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Gradx Professional Development
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Masschusetts Institute of Technology
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2018

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## **Foreward**

have been privileged to work with Tony Eng as he developed and constantly improved 6.UAT, a required

course designed to help MIT EECS seniors improve their communication skills. The lessons learned in this course have recently been translated into a Communication Comic, which is finally being released after more than a year of prototyping. I am honored to have been asked to write an introduction.

One might ask 'MIT is focused on science and engineering, so why a required course on communication?' To answer this, it is helpful to recognize that "engineer" is both a noun and a verb. An engineer must have the knowledge to work in his or her field, but an engineer must also have the communication, teamwork and leadership skills to work together with others to "engineer" or implement a product or a process. Similarly, a scientist seeks to "discover" new principles, but to do this he/she must go through the process of discovery, which also requires working effectively with others. During my 35 years as a practicing engineer, I've leaned that just knowing something, or having an idea for a discovery, doesn't make it happen. It takes teamwork, advocacy, and inspiration.

Without effective communication, teamwork cannot take place. Communication provides the instruction, the coordination, the connection, the strategic discussion, and the constant feedback. Except for a limited

number of cases, projects or research in the real world get done by teams of people. Each person on the team has a contribution to make, but it requires effective communication between the team members to actually make this happen.

Communication skills can often be difficult to teach, in part because students are strongly locked in to the patterns and inhibitions that they developed when they were young. By using comics, Tony shifts the conversation to a new level wherein he bypasses deep-seated neural inhibitions and avoids verbal explanations. Instead, he illustrates basic communication principles through simple visual comics which communicate directly and viscerally to the limbic mind where insight is based. These insights free the mind to explore and develop in new directions.

# Joel Schindall Professor of the Practiice, MIT EECS Founder, Bernard Gordon-MIT Engineering Leadership Program SB, MS, PhD in EECS, MIT

Dr. Schindall returned to MIT in 2002 as a professor of the practice in EECS, and later helped to propose, design and implement the Bernard Gordon-MIT Engineering Leadership Program. Prior to that he spent 35 years in design and leadership positions in the telecommunications and satellite industry. He received his BS, MS and Phd degrees in Electrical Engineering from MIT.



## Introduction



student once asked me if I had written a book about presentation skills and if so, where they could buy it.

My response was why would obvious. A fun medium fo anyone want to read a book on how to read about a mundane t present? Anything I'd write would just presentation skills. I'm in. be pure common sense anyway. With the help of Fra

I used to teach an introductory computer science course, and it was challenging to come up with ways to explain technical material and rewarding to see a light go on when a student finally got something. But a nontechnical soft skills class was just not the same. Everything is simply put, obvious. There were no deep insights. No aha moments. I missed seeing light bulbs go off. What's more, one day someone would realize that all I did was teach people what they know or should have known. I constantly tweaked the course and experimented with different approaches, activities and assignments, hoping to create something that would be perceived by the students as being valuable. The only consolation I had was that even though they should have known these things, they didn't know how to (or remember to or were too lazy to) incorporate them into the design and delivery of their talks. And so, my course would at the very least remind them of the obvious.

Then in Summer of 2016, Patrick Yurick asked if I would help create an online course in Graduate Communications. I didn't think that would be an effective way to teach oral communication, but he mentioned that he hoped to use comics in some capacity. Comics? Intriguing. A non-obvious way to convey the obvious. A fun medium for students to read about a mundane topic like presentation skills. I'm in.

With the help of Francis Chen (who is a great sounding board and sanity checker) and Patrick Yurick (whose artistic touch brought the comics to a whole new dimension), six comics were initially created. Each comic contains a nugget of communication advice, and the intention was for other contributors (1) to augment the collection by creating comics with additional nuggets of advice, and for educators (2) to use the resulting collection as an educational resource for teaching materials in the courses that they teach—they could build a custom experience around nuggets (comics) of their choosing.

The comics can be read individually or in sequence (for the latter, we give one possible ordering here). The hope is that they remind you of things to be aware of and possibly things you'll want to try doing in your presentations. Everything can be adapted; anything can be ignored so long as your audience isn't bothered by it. Because in the end, you're not giving the presentation for your sake (you already know the material); you've giving it for theirs. I know I know. That's common sense, right?

