

In decision-making documents, tabular data may not be rhetorically strategic

U.S. life insurance purchases by category,
1997–2007 (\$MM)

	<u>Ordinary</u>	<u>Group</u>	<u>Industrial</u>	<u>Total</u>
1997	528	149	68	745
1998	580	170	70	820
1999	589	155	71	815
2000	642	181	72	895
2001	747	236	73	1056
2002	834	235	73	1142
2003	886	242	70	1198
2004	945	308	71	1324
2005	1039	364	67	1470
2006	1135	393	65	1593
2007	1230	470	66	1666

What single claim is being made by these data?

If these data support the claim you wish to express...

U.S. life insurance purchases by category,
1997–2007 (\$MM)

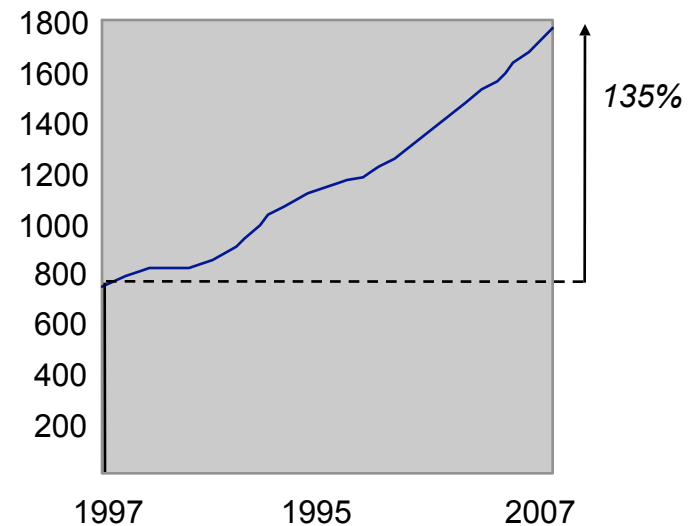
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...choose a chart (and caption) to express it

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Total U.S. life insurances purchases have
increased 135% during the last decade (\$MM)



Note the grayed data set (left) and the claim (right)
that expresses it

If these data support the claim you wish to express...

U.S. life insurance purchases by category,
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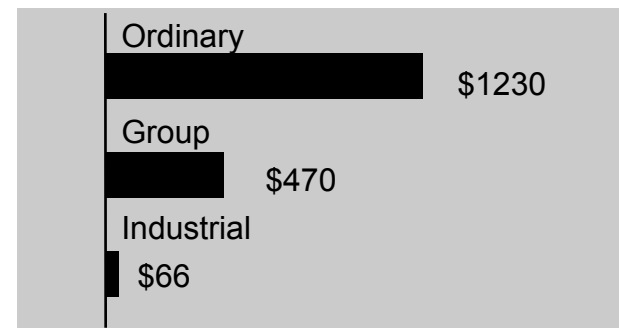
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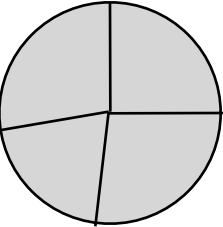
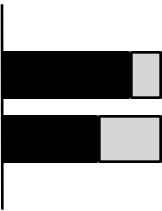

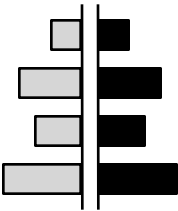
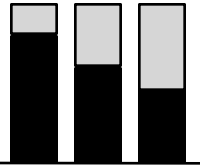
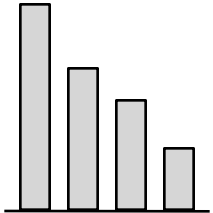
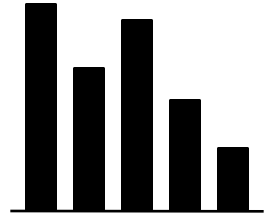
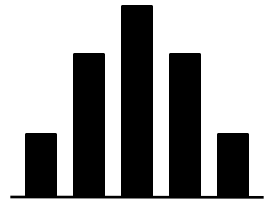
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Year 2007 purchases of Ordinary far
exceeded purchases of Group and
Industrial (\$MM)



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Choosing the right chart

	Component	Item	Time Series	Frequency	Co-relation
Pie					
Bar					
Column					

To Show the Relative Size of the Components of a Whole...

