C-Suite: The focus of this research is sharply on the C-Suite, and the executives that sit on it are often called Top Management Teams (TMT). The focus is not on the CEO nor the Board of Directors for a number of reasons. There seems to be quite a lot of research on CEO's, from many different approaches, ranging from career path, diversity, ethics, gender, training, skills, salary, etc. While it is great that Designers desire and work towards becoming CEO's, research says you don't become a CEO unless you have some sort of executive experience in relevant companies, as Christian Stadler from Forbes puts it 'the board members of Fortune 100 firms are intimately familiar with this dynamic, preferring to select internal candidates in 79% of the cases. Similarly, only 11% of the 222 CEO's in the long-living organizations that I studied were outsiders. In the most successful long-living firms, the number was even lower: 3%.' (Forbes, 2015).

This doctoral research started by looking into the Board of Directors of large corporations, the F50 (2017) revealed 589 people, almost all cases including the CEO and other paid executives but the majority of them being non-executive in their roles, many of these present in Boards of many different organizations (at least 28 in two or more F50 corporations), quite a few past CEO's. We are not underestimating their importance and impact in the running of large corporations, especially in major decisions like divestiture decisions, capital investment, expand or shut down operations. As a thought experiment, at the time we wondered if Apple's board of director list included Jonathan Ive, an executive at Apple with a past history of importance and impact from when Steve Jobs was still in charge and has not reduced his power and impact throughout the latest years with Tim Cook (The Verge, 2017). He was not, this fact supported the decision to dive one layer deeper into the C-Suite, this list generated 852 executives and Jony was part of this list, this would then become the focus of this research.

These executives are not necessarily in charge of everything going on in these organizations, we agree with descriptions of large organizations driven by executives as much as by external forces. Finkelstein and Hambrick who have done quite a lot of research on what they call the "upper echelons" of large corporations and how they function, introduced the concept of managerial discretion 'as a way to reconcile two then opposing views about the effects of top executives on organizational outcomes (Hambrick, D. C., Finkelstein, S. 1996). One view, coming out of the prevailing tradition of strategic management, was that top executives greatly influence what happens to their organizations. The competing view… was that executives have little effect because organizations are exceedingly inertial, swept along by external forces, and constrained by a host of conventions and norms' (Cannella et al., 2009).

In an interesting article titled "Who really makes the big decisions in your company" (Frisch, B., 2011), the author summarizes that senior C-Suite should be concerned with establishing a common worldview as the basis for decision-making, broadly prioritizing initiatives, allocating resources and managing dependencies, areas of concern in line with what it is believed design can and

should impact, on the other hand the type of activity and broad role Designers need to own in order to shape design growth and impact.