

Good Charts The Hbr Guide To Making Smarter More Persuasive Data Visualizations

One of the "six best books for data geeks" - Financial Times With over 200 images and extensive how-to and how-not-to examples, this new edition has everything students and scholars need to understand and create effective data visualisations. Combining 'how to think' instruction with a 'how to produce' mentality, this book takes readers step-by-step through analysing, designing, and curating information into useful, impactful tools of communication. With this book and its extensive collection of online support, readers can: - Decide what visualisations work best for their data and their audience using the chart gallery - See data visualisation in action and learn the tools to try it themselves - Follow online checklists, tutorials, and exercises to build skills and confidence - Get advice from the UK's leading data visualisation trainer on everything from getting started to honing the craft. Explore more resources about data visualisation and Andy Kirk.

Talk. Sketch. Prototype. Repeat. You know right away when you see an effective chart or graphic. It hits you with an immediate sense of its meaning and impact. But what actually makes it clearer, sharper, and more effective? If you're ready to create your own "good charts"--data visualizations that powerfully communicate your ideas and research and that advance your career--the Good Charts Workbook is the hands-on guide you've been looking for. The original Good Charts changed the landscape by helping readers understand how to think visually and by laying out a process for creating powerful data visualizations. Now, the Good Charts Workbook provides tools, exercises, and practical insights to help people in all kinds of enterprises gain the skills they need to get started. Harvard Business Review Senior Editor and dataviz expert Scott Berinato leads you, step-by-step, through the key challenges in creating good charts--controlling color, crafting for clarity, choosing chart types, practicing persuasion, capturing concepts--with warm-up exercises and mini-challenges for each. The Workbook includes helpful prompts and reminders throughout, as well as white space for users to practice the Good Charts talk-sketch-prototype process. Good Charts Workbook is the must-have manual for better understanding the dataviz around you and for creating better charts to make your case more effectively.

What I Didn't Learn in Business School is a compelling read---whether you're a recent business school grad struggling to apply your new knowledge or an experienced leader who already knows that no strategy is created in a vacuum. --Book Jacket.

If you are a data journalist, academician, student or freelance designer who wants to learn about data visualization, this book is for you. Basic knowledge of R programming is expected.

"Johnson and Suskewicz have raised a battle cry for the kind of leadership we need in these uncertain times." -- Sandi Peterson, Member, Board of Directors,

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Microsoft We all know a visionary leader when we see one. They're bold and prophetic and at the same time pragmatic. They don't just promote change--they drive it, while inspiring and mobilizing others to do the same. Visionaries like Steve Jobs and Jeff Bezos possess a host of innate qualities that make them extraordinary, but what truly sets them apart is their ability to turn vision into action. In *Lead from the Future*, Innosight's Mark W. Johnson and Josh Suskewicz introduce a new way of thinking and managing, called "future-back," that enables any manager to become a practical visionary. Addressing the many barriers to change that exist in established organizations, they present a systematic approach to overcoming them that includes: The principles and mind-set that allow leadership teams to look beyond typical short-term planning horizons A method for turning emerging challenges into the growth opportunities that can define an organization's future A step-by-step approach for translating a vision into a strategic plan that teams can align around and commit to Ways to ensure that visionary thinking becomes a repeatable organizational capability As practical as it is inspiring, *Lead from the Future* is the guide you and your team need to develop a vision and translate it into transformative growth.

Quick, practical management advice from Harvard Business Review to help you do your job better. Drawing from HBR's popular Management Tip of the Day newsletter, this concise, handy guide is packed with easy-to-read tips on a broad range of topics, organized into three major skills every manager must master: Managing yourself Managing your team Managing your business Management Tips 2: From Harvard Business Review puts the best management practices and insights, from top thinkers in the field, right at your fingertips. Pick it up any time you have a few minutes to spare, and you'll have a fresh, powerful idea you can immediately put into action. With this handy book as your guide, you'll stand the best chance of succeeding in your role as a manager.

'Illuminate' demonstrates how, though the power of persuasive communication, one can turn an idea into a movement, as compared with the likes of Steve Jobs, Dr. Martin Luther King, Jr., Starbucks, IBM, and more.