Use a Pie Chart

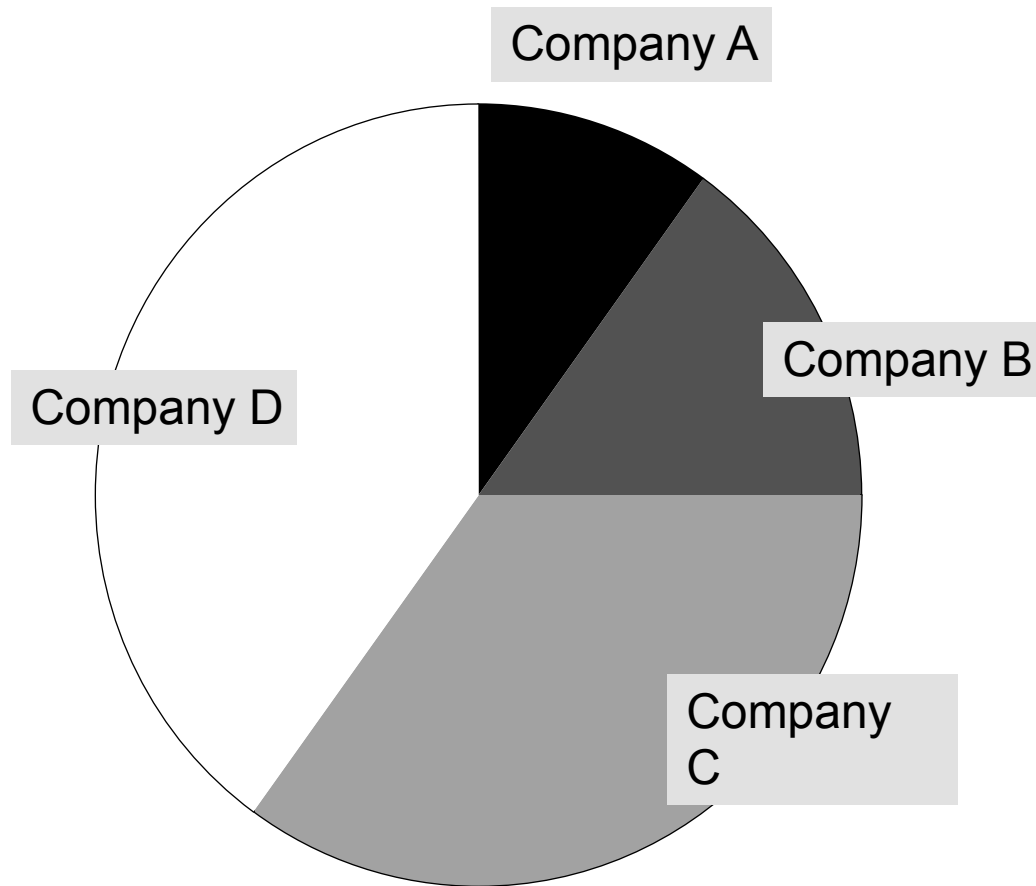
- start at “noon,” and go clockwise
- rank segments in decreasing order of size
- limit to 7-8 segments to avoid confusion
- express numbers in % rather than in absolute value, and position them inside the segments
- instead of using a legend, position the labels next to the segments
- highlight the pertinent segment(s) by shading or isolating

Use a Stacked Column Chart

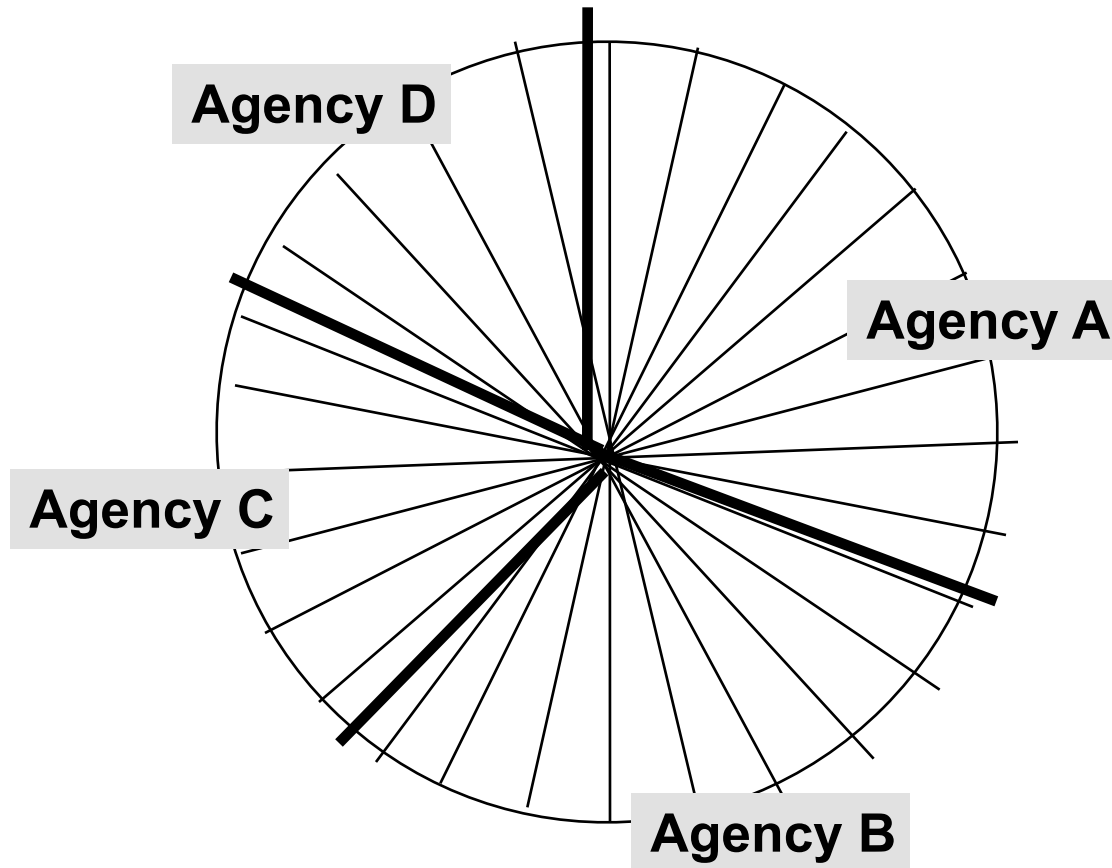
- position the largest segment on the base line and rank other segments in decreasing order of size
- limit to 7-8 segments to avoid confusion
- place values next to or within each “stack”
- follow other construction rules for pie charts

