Jason Hobbs

Jason has worked in web and digital design since 1997. He started out in creative digital agencies in Cape Town and London (Ogilvy Interactive, Lowes, Agency.com) and since 2005 has run his own firm, **jh-01 / Human Experience Design,** in Johannesburg, SA.

He has assisted S, M, L and XL organisations by designing strategy, service and UX solutions with an emphasis on digital channels and digital transformation. His experience spans public, private, not-for-profit and arts & culture sectors, across multiple verticals and markets.

Around 2009 Jason shifted his approach to design from one primarily based in practice to one which builds upon the naturally generative integration of practice, teaching, research and theory writing.

Over the past 14 years while maintaining his practice, he has been teaching original courses in the Digital Media Department of the Faculty of Art, Design and Architecture at the University of Johannesburg and to date has published 20 peer-reviewed texts through the same institution.

Jason contributes to and develops communities of practice and has delivered keynotes, talks and workshops around the world.

RESIDENCE
Johannesburg, South Africa

NATIONALITY
South African & British Citizen

ONLINE
www.jh-01.com

CONTACT

PHONE: +27 (0) 72 260 5478
EMAIL: jason@jh-01.com

EDUCATION

MASTER OF ARTS IN DESIGN High distinction (86%) from the Faculty of Art, Design & Architecture at the University of Johannesburg, SA. **2021**

CHANCELLORS MEDAL 2021

DISSERTATION:
Applying Information Architecture in Design Thinking: Ideating Solutions to the Wicked Problem of Addiction

POST GRADUATE DIPLOMA IN COPYWRITING (Advertising and Marketing). AAA School of Advertising, Johannesburg, SA. **1996**

BACHELOR OF ARTS (PHILOSOPHY & HISTORY OF ART)
University of the Witwatersrand, Johannesburg, SA. **1995**

SKILLS

STRATEGY DESIGN

- Digital transformation & digital first strategies
- HCD and UX institutionalisation
- Experience, UX & content strategy: enterprise, channel, product
- Multi-stakeholder engagement and participatory methods
- Customer value proposition creation, ideation and visioning
- Online brand behaviour and engagement strategies

SERVICE AND UX DESIGN

- HCD and UCD methods, across research, strategy and design
- UX design frameworks and systems
- Design management and methodology

DESIGN RESEARCH: S, M, L & XL

- Mixed methods in design research (emphasis on qual.)
- Research design, planning and co-ordination
- Problem framing & reframing; design synthesis & ideation
- User profiling & personae development

RELATED SKILLS

- Pitching
- Business development
- Design & account management
- Mentorship & coaching
- Vision and leadership
- Networking & community building
- Public speaking
- Curricula development
- Teaching & training
- Writing (all sorts)

1.
Design
Practice

OWNER & DIRECTOR
Johannesburg, South Africa

jh-01 / Human Experience Design is Jason's design consultancy based in Johannesburg. The firm has gone through various phases (it got bigger, smaller, put on the shelf, dusted off,...) and continues to adapt as needed. On large scale projects he sources, design manages and leads design teams, otherwise he consults.

CLIENTS & PROJECTS *

PRIVATE & LISTED COMPANIES

ASICS (Europe), Audi, DSTV (Africa), Ford, Global Trader 247, Investec Group (Intl.), Investec Private Bank, Investec Specialist Bank (United Kingdom), Liberty Global (Europe), MariaDB (Intl.), Mazda, MNET, Momentum Life, MTN, Nashua, Nedbank, Pam Golding Properties (SA and Intl.), Platinum Play (Intl.), Resilimy (Intl.), Royal Vegas (Intl.), SEAT (United Kingdom; China), Standard Bank (SA and Africa), Toyota, Vegas Palms (Intl.), Virgin Mobile, Virtuworx (Intl.) and Volkswagen.

PUBLIC & PARASTATAL ORGANISATIONS

eThekweni (Durban) Municipality, SA Tourism (Intl.) and South African Airways (Intl.)

NOT-FOR-PROFIT ORGANISATIONS

Chevrah Kadisha, Greater Good SA Trust, Home Coming Revolution (Intl.), the SA Institute for Entrepreneurship and the Ubuntu Addiction Community Trust (Intl.).

ARTS & CULTURE

The Johannesburg Art Gallery, Trinity Session (Intl.) and UNESCO (Africa).