- Tony Eng



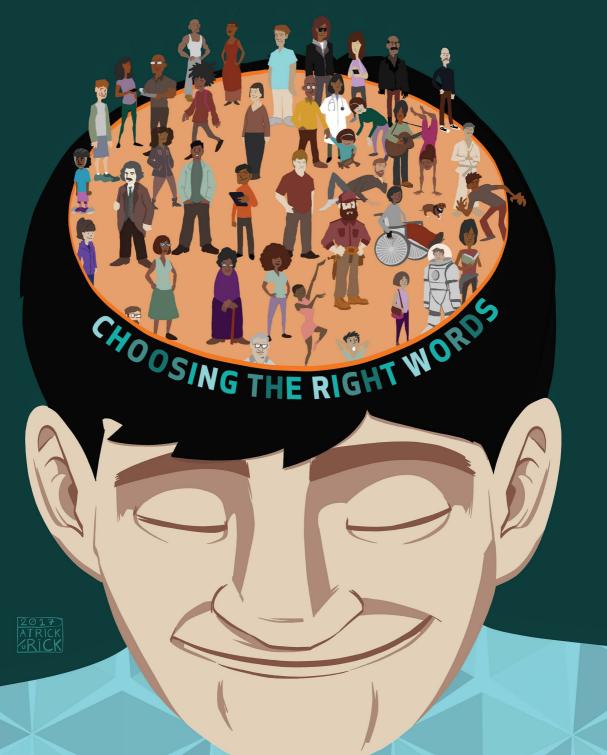


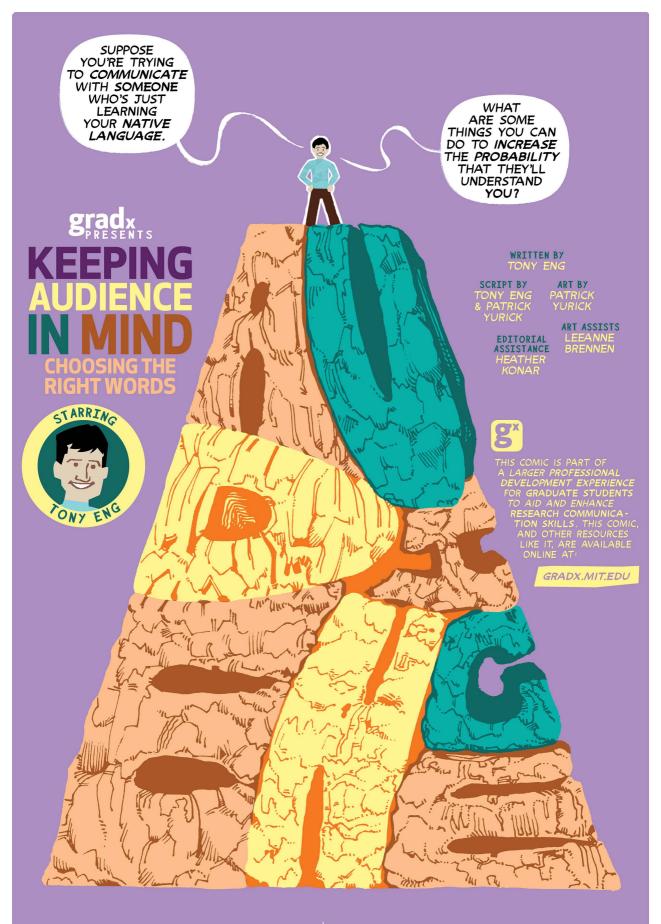
## KEEPING AUDIENCE IN MIND

TONYENG

PATRICK YURICK

LIMITED EDITION

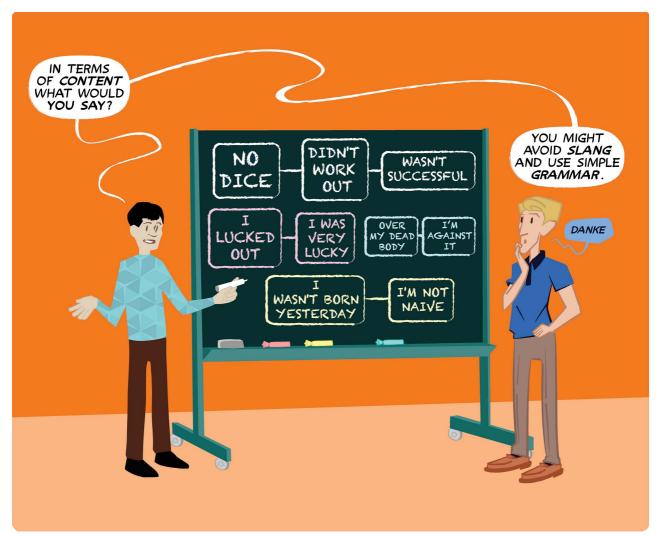




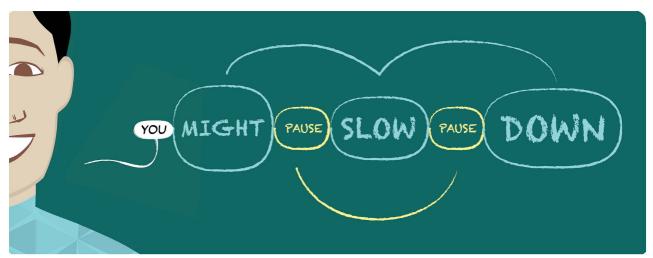
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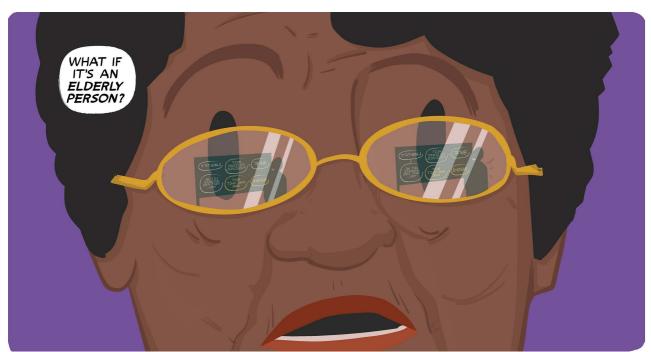














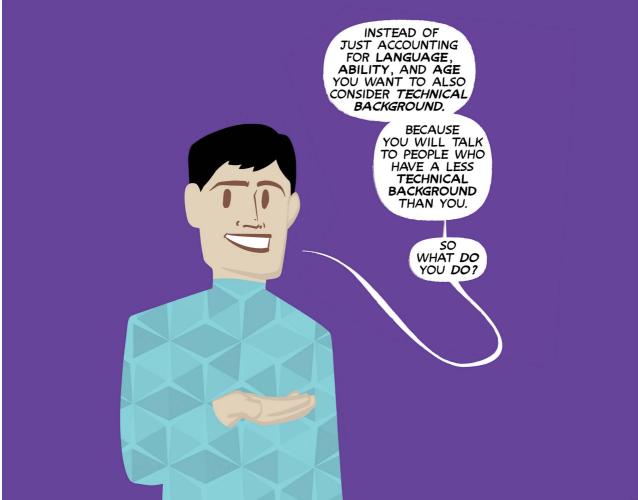


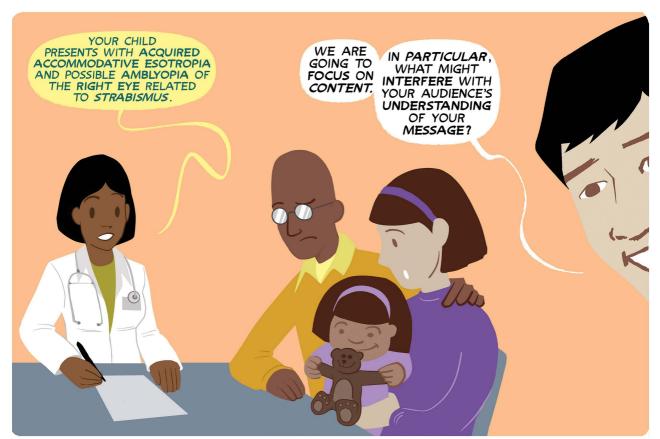




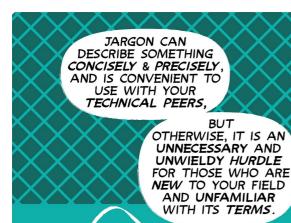
















WITH THE NON-NATIVE ENGLISH SPEAKER, YOU AVOID SLANG.



WITH THE ELDERLY, YOU AVOID POP CULTURE REFERENCES.



WITH THE TODDLER, YOU AVOID WORDS THEY HAVEN'T YET ACQUIRED.





IN THE END,
WHAT YOU ARE TRYING
TO DO IS MINIMIZE
UNFAMILIAR TECHNICAL
JARGON AND, INSTEAD,
USE WORDS THAT YOUR
AUDIENCE
UNDERSTANDS.







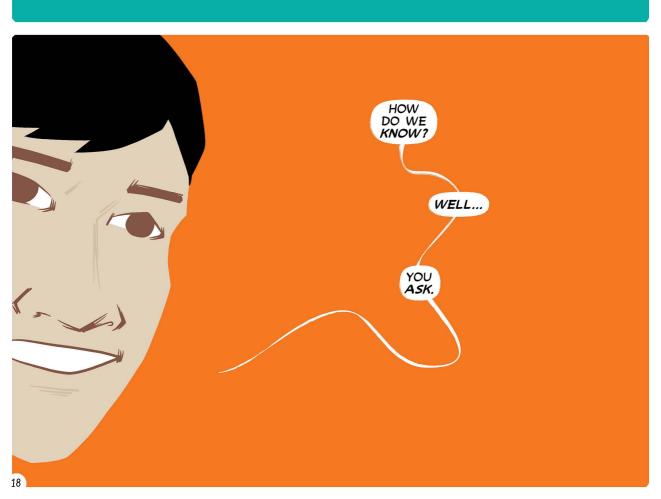
BAKKOUND RANGE TO A NOW, YOU MIGHT ASK ME TWO QUESTIONS:

ONE:
HOW DO I
KNOW WHAT
MY AUDIENCE'S
BACKGROUND
IS?

TWO:
IF I OMIT
DETAILS... ISN'T
MY DESCRIPTION
GOING TO BE
LESS ACCURATE
AND LESS
PRECISE?

ACCURACY





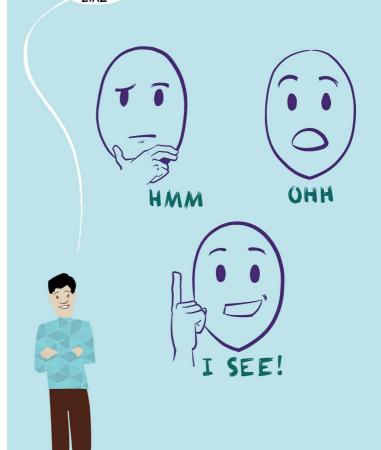


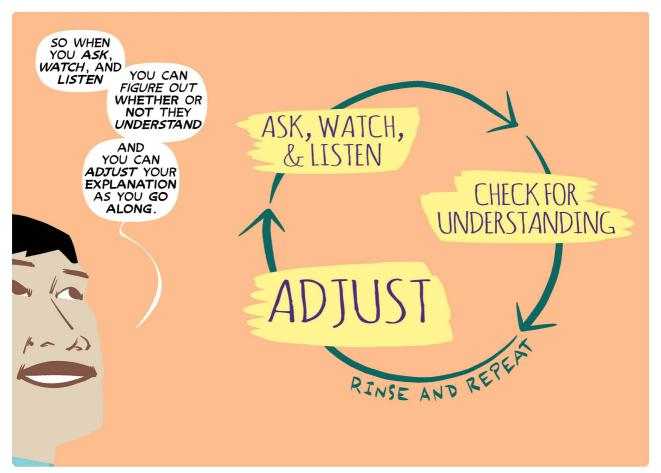


YOU WATCH
THEIR FACIAL
EXPRESSION.
YOU LOOK FOR
NONVERBAL
CUES.

AND, THREE,
YOU LISTEN TO
THE QUESTIONS THAT
THEY ASK BUT YOU ALSO
YOU LISTEN TO VERBAL
ACKNOWLEDGEMENTS
THAT THEY MAKE DURING
THE CONVERSATION.

THINGS LIKE:









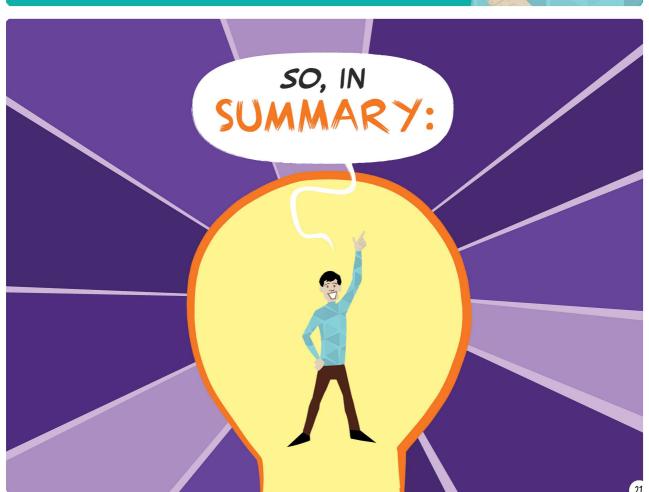
BUT THE
GOAL HERE IS
TO FIRST GET THE
GIST OF YOUR IDEA
ACROSS WITHOUT
OVERWHELMING
YOUR AUDIENCE.

