

BANFF, CANADA September 7–11, 2014

The International School on Research Impact Assessment

Communicating Research Findings

Jonathan Grant and Alexandra Pollitt
King's College London & RAND Europe
September 10, 2014

(With thanks to Ross Pow, Idenk)

Hosted by:



In partnership with:



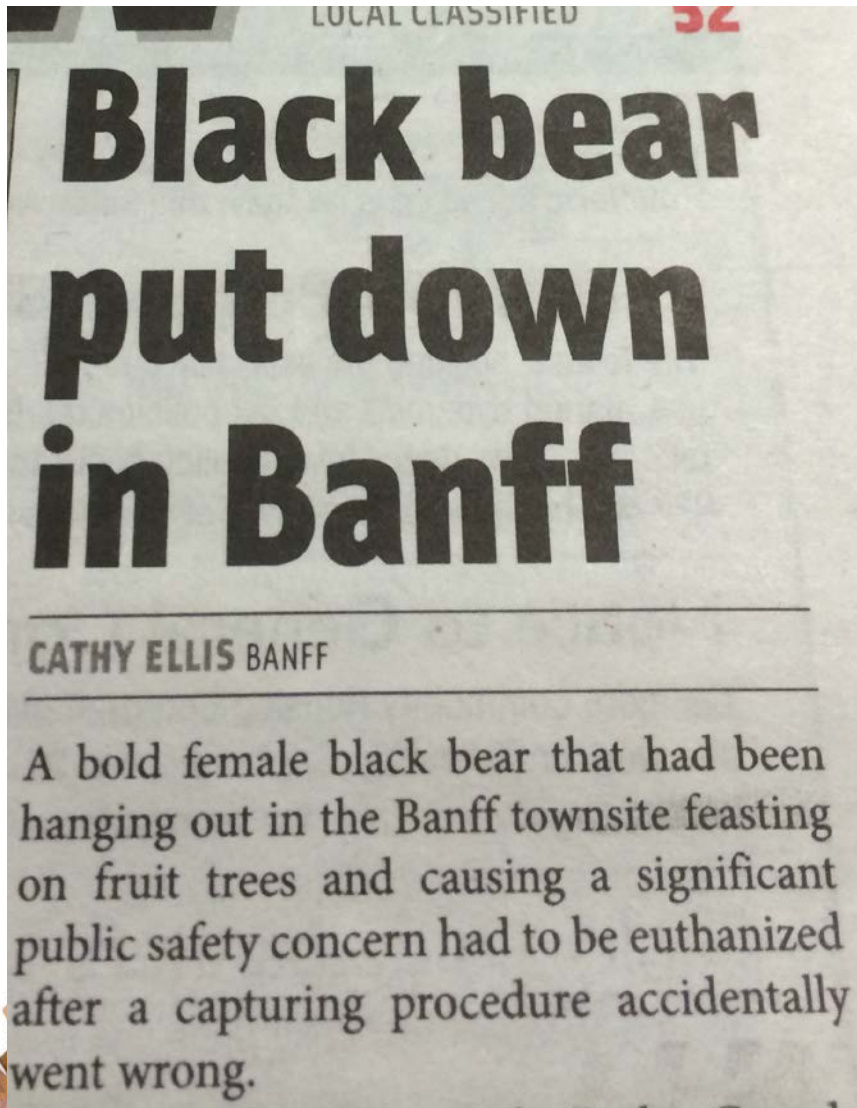
What makes a good headline?



- In table groups – flick through the newspaper
- Identify a headline you like
- Cut it out and stick on the ‘Wall’
- Be ready to explain to group why you liked it
- 5 minutes



What makes a good headline?



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SPREADING GOOD IDEAS



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Attention



Context

SPORT FOOTBALL

[Home](#) [Football](#) [Formula 1](#) [Cricket](#) [Rugby U](#) [Rugby L](#) [Tennis](#) [Golf](#) [Athletics](#)

[Live Scores](#) [Results](#) [Fixtures](#) [Tables](#) [Gossip](#) [Transfers](#) [All Teams](#) [Leagues & Cups](#)

Football Tables

[Share](#) [f](#) [t](#) [e](#)

Show me: OR [UPDATE](#)

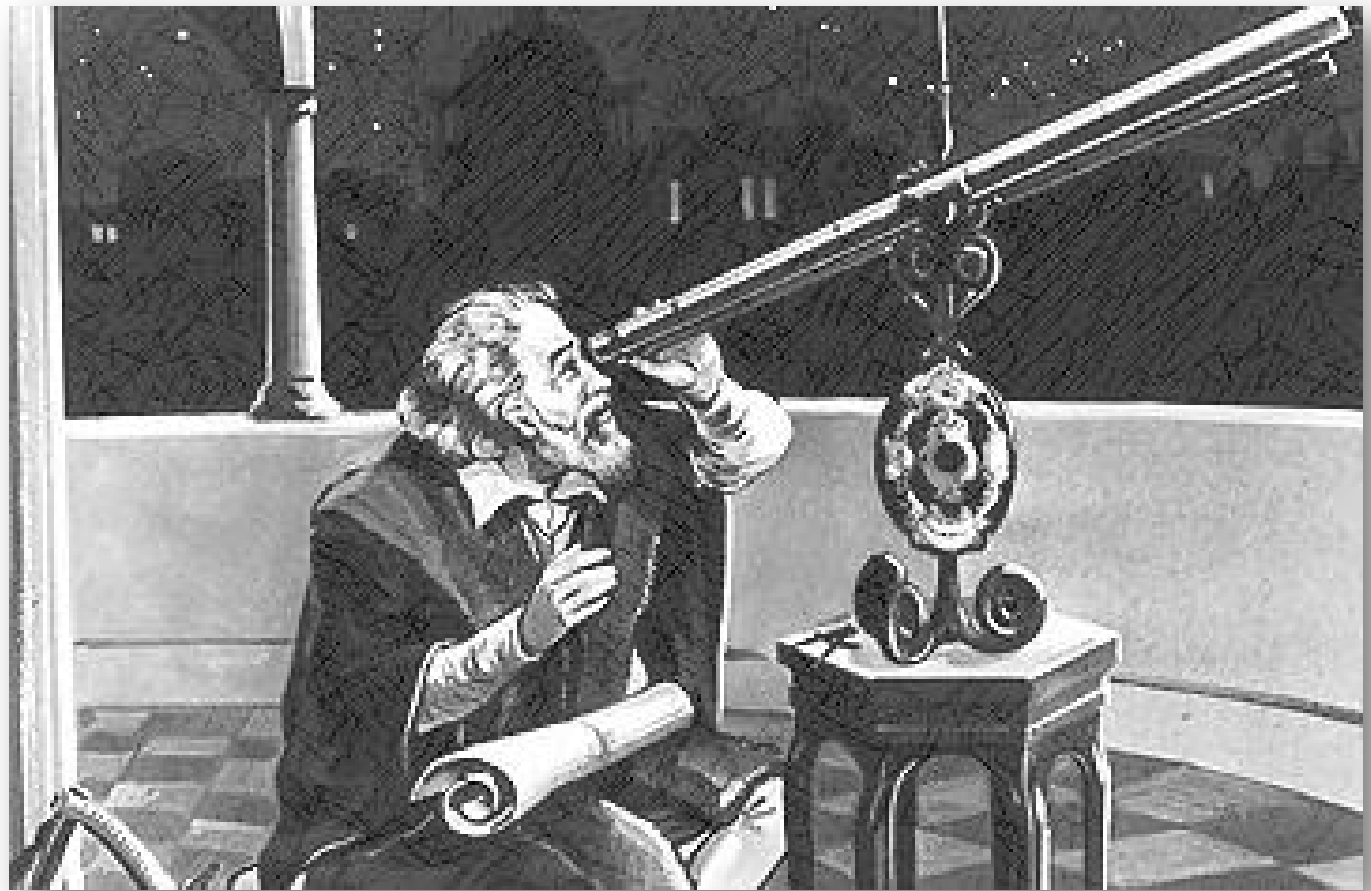
Barclays Premier League Table

	Position	Team	P	W	D	L	F	A	GD	Pts
>	1	Liverpool	37	25	6	6	99	49	50	81
>	2	Man City	36	25	5	6	96	37	59	80
>	3	Chelsea	37	24	7	6	69	26	43	79
>	4	Arsenal	37	23	7	7	66	41	25	76
>	5	Everton	37	20	9	8	59	39	20	69
>	6	Tottenham	37	20	6	11	52	51	1	66
>	7	Man Utd	37	19	6	12	63	42	21	63
>	8	Southampton	37	15	10	12	53	45	8	55
>	9	Newcastle	37	15	4	18	42	57	-15	49
>	10	Stoke	37	12	11	14	43	51	-8	47
>	11	Crystal Palace	37	13	5	19	31	46	-15	44
>	12	West Ham	37	11	7	19	40	49	-9	40
>	13	Swansea	37	10	9	18	51	53	-2	39
>	14	Aston Villa	36	10	8	18	39	54	-15	38
>	15	Hull	37	10	7	20	38	51	-13	37
>	16	West Brom	36	7	15	14	42	55	-13	36
>	17	Sunderland	36	9	8	19	38	57	-19	35
>	18	Norwich	37	8	9	20	28	60	-32	33
>	19	Fulham	37	9	4	24	38	83	-45	31
>	20	Cardiff	37	7	9	21	31	72	-41	30

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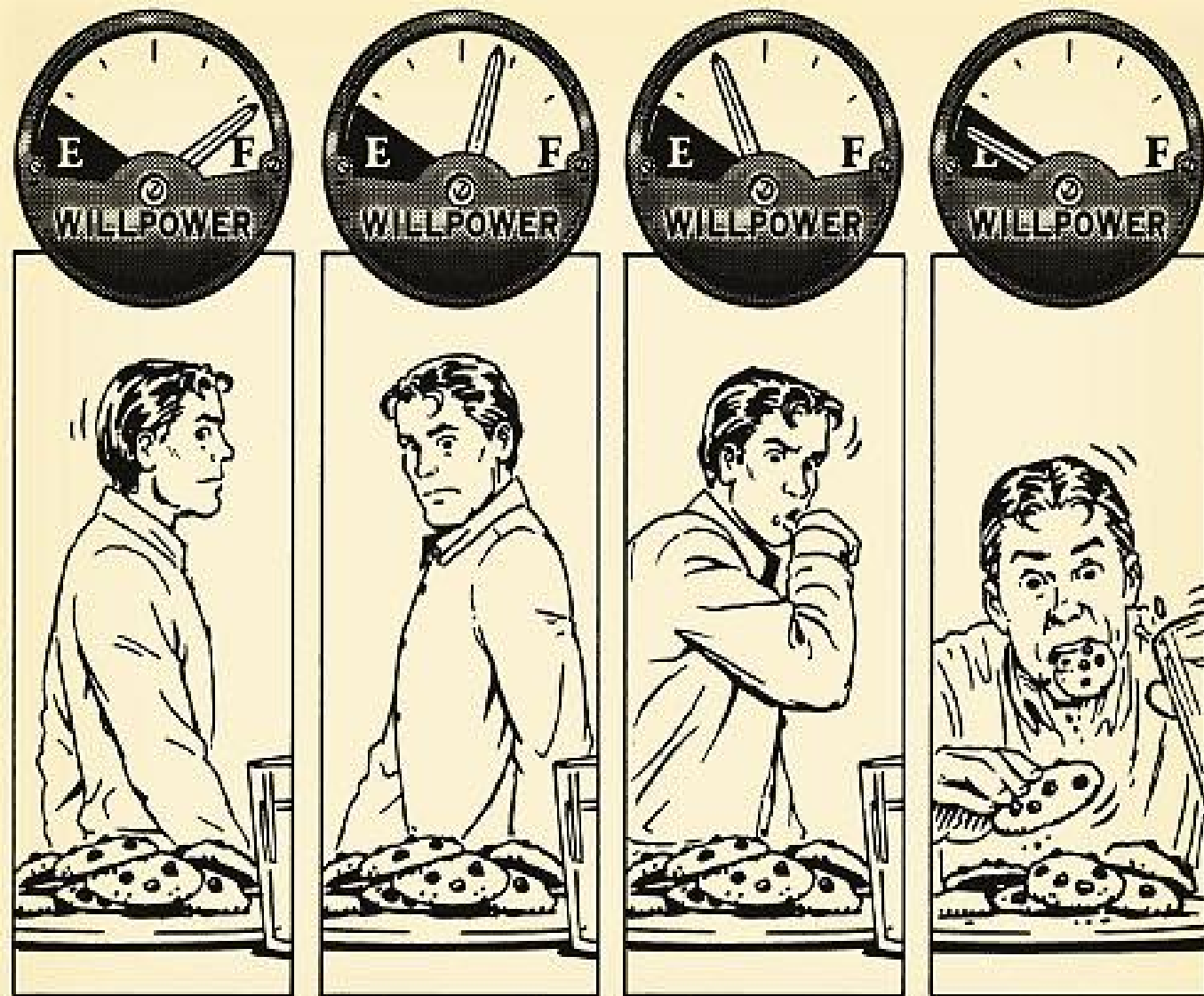
Beliefs

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Effort



Ego Depletion





Trust



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Attention
Context
Belief
Effort
Trust



