

I'm Ade-Lee! Design
leader, speaker and
workshop facilitator.

Here are some handpicked projects focusing
on design leadership and workshop facilitation.

Leadership Principles

Level up, win together, and keep it real with empathy, not ego.

I'm all about winning as a team, **leading by example** and enabling everyone to flourish.

I take great care when assembling teams, ensuring they vibe well, know how to **cross-collaborate**, and can work independently while growing into leaders in their field from individual contributors.



Leadership Approach

I recognise that everyone's communication style differs, and I tinker and tweak mine to suit the person and or situation.

I am a firm believer in being transparent and advocate for Enneagrams to better understand and refine my approach.

Team Dynamics: I focus on assembling synergetic teams skilled in cross-collaboration and independent growth.

Culture Crafting: I foster an inclusive, accountable, and fun work culture.

Clear and Compassionate Communication: Whether digital or face-to-face, clarity and empathy are my touchstones.

COLLABORATE — TRUST — ~~MICRO MANAGEMENT~~

Team Mentoring and Personal Development

I believe in helping creatives to be their most badass selves. I do this by

Assigning personal development time for learning, reading and hackathons.

Implementing streamlined skill frameworks and introducing a level differentiation matrix.

Ensuring my teams understand business needs, cross-collaborate and move away from siloed ways of working

External mentoring

I have over six years of experience guiding designers, project managers, and those changing careers.

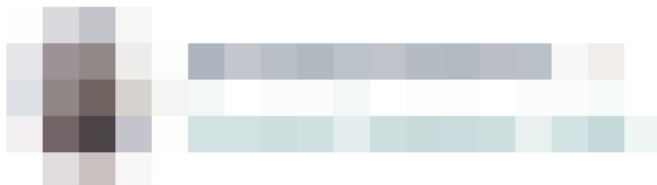


Real experiences with mentor

February 12, 2024

I cannot recommend Ade highly enough. His combination of kindness, approachability, and professionalism creates an ideal mentorship experience that anyone would be fortunate to have.

- Technically competent
- Amazing problem solver
- Very motivational
- Great communicator
- +5



Mentee

January 30, 2024

Ade was super helpful and inspirational. He provided real insights into what it means to be a design leader. He was an amazing listener and shared his journey and learnings with me throughout the session. I appreciated all the practical suggestions he provided and I look forward to catching up with him again soon.

- Technically competent
- Amazing problem solver
- Very motivational
- Great communicator
- +5



Mentee

Building an Effective Design Function

- ✗ The design function at SoPost was fragmented, ineffective, and underused.

Departments didn't communicate, leading to persistent issues with completed work.

I aimed to **create a design function** that supports both **team achievement** and **personal development**, using leadership principles to encourage teamwork and understanding.

Problems that needed solving:

The design team was fragmented,
operating in isolation.

This negatively impacted communication and collaboration.

I dismantled operational silos by:

Improve stakeholder collaboration and engagement to **better align with business needs and product roadmap.**

- ✅ Creating and implementing **better documentation processes and rituals.**

[illegible]

Adopting a Data-Driven Design Approach:



Problems that needed solving:

Design decisions were driven by aesthetics rather than data informed research causing usability and accessibility issues.

I solved this by;

Reviewing and revamping the current process ensuring that all design decisions were **informed by research** and aligned with business goals.

Fostered a culture where **data** is at the heart of all design **decision making**.

Created **training materials** and resources tailored to streamline how designers can be **more effective contributors** and decision makers.

Encouraging Knowledge Exchange:

Problems that needed solving:

A gap in knowledge sharing within the team led to development problems due to **miscommunication**.

I solved this by;

Introducing **regular company-wide design updates** and interactive sessions that **encourage collaboration**.

Created **user-friendly documentation and templates** that offer clear design updates with explanations, fostering open dialogue.



Ade-Lee Adebiyi 1:11 PM

Hey everyone!

It's time to put on your decision-making hats because we need **YOU** to shape our next big move! Remember our awesome workshop on user personas? Well, it's showtime, and your vote will steer the ship.

Here's the fun part:

You get to pick who we dive into next! Check out these cool contenders and cast your vote for the persona you're most curious about:

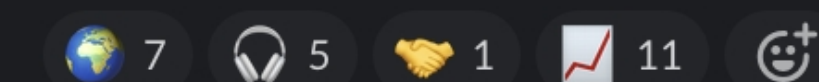
1. 🎧 The Trendsetting Gen-Z Customer
2. ⭐ The Dynamic **Campaign Manager** at an External Agency
3. 📈 The Visionary **Marketing Manager** at a Brand We Love
4. 🌍 The **Global Procurement Guru** at a Brand We Partner With
5. 🤝 The Superstar **Brand Partnership Manager**

Let the voting games begin! Just click, pick, and that's it - you've helped shape our next persona adventure!

Your vote matters more than you think, so make it count!

📦 Ready, Set, Vote! 📦

(Vote with the corresponding emoji)



Promoting Collaboration and Accountability

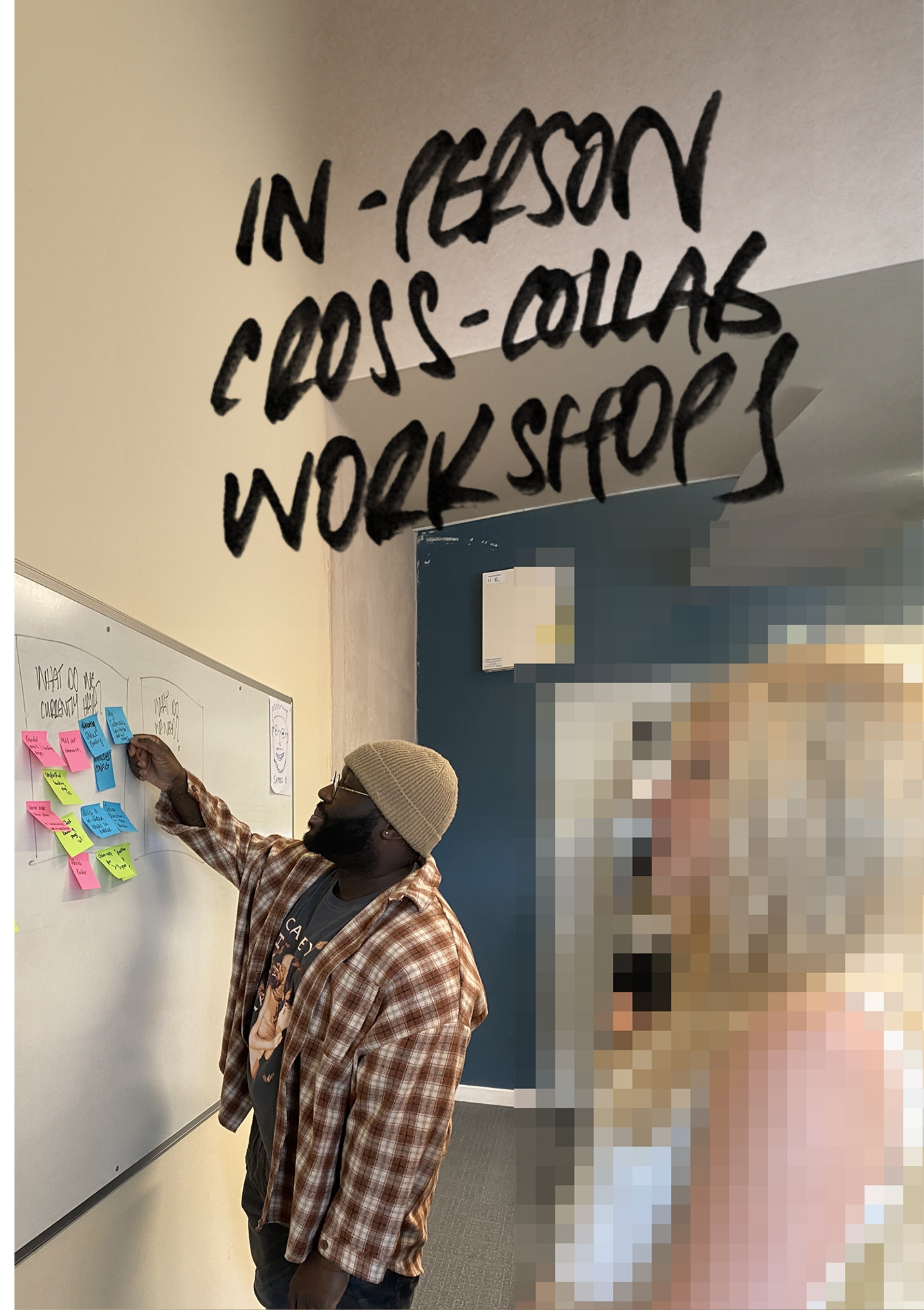
Problems that needed solving:

Everyone was working in their own silo and not communicating or collaborating causing duplicated work and increased development time.

I solved this by;

Cultivated a **culture of collaboration** by leading **training** sessions and developing a **best practice guide** that encouraged design empathy.

Streamlined design workflow with a new ticketing system.



Transitioning from Ego to Confidence:

Problems that needed solving:

Poor communication and ego-driven decisions created a **toxic design culture**.

I solved this by;

Reshaped the design culture to one built on **confidence and radical candor** through open and transparent communication and teamwork.

Built a **culture of knowledge sharing** where designers are encouraged to evangelise SoPost design principles internationally.



Watch the talk on YouTube

Aligning Design and Business Objectives:

Problems that needed solving:

- ✗ There was a noticeable **misalignment** between our **design outputs** and the **broader business strategy**.

I solved this by;

Ensuring design output correlates with company goals by **breaking down leadership objectives** and **communicating effectively** with the team.

- ✓ Introducing the **Shape-Up methodology** to the design team allowing for more **business-focused design proposals** through pitches.



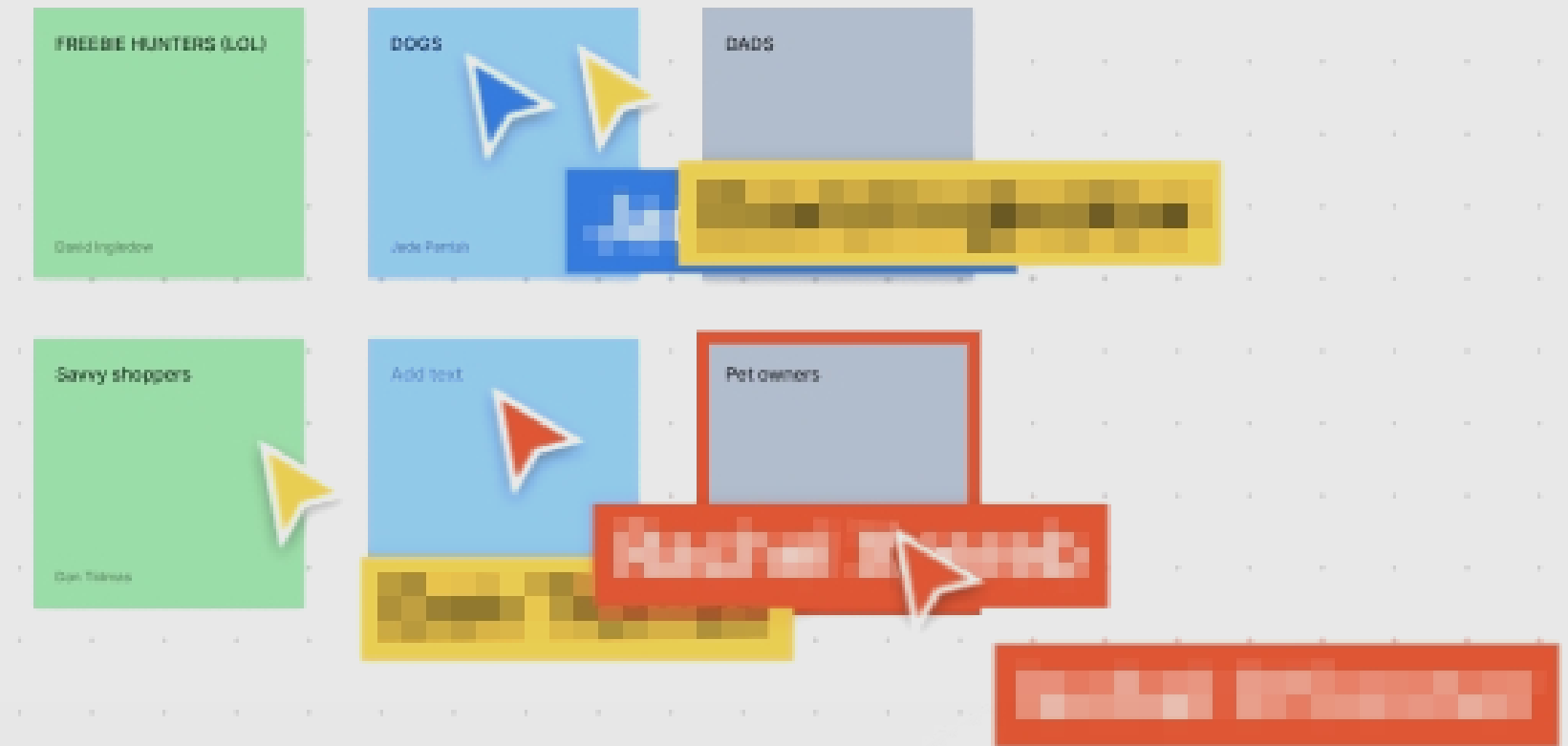
Results and Insights

Boosted workflow efficiency by 340% through implementing a company-wide ticketing and review system.

