities (running, yoga, hiking, cycling...)
- Play/Listing Music
- Do games/tests like puzzles, crosswords, sudoku...

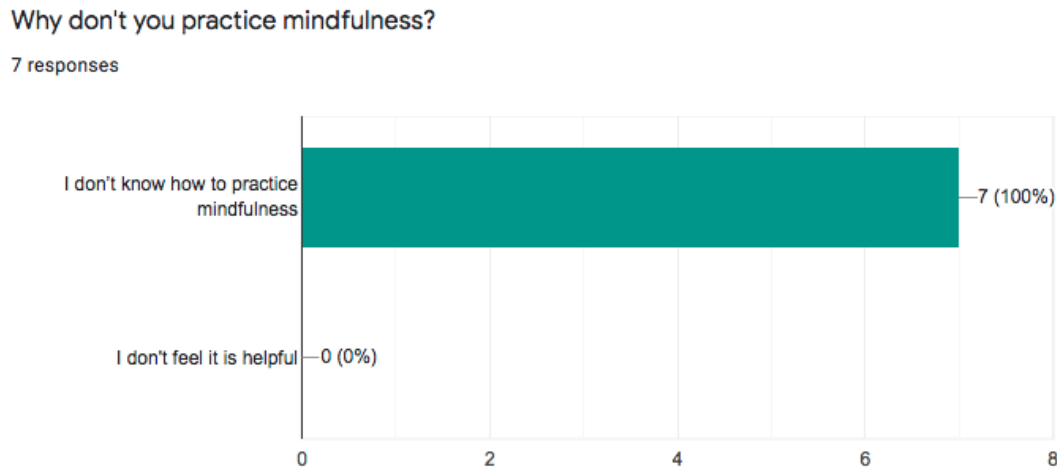
Figure 7.5. Chart 5 Results Questionnaire



Also the 7 participants (100%) *think that making these activities is beneficial for the performance of the team.*

Furthermore, 12 participants said that *they practice these activities with a mindfulness approach*, and the remaining 7 participants said that they don't practice mindfulness because *they do not know how to do it.*

Figure 7.6. Chart 6 Results Questionnaire



These 12 participants confirmed that after making their mindfulness practice they experience the following top 4 outcomes:

- *Decreased negative mood*
- *Stress/anxiety reduction*
- *Develop attitude of acceptance (non-judgemental)*
- *Generate openness and curiosity*

Additionally, all of them agreed that *adopting mindfulness practices is beneficial for their performance as Design Managers, and for the organization they work with.* According to their responses, the 3 main responsibilities that mindfulness helps them the most as Design Managers are:

- *Develop organisational culture.*
- *Build and manage relationships between different disciplines*
- *Build a creative environment*

Furthermore, the 3 main Design Management characteristics in which mindfulness helps them the most are:

- *Power of observation (able to identify the strengths, pain points, or opportunities)*
- *Humanism (people-centered approach)*

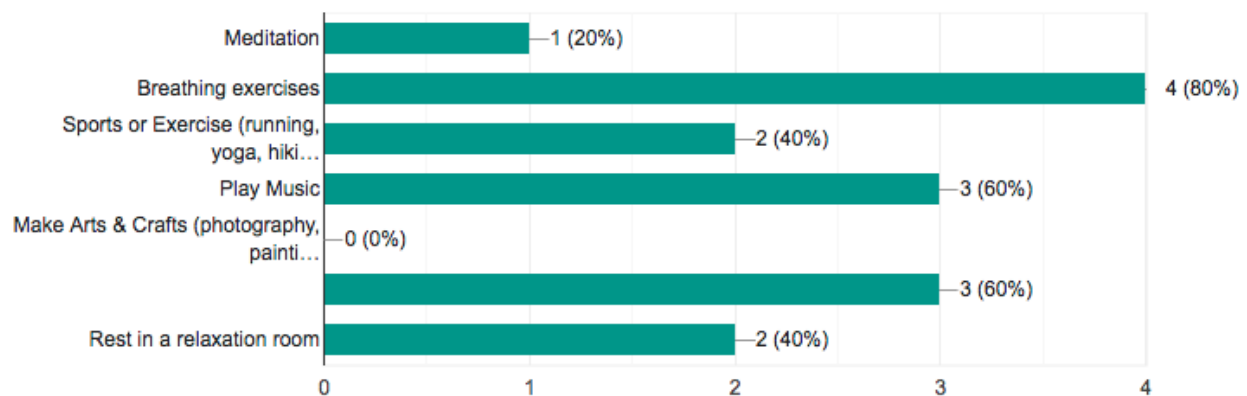
- *Holistic and outside-in perspective (empathy).*

Lastly, 5 of the 12 participants *practice mindfulness within the work environment*, meaning, with their team/peers, and the main activity they do together is *Breathing exercises*.

Figure 7.7. Chart 7 Results Questionnaire

Which of the following activities you practice mindfully at work with your team?

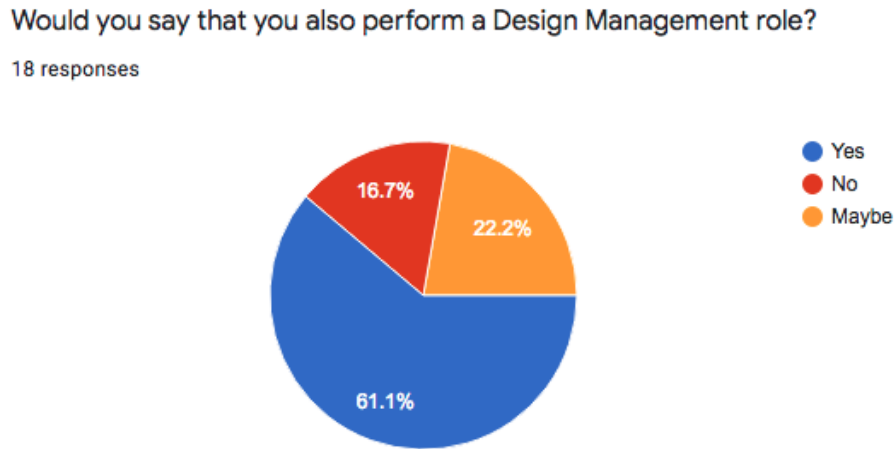
5 responses



Consequently, all the 12 participants confirmed that they *would encourage* their colleagues or subordinates to practice Mindfulness outside of the work environment, because of the *positive experience each of them have had by making this practice*, and *due to the beneficial outcomes the practice brings*.

The questionnaire was designed to also gather data from the participants who informed that they are managers but do not perform a Design Management role, which represents 7 responses, in order to not lose the opportunity to find any similarities or any valuable insight between their role and Design Management.

Figure 7.8. Chart 8 Results Questionnaire



The intention of this was to check if any of the other types of Managers have in common some of the *responsibilities, characteristics*, or work *downsides* related to the Design Management role:

Firstly, they replied that the top responsibilities they perform as Managers are:

- Enhance financial performance
- Develop organisation culture
- Coordinating and integrating activities across multiple, functional lines

According to this information, we can tell that the responsibilities chosen are also performed by Design Managers, specifically in the management dimension of the role, which means in the context where design management *is focused on the organisation, at increasing organisational performance*, rather than in the design dimension.

Secondly, these 7 subjects said that the most important characteristics to have in a Manager role are:

- Identify when objectives cannot be met or will be exceeded
- Power of observation (able to identify the strengths, pain points, or opportunities)
- Early identification of problems so that corrective action may follow

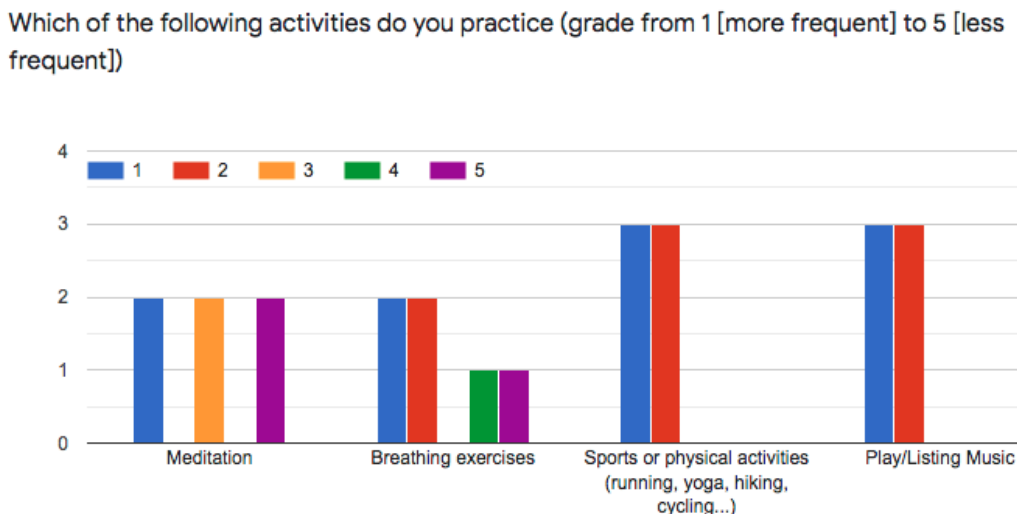
- Negotiator
- Communicator (connect and convince others)
- Holistic and outside-in perspective (empathy)

Therefore, from the 6 characteristics chosen 3 of them are also features of Design Managers, these are: *power of observation (able to identify the strengths, pain points, or opportunities)*; *communicator (connect and convince others)*; *holistic*; and *outside-in perspective (empathy)*.

The top 3 downsides of their role according to these 7 participants are: *Work environment*; *Project complexity*; and *Customer's special requirements and scope changes*. In order to handle these downsides, 4 participants said that they *have a habit or practice that helps them handle the downsides of their role*, additional 2 participants said *Maybe*, and just 1 participant said *No* because “*I don't, I just try not to pay attention to them*”.

However, the 6 participants who replied *Yes* and *Maybe* said that the top activities they practice are the following (1) *Sports or physical activities (running, yoga, hiking, cycling...)* tied in the first place with *Play/Listing Music*; and (2) *Meditation* and *Breathing exercises* tied in the second place:

Figure 7.9. Chart 9 Results Questionnaire



Also, 4 participants said that they do these exercises at least *once a day*.

