



OMNISPHERE TECH



A GUIDE FROM OMNISPHERE TECH · VOLUME FOUR

What they actually said.

Empathy in UX design — what it actually is, how to interview real people, how to turn what they said into an empathy map, how to name the pain points you find, and how to build the personas your team will design around.

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WHAT IS IN HERE

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Part one is what empathy is. Part two is how to go and get it. Parts three and four are what to do with it once you have it.

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About this guide

Everything here — the definitions, the worked examples and the interview method — is written and designed by Omnisphere Tech for educational use.

PART ONE · WHAT EMPATHY IS

Three words, three distances.

Empathy is the ability to understand someone else's feelings or thoughts in a situation. It sits next to two words that look similar and are not.



Pity

You feel sorry for someone. It usually carries a condescending overtone — *pitiful* and *pathetic* are synonyms for a reason.

Sympathy

You acknowledge the feeling, but you keep yourself from experiencing it. Concern, at a safe distance.

Empathy

You share the mental and emotional experience. You do not just know that the checkout frustrated them — you have felt what that frustration is like, and you can hold on to it while you design the replacement.

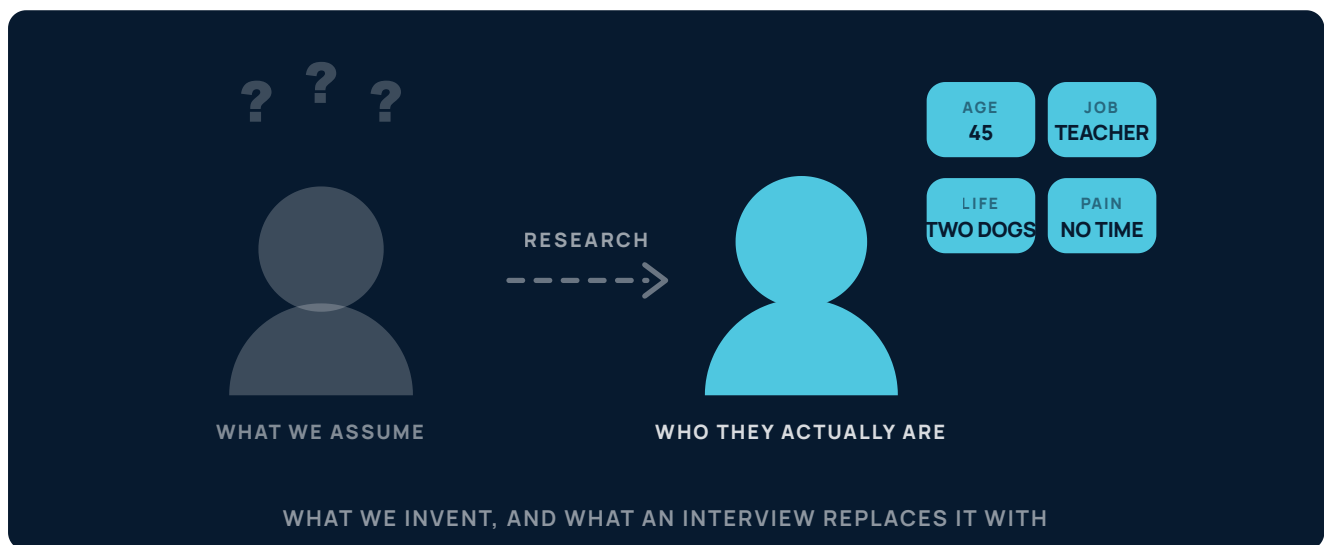
Empathising with users is important at every step of the design process — not just the first one.

Approaching research with empathy is what makes it easier to solve the *right* problem.

PART ONE · WHAT EMPATHY IS

Assumptions are cheap. Research is not.

UX designers make as many assumptions as anyone else. The discipline is not about solving the problems we assume users want solved — it is about solving the ones they actually want solved.



When you first meet someone you carry a lot of assumptions about who they are. As you get to know them, most of those assumptions turn out to be wrong. Product work is no different: we think we know who a user is and what they need, and then research shows us who they really are.

What empathy buys you

- **You experience the product as your user does.** Not as the person who built it and already knows where everything lives.
- **You anticipate desires and needs.** The better you get at that, the more comfortable the user is with your design — and the longer they stay with it.
- **You find the connection early.** Which guides you down the right design path and saves you from a heavy round of revisions late in the process.
- **You solve the right problem.** The single most expensive mistake in product work is a well-built answer to a question nobody asked.

Empathy is a skill, not a temperament

It can be learned, and it sharpens with practice. The six habits over the next two pages are where to start.

PART ONE · WHAT EMPATHY IS

How to get better at it.

Six habits that turn empathy from a disposition into a practice. The first three are about the conversation itself.

1

Ask lots of questions

You cannot make assumptions about what your users need, so ask them directly about the needs and wants your design could address.

Start questions with **what**, **how** and **why**. Those three words are what separates a deep answer from a shallow one.

2

Become more observant

Shift your focus to the whole user, not just the words they are using. Watching someone interact with you or the product gives you physical cues that change how you read their answers.

Take detailed notes, or record the session, so the observation survives the conversation.

3

Be an active listener

Active listening means fully concentrating on, understanding and remembering what the user is saying. Not steering the conversation, and not rehearsing your next question while they talk.

Done properly it is how you get impartial feedback — feedback you can take straight into the design.

A quick test

At the end of an interview, can you repeat back the user's main frustration in their own words? If you can only paraphrase it, you were listening for your own answer rather than to theirs.