"You've got a great idea that will increase revenue or productivity--but how do you get approval to make it happen? By building a business case that clearly shows its value. Maybe you struggle to win support for projects because you're not sure what kind of data your stakeholders will trust, or naysayers always seem to shoot your ideas down at the last minute. Or perhaps you're intimidated by analysis and number crunching, so you just take a stab at estimating costs and benefits, with little confidence in your accuracy. To get any idea off the ground at your company you'll have to make a strong case for it. This guide gives you the tools to do that"--

Dataviz—the new language of business A good visualization can communicate the nature and potential impact of information and ideas more powerfully than any other form of communication. For a long time “dataviz” was left to specialists—data scientists and professional designers. No longer. A new generation of tools and massive amounts

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of available data make it easy for anyone to create visualizations that communicate ideas far more effectively than generic spreadsheet charts ever could. What's more, building good charts is quickly becoming a need-to-have skill for managers. If you're not doing it, other managers are, and they're getting noticed for it and getting credit for contributing to your company's success. In *Good Charts*, dataviz maven Scott Berinato provides an essential guide to how visualization works and how to use this new language to impress and persuade. Dataviz today is where spreadsheets and word processors were in the early 1980s—on the cusp of changing how we work. Berinato lays out a system for thinking visually and building better charts through a process of talking, sketching, and prototyping. This book is much more than a set of static rules for making visualizations. It taps into both well-established and cutting-edge research in visual perception and neuroscience, as well as the emerging field of visualization science, to explore why good charts (and bad ones) create “feelings behind our eyes.” Along the way, Berinato also includes many engaging vignettes of dataviz pros, illustrating the ideas in practice. *Good Charts* will help you turn plain, uninspiring charts that merely present information into smart, effective visualizations that powerfully convey ideas.

DON'T LET YOUR WRITING HOLD YOU BACK. When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The *HBR Guide to Better Business Writing*, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you:

- Push past writer's block
- Grab—and keep—readers' attention
- Earn credibility with tough audiences
- Trim the fat from your writing
- Strike the right tone
- Brush up on grammar, punctuation, and usage

Managing the human side of work Research by Daniel Goleman, a psychologist and coauthor of *Primal Leadership*, has shown that emotional intelligence is a more powerful determinant of good leadership than technical competence, IQ, or vision. Influencing those around us and supporting our own well-being requires us to be self-aware, know when and how to regulate our emotional reactions, and understand the emotional responses of those around us. No wonder emotional intelligence has become one of the crucial criteria in hiring and promotion. But luckily it's not just an innate trait: Emotional intelligence is composed of skills that all of us can learn and improve on. In this guide, you'll learn how to:

- Determine your emotional intelligence strengths and weaknesses
- Understand and manage your emotional reactions
- Deal with difficult people
- Make smarter decisions
- Bounce back from tough times
- Help your team develop emotional intelligence

Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the *HBR Guides* provide smart answers to your most pressing work challenges.

Don't simply show your data—tell a story with it! *Storytelling with Data* teaches you the fundamentals of data visualization and how to communicate effectively with data. You'll discover the power of storytelling and the way to make data a pivotal point in your story. The lessons in this illuminative text are grounded in theory, but made accessible

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through numerous real-world examples—ready for immediate application to your next graph or presentation. Storytelling is not an inherent skill, especially when it comes to data visualization, and the tools at our disposal don't make it any easier. This book demonstrates how to go beyond conventional tools to reach the root of your data, and how to use your data to create an engaging, informative, compelling story. Specifically, you'll learn how to: Understand the importance of context and audience Determine the appropriate type of graph for your situation Recognize and eliminate the clutter clouding your information Direct your audience's attention to the most important parts of your data Think like a designer and utilize concepts of design in data visualization Leverage the power of storytelling to help your message resonate with your audience Together, the lessons in this book will help you turn your data into high impact visual stories that stick with your audience. Rid your world of ineffective graphs, one exploding 3D pie chart at a time. There is a story in your data—Storytelling with Data will give you the skills and power to tell it!