* Unless otherwise stated, clients of **jh-01 / Human Experience Design** are based in South Africa.

2015–2017

Firma

CO-OWNER & DIRECTOR
Johannesburg, South Africa

Firma, was an experiment exploring how a design firm could be conceptually structured to better integrate with other stakeholders in its ecosystem. The aim was the co-creation of social, financial, intellectual, experiential (human), individual (spiritual) and cultural capital for and by design.

View the Firma concept and vision.

CLIENTS AND PROJECTS

The Museum of African Design (design thinking workshops offered to the public), the Standard Bank Group (curricula development and training aligned to their digital first strategy) and Nedbank (enterprise-wide UX strategy).

2013 / 2014

nomensa

DIRECTOR OF
INFORMATION ARCHITECTURE
London & Bristol, UK

Jason moved to the UK to assist Nomensa in opening a London office offering a new strategy design proposition to the market. Based on his theory of IA and developed together with CEO, Simon Norris, the two lead the pitch to win the Liberty Global (Europe) account.

Liberty Global's stable includes Virgin Media-O2 (UK), VodafoneZiggo (Netherlands), Telenet (Belgium), Sunrise

UPC (Switzerland), Virgin Media (Ireland) and UPC (Eastern Europe).

The win doubled the size of the Nomensa.

CLIENTS AND PROJECTS

Strategic lead and design manager on the National Trust, nPower, Virgin Money, Cambridge English Language Assessment and Sopra accounts (all in the UK).

2012

Investec

USER EXPERIENCE SPECIALIST
Johannesburg, South Africa

After authoring the group-wide UX strategy as an embedded consultant, Jason was requested to join the company and lead the global alignment of the group's digital strategy (which hurt, a lot).

jh01 launches in 2005

2004

Ogilvy

INFORMATION ARCHITECT
London, UK

Concepting and UX on the American Express, British Telecom and Ocado accounts for OgilvyInteractive. Translation of the OgilvyOne Customer Ownership Model into a customer journey framework.

2002–2004

SNR. INFORMATION ARCHITECT
London, UK

In addition to designing UX solutions for Agency's clients, Jason assisted in winning pitches and growing the business. The re-launch of BT Broadband contributed to Agency becoming lead digital agency for BT. And a pro-actively developed campaign integration and acquisition journey for T-Mobile provided a growth platform for the firm's online advertising offering.

CLIENTS AND PROJECTS

BT.com, British Airways (global digital creative strategy), Sainsbury's Bank (pitch win), T-mobile (UK and the Netherlands) and Electronic Arts.

Sainsbury's Bank:

- **Exceeded the overall online sales target by 75%**
- **Increased the hero product's online sales by 90%**

BT Broadband:

- **Increased online sales from 27% to 59%**
- **And halved customer dissatisfaction**

2001–2002

INFORMATION ARCHITECT
London, UK

At Lowe Live (Draft Worldwide) Jason assisted with the UX design on large website builds, smaller product / niche services websites and marketing microsites.

Of note was the global interface and IA redesign for HSBC aligning all their country websites.

CLIENTS AND PROJECTS

SAAB (website), HSBC (global interface redesign; Offshore; Yahoo! Paydirect) and 3COM (marketing microsite)

Jason watched 9/11 broadcast at Lowes on the day.

1999-2001

INFORMATION ARCHITECT & COPYWRITER
Cape Town, SA

Jason cut his teeth in commercial digital design and UX at Ogilvy Interactive in Cape Town merging a knowledge of marketing and advertising with what he had learnt at Krypto+. The result was a disturbingly effective design for a mid- to late-capitalist appetite.

CLIENTS AND PROJECTS

Volkswagen, BP, Old Mutual, Old Mutual Bank and iAfrica.com.

1998

LECTURER, COPYWRITER & IA
Cape Town, SA

Krypto(plus) was a little known but visionary, research and development company in Cape Town.

While focused on encryption tech their interests spanned GNU licensing inspired business models, free Software, digital democracy and crypto-currencies (in 1998, mind you).

Jason helped on **Sunfoods,** an e-commerce proof of concept built from scratch using LAMP tech to demonstrate their encryption technology. He co-authored and taught the **Content Provider 1** course (with the indomitable Greenman) to help fund the venture. They also built a few websites.