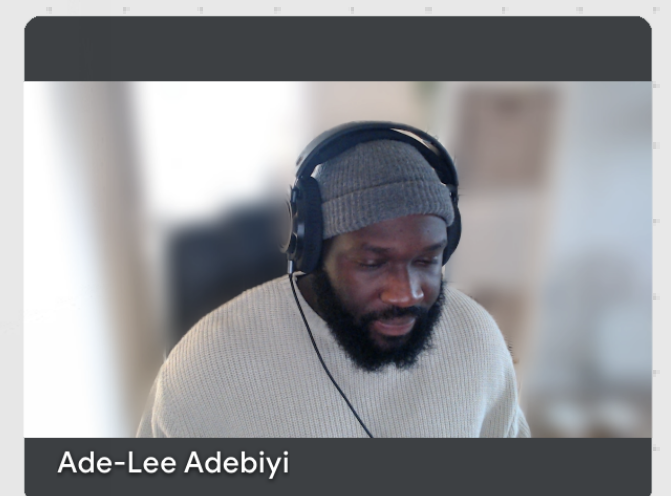
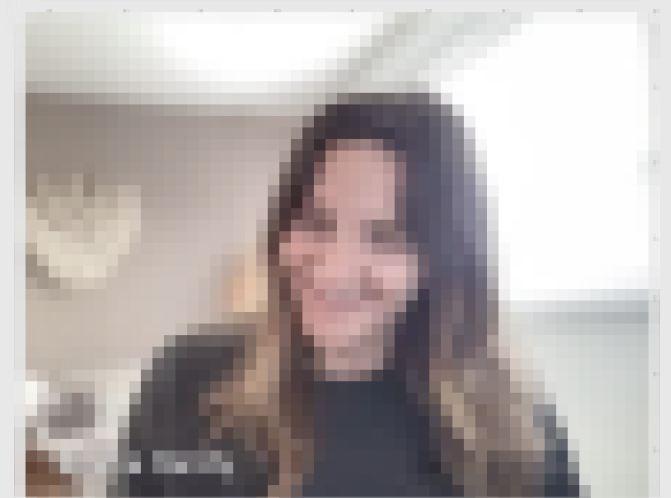
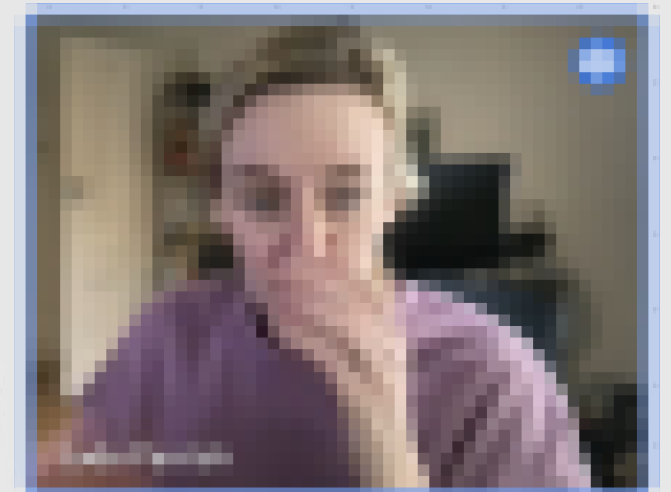
Improved project completion by 80% by collaborating with the Head of Product and Chief Engineering Officer, **using Agile and Shape Up methods** and emphasising user-focused design.

Fostered an inclusive design culture prioritising user research and UX, resulting in more substantial alignment with client needs.

Customers



WORKING TOGETHER
TO BUILD
SOMETHING
AMAZE xx



Ade-Lee Adebiyi



Auditing the current and creating a new colour system for the Turnitin's core tooling

The Problem:

With over 20 years in academic integrity services, Turnitin faces a **challenge with its colour scheme**. Many colours in their applications are **not meaningful or accessible**. The task is to assess and ensure colours meet AA accessibility guidelines while enhancing their purpose and perception.

It all started with a Jira ticket!

📎 Attach

📋 Create subtask

🔗 Link issue

▼

⋮

Description

To complete this ticket:

- Produce a simple, brief audit document that answers the following questions:
 - How is color utilized across our **Redwood** apps?
 - When do colors have meanings attributed to them, where, why?
 - What is the current header color experience across our upcoming GA workflows: **Timeline**, **Similarity**, **Timeline**, **Originality**, **Authorship**, **Investigate**.

What are the goals of this design

This ticket is knowledge-gathering for a V1 color system proposal.

What are the creative constraints

- Redwood** only. Might be interesting to identify key difference with TFE (if there's time)
- Remember to include all screens, illustrations, CTAs/CTAs previews, and reports.

What type of feedback are you looking for?

Knowledge-sharing. Identifying high impact areas to clean things up.

Which I used to identify primary and secondary users as well as any subject matter experts.

| Primary Users | Secondary Users | Business Stakeholders | Subject Matter Experts (SME) |
|--|---|-----------------------|--|
| <div>Timeline UX</div> <div>Timeline Engineering</div> | <div>Timeline Marketing</div> <div>Timeline Support</div> <div>Timeline Engineering</div> <div>Timeline People and Places</div> | | <div>Ade-Lee Adebiyi</div> <div>Kelly Haller</div> |

ASSEMBLE THE
A-TEAM

I used the JIRA ticket and my prior knowledge to dive deeper into the scope of the problem.

| | |
|-------------------|--|
| | Scoped problem |
| Why | Colour usage is inconsistent from a global standpoint. |
| Why | Because the PPM is a working progress and colour |
| Why | Because no rules have been established as to individual colour usage |
| Why | Because colours have been added to products that have since been cancelled. |
| Perceived problem | Colours throughout PPM and TTM are inconsistent and individual use cases. Rules need to be set and each colour needs to have a specified use case. |
| How | By conducting an audit with all the colours currently available and understanding the current situation with colour. |
| How | By conducting research on how colour is percieved internally. |
| How | By doing a colour audit to better understand which colours pass AA/AAA contrast tests. |
| How | By creating a new set of rules that are based around my findings and present them to the team. |

FOUR WHYS
FOUR HOWS
EXERCISE



Problems Identified

Unified Colours: The colour use was random and a clear system was needed.

Colour Knowledge: People weren't sure how to use colours effectively as there was little to no documentation.

Streamlined Palette: Many colours lacked meaning and a clear use case.

Refined problem statement

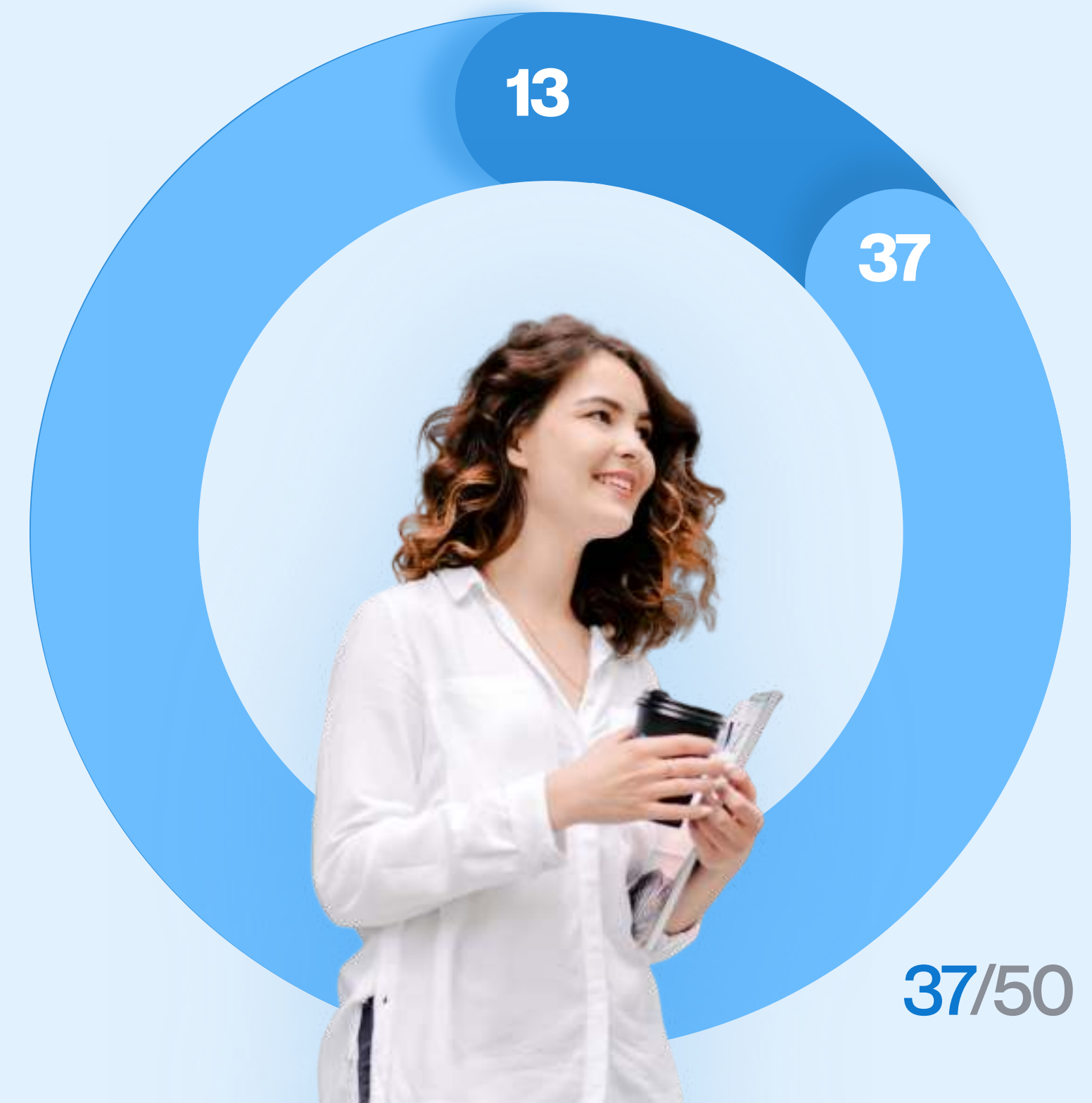
In which way might we enable Designers and Engineers to better use colour within turnitin applications.

Diving into Turnitin's colour scheme, I uncovered that many hues fell short of the AA/AAA WCAG accessibility standards.