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CONTROL ROOM

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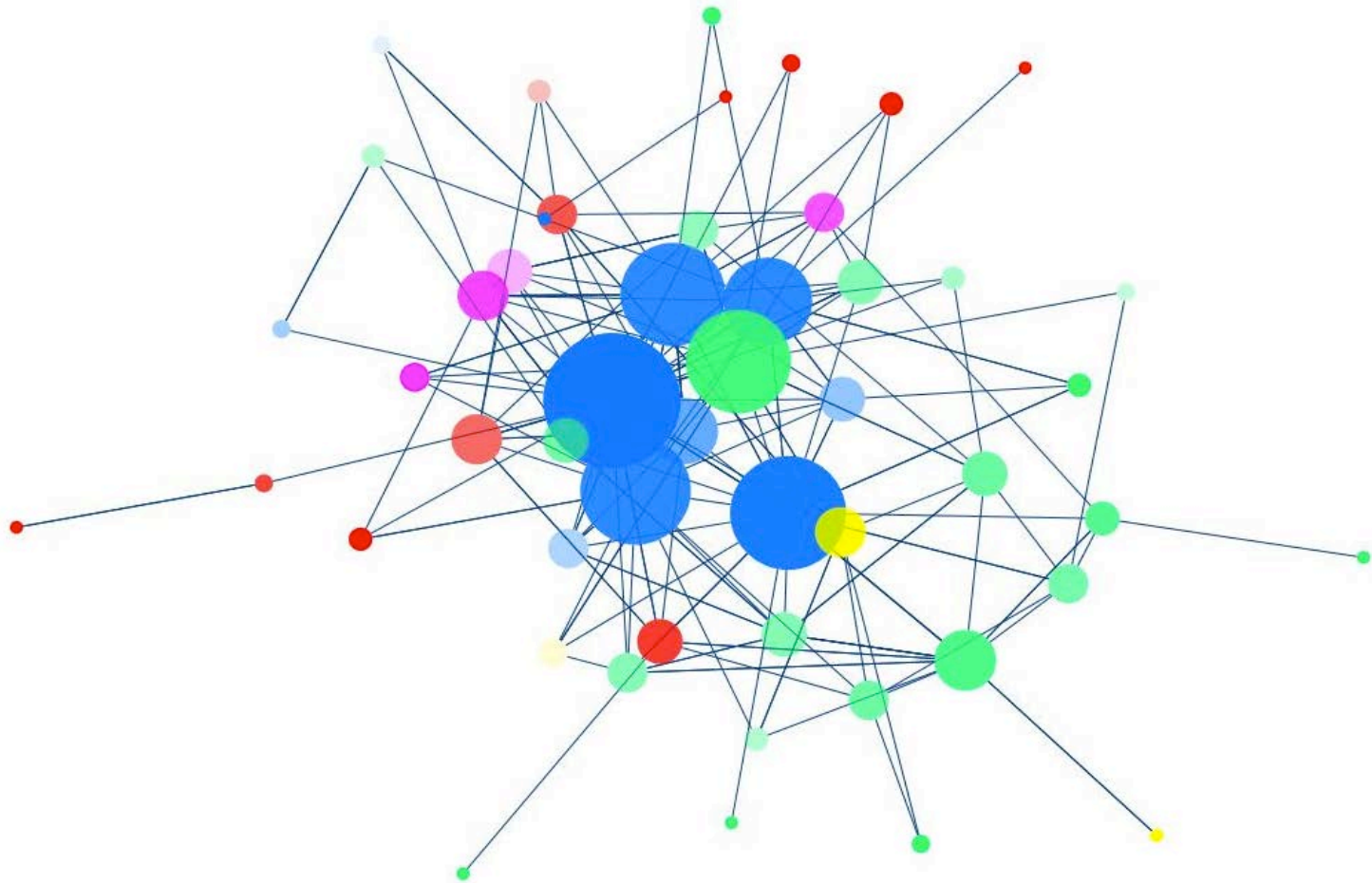




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Big picture



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Detail



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Logical rational

Big picture



Detail



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Logical rational

Emotional

Big picture



Detail



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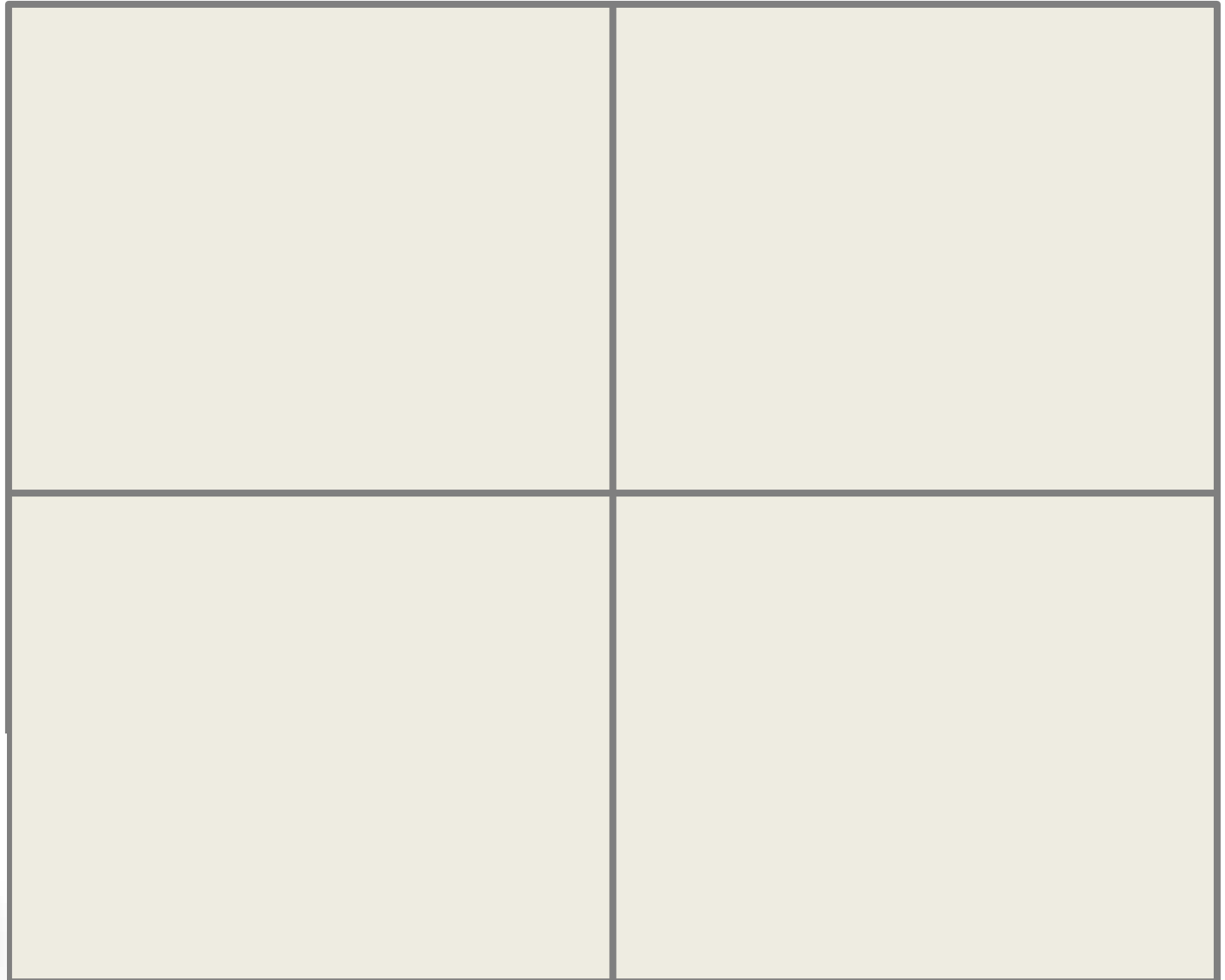
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Emotional

