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Workshop

COMMUNICATING FINDINGS

Ross Pow

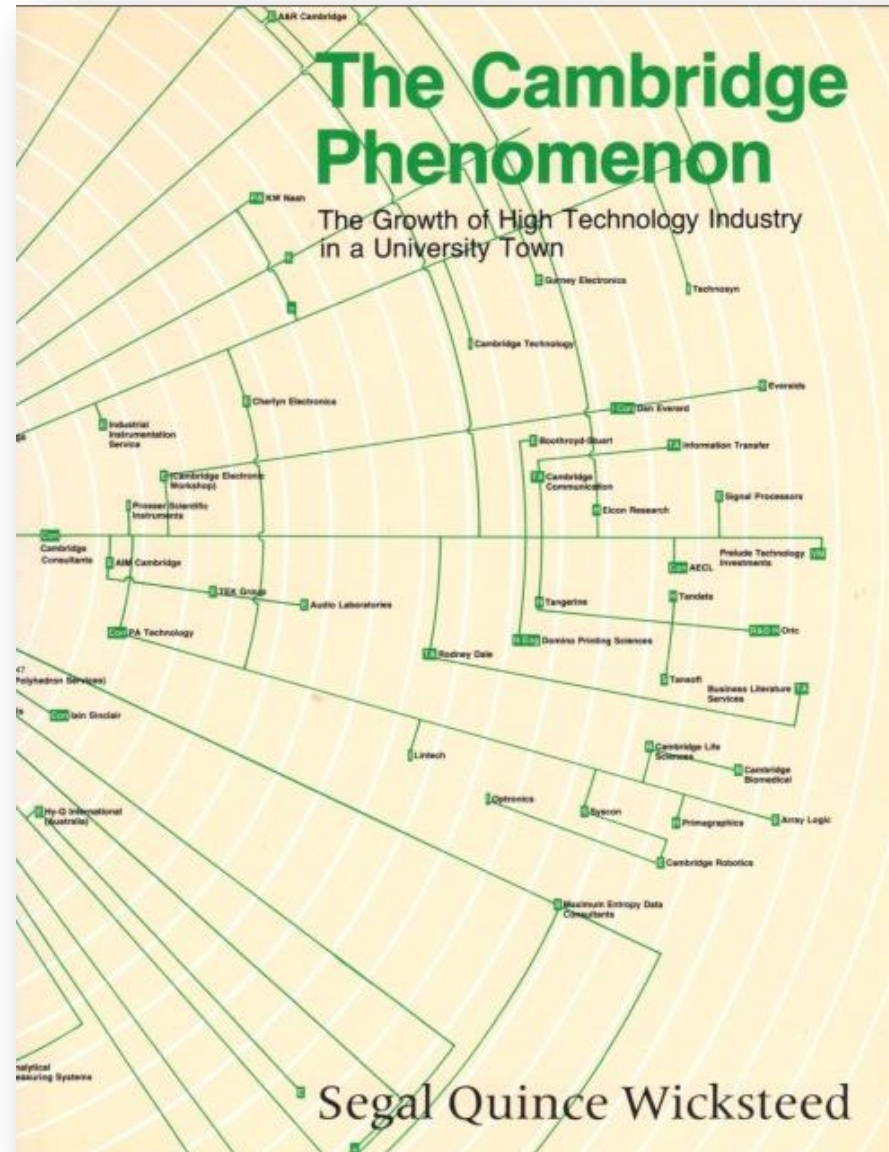
ross.pow@idenk.com





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Attention

Context

Belief

Ease

Trust



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Attention





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Context





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Beliefs



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Ease





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Trust





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IDEAS WORTH SPREADING



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Awareness – there seem to be issues

Hypotheses – what might be happening

Conclusions – this is what is happening

Implications – this is what you should do about it

Action – deciding to do something



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We estimate the height of the tree at *around* 8 mtr

We are *quite sure* that the tree is between 6-12 mtr high

We are *virtually certain* that its height is between 3-18 mtr

But we can be *completely and absolutely sure* that its height is between 1 mtr and 56 mtr



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Awareness

Hypotheses

Conclusions

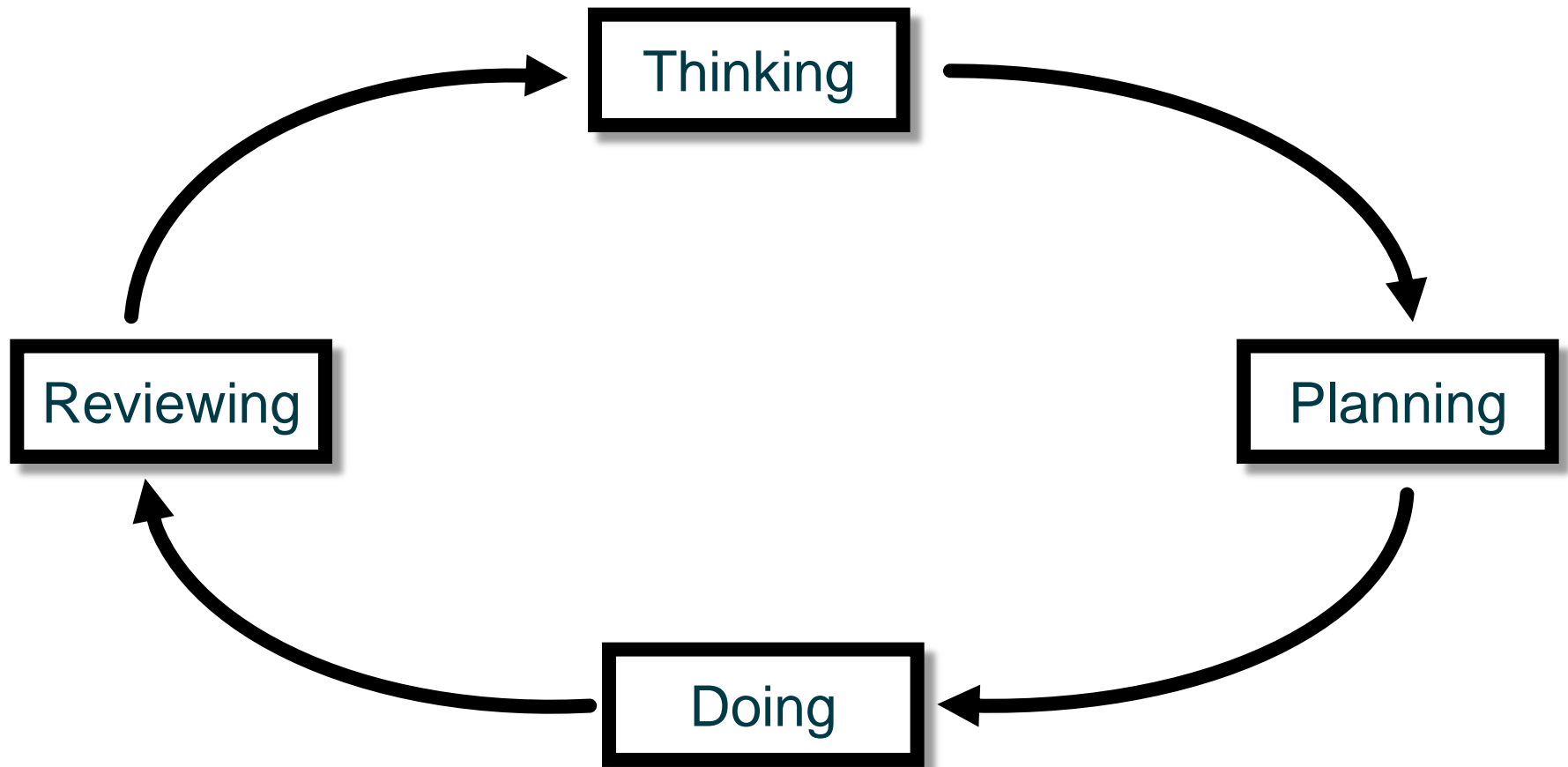
Implications

Action



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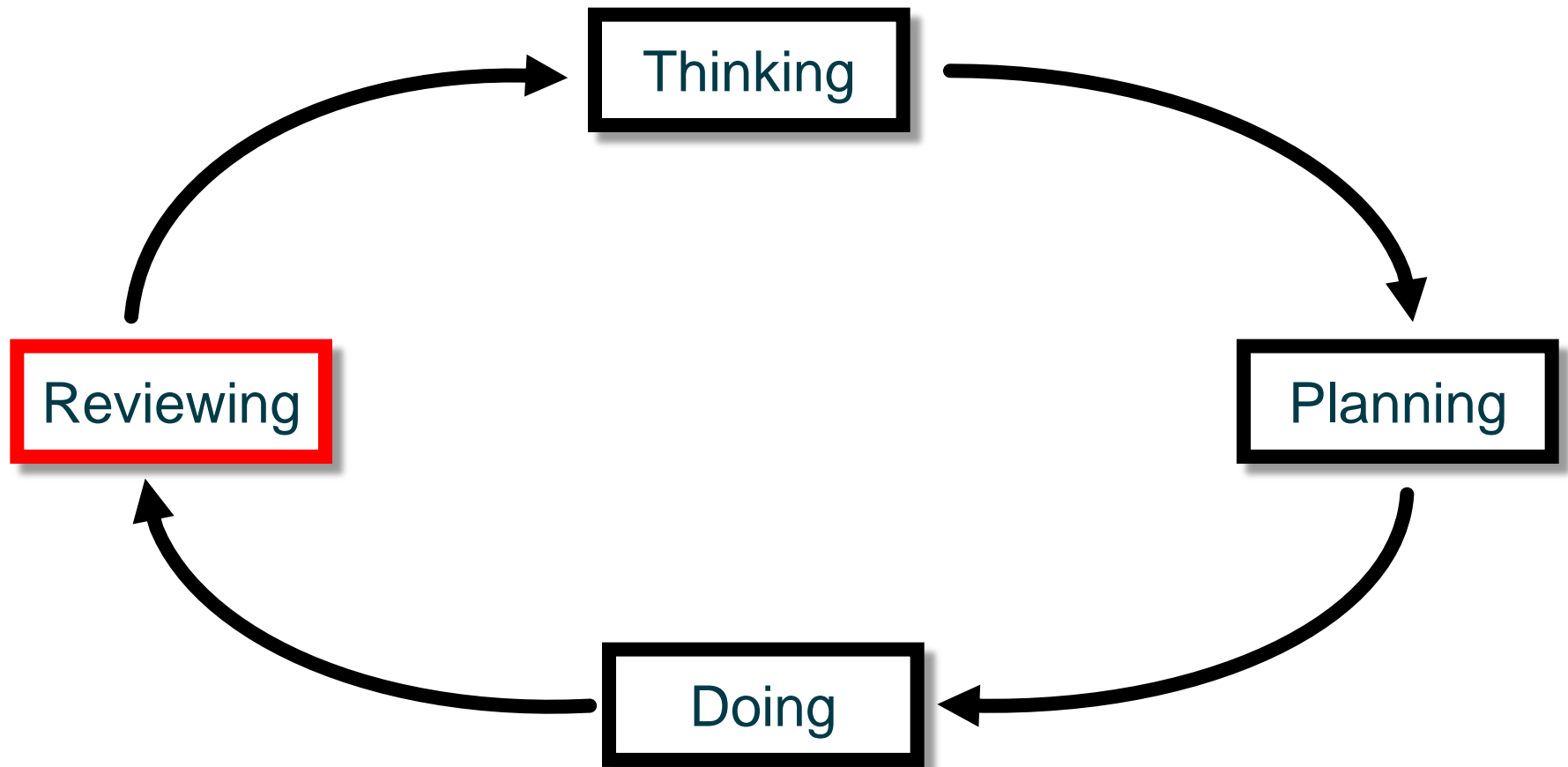
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Reviewing

Awareness

Hypotheses

Conclusions

Implications

Action





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Change models

also help in understanding how to influence policy or decision-making

Beckhard's model of change

$$C = (DVF) > R$$

C = possible change

D = Dissatisfaction with the status quo

V = Vision to be achieved

F = First Steps to be taken

R = Resistance to change



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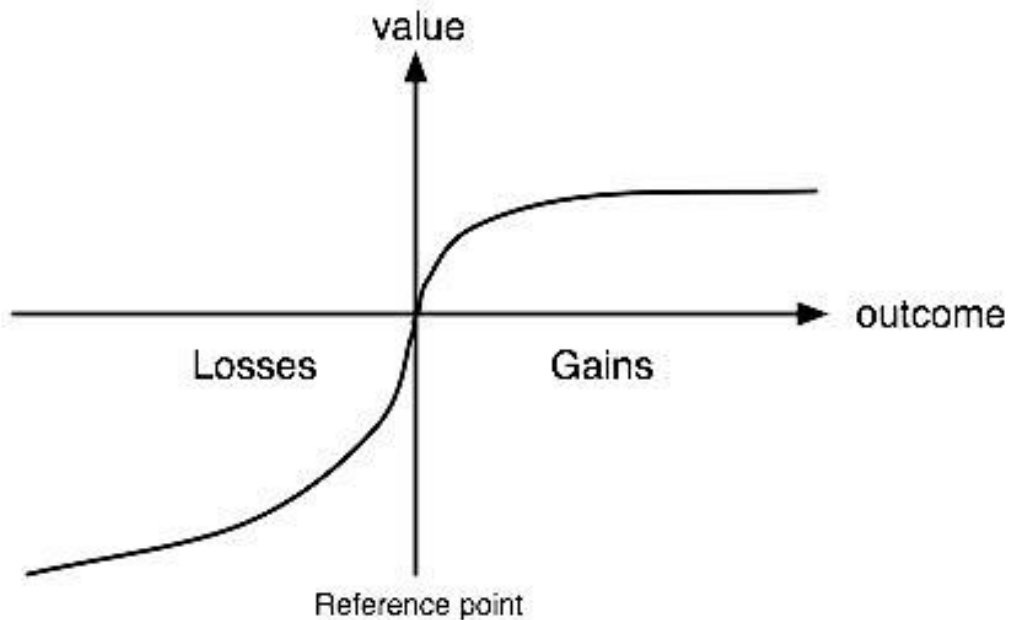