CLIENTS AND PROJECTS

Websites for Sunfoods, ComputerMaps and Time Quantum Technology. Teaching the Content Provider 1 course.

Sunfoods was the first online grocery store in South Africa and the Content Provider course was the first of its kind in the country.

1997

LEMONLINE MEDIA

COPYWRITER
Cape Town, SA

Jason's first job in digital design (about which he knew nothing). Fortunately they still needed a writer.

CLIENTS AND PROJECTS

Websites for Mariner's Wharf (a tourist spot in Hout Bay) and a local band named *Lithium*.

With Krypto+ Jason learnt a non-commercial internet and web, how to raw code HTML, a bit of Javascript, CSS and Squishy's information architecture.

What he was generously taught, the values and philosophies, have underpinned his entire career (even when he has worked for the Man).

YOUTH

From a young age Jason was obsessed with **roleplaying games** (Dungeons & Dragons, and MechWarrior) but packed it in to become the **lead singer** in a grunge band during the early to mid-nineties. Through high school, university and for a time in London, Jason worked as a **waiter**.

While at **Greenside High School** in Johannesburg:

- He was awarded half colours in Drama for **acting and directing theatre** productions.
- In his matric year he was made a **prefect** and was appointed to serve on the **Johannesburg Junior City Council** where he was further elected to sit on the **Executive Committee.**
- As a prefect, Jason successfully lobbied for and ran a **student representative council**, the first of its kind for a government school under Apartheid.

To this day, his first love remains reading **poetic prose**.

2.
Teaching
& Training

2009 - 2024

ASSOCIATE LECTURER
Department of Digital Media,
Faculty of Art, Design & Architecture
University of Johannesburg

2023   **Interaction Design for Blended Spaces and Extended Reality (teaching & training).** 3rd year Interaction Design and Digital Content Design (Department of Digital Media). 1 semester

2023
- 2014   **Training and consultation on student's final practical projects (design synthesis and strategy focus).** 4th year (Honours) Interaction Design (Department of Digital Media). 1 semester

2023
- 2019   **Design research methods, design synthesis and strategy (teaching & training).** 3rd year Interaction Design and Digital Content Design (Department of Digital Media). 1 term

2019
- 2018   **Internet of Things interdisciplinary projects (teaching & training).** 4th year (honours) Interaction Design and Industrial Design (Departments of Digital Media and Industrial Design). 1 term

2016
- 2014   **Introduction to Service Design and the Service Dominant Logic of Marketing (Teaching).** 3rd year Interaction Design and 4th year (Honours) Interaction and Industrial Design (Departments of Digital Media and Industrial Design). Classes

2016
- 2009   **User Experience Design (teaching & training).** 3rd year Interaction Design (Department of Digital Media). 1 Semester

Curriculum Design
Short Learning Courses

2020
- 2016   **STANDARD BANK**
QUAD DIGITAL LEARNING PLATFORM
As Firma (and then jh-01)

Design, implementation and teaching of:

- **'User Experience Design'** 11 week full-time program * and 10 week part-time program
- **'Crash Course in UX'** 3-day course
- **'Introduction to Digital'** 1-day course

* Certified by the University of Johannesburg

Other teaching
& training

2023
- 2005   Extensive on-project **client skills development** and **training** in user experience design.

3-day **corporate training programs** in user experience design (CQS, Halls and Quirk)

Guest lecturing on the topics of information architecture, user experience and service design:

Kent State University (Ohio, USA), the University of the Witwatersrand (Johannesburg, SA), Michaelis School of the Arts, Cape Town University (Cape Town, SA), the Vega School of Brand Communications (Johannesburg, SA) and the University of Pretoria (Pretoria, SA).

1999
- 1998   Design, implementation and teaching of the **'Content Provider 1'** short course (2 week part-time course) for Krypto+

1998   **'How to write HTML'** article series for the MWEB iTutor series, 1998

3. Academic Resume

ORCHID
0000-0003-1869-5587

RESEARCHGATE.NET
/profile/jason-hobbs

Journal Articles, Conference Proceedings & Book Chapters

2021   Hobbs, J. 2021. **Footnotes to "Re: The Future of Information Architecture**". Journal of Information Architecture, 6(1), pp. 79-91.

