

30 SEPT 2015

1. TODAY - COMMUNICATING STATISTICS
DIFFICULT SITUATIONS

2. CLIENT MEETINGS

- BRIAN BERRELLEZ

- LAURA VOWESSEN

3. REPORTS

- FRANCINE GACHUPIN - SEAN, MENG
JING

- ANDREW WEDEL - SUMMARY - J., NICK
MIN

4. NEXT WEEK - SENN AND JULIUS

"MEASUREMENT IN CLINICAL TRIALS"

COMMUNICATING STATISTICS

- VIEW VIDEO SEGMENT 6

4 SUGGESTIONS

1. ALWAYS WRITE AN EXECUTIVE SUMMARY

- THINK OF THIS AS AN ABSTRACT

1 SENTENCE EACH TO

DESCRIBE SITUATION

DESCRIBE PROBLEM W/ SITUATION

DESCRIBE WHAT WAS DONE

DESCRIBE RESULTS

DESCRIBE WHAT RESULTS MEAN
TO PROBLEM AND SITUATION

2. TRY TO GAUGE CLIENT'S STATISTICAL KNOWLEDGE,
AND COMMUNICATE RESULTS AT THAT LEVEL

AND IN THE CONTEXT OF THE PROBLEM.

3. NEVER PRESENT UN-INTERPRETED COMPUTER
OUTPUT.

4. WHAT DOES YOUR AUDIENCE EXPECT FROM YOU?

- VIDEO SEGMENT 7

WRITING ABOUT STATISTICS

1. IDENTIFY YOUR AUDIENCE. WHAT DO THEY EXPECT TO LEARN FROM YOU?
2. ASSUME YOUR READER IS VERY BUSY.
WRITE ACCORDINGLY. (e.g. SUMMARY)
3. USE TABLES (SOMETIMES) AND GRAPHS (FREQUENTLY)
4. PROVIDE READERS WITH NAVIGATION TOOLS
 - PAGE NUMBERS
 - HYPERLINKS IN PDF
5. SEEK INPUT FROM CLIENTS
6. YOU MAY WANT TO WRITE A STATISTICAL TECHNICAL REPORT - EVEN IF IT'S NOT REQUIRED!
 - DETAILS THE STATISTICAL RESULTS
 - SERVES AS A DRAFT OF STAT PORTIONS OF SUBSEQUENT MANUSCRIPTS/SUMMARY
 - PROVIDES A ^{DETAILED} RECORD OF METHODOLOGY AND COMPUTATION.

PRESENTING STATISTICS TO AN AUDIENCE

1. UNDERSTAND THE NEEDS AND EXPECTATIONS OF YOUR AUDIENCE.
2. MAKE SURE YOUR MAIN POINTS ADDRESS THE AUDIENCE'S OBJECTIVES.
3. KNOW YOUR TIME LIMIT AND STAY WITHIN IT.
(REHEARSE!)
4. USE EXCELLENT VISUALS.
5. SEEK INPUT FROM CLIENTS DURING PREPARATION.
6. PROVIDE A HANDOUT TO REINFORCE YOUR TALK.

CHAP 8. DEALING WITH DIFFICULT SITUATIONS

BREAK-UP!

VIDEO # 8

~~MAKE-UP~~

~~VIDEO # 9~~

→ LATER

BREAKDOWNS

- EITHER CLIENT OR CONSULTANT HAS UNFULFILLED OR UNREALISTIC EXPECTATIONS
- WHAT WAS DERR'S EXPECTATION?
- WHAT WAS JOHNSON'S
- HOW CAN WE LEARN ABOUT THE SOURCE OF JOHNSON'S NEGATIVE REACTION?

EARLY WARNING SIGNS OF BREAKDOWN

NEGATIVE ATTRIBUTIONS THAT $\left\{ \begin{array}{l} \text{CLIENT} \\ \text{CONSULTANT} \end{array} \right.$
MAKE ABOUT THE OTHER.

"AN EXPLANATION FOR THE OTHER PERSON'S BEHAVIOR IN TERMS OF PERSONALITY, MOTIVATIONS, OR OTHER QUALITIES"

- SHE DOESN'T UNDERSTAND WHAT I WANT."
- SHE CAN'T GIVE A SIMPLE ANSWER TO MY QUESTION.
- SHE HAS WASTED MY TIME AND MONEY.