Great teams don't just happen. How often have you sat in team meetings complaining to yourself, "Why does it take forever for this group to make a simple decision? What are we even trying to achieve?" As a team leader, you have the power to improve things. It's up to you to get people to work well together and produce results. Written by team expert Mary Shapiro, the HBR Guide to Leading Teams will help you avoid the pitfalls you've experienced in the past by focusing on the often-neglected people side of teams. With practical exercises, guidelines for structured team conversations, and step-by-step advice, this guide will help you: Pick the right team members Set clear, smart goals Foster camaraderie and cooperation Hold people accountable Address and correct bad behavior Keep your team focused and motivated

Transform your marketing efforts through the power of visual content In today's fast-paced environment, you must communicate your message in a concise and engaging way that sets it apart from the noise. Visual content—such as infographics and data visualization—can accomplish this. With DIY functionality, Infographics: The Power of Visual Storytelling will teach you how to find stories in your data, and how to visually communicate and share them with your audience for maximum impact.

Infographics will show you the vast potential to using the communication medium as a marketing tool by creating informative and shareable infographic content. Learn how to explain an object, idea, or process using strong illustration that captures interest and provides instant clarity Discover how to unlock interesting stories (in previously buried or boring data) and turn them into visual communication that will help build brands and increase sales Use the power of visual content to communicate with and engage your audience, capture attention, and expand your market.

Break down the barriers to effective collaboration. For cross-functional projects to work, you need to bring together diverse ideas and resources from across your organization. But office politics, conflicting objectives, and lack of clear authority can get in the way. The HBR Guide to Collaborative Teams provides practical tips and advice to help you collaborate more effectively. Whether you're leading your own direct reports or building a talented group from disparate parts of your organization, you'll discover how to align others' goals and skills so you can solve problems as a team and deliver great results. You'll learn to: Develop a shared purpose Bust departmental silos Lead employees who don't report to you Overcome conflict and turf wars Prevent collaborative overload and

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fatigue Use the right tools for virtual information sharing Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up your project and gauge its success

A Wall Street Journal Bestseller "...this guide provides readers with much more than just early careers advice; it can help everyone from interns to CEOs." — a Financial Times top title You've landed a job. Now what? No one tells you how to navigate your first day in a new role. No one tells you how to take ownership, manage expectations, or handle workplace politics. No one tells you how to get promoted. The answers to these professional unknowns lie in the unspoken rules—the certain ways of doing things that managers expect but don't explain and that top performers do but don't realize. The problem is, these rules aren't taught in school. Instead, they get passed down over dinner or from mentor to mentee, making for an unlevel playing field, with the insiders getting ahead and the outsiders stumbling along through trial and error. Until now. In this practical guide, Gorick Ng, a first-generation college student and Harvard career adviser, demystifies the unspoken rules of work. Ng distills the wisdom he has gathered from over five hundred interviews with professionals across industries and job types about the biggest mistakes people make at work. Loaded with frameworks, checklists, and talking points, the book provides concrete strategies you can apply immediately to your own situation and will help you navigate inevitable questions, such as: How do I manage my time in the face of conflicting priorities? How do I build relationships when I'm working remotely? How do I ask for help without looking incompetent or lazy? The Unspoken Rules is the only book you need to perform your best, stand out from your peers, and set yourself up for a fulfilling career.

From Kevin Hartman, Director of Analytics at Google, comes an essential guide for anyone seeking to collect, analyze, and visualize data in today's digital world (printed in black & white to keep print costs down). Even if you know nothing about digital marketing analytics, digital marketing analytics knows plenty about you. It's a fundamental, inescapable, and permanent cornerstone of modern business that affects the lives of analytics professionals and consumers in equal measure. This five-part book is an attempt to provide the context, perspective, and information needed to make analytics accessible to people who understand its reach and relevance and want to learn more. **PART 1: The Day the Geeks Took Over** The ubiquity of data analytics today isn't just a product of the past half-century's transformative and revolutionary changes in commerce and technology. Humanity has been developing, analyzing, and