PART ONE · WHAT EMPATHY IS

And how to keep yourself out of it.

The second three are about the things you bring into the room without meaning to.

4 Request input widely

Friends and colleagues give you biased, mostly positive feedback, because they want to support you. That is kind, and it is useless.

Request input from a variety of sources and a diverse group of users, and ask open-ended questions so you hear what they actually think of the experience.

5 Have an open mind

A **bias** is favouring, or having prejudice against, something or someone on limited information. Everyone has them.

Your goal in an interview is to understand the user — not to complicate their feedback with your own opinions and emotions.

6 Keep current on UX research

Follow researchers and join communities that discuss the research affecting the users you design for.

The field keeps moving as our understanding of human psychology does. Staying current gives you an advantage in how you read your audience.

BIASED INPUT

"I showed it to three colleagues and they all liked it."

USEFUL INPUT

"I showed it to six people who match our users, and two of them could not find the button."

PART TWO · GOING AND GETTING IT

Decide what you are trying to learn.

Before you recruit anyone, write down three things: your research goals, the characteristics of the people you need, and the questions you will ask. Everything downstream depends on them.

Start from empathetic questions

- Who are my users, and what problems or needs is this product aiming to solve?
- What about them do I want to learn from the interviews?
- Are there particular problems or pain points I need to understand better?
- How much information do I need to get a comprehensive and balanced picture?

A worked plan — Zia's Pizza, a food delivery app

Interview goals. Understand the challenges people face managing a busy schedule and meal planning. Identify the frustrations they hit while ordering from a restaurant.

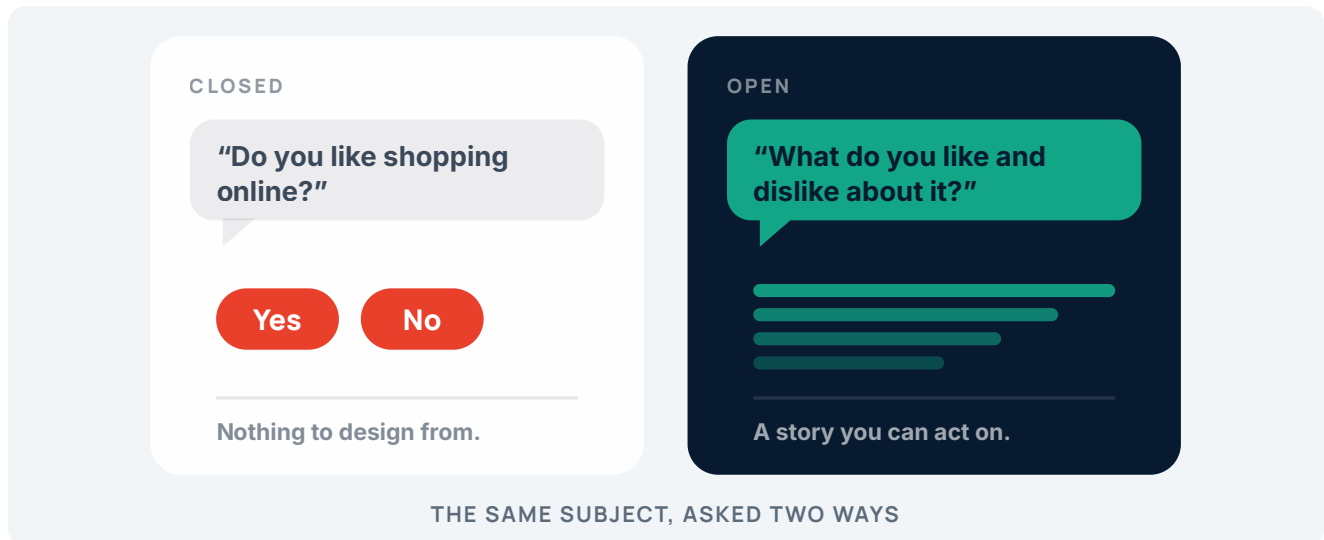
Participant characteristics. Ages 18–62 · metropolitan or suburban · order from restaurants at least weekly · a range of genders · participants with disabilities.

Questions. What is your current schedule like, and how do you balance your responsibilities with meal planning? · How often do you order from a restaurant, and what is your motivation? · What challenges do you face in the ordering process, and how do those make you feel? · How do you think they could be resolved?

Notice that the goals name a problem, not a feature. "Understand the emotions people experience around unpredictable weather" is a research goal. "Find out if they want a radar screen" is a design decision you have already made.

PART TWO · GOING AND GETTING IT

Never ask one they can answer with yes.

**Relevant**

It aligns with the problem you are trying to solve, and gathers information about the experiences, needs or pain points users have with this product or ones like it.

**Open-ended**

It invites people to share and elaborate. None of your questions should be answerable with a bare yes or no unless you genuinely need a yes or no.

**Clear**

Short, conversational and straightforward, so it is easy to understand and easy to answer on the spot.

**Neutral**

It does not lead or pressure anyone toward a preferred answer. "Is it because you don't have time to cook, or because you don't want to?" has already decided the answer.

