

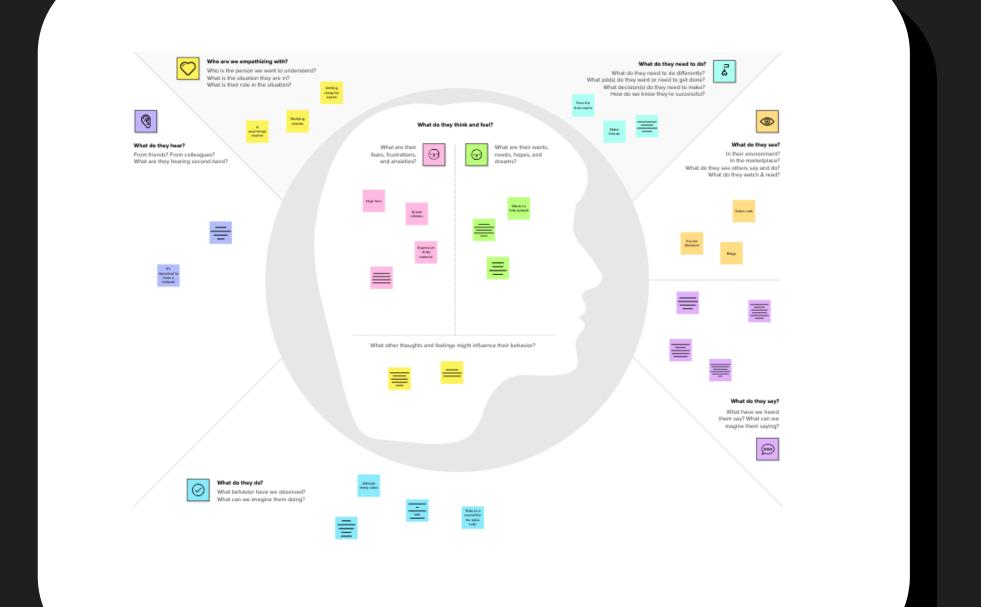
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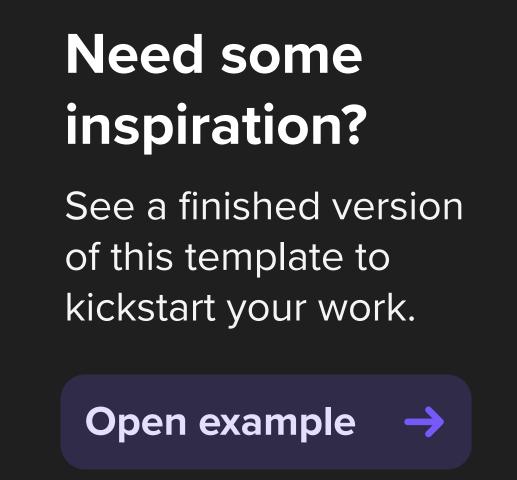
Use this framework to empathize with a customer, user, or any person who is affected by a team's work. Document and discuss your observations and note your assumptions to gain more empathy for the people you serve.

