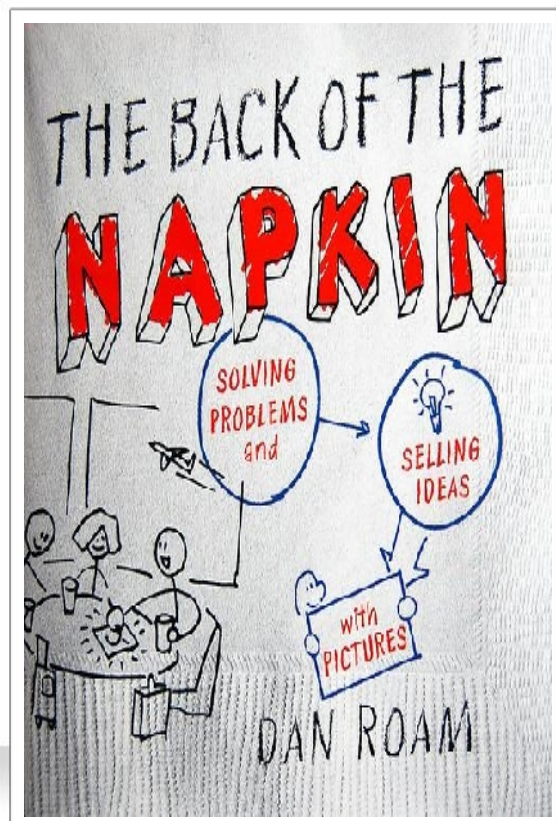


Solving Problems and
Selling Ideas With Pictures

THE BACK OF THE NAPKIN



(Dan Roam/Portfolio Hardcover/March 2008/288 pages/\$24.95)



국내 미출간 세계 베스트셀러(NBS) 서비스는 (주)네오넷코리아가 해외에서 저작권자와의 저작권 계약을 통해, 영미권, 일본, 중국의 경제, 경영 및 정치 서적의 베스트셀러, 스테디셀러의 핵심 내용을 간략하게 정리한 요약(Summary) 정보입니다. 저작권법에 의하여 (주)네오넷코리아의 정식인가 없이 무단전재, 무단복제 및 전송을 할 수 없으며, 모든 출판권과 전송권은 저작권자에게 있음을 알려드립니다.

THE BACK OF THE NAPKIN

Solving Problems and Selling Ideas With Pictures

MAIN IDEA

Visual thinking is a whole new way of looking at and discussing business. It is harnessing and applying our innate ability to use our eyes and our imagination to discover, develop and share ideas with others.

All of us are visual thinkers at heart. This is why sometimes, a simple drawing on the back of a piece of paper like a napkin can be more effective in visualizing the solution to some business problem than any Excel spreadsheet or PowerPoint presentation could ever be.

Visual thinking works in business because:

- By drawing something on paper, you can take a vague idea and clarify it for everyone involved in the discussion.
- By keeping it simple – using just a paper and pen – you make the activity inclusive rather than exclusive, which means everyone’s ideas can get grafted in.
- By drawing pictures, you can quickly and concisely help others see what you’re talking about. Pictures clarify whereas words often confuse.
- By using a picture to direct your thoughts, you don’t have to rely on any notes or a written script. You can focus on talking with other people and getting their ideas rather than on giving a formal presentation.

In all, visual thinking is a better way of looking at business problems and a new way to find interesting or innovative solutions.

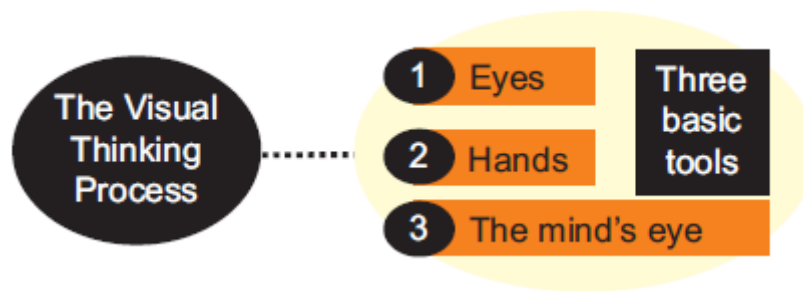
“The backbone of visual thinking is a very simple process. It is composed of just four steps, and the beauty of these steps is that we already know how to do all of them. In fact, we’re so good at doing them that we don’t consciously think about them at all. But by calling attention to these steps and drawing out the distinctions between them, we can instantly improve our understanding of how visual thinking works. That’s it. Welcome to a whole new way of looking at business.”