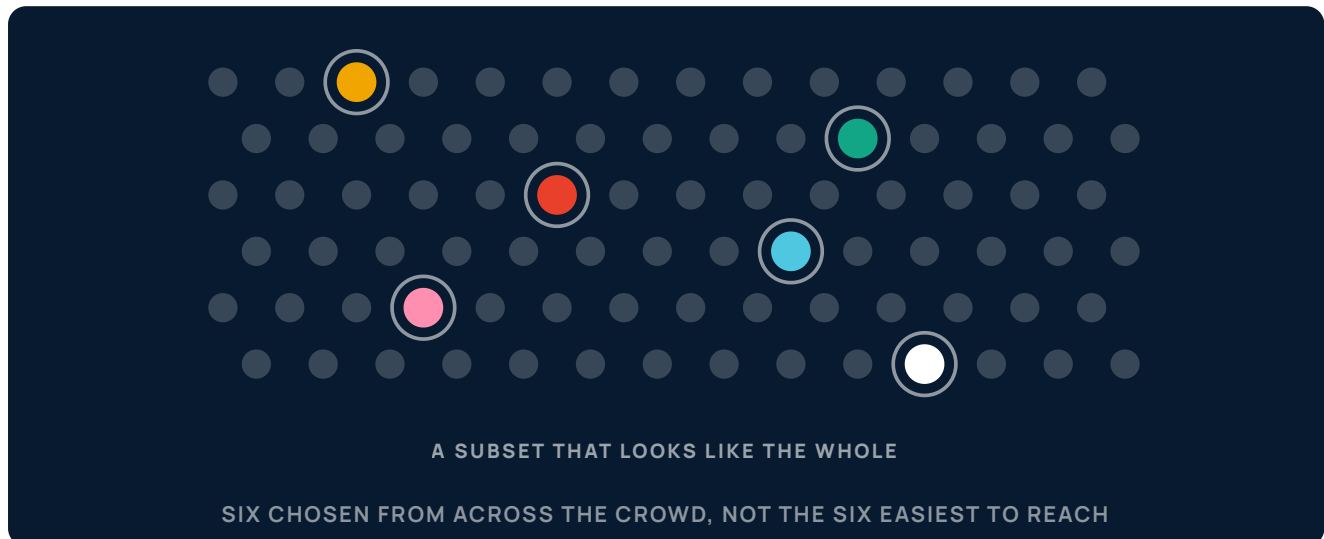
**Designed for follow-up**

It has a second half you can lean on. Ask the first part, then prompt them to elaborate — or simply say "tell me more about that."

PART TWO · GOING AND GETTING IT

A sample that looks like the whole.

A **representative sample** is a subset of the target population that seeks to accurately reflect the characteristics of the larger group.



The participants in a representative sample should include user groups that research has commonly under-represented. That gap is usually the residue of bias — around age, race, gender or ability — so closing it takes deliberate effort rather than good intentions.

The screener survey

A **screener survey** is a detailed list of questions that helps you determine whether a potential participant meets the requirements of the study. It usually collects **demographics** — the characteristics of a group or individual: age, geographic location, job title or industry, gender.

Ask demographic questions carefully

Frame them respectfully and inclusively, make them optional, and say why you are asking. Something as simple as “in the spirit of inclusive design, we ask these to make sure we are reaching a diverse group of people” changes how the question lands.

PART TWO · GOING AND GETTING IT

Five routes, from free to funded.

Where you find people depends on the company, the product, the timeline, the budget and how reachable your users are. Start with what you have.

- 1 Your personal network**
 Family, friends, colleagues and peers who fit the demographics of the users you are designing for. Start by writing the list of everyone you already know.
- 2 An existing user base**
 If the organisation already has users, you can usually recruit from that group of established connections. Common in the real world, rarer on a first portfolio project.
- 3 Online**
 Your own social media, professional networks, or sites built for this — UserTesting and User Interviews. Interest-based groups work well: designing for musicians, go and find where musicians already gather. Check the group rules, or ask an administrator, before you post.
- 4 Hallway testing**
 Asking people passing by to try what you are designing. Position yourself where your users actually are — a dog park, a coffee shop. Effective when you need a few people, quickly, for free. Risky, because the people you catch may not match your users at all.
- 5 A third-party recruiting agency**
 The agency finds people for you. It saves time and often reaches a wider diversity of users than you could alone. It also costs money, so it only appears on projects with a budget for it.

Then choose between them

Reach out based on who is available, or — if you sent a screener — on who aligns best with your interview goals. Either way, a few candidates usually stand out quickly.

PART TWO · GOING AND GETTING IT

What the email has to carry.

Most first contact happens by email. Six things belong in it, in this order.

- 1 Greeting and introduction**
Who you are and what the project is, then briefly why you are reaching out to them specifically.
- 2 Logistics**
Location, date and time. Make it easy to picture.
- 3 The setup**
What the interview will actually involve — and anything you need their consent for, such as recording audio or video.
- 4 How to confirm**
A scheduling link, or simply a reply. Do not make them work out what to do next.
- 5 An incentive, if you have the budget**
A gift card sweetens the deal and makes people genuinely glad to take part.
- 6 A salutation and your name**
Close it like a person wrote it.

Then send two reminders

One the week before, one the night before. This is the difference between the people who said yes and the people who actually turn up.

Recruiting good participants takes real effort. It is also the part that determines whether everything after it is worth doing — a beautifully run interview with the wrong person still tells you nothing.

PART TWO · GOING AND GETTING IT

Before anything else, preparation.

Whether you are meeting in person or online, preparing ahead makes the most of a limited window and lets you learn as much as possible about a perspective you do not have.

Script the questions

Keep them fairly consistent across users, so the answers are comparable. Treat the list as a guide, not a cage — you can leave it to follow something interesting.

Collect your supplies

A printed list of questions, a computer or paper and pencil, any recording equipment. If the kit or the platform is new to you, learn it before the session, not during it.

