GOOD CHARTS

SCOTT BERINATO

The HBR Guide to Making Smarter, More Persuasive Data Visualizations

HARVARD BUSINESS REVIEW PRESS

HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact booksales@harvardbusiness.org, tel. 800-988-0886, or www.hbr.org/bulksales.

Copyright 2016 Harvard Business School Publishing Corporation
All rights reserved
Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publication Data

Names: Berinato, Scott, author.
Title: Good charts : the HBR guide to making smarter, more persuasive data visualizations / by Scott Berinato.
Description: Boston, Massachusetts : Harvard Business Review Press, [2016]
Identifiers: LCCN 2015046676 (print) | LCCN 2016002607 (ebook) | ISBN 9781633690707 (paperback) | ISBN 9781633690714 ( )
Subjects: LCSH: Business presentations—Charts, diagrams, etc. | Visual communication. | Communication in management. | BISAC: BUSINESS & ECONOMICS / Business Communication / Meetings & Presentations. | BUSINESS & ECONOMICS / Business Communication / General. | BUSINESS & ECONOMICS / Strategic Planning.
Classification: LCC HF5718.22 .B475 2016 (print) | LCC HF5718.22 (ebook) | DDC 658.4/52—dc23
LC record available at http://lccn.loc.gov/2015046676

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992

ISBN: 978-1-63369-070-7
eISBN: 978-1-63369-071-4

CONTENTS

INTRODUCTION 1

A NEW LANGUAGE AND A NECESSARY CRAFT

Part One

UNDERSTAND

Chapter 1

A BRIEF HISTORY OF DATAVIZ 17

THE ART AND SCIENCE THAT BUILT A NEW LANGUAGE

Chapter 2

WHEN A CHART HITS OUR EYES 33

SOME SCIENCE OF HOW WE SEE

Part Two

CREATE

Chapter 3

TWO QUESTIONS → FOUR TYPES 53

A SIMPLE TYPOLOGY FOR CHART MAKING

Idea Illustration 58
Idea Generation 59
Visual Discovery 61
Everyday Dataviz 66

Chapter 4

BETTER CHARTS IN A COUPLE OF HOURS 73

A SIMPLE FRAMEWORK

Prep 75
Talk and Listen 77
Sketch 82
Prototype 89

Part Three

REFINE

Chapter 5
REFINE TO IMPRESS 109
GETTING TO THE "FEELING BEHIND OUR EYES"

Chapter 6
REFINE TO PERSUADE 133
THREE STEPS TO MORE-PERSUASIVE CHARTS

Chapter 7
PERSUASION OR MANIPULATION? 153
THE BLURRED EDGE OF TRUTH

Part Four

PRESENT AND PRACTICE

Chapter 8
PRESENT TO PERSUADE 177
GETTING A GOOD CHART TO THEIR EYES AND INTO THEIR MINDS

Chapter 9
VISUAL CRIT 209
HOW TO PRACTICE LOOKING AT (AND MAKING) GOOD CHARTS

CONCLUSION 223
KEEP GOING

Glossary 227
Notes 233
Index 247
Acknowledgments 253
About the Author 255