Derived Forms = segmented bars, grouped bars

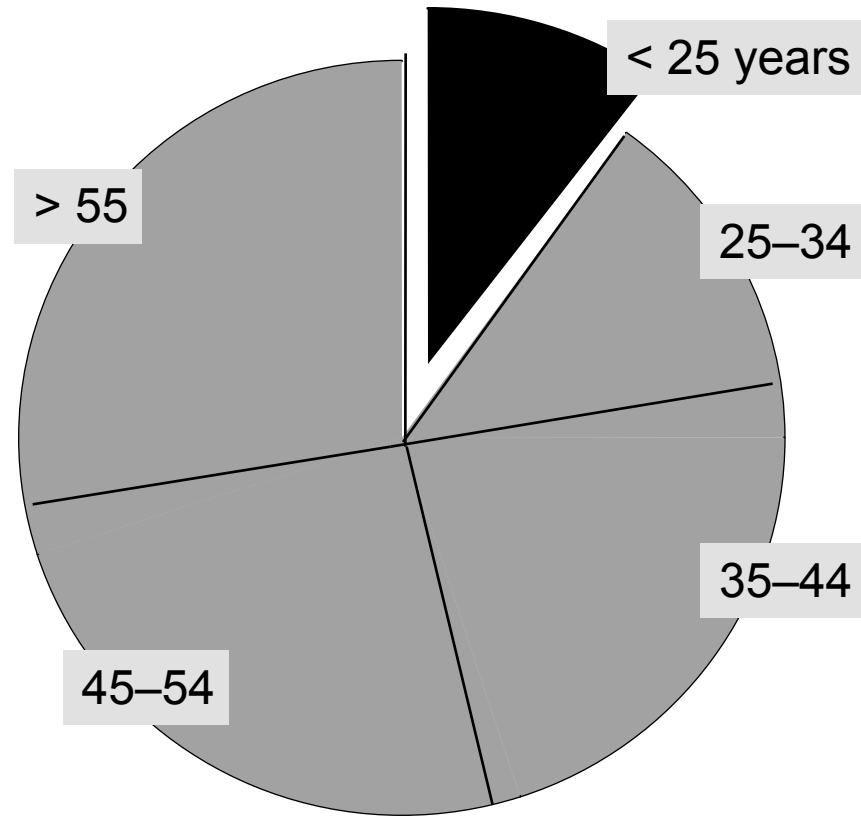
Company A has the smallest share of the industry



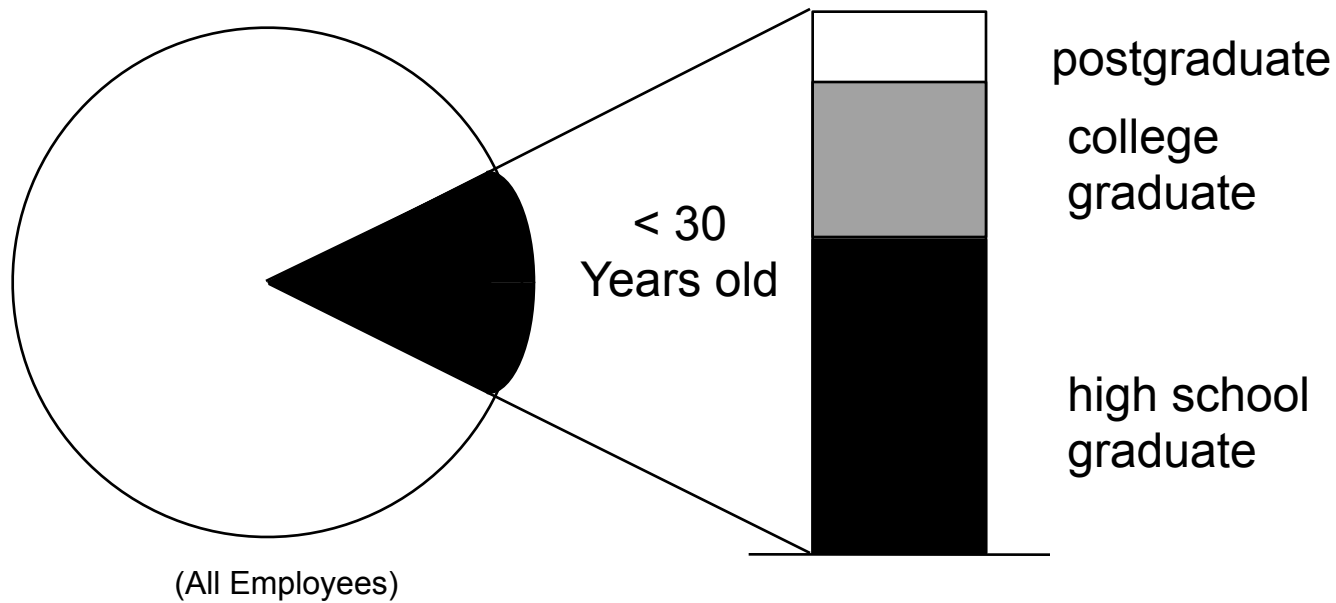
Four major agencies have splintered into many small businesses