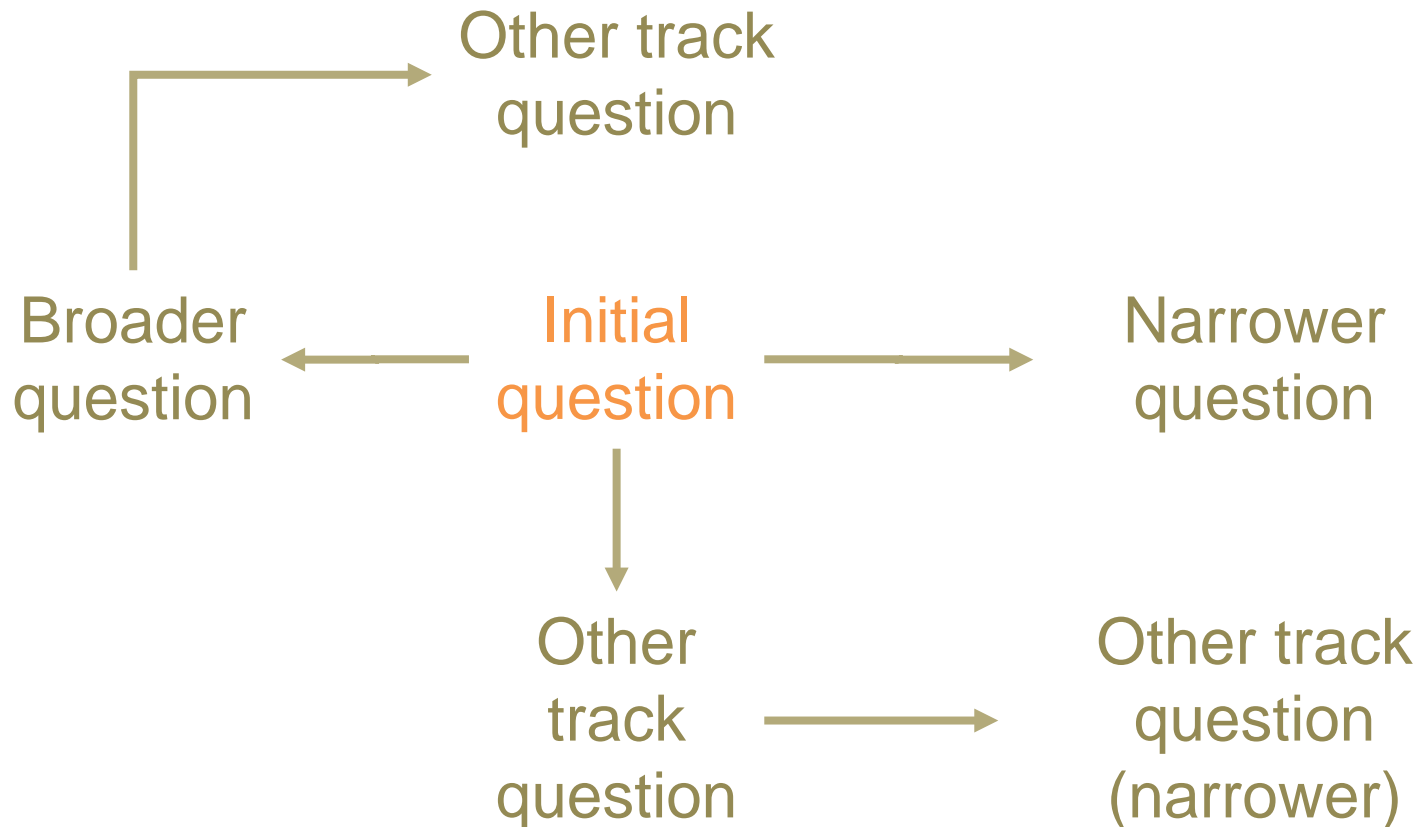
Logical rational

Big picture

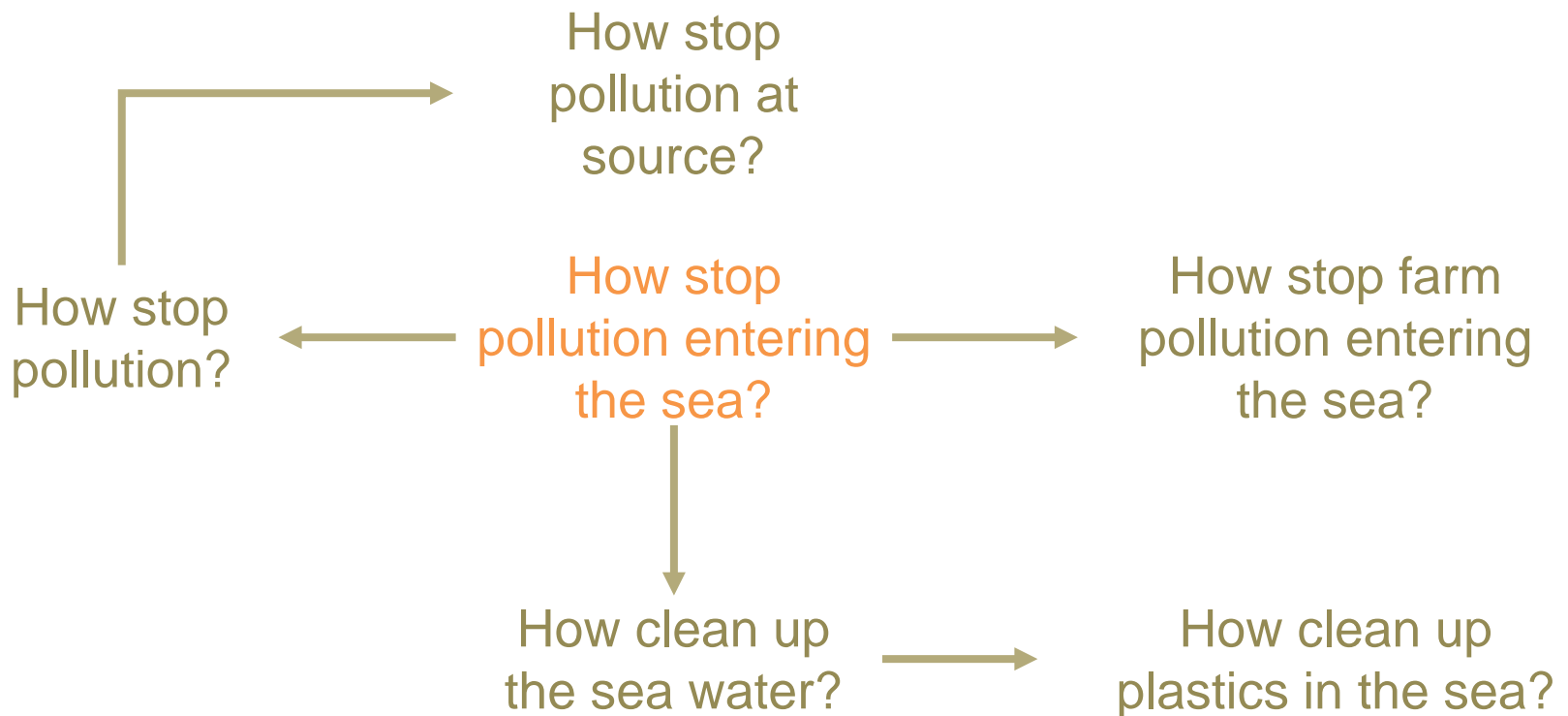
Detail

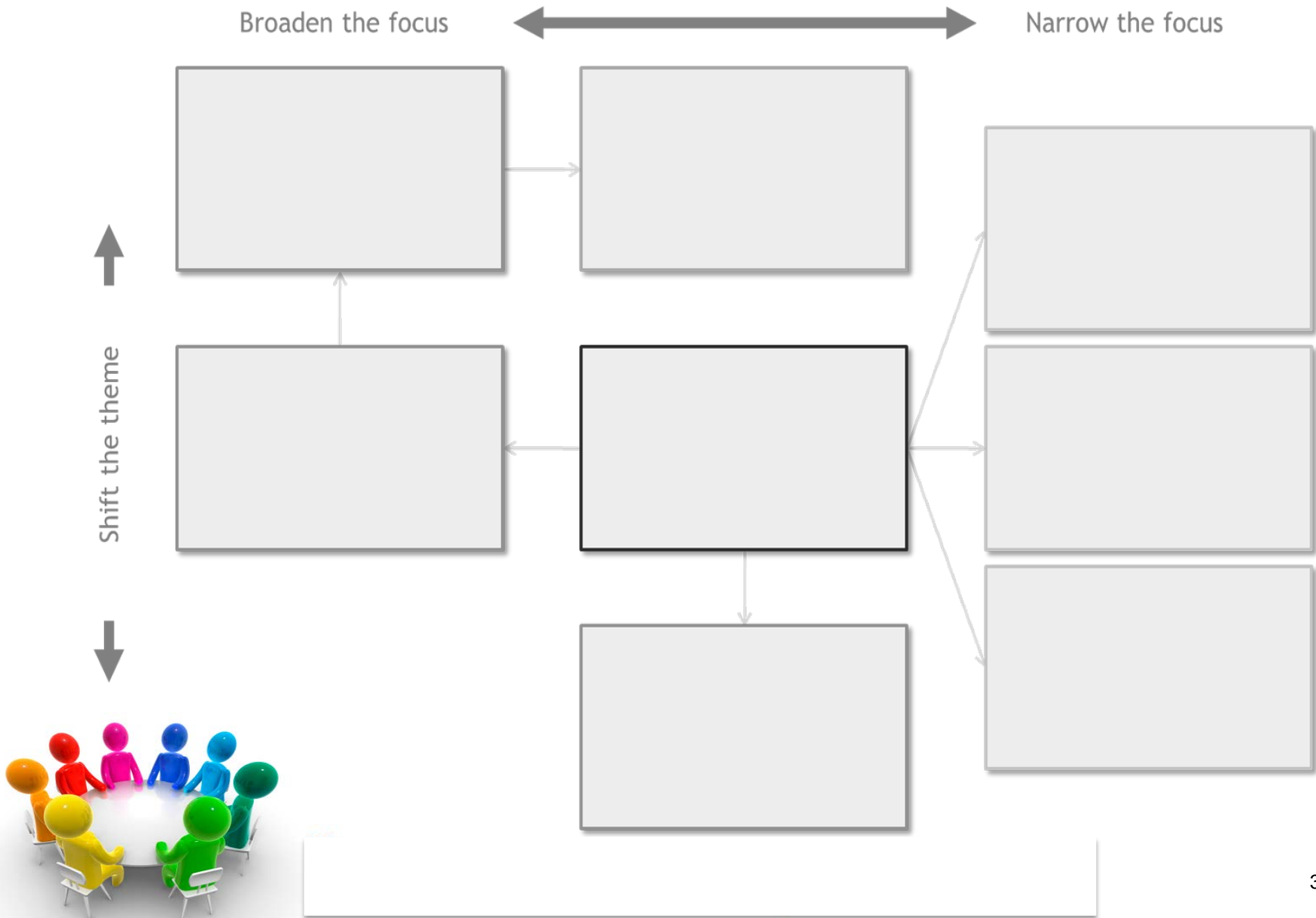


Finding the right questions



Finding the right questions





STRUCTURING THINKING AND COMMUNICATIONS

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People need help to group ideas into meaningful concepts

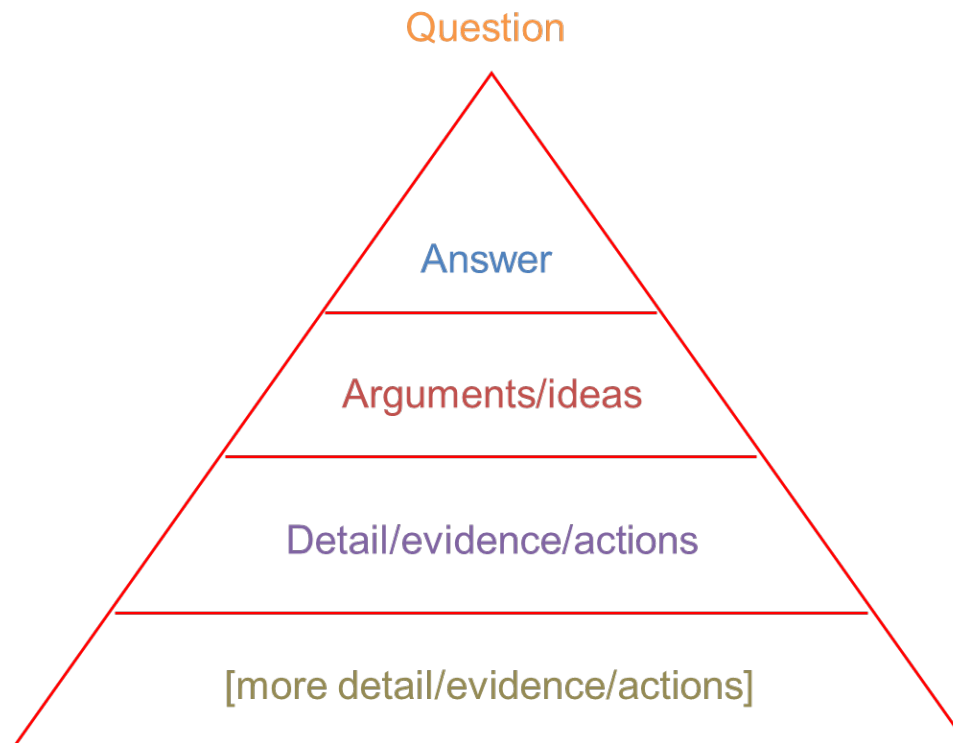
snake
bath
gym
dance
soldier
soup
crane
bridge

Group these words into two sets of four words

(and have clear reasons for why you have grouped them that way)



The 'Thought Pyramid' can be used to structure thinking



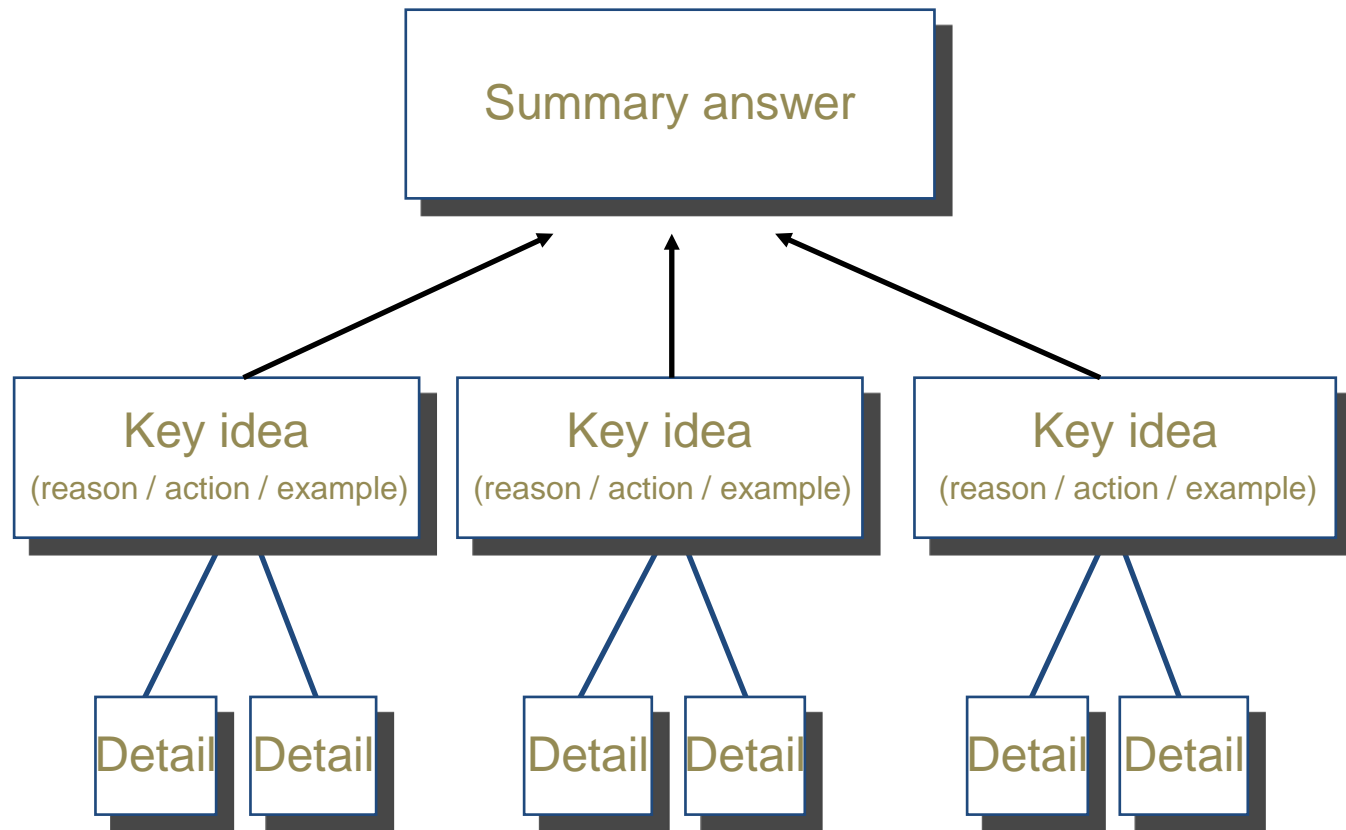
Barbara Minto's The Pyramid Principle

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The thought pyramid: logical ordered argument



Expanding the ideas top-down



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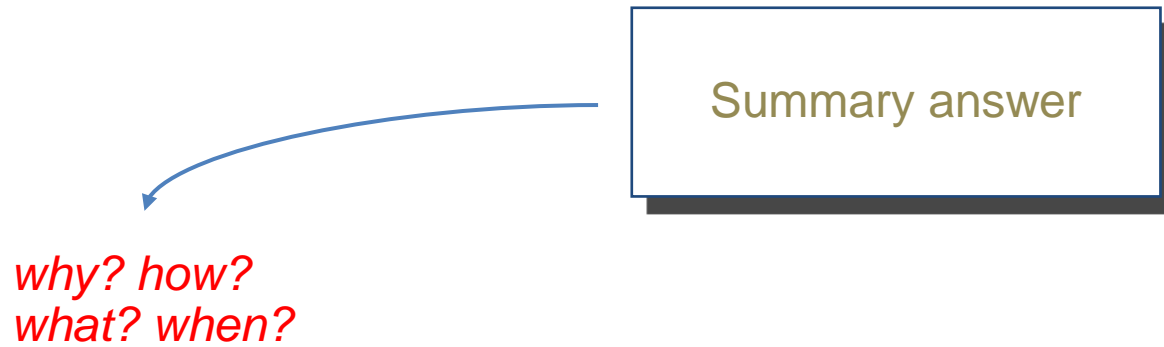
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Expanding the ideas top-down