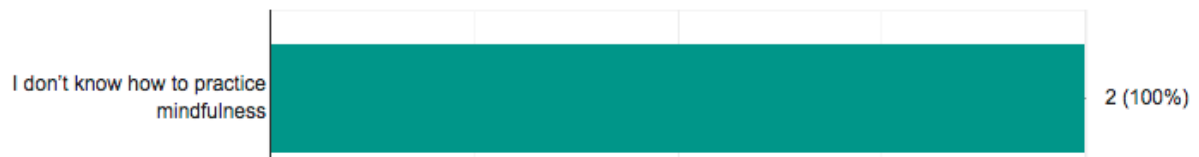
Regarding if they also make these *activities within their work environment, meaning, with their team/peers*, 2 participants said *Yes*, and the most common activities they do are: *Sports or Exercise (running, yoga, hiking, cycling...), Play/Listen Music and Rest in a relaxation room*.

Related to the Mindfulness question, from the 6 participants who said that they do have a practice or activity to deal with the downsides of their role, 4 participants of these managers make them with a mindful approach, and the remaining 2 subjects said *No*, and the reason why is “*I don’t know how to practice mindfulness*”

Figure 7.10. Chart 10 Results Questionnaire

Why don't you practice mindfulness?

2 responses



The top outcomes experienced by this 4 participants after their mindfulness practice are almost the same as the ones presented by Design Managers, with the only difference that Managers chose as the main outcome: *Diminish automaticity and increases self-awareness*, and the following outcomes will be:

- *Decreased negative mood*
- *Stress/anxiety reduction*
- *Generate openness and curiosity*

Moreover, managers chose *creativity* and *power of observation* as the top 2 characteristics in which they improve after practicing mindfulness. This is an interesting result, since both of them are also Design Managers characteristics.

Regarding their responsibilities, they told that practicing mindfulness helps them improve the performance of the following:

- Create efficient processes, structures, tools and methods
- Build and manage relationships between different disciplines
- Understand the operations of each line in the organization
- Identify ways to add and create value within strategic decisions
- Develop human-centred, innovative, and sustainable value propositions

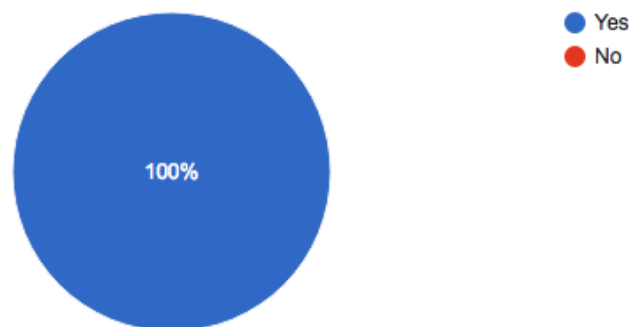
Worth noting that from these 5 responsibilities, 4 of them are also performed by Design Managers, so this is another similarity between both roles.

Lastly, these 4 subjects also agreed that *adopting mindfulness practices could be beneficial for their role as Managers and for the organization.*

Figure 7.11. Chart 11 Results Questionnaire

Do you think that adopting mindfulness practices could be beneficial for your role as Manager and for the organization?

4 responses

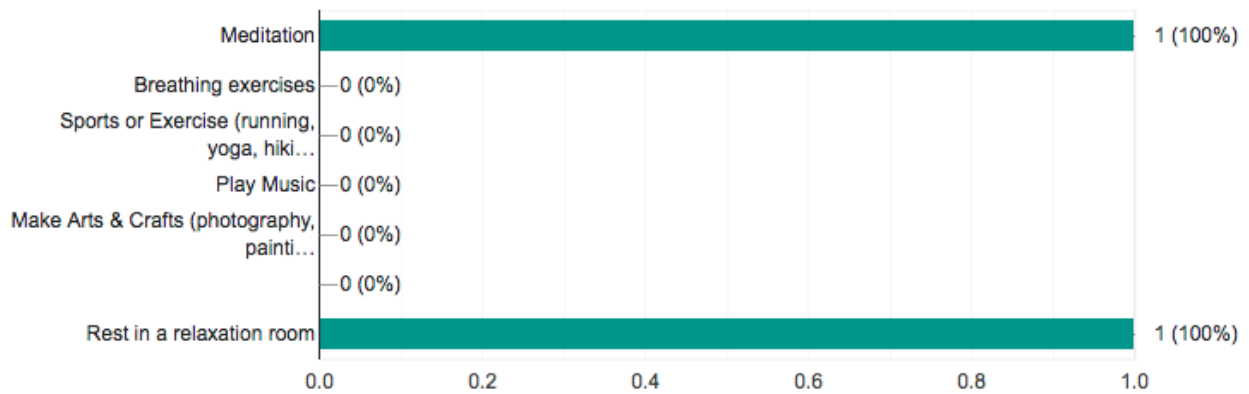


Nevertheless, just 1 of them also practice mindfulness within the work environment with their team/peers, by a *meditation exercise* or rest in a *relaxation room*.

Figure 7.12. Chart 12 Results Questionnaire

Which of the following activities you practice mindfully at work with your team?

1 response

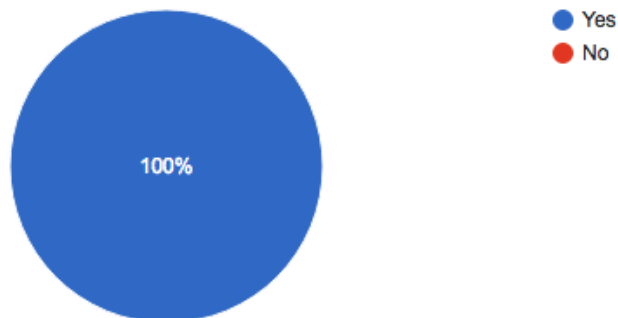


To finish the questionnaire, all of them (4 participants), as the same as Design Managers, agreed 100% that they will encourage their colleagues or subordinates to practice mindfulness, mainly due the *beneficial outcomes the practice brings*, and because of the *positive experience they have had with the practice*

Figure 7.13. Chart 13 Results Questionnaire

Would you encourage your colleagues or subordinates to practice Mindfulness outside of the work environment?

4 responses

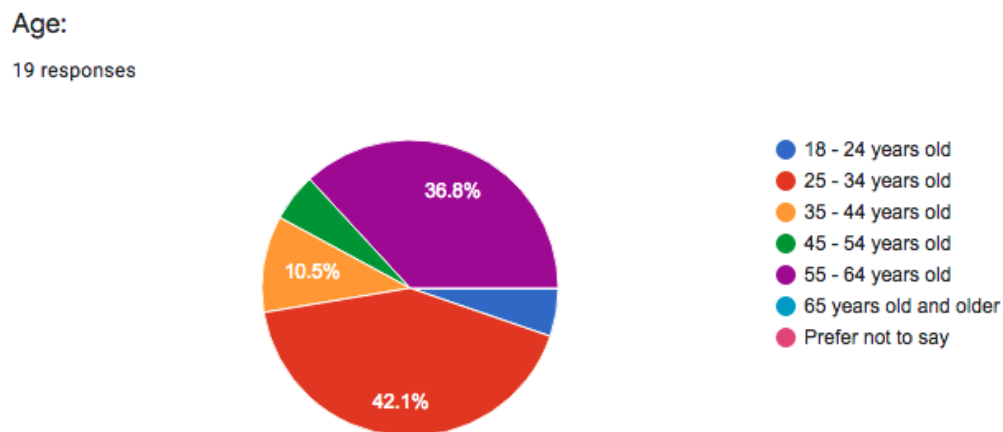


4.1.2. Analysis Interview

These online interviews were made to 19 Design Managers throughout May, June and July 2020. The data and information gathered in this qualitative assessment is the main and most important information collected between both assessments, because it will give very specific and valuable insights about the practice of Mindfulness these Design Managers develop, and how it affects their performance within their role.

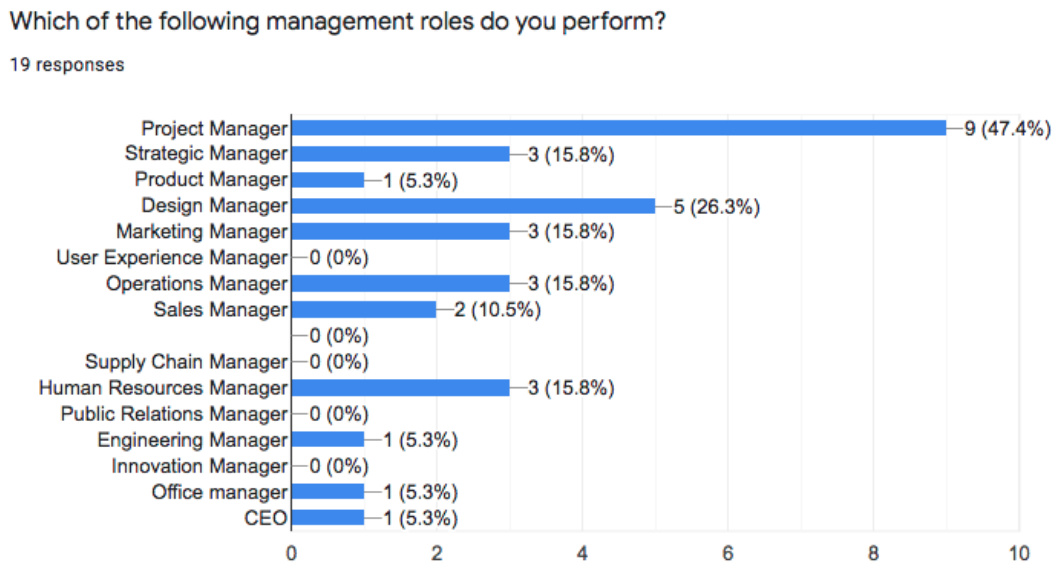
To begin with the demographic questions, 14 participants were Female, and 5 subjects were male. The main age range was between *25 to 34 years* old with 8 participants, then other 7 participants had *55 to 64 years old* with, and 2 participants was between *35 to 44 years old*:

Figure 8.1. Chart 1 Results Interviews



The main management roles they perform are Project Management represented by 9 interviewees, and the second role most perform is Design Management by 5 participants. Following is the entire chart with the responses:

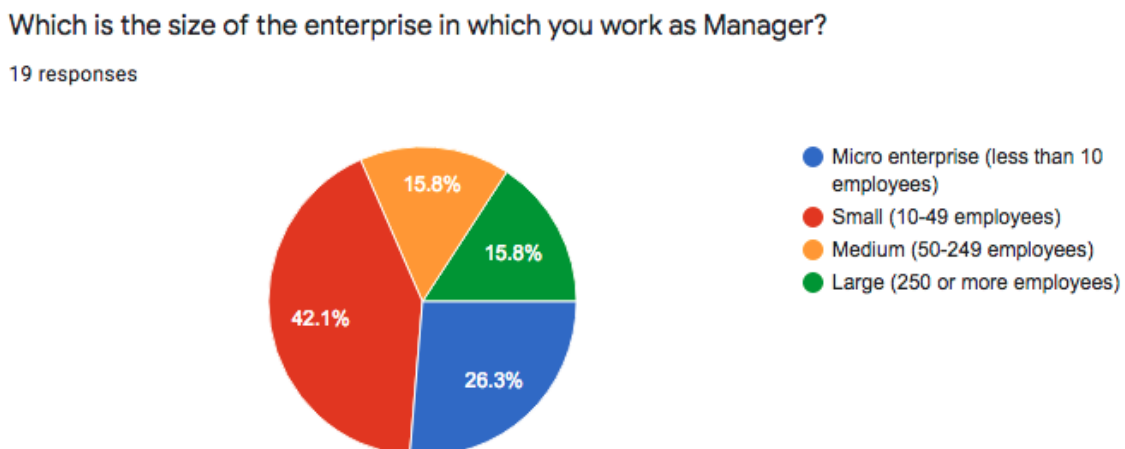
Figure 8.2. Chart 2 Results Interviews



On another hand, the nature of the industry in which the interviewees work is very diverse. The 3 main sectors were Construction, Consulting and Product with 3 participants per sector. The remaining interviewees worked in: Consumer Goods, Digital Marketing, Event planning, Food and beverages, Government department, Interior Design, Marketing, Fashion, Plant Operations and Services.

