

CODES AND EVIDENCES

This document presents 3 examples of statements for the codes that we generated by analyzing the interviews and the evidences we collected. We clustered the data in 5 groups: 1) Elements of the decision-making, 2) Influence of the DT techniques evaluation over the decision-making, 3) Influence of the facilitator's experience in DT over the decision-making, 4) Difficulty for selecting DT techniques, and 5) Sources and resources used for collecting information to support the decision-making of DT techniques.

Group 1: Elements and strategies of decision-making for selecting Design Thinking techniques

Goal and phase

P#	Element
P1	The techniques I have to use, you know, they are much more related to having contact with the end customer, with the evaluation of the internal and external ecosystem, you know, with the construction and validation of the business model. The tools he uses are much more for understanding the internal ecosystem, understanding processes and functionalities
P2	What goal do we want to achieve to start using that dynamic [technique].
P4	I need to understand what is the context, what is the goal that I need to achieve with that workshop so that I can identify what are the tools.
P7	I try to understand what the goal of that work is, so what we want to achieve.
P8	... selection depending on whether it is already someone who has an end goal in mind, I will have to adapt somehow...
P9	The first step is of course understanding the scope of the project, deepening what the objective of the project is, understanding the scenario as well, what information is available.
P10	normally we have some pre-meetings with the client, with the target audience of the DT session, so we have to try hard to hear what they want, what they want to achieve with this workshop
P11	I always select according to the need with the context I use
P12	It depends a lot on the project, for example, here at [ORG_A] which is where I am now, it is a sector that I work in, each technique is defined specifically for each project
P13	The most important criteria is where are we in the process, [...] so the team that we work with the [company], we are a customer-facing team that is tasked with going innovating with customers on some [company] technology, and so the... so one of the first things for doing is that matters in terms of what techniques would be used is what... you know... where are we in the process...
P14	So depending on where we are I would start kind of going into the selection of different methods and depending on the goal we want to achieve in that session.
P15	So, first we have to identify what's the objective, what for example the customer is looking for... what's the goal and then from there... I will go for checking which techniques would be more useful for this kind of workshop...
P16	I used methods from design thinking to achieve something.

Time available to apply/use a technique

P#	Element
P2	Time, goal... are the 2 [elements] that we use to define which techniques we are going to put into the toolbox.
P3	When it's a very long session, for example, we're going to do the workshop for a week... right, a week... a week for the whole day of that week... 5 whole days is like this... we split it up so it doesn't get too tiring... so each coach takes on one day, for example, or interleaves, right? how this session will be guided.
P8	I take into consideration the time I will have for the session.
P10	As a Design Thinking coach you have to pay attention to several things in order to select these techniques right? so for example how long is the project, sometimes it's a one afternoon session so you won't be able to go through the whole process.
P12	the strongest [decision element] for me is time, because the official real holding process is long and everyone is out of time all the time no one has time so more than the context except like I would put time as the main thing then is to do things one way, to adapt many things.
P14	I would start kind of going into the selection of different methods and depending on the goal we want to achieve in that session... kind of adjust... and then it would also depend on the context we're in... so for example do we are... are we on a green field or do we already have some content which we have to consider when it's done and then it also depends on the people or how experienced are they how much time we have for session , is it virtual or on-site.. so, if some method work better one way or the other
P16	[...] generally at the [company] often we are restricted in the time that we get to go through a DT process um ... or worst of all throughout the workshop you even realize how this like they already know where they wanted to end up it's not really open to begin with yeah find that out but I think really the type of audience what you can do with them and the time available has a strong influence especially the time.

Challenge

P#	Element
P1	Depending on the type of challenge, the moment you apply [the technique], you can use the technique that gives you for example the understanding of the operational model of a business
P4	I need to extract challenges. So, I set it up, take a step of Design Thinking and do this survey of these challenges.
P6	understanding what the problem is, what this problem involves, not having a complex problem and always having several variables included in it, so understanding a little bit what these variables are, and understanding where this challenge is within the Double Diamond, so if we have no idea what is happening, why this problem was happening or if it is a more specific problem that arose, that is not strategic or cultural.
P8	what techniques do you usually use in these sessions? it depends a lot on what the challenge of the session is...
P13	Where we're working with the customer to identify what's the use case as we refer to it that you... that we want to focus on... and so that's one of the first things or sometimes customers will come to us and they have a couple use cases in mind... uh... which is... which is a starting place but then we need to come together as a team and figure out which of these use cases do we want to bring into a Co-innovation project... (use case as the challenge)
P16	Of course it's the task at hand, the kind of problem that we have.