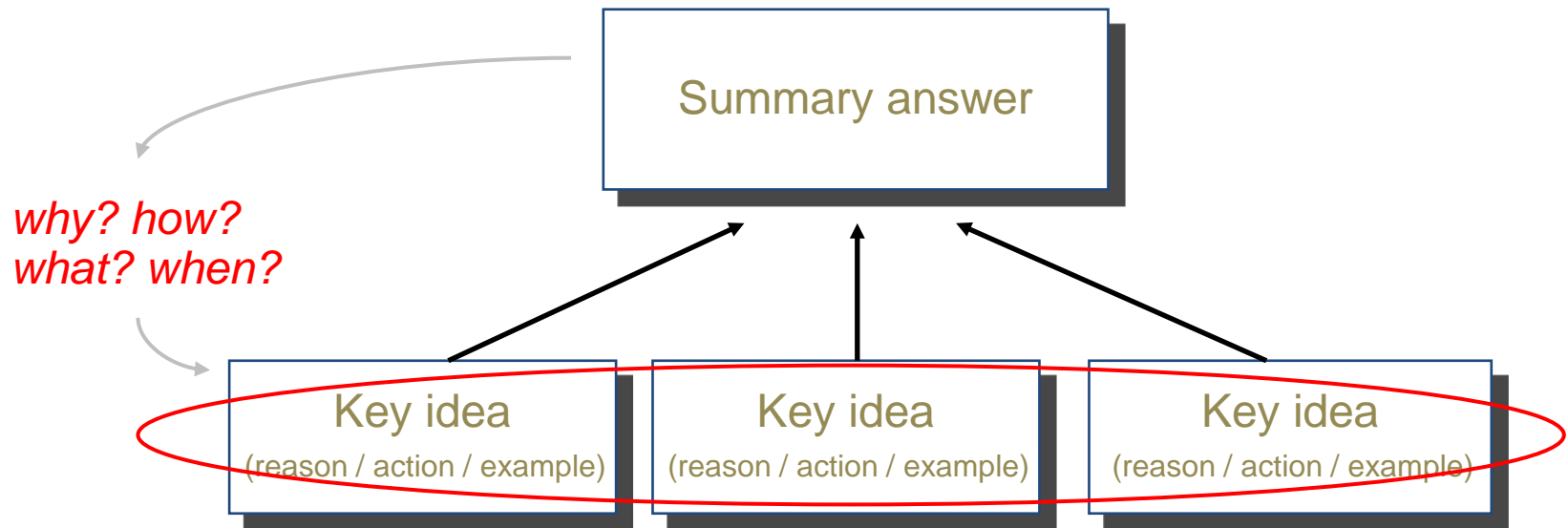
Summary answer



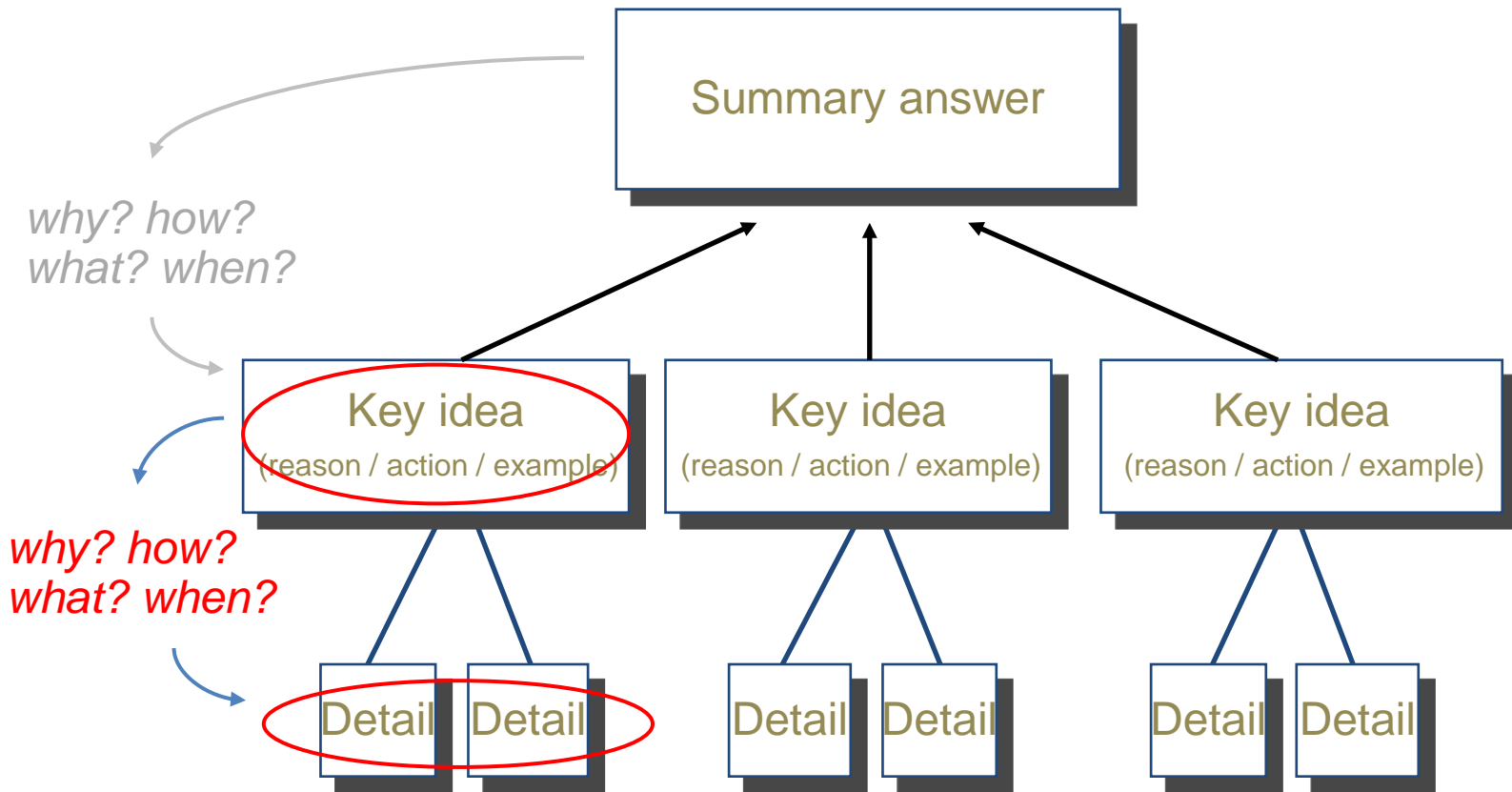
Expanding the ideas top-down



Expanding the ideas top-down



Expanding the ideas top-down



Grouping the ideas bottom-up



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Grouping the ideas bottom-up

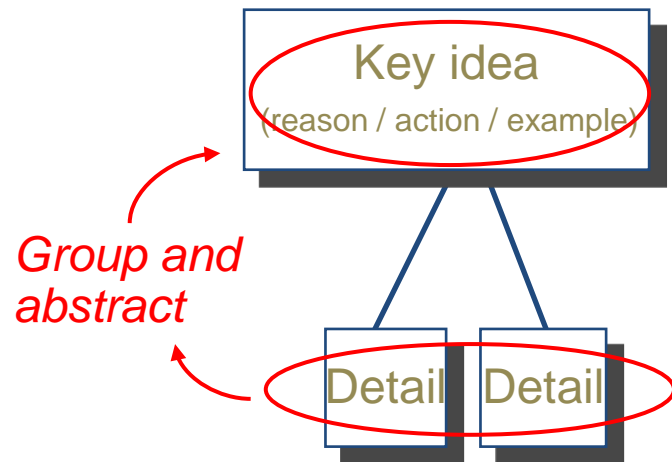


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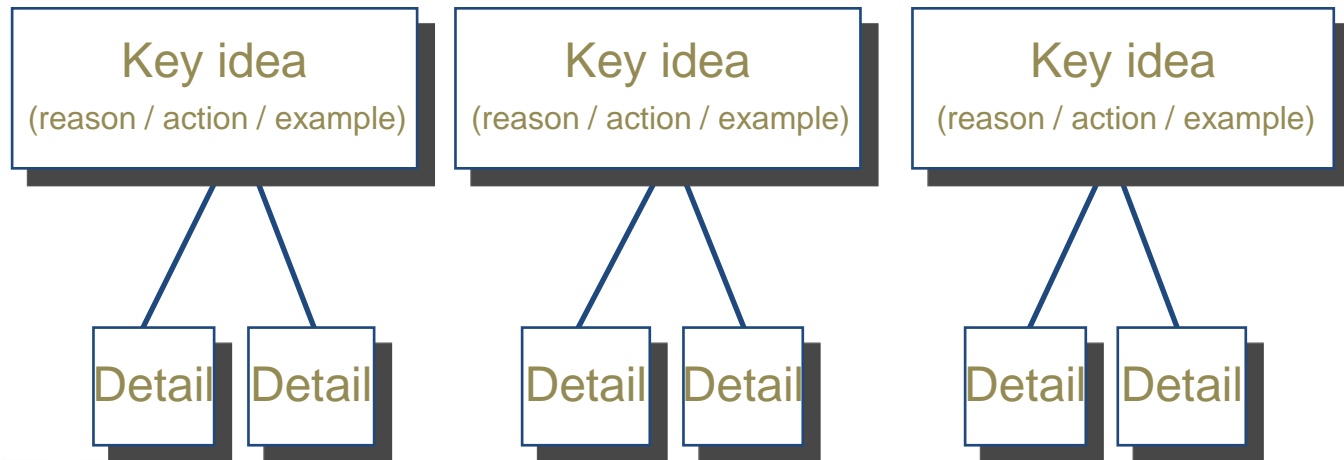
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Grouping the ideas bottom-up



Grouping the ideas bottom-up

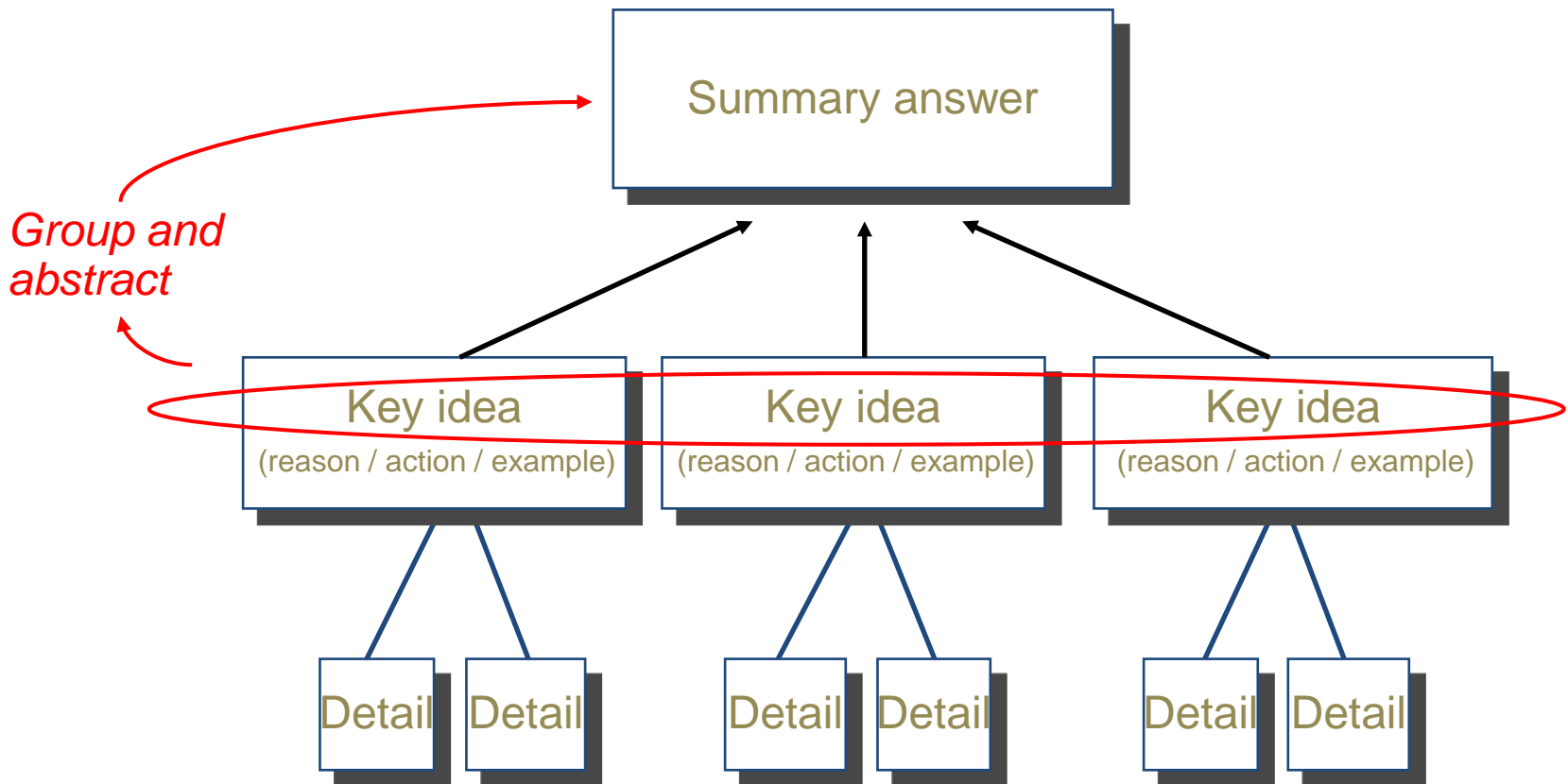


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Grouping the ideas bottom-up