Research the users

Note whatever they gave you in advance: name, demographics, relevant experience with the product, how they heard about the study. Review their screener answers if you sent one.

Practise

Deliver the questions out loud, to a mirror or a colleague. It is also how you find out the interview runs twenty minutes long before it does so with a real person.

Have a backup plan

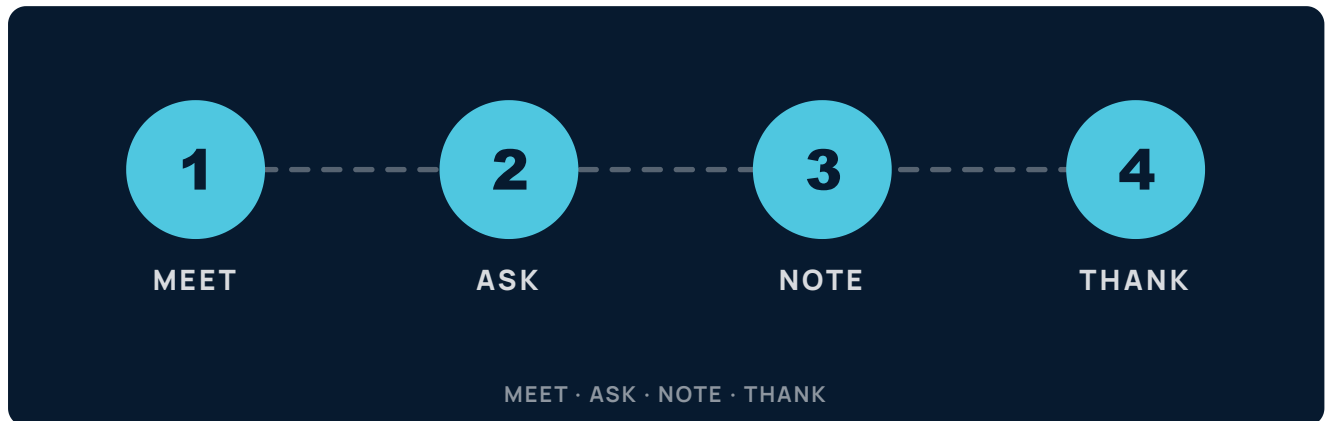
Technology will fail at some point. Often the whole plan is nothing more than having the participant's phone number to hand — but have it.

Confirm the participant has access to the technology before the interview begins.

A session lost to a platform they could not open is a session you cannot get back.

PART TWO · GOING AND GETTING IT

The interview has four moves.



One · Meet the participant

Meeting a stranger is awkward for both of you. Your job is to make them feel relaxed.

- **Build rapport.** Professional but friendly. Light conversation to open — how their day is going — before anything formal starts.
- **Thank them for coming.** It is part of establishing rapport, and it tells them their time and opinions are valued.
- **Handle the legal details.** Any consent for audio or video release, and any verification that they are over eighteen.
- **Gather the basic details.** Name, relevant demographics. Easy questions early give people a confidence boost.
- **Say there are no right or wrong answers.** Otherwise they will spend the hour trying to give you the answer they think you want.

Two · Conduct the interview

- **Follow interview etiquette.** Speak clearly and concisely, and stay professional no matter how they answer. Show you are listening — nodding, appropriate eye contact, visible note-taking.
- **Ask open-ended questions.** Not “do you like going to the library?” but “why do you like or dislike going to the library?”
- **Follow up on every short answer.** If a yes or no slips out anyway, ask the question behind it.

PART TWO · GOING AND GETTING IT

Write it down while it is still true.

Interviews happen fast. You have had a great conversation with a friend and been unable to reconstruct the middle of it an hour later — research interviews are no different.

Three · Take notes

- **Highlight compelling quotes.** Interesting quotes are the strongest indicators of how users really think and feel, and they are what you will drop straight into the empathy map later.
- **Document your observations.** Mood, expressions, body language, behaviour. Sometimes what a participant does matters as much as what they say.
- **Note the outside factors.** A noise, an interruption, a distraction — anything that might have skewed a response.
- **Consider recording.** With permission, always ask first. When you are learning, a recording is invaluable for the notes you take after the session ends.

On teams, these are two jobs

Researchers working in a company usually have a second person moderating or taking notes. On your own project you will do both — which is exactly why the recording is worth asking for.

Four · End the interview

- **Invite final thoughts.** Ask whether there is anything they want to add. Some participants open up here and reveal what they held back earlier.
- **Thank them again.** Tell them you appreciate their taking part, and give them a warm goodbye.
- **Hand over any incentive.** Now is the moment.

End as strongly as you started.

A participant who leaves feeling their opinions mattered is a participant who says yes the next time you ask.

PART THREE · MAKING SENSE OF IT

Four squares. One user in the middle.

An **empathy map** is an easily understood chart that explains everything designers have learned about a type of user. It breaks each interview into digestible pieces, in a shape a whole team can read at a glance.



Two types

A **one-user map** holds a single interview. An **aggregated map** holds a whole segment. They look identical.

One tool of many

Optional on most course projects — but the fastest way to turn an hour of transcript into something a team looks at twice.

PART THREE · MAKING SENSE OF IT

Five steps, and one warning.

1

Add the user's name

Attach a name to the map. It is how you find your way back to the original transcript, and how you tell this map apart from the others.

2

The “says” square

Verbatim quotes. Write down exactly what they said — summarise it and you may have already misread their meaning. Look for themes: if they restate a problem several times, it is a major pain point.