Hobbs, J. 2021. **Realising Discourse: A Strategic Design Solution to the Problem of Addiction.** In L. Di Lucchio, L. Imbesi, A. Giambattista, & V. Malakuczi (Eds.), Design Culture(s). Cumulus Conference Proceedings Roma 2021. 2, pp. 4218-4238.

Hobbs, J. 2021. **Applying Information Architecture in Design Thinking: Ideating Solutions to the Wicked Problem of Addiction.** Dissertation. University of Johannesburg.

2019   Hobbs, J. & Fenn, T. 2019. **The Design of Socially Sustainable Ontologies**. Philosophy and Technology, 32(4), pp 745-767.

2018 Fenn, T. & Hobbs, J. 2018. **Nurturing Critical Citizen Designers: Applying Strategic Models for Reflective Practice**. In E. Costandius, & H. Botes(Eds.), Educating Citizen Designers in South Africa. African Sun Media.

2017 Fenn, T. & Hobbs, J. 2017. **Experience-led Design Strategy.** In E. Bohemia, C. de Bont, & L. S. Holm (Eds.), Conference Proceedings of the Design Management Academy, Vol. 5, pp. 1667–1684. London: Design Management Academy.

Fenn, T. and Hobbs, J. 2017. **Conceiving and applying relationship models for design strategy.** In International Conference on Research into Design, pp. 517-528. Springer, Singapore.

2015 Hobbs, J. and Fenn, T. 2015. **The Firma Model: A Meta- framework for Design Research, Strategy and Critique.** The Virtuous Circle, Summer Cumulus Conference. Politecnico de Milano 3-7 June 2015, Milan.

Fenn, T, & Hobbs, J. 2015. **Wicked Ethics in Design.** Ethics and accountability in Design: Do they matter? 7th International DEFSA Conference Proceedings, Midrand Graduate Institute & Vaal University of Technology, 2-4 September 2015. Midrand.

Hobbs, J. & Fenn, T. 2015. **The Firma Model: A Tool for Resolving Complex Societal Problems.** Ethics and accountability in Design: Do they matter? 7th International DEFSA Conference Proceedings, Midrand Graduate Institute & Vaal University of Technology, 2-4 September 2015. Midrand.

Pretorious, M., Hobbs, J & Fenn, T. 2015. **The User Experience Landscape of South Africa.** SAICSIT '15, September 28-30, 2015, Stellenbosch, South Africa. DOI: 10.1145/2815782.2815807

2014 Fenn, T. & Hobbs, J. 2014. **The Information Architecture of Meaning Making.** In (ed) Resmini, A. Reframing Information Architecture, Human-Computer Interaction Series. Springer International Publishing; Switzerland. 11-30. DOI 10.1007/978-3-319-06492-5_2.

2013 Hobbs, J. & Fenn, T. 2013. **Navigating Indeterminacy through the application of User Journeys.** Proceedings of the 3rd International Conference on Design, Development and Research. Kumasi, Ghana. June 2013, pp. 190-209. DOI: 10.13140/2.1.2869.6321

Fenn, T. & Hobbs, J. 2013. **Applying user journey design to resolve complex design problems.** Gaborone International Design Conference (2013). 24–26 September 2013, Gaborone, Botswana. DOI: 10.13140/2.1.4704.6402

Fenn, T. & Hobbs, J. 2013. **Preparing undergraduate design students for complexity: A case study of the Johannesburg Art Gallery Project.** Gaborone International Design Conference 24–26 September 2013, Gaborone, Botswana. DOI: 10.13140/2.1.3262.8484.

2012 Fenn, T. & Hobbs, J. 2012. **The Information Architecture of Transdisciplinary Design Practice: Rethinking Nathan Shedroff's Continuum of Understanding.** 2nd International Conference on Design, Development and Research Design, Cape Town, South Africa. DOI: 10.13140/2.1.3787.1362.

2011 Hobbs, J., Fenn, T. & Resmini, A. 2011. **Maturing a Practice**. Journal of Information Architecture. Vol 2(1). 2011. pp 37-54.