The moderator's knowledge (DT expertise)

P#	Element
P1	You bring your knowledge which is your starting point. And you combine a lot of these techniques...you can combine...I can start with a qualitative, interview, then I go to a quantitative, and maybe the qualitative before the interview also helps to build a better questionnaire.
P4	If you don't apply DT you won't experience it, you won't be able to build strategies depending on the context that you are working on that workshop, what goal you want to achieve. So, today it is easier for me, so that is why I can design any dynamic of any workshop depending on the goal.
P7	So your perception is then... there are tools that people originally use for ideation that I love to use in the empathy part, it doesn't make much sense because at the time of ideation you are also collecting perceptions of value from those people there so I can extract certain points that are relevant to the process so yeah that's also a hacker way to not only modify the tool itself but bring it into the exact different context yeah so yeah, I often select techniques for the characteristics themselves.
P11	I believe that this facilitator (who leads) has to be always up to date with everything that is going on, the best tools, I think he has to have a lot of flexibility, not only in improvising, but also in moderating groups, because you don't do anything alone.
P13	... So for me a lot of it [evaluation] is just based on and I've been doing this for a number of number of years over to over 10 years... you just it's like "hey that really seemed to work or like Oh my gosh that was really hard" and so just my own personal
P14	So something like do I have a set of methods which I know will work and I have to kind of play the safe card.
P16	Then I would use methods that I know well that are kind of risk-free so that they work well in a workshop if the audience might be difficult already.

The maturity in DT of the organization and the experience the stakeholders in DT

P#	Element
P1	In some scenarios I had a team that we had been working on for three years together. Then the game is played differently. Everybody already knows each other there a little bit... one is covering the other. [...] With time you evaluate the maturity of the company, the clarity of the challenge, the maturity of your team.
P3	A session depends a lot on people's participation... so we try to at least meet with the person who requested attention for that person to present: ah, it's a group... I don't know, it's an engineering group that usually goes having a slightly more closed profile, but introspective; Oh, it's a group of sales people, you know, there will be a group that will have a very likely war camp there, we will have to do one, you know, how can I say... a more present facilitation.
P6	Sometimes we need to go deeper to bring this clarity to the team, if the team already has a little more clarity, is a little more mature, we can go for tools that raise the discussion level a little bit, that bring more depth to the discussion, that lead us... orient us to a more assertive solution.
P7	I would put experience, but it's because experience is very broad, you know, but it's only when we're involving the agents who are involved in the process on a daily basis, so... for example, the people who will actually develop, the people who go... it's not just a group of people who are called to experience a moment of DT and then each one in their own corner... it's people who are connected to the project.
P11	Within my context, we already work in squads where I have a ux Designers, then I have POs and I have a development and the whole team that will be responsible for the engineering part, from prototype to putting this solution into production. So, I usually invite everyone on the team to participate in the ideation stage as well. And it's more or less a little we can do inception, we can do a design sprint, it depends a lot.
P12	for example, in-depth interviews, I didn't always do them at [ORG_B] because depending on what it was, whether it was for the internal public, I could do in-depth interviews, which is a very common thing in immersion, but when it was for the external public, the best I could do I was the one who made the questionnaire, it was another area of [ORG_B] I did a briefing for them and they took it and brought answers.
P14	... It also depends on the people or how experienced they are
P15	if your goal is to... it's to align or for example, for alignment between people... so for example, if you have an activity where people contribute in the same amount and then they have to cluster this information and come up with a statement... this is an alignment exercise... so that would be my criteria like "oh we have this workshop, this is the goal and then we need the alignment" so I will choose a technique that brings you alignment.
P16	[...] sometimes if for example the group is completely new or is perhaps a little bit difficult then I would use methods that I know well that are kind of risk-free so that they work well in a workshop if the audience might be difficult already... um sometimes if the audience is easy and I know them well it's an easy project then I would use the opportunity to also try something new. [...]