3

The “thinks” square

Summarise the thoughts they expressed, and add what they conveyed through body language or tone without saying it. You can ask them to clarify a gesture if it seems to contradict their words.

4

The “does” square

The actions and behaviours — including the workarounds they already use to cope with the problem you are trying to solve.

5

The “feels” square

The emotions they express. This will overlap with “thinks,” and that is fine. If nothing surfaces, ask directly: how does this make you feel?

The warning: infer, never assume

You can make inferences from what you observed. You cannot make assumptions about the person. The difference decides what you go on to build.

AN ASSUMPTION

Makayla mentioned her dog walker's age, so she wants an adult dog walker.

AN INFERENCE

She wants a walker with a car and a licence who could get her dog to an emergency vet.

PART THREE · MAKING SENSE OF IT

Makayla, and the dog-walking app.

Your team is building an app that matches qualified dog walkers with owners who need help. A colleague has interviewed both sides; summarising each interview as an empathy map is now your job.

The participant

Makayla Scott, 45, a fourth-grade teacher in Houston with two dogs, Reggie and Snowball. She coaches volleyball after school. Her partner is a paediatric surgeon who alternates between night and day shifts.

RESEARCHER Can you describe your current work situation, and how you take care of your dogs?

MAKAYLA "I work as a teacher, and I coach volleyball after school, so my puppies Reggie and Snowball are often left home alone for long periods. My partner works on-call in a hospital, which often means twelve-hour day or night shifts. When our schedules overlap, we definitely need help walking them."

RESEARCHER What challenges do you face managing their care, and how do those challenges make you feel?

MAKAYLA "If it was up to them, they'd go on five walks a day. Sometimes I pay my next-door neighbour's seventeen-year-old son to walk them. But he's graduating this year and his schedule is becoming inconsistent. I can't rely on him at the last minute, and I worry he doesn't have the right experience for when I'm on longer trips. What if he takes them for a weekend and Snowball gets sick? It definitely makes me worry, but I can't spend the money on a doggy daycare. We just moved here last year, and there aren't many people we can ask for help. I've considered putting up an ad online, but I'm not sure how I would know who's safe to allow in my home, or who's good with dogs."

RESEARCHER Is there any way you feel these challenges could be resolved?

MAKAYLA "I'd love to find a dog walker that I could prescreen and learn more about. And I'd love a way to book someone consistently — ideally I could schedule dog-sitting days in advance. I'm willing to pay a little more to get something like this instead of constantly requesting help from my neighbour."

Read it once for what she said, once for what she does, and once for what she is feeling underneath both. The map on the next page is the result.

PART THREE · MAKING SENSE OF IT

Her map, filled in.

Says

- "I'm not sure how I would know who's safe to allow in my home or who's good with dogs."
- "I'd love to find a dog walker that I could prescreen."
- "I'd love a way to book someone consistently."
- "Ideally, I could schedule dog-sitting days in advance."
- "There aren't many people we can ask for help."
- "I'm willing to pay a little more to get... this."

Thinks

- Wants to book recurring dog walkers
- Would like to prescreen them
- Would like to find them in advance
- Dog walking is expensive
- Wants someone with real experience of animals
- Doesn't know enough people locally to ask

Does

- Works full time as a teacher, coaches after school
- Walks the dogs first thing and again in the evening
- Pays a neighbour's seventeen-year-old to walk them
- Travels regularly, and cannot always take the dogs

Feels

- Guilty when she can't walk them enough
- Sad she can't spend more time with them
- Worried about finding someone consistent and committed
- Worried about her larger dog's needs
- Worried her current walker couldn't handle a sudden illness

What the map tells the team to build

Three of the four squares point at the same thing: trust. Screening walkers, running background checks and showing that history in the profile is not a feature request Makayla made — it is the answer to the fear underneath everything she said.

The pain points hiding in it

Read the map back and the frustrations sort themselves into the four categories from part four — which is how you decide who has to move to fix each one.

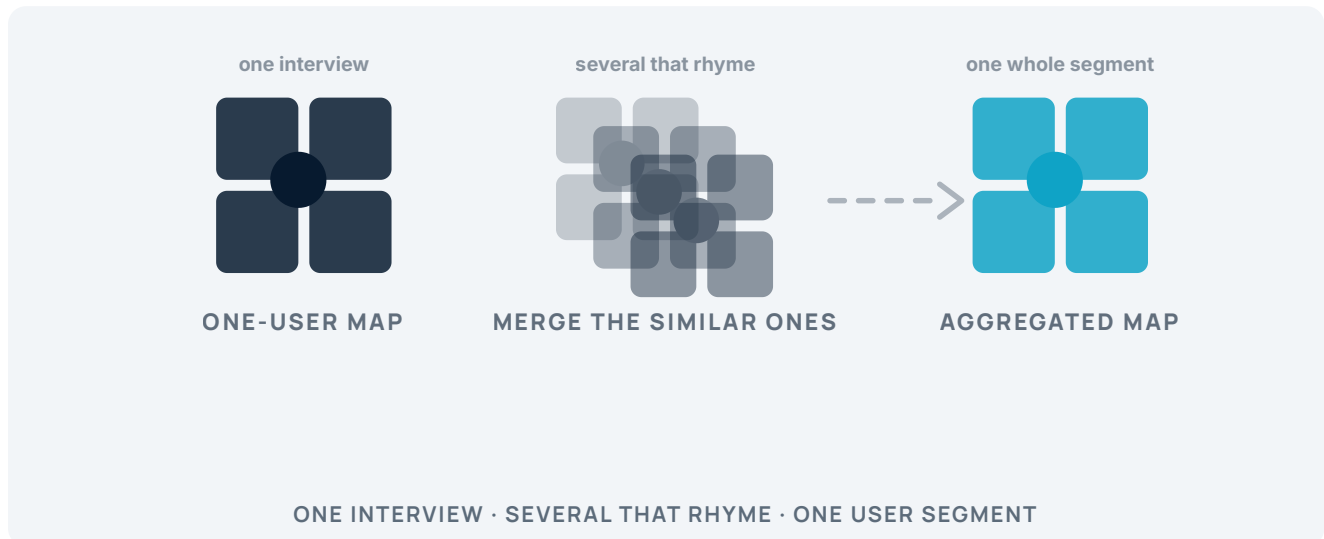
Support	She cannot verify who is safe to let into her home. Nothing in her current options answers that question for her.
Process	There is no way to book the same walker again, or to schedule days in advance around a shifting hospital rota.
Financial	Doggy daycare is out of reach, and the cheap option — a neighbour's teenager — is becoming unreliable.
Product	Nothing she uses today accounts for a larger, non-hypoallergenic dog with different needs from the smaller one.

