

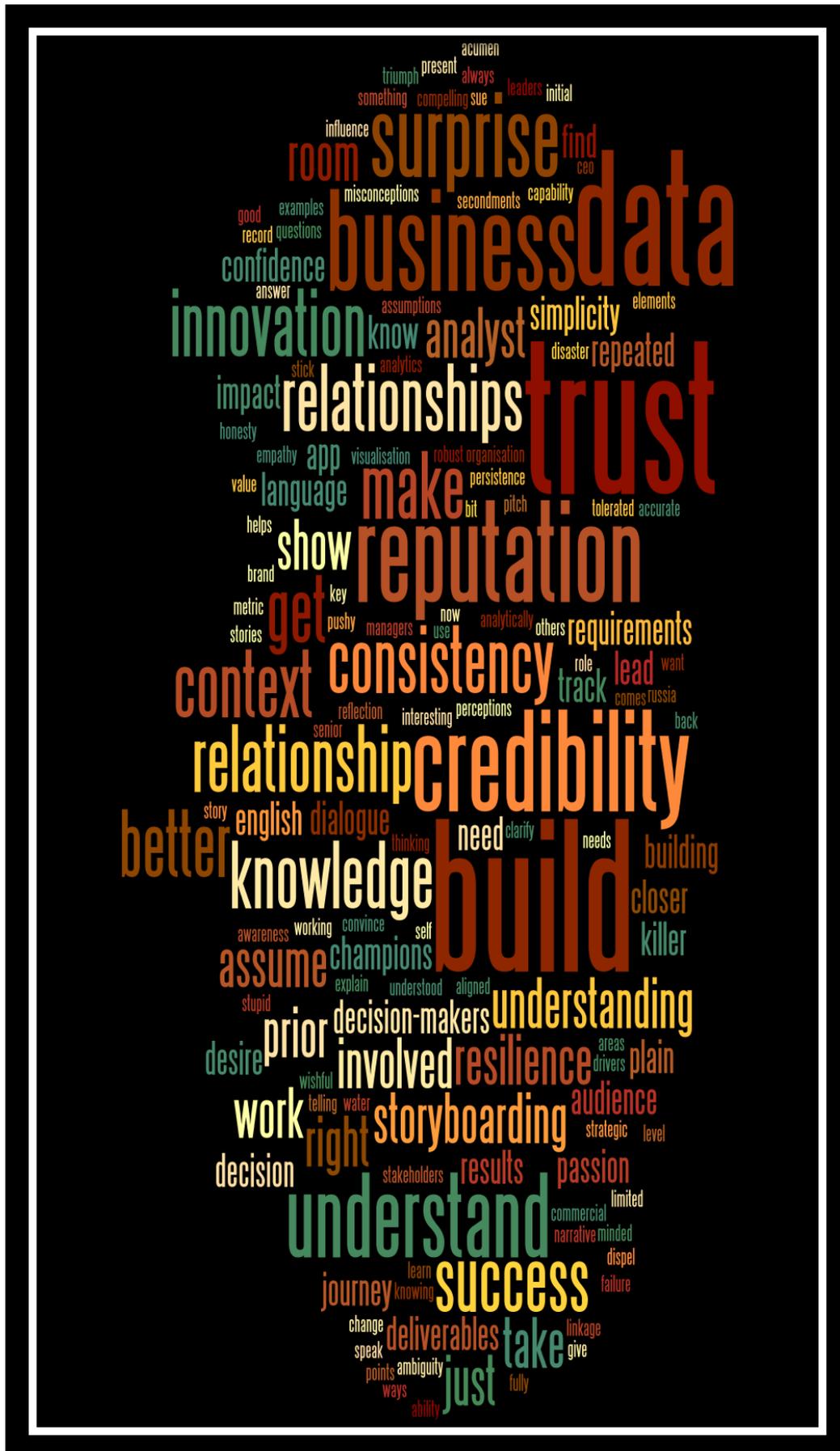
The Data!