THEN,
THROUGH
SUBSEQUENT
INTERACTION AND
QUESTIONING FILL
IN THOSE MISSING
DETAILS AS TIME
AND INTEREST
PERMIT.









YOU'RE
PROBABLY USED
TO THE IDEA OF
ADJUSTING TO
YOUR AUDIENCE
BY NOW.

WHY NOT ACCOUNT FOR TECHNICAL BACKGROUND?



SIMPLE VERBIAGE LEAVE TECHNICAL TERM OUT

DEFINE TECHNICAL TERM RENAME TECHNICAL TERM

DESCRIBE
WHAT,
NOT"HOW"

ETC.

YOU
CAN REMOVE
ONE OF THE BARRIERS
TO UNDERSTANDING
TECHNICAL CONTENT
BY EITHER-

-REMOVING JARGON--OR

-OR REPLACING JARGON WITH TERMS THAT ARE MORE FAMILIAR.













IF YOUR

RESEARCH IS VERY

TECHNICAL, HOW DO YOU

GET A NON-TECHNICAL

AUDIENCE -





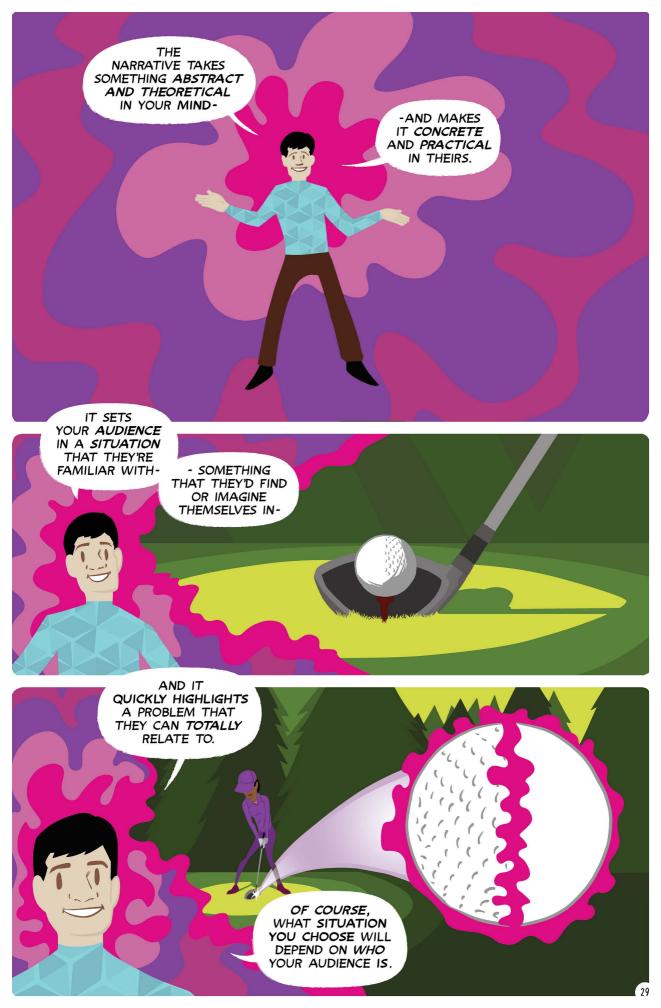


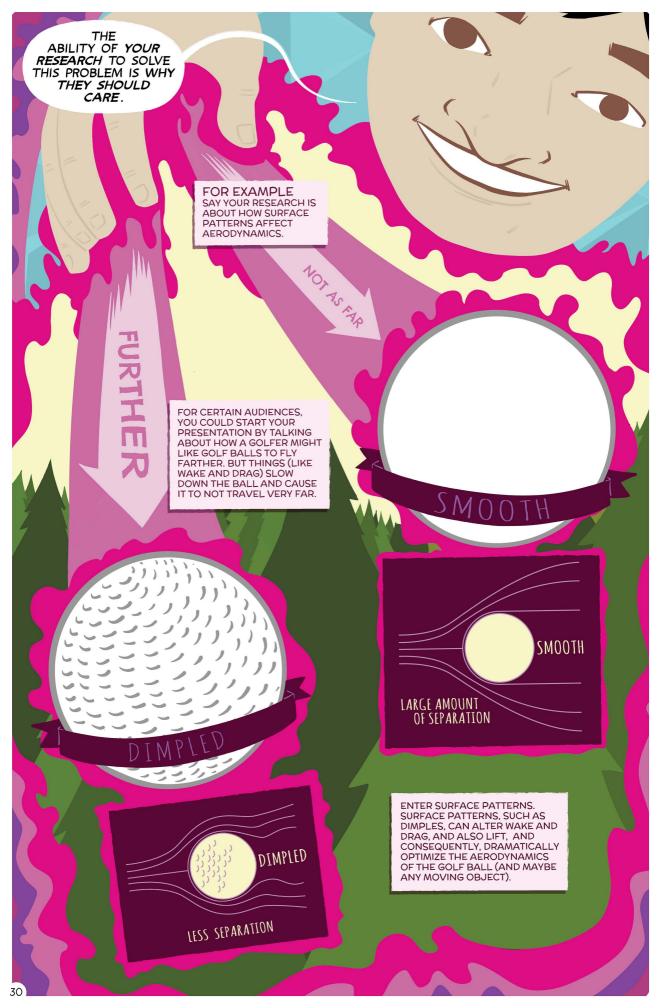
















YOU MAY NOT
ACTUALLY BE APPLYING
YOUR RESEARCH TO
SOLVE THE SPECIFIC
PROBLEM IN YOUR
NARRATIVE AND
THAT'S OK.

IT'S JUST AN
ILLUSTRATION OF WHAT'S
POSSIBLE IN THEORY AND IS
ONLY MEANT TO BE AN
EXAMPLE APPLICATION THAT
YOUR AUDIENCE CAN WRAP
THEIR MINDS AROUND.





MAKE
A NARRATIVE
MORE PERSONAL BY
TELLING IT IN THE
SECOND PERSON.



YOUR YOURS









NARRATIVE
DESCRIBES THE PROBLEM
YOU ARE SOLVING AND
ILLUSTRATES THE IMPACT
AND IMPORTANCE OF
YOUR RESEARCH IN
A RELATABLE WAY.









ONCE
YOUR AUDIENCE
UNDERSTANDS WHY
YOUR WORK SHOULD
MATTER TO
THEM-





THEN YOU'VE
SET THE STAGE
TO BEGIN TO TALK
ABOUT WHAT
IT IS YOUR
RESEARCH-



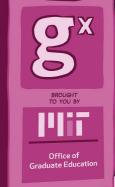


-ACTUALLY IS.

WRITTEN BY TONY ENG SCRIPT BY TONY ENG & PATRICK YURICK ART BY PATRICK YURICK ART ASSISTS LEEANNE BRENNEN EDITORIAL ASSISTANCE HEATHER KONAR

THIS COMIC IS PART OF A LARGER PROFESSIONAL DEVELOPMENT EXPERIENCE FOR GRADUATE STUDENTS TO AID AND ENHANCE RESEARCH COMMUNICATION SKILLS. THIS COMIC, AND OTHER RESOURCES LIKE IT, ARE AVAILABLE ONLINE AT:

GRADX.MIT.EDU





## GONTEXT

TONY ENG PAT

RICK YURICK MINITED EDITIO

HIGHLIGHTING DIFFERENCES





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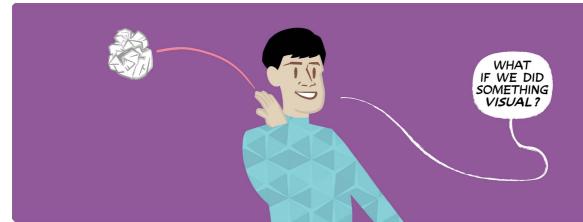














#### iOS Games: Revenue Streams

- Charge for app
- Have a free & a pro version
- Advertising
- In-app purchasing
- Sell something in the real world
- Subscription