Additionally, 8 participants work in a small size enterprise, 5 participants work in a micro enterprise, 3 participants works in medium enterprises and the last 3 subjects works in large enterprises:

Figure 8.3. Chart 3 Results Interviews



The main characteristics described by all interviewees regarding their work environment were: Team work (7), Friendly (6), Conservative/traditional (5), Open minded/flexible (4), Family oriented (2), Demanding (2) and Result-driven (2). Furthermore, 18 participants confirmed that they like the company in which they work, just one of them said *No*.

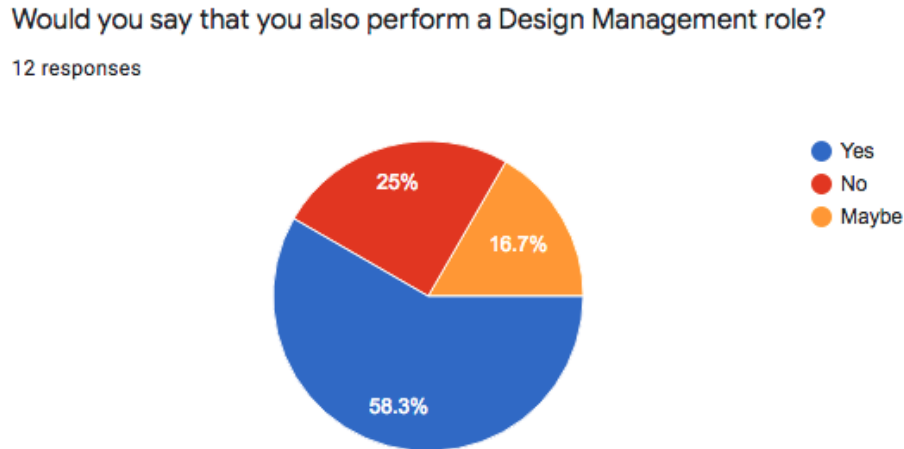
On another hand, 16 participants are in charge of a team within the organization. From those 16 participants, 9 participants are in charge of 1 team, 3 participants handle 2 teams, 2 participants are in charge of 3 teams, and 2 participants are leaders of more than 3 teams. Regarding the number of members of each team, 7 participants handle teams of less than 5 members, tied in the second place are teams with 5 to 9 members and 10 to 14 members (4 participants each), and lastly there is just 1 team with more than 30 members.

To get into the topic, 7 out of the 19 interviewees confirmed that *they know what Design Management is*, 9 participants said that *they don't know*, and 3 subjects replied that *Maybe* they know. Therefore, for the 12 participants who replied *No* and *Maybe* it was presented the following Design Management definition:

"Design Management is about the successful management of the people, projects, processes and procedures behind the *design* of our everyday products, services, environments and experiences... Equally, design management is about the *management* of the relationships between different disciplines (such as design, management, marketing and finance) and different roles (such as clients, designers, project teams and stakeholders)" Best (2010)

After this definition was introduced the interviewees were asked *if they would say that they also perform a Design Management role*, to which 7 subjects said *Yes*, and 2 participants said *Maybe*. Therefore, there are 9 additional participants that also perform this role even though they didn't know it before, due to lack of knowledge of its definition.

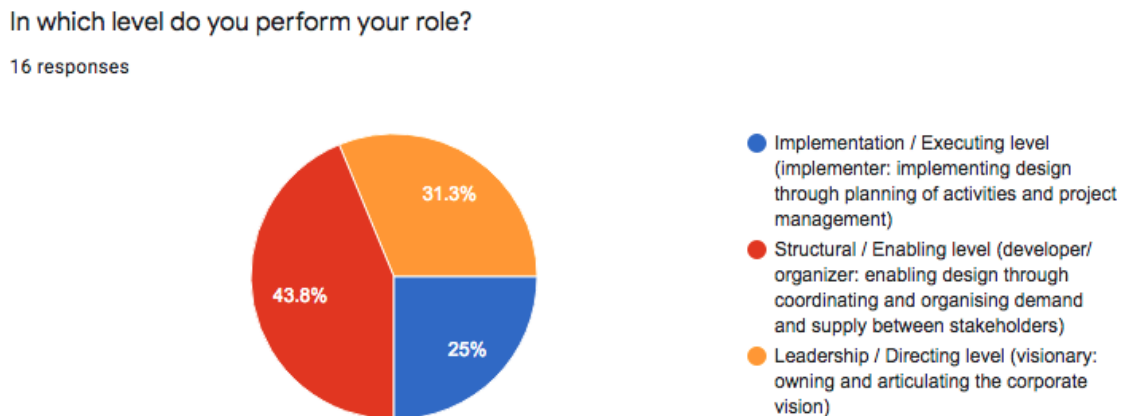
Figure 8.4. Chart 4 Results Interviews



Furthermore, from the 16 participants who knows what Design Management is, 13 participants said that they perform this role in a *management context*, that is where *design management is focused on the organisation* (at increasing organisational performance), and the remaining 3 participants perform in a *design context*, where design management is focused on the function/application of design.

Consequently, within this management dimensions, 4 subjects execute in a *Implementation/Executing* level, 7 participants perform in a *Structural/Enabling* level, and 5 participants in a *Leadership/Directing* level:

Figure 8.5. Chart 5 Results Interviews



Since the level in which a design manager performs its role requires different responsibilities, characteristics and do not have the same downsides, the results of the following 3 questions are going to be divided in groups based on the levels in which these managers perform their role. Consequently, **Group A** are the managers within the *Implementation/Executing* level, **Group B** are the *Structural/Enabling* managers, and **Group C** are the managers at a *Leadership/Directing* level.

Therefore, these 3 questions were asked to all the interviewees no matter their level:

- Responsibilities that you perform as a Design Manager
- The most important characteristics to have as a Design Manager
- Which would you say are the downside of your role

To start with **Group A**, these were the top replies (most common and with highest scores) given by the 4 participants members of this group regarding the questions mentioned above:

1. Responsibilities they perform as Design Managers:
 - Implementing design through planning of activities and project management
 - Transform abstract ideas and fuzzy situations into specific information
 - Shape customer experiences, products, services, brands and communication
2. Top *characteristics* they consider the most important to have as a Design Manager:
 - Creativity
 - Communicator (connect and convince others)
 - Holistic and outside-in perspective (empathy)
 - Humanism (people-centered approach)
3. Major *downsides* of their role:
 - Workload

- Increasing responsibility, but little authority
- Customer's special requirements and scope changes

The 7 managers within the **Group B** gave the following replies regarding the same 3 questions:

1. Main responsibilities they perform as Design Managers:
 - Create efficient processes, structures, tools and methods
 - Identify ways to add and create value within strategic decisions
 - Develop human-centred, innovative, and sustainable value propositions
 - Overcome organisational barriers
2. Top *characteristics* these were their top choices:
 - Maintain a motivated and engaged attitude (self motivation)
 - Power of observation (able to identify the strengths, pain points, or opportunities)
 - Integrator (team building, group collaboration)
 - Humanism (people-centered approach)
3. Major *downsides* of their role:
 - Workload
 - Relationship with superiors or colleagues
 - Project complexity

Lastly, for **Group C** these were the replies given by the 5 managers that perform in a *Leadership/Directing* level:

1. Main responsibilities they perform as Design Managers:
 - Identify ways to add and create value within strategic decisions
 - Enhance financial performance
 - Build and manage relationships between different disciplines
 - Develop human-centred, innovative, and sustainable value propositions
2. Top *characteristics* these were their top choices:
 - Power of observation (able to identify the strengths, pain points, or opportunities)

- Maintain a motivated and engaged attitude (self motivation)
 - Build trust and reduce biases (open mindedness)
 - Communicator (connect and convince others)
 - Integrator (team building, group collaboration)
3. Major *downsides* of their role:
- Workload
 - Changes in technology
 - Project risks
 - Project complexity

From now on the replies are no longer divided in groups. The next question was if as managers they *have a specific habit or practice that helps them handle the downsides* of their role, from the total 16 interviewees, 8 participants said *Yes*, 7 participants replied *Maybe*, and just one of the interviewees told that *do not have any habit or practice* because “*he never thought about it*”.

Accordingly, the 15 interviewees that *do have a practice* said that these are the top activities they do to handle the downsides of his role:

- Sports or physical activities (running, yoga, hiking, cycling...)
- Play/Listening Music
- Breathing exercises
- Make Arts & Crafts (photography, painting, sculpting, cooking...)

To quote some of the details given by the participants regarding their practice:

“Yoga, it has helped me stay grounded when work/life gets overwhelming.”

“Running and music - running helps me to think about work without jumping to action right away. It gives me time to think - Music allows me to enjoy repetitive and tedious tasks”

“Physical activity helps me start each day with energy and a positive attitude, meditation helps me relax and organize my thoughts, cooking helps me distract myself from stressful situations I can’t control and spending time with friends helps me emotionally”

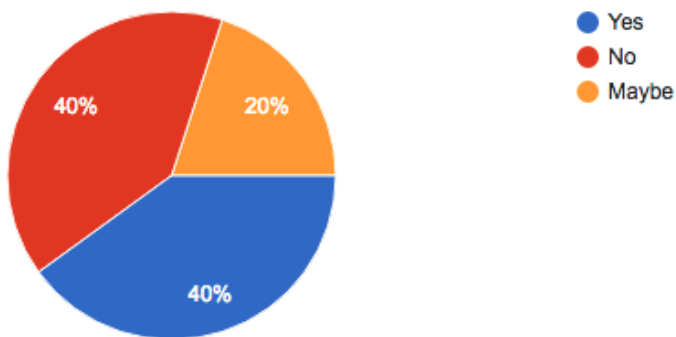
Regarding the frequency with which they make these practices are, 8 subjects do it *once a day*, tied in the second place is *4 times a week* and *once a week*, which means 2 participants each, and lastly with 1 replied is *4-5 times per week*, *5 times a week* and *Once a month* each.