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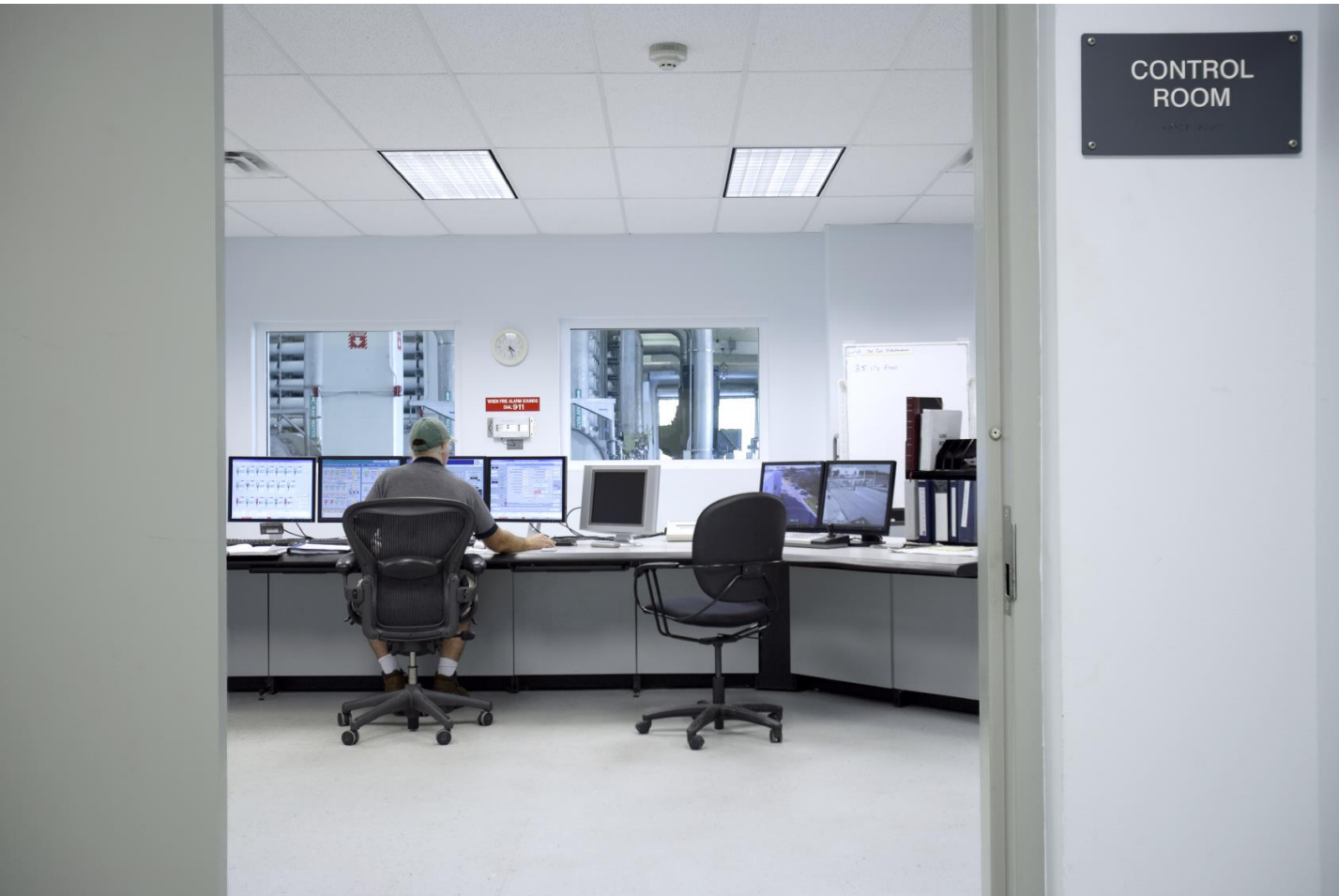
We value **avoiding losses** more than realising gains





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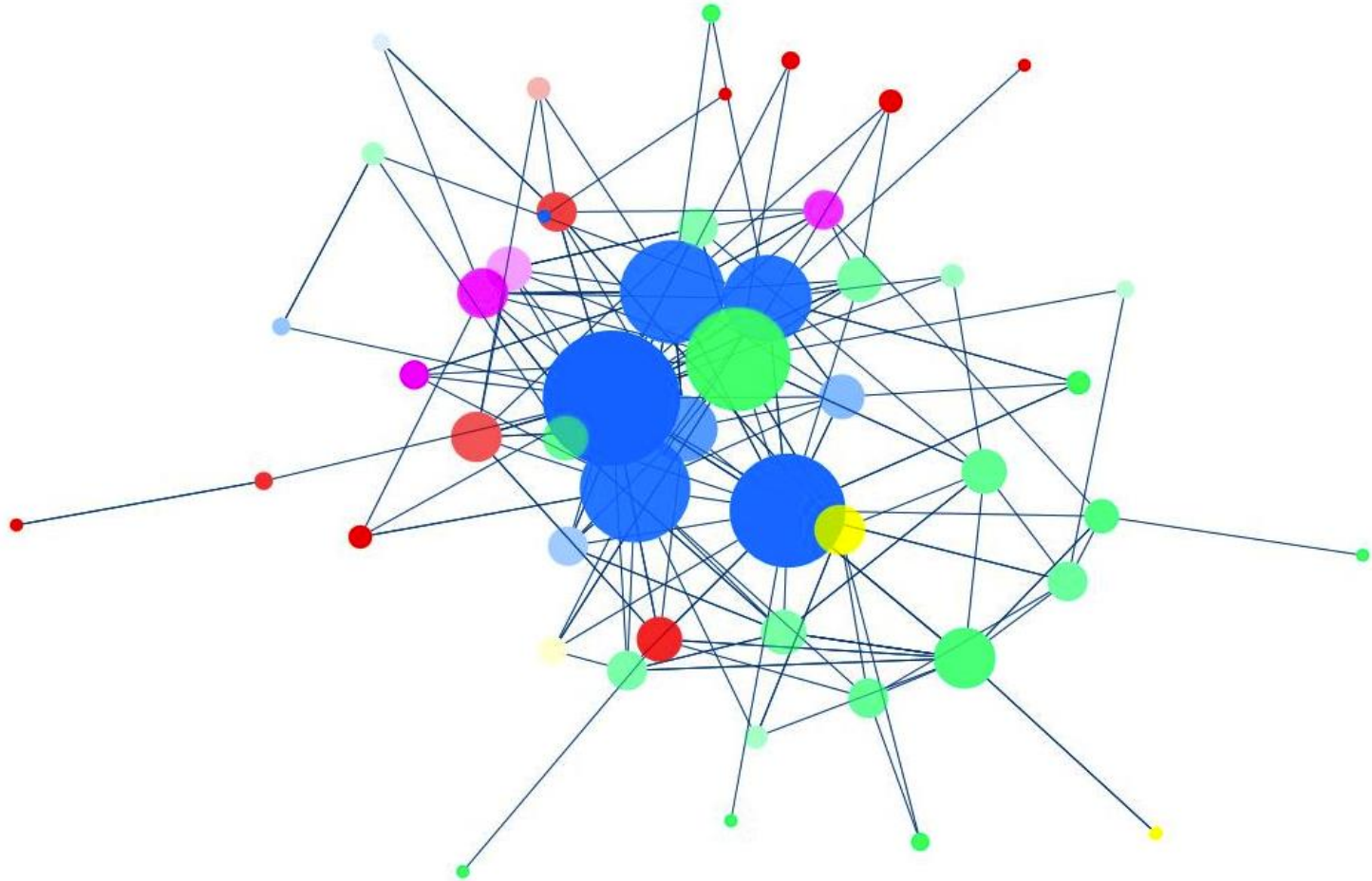
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Big picture





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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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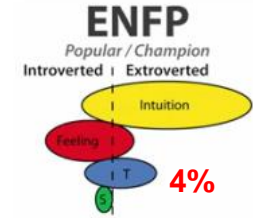
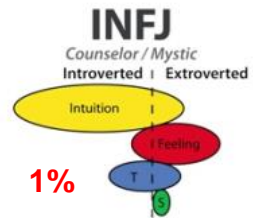
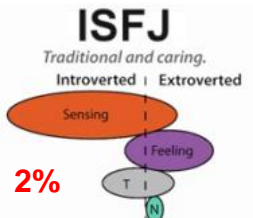
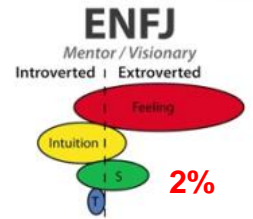
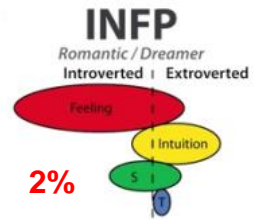
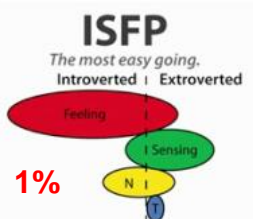
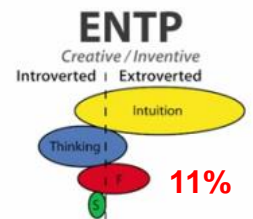
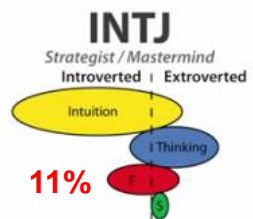
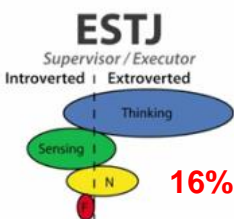
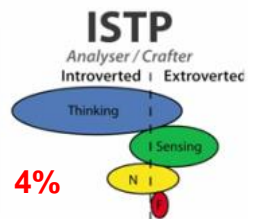
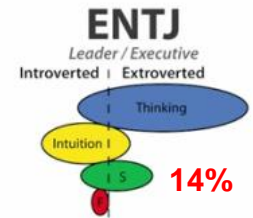
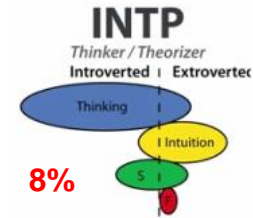
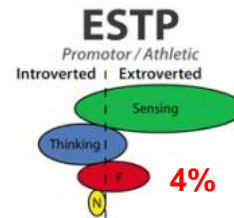
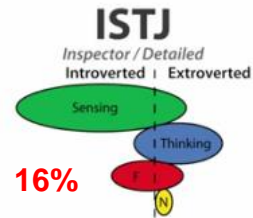
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Personality differences will affect how others perceive and engage with your research





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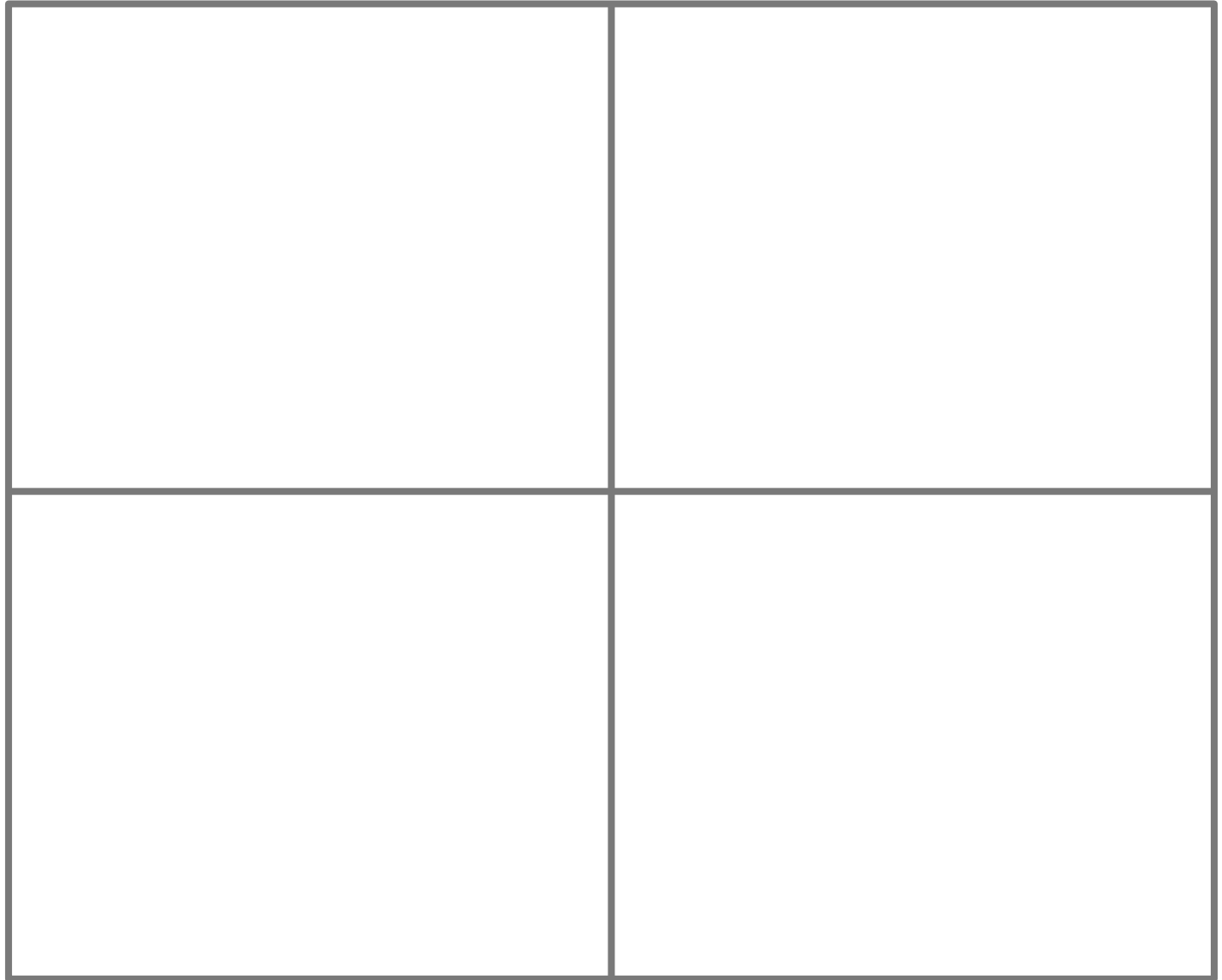
What sort of things might
affect how stakeholders
perceive your research?