Fenn, T. & Hobbs, J. 2011. **A Role for Information Architecture in Design Education: Conceptualising Indeterminate Problems in Design Thinking.** Sixth International DEFSA Conference. 2011. DOI: 10.13140/2.1.4573.5689

Hobbs, J. & Fenn, T. 2011. **A Role for Information Architecture in Design Education: Developing Innovation Through Structured Thinking.** Sixth International DEFSA Conference. 2011. DOI: 10.13140/2.1.1821.0564

2010 Hobbs, J. 2010. **From Practice to Discipline.** In (ed) Farber, L. On Making: Integrating Approaches to Practice-led Research in Art and Design. The Research, Visual Identities in Art and Design; Faculty of Art, Design and Architecture, University of Johannesburg. pp. 291-298

Theory Development

For the past decade Jason, and research partner Terence Fenn, have been exploring the theoretical relationship between IA and Design. Most recently this interest culminated in Jason's **Master of Arts in Design.**

Other contributions have been made in the areas of design research and methodology, strategy design, HCD and experience design and reflective / critical designing, amongst other topics. A selection of frameworks, methods and models developed follow:

- **The Firma Model** - a meta-framework for design research, strategy and critique; reflective and critical method
- **Experience-led design strategy** - strategy & ideation method
- **Aim-Concept-Approach** - creative strategy method
- **Relationship models for customer journeys** - design synthesis heuristic
- **The designer's personae** - model / tool

Academic Workshops

Planned, Hosted or Facilitated

2019   **Lindenfalk, B., Resmini, A., Fenn, T. & Hobbs, J. Big Design: Designing at Scale.**
The Academy for Design Innovation Management Conference 2019. London, UK.

Y   AWARDED FOR BEST CONFERENCE WORKSHOP

2014   **Fenn, T. & Hobbs, J. 2014. Teaching IA.**
A round table discussion. Facilitation of the academic workshop at the Information Architecture Summit 2014. San Diego.

2012   **Resmini, A., Fenn, T. & Hobbs, J. 2012. Pervasive Information Architectures as Architectures of Meaning for Complex Cross-channel Systems.**
Pervasive 2012. Newcastle, UK.

Workshops

Academic Contributions

2016   **Fenn, T. & Hobbs, J. 2016. The Design of Socially Sustainable ~~Digital~~ Ontologies.**
Presented at '*Information Architecture Meets the Philosophy of Information*'. Hosted by The Ethics and Philosophy of Information Cluster and the Oxford Internet Institute. 27th June 2016.

2012   **Hobbs, J. & Fenn, T. 2012. The Information Architecture of Meaning Making.**
Workshop paper. Academics & Practitioners Roundtable, Information Architecture Summit 2013. Baltimore.

Research Reports

Non-published

2015   **The UX Landscape of South Africa**
Industry survey, analysis and recommendations. With Dr. M. Pretorius and T. Fenn.

2013   **Johannesburg Art Gallery**
Design research and service strategy. With T. Fenn and students from the department of Digital Media at the University of Johannesburg.

2007   **Hotel Yeoville**
Design research and web UX design. Public art project by Terry Kurgan.

2007   **Communal Computing in Johannesburg**
Internet cafe contextual enquiry and user interviews. Photo essay and report. With Tegan Bristow.

4.
Community

Coordination of Conferences & Seminars

2020 - 2012   **World Information Architecture Day, Johannesburg.** University of Johannesburg, FADA Auditorium. 2012 – 2020

2014 - 2009   **South African User Experience Forum**

The Jacaranda Meet-Up. 18 November 2014. BSG, Johannesburg.

Surf & Turf. 10 March 2010. University of Johannesburg, FADA Auditorium

The Future of UX in SA. 18 September 2009. University of Johannesburg, FADA Auditorium

Workshops

2017   **Human Centred Design and IA.**
With Dan Klyn and T. Fenn. IA Summit, Vancouver, Canada 2017

2016   **Public Design Thinking Workshops,**
With T. Fenn. Museum of African Design, Johannesburg, March - July 2016

2016   **Developing Human Centred UX Strategy**
With T. Fenn. UXSA workshop, Johannesburg, 10th May 2016

2015   **The Firma Model.**
UX Strategy Forum, Tokyo, Japan 2015

2015   **The Firma Model.**
UX South Africa, Cape Town, South Africa 2015

2012   **Multi-Channel Journey Design.** Polish IA Summit, Warsaw, Poland 2012

2010   **Multi-channel Journey Design.**
IA Konferenz, Koln, Germany 2010

Conference Presentations

2020   **Abundance by Design**
UX Craft South Africa (remote)