Feedback knowing your audience convention new innovation reliable data data system understand why you're sharing in a certain way anybody needs to be able to read take time out to learn happen experimental project on the go Good infrastructure to know the data the audience judge the reaction for familiarity of why showing what needs to be education infrastructure in tools know your audience and what they want from it there approach to data is it needed software and training time to stop and think no you're narrative who will see it what will they need to sing time no the audience process Software time to stop and think understand the narrative charts dimensions time understand your audience software and skills know your narrative impact making time to learn experimental project time tools wider context Different visualisation at different stages how much of the narrative is in the visuals it's not about better pictures all about the impact informing good decisions data are not new software understand your audience and have you serve them the information in the way relevant to them and their priorities and strategies better understand the user and their needs doesn't necessarily need to be a pretty thing it's about impact on the huge chunk of this is the content context of who you are doing it for what are their drivers what truly is the question you're trying to answer better tools time range of skills unicorn better charting in XL better questions compelling story access to a creative designer adapt to the audience skills capacity purpose value more time software exploration division of labour pier based learning Open software time to learn tacit specialisation tapping enthusiasm time to learn appetite for change values get feedback know your audience don't stick on autopilot not the usual bar charts good data good analyst good story right question answer from the right stakeholder right data right people the right stakeholders better tools clearer questions storytelling delivery method conditioning mode of receptivity simplification aesthetic action play environment which nurtures data exploration hackathon approach creative tools presentation tools reassess purpose better design bearing skill set time creative tools presentation interpretation tools video time to create the story tools create tools interpret skills inspiration know where to start time get other people's point of view training software not got the software to do or how to do that Sharing her visualisations have been done time take a step back training on software already have the tools inspiration outside perspective peer review take a step back time to review training software time peer checking inspiration training programs inspiration peer review time to spend getting it right better software and training context know your audience getting the impact across scale and the narration training and time to try and learn more assessment of differentiation and impact time clarity rather than loads of data look how much work I've done design principles to land the message thinking time range of tools to choose from some understanding of graphic design principle Time to think about what message you want to convey make it simple time agree assumptions the right people with the right skills getting the data visualisation people close to the decision-makers understanding how the decision making process works understand what you want out of it what is the audience impact know your audience and understanding of the day to you are looking at and what you are trying to show will allow you to consider options tools knowledge to use them Excel only does so much time time dedicated to it get managers on-board think creatively and learn tools and training investigating pushing the limits of what we can do in Excel creativity simplicity tools training time things we don't know about knowledge skills code fewer deadlines focus on PowerPoint tweek no Excel Time creativity having the right tools available being clear about what you're trying to achieve business understanding quality underlying data time right tools creativity make time to learn take time out work visualisation into the analysis don't leave as an afterthought run experimental projects always develop a spread of skills across your team training not many eggs and existing analyst know our than Excel and SAS Time to design to research new tools and techniques creativity

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clarity on the problem on the message keep it simple no to the decision maker is what they do need polished unfinished rough and ready integrators visionaries full detail executive summary storytelling clarity in output make sure there is a client focus on what you're trying to get across create a story put the visualisation into context keep a clear focus on what you're trying to achieve don't get lost in data context clarity do you always need to distil down richness in data can be a good thing transparency comparable results should be accessible to everyone easy to understand by different experts self-explanatory summaries graphs minimal text necessary context clarity of what exactly the problem question is clarity of the key message you're trying to communicate context clarity in original question and reason for question their time to understand speak their language tell them the story be clear on uncertainty take ownership of this in how we communicate understand the question decision know your audience good understanding of what is exactly actually the decision that needs to be made probe about what need rather than what they want understand the question to be answered and what decision will be made as a result know your audience thinking time understand the question decision know your audience thinking time agree assumptions keep it simple short clear and concise Richard raise once the big Picture make sure the question is specific understand your output needs before you start know your audience engage with decision-makers define question aims of the decision maker clarify the exact brief not a broad-based question Know the presenter decision maker know the best way to appeal to the decision maker understand the decision maker ask directly define the question the answer to be answered know what they are like be direct clarify the exact question not a broad brief know beforehand what is the best way to present open culture understand decision-makers hear the message first hand remove filters involve the decision maker in defining the question better understanding better questions spends time to understand the need the requirement expectations are unrealistic education inside the organisation not from outside create the story understand thought process of decision maker understand expectations self-serve redirection of build up clear outcome clear action tools story know your audience decide on the message you want to convey know the difference between exploration and narrative more feedback speed of delivery versus speed of detail tell the story understand the audience level of detail required executive summary effective storytelling headlines annotations should talk to decision makers about developing the platforms translate to digital paper assume all problems can be reduced time spent on graphic better understand this is in makers question audience conditioning understanding what questions are interested in knowing the decision maker combating judgement expectations can be to buy all the education of decision-maker understand the audience what of their drivers and goals what's the important message from their perspective what's the channel of delivery better understanding of audience the individuals the channels the forum compelling story context outcome requirements need to understand where it's going medium to be delivered honesty quality contextualise analysis for decision-makers KPIs specific recommendations and actions jargon free emphasise important bits understanding makers motivations present the same walked and now-what what to do decision-makers want rough polished summary details jargon free emphasis minimalist so what question talk their language recommendation fact meaning action speak the language of the decision maker jargon free no to the decision maker is and what they need emphasise important facts killer fact understand decision-makers motivation solid analysis and recommendations culture and education understand how they work fits into the decision making process infographics show limitations and explain the data element of error story message you want to convey explorative versus narrative feedback

Q3: “What’s needed to increase our influence on decision-makers?”