Emotional

Logical rational

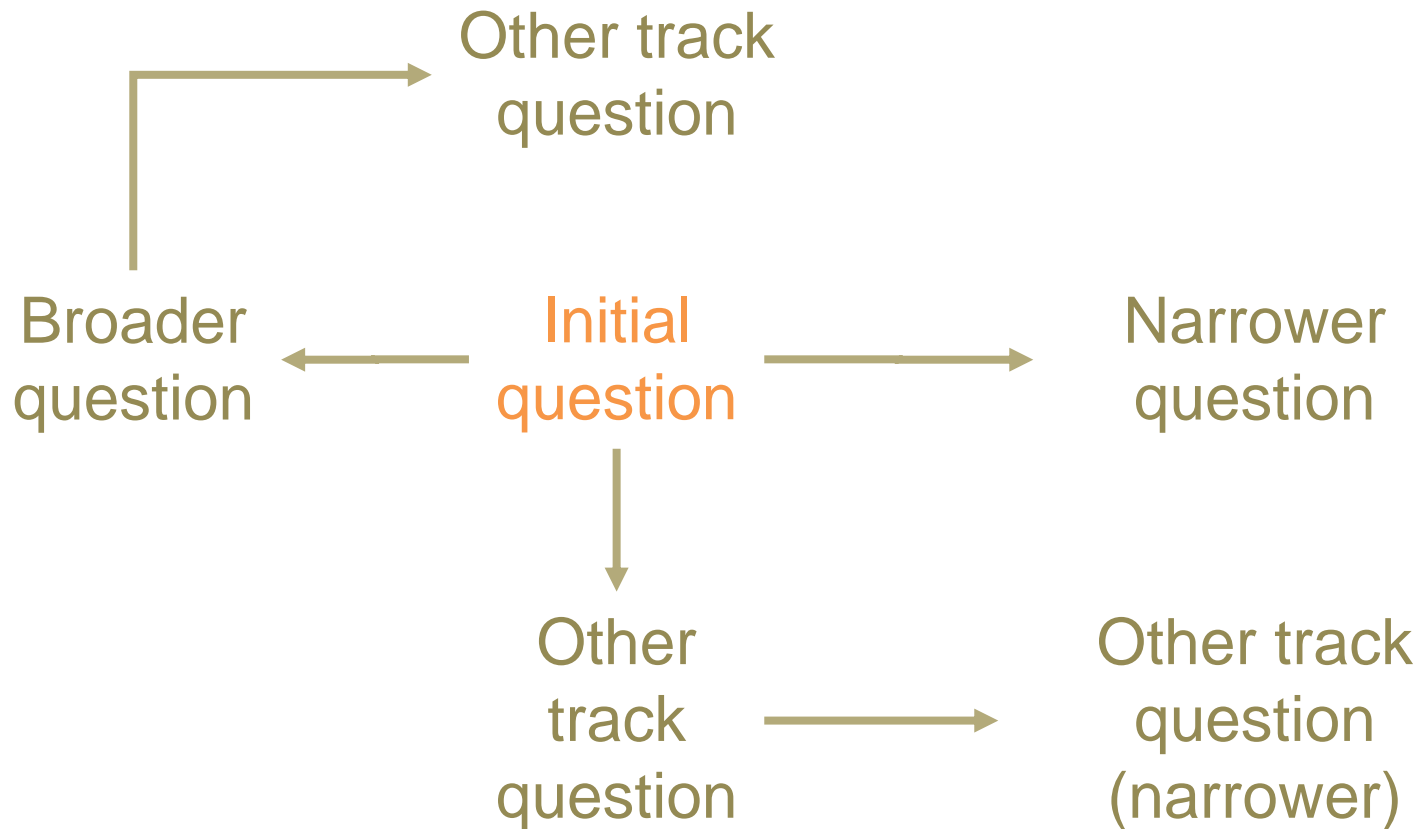
Big picture

Detail





Finding the right questions

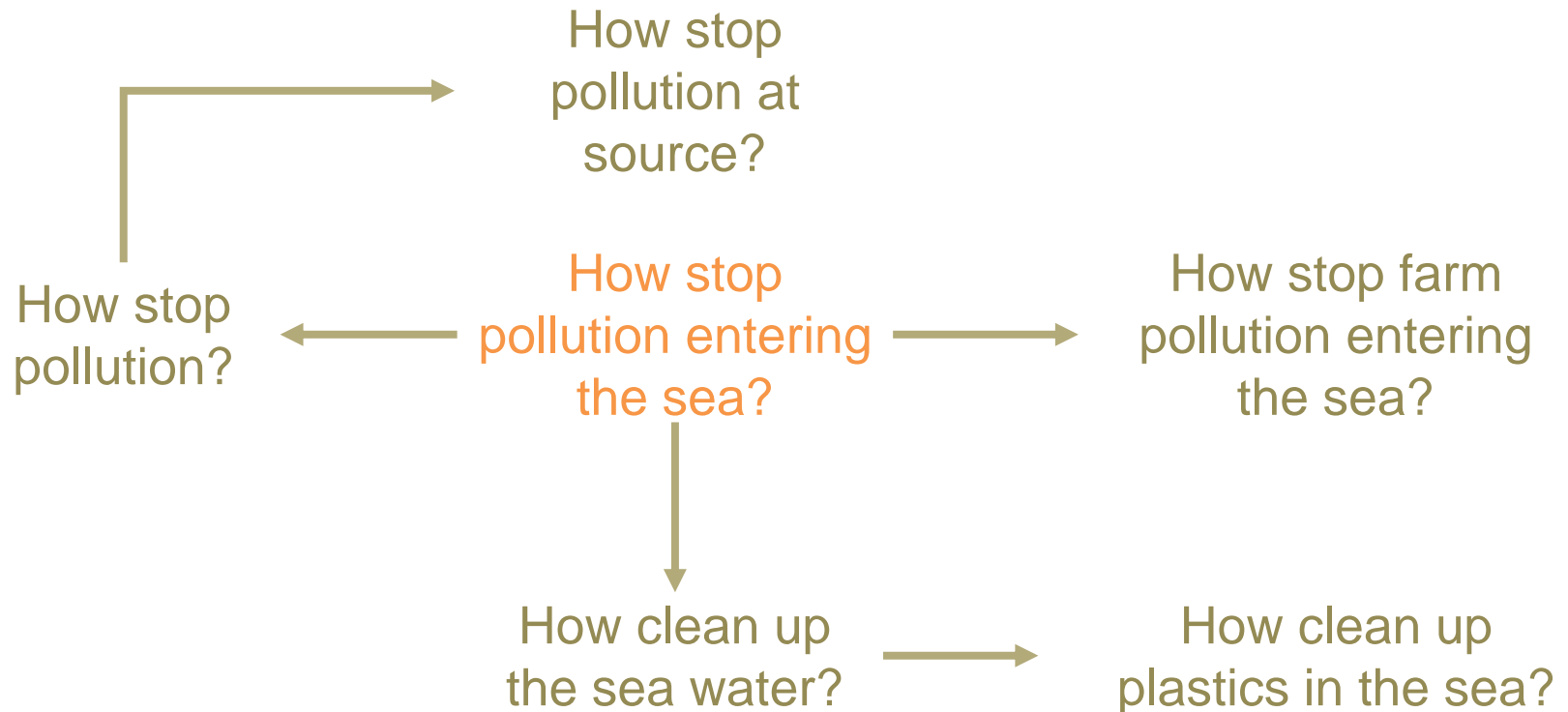


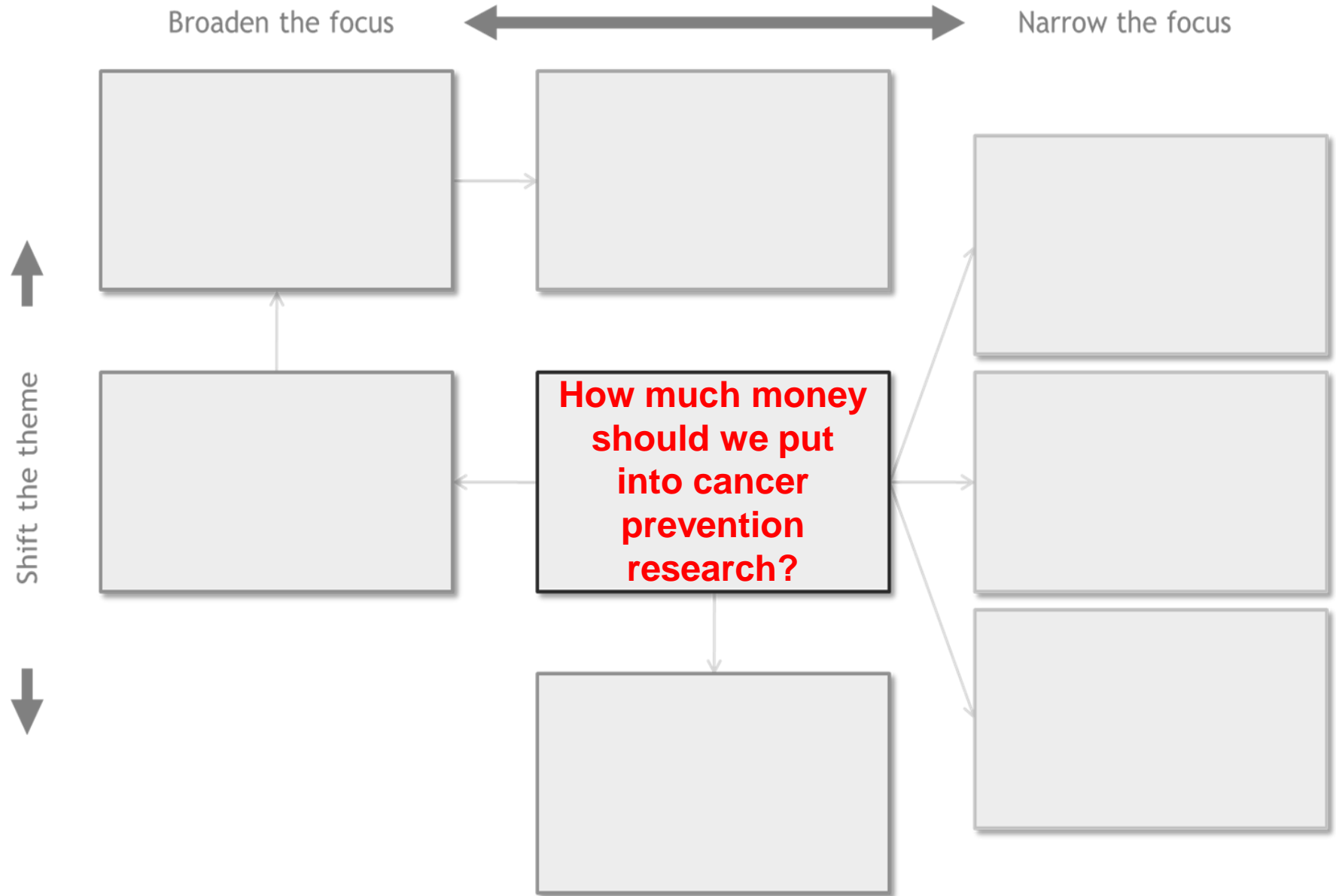


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Finding the right questions







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People need help to **group ideas** **into meaningful concepts**

snake
bath
gym
dance
soldier
soup
crane
bridge

Page 4 in your pack

*Group these words into
two sets of four words*

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



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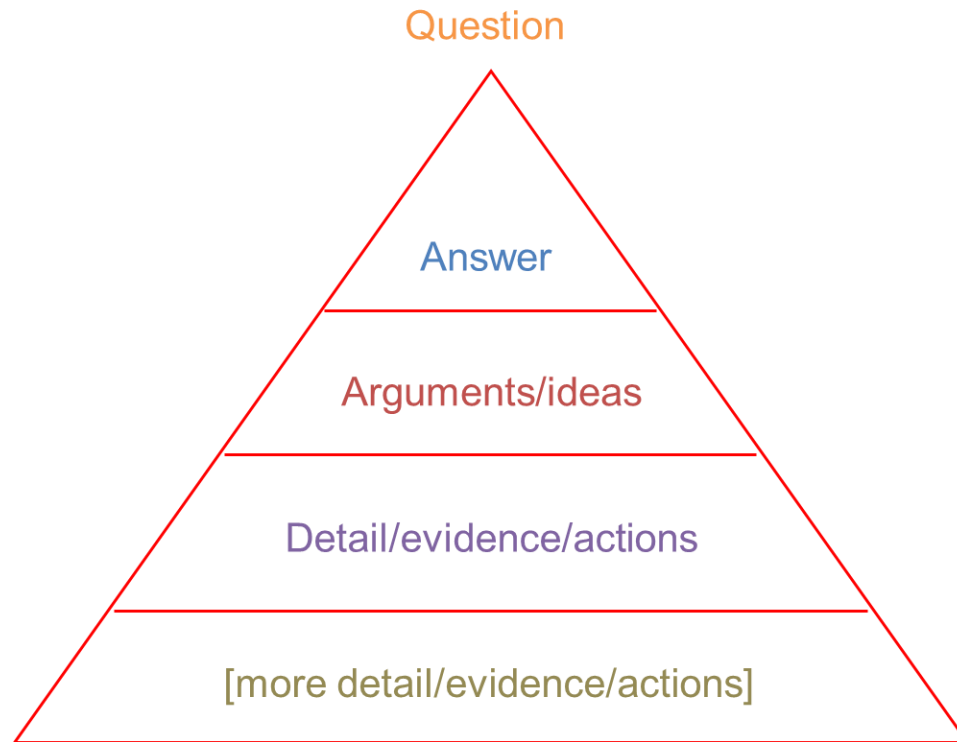
- snake, dance, crane, bridge - all end in E
- bath, gymn, dance soup - dance in a gym, eat some soup first, then have a bath
- snake, soldier, crane, bridge - bridge over water where snake would be, with soldier on it, working the crane
- snake, bath, bridge, soup - all have to do with water or living near water
- dance, soldier, gym and crane - movement
- soldier, soup, crane, bridge – top of the list
- dance, dance, bath, snake - bottom of the list



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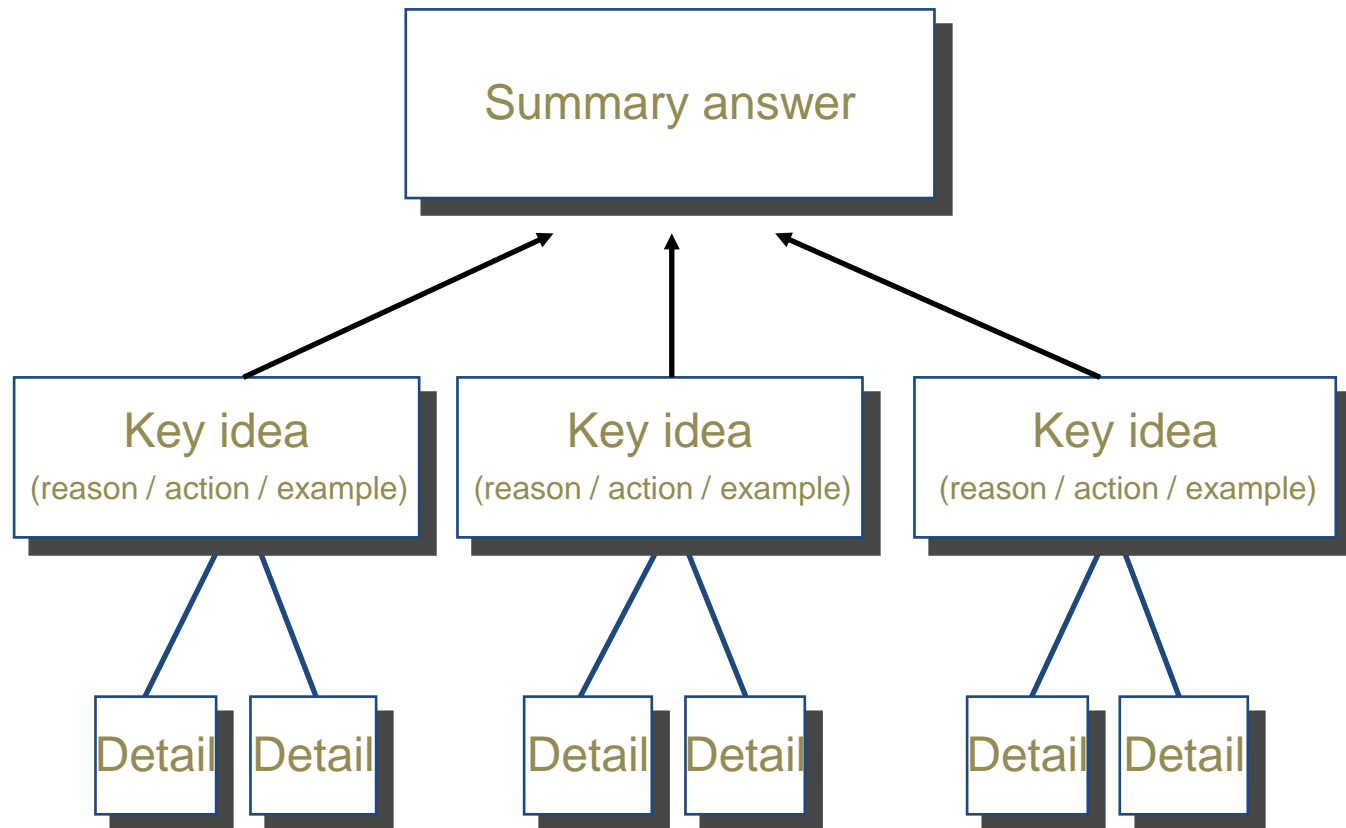
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The Thought Pyramid can be used to structure thinking





The thought pyramid: logical ordered argument





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Expanding the ideas **top-down**



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Expanding the ideas **top-down**