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using data for millennia. Understanding where digital marketing analytics is now and where it will be in five, 10, or 50 years requires a holistic and historical view of our relationship and interaction with data. Part 1 looks at modern analysts and analytics in the context of its distinct historical epochs, each one containing major inflection points and laying a foundation for future advancements in the ART + SCIENCE that is modern data analytics. PART 2: Consumer/Brand Relationships The methods that brands use to build relationships with consumers - online video, search, display ads, and social media - give analysts a wealth of data about behaviors on these platforms. Knowing how to assess successful consumer/brand relationships and understanding a consumer's purchase journey requires a useable framework for parsing this data. In Part 2, we explore each digital channel in-depth, including a discussion of key metrics and measurements, how consumers interact with brands on each platform, and ways of organizing consumer data that enable actionable insights. PART 3: The Science of Analytics Part 3 focuses on understanding digital data creation, how brands use that data to measure digital marketing effectiveness, and the tools and skill sets analysts need to work effectively with data. While the contents are lightly technical, this section veers into the colloquial as we dive into multitouch attribution models, media mix models, incrementality studies, and other ways analysts conduct marketing measurement today. Part 3 also provides a useful framework for evaluating data analysis and visualization tools and explains the critical importance of digital marketing maturity to analysts and the companies for which they work. PART 4: The Art of Analytics Every analyst dreams of coming up with the "Big Idea" - the game-changing and previously unseen insight or approach that gives their organization a competitive advantage and their career a huge boost. But dreaming won't get you there. It requires a thoughtful and disciplined approach to analysis projects. In this part of the book, I detail the four elements of the Marketing Analytics Process (MAP): plan, collect, analyze, report. Part 4 also explains the role of the analyst, the six mutually exclusive and collectively exhaustive ("MECE") marketing objectives, how to find context and patterns in collected data, and how to avoid the pitfalls of bias. PART 5: Storytelling with Data In Part 5, we dive headlong into the most important aspect of digital marketing analytics: transforming the data the analyst compiled into a comprehensive, coherent, and meaningful report. I outline the key characteristics of good visuals and the minutiae of chart design and provide a five-step process for analysts to follow when they're on their feet and presenting to an audience.

ARE YOUR WORKING RELATIONSHIPS WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization. Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you: Advance your agenda—and your career—with smarter networking Build relationships that bring targets and deadlines within reach Persuade decision makers to champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics Based on a popular class taught by a Harvard Business School professor. If you're not a numbers person, then finance can be intimidating and easy to ignore. But if you want

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to advance in your career, you'll need to make smart financial decisions and develop the confidence to clearly communicate those decisions to others. In *How Finance Works*, Mihir Desai--a professor at Harvard Business School and author of *The Wisdom of Finance*--guides you into the complex but endlessly fascinating world of finance, demystifying it in the process. Through entertaining case studies, interactive exercises, full-color visuals, and a conversational style that belies the topic, Professor Desai tackles a broad range of topics that will give you the knowledge and skills you need to finally understand how finance works. These include: How different financial levers can affect a company's performance The different ways in which companies fund their operations and investments Why finance is more concerned with cash flow than profits How value is created, measured, and maximized The importance of capital markets in helping companies grow Whether you're a student or a manager, an aspiring CFO or an entrepreneur, *How Finance Works* is the colorful and interactive guide you need to help you start thinking more deeply about the numbers.

Readers will learn to understand the story behind the data and how to influence the people with a DataStory.

A good visualization can communicate the nature and potential impact of ideas more powerfully than any other form of communication. For a long time, "dataviz" was left to specialists--data scientists and professional designers. No longer. A new generation of tools and massive amounts of available data make it easy for anyone to create visualizations that communicate ideas far more effectively than generic spreadsheet charts ever could. The Harvard Business Review Good Charts Collection brings together two popular books to help you become more sophisticated in understanding and using dataviz to communicate your ideas and advance your career. In *Good Charts*, dataviz maven and Harvard Business Review editor Scott Brinatto provides an essential guide to how visualization works and how to use this new language to impress and persuade. He lays out a system for thinking visually and building better charts through a process of talking, sketching, and prototyping. In *Good Charts Workbook*, Brinatto extends the usefulness of *Good Charts* by putting theory into practice. He leads readers step-by-step through several example datasets and basic charts, providing space to practice the Good Charts talk-sketch-prototype process for improving those charts. Examples include a "Discussion Key" showing how to approach the challenge and why. Each challenge focuses on a different, common visualization problem such as simplification, storytelling, creating conceptual charts, and many others. The Harvard Business Review Good Charts Collection is your go-to resource for turning plain, uninspiring charts that merely present information into smart, effective visualizations that powerfully convey ideas.

