



INSTITUTE FOR DEFENSE ANALYSES

**DATAWorks 2020:  
Build better graphics:  
“I don't remember that briefing, but I do remember that  
figure.”**

Heather Wojton, Project Leader

Brian Vickers  
Andrew Flack  
Matthew Avery

March 2020

Approved for Public Release

IDA Document NS D-10940

Log: H 2019-00569

INSTITUTE FOR DEFENSE ANALYSES  
4850 Mark Center Drive  
Alexandria, Virginia 22311-1882



The Institute for Defense Analyses is a nonprofit corporation that operates three Federally Funded Research and Development Centers. Its mission is to answer the most challenging U.S. security and science policy questions with objective analysis, leveraging extraordinary scientific, technical, and analytic expertise.

#### About This Publication

This work was conducted by the Institute for Defense Analyses (IDA) under contract HQ0034-19-D-0001, Task BD-9-2299(90), "Test Science Applications," for the Office of the Director, Operational Test and Evaluation. The views, opinions, and findings should not be construed as representing the official position of either the Department of Defense or the sponsoring organization.

#### Acknowledgments

The IDA Technical Review Committee was chaired by Mr. Robert R. Soule and consisted of Dr. Dean Thomas, Dr. Edward Beall, Dr. Heather Wojton, Dr. Holly Szumila-Vance, Dr. Jonathan Bell, and Dr. Kristina Carter from the Operational Evaluation Division.

#### For more information:

Heather Wojton, Project Leader  
hwojton@ida.org • 703-845-6811

Robert R. Soule, Director, Operational Evaluation Division  
rsoule@ida.org • (703) 845-2482

#### Copyright Notice

© 2020 Institute for Defense Analyses  
4850 Mark Center Drive, Alexandria, Virginia 22311-1882 • (703) 845-2000

This material may be reproduced by or for the U.S. Government pursuant to the copyright license under the clause at DFARS 252.227-7013 [Feb. 2014].

Rigorous Analysis | Trusted Expertise | Service to the Nation

INSTITUTE FOR DEFENSE ANALYSES

IDA Document NS D-10940

**DATAWorks 2020:  
Build better graphics:  
“I don't remember that briefing, but I do remember that figure.”**

Heather Wojton, Project Leader

Brian Vickers  
Andrew Flack  
Matthew Avery



## Executive Summary

---

IDA analysts strive to communicate clearly and effectively. Good data visualizations can enhance reports by making the conclusions easier to understand and more memorable. The goal of to avoid settling for factory defaults and instead present conclusions through visually appealing and understandable charts.

Issues to consider include choosing the right level of detail, guidelines for different types of graphical elements (titles, legends, annotations, etc.), selecting the right variable encodings (color, plot symbol, etc.), and determining whether to include a chart at all. Most of the time, there's no single "right" answer, so it is important to understand the factors involved and the trade-offs associated with different options.



# Brian Vickers, Andrew Flack, Matt Avery

## Institute for Defense Analyses

### WHY SPEND TIME REVISING FIGURES?

People process pictures faster and more efficiently than words. Good data visualizations can tell the story of your data – summarize complexity, show trends, make comparisons, and map distributions – with less mental burden on your audience.



### TIP 1: CHOOSE A DISPLAY MATCHING THE STORY

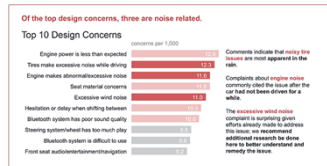
- Not all metrics and displays communicate messages clearly.
- To show changes over time, prefer a line chart (or connected points) rather than bars, points, pies, etc.
- Consider derived metrics if they tell your story better, provided that they reflect patterns in the data honestly.

### TIP 2: GUIDE THE VIEWER

Strategic use of color and annotations can tell the viewer where to look. This is especially important when slides get pulled from briefings and passed around.

- Keep colors and encoding **consistent** across a presentation.

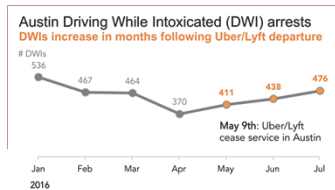
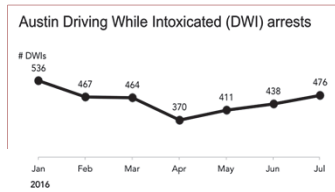
In this figure, the saturated **red** color highlights the 3 **noise concerns** in a Top 10 list.



Source: Storytelling with Data

### TIP 3: GIVE A CLEAR “SO WHAT?” TAKEAWAY

Subtle changes to titles, subtitles (“DWIs...”), annotations (“May 9th...”), and **colors** can make takeaways much clearer.



Source: Storytelling with Data

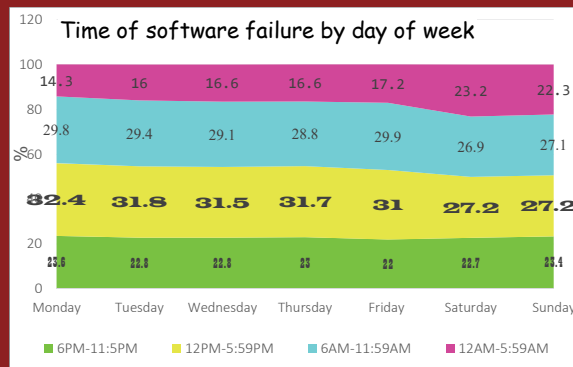


# Good data visualizations can tell your story better than words

“I don’t remember the briefing, but I do remember that figure.”