Group 2: DT techniques evaluation and the decision-making for selecting Design Thinking techniques

Explicit feedback with the participants of the DT session.

P#	Statement
P1	I apply a technique. Was it good? was it not good? was it as good as you expected? No, it was not as good as I expected...
P2	I always ask for feedback for everyone who participated. We see, it's... a 4-hour meeting was tiring... we can break down the techniques in a 2-hour meeting in the morning and 2-hour meeting in the afternoon. So, it is more in this sense of Timing, one that we also review some of the techniques there when they were not so effective.
P3	I send out a satisfaction form to see what flowed in that session, to see if it matches my perception of the session? If the perspective of the person who participated matches what I perceived throughout the session... ah that worked, that didn't work.
P13	So we do have an evaluation that we will have participants fill out after a workshop that gives us feedback
P15	So... they have two types of evaluation right... so it can have a qualitative and quantitative evaluation: so quantitative evaluation I think it's very broad on like a design thinking workshop for instance... so we are just asking like if it was positive in general so we're not asking like specific activities were useful...

Moderator analysis of the participants' perception

Experience to the participants	
P#	Statement
P1	Perception, engagement, understanding, the questions that arise. This even leads you to visit if you have to invest in a next moment maybe to explain better why [to use that technique] or simply change that tool.
P10	I really like to do a feedback session at the end of the day or at the end of the period, okay? for example say like this now so you will get a post-it of what you liked and a post-it of what you didn't like
P13	I just knew like: it was like... we got into it and people in the workshop were just really in this particular this wasn't a client-facing activity, but people were really struggling they were having a hard time and they just weren't understanding it and then it's like OK this is just like too painful, too hard that's either I would need to completely change it or it's like I don't think I would do that one again.
P14	So we normally always do coach debrief when there have been several coaches and talk about what went well... what not... but it's kind of the whole workshop setup and you touch on individual methods... mostly when they don't work or kind of make some mental notes on what to change. Actually, we don't have a formal setup for that and it's also nothing I would write down it's for like the experience, and I hope I remember it the next time I do it.
P15	Qualitatively wise you can see from the... from how the workshop is going, how people are reacting and if something is not working out during our workshop I will try to improvise... so try to do something else on the fly that I believe will help us to reach the goal
P16	Not very structured so most often we will meet again and discuss where that project that workshop went well and how it could have been improved and then you would say something perhaps that method took too long was so complicated we didn't explain it well or something like that but not super structured so more like gut feeling and yeah impressions of the participating coaches yeah.
Participants' understanding using techniques	
P#	Statement
P1	Perception, engagement, understanding, the questions that arise. This even leads you to visit if you have to invest in a next moment maybe to explain better why [to use that technique] or simply change that tool.
P3	Do I send out a feedback form to see what flowed in that session, to see if it matches my perception of the session? If the perspective of those who participated matches what I noticed during the session... ah that worked, that didn't work.
P6	I run a survey as if it were a satisfaction survey. It only has 3 questions and then the 3 questions address the feeling of the user, of who was on the other side of the screen, is how much this person feels that we have advanced in relation to the final objective of the project and how good he felt careful about this workshop.
P7	I choose the tool and sometimes I make changes to the tool at the time, understanding the need. So sometimes we build a tool there, canvas, I don't know, that people are using. There is a group that is developing with us and is stuck at a certain point, right, so then we talk, we ponder, is this point here so important... is it possible that if we skip it aiming at the greatest Will the fluidity of the work hurt the group a lot? Doing this pondering, I go there and do the binding.
P10	It's up to the moderator to know if that's consistent or not because sometimes people also come with an expectation and no matter how hard we work at the beginning to say it like this, I'll explain it to you briefly: you put everyone on the same page how is it going work what is the purpose of the day,
Participants' engagement	
P#	Statement
P1	Perception, engagement, understanding, the questions that arise. This even leads you to visit if you have to invest in a next moment maybe to explain better why [to use that technique] or simply change that tool.
P4	If I see that, for example, that group [...] was not as engaged, I was not as assertive, I need to rethink. So getting feedback from that meeting at that moment is very important.
P5	Each technique that you use... there are some that you will feel easier and you will identify more, so you will explain it better, it will be faster, lighter, but even for people to do, to follow what you are passing on. [...] you end up going back to a [technique] that is simpler, so that people receive the information and collaborate by responding in the way that you want, that you expect.
P11	I believe that this is how this leading facilitator is, he has to be always aware of everything that is happening, the best tools, I think he has to have a lot of flexibility, not only improvising, okay, but also group moderation, because you don't do anything alone, so like that [name] is moderating a group of 40 people and nobody engages with me, I'm not going out with anything
P12	I always after the whole session like this during the activities, I write down things like people were very engaged at that moment when they lost focus and et cetera... and I keep it as a note of mine and then I come back to take a poll and see which ones ended up generating is some result
P15	Qualitatively wise you can see from the... from how the workshop is going, how people are reacting and if something is not working out during our workshop I will try to improvise... so try to do something else on the fly that I believe will help us to reach the goal