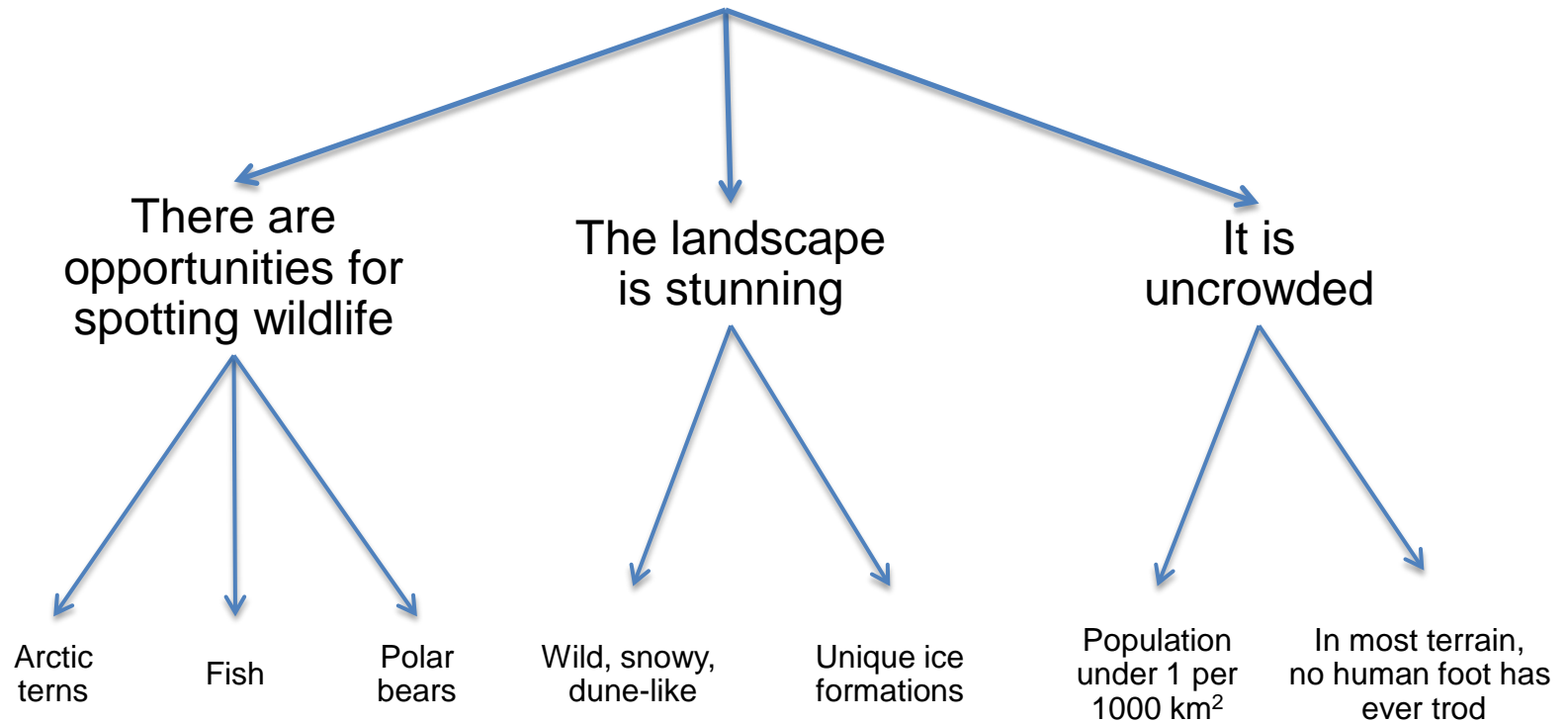


Building a pyramid – your turn

1. On your own
2. Take one of the envelopes on your table
3. Look at the bits of paper
4. Organise the ideas into a pyramid
5. It should have 3 levels:
 - Summary answer
 - Key ideas
 - Detail



The North Pole is an attractive holiday destination



The North Pole is an
attractive holiday destination



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The North Pole is an
attractive holiday destination

Why?



The North Pole is an attractive holiday destination

Why?

There are opportunities for spotting wildlife

The landscape is stunning

It is uncrowded



The North Pole is an attractive holiday destination

Why?

There are opportunities for spotting wildlife

The landscape is stunning

It is uncrowded

What?

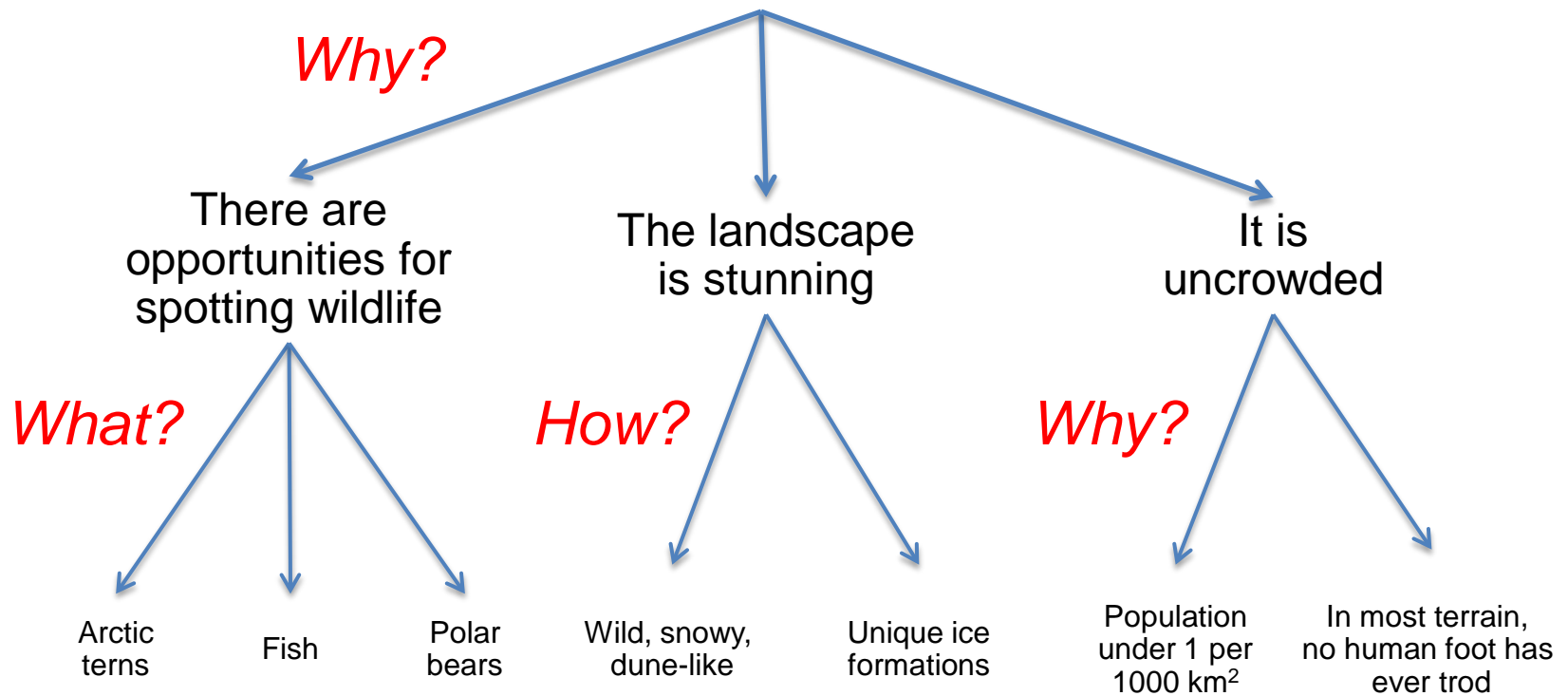
Arctic terns

Fish

Polar bears

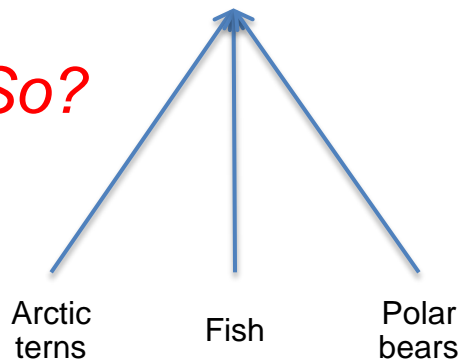


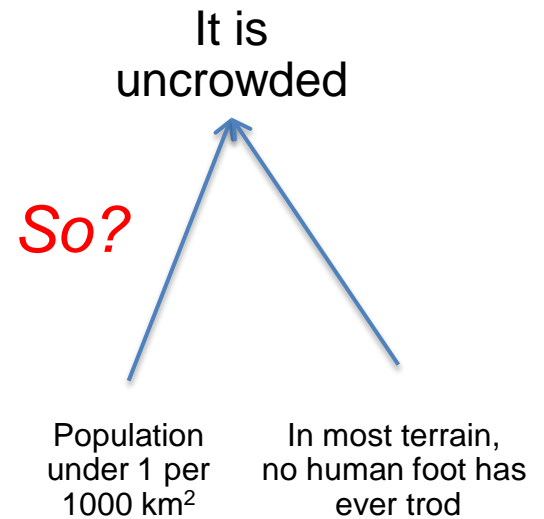
The North Pole is an attractive holiday destination



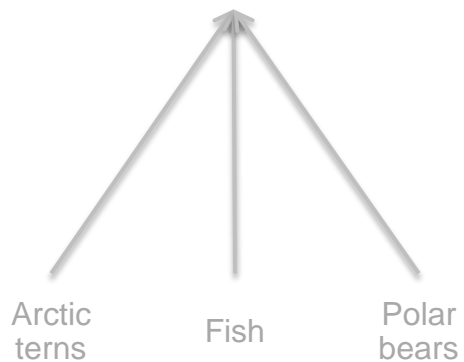
There are opportunities for spotting wildlife

So?





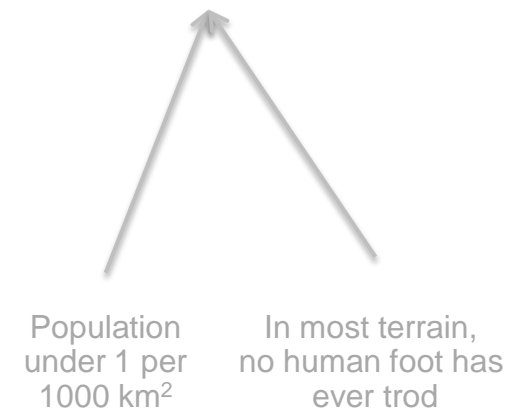
There are opportunities for spotting wildlife