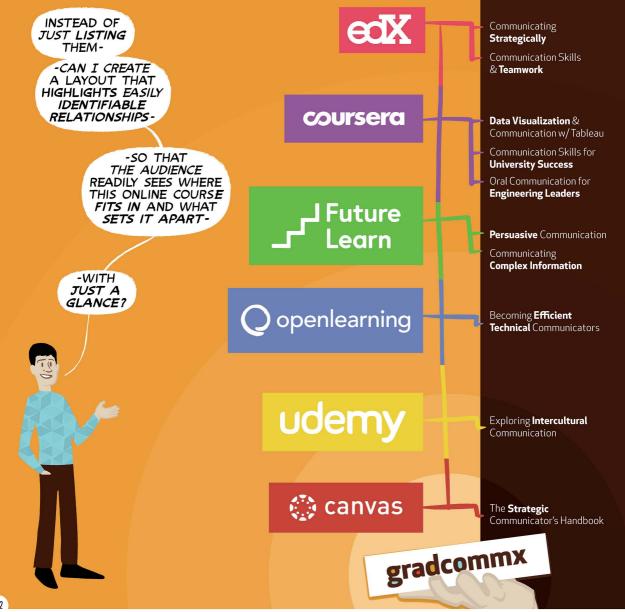
TAKE, FOR EXAMPLE, AN ONLINE COMMUNICATION COURSE.



gradcommx\*

\*GRADCOMMX IS THE COURSE THAT WAS CREATED IN TANDEM WITH THIS COMIC.







Ι COULD USE A TABLE

TABLE MIGHT BE CONSIDERED COMMONPLACE, BUT ITS LAYOUT IS FAMILIAR-



Self

**Paced** 

- EVERYONE **UNDERSTANDS** HOW TO PARSE A TABLE.

Weeks

4

2

3

EACH
ROW IN
THE TABLE
REPRESENTS
AN ONLINE
COURSE.
THE TABLE REPRESENTS AN ONLINE

**EACH** COLUMN REPRESENTS A FEATURE PROPERTY, OR BENEFIT.

IF

DESIGNED PROPERLY.

edX	Communicating <b>Strategically</b>
	Communication Skills & <b>Teamwork</b>
coursera	Data Visualization 9

**Data Visualization** & Communication w/ Tableau

Communication Skills for **University Success** 

**Engineering Leaders** 

**Persuasive** 

The **Strategic** 

**Complex Information** 

Openlearning Becoming **Efficient Technical** Communicators

gradcommx

Active

6



Live





Video







Instruction

**Format** 









AUDIENCE SHOULD

READILY SEE WHERE THIS ONLINE COURSE FITS IN-

THE

-HOW IT DIFFERS FROM THE REST.

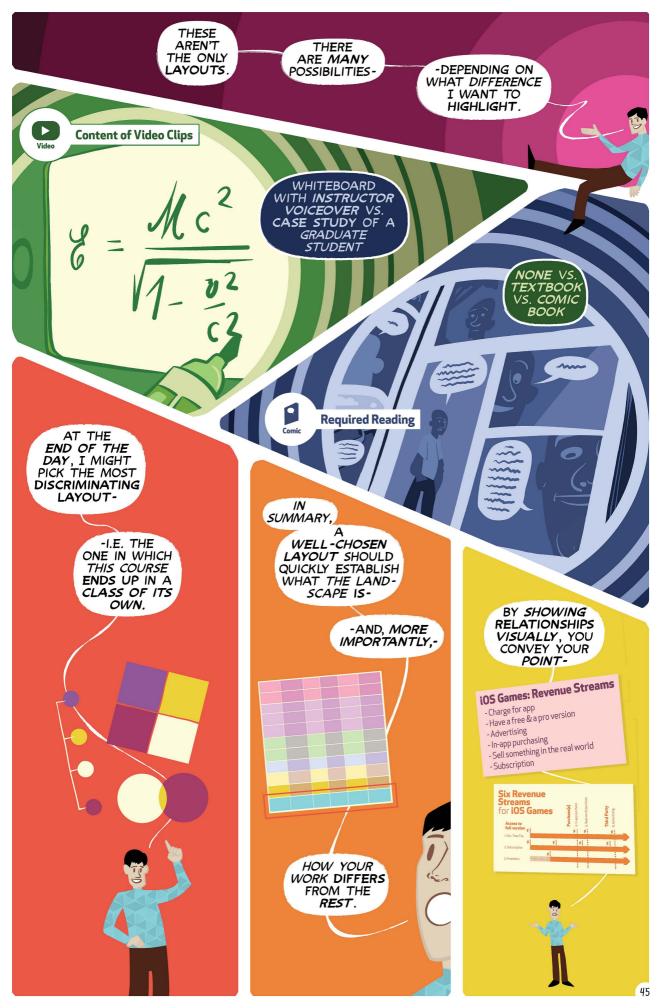


-AND-

Future Learn

canvas





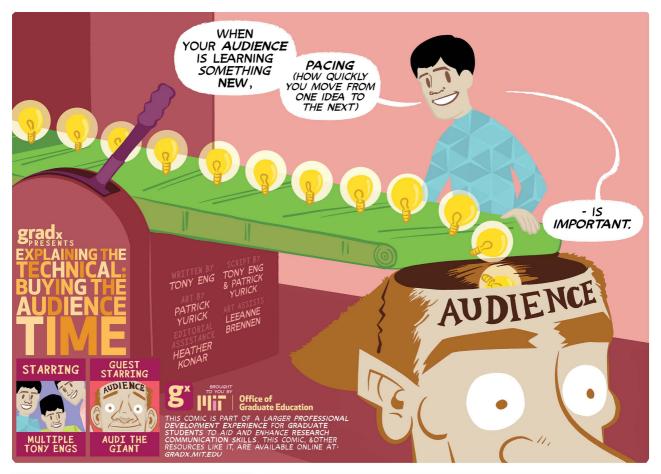
### Accessibility Amore READILY- Efficiency













PACING BECOMES
ESPECIALLY IMPORTANT
WHEN YOU ARE TRYING
TO TEACH SOMETHING
TECHNICAL.

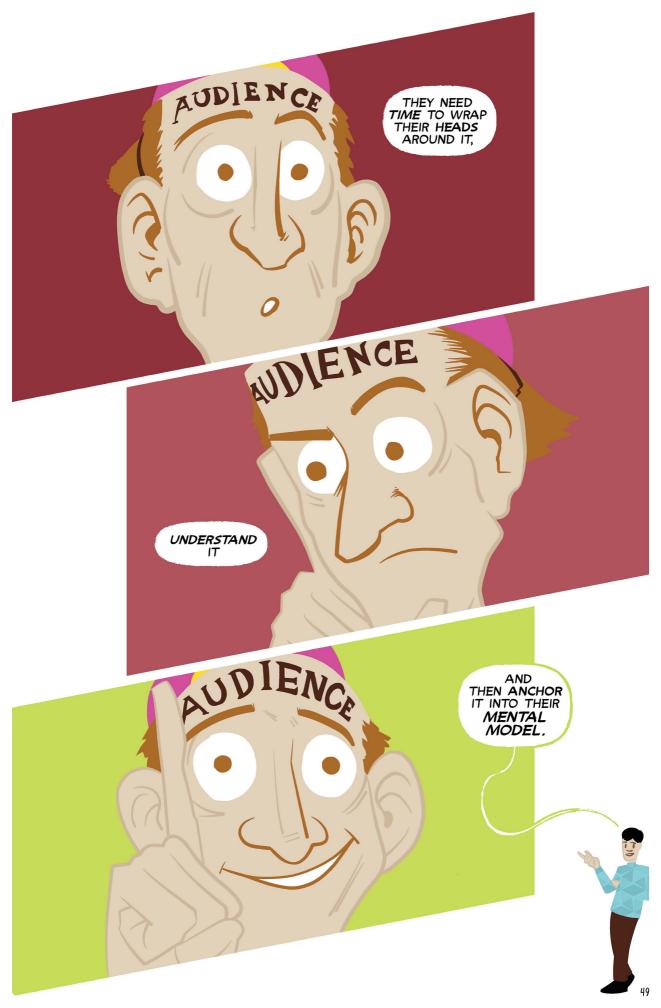
THE AUDIENCE
NEEDS TIME TO THINK
ABOUT WHETHER OR NOT
WHAT YOU JUST SAID
MAKES SENSE GIVEN
THEIR UNDERSTANDING
SO FAR.