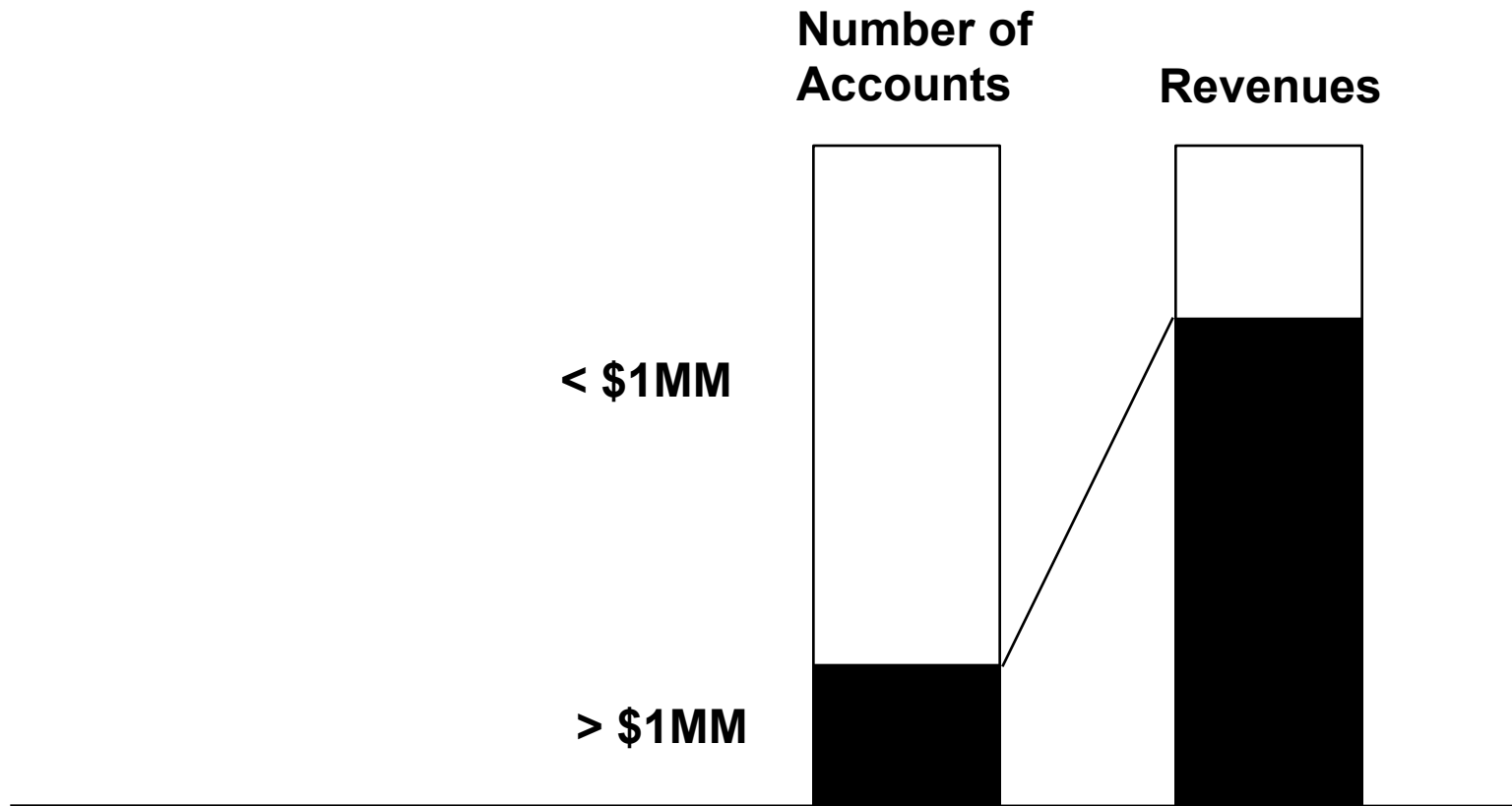
Younger employees account for the smallest share of the sales force



The majority of employees under 30 years old did not get beyond high school



The small number of our accounts over \$1MM are responsible for the majority of our business



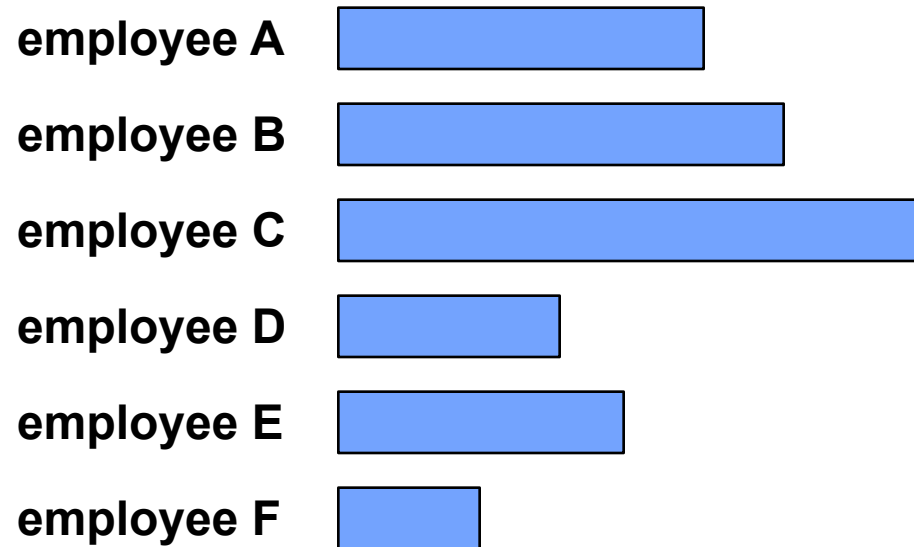
To Show How Several Items Perform at a Given Point in Time...