The landscape is stunning

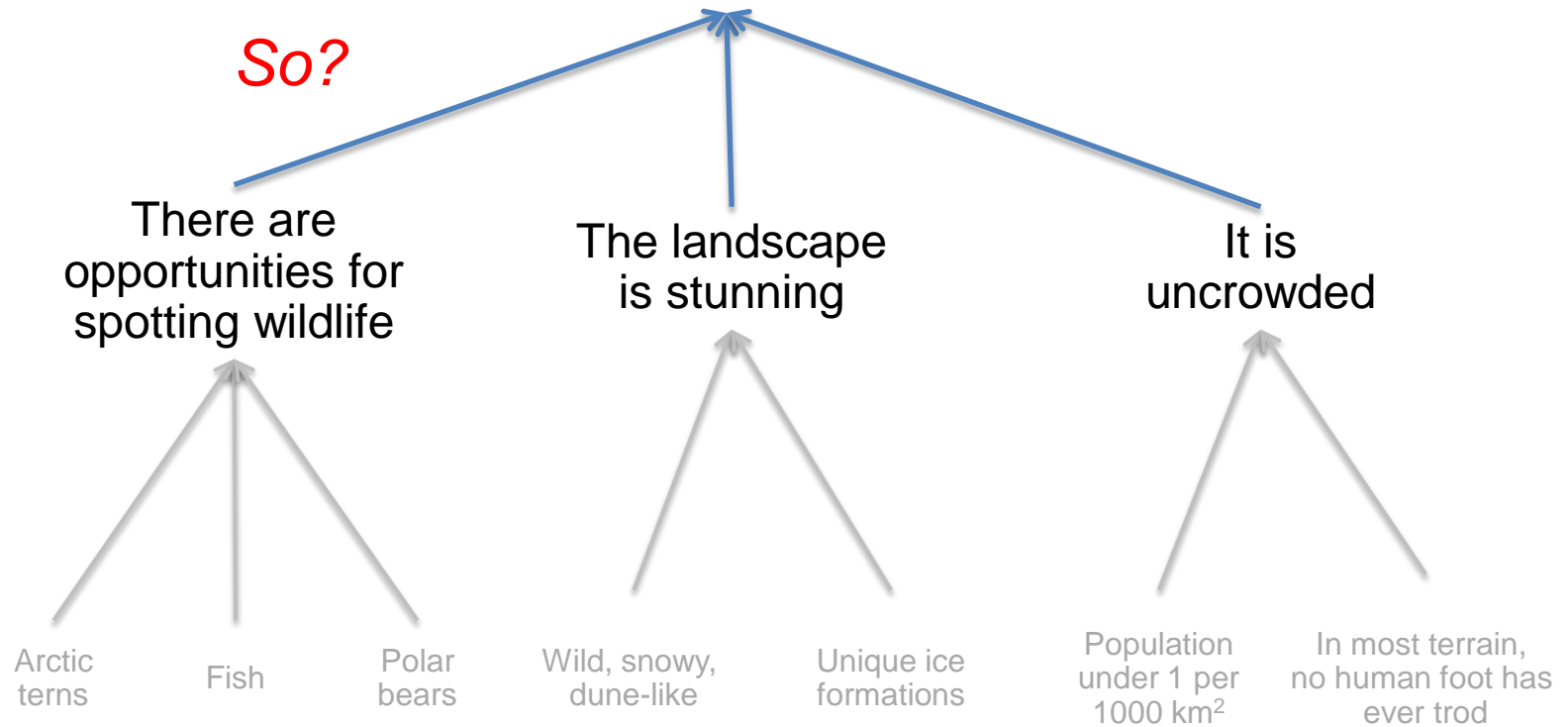


It is uncrowded

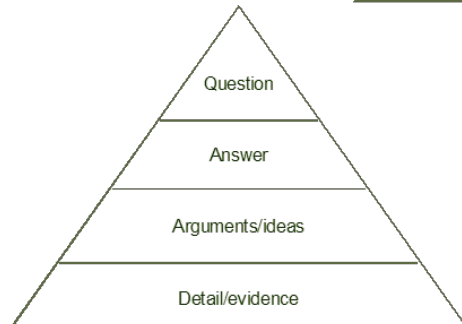
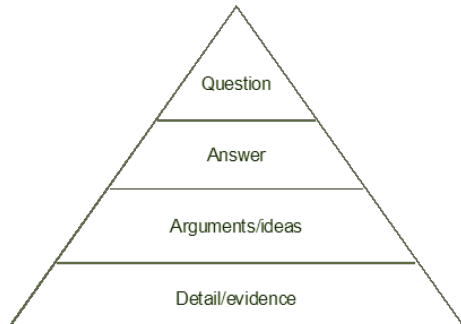
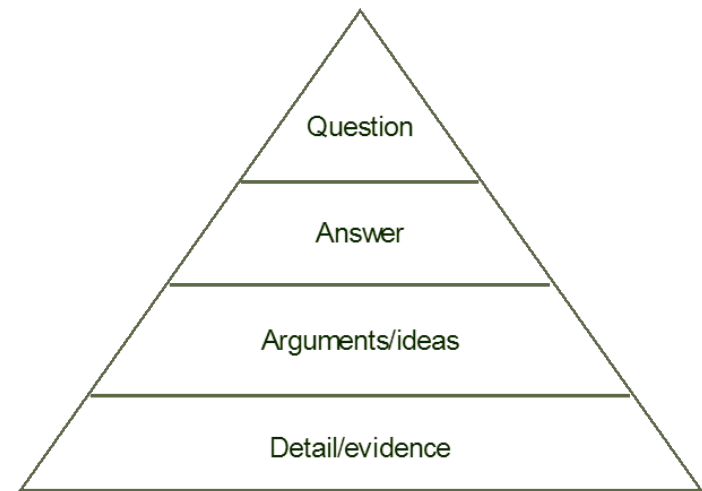
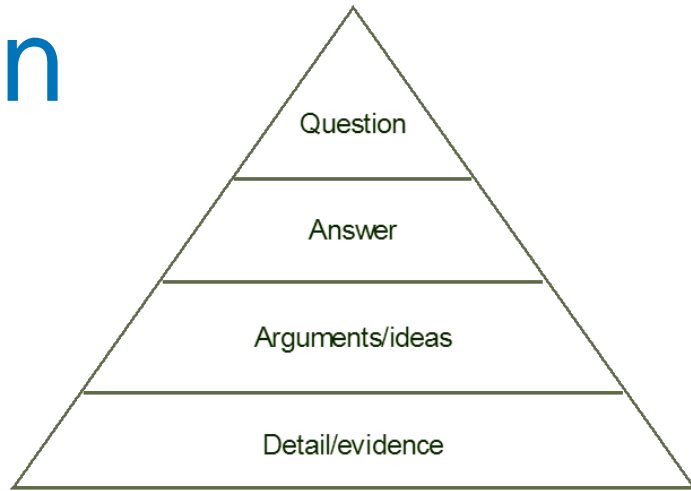
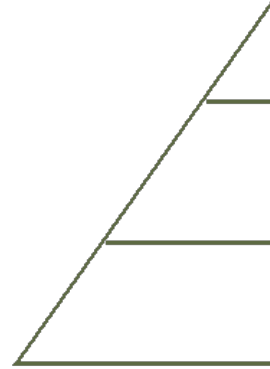
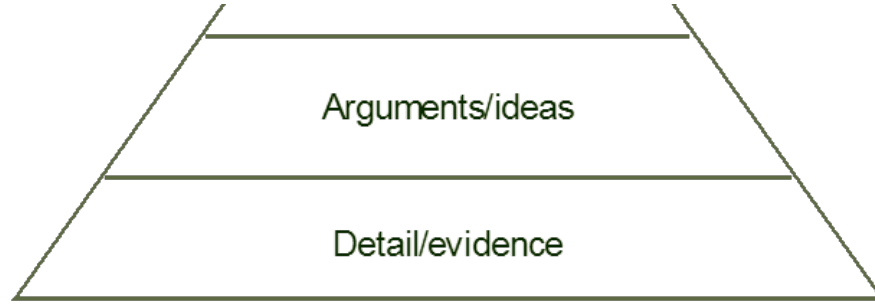


The North Pole is an attractive holiday destination

So?



It's pyramids in every direction



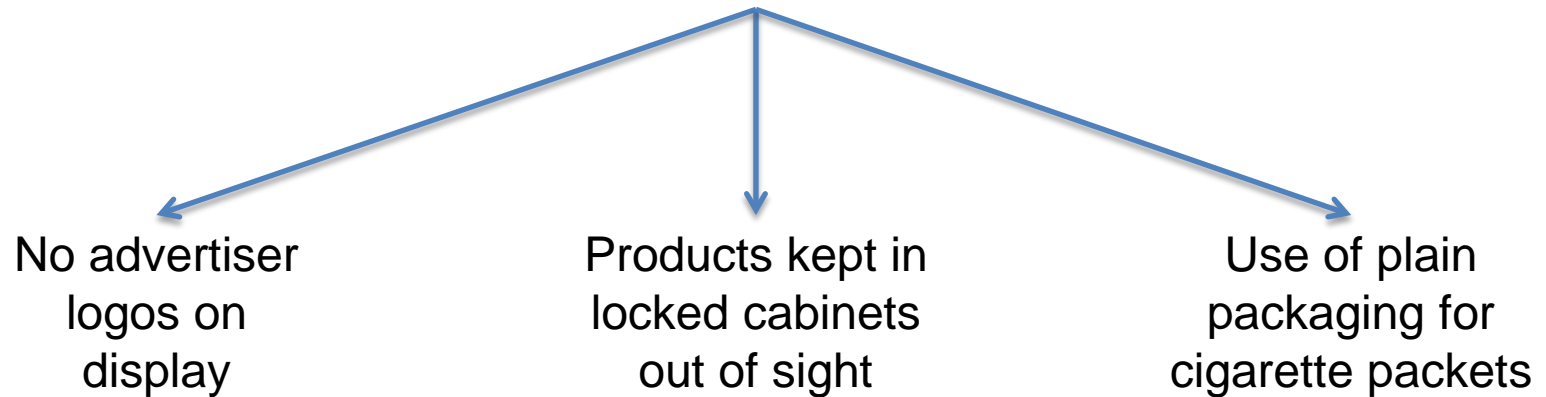
Point of sale design can reduce tobacco consumption



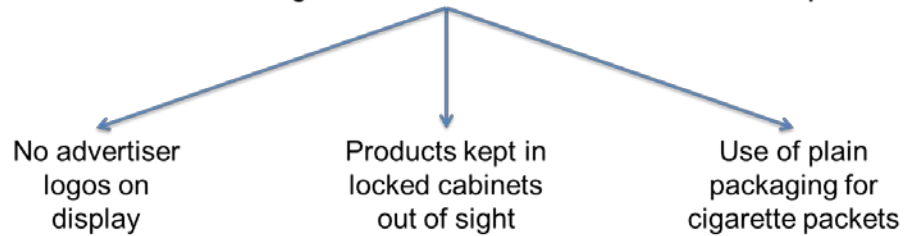
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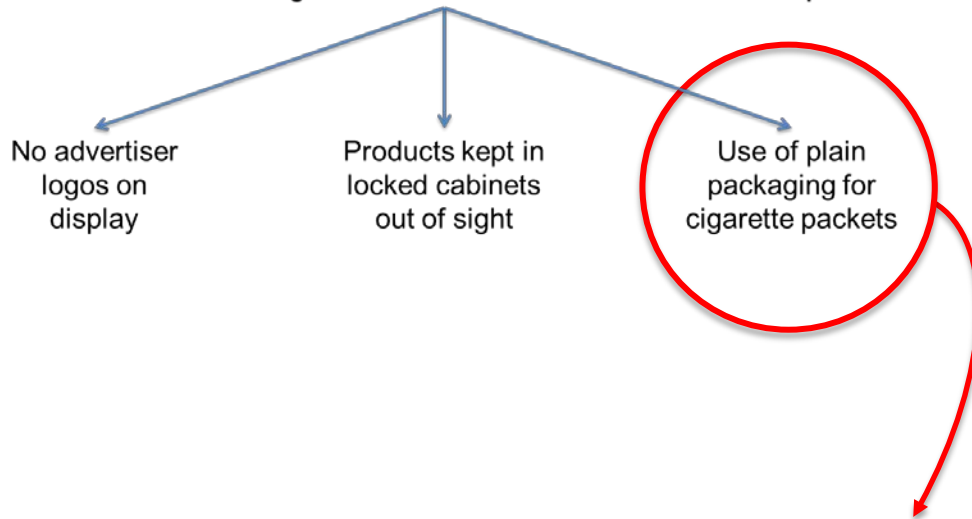
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Question

What is needed for plain packaging to be a success?



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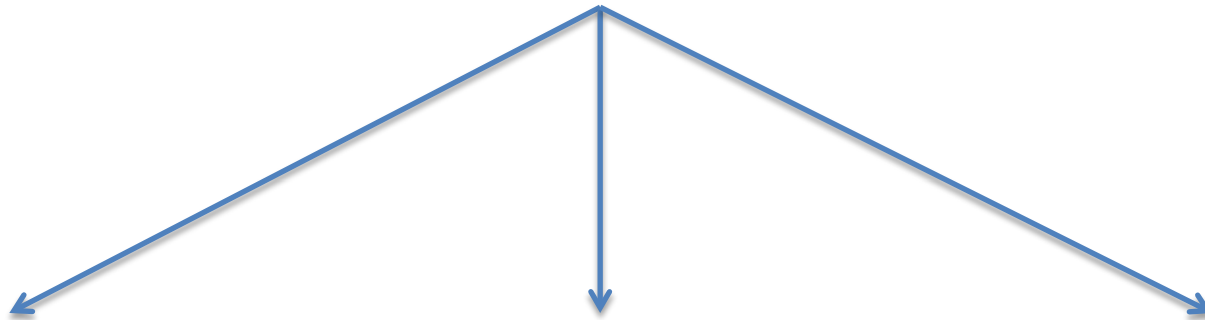
Question

What is needed for plain packaging to be a success?



Answer

You need **legislation**, appropriate **packaging design** and **strong enforcement**



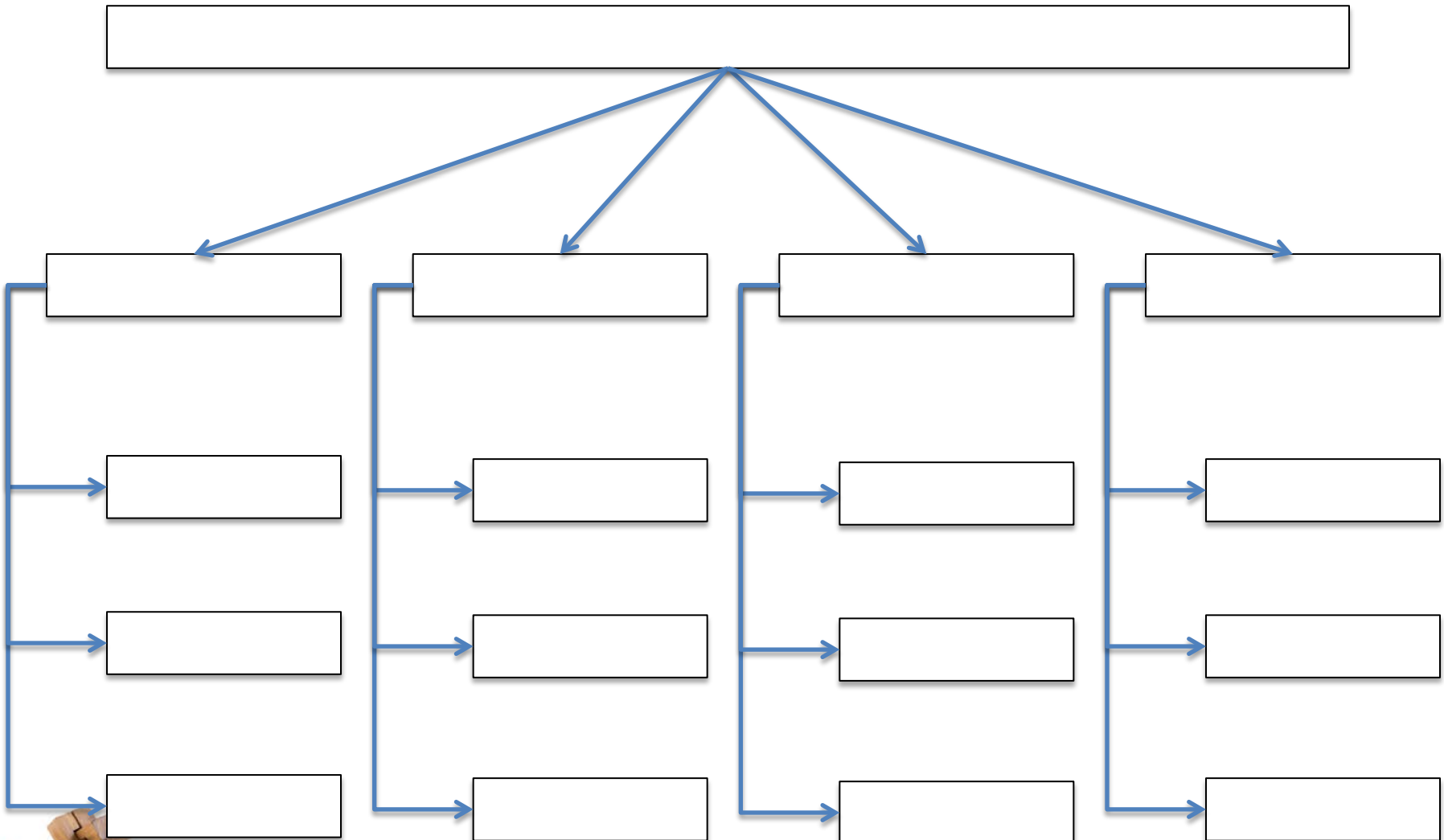
Retailers
won't act on this
without legislation