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More dialogue need to understand where data comes from work involved relationships accurate data ambiguity can be tolerated Pitch and message make it a story give initial results have a robust Russia now take to capability of leadership in business wishful thinking convince others who influence decision-makers take them on a journey intimacy with the organisation good data confidence trust understanding repeated success passion resilience no data analytics awareness at senior decision maker level understand context understand business pressure points and drivers find the killer app aligned to business requirements nudging trust consistent analysis linkage to of the data areas find the killer app always work with business deliverables strategic deliverables build the trust build credibility resilience persistence improve communication of visualisation surprise better at telling stories analyst as CEO just track record data understood language change to fit the audience show impact show value champions data lead triumph and disaster results stupid promotion of champions understanding of context the interesting bit is learn from failure knowing what they want more analytically minded championing success desire more dialogue don't stand back get analyst involved more secondments to other departments understand both sides speak the language of the decision make just storytelling signposting narrative answer the question education better understanding better questions build up a reputation make them track you down innovation see something that surprise consistency reputation just reputation build a brand consistency build reputation relationship with this issue make it innovation surprise elements consistency acceptance build your reputation and trust innovation Surprise consistency high standard of work build up a reputation innovation surprise being in the room building a relationship and trust be present to build trust storyboarding know your audience don't assume prior knowledge clarify assumptions use the right metric simplicity plain English context storyboarding take them on the journey do not assume prior knowledge plain English dispel misconceptions simplicity stick to what is relevant don't assume prior knowledge storyboarding don't sue perceptions analyst needs to get in the right room build the right relationships if we're not there impact will be limited lead horse to water empathy with them commercial acumen more pushy get into the room credibility opportunity confidence show why it helps them data driven managers Business leaders better relationships credibility of your role trust in your knowledge self-reflection on past experience credibility trust partnering closer relationship building credibility ability to explain that it is decision-makers in ways they understand fully involved in business requirements get to know what they need repeated success trust context insight honesty passion resilience desire Credibility compelling examples of success closer working relationship with key stakeholders.

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Need to be more data literate need to ask the right questions to get the right answers trust the subject matter expert must be open to change must be open to challenge know what their decision modes are appreciate that what the data is saying be a decision partner be on the same side open minded ability to understand analysis data visualisation is open minded appreciation of data what it can and cannot show able to tell the difference between good and bad quality data challenge established assumptions understand the variation in the power of data statistical significance be more numerous and commercial impact to be combined with insight from data open-minded outputs may not be what was expected in a changing world understanding of data and associated complexities trust with healthy cynicism ask better questions more open to analytics more numerate and questioning trust in what they are told proactive they need to be more don't rely on the boffins in the room basic analytical skills willingness to drop preconceived ideas some level of analytical training basic maths analytical training more statistical literacy knowledge of the real world be open-minded to experts in each field accept the data give up ownership spot trends and anomalies Communication data acceptance levels of uncertainty of data just in analysts listen to people more intelligent than you trust they got to feel their experience acceptance of the data more skills in understanding data Open this being receptive basic understanding of data and its limitations spot anomalies data literacy value limitations interpret a graph trust scope of implements willingness to action operational impact of possible actions be an analyst encourage curiosity seek advice from youngsters overcome the fear of numbers of cultural change become involved with analysts be open to change dynamic equilibrium open-mindedness feel on the same side responsibility and ownership open to change knowing when data is credible understand the original data source know the right questions to ask better data literacy skills appreciation of uncertainty limitations value responsibility of the analyst to present in a suitable format ability to listen and dissimilate over reliance on data could be as bad as ignoring data do you decision-makers need new skills or do we need to change the way we presents decisions to them data is getting larger iceberg example training better skills responsibility of decision makers to be explicit about what they want greater understanding more willing to invite analysts into the room be open to change and challenge handle uncertainty appreciate ambiguity intimacy with the operation work to get analysts into the conversation understand where the data comes from the process and possible errors analysts need to understand the process better where their work fits and why need to understand with the data comes from and the work involved curiosity crunchy questions

[END]