

Presenting Analysis

Business & Management

Structuring a finding so it produces a decision.

The pyramid principle, applied to analysis.

1

State the conclusion first

One sentence. What should be done and why.

2

Give three supporting arguments

Grouped, mutually exclusive, collectively sufficient.

3

Support each with evidence

One chart per argument, not five.

4

Address the obvious objection

Before it is raised.

5

State what you would need to be more certain

Honesty about limits builds trust in the rest.

CHART DISCIPLINE

One message per chart

Put the message in the title

Remove anything that is not carrying information

Put the finding in the chart title: 'Churn is concentrated in month two', not 'Monthly churn'.