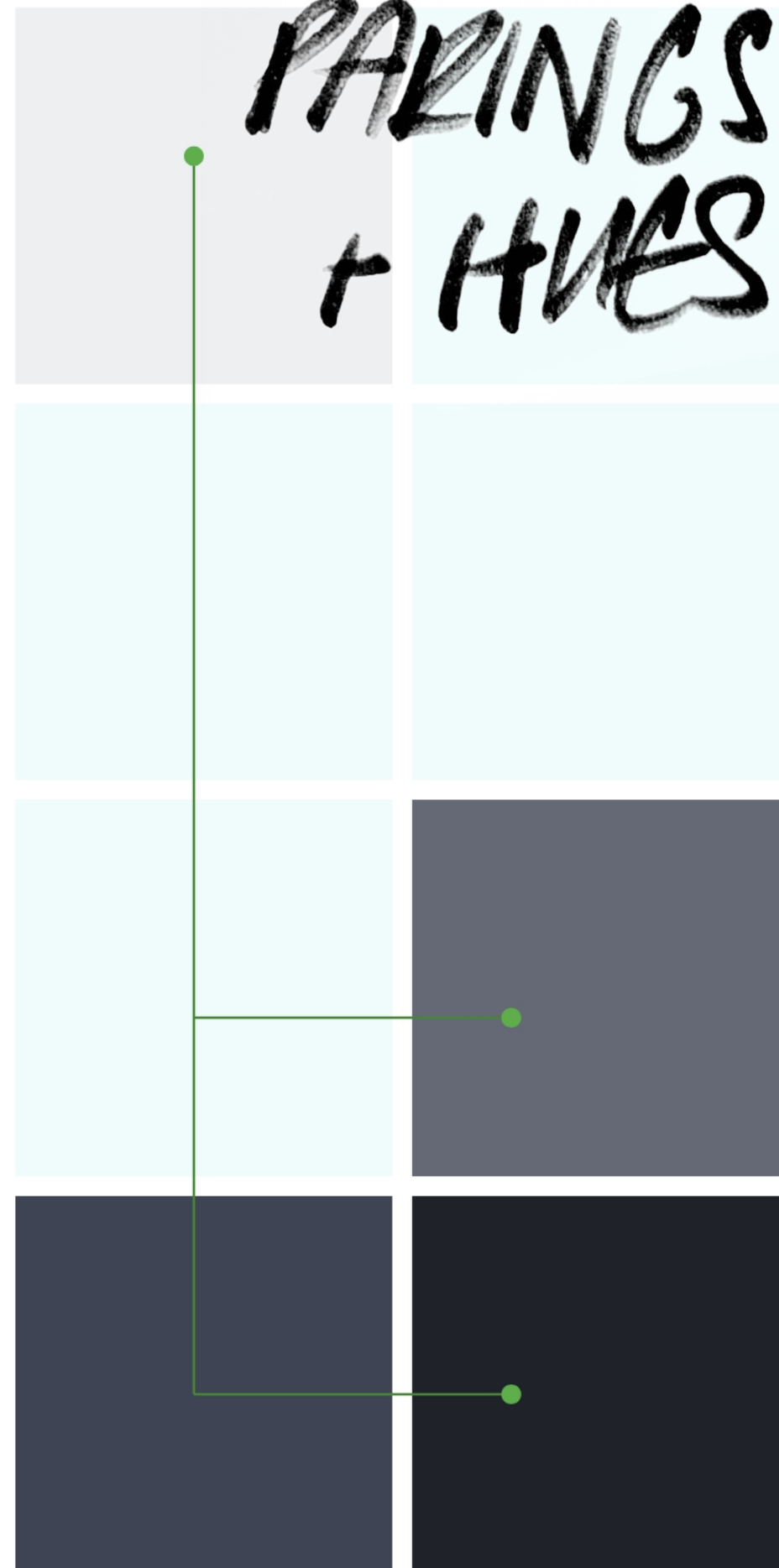
A closer look revealed that some shades were barely distinguishable, highlighting an urgent call to revamp our colour theory or simplify our palette to ensure it's accessible for all.

A majority of users did not accurately recognise the intended meaning behind our colour choices.

I conducted a study with 50 internal and external participants to evaluate the effectiveness of our app's colour scheme.



TESTING PAIRINGS + HUES



GREY1 + GREY2
AA + AAA: Fail
Similarity: Low



GREY2 + GREY3
AA + AAA: Fail
Similarity: Med



GREY3 + GREY4
AA + AAA: Fail
Similarity: Low



GREY4 + GREY5
AA + AAA: Fail
Similarity: High



GREY5 + GREY6
AA + AAA: Fail
Similarity: High



GREY6 + GREY7
AA + AAA : Fail
Similarity: Med



GREY7 + GREY8
AA + AAA: Fail
Similarity: Low



GREY1 + GREY8
AA + AAA: Pass
Similarity: Low



GREY2 + GREY8
AA + AAA: Pass
Similarity: Low



GREY3 + GREY8
AA + AAA: Pass
Similarity: Low



GREY4 + GREY8
AA + AAA: Pass
Similarity: Low



GREY5 + GREY8
AA: Pass
Similarity: Low

PASSED

Note(s): A majority of the tint combinations are not expected to pass by default.

Note(s): The lightest tint e.g. [colour]-1 and the darkest [colour]-6 should pass accessibility tests when used together. They should be AA-AAA.

Note(s): Similarity in tint variations has also been tested. Do these different shades closely resemble each other?

IT WAS
ROUGH!



| | | | | |
|---------------------------------------|--------------------------------------|--|--|---|
| <div>Grey 1</div> <div>#EEEEFF1</div> | <div>Grey 2</div> <div>#DEDFE2</div> | <div>GREY1 + GREY2</div> <div>AA + AAA: Fail</div> <div>Similarity: Low</div> | <div>GREY2 + GREY3</div> <div>AA + AAA: Fail</div> <div>Similarity: Med</div> | <div>GREY3 + GREY4</div> <div>AA + AAA: Fail</div> <div>Similarity: Low</div> |
| <div>Grey 3</div> <div>#C8CACE</div> | <div>Grey 4</div> <div>#A9ACB3</div> | <div>GREY4 + GREY5</div> <div>AA + AAA: Fail</div> <div>Similarity: High</div> | <div>GREY5 + GREY6</div> <div>AA + AAA: Fail</div> <div>Similarity: High</div> | <div>GREY6 + GREY7</div> <div>AA + AAA: Fail</div> <div>Similarity: Med</div> |
| <div>Grey 5</div> <div>#8A8E97</div> | <div>Grey 6</div> <div>#646976</div> | <div>GREY7 + GREY8</div> <div>AA + AAA: Fail</div> <div>Similarity: Low</div> | <div>GREY1 + GREY8</div> <div>AA + AAA: Pass</div> <div>Similarity: Low</div> | <div>GREY2 + GREY8</div> <div>AA + AAA: Pass</div> <div>Similarity: Low</div> |
| <div>Grey 7</div> <div>#3D4454</div> | <div>Grey 8</div> <div>#1F222A</div> | <div>GREY3 + GREY8</div> <div>AA + AAA: Pass</div> <div>Similarity: Low</div> | <div>GREY4 + GREY8</div> <div>AA + AAA: Pass</div> <div>Similarity: Low</div> | <div>GREY5 + GREY8</div> <div>AA: Pass</div> <div>Similarity: Low</div> |



| | | | | |
|--------------------------------------|--------------------------------------|--|--|--|
| <div>Teal 1</div> <div>#EDFBFC</div> | <div>Teal 2</div> <div>#D3F4F8</div> | <div>T1 + T2</div> <div>AA + AAA: Fail</div> <div>Similarity: Low</div> | <div>T2 + T3</div> <div>AA + AAA: Fail</div> <div>Similarity: Med</div> | <div>T3 + T4</div> <div>AA + AAA: Fail</div> <div>Similarity: Low</div> |
| <div>Teal 3</div> <div>#72D7E4</div> | <div>Teal 4</div> <div>#08B9D0</div> | <div>T4 + T5</div> <div>AA + AAA: Fail</div> <div>Similarity: High</div> | <div>T5 + T6</div> <div>AA + AAA: Fail</div> <div>Similarity: High</div> | <div>T1 + T6</div> <div>AA + AAA: Fail</div> <div>Similarity: Low</div> |
| <div>Teal 5</div> <div>#07A1B6</div> | <div>Teal 6</div> <div>#008097</div> | <div>T1 + GREY8</div> <div>AA + AAA: Pass</div> <div>Similarity: Low</div> | <div>T1 + GREY6</div> <div>AA: Pass</div> <div>Similarity: Low</div> | <div>T1 + B10</div> <div>AA + AAA: Pass</div> <div>Similarity: Low</div> |



THESE COLOURS
NEEDED WORK!




Immediate, cost-effective action points

Utilise a single primary colour consistently across each application.

Remove redundant colours from the design system library.

USAGE EXAMPLE:

INBOX - PROPOSED COLOUR SYSTEM

Exploring how the   inbox looks with the proposed  colours and a blue header.

REDUCE COLOUR USAGE

Header
Background: #0C7BCF = Blue 7
Text: #FFFFFF = White

Icon Active
Background: #FFFFFF = White
Border: #FFFFFF = White

Jon Jones

Expand

Due Date
15 Nov 2019, 12:00 AM EST

Start Date
13 Nov 2019, 12:00 AM EST

My InboxLast updated 13 Nov 4:59 PM

| <input type="checkbox"/> Student Name ↑ | Title | Date submitted | Similarity | In |
|---|--|----------------------------|-----------------|----|
| <input type="checkbox"/> Amy Davis | Goblins para usted | 15 Nov 2019 2:45 PM | 23% <div></div> | In |
| <input type="checkbox"/> Remy Green | Goblins en la mañana | 15 Nov 2019 8:01 AM | 0% <div></div> | In |
| <input type="checkbox"/> Missy Lewis | | <div>! Not Submitted</div> | | In |
| <input type="checkbox"/> Decklan Matthews | La toma de Tolkien del duende moderno... | 14 Nov 2019 4:50 PM | 13% <div></div> | In |
| <input type="checkbox"/> Mason Nesbitt | Goblinistria | 14 Nov 2019 2:38 PM | 89% <div></div> | In |
| <input type="checkbox"/> Kamaru Usman | Beep Boop Goblin Soupa | 15 Nov 2019 1:11 PM | 8% <div></div> | In |

Instruction / Notification
Background: #E2F1FE = Blue 1
Text: #3D4454 = Grey 7

CTA
Border: #0C78CF = Blue 7

Checkbox
Border: #C8CACE = Grey 3

Checkbox Selected
Background: #0C78CF = Blue 7

Tooltip
Background: #3D4454 = Grey 7
Text: #FFFFFF = White
Link: #C0E3FF = Blue 7

Immediate, cost-effective action points

Assign a distinct use case
to each colour and tint.

Highlighting/UI Colours

Teal 2
#D3F4F8

Coral 2
#FFB3AD

Blue 2
#C0E3FF

Purple 2
#E0D7FA



Is it their own work?



Address contract cheating with confidence.

Authorship gives data-backed insight into whether students are doing their own work. It helps instructors verify their concerns and easily escalate cases for investigation.

Authorship helps instructors validate suspicions of contract cheating and gives investigators a path to quickly gather facts, collate information, and make impartial judgments.

Integrity Flags
Background: Coral 2

Similarity
Background: Teal 2

Integrity Flags
Background: Coral 2

MAKING SURE
EACH COLOUR
HAS A SPECIFIC
USE CASE

Immediate, cost-effective action points

Decrease the number of
available tints for each colour.

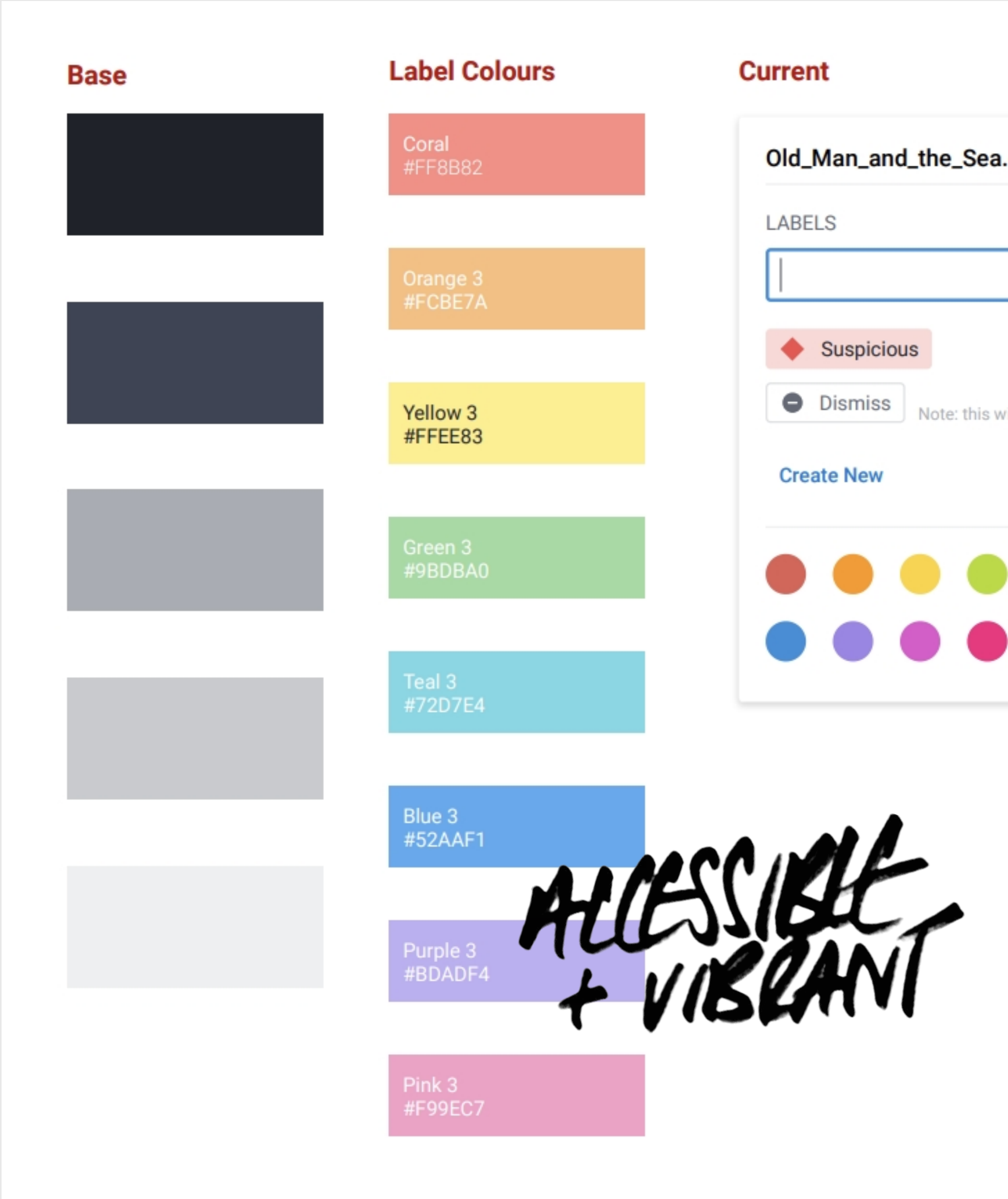


Results and Insights

My analysis cut the colour palette by **43%**, clearing excess and enhancing the design system’s clarity and accessibility.