Use a Bar Chart

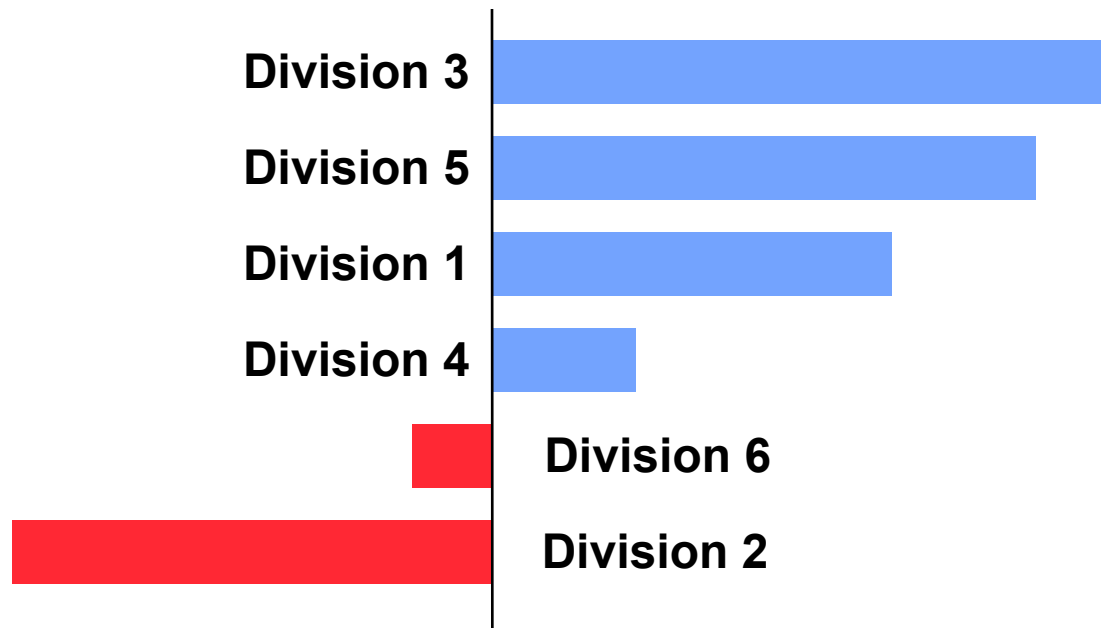
- rank items in decreasing order of performance
- limit the number of items to ten
- use shading or other highlighting to signify the most important element
- put values at the end of the bars
- place labels at the beginning of the bars (before the vertical axis)

Derived Forms = segmented bars, grouped bars

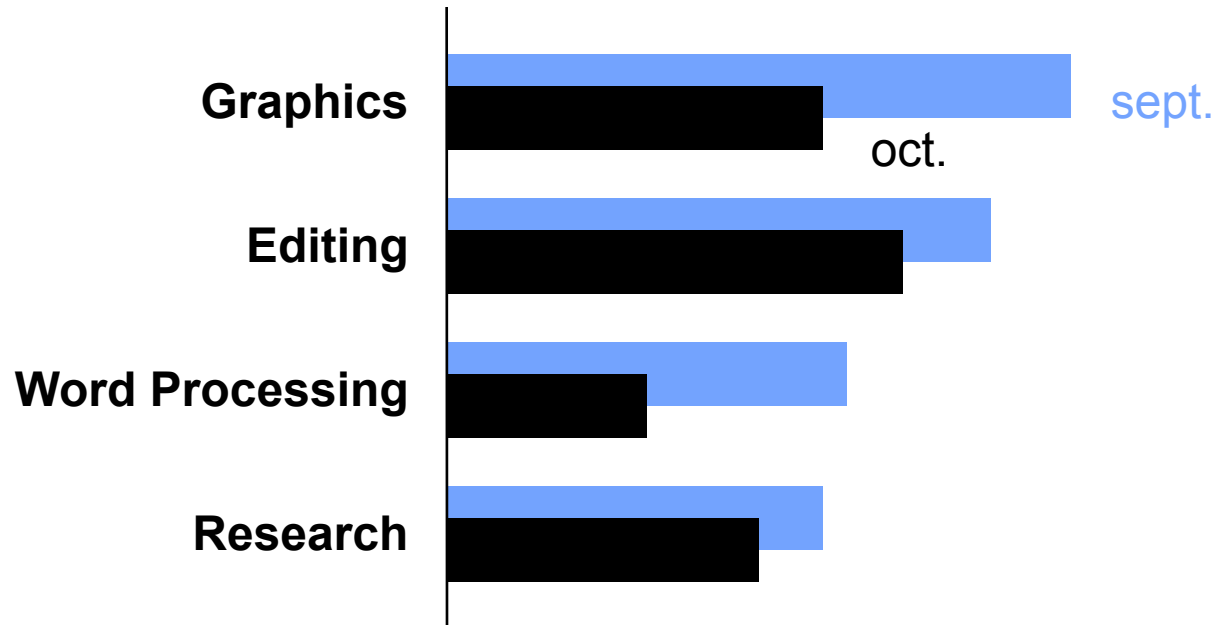
Uneven sales performance suggests room for substantial improvement