- HE CAN'T UNDERSTAND THESE SIMPLE TABLES.
- HE DOESN'T APPRECIATE THE WORK I'VE DONE.
- HE DOESN'T WANT TO TAKE THE TIME TO HELP MAKE DECISIONS ABOUT THE ANALYSIS.

PAY ATTENTION TO YOUR INTERNAL THINKING ABOUT YOUR CLIENT. NEGATIVE ATTRIBUTIONS MAY BE AN EARLY SIGN OF BREAK-DOWN.

RESOLUTION

VIDEO #9

CONFLICT RESOLUTION

1. OPENLY DISCUSS THE PROBLEM
2. FRAME THE PROBLEM IN NEUTRAL TERMS - AVOID BLAME
3. INVITE CLIENT TO DISCUSS HIS/HER PERSPECTIVE - PAY ATTENTION.
4. ACKNOWLEDGE YOUR CONTRIBUTION TO THE PROBLEM.

ANY RESOLUTION REQUIRES COOPERATION OF BOTH PARTIES.

TRY TO FOCUS ON NEGOTIATION OF "~~WIN-WIN~~" SITUATION.

EXAMPLES.

8.2 ~~TROUBLE IN THE CORNER OFFICE.~~

§6.1.

§8.6 NATHAN ↔ "GO BETWEEN" ↔ DR. PICARDO

NATHAN'S 7 STEPS

- IDENTIFY FACTORS THAT CONTRIBUTE TO THE PROBLEM
- IDENTIFY YOUR POSITION
 - WHAT IS THE "IDEAL" SITUATION?
 - WHAT IS UNACCEPTABLE?
- THESE EXTREMES FORM THE RANGE OF POSSIBILITIES FOR NEGOTIATION.

OPTION 1 - TALK TO PICARDO

OPTION 2 - TALK TO GO-BETWEEN

- EXERCISE ~~8.4~~ - EPA

§8.8 EX ~~8.1~~ FRANK & THE FABRIC TEAM

EX 8.3 SEAN & DAIRY COWS

PEOPLE-BASED PROBLEMS

PROJECT-BASED PROBLEM

IF YOU SUSPECT / IDENTIFY A PROBLEM,

GUIDELINES

1. IDENTIFY WHO SHOULD HEAR "BAD NEWS" FIRST.
2. CHOOSE AN APPROPRIATE SETTING FOR DISCUSSION.
3. USE APPROPRIATE LANGUAGE IN DISCUSSING THE PROBLEM.
 - AVOID BLAME, FOCUS ON RESOLUTION
 - AVOID "YOU", FOCUS ON "I" LANGUAGE

"I AM CONCERNED ABOUT THE WAY YOUR STUDY WAS DESIGNED."

"THERE WAS A PROBLE WITH ... I NEED YOUR HELP TO..."
4. EXPRESS YOUR CONCERNS IN TERMS OF PROJECT GOALS.
 - TRY TO SPELL OUT CONSEQUENCES.
5. BALANCE NEGATIVE COMMENTS w/ POSITIVE.
6. OFFER OPINIONS FOR PROBLEM RESOLUTION.
7. TAKE RESPONSIBILITY FOR YOUR ERRORS.

"IT REALLY DEPENDS ON YOUR DEFINITION OF "SIGNIFICANT"...."

NON-NEGOTIABLE POSITION

SUPPOSE YOUR CLIENT ASKS YOU TO DO SOMETHING YOU ARE NOT WILLING TO DO.

- OR -

YOU ASK SOMETHING HE/SHE IS UNWILLING TO DO.

SOMETIMES YOU CANNOT RESOLVE THIS CONFLICT.

WHAT TO DO?

- USE "GUIDELINES" TO EXPLAIN YOUR POSITION
- YOU MAY FEEL YOUR BEST OPTION IS TO LEAVE THE PROJECT

↳ DELIVER "BAD NEWS".

- ANY ACTION HERE HAS CONSEQUENCES

EX: SCOTT LASSER AND DR. SETHURAMEN.