– Dan Roam

About of Author

DAN ROAM is the founder and president of Digital Roam Inc., a management consulting firm specializing in the solution of complex problems through visual thinking techniques. Mr. Roam has consulted with companies such as Google, eBay, General Electric, the United States Navy, HBO, News Corp., Sun Microsystems, Wal-Mart and Wells Fargo Bank among many others. He is an experienced key note speaker and public presenter.

The Web site for this book is at www.thebackofthenapkin.com.



There are really only three tools you need to become great at solving problems with pictures: your eyes, your mind's eye or imagination and a little eye-hand coordination. You don't need any technology – this is a case where the hand is mightier than the mouse.

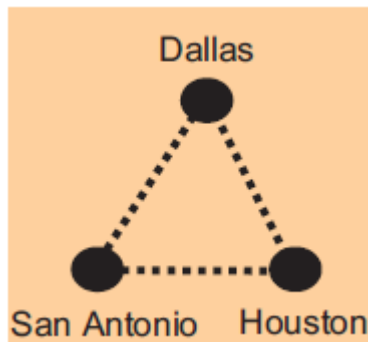
Visual thinking is the ability to draw pictures that illustrate the solutions to a business problem. The real power in this method lies in the fact you don't need to use a computer to generate the drawings for you. Instead, you do them by hand using whatever materials are close at hand – even the paper napkins in a restaurant if that's all you have available.

Note the pictures used to solve business problems or to explain ideas are not works of art. They are not line drawings of the Mona Lisa or anything of that caliber. Instead, visual thinking uses hand-drawn sketches that incorporate basic shapes, lines and arrows and stick drawings of people.

Hand-drawn pictures are better than those generated by computer because:

- People like to see what other people have drawn – they respond better to hand-drawn crude pictures drawn step-by-step than they ever do to polished graphics which are obviously computer generated.
- Hand sketches are quick to create – and therefore easy to start over if you need to change something. This encourages a certain degree of trial and error which is healthy and stimulating.
- Software often gives too many options – drawing packages generally offer a number of different ways to draw the same thing. Sometimes you can get so caught up in playing with these you lose track of what your original point was.
- This is a case where less is more – simple drawings gazump the impact of highly sophisticated drawings when you're trying to get a point across.

Probably the most acclaimed success story of visual thinking was the establishment of Southwest Airlines. In 1967, Herb Kelleher was a New Jersey lawyer who had been hired by Rollin King to help him close King's failed regional airline. At dinner one night, Rollin picked up a napkin and made a quick sketch:



Rollins suggested that instead of creating an airline that tried to serve large cities like everyone else was doing, it would be better to run a small airline that served just the three biggest towns in Texas. All of the other airlines were operating a hub and spoke model – fly people to a central hub first, then to another hub and then to a smaller city. That meant people had to catch multiple flights to go from one city to another sometimes.

“Southwest legend says that Herb agreed with Rollin on two things: first, that the idea was crazy, and second, that the idea was brilliant. On its own, their simple map illustrated the fundamental operating principles of the company that Herb and Rollin agreed to start that evening: fly short routes between busy cities, avoid hubs, and where possible fly into smaller, secondary airfields. One napkin; one good idea; one profitable airline.”

– Dan Roam

Four years later in 1971, Herb Kelleher helped launch Southwest Airlines to serve the three cities specified on that napkin. By combining operating efficiencies, convenience, low prices, a zany corporate ethos and some very gung-ho marketing, Southwest became successful by focusing on just a very small group of cities. The company has gone on to grow from that early base and has managed to rack up one very impressive statistic – it has an unbroken record of thirty years of profitability. This is a feat never before achieved in the history of aviation. It just goes to show what sketching an idea on the back of a napkin can achieve.

The experience of Herb Kelleher and others illustrates perfectly the benefits of the visual thinking process – of trying to solve problems by drawing pictures. The advantages of this approach to business are:

- As you draw simple sketches, you can clarify what exists in your own mind only as a vague idea. Drawing pictures makes your ideas more concrete than if you just try and describe them using words.
- By drawing sketches by hand on the back of any piece of paper which is available – even a napkin if necessary – you don’t rely on having the skills to make some other kind of technology work. There’s just you, your thoughts and a pen.
- As you develop simple sketches in a group setting, this invariably invites suggestions and comments from other people. The act of sketching out what is being discussed encourages some inspired discussions, which is good.

- Finally and importantly, if you're making a presentation from a sketch, you'll find that you can discuss things systematically without the need to rely on notes, bullet points or a written script. Sketches are excellent ways to structure a business presentation.

"We can use the simplicity and immediacy of pictures to discover and clarify our own ideas, and use those same pictures to clarify our ideas for other people, helping them discover something new for themselves along the way."