Summary answer



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Expanding the ideas **top-down**

Summary answer

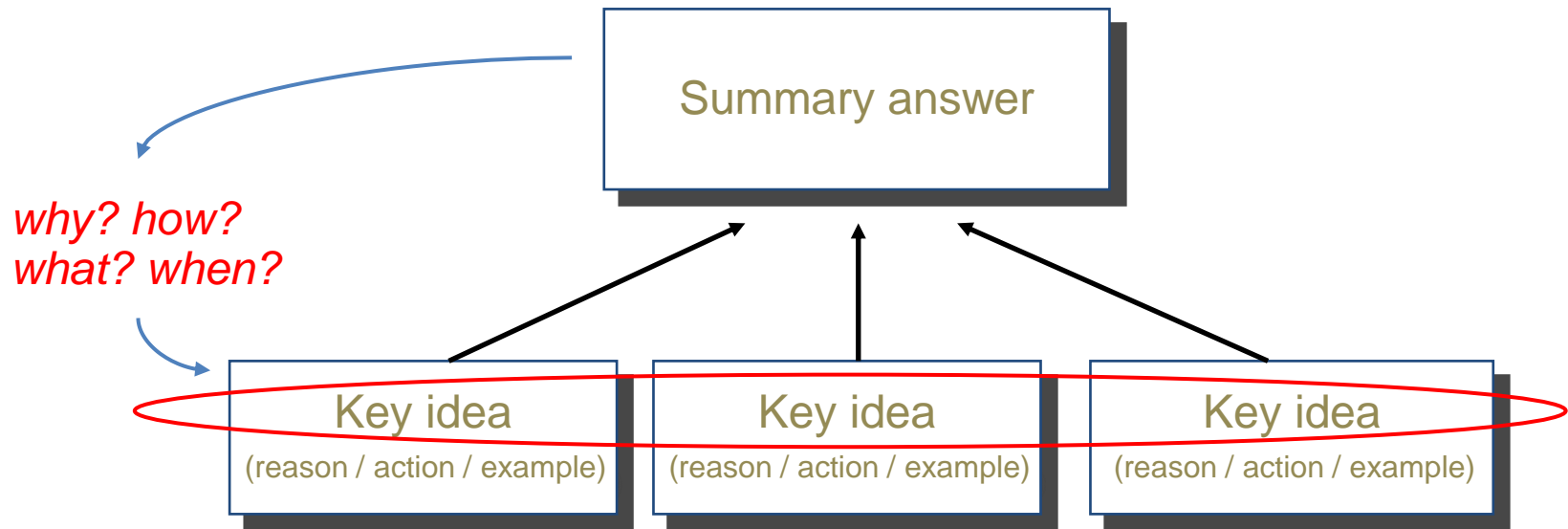
*why? how?
what? when?*



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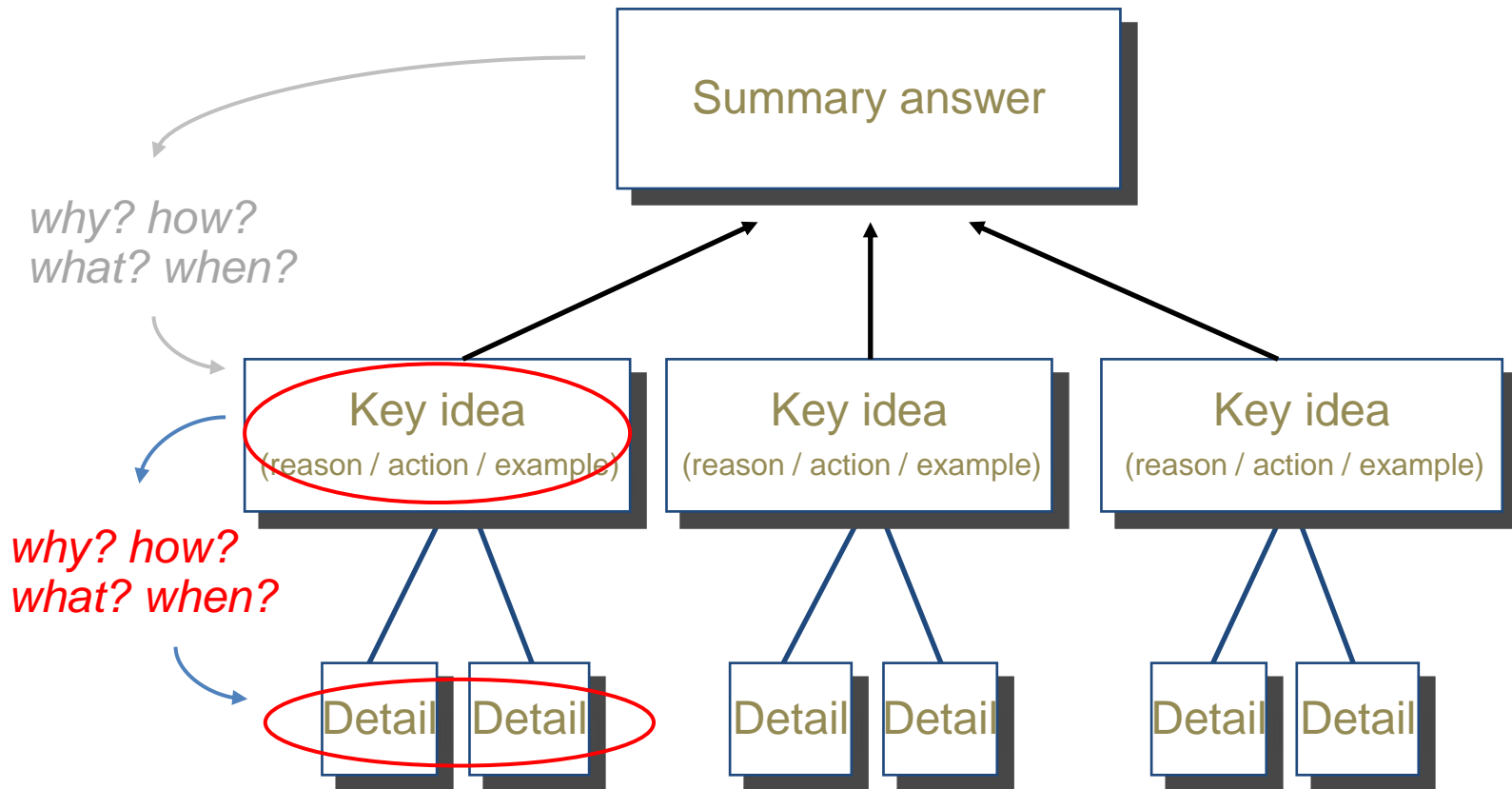
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Expanding the ideas **top-down**





Expanding the ideas **top-down**





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Grouping the ideas **bottom-up**



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Grouping the ideas **bottom-up**

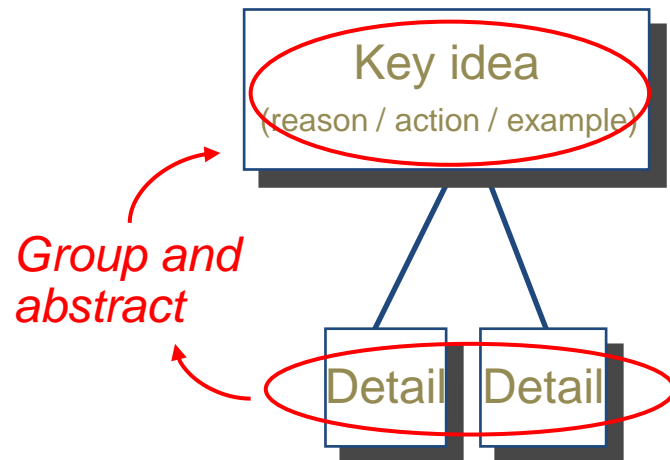




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Grouping the ideas **bottom-up**

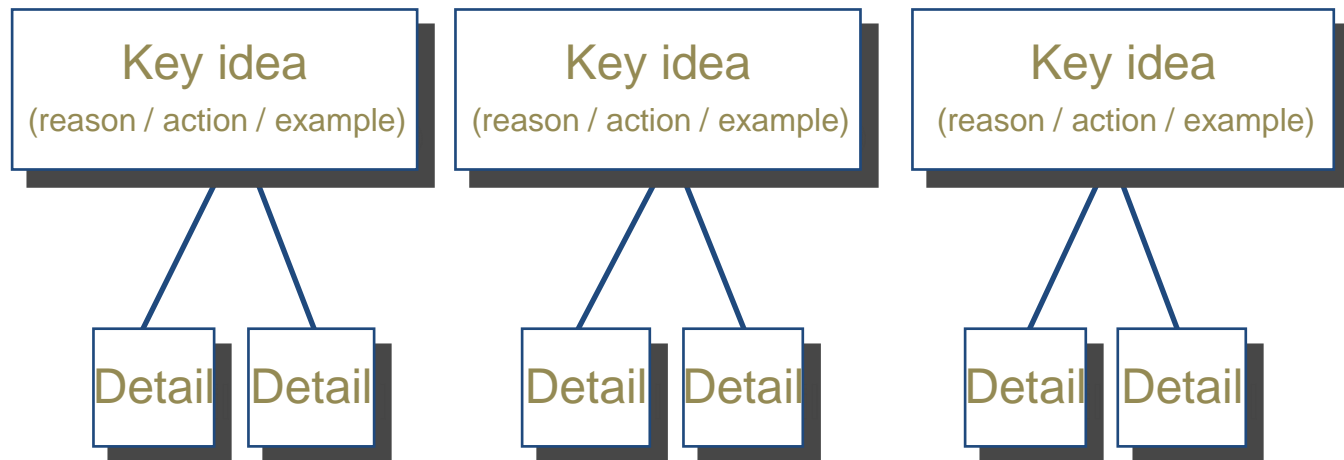




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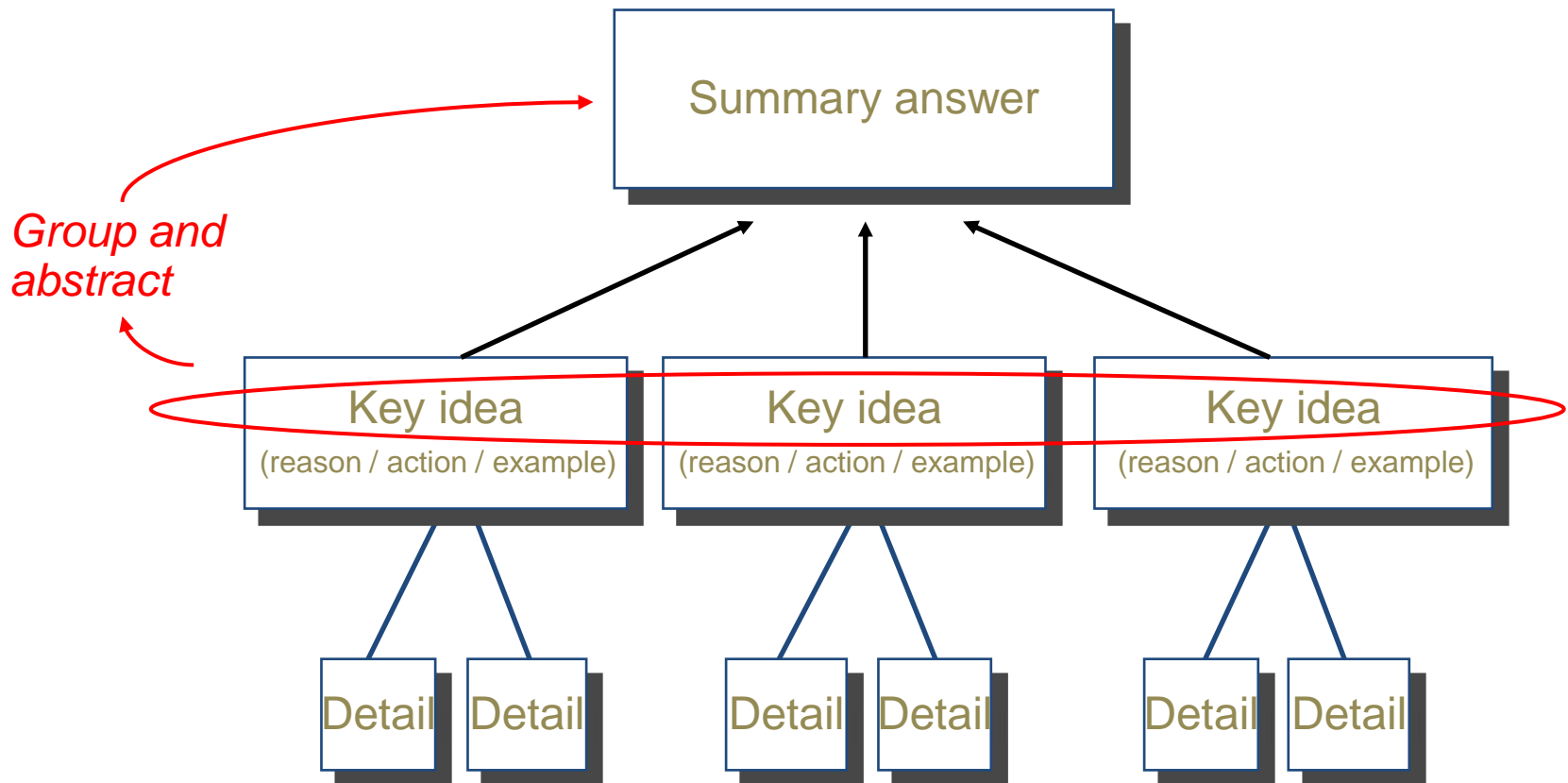
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Grouping the ideas **bottom-up**





Grouping the ideas **bottom-up**



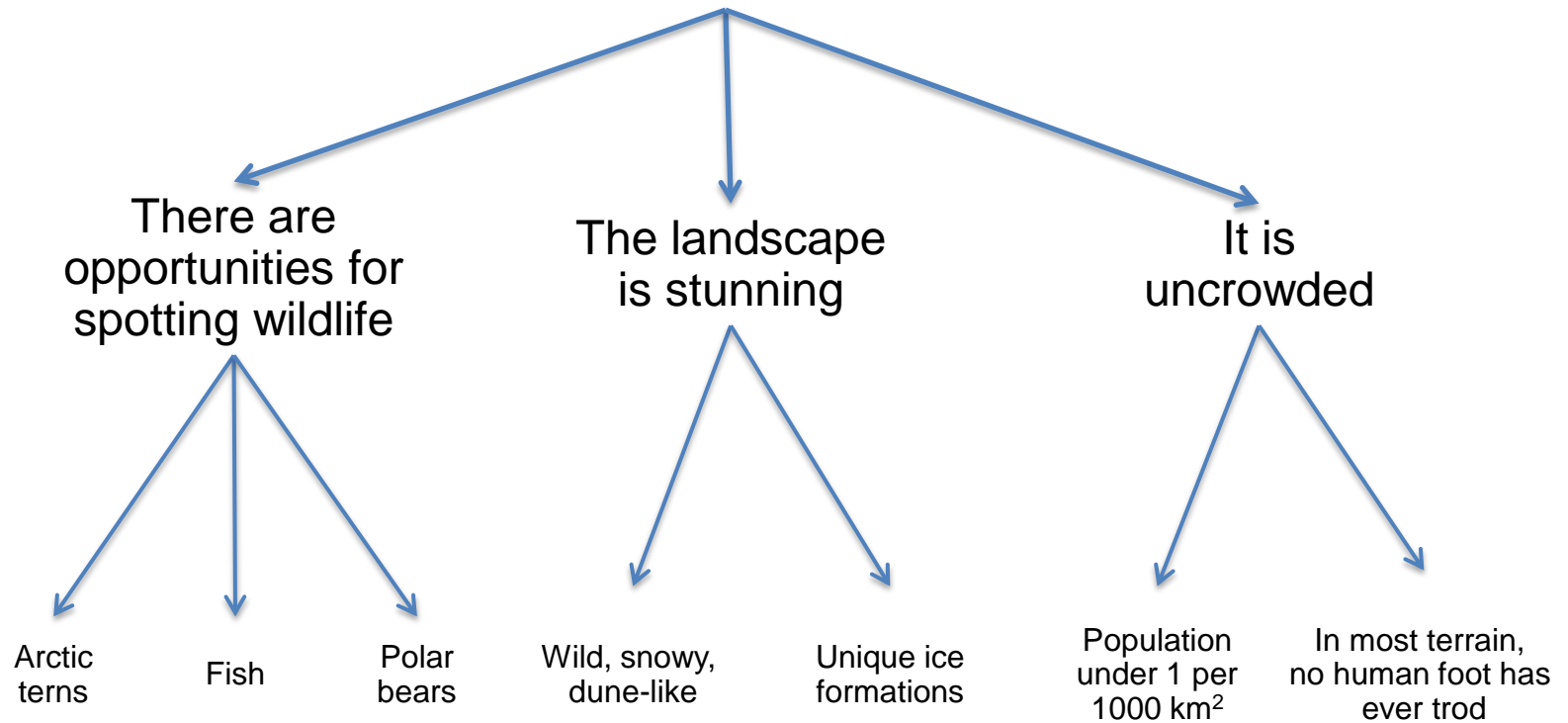


Building a pyramid – **your turn**

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





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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?