DT techniques results comparison

Application time	
P#	Statement
P2	the time and availability the time of availability and objective are the ways that we use to be able to make the decision.
P14	it also depends on the people or how experienced are they how much time we have for session, is it virtual or on-site.
Technique effectiveness	
P#	Statement
P1	You might select a certain technique and it does not bring you an expected result at that moment. So, you visit a second technique that maybe you don't master so well and then, based on this result, you make a comparison between the results. So, sometimes you have to use a technique that you may not master so well, so that you can have points of comparison in terms of results.
P2	reach the objective of the session, being it... as I said if it is to create an MVP, the time, the defined timebox
P7	Did you meet the objective? Fulfilled... Did I extract from that person everything I needed? No, okay, what am I going to do now, am I going to interview someone else with the same profile? Will I look for other ways? I believe that this person, if they were in an empathy workshop, for example, it would be different, you know? so anyway, it has it is more goal-oriented.
P9	We use the following dynamic: what was good about the techniques and the process as a whole, what could be improved... evolve and what cannot happen again... would you like it to be eliminated? so at the end of each workshop we have this habit to rethink what was a success I keep, what can evolve, was good but can evolve, what did not work has to be eliminated.
P13	you clearly know whether like "hey that went really good" or like "oh that was pretty bumpy"
P14	... kind of what should be the end result at the end of the session and then depending on that I would also choose some method.
P15	It's all about the goals... so have you reached the goal using that technique or so... I don't say if I evaluate but I will look for reaching that goal... so if I do one of the techniques and it's not helping me to reach the goal I will look for something else...

Group 3: Experience in Design Thinking and the decision-making for selecting Design Thinking techniques