The real work begins when you lay out every map from every interview and start looking for where those needs overlap.

PART THREE · MAKING SENSE OF IT

One person is a story. A group is a pattern.

There are two kinds of empathy map, and they look identical. The difference is how many people went into one.



One-user map

Built from a single interview. It distills one person's thoughts, feelings and traits into a format you can actually gather data from. Build one per person you speak to.

Aggregated map

Built by merging the one-user maps whose users expressed similar things. It represents an entire **segment** — a group of people with similar tendencies who will use the product.

How the merge works

Say you interviewed Simone, Miranda and Lewis about food delivery. Simone and Miranda both wanted more accurate time estimates, so that theme goes in **says**. Lewis wanted to live-track his order, and that goes underneath it. Both Miranda and Lewis order on weeknights more than weekends — that is **does**. Lewis thinks his favourite restaurants should offer delivery: **thinks**. Simone is frustrated by the lack of direction in most delivery apps and Lewis is annoyed navigating them: **feels**.

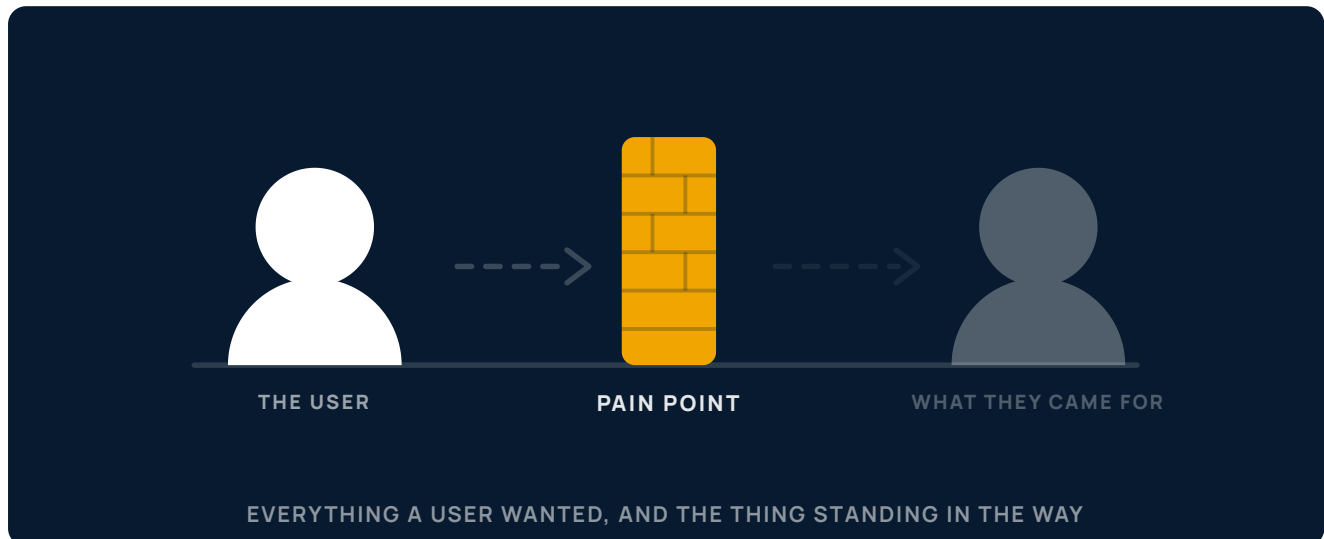
One map per segment, not one map for everyone

If some users find the app easy and have no real complaints, they belong on a different aggregated map from the users who were frustrated by it. Flattening the two together loses the only thing that made either group worth interviewing.

PART FOUR · PAIN POINTS AND PERSONAS

The wall between them and it.

Pain points are UX issues that frustrate the user and block them from getting what they need. Solving them is, in the end, the whole of the job.



If you expect a door to open and it does not, that is a pain point. If you go to a company's website for their customer service number and click tab after tab and scroll page after page without finding it, that is a pain point.

Set goals you can actually hit

Around eighty per cent of New Year's resolutions fail, because they are vague or the expectations were unrealistic. Design goals fail the same way. Anchoring a goal to a specific user problem is what makes it clear and actionable.

And read the feeling, not just the fact

Think back to the door. Opening it is not always easy. What if the user is in a wheelchair? What if they cannot reach the handle, or do not have the strength to pull it? You are accounting for all users, and that means knowing not just that something blocked them but how being blocked felt.