## Know how to optimize them!

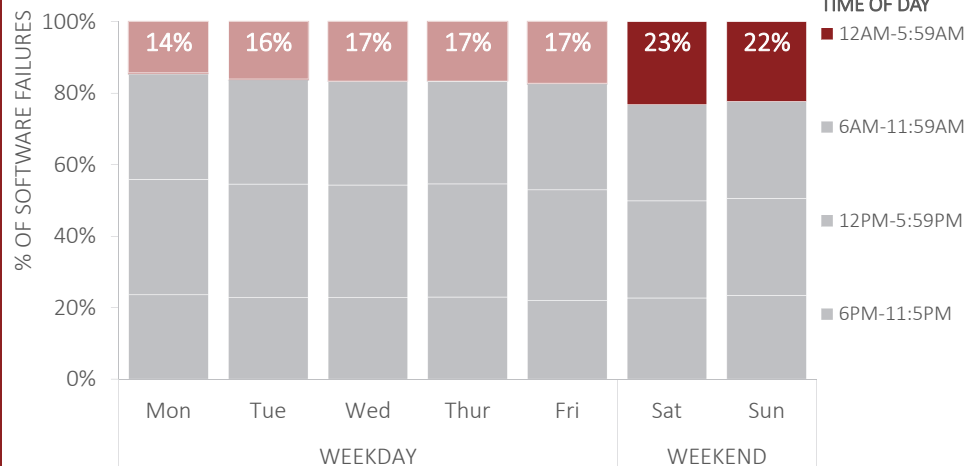
### BEFORE



### AFTER

## When software failures occur

Early morning failures are more likely to occur on a weekend

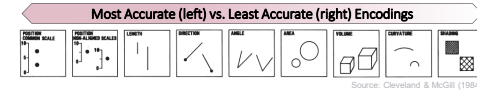


Data source: Fake System IOT&E (Fake Statistics Reports, Vol. 67, No. 1, January 31, 2018)

### CHOOSE ACCURATE ENCODINGS

Research going back to the 80s has shown that some encodings are more accurately decoded than others.

- Position on a scale and length** are some of the **most accurate** numerical encodings.
- Shading/transparency and curvature** (e.g., pies) are some of the **most difficult** to decode.



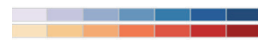
### QUICK GUIDE TO COLOR SCALES

Match your **color scale** to your **variable type**.

Example: don’t use sequential palettes for qualitative data.

#### Sequential

- Ordered data, low to high
- Usability
- Time to acquire



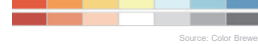
#### Qualitative

- Nominal or categorical data
- Fuel type
- Failure mode



#### Diverging

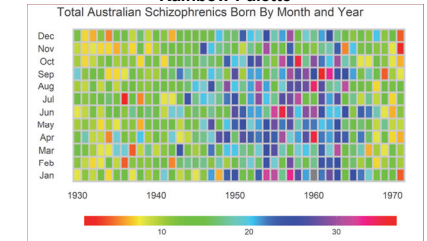
- Meaningful mid-point
- Likert data
- Deviation from average



Source: Color Brewer

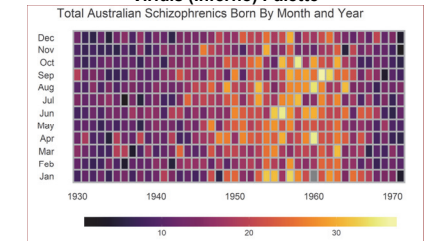
Use **perceptually uniform** palettes: close values have similar **color perception** across full range of palette.

#### Rainbow Palette



Colorful, but not uniform (low ~ high)

#### Viridis (Inferno) Palette



Uniformity makes changes easy to see

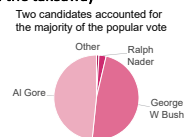
Many tools can check palettes against **color blindness** – use them!

### PIES AREN’T ALWAYS HORRIBLE

Finding an effective format **depends on the takeaway**

Pies can work when:

- Interested in relationship of parts to a whole
- Specific values are not important
- Ordering is not important



### ACKNOWLEDGEMENTS

Thank you to Dean Thomas, Edward Beall, Holly Szumila-Vance, Jon Bell, and Kristina Carter for technical review.





REPORT DOCUMENTATION PAGE					Form Approved OMB No. 0704-0188	
<p>The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p> <p><b>PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.</b></p>						
1. REPORT DATE (DD-MM-YYYY)		2. REPORT TYPE			3. DATES COVERED (From - To)	
4. TITLE AND SUBTITLE				5a. CONTRACT NUMBER		
				5b. GRANT NUMBER		
				5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)				5d. PROJECT NUMBER		
				5e. TASK NUMBER		
				5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)					8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)					10. SPONSOR/MONITOR'S ACRONYM(S)	
					11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT						
13. SUPPLEMENTARY NOTES						
14. ABSTRACT						
15. SUBJECT TERMS						
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON	
a. REPORT	b. ABSTRACT	c. THIS PAGE			19b. TELEPHONE NUMBER (Include area code)	