Bring strategy into your daily work. It's your responsibility as a manager to ensure that your work--and the work of your team--aligns with the overarching objectives of your organization. But when you're faced with competing projects and limited time, it's difficult to keep strategy front of mind. How do you keep your eye on the long term amid a sea of short-term demands? The HBR Guide to Thinking Strategically provides practical advice and tips to help you see the big-picture perspective in every aspect of your daily work, from making decisions to setting team priorities to attacking your own to-do list. You'll learn how to: Understand your organization's strategy Align your team around key objectives Focus on the priorities that matter most Spot trends in your

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company and in your industry Consider future outcomes when making decisions

Manage trade-offs Embrace a leadership mindset

Communicating your idea in a clear, compelling, and persuasive manner is critical when trying to launch a new venture. This Harvard Business Review collection brings together two popular books to help you craft your story, design better visualizations, impress your audience, and turn your idea into reality. Understanding and using data viz to persuade is a must-have skill for anyone in business today--especially if you're launching a new venture. In Good Charts, dataviz maven Scott Berinato provides an essential guide to how visualization works. Berinato lays out a system for thinking visually and building better charts through a process of talking, sketching, and prototyping. How do you launch the venture of your dreams? In Get Backed, entrepreneurs Evan Baehr and Evan Loomis argue that it's not just about securing startup funding. It's about building the right relationships, crafting a compelling story, and creating the perfect pitch deck. Filled with proven tips, exercises, and templates, this book shows the process for how to successfully communicate your vision. Good Charts will help you turn plain, uninspiring charts that merely present information into smart, effective visualizations that powerfully convey ideas. Get Backed will show you exactly what it takes to get funded and will give you the tools to launch a new venture. Together, these books will help you bring your idea to life.

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Visualizations Harvard Business Review Press

"This is a book about what the science of perception can tell us about visualization.

There is a gold mine of information about how we see to be found in more than a century of work by vision researchers. The purpose of this book is to extract from that large body of research literature those design principles that apply to displaying information effectively"--

Discusses how readers can make persuasive presentations that inspire action, engage the audience, and sell ideas.

A visual guide to the way the world really works Every day, every hour, every minute we are bombarded by information - from television, from newspapers, from the internet, we're steeped in it, maybe even lost in it. We need a new way to relate to it, to discover the beauty and the fun of information for information's sake. No dry facts, theories or statistics. Instead, Information is Beautiful contains visually stunning displays of information that blend the facts with their connections, their context and their relationships - making information meaningful, entertaining and beautiful. This is information like you have never seen it before - keeping text to a minimum and using unique visuals that offer a blueprint of modern life - a map of beautiful colour illustrations that are tactile to hold and easy to flick through but intriguing and engaging enough to study for hours.

It happens over and over again. Some innovation (a new product, a management trend) comes along that captures the public's imagination. Everybody joins the parade with great fanfare and high expectations. This "next big thing" promises to transform the companies that adopt it -- and inflict great peril on those that don't. Then, when the innovation fails to deliver as promised immediately, everyone starts bailing out.

Investments are wasted; stock prices plunge; disillusionment sets in. It doesn't have to be this way. In Mastering the Hype Cycle, Jackie Fenn and Mark Raskino explain what

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drives this pattern and how your company can avoid its potential dangers. By understanding the hype cycle, you can ride it more skillfully -- timing your investment decisions so that the innovations you adopt stand the best chance of succeeding in the long-term. Drawing on company examples and Gartner's proven STREET (Scope, Track, Rank, Evaluate, Evangelize, Transfer) framework, the authors show how to orchestrate the key steps in the innovation-adoption process -- from choosing which innovations to take on and when in their life cycle you should adopt, to paving the way for a successful introduction. The hype cycle isn't going away. But this book arms you with the strategies you need to ride the crest of a new idea to success -- and steer clear of the trough of disillusionment.