Packages need
graphic images of
cancer sufferers

Compliance rates fall
rapidly without strong
enforcement



Building a pyramid of your own research



THE IMPORTANCE OF CLEAR MESSAGE LED COMMUNICATION

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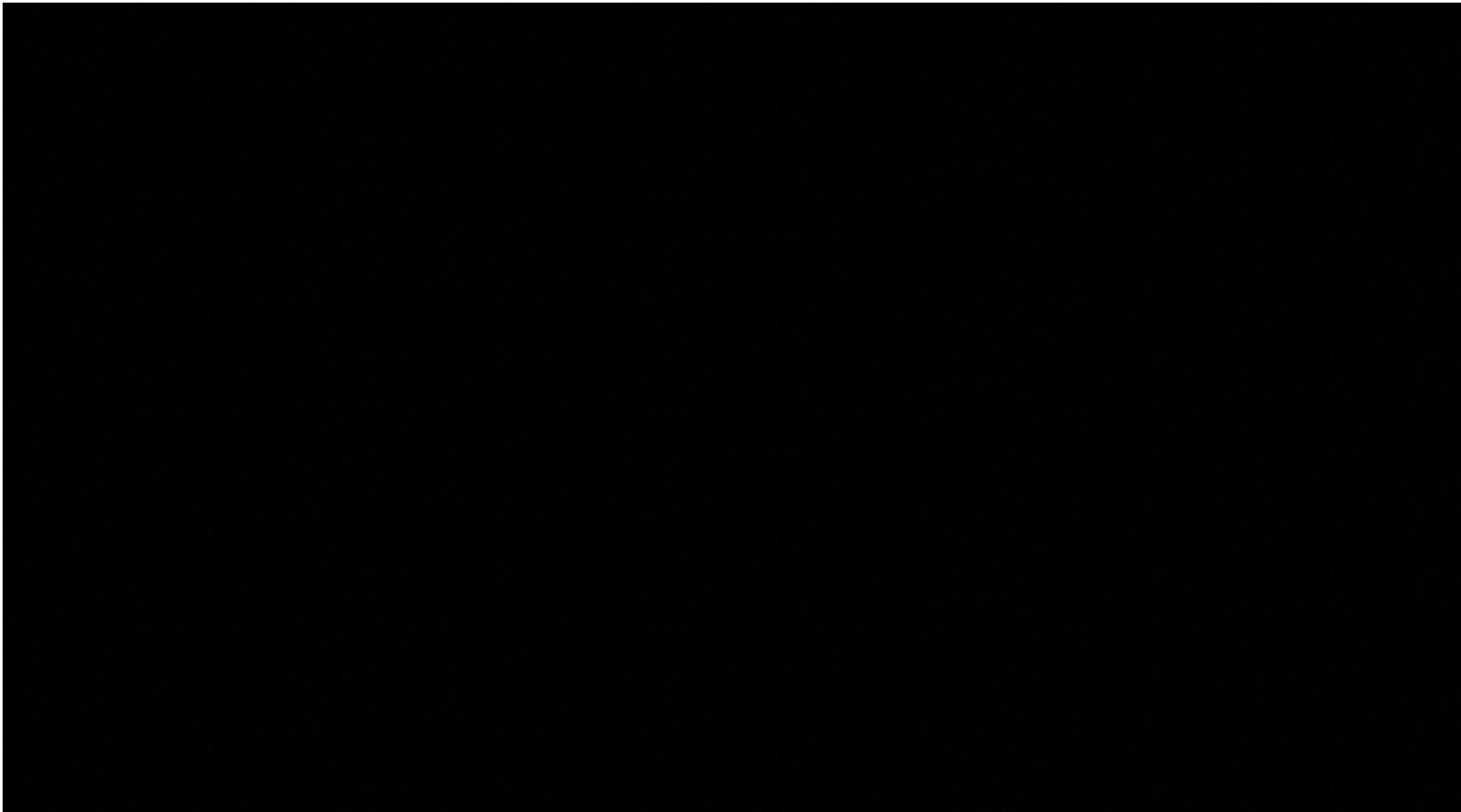
An example from TED



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Gregory Petsko's thought pyramid

Situation: More people are old and are getting older



Complication: Growing incidence and cost of A&P diseases



Question: What should we do about the challenge of A&P diseases?



Summary answer: We should invest more in research and take personal actions to reduce risk

Why?

Research is making progress

More and broader sources of funding is needed

We can reduce our personal risks now

How?

We are understanding the causes

We are developing ideas for cures

Why?

Government is not prioritizing

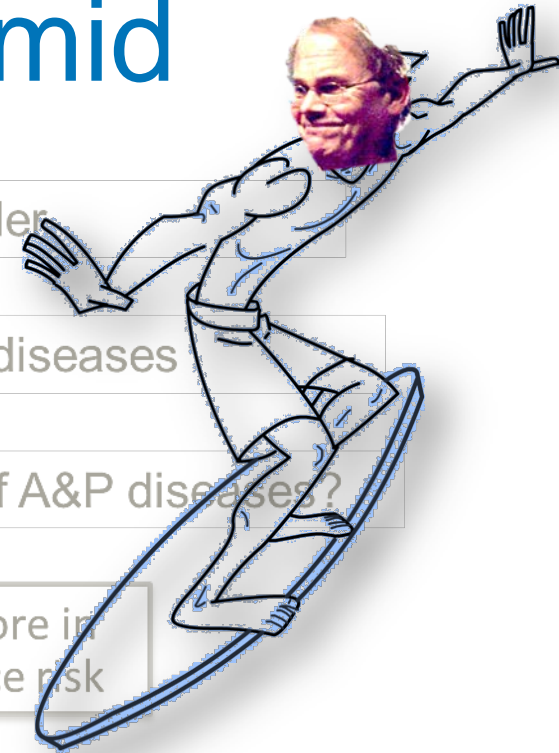
Research is being funded by a few private individuals

What?

Actions to help avoid Alzheimer's disease

Actions to help avoid Parkinson's disease

Surfing the thought pyramid



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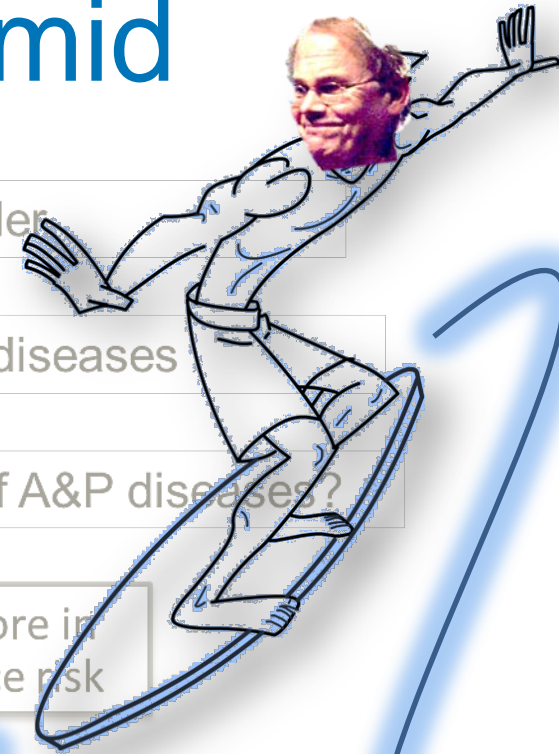
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It was a dark and stormy night...



Telling the story



versus



“We have a list of measurable objectives”

“I have a dream”

Stephen Denning 'The Leader's Guide to Storytelling'



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Telling the story



*“The queen died.
Then the king died.”*

versus

*“The queen died suddenly
two weeks ago.
The king was heartbroken.
He lost his lust for life
and yesterday evening
he died too.”*

Stephen Denning ‘The Leader’s Guide to Storytelling’



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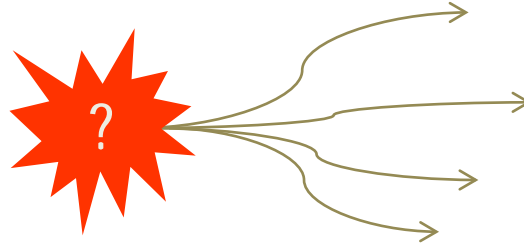
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Telling the story

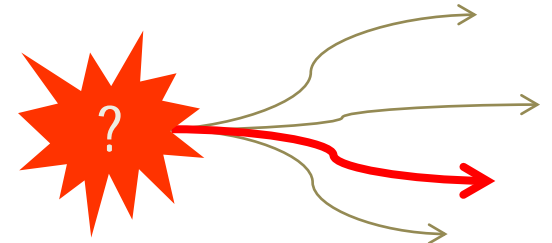
Problem



Analysis



Solution

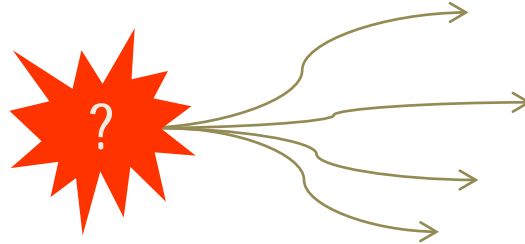


Telling the story

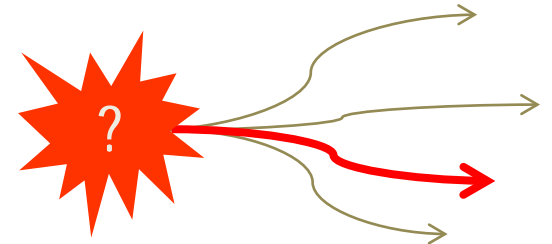
Problem



Analysis



Solution



Get attention



Stimulate desire

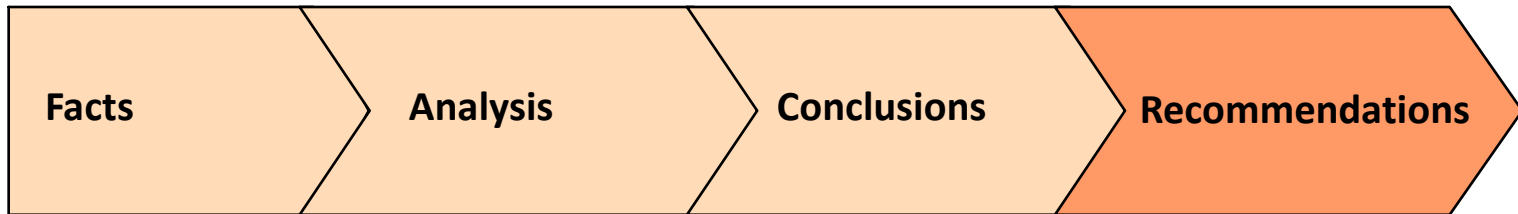


Reinforce with reasons

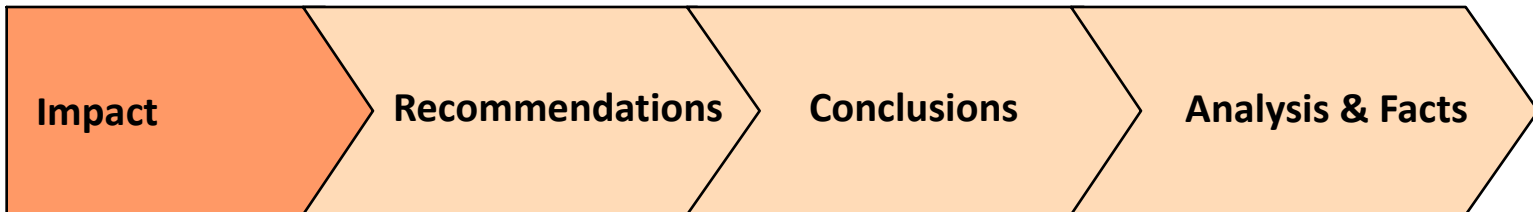


Message-driven communication

Describing research



Describing the impact



Dear Shirley,
We've been friends for a long time...But about a month ago, you said something I didn't like...Then, 2 weeks ago, you didn't show up at my party... And then...



Dear Shirley,
I HATE you. Here are my reasons.





**Impact assessment of health research projects
supported by DG Research and Innovation
2002-2010**

Followed by:

**Expert group report recommendations on the
future of health research in Europe**

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individuals in many new MS living shorter lives than their Western counterparts. There are also large differences (of up to 20 years) in the number of years lived in good health (healthy life years). Recent negative trends have been observed: since 2006 the number of healthy life years has decreased in many countries (FI, AT, ES, IT, IE, BE and all EU12 countries), especially for women who already spend a higher proportion of their lives with limitations.