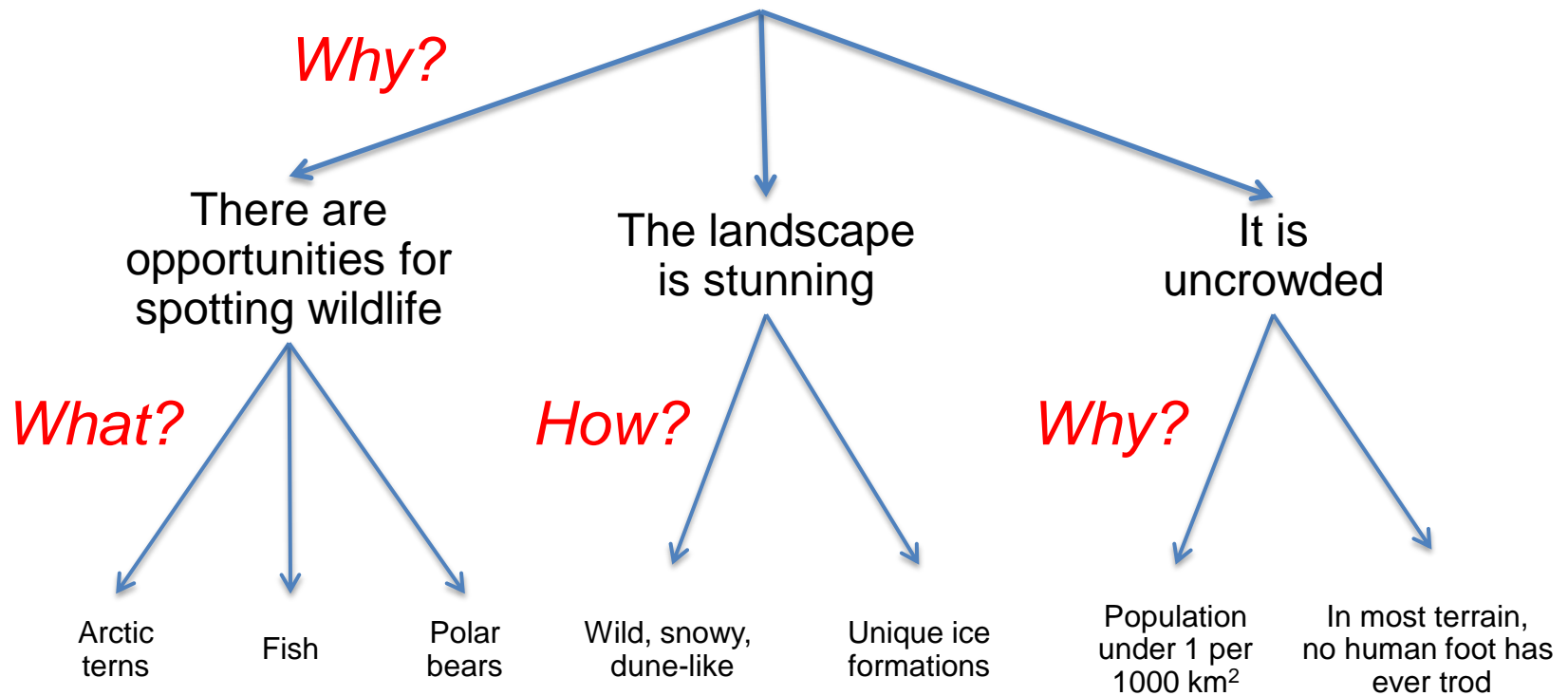
Arctic terns

Fish

Polar bears



The North Pole is an attractive holiday destination





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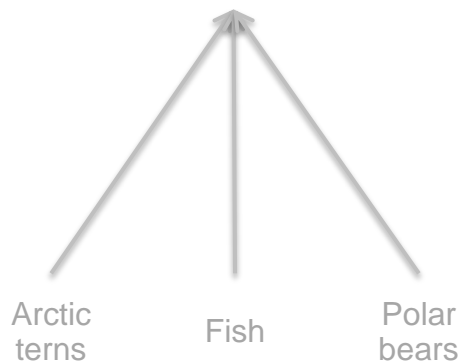




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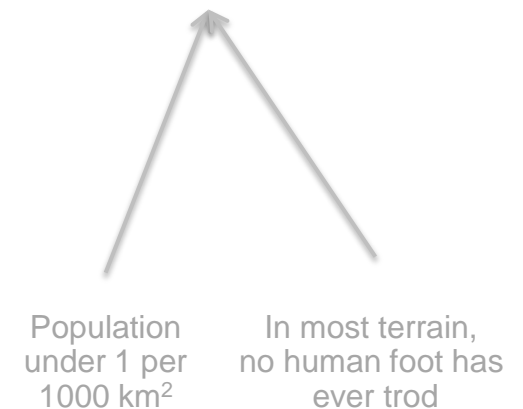
There are opportunities for spotting wildlife



The landscape is stunning



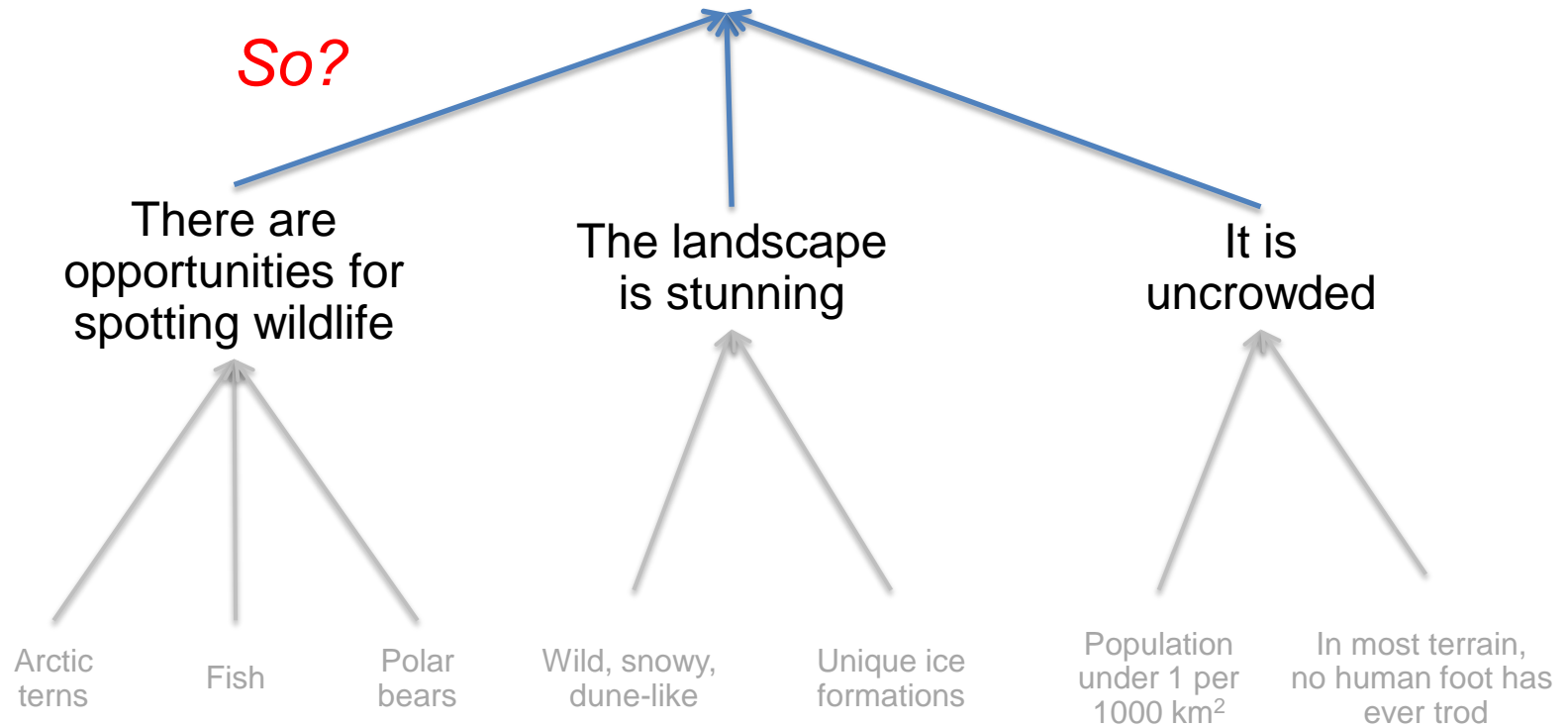
It is uncrowded





The North Pole is an attractive holiday destination

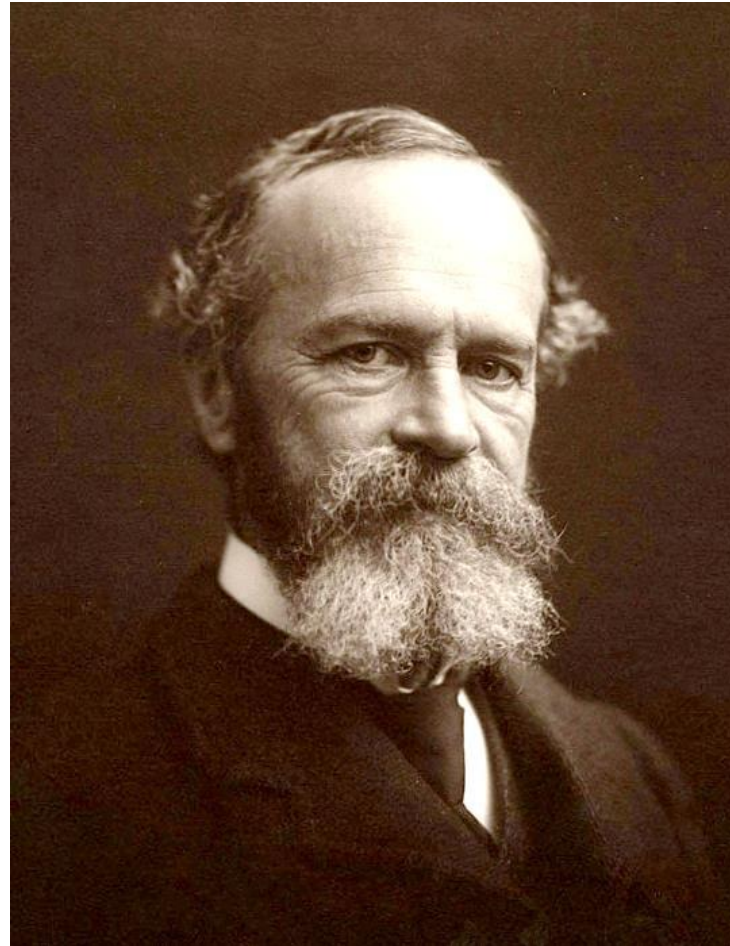
So?





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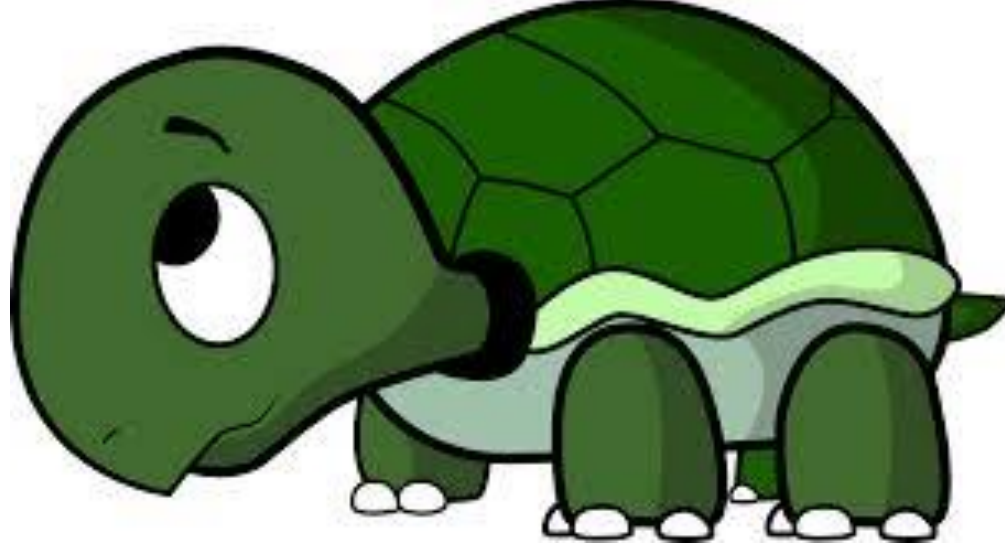
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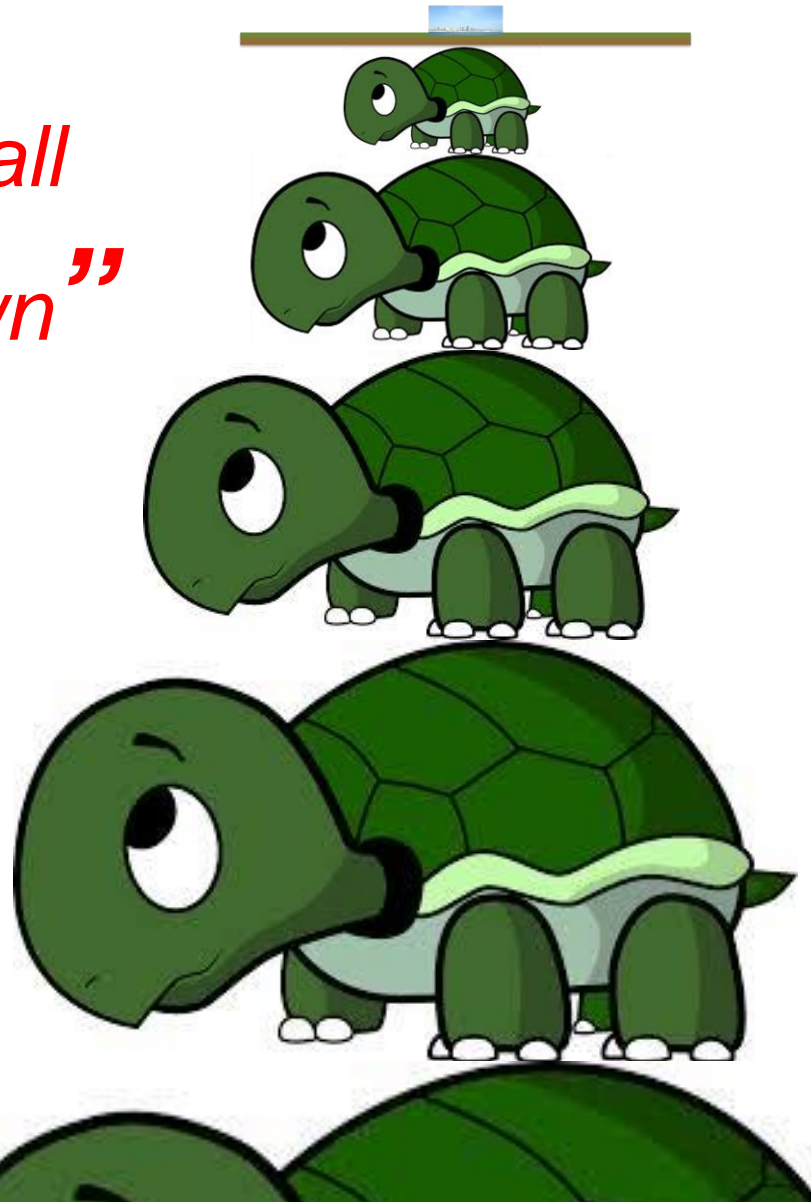