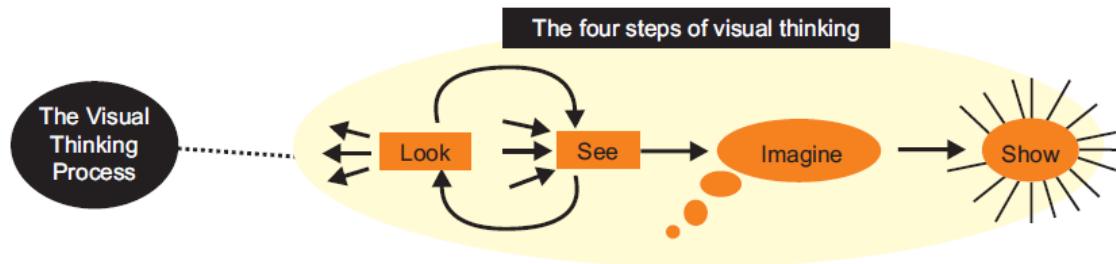
– Dan Roam

"Visual thinking is an extraordinarily powerful way to solve problems, and though it may appear to be something new, the fact is we already know how to do it. Everybody already has good visual thinking skills, and everybody can easily improve those skills. By better understanding the vision tools that we already have (and then learning to use a few new ones) we can learn to solve problems with pictures in remarkable ways."

– Dan Roam

"Here's what I hope you get – a new way of looking at problems and a new way of seeing solutions. What kind of problems can be solved with pictures? The answer is almost all of them."

– Dan Roam



The backbone of visual thinking is four simple steps, repeated over and over:

- *Look* – collect information, focus on what's important and screen out everything else.
- *See* – recognize patterns, select those who are applicable and group details together.
- *Imagine* – use your mind to see what's not there yet but should be.
- *Show* – get others to catch on to what you've thought up and making it all clear.



Looking is simply the process of taking in visual information about the world around you. It means to collect data and make some rough initial assessments. Looking includes scanning the environment to build a big-picture sense about what's going on. Looking is the starting point of the entire visual thinking process. If you can learn to look better, you can become proficient at visual thinking.

To develop good looking skills, there are four cardinal rules to follow:

1. Collect everything you want to look at – start with a quantity over quality approach. Put together an exhaustive sample which includes every conceivable thing you may need in the future. Gather as much raw data as is reasonably available to you to start the ball rolling.
2. Lay everything out in one place – side-by-side preferably so your eyes can scan everything in a few passes. Put everything in one place so you know you're able to analyze everything systematically.
3. Establish a coordinate system which makes sense in this situation – some variable which you can use to compare the relative merits of different items. In some cases, this will be the amount of money involved. In other cases, you'll use a combination of the 6W coordinate system:
 - Who / What is involved?
 - How Much does it cost or generate?
 - When will these things happen?
 - Where will these things take place?
 - How will these things be achieved?
 - Why are these things happening?
4. Practice some “visual triage” – make a first pass to eliminate what obviously will not apply leaving just a few options which are worthy of further examination and analysis.

“Any problem can be made clearer with a picture, and any picture can be created using the same set of tools and rules.”

– Dan Roam

“The basics of visual thinking have nothing to do with creating charts on a computer. Visual thinking is learning to think with our eyes, and it doesn't require any advanced technology at all. The most important reason to rely on our built-in tools is because in the end, visual thinking isn't about how polished our presentations are, it is in how comfortable we are in thinking with our eyes.”

– Dan Roam



While looking involves collecting visual information and making an initial rough assessment about what's out there, seeing is where your eyes get more consciously active and involved. Looking means to scan the big picture whereas seeing means to select what's important to the task at hand. Good seeing means you recognize what

exactly is causing the problem or presenting an opportunity and focus on that.

Broadly speaking, there are six ways you see things in the physical world:

1. You can see objects – the “Who” and the “What” is interacting in any situation. Discrete objects always exhibit known measures and physical attributes.
2. You can see and note quantities or grouping of different objects – the “How Many” or “How Much” of the situation. You’re so used to seeing numbers of objects that you get good at grouping things together without even realizing you’re doing it.
3. You can see position in space – the “Where” of any situation. Again, you’re already good at noticing where objects are in a physical scene. It’s a basic part of the way the human mind is hardwired.
4. You can see position changes over time – then “When” of any situation. Based on your knowledge of physical objects, you notice whether something is moving in a predictable or anticipated way.
5. You can see cause-and-effect relationships – the “How” of any situation. You can tell how what one object did influenced the actions of other objects and how everything came to end up the way it did.
6. You can see a complex interaction of different objects play out – the “Why” of any situation. Based on what you already know, you can make an educated guess on how things should turn out and then compare reality with what was anticipated would happen. If things don’t go as planned, you can then become intensely focused on uncovering why the normal rules of physical interaction did not end up applying in this context.