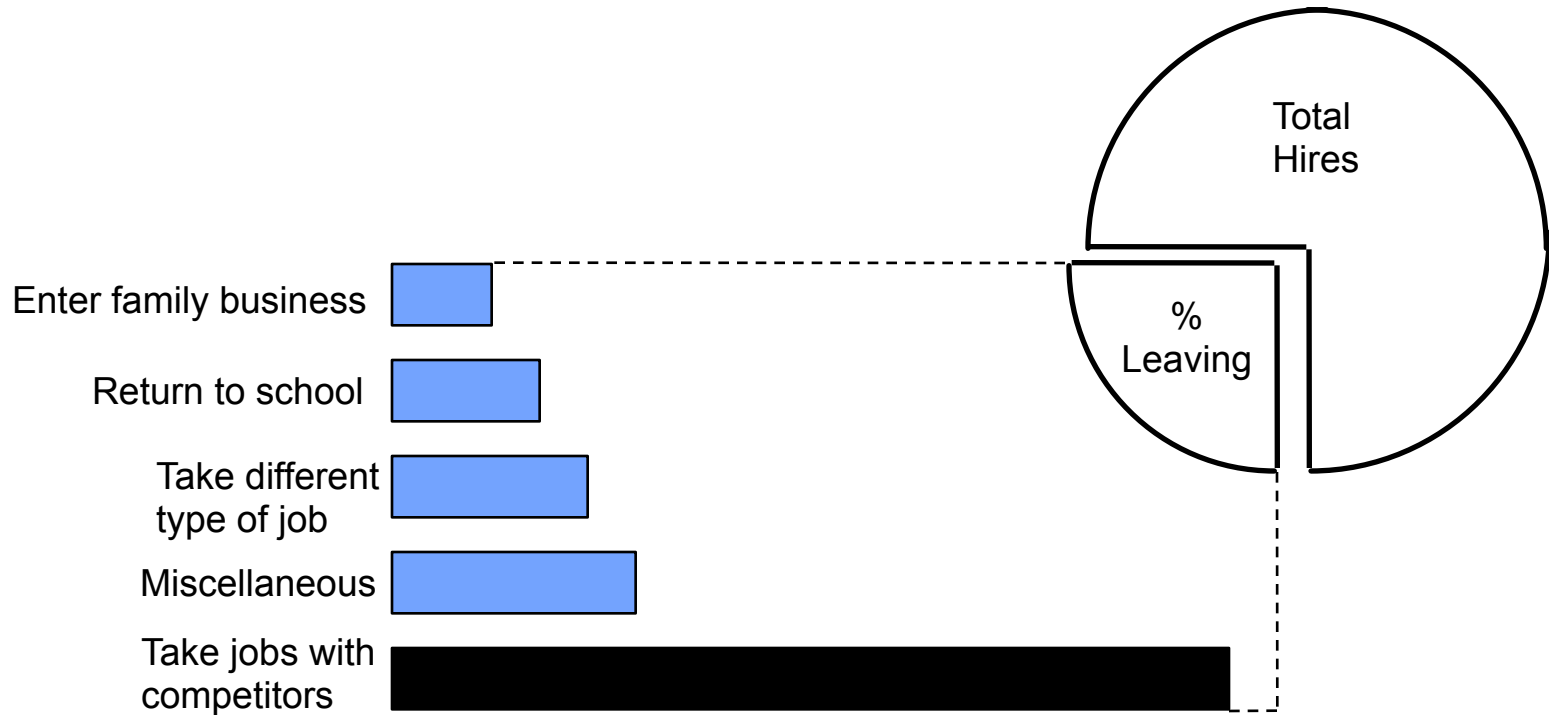
Two divisions suffered losses during the recession