Facilitator's experience in conducting sessions

Making decisions together with other professionals	
P#	Statement
P8	In the company I work there is no one who works only as a DT facilitator. It is always one more function. As I said, normally there will be more than one person, especially when it is with the client, normally from 2 to more, depending on the number of people that come as well, so what I do is set a meeting with this other person that will be the coach and with this person from the internal company that gave us this request, so that she can explain the whole scenario to the client.
P10	when it's a session with several groups talk to the other DT coaches like, what were the feedbacks given to you, what do you think about changing this to the next day...
P11	It's usually who's involved in the group, right... so, for example, who's involved in the group is from the driver himself to the support facilitators, there's always a bit of baggage, right, so we always evaluate there what makes sense to complete the objective end of the creation process, right from the workshop experiment
P14	Normally when we do um sessions it's rarely that you plan them alone, but you always have somebody doing it with you... and so therefore you always have somebody to go in a sparring and especially if it's a method in one area I'm not so familiar with... I would definitely consult a colleague or somebody I trust and know that they have expertise in that field and this is more like the conversation part
Allocating time to understand/experimenting the technique	
P#	Statement
P7	If I have a time to understand [the technique] I will probably try to spend some time, sleep on that problem and bring a development based on [the understanding]
P13	... but we have the freedom we are not locked in as... whatever your role is when you're doing a customer project like... we come up with our own agendas and the activities, so we could put something new in, we can try it even if it's like "hey I've read about this I want to try it"...
P16	oftentimes it will then be a former SAP colleague who is now individual consultant, or it will be an interesting case that somebody did within SAP with customers or so often it's more internally focused
Knowing the participants' profile	
P#	Statement
P1	Much more today the difficulty of making a decision, it's much more to understand the team there having to decide that about the team than actually applying the technique.. Right, and then I answer, like this: it's not your team so mature, you're the one who's going to have to get your hands dirty.
P2	when there is an audience like this, I think that doing this here for 4 meetings of 1 hour will be productive, better if we combine it with 2-hour meetings, we always do this evaluation and readjustment for change to make a decision.
P3	I like to be able to talk to the person who requested it beforehand to identify people's profiles, but not related to the business, for example, the communication profile itself... ah, it is a, it is a more introspective group, it is a group of different generations, it is a group that does not know each other, it is a group that knows each other, you know? It is a group that is going to have someone in leadership, so probably when there is someone in leadership. If there is a developer and there is a CEO, the developer will be a little more shy, you will be a little more afraid to give some points. So I like to know this beforehand so that I can prepare myself, and prepare ways to bring the participants into the middle of this action.
P4	So we worked on challenges, we surveyed the challenges of the areas, we filtered this challenge and took it to the workshop, for this training because what we wanted was training that we also brought content from all the design thinking stages so that they could right knowing what it was about, all the steps and at the same time they were able to work on real challenges and put into practice what they were learning in relation to the content. So it was pretty cool.
P8	I also consider the people who are participating, so if there's going to be someone like that... if it's going to be an HR director, an IT director, if they're people who have had some experience with DT or not... then the level like that of the people who are there, and I think it is the challenge that is being proposed, the problem that is being tackled.
P9	the profile of the public, if it is an audience that already has notions of design Thinking, an audience that is the most... and has no notion at all, right, more resistant, more open-minded, mixed, if it is a more operational level, tactical level, or a more directing level... so the profile also influences which techniques are going to be used.
P10	normally we have some pre-meetings with the client, with the target audience of the DT session, so we have to try hard to hear what they want, what they want to achieve with this workshop
P12	After you do the same technique many times, you already know if it will work or not according to the profile of the demanding people, the stakeholder and such.
P16	Sometimes if for example the group is completely new or is perhaps a little bit difficult... then I would use methods that I know well that are kind of risk-free so that they work well in a workshop if the audience might be difficult already.
Knowing the availability of the participants	
P#	Statement
P2	Time, availability, time and objective are the ways that we use to be able to make the decision.
P9	So it's very specific according to the scope of the project and of course, there's the dedication time... so there are clients who are willing to invest in a complete project that will take 3, 4 months and there are clients that I don't have the resources for so it's going to be a sprint design format. Then this will also influence which tools we will use, right?
P10	first we look at these limitations of the scope of what the client works with and also the finite resources that we have, right... so much sometimes availability: the ideal sometimes is for the client to bring 15 people to do a DT session and they can bring 5
Understanding the maturity of the team/organization	
P#	Statement
P1	It depends on the maturity level of the organization. When you are working with mature organizations things are easier, when you are working with more traditional organizations, you are going to have to use this selection of techniques in order for you to achieve the goal.
P3	The first is people's level of knowledge about the topic we're going to talk about... it's whether you need to send a pre-work, for example, because sometimes I don't know, for example it's going to be a session with students of the subject, but this is a very comprehensive area... you know, and we're going to talk about, I don't know, a business student and we're going to talk about a part of a process in the industry area, for example, you know? We need people to enter the session with the mindset already set for what we are going to work on... so we send the pre-work.
P6	So sometimes we need to go deeper to bring this clarity to the team, if the team already has a little more clarity, it's already a little more mature, we can start with tools that raise the level of discussion a little, that bring more depth for the discussion, that lead us... guide us towards a slightly more assertive solution.

Participant's experience in DT

P#	Statement
P1	The experience of the person who is going to participate in using these techniques is a determining factor for you to be able to select the tools. From the person who is going to conduct, from the person who is planning, from the person who is going to support the conduct, from the people who are going to participate.
P6	I need to understand what the team needs. sometimes the problem is a little more targeted, but the team is not so clear about the problem. The team that is going to work on that solution.
P16	When I do something with a group of people first explaining "OK so overall the process would look like this... what we're doing today is just this tiny thing..." so it's not just the funny colorful posters and having some nice energizers and uh stuff like that... that's now important to me

Group 4: DT facilitator's difficulty for selecting DT techniques

Time they have available for using the techniques or according to the **context of the workshop**.