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you: Determine if this path is right for you Raise capital for your acquisition Find and evaluate the right prospects Avoid the pitfalls that could derail your search Understand why a "dull" business might be the best investment Negotiate a potential deal with the seller Avoid deals that fall through at the last minute NOW IN FULL COLOR! Written by sought-after speaker, designer, and researcher Stephanie D. H. Evergreen, *Effective Data Visualization* shows readers how to create Excel charts and graphs that best communicate their data findings. This comprehensive how-to guide functions as a set of blueprints—supported by both research and the author's extensive experience with clients in industries all over the world—for conveying data in an impactful way. Delivered in Evergreen's humorous and approachable style, the book covers the spectrum of graph types available beyond the default options, how to determine which one most appropriately fits specific data stories, and easy steps for building the chosen graph in Excel. Now in full color with new examples throughout, the Second Edition includes a revamped chapter on qualitative data, nine new quantitative graph types, new shortcuts in Excel, and an entirely new chapter on *Sharing Your Data With the World*, which provides advice on using dashboards. New from Stephanie Evergreen! *The Data Visualization Sketchbook* provides advice on getting started with sketching and offers tips, guidance, and completed sample sketches for a number of reporting formats. Bundle *Effective Data Visualization, 2e*, and *The Data Visualization Sketchbook*, using ISBN 978-1-5443-7178-8!

Influence action through data! This is not a book. It is a one-of-a-kind immersive learning experience through which you can become—or teach others to be—a powerful data storyteller. *Let's practice!* helps you build confidence and credibility to create graphs and visualizations that make sense and weave them into action-inspiring stories. Expanding upon best seller *storytelling with data's* foundational lessons, *Let's practice!* delivers fresh content, a plethora of new examples, and over 100 hands-on exercises. Author and data storytelling maven Cole Nussbaumer Knaflic guides you along the path to hone core skills and become a well-practiced data communicator.

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Each chapter includes: ? Practice with Cole: exercises based on real-world examples first posed for you to consider and solve, followed by detailed step-by-step illustration and explanation ? Practice on your own: thought-provoking questions and even more exercises to be assigned or worked through individually, without prescribed solutions ? Practice at work: practical guidance and hands-on exercises for applying storytelling with data lessons on the job, including instruction on when and how to solicit useful feedback and refine for greater impact The lessons and exercises found within this comprehensive guide will empower you to master—or develop in others—data storytelling skills and transition your work from acceptable to exceptional. By investing in these skills for ourselves and our teams, we can all tell inspiring and influential data stories! Tell Insightful, Actionable Business Stories with Tableau, the World's Leading Data Visualization Tool! Visual Data Storytelling with Tableau brings together knowledge, context, and hands-on skills for telling powerful, actionable data stories with Tableau. This full-color guide shows how to organize data and structure analysis with storytelling in mind, embrace exploration and visual discovery, and articulate findings with rich data, carefully curated visualizations, and skillfully crafted narrative. You don't need any visualization experience. Each chapter illuminates key aspects of design practice and data visualization, and guides you step-by-step through applying them in Tableau. Through realistic examples and classroom-tested exercises, Professor Lindy Ryan helps you use Tableau to analyze data, visualize it, and help people connect more intuitively and emotionally with it. Whether you're an analyst, executive, student, instructor, or journalist, you won't just master the tools: you'll learn to craft data stories that make an immediate impact--and inspire action. Learn how to: • Craft more powerful stories by blending data science, genre, and visual design • Ask the right questions upfront to plan data collection and analysis • Build storyboards and choose charts based on your message and audience • Direct audience attention to the points that matter most • Showcase your data stories in high-impact presentations • Integrate Tableau storytelling throughout your business communication • Explore case studies that show what to do--and what not to do • Discover visualization best practices, tricks, and hacks you can use with any tool • Includes coverage up through Tableau 10

Don't let a fear of numbers hold you back. Today's business environment brings with it an onslaught of data. Now more than ever, managers must know how to tease insight from data--to understand where the numbers come from, make sense of them, and use them to inform tough decisions. How do you get started? Whether you're working with data experts or running your own tests, you'll find answers in the HBR Guide to Data Analytics Basics for Managers. This book describes three key steps in the data analysis process, so you can get the information you need, study the data, and communicate your findings to others. You'll learn how to: Identify the metrics you need to measure Run experiments and A/B tests Ask the right questions of your data experts Understand statistical terms and concepts Create effective charts and visualizations Avoid common mistakes