Imagining is what happens when you’ve collected all your visual material and you’re now ready to start manipulating it. As you imagine, you see things that aren’t there physically in your mind’s eye. Put another way the act of imagining means you take what you see in the real world and translate this data into abstract pictures which you manipulate inside your head.

In a business setting, most times imagining means coming up with an original idea or a new solution to a problem or challenge. A good way to do this is to use the SQUID exercise. Ask yourself five questions:



What is a simple way and a corresponding elaborate way to draw a picture which proposes a solution to the problem or opportunity at hand? Whether you ultimately decide to use a simple or an elaborate picture is usually dictated by the audience you’ll be speaking to and their familiarity. However, often

when you think about the best way to describe your solution in both a simple and an elaborate format, new and creative ideas will come to mind. Being able to choose between a simple solution and a more elaborate solution and showing each graphically is very powerful.

Q Am I better off talking about quantity or quality in my solution?

In other words, will it be better to use a graphic which focuses on one example in depth or is it preferable to consider what happens to a large number of examples simultaneously? There are times when either the quantitative or the qualitative approach is superior and by trying both, you get a feel for what the best will be in this particular setting.

V Is it preferable to show a solution which is visionary in its nature or a solution which is much more obviously practical and executable?

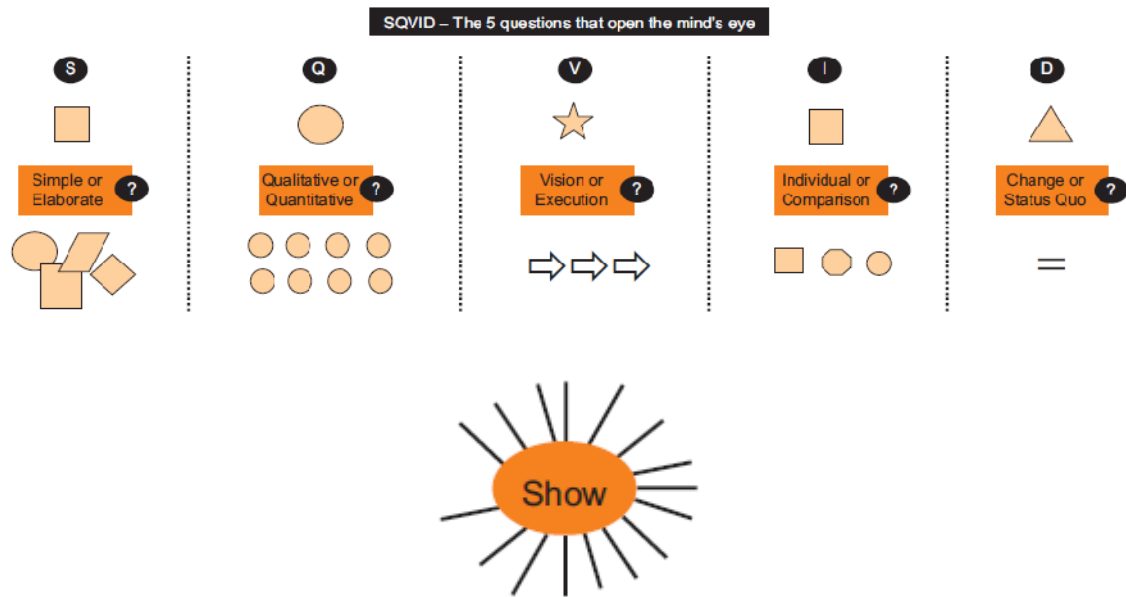
Sometimes, it's important to convey to your audience the message: "We know where we're going and we have a very bright future". In these cases, the visionary approach will probably resonate best. At other times, however, it's more important to send the message: "We know exactly what we need to do to get there". In these cases, a more practical set-by-step execution pathway will be of greater interest and value. The most widely used chart in this second setting is a Gantt chart which is in effect a bar chart laid on its side with the length of each bar representing how long a specific task will take to complete. Whichever of these two approaches ends up getting used, if you can come up with some graphics that illustrate both alternatives clearly, then you'll have a message that people can relate to through their eyes.

I Should I focus on one individual example or compare the characteristics of a large group of samples?

Some times, the greatest illumination will come when you zoom in to the individual level and focus there. At other times, comparing a large group of data and how they break down will be better. Once again if you can come up with graphics for both scenarios, you can then choose the optimum approach for what you're trying to say or think about.

D Is it better to talk about the way things are at present or to dwell on the way they could be in the future if we make a few changes?

Again both these perspectives can throw up different points-of-view and comparing both can be quite helpful. By articulating and drawing a graphic showing what's happening at the present time, people can get motivated to act to free up the more obvious logjams. The other side of the coin is developing a graphic which encapsulates what the ideal world of the future will look like is also helpful. It can give a mental model to aim for which can act as a guide. As with the other questions previously discussed, doing both is a great idea. You can look at things from two different perspectives and capture the various ideas which get interjected that way. This stretches your imagination and brings your ideas into clearer focus.