My efforts resulted in a **complete overhaul of colour usage**, achieving a 100% rate of accessible colour pairings in all designs.

My insights played a role in guiding the vibrant £25m+ Turnitin rebrand, expertly carried out by the creative team at Ueno.



Reflections

For future projects, I aim to allocate more time for testing colours with individuals who have visual impairments.

I devoted excessive time to the research phase, at the expense of more frequent engagements with stakeholders.

SENTENCE TYPES

Compare how each paper has utilized the different sentence structure types.

[Learn More](#)

1. Simple



2. Compound



3. Complex



4. Compound Complex



5. Other



Button

Button

Button

Button

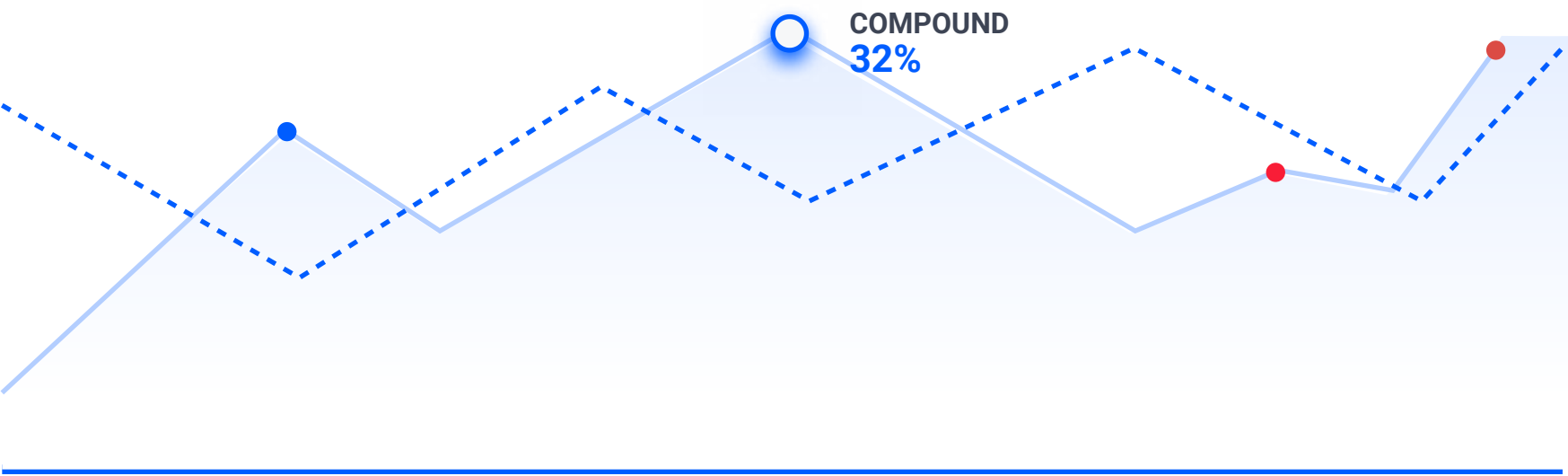
Button

Button



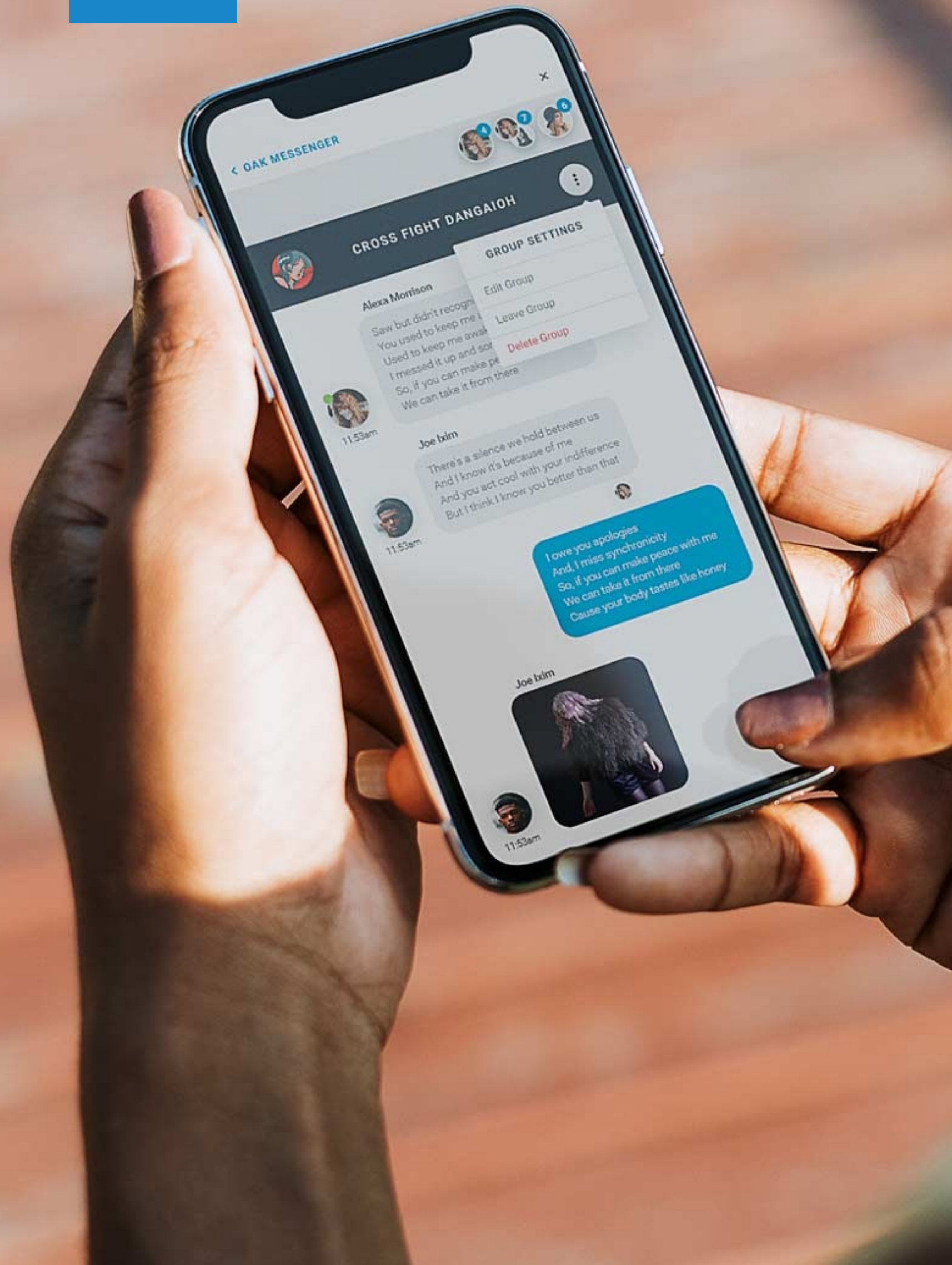
SENTENCE TYPES

Compare how each paper has utilized the different sentence structure types.



● Simple

oak



Designing and developing a lightweight end-to-end encrypted internal messenger

The Problem:

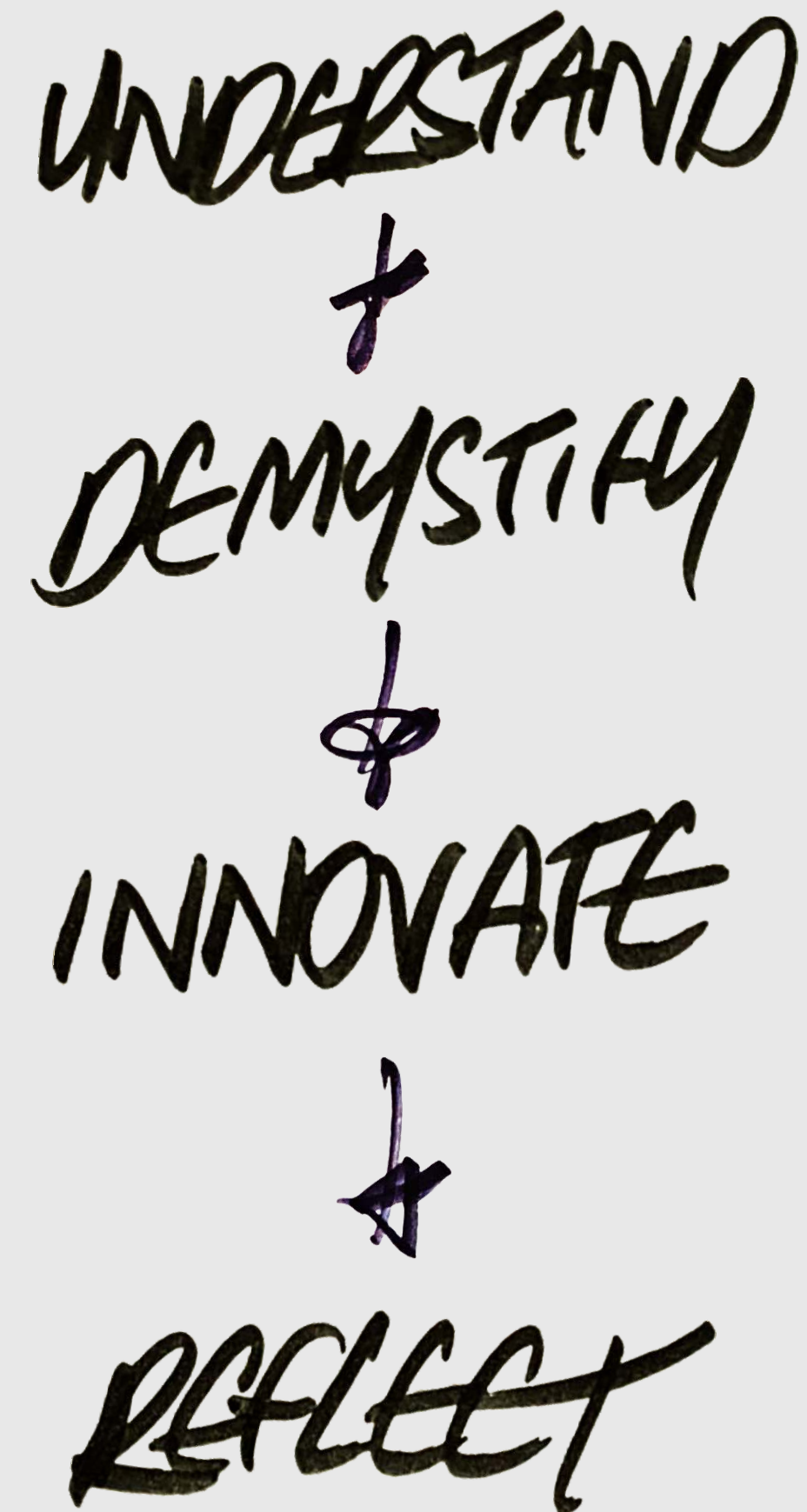
With more intranet managers choosing Oak's cloud services, I took charge of upgrading Oak Messenger. We aimed to make it the top choice for safe, internal conversations, helping teams work together in real time and easily connect with other software.

Design Principles

Agile + Design Thinking =
More focus on user needs to drive
innovation through open dialogue.

I prioritise a deep understanding of tasks, as
it's crucial for developing innovative
solutions. Regular, clear communication
with stakeholders, engineers, QA testers,
and project managers is key to my
approach.

These practices have driven successful
outcomes and guided future improvements.



I created these principles to enable me
to work more efficiently while meeting all
business and user requirements.