Empathy maps show what the user thinks, says, does and feels.

Which is precisely what makes them the tool for finding pain points.

PART FOUR · PAIN POINTS AND PERSONAS

Nearly all of them fit in four boxes.

Sorting a pain point tells you which part of the organisation has to move to fix it.



Financial

User problems related to money. The paywall that interrupts you halfway down an article you were absorbed in. Pricing that only becomes clear at checkout. A subscription that is easy to start and hard to leave.



Product

Quality issues in the thing itself. Text too small to read. A touch screen that ignores half your taps. Norman doors — anything whose design tells you to do the opposite of what actually works.



Process

Something stops the user getting from point A to point B. Struggling to get an item you want into the checkout is the classic example — and it usually means the business just lost that customer.



Support

Users have questions. If they cannot find the answers, they do not feel supported. Customer service information buried in a website is a support pain point, not a content one.

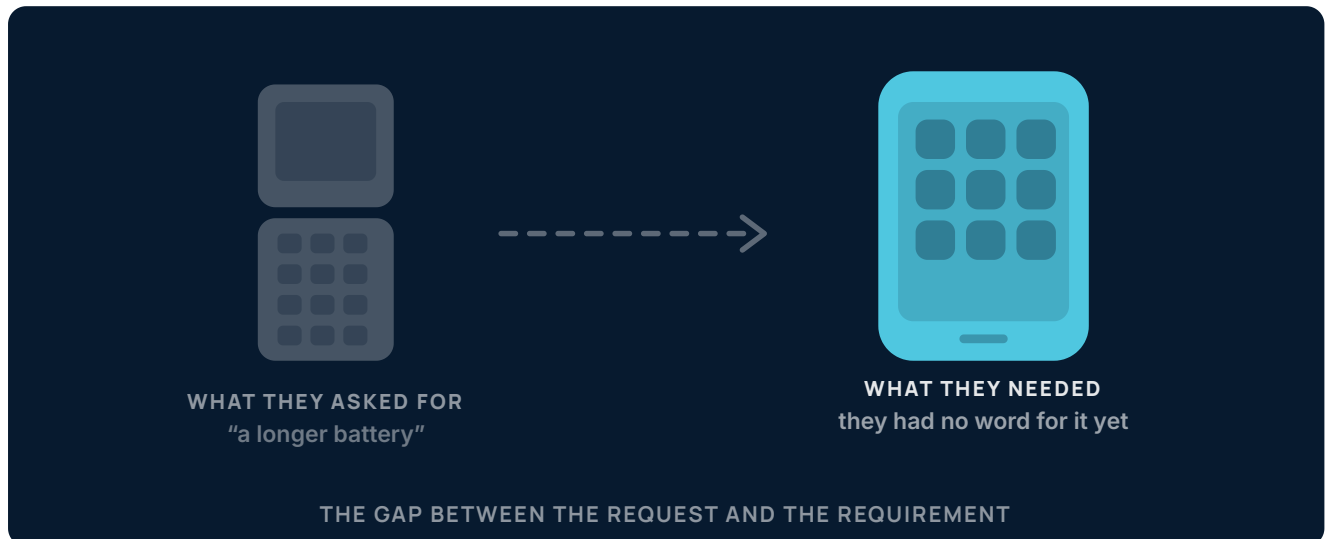
Two real ones, worth reading

The 2016 Google Fonts redesign and the recolouring of Google Maps were both driven by identified pain points — discovery in the first case, legibility and accessibility in the second. Both teams published their methodology.

PART FOUR · PAIN POINTS AND PERSONAS

The needs they can't describe yet.

You have to anticipate two things at once: the needs users know they have, and the needs they do not know they have.



In the heyday of flip phones, customers might have told you they needed a longer battery life, a bigger interface, an easier way to text. They had no idea they needed a smartphone. Most people did not know smartphones were possible. When the first modern one arrived in 2007 it was dazzling — and within a few years it had become a need almost nobody could imagine living without.

This is not permission to ignore what they said

It is the opposite. You only earn the right to interpret a need when you have listened closely enough to know what the person was really reaching for. Every invented need that skipped the listening was just an assumption in a nicer suit.

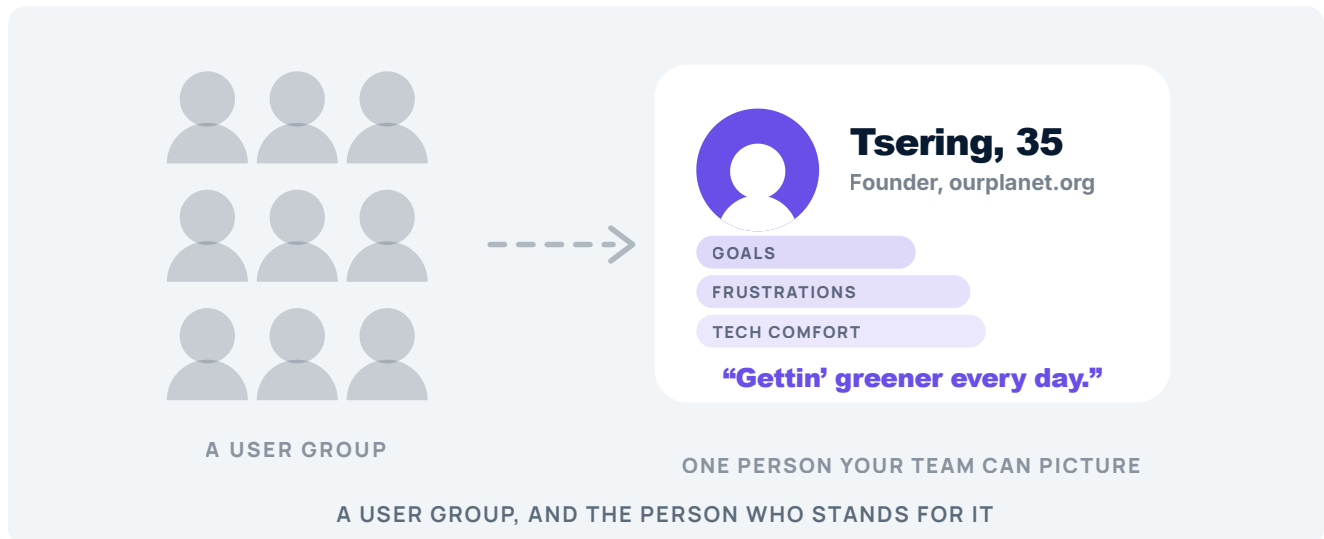
Designers need to read minds. We also need to read hearts.