P#	Statement
P2	It is difficult. It is very hard for us to define. Sometimes the client says: I need... I'll give you 4 hours of a team for you to make a conception of a new product that we need to profit, or to make a certain solution that is a new product that you will create... The more time the team makes available or the more we are able to negotiate, the more complete the solution is. So, I think the only thing for decision making is that I always try to negotiate twice as much time as the client allows me.
P7	It is difficult because it depends a lot on the workshop, it depends a lot on the next workshop, it depends a lot on the workshop goal.
P9	It depends on the workshop. If it is a simpler workshop where the challenge is recurrent, you have already applied it several times, then it is at the easiest level [...] But in practice we can't achieve this because challenges arise that are very peculiar to each client... so each case ends up being a case.
P10	the difficulty, despite having more experience, it is always high because every session has a totally different context.... so to know the techniques to be used, you will have to do the same evaluation, sometimes maybe when preparing the session...
P11	It depends on the context... the biggest difficulty I think it would be in maybe like this is not even convincing but negotiating with the main stakeholder that this discovery stage is necessary so that we can design better solutions.
P13	In your early years it can make... planning for a workshop or an activity definitely more difficult because you don't even know like what are activities that would be good for this particular outcome... you know... what's the outcome what's the goal of the workshop.

Lack of knowledge of the participants/facilitators in using DT techniques.

P#	Statement
P1	Either they didn't understand the technique or they don't know what you're working on; it's or they were intimidated to contribute, to point.
P8	The profile or which segment the client is from. If the person doesn't know or she is from a very formal area, the techniques won't be able to be so disruptive, it will have to be more flexible.
P12	I worked kind of in a way that people didn't even know existed because it's different when you're in the middle of technology companies and everyone has at least heard of DT.
P13	Planning for a workshop or an activity definitely more difficult because you don't even know like what are activities that would be good for this particular outcome... you know... what's the outcome what's the goal of the workshop. So I definitely think that's easier because you don't have the personal experience and then you don't even know what would be a good method to help me get to the particular goal of the workshop.
P15	[Before getting experience] ... it was higher... it was higher because you don't know what to expect by using certain techniques so if you have the experience you would know... you have like a proof point that something that worked in the past or didn't work in the past and then coming back to the question of 1 to 10 uh now my difficulty is like I tested a lot I have several options..

The required changing to a remote environment due to the COVID-19 restrictions

P#	Statement
P1	I was building a physical journey inside a hotel-space inside the company. The construction of a journey in 16 hours, two days in a row. Today [online] this is impossible. Today it is extremely impossible. Ah, the guy has pain. Ah, the guy won't stay. I am closed to the camera here because of the internet.
P2	We had a big shock when we left the presential mode for the online mode. How can we do everything we did face-to-face with DT and go online? We had to take the present mode and test, improve, test again, improve, and apply it through the scenario.
P3	We tried to do some sessions and it didn't... it didn't work well... what a test... If someone has any special needs, be it motor difficulties, visual difficulties, if they need an interpreter, right... like... like... if you need any help with this request, the language of the session... if it's going to be in English, if it's going to be Portuguese, Spanish. this limits me enough.
P5	Online is always more difficult. Personally, you can do other things because I fill the room with modeling clay, lego, and then people let loose, it's a lot of fun. [...] There are many things that do not work online, you have to have touch, you have to have eye to eye.
P12	I realize that they don't pay attention to digital... so they still aren't sensitized enough, like when you're doing it... and because of digital, despite the fact that I work basically with technology and man I work currently I work in the organization that brought [...] and there is a director there who kind of cannot do things on the computer [...]. But even so, it's no different, you know, this resourcefulness et cetera, so I think that because they were a little apprehensive about the environment, it only ended up making it difficult.

To work on a new product than when she has to work on a product improvement and to conduct more complex workshops as she gained more experience.

P#	Statement
P2	When we have a new product, it is more difficult, more complex, because it demands much more research from the end user, and the end user is not always our end user, but the client's client's client. So to have access to this kind of decision making, we can't go by our experience of 2, 3, 4 people. We need to seek much more reference so that we can have a better assertiveness of the solution.
P8	Before I followed more of a pattern. I think that before it was easier because I followed something that I knew was going to work, more comfortable. The options that I had were more limited. Now I think it actually became more difficult because I know more techniques. Sometimes even conducting sessions that are also considered more difficult like that.
P14	It's more difficult when it's out of their comfort zone.