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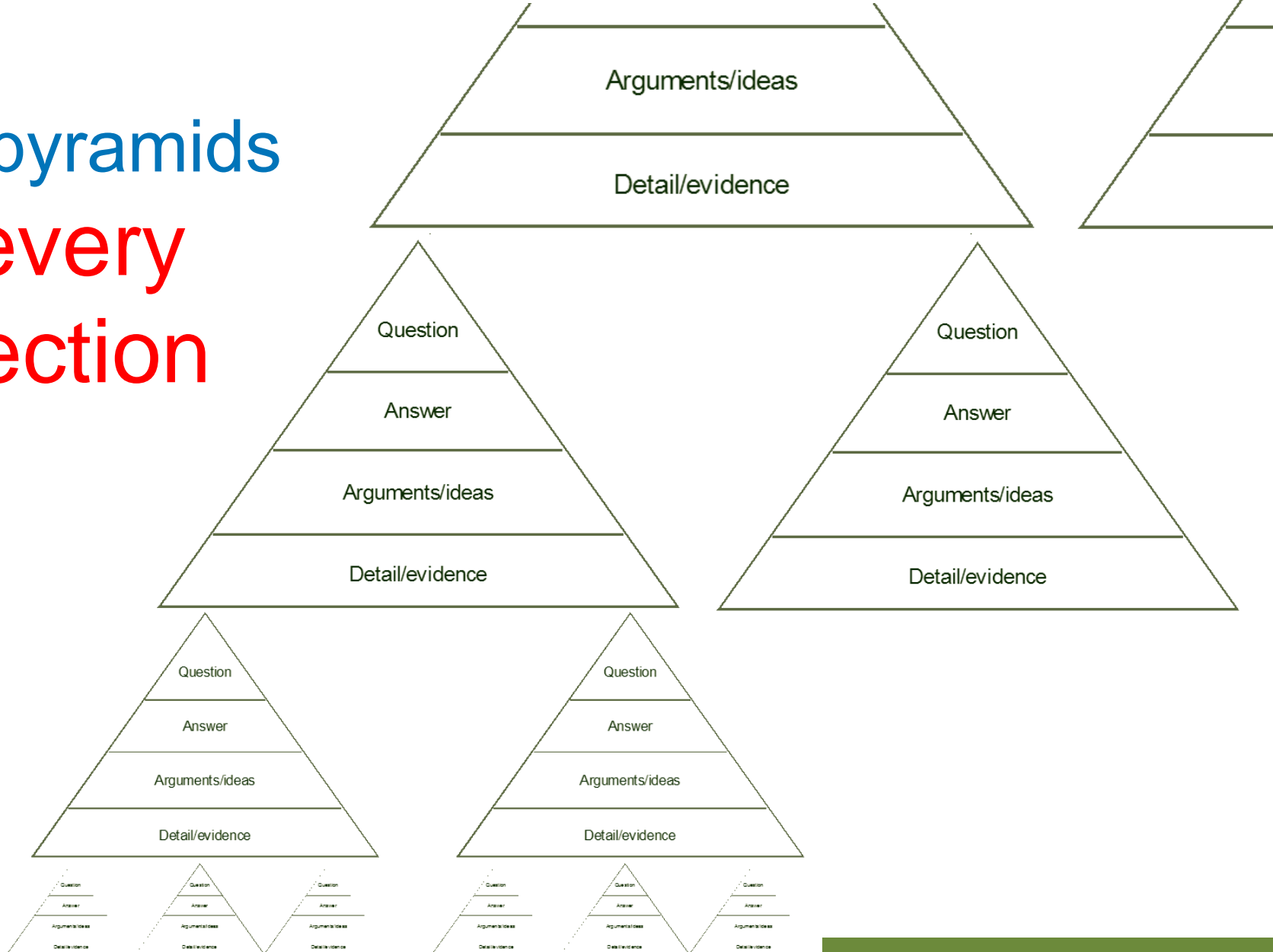
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*“It’s turtles all
the way down”*





It's pyramids
in every
direction





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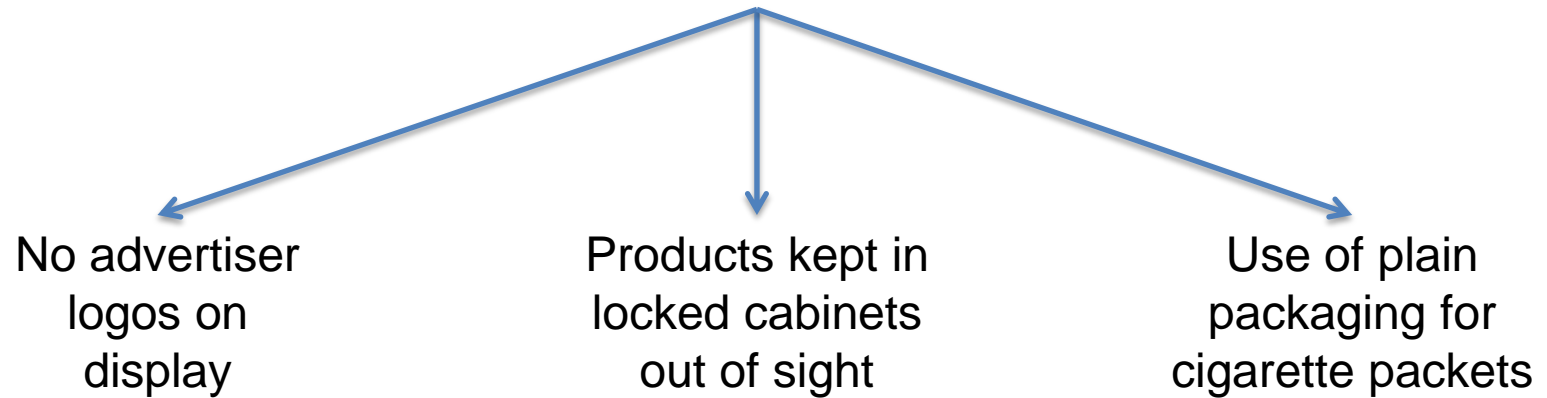
Point of sale design can reduce tobacco consumption



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Point of sale design can reduce tobacco consumption

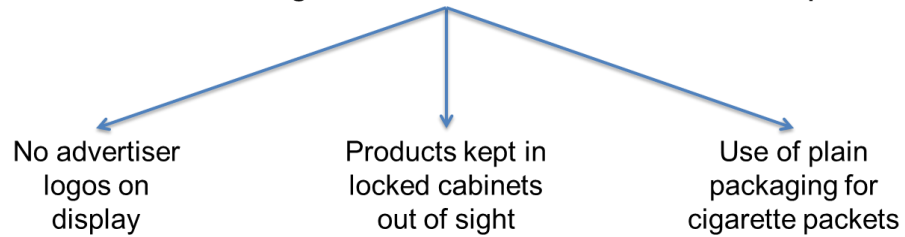




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Point of sale design can reduce tobacco consumption

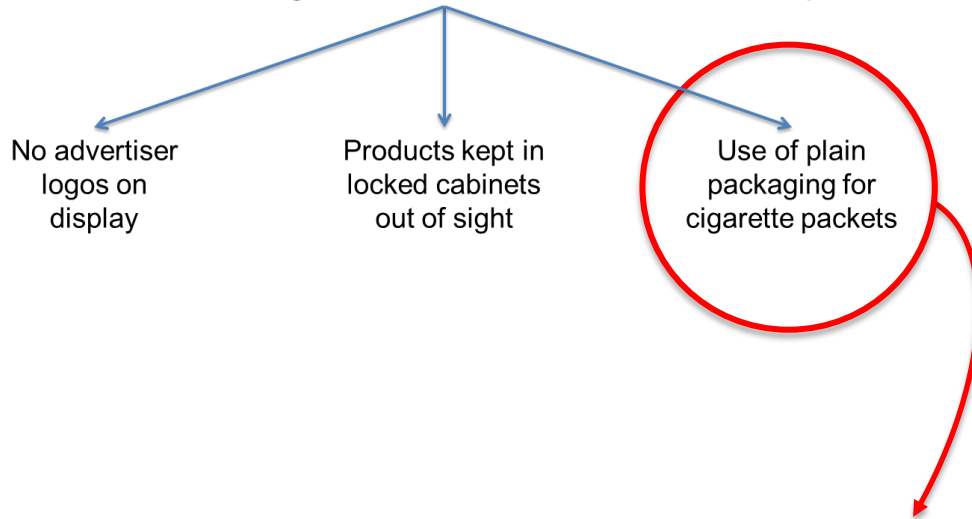




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Point of sale design can reduce tobacco consumption



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?



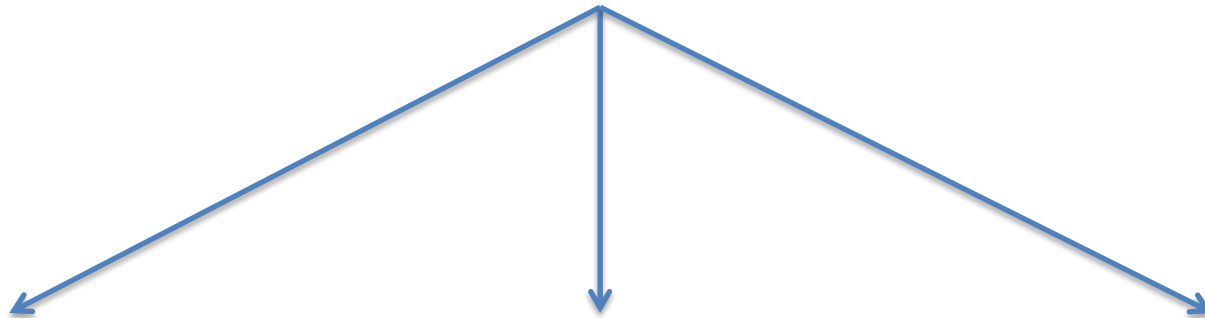
Question

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

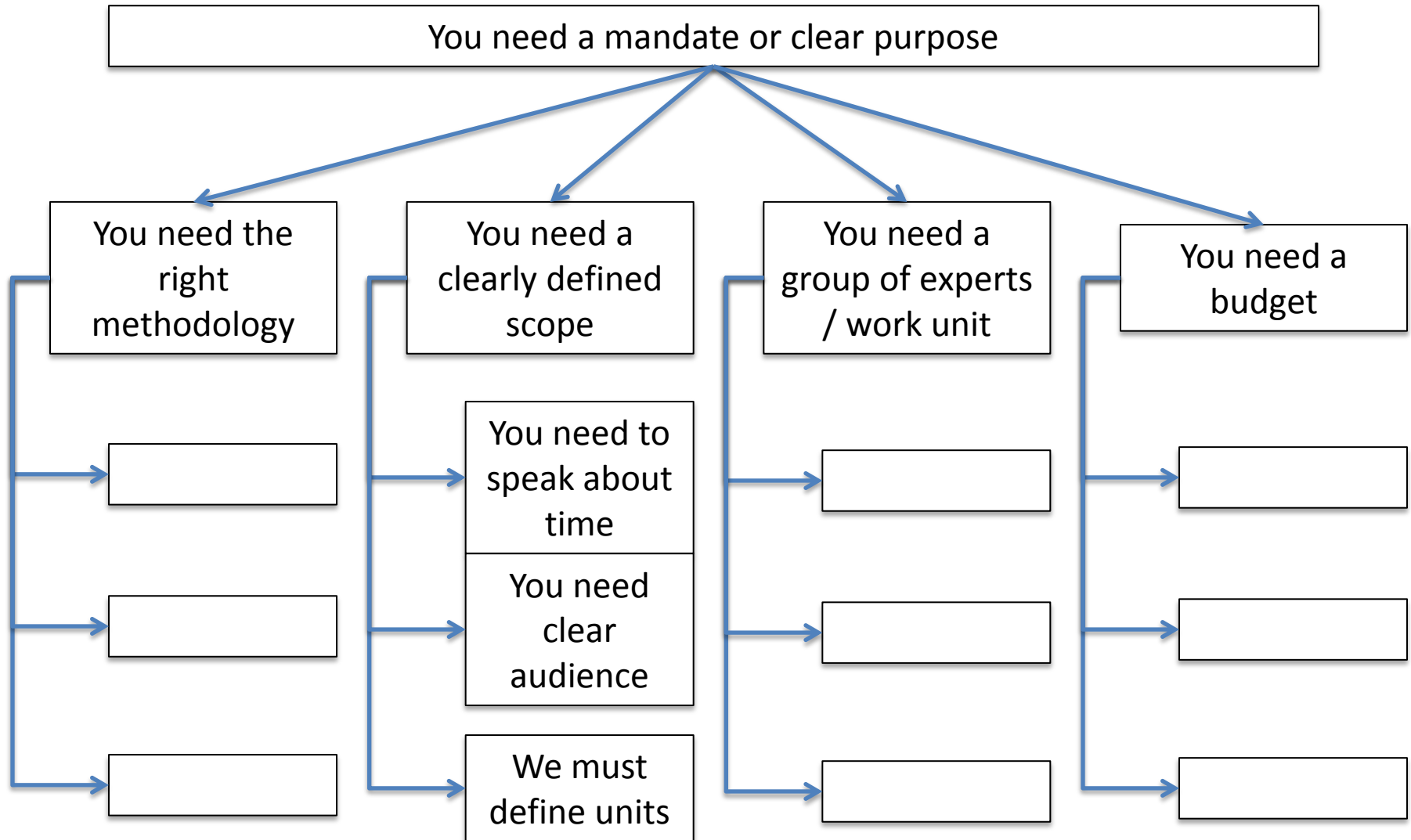


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Building a pyramid of your learning this week