Once you've discovered some interesting patterns, made sense of them, and figured out some creative ways to manipulate them so you come up with something new, it's now time to show this to others. You need a good framework for summarizing your ideas in visual format so everyone else can get up to speed with what you're thinking. To show means to make clear your best ideas so you can inform and persuade.

In order to show well, there are three steps involved:

1. Select the right "show-and-tell" framework – which shouldn't be all that hard because there are just six to choose from. The most appropriate framework will correspond to the type of problem you're attempting to solve. If you go back to the See step, you'll note there are six basic problems:

1. "Who / What"?
2. "How Much"?
3. "Where"?
4. "When"?
5. "How"?
6. "Why"?

2. Use the framework to create a suitable starting-point picture – which in effect means add the appropriate coordinate system and then whatever details will enhance the picture you're trying to draw.

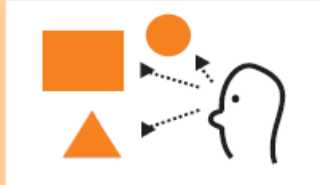
3. Present and then explain your picture – add whatever explanatory text is required for someone to understand what your graphic represents. Sometimes, this will need to be a detailed explanation, while at other times a very simple and straightforward explanation will suffice.

"Visual thinking means taking advantage of our innate ability to see – both with our eyes and with our mind's eye – in order to discover ideas that are otherwise invisible, develop those ideas quickly and intuitively, and then share those ideas with other people in a way they simply 'get'."


– Dan Roam

The basic six show-and-tell frameworks


1 For a "Who / What" kind of problem, start with a portrait graphic which is a qualitative representation of the solution to the problem



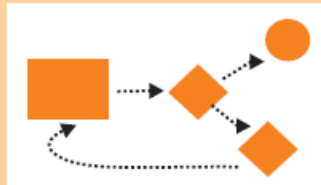
4 For a "When" kind of problem, start with a timeline which shows how one or more factors vary over time



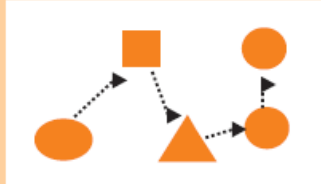
2 For a "How Much" style problem, start with a chart which illustrates how the key variable changes



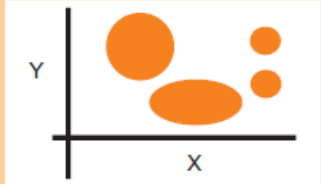
5 For a "How" problem, start with a cause-and-effect flowchart or something comparable

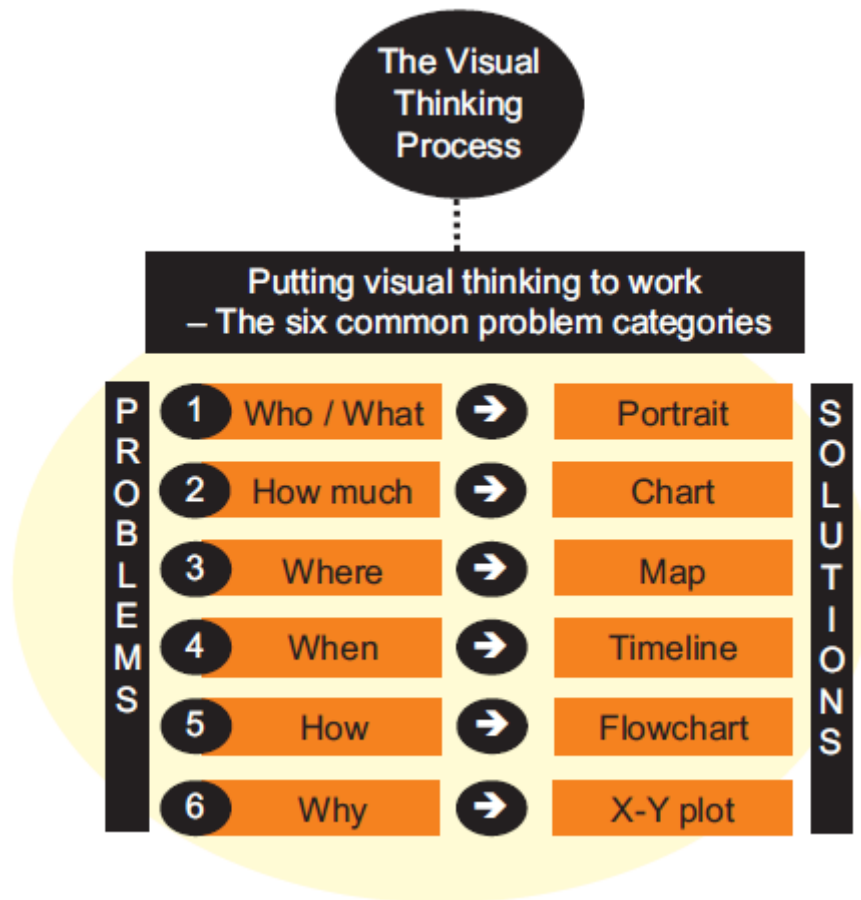


3 For a "Where" kind of problem, start with a map which illustrates position in space changes and variations



6 For a "Who / What" kind of problem, start with a X-Y plot which represents how the different factors interact with each other