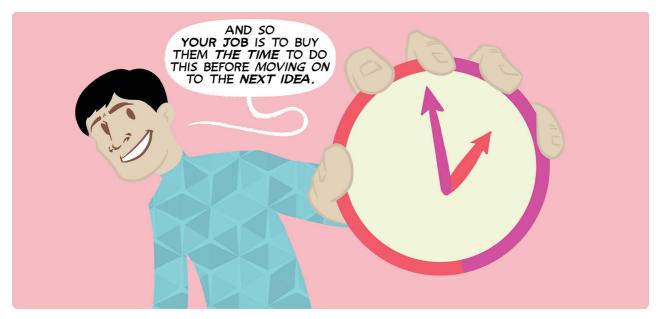
For example:
the Jaccard Distance
of { 1 2 3 } and
{ 3 4 5 } should be

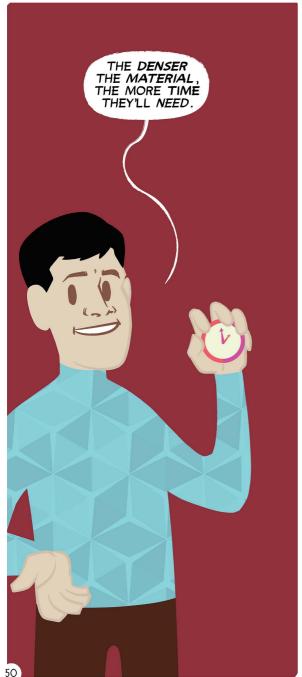
{ 3 4 5 } should be higher than { 1 2 3 } { 2 3 4 } because the first two sets are more "dissimilar" than the second two.

 $J(A,B) = \frac{1 \text{ AUB } 1 - 1 \text{ A \cap B } 1}{1 \text{ AUB } 1}$ 























THEY, IN ORDER OF APPEARANCE, ARE:



- AN "I.E. CLAUSE"
- 2 AN "E.G. CLAUSE"
- AN EXPLANATION OF WHY
- AN ELABORATION, AND -
- 5 A REPHRASING













PACING BECOMES
ESPECIALLY IMPORTANT
WHEN YOU ARE TRYING
TO TEACH SOMETHING TECHNICAL. L. THE AUDIENCE NEEDS *TIME* TO THINK ABOUT WHETHER OR NOT WHAT YOU JUST SAID MAKES SENSE GIVEN THEIR UNDERSTANDING SO FAR. For example: the Jaccard Distance of { 1 2 3 } and { 3 4 5 } should be higher than { 1 2 3 } { 2 3 4 } because the first two sets are more "dissimilar" than the second two.  $J(A,B) = \frac{1 \text{ AUB I} - 1 \text{ AUB I}}{1 \text{ AUB I}}$ 1 AUB 1



HERE ARE EXAMPLES OF THE REMAINING THREE: THE AUDIENCE NEEDS *TIME* TO THINK ABOUT WHETHER OR NOT WHAT YOU JUST SAID MAKES SENSE GIVEN THEIR UNDERSTANDING SO FAR.

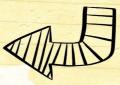
stance ind ld be 1 2 3 } the

OF WHY

e more the







THEY NEED TIME TO WRAP THEIR HEAD'S AROUND IT, UNIENCE UNDERSTAND AND
THEN ANCHOR
IT INTO THEIR
MENTAL

REPHRASING

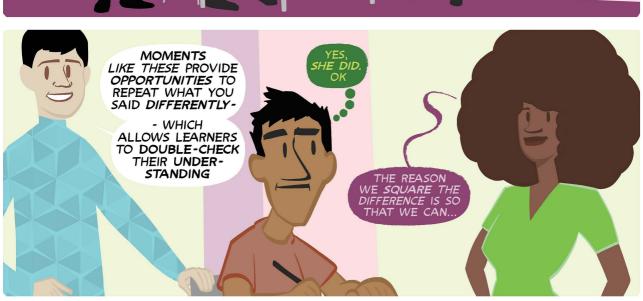


HOW DO YOU DO THIS?

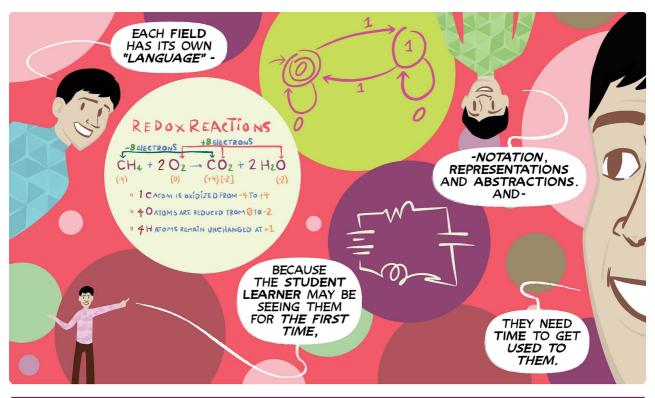
MODEL.

HOW DO YOU SLOW DOWN YOUR PACE?











LET'S ADD THREE MORE WAYS TO BUY YOUR AUDIENCE TIME WHEN DEALING WITH TECHNICAL MATERIAL.

> IN THIS CASE, AN EQUATION:

- CLAUSE"
- XPLANATION LABORATION EPHRASING
- 6. DESCRIBING WHAT THE TERMS REPRESENT
- **7.** SHOWING HOW A CHANGE IN ONE VARIABLE AFFECTS THE **EQUATION**
- 8. DISCUSSING EDGE OR BOUNDARY CASES



HERE'S AN EXAMPLE OF A TRANSCRIPT OF ME TEACHING THE JACCARD DISTANCE TO A STUDENT SEEING IT FOR THE FIRST TIME.

#### WARNING

THIS WILL BE LONG DUE TO THE INCLUSION OF "BUYING MANY TIME" **ELEMENTS** 

> IN REALITY, THESE WOULD BE **OPTIONALLY INSERTED OR** REMOVED AS NEEDED, SO PAY ATTENTION TO WHAT THE SHORTEST VERSION OF THE JACCARD DISTANCE COULD BE!

#### Introduction to Jaccard Distance

Let's consider the Jaccard Distance.

It's a measure of how "dissimilar" two sets are, the more dissimilar the larger the Jaccard Distance.

For example, the Jaccard Distance of { 1 2 3 } and { 3 4 5 } should be higher than { 1 2 3 } { 2 3 4 } because the first two sets are more "dissimilar" than the second two.

This distance metric is given by the following formula:

$$J(A,B) = |A \cup B| - |A \cap B| = \boxed{2}$$

$$|A \cup B|$$

The numerator is the number of elements that are a member of either A or B, but not both.

And the denominator is the total number of elements in A when combined with B.

So the Jaccard Distance is essentially the fraction of elements that are not common to both sets.

For the examples above, the Jaccard Distances are 4/5 and 2/4 respectively.

Note that if A equals B, then there are no elements that are not common to both, so the Jaccard Distance is 0 - i.e. the sets are not dissimilar.

# The shortest version of the explanation with all "buying time" elements removed ①—an "i.e. clause" ②—an "e.g. clause" ③—an explanation of why ④—an elaboration, and ⑤—a rephrasing. ⑥—describing what the terms represent

1)—showing how a change in one

variable affects the equation, \$

As the number of elements that are not common to both sets increases, meaning the sets get more and more

dissimilar, the Jaccard Distance increases from Zero.

8 - discussing edge or

boundary cases.

It reaches its maximum value of 1 when the sets are disjoint - when none of the elements of A overlap with those of B, so every member of A and every member of B are counted in the numerator.

And lastly, if one set is contained within the other, without loss of generality, assume A is a subset of B, then the Jaccard Distance becomes the fraction of elements that are in B, the larger set, that are not in A.



