Not because users are hiding something, but because the words available to them describe the world that already exists.

PART FOUR · PAIN POINTS AND PERSONAS

From a user group to one person.

Personas are fictional users whose goals and characteristics represent the needs of a larger group. Fictional — but never invented. You build them from research.



Start with the group

A **user group** is a set of people who have similar interests, goals or concerns. Say your research on a fundraising app shows that single professionals in rural areas donate to environmental causes twice as often as those in big cities, while big-city singles are likelier to volunteer. One user group has just appeared: owners of environmental non-profits in rural areas.

Then build the person

- **A photo and a short biographical sketch.** Age, occupation, hometown, marital status — whatever gives a real sense of who this group is.
- **Professional goals and day-to-day duties.** What the job actually involves, hour to hour.
- **Comfort with technology.** Especially if you are designing an app. Someone who knows they need to get online but finds it hard is a completely different design brief from someone fluent.
- **A catchphrase.** Something they say to themselves and their team. It is the detail that makes them stick in a stakeholder's memory.

How many, and how detailed

Three to eight personas usually cover the majority of a product's user base. Keep them context-specific — focused on the behaviours and goals of people interacting with *this* product. You cannot meet every individual need, and trying makes the persona useless.

PART FOUR · PAIN POINTS AND PERSONAS

Statistics get nodded at. People get designed for.



1

They build empathy

Told that about 533,000 people over the age of 100 are alive today, you will find it mildly interesting and forget the number. Told about Mavis, 102, a competitive runner who picked up the sport two years ago, you remember her — and you want to help her keep doing what she loves. She makes you feel something the statistic cannot.

2

They tell stories

A persona turns an average stakeholder presentation into a storytelling experience. If the client is building a running app, Mavis makes the case for new features or expanded accessibility for senior athletes far better than a slide of percentages.

3

They stress-test designs

What works for Mavis may not work for Ada, 41, a working mother of three children under five. Mavis wants accessibility; Ada wants time. A set of personas is how you discover your design only serves one of them — before you ship it.

A pro tip worth the extra hour

Ask your team who they think the product's users are *before* you build the personas. Afterwards, compare their answers with what the research produced, and show where the data confirmed them and where it contradicted them. Everyone has to understand the personas to genuinely connect with the users.

EVERYTHING IN ONE PLACE

The checklist.

Before the interviews

- ✓ Research goals written down, aimed at a problem
- ✓ Target participant characteristics listed
- ✓ Questions scripted — relevant, open, clear, neutral, built for follow-up
- ✓ A sample that reflects the whole group, including the people research usually skips
- ✓ Invitations sent, consent explained, reminders scheduled
- ✓ Supplies gathered, technology tested, backup plan ready

After the interviews

- ✓ One empathy map per participant, quotes verbatim
- ✓ Inferences separated from assumptions
- ✓ Similar maps merged into aggregated maps, one per segment
- ✓ Pain points named and sorted — financial, product, process, support
- ✓ Three to eight personas built, one per key user group
- ✓ The set stress-tested against each other

Glossary

Empathy	The ability to understand someone else's feelings or thoughts in a situation.
Empathy map	An easily understood chart that explains everything designers have learned about a type of user.
Aggregated empathy map	A visualisation of everything designers know about an entire user segment or group of similar users.
Pain points	UX issues that frustrate the user and block them from getting what they need.
Personas	Fictional users whose goals and characteristics represent the needs of a larger group of users.
User group	A set of people who have similar interests, goals or concerns.
Representative sample	A subset of the target population that seeks to accurately reflect the characteristics of the larger group.
Screening survey	A detailed list of questions that helps researchers determine if potential participants meet the requirements of a study.
Demographics	The characteristics of a group or an individual — age, location, job title, gender.
Bias	Favouring, or having prejudice against, something or someone based on limited information.

We build the thing after the research.

Omnisphere Tech is a design and technology studio in Abuja. We do the interviews, the maps and the personas — and then we build the product, the interface and the identity that holds it together.

Website design

Brand-led sites that load fast on a Nigerian network and turn attention into enquiries.

Mobile & web apps

Product engineering from first prototype to a release your team can maintain.

UX research

Interviews, empathy maps, personas and problem statements — evidence before pixels.

Graphic design

Identity, reports and print artwork built as a system, not a one-off.

Not sure who your users actually are?

That is the most useful question a product team can admit to. Tell us what you are building and we will come back with a research plan, a scope and a fixed price — and at the end of it, personas your whole team can design around.

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