Being not able to exchanging experiences with other DT facilitators

P#	Statement
P4	I know people or that I have worked with, but thinking of other professionals like that, thinking of other professionals who work with design thinking I can't identify them, you know? Other than the people I have worked with or taken courses with - I can't see these exchanges.

Group 5: Resources used by DT facilitators to support the decision-making of selecting DT techniques

books related to DT specially before they got experienced in DT.

P#	Statement
P1	In the past [my] starting point was some books. I did research in some scenarios with these books.
P3	I started consuming a lot of books about DT that brought a method, some specific approaches and I adapted them to my style, sometimes taking some elements from some styles like this.
P4	I use books a lot. I like books a lot. I'm full of Design Thinking books here: so "This is Service Design Thinking" for me is my bible.
P7	I often go back through the DT books. For me the bible is that "This is service DT", and then the "Doing DT - Design Doing". For me they are books that I always go back to so I can look at and review, and maybe get inspired by that so I can create new things as well.
P9	today there are the bibles, there is the book 101 design methods, which is one of the books that I use, design doing is also another book that has a lot of tools, right? So these 2 books I use a lot...
P11	I love to read physical or digital books. So part of my work is that I carry with me the technique is the book is the reading
P14	So we have quite a lot of books, for example, in the [company] where just method collections which I regularly browse and have a look if there is something I want to try and think it could fit
P16	Sometimes I use the design thinking toolbox... a whole book where you can find different methods um and let myself be inspired there..

Books from other topics as a source of DT techniques:

P#	Statements
P4	I use books. I don't use only Design Thinking. I use books on Agile, Lean Inception too, the Lean Startup technique is also very good depending on the context, and Design Sprint is very much married with Design Thinking, so it really depends on the context. So I get all the other methodologies to complement what I need at that moment.
P7	I tend to leave myself open like that to absorb the processes around me as well, so about other areas... so if I see people using a new tool in scrum, then I'll read about the tool and I'll understand and have that there as a process of creating repertoire even.

DT toolkit/template (compilation of DT techniques) as a source of DT techniques:

P#	Statements
P6	In the beginning I used IDEO's design kit a lot. Echos has a very good design Kit
P9	The company I work for has a [toolkit]. They have this portfolio and the practical experience of sharing each project, so you create this portfolio.
P11	You have a lot of techniques under your belt (toolkit), yes, but you already transcend doing a mix of what makes sense for that context.
P12	In fact, I used a lot of [techniques...] Toolkit I have a teacher ... he has a blog and he used to have several little decks like that and then each one had several problems So they suggested things I used a lot this things.
P13	We have templates built out for both in-person activities and we have templates and resources and we have those same resources built out for virtual.
P14	in the [project name] where just method collections which I regularly browse and have a look if there is something I want to try and think it could fit
P15	So one thing that we do is we not only run workshops but we create templates... we create some templates for other people to use, so when we do that we test it! so we do like fake workshops with fake goals to see how people react and then we can check if something works or not and then we change the template, so we usually do that...

Training of DT

P#	Statements
P2	Techniques we [get] in courses or training workshops. Sessions that we do among some groups that I participate.
P8	We have a training curriculum when we apply to be a Design Thinking coach and then we have levels like that, let's say 3 levels then 3 training curriculums, so it's pretty closed there, my bridge is these trainings like that inside the company...

Digital media such as online groups, LinkedIn profiles and groups, and Medium pages as sources of DT techniques.

P#	Statement
P2	The sources I use are: through my social media in specific DT groups that I have or Lean Inception themes, innovation themes. We discuss some themes.
P3	There's a lot of material, it's cool on Curseira [online course platform], that's where I took the courses
P5	The internet is also a source, because after everything went online there were about 50 amazing dynamics and techniques and tools to use in person, that don't work so well online.
P6	There's a channel on medium if I'm not mistaken, so they always disclose what they're doing, so for example they created a tool to understand a survey to understand the level of maturity
P10	We use a form of community. There is in my company a platform that is like an Orkut community that is very similar, so we create forums and everything, so we use this platform a lot.
P14	.. online forums actually for creativity techniques my favorite is the German Wikipedia page because they have a really good collection with broad a broad set of brainstorming methods
P16	I'll simply Google it and watch some videos.