New management practices have quickly reduced overtime in all activities



The majority of our employees leaving take jobs with our competitors



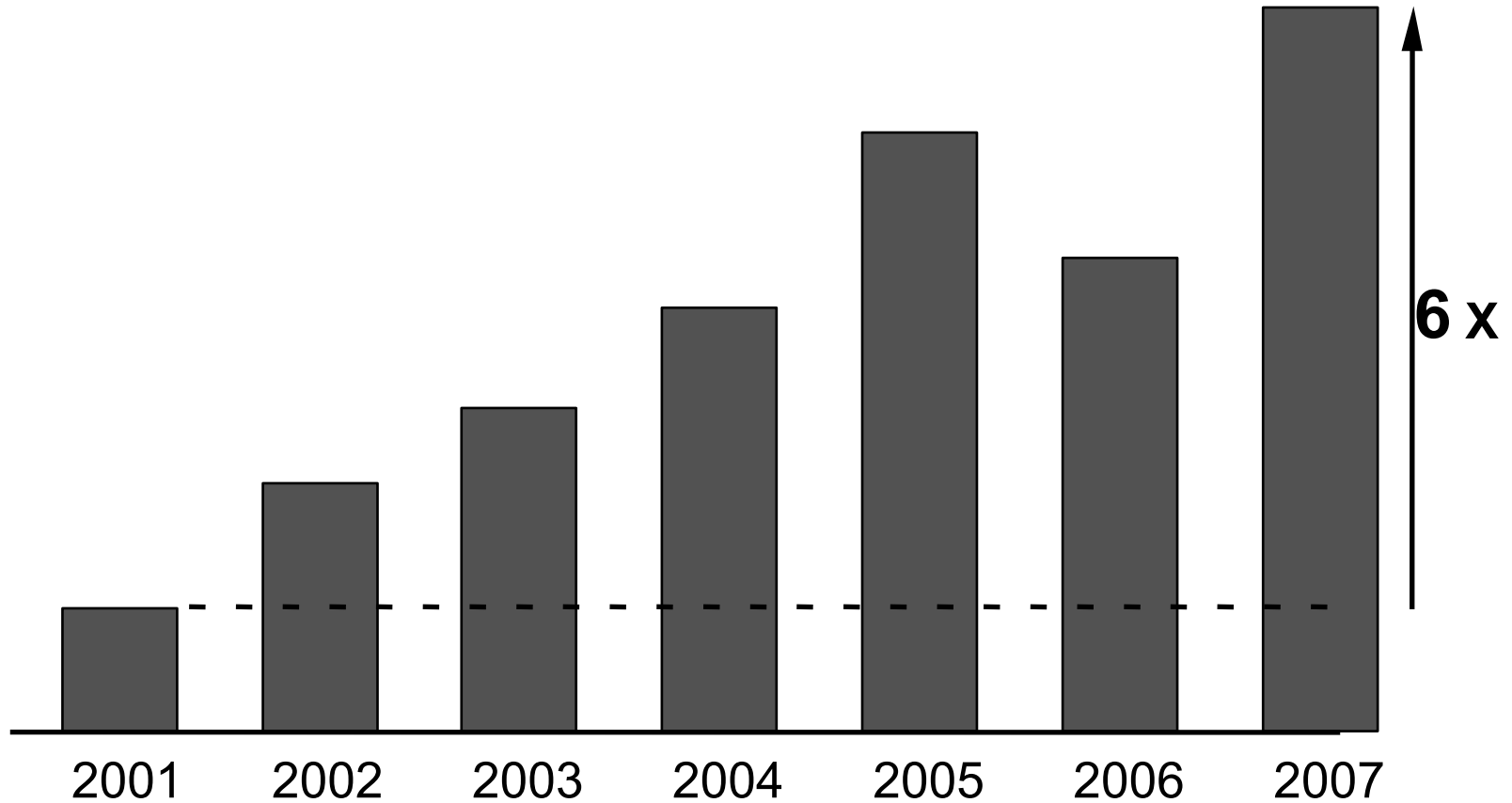
To Show How Performance Varies with Time...

Use a Column Chart, when the message relates to size and quantity (e.g., “Sales have increased 15 times in 4 years”)

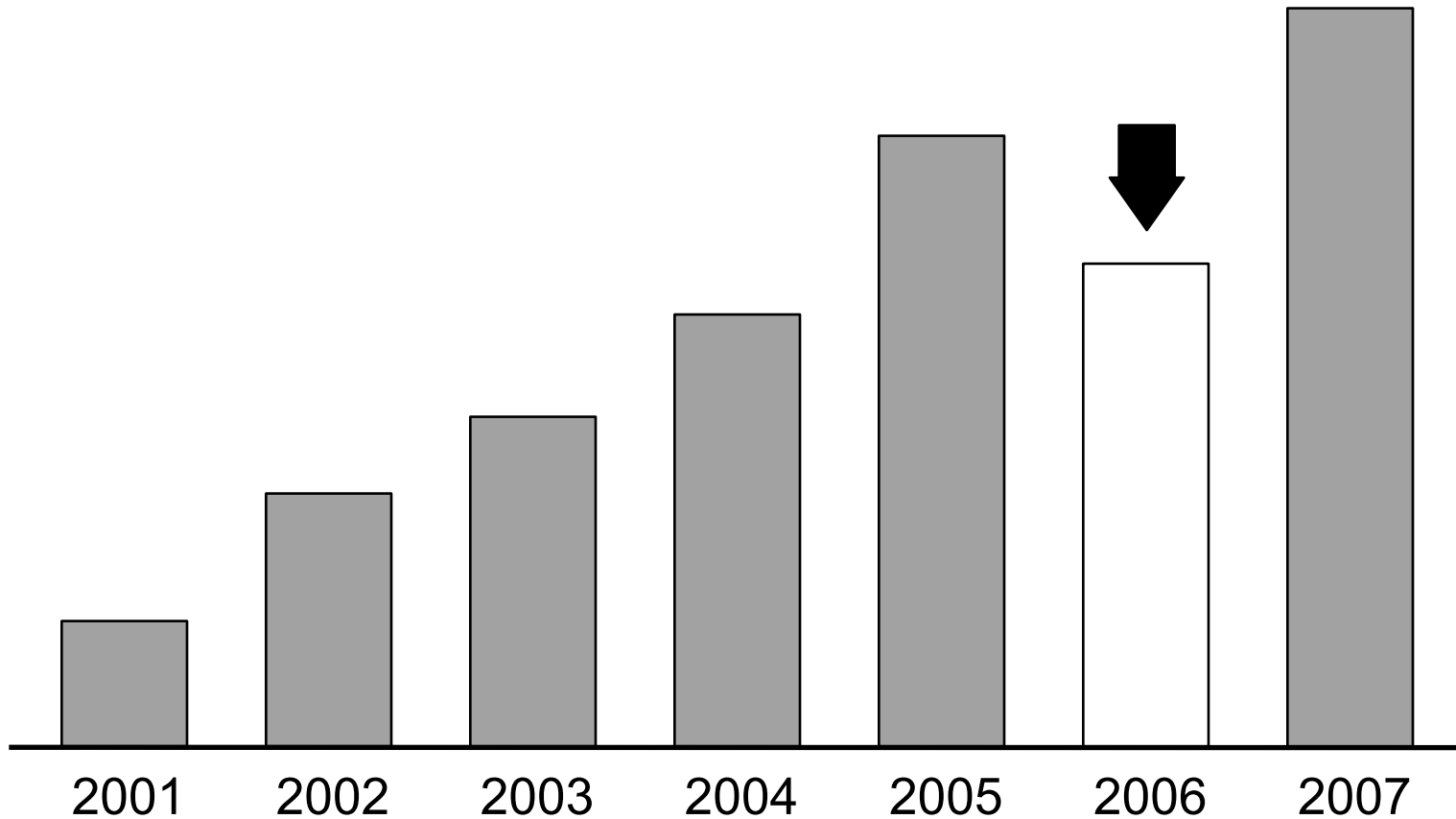
- ❑ limit number of columns to 8-10
- ❑ place values at the head of the columns
- ❑ highlight the increase/decrease