Design Approach

Drawing inspiration from the Oak design team's mantra, “**Empower Through Communication**”, I crafted a refined approach to this design task:

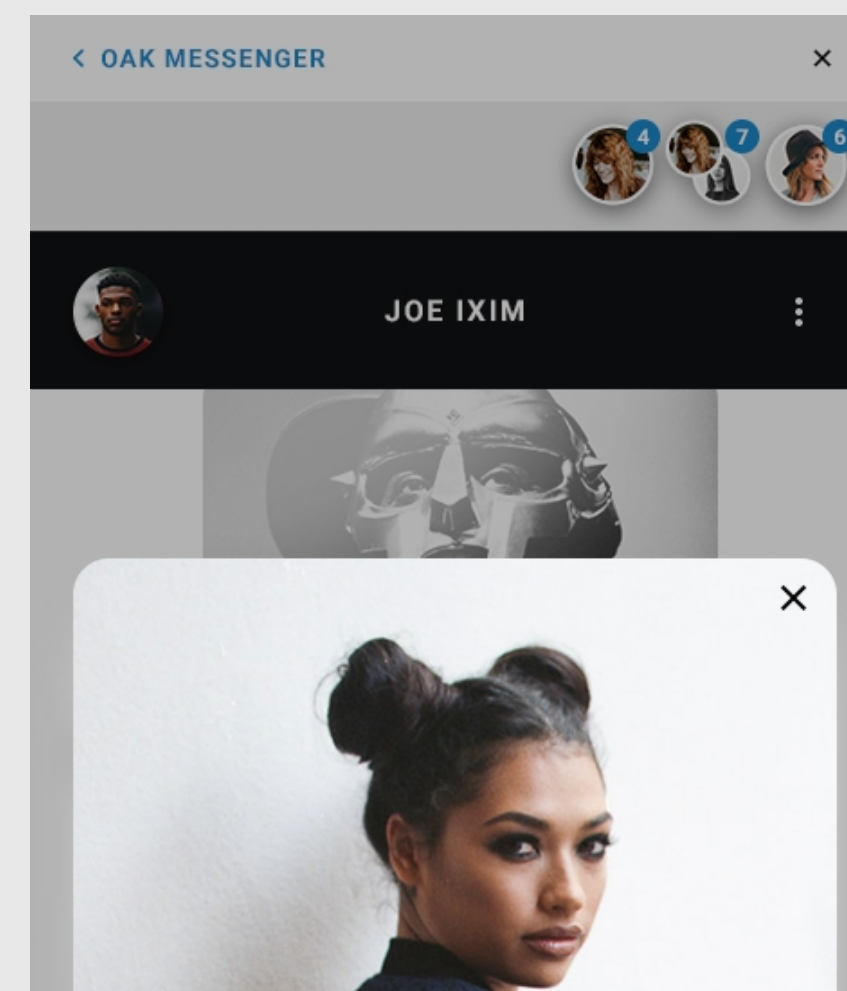
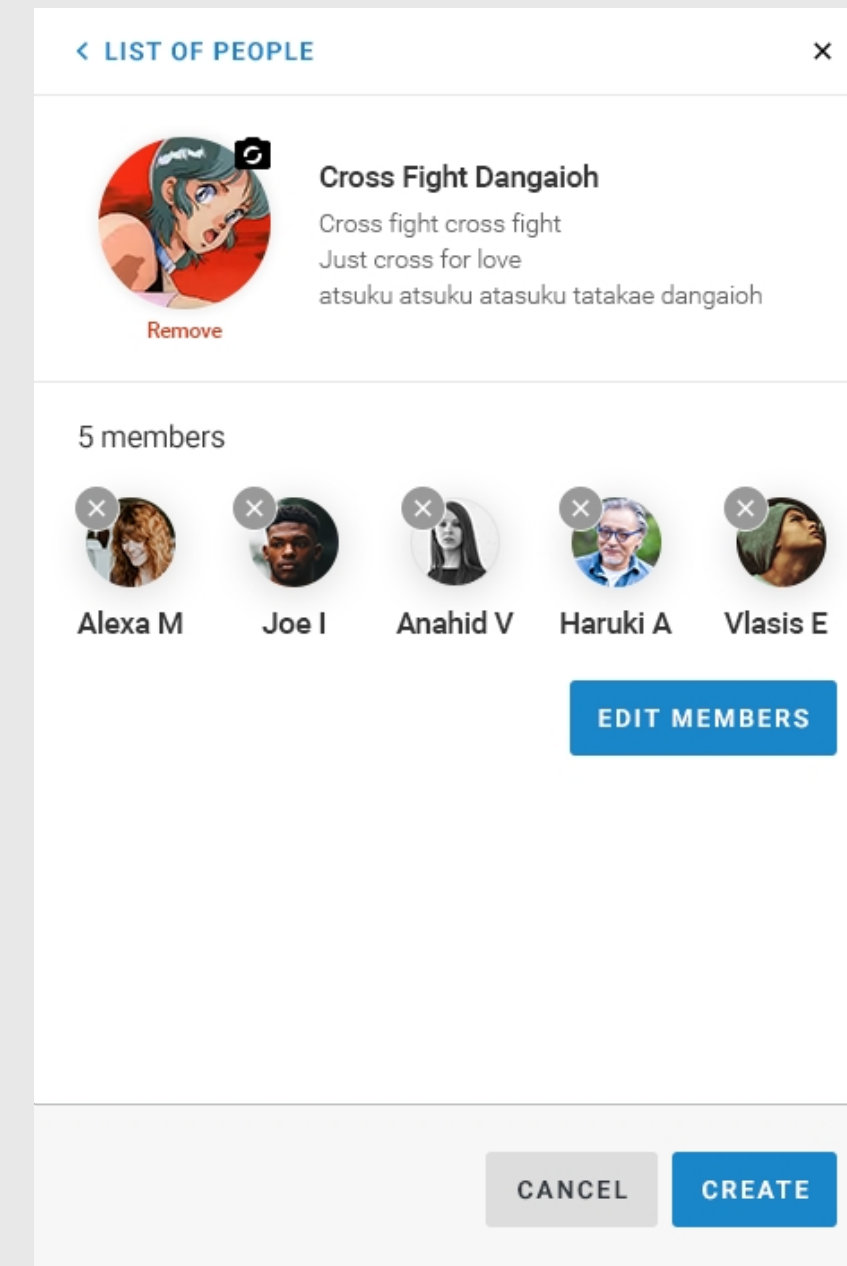
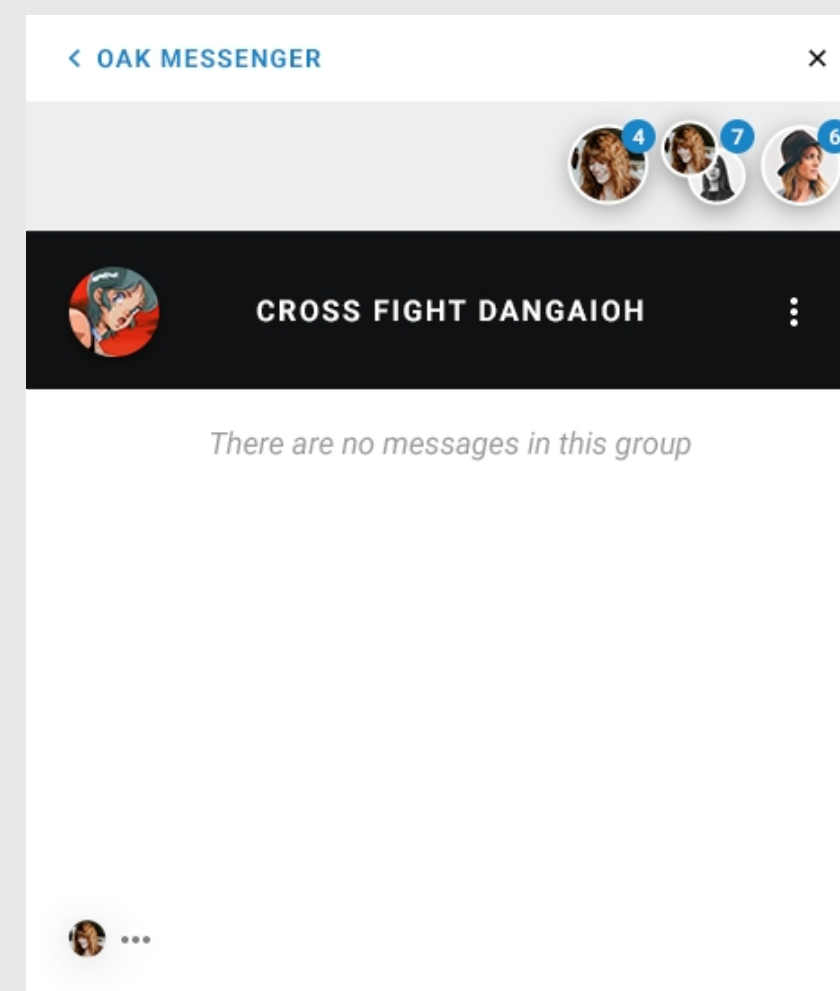
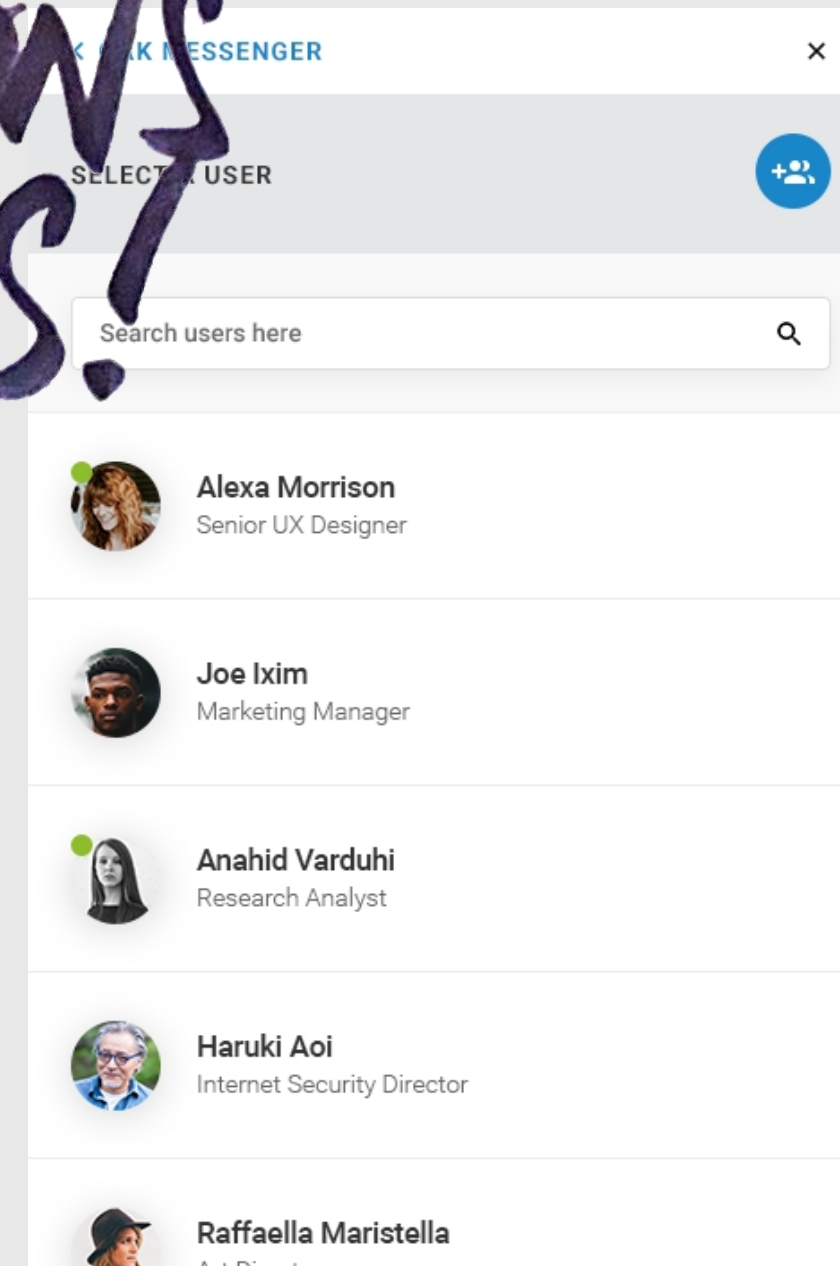
Is It Streamlined?

Aim for a lean, straightforward design focusing on smooth, secure conversations.

Does It Enhance Teamwork?

Focus design efforts on solving real user pain points to improve team communication.