DT models (set of working spaces) as a source of DT techniques.

P#	Statement
P1	It is very important to have a model in your hand. The model ends up being a compass, which will help you understand that maybe you have to take a step back at some point, maybe you have to close the project, what you should be doing, you should look at that moment.
P6	I usually place the problem between the first and the second Double Diamond to understand where it is and then based on the stage it fits into I select the tools and then it varies a lot according to challenges.
P13	Once we select the use case then we are... then we will move into what in our process that we follow a discovery phase which is your research phase and so... depending and if we're running workshops in a discovery phase, those techniques they're all designed thinking but there may be different tools or different methods that we're doing during a discover phase compared to... OK we've done the after we're discover then we're going to design and after we do design we're going to... then get feedback ... and those are some different techniques around that we'll use around getting feedback and iterating the designs versus the initial discovery phase. So which techniques we use is highly dependent on the phase of or the thinking of it as the stage of the project we're in.
Other participants: P2, P4, P8, P11, P12, P14, P15, P16	

Experience of other DT practitioners to gather information about DT techniques and how to use them.

P#	Statements
P1	I have some people who are mentors that I talk to. All the time? No, not all the time. One moment or another I ask a question I have, I validate something and it helps me to choose a technique or build a new technique.
P8	Today I take as a source these trainings or more experienced people, more experienced coaches within the company in a more informal way, if I have a lot of doubt about which technique to use I talk to someone more experienced.
P4	I think there should be a community, so that we can interact. For example, we now have people who are developing training for Product Manager, for example, or PO, and then these companies that are doing these training end up creating a community among these professionals, so this generates a great Wealth, there will be an exchange of experience, and you will also be able to exchange techniques and tools that you are using and that have worked well or even for the tools you are creating, right, adapting them according to the ones that already exist. ... I think I miss a community, like this, and I see these actions happening, especially in this area of digital products, we just need to have one, you know? So I think we can get more input from the theory of literature and practical experience even when you are applying within the company and even with a colleague that you are close to.
P6	As [DT] is an area [that] is very innovative... we even have literature, but if you stop to analyze the literature, it's always done by someone who tested it, invented it... that's exactly it... so we're building all these answers. I think it's really cool that the design community is so close-knit.
P7	And that's it for the techniques: ah, interview techniques and so on, I don't have just one source, you know? I usually... when I have a need, I look for it, I usually consult a person who for me is a total reference in the market [omitted]. It is also very up to date.
P10	In the company I work for, there are several people who work together with Design Thinking, so we have to be a design community that brings together Design Thinking and user experience. So there are more senior people and also younger people, we tend to use a very open channel like that of a community anyway I'm thinking of doing such a thing, what do you think? so and also there, I don't know if it's a practice that other DT coaches use because I know that there are many people who work as DT coaches in terms of consulting, okay, but in my company's practice, normally it's not just one person who does it the planning of a session of the techniques and the time of the schedule, we do it for a validation between at least 2, 3 people because just as it is not possible for only one person to solve a problem, I strongly believe that, as I said, no, we have this limited rationality it is very good to have other points of view even when planning the sessions.
P12	In fact, I used to do that a lot [consult other professionals] because when I started working and in places that had other DTs we always have meetings, like every place at a time, but like here at [ORG_A] for example, we do meeting every week at [ORG_B] we had a meeting every 15 days so that's when we took one and shared it
P14	Normally when we do um sessions it's rarely that you plan them alone, but you always have somebody doing it with you... and so therefore you always have somebody to go in a sparring and especially if it's a method in one area I'm not so familiar with... I would definitely consult a colleague or somebody I trust and know that they have expertise in that field and this is more like the conversation part.
P15	... I think that will be... the experience of other professionals could help yes... because it's very hard to go very broad like looking for websites and things...
P16	oftentimes it will then be a former SAP colleague who is now individual consultant, or it will be an interesting case that somebody did within SAP with customers or so often it's more internally focused...
P1	Exchange is fundamental...exchange is fundamental. I talk often with peers