Additionally, 6 participants confirmed that they *make these activities with a mindful approach*, 3 participants said *Maybe*, and the remaining 6 participants said *No*.

Figure 8.6. Chart 6 Results Interviews

Do you practice any of these activities with a mindful approach?

15 responses



In order to understand why these 6 interviewees said that they do not have a mindful practice, it was asked to explain the reason. The result was that 5 of the 6 participants said that it was because they *“do not know how to practice mindfulness”*, and the lasting 1 subject said that it is because *“do not feel it's helpful”*, and afterwards the interview ended for these subjects.

Figure 8.7. Chart 7 Results Interviews

Why do you not practice mindfulness?

6 responses

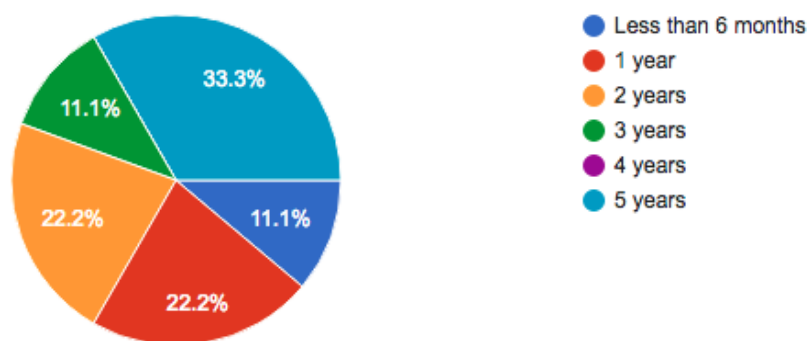


However, to focus on the 9 participants who replied *Maybe* and *Yes* regarding the practice of mindfulness, 3 participants said that they have been practicing it since *5 years ago*, 2 participants said *2 years ago* and *1 year ago* each, and lastly 1 participant said *3 years ago* and the last one said *less than 6 months*.

Figure 8.8. Chart 8 Results Interviews

Since when have you been practicing mindfulness?:

9 responses



Also they shared the following details from their practice:

"When I'm cycling I try to keep my mind quiet, peaceful and calm. Also when I'm cooking."

"I disengage from the environment and concentrate in my body and breathing"

"While I exercise I only think of what I'm doing at the moment and it helps me clear my mind"

"Meditation anywhere and yoga at home/gym in the morning."

"Right now I'm practicing yoga with my partner, before that I used to meditate sometimes."

"I try to be aware of the present moment, paying attention to every situation"

Consequently, the majors outcomes they experienced after practicing mindfulness are:

- Decreased negative mood
- Stress/anxiety reduction
- Diminish automaticity and increases self-awareness
- Enhanced attention (focused on the present moment)
- Additionally, in their own words *"Energy boost and Positive attitude"*, and *"Health"*

Moreover, 8 out of the 9 participants said that *they think that adopting mindfulness practices could be beneficial for their role as Design Manager and for the organization*, and just 1 participant said *Maybe*

In their own words, these are some of the reasons *why they think it's beneficial* for their role and the organization:

"When you are more conscience of yourself that can help you to be more open minded"

“Because it creates positive energy inside and around you”

“It reduces my stress and allow me to clarify my thoughts, also it narrows my perspective of situations I've to solve”

“It helps to understand deeper the customers desires, to focus all the attention on a single action before moving onto another and to be stoic in the face of negative feedbacks”

“Makes it easier to make decisions with a clear head.”

“Among many health benefits I thing the most important is that it would help reduce stress”

“Is management in modern manners”

Additionally, they were asked if the practice of mindfulness helps them with their *responsibilities* and their *characteristics* as Design managers. Therefore, following is presented their responses according to the levels in which each manager performs, in the same 3 groups as before:

Group A - managers within the *Implementation/Executing* level:

1. Responsibilities:

- Build and manage relationships between different disciplines
- Build a creative environment
- Overcome organisational barriers
- Develop human-centred, innovative, and sustainable value propositions

2. Characteristics:

- Power of observation (able to identify the strengths, pain points, or opportunities)
- Humanism (people-centered approach)

- Holistic and outside-in perspective (empathy)
- Maintain a motivated and engaged attitude (self motivation)

Group B - managers within the *Structural/Enabling* level:

1. Responsibilities:

- Develop organisation culture
- Overcome organisational barriers
- Build and manage relationships between different disciplines

2. Characteristics:

- Power of observation (able to identify the strengths, pain points, or opportunities)
- Creativity
- Maintain a motivated and engaged attitude (self motivation)

Group C - managers within the *Leadership/Directing* level:

1. Responsibilities:

- Build and manage relationships between different disciplines
- Build a creative environment
- Identify ways to add and create value within strategic decisions

2. Characteristics:

- Integrator (team building, group collaboration)
- Maintain a motivated and engaged attitude (self motivation)
- Build trust and reduce biases (open mindedness)

The interviewees also shared an *experience in which they perceive an improvement in their performance as Design Managers due to the benefits obtained from their mindfulness practice*, these were some of their responses:

“Generally, I try to focus on the positives while trying to solve the negatives. Mindfulness makes me more enthusiastic. Generally, people around me absorb the positive energy and adhere to the idea I am trying to communicate”

“When speaking to my team I can differentiate the tasks that each member its most capable of doing”

“After a 30 min meditation I would feel much more focused at a meeting than if coming directly from working on my screen all day long”

“In the event industry it is very important to connect with the client’s vision in order to fulfill their desires. There are clients that are difficult to understand, introverts. In this situations, I pay mindful attention to immerse myself in my client’s worlds”

“Dealing with difficult situations becomes easier. Strategically I'm better when I practice mindfulness.”

“Integration of different personalities”

“Best results in projects”

Regarding having a mindfulness practice in their work environment, 4 subjects said that they *also do this practice with their team and peers*, while 5 of them said *No*. The main mindful activities they do are *Breathing exercises* and *Play Music*. Furthermore, this are some of the experiences they had with their team when approaching a situation with a different perspective, due to the benefits obtained from the mindfulness practice:

“In the midst of a big event we are all under high pressure, sometimes instead of responding to a situation we react without conscious awareness which causes more stress. Practicing mindfulness enables us to pause, even in the most difficult situations, recognizing our emotions and the way we wish to react”

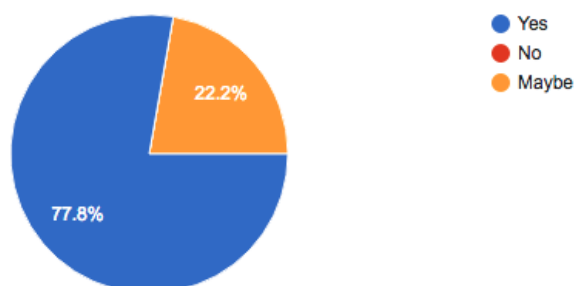
“Good results in projects”

Lastly, 7 out of the 9 participants, affirmed that they *would encourage their colleagues or subordinates to practice Mindfulness outside of the work environment*, but the remaining 2 participants said *No* because *“it could be a different experience for everyone, and what works for me may not have the same outcome in another person”* and also *“because maybe not everybody thinks it is necessary”*.

The last question made to the interviewees was if they *would encourage their colleagues or subordinates to practice Mindfulness*, 7 participants said *Yes* and 2 said *Maybe*.

Figure 8.9. Chart 9 Results Interviews

Would you encourage your colleagues or subordinates to practice Mindfulness outside of the work environment?
9 responses



The 7 participants who replied *Yes* was because of the *beneficial outcomes the practice brings; because of the positive experience they've had with the practice*; and also for *both of the reasons mentioned above*.

Lastly, the 2 participants that replied *Maybe* was because, in their own words:

“Because it could be a different experience for everyone, and what works for me may not have the same outcome in another person”

“Because maybe everybody thinks is necessary”

4.2. Discussion

4.2.1. Insights from the Questionnaire and Interview Analysis

The following section gathers the results obtained from the questionnaire and interviews made to 74 Design Managers and Managers regarding how they practice mindfulness and overcome the downsides of their role, in order to keep their best performance.

Firstly, we can tell that although in the last years Design Management is gaining relevance it is not a widely recognised competency yet, for instance as it is Project Management, which was the most chosen option from them all, or marketing manager. Therefore, from the reply of both assessments we could tell that Design Management is still in its infancy stage as a well known professional field.

However, once the definition of Design Management was introduced, the number of participants that identified and recognized themselves as practitioners of this discipline increase by 32% in the Interview and 50.1% in the questionnaire, which is really interesting, because it means that they are Design Managers, but just not identify themselves by this name, so likely there are a lot of professionals that perform this role without even knowing about it.

Furthermore, according to the responses of the 46 participants who meet the criteria until this point in both assessments, these are the most important *characteristics, responsibilities* and *downsides* according to their experience as Design Managers and Managers:

Top 3 *characteristics*:

- Power of observation (able to identify the strengths, pain points, or opportunities)
- Integrator (team building, group collaboration)
- Communicator (connect and convince others)

The most common *responsibilities*:

- Identify ways to add and create value within strategic decisions
- Shape customer experiences, products, services, brands and communication
- Build and manage relationships between different disciplines
- Develop human-centred, innovative, and sustainable value propositions

Lastly, these are the 3 major *downsides* of their role:

- Workload
- Project complexity
- Customer's special requirements and scope changes
- Work environment

All of these responses are major characteristics, responsibilities and downsides from the Design Management role, so the participants who recognized themselves as managers, also perform as design managers, just that they do not know it.

From the 46 participants who replied to the questions above, a total of 40 participants said that *they do have a specific habit or practice that helps them handle the downsides* of their role. Between all of them, the top activities they practice *at least once a day* to handle the downsides mentioned before are:

- Sports or physical activities
- Breathing exercises
- Meditation
- Play/listen music

In interviewees own words:

"Meditation anywhere and yoga at home/gym in the morning."