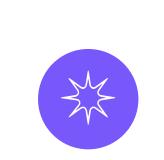
Originally created by Dave Gray at



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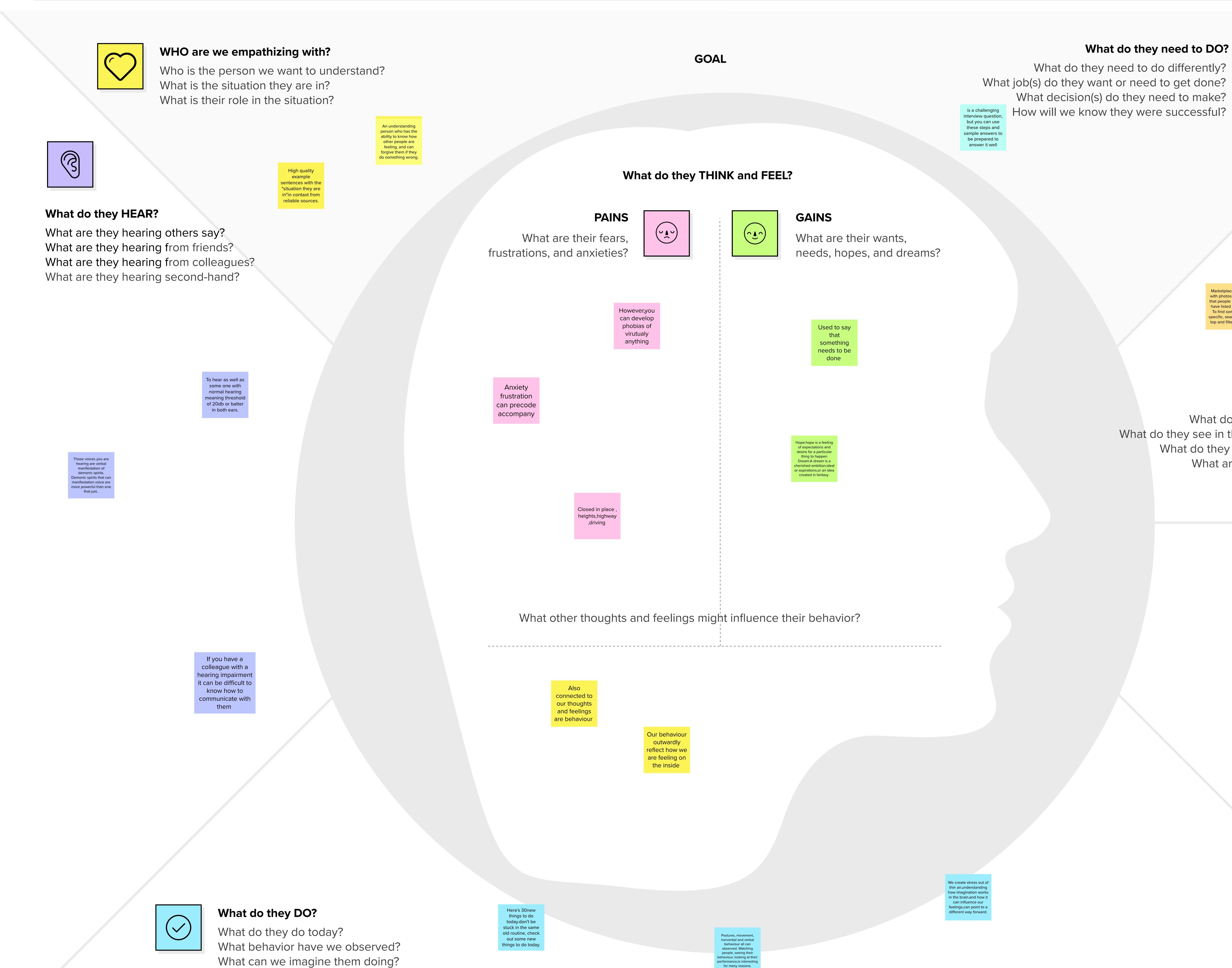