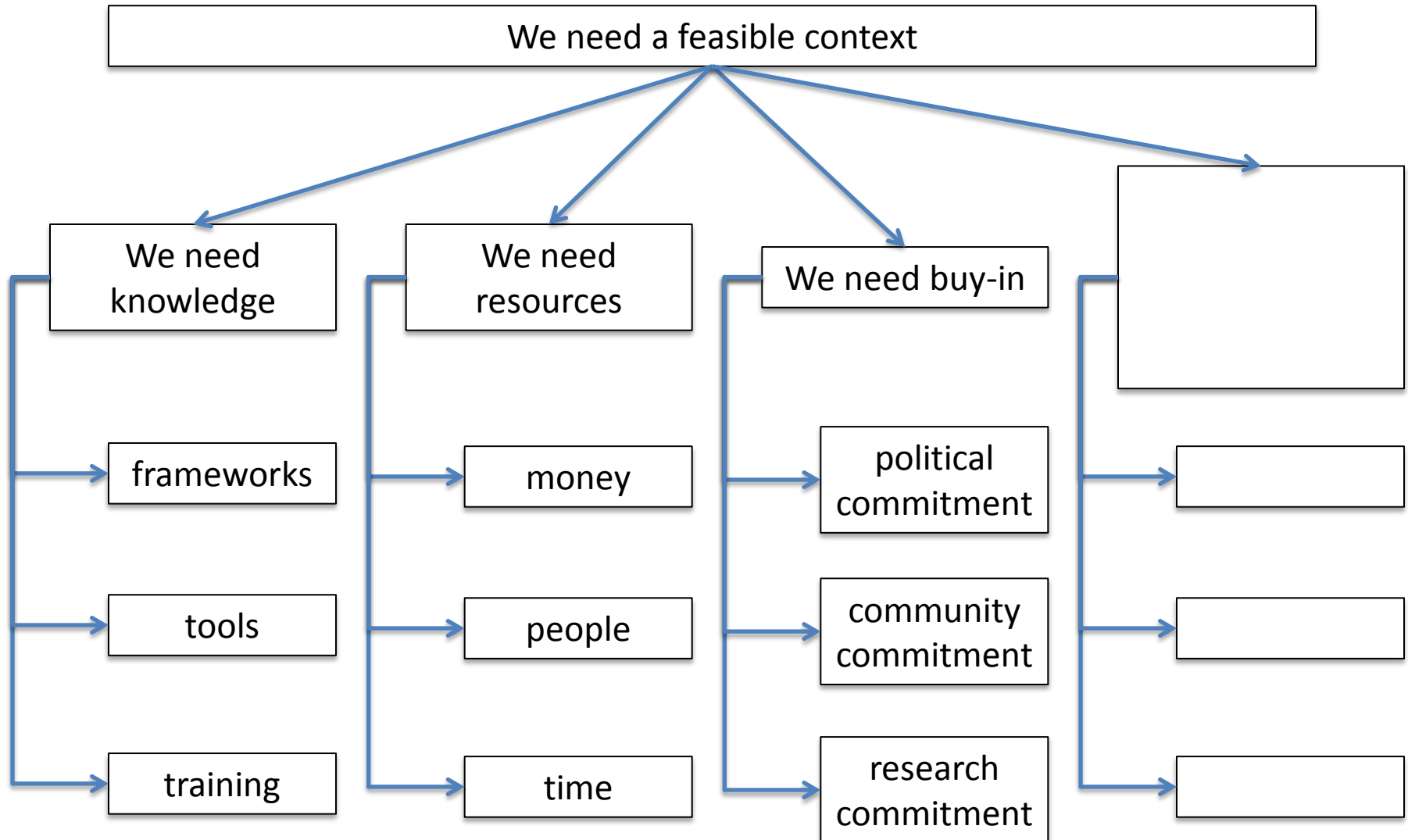
*What is needed in order
to do research impact
assessment successfully?*





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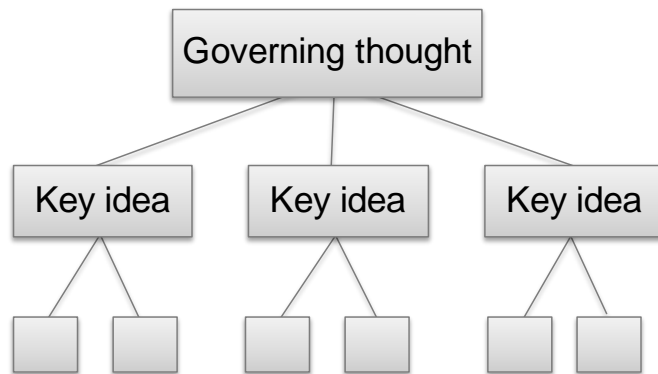
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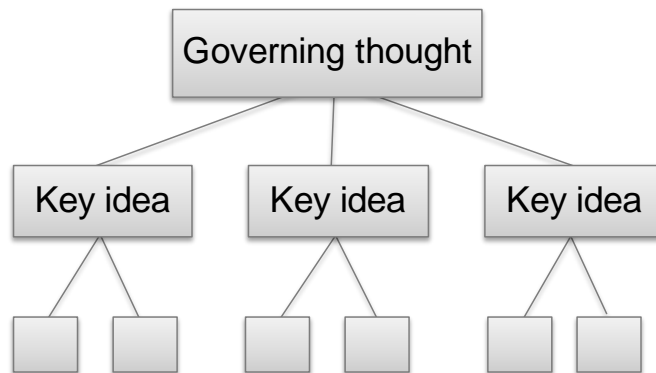




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Pyramid logic can be easily turned into a **‘proper narrative’**

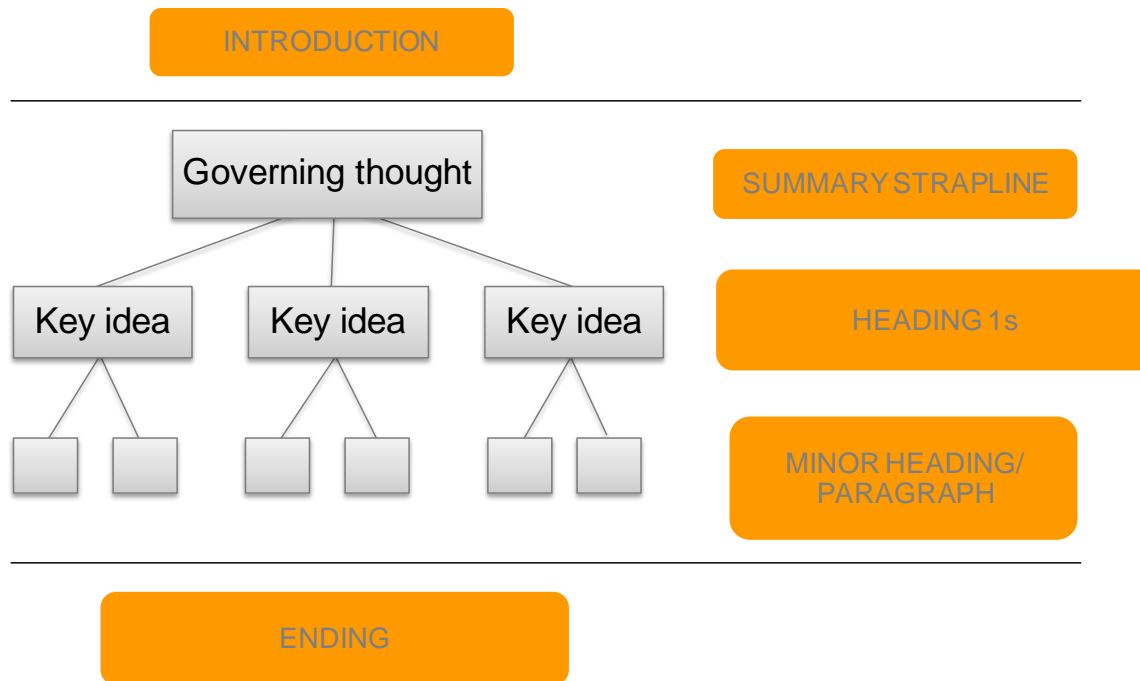




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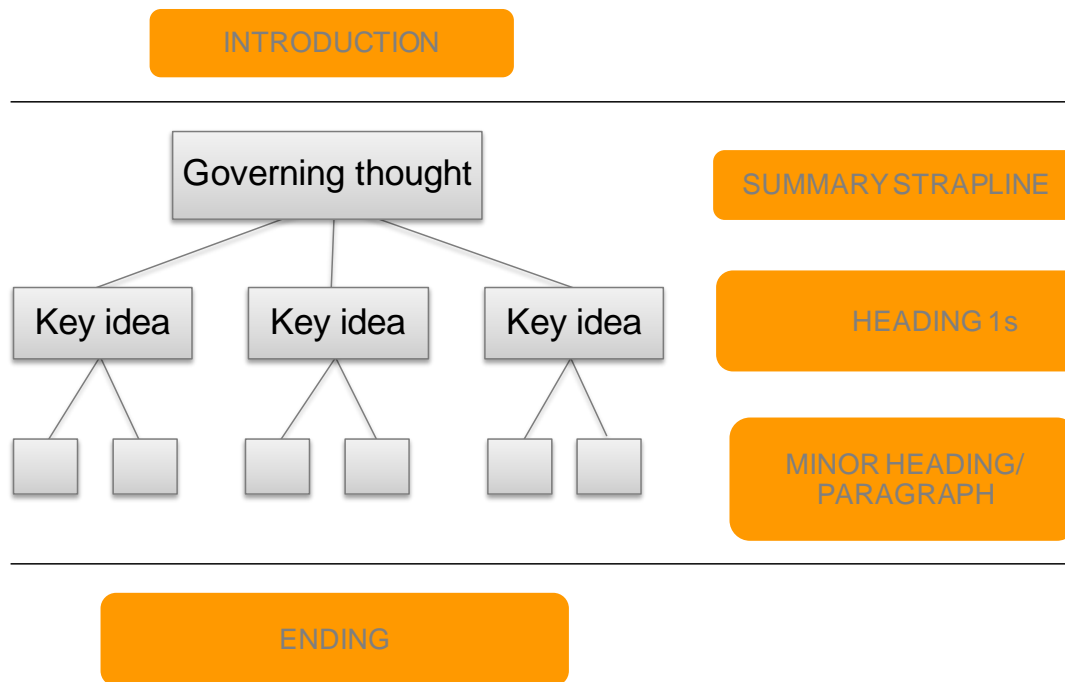
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Pyramid logic can be easily turned into a 'proper narrative'





Pyramid logic can be easily turned into a **‘proper narrative’**

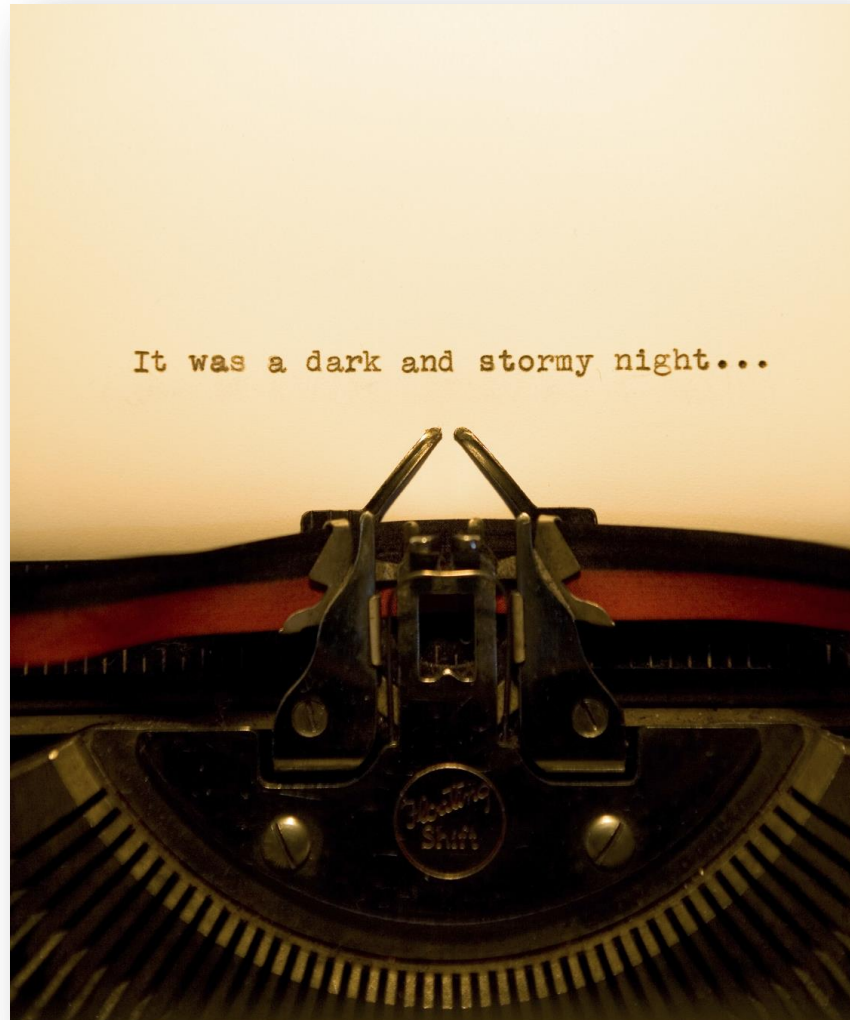


- Use active proper sentences
- Use one sentence for each part of the pyramid
- Make the language accessible
- Imagine you have to read it out
- Put yourself in the reader's shoes



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This narrative
makes the
overall thinking
and structure of
the arguments
**clear and
quick to
access**

Contents

1 The home market is ready for broadband

- 1.1 There is both demand pull and technology push
- 1.2 The Internet has made its mark on entertainment
- 1.3 The technology for the broadband home is available
- 1.4 There are still a number of market uncertainties
- 1.5 Two possible scenarios: one dominated by fixed broadband the other by wireless networks

2 Home broadband creates opportunities for fixed and mobile telecom operators

- 2.1 Whether wired or wireless, the broadband home must be plug-and-play
- 2.2 Voice and video communications are the obvious value add for telecoms players
- 2.3 Entertainment is the biggest potential revenue source, but not for telecoms service providers
- 2.4 There is already demand for IT-related services
- 2.5 Home security, home management systems and payment services can add additional TO revenues

3 Either the fixed broadband Internet or a mobile/broadcast model could dominate

- 3.1 Uncertainties relate to technology readiness, user preferences and decisions by powerful players
- 3.2 Enthusiasm for mobile use makes a mobile/broadcast world possible
- 3.3 Fixed broadband could deliver entertainment and connect the whole home to the Internet

4 There is little room for broadband telecom operators in content-based value chains

- 4.1 The broadband providers could get up to 15% of the overall consumer spend
- 4.2 Communications services would have the usual telecoms value chain
- 4.3 IT services would have a traditional ISP value chain
- 4.4 TV-based services would have a new value chain that differs between scenarios but never offers much to the telecom operators
- 4.5 In the games value chain the developers have the power
- 4.6 Security services have a simple value chain while payments services are more complex
- 4.7 Mobile revenue streams could be tapped by broadband providers
- 4.8 Revenue will be shared on the basis of functions provided

5 While devices drive the market, TOs benefit from delivering services

- 5.1 A EUR10 billion difference in TO revenues between scenarios leaves much to play for
- 5.2 Communications revenues dominate in the broadband scenario
- 5.3 Security and games revenues dominate in the Mobile/broadcast scenarios
- 5.4 Sanity checks are based on share of GDP

6 The fortunes of telecom operators will largely be determined by their partnerships

- 6.1 For DSL providers, upstream bandwidth demands will increase substantially while margins remain slim
- 6.2 As existing broadcasters, cable operators are better placed than telecoms operators
- 6.3 For mobile operators, decisions to launch services depend on their revenue per Mbyte
- 6.4 There are some powerful players whose choices can make or break the business case

7 Actions

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7 Actions



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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**



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.