WE'VE ALL BEEN THRILLED AND DELIGHTED BY THE UNEXPECTED OUTCOME OF.. STARRING TONY ENG

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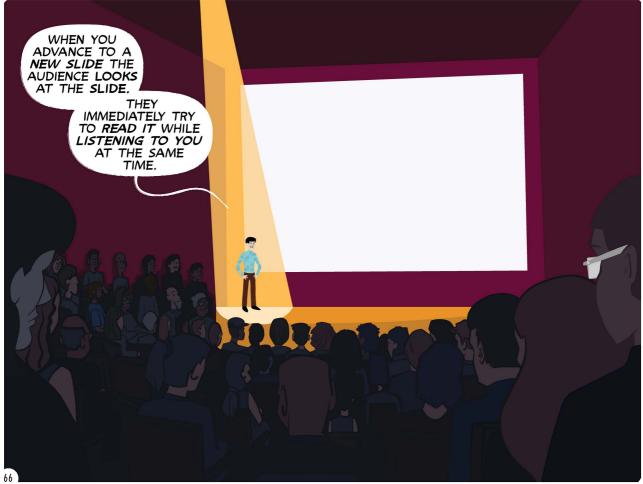


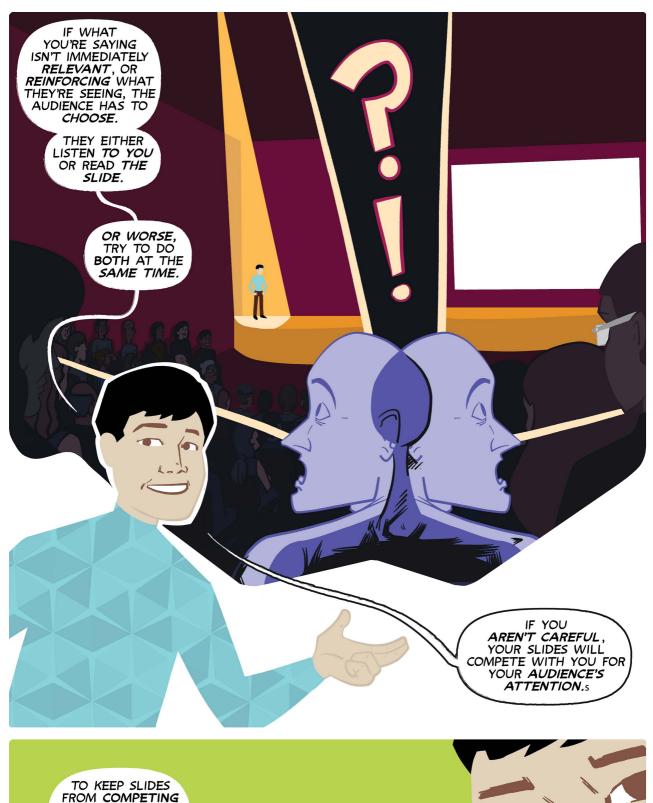




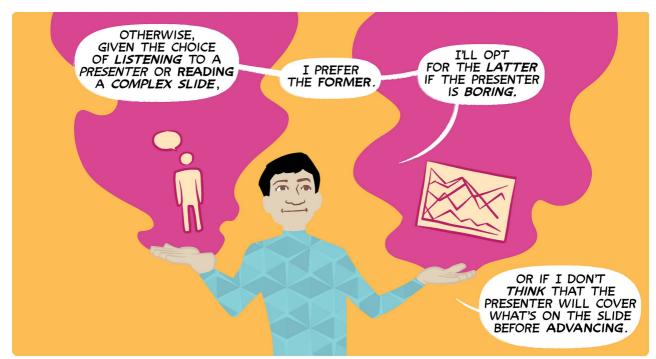




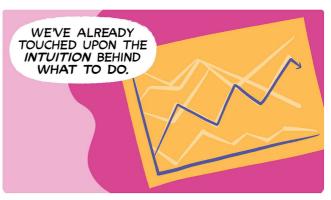


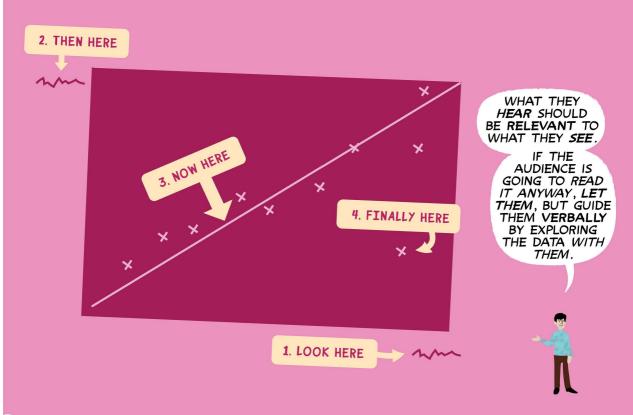




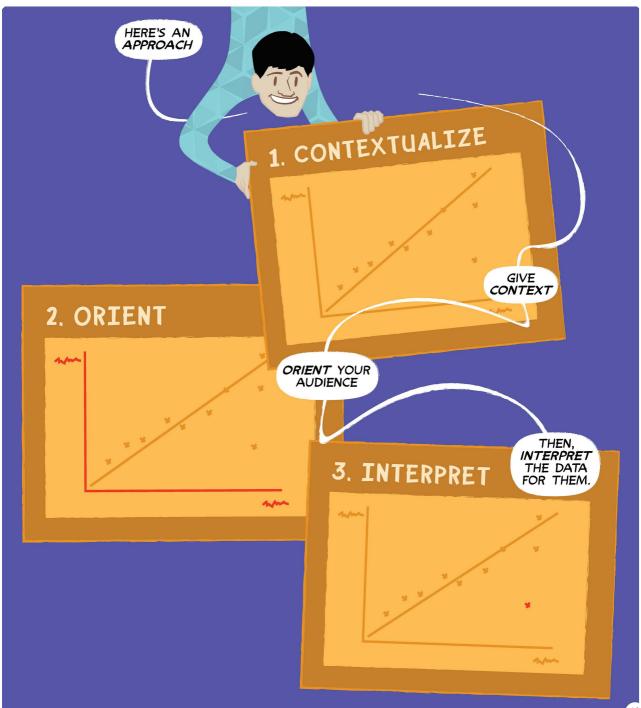




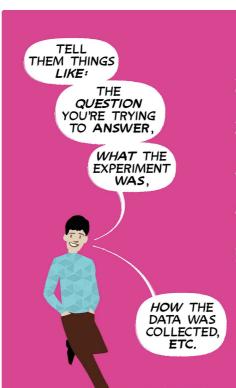








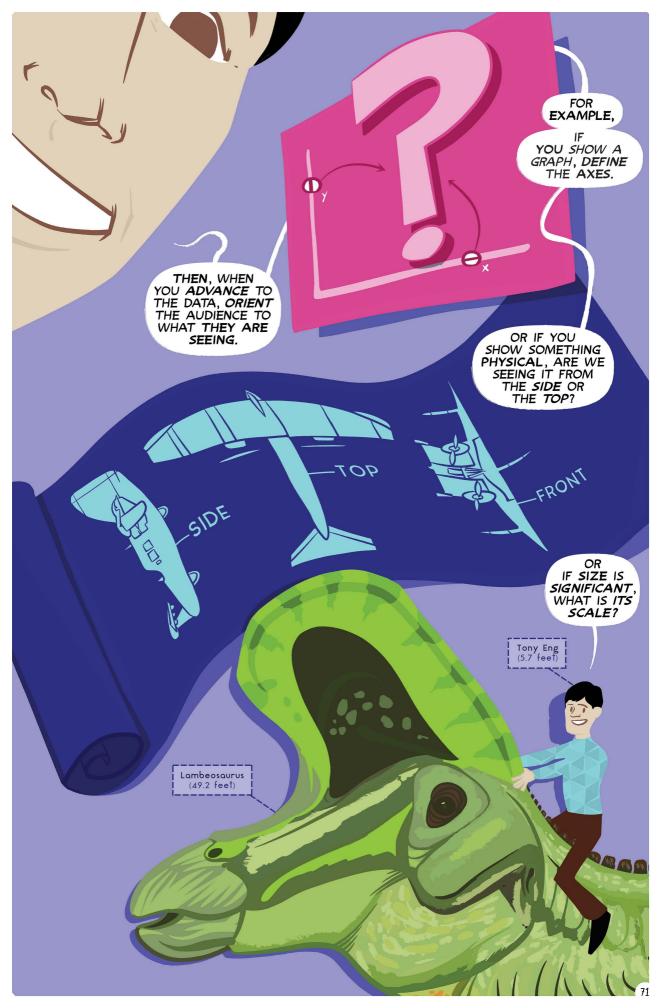




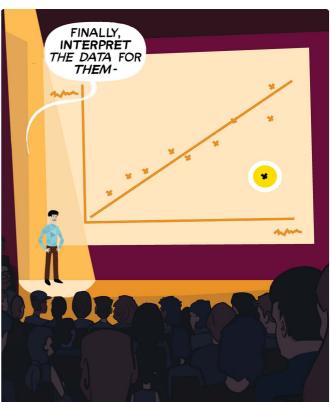
- 1. THE QUESTION
- 2. THE GOAL
- 3. THE SETUP
- 4. THE METHOD
- 5. ETC.