2019   **Discursive Design and IA**
Design Society Development (Desis lab). University of Johannesburg, SA

2018   **Postcards from the Edge**
Keynote presentation. IA Summit. Chicago, Il. USA

2017   **Features aren't Experiences**
IXD Maputo, Mozambique

2016   **Developing Human-Centred UX Strategy**
Keynote presentation. UX South Africa, Johannesburg, SA

2015   **The UX Landscape of South Africa**
Co-authors: M. Pretorius and T. Fenn. UX South Africa. Cape Town, SA

2015   **Firma: About Us**
Asia Consortium. Hong Kong, China

2015 The Firma Model (&)
The Application of the Firma Model
UX Strategy Forum, Tokyo, Japan

2015 The Design Behind the Design Behind
the Design
Summer IA Camp, Tokyo, Japan

2015 The Firma Model
With T. Fenn. UX South Africa.
Johannesburg, SA

2015 Features Aren't Experiences
UX Joburg. Johannesburg, SA

2014 Designing for the Liminal
UX South Africa. Cape Town, SA

2014 Designing for the Liminal
Keynote presentation. EuroIA Summit.
Brussels, Belgium

2014 The design behind the design behind
the design
IA Summit. San Diego, California, USA

2014 Information Architecture and Everything Else
World IA Day. Bristol, UK

2014 Navigating Indeterminacy Through the
Application of Journey Design
Bristol Usability Day. Bristol, UK

2013 The Structure of Problems
Web Managers Meet-up. London, UK

2013 Reframing Wicked Problems
Bristol Usability Group Meet-up. Bristol, UK

2013 Reframing IA: A Case Study from the
Johannesburg Art Gallery
World IA Day. Johannesburg, SA

2012 The Human Experience Design of the
Johannesburg Art Gallery
PUBLIC ACCESS: Public Art Conference.
Johannesburg, SA

2012 Reframing IA
Polish IA Summit. Warsaw, Poland

2011 Teaching Design Thinking
With T. Fenn. Euro IA Summit. Prague, Czech
Republic

2010 The Door, The Wind, The Bird and the Valise
Keynote presentation. Italian IA Summit, Pisa.

2010 The Door, The Wind, The Bird and the Valise
IA Konferenz. Koln, Germany

2009 Practice-Led Research in the Field of UXD:
Report from the 2009 Euro IA Summit
PLR Colloquium. Johannesburg, SA

2009 From Enterprise IA to Enterprise UX: Creating
a UX Framework for a (Big) Bank
With R. Uys. Euro IA Summit.
Copenhagen, Denmark

2008 Hotel Yeoville: Home and Away
IA Summit, Miami, Florida, USA
(&) SecondLife

2007 Africa Remix Panel Discussion (Digital Africa)
Africa Remix: Contemporary Art of a Continent.
Johannesburg Art Gallery, SA

2007 Communal Computing and Shared Spaces of
Usage: A Study of Internet Cafés in Developing
Contexts
IA Summit. Las Vegas, Nevada, USA

2007 Annals of Experience: Hacking It Alone or the
Importance of Being Mercenary
IA Summit. Las Vegas, Nevada, USA

2007 The Greater Good SA 2.0
With Tamzin Ractliff. Sangonet Conference.
Johannesburg, SA

2006 How Can Information Architecture Address
Challenges To the Web In Third World And
Developing Contexts?
IA Summit. Vancouver, BC, Canada

Exhibitions
& Posters

2022   Hobbs, J. **Untitled.** Exhibit at *Product [object; space; environment; interaction; system; prototype; process; research; information; language; discourse; transformation].* The FADA Gallery, University of Johannesburg, South Africa.

2015   Hobbs, J. & Fenn, T. **The Firma Model.** Poster, at the Asian Consortium, 10DAYFEST Social Innovation Festival. Organised by the Jockey Club Design Institute for Social Innovation at the PolyU School of Design, Hong Kong.

Curation

2005   Ubermorgen / Hans Bernard. **GWEI: Google Will Eat Itself.** Curatorial concept for the exhibition at the Premises Gallery, Johannesburg, South Africa.

GWEI: Google Will Eat Itself.
By Ubermorgen / Hans Bernard.
Curatorial concept in situ. An exhibition of NetArt at the Premises Gallery.
With Michael MacGarry and the Trinity Session.