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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

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

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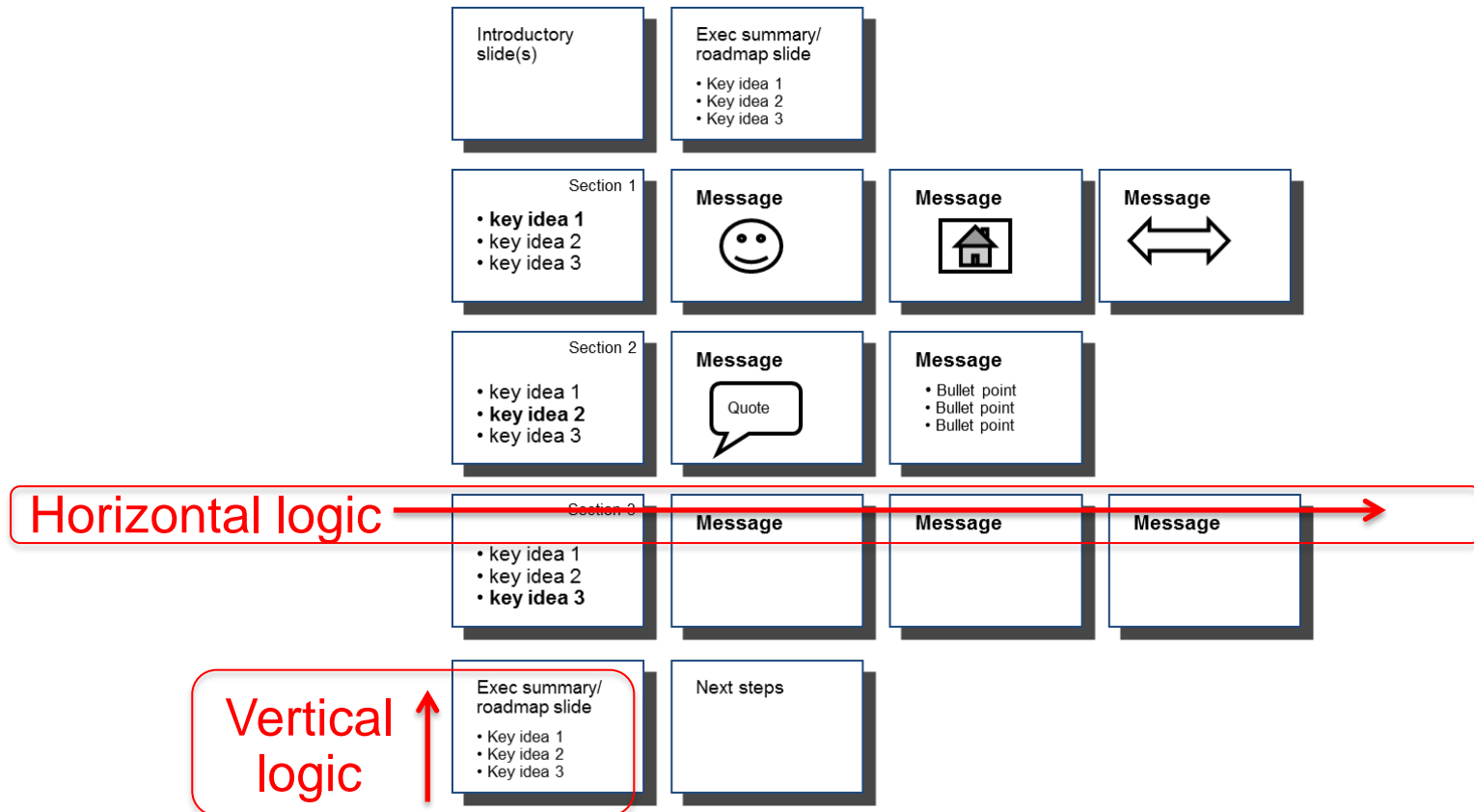
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The same structure can be applied in a **slide report**

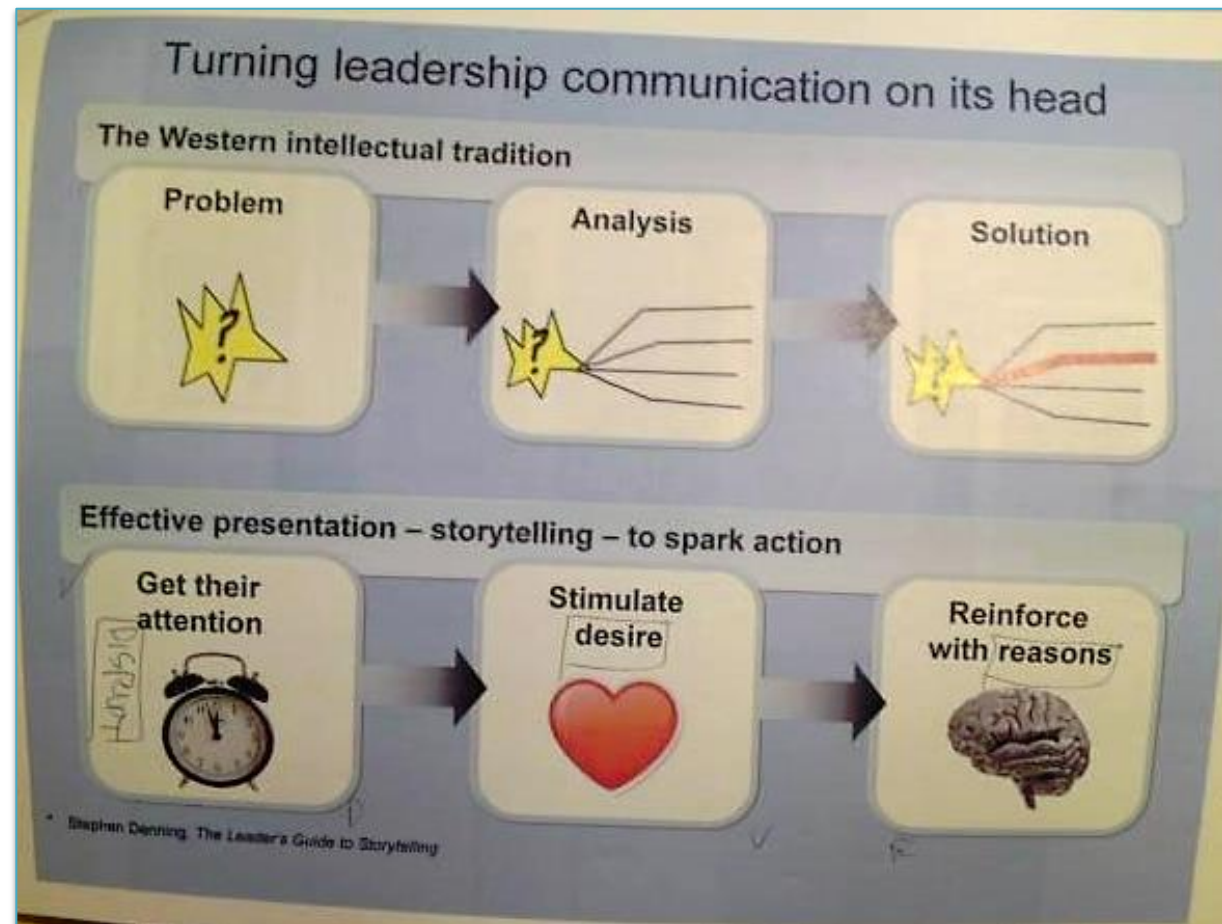




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Telling the story



From Stephen Denning's 'The Leader's Guide to Storytelling'



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Telling the **story**

What is a story?

•versus

“The queen died
And then the king died”

- “Two weeks ago the queen suddenly died
- The king was heartbroken and lost his lust for life
- Yesterday evening he too died”

Source: E.M. Foster, *Aspects of the Novel*

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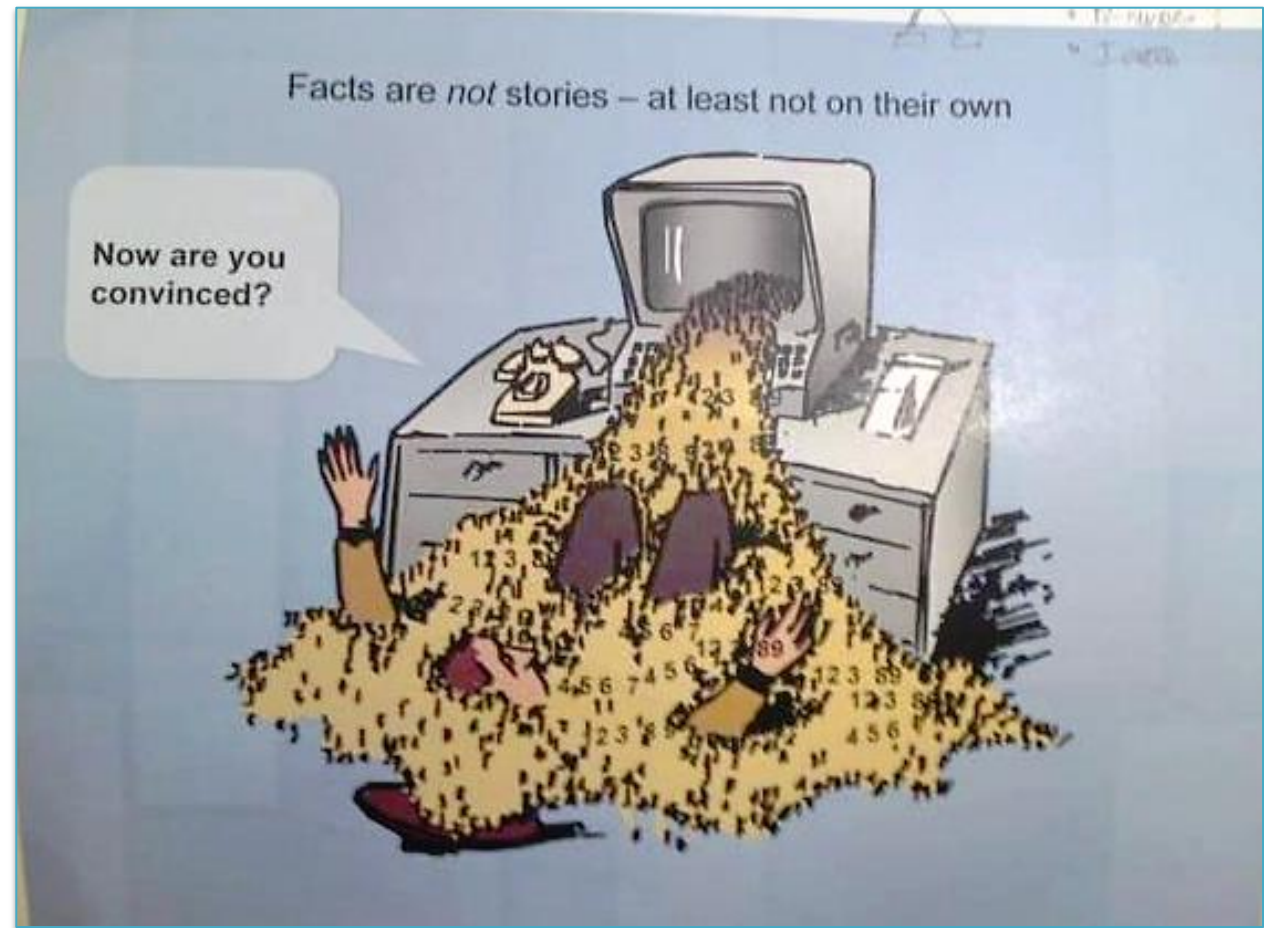
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Make your messages memorable



Pictures Passion Recent_news Tone
Images Provocation Metaphors
'Big'_facts Sensationalism Graphics
Analogies Humour Personal_experience



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1. A fruit
2. Generally round in shape
3. Dimpled skin
4. Is acidic with pH levels as low as 2.9 and as high as 4.0
5. Often consumed in liquid form
6. Latin name *Citrus × sinensis*
7. Reflects light in the yellow red part of the visible spectrum



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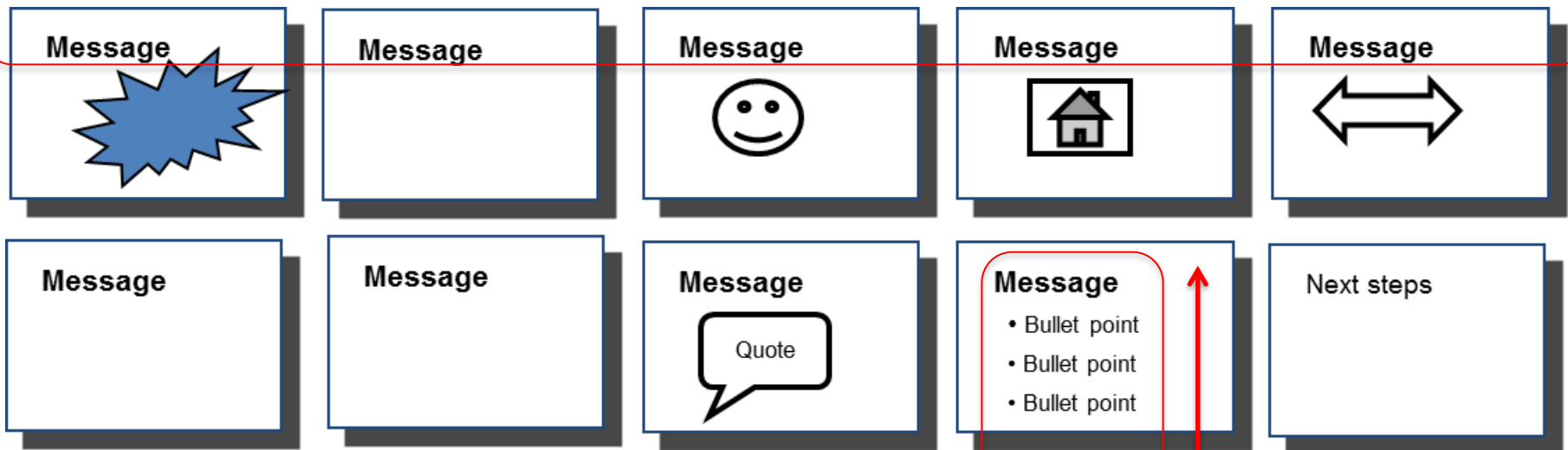
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Developing a story for presenting

Horizontal logic



Vertical logic



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An example from TED



Gregory Petsko

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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Further reading

Daniel Kahneman

Thinking, Fast And Slow

Barbara Minto

The Pyramid Principle

Robert Cialdini

Influence: The Psychology
Of Persuasion

Stuart Sutherland

Irrationality

Stephen Denning

The Leader's Guide To
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Garr Reynolds

Presentationzen

Gene Zelazny

Say It With Charts