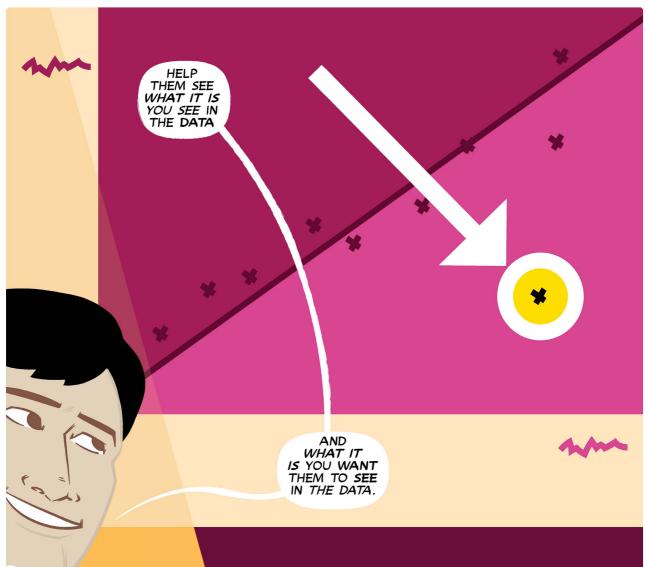






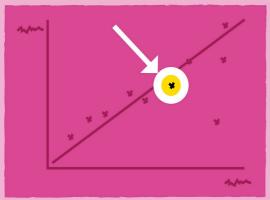




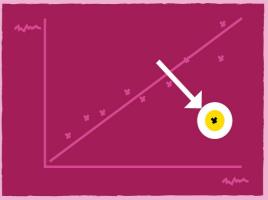


DO TWO THINGS: ONEPOINT OUT
THINGS THAT ONE
WOULD EXPECT TO
SEE IN THE DATA
AND THEN...

TWO-POINT OUT OUTLIERS. THE EXPECTED
HELPS THE AUDIENCE
CONFIRM BOTH THEIR
UNDERSTANDING AND THE
VALIDITY OF THE DATA,
BUT THE UNEXPECTED
TENDS TO BE MORE
INTERESTING.

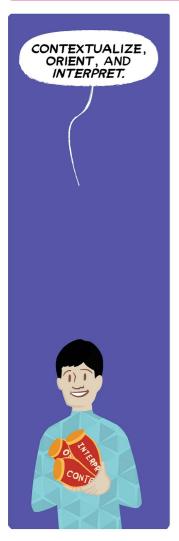


**EXPECTED** 



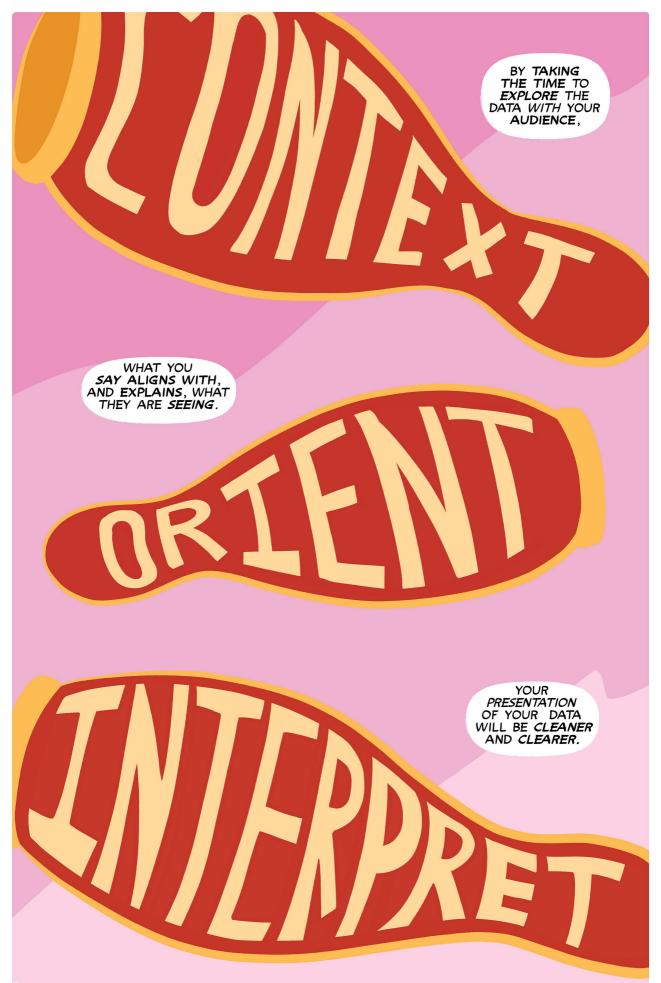
UNEXPECTED













YOUR AUDIENCE WILL BE-

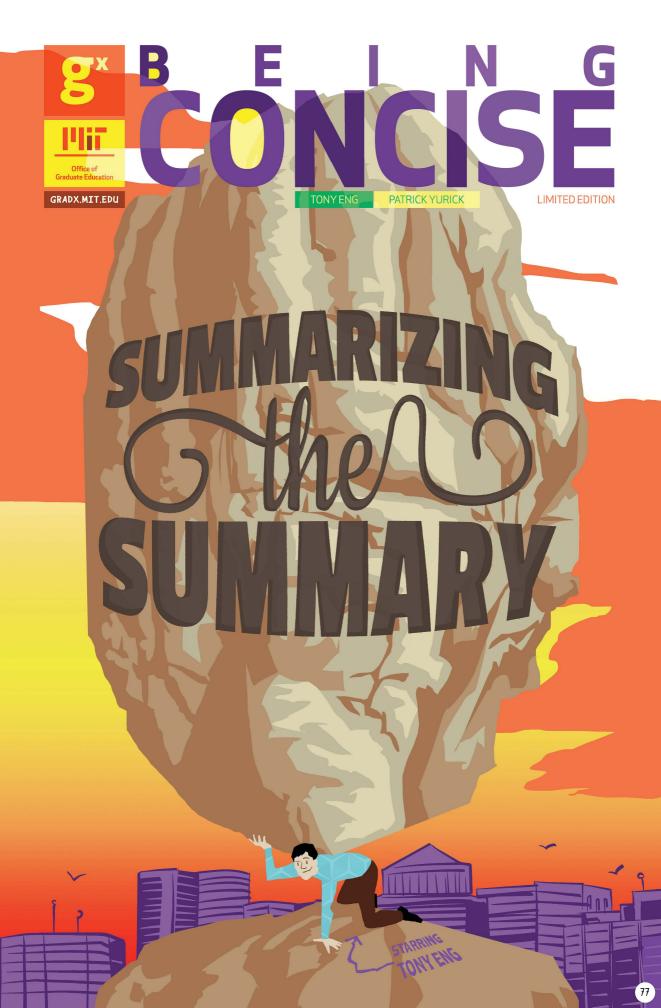
-FOCUSED ON YOU-



-LESS
DISTRACTED
AND-LIKELY
WITH YOU
THE WHOLE
TIME.









I'D SIT DOWN, & AFTER SEVERAL HOURS OF WRITING, PROBABLY ONLY REALLY HAD 3-4 PAGES WORTH OF MATERIAL.



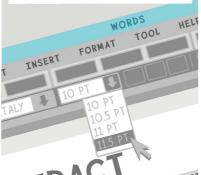


SO I'D **REPEAT** WORDS AND ADD **GRATUITOUS** MODIFIERS;

TOP SCIENTIST
WORLD-RENOWNED
RESEARCHER IN THE
FIELD OF COMPUTER
SCIENCE



PLAY AROUND WITH FONT SIZE & MARGINS... CREATE LONG COMPLEX SENTENCES REPLETE WITH SUBORDINATE CLAUSES... INCLUDE A DIAGRAM OF SOME SORT... ETC.



WITH THE EXPLOSION OF RESEARCH ACT.
MIC BIOINFORMATICS, THERE IS AN INC.
IN SEQUENCING ALGORITHMS, AND MASS S.
ORED AS A POSSIBLE TOOL FOR AIDING I.
ORED AS A POSSIBLE TOOL FOR AIDING I.
OM TANDEM MASS SPECTRA RELIES ON E.
OM A DATABASE OF KNOWN PEPTIDES, OR W.
OM A DATABASE OF SPECTRA. SUCH APPRICATION OF A DATABASE, OR WITH THE SPECTRA OF I.
WHEN PRESENTED TO MANUAL INTERPRESE
LEND THEMSELVES TO MANUAL INTERPRESE
LEND THEMSELVES TO MANUAL SEEN THE SENTENCE
LEND THEMSELVES TO MANUAL THE PRODUCE
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DATASET AND THEIR ANSWER PRODUCE
SONING ABOUT THE ANSWER PRODUCE
SONING ABOUT THE ANSWER PRODUCE
OF THE STANDARD PRODUCE TO THE SENTENCE OF T







tony@mit.edu

From:

tim@mit.edu

To:

Subject: Swap slots? Can we swap my next Tuesday slot for your

upcoming Thursday slot? -T

SHORTER **EMAILS ARE** MORE EFFECTIVE AT GETTING A REPLY.