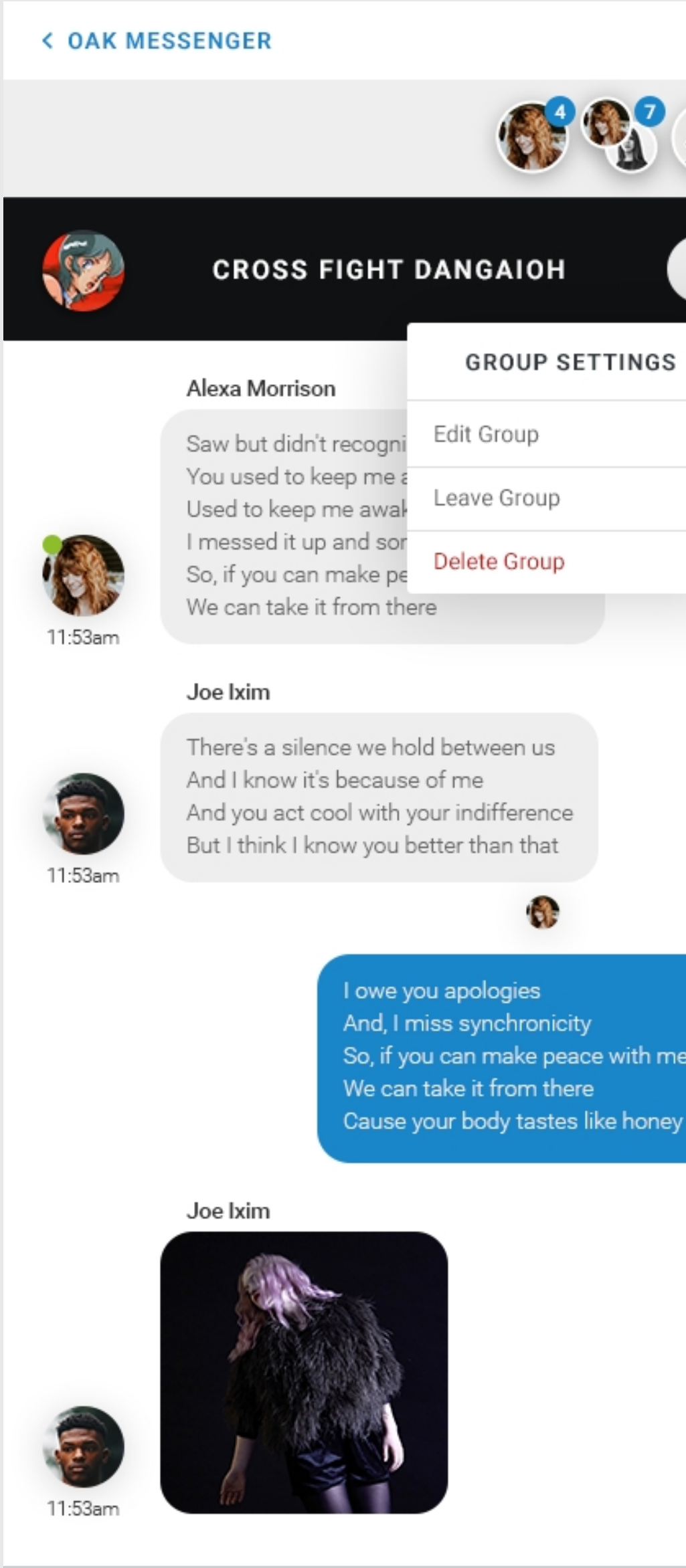
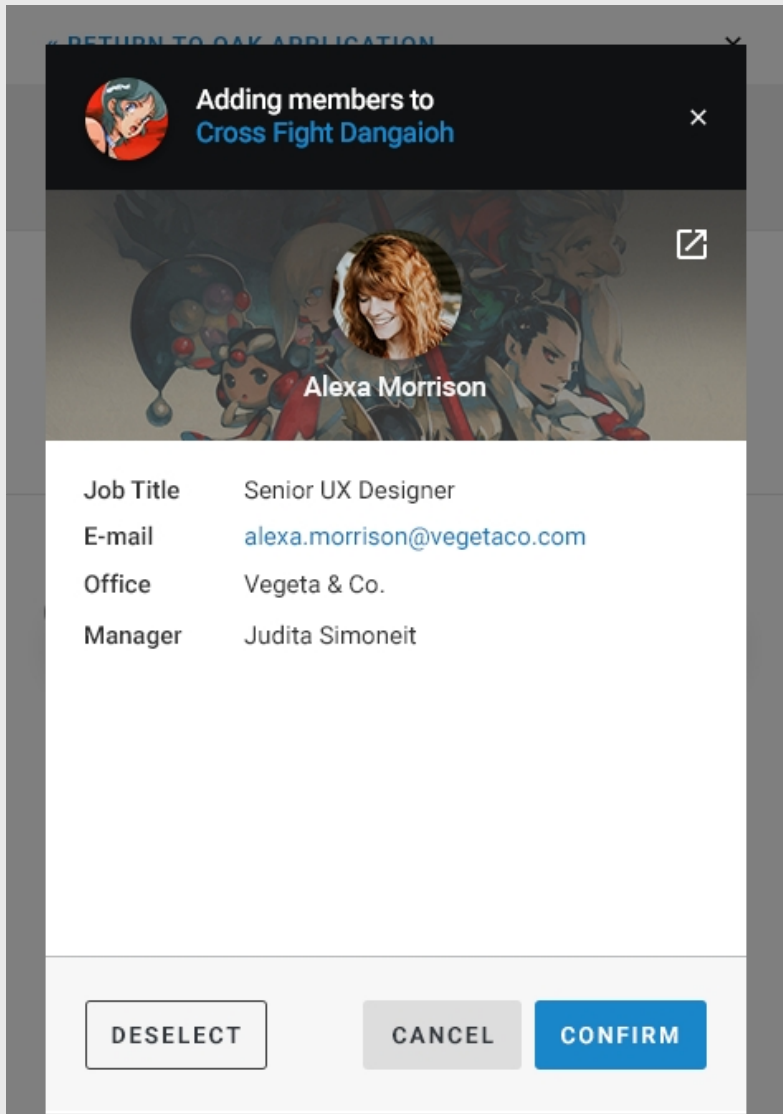
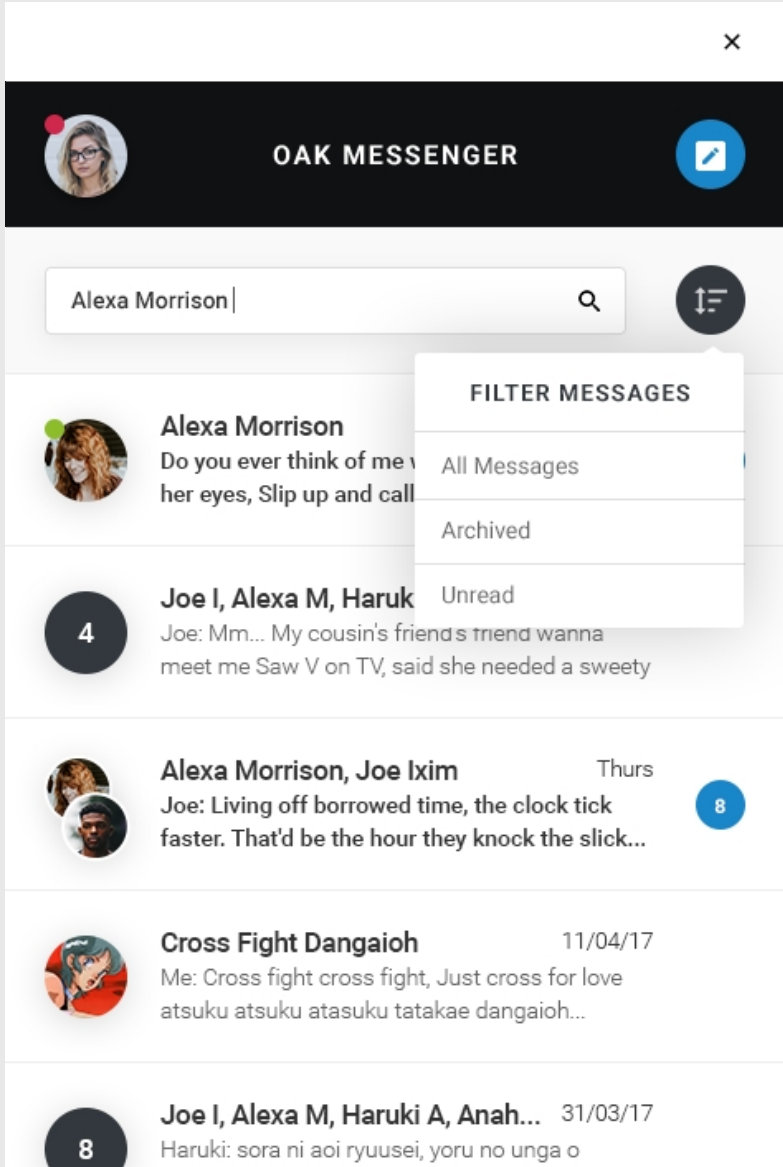
5 ACTIONS
OR LESS!



Results and Insights

Oak messenger became and continues to be the standard messaging service for internal intranet users.

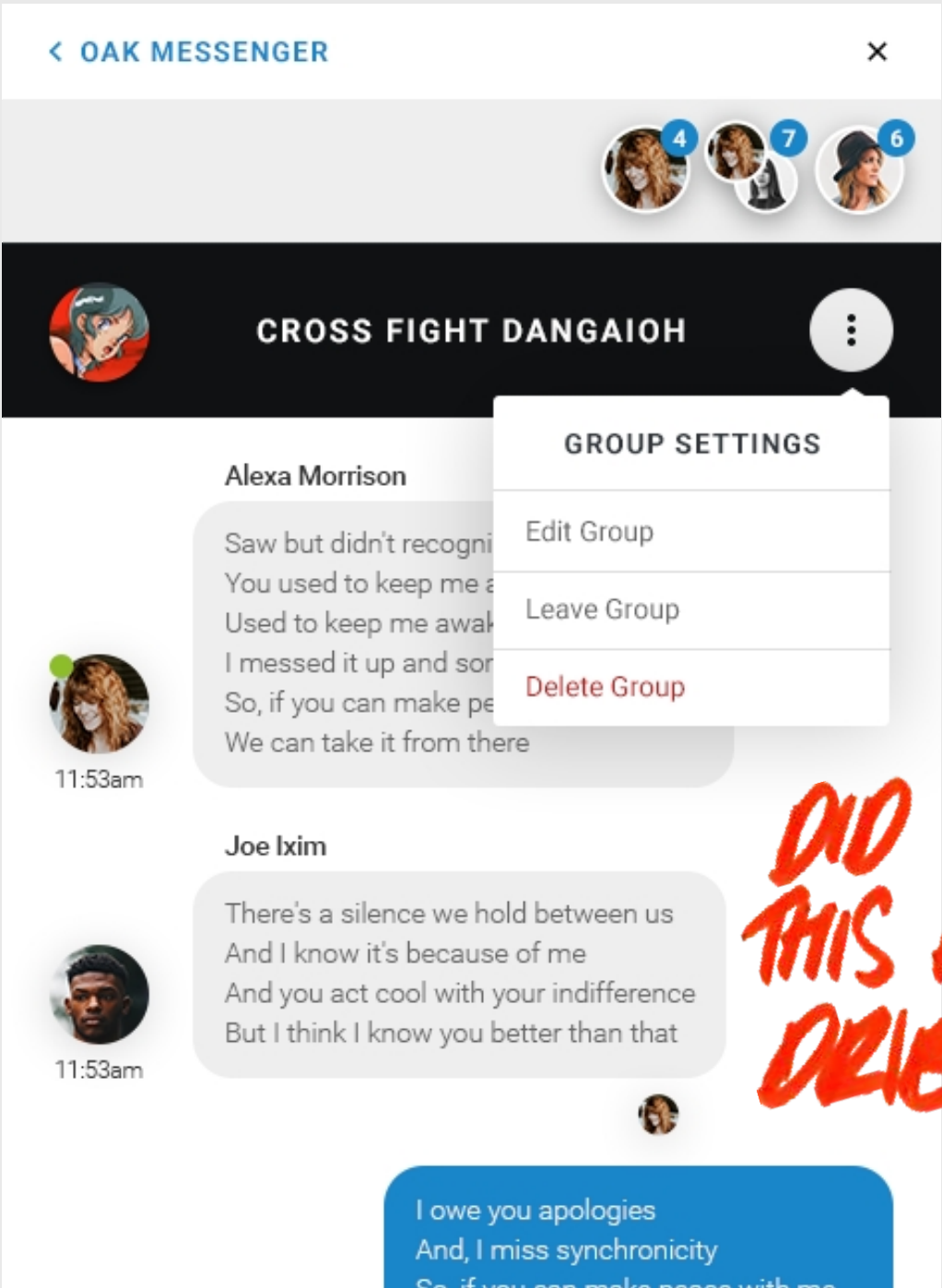
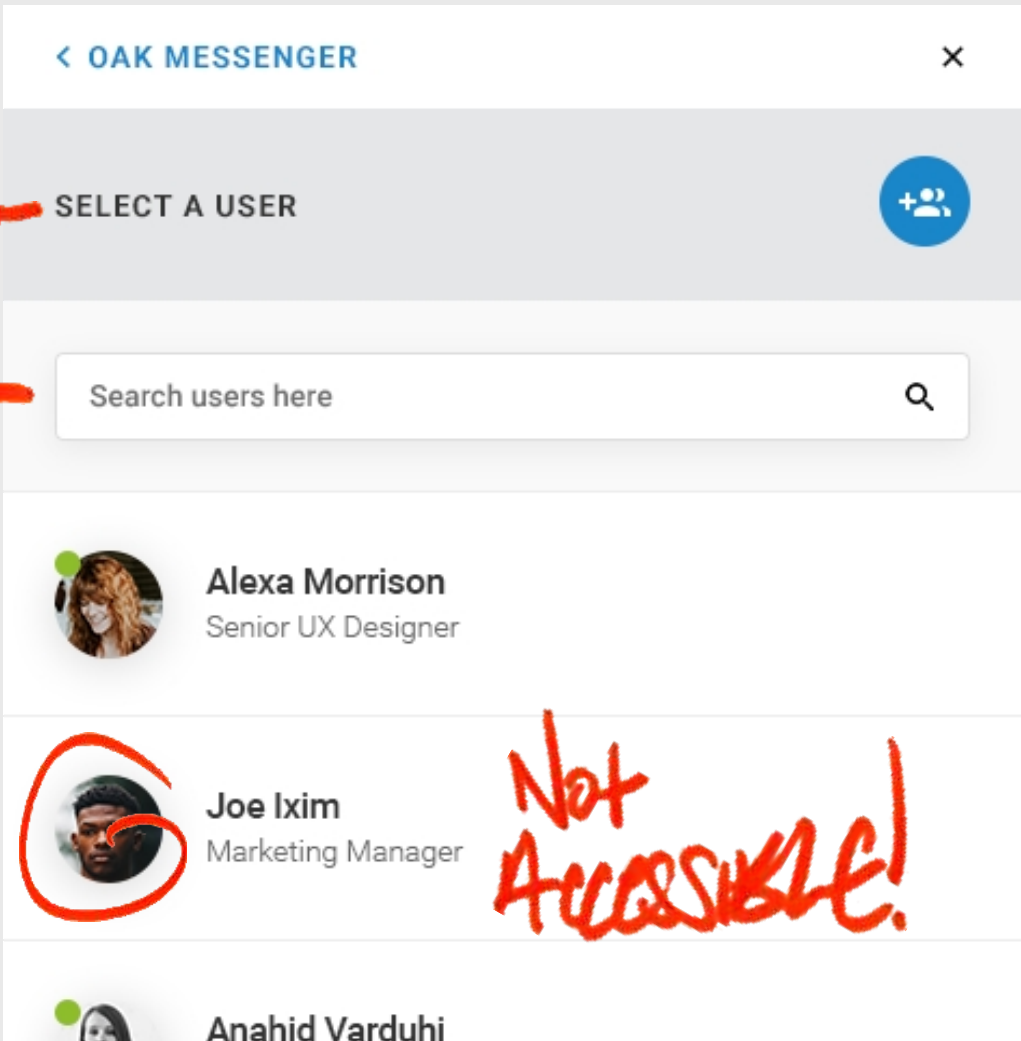
Created modular components that were adopted across multiple Oak applications, saving considerable development time.