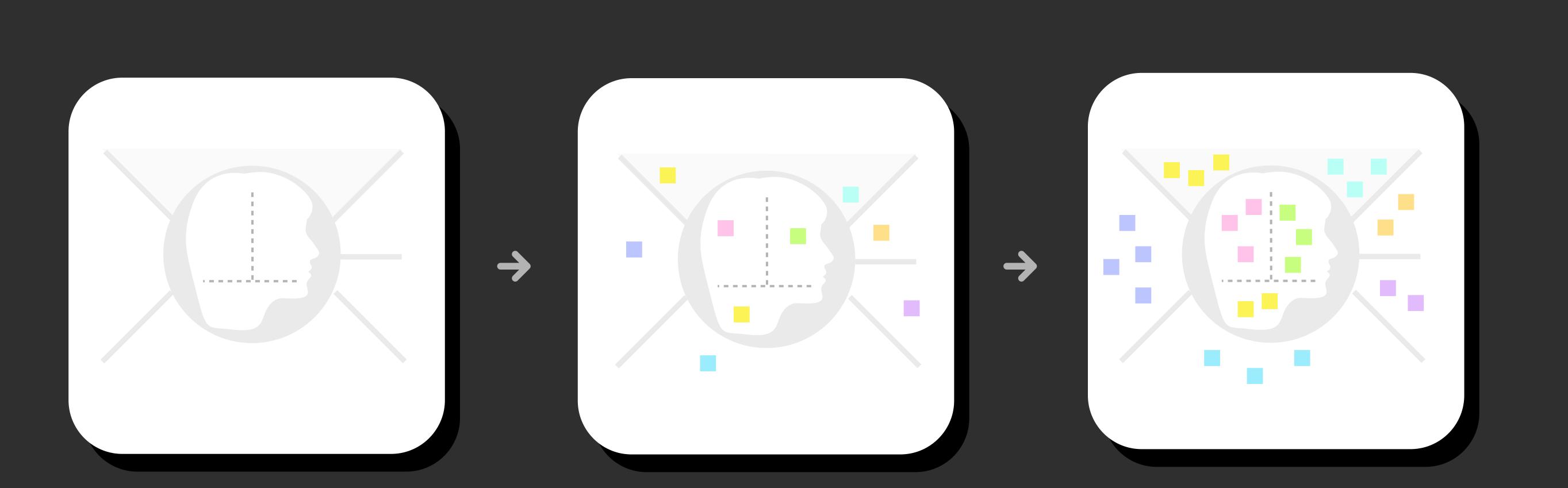


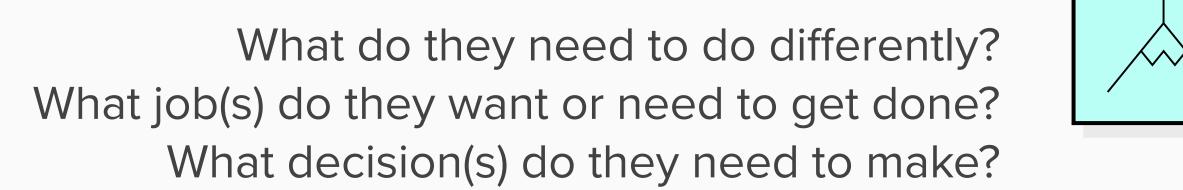


Develop shared understanding and empathy

Summarize the data you have gathered related to the people that are impacted by your work. It will help you generate ideas, prioritize features, or discuss decisions.

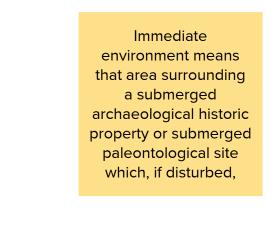


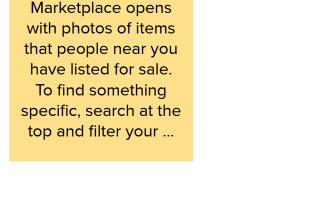


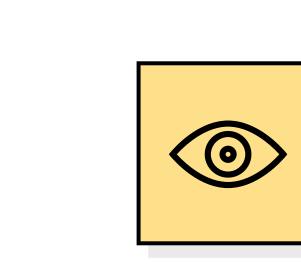


What do they need to DO?



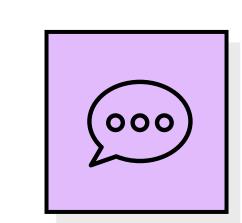






What do they SEE?

What do they see in the marketplace? What do they see in their immediate environment? What do they see others saying and doing? What are they watching and reading?



What do they SAY?

What have we heard them say? What can we magine them saying?