When using visual thinking, most problems will fall into one of six general categories:

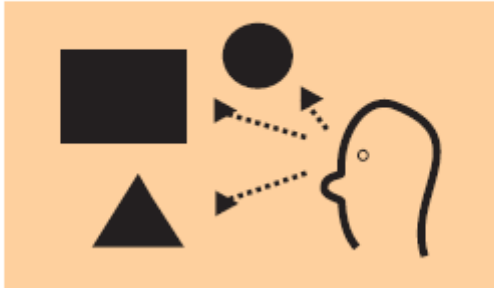
- A “*who or what*” problem – use a portrait picture to organize potential solutions.
- A “*how much*” problem – use a chart to show how the numbers compare to each other.
- A “*where*” problem – use a map to show where items are in relation to each other.
- A “*when*” problem – use a timeline that shows how items change over their life cycle.
- A “*how*” problem – use a flow chart that illustrates how different things work.
- A “*why*” problem – use a multi-variable plot which shows what is happening.

“The act of simply selecting one of the frameworks forces us to think through what it is that we see that is important to show. By providing us with a defined coordinate system

and specific starting point, each framework gives us the way to get our picture started.”

– Dan Roam

1 Who / What **➔** Portrait



A portrait is a qualitative representation of what you’re trying to say. This may take the form of a rendering, a profile, a plan, an elevation, a diagram and so forth. In practice, a portrait shows the recognizable attributes of an object of some kind.

The general rules-of-thumb for drawing effective portraits are:

- Keep it simple – remember, you’re trying to illustrate your idea rather than win acclaim as a new Rembrandt. If your drawing is too elaborate, it draws attention away from what you’re trying to say. The simpler you can keep your hand-drawn drawing, the better.
- Try and illuminate your lists with simple icons – because this has the effect of making your list come to life. These small visual representations can also trigger insights that a written list alone won’t do.
- Visually describe your idea – because time is short in most business settings. Pictures consistently make for better comparisons than verbal descriptions alone. Even adding a simple series of smiley faces to a list brings the information to life and makes it memorable.

“While portraits don’t show how many of something there are, where they are, or when or how they interact – all of which will be addressed by the other specific frameworks – they do provide the starting point by helping us identify and keep track of who is who and what is what. The purpose of creating a business portrait is to trigger the unexpected qualitative ideas that emerge when the hand and the mind’s eye work together.”

– Dan Roam

2 How much



Chart



Charts are excellent for showing how much of anything is involved. They can show quantities, illustrate measurable criteria and show the comparative size of different groups. A chart is an ideal quantitative representation.

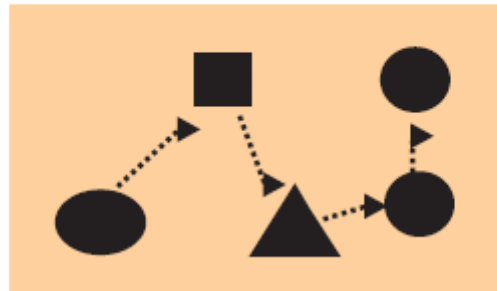
When developing charts, keep these rules-of-thumb in mind:

- Never forget it's the data that matters – so let the data show. If you fill your chart with insightful information, nobody will get bored.
- Try and use the fewest possible number of data points – so people don't get confused. Make it feasible for them to be surprised as they later examine the chart in fine detail.
- Always pick the simplest model available to make your point – which generally means:
 - Use a bar chart to explain absolute quantities.
 - Use a line chart to compare one option with another.
 - Use pie charts to compare relative quantities.
 - Use bubble charts to compare two variables.
- When you start using one type of chart, stay with that chart throughout – don't confuse people by suddenly changing things around in mid-stream. Once everyone is oriented one way or another, stick with that orientation.

“Unlike portraits, charts demand numbers, measures and data. For smallish numbers, our minds do a quick count. For slightly larger quantities, we make rough estimates. For large quantities, we just say to ourselves, ‘A lot.’ To show these numbers to others, we use a chart in which we turn abstract numbers into visually concrete pictures of amounts.”