Reflections

In future projects, I will give precedence to inclusive design aligned with web accessibility standards, setting aside personal preferences to ensure broader usability.

Copy on Green Violence!
Where is the border?





oak

Creating a go-to solution for all internal business knowledge sharing.

The Problem:

Intranet managers lacked a secure, centralised location for documentation and queries. Existing solutions like Zendesk, HubSpot Service Hub, and Intercom offered some benefits but didn't provide the end-to-end control managers sought.

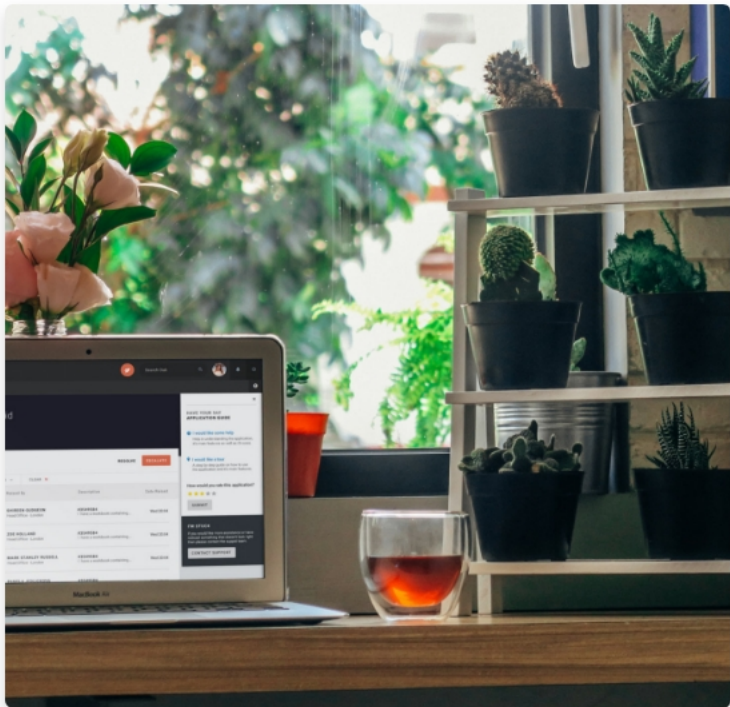
Additionally, the need for SSO and ISO 27001 compliance further complicated the issue, demanding a comprehensive solution.

#260487

Can I create a process?

Last Reviewed: 12/06/2023

Ever feel like you're juggling too many tasks at once? That your days are just a blur of unorganized chaos? Then, my friend, it's high time you created a process!



Step 1:

Identify the Need

Before creating a process, identify why you need one. Are you looking to improve efficiency? Or maybe you need a standardized way to onboard new team members? Knowing the 'why' helps you tailor your process for maximum impact.

Step 2:

Research and

THANK YOU!

We've Got Your Question

We will do our best to answer your question within 24 hours.

RETURN TO DASHBOARD

ASK A QUESTION

How Do I Reset My Intranet Password?

Forgotten passwords happen to the best of us—no judgment here! 😊
Resetting your Intranet password is a

Get instant answers

for the most common questions and become an Oak guru!

How do you open

- [How do I change my profile picture?](#)
- [How do I change my password?](#)
- [What is an applet?](#)

Using Oak

Learn the basics to help you make the most of Oak

My Account Guide

Understanding your profile and account settings

Report A Problem

Found an issue? [Let us know](#)

Area and User Management

Learn how to manage your areas and assets

NEW FEATURE

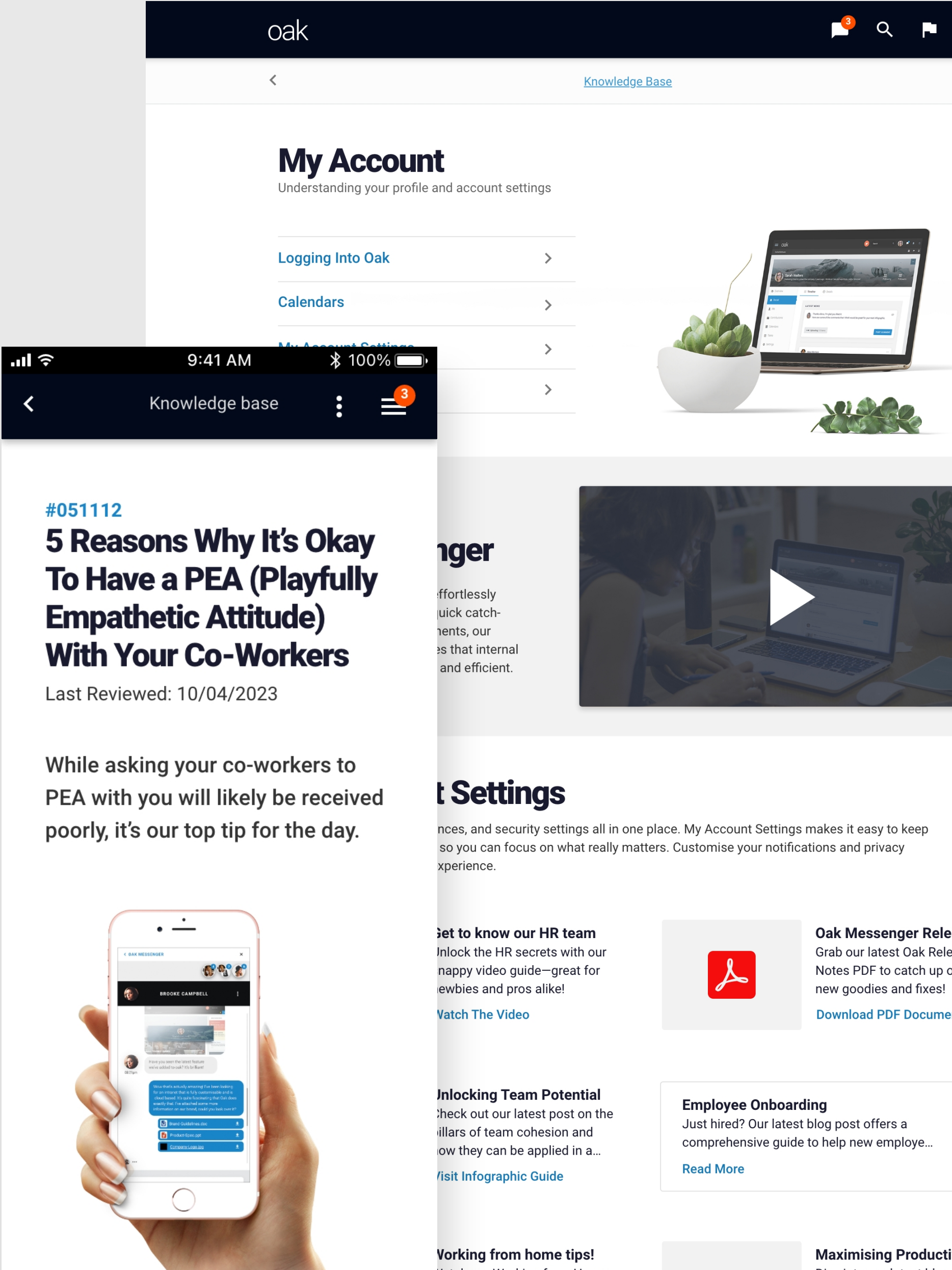
Expense Manager

Introducing expense manager. A simplified way to submit your expenses and get them approved with a few simple clicks!

Results and Insights

The Oak Knowledge Base became a pivotal feature, especially for major clients like ALDI. It was one of the first applications to utilise our newly updated design system.

Improved internal collaboration by enabling real-time knowledge sharing, resulting in faster project turnaround times.



Reflections

Improve text readability by adjusting paragraph width and increasing text contrast.

Modify line-height to better accommodate users with dyslexia.

Introduce text-to-speech functionality.

LINE HEIGHT IS NOT ACCESSIBLE!

oak

3

[Knowledge Base](#)

#051112

How to Brew The Perfect (Brain)Storm

Last Reviewed: 02/09/2023

So you want to brew the perfect brainstorm huh!

Brainstorms can be fickle creatures. The very nature of them – revolving around inspiration and innovation – means that the level of success in a brainstorm can often fluctuate pretty majorly. This can provide a considerable hurdle in any project, as without proper brainstorming, the work itself becomes more difficult.

But, much like any creature, brainstorming can be tamed. Given the right mindset – and the right methods – even the most chaotic and energy brainstorm can be incredibly productive, so long as it is done about the right things.

Getting on the Same Page

The first step to any good brainstorm is ensuring everyone present is aware of the purpose of the brainstorming, and are unified in their goals. This means everyone should be on the same page.

Starting any brainstorming session with a brief check-in, briefly checking through all this actually saves you a lot of time and effort in the long run, because it prevents the need for further clarification or any misunderstandings throughout the brainstorm itself. It's simple, yes, but generally the best working methods are.

Getting on the Same Targets


While getting on the same page and getting on the same targets sound similar, they are actually pretty different. Unlike getting on the same page, getting on the same target means making sure everyone is aware what their individual goals are – for both the brainstorm and in general.