“Physical activity helps me start each day with energy and a positive attitude, meditation helps me relax and organize my thoughts, cooking helps me distract myself from stressful situations I can’t control and spending time with friends helps me emotionally”

“Running and music - running helps me to think about work without jumping to action right away. It gives me time to think - Music allows me to enjoy repetitive and tedious tasks”

Therefore, 86.9% of the participants consciously know that they need to do something that helps them keep balance and centered, in order to try not to let the downsides of their work affect their performance. Additionally, according to the interview replies, each activity varies according to the person's needs, and they choose the activity depending on the outcome they are looking to obtain.

Curiously, just 10 participants from the total of 40, which represents 25%, also make these *activities within their work environment, meaning, with their team/peers*, but surprisingly from these 10 participants, 8 of them *think that making these activities is beneficial for the performance of the team*. It's interesting that just a quarter of the participants have the opportunity to experience this practice at work, when 80% of the ones that does it consider its outcome as a positive experience for their team.

On another hand, 25 participants, confirmed that they *make these activities with a mindful approach*, and the majors outcomes they experienced after practicing mindfulness are:

- Decreased negative mood
- Stress/anxiety reduction
- Generate openness and curiosity
- Diminish automaticity
- Increases self-awareness

In interviewees own words:

“It reduces my stress and allow me to clarify my thoughts, also it narrows my perspective of situations I’ve to solve”

“When you are more conscience of yourself that can help you to be more open minded”

“It helps to understand deeper the customers desires, to focus all the attention on a single action before moving onto another and to be stoic in the face of negative feedbacks”

Moreover, 24 out of the 25 participants agreed that *adopting mindfulness practices is beneficial for their performance* as Design Managers, and for the organization they work with. In interviewees own words: *“After a 30 min meditation I would feel much more focused at a meeting than if coming directly from working on my screen all day long”*

This means that, firstly, more than half of the participants are aware of what is mindfulness, secondly, they consciously practice it during the activities that help them deal with the downsides of their role, and thirdly, and most important, 24 of them have experienced and confirmed the amazing results from practicing mindfulness, which helps them with their performance as Design Managers.

According to their responses, the following are the *responsibilities* in which mindfulness helps them improve the performance:

- Build and manage relationships between different disciplines
- Build a creative environment
- Identify ways to add and create value within strategic decisions
- Develop organisation culture
- Overcome organisational barriers
- Develop human-centred, innovative, and sustainable value propositions

In interviewees own words:

“When speaking to my team I can differentiate the tasks that each member its most capable of doing”

“Dealing with difficult situations becomes easier. Strategically I'm better when I practice mindfulness.”

These are the *characteristics* that mindfulness helps them enhance as Design Managers and Managers:

- Power of observation (able to identify the strengths, pain points, or opportunities)
- Maintain a motivated and engaged attitude (self motivation)
- Humanism (people-centered approach)
- Holistic and outside-in perspective (empathy)
- Creativity

In interviewees own words:

“Generally, I try to focus on the positives while trying to solve the negatives. Mindfulness makes me more enthusiastic. Generally, people around me absorb the positive energy and adhere to the idea I am trying to communicate”

“In the event industry it is very important to connect with the client’s vision in order to fulfill their desires. There are clients that are difficult to understand, introverts. In this situations, I pay mindful attention to immerse myself in my client’s worlds”

Additionally, 10 participants said that they also do their mindfulness practice in their work environment with their team and peers. The main mindful activities they do together are:

- Breathing exercises
- Meditation
- Rest in a relaxation room
- Play Music

In interviewees own words:

“In the midst of a big event we are all under high pressure, sometimes instead of responding to a situation we react without conscious awareness which causes more stress. Practicing mindfulness enables us to pause, even in the most difficult situations, recognizing our emotions and the way we wish to react”

“Good results in projects”

Interestingly, there are more participants who directly practice mindfulness at work through the different activities described above, than the percentage of participants who at the beginning said that they also make at work any of the activities that helps them handle the downsides of their role, but not necessarily with a mindfulness approach.

Lastly, 23 from the 25 participants affirmed that they *would encourage their colleagues or subordinates to practice Mindfulness outside of the work environment* because of the *positive experience each of them have had by making this practice*, and *due to the beneficial outcomes the practice brings*. Thereby, even though some people only make their mindfulness practice at work, they are willing to adapt it in other aspects of their life, and also stimulate others to do it, because of the positive effect that they have had with this practice.

Chapter 5. Significant Findings & Conclusions

5.1. Significant Findings

This chapter summarizes an overview of the key findings, based on the literature review presented in Chapter II, regarding Design Management and Mindfulness, in order to reply the Specific Research Questions of this study:

- What is the nature of mindfulness and its benefits?
- Which are the downsides of Design Management?
- How does the practice of mindfulness influence wellbeing of the work environment?

Figure 9. Table Significant Findings

Description of key findings by research question	
RQ1: What is the nature of mindfulness and its benefits?	
Nature	Benefits
Capacity to stay willfully present with one's experiences, with a non-judgemental or accepting attitude. To be in the present moment (Kabat-Zinn, 2005)	Increase self-awareness: "scanning your internal and external environment gives you clues about your reactions and impact" (Ehrlich, 2017)
Receptive attention to and awareness of present events and experience (Brown & Ryan, 2003)	If people pay attention to their mind, body, and emotions, they begin to approach the world with more openness and inquisitiveness (Hunter, 2013)

Mindfulness can be practiced formally, as in meditation, and also informally in any activity (Ehrlich, 2017)	Acceptance of ourselves, and also the daily circumstances (Kabat-Zinn, 2014)
Mindfulness is a practice without attachment to outcome, is a way of just being (Kabat-Zinn, 2014)	Decreased negative mood, anxiety, stress and fatigue (Basso, 2018)
Decreases automaticity and increases awareness and regulation that can help people be in the present moment (Hafenbrack, 2019)	Enhanced paying attention, working memory, and recognition memory (Basso, 2018)
RQ2: What are the downsides of Design Management?	
Relationships with superiors, colleagues, partners or any person they deal with, based on Peter F. Drucker (2008)	
Increasing responsibility within their role, but little authority or poor communication with superiors, based on Peter F. Drucker (2008)	
Unlimited work requests or all requests having a high priority, which is basically workload (Kerzner, 2009)	
Creativity exhaustion, base on Mozota (2003)	
Project complexity (Kerzner, 2009)	
Project risks (Kerzner, 2009)	
Customer's special requirements and scope changes (Kerzner, 2009)	
Changes in technology (Kerzner, 2009)	
Work environment based on Rüedi & Baars (2016)	
RQ3: How does the practice of mindfulness influence wellbeing of the work environment?	

Increases prosocial behavior in the workplace or work-related contexts (Hafenbrack, 2019)
Help workers and organizations function more smoothly (Hafenbrack, 2019)
Ability to step back from automatic, habitual reactions to distress (Erlich, 2017)
Perspective-taking: connect more meaningfully with others and positively influence and inspire them (Erlich, 2017)
Clear-headed about decisions, and avoid making the same mistakes (Erlich, 2017)
Engaging teams and understanding each individual's values, purpose, and vision (Erlich, 2017)
Creating shared value, and measures that benefit all stakeholders (Erlich, 2017)
Enhances creative thinking and creative performance as well as improves the ability to solve insight problems (I. Lebuda, 2015)
Mindfulness helps to see difficult situations as challenges instead of threats (Hunter, 2008)
Mentally well-balanced, cool, rational, and in control in difficult situations or emergencies (Hunter, 2008)
Develop adaptability (Hunter, 2008)

Additionally, the study's findings reveal that it is important to take into consideration that the concept of Design Management is not yet widely clear and easily recognized inside the workspace, since several of the participants didn't know they performed this role until the definition was introduced to them.

Therefore, the response of these specific research questions, based on the Literature review, helped achieve the research objectives set for this study, which were:

1. To identify mindfulness characteristics that contribute to the performance of Design Managers.
2. To understand the influence of mindfulness practice to deal with the downsides of the Design Manager role.

5.2. Conclusions

This chapter identifies the study's contributions to knowledge regarding the effect of mindfulness practice, and how it contributes to the performance of Design Management. Specifically, the study reveals the benefits of this practice towards the downsides of this role.

The central research question investigated through this study was:

How do the practice of Mindfulness contribute to the work performance of Design Managers?

Based on the scheme used by Hunter & McCormick (2008) in their exploratory study "Mindfulness in the Workspace", in which they created a comparison chart to present the conclusions from the 8 interviews made to managers and professionals who have a meditation practice, in this chapter, the conclusions are presented in the same scheme, in order to compare the insights provided by the 19 Design Management interviewees, and the key findings of the literature review.

Table 1 compares the before and after of the benefits experiences by the interviewees as consequence of their mindfulness practice:

Figure 10.1. Table 1 Conclusions

Before Mindfulness practice	After Mindfulness practice
Negative mood	Decreased negative mood
Feeling stress/anxious	Stress/anxiety reduction
Automated reactions, non awareness/unconsciousness	Diminish automaticity and increases self-awareness
Mind-wandering and lack of attention	Enhanced attention (focused on the present moment)
Negative attitude	Positive attitude
Not healthy	Health

Table 2 compares the downsides of Design Management role identified by the interviewees, and the characteristics of mindfulness practice to overcome them based on the literature review:

Figure 10.2. Table 2 Conclusions

Design Management Downsides	Mindfulness Benefits
Workload	Meditation practice resulted in decreased negative mood, anxiety, and fatigue (Basso, 2018)
Increasing responsibility, but little authority	Managing expectations, taking into consideration variables that affect their own success (Erlich, 2017)

Customer's special requirements and scope changes	Awareness is thought to enable the identification of needs, conflicts, and existential concerns (Brown, 2003)
Project complexity	Mindfulness help to see difficult situations as challenges instead of threats (Hunter, 2008)
Changes in technology	Mindfulness help to become more adaptable (Hunter, 2008)
Relationship with superiors or colleagues	Connect more meaningfully with others, and thus positively influence and inspire them (Erllich, 2017)
Project risks	Mentally well-balanced, cool, rational, and in control in difficult situations or emergencies (Hunter, 2008)

Table 3 compare the characteristics of Design Management that the interviewees are able to improve at after their mindfulness practice, due the nature of mindfulness practice based on the literature review:

Figure 10.3. Table 3 Conclusions

Enhance Characteristics	Mindfulness practice
Power of observation (able to identify the strengths, pain points, or opportunities)	Perspective-taking (Erllich, 2017) Awareness is thought to enable the identification of needs, conflicts, and existential concerns (Brown, 2003)
Humanism (people-centered approach)	The prosocial consequences of mindfulness are likely to improve the work lives not only of those who practice it, but also the many with

	whom they work and interact (Hafenbrack, 2019)
Holistic and outside-in perspective (empathy)	We can connect more meaningfully with others, and thus positively influence and inspire them (Erlich, 2017) Mindfulness also may improve relationships through greater empathy and compassion (Good et al, 2016)
Maintain a motivated and engaged attitude (self motivation)	When acting mindfully, individuals are acting in ways that are concordant with values and interests (Brown, 2003) Autonomous motivation -that is, the drive to pursue activities perceived as important, valued, or enjoyable- appears to be higher among mindful individuals (Brown & Ryan, 2003; Levesque & Brown, 2007)
Creativity	Meditation training enhances creative thinking and creative performance (I. Lebudu, 2015)
Integrator (team building, group collaboration)	Working with teams: understand each individual's values, purpose, and vision (Erlich, 2017)
Build trust and reduce biases (open mindedness)	We can connect more meaningfully with others, and thus positively influence and inspire them (Erlich, 2017) Approach the world with more openness and inquisitiveness (Hunter, 2013)

Table 4 compare the responsibilities of Design Management that the interviewees are able to improve at after their mindfulness practice, due to the nature of mindfulness practice based on the literature review:

Figure 10.4. Table 4 Conclusions

Enhance Responsibilities	Mindfulness practice
Build and manage relationships between different disciplines	Working with teams: understand each individual's values, purpose, and vision (Erlich, 2017)
Build a creative environment	Meditation training enhances creative thinking and creative performance (I. Lebudu, 2015)
Overcome organisational barriers	Given that the interpersonal benefits will help workers and organizations function more smoothly, especially in workplaces that require ever more frequent and stressful team, customer, and co-worker interactions (Hafenbrack, 2019)
Develop human-centred, innovative, and sustainable value propositions	Approach the world with more openness and inquisitiveness. Quite often that touches off deeper values, such as concern for others and the world at large. (Hunter, 2013) Being fully and authentically present enables us to enjoy life and serve others at the highest level of our capability (Erlich, 2017)
Develop organisation culture	The prosocial consequences of mindfulness are likely to improve the work lives not only of those who practice it, but also the many with whom they work and interact. (Hafenbrack, 2019)

	Step back from automatic, habitual reactions to distress is the facet of mindfulness most central to predicting the work engagement and wellbeing of their employees (Erlich, 2017)
Identify ways to add and create value within strategic decisions	Awareness is thought to enable the identification of needs, conflicts, and existential concerns (Brown, 2003)

Bringing together the findings of the interview and the literature review, it could be assumed that Design Managers who practice mindfulness have a better approach to handle the downsides of their role. This overall finding was not surprising given what was already known about mindfulness benefits from the existing literature regarding this matter. However, the study wants to highlight the importance of considering implementing the practice of mindfulness within the work environment, given the benefits reported by the interviewees, which matches with the literature reviewed.

The present study also want to highlight, that it is crucial in the role of Design Management, to foster strong moments of reflections, in order to develop personal competencies and skills that will help them connect with individuals, purposes and their own self, resulting not only in overcoming the downsides of their role, but more important to positively impact whatever they do and live each day more mindfully and happy.

According to all the information presented it will be interesting to demonstrate in future research the Hypothesis developed:

The practice of Mindfulness helps Design Managers overcome the downsides of their role, and enhance their work performance.

This study adds value to the current body of literature, due the nature of qualitative research, because from a quantitative perspective, the sample size was not robust nor representative enough according to this aspect of the methodology. However, because the sample was very specific, it was possible to obtain the right insights, in order to explore existing concepts to create new knowledge related to Design Management performance and Mindfulness practice.

5.3. Suggestions for future research

The hypothesis developed was made under the idea that could be tested in future research. However, while the present study provided some contributions to knowledge obtained from this research work, there are several subjects to be considered when taking further steps.

The author acknowledges that the findings represent an initial investigation, and since Design Management and Mindfulness are complex and extensive subjects, not all aspects have been deeply investigated throughout this study. Therefore, the author suggests deepening some definitions and literature review not mentioned in this research, such as work environment, and workplace wellbeing.

Additionally, both assessments, the questionnaire (quantitative) and the interviews (qualitative) studies were limited in its capacity (sample size) to substantially prove the relevance of the proposed hypothesis. For this reason the author suggests to obtain more meaningful insights and understanding, preferably in a qualitative research with a larger sample size, in order to consolidate more in-depth information.

Afterwards, with a well-designed case study that has a solid theoretical ground, it could be made a plan to test in real life the benefits of mindfulness within the work environment in a successful organization.

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Appendices

Appendix A - Questionnaire Questions

Hi! My name is Laura Aldrey, and I'm currently studying a Masters in Design Management at IADE Universidade Europeia. I'm conducting my Thesis research into the effect of mindfulness in design managers performance. The questionnaire consists of 8 sections and will take no longer than 10min to complete. All answers provided will be kept anonymous and used only for academic purposes. I'm available for any additional questions at lauraaldrey@gmail.com.

1. Let start with a couple of demographic questions:

1. Gender:
 - a. Female
 - b. Male
 - c. Prefer not to say
2. Age:
 - a. 18 - 24
 - b. 25 - 34
 - c. 35 - 44
 - d. 45 - 54
 - e. 55 - 64
 - f. 65 and older
 - g. Prefer not to say

2. Are you a manager, or do you perform any managing role?

- a. Yes:
 - o *Which of the following management roles do you perform?*
 1. Project Manager
 2. Strategic Manager
 3. Product Manager
 4. Design Manager
 5. Marketing Manager
 6. User Experience Manager
 7. Operations Manager
 8. Sales Manager
 9. Financial & Accounting Manager

10. Supply Chain Manager
11. Human Resources Manager
12. Public Relations Manager
13. Engineering Manager
14. Innovation Manager
15. Other

b. No

If No: end of the questionnaire

3. Do you know what Design Management is?

a. Yes

If a: goes to question 4

b. No

c. Maybe

If b and c:

"Design Management is about the successful management of the people, projects, processes and procedures behind the **design** of our everyday products, services, environments and experiences... Equally, design management is about the **management** of the relationships between different disciplines (such as design, management, marketing and finance) and different roles (such as clients, designers, project teams and stakeholders)" K. Best (2010)

○ *Would you say that you also perform a Design Management role?:*

1. Yes

If a: goes to question 4

2. No

3. Maybe

If 2 and 3: goes to question 10

4. As a Design Manager:

● *In which dimension would you say you perform your role?:*

○ In a management context: where design management is focused on the organisation, at increasing organisational performance

○ In a design context: where design management is focused on the function/application of design

● *In which level do you perform your role?:*

○ Implementation / Executing level (implementer: implementing design through planning of activities and project management)

- Structural / Enabling level (developer/organizer: enabling design through coordinating and organising demand and supply between stakeholders)
- Leadership / Directing level (visionary: owning and articulating the corporate vision)
- *Since when have you been performing this role?*
 - Less than 6 months
 - 1 - 3 years
 - 4 - 6 years
 - 7 - 9 years
 - 10 - 12 years
 - 13 - 15 years
 - 16 - 18 years
 - More than 18 years
- *How many hours do you work as a Design Manager?:*
 - Less than 8 hours per day
 - 8 hours per day
 - 10 hours per day
 - 12 hours per day
 - More than 12 hours per day
- *Select some of the following responsibilities that you perform as a Design Manager (grade from 1 [more frequent] to 5 [less frequent]):*
 - Create efficient processes, structures, tools and methods
 - Build and manage relationships between different disciplines
 - Shape customer experiences, products, services, brands and communication
 - Implementing design through planning of activities and project management
 - Build a creative environment
 - Transform abstract ideas and fuzzy situations into specific information
 - Enhance financial performance
 - Develop organisation culture
 - Overcome organisational barriers
 - Identify ways to add and create value within strategic decisions
 - Develop human-centred, innovative, and sustainable value propositions
- *Select the most important characteristics to have as a Design Manager (grade from 1 [most important] to 5 [less important]):*
 - Power of observation (able to identify the strengths, pain points, or opportunities)
 - Creativity
 - Integrator (team building, group collaboration)

- Humanism (people-centered approach)
- Differentiator
- Holistic and outside-in perspective (empathy)
- Communicator (connect and convince others)
- Build trust and reduce biases (open mindedness)
- Maintain a motivated and engaged attitude (self motivation)
- *Which of the following would you say are the downside of your role? (grade from 1 [most important] to 5 [less important]):*
 - Project complexity
 - Workload
 - Project risks
 - Work environment
 - Relationship with superiors or colleagues
 - Customer's special requirements and scope changes
 - Changes in technology
 - Creativity exhaustion
 - Increasing responsibility, but little authority

5. Do you have any specific habit or practice that helps you handle the downsides of your role?

- a. Yes
- b. No
- c. Maybe

If a and c:

- *Which of the following activities do you practice? (grade from 1 [more frequent] to 5 [less frequent]):*
 - Meditation
 - Breathing exercises
 - Sports or physical activities (running, yoga, hiking, cycling...)
 - Play/Listening Music
 - Make Arts & Crafts (photography, painting, sculpting, cooking...)
 - Do games/tests like puzzles, crosswords, sudoku...
- *With which frequency do you make those activities?*
 - Once a day
 - Once a week
 - Once every two weeks
 - Once a month

- Other (white space for completing)
- *Do you also practice any of these activities within your work environment, meaning, with your team/peers?*
 - Yes
 - No

If yes:

- *Which of the following activities you practice at work with your team?:*
 - i. Meditation
 - ii. Breathing exercises
 - iii. Sports or Exercise (running, yoga, hiking, cycling...)
 - iv. Play Music
 - v. Make Arts & Crafts (photography, painting, sculpting, cooking...)
 - vi. Do games/tests like puzzles, memory cards, crosswords, sudoku...
 - vii. Rest in a relaxation room
 - viii. Other
- *Do you think that making these activities is beneficial for the performance of the team?*
 - Yes
 - No

If no:

- Why not? How do you handle the downsides of your work?