Contrary to popular myth, we do not yet live in the "Information Age." At best, we live the "Data Age," obsessed with the production, collection, storage, dissemination, and monetization of digital data. But data, in and of itself, isn't valuable. Data only becomes valuable when we make sense of it. We rely on "information professionals" to help us understand data, but most fail in their efforts. Why? Not because they lack intelligence or tools, but mostly because they lack the necessary skills. Most information professionals have been trained primarily in the use of data analysis tools (Tableau, PowerBI, Qlik, SAS, Excel, R, etc.), but even the best tools are only useful in the hands of skilled individuals. Anyone can pick up a hammer and pound a nail, but only skilled carpenters can use a hammer to build a reliable structure. Making sense of data is skilled work, and developing those skills requires study and practice. Weaving data into

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understanding involves several distinct but complementary thinking skills. Foremost among them are critical thinking and scientific thinking. Until information professionals develop these capabilities, we will remain in the dark ages of data. This book is for information professionals, especially those who have been thrust into this important work without having a chance to develop these foundational skills. If you're an information professional and have never been trained to think critically and scientifically with data, this book will get you started. Once on this path, you'll be able to help usher in an Information Age worthy of the name.

While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements, we all struggle with conflict at work. Every day we navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. Sure, we share the same overarching goals as our colleagues, but we don't always agree on how to achieve them. We work differently. We rub each other the wrong way. We jockey for position. How can you deal with conflict at work in a way that is both professional and productive—where it improves both your work and your relationships? You start by understanding whether you generally seek or avoid conflict, identifying the most frequent reasons for disagreement, and knowing what approaches work for what scenarios. Then, if you decide to address a particular conflict, you use that information to plan and conduct a productive conversation. The HBR Guide to Dealing with Conflict will give you the advice you need to: Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you—and your counterpart—typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart's emotions Develop a resolution together Know when to walk away Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

The easy way to make sense of managerial economics Does the study of Managerial Economics make your head spin? Relax! This hands-on, friendly guide helps you make sense of complex business concepts and explains to you in plain English how Managerial Economics enhances analytical skills, assists in rational configuration, and aids in problem-solving. Managerial Economics For Dummies gives you a better understanding of all the major concepts you'll encounter in the classroom: supply and demand, elasticity, decision-making, quantitative analysis of business situations, risk analysis, production analysis, pricing analysis, capital budgeting, critical thinking skills, and much more. Tracks to a typical Managerial Economics course Includes easy-to-understand explanations and examples Serves as a valuable classroom supplement If you're enrolled in business courses looking for a supplemental guide to aid your understand of the complex theories associated with this difficult topic, or a manager already in the corporate world looking for a refresher, Managerial Economics For Dummies has you covered.

An expert on presenting information visually provides a step-by-step guide to executing clear, concise and intelligent graphics and charts for everyone from the average PowerPoint user to the sophisticated professional. Reprint.

The definitive reference book with real-world solutions you won't find anywhere else The Big Book of Dashboards presents a comprehensive reference for those tasked with building or overseeing the development of business dashboards. Comprising dozens of examples that address different industries and departments (healthcare, transportation, finance, human resources, marketing, customer service, sports, etc.) and different platforms (print, desktop, tablet, smartphone, and conference room display) The Big Book of Dashboards is the only book that matches great dashboards with real-world business scenarios. By organizing the book based on these scenarios and offering practical and effective visualization examples, The Big Book of Dashboards will be the trusted resource that you open when you need to build an

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effective business dashboard. In addition to the scenarios there's an entire section of the book that is devoted to addressing many practical and psychological factors you will encounter in your work. It's great to have theory and evidenced-based research at your disposal, but what will you do when somebody asks you to make your dashboard 'cooler' by adding packed bubbles and donut charts? The expert authors have a combined 30-plus years of hands-on experience helping people in hundreds of organizations build effective visualizations. They have fought many 'best practices' battles and having endured bring an uncommon empathy to help you, the reader of this book, survive and thrive in the data visualization world. A well-designed dashboard can point out risks, opportunities, and more; but common challenges and misconceptions can make your dashboard useless at best, and misleading at worst. The Big Book of Dashboards gives you the tools, guidance, and models you need to produce great dashboards that inform, enlighten, and engage.

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