SHORTER VIDEOS ARE MORE EFFECTIVE AT GETTING WATCHED.



30 Seconds Long







SECOND, I TRY TO BE MORE DIRECT AND TO THE POINT.

THIRD, I EMPLOY RHETORIC, SUCH AS THE RULE OF THREE & ALLITERATION, WHENEVER I CAN.



- 1. Remember\*
- 2. Rhetorical
- 3. Rules



# George Gopen's Ideas

### TOPIC CHANGING

Start the next sentence with the idea that ended the preceding sentence.

A->B B->C C->D D->E

## TOPIC

Start the next sentence with the same idea that started the preceding sentence.

A->B A->C A->D A->E









I APPLY THE INVERSE FUNCTION TO MY METHOD, DESCRIBED EARLIER FOR EXPANDING

FIRST, I OFTEN WRITE THE WAY I SPEA

I REMOVE **EMPTY WORDS** AND PHRASES THAT DON'T ADD MUCH,

 $\beta \rightarrow 0$ 

COME OUT SIMPLER. SECOND,

AND I REPHRASE

DIRECT AND TO THE POIN

A - E

[ADD]

OF THREE AND ALLITERATION

ALL THE WHILE PRESERVING THE **ESSENCE** OF THE MAIN IDEA.











THE TITLE OF A PAPER IS A SUMMARY OF THE ABSTRACT.





With the explosion of research activity in MALDI-TOF PSD formatics, there is an increased dem WHICH IS cing algorithms, and mass spectry Spectra. IN TURN A SUMMARY OF THE INTRODUCTION,

ed as a possible tool for aiding in

De Novo Peptide Sequencing from

encing from tandem mass spectra relies on either some form of comparison to a database of known peptides, or manual sequence inference by human analysis of spectra. Such approaches encounter difficulties when presented with the spectra of unknown and novel proteins not catalogued in a database, or with complex cotra that do not easily lend themselves to manual interpretation. novo approaches exist but their performance is sensitive

WHICH IS IN TURN A SUMMARY OF THE ENTIRE PAPER. Iter 1



#### Introduction

The complete genetic sequences of more and more organisms are being rapidly enumerated, and the genetic coding regions quickly deciphered. Structural and functional genomics, the discovery of a polypeptide's shape and purpose, becomes the next phase towards understanding the genetic program. Often the initial efforts in these areas require knowledge of a protein's sequence.

Proteins are essential to life, playing key roles in all biological processes: from enzymes that catalyze reactions, to antibodies in an immune response, from messengers in signaling pathways that allow a cell to react to stimuli, to secreted messengers that effect extracellular changes, and much more. Such is the extent of protein functionality to the survival of any organism.

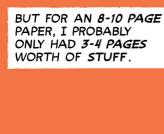
One of the first steps in understanding a protein is discovering its primary structure. Knowledge of the primary sequence characterizes the protein, offering a glimpse of what it does (its role and functionality), where it (its targeted destination) and how it does it (its active sites structural motifs). Protein sequencing is the process by



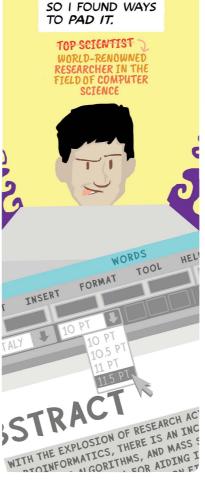














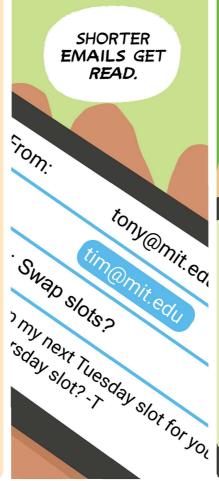






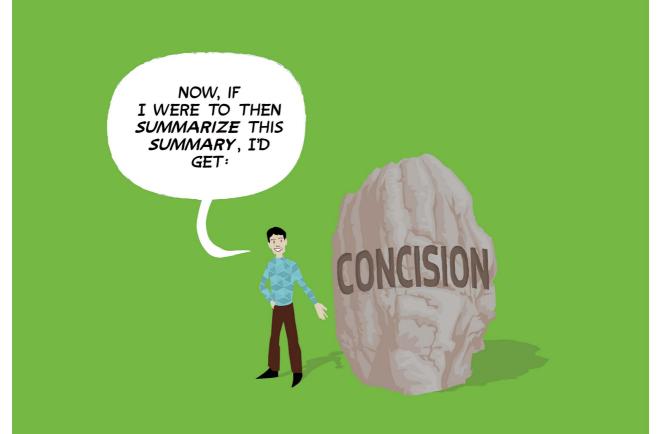
IN TODAY'S WORLD OF TWEETS, TAGLINES AND TL;DR, ATTENTION SPANS ARE SHORT.

















SIMPLIFY,

REMOVE + REWRITE,

THEN...

REPEAT.

#### Introduction

SIMPLIFY

more organisms are being regions quickly deciphered. Structuran and functional genomics, the d anding the genetic program. becomes the next phase towards unders

Proteins are essential to life, playing key roles in all bio Som messengers i antibodies in an immune respo ed messengers that effect extraces

One of the first steps in understanding sequence characterizes the protein, offer

other hand, the genomic DNA were availab certainty because post-transcriptional and

now correct

#### Abstract

With the explosion of research activity in genomic protein sequencing algorithms, and mass spectron process. Most sequencing from tandem mass spec peptides, or manual sequence inference by hum: presented with the spectra of unknown and no do not easily lend the most so to manual interp sensitive to noise a gaps in the dataset and t

ently, de novo protein sequencin

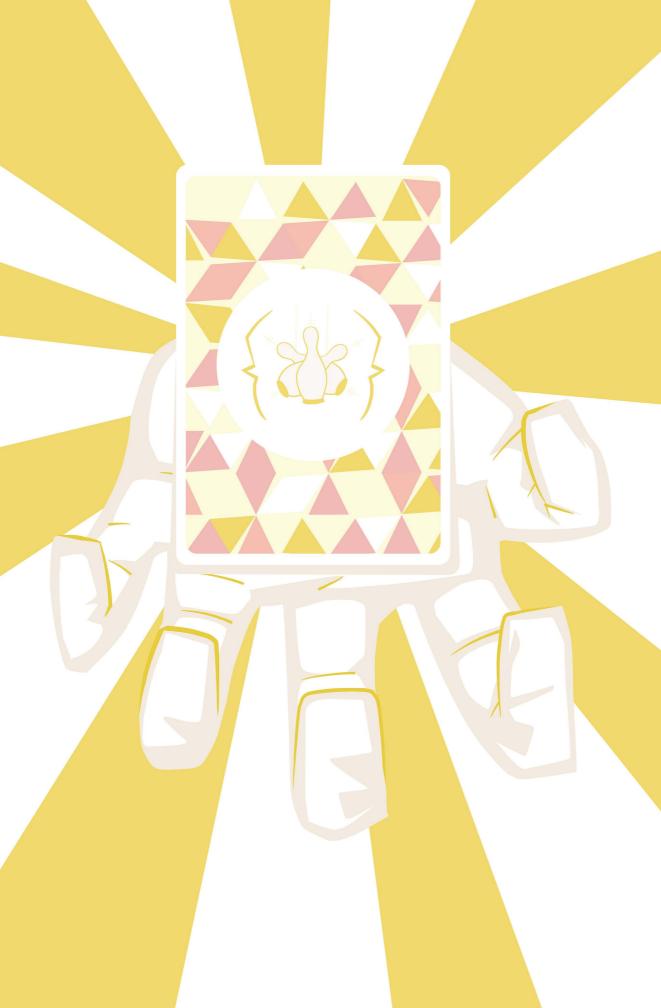
rmore, these were not developed f me of Flight and Post Source De internal ions, which may serve

> e propose a new approach that inv this model, and a simulated anneals mass and the MALDI-TOF PSD

with the best interpret REMOVE , then the real seque , under the appropria REWRITE ncient to correctly pre

noise and gaps in the data.















Technically Speaking: An Illustrated Guide For Professional Development explores tactics and approaches to consider when when communicating research to a variety of audiences.

#### **Topics Covered**

- Choosing appropriate language to avoid overwhelming your audience
- **Using narrative to explain why** your research is important
- **Synthesizing prior work** to convey where yours fits in by highlighting differences
- **Controling focus** in order to minimize cognitive load when presenting data
- **Leaving time for an audience** to process when explaining how something works
- **Distilling your message** when time & attention spans are short

This comic is part of a larger professional development experience for graduate students to aid and enhance research communication skills. This comic, and other resources like it, are available online at:

https://gradx.mit.edu