Derived Forms = grouped columns, segmented columns

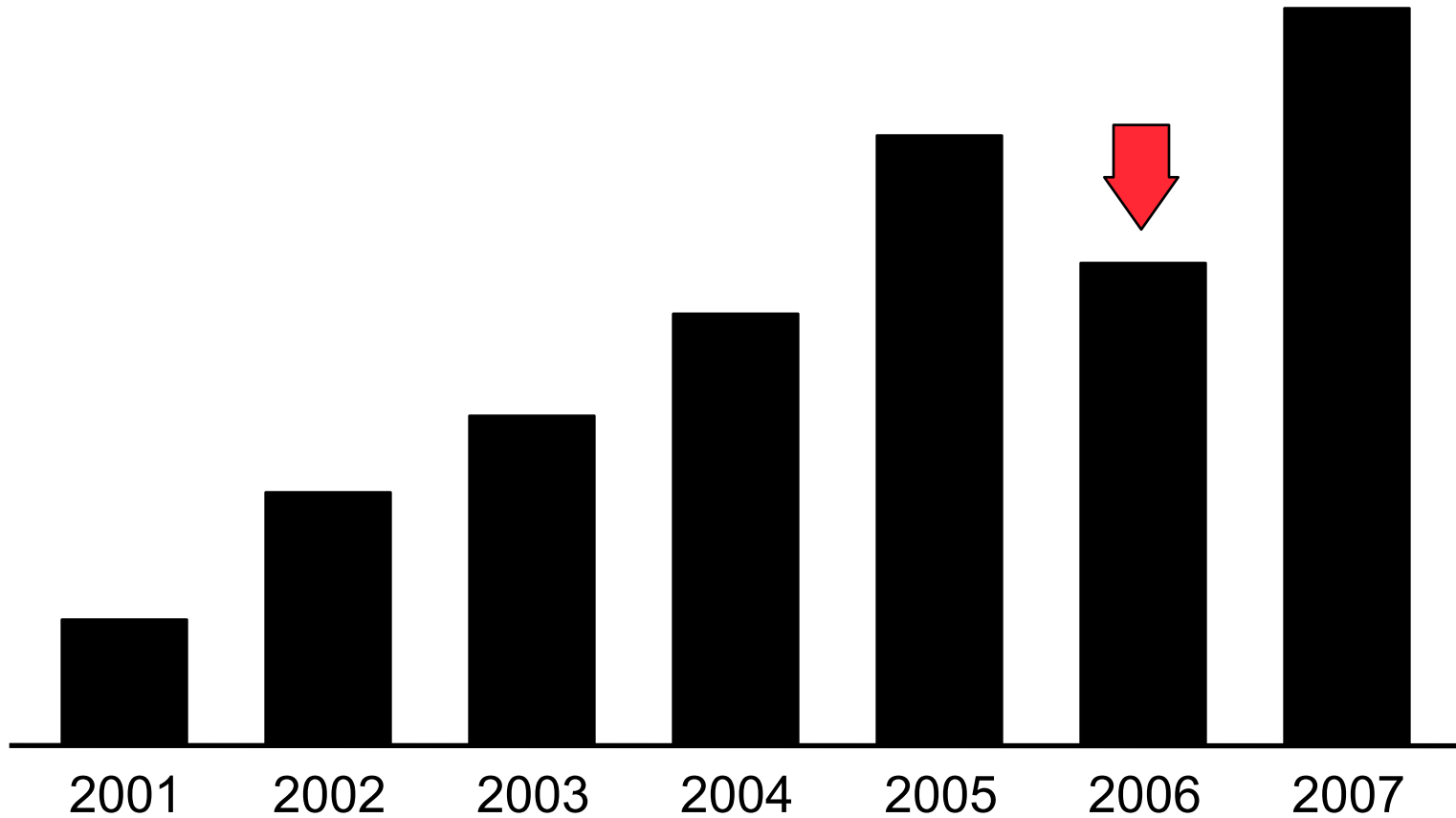
Revenues have increased six times since 2001



Except for the downturn in 2006, revenues have continually increased since 2001



The downturn in 2006 temporarily slowed our growth in revenues



Since 2001, revenues have risen in every year except one