Healthcare is a key sector in the EU that employs almost 10% of the total work force and corresponds to almost 9% of the European GDP. As the European society ages, and combined with an increasing chronic disease burden, the pressure on healthcare and related social services will increase. Healthcare spending is rising faster than GDP and is predicted to reach 16% of GDP by 2020 in OECD countries³². On average, about 75% of health financing comes through public sources (general taxation or social security contributions). Private financing averages around 2% of GDP³³.

4.4. The need for European level intervention

Health and disease do not observe national borders; they are global concerns. The scale of many of these challenges goes beyond that which can be tackled at a single country level. Much research remains to be done in a variety of domains: to understand the fundamental causes of health and disease, to improve existing treatments and discover new ones, to improve healthcare delivery. The nature of biomedical research in the "post-genomic" era, with the drive for personalised medicine based on individual genome sequencing requires collaboration to bring together expertise, resources and infrastructures, such as population cohorts, to achieve the necessary critical mass.

Cooperation beyond Europe will be essential in many disease areas; the case of rare diseases is one obvious example – world wide collaboration will be needed to obtain sufficient patient numbers for proper statistical power of the studies. Tackling the major health challenges for Europe outlined above demands a multifaceted approach. Research is of crucial importance to develop new drugs, vaccines, treatments, devices and new disease management strategies.

This section provides examples of some successful projects or initiatives in FP which confer significant added value. It provides justification that co-ordinated EU level action – rather than MS or other action alone – is required and competent to address the challenges which Health research must confront post 2013.

4.4.1. Critical mass and pan-European challenges

- Some research activities are of such scale and complexity that no single MS can provide the necessary financial or personnel resources, and hence need to be carried out at an EU level in order to achieve the required "critical mass". Similarly, these activities frequently address pan-European challenges.
- One such example of this is in the domain of bio-banking. A number of EU-supported projects (GeonmeEutwin, ENGAGE, GEN2PHEN, MOLPAGE, Phoebe) have brought together large amounts of data on patients, permitting the identification of susceptibility genes and biomarkers for common diseases. If not conducted at EU level, the studies would not have the same analytical power. Furthermore, these projects bring together European excellence in the field and will develop a pan-European infrastructure for medical research, the Biobanking and Biomolecular Resources Research Infrastructure (BBMRI), through the ESFRI

³² OECD Health Data 2010

³³ OECD Science, Technology and Industry Scoreboard 2009.



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³³ OECD Science, Technology and Industry Scoreboard 2009.



4.4. The need for European level intervention

Health and disease do not observe national borders; they are global concerns. The scale of many of these challenges goes beyond that which can be tackled at a single country level. Much research remains to be done in a variety of domains: to understand the fundamental causes of health and disease, to improve existing treatments and discover new ones, to improve healthcare delivery. The nature of biomedical research in the "post-genomic" era, with the drive for personalised medicine based on individual genome sequencing requires collaboration to bring together expertise, resources and infrastructures, such as population cohorts, to achieve the necessary critical mass.

Cooperation beyond Europe will be essential in many disease areas; the case of rare diseases is one obvious example – world wide collaboration will be needed to obtain sufficient patient numbers for proper statistical power of the studies. Tackling the major health challenges for Europe outlined above demands a multifaceted approach. Research is of crucial importance to develop new drugs, vaccines, treatments, devices and new disease management strategies.

This section provides examples of some successful projects or initiatives in FP which confer significant added value. It provides justification that co-ordinated EU level action – rather than MS or other action alone – is required and competent to address the challenges which Health research must confront post 2013.

4.4.1. Critical mass and pan-European challenges

- Some research activities are of such scale and complexity that no single MS can provide the necessary financial or personnel resources, and hence need to be carried out at an EU level in order to achieve the required "critical mass". Similarly, these activities frequently address pan-European challenges.
- One such example of this is in the domain of bio-banking. A number of EU-supported projects (GeonmeEUtwin, ENGAGE, GEN2PHEN, MOLPAGE, Phoebe) have brought together large amounts of data on patients, permitting the identification of susceptibility genes and biomarkers for common diseases. If not conducted at EU level, the studies would not have the same analytical power. Furthermore, these projects bring together European excellence in the field and will develop a pan-European infrastructure for medical research, the Biobanking and Biomolecular Resources Research Infrastructure (BBMRI), through the ESFRI



4.4 Successful projects demonstrate why organising research at European-wide level or beyond is essential

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- 4.4.2 Larger-scale research stands more chance of leveraging private investment**
- 4.4.3 Drawing on a broader base of experience reduces both the risk of research failure and commercial loss**



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Horizontal logic



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Developing a story for presenting

Horizontal logic



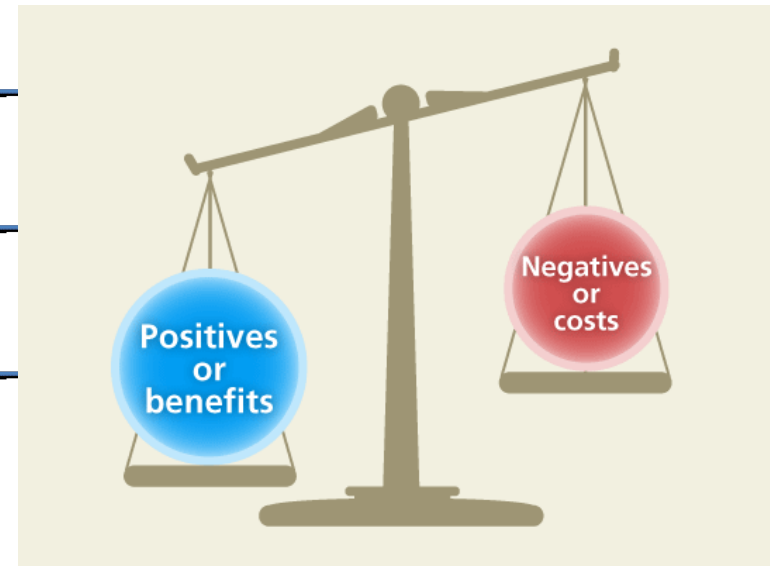
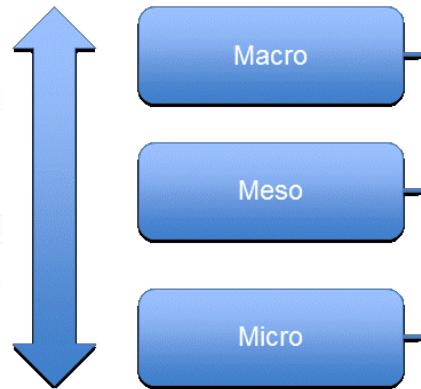
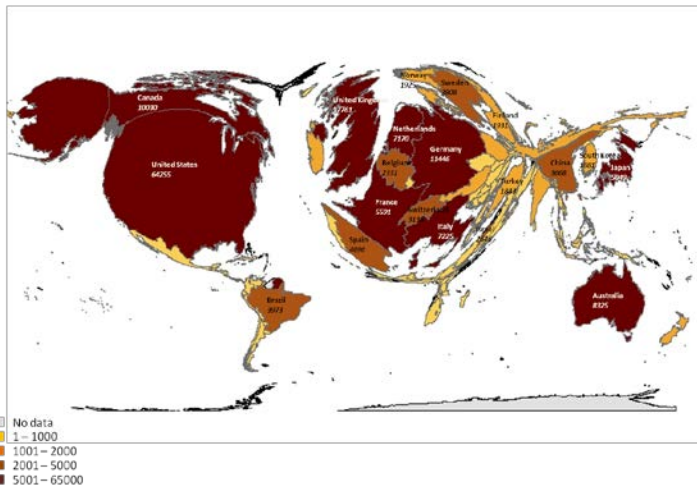
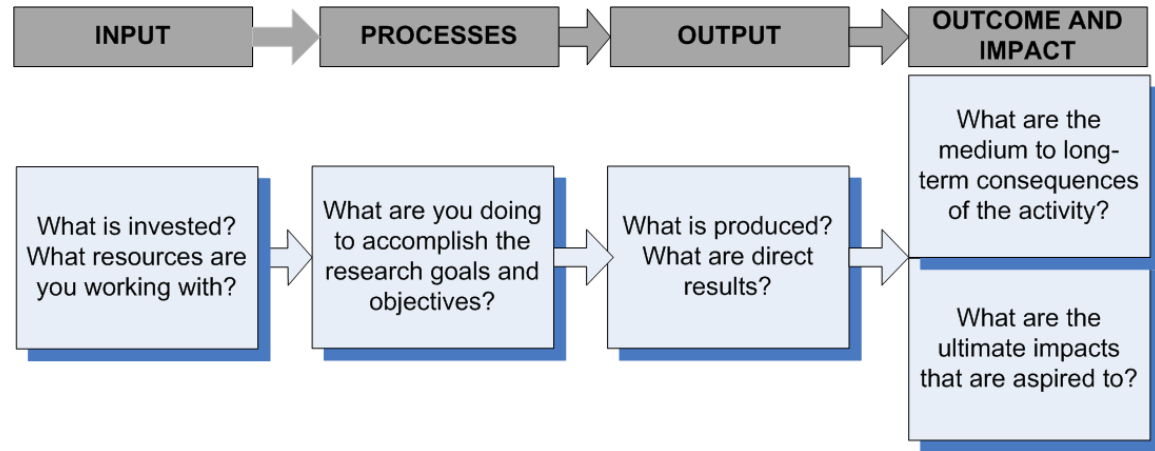
Vertical logic



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Organising information



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THE IMPORTANCE OF MULTI CHANNEL COMMUNICATIONS

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Making the most of multi-channel communication



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Creating impact – a game of two halves

Guest on June 30, 2014 at 10:33 am - 1 Comment



This is a guest blog by Prof Jonathan Grant, Director of the Policy Institute at King's College London and Professor of Public Policy. He tells us about his recent experiences publishing with *BMC Medicine*.

Two weeks ago I was involved in the publication of a [research article](#) in [BMC Medicine](#) that attempted to measure the economic returns from cancer research. It showed that for every £1 invested by the UK government and medical research charities you got 10p back in terms of the value of health gains every year thereafter, and if you combined that with previous estimates of the 'spillover' (or broader economic effects), the return was 40 pence in the pound.

The work built on a previous study in 2008 that developed the methodology and estimated the returns from cardiovascular research – that study came up with similar results (39% return) but was published as a [report](#). We – colleagues from [RAND Europe](#), the [Health Economics Research Group](#) at Brunel University, and the [Office of Health Economics](#) – tried to get a subsequent academic paper published from the report but understandably some journals, including *BMC Medicine*, were reluctant as it had already been put in the public domain.

This time we decided to publish the work as a paper as we wanted to secure the 'credit' for academic colleagues incentivised to build CVs of peer reviewed journal articles for promotion boards, REFs and other evaluative frameworks.

However, we were very conscious that academic papers are not typically read by the key audience for this paper, which were those people (aka 'policymakers') who make decisions about the allocation of research funds to different funding agencies such as the Medical Research Council and the National Institute of Health Research (NIHR).

An equally important consideration in the context of UK research, and especially cancer research, are the medical research charities and their donor base (with the exception of the endowed Wellcome Trust).

So given this tension we hatched a plan. We would publish in an open access journal, back that up

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Tweets jonathancgrant

404 TWEETS 75 FOLLOWING 153 FOLLOWERS

Jonathan Grant @jonathancgrant 16/06/2014
 Cancer interventions delivered equivalent of £124 billion of monetised health gains for UK patients between 1991-2010 #healthyreturns

Jonathan Grant @jonathancgrant 16/06/2014
 It takes 15 years (on average) from an investment in cancer research before it delivers returns to the UK economy #healthyreturns

Jonathan Grant @jonathancgrant 16/06/2014
 British public funded £15 billion of cancer research over the past 40 years through their taxes and charitable donations #healthyreturns

Jonathan Grant @jonathancgrant 16/06/2014
 #healthyreturns on taxpayer/charity investments in cancer research. Each £ invested returns 10p in health + 30p in economic benefit=40p pa

Jonathan Grant @jonathancgrant 16/06/2014
 Check out our paper measuring the economic returns of cancer-related research #healthyreturns. biomedcentral.com/1741-7015/12/99



Britain's storm sandwich: Blast of snow sweeps in on last day of winter as UK is buffeted by two giant weather fronts



Much of the country, including the flood-hit South-West of England, is subject to a severe weather warning for snow and slush. High ground in Wales, the Midlands, the South-West, London and the South-East could be affected, though it is unlikely that snow will accumulate on lower ground.

after 'finding text messages from a random woman on his phone'



▶ Olympic star Rebecca Adlington is all smiles at first photoshoot since rumoured cosmetic surgery
Swimmer is reported to have had nose job



▶ 'I'm trying to get my girl back': Emotional Robin Thicke dedicates song Lost Without U to estranged wife Paula Patton at first concert since split



▶ The pooch patrol: TOWIE's Chloe Sims and Mario Falcone make their adorable pets famous as they shoot scenes with them
Canine companions



▶ Prince Andrew 'dating George Clooney's Croatian model ex Monika Jakisic'
Duke of York was seen enjoying a coffee with Monika Jakisic, 33



▶ 'FINALLY we meet!' Ellie Goulding is starstruck over Aaron Paul... before partying with Dougie Poynter for the SECOND night in a





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What did you learn?



- Work in pairs and come up with a tweet (i.e. 140 characters) on what you have learnt from this session
- Use hashtag #ISRRIA_14
- And tweet!



Further reading

Minto B (1987). *The pyramid principal: Logic in writing and thinking*. Pentice Hall, England



Thank you!

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