6. Mindfulness

- *Do you practice any of these activities with a mindful approach?*
 - a. Yes

If yes:

- *Since when have you been practicing mindfulness?:*
 - i. Less than 6 months
 - ii. 1 year
 - iii. 2 years
 - iv. 3 years
 - v. 4 years
 - vi. 5 years
 - vii. More than 5 years
- *After making your mindfulness practice, do you experience any of the following outcomes? (grade from 1 [more frequent] to 5 [less frequent]):*
 - i. Decreased negative mood
 - ii. Stress/anxiety reduction

- iii. Enhanced attention (focused on the present moment)
- iv. Develop attitude of acceptance (non-judgemental)
- v. Generate openness and curiosity
- vi. Diminish automaticity and increases self-awareness
- vii. Improve working memory or recognition memory in the environment
- viii. Enhances prosocial behavior (increased empathy and perspective taking)
- ix. Other outcome (white space for completing)

d. No

If No:

- *Why don't you practice mindfulness?*
 - 1. I don't know how to practice mindfulness
 - 2. I don't feel it is helpful
 - 3. Other

(end of the questionnaire)

7. Do you think that adopting mindfulness practices could be beneficial for your role as Design Manager and for the organization?

a. Yes

If Yes:

- *In which of your responsibilities do you think mindfulness helps you the most? (grade from 1 [more frequent] to 5 [less frequent]):*
 - 1. Create efficient processes, structures, tools and methods
 - 2. Build and manage relationships between different disciplines
 - 3. Shape customer experiences, products, services, brands and communication
 - 4. Implementing design through planning of activities and project management.
 - 5. Build a creative environment
 - 6. Transform abstract ideas and fuzzy situations into specific information
 - 7. Enhance financial performance
 - 8. Develop organisation culture
 - 9. Overcome organisational barriers
 - 10. Identify ways to add and create value within strategic decisions
 - 11. Develop human-centred, innovative, and sustainable value propositions
- *In which of the following characteristics do you think mindfulness enhance your performance (grade from 1 [most important] to 5 [less important]):*
 - 1. Power of observation (able to identify the strengths, pain points, or opportunities)
 - 2. Creativity
 - 3. Integrator (team building, group collaboration)

4. Humanism (people-centered approach)
 5. Differentiator
 6. Holistic and outside-in perspective (empathy)
 7. Communicator (connect and convince others)
 8. Build trust and reduce biases (open mindedness)
 9. Maintain a motivated and engaged attitude (self motivation)
- *Do you also practice mindfulness within your work environment, meaning, with your team/peers?*
 1. Yes

If yes:

 - a. *Which of the following activities you practice mindfully at work with your team?:*
 - i. Meditation
 - ii. Breathing exercises
 - iii. Sports or Exercise (running, yoga, hiking, cycling...)
 - iv. Play Music
 - v. Make Arts & Crafts (photography, painting, sculpting, cooking...)
 - vi. Do games/tests like puzzles, memory cards, crosswords, sudoku...
 - vii. Rest in a relaxation room
 - viii. Other
 2. No

b. No

If No:

- I don't think there is a relation between both subjects
- I don't feel it is helpful for my performance as Design Manager
- Other

(end of the questionnaire)

8. Would you encourage your colleagues or subordinates to practice Mindfulness outside of the work environment?

a. Yes

- *Why:*
 1. Due to the beneficial outcomes the practice brings
 2. Because of the positive experience I've had with the practice
 3. Other

(end of the questionnaire)

b. No

- *Why:*
 1. Because I think it is a personal decision
 2. I don't feel the confidence to do it
 3. Because it could be a different experience for everyone, and what works for me may not have the same outcome in another person

(end of the questionnaire)

9. Comments (optional):

- If you have any comment or want to add something regarding any question of the Questionnaire, I will be glad to have your feedback. Thanks for your time!
- Open reply

10. As a Manager:

- *In which level do you perform your role?*
 - Implementation / Executing level (implementer: implementing design through planning of activities and project management)
 - Structural / Enabling level (developer/organizer: enabling design through coordinating and organising demand and supply between stakeholders)
 - Leadership / Directing level (visionary: owning and articulating the corporate vision)
- *Since when have you been performing this role?*
 - Less than 6 months
 - 1 - 3 years
 - 4 - 6 years
 - 7 - 9 years
 - 10 - 12 years
 - 13 - 15 years
 - 16 - 18 years
 - More than 18 years
- *How many hours do you work as a Manager?:*
 - Less than 8 hours per day
 - 8 hours per day
 - 10 hours per day
 - 12 hours per day
 - More than 12 hours per day

- *Select some of the following responsibilities that you perform as Manager (grade from 1 [more frequent] to 5 [less frequent]):*
 - Create efficient processes, structures, tools and methods
 - Coordinating and integrating activities across multiple, functional lines
 - Build and manage relationships between different disciplines
 - Convert the inputs (i.e., resources) into outputs of products, services, experiences
 - Enhance financial performance
 - Develop organisation culture
 - Understand the operations of each line in the organization
 - Identify ways to add and create value within strategic decisions
 - Shape customer experiences
 - Develop human-centred, innovative, and sustainable value propositions
 - Other
- *Select the most important characteristics to have as Manager (grade from 1 [most important] to 5 [less important]):*
 - Power of observation (able to identify the strengths, pain points, or opportunities)
 - Early identification of problems so that corrective action may follow
 - Creativity
 - Technical skills
 - Integrator (team building, group collaboration)
 - Negotiator
 - Holistic and outside-in perspective (empathy)
 - Communicator (connect and convince others)
 - Build trust and reduce biases (open mindedness)
 - Maintain a motivated and engaged attitude
 - Knowledge of the technology being used
 - Identify when objectives cannot be met or will be exceeded
- *Which of the following would you say are the downside of your role? (grade from 1 [most important] to 5 [less important]):*
 - Project complexity
 - Workload
 - Project risks
 - Work environment
 - Customer's special requirements and scope changes
 - Relationship with superiors or colleagues
 - Changes in technology
 - Forward planning and pricing

- Increasing responsibility, but little authority
- Other

12. Do you have any specific habit or practice that helps you handle the downsides of your role?

- a. Yes
- b. No
- c. Maybe

If a and c:

- *Which of the following activities do you practice? (grade from 1 [more frequent] to 5 [less frequent]):*
 - Meditation
 - Breathing exercises
 - Sports or physical activities (running, yoga, hiking, cycling...)
 - Play/Listening Music
 - Make Arts & Crafts (photography, painting, sculpting, cooking...)
 - Do games/tests like puzzles, crosswords, sudoku...
 - Other (white space for completing)
- *With which frequency do you make those activities?*
 - Once a day
 - Once a week
 - Once every two weeks
 - Once a month
 - Other (white space for completing)
- *Do you also practice any of these activities within your work environment, meaning, with your team/peers?*
 - Yes
 - No

If yes:

- *Which of the following activities you practice at work with your team?:*
 - i. Meditation
 - ii. Breathing exercises
 - iii. Sports or Exercise (running, yoga, hiking, cycling...)
 - iv. Play Music
 - v. Make Arts & Crafts (photography, painting, sculpting, cooking...)
 - vi. Do games/tests like puzzles, memory cards, crosswords, sudoku...
 - vii. Rest in a relaxation room
 - viii. Other

- *Do you think that making these activities is beneficial for the performance of the team in the organization?*
 - Yes
 - No

If b:

- Why not? How do you handle the downsides of your work?

13. Mindfulness

- *Do you practice any of these activities with a mindful approach?*
 - b. Yes

If yes:

- *Since when have you been practicing mindfulness?:*
 - i. Less than 6 months
 - ii. 1 year
 - iii. 2 years
 - iv. 3 years
 - v. 4 years
 - vi. 5 years
 - vii. More than 5 years
- *After making your mindfulness practice, do you experience any of the following outcomes? (grade from 1 [more frequent] to 5 [less frequent]):*
 - i. Decreased negative mood
 - ii. Stress/anxiety reduction
 - iii. Enhanced attention (focused on the present moment)
 - iv. Develop attitude of acceptance (non-judgemental)
 - v. Generate openness and curiosity
 - vi. Diminish automaticity and increases self-awareness
 - vii. Improve working memory or recognition memory in the environment
 - viii. Enhances prosocial behavior (increased empathy and perspective taking)
 - ix. Other outcome (white space for completing)

- e. No

If No:

- *Why do you not practice mindfulness?*
 - 1. I don't know how to practice mindfulness
 - 2. I don't feel it is helpful

(end of the questionnaire)

14. Do you think that adopting mindfulness practices could be beneficial for your role as Manager and for the organization?

c. Yes

If Yes:

- *In which of your responsibilities do you think mindfulness helps you the most? (grade from 1 [more frequent] to 5 [less frequent]):*
 1. Create efficient processes, structures, tools and methods
 2. Coordinating and integrating activities across multiple, functional lines
 3. Build and manage relationships between different disciplines
 4. Convert the inputs (i.e., resources) into outputs of products, services, experiences
 5. Enhance financial performance
 6. Develop organisation culture
 7. Understand the operations of each line in the organization
 8. Identify ways to add and create value within strategic decisions
 9. Shape customer experiences
 10. Develop human-centred, innovative, and sustainable value propositions
 11. Other
- *In which of the following characteristics do you think mindfulness enhance your performance (grade from 1 [most important] to 5 [less important]):*
 1. Power of observation (able to identify the strengths, pain points, or opportunities)
 2. Early identification of problems so that corrective action may follow
 3. Creativity
 4. Technical skills
 5. Integrator (team building, group collaboration)
 6. Negotiator
 7. Holistic and outside-in perspective (empathy)
 8. Communicator (connect and convince others)
 9. Build trust and reduce biases (open mindedness)
 10. Maintain a motivated and engaged attitude
 11. Knowledge of the technology being used
 12. Identify when objectives cannot be met or will be exceeded
- *Do you also practice mindfulness within your work environment, meaning, with your team/peers?*
 1. Yes

If yes:

a. Which of the following activities you practice mindfully at work with your team?:

- i. Meditation
- ii. Breathing exercises
- iii. Sports or Exercise (running, yoga, hiking, cycling...)
- iv. Play Music
- v. Make Arts & Crafts (photography, painting, sculpting, cooking...)
- vi. Do games/tests like puzzles, memory cards, crosswords, sudoku...
- vii. Rest in a relaxation room
- viii. Other

2. No

d. No

If No:

- I don't think there is a relation between both subjects
- Other

(end of the questionnaire)

15. Would you encourage your colleagues or subordinates to practice Mindfulness outside of the work environment?

c. Yes

○ Why:

- 1. Due to the beneficial outcomes the practice brings
- 2. Because of the positive experience I've had with the practice
- 3. Other

(end of the questionnaire)

d. No

○ Why:

- 1. Because I think it is a personal decision
- 2. I don't feel the confidence to do it
- 3. Because it could be a different experience for everyone, and what works for me may not have the same outcome in another person

(end of the questionnaire)

Appendix B - Interview Questions

Hi! My name is Laura Aldrey, and I'm currently studying a Masters in Design Management at IADE Universidade Europeia. I'm conducting my Thesis research into the effect of mindfulness in design managers performance. This interview consists of 13 questions and should not take more than 40min to complete. All answers provided will be kept confidential and used only for academic purposes. I'm available for any additional questions at lauraealdrey@gmail.com.