– Dan Roam

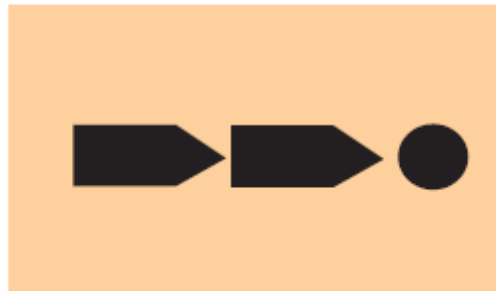
3 Where → Map



Maps are the most flexible of the six visual thinking frameworks. They illustrate spatial relationships – where one object is in relation to an entirely different object. Maps can come in lots of different formats including organizational charts, Venn diagrams (basically a series of overlapping circles) to the tried-and-true treasure maps where X marks the spot.

When developing maps, keep these rules-of-thumb at the front of your mind:

- Anything and everything has a geography you can map out if you really want to – so be a little creative when developing your maps. Look for ways to have common borders between two different ideas and connecting ideas which intuitively lead from one to the other.
- When drawing your map, remember north is only a state of mind – you can put anything you like at the top of the map if it makes sense. Try developing some maps that use good-bad versus expensive-cheap, or high-low versus winners-losers on the horizontal axis and vertical axis respectively. Come up with a meaningful coordinate system for your map and actually plotting the various “landmarks” of your choice will then become relatively simple.
- Look beyond the obvious hierarchy – and try to draw maps which explore alternative themes. Instead of a simple organizational map, for example, develop a map of circles of influence which explores who listens to whom when making a decision. Some of these less obvious maps can be much more helpful when you’re trying to understand what’s actually happening underneath the official channels within an organization.



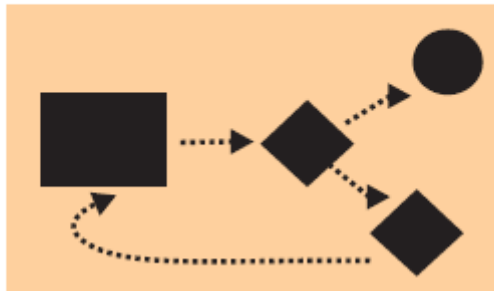
Timelines are excellent when you're trying to illustrate when things have happened in the past or are likely to happen in the future. Using a timeline, you can clearly show the various states of any object over a period of time, or how the relationship between different objects varies over time.

Rules-of-thumb for effective timelines:

- Always show time as a one-way street – so make use of devices like life cycles, process maps, Gantt charts, progressions, swimming lanes, etc. Timelines are great for sequencing so don't do anything to muddy the waters.
- Anytime you have a repeating timeline, create a suitable life cycle diagram – where everything clearly returns back to start over. If there is no obvious starting point, pick a major milestone arbitrarily and begin the cycle there. Make it instantly clear and obvious what's going on.
- If at all possible, show timelines as straight lines rather than circles – because lines are easier to draw, to comprehend and to remember. Circular timelines are good when used on the face of any clocks you draw but for all other purposes, set out a timeline as a straight line. People will appreciate that. If you add in a calendar as you go along, your time line will become even more understandable and accurate.

“A timeline is a simple, qualitative, execution-oriented, individual, as-is view. For our purposes, we're going to think of time as a straight line that always leads from yesterday to tomorrow, and always tracks from left to right. Although the former rule may not be true for time travelers and the latter is nothing more than a cultural bias, both are useful as standards that we agree on.”

– Dan Roam



Flowcharts are valuable drawing devices. They can detail how you arrived at the conclusion you did. They can also specify all of the steps involved in making something happen in precise detail. Simply put, a good flowchart will show how a conclusion was reached – all the cause-and-effect relationships.

Flowchart rules-of-thumb to keep in mind:

- People are used to seeing flowcharts which run from an action to a response – so try and stay with this kind of set-up. Start somewhere logical and end somewhere equally logical.
- Simple flowcharts are best – leave out all of the irrelevant details so the reader can see a well defined problem and a well thought out solution come together.
- Never forget a flowchart tells the reader how something happens – or how a particular conclusion was arrived at. Make every flowchart you develop lead to a potential solution and you'll do just fine.

“Visual thinking is a very simple process. While our eyes serve as the tools by which we look at the world around us and see visual patterns within it, it is in our mind’s eye where we manipulate those patterns, take them apart and rebuild them, hold them upside down and shake them in order to see what falls out. Then once we’ve rolled these patterns around and have something to explore, record, and share, we rely on coordination between our hands and our eyes to get those ideas down on paper for fine-tuning and sharing. Regardless of business circumstance, project assignment or timetable, every problem eventually breaks down into the six fundamental questions we’ve already seen.”