When people know their personal significance in the brainstorm, they're more likely to keep tabs on the parts relevant to them – meaning everyone gets that little bit more from the overall experience.


Getting Heard

Now that everyone is working as one badass hivemind, it's time to get to the nittiest, grittiest part of brainstorming. While getting everyone joined in their goals and aims is vital, it ultimately means little if people aren't comfortable to share all their ideas. An inevitable part of brainstorming is putting out ideas that may not work, so making sure people don't feel silly for doing so is paramount to success.

Although knowing exactly what makes an environment where everyone is willing to throw all possible ideas can be difficult, tweaking the setting, structure and set up to see what works best will pay sevenfold when the right balance is found. Good luck, keep practising and you'll be on your way to brewing the perfect brainstorm!



William Johnson
Marketing Manager



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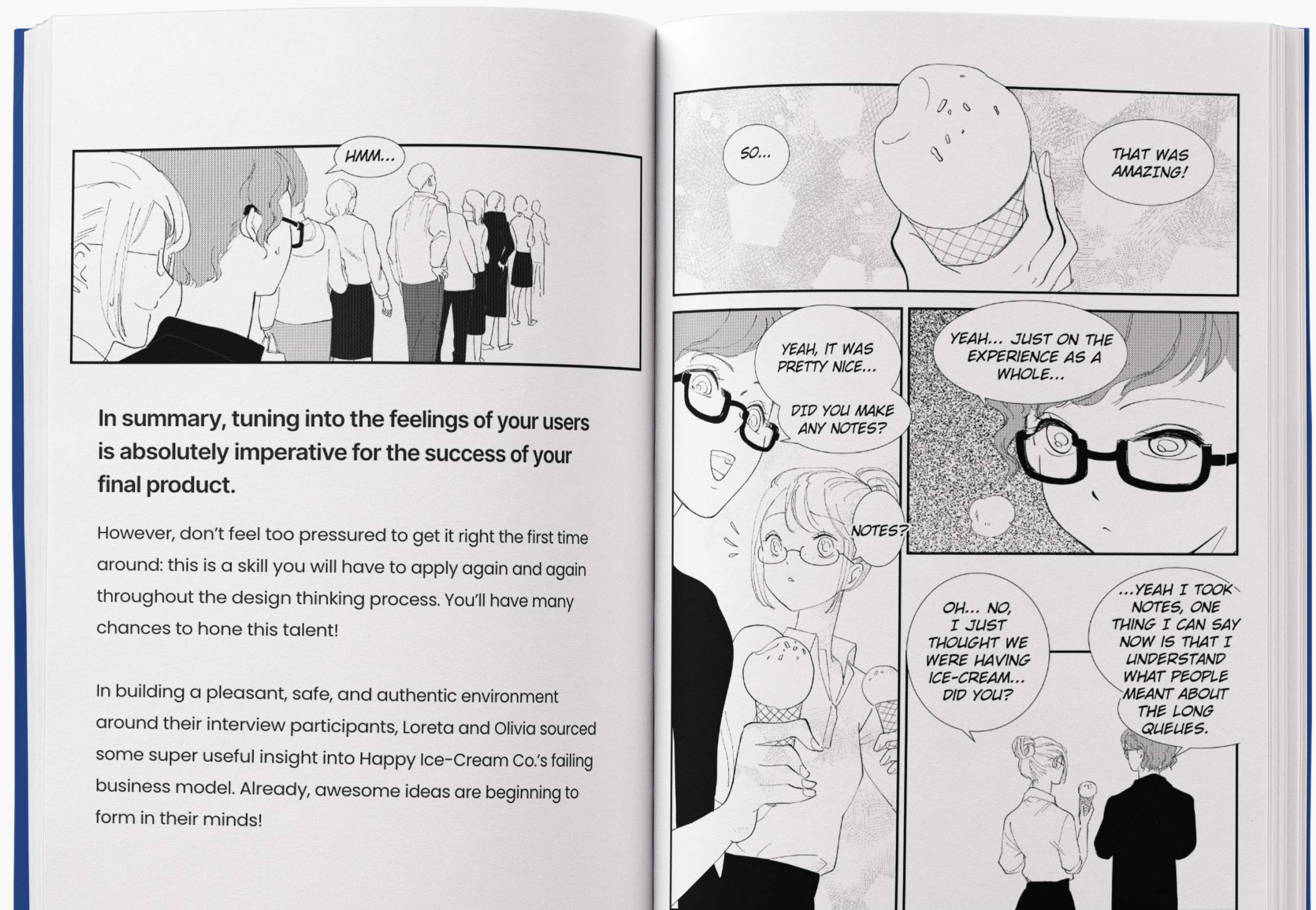
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Look at what the postman brought me this morning! My copy of [make it pop](#) Design Thinking Manga! I can't wait to read it!

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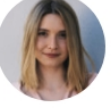
This little treat arrived in the post. The results of an awesome project by [Ade-Lee Adebiyi](#) and [Isabelle Johnson](#). What a great fun and accessible introduction to creative problem solving and the principles of Design Thinking. Available on Amazon if anyone thinks it might be helpful. [#designthinking](#) [#innovation](#) [#creativity](#) [#manga](#)






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Been wanting to read this for a while! Thanks [@NebulaLab](#)!



Taylor Williams • 1st
Service Design | Innovation | Systems Thinking | Regenerative Development
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Got my Design Thinking Manga in the mail yesterday! Excited to dive in for another way to storytell and communicate the design process. Amazing creativity by author [Ade-Lee Adebiyi](#)!

Best said by [Morgan Williams](#), "storytelling is our currency."

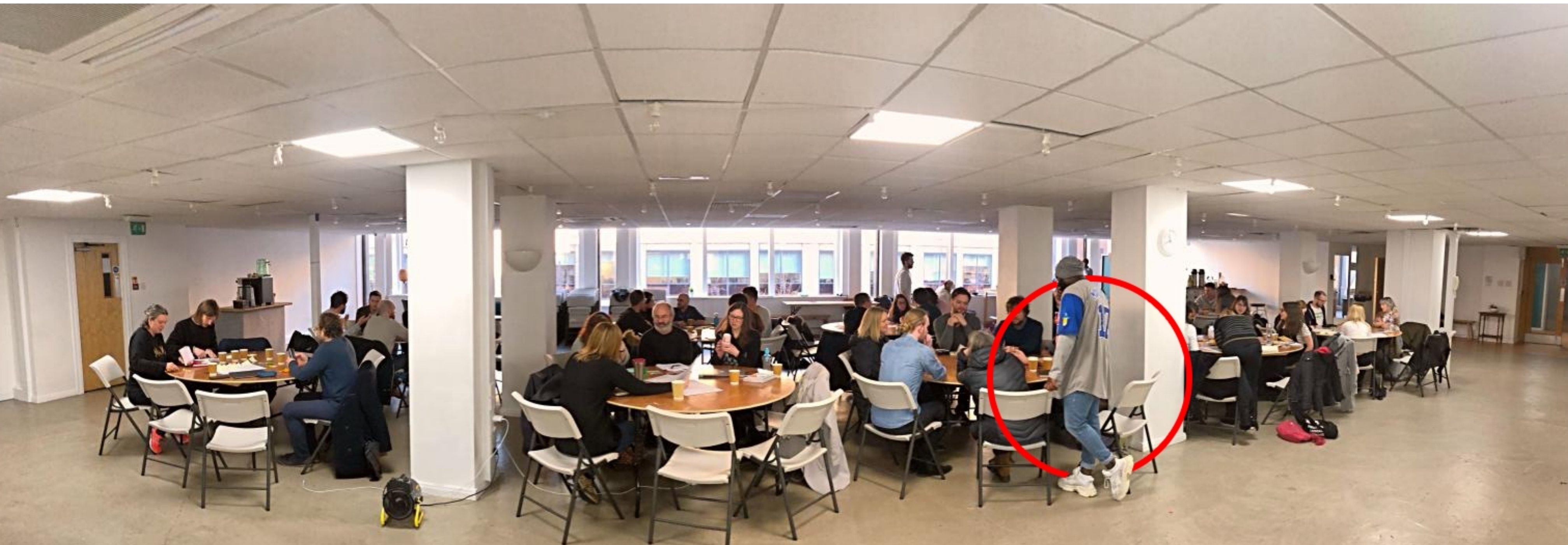
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Since launching make it pop, I've facilitated numerous workshops for businesses, schools and events, focusing on elevating design thinking skills and boosting creative confidence to drive organisational success.

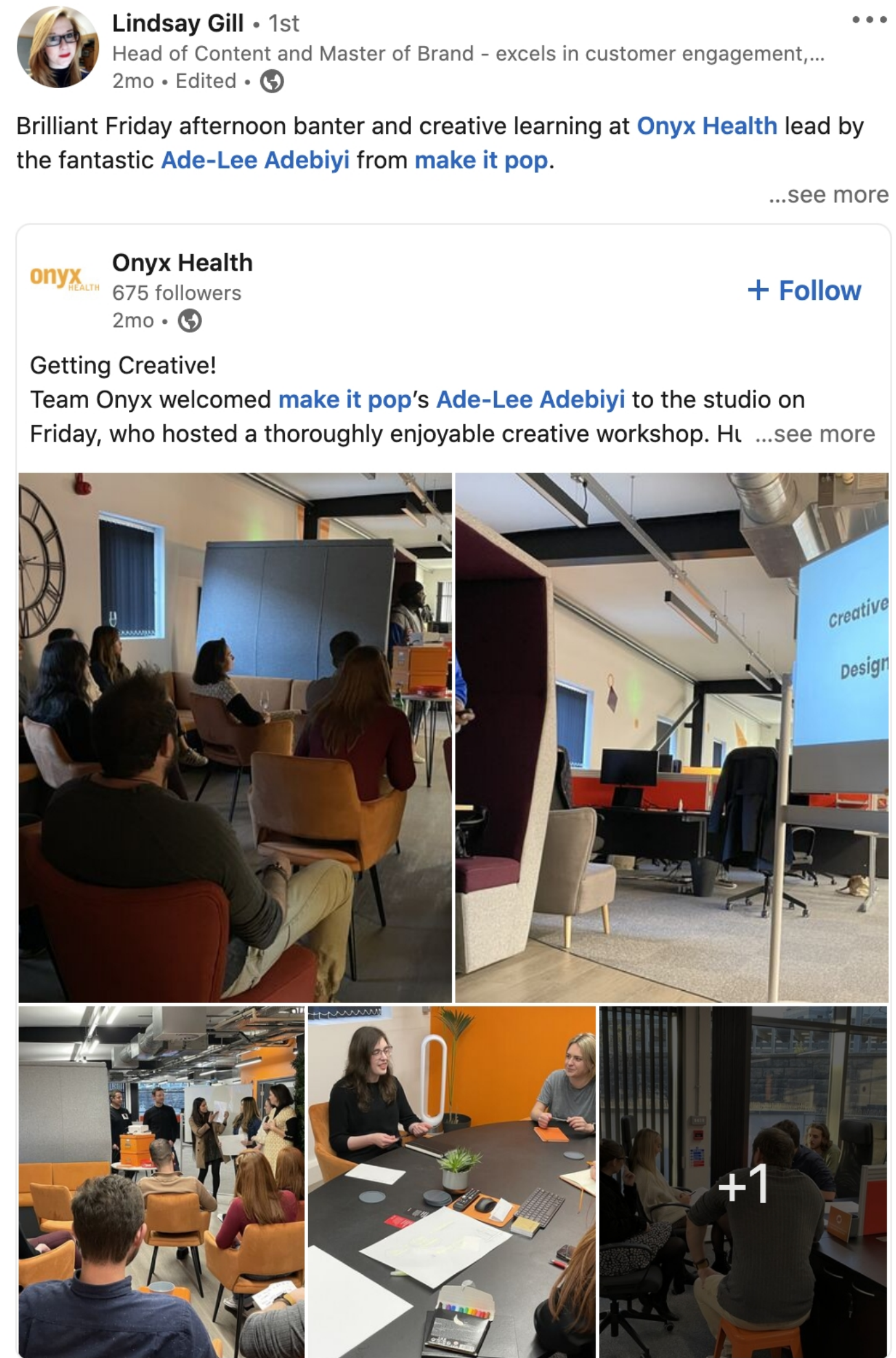


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Demystified design thinking creating an educational manga-book that has been sold in every continent.

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After lunch, we welcomed Ade from **Make It Pop** to deliver an exciting '**Design Thinking for Marketers**' workshop. Packed with laughs and curious questions, Ade used their very own design-thinking card game, **Make It Pop**, to present the audience with a series of marketing challenges.



MSc Innovation, Creativity and Entrepreneurship students had the pleasure of having Co-founder and Creative Director of **make it pop** deliver an exciting workshop about design thinking. Read more: bit.ly/3kzqzqz



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