Interview:

1. Let start with a couple of demographic questions:

1. Gender:
 - a. Female
 - b. Male
 - c. Prefer not to answer
2. Age:
 - a. 18 - 24
 - b. 25 - 34
 - c. 35 - 44
 - d. 45 - 54
 - e. 55 - 64
 - f. 65 and older
 - g. Prefer not to answer

2. Management roles

- a. *Which of the following management roles do you perform?*
 - Project Manager
 - Strategic Manager
 - Product Manager
 - Design Manager
 - Marketing Manager
 - User Experience Manager
 - Operations Manager
 - Sales Manager
 - Financial & Accounting Manager
 - Supply Chain Manager
 - Human Resources Manager

- Public Relations Manager
- Engineering Manager
- Innovation Manager
- Other (white space for completing)

3. Which is the nature of the projects, products or services that you manage? (e.g. Ecommerce, Consulting, Entertainment, Construction, Banking, Fashion, Digital Marketing...)

Open reply

4. Which is the size of the enterprise in which you work as Manager?:

- Micro enterprise (less than 10 employees)
- Small (10-49 employees)
- Medium (50-249 employees)
- Large (250 or more employees)

5. Could you describe the characteristics of your work environment? (e.g. open minded, friendly, conservative/traditional, teamwork, cocreative...)

Open reply

6. Do you like working in the organization you are currently performing as a manager? Why?

Open reply

7. Within the organization, are you in charge of a team (or several teams)?

- Yes:

If Yes:

- *How many teams do you manage?*
 - i. 1 team
 - ii. 2 teams
 - iii. 3 teams
 - iv. More than 3 teams
- *Which is the size (number of people) of the team (if it is several teams, the sum of all members) you manage?:*
 - i. Less than 5 members
 - ii. 5 - 9 members
 - iii. 10 - 14 members
 - iv. 15 - 19 members

- v. 20 - 24 members
 - vi. 25 - 29 members
 - vii. More than 30 members
- *How is your relationship with your team?*
Open reply
- *How is the relationship between your team members?*
Open reply
- No
 - *Are you a member of a team?*
 - i. Yes
 - 1. *Which is the size (number of people) of the team you belong?:*
 - a. Less than 5 members
 - b. 5 - 9 members
 - c. 10 - 14 members
 - d. 15 - 19 members
 - e. 20 - 24 members
 - f. 25 - 29 members
 - g. More than 30 members
 - 2. *How is the relationship with your Team Leader?*
Open reply
 - 3. *How is the relationship with your Teammates?*
Open reply
 - ii. No

8. Do you know what Design Management is?

- a. Yes
If a: goes to question 10
- b. No
- c. Maybe
If b and c:

"Design Management is about the successful management of the people, projects, processes and procedures behind the **design** of our everyday products, services, environments and experiences... Equally, design management is about the **management** of the relationships between different disciplines (such as design, management, marketing and finance) and different roles (such as clients, designers, project teams and stakeholders)" K. Best (2010)

- *Would you say that you also perform a Design Management role?:*
 1. Yes
If a: goes to question 10
 2. No
 3. Maybe
If 2 and 3: goes to question X

9. As a Design Manager:

- *In which dimension would you say you perform your role?:*
 - In a management context: where design management is focused on the organisation, at increasing organisational performance
 - In a design context: where design management is focused on the function/application of design
- *In which level do you perform your role?*
 - Implementation / Executing level
 - Structural / Enabling level
 - Leadership / Directing level
- *Since when have you been performing this role?*
 - Less than 6 months
 - 1 - 3 years
 - 4 - 6 years
 - 7 - 9 years
 - 10 - 12 years
 - 13 - 15 years
 - 16 - 18 years
 - More than 18 years
- *How many hours do you work as a Design Manager?:*
 - Less than 8 hours per day
 - 8 hours per day
 - 10 hours per day
 - 12 hours per day
 - More than 12 hours per day
- *Select some of the following responsibilities that you perform as a Design Manager (grade from 1 [more frequent] to 5 [less frequent]):*
 - Create efficient processes, structures, tools and methods
 - Build and manage relationships between different disciplines
 - Shape customer experiences, products, services, brands and communication
 - Implementing design through planning of activities and project management.

- Build a creative environment
- Transform abstract ideas and fuzzy situations into specific information
- Enhance financial performance
- Develop organisation culture
- Overcome organisational barriers
- Identify ways to add and create value within strategic decisions
- Develop human-centred, innovative, and sustainable value propositions

In case there is any responsibility/task missing, please write it down:

- *Which are the most important characteristics to have as a Design Manager (grade from 1 [most important] to 5 [less important]):*
 - Power of observation (able to identify the strengths, pain points, or opportunities)
 - Creativity
 - Integrator (team building, group collaboration)
 - Humanism (people-centered approach)
 - Differentiator
 - Holistic and outside-in perspective (empathy)
 - Communicator (connect and convince others)
 - Build trust and reduce biases (open mindedness)
 - Maintain a motivated and engaged attitude (self motivation)

In case there is any characteristics missing, please write it down:

- *Which of the following would you say are the downside of your role? (grade from 1 [most important] to 5 [less important]):*
 - Project complexity
 - Workload
 - Project risks
 - Work environment
 - Relationship with superiors or colleagues
 - Customer's special requirements and scope changes
 - Changes in technology
 - Creativity exhaustion
 - Increasing responsibility, but little authority

In case there is any downside missing, please write it down:

10. Do you have any specific habit or practice that helps you handle the downsides of your role?

- a. Yes
- b. No
- c. Maybe

If a and c:

- *Which of the following activities do you practice? (grade from 1 [more frequent] to 5 [less frequent]):*
 - Meditation
 - Breathing exercises
 - Sports or physical activities (running, yoga, hiking, cycling...)
 - Play/Listening Music
 - Make Arts & Crafts (photography, painting, sculpting, cooking...)
 - Do games/tests like puzzles, crosswords, sudoku...
 - Other (white space for completing)

Could you please provide details of the activity you practice the most? And why do you do it?

- *With which frequency do you make those activities?*
 - Once a day
 - Once a week
 - Once every two weeks
 - Once a month
 - Other (white space for completing)
- *Do you also practice any of these activities within your work environment, meaning, with your team/peers?*
 - Yes
 - No

If yes:

- *Which of the following activities you practice at work with your team?:*
 - i. Meditation
 - ii. Breathing exercises
 - iii. Sports or Exercise (running, yoga, hiking, cycling...)
 - iv. Play Music
 - v. Make Arts & Crafts (photography, painting, sculpting, cooking...)
 - vi. Do games/tests like puzzles, memory cards, crosswords, sudoku...
 - vii. Rest in a relaxation room
 - viii. Other
- *Do you think that making these activities is beneficial for the performance of the team in the organization?*
 - Yes:
 - i. *Why do you make this practice in a group?*

- No
 - i. Why not?

If b:

- Why not? How do you handle the downsides of your work?

11. Mindfulness

- *Do you practice any of these activities with a mindful approach?*

- a. Yes

If yes:

- *Could you please provide details of your mindful practice?*
- *Since when have you been practicing mindfulness?:*
 - i. Less than 6 months
 - ii. 1 year
 - iii. 2 years
 - iv. 3 years
 - v. 4 years
 - vi. 5 years
 - vii. More than 5 years
- *After making your mindfulness practice, do you experience any of the following outcomes? (grade from 1 [more frequent] to 5 [less frequent]):*
 - i. Decreased negative mood
 - ii. Stress/anxiety reduction
 - iii. Enhanced attention (focused on the present moment)
 - iv. Develop attitude of acceptance (non-judgemental)
 - v. Generate openness and curiosity
 - vi. Diminish automaticity and increases self-awareness
 - vii. Improve working memory or recognition memory in the environment
 - viii. Enhances prosocial behavior (increased empathy and perspective taking)
 - ix. Other outcome (white space for completing)

- a. No

If No:

- *Why do you not practice mindfulness?*
 - 1. I don't know how to practice mindfulness
 - 2. I don't feel it is helpful
 - 3. Other

(end of the questionnaire)

12. Do you think that adopting mindfulness practices could be beneficial for your role as Design Manager and for the organization?

a. Yes

If Yes:

- *Why do you think it's beneficial?*
- *In which of your responsibilities do you think mindfulness helps you the most? (grade from 1 [more frequent] to 5 [less frequent]):*
 1. Create efficient processes, structures, tools and methods
 2. Build and manage relationships between different disciplines
 3. Shape customer experiences, products, services, brands and communication
 4. Implementing design through planning of activities and project management.
 5. Build a creative environment
 6. Transform abstract ideas and fuzzy situations into specific information
 7. Enhance financial performance
 8. Develop organisation culture
 9. Overcome organisational barriers
 10. Identify ways to add and create value within strategic decisions
 11. Develop human-centred, innovative, and sustainable value propositions

In case there is any responsibility missing, please write it down:

- *In which of the following characteristics do you think mindfulness enhance your performance (grade from 1 [most important] to 5 [less important]):*
 1. Power of observation (able to identify the strengths, pain points, or opportunities)
 2. Creativity
 3. Integrator (team building, group collaboration)
 4. Humanism (people-centered approach)
 5. Differentiator
 6. Holistic and outside-in perspective (empathy)
 7. Communicator (connect and convince others)
 8. Build trust and reduce biases (open mindedness)
 9. Maintain a motivated and engaged attitude (self motivation)
 10. Other

In case there is any characteristic missing, please write it down:

- *Could you please describe an experience in which you perceive an improvement in your performance as Design Management due to the benefits obtained from your mindfulness practice?*
- *Do you also practice mindfulness within your work environment, meaning, with your team/peers?*
 1. Yes

If yes:

a. *Which of the following activities you practice mindfully at work with your team?:*

- i. Meditation
- ii. Breathing exercises
- iii. Sports or Exercise (running, yoga, hiking, cycling...)
- iv. Play Music
- v. Make Arts & Crafts (photography, painting, sculpting, cooking...)
- vi. Do games/tests like puzzles, memory cards, crosswords, sudoku...
- vii. Rest in a relaxation room
- viii. Other

b. *Could you please write down an experience in which you and your team approach a situation with a different perspective due to the benefits obtained from the mindfulness practice?*

2. No:

a. *Why not?*

b. No

If No:

- I don't think there is a relation between both subjects
- I don't feel it is helpful for my performance as Design Manager
- Other

(end of the questionnaire)

13. Would you encourage your colleagues or subordinates to practice Mindfulness outside of the work environment?

a. Yes

○ *Why:*

1. Due to the beneficial outcomes the practice brings
2. Because of the positive experience I've had with the practice
3. Other

(end of the questionnaire)

b. No

○ *Why:*

1. Because I think it is a personal decision
2. I don't feel the confidence to do it
3. Because it could be a different experience for everyone, and what works for me may not have the same outcome in another person

4. Other

(end of the interview)