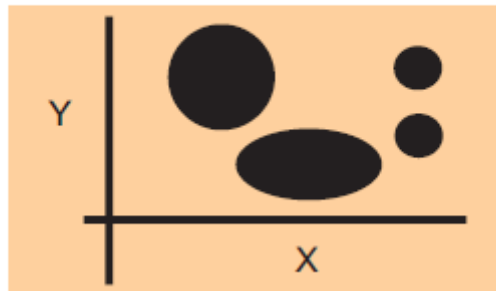
– Dan Roam

6

Why



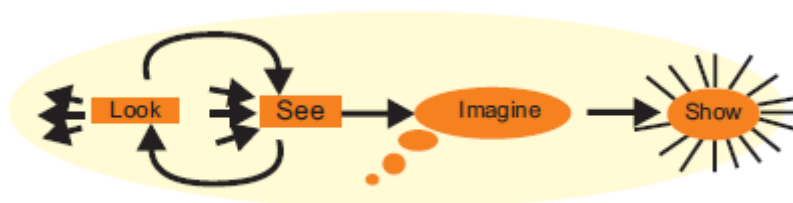
X-Y plot



X-Y plots or more accurately “multiple-variable plots” are great ways to communicate why some decision was reached. By seeing two different pieces of data tied together, a clear picture can emerge. The more you understand why different things work together to produce one result or another, the easier it becomes to develop effective multiple-variable plots.

General rules-of-thumb here are:

- Be patient – because multiple-variable plots are hard. You have to understand the interaction between lots of different frameworks. Keep working away until you have identified which variables belong on the chart and how best to show the variations in each. This will take a bit of practice to get right.
- Hit a good balance between too many variables and not enough – because to generate real insight, you have to get this just right. If you have too few variables, all you end up with is a bar chart. Integrate too many variables and you only end up confusing everyone. You need to plot the few variables which have the greatest influence on each other and the results. Finding this balance is always a matter of experimentation.
- Keep “correlation effects” distinct from “causation effects” – and make very sure you’re illustrating the direct impact of one variable on another. It’s all too easy at times to try and map correlations where no relationships between the two exist. Give all your proposed data relationships a gut check and ensure what you’re trying to track is genuinely influenced by the other variable.



The real acid test for the visual thinking process comes when it’s time to present the ideas you have developed to other people. By going through the Look-See-Imagine-Show sequence and applying the six frameworks, you will hopefully have a forward-thinking picture to present.

The best way to present your ideas is to stick to that same established pattern when it comes time to make your pitch or formal presentation. Take the listeners through the four-step visual thinking process. For example:



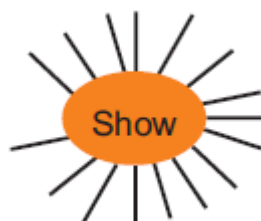
“Our goal in creating this model was to build a baseline for our industry. We believe that by looking at our industry in an integrated way, new commercial opportunities can come to light. So let me explain what you’re looking at here. On the vertical axis, we have plotted all of the features offered by ourselves and our direct competitors. On the horizontal axis, we’ve plotted how much revenue each company earns in total. This shows an approximate idea of how everyone is positioned at present and the results of that positioning.”



“Next, we have redrawn the graph to reflect what each company is projecting to achieve in sales revenue in the coming year. Note this company is expecting its revenue to grow ten times. The company immediately below us is also expanding its offerings and projects to double its revenues. If that happens, it could well knock us into third position in the marketplace rather than the leadership position we currently enjoy.”



“So what can we do about these competitive threats? We’ve given this some thought and we have identified two possible options for you to consider. Option 1 is shown on this chart. It means to upgrade the features on our existing product so it will still be positioned above the enhanced offerings our competitors bring to market. The cost to achieve this would be \$5 million. Option 2 is shown on this next chart. Instead of spending \$5 million to enhance our existing product, we could spend \$9 million to develop a next-generation product which uses a completely different platform. We could then move into a leadership position in what is an emerging market.”



“Our recommendation is to go with option 2 rather than option 1. Our reasoning for this is shown on this next chart. Regardless of how much we enhance our existing product line, there is no way we will be able to compete once someone in our industry makes the leap to the new platform. If we let someone else get there before us, we lose our leadership status.”

The whole point is even when you’ve developed concise graphics that are perfectly self-explanatory, you’ve also got to be prepared to discuss them as people get their heads around the concepts and ideas being put forward. Be prepared so you can walk people through the graphics and explain them. Most business meetings tend to be like this – people want to get the facts, make decisions and then get on with it. In a more formal setting, you may need to be able to add more detail as required, but don’t think of your pictures as being worth a thousand words in and of themselves. Instead, view your pictures as the ideal launching pad from which worthwhile